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: _____   Date: January 24, 2024
          Superintendent, School District 27J

27J SCHOOLS
GOVERNING POLICY OF THE BOARD OF EDUCATION
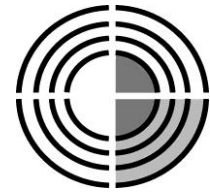
Policy 3.C – TREATMENT OF FACULTY/STAFF/ VOLUNTEERS

Date Adopted/Last Revised: Last Revised: June 25, 2013   *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 <u>faculty</u> 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 <u>staff</u> 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 <u>volunteers</u> 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 <u>conditions</u> as not creating personnel policies that are discriminatory or and not tolerating work environments that are hostile for our employees.*
>
> *I interpret <u>unclear</u> as policies not being presented in an easy-to-understand manner.*
>
> *I interpret <u>unfair</u> 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 <u>unsafe </u> 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 <u>untimely</u> as a manner in which information presented conflicts with the need of the end user.*
>
> *I interpret <u>undignified </u> as not respecting our employees and volunteers and not treating them in a professional manner.*
>
> *I interpret <u>unnecessarily intrusive</u> 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 27J Schools faculty, staff, and volunteers are generally satisfied with their working conditions in the District. 27J administered surveys to all staff in the fall of 2023. These surveys included a survey to substitutes, and a survey to regular staff.

The current 27J culture survey is based on work by 27J Student Achievement. The survey works on a 4 point scale, an answer choice of 1 equals "Strongly Disagree" to the question, 2 equals "Disagree", 3 equals "Agree" and 4 equals "Strongly Agree". The data provide scale averages across questions and categories.

Student Achievement used the work of Cornell University researchers Seung Cheon Bang and Jaewoo Kim related to High Performing Organizations (HPO) to create the survey. The survey categories include (1) clear vision/focus; (2) clear, strong, meaningful values; (3) shared sense of community/commitment; (4) engagement/empowerment; (5) transparency, openness, trust, honesty; (6) performance driven. The categories describe elements of an HPO – elements that are of interest to 27J leaders, and we hope, the Board. The categories speak to a work environment framed by our mission for our students and provide a lens on how staff members see themselves in the work context.

A. 27J SURVEY ALL STAFF – OVERALL the highlighted are out of line with those in their row.

Category Averages	23-24	22-23	21-22	20-21	19-20	18-19	17-18	16-17
Respondents	1609	1598	1382	1533	1283	923	1069	902
Clear Vision/Focus	3.34	3.28	3.27	3.30	3.29	3.17	3.11	3.02
Clear, Strong, Meaningful Values	3.39	3.37	3.35	3.44	3.34	3.29	3.20	3.09
Shared Sense of Commitment, Community, Cohesion	3.29	3.26	3.26	3.32	3.26	3.14	3.05	2.97
Engagement/Empowerment	3.24	3.21	3.19	3.28	3.21	3.12	3.06	2.94
Transparency, Openness, Trust, Honest Truth Telling, Safe	3.18	3.19	3.19	3.25	3.20	3.10	3.01	2.89
Performance Driven	3.34	3.31	3.31	3.40	3.35	3.26	3.20	3.09

Overall 2023-2024 (2 Sections)

Overall 2023-2024		1	2	3	4
1a. We have a shared vision of what our school/department will be like in the future.	Certified	3.08%	11.44%	39.40%	46.07%
	Classified	3.12%	12.47%	37.42%	46.99%
	Administration	1.63%	4.07%	30.08%	64.23%
	Grand Total	2.98%	11.19%	38.10%	47.73%
1b. Our school/department has clear short term goals that give meaning and direction to our work this year.	Certified	2.09%	12.54%	34.53%	50.85%
	Classified	3.33%	11.02%	37.63%	48.02%
	Administration	0.81%	3.25%	24.39%	71.54%
	Grand Total	2.36%	11.37%	34.68%	51.58%
1c. I know how I help achieve these goals.	Certified	2.99%	10.45%	37.51%	49.05%
	Classified	2.91%	10.81%	32.85%	53.43%
	Administration		2.44%	23.58%	73.98%
	Grand Total	2.73%	9.94%	35.05%	52.27%
2a. There is a clear and consistent set of values in our school/department that governs the way that we do business.	Certified	5.37%	14.33%	28.66%	51.64%
	Classified	4.78%	9.15%	31.60%	54.47%
	Administration	0.81%	6.50%	21.14%	71.54%
	Grand Total	4.85%	12.18%	28.96%	54.01%
2b. My colleagues model these values, behaviors, and expectations.	Certified	2.09%	13.53%	43.58%	40.80%
	Classified	5.82%	11.85%	34.51%	47.82%
	Administration	1.63%	5.69%	38.21%	54.47%
	Grand Total	3.17%	12.43%	40.46%	43.94%
2c. I model these values, behaviors, and expectations.	Certified	0.40%	2.19%	37.61%	59.80%
	Classified	0.62%	2.70%	31.39%	65.28%
	Administration	0.81%		30.08%	69.11%
	Grand Total	0.50%	2.18%	35.18%	62.15%
3a. Working in this school/department is like being part of a team, all for one and one for all.	Certified	7.37%	15.64%	31.47%	45.52%
	Classified	5.22%	12.73%	29.65%	52.40%
	Administration	1.63%	4.07%	26.02%	68.29%
	Grand Total	6.29%	13.89%	30.51%	49.32%
3b. I care for others, and others care for me.	Certified	1.00%	7.46%	32.64%	58.91%
	Classified	1.04%	7.07%	30.35%	61.54%
	Administration	0.81%		20.33%	78.86%
	Grand Total	0.99%	6.77%	31.01%	61.22%
3c. Work is sensibly organized in my school/department, so that each person can see the relationship between his/her work and our goals.	Certified	5.17%	16.52%	38.71%	39.60%
	Classified	3.74%	10.19%	38.67%	47.40%
	Administration	0.81%	5.69%	30.89%	62.60%
	Grand Total	4.41%	13.80%	38.10%	43.69%
3d. We follow through on our promises and hold one another to our commitments.	Certified	5.77%	15.62%	39.20%	39.40%
	Classified	3.95%	12.68%	35.97%	47.40%
	Administration	0.81%	7.32%	34.15%	57.72%
	Grand Total	4.85%	14.11%	37.85%	43.19%

