Monday, September 11, 2023
Board of Education Work Session

APPLETON AREA SCHOOL DISTRICT
BOARD OF EDUCATION WORK SESSION
Scullen Leadership Center
131 E. Washington Street, Suite 1A
Appleton, WI 54911
Time: 4:00 PM

Board of Education Work Sessions are not broadcast via live stream but are open to the public unless otherwise noticed. Any special needs or any requests for accommodations related to accessing the meeting should be sent to Kayla Malott, at malottkayla@aasd.k12.wi.us or (920) 852-5300 ext. 60111, at least 24-hours in advance of the meeting.

1. Meeting Opening

Subject	**A. Roll Call**
Meeting	Sep 11, 2023 - Board of Education Work Session
Category	1. Meeting Opening
Type	Discussion, Information, Report

2. Report to the Board (OE-8.2: Provide for the Board, in a timely manner, information about trends, facts and other information relevant to the Board's work.)

Subject	**A. Seclusion and Physical Restraint Report, 2022-23 School Year**
Meeting	Sep 11, 2023 - Board of Education Work Session
Category	2. Report to the Board (OE-8.2: Provide for the Board, in a timely manner, information about trends, facts and other information relevant to the Board's work.)
Type	Discussion, Information, Report

Exectuive Director of Special Education, Amy Steiner, will present the Seclusion and Physical Restraint Report for the 2022/2023 School Year.

File Attachments
Annual Seclusion and Restraint Update.pdf (985 KB)

3. Monitoring Reports (OE-8.1: Submit required monitoring data in a thorough, accurate and understandable fashion, according to the Board's annual work plan schedule.)

Subject	**A. Monitoring Report: OE-3 Treatment of Stakeholders**
Meeting	Sep 11, 2023 - Board of Education Work Session
Category	3. Monitoring Reports (OE-8.1: Submit required monitoring data in a thorough, accurate and understandable fashion, according to the Board's annual work plan schedule.)
Type	Discussion, Information

Superintendent, Greg Hatjes, will present the Monitoring Report: OE-3 Treatment of Stakeholders

File Attachments
OE-3 Treatment of Community Stakeholders .pdf (445 KB)

Subject	**B. Monitoring Report: OE-4 Personnel Administration**
Meeting	Sep 11, 2023 - Board of Education Work Session
Category	3. Monitoring Reports (OE-8.1: Submit required monitoring data in a thorough, accurate and understandable fashion, according to the Board's annual work plan schedule.)
Type	Discussion, Information

Chief Human Rescoures Officer, Julie King, will present the Monitoring Report: OE-4 Personnel Administration

File Attachments
OE-4 Personnel Administration.pdf (535 KB)

4. Adjourn

Subject	**A. Adjournment of Work Session**
Meeting	Sep 11, 2023 - Board of Education Work Session
Category	4. Adjourn
Type	Information, Procedural

Annual Seclusion and Restraint Update 2022-2023

APPLETON AREA
SCHOOL DISTRICT

ACT 118

Act 118 prohibits the use of seclusion and physical restraint except when a student's behavior presents a **clear, present, and imminent risk to the physical safety of the student or others and is the least restrictive intervention feasible**.

Seclusion and physical restraint are defined as follows:

Seclusion: the involuntary confinement of a student, apart from other students, in an area from which the student is *physically prevented* from leaving.

Physical restraint: a restriction that immobilizes or reduces the ability of a student to freely move his or her torso, arms, legs, or head.

AASD Process Overview

May - August -

- Six additional staff received training to become a certified NCI trainer

August -

- Seclusion and Restraint Update to administrators
- Safety Check walkthroughs

September -

- All staff review our seclusion/restraint policy as part of our annual mandatory training

September - June -

- Initial Certification Training -4 per year
- Recertification Training for each site embedded into PD days
- Refresher Trainings - 2 per year at each site
- Associate Director, PSTs, behavior coaches work with sites and staff to support students that are struggling behaviorally

New Trainers

Returning NCI Trainers:

- Melissa Toshner (Associate Director of Special Education - Elementary)
- Cheryl Klinger (Retired AASD Administrator)
- Joe Bernhardt (Associate Principal - Einstein Middle)

New NCI Trainers:

- Stephanie Desens (Dean - North High)
- Jared Stanley (Associate Principal - Wilson Middle)
- Jennifer Hopfensperger (Dean - McKinley Elementary)
- Cathy Porter (Dean - Jefferson Elementary)
- Jake Larsh (Associate Principal - Kaleidoscope Academy)
- Christine Winkler (SPED PST - Elementary)

Training and Support

Site

Schedule of NCI training

- Initial (7 hours in person)
- Recertification (Blended online and in person)
- Refreshers (2x per school year)
    - Policy, expectations, questions, scenarios

Student

Staff collaboration with Associate Director, Program Support Teacher, Behavior Coach

- Problem Solving
- FBA / BIP
    - After two incidents of seclusion or restraint for a student with a disability, the IEP team meets to review/revise BIP
- Develop a plan to teach appropriate skills
- Debrief Meeting - Focus on prevention

Staff Trained

	2018-19	2019-20**	2020-21	2021-22	2022-23
Teachers / Student Services Staff	161	95	138	184	153
Paraprofessionals	118	98	113	114	104
Administrators /Non-Teaching Leadership (PST, Deans, etc)	38	4	40	27	41
Secretaries	0	0	0	3	10
4K Community Providers	4	10	6	4	
Totals	**321**	**207**	**297**	**332**	**308**

**2019-20: There were no NCI trainings held between March and June due to COVID-19.

2022-2023 Data

Data, as required by Act 118 is provided for **2022-23 school year**:

	Number of incidents of seclusion only	Number of students who were involved in incidents of seclusion	Number of incidents of physical restraint only	Number of students who were involved in incidents of physical restraint
Students with Disabilities (504/IEP)	264	59	93	60
Students without Disabilities	49	17	14	14
Total	313	76	107	74

Yearly Comparison

Data, as required by Act 118 is provided for 2022-23 school year:

	Number of incidents of seclusion only	Number of students who were involved in incidents of seclusion	Number of incidents of physical restraint only	Number of students who were involved in incidents of physical restraint
Students with Disabilities (504/IEP)	264	59	93	60
Students without Disabilities	49	17	14	14
Total	313	76	107	74

