Northwood Academy Charter School

Human Resource Committee Meeting

Date and Time

Wednesday October 7, 2020 at 5:00 PM EDT

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.

The meeting will be held remotely via Zoom.
https://us02web.zoom.us/j/83725730812?pwd=dW53Z1JhMTFYelJBQ1FMZFZkSTdhdz09
Meeting ID: 741-0305-5671
Password: 5821

Mission Statement

Northwood Academy Charter School is a comprehensive learning sanctuary that educates and supports the whole child. We achieve this by working as a highly qualified team, that delivers collective knowledge, creativity, and real-world learning experiences needed for students to become successful individuals.

Agenda

I. Opening Items

A. Call the Meeting to Order

B. Record Attendance

C. Approve Minutes

Approve minutes for Human Resource Committee Meeting on June 3, 2020

II. Unfinished Business

A. Talent Review Update

B. Positions Update

III. New Business

A. Position Requests

B. Employee Survey

C. Talent Acquisition/Recruitment Proposal

IV. 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 June 3, 2020

APPROVED

Northwood Academy Charter School

Minutes

Human Resource Committee Meeting

Date and Time
Wednesday June 3, 2020 at 5:00 PM

Location
Northwood Academy Charter School (via Zoom)

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Mission Statement
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Committee Members Present
A. Hollister (remote), D. Kleschick (remote), J. Williams (remote), K. Dugan (remote), K. Spraga (remote), M. Bly (remote), T. Hunt (remote)

Committee Members Absent
D. Madison

Guests Present
C. Carey (remote)

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 Jun 3, 2020 at 5:08 PM.
Chair read mission

B. Record Attendance

C. Approve Minutes

M. Bly made a motion to approve the minutes from Human Resource Committee Meeting on 04-29-20.
D. Kleschick seconded the motion.
The committee **VOTED** unanimously to approve the motion.

II. Unfinished Business

A. Talent Review Update/Proposal

Committee reviewed the Strategic Talent Review (Phase II) submitted by Total HR Solutions, LLC. Based on the successful elements of the initial talent review process, it was determined that a Phase II of the process was necessary. Proposal will be sent to Finance Committee for review and budget consideration before being submitted for full board approval during June Board Meeting.

B. Action Plan Update

Action Plan Timeliness are on track in accordance to the original Action Plan tracker submitted. Committee requested the addition of a column to reflect the completion date of each action item.

Additional discussion included:

- School based Discipline Committee met in May and the next meeting will be scheduled once the Behavior Specialist is hired to help with developing protocols.

- School based Diversity Committee met two weeks ago. The next steps are to get parents and students involved to plan out the committee's huge initiative. The planning is expected to begin in mid-July.
- School based Technology Committee has developed a timeline and action steps. Meeting with lower school member is scheduled for week of June 8th. The full committee will meet the 1st week of July. An update will be provided to the full board during June Board Meeting.

C. Carey left early.

III. New Business

A. Position Requests

Committee reviewed all supporting documents associated with the proposed New Positions:

- Behavior Specialist - Committee agreed to move new position request to full board for approval.
- Chief Operating Officer - Committee has requested updated documentation to support the new position request and will engage in further conversation regarding the transition plan.

A. Hollister left early.
K. Dugan left early.
T. Hunt left early.
D. Kleschick made a motion to ENTER Executive Session.
M. Bly seconded the motion.
Personnel Matter
The committee **VOTED** unanimously to approve the motion.
D. Kleschick made a motion to ENTER open session.
M. Bly seconded the motion.
The committee **VOTED** unanimously to approve the motion.

B. Compensation Study

Committee reviewed the Compensation Market Study submitted by Total HR Solutions, LLC. Proposal was previously reviewed by the Finance Committee for budget consideration and is being submitted for full board approval during June Board Meeting.

