

**Issaquah School District
Executive Limitations Monitoring Report**

**EL-3 Personnel Administration
(Annual Internal – October 10, 2018)**

*The Superintendent certifies that the District is in compliance with EL-3
with no exceptions.*

The Superintendent shall not fail to assure the employment, development, evaluation and compensation of district employees necessary to enable the organization to achieve its Ends policies.

Accordingly, the Superintendent may not fail to:

- 1. Make mandatory background inquiries and checks prior to hiring any paid personnel.*

Interpretation

I interpret this to mean that ISD hiring procedures will ensure that no person with a history of disqualifying criminal activity will be recommended for District employment.

Evidence

I certify that the procedures enumerated below show all paid employees as of October 1, 2018 to be free from criminal activity that would disqualify them from employment in the Issaquah School District.

- Background inquiries and checks have been performed for all paid employees, including substitutes, coaches, assistant coaches and student teachers.
- Background inquiries and checks include application materials, interviews, reference checks, and Washington State Patrol and FBI fingerprinting.
- The District has met its obligation for fingerprinting as specified in RCW 28A.400.303.
- The State of Washington Sexual Misconduct Form has been completed and filed for all new hires, as required by law.
- The District requires all certificated substitutes who are also employed by other school districts during the school year to submit the State of Washington Sexual Misconduct Form each year.
- With the purchase of CrossMatch, which provides electronic fingerprinting and electronic submission to FBI, the District is provided cleaner fingerprints, efficient and quick submission, and approximately 72 hour results from FBI.

...the Superintendent may not fail to:

- 2. Conduct reasonable background inquiries and checks prior to utilizing the services of any volunteers who have unsupervised contact with students.*

Interpretation

I interpret this to mean that the District will perform screening as set forth in District Regulation and accordance with Human Resources best practices for all volunteers who will have unsupervised contact with students.

Evidence

- In 2015-16 Human Resources implemented an online system through the HRM Plus portal for employee hiring to screen adult volunteers. The link to the portal is disseminated as part of the Back-to-School Business days completed at each level. We currently have 4,500 volunteers authorized for school access with over 15,000 individuals having accessed the system to date.
- Each school maintains a binder or file of screened volunteers who are cleared for service to the school's programs. Their cadre of volunteers is drawn from this source in keeping with District Regulations 5630—*Volunteers* and 5631—*Volunteers Assisting as Coaches*. In addition, each school provides training of volunteers in building and field trip procedures.
- Volunteers with regular unsupervised contact with students also submit to the FBI Fingerprinting. These volunteers include such positions as Robotics Club Advisors.
- The Executive Director of Human Resources and Legal Affairs scheduled three (3) prospective volunteers to clarify self-reports made in the application process. Three (3) became volunteers.
- All chaperones on over-night field trips have cleared background checks through the Washington State Patrol. At the secondary levels, chaperones are housed separately. At the elementary level, when students go to Camp as a school-sponsored activity, two or three parent chaperones are assigned to each cabin of students, and/or two or three high school students are in each same gender cabins.
- The Executive Director of Human Resources and Legal Affairs implemented, monitored, and enforced with building administrators to eliminate parent drop-in visitors at Camp.

....*the Superintendent may not fail to:*

3. *Select the most highly qualified and best suited candidates for all positions.*

Interpretation

I interpret this to mean that, within the framework of established State and District qualifications and contractual obligations, the District will create a pool of "most highly qualified" applicants for available positions. From that pool, interview teams representing supervisors, co-workers in related roles and, when appropriate, students and/or community members will assist the responsible hiring managers by exercising their collective judgment to recommend candidates who are best suited to meet local needs.

Evidence

I certify that personnel procedures to achieve the ends stated above are in place, including:

- Aggressive recruitment strategies, including hosting job fairs, participating in regional job fairs, recruiting from local and other regional universities and colleges, posting of

positions on regional, state, and national professional association websites, and an on-line application process.

