



OE 4: Personnel Administration Summary of Compliance Status

Date: December 20, 2021

Superintendent Certification

With respect to the results of Operational Expectation 4 ([OE 4](#)): Personnel Administration, the superintendent certifies that the following information is accurate and complete, and the School District is:

- ☐ In compliance.
☒ In compliance with exceptions noted.
☐ Not in compliance.

Executive Summary:

2020-21 was a challenging yet the Sun Prairie Area School District staff showed their passion and dedication to the students of the Sun Prairie community. The OE-4 report only scratches the surface on the work that employees at all levels provided in the previous school year as we were constantly shifting and pivoting based on many external factors.

There are three new measures as a part of the 2020-21 OE-4 report. There are seven measures that were not compliant. In most cases, non-compliance can be associated with pandemic related barriers or barriers related to personnel changes.

Compliance Status:

- Of the 30 measures, 20 are in compliance, 7 measures were not in compliance, and 3 measures are new measures with baseline data or information provided to be used in the future 2021-22 report that will be completed next December.
- The measures that are labeled “Not Compliant” include:
 - OE 4.1, Measure 3: *The percent of employees of color who answer “agree” or “strongly agree” with the Employee Engagement survey question “All things considered the District is a good place to work” will increase each year or the average response will be 80% or higher.*
 - OE 4.9, Measure 1: *100% of professional educators and certified student services personnel on cycle are evaluated as outlined by the Department of Public Instruction Educator Effectiveness System or equivalent evaluation system and are aligned to District expectations and strategic goals.*
 - OE 4.9, Measure 2: *100% of licensed and District-level administrators and building administrators are evaluated on cycle, and include consideration of goal achievement on scorecards and compliance and reasonable progress on governance monitoring reports and are aligned to District expectations and strategic goals.*

- OE 4.9, Measure 3: 100% of administrative support personnel are evaluated on cycle and include consideration of goal achievement and are aligned to District expectations and strategic goals.
- OE 4.9, Measure 4: 100% of support personnel are evaluated on cycle and include consideration of goal achievement and are aligned to District expectations and strategic goals.
- OE 4.10, Measure 3: 100% of employees complete District required trainings each year.
- OE 4.11, Measure 2: The percent of Professional Educators who either “agree” or “strongly agree” with the Employee Engagement survey statement of “All things considered the District is a good place to work” will increase each year or the average response will be 80% or higher.

In addition to our systemic focus on results, the Human Resources Department Scorecard includes specific and targeted actions aimed at ensuring the administration and management of personnel systems necessary to support the achievement of the district’s student results policies.

We have improved personnel administration and management outcomes by employing the following strategies:

- Utilizing multiple employment posting sites focused on both recruiting and hiring with a focus on increasing our overall pool of racially, linguistically, and gender based diversity to provide a staff mirroring our students.
- Implemented a referral incentive for current employees to create a defined “word of mouth” recruiting strategy.
- Establishing clear department and building specific strategies aligned with the district strategic plan, with quarterly monitoring focused on the statement of “All things considered the district is a good place to work.”
- Hiring Process:
 - Implementing recruitment efforts to increase our teacher “pipeline” including building partnerships with multiple universities and certification granting organizations for both our Grow Your Own Program and our overall teaching candidate pools.
 - Partnering with the Director of Systemic Equity and Inclusion to recruit, hire, and retain staff with a goal of matching student and staff demographics.
 - Continue to update district recruitment materials, with a focus on our goals to provide a staff that reflects our community and students.
 - Attending and facilitating onsite job fairs, offsite job fairs, and community events specifically focused on hiring diverse candidates (i.e. Urban League of Greater Madison, local job fairs, Sun Prairie Area School District Job Fair, HBCU online job fairs).
- Implementing efforts to retain our district workforce including:
 - As a way to improve our Grow Your Own program (GYO), we continued to expand our partnerships with other certification programs and universities, expanded our program to include employees who had not earned a Bachelor's degree yet, and continued the involvement of hiring administrators to recommend strong candidates to work towards a teaching certification in the GYO program.
 - The District Wellness Coordinator expanded our wellness committee and programming focused on creating connections between employees and helping staff understand how to access the care and supports provided through our insurance and community partnerships.

