

**Hutchinson Public Schools  
Operational Expectations Monitoring Report  
OE 3 – Treatment of External Stakeholders  
April 10, 2017**

**SUPERINTENDENT CERTIFICATION:**

With respect to OE-3 – Treatment of External Stakeholders, the Superintendent certifies that proceeding information is accurate and complete, and that the District is:

**In Compliance**

**In Compliance, with noted exception(s):**

**Not in Compliance**

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Superintendent of Schools

**BOARD ACTION**

With respect to OE-3 – Treatment of External Stakeholders, the Board finds that the District and the Superintendent:

**Are fully compliant**

**Are compliant with noted exception(s)**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Are non-compliant**

Comments and findings:

Date for re-monitoring: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Board President

Hutchinson Public Schools

Board Monitoring Report

Date:4/10/17

Re: Monitoring Report on OE-3: Treatment of External Stakeholders  
 From: Dr. Shelly Kiblinger, Superintendent; Ray Hemman, Public Information Director

Board Focus: Action Required

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

OE 3: Treatment of External Stakeholders	Superintendent			Board		
<i>The Superintendent shall maintain an organizational culture that respects and values the district’s external stakeholders.</i>	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *The board expects equity and equality to be uncompromising standards of the district. Even in disagreement or conflict, or in dealing with difficult people, persons in the organization will behave professionally.*

- *External stakeholders – District taxpayers and parents. This policy does not apply to students or staff acting in their official capacity.*
- *Organizational culture – The daily way of conducting business*
- *Respects – Shows regard for abilities and contributions*
- *Values – Considers important; treating others as employees would want to be treated themselves*

OE 3: Treatment of External Stakeholders	Superintendent			Board		
1. Manage information in such ways that confidential information is protected.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *The board expects that appropriate technology, security, and policies exist to guard patrons' 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 social media dissemination*
- *Information – Data and observational information about stakeholders and their families*
- *Confidential information – Credit card information and data that is identified by state and federal regulations and laws, such as FERPA, IDEA, and HIPAA*
- *Protected – Guarded against disclosure to persons without a legitimate and/or legal right to know*

**Compliance:** We are compliant when

<b>Indicator 1:</b> There are no reported breaches of family information, such as free/reduced lunch status.	<b>Compliant</b>
There were 0 reported breaches of family information.	
<b>Indicator 2:</b> There are no reported breaches of patron credit card information.	<b>Compliant</b>
There were 0 reported breaches of patron credit card information.	

OE 3: Treatment of External Stakeholders	Superintendent			Board		
2. Maintain processes for the effective handling of complaints.	Compliant	Not Compliant	Compliant with Exceptions	Compliant	Not Compliant	Compliant with Exceptions
	X			X		

**Superintendent Interpretation:** *The board expects that administration will establish policies and procedures to consistently respond to stakeholder dissatisfaction. It does not necessarily mean that the patron will be satisfied with the investigation outcome or remedy.*

- *Process – Standard procedures*
- *Effective handling – Any complaints are taken seriously by district, building level and individual staff*
- *Complaints – Notification of dissatisfaction or policy violation as specified in Administrative Regulation KN*

**Compliance:** We are compliant when

<b>Indicator 1:</b> The district has a scalable process to handle complaints.	<b>Compliant</b>
The district has a scalable complaint process described in Administrative Regulation KN and KN-R.	
<b>Indicator 2:</b> 90% of patrons express satisfaction with the complaint process.	<b>Compliant</b>
For the 2015-16 school year, 11 complaints went through the process of which 10 were satisfied with the process for a 91% satisfaction rate.	
<b>Indicator 3:</b> The district is compliant when 95 percent of parents surveyed are comfortable addressing concerns.	<b>Not-compliant</b>
On this fall’s parent survey, 95.7% (N=736) of parents who expressed an opinion agreed or strongly agreed they felt comfortable in addressing concerns with district personnel. <b>In 2016, 91% (N=466) felt comfortable in addressing concerns with district personnel.</b>	
<b>Indicator 4:</b> 90% of parents surveyed feel concerns are addressed in a timely manner	<b>Not-compliant</b>
On this fall’s parent survey, 95.1% of parents (N=753) of parents who expressed an opinion believed the district addresses concerns in a timely manner. Only 5 percent felt the district did not address concerns. <b>In 2016, 84% of parents (N=468) believed the district addresses concerns in a timely manner.</b>	

**Capacity Building:**

To increase the percentage of parents who feel comfortable addressing concerns and feeling that their concerns are addressed in a timely manner, additional training regarding customer service and timeliness expectations will be given to administrative and secretarial staff.

- July ALT – training on customer service (such as listening techniques, thanking the complainant, appropriate follow-up will be provided)
- Secretaries – a similar topic to that above will be added to a fall secretary inservice training to help classified staff understand their role as the potential “first point of contact” in a complaint
- To further understand if specific types of complaints are causing the lower rating, on the fall 2017 survey, submit an open-ended question to parents with limited character spaces will be added to ask those who do not feel their concern was addressed in a timely fashion to state the general nature of their complaint.

