September 11, 2012

To: Members of the Board of Education
From: Jane Belmore, Superintendent of Schools
RE: Process for Developing the MMSD Employee Handbook

Our mission together is to improve student learning for all, and we understand that our employees are the people who directly or indirectly impact that learning. With the passage of Act 10, the District is responsible for developing an Employee Handbook. The MMSD Employee Handbook will be reflective of expectations for employees and obligations of the District to our employees. It is a way to document expectations and obligations of management and staff. In addition, the handbook establishes a written uniform set of expectations and procedures and provides a vehicle to communicate these with employees and management to ensure that everyone receives the same information. The handbook also potentially provides legal protection for both employees and the District.

With the passage of Act 10, school districts are limited to collectively bargain over a percentage of a total base wage increase no greater than the percentage change in the consumer price index as provided by the Wisconsin Department of Revenue (for contracts starting July 1, 2012 – 3.16%). It is necessary to negotiate over the total amount available for distribution, as well as the manner in which the amount is distributed. In addition we are legally required to adhere to a grievance procedure that must cover employee discipline, employee termination and work place safety. This bargaining process limited to a base wage increase will adhere to a timeline and follow the process that we have used in the past. All other expectations and obligations must be included in the Employee Handbook.

This document outlines the recommended process for developing the MMSD Employee Handbook. An Employee Handbook Work Group has been formed with the purpose of gathering information from various sources and stakeholders and guiding the process of developing a Handbook that is built on our mission of learning attainment of our students and for the well being of our workforce. In addition, Employee Discussion Groups will be created- one for each employee sub group (details noted below).

To initiate the process of developing the Employee Handbook, the Employee Handbook Work Group and the Employee Discussion Groups will meet together. The purpose of this meeting will be to review the results of the survey and have discussion about the format and process of the work.

Guiding Principles

Our philosophy in developing the Handbook is to create a workplace that attracts, develops and maintains high quality employees. Our approach to the handbook will be through the following guiding principles. The handbook must:

- Support Improvement in student learning. As in everything we do, the first question and the top priority is student learning. How does what we are considering impact students?
- Empower staff to do their best work. How does what we are considering impact teachers and staff? Does it help or hinder them in doing their jobs effectively?
- Strategically align the use of resources. Does what we are considering align with our achievement gap plan? Will it allow us to implement, measure, and improve that work? Is it financially responsible?
- Avoid redundancies and create consistencies. Is what we are considering already outlined in state law or Board policy or other mandates?
- Consider incremental change. Does what we are considering lend itself to gradual change? Can we work toward a larger goal through incremental steps?
- Serve as a vehicle for respectful discussion. Will what we are considering help or hinder respectful dialogue.

Process: "Drafting and Discussing"

We will use a process of "drafting and discussing". This process was created after discussions with Bob Butler, a consultant the District has used to bargain the teacher contract in the past, regarding what has been successful with Districts that have created handbooks. He noted that those with the greatest success created a draft document for employee groups and the Board to respond to. We also have reviewed other handbooks and had conversations with neighboring Districts. We will continue to seek information as we move through the process.

Leadership for the Handbook Work Group

The superintendent will direct the work of the Handbook Work Group and will be responsible for regular communication with stakeholders during the drafting and discussing process and the Board of Education.

The role of employees and employee input

This process by law must not reflect bargaining in any way. However it is our intent to have the process of "drafting and discussing" during the development of the handbook and allow input from all of our employee groups. Therefore we will begin gaining input by distributing a survey to all staff to get ideas prior to the first draft of the handbook. Then Employee Discussion Groups will be formed. During the drafting and discussing process these Employee Subgroups (eg. teacher, custodian, etc....) will provide input to drafts.

As an example, the Teacher Employee Discussion Group will consist of no more than 10 people. Each group will have the following make up:

3 employees selected by the representative union

7 employees selected by the District

The make-up of the Teacher Employee Discussion Groups will be reflective of instructional levels, teacher roles (classroom, special education, specials, library media, support staff) and diversity.