- Continued our collaboration with the City of Sun Prairie and Dean/SSM to enhance the use of our employee wellness clinic in order to support employees and their families' health and wellness.
- Completed a wage study of our Administrative Support Salaried employee group and used the data collected to adjust the salaries of those employees not at the target base wage or at market level wage rate.
- Continued a district staffing allocation plan to track staffing projections and requests, and collaboratively worked with other departments to review and modify the staffing allocation formulas to be focused on equity in support for students across our school district.
- Improved and streamlined HR processes and infrastructure through the integration of technology including professional educator contracts, summer school agreements, educator evaluations (Frontline), activities/athletics assignments, reference checks (Checkster), and new hire paperwork.

We are compliant or have made progress in the following areas:

- Increased the percentage of staff diversity from 13.8% to 14.2%.
- The overall percentage of applicants self identified as people of color increased from 17% to 19.4%.
- The overall retention rate of benefit eligible employees was above 90% at 90.5% with no identified employee group being more than 3% below that overall average.
- All employees and volunteers have successfully cleared applicable background checks prior to their start date.
- All new hires met the certification requirements that are outlined in the vacancy posting or description.
- All grievances and complaints were resolved or handled in accordance with district policy and associated employee handbook policies, and resulted in settlement or ruling in the district's favor (which equates to following appropriate process and procedure).
- All job descriptions were made available through the intranet / MySP and updated as necessary.
- All new teachers participated in the district's mentoring program and/or had cooperating teachers as their mentors.
- All new employees hired participated in new employee orientation.
- Changes to the employee benefit and compensation framework were made with Board approval.

Action plan to improve/enhance OE 4 areas of non-compliance:

- **OE 4.1, Measure 3:**
 - In collaboration with the Director of Systemic Equity and Inclusion and the Employee Relations Manager, create and implement strategies focused on increasing the percent of employees of color agreeing with the statement of "All things considered the District is a good place to work."
 - We will increase the engagement of our employees of color through our Affinity Group structure.
 - Focus on supporting our employees through improved communication and transparency.
 - Create opportunities where the Affinity Group engages with district leadership on a regular basis.
 - We will increase access to programs focused on expanding career advancement opportunities.

- Grow Your Own: Expand opportunities by partnering with additional colleges, universities, and licensing agencies to offer Grow Your Own candidates additional learning options with flexibility to fit their outside of work schedules.
 - We will engage in a deeper dive analysis of our employee engagement survey by meeting with employees willing to discuss their responses.
 - We will implement a stay interview process.
 - Analyze the stay interview responses for themes regarding areas of strength and areas in need of improvement. Themes will be utilized to create strategies aimed at maintaining areas of strength and progressing in areas in need of improvement.
 - We will continue to intentionally recruit and hire employees of color in all employee groups to build an inclusive and representative staff.
- **OE 4.9, Measure 1, 2, 3, and 4:**
 - We will continue to utilize Frontline Platform as the school administrator and professional educator evaluation system that we began using in 2019-20. This system is an electronic evaluation system that will accurately and automatically notify department managers of all employees due for an evaluation, create the evaluation instrument and send it to managers for completion, store completed evaluations and ratings in the electronic system, and collect the data of the number of employees who complete an evaluation. Over the past year, Frontline has made process improvements in helping the process be more “real time” which allows our department better follow up if evaluations are behind.
 - A high majority of the evaluations that were not completed in this Operational Expectation 4.9 were attributed to a single administrator that is no longer with our district.
 - Communication will be ongoing throughout the year reminding supervisors of timelines, and follow up from Human Resources staff will happen when supervisors need guidance in ensuring evaluations are completed well and on time.
- **OE 4.10, Measure 3:**
 - Include supervisors in email reminders to staff who have not completed the trainings within 90 days of the beginning of the school year or 90 days from the beginning of an employee's start date.
- **OE 4.11, Measure 2:**
 - Continue to engage professional educators in the district Workforce Excellence committee focused on collaborating around decisions that directly impact professional educators.
 - Increase our wellness offerings to support all areas of personal wellness especially in the area of building connections among colleagues.
 - Continue collaborating with the Professional Educator Compensation Committee about how our district can remain competitively situated in Dane County regarding compensation and benefits.

