

Personnel Committee Meeting

Monday, September 28, 2026 6:00 PM

Spellman Education Center Board Room/Livestream, 782 Springdale Drive, Exton, PA 19341

A. Opening

A.1. Call to Order

Speaker (s) : Director
Parkinson

A.2. Roll Call

A.3. Procedural Announcement

B. Public Comment

B.1. Public Comment Protocol

B.2. Public Comment

C. Approval of Personnel Committee Meeting Minutes

C.1. Approval of April 27, 2026 Meeting Minutes

Speaker (s) : Director
Parkinson

West Chester Area School District
Personnel Committee Meeting
6:00 pm
Monday, April 27, 2026
Spellman Education Center Board Room/Livestream
782 Springdale Dr. Exton PA 19341

Minutes are considered draft until approved by the committee at their next meeting.

A. Opening

1. Call to Order - Director Fleming, Chair called the meeting to order at 6:00 pm

B. Roll Call

Committee Members: Director Fleming (chair), Director Campbell, Director L a h m ,
Director Parkinson

Other Board Members: Director Durnell, Director Bevilacqua, Director Detre,
Director Jackson

Administration: Mr. Birster, Dr. Brown, Dr. Christopher, Dr. Conley, Ms. Ferraguto
Rita, Mr. McGowan, Dr. Missett, Dr. Reynolds, Mr. Scully

C. Procedural Announcement - n o n e

D. Public Comment - n o n e

E. Approval of Personnel Committee Meeting Minutes

Approval of March 23, 2026 Meeting Minutes – Vote: 4-0

F. Agenda Items

1. Review and Approval of new job description: Supervisor for Strategic Initiatives and District Partnership – Vote: 3-1
2. Review and Approval of new job description: Job Coach – Vote: 4-0
3. Review and Approval of Vector Solutions Contract – Vote: 4-0

G. Next Committee Meeting will be Monday, June 22, 2026.

H. Adjournment

Call to Adjourn - Director Parkinson adjourned the meeting at 6:29 pm

D. **Agenda Items**

Speaker(s) : Ms.
Ferraguto Rita

D.1. Recruitment Data, March-September, 2026

Speaker(s) : Ms.
Ferraguto Rita

September Personnel Committee

Monday, September 28, 2026



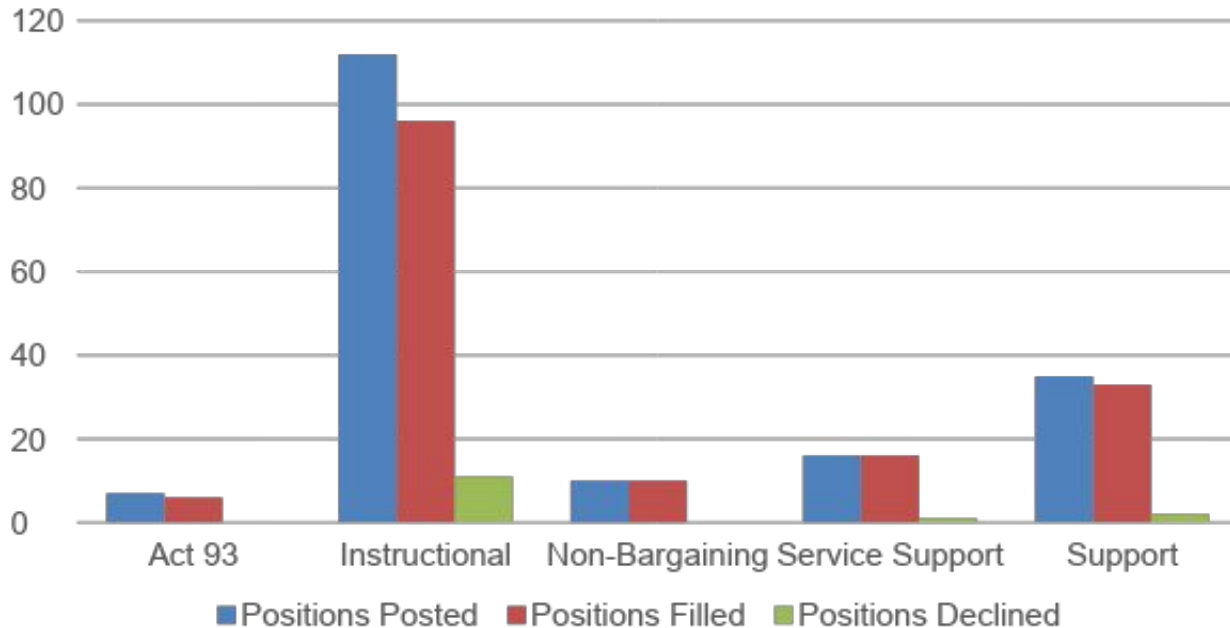
HR's Theory Of Action

The greatest resource WCASD has are the incredible adults working in our classrooms, school buildings, and the district office. WCASD's Human Resources Department has the responsibility to recruit, develop, and retain diverse and talented employees focused on our core mission: to educate and inspire students to achieve their personal best.

Recruitment Data Review:

Hiring for the 2026-2027 Academic Year

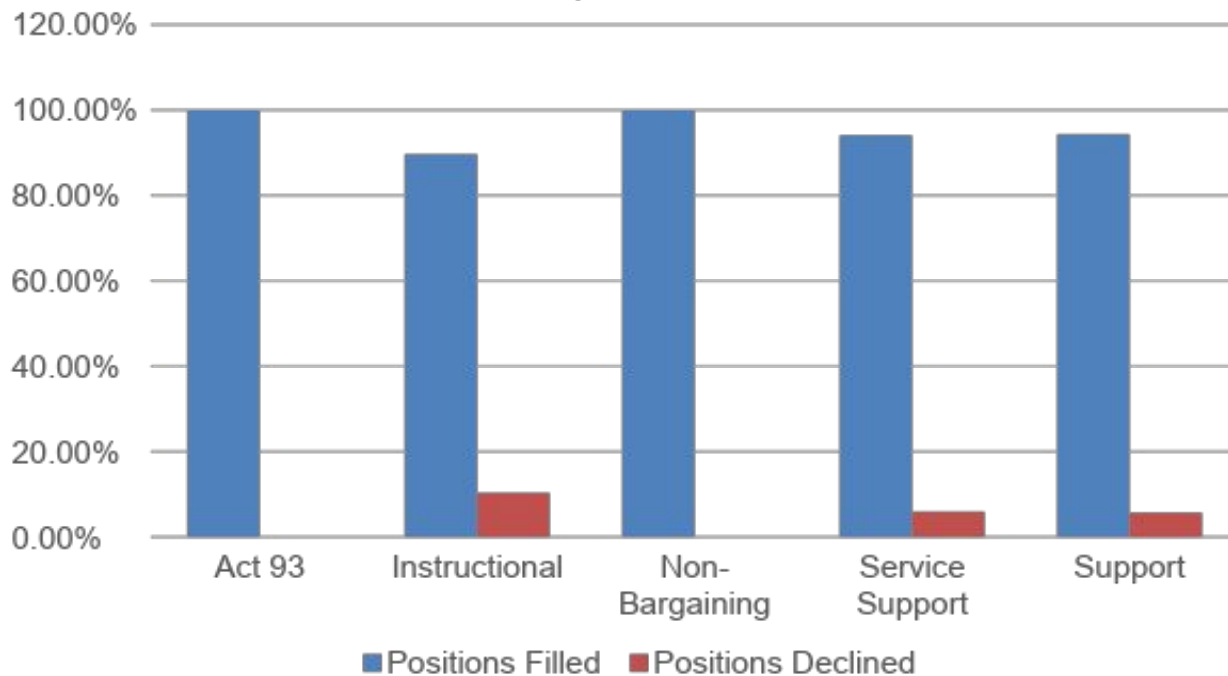
Positions Posted, Positions Filled, Positions
Declined
March-September, 2026



Recruitment Data Review:

