



# **TEAM HANDBOOK**

"If you can't find it anywhere else, look here."  
(scribbled on an envelope in Lincoln's office)

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# Cultural DNA

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## Obsess Over Families

While we pay attention to feedback, Kairos is not a fundamentally reactive organization. Instead, we are proactively oriented 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 even 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 more enjoyable (increasing student learning, strengthening parent partnerships, etc.). That's why we seek to deeply understand that experience, even going so far as moving into the community we serve. Our team is building the school that we want to send our own children to.

## Details Matter

Do you know the joy when something *just* works? Everything at Kairos should be like that: clever, gorgeous, and easy to use. That's because 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, and make sure they stay fixed. Many people may think our standards are unreasonably high. Those people can find somewhere else to work.

## 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 probably have a bedroom that's truly yours, but if there were trash in the living room, you'd pick that up too. It just wouldn't make sense to say "that's not my responsibility."

Of course, at home you can 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, on your own, you can make the best decisions possible given our organizational priorities, resources, and constraints.



Don't seek to please your manager. Seek to build a future of self-directed learners, leaders, and citizens. Even when we disagree, we're all on the same team. When our kids win, we all win.

## 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. You can even tell someone their idea is dumb here. (In fact, you should; it takes lots of dumb ideas to get to a good one.) 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. We don't all have to be friends, but we all have to work together as colleagues. When there's damage to a relationship—either student-student, student-staff, or staff-staff—we facilitate "relationship work" to restore collegiality.

So if you're upset about something, don't bottle it up. Candor and clarity are acts of kindness. If a teammate was a jerk, request relationship work. If a teammate made a bad decision, tell them that you feel compelled to bring it to your manager. As long as you're oriented toward solutions, it's always helpful to air out problems.

## Have a (Thoughtful) 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.

Decision-makers should hear from colleagues with either a valuable perspective or a stake in the outcome. Since everyone's input informs the quality of the decision, it's your job to...

- stay abreast on news, both within and without Kairos, pertaining to your role and team
- seek information to undermine or disconfirm your opinions and beliefs
- defend why your proposal is best for Kairos, not just for your team or yourself
- identify how important the decision is to you: strong preference, mild preference, indifferent
- 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
- debate to discover the right answer, not to win
- 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. Meetings are used for clarifying questions, opinion sharing, and responses to opinions. Stay concise and keep discussion to the decision at hand. Don't blivate on extraneous topics or future decisions.

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. Small decisions may be shared in a quick email; larger ones merit a memo or meeting outlining the various positions. We expect everyone, including those who still disagree, to commit to helping make the decision as successful as possible. A manager might write "disagree and commit" at the end of an email disagreeing with a proposed decision 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

Thinking small is a self-fulfilling prophecy. Experimenting big is risky and wasteful. This conundrum often tends to drive organizations to safety, where they avoid challenging conventions, or to overextension, where they fail to protect their promises.

### Symptoms of safety include:

- Managers involved in small decisions; bias for inaction
- Lots of cross-departmental buy-in meetings to socialize tactics
- Decisions that please colleagues instead of pleasing families

### Symptoms of overextension include:

- Big, often irreversible bets based on anecdotal data
- Spending big in flush times because "we can"
- Communication that hides muddy thinking or weak results, e.g.,
  - trite metaphors ("standing shoulder to shoulder with")
  - jargon ("synergy" or "optics"), often non-Saxon in origin, and dreaded subspecies, such as the faddish ed reform buzzword
  - phrases instead of verbs ("exhibit a tendency to" vs. "tend to")





- passive voice (“the decision was made to” vs. “I decided”)
- noun constructions instead of gerunds (“by examination of” vs. “by examining”)
- meaningless words or passages (the majority of so-called contemporary academic research)

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. Our goal is not error avoidance; it’s long-term value maximization. The value of a bold idea, when scaled, far outweighs many, many failures, as long as those failed experiments are contained (as measured by resources spent and students affected). The faster we strategically experiment, the faster we learn, the faster Kairos improves.

One final note: Experiments get you data, and without data, much of your effort will likely be worthless. That’s why you should always try to commit the fewest resources possible to your experiment without sacrificing long-term value. It’s very hard to predict black swan events, how plans will unfold, preferred use cases, and future priorities. If you invest a lot up front, there’s a good chance much of that investment will be wasted. Instead, it’s a good idea to make a minimum viable product (MVP), then let organizational needs drive the roadmap for development. This is true for plans, tools, or decisions. 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, or are you just filling your budget, time, or role self-conception? How does this purchase, process, or tool fit into the team and school’s overall 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 that might slow down a teammate’s workflow? Can we use technology to automate or streamline steps?
- **Locus:** Is this a repetitive task whose output varies predictably? Centralize ownership to minimize cost to human resources and ensure consistency. Otherwise, decentralize as much as possible by giving teammates the information and tools to complete the task autonomously. Oversight should be directly proportional to the output’s impact and inversely proportional to its reversibility.



- **Simplicity:** How easy is this for others to understand and use? Confusion and uptake time are real costs. 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. War against entropy.

Finally, no amount of resourcefulness beats opportunism. Share our mission to rally allies to the cause. Every ally brings a resource: a word-of-mouth recommendation, connection, discount, donation, pro bono service, in-kind gift, volunteer hours, etc. Be opportunistic and capture those resources. They help our team stay frugal and self-sufficient.

## 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.) At Kairos, we don't depend on our managers or external training for professional growth; we each figure out how to grow ourselves so that we can all better serve kids.

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

## Welcome to the NBA

Students are our family. We love and support them unconditionally, no matter their behavior or performance. Colleagues are our team. Sometimes teammates are let go, and while that's disappointing, being on a dream team can be the professional thrill of a lifetime.



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.

Concretely, here are some of the questions our coaches (i.e., 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 this constellation of values. You may be brilliant, but if your orientation pulls Kairos off path, then you're undermining why we organize our efforts into an organization—to accomplish something together that we couldn't as uncoordinated individuals. One drop of poison infects the whole tun.

The kids are why we educate, but the team is what makes it fun. There's something extremely appealing about extreme competence. That's why we promptly let go of folks who aren't a joy to work with. 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.





# FAQs

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Why bury the lede? Here are answers to 90% of the questions anyone actually cares about.

## Where can I find...

Unless you're looking for the restroom, the answer is our Team Portal ([team.kairosacademies.org](https://team.kairosacademies.org)). This is Kairos' intranet—an ever growing repository of information to make our team more efficient and effective. Need a resource, tool, or instructional? That's where it'll be.

## When's work?

Kairos advocates self-direction, so we expect you to self-direct. Your job is to own your responsibilities wall-to-wall, and we expect how, when, and where you do that will fluctuate based on role, personal preference, time of year, level of experience. Nobody's keeping track of how many hours you work or whether you're in the building. In fact, you should assume that all meetings can be attended virtually unless (i) they've been specified in-person or (ii) it's a meeting with a child (which hasn't been specified virtual).

The earliest meeting with students is 7:45 a.m. and the latest is 4:20 p.m. Not everyone is required to attend those. Mondays and Fridays from 7-7:45 a.m. are held for team and all hands meetings respectively. If your team chooses to meet at another time during the week instead, power to you.

Kairos goes year-round. We try to align to SLPS's breaks, which complicates things, but we more or less run in bimonthly cycles: 6 weeks of school, 1 week of break, and 1 week of staff inservice (with students still on break). Sometimes there are breaks with no inservice, sometimes inservice with no break. C'est la guerre. For the most up-to-date schedule, go to [families.kairosacademies.org/calendar](https://families.kairosacademies.org/calendar) and add the Kairos School Google Calendar to your own.

## How do I get in?

The Ops Team will give you a snazzy ID badge that opens all staff doors at Kairos. You can enter through the Miami St. door or the employee parking lot door any time, and you can access the building through the S. Jefferson Ave. door during normal business hours (after 6:30 am



and before 6:00 pm). Your ID badge will also swipe you into the central CPH staircase, the 3rd Floor (with the CPH cafeteria), 4th Floor (with a restroom and the Luther Hall auditorium).

If you lose your badge, you can purchase a new one for \$5 at your [online store](#). Please note that ID cards may take up to one week for CPH to print.

## What's a "team?"

Everyone at Kairos is part of a team. Teams are groups of employees organized toward a common goal. Teams share bodies of work. For example, if a group of teachers are all trying to teach the same group of kids, they are a team (a grade-level Instructional Team). Teams are led by team leaders, who are ultimately responsible for the team's outcomes. As such, team leaders lead team meetings, set goals, delegate assignments, have 1-1 check-ins with teammates, and otherwise function as team managers and bosses.

## Help, I'm sick!

Eww, stay away. Just log it in Paychex and shoot an email to your team leader that includes all information and materials needed to cover your responsibilities. If you have a meeting that can't be cancelled, send agendas and materials. If you're a teacher, send lesson plans, materials, and any directions. Kairos doesn't use subs. That means a building sub and/or team members will cover for you, and you'll do the same for them when you're sick to ensure equity. But, don't leave them in a lurch! Plan ahead so that you can easily send over materials.

Lying about being sick? Don't bother. Use your PTO time however you want. Just do so with your team in mind. Ex: Don't be that guy who requests 5 days off during crunch time. Bad look, plus your team leader probably won't approve it anyway. See more on our [PTO policy](#) below.

Why no subs? We'd rather put resources toward things that actually increase learning. Here's the original policy, submitted to DESE 1:19 a.m. June 19, 2019:

Whereas substitute teaching is the deathwatch beetle of a bloated and infirm education system, Kairos Academies will not hire outside substitutes to babysit our students. Kairos' self-directed educational model allows faculty to support students with flexible, dynamic student groupings that transcend the limitations of egg-crate factory schools with siloed cubicle



classrooms. Kairos can safely supervise students with, at minimum,  $\frac{1}{4}$  of our team. In the unlikely event that more than  $\frac{3}{4}$  of our faculty are absent on a given day (as indicated by PTO requests through our HR software), Kairos will cancel school.

Happy Christmas to all, and to all a good night!

In more practical terms, subs lead to useless classes and chaos that spills outside of the classroom, making everyone's day harder. At their best, they waste about 100 kids' times; at their worst, they make a classroom unsafe. It's in everyone's best interest not to use them.

## What should I wear?

We tell kids they don't need to be friends, but like anyone working together, they need to be collegial. If we're all colleagues, we need to dress professionally. That used to mean dress like you're in a law firm. But the Kairos Student Council pointed out that at tech companies, professionals wear t-shirts and shorts. Good point. After a petition, public hearing process, proposal, and presentation, they changed the dress code. We hold ourselves to the same standards as we hold our kids, so besides exposed skin or offensive language, everything's fair game. If you have other questions about how to get dressed, call your mother.

## Where do I park?

Kairos has a gated parking lot on the northside of Miami St. between S. Jefferson Ave. and Missouri Ave. You can enter and leave it 24/7/365 using your ID badge. Make sure to keep the parking hang tag provided during orientation on your rearview mirror to avoid getting towed. Parking overnight is discouraged, but the most you'll get is a nastygram from our landlord.

You can also park on the street except on the eastside of Jefferson Ave. in front of the Concordia Publishing House building. It's a long story, and parts of it aren't fit to print. If you do park there, you'll be asked to move.

There are three ways into Kairos: 2315 Miami St. (all stairs, student entrance); 3558 S. Jefferson Ave (stairs and elevator, staff/visitors/disabled students); or in from the employee parking lot (through the creepy winding basement, staff only). You can use our space 24/7/365.



**Glitch/Easter Egg:** Our elevator will only go to floors where Kairos rents, viz., 1, 2, and 5. But you can also go to B, 3, and 4 if you press two buttons at once. This is super clutch if you parked in the employee parking lot and want to take the elevator to the basement for a straight shot out to your car.

## What's the WiFi?

### Staff WiFi

- **Network:** Abraham Linksys
- **Password:** 3142520602
  - School phone number
- Don't share with students. Lets them hijack our Google Cast during lessons. Don't share with guests.

### Student WiFi

- **Network:** Harriet Tubnet
- **Password:** Slack #help-ops so the Ops Team can set it up.

### Guest WiFi

- **Network:** SacagaWiFi
- **No password**

## How do I print?

Don't. Just kidding, but not really. We hate printing for all sorts of reasons. It deforests the earth, taking carbon from soil and putting it into the air. It's stupidly expensive; most schools waste lots of money on this. And kids need to learn how to navigate a world of digital documents.

We strongly prefer that, whenever possible, you share something digitally.

If you must print, there's a Mac in the staff office on the 5th Floor with instructions for how to use the printer. And, don't do so excessively. Leftover papers (i.e. wasted resources) are brought to team leaders (it's pretty obvious which department papers belong to) and, on rare occasions, repeat offenders may lose the ability to print.



## Grub?

### CPH Cafeteria

You can buy cheap, good (according to a whole bunch of staff) food from CPH. The 3rd floor cafeteria is open most days 11:30 a.m.-12:50 p.m. Occasionally, CPH closes the cafeteria on short notice. We'll slack you if that's the case.

### Kairos Leftovers

Every Friday, you can grab any meals students didn't purchase. These are super good lunches 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.

### Kairos Meal Plans

You can also buy a meal plan, if you want to eat what the kiddos do and not worry about purchasing food everyday. Menus are posted on our [website](#) and meals are a relatively healthy version of typical school lunch. The chicken caesar salad is a huge crowd pleaser (but you may need gum after!).

Lunch is \$4.25 a meal; Breakfast is \$2.30 per meal. Plans run per cycle and can be purchased on our [website](#).

