

# REGULATION

## PATERSON SCHOOL DISTRICT

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Response to Concerted Job Action

### R 8470 RESPONSE TO CONCERTED JOB ACTION

These regulations will be distributed to the following staff members and individuals only:

Superintendent of Schools  
Assistant Superintendent of Schools  
Business Administrator  
Negotiation Team  
Districts Legal Counsel  
Director of Personnel  
Director of School Security

These regulations are to be considered confidential and must be secured by the staff member and individuals to whom they have been distributed, except that excerpts may be copied for the use of other staff members assigned to the maintenance of district operations. Each responsible administrator must be thoroughly familiar with the regulations for strike emergencies.

#### A. Strike Preparedness

1. A team will be established by the Superintendent's liaison to the negotiating team to gather and assess information regarding the possibility of a strike and the impact of any potential strike on district operations. The team will include appointed administrators and other reliable staff members. Team size and membership will depend on the size and polarization of the faculty. The team will be directed to:
  - a. Gather information from employees, association representatives, the central office, and other reliable sources;
  - b. Inquire into the experience of administrators in neighboring school districts in which strikes have occurred;
  - c. Evaluate strike and prestrike activities carefully;
  - d. Anticipate the degree of strike participation and preparation by both teaching and support staff members;



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- e. Anticipate the nature and extent of support that non-striking employees will provide to striking employees;
  - f. Anticipate acts of sabotage that might be perpetrated by striking employees, such as the withholding of roll books and keys, the removal of fuses from audio-visual equipment, the locking of cupboards, the destruction of film requisition forms, the disabling of district communications, and the removal of lesson plans.
2. Based on information gathered and assessed by the team, the Superintendent's liaison to the negotiating team will develop counter measures for anticipated problems; such measures may include, but need not be limited to:
- a. Establishing criteria for a minimum day schedule;
  - b. An alternate method for taking pupil attendance;
  - c. The means of foiling potential acts of sabotage;
  - d. The frustration of attempts by striking employees to influence pupils to stay home and to intimidate teachers coming to school;
  - e. The use of unlisted, unmarked telephones, walkie-talkies, pay telephones, parents' or legal guardians' telephones, and messengers; and
  - f. The means of defusing confrontations between striking and non-striking employees.
3. If a strike is anticipated, Principals will take steps to prepare for the continual operation of the facility and delivery of instructional services. Principals should:
- a. Ensure that there are at least two copies of the current curriculum guide for each subject and/or grade available in the office or other appropriate location;
  - b. Ensure that substitute teacher folders are up-to-date and provided with all necessary materials;



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- c. Establish alternate pickup points for pupils for the use of bus drivers; and
  - d. Prepare information to assist substitutes and volunteers by requiring each teacher to complete a form that includes the:
    - (1) Names and subjects of neighboring helpful teachers;
    - (2) Names of two or three responsible pupils in each section;
    - (3) Location in the room of the regular roll book, regular seating chart, paper and pencils, commonly used texts, various report forms, frequently used supplies, etc.;
    - (4) Supervision and extracurricular duties performed by the teacher;
    - (5) Names of any pupils who might be difficult to handle; and
    - (6) Information on class routines or rules that should be followed.
4. Administrators and all non-striking employees should be made aware that striking employees may use unorthodox and shocking methods in their efforts to sway the administration and the Board and to garner public support. Experience in other school districts has shown that lies, sabotage, threats, and harassments can be expected. Nonetheless, the conduct of administrators and non-striking employees must at all times be legal and meet high ethical and professional standards.
- B. Daily Activities during a Strike
1. Principals are responsible for the operation of their school during a strike emergency. It will be assumed that the Vice Principal is designated to act in the Principal's absence unless the Principal informs the Superintendent to the contrary.
  2. During a strike, district operations will be centralized in the Superintendent's office.
  3. Principals will be provided with the following special supplies for use as necessary during a strike:



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- a. Light switch keys and keys for other locks not operable by the Principal's master key and sets of keys to open classroom doors, desks, files, and cupboards;
  - b. A diagram showing all shut-off valves for water, gas, and electricity;
  - c. List of the nearest pay telephones with their locations; and
  - d. An emergency kit to be stored in a secure place and available only to the Principal and the Vice Principal. As a minimum, the kit will contain:
    - (1) Bolt cutters,
    - (2) A bull horn,
    - (3) Camera and film,
    - (4) An emergency first aid kit, and
    - (5) Items necessary for the use of audio-visual equipment such as projector bulbs, fuses, and heavy duty extension cords.
4. On every school day of the emergency Principals will:
- a. Report to school one and one-half hours before the start of classes and assign at least one custodian and one secretary to report in at this time;
  - b. Inform the Assistant Superintendent of Schools of any changes in substitute requirements in teaching or support staff;
  - c. Be present at the picket line when employees are entering or leaving school;
  - d. If too few cafeteria workers report to provide normal service, decide promptly, in consultation with the Assistant Superintendent of Schools, whether to close the cafeteria, provide limited service with available cafeteria staff, or provide lunch by a catering service;



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- e. Report attendance of pupils and staff to the Assistant Superintendent of Schools no later than 9:00 a.m.;
  - f. Document all incidents and absences;
  - g. Meet briefly each day with non-striking employees to update them on activities;
  - h. Meet daily with the Superintendent and Assistant Superintendent of Schools and
  - i. Submit a Daily Building Report to the Superintendent.
5. The Principal is responsible for the security of all school building keys, which should be kept in a locked place. Keys for substitutes should be carefully checked in and out daily. Lost keys must be reported immediately to the Assistant Superintendent of Schools.
  6. The Principal will instruct strikers or disrupters who attempt to enter school grounds or harass pupils and employees that they are participating in an illegal activity. Such strikers and disrupters should be asked to leave the school grounds. Strikers and disrupters shall not be offered refreshments of any kind or allowed the use of school rest rooms.
  7. The Principal will summon law enforcement officials directly in the event of a dire and immediate emergency. All other requests for help should be directed through the centralized office.
  8. The Principal will notify the Assistant Superintendent of Schools directly if any part of the school facility requires immediate attention or emergency repair.
  9. The continuity of the instructional program is of paramount importance; administrators should avoid being supportive of strikers and strongly support all staff members who are working to keep the schools open.
  10. The Principal shall prepare a simple straightforward statement for release to the press. A sample statement follows:



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The (INSERT NAME OF SCHOOL) School is currently open and classes are being held for all grades with professional staff members, both regular and substitute. We believe that teachers who desire to teach should be entitled to do so and that pupils who desire to come to school and learn are also entitled to do so. We will keep the school open as long as we can provide a safe environment. Parents or legal guardians are encouraged to contact the school for information and may do so by calling the designated telephone number. The (INSERT NAME OF SCHOOL) School will be operating on schedule until further notice. Parents or legal guardians are welcome to visit the school at any time and their assistance during this emergency situation will be appreciated.

11. The Principal will forthrightly answer questions of the press related to the specific situation at his/her school. Any such answers must be confined to the facts and specifics of the situation and must not include opinions, subjective information, or rumors. A question that calls for a subjective assessment should be deflected and the questioner referred to the Superintendent of Schools for additional information. The following examples are illustrative.
  - a. Question: "Is there picketing at your school?"  
Answer: "Yes" or "No".
  - b. Question: "How extensive is the picketing?"  
Answer: " \_\_\_\_\_ (correct number) pickets are at the front entrance and \_\_\_\_\_ (correct number) are at the side entrance."
  - c. Question: "Do you anticipate trouble?" or "What kind of mood are they in?"  
Answer: "I do not care to assess the situation; I refer you to the Superintendent of Schools for further information."
12. The Principal shall assume responsibility for opening and securing the school plant when custodial help is not available.



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- a. All doors and windows must be secured and school rooms left lighted at night with blinds open.
  - b. Pupil records, keys, substitute folders, and audio-visual equipment should be secured.
13. During the strike emergency the following standing orders will prevail:
- a. Clerks at all schools will be placed on an eight hour day with the last shift ending at 5:00 p.m.
  - b. Custodians will be on duty around-the-clock.
- C. Verification of Staff Absences
1. During a strike emergency only sick leave and personal emergency leave will be authorized. The Superintendent will authorize employee absences when he/she determines that the disability or personal emergency claimed by a staff member would have warranted the employee's absence under normal conditions.
  2. Any employee absence occurring during the period of the strike must be substantiated by a physician's certification or other authenticating documentation acceptable to the Superintendent. If the Superintendent believes that the documentation offered by the employee is questionable, he/she may require that the employee submit to an examination by the school medical inspector to verify a claim of disability or submit additional verification of a claimed personal emergency.
  3. Each unauthorized absence will result in full deduction of one day's salary for each day of absence.
  4. It shall be assumed that an employee absent the first or any succeeding day of a strike will be absent the next day and each subsequent day, unless the employee reports his/her intention to return to work, by telephone call to the Principal no later than 4:30 p.m. of the day preceding the anticipated return day.
  5. If an absent employee returns to work during the strike period, but fails to inform the district in accordance with paragraph C4 and a substitute teacher has been hired to fill the position, the returning teacher will not be allowed to perform his/her duties and will not be paid for that day.