Hiring for the 2026-2027 Academic Year

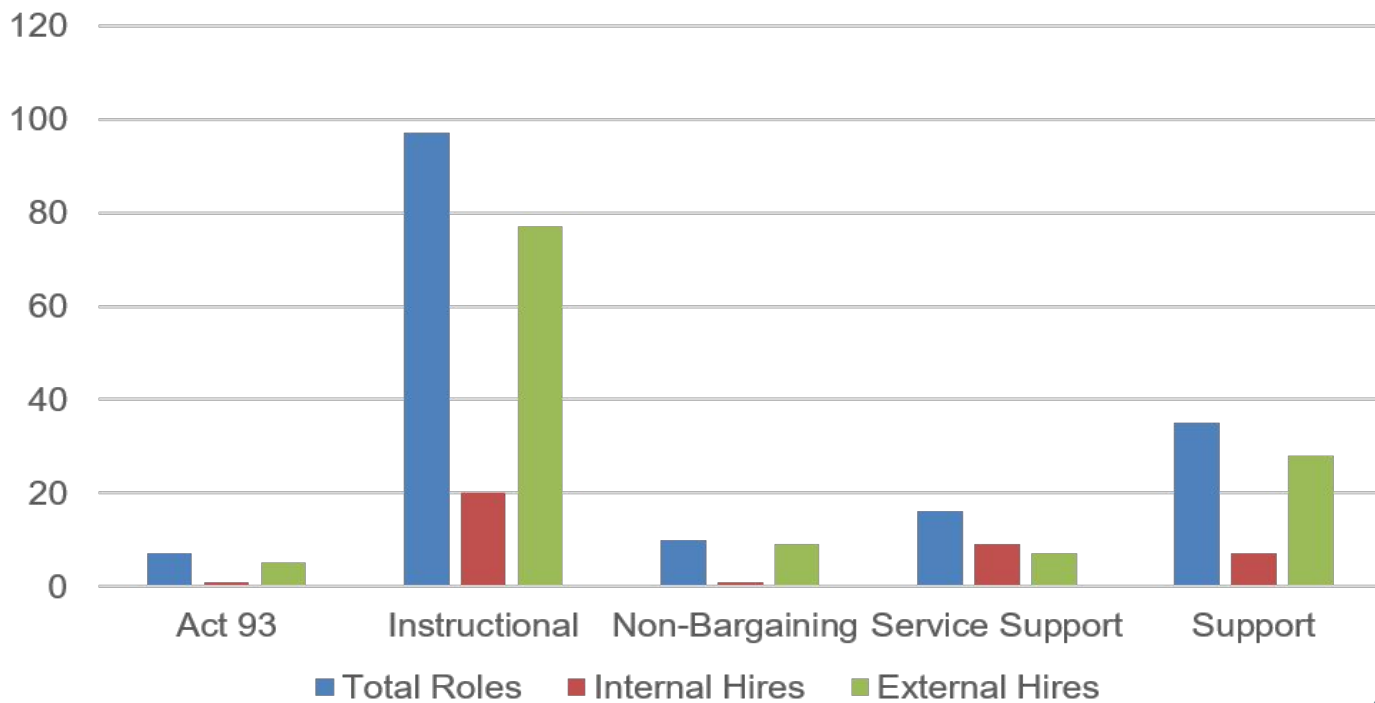
Positions Filled vs. Positions Declined
March-September, 2026



Recruitment Data Review:

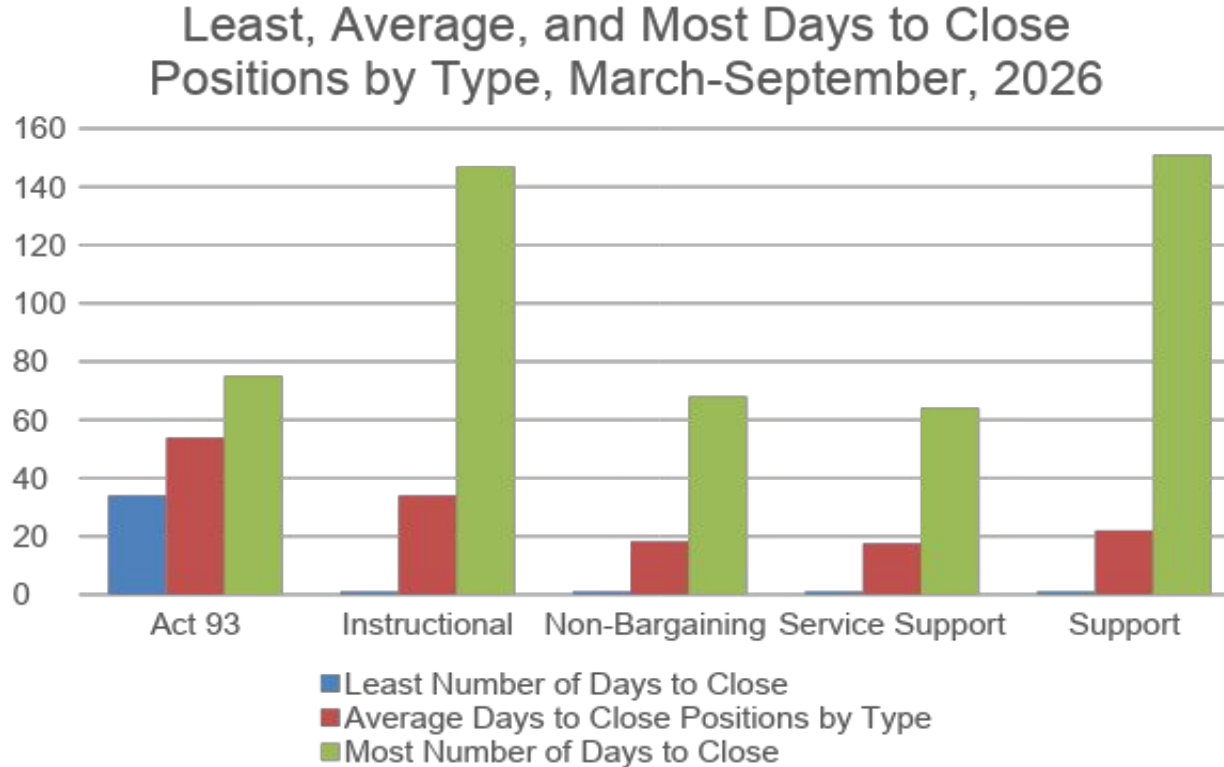
Hiring for the 2026-2027 Academic Year

Number of Hires: Internal vs. External vs. Total



Recruitment Data Review:

