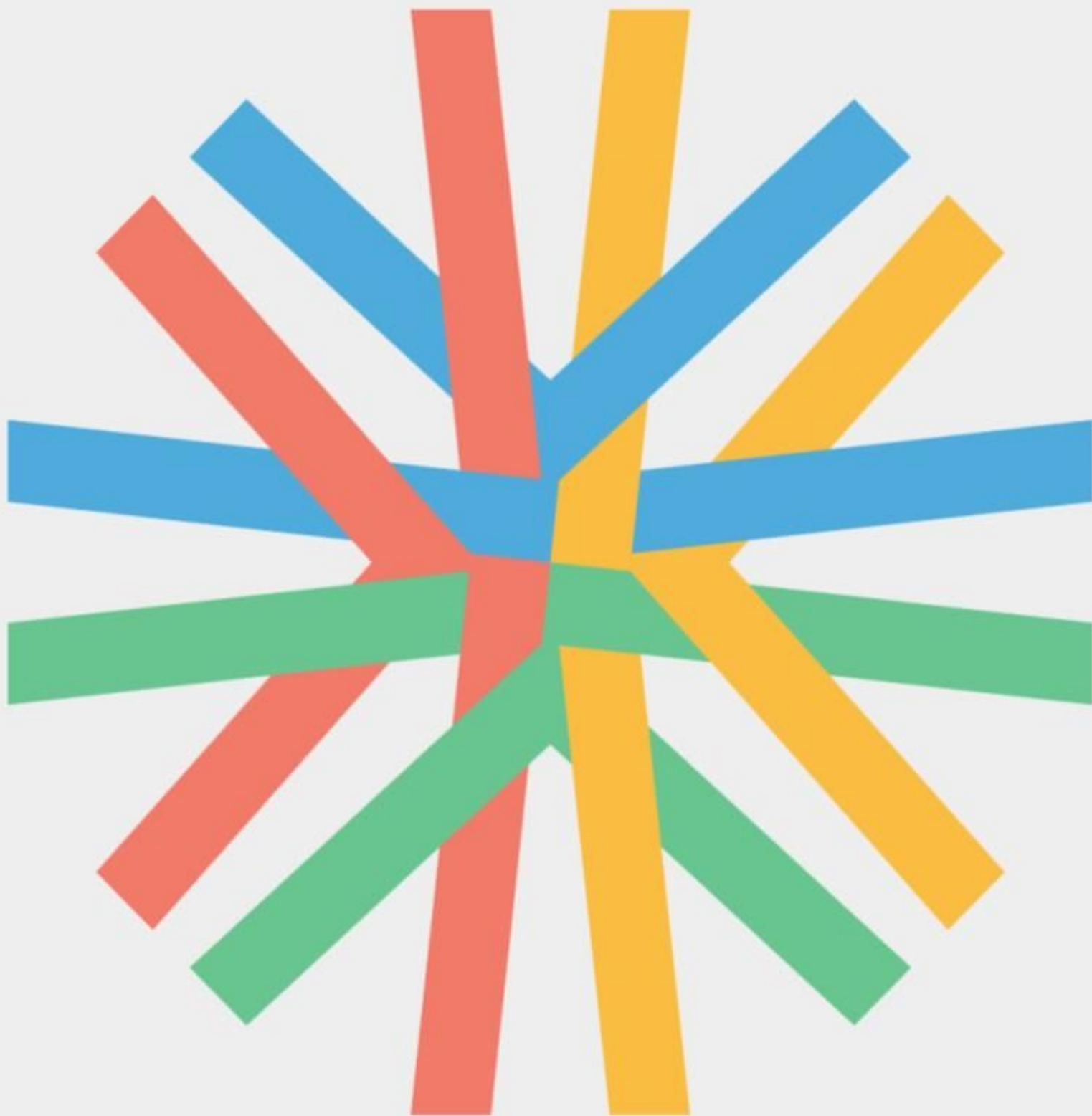


Kairos Academies Team Handbook

2020-2021



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The Kairos Constellation: What We Believe

Organizations reveal what they really care about by their decisions around programs, products, projects, policies, procedures, and promotions. Below is what we care about, a constellation our team navigates by. Welcome aboard the Argo!

Obsess Over Families

At Kairos, we proactively orient toward building new and better ways to empower and delight our families. We're trying to invent the experience our students and parents don't know they want yet.

Backwards planning from our family experience —as opposed to designing around:

- our existing model (*product obsession*),
- assumptions about how we provide value to students (*business model obsession*), or
- what other schools are doing (*competitor obsession*) —

lets us tightly align around a shared mission *without* tightly controlling faculty.

Any decision will be supported that makes our family experience better, more enjoyable.

Details Matter

Everything you build here, whether shared internally or externally, reflects on our community—not just our students, but the vanguard of education reform. Don't submit work with solecisms, ugly formatting, or bugs; fix those. Many people may think our standards are unreasonably high. We think attention to detail is key. It's part-and-parcel to building the school our students and families deserve.

You Are Kairos

There are schools where people leave litter for someone else to pick up, and there are schools that people treat like their home. The difference is a sense of ownership. In your own house, you wouldn't look at trash in the living room and say "that's not my responsibility."

Of course, at home you take responsibility because you're empowered to make decisions. That should be true at Kairos too. **The role of your manager is not to control your work, but to contextualize it so that *you* can make the best decisions given organizational priorities, resources, and constraints.**

Don't seek to please your manager. Seek to build a future of self-directed learners, leaders, and citizens.

Don't Be a Jerk

It's a myth that geniuses must be socially inept. You can be eccentric here. You can ignore staid "professionalism" here. The one thing you can't be here is mean spirited.



In a lot of schools, staff think about teachers and administrators as “us vs them.” **That adversarial mindset is toxic, and we have no patience for it.** Relationships are our community’s most important asset. When there’s damage to a relationship, we facilitate “relationship work” to restore collegiality.

So if you’re upset about something, don’t bottle it up. Request relationship work; tell your manager; tell whoever can fix it, up to and including the CEO. Just make sure you’re oriented toward solutions.