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### D. Recruitment and Appointment of Substitutes

1. Substitutes shall be recruited and appointed by the Director of Personnel.
2. The Director of Personnel may appoint a group of staff members to call substitutes.
3. Candidates for appointment as substitutes may be assigned numbers, rather than named, for their inclusion in lists and other documents distributed to callers and other administrators.
4. Telephones with unlisted numbers will be provided for the purpose of calling substitutes. If the unlisted telephones are not installed and district telephones have been made inoperable, administrators will communicate with the centralized office and one another by walkie-talkie, pay telephone, the telephone of a cooperative parents or legal guardians, or by messenger.
5. If the first day of the strike can be anticipated, all available substitutes will be called on the day prior to the first day of the strike and will be requested to report to specific schools the following morning. The Principal in each school will report any shortage or over-assignment of substitutes at his/her school to the Director of Personnel in the morning. Any necessary adjustments will be made as soon as possible.
6. On an unanticipated first day, available substitutes shall be called and assigned as quickly as possible and will be asked to report to school promptly. The Principal in each school will report any shortage or over-assignment of substitutes at his/her school to the Director of Personnel and any necessary adjustments will be made.
7. On all subsequent strike days,
  - a. Each Principal will call the Director of Personnel no later than 8:00 a.m. with a request for substitutes as soon as he/she can assess employee absences for the following day. The request will include the names of absent teachers, the subjects to be covered, reason for absences, and the approximate length of absence.





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- b. Callers will telephone substitutes from unlisted, unmarked telephones at a central location between the hours of 6:00 and 9:00 a.m. and 3:30 and 6:30 p.m.
  - c. When the list of substitutes is exhausted, the callers will notify the Director of Personnel who will inform Principals that any additional vacancies cannot be filled.
8. Non-striking professional employees not regularly assigned to classrooms, such as administrators, educational services personnel, and traveling teachers, may be assigned to substitute for absent classroom teachers.

### E. Duties of Substitute Teachers

1. Substitutes are responsible for covering all regularly scheduled activities of the classroom teacher including homeroom, study hall, detention hall, and cafeteria supervision, unless specifically relieved of these duties by the Principal. Substitutes will not be required to carry out extra-curricular responsibilities of the classroom teacher. Every effort shall be made to continue the regular instructional program, including the assignment of homework.
2. Substitutes should report to the Principal's office thirty minutes before homeroom starts and must remain in the school building until the end of the school day unless given permission to leave by the Principal.
3. Substitutes will carefully record pupil attendance. If regular roll sheets or seating charts are not available, substitutes will use a temporary roll sheet and seating chart for the duration of the strike.
4. Substitutes shall make a list of all assignments made and shall properly identify all written work done by pupils.
5. The name of any uncooperative or disruptive pupil should be left for the classroom teacher along with a description of the pupil's conduct.



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6. At the end of the school day, substitutes shall return to the Principal their substitute folders, keys, texts, materials, roll books, and seating charts.
7. Substitutes shall refrain from discussing the strike during class periods and in the presence of pupils.
8. Substitutes will check with the office at the end of the day to determine if the regular teacher will return to service the following day.
9. Substitutes are cautioned not to release their home telephone number to anyone who requests it. Such requests should be referred to the Superintendent's office.

### F. Pupil Transportation during a Strike

1. Bus drivers are expected to continue to perform their assigned duties during a strike emergency. Parents or legal guardians will be told to expect bus service. Scheduled field trips will be conducted if an adequate number of staff is available.
2. In the event that pupil transportation drivers do not report or do not perform their duties as scheduled, alternate busing will be arranged through the School Business Administrator to the Supervisor of Transportation with private charter lines.
3. If the school building is picketed, alternate pickup points will be established by the Principal, in consultation with bus drivers, so that pupils are not required to cross lines.
4. If a minimum day is declared, an effort will be made to have buses report at the early closing time. If this cannot be done on short notice, bused pupils will be kept in the school until the bus arrives. In anticipation of a minimum day, an alternate bus schedule will be prepared by the Assistant Superintendent's of Schools.

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