- In the late winter and spring of 2018 the Issaquah School District hosted three (3) job fairs for classified and certificated candidates. Over 400 certificated candidates were recruited through job fairs.
- Student enrollment projections are determined early in the Spring, which allows for the hiring process to begin earlier than some neighboring districts.
- Certificated staff returning from leave notify the district by February 1.
- Conversations with building administrators about staff needs and performance evaluation results occur in March to plan for and solidify recruitment needs.
- Early notification (May 1st) of retirement or Leave of Absence required by certificated contract.
- Access to legal counsel regarding application of employment law and contract requirements.
- Training of all interview teams, including students and parents when applicable, for fair and effective process.
- Interviews that contain questions focused on equity and the pursuit of candidates that value and have a sensitivity to diversity.
- Review of all interview documents by personnel in the Human Resources Department prior to job offer.
- Transfer procedures that occur February 1-28 for current certificated staff, involve a transfer interview with receiving school's administrator and co-workers to ensure appropriate placement of current staff.
- Current secretarial, paraprofessionals, and custodial/maintenance employees have preferential treatment to vacancies in accordance with their collective bargaining agreements.
- Excessing and Reduction-in-Force/Recall procedures align with negotiated contract and RCWs and are directed by the Assistant Superintendent of Human Resources.
- Assignment of excessed or recalled certificated staff is determined by the Assistant Superintendent of Human Resources, with input from appropriate principal(s) and in accordance with the *IEA-ISD Collective Bargaining Agreement*.

...the Superintendent may not fail to:

- 4. Administer clear personnel rules and procedures for employees, including rules protecting against wrongful conditions, such as nepotism and inequitably preferential treatment for personal reasons.*

Interpretation

I interpret this to mean I will keep appropriate personnel Regulations and supporting procedures, contracts, and best practices updated and accessible to all staff for reference in the daily operation of the school district. These working documents will: (1) set forth expectations of employees, (2) describe timely, agreed-upon processes for addressing personnel concerns or complaints, and (3) prevent discriminatory or retaliatory employment practices.

Evidence of Compliance

Personnel Regulations specific to this Executive Limitation include:

- 5000: Recruitment of Staff
- 5010: Nondiscrimination and Affirmative Action
- 5013: Sexual Harassment - Personnel, Volunteers and Visitors
- 5207: Prohibition Against Harassment and Intimidation
- 5252: Staff Participation in Political Activities
- 5241: Whistle Blower Protection
- 5251: Conflict of Interest
- 5281: Disciplinary Action and Discharge
- 5282: Civility
- 5000-5642: Other personnel Regulations in the 5000 Series
- School building, custodial and bus driver handbooks, which include expectations for staff, are reviewed periodically with employees.
- The Assistant Superintendent of Human Resources and the Executive Director of Human Resources and Legal Affairs facilitated training through *SafeSchools* for new to District employees upon hiring throughout the year regarding Personnel Regulations and state and federal law that promote a safe and positive workplace, such as Civility, Sexual Harassment, Staff/Student Boundaries and Prohibition Against Harassment. District Regulations 3207: Prohibition Against Harassment, Intimidation, and Bullying; 3210: Nondiscrimination; 2022: Electronic Resources; 5201: Drug Free Workplace; and 3421 Child Abuse, Neglect, and Exploitation Prevention were disseminated to all employees.
- The District orients all new staff to district, state, and federal Personnel Regulations and labor regulations through *SafeSchools* to promote safe and positive work and learning environments. *SafeSchools* online training was also utilized for annual and periodic mandatory trainings for employees as one part of the three-(3)-year rotation training-delivery model.
- Negotiated contracts with employee unions include informal and formal grievance procedures and remedies
- Specific appeal procedures are provided as protection in the areas of civility, discipline, nondiscrimination, employment and re-employment, harassment, intimidation and whistleblower.