### Nearby

Teatopia. Elaine's. Mudhouse. Coffeestamp. La Vallesana. Sump. They're delicious. Check them out. Support local business.

## I have a tech problem

Your default should be emailing [help@gadellnet.com](mailto:help@gadellnet.com). This offloads the work from Kairos to our paid contractors. They're also pros at adjusting settings on your computer, blocking websites for students, etc.

Is it urgent and something physical or on-site (e.g., problem Chromecasting)? Slack #help-ops. If it's physical and on-site but not urgent, submit a ticket for the ops team through our ticket system.



## Why is a school talking about “customer service,” “marketing,” and “selling”?

Kairos is a publicly subsidized (paid for by the government) fee-for-service business. Our product is a Kairos education, and we believe in it. That’s why we market. Companies that don’t sell don’t care if anyone buys their product, and at Kairos, we care a lot that more and more St. Louis kids get a super quality education. We expect everyone on our team to “sell” Kairos, especially to “customers” like parents, donors, and policy makers who, for better or worse, are empowered to make educational choices on behalf of children.

## SLPS just called a snow day. Are we going to?

Every minute of learning counts, especially for the students we serve. That’s why we try to stay open whenever possible. If Kairos does close, we will Slack the team, text all parents, robocall all parents, post an alert on the Kairos website, post alerts on our social media accounts, and notify major news channels (including KMOV, Channel 4 and Fox 2), all by 6:30 a.m. the morning of the inclement weather day.

Please don’t nag your team leader about the weather forecast. The CEO alone has the prerogative to cancel school. And please don’t nag him either. Believe us, he knows that [area school district] has already canceled school, and [quasi-governmental body] has put out an advisory, plus [highway or street] is already unsafe to drive on.

## Help, I’m being hounded by paparazzi!

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.

## I know someone who’d be great for Kairos! It’s a...

- Student > contact the Engagement Team
- Teacher > contact the Instructional Directors or, for SPED teachers, Director of Neurodiversity
- Contractor or partner > contact the relevant team leader (e.g., Head of Athletics and Extracurriculars for an awesome field trip)





- Donor > contact our CEO

Don't know whom to contact? Just ask your team leader and they can help you get it to the right person.

## Who are my colleagues?

[Kairos Team Directory](#)

## What is Kairos Academies Vanguard?

Kairos Academies Vanguard is a sister nonprofit contracted by Kairos Academies to provide critical services, such as administration, operations, finance, and extracurriculars, to Kairos. Kairos Academies employees and Kairos Vanguard employees work side by side in the building, much like Kairos Academies contacts out to other vendors, such as contracted NDL, Elective Clubs, and Language support.

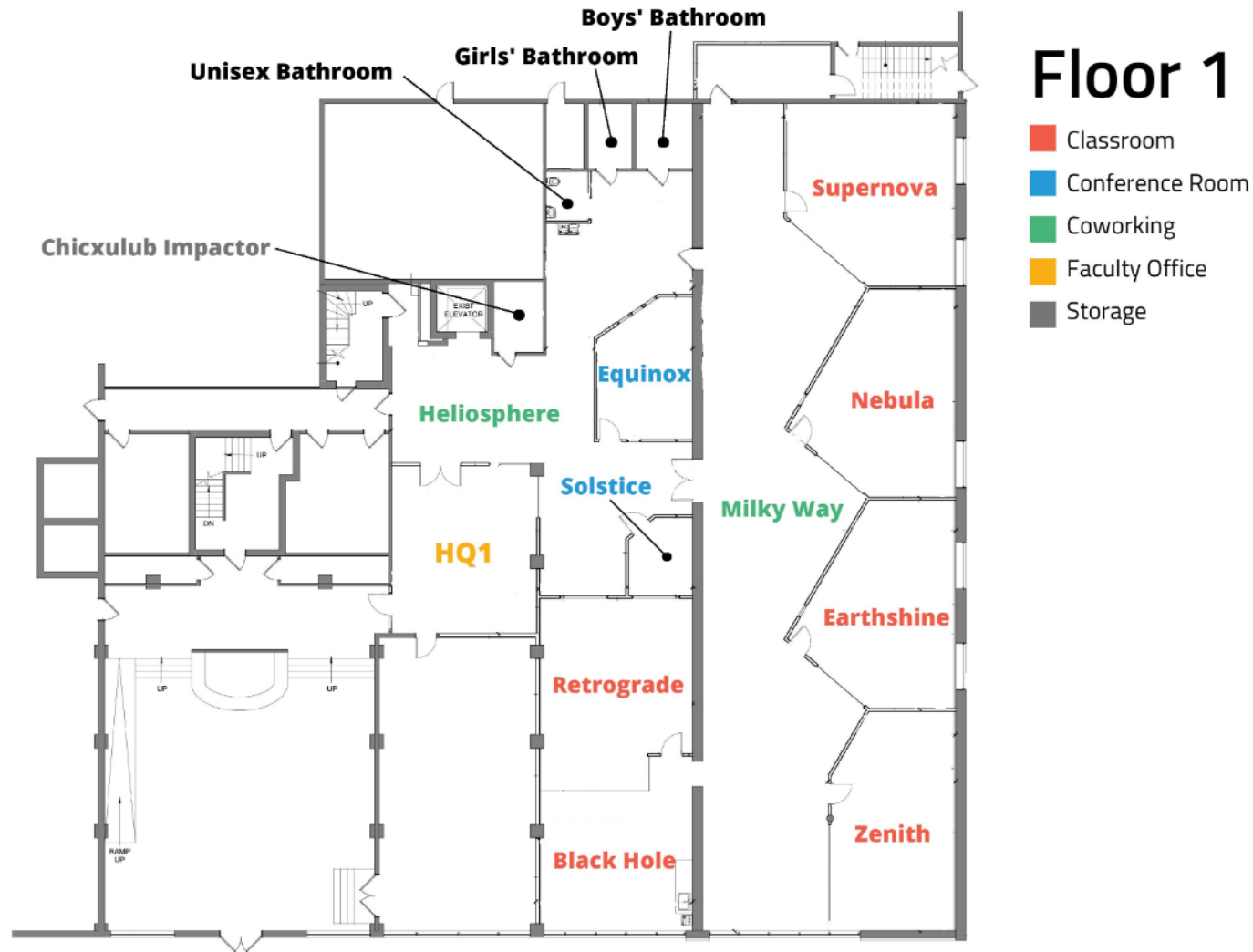
If you are new to Kairos, please reference your Offer Letter if you are unsure which organization employs you. For returning staff, please see your Total Rewards Statement.

## The building's on fire!

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.



# Layout

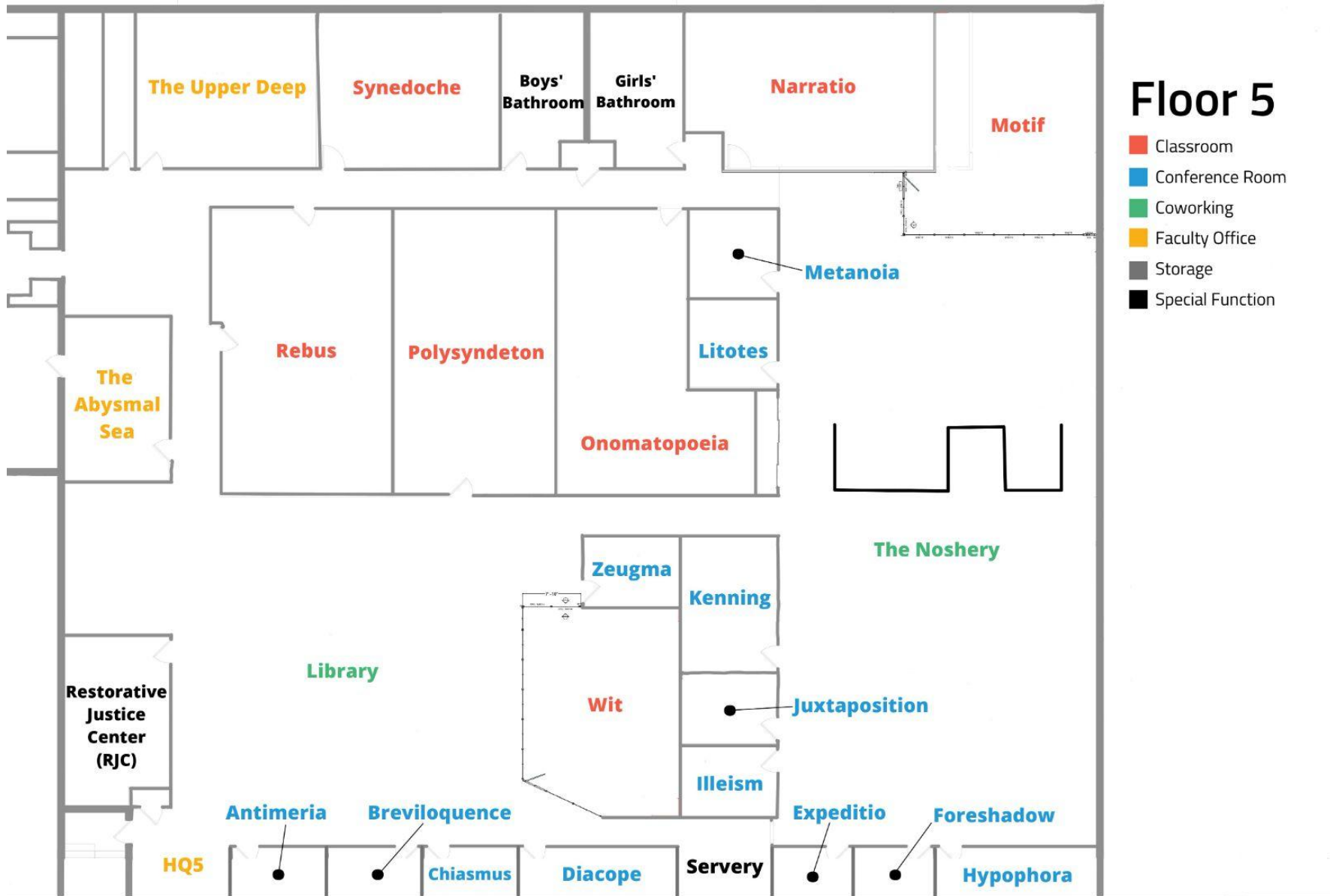




# Floor 2

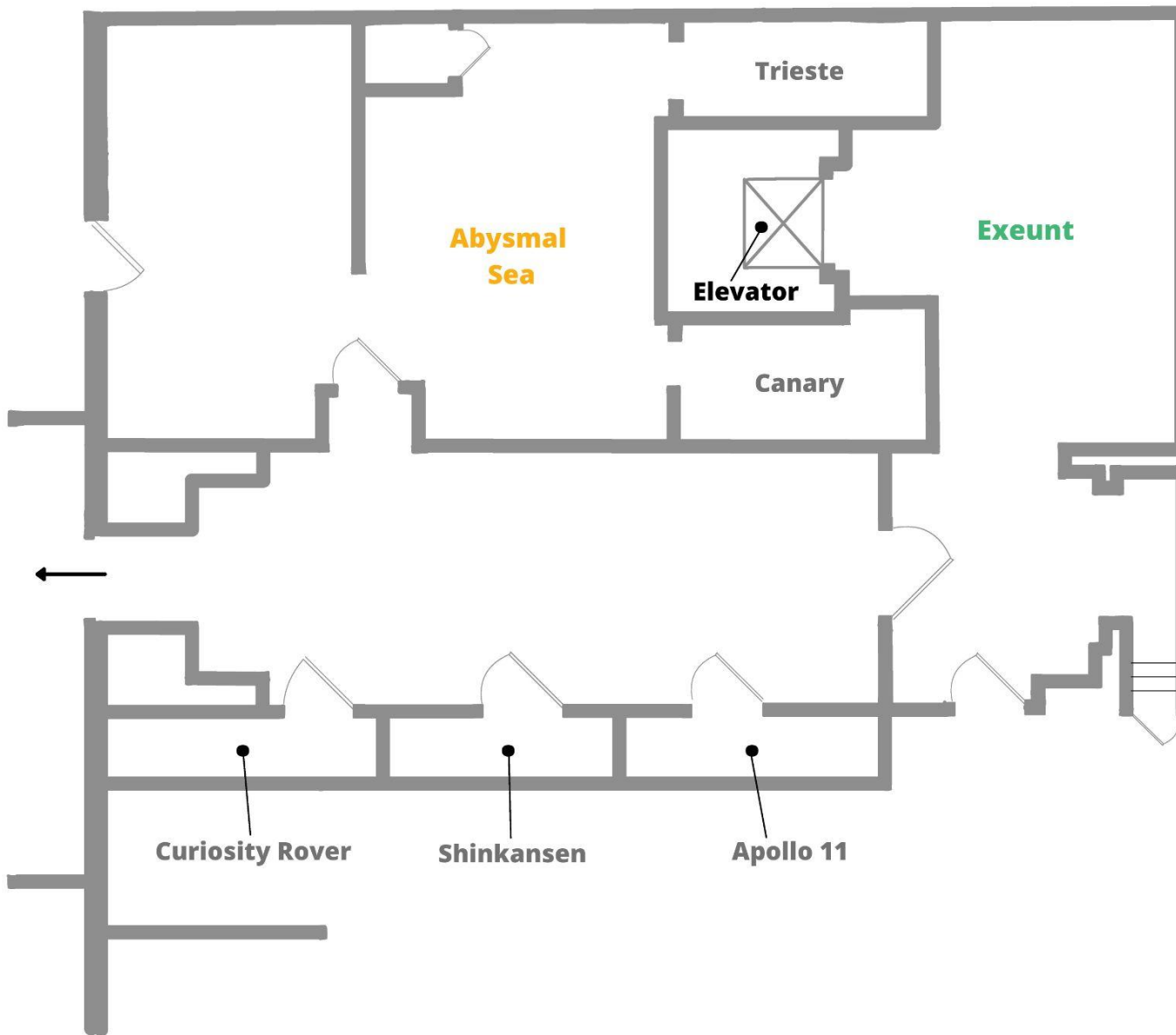
- Classroom
- Conference Room
- Coworking
- Faculty Office
- Storage





# Floor 5

- Classroom
- Conference Room
- Coworking
- Faculty Office
- Storage
- Special Function



**Classrooms:** These are the closest we have to traditional classrooms. Teachers facilitate project work in classrooms.

**Conference Rooms:** These are rooms, reservable by either students or staff, for small team meetings or work sessions. Students earn the privilege of working here as one of their levels of choice.

