

Internal Monitoring Report

June 21, 2017

POLICY: **2.2 Treatment of Staff**
POLICY CATEGORY: **Operating Limitations**
PERIOD MONITORED: **April 16, 2016 - April 15, 2017**

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.

Panorama Education launched a "School Climate & Culture Survey" for Adams 12 Five Star Schools in March 2017. Employees of Adams 12 were provided the opportunity to complete the survey from March 13th through March 24th, 2017. Results of the survey are split between "Staff" (administrative and classified personnel) and "Teacher" (certified personnel).

A total of 4,409 employees were employed by the district at the time of the survey administration. Of the 4,409 employees surveyed, 2,692 completed the survey, a response rate of 61.1%. The response rate of the survey ensures that validity and reliability of the data reflected in this report are high, with a minimal margin of error.

As part of the survey, staff were asked to answer Adams 12 custom questions (indicated with a "(C)" throughout the monitoring report. Staff answered these particular survey questions based on a Likert Scale of 1-5 as indicated below:

- 1 represents *Strongly Disagree*
- 2 represents *Disagree*
- 3 represents *No Response*
- 4 represents *Agree*
- 5 represents *Strongly Agree*

The remaining non-custom questions come directly from the Panorama Staff and Teacher Surveys. Survey questions reside within broader categories which are measured against national benchmarks. National benchmark data include staff and teacher member survey results from more than 3,000 schools across diverse geographic areas, school types, and achievement levels in the 2016-2017 school year. The Panorama survey looks different than many school surveys because the instrument was developed in line with today's best practices for survey design, and the differences substantially minimize measurement error. These major differences include:

- Wording survey items as questions rather than statements
- Eliminating "agree-disagree" response options and instead reinforcing the underlying topic in response options
- Asking about one idea at a time rather than using double-barreled items (e.g., "How happy and engaged are you?")
- Using at least five response options
- Making sure that all response options are verbally-labeled

This reported data shall establish a new Adams 12 benchmark or baseline for future survey years.



Christopher E. Gdowski
Superintendent

June 15, 2017

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. District 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 district policies.
3. The Certified and Classified contracts coupled with district personnel policies have a defined grievance and/or appeal process.
4. District policy provides staff with guidance to ensure fair treatment of staff and that work place decisions are not influenced by personal or family relationships.
5. School Climate & Culture survey responses shall yield a percentage equal to or above the national benchmark within the topic of School Climate. This reported data shall establish a new Adams 12 benchmark or baseline for future survey years. Year to year trend data will show improvement.

Custom Questions (C) do not have a national benchmark. This reported data establishes a new Adams 12 benchmark or baseline for future survey years.

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)

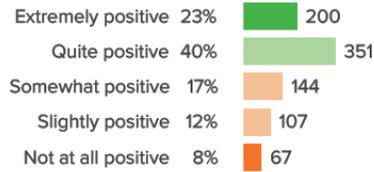
Data Reported:

1. District Policies, 4000 Series – Personnel, are 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 10 formal trainings related to personnel policies during the monitoring period.
3. The grievance process is outlined in the Certified (September 2016) and Classified (January 2017) contracts.
4. District Policy 4130, Staff Ethics/Conflicts of Interest/Nepotism, provides specific guidance and prohibition from conflict of interests including nepotism and preferential treatment.

5. 63% of administrative/classified staff and 59% of certified staff responded favorably to the question “Overall, how positive is the influence of the school leaders on the quality of your work/teaching?”

Administrative & Classified:

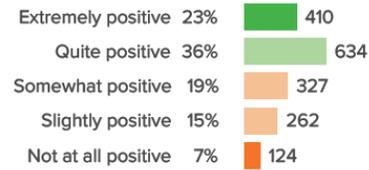
Q.3: Overall, how positive is the influence of the school leaders on the quality of your work?



Favorable: **63%**

Certified:

Q.3: Overall, how positive is the influence of the school leaders on the quality of your teaching?

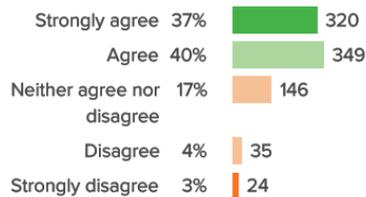


Favorable: **59%**

6. For this custom survey question (C), 77% of administrative/classified staff and 84% of certified staff responded favorably to the statement “My rights as an employee are not violated by my supervisory team (person(s) who formally evaluate my performance).”

