

# **Lake Washington School District #414**

## **District Leadership Team (DLT) Handbook**

**2022 – 2026**

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Effective Academic Year | 2022-23

**Lake Washington School District**

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## INTRODUCTION

The Lake Washington School District is led by a talented team of professionals. The District Leadership Team (DLT) includes Building Administrators (principals and associate principals), Department Administrators (department managers and supervisors), and Central Office Administrators (central leadership team). These administrators fulfill roles that are both challenging and vital to the district. The common purpose of all Lake Washington DLT members is to use our collective talent and resources to ensure the most effective learning for our students.

To best support student learning, Lake Washington seeks to attract and retain the most effective and talented building, department, and central office administrators. This handbook outlines the benefits of being a member of the DLT in Lake Washington School District as well as the professional expectations associated with the role. While each of these administrative job roles shares much in common, there are also district practices and procedures that are unique to certain job positions within these three groups.

The purpose of this handbook is to serve as a set of guidelines for regularly contracted DLT members in the Lake Washington School District. These guidelines have been prepared with the intent that they offer clarification on the practices and procedures commonly related to DLT members in this district and inform administrators of the practices specifically applied to their job roles. Further, these guidelines intend to promote uniform practices within specific administrative job roles, recognizing that unique situations will continue to require individualized applications, which may not be included in this handbook.

This handbook shall serve as clarification for all regularly contracted Lake Washington School DLT Members included in and paid from the Building Administrator, Department Administrator, or Central Leadership Team salary schedule.

## DLT HANDBOOK REVIEW COMMITTEE – MEET AND CONFER PROCESS

This handbook is intended to be a dynamic document that will be reviewed on a regular basis. The next review of this handbook will occur during the 2025-26 school year. During the 2025-26 school year, a representative group will convene to meet and confer, using an interest-based process, to review handbook components including personnel practice, working conditions, and salary schedules. The Building Administrative model will be reviewed on the same cycle as the DLT Handbook review process and completed prior to the annual budget process. The Building Administrative model review will be completed by January 1, 2026. The DLT Handbook review will be completed by April 15, 2026. Additionally, the administrative model review committee will meet again during the 2022-23 school year to continue the work started in 2021-22.

A subgroup of DLT Handbook Committee members will continue work on a restructured DLT Salary Schedule that develops a multi-step salary schedule in alignment with industry standards and best practices. The salary schedule redesign will be completed by January 31, 2024, for implementation on July 1, 2024.

The DLT Handbook Review Committee will include Building Administrators from each level (4 elementary principals, 1 elementary associate principal, 2 middle school principals, 2 high school principals and 1 secondary associate principal); Department Administrators (2); Central Office Administrator representatives (2); the Deputy Superintendent and the Associate Superintendent, Business and Support Services, of; and the Superintendent. Representatives will be selected by their peers in the fall of the 2025-26 school year.

The Building Administrative model committee will be made up of the building administrators serving on the DLT Handbook Review Committee, the Level Directors, the Associate Superintendent of Business and Support Services, The Associate Superintendent of School Support Services and the Deputy Superintendent of Student, School, and Instructional Services.

## SUPERVISOR

Each administrator will be assigned an immediate supervisor [“supervisor”], charged with the responsibility of evaluating, directing work, and performing the usual and customary requirements of supervision. It is expected that these handbook guidelines will be administered through the supervisor/supervisee process within prescribed district practices and procedures.

## WORK YEAR, WORKDAY, WORK LOCATION, AND TIME OFF

### WORK YEAR

The work year shall begin July 1 and end June 30 of each year. DLT members shall have a year-round contract. For any regularly scheduled workday which the employee is not working, an applicable leave must be used.

### WORKDAY

DLT workday is based on an 8-hour day for the purpose of leave accumulation, leave usage and allowable leave cash-out.

As stated in the [Administrator Workload](#) section, DLT members are expected to work outside the regular workday to be present at school activities or district events and this time can be flexed with supervisor permission to meet work/life balance needs. District supervisors will work to ensure flexible work time approval is aligned across the district for those in comparable roles.

### WORK LOCATION: REMOTE WORK

Working remotely during regularly scheduled work hours may be allowed with approval from the administrator’s supervisor and in accordance with [Policy 5214-Remote Work](#).

