



SUMMARY OF COMPLIANCE STATUS

SEPTEMBER 2026

SUPERINTENDENT CERTIFICATION

With respect to OE-4 *Personnel Administration* taken as a whole, the superintendent certifies that the proceeding information is accurate and complete, and the district is:

☒ In Compliance
☐ In Compliance, with Exception
☐ Not in Compliance

Summary Statement by Administration

Monitoring of operational expectation policies is part of the ongoing process of district performance evaluation and superintendent evaluation. This report includes an Areas of Focus for Continuous Improvement outlining new practices or protocols to be utilized for the next reporting timeframe and recommendations for suggested changes to Operational Expectations policies and/or indicators and interpretations. A Data Analysis on page 4 presents an administrative summary of the data. This report addresses 28 indicators of the superintendent's responsibility regarding general operations.

Progress Reporting Summary

In Compliance

- 4.1.1, 4.1.2
- 4.2.1
- 4.3.1
- 4.4.1, 4.4.2
- 4.5.1
- 4.6.1
- 4.7.1, 4.7.2
- 4.8.1, 4.8.2, 4.8.3, 4.8.4, 4.8.6
- 4.9.1, 4.9.2, 4.9.3, 4.9.4, 4.9.5
- 4.10.1, 4.10.2
- 4.11.1
- 4.12.1, 4.12.2, 4.12.3
- 4.13.1

In Compliance with Exception

- 4.8.5

Not In Compliance

- N/A

Areas of Focus for Continuous Improvement

Investing in Future Educators

- The **Peer-to-Peer Mentor Program**, the **Para-to-Teacher Pathway**, including Pre-Service Authorization candidates.

Promoting Personal Excellence

- Developing an increased focus on teacher resignation data and trends to better understand the factors influencing teachers' decisions to leave BPS and use those insights to identify targeted strategies that strengthen employee experience, address areas of concern, and improve teacher retention.



- In response to survey feedback, BPS continues to strengthen and refine its Mentor/Mentee Program to better support new teachers, foster meaningful professional connections, and improve retention within both our district and the teaching profession.
- Continuously review and enhance the Instructional Aide Learning Pathway to ensure professional learning remains relevant, meaningful, and responsive to staff needs, providing purposeful opportunities for growth, skill development, support, and recognition.
- Developed and implemented a Secretary Mentor/Mentee Program to provide new secretaries with meaningful guidance, connection, and ongoing support while creating leadership opportunities for experienced secretaries to share their expertise, strengthen their leadership skills, and contribute to the success and retention of colleagues.
- Substitute teacher training, recognition, recruitment and support.

Ensuring Learning Excellence

- Build upon the successful implementation of the **Marzano Focused Teacher Evaluation Model** by shifting our focus to **inter-rater reliability**, strengthening evaluator calibration and consistency in the application of the model's 23 evidence-based competencies. This next phase will promote shared expectations, consistent evaluation practices, and meaningful feedback that supports teacher growth, continuous improvement, and student achievement.

Summary

By prioritizing investments in future educators, intentional professional learning for all staff, and strengthening instructional excellence via Marzano, our district continues to strategically develop human capital. This aligns with our broader strategic objectives of fostering innovation, improving retention, and achieving sustained gains in student learning.

Signed: _____

Superintendent

Date: 9/14/2026



SCHOOL BOARD ACTION

With respect to OE-4 *Personnel Administration*, the Board:

- ☒ Accepts the report as fully compliant.
- ☐ Accepts the report as compliant with noted exceptions.
- ☐ Finds the district to be noncompliant.

Summary Statement/Motion of the Board

Those positions are our tough positions, and we've heard over the years about the turnover, especially with the custodians. I appreciate that we're taking steps to really try to bring the secretaries up to speed and give them some mentorship along the way.

Mr. Aukland moved to accept the Monitoring Report OE-4 *Personnel Administration* as fully compliant, seconded by Mrs. Peterson. Motion carried.

Signed: _____

Board President

Date: 9/14/2026

Data Analysis

All employees hired successfully cleared background checks according to the level of risk within their classification of employment with BPS.

Of all teachers hired, 100% met the definition of highly qualified as defined by the ND Education Standards and Practices Board.