Data, as required by Act 118 is provided for 2021-22 school year:

	Number of incidents of seclusion only	Number of students who were involved in incidents of seclusion	Number of incidents of physical restraint only	Number of students who were involved in incidents of physical restraint
Students with Disabilities (504/IEP)	242	64	99	59
Students without Disabilities	35	12	9	8
Total	277	76	108	67

Data, as required by Act 118 is provided for 2020-21 school year:

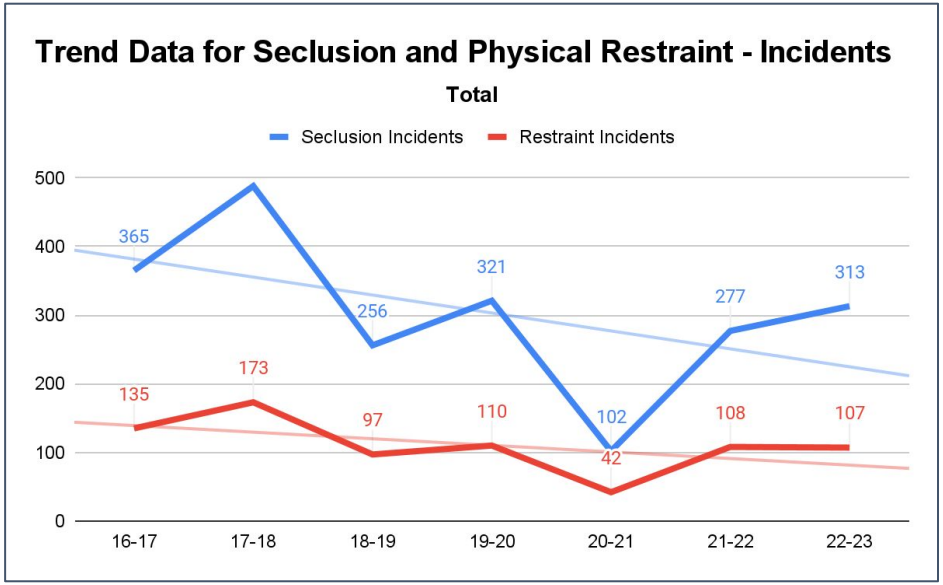
	Number of incidents of seclusion only	Number of students who were involved in incidents of seclusion	Number of incidents of physical restraint only	Number of students who were involved in incidents of physical restraint
Students with Disabilities	98	40	37	21
Students without Disabilities	4	4	5	5
Total	102	44	42	26

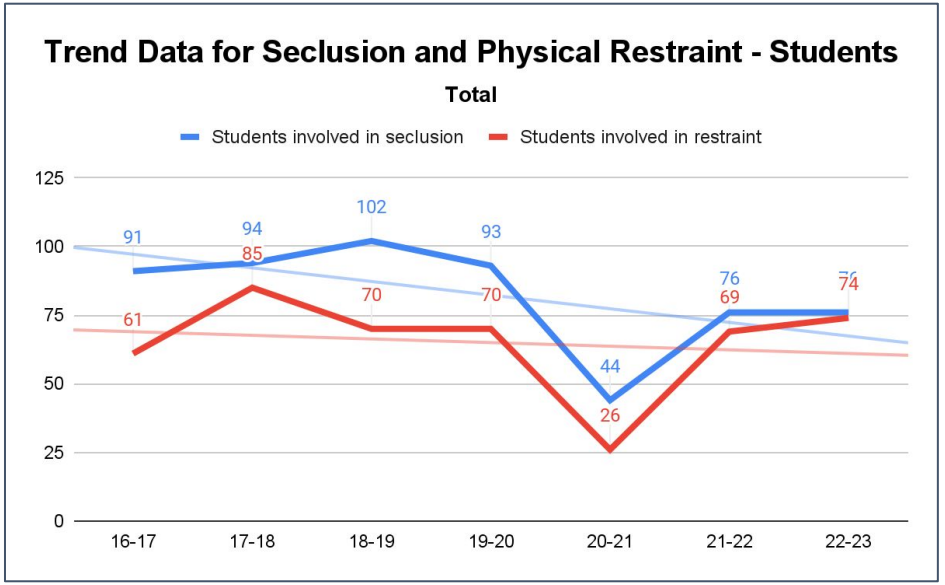
Data reported under Act 118 in the 2019-20 school year:

	Number of incidents of seclusion only	Number of students who were involved in incidents of seclusion	Number of incidents of physical restraint only	Number of students who were involved in incidents of physical restraint
Students with Disabilities	304	83	94	57
Students without Disabilities	17	10	16	13
Total	321	93	110	70