School building administrative teams may work with supervisors to schedule remote work (i.e., during evaluation cycles, special projects, etc.) while ensuring adequate building supervision and coverage.

### VACATION/TIME OFF CULTURE

DLT members will not be expected to participate in work responsibilities while on leave. DLT members are expected to communicate a coverage plan to their supervisor including designated staff to cover in case of emergency.

## SALARY SCHEDULE & BENEFITS

The employees of Lake Washington School District provide for the safe and effective learning of our students. As a district, we commit to (1) addressing employee compensation through an evaluation of peers in our industry and region, (2) develop models that attract and retain high quality and diverse employees, (3) develop models that address specific job categories/requirements and (4) ensures long-term fiscal stability and viability for the district.

To that end we value:

1. A compensation package that values employees.
2. Alignment of employee job responsibilities with the overall mission of the district.

3. Attainment of fair, equitable, and consistent approaches to compensation for employees.
4. Offering of competitive compensation packages that include competitive base salary, medical benefits, retirement benefits, retirement savings, and job-related benefits.

Salaries are approved by the Board of Directors for each administrative position in accordance with [RCW 28A.400.200](#). In the event the State legislature determines an inflationary adjustment for administrative school district employees, such authorized adjustments shall be applied to the salary schedule as permitted and as authorized by law.

A compensation market study of administrator job types in neighboring districts will be conducted as part of the meet and confer process. Neighboring districts include Bellevue, Edmonds, Everett, Issaquah, Kent, Mercer Island, Mukilteo, Northshore, Renton, Seattle, and Snohomish.

All salary adjustments are dependent upon economic conditions and subject to Board approval.

Base salaries and benefits will be paid in accordance with the applicable [Administrator Salary Schedule](#) (Appendix A, B & C). Per Diem pay shall be based on 218 days.

## LEAVES

Administrative Policy: [PERSONNEL LEAVES 5400](#) | [PROCEDURE PERSONNEL LEAVES 5400P](#)

All leave of absence must be authorized. Leave requests designated with an asterisk (\*) must be requested by the employee through [Employee Access](#). All other leave should be submitted on [Employee Request for Leave – Form 6059](#) and submitted to [HRLeaves](#) with Human Resources except medical leaves are to be submitted to Benefit and Leave Coordinator in Payroll. Leaves that require advance approval must be submitted prior to the leave. Leave must be recorded in Employee Access within 48 hours of return to work.

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### LEAVE DEFINITIONS:

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#### IMMEDIATE FAMILY

The immediate family of the employee will be a spouse, registered domestic partner, parent, brother, sister, children (biological, adoptive, de facto, foster), grandparent, or grandchild by blood, marriage, or legal adoption.

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#### HOUSEHOLD

Anyone permanently residing in the employee's residence and considered a part of the family

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### ADOPTION LEAVES

Short-term adoption leave may be granted to either or both parents for a period of up to five (5) days. Adoption leave may be used for court and legal procedures, home study and evaluation, and required home visitation by the adoption agency. Up to thirty (30) days of leave may be used per year by adoptive parents once the child arrives. Such leave will be deducted from the employee's sick leave balance.

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## **BEREAVEMENT LEAVE\* (FORM 6059 REQUIRED)**

In the event of a death in the immediate family/household of the administrator, an absence of up to five days may be permitted without any deduction from salary or other leave balances. Bereavement leave must be requested on the [Employee Request for Leave – Form 6059](#) and submitted to [HRLeaves](#) with Human Resources.

Bereavement leave is non-accumulative and does not carry over from one employment year to the next.

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## **CHILD CARE LEAVE**

An employee may request long-term childcare leave without pay and benefits for the purpose of care for an infant or medically ill dependent child. Leave for such purposes will be for not more than one (1) calendar year and limited to one spouse for each occasion and/or child and will be exclusive of any temporary disability leave granted for childbirth. Approval of such leaves will be discretionary by the district with consideration given to the value of the leave to the employee as well as the overall impact of the leave to the educational program.

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## **EMERGENCY LEAVE\* (FORM 6059 REQUIRED)**

Administrators may use up to three days of emergency leave for events suddenly precipitated such that preplanning could not have avoided the need for the absence. Emergency leave will be deducted from sick leave. Emergency leave may be used when school is canceled due to inclement weather. Emergency leave must be requested on the [Employee Request for Leave – Form 6059](#) and submitted to [HRLeaves](#) with Human Resources.

