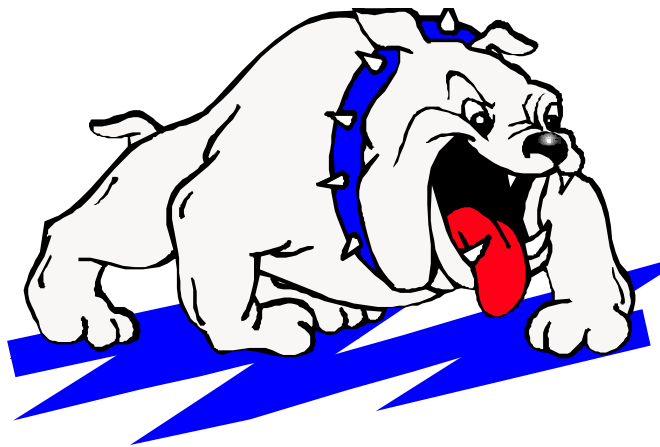


# **West York Area School District**



## **Leadership Team Performance and Compensation Plan**

**Effective from July 1, 2008 through June 30, 2013**

## INTRODUCTION

The administration of a school system requires careful planning, execution and constant attention. In our School District, we adhere to the following seven steps to assure effective leadership:

- Employ the best people available
- Train the Leadership Team well
- Assign the right person to the right position
- Communicate expectations
- Help the Leadership Team succeed
- Hold the Leadership Team accountable for their performance
- Reward the Leadership Team for their performance

The Board of Directors realizes the importance of these steps. In order to retain and recruit effective Administrators, the Board considers the last two items as special priorities. The Board and Leadership Team Members developed a compensation component for the School District Leadership Team.

The compensation system will be based solely on merit. The Leadership Team Members are hired based on Job Value and Market Competitiveness. Salary increases are determined by the Leadership Team Members achieving both team goals and personal goals. A portion of the merit increase results from the achievement level of team goals. The remaining portion of the merit increase results from the achievement level of Leadership-related personal goals. The final evaluation to determine the achievement level of the team and personal goals will be calculated using the appropriate grid of performance indicators in conjunction with the Superintendent. The procedure for determining job value is covered in the Leadership Team Job Evaluation System. Research to establish market competitiveness includes a comparison of salaries paid for comparable positions on the local level. The final approval for dollar increment is to be granted by the Board of Directors.

## **Administrative Evaluation**

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### **Evaluation of Administrative Employees**

This Policy serves as a basis for identifying administrative goals. At the beginning of each School Year, Administrators and Supervisors shall schedule a conference with the Superintendent to review Team goals as well as individual goals. A mid-year conference for updating purposes and an end-of-year performance appraisal review will also be conducted. These interviews will focus on a self-appraisal of goal accomplishment. The Superintendent is responsible for the implementation of this procedure.

## **Administrative Benefits**

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### **Wage and Salary**

The Board believes that a thorough and effective School District enhances the efforts of teachers and support persons in providing the best educational program for pupils of the District and the taxpaying citizens who support the public schools.

It is, therefore, incumbent on the Board of Directors to pursue a plan of compensation, based upon responsibility and performance, which will provide fair and adequate financial incentive for all management personnel. To accomplish this commitment, the Board directs that such a compensation plan shall be developed and implemented. This activity shall be the responsibility of the Superintendent.

For purposes of this Policy, Administrators shall be defined as any employee of the District below the rank of Superintendent or Assistant Superintendent but including the rank of first level supervisor, who by virtue of assigned duties is not in a bargaining unit of public employees as created under Act 195 (Public Employee Relations Act.)\*

All Administrators shall be included under the Leadership Team Performance and Compensation Plan. The Plan shall include:

- A Description of the Program for Determining Leadership Team Member Salaries
- Salary Amounts and/or Salary Schedules or Scales
- A List of Fringe Benefits to be Provided to the Leadership Team Members

The Plan shall include a description for determining the Leadership Team Members' compensation, based on an Evaluation Plan, and an annual update for each position listed in the plan.

\* excluding business administrators

## DOCUMENTATION TABLES

Achievement Levels of Leadership Team Goals and Personal Goals will be documented using the following format:

### LEADERSHIP TEAM GOALS

GOAL AREA:

OBJECTIVE:

= Quality	+ Quantity	+ Weight	Activities / Action Plans	Responsibility
<div style="background-color: #cccccc; padding: 5px; display: inline-block;"> <b>D O C U M E N T    E X A M P L E</b> </div>				

Total Points Earned: \_\_\_\_\_

Total Possible Points: \_\_\_\_\_

**LEADERSHIP TEAM GOALS AND OBJECTIVES  
SCORING RUBRIC  
(BASED ON 2007-2008 RUBRIC)**

OUTCOME: To accomplish each goal completely in a quality fashion.