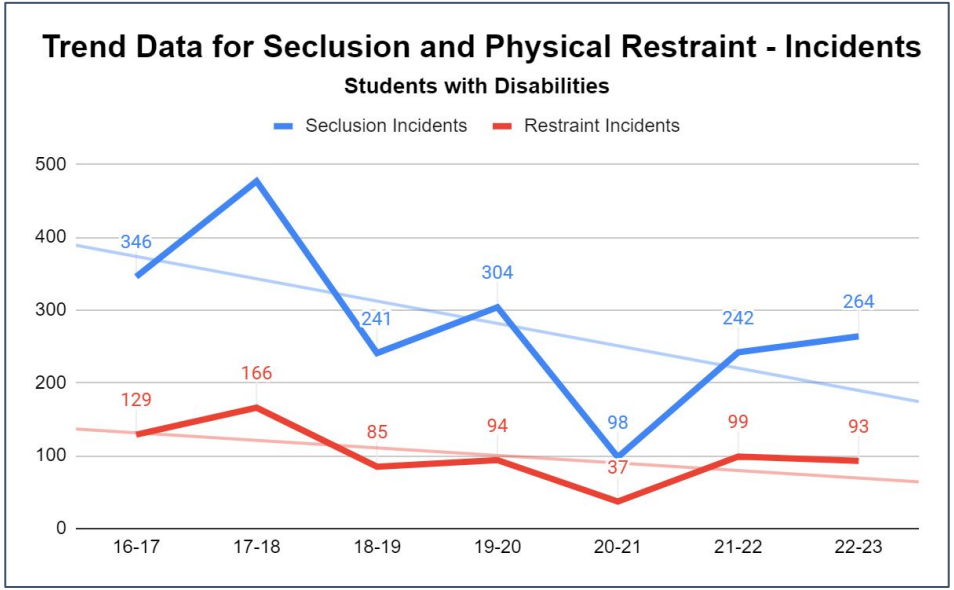
Comparison Data by Year

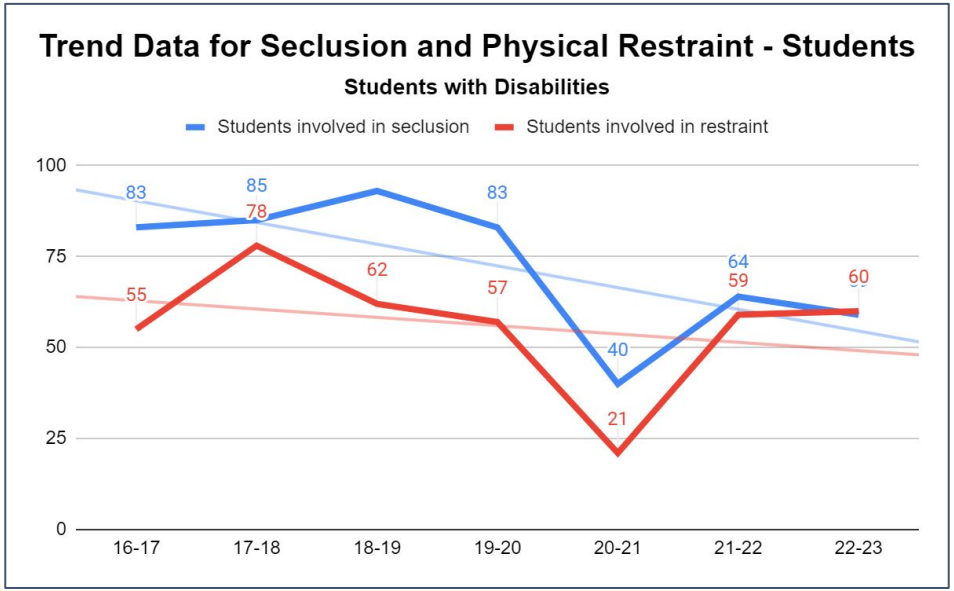
Trends - Totals



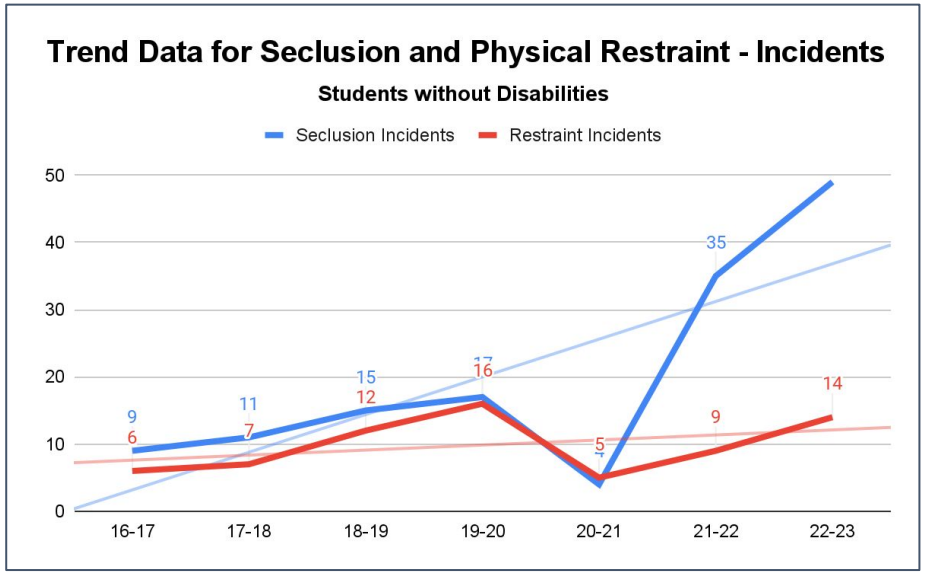


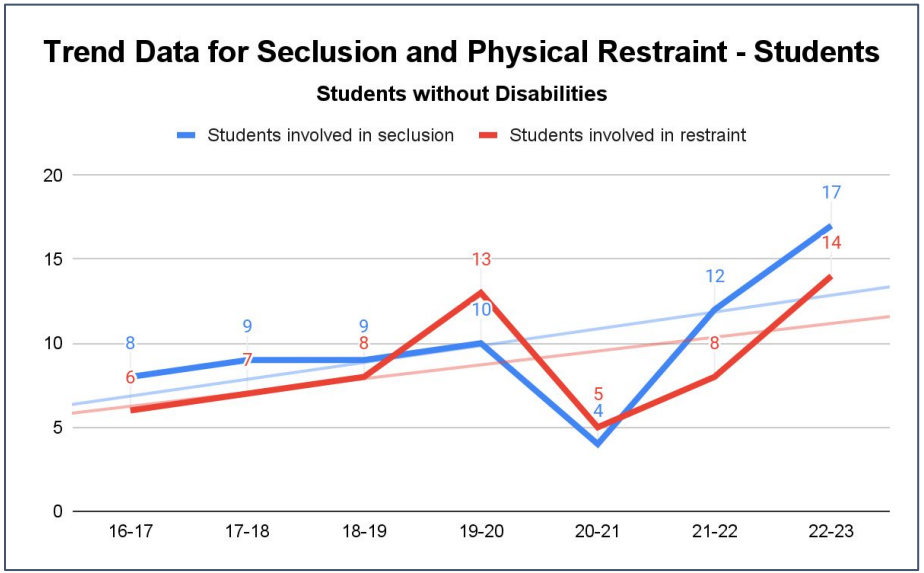
Trends - Students with Disabilities





Trends - Students without Disabilities





This Year

- Increase the number of certified trainers
  - 6 additional staff
- Increase access and availability of training
  - During PD at their school site
- Increase staff training for verbal de-escalation
  - Multiple school sites have requested all staff training
- Proactive Measures
  - Instructional Response to Behavior
  - Behavior Audit
    - Coaching cycles with Supportable Solutions
  - Increase use of sensory tools universally
  - Dedicated sensory /regulation spaces

