# Northwood Academy Charter School

## Human Resource Ad Hoc Committee Meeting

**Date and Time**

Wednesday January 27, 2021 at 5:00 PM EST

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**

| | | Purpose | Presenter | Time |
|---|---|---|---|---|
| **I.** | **Opening Items** | | | **5:00 PM** |
| **A.** | Call the Meeting to Order | | Jacqueline Williams | |
| **B.** | Record Attendance | | | 1 m |

| | | Purpose | Presenter | Time |
|---|---|---|---|---|
| **C.** | Approve Minutes | Approve Minutes | Jacqueline Williams | 1 m |

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

## II. Unfinished Business — 5:02 PM

| | | | | |
|---|---|---|---|---|
| **A.** | Talent Review Update | Discuss | Tracee Hunt | 10 m |

## III. New Business — 5:12 PM

| | | | | |
|---|---|---|---|---|
| **A.** | Staff Survey Results | Discuss | Tracee Hunt/Amy Hollister | 15 m |
| **B.** | Compensation Study | Discuss | Tracee Hunt | 15 m |
| **C.** | Total HR Solutions Proposal/Contract | Discuss | Amy Hollister | 20 m |

## IV. Closing Items — 6:02 PM

| | | | | |
|---|---|---|---|---|
| **A.** | Adjourn Meeting | Vote | | |

# 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)

This was 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://us04web.zoom.us/j/74103055671?pwd=eUVzdmpUUGFQZXF6TWFobUl1ekYxZz09
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.

**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)

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## 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:** NACS STR Phase II Results Dec 2020 (1).pdf

# Strategic Talent Review Results

**December 2020**

***Highly Confidential***

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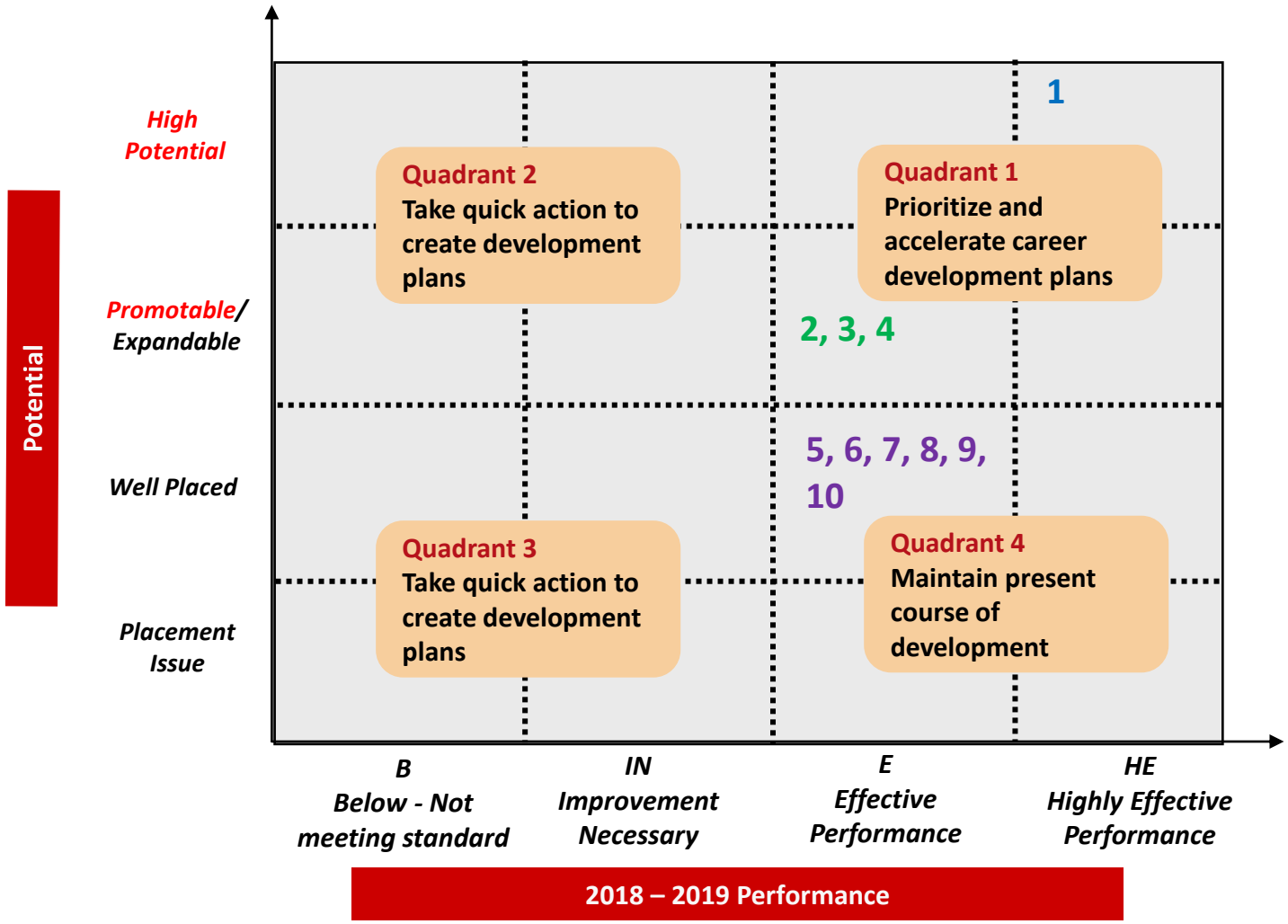


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# NACS 2020 Strategic Talent Review Phase II – Performance/Potential Grid

## As of 12/08/2020




**High Potentials**

1. Brigid Howard

**Promotables/ Expandable**

2. Krista Neiss - Exp
3. Laura Hiestand - Exp
4. Tapeka Robinson – Exp

**Well Placed**

5. John Kelly
6. Michelle Storino
7. James Fitzgerald
8. Caitlin Rose
9. Roxanne Szalejko
10. Allison Funari

**Placement Issue**



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# NACS Talent Pipeline Status Phase II relative to Functional Roles Reviewed as of 12/08/2020

**HI-Potential = HP**
**Promotable = Pro**
**Expandable = Exp**
**Well Placed = WP**
**Placement Issue = PI**

| | Functional Roles | HP/Pro/Exp Occupied | Rating | If no, Current Incumbent/ Rating | IDP In Place |
|---|---|---|---|---|---|
| 1 | Teacher – 8th Grade | | | James Fitzgerald/WP | |
| 2 | Teacher – 7th Grade | Brigid Howard | HP | | |
| 3 | Teacher – 5th Grade | Krista Neiss | Exp | | |
| 4 | Teacher – 3rd Grade | Laura Hiestand | Exp | | |
| 5 | Teacher – 2nd Grade | | | Allison Funari/WP | |
| 6 | Teacher – 2nd Grade | | | Caitlin Rose/WP | |
| 7 | Building Manager | | | John Kelly/WP | |
| 8 | Office Assistant | Tapeka Robinson | Exp | | |
| 9 | Nurse | | | Michelle Storino/WP | |
| 10 | Data Coordinator | | | Roxanne Szalejko/WP | |


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# NACS 2020 Strategic Talent Review Phase II – Talent Pool Grid

| | Principal | Assistant Principal | Curriculum Specialist | Lead Teacher Role | Teacher Mentor | NACS Expansion Efforts |
|---|---|---|---|---|---|---|
| Ready Now | | | | **Brigid Howard** | **Krista Neiss**<br>**Laura Heistand** | |
| Ready in 1-2 Years | | | | | | |
| Ready in 3-5 Years | | | | | | |
| Plan to fill Gaps | | | | | | |

Note: The Talent Pool Grid provides an illustration of the roles for which your “High Potential” and “Promotable” talent have a level of readiness for. Additionally, it conveys the overall pipeline for other key roles in the organization.


