Northwood Academy Charter School

Human Resource Committee Meeting

Focus group results and action plan

Date and Time

Wednesday March 4, 2020 at 6:00 PM EST

Location

Northwood Academy Charter School (4621 Castor Avenue)

This is a public meeting of the Human Resource Committee of the Board of Trustees of Northwood Academy Charter School that was properly advertised pursuant to the Pennsylvania Sunshine Act.

Agenda

I. Opening Items

A. Call the Meeting to Order

B. Record Attendance

C. Approve Minutes

Approve minutes for Human Resource Committee Meeting on December 4, 2019

II. Human Resource

A. Survey Process

B. Focus Group Results

III. Action Plan

A. Action Plan

IV. New Business

A. Talent Review Results

B. Administration Questionnaire

V. Closing Items

A. Adjourn Meeting

Coversheet

Approve Minutes

Section: I. Opening Items
Item: C. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Human Resource Committee Meeting on December 4, 2019

APPROVED

Northwood Academy Charter School

Minutes

Human Resource Committee Meeting

Staff Survey Results

Date and Time
Wednesday December 4, 2019 at 6:30 PM

Location
Northwood Academy Charter School (4621 Castor Avenue)

Committee Members Present
J. Williams, K. Spraga, M. Bly, T. Hunt

Committee Members Absent
None

Guests Present
A. Hollister

I. Opening Items

A. Call the Meeting to Order

J. Williams called a meeting of the Human Resource Ad Hoc Committee of Northwood Academy Charter School to order on Wednesday Dec 4, 2019 at 6:45 PM.

B. Record Attendance and Guests

II. Staff Survey Results

A. Utopia Scoring

We must consider all categories of people participating in the survey. The scoring/rating from this current surevy showed a significant difference in how the multiple groups surveyed view their experience as Northwood. As a result, next steps would be to begin developing strategies that will close the gap between those groups.

The Committee determined moving forward the CEO would not participate in the Staff Survey.

B. Determine Primary Focus of Results

The Instructional Staff will be the primary focus of the survey results.

C. Identify Top Five Areas of Concern

The Committee has identified the following 5 areas of concern based on the survey results:

- Discipline
- Lower School Counselor
- Professional Development
    - Act 48 hours
    - Content
    - Prep
- Technology
- Leadership

Next Steps:

- Communication with full Board and staff via email (By end of this week)
- Communication with staff regarding Lower School Counselor (Wednesday of next week)
- Administration develop Action Plans (Immediate)
- Staff Focus Groups facilitated by Total HR (January)
    - Morale will be added as a topic for feedback but an action plan will not be developed
- Focus Group Summary provided by Total HR (January 31, 2020)
- Action Plan submitted to HR Sub-Committee (February 19, 2020)
- HR Committee Meeting (if needed) to address Action Plans (March 4, 2020)

• Action Plans vetted and updates reported during monthly Board Meetings

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:27 PM.

Respectfully Submitted,
M. Bly

Coversheet

Focus Group Results

Section: II. Human Resource
Item: B. Focus Group Results
Purpose: Discuss
Submitted by:
Related Material: NACS Focus Group Feedback Summary 02042020.pdf

NACS Focus Group Feedback Summary
February 2020

Purpose: In response to the scores on the employee engagement survey, focus groups were conducted to gain additional insights from the instructional staff at Northwood as it relates to the topics covered.

Total Participants: 32

Key Highlights are as a result of feedback received consistently across all three (3) focus group sessions.

Focus Group Questions	Key Highlights
1. What are your thoughts as it relates to the current handling of discipline?	• Still very inconsistent. • Teacher input not considered in committee meeting. • For the most part still being told how it was going to be. • Teachers do not feel Administration wants their input. • Suggestions are always shutdown. • Committees only formed to check off a box and make teachers think they had a voice. • Kids feel Administration is a joke, they want to be sent downstairs. • The words “may lead to suspension” are overused. • Gold slips are overutilized. • Teachers are not kept in the loop by Administration on discipline. • Tiers of discipline are not enforced. • Need different classroom management program. • Teachers need to be trained in restorative practices. • Administration has acknowledged needing an emotional support/de-escalation room but has done nothing to move forward with it. • Discipline still depends on mood of the day. • Teachers are blamed for discipline issues and then “brow beaten” by Amy. • Administration pacifies the students. • Amy very defensive, regarding discipline; and no one else in Administration allowed to talk.