**Coworking:** These are flexible, open coworking spaces that resemble college libraries, student centers, WeWork, or Starbucks. Students earn the privilege of working here as one of their levels of choice.

**Faculty Office:** Every Kairos employee has a dedicated desk in one of our shared faculty offices.

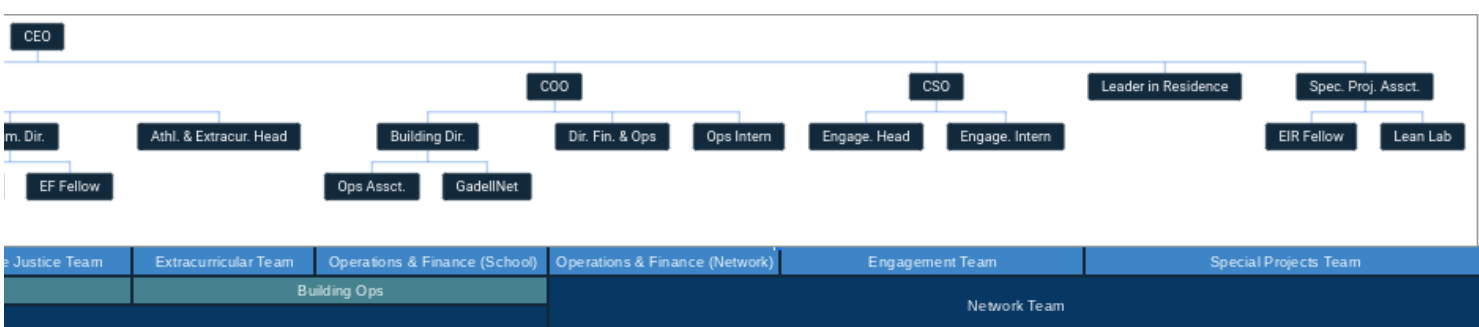
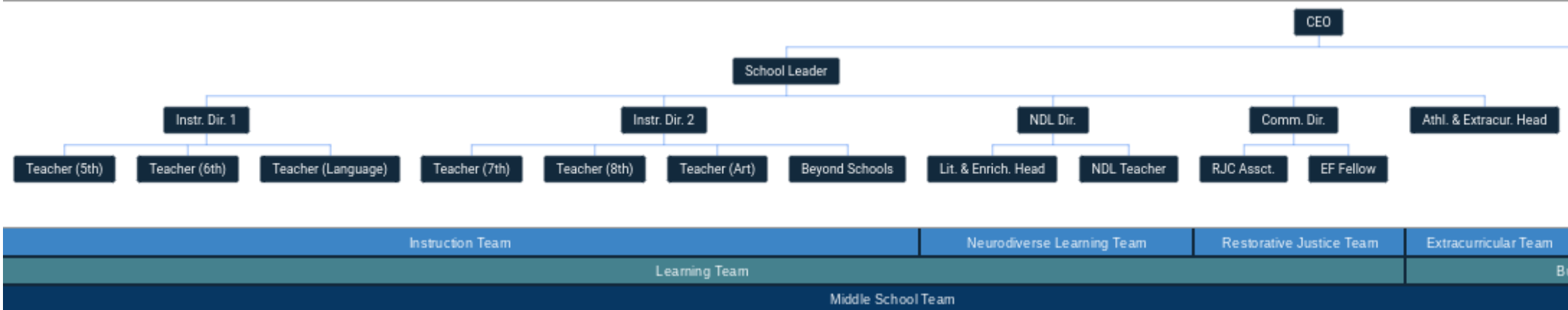
**Storage:** We keep inventory here.

**Special Function:** Restorative Justice Center (RJC), theater auditorium, bathrooms—these are one-off spaces that serve specific functions and don't fit a larger category of space. Note: Don't just send people to the RJC. Let them come to you.





# Communication



## Whom to Contact for What?

In general, direct all questions and concerns to your manager. If need be, they will direct it elsewhere in the organization. Your manager and the latest Org Chart can always be found in the [Team Directory](#).

## 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 (use student initials rather than name)
- Important or sensitive messages
- Longer messages
- Messages you want to have in perpetuity (Slack will only hold the last 10K messages)

### **Phone Call**

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



# Day-to-Day Operational Stuff

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Most of our big policies and procedures for teaching, coaching, and learning beg for full explanations and training. Some, though, are small enough, and yet, common enough, that they often aren't explicitly named, and you're bound to ask. So, we'll cut to the chase and answer them before you even get going.

## Student Illness

### **My student has a [headache, etc.]. Can I give them an [aspirin, etc.]?**

No. It may seem silly, but for liability purposes, only Kairos HQ and certain designees can administer any medication, including over-the-counter medication. Even then, we need written authorization on a student health form.

Students can self-administer life-saving medication (e.g., EpiPen) and asthma medication (e.g., inhaler), pursuant to the Safe Schools Act and Missouri Medication Administration guidelines.

### **My student has a [headache, etc.]. Can they come lay down?**

Yes...but only if they want to go home. If a student feels ill enough that they can't participate in class, then they shouldn't be at school, for both their own sake and the health of their teachers and peers. If a kid asks to go to the office, ask them if they want to go home. If they do, then go ahead and send them, and we'll give their parents a call.

## Student Tech

### **My student forgot their laptop. What can they do?**

Two options: go to the HQ to call home to bring the forgotten chromebook or use a loaner binder. A non-option is to have a loaner computer issued. The only students who have access to a loaner computer are those that have a broken computer under repair. {Note that if the damage to the computer was their fault (i.e., they dropped it, poured milk on it, threw their backpack, etc.) then they must have either purchased insurance at the start of the year or paid for the repair in order to have a loaner issued.}



We used to issue loaners with relative frequency... and incidentally taught students how to be irresponsible. They never had to worry about being prepared because they banked on just getting one at school. What that led to was, on some days, 20% of our students forgetting their computers and, subsequently, a large number of students going without a computer, including those whose devices were under repair. That meant we had a lot of off-task students and even more frustrated kids and parents.

### **My student's laptop is about to die. Where can they charge their computer?**

In every classroom and shared space, there are at least two charging stations. Students are expected to charge their computers at home and leave their charger there. Why? For a whole host of reasons:

- Students lose chargers frequently, and when they do they either go months without completing work at home (and often falling behind) and/or their parents have to pay \$40 for each lost charger. By keeping chargers at home, they reduce this likelihood
- Students swap chargers at school and blame one another, leading to frustrated families and debate over who is responsible for purchasing a new charger
- Charging cords strewn across classrooms is a safety hazard that have led to student injuries, as well as broken computers
- Congregation around outlets is a favorite, and avoidable, task avoidance technique

## **Teaching Supplies**

### **I need X/Y/Z supplies for my classroom. What do I do?**

All classroom materials and supplies are centrally purchased by the Academic Team. If your curriculum calls for something particular (say, a novel for English, or baking soda for Science, or a tape measurer for mMth), check with your team leader to see if it was purchased, or if there are plans to purchase it in the near future. Even faster is to check the [Kairos Inventory](#), which can be found on the Intranet and is a repository of all classroom novels, library books, classroom and office supplies, chromebooks, furniture, and other assets. Check out the...

- **Library Tracker** for all library books
- **Current Consumable Inventory** for all schools supplies
- **Current Asset Inventory** for speakers, furniture, and other large assets

If you need generic supplies - pens, paper, whiteboard markers, etc. - check out our Class Pack System, found in the 5th Floor Teacher's Lounge. If what you need is missing, then [submit a ticket](#) in advance to the Ops team and they'll get it to you.



## **I'm in the middle of teaching, and I forgot [copies, colored pencils, etc.] What do I do?**

Slack your team. It's your team leader's responsibility to think through how to best use their team's resources, including their or their team members' time, in order to achieve their goals and our organizational priorities. They're best positioned to make sure that their team is set up for success, whether that means retrieving supplies or, for repeat offenders, problem solving to limit inefficiencies.

## **What do I do if...**

### **TL;DR**

Slack for immediate concerns. Submit a ticket for anything that's not time sensitive. Avoid email when possible.

### **A parent of a podling has a question that I can't answer?**

As a coach, you're a student's advocate and most often, you'll do that swimmingly and with ease. Every now and then, you'll get a question for which you don't know the answer or aren't best suited to respond. The former may refer to a broken computer, a fee owed, a change in address, a behavior incident to which you won't privy, etc. Start by checking the [Get Help Form](#) on the Family Portal on the Kairos Website. You can either direct a family there or fill out a form on their child's behalf. This is FAR better than emailing or sending a slack. We prioritize tickets to ensure that families have a fast, quality experience. Circumventing this system increases the likelihood that their concern gets dropped, leading to frustrated families and unhappy customers.

For the latter, reach out to your Team Leader first, who will either respond directly or escalate their concern.

### **My podling is going to be absent?**

If it's the day of, Slack #Attendance. If you know in advance, submit [a ticket](#).

### **My podling is leaving early?**

Tell their parents to check-in on the Fetchkids app. Don't Slack.





### **A student's computer is broken?**

If it's unusable, slack #Help-Ops. If it's working well enough to not impair their learning (e.g., the screen is loose, the headphone jack works inconsistently, the touchpad broke, etc.), submit [a ticket](#).

### **My podling is missing an event on their schedule?**

Most often, they've deleted it. Log in to their calendar, click on the wheel in the upper right hand corner, go to the trash, restore the event. Talk to your podling.

If that's not the case or it needs to be resolved immediately, submit [a ticket](#), Slack #Help-Ops.

### **My podling wants to miss school in June to go to camp?**

The summer session is mandatory for students. Like throughout the entire academic year, students complete work that is required for promotion to the next grade. While it is always a parent's prerogative when to pull their students out of school, the child will still be responsible for finishing the school work before the year's end or they risk non-promotion.



# Human Resources

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## 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)

### How to complete a MACHS background check

1. Register for MACHS using these [instructions](#). For the pin, use:
  - 8202 if you have a teacher with a Missouri teaching certificate, are in the process of transferring your teaching certificate, or are getting a substitute certificate
  - 8204 if you are NOT a teacher and do not have a Missouri teaching certificate
2. Sign-up for fingerprinting at a location nearest you through IdentoGo
  - Please only complete fingerprints at an IdentoGo location. Otherwise, we risk not receiving your fingerprints!
3. Complete your fingerprints. They will be automatically submitted to Kairos.

*All new employees must complete this background check, regardless of whether they've had a background check in the past.*

### How to register for the FCSR

1. Click on this [link](#)
2. Use [these](#) instructions
  - For Employer, choose "Employer Not Listed"
  - For Registration type, choose "Child Care"

*If you have completed this in the past, 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 or a substitute certification. All staff who teach a class must have one of these two certifications. If you have an out-of-state teaching license, please follow these directions. Note that this process can be timely and may require follow-up with DESE. It's your responsibility to manage this process. For directions for how to obtain a substitute teaching license, follow these directions.

Please note that if you do NOT teach students, even if you coach them (e.g. you're on our Finance, Engagement, Operations Teams, etc.), you do not need licensure for employment.

## **Harassment and Workplace Disputes**

We deeply hope that no member of our community experiences harassment, including inappropriate sexual conduct, sexual assault, molestation<sup>1</sup>, or other workplace disputes. If this does occur, Kairos commits to resolve all claims expeditiously and with respect for the privacy of those involved. Please report all instances of harassment or other workplace disputes to your manager, the COO, and the 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.

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<sup>1</sup> Sexual abuse and molestation include any conduct or activity leading to, or resulting in, sexual arousal or gratification of one, or all, of the parties involved. It includes, but is not limited to, inappropriate touching, inappropriate physical contact, titillating or romantic conversations.



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.

## Luuurve

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 relationships are conducted during working hours and within the working environment.<sup>2</sup>

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.<sup>3</sup>

Kairos personnel who are romantically connected need to sign disclaimers committing to the above, establishing professional boundaries to eliminate conflicts of interest, and affirming that the relationship is consensual and not the result of sexual harassment. Non-professional relationships with students of any kind are expressly prohibited.

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<sup>2</sup> 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.

<sup>3</sup> Please see the Kairos [Board Policies: Human Resources](#) for more information on how conflicts of interest are resolved.



## Purchases and Reimbursements

Kairos does not reimburse for things you need to do your job, such as your laptop, phone, clothing, miles driven (e.g., to attend coaching meetings), background checks, certifications, etc. We also do not reimburse employees for purchases made, barring extenuating circumstances where the reimbursement has been previously cleared with your team leader.