Success for Every Student, Every Day

Appleton Area School District
Operational Expectations Monitoring Report
OE-3 Treatment of Community Stakeholders

SUPERINTENDENT CERTIFICATION:

With respect to Operational Expectations Policy OE-3, Treatment of Community Stakeholders, the Superintendent certifies that the following information is accurate and complete, and that the Organization is:

__X__ **Compliant**

_____ **Compliant with the exceptions noted:**

_____ **Non-Compliant**

Compliant Indicators	Noncompliant Indicators
8	0
Total Indicators: 8	

Executive Summary/Analysis:

The three operational expectations included in OE 3 are distinctly different from one another. The first expectation pertains to confidential student information and is overseen by our Technology Services department. We continue to increase our vigilance in this area through additional technology and staffing.

The second expectation pertains to formal complaints of a concern for discrimination and/or harassment. Mike Hernandez and his Student Services office have improved our response procedures, which have led to more proactive responses when alerted to a harassment or discrimination concern.

The third expectation pertains to maintaining District and school environments that are welcoming and respectful. Two surveys that were administered this year showed extremely positive results.

Notes or exceptions, if any:

_____

_____

_____

Signed: _____ Date: _____
Superintendent

BOARD ACTION:

With respect to Operational Expectations Policy OE-3, Treatment of Community Stakeholders, the Board finds that the organization is:

_____ **Compliant**

_____ **Compliant with the exceptions noted:**

_____ **Non-Compliant**

Summary Statements of the Board, if any:

_____

_____

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_____

Signed: _____ Date: _____
Board President

Document submitted: _____Re-submitted: _____

OE – 3 Treatment of Community Stakeholders
The Superintendent shall maintain an organizational culture that treats parents/guardians and citizens with respect and courtesy.

SUPERINTENDENT Interpretation:

The Board values having an organization where parents/guardians and citizens are treated in a professional manner whenever they interact with district staff, and their concerns are addressed with empathy and sincere consideration.

- **Organizational culture** shall mean the professional expectations and practices as outlined in the employee handbook and district/school policies that guide staff interactions and decisions.
- **Parents/guardians and citizens** shall mean persons who have an interest in the success of their children and/or the overall success of the District.
- **Respect** shall mean acting in ways that show individuals that they and their opinions are valued.
- **Courtesy** shall mean speaking and behaving toward others in a polite and professional manner.

OE – 3.1 The Superintendent will protect confidential information.

SUPERINTENDENT Interpretation:

- **Protect** shall mean to prevent unapproved access to confidential student information under the custody and control of the District.
- **Confidential information** shall mean protected District or personal information related to students not typically expected to be shared for any reason.

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**
We will know we are compliant when:		
3.1.1- As verified by the Tech Services Student Privacy Checklist, there have been no breaches of our data systems that result in an outside entity gaining unauthorized access to confidential student information under the custody and control of the District.	**X**	
3.1.2- There is no unauthorized release of confidential student information in the District as evidenced by the lack of formal written complaints resulting from such release as documented through records kept by the Office of the Superintendent or designee.	**X**	
3.1.3- There is no favorable (Claimant prevails over District) grievance or legal action for unauthorized release of confidential student information as documented through records kept by the Office of the Superintendent or designee.	**X**	

SUPERINTENDENT Evidence of Compliance:

3.1.1 - The Technology Services Department verified that there have been no breaches of our data systems resulting in unauthorized access to confidential student information. Additionally, Tech Services has created a student privacy checklist that will be monitored by the Executive Director of Operations on an annual basis.

3.1.2 - No formal written complaints resulting from a release of student information were received during the 2022-2023 school year.

3.1.3 - No grievance or legal action for unauthorized release of confidential student information was filed against the Appleton Area School District during the 2022-2023 school year.

OE – 3.2 Effectively handle formal complaints.

SUPERINTENDENT Interpretation:

- **Effectively handle** shall mean to abide by established procedures as outlined in applicable district/school policies to address concerns as necessary and resolve such concerns with a defined course of action.
- **Formal complaint** shall mean a formal written statement of a concern for discrimination and/or harassment received by administration or concerns handled through the Department of Public Instruction and/or the Office of Civil Rights.

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**
We will know we are compliant when:		
3.2.1- Formal complaints received from parents or guardians involving students are resolved appropriately as documented in records kept by the Student Services Office, per the requirements of the Wisconsin Department of Public Instruction's Pupil Nondiscrimination and Education Equity Report, which takes into account the nature of the complaint.	**X**	
3.2.2- Formal complaints involving students received by the Wisconsin Department of Public Instruction or the Office of Civil Rights are resolved with no corrective action required by the District as documented by the Student Services Office.	**X**	
3.2.3- If the District is directed to take corrective action by the Department of Public Instruction or the Office of Civil Rights, completion of the requirement(s) will be documented by the Student Services Office.	**X**	

SUPERINTENDENT Evidence of Compliance:

3.2.1 - The two formal complaints involving students, one of which was received from a parent and the other from a staff member, were resolved appropriately.

3.2.2 - There were no formal complaints involving students received by the Office of Civil Rights.

3.2.3 - No corrective actions were required.

OE – 3.3 Create and maintain organizational commitment to:
a. Individual differences of opinion
b. Including people in decisions that affect them
c. Open and honest communication at all levels
d. Open, responsive and welcoming conditions throughout the district.

SUPERINTENDENT Interpretation:

- **Create and maintain** shall mean faithfully encourage and foster.
- **Organizational commitment** shall mean staff consistently follow the professional expectations and practices as outlined in the employee handbook and district/school policies that guide staff interactions and decisions.
- **Individual differences of opinion** shall mean input from stakeholders with differing perspectives.
- **Including people** shall mean staff use reasonable means to seek input from others.
- **Decisions that affect them** shall mean decisions that could impact people directly or indirectly.
- **Open and honest** shall mean that staff will not knowingly hide information from or provide misinformation to stakeholders.
- **Open, responsive and welcoming conditions** shall mean parents/guardians and citizens will experience a sense of belonging within a safe and inclusive environment.
- **Throughout the District** shall mean all classrooms, programs, facilities, and events held within or sponsored by the District.

