

## **Internal Monitoring Report**

April 17, 2024

**POLICY:** 2.2 Treatment of Staff  
**POLICY CATEGORY:** Operating Limitations  
**PERIOD MONITORED:** April 20, 2023 – April 17, 2024

The following monitoring report pertains to the Board of Education’s Operating Limitations policy “Treatment of Staff.” I certify that the information contained in this report is true and complete. The report is presented in accordance with the routine monitoring report schedule. This report will monitor the policy starting at its more detailed provisions and end with the global prohibition.

Panorama Education originally launched a “**School Climate & Culture Survey**” for Adams 12 Five Star Schools in January 2017. This is the eighth consecutive year that our employees have participated in a Panorama survey. Significant revisions to the survey occurred in 2018 but the survey has remained largely unchanged in 2019 - 2024, allowing trend data for this five year period to be utilized. This school year employees of Adams 12 were provided the opportunity to complete the survey during late January and early February 2024.

Of the 3,414 school-based employees surveyed, 2,580 completed the survey, a 75.6% response rate. The response rate of the survey ensures that validity and reliability of the data reflected in this report are high, with a minimal margin of error.

As part of the survey, staff were asked to answer Adams 12 custom questions as well as non-custom questions coming directly from Panorama Education. Survey questions reside within broader categories which are measured against national benchmarks. National benchmark data include staff and teacher member survey results from more than 3,000 schools across diverse geographic areas, school types, and achievement levels each school year.

Chris Gdowski, Superintendent  
April 11, 2024

### **2.2.1 Policy Wording**

*Further, without limiting the scope of the foregoing by this enumeration, he or she shall not operate without written personnel rules which: (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions, such as nepotism and preferential treatment for personal reasons.*

#### **Interpretation:**

I interpret this policy wording to mean:

1. District policies for personnel are updated and available for all staff.
2. Supervisory staff receives policy information, training, updates and reminders of their responsibility for knowing, understanding and complying with district policies.
3. The Certified and Classified contracts coupled with district personnel policies have a defined grievance and/or appeal process.
4. District policy provides staff with guidance to ensure fair treatment of staff and that work place decisions are not influenced by personal or family relationships.
5. School Climate & Culture survey responses related to staff relationship to their leaders shall yield a percentage equal to or above the 50<sup>th</sup> percentile of Panorama’s national benchmark within the topic of School Climate. Additionally, year to year trend data will remain steady or increase.
6. Custom Questions do not have a national benchmark. Steady or increasing favorable response percentages in year over year trend data will show:
  - a. their rights as employees are not violated by their supervisory team and
  - b. their supervisory team does not display unfair unemployment practices through nepotism or preferential treatment for personal reasons.

#### **Data Reported:**

District Policies, 4000 Series – Personnel, are updated and available to all staff through the district website page. Staff is provided formal notification annually through salary/compensation letters, as well as upon approval/modification of an individual policy, that policies are available and staff are responsible to remain current in their knowledge of these policies. Updated policies are distributed by e-mail throughout the year following final approval by the Superintendent.

Supervisory staff received trainings related to personnel policies during the monitoring period including Nondiscrimination (Policy 8400) and Reporting Child Abuse/Neglect (Policy 5540) during the 2023-24 school year.

The grievance process is outlined in the Certified (August 2023) and Classified (July 2023) contracts.

District Policy 4130, Staff Ethics/Conflicts of Interest/Nepotism, provides specific guidance and prohibition from conflicts of interest including nepotism and preferential treatment.

80% of school-based employees responded positively to the questions related to staff-leader relations. This places our district near the 70<sup>th</sup> percentile compared to Panorama’s national dataset. The trend over time is shown in the following table.

<b>Year</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
favorable responses	80%	82%	79%	84%	80%	80%	75%	69%

Our custom question results were as follows:

51% of school-based staff responded favorably to the question, “How connected are you to the larger vision and mission of the district?” The trend over time is shown in the following table.

<b>Year</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
favorable responses	51%	52%	46%	56%	56%	50%	45%	n/a

88% of school-based staff responded favorably to the question, “My rights as an employee are not violated by my supervisory team (person(s) who formally evaluate my performance).” The trend over time is shown in the following table.

