

Internal Monitoring Report

April 16, 2014

POLICY: **2.2 Treatment of Staff**
POLICY CATEGORY: **Operating Limitations**
PERIOD MONITORED: **April 18, 2013 – April 16, 2014**

This is my monitoring report on the Board of Education's Executive Limitation policy "Treatment of Staff." I certify that the information contained in this report is true and complete. The report is presented in accordance with the routine monitoring report schedule. This report will monitor the policy starting at its more detailed provisions and end with the global prohibition.

The National Center for School Leadership launched a "School Climate & Culture Survey" January 13 through February 21, 2014 for participating school districts throughout the country. Employees of Adams 12 were provided the opportunity to complete the survey from January 13 through January 28, 2014.

A total of 4,298 employees were employed by the district at the time of the survey administration. Of the 4,298 employees surveyed, 2,514 completed the survey, a response rate of 58%. The response rate of the survey ensures that validity and reliability of the data reflected in this report are very high, with a minimal margin of error. The national participating sample for the survey and survey period establishes benchmarking data based on 73,115 responses.

Staff answered survey questions based on a Likert Scale of 1 – 5

"1" represents *Strongly Disagree*

"2" represents *Disagree*

"3" represents *No Response*

"4" represents *Agree*

"5" represents *Strongly Agree*

Respondents who did not answer or provide a "3" Neutral response are included in the "No Response (NR)" category.

READING THE RESULTS

- Ratings are indicated as a percentage value and graphically represented by a Bar Chart.
- UNFAVORABLE RATINGS (1's or 2's) are shown as a percentage and represented as a DARK GREY BAR on the enclosed charts.
- FAVORABLE RATINGS (4's or 5's) are shown as a percentage and represented as a LIGHT GREY BAR on the enclosed charts.
- NEUTRAL RATINGS (3's) are shown as a percentage and represented by the UNSHADED BAR on the enclosed charts.
- The PREDOMINANT VIEW of each group is represented by the LONGEST BAR. Due to rounding, the combined percentages of these bars may be slightly above or below 100%.
- Custom Questions do not have a national benchmark and are indicated by a (C). 2011 Adams 12 survey responses to custom questions established internal benchmarks for this year and future survey years.

Christopher E. Gdowski
Superintendent

April 11, 2014

2.2.1 Policy Wording:

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not operate without written personnel rules which: (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions, such as nepotism and preferential treatment for personal reasons.

Interpretation:

I interpret this policy wording to mean:

1. Superintendent policies for personnel are updated and available for all staff.
2. Supervisory staff receives policy information, training, updates and reminders of their responsibility for knowing, understanding and complying with Superintendent Policies.
3. The Certified and Classified contracts coupled with Superintendent Personnel Policies have a defined grievance and/or appeal process.
4. Superintendent Policy provides staff with guidance to ensure fair treatment of staff and that work place decisions are not influenced by personal or family relationships.

School Climate & Culture survey responses by Adams 12 staff, to the following question, yield a percentage equal to or above the national benchmark.

5. I am given a fair opportunity to succeed in my school/department.

Custom Questions (C) do not have a national benchmark. 2011 Adams 12 survey results for the following custom questions established an internal comparison benchmark for this year and future survey years. The results for 2014 will need to meet or exceed the 2013 results in order for performance to be in compliance with policy requirements.

6. Their rights as employees are not violated by their supervisory team. (C)
7. Their supervisory team does not display unfair unemployment practices through nepotism or preferential treatment for personal reasons. (C)

Data Reported:

1. Superintendent Policy, Series 4000 – General Personnel Policy, is updated and available to all staff through the District website page. Staff is provided formal notification annually through salary/compensation letters, as well as upon approval/modification of an individual policy, that policies are available and staff are responsible to remain current in their knowledge of these policies. Updated policies are distributed by e-mail throughout the year following final approval by the Superintendent.
2. Supervisory staff received 13 formal trainings related to Personnel policies during the monitoring period.
3. The grievance process is outlined in the Certified (September 2013) and Classified (January 2014) contracts.

4. Superintendent Policy 4130, Staff Ethics/Conflicts of Interest/Nepotism, provides specific guidance and prohibition from conflict of interests including nepotism and preferential treatment.
5. 80% of national respondents and 78% of Adams 12 respondents indicated they are given a fair opportunity to succeed in their school/department.

7	13	80	National
10	12	78	Adams 12

6. For this custom survey question (C), 86% of Adams 12 survey respondents reported their rights as employees were not violated by their supervisory team.

