

Hutchinson Public Schools
Operational Expectations Monitoring Report
OE 4 – Treatment of Employees and Personnel Administration
November 14, 2016

SUPERINTENDENT CERTIFICATION:

With respect to OE-4 – Treatment of Employees and Personnel Administration, the Superintendent certifies that proceeding information is accurate and complete, and that the District is:

In Compliance

In Compliance, with noted exception(s):

See last page of OE 4 for areas of exception

Not in Compliance

Signed: _____ Date: _____
Superintendent of Schools

BOARD ACTION

With respect to OE-4 – Treatment of Employees and Personnel Administration, the Board finds that the District and the Superintendent:

Are fully compliant

Are compliant with noted exception(s)

As per areas of exception listed on the last page of OE - 4

Are non-compliant

Comments and findings:

Date for re-monitoring: _____

Signed: _____ Date: _____
Board President

Hutchinson Public Schools
Board Monitoring Report
November 14, 2016

Re: Monitoring Report on OE-4: Treatment of Employees and Personnel Administration
 From: Shelly Kiblinger, Superintendent
 Rick Kraus, Assistant Superintendent
 Date: November 14, 2016
 Board Focus: Action Required

Monitoring of operational expectations policies is part of the ongoing process of the superintendent evaluation. This operational expectation policy addresses several aspects of the superintendent’s responsibility regarding personnel administration.

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
The Superintendent shall maintain an organizational culture that respects and values the district’s employees, with appropriate processes for employee recruitment, development, and retention to achieve the district’s Results Policies.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
			X			

Superintendent Interpretation: *The board expects that the superintendent maintains a positive working environment for its employees. Furthermore, the board expects that necessary Human Resource policies and practices exist to maintain a quality workforce.*

- *Organizational Culture – the daily way of conducting business*
- *Respects – treats with courtesy*
- *Values – considers important*
- *Processes – formalized expectations regarding the manner in which business is conducted*
- *Employees – those who receive compensation from USD 308 for work performed. This includes substitutes.*

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.1 Manage information in such ways that confidential information is protected.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X					

Superintendent’s Interpretation: *The board expects that appropriate technology, security, and policies exist to guard employees’ privacy and personal information.*

- *Manage – the handling of data, whether through personal, paper, or electronic means, which includes person-to-person discussions as well as district-managed social media postings*
- *Information – data and observational details about employees*
- *Confidential – data that is identified by state and federal regulations and laws, such as FERPA, IDEA, and HIPAA, as private*
- *Protected – guarded against disclosure to persons without a legitimate and/or legal right to know*

Compliance:

Indicator 1: The district is compliant when there are no known breaches of confidential employee information in the Human Resources Department.	Compliant
Evidence: There have been 0 reports of breaches of confidentiality in the HR Department since November 1, 2015 as reported by HR staff or by employees.	
Indicator 2: The district is compliant when there are no known breaches of confidential employee information in the Business Department.	Compliant
Evidence: There have been 0 reports of breaches of confidentiality in the Business Department since November 1, 2015 as reported by Business Office staff or by employees.	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.2 Maintain processes for the effective handling of concerns and complaints.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X					

Superintendent’s Interpretation: *The board expects that administration will establish policies and procedures to consistently respond to employee dissatisfaction and in a manner that shows respect for the individual and attempts to resolve issues at the lowest practical level. It does not necessarily mean that the employee will be satisfied with the outcome of discussions, investigations, or remedies.*

- *Processes – Standard procedures*
- *Effective handling – Approved processes for concerns and complaints are utilized*
- *Concerns – Different ways of thinking about an issue, frustrations, or dissatisfactions concerning work-related matters*
- *Complaints – Notification of dissatisfaction or policy violation as specified in the professional agreement, classified handbook, or Administrative Regulation GN*

Compliance:

Indicator 1: The district is compliant when 100% of all complaints/grievances filed are completed using the district adopted process.	Compliant
Evidence: There have been 0 complaints/grievances filed since November 1, 2015 as reported to the Assistant Superintendent of HR.	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.3 Maintain an organizational culture that: a. values individual differences of opinion.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X					

Superintendent Interpretation: *The board expects that different perspectives on issues will be sought and considered.*

- *Organizational Culture – The daily way of conducting business*
- *Values – considers important*
- *Differences of Opinion – conflicting or competing ideas, attitudes, or goals*

Compliance: The district will be compliant when the results (combined strongly agree/agree) of the survey questions are at least 85%.