IV. 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 6:45 PM.

Respectfully Submitted,
M. Bly

Coversheet

Talent Review Update

Section:	II. Unfinished Business
Item:	A. Talent Review Update
Purpose:	Discuss
Submitted by:	
Related Material:	3 NACS Timeline for Talent Review Ph II v2.pdf

Proposed Timeline for NACS Strategic Talent Review Phase II

Action	Expected Date of Completion
Identify Key Roles	Week of 9/21/2020
Refresher/Training/Overview of Talent Review Process	Week of 9/28/2020
Review Position Descriptions as required by the process	9/30/2020 – 10/9/2020
Leaders Conduct the STR Process with Total HR Solutions	Kristie (Dir. of Ops) – Week of 10/5/2020 Kathryn (Vice Principal K-4) - Week of 10/5/2020 Erin (Vice Principal 5-8) – Week of 9/28/2020
Total HR Solutions to prepare Preliminary Summaries	10/12/2020 – 10/23/2020
Strategic Talent Review Meeting Among Total HR & NACS Leadership	Kristie, Kathryn & Erin – 11/9/2020 – 11/23/2020
Incorporate Feedback from STR Meeting	11/30/2020 – 12/4/2020
NACS Leadership has discussions with employees reviewed	12/7/2020 – 12/11/2020
Make adjustments w/respect to employee discussions	Week of 12/14/2020
Strategic Talent Review Summary Finalized and presented to NACS HR Committee	On or Before 1/8/2021
Develop/finalize IDP's with employees and other next steps	1/11/2021 – 1/22/2021

Coversheet

Positions Update

Section: II. Unfinished Business
Item: B. Positions Update
Purpose: Discuss
Submitted by:
Related Material: 1 NACS Behavior Specialist JD 09302020.pdf
5 NACS Community Coordinator Timeline .pdf
1 NACS Behavior Specialist Rationale.pdf
1 NACS New Position Request Form - Behavior Specialist (2).pdf

Northwood Academy Charter School

POSITION DESCRIPTION

Position: Behavior Specialist

Department: Non-Instructional

Reports To: Principal

FLSA Status: Exempt

Direct Reports:

Last Revised: May 2020

Position Summary:

The Behavior Specialist at Northwood Academy Charter School will play a critical role in supporting the overall culture of the school. They will serve students, staff, and parents directly. The major focus of the Behavior Specialist will be developing and implementing strategies to assist students in taking responsibility for their actions and reflecting on their choices and creating plans of action for positive restoration to classrooms and the school community. The Behavior Support Specialists will assist in remediating behavioral and social challenges for students. The Behavior Support Specialist will work in conjunction with the safety net team and related school personnel in the development and implementation of data collection, Functional Behavior Assessments, behavior intervention plans and related services for students.

Essential Accountabilities:

Student Centered:

- Assist Tier III students who display unexpected behaviors that impede classroom instruction and learning.
- Promote highly specialized positive behavior interventions in which “at risk” students thrive: behavior instruction that is explicit, intensive, accelerated and provides ample practice.
- Use ongoing assessments to maintain a record of student progress.
- Facilitate team meetings with the identified student’s teachers and parents for the purpose of completing a Functional Behavioral Assessment.
- Provide recognition of a variety of student accomplishments and positive behaviors.
- Continually supervise students to ensure a safe, non-threatening, nurturing environment where students can thrive.
- Interface with support personnel from outside agencies.

Teacher/Parent Centered:

- Assist staff in: defining and measuring behavior; understanding principles of reinforcement; teaching new behavior; implementing strategies for weakening behavior; and identifying antecedents.
- Engage parents in the "student behavior intervention plan" process and empower parents by providing them with skills and techniques to support the positive behavior development of their child.
- Collaborate with school staff, parents, and community organizations to support student achievement and meet the goals of the school counseling program.
- Facilitate team meetings that: design Behavior Intervention Plans and Crisis Plans; address classroom organization, effective instruction, social skills instruction, and ethical issues; School-wide Positive Behavioral Support; and factors that affect effectiveness including social validity and treatment integrity.

