

BARGAINING AGREEMENT

BETWEEN

**NORMANDY SCHOOLS COLLABORATIVE
JOINT EXECUTIVE GOVERNING BOARD**

AND

**NORMANDY
NATIONAL EDUCATION ASSOCIATION**

2022 - 2023

Updated 9/7/22

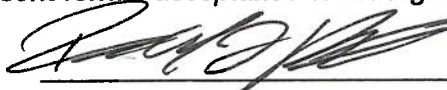
TABLE OF CONTENTS

INTRODUCTION/SIGNATURE PAGE	3		
ARTICLE I: MUTUAL RECOGNITION AND EFFECTS OF THE AGREEMENT	4		
ARTICLE II: PUBLICATION OF THE AGREEMENT	5		
ARTICLE III: RIGHTS OF MANAGEMENT	5		
ARTICLE IV: ASSIGNMENT / TRANSFERS / PROMOTIONS	6		
ARTICLE V: SCHOOL CALENDAR	7		
ARTICLE VI: WORK HOURS	7		
ARTICLE VII: DUTY FREE LUNCH	8		
ARTICLE VIII: TEACHING LOAD	8		
ARTICLE IX: TEACHING CONDITIONS	8		
ARTICLE X: TEACHER COMPENSATION	10		
ARTICLE XI: EMPLOYEE INSURANCE	12		
ARTICLE XII: PROFESSIONAL DEVELOPMENT	12		
ARTICLE XIII: ANNUAL APPROPRIATION	13		
ARTICLE XIV: EVALUATION	13		
ARTICLE XV: SICK LEAVE BUYBACK	14		
ARTICLE XVI: STAFF ENGAGEMENT SURVEY	14		
ARTICLE XVII: FMLA	14		
ARTICLE XVIII: COVID Response	15		
ARTICLE XIX: INCLEMENT WEATHER AND EARLY DISMISSALS	15		
ARTICLE XX: GRIEVANCE POLICIES AND PROCEDURES	16		
ARTICLE XXI: ENTIRE AGREEMENT	16		
APPENDICES	17		
<table><tr><td><ul style="list-style-type: none">• 2022-23 School Calendar• 2022-23 Teachers' Salary Schedule• Staff Assignment & Transfer Process• Link to NSC Policy Manual</td><td><ul style="list-style-type: none">• Definitions• Sick Leave Buyback Policy• Grievance Procedure• IBB Team Project Plan, 2022-2023</td></tr></table>		<ul style="list-style-type: none">• 2022-23 School Calendar• 2022-23 Teachers' Salary Schedule• Staff Assignment & Transfer Process• Link to NSC Policy Manual	<ul style="list-style-type: none">• Definitions• Sick Leave Buyback Policy• Grievance Procedure• IBB Team Project Plan, 2022-2023
<ul style="list-style-type: none">• 2022-23 School Calendar• 2022-23 Teachers' Salary Schedule• Staff Assignment & Transfer Process• Link to NSC Policy Manual	<ul style="list-style-type: none">• Definitions• Sick Leave Buyback Policy• Grievance Procedure• IBB Team Project Plan, 2022-2023		


INTRODUCTION/SIGNATURE PAGE

The following agreements have been reached by the representatives of the Normandy Schools Collaborative (NSC) Joint Executive Governing Board (JEGB) and the representatives of the Normandy National Education Association (NNEA). We hereby submit this bargained agreement to the JEGB and to the NNEA for consideration and recommend their acceptance. The JEGB and the NNEA shall provide to each other appropriate evidence of final action. *(Signatures below represent formal acceptance of the Agreement.)*


JEGB President

 9/22/22
Ronald L. Roberts Date


JEGB Member

 9/21/22
Sheila Williams Date

JEGB Member

 9/24/22
William Humphrey Date

NSC Interim Superintendent

 9/21/22
Dr. Crystal Reiter Date

NSC CFO / Assoc. Supt.

 9-16-2022
Dr. Phil Pusateri Date

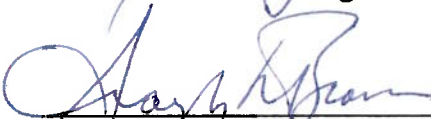
Normandy NEA President

 9-16-2022
Janice A. Tompkins Date

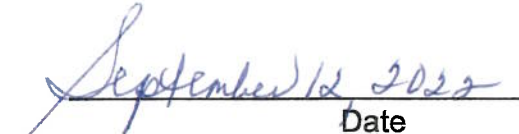
Normandy NEA Vice-President

 9-16-2022
Dr. Abbie-Marie Hadinger Date

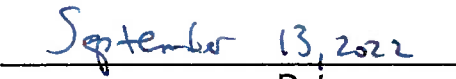
National Education Association
UniServ Director

 9.16.2022
Graylon L. Brown Date

Agreement ratified by NNEA vote

 September 12, 2022
Date

Agreement approved by the NSC JEGB

 September 13, 2022
Date

ARTICLE I: MUTUAL RECOGNITION AND EFFECTS OF THE AGREEMENT (Adopted in 2017-18, revised 2022-23)

The Normandy Schools Collaborative (NSC) Joint Executive Governing Board (JEGB), whose authority is defined and delineated by statute, may function in the manner and to the extent that it is authorized to do so by Missouri statutes.

The JEGB, under law, has the final authority and responsibility of evaluating, establishing and determining policies for the NSC. The Superintendent is delegated the responsibility and authority to interpret and implement the established policies, and the professional teaching staff has the responsibility to carry out established policies and administrative regulations.

The JEGB-NNEA Statement of Relationships is the basis of formal discussions held with NNEA representatives for the purpose of arriving at agreements on proposals concerning salary, welfare provisions, working conditions, and other items of concern as agreed upon by both parties.

NSC and NNEA believe that continuing a collaborative effort in the negotiations process is in the best interest of both parties. In addition, both will continue to foster a collaborative relationship through the Interest Based Bargaining Team (IBBT).

The initial discussion of issues of concern to the NNEA and the JEGB shall occur at the Normandy Campus Support Center (or a neutral location determined by the group) and be attended by representatives of the JEGB, the NSC and NNEA.

A total package of articles agreed upon by JEGB and NNEA Representatives shall be recommended to the JEGB and the NNEA membership. The material contained hereinafter records the agreements arrived at between the representatives of JEGB, NSC and the NNEA following a series of meetings and discussions held between representatives of all groups. This Agreement once accepted by the JEGB shall be posted on the NSC and/or NNEA website(s). Procedures shall be implemented as stated. This Agreement, upon acceptance by the JEGB and the NNEA membership, shall be effective from signing date through and including June 30, 2023. This Agreement, or any portion thereof, may be extended beyond June 30, 2023, upon approval by the JEGB and the NNEA.

During the term of this agreement, and prior to beginning discussions for the subsequent agreement, the JEGB and the NNEA will conduct a one-day Communications Lab to openly exchange information and present points of view regarding the issues each group feels should be introduced as topics of discussion and/or negotiation, and to seek mutual understanding of the matters to be addressed.

This Agreement is entered into between duly appointed members of the JEGB of the NSC and duly authorized representatives of the NNEA. Upon approval by the JEGB and the NNEA, the parties agree to be bound by the terms, conditions and mutual covenants set forth below. District administration commits to adhering to the IBB agreement.

Based upon satisfactory evidence presented to the JEGB that the NNEA does represent a majority of the employees identified hereinafter, the JEGB, pursuant to Article 1, Section 29 of the Missouri Constitution, recognizes the NNEA as the exclusive bargaining representative for all teachers, teacher level professional employees, nurses and employees paid on the teacher salary schedule. Accordingly, the JEGB directs the Superintendent and/or other duly designated JEGB representatives to negotiate in good faith with the NNEA representatives over matters related to salaries, hours, benefits and other terms and conditions of employment applicable to the bargaining unit of faculty members represented by the NNEA. It is agreed that it shall be the purpose of negotiations to arrive to a mutually satisfactory Agreement that, following approval by the JEGB, shall be executed by the President of the JEGB and the President of the NNEA.

ARTICLE II: PUBLICATION OF THE AGREEMENT

(Adopted in 2017-18, revised 2021-22)

Those articles which have been agreed to or reaffirmed or which have been approved and adopted by the JEGB as policy or as administrative procedure will become part of the Agreement between the NSC-JEGB and the NNEA. The Agreement shall be posted on the NSC and/or NNEA website(s).

