

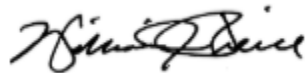
**Executive Limitation 3.C  
Treatment of Faculty/Staff/Volunteers**

To: Board of Education

From: Will Pierce, Superintendent of Schools

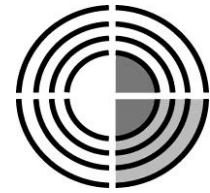
Re: Expectations of the Board Report – 3.C Treatment of Faculty/Staff/Volunteers

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 22, 2025



## ***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 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 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 2024. Survey respondents included substitutes and regular staff. -

The current 27J culture survey is based on work by 27J faculty and staff in all district-managed schools and district departments. The survey includes questions that are evaluated by respondents on a 4 point scale. An answer choice of 1 represents the respondent’s assessment of “Strongly Disagree” to the question, 2 represents the respondent’s assessment of “Disagree”, 3 represents the respondent’s assessment of “Agree” and 4 represents the respondent’s assessment of “Strongly Agree”. The data provide scale averages across questions and categories.

Nine years ago, Student Achievement staff developed the survey using the work of Cornell University researchers Seung Cheon Bang and Jaewoo Kim related to High Performing Organizations (HPO). 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 the Board. The categories speak to a work environment framed by our organization’s mission and provide a lens on how staff members see themselves in the work context.

**A. 27J SURVEY ALL STAFF – OVERALL**

<b>Category Averages</b>	<b>24-25</b>	<b>23-24</b>	<b>22-23</b>	<b>21-22</b>	<b>20-21</b>	<b>19-20</b>	<b>18-19</b>	<b>17-18</b>	<b>16-17</b>
Respondents	1781	1609	1598	1382	1533	1283	923	1069	902
Clear Vision/Focus	3.34	3.34	3.28	3.27	3.30	3.29	3.17	3.11	3.02
Clear, Strong, Meaningful Values	3.4	3.39	3.37	3.35	3.44	3.34	3.29	3.20	3.09
Shared Sense of Commitment, Community, Cohesion	3.29	3.29	3.26	3.26	3.32	3.26	3.14	3.05	2.97
Engagement/Empowerment	3.26	3.24	3.21	3.19	3.28	3.21	3.12	3.06	2.94
Transparency, Openness, Trust, Honest Truth Telling, Safe	3.2	3.18	3.19	3.19	3.25	3.20	3.10	3.01	2.89
Performance Driven	3.34	3.34	3.31	3.31	3.40	3.35	3.26	3.20	3.09