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# Talent Profile Summaries


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| | | | | |
|---|---|---|---|---|
| **Name** | **Brigid Howard** | **DOH** | | 6/2011 |
| **Position Title** | **7th Grade Teacher** | **Time In Role** | | 10 years |
| **Department** | **Social Studies** | **Performance Record** | **2018-2019** | |
| **Immediate Manager** | **Erin Herschberger** | | | |

| | | | |
|---|---|---|---|
| Potential Rating | HP | Consider for Future Role Y/N | Y |
| Retention Risk - H/M/L | L | | |
| Impact of Loss - H/M/L | M | | |

| Career History with NACS | | Education Background | Career Aspirations |
|---|---|---|---|
| 7th Grade Teacher | 2011 -Present | Holy Family University - Masters in Reading<br>Saint Joseph's University - B.A. - History; Minor-Secondary Ed<br>Council Rock HS - Diploma | 1-2 Years<br>To continue to research and work on Social and Emotional Teaching. |

| Career History Prior to NACS | |
|---|---|
| 7th/8th Grade Teacher | 2006-2007 |
| 8th Grade Teacher | 2006-2006 |
| | |
| | |
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| | |

3-5 Years

To help myself and Northwood become a certified Trauma Informed School.

| Readiness | Potential Role |
|---|---|
| Ready Now | Lead Teacher |
| | |


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| | | | | |
|---|---|---|---|---|
| **Name** | **Krista Neiss** | **DOH** | | 10/2005 |
| **Position Title** | **5th Grade Teacher** | **Time In Role** | | 11 years |
| **Department** | **Social Studies** | **Performance Record** | **2018-2019** | |
| **Immediate Manager** | **Erin Herschberger** | | | |

| | | | |
|---|---|---|---|
| Potential Rating | Exp | Consider for Future Role Y/N | Y |
| Retention Risk - H/M/L | L | | |
| Impact of Loss - H/M/L | M | | |

| Career History with NACS | | Education Background | Career Aspirations |
|---|---|---|---|
| 5th Grade Teacher | 2005-2013/2017-Present | Holy Family University - Masters of Education/Special Ed<br>Temple University - Bachelor of Education<br>St. Herbert HS - Diploma | 1-2 Years |
| Instructional Support Teacher | 2016-2017 | | To incorporate more open-ended real world topics into my lessons, and to integrate more discussion between students. |
| 3rd Grade Teacher | 2013-2016 | | |
| | | | |
| | | | |
| | | | |
| Career History Prior to NACS | | | 3-5 Years |
| Assistant Teacher | 1999-2002 | | To be more of a mentor to teachers, and to either lead professional developments or be part of a mentoring program. |
| | | | |
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| | | | Readiness / Potential Role |
| | | | Ready Now / Teacher Mentor |
| | | | |


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|---|---|---|---|---|
| **Name** | **Laura Hiestand** | **DOH** | | 8/2017 |
| **Position Title** | **3rd Grade Teacher** | **Time In Role** | | 4 years |
| **Department** | | **Performance Record** | **2018-2019** | |
| **Immediate Manager** | **Kathryn Henry** | | | |

| | | | |
|---|---|---|---|
| Potential Rating | Exp | Consider for Future Role Y/N | Y |
| Retention Risk - H/M/L | L | | |
| Impact of Loss - H/M/L | M | | |

| Career History with NACS | | Education Background | Career Aspirations |
|---|---|---|---|
| 3rd Grade Teacher | 2017-Present | West Chester University - Masters & Certificate in Special Ed<br>Bloomsburg University - B.S. in Elementary Ed<br>Central Bucks West - Diploma | 1-2 Years<br>To further professional development in a variety of areas to grow as a teacher. Also to obtain a certificate in technology integration or reading specialist to help in my career. |
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| Career History Prior to NACS | | | 3-5 Years |
| 4th/5th Grade Teacher | 2015-2017 | | To be in a position where using my certificate. |
| 4th Grade Teacher | 2007-2015 | | |
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| Readiness | Potential Role |
|---|---|
| Ready Now | Teacher Mentor |
| | |


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|---|---|---|---|---|
| **Name** | **Tapeka Robinson** | **DOH** | | 10/2018 |
| **Position Title** | **Office Assistant** | **Time In Role** | | 2 years |
| **Department** | **Front Office** | **Performance Record** | **2018-2019** | |
| **Immediate Manager** | **Kristie Dugan** | | | |

| | | | |
|---|---|---|---|
| Potential Rating | Exp | Consider for Future Role Y/N | Y |
| Retention Risk - H/M/L | L | | |
| Impact of Loss - H/M/L | M | | |

| Career History with NACS | | Education Background | Career Aspirations |
|---|---|---|---|
| Office Assistant | 2020-Present | Dobbins Randolph HS - Diploma | 1-2 Years |
| Lunch Aide | 2019-2020 | | To become more educated with Microsoft programs. |
| Sub | 2018-2019 | | |
| | | | |
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| Career History Prior to NACS | | | 3-5 Years | |
|---|---|---|---|---|
| Front Desk | 2018-2018 | | To well advanced in my current position and to become a helping hand around the school if and when needed. | |
| Bank Teller/Loan Officer | 2004-2005 | | | |
| | | | | |
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| | | | | |
| | | | Readiness | Potential Role |
| | | | | |
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|---|---|---|---|---|
| **Name** | **John Kelly** | **DOH** | | 8/2010 |
| **Position Title** | **Building Manager** | **Time In Role** | | 8 years |
| **Department** | **Operations** | **Performance Record** | **2018-2019** | |
| **Immediate Manager** | **Kristie Dugan** | | | |

| | | | |
|---|---|---|---|
| Potential Rating | WP | Consider for Future Role Y/N | N |
| Retention Risk - H/M/L | L | | |
| Impact of Loss - H/M/L | M | | |

| Career History with NACS | | Education Background | Career Aspirations |
|---|---|---|---|
| Building Manager | 2012-Present | Arch Bishop Ryan HS - Diploma | 1-2 Years |
| Climate Officer | 2010-2012 | | To maintain physical health and ability to perform job. |
| | | | |
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| Career History Prior to NACS | | 3-5 Years | |
|---|---|---|---|
| Land Surveyor | 2000-2009 | None provided | |
| Laborer | 1996-2000 | | |
| | | | |
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| | | | |
| | | Readiness | Potential Role |
| | | | |
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|---|---|---|---|---|
| **Name** | **Michelle Storino** | **DOH** | | 8/2010 |
| **Position Title** | **School Nurse** | **Time In Role** | | 10 years |
| **Department** | **Health Office** | **Performance Record** | **2018-2019** | |
| **Immediate Manager** | **Kristie Dugan** | | | |

| | | | |
|---|---|---|---|
| Potential Rating | WP | Consider for Future Role Y/N | N |
| Retention Risk - H/M/L | l | | |
| Impact of Loss - H/M/L | M | | |

| Career History with NACS | | Education Background | Career Aspirations |
|---|---|---|---|
| School Nurse | 2010-Present | Northeastern Hospital School of Nursing - Diploma in Nursing RN | 1-2 Years |
| | | Community College of Philadelphia - Associates Degree | To stay current on COVID-19 related resources by consulting Primary Care Providers, CDC, Phila. Health Dept. and PA Dept of Health. Also to continue to meet the needs of Northwood's student success. |
| | | National School Health/Tech - Dental Assistant Certificate | |
| | | Nativity Business - Business Certificate | |
| Career History Prior to NACS | | | 3-5 Years |
| Registered Nurse | 2008-2010 | | To attend continuing education courses, as well as professional workshops and seminars. |
| Dental Assistant | 1989-1994 (PT till 2008) | | |

| Readiness | Potential Role |
|---|---|
| | |
| | |


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|---|---|---|---|---|
| **Name** | **James Fitzgerald** | **DOH** | | 8/2016 |
| **Position Title** | **8th Grade Social Studies Teacher** | **Time In Role** | | 5 years |
| **Department** | **Social Studies** | **Performance Record** | **2018-2019** | |
| **Immediate Manager** | **Erin Herschberger** | | | |

| | | | |
|---|---|---|---|
| Potential Rating | WP | Consider for Future Role Y/N | N |
| Retention Risk - H/M/L | l | | |
| Impact of Loss - H/M/L | M | | |

| Career History with NACS | | Education Background | Career Aspirations |
|---|---|---|---|
| 8th Grade Social Studies Teacher | 2016-Present | Holy Family University - Masters in Education | 1-2 Years |
| | | Widner University - B.A. History | None provided |
| | | Father Judge HS - Diploma | |
| | | | |
| | | | |
| | | | |
| | | | |

| Career History Prior to NACS | | 3-5 Years | |
|---|---|---|---|
| Teacher | 2014-2016 | None provided | |
| Long-Term Substitute Teacher | 2014-2014 | | |
| Alarm Inventory Specialist | 2008-2014 | | |
| | | | |
| | | | |
| | | | |
| | | Readiness | Potential Role |
| | | | |
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| | | | | |
|---|---|---|---|---|
| **Name** | **Caitlin Rose** | **DOH** | | 8/2017 |
| **Position Title** | **2nd Grade Teacher** | **Time In Role** | | 4 years |
| **Department** | | **Performance Record** | **2018-2019** | |
| **Immediate Manager** | **Kathryn Henry** | | | |
| Potential Rating | WP | Consider for Future Role Y/N | | N |
| Retention Risk - H/M/L | L | | | |
| Impact of Loss - H/M/L | M | | | |

| Career History with NACS | | Education Background | Career Aspirations |
|---|---|---|---|
| 2nd Grade Teacher | 2017-Present | St. Joseph's University - B.S. | 1-2 Years |
| Long-Term Substitute Teacher | 2017-2017 | Council Rock North HS - Diploma | To complete masters degree and to do well in the program. To continue to reflect on my teaching practices and improve. To continue to develop positive and professional relationships with staff and families. |
| | | | |
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| | | | |
| | | | |
| | | | |
| Career History Prior to NACS | | | 3-5 Years |
| None provided | | | To take on a more leadership role either while teaching or on an administrative role. To become more supportive, positive, active and knowledgeable staff member. |
| | | | Readiness / Potential Role |
| | | | |
| | | | |