Indicator 1: Staff have the opportunity to complete the fall staff survey.	Compliant
Evidence: The Fall Staff Survey was administered on October 28, 2016.	
Indicator 2: Staff have the opportunity to complete the spring support services survey	Compliant
Evidence: The Support Services Survey was administered in the Spring of 2016.	
Indicator 3: Numerical survey results are shared with staff through at least two communication channels.	Not Compliant
Evidence: Survey data will be shared through the Superintendent update, on the district meeting minutes web page and through board monitoring reports on the website.	
Indicator 4: Difference of opinion is valued in the district.	Not Compliant
Evidence: 58% of staff responded with strongly agree or agree (n= 490)	
Indicator 5: The district maintains 5 or more avenues for gaining staff input.	Compliant
Evidence: Surveys, superintendent listening tour, staff meetings, email, committees, curriculum task forces, Classified Council, etc.	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.3 Maintain an organizational culture that: b. Reasonably includes people in decisions that affect them.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X					

Superintendent Interpretation: *The board expects that, to the extent feasible, important decisions will be made through a collaborative, inclusive process which seeks input from those affected by decisions.*

- *Organizational Culture – the daily way of conducting business*
- *Reasonably includes – The opportunity at some level for input. It does not mean that every person affected by any decision will be consulted or given a vote.*
- *Decisions that affect them – Impacting the operation of the district as it relates to employee’s daily work*

Compliance:

Indicator 1: The district surveys staff annually.	Compliant
Evidence: The Fall Staff Survey was administered on October 28, 2016 and the Support Services Survey was administered in the Spring of 2016.	
Indicator 2: The superintendent conducts at least one listening tour with building staff annually	Compliant
Evidence: The listening tour for the 15-16 school year was conducted at all district schools.	
Indicator 3: The district maintains 100% of committees and councils required by the Professional Agreement, OE-10 Instruction, and the Classified Handbook.	Compliant
Evidence: Professional Agreement: Calendar Committee, Sick Leave Pool Committee, Evaluation Committee, Benefits Committee; Classified Handbook: Classified Council; Curriculum: Appropriate curricular task forces.	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.3 Maintain an organizational culture that: c. provides open and honest communication in all written and interpersonal interaction.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
			X			

Superintendent Interpretation: *The board expects accurate, timely, and transparent sharing of information within legal limitations. Employees will be informed regarding decisions that are being considered or that have been made which will significantly affect them.*

- *Organizational Culture – the daily way of conducting business*
- *Open and honest – Providing accurate information legally available to the public or within staff members’ need-to-know as per FERPA*
- *Communication- both one-way dissemination of information to groups of employees and two-way conversations to exchange information and ideas between the district and employees individually or in groups*
- *Written –statements to disseminate information, newsletters, social media postings, handbooks, and e-mails*
- *Interpersonal interaction – Face-to-face contact, as well as phone and electronic contacts and messages*

Compliance: The district will be compliant when results (combined strongly agree/agree) of the survey questions are at least 85%.

Indicator 1: The district provides effective two-way communication.	Not Compliant
Evidence: 83% of staff responded with strongly agree or agree (n= 496)	
Indicator 2: The district provides accurate information about issues impacting me.	Not Compliant
Evidence: 77% of staff responded with strongly agree or agree (n= 490)	
Indicator 3: The district provides timely information about issues impacting me.	Not Compliant
Evidence: 82% of staff responded with strongly agree or agree (n= 491)	
Indicator 4: The district maintains greater than 7 mechanisms for communicating	Compliant
Evidence: Superintendent listening tour, email blasts, website, superintendent newsletter, meeting minutes, Skylert phone calls, face to face, social media, etc.	
Indicator 5: Minutes from the committee meetings mentioned in 3.3b are shared with all staff	Compliant
Evidence: The district has a web page dedicated to sharing meeting minutes and other relative information.	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.3 Maintain an organizational culture that: d. focuses on common achievement of the Board's Results Polices	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X					

Superintendent Interpretation: *The board expects that all employees will be informed of the district's instructional goals, the key indicators/measures of those goals, the progress being made in achieving the targets, and the employees' role in contributing to those results.*

- *Organizational Culture – the daily way of conducting business*
- *Common – accomplished together*
- *Achievement – Attainment of desired outcomes*

Compliance: The district will be compliant when results (combined strongly agree/agree) of the survey questions are at least 85%.