Professional Development:

- Work with individual teachers, groups of teachers and/or the entire staff on issues such as: crisis intervention, learning and collaboration issues, and factors that can affect development and implementation of interventions.
- Work cooperatively with building administrators and staff to promote positive student behavior by providing professional development that targets research, strategies, and modeling of instructional practices to support teachers in their reinforcement of positive behavior support in their classrooms.
- Engage in on-going personal professional development to increase knowledge and skills of positive student behavior support for all students, targeted students and students who represent sub-group populations.

Education/Experience:

- Bachelor's or Master's degree from an accredited institution in Behavior Analysis, Clinical Psychology, Emotionally Handicapped, Mentally Handicapped, Behavior Psychology, Social Work, Education, or related field.
- Experience and coursework in the principals and practice of educational guidance, child growth, and development theory.

Qualifications:

- Ability to maintain student, teacher, and parent confidentiality as mandated by state regulations.
- Knowledge and compliance of local, state, and federal policies, regulations, and laws affecting areas of responsibility.
- Trained in applied behavior analysis.
- Trained in positive behavioral strategies used to prevent or de-escalate behavior.
- Any equivalent combination of education and experience which provides the required knowledge, skills, and abilities to perform the essential duties and responsibilities of the position.

Working Conditions:

Employees may be subject to work environments that have exposure to weather or interiors with extremes of heat and/or cold, wet and/or humid conditions, high noise levels, and various work-related hazards.

Physical Requirements:

There are physical aspects of this position to successfully carry out essential job functions such as the ability to lift or carry supplies and equipment up to 30 pounds. The employee must have the ability to carry out non-violent crisis intervention strategies. Employees must be able to sit, stand, bend, pull, see, hear, and speak daily. Reasonable accommodations may be made to enable a person with a disability to perform the essential job duties.

Community Coordinator Timeline

Activity	Anticipated Completion Date
Review Community Coordinator position responsibilities and hiring timeline.	9/22/2020
Collaborate with Community Advisor to flesh out job description.	9/30/2020
Share timeline and status with NACS Board HR Committee.	10/7/2020
Vet job description with internal HR and solidify hiring timeline.	10/9/2020
Upload timeline and job description for Board review.	10/14/2020
Share update with Board.	10/21/2020

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Behavior Specialists Rationale

There has been an increase in the number of children in need of specific behavioral intervention, particularly in the younger grades. The addition of a behavior specialist would benefit the school overall. The function of this individual would be to provide professional development and coaching for teachers who need assistance with unexpected non-compliant behaviors in the classroom. This person would also be responsible, in real time, to intercede when a student is in crisis. With a behavior professional, we would also see a decrease in referrals to approved private schools (APSs). This person would also free some of the administration's time spent that is spent working through behavioral issues with students. This addition would also give back instructional minutes to teachers who must contend with unexpected negative behaviors during instruction.

Providing a behavioral specialist will yield greater staff satisfaction with some discipline issues and provide tools necessary to maintain a positive classroom environment. The addition of a behavior specialist would decrease costs for private schooling and potentially decrease costs associated with legal matters that occur as an offshoot of students with severe behavioral needs.

UPDATE:
Throughout this process we were able to attract a licensed practitioner that was the top contender for this position. This candidate has experience with our school in a previous consultant capacity and was the clear choice of the selection committee. His credentials, knowledge of our community, cultural experience as an African American male, and extensive resume place him as an ideal candidate for us. For these reasons we want to upgrade the position to a higher salary grade to accommodate the enhanced credentials that this candidate possesses.

New Position Request Form

Position Requested:	Behavior Specialist
Position Requested By:	CEO/Principal
Date of Request:	September 30, 2020
Submission for Broad Meeting on:	October 21, 2020
Supporting Documentation Submitted:	Job Description Position Rationale
Requested Grade and Salary:	Salary Grade 8NI, $66,000
Salary Justification:	At a salary grade 8NI, this will bring the position to a compa ratio of 1.04 of the mid-point of the salary grade range. This recognizes the license credential possessed by the candidate. This is based upon multiple compensation data points reviewed, and is in line with Northwood's compensation philosophy for non- instructional staff.