OE 3: Treatment of External Stakeholders	Superintendent			Board		
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			X		

**Superintendent Interpretation:** *The board expects that different perspectives on issues will be sought and considered from a cross-section of stakeholders.*

- *Organizational Culture – The daily way of conducting business*
- *Values – Considers important, treating others as employees would want to be treated themselves*
- *Differences of Opinion – Conflicting or competing ideas, attitudes, or goals*

**Compliance:** We are compliant when

<b>Indicator 1:</b> Parents have the opportunity to complete the fall survey.	<b>Compliant</b>
Evidence: Fall parent survey was conducted on the following dates: October 2016	
<b>Indicator 2:</b> 90% of our families on the fall survey feel diversity is valued in the district.	<b>Compliant</b>
Evidence: On the fall parent survey, 97.7% of all parents who expressed an opinion (N=736) believe diversity for race, gender, disability, etc., is valued. <b>In 2016, 96.8% of all parents (N=469) believed diversity for race, gender, disability, etc., was valued.</b>	
<b>Indicator 3:</b> The district works with local groups to encourage participation in local diversity events.	<b>Compliant</b>
Evidence: Regular meetings with the NAACP help the superintendent and executive team know more about the communities we serve, and the differing perspectives that exist in the community regarding the school district. Evidence: Worked with NAACP to better promote Black History Month competition among the district’s elementary schools. Students in elementary schools saw an NAACP presentation about the contest in January. Again in 2015-16, parents had access to the information 24/7 via the district’s parent flier page on the district website. Evidence: The Board has approved Hutchinson High School’s formal recognition of the Gay-Straight Alliance as an organization.	
<b>Indicator 4:</b> Numerical survey results are shared with external stakeholders through at least two communication channels.	<b>Compliant</b>
Evidence: Information is shared on the district website, during radio interviews and at Board meetings.	

**Capacity Building:**

OE 3: Treatment of External Stakeholders	Superintendent			Board		
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			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 students and their families*

**Compliance:** We are compliant when

<b>Indicator 1:</b> The district surveys parents annually to provide data requested in the OE reports.	<b>Compliant</b>
Evidence: Fall parent survey was conducted in October 2016.	
<b>Indicator 2:</b> The district maintains three or more ways for parents to be involved in schools.	<b>Compliant</b>
Evidence: Parents can be involved in the following ways: <ol style="list-style-type: none"> <li>1. Members of the PTO/PTA/Booster Clubs</li> <li>2. Members of on the Site Council</li> <li>3. Serve as field trip chaperones</li> <li>4. Serve as classroom parents</li> <li>5. Attend parent-teacher conferences</li> </ol>	
<b>Indicator 3:</b> 90% of parents believe “Our school provides opportunities for stakeholders to be involved in school.”	<b>Compliant</b>
Evidence: 93.9% of parents who expressed an opinion (N=663) indicate “Our school provides opportunities for stakeholders to be involved in school.” Another 7 percent did not express an opinion. <b>Question was not reported on in 2016.</b>	

### **Capacity Building:**

To increase parents’ feeling that we provide opportunities to be involved in school, we plan a three-fold approach.

- First, to better advertise and promote opportunities for parents to be involved and increase our own social media coverage of such opportunities that have occurred (rationale – if people see what they are missing out on, they may get involved next time).
- Second, to explore how we might formally recognize parents at schools for their level of involvement through some sort of volunteer award given monthly or annually.
- Third, to seek additional ways to involve parents. This will be done by asking principals to pose this question to PTO and booster club groups. Ideas generated will be considered for implementation.

OE 3: Treatment of External Stakeholders	Superintendent			Board		
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			X		

**Superintendent Interpretation:** *The board expects accurate, timely, and transparent sharing of information within legal limitations.*

- *Organizational Culture –The daily way of conducting business*
- *Open and honest – Providing accurate information legally available to the public*
- *Communication- Both one-way dissemination of information to groups of stakeholders and two-way conversations to exchange information and ideas between the district and patrons*
- *Written – Official district statements to disseminate information, such as press releases, newsletters, and social media postings*
- *Interpersonal interaction – Face-to-face contact, as well as phone and electronic contacts and messages*

