



Monitoring Report: End #2 Outstanding Educators and Staff

March 7, 2023

Learn Today, Lead Tomorrow

Monitoring Report Schedule

End Statement	Board Meeting
I. Academic Excellence	January (2 nd Meeting)
II. Outstanding Educators and Staff	March (2 nd Meeting)
III. Safe, Positive Culture and Climate	May (2 nd Meeting)
IV. Collaborative Parent, Family and Community Relations	April (2 nd Meeting)
V. Financial Well-Being	February (2 nd Meeting)

Monitoring Report: Policy End II. Outstanding Educators and Staff

Policy End - Outstanding Educators and Staff

- A. Quality educators and staff have been recruited, developed, supported, retained and celebrated.
- B. A positive, growth-oriented performance assessment system has been identified, adopted, and implemented.
- C. Research-based professional development opportunities are consistently provided, reflect best practices, allow for innovation, and promote lifelong learning.
- D. Communication between and among students, parents, community, educators and staff is frequent, collaborative, and helpful.
- E. Educators and staff are valued and given multiple opportunities for their voices to be heard.

Associated Executive Limitations:

- EL-11: Staff Treatment
- EL-12: Staff Compensation
- EL-13: Staff Evaluation

Outstanding Educators and Staff, Policy Subend (A)

Policy End: (II-A) - Quality educators and staff have been recruited, developed, supported, retained and celebrated.

Interpretation: We have interpreted “Quality educators and staff have been recruited, developed, supported, retained and celebrated” to mean we have established partnerships to access candidate pipelines, effective and responsive systems for onboarding and ongoing professional development, and a supportive work environment that values educators and staff.

Evidence

- a. **Teacher Induction** - DCSD implements a Colorado Department of Education (CDE) approved Induction program for all new licensed staff. (Current participation - High School: 165; Middle School: 93; Elementary School: 340; Total: 598)
- b. **Classified Mentor Program** - DCSD implements a Classified Mentor Program that assigns Mentors to assist in the onboarding of new classified employees and provide two-way communication to and from the District for all classified staff. (Current participation - 66 Mentors representing 18 different job profiles from 57 schools and 9 departments supporting 1871 classified staff members)
- c. **Student Teacher Mentor Program** - DCSD implements a Student Teacher Mentor Program to train and support teachers that are mentors for student teachers. (Current participation - 37 student teachers supported by 46 mentors)

Evidence

- d. **Leadership Institute** - DCSD offers an opportunity for administrators and professional technical staff to expand their leadership knowledge and skills. This program focuses on leadership knowledge, skills, and tools development for leaders of all work groups. (Current participation - 22 staff from 12 departments)
- e. **Recruitment** - DCSD recruits year round both in and out of state. Staff explore recruitment trends from out of state hires as part of our continuing to build and strengthen candidate pipelines. Staff secure hires from DCSD cadet programs (currently 40), student teachers, and through direct recruitment fairs at universities and consortium fairs nationwide.
- f. **Appreciation** - DCSD provides opportunities for staff to be celebrated and to offer positive work environments.
- g. **Retention Strategies** - DCSD explores and implements creative ways to retain staff.
 - [September 13, 2022 - Turnover and Hiring Report](#)
 - [January 10, 2023 - Retention Strategies](#)
 - [February 28, 2023 - HR Updates](#)

Evidence

- h. **Grow Our Own Initiatives** - DCSD has created pipelines to develop and grow our own educators.
- DCSD alternative licensure program (pending CDE approval)
 - Teacher Cadet program at the Legacy Campus (Fall of 2023)
- i. **District Supports** - DCSD's building leaders responded more favorably on the District Supports construct of the TLCC as compared to the previous state-wide administration (2020).

Construct	DCSD 2022	State 2022	Difference
District Supports*	81%	79%%	2%

*Questions for this section were unique to building leaders

Outstanding Educators and Staff, Policy Subend (B)

Policy End: (II-B) - A positive, growth-oriented performance assessment system has been identified, adopted, and implemented.

Interpretation: We have interpreted “A positive, growth-oriented performance assessment system has been identified, adopted, and implemented” to mean that we have adopted an evaluation system that is based on best practices and meets state expectations.

