

**Scott N. Sawyer, JD, CFO, HRS**  
Deputy Superintendent

**Andrea Wise, MSA, HRS**  
Executive Director of Human Resources



# **MSBO**

# **Human Resources for Beginners**

**April 23, 2024**

# Welcome from Saginaw ISD



## **Andrea Wise, MSA, HRS** **Executive Director of HR**

- 21st year in education
- B.A./MSA - CMU (FIRE UP!)
- MSBO Certification, HRS
- HR Generalist, STCS (3 yrs)
- HR Coordinator, SISD ( 10 yrs)
- Assistant Director HR, SISD (4 yrs)
- Exec Director/Director HR , SISD (4 yrs)
- Member of MSBO, MNA, MASPA, SHRM
- Family: Chip, Maddie, Mitch

# Welcome from Saginaw ISD



## **Scott Sawyer, JD, HRS, CFO**

### **Deputy Superintendent**

- 21st year in education, 18th in admin
- B.A. - Alma (2003)
- J.D. - WMU (2015)
- Ph.D. - WMU (in progress)
- MS/HS Math Teacher, **Chesaning** (8 yrs)
- Finance Director, **Chesaning** (5 yrs)
- Finance Director, **Birch Run** (5 yrs)
- HR Director, **SISD** (3 yrs)
- HR & Finance Director, **SISD** (2 yr)
- Deputy Superintendent, **SISD** (3 yrs)
- MSBO Business Official of the Year (2021)
- MSBO Meridian Award (2024)
- Family: Christine, 6 7 cats



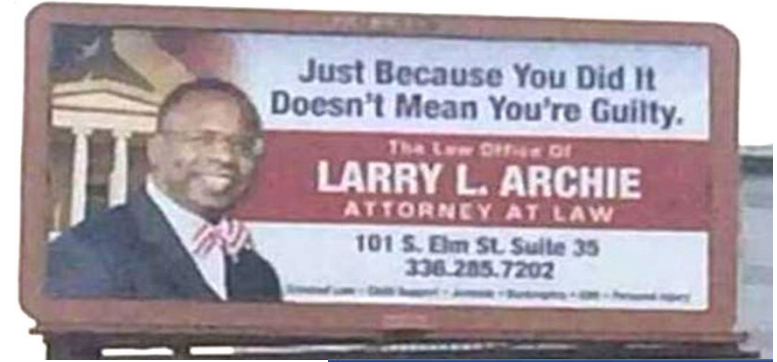
**Yes, seven!!!**



# Caution

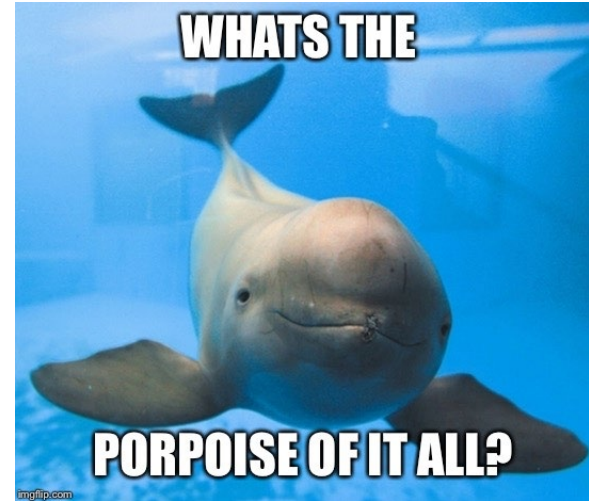
These slides reflect general legal standards for the related presentation and are not intended as legal advice for specific situations

Future legal developments may affect these topics



# Purpose

- People = Money
- HR controls 70-80% of the budget
- Finance & HR Potpourri



# HR Goal:

Spend time to build better, sustainable systems, so you can manage HR issues proactively to save time and resources.

