

**Executive Limitation 3.C  
Treatment of Faculty/Staff/Volunteers**

To: Board of Education

From: Dr. Chris Fiedler, Superintendent of Schools

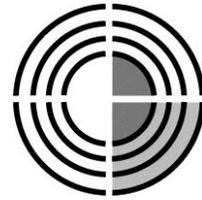
Re: Expectations of the Board Report – 3.C Treatment of Faculty/Staff/Volunteers

I hereby present my expectations of the board report on our Treatment of Faculty/Staff/Volunteers, Executive Limitation 3.C, in accordance with the monitoring schedule as set forth in Board policy. I certify the information in this report is true.



Signed: \_\_\_\_\_  
Superintendent, School District 27J

Date: January 26, 2016



## Policy 3.C – TREATMENT OF FACULTY/STAFF/ VOLUNTEERS

*Date Adopted/Last Revised:* January 27, 2009

*Management Limitations*

**With respect to the treatment of faculty, staff and volunteers, the Superintendent will not cause or allow conditions that are unclear, unfair, unsafe, untimely, undignified or unnecessarily intrusive.**

*I interpret faculty as all persons with an appointment to the faculty with authorization granted by a statutory authority CRS §22-32-109(f) (I). The faculty consists of any person that holds a license or letter of authorization issued by the Colorado Department of Education.*

*I interpret staff as employees who perform a service under an express or implied agreement and who do not have control, or the right to control, over the manner and means of performing the services.*

*I interpret volunteers as people who perform acts for the benefit of a public entity at its request, who do not receive remuneration for their time and who are subject to its control. CRS §24-10-103(4)(a).*

*I interpret conditions as not creating personnel policies that are discriminatory or and not tolerating work environments that are hostile for our employees.*

*I interpret unclear as policies not being presented in an easy-to-understand manner.*

*I interpret unfair as any fraudulent, deceptive, or dishonest organizational practice that is prohibited by statute, regulation, or that would be considered as disparate treatment from previous practices.*

*I interpret unsafe as physical safety and how our work environments are free from harm, and how staff feels about being exposed to a threatening situation in their work environment.*

*I interpret untimely as a manner in which information presented conflicts with the need of the end user.*

*I interpret undignified as not respecting our employees and volunteers and not treating them in a professional manner.*

*I interpret unnecessarily intrusive as probing into the personal life of an employee or volunteer without just cause. Reasonableness would encompass workplace monitoring, internet privacy, data collection, and other means of gathering information.*

### **Data Reported**

Multiple data sources indicate that School District 27J faculty, staff, and volunteers are generally satisfied with their working conditions in the District.

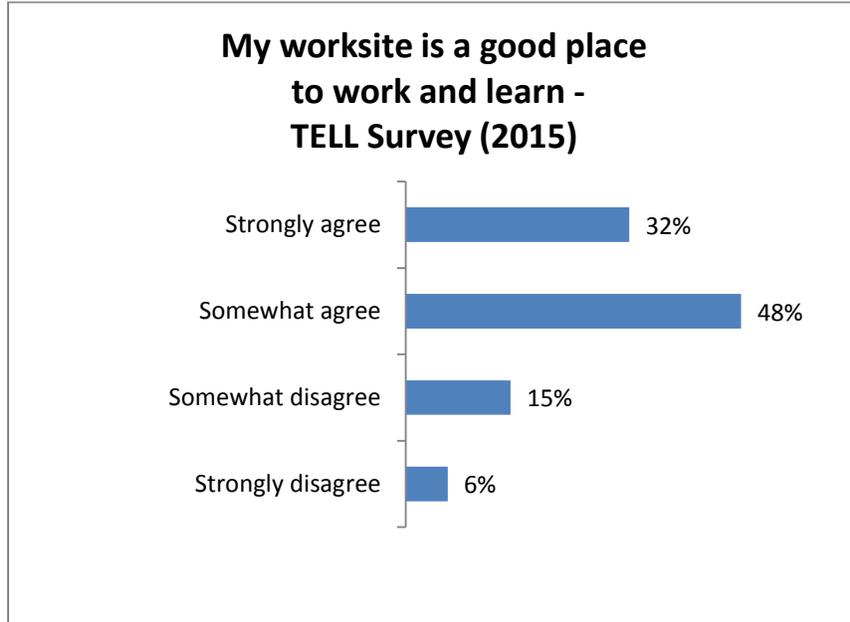
The TELL survey, a state-wide survey of all certified school employees, is administered in odd-numbered years. The latest TELL survey was conducted in February of 2015. The district administered a climate survey to all staff in December 2015. The district climate survey was created in collaboration with district leadership. Findings have been presented to principals and will be presented to executive leadership. These surveys have been designed to protect respondents from being identified, securing anonymity and alleviating any fear of reprisal for those expressing their views.

In response to the TELL Survey, 80% of certified staff (691 total respondents) agreed that their worksite was a good place to learn and work; this is down 2% from the previous survey. In response to our internal survey, 79% (536 total respondents, up from 254 total respondents in the previous survey) agreed with this statement; this is up 4% from the previous survey.

### **27J SURVEY – CERTIFIED STAFF**

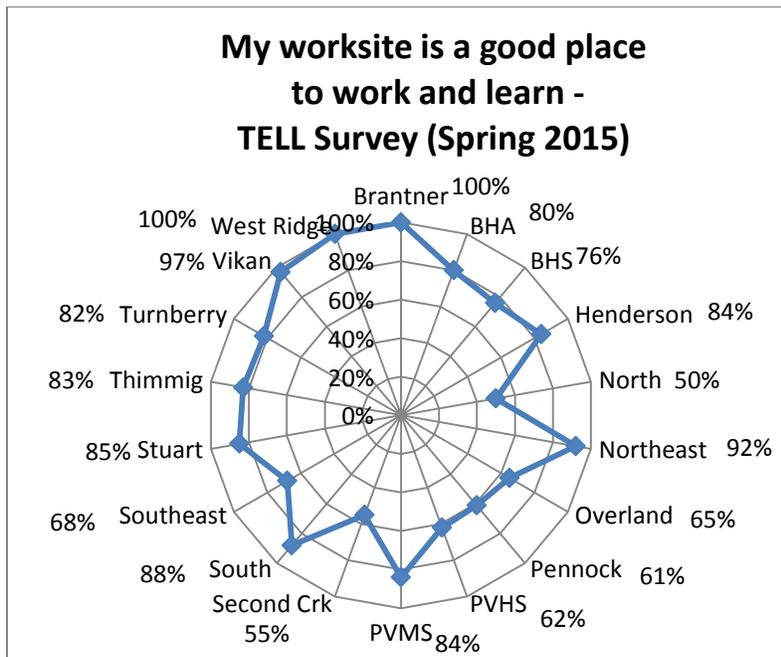


**TELL SURVEY – CERTIFIED STAFF**



**TELL SURVEY – CERTIFIED SCHOOLS**

The following is the compilation of “somewhat agree” and “strongly agree” TELL responses at each school.