Like all public schools, Kairos has limited dollars that need to be best leveraged to achieve organizational priorities. To do that, we empower more senior staff to serve as budget owners. These staff, most often team leaders (with some differences across teams), work closely with the Finance Team to set appropriate budgets, review expenditures against them, and adjust projections for the future. All budget owners are expected to follow Kairos' [Expenditure Policies](#).

By limiting expenditures to those staff who have input in setting their team's budget and insight into how that budget is spent throughout the year, we maximize strategic use of limited revenues. If you are a budget owner, you most likely already know. But if you are unsure, reach out to your Team Leader for clarification.

The most important point here, at least for the bulk of staff, is this: if you are not a budget owner, do not make purchases without prior approval, lest you risk not getting reimbursed.

## 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 will withhold the cost of any item not returned from the employee's final paycheck. Receipt of property after withholding will not result in a refund.

## **Terminating Paycheck**

Any employee terminating employment will receive their last paycheck no later than the next regular stated pay date. If employment was terminated prior to the end of the pay period, the final paycheck will be prorated accordingly. The cost of any property or any unpaid fees will be deducted from the employee's final paycheck.

## **COBRA**

If you would like to continue on the Kairos Health Benefits plan, you may opt into COBRA continuation coverage for up to 18 months after the date of termination. COBRA is the same coverage as you received as a Kairos employee. The only distinction is that the terminated employee covers the full cost of the plan, for both themselves and their spouse and/or dependents.

COBRA is not the only option for you to continue coverage after employment with Kairos. There may be other more affordable coverage options for you and your family through the Health Insurance Marketplace, Medicaid, or other group health plan coverage options (such as a spouse's plan) through what is called a "special enrollment period." Some of these options may cost less than COBRA continuation coverage. When making your decision, it's important that you choose carefully between COBRA continuation coverage and other coverage options, because once you've made your choice, it can be difficult or impossible to switch to another coverage option.

Details on how to sign up for COBRA and how to provide payment can be found in the Paychex portal. Failure to make payment in a timely manner may result in termination of benefits. Please be sure to keep your address up-to-date in the Paychex platform, especially if termination is due to relocation, as you may receive notices and/or invoices by mail.



## Confidentiality

Kairos zealously protects its intellectual (and other) property. We keep all documents confidential unless otherwise stated and expect 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.



# Compensation

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We all came to Kairos to serve kids, not adults, and to honor that choice, our compensation system is similarly designed to serve kids, not adults. Of course, we know we can't serve kids without having the very best adults—that's why we allocate 70% of our budget to staff compensation—but paying "a fair wage" is not a goal in and of itself.<sup>4</sup> Our goal is to allocate resources so that we best achieve our mission of growing students into self-directed learners and leaders.

The constraint on our optimization problem is state funding. Different allocations result in more or less student learning. Teachers need money for coffee and beer; our landlord does too. Everyone operates in a market, and if we put all our money into salaries, it'd be hard to pay rent, which would make it tough for kids to learn.<sup>5</sup>

Like with everything, we questioned status quo assumptions. Was public education's traditional step-and-ladder compensation system the best way to produce results for kids? We worked with [EdFuel](#), the nation's leading nonprofit talent consultant, to answer that question. Specifically, we asked, what compensation structure would attract talent and incentivize performance that maximizes student learning. We wanted decisions to revolve around what was best for kids. EdFuel spent a year evaluating Kairos, researching best practices around the country, benchmarking positions and salaries against competitors, surveying staff, holding focus groups, and workshopping draft after draft in an endless progression of spreadsheets. Where they landed, we believe, is not just best for kids, but also best for the rockstar performers on our team.

## TL;DR

- Team leaders use money in their budget to attract staff whose results help achieve their team goals.
- 90% of your income is determined by a combination of your "band" (level of responsibility in the org, think promotions) and your "rung" (performance in that role).
- 10% of your income is determined by how well Kairos is doing overall (a combination of student learning, attendance, parent satisfaction, etc.).

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<sup>4</sup> Determining fairness is outside our purview. Is it fair that school employees earn multiples less than financial traders when teachers ballast a free society (and financial traders do...)? Probably not, but we're not really allowed to make that call. Elected policy makers determine "what's fair." They then collect taxes and fund programs based on it. They've decided what is "fair" to pay for a public education, and that's how much money we get. The only thing we're able to do is transmute those dollars into student learning (usually via coffee). Want to change the laws or overthrow capitalism? Godspeed. That's just not what Kairos has set out to do.

<sup>5</sup> Although, to be fair, Aristotle's Peripatetic school had no building and, as its name suggests, would hold lectures and class discussions on long walks around the Lyceum.





- Benefits (health insurance, parental leave, etc.) are in line with what you receive at most public schools in St. Louis.
- Employment is at will, which means there are no “contracts;” you and Kairos make offers to each other and are free to change terms of the offer (including walking away from it) at any point.

## Beliefs

We have no a priori beliefs about compensation. While it makes our community sound grossly transactional, at its core, compensation is a means to attract teammates who drive student learning. What follows is our working theory about what compensation practices attract exceptional staff and incentivize them to best serve students. But it’s just a theory. If our experience in the future disconfirms it, then like always, we’ll reevaluate and iterate incrementally to incorporate the new data. That said, salary structures and promotion pathways are fundamental to individuals’ planning and livelihood. Large-scale overhauls will only happen after sufficient (e.g. several years’ worth of) data is collected.

### Individuals Don’t Win or Lose, Teams Do

Quality education is a collaborative effort. Students don’t win if their English teacher rocks but their math teacher sucks. Parents don’t win if their discipline meeting is restorative but dismissal takes forever. Families experience Kairos as a whole, so like on a sports team, what matters isn’t any one player’s performance but the team’s overall success.

Whenever possible, we align compensation outcomes to student outcomes. When kids win, we all win; even if you’re not an MVP, you still get the championship ring. Likewise, if kids aren’t learning, it doesn’t matter how amazing you are; Kairos is failing and none of us should be celebrating (or taking home the big bucks). Done right, compensation will incentivize us to care about everything that drives student success—not just our own performance, but the performance of our teammates as well.

### We Pay For Value Add

We use resources to add value for kids. Period, full stop. We pay an invoice to our food vendor for the lunches they’ll deliver, and we pay a salary to you for the value you’ll add (in the classroom, in the RJC, during IEP meetings, etc.). It seems obvious, but sometimes organizations use compensation to do all sorts of other things. You deserve to know what we pay for and what we don’t. To be abundantly transparent, here is what will not drive up your salary:

- Value you’ve previously added (you won an award at your past job)



- Inputs that have grown your value add (you have degrees or certifications or years of work experience) <sup>6</sup>
- Personal financial obligations (you have children or costly medical conditions) <sup>7</sup>
- Unequal hardships (you struggle with mental chronic mental health problems, you didn't get a good K-12 education)<sup>8</sup>

What does Kairos pay for? Your badassery. And maybe that's informed by some of the above, like your college degree or history of diversity. But it's the value you provide students that matters. We only look at the above for predictive purposes before we have firsthand data. Before you join the team, we don't know how you'll perform, so we have to project your value-add relative to other candidates. We have a rubric-normed evaluative process, but your offer boils down to, what do we think you'll be worth to our kids? Once you join, that prediction is replaced by your actuals. The resume is your past; all we care about is what you're doing for our kids today.

The real way to increase your value is to do more complex work that affects more students. You may get better and better at teaching English each year, but it's unlikely that, just by doing the same job over and over, you'll dramatically increase aggregate student outcomes across the school. Like in most industries, big raises depend on promotions, which entail greater responsibility that often requires more skill, higher expectations, and usually additional time. That might mean you go from excellent operation of a program to managing others to do so at the same level of performance. Or it could mean that you take on additional projects (like mentoring a weaker colleague, building elective coursework, analyzing student data to make it actionable, etc.). Promotions mean your work impacts more people, scaling your value add. That also scales the risk if you don't deliver. To get a promotion, your team leader needs to trust you'll do the work well, and the only way to earn that trust is, well, to consistently do your work well today.

## Excellence Scales Exponentially

The return on talent isn't linear; it's geometric. The Management Center suggests that top performers can add 50-100x more value than merely "good" performers. (That's the measured difference between outcomes for the best salesmen in their studies vs the median salesman.) We try to leverage those results by skewing our compensation so it doesn't just attract teammates who do a "good" job but who

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<sup>6</sup> Fun ancillary history lesson: Schools traditionally pay by years of service because labor unions decided that was the only "fair" way to judge performance, and they pay for degrees because when a male and female teachers union joined in New York City, they wanted a "fair" way to pay more to the male teachers, who, in the mid 20th century, were more likely than female teachers to have Master's and PhDs.

<sup>7</sup> One exception to this is our contribution to health and dental insurance, which is higher for employees based upon age or with spouses and/or children.

<sup>8</sup> Not that either of those necessarily means you'll be a worse performer. Kairos is a space that not only acknowledges the challenges that may come with mental health. It's a place where lots of our community, whether on our Executive Team or new to our academic team, have felt comfortable speaking to the realities they personally face. But his compensation shouldn't account for that; it should only consider whatever performance they contribute to the school. All people face challenges; it's not Kairos' role to assess whose challenge is greater than another's and then compensate differently.



do a jaw-droppingly brilliant one. The beginning of our salary scale aligns to the market, but it goes above market for exceptional performers who disproportionately drive up student learning.

### **Team Leaders Own Team Decisions**

Somebody needs to be accountable for results. At Kairos, we've decided that will be team leaders. To preempt excuses, we give them full ownership over team inputs; whenever possible, they have decision-making authority.

That means your team leader makes all decisions about your compensation, including promotions, demotions, hiring, firing, performance evaluations, and salaries. Of course, those decisions are informed by constraints that guide their actions:

- First, they don't have unilateral control over setting their team goals; they're made in conjunction with their boss, and their boss's boss, all the way up the chain to the board's performance contract with our sponsor.
- Second, they operate within the constraint of state funding. They need to use their budget to not just attract and retain talent, but also to purchase resources, tools, activities, and anything else they need to achieve their team's goals. Team leaders are responsible for managing those budgetary tradeoffs in order to best achieve team goals.
- Third, they are purchasing goods and recruiting talent from the St. Louis market. To be successful, team leaders are bound by the band and rung benchmarking that EdFuel provided us.
- Finally, team leaders need to justify how decisions support team goals. Purchasing decisions, reviews of teammates, etc. can't be arbitrary. The reasoning has to be persuasive to their boss, because their boss has data goals to meet as well.

That final point is particularly germane for staff. Whereas market forces are external factors upon which you have little insight or control, you do have great control over and insight into your own data that drives salary conversation. Performance evaluations, conducted, at a minimum, bi-annually, are a regular chance for your team leader and you to sit down and reflect on how you're progressing toward your goals. They are based on lots of formal and informal data, which is collected and communicated all the time. Weekly check-ins, feedback on slices of your projects, "awesome work" emails or Slacks, ongoing team data reviews are part of an ongoing conversation about your performance. Nothing about your performance evaluation should be a surprise.<sup>9</sup>

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<sup>9</sup> If at any point you're unsure of what your manager thinks of your performance, please ask! We recommend the "Keeper Question" from our "Cultural DNA."



Nor is there anything more important about performance evaluations than all those other forms of feedback. Nothing in a performance evaluation automatically triggers a certain outcome (like a raise or a “performance improvement plan.”). They’re a force function to make sure your team leader’s feedback is holistic, clear, and transparently rooted in performance data (not just “feeling”).

Beyond just reviewing data, team leaders use a 360° review process to understand how direct reports add or detract value throughout the organization. That means they solicit input from teammates on the same team, other team leaders at Kairos with whom you work or who have insight into data across the organization, and if available, the direct report’s direct reports. Team leaders then peer review each other’s evaluations to ensure each direct report’s goals were appropriate, feedback was clearly communicated throughout the cycle, and standards/expectations are consistently held across teammates. We’ve found that these practices increase equity in evaluations, which gives Kairos a competitive advantage. When promising staff are unrecognized or underinvested in, Kairos misallocates resources, getting us suboptimal talent and hurting student learning. We’re proud that when EdFuel audited our compensation against market benchmarks, they found near perfect equity within organizational levels and across race and gender.

Why does Kairos trust team leaders so much? We don’t, necessarily. Team leaders are trusted insofar as they get results, measured on an interim basis by projects and ultimately by the data those projects are driving to change . As long as a team leader gets results, Kairos will continue to trust them to make decisions for their team, including how much their direct reports contribute to the team’s success.<sup>10</sup> If team leaders stop getting results, they lose autonomy and, if failure to get team results continues, they risk remaining at Kairos.

## A Note On Performance Evaluations

At other schools, staff members sometimes fight to change a certain rating on their performance evaluation. This is because of the weight that a single performance evaluation holds. In these situations, a paper trail is the first step toward a Performance Improvement Plan or, worse, termination. Further, these evaluations are often once in a blue moon, led by a disconnected evaluator with limited insight into context. It’s all too often, then, that these evaluations feel high stakes and, even, unfair.

At Kairos, we think of Performance Evaluations differently. They should encapsulate your regular discussions with your team leader and be co-led by you, as you reflect on successes and areas for growth. They are not moments of high risk; one evaluation alone never shapes your salary growth or career arc at Kairos. Rather, they are primarily a tool to clarify and capture your team leader’s understanding of your contributions to your team outcomes over time.<sup>11</sup> If you disagree with a piece of your performance evaluation, then you *should* discuss that

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<sup>10</sup> While team leaders have wide latitude in the criteria they use to evaluate their employees, criteria must be rooted in demonstrable results (data, projects, etc.). Team leaders cannot consider things unrelated to performance, such as federally protected classes or their ilk.