Year	2024	2023	2022	2021	2020	2019	2018	2017
favorable responses	88%	89%	87%	91%	89%	88%	85%	78%

87% of school-based staff responded favorably to the question, “My supervisory team (person(s) who formally evaluate my performance) displays fair employment practices and does not use nepotism or preferential treatment for personal reasons.” The trend over time is shown in the following table.

Year	2024	2023	2022	2021	2020	2019	2018	2017
favorable responses	87%	87%	85%	89%	87%	85%	81%	76%

**Compliance Statement:**

District performance complies with the policy standard, given that all of the policy and procedures required in interpretation items 1-4 are in place, that the District’s performance on the Panorama survey exceeds the compliance threshold in interpretation item 5, and steady responses for the custom questions identified in interpretation item 6.

**2.2.2 Policy Wording**

*Further, without limiting the scope of the foregoing by this enumeration, he or she shall not fail to communicate clear expectations to staff prior to required compliance; including performance expectations, authority limitations, standards of performance and evaluation timelines.*

**Interpretation:**

I interpret this policy wording to mean:

1. Staff receive information regarding performance expectations and evaluation timelines.

**Data Reported:**

The certified staff evaluation performance standards and evaluation timelines are published on the staff website in the APEX, Advancing Professional Excellence Guide. APEX Online training is provided through Schoology every year and it stays open all year for new staff. Professional Development provided APEX Lead Team training in August 2023, so they could provide training to staff in their building. New administrator training for APEX also occurred in August 2023.

Certified Progressive Discipline Guidelines are published on the staff website. Training available to all evaluators occurred on October 4, 2023.

The classified staff evaluation performance standards and evaluation timelines are published in the Classified Master Agreement (January 2023) and the Classified Employee Performance Evaluation Procedures handbook, published on the staff website. Training available to all evaluators occurred on September 14 and 26, 2023 and January 17, 2024.

APEX training for principals and APs takes place at our annual start of the year APEX lead team meeting which this year was held on August 9, 2023. In addition, new administrators were trained on August 23, 2023. Training and support are provided individually on an as-needed basis for Executive Directors of Schools that are evaluating school administrators. Additionally, annual training of Approved Training Providers occurred on September 7, 2023 for those that are evaluating others but do not hold a principal license.

**Compliance Statement:**

District performance complies with the policy standard.

**2.2.3 Policy Wording**

*Further, without limiting the scope of the foregoing by this enumeration, he or she shall not prevent staff from grieving to the Board when (a) internal grievance procedures have been exhausted and (b) the staff member alleges Board policy has been violated to his, her or the district’s detriment.*

**Interpretation:**

I interpret this policy wording to mean:

1. Staff are aware that if complaints are not resolved by administration and/or their supervisor they have the option of bringing their issue to the Board of Education.
2. They have not been denied the opportunity to take a grievance to the Board if they feel that Board policy has been violated to their detriment.
3. The percentage of favorable ratings will remain steady or increase year over year.

**Data Reported:**

82% of school-based staff responded favorably to the custom survey question, “If I had a complaint which was not resolved by my supervisory team (person(s) who formally evaluate my performance), or if I feel a Board policy has been violated, I know that I have the option to take a grievance to the Board of Education after exhausting the internal complaint process.” The trend over time is shown in the following table.

<b>Year</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
favorable responses	82%	83%	82%	86%	84%	84%	83%	78%

No employee has been prevented from grieving to the Board.

The Board asks these custom questions each year.

1. If you had a reason to take a grievance to the Board of Education, how likely are you to file a complaint?

The responses were:

Extremely likely = 17% (increase of 2%)

Very likely = 34% (decrease of 2%)

Moderately likely = 33% (no change)

Slightly likely = 10% (decrease of 1%)

Not at all likely = 6% (increase of 1%)

2. If you marked not at all likely or slightly likely, what barriers could we remove that would make you more likely to file a complaint?

402 people responded. We have compiled the responses into the following general categories:

- **N/A** = 27% of those who responded wrote “N/A” or a similar comment (increase of 3%)
- **Clarification of the process needed** = 20% of those who responded (increase of 1%)
- I would use **other methods to handle a complaint** = 12% of those who responded (decrease of 4%)
- **Fear of reprisal** = 17% of those who responded (increase of 2%)

- Perceived **waste of time** = 3% of those who responded (decrease of 4%)
- **Lack of trust in the Board or the district or the Association** = 13% of those who responded (increase of 7%)
- **Miscellaneous** comments such as "it's not my style to complain," "I don't like conflict," or "I don't know" = 8% of those who responded (increase of 4%)

Every new employee is introduced to the District Policies and Master Agreements as a part of new employee orientation. Annual trainings for all staff members occur at the start of each school year and Policy 8400 Nondiscrimination including the prohibition of retaliation is highlighted each year.