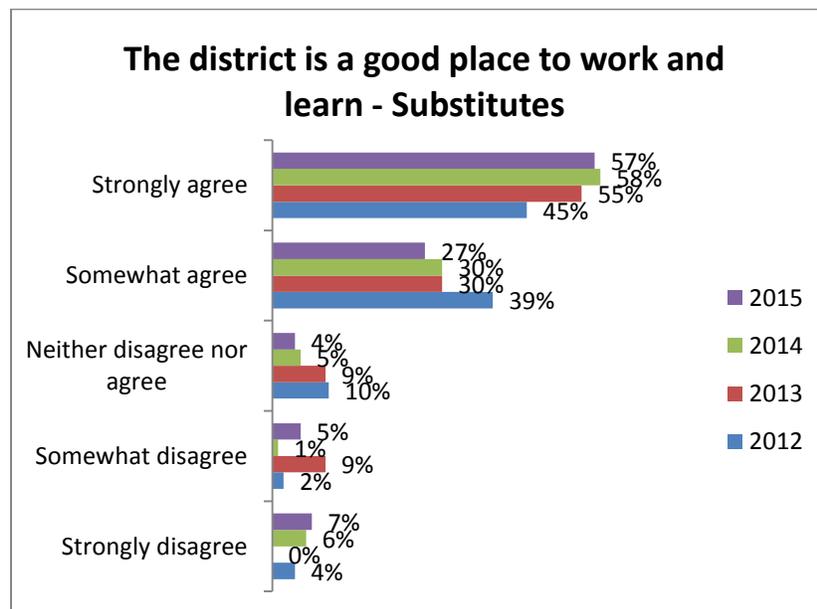
**27J SURVEY – CLASSIFIED STAFF**

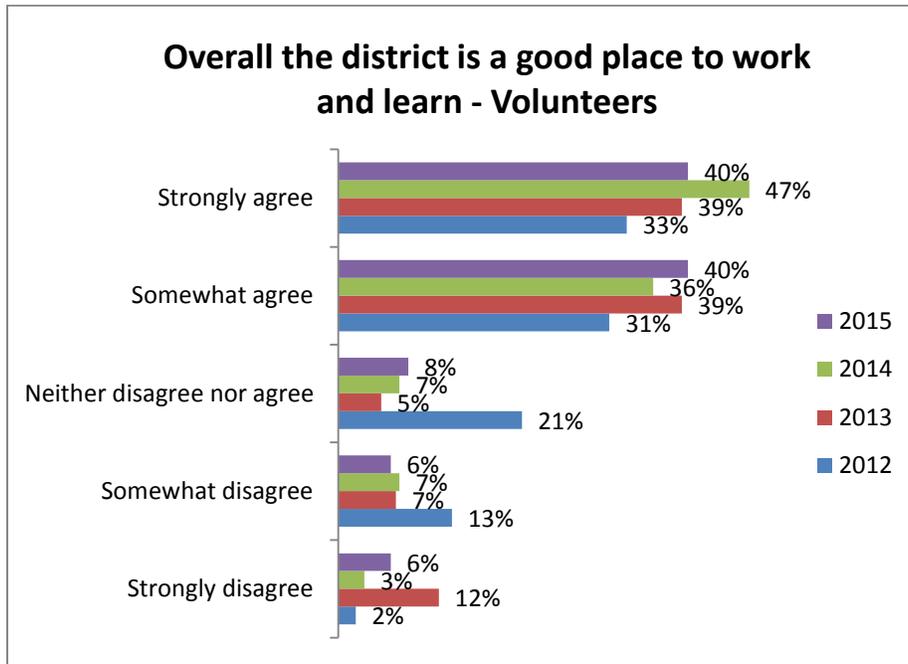
Eighty one percent of classified staff (183 total respondents) agree with the statement that their work site is a good place to work and learn; this down from 84% in the previous survey. The strongly agree category rose from 42% to 51%.



**27J SURVEY – SUBSTITUTE STAFF & VOLUNTEERS**

Eighty-four percent of substitute staff (71 total respondents) somewhat or strongly agree with the statement that their work site is a good place to work and learn, while 80% of volunteer staff (54 respondents) somewhat or strongly agree with the statement.