2023-2024 (Section 2)

4a. Everyone in this school/department is engaged and motivated in their work.	Certified	4.38%	17.11%	41.69%	36.82%
	Classified	2.91%	16.22%	35.55%	45.32%
	Administration		9.76%	30.89%	59.35%
	Grand Total	3.60%	16.28%	39.03%	41.08%
4b. Everyone in our school/department believes that s/he can have a positive impact.	Certified	2.89%	12.74%	38.71%	45.67%
	Classified	1.66%	12.27%	33.89%	52.18%
	Exempt/Administ	0.81%	4.07%	34.96%	60.16%
	Grand Total	2.36%	11.93%	36.98%	48.73%
4c. Everyone in our school/department has a voice in the decisions that impact our school.	Certified	11.84%	20.00%	35.12%	33.03%
	Classified	6.24%	22.45%	31.60%	39.71%
	Administration	1.63%	5.69%	29.27%	63.41%
	Grand Total	9.38%	19.64%	33.62%	37.35%
4d. I feel responsible for our school's/department's success.	Certified	1.89%	7.16%	33.53%	57.41%
	Classified	2.29%	9.56%	34.10%	54.05%
	Administration	0.81%	2.44%	12.20%	84.55%
	Grand Total	1.93%	7.52%	32.07%	58.48%
5a. Diversity of opinions and perspectives are encouraged at my school/department.	Certified	8.76%	15.52%	33.73%	41.99%
	Classified	5.82%	11.64%	35.34%	47.19%
	Administration		6.50%	20.33%	73.17%
	Grand Total	7.21%	13.67%	33.19%	45.93%
5b. Our school/department has the expectation of taking care of issues at meetings, and not in parking lots.	Certified	8.16%	15.12%	33.93%	42.79%
	Classified	3.74%	11.43%	29.31%	55.51%
	Administration		5.69%	33.33%	60.98%
	Grand Total	6.22%	13.30%	32.50%	47.98%
5c. We work together to confront and resolve problems, issues, and concerns.	Certified	8.06%	18.01%	35.72%	38.21%
	Classified	6.03%	11.23%	37.01%	45.74%
	Administration	0.81%	4.07%	34.15%	60.98%
	Grand Total	6.90%	14.92%	35.99%	42.20%
6a. Our school/department continually adopts new and improved ways to do work.	Certified	3.88%	14.33%	38.21%	43.58%
	Classified	2.70%	12.27%	36.17%	48.86%
	Administration	1.63%	3.25%	30.08%	65.04%
	Grand Total	3.36%	12.87%	36.98%	46.80%
6b. We continuously track our progress against our stated goals.	Certified	1.99%	10.55%	35.62%	51.84%
	Classified	3.12%	12.47%	35.55%	48.86%
	Administration	0.81%	4.88%	29.27%	65.04%
	Grand Total	2.24%	10.69%	35.11%	51.96%
6c. We view failure as an opportunity for learning and improvement.	Certified	3.58%	9.55%	34.83%	52.04%
	Classified	1.87%	8.11%	35.14%	54.89%
	Administration	0.81%	3.25%	24.39%	71.54%
	Grand Total	2.86%	8.64%	34.12%	54.38%
6d. Student needs directly influence our school's/department's decisions.	Certified	5.37%	14.43%	31.74%	48.46%
	Classified	3.33%	8.11%	32.64%	55.93%
	Administration	0.81%	4.88%	26.83%	67.48%
	Grand Total	4.41%	11.81%	31.63%	52.14%

Overall 2022-2023 (2 Sections)