All volunteer applicants successfully cleared all background checks for the 2025-2026 school year.

All employees and new hires have acknowledged receipt of negotiated agreements, handbooks, and required policy review for the 2025-2026 school year.

The salary and benefit negotiations resulted in salary increases of 2.62% for 2025-2026 and 2.5% for 2026-2027 for Teachers, Administrators and Professional Staff. The salary increase resulted in 3.2% and 3% for hourly staff as a part of phase three of the market analysis study.

As shown in Section 4.8, several employee groups met district turnover goals and remain in compliance: Administrators (2%), Teachers (5%), overall support staff (22%), Child Nutrition (27%), and Instructional Aides (29%). Conversely, secretarial and custodial staff are non-compliant, failing to meet the maximum allowable standard of 5% with turnover rates of 10% and 12%, respectively.

BPS continues to strengthen recruitment and retention efforts by implementing targeted strategies for hard-to-fill and critical positions. These efforts include implementing an experience-based hiring schedule and increasing salaries to remain competitive in the skilled trades market. BPS also completed a market study for school psychologists, resulting in adjustments to the salary schedule and the addition of three workdays to their annual work agreement to enhance competitiveness and support the recruitment and retention of qualified professionals.

All performance evaluations were 100% completed for all employment groups for the 2025-2026 school year. Five teachers and 14 support staff were not at proficient performance and are engaged in a performance improvement plan under the guidance of their supervising principal/supervisor.

All known complaints and grievances were resolved or handled in accordance with policy and negotiated agreements as applicable.

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.

Interpretation:

- **Recruitment** shall mean attract and select the most talented and diversified pool of candidates.
- **Employment** shall mean work defined by the District for anyone who receives monetary compensation for services rendered.
- **Development** shall mean providing staff with mentoring, coaching, and/or training that positively impacts student achievement and professional growth.
- **Evaluation** shall mean a fair, credible, effective, and consistent system and process that assesses the effectiveness of the employee and provides support and feedback to facilitate continuous improvement and growth.
- **Compensation** shall mean providing competitive and flexible salary placement and benefits to attract new and retain current employees.
- **District employee** means anyone who receives compensation in exchange for services.
- The Board's **Results** policy is defined in R-1.

Monitoring Report

The Superintendent Shall:

4.1 Assure that no person is employed by the district without first clearing thorough background inquiries and checks.

In Compliance

Interpretation: BPS works to hire the best possible candidate for each position. To this end, BPS will avoid hiring an individual who did less than satisfactory work in a previous position or who has a criminal history of serious concern.

- **Background inquiries and checks** BPS will probe multiple sources to undergo extensive background checks, as time and expense allows, using a consistent standard for each classification of employee. In addition, employment eligibility prior to hiring will be determined through the following, as appropriate for the position: Background Information Services, Inc. (BISI) results, North Dakota Department of Public Instruction (ND DPI), North Dakota Bureau of Criminal Investigation (BCI) credential and licensing verifications, reference checks, and verification.

Indicator			Finding
Indicator 1: Each newly hired employee will successfully clear her or his background check prior to the first day of work with BPS.			In Compliance
Evidence: 100% of newly hired employees successfully cleared background checks.			
Employee Type	Background Checks Completed	Hire Declined	
Total	523	7	
Indicator 2: The internal control processes verify that all employees hired between July and June of the fiscal year have successfully cleared all background checks according to the level of risk exposure in their employment classification, based on EEOC guidelines.			In Compliance
Evidence: 100% of new employees successfully cleared background checks according to the level of risk exposure in their classification of employment with BPS.			

The Superintendent Shall:

4.2 Assure that no volunteer has unsupervised contact with students without first clearing reasonable background inquiries and checks.

In Compliance

Interpretation: BPS needs and values the work provided by volunteers. BPS shall make all reasonable efforts to check for any criminal activity in the volunteer's past to protect our students and staff.

- **Reasonable background inquiries and checks** shall mean a professional background check results and fingerprinting prior to allowing a person to volunteer.
- **Contact** shall mean any opportunity a volunteer has to be with students under the direction of district personnel.