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| | | | | |
|---|---|---|---|---|
| **Name** | **Roxanne Szalejko** | **DOH** | | 8/2009 |
| **Position Title** | **Compliance Coordinator** | **Time In Role** | | 2 years |
| **Department** | **Operations** | **Performance Record** | **2018-2019** | |
| **Immediate Manager** | **Kristie Dugan** | | | |
| Potential Rating | WP | Consider for Future Role Y/N | | N |
| Retention Risk - H/M/L | I | | | |
| Impact of Loss - H/M/L | M | | | |

| Career History with NACS | | Education Background | Career Aspirations |
|---|---|---|---|
| Compliance Coordinator | 2019-Present | Temple University - Accounting Certificate | 1-2 Years |
| Food Services Dir/SRS Admin | 2011-2019 | Community College Philadelphia - Computer Program and Psychology minor; Certificate Comp Operations | To expand skills to take job to the next level. Also, to develop self to be more professional at Northwood. |
| Support Staff | 2009-2011 | | |
| Food Services Director | 2002-2009 | St. Herbert HS - Diploma | |
| | | | |
| | | | |
| | | | |
| Career History Prior to NACS | | | 3-5 Years |
| System Conversion Analyst | 1982-1989 | | To continue my efficiency, dedication, support, and accuracy for Northwood. |
| Costume Design Project Manager | 1982-Present | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | Readiness / Potential Role |
| | | | |
| | | | |


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| | | | | |
|---|---|---|---|---|
| **Name** | **Allison Funari** | **DOH** | | 8/2005 |
| **Position Title** | **2nd Grade Teacher** | **Time In Role** | | 15 years |
| **Department** | | **Performance Record** | **2018-2019** | |
| **Immediate Manager** | **Kathryn Henry** | | | |

| | | | |
|---|---|---|---|
| Potential Rating | WP | Consider for Future Role Y/N | N |
| Retention Risk - H/M/L | L | | |
| Impact of Loss - H/M/L | M | | |

| Career History with NACS | | Education Background | Career Aspirations |
|---|---|---|---|
| 2nd Grade Teacher | 2005-Present | Gratz College | 1-2 Years |
| | | East Stroudsburg | To teach students different strategies to solve math problems, incorporating daily math links for students to practice math skills. |
| | | Suffern HS - Diploma | |
| | | | |
| | | | |
| | | | |
| | | | |

| Career History Prior to NACS | | 3-5 Years | |
|---|---|---|---|
| None provided | | To take on a math leadership role with the K-2 community. To use the new technology learned during the Pandemic. | |
| | | Readiness | Potential Role |
| | | | |
| | | | |


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# Individual Development Plans



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| Personal Data | | | | | |
|---|---|---|---|---|---|
| **Name** | Brigid Howard | **Department** | Instructional | | |
| **Job Title** | 7th Grade Social Studies | **Manager** | Cindy Carey / Erin Herschberger | | |
| **Physical Work Location** | Northwood Academy Charter School | | | **Year** | 2020-2021 |

## Development Plan

**Development plans are typically created after annual performance goals have been established. Development plans should consist of specific development actions, as well as summaries of strengths and development areas.**

### Step 1: Create Action Plan

Create an action plan for competency areas needing development. Identify specifically what actions will be taken to address the development need(s). Examples include: special projects, classroom training, e-learning, or on-the-job development. There is no mandate for the number of action steps, however, it is important to keep in mind that the overall areas being developed should be limited to 2 or 3 (there may be more than one action step per area of development).

| Competency or Development Area | Training Type/Modality (Formal Training, Self-paced Learning, project work, etc.) | Detailed Action Steps How will you know you've been successful? | Target Date | Status Complete ✓ |
|---|---|---|---|---|
| **Example: Leadership/ Coaching Skills/Technical Skills** | **Formal Training** | **Attend Coaching & Feedback Training/SLII Training** | **Next Available Date/March 2016** | ☐ |
| Interpersonal Growth / Staff Support | Informal Research & Practice | - Receive feedback from staff regarding support needed in an ongoing manner via PLC meetings and grade planning<br>- Research best practices in HR | April 2021 | ☐ |
| Leadership Skills | Self-Guided Project | - Development of a staff-driven induction guide for new staff, outlining the "intangible" demands of the school | January 2022 | ☐ |
| Leadership Skills | Updated / Enhanced Role | - Establish self as a touch point for staff<br>Focus on productivity, optimism<br>Shift in mindset - obligations vs. opportunity<br>(continued below) | May 2022 | ☐ |
| | | - Enhanced job description of a staff / admin liaison with a focus on Student Affairs and social emotional development, trauma informed best practices | | ☐ |



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| Personal Data | | | | | |
|---|---|---|---|---|---|
| **Name** | Krista Neiss | **Department** | Instructional | | |
| **Job Title** | 5th Grade Social Studies | **Manager** | Cindy Carey | | |
| **Physical Work Location** | **Northwood Academy Charter School** | | | **Year** | 2020-2021 |

**Development Plan**

**Development plans are typically created after annual performance goals have been established. Development plans should consist of specific development actions, as well as summaries of strengths and development areas.**

**Step 1: Create Action Plan**

Create an action plan for competency areas needing development. Identify specifically what actions will be taken to address the development need(s). Examples include: special projects, classroom training, e-learning, or on-the-job development. There is no mandate for the number of action steps, however, it is important to keep in mind that the overall areas being developed should be limited to 2 or 3 (there may be more than one action step per area of development).

| Competency or Development Area | Training Type/Modality (Formal Training, Self-paced Learning, project work, etc.) | Detailed Action Steps How will you know you've been successful? | Target Date | Status Complete ✓ |
|---|---|---|---|---|
| **Example: Leadership/ Coaching Skills/Technical Skills** | **Formal Training** | **Attend Coaching & Feedback Training/SLII Training** | **Next Available Date/March 2016** | ☐ |
| Leadership Coaching Skills | Self-Paced Learning | - Complete research regarding effective methods for teacher feedback and delegation of responsibility | April 2021 | ☐ |
| Communication and Leadership Skills | Collaborative Professional Development | - Engage in ongoing observation (observing others and being observed) as well as engaging in a continuous feedback loop with colleagues | October 2021 - January 2022 | ☐ |
| Leadership Coaching Skills | Project Work | - Submit application for consideration in Northwood's Mentor Teacher Program | May 2022 | ☐ |
| | | | | ☐ |



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| Personal Data | | | | | |
|---|---|---|---|---|---|
| **Name** | Laura Hiestand | **Department** | Instructional Staff | | |
| **Job Title** | 3rd Grade Teacher | **Manager** | Kathryn Henry | | |
| **Physical Work Location** | Northwood Academy CS | | | **Year** | 20-21 |

## Development Plan

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| Competency or Development Area | Training Type/Modality (Formal Training, Self-paced Learning, project work, etc.) | Detailed Action Steps How will you know you've been successful? | Target Date | Status Complete ✓ |
|---|---|---|---|---|
| **Example: Leadership/ Coaching Skills/Technical Skills** | **Formal Training** | **Attend Coaching & Feedback Training/SLII Training** | **Next Available Date/March 2016** | ☐ |
| Pedagogical Skills | Professional development conferences/ workshops | 1. Research conferences - PETE&C is a great ed-tech conference/The Reading & Writing project out of Columbia is an excellent conference. Here is a list | August 2021 | ☐ |
| | | of other national conferences this year.<br>2. Apply new skills to the classroom | | ☐ |
| Leadership | Coaching | 1. Begin exploring ways to expand mentoring/coaching skillset at NACS - be a model classroom and place for peer observations. | August 2021-January 2022 | ☐ |
| | | 2. Apply to Mentor Teacher program for 2021-2022 school year. | | ☐ |



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|---|---|---|---|---|---|
| Name | Tapeka Robinson | Department | Operations | | |
| Job Title | Front Office Assistant | Manager | Kristie Dugan, COO | | |
| Physical Work Location | NACS | | | Year | 20-21 |

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| Competency or Development Area | Training Type/Modality (Formal Training, Self-paced Learning, project work, etc.) | Detailed Action Steps How will you know you've been successful? | Target Date | Status Complete ✓ |
|---|---|---|---|---|
| Technical Skills | Formal Training | Complete training on the microsoft suite, specifically Word and Excel. | August 2021 | ☐ |
| Technical Skills | Self Paced | Complete formal training of google drive. | June 2021 | ☐ |
| Professional | In person review | Continue to improve in office related skills as deemed necessary by the COO. | Meet monthly with the COO | ☐ |