Overall 2022-2023		1	2	3	4	Total	Average
1a. We have a shared vision of what our school/department will be like in the future.	Certified	2.79%	10.95%	44.52%	41.74%	968	3.25
	Classified	3.58%	11.73%	43.94%	40.76%	503	3.22
	Administration	2.36%	9.45%	29.13%	59.06%	127	3.45
	Total	3.00%	11.08%	43.12%	42.80%	1598	3.26
1b. Our school/department has clear short term goals that give meaning and direction to our work this year.	Certified	2.17%	11.36%	43.18%	43.29%	968	3.28
	Classified	3.58%	11.73%	41.95%	42.74%	503	3.24
	Administration	1.57%	7.09%	30.71%	60.63%	127	3.5
	Total	2.57%	11.14%	41.80%	44.49%	1598	3.28
1c. I know how I help achieve these goals.	Certified	2.07%	11.57%	42.87%	43.49%	968	3.28
	Classified	2.98%	11.73%	40.16%	45.13%	503	3.27
	Administration	0.79%	6.30%	25.98%	66.93%	127	3.59
	Total	2.25%	11.20%	40.68%	45.87%	1598	3.3
2a. There is a clear and consistent set of values in our school/department that governs the way that we do business.	Certified	3.20%	12.60%	33.57%	50.62%	968	3.32
	Classified	3.78%	12.13%	34.39%	49.70%	503	3.3
	Administration	0.79%	7.87%	24.41%	66.93%	127	3.57
	Total	3.19%	12.08%	33.10%	51.63%	1598	3.33
2b. My colleagues model these values, behaviors, and expectations.	Certified	2.07%	14.88%	43.08%	39.98%	968	3.21
	Classified	3.78%	14.91%	34.59%	46.72%	503	3.24
	Administration	0.00%	7.87%	43.31%	48.82%	127	3.41
	Total	2.44%	14.33%	40.43%	42.80%	1598	3.24
2c. I model these values, behaviors, and expectations.	Certified	0.62%	2.89%	39.98%	56.51%	968	3.52
	Classified	2.19%	2.19%	35.79%	59.84%	503	3.53
	Administration	0.00%	3.94%	29.92%	66.14%	127	3.62
	Total	1.06%	2.75%	37.86%	58.32%	1598	3.53
3a. Working in this school/department is like being part of a team, all for one and one for all.	Certified	5.27%	17.87%	33.78%	43.08%	968	3.15
	Classified	5.57%	12.13%	33.80%	48.51%	503	3.25
	Administration	2.36%	9.45%	30.71%	57.48%	127	3.43
	Total	5.13%	15.39%	33.54%	45.93%	1598	3.2
3b. I care for others, and others care for me.	Certified	1.34%	6.71%	35.54%	56.40%	968	3.47
	Classified	2.19%	6.16%	35.39%	56.26%	503	3.46
	Administration	0.79%	3.94%	25.20%	70.08%	127	3.65
	Total	1.56%	6.32%	34.67%	57.45%	1598	3.48
3c. Work is sensibly organized in my school/department, so that each person can see the relationship between his/her work and our goals.	Certified	3.51%	17.87%	42.25%	36.36%	968	3.11
	Classified	3.98%	12.33%	41.95%	41.75%	503	3.21
	Administration	0.00%	9.45%	44.09%	46.46%	127	3.37
	Total	3.38%	15.46%	42.30%	38.86%	1598	3.17
3d. We follow through on our promises and hold one another to our commitments.	Certified	4.13%	15.81%	42.15%	37.91%	968	3.14
	Classified	4.37%	14.12%	39.96%	41.55%	503	3.19
	Administration	0.00%	8.66%	43.31%	48.03%	127	3.39
	Total	3.88%	14.71%	41.55%	39.86%	1598	3.17
4a. Everyone in this school/department is engaged and motivated in their work.	Certified	3.51%	18.90%	42.46%	35.12%	968	3.09
	Classified	4.97%	17.50%	37.97%	39.56%	503	3.12
	Administration	0.00%	11.02%	47.24%	41.73%	127	3.31
	Total	3.69%	17.83%	41.43%	37.05%	1598	3.12

Overall 2022-2023 SECTION 2		1	2	3	4	Total	Average
4b. Everyone in our school/department believes that s/he can have a positive impact.	Certified	2.27%	12.29%	42.25%	43.18%	968	3.26
	Classified	3.38%	11.73%	39.76%	45.13%	503	3.27
	Administration	0.00%	6.30%	41.73%	51.97%	127	3.46
	Total	2.44%	11.64%	41.43%	44.49%	1598	3.28
4c. Everyone in our school/department has a voice in the decisions that impact our school.	Certified	7.75%	21.49%	37.81%	32.95%	968	2.96
	Classified	8.35%	18.69%	37.97%	34.99%	503	3
	Administration	0.79%	11.02%	28.35%	59.84%	127	3.47
	Total	7.38%	19.77%	37.11%	35.73%	1598	3.01
4d. I feel responsible for our school's/department's success.	Certified	1.55%	7.33%	37.40%	53.72%	968	3.43
	Classified	3.18%	7.75%	41.75%	47.32%	503	3.33
	Administration	0.79%	2.36%	22.83%	74.02%	127	3.7
	Total	2.00%	7.07%	37.61%	53.32%	1598	3.42
5a. Diversity of opinions and perspectives are encouraged at my school/department.	Certified	6.20%	16.01%	35.74%	42.05%	968	3.14
	Classified	5.17%	11.13%	42.15%	41.55%	503	3.2
	Administration	0.79%	8.66%	29.13%	61.42%	127	3.51
	Total	5.44%	13.89%	37.23%	43.43%	1598	3.19
5b. Our school/department has the expectation of taking care of issues at meetings, and not in parking lots.	Certified	5.48%	14.77%	39.67%	40.08%	968	3.14
	Classified	4.37%	10.14%	34.00%	51.49%	503	3.33
	Administration	0.79%	10.24%	37.01%	51.97%	127	3.4
	Total	4.76%	12.95%	37.67%	44.62%	1598	3.22
5c. We work together to confront and resolve problems, issues, and concerns.	Certified	5.79%	16.22%	40.19%	37.81%	968	3.1
	Classified	4.17%	16.50%	33.60%	45.73%	503	3.21
	Administration	0.00%	9.45%	33.07%	57.48%	127	3.48
	Total	4.82%	15.77%	37.55%	41.86%	1598	3.16
6a. Our school/department continually adopts new and improved ways to do work.	Certified	2.79%	11.16%	44.32%	41.74%	968	3.25
	Classified	2.98%	13.32%	37.57%	46.12%	503	3.27
	Administration	0.79%	5.51%	35.43%	58.27%	127	3.51
	Total	2.69%	11.39%	41.49%	44.43%	1598	3.28
6b. We continuously track our progress against our stated goals.	Certified	2.38%	9.81%	43.08%	44.73%	968	3.3
	Classified	3.58%	11.53%	43.54%	41.35%	503	3.23
	Administration	1.57%	13.39%	35.43%	49.61%	127	3.33
	Total	2.69%	10.64%	42.62%	44.06%	1598	3.28
6c. We view failure as an opportunity for learning and improvement.	Certified	1.65%	8.88%	41.01%	48.45%	968	3.36
	Classified	3.18%	9.94%	37.97%	48.91%	503	3.33
	Administration	3.15%	4.72%	33.07%	59.06%	127	3.48
	Total	2.25%	8.89%	39.42%	49.44%	1598	3.36
6d. Student needs directly influence our school's/department's decisions.	Certified	3.20%	14.15%	38.12%	44.52%	968	3.24
	Classified	4.17%	7.36%	36.98%	51.49%	503	3.36
	Administration	3.15%	7.09%	18.90%	70.87%	127	3.57
	Total	3.50%	11.45%	36.23%	48.81%	1598	3.3