Organizationally we expect better performance. We will not compromise on our standards. Yet, in a year with a global pandemic, so much national, state, and local unrest and uncertainty, so many needed educational pivots, so many problems that were firsts to create a solution to, so much added stress because of the massive referendum projects and resulting workstreams associated with them, we are very proud of our results for 2020-21. And we fully acknowledge that we can and will get better.

Signed: _____
Brad Saron, Superintendent

Date: December 20, 2021

School Board Action

With respect to the results of Operational Expectation 4 ([OE 4](#)): Personnel Administration, the School Board finds that the organization and the superintendent are:

_____ In compliance.

_____ In compliance with exceptions noted.

_____ Not in compliance.

Summary Statement/Motion of the School Board:

Signed: _____ Date: _____

Title: Steve Schroeder, School Board President



Sun Prairie Area School District

Futures depend on us...every child, every day.

OE 4: Personnel Administration

OE 4: 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 Student Results policies.

Interpretation: The School Board expects the Superintendent to administer and manage a personnel system that supports the achievement of the district's Student Results policies.

Definition of terms:

- **Recruit** shall mean to attract and select a talented and diversified pool of candidates.
- **Development** shall mean opportunities offered by the district that enables employees to strengthen their knowledge, skills and ability to perform their assigned position.
- **Evaluation** shall mean assessing through observations, goal setting, and progress monitoring.
- **Compensation** shall mean wages in the form of licensed salaries or classified hourly wages.
- **Employees** shall mean an individual who provides a service to the District for payment.

OE 4.1

OE 4.1: The Superintendent will proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.

Interpretation:

The Board expects the Superintendent to have personnel systems that are developed through best practices and aligned with benchmark districts, to attract, retain and support a qualified and diverse workforce.

Definition of terms:

- **Recruit** shall mean to attract and select a talented and diversified pool of candidates.
- **Retain** shall mean the district's efforts to maintain a working environment which supports current employees in remaining with the district.
- **Engage** shall mean an employee who is fully committed to their work and so takes positive action to further the goals of the district.
- **Talent** shall mean general intelligence or mental ability, aptitude, skills.
- **Reflects and is Responsive** encompasses an individual's talents, languages, life experiences and cultural background and the district's ability to adjust to the changes that are reflected in the workforce.
- **Diverse community** shall mean the characteristics in terms of gender, sexual orientation, race, age, ability, socioeconomic status, and language represented in the Sun Prairie Area School District community.

OE 4.1

Measure

Superintendent

Board

Measure 1: The annual percentage of applicants and new hires identifying as people of color increases annually in each employee group until matching the racial demographics of our students and then maintained.

Evidence of Compliance:

- **FY 2020-21:**
 - 19.4% of overall applicants self-identified as people of color
 - Administrative Support: 25.2%
 - Professional Educator: 14.3%
 - Administrator: 20%
 - Support Staff: 25.2%
 - 20.8 % (25/120) of hires identified as people of color
 - 40% (2/5) Administrative Support
 - 7.7 % (5/65) Professional Educator
 - 100% (2/2) Administrator
 - 33.3% (16/48) Support Staff
 - 14.2% of overall staff identify as people of color
 - 38.5% of overall student population identified as students of color
- **FY 2019-2020**
 - 19.4% of overall applicants self-identified as people of color

