



HUMAN CAPITAL ENTERPRISES
REDEFINING HUMAN RESOURCES LEADERSHIP

February 14, 2016

To: St. Charles Parish Public Schools
From: Hank Harris, President, Human Capital Enterprises
Re: RFP 22079362, *due February 15, 2017, 12:00pm.*

Good afternoon, and thank you for the opportunity to submit a proposal to the St. Charles Parish Public Schools for consideration for RFP 22079362, a Salary Study of employee salaries and wages.

Name of Bidder: Human Capital Enterprises
Contact Information: Hank Harris, President
1239 Vermont Ave NW #605
Washington, DC 20005
202.735.6665
hank@humancapitalenterprises.com

This proposal shall be valid until completion of the proposal as described in Timelines of Events and, furthermore, staff is on this project immediately.

February 14, 2017

Resume is appended to the end of this document. Sample Documents are attached as parallel documents.

Qualifications.

Human Capital Enterprises was founded in the state of Oregon in 2011 and was domiciled in the state of Maryland in 2013. The firm is a sole proprietorship, fully by owned by the president, Henry P. “Hank” Harris. Hank oversees all project work himself, and utilizes highly-skilled subcontractors on occasion. In all cases Hank assumes at least 75% of the labor involved and in many cases 100% of the labor involved. In this proposal, the School District can trust that at least 75% of the labor involved will be undertaken by Hank Harris, and that whatever fraction is undertaken by subcontractors will be directly supervised by Hank. In this way, the St. Charles Parish Public Schools is assured that a high level of oversight by the firm’s experienced owner/president will govern all aspects of the work.

The firm specializes in three bodies of work:

1. Compensation Analysis for School Districts
2. Executive Search for School Districts
3. Audit of Practices for School District Human Resources Departments.

Hank’s resume is attached; his experience with Compensation analysis spans more than a decade. Hank served as a chief human resources officer (CHRO) in two school districts in Oregon – Canby, a small suburban one; and Portland; the largest district in the state – and also served as a CHRO as a consultant in the Bellingham School District in Washington state. He served on the governing board of the American Association of School Personnel Administrators and served as AASPA’s Interim Executive Director prior to the appointment of its current Executive Director. Prior to entering K-12 HR leadership, Hank was a teacher and school administrator in Washington, Oregon and California.

Hank is well known as a school district HR consultant with a specialty in School District Compensation Analysis, and he is one of very few educators with extensive experience of compensation analysis on non-licensed staff as much as licensed staff. In Q4 2016, Hank presented on this topic at the annual conference of the American Association of School Personnel Administrators, where the title of his talk was: *Analyzing and Aligning Compensation for your Classified and Non-Represented Staff*.

Hank and his firm have undertaken comprehensive compensation analyses in a number of school districts. Some recent examples include:

Bellingham, Washington:

Contact: *Bob Kuehl, Assistant Superintendent of Human Resources*

- | | |
|--------------------------------|-------------|
| 1. Classified Staff | Spring 2014 |
| 2. Administrators | Spring 2014 |
| 3. Superintendent Compensation | Spring 2015 |
| 4. Non-Represented Staff | Spring 2015 |

Beaverton, Oregon:

Contact: *Sue Robertson, Executive Director of Human Resources*

1. Superintendent Spring 2015
2. Administrators and Executives Spring 2016

Central Kitsap, Washington

Contact: *Jeanne Beckon, Executive Director of Human Resources*

1. Classified Staff Fall 2015
2. Administrators and Executives Summer 2016

North Central ESD, Washington

Contact: *Suzanne Reister, Associate Executive Director*

1. Technology; Administrative Fall 2016

Highlands County Schools, Florida

Contact: *Andrew Lethbridge, Director of Human Resources*

1. All Employee Groups Anticipate Spring 2017

Brookings, Oregon

Contact: *Dede Corpening, Human Resources Coordinator*

1. Principals Spring 2015
2. Directors and Central Office Spring 2015

Marysville, Washington

Contact: *Jason Thompson, Executive Director of Human Resources*

1. Central Service Staff Spring 2015
2. Superintendent Summer 2015
3. Principals Anticipate Spring 2017

As you'll see from the above list, the percentage of repeat business speaks highly to the quality of work provided. You are welcome to contact the clients above regarding their satisfaction with the quality of work.