B. 27J SURVEY - SCHOOL LEVEL - CATEGORY

Elementary

Survey Category	23-24	22-23	21-22	20-21	19-20	18-19	17-18
Clear Focus/Vision	3.42	3.36	3.40	3.32	3.29	3.16	3.23
Clear, Strong, Meaningful Values	3.47	3.43	3.44	3.48	3.34	3.26	3.32
Shared sense of commitment, community, and cohesion	3.34	3.30	3.35	3.34	3.23	3.09	3.13
Engagement/ Empowerment	3.31	3.29	3.31	3.33	3.22	3.09	3.18
Transparency, openness, trust, honest truth telling, safe	3.25	3.21	3.28	3.29	3.15	3.02	3.10
Performance Driven	3.43	3.38	3.44	3.43	3.34	3.24	3.29

Middle School

Survey Category	23-24	22-23	21-22	20-21	19-20	18-19	17-18
Clear Focus/Vision	3.46	3.38	3.32	3.43	3.36	3.30	3.24
Clear, Strong, Meaningful Values	3.49	3.49	3.37	3.56	3.39	3.44	3.23
Shared sense of commitment, community, and cohesion	3.4	3.34	3.30	3.46	3.27	3.25	3.17
Engagement/ Empowerment	3.33	3.28	3.22	3.42	3.19	3.28	3.17
Transparency, openness, trust, honest truth telling, safe	3.29	3.34	3.23	3.36	3.19	3.19	3.07
Performance Driven	3.45	3.47	3.35	3.51	3.40	3.36	3.34

High School

Survey Category	23-24	22-23	21-22	20-21	19-20	18-19	17-18
Clear Focus/Vision	3.06	3.10	3.02	3.17	3.21	3.11	2.88
Clear, Strong, Meaningful Values	3.11	3.18	3.15	3.28	3.27	3.20	3.03
Shared sense of commitment, community, and cohesion	3.03	3.09	3.03	3.17	3.19	3.10	2.82
Engagement/ Empowerment	2.96	2.98	2.89	3.08	3.14	3.02	2.84
Transparency, openness, trust, honest truth telling, safe	2.86	3.01	2.95	3.08	3.17	3.08	2.82
Performance Driven	3.02	3.02	3.04	3.24	3.27	3.20	2.97

C. 27J SURVEY – INDIVIDUAL SCHOOLS & DEPARTMENTS - CATEGORY
2023-2024

Name	Clear Focus/Vision	Clear, Strong, Meaningful Values	Shared Sense of Commitment, Community, & Cohesion	Engagement & Empowerment	Transparency, Openness, Trust, Honest Truth-Telling, Safe	Performance Driven	Learning Environment
BHS	2.95	3	2.89	2.76	2.74	2.84	2.87
Brantner	3.6	3.69	3.64	3.61	3.62	3.69	3.72
Communications	3.5	3.42	3.38	3.38	3.5	3.5	
Discovery Mag	3.75	3.76	3.77	3.74	3.69	3.04	3.81
Facilities	2.45	3	2.95	2.77	2.64	2.75	
Finance	3.54	3.54	3.52	3.22	3.4	3.31	
Henderson	3.09	3.45	3.23	3.31	3.28	3.38	3.23
HR	3.6	3.53	3.51	3.48	3.5	3.55	
I&O	3.54	3.7	3.64	3.62	3.51	3.63	3.43
Northeast	3.5	3.48	3.4	3.35	3.38	3.52	3.52
Nutrtion	3.26	3.35	3.32	3.14	3.18	3.32	
OLA	3.41	3.33	3.09	3.19	2.96	3.39	3.31
Operations	3.08	3.22	3.1	3.23	3.14	3.17	
OTMS	3.47	3.57	3.55	3.42	3.49	3.43	3.43
Padilla	3.68	3.56	3.53	3.52	3.46	3.71	3.71
Pennock	3.31	3.44	3.21	3.16	3.12	3.29	3.38
PVHS	2.88	2.84	2.94	2.87	2.72	2.92	2.77
PVMS	3.43	3.33	3.14	3.18	2.88	3.19	3.3
Quist	3.01	3.12	3.03	2.99	2.92	3.18	3.18
Reunion	3.64	3.59	3.45	3.45	3.45	3.55	3.73
RRHS	3.27	3.07	3.15	3.11	2.98	3.17	3.09
SD27J - ALL	3.34	3.39	3.29	3.24	3.18	3.34	3.33
Second Creek	3.63	3.63	3.51	3.47	3.47	3.61	3.69
South	3.33	3.4	3.2	3.2	3.04	3.27	3.28
Southeast	3.83	3.86	3.86	3.85	3.81	3.88	3.9
Southlawn	2.85	2.98	2.59	2.74	2.55	2.86	2.95
Stuart	3.71	3.69	3.66	3.55	3.6	3.75	3.64
Student Ach	3.51	3.61	3.56	3.56	3.43	3.55	
Technology	3.46	3.41	3.44	3.32	3.57	3.5	
Thimmig	3.35	3.36	3.19	3.13	3.04	3.26	3.42
Transportation	2.74	2.86	2.76	2.69	2.73	2.88	
Turnberry	3.43	3.39	3.32	3.29	3.22	3.41	3.33
Vikan	3.66	3.72	3.62	3.63	3.54	3.67	3.46
West Ridge	2.54	2.74	2.39	2.33	1.99	2.46	2.61