# Updates



# Update #1: NSI - Normal Salary Increase

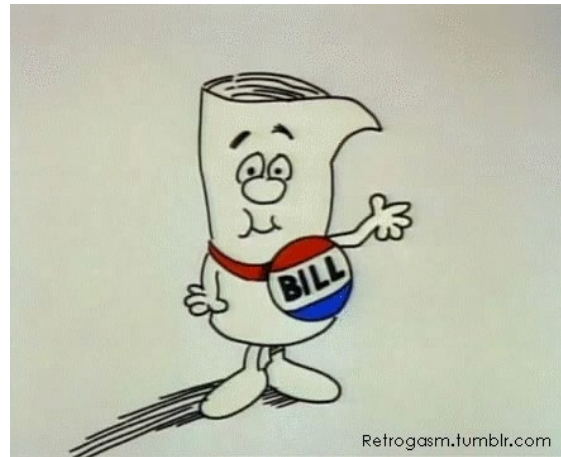
- MPSERS limits the amount certain administrators' salaries can increase
- Challenged in court
  - *Batista v. ORS*
- Status
  - Old NSI system ruled illegal
  - New ORS system
  - Challenge heard in MSC on 4/16/2024



# Update #2: Collective Bargaining

- Prohibited(s) no longer prohibited, 2/13/2024

- Collection of union dues
- Teacher Observation
- Teacher Evaluation
- Teacher Layoff/Recall
- Teacher Placement
- Merit Pay
- Teacher Discipline
- Third Party Contracts
- Intergovernmental Agreements
- Wage/Benefit Freeze & Retro Pay



# Update #2: Collective Bargaining

## Strategy

- Nothing is automatic back into CBA
  - Note: Wage/Benefit Freeze
- Just say “no”
- What’s already in your BOE policy?
- Just say “no”
- Make trades
  - Wage/benefit freeze for union dues?
    - Charge a fee for collecting dues?



# Update #3: Educator Evaluation

- Changes effective 7/1/2024
- “Old” rules through 6/30/2024
- What changed? Lots!
- Wait, how is this bargainable if it’s law?
  - The law lays out a lot of parameters, but the “nooks and crannies” can still be bargained
  - For example
    - “1 observation *maybe* unscheduled” could be bargained to “0 shall be unscheduled”
    - Student growth/achievement data
    - 3 consecutive “effective” ratings *may* result in biennial or triennial evaluations



## Update #4: FY25 Budget

	FY05	FY19	FY24
Line Items	27	89	160
Foundation / SAF	73%	64%	49%
Categoricals / SAF	12%	17%	27%

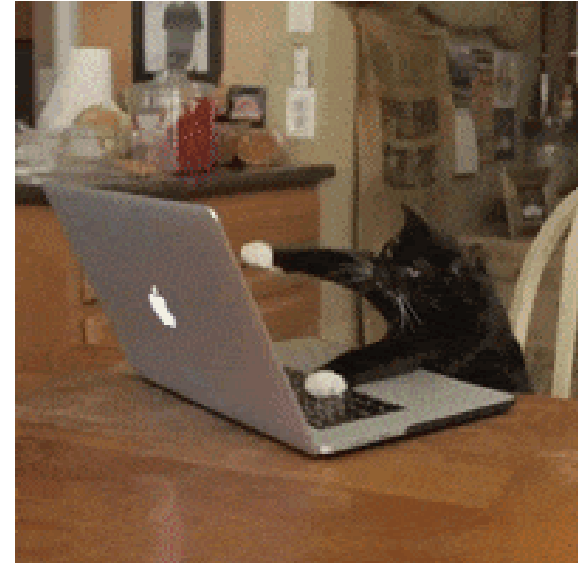
Are you tired yet?

From FY19 to FY24, \$3.3 billion more in categoricals. If that were left in foundation, per pupil would be \$11,982, not \$9,608



# Update #4: FY25 Budget

- Why all the categoricals?
  - Legislators' trust
  - Easy for the state to cut them
  - Legislators can tell constituents, "I did X"
- Why not all the categoricals?
  - Grant apps
  - Monitoring/auditing/reporting
  - Restrictive
  - Need for more administration
  - MDE and districts struggling to implement
  - Million dollar mistakes...