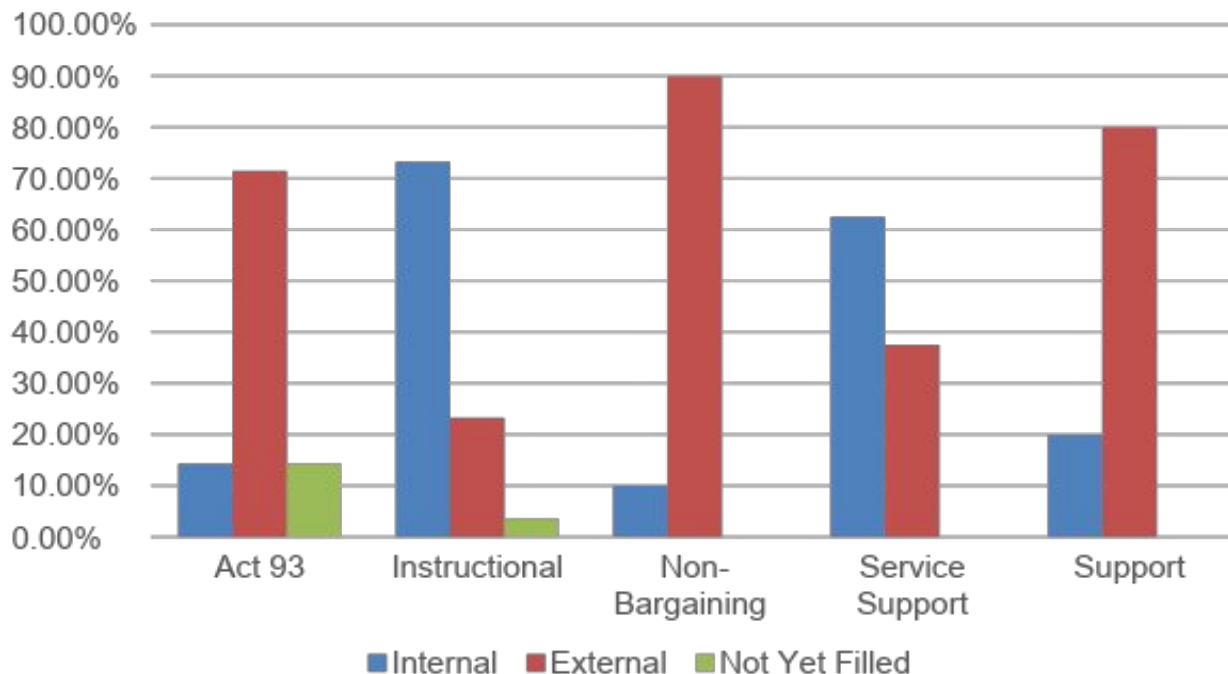
Hiring for the 2026-2027 Academic Year



Recruitment Data Review:

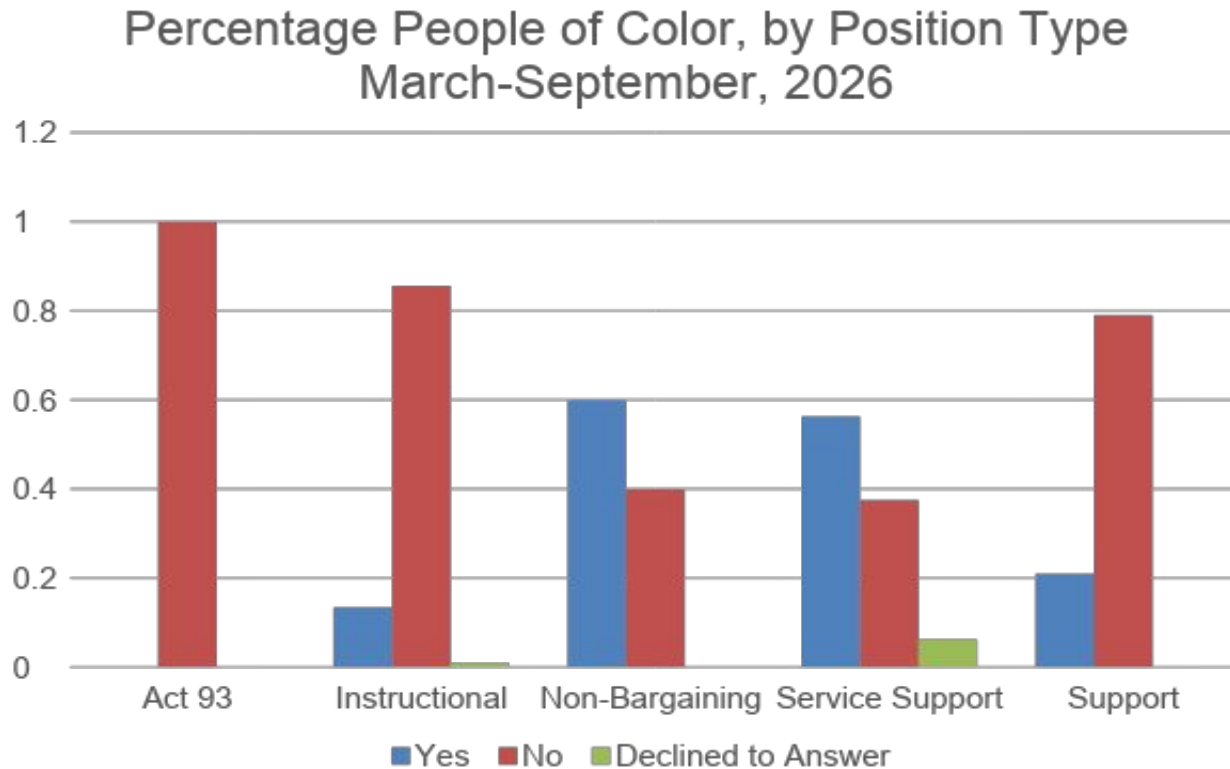
Hiring for the 2026-2027 Academic Year

Percentage of Hires: Internal vs. External vs.
Total



Recruitment Data Review:

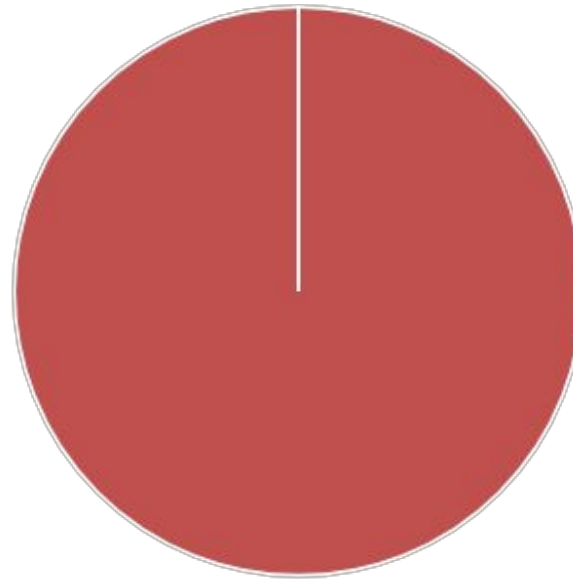
Hiring for the 2026-2027 Academic Year



Recruitment Data Review:

Hiring for the 2026-2027 Academic Year

Newly Hired Member of Act 93 Identifying as a
Person of Color



Total Hires: 6

■ Yes ■ No ■ Does Not Disclose

Recruitment Data Review:

Impact of Teachers of Color on All Students

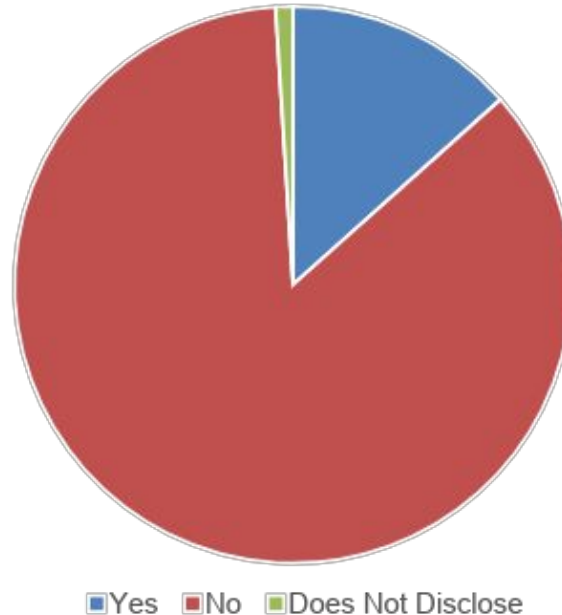
- Data has long shown that teachers of color positively impact achievement for students of color.
- David Blazar's work also highlights:
 - Test Scores: Assignment to a Black teacher increases math and reading test scores for all students by roughly 0.2 standard deviations.
 - Absenteeism: Chronic absenteeism drops by about 60% (over a 20% to 60% decrease depending on specific metrics and grade level) when students are taught by a Black teacher.
 - Engagement & Efficacy: Black students experience large boosts in self-efficacy (0.6 to 0.7 standard deviations) and classroom engagement (0.8 standard deviations).