CRITERIA: **RUBRIC EXAMPLE**

Score	Quality of Completed Task	Percent of Task Completed
4	Consistently demonstrated initiative, commitment, and efficacy toward task; attended to it in the spirit in which it was intended; and involved those most appropriate in the decision making process.	75 – 100
3	Demonstrated determination and commitment toward task; attended to it in the spirit in which it was intended; and involved those most appropriate in the decision making process.	50 – 74
2	Demonstrated effort toward task’s completion to satisfaction of most involved.	25 – 49
1	Unable to demonstrate effective attention toward task.	0 - 24

WEIGHT: 4 - 1 (4 = Most Important) 2007/2008

SCORE KEY: Total *Demonstrate Leadership Points* Available 272  
 Total *Increase Academic Rigor Points* Available 416  
 Total *Strengthening Team Concept Points* Available 149

STANDARD: *Demonstrate Leadership* A= 272 - 249 B= 248 - 217 C= 216 - 190  
*Increase Academic Rigor* A= 416 - 380 B= 381 - 331 C= 330 - 291  
*Strengthening Team Concept* A= 119 - 109 B= 108 - 95 C= 94 - 83  
 (A =100% - 92% B = 91% - 80% C = 79% - 70%)

TEAM SCORE: *Demonstrate Leadership* = \_\_\_\_pts. = \_\_\_\_Grade  
*Increase Academic Rigor* = \_\_\_\_pts. = \_\_\_\_Grade  
*Strengthening Team Concept* = \_\_\_\_pts. = \_\_\_\_Grade

**Personal Goals  
Grid of Indicators of Performance**

The Superintendent and Leadership Team Member will determine two personal goals with corresponding activities. Goal areas include variations on team goals, needs identified in annual evaluations, and new initiatives. All goals will fall under the following categories: 1) Relational Leadership; 2) Instructional Leadership; and be relative to the Leadership Team Member’s supervisory area. All evaluations include a comprehensive appraisal by the Superintendent.

**Personal Goal Scoring Rubric**

- |                                |   |
|--------------------------------|---|
| (4) Excellent                  | Objective is consistently demonstrated with initiative, commitment, and efficacy towards task. Attended to it in the spirit in which it was intended, and involved those most appropriate in the decision making process. |
| (3) Above Expectations         | Objective is clearly achieved and constantly observable. Activities or action plan were well developed and implemented.   |
| (2) Meets Expectations         | Objective is progressing well and observable  |
| (1) Meets Minimal Competencies | Objective is progressing  |
| (0) Below Expectations         | Goals not met   |

**Personal Goals – Documentation Grid**

Goal Area:

Objective:

Level of Performance	Activities
<div style="background-color: #cccccc; padding: 10px; display: inline-block;"> <b>G R I D                      E X A M P L E</b> </div>	

Insert annual York County Salary Min, Mean, Max

## LEADERSHIP TEAM COMPENSATION

For the duration of this agreement, each Leadership Team Member may earn:

- a maximum annual increase of up to 2% of her/his current annual salary for achieving Team goals. \*
- a percentage of annual salary for achieving personal goals. See chart below.
- a bonus in contract years 3, 4, and 5. The bonus is a stipend and will not be added to base salary. For the duration of this contract, eligible Leadership Team Members shall earn: a) 1% of current salary as a bonus the first time s/he is eligible; b) 2% of current salary as a bonus the second time s/he is eligible; c) 3% of current salary as a bonus the third time s/he is eligible. The Superintendent will determine the Leadership Team Member's eligibility for all bonuses.

The following schedule shall be used to determine increases:

Goal Achievement Level:

Personal	
Score	% of Increase
3.3 - 4.0	2.50%
2.5 - 3.2	1.875%
1.7 - 2.4	1.250%
0.9 - 1.6	0.625%
0.0 - 0.8	0.00%

Team	
Score	% of Increase
92%-100%	2.00%
83%-91%	1.50%
74%-82%	1.00%
65%-73%	0.50%
0%-64%	0.00%



## LEADERSHIP TEAM FRINGE BENEFITS

The District will continue the practice of awarding the same fringe benefits to the Leadership Team Members as granted to the Professional Bargaining Unit (West York Area Education Association), unless otherwise addressed in this agreement.