### Overall 2024-2025 (2 sections)

Overall 2024-2025		1	2	3	4	Average
1a. We have a shared vision of what our school/department will be like in the future.	Certified	2.99%	9.25%	39.50%	48.27%	3.33
	Classified	3.53%	10.76%	41.01%	44.71%	3.27
	Administration	2.70%	8.11%	33.78%	55.41%	3.42
	Total	3.14%	9.66%	39.53%	47.67%	3.32
1b. Our school/department has clear short term goals that give meaning and direction to our work this year.	Certified	2.22%	9.44%	37.38%	50.96%	3.37
	Classified	3.70%	10.25%	37.65%	48.40%	3.31
	Administration	1.35%	8.78%	31.76%	58.11%	3.47
	Total	2.64%	9.66%	37.00%	50.70%	3.36
1c. I know how I help achieve these goals.	Certified	2.60%	11.08%	37.57%	48.75%	3.32
	Classified	3.87%	10.25%	35.13%	50.76%	3.33
	Administration	0.00%	7.43%	26.35%	66.22%	3.59
	Total	2.81%	10.50%	35.82%	50.87%	3.35
2a. There is a clear and consistent set of values in our school/department that governs the way that we do business.	Certified	2.22%	12.24%	32.66%	52.89%	3.36
	Classified	3.53%	9.08%	35.63%	51.76%	3.36
	Administration	1.35%	6.76%	20.95%	70.95%	3.61
	Total	2.58%	10.72%	32.68%	54.01%	3.38
2b. My colleagues model these values, behaviors, and expectations.	Certified	2.22%	13.10%	44.51%	40.17%	3.23
	Classified	4.03%	11.26%	37.98%	46.72%	3.27
	Administration	2.03%	6.76%	37.84%	53.38%	3.43
	Total	2.81%	11.96%	41.77%	43.46%	3.26
2c. I model these values, behaviors, and expectations.	Certified	0.19%	2.60%	38.34%	58.86%	3.56
	Classified	1.51%	3.53%	30.76%	64.20%	3.58
	Administration	0.00%	1.35%	35.81%	62.84%	3.61
	Total	0.62%	2.81%	35.60%	60.98%	3.57
3a. Working in this school/department is like being part of a team, all for one and one for all.	Certified	5.97%	13.97%	34.78%	45.28%	3.19
	Classified	5.88%	10.08%	32.61%	51.43%	3.3
	Administration	2.03%	10.14%	29.05%	58.78%	3.45
	Total	5.61%	12.35%	33.58%	48.46%	3.25
3b. I care for others, and others care for me.	Certified	0.77%	8.29%	32.08%	58.86%	3.49
	Classified	1.51%	6.39%	33.28%	58.82%	3.49
	Administration	0.00%	6.08%	27.70%	66.22%	3.6
	Total	0.95%	7.47%	32.12%	59.46%	3.5
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	4.62%	17.44%	39.21%	38.73%	3.12
	Classified	3.87%	11.09%	39.83%	45.21%	3.26
	Administration	4.73%	10.81%	30.41%	54.05%	3.34
	Total	4.38%	14.77%	38.69%	42.17%	3.19
3d. We follow through on our promises and hold one another to our commitments.	Certified	4.24%	15.03%	39.11%	41.62%	3.18
	Classified	3.53%	10.08%	40.67%	45.71%	3.29
	Administration	1.35%	5.41%	39.86%	53.38%	3.45
	Total	3.76%	12.58%	39.70%	43.96%	3.24

## Overall 2024-2025 Section 2

4a. Everyone in this school/department is engaged and motivated in their work.	Certified	3.66%	17.24%	41.14%	37.96%	3.13
	Classified	2.69%	14.29%	38.82%	44.20%	3.25
	Administration	2.03%	4.73%	39.19%	54.05%	3.45
	Total	3.20%	15.22%	40.20%	41.38%	3.2
4b. Everyone in our school/department believes that s/he can have a positive impact.	Certified	2.31%	11.46%	37.48%	48.75%	3.33
	Classified	2.35%	9.75%	41.34%	46.55%	3.32
	Administration	2.03%	4.05%	34.46%	59.46%	3.51
	Total	2.30%	10.28%	38.52%	48.91%	3.34
4c. Everyone in our school/department has a voice in the decisions that impact our school.	Certified	9.44%	19.94%	34.87%	35.74%	2.97
	Classified	7.06%	17.82%	36.47%	38.66%	3.07
	Administration	2.70%	9.46%	32.43%	55.41%	3.41
	Total	8.09%	18.36%	35.20%	38.35%	3.04
4d. I feel responsible for our school's/department's success.	Certified	1.93%	6.94%	33.14%	58.00%	3.47
	Classified	2.35%	8.24%	38.99%	50.42%	3.37
	Administration	0.00%	0.68%	20.27%	79.05%	3.78
	Total	1.91%	6.85%	34.03%	57.22%	3.47
5a. Diversity of opinions and perspectives are encouraged at my school/department.	Certified	8.00%	15.22%	34.49%	42.29%	3.11
	Classified	5.04%	11.26%	36.47%	47.23%	3.26
	Administration	2.70%	7.43%	24.32%	65.54%	3.53
	Total	6.57%	13.25%	34.31%	45.87%	3.19
5b. Our school/department has the expectation of taking care of issues at meetings, and not in parking lots.	Certified	5.20%	15.41%	38.44%	40.94%	3.15
	Classified	4.37%	7.06%	35.13%	53.45%	3.38
	Administration	2.03%	11.49%	33.11%	53.38%	3.38
	Total	4.66%	12.30%	36.89%	46.15%	3.25
5c. We work together to confront and resolve problems, issues, and concerns.	Certified	6.55%	15.22%	39.21%	39.02%	3.11
	Classified	4.54%	13.28%	36.30%	45.88%	3.24
	Administration	2.03%	8.78%	34.46%	54.73%	3.42
	Total	5.50%	14.04%	37.84%	42.62%	3.18
6a. Our school/department continually adopts new and improved ways to do work.	Certified	3.47%	13.01%	39.69%	43.83%	3.24
	Classified	3.87%	10.08%	36.81%	49.24%	3.31
	Administration	2.70%	11.49%	31.08%	54.73%	3.38
	Total	3.54%	11.90%	38.01%	46.55%	3.28
6b. We continuously track our progress against our stated goals.	Certified	2.50%	8.38%	40.08%	49.04%	3.36
	Classified	3.53%	10.76%	37.82%	47.90%	3.3
	Administration	1.35%	11.49%	32.43%	54.73%	3.41
	Total	2.75%	9.43%	38.69%	49.13%	3.34
6c. We view failure as an opportunity for learning and improvement.	Certified	2.02%	8.86%	37.86%	51.25%	3.38
	Classified	2.18%	7.56%	37.65%	52.61%	3.41
	Administration	1.35%	4.73%	30.41%	63.51%	3.56
	Total	2.02%	8.09%	37.17%	52.72%	3.41
6d. Student needs directly influence our school's/department's decisions.	Certified	4.91%	12.24%	35.84%	47.01%	3.25
	Classified	2.35%	7.06%	34.79%	55.80%	3.44
	Administration	0.00%	4.05%	26.35%	69.59%	3.66
	Total	3.65%	9.83%	34.70%	51.82%	3.35