...the Superintendent may not fail to:

5. *Effectively handle complaints and concerns.*

Interpretation

I interpret this to mean that complaints and concerns presented by employees, students, parents and members of the community who identify themselves and provide credible details will be examined thoroughly and appropriately and brought to resolution by the administration whenever possible, using applicable District Regulation(s), procedure(s) and contractual processes. If complaints rise to the level of Board hearing or court procedure, background information and materials will be thoroughly and accurately prepared.

Evidence

For the monitoring period of the 2017-18 school year I certify that:

- All employee grievances have been handled through grievance procedures established in applicable labor contracts. We have addressed 8 grievances (5 classified and 3 certificated) during this period of time.

Grievances	2015-16	2016-17	2017-18
Certificated	2	1	3
Classified	8	2	5
Total	10	3	8

- All complaints of employee misconduct are investigated and resolved in keeping with applicable statutes, District Regulations and labor contracts. During this period we have addressed approximately 69 complaints of misconduct involving 23 certificated and 38 classified employees.

Complaints of Misconduct	2015-16	2016-17	2017-18
Certificated	21	30	23
Classified	48	46	38
Coaches	2	3	0
Total	71	79	69

- Of the 69 total complaints of misconduct, twelve (12) resulted in discipline of certificated staff and seventeen (17) resulted in discipline of classified staff. Two (2) complaints involving certificated staff and nine (9) complaints involving classified staff resulted in the exoneration of those staff members.
- District Administrators regularly meet with Union Officers in Labor Management meetings to handle complaints and concerns proactively and collaboratively.
- Procedures are in place to address concerns in a progressive manner that directs the individual to the authority closest to the issue. For example if a parent raises a concern about a coaching decision they are directed to speak with the coach initially with the understanding that if unresolved at that level the building Athletic Director is the next step.
- The ISD used a student reporting system *Quick Tips* as one method of gathering concerns that could then be looked into.

...the Superintendent may not fail to:

6. *Maintain adequate job descriptions for all positions.*

Interpretation

I interpret this to mean that job descriptions will be created for all positions and updated as needed.

Evidence

District Regulation #5230—*Certificated and Classified Job Descriptions* sets forth this requirement. I certify that job descriptions are on file and updated or created as needed, particularly reviewed, revised, or created as vacancies are posted.

...the Superintendent may not fail to:

- 7. Provide appropriate due process.**

Interpretation

I interpret this to mean that employees must be provided their rights to due process as required by law, District Regulation, and local labor collective bargaining agreements before being disciplined or terminated.

Evidence

- I certify that (a) appropriate guidance for the protection of due process rights is in place for all supervisory personnel, including both written documents and training (b) currently the District has no complaints related to due process which remain unresolved. (Requirements are set forth in RCW 28A.400.300, District Policy #5280.1—*Termination of Employment*, and local labor contracts.)

...the Superintendent may not fail to:

- 8. Protect against retaliation against any staff member for lawful, non-disruptive expressions of dissent.**

Interpretation

I interpret this to mean that I will not permit, directly or indirectly, by act or omission, any adverse action against an employee for the lawful and prudent exercise of his/her rights as an employee.

Evidence

- One claim of retaliation has been filed through any appeal, grievance process or legal channel by any employee or union acting on behalf of employees during the last twelve (12) months.

...the Superintendent may not fail to:

- 9. Prepare staff to deal with emergency situations.**

Interpretation

I interpret this to mean that staff will be trained in and will have practiced emergency procedures relating to fire, earthquakes, lockdown, bomb threats, active shooter and weather-related emergencies.

