

Human Resources Board Member Orientation

October 2023

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Human Resources Department – Beliefs, Vision, Mission

Beliefs

We believe all **children** have the capacity to learn.

All **parents** want what is best for their child; they send the best they have each and every day.

Staff believe all students have the capacity to learn and achieve; All educators provide students the support needed to achieve at high levels.

Principals create aligned and supportive climate and culture where students and educators thrive.

Superintendent, central office [**Human Resources**] creates the conditions and supports [Climate, Culture, Systems, Instruction] to allow principals, educators and students to thrive.

The **community** believes and expect that students will be successful so that they can contribute and thrive in the community.

The **school board** believes all staff have the ability to create a welcoming and rigorous learning environment where each student thrives and is prepared for career, college and life success.

Vision

My personal vision is to lead and support so that staff can create engaging learning environments for students to thrive.

Mission

My personal mission is to provide expectations and support so that staff can provide a welcoming, engaging and rigorous learning environment where students can achieve at high levels, contribute and thrive in a global society.

Theory of Action

If **Human Resources** focuses on clear processes (training, support), simple systems, diversity, equity, inclusion, then **principals** will be able easily access systems so they are able to focus on the necessary work in their building/manage human capital so they can be the instructional leader (climate, culture, systems, instruction), which will help **staff** to access curriculum, resources, and support to provide high quality instruction and create welcoming and inclusive learning environments, so **students** will thrive in an equitable and inclusive learning environment.

Strategic Plan 2021-2026



Mission

To inspire, educate, and prepare each student to achieve to high standards, contribute to our community, and thrive in a global society.

Vision

Our students will lead and shape the future.

They will be well-rounded, healthy, and flexible thinkers with a global perspective who can access resources and collaborate.

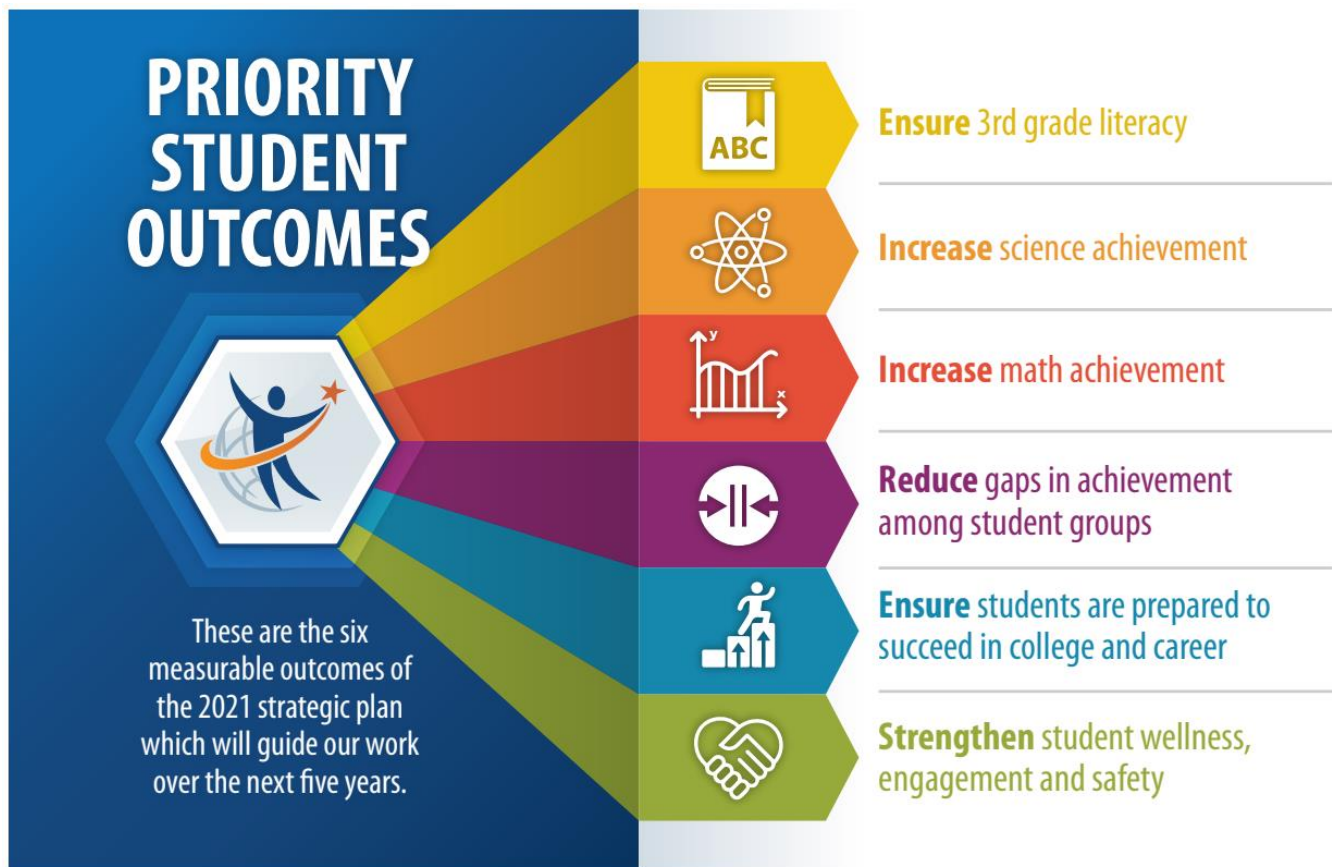
They will demonstrate empathy, pride, and advocacy for self, school, and community while respecting the diversity and worth of others.