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## **SUBPOENA AND JURY DUTY LEAVE\* (FORM 6059 REQUIRED)**

Employees who are subpoenaed to appear in court or are called for jury duty shall not have court provided compensation deducted from their pay. If the employee is a plaintiff or defendant in a case, there will be no compensation, except for judicial proceedings arising from his/her employment in the interest of the district. Subpoena and Jury Duty leave must be requested on the [Employee Request for Leave – Form 6059](#) and submitted to [HRLeaves](#) with Human Resources.

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## **LEAVE OF ABSENCE WITHOUT PAY**

A leave of absence for a period not to exceed one year may be granted by the Superintendent or designee to an administrator and subject to such terms and conditions as determine by the Superintendent or designee. The terms and conditions will include a stipulation as to whether the employee shall be guaranteed a position upon return from leave and shall be embodied in writing and signed by the employee and the Superintendent or designee prior to the granting of the leave.

The Superintendent or designee shall consider the recommendation of the immediate supervisor, the educational program and whether a qualified replacement is available.

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## **MILITARY LEAVE\* (FORM 6059 REQUIRED)**

Employees who are members of the Washington National Guard or of the Army, Navy, Air Force, Coast Guard, or Marine Corps Reserves of the United States or are called to active duty are entitled to military

leave in accordance with applicable law. Military leave must be requested on the [Employee Request for Leave – Form 6059](#) and submitted to [HRLeaves](#) with Human Resources.

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## **RELIGIOUS LEAVE**

Employees whose religious affiliations require observances of mandatory holy days on scheduled work days will be granted up to three (3) days leave for this purpose. The employee shall make up each day missed by performing professional tasks, under the supervision of his/her supervisor on a mutually agreeable non-work day. Such time shall be made up within the employee's contract year. The make-up dates shall be specified on the leave request form. An employee desiring to take leave under this section must notify his/her supervisor three (3) school days in advance of the requested leave.

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## **SHARED LEAVE**

Shared leave will be administered in accordance with law. An employee shall be eligible to receive shared leave if the employee suffers from or has a relative or household member suffering from an extraordinary or severe illness, injury, impairment, or physical or mental condition that has caused or is likely to cause the employee to take leave without pay or terminate his or her employment. Contact Human Resources for shared leave information.

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## **SICK LEAVES FOR ILLNESS, INJURY AND EMERGENCY (I, I, & E) \***

An annual allocation of (12) days will be credited to each administrator's sick leave balance to be used for absence caused by illness, injury, or emergency of the employee or immediate family member of the employee. Each employee's portion of unused leave will accumulate from year to-year, up to a maximum equivalent to the number of their annually contracted days. Part-time employees will receive leave days proportional to their contracted full-time equivalency. Full-time employees hired on less than a full year contract will receive leave days proportional to their contracted full-time equivalency. Sick leave more than 10 consecutive work days will require a statement from the employee's physician. Employees shall be entitled to annual and/or retirement sick leave buy back in accordance with district policy and governing laws and regulations.

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## **TEMPORARY DISABILITY LEAVE**

Employees who are unable to perform the functions of their position for medical reasons, as determined by a qualified physician, may request temporary disability leave. Temporary disability may be granted for illness, injury, surgery, or because of pregnancy or childbirth and may only be granted for the period of actual disability up to one year and will be deducted from sick leave.

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## **WASHINGTON STATE PAID FAMILY AND MEDICAL LEAVE (PFML)**

The district and employee will be subject to the rights and responsibilities of the Paid Family and Medical Leave program (PFML) under the [Washington State Family and Medical Leave and Insurance Act](#). Eligibility and use will be determined in accordance with the law.

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## **FAMILY MEDICAL LEAVE ACT (FMLA)- REFERENCE [ADMINISTRATIVE POLICY 5404](#)**

Immediate Family for purposes of this section shall be defined as the employee's child, parent, (biological, adoptive, de facto, foster, stepparent of the employee), or spouse of an employee.

Employees will be provided leave consistent with the [Federal Family Medical Leave Act](#) for certain family and medical purposes to qualified employees for up to twelve weeks per year. Application guidelines are consistent with the provisions of the State Family Care Leave, as defined in law.

## PAID TIME OFF

Requests for paid time off must be done through Employee Access and submitted for prior supervisor approval.