**Compliance Statement:**

District performance complies with the policy standard. No employee has been prevented from grieving to the Board and percentages of favorable responses have remained steady year over year.

**2.2.4 Policy Wording**

*Further, without limiting the scope of the foregoing by this enumeration, he or she shall not allow reprisal against staff:*

- for non-disruptive internal expression of dissent; or*
- for reporting to management or the board (per district policy and establish complaint and grievance processes) acts or omissions by staff or the board; and*
- that the staff member believes in good faith and based on credible information, constitutes a violation of state or federal law or governing policy of the board.*

**Interpretation:**

I interpret this policy wording to mean:

1. District policies state that reprisal is not permitted and such policies have been shared with staff as published through the district website.
2. Established processes are in place in the event a staff member believes that reprisal has occurred.
3. Using the established processes, no reports of reprisal will go uninvestigated and unaddressed. Corrective action will be implemented for any founded reports of reprisal.

**Data Reported:**

District Policy 8400, section 8.1 states:

“It shall be a violation of this policy for any person to retaliate against a person who alleges discrimination/harassment or who testifies, assists or participates in an investigation, proceeding or hearing relating to discrimination/harassment allegations. A violation of this anti-retaliation provision may exist regardless of whether the underlying complaint of discrimination/harassment is substantiated.”

District Policy 8400, section 4.5 states:

“Retaliation can take many forms, including abuse or violence, threats, harassment, and intimidation. Actions in response to a good faith report or response under this policy are considered retaliatory if they have a materially adverse effect on the academic or working environment of an individual or if they hinder or prevent the individual from accessing the District’s educational programs or from carrying out the staff member’s work responsibilities.”

Annual Title IX and sexual harassment training is conducted for all staff at the start of each school year. The Title IX/Nondiscrimination Coordinator facilitates this training at all new hire orientation meetings after the start of the year. Additionally, the Title IX/Nondiscrimination Coordinator provided supplementary, in-person training. Title IX Sexual Harassment training was provided to Deans, SELs, School Counselors in August, 2023. Assistant Principals participated in additional Title IX Sexual Harassment training in August, September, and October, 2023. Assistant Principals also received training on Policy 8400 in November 2023, January 2024, and February 2024.

The grievance process is outlined in the Certified (August 2023) and Classified (July 2023) contracts.

Complaints under Policy 8400 have been made on behalf of students involving staff at three district schools. All three complaints did not have a finding under Policy 8400. Two of those complaints resulted in a finding under another district policy, and action was taken by HR in accordance with the Master Agreement. One complaint under Policy 8400 was filed between two staff members and the allegations were unfounded. No complaints of retaliation have been made under this policy.

**Compliance Statement:**

District performance complies with the policy standard.

**2.2.5 Policy Wording**

*Further, without limiting the scope of the foregoing by this enumeration, he or she shall not fail to appropriately train and equip staff to respond to foreseeable emergency situations.*

**Interpretation:**

I interpret this policy wording to mean:

1. Staff are trained and equipped to respond to emergency situations.
2. Crisis management and prevention processes are in place.

**Data Reported:**

In accordance with District Policy 3510, Emergency Response Plan, the District has established standard emergency procedures, trained district leadership, and conducted annual school safety training. Students have received annual training through lockdown drills and other safety drills.

The Standard Response Protocol (SRP) is a set of research-based actions/drills designed to prepare students, staff, and parents for emergency situations. Adams 12 Five Star Schools are required to conduct emergency drills throughout the year to practice the tools outlined in the SRP. These drills are supported by the Safety and Security Department team members and our local School Resource Officers. Once a drill is completed, the drill components are reviewed and debriefed. The information is then shared with staff to improve the overall execution of the drills in the future. This year a lockdown drill was conducted at a high school level, during lunch. This gave a new perspective to both students and staff, along with challenges that we had not faced previously.