Indicator		Finding
Indicator 1: No person will fill a volunteer position as defined in Volunteer Policy KAAB without first satisfactorily passing a background check.		In Compliance
Evidence: A completed volunteer form is on file at the district office for all volunteers. 100% of volunteer applicants have successfully cleared all background checks.		
Background Type	Passed	Declined
Volunteers	578	0

The Superintendent Shall:

4.3 Select only highly qualified and the best-suited candidates for all positions.	In Compliance
Interpretation: The Board is interested in building the best quality staff and adding value to the team using procedures in Policies CAAB "Hiring Administrative Staff," DBAC "Recruitment, Hiring, and Background Checks for New Instructional Personnel," and DBAA "Recruitment, Hiring, and Background Checks for New Classified Personnel."	
<ul style="list-style-type: none"> • Best-suited shall mean the candidate selected for any position in the District meets or exceeds the minimum criteria of the position and the expectations of the hiring committee, director/principal, and/or Superintendent in order to find the best match possible for the team and for the particular role. • Highly qualified shall mean the candidate has the appropriate levels of experience, education, license, credential or certification needed for the position as well as completion of successful interview process, which may include a performance interview. 	

Indicator		Finding
Indicator 1: All classified staff, teachers, principals, and administrators hired met the baseline qualifications for their positions or had the proper waiver.		In Compliance
Evidence: 100% of classified staff, principals, and administrators hired have met the baseline qualifications for their positions. Of all teachers hired, 100% met the definition of highly qualified as defined by the ND Education and Standards & Practices Board upon hire.		

The Superintendent Shall:

4.4 Administer clear personnel rules and procedures for employees.	In Compliance
Interpretation: Clear rules and procedures, including what is expected of employees, how they will be evaluated, how they will know if their work is below expectations, and what the consequences will be are important in building a quality work force.	
<ul style="list-style-type: none"> • Administer shall mean to supervise or oversee that personnel rules and procedures are followed. • Clear shall mean personnel rules and procedures are communicated in writing. • Rules and procedures shall mean the applicable laws, Board, and District policies that communicate the employment expectations for all District personnel. 	

Indicator	Finding
Indicator 1: All employees have digital or paper access to the Negotiated Agreements, employee handbooks and required policies, required federal and state notices, and emergency flip charts, as the position requires.	In Compliance
Evidence: All BPS employees have access to the BPS website, Unified Talent Records, and iVisions. All agreements, employee handbooks, and required policies are available to them. All staff are required to acknowledge receipt of Negotiated Agreements and Handbooks annually. All employees are required to complete review of the required policies, Safety Program, and Notices of Federal Regulations within the Learn BPS program. 100% fully completed the policy review requirement.	
Indicator 2: Within 30 days of signing contracts or the beginning of the new school year or within two weeks of accepting employment, all district employees have signed and returned to Human Resources an acknowledgement form to affirm they received updated policies the district is legally required to provide to staff annually.	In Compliance
Evidence: Required documents sent to new hires through Unified Talent Records, 100% of all staff hired have completed all requirements for document review.	

The Superintendent Shall:

4.5 Effectively handle complaints and concerns.	In Compliance
Interpretation: An effective process for handling complaints and concerns is important. <ul style="list-style-type: none"> • Effectively handle shall mean investigate promptly, accurately with consideration and professionalism. However, “effectively” does not necessarily mean complainants will always be pleased with the complaint’s resolution. • Complaints and concerns shall mean grievances or questions related to sexual harassment, discrimination claims, contractual violations, Board and District policies and procedures, and possible violations of state and federal laws. 	

Indicator	Finding
Indicator 1: 100% of known complaints and grievances are resolved or handled in accordance with policy and Negotiated Agreements, as applicable.	In Compliance
Evidence: Bismarck Public Schools follows policy and negotiated agreements to address any complaints and grievances.	

The Superintendent Shall:

4.6 Maintain adequate job descriptions for all staff positions.	In Compliance
Interpretation: Employees and employers benefit from job descriptions that are well-designed and clearly written for each category of position and each unique position. Job descriptions are necessary for recruitment, hiring, developed, and evaluation. <ul style="list-style-type: none"> • Maintain shall mean to keep current and accurate. • Adequate shall mean job descriptions reflect the minimum qualifications, essential functions, knowledge, skills, and abilities of the responsibilities and tasks performed. 	