Have A (Considered) Opinion

Operating by consensus slows us down, but so does having to override bad decisions. We balance decision velocity with decision wisdom by soliciting input. Since everyone’s input informs the quality of the decision, it’s your job to...

- defend why your proposal is best for Kairos, not just for your team or yourself
- disagree when you think a colleague is wrong, including your manager
- not take disagreements personally or let emotions overwhelm the discussion
- disagree without being disagreeable
- change your mind frequently in light of new data or further thought

Input is best collected in meetings, but thinking is best done beforehand. **That’s why agendas are set 24 hours in advance.** Don’t bother coming if you haven’t studied it.

Speed matters. Reversible decisions that do not require significant upfront investment do not need extensive study. When you’re about 70% confident, make a call. We expect everyone, including those who still disagree, to commit to helping make the decision successful. A manager might write “disagree and commit” at the end of an email to say, in effect, “here’s my opinion, for what it’s worth; no need to waste time persuading me; I’m committing to support you either way.”

Think Big; Experiment Small

You need big thinking to transform an industry that’s failed for centuries. But to continue innovating without jeopardizing continuity, you need small experiments. That’s why we’re always prototyping multiple ideas in parallel. The faster we strategically experiment, the faster we learn, the faster Kairos improves.

One final note: you should always try to commit the fewest resources possible to your experiment without sacrificing long-term value. Make a minimum viable product (MVP), then let organizational needs drive the roadmap for development. Do the least you can do in order to learn from an experiment, then “punt” until you have more data. If the data confirm your theory, you can expand the commitment later. If they disconfirm your theory, you minimized waste.

Do More With Less

Kairos began as a couple of frustrated teachers meeting in their kitchen to dream up what public education could and should be. We pinched pennies and worked side jobs to make ends meet. But



resource constraint is the mother of resourcefulness, and we picked up a few questions to help us stay scrappy.

- **Need:** Do we actually need this? How does this purchase fit into the school's priorities?
- **Value:** Can we get it cheaper? Can we get more of it? Can we get it at a higher quality?
- **Efficiency:** Can we reduce the number, frequency, or time required for steps in this process? Can we eliminate bottlenecks? Can we use technology to automate or streamline steps?
- **Simplicity:** How easy is this for others to understand and use? The more complicated, the more likely it will break, either due to bugs or user error.

Transforming public education is a tall order, so every minute and dollar count. There are no bonus points for growing headcount, budget, or complexity.

Be Better

We may raise the bar for public schools in St. Louis, but we're terrible compared to how good we *plan* to become. Everyone at Kairos, from students to faculty to the board, is focused on iterative, incremental high-leverage growth (lowest lift, largest impact). That's why our year is structured into build-measure-learn cycles. We don't measure intentions; we measure results, and we benchmark ourselves against the best. You should be self-critical and relentless in your pursuit of excellence.

Figure It Out

We're trying to do something no one's ever done, so we spend a lot of time figuring things out. Don't know how to do something? Google, read, figure it out. Found something that can help our kids? Steal it. (In this section alone, we've stolen from Netflix, Amazon, and The West Wing.) Figure out what should be done, then figure out how to do it.

P.S. Learn Google Sheets. "Proficient" is just the beginning.

Welcome To The NBA

While students are our family, colleagues are our team. In sports, it's up to the coach to make sure each teammate is extraordinary at what they do. The coach pushes everyone on the team to be their best, help their teammates, and prioritize the team's victory over any individual's success.

Here are some of the questions our coaches (managers) ask when hiring, promoting, and firing.

- **Median Question:** Is this person stronger than our median employee? On the margin, do they make us better or worse?
- **Boss Question:** If the roles were reversed, would I be happy working for this person?
- **Keeper Question:** If this person were thinking of leaving, how hard would I fight to keep them?

We expect teammates to work both smarter *and* harder, but above all, we expect them to navigate by the Kairos Constellation. There's something extremely appealing about extreme competence in



service of students and families. What you get is a chance to shape the future of public education alongside colleagues who inspire you to be your best each and every day.