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|---|---|---|---|---|---|
| Name | John Kelly | Department | Operations | | |
| Job Title | Building Manager | Manager | Kristie Dugan, COO | | |
| Physical Work Location | NACS | | | Year | 20-21 |

## Development Plan

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| Competency or Development Area | Training Type/Modality (Formal Training, Self-paced Learning, project work, etc.) | Detailed Action Steps How will you know you've been successful? | Target Date | Status Complete ✓ |
|---|---|---|---|---|
| Technical Skills | Formal Training | OSHA training as it pertains to Northwood and building/safety related issues | Annually | ☐ |
| Technical Skills | | Complete a basic training on HVAC | August 2021 | ☐ |
| Professional | | Stay current on all state and local requirements and training as it pertains to building inspections and requirements.. | Meet monthly with the COO | ☐ |



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| Personal Data | | | |
|---|---|---|---|
| Name | Michelle Storino | Department | Operations |
| Job Title | Nurse | Manager | Kristie Dugan, COO |
| Physical Work Location | NACS | Year | 20-21 |

## Development Plan

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| Competency or Development Area | Training Type/Modality (Formal Training, Self-paced Learning, project work, etc.) | Detailed Action Steps How will you know you've been successful? | Target Date | Status Complete ✓ |
|---|---|---|---|---|
| Technical Skills | Formal Training | Continue professional development as it pertains to providing service to the students and staff. (ie CPR, First Aid etc) | Annually | ☐ |
| Technical Skills | | Complete formal training of google drive. | June 2021 | ☐ |
| Professional | | Stay current on all PDE requirements and training. | Meet monthly with the COO | ☐ |


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| Personal Data | | | | | |
|---|---|---|---|---|---|
| **Name** | Caitlin Rose | **Department** | Instructional Staff | | |
| **Job Title** | 2nd Grade Teacher | **Manager** | Kathryn Henry | | |
| **Physical Work Location** | Northwood Academy CS | | | **Year** | 20-21 |

**Development Plan**

**Development plans are typically created after annual performance goals have been established. Development plans should consist of specific development actions, as well as summaries of strengths and development areas.**

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|---|---|---|---|---|
| **Example: Leadership/ Coaching Skills/Technical Skills** | **Formal Training** | **Attend Coaching & Feedback Training/SLII Training** | **Next Available Date/March 2016** | ☐ |
| Leadership | Formal training via masters program | 1. Complete the master's program at Penn.<br>2. Set goals for post-master's<br>a. Explore career path options within school leadership and opportunities for growth at Northwood<br>3. Continue to circle back to master's goals/coaching with Kathryn in post-observation meetings. | Fall 2021- Fall 2022 | ☐ |
| | | | | ☐ |
| | | | | ☐ |
| | | | | ☐ |



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| Personal Data | | | |
|---|---|---|---|
| Name | Roxanne Szalejko | Department | Operations |
| Job Title | Compliance Coordinator | Manager | Kristie Dugan, COO |
| Physical Work Location | NACS | Year | 20-21 |

## Development Plan

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| Competency or Development Area | Training Type/Modality (Formal Training, Self-paced Learning, project work, etc.) | Detailed Action Steps How will you know you've been successful? | Target Date | Status Complete ✓ |
|---|---|---|---|---|
| Technical Skills | Self Paced | Stay current on all PDE requirements and training. | Ongoing | ☐ |
| Professional | Project work | Establish a standing meeting schedule with the Special Ed Director | February 1st | ☐ |
| Professional | Monthly | Continue to take the lead on data reconciliation between Northwoods SIS and the SDP SIS. | Ongoing | ☐ |


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| Personal Data | | | | | |
|---|---|---|---|---|---|
| **Name** | Allison Funari | **Department** | Instructional Staff | | |
| **Job Title** | 2nd Grade Teacher | **Manager** | Kathryn Henry | | |
| **Physical Work Location** | Northwood Academy Charter School | | | **Year** | 2020-2021 |

## Development Plan

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| Competency or Development Area | Training Type/Modality (Formal Training, Self-paced Learning, project work, etc.) | Detailed Action Steps How will you know you've been successful? | Target Date | Status Complete ✓ |
|---|---|---|---|---|
| **Example: Leadership/ Coaching Skills/Technical Skills** | **Formal Training** | **Attend Coaching & Feedback Training/SLII Training** | **Next Available Date/March 2016** | ☐ |
| Pedagogical Skills | Formal training | 1. Research PD opportunities to assist struggling writers.<br>2. Attend PD to acquire new pedagogical skills for teaching writing. | December 2021 | ☐ |
| Leadership | Project Work/ Self-Paced Learning | 1. Plan a special math project or event for your grade or the K-2 community.<br>2. Host up to 3 colleagues for peer observations in your math classroom | June 2022 | ☐ |
| | | | | ☐ |
| | | | | ☐ |



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# Coversheet

## Staff Survey Results

**Section:** III. New Business
**Item:** A. Staff Survey Results
**Purpose:** Discuss
**Submitted by:**
**Related Material:**
NACS Employee Survey Action Plan Timeline & Summary as of 011521.pdf

*Employee Engagement Survey*
*Action Plan Timeline*

**Purpose:** To ensure existing momentum is sustained for activities while establishing goals and objectives for themes that may not have been previously addressed.

**Key Areas of Focus:** Morale, Communication and Discipline.

**Timeline of Activities:**

| Focus Area | Activity | Anticipated Date of Completion | Responsible Parties |
|---|---|---|---|
| Morale | Reinforce Core Competency Framework through training.<br><br>Adapt & Roll-out training on Change Management. | Jan. 15th PD<br>Admin. – Week of Jan. 15th<br><br>Jan. 15th PD for Teachers<br>Admin.- Week of Jan. 15th | Admin./T. Hunt<br><br>Admin./T. Hunt |
| Communication | Develop & Roll-out Functional Org. Chart for Admin. | Jan. 15th PD | Admin./T. Hunt |
| Discipline | Continue efforts with Discipline Committee | Per attached Timeline | Principal/Dir. of Sp. Ed./ Discipline Committee |

| STRATEGY 1: STUDENT DISCIPLINE<br>Review and modify, as needed, the school's discipline protocol, MTSS tiers of support for behavior, and trauma-informed/social and emotional learning approach. | |
|---|---|
| **Prioritized Action Steps** | **Timeframe** |
| Meet with Discipline Committee; establish timelines and agenda structure for meetings. | April 2020 – ongoing |
| Hire new Director of Special Education | July 2020 |
| Engage behavior specialist to discuss needs. | November 2020 |
| Discipline Committee assesses implementation of clarified discipline protocols; determines further changes for school year 2020-21. | November 2020 |
| New Director reviews MTSS structure and behavior specialist recommendations. | November 2020 |
| Leadership team decides on initial changes to MTSS approach for behavior for school year 2020-21. | December 2020 |
| Establish and share professional development resources with teachers and staff. | December 2020 - ongoing |
| Start of year professional development time is allotted for discipline protocols and MTSS. | January 2021 |
| Determine how to evaluate effectiveness of disci<br>pline protocol, MTSS interventions, and social and emotional programs (implement thereafter). | Dec 2020-Feb 2021 |
| Research is conducted related to social and emotional programs; engagement with other schools for idea sharing. | |
| Leadership determines which social and emotional program(s) to utilize. | Jan – Apr 2021 |
| Further updates as needed are made to the MTSS structure. | May – Sept 2021 |
| Social and emotional program(s) are rolled out to staff. | May – Nov 2021 |
| Leadership structure is reviewed to consider any changes to better meet discipline needs if necessary. | Jan – Apr 2022 |
| **Owner** | Principal and Director of Special Education with support from the Discipline Committee |
| **Resources Needed** | Expert guidance and research in behavioral health and trauma-informed/ social and emotional learning; possible new leadership positions and/or structure change |
| **Constraints** | Buy-in from staff; collaborative, productive, positive committee dialogue |

# Executive Summary
# Fall 2020 Employee Engagement Survey

The Northwood Academy Charter School ("NACS") Fall 2020 survey was administered using the same line of questions as the May 2020 survey with the exception of adding two (2) additional questions and rephrasing a couple other questions. Therefore, we were able to effectively compare the survey scores against prior results.

The survey results were again sliced in three (3) groups showing Instructional, Administration, Administrative Non-Instructional, and Other Non-Instructional relative to the scores for each group.

The participation rate was 81%, which is still very good considering the state of affairs due to the Pandemic and the virtual work environment. The prior survey participation was 90%.