ARTICLE III: RIGHTS OF MANAGEMENT

(Adopted in 2017-18, revised 2021-22)

- A. It is expressly agreed that all rights which vest in and are exercised exclusively by the JEGB, except those which are clearly and expressly relinquished herein by the JEGB, shall continue to vest exclusively in and be exercised exclusively by the JEGB without prior negotiations with the NNEA either as to the taking of action under such rights or with respect to the consequence of such action during the term of this Agreement. Such rights shall include the right to:
 - 1. Exercise according to law the executive management and administrative control of NSC and all of its properties, facilities, and equipment, and the activities of the employees during work hours.
 - 2. Adopt policies, rules, and regulations not inconsistent with this Agreement.

3. Manage and control all fiscal affairs of NSC.
 4. Determine the number of employees, employee qualifications, establish hiring procedures, hire all employees, and determine employee assignments and the condition of their continued employment, dismissal, promotion, or transfer.
 5. Determine job content.
 6. Establish and conduct an evaluation program to determine the effectiveness and competence of all NSC employees.
- B. The listing of specific management rights in this Agreement is not intended to be, nor shall it be, restrictive of or a waiver of any rights of management not listed and specifically surrendered herein, whether or not such rights have been exercised by the JEGB in the past.

ARTICLE IV: ASSIGNMENT / TRANSFERS / PROMOTIONS

(Adopted in 2017-18, revised 2021-22)

NSC recognizes that, at times, current employees may wish to apply for an open position that becomes available. NSC administration agrees to the following guidelines when considering internal applicants:

- A. Unless an urgent need exists, as determined by the Superintendent or his/her designee, open positions will be posted internally for two calendar weeks before being advertised externally.
 - a. Postings will include email notifications and/or posting on the NSC website.
 - b. The open positions will be posted in the administrative office and athletic office of each school building.
 - c. Postings will identify the time frame during which internal applicants will be considered
- B. Open job postings will clearly describe qualifications required of applicants.
- C. Teachers will not be retaliated against in their current position in response to making application for another position.
- D. NSC administration will provide feedback to internal applicants who were not selected for the position.

- E. A committee formed of NSC administrator and NNEA teacher representatives will review the internal transfer language contained in appendix C developed by the internal transfer committee on or before the expiration of this agreement.

ARTICLE V: SCHOOL CALENDAR

(Adopted in 2017-18, revised 2021-22)

Each year this Agreement is in effect, the NSC Administration and NNEA Leadership will form a Calendar Committee to develop a proposed Academic Calendar for the coming school year. The Committee will include representatives of affected groups of stakeholders.

Committee members will review past calendars as well as calendars of other school districts. Members will identify legal factors and other key factors that influence the school community. The committee will prepare a recommended calendar for the upcoming school year and may develop draft calendars for subsequent years for review/reference only.

Work of the Calendar Committee will be communicated to the NSC school community throughout the process. Draft calendars being considered will be shared with employees to encourage feedback and suggestions for consideration by the Committee.

A recommended Academic Calendar will be presented for Board consideration no later than March. Copies of the Board approved Academic Calendar will be distributed to NSC employees following Board approval.

ARTICLE VI: WORK HOURS

(Adopted in 2017-18, revised 2021-22)

- A. To facilitate student supervision and safety as well as teacher contact opportunities, typical school work hours for teachers will consist of a uniform workday consisting of 7 hours and 37 minutes, including time before and after student contact obligations. This does not preclude the need for/or the authority of NSC administration to hold required staff meetings held outside typical school work hours. Staff meetings held outside typical work hours will be limited to a monthly total of 120 minutes per month unless additional time is approved in advance by the Director of Human Resources.
- B. To ensure effective utilization of workday minutes and to minimize the loss of instructional time due to late buses, the NSC will maintain effective/reliable student transportation services. This shall include bus driver training and the employment of bus monitors. Training shall be ongoing, highlighting the expectations for

effective transportation. Additionally, the NSC shall effectively communicate parent responsibilities for picking up their children and/or receiving their children at bus stops in the afternoon.

ARTICLE VII: DUTY FREE LUNCH

(Adopted in 2017-18, revised 2021-22)

Every teacher will be provided a daily minimum of thirty (30) minutes duty free lunch. This article defines duty free lunch as “30–minute lunch period free from all duties and responsibilities connected with the instruction and supervision of students.” Additionally, the NSC shall consider hiring Teacher Assistants/Cafeteria Monitors. NSC administrators shall explore creative scheduling to ensure duty free lunch for teachers.

ARTICLE VIII: TEACHING LOAD

(Adopted in 2017-18, revised 2021-22)

Teachers (K-12), Counselors, and Librarians shall have 250 minutes of self-directed planning time (not personal time) for academic content per week, divided as evenly as possible throughout the week. Administrators will strive to schedule required meetings/activities that utilize no more than 50 minutes of a teacher's planning time each week. However, it is the understanding that it may be necessary to exceed this limit occasionally. Any teacher and/or Association representative who determines an administrator is regularly utilizing more than 50 minutes of a teacher's planning time each week should attempt to resolve the issue with the building administrator. If those efforts are unsuccessful, the teacher and/or Association representative shall provide the information supporting the concern to the Director of Human Resources. The Director of Human Resources shall review the information to make an objective determination if the administrator's usage of plan time is inconsistent with the Agreement. A teacher may substitute for other teachers during their planning time, with compensation. The compensation will be \$25.00 per period unless the JEGB approves an increase to the rate. Adequate substitute teachers shall be provided for each building, possibly including the employment of permanent substitute teachers.

ARTICLE IX: TEACHING CONDITIONS

(Adopted in 2017-18, revised 2021-22)

It is the desire of the NSC to establish and maintain teaching conditions that will promote efficient and effective teaching and learning. To this end, NSC will consolidate forms when possible. Additionally, NSC will identify and eliminate paperwork that is not

mandatory. When possible, electronic forms will be used. Teachers will share best practices in a district-created E-Folder.

NSC desires to provide an environment that ensures the safety of students and staff while promoting teaching and learning. For this reason, NSC administration agrees to:

- A. Share important medical information about specific students with staff members who come into contact with specific students and who need to know this information.
- B. Allow teachers to access information in SISK12 of students they teach.
- C. Review and, if necessary, revise current processes and practices being used to administer student disciplinary consequences under the Code of Conduct. The Code of Conduct in plain language will categorize infractions their consequences. Consequences and expectations across buildings will be clear and consistent. The Code of Conduct will be enforced. The Code of Conduct will include parent/family conduct toward teachers/staff and will include a responsive and expeditious response to threats. Adequate training on the Code of Conduct will be provided for all assistant principals, principals, Family Engagement Liaisons, counselors, social workers, SSD staff, and all staff who have contact with students, in order to ensure consistent understanding and enforcement. The Student Code of Conduct will be delivered to student families as well. Through the Code of Conduct, the District will communicate a public message about the district's intended culture. The public message will be repeated in a way that reinforces the value of Care for teachers and students. Care is shown by protecting staff and students from any fear for their safety.
- D. Review usage of counselors' time to ensure such time is being used effectively.
- E. Review and, if necessary, revise in School Suspension expectations and provide training for ISS Supervisors.
- F. Provide training for all employees regarding restorative practices.
- G. Inform all employees, at the beginning of the year, of available wrap around services and how to access these services for students.
- H. Consider the feasibility of employing additional social workers.
- I. Consider revising/expanding the alternative setting to include elementary students.
- J. NSC will begin the Normandy Teacher Fellows Program in August 2021 in an effort to recruit new teachers. NSC will support teacher certification through its tuition reimbursement program, and the teacher will agree to a two-year commitment to teaching in NSC after certification's completion. NSC will provide Teacher Coaches to each Fellow to support the Fellow in their understanding of teaching and learning expectations and to build readiness and growth through evaluations and coaching.
- K. In an effort to support a collaborative work environment for teachers/students, a Collaborative Engagement Committee will be formed. One purpose of the committee will be to enhance dialogue and make recommendations to the Superintendent of Schools. Designated administration team members and Association team members will schedule and hold regular quarterly meetings (up

to a half-day per meeting), four times per year, in September, November, January, and April, to check in on issues, identify concerns that need addressing, discuss responsiveness, and/or explore potential future collaborative planning, with the goal of mutual accountability. The expectation is that four to five team members from each side will attend. At the meetings, the team may discuss a number of matters, including but not limited to:

- Commitment to following the IBB language
- Following the IBB internal transfer procedure
- Discussion of salary scale, including longevity steps
- Following the IBB contract regarding plan time and duty-free lunch.