Compliant

(Data is only from April 2019 to July 2019 due to a change in hiring platform) ○ Administrative Support: 17.1% ○ Professional Educator: 8.8% ○ Administrator: 9% ○ Support Staff: 25% ● 17 % (22/129) of hires identified as people of color ○ 0% (0/3) Administrative Support ○ 7.67% (3/45) Professional Educator ○ 100% (1/1) Administrator ○ 22.5 % (18/80) Support Staff ○ 13.8% of overall staff identify as people of color ○ 37.7% of overall student population identified as students of color		
Measure 2: 90% of benefit eligible employees in good standing are retained by the District in each employee group and employees of color. (Exclusions defined: Terminations, Resignations in lieu of Termination). Evidence of Compliance: ● FY 2020-21: 90.5% (1140/1259) ○ Support Staff: 87.8% (354/403) ○ Administrative Support: 95.2% (60/63) ○ Administrators: 95.2% (40/42) ○ Professional Educators: 91.3% (686/751) ○ Employees of Color: 89.7% (139/155) ● FY 2019-2020: 91.2% Measure changed from “No more than 10% of staff voluntarily leave the District.”	Compliant	
Measure 3: The percent of employees of color who answer “agree” or “strongly agree” with the Employee Engagement survey question “All things considered the District is a good place to work” will increase each year or the average response will be 80% or higher. Evidence of Compliance: ● FY 2020-21: 62.1% (23/37) of employees of color who answered indicated that they “agree” or “strongly agree” with the Employee Engagement survey question “All things considered the District is a good place to work.” ● FY 2019-2020: Did not survey as this is a new measure for 2020-2021	Non-compliant	

OE 4.2

OE 4.2: The Superintendent will assure that no person is employed by the district without first clearing thorough background inquiries and checks.

Interpretation:

The Board expects the Superintendent to protect and keep the students and employees of the district safe by checking the background of all personnel prior to a written offer of employment. In addition, the Board expects a fair, equitable and consistent background review process for all hired personnel, permanent or contracted.

Definition of terms:

- **Background inquiries and checks** shall mean utilizing one or more of the following reference and criminal background check sources prior to hiring including, but not limited to: the Wisconsin Circuit Court Access results, Wisconsin Department of Justice, National Sex Offender Public Registry results, Wisconsin Department of Public Instruction (DPI) credential and licensing verifications, social media and verification of employment eligibility.

OE 4.2

Measure	Superintendent	Board
Measure 1: 100% of new employees hired have successfully cleared all applicable background checks prior to their start date. Evidence of Compliance: • FY 2020-21: 144/144 (includes substitutes and seasonal employees), 100% of new employees successfully cleared • FY 2019-20: 191/191 (includes substitutes and seasonal employees), 100% of new employees successfully cleared	Compliant	

OE 4.3

OE 4.3: The Superintendent will assure that no volunteer has unsupervised contact with students without first clearing reasonable background inquiries and checks.

Interpretation:

The Board expects the Superintendent to protect and keep the students and employees of the district safe by checking the background of all volunteers prior to their first day of volunteer service. In addition, the Board expects a fair, equitable and consistent background review process for all volunteers.

Definition of terms:

- **Volunteer** shall mean an individual who provides a service without expectation of payment.
- **Unsupervised contact** shall mean contact with students without Sun Prairie Area School District employees present to supervise or monitor activities.
- **Contact** shall mean any opportunity a volunteer has to be with students under the direction of district personnel.
- **Reasonable background inquiries and checks** shall mean utilizing one or more of the following reference and criminal background check sources prior to hiring including, but not limited to: the Wisconsin Circuit Court Access results, Wisconsin Department of Justice, National Sex Offender Public Registry results, Wisconsin Department of Public Instruction (DPI) credential and licensing verifications, social media and verification of employment eligibility.

OE 4.3

Measure	Superintendent	Board
Measure 1: 100% of individuals reported filling a volunteer position will have successfully cleared all applicable background checks prior to their start date. Evidence of Compliance: • FY 2020-21: 52/52, 100% of new volunteers successfully cleared • FY 2019-20: 100% volunteers successfully cleared	Compliant	

OE 4.4

OE 4.4: The Superintendent will select the best-suited and qualified candidates for all positions.

Interpretation:

The Board expects the Superintendent to make hiring decisions based upon objective criteria without influence from personal or political forces.

Definition of terms:

- **Best-suited** shall mean the candidate selected for any position in the District meets the criteria of the position and the expectations of the hiring manager, director, and/or Superintendent.
- **Qualified** shall mean having necessary education, skills, and certifications as expressed on the job description or posting.
- **Candidates** shall mean those who submitted a complete application for employment.