Evidence

- a. **Educator Evaluation [Assurances](#)** - The DCSD educator evaluation system has met or exceeded CDE requirements for educator evaluation systems. According to the Colorado Board of Education rules ([1 CCR 301-87](#)), locally written (or unique) evaluation systems must meet or the requirements for evaluations systems set forth within the rules.
- b. **CITE and LEAD Focus Groups** - DCSD has implemented a locally developed unique evaluation system, called Continuous Improvement of Teacher Effectiveness (CITE), for all licensed employee groups (teacher, Special Service Provider (SSP), and principal). The system is continuously evaluated by staff in order to increase the fidelity of implementation and improve the evaluation system.
- c. **Advisory Personnel Performance Evaluation Council ([DAC](#))** - The council has provided feedback and input on the development and approval of evaluation rubrics. Prior to being submitted to the Board of Education for approval, the DAC will make recommendations for the rubrics.

Outstanding Educators and Staff, Policy Subend (C)

Policy End: (II-C) - Research-based professional development opportunities are consistently provided, reflect best practices, allow for innovation, and promote lifelong learning.

Interpretation: We have interpreted “Research-based professional development opportunities are consistently provided, reflect best practices, allow for innovation, and promote lifelong learning” to mean that professional development needs are met to improve outcomes for all students.

Evidence

- a. **Teaching & Learning Conditions Colorado (2022)** - Staff would respond favorably to questions within the Professional Development Construct on the TLCC survey.
- b. **Aligned Professional Development** - DCSD provides a variety of professional development (PD) opportunities aligned with district goals and focus areas (Literacy, Data-driven Professional Learning Communities, and Essential Skills for Success). These opportunities include embedded staff development, host classrooms, peer observations, lesson studies, vendor provided PD, office hours and district lead PD sessions.
- c. **Calendar** - DCSD created an academic [calendar](#) that includes additional time during the school year and in the summer for staff to participate in professional development.
- d. **School-level Coaching and Support** - Professional Learning Specialists (PLS) are provided learning opportunities throughout the year to support their role as an instructional coach at their respective schools.

Outstanding Educators and Staff, Policy Subend (D)

Policy End: (II-D) - Communication between and among students, parents, community, educators and staff is frequent, collaborative, and helpful.

Interpretation: We have interpreted “Communication between and among students, parents, community, educators and staff is frequent, collaborative, and helpful” to mean we have systems in place to provide timely, transparent communications and established two-way feedback mechanisms.

Evidence

a. **DCSD Communications** - DCSD staff provides consistent communications through a variety of avenues.

- [Week in Review](#)
- [Across the Board](#)
- [DCSD News](#)
- [Insights Newsletter](#)
- *DCSD Lunch & Learn Series*
- *Superintendent Updates*
- [Emergency Communications](#)
- [Parent University](#)
- *DCSD Website/Mobile App*
- *Social Media Channels*
- *Comcast Channel 54 / Live Streaming*
- *Earned Media*
- *Weekly or Bi-weekly Updates and Newsletters*

b. **Feedback** - DCSD provides consistent and frequent opportunities to gather feedback.

- *Teacher Connect*
- [Employee Council](#)
- [Equity Advisory Council](#)
- [Douglas County Special Education Advisory Committee](#)
- *Douglas County Gifted Education Advisory Council*
- *Douglas County Safety and Security Committee*
- [DCSD Board Committees](#) -
- *District Leadership Team Meetings*
- *Administrator Meetings*
- *Superintendent Town Halls*
- [Special Education Talks and Parent Engagement Events](#)
- *Surveys*

Evidence

c. **Listening/Two-Way Communication** - DCSD utilizes a variety of mechanisms to engage in two-way communication.

- *Website feedback form*
- *Social media private messages/comments*
- *Phone calls and emails*
- *Let's Talk Forms (Transportation and I.T.)*
- [Special Education Talks and Parent Engagement Events](#)
- *Conexion*
- [Gifted Education](#)

Outstanding Educators and Staff, Policy Subend (E)

Policy End: (II-E) - Educators and staff are valued and given multiple opportunities for their voices to be heard.

Interpretation: We have interpreted “Educators and staff are valued and given multiple opportunities for their voices to be heard” to mean we have systems in place to provide timely, transparent communications and established two-way feedback mechanisms.