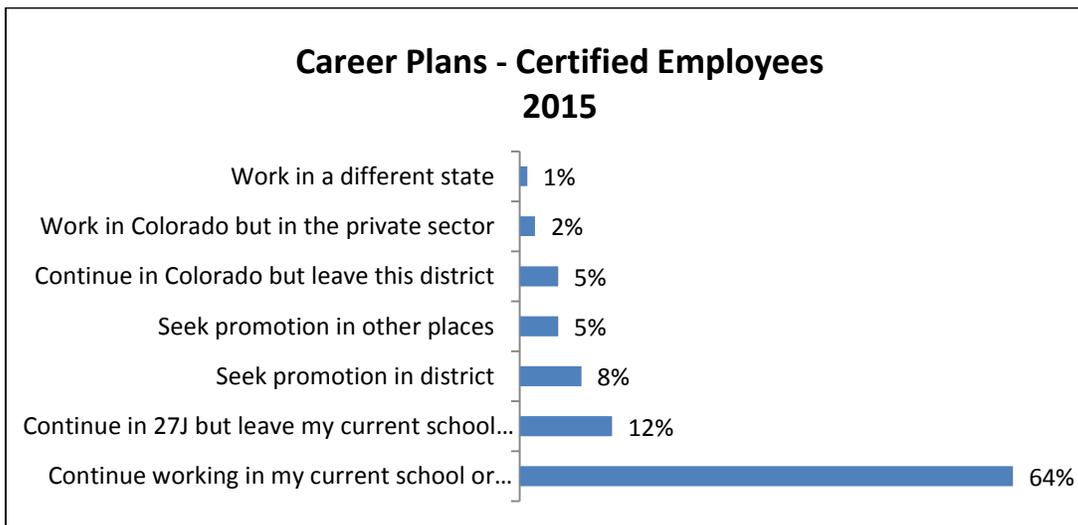




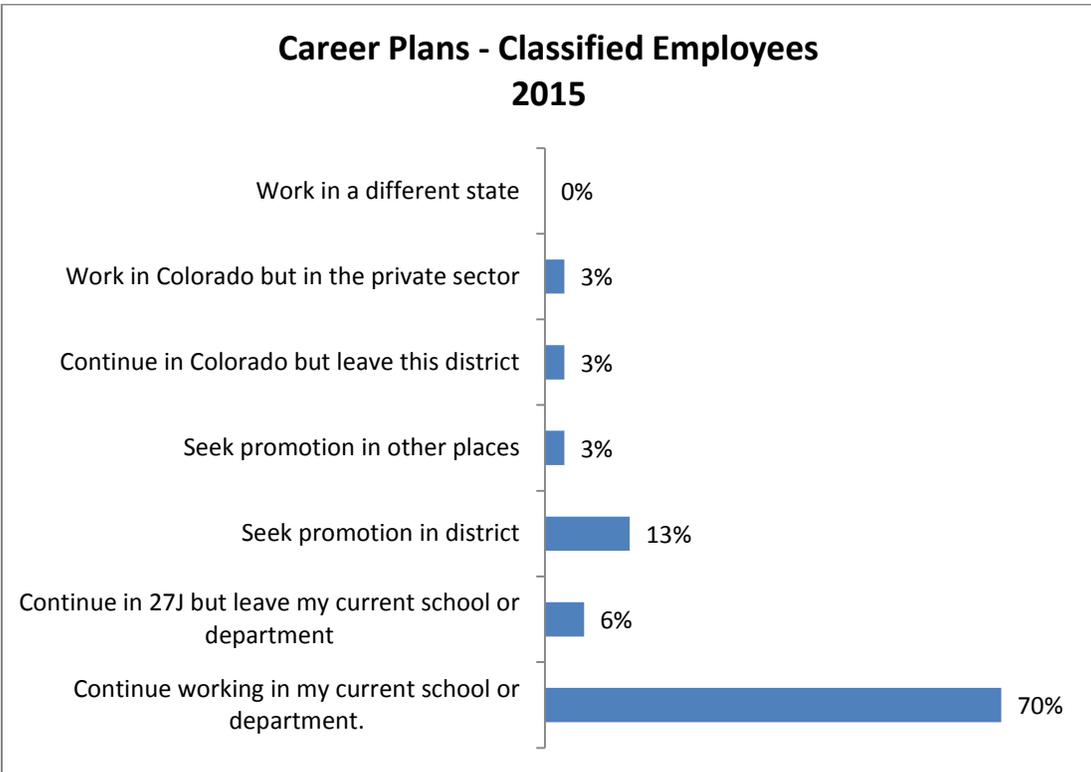
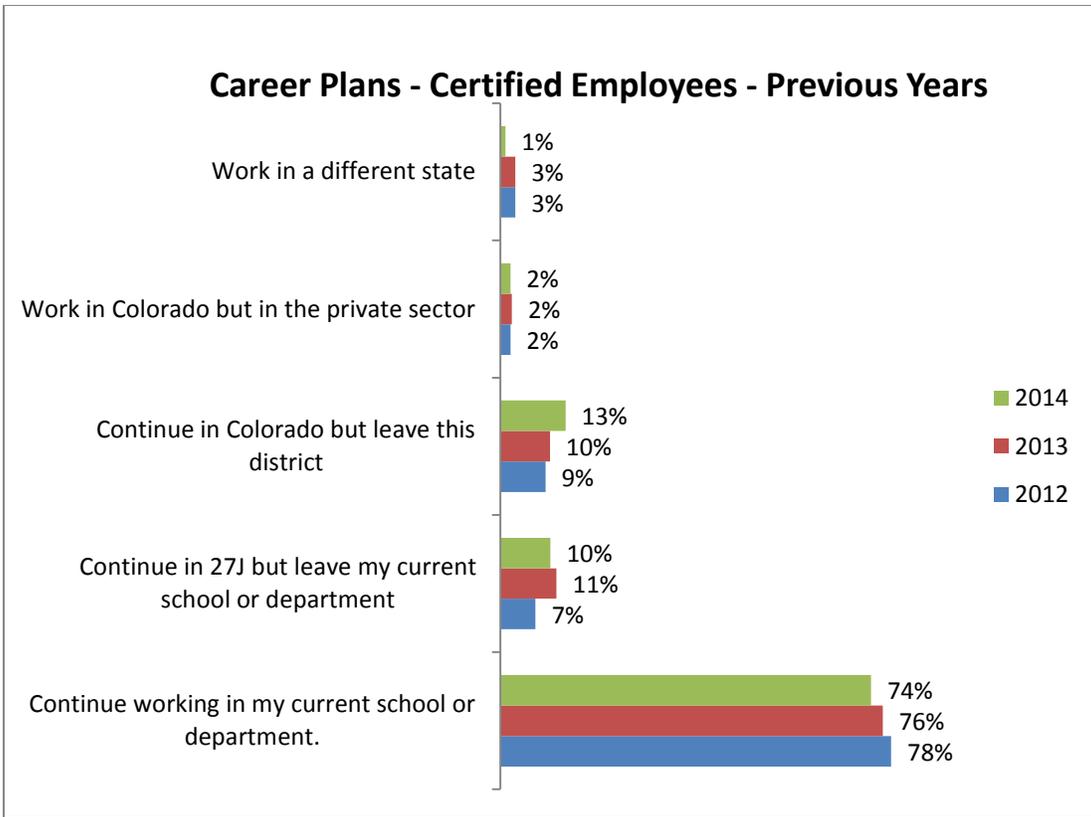
## 7J SURVEY – CAREER PLANS

As part of our internal survey, all employee groups and volunteers were asked about their future work plans. The results of the survey show that 76% certified staff and 76% of classified staff hope to remain employed with the District. Sixty-four percent of certified and 70% of classified staff plan to remain employed in the district at their current job location(s).