8	10	82	Custom - 2013
5	9	86	Custom - 2014

7. For this custom survey question (C), 80% of Adams 12 survey respondents reported their supervisory teams display fair employment practices and do not use nepotism or preferential treatment for personal reasons.

11	12	77	Custom - 2013
9	11	80	Custom - 2014

Compliance Statement:

The District's performance complied with policy standards 1-4. The District's performance did not comply with standard 5. Custom questions 6 and 7 demonstrated an increase from 2013 to 2014.

2.2.2 Policy Wording:

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not retaliate against any staff member for non-disruptive expression of dissent.

Interpretation:

I interpret this policy wording to mean:

1. Employees indicate in a reliable survey that they are able to share their ideas and opinions, in a professional manner, with school/department leadership without adverse employment consequences and at levels which meet or exceed the national average.
2. There are no findings of retaliation at the conclusion of a grievance process.
3. There are no findings of retaliation at the conclusion of a formal court proceeding.

Data Reported:

1. A. 72% of national respondents and 71% of Adams 12 respondents indicate that employees are able to share their ideas and opinions with school/department leadership.

13	15	72	National
17	12	71	Adams 12

- B. 72% of national respondents and 71% of Adams 12 respondents indicate that employees feel comfortable to share ideas and opinions.

13	15	72	National
18	11	71	Adams 12

2. There were no (0) formal grievances filed for the monitoring period to protest retaliatory treatment for sharing opinions or engaging in professional discourse.
3. There were two (2) lawsuits filed during the previous monitoring period by former employees asserting that their employment was terminated in retaliation for their alleged expression of matters protected by the First Amendment. These lawsuits were filed in February and March 2013. Motions for Summary Judgment are pending in both cases.

No lawsuits were filed in this reporting period by former employees asserting that their employment was terminated in retaliation for their alleged expression of matters protected by the First Amendment.

Compliance Statement:

The District's performance did not comply with policy standard 1A and 1B; however, the District ranking is within one point of the National rating for both items.

2.2.3 Policy Wording:

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not prevent staff from grieving to the Board of Education when (a) the internal grievance procedures have been exhausted and (b) the employee alleges that Board policy has been violated to his or her detriment.

Interpretation:

I interpret this policy wording to mean:

1. Staff are aware that if complaints are not resolved by administration and/or their supervisor they have the option of bringing their issue to the Board of Education.
2. They have not been denied the opportunity to take a grievance to the Board if they feel that Board policy has been violated to their detriment.

Data Reported:

1. For this custom survey question (C), 81% of Adams 12 survey respondents indicated that if their complaints had not been resolved by their supervisory teams, or if they felt a Board policy had been violated, their supervisory teams allowed them the option to take a grievance to the Board of Education after exhausting the internal complaint process.

9	14	77	Custom - 2013
6	13	81	Custom - 2014

Compliance Statement:

The District's performance does comply with the policy standard. Improvement from 2013 to 2014 is noted.

2.2.4 Policy Wording:

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not fail to acquaint staff with the Superintendent's interpretation of their protection under this policy.

Interpretation:

I interpret this policy wording to mean:

All site administrators review their respective 2.2 survey data and discuss the information with staff. Employees state the Board and Superintendent policies are accessible at their work site. Employees state the Board policies are understandable.

1. The Board and Superintendent policies are accessible at their work site.
2. The Board policies are understandable.
3. For the 2013 survey, 100% of building principals reported they reviewed and discussed their 2.2 survey data with their staff. Currently, building principals and District departments are in the process of reviewing 2014 results with staff.

Data Reported:

1. For this custom survey question (C), 81% of Adams 12 survey respondents reported the Board and Superintendent policies were accessible to them in their work environment.

8	16	76	Custom - 2013
6	13	81	Custom - 2014

- For this custom survey question (C), 57% of Adams 12 survey respondents reported Board policies were understandable. It should be noted that 28% were “neutral or no response.”

21	29	50	Custom - 2013
15	28	57	Custom - 2014

- 100% of building principals reported they reviewed and discussed their 2013 2.2 survey data with staff members. (Note: 2014 survey results include an expectation that the survey be reviewed and discussed with staff within 30 calendar days of distribution.)

Compliance Statement:

The District’s performance does comply with Custom policy standards 1 and 2. The District performance complies with standard 3.