They will acquire the knowledge, attitudes and skills to adapt to the emerging needs of a changing world.

Core Values



Student Priority Outcomes



Strategic Themes



Strategic Theme F



Theme F

Human capital recruitment, development and retention

F.1.a Design and implement an effective recruitment and retention plan with an emphasis on diversity and inclusion for each employee group

F.2.a Cultivate a culture of excellence that includes career pathways and continuous growth for each employee group

F.2.b Ensure an inclusive work environment that promotes wellness, a sense of belonging, engagement, and support

F.2.c Cultivate a culture of high expectations, systems thinking, and shared accountability

Strategic Initiatives – Human Capital



Human capital recruitment, development and retention

- Design and implement an effective recruitment and retention plan with an emphasis on diversity and inclusion for each employee group
- Ensure an inclusive work environment that promotes wellness, a sense of belonging, engagement, and support

Strategic Initiative F.1.a, F.2.a

Design and implement an effective recruitment and retention plan with an emphasis on diversity and inclusion for each employee group.

Highlights of Actions

- Grow Your Own program development
 - High School introduction to education class
 - University partnerships (City U, UW, Western, etc)
 - Recruiting paraeducators into teaching pathways
 - Community partnerships
 - Removing barriers (i.e. financial support)
- Recruitment with a focus on diversity and inclusion
 - Collaboration with the Diversity, Equity and Inclusion department
 - Focus on Grow Your Own programs
 - Enhancing community and university partnerships
- Retention
 - Problems of Practice/Affinity Groups
 - Strong orientation program
 - Robust professional development

Strategic Initiative F.2.b

Ensure an inclusive work environment that promotes wellness, a sense of belonging, engagement, and support.

Highlights of Actions

- District Wellness Committee
 - Monthly Newsletter
 - Resources for staff
- SmartHealth Wellness Program
 - Promote the Washington Health Care Authority SmartHealth Wellness Program
- Workforce Secondary Traumatic Stress – [School Board Policy 5515](#)
 - Build resources and communicate new board policy 5515