OE 4.4

Measure	Superintendent	Board
Measure 1: 100% of all new hires (professional educators, administrators, special education assistants) meet the certification requirements that are outlined in the vacancy posting or description or are able to meet the requirements through a written agreed upon certification plan. Evidence of Compliance: • FY 2020-21: Professional Educators (100%) 64/64, Administrators 2/2 (100%), Special Education Assistants 10/10 (100%) all met the certification requirements. • FY 2019-20: Professional Educators (100%) 116/116, Administrators 8/8 (100%), Special Education Assistants 35/36 (97.2%) all met the certification requirements.	Compliant	
Measure 2: 100% of employees who are hired follow a hiring process that includes: • Reviewed job description • Clear background check of hiring recommendation • Three reference checks • Successful interview with representative interview team Evidence of Compliance: • FY 2020-21: 124/124 100% of all new permanent employees ◦ Hiring Checklist: Details of hiring process • FY 2019-20: This is a new measure for 2020-2021	Compliant	

OE 4.5

OE 4.5: The Superintendent will administer clear personnel expectations and procedures for employees and effectively handle the complaints and concerns according to district policy.

Interpretation:

The Board expects the Superintendent to implement and maintain clear, consistent and fair personnel policies for all employee groups.

Definition of terms:

- **Administer** shall mean to supervise or oversee that personnel rules and procedures are followed.
- **Clear** shall mean personnel rules and procedures are communicated 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.

OE 4.5

Measure

Superintendent

Board

Measure 1: 100% of employees acknowledge receipt of the Employee Handbook which details and communicates personnel rules and procedures.

Evidence of Compliance:

- **FY 2020-21:** 100% of employees who made it past their 90 day probationary period acknowledged receipt of the Employee Handbook.
- **FY 2019-20:** 98.2% of employees acknowledged receipt of the Employee Handbook. (19-20 goal was 95%)

Compliant

Measure 2: 100% of formal written employee complaints and grievances are resolved or handled in accordance with District policy and associated Employee Handbook policies.

Evidence of Compliance:

- **FY 2020-21:** 100% compliant with District policy and Handbook policies.
- **FY 2019-20:** 100% compliant with District policy and Handbook policies.

Compliant

Measure 3: 100% of District Leadership is annually trained in effectively/legally resolving complaints, conflicts and concerns.

Evidence of Compliance:

- **FY 2020-21:**
 - 8/5/20-8/6/20: Training regarding appropriate handling of discrimination/harassment complaints during Camp Cardinal for Administrators
 - [PDF of Agenda](#)
- **FY 2019-20:** 100% of District Leadership completed the mandatory harassment/discrimination training in person or by viewing recorded presentation.

Compliant

OE 4.6

OE 4.6: The Superintendent will maintain adequate job descriptions for all employee positions reflecting accurate expectations of each specific job.

Interpretation:

The Board expects the Superintendent to maintain formatted, clearly written and accessible job descriptions for each position or category of positions, both licensed and classified.

Definition of terms:

- **Maintain** shall mean to keep current and accurate.
- **Adequate** shall mean job descriptions reflect the essential functions, knowledge, skills, and abilities of the responsibilities and tasks performed.

OE 4.6

Measure

Superintendent

Board

Measure 1: 100% of job descriptions were reviewed and updated as necessary prior to posting and are available to applicants during the hiring process.

Evidence of Compliance:

- **FY 2020-2021:** 100% of job descriptions were available through the intranet to all employees and for use by administrators during the hiring and evaluation process.
 - Job descriptions are posted on MySP in the [Human Resources](#) Section.
- **FY 2019-20:** 100% of job descriptions were available through the intranet to all employees and for use by administrators during the hiring and evaluation process.

Compliant

Measure 2: 100% of all job descriptions are reviewed and updated as part of the evaluation process.

Evidence of Compliance:

- **FY 2020-2021:** 100% of job descriptions were reviewed and updated as necessary prior to posting and are available in the posting either in the descriptions and qualifications sections of the posting or via a URL link attached to the posting.
- **FY 2019-20:** 100% of job descriptions were reviewed and updated as necessary prior to posting and are available in the posting either in the descriptions and qualifications sections of the posting or via a URL link attached to the posting.