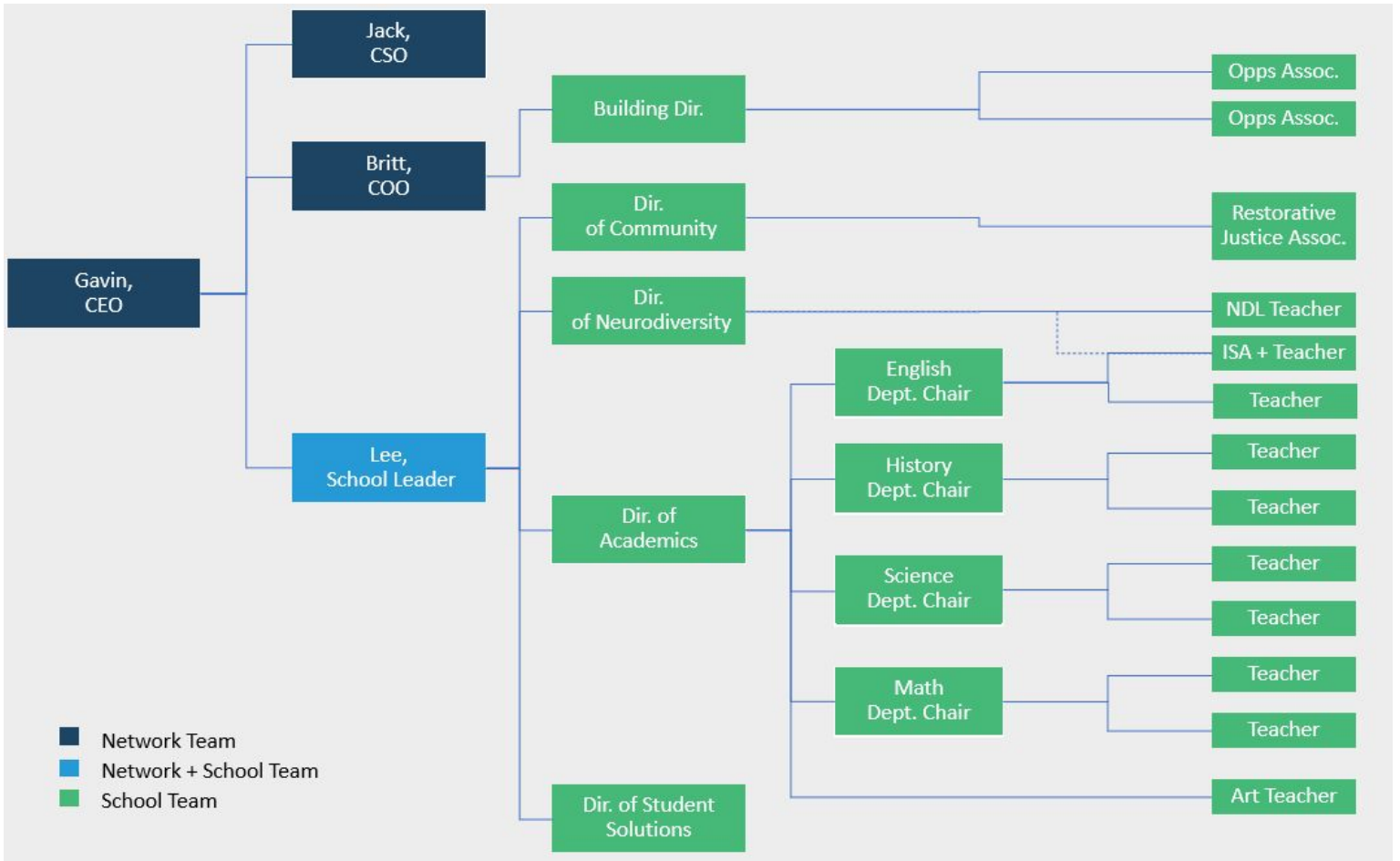
The Kairos Team: Who We Are

As Kairos Academies catapults into its second year, our team has grown into 26 strong. We are now composed of 26 leaders, educators, and student advocates joined in the critically ambitious effort to reimagine public education in St. Louis and beyond. We fall into two entities - Kairos Middle and the Kairos Network. The former is focused on building an excellent school, where students grow into self-directed citizens and leaders empowered to design and pursue their own path. The latter - the Kairos Network - is focused on encapsulating the lessons learned in preparation for growing and serving more students across our city and beyond.

The teams are, by no means, wholly distinct, intentionally so. Lessons learned from disconnected district offices have pushed the Network team to keep one foot in the 2315 Miami door, as student coaches, lunch supervisors, staff managers and, of course, a school leader.

The organization chart below illustrates the relationship between Kairos Middle and the Kairos Network, as well as reporting structures. Hold tight for more information on who to go to for what.





Inside Kairos: The 40 Foot View

Annual Calendar

Kairos provides year-round education, broken-up into 7 cycles. A *typical* cycle (there is some variability due to the start of the year, holidays, etc.) is composed of:

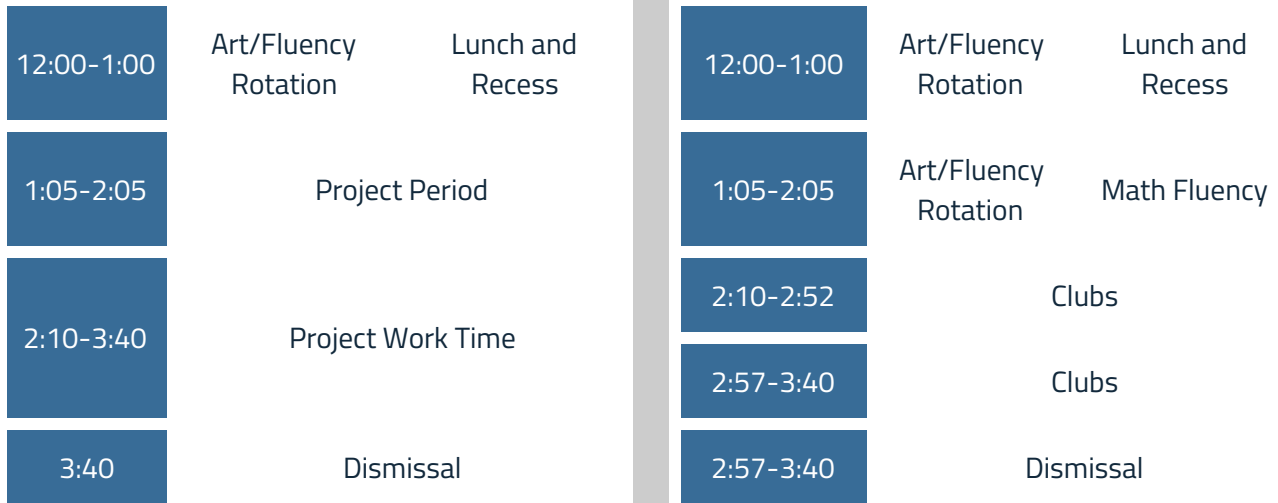
- ~5 weeks of school
- 1 week of team inservice (i.e. professional development) /student break
- ~1 week faculty and student break

Check out the [2020-2021 annual calendar](#) for more information.