School Board Policy – 5000 Human Resources

Human Resources Goals

[5010](#) - Nondiscrimination and Affirmative Action

Conditions of Employment

[5110](#) – Certification

[5120](#) – Probationary Period

[5130](#) – Employment of Personnel

[5131](#) – Hiring of Retired School Employees

[5140](#) – Tobacco Use Policy

[5150](#) – Drug-Free Workplace

[5151](#) – Transportation Department Van Drivers – Drug/Alcohol Testing

[5155](#) – Infectious Disease Control

[5160](#) – Sexual Harassment

[5161](#) – Civility in the Workplace

Employment Practices

[5200](#) – Administrative Organization

[5202](#) – Federal Motor Carrier Safety Administration Mandated Drug and Alcohol Testing Program

[5210](#) – Assignment, Reassignment and Transfer

[5211](#) – The Superintendent

[5212](#) – Appointment, Duties and Responsibilities of Administrative Personnel

[5215](#) – Conflicts of Interest

[5220](#) – Private Lessons

[5224](#) – Professional Learning

[5225](#) – Technology

[5230](#) – Personnel Files

[5240](#) – Grievance Resolution

[5250](#) – Evaluation of Staff

[5251](#) – Evaluation of the Superintendent

[5253](#) – Maintaining Professional Staff/Student Boundaries

[5270](#) – Disciplinary Action and Discharge

[5271](#) – Reporting Improper Governmental Action

[5280](#) – Program and Staff Reduction

[5281](#) – Reduction of Certificated Administrative Staff

Compensation and Employee Benefits

[5310](#) – Compensation, Payroll Deductions and Benefits

[5320](#) – Leaves of Absence

[5320.1](#) – Bereavement Leave

[5320.2](#) – Illness, Injury and Emergency Leave

[5320.4](#) – Leave for Attendance at Meetings and Conferences

[5320.5](#) – Jury Duty and Subpoena Leave

[5320.6](#) – Military Leave

[5320.7](#) – Sabbatical Leave

[5320.8](#) – Leaves of Absence without Pay

[5320.9](#) – Family, Medical, and Maternity Leave

[5340](#) – Attendance Incentive Program

[5350](#) – Holidays

[5360](#) – Vacation Cash Out

Auxiliary Personnel

[5406](#) – Shared Leave Program

[5410](#) – Substitute Employment

[5430](#) – School and Program Volunteers

[5440](#) – Administrative Internships

Staff Benefits

[5515](#) – Workforce Secondary Traumatic Stress

[5520](#) – Employee Assistance Program

Human Resources (HR) Partner Structure

The HR partner works as a part of the team assigned to groups of schools to provide high quality human resources and talent management services to principals and school-based staff. The HR partner is the customer service point of contact for principals for talent management including screening, selection, on-boarding, transfers, placements, separations, performance management, data collection and reporting, and other HR functions and effectiveness measures for all school-based staff.

Responsibilities

- Establishes and maintains a strong, positive working relationship with school principals and central staff to support the sourcing, assignment, induction, retention, development, and performance of high-quality candidates for all school-based positions.
- Supports principals in the planning for and assignment of educational staff, including projected vacancies, excess and transfer actions, long-term substitute teacher assignments, and other HR implications of the principal's budgetary and staffing decision-making.
- Assists the principal in analyzing relevant HR data regarding teacher quality, turnover, absenteeism, and other significant levers in improving workforce excellence.
- Keeps current with school student achievement data to ensure human capital needs are met to continually improve student outcomes.
- Participates in the recruitment of instructional staff through job fairs and other recruitment events and collaborates with the recruitment team on best matches for vacancies.
- Implements screening and selection procedures and finalizes candidate eligibility before final processing.
- Guides new hires through the on-boarding process to ensure timely completion.
- Prepares reports for principals and academic superintendents to keep them apprised of human capital needs and staffing issues.
- Supports principals throughout performance management processes and collaborates with labor relations staff to ensure effective improvement or exiting of low-performing employees.
- Interfaces with technology staff on information systems issues related to human resources.
- Serves as liaison and support to school office managers regarding a variety of human resources issues that affect salary and payroll.
- Provides support to principals in staffing issues related to summer school as needed.
- Utilize all HR information technology.
- Utilizes data to make informed decisions and support principals in human capital management.