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Coversheet

Position Requests

Section: III. New Business
Item: A. Position Requests
Purpose: Discuss
Submitted by:
Related Material: 2 NACS COO JD 05292020.pdf
2 NACS DOO COO Transition Document 09302020.pdf
2 NACS New Position Request - COO 09302020.pdf
2 NACS Rationale for Chief Operating Officer 09302020.pdf

Northwood Academy Charter School

POSITION DESCRIPTION

Position: **Chief Operating Officer**

Department: **Operations**

Reports To: **CEO**

FLSA Status: **Exempt**

Direct Reports: **Compliance Coordinator, Building Manager, IT Manager, Nurse, Front Office Staff, Lunch Staff, IT company and Janitorial company**

Last Revised: **05/2020**

Position Summary: The Chief Operating Officer (COO) works collaboratively with the CEO in setting and driving organizational vision, operational strategy, and hiring needs of Northwood. The COO is responsible for translating the operational strategy into actionable goals for the growth and performance, as well as assisting in the implementation of organization-wide goal setting, performance management, and annual operating planning. In this role, the COO oversees NACS's operations and employee productivity, building a highly inclusive culture to ensure team members thrive and organizational outcomes are met for Northwood.

Essential Accountabilities:

- Ensure support for effective recruiting, onboarding, professional development, performance management, and retention.
- Ensure that company, federal, state, and local business requirements are met or exceeded, enforcing compliance, and taking action when necessary.
- Secure the highest level of quality products and services for the School's business functions, with an eye to efficiency, cost effectiveness and sustainability (environmental as well as economic).
- Develop and maintain a working relationship with local emergency responders.
- Design and implement business strategies, plans and procedures with the CEO relative to the strategic plan focus.
- Facilitate operational applications as directed by the Board of Trustees or the CEO.

- Facilitate all operational bid projects to sustain overall efficient and effective school operations.
- Manage partnership with Apply Philly Charter and ensure the integrity of all stages of the lottery process.
- Provide leadership and management for direct reports.
- Set comprehensive goals for performance and growth of self and direct reports.
- Establish operational policies that promote company culture and vision.
- Oversee daily operations of the company (IT, Building, Community Partnerships, Compliance etc.).
- Evaluate the overall performance of the operations function by analyzing and interpreting data and metrics.
- Write and submit reports to the CEO in relevant matters of importance.
- Assist CEO in fundraising ventures.
- Participate in expansion activities (investments, acquisitions, corporate alliances etc.).
- Develop/Manage relationships with partners/vendors.
- Develop and oversee community partnerships.
- Establish and develop parent partnership.
- Create and maintain the Northwood Academy Technology Plan in accordance with all compliance requirements.
- Manage all components of daily transportation needs relating to students including Yellow Bus, SEPTA and the School District of Philadelphia.
- Supervise the Compliance Coordinator, Building Manager, IT Manager, Nurse, Front Office Staff, Lunch Staff and Janitorial company.
- Govern technology department to ensure workflow and data issues are resolved- including MMS portal, email, internet etc.

Education/Experience:

- Bachelor's degree, Master's preferred.
- Minimum of 5 years in executive leadership positions.
- Proven experience as a Director of Operations or relevant role.

Qualifications:

- Excellent written/verbal communication skills.
- Outstanding organizational, decision-making and leadership abilities.
- Excellent interpersonal and public speaking skills
- Understanding of advanced business planning and regulatory issues.
- A solid grasp of data analysis and performance/operation metrics.
- Ability to diagnose and resolve problems quickly and have foresight into potential issues.
- Understanding of business functions such as HR, Finance, Fundraising etc.
- Demonstrable competency in operational fluency, strategic planning, and business development.
- Working knowledge of IT/Business infrastructure and MS Office.

Working Conditions: Must be able to work within various degrees of noise, temperature, and air quality. Interruptions of work are routine. May be stressful given individual circumstances.

Physical Requirements: Ability to bend, crouch, kneel to assist students pushing/pulling and lifting of equipment and supplies, sitting in chairs and/or floor and reaching in all directions. Ability to lift and carry up to 25 pounds.