Indicator	Finding
Indicator 1: 100% of job descriptions will be available to employees and for use by administrators during the hiring and evaluation processes.	In Compliance
Evidence: All job descriptions are posted and available to all employees and administrators on the BPS website. Job descriptions are included in the posting of open positions.	

The Superintendent Shall:

4.7 Protect confidential information.	In Compliance
Interpretation: Central Office, as keepers of personnel information, must have uncompromising ethical principles and follow legal requirement for securing and protecting personnel files and information in the office setting as well as more informal settings. <ul style="list-style-type: none"> • Protect shall mean to secure, keep safe, and preserve employee confidential information. • Confidential shall mean access to employee information follows federal and state law, including Health Insurance Portability and Accountability Act (HIPAA). 	

Indicator	Finding
Indicator 1: During the fiscal year, there has been no report of a breach of confidential information by district staff.	In Compliance
Evidence: Zero reports of a breach of confidential information by district staff had been reported.	
Indicator 2: Any report of a breach of confidentiality by a staff member has been thoroughly investigated and appropriate action taken.	In Compliance
Evidence: Zero reports of a breach of confidential information by a staff member had been reported.	

The Superintendent Shall:

4.8 Assure that compensation and benefit plans attract and retain the highest 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.	In Compliance
Interpretation: The Human Resources Department will advise the Superintendent who shall advise the Board of appropriate compensation for employee groups, given the marketplace and projected revenue. Periodic studies of comparability should be conducted. <ul style="list-style-type: none"> • Competitive shall mean the District offers are as good as or better than others of a comparable nature. • A compensation plan shall mean District salaries and benefits are commensurate with or higher than equivalent positions when compared to similar school districts. • Highest quality in terms of attracting applicants shall mean a candidate who meets the criteria of the position and the expectations of the hiring committee, supervising administrator, or Superintendent. • Highest quality in terms of retention of employees shall mean those who are evaluated as effective or higher based on the District's evaluation criteria. 	

Indicator	Finding
Indicator 1: Salaries and benefits will be negotiated for teachers and administrators, with efforts to maintain a competitive stance in the marketplace, given affordability due to budget.	In Compliance
Evidence: The salary and benefit negotiations process completed in 2025 resulted in total salary increases of 2.62% for 2025-26 and 2.5% for the 2026-27 school year. Employee cost share in health insurance premiums of 6%.	
Indicator 2: Salaries and benefits will be adjusted for support staff and professional support staff through consultation, with efforts to maintain a competitive stance in the marketplace, given affordability due to budget.	In Compliance
Evidence: Subsequent study by the administration, considering budget impact, issues of internal equity among employees, and Board consideration/approval, resulted in total salary increases of 2.62% for 2025-26 and 2.5% for the 2026-27 school year for professional staff and 3.2% for 2025-2026 and 3% for 2026-27 for hourly support staff. Employee cost share in health insurance premiums of 6%.	
Indicator 3: A periodic review of market study data will be conducted for specific employee classes when appropriate, agreed upon, and possible within the budget.	In Compliance
Evidence: Periodic review of various positions requesting reclassification and/or areas of critical shortage. Administrators and teachers will step for the 2025-26 school year and the 2026-27 school year. Hourly staff will move over one step for the 2025-26 year and no step for the 2026-27 school year. Professional staff will not step for the 2025-26 year and will step for the 2026-27 school year.	
Indicator 4: Turnover in teaching and administrative staff is 5% or lower annually except for retirement and leave due to family moving out of the area.	In Compliance
Evidence: Teaching and administrative staff turnover rate has met the requirement of 5% or lower.	
Indicator 5: Turnover in professional support staff and secretarial and custodial support staff is 5% or lower annually except for retirement and leave due to family moving out of the area.	In Compliance, with Exception
Evidence: Support staff resigned for reasons other than retirement or moving out of the area. Professional support staff and bus monitor employee groups are in compliance with less than 5% turnover. <ul style="list-style-type: none"> Secretaries did not meet compliance at 10% Custodial staff did not meet compliance at 12% 	
Indicator 6: Turnover in instructional aide and child nutrition support staff is 30% or lower annually except for retirement and leave due to family moving out of the area.	In Compliance
Evidence: Support staff resigned for reasons other than retirement or moving out of the area. Instructional aide and child nutrition groups in compliance with less than 30% turnover.	