<sup>11</sup> This helps eliminate recency bias when determining raise offers. If you had a bad quarter, but your preceding year was awesome, there’s a good chance you’ll return to high performance in the future. A team leader who didn’t account for that might wind up “underbidding” your compensation (e.g., offer too low of a raise for you to stay at Kairos), leading them to lose out on the high expected return predicted by your high average performance, despite your recent slump.



during the meeting to review it. It's not worth fighting to change the document, though. No one - most especially someone other than your team leader - will read it and make a decision based on it alone.

### **Clarity Is Kindness**

At its core, compensation signals how much your team leader believes you drive team outcomes. We believe you deserve candor around the data which inform those beliefs. Moreover, we believe radical candor is not just best for you, but actually best for kids too. When your manager gives you context around individual, team, and schoolwide priorities, constraints, and results, you can, on your own, make decisions that maximize your own contribution to student learning. That alignment lets senior leadership relinquish control because everyone is both motivated and has enough information to act in concert toward the Kairos mission.

Clarity about incentives and performance empowers you to determine your own destiny at Kairos. That's in contrast to schools' standard predetermined step-and-ladder approach, which robs employees of the ability to make choices in order to drive up their earnings. Transforming public education is really hard, and not everyone's good at it. It's the job of your team leader to let you know when you're succeeding or failing, and to make sure the difference between those two outcomes is in your locus of control.

### **Your Money Should Be Yours**

Sometimes schools put money toward staff through various benefits, like fancy team galas or tuition reimbursement. Those things are fun, but we don't think they actually drive student learning, and honestly, we'd rather just give the money directly to you.

There are some things like medical insurance or retirement which, due to the convoluted way corporate benefits have evolved to evade taxes, are cheaper for you if we provide them directly. In those cases, Kairos provide benefits in line with the market. Beyond that, though, we try to avoid spending money "on your behalf."

One exception is money we spend to improve Kairos overall for you. The best part of working at Kairos is not the paycheck. It's that we're on a team of inspiring colleagues that's making strides to solve one of America's most important and intractable problems. That said, we're a work in progress, and we're always looking for ways to improve your day-to-day work experience. Sometimes, that's free, like streamlining procedures or cutting busywork; but sometimes, it requires spending money, like buying better tools or beautifying our space. If there's some way to make your day-to-day a bit better, even if it involves spending money, please let your team leader know.



## Tradeoffs Are Part of Life

Paradoxically, to make “nothing impossible,” Kairos has to specialize in the art of what is possible. In our fantasy, Kairos could have small class sizes (fewer students, less revenue); an abundance of teachers (more employees on payroll); above market salaries; beautiful facilities; wraparound services (counselors, reading interventionists, etc.); student enrichment experiences (field trips, extracurriculars, aftercare, intersession camps); and support for staff (coaches, PD trainings, etc.).

Unfortunately, we operate in the real world, and every dollar spent (or every dollar missed) has an opportunity cost. We’re obsessed with using money to get the largest possible ROI. That means, unlike many organizations, we don’t talk about compensation as a “reward for your hard work.” Your paycheck isn’t a treat because your manager likes you personally.<sup>12</sup> You’re a professional with serious skills. Some of those are hard or impossible to replace, and your manager needs them to serve kids. When we admire someone (like you!), we offer compensation as a strategic bet that, we hope, will pay off in student learning.

All of which is to say, you got in this game to catalyze student learning, and as an organization, Kairos aims to pay employees proportional to their role in that. Tradeoffs suck, but if team leaders don’t manage their budgets responsibly, then they can’t accomplish anything for our kids.

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<sup>12</sup> That would be unfair and lead to suboptimal results for kids. Managers, you don’t need to be besties with your best or highest-paid performers.



## Overview of our Employee Value Proposition

Why work at Kairos? Ultimately, it boils down to three categories of reasons.

### Non-Money Reasons

This includes all the non-financial reasons that being on our team is fun and fulfilling. Working alongside excellent colleagues; building a school that's actually transforming the trajectory of kids' lives; building uniquely strong student-parent-faculty relationships—at the end of the day, we believe that our sui generis culture is the real reason our best teammates come and stay. These are all the reasons you'd choose to work at Kairos if another St. Louis school offered you the exact same financial compensation.

### Money We Pay on Your Behalf

This comprises all the money Kairos pays on your behalf that doesn't land in your bank account. For most staff, this totals between \$15,000-\$20,000. It includes our contributions to your health insurance, dental insurance, short term disability insurance, Medicare and Social Security, and your laptop. It also includes our contributions to your retirement, either through the PSRS pension plan or a 403(b).

### Money in Your Bank Account

Your salary comprises two components: a base (determined by your position and performance) and a guaranteed stock dividend (determined by the value of Kairos overall).<sup>13</sup> Your position is benchmarked to the market, with low performance earning around the 50th percentile of the market and high performance earning around the 90th percentile of the market.

Kairos stock is issued proportional to base income, and its value is tied to the organization's viability, not your individual performance. What's the value of Kairos? It's a measure of how much someone would bet on our success. If Kairos had strong attendance, student growth, and parent satisfaction, then you'd probably say Kairos was an exciting and promising school. Historically, this has been the case, which is why people (like our sponsor, parents, donors, and the media) have bet on us — and made bigger investments over time: parents have enrolled their second child; funders have re-upped their commitment; our sponsor has amended our charter to allow us to grow faster. If Kairos were dying—weak financials, low enrollment, behavioral problems—you'd probably lower our chances of long-term success. Could the value of Kairos, and thus your dividend, go to 0? Yes, if Kairos died. If that concerns you...good, it should.

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<sup>13</sup> Kairos' above-average number of vacation and PTO days fall in this category, because in reality, it's money in your bank account for days you're not working.







## Our Compensation Model



Starting salaries are informed by the **market**, **level of responsibility** and, for teachers, **years of experience**.



Salaries will be up for review every two years. with outstanding performers eligible for **up to a 10% increase**.

**Ten percent of compensation is tied to overall school performance.** Payouts (your "dividend") correlate with student experience and overall student performance.

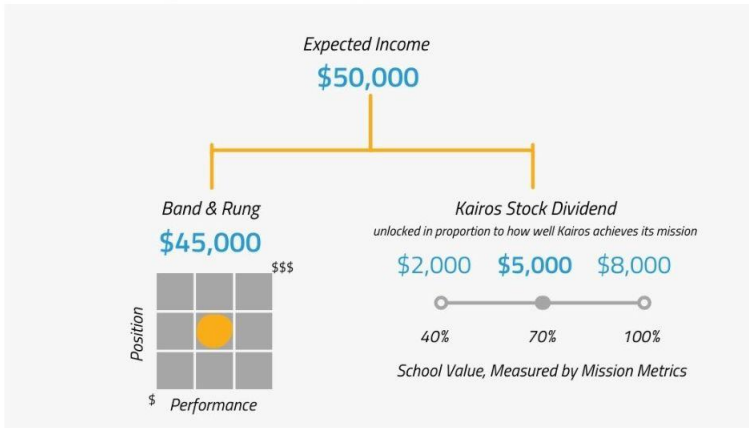


We offer **competitive benefits** including healthcare, dental, short-term disability benefits, parental leave and retirement for all team members.



We offer **year-round breaks** between cycles for all staff. **We trust you** to determine where and how you get your work done within the constraints of your role.

Salaries are comprised of two components:



We pay at or above market for top talent.

We financially reward individual and team excellence.

We align salaries to level of responsibility.

For more information about our compensation model, [innovate@kairosacademies.org](mailto:innovate@kairosacademies.org).



## Total Compensation

Teachers and Associates earn **\$38,000-\$50,500**

- **Teachers** facilitate direct instruction and, like at other schools, are the frontline for our educational program.
- **Associates** report to Heads of Program or Directors and are individual contributors who primarily execute tasks and contribute meaningfully to, but may not own, projects.

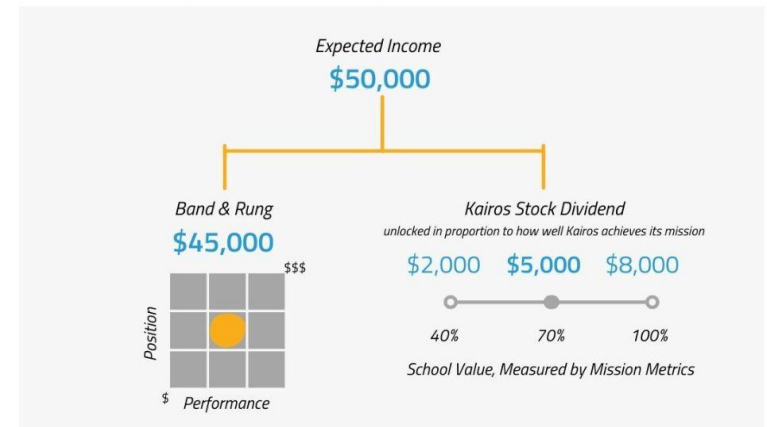
Instructional Advisers or Heads of Program earn **\$45,700-\$56,800**

- **Teachers + Instructional Adviser** do everything teachers do and take on mid-level projects, responsibilities, or school functions.
- **Heads of Program** report to Directors and manage specific responsibilities within that team's body of work. They sometimes manage other people.

Instructional Leaders and Directors earn **\$53,000-\$78,300**

- **Instructional Leaders** are Kairos' most senior teachers, who have, over time, established themselves as a teacher leader. They take on similar work as Instructional Advisers, but their challenges are the most mission-critical and public-facing.
- **Directors** are senior leaders who report to the Executive Team. They are programmatic team leaders responsible for that team's body of work and outcomes.

Salaries are comprised of two components:



For more information about our compensation model, email [innovate@kairosacademies.org](mailto:innovate@kairosacademies.org).



## Bands + Rungs

90% of your expected income is set using a band and rung system. You can see a sample band and rung table above. Bands are rows, defined by type of role and level of responsibility. Along each row is a pay scale currently benchmarked to the market. Where on that scale you fall is determined by your team leader's assessment of your performance, or put another way, the value they think you add to their team.

### Bands (Promotion Pathways)

At Kairos, unlike at many schools, bands operate the same for teachers and non-teachers. They are similar to bands in many industries. Kairos has organizational levels, and each level is defined by a band. Broadly, here are our bands:

- Teacher/associate (works within a program)
- Head of a team program/department (owns design/oversight of components of a team's work)
- Director (the most frontline team leaders)
- Senior director (manages an organizational unit or division)
- Executive officer (responsible for broad swaths of organizational strategy and execution)

The higher you get promoted, the less frontline you are (i.e., the less you work directly with students or parents). Your work becomes more complex, usually more time intensive, and has a multiplier effect (positive or negative) throughout the organization. While there are obviously things we do at Kairos that resemble the work at other schools, our positions and bands don't perfectly align to anyone else's. For example, every position at Kairos has a coaching component (which is not true for teachers in most schools, and not true for non-teachers anywhere). Our roles are designed by team leaders so that teams can accomplish their goals and, in aggregate, realize Kairos' unique mission and vision.

Just like in most jobs, Kairos staff get promoted through bands. Promotions depend on position availability. Positions become available when they're new, usually when Kairos grows or restructures, or when they are vacated, because the previous position holder was promoted, demoted, quit, was fired, or joined a different team. When positions become available, staff can apply for them through our jobs board. While we always evaluate candidates holistically, internal applicants have an advantage because their performance and culture fit is a known quantity, whereas the unknowns of external candidates bring risk.

**Example:** Both a Building Director and Ops Associate work with parents, but the nature of their jobs mean they do so in different ways. The Ops Associate handles calls and immediate concerns; the Building Director is a frontline team leader who manages how Ops Associates handle those parent calls and interfaces with parents for escalated concerns, challenging questions, and sensitive topics. Suppose the Ops



Associate does her job well and the Building Director does his poorly. The Ops Associate would receive a raise, but her total compensation might still be less than the Building Director, who is on a higher band and taking on different, more senior responsibilities. (More on that under “Rungs” below.) If the Building Director continued to perform poorly, he wouldn’t receive a raise and may quit or be fired. At that point, the Ops Associate could apply for his role and receive the promotion (assuming she had or could develop the relevant skillset).

It’s worth reiterating that the band and promotion structure is similar for teachers because that deviates from industry norms. Usually, teachers have no ability to influence their income. Teachers are automatically given small raises each year, regardless of performance, that primarily account for cost of living adjustments. While many teachers get better over time, some don’t, and those teachers are overpaid relative to the value they bring students. Likewise, young teachers have no way to accelerate their income. They are stuck at the bottom of the pay scale, regardless of the quality of their work. For everyone, the only way to grow their earning potential is to leave the classroom for an administrative job, which they may not enjoy or be well suited for (q.v., the [Peter Principle](#)).

At Kairos, our best teachers can be promoted without leaving the classroom by taking on leadership positions on their team. If you are a data wizard, and your Instructional Director needs help reviewing and analyzing student data, they may ask you to serve as a Data Analyst on their team (managing the data component of your grade team’s work). You would still teach courses, but you’d also take on the additional responsibility of advising your team’s Instructional Director and guiding your team through your data analysis and recommendations.

Or maybe you’re a content expert, and your Instructional Director asks you to be a Department Chair, reviewing unit and lesson plans for rigor. It’s likely you developed that content expertise over time, or potentially with a subject-specific Master’s, but neither age or degree jumps your salary. Instead, it’s the additional responsibility you own that brings additional value to your team, and jumps you up a band.