Transition of Responsibilities for Position Upgrade to Chief Operating Officer

Transition From: Director of Operations	**Duties moving to:**	**Donna K to sign-off & Date that new responsibilities are reflected in the incumbent's JDs**	**Acknowledgment & Date that incumbent has been made aware of their new responsibilties**		**Transition to:** Chief Operating Officer
Duties to be Transitioned					**Duties in Elevated Role**
Work with all vendors to develop contracts that will serve the needs of the Northwood community. Continue to work with vendors to make sure all expectations are being met.	Coord. Bldg vendors - Bldg Mgr Food Svcs vendors-				Collaborate with the CEO in setting and driving organizational vision, operational strategy, and hiring needs
Work in tandem with CEO to respond to any facilities related emergencies.	Bldg. Mgr.				Translate strategy into actionable goals for performance and growth helping to implement organization-wide goal setting, performance management, and annual operating planning
· Manage all weather-related issues.	Bldg. Mgr.				Oversee company operations and employee productivity, building a highly inclusive culture ensuring team members thrive and organizational outcomes are met
· Investigate circumstances of on the job injuries or accidents and prepare required documentation and reports regarding any safety issues.	Nurse/Bldg. Mgr.				Ensure support for effective recruiting, onboarding, professional development, performance management, and retention
· Maintain and facilitate the federal Safe 2 Say Something Program.	Counselors				Ensure that company, federal, state, and local business requirements are met or exceeded, enforcing compliance and taking action when necessary
· Maintain records and maintenance logs of all facilities related equipment ensuring all compliance requirements are met.	Bldg. Mgr.				Secure the highest level of quality products and services for the School's business functions, with an eye to efficiency, cost effectiveness and sustainability (environmental as well as economic).
· Manage the collection of non-classroom related fees (i.e., late pick up fees, lost materials, etc.) and work with parents to pay in accordance with school procedures.	Receptionist				Develop and maintain a working relationship with local emergency responders
· Oversee the cleanliness of the building and ensure all protocols and practices are in place.	Bldg. Mgr.				Design and implement business strategies, plans and procedures with the CEO relative to the strategic plan focus
· Monitor and oversee the ordering and use of materials.	Receptionist				Facilitate operational applications as directed by the Board of Trustees or the CEO
· Coordinate and prepare facilities for special events and summer programs.	Bldg. Mgr.				Facilitate all operational bid projects to sustain overall efficient and effective school operations
· Ensure that all network policies are up to date and in place.	Technology Coordinator				Manage partnership with Apply Philly Charter and ensure the integrity of all stages of the lottery process.
· Supervise the roll-out of all new equipment.	Technology Coordinator				Provide leadership and management for direct reports
					Set comprehensive goals for performance and growth of self and direct reports
					Establish operational policies that promote company culture and vision

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Duties to be Transitioned					**Duties in Elevated Role**
					Oversee daily operations of the company (IT, Building, Community Partnerships, Compliance etc.)
					Evaluate the overall performance of the operations function by analyzing and interpreting data and metrics.
					Write and submit reports to the CEO in relevant matters of importance..
					Assist CEO in fundraising ventures.
					Participate in expansion activities (investments, acquisitions, corporate alliances etc.).
					Develop/Manage relationships with partners/vendors.
					Develop and oversee community partnerships
					Establish and develop parent partnership
					Create and maintain the Northwood Academy Technology Plan in accordance with all compliance requirements
					Manage all components of daily transportation needs relating to students including Yellow Bus, SEPTA and the School District of Philadelphia.
					Supervise the Compliance Coordinator, Building Manager, IT Manager, Nurse, Community Coordinator, Front Office Staff, Lunch Staff and Janitorial company.
					Govern technology department to ensure workflow and data issues are resolved-including MMS portal, email, internet etc.