Recruitment Data Review:

Hiring for the 2026-2027 Academic Year

Newly Hired Teacher Identifying as a Person
of Color

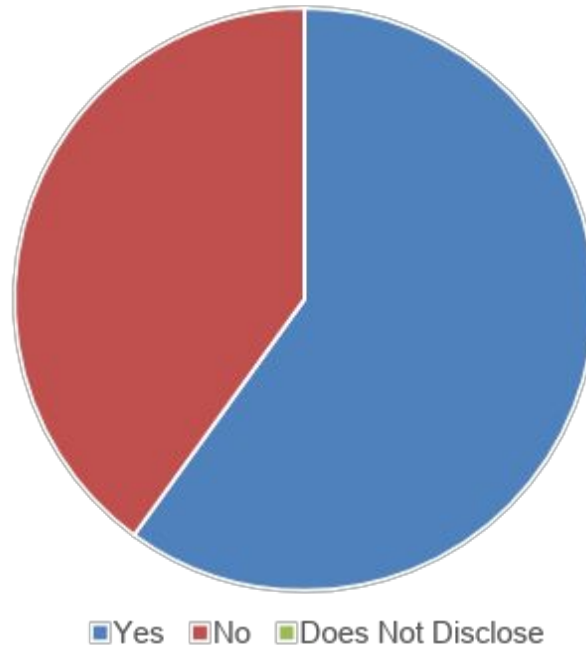


Total Hires: 97

Recruitment Data Review:

Hiring for the 2026-2027 Academic Year

Newly Hired Non-Bargaining Staff Member
Identifying as a Person of Color

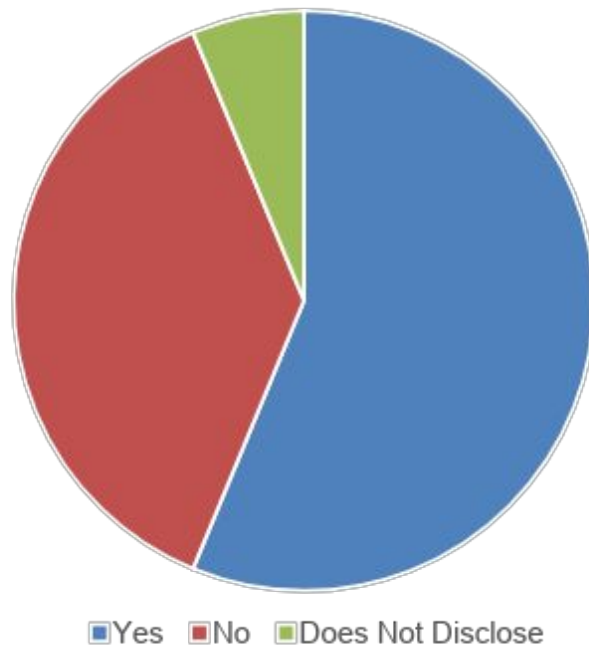


Total Hires: 10

Recruitment Data Review:

Hiring for the 2026-2027 Academic Year

Newly Hired Service Support Staff Member
Identifying as a Person of Color

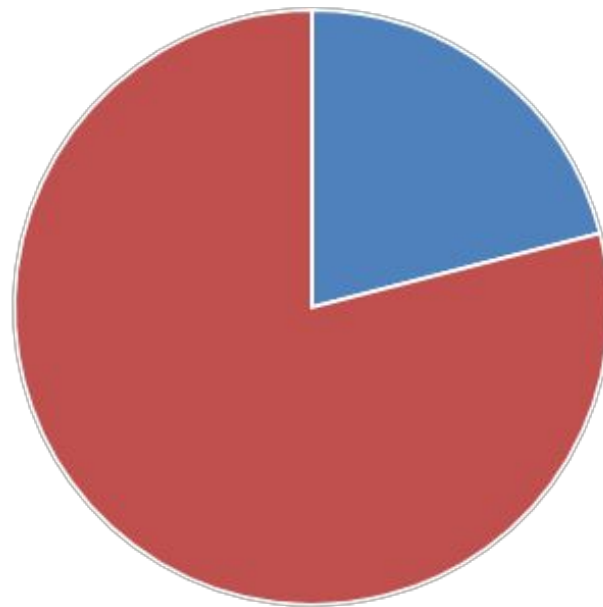


Total Hires: 16

Recruitment Data Review:

Hiring for the 2026-2027 Academic Year

Newly Hired Support Staff Member Identifying
as a Person of Color



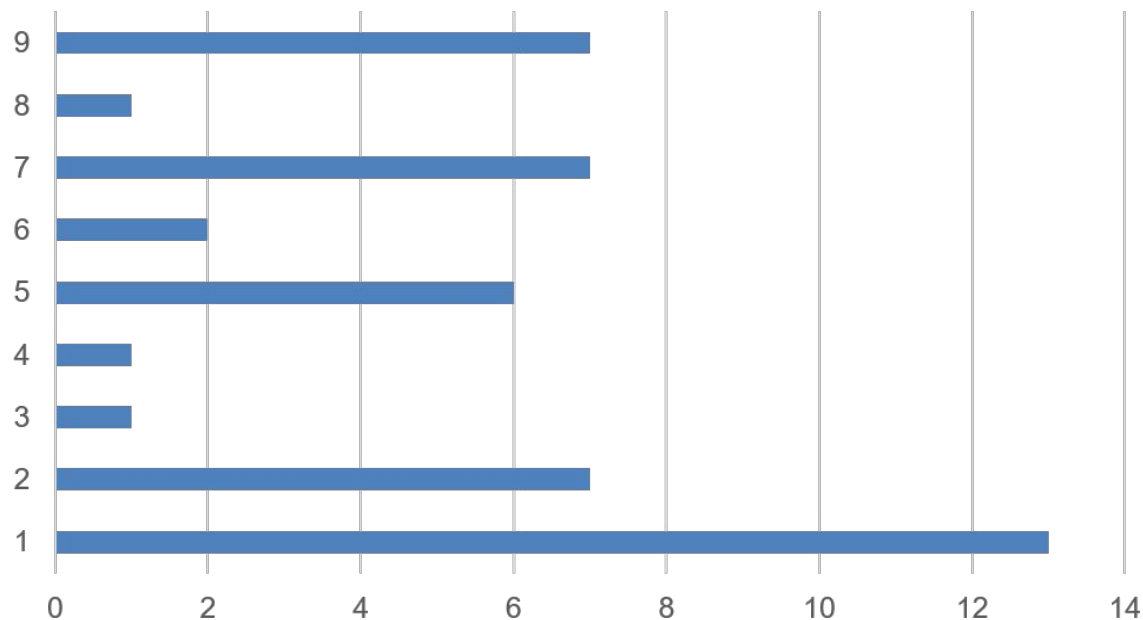
Total Hires: 35

■ Yes ■ No ■ Does Not Disclose

Recruitment Data Review:

Hiring for the 2026-2027 Academic Year

Number of Teachers Hired by Years of Experience at Time of Hire



This data reflects only contracted teachers, so represents the **45 individuals hired into contracted roles**. We also hired **34 Long Term Substitutes**, who are all paid at the Long Term Substitute rate, \$59,499, which is lower than a first year teacher's contractual rate.