### PAID TIME OFF (PTO)

All DLT members shall receive 30 days of PTO. Such time off must be scheduled/entered in advance with supervisory approval by the electronic process selected by the district.

Except for extraordinary circumstances, with pre-approval by the supervisor and Superintendent, DLT members may not use PTO days during designated August meetings. Building DLT members may use PTO during regularly scheduled student days. A building coverage plan must be made prior to the PTO being used and a building administrator is required to be on site. The Level Director must be aware of and supportive of the building coverage plan.

In recognition of the importance of rest and renewal, DLT members are required to use at least 15 PTO days each year. DLT members may buy-back up to 5 days of unused PTO annually at their per diem rate. DLT members may buy back up to 30 days of PTO in their final two years of employment prior to retirement.

No more than eighty-eight hours (11 days) may be carried forward to the next year. No more than one hundred twenty-eight hours (16 days), inclusive of DLT 5-day buyback option, may be cashed out at resignation. If the demands of the job are such that, at the supervisor's request, the employee is required to be on the job and it is not possible for the employee to use their allotted PTO, additional PTO cash out or carryover may be granted. Such requests shall be approved by the Superintendent or Designee in charge of the DLT's area of assignment.

## DLT FLEX DAYS

### DLT FLEX DAYS

Flex Days may be granted to DLT members in recognition of work responsibilities that are significantly outside of the scope of the administrator's job description and creates conditions that require extended time beyond the scope of the regular workday. Regular meetings and supervisory responsibilities are considered within the scope of administrative job responsibilities. Flex days may be granted to DLT members who are required by the supervisor to:

- Travel or to attend meetings on non-workdays
- Work on non-workdays
- Work as approved by the Superintendent or Designee

### PROCESS TO TRACK AND USE GRANTED ADDITIONAL DLT FLEX DAYS

Flex days may be granted in half or full day increments and must be granted by the Director or Deputy/Associate Superintendent in charge of the DLT's area of assignment. Request of days shall be granted by using form (link forthcoming) and forwarded to the district Payroll Manager to be entered into the system. DLT flex days cannot be carried over or cashed out.



## OTHER BENEFITS

### TECHNOLOGY

DLT will be provided administrative technology tools from the technology standards document. The Technology standards will be updated as needed by the Director of Technology Operations with input from DLT members.

### CELL PHONE & MILEAGE STIPEND

All DLT members are required to carry cell phones so that they are accessible when needed and are expected to use their private vehicles for business-related travel. The district shall pay DLT members a yearly stipend to help cover cell phone expenses, business related mileage (within the King, Pierce, & Snohomish tri-county area), and other business expenses not directly reimbursed by the district. This stipend, identified on the applicable Administrator salary schedule includes an allotment for cell phone purchase, monthly cell phone call/data charges and business-related expenses including mileage. An additional amount shall be provided for those administrators, whose job responsibilities require additional local area travel. The stipend shall be paid out in 12 equal installments throughout the contract year, shall be treated as income, and shall be subject to usual and customary deductions and withholding.

### PROFESSIONAL ORGANIZATIONAL DUES

The district shall fund one annual professional membership for each full-time regularly contracted DLT member. The payroll office shall contact new DLT members for selection of professional organization. The payroll office will maintain a spreadsheet with the current DLT member selection. DLT members should notify the payroll office by June 1 if they want to change their organizational affiliation for the next year.

### PROFESSIONAL DEVELOPMENT FUNDS

Each DLT member shall be appropriated \$1,500 per year for professional development opportunities related to the accomplishment of the district's strategic goals. These funds may be used for professional learning materials, additional professional organization dues, conference registration/expenses, and/or tuition reimbursement. An individual may carry over any unused funds to the following year, for a maximum of \$3000 to be available in the second year. No professional development funds will be authorized for use toward the purchase of technology hardware or software. All materials purchased with Professional Development funds are the property of the Lake Washington School District.

Each year, any unused funds will be pooled and available for distribution on an application basis, for tuition reimbursement for administrators pursuing advanced studies and/or degrees associated with their current job responsibilities. Administrators shall submit their request for tuition reimbursement to their supervisor by August 31. The total maximum available to any one administrator for tuition reimbursement shall be the maximum nontax-able Employer-Provided Educational Assistance amount of \$5,250 or the applicable annual maximum amount as updated in [IRS Publication 970](#).