HR Partners

Executive Director – Dr. Chad Golden		
Mary O'Brien HR Partner Schools	Mandy Shinn HR Partner Departments	Gayla Jenner Compensation & Benefits

Region 1 – Dr. Pete Misner HR Partner – Mary O’Brien	Region 2 – Dr. Cathy Woods HR Partner – Mary O’Brien	Region 3 - Larry Fleckenstein HR Partner – Mary O’Brien
Emerson	Jefferson	Cedar Wood
Garfield	Monroe	Forest View
Hawthorne	Penny Creek	Mill Creek
Jackson	Silver Lake	Silver Firs
Lowell	View Ridge	Tambark Creek
Madison	Whittier	Woodside
	Evergreen	Eisenhower
	North	Gateway
	Everett HS	Heatherwood
	Sequoia HS/PG/Online HS	Cascade HS
	Everett Virtual Academy	Jackson HS
Chief Strategist		
Elementary Levels Meetings	High School Levels Meetings	Middle School Levels Meetings

Over the past five years, Everett Public Schools has worked directly with the [Urban Schools Human Capital Academy](#) (USHCA) to refine and improve Human Capital practices and processes. In the summer of 2021, Human Resources partnered with USHCA staff to conduct an HR department assessment. This assessment provided guidance in refinement and re-organization needed to improve HR practices and processes. One of the major shifts was the restructuring of HR directors to HR partner roles where they are the single point of contact for administrators and staff in specific regions, as noted in the table above.

Targeted Selection Process

Everett Public Schools began using the Targeted Selection process approximately five years ago. Specifically, Everett Public Schools uses the Targeted Selection process when hiring administrators.

The Targeted Selection process is initiated by an administrator announcing that they are resigning or retiring. At this point, a Site Analysis is conducted. We ask stakeholders 1) what skills and qualities would you like to see in your next administrator, 2) what are the strengths of the school/department the administrator should be aware of, 3) what are areas of growth the school/department should be aware of, and 4) is there anything else you would like to share. The stakeholder input from the site analysis is used to develop the position specific job description, standards, and scorecard. The scorecard informs the screening criteria and interview prompts which are used for the Behavior Event Interviews (BEI). The interview panel scores and collects evidence. The interview panel uses this evidence to provide a recommendation to the superintendent.



Targeted Selection is a method to match the candidate with the best skills to a specific leadership role.

What is Targeted Selection?

- Research-based
- Evidence-based
- Standards-based
- Coherent from start to finish
- Allows a candidate a fair opportunity to show their authentic self

The Scorecard includes

- Mission: essence of the job
- Outcomes: what must be done
- Competencies: ensuring behavioral fit

Behavior Event Interviews (BEI)

Three types of prompts

- 1) Performance
 - Role-play
 - Teacher observation and feedback
 - On-the-fly review of an artifact

- 2) Evidence (sharing)
 - Debriefing plans, agendas, or evaluation forms
 - Unpacking the vision, mission, and/or goals
- 3) Interview
 - Probing past behavior

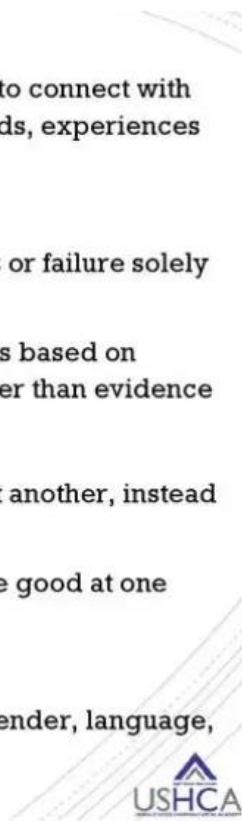
Training

All hiring administrators are trained in the Targeted Selection process. The expectation in Everett is that Targeted Selection is used when hiring all administrators.