D.2. Attendance Data, School Year 2026-2027

Speaker(s) : Ms.
Ferraguto Rita

September Personnel Committee

Monday, September 28, 2026

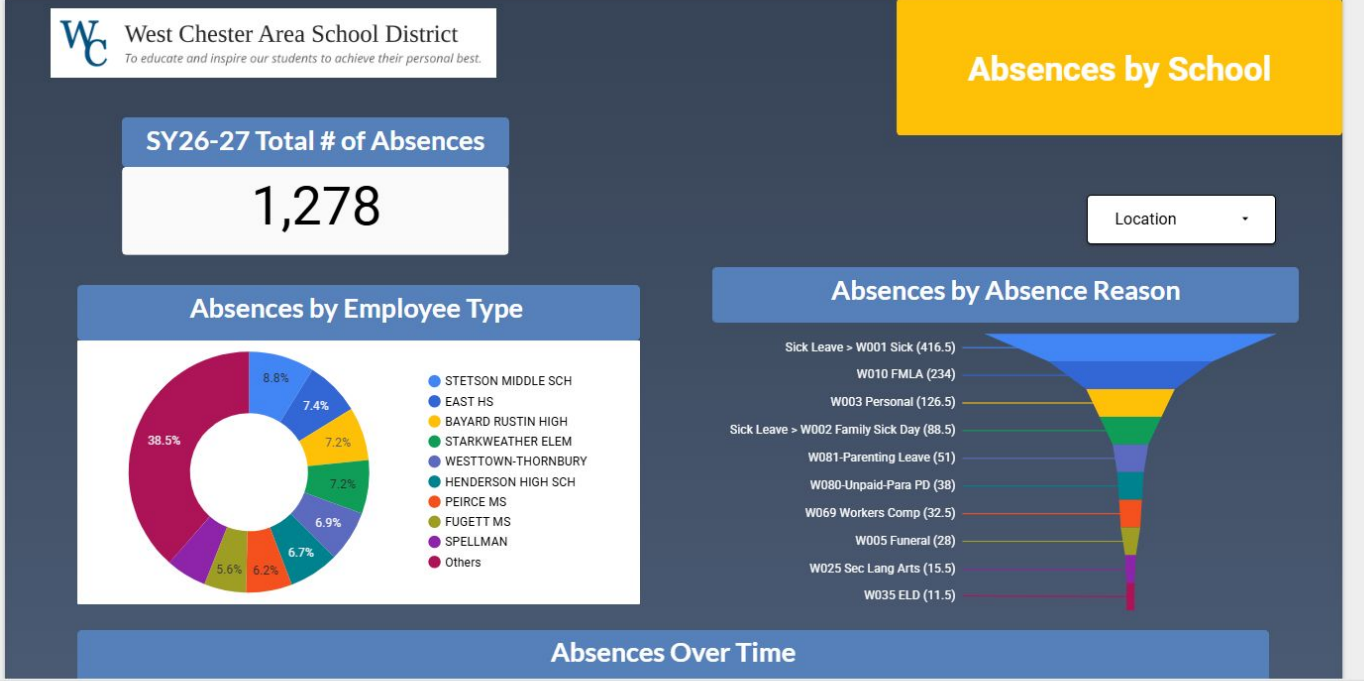
Attendance Expectations

- Regular attendance is an essential job function.
- Our District believes in ensuring that employees are at work, especially when school is in session, to serve our students.
- The District recognizes that employees may require leave for legitimate personal or family medical needs.
- **Regular attendance** is essential to maintaining continuity of instruction, operational effectiveness, and high-quality service to students and families.
- **Student performance in math declines 3.3%** for every 10 days missed by their teacher in a given school year, even with a qualified/certified substitute teacher in place.



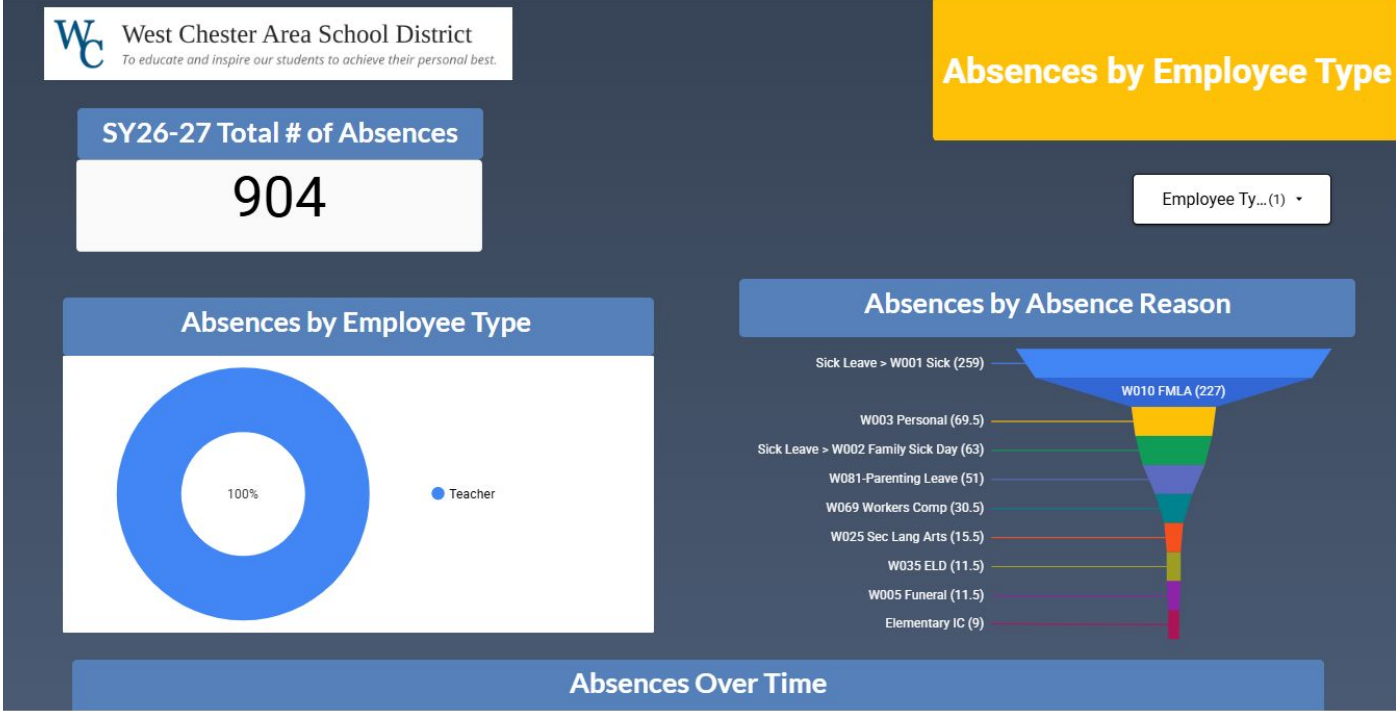
Attendance Data Review:

First Three Weeks



Attendance Data Review:

First Three Weeks



This is
filtered by
teachers
only!



Attendance Data Review:

First Three Weeks



West Chester Area School District
To educate and inspire our students to achieve their personal best.

Absence Ranges

Location

Absence Ranges

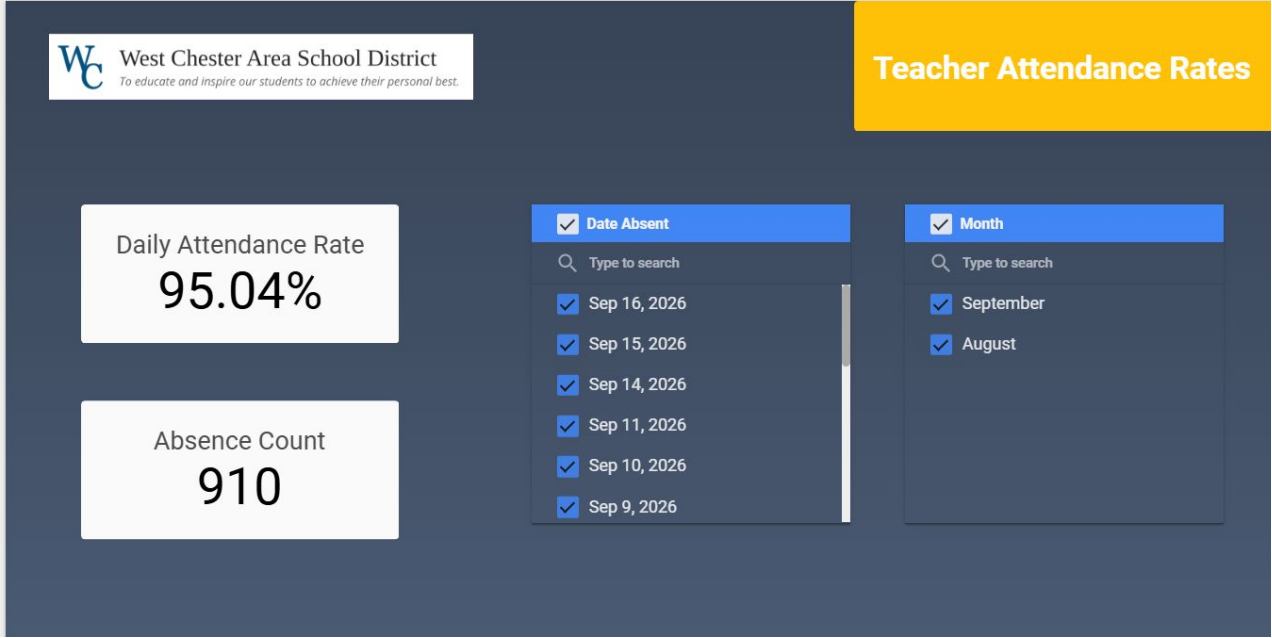
Ranges / Record Count

Location	0-5 days	11-20 Days	6-10 days	Grand total
HENDERSON HIGH SCH	51	1	-	52
EAST HS	46	2	1	49
BAYARD RUSTIN HIGH	43	2	1	46
SPELLMAN	41	-	1	42
FUGETT MS	38	1	-	39
PEIRCE MS	36	2	-	38
STETSON MIDDLE SCH	27	5	1	33
PENN WOOD ELEM	26	2	-	28
STARKWEATHER ELEM	24	3	1	28
EAST BRADFORD ELEM	22	3	1	26