To date the goal has been to achieve at least a score of 3.75 in all survey areas. The October survey did exceed the 3.75 benchmark in the broader survey areas, with the overall score coming in at 3.93. In specific survey areas where there was decline, it was not significant and again can be expected due to the state of affairs as a result of the Pandemic. Nonetheless, no result is ever ignored.

There was improvement across many areas of the survey, however, there are still two (2) areas that continue to trend below the benchmark score of 3.75:

- Where the score for Employee Morale continues to remain low at 3.42, there was a slight increase in the score. More specifically, the gap increased slightly in the difference between Other Non-Instructional and Administrative Non-Instructional.
- The score for "realistic expectations of my time" is another area with a disconnect. This area is also highlighted as a trending comment through-out the Open-Ended Questions.

Additionally, the trending comments in the October survey were noteworthy with the themes being:

- Administration is definitely hard to emphasize the importance of work/life balance for teachers. They have stopped sending emails late at night and encourage teachers to stop answering emails at a set time each day so they can enjoy their evenings.
- Administration is listening to our needs and making changes where they can!
- Administration is more engaged and focused on staff concerns.
- I feel that the safety and health of staff have been a priority.
- I like what I see so far. Northwood seems to take all of its stakeholders into consideration before making decisions.
- I think that Admin is trying to show that they value us as employees more.
- Northwood Academy continues to include teachers, students and parent feedback in making school wide decisions.
- Northwood is a great place to work. Admin has been great and really supporting their staff. Northwood has grown closer as a family, and everyone has been super supportive.
- Communication between administration and staff has greatly improved.
- I have had to go to Cindy Carey with concerns and she has been super receptive and understanding.
- I think the staff has really come together to support each other with virtual learning.
- I need more time to plan, keep notes, conference with others.
- I think I already work very hard, but having more planning time in the classroom would be very helpful.
- If I had more prep time to plan and grade. I am very overwhelmed and feel as if there is no time to prep, plan, grade, take attendance, answer emails, send emails, etc.
- More support with holding families accountable for students lack of participation in distance learning.
- When a student is referred to administration for a disciplinary issue and an administrator takes action, that the outcome of that action should then be shared back to me.
- More advanced planning so that projects aren't completed at the last minute and there is plenty of time to prepare and create quality results.
- I am so glad that Northwood made the smart decision to start and continue until the new year virtual. As a part of the working groups, I feel that teacher input was highly valued to make the decision over the summer. Of course virtual learning has been a learning curve for us all, but I feel that we are doing the best we can given our situation and limitations. I am VERY appreciative that we are not live for the entire school day, this would not serve our teachers or students well.
- It is perplexing to teachers exactly how admin are spending their time during virtual learning without the major time consuming task of managing student discipline. We know they have to consider the reopening plans, but it seems that many tasks are being put onto teachers that admin could simply take care of themselves.
- A difficulty I see in virtual learning is the accountability in quality of work being submitted and having an accurate assessment of learning from that.

- Some of office hours may need to be readjusted.
- Office hours for administration need to be held at times that are easier for teachers to access.
- It is a lot to learn but Administrators are supportive and understanding as it relates to the varying levels of staff learning ability.
- More help is needed from administration when students aren't coming to class/small group/doing independent work.
- Also, please consider starting Friday Five a little bit later in the morning. 8:00 am or 8:15 am would better serve us teachers who have small children at home and who need to help their children get ready for the day in the morning.
- My only concern is how to make students more accountable with the work that they are submitting or lack of submissions.
- The Self Care day was greatly appreciated. It really made difference!
- The quality of work is not the same as if we were in the classroom. It is hard to get a true feel and assessment on what the kids are learning.
- The schedule does not include a lot of planning, grading, or preparation time during the work day.
- Also we do not have enough time in the day to plan and grade.
- Administration seems to be supportive, yet they keep adding to our tasks when they know what a struggle it is.
- I think our administration has been phenomenal during virtual learning!
- I think 30 minutes for the kids to have lunch is not enough time.
- I think this covers it. Thanks for the opportunity to allow my voice to be heard.
- It seems like many of the kids who struggled in the Spring (March-June) are the same kids who are struggling now. Did we give or should we have given supports to those specific families in preparation for this new year?
- Kate Crossett is new to Northwood and is planning meetings before and after school hours. These meetings are lengthy.
- Cindy Carey does not have office hours.
- The lunch periods need to be longer for both students and staff.
- Will there be a salary increase once you get to +15 years? Can we have a pay scale that's available for all employees to see?

Continuous improvement in key areas pertaining to morale and expectations of time must continue to be the goal. It is refreshing that NACS is taking all of the feedback, scores, and analysis of the scores into serious considerations and creating the necessary action plans.

## Engagement Survey Summary By Category

*(from highest to lowest)*

| Category | Score | | | | | Net Change May/Oct (%) |
|---|---|---|---|---|---|---|
| | Oct '20 (Fall) | May '20 (Spring) | Oct '19 (Fall) | May '19 (Spring) | Jan '19 (Fall) | |
| Operations at Northwood | 4.06 | 4.02 | 3.98 | 3.84 | 3.82 | 0.04% |
| Relationship with Leadership/Management | 3.98 | 3.99 | 3.94 | 3.87 | 3.81 | -0.01% |
| Work Environment/Culture | 3.93 | 3.99 | 3.94 | 3.73 | 3.60 | -0.06% |
| Communication | 3.98 | 3.92 | 3.80 | 3.66 | 3.59 | 0.06% |
| Recognition and Reward | 3.81 | 3.92 | 3.95 | 3.70 | 3.54 | -0.11% |
| Schoolwide Community/Climate | 3.84 | 3.67 | 3.65 | 3.53 | 3.48 | 0.17% |
| | | | | | | |
| **Overall Score** | **3.93** | **3.92** | **3.88** | **3.73** | **3.65** | 0.01% |

***Key:***

Green filled box shows % of improvement from May 2020 survey.

Red filled box shows % in decline from May 2020 survey.

## Engagement Survey Summary, cont'd.

| Top 10 Highest Scoring Questions | | | | | | | |
|---|---|---|---|---|---|---|---|
| Question No. | Question | Score | | | | | Net Change Oct/May '20 (%) |
| | | Oct '20 (Fall) | May '20 (Spring) | Oct '19 (Fall) | May '19 (Spring) | Jan '19 (Fall) | |
| 49 | Our facility and property is attractive, clean, and well maintained. | 4.47 | 4.44 | 4.38 | 4.29 | 4.40 | 0.03% |
| 1 | The work environment at Northwood is inclusive and welcoming. | 4.27 | 4.33 | 4.36 | 4.14 | 4.14 | -0.06% |
| 22 | I am treated with respect as a professional | 4.24 | 4.27 | 4.15 | 4.09 | 4.08 | -0.03% |
| 47 | I receive support for any facility/maintenance issues or concerns in a timely manner | 4.23 | 4.29 | 4.16 | 4.16 | 4.16 | -0.06% |
| 32 | My benefit package meets my and my family's needs. | 4.22 | 4.15 | 4.27 | 4.02 | 4.05 | 0.07% |
| 5 | Employees are encouraged to work well together at all levels. | 4.19 | 4.34 | 4.17 | 4.07 | 4.06 | -0.15% |
| 26 | My immediate manager acts with integrity. | 4.16 | 4.33 | 4.35 | 4.40 | 4.27 | -0.17% |
| 28 | I have a good understanding of the organization's goals and objectives. | 4.13 | 4.03 | 3.95 | 3.81 | 3.89 | 0.10% |
| 14 | When required, I receive the necessary support from HR. | 4.13 | 4.23 | 4.06 | Not Previously Asked | Not Previously Asked | -0.10% |
| 24 | My immediate manger appropriately recognizes my efforts and results. | 4.11 | 4.25 | 4.18 | 4.40 | 4.20 | -0.14% |

| Bottom 10 Lowest Scoring Questions | | | | | | | |
|---|---|---|---|---|---|---|---|
| Question No. | Question | Score | | | | | Net Change Oct/May '20 (%) |
| | | Oct '20 (Fall) | May '20 (Spring) | Oct '19 (Fall) | May '19 (Spring) | Jan "19 (Fall) | |
| 21 | Communications at Northwood are open and honest. | 3.75 | 3.57 | 3.48 | 3.48 | 3.28 | 0.18% |
| 41 | My administration readily supports me when a student presents behavioral or emotional issues. | 3.73 | 3.39 | 3.34 | 3.36 | 3.40 | 0.34% |
| 40 | There are sufficient positive behavior support initiatives and incentives in place for students to be motivated to succeed. | 3.72 | 3.73 | 3.91 | 3.71 | 3.75 | -0.01% |
| 33 | Latitude and recognition is provided to expand my learning, as well as opportunities to demonstrate leadership, relative to role enhancement, expansion or promotion. | 3.66 | 3.80 | 3.82 | Not Previously Asked | Not Previously Asked | -0.14% |
| 39 | Whether I agree or not, I know what the protocol is if disciplinary action for a student is required. | 3.61 | 3.37 | 3.41 | 3.02 | 3.05 | 0.24% |
| 42 | There are clear procedures for getting behavioral support from the administration. | 3.61 | 3.21 | 3.28 | 3.13 | 3.00 | 0.40% |
| 48 | I receive support for technology maintenance issues in a timely manner. | 3.60 | 3.64 | 3.62 | 3.12 | 2.89 | -0.04% |
| 31 | My pay is competitive with similar jobs in other organizations. | 3.45 | 3.63 | 3.70 | 3.19 | 2.92 | -0.18% |
| 7 | Employee morale is high at Northwood. | 3.42 | 3.39 | 3.38 | 3.16 | 2.79 | 0.03% |
| 3 | There are realistic expectations for my time. | 3.24 | 3.48 | 3.42 | 3.41 | 3.42 | -0.24% |