## 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 – INDIVIDUAL SCHOOLS & DEPARTMENTS - CATEGORY  
2024-2025**

	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	Learning Environment
<b>27J Average</b>	3.34	3.4	3.29	3.26	3.21	3.34	3.36
<b>BHS</b>	3.13	3.13	3.03	2.92	2.87	3.03	3.12
<b>Brantner</b>	3.46	3.53	3.46	3.45	3.38	3.53	3.62
<b>Bright Beg</b>	3.48	3.77	3.56	3.47	3.48	3.64	
<b>Comm.</b>	3.2	3.27	3.35	3.2	3.2	3.3	
<b>Construction</b>	3.08	3.63	3.06	3.38	3.08	3.09	
<b>Custodians</b>	3.75	3.58	3.5	3.44	3.58	3.44	
<b>ESC Learning Services</b>	3.27	3.63	3.36	3.49	3.37	3.46	
<b>ESC School Leadership</b>	3.2	3.7	3.8	3.7	3.67	3.43	
<b>ESC-SHSS</b>	3.68	3.62	3.64	3.75	3.52	3.76	
<b>Facilities</b>	3.23	3.3	3.2	3.12	3.12	3.13	
<b>Finance</b>	3.54	3.56	3.39	3.28	3.37	3.38	
<b>Grounds Crew</b>	3.08	3.08	2.75	2.88	2.58	2.81	
<b>Henderson</b>	3.1	3.1	2.93	3.07	2.95	3.12	3.04
<b>Human Res.</b>	3.67	3.73	3.73	3.64	3.7	3.66	
<b>I and O</b>	3.22	3.49	3.35	3.34	3.17	3.31	3.1
<b>Northeast</b>	3.61	3.57	3.54	3.42	3.49	3.63	3.52
<b>Nutrition</b>	3.38	3.49	3.55	3.41	3.48	3.51	
<b>Online Aca.</b>	2.72	2.77	2.58	2.73	2.33	2.86	2.94
<b>Operations</b>	3.24	3.67	3.43	3.68	3.38	3.25	
<b>PVYSC</b>	3.85	3.74	3.86	3.81	3.7	3.78	3.51
<b>TLC</b>	3.06	2.83	2.83	2.92	2.78	2.92	3.07
<b>OTMS</b>	3.37	3.46	3.4	3.17	3.38	3.45	3.37
<b>Padilla</b>	3.67	3.52	3.5	3.58	3.42	3.74	3.74
<b>Pennock</b>	3.29	3.37	3.24	3.13	3.14	3.27	3.4
<b>PVHS</b>	3.3	3.62	3.21	2.94	2.92	3.01	3.11
<b>PVMS</b>	3.52	3.84	3.45	3.28	3.2	3.31	3.53
<b>Quist</b>	3.04	3.13	3	2.95	2.81	3.07	3.19
<b>Reunion</b>	3.41	3.51	3.44	3.31	3.22	3.36	3.66
<b>RRHS</b>	2.84	3.05	2.8	2.81	2.65	2.82	2.99
<b>2nd Creek</b>	3.49	3.56	3.49	3.42	3.31	3.41	3.58
<b>SMS</b>	3.78	3.64	3.57	3.45	3.56	3.65	3.43
<b>South</b>	3.47	3.42	3.37	3.28	3.06	3.45	3.36
<b>Southeast</b>	3.92	3.89	3.88	3.89	3.84	3.91	3.86
<b>Southlawn</b>	3.1	3.11	2.98	3.02	2.95	3.14	3.26
<b>Thimmig</b>	3.43	3.55	3.46	3.34	3.41	3.44	3.54
<b>Transport.</b>	3.03	3.13	2.91	2.66	2.71	2.87	
<b>Turnberry</b>	3.38	3.41	3.17	3.21	3.17	3.31	3.22
<b>Vikan</b>	3.46	3.46	3.36	3.36	3.32	3.43	3.26
<b>West Ridge</b>	3.52	3.63	3.46	3.51	3.38	3.49	3.52