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**
We will know we are compliant when:		
3.3.1- Family Engagement Survey results show that 70% of family respondents agree that their family is treated with respect.	**X**	
3.3.2- Results from a random annual survey sample of District residents will show that a majority of respondents who interacted with District staff indicated that they felt welcomed and were treated with respect.	**X**	

SUPERINTENDENT Evidence of Compliance:

3.3.1 - Our Family Engagement Survey was administered to all parents/caregivers with a child in the district in April of 2023. 2,845 responses were received, with 2,488 (**88%**) respondents agreeing or strongly agreeing with the statement, “My family is treated with respect at this school.”

3.3.2 - Our first attempt at surveying District residents began in mid-August and will finish at the end of September. At this time, **75%** of the 295 respondents responded yes to the question, “During your interactions with the Appleton Area School District, have you felt welcomed and were you treated with respect.”

Success for Every Student, Every Day

Appleton Area School District
Operational Expectations Monitoring Report
OE-4 Personnel Administration

SUPERINTENDENT CERTIFICATION:

With respect to Operational Expectations Policy OE-4, Personnel Administration, the Superintendent certifies that the following information is accurate and complete, and that the Organization is:

_____ **Compliant**

__X__ **Compliant with the exceptions noted:**

_____ **Non-Compliant**

Compliant Indicators	Noncompliant Indicators
18	2
Total Indicators: 20	

Executive Summary/Analysis:

Evidence collected indicates the District adheres to established hiring practices to ensure high quality staff, protocols to ensure the safety of students, and processes that are compliant with employment law, district policy and expectations. The Human Resources Department continues to strive to support the retention and recruitment of qualified talent in a changing labor market through the implementation of HR systems and processes, providing excellent service, implementation of efficient technology, and continued innovation.

Of the 20 OE indicators under Personnel Administration all but two (2) are compliant, (OE 4.11.1) qualifications of candidate and (OE 4.13.1) a question from the Employee Engagement Survey.

Notes or exceptions, if any:

Commitment to Improve: The two targeted areas for improvement due to indicators not "in compliance" are as follows:

1. ***OE Indicator 4.11.1: All professional educators and administrators will be appropriately licensed by the Wisconsin Department of Public Instruction (DPI) as evidenced by HR records.***

   The Human Resources Department has steps in place for compliance of this indicator. The non-compliance issue this year has been analyzed and the following actions are in place for the 2023-2024 school year:

   - As DPI license updates are sent to the employee and not the employer, an additional follow-up with educators who have pending license applications and their supervisor has been added.
   - Human Resources will provide additional training for administrators on the requirements for identified unique licenses.

2. ***OE Indicator 4.13.1: 70% of employees responded that they feel they have been included in decisions that affect them on the Employee Engagement Survey.***

   The data for this indicator has improved from 57% (2022) to 64% (2023). As part of the annual Scorecard and Employee Engagement Survey process, the AASD Administration is committed to continuous improvement. This includes continuing to solicit employee feedback, develop action steps, take actions to improve, round with employees, and measure improvement. Leadership Team members work with administrators to develop plans to impact the topics outlined in the questions above and provide professional growth opportunities for administrators.

Signed: _____ Date: _____
Superintendent

BOARD ACTION:

With respect to Operational Expectations Policy OE-4, Personnel Administration, the Board finds that the organization is:

_____ **Compliant**

_____ **Compliant with the exceptions noted:**

_____ **Non-Compliant**

Summary Statements of the Board, if any:

_____

_____

_____

Signed: _____ Date: _____
Board President

Document submitted: _____Re-submitted: _____

OE –4 Personnel Administration

The Superintendent shall assure the recruitment, employment, development, evaluation and compensation of district employees in a manner necessary to enable the district to achieve its ***Results*** policies.

SUPERINTENDENT Interpretation:

The Board values all district employees and the contributions each one makes to achieving the Results. The Board also recognizes the importance of recruiting, employing, and retaining the best employees for our district. The Board values investing in employees, both financially and in their ongoing development, as a means to achieve our Results and maintain effective and high-quality personnel.

- **Recruitment** shall mean to attract and select the most highly qualified candidates to contribute to a safe, welcoming, and inclusive work environment for the purpose of student success.
- **Employment** shall mean work defined by the District for anyone who receives monetary compensation for services rendered excluding contracted services.
- **Development** shall mean providing staff with orientation, mentoring, coaching, and/or professional development that enables employees to strengthen their knowledge, skills, and ability to perform their assigned position or advance within the organization.
- **Evaluation** shall mean a fair, credible, effective, and consistent process that assesses the effectiveness of the employee's performance that provides feedback, recognition, and applicable support to facilitate continuous improvement and growth.
- **Compensation** shall mean salary or wages and benefits.
- **District employee** means anyone who receives compensation in exchange for services.
- **Results policies** shall mean outcomes as defined in R-01.

OE – 4.1 The Superintendent will assure that no person is employed by the district without first clearing thorough background inquiries and checks.

SUPERINTENDENT Interpretation:

- **Background checks** (for employees) shall mean utilizing a criminal background check vendor (Background Investigation Bureau - BIB) which includes county court records, state repository records, federal records, Criminal Records Database (CRD), national Sex Offender Registry, Security Watch list, and international records, CCAP, Wisconsin-Division of Law Enforcement Services (if applicable), and Department of Public Instruction (DPI) license verification.
- **Inquiries** for employees shall mean reference checks and verification of employment eligibility prior to hiring.

SUPERINTENDENT Indicators of Compliance: We will know we are compliant when: **4.1.1-** 100% of new employees hired have successfully cleared all applicable background checks and inquiries prior to their start date as documented by HR records.	**In Compliance** **X**	**Not in Compliance**

SUPERINTENDENT Evidence of Compliance:

4.1.1 - The Human Resources Department processed 638 background checks between August 24, 2022 and August 27, 2023. This includes 335 employee background checks for administrators, educators, and support staff and 303 background checks for substitutes, hourly and co-curricular. Each newly hired employee had a satisfactory background check prior to starting work.