As professional learning and development of DLT members is critical to the success of the organization, each supervisor of DLT members shall work with those they supervise to determine additional budget sources for professional learning and development required from within department and/or Level budgets. Supervisors of DLT members shall develop a process to determine equitable access to professional learning activities (e.g., state, and national conference attendance) within his or her department or Level. [Professional Development Fund Procedures](#).

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## **ADMINISTRATIVE LEADERSHIP STIPEND**

Stipends will be available at the discretion of the district and will be awarded for additional leadership work such as coordinating district level programs outside normal work responsibilities. These stipends will be paid in accordance with the applicable salary schedule. A stipend standards document will be developed with a list of the stipends, responsibilities for each and process for assignment of stipend. Responsibilities associated with the leadership stipend will be reviewed with the supervisor in charge of area, in consultation with the Superintendent or designee, to determine if a .5, 1.0, 1.5, 2.0 stipend will be allocated.

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## **ADMINISTRATIVE INTERN PROGRAM STIPEND**

The district recognizes the value in having Building Administrators involved in the coordination of the district's administrative intern program. Administrative Leadership Stipends will be given to two (2) Building Administrators each year for their involvement in coordinating the district's administrative intern program, in conjunction with the designated Central Leadership Team member. Administrator will be selected for 3-year rolling terms.

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## **SCHOOL CONSTRUCTION STIPEND**

The district recognizes that construction has an impact on Building Administrators. Stipends will be allocated for additions, rebuild/enlarge and/or new construction projects in alignment with the construction stipend standards document.

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## **LEADERSHIP WORK STIPEND**

The district recognizes the impact on administrators who participate in specific leadership roles. Leadership stipends will be allocated for leadership work in alignment with the stipend standard document.

The stipend standards document will be completed and communicated to DLT by November 1, 2022.

## **EVALUATION**

Administrators will be evaluated by their supervisors annually in a manner that is consistent across the district for their given Administrator group. Should concerns with an administrator's performance arise, the supervisor will notify the employee of those concerns and provide an opportunity for support and improvement, prior to the employee's summary evaluation. If the supervisor continues to have concerns with the administrator's performance, the supervisor will follow procedures in accordance with the law.

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## **THE EVALUATION CYCLE**

The administrative evaluation process operates as a continuous improvement cycle, not as a single end-of-the-year event. The process is expected to promote clear communication, formative feedback, performance growth, and thoughtful evaluation by both the employee and their supervisor. This cycle applies to all administrators, including principals, associate principals, deputy/associate/assistant superintendents, executive directors, directors, and managers.

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## EVALUATION

Building Administrators will be evaluated using the AWSP Leadership Framework in accordance with the law related to the [Teacher/Principal Evaluation Project \(TPEP\)](#), [RCW 28A.405.100](#).

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### SCOPE OF EVALUATION

1. Building Administrator Process
2. The following building administrators must receive an annual comprehensive performance evaluation:
  - a. A principal in the first three consecutive years of employment as a principal;
  - b. A principal previously employed as a principal by another school district in the state of Washington for three or more consecutive years and in the first full year as a principal in the school district;
  - c. A principal who received a comprehensive performance rating of level 1 or level 2 in the previous school year.
3. Experienced building administrators will be evaluated on the comprehensive evaluation cycle at least once every four years. Building administrators who were proficient and/or distinguished will be placed on a focused evaluation with the approval of her/his supervisor.
  - a. Building administrators on the comprehensive evaluation will be evaluated on all eight (8) of the AWSP criterion.
  - b. Building administrators on the focused evaluation will be evaluated on one of the eight AWSP criterion. Building administrators on the focused evaluation will mutually agree on the criterion with their supervisor.
  - c. Newly hired building administrators who have successfully completed the comprehensive evaluation (3 years of proficient or distinguished) in his/her prior Washington State School District may be moved to the focused evaluation after successfully completing the comprehensive evaluation (proficient or distinguished) during his/her first year in the Lake Washington School District.
4. Central office administrators will be evaluated on a cycle similar to the building principal process.
  - a. During the 2022-23 school year, a representative committee will study forms, process, and timelines for a CLT evaluation process.