The Targeted Selection training includes bias training, awareness of bias and the interview panel's ability to discuss bias in the hiring process.

Unconscious Bias

- **Anchoring: First impressions**
- **Affinity/Similarity Bias: A tendency to connect with others who have similar backgrounds, experiences and interests**
 - "Culture fit" challenge
- **Attribution Bias: Attributing success or failure solely to actions of specific people**
- **Confirmation Bias: Draw conclusions based on personal beliefs or experience rather than evidence**
- **Conformity Bias: Peer pressure**
- **Contrast Effect: Judging one against another, instead of against evidence or a standard**
- **Halo Effect: Assuming that someone good at one thing is good at everything**
 - Horns Effect
- **And, of course: age, appearance, gender, language, name, race, ad infinitum**



What makes the Targeted Selection process "fair"

- Clear criteria (the scorecard)
- Consistent interview prompts
- Opportunities for the candidate to refine responses (probes)
- Discussion of evidence: quotes, content, etc.

A Scorecard is included on the following pages to provide clarity regarding the contents (mission, outcomes, & competencies) and demonstrate the clear criteria defined. The following scorecard was developed prior to the most recent Regional Superintendent hiring process.

Targeted Selection Scorecard: Regional Superintendent – Teaching & Learning

Role: Regional Superintendent (Principal Supervisor)

Mission: The Regional Superintendent works directly with principals and their teams to continuously improve student outcomes by continually improving each school's systems, culture, climate, and instruction. The Regional coaches and develops principals and other leaders during campus visits to classrooms and team meetings. Through feedback, calibration, coaching, and supervision the Regional ensures that the district's instructional expectations are implemented with fidelity at each school and that classroom practices are improving. While the Regional is focused on instructional improvement, they also support the principal with human capital and fiscal planning. The Regionals play an active role in leading the learning community and in designing equitable and differentiated support to schools.

Outcomes	
1	Supports the implementation of the Strategic Plan initiatives in Effective Instructional Practices <ul style="list-style-type: none"> Schools WSIF ratings will improve year-over-year 80% of students demonstrate a full year's iReady growth Each school's achievement targets are met for students with disabilities, multilingual learners, African American/Black, and Hispanic students Educators can articulate the district's vision, mission, student priority outcomes and the strategies for attaining the annual goals and targets
2	Improves each school's instructional capacity <ul style="list-style-type: none"> Each principal and assistant principal's performance ratings improve each year 100% of instructional non-negotiables are implemented with fidelity at each school Data and collaborative planning meetings such as PLCs and ILTs are supported and show improvement over time
3	Creates a culture of continuous instructional improvement <ul style="list-style-type: none"> 80% of school visits are focused on observation of instruction, data discussions, or collaborative planning, followed by feedback and monitoring Principals and teams routinely address problems of practice, engage in root cause analysis, and develop theories of action that lead to improvement All teachers and teams demonstrate use of assessment data for planning, differentiation, reteach, and intervention Student & family satisfaction survey data shows continuous improvement on indicators of cultural competence
4	Builds the instructional leadership capacity of principals <ul style="list-style-type: none"> Observation and feedback at each school is aligned, calibrated, and shows evidence of improved classroom practice Continually redirects principals away from 'firefighting' and toward classroom visits, teacher conferences, and other instructional activities Expects principals to delegate urgent/non-important tasks and to distribute leadership for projects and initiatives Supports principals in designing and implementing rigorous but streamlined structures and processes for instructional leadership such as assessment calendars and meeting protocols
5	Ensure the success of team support <ul style="list-style-type: none"> Establishes clear expectations with each principal and department staff Supports principals and department staff with planning and progress monitoring