2022-2023

	Clear Focus/Vision	Clear, Strong, Meaningful Values	Shared sense of commitment, community, and cohesion	Engagement Empowerment	Transparency, openness, trust, honest truth telling, safe	Performance Driven
27J Average	3.28	3.37	3.26	3.21	3.19	3.31
PVYSC	3.50	3.61	3.71	3.71	3.67	3.75
I and O	3.36	3.35	3.48	3.33	3.29	3.35
BHS	3.01	3.08	2.96	2.80	2.87	2.90
Bright Beg	3.38	3.40	3.42	3.33	3.40	3.55
Brantner	3.35	3.35	3.33	3.29	3.23	3.34
Comm.	4.00	3.67	3.75	3.88	4.0	3.63
Finance	3.33	3.35	3.26	3.18	3.28	3.15
Henderson	3.67	3.60	3.57	3.58	3.62	3.64
Human Res.	3.81	3.57	3.54	3.36	3.38	3.64
Northeast	3.43	3.42	3.31	3.29	3.27	3.45
Nutrition	3.10	3.49	3.49	3.29	3.43	3.43
Online Aca.	3.18	3.22	3.16	3.24	2.93	3.19
Operations	2.85	3.07	2.96	3.01	3.09	2.93
OTMS	3.30	3.35	3.34	3.29	3.40	3.38
Padilla	3.57	3.40	3.31	3.35	3.17	3.50
Pennock	3.21	3.38	3.19	3.21	3.15	3.30
PVHS	3.20	3.26	3.17	3.02	3.11	3.09
PVMS	3.34	3.57	3.43	3.33	3.32	3.47
Quist	3.38	3.40	3.19	3.14	3.15	3.47
Reunion	3.36	3.52	3.38	3.36	3.32	3.42
RRHS	3.01	3.15	3.06	3.11	3.01	3.03
2nd Creek	3.51	3.64	3.53	3.50	3.50	3.56
SMS	3.54	3.70	3.58	3.50	3.61	3.65
South	3.09	3.08	2.95	2.90	2.90	3.09
Southeast	3.70	3.70	3.75	3.72	3.61	3.76
Southlawn	3.20	3.56	3.17	3.39	3.28	3.32
Student Ach	3.29	3.50	3.37	3.41	3.30	3.42
Technology	3.13	3.36	3.27	3.28	3.36	3.32
Thimmig	3.14	3.17	3.03	3.00	2.80	3.16
Transport.	2.93	2.91	2.90	2.74	2.70	2.98
Turnberry	3.37	3.40	3.11	3.12	3.09	3.33
Vikan	3.32	3.41	3.16	3.15	3.22	3.34
West Ridge	3.07	3.30	3.05	2.95	2.79	3.09

2021-2022

	Clear Focus/Vision	Clear, Strong, Meaningful Values	Shared sense of commitment, community, and cohesion	Engagement Empowerment	Transparency, openness, trust, honest truth telling, safe	Performance Driven
27J Average	3.27	3.35	3.26	3.19	3.19	3.31
PVYSC	3.44	3.67	3.75	3.50	3.33	3.46
I and O	3.37	3.37	3.42	3.31	3.23	3.31
BHS	2.63	2.85	2.67	2.41	2.49	2.60
Bright Beg	3.56	3.48	3.33	3.22	3.29	3.54
Brantner	2.85	2.95	2.83	2.83	2.49	2.95
Finance	3.33	3.37	3.43	3.25	3.43	3.35
Henderson	3.80	3.74	3.74	3.68	3.71	3.74
Human Res.	3.67	3.70	3.64	3.69	3.67	3.58
Northeast	3.31	3.23	3.10	3.12	3.18	3.28
Nutrition	3.40	3.57	3.45	3.40	3.33	3.48
Online	3.57	3.67	3.61	3.82	3.90	3.68
Operations	2.63	2.72	2.64	2.54	2.33	2.44
OTMS	2.95	3.23	3.14	3.01	3.13	3.13
Padilla	3.51	3.56	3.42	3.48	3.55	3.58
Pennock	3.22	3.35	3.18	3.07	3.01	3.20
PVHS	2.98	3.16	3.00	2.88	3.02	3.06
PVMS	3.65	3.67	3.56	3.55	3.41	3.63
Quist	3.40	3.37	3.30	3.25	3.29	3.43
Reunion	3.59	3.65	3.60	3.57	3.56	3.6
RRHS	3.42	3.40	3.34	3.30	3.28	3.40
2nd Creek	3.27	3.41	3.36	3.27	3.34	3.46
SMS	3.32	3.42	3.38	3.27	3.32	3.42
South	3.37	3.41	3.32	3.32	3.07	3.39
Southeast	3.84	3.77	3.77	3.74	3.73	3.82
Student Ach	3.34	3.63	3.53	3.57	3.53	3.58
Technology	3.00	2.83	2.86	2.64	2.74	2.96
Thimmig	3.40	3.41	3.29	3.28	3.19	3.41
Transport.	2.87	2.91	2.93	2.67	2.71	2.95
Turnberry	3.28	3.37	3.16	3.02	3.08	3.35
Vikan	3.20	3.13	3.06	2.96	2.97	3.08
West Ridge	3.29	3.51	3.38	3.26	3.26	3.36