Indicator 1: Staff understand the district mission and strategic actions.	Compliant
Evidence: 91% of staff responded with strongly agree or agree (n= 492)	
Indicator 2: School purpose statements are formally reviewed and revised with involvement from staff.	Not Compliant
Evidence: 81% of staff responded with strongly agree or agree (n= 495)	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.3 Maintain an organizational culture that: e. maintains an open, responsive and welcoming environment.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X					

Superintendent Interpretation: *The board expects that quality customer service is provided to all employees.*

- *Organizational Culture – the daily way of conducting business*
- *Open – Willing to listen*
- *Responsive – Returning calls, e-mails or other communication in a timely manner*
- *Welcoming – Made to feel important and/or wanted through an “open door” attitude by administration at all levels*

Compliance: The district will be compliant when results (combined strongly agree/agree) of survey questions are at least 85%.

Indicator 1: Staff feel comfortable addressing concerns with their supervisor	Compliant
Evidence: 85% of staff responded with strongly agree or agree (n= 492)	
Indicator 2: Staff are treated in a respectful manner by building administration.	Compliant
Evidence: 92% of staff responded with strongly agree or agree (n= 495)	
Indicator 3: Staff are treated in a respectful manner by central office administration.	Compliant
Evidence: 90% of staff responded with strongly agree or agree (n= 497)	
Indicator 4: Staff are able to contact central administration when necessary.	Complaint
Evidence: 90% of staff responded with strongly agree or agree (n= 500)	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.4 Conduct extensive background inquiries and reference checks prior to hiring all employees	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X					

Superintendent Interpretation: *The board expects hiring processes ensure 1) the district employs individuals who can be expected to perform quality work and 2) district, students, and staff are protected from harm.*

- *Extensive – a 50-state national search, including sexual offenders, performed by a qualified third party agency*
- *Background inquiries– criminal and sexual offender histories*
- *Reference checks - verifying employment references for work quality*
- *Prior to hiring – work references will be checked prior to position being offered; criminal background check is conducted after job offer is made, with employment offer being rescinded if the background check is not passed*
- *Employees – those who receive compensation from USD 308 for work performed. This includes substitutes.*

Compliance:

Indicator 1: The district will be compliant when 100% of new employees undergo a thorough background check.	Compliant
Evidence: During this monitoring period, 100% of new employees have undergone a background check as evidenced by background check reports maintained in each individual’s personnel file.	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.5 Conduct reasonable background inquiries and reference checks prior to utilizing the services of any volunteers who have unsupervised contact with students.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X					

Superintendent Interpretation: *The board expects screening processes ensure parents and patrons working in schools will not expose the district, students, or staff to harm.*

- *Reasonable – what an average citizen would feel is prudent*
- *Background inquiries – criminal and sexual offender histories*
- *Reference checks – verifying through objective sources an individual’s suitability to work with and around children*
- *Prior to utilizing – before an individual is allowed into the schools as a volunteer*
- *Unsupervised Contact – working alone with students, such as in a small group, in the hallway, etc. It does not include individuals helping with a limited event, such as a school carnival or classroom party, where the volunteer will not be left unsupervised with students*
- *Volunteer – An individual who provides a service without expectation of payment*

Compliance:

Indicator 1: The district will be compliant when 100% of volunteers who have unsupervised contact with students undergo a thorough background check.	Compliant
Evidence: During this monitoring period, 100% of volunteers who have unsupervised contact with students have undergone background screening and training as reported by the Communities That Care (CTC) staff. Screening information is on file with CTC.	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.6 Select the most highly-qualified and best-suited candidates for all positions.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
			X			

Superintendent’s Interpretation: *The board expects that the superintendent will make hiring decisions based upon objective criteria without influence from personal or political forces.*

- *Highly qualified – having necessary education, skills, and certifications as expressed on the job description*
- *Best-suited – having the personal characteristics and beliefs to be a good fit with the building or team*
- *And – requiring a balance between qualifications and fit with the team*
- *Candidates – those who submitted a complete application for employment*

Compliance:

Indicator 1: The district will be compliant when all licensed positions are filled with individuals either meeting the requirement or on a plan of study to become highly qualified.	Not Compliant
Evidence: 95% of licensed employees meet the above criteria as evidenced by the licensed personnel report filed with KSDE.	
Indicator 2: The district will be compliant when all paraprofessional positions are filled with individuals either meeting the requirement or on track to become highly qualified.	Compliant
Evidence: 100% of paraprofessionals meet the above criteria as evidenced by records maintained in the HR office.	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.7 Follow all state and federal employment laws, the Professional Agreement, Classified Handbook, and other board and administrative policies related to personnel.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X					