(Committee discussions are not an opportunity to renegotiate an existing agreement.)

ARTICLE X: TEACHER COMPENSATION

(Adopted in 2017-18, revised 2022-23)

- A. Teachers are appointed by the Joint Executive Governing Board on the recommendation of the Superintendent of Schools.
- B. This schedule applies to all full-time and part-time teachers employed under contract by the NSC. Full time teachers are those teaching a full day. Part time teachers are those teaching less than a full day.
- C. The employment period covered by this Salary Schedule will be consistent with the Board Approved Academic Calendar.
- D. The Salary Schedule for the 2022-23 school year was ratified by the NNEA membership and approved by the JEGB.
- E. The Teachers' Salary Schedule for the 2022-23 School Year is agreed with the following changes.
 - a. All returning teachers will be moved one step on the Teachers Salary Schedule at the start of 2022-23 School Year.

(For example, if a teacher's salary was determined by Masters - Step 5 in 2021-

22, then the teacher's salary would be determined by Masters - Step 6 based on the teacher salary schedule contained in Appendix B).

F. New teachers hired in the future will be placed on the Salary Schedule as follows:

- a. For the 2022-23 School Year, Step 1 and 2 of all columns will NOT be used. The beginning teacher's salary of each column will be Step 3.
- b. The Teacher's teaching experience will be recognized up to a maximum of seven (7) years. For example, a teacher with no teaching experience will be placed on Step 3, a teacher with one year of experience will be placed on Step 4. . . and a teacher with seven years of teaching experience will be placed on Step 10.
- c. Under special circumstances, the Superintendent may recognize more than 7 years of teaching experience when employing a new teacher. When this occurs, NSC will promptly notify NNEA of the decision and the reasoning.

2022-23 Teacher Experience at Entry = Step Placement

- 0 years = Step 3
- 1 year = Step 4
- 2 years = Step 5
- 3 years = Step 6
- 4 years = Step 7
- 5 years = Step 8
- 6 years = Step 9
- 7 or more years = Step 10

G. Teachers' salaries will be adjusted to reflect the most current degree held and graduate hours earned at the beginning of each school year.

- A. Before September 1st, teachers will submit to the Department of Human Resources any transcripts as evidence of additional graduate hours and/or degrees earned.
- B. The teacher's salary will be adjusted, retroactive to the beginning of the then current school year, to reflect the appropriate column in the Salary Schedule.

- H. NSC and NNEA will meet, during the 2022-23 School Year, to research and consider the possibility of implementing a Career Ladder and/or Performance Based Compensation Plan for the 2023-24 School Year. Any recommendations developed by this team will be made to the Superintendent. A committee will be formed to explore a Career Pathways map that identifies steps for long-term career growth and that does not necessarily lead to Campus Support Center roles.
- I. Teachers will be paid a Recruitment Stipend of \$2,000 for each certificated employee (non-administrator) referred by the teacher and hired by NSC. NSC will develop

administrative procedures for awarding this stipend including, but not limited to, the following:

- a. An NSC teacher must be identified as having referred the teaching candidate at the time the candidate makes application for employment with NSC.
 - b. The candidate is subsequently employed by NSC in a certificated position (non-administrator).
 - c. As of April 29th of the first year of employment, the candidate/teacher will have successfully completed at least four (4) months of employment.
 - d. As of April 30th of the first year of employment, the candidate/teacher must sign and return a contract for employment the following year.
 - e. The NSC referring teacher would be paid a Recruitment Stipend of \$2,000 no later than May 31st.
- J. Teachers with National Board Certification (NBC) will earn an additional \$2,500/year. To receive this benefit, the teacher must maintain NBC status.

ARTICLE XI: EMPLOYEE INSURANCE

(Adopted in 2017-18, revised 2021-22)

An Insurance Committee will be formed, consisting of representatives of all employee groups that are eligible for the NSC insurance plans. This committee will meet at least annually to review plans offered, levels of coverage, and premium increases being proposed by insurance carriers. The Committee will develop recommendations to be presented to the Superintendent.

For the term of this agreement, NSC will provide, to each full time teacher, a monthly amount equal to the then current monthly premium for standard medical insurance. This amount will be applied to each teacher's respective insurance premium. Each respective teacher is responsible for premiums that exceed this amount (increased level of coverage, spouse/child/family coverage).

ARTICLE XII: PROFESSIONAL DEVELOPMENT

(Adopted in 2017-18, revised 2021-22)

All teachers shall be provided opportunities for the development of increased competence beyond that which they may attain through the performance of their assigned duties. This Professional Development (PD) process shall be delivered by a properly elected PD chairperson and committee. NSC shall promote and allow teachers to attend PD conferences. When possible and appropriate to do so, the PD committee shall utilize the "Train the Trainer Model" for Principals for PD delivery. Additionally, appropriate training shall be provided to teachers/principals for those delivering PD in the NSC. The PD committee shall provide horizontal/vertical teams for PD trainings i.e.

(grade/levels/content areas/building/district). The PD committee shall provide experts/trainers for individuals, buildings and district wide training.

ARTICLE XIII: ANNUAL APPROPRIATION

(Adopted in 2017-18, revised 2021-22)

The JEGB warrants and represents that it reasonably believes that it will have sufficient funds to make all payments due pursuant to this Agreement, and hereby covenants that it will do all things lawfully within its power to obtain, maintain, request and pursue funds from which said payments will be made. In the event that NSC is identified by the Missouri Department of Elementary and Secondary Education as “Financially Stressed” (as defined in Mo. Rev. Stat. § 161.520, as amended), or that there is insufficient money in the treasury and in the proper fund for the payment of teacher salaries and other compensation, the JEGB shall promptly notify the NNEA President in writing. If either of these circumstances occur, then the NNEA agrees to enter into immediate negotiations with NSC to specifically address financial issues and to collaborate on possible solutions and reach resolution regarding a mutually agreed upon outcome. Failure of the NSC to make payments of salary or other compensation or benefits to teachers pursuant to this Article shall not constitute a breach of this Agreement.

ARTICLE XIV: EVALUATION

(Adopted in 2021-22, revised in 2022-23)

This provision is in effect for the 2021-22 and 2022-23 school years only, after which it shall expire and shall have no further force or effect. The provision must be renegotiated if included in any subsequent agreement.

The following process will guide NSC’s practice of evaluation:

- Administration will seek a team to provide input into the evaluation process. The Association will send a representative to provide input.
- Administration will aim to
 - Clarify what great teaching looks like,
 - Codify these findings into an evaluation system/tool,
 - Use this tool to evaluate teachers for continuous improvement.
- The Director of Instructional Quality will generate a fair, transparent definition or example of quality teaching.
- Administration will ensure staff receive training on the evaluation procedure and tool(s) prior to the start of evaluations. Said evaluation procedures and tool(s) will be available in hard copy and online to staff. Appropriate training will be provided to both evaluators and those being evaluated.
- The District Evaluation Process will be embedded in the District Professional Development (PD) Plan. Administration will present the PD Plan to the Board for approval prior to implementation, per Policy GCN. (Administration will work with

the Board and the Missouri School Boards Association when making updates to said Policy.)

- An employee may grieve alleged failure to following the **process** for evaluation. An employee may also grieve certain unequivocally **objective** facts included in the evaluation. However, the employee may not grieve other content of the evaluation or dispute in any way the judgments or assessments of performance that are included in the evaluation. Objective facts that can be grieved include employee attendance data and data showing performance of certain professional responsibilities, such as the date and time of logged calls to parents, attendance at staff and/or IEP meetings where records of attendance are created, and similar numerical, chronological, or other solely objective data that is maintained by the district. In the event of a dispute regarding whether the subject of the grievance is objective or a dispute regarding the judgments or assessments of the employee's performance, the dispute shall be resolved by the Associate Superintendent/CFO, whose decision shall be final.

ARTICLE XV: SICK LEAVE BUYBACK

(Adopted in 2021-22)

District Administration developed a sick leave buyback program for retirees, listed in Appendix F of this agreement. This program was approved by the Board in December of 2021 and was implemented immediately upon Board approval.

ARTICLE XVI: STAFF ENGAGEMENT SURVEY

(Adopted in 2021-22)

District Administration will conduct a pilot staff engagement survey and study whether to implement the survey on a long-term annual basis. Overall results will be shared with all staff and the JEGB.