Daily Schedule

Monday - Thursday			Friday		
Staff Only			Staff Only		
7:00-7:30	Scheduled meetings, time-dependent duties		7:00-7:30	Scheduled meetings, time-dependent duties	
7:30-7:45	Team Huddle		7:30-7:45	Team Huddle	
	6th grade	7th grade		6th grade	7th grade
7:45-8:00	Student Arrival		7:45-8:00	Student Arrival	
8:00-8:15	Breakfast and House		8:00-8:15	Breakfast and House	
8:15-9:45	Self-Direction and Peer Tutoring		8:15-9:00	Boost ¹ or Acceleration ²	
			9:05-9:50	Boost or Acceleration	
9:50-10:50	Project Period		9:55-10:55	Math Fluency	Art/Fluency Rotation
10:55-11:55	Lunch and Recess	Art/Fluency ³ Rotation	10:55-11:55	Lunch and Recess	Art/Fluency Rotation





1. Boost periods are re-teach blocks. Rosters are determined weekly. If students are selected for a re-teach block, they must attend either Math and History or Science and English.
2. Acceleration are periods designed for students who are on track and/or are ready to be pushed beyond the core curriculum. Students are selected for Acceleration weekly.
3. Fluency rotations are periods dedicated to building reading, writing, and math fundamentals and to work on targeted skills, differentiated to each student's needs

Weekly Hours?

For most Kairos Middle staff, you're required to be at school from 7:30-3:40, as shown above. For others, your role starts at 7:00. Schedules are role dependent, determined by when you must be physically present to carry out your responsibilities.

Beyond that, it doesn't matter when or where you work. It also doesn't matter the number of hours you worked. Your job is to own your responsibilities wall to wall, and we expect that to fluctuate based upon the time of year, level of experience, and degree of responsibility.



Daily Policies + Procedures

Daily Policies

Team Dress Code

Dress professionally. That's what we ask of students, and so we ask the same of adults. Skip the midriff, workout clothes, and language that could be potentially offensive. Beyond that, we trust you can dress yourself appropriately.

Lunch + Differentiated (Diff) Time

Differentiated (diff) time is any time that you are not assigned to oversee kids. The amount differs per role, based upon the degree to which it is student facing. Your diff time is yours. Use it to work, eat lunch, or go to a doctor's appointment. We trust you to manage your time and workload.

All team members can opt to snag a school lunch. It comes from St. Louis University's Fresh Gatherings Cafe, run by their Nutrition and Dietetics Department. The meals come either from their own garden or are locally sourced, and are pretty darn good. (The recipe for the Caesar Dressing is a common request!) Vegetarian options can also be ordered through the Ops team.

Mail + Packages

Team members will receive notification if they receive mail or a package. We have limited storage space, so we ask you to pick it up that day. On a similar note, please do not send personal items to Kairos.

Daily Procedures

Accessing Kairos

Team members have three entrances into the school building:

- Student entrance (2315 Miami St, primarily for students)
- Main building entrance (3558 South Jefferson, for visitors, injured, and disabled students)
- Employee entrance (through the employee parking lot, only ever for staff)

Entrances are open to team members 24/7/365. Your Kairos-issued ID is required to access the building.

Parking

Employees can park either in the Concordia Publishing House (CPH) parking lot behind the school or on Jefferson. If you choose to park in the parking lot, place your CPH hang-tag on the rearview mirror to avoid getting towed.



What to Do If You Wake Up Sick

If you wake up sick, follow the following protocol:

1. Log your absence in [Bamboo](#), our HR software, first. *This is super important.*
2. Email the School Leader and Building Director. Include any coverage information.

Keep in mind we do not use subs. Generally, students do no learning under subs and behavior problems increase. We'd rather save those dollars for resources bound to strengthen the school. That said, be sure to provide sub plans as soon as possible to help out your fellow team member.

COVID-19 Return to Work Policies

As we enter the 20-21 School Year in the midst of the COVID-19 pandemic, the St. Louis Department of Health has outlined requirements for public school personnel to return to the building. These policies, as well as federal COVID-19 leave policies, are outlined below.

Note that this is *not* Kairos' complete Return to Work plan. Please see our [SY20-21 COVID-19](#) plan for more information on our COVID decision-making matrices, as well as policies and procedures for mitigating risk for students, staff, and families.

COVID-19 Viral Test

In order to join the Kairos Community after July 13th, all staff, interns, and volunteers must have a negative COVID-19 Viral Test. Test results must be submitted to Kairos' COO at Brittany@kairosacademies.org in advance of entering the building.

Masks

Masks must be worn at all times within Kairos, unless an individual is by themselves and not in a hallway, Library, Lounge or Coworking. This is true for both students and adults, even when 6+ feet apart. The tendency to remove masks in Kairos, especially where there is lots of shared workspace, will be great. **Please either move to a conference room or keep your mask on until this restriction has been lifted.**

Here is why (beyond personal protection): if someone tests positive for COVID-19, any person who was with that individual without a mask **must quarantine for 14 days** in case they inhaled aerosolized particles. With 26 team members, we can't afford to have a small group of staff absent for two weeks. We likely wouldn't be able to staff all classes. If, instead, you do have a mask on in the aforementioned situation, then you're monitored for symptoms but can continue coming to work. Crisis avoided.

Individuals excluded from this policy are those who provide a note from a medical professional indicating they have a health condition that prohibits them from wearing a mask. Those who provide instruction that requires visibility of their mouth (e.g. speech therapy) may wear a face shield, when approved by the Chief Operating Officer.



Illness, Temperature and Wellness Checks

All staff must take and record their temperature daily. Anyone with a temperature above 100.4°F will be excluded from school and cannot return until their temperature has been beneath 100.4°F for a minimum of 24 hours.