As a teacher or non-teacher at Kairos, promotions from one band to another come with an average 10% raise. They also come with a new, larger, more complex body of work that has a multiplier effect across the team (and, increasingly, the entire school or network). The more senior position, the more responsible you are for your team’s success. Teacher promotions, like all promotions, are dependent on openings (e.g., Kairos Middle doesn’t need two History Department Chairs). Kairos’ best teachers (i.e., those promoted several times to greater and greater responsibility) can earn as much as directors without leaving the classroom.

## **Rung (Performance in Job)**

Some people are better at their jobs than others, even when two people are doing the exact same job. Higher performers produce more value for students, which makes them more valuable to Kairos and mission accomplishment. It would be more expensive for Kairos to replace a high performer, either with someone else as talented or with technology that delivered the same results. Rungs account for this reality.



Your value add (a.k.a. your performance) is how your team leader determines where along the band's pay scale to place your offer. Our pay scale is chunked in "rungs" along a band. Bands begin roughly aligned to the market average, then grow to the 90th percentile of the market for top performers (in line with the highest paid employees for the same positions in St. Louis).

We expect that all employees are always working to improve their skills, so we ask team leaders to review their team's salaries every two years. (Don't wait to "be developed." Develop yourself!) We anticipate 90% of staff will receive a 5% raise every two years due to performance improvement, and that the top 10% of staff will receive a 7-10% raise due to exceptional growth. Whereas promotions (which average a 10% raise) entail additional or new responsibilities, moving up a rung within a band is just a reflection that you're performing the same job better and better.

Note, this isn't a promise of a raise. It's possible that your team leader feels like you haven't gotten any better in two years. That's a concerning outcome for everyone, and it would likely mean that you're not a good long term bet for Kairos. But just because it's a concern doesn't mean it's very likely. We hire people with growth orientations, and if you weren't growing, you would know it. You'd see stagnating data, your feedback during check-ins would often be negative, and lack of improvement would show up on your performance evaluations. Hiding the ball from you hurts you, but it also hurts your team leader (and, by extension, Kairos). If you don't know your progress, how are you ever going to hit your team goals?

Your team leader (who's responsible for team outcomes, manages the team's budget, and knows your work best) has final say over the offer they make. That doesn't mean you can't contribute to the conversation. Specifically, we encourage teammates to ask, "What would it take for me to move to the next rung?" Your team leader should be able to say, "here is what exceptional performance would look like" or "here were consistent issues you had this year that hurt the team." Your team leader should be able to outline a roadmap for what kind of performance growth would move you to the next rung, because both you and your team leader want you to get there.

## **Kairos Cooperative Stock (Guaranteed Dividends)**

Your Kairos stock is your ownership of a slice of Kairos. What does that mean? It means we're giving you a set of theoretical stock<sup>14</sup>, the amount of which is proportional to your base salary and whose value is dependent on the value of Kairos. What is the value of Kairos? If we were a for-profit, it would be our bottom line. For us, it is our mission bottom line, and our stock is a measure of how much Kairos is achieving that mission. As long as we're achieving our mission in any capacity, Kairos has value, which means your stock has value.

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<sup>14</sup> Theoretical in so much as we do not have a fixed amount of stock that is disseminated across team members.



How does that stock value become cold hard cash in your bank account? Sometimes, companies with surplus cash issue dividends to shareholders. At Kairos, we guarantee our shareholders (you!) three dividends per year. These are not bonuses. They are not tied to your individual performance, and they're not "locked" until certain actions "unlock" them. Your dividends are guaranteed parts of your paycheck, in the same way that your band/rung offer, insurance, retirement contribution, laptop, etc. are guaranteed.

But don't the value of stocks fluctuate? Yes, and the value (i.e., success) of Kairos does too. But our success fluctuates within a predictable range. Your projected stock dividend is based on success levels slightly under what we've historically achieved. Is it possible for you to get 50% less than your projection? Yes, but only if our students learn 50% less than they did this year, or attend 50% less often. Is it possible that your stock becomes worthless and you get \$0 in dividends? Yes, but only if Kairos goes out of business, which is the only way we would achieve none of our mission and lose all our value. We should add, in that case, you won't get your monthly paycheck or benefits either and should probably start looking for a new job.

### What is Kairos' Value?

But how do we know if we're achieving our mission? The board sets a strategic vision (what would it look like if we were "empowering students to direct their own lives learning"), then we design model components (like personalized learning, restorative justice, and DEI) to realize that vision. We create programs to live out those components, establish success criteria for those programs, and measure metrics to understand how we're doing against those success criteria.

Metrics that indicate we're achieving our mission include attendance, students mastering coursework (Summit), academic growth relative to national averages (NWEA MAP), student sense of community (Panorama/Kelvin), financials to ensure sustainability, etc. The full set will evolve as our programs evolve, but you can get the idea from a few examples.

		% of Success Criteria Achieved			
		10%	40%	70% (Projected Dividend)	100% (Goal)
Program Measures	Attendance	9.5%	38%	66.5%	95%
	Passing Courses (Summit)	10%	40%	70%	100%
	Academic Growth (NWEA MAP)	.2x year's growth	.8x year's growth	1.4x year's growth	2x year's growth



Suppose your total projected compensation was \$45,000. The amount from your band/rung offer would be \$40,500 (90%), and \$4,500 (10%) would come from your projected dividend.

In SY20-21, Kairos ended the year with:

- 93% attendance (~100% of our goal)
- 68% of students passing their Summit courses (~70% of our goal)
- average of 1 year’s growth in reading and math (~50% of our goal)

If those metrics were weighed evenly, Kairos would have hit 73% of our goals, putting your stock value above what we projected. Each month, the following amounts would have been deposited in your bank account:

July	1/12 of band/rung offer	\$3,375
August	1/12 of band/rung offer	\$3,375
September	1/12 of band/rung offer	\$3,375
October	1/12 of band/rung offer	\$3,375
	1/6 of stock dividend	\$772.5
November	1/12 of band/rung offer	\$3,375
December	1/12 of band/rung offer	\$3,375
	1/3 of stock dividend	\$1,545
January	1/12 of band/rung offer	\$3,375
February	1/12 of band/rung offer	\$3,375
March	1/12 of band/rung offer	\$3,375
April	1/12 of band/rung offer	\$3,375
May	1/12 of band/rung offer	\$3,375



June	1/12 of band/rung offer	\$3,375
	1/2 of stock dividend	\$2,317.5
<b>EOY Band/Rung Offer Subtotal</b>	12/12 = 1	\$40,500
<b>+ EOY Dividend Subtotal</b>	$1/6 + 1/3 + 1/2 = 1$	\$4,635
<b>= EOY Total Compensation</b>	Total Base + Total Dividend = \$ in Bank	\$45,135

Why do we pay different dividends throughout the year? It's because each quarter we get more data on our mission metrics. For example, we can track attendance in the fall, winter, and spring, but we only get end-of-year NWEA MAP growth data in the spring.

What are the exact success criteria that define 100% of our goal? They're not written in stone. Kairos runs periodic focus groups with staff, parents, the board, and our sponsor to identify the most important factors determining our success. We then set and adjust metrics every quarter to make sure they're appropriately balanced between ambitious and feasible. Broadly, metrics track outcomes surrounding academics, enrollment, attendance, parent satisfaction, discipline, student culture, student agency, staff perception, finances, and legal compliance. Not all of those are equally important, so not all metrics are weighed the same. We want the "Kairos stock value" function and its input variables (our data results) to be transparent, because otherwise, they can't drive team decisions. They will either live in Kairos Analytics or Asana Goals, and our team will review them during every inservice.

Will measuring metrics "inflate" them? Hopefully! We want everyone to be thinking about how to improve the above outcomes. Fortunately, most of those metrics—like enrollment, finances, parent satisfaction, standardized test scores, etc.—are hard or impossible to manipulate. For others, artificial inflation would drive other metrics down. For example, if we measured resets and staff just stopped issuing them (an artificial inflation), then we'd see a drop in student culture surveys (another metric that we care about). If we just gave everyone As, then we probably wouldn't see much growth on standardized tests (which verify the mastery standards for our internal grading). We love shortcuts and taking the easy way, but sadly, when you measure outcomes and perceptions holistically, there's no real way to fake success.



## Why Issue Stock at All?

If you were to join an exciting for-profit startup, much if not most of your compensation would be in stock options. Salary makes you an employee of the company, which is transactional (like a vendor or contractor); stock makes you an owner (literally). By changing your relationship to the company, it changes the way you think about how you interact with and within it. Owning stock as an employee broadens the scope of your self-interest from your own performance and success to the company's overall performance and success.

At Kairos, most of us already think like owners. We're emotionally invested in our kids, and since we know that our kids' futures depend on our colleagues' performance, we care about our colleagues' success, not just our own. No one teacher changes a child's future trajectory; it's the quality of Kairos overall that is our students' determining factor. Since each of us feels responsible for all our kids, each of us feels responsible for Kairos.

Issuing stock, then, brings our compensation model into alignment with cultural values that already exist at Kairos.<sup>15</sup> They invest us in each other, rewarding us financially when we make efforts to improve our teammates rather than just ourselves. Salaries are zero-sum; if I get a raise, there's less money to pay someone else. Stocks are win-win; if others succeed, Kairos wins and I get a payout. That means stocks turn teammate competition—the natural bitterness of someone outperforming me—into teammate cooperation, the natural gratitude when someone helps my team (and thus me) win.

With stocks, who else wins when you win? Kids and families. They don't care about one employee's salary vs another's. They only care about the overall value Kairos provides. Stock aligns each of our financial incentives to the incentives of those we serve.

The real hope is that, since stocks are mutualistic, they lead each of us to think about how work affects others. In economics, we'd say stocks incorporate positive and negative externalities into our individual decision making. That allows Kairos, the organization, to trust each of us to make choices in kids' best interest, not just our own. Consider the following examples:

- RJC and Ops have procedures to track and manage requests, and both are most efficient when those procedures are followed. In the moment, though, following procedures are a hassle. It's so much easier to Slack them. Sure, it's inconvenient for those teams, but better their inconvenience than mine; I doubt it'll wind up affecting me through, say, a performance evaluation. But what if RJC and

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<sup>15</sup> As a nonprofit, we can't actually share profit or distribute money to shareholders. Unlike stocks you trade through a brokerage, your "stock" cannot be bought or sold. Nobody can speculate on its value, and there's a cap on its payout (if we hit 100% of our goals). If you had to compare it, Kairos is closest to a blue chip stock, because it grows slowly year-over-year but has reliable returns (guaranteed dividends). It is not, say, like a commission, which is based on your individual performance, or a bonus, which is unlocked in large step functions (rather than proportionally) and may not be received at all.



Ops team metrics affected my dividend? Maybe I would follow their procedures so they could function at peak efficiency. That would allow them to better serve students, which would improve my chances of a bigger payout.

- I'm an Instructional Director, and I know enrolling another low-income student will make it harder to get the high academic results my team is striving for. More kids mean larger class sizes, and disadvantaged students tend to come in below grade level. On the other hand, our Finance Team understands the economic value associated with any student: they're "customers" the state pays us to educate. The Finance Team isn't evaluated based on academic performance data and doesn't have to deal with crowded classrooms; the Instruction Team doesn't need to balance the budget. But when each other's goal metrics inform the value of shared stock, then they share a context for priorities when making decisions (like enrollment) that affect them both.
- You're a rockstar teacher, and you have an hour plan period today. Should you spend that hour helping a novice teacher master a foundational skill or refining your next lesson plan? If your colleague mastered giving clear What To Do instructions, it would be transformative for their classroom, but it wouldn't affect your student data at all. On the other hand, going over your lesson plan again might make it slightly more effective, but it'd probably be a marginal return for the students you teach. Mentoring a colleague is obviously the best choice for kids overall (and thus for Kairos). Cooperative stock makes it the best financial choice for you as well.

## Benefits

### Health, Dental, and Vision

Employees are eligible to enroll in health, dental, and vision insurance plans that Kairos support. After qualifying to enroll for the first time, employees and their dependents have 30 days to select their plan. Qualifying events include beginning employment, marriage, birth of a child, etc.<sup>16</sup> Returning employees can adjust their plan election every year during the open enrollment period in July. Kairos does not pay out benefits for employees who forgo insurance.

In the 2021-2022 school year, Kairos offers the following plan options:

- United Healthcare Base Health Plan, with two buy-up options (health insurance pricing tables pictured below)
- Principal Dental Plan
- Principal Vision

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<sup>16</sup> All qualifying events require documentation, e.g., a marriage certificate, adoption papers, etc.





Employees opt in or out of benefits through FormFire, on an online enrollment platform that lays out your insurance options for you, detailing the benefits you receive and your potential financial outlay in terms of your deductible, co-insurance, and out-of-pocket max. Additionally, the form allows you to weigh benefits of the plans vs. the cost to you.

For more information on Kairos' 2021-2022 benefit options, please review our [plan overview](#). To sign-up for benefits during open enrollment (for returning staff) or due to a qualifying events:

1. Go to <https://www.formfire.com/>
2. Click: Sign Up (Top right of screen)
3. Type in the Employer Code: FBE2968
4. Click: Sign Up (Green tab below code)
5. Create a username and password

Changes to your plan mid-year due to a qualifying event can be made in the Paychex portal.