ARTICLE XVII: FMLA

(Adopted in 2021-22)

Administration will clearly communicate to staff Family and Medical Leave Act (FMLA) procedures. Administration commits to improved communication in this area. Administration will evaluate possible past misapplications of FMLA. Administration recognizes possible misapplication of the Families First Coronavirus Response Act (FFCRA) as a category of FMLA. Administration commits to fair, respectful, and equitable treatment for staff. Accommodations for health issues will be made on a case-by-case basis with the goal of helping the teacher be able to teach. NSC acknowledges that the JEGB has the authority to grant leave beyond the expiration of FMLA leave in accordance with state and federal law, when such additional leave is appropriate and supported by medical documentation. Administration will consider the core value of Care when

considering staff personal situations, and Administration commits to “keeping the Human in Human Resources.”

ARTICLE XVIII: COVID Response

(Adopted in 2021-22)

Administration will continue to closely monitor the impact of COVID-19 in our area and will continue to work under the guidance of our local public health officials and the CDC. Administration will continue to follow the data and news to monitor trends in COVID cases among children in order to inform decisions to serve both students and staff.

Administration will be proactive in educating (and emailing) employees on any applicable COVID-related rights (such as those related to FFCRA). Administration will work collaboratively with staff on any applicable extended leave.

Administration will provide sanitation supplies and personal protective equipment (PPE) to ensure a safe physical environment. Administration will explore ventilation improvements to mitigate airborne illnesses and will consider funding such improvements through federal grants such as ESSER II or III. Administration will follow up on pilot indoor air quality (IAQ) improvements at the Early Learning Center and consider expanded implementation.

ARTICLE XIX: Inclement Weather and Early Dismissals

(Adopted in 2021-22)

Administration plans to clarify the District approach to inclement weather days. The IBB team generated questions related to inclement weather days. Administration will consider the specific concerns generated in the IBB Discussions and will incorporate input (where applicable) from the Association into published guidance through an inclement weather procedure. Concerns to be addressed include, but are not limited to:

- Weather and remote teaching
- Protocols for remote teaching
- Measures of productivity
- Addressing lack of fulfillment of professional obligations
- Working to ensure teachers without home internet access receive access
- Past data on teacher attendance during inclement weather days
- Notifying staff earlier about weather closing.

Additionally, the Human Resources Department or Principal may not overrule the Superintendent as it relates to unscheduled early dismissal. If the Superintendent calls for an unscheduled early dismissal, the Principal or HR may not then direct staff to stay later than the named early staff dismissal time.

ARTICLE XX: Grievance Policies and Procedures

(Adopted in 2021-22, revised in 2022-23)

District Administration collaborated with the Association to develop a grievance procedure, which will be referred to under Policy GBM. A Committee of Administration and Association members met and compared multiple Grievance Policies and Procedures to identify a best-fit policy for NSC that meets all stakeholder goals. Based on the Committee meetings, Administration will then recommend a Grievance Policy and accompanying Procedures to the Board. When Administration recommends the Policy to the Board, Administration will include a letter from the Association outlining their assessment of the recommended policy.

The updated Grievance Procedure is included in Appendix G.

The Board will adopt a Grievance Policy, and Administration will follow the Procedures aligned with the Policy. The Grievance Policy and Procedures, including appropriate forms and key definitions, will be accessible to all staff.

The Grievance Procedure will state that the resolution process will start at the lowest level possible, and the process for addressing the grievance will then move through the chain of command, from the building level up to the Board. Grievances may be made over alleged violations of Board policy. The Grievance Procedure will include a recommended timetable for completion, with possible extension modifications.

The Grievance Policy and Procedures applies to all staff.

ARTICLE XXI: ENTIRE AGREEMENT

(Adopted in 2017-18, revised 2021-22)

This Agreement constitutes the entire agreement between NSC and NNEA, and supersedes all prior understandings, whether oral or written, between the parties. Any and all amendments or modifications to this Agreement must be in writing, approved by the JEGB, as required by law, and signed by the parties. In the event any term or provision of this Agreement is determined by the parties or is held by a court of competent jurisdiction to be illegal, invalid or unenforceable under federal, state or local law, regulation or ordinance to any extent, then the term or provision shall be limited as necessary to be legal, valid and enforceable under such federal, state or local law, regulation or ordinance and, in any event, the legality, validity and enforceability of the remainder of this Agreement shall not be affected thereby, shall remain in full force and effect and shall be enforced to the greatest extent permitted by law. It is recognized that the provisions of this Agreement shall be construed in accordance with the laws of the State of Missouri.

APPENDICES

Appendix A: 2022-23 SCHOOL CALENDAR

NORMANDY SCHOOLS COLLABORATIVE 2022-2023 CALENDAR

For JEGB Consideration on 6/28/22

JULY '22						
S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

4 Independence Day, District Closed

JANUARY '23						
S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

2 New Year's Day Observed, No School

3 Start of 2nd Semester, 3rd Quarter

13, 27 Teacher Professional Development, No School

16 M.L. King Day, No School

AUGUST '22						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

1-19 Teacher Professional Development, No School

22 First Day of School

FEBRUARY '23						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

17 Teacher Professional Development, No School

20 Presidents' Day, No School

SEPTEMBER '22						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

5 Labor Day, No School

16, 30 Teacher Professional Development, No School

MARCH '23						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

3 Teacher Professional Development, No School

13 Fourth Quarter Begins

17 Parent-Teacher Conferences, No School

20-24 Spring Break, No School

OCTOBER '22						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

14 Teacher Professional Development, No School

17 2nd Quarter Begins

28 Parent-Teacher Conferences, No School

31 Fall Break, No School

APRIL '23						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

7 April Break, No School

21 Teacher Professional Development, No School

NOVEMBER '22						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

1 Fall Break, No School

11 Teacher Professional Development, No School

21-25 Thanksgiving Break, No School

MAY '23						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

26 Last Day of School

29 Memorial Day, District Closed

DECEMBER '22						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

9 Teacher Professional Development, No School

19-30 Winter Break, No School

JUNE '23						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

19 Juneteenth, District Closed

1st Quarter: 36 Days
2nd Quarter: 35 Days
1st Semester Days: 71 Days
3rd Quarter: 43 Days
4th Quarter: 47 Days
2nd Semester Days: 90 Days

Full Student Days: 161 Days
Teacher Contract Days: 188 Days
Full Student Contact Day: 6.75 Hours
Total Student Hours: 6.75 x 161 = 1086.75
Full Teacher Day: 7.37 Hours
Total Teacher Hours: 7.37 x 188 = 1385.56

Key:
PD Day, No School
Full School Day
Holiday, No School, District closed
Parent-Teacher Conference, No School
First Day of Quarter, Full School Day