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### EVALUATION TIMELINE

1. Goal Setting Meeting: The goal setting meeting to discuss the administrator's annual performance goals should be conducted between the administrator and their supervisor by October 15 but must conclude no later than October 30 each year. The goal setting approval of the administrator's annual performance goals will be completed between the administrator and their supervisor by the first Friday in December each year.
2. Mid-cycle Review (Annual Goals Progress Report) The second evaluation conference should be conducted between the administrator and their supervisor at the conclusion of January but will occur no later than February 15 of each year. The administrator and their supervisor will periodically discuss progress to date and resolve any questions or issues that have arisen. The administrator may share samples of the evidence being collected and the supervisor has an opportunity to raise questions and provide feedback. These discussions will typically occur during the regular meetings between the administrator and their supervisor.

3. End-of-cycle Review (Summary Rating Format) The final evaluation conference should be conducted between the administrator and their supervisor by the conclusion of May but must occur no later than June 29.

## ADMINISTRATOR ASSIGNMENT

Administrator assignments are at the discretion of the district. All administrators are encouraged to express any lateral transfer interest to their district level supervisor and/or the Superintendent by a district designated date. District supervisors will discuss the potential match between the individual and the needs of the district with each administrator expressing interest in a lateral transfer\*.

*\*A lateral transfer is defined as a move within job classification. This means a Principal to Principal even if at a different level or an Associate Principal to Associate Principal even if at a different level. A lateral transfer to a different level will also mean a change in salary levels.*

On an annual basis, the Superintendent will analyze the needs of the district and central office personnel and may reassign and/or open a position that best meets the needs of the organization.

## ADMINISTRATIVE WORKLOAD

The expectation is that DLT members may work outside of regular hours and there is an expectation for DLT members to be present and/or supervise school and district-related events and activities. School related student and/or family and/or district events and activities that are part of the normal school year and normal schedules are within the duties of DLT members and are compensated as part of their annual salary. It is acknowledged that at times Administrators may have increased weekend or other responsibilities.

DLT members are expected to participate in at least one district committee or other representative and/or volunteer opportunity each year. The Superintendent or designee will develop a process to ensure equitable distribution of district committee work. Information about the distribution of district committee responsibilities will be shared with DLT. Administrators with program oversight responsibilities, in consultation with their supervisor, may decide to forego participation in a district committee due to their work responsibilities.

As part of the ongoing efforts of the Strategic Advisory Leadership Team, efforts to prioritize strategic work will be done with representative stakeholders. New programs/program changes requiring administrator supervision shall have a plan for administrator responsibilities, support, and impact. The plan for the new program/program change will be developed with affected DLT stakeholders. If the demands of the job are such that, at the supervisor's request, the employee is required to be on the job and it is not possible for the employee to use their allotted vacation, additional vacation cash out or carryover may be granted. Such requests shall be approved by the Deputy or Associate Superintendent in charge of the administrator's area of assignment.

There shall be an established periodic review of placement/location of high impact programs such as Quest, Preschool, and other district programs at school sites. There shall be communication regarding the decision-making processes involved in program placement decisions.

The Superintendent or designee in charge of summer school will communicate in early Spring, the plan for summer school administrative coverage and compensation.

On an annual basis, supervisors will review responsibilities with the administrators they supervise. Should an administrator have a concern regarding workload or assigned responsibilities, these should be raised to their supervisor for review. The supervisor shall communicate the results of the review back to the administrator. When a

subordinate position is chronically unfilled, the administrator should work with their supervisor to determine the appropriate response to the absence and those filling the position responsibilities.

## ADMINISTRATIVE SUPPORT & COVERAGE

The district retains the right to make decisions related to administrative support that are in the best interests of the district.

The Building Administrative model will be reviewed in the same year as the DLT Handbook review process and will be completed by January prior to the full DLT Handbook review process.

Department leaders will review staffing levels periodically to make recommendations for changes. Should a manager or others within the department have questions about work responsibilities or staffing levels, they would meet and share this information with the department leader for consideration.

District funds will be made available for transition support to principals who are new to their building per the table below. Funds will be transferred to the building budget, upon submission of a request and approval by the principal's level director. The Level Directors will maintain a best practices document for use of funds.

Level	Amount
Elementary, Middle Schools [less than] 900 students, and Choice Schools on a standalone campus	\$2,500
Middle Schools [greater than] 900 students	\$3,000
Comprehensive High Schools	\$4,000

Each building principal will establish a plan for administrative coverage in his or her absence and/or the absence of associate principal(s).