OE – 4.2 The Superintendent will assure that no volunteer has unsupervised contact with students without first clearing reasonable background checks.

SUPERINTENDENT Interpretation:

- **Volunteer** shall mean an individual who provides a service without expectation of payment.
- **Reasonable background checks** (for volunteers) shall mean utilizing a criminal background check vendor (Background Investigation Bureau - BIB) which includes county court records, state repository records, federal records, Criminal Records Database (CRD), National Sex Offender Registry, Security Watch list, and international records, CCAP, Wisconsin-Division of Law Enforcement Services (if applicable).
- **Contact** shall mean any opportunity for which a volunteer has to be with students.
- **Unsupervised contact** shall mean contact with a student without Appleton Area School District staff present to supervise or monitor activities.

SUPERINTENDENT Indicators of Compliance: We will know we are compliant when: **4.2.1-** Satisfactory background checks are completed for all volunteers who have unsupervised contact with AASD students as documented by School Services records.	**In Compliance** **X**	**Not in Compliance**

SUPERINTENDENT Evidence of Compliance:

4.2.1 - During the period of August 31, 2022 - August 10, 2023, the internal control processes verified that no person filling a volunteer position was permitted to have unsupervised contact with AASD students as documented by School Services and Volunteer Services without having successfully cleared all background checks listed in this interpretation. The School and Volunteer Services processed 538 volunteer background checks during this period in which 14 “did not meet guidelines" for unsupervised contact with AASD students as a volunteer.

OE – 4.3 The Superintendent will select only highly qualified and the best-suited candidates for all positions.

SUPERINTENDENT Interpretation:

- **Highly qualified** shall mean for those positions that require a credential that the individual holds a valid teaching license or certification in a specified area and have the necessary experience, skills, and competencies expressed in the job description validated through the selection process.
- **Best-suited** shall mean the candidate selected for any position in the District meets the criteria of the position, and expectations of the hiring administrator, Chief HR Officer and/or Superintendent, is a good “fit” for the position, and who is also within the district’s salary range.

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**
We will know we are compliant when: **4.3.1-** The internal process for hiring includes the following performance data inputs: application, credentials (resume, letters of reference, or certifications), screening process, interview, and reference checks as documented through HR records.	**X**	

SUPERINTENDENT Evidence of Compliance:

4.3.1- The internal process for hiring includes performance the data inputs as follows:

- Credentials: Application and resume (all candidates), cover letter and three (3) letters of recommendation (only applicable groups), Transcripts (educators, administrators, and ESSA paraprofessionals)
- Candidate Screening process
- Licensure verification (if applicable)
- Interview
- Reference checks

All applicants must apply through Frontline, an online, paperless recruitment and application system, which includes completing the application, written responses, and attesting to the accuracy of information within application materials. Administrators are trained on the AASD

Administrative Hiring Protocols that outline the requirements of all components of the hiring process. The Frontline system has a built-in workflow process including checks to ensure consideration of inputs and fidelity of the hiring process.

OE – 4.4 The Superintendent will actively recruit employees who reflect the diversity of the student population.

SUPERINTENDENT Interpretation:

- **Actively recruit** shall mean advertising positions and outreach designed to attract diverse candidates.
- **Diversity of student populations** shall mean the characteristics in terms of gender, sexual orientation, race, age, ability, socioeconomic status, and language represented in the Appleton Area School District student population.

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**
We will know we are compliant when:		
4.4.1- HR records show evidence of advertisements and outreach to diverse candidates.	**X**	
4.4.2- The number of diverse candidates will increase to better reflect the AASD school community as evidenced by HR records.	**X**	

SUPERINTENDENT Evidence of Compliance:

4.4.1- Applicants self-identify their demographic information by completing an Equal Employment Opportunity (EEO) form through Frontline. This information is gathered by the District for the purpose of diversifying the AASD workforce. As the process is voluntary, it is challenging to accurately determine the demographics of candidates applying to the District to determine whether our number of diverse candidates are increasing to better reflect the AASD school community.

There have been extensive efforts in advertisements and outreach to diverse candidates:

- Human Resources continues to advertise and outreach to applicant pools beyond Appleton as documented and tracked in the Frontline (Proactive Recruiting) system. As evident by the 200,331 job postings sent to nationwide and international candidates. In addition, specific Proactive Recruiting campaigns for some positions included targeted outreach to more diverse areas of the state (i.e. Milwaukee, Racine, Kenosha and Madison) for select vacancies.
- Human Resources and AASD Leadership continue to collaborate with the U.S. Venture, LEAVEN, Outagamie County (CAP Program), the New North Equity, Diversity,

and Inclusion (EDI) K-12 Task Force, and the AASD Diversity, Equity and Inclusion Department in an effort to support and source diverse candidates.

- Human Resources sponsors an annual launch event for all AASD students interested in the educational field. Prior to the event HR collaborates with high school, DEI and staff panelists to outreach to diverse students. As a result, there has been an increasing number of diverse student participants.
- Several introductory meetings with HR administrators were held with potential candidates of color referred by other employees or community organizations, which resulted in hiring candidates of color.
- The HR Talent Acquisition and Retention Specialist has contacted community ethnic and cultural centers and associations with job fairs and posting information.

4.4.2- Human Resources transitioned last year to using Frontline for the efficient collection and reporting of EEO demographic information. As a result, the District has seen an increase in the number of candidate in the following self-selected, demographic groups from 2022 to 2023:

- Asian or Pacific Islander candidates from 3.1 % (36 applicants) to 3.7% (71 applicants)
- Black/African American candidates from .8% (10 applicants) to 1.5% (28 applicants)
- Latino candidates from 3.1% (37 applicants) to 3.6% (70 applicants)

OE – 4.5 The Superintendent will administer clear personnel rules and procedures for employees.

SUPERINTENDENT Interpretation:

- **Administer** shall mean to supervise or oversee that personnel rules and procedures are followed.
- **Clear** shall mean personnel rules and procedures are communicated, easily understood, and accessible to employees.
- **Rules and procedures** shall mean the applicable laws, Board, and District policies that communicate the employment expectations for all District personnel.