Appendix B: 2022-23 NORMANDY TEACHERS' SALARY SCHEDULE

STEP	Bachelors	STEP	Bachelors Plus 15	STEP	Masters	STEP	Masters Plus 15	STEP	Masters Plus 30	STEP	Doctorate
3	\$43,775	3	\$46,402	3	\$49,186	3	\$52,137	3	\$56,308	3	\$59,686
4	\$44,760	4	\$47,446	4	\$50,292	4	\$53,310	4	\$57,575	4	\$61,029
5	\$45,767	5	\$48,513	5	\$51,424	5	\$54,509	5	\$58,870	5	\$62,402
6	\$46,797	6	\$49,605	6	\$52,581	6	\$55,736	6	\$60,195	6	\$63,806
7	\$47,850	7	\$50,721	7	\$53,764	7	\$56,990	7	\$61,549	7	\$65,242
8	\$48,926	8	\$51,862	8	\$54,974	8	\$58,272	8	\$62,934	8	\$66,710
9	\$50,027	9	\$53,029	9	\$56,211	9	\$59,583	9	\$64,350	9	\$68,211
10	\$51,153	10	\$54,222	10	\$57,475	10	\$60,924	10	\$65,798	10	\$69,746
11	\$52,304	11	\$55,442	11	\$58,768	11	\$62,295	11	\$67,278	11	\$71,315
12	\$53,481	12	\$56,689	12	\$60,091	12	\$63,696	12	\$68,792	12	\$72,919
13	\$54,684	13	\$57,965	13	\$61,443	13	\$65,129	13	\$70,340	13	\$74,560
14	\$55,914	14	\$59,269	14	\$62,825	14	\$66,595	14	\$71,922	14	\$76,238
15	\$57,172	15	\$60,603	15	\$64,239	15	\$68,093	15	\$73,541	15	\$77,953
16	\$58,459	16	\$61,966	16	\$65,684	16	\$69,625	16	\$75,195	16	\$79,707
17	\$59,774	17	\$63,360	17	\$67,162	17	\$71,192	17	\$76,887	17	\$81,500
18	\$61,119	18	\$64,786	18	\$68,673	18	\$72,794	18	\$78,617	18	\$83,334
19	\$62,494	19	\$66,244	19	\$70,218	19	\$74,432	19	\$80,386	19	\$85,209
20	\$63,900	20	\$67,734	20	\$71,798	20	\$76,106	20	\$82,195	20	\$87,126
21	\$65,338	21	\$69,258	21	\$73,414	21	\$77,819	21	\$84,044	21	\$89,087
22	\$66,808	22	\$70,817	22	\$75,066	22	\$79,570	22	\$85,935	22	\$91,091
23	\$68,311	23	\$72,410	23	\$76,755	23	\$81,360	23	\$87,869	23	\$93,141
24	\$69,848	24	\$74,039	24	\$78,482	24	\$83,190	24	\$89,846	24	\$95,236
25	\$71,420	25	\$75,705	25	\$80,247	25	\$85,062	25	\$91,867	25	\$97,379
26	\$73,027	26	\$77,408	26	\$82,053	26	\$86,976	26	\$93,934	26	\$99,570
27	\$74,670	27	\$79,150	27	\$83,899	27	\$88,933	27	\$96,048	27	\$101,811
		28	\$80,931	28	\$85,787	28	\$90,934	28	\$98,209	28	\$104,101
		29	\$82,752	29	\$87,717	29	\$92,980	29	\$100,419	29	\$106,444
				30	\$89,691	30	\$95,072	30	\$102,678	30	\$108,839
				31	\$91,709	31	\$97,211	31	\$104,988	31	\$111,287
				32	\$93,772	32	\$99,399	32	\$107,350	32	\$113,791

Teachers with National Board Certification (NBC) will earn an additional \$2,500/year. To receive this benefit, the teacher must maintain NBC status.

Appendix C: PROFESSIONAL STAFF ASSIGNMENTS AND TRANSFERS

Adopted: January 16, 2019

The basic consideration in the assignment of professional staff is the well-being of the instructional program throughout the school district. The appropriateness of the assignments has a significant impact on the effectiveness of the total educational program. Every effort will be made to assign district staff equitably among the schools, in order to maintain a balanced staff districtwide.

The assignment of staff members shall be under the direction of the superintendent, subject to the approval of the Joint Executive Governing Board (JEGB). Instructional personnel will be initially assigned on the basis of qualifications, needs of the district, and the employee's expressed desires. When it is not possible to meet all three conditions, personnel will be assigned first in accordance with the needs of the district, second where the administration determines the employee is most qualified to serve based on the teacher evaluation system and certification, and third as to the expressed preference of the employees, in order of service in the district, all other considerations being equal.

A professional staff member requesting a voluntary transfer from one school to another school on an annual basis must submit an application online. Open positions will be posted internally for two calendar weeks before being advertised externally. Employee must submit an application during the two week posting period. The following guidelines will be utilized when considering the internal candidate:

1. Voluntary

- A. A change in an employee's position from one school to another is considered a transfer and maybe requested by an employee with at least three (3) full years of service in the district.
- B. All such requests will be reviewed and considered by the building administration from both schools. Factors to consider will be subject to employee's performance, experience, certifications, years of service, and disciplinary history that would be vital in the decision making process. The district business office will review the request to consider possible transfers' effect on the district's compliance with school comparability as required through the Every Student Succeeds Act (ESSA).
- C. Employees initiating a transfer request will be evaluated on the principle criteria of whether the request will be in the best interest of the district with recognition given

to qualifications, employee preference, school comparability as mandated by ESSA, and all things being equal, time of service with the district or experience outside of the district. All recommendations will be approved by the superintendent with recommendation to the JEGB.

- D. An employee whose request for transfer is denied shall be notified in writing within seven calendar days. The notification will state a reason for the denial.

2. Involuntary

- A. The district reserves the right to make transfer of employees to positions in the district in order to meet the requirements of operating the schools.

3. Involuntary for Cause

- A. If in the opinion of the principal, the services of a teacher would be better utilized by placement in another position (including changes in subject and class assignment) or another school, said teacher's assignment may be changed, but only under the following conditions:
- The teacher is notified of the proposed transfer and the reason at least 30 days prior to any action being taken.
 - The reason cited must be supported by the Teacher Based Evaluation System adopted by the District.

Appendix D: NORMANDY SCHOOLS COLLABORATIVE POLICY MANUAL

To view the Normandy Schools Collaborative Policy Manual, please click
herehttps://simbli.eboardsolutions.com/SB_ePolicy/SB_PolicyOverview.aspx?S=443 or
visit <https://simbli.eboardsolutions.com/Policy/PolicyListing.aspx?S=443> .

Appendix E: DEFINITIONS

Every Student Succeeds Act (ESSA)

Definitions

- **Experience:** A set of acquired skills, knowledge, and abilities gained over the years through actual practice in a specific profession which results in superior understanding or mastery in the specific profession.
- **Years of Service:** The total length of time a staff member has been employed by Normandy School District and/or Normandy Schools Collaborative.
- **Certification:** A teaching certification is a license conferred by the Department of Elementary and Secondary Education (DESE) to teachers who have completed certain state-mandated requirements, such as education courses and student teaching experience, and have passed additional state-mandated teaching examinations.

Every Student Succeed Act – ESSA

Part A — Improving Basic Programs Operated by Local Educational Agencies

SEC. 1120A. FISCAL REQUIREMENTS.

(c) COMPARABILITY OF SERVICES-

(1) IN GENERAL-

(B) SUBSTANTIALLY COMPARABLE SERVICES- If the local educational agency is serving all of such agency's schools under this part, such agency may receive funds under this part only if such agency will use State and local funds to provide services that, taken as a whole, are substantially comparable in each school.

Appendix F: SICK LEAVE BUYBACK POLICIES, ADOPTED 12/2021

Excerpt from Policy GCBDA: PROFESSIONAL STAFF SHORT-TERM LEAVES

Original Adopted Date: 07/01/2014 | Last Revised Date: 12/14/2021 | Last Reviewed Date: 12/14/2021

Pay for Unused Sick Leave

Effective beginning with the 2021–2022 school year, certified/professional employees in the Normandy Schools Collaborative, as outlined below, will be paid for any unused sick leave (up to 110 days) for written notification of intent to retire at the conclusion of the work agreement for that fiscal year at the following rates:

Notification by January 15	Notification Between January 15 and April 30
\$60/day	\$50/day

Payments will be made within 60 days of the employee's separation from the district. If notice is not possible, the Board may make an exception to this policy.

In case of the death of an employee to whom pay for unused leave is owed pursuant to Board policy, the unused leave will be paid to an individual designated by the employee. If no designation is made, unused leave will not be compensated.

Excerpt from Policy GDBDA: SUPPORT STAFF LEAVES

Original Adopted Date: 07/01/2014 |

Last Revised Date: 12/14/2021 | Last Reviewed Date: 12/14/2021

Pay for Unused Sick Leave

Effective beginning with the 2021–2022 school year, certified/professional employees in the Normandy Schools Collaborative, as outlined below, will be paid for any unused sick leave (up to 110 days) for written notification of intent to retire at the conclusion of the work agreement for that fiscal year at the following rates:

Notification by January 15	Notification Between January 15 and April 30
\$40/day	\$30/day

Payments will be made within 60 days of the employee's separation from the district. If notice is not possible, the Board may make an exception to this policy.

In case of the death of an employee to whom pay for unused leave is owed pursuant to Board policy, the unused leave will be paid to an individual designated by the employee. If no designation is made, unused leave will not be compensated.

Appendix G: Procedures for Complaints and Grievances

A. Purpose

The purpose of this policy is to secure at the lowest possible administrative level and as expediently as possible, equitable solutions to the problems that may from time to time arise affecting the welfare or working conditions of teachers. Both parties agree that these proceedings shall be kept as informal and confidential as may be appropriate at any level of the policy.