2020-2021

	Clear Focus/Vision	Clear, Strong, Meaningful Values	Shared sense of commitment, community, and cohesion	Engagement Empowerment	Transparency, openness, trust, honest truth telling, safe	Performance Driven
27J Average	3.30	3.44	3.32	3.28	3.25	3.40
AYSC	3.22	3.28	3.58	3.5	3.56	3.42
I and O	3.41	3.52	3.59	3.44	3.37	3.56
BHS	3.02	2.98	2.97	2.84	2.81	3.05
Bright Beg	3.4	3.63	3.57	3.51	3.44	3.54
Brantner	3.54	3.61	3.49	3.45	3.43	3.65
Finance	3.18	3.15	3.30	2.93	3.21	3.16
Henderson	3.59	3.62	3.56	3.58	3.72	3.68
Human Res.	3.73	3.73	3.65	3.53	2.6	3.75
North	3.46	3.51	3.34	3.43	3.27	3.47
Northeast	3.13	3.23	3.06	3.13	3.08	3.25
Nutrition	3.33	3.59	3.49	3.35	3.41	3.54
Operations	2.82	2.73	2.62	2.7	2.62	2.98
OTMS	3.01	3.43	3.28	3.27	3.21	3.31
Pennock	3.15	3.26	3.15	3.14	3.17	3.29
PVHS	3.18	3.36	3.2	3.11	3.13	3.25
PVMS	3.29	3.7	3.63	3.58	3.49	3.7
Quist	3.40	3.54	3.47	3.37	3.32	3.47
Reunion	3.65	3.79	3.68	3.71	3.74	3.78
RRHS	3.28	3.31	3.25	3.26	3.28	3.36
2nd Creek	3.05	3.27	3.05	3.11	2.87	3.06
SMS	3.61	3.66	3.59	3.53	3.52	3.65
South	2.85	2.97	2.95	2.96	2.64	3.09
Southeast	3.72	3.86	3.81	3.77	3.88	3.94
Student Ach	3.48	3.67	3.5	3.5	3.53	3.62
Thimmig	3.15	3.35	3.26	3.14	3.13	3.27
Transport.	2.96	3.06	3.02	2.83	2.81	3.15
Turnberry	3.38	3.56	3.30	3.32	3.26	3.41
Vikan	3.36	3.4	3.27	3.29	3.18	3.34
WR	3.17	3.5	3.28	3.23	3.23	3.32

27J SURVEYS – SUBSTITUTE STAFF & VOLUNTEERS

Substitute Staff

I am Valued by the Schools I Substitute In	23-24	22-23	21-22	20-21	19-20	18-19	17-18
Strongly Agree	41.7%	32.1%	39.6%	60%	44%	40%	39.7%
Agree	41%	42.3%	42.5%	35.6%	38%	40%	46.6%
Neutral	10.7%	11.5%	12.1%	4.4%	15.9%	18.5%	10.3%
Disagree	1%	2.6%	-	-	1.6%	-	1.7%
Strongly Disagree	4.8%	11.5%	5.5%	-	-	1.5%	1.7%

Volunteers

PARENT PARTNERSHIP - I feel welcome at the school.	23-24	22-23	21-22	20-21	19-20	18-19
4 - Excellent	75%	74%	71%	NA	75%	75%
3	18.5%	20%	19%	NA	16%	19%
2	4%	4%	6%	NA	4%	4%
1 – Poor	2.5%	2%	4%	NA	4%	2%

D. 27J TURNOVER STATISTICS & FUTURE PLANS

CDE - Overall Turnover Rates
*inclusive of charters

Year	Teacher	All Staff
2022-2023	19%	21%
2021-2022	14%	16%
2020-2021	10%	13%
2019-2020	13%	15%
2018-2019	16%	17%
2017-2018	17%	16%
2016-2017	12%	14%
2015-2016	22%	24%
2014-2015	14%	16%
2013-2014	14%	21%
2012-2013	18%	20%

27J Culture Survey - Future Plans

Certified	23-24	22-23	21-22	20-21	19-20
Respondents	959	947	874	891	781
I am undecided at this time.	17%	20%	19%	17%	17%
I plan on retiring.	1%	1%	1%	1%	1%
I plan on returning to my current position.	78%	73%	73%	76%	74%
I will be changing careers.	1%	1%	2%	1%	1%
I will seek a position or promotion outside of 27J.	1%	2%	3%	2%	2%
I will seek a promotion within the 27J organization.	1%	1%	2%	2%	3%
I will seek another opportunity within the district.	1%	1%	1%	2%	2%

Classified	23-24	22-23	21-22	20-21	19-20
Respondents	443	492	365	484	271
I am undecided at this time.	16%	23%	24%	12%	14%
I plan on retiring.	2%	1%	2%	2%	0%
I plan on returning to my current position.	75%	67%	65%	76%	75%
I will be changing careers.	1%	1%	2%	1%	0%
I will seek a position or promotion outside of 27J.	2%	1%	2%	1%	0%
I will seek a promotion within the 27J organization.	0%	6%	4%	7%	6%
I will seek another opportunity within the district.	4%	1%	2%	1%	4%

Exempt	23-24	22-23	21-22	20-21	19-20
Respondents	116	121	101	114	90
I am undecided at this time.	6%	13%	8%	4%	3%
I plan on retiring.	1%	2%	0%	1%	1%
I plan on returning to my current position.	85%	75%	87%	89%	84%
I will be changing careers.	0%	0%	0%	0%	1%
I will seek a position or promotion outside of 27J.	0%	2%	1%	0%	1%
I will seek a promotion within the 27J organization.	1%	6%	4%	4%	9%
I will seek another opportunity within the district.	7%	1%	0%	1%	0%

