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TO: Board of Education  
FROM: Dale Ellis  
DATE: March 4, 2013  
SUBJ: ACTION ITEM (Ethics PDSA)

Attached is the new Ethics PDSA for the district. We will continue our work to improve on ethical violations with a goal of 0. That goal may be difficult to achieve based upon our definition of an ethical violation, but not working toward it is unacceptable. By approving the PDSA, administration will formalize the steps we are taking and report back periodically to the Board and the larger community on our progress. This is an added improvement step that illustrates to the community that we are serious about this work and it is an important first step in gaining back their trust. We will not simply sit back and wait for the issue to pass, we will continue to work on it and update everyone on the progress made.

I am available to answer any questions you might have.

Montgomery County Schools  
**District Plan, Do, Study, Act (PDSA) Template**  
 A Continuous Improvement Tool

Department/School Name: Superintendent Division	School Year: 2012-2014	Quarter: 1	Date: February 18, 2013
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**Target SMART Goal/Measure:** (What needs to be improved and what specific outcomes need to occur? What is the condition and data that supports the need for improvement? Who are the direct customers of the improvement and how will it benefit them?)

MCS will decrease ethical violations to 0. The district will accomplish this goal to the benefit of all stakeholders through a combination of training and awareness activities as measured in the plan below.

**Insert (or attach) data table to support the selection of the Target SMART Goal outlined above**

Data from the last 4 years indicate that:

Study

\*Ethical Violations 2012-2013 (to date): 6

\*Ethical violation is defined as any employee act that results in a minimum of a disciplinary suspension without pay.

		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
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Study	<b>Data analysis: (SWOT) analysis</b>	<p>Quarter 1</p> <ol style="list-style-type: none"> <li>1. What does the data tell us? <ul style="list-style-type: none"> <li>• The district has had 6 serious ethical violations, including 3 recent sexual misconducts.</li> <li>• This number is very large for a small school system</li> </ul> </li> <li>2. Not tell us? <ul style="list-style-type: none"> <li>• Why these violations occur.</li> <li>• Cultural underpinnings that allow it to happen.</li> </ul> </li> <li>3. Celebration(s)? <ul style="list-style-type: none"> <li>• None</li> </ul> </li> <li>4. OFIs? <ul style="list-style-type: none"> <li>• That improvement is needed is readily evident</li> </ul> </li> </ol>	<p>Quarter 2</p> <ol style="list-style-type: none"> <li>1. What does the data tell us?</li> <li>2. Not tell us?</li> <li>3. Celebration(s)?</li> <li>4. OFIs?</li> </ol>	<p>Quarter 3</p> <ol style="list-style-type: none"> <li>1. What does the data tell us?</li> <li>2. Not tell us?</li> <li>3. Celebration(s)?</li> <li>4. OFIs?</li> </ol>	<p>Quarter 4</p> <ol style="list-style-type: none"> <li>1. What does the data tell us?</li> <li>2. Not tell us?</li> <li>3. Celebration(s)?</li> <li>4. OFIs?</li> </ol>	<p>Summer</p> <ol style="list-style-type: none"> <li>1. What does the data tell us?</li> <li>2. Not tell us?</li> <li>3. Celebration(s)?</li> <li>4. OFIs?</li> </ol>
Plan	<b>Identify Key Strategy</b>	<p>Quarter 1</p> <ol style="list-style-type: none"> <li>5. Next step? <ul style="list-style-type: none"> <li>• Re-culturing through changes in Core Values and Strategic Plan.</li> <li>• Deployment of Community Task Force</li> </ul> </li> </ol>	<p>Quarter 2</p> <ol style="list-style-type: none"> <li>5. Next step? (revise to address Identified OFIs)</li> </ol>	<p>Quarter 3</p> <ol style="list-style-type: none"> <li>5. Next step? (revise to address Identified OFIs)</li> </ol>	<p>Quarter 4</p> <ol style="list-style-type: none"> <li>5. Next step? (revise to address Identified OFIs)</li> </ol>	<p>Summer</p> <ol style="list-style-type: none"> <li>5. Next step? (revise to address Identified OFIs)</li> </ol>
Plan	<b>Person(s) Responsible for ensuring the strategy is deployed</b>	Superintendent and Executive Cabinet Members				

Plan	Resources Available (include \$ encumbered and name of budget)	Quarter 1 Time for Training Expense needs through allocation of budget	Quarter 2	Quarter 3	Quarter 4	Summer
Plan	Resources Needed	<ul style="list-style-type: none"> <li>• Staff Time</li> <li>• \$10,000 misc. expenses.</li> </ul>				
Plan	Professional Development (Indicate title, content and audience)	Ethics training Other- TBD thru Task Force				
Plan	Parent and Community (Stakeholder) Involvement	Involvement by invitation to the Task Force				
Do	Create the deployment plan	Use the Quarter 1 deployment plan template below	Use the Quarter 2 deployment plan template below	Use the Quarter 3 deployment plan template below	Use the Quarter 4 deployment plan template below	
Study	Evaluation: 1. What data will you use to determine if the strategy was deployed? 2. What data will you use to determine if the strategy was deployed with fidelity? 3. What data will you use to determine if the strategy impacted the overall goal or target goal?	Quarter 1 1. Board minutes – Task Force meeting minutes 2. Administrator Observation and reports 3. Number of ethical violations following deployment	Quarter 2	Quarter 3	Quarter 4	Summer
Study	State the results for the current quarter	Quarter 1 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 2 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 3 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Quarter 4 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?	Summer 1. What does the data tell us? 2. Not tell us? 3. Celebration(s)?

Act/Plan	If target met, adjust target goal. If not, continue to quarter to answer remaining questions.	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Summer
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Steps (Provide detailed steps)	Quarter 1 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1	Changes to athletic protocols	Dale Ellis- Principals	Memo	February 2013
#2	Core Values updated	BOE – Dale Ellis	Board minutes	March 2013
#3	Strategic Plan updated	BOE – Dale Ellis	Board minutes	March 2013
#4	Ethics Training	Dale Ellis – Max Garner	Sign-in Sheets	Ongoing – April 2013
#5	Ethics and Policy Update for Administrators	Dale Ellis – External Counsel	Principal meeting agenda	April – May 2013
#6	Task Force Invitations mailed	Lindsay Whitley	Invitations	February 2013
#7	Task Force agenda created	Dale Ellis	Agenda	March 2013
#8	Task Force meeting held	Dale Ellis – Lindsay Whitley	Meeting minutes	March 2013
#9	Report issued at Community Area Advisory	Dale Ellis	Report	March 2013
#10	Deployment plan developed for Task Force recommendations	Dale Ellis	Q2 Deployment Plan below	April 2013

Steps (Provide detailed steps)	Quarter 2 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
#2				
#3				
#4				
#5				

Steps (Provide detailed steps)	Quarter 3 Deployment Plan	Person(s) Responsible	Measure(s)	Action Step Completion Date
#1				
#2				
#3				
#4				
#5				

<b>Steps (Provide detailed steps)</b>	<b>Quarter 4 Deployment Plan</b>	<b>Person(s) Responsible</b>	<b>Measure(s)</b>	<b>Action Step Completion Date</b>
#1				
#2				
#3				
#4				
#5				
#6				
#7				
#8				
#9				