Additionally, staff must complete a daily wellness screening to indicate whether they are exhibiting symptoms of COVID-19 and/or have been in close contact with anyone who tested for or who has presented with symptoms of COVID-19. Close contact will be defined as, in accordance with policy from the Centers for Disease Control (CDC) as¹:

- “You were within 6 feet of someone who has COVID-19 for at least 15 minutes
- You provided care at home to someone who is sick with COVID-19
- You had direct physical contact with the person (touched, hugged, or kissed them)
- You shared eating or drinking utensils
- They sneezed, coughed, or somehow got respiratory droplets on you”

What to do if You or a Loved One are Exposed to the Virus

Team members who experienced symptoms of or were exposed to someone who has COVID-19 are able to return to the Kairos building after the following conditions have been met:

Scenario	Conditions that must be met to return to the Kairos building
You were diagnosed with COVID-19 <i>and</i> exhibited symptoms ² of the virus	Option 1 <ul style="list-style-type: none"> ● 3 days without a fever; and ● Improvement of respiratory symptoms; and ● 10 days since symptoms first appeared
You exhibited symptoms of COVID-19, but were not diagnosed	Option 2 <ul style="list-style-type: none"> ● No fever currently; and ● Improvement of respiratory symptoms; and ● 2 negative test results in a row, submitted to Kairos
You tested positive for COVID-19 but did not exhibit symptoms	10 days since exposure to the virus
You were in close contact with someone diagnosed with COVID-19	<ul style="list-style-type: none"> ● 14 days after your last contact with the person with COVID-19; and ● You are not exhibiting symptoms of COVID-19

¹ <https://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/quarantine.html>

² Fever (100.4°F); cough; shortness of breath; new loss of taste of smell. See the [CDC website](#) for more information



Emergency Paid Sick Leave (EPSL), at full pay for 80 hours, is available³ for all full-time staff who are:

- Subject to a federal, state or local quarantine or isolation order
- Advised by a healthcare provider to self-quarantine⁴
- Experiencing symptoms *and* seeking a diagnosis²

EPSL, at ⅔ pay for 80 hours, is also available¹ for all full-time staff who are:

- Caring for an individual who is subject to or has been advised to self-quarantine²
- Caring for their child whose school or childcare provider has been closed⁵

For those caring for a child whose school or childcare provider has closed, they may also take up to 12 weeks of Emergency Family Medical Leave, at ⅔ pay with continued health insurance and job security.

³ Kairos is federally mandated to provide Emergency Paid Sick Leave until December 31, 2020, after which this policy may be revised.

⁴ Must provide documentation from a medical provider

⁵ Must provide documentation from child's school or childcare provider



Communication

As a member of a growing and evolving organization, you're bound to have questions, wonderings, perspectives you want to share. Getting those to the right people efficiently is critical to keeping the Argo on course and directed toward developing self-directed learners, leaders, and citizens. To do this, you must know who to contact when and how to do so.

Who to Contact for What?

Role	Team	What this person can help you with
Chief Executive Officer	Network	<ul style="list-style-type: none"> Organizational Vision and Strategy Board of Directors Grants, donors, fundraising, in-kind donations Marketing (website, Facebook) <p>Gav can answer just about anything...but ask Lee first!</p>
Chief Operations Officer	Network	<ul style="list-style-type: none"> Org-wide finance and purchasing HR concerns (beyond your manager) Org-wide projects COVID-Planning <p>Britt can answer anything Ops related...but first use the Ops Qs and Concerns form and then ask Ben!</p>
Chief Strategy Officer	Network	<ul style="list-style-type: none"> Student Recruitment Teacher Recruitment Space redesign and expansion New furniture
School leader	Network + Kairos Middle	<ul style="list-style-type: none"> Academic vision Staff communication Professional development Academic/cultural budgeting and purchases Questions for Exec Team <p>Ask Lee about anything...but ask someone else on the Problem Solving Team First</p>
Building Director	Problem Solving + Ops Teams	<p>Sensitive Ops questions like:</p> <ul style="list-style-type: none"> Payroll PTO <p>All other concerns Slack to #Ops or use the Ops Qs and Concerns form</p>



Director of Community	Problem Solving Team	All things Parent and Culture Related, like: <ul style="list-style-type: none"> ● Parent communication and engagement ● House Time ● SW-PBS Action Plan/Assessments ● Kickboard, Golden Compass, + School Store ● Kairos Council ● Student Displays
Director of Academics	Problem Solving Team	All things Professional Development, like: <ul style="list-style-type: none"> ● Observation and Feedback Loop ● Unit planning feedback ● Collegiate environment <i>Most things Student Academics, like:</i> <ul style="list-style-type: none"> ● Summit ● Acceleration + Fluency ● Vocab.com
Director of Neurodiversity	Problem Solving Team	All things related to neurodiverse learners, like: <ul style="list-style-type: none"> ● Accomodations, modifications, alternative assessments ● Behavior Plans ● Tier 3 Interventions ● Wrap-around services ● Mandated reporting questions/concerns ● Questions of homelessness
Director of Student Solutions	Problem Solving Team	All things related to coaching and RTI <ul style="list-style-type: none"> ● Coaching ● Student data ● Choice ● IXL ● Boost Block ● Tier 2 + 3 Interventions
Restorative Justice Associate		All things Restorative Justice <ul style="list-style-type: none"> ● True North Moments ● Circle ● Tiered Interventions ● Minor Classroom Behavior Infractions Log ● Resets ● Forums ● Restorative Justice Council
Department Chairs		Lesson planning feedback
Ops Associate		Clubs overall and vendors



Communication Expectations

Over communicate: Ask when you have a question; schedule time when you have a concern. Never let lack of clarity or pent-up frustration keep you from (efficiently) carrying out your responsibilities

Communicate (almost) at any time: Email, Slack, or message on Asana at any time. We all work different days and hours to accommodate preferences and life's requirements, and we don't want to impede you from doing your job. Expect a response when your team member is working.

The one exception is communication on a personal device. Save phone calls and texts to working hours, unless specifically scheduled.

Respond within 36 hours: Respond to all team members, students, and staff within 36 hours. Because we use G-suite products heavily and students are learning to use gmail proficiently, your inbox can quickly get unruly. Managing your notifications, organizing your inbox, and setting up internal communication processes can be helpful for taming the beast.

How to Get in Touch with the Team

Prioritize In-Person Check-Ins

Anything that is not time-sensitive or requires extended discussion should be saved for an in-person check-in. Pinging someone 5 times over Slack throws 5 balls in the air; juggling them is distracting, stressful, and often something gets dropped. Create a running list of questions and save them for a single in-person meeting.

Slack

Slack can be a great tool. It allows us all to quickly share information team-wide, to get time-sensitive questions answered, and to celebrate kiddos' wins and bring joy to the team. It can also be a distracting headache.