Evidence

- a. **Appreciation** - DCSD provides opportunities for staff to be acknowledged and to offer positive work environments.
- *Staff Spotlights (newsletters)*
 - [Employee Rock Star Awards program](#)
 - [Apple Awards](#) (Foundation for Douglas County Schools)
 - [Staff Wellness Offerings](#)
 - *Employee Appreciation Days/Weeks*
 - *Retirement Ceremony*
- b. **Feedback** - DCSD provides consistent and frequent opportunities to gather feedback from educators and staff.
- *Teacher Connect*
 - [Employee Council](#)
 - [Equity Advisory Council](#)
 - [DCSD Board Committees](#)
 - *Superintendent Town Halls*
 - *Surveys*
 - *Direct communication (emails, phone calls, face-to-face meetings)*
- c. **Climate and Culture** - DCSD is implementing initiatives that promote a positive climate and culture.
- Employee Free Lunch Pilot Program
 - Workspace enhancements (transportation, operations and maintenance departments)
 - Employee 20% employee discount for our BASE programs.

EL-11: Staff Treatment

EL-11: Staff Treatment - With respect to treatment of staff, the Superintendent will promote practices so that working conditions, procedures, or actions supported or taken by the district's administration are lawful, ethical, safe, dignified, and in compliance with Board policy.

Interpretation: The Superintendent will foster an environment that treats all staff positively.

Measure

Status

[Teaching & Learning Conditions Colorado Survey](#) - The Teaching and Learning Conditions in Colorado (TLCC) Survey provides data to schools, districts, and the state about whether educators have the supportive school environment necessary to remain working and be successful with students.

Compliant

Superintendent Climate and Culture Norms:

- Presume Positive Intent
- Exude and Expect Optimism
- Address Concerns the Right Way
- Create a Culture of Safe Mistakes
- Communicate Kindly and Respectfully

These norms were shared with all staff via livestream at the beginning of the school year and have been built into district leadership meetings and professional development.

Compliant

[DCSD Employee Guide](#) - DCSD's guide for employees to understand benefits, programs, expectations and rights.

Compliant

EL-12: Staff Compensation

EL-12: Staff Compensation - With respect to employment compensation and benefits for employees, the Superintendent shall promote a compensation and benefits plan that furthers the fiscal integrity of the district.

Interpretation: The Superintendent maximizes resources to compensate staff.

Measure

Status

DCSD salary schedules were updated for the 2021-2022 school year.

[Licensed Salary Schedules](#)

[2021-2022 Salary Schedule - School Admin](#)

[2021-2022 Salary Schedule - Professional-Technical](#)

[2021-2022 Salary Schedule - Nutrition Services](#)

[2021-2022 Salary Schedule - Classified BASE](#)

[2021-2022 Classified Salary Schedule](#)

Compliant

DCSD Benefits Program was updated for the 2021 - 2022 school year. [Benefits website](#)

[2022 - 2023 DCSD Benefits Guide](#)

Compliant

Board of Education Presentations - Compensation and Benefits

[March 8, 2022](#)

[August 9, 2022](#)

[August 23, 2022](#) (Salary schedules)

[February 28, 2023](#)

Compliant

EL-13: Staff Evaluation

EL-11: Staff Evaluation - With respect to evaluation of employees, the Superintendent shall further the development and implementation of an evaluation system that links employee performance with the district's mission statement and belief system, complies with state law, and measures employee performance consistent with achieving the Board's Ends policies

Interpretation: The Superintendent will implement an evaluation system that is aligned to best practices and meets or exceeds state expectations.

Measure	Status
Educator Evaluation Assurances - The DCSD educator evaluation system has met or exceeded CDE requirements for educator evaluation systems.	Compliant
Advisory Personnel Performance Evaluation Council (DAC) - The council provided feedback and input on the development and approval of evaluation rubrics.	Compliant
CITE and LEAD Focus Groups - Focus groups were primarily responsible for evaluating, revising, and/or creating rubrics for use in DCSD's unique evaluation system, as well as gathering periodic feedback from staff	Compliant

A large group of graduates in blue and white gowns are seen from behind, throwing their blue mortarboard caps into the air. The caps are scattered across a clear blue sky. The scene is bright and celebratory.

Questions?

Learn Today, Lead Tomorrow