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Duties to be Transitioned					Duties in Elevated Role

Position Request Form

Position Requested:	Chief Operating Officer
Position Requested By:	CEO
Date of Request:	September 30, 2020
Submission for Broad Meeting on:	October 21, 2020
Supporting Documentation Submitted:	Job Description Position Rationale Transition Plan
Requested Grade and Salary:	Salary Grade 10NI, $119,311
Salary Justification:	This recommendation is in consideration of the incumbent in the position receiving two (2) years of annual spot bonuses with no increase to annual salary, due to being at the top of the salary grade range. The new compensation will be at a compa ratio of 1.12 of the midpoint of the grade range. This recommendation is further based upon multiple compensation data points reviewed, and is in line with Northwood's compensation philosophy for non-instructional staff.

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Rationale for Chief Operating Officer

As of 09/30/2020

In 2018, the revised strategic plan was created which created a shift in the executive mission of the school: from day to day functionality of our program, to a refined focus with clear strategic objectives, increased accountability, and future planning. Leadership at the school has historically focused on operational and transactional tasks as the institution was new and growing. The development of the strategic plan has brought Northwood to a path of goal setting, future focus, and dynamic leadership.

Key elements of the strategic plan relative to taking NACS to the next level have required Amy Hollister to provide more focused attention on the political and advocacy components of the charter world. Additionally, Northwood has experienced increased state and federal compliance requirements with the government shifting from NCLB to ESSA. This has ultimately resulted in the Director of Operations role transitioning to a more strategic versus operational focus. The position, therefore, will be expanded from one of maintaining daily operational compliance/management, to being primarily responsible for strategic operational planning and foresight. This transition ensures the sustainability of driving strategic initiatives along with governmental compliance now and going forward.

The Chief Operating Officer (COO)is an executive level position. The COO serves as a member of the CEO's executive team and concretely executes the vision as informed by the CEO's direction - in concert with the strategic plan and mission of NACS. Furthermore, the role is responsible for fiscal support around budgetary matters and engages with techniques and strategies which improve fiscal sustainability and maximize employee efficiency. The COO position will work collaboratively with other members of the executive team.

Given the current responsibilities of the Director of Operations role have expanded to that of a Chief Operating Officer, a promotion, along with a promotional increase is justified; as it can be considered a natural progression move with the change in title and responsibilities. Due to the natural evolution and the needs of Northwood, Kristie has been occupying the role of Director of Operations and Chief Operating Officer for the past 18 months. With many goals to accomplish to ensure the stability of the institution into the future, it is appropriate that the NACS establish the Chief Operating Officer role as an explicit ongoing position. This will allow Kristie to transition a portion of her lower level (administrative management) duties to her team. This does not dictate a promotion for the affected team members, but instead allows for developmental growth in their roles. This allows the Chief Operating Officer role to maintain a primary focus on oversight and strategy. This role, therefore, supports the strength of the leadership team at NACS and supports the long-term growth and success of the school.

Coversheet

Employee Survey

Section: III. New Business
Item: B. Employee Survey
Purpose: Discuss
Submitted by:
Related Material: 4 Northwood Fall 2020 Employee Survey Timeline 09102020.pdf

Northwood Academy Charter School ("NACS")

Employee Engagement Fall 2020 Survey Timeline

Prepared by: Total HR Solutions, LLC ("Total HR")

Action	Anticipated Date of Completion
Review Questions for edits and additions	9/21/2020 to 10/2/2020
Initial e-mail introducing the survey to employees is sent from NACS	10/5/2020
Survey is launched by Survey Administrator via e-mail containing confidential survey link	10/12/2020
Survey Responses due (reminder will be sent by Survey Administrator)	10/23/2020
Total HR to work with Survey Administrator to ensure comparative survey data is generated and summarized	10/26/2020 – 10/30/2020
Survey Summary and Results distributed to NACS CEO & Board HR Committee	11/2/2020
Present Summary to NACS Board	Nov. Board Meeting
Survey Results are presented to NACS staff along with preliminary action plans for their feedback and in-put	Nov. PD