Competencies	
1	Strategic thinking & planning - messages the big picture in an inspiring way; stewards the vision and how we accomplish the work; advocates for schools and their work to be aligned with the strategic plan; student focused with a sense of urgency and prioritizes closing student achievement gaps
2	Curriculum & instructional knowledge – understands curriculum and research-based instructional practices; knowledge of state standards and curriculum alignment in implementation; confident in reading, mathematics, and science curriculum and is persistent in access for all students; messages the student priority outcomes and drives for closing the achievement gap
3	Collaboration & teamwork - reaches out to peers, provides direct feedback; a team player in Cabinet and across the leadership team; works to establish collaborative relationships with the Academics Team, support staff, Teaching and Learning departments and schools; understanding of key needs of the staff and collaborates with them to create solutions; employs a clear decision-making process involving stakeholders
4	Organization & planning - focuses on key priorities in productive ways; able to organize and use data to draw insightful conclusions; clear communicator; skilled in collecting and using data to drive decisions; organized; has clear structures; able to make sound decisions and plan in alignment with strategic plan
5	Honesty/integrity - builds trust and maintains confidences; lives up to verbal and written commitments; flexible, fair, and consistent approach to resolving challenges
6	Coaching - gives feedback about instruction to leaders, teachers and teams and engages in joint problem-solving; takes a teaching and learning stance; cultivates leadership development
7	Adaptability, flexibility & persistence - demonstrates willingness to go the distance to get things done; leadership that instills confidence in staff; able to collaboratively develop solutions with administrators and build structures to remove barriers and processes for accountability

Department Responsibilities - Directors

Executive Director	HR Director – Compensation & Benefits	HR Director – HR Partner Schools	HR Director – HR Partner Departments
Chad Golden	Gayla Jenner	Mary O'Brien	Mandy Shinn
Executive Cabinet; Staffing - Admin hiring; leadership team; Position Control	Staffing & Budget – Class & Cert	Principal support	Dept Director support
Budget development; Staffing allocations	Comp & Cert – class & cert	Hiring Recs	Hiring Recs
Title IX & ADA; Legal & Compliance	Payroll	Investigations & Discipline - staff	Investigations & Discipline - staff
Investigations - administrators	Benefits (SEBB, leaves, return to work, L & I)	Performance Plans	Mandatory Training; Vector & CPR, First Aid
Welcome Desk	Loan Forgiveness	Evaluation support – class & cert	Volunteers
District Wellness Lead	Contracts	Substitutes	Interns, Student Teacher Lead
Community Services	Calendars	Frontline Employment, Eval & Absence	Para requirements
Risk & Compliance Services	Salary Schedules	Supervision & Eval Manual	Staffing Departments; Position Control
School Board – policy, etc	HR & Business Services Systems	Recruitment and Retention ; Recruit WA Teachers – Beginning Educators	

President's Council	State Reports (S275 etc)	Staffing Schools; Position Control	
Admin Interns; New Admin & New Teacher Orientation Lead		State Reports (equity report, evaluation report, substitute report, etc)	
LABOR MANAGEMENT			
EASA & EACA – Meet & Confer		EEA lead – labor management, negotiations	ELNA – labor management, negotiations
Prof Tech – Meet & Confer		EAP – labor management, negotiations	Teamsters – labor management, negotiations, discipline
EAEOP – labor management, negotiations, discipline		ECEA – labor management, negotiations, discipline	PNWRCC – labor management, negotiations
EEA – labor management, negotiations			SEIU – labor management, negotiations, discipline

Department Responsibilities

Human Resources

The human resources department is responsible for the hiring of highly qualified certificated, classified and administrative employees.

The department is divided into areas of responsibility:

- Benefits
 - Staff health plans (SEBB – staff health plans)
 - Leaves of Absence, L & I, Return to Work
- Community Services
 - Community use of district facilities
- Compensation and Certification - Records
 - oversight and monitoring of professional requirements (certification, ESEA, paraeducator competencies)
 - salary placement and advancement