Follow these rules to maximize its effectiveness:

- Download Slack onto your computer
- Save Slack for time-sensitive, quick messages
- Direct message whenever possible
- Use the appropriate channel to eliminate chatter that is non-essential for some
- Use an away message when you're deep in thought
- Pause notifications when appropriate (i.e., during a meeting, NOT during a class period)

Before you Slack, try to resolve your question first. A good place to start is the Kairos Intranet.



Asana

Communicate directly in an assigned task in Asana in order to:

- Post an update
- Ask a question
- Attach a deliverable

Email

Limit email to:

- Action items that are not directly tied to a request
- Communication that includes a student
- Important or sensitive messages
- Longer messages
- Messages you want to have in perpetuity (Slack will only hold the last 10K messages)

For all action items, please use the following nomenclature in the subject line: **Action Requested:**
Insert Action <X min>

Phone Call

Call for emergencies, when you need an immediate response, or when written communication just won't do. Please reference Bamboo or the [Team Directory](#) for contact information.



HR Policies

Requirements for Employment

Background Checks

All team members must complete two background checks:

- A federal fingerprint-based background check through the Missouri Automated History Criminal Site (MACHS)
- Registration in the Family Care Safety Registry (FCSR)

Note that MACHS background checks are institution-specific; if you've completed one in the past, you must do so again. Conversely, if you previously registered for FCSR, you do not need to do so again.

Proof of U.S. Citizenship

All staff must complete a Form I-9 Employment Eligibility Verification and provide all supporting documentation in advance of their start date. If such documentation is not readily available, you must present a receipt for an application of the necessary documents.

Just so you know, Kairos doesn't discriminate on the basis of citizenship status or national origin. Why would we? Besides, it's against the law.

Missouri Teacher's License

Compliance with Missouri statute, at least 80% of Kairos teachers must have a Missouri teacher certification. Unless previously discussed with Kairos leadership, all staff must provide proof of certification in advance of their start date.

Diversity

All team members—regardless of race, color, nationality, sex, gender, sexual orientation, gender identification, socioeconomic class, disability, or age—are essential to the success of our organization and our students. In fact, we believe that we're strengthened by the array of knowledge, perspectives, and experiences that our diverse backgrounds bring. We are committed not only to providing equal opportunity, but to seeking out diversity in all areas of education, recruiting, hiring, retention, promotion and contracted services.

To that end, Kairos complies with the following statutes for all faculty and student programs or activities:



1. **Title VI of the Civil Rights Act of 1964**, prohibiting discrimination on the basis of race, color, or national origin
2. The **Rehabilitation Act of 1973 (Section 504)**, prohibiting discrimination on the basis of disability
3. **Title IX of the Education Amendments of 1972**, prohibiting discrimination on the basis of sex, including in terms of employment opportunities and freedom from harassment
4. The **Age Discrimination Act of 1975**, prohibiting discrimination on the basis of age
5. The **Americans with Disabilities Act (ADA)** and applicable state and local laws providing for non-discrimination in employment against qualified individuals with disabilities and providing reasonable accommodations in accordance with these laws

Violations of the above statutes, as well as any other discriminatory behavior related to the social categorizations listed above, are not tolerated at Kairos. Please report any and all discriminatory behavior to Kairos' Chief Operating Officer

Harassment and Workplace Disputes

We deeply hope that no member of our community experiences harassment or other workplace disputes. If this does occur, Kairos commits to resolving all claims expeditiously and with respect for the privacy of those involved. Please report all instances of harassment or other workplace disputes to Kairos' Chief Operating Officer. In the event that they are involved, please contact Kairos' CEO.

All parties involved will have the opportunity to present their case to the Kairos Board, which will determine the appropriate disciplinary action, up to and including termination. Upon receipt of the Board's decision, you may also appeal to the board for revision.

Please note that all grievances must be received within ten days of the incident. Likewise, appeals must be received within ten days of receiving the initial decision.

Additionally, please note that, per federal law, no employee shall experience retribution for reporting, filing, testifying, assisting, or participating in any manner in any investigation.

Personal relationships

We are committed to maintaining a work environment free from favoritism and conflicts of interest, whether actual or perceived. Although this policy does not prevent the development of friendships or romantic relationships between co-workers, it does establish boundaries as to how relationships⁶ are conducted during working hours and within the working environment.

⁶ Close relatives are defined as a husband, wife, domestic partner, father, mother, father-in-law, mother-in-law, grandfather, grandmother, son, son-in-law, daughter, daughter-in-law, uncle, aunt, nephew, niece, brother, sister, brother-in-law, sister-in-law, step relatives, cousins and domestic partner relatives.



Specifically, employees in romantic or familial relationships are expected to...

- Conduct themselves in a way that does not interfere with others or overall productivity
- Restrain from physical contact that would in any way be deemed inappropriate in the workplace while working on Kairos property
- Disclose to whomever they report or to the COO any relationship that involves a manager, executive, or other team member in a sensitive or influential position. Kairos will review the circumstances to determine whether any conflict of interest exists.⁷

Non-professional relationships with students of any kind are expressly prohibited.

⁷ Please see the Kairos [Board Policies: Human Resources](#) for more information on how conflicts of interest are resolved.



Payroll and Benefits

Payroll

Salary Administration

Employees are paid semi-monthly, on the 15th and the last day of the month⁸, for 24 equal pay periods. Deductions to your paycheck will include:

- Federal, state, and City income taxes
- Retirement contributions (see below)
- Social Security contributions

Deductions may also include:

- Health benefits contributions (see below)
- Unpaid personal time off
- Fees owed

Benefits

School Breaks

Working in a school is hard. Working in a Title 1 school is harder. Working in a growing Title 1 school determined to reimagine education is harder still. Part of the reimagining is recognizing the challenge inherent to this job and designing a school calendar, in part, to mitigate that.

That's why we distribute school breaks throughout the calendar year, providing them when staff (and students) need them most. Breaks are broken up into 1-2 week segments at the end of each cycle. Most staff receive 40 days of school break; any staff at the Director level or above receive approximately 60% of that time off, to be determined by the CEO or another member of the Executive Team.

