

**POLICY:** 3.1 TREATMENT OF PEOPLE  
**POLICY CATEGORY:** SUPERINTENDENT LIMITATIONS  
**PERIOD MONITORED:** May 12, 2014 – December 8, 2014  
**BOARD MEETING DATE:** December 8, 2014

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

A reliability/validity of 95% has been established (+/- .05) when a minimum of 201 employees respond to a survey. 193 employees responded to the survey. This is slightly below the number needed for a 95% reliability/validity. The breakdown by number of participants is:

- Custodial/Support/Para Professional/Tech 55
- Teacher/Itinerant Staff 124
- Administrator/Director 14

A crude measure was utilized to survey a random sample of volunteers and vendors as they are more difficult and costly to survey at the 95% level.

50 Volunteers were surveyed.  
6 Vendors were surveyed.

The interpretations used in this report are reasonable as they are based on the Society of Human Resource Management Job Satisfaction Survey results of January 2010. "Employees overall satisfaction with their current job remains high at 84% according to this study." Further the 2012 National Center for School Leadership, Culture and Climate Survey indicates that 73% of respondents believe they can state their opinions without worrying about professional or personal retaliation. The same study states that 83% of employees are satisfied with all things considered. Any thing above an 83% level is to be considered as positive climate. This study was cited specifically as we investigated this area of treatment at a deeper level. AdvancED standards were also used in the interpretation.

Michael F. Paskewicz  
Superintendent

December 8, 2014

### 3.1.1 POLICY LANGUAGE

The Superintendent shall not operate without clear personnel procedures which (a) state personnel rules for staff, (b) provide for effective handling of grievances, (c) protect against wrongful or unsafe conditions (d) protect against wrongful conditions, such as nepotism and preferential treatment for personal reasons and, (e) fail to evaluate staff on an annual basis.

#### INTERPRETATION:

I interpret this *policy wording* to mean:

1. Superintendent policies for personnel are updated and available for all staff.
2. 84% of surveyed staff indicated policies are available and accessible.
3. Supervisory staff receive training related to personnel policies at least once per year.
4. Each master agreement with employees has a defined grievance process.
5. 84% of surveyed staff indicates they can take a grievance to the Board of Education after exhausting the internal complaint process.
6. No more than five formal grievances are filed in any one given school year.
7. NEOLA policies regarding nepotism and preferential treatment for personal reasons are in place and shared with staff.
8. Principals, directors, and supervisors conduct assessments of their direct reports and submit the cumulative ratings of each to the Office of the Superintendent within the contractual guidelines.
9. The Superintendent completes assessments of all administrative staff and places the signed copies in each administrator's file.

#### DATA REPORTED:

1. Policies are updated twice per year. The Board of Education has two readings of proposed policies prior to an approval. All policies are available on-line for all staff.
2. **97.9%** of surveyed staff Agree/Strongly Agree that policies are accessible.

	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	89%	97%	92.9%	96.7%	<b>97.9%</b>

3. Training on new policies is conducted at Administrative Team meetings or by legal counsel.

4. The grievance process is in all agreements and allows for a clearly defined process to be followed in the event of grievances. All are models of best practice in education and business settings.
5. **93.8%** of surveyed staff Agree/Strongly Agree that they know they can grieve to the Board of Education after exhausting the internal complaint process.

	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	87%	96%	90.8%	93.6%	93.8%

**Note: The Disagree/Strongly Disagree is at 6.2%. There were ten (10) teachers and two (2) paraprofessionals who responded in this area.**

6. No formal grievances have been filed during the monitoring period.
7. NEOLA policies 3120 “Employment of Professional Staff” and 4120 “Employment of Support Staff” have been adopted by the Board of Education and all staff members are aware of the policies.
8. Cumulative ratings, or actual copies of the assessment, of each staff member at each school were submitted to the office of the Superintendent for review.
9. All administrative assessments were completed by the Superintendent and placed in the respective files of the administrator.

**CONCLUSION STATEMENT:**

The organization met expectations.

**3.1.2 POLICY LANGUAGE**

The Superintendent shall not fail to acquaint staff with their rights.

**INTERPRETATION:**

I interpret this *policy wording* to mean:

1. Master Contractual Agreements are available to all staff.
2. New staff members are made aware of their rights and responsibilities prior to beginning work.

**DATA REPORTED:**

1. All staff members have access to electronic copies of master contract agreements.

2. 11 new teachers were hired this year. All were made aware of their rights and responsibilities at new teacher training.

