

**Appleton Area School District
Operational Expectations Interpretation & Indicators Document
OE 4 Personnel Administration**

SUPERINTENDENT CERTIFICATION:

With respect to Operational Expectations Policy OE 4, Personnel Administration, I certify the proceeding interpretations and indicators to be accurate and complete and reasonable.

Executive Summary/Analysis:

The interpretations and indicators, as submitted below, will provide evidence to the Board that the Superintendent assures the recruitment, employment, development, evaluation and compensation of district employees in a manner necessary to enable the district to achieve its **Results** policies. Indicators are informed by best practice, follow all legal requirements, and align with other applicable OE and Results policies. While monitoring will largely be accomplished by internal reporting it will also incorporate board inspection, as appropriate.

Signed: _____ Date: _____
Superintendent

BOARD ACTION:

With respect to Operational Expectations Policy OE 4, Personnel Administration, the Board:

- _____ **Accepts the Superintendent's interpretation and indicators as reasonable**
- _____ **Accepts the Superintendent's interpretation and indicators as reasonable, with noted exceptions**
- _____ **Finds the Superintendent's interpretation and indicators to be not reasonable**

Commendations and/or Recommendations, if any:

Signed: _____ Date: _____
Board President

Document submitted: _____

Re-submitted: _____

OE –4 Personnel Administration	Superintendent	
<p>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.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <p>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.</p> <ul style="list-style-type: none"> ● 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. 		
<p>OE – 4.1 The Superintendent will assure that no person is employed by the district without first clearing thorough background inquiries and checks.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		

<ul style="list-style-type: none"> ● Inquiries for employees shall mean reference checks and verification of employment eligibility prior to hiring. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● 100% of new employees hired have successfully cleared all applicable background checks prior to their start date as documented by HR records. ● No fewer than 2 reference checks are conducted for all new professional and support staff hires prior to official offer of employment as documented by HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.2 The Superintendent will assure that no volunteer has unsupervised contact with students without first clearing reasonable background inquiries and checks.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p>		

<ul style="list-style-type: none"> Satisfactory background checks are completed for all volunteers who have unsupervised contact with AASD students as documented by School Services records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.3 The Superintendent will select only highly qualified and the best-suited candidates for all positions.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> 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. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.4 The Superintendent will actively recruit employees who reflect the diversity of the student population.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p>		

<ul style="list-style-type: none"> ● 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● HR records show evidence of advertisements and outreach to diverse candidates. ● The number of diverse candidates will increase to better reflect the AASD school community as evidenced by HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.5 The Superintendent will administer clear personnel rules and procedures for employees.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <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, 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● 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. 		

<ul style="list-style-type: none"> 100% of significant non-compliance of staff will be addressed, documented, and communicated to staff in writing as documented through HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.6 The Superintendent will effectively handle formal complaints and concerns.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> 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. 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. If the District is directed to take corrective action by the Office of Civil Rights, completion of the requirement(s) will be documented by the Human Resources Office. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		

<p>OE – 4.7 The Superintendent will maintain adequate job descriptions for all staff positions.</p>	<p>In Compliance</p>	<p>Not In Compliance</p>
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● All job descriptions are accessible internally via the intranet and externally attached to job postings as documented through HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.8 The Superintendent will protect confidential information.</p>	<p>In Compliance</p>	<p>Not In Compliance</p>
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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 (HIPPA). ● Confidential shall mean protected District or personal information related to staff not typically expected to be shared for any reason. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● All documented reports of breach of confidentiality by any District staff member have been investigated and appropriate action taken as documented through HR records. 		

SUPERINTENDENT Evidence of Compliance:		
Board Comments:		
<p>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.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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). 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● Maintain an employee turnover rate that is at or below 11% as evidenced by HR records. ● The District is competitive in the benefit package offered when compared to surrounding districts as evidenced by HR Benefits Study documents. ● The District maintains competitive compensation when compared to surrounding districts as evidenced by HR Benefits Study documents. <p>SUPERINTENDENT Evidence of Compliance:</p>		
Board Comments:		

<p>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.</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">In Compliance</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Not In Compliance</p>
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● 100% of eligible educators are evaluated on cycle in accordance with the Department of Public Instruction Educator Effectiveness System on the Charlotte Danielson Instructional Framework. ● 100% of all administrators are evaluated on cycle. Principals and assistant principals are evaluated as outlined by the Department of Public Instruction -Wisconsin Framework for Principal Leadership, District Leadership Team members are evaluated using the AASD Superintendent Evaluation, and all other administrators are evaluated on AASD Administrator Evaluation forms. ● All support personnel are evaluated on cycle using the AASD Evaluation tool that aligns with Operational Expectations. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		

<p>OE – 4.11 The Superintendent will assure that all staff members are qualified and trained to perform the responsibilities assigned to them.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● All professional educators and administrators will be appropriately licensed by the Wisconsin Department of Public Instruction (DPI) as evidenced by HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>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.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		

<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> • 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. • 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. • All formal written employee complaints of harrassment/discrimination (including grievances) are addressed and resolved according to district policy as evidenced by HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>OE – 4.13 The Superintendent will reasonably include personnel in decisions that affect them.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> • 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> • 70% of employees respond that they feel they have been included in decisions that affect them on the Employee Engagement Survey. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		

<p>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.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● There are written procedures that provide for attrition as the first line of staff reduction as documented in HR records. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		
<p>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.</p>	In Compliance	Not In Compliance
<p>SUPERINTENDENT Interpretation:</p> <ul style="list-style-type: none"> ● 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. 		

<ul style="list-style-type: none"> ● Alleged violations shall 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 		
<p>SUPERINTENDENT Indicators of Compliance:</p> <p>We will know we are compliant when:</p> <ul style="list-style-type: none"> ● 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. <p>SUPERINTENDENT Evidence of Compliance:</p>		
<p>Board Comments:</p>		