B. Definition

1. A grievance is a complaint, misunderstanding, problem, or dispute based upon pay, inequitable application of existing published policies, or the conditions or circumstances under which a teacher works. Complaints about non-renewal of a probationary teacher's contract or about any official Joint Executive Governing Board action shall be directed to the JEGGB hearing on the same, unless required by state laws, shall be discretionary with the JEGGB. Complaints concerning evaluations shall follow the guidelines established in Article 14. Complaints relating to discrimination on the basis of sex or disability will be resolved in accordance with Policy AC.
2. In this policy, a "teacher" is any certificated teacher employed by the school district with a teacher contract and one who does not have an administrative contract.
3. "Provide a written answer" shall be the deliverance of the appropriate grievance form or letter, containing the answers and reasons thereof to the grievant, unless notification is by other responsible method such as registered mail.
4. The grievance procedure shall not apply to summer school.

C. Time Limits

1. All time limits herein shall consist of teaching days when a grievance is submitted between the opening day of school as described by the school calendar and on or before May 25. Time limits pertaining to a grievance submitted after May 25 and before the last day of school as prescribed by the school calendar shall consist of all weekdays, Monday through Friday. Every effort will be made to resolve the matter before the close of the school term, or as soon as possible thereafter.
2. The grievance procedure must be initiated within ten (10) workdays of the action or knowledge of the action. Knowledge of the action is indicated when the grievant informs the immediate supervisor of the complaint,

misunderstanding, dispute or circumstances.

3. The time limits specified in any step of this procedure may be extended, in any specific instance, by the written consent of both parties. In the absence of a written reply within the specified time limits, the grievance shall be resolved in favor of the grievant.

D. Forms

Forms for the filing of a grievance will be available in each building through the Association representative or the principal's office.

E. Personnel Files

1. All documents, communications and records dealing with the proceedings of a grievance shall be filed separately from the personnel files of the grievant and participants.
2. Access to the grievance files is restricted to the grievant, the administration and the Board of Education, or to persons designated by grievant by means of written authorization.
3. The grievant shall agree in writing to the distribution of written responses to a grievant representative, if any. Failure to do so shall restrict the distribution of written responses to the grievant alone.

F. Reprisals

No reprisals of any kind shall be attempted against any grievant, grievant representative, member of the Association, administrator, Association director, or any teacher employed by the Normandy Schools Collaborative because of the filing of a grievance.

G. Procedure

Informal

1. The parties acknowledge that it is usually most desirable for a teacher and his or her assigned supervisor (elementary principal, and/or secondary assistant principal) to resolve grievances through free and informal communications. When requested by either party, the grievant representative(s) may assist in this resolution.

Step 1

1. If the grievance is not satisfactorily resolved at the informal level, the grievant must present the grievance in writing on the designated form within ten (10) workdays to the principal's office or the grievance will be considered waived.

2. The principal will arrange a meeting within ten (10) workdays of the time the written grievance is received. The principal, the grievant and the grievant representative(s) shall be present for the meeting. For the secondary buildings, the assigned supervisor, if involved in Step 1, will be present at the meeting unless unusual circumstances prevent his or her participation. The building principal shall provide the grievant and the grievant representative(s) with a written answer within ten (10) workdays after the meeting. In the absence of a written reply within the specified time limits, the grievance shall be resolved in favor of the grievant.

Step 2

1. If the grievance is not satisfactorily resolved in Step 1, the grievant must present the grievance in writing on the designated form within ten (10) workdays to the office Human Resources office or the grievance will be considered waived.

2. The Human Resources (HR) Director or his/her designee will arrange a meeting within ten (10) workdays. The HR Director or his/her designee, the grievant and the grievant representative, unless the grievant chooses otherwise, shall be present at the meeting.

3. The HR Director or his/her designee shall provide the grievant and the grievant representative with a written response within ten (10) workdays after the meeting. In the absence of a written reply within the specified time limits, the grievance shall be resolved in favor of the grievant.

Step 3

1. If the grievance is not satisfactorily resolved in Step 2, the grievant has ten (10) days to submit the grievance to the superintendent or his/her designee or the grievance will be considered waived.

2. The superintendent or his/her designee shall within ten (10) workdays hold a meeting with the grievant and the grievant representative(s).

3. The superintendent or his/her designee shall provide the grievant and the grievant representative(s) with a written response within ten (10) workdays after the meeting. In the absence of a written reply within the specified time limits, the grievance shall be resolved in favor of the grievant.

Step 4

1. If the grievance is not satisfactorily resolved in Step 3, the grievant has the option in ten (10) workdays to request the superintendent or his/her designee to provide a meeting with the JEGB, or the grievance will be considered waived.

2. A meeting involving the JEGB, the grievant and/or grievant representative(s) shall be held within ten (10) workdays of the receipt of the request if possible.

3. Following said meeting a written response to the grievant and the grievant representative(s) shall be provided within ten (10) workdays. In the absence of a written reply within the specified time limits, the grievance shall be resolved in favor of the grievant. The JEGB shall be the final determining body concerning any grievance.

H. Released Time

In Steps 2 and 3 of the grievance procedure, the immediate and appropriate administrator at such step shall have full authority to grant release time to the participants. Time allotted to lunch, parent conferences, or planning shall not be used for resolving grievances unless the participants agree.

I. General Provisions

1. Nothing herein contained shall deprive any teacher of any legal rights, nor of his or her professional rights as a member of any organization with which the Association is affiliated.

2. A grievance arising from the action of an administrator above the rank of principal may be processed in accordance with Step 3 (superintendent).

3. The President of the Association may file a grievance on behalf of the Association initiating with Step 3 (superintendent).

4. All participants shall be given at least a day of notice of a meeting for each ten (10) workdays allotted to arrange the meeting.

GRIEVANCE FORM (STEP 1, FORMAL WRITTEN)

*This form provides the opportunity for an employee to define an alleged violation, misinterpretation or inequitable application of the terms of the Bargaining Agreement or a Board of Education Policy and to secure, at the lowest possible administrative level, an equitable, prompt and satisfactory solution. Any complaint relating to discrimination or harassment will be resolved in accordance with Board Policies. **Note:** Grievance process steps may be found in the Bargaining Agreement. Complaints relating to discrimination will be resolved in accordance with Board Policy AC and AC-R.*

GRIEVANT INFORMATION

Employee Name: _____	Date Submitted: _____
Home Address: _____	Phone#: _____
Work Location: _____	Employee's Position: _____
Supervising Administrator's Name: _____	Supervising Administrator's Title: _____

GRIEVANCE

Details

Identify the alleged action taken by management or an event or condition which affects the terms and conditions of employment and which allegedly constitutes a violation, misinterpretation, or inequitable application of the terms of an Article of Agreement or Board Policy. Use full names, dates, exact location and describe the specific occurrence. (Attach additional sheet if necessary.)

Violation(s)

State specific Article(s) of Agreement or Board Policy that has/have been violated. (Attach additional sheet if necessary.)

Resolution

State specific result(s) you are seeking from this grievance. (Attach additional sheet if necessary.)

Signature of Grievant

Date

All supporting documentation and this form should be submitted to your supervising Administrator.

ADMINISTRATOR'S REVIEW

- ☐ Meeting occurred on _____ and was / was not successfully resolved (see attached letter).
- ☐ Insufficient information to initiate grievance (see attached letter).
- ☐ Does not meet criteria (as defined in employment. Agreement/Bargaining Agreement/JEGB policy) for grievance (see attached letter)

Signature of Administrator

Date

This form and all supporting documents must be sent to Director of Human Resources upon completion of Step 1.

GRIEVANCE FORM (STEP 2)

GRIEVANT INFORMATION

Employee Name: _____	Date Submitted: _____	Grievance _____
Home Address: _____	Phone#: _____	
Work Location: _____	Employee's Position: _____	
Supervising Administrator Name: _____	Supervising Administrator Title: _____	

GRIEVANCE

Resolution

State specific result(s) you are seeking from this grievance. Why was the result from Step 1 unsatisfactory? (Attach additional sheet if necessary.)

I would like further consideration of my grievance through Step 2. I understand this request must be made to the Human Resources office within seven (7) workdays after receiving the decision from Step 1. I also understand that the Human Resources designee has seven (7) workdays to render a decision to me in writing.

Signature of Grievant

Date

This form and all supporting documentation must be submitted to the Director of Human Resources.

HUMAN RESOURCES REVIEW

Meeting occurred on _____ and was / was not successfully resolved (see attached letter).