2.2 Global Policy Prohibition Wording:

With respect to the treatment of paid and volunteer staff, the Superintendent may not cause or allow conditions which are unsafe, undignified, disorganized, or unclear.

Interpretation:

I submit the Board’s Global Policy has been comprehensively interpreted except for the following:

I interpret “*paid and volunteer staff, the Superintendent may not cause or allow conditions which are unsafe, undignified, disorganized, or unclear*” to mean:

- Employees state that they work in a positive, professional work environment.
- Employees state their work environment is safe.
- Employees know what is expected of them at work.
- Employees are given adequate feedback regarding their performance.
- Employees are clear about how their performance will be evaluated.
- Employees state that school/department leadership listens to their concerns.
- Employees state that leadership keeps them informed.
- Employees state that school/department leadership is effective.
- Employees state that their rights as an employee are not violated by their supervisory team.
- Employees trust and respect each other.
- Employees care about each other on a personal level.
- Employees state that considering everything, they are satisfied working at their school/department.
- Employees state that overall, their school/department does a good job of meeting their needs.
- Volunteers have not submitted a complaint of mistreatment to the Superintendent’s office, district volunteer coordinator, Legal Office or Human Resources for investigation with an outcome indicating mistreatment occurred.

Data Reported:

The District’s performance complies with the policy standard if the District’s survey results meet or exceed the national average on 75% or more of the questions measured in this category and district performance ratings are within 5% of meeting or exceeding the national average for individual questions.

1. 74% of national respondents and 71% of Adams 12 respondents indicate they work in a positive, professional work environment.

13	13	74	National
16	13	71	Adams 12

2. 88% of national respondents and 83% of Adams 12 respondents indicate they work in a safe environment.

5	7	88	National
9	8	83	Adams 12

3. 91% of national respondents and 87% of Adams 12 respondents indicate they know what is expected of them at work.

4	6	91	National
6	7	87	Adams 12

4. 69% of national respondents and 64% of Adams 12 respondents indicate they are given adequate feedback on the work they do.

14	17	69	National
19	17	64	Adams 12

5. 75% of national respondents and 62% of Adams 12 respondents indicate they are clear about how their performance will be evaluated.

11	14	75	National
20	18	62	Adams 12

6. 70% of national respondents and 68% of Adams 12 respondents indicate that leadership listens to their concerns.

13	17	70	National
18	14	68	Adams 12

7. 65% of national respondents and 66% of Adams 12 respondents indicate leadership keeps staff informed about what is going on.

15	19	65	National
18	16	66	Adams 12

8. 70% of national respondents and 68% of Adams 12 respondents indicate leadership is effective.

15	16	70	National
19	13	68	Adams 12

9. For this custom survey question (C), 81% of Adams 12 respondents indicate their rights as an employee are not violated by their supervisory team.

9	14	77	Custom - 2013
6	13	81	Custom - 2014

10. 75% of national respondents and 73% of Adams 12 respondents indicate they trust and respect the people with whom they work.

11	14	75	National
14	13	73	Adams 12

11. 80% of national respondents and 82% of Adams 12 respondents indicate they care about each other on a personal level.

7	13	80	National
7	11	82	Adams 12

12. 81% of national respondents and 79% of Adams 12 respondents indicate that considering everything, they are satisfied working at their school/department.

9	10	81	National
12	9	79	Adams 12

13. 76% of national respondents and 74% of Adams 12 respondents indicate their school/department overall does a good job of meeting their needs.

11	13	76	National
14	12	74	Adams 12

14. There were no complaints submitted by volunteers to the Superintendent’s office, District volunteer coordinator, Legal Office or Human Resources expressing a concern of mistreatment for the reporting period.

Compliance Statement:

Survey data indicates the District’s performance meets or exceeds the national average on 12 of the survey questions and is below the average on one question. The District’s performance has improved compared to the 2013 survey. In the 2013 survey year, the District’s performance met or exceeded the national average on five survey questions and was below average on eight questions.

The discrepancy rating between National and District for question #5 is not a surprise in light of the Educator Effectiveness law and implementation of a new evaluation system for teachers and building administrators. Improvement in this rating is expected over the next two reporting periods as this important work moves forward.

The Board acknowledged receipt of a monitoring report as of April 16, 2014, for the period April 18, 2013 through April 16, 2014, of the Superintendent concerning Board Policy 2.2 Treatment of Staff, and found the superintendent’s interpretations were reasonable and supported by data that was relevant, justified and complete.