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POLICY BOARD OF EDUCATION
OF MONTGOMERY COUNTY

2 **Related Entries:** ACA, BBB, GBA, GBB-RA, ~~GBA-RA~~, ~~GBH~~, ~~GBH-RA~~, ~~GCA-RA~~, ~~GCB~~,
3 ~~GJA-RA~~, ~~GMD-RA~~, ~~GMG-RA~~, ~~GKA-RA~~, HDA, HDB, HDC
4 **Responsible Office:** Superintendent of Schools ~~Human Resources~~

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8 **Workforce Excellence [*working title*] ~~Positive Work Environment~~**
9 **~~in a Self-renewing Organization~~**

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12 A. **PURPOSE**

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14 To establish foundational structures for workforce excellence and organizational
15 resilience of Montgomery County Public Schools (MCPS) rooted in responsive, strategic,
16 and continuous employee professional growth processes as follows:

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18 1. Onboarding, training, and evaluating employees to do their current jobs and
19 responding to changing conditions in their current positions;
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21 2. Nurturing employees' career learning interests and encouraging employees to
22 develop new competencies and seek leadership opportunities with planning and
23 professional learning that prepares them for career advancement; and
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25 3. Providing structured, timely, and effective response and remediation when
26 individuals' job performance does not meet established competencies and
27 standards.

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29 B. **ISSUE¶**

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31 ~~A positive work environment in a self-renewing organization requires systems to support~~
32 ~~the success of all employees and recognize the contribution of all employees to the~~
33 ~~success of all MCPS students.¶~~

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35 B. **POSITION**

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1. The Board affirms its core purpose is preparing all students to thrive. Foundational to MCPS’s ability to achieve its core purpose is its employees – everything employees do on a daily basis prepares students to learn and thrive and contributes to the learning, well-being and success of students and the MCPS community.
 - a. The Board’s Culture of Respect Compact recognizes and values the role of all employees as contributors to a learning community that sets high standards of performance for staff and students.
 - b. Employees in all positions in MCPS, regardless of their direct or indirect daily engagement with students, years of experience, commonalities or differences, all share and contribute to a common mission of preparing all students to thrive.
 - c. The Board will recognize distinguished employee service to public education or outstanding contributions to MCPS, by individual employees or groups of employees, that directly or indirectly prepares all students to thrive.
2. The Board affirms its strong commitment to MCPS employees as the foundation of MCPS’ organizational resilience.
 - a. As employee competence increases and leadership potential is nurtured, individuals and MCPS as a whole are better able to respond effectively and imaginatively to unfamiliar or challenging situations, persevere, and collaborate.
 - b. The Board seeks to build a professional community among its employees that engages and leverages the diverse knowledge and experiences of all our employees in support of all students.
3. MCPS shall demonstrate its ongoing commitment to equity and nondiscrimination by evaluating employees fairly and respectfully. The Board will collaborate with its recognized bargaining units on the development of Professional Growth Systems for employees in each of the employee associations that include, at a minimum, core competencies, performance standards, and timelines and criteria for evaluation and feedback.

77 **C. IMPLEMENTATION STRATEGIES**

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The superintendent of schools shall develop strategies and assign responsibilities for systemwide implementation of professional growth systems guided by the principles of this policy.

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1. There shall be a shared responsibility across leaders in all MCPS schools and offices for timely and effective professional development, support, and evaluation to set high expectations and achieve the efficiency and competencies of employees in their current jobs, as follows:

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a. Onboard and train new employees and employees in new positions within MCPS.

b. Provide learning-focused supervision that includes routine support and ongoing feedback for staff.

c. Recognize distinguished employee service to public education or outstanding contributions to MCPS, by individual employees or groups of employees, that directly or indirectly prepares all students to thrive.

d. Evaluate employees and provide actionable feedback in a timely manner, consistent with established timelines and required core competencies and performance standards for their respective positions.

e. Create and implement comprehensive, culturally responsive professional learning to promote awareness of potential sources and any identifiable patterns of implicit bias in evaluation processes and disrupt such conduct within MCPS.

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2. Employees at all levels of MCPS shall be encouraged to nurture professional interests, develop new competencies, and seek leadership opportunities that lead to career advancement. The superintendent of schools will develop procedures and guidance to –

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a. proactively develop innovative practices to provide opportunities for all employees to nurture professional interests, develop new competencies, and seek leadership opportunities through individualized plans for ongoing professional learning;

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- b. make resources available to implement such plans as financially feasible and appropriate to the mission of MCPS and state certification requirements;
 - c. coordinate learning opportunities created by MCPS offices other than the Office of Human Resources and Development to encourage professional learning communities among and across like spheres of responsibility, and make them available to a variety of employee positions, as appropriate and feasible; and
 - d. identify hard-to-fill positions based on employee retention and turnover data, as well as other organization needs and develop, as legally permissible, targeted plans to provide training and skill development to increase applicants for openings in these positions.
3. MCPS shall work with each employee association to develop intervention protocols that address employees not meeting established core competencies or performance standards.
- a. Performance improvement processes shall include relevant fact-finding, based on multiple data points, as relevant and feasible, and identification of strategies to resolve job-related underperformance.
 - b. Performance improvement plans may include peer assistance and review, as appropriate, to address underperformance or referral to supporting services. Options may include coordinated support for improving technical knowledge, or consideration of measures necessary and feasible to retain, retraining, or reassign the employee.
4. There shall be a confidential and voluntary Employee Assistance Program to support employee well-being and address concerns that may manifest in the workplace.