# Update #4: FY25 Budget

- What can you do?
- Talk to your legislators
  - Burden of grants
  - Grants not available to apply until m  
year
  - Administrative cost



# Attraction/Retention n

# Attraction/Retention

The three-legged stool:

1. Compensation
  - a. Salary
  - b. Benefits
2. Environment
  - a. Physical plant
  - b. Equipment
3. Culture/Climate
  - a. Happiness
  - b. Engagement



# Compensation

- How are we doing?
- My Teacher Example
  - FY04 BA, Step 0 = \$31,148
    - Tough decision v. my peers
    - MESSA Supercare I, no cost
    - Full pension, low cost, available as early as age 46
  - FY24 BA, Step 0 = \$37,840
    - Health insurance hard cap, deductible, co-pay
    - Half pension, work until age 60
  - FY24 Inflation adjusted = \$50,752
    - \$12,912 difference!





# Compensation

	FY04	FY24	FY04 CPI Adj
Salary	\$31,148	\$37,840	\$50,486
Insurance	-\$ 0	-\$ 4,862	-\$ 0
MIP	-\$ 1,204	-\$ 3,784	-\$ 2,036
<b>Net</b>	<b>\$29,944</b>	<b>\$29,194</b>	<b>\$48,450</b>

\$29,194  
~~-\$ 4,818 (FICA/Tax)~~  
 \$24,376

/12 months  
 \$ 2,031

- 400 car
- 100 car ins
- 300 student loan
- 900 rent
- 100 cellphone
- \$ 231

# Compensation

- But what about State Aid?

- State Aid

- FY04      \$6,700      \$10,915      CPI Adjusted
- FY24      \$9,608      -12% from inflation
- Increases in 31a At-Risk and Spec Ed above inflation

- Teacher Base Salary

- FY04      \$31,148      \$50,752
- FY24      \$37,840      -26% from inflation

- Where are we spending the money, if not on teachers?

Less salary with good sleep is better than huge salary with bad sleep.

Me with less salary and bad sleep :



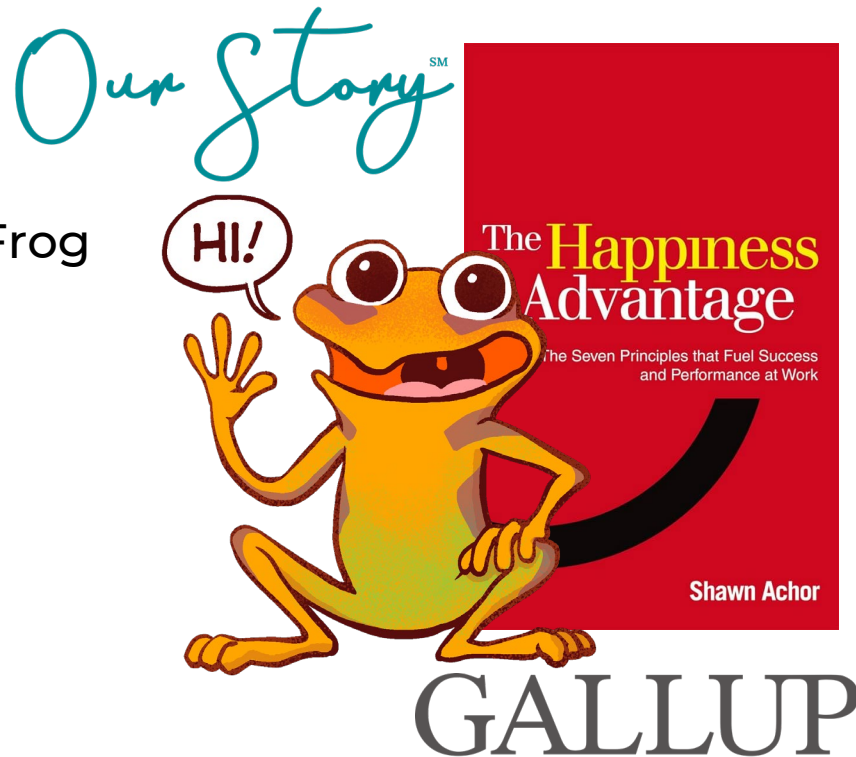
# Environment

- Clean & well-maintained
- Updated
- Appropriate supplies
- Appropriate technology
- Available resources