Attendance Data Review:

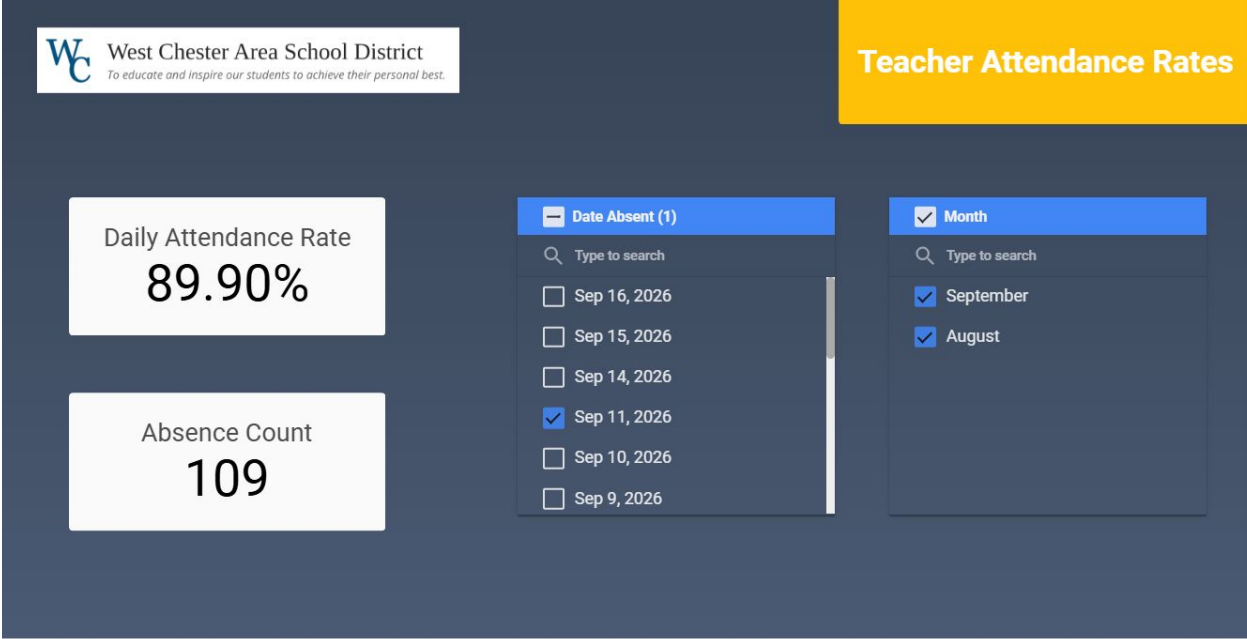
First Three Weeks



Many districts aim to have an average daily attendance for teachers at 95%.

Attendance Data Review:

First Three Weeks



This is our teacher attendance rate on 9/11/26, which has been our lowest teacher attendance to date.

Attendance Data Review:

First Three Weeks



D.3. Gallup Polling

Speaker (s) : Ms.
Ferraguto Rita

September Personnel Committee

Monday, September 28, 2026



Retention Efforts

The district intends to survey all employees using questions aligned with the **Gallup 12**. This data will be used to help team and building leaders to identify priority areas to focus on during the 2026-2027 academic year.

Gallup is a global research and analytics organization that studies employee engagement and workplace performance. This **Q12** survey is a widely recognized tool designed to measure the workplace conditions that contribute to employee engagement, retention, and overall organizational performance.



Engagement Questions (0-6)

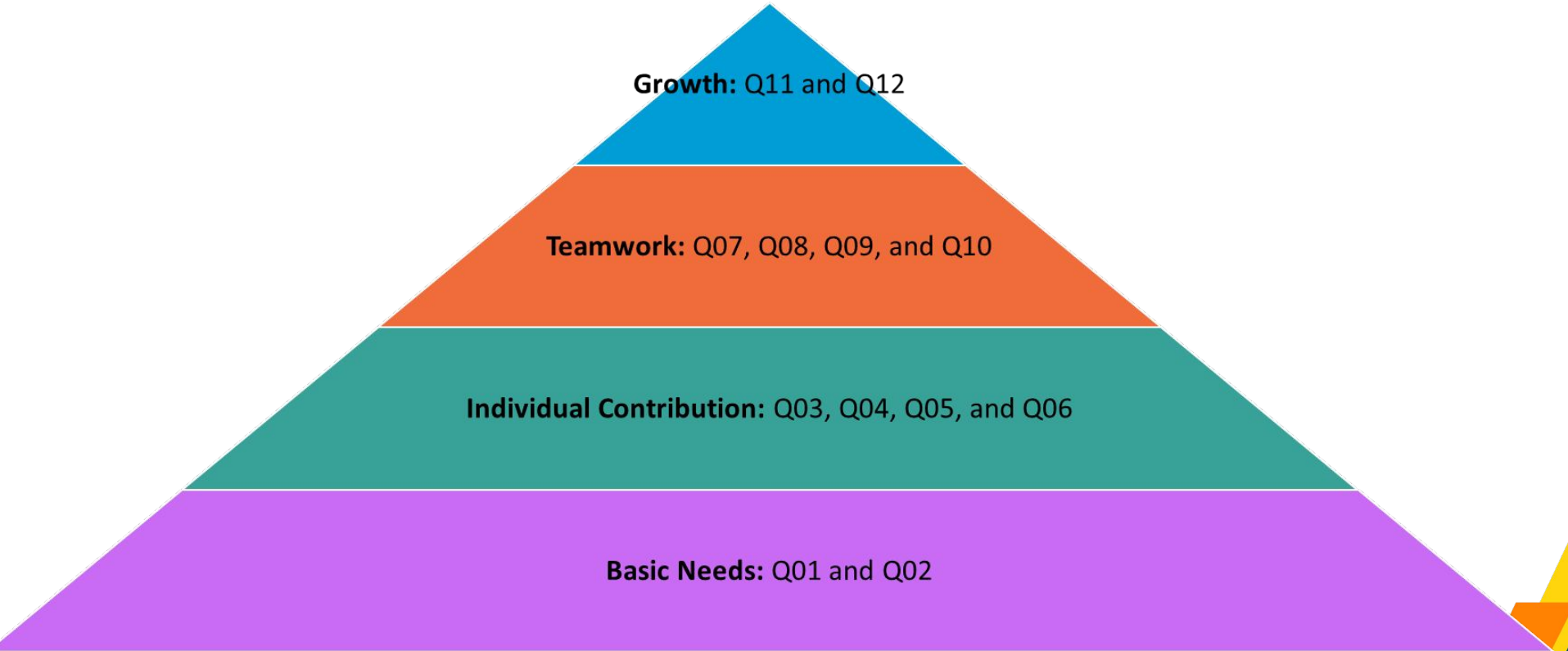
- 00. On a scale from 0 (not satisfied at all) to 10 (extremely satisfied), how satisfied are you with the West Chester Area School District as a place to work?
- 01. I know what is expected of me at work.
- 02. I have the materials and equipment I need to do my work right.
- 03. At work, I have the opportunity to do what I do best every day.
- 04. In the last seven days, I have received recognition or praise for doing good work.
- 05. My supervisor, or someone at work, seems to care about me as a person.
- 06. There is someone at work who encourages my development.