The Superintendent Shall:

4.9 Consistent with the Superintendent's own evaluation, evaluate all employee performance according to their contribution toward achieving the Board's **Results** policies and their compliance with the Board's **Operational Expectations** policies.

In Compliance

Interpretation: The Board requires that all employee performance is evaluated in relation to the Board's strategic results and compliance with the Board's Operational Expectations policies.

- **Consistent with the Superintendent's own evaluation** shall mean that employee evaluations will be aligned with the Superintendent's evaluation, Student Achievement results and Operational Expectations compliance.
- **Evaluate** shall mean assessing the degree to which employee performance is meeting the District's expectations and standards for performance as well as any state requirements and then providing employee feedback, goal setting, and coaching.
- **Achieving** shall mean that the employee performance contributes to accomplishing the Board's goals.
- **Compliance** shall mean District employees are assessed pursuant to the appropriate evaluation.

Indicator	Finding
Indicator 1: All teachers are expected to analyze student achievement data and, with the assistance of their principal, determine annual goals for professional growth to best impact student achievement of the academic and social emotional curriculum.	In Compliance
<p>Evidence: Throughout the evaluation process, teachers provide evidence and reflect on their professional practice, the implementation of instructional strategies, and their impact on student learning and growth. Teachers should respond to the following prompts:</p> <p>Reflective Questions:</p> <ol style="list-style-type: none"> 1. Professional Growth Focus: What is your professional growth goal (or deliberate practice focus), and how does it support improved student learning? Include the who, what, where, how, and when as appropriate. 2. Evidence of Impact: What evidence demonstrates the implementation of your professional growth goal and its impact on student learning and growth? 3. Reflection and Next Steps: Based on the evidence collected and student learning results, what are your next steps for continued professional growth and instructional improvement? 4. Reflection on Practice: What have you learned or accomplished through this evaluation cycle, and how has it influenced your professional practice? <p>100% of all teachers were evaluated in the 2025-26 school year. Five teachers were not at proficient performance and are engaged in a performance improvement plan under the guidance of their supervising principal.</p>	
Indicator 2: Within 30 days of signing contracts or the beginning of the new school year or within two weeks of accepting employment, all district employees have signed and returned to Human Resources an acknowledgement form to affirm they received updated policies the district is legally required to provide to staff annually.	In Compliance
<p>Evidence: Required documents sent to new hires through Unified Talent Records, 100% of all staff hired have completed all requirements for document review.</p>	

Indicator 3: All principals are expected to analyze student achievement data and, with the assistance of their assistant superintendent, determine annual goals for professional growth for themselves and their staff to best impact student achievement of the academic and social emotional curriculum.	In Compliance
Evidence: 100% of building level administrators were evaluated for the 2025-26. The district utilizes the Marzano School Leader Evaluation Model , a research-based framework that identifies the leadership practices and responsibilities most closely associated with improving teaching, learning, and student achievement. The model focuses on evidence of effective leadership across multiple domains, including creating a collaborative culture, leading school improvement efforts, supporting high-quality instruction, and monitoring student learning. Throughout the evaluation process, school leaders demonstrate their effectiveness through evidence of professional practice, continuous improvement, and their impact on teacher effectiveness and student success.	
Indicator 4: All district-level administrators are expected to combine performance and department goals / objectives into an operational plan aligned to the Operational Expectations policies.	In Compliance
Evidence: All district-level administrators were evaluated for the 2025-26 school year by combining performance and department goals/objectives that are aligned to the Operational Expectations and the Operational Plan.	
Indicator 5: All support staff are responsible for supporting the district's daily work and instructional programs and are evaluated at least annually.	In Compliance
Evidence: All supervisors are responsible for the annual evaluation of all support staff who are responsible for supporting the district's daily work and instructional programs. Currently, supervisors have the option to utilize the online platform Perform or a paper copy. 100% of support staff evaluations were fully completed in the 2025-26 school year. Ten hourly support staff were not at proficient performance and are engaged in a performance improvement plan under the guidance of their supervisor.	