Of substitutes, 84% hope to remain working within the District, and of volunteers 90% hope to continue volunteering in 27J. Eighty percent of substitutes and of volunteers plan to remain working or volunteering at their current job location(s).

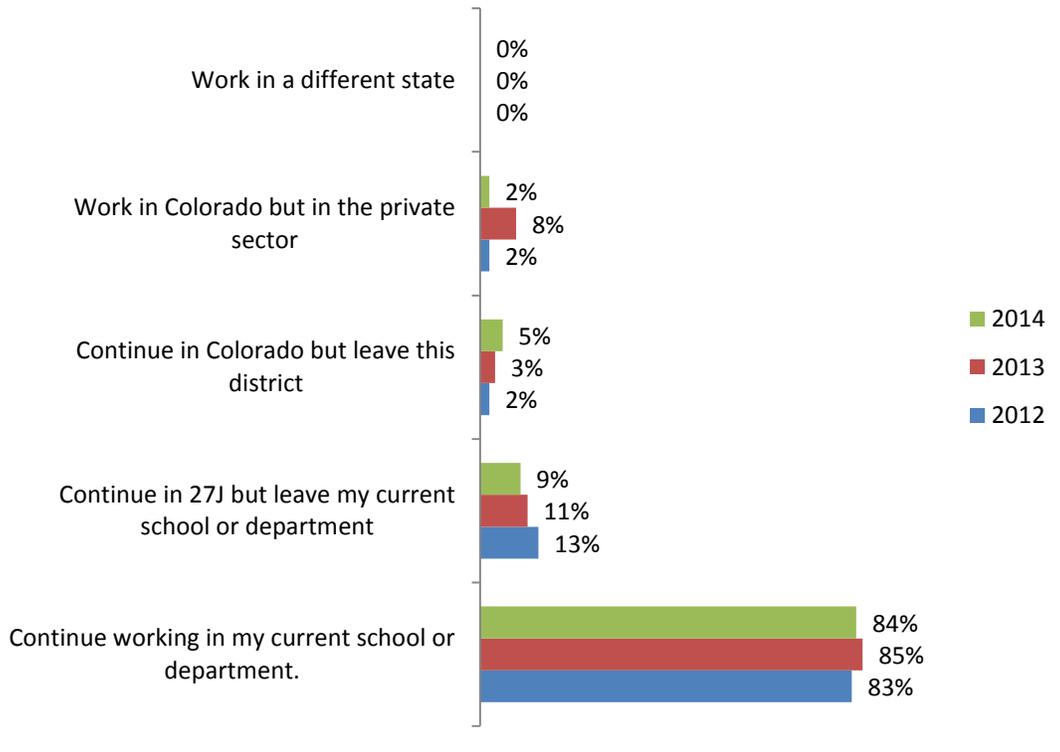


*Note: Questions were changed to align with TELL Survey.*

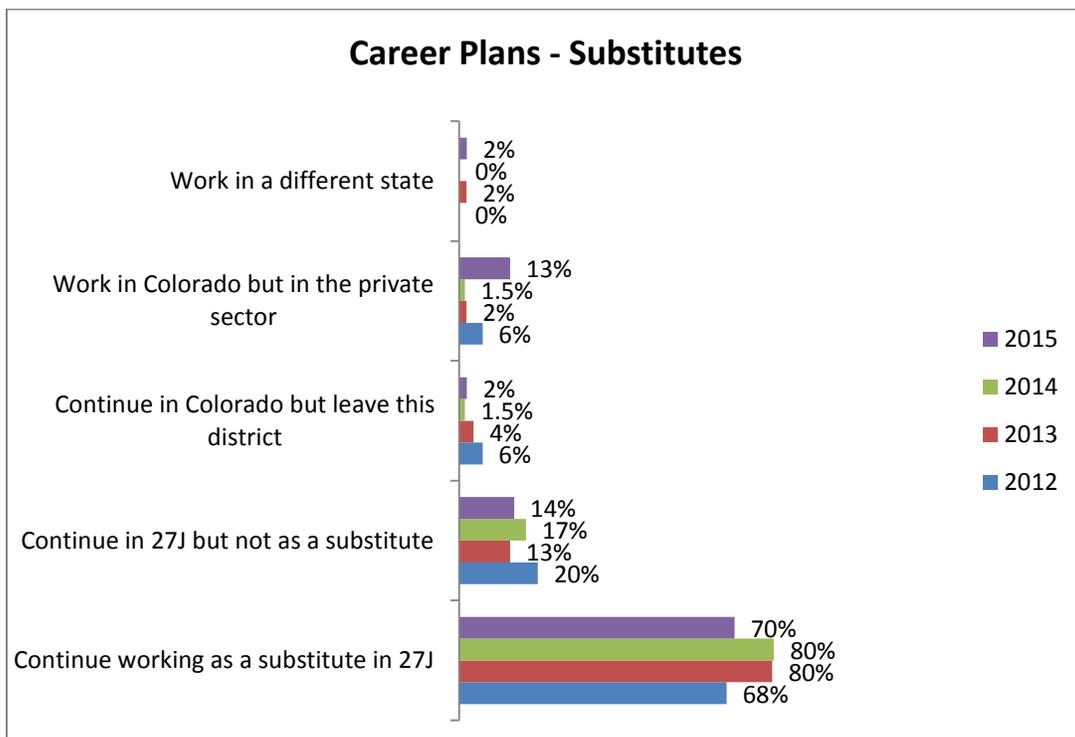