Administrative & Classified:

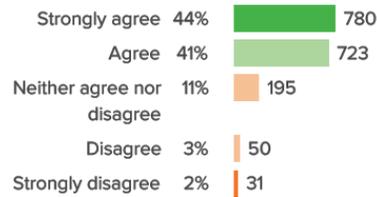
Q.1: My rights as an employee are not violated by my supervisory team (person(s) who formally evaluate my performance).



Favorable: **77%**

Certified:

Q.1: My rights as an employee are not violated by my supervisory team (person(s) who formally evaluate my performance).



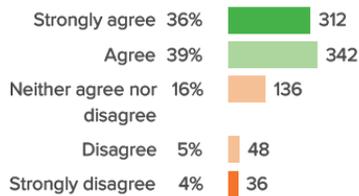
Favorable: **84%**

For 2016, 87% of Adams 12 survey respondents reported their rights as employees were not violated by their supervisory team, indicating a decrease for 2017. Different reporting methodology between the previous vendor and current vendor may be a cause of the decrease. This reported data shall establish a new Adams 12 benchmark or baseline for future survey years.

7. For this custom survey question (C), 75% of administrative/classified staff and 79% of certified staff responded favorably to the statement “My supervisory team (person(s) who formally evaluate my performance) displays fair employment practices and does not use nepotism or preferential treatment for personal reasons.”

Administrative & Classified:

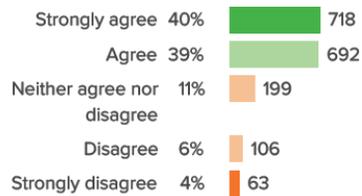
Q.2: My supervisory team (person(s) who formally evaluate my performance) displays fair employment practices and does not use nepotism or preferential treatment for personal reasons.



Favorable: **75%**

Certified:

Q.2: My supervisory team (person(s) who formally evaluate my performance) displays fair employment practices and does not use nepotism or preferential treatment for personal reasons.



Favorable: **79%**

For 2016, 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, indicating a decrease for 2017. Different reporting methodology between the previous vendor and current vendor may be a cause of the decrease. This reported data shall establish a new Adams 12 benchmark or baseline for future survey years.

Compliance Statement:

- 1.-4. District performance complies with the policy standard.
5. This reported data shall establish a new Adams 12 benchmark or baseline for future survey years. Year to year trend data will show improvement. National benchmark comparison data is available at the category (Example: School Leadership, School Climate, Professional Learning) level only.
- 6.-7. The district will work with leaders of departments and schools toward improvement and compliance.

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. No data reported. The current survey instrument does not have a question which correlates directly to Board of Education policy and district interpretation. For future survey years, a custom (C) question will be used.
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 is one pre-existing lawsuit in process during the reporting period by a former employee asserting that her employment was terminated in retaliation for alleged expression of matters protected by the First Amendment. In 2016, the Federal District Court issued an opinion and order granting the Motion for Summary Judgment and dismissed federal claims. The judge did not rule on state law claims. The former employee then filed suit in the state District Court. The state District Court rejected the claims and the former employee has now appealed to the state appellate court, so there is not a final outcome on this case during this reporting period.

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:

1. No data reported.
2. District performance complies with the policy standard.
3. District performance complies with the policy standard.

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:

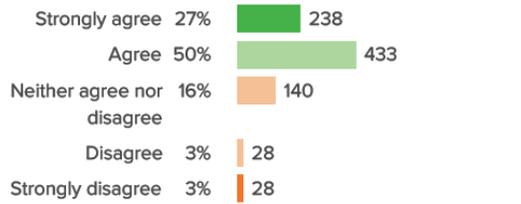
1. Staff are aware that if complaints are not resolved by administration and/or their supervisor they have the option of bringing their issue to the Board of Education.
2. They have not been denied the opportunity to take a grievance to the Board if they feel that Board policy has been violated to their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

Data Reported:

1. For this custom survey question (C), 77% of administrative/classified staff and 79% of certified staff responded favorably to the statement “If I had a complaint which was not resolved by my supervisory team (person(s) who formally evaluate my performance), or if I feel a Board policy has been violated, I know that I have the option to take a grievance to the Board of Education after exhausting the internal complaint process.”

Administrative & Classified:

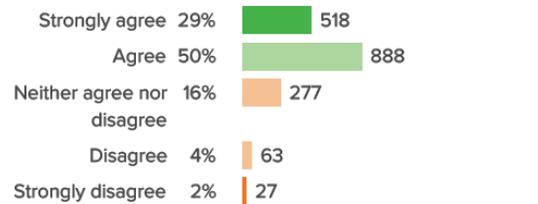
Q.3: If I had a complaint which was not resolved by my supervisory team (person(s) who formally evaluate my performance), or if I feel a Board policy has been violated, I know that I have the option to take a grievance to the Board of Education after exhausting the internal complaint process.