Compliant

Measure 3: 100% of job descriptions with multiple supervisors are reviewed as part of a dedicated job description review cycle.

Evidence of Compliance:

- Will be reported in 2022 for the 2021-2022 school year focused on support staff

New Measure

OE 4.7

OE 4.7: The Superintendent shall protect confidential employee information.

Interpretation:

The Board expects the Superintendent to implement policies, procedures and practices to ensure that all employee records and personnel matters are kept confidential.

Definition of terms:

- **Protect** shall mean to secure, keep safe, and preserve employee confidential information.
- **Confidential** shall mean access to employee information follows federal and state laws, including Health Insurance Portability and Accountability Act (HIPAA).
- **Employee information** shall mean a record of personal information related to the employment of the employee.

OE 4.7

Measure

Superintendent

Board

Measure 1: 100% of documented reports of breach of confidentiality by any District employees have been investigated and appropriate action taken.

Compliant

Evidence of Compliance:

- **FY 2020-21:** There were no reported breaches of confidentiality
- **FY 2019-20:** Two reports of breach of confidentiality. 100% of the reports were investigated and appropriate action taken.

OE 4.8

OE 4.8: Recognizing the value an employee brings to the district, the Superintendent will 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.

Interpretation:

The Board expects the Superintendent to maintain salary and fringe packages that are competitive with those of comparable school districts.

Definition of terms:

- **Compensation** shall mean wages in the form of salary for exempt employees and hourly wages for non-exempt employees.
- **Benefit plan** shall mean health and other insurance, employee leave, wellness, and other similar programs to support employees in their personal lives.
- **Highest quality** shall mean those who are evaluated as effective or higher based on the District's evaluation criteria.

OE 4.8

Measure

Superintendent

Board

Measure 1: A review of market study data reveals the District is at or above salary and pay ranges for each employee group when compared to the market for like positions in the Dane County area based on the District adopted compensation review cycle.

Evidence of Compliance:

- **FY 2020-2021:** Administrative Support Employee group was on cycle and a review of market data was reviewed
 - [Administrative Support Salaried Compensation](#) - Approved on October 25, 2021.
 - Comprehensive Pay studies are on a 3 year cycle as follows:
 - Administrative Support: 2020-2021
 - Support Staff: 2021-2022
 - Administration: 2022-2023
 - Professional Educators: 2023-2024
- **FY 2019-20:** This is a new measure for 2020-21

Compliant

Measure 2: The percent of employees who either "agree" or "strongly agree" with the statement "My compensation (salary and benefits) is reasonable considering my experience, job responsibilities, and work environment." will increase each year or maintain an average of 80% or higher.

Evidence of Compliance:

- **FY 2020-21:** 71% (agreed/strongly agreed) (44/62) to a one question survey.
- **FY 2019-20:** This is a new measure for 2020-21

New Measure:
No baseline to
compare for
growth

OE 4.9

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

Interpretation:

The Board expects the Superintendent to develop and employ formal and informal processes of assessing, determining, supporting, training and developing the performance of employees. These processes will utilize quantitative and qualitative methods of assessment.

Definition of terms:

- **Consistent with the Superintendent's own evaluation** shall mean that all employees are evaluated according to outcomes as outlined in the results policies and operational expectations.
- **Evaluate** shall mean assessing through observations, goal setting, and progress monitoring.
- **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.

OE 4.9

Measure

Superintendent

Board

Measure 1: 100% of professional educators and certified student services personnel on cycle are evaluated as outlined by the Department of Public Instruction Educator Effectiveness System or equivalent evaluation system and are aligned to District expectations and strategic goals.

Evidence of Compliance:

- **FY 2020-21:** 97.2% - 290 Professional Educators on cycle, 282 completed.
- **FY 2019-2020:** 100% - 333 Professional Educators on Cycle, 333 completed

Non-compliant

Measure 2: 100% of licensed and District-level administrators and building administrators are evaluated on cycle, and include consideration of goal achievement on scorecards and compliance and reasonable progress on governance monitoring reports and are aligned to District expectations and strategic goals.