Prepared by Total HR Solutions, LLC for NACS – *All Rights Reserved*

Focus Group Questions	Key Highlights
2. Do you feel that the policies and procedures as it relates to discipline are clear at this point?	• Policies were just provided in final format for review in January -have not had time to review. • Previously passed out and then collected in the same meeting. • Told the new document will be added to school handbook next school year. • New policy is only labeling and organizing behaviors. • Still a lot of gray areas. • Need appropriate resources and for Administration to be consistent.
3. Are you clear on the role of the new Lower School Counselor?	• For the most part, but not being proactively used. • Only being used in extreme situations.
4. Do you believe that the new role will be effective for Northwood? If so, why? Or why not?	• If used properly and more proactively. • Feel the role is already overwhelmed, too many kids. • Approach is good. • Step in the right direction.
5. What are your thoughts on professional development (PD) at Northwood as it relates to: A) Teaching B) Content C) Preparation?	• PD's are not relevant. • No schedule of topics for the year. • None of the feedback was taken from the committee on how to best utilize frontline. • Content is out-of-date videos from the 1970's and 1980's. • Staff still not receiving any structured PD's from outside facilitators. • System still not set-up properly. • Cannot track credits. • Only good out of the committee was that Ed Camp went away.

Focus Group Questions	Key Highlights
6. Do you have any current thoughts or feedback as it relates to technology at Northwood?	• Level of service and support are inconsistent. • Responses are slow, if at all. • Need PD's on technology (no training with new technology).
7. What are your thoughts on Morale at Northwood?	• Morale is low due to the lack of support from Administration. • Teachers do more discipline than teaching. • Administration does not listen – only wants to check off boxes but continues to do only what they want. • Comments like "Let's not turn this into a B_ _ ch Fest" attributes to low morale. • Teachers are continually shot down. • Administration is comfortable in the way things have been done for so long. • Seeing how Administration treats fellow teachers is causing low morale. • Administration only wants to make it look like things are fixed. • Administration undermines the teachers, feel spoken down to, afraid to ask questions, made to feel stupid or have what is asked taken out of context.
8. Do you consider it high, low, or improving?	• Low. • Improvement can only happen with a change or improvement from Administration. • Need to change Administration. • Administration needs to be more visible; many do not know who Cindy is. • More visible and available Administration would result in more feeling of support; Principal has no presence. • Feel there is no way to reach Administration. • Morale will not change until issues with Administration are addressed. • Structure of Administration is not effective. • Not sure Administration has the capacity to do their jobs.

Coversheet

Action Plan

Section: III. Action Plan
Item: A. Action Plan
Purpose: Discuss
Submitted by:
Related Material: Focus Group Response Plan (1).docx

2020
Northwood Academy
Focus Group Response Plan

This document is in response to the information gathered from the staff focus groups conducted by Total HR Solutions in January of 2020. The information presented to the CEO focused on five areas of needed improvement. Those areas were: discipline, lower school counselor, professional development, technology and leadership. The focus group feedback provided similar feedback to the surveys. The guidance counselor no longer needs clarification and does not require an action plan (will be included in overall discipline plan actions).

After careful consideration, I met with my administrators to review the information and develop a plan of action to address improvement areas. It was decided that a plan would be developed for each area and where there is overlap in these areas we can combine. Due to the importance and uniqueness of each area, we need to be thorough and thoughtful in both our approach and follow through. The following steps are being taken:

GOALS

1. **Discipline:** Create and implement a comprehensive behavioral plan that is reflective of research based practices, inquiry into effective programs, effective training, and stakeholders input.
2. **Professional Development:** Create a comprehensive PD plan that encompasses training around school culture initiatives- diversity, effective discipline practices, and individual learning paths with feedback loops.
3. **Technology:** Continue to expand our technology program both in professional development and equipment upgrades to maintain our competitive edge. Increase user satisfaction by working on more effective communication practices.
4. **Leadership:** Continue to increase strategic leadership capacity individually and collectively. This includes reflective practice, professional leadership development opportunities, increased visibility, improved communication, and receptiveness to feedback.

Stage	Action	Proposed Deadline	Responsible
Stage 1	Establish expectations and lead project manager for each task	March 6th	A Hollister
Stage 2	Establish the Goal, purpose and objective for each overarching plan	March 13th	Lead Admin
Stage 3	Establish plan timeline	March 13th	Lead Admin

Stage 4	Identify relevant stakeholders to participate in plan creation	March 27th	Lead Admin
Stage 5	Series of collaborative sessions with identified stakeholders and admin	Dates to be determine but held in the month of April/May	Lead Admin
Stage 6	Draft Plan to be presented to the committee/board	May board meeting	Lead Admin
Stage 7	Finalized plan (committee approved) presented to the relevant community	June board meeting	Lead Admin
Stage 8	Begin rollout	July through August	Lead Admin
Stage 9	Review of plan effectiveness with staff	October Survey 2020 January 2021 May Survey 2021	Lead Admin/HR
Stage 10	Review and revision of plans as necessary	August 2021	
Please note: These dates may be modified as individual plan timelines are created. Committees will be notified of any modifications.			