Superintendent’s Interpretation: *The board expects the superintendent to consistently apply rules and regulations related to the work environment.*

- *State and federal employment laws – Federal wage and hour laws, Section 504, Title IX, Americans with Disabilities Act, Affordable Care Act, etc.*

Compliance:

Indicator 1: The district will be compliant when there are three (3) or less unrelated grievances/complaints filed by staff in violation of the criteria outlined in 4.7	Compliant
Evidence: During this monitoring period, there have been 0 unrelated grievances/complaints filed with the Assistant Superintendent of HR.	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.8 Maintain adequate job descriptions for all staff positions.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X					

Superintendent's Interpretation: *The board values having written qualifications and minimum expectations for success in the workplace.*

- *Adequate – defining minimum education or certifications and essential job functions*
- *Job Descriptions – the official written documents approved by the board and maintained in HR Department for each job category*

Compliance:

Indicator 1: The district will be compliant when job descriptions exist for all positions.	Compliant
Evidence: Job descriptions exist for all positions as evidenced by board minutes and board agenda materials.	
Indicator 2: The district will be compliant when job descriptions have been updated within the past three (3) years.	Compliant
Evidence: 100% of job descriptions have been reviewed within the 3-year window as reported by the Assistant Superintendent of HR.	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.9 Develop competitive compensation and benefit plans.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X					

Superintendent’s Interpretation: *The board values maintaining salary and fringe packages that are competitive with those of comparable school districts and local private business and industry for similar positions.*

- *Develop – conduct and utilize data from salary studies*
- *Competitive – similar among Reno County private employers and among school districts in Reno County and of similar size in the region*
- *Compensation – wages in the form of licensed salaries or classified hourly wages*
- *Benefit plans – health and other insurance, employee leave, wellness, and other similar programs to support employees in their personal lives*

Compliance: The board acknowledges there is no indicator of compliance required in 4.9.

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.10 Assure the evaluation of all personnel is on-going, both formal and informal, according to their contribution toward achieving the goals in the District Strategic Plan and designed to: <ol style="list-style-type: none"> Improve and support instruction; Measure and document both excellent performance and unsatisfactory performance; Link teacher and administrator performance with multiple measures of student performance; Promote continuous improvement and professional learning. 	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X					

Superintendent’s Interpretation: *The board expects that all employees will receive feedback on job performance that is related to their impact upon the district’s Results and Operational Expectations.*

- *Evaluation – giving feedback on workplace performance*
- *Personnel – employees hired into a position. This does not include substitutes*
- *Formal – following processes outlined in the professional agreement or classified handbook*
- *Informal – ongoing feedback related to job performance*

Indicator of Compliance:

Indicator 1: The district will be compliant when teacher and administrator evaluations meet the criteria as outlined in 4.10.	Compliant
Evidence: The evaluations for classroom teacher and administrator meet the above criteria as evidence by their specific evaluation documents.	

OE 4: Treatment of Employees and Personnel Administration	Superintendent			Board		
4.11 Ensure all employees are trained to perform the responsibilities assigned to them.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
			X			

Superintendent's Interpretation: *The board expects that both licensed and classified employees will be provided professional learning necessary to accomplish their work at a high level of skill.*

- *Trained – provided the opportunity to participate in professional learning*

Compliance: The district will be compliant when results (combined strongly agree/agree) of the survey questions are at least 85%.

Indicator 1: Staff will be provided the resources necessary to perform their job function.	Compliant
Evidence: 90% of staff responded with strongly agree or agree (n= 527)	
Indicator 2: Staff will be satisfied with the opportunities for professional learning.	Not Compliant
Evidence: 82% of staff responded with strongly agree or agree (n= 495)	

Actions to remedy areas of non-compliance.

Indicator	Capacity Building
4.3a.4	Have conversations with employee groups, such as through the superintendent listening tour, classified council, and H-NEA to determine ways to improve this area.
4.3c.1, 2, 3	Have conversations with employee groups, such as through the superintendent listening tour, classified council, and H-NEA to determine ways to improve this area.
4.3d.2	Create a structure by which principals specifically engage staff in this discussion at the beginning of the school year.
4.6.1	Continue to recruit and hire highly qualified teachers. Consider reassignment of existing teachers if in the best interest of students.
4.11.2	Have conversations with employee groups, such as through grade and subject area meetings, classified council, and H-NEA to determine ways to improve this area.