Please see the [annual calendar](#) for more information.

Personal Time Off (PTO)

Sick and personal days are one and the same at Kairos. We trust team members to take off days when they need it most. We don't need to monitor whether you are doing so "appropriately."

All full-time employees, regardless of role or years at Kairos, have seven PTO days. If an employee takes more PTO than the allotted days, the total amount will be deducted from their salary. If you have extenuating circumstances that require additional days off, please reach out to Kairos' COO.

Please note that PTO days do not roll over and are not paid out at the end of the year.

⁸ Note that if the last day of the month falls on a weekend, employees are paid the Friday prior.



Special Circumstances

Jury Duty: If you are required to attend jury duty or court due to subpoena or other court order, you will not forfeit pay, compensation, or PTO days. You can also retain any payment you receive for serving jury duty.

Religious Holidays: Up to three days of additional paid leave for religious holidays is available to full-time employees, as long as the time is made up in accordance with discussions with Kairos' COO.

Military Leave: Full-time employees will be paid for a maximum of 18 working days for ordered military duty. Applicable federal and state laws will be followed.

Requesting PTO Days

Barring illness or sudden emergency, please provide at least two weeks advance notice of PTO via [Bamboo](#). Please note that:

- All PTO must be approved
- PTO taken without 14 days' notice may not be approved and will convert into Unpaid Time Off
- You must submit supporting documentation for jury duty

No-Go PTO Days

Below are the set of predetermined circumstances and days when you cannot take PTO, barring illness:

- Before or After Breaks
- During Inservice (i.e. Professional Development), excluding instances approved by the School Leader or COO
- During the Missouri Map Testing (May 4th-7th)

Please see the annual calendar for specific dates.

Family Medical Leave (FMLA) Policy

Overview

Any Kairos employee who has worked for (i) a minimum of twelve months and (ii) at least 1,250 hours can take 12 weeks off unpaid and return to an equivalent, if not the same, job with equivalent salary and benefits.

Applying for FMLA

To apply for FMLA, please submit [this form](#) and any supporting documentation to Kairos' COO. Please do so as soon as possible and no less than 30 days before a planned absence.

Important Qualifiers

Please remember the following qualifiers when applying for FMLA:

- All PTO days must be exhausted before taking FMLA



- In the case of birth, adoption, or foster care, all twelve weeks must be used within one year from the date of birth, adoption, or start of foster care
- Intermittent leave is only allowable for medical reasons
- Intermittent leave that constitutes more than 20% of total working days may need to be taken in a block (i.e., the complete length of a cycle)
- Employees are still expected to pay for benefits during their leave (and, of course, Kairos will continue to pay to support your benefits too)

Parental Leave

Employees eligible for FMLA who have either given birth to a child or whose partner has given birth to a child are eligible for parental leave in the 12 weeks following the birth. Kairos will pay 2/3rds of the employee’s salary for up to 9 weeks of leave.

An employee is only entitled to one event of paid parental leave during a rolling calendar year and is only available to the extent it runs concurrently with an employee’s existing FMLA entitlement. For example, if you had only 3 weeks of FMLA leave remaining at the time your paid parental leave is scheduled to begin, you would be entitled to 3 weeks of paid parental leave. In no case will the total amount of leave—whether paid or unpaid—granted to the employee under FMLA exceed 12 week during the 12-month FMLA period.

To be eligible, employees must provide the Kairos COO at least 90 days notice before paid parental leave.

Health Insurance

Kairos is committed to providing quality health insurance to all full-time employees. New staff are immediately eligible for health benefits and can elect their plan during onboarding. Returning staff can adjust their elections in July annually, during open enrollment.

In the 20-21 School year, Kairos offers the following options:

- United Healthcare Base Health Plan, with two buy-up options
- Principal Dental Plan
- Principal Vision

Below is the percent Kairos and employees contribute to their and their dependents’ health plans.

	Employee			Spouse and dependents		
	Health	Dental	Vision	Health	Dental	Vision
% Kairos pays	80%	100%	0%	60%	100%	0%
% Employee pays	20%	0%	100%	40%	0%	100%



Please note that staff may elect to not participate in Kairos' health plan. However, Kairos does not pay out benefits for those who opt out of coverage.

Retirement

All Kairos Academies teachers are required to participate in the Public School and Education Employee Retirement System of Missouri (PSRS/PEERS) per state law. Both employees and employers pay into the pension fund at a rate determined by years of service in St. Louis Public Schools.

If you are a member of Kairos Vanguard, Kairos' charter management organization, you are eligible to participate in the Kairos Vanguard retirement plan.

Social Security

Kairos

Reimbursements

In general, Kairos does not reimburse employees for purchases made. Please speak directly with the School Leader to discuss potential purchases and budget restrictions.

Employee Termination

Processes for Terminating Employment

Employee contracts are at-will, entered into by mutual consent and for mutual benefit. You're free to resign for any reason you feel is appropriate. The CEO also reserves the right to terminate contracts directly or through a designee at any time, with or without cause and with or without notice.

If you do decide to leave Kairos, please date, sign, and submit a resignation letter to Kairos' CEO as far as possible and at minimum two (2) weeks before your planned departure. Advanced warning allows Kairos to find another high-quality candidate and limits the impact of your resignation on student growth and achievement.

Return of Property

All Kairos Academies' property (Chromebooks, books, equipment, Donors Choose supplies etc.) must be returned to Kairos upon separation from employment. You will be responsible for lost or damaged property that is not returned in good working order (notwithstanding normal wear and tear). Kairos may withhold the cost of any item not returned from the employee's final paycheck.



Terminating Paycheck

Any employee terminating employment will receive their last paycheck no later than the next regular stated payday or as soon thereafter as the employee returns all property of the school in the employee's possession. The cost of any property or any unpaid fees will be deducted from the employee's final paycheck.