Engagement Questions (7-12)

- 07. At work, my opinions seem to count.
- 08. The mission or purpose of the West Chester Area School District makes me feel my job is important.
- 09. My associates or fellow employees are committed to doing quality work.
- 10. I have a best friend at work.
- 11. In the last six months, someone at work has talked to me about my progress.
- 12. This last year, I have had opportunities at work to learn and grow.

Question Hierarchy



Timeline for Administration

Management Team ONLY

September 28:
Preview survey plan

October 1:
Issue survey to
Management
Team

October 1 -
October 14:
2-week
completion
period
(due 10/14)

October 30:
Analyze data for
leadership to
share with
building &
department
admin.

April 1 - April 14:
Spring survey
issued to all
WCASD
employees
(due 4/14)

April 15 - May 1:
Analyze data for
leadership to
share with
building &
department
admin.

All WCASD Employees

October 15:
Issue survey to
all WCASD
employees

October 15 -
October 29:
2-week
completion
period
(due 10/29)

October 30:
Analyze data for
leadership to
share with
building &
department
admin.

April 1 - April 14:
Spring survey
issued to all
WCASD
employees
(due 4/14)

Using Net Promoter Scores

Net Promoter Score is a measure of respondents' experiences and perception. Respondents are grouped into three categories based on their rating (0-10) to a specific question.

- **Promoter**
 - Associated with a score of 9 or 10.
- **Passive**
 - Associated with a score of 7 or 8
- **Detractor**
 - Associated with a score of 0 to 6

Net Promoter Score can range from -100 to 100, and is calculated as follows:

$$\text{NPS} = ((\# \text{ Promoters} - \# \text{ Detractors}) / (\text{Total} \# \text{ of Respondents})) * 100$$

Using Net Promoter Scores

Example: On a scale from 0 (not at all likely) to 10 (extremely likely), how likely are you to recommend WCASD as a place to work to a friend or colleague?

1000 people responded to this question, of which:

- 500 replied with a 9 or 10 (promoters)
- 250 replied with a 7 or 8 (passives)
- 250 replied with a 0, 1, 2, 3, 4, 5, or 6 (detractors)

$$\text{NPS} = ((\# \text{ Promoters} - \# \text{ Detractors}) / (\text{Total} \# \text{ of Respondents})) * 100$$

$$= ((500 - 250) / 1000) * 100 = 25$$

The Net Promoter Score for this question is 25.

Using Net Promoter Scores

**Net
Promoter
Score®**

=



%

PROMOTERS

-



%

DETRACTORS



10



9



8



7



6



5



4



3



2



1



0

PROMOTERS

PASSIVES

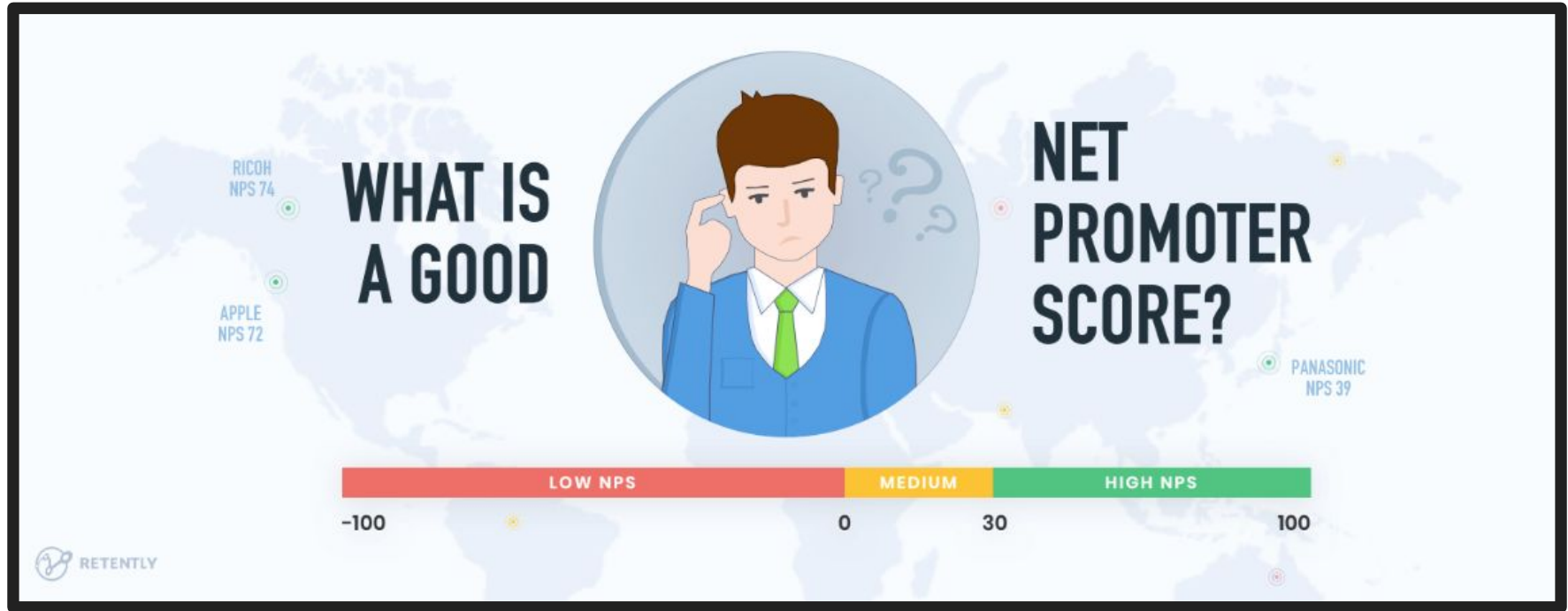
DETRACTORS

Interpreting Net Promoter Scores

What Do the Scores Mean?

- NPS ranges (e.g., -100 to +100)
- **High NPS:** Indicator of strong engagement and loyalty
- **Low/Negative NPS:** Warning sign for potential issues in engagement or culture

What is a good Net Promoter Score?



Disaggregating Data

- Individuals will be asked to identify their gender, race, age, years working in education, and years working in WCASD.
 - We will not publish data if the n size of any subgroup is smaller than 5.
- Following implementation of the survey, data will be shared to look at the whole district and by subgroups.

Fall (Sample) Data

Net Promoter Scores by Question: By Campus (Qs 00-02)

Level	QID	Question	All Responses	District Office	XXX High School	XXX Middle School	XXX Elementary School
			Fall 2024 N= 63	Fall 2024 N = 5	Fall 2024 N = 27	Fall 2024 N = 13	Fall 2024 N = 18
	00	<i>On a scale from 0 (not at all likely) to 10 (extremely likely), how satisfied are you with XXX as a place to work?</i>	-14.3	40.0	-7.4	-46.2	-16.7
Basic Needs	01	<i>I know what is expected of me at work.</i>	44.4	60.0	44.4	30.8	50.0
	02	<i>I have the materials and equipment I need to do my work right.</i>	-27.0	80.0	-7.4	-53.8	16.7

Fall (Sample) Data

Net Promoter Scores by Question: By Gender (Qs 00-02)

Level	QID	Question	All Responses	Man	Woman
			Fall 2024 N= 63	Fall 2024 N = 19	Fall 2024 N = 43
	00	<i>On a scale from 0 (not at all likely) to 10 (extremely likely), how satisfied are you with XXX as a place to work?</i>	-14.3	-10.5	-14.0
Basic Needs	01	<i>I know what is expected of me at work.</i>	44.4	47.4	41.9
	02	<i>I have the materials and equipment I need to do my work right.</i>	-27.0	-21.1	-27.9