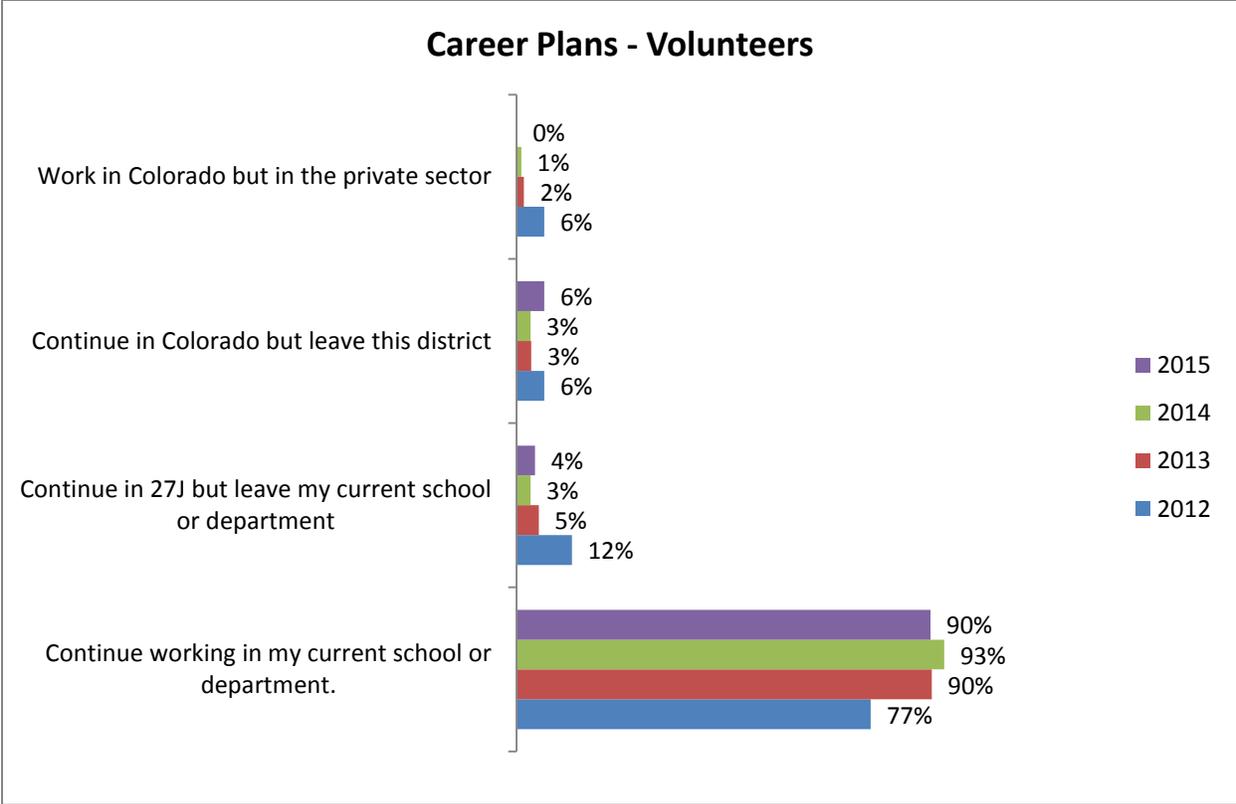
*Note: Questions were changed to align with TELL Survey.*

### Career Plans - Classified Employees - Previous Years



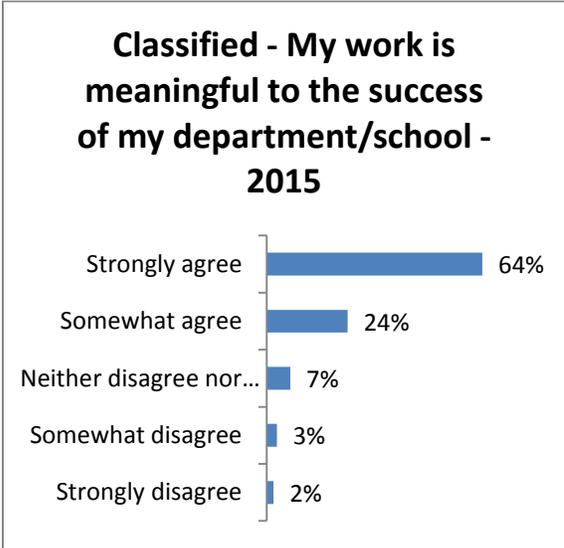
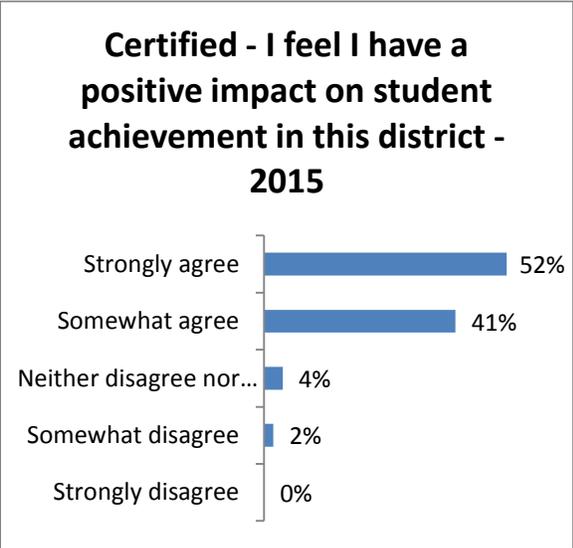
### Career Plans - Substitutes

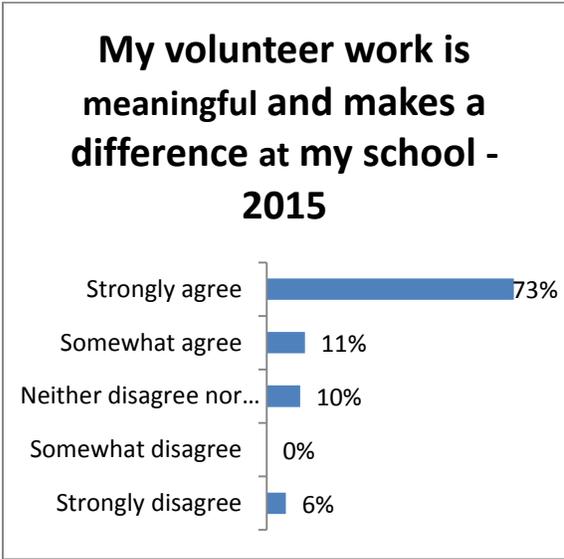
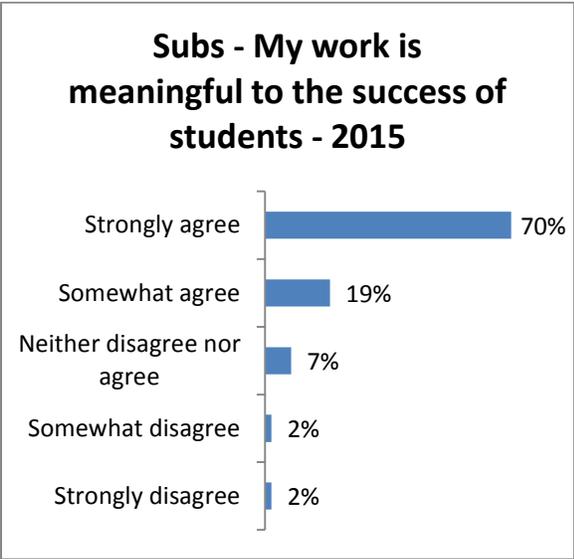