Evidence

- The Executive Director of Finance and Support Services has been assigned the responsibility for overseeing Safety and Security in all our schools and work sites.
- In July 2018, the District hired a full time Director of Safety and Security. This position serves the primary role of training staff, implementing safety and security protocols, and ensuring the overall safety of students, staff, and district facilities.
- The District provides First Aid CPR/AED training as a service to those staff members required to maintain specific levels of proficiency, and as space permits, to any staff member who wants First Aid and CPR training.
- The District provides Run-Hide-Fight training to all school staff at the inception of the school year. The training is designed by the Department of Homeland Security.
- During school year 2017-18, schools conducting no less than one safety-related drill each month that school is in session, schools drill focusing on three basic functional responses: shelter-in-place, lockdown, and evacuation. Schools also completed at least one drill using the school-mapping system.
- The District conducted comprehensive security and safety assessments at all ISD sites. Assessment results were processed and needs prioritized via the District Safety Advisory Committee. Two of the prioritized projects include implementation of electronic access control and video surveillance systems. By the end of the 2017-2018 school year, the District had equipped 21 school buildings, Transportation building, and Transportation satellite building, with an electronic key system, providing additional facility access control. Additionally, video surveillance systems have been installed at all school buildings, providing elevated security measures.
- The District has assisted each school in developing an emergency plan that identifies specific duties and responsibilities, such as incident command, fire, earthquake, intruder, active shooter, student care, logistics, student comfort, student-parent reunification, first aid/AED employment, and search and rescue. These plans, assigning tasks and responsibilities to specific staff members, are on file for each school and are periodically reviewed and improved. During the 2015-2016 school year, the District also began assisting schools in standardizing plans to provide greater consistency among locations. This minimizes confusion for first responders, central administrators, and others assisting in emergency situations. In the 2017-2018 school year, a standardized building emergency plan template was created and distributed to school administrators. All principals have been trained and certified in incident command system from the Federal Emergency Management Agency.
- OSPI has required all school districts to implement a School Safety Plan. The Issaquah School District has adopted and implemented “Rapid Responder” which is a school mapping information system. Rapid Responder also includes school safety information and plans for each of our schools to be used in prevention, intervention, hazard/crisis response, and post-crisis recovery. Building administrators will continue to be trained on Rapid Responder and to monitor effectiveness of the building’s safety plan.

- During the 2017-18 school year, the District developed an Executive Emergency Response Team Guide. The purpose of the guide is to provide Cabinet members and District level administrative staff with an outlined approach to assisting school buildings and ancillary facilities during emergency events.
- The ISD also works closely with our local first responders to provide staff trainings and current information related to crisis response.

...the Superintendent may not fail to:

10. Protect confidential information.

Interpretation

I interpret this to mean that I must protect confidential records and information of employees.

Evidence

- All personnel records are protected to the extent of the law and in keeping with collective bargaining agreements. This includes, but is not limited to, privileged and legal documents, application materials, investigative records, and personnel files.
- Requests for Public Records are handled by the Public Records Officer with guidance from the Executive Director of Human Resources and Legal Affairs. During this monitoring period, requested records have been appropriately released according to RCW 42.56.
- Regulation 5260 – *Certificated and Classified Staff Personnel Records* establishes standards for personnel records. Secure storage, both physical and digital, is provided for effective management of personnel records.

...the Superintendent may not fail to:

11. Develop compensation and benefit plans to attract and retain the highest quality employees by compensating employees consistent with the applicable marketplace, including but not limited to organizations of comparable size and type and within available resources.

Interpretation

I interpret this to mean that the District must maintain compensation and benefit plans that will attract and retain highly qualified employees by remaining competitive with that of other surrounding districts of similar size, subject to available District resources. I further interpret this to mean that in a dynamic and fluid financial and labor market we are continuously analyzing all appropriate data.

Evidence

- RCW 28A.400.200 (Compensation) and RCW 28A.400.280 (Benefits).
- Comparability studies of employees’ compensation completed periodically and/or during appropriate bargaining cycles.
- Annually the District collects negotiated agreements from surrounding districts to study settlement patterns to attract and retain the highest quality employees.

...the Superintendent may not fail to:

- 12. Consistent with the Superintendent's own evaluation, evaluate all employee performance according to their contribution toward achieving the Board's Ends policies and their compliance with the Board's Executive Limitations policies.*

Interpretation

I interpret this to mean that employee evaluation instruments and procedures must be aligned with the Board's Ends and Executive Limitations policies and these aligned forms must be on file for all employees.