The Superintendent Shall:

4.10 Ensure that all staff members are qualified and trained to perform the responsibilities assigned to them.	In Compliance
Interpretation: The Board is committed to hiring highly qualified staff that adds sustained value to the BPS team. This includes hiring the most qualified staff for each position and ensuring staff engage in high quality staff development. <ul style="list-style-type: none"> • Highly qualified shall mean the candidate has the appropriate levels of experience, education, license, credential, or certification needed for the position as well as completion of successful interview process, which may include a performance interview. 	

Indicator	Finding
Indicator 1: All classified staff, teachers, principals, and administrators hired met the baseline qualifications for their positions or had the proper waiver.	In Compliance
Evidence: 100% of all staff hired met the baseline qualification for the positions hired and all required documentation has been provided.	

Indicator 2: The district will implement a staff development management system. This system will provide a professional development platform to document alignment, choice, and analytics that will monitor and guide staff performance, development, and growth.	In Compliance
Evidence: Required documents sent to new hires through Unified Talent Records, 100% of all staff hired have completed all requirements for document review.	

The Superintendent Shall:

4.11 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.	In Compliance
Interpretation: The Board is committed to a culture of collaboration and inclusion where all employees are treated with dignity and respect as all work collectively to meet the needs of the organization. <ul style="list-style-type: none"> • Inclusion shall mean valuing people for who they are, nurturing our diversity, and embracing the contributions of all students, families, and staff. 	

Indicator	Finding
Indicator 1: 100% of known complaints and grievances are resolved or handled in accordance with policy and Negotiated Agreements, as applicable.	In Compliance
Evidence: Bismarck Public Schools follows policy and negotiated agreements to address any complaints and grievances.	

The Superintendent Shall:

4.12 Prevent actual, potential, or perceived conflicts of interest involving district employees by requiring disclosure, appropriate recusal, and documented mitigation; prohibiting use of position or confidential information for private gain; and maintaining records necessary to demonstrate compliance.	In Compliance
Interpretation: BPS will prevent actual, potential, or perceived conflicts of interest by (a) requiring timely disclosure of outside employment, financial interests, and close relationships that could reasonably affect impartiality. <ul style="list-style-type: none"> • Conflict of Interest: a private interest that could impair, or reasonably appear to impair, an employee's independent judgment in the performance of district duties. 	

Indicator	Finding
Indicator 1: 100% of designated employees (managers, directors, principals, coordinators) submit annual COI disclosure by October 1 annually.	In Compliance
Evidence: 100% of designated employees received the policy and COI disclosure. Two employees acknowledged a COI on the form for the 2025-2026 school year.	
Indicator 2: 100% of COI disclosures are reviewed and mitigation plans are on file when necessary, by November 1 annually.	In Compliance
Evidence: 100% of COI disclosures were reviewed. No mitigation plans were deemed necessary for the 2025-2026 school year.	

Indicator 3: Annual notification on COI and how to avoid it is provided to all employees.	In Compliance
Evidence: Notification was sent to 87 staff who are responsible for budget/financial decisions for the 2025-2026 school year.	

The Superintendent Shall Not:

4.13 The Board is committed to ensuring all staff are free of reprisal for filing legitimate complaints or grievances. Administrative Policy KACB Complaints About Personnel documents the process.	In Compliance
<p>Interpretation: The Board is committed to a culture of collaboration and inclusion where all employees are treated with dignity and respect as all work collectively to meet the needs of the organization.</p> <ul style="list-style-type: none"> • Legitimate shall reference applicable laws, Bismarck Public Schools' Coherent Governance Policies, Bismarck Public Schools' Administrative Policy, and established Bismarck Public Schools' practices. • Reprisal/Retaliation shall mean seeking undue or negative consequences against an individual. 	

Indicator	Finding
Indicator 1: 100% of known complaints and grievances are resolved or handled in accordance with policy and Negotiated Agreements, as applicable.	In Compliance
Evidence: Bismarck Public Schools follows policy and negotiated agreements to address any complaints and grievances. BPS administrative policy KACB <i>Complaints About Personnel</i> ; AAC <i>Nondiscrimination and Anti-Harassment</i> ; ACF <i>Whistleblower Protections Prohibition Against Retaliation</i> .	