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**
We will know we are compliant when: **4.5.1-** 95% of employees annually acknowledge their understanding and review of the Employee Handbook that details and communicates personnel rules and procedures as evidenced through HR records.	**X**	

SUPERINTENDENT Evidence of Compliance:

4.5.1- For the 2022-2023 school year 2645/2701 staff- 98% (including substitutes, coaches, PT/FT staff, etc.) indicated they completed the "2022-23 Annual Staff Policy and Handbook Review."

All district employees are registered in the Frontline system for the Annual Staff Policy and Handbook Review and acknowledge their understanding and review of the information electronically. The training includes personnel rules and procedures documented in the Employee Handbook as well as policies the District is legally required to provide to staff on an annual basis. In addition,

- The Employee Handbook is accessible to employees via the employee website.
- New staff are provided an overview of the Employee Handbook as part of their employment offer and highlights are reviewed during new staff orientation.

OE – 4.6 The Superintendent will effectively handle formal complaints and concerns.

SUPERINTENDENT Interpretation:

- **Effectively handle** shall mean investigate promptly, accurately with consideration and professionalism, with appropriate corrective action taken when warranted.
- **Formal complaints and concerns** shall mean formal, written personnel complaints or grievances related to sexual harassment, discrimination claims, handbook violations, Board and District policies and procedures, and possible violations of state and federal laws.

SUPERINTENDENT Indicators of Compliance: We will know we are compliant when:	**In Compliance**	**Not in Compliance**
4.6.1- 100% of formal written employee complaints and grievances are resolved or handled in accordance with District policy and associated Employee Handbook policies as documented in HR records.	**X**	
4.6.2- No administrative or judicial entity with the authority to make rulings in personnel cases finds the District in violation of the Equal Employment Opportunity Commission (EEOC) or the District's personnel rules and procedures as evidenced by records kept by the Superintendent's office.	**X**	
4.6.3- If the District is directed to take corrective action by the Equal Employment Opportunity Commission (EEOC); completion of the requirement(s) will be documented by the Human Resources Office.	**X**	

SUPERINTENDENT Evidence of Compliance:

4.6.1- There were nine formal written employee complaints submitted to the Human Resources Department for the 2022-2023 school year. All complaints were resolved or handled in accordance with District Policy and associated Employee Handbook policies as documented in HR records.

4.6.2- The District did not receive any rulings from administrative or judicial entities regarding case findings in violation of the Equal Employment Opportunity Commission (EEOC).

4.6.3- As a result, there were no corrective actions directed by the EEOC to implement.

OE – 4.7 The Superintendent will maintain adequate job descriptions for all staff positions.

SUPERINTENDENT Interpretation:

- **Maintain** shall mean to keep current, accurate, and available.
- **Adequate** shall mean job descriptions reflect the essential functions, knowledge, skills, and abilities of the responsibilities and tasks performed.

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**
We will know we are compliant when: **4.7.1-** All job descriptions are accessible internally via the intranet and externally attached to job postings as documented through HR records.	**X**	

SUPERINTENDENT Evidence of Compliance:

4.7.1- Since 2021 when the District transitioned to a new intranet for staff, approved job descriptions have been published for staff. In addition, vacancies posted on the District applicant website (Frontline) included a link to the AASD job description.

OE – 4.8 The Superintendent will protect confidential information.

SUPERINTENDENT Interpretation:

- **Protect** shall mean to secure, keep safe, and preserve employee confidential information. Access to employee information follows federal and state laws, including Health Insurance Portability and Accountability Act (HIPAA).
- **Confidential** shall mean protected District or personal information related to staff not typically expected to be shared for any reason.

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**
We will know we are compliant when: **4.8.1-** All documented reports of breach of confidentiality by any District staff member have been investigated and appropriate action taken as documented through HR records.	**X**	

SUPERINTENDENT Evidence of Compliance:

4.8.1- There were no employee complaints of a breach of confidentiality by a District staff member.

OE – 4.9 The Superintendent will assure that compensation and benefit plans attract and retain high quality employees by compensating employees, within available resources, in a manner consistent with the applicable marketplace, including but not limited to organizations of comparable size and type.

SUPERINTENDENT Interpretation:

- **Compensation** shall mean wages in the form of salary for exempt staff and hourly wages for non-exempt staff.
- **Benefit plans** shall mean health and other insurance, employee leave, wellness and similar programs to support employees in their personal lives.
- **High quality** shall mean those who are evaluated as effective or higher based on the District's evaluation criteria.
- **Within available resources** shall mean fiscally viable within the budget.
- **In a manner consistent with the applicable marketplace means** wages are reflective of those received for similar work in other school districts and businesses (where applicable).

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**

We will know we are compliant when:		
4.9.1- The District is competitive in the benefit package offered when compared to surrounding districts as evidenced by HR Benefits Study documents.	**X**	
4.9.2- The District maintains competitive compensation when compared to surrounding districts as evidenced by HR Compensation Study documents.	**X**	

SUPERINTENDENT Evidence of Compliance:

4.9.1- The District annually reviews the benefits package offered to employees to ensure it is competitive when compared to surrounding districts as evidenced by HR Benefits Study documents. Select members of the AASD District Leadership collaborate with benefits experts and our benefits consultants annually on benefits strategic planning that includes examining market trends with a focus on public sector employers. In addition, we meet monthly to monitor key indicators to gauge our plan performance and the progress of implementing strategies. In addition, the Human Resources Department gathers regional information to ensure competitiveness in the District's benefit package.

4.9.2- The District is competitive and within salary ranges when compared to the market for positions in the local area and comparative size school districts for specific positions. Annually, compensation is reviewed and as part of the process, Human Resources researches comparable school district compensation and provides information to the Board of Education. Every effort is made to maintain competitive compensation within the budget.

OE – 4.10 The Superintendent will be consistent with their own evaluation, evaluating all employee performance according to their contribution toward achieving the Board's Results policies and their compliance with the Board's Operational Expectations policies.

SUPERINTENDENT Interpretation:

- **Consistent with Superintendent Evaluation** shall mean that all employees are evaluated as aligned with the Results policies and in adherence to Operational Expectations.
- **Evaluating** shall mean assessing employee performance through observations, goal setting, and progress monitoring.
- **Compliance** shall mean district employees are assessed using appropriate evaluation instruments that include a focus on applicable Operational Expectations and Results.