# Culture & Climate

- Happiness Advantage: Orange Frog
- Our Story <sup>SM</sup>
- Mentorship
- Gallup Q12 - Engagement





# Culture & Climate: Do Good Things Happen?





# Culture and Climate: Assignment

Share Some Good News!

Write a text or email to someone who does not expect to hear from you...and share something good.

2 minutes.



# Culture & Climate: What's the *Story* on education?

- [Live Google Search](#)
- Is that what a typical day
- 13-year apprenticeship
- Do good things happen?

Google



**2023 Data:**  
**2,046 Stories**  
**146 Storytellers**

# 2,046 Stories

# 146 Storytellers

**INAW**  
INNOVATE • EMPOWER

**Pol-Based Mentoring  
Program Director**

**APPLICATIONS  
DUE JANUARY 12TH**

**Salary:**  
\$4,443 - \$92,920

**Location:**  
County-wide

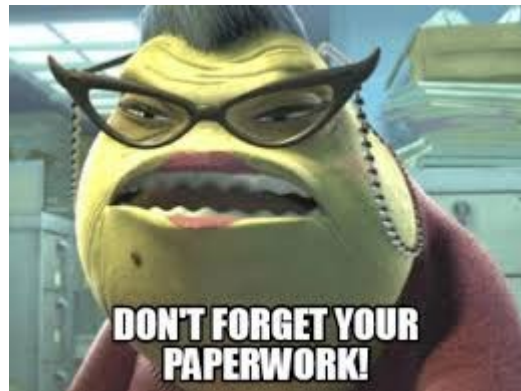
Learn more

# HR Potpourri

- FLSA
- On-Boarding
- Compensation
- PTO
- Bargaining
- FMLA
- Benefits
- Discipline
- Certification
- Substitutes
- REP
- Workers' Comp
- Unemployment

# Onboarding and the Entrance Experience

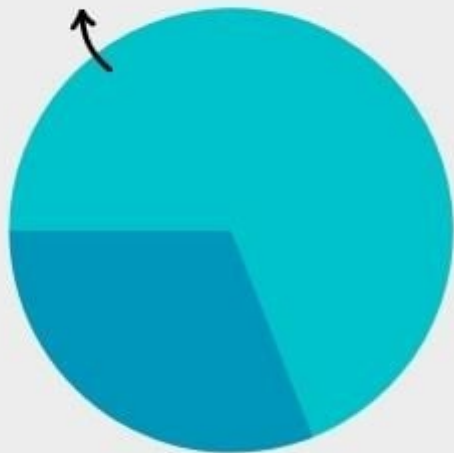
- It's not just about the paperwork!
- Importance of Effective Onboarding
  - Integrate new staff into the district culture and setting them up for success
  - Employee Engagement and Retention
  - Improve overall employee performance which improves student outcomes