# Coversheet

## Compensation Study

**Section:** III. New Business
**Item:** B. Compensation Study
**Purpose:** Discuss
**Submitted by:**
**Related Material:** NACS 2021 Compensation Market Study Presentation Data.pdf
NACS Market Study Summary 010721.pdf

# Northwood Academy Charter School Compensation Market Study - Non-Instructional

## December 2020

| Status | Name | DOH | Job Title/Description | Home Department Description | Actual Annual Salary/ Equivalent | Market Comp Salary @ 50th Percentile | Grade | PIR | Band | Min | Mid | Max | Compa Ratio | Potential Adjustment | Years Exp | FLSA Description |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | **12NI** | | | $170,262 | $212,828 | $263,906 | | | | |
| Active | Hollister, Amy | 12/5/2015 | CEO | Office of Principal | $170,751 | $164,332 | **11NI** | 73% | High | $121,616 | $152,020 | $188,504 | 1.12 | | 15 | Exempt |
| Active | Dugan, Kristie | 11/7/2005 | Chief Operating Officer | Office | $119,311 | $120,074 | **10NI** | 68% | Middle | $86,868 | $108,585 | $134,646 | 1.10 | | **1** | **Exempt** |
| Active | Carey, Cindy | 8/25/2008 | Principal Upper School | Office of Principal | $116,380 | $113,528 | **10NI** | 62% | Middle | $86,868 | $108,585 | $134,646 | 1.07 | | 9 | Exempt |
| Active | Crossett, Kate | 7/1/2020 | Special Education Director | Office | $95,000 | $96,695 | **9NI** | 77% | High | $66,822 | $83,527 | $103,574 | **1.14** | | **10** | **Exempt** |
| Active | Herschberger, Erin | 10/26/2005 | Asst. Principal, 5-8 | Office of Principal | $90,001 | $85,810 | **9NI** | 63% | Middle | $66,822 | $83,527 | $103,574 | 1.08 | | 2 | Exempt |
| Active | Henry, Kathryn | 8/18/2018 | Asst. Principal, K-4 | Office of Principal | $93,178 | $85,810 | **9NI** | 72% | High | $66,822 | $83,527 | $103,574 | 1.12 | | 7 | Exempt |
| **Active** | **Leimer, Dan** | **9/5/2007** | **Technology Coordinator** | **Office** | **$81,978** | **$62,671** | **8NI** | 119% | **High** | $51,401 | $64,252 | $77,102 | **1.28** | | **7** | **Exempt** |
| Active | Kelly, John | 8/23/2010 | Facilities Manager | Maintenance | $59,604 | $58,604 | **8NI** | 32% | Middle | $51,401 | $64,252 | $77,102 | **0.93** | | 11 | Exempt |
| Active | Whitlatch, Adam | 8/28/2006 | Guidance Counselor | Guidance | $71,119 | $57,173 | **8NI** | 77% | High | $51,401 | $64,252 | $77,102 | **1.11** | | 14 | Exempt |
| Active | Lozandieu, Makaine | 10/14/2019 | Guidance Counselor | Guidance | $64,756 | $53,372 | **8NI** | 52% | Middle | $51,401 | $64,252 | $77,102 | **1.01** | | 1 | Exempt |
| Active | Tyree, Kareem | 11/2/2020 | Behavioral Specialist | Guidance | $66,000 | $63,875 | **8NI** | 57% | Middle | $51,401 | $64,252 | $77,102 | **1.03** | | | Exempt |
| Active | Storino, Michelle | 9/1/2010 | Nurse | Health | $71,075 | $71,449 | **8NI** | 77% | High | $51,401 | $64,252 | $77,102 | 1.11 | | 10 | Exempt |
| Active | Smith, Jenny Lynn | 8/3/2020 | Executive Administrative Assistant | Office | $60,000 | $62,944 | **8NI** | 33% | Middle | $51,401 | $64,252 | $77,102 | 0.93 | | | Exempt |
| Active | Szajecko, Roxanne | 8/24/2010 | Compliance Coordinator | Office | $52,428 | $56,737 | **7NI** | 65% | Middle | $39,540 | $49,424 | $59,309 | 1.06 | | 10 | Non-Exempt |
| Active | Karpinski, Anne | 12/5/2015 | Special Education Secretary | Office | $56,172 | $53,662 | **7NI** | 84% | High | $39,540 | $49,424 | $59,309 | 1.14 | | 31 | Non-Exempt |
| | | | | | | | **6NI** | | | $32,950 | $41,187 | $49,424 | | | | |
| | | | | | | | **5NI** | | | $27,458 | $34,323 | $41,187 | | | | |
| **Active** | **DeShields, Judith** | **12/5/2015** | **Classroom Assistant** | **Regular Education** | **$35,798** | **$30,561** | **4NI** | 100% | **High** | $23,877 | $29,846 | $35,815 | 1.20 | | **4** | **Non-Exempt** |
| Active | Bennett, Katherine | 8/28/2017 | Classroom Assistant | Regular Education | $32,396 | $27,834 | **4NI** | 71% | Middle | $23,877 | $29,846 | $35,815 | 1.09 | | **2** | **Non-Exempt** |
| Active | Mancini, Brittany | 8/26/2019 | Classroom Assistant | Regular Education | $27,242 | $26,303 | **4NI** | 28% | Middle | $23,877 | $29,846 | $35,815 | 0.91 | | | **Non-Exempt** |
| Active | DeLeon, Nairelys | 3/9/2020 | Classroom Assistant | Regular Education | $25,000 | $26,303 | **4NI** | 9% | Low | $23,877 | $29,846 | $35,815 | 0.84 | | **0** | **Non-Exempt** |
| Active | Robinson, Tapeka | 1/9/2020 | Office Assistant | Office | $30,064 | $31,742 | **4NI** | 52% | Middle | $23,877 | $29,846 | $35,815 | 1.01 | | 10 | Non-Exempt |
| | | | | | | | **3NI** | | | $20,762 | $25,953 | $31,143 | | | | |
| | | | | | | | **2NI** | | | $18,875 | $23,593 | $28,312 | | | | |
| **Active** | **Becker, Stephanie** | **8/31/2017** | **Lunch Aide** | **Food Program** | **$27,040** | **$24,151** | **1NI** | **115%** | **High** | **$17,159** | **$21,449** | **$25,738** | **1.26** | | **3** | **Non-Exempt** |
| **Active** | **Dominiak, Vera** | **8/31/2017** | **Lunch Aide** | **Food Program** | **$27,040** | **$24,151** | **1NI** | **115%** | **High** | **$17,159** | **$21,449** | **$25,738** | **1.26** | | **3** | **Non-Exempt** |

**Total Adj. resulting from Market Study for Non-Instructional (non-certified)** **$0**

Follow-up required, as current salary being paid is higher than salary indicated on the current contract, which is $166,100.
Pay has a high degree of variability in this labor market.
Slotted - No Comparable Salary Data

**Job Title Key:**

| No. | NACS Unique Job Title | Comparable Market Title |
|---|---|---|
| 1 | CEO | President and CEO |
| 2 | Principal - Upper School | Principal |
| 3 | Director of Special Education | Director of Special Education |
| 4 | Assistant Principal | Assistant Principal |
| 5 | Chief Operating Officer | Chief Operating Officer |
| 6 | Guidance Counselor | Guidance Counselor |
| 7 | Technology Coordinator | IT Coordinator |
| 8 | Community Coordinator | Community Outreach Coordinator |
| 9 | Nurse | School Nurse |
| 10 | Facilities Manager/Building Maint. | Facility Coordinator |
| 11 | PE Lunch Aide | Lunchroom Attendant |
| 12 | Special Education Secretary | School Secretary |
| 13 | Kindergarten Aide | Teacher Aide |
| 14 | Office Assistant | Clerical Assistant |
| 15 | Lunchroom Aide | Lunchroom Attendant |
| 16 | Behavior Specialist | Behavior Specialist |
| 17 | Executive Adminstrative Assistant | Executive Assistant |

| | | | |
|---|---|---|---|
| | Character Teacher/Schoolwide Supp. | No comparable Titles | Paid According to Un-certified Teacher Step Scale |
| | General Support/PIMS/Lunch | No comparable Titles | Paid According to Un-certified Teacher Step Scale |