Favorable: **77%**

Certified:

Q.3: If I had a complaint which was not resolved by my supervisory team (person(s) who formally evaluate my performance), or if I feel a Board policy has been violated, I know that I have the option to take a grievance to the Board of Education after exhausting the internal complaint process.



Favorable: **79%**

For 2016, 85% of Adams 12 survey respondents reported that they know they have the option to take a grievance to the Board of Education after exhausting the internal complaint process if they had a complaint which was not resolved by their supervisory team, or if they felt a Board policy had been violated, indicating a decrease for 2017. Different reporting methodology between the previous vendor and current vendor may be a cause of the decrease. This reported data shall establish a new Adams 12 benchmark or baseline for future survey years.

2. There have been no reports that an employee has been denied the opportunity to take a grievance to the Board.

Compliance Statement:

1. The district will work with leaders of departments and schools toward improvement and compliance.
2. District performance complies with the policy standard.

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:

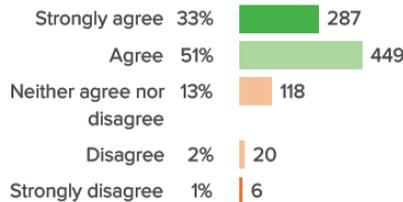
All site administrators review their respective 2.2 survey data and discuss the information with staff. Employees state the Board and district policies are accessible at their work site. Employees state the Board policies are understandable.

1. The Board and district 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 prior to the end of the 2016-2017 school year.

Data Reported:

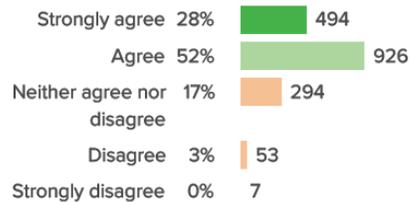
- For this custom survey question (C), 84% of administrative/classified staff and 80% of certified staff responded favorably to the statement “The Board and Superintendent policies are accessible to me in my work environment.”

Administrative & Classified:
Q.4: The Board and Superintendent policies are accessible to me in my work environment.



Favorable: **84%**

Certified:
Q.4: The Board and Superintendent policies are accessible to me in my work environment.

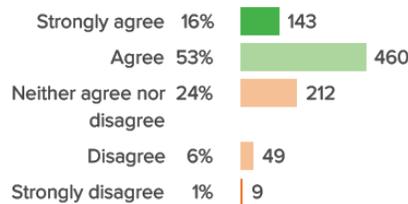


Favorable: **80%**

For 2016, 83% of Adams 12 survey respondents reported that Board and district (Superintendent) policies are accessible to them in their work environment, indicating an increase for “Staff” respondents and a decrease for “Teacher” respondents for 2017. Different reporting methodology between the previous vendor and current vendor may be a cause of the decrease. This reported data shall establish a new Adams 12 benchmark or baseline for future survey years.

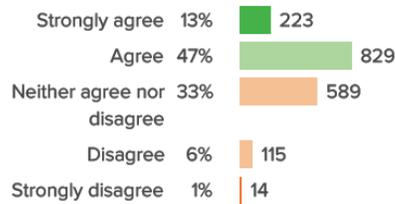
- For this custom survey question (C), 69% of administrative/classified staff and 59% of certified staff responded favorably to the statement “Board policies are understandable.”

Administrative & Classified:
Q.5: Board policies are understandable.



Favorable: **69%**

Certified:
Q.5: Board policies are understandable.



Favorable: **59%**

For 2016, 67% of Adams 12 survey respondents reported that Board policies are understandable, indicating an increase for “Staff” respondents and a decrease for “Teacher” respondents for 2017. Different reporting methodology between the previous vendor and current vendor may be a cause of the decrease. This reported data shall establish a new Adams 12 benchmark or baseline for future survey years.

- Due to a change in the survey vendor, administering of the survey took place in March 2017 as opposed to January 2017. Survey results were pushed out to building principals and division/department leaders on April 19, 2017 and our expectation is that results will be reviewed with respective staff members by the end of the school year. All district departments reviewed and discussed the 2016 2.2 survey results with staff.

Compliance Statement:

1. The district will work with leaders of departments and schools toward improvement and compliance.
2. The district will work with leaders of departments and schools toward improvement and compliance.
3. District performance complies with the policy standard.