Confidentiality

Kairos was designed and is being built with the support of dozens of educators from around the country. Just as we received curricula, procedures, guidance and support from them, Kairos is committed to paying it forward. At the same time, Kairos retains the right to keep certain documents confidential and expects all team members to do the same. This includes but is not limited to:

- Business plans
- Fundraising plans and donor information
- Financial records
- Vendor contracts
- Curricular materials
- Internal documents or any other intellectual property

All student records, including academic scores, IEPs and 504 plans, disciplinary history, proof of residency, are confidential unless they have been requested by the child's legal guardian or a school to which the student has applied.

Anyone who discloses such information during and/or after employment with Kairos Academies may be subject to disciplinary action, which may include discharge and/or legal prosecution.

Media Contacts and Solicitations

In order to reduce disruption and ensure consistent external communication, Kairos responds to all media requests via the Office of the CEO. Please direct all media contacts and requests to Gavin in a timely manner.

To similarly reduce disruption, Kairos prohibits any kind of solicitations not sponsored or administered by the school during work hours. This includes soliciting contributions or signatures, posting literature, pamphlets, petitions or other printed matter, selling merchandise, or distributing samples or literature, etc.



Staying Safe at Kairos

ID Cards

Everyone at Kairos must access the CPH building and parking lot, as well as the Kairos building, with an ID badge. Lost badges are \$5 to replace. Replacement can take up to one week.

Drug-Free Workplace Policy

It goes without saying that **Kairos prohibits unlawful possession, use, or distribution of illicit drugs and alcohol on school premises or as a part of school activities.** In addition, any employee who:

- Displays behavior indicative of drug or alcohol use while on duty may be subject to drug testing
- Is convicted of a drug offense on school premises or while on duty must notify the CEO within 5 days of conviction

Any employee who violates this policy will be subject to disciplinary action up to and including termination and referral for prosecution. Employees may also be required to satisfactorily participate in rehabilitation programs.

For more information on Kairos' Drug-Free Policy, please see [Kairos Board Policies: Human Resources](#).

Weapons at School

Weapons and firearms of any kind are expressly forbidden on school property or at school-sponsored events. They present a danger to the Kairos community. The only exception is for persons dropping-off or picking-up students with a lawful weapon in their vehicle.

Not sure if something qualifies as a weapon? Check out the [Kairos Board Policies: Human Resources](#).

School Emergencies

We've all done fire drills before, prepared for tornadoes, and (with increasing frequency) practiced lockdown procedures. The [Emergency Handbook](#) outlines our response to emergency situations. These protocols are during staff onboarding and ongoing during inservice cycles.

Emergency School Closings

In the event of inclement weather and other emergencies that lead to school closure, the Kairos CEO will determine whether to close the school. As soon as a decision is made, Kairos will alert team



members and families through a number of channels, including robocall, the Kairos website, major news channels (including KMOV, Channel 4 and Fox 2), and Facebook.

Workplace Injuries

We are committed to ensuring a safe work environment, but, despite precautions, workplace injuries can occur. If you sustain work-related injuries or illnesses, please let the COO know immediately. This will let us qualify you for coverage as quickly as possible.

Please note that Kairos Academies is not liable for workers' compensation benefits for injuries that occur during your voluntary participation in any off-duty recreational, social, or athletic activity.

Medicine Dispersal

Only Kairos HQ and can administer medication, including over-the-counter medication. The Director of Neurodiverse Learning may also administer IEP-related medicines. Medication can only be administered to students with written authorization on official student health forms.

The only students that can self-administer medication are those with asthma or other potentially life-threatening respiratory illnesses, pursuant to the Safe Schools Act and Missouri Medication Administration guidelines.

Mandated Reporting

If you suspect that a student is (i) being subjected to home conditions or circumstances which will or has led to truancy (i.e. 10+ days of missed school), (ii) has experienced physical or emotional abuse, or (iii) is experiencing neglect, you are required by law to immediately report the following information to the Director of Neurodiversity:

1. Name of the child
2. Name of the parent(s)
3. Name of the alleged abuser (if appropriate)
4. Where the child can be located
5. Any and all information that led to your concerns
6. Your level of concern for the student, as measured on a scale of 1-10

Kairos will use the information provided to immediately file a report with the Missouri Children's Division and carry out any other appropriate next steps.



Some Boring Stuff

Procurement

Any procurement of goods and services up to \$25,000 shall be made by the Chief Executive Officer or their designee. Any procurement of goods and services exceeding \$25,000 shall require the proposal of two (2) options for contracts and the Board Finance Committee approval. All purchases shall be in the best interest of Kairos Academies, upon considering the totality of the circumstances surrounding the procurement, which may include but not be limited to, price, quality, availability, timelines, reputation and prior dealings. Contractors who interact directly with Kairos students are required to pass the same type of criminal background check that Kairos requires for staff and volunteers. Once approved, the contract may be re-approved in future years without competing bids by inclusion in the approved annual budget or by approval on a board consent agenda.

The school shall not purchase any goods or services from: any member of the governing board, an immediate family member of any member of the governing board nor from any entity in which any member of the governing board or an immediate family member of a governing board member may benefit from such a procurement, unless authorized by the governing board after a full disclosure of the conflict of interest or any potential conflict of interest and after the consideration set forth in the Conflict of Interest Policy.

This policy applies to purchases made using non-federal funds. As a condition of the receipt of certain federal funds, federal procurement requirements still apply.

Petty Cash

Petty cash shall be maintained in a locked box designated by the Chief Executive Officer in an amount not to exceed \$500. All disbursements from petty cash shall be documented in writing. Receipts from purchases made with petty cash shall be remitted to the Chief Operating Officer as soon as practicable. Petty cash funds shall not be used to cash checks.

Withholding of Wages

The Chief Operating Officer shall ensure that the wages of school employees are not withheld except in the following situations as permitted by applicable laws and rules.

- The school is ordered to do so by a court of competent jurisdiction;
- The school is authorized to do so by state or federal law; or
- The school has written authorization from the employee to deduct part of the wages for a lawful purpose.

