

Internal Monitoring Report

April 20, 2016

POLICY: **2.2 Treatment of Staff**
POLICY CATEGORY: **Operating Limitations**
PERIOD MONITORED: **April 16, 2015 - April 20, 2016**

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 11th through February 26th, 2016 for participating school districts throughout the country. Employees of Adams 12 were provided the opportunity to complete the survey from January 11th through January 27th, 2016.

A total of 4,536 employees were employed by the district at the time of the survey administration. Of the 4,536 employees surveyed, 2,993 completed the survey, a response rate of 66%. 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 101,934 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).

Christopher E. Gdowski
Superintendent

April 15, 2016

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. The results for 2016 will need to meet or exceed the 2015 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 19 formal trainings related to Personnel policies during the monitoring period.
3. The grievance process is outlined in the Certified (September 2015) and Classified (January 2016) 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 81% of Adams 12 respondents indicated they are given a fair opportunity to succeed in their school/department.

7	13	80	National
8	11	81	Adams 12

6. For this custom survey question (C), 87% of Adams 12 survey respondents reported their rights as employees were not violated by their supervisory team.

3	8	89	Custom - 2015
5	8	87	Custom - 2016

7. For this custom survey question (C), 82% of Adams 12 survey respondents reported their supervisory teams display fair employment practices and do not use nepotism or preferential treatment for personal reasons.

7	10	83	Custom - 2015
8	10	82	Custom - 2016

Compliance Statement:

The District's performance complied with policy standards 1-5. Custom questions 6 and 7 demonstrated a negligible decrease from 2015 to 2016.

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 74% of Adams 12 respondents indicate that employees are able to share their ideas and opinions with school/department leadership.

12	15	72	National
13	13	74	Adams 12

- B. 72% of national respondents and 73% of Adams 12 respondents indicate that employees feel comfortable to share ideas and opinions.

13	15	72	National
15	12	73	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 a 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.
- a. The first of these lawsuits is now resolved with a victory for the District because it was dismissed from Federal District Court, the dismissal was affirmed by the 10th Circuit Court of Appeals, and a petition for review was denied by the United States Supreme Court.
 - b. In the second lawsuit, the Federal District Court dismissed the federal claims but the former employee refiled state law claims in state court and a trial in the matter is set for June 2016.

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 does comply with policy standard 1A, 1B, 2 and 3.

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), 85% 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.

5	10	85	Custom - 2015
4	11	85	Custom - 2016

Compliance Statement:

The District’s performance does comply with the policy standard. There is no change noted from 2015 to 2016.

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 annual survey, 100% of schools and district departments will review and discuss their 2.2 survey data with their staff.

Data Reported:

1. For this custom survey question (C), 83% of Adams 12 survey respondents reported the Board and Superintendent policies were accessible to them in their work environment.

4	14	82	Custom - 2015
4	13	83	Custom - 2016

2. For this custom survey question (C), 67% of Adams 12 survey respondents reported Board policies were understandable. It should be noted that 27% were “neutral or no response.”

9	28	63	Custom - 2015
6	27	67	Custom - 2016

3. 100% of building principals reported they reviewed and discussed their 2015 2.2 survey data with staff members. All district departments reviewed and discussed the 2015 2.2 results with staff. (Note: 2016 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, 2 and 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:

1. Employees state that they work in a positive, professional work environment.
2. Employees state their work environment is safe.
3. Employees know what is expected of them at work.
4. Employees are given adequate feedback regarding their performance.
5. Employees are clear about how their performance will be evaluated.
6. Employees state that school/department leadership listens to their concerns.
7. Employees state that leadership keeps them informed.
8. Employees state that school/department leadership is effective.
9. Employees state that their rights as an employee are not violated by their supervisory team.
10. Employees trust and respect each other.
11. Employees care about each other on a personal level.

12. Employees state that considering everything, they are satisfied working at their school/department.
13. Employees state that overall, their school/department does a good job of meeting their needs.
14. 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 77% of Adams 12 respondents indicate they work in a positive, professional work environment.

12	13	74	National
12	11	77	Adams 12

2. 87% of national respondents and 87% of Adams 12 respondents indicate they work in a safe environment.

5	7	87	National
6	7	87	Adams 12

3. 91% of national respondents and 90% of Adams 12 respondents indicate they know what is expected of them at work.

4	6	91	National
4	6	90	Adams 12

4. 70% of national respondents and 69% of Adams 12 respondents indicate they are given adequate feedback on the work they do.

14	17	70	National
15	16	69	Adams 12

5. 75% of national respondents and 72% of Adams 12 respondents indicate they are clear about how their performance will be evaluated.

11	14	75	National
13	15	72	Adams 12

6. 71% of national respondents and 71% of Adams 12 respondents indicate that leadership listens to their concerns.

13	17	71	National
14	15	71	Adams 12

7. 66% of national respondents and 71% of Adams 12 respondents indicate leadership keeps staff informed about what is going on.

15	19	66	National
15	14	71	Adams 12

8. 70% of national respondents and 72% of Adams 12 respondents indicate leadership is effective.

15	16	70	National
15	13	72	Adams 12

9. For this custom survey question (C), 87% of Adams 12 respondents indicate their rights as an employee are not violated by their supervisory team.

3	8	89	Custom - 2015
5	8	87	Custom - 2016

10. 75% of national respondents and 77% of Adams 12 respondents indicate they trust and respect the people with whom they work.

11	14	75	National
11	12	77	Adams 12

11. 81% of national respondents and 82% of Adams 12 respondents indicate they care about each other on a personal level.

7	13	81	National
7	11	82	Adams 12

12. 81% of national respondents and 83% of Adams 12 respondents indicate that considering everything, they are satisfied working at their school/department.

9	10	81	National
9	8	83	Adams 12

13. 76% of national respondents and 78% of Adams 12 respondents indicate their school/department overall does a good job of meeting their needs.

11	13	76	National
11	11	78	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:

In the 2016 survey year, the data indicate the District’s performance meets or exceeds the national average on 10 of the survey questions, is within 5% of meeting or exceeding the national average on two questions and is below the average on one question. The District’s performance has improved compared to the 2015 survey.

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 reporting period as this important work moves forward.

The Board acknowledged receipt of a monitoring report as of April 20, 2016, for the period April 16, 2015 through April 20, 2016, 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.