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
Nutrition	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
<b>27J Average</b>	3.28	3.37	3.26	3.21	3.19	3.31
<b>PVYSC</b>	3.50	3.61	3.71	3.71	3.67	3.75
<b>I and O</b>	3.36	3.35	3.48	3.33	3.29	3.35
<b>BHS</b>	3.01	3.08	2.96	2.80	2.87	2.90
<b>Bright Beg</b>	3.38	3.40	3.42	3.33	3.40	3.55
<b>Brantner</b>	3.35	3.35	3.33	3.29	3.23	3.34
<b>Comm.</b>	4.00	3.67	3.75	3.88	4.0	3.63
<b>Finance</b>	3.33	3.35	3.26	3.18	3.28	3.15
<b>Henderson</b>	3.67	3.60	3.57	3.58	3.62	3.64
<b>Human Res.</b>	3.81	3.57	3.54	3.36	3.38	3.64
<b>Northeast</b>	3.43	3.42	3.31	3.29	3.27	3.45
<b>Nutrition</b>	3.10	3.49	3.49	3.29	3.43	3.43
<b>Online Aca.</b>	3.18	3.22	3.16	3.24	2.93	3.19
<b>Operations</b>	2.85	3.07	2.96	3.01	3.09	2.93
<b>OTMS</b>	3.30	3.35	3.34	3.29	3.40	3.38
<b>Padilla</b>	3.57	3.40	3.31	3.35	3.17	3.50
<b>Pennock</b>	3.21	3.38	3.19	3.21	3.15	3.30
<b>PVHS</b>	3.20	3.26	3.17	3.02	3.11	3.09
<b>PVMS</b>	3.34	3.57	3.43	3.33	3.32	3.47
<b>Quist</b>	3.38	3.40	3.19	3.14	3.15	3.47
<b>Reunion</b>	3.36	3.52	3.38	3.36	3.32	3.42
<b>RRHS</b>	3.01	3.15	3.06	3.11	3.01	3.03
<b>2nd Creek</b>	3.51	3.64	3.53	3.50	3.50	3.56
<b>SMS</b>	3.54	3.70	3.58	3.50	3.61	3.65
<b>South</b>	3.09	3.08	2.95	2.90	2.90	3.09
<b>Southeast</b>	3.70	3.70	3.75	3.72	3.61	3.76
<b>Southlawn</b>	3.20	3.56	3.17	3.39	3.28	3.32
<b>Student Ach</b>	3.29	3.50	3.37	3.41	3.30	3.42
<b>Technology</b>	3.13	3.36	3.27	3.28	3.36	3.32
<b>Thimmig</b>	3.14	3.17	3.03	3.00	2.80	3.16
<b>Transport.</b>	2.93	2.91	2.90	2.74	2.70	2.98
<b>Turnberry</b>	3.37	3.40	3.11	3.12	3.09	3.33
<b>Vikan</b>	3.32	3.41	3.16	3.15	3.22	3.34
<b>West Ridge</b>	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
<b>27J Average</b>	3.27	3.35	3.26	3.19	3.19	3.31
<b>PVYSC</b>	3.44	3.67	3.75	3.50	3.33	3.46
<b>I and O</b>	3.37	3.37	3.42	3.31	3.23	3.31
<b>BHS</b>	2.63	2.85	2.67	2.41	2.49	2.60
<b>Bright Beg</b>	3.56	3.48	3.33	3.22	3.29	3.54
<b>Brantner</b>	2.85	2.95	2.83	2.83	2.49	2.95
<b>Finance</b>	3.33	3.37	3.43	3.25	3.43	3.35
<b>Henderson</b>	3.80	3.74	3.74	3.68	3.71	3.74
<b>Human Res.</b>	3.67	3.70	3.64	3.69	3.67	3.58
<b>Northeast</b>	3.31	3.23	3.10	3.12	3.18	3.28
<b>Nutrition</b>	3.40	3.57	3.45	3.40	3.33	3.48
<b>Online</b>	3.57	3.67	3.61	3.82	3.90	3.68
<b>Operations</b>	2.63	2.72	2.64	2.54	2.33	2.44
<b>OTMS</b>	2.95	3.23	3.14	3.01	3.13	3.13
<b>Padilla</b>	3.51	3.56	3.42	3.48	3.55	3.58