Please note that all employees must either elect insurance or decline and provide a rationale (e.g., you're insured by a spouse; you're under 26 and insured under a guardian's plan, etc.). Due to powers outside of Kairos' control, Kairos cannot extend the open enrollment period or timeline to elect insurance after a qualifying event. If you fail to make an election, you will be eligible to do so again during the next year's open enrollment window.

### **Public School Pension Plan (Retirement)**

Per statute, some employees are required to participate in the Public School and Education Employee Retirement System of Missouri ([PSRS/PEERS](#)). It is a pension fund that both employers and employees pay into (but not, as is sometimes thought, the State of Missouri). In 2021-2020, Kairos is legally required to pay 14% of your projected compensation to PSRS (in addition to your paycheck); you pay in 9% of your compensation (which, by law, comes out of your paycheck)<sup>17</sup>.

PSRS is a defined benefit plan, which means that while PSRS manages an investment portfolio which is variable, non-variable payouts are promised to pensioners based on age and years of work. You are entitled to benefits once you "vest" after 5 years of work in a public school

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<sup>17</sup> If you were a member of PSRS prior to December 31, 2017, you pay 7.5% into retirement in 2022. By law, your contribution increases by 0.5% until your contribution reaches 9.0% in 2025.



in St. Louis. However, those benefits only accrue to their full level after "[the Rule of 80](#)," which is when the sum of your (i) age and (ii) years of employment in a public school in St. Louis equals 80 or more.

Kairos' contribution on your behalf pays for your membership in PSRS; your contribution becomes a principal that earns interest and returns for the fund. If you would like to take your money out of PSRS (e.g., if you leave St. Louis teaching before you vest), you can [request a refund of your contributions](#) and interest in a lump-sum payment. One way to do that is to "roll over" the amount to an IRA at your personal investment firm, such as Vanguard or Fidelity. A Rollover IRA is an account that allows you to move funds from your old employer-sponsored retirement plan into an IRA. With an IRA rollover, you can preserve the tax-deferred status of your retirement assets, without paying current taxes or early withdrawal penalties at the time of transfer.

For more information about PSRS, your defined benefits schedule, or anything else, please visit their [Frequently Asked Questions section](#) or review their [member manual](#). Please note that Kairos is not a fiduciary nor an expert in personal finances, retirement or the public retirement system. All questions should be directed to [PSRS](#).

### **Vanguard 403(b) (Retirement)**

For staff ineligible to participate in PSRS, Kairos Vanguard provides a 403(b) option called [Kairos Charon](#). Kairos Charon is a retirement plan that withholds an elected amount from your paycheck, matches it up to 3% of your salary in a calendar year, and invests it through Vanguard Financial Services. 403(b)s are the non-profit equivalent of 401(k)s, which is the standard retirement plan at most companies.

Contributions to Kairos Charon are made through salary deferrals.

- You may opt to start or end contributions at any point
- In 2021, the maximum contribution per annum allowed by the federal government is \$19,500. Over contributing to your fund will result in a tax penalty

Employees can choose to participate through Pre-Tax Deferrals or Roth Deferrals, as described below:

- **Pre-Tax Deferrals:** salary deferrals are not taxed prior to investment. Both the principal and investment return are taxed when withdrawing funds from your account
- **Roth Deferrals:** salary deferrals are taxed prior to investment. The principal is not taxed upon withdrawal. The return is also not taxed if the withdrawal is made:



- at or after the age of 59 1/2; or
- at the point of death; or
- due to disability

Kairos Charon allows for a range of investment options. You may direct your investments among the available Vanguard investment offerings. If you do not make an investment election, all contributions will be invested in accordance with Vanguard's Qualified Default Investment Alternatives (QDIA). Please note that investments are subject to Vanguard fees:

- Default Investment Alternatives are typically .09% of investment, as shown in the attached [QDIA Notice](#)
- Fees for other alternatives can be found in the attached [Fee Disclosure Notice](#)

All employees vest after 1 year of employment with Kairos. Like many retirement plans, you can withdraw funds once you've reached 59 and ½ years of age, once employment has been terminated, or if you're experiencing financial hardship. If employment has been terminated, accounts under \$5,000 will receive an automatic distribution; accounts over \$5,000 require your consent.

### **Enrolling in Kairos Charon (Kairos Vanguard Employees only)**

Step 1: Opt into Kairos Charon via the Paychex platform

- Note: if you elect into the plan mid-year, please email the COO directly. If you are unsure whether you opted into the plan in the prior year, please review your pay stubs for a 403(b) withholding

Step 2: Register Your Account by clicking on this [link](#)

- After you enter your personal information, you will then be prompted to create a username and password.
- Set up your security questions in case you forget your login credentials.
- Once the registration is submitted, you may log into your Vanguard account and continue enrolling into your plan. Enrollment includes adding beneficiaries, deciding where you would like future elections to be invested, and getting familiar with your online account.

Step 3: Set up Salary Contributions

- Select Pre-Tax and/or Roth Contributions
- Determine whether to contribute a percentage or flat amount per pay period
  - Please note that a percentage increase will automatically adjust for salary increases



To repeat a note made above, Kairos is not a fiduciary nor an expert in personal finances or retirement. If you have questions, you can contact our plan administrators at [participantservicecenter@vanguard403bervices.com](mailto:participantservicecenter@vanguard403bervices.com) or by calling (800) 569-4903 between the hours of 8 a.m. - 8 p.m. EST.

### **Withdrawals**

If you qualify for and want to make a withdrawal (see above), contact the participant service center (see above). They will provide appropriate paperwork, which will include options for how to receive your contribution, including by check, direct deposit, and rolling over to a different investment account.

### **Vacation Days**

We believe there are diminishing marginal returns on both work and play. That's why we distribute vacation days evenly throughout the school year (instead of clumping them all in the summer). Kairos is proud to offer far more paid vacation than the national average. [According to the Bureau of Labor Statistics](#), most companies offer 11 days of paid vacation after one year of employment, 15 days after five years with the company, 18 days after ten years, and 20 days after twenty years. Kairos offers most employees 43 days of paid vacation, not including additional paid time off (which brings the total to 50 days). Most staff work about 219 days per year.

Directors and Exec Team have 24 days of paid vacation, excluding additional paid time off (which brings the total to about 34 days). That includes 2 weeks around winter break, 1 week around spring break, 2 days around Thanksgiving, and school holidays.

For school calendar dates (or to automatically add them to your Google Calendar), please visit [families.kairosacademies.org/calendar](http://families.kairosacademies.org/calendar).

### **Personal Time Off (PTO)**

No need to get a doctor's note. PTO is your catchall for sick days, mental health days, bereavement, etc. Obviously, since you're vital to your team, your absence makes it harder for the team to operate. Team success is the responsibility of your manager, so your PTO falls into your team leader's domain. When you request PTO, it's your manager who approves or denies it. It's also your manager who has to make sure your team doesn't drop any balls as a result of your PTO. You can make that job easier for them by...

- requesting PTO as far in advance as possible



- messaging ahead to folks whose work might be affected by your PTO (students, parents, colleagues, external partners, etc.)
- rescheduling meetings or deliverables
- turning on your email and Slack vacation responder so everyone know you're out of the office
- finding someone to cover for you in meetings you can't reschedule (e.g., a class)

Obviously, in emergencies, you may not be able to make some of the above accommodations. In those situations, your manager needs to make sure your PTO doesn't interfere with the team's success (e.g., reassigning your responsibilities, like class coverage, to someone else on your team).

Can your manager deny PTO? Yes, everything about your employment at Kairos, from your assignments to your schedule to your salary and position, is ultimately at the discretion of your team leader. Your team leader may reject PTO requests for any reason, though the most common is when too many other teammates are out that day and your manager can't cover your responsibilities.

For most staff, managers are expected to approve up to 7 days of PTO per year. To avoid a concentrated hit on the team's work, we suggest team leaders approve no more than 2 days of PTO per cycle. Barring extenuating circumstances and prior discussion with your manager, the following days are blackout periods:

- Immediately before or after a break (using PTO to extend vacation is a bad look)
- During a crucial time (e.g., inservice, MAP testing, etc.)
- During inservice (the time spent preparing to be excellent for students is no less important than the time in front of them)

Since Directors, Senior Directors, and Exec Team have significantly fewer vacation days than the standard Kairos calendar, they're allowed 10 days of PTO (with the suggestion managers approve no more than 5 days during any one cycle). These staff also do not have blackout periods.

PTO days are for personal things that come up from time to time. They don't roll over or pay out. If PTO isn't approved and you miss work anyway, you won't get paid for that day ("unpaid time off").

Sometimes Uncle Sam calls. In those cases, you don't need to use PTO. If you have mandated jury duty (indefinitely) or military duty (up to 18 days), please just submit supporting documentation.



## Parental Leave

If an employee or an employee's spouse has given birth, they are eligible for parental leave during the 12 weeks following the birth. Time taken off for parental leave is technically "unpaid time off," which is then compensated by Kairos-provided insurance for up to 9 weeks at 60% of an employee's salary. Details around the compensation (e.g., can the leave be non-contiguous) are contingent on insurance policies.

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](#). For example, if you had used 9/12 of your FMLA weeks, then you would only be eligible for 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.

Employees must have worked at Kairos for at least (i) twelve months and (ii) 1,250 hours before becoming eligible for paid parental leave. They must also notify their manager and the Kairos COO at least 90 days prior to the leave. Please note that all parental leave must be exhausted within one year of the date of birth, adoption, or start of foster care.

## Disability Insurance

Employees eligible for FMLA who have experienced a disabling illness or injury are eligible for short-term disability. Through Kairos' short-term disability plan, full-time employees are eligible to receive 60% of their salary, although no more than \$1,500 per week and less other income sources<sup>18</sup>. Employees are eligible for up to 12 weeks paid leave, as determined by medical and insurance professionals. Inclusive in these 12 weeks is a one-week elimination period, which must be fulfilled prior to receiving the benefit.

In order to qualify for short-term disability, one of the following must be true:

- You are unable to perform the majority of substantial duties of your job OR
- You are unable to earn 80% of your income prior to your disability while working in a modified capacity

## Laptops

As a Kairos employee, you can use one of our snazzy laptops. They're not required. Unlike larger school districts, we don't mandate that staff work off of Kairos-issued machines (just as you don't have to operate off of a Kairos server). Too many of us like our own machines or have been scarred by clunky Lenovos at other school districts to enforce a policy of that nature. That said, if you need or would prefer to use a

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<sup>18</sup> Other income sources include Social Security, stipends, state disability, workers' compensation, etc.



Kairos-issued laptop, please submit a ticket to let the Ops team know. Please note that computers are ordered annually, based upon new and returning staff expressed need. This allows us to guarantee computers despite lag-times in supply chains and to maximize model vs. price. Mid-year requests may need to be fulfilled at the time of request. As such, a student laptop may be issued while waiting on delivery.

All Kairos-issued laptops are under warranty. If you're experiencing technical problems or have a lost or stolen device, please submit a ticket to the Ops team so that they can get your issue resolved. Turnaround times typically range from three to six weeks, depending upon the issue, during which you will be issued a loaner.

## Family Medical Leave

Employees who have worked at Kairos for at least (i) twelve months and (ii) 1,250 hours can take up to 12 weeks off unpaid to care for a family member without losing their job (or a similar one with equivalent salary and benefits). As soon as you know you need to take time off to support your family, please submit [this form](#) to your team leader and the Kairos COO (no fewer than 30 days before your planned leave). Some notes:

- 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)

## Workers Comp

Kairos takes precautions to make sure our school is safe for staff and students. That said, accidents happen, and if working at Kairos causes or aggravates a bodily injury or disease, please alert your team leader and COO as soon as possible. Kairos buys insurance to help employees or their families pay for medical treatment, ongoing care, lost wages, and funeral costs that result from work-related injuries or illnesses.



## Educator Wrongful Act

Has a student or parent claimed that you, a Kairos employee, harmed them through a wrongful act? Kairos pays for insurance to protect your liability and legal costs against actual or alleged acts, errors, omissions, misstatements, misleading statements, and/or breaches of duty performed in the course of your work.

## Medicare & Social Security

Kairos matches your contributions to Medicare and Social Security, which are federal defined benefit programs that will pay out when you reach 65 years of age.

## Discounts & Free Services

- **Lasik:** Through the National Lasik Network, administered by LCA-Vision, Inc., Kairos employees, their spouses and dependent children receive savings on one of the most frequently performed elective surgeries in America. The discount includes 15% off standard pricing or 5% off promotional pricing. Hearing aid program
- **Hearing Aids:** Through American Hearing Benefits, Inc. (AHB), Kairos employees and their families are eligible for up to 60% off hearing aids.
- **Employee Assistance Programs:** Employees and their families have access to Employee Assistance Programs through Magellan Health Services is designed to provide you, your dependents, and other members of your household with professional and confidential counseling and/or legal consultation and referral to help you respond to personal issues and concerns, such as marital and family problems, stress, emotional concerns, substance abuse, and conflicts at work.
- **Emotional Health Support Line (800-424-4612):** Free and immediate confidential support for Kairos employees who are feeling overwhelmed or in crisis is available 24/7 through Principal. The support line is staffed by licensed behavioral health clinicians who will listen and provide emotional support, tips for healthy coping, and referrals to local resources. To access, call 800-424-4612.

## Logistics

### At Will Employment

You do not have an employment contract with Kairos. Those kinds of contracts, which you may have signed with a traditional school district, are like the kind of contract you sign with a construction company. They promise a defined body of work in exchange for a defined sum of money and other benefits.