Evidence

- [Evaluation forms](#) and procedures for all employee groups are generally well aligned with Board Ends and Executive Limitations; however, precise alignment will be reviewed and addressed as appropriate within the negotiations cycles for each bargaining unit.
- The evaluation standards for [certificated classroom teachers](#) are fully aligned with the [OSPI approved-Danielson Framework](#).
- The evaluation standards for principals are fully aligned with the [OSPI-approved AWSP Framework](#).
- The District has fully implemented the State of Washington Teacher and Principal Evaluation Process for certificated classroom teachers and principals. All appropriate annual evaluation forms for each employee are on file in their personnel files.

...the Superintendent may not fail to:

- 13. Assure that the evaluation of all educational program personnel is designed to:
 - 1. Improve and support instruction;*
 - 2. Measure and document both excellent performance and unsatisfactory performance;**

Interpretation

I interpret this to mean that the evaluation of all educational program personnel (i.e., classroom teachers, certificated support staff, paraprofessionals, principals, and central administrators) will be designed specifically to measure, document, and improve instruction.

Evidence

- For classroom teachers the ISD uses the research based [Danielson Framework and State of Washington Eight Criteria](#) as the basis for our evaluation process.
- During the 2016-17 school year the District implemented new evaluation tools for [Deans of Students](#) and [Counselors](#) that are based upon the Danielson Framework and are aligned with the state's five (5) criteria for certificated support staff.
- During the 2017-18 school year the District implemented new evaluation tools for certificated staff who are on [special assignment \(TOSAs\)](#).

- During 2017-18 the Assistant Superintendent of Human Resources and the Executive Director of Human Resources and Legal Affairs worked with other executive directors, administrators, and representatives from the IEA bargaining unit to develop evaluations that are based upon a growth model for [Nurses](#). Expectation is that these new tools will be implemented during the 2018-19 school year.
- The District implemented an electronic evaluation tool for all certificated staff as well as custodial and maintenance, secretaries, unrepresented salaried employees, and district administrators.
- For all principals the ISD uses the research based [AWSP Leadership Framework 2.0](#) and State of Washington Eight Criteria as the basis for our evaluation process.
- All principals and Educational Administrators continue to receive training on the Danielson Framework and the State Eight Evaluation Criterion for certificated classroom teachers, on the appropriate modified Danielson Framework rubrics for the certificated support personnel that they evaluate, and on inter-rater reliability.
- Certificated staff received up to 10 hours of training on the Danielson Framework and the State Eight Evaluation Criteria.
- All principals continue to receive training on the AWSP Framework, which aligns with the state evaluation criteria.
- All new to the Issaquah School District or returning from leave certificated staff have the opportunity to attend 8 hours of paid training on the evaluation process. Training occurred August, 2017.

...the Superintendent may not fail to:

- 14. Ensure that all staff members are qualified and trained to perform the responsibilities assigned to them in pursuit of achieving the Ends.*

Interpretation

I interpret this to mean that prospective staff members must meet the formal qualifications for their positions or possess alternative qualifications deemed acceptable by the professional team recommending employment. Additionally, the District is responsible to provide training as needed by staff to build District capacity in selected skill areas in order to achieve the Board's Ends.

Evidence

- In December 2015 Washington State responded to changes in the federal law and removed the HQT as a requirement, reverting to Washington State endorsement and certification rules for staff hired after that date. Under those guidelines all but seven (7) certificated staff have met the Washington State standards set by the [Professional Education Standards Board \(PESB\)](#) to begin the school year. All 7 teachers are either a long-term substitute or on a leave replacement contract; 2 of whom were working on additional endorsements; 3 teachers are working through special education certification programs, 2 of whom were previously paraprofessionals in the ISD and 1 was an emergency substitute teacher.
- Certificated substitutes have met the Washington standards for endorsement and licensing as set by the PESB.

