

# POLICY

## BOARD OF EDUCATION OF MONTGOMERY COUNTY

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**Related Entries:** BBB, GBA, GBA-RA, GBH, GBH-RA, GCA-RA, HDA, HDB, HDC  
**Responsible Office:** Human Resources

### **Positive Work Environment in a Self-renewing Organization**

#### **A. PURPOSE**

The Board of Education is committed to professional growth systems for all employees to support professional growth and employee success in improving the teaching, learning, and management processes, and to promoting an environment of collaboration, high expectations, and mutual respect for all in a non-discriminatory manner in accordance with local, state, and federal law.

#### **B. ISSUE**

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

#### **C. POSITION**

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

1. Attract personnel by providing opportunities to learn about the responsibilities, roles, and benefits of a position
2. Actively recruit a highly qualified workforce that reflects the diversity of our community, and encourage and mentor them to apply for specific positions

3. Mentor employees through collegial support systems that meet the needs of individual employees throughout their careers to foster their success, as measured by the performance standards of the evaluation system
4. Develop personnel through a variety of experiences to enhance and improve knowledge, skills, abilities, practices, and beliefs that support successful performance on established standards
5. Evaluate employees on established standards of performance and provide feedback and professional growth
6. Attract leaders by creating a professional learning community that provides opportunities for engagement, leadership, and is committed to ensuring success for every student through excellence
7. Recognize employees who devote their time, skills, and energy to support and improve the teaching and learning process to increase student achievement
8. Retain high-performing employees through professional growth systems to support their success; opportunities to improve skills, knowledge, practices, and abilities while providing competitive salary and benefits
9. Foster and support employee attitudes that demonstrate the belief that all students can be successful and that all employees: have and communicate high expectations for themselves and for students' performance; support students and each other in efforts to improve the teaching and learning process; work to increase student participation and achievement
10. Build collaborative partnerships with MCPS employee organizations to foster a positive work environment in a self-renewing organization that supports the teaching and learning process to improve student achievement
11. Maintain systems that support and improve employee effectiveness in partnership with MCPS employee organizations
12. Cultivate and support a school system that is predicated upon the highest ethical standards
13. Support employee wellbeing through provision of an employee assistance program
14. Allocate human resources in the most effective, efficient manner to support and promote increased student achievement

**D. DESIRED OUTCOME**

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

**E. REVIEW AND REPORTING**

This policy will be reviewed in accordance with the Board of Education policy review process.

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