**27J SURVEY – MEANINGFUL WORK & IMPACT**

This is new data to this report. People hold the key to our mission to educate our students. This question is meant to get to the heart of our work. Do staff members see themselves connected to our mission? Are we setting up the conditions for our staff to engage this mission, or on the other hand, setting up roadblocks?

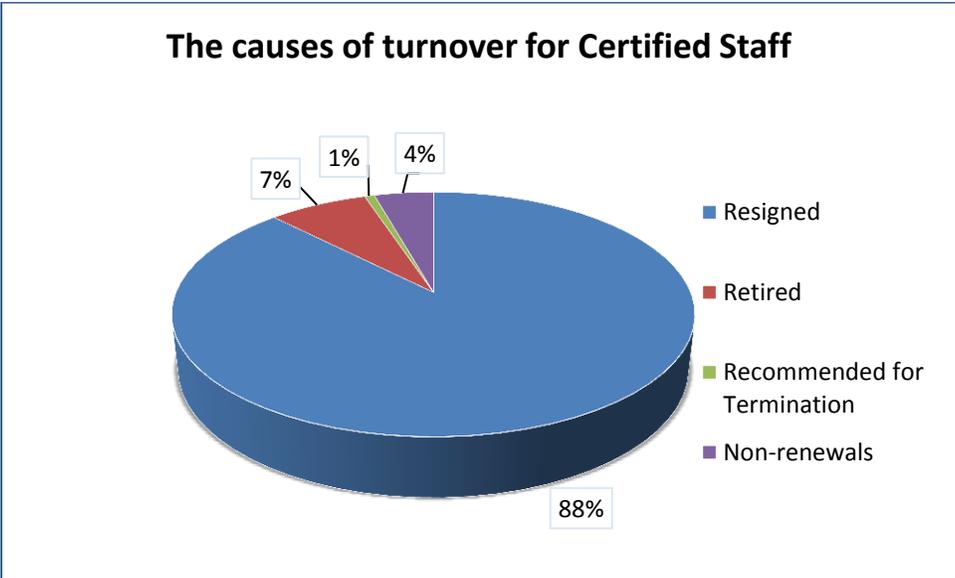


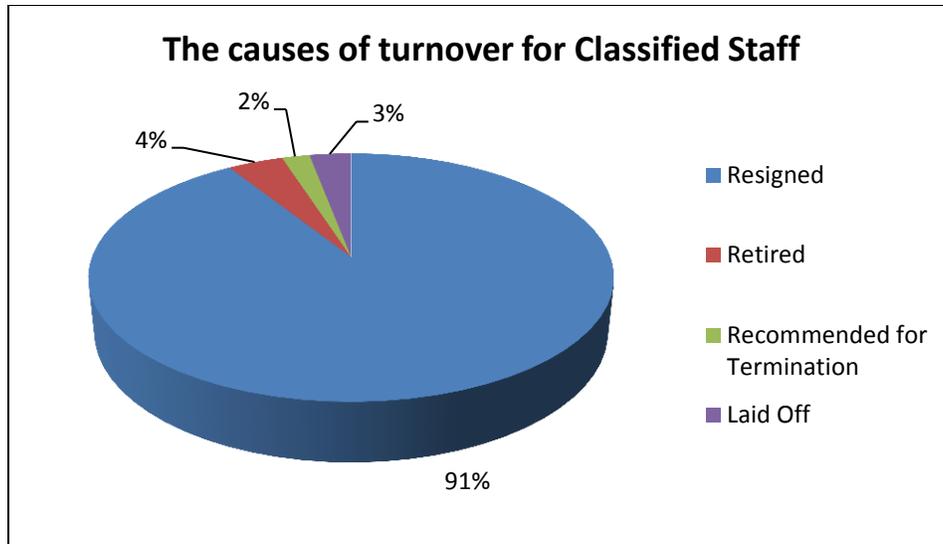


Job Factors: in the 27J survey, certified staff and classified staff reported “Instructional Practices & Support” as a category as the most important factor related to job satisfaction. Certified staff reported that “Time To Do My Work” was the second most important factor.

**27J TURNOVER STATISTICS**

Overall staff turnover rate: 2014-2015 - 16%; 2013-2014 - 21%; 2012-2013 - 20%.  
 Teacher turnover rate: 2014-2015 - 14%; 2013-2014 – 14%; 2012-2013 – 18%.  
 The 2014-2015 turnover numbers represent the lowest among Adams County School Districts.





Resignations and retirements represented the highest percentages of turnover reasons – 95% of classified employees and 95% of certified employees left district through resignations and retirements.

Multiple data sources indicate that our faculty, staff, and volunteers are generally satisfied in the District, and it is therefore reasonable to infer that they do not feel that they have been treated in a manner that is unclear, unfair, untimely, undignified or unnecessarily intrusive. As for safety, the District and the Colorado Department of Education tracks and conduct background checks for all employees who work in the District.

**Conclusion: I report compliance.**

**Pertaining to faculty and staff, the Superintendent will not:**

1. Operate without ensuring faculty and staff members are provided with written personnel policies, approved by legal counsel, which clarify personnel rules for faculty and staff, provide for effective handling of grievances, and protect against wrongful conditions.
  - a) Faculty and staff may not be uninformed of this policy, and the Superintendent's interpretations of their protections under this policy.