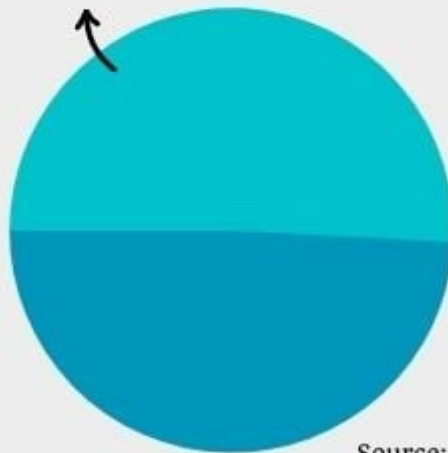


# Why is Employee Onboarding Important?

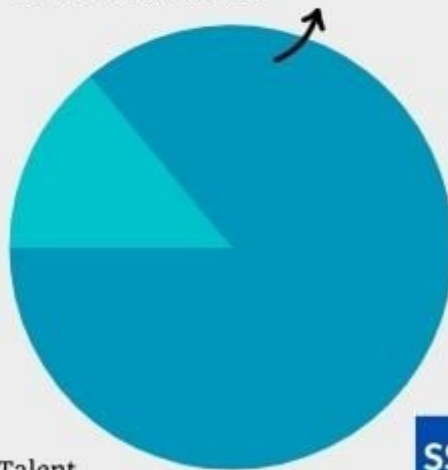
**69%** Of new hires decide whether they will stay at a new company based on their experience on the first day.



**59%** Said they will start looking for a new opportunity immediately if the onboarding experience was poor.



**86%** Of HR leaders said they believe new hires decide to stay at a company based on their first 6 months.



Source: ACA Talent



# First Impressions Matter!

- Develop a comprehensive onboarding plan
  - How is paperwork completed?
  - Do you have a new hire orientation?
    - What does that look like?
    - Is it for ALL staff?
  - Technology
    - Have logins and access ready to go on the first day
    - Provide training on technology platforms
  - Overview of district/school policies, procedures, and expectations
- Assign mentor to provide guidance and support
- Make sure they know where and who to report to on their first day
- Provide a tour of the facilities
- Introduce them to key staff members and colleagues



# Ongoing Support

## CONNECTION!

- How are you providing those wrap around services?
  - Benefits
  - Retirement
  - Coaching
  - Technology
- Foster a sense of belonging
  - Regular check-ins

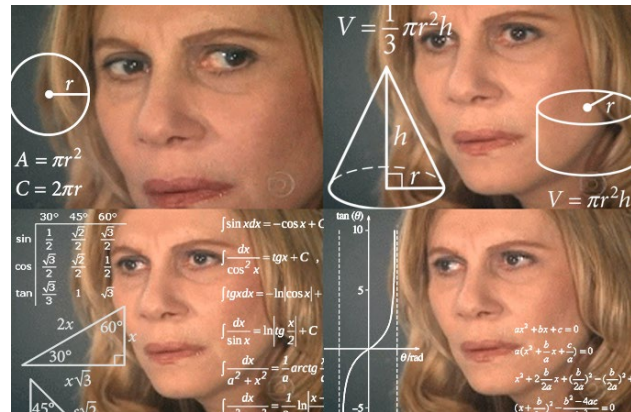
# Fair Labor Standards Act

- Minimum wage
  - Spread pay...
- Overtime (actual hours worked over 40 / week)
  - Non-exempt
    - Hourly
    - Salary basis
  - Exempt
    - Salary basis; **and**
    - Salary threshold (\$35,568 or \$684/week); **and**
    - Duties tests
      - Executive
      - Administrative
      - Professional
      - Computer employee
      - Outside sales



# PTO & UTO

- CBA PTO
- CBA UTO
- FMLA
- PMLA
- LTD
- Work Comp
- Funeral/Bereavement
- Different rules in different CBAs





# Bargaining (for economy of admin process)

- Bargain with processing issues in mind
- Know HR/payroll “headaches” prior to bargaining
- Eliminate/limit “special pays”
- How are you tracking longevity (in-district or like steps)?
- Align time-off reasons, types across groups
- Overtime more than 8.0 hrs/day or 40 hrs/week?
- How are bus drivers paid? by the run or hourly?
- Funeral v. bereavement leave
- 21 or 26 pay options for teachers
- Severance pay provisions
  - Maximum payout amounts
  - Minimum years of service for eligibility
- Know the contract, follow the contract, and be consistent!