Name(s) & Title(s) of those present for conference:

Signature of Administrator

Date

GRIEVANCE FORM (STEP 3)

GRIEVANT INFORMATION

Employee Name: _____	Date Submitted: _____
Home Address: _____	Phone#: _____
Work Location: _____	Employee's Position: _____
Supervising Administrator's Name: _____	Supervising Administrator's Title: _____

GRIEVANCE

Resolution

State specific result(s) you are seeking from this grievance. Why was the result from Step 2 unsatisfactory? (Attach additional sheet if necessary.)

I would like further consideration of my grievance through Step 3. I understand this request must be made to the Superintendent's Office within seven (7) workdays after receiving the decision from Step 2. I also understand that the Superintendent's Office has seven (7) workdays to render a decision to me in writing.

Signature of Grievant

Date

This form and all supporting documentation must be submitted to the Director of Human Resources.

SUPERINTENDENT'S REVIEW

Meeting occurred on _____ and was / was not successfully resolved (see attached letter).

Name(s) & Title(s) of those present for conference:

Signature of Superintendent

Date

***This form and all supporting documents must be maintained by Human Resources
for one year.***

GRIEVANCE FORM (STEP 4)

GRIEVANT INFORMATION

Employee Name: _____	Date Submitted: _____
Home Address: _____	Phone#: _____
Work Location: _____	Employee's Position: _____
Supervising Administrator Name: _____	Supervising Administrator Title: _____

GRIEVANCE

Resolution

State specific result(s) you are seeking from this grievance. Why was the result from Step 3 unsatisfactory? (Attach additional sheet if necessary.)

I would like further consideration of my grievance through Step 4. I understand this request must be made to the Joint Executive Governing Board within ten (10) workdays after receiving the decision from Step 3. I also understand that the JEGB has ten (10) workdays to render a decision to me in writing.

Signature of Grievant

Date

This form and all supporting documentation must be submitted to the Superintendent's Office.

JEGB's REVIEW

Meeting occurred on _____ (see attached letter).

Final Resolution:

Signature of JEGB Members

<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>

***This form and all supporting documents must be maintained by Human Resources
for one year.***

Appendix H: IBB Team Working Project Plan, Updated 8-2-22, Subject to Change

	Persons Responsible / Committee Members	Issue	Option	Objective	Action Plan/ Progress	Assigned to	Reporting Timeline
1	Reiter	Improve Student Outcomes	Attention to students and families learning English as a second language	Offer bilingual support to students and families learning English as a second language	Additional FTE being added to 3. Currently 1 opening. Analyze process in place that supports policy and revise as needed. Added district translator FTE in 21-22; Ms. Lourdes Mills can support further (she has translated district documents, e.g.). Table to support ELL Families/students at Beyond the Backpack.	HR, C and I, CFO	Quarterly
2	Reiter, Jamison, Supt.	Improve Student Outcomes	Grow your own Leaders	Build capacity/nourish in staff leadership skills and Recruit from within to fill leadership	Summer school supervisors hired with future leadership opportunities in mind. APs hired from within.	HR, Supt, Supervisor of Principals, C and I	Quarterly
3	Reiter	Improve Student Outcomes	Develop PD Committee with teachers and principals	Create a committee of teachers and principals to ensure that the PD is relevant to each department	PD Survey sent out prior to the end of this year. NSC PD committee implemented again in 22-23 according to the written PD policies and procedures.	C and I, NNEA, Principals, Teachers	May 1, 2022
4	Reiter, Supt.	Improve Student Outcomes	Some form of Gifted Education	Create some form of gifted education program that identifies and services students who are actually gifted. (Screening process to accurately identify students)	Ensure Board policy aligns with implemented plan. Crystal to share update.	Supt	8/1/2022--Deferred.
5	Supt. / Douglas	Improve Student Outcomes	STEM/Magnet School/Trade School/ROTC/Voc. Ed.	Explore feasibility of creating a sub school including STEM, trade school, ROTC or arts education to address these needs	Deferred	Supt / Douglas	January 2023
6	Jamison, Reiter, Douglas	Improve Student Outcomes	Tutoring: Increase \$ if needed; payout is contingent on data (sign in sheets, learning objectives, pre/post assessments)	Provide effective tutoring to show student growth; need approved curriculum to go with tutors. (Payment not withheld if data does not show growth.)	Recommend to pay EPED and incentivize growth possibly. Increase to tutoring stipend to \$35 for certified teachers starting July 1, and share out the required documents. (Note that regular EPED pay for certified staff is \$30.) EPED positions should be posted internally once approved.	HR, CFO, C and I	Quarterly
7	Reiter	Improve Student Outcomes	Look at Mastery Learning (Standards-based Report Card)	Explore feasibility of changing to standards-based grading	22-23 Assessment Literacy is a focus. Standards based grading can be implemented after assessment practices are fully understood.	C and I	Quarterly
8	New Comms Director, Supt.	Improve Student Outcomes	Plan Ahead	Proactive communication of District/Building changes/initiatives/mandates in a timely fashion	Cabinet meeting check out process involves identifying key communications. NSC Insider will include these.	Cabinet, Principals	Seek Feedback on Implementation from NNEA
9	Douglas / Principals	Improve Student Outcomes	DESE info should be communicated to Principals and Teachers	Clear understanding of outcomes/feedback from DESE observations/RSIT walk-throughs	Glows/Grows are discussed and left with the Principal the day of the RSIT visits to be shared with staff. In addition, the data is compiled of all classrooms visited and shared back with the principal when it is completed. The DESE supervisor also meets with all observers following the visits and then writes a summative memo to the Superintendent, Board of Education and the Commissioner.	Principals	Within 10 days of visit
10	Cheryl, Crystal	Improve Student Outcomes	Interventionists who deal with kids not identified SSD	FTE to support our students who have higher needs but don't qualify for SSD services	Student interventionist FTE hired via SSD Grant for 22-23. Very limited hiring of new FTEs as we prepare for fiscal valley in coming years.	Asst. Supt. Support Svcs & C&I	August 1
11	Cheryl, Dr. Floyd	Improve Student Outcomes	After school programs need academic component	Improve structure for afterschool program	In 20-21, 21st Century was trained on iReady and students were to spend a significant amount of time daily on iReady during the afterschool program. 21-22 supervision was changed to the Training for i-Ready provided to cert. site coordinators in August. Discussion of moving all site coordinators to being certified. Explore training BFL staff in i-Ready. Cheryl to become i-ready admin to oversee additional learning in i-ready. Also will include 21st CC staff members in GoGuardian training as well.	Asst. Supt. Support Services, COS	Quarterly
12	Reiter	Improve Student Outcomes	Use differentiated Learning and Teaching	Find resources/strategies to support differentiated learning and teaching; improve student outcomes, provide scaffolding and appropriate challenge level	A complete MTSS process will be rolled out and trained during the 22-23 school year. A committee has been in place during the 21-22 school year to develop this process and the training needed.	C and I, Principals	Quarterly