Fall (Sample) Data

Net Promoter Scores by Question: By Years in Education (Qs 00-02)

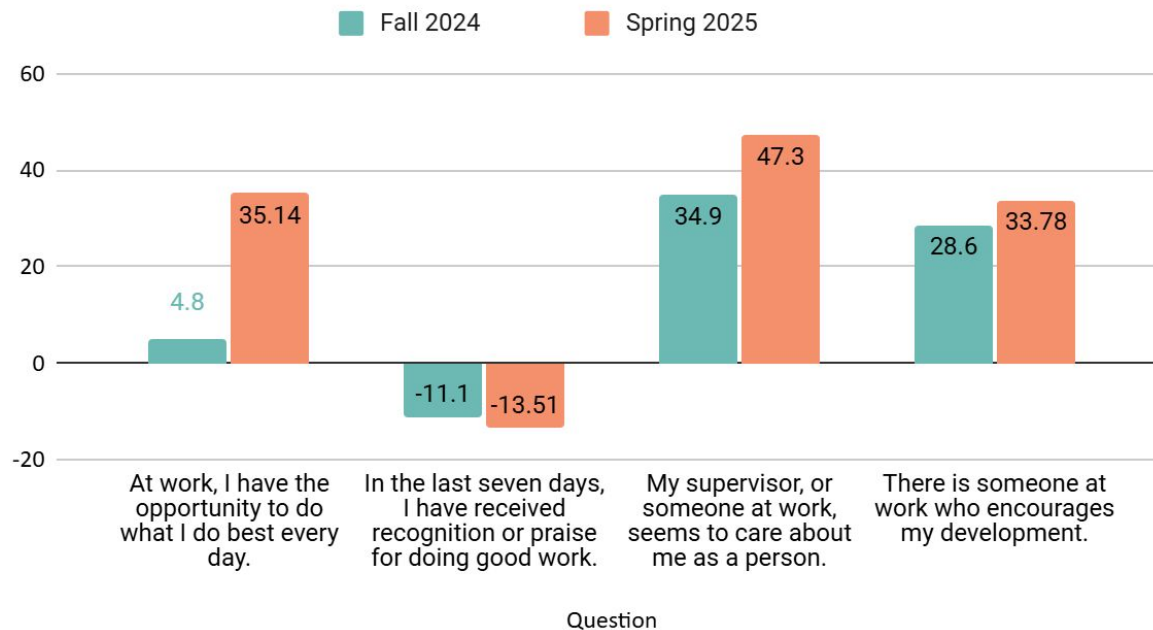
Level	QID	Question	All Responses	2-3 Years	4-5 Years	8-9 Years	10+ Years
			Fall 2024 N= 63	Fall 2024 N = 19	Fall 2024 N = 15	Fall 2024 N = 6	Fall 2024 N = 16
	00	<i>On a scale from 0 (not at all likely) to 10 (extremely likely), how satisfied are you with XXX as a place to work?</i>	-14.3	-31.6	-13.3	-66.7	12.5
Basic Needs	01	<i>I know what is expected of me at work.</i>	44.44	21.1	53.3	83.3	50.0
	02	<i>I have the materials and equipment I need to do my work right.</i>	-27.0	-42.1	-26.7	-66.7	-25.0

Sample (Fall) Guiding Questions

1. Where do you see that WCASD is supporting strong employee engagement? Where do you see that employees are not feeling as supported and engaged?
1. Where do you see your team/ your building is supporting strong employee engagement? Where do you see that employees are not feeling as supported and engaged?
1. What do you see in disaggregated data? Are there particular sub-groups in the district, in your team, or in your building who are standing out?
2. How do you interpret the differences in engagement scores between schools and the central office? What might be contributing to these trends, and where should we focus to strengthen culture and connection across the organization?
3. Based on these results, what is one concrete action you or your team could take to help improve employee engagement?

Spring (Sample) Data

Fall 2024 v. Spring 2025



Sample (Spring) Guiding Questions

1. Where have you seen the greatest growth in employee engagement scores since the fall? What specific actions, strategies, or changes do you believe contributed to that growth at your school or in your role?
1. Which survey areas continue to be rated lower, despite overall improvement? What might we learn from the strategies that led to growth in other areas, and how could we apply them here?
2. How do you interpret the differences in engagement scores between schools and the central office? What might be contributing to these trends, and where should we focus to strengthen culture and connection across the organization?
3. Based on the spring results, what is one concrete action you or your team could take to help sustain positive momentum or re-invest in an area that declined?

D.4. Review and Approval of Student Intern Job
Description

Speaker (s) : Ms.
Ferraguto Rita



WEST CHESTER AREA SCHOOL DISTRICT

POSITION DESCRIPTION

POSITION TITLE:	Student Intern	DATE:	September 28, 2026
DEPARTMENT:	Facilities & Operations	LOCATION:	Facilities & Operations
FLSA:	Non-Exempt, At-Will		

SUMMARY:

As a successful Student Intern, the main responsibility is to assist in providing general maintenance and upkeep of the buildings, grounds, and equipment, under the direct supervision of the Facilities Supervisor in the assigned department. The Student Intern will be given daily assignments by the Supervisor and assist the following departments in their work: Carpentry, Electrical, HVAC, General Maintenance, and Plumbing. Assignments may change frequently in order for the Student Intern to receive practical experience in different areas of the Facilities & Operations Department.

REPORTING RELATIONSHIPS:

- Works under the Assistant Director of Facilities and Operations
- Works cooperatively with administrators, supervisors, coordinators, staff, and others to perform job responsibilities as outlined.
- Reports directly to the Supervisor of the Facilities Department where currently assigned.

TERMS OF EMPLOYMENT:

1. This position is at will in nature and provides part-time employment for students of WCASD or are attending a career and technical school.
2. Compensation is based on part-time employment as determined by the district.
3. Employment is temporary or seasonal, as needed.

QUALIFICATIONS & PHYSICAL REQUIREMENTS:

To successfully perform this position, a person must be able to perform each essential duty satisfactorily. The qualification requirements listed below represent minimum levels of educational achievement, training, skill and/or ability necessary.

- WCASD student, Career and Technical School student, or graduate.
- Current PA driver's license.
- Basic computer skills.
- Possess effective interpersonal skills (written and oral) with the ability to interface professionally with teachers, administrators, support staff and outside professional contacts.
- Sincere desire to expand knowledge in the building trades.
- High degree of initiative and know-how to organize/prioritize, and ability to see projects through to completion.
- Clearance required for employees 18 years old or older.

Qualified candidates will be required to;

Sit and occasionally be required to stand, walk, stoop, kneel and crouch; Have specific vision abilities, to include close vision, color vision, and the ability to adjust focus; Have the ability to lift and/or move a minimum of 35 pounds; Work on ladders and scaffolding up to 25 feet; Have routine exposure to extreme heat/cold conditions; and will be required to work under periods of stress due to the level of the position responsibility.



Job Description - Student Intern (cont'd)

ESSENTIAL DUTIES AND RESPONSIBILITIES:

This list is intended to be illustrative rather than complete and serves to show major duties and responsibilities and does not express or imply that these are the only duties to be performed by this position. The employee will be required to perform any other position-related duties requested by the supervisor.

1. Assist electricians, carpenters, HVAC mechanics, and general mechanics in the completion of the daily work assignments.
2. Assist in routine preventative maintenance of structures, equipment, plumbing, electrical, heating, and air conditioning systems.
3. Make minor electrical, plumbing, carpentry, paint, masonry, machinery, and new construction repairs as necessary.
4. Willingness to learn proper use of hand tools, power tools, maintenance and grounds equipment.
5. Must be able to follow directions and work with minimal direct supervision.
6. Excellent service attitude and willingness to learn.
7. Perform all other duties as directed or assigned by the Supervisor.

The West Chester Area School District is an equal
opportunity employment, educational and service organization

E. **Next Personnel Committee Meeting Date: November
23, 2026**

F. **Adjournment**

F.1. Call to Adjourn

Speaker(s) : Director
Parkinson