<b>Pennock</b>	3.22	3.35	3.18	3.07	3.01	3.20
<b>PVHS</b>	2.98	3.16	3.00	2.88	3.02	3.06
<b>PVMS</b>	3.65	3.67	3.56	3.55	3.41	3.63
<b>Quist</b>	3.40	3.37	3.30	3.25	3.29	3.43
<b>Reunion</b>	3.59	3.65	3.60	3.57	3.56	3.6
<b>RRHS</b>	3.42	3.40	3.34	3.30	3.28	3.40
<b>2nd Creek</b>	3.27	3.41	3.36	3.27	3.34	3.46
<b>SMS</b>	3.32	3.42	3.38	3.27	3.32	3.42
<b>South</b>	3.37	3.41	3.32	3.32	3.07	3.39
<b>Southeast</b>	3.84	3.77	3.77	3.74	3.73	3.82
<b>Student Ach</b>	3.34	3.63	3.53	3.57	3.53	3.58
<b>Technology</b>	3.00	2.83	2.86	2.64	2.74	2.96
<b>Thimmig</b>	3.40	3.41	3.29	3.28	3.19	3.41
<b>Transport.</b>	2.87	2.91	2.93	2.67	2.71	2.95
<b>Turnberry</b>	3.28	3.37	3.16	3.02	3.08	3.35
<b>Vikan</b>	3.20	3.13	3.06	2.96	2.97	3.08
<b>West Ridge</b>	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
<b>27J Average</b>	3.30	3.44	3.32	3.28	3.25	3.40
<b>AYSC</b>	3.22	3.28	3.58	3.5	3.56	3.42
<b>I and O</b>	3.41	3.52	3.59	3.44	3.37	3.56
<b>BHS</b>	3.02	2.98	2.97	2.84	2.81	3.05
<b>Bright Beg</b>	3.4	3.63	3.57	3.51	3.44	3.54
<b>Brantner</b>	3.54	3.61	3.49	3.45	3.43	3.65
<b>Finance</b>	3.18	3.15	3.30	2.93	3.21	3.16
<b>Henderson</b>	3.59	3.62	3.56	3.58	3.72	3.68
<b>Human Res.</b>	3.73	3.73	3.65	3.53	2.6	3.75
<b>North</b>	3.46	3.51	3.34	3.43	3.27	3.47
<b>Northeast</b>	3.13	3.23	3.06	3.13	3.08	3.25
<b>Nutrition</b>	3.33	3.59	3.49	3.35	3.41	3.54
<b>Operations</b>	2.82	2.73	2.62	2.7	2.62	2.98
<b>OTMS</b>	3.01	3.43	3.28	3.27	3.21	3.31
<b>Pennock</b>	3.15	3.26	3.15	3.14	3.17	3.29
<b>PVHS</b>	3.18	3.36	3.2	3.11	3.13	3.25
<b>PVMS</b>	3.29	3.7	3.63	3.58	3.49	3.7
<b>Quist</b>	3.40	3.54	3.47	3.37	3.32	3.47
<b>Reunion</b>	3.65	3.79	3.68	3.71	3.74	3.78
<b>RRHS</b>	3.28	3.31	3.25	3.26	3.28	3.36
<b>2nd Creek</b>	3.05	3.27	3.05	3.11	2.87	3.06
<b>SMS</b>	3.61	3.66	3.59	3.53	3.52	3.65
<b>South</b>	2.85	2.97	2.95	2.96	2.64	3.09
<b>Southeast</b>	3.72	3.86	3.81	3.77	3.88	3.94
<b>Student Ach</b>	3.48	3.67	3.5	3.5	3.53	3.62
<b>Thimmig</b>	3.15	3.35	3.26	3.14	3.13	3.27
<b>Transport.</b>	2.96	3.06	3.02	2.83	2.81	3.15
<b>Turnberry</b>	3.38	3.56	3.30	3.32	3.26	3.41
<b>Vikan</b>	3.36	3.4	3.27	3.29	3.18	3.34
<b>WR</b>	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	24-25	23-24	22-23	21-22	20-21	19-20	18-19
Strongly Agree	42%	41.7%	32.1%	39.6%	60%	44%	40%
Agree	39%	41%	42.3%	42.5%	35.6%	38%	40%
Neutral	13%	10.7%	11.5%	12.1%	4.4%	15.9%	18.5%
Disagree	1.9%	1%	2.6%	-	-	1.6%	-
Strongly Disagree	3.7%	4.8%	11.5%	5.5%	-	-	1.5%