**Note: Staff handbook has not yet been developed.**

**CONCLUSION STATEMENT:**

The organization met expectations.

**3.1.3 POLICY LANGUAGE**

The Superintendent shall not materially change the conditions of any contractual agreement.

**INTERPRETATION:**

I interpret this *policy wording* to mean:

1. The Board of Education approves all changes to contract language that have been negotiated by the Superintendent or his/her designee.

**DATA REPORTED:**

1. All eligible employee contracts were negotiated by the administration and approved by the Board of Education. We are in the second year of the three year contract with teachers.

**CONCLUSION STATEMENT:**

The organization met expectations.

**3.1.4 POLICY LANGUAGE**

Further, without limiting the scope of the foregoing by this enumeration, retaliate against any staff member for non-disruptive expression of dissent.

**INTERPRETATION:**

I interpret this *policy wording* to mean:

1. There are fewer than five employees who find it necessary to utilize the formal grievance procedure in our master agreements to protest retaliation. Further, in a district of 425 employees it is reasonable that there will be issues. We set the bench mark of five formal grievances because it is .012% of the total employees.

2. There are fewer than five employees or former employees who assert a claim of retaliation in the courts. This is also .012% of the total employees.
3. 73% of surveyed employees indicate they can state their opinions without worrying about professional or personal retaliation from their supervisor.
4. 73% of surveyed employees state they have not experienced retaliation.

**DATA REPORTED:**

1. No formal grievances have been filed of any kind/topic during the monitoring period.
2. There are no pending court claims during the monitoring period.
3. **84.9%** of surveyed employees indicated they Agree/Strongly Agree that they can state their opinions without worrying about professional or personal retaliation from their supervisor.

**Note: Two (2) paraprofessionals and five (5) teachers Disagreed or Strongly Disagreed.**

	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	74%	81%	77%	81.6%	<b>84.9%</b>

4. **93.1%** of surveyed employees state they have not experienced retaliation.

**CONCLUSION STATEMENT:**

The organization met expectations. The 2012 National Center for School Leadership, Culture and Climate Survey indicates that 73% of respondents believe they can state their opinions without worrying about professional or personal retaliation. This study was cited specifically as we investigated this area of treatment at a deeper level.

**3.1.5 POLICY LANGUAGE**

Further, without limiting the scope of the foregoing by this enumeration, 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. If complaints are not resolved by the administration, the staff member has been given guidance on how to appeal to the Board of Education.

2. All written complaints designating a belief that a Board policy has been violated are submitted to the Board secretary within 24 hours of receipt in the Office of the Superintendent.

#### **DATA REPORTED:**

1. There have been no (0) complaints received in the office of the Superintendent that could not be resolved by the respective administrator.
2. No written complaints from staff regarding violation of Board policy were received during the monitoring period.

#### **CONCLUSION STATEMENT:**

The organization met expectations.

#### **3.1 GLOBAL POLICY LANGUAGE**

With respect to interactions with staff, volunteers, customers and vendors, the Superintendent shall not cause or allow facilities, conditions, procedures, or decisions which are unsafe, disrespectful, inhumane, unfair, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy.

#### **INTERPRETATION:**

I submit the global policy language has been comprehensively interpreted in the preceding sections except for the following:

1. 84% of staff responding to a survey indicate:
  - a. They have a supervisor that has a clear vision of what our school and district are trying to accomplish.
  - b. They are treated with dignity by their colleagues.
  - c. They work in an environment that is physically safe and non-threatening.
  - d. They have a clear understanding of the responsibilities and expectations of their job.
  - e. They have a supervisor who promotes a district culture of “we are in this together.”
  - f. The Superintendent communicates a clear vision and purpose for the school district.
  - g. The Superintendent provides for the articulation and alignment of the curriculum across grades and the school district.
  - h. The Superintendent uses good judgment, logical thinking, creativity, and imagination in problem solving.