**Compliance:** We are compliant when

<b>Indicator 1:</b> 90% of parents feel effective two-way communication exists.	<b>Compliant</b>
Evidence: 92.1% of parents who expressed an opinion feel effective two-way communication exists. <b>In 2016, 87% (N=469) of parents believed staff does a good job communicating with parents/families.</b>	
<b>Indicator 2:</b> The district maintains greater than 7 regular mechanisms for communicating.	<b>Compliant</b>
Evidence: <ol style="list-style-type: none"> <li>1. Print and electronic communications include a weekly update to media and others (“Tip Sheet.”)</li> <li>2. Regular (virtually daily) contacts with news media by Ray Hemman, the district spokesperson and media liaison. A weekly tip sheet is issued to the media, as well as media releases regarding important events or accomplishments. Informal media updates are done regarding weather events, or other crisis events. District has a “Twitter” account as well, where announcements and updates are posted. The district has a Facebook fan page as do several programs, including HCTEA, Debate/Forensics, Head Start, HHS Band, several elementary schools and HHS athletics.</li> <li>3. Use of Facebook pages to carry news releases and other district activities.</li> <li>4. Building and district newsletters including “Apple-cations.” Newsletters are posted on the district website.</li> <li>5. Set a regularly scheduled month radio appearance for the superintendent on KWBW radio in 2016-17 on the third Tuesday of the month at 7:15 a.m.</li> <li>6. Improved Board agenda communications by adopting <a href="http://www.boarddocs.com">www.boarddocs.com</a>, providing a better platform for viewing agendas and supporting information both before and during Board meetings. Current and past agendas are searchable.</li> <li>7. Board agendas, minutes and all reports that the board receives are shared as public records.</li> </ol>	

8. When requested information is not, or cannot be shared with the media or the public, we attempt to give a reason (Open records exception; legal reasons; protection of confidentiality are the most common.)
9. SchoolMessenger, a web-based messaging system, has enabled the district and building principals to communicate directly and effectively with parents and staff in times when urgent communication is required.
10. SchoolMessenger increasingly is used by building principals to send reminders to increase attendance at parent events.
11. Superintendent sends a Friday note to all staff with updates on district activities.
12. Use SchoolMessenger as a listserv provider for the district and individual schools. Schools now are reaching parents on a regular basis via email, complementing other outreach tools.
13. Produced a 10-day calendar each week that was sent to all media, to parents, community members who request it and to staff.
14. Have gone to electronic distribution of fliers from community groups to ensure parents have access to the fliers while giving local groups the option of having a small number of paper fliers in the schools.
15. The district responds to Kansas Open Records Requests in accordance with the law.

<b>Indicator 3:</b> Numerical survey results are shared with external stakeholders through at least two communication channels.	<b>Compliant</b>
Evidence: Information is shared on the district website, during radio interviews and at Board meetings.	
<b>Indicator 4:</b> Minutes from board meetings, committees regarding boundaries changes and school closings, and budget meetings are shared with the public	<b>Compliant</b>
Evidence: Minutes are shared on the district website and with links provided through social media.	
<b>Indicator 5:</b> The district is not cited for violations of the Kansas Open Records Act.	<b>Compliant</b>
Evidence: The district has not received any citations for KORA violations.	

OE 3: Treatment of External Stakeholders	Superintendent			Board		
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			X	

**Superintendent Interpretation:** *The board expects that all stakeholders 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 community members' roles in contributing to those results*

- *Organizational Culture – The daily way of doing business*
- *Common – Shared by all stakeholders*
- *Achievement – Attainment of desired outcomes*

**Compliance:** We are compliant when

<b>Indicator 1:</b> Parents have an opportunity to provide input on the board's mission and Results Policies through board meetings and school site councils.	<b>Compliant</b>
Evidence: Board agendas showing the opportunity for public comment at the first meeting each month are posted on the district's website. Evidence: District schools have school site councils.	
<b>Indicator 2:</b> Student results are shared with patrons through at least two communication channels.	<b>Compliant</b>
Evidence: Student results are shared on the district's website, at regular Board meetings through the Results policies reports and through parent-teacher groups and site councils.	

**Capacity Building:**

OE 3: Treatment of External Stakeholders	Superintendent			Board		
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			X		

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

- *Organizational Culture – Daily way of doing 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*

**Compliance:** We are compliant when

<b>Indicator 1:</b> 90% of parents receive indicate they receive quality customer service.	<b>Compliant</b>
Evidence: 96.6% of parents who expressed an opinion (N= 742) indicate they receive quality customer service. Question was not reported on in the 2016.	

## Appendix

Information below is a five-year summary of the types of complaints received by the district.

Complaint Area	2012-13		2013-14		2014-15		2015-16		2016-17	
	No.	% of Total	No.	% of Total						
Communications	0	0%	3	18%	2	13%	0	0%	2	30%
Truancy	0	0%	0	0%	0	0%	0	0%	0	0%
Student/Staff Conflict	5	42%	1	6%	1	7%	6	55%	1	15%
Student/Student Conflict	2	17%	3	18%	2	13%	1	9%	1	15%
Parent/Staff Conflict	3	25%	1	6%	1	7%	0	0%	0	0%
Special Education	1	8%	1	6%	4	27%	2	18%	1	15%
Medical Issues	0	0%	3	18%	0	0%	1	9%	1	15%
Family Values	1	0%	0	0%	0	0%	0	0%	0	0%
Bullying	0	0%	5	29%	4	27%	1	9%	0	0%
Other	0	0%	0	0%	1	7%	0	0%	0	0%
<b>Total</b>										
	<b>12</b>		<b>17</b>		<b>15</b>		<b>11</b>			

Note: Percentages may not equal 100% due to rounding.