# Managing FMLA (and Paid Time Off)

- 1993
- Are you managing paperwork or managing the process?
- Paid leave concurrent?
- Streamline the process
  - Align all CBA's time off across all employee groups
  - Provide information on district website
    - Medical certification forms, FAQ's, leave request form, etc.
  - Electronic leave request
- Leave beyond FMLA (under ADA or CBA)?

# Employee Benefits

- Health insurance options
- Optional insurance
  - Dependent life
  - Cancer
  - Short-term Disability
  - Pet insurance?
- Section 125 (cafeteria plan)
- 403(b)
- 457(b)
- 457(f)
- Flex Spending Account
- Health Savings Account
- Health Reimbursement Account
- Have you revisited your cafeteria plan since 2008?



# Staff Discipline

- Purpose: modify behavior
- Due Process
  - Public school employment = property interest
  - Proportional
  - Investigation
- CBAs
  - Standard
    - Just Cause
    - Arbitrary and Capricious
    - At-Will
  - *Weingarten* Rights
- Board Policy
  - Procedures, handbooks, etc
  - Board action
- State Law
  - Tenure charges or hearing
  - Non-Renewal





# Staff Discipline - Best Practices

- Document
- Review board policy, handbooks, written directives
- Personnel file
- Paid non-disciplinary leave
  - No contact directive
- Investigation
  - *Weingarten*
  - Direct to “be honest, forthright, and to answer without evasion. Failure to do so may be considered insubordination and may result in discipline up to and including termination. Do you understand?”
  - End with “Is there anything else you’d like us to know as part of this investigation?”
- Disciplinary action
  - Document - even the verbal warning
  - Have employee sign & date; union rep too
  - PUT IT IN THE FILE, employee may attach a rebuttal
  - Consider alternatives: LCA, Resignation agreements





# Certification

- Permit
  - District “owns”
  - Short-term
- Certificate
  - Employee “owns”
  - Long-term
  - Contains endorsement



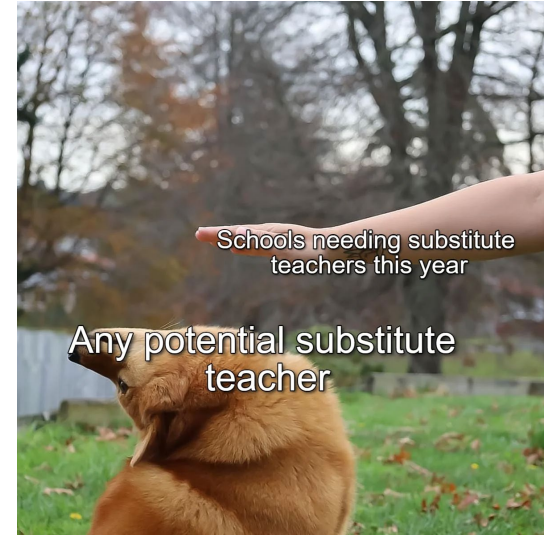
# Teacher Certification What's the Big Deal?

- Teacher uncertified or improperly placed?
  - State aid deduct = days x student FTE x state aid
  - Teacher has no tenure protection
  - Teacher *may* have no union protection
    - Check your recognition clause
    - Check your individual employee contract
- How would the state know?
  - REP



# Direct Hire Substitute Teachers

- Direct Hire Rules
  - 60 days in one assignment
    - Granted base salary, leave time, other CBA benefits
    - Note: consecutive not a requirement
  - 150 days during a school year
    - 1st opportunity to accept a contract
  - Half days count as a day
  - Applies to retirees - no matter what!