Evidence of Compliance:

- **FY 2020-21:** 96.55% - 29 Administrators on cycle, 28 completed.
- **FY 2019-2020:** 100% - 22 Administrators on Cycle, 22 completed

Non-compliant

Measure 3: 100% of administrative support personnel are evaluated on cycle and include consideration of goal achievement and are aligned to District expectations and strategic goals.

Evidence of Compliance:

- **FY 2020-21:** 75% - 8 Administrative Support on cycle, 6 completed.

Non-compliant

● 2019-2020: 100% - 10 Admin Support Staff on Cycle, 10 completed		
Measure 4: 100% of support personnel are evaluated on cycle and include consideration of goal achievement and are aligned to District expectations and strategic goals. Evidence of Compliance: ● FY 2020-21: 90% - 150 Support Support on cycle, 135 completed. ● FY 2019-2020: 91.7% - 133 Support Staff on Cycle, 122 completed	Non-compliant	

OE 4.10

OE 4.10: The Superintendent shall ensure that all employees are qualified and trained to perform the responsibilities assigned to them.

Interpretation:

The Board expects the Superintendent to ensure that all incoming employees will maintain the license, certification or skills required by the position and have access to the necessary training and resources to do their job.

Definition of terms:

- **Qualified** shall mean that all district employees will meet district-determined criteria and that employees will maintain the license, certification or skills required by the position.
- **Trained** shall mean prepared to accomplish work related tasks and that employees will work to continuously improve their knowledge, skills, and ability to perform their assigned position.
- **Appropriately Licensed** shall mean that instructional staff employees are either fully licensed to teach the subject they are teaching or are in the midst of application to be appropriately licensed.

OE 4.10

Measure

Superintendent

Board

Measure 1: 100% of eligible professional educators will participate in the District mentoring program.

Evidence of Compliance:

- **FY 2020-21** 100% (127/127) of eligible professional educators participated in the District mentoring program.
 - [Number of eligible Professional Educators to be placed with a mentor.](#)
- **FY 2019-2020:** 100% of eligible professional educators participated in the District mentoring program.

Compliant

Measure 2: 100% of all new employees participate in department and/or job specific new employee orientation.

Evidence of Compliance:

- **FY 2020-21** 100% of all new employees participated in department and/or job specific new employee orientation.
 - [New Employee Orientation Checklist.](#)
- **FY 2019-2020:** 100% of our new employees participated in new employee orientation or an alternative department specific onboarding process.

Compliant

Measure 3: 100% of employees complete District required trainings each year.

Evidence of Compliance:

- **FY 2020-21:** 96% (919/955) completed assigned district required training.
- **FY 2019-2020:** New Measure in 2020-21

Non-compliant

Measure 4: The average amount of professional development completed increases or is maintained by 80% of employees in each of the employee groups.	New Measure: Creating a baseline	
Evidence of Compliance: ● FY 2020-21 (Baseline Data) ○ Administrator: avg. of 27.4 hours ○ Professional Educator: ○ Support Staff: avg. of 1.2 hours ○ Administrative Support: avg. of 13.52 hours		

OE 4.11

OE 4.11: The Superintendent shall maintain an organizational culture that positively impacts the ability of employees to responsibly perform their jobs and allows them to work in an environment of professional support and courtesy.

Interpretation:

The Board expects the Superintendent to maintain an organizational culture that exemplifies the Sun Prairie Area School District Vision, Mission and Core Values.

Definition of terms:

- **Organizational culture** shall mean the system of shared beliefs, values, and norms that influence the way employees behave 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.
- **Environment of professional support and courtesy** shall mean a respectful workplace free of hostility and void of harassment and discrimination.

OE 4.11

Measure

Superintendent

Board

Measure 1: The percent of Administrators who either “agree” or “strongly agree” with the Employee Engagement Survey statement of “All things considered the District is a good place to work” will increase each year or the average response will be 80% or higher.