### Volunteers

PARENT PARTNERSHIP - I feel welcome at the school.	24-25	23-24	22-23	21-22	20-21	19-20	18-19
4 - Excellent	78%	75%	74%	71%	NA	75%	75%
3	16%	18.5%	20%	19%	NA	16%	19%
2	4%	4%	4%	6%	NA	4%	4%
1 – Poor	2%	2.5%	2%	4%	NA	4%	2%

## C. 27J TURNOVER STATISTICS & FUTURE PLANS

### CDE - Overall Turnover Rates

\*inclusive of charters

Year	Teacher	All Staff
2023-2024	13%	17%
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

<b>Certified</b>	<b>24-25</b>	<b>23-24</b>	<b>22-23</b>	<b>21-22</b>	<b>20-21</b>	<b>19-20</b>
Respondents	1023	959	947	874	891	781
I am undecided at this time.	15%	17%	20%	19%	17%	17%
I plan on retiring.	0%	1%	1%	1%	1%	1%
I plan on returning to my current position.	80%	78%	73%	73%	76%	74%
I will be changing careers.	1%	1%	1%	2%	1%	1%
I will seek a position or promotion outside of 27J.	1%	1%	2%	3%	2%	2%
I will seek a promotion within the 27J organization.	2%	1%	1%	2%	2%	3%
I will seek another opportunity within the district.	2%	1%	1%	1%	2%	2%