The annual report below includes data around SRP directives and SRP drills for the 2023-24 year:

[2023-2024 SRP/Drill Reporting](#)

The district formed a Crisis Response group during the summer of 2022. The group reviews incidents that have occurred within our district, and we continue to adjust and train as needed based on these reviews to provide an efficient response to our students and staff.

At the end of the last school year, a Safety Summit was organized, where students, staff, and parents shared their ideas, opinions, and suggestions to improve school safety. Based on the information gathered, our Security Department has been able to make necessary adjustments and provide better resources to our schools. Recently, a meeting was held with all our Principals to continue the conversation on school safety and discuss best practices.

There are continued efforts to place more cameras in and around our schools, as well as the addition of more card access readers. These allow for faster access during an emergency for students, and staff, as well as first responders.

We have just completed our first year of utilizing our three School Security Liaisons (SSLs) who work within our schools to build relationships and interact with our staff and students. Their primary focus is on elementary schools, but they also assist with middle and high schools when needed. This initiative has been implemented to provide a safer environment in and around our schools

Threat assessment processes are utilized throughout the district to assess and avoid crisis or emergency situations. A threat assessment is conducted with the intent to better understand what is going on with a student, identify possible factors influencing the situation (risks and protective measures), and create a plan to support the safety of the individual, school, and community as best as possible. In January 2024, we implemented a new system called Raptor Student Safe for our Threat Assessment process. This system ensures that our threat assessments are recorded and managed with greater consistency. Additionally, it enables us to process these assessments more efficiently and provide more accurate numbers, thereby ensuring that our students are being followed up on appropriately.

Threat Assessment Outcomes conducted through Intervention Strategies:

Interventions are created to foster a safe and secure learning environment for the community and individual students. Interventions are measured for success by reducing identified risk factors and seeking to enhance protective factors in any given situation. Interventions implemented should match the level of concern and individual student needs. These interventions are facilitated by various partners including, but not limited to:

- School Administration and Staff
- Student Engagement Initiatives
- Student Support Services
- Prevention & Crisis Support
- Counseling
- Whole Child Initiatives
- Charter Liaisons
- Security Services
- City and County Law Enforcement
- Adams County Youth Services

In the 2022-2023 school year, Adam's 12 schools had submitted 648 threat assessments. Over 87% of these were screen-level interventions for behaviors of concern related to district policy 5510. In a traditional school year, we average approximately 330 threat assessments, with around 25% of these having resulted in full-level threat assessments. This shows a 52% overall increase in reported and reviewed TA's from years prior. At this point in the 2023-2024 school year, we have conducted 373 Screens and 44 Full threat assessments, totaling 417 cases.

School threat assessment team training continues, and with our new system this training is offered in person at school buildings as well as online. The goal is to ensure each school has the ability to obtain the training necessary without taking up too much of their time.

The 2023-2024 threat assessment report can be viewed at:

[2023-2024 Threat Assessment Numbers](#)

**Compliance Statement:**

District performance complies with the policy standard.

### **2.2.6 Policy Wording**

*Further, without limiting the scope of the foregoing by this enumeration, he or she shall not fail to acquaint staff with the Superintendent’s interpretation of their protections under this policy.*

#### **Interpretation:**

I interpret this policy wording to mean:

1. Staff is acquainted with the Superintendent’s interpretation of their protections under this policy as explained in items 2.2.1, 2.2.2, 2.2.3, and 2.2.4.

#### **Compliance Statement:**

District performance complies with the policy standard.

### **2.2.7 Policy Wording**

*Further, without limiting the scope of the foregoing by this enumeration, he or she shall not fail to assess the climate and culture of the district by obtaining staff input, publishing findings, and developing a plan to utilize the findings to improve operations and practices.*

#### **Interpretation:**

I interpret this policy wording to mean:

1. Staff will have the opportunity to participate in an annual climate and culture survey.
2. Staff will have an opportunity to view the results and to participate in the development of a site-based plan to improve their climate and culture and, when District performance has declined, to participate in the development of a District improvement plan. Site-base climate/culture improvement plans are monitored as a part of principal/supervisor evaluation processes.
3. The percentage of favorable ratings will remain steady or increase year over year and meet or exceed Panorama national data in each topic area.