Methodology and Timelines

All articulated timelines and deliverable dates should be considered as proposals, and will be finalized in conjunction with the District's project team.

I. Compensation Study: External

A. Determination of Compensation Philosophy and Identification of District Comparators

- The first step in the process is one that is often left out when employers embark on a compensation study. It is to ask these two questions:
 - i. *What is our philosophy of compensating our employees?*
Central questions include how we believe we should rank among our peer districts; and whether we see a single philosophy to govern compensation for employees at all levels (*recommended*) or whether

mitigating factors would cause us to want to differentiate our compensation philosophy.

ii. *To which districts shall we compare our positions?*

This body of work includes helping the District to define the criteria by which we delineate a set of comparator districts. Once we arrive at the criteria, we will go and find the districts that most closely match those criteria. Our recommendation is to identify *ten (10) comparator districts in order to adequately conduct a legitimate market analysis*, and our fees are priced accordingly.

Timeline: **Onsite, March 23**
 Offsite, March 24-31

B. Determination of Benchmarkable Positions.

- The Consultant, in conjunction with District Leadership, will identify twenty benchmarkable positions from across the employee work groups by which to conduct a market analysis. Due to the benchmarkability of Teachers, Principals, and Vice Principals, it is recommended that such positions' compensation are fully governed by the External Analysis.

Timeline: **Onsite, March 23**
(same as above) **Offsite, March 24-31**

C. Data Collection

- The body of work of the Data Collection begins with the collection of data from the comparator districts. The Consultant advises that District staff collect such data, under the supervision of the Consultant, and has priced this Proposal accordingly. This saves considerable with. The Consultant is able to provide Data Collection Services, if desired, at an additional cost.

Timeline: **April 1, 2017 – April 20, 2017**

D. External Analysis

- Consultant analyzes collected data and aligns it against the District's articulated compensation philosophy. Deliverable includes verbal presentation to District; analytical spreadsheet, and either written narrative or slide presentation.

Deliverable: **Onsite, May 19, 2017**

II. Communication Plan; Compensation Study: Internal; Classification Recommendations

- A. Communication Plan. Solid communication is vital to the successful rollout of a compensation study. In early May, Consultant will meet with key stakeholders (i.e., Superintendent, HR leadership, Communications team) to determine the communication path moving forward.

Timeline: **Onsite, May 4-5, 2017**

- B. Compensation Study: Internal. Internal compensation analysis requires either a review of current job descriptions or interviews with supervisors and staff. This proposal assumes that job descriptions for all positions are current and reflective of the work. However, it is a rare school district in which all job descriptions are up-to-date; to that end this analysis assumes that approximately forty hours of telephone time with senior leaders and managers will be required in order to fully analyze positions.

Deliverable: Onsite, June 12/13, 2017

- C. Classification Recommendations.

Deliverable: Onsite, June 12/13, 2017

- D. Follow-up Guidance/Support to District Leadership.

Compensation roll-outs often yield the request, from certain employees, for follow-up information. This proposal includes up to five (5) hours of follow up coaching, guidance, and response to district staff.

Fees for Service

- Overall project total: \$32,900.
This includes all consultant travel expenses for five onsite days over the course of four visits to St. Charles Parish,
- Additional work beyond the scope of the project at hourly rate \$145/hr.

HANK HARRIS

1239 Vermont Ave, Unit 605
Washington, DC 20005

Mobile: 202.735.6665

hharris@post.harvard.edu

PROFESSIONAL EXPERIENCE

HUMAN CAPITAL ENTERPRISES

Principal/CEO.

11/2011 - present

Serve as a human capital consultant to school districts and other entities across the United States. Coach Superintendents, Human Resources leaders, and educational stakeholders on human capital concerns.