E. REASONS FOR LEAVING

27J Exit Survey

Answer Options	2023	2022	2021	2020	2019	2018
Respondents	146	248	214	97	102	
Retirement	9.6%	5.2%	10.2%	7.4%	7.2%	2%
Stay at Home	5.5%	6.5%	3.4%	8.4%	8.2%	2%
Location/Moving out of the area	11.6%	18.1%	17.5%	11.6%	11.3%	7.8%
Salary and Benefits	13.7%	20.2%	17%	15.8%	15.5%	19.6%
Career Change	5.5%	6%	6.8%	3.2%	3.1%	5.9%
Promotion	2.1%	1.6%	.5%	3.2%	3.1%	3.9%
Seeking New Organizational Values	5.5%	6%	2.4%	1.1%	1%	5.9%
Change in working conditions/Leadership	13%	5.6%	5.8%	9.5%	9.3%	21.6%
Seeking a strong voice	.07%	.08%	-	0%	1%	2%
Working Closer to Home	8.9%	6.5%	2.9%	4.2%	4.1%	7.8%
Stress	14.4%	15.3%	7.3%	4.2%	5.2%	3.9%
4 Day Work Week (Did 4 day week factor into your leaving)? (Separate question)	9.7%	15.5%	9.3%	7.4%	7.3%	2%

HR Coding

Certified	2023	2022	2021	2020	2019
110 day ended	2	5	0	2	4
Leaves of absence	5	7	3	5	4
Nonrenewed for staffing	4	5	1	5	7
Nonrenewed performance	10	7	5	14	16
One Year Positions	0	0	1	1	8
Position was eliminated	0	0	0	0	1
Resignations	103	187	122	99	111
Retirements	9	11	17	11	8
Passed Away	0	2			

Classified	2023	2022	2021	2020	2019
Background Check	0	0	0	0	2
Dismissals	6	4	11	3	0
Exhausted FMLA	5	0	2	2	1
Job Abandonment	0	4	0	1	1
One Year Positions	0	0	0	0	3
Resignations	182	232	195	164	74
Probationary Period Resignation in lieu of termination	12	10	9	14	4
Layoff List	7	0	10	30	5
Retirements	22	16	21	5	11

F. TEACHING & LEARNING CONDITIONS COLORADO (TLCC)
CDE - Every 2 Years
Staff included: Teachers, School Leaders, Education Professional or Service Provider

TLCC Survey Summary – "Overall Favorability" by Category	2022	2020	2018
Respondents	1124	873	783
Report Overall Favorability	77%	76%	73%
New Teacher Question	72%	70%	58%
School Leadership	83%	85%	79%
Teacher Leadership	79%	80%	77%
Managing Student Conduct	75%	75%	73%
Instructional Practices and Support	81%	80%	80%
Professional Development	72%	70%	66%
Time	60%	59%	53%
Facilities and Resources	80%	74%	68%
Community Support and Involvement	75%	73%	70%
District Supports	88%	92%	87%
General Reflection	82%	83%	87%

TLCC Survey 2020-2021 – Areas of Interest by Question	2022	2020	2018
Facilities and Resources – Our school is a safe place to work productively.	92%	91%	94%
Managing Student Conduct – This school is a good place for students to learn.	86%	86%	91%
Overall Reflection – I would recommend this school as a good place to work.	84%	87%	85%

Multiple data sources indicate that our faculty, staff, substitutes, and volunteers are generally satisfied in 27J, 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.

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 <u>faculty and staff</u> 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 <u>provided with written personnel policies</u> to be that the employee has knowledge of and access to Board of Education and Superintendent of Schools polices that affect their employment.

Data Reported

Superintendent Policy (Section G – Personnel) and Master Agreements are available to all staff on the 27J website.

All staff receive a policy review notice (with an electronic acknowledgment) from HR annually; the review outlines staff responsibilities, policy location, and highlights key policies. All new staff receive information about the location of and their responsibilities for Superintendent Policies during the hiring process.

A grievance process is outlined in both the certified and classified Master Agreements. The association presidents meet regularly with 27J leadership; an open and ongoing dialogue supports shared policy understanding and problem solving at the lowest level possible.

Protection against harmful working conditions can be found in Superintendent Policy, Sections E and F, which include Safety and Security and Facility Development.

Proposed policy changes, additions, or deletions are reviewed by Executive Leadership. Executive Leadership recommends proposed policy changes to the Superintendent for approval.

Conclusion: I report compliance.

Pertaining to faculty and staff, the Superintendent will not:

1.   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 <u>retaliate</u> 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 <u>personnel manual</u> 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 <u>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</u> as standards and procedures that are reasonably capable of reducing the prospect of criminal conduct by employees or persons associated with 27J Schools.

Data Reported

The Master Agreements detail clearly defined grievance procedures.

There have been no 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.

No grievances related to retaliation in the workplace have been filed in the past 12 months.

During the 2023 calendar year, there was one report to Human Resources & CCSEA and no other reports 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 Policies

The Master Agreements contain grievance procedures.   Superintendent Policies contain procedures that comply with state and federal statutes.

Master Agreements – BEA and CCSEA
GBAA   Sexual Harassment
GBEA   Staff Conflicts of Interest
GBEBA   Staff Dress Code

GBEB   Staff Responsibilities
GBEB-R   Staff Conduct
GBEB-R2   Staff Conduct
GBEC   Drug Free Work Place
GBECA   Controlled Substance and Alcohol Testing
GBGB   Employee Protection
GBGD   Worker's Compensation
GBGG   Staff Sick Leave
GCGB   Arrangement for Professional Staff Substitutes
GCL   Professional Staff Schedules and Calendars

Grievance Procedures
Master Agreements – BEA and CCSEA

Wrongful Conditions
Master Agreements – BEA and CCSEA
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

Conclusion: I report compliance.