The role of the Board and Board input

Board officers will be updated on a regular basis by the superintendent. The Board may assign up to two Board members to sit in as observers with each of the Employee Discussion Groups. Formal updates will be made to the Board's Operational Support Committee and a final recommendation will be presented to the Board for approval.

The role of MTI staff

MTI staff will be invited to sit in as observers with the Employee Discussion Groups.

Flow of Communication and Timeline for Drafting and Discussing

The Employee Handbook Work Group will be responsible for drafting the Handbook document. Employees will have input through regular communication with the Employee Discussion Groups. A tentative recommended timeline is attached.

　　Board Approval of Recommended Process- September 12
　　Survey of all Staff- September 13-23
　　Development of Employee Discussion Groups - September 13-October 1
　　Update to BOE Operational Support Committee- September 17
　　Analyze survey results- September 23-28
　　Joint Meeting Employee Handbook Work Group and Employee Discussion Groups -
October 9
　　Drafting Session 1- October 10 - 16
　　Discussing- Employee Discussion Groups - October 17
　　Drafting Session 2- October 18-October 23
　　Discussing- Employee Discussion Groups – October 24
　　Drafting Session 3- October 25-
　　Board Committee discussion- November 19
　　Drafting Session 4- November 20- November 30
　　Discussing- Employee Discussion Groups - December 3
　　Drafting Session 5- December 4-December 7
　　Board Committee- December 10
　　Board Approval- December 17 or January 14

Employee Discussion Groups	Employee Handbook Work Group (Joint first meeting with Employee Discussion Groups	Superintendent
		Board of Education
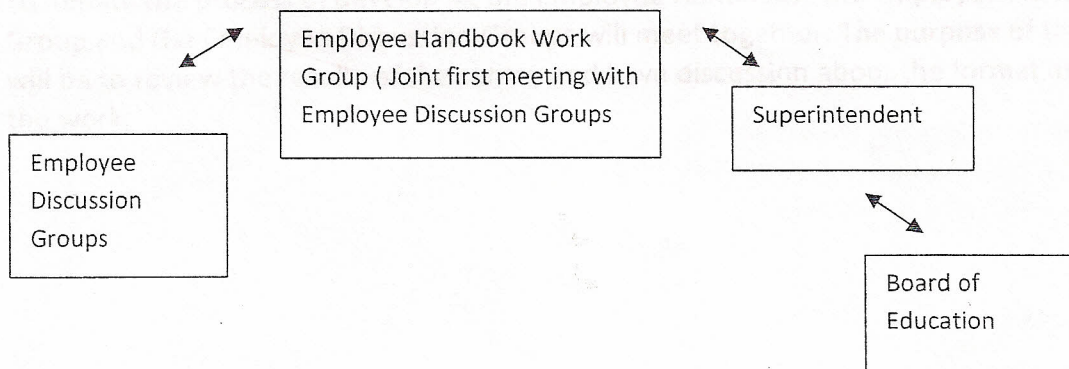
Employee Handbook Work Group Members:

Jane Belmore, Superintendent
Steve Hartley, Chief of Staff
Bob Nadler, Executive Director, Human Resources.
Sue Abplanalp, Deputy Superintendent/Chief Learning Officer
Shahanna Baldon, Chief Diversity Officer
John Burkholder, Principal, Leopold Elementary School
Bruce Dahmen, Principal, Memorial High School
June Glennon, Employment Manager, Human Resources
Joe Gothard, Assistant Superintendent – Secondary
John Harper, Executive Director, Educational Services
Mike Hertting, Assistant Superintendent – Elementary
Erik Kass, Assistant Superintendent – Business Services
Dylan Pauly, General Legal Counsel
Sean Storch, Principal, Black Hawk Middle School
Heidi Tepp, Assistant Director, Labor Relations

Employee Discussion Groups

Membership to be determined

Custodial
Educational Assistants
Food Services
Professional Security Assistants
SEE (Clerical/Technical)
Teachers
Trades