Coversheet

Talent Acquisition/Recruitment Proposal

Section:	III. New Business
Item:	C. Talent Acquisition/Recruitment Proposal
Purpose:	Discuss
Submitted by:	
Related Material:	Talent Acquisition - Recruitment Proposal for NACS 09142020.pdf

Talent Acquisition/Recruitment

For

Northwood Academy Charter School

Open Positions up to Director Level

September 14, 2020

Prepared by: Tracee L. Hunt, MHS, SPHR, SHRM-SCP

Presented To: Amy Hollister

921 Pleasant Valley Ave, Ste. 130
Mount Laurel, NJ 08054
856-334-0729

Summary

Total HR Solutions, LLC proposes to provide talent acquisition/recruitment services as an additional service to supplement the current HR retainer engagement with Northwood Academy Charter School (NACS). This proposal is established with the assumption that on average there will be five (5) positions per year to be filled. All talent acquisition processes will be carried out utilizing off-site Total HR Solutions recruiters with the appropriate support from the hiring managers and the on-site HR generalist in the normal coordination of recruitment efforts (i.e. in-person Subject Matter Expert (SME) interviews, basic filing where required, etc.). All recruitment efforts will be comprehensive and customized to ensure a diverse, suitable candidate slate is established for each position recruited for.

Our Approach

Given that Total HR Solutions currently provides HR services to NACS on an ongoing basis, the necessary insights of the organization exist, which aid in the recruitment process. T. Hunt will provide necessary insights and oversight to the off-site recruiter(s). Major efforts will be expended at the onset of each sourcing effort to ensure the best possible fit for each placement is achieved.

High levels of customer service, expertise, sense of urgency, and ongoing communication are paramount for Total HR Solutions in delivering exceptional results.

Our Process

The process we will follow for each open position will include the following where required:

- Calibration – Between representation from NACS and Total HR
    - Individual Position Profile Development/Refinement for the position
- Sourcing Strategy Development – Total HR and Recruiter, w/input from NACS
- Screening and Evaluation of Candidates – Total HR and Recruiter
- Presentation of Candidates to the designated representative(s) from NACS
- Candidates will be interviewed by designated representative(s) from NACS

Our Process cont'd

- Finalize details for successful candidates
  - Verbal and Formal Offers
  - Reference Checks

The recruitment process services outlined herein will be for a period of one (1) year beginning on October 15, 2020 through October 14, 2021 and will automatically renew unless a 60-day notice is provided. This effective date allows for timely recruitment of positions to begin on or around January 2021.

Fees

Normally, Total HR Solutions' search fees for five positions, averaging $45,000 per position for a total of $225,000, would be 20% of total annual aggregate compensation, plus a 10% administrative fee, for a total of $49,500, normally payable in three (3) installments.

Specific to NACS, due to the current retainer agreement, Total HR is willing to discount the fee down to $36,000 plus the 10% administrative fee, for a total of $39,600, and payable over twelve (12) months in equal payments of $3,300. Additionally, Total HR is willing to provide recruitment services for all open positions, up to the Director level, at which time a specific search would need to be enlisted at the current retained search fee amount for positions at the Director level and above. Instructional and non-instructional staff are included.

Agreement and Acceptance

The signatures below indicate agreement and acceptance of the search process, as well as the billing process and payment schedule.

Thank you for selecting Total HR Solutions to partner with NACS for your search needs.

Total HR Solutions, LLC	**NACS** **(Authorized Signer)**
Signature:_____	Signature: _____
Name (Print): Tracee L. Hunt	Name (Print): _____
Title: Founder/CEO	Title: _____
Date of Acceptance: _____	Date of Acceptance: _____

Payment Schedule:

Specific to NACS, due to the current retainer agreement, Total HR is willing to discount the fee down to $36,000 plus the 10% administrative fee, for a total of $39,600, and payable over twelve (12) months in equal payments of $3,300.

Billing Process

- Initial installment of $3,300 will be due on or before 10/15/2020
- Subsequent payments of $3,300 will be due on the 15th of each month thereafter throughout the contract period.