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:

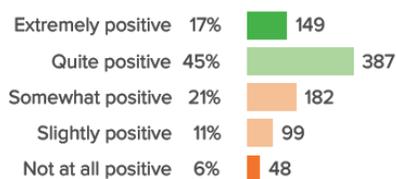
1. Employees state that the work environment at their school is positive.
2. Employees state that relationships between staff/teachers and students are respectful.
3. Employees know that the feedback they receive on their work/teaching is useful.
4. Employees are given thorough feedback in covering all aspects of their role or their role as a teacher.
5. Employees state that their school's evaluation system is accurate at recognizing good work performance or recognizing good teachers.
6. Employees state that their school leaders effectively communicate important information to staff/teachers.
7. Employees state that the tone that school leaders set for the culture of the school is positive.
8. Employees state that staff/teacher satisfaction is important to their school leaders.
9. Employees state their school leaders are respectful towards them.
10. 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:

1. 62% of administrative/classified staff and 58% of certified staff responded favorably to the question "Overall, how positive is the working environment at your school?"

Administrative & Classified:

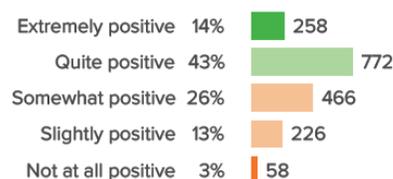
Q.9: Overall, how positive is the working environment at your school?



Favorable: **62%**

Certified:

Q.9: Overall, how positive is the working environment at your school?

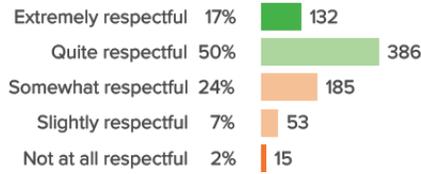


Favorable: **58%**

2. 67% of administrative/classified staff and 72% of certified staff responded favorably to the question “How respectful are the relationships between staff/teachers and students?”

Administrative & Classified:

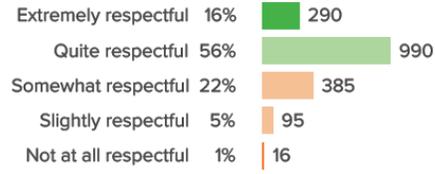
Q.6: How respectful are the relationships between staff and students?



Favorable: **67%**

Certified:

Q.7: How respectful are the relationships between teachers and students?

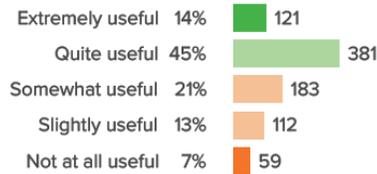


Favorable: **72%**

3. 59% of administrative/classified staff and 52% of certified staff responded favorably to the question “How useful do you find the feedback you receive on your work/teaching?”

Administrative & Classified:

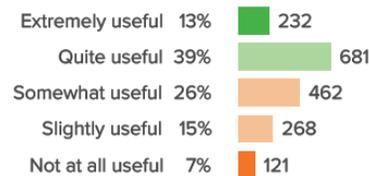
Q.3: How useful do you find the feedback you receive on your work?



Favorable: **59%**

Certified:

Q.3: How useful do you find the feedback you receive on your teaching?

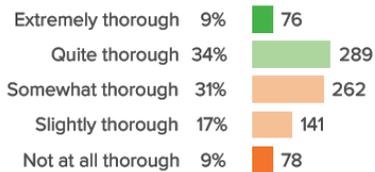


Favorable: **52%**

4. 43% of administrative/classified staff and 44% of certified staff responded favorably to the question “At your school, how thorough is the feedback you receive in covering all aspects of your role/role as a teacher?”

Administrative & Classified:

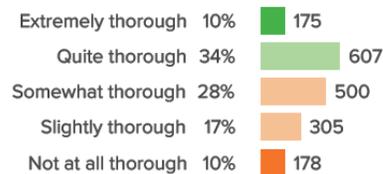
Q.2: At your school, how thorough is the feedback you receive in covering all aspects of your role?



Favorable: **43%**

Certified:

Q.2: At your school, how thorough is the feedback you receive in covering all aspects of your role as a teacher?

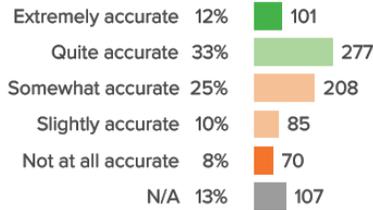


Favorable: **44%**

5. 51% of administrative/classified staff and 42% of certified staff responded favorably to the question “How accurate is your school’s evaluation system at recognizing good work performance/teachers?”