The Superintendent shall not:

1.   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

The District complies with the 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. Principals are responsible for ensuring that all staff members in their schools view site-specific safety and security training presentations at the beginning of each school year. Additionally, principals oversee the scheduling and completion of safety drills throughout the year. .

School personnel practice the Standard Response Protocols for different hazards by participating in school emergency drills. Schools are required to conduct monthly fire drills plus a Shelter for Hazmat drill in the fall, a Shelter for Tornado drill in the spring, and Secure and Lockdown drills each semester. The district strongly encourages police involvement in Lockdown drills with administration teams and school staff. This year many schools had active participation of law enforcement and fire departments in conducting their drills. Emergency Preparedness Specialists frequently attend drills to support and provide feedback to schools.

In addition to monthly drills to practice Standard Response Protocol actions, the 27J Safety, Security, and Emergency Services Department regularly meets with school administrators. During these meetings, district staff review topics such Standard Response Protocol actions, the school's emergency operation plan, Safe2Tell best practices, physical security and systems, emergency communications, and answer questions regarding procedures and protocols .

For district staff, the Safety, Security, & Emergency Services Department   is currently in the process of updating Employee Emergency Guides for the following buildings: Educational Services Center, Nutrition, Transportation, Technology and the Brighton Learning and Resource Center. . Emergency Operation Plans continue to be developed and assessed throughout the year.

Last year, several Standard Reunification Method (SRM) exercises were held in accordance with the Safe School Disbursement Grant awarded to the district in 2019. The exercises included the participation of local law enforcement, local jurisdictional public safety administrators, district executive leaders and district leadership personnel. The reunification exercises included functional processes such as transporting district personnel by bus to the reunification site and walking the reunification site to observe the reunification process. Another reunification exercise was performed that included the function of reunifying school personnel who pretended to be parents and students. In the summer of 2023, a member of the Safety, Security, &

Emergency Services Department participated in a training and exercise on SRM hosted by the iloveuguys Foundation. Planning and preparation for reunification events continues throughout the year.

The 27J Communications Team and Safety, Security, & Emergency Services Department have been working alongside public safety agencies on messaging during an emergency. Safety protocol messages, personal emergency messages and other large scale emergency event messaging has been developed and continues to develop as new events arise. The Emergency Alerts Center on the 27J Schools website is used frequently to provide information about incidents to families.

Monthly district wide radio bridging tests are conducted to ensure the SchoolSAFE interoperability equipment is functional at all campuses. This fall the SchoolSAFE software was heavily monitored by region and wide spread repeaters to provide users greater security and access to the server from anywhere. In addition to the software all radios at the high school level were programmed to have a telemetry button that allows quick access to bridge to the district emergency radio during an emergency. In addition to the high schools telemetry button all schools and all school district departments have at least one radio with interoperability capabilities. In 2023, additional digital radios were distributed to all schools to improve radio transmission quality.

School Emergency Response Team (SERT) members and designated District Emergency Response Team (DERT) members are required to complete FEMA's online Introduction to Incident Command Training module. Members of emergency teams will also be required to further enhance their training and knowledge of the FEMA Emergency Management by completing IS-362.a Multi-Hazard Emergency Planning for Schools.

Intervention Services takes the lead on threat assessment training in the Adams County protocol, with ongoing assistance from the Colorado School Safety Resource Center. Ongoing training opportunities are available to school threat assessment team members, other interested staff and our School Resource Officers.

School nurses, contracted through the SPED department, are tasked with ensuring the school health paraprofessionals and two office back-ups are current in their First Aid, CPR and AED certifications. The nurses are also responsible for other SPED staff members that are required to be fully certified. Staff can take online training and then be tested in person with the nurses to complete their certifications. Several live sessions are also offered during the school year. In addition to these personnel, the district must ensure that a minimum of 10 staff members per school are fully certified under grant commitments. Coaches also need to be certified, which is usually done by the high school athletic trainers, while middle schools plan joint training sessions with an outside trainer for their coaches. All custodians are certified every other year during the summer custodian training sessions, and 67 custodians attended in June, as well as Facilities personnel. 27J also promotes Hands Only CPR, AED and Control the Bleed training for staff and students.

Strong partnerships that benefit all employees continue with law enforcement, fire districts, EMS, city and county emergency management staff, emergency medical services, Safe2Tell staff and the Colorado School Safety Resource Center.

Volunteers

Volunteers during the school day are required to be processed and screened via Raptor. The district upgraded its Raptor system to Version 6 last fall and provided schools with updated security computers, Raptor scanners and barcode readers. Volunteers for after school activities and overnight field trips are required to have information submitted to HR for a commercial background check. A narrated 27J volunteer training presentation is made available to schools in English and Spanish for them to show their volunteers.

Survey Results

In November 2023, 27J school-based employees were requested to fill out a survey about school safety. 791 staff members across all schools filled out the survey.

Key results from the school-based staff survey are as follows:

- 93.7% of respondents agreed or strongly agreed with the statement "I know what I need to do to keep myself, students, and other staff safe during an emergency" compared to 94.1% last year.
- 84.6% strongly agree / agree that the SRO or SSG at their school keeps students and staff safe.
- 85.4% strongly agree / agree that the passage of the Mill Levy Override had a positive impact on the safety and security of their school.

Each principal will receive a report with specific recommendations on how to increase overall safety in their building. Recommendations may include increasing the number of staff trainings on safety protocols, conducting more tabletop and functional exercises with staff, reviewing current building security projects and communicating the status of those projects, developing more resources on safety for administrators, increasing communications about safety measures, and making revisions to existing protocols.

Conclusion: I report compliance