- i. The Superintendent is accessible and visible to staff, students, families, and community members.
  - j. The Superintendent establishes performance measures for staff/students and communicates the expectations to families.
  - k. The Superintendent provides for a safe and secure learning environment.
  - l. The Superintendent demonstrates strong interpersonal relations, delegation of authority, willingness to listen, and accepts viewpoints of others.
  - m. The Superintendent establishes formal channels to listen and communicate with stakeholders in the community.
  - n. The Superintendent promotes a district culture that reflects a “we are in this together” approach.
2. 84% of a random sampling of volunteers who have applications on file in the district office indicate they:
- a. Are treated with dignity.
  - b. Work in an environment that is physically safe and non-threatening
  - c. Can state their opinions without fear of personal or professional retaliation.
3. 84% of a random sampling of vendors who have conducted business with the District during the monitoring period indicate they:
- a. Are treated with dignity.
  - b. Have a clear understanding of the procedures for doing business with the District.
  - c. Are treated fairly.

**DATA REPORTED:**

1. **193** staff members responded to the survey.
- a. **93.8%** state they have a supervisor that has a clear vision of what our school and district are trying to accomplish

	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	98%	95%	88.3%	91.2%	<b>93.8%</b>

- b. **99.5%** state they are treated with dignity by their colleagues.

	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	94%	93%	93.4%	98.6%	<b>99.5%</b>

- c. **95.8%** state they work in an environment that is physically safe and non-threatening.

	2010/11	2011/12	2012/13	<b>2013/14</b>	<b>2014/15</b>
Strongly Agree/Agree	96%	94%	93.4%	<b>96.3%</b>	<b>95.8%</b>

- d. **97.4%** state they have a clear understanding of the responsibilities and expectations of their job.

	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	95%	98%	94.9%	96.8%	<b>97.4%</b>

- e. **93.8%** state they have a supervisor who promotes a district culture of “we are in this together.”

	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	83%	90%	86.7%	90.8%	<b>93.8%</b>

- f. **100%** state the Superintendent communicates a clear vision and purpose for the school district.

	2009/10	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	83%	98%	98%	95.9%	98.6%	<b>100%</b>

- g. **95.8%** state the Superintendent provides for the articulation and alignment of the curriculum across grades and the school district.

	2009/10	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	69%	92%	94%	98.7%	94.9%	<b>95.8%</b>

- h. **99.5%** state the Superintendent uses good judgment, logical thinking, creativity, and imagination in problem solving.

	2009/10	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	NA	NA	99%	95.8%	99.0%	<b>99.5%</b>

- i. **99.4%** state the Superintendent is accessible and visible to staff, students, families, and community members.

	2009/10	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	NA	NA	NA	96.4%	99.1%	<b>99.4%</b>

- j. **98.4%** state the Superintendent establishes performance measures for staff/students and communicates the expectations to families.

	2009/10	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	79%	94%	96%	96.4%	97.7%	<b>98.4%</b>

- k. **98.9%** state the Superintendent provides for a safe and secure learning environment.

	2009/10	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	NA	NA	98%	96.4%	100%	<b>98.9%</b>

- i. **100 %** state the Superintendent demonstrates strong interpersonal relations, delegation of authority, willingness to listen, and accepts viewpoints of others.

	2009/10	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	NA	NA	98%	95.8%	97.3%	<b>100%</b>

- m. **98.9%** state the Superintendent establishes formal channels to listen and communicate with stakeholders in the community.

	2009/10	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	NA	NA	97%	96.4%	99.6%	<b>98.9%</b>

- n. **100%** state the Superintendent promotes a district culture that reflects a “we are in this together” approach.

Strongly Agree/Agree	2013/14	<b>2014/15</b>
	99.6%	<b>100%</b>

2. **50** Volunteers were contacted (all schools represented). This is crude measure as the reliability/validity is not established at a 95% level.

- a. **100%** treated with dignity.

	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	100%	99.9%	100%	100%	<b>100%</b>

- b. **100%** work in an environment that is physically safe and non-threatening.

	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	100%	100%	100%	100%	<b>100%</b>

c. **100%** can state their opinion without fear of personal or professional retaliation.

	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	100%	100%	100%	100%	<b>100%</b>

3. **Six** vendors were called. **Six** responded. This is a crude measure as the reliability/validity is not established at a 95% level.

a. **100%** treated with dignity.

	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	100%	100%	100%	100%	<b>100%</b>

b. **100%** had a clear understanding of the procedures for doing business with the district.

	2010/11	2011/12	2012/13	2013/14	<b>2014/15</b>
Strongly Agree/Agree	100%	100%	100%	88.2%	<b>100%</b>

c. **100%** treated fairly.

	2010/11	2011/12	2012/13	2013/14	
Strongly Agree/Agree	100%	100%	100%	100%	<b>100%</b>

**CONCLUSION STATEMENT:**

The organization met expectations.