**Explanation of Band:**

Above = Above Max of Salary Grade
High = 71%-100% of Salary Grade
Middle = 30%-70% of Salary Grade
Low = 29% - 0% of Salary Grade
Below = Below Min of Salary Grade

**Other Explanations:**

**Explanation of Compa Ratio:**

Compa Ratio= % of current salary to the mid-point of the range

**Incumbents in red will be red-circled due to current compensation as compared to 50th percentile market compensation.**
**- 1x spot bonuses to be approved - 3% for salary grades 1-6 and 2% for salary grades 7-12**

# Northwood Academy Charter School

## 2021 Compensation Market Study Summary Report

January 7, 2021

### Background

Total HR Solutions was engaged to conduct the bi-annual compensation market study for up to 25 unique positions at Northwood Academy Charter School (NACS). The study included instructional (certified) teachers and non-instructional positions (non-certified), as well as all leadership positions.

### The Process

Similar to the initial Compensation Market Survey Process, Total HR Solutions' approach consisted of the following:

- Using current position descriptions ensure alignment with essential job functions of market data job titles used.
- Conducting a salary benchmark analysis for each unique position with key data highlights provided.
- Ensuring as close an alignment as possible with the established NACS Compensation Philosophy.

### Current Compensation Philosophies are as follows:

Certified Instructional Staff

NACS will pay at the 75$^{th}$ percentile of the market for instructional positions up to salary step 4 and to pay at or close to the 90$^{th}$ percentile for steps 5-8, with a gradual decline back to the 75$^{th}$ percentile by salary grade 15. The heightened percentile in salary steps 9-14 is as a result of the significant pay increases in steps 5-8. (See attached)

Non-Certified Instructional Staff

Non-Certified Instructional Staff will be paid at 70% of the Certified Instructional Salary Step Scale. (See attached)

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Non-Instructional Staff

NACS will pay at the 50th percentile of the market for non-instructional positions with five (5) years of experience in the role in which they occupy. (See attached)

**Key Awareness' Gained from Comparative Market Data**

- Pay for non-instructional (non-certified) and leadership positions at NACS continues to be highly competitive with the market (using standard compensation norms of the 50th percentile) and leading in many cases.
- Based on the new 2021 compensation survey which yielded higher compensation comparatives, yet comparable to the district, paying certified instructional staff at the 50th percentile through grade 9 is feasible with grades 10 and above at the 75th percentile.
- Based on the district pay scales published for 2021 through Step 11, NACS continues to be competitive with The School District of Philadelphia.
- Overall, the average base teacher pay at NACS is $68,965, while the average for Philadelphia Charter School teachers fell for 2020 to $39,180. The average base salary for Mastery Charter School is $64,600. The median teacher pay at NACS is $68,965, while the median teacher pay in Pennsylvania fell to $59,307. NACS numbers are largely driven by the number of longer tenured teachers, though pay may not be as competitive with the District as it relates to Steps above 3 or for Master's level teachers.

**Pay Structures**

All pay structures were conservatively adjusted by 2% given that inflation for 2019 and 2020 was 1.81 and .62, respectively. Additionally, the average of salary structure adjustments published by SHRM were 1.9 and 2.2 for 2019 and 2020, respectively.

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**Key Considerations & Pending Determination**

Adjust the compensation philosophy for the certified instructional positions to be that of:

- NACS will pay market competitive salaries at or close to the 50th percentile for Bachelors level instructional positions for salary grades 1-9, while paying above market for salary grades 10 and above. Masters level instructional staff will be paid at or close to the 75th percentile for grades 1-9 and at or close to the 90th percentile for grades 10 and above.
- Adopt the adjusted 2021 Certified Instructional Salary Step Scale.
- Adopt the adjusted 2021 Un-Certified Instructional Salary Step Scale.
- Adopt the adjusted 2021 Non-Instructional-Non-Certified Salary Structure.

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# Coversheet

## Total HR Solutions Proposal/Contract

**Section:** III. New Business
**Item:** C. Total HR Solutions Proposal/Contract
**Purpose:** Discuss
**Submitted by:**
**Related Material:**
NACS 12 month Retainer Engagement_Letter with on-site HR Rep - Platinum Level Renewal 1117 2020 revised (1).pdf
CBA-Total HR Solutions Contract Fee Increase - 2020.52.pdf

# ENGAGEMENT LETTER
# TOTAL HR SOLUTIONS, LLC

**Northwood Academy Charter School**
From December 26, 2020 to December 25, 2021
(or until cancelled as provided herein)

**Total HR Solutions will provide the following services:**

Total HR Solutions, LLC ("Consultant") will provide human resources consulting services to Northwood Academy Charter School ("Client") as described in this Agreement and in accordance with the Platinum Level with on-site HR support as described in Attachment "A" (the "Services").

- Consultant will staff Northwood Academy with an on-site HR Representative three (3) days per week, hours to be determined, who will carry-out all support needed for HR processes, procedures and initiatives, inclusive of recruitment support.

- Consultant will meet with the CEO (or designee) and/or other key leadership of Client as mutually agreed upon throughout the engagement period with emphasis on the any recommendations that were set forth in the human resources ("HR")/Benefits audit.

- Consultant will address all HR related concerns, as well as to provide ongoing HR supports and requirements to ensure overall compliance where appropriate through policies, procedures and/or HR strategies within the scope of the partnership level.

- The costs of all services shall be included in the monthly fee (as established by the partnership level) unless a special project addendum is executed by both parties.

- Based upon ongoing feedback/recommendations from key stakeholders, ongoing HR Representative feedback, as well as working with Client personnel, Consultant will coordinate meetings with HR service providers to Client to confirm and/or establish improved service levels and protocols relative to HR initiatives and/or services.

- Consultant will provide Client with employee retention/culture transformation consultation

- Consultant will provide Client with quarterly leader develop sessions per year based upon mutually agreed upon leader development needs at no additional charge above and beyond the monthly retainer as set forth herein. The catalyst event as a pre-cursor to the quarterly sessions is highly recommended and is an additional charge (reduced pricing is provided).

- Consultant along with on-site HR Representative will consult and/or work with existing client personnel to execute on recommendations as appropriate.

- Consultant will attend and participate in any routine HR vendor/provider meetings as mutually agreed upon, including any additional meetings as mutually agreed upon that may be required in order to review ongoing Benefit plan performance.

- Consultant will provide employee relations ("ER") consultation to include review and resolution of ER issues up to the point where Consultant reasonably believes that an ER issue is likely to become a legal claim. All consultations between Consultant and Consultant's legal counsel are included in the Services. Upon request of Client, Consultant will consult as needed with Client's legal counsel. In the event an ER issue is likely to become a legal claim, Consultant shall, if requested, reasonably assist Client's legal counsel.

- Client acknowledges that Consultant is not in the business of providing legal advice. Consultant will, however, provide recommendations to Client's legal counsel relative to matters of legal compliance observed by Consultant as required by the Client.

- Consultant will conduct a spring and fall employee engagement survey in conjunction with a third-party vendor for the purposes of anonymity. Additional cost to be bore by the Client and billed through the Consultant.

- Client may terminate this Agreement immediately if Consultant:

  - Has engaged in willful misconduct, fraud or gross negligence in the performance of the Services outlined in this document; or

  - Is in breach of any of the terms of this Agreement and fails to remedy the breach within 30 days of being requested in writing to do so; or

  - Goes into liquidation or makes a composition or arrangement with its creditors generally or takes advantage of any statute for the relief of insolvent debtors.