Evidence of Compliance:

- **FY 2020-21:** 89.6% of Administrators either “agree” or “strongly agree” with the Employee Engagement Survey statement of “All things considered the District is a good place to work.”
- **FY 2019-2020:** 100% of Administrators either “agree” or “strongly agree” with the Employee Engagement Survey statement of “All things considered the District is a good place to work.”

Compliant

Measure 2: The percent of Professional Educators who either “agree” or “strongly agree” with the Employee Engagement survey statement of “All things considered the District is a good place to work” will increase each year or the average response will be 80% or higher.

Evidence of Compliance:

- **FY 2020-21:** 68.4% of Professional Educators either “agree” or “strongly agree” with the Employee Engagement survey statement of “All things considered the District is a good place to work.”
- **FY 2019-2020:** 92.3% of Professional Educators either “agree” or “strongly agree” with the Employee Engagement survey statement of “All things considered the District is a good place to work.”

Non-Compliant

Measure 3: The percent of Administrative Support employees who either

Compliant

“agree” or “strongly agree” with the Employee Engagement survey statement of “All things considered the District is a good place to work” will increase each year or the average response will be 80% or higher. Evidence of Compliance: ● FY 2020-21: 80.9% of Administrative Support employees either “agree” or “strongly agree” with the Employee Engagement survey statement of “All things considered the District is a good place to work.” ● FY 2019-2020: 95.3% of Administrative Support employees either “agree” or “strongly agree” with the Employee Engagement survey statement of “All things considered the District is a good place to work.”		
Measure 4: The percent of Support Staff employees who either “agree” or “strongly agree” with the Employee Engagement survey statement of “All things considered the District is a good place to work” will increase each year or the average response will be 80% or higher. Evidence of Compliance: ● FY 2020-21: 83.7% of Support Staff employees either “agree” or “strongly agree” with the Employee Engagement survey statement of “All things considered the District is a good place to work.” ● FY 2019-2020: 96.1% of Support Staff employees either “agree” or “strongly agree” with the Employee Engagement survey statement of “All things considered the District is a good place to work.”	Compliant	

OE 4.12

OE 4.12: The Superintendent shall not retaliate against any employee for initiating a legitimate complaint or concern.

Interpretation:

The Board expects that the Superintendent 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.

Definition of terms:

- **Initiating** shall mean bringing a written document without coercion by an employee, supervisor or administrator.
- **Retaliate** shall mean to act in revenge.
- **Legitimate complaint** shall mean a written statement of all claims that is neither spurious or false.

OE 4.12

Measure

Superintendent

Board

Measure 1: 100% of formal written employee complaints reported (according to District policy and procedures) to the office of the Superintendent are investigated without any retaliation toward the reporting employee.

Compliant

Evidence of Compliance:

- **FY 2020-21:** 100% (3/3) of formal written employee complaints reported (according to District policy and procedures) to the office of the Superintendent were investigated without any retaliation toward the reporting employee.
- **FY 2019-2020:** Three (3) complaints were reported to the Superintendent's office. 100% of these complaints were investigated without any retaliation.

OE 4.13

OE 4.13: The Superintendent shall not change the employee benefit and compensation framework.

Interpretation:

The Board expects the Superintendent to seek Board approval to make changes to the employee benefit and compensation framework.

Definition of terms:

- **Benefit** shall mean a non-wage compensation provided to employees in addition to their normal wage or salary, i.e., health and dental insurance, short-term and long-term disability insurance, compensated absences (vacations, holidays, sick leave) and retirement/pensions.
- **Compensation** shall mean wages in the form of licensed salaries or classified hourly wages.

OE 4.13

Measure	Superintendent	Board
Measure 1: All changes to the employee benefit and compensation framework are made with Board approval. Evidence of Compliance: • FY 2020-21: 100% of approved changes to the employee benefit and compensation framework are made with Board approval: • Administrative Support Salaried Compensation - Approved on October 25, 2021. • Administrative Support Salaried Compensation Framework - Approved on September 28, 2020. • Rollover Vacation Language for 260 Day Employees - Approved on June 8, 2020. • FY 2019-2020: 100% of approved changes to the employee benefit and compensation framework are made with Board approval:	Compliant	