Kairos, along with almost every other organization in the world (including almost all charter schools), employs [“at will.”](#) That means Kairos is making no long-term, predefined promises to you, and you aren’t making any to us either.<sup>19</sup> Instead, Kairos makes you an offer (the initial offer letter), and every day, we both decide if we want to continue to work together under the current terms of the offer. That’s not quite how it feels, because it’s neither in your nor our interest to lose our working relationship. But it’s how it actually works, both at Kairos and basically everywhere else.

Can the offer change? Yes, in any way and at any time. Your team leader could say, these upcoming vacation days are now work days—come in if you want to get paid. Or they could say, “I can’t believe you just said that, you’re fired.” Or, “Congratulations, you’re getting a promotion, here’s a new offer (provided as a summary [“total reward statement”](#)).”

You can also change YOUR offer. You could say, “take me off recess duty or I quit.” (Although, for obvious reasons, that’s high risk.)

Basically, either you or Kairos can change the conditions of our relationship “at will.” Like in most relationships, if either party doesn’t like the new conditions, they can walk away. The main limitations are that (i) each party needs to clearly communicate (e.g., we can’t just change your salary and not tell you) and (ii) that Kairos doesn’t make discriminatory changes based on protected classes (e.g., fire you due to identity features such as race, citizenship, religion, etc.).

So should you live in constant fear? Please don’t. This is the way every company works, along with any voluntary associations, like your social clubs, personal relationships, etc. Kairos won’t make arbitrary changes that drive you to quit because, let’s be honest, you’re awesome and we benefit from having you on our team; in the same vein, you probably won’t make unreasonable demands because you need a job to pay for your beer and coffee. Symbiosis keeps us together.

In what situations would we make a change to the conditions of your employment? There are a few. First, if we thought you’d like it more (e.g., a promotion, raise, preferable responsibility change, etc.). Second, if the importance of it to our mission outweighed how concerned we were that it’d upset you (e.g., if we were in dire financial straits and needed to make pay cuts, understanding you might quit). Or third, if Kairos didn’t really benefit from having you on the team. Of course, you would know that was coming.

How would you know? We believe trust stems from predictability, so Kairos expects team leaders to set transparent goals, give clear feedback, and apply equitable expectations to all teammates. From weekly check-ins to written feedback to quarterly performance evaluations, you should always know how you’re tracking on key performance indicators. We work hard to avoid surprises. Being

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<sup>19</sup> We’re not contracting you for a specific number of hours or days, nor for specific responsibilities or duties, nor paying you for a predetermined project.



unpredictable makes teammates nervous, which adds stress to working at Kairos. That's how organizations lose talent (hurting our student-learning bottom line). Surprises also undermine team performance. If you don't know what you're aiming for or how you're doing, how can you accomplish team goals? Finally, surprises are, by definition, inconsistent, which allows for inequity. Inconsistent expectations, privileges, or coaching lead to worse results because they optimize decisions for biases (e.g., a "like me" bias) instead of for student learning.

Your manager's feedback isn't just about your individual results. It is a holistic view of how you contribute to the team achieving its mission. Sometimes, a rockstar performer still hurts team outcomes by undermining the performance of their colleagues. If you're gossipy, or whiny, or say things that make others uncomfortable, or always bring a group meeting off topic, or spread pernicious mindsets about our kids, you may be damaging team culture. On the other hand, if you're always oriented toward solutions, volunteering to help, picking trash off the floor, running DonorsChoose campaigns, recruiting colleagues (or kids!), etc., then your example probably inspires all our teammates to be better.

What culture is Kairos striving to build? Like we said, we hate surprises, so we've made the goal as explicit as possible at the beginning of this handbook ("Cultural DNA") and on our website at [www.kairosacademies.org/culture](http://www.kairosacademies.org/culture). As always, if you have any questions, please don't hesitate to ask!

## **Payroll**

All your payroll needs, including pay stubs and annual W-2s, can be found in the Paychex platform. All payments are made via direct deposit.

### **Base salaries**

New staff who begin at the start of the 2021-2022 school year (July 19th) receive twelve equal payments of their base salary, with the last payment on June 30th. Staff who start mid-way through the year are paid based upon date of employment. In other words, total salary is paid out over the 365 days from your start date. What this looks like to you is a prorated first payroll, based upon days worked in your first month.

In order to accommodate the change to a new monthly payroll, returning staff receive 13 payments. In July, they receive 1/24 of their base salary on both July 15th and the last business day of the month. Beginning 8/31, they will receive 1/12 of their base salary on the last business day of the month, with the last payment on June 30th. Please note that payroll is received by 6:00 pm.

### **Dividends**

Dividends are paid out 3 times per year, in October, December, and June.



## **Deductions**

Paycheck deductions include:

- Federal, state, and city income taxes
- Social Security and Medicare contributions
- Retirement contributions

Deductions may also include:

- Health insurance contributions
- Unpaid personal time off, based upon your base salary hourly rate
- Fees owed (e.g. for unreturned laptops, chargers, books, etc.)

Deductions could also include anything..

- ordered by a court of competent jurisdiction
- else required by state or federal law
- that the school has written authorization from the employee to deduct for a lawful purpose

Wages will not be withheld except in the above situations as permitted by applicable laws and rules.

Have more questions about how to use Paychex? Please first review the [Paychex Help Center](#), then contact our Ops Team.



# Legalese

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Everything in this section is right and good. It's just mostly common sense (and a little boring). Read it so you don't do anything dumb.

## FERPA

The Family Educational Rights and Privacy Act (FERPA) is a federal law enacted in 1974 that protects the confidentiality of a student's educational records.

### Here's what you need to know:

- You must not, under any circumstances, release to any person(s) information about a student – unless your position specifically authorizes and requires you to do so. If that's you, you'll know.
- Consider most information that you learn about a student confidential outside your coworkers. Even a seemingly minor disclosure of information (e.g., speaking to another parent about disciplinary action, academic progress, or disabilities regarding a child other than your own child) is a violation and could result in legal challenges.

### In signing this Team Handbook, here's what you commit to do:

**1. Comply with School Policies:** I have read the above statement as regards confidential student or family information protected under FERPA.

**2. Limited Access/Use of Confidential Information:** I will only access or use confidential information, especially identifiable pupil records, as needed to perform my duties as a Kairos employee or contractor.

**3. Refraining from Disclosure Unless Authorized:** I understand that confidential information, especially including identifiable pupil records, cannot lawfully be released to third parties without specific written authorization, and I will not disclose or release any such information unless specifically authorized to do so.



**4. Safeguarding Confidential Information:** Should I obtain access to any confidential pupil or personnel information, I agree that I will not transmit, divulge, copy, release, sell, loan, review, alter, or destroy any such confidential information except as properly authorized.

**5. Refraining from Removing Confidential Information:** I will not remove any confidential information from the School unless specifically authorized by a School official to do so.

**6. Immediate Reporting of Any Known Security Breaches:** I will immediately report any known security breaches or any activities if I suspect such activities may compromise the confidentiality of pupil or personnel records.

**7. Compliance with Continuing Confidentiality Obligations:** I understand that my obligations under this agreement continue after I cease work with the School.

**8. Inquiry When In Doubt:** If I have any question concerning School policies or what constitutes confidential information or should be asked to release confidential information, if I should have any questions or doubt about whether information may lawfully be released to a third party, I agree to immediately inquire with an appropriate School official before taking any action.

**9. Consequences for Unauthorized Release of Information:** I understand that unauthorized disclosures of confidential information can cause grave consequences and may constitute violations of state or federal law which can lead to civil liability resulting in significant monetary damages.

## **NDL Public Awareness**

Kairos Academies will serve all disability categories either within our building or through contractual services including:

- Autism
- Deaf-blindness
- Deafness
- Developmental delay
- Emotional disturbance
- Hearing impairment
- Intellectual disability
- Multiple disabilities
- Orthopedic impairment
- Other health impairment
- Specific learning disability
- Speech or language impairment
- Traumatic brain injury
- Visual impairment, including blindness



Kairos Academies will provide a free appropriate public education (FAPE) to all children with disabilities under the jurisdiction of Kairos. Children with disabilities include students between the ages of 3 and 21 years who have been evaluated and identified in accordance with 162.675(2)(3) RSMo and the Individuals with Disabilities Act (IDEA).

If appropriate, notice and documents will be provided in the native language of the family of a student with a disability.

Any personally identifiable information collected, used, or maintained by Kairos Academies for the purposes of identification, evaluation, placement or provision of FAPE of children may be inspected and/or reviewed by parents.

Parents of NDL students may also request an amendment to education records if the parent believes the record is inaccurate, misleading, or violates the privacy or other rights of their child. Parents may also register a complaint with the U.S. Department of Education or the Missouri Department of Elementary and Secondary Education (DESE) if they feel Kairos Academies is in violation of the Family Educational Rights and Privacy Act (FERPA)

Personally identifiable information is securely stored. Disclosure of said information is determined by Kairos staff and contractors' roles and responsibilities, as determined by Kairos' COO, Head of Neurodiversity, or their designee.

All services at Kairos Academies are provided in compliance with the General Education Provision Act (GEPA)

## 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.

## 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](#).



## 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

## 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.

### **RSMo 167.117 (Additional Obligations to Report)**

1. In any instance when any person is believed to have committed an act which if committed by an adult would be assault in the first, second or third degree, sexual assault, or deviate sexual assault against a pupil or school employee, while on school property, including a school bus in service on behalf of the district, or while involved in school activities, the principal shall immediately report such incident to the appropriate local law enforcement agency and to the superintendent, except in any instance when any person is believed to have committed an act which if committed by an adult would be assault in the third degree and a written agreement as to the procedure for the reporting of such incidents of third degree assault has been executed between the superintendent of the school district and the appropriate local law enforcement agency, the principal shall report such incident to the appropriate local law enforcement agency in accordance with such agreement.
2. In any instance when a pupil is discovered to have on or about such pupil's person, or among such pupil's possessions, or placed elsewhere on the school premises, including but not limited to the school playground or the school parking lot, on a school bus or at a school activity whether on or off of school property any controlled substance as defined in section 195.010 or any weapon as defined in subsection 6 of section 160.261 in violation of school policy, the principal shall immediately report such incident to the appropriate local law enforcement agency and to the superintendent.
3. In any instance when a teacher becomes aware of an assault as set forth in subsection 1 of this section or finds a pupil in possession of a weapon or controlled substances as set forth in subsection 2 of this section, the teacher shall immediately report such incident to the principal.



4. A school employee, superintendent or such person's designee who in good faith provides information to law enforcement or juvenile authorities pursuant to this section or section 160.261 shall not be civilly liable for providing such information.
5. Any school official responsible for reporting pursuant to this section or section 160.261 who willfully neglects or refuses to perform this duty shall be subject to the penalty established pursuant to section 162.091.

### Homeless Student Identification

According to The McKinney-Vento Homeless Assistance Act, a homeless student is one who lacks a fixed, regular and adequate nighttime residence and includes students who are:

- Sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason (i.e., Doubled-Up)
- Living in motels, hotels, trailer parks or camping grounds due to the lack of alternative adequate accommodations
- Living in emergency or transitional shelters
- Living in abandoned in hospitals
- Having a primary nighttime residence that is a public or private place not designated for or ordinarily used as a regular sleeping accommodation for people
- Living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings
- Migratory children who qualify as homeless because they are living in any of the circumstances listed above

If you learn that a Kairos student is unoused or living in one of the above circumstances, please report the following to the Local McKinney-Vento Liaison, Kat Lucido.

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



The Local McKinney-Vento Liaison coordinates services to ensure that homeless children and youth enroll in school and have the opportunity to succeed academically. You can find a full description of the McKinney-Vento Liaison's duties [here](#), and you can learn more about Kairos's board-appointed policies around homelessness in our [Board Policies](#) (p. 77).

## Student-Employee Communications

- You must avoid creating excessive emotional attachments beyond the healthy employee-student relationship. You are expected to use sound judgment as to how much information you share with students about your own personal life, not share information for your own personal emotional gratification, and must avoid sharing any information about romantic, sexual, or other types of private or sensitive information or other information that is inappropriate to share.
- If a student shares confidential information that could pose a threat to the student or others, you have an obligation to and must notify your supervisor or a school counselor, or make a report of suspected child abuse or neglect in keeping with the school's child abuse reporting policy and mandated reporting laws.
- Do not loan money or give money to students.
- You may not be under the influence of alcohol or drugs or consume alcohol or drugs at any school-sponsored activities where students are present. You are also prohibited from discussing any personal alcohol or drug use, whether past or current, with students.
- You should consult with your supervisor if a student is or seems to be pushing your personal boundaries, attempting to establish an inappropriate relationship, or it appears another type of problem is beginning to emerge.
- Do not take the role of a surrogate parent with a student; do not criticize a student's parent to the student.
- Do not initiate or allow unnecessary or overly intimate physical contact with a student, either in a public or private setting. This prohibition includes, but is not limited to the following: initiating a hug; kissing of any kind; and, any intimate physical contact, such as touching, pinching, massaging, rubbing or brushing against the body.



- Sexual or romantic relationships with students or recent graduates (students who attended Kairos Academies within the past 3 years) is expressly prohibited.
- Employees must act with transparency; any interaction with a student should be something that you would feel comfortable saying or doing in front of that student's parents and the employee's supervisor.
- You are prohibited from making suggestive comments or innuendo of a sexual or discriminatory nature in communicating with students (or at any other time at work).
- Kairos communications with students must be for school related reasons only and must be professional in all respects.
- Do not "friend" students or allow students access to your social media.