SUPERINTENDENT Indicators of Compliance:	In Compliance	Not in Compliance
We will know we are compliant when: **4.10.1-** 100% of personnel are evaluated on cycle in accordance with AASD evaluation documents.	**X**	

SUPERINTENDENT Evidence of Compliance:

4.10.1- As evident in the MLP records for online evaluations and paper evaluation tracking, 100% of personnel were evaluated in accordance with evaluation documents.

OE – 4.11 The Superintendent will assure that all staff members are qualified and trained to perform the responsibilities assigned to them.

SUPERINTENDENT Interpretation:

- **Qualified** shall mean that district employees will meet district-determined criteria and that employees maintain the license, certification, or skills required by the position.
- **Trained** shall mean employees are prepared to accomplish work related tasks and that employees will work to continuously improve their knowledge, skills, and ability to perform their assigned position.

SUPERINTENDENT Indicators of Compliance:	In Compliance	Not in Compliance
We will know we are compliant when: **4.11.1-** All professional educators and administrators will be appropriately licensed by the Wisconsin Department of Public Instruction (DPI) as evidenced by HR records.		**X**

SUPERINTENDENT Evidence of Compliance:

4.11.1 - All professional educators and administrators are appropriately licensed by the Wisconsin Department of Public Instruction (DPI) as evidenced by HR records through the internal hiring process and the annual WISESTAFF auditing process. Personnel files include documentation of valid DPI licenses for these employee groups, with the exception of one educator. The unlicensed educator was qualified with the appropriate education and had applied for licensure, but did not complete the licensure requirements within DPI's timeline. The educator is DPI licensed For 2023-2024.

OE – 4.12 The Superintendent will maintain an organizational culture that positively impacts the ability of staff to responsibly perform their jobs and allows them to work in an environment of professional support and courtesy.

SUPERINTENDENT Interpretation:

- **Maintain** shall mean faithfully encourage and foster.
- **Organizational culture** shall mean the system of shared beliefs, values, and norms that influence employee behavior in the District.
- **Responsibly perform their jobs** shall mean fulfill their obligations and responsibilities outlined in the job description and meet the expectations of their supervising administrator.
- **Professional support and courtesy** shall mean a respectful workplace free of hostility and void of harassment and discrimination.

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**
We will know we are compliant when:		
4.12.1- Employee Engagement Survey results show that 70% of staff respondents agree that their principal/supervisor provides them with good processes and resources to do their jobs.	**X**	
4.12.2- Employee Engagement Survey results show that 70% of staff respondents agree that their principal/supervisor provides them with the support needed to accomplish their work objectives.	**X**	

SUPERINTENDENT Evidence of Compliance: ***EE 2023 Survey Results***

The District Employee Engagement Survey was administered to all employees in April of 2023.

4.12.1-Approximately 1,030 (53%) of employees responded to this question, with 782 (76%) respondents agreeing or strongly agreeing with the statement*, "My Building Administration or Department Supervisor provides me with good processes and resources to do my job."*

4.12.2-Approximately 1,030 (53%) of employees responded to this question, with 727 (71%) respondents agreeing or strongly agreeing with the statement, *"My Building Administration or Department Supervisor provides the support needed to accomplish my work objectives."*

OE – 4.13 The Superintendent will reasonably include personnel in decisions that affect them.

SUPERINTENDENT Interpretation:

- **Reasonably** shall mean when feasibly possible either by survey, focus groups, workgroups, or through employee relations.
- **Decisions that affect them** shall mean decisions that could impact people directly or indirectly.

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**
We will know we are compliant when: **4.13.1-** 70% of employees respond that they feel they have been included in decisions that affect them on the Employee Engagement Survey.		**X**

SUPERINTENDENT Evidence of Compliance:

4.13.1- The Employee Engagement Survey was administered to all employees in April of 2023. Approximately 1,030 (53%) of employees responded to this question, with 663 (64%) respondents agreeing or strongly agreeing with the statement, "My Building Administration or Department Supervisor consults with me on the decisions that affect my job".

Previous years data: 58% (2019) / no data (2020) / 56% (2021) / 57% (2022)

OE – 4.14 The Superintendent will establish reduction in force procedures that provide for attrition as the first line of staff reduction, provided that essential programs are not negatively impacted.

SUPERINTENDENT Interpretation:

- **Reduction in force** shall mean eliminating a position(s) without replacing the position resulting in a reduction of total Full Time Equivalencies (FTEs)
- **Procedures** shall mean practices.
- **Attrition** shall mean to not replace a vacancy that occurs from a resignation or retirement or dismissal of an employee.
- **Essential Programs** shall mean courses, programs or services required through board/district/school policies, state statute, or federal law.
- **Negatively impacted** shall mean eliminated or a reduction of services.

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**
We will know we are compliant when: **4.14.1-** There are written procedures that provide for attrition as the first line of staff reduction as documented in HR records.	**X**	

SUPERINTENDENT Evidence of Compliance:

4.14.1 - The Employee Handbook (p. 30) includes a written process, which states the following: *"In the implementation of staff reductions under this section, normal attrition resulting from employees retiring or resigning and requests for voluntary layoff will be considered."*

OE – 4.15 The Superintendent may not retaliate against any employee for initiating a legitimate complaint based upon an alleged violation of Board governing policy.

SUPERINTENDENT Interpretation:

- **Initiating** shall mean bringing a written complaint.
- **Retaliate** shall mean to act in revenge.
- **Legitimate complaint** shall mean a written statement of all claims that is neither fictitious nor false.
- **Alleged violations s**hall mean a claim of an infringement of policy or law that has not been confirmed or proven.
- **Board governing policy** shall mean written Board/District/School policies

SUPERINTENDENT Indicators of Compliance:	**In Compliance**	**Not in Compliance**
We will know we are compliant when: **4.15.1-** All formal written employee complaints reported (according to the district policies and procedures) to the Office of the Superintendent are investigated without any retaliation toward the reporting employee as evidenced by HR records.	**X**	

SUPERINTENDENT Evidence of Compliance:

4.15.1- No formal written employee complaints were reported involving retaliation towards the reporting employee.