*I interpret faculty and staff as those employees who have entered into an express contract governing the employment relationship, and those who are covered under a union collective bargaining agreement.*

*I interpret provided with written personnel policies to be that the employee has knowledge of and access to Board of Education and Superintendent of Schools policies that affect their employment.*

**Data Reported**

General Counsel reports that Superintendent Policy, Section G – Personnel, is available to all staff at their respective work sites as well as on the District web page. In addition, paper copies of the Master Agreements for certified and classified employees are distributed to each work site annually. These agreements are posted internally on the District's shared drive, which is accessible by all employees. Superintendent Policy, Section G - Personnel, as well as all other sections, are reviewed on an ongoing basis through the District's Policy Council.

This Policy Council was established by the Superintendent in School Year 2008-09 and is currently chaired by General Counsel. Policy Council is made up of representatives from the certified, classified, and administrative employee groups and among them are representatives from elementary, middle, high school, and support services. Policy changes, additions, or deletions go before this group and they, in turn, make recommendations to the Superintendent. This process enables any and all policies that come before the Policy Council to be reviewed by staff and reviewed and approved by both legal counsel as well as the Superintendent of Schools prior to changes being made.

The grievance process is outlined in the certified and classified master agreements, as well as in Superintendent Policy, Section G - Personnel, and allows for a clearly defined process to be followed in the event of grievances. The one-year administrator contract indicates that due process is to be followed when disputes arise. All four documents are models of best practice in education and business settings.

Protection against harmful working conditions can be found in Superintendent Policy, Sections E and F, which include Safety and Security and Facility Development. In addition, Superintendent Policy, Section G - Personnel, protects against harmful working conditions in areas such as the hiring and evaluation process.

Human Resources provided a written executive summary to all Administrators and Supervisors on Master Agreement contract changes in late July each year once the Master Agreement was ratified. Future changes will be disseminated in a similar manner.

Master Agreement language and policy changes have been updated on our shared drive and on the website as well as amended in the version that is on file with the Colorado Department of Education.

**Conclusion: I report compliance**

**Pertaining to faculty and staff, the Superintendent will not:**

2. Retaliate against any faculty or staff member for non-disruptive, internal expression of dissent, or for reporting to management or to the Board of Education (per the grievance process in the personnel manual) acts or omissions by faculty, staff or the Board of Education that the employee believes, in good faith and based on credible information, constitutes a violation of state or federal law or a governing policy of the Board.
  - a) Faculty and staff members may not be prevented from grieving to the Board when (i) internal grievance procedures have been exhausted and (ii) the employee alleges that Board policy has been violated.

*I interpret retaliate to be an adverse action taken in response to a protected activity of an employee within the realm of his/her professional responsibilities.*

*I interpret personnel manual as those Board of Education and Superintendent of School policies that dictate specific areas of responsibility on behalf of both the organization as well as the employee.*

*I interpret acts or omissions by faculty, staff or the Board of Education that the employee believes, in good faith and based on credible information, constitutes a violation of state or federal law or a governing policy of the Board as standards and procedures that are reasonably capable of reducing the prospect of criminal conduct by employees or persons associated with School District 27J.*

**Data Reported**

Our Master Agreements detail clearly defined grievance procedures. Supervisors are trained on grievance and due process procedures on an annual basis as a part of pre-service trainings. When issues arise, meetings are facilitated by Human Resources staff with our administrative employees to hear and resolve due process issues.

There have been zero allegations during this reporting cycle that the grievance process is not being followed. There were no appeals to the Superintendent and/or the Board of Education regarding violations of due process.

As impermissible as it is to restrict a district employee's right to speak on a matter of public concern, it is equally impermissible to retaliate against that employee when he or she does so. With over 1,800 regular employees, over the course of the past twelve months there have been no grievances filed by any employee, as provided by Superintendent Policies, as well as the Master Agreements, with regards to retaliation in the workplace.

During School Year 2014-2015, there have been zero reported incidents to the Board, the Superintendent, BEA, or CCSEA by employees expressing a fear of reprisal for stating their views in a non-disruptive manner.

### Personnel Rules

Frequently collective bargaining agreements contain specific timelines and other requirements that are more burdensome than statutory requirements. Below is a list of current policies that are in place. These provide a consistent internal process that, in the best interests of both the employee and the employer, ensure legitimate treatment of employees. These policies are compliant with state and federal statutes.

#### Master Agreements

GBAA	Sexual Harassment
GBEA/GBEB	Staff Conflicts of Interest and Ethics
GBEBA	Staff Dress Code
GBEC	Drug Free Work Place
GBECA	Controlled Substance and Alcohol Testing
GBGB	Employee Protection
GBGD	Worker's Compensation
GCC	Employee Leaves and Absences
GCGB	Arrangement for Professional Staff Substitutes
GCH	Professional Staff Induction Program
GCL	Professional Staff Schedules and Calendars
GCM	Professional Staff Workload
GCOA	Evaluation of Instructional Staff
GCQF	Suspension/Dismissal of Professional Staff Members
GDO	Evaluation of Support Staff
GDQD	Suspension/Dismissal of Classified Staff Members

### Grievance Procedures

#### Master Agreements

GBKE-1	Classified Level 1 Grievance
GBK-2-E	Level 1 Grievance
GBK-2-E	Level 2 Grievance
GBK-2-E	Level 3 Grievance

## Wrongful Conditions

### Master Agreements

FA	Facilities Development
EB	Safety Program
EBAB	Hazardous Materials
EBB	Accident Prevention Safety
EBBA	Prevention Disease Infection
EBBB-R	Accident Reports
EBCA	Disaster Plan
EBCA-1	Emergency Plans
EBCB-R	Fire Drills
EBCC	Bomb Threats
EBCE-R	Delay of Closing – Emergency School Closing – Delay Start
Schedule	
ECA	Building and Ground Security
ECAC	Vandalism
ECB	Buildings and Ground Maintenance
EEAE	School Bus Safety Program
EI	Insurance Management
EIB	Liability Insurance

We do not currently have a specific “whistle blower” policy in place that directly relates to not allowing retaliation. However, a number of policies contain language that prohibits retaliation for reporting potentially dangerous or offensive actions.