## STAFF COMPLAINTS & GRIEVANCES

Employees covered by this handbook are encouraged to address concerns with those directly involved in the issue or supervisor. Administrators may avail themselves of Policy [5270 Staff Complaints](#) and [5270F Grievance Review Request](#).

## ORGANIZATIONAL CULTURE

The Superintendent and DLT understand and believe in proactively promoting and maintaining a positive culture within the organization and amongst the DLT. All DLT members are valued and encouraged to participate in district-wide leadership opportunities.

### OPEN COMMUNICATION PROCESS

Open communication is part of a healthy organizational culture. DLT members should feel comfortable directly raising issues to the person responsible for the department, process, or initiative about which there is concern. Should the DLT member feel that the person with whom the issue is initially raised is not appropriately responsive, the DLT member should direct the concern to that person's direct supervisor. Issues should continue to be escalated following the appropriate chain of command.

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## **STRATEGIC ADVISORY LEADERSHIPS TEAM (SALT)**

SALT (Strategic Advisory Leadership Team) is a representative group that includes Building Administrators, Department Administrators, and Central Office Administrators who are nominated by their peers. SALT (Strategic Advisory Leadership Team) also includes the Director, Communications and Community Engagement, Associate Superintendents, Deputy Superintendent and Superintendent.

SALT (Strategic Advisory Leadership Team) has the following core functions:

- Advise the superintendent on matters pertaining to organizational culture and on urgent and emerging organizational issues
- Conduct strategic planning process that results in annual development/refinement of 5-year strategic plan documents that detail priority organizational work and reflect a strategic planning process of: Planning & Learning; Implementing; Evaluating (PLIE)
- Conduct an annual budget review process that results in recommendations to the superintendent regarding budget cuts and adds.

All SALT members are responsible to participate, represent, communicate, advise, problem-solve, think creatively, and work for the betterment of the organization. DLT members may bring issues to any SALT member at any time. The SALT member will then bring the issues for discussion at the next SALT meeting. Each month, Learning Community meetings will include time to gather and share emerging and important issues. Department Administrator and Central Office Administration SALT representatives will ensure a process for collecting any issues prior to each meeting.

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## **SUPERINTENDENT ONE-ON-ONES | SMALL GROUP JOB-ALIKE MEETINGS**

In addition to SALT process for attending to organizational culture, the Superintendent is committed to utilizing several listening-based strategies to understand the challenges and issues faced by DLT members. These strategies include, but are not limited to, one-on-one meetings with DLT members and small group job-alike meetings with DLT members.

## **LISTENING ADMINISTRATOR**

The district understands that there may be times when a DLT Member is meeting with their supervisor, or the Superintendent, about problems of practice and/or performance concerns, and may benefit from having a neutral third-party present for purposes of providing them with contextual and factual clarification and a summary of the conversation(s). DLT members have the right to retain a specified Lake Washington School District listening administrator present at such a conversation.

Six Listening administrators will be identified and trained in reflection and note taking protocol through AWSP/WASA. A listening administrator will serve in the role for two consecutive years. Three listening administrators will cycle off annually to ensure opportunities for other administrators to serve in the role and to ensure there is always a cadre of trained listening administrators. The intent of having a listening administrator available to both the district and the DLT member is to improve communication and support that will enhance learning. The role of the listening administrator shall be to articulate clarifications and post-meeting summarization to the affected colleague. The listening administrator shall observe strict confidentiality throughout the process and not work in the role of an advocate. The listening administrator will help to clarify, restate, and paraphrase the contents of the meeting and adhere to confidentiality as defined above.

Should the administrator need advocacy or support for disciplinary actions, the administrator should seek advice and support from the staff at AWSP/WASA and/or independent legal counsel.

In limited circumstances, the district reserves the right to discontinue a meeting where a listening administrator is present so that the employee can seek meeting support from the staff at AWSP/WASA and/or independent legal counsel.

A consistent process will be developed to select listening administrators and attached to the DLT Handbook as an appendix.

## APPENDIX | ADMINISTRATORS SALARY SCHEDULES

[ADMINISTRATOR SALARY SCHEDULE | 2022-23](#)

[BUILDING ADMINISTRATORS SALARY SCHEDULE | 2022-23](#)

[DEPARTMENT ADMINISTRATORS SALARY SCHEDULE | 2022-23](#)