<b>Classified</b>	<b>24-25</b>	<b>23-24</b>	<b>22-23</b>	<b>21-22</b>	<b>20-21</b>	<b>19-20</b>
Respondents	575	443	492	365	484	271
I am undecided at this time.	16%	16%	23%	24%	12%	14%
I plan on retiring.	2%	2%	1%	2%	2%	0%
I plan on returning to my current position.	73%	75%	67%	65%	76%	75%
I will be changing careers.	1%	1%	1%	2%	1%	0%
I will seek a position or promotion outside of 27J.	1%	2%	1%	2%	1%	0%
I will seek a promotion within the 27J organization.	6%	4%	6%	4%	7%	6%
I will seek another opportunity within the district.	2%	0%	1%	2%	1%	4%

<b>Exempt</b>	<b>24-25</b>	<b>23-24</b>	<b>22-23</b>	<b>21-22</b>	<b>20-21</b>	<b>19-20</b>
Respondents	137	116	121	101	114	90
I am undecided at this time.	7%	6%	13%	8%	4%	3%
I plan on retiring.	1%	1%	2%	0%	1%	1%
I plan on returning to my current position.	84%	85%	75%	87%	89%	84%
I will be changing careers.	0%	0%	0%	0%	0%	1%
I will seek a position or promotion outside of 27J.	1%	0%	2%	1%	0%	1%
I will seek a promotion within the 27J organization.	7%	7%	6%	4%	4%	9%
I will seek another opportunity within the district.	1%	1%	1%	0%	1%	0%

## D. REASONS FOR LEAVING

### 27J Exit Survey

Answer Options	2024	2023	2022	2021	2020	2019	2018
Respondents	103	146	248	214	97	102	
Retirement	10.7%	9.6%	5.2%	10.2%	7.4%	7.2%	2%
Stay at Home	7.8%	5.5%	6.5%	3.4%	8.4%	8.2%	2%
Location/Moving out of the area	18.4%	11.6%	18.1%	17.5%	11.6%	11.3%	7.8%
Salary and Benefits	7.8%	13.7%	20.2%	17%	15.8%	15.5%	19.6%
Career Change	5.8%	5.5%	6%	6.8%	3.2%	3.1%	5.9%
Promotion	1.9%	2.1%	1.6%	.5%	3.2%	3.1%	3.9%
Seeking New Organizational Values	2.9%	5.5%	6%	2.4%	1.1%	1%	5.9%
Change in working conditions/Leadership	21.4%	13%	5.6%	5.8%	9.5%	9.3%	21.6%
Seeking a strong voice	1%	.07%	.08%	-	0%	1%	2%
Working Closer to Home	4.9%	8.9%	6.5%	2.9%	4.2%	4.1%	7.8%
Stress	11.7%	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)	14.6%	9.7%	15.5%	9.3%	7.4%	7.3%	2%

### HR Coding

Certified	2024	2023	2022	2021	2020	2019
110 day ended	1	2	5	0	2	4
Leaves of absence	2	5	7	3	5	4
Non-renewed for staffing	0	4	5	1	5	7
Non-renewed performance	13	10	7	5	14	16
Resignations	96	103	187	122	99	111
Retirements	13	9	11	17	11	8
Passed Away	3	0	2			

Classified	2024	2023	2022	2021	2020	2019
Background Check	0	0	0	0	0	2
Dismissals	12	6	4	11	3	0
Exhausted FMLA	2	5	0	2	2	1
Job Abandonment	4	0	4	0	1	1
Resignations	176	182	232	195	164	74
Probationary Period Resignation in lieu of termination	24	12	10	9	14	4
Layoff List	6	7	0	10	30	5
Retirements	20	22	16	21	5	11

**E. TEACHING & LEARNING CONDITIONS COLORADO (TLCC)**

CDE - Every 2 Years

Staff included: Teachers, School Leaders, Education Professional or Service Provider