- Serve as a strategic planning consultant within the Human Capital arena.
- Assist organizations to improve productivity by auditing and informing HR practice.
- Serve as compensation consultant to the CEO and senior leadership for multiple school districts.
- Serve as a nationwide public speaker/spokesperson on the topic of *School District Compensation and Teacher Absence*.
- Serve as executive search consultant and Superintendent search consultant for organizations across the United States including CEO searches for Houston ISD and Beaverton Schools.
- Serve as a mentor to new human resources leaders.
- Served as interim Human Resources Director on an ad-hoc basis.

VIRGINIA ASSOCIATION OF SCHOOL PERSONNEL ADMINISTRATORS (VASPA)

Executive Director.

07/2015 - present

Serve as Executive Director of a professional association of K-12 Human Resources professionals across Virginia. Increased net reserves 400% since July, 2015; expanded membership by 60%; expanded corporate sponsorship by 100%.

- Manage a dues-paying professional association as the only paid staff member.
- Plan coordinate, and oversee professional development including two annual conferences.
- Interface on human resources/human capital needs on behalf of Virginia's 133 school divisions.
- Innovate new programming.
- Engage with members, would-be members, sponsors, and would-be sponsors.
- Ensure financial compliance.
- Organize quarterly board meetings and keep board members engaged throughout the year.
- Interpret policy for Board and members.
- Explore new opportunities to build membership and support the development and advocacy of members.

AMERICAN ASSOCIATION OF SCHOOL PERSONNEL ADMINISTRATORS (AASPA)

Interim Executive Director.

01/2014 – 03/2014

Served as Interim Executive Director/CEO of AASPA for three months, representing 1400 school district human resources leaders and staff nationwide.

- Increased membership.
- Oversaw the most-attended Boot Camp in AASPA history (as of early 2014).
- Oversaw the general operations of the association until a permanent Executive Director was named.

BELLINGHAM SCHOOL DISTRICT

Executive Director of Human Resources/Consultant.

11/2011 – 5/2015

Served as a Consultant from 11/2011 through 06/2012. Employed as Executive Director of Human Resources from 07/2012 through 06/2013. Served again as a Consultant from 07/2013 through early 2015.

- Served as a senior leader of the organization and member of the Executive Team.
- Managed budget of approximately \$1M.
- Oversaw reorganization of department protocols and improved customer relationships.

PORTLAND (OREGON) PUBLIC SCHOOLS

Executive Director of Human Resources.

07/2009 – 11/2011

Served as a Chief Human Resources Officer, assuming all aspects of human resources leadership for a workforce of 6800 employees.

- Served as chief advisor to the Superintendent and member of the Executive Team.
- Managed budget of approximately \$7M.
- Oversaw all aspects of Human Resources/Talent Management including managing seven directors and a department of 40 FTE.

CANBY SCHOOL DISTRICT

Executive Director of Human Resources.

07/2005 – 06/2009

Served as Chief Human Resources Officer, assuming all aspects of human resources leadership for a workforce of 550 employees.

EDUCATION

- Certificate of School Leadership, University of Washington, 1997.
- Masters of Arts in Secondary Education, University of Michigan, 1993.
- Bachelor of Arts in English and American Language and Literature, cum laude, Harvard University, 1990.

PROFESSIONAL ACCOMPLISHMENTS

- Board Member, REALSchool Gardens, 2016 -
- Governing Board Member, American Association of School Personnel Administrators, 2012-2015.
- “*Analyzing and Aligning Compensation for your Classified and Non-Represented Staff*,” American Association of School Personnel Administrators Annual Conference, Orlando, Florida, October, 2016.
- Keynote Speaker, Oregon School Personnel Association Annual Conference, Eagle Point, Oregon, April 2014; Welches, Oregon, July 2015.
- “*Teacher Absence: Research Review and Ideas for Action*,” American Association of School Personnel Administrators annual conference, October, 2014.
- Keynote Speaker, Frontline Live – Substitute Systems, San Francisco, California, December 2014.
- “An Outstanding Educator in Front of Them Every Day,” *District Administration Magazine*, February, 2014.
- Columnist, *hiregreatnesstoday.com*
- President/Executive Board member, Oregon School Personnel Association 2009-2011.
- Alumni Interviewer, Harvard College.