



Monitoring Report: End #2 Outstanding Educators and Staff

March 2024

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: Compliance will be demonstrated when partnerships are established to access candidate pipelines, local and national trend data is utilized to inform recruitment efforts, and onboarding programs result in new employee retention. Compliance is further demonstrated when the supportive work environment that values teachers and staff results in overall employee satisfaction and retention.

Compliance will be further demonstrated when the school district's professional development, induction, mentoring, and alternative licensure programs result in the retention of employees.

Evidence

- a. Pathway Partnerships (CSU Global, University of Colorado Denver and Arapahoe Community College)
- b. Onboarding and Development Programs
 - **Teacher Induction** - DCSD implements a Colorado Department of Education (CDE) approved Induction program for all new licensed staff.
 - **Student Teacher Mentor Program** - DCSD implements a Student Teacher Mentor Program to train and support teachers that are mentors for student teachers.
 - **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.
 - **Leadership Institute** - DCSD offers this leadership opportunity to administrators and professional technical staff to expand their leadership knowledge, skills and tools.
 - 54 out of 224 Leadership Institute graduates have been promoted to other positions within the district

Evidence

- c. Alternative Licensure - DCSD is authorized as a designated agency to offer an [alternative licensure](#) teacher program for our employees.
 - 33 Alternative Licensure teachers in cohort 1 are supported by school based mentors, Professional Learning Specialists (PLS) and district coaches
 - 31 Alternative Licensure teachers will have completed year 1 of the two-year program and will return to DCSD teaching positions

- d. 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.

- e. **Appreciation** - DCSD provides opportunities for staff to be celebrated and to offer positive work environments.

Evidence

h. **Retention Strategies** - DCSD explores and implements creative ways to retain staff.

- [September 12, 2023 - Turnover and Hiring Report](#)
- [February 27, 2024 - HR Updates](#)
- [DCSD Alternative Licensure Program](#)
- [DCSD Employee Discount Program](#)
- [DCSD Mid-year Open Enrollment Voluntary Benefits Enhancements](#)

DCSD retention rates - Beginning of the year (as of September 2023)*

	SY 18-19	SY 19-20	SY 20-21	SY 21-22	SY 22-23
Principal/AP	93%	91%	95%	87%	91%
Licensed	90%	91%	88%	86%	87%
Classified	80%	80%	78%	73%	77%
All Staff	86%	87%	84%	81%	84%

i. [Teaching and Learning Condition Colorado Survey](#) - General Reflection Questions

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: *Compliance will be demonstrated when the district implements an evaluation system that is based on best practices and meets or exceeds 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. **Non-licensed Evaluation System** - DCSD revised the non-licensed evaluation system in Workday. The revisions included:
 - Streamlining the evaluation processes making evaluations more efficient for staff
 - Updating the rubrics to incorporate the district climate and culture norms
 - Revising the cut scores for evaluation ratings to align with the licensed staff evaluation ratings.
 - Gathering input and feedback from employee council, district leadership team, and classified mentors.

Evidence

- c. **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.
- d. **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: *Compliance will be demonstrated when the professional development offerings reflect best practices, allow for innovation, and promote lifelong learning.*

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: *Compliance will be demonstrated when 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*
- *Revisions to Policy KE*
- *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.

- *Board Connections/Engagement*
- *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: *Compliance will be demonstrated when 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.
- *Board Connections/Engagement*
 - *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: *Compliance will be demonstrated when the Superintendent clearly communicates employee expectations and rights, have procedures in place for staff grievances, and promote a positive atmosphere that allows for mistakes and growth.*

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

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

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

Title IX Sexual Harassment Grievance Process ([AC-R-2](#))

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: *Compliance will be demonstrated when the Superintendent maximizes resources to compensate staff.*

Measure	Status
<p>DCSD salary schedules were updated for the 2023-2024 school year and after the passage of the Mill Levy Override.</p> <p>DCSD 2023-24 Retention Stipend Fact Sheet DCSD 2023-2024 Licensed Salary Guide 2023-24 Additional Pay Compensation Schedules A & B 2023-24 Salary Schedule - School Admin (POST MLO) 2023-24 Salary Schedule - School Admin 2023-24 Licensed Salary Schedule (POST MLO) 2023-24 Licensed Salary Schedule 2023-24 Salary Schedule - Classified (POST MLO) 2023-24 Salary Schedule - Classified 2023-24 Salary Schedule - BASE (POST MLO) 2023-24 Salary Schedule - BASE 2023-24 Salary Schedule - NUTS (POST MLO) 2023-24 Salary Schedule - NUTS 2023-24 Salary Schedule - Transportation (POST MLO) 2023-24 Salary Schedule - Transportation 2023-24 Salary Schedule - ProTech (POST MLO) 2023-24 Salary Schedule - ProTech</p>	<p>Compliant</p>
<p>DCSD Benefits Program was updated for the 2023 - 2024 school year. Benefits website 2023 - 2024 DCSD Benefits Guide</p>	<p>Compliant</p>
<p>DCSD Voluntary Benefits Program was updated for the 2023 - 2024 school year.</p>	<p>Compliant</p>

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: *Compliance will be demonstrated when the superintendent implements 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, standing in a field. They are throwing their blue mortarboard caps into the air, which are scattered across the sky. The background is a bright, clear blue sky with a soft white glow on the right side, suggesting a bright sun. The overall mood is celebratory and hopeful.

Questions?

Learn Today, Lead Tomorrow