**CONFIDENTIALITY**

Consultant recognizes and acknowledges that the Consultant will have access to certain confidential information of the Client, including, without limitation, business or trade secrets, know-how, software code, customer lists, pricing policies, operational methods, technical processes, and other business affairs of the Client (and its affiliates) learned heretofore or hereafter (the "Confidential Information"). Such Confidential Information constitutes valuable, special and unique property of the Client. Consultant will not, during or after the term of this Agreement, use or disclose, directly or indirectly, any of such

Confidential Information to any person, firm, corporation, association or other entity, except to authorized representatives of the Client, and affiliates of Client, for any reason or purpose whatsoever, other than in furtherance of this Agreement and the business of Client. In the event of a breach or threatened breach by Consultant of the provisions of this paragraph, the Client, and its affiliates, shall be entitled to an injunction restraining Consultant from using and/or disclosing, in whole or in part, such Confidential Information. Nothing herein shall be construed as prohibiting the Client, and its affiliates, from pursuing any other remedies available to them for such breach or threatened breach, including the recovery of damages from Consultant. Notwithstanding the foregoing, Confidential Information does not include information that is, as of the time of its disclosure, part of the public domain through a source other than Consultant or some other person or entity not in breach of a non-disclosure obligation to Client (or its affiliates). Nothing in this Agreement shall limit the ability of Consultant to disclose Confidential Information, and Consultant shall have no liability for such disclosure, if such disclosure is (i) required to be made pursuant to law or regulation, government authority, duly authorized subpoena or court order, whereupon Consultant will provide prompt notice to company and give Client an opportunity to respond prior to such disclosure; (ii) required to be made to a court or other tribunal in connection with the enforcement of Consultant's rights under this Agreement; or (iii) is approved by the prior written consent of Client.

**INDEMNIFICATION**

Each Party agrees to defend, indemnify and hold the other Party and its affiliates and their respective directors, officers, employees and agents harmless from any and all losses, liabilities, exposures, damages and all related costs and expenses, including reasonable legal fees, to the extent arising from or relating to any third party claims, demands, suits, allegations, or causes or threats of action based on the indemnifying Party's: (i) breach of any representation, warranty or covenant made by such Party hereunder, or (ii) grossly negligent acts or omissions or intentional misconduct; provided, however, that the indemnifying Party's indemnification obligations hereunder shall be reduced to the extent that such losses and damages arise from the acts or omissions of the other Party or its employees or agents.

**TERMS OF ENGAGEMENT**

Subject to earlier termination as provided in this Agreement, this Agreement will be effective for twelve (12) months beginning December 26, 2020 and ending December 25, 2021. Notwithstanding the foregoing, either party may terminate this Agreement at any time upon not less than 60 days prior written notice to the other party. This agreement will renew automatically for a twelve (12) month period at the current retainer level for the partnership level without 60-days prior notice of termination.

**KEY PERSONNEL ASSIGNED**

During the term of this Agreement, barring sickness, disability or death, Consultant will

provide the services of **Tracee L. Hunt** and other HR associates to Client for such aspects of the Services as required.

## DIRECTION OF CLIENT

Consultant must comply with all policies and direction of Client and any nominee of same as notified with respect to Client's HR, insurance or risk management programs, providing, always, that such direction will not professionally compromise Consultant in its professional capacity. Within the scope of the engagement, Consultant shall devote such time, attention and energy to the business of the Client, and its affiliates, as shall be reasonably necessary to perform the Services in a complete and professional manner. Consultant shall not commit any act, nor make any statement, which would be deleterious to the reputation and goodwill of the Client. Nothing contained herein shall require Consultant to devote Consultant's full time and attention to the business of the Client and the Client acknowledges that Consultant has interests and is active in other businesses.

## OWNERSHIP OF MATERIAL

Consultant will be the owner of any intellectual property developed by Consultant and provided to Client as part of the Services. Client shall have a perpetual, fully paid up, and non-exclusive license to utilize any such materials. Notwithstanding the foregoing, any source documents provided by Client will remain the sole property of Client.

## RELATIONSHIP

This document does not create a relationship of employee, agency, or partnership between the parties. Consultant has no right to bind in contract or otherwise, Client and must not represent that it has that right.

## INSURANCE / LIMITATION OF LIABILITY

At all times during the term of this Agreement, Consultant shall maintain general liability insurance, including errors and omissions coverage, reasonable satisfactory to Client in scope, with coverage limits of not less than $1 million/$1 million. Evidence of such insurance coverage shall be made available to Client upon request.

Consultant's maximum liability relating to the Services rendered under this Agreement (regardless of the form of action, whether in contract, negligence or otherwise) shall be limited to the fees paid to Consultant by Client under this Agreement. In no event shall Consultant be liable for consequential, special, incidental or punitive loss, damage or expense (including, without limitation: loss of profits, opportunity costs, etc.) even if Consultant has been advised of their possible existence.

The provisions of the preceding paragraphs shall survive the termination of this Agreement.

**FEES AND EXPENSES**

Consultant shall be paid a monthly fee for the Services in the amount of $8,050 per month. The first payment in the amount of $8,050 is due on or before December 20, 2020 with subsequent payments of $8,050 due on the 20th of each month thereafter. This fee is inclusive of the part-time on-site HR Representative. Additionally, NACS will be billed separately in April 2020 and September 2020 for the Spring and Fall Employee Engagement Surveys. Invoices will be in the amount of $3,850 each and due payable upon receipt. Fees for the Services are exclusive of any Client requested printing, copying, and other related travel (in excess of 50 miles) expenses. Local travel within a 50-mile radius of Philadelphia, PA is included in the fee structure.

We appreciate the opportunity to be of service to you and believe this engagement letter accurately summarizes the terms of our engagement. If the foregoing is in accordance with your understanding, please sign the enclosed copy and return to us.

Sincerely,

Tracee L. Hunt, Total HR Solutions, LLC.

ACCEPTED AND AGREED:

Northwood Academy Charter School

By: _____
Authorized Signer

_____
Date

**Attachment "A"**

## Confidential – 2020 Fee Schedule for Total HR Solutions - HR/Benefits Services Effective 01/01/2020

**Total HR Solutions offers the following partnership level in order to allow your organization the ability to take advantage of the HR partnership that best suits your organization's needs. It is not considered to be an exhaustive list of our services as there are many customized HR/Benefits solutions that are available but may not listed. All services are based upon agreed upon time frames and all services are available, though all may not be achieved within the given contract period.**

### Platinum Partnership w/on-site HR Representative – Monthly Retainer $8,050

- The Platinum Partnership is a 1-year contract that affords an employer full access to Sr. Level HR consultation
- On-site consultation and HR Administration as mutually agreed upon
- **On-site HR Representative – 3 days per week receiving comprehensive supervision from Total HR Solutions**
- Development and/or annual review of Employee Handbook within agreed upon time frames
- New Hire Orientation Development within agreed upon time frames
- Compliance Training Development and Delivery (up to 3 trainings per year)
- Employee Relations Consultation
- Employee Communications Development
- Organizational Design Consultation
- Talent Acquisition Process Development and/or review and revisions as needed within agreed upon time frames
- HR Strategy Consultation
- HR Strategic Plan Development
- Consultation for Annual Benefits Marketing Effort
- Employee Retention/Culture Transformation Consultation (inclusive of focus groups as agreed upon)
- Talent Management Systems – to include Position Descriptions (up to 20 positions) and Performance Evaluation Process
- HR Systems Consultation
- Reduced Pricing for Compensation Review
- Reduced pricing for Talent Acquisition/Executive Search
- Reduced Pricing for Development and Execution of Talent Review/Assessment Process
- Reduced Pricing Quarterly Executive Leadership Sessions (2 hrs. per session)

**Note: Project work not described above may be offered on project basis at $350 per hour, 10-hour minimum.**

**All fees are for consultation and/or development only (as quoted) and are exclusive of any required printing, copying, and other related travel and execution expenses.**

**All fees are subject to change without prior notice. Reduced prices for Retainer Partnerships are determined on a case by case basis.**

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# NORTHWOOD ACADEMY CHARTER SCHOOL
## COST / BENEFIT ANAYLSIS

Date: 11/30/2020

**CBA #:** **2020.52**

**Budget** (highlight selection[s]):

| | |
|---|---|
| Pandemic | Human Resources |
| Operating | Technology |
| Instructional | Grant Money |

Request: **Total HR Solutions Contract Fee Increase**

Prepared by: Amy Hollister

## Overview of the Project

Contract renewal with Total HR Solutions

A 12-month contract renewal for December 26, 2020 to December 25, 2021 for continued Platnum Partnership with Total HR Solutions has a 15% rate increase.

## Projected Cost

Monthly Retainer Total: $8,050
Previous Monthly Amount = $7,000
This equals a $6,300 increase within the 2020 budget.
THR indicates that this was the rate that could have been chaged last year as these were 2020 rates.

## Benefits

Continuation of our current services with HR Solutions: comprehensive provision of human resources consulting services in accordance with the Platinum Level with on-site HR support.

## Revenue generating / cost savings

N/A

## Reviews / Approvals

| | | | |
|---|---|---|---|
| CEO Approval: | Approved | Date Submitted: | 11/30/20 |

Committe Review/Approval

| | | | |
|---|---|---|---|
| Finance: | Approved | Date of Review/Approval: | 12/2/2020 |
| Governance: | | Date of Review/Approval: | |
| Academic Excellence: | | Date of Review/Approval: | |
| CEO Support & Evaluation: | | Date of Review/Approval: | |