D. DESIRED OUTCOMES

- 1. MCPS shall attract, recruit, develop, and retain a highly qualified and excellent workforce, made up of employees who –

- 155 a. exemplify MCPS’ ongoing commitment to excellence, equity and
156 nondiscrimination;
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158 b. demonstrate and experience fair treatment, integrity, and respect for all
159 students, their colleagues, and the community they serve; and
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161 c. are consistently affirmed that employees in all positions in MCPS,
162 regardless of their direct or indirect daily engagement with students, years
163 of experience, commonalities or differences, all share and contribute to a
164 common mission of preparing all students to thrive.
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166 2. MCPS shall innovate, collaborate, and demonstrate imagination and
167 organizational resilience through an excellent workforce whose competencies and
168 leadership potential are continually and consistently encouraged and supported.
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171 **E. REVIEW AND REPORTING**
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173 This policy will be reviewed in accordance with the Board of Education policy review
174 process.
175 ¶

176 ~~There must be effective systems in place to attract, recruit, mentor, develop, recognize,~~
177 ~~and retain high-performing staff; evaluate employees based on standards of performance;~~
178 ~~and provide peer assistance and review. The school system supports professional growth~~
179 ~~systems for all employees that are based upon fair treatment, honesty, openness, integrity,~~
180 ~~and respect. The school system also supports a positive work environment that values~~
181 ~~ongoing professional development as an essential component of a high-quality,~~
182 ~~world-class educational system. Therefore, the school system must:¶~~

- 183 ~~1. Attract personnel by providing opportunities to learn about the responsibilities,~~
184 ~~roles, and benefits of a position¶~~
185 ~~2. Actively recruit a highly qualified workforce that reflects the diversity of our~~
186 ~~community, and encourage and mentor them to apply for specific positions¶~~
187 ~~3. Mentor employees through collegial support systems that meet the needs of~~
188 ~~individual employees throughout their careers to foster their success, as measured~~
189 ~~by the performance standards of the evaluation system¶~~
190 ~~4. Develop personnel through a variety of experiences to enhance and improve~~
191 ~~knowledge, skills, abilities, practices, and beliefs that support successful~~
192 ~~performance on established standards¶~~
193 ~~5. Evaluate employees on established standards of performance and provide~~
194 ~~feedback and professional growth¶~~

- 195 ~~6. Attract leaders by creating a professional learning community that provides~~
196 ~~opportunities for engagement, leadership, and is committed to ensuring success~~
197 ~~for every student through excellence¶¶~~
198 ~~7. Recognize employees who devote their time, skills, and energy to support and~~
199 ~~improve the teaching and learning process to increase student achievement¶¶~~
200 ~~8. Retain high-performing employees through professional growth systems to~~
201 ~~support their success; opportunities to improve skills, knowledge, practices, and~~
202 ~~abilities while providing competitive salary and benefits¶¶~~
203 ~~9. Foster and support employee attitudes that demonstrate the belief that all students~~
204 ~~can be successful and that all employees: have and communicate high~~
205 ~~expectations for themselves and for students' performance; support students and~~
206 ~~each other in efforts to improve the teaching and learning process; work to~~
207 ~~increase student participation and achievement¶¶~~
208 ~~10. Build collaborative partnerships with MCPS employee organizations to foster a~~
209 ~~positive work environment in a self-renewing organization that supports the~~
210 ~~teaching and learning process to improve student achievement¶¶~~
211 ~~11. Maintain systems that support and improve employee effectiveness in partnership~~
212 ~~with MCPS employee organizations¶¶~~
213 ~~12. Cultivate and support a school system that is predicated upon the highest ethical~~
214 ~~standards¶¶~~
215 ~~13. Support employee wellbeing through provision of an employee assistance~~
216 ~~program¶¶~~
217 ~~14. Allocate human resources in the most effective, efficient manner to support and~~
218 ~~promote increased student achievement¶¶~~

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220 ~~G. DESIRED OUTCOME¶¶~~

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222 ~~A highly qualified workforce and a positive, collaborative work environment in a~~
223 ~~self-renewing organization, where the highest quality staff is in every position in the~~
224 ~~Montgomery County Public Schools leading to excellence in teaching, learning, and the~~
225 ~~operation of the school system¶¶~~

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227 ~~E. REVIEW AND REPORTING¶¶~~

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229 ~~This policy will be reviewed in accordance with the Board of Education policy review~~
230 ~~process.¶¶~~

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233 **Related Sources:** ANN CODE ED 6-202-6-203, Code of Maryland Regulations 13A.07.06 and .08

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235 **Policy History:** Adopted by Resolution No. 248-05, May 10, 2005; amended by Resolution No. _____.