	Persons Responsible / Committee Members	Issue	Option	Objective	Action Plan/ Progress	Assigned to	Reporting Timeline
13	Douglas	Improve Student Outcomes	Saturday School	Explore options for Saturday school and what it looks like	Consideration of expanding the pilot started at NHS next year; enrichment under consideration as well.	C and I, Principals	Quarterly
14	Reiter, Douglas	Improve Student Outcomes	True Summer School which addresses actual deficits	Summer school instruction that will improve student outcomes	Summer school based on student needs is being implemented currently.	C and I	May 1
15	Douglas, Campbell	Ensure a Safe Working Environment	Parent Conference room	Create a safe space for parents and students to conference when needed	Need to verify that conference rooms in each schools are used for parent conferences.	Principals, Security	August 1
16	Douglas, Harris	Ensure a Safe Working Environment	Annual/Semi-annual meetings regarding student behavior	To reduce student behaviors, make parents aware and accountability	Districtwide committee on school culture includes principals, Cheryl, Nakia, Support Services staff. (C&I/Destiny to support as needed). Reentry plan for all buildings included as part of code of conduct: includes parent meeting with building leader and student to discuss the conflict and explore alternative behaviors. Some buildings may offer supplemental restorative supports.	Principals, Principal Supervisor	August and January
17	Jamison (IT to help)	Ensure a Safe Working Environment	Culture Hotline	To support teacher safety and positive school culture	Anonymous ethics hotline to HR to be set up. HR to follow up with investigation when needed. Researching multiple vendors. Evaluating based on speed of implementation, user-friendliness, price.	Principal Supervisor	Monthly
18	Cheryl, Nakia	Ensure NSC and NNEA follow IBB	Attract teachers and subs by addressing student behavior	Monitor student behavior	Admin to implement the Student Code of Conduct as written. SMART goals on behavior for principals (includes OSS and other behavior data) for improvement; tracked to dashboard.	Principals, Principal Supervisor, C and I, Communications	on-going
19	Nakia (Project Phoenix)	Ensure NSC and NNEA follow IBB	Virtual Options - MOCAP, Launch, Edgenuity, Edmentum	To evaluate all virtual options to make a recommendation for uncertified teachers	Project Phoenix cross-disciplinary committee has been meeting weekly, piloting virtual instruction on week of 8/1. Phoenix serves students without a certified teacher in a classroom as well as students at home for various reasons. Evaluation of external firms (Proximity) to provide.	Douglas	July 1, 2022
20	Reiter	Ensure a Safe Working Environment	PD Training in classroom Management with real cases	Prepare subs and new teachers to manage classrooms more effectively	Beginning in October '21, training on a variety of topics including classroom management, was offered to all subs and interested teachers. In addition, every sub that attended onboarding with C and I was trained on the Taxonomy expectations for classroom management. C and I also supports any struggling teacher side by side in the classroom. 7/25-29/22 invited all subs for training on ELA, Math, and all other new teacher orientation. Ongoing training available for new subs throughout the school year.	C and I	August 2022
21	Jamison	Appropriate use of Paid Time Off	Train and utilize current policy	Schedule and Facilitate training on policy and include in the employee handbook	Hourlong meetings at each school, first week of August (Review handbook, etc.); Each building to receive hourlong training during the first semester (September 16).	HR, NNEA	August 2022
22	Douglas	Ensure a Safe Working Environment	Alternative Program for K-8 Students	Program for children that have demonstrated inappropriate behavior as an alternative to suspension	More discussion and planning needed at leadership level. Commitment to implementation by September. Includes ISS facilitator.	Douglas	Quarterly
23	Reiter, Supt., Project Phoenix / Douglas	Ensure NSC and NNEA follow IBB	Move Certified teachers to classroom	To fill teacher vacancies	Long term plan (23-24 as primary move year) calls for curriculum leads to shift to other positions, including classroom roles and/or open building leadership roles. Project Phoenix plan is phase one of implementation.	C&I, Douglas/Phoenix	Quarterly
24	Zack Mirzoev	Ensure a Safe Working Environment	New Speaker and Camera with Panic Button	Ensure Safety on campus and Training for Teachers	August 17 training for teachers on Audio Enhancement. (In the meantime, Intruder Response trainings scheduled for August; Safety Handbook to be updated and distributed in August; SafeSchools Training updated and to be distributed in August.)	IT	Quarterly
25	Cheryl	Ensure a Safe Working Environment	Orientation Program for Levels	Create an orientation program for new students entering the district and/or specific groups or grade levels	Draft orientation process complete by 9/8.	Asst. Supt. Support Svcs; Counselors, Principals, Teachers	August 1, 2022

	Persons Responsible / Committee Members	Issue	Option	Objective	Action Plan/ Progress	Assigned to	Reporting Timeline
26	Cheryl, Norm	Ensure a Safe Working Environment	Truancy/Chronic Absenteeism and Mandate program prior to school opening	Create a plan to address and minimize truancy/chronic absenteeism.	Social workers and security to coordinate home visits. Cheryl to generate plan. FELs have new communication dashboard to generate better data.	Security, Support Services	August and January
27	Cheryl	Ensure a Safe Working Environment	Parental contract correlates with handbook	Parents have a clear understanding of cultural expectations upon enrollment or re-enrollment	On track	Asst. Supt. Support Services, Principal Supervisor, secretaries, security	August 1, 2022
28	Cheryl	Ensure a Safe Working Environment	Thoroughly investigate kids transferring from other districts (Residency Check)	Make sure our process is followed with fidelity. Make sure our schools are filled with students who actually live in our footprint or are eligible through State Statute	On track	Asst. Supt. Support Services	Quarterly
29	Cheryl	Ensure a Safe Working Environment	Parent Neglect Ordinance	To improve attendance and Parent accountability	Working with Children's Services on this. Social Workers and FELs.	Asst. Supt. Support Services, Principals	Quarterly
30	Cheryl	Ensure a Safe Working Environment	Wrap Around Services	Write a plan for Wrap Around services for NSC and community (including parents, mental health services, social workers and CARE Team). Evaluation of Wrap Around Services	On track	Asst. Supt. Support Services, Support Services, NNEA	Quarterly
31	Chris	Improve Student Outcomes	Communicating IBB Decisions	All employees/constituents are informed about the IBB Agreement	Share an highlights of this via Zoom after August Board mtg; email communication.	Communications Director, NNEA, Administrators	Quarterly
32	Jamison, Douglas	Ensure NSC and NNEA follow IBB	Educate Administration about the contract, especially the Grievance Process		Grievance procedure revised and finalized in June and shared with NEA. Training for teachers/staff on grievance procedure in August/September.	Douglas, HR	During Summer or Onboarding
33	Jamison	Ensure NSC and NNEA follow IBB	Contract Access for all employees		Employees can make an appointment to review their personnel file and may have copies of their contract.	HR and Communications	Within 15 days of Approval
34	Pusateri	Ensure NSC and NNEA follow IBB	Don't fill non-essential Central Office positions until cut teachers are in place		Starting in May of 2022, all new positions will have Board review before posting. When roles are posted, they are considered essential to the operation of the district. All positions are reviewed annually and approved by the superintendent and JEGGB.	Supt.	Monthly
35	Reiter, Jamison	Ensure NSC and NNEA follow IBB	Move encore teachers to other buildings	To maximize staffing across the district	A study of the logistics of this approach is underway (spread encore teachers across multiple buildings as needed due to sub shortage). However, initial assessment shows that there will be challenging ripple effects that may disrupt learning further.	HR	May 1, 2022
36	Jamison	Ensure NSC and NNEA follow IBB	Become Competitive with recruiting subs		Current initiatives to compete for subs: top quartile rate of hourly pay; offer to pay for certification; paid training on classroom management throughout the school year; sub referral stipends for staff; offer benefits for long-term subs (some restrictions apply).	HR	Monthly
37	Reiter, Jamison	Ensure a Safe Working Environment	Potential teachers teach a lesson to be considered prior to hire	Better qualified teachers for NSC	In our current teacher labor market, this has been determined not feasible. We will re-evaluate once the teacher market improves. Consider 1/7 pay increase for teachers who volunteer to teach in plan period.	HR	January 2024
38	Principals, Jamison	Ensure a Safe Working Environment	Pay particular attention before hiring	Selective hiring based on fit	Continue to use best practices in selection of staff, within the parameters of the current labor market.	HR	August 2022
39	Jamison, Pusateri	Appropriate use of Paid Time Off	New System for accounting for Paid Time Off	Improve accuracy of record-keeping and ensure a user-friendly platform for all Stakeholders.	New Payroll system to be implemented July 1. New time and attendance system to follow at a date tbd in 22-23 SY.	HR and CFO	January 2023
40		Appropriate use of Paid Time Off	Include a checklist		More clarification is needed.	HR	January 2023

	Persons Responsible / Committee Members	Issue	Option	Objective	Action Plan/ Progress	Assigned to	Reporting Timeline
41	Chris	Appropriate use of Paid Time Off	Make sure NEA Reps are made aware and have input into policies that affect them	Add NEA to the policies they should be informed of at the end of the policies. Communicate and allow NNEA review of proposed changes for appropriate feedback.	New Comms Director to include policies that JEGB approves in internal newsletter (translated for wide understanding).	HR, NNEA, Cabinet Members	August 2022
42	Comms Director	Appropriate use of Paid Time Off	Better Communication about policy changes	Ensure appropriate departments and/or staff are aware and communicated to about policy changes	New Comms Director to include policies that JEGB approves in internal newsletter (translated for wide understanding).	HR and Communications	August 2022
43	Jamison	Appropriate use of Paid Time Off	Apply Individual Discipline	Review absences and apply appropriate progressive discipline. Identify chronic patterns of absenteeism. Consequences clearly communicated in policy and the handbook.	Updated handbook will include staff attendance procedures. New time and attendance platform will be adapted at a date TBD in SY22-23.	HR	September 2022

[Page Intentionally Left Blank]