- Holidays\* - Sixteen (16) days per year
- Vacation\* - Twenty (20) days per year for 12-month employees approved by the Superintendent; five (5) days may be carried into the next fiscal year; five (5) unused days may be transferred to sick leave. Unused vacation days will be prorated; one week for each completed quarter worked, within the year of retirement or resignation.
- Sick Leave - Twelve (12) days per year for 12-month employees; ten (10) days per year for 10-month employees. Unused Sick Leave will be paid at the rate of \$50 per day to a maximum of one hundred-fifteen (115) days upon retirement or resignation after ten (10) years of service to the District.
- Personal Leave - Two (2) days per year, with accumulation to four (4), approved by the Superintendent
- Emergency Leave - Preapproved by the Superintendent
- Health Insurance - The District will provide for each Leader, and eligible dependents, Health Insurance Coverage. Each Leader choosing District coverage will contribute on a monthly basis as follows:

	<u>Single</u>	<u>Two person</u>	<u>Family</u>
2008-2009	50.00	65.00	85.00

In school years 2009-2010 through 2012-2013 Leaders will contribute toward health care coverage in amounts equal to the employment Agreement between the West York Area School District and West York Area Education Association. The Leaders' individual merit increase will be in addition to the yearly incremental increase in health insurance contributions.

If a state-wide public education health care program is made available, Leaders may "Meet and Discuss" with the Board and collectively transfer to the state-wide program prior to June 30, 2013.

The Board will implement a Health Reimbursement Account (HRA), meeting the following criteria:

- Reimbursable expenses may only include unpaid medical, dental, or vision expenses for the employee and her/his dependents currently enrolled in the District's group insurance benefit plans.
- Only expenses properly and thoroughly documented are eligible for reimbursement.
- Frivolous or unreasonable expenses are not reimbursable. The Superintendent, or designee, will determine if an expense is not reimbursable.
- HRA expenses paid within twelve (12) months of an employee's voluntary departure must be refunded in full to the District.
- Each Leader is entitled up to \$600.00 of HRA expense reimbursements during the 2008-2009 school year. This amount will increase to \$1,200 on July 1, 2009.

Life Insurance	-	Two (2) times salary, minimum of \$70,000
Dental Insurance	-	Family coverage, \$1,000 maximum, annual
Vision Insurance	-	Employee coverage
Retirement	-	Special retirement benefits upon timely notification to School District
Professional Development	-	Expenses for conferences and workshops preapproved by the Superintendent
Graduate Study	-	Preapproved by the Superintendent and reimbursed at the tuition rate incurred by the Administrator/Supervisor

Employees reimbursed for tuition costs will be required to pay back a portion of that reimbursement, should they elect to leave the District through resignation, within two (2) years of the completion date of the course, using the following schedule:

1. Within 12 months of course completion date, the employee will reimburse the District 100% of the amount paid to them by the District.
2. Between the beginning of the 13th month and twenty-four (24) months of course completion date, the employee will reimburse the District 50% of the amount paid to them by the District.

3. No reimbursement will be required if the employee leaves the District after twenty-four (24) months from the course completion date.
4. Re-payment shall not be required due to death, retirement, or medical disability.

Professional Dues - Each Member of the Leadership Team shall, upon written request to the Superintendent, be entitled to three memberships/dues in professional associations directly related to their work assignment. The total cost of these memberships will be paid by the District.

Physical Examinations - Executive physical examinations will be covered, according to the following schedule: Under forty (40) years of age – every five (5) years; 40–45 years of age – every three (3) years; 46–55 years of age – every two (2) years; over 55 years of age – every year. The charge for this examination will be submitted to the health insurance provider for the School District. Any amount for this examination not covered by the insurance provider will be paid by the School District.

\* Not applicable for 210-day administrators.

***Act 93 Committee Time Line  
Administrative Staff Members  
2008-2013 School Year***

<i>December 2007</i>	<i>Three-member Act 93 Board Committee elected.</i>
<i>January 2008</i>	<i>Meet &amp; Discuss Session with Act 93 Board Committee and Act 93 Administrative Committee.</i>
<i>January 2008</i>	<i>Additional meetings to be set up by the Act 93 Board Committee Chair and Act 93 Administrative Committee Chair, as needed.</i>
<i>February 2008</i>	<i>Executive Session – Act 93 Board Committee reviews final proposal with the entire Board.</i>
<i>February 2008</i>	<i>Act 93 Board Committee presents Board’s recommendations to Act 93 Leadership (Administrative) Team</i>
<i>March 2008</i>	<i>Leadership Team Performance and Compensation Plan – action item on Board Agenda.</i>