Administrative & Classified:

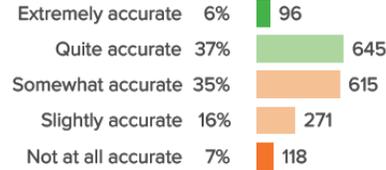
Q.2: How accurate is your school's evaluation system at recognizing good work performance?



Favorable: **51%**

Certified:

Q.2: How accurate is your school's evaluation system at recognizing good teachers?

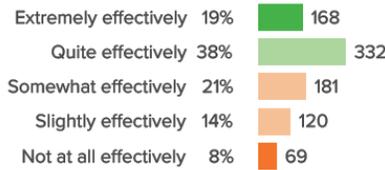


Favorable: **42%**

6. 57% of administrative/classified staff and 60% of certified staff responded favorably to the question “How effectively do school leaders communicate important information to staff/teachers?”

Administrative & Classified:

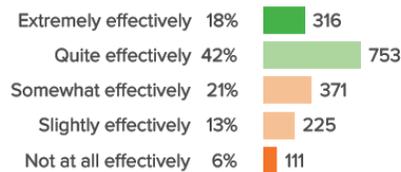
Q.4: How effectively do school leaders communicate important information to staff?



Favorable: **57%**

Certified:

Q.4: How effectively do school leaders communicate important information to teachers?

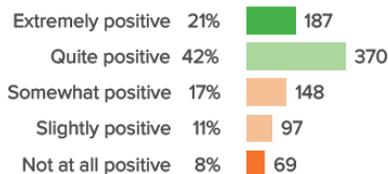


Favorable: **60%**

7. 64% of administrative/classified staff and 63% of certified staff responded favorably to the question “How positive is the tone that school leaders set for the culture of the school?”

Administrative & Classified:

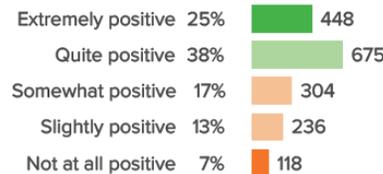
Q.1: How positive is the tone that school leaders set for the culture of the school?



Favorable: **64%**

Certified:

Q.1: How positive is the tone that school leaders set for the culture of the school?

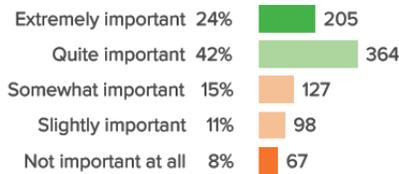


Favorable: **63%**

8. 66% of administrative/classified staff and 59% of certified staff responded favorably to the question “For your school leaders, how important is staff/teacher satisfaction?”

Administrative & Classified:

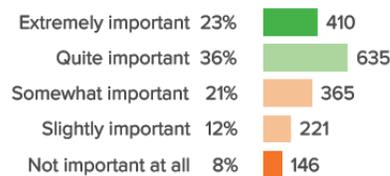
Q.2: For your school leaders, how important is staff satisfaction?



Favorable: **66%**

Certified:

Q.2: For your school leaders, how important is teacher satisfaction?

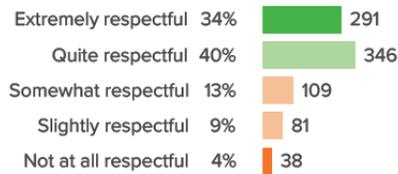


Favorable: **59%**

9. 74% of administrative/classified staff and 80% of certified staff responded favorably to the question “How respectful are your school leaders towards you?”

Administrative & Classified:

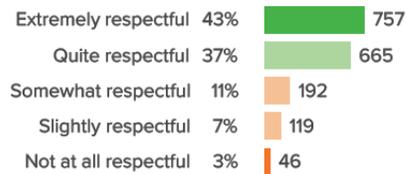
Q.7: How respectful are your school leaders towards you?



Favorable: **74%**

Certified:

Q.7: How respectful are your school leaders towards you?



Favorable: **80%**

10. 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:

- 1.-9. This reported data shall establish a new Adams 12 benchmark or baseline for future survey years. Year to year trend data will show improvement. National benchmark comparison data is available at the category (Example: School Leadership, School Climate, Professional Learning) level only.
10. District performance complies with policy standard.

The Board acknowledged receipt of a monitoring report as of June 21, 2017, for the period April 16, 2016 through April 15, 2017, 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.