#### **Data Reported:**

##### Panorama survey

All staff members, classified, certified and administrators, have been encouraged to complete the Panorama climate and culture survey for the past five years. The response rates are as follows:

<b>Response Rates</b>		
<b>Year</b>	<b>School Based Staff</b>	<b>Non-Instructional Staff</b>
2017-18	<b>81.8%</b> (3677/4496)	
2018-19	<b>76.9%</b> (2341/3043)	<b>47.4%</b> (742/1565)
2019-20	<b>71.4%</b> (2375/3325)	<b>59%</b> (911/1544)
2020-21	<b>73.4%</b> (2471/3365)	<b>66.9%</b> (813/1216)
2021-22	<b>73%</b> (2391/3275)	<b>58%</b> (785/1353)
2022-23	<b>74.2%</b> (2490/3358)	<b>57.7%</b> (768/1331)
2023-24	<b>75.6%</b> (2580/3414)	<b>64.2%</b> (889/1385)



School-Based Staff Favorable Responses									
Topic	2024 Nat'l %ile	2024	2023	2022	2021	2020	2019	2018	2017
Educating all Students	n/a	75%	76%	75%	76%	78%	76%	76%	82%
Staff-Leadership Relationships	70	80%	82%	79%	84%	80%	80%	75%	69%
District Environment	n/a	71%	71%	66%	78%	76%	74%	72%	n/a
School Leadership	70	67%	69%	65%	73%	67%	67%	61%	57%
Staff-Family Relationships	50	61%	62%	59%	61%	62%	61%	61%	n/a
Faculty Growth Mindset	40	58%	59%	56%	60%	60%	58%	59%	61%
School Climate	50	63%	64%	61%	71%	65%	63%	59%	59%
Professional Learning	60	56%	57%	52%	59%	58%	55%	53%	50%
Evaluation	60	51%	51%	46%	54%	50%	48%	43%	41%
Feedback and Coaching	60	51%	52%	46%	54%	51%	48%	43%	39%
Resources	60	43%	45%	46%	50%	44%	35%	33%	n/a
Professional Learning About SEL	70	53%	55%	51%	58%	50%	n/a	n/a	n/a
Teacher Self-Reflection	40	74%	76%	74%	78%	73%	n/a	n/a	n/a
School Resource Officer	n/a	73%	73%	69%	63%	n/a	n/a	n/a	n/a

Principals and Cabinet members/division supervisors received a district protocol for analyzing Panorama survey results and developing action plans for addressing areas in need of growth and for recognizing areas of strength. These processes occur at each school and department prior to the end of the school year.

#### Principal/AP Survey

Principals and assistant principals completed a survey providing feedback to the Superintendent and Cabinet members during the past six years. The response rates are as follows:

Year	Number of respondents
2017-18	86
2018-19	63
2019-20	83
2020-21	106 (40 Principal, 66 AP)
2021-22	84 (37 Principal, 47 AP)
2022-23	103 (42 Principal, 61 AP)
2023-24	87 (38 Principal, 49 AP)

86% of Principals and Assistant Principals report that “there is an atmosphere of trust and mutual respect within Adams 12 Five Star Schools.” This is a 4% increase over last year. The various departments received high levels of positive feedback for “effectively supports my school and my work,” all receiving ratings higher than 81% agree or strongly agree.

The superintendent and cabinet members share the results of these surveys with principals as well as their plans for improving operations and practices in the spring of each year.

**Compliance Statement:**

District performance complies with the policy standard with regard to:

1. Having the opportunity to participate in an annual climate and culture survey and having an opportunity to view the results and to participate in the development of a site-based plan to improve their climate and culture.
2. Site-based climate/culture improvement plans continue to be monitored as a part of principal/supervisor evaluation processes.
3. The percentage of favorable ratings remains steady year over year.

District performance does not comply with the policy standard with regard to:

4. The district's percentage of favorable ratings do not meet or exceed Panorama national data in two areas, Teacher Self-Reflection and Faculty Growth Mindset. Further exploration during the debrief process with teachers will allow us to determine root causes and create a plan of action to better support this element of teachers' and students' experiences.

**The Board acknowledged receipt of a monitoring report as of April 17, 2024, for the period April 20, 2023 through April 17, 2024, of the Superintendent concerning Board Policy 2.2 Treatment of Staff, and found the superintendent's interpretations were reasonable and supported by data that was relevant, justified and complete.**