<b>TLCC Survey Summary – “Overall Favorability” by Category</b>	<b>2024</b>	<b>2022</b>	<b>2020</b>	<b>2018</b>
Respondents	1065	1124	873	783
New Teacher Question	69%	72%	70%	58%
School Leadership Professional Climate	78%	83%	85%	79%
Teacher Leadership	77%	79%	80%	77%
Managing Student Conduct	78%	75%	75%	73%
Instructional Practices and Support	79%	81%	80%	80%
Professional Development	68%	72%	70%	66%
Time	60%	60%	59%	53%
Facilities and Resources	81%	80%	74%	68%
Community Support and Involvement	78%	75%	73%	70%
District Supports	89%	88%	92%	87%
General Reflection	82%	82%	83%	87%

<b>TLCC Survey 2020-2021 – Areas of Interest by Question</b>	<b>2024</b>	<b>2022</b>	<b>2020</b>	<b>2018</b>
Facilities and Resources – Our school is a safe place to work.	90%	92%	91%	94%
Managing Student Conduct – This school is a good place for students to learn.	86%	86%	86%	91%
Overall Reflection – I would recommend this school as a good place to work.	87%	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 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**

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 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 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 2024 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. In 2024, the Safety, Security, and Emergency Services (SSES) Department led the start of year training on emergency procedures for schools in the District. With support from the SSES department school administrators oversee the scheduling and completion of all hazard 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 SSES 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. Staff also 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.

Reunification planning and training continues to be a priority in the district. During the summer of 2022, the District Emergency Response Team (DERT) participated in a walkthrough of the Adams County Fairgrounds so leaders in the District could see what reunification would look like in the event of an off-site evacuation and reunification was required. In the fall of 2022, two functional reunification exercises were conducted to train and practice the Standard Reunification Method (SRM) at the Bob Sakata Education Campus. Since the completion of those exercises, efforts to improve and continue the development of reunification plans have continued. A tabletop exercise with reunification leadership team members was conducted in the

spring of 2023. Additionally, a member of the Safety, Security, and Emergency Services Department participated in a reunification training and exercise led by the I Love U Guys Foundation in the summer of 2023. The reunification team list is updated on an annual basis, and training sessions for reunification team members are being planned for the spring of 2025, with plans to conduct functional exercises in the fall of 2025.

The 27J Communications Department and Safety, Security, & Emergency Services Department have worked 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 templates continue to evolve and be improved upon as new events arise. The Emergency Alerts Center on the 27J Schools website is used frequently to provide information about incidents to families. Additionally, two safety forums were held in October to facilitate parent engagement on safety topics.

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 widespread 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 2024, additional digital radios were distributed to all schools to improve radio transmission quality.

Training for members of School Emergency Response Teams (SERT) and SERT members occurs on an annual basis. SERT members are expected to review emergency response protocols and roles with administrators annually. Additionally SERTs can participate in tabletop exercises led by administrators or the Emergency Preparedness Specialist who supports the school. DERT training happens each fall in conjunction with a tabletop or functional exercise. In 2024, the DERT participated in a functional exercise to practice emergency response to a large-scale incident impacting multiple schools. The lessons learned from the exercise will guide updates to plans in the spring, with training for DERT members to follow.

School Emergency Response Team (SERT) members and designated District Emergency Response Team (DERT) members are also 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.

Lastly, in 2024, more staff will participate in Crisis Prevention Institute (CPI) training to ensure they know how to verbally and physically de-escalate students in crisis. Staff is trained in CPI including SSN paras and teachers, autism center teachers and paras, select SPED staff, administrators, and Campus Supervisors. Training in CPI is ongoing during the 2024-2025 school year.

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 2024, 27J school-based employees were requested to fill out a survey about school safety. 1,093 staff members across all schools filled out the survey compared to 791 respondents in 2023.

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

- 98.1% strongly agree / agree that they know what to do to keep themselves and their students safe as compared to 93.7% in 2023.
- 94% strongly agree / agree that the SRO or SSG at their school keeps students and staff safe as compared to 84.6% in 2023.
- 91.2% strongly agree / agree that the passage of the Mill Levy Override had a positive impact on the safety and security of their school as compared to 85.4% in 2023.

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**