# REP - Registry of Education Personnel

- REP - FID - TSDL all tied together
- Function Code
  - Must match FID
  - Tied to assignment of the employee
    - Similar to Object Code



# Workers' Compensation

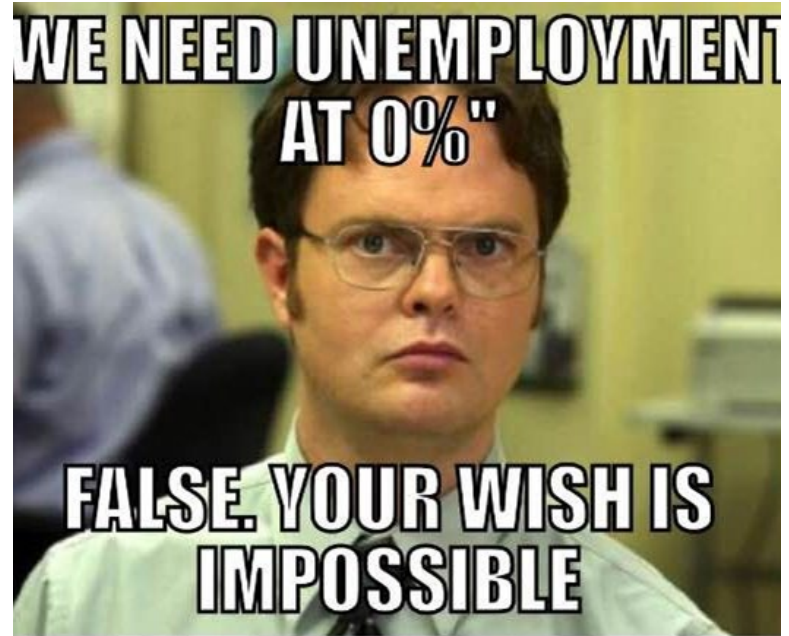
- Completion of Form WC-100 must be filed with Worker's Disability Compensation Agency (WDCA) and insurance carrier.
- Compensable at 80% of the employee's after-tax average weekly wage on 8th calendar day of being off work.
- Off work for 14 calendar days, compensable back to date of injury.
- Direct care for the first 28 days
- Review CBA's for additional pay provisions and utilization of paid time off.
- Reportable to ORS.





# Unemployment (UIA)

- Public Schools are considered a Reimbursing Employer
  - Pay only when benefits are paid to the claimant (Dollar for Dollar)
  - Do not pay quarterly taxes to UIA
- Employee Wage Detail Report submitted quarterly (Form UIA 1028)
  - Every covered employee who received wages during the quarter



# Unemployment (UIA)

- Reasonable Assurance Notices for School Denial Period
  - Cannot receive UIA benefits if employee has **reasonable assurance** of a similar job following the period of unemployment.
  - Must provide Reasonable Assurance Notice between academic years/terms and school holiday or recess periods
    - (winter holiday break, winter break, spring break, summer) - *must be able to show proof*
  - Also applies to employees of employers that contract with K-12 education institutions

# Unemployment (UIA)

When is a public school employee **eligible** for UIA benefits?

- Job was eliminated - *laid off*
- Terminated - Burden of proof on the employer
  - Unable to do the job
  - Cannot learn the job
- Voluntary Leaving - Good cause attributable to the employer
  - I.e. safety hazards or job discrimination

# Unemployment (UIA)

When is a public school employee ***ineligible*** UIA benefits?

- School Denial Period
- Medical Leave of Absence (not available to work)
- Resigns from employer
- Terminated
  - Loses requirement for the job (CDL License, Teaching Certificate, etc.)
  - Misconduct (unexcused absences, insubordination, competing against the employer) - would need to be warned unless gross misconduct prior warnings are not necessary
- Refuses suitable work without good cause

# HR Goal:

Spend time to build better, sustainable systems, so you can manage HR issues proactively to save time and resources.



# Want to join?

- Saginaw HR Round Table and HR Listserv
- Contact Andrea Wise
  - Email address, name, title

# Questions?

## **Scott N. Sawyer, J.D.**

Deputy Superintendent  
Saginaw Intermediate School District  
[ssawyer@sisd.cc](mailto:ssawyer@sisd.cc)  
(989) 249-8702

## **Andrea Wise, MSA**

Executive Director of Human Resources  
Saginaw Intermediate School District  
[wisea@sisd.cc](mailto:wisea@sisd.cc)  
(989) 249-8703