- Wednesday time for Professional Development and Professional Work: *IEA/ISD Collective Bargaining Agreement 2017 stipulates “To meet the educational mission of the Issaquah School District, certificated staff shall be provided time for professional development, collaboration, and work related to moving forward the District Educational mission. The District shall establish a schedule of early release at elementary schools and late arrival at secondary schools on Wednesdays.”*
- New to Profession Academy provides an intensive year-long mentoring program for certificated classroom teachers and certificated support personnel in their first year of work in the District. NTPA is focused on effective data collection, using data to inform and improve instruction, creating positive parent relationships, managing behaviors through PBSES, understanding the growth model of the ISD evaluation systems based on the Danielson Frameworks and respective State Eight and Five Criteria, and maintaining quality instruction throughout the year.
- All building administrators new to the District receive administrative mentors for their first year in the District.
- All building administrators who transition to new schools or to a different level within the ISD receive administrative mentors for one (1) year following the move to the new assignment.
- During the 2017-18 school year, 27 teachers were in the initial National Boards process with approximately 12 teachers pursuing their renewal. The total number of National Board certified teachers in the Issaquah School District is approximately 171 teachers. Our program is approved by OSPI. NBC is well aligned with the District initiative to implement the Danielson Framework and State Eight or State Five Criteria.
- All principals, educational administrators, and teachers received training and professional development in the Common Core Standards, which are State Standards designed to build upon the most advanced current thinking about preparing all students to be college and career ready.
- Principals and supervisors have been provided training in supervision and evaluation, just cause, due process, interviewing, prevention of harassment, intimidation and bullying, and records retention.
- Staff members who are underperforming are addressed through evaluation and are supported with training and resources, including a Plan of Improvement.
- The re-issue determination of certificated contracts of underperforming staff is made prior to the state-mandated May 15 deadline.
- In a move to meet the new minimum employment requirements for paraprofessionals as outlined in HB1115, the Directors in Human Resources and certificated staff created support classes and became a testing site for the ParaPro Assessment, hosting over 200 of our own paraprofessionals who used the assessment option to meet the minimum educational requirements for the 2018 school year. Further, the PESB awarded the ISD a grant in May of 2018 to aid the PESB in the development and piloting of the 48 hours of training for the Fundamental Course of Study and Special Education Certificate during the 2018-19 school year. Paraprofessionals hired after September 1, 2018 will meet the new minimum employment requirements as outlined in HB1115. All previously employed ISD paraprofessionals will have until September 1, 2019 to be in compliance with the employment requirements.

...the Superintendent may not fail to:

- 15. 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.*

Interpretation

I interpret this to require the development and maintenance of a strong, positive District culture characterized by mutual respect, civility, collaboration, and open communication.

Evidence

- Beginning July, 2013, the Superintendent has promoted a Culture of Kindness, Sustainability, and Safety/Security throughout the District for staff, students, and parents. This focus has been highlighted in all August trainings/staff meetings, with students at Back to School activities in September, and woven throughout the daily activities across the District.
- District Regulations express high commitment to and expectations for maintaining civil, respectful, collaborative behavior by all members of the school district community. These policies include but not limited to: *Regulation #5282 – Civility; Regulation #5013 - Sexual Harassment Prohibited; Regulation #5014 - Prohibition Against Harassment and Intimidation.*
- The District's *Regulation #4220P- Complaints Concerning Staff and Programs* is an important procedural mechanism which fosters honest, open dialog and protects culture while managing complaints and concerns.
- Negotiated contracts specifically protect staff rights and create collaborative structures to ensure their ongoing voice in District decisions.
- Interview teams ensure staff perspective in the hiring of new colleagues to help ensure high levels of preparation and positive contribution to the culture.
- Input structures exist throughout the District to ensure staff voice in decision-making and strong collaboration in all program areas.

Board Approval: October 10, 2018