### **Conclusion: I report compliance**

### **The Superintendent shall not:**

3. Allow faculty, staff and volunteers to be unprepared to deal with emergency situations.

*I interpret unprepared to deal with emergency situations as not possessing knowledge of professional responsibilities and/or knowledge of the information necessary to protect the health and safety of students or other individuals in the event of unpredictable or unavoidable occurrences.*

### **Data Reported**

#### **Faculty and Staff**

Principals are responsible for ensuring that all staff members in their schools receive site-specific training presentations at the beginning of each school year. Presentations are updated by the Emergency Response and Crisis Specialist for each school annually. This year the update

included a new version of the Standard Response Protocol training provided by the “I Love U Guys Foundation” with updated graphics. The presentations cover the school emergency plan and this year had a section on the most common school fire inspection violations. The presentations also covered SB 213 and 214, which waived governmental immunity for acts of school violence and put in place a committee to study issues related to school safety and the prevention of threats.

Glendale Police Officer Justin Baumgartner presented “Run, Hide, Fight, Treat” training during staff development day on Jan 13<sup>th</sup> to faculty and staff at Prairie View High School and Brighton High School, training more than 234 teachers and staff. Other schools that sent representatives were Prairie View Middle School, Thimmig Elementary, Landmark Academy, Bromley East, Eagle Ridge Academy and Adams City High School. Police, fire and emergency medical personnel also attended, as did the Emergency Manager from Commerce City. Baumgartner, a Brighton resident and the spouse North Elementary’s Sarah Baumgartner, developed this curriculum with Denver Health’s Paramedic Division. He has presented it to an international crime prevention conference, and to many agencies and community groups around Colorado, including the 2015 Colorado Emergency Management Association’s conference. This training adds “Treat” to the steps in the “Run, Hide, Fight” active shooter video funded by FEMA. It is consistent with a nationwide campaign from the Department of Homeland Security called "Stop the Bleed," which is designed to empower individuals to act quickly and save lives. The program is available to other schools to schedule.

At Leadership training in July, attendees worked in school teams on a tabletop exercise. The scenario was based on a real stabbing incident that occurred in April, 2015 at Aspen Creek K-8 in Broomfield. A 27J Safety and Security update presentation was also part of the Leadership agenda. Belle Creek Charter School had the Emergency Response and Crisis Specialist present this training to their staff in August.

School personnel participate in emergency drills for all types of hazards, implementing Standard Response Protocols that include Evacuation, Shelter, Lockout and Lockdown. Schools are required to conduct monthly fire drills, a Shelter for Hazmat drill in the fall, a Shelter for Tornado drill in the spring, and Lockout and Lockdown drills each semester. State Fire allows two fire drills to be replaced with “all hazard” drills. This school year there is continuing emphasis on how we prepare for and practice Lockdown. New teachers received handouts on the Standard Response Protocols during their orientation session this year.

The 6<sup>th</sup> Annual 27J All School Drill was held on October 20<sup>th</sup>, during Colorado Safe Schools Month. All 18 schools were joined by Eagle Ridge Academy, Bromley East Charter School and Foundations Academy this year in practicing Shelter for Hazmat. Police and Fire representatives and supervisors from the Transportation Department were observers at many locations. The All School Drill is an opportunity for schools to also invite parents/guardians to observe a drill and learn about the school Standard Response Protocols.

All schools had teams attend updated Adams County Threat Assessment training sessions earlier this month, sponsored by the Colorado School Safety Resource Center in Thornton. School Resource Officers from Brighton, Commerce City and Thornton also attended.

Safety and Security sessions are also being held for other district staff groups. Most of these included training by Platte Valley Medical Chief Paramedic Carl Craigle on Hand-Only CPR and how to use a defibrillator (AED). The district now has AEDs at the Educational Services Center, the Nutrition Building, the Transportation Building and the Brighton Learning and Resource Center for BOLT and the preschool. Summer training sessions were held for all custodians, the Facilities Department, the Technology Department, and school secretaries. Employees at the ESC and Nutrition Building are being trained this month in sessions that include “Run, Hide, Fight” with Commander Frank Acosta of the Brighton Police Department and Hands-Only CPR, AED and Stop the Bleed training by Carl Craigle.

Designated staff (a minimum of 10 per school) must be fully certified in First Aid and CPR and new rules require it for all coaches, and a certified staff person must attend all off-site events. It has been helpful that approved training is now available online, with an in-person test for certification with the district nurses or another qualified trainer.

The District is complying with requirements of the School Safety Act, Colorado Revised Statute 22-32-109.1(4) (4) “School response framework - school safety, readiness, and incident management plan.” Training is an important element of the regulations, requiring “key emergency school personnel, including but not limited to safety teams and backups” to complete courses provided by FEMA. As of January 15<sup>th</sup>, 172 employees, including School Safety Team members, had completed FEMA’s online Incident Command Training module for schools and 39 were pending.

Personnel receive practical experience in using the incident command system during drills and exercises. Incident Action Plans are prepared and implemented jointly with agencies for Brighton’s High School’s graduation, the Superintendent’s Cup football game, and 5<sup>th</sup> Grade Track Day.

Adams County BOCES provides districts with SafeSchools, an online training and compliance management system specifically designed for schools that contains many emergency and safety courses, including a module on the emergency protocols consistent with the Adams County School Emergency Plan that was prepared with the assistance of 27J. The Human Resources Department is assigning some modules to classified new hires, and the system is available for broader use by the district.

## **Volunteers**

A 27J training presentation for volunteers, covering safety and security topics, was created for schools in 2013 with English and Spanish versions. Schools have approved volunteers, who have completed background checks through HR, watch the presentation and keep training records on file. Kiosk computers were installed in school offices last fall using Raptor software for volunteers to check in and out. The schools are responsible for making identification badges for their volunteers.

## **Future Efforts**

A training presentation for substitute teachers is planned. Currently the HR Substitute Coordinator provides a handout on the Standard Response Protocols. Work continues on the development of a district Emergency Operations Plan, and an Emergency Operations Center (EOC), and there will be associated training for district level employees designated for EOC staffing.

A contract has been signed with SchoolSafe Communications to provide a district-wide radio system that is interoperable with public safety. The contract includes school training sessions on the new system, including scenario based exercises that involve our first responders.

Strong partnerships continue with law enforcement, fire, city and county emergency management staffs, emergency medical services, Safe2Tell and the Colorado School Safety Resource Center at both the school and district level. Front Range district security managers are working on putting a Memorandum of Understanding in place for assisting each other in times of crisis. School District 27J will be a partner.

**Conclusion: I report compliance.**