- creation and distribution of employee contracts
 - state personnel reports
 - monitor staffing allocations
 - evaluation tracking
 - payroll processing for new hires, salary adjustments, employee terminations
- Compliance
 - affirmative action
 - title IX
- Employee Relations
 - bargaining
 - supervision and evaluation
 - labor management
 - job description maintenance and reclassification
- Employment
 - recruitment, hiring and retention of certificated and classified employees
 - paraeducator testing
 - student intern tracking and placement
 - Volunteers
- Payroll
- Professional Development
 - required trainings (Vector training, CPR, First Aid, etc)
- Risk & Compliance Services
 - Risk Management
 - Public Records Requests
- Staff Wellness
 - District Staff Wellness Committee
 - Employee Assistance Program
- Substitutes
 - recruitment, hiring and retention of certificated and classified substitutes
 - monitoring of substitute fill rates
- Welcome Desk



Human Resources Department Contacts

The human resources department handles all employment issues for district employees and persons applying for positions with Everett Public Schools.

Chad Golden , <i>Executive Director, Human Resources</i>	4109
Administrative personnel, labor management & relations, staffing, supervision, hiring, performance, professional development, administrative internships & placements (labor management: EAEOP, EASA/EACA & Professional Technical)	
Jean Hanson , <i>Executive Assistant</i>	4103
Alyssa Harrell , <i>HR Specialist 1</i>	4101
Dulce Ruiz , <i>Diversifying Pathways Coordinator</i>	4285
Kinh Passey , <i>Administrative Assistant, Welcome Desk</i>	4100
Mary O'Brien , <i>Director III, HR Partner for Schools</i>	4106
Recruitment, hiring, evaluations support, employee support, Frontline employment, Frontline evaluation, student interns, Supervision & Evaluation Manual, recruitment & retention (labor relations: EEA, EAP, & ECEA)	
Trish Chambers , <i>Administrative Assistant, Employment Services</i>	4113
Employment applications & hiring process, job postings, announcements	
Substitute Services	4111
Catherine Adams , <i>Administrative Assistant</i>	4124
Substitute desk, recruitment, hiring	
Shelly Gross , <i>Administrative Assistant</i>	4289
Substitute desk, recruitment, hiring	
Mandy Shinn , <i>Director III, HR Partner for Departments</i>	4129
Recruitment, hiring, evaluations support, employee support, volunteers, mandatory training (vector, first aid & CPR), student interns (labor relations: ELNA, SEIU, Teamsters & Trades)	
Michelle Olson , <i>Administrative Assistant</i>	4127
Volunteers, Mandatory Training, & Professional Development Support	
Carol Bradford , <i>Administrative Assistant</i>	4288
Evaluations & student interns	

COMPENSATION & BENEFITS

Gayla Jenner , <i>Director IV, Compensation & Benefits</i>	4169
Benefits, Payroll, Certification & records, highly qualified teachers, employment contracts, payroll, staffing budget, personnel files, state reports	

Maureen Melander, Systems Support Analyst	4158
Business Systems Support	
Janea Carrell, HR Specialist II	4121
Compensation & Certification	
Terri O’dell, HR Specialist I – Region 2.....	4107
Certificated & Classified staff technician	
Stephanie North, HR Specialist II – Region 3.....	4120
Certificated & Classified staff technician	
Kylie Drouillard, HR Coordinator – Region 1 & Departments.....	4105
Certificated & Classified staff technician	
Carlye Voigtsberger, Benefits/Payroll Supervisor	4270
Benefits & Payroll	
TBD, Payroll Coordinator.....	4163
Payroll support	
Heba Kamel, Payroll Technician	4161
Payroll support	
Edith Martinez-Engles, Payroll Technician.....	4164
Payroll support	
Kari Mikesell, Payroll Technician.....	4163
Payroll support	
Karyn Troyer, Payroll Technician	4165
Payroll support	
Komal Batth, Benefits Technician	4128
Benefits support	
Linnea Mulvaney, Benefits Technician.....	4116
Benefits support	

COMMUNITY SERVICES

Ysella Perez, Supervisor, Community Services	4046
Shanai Cole, Administrative Assistant, Community Services.....	4045

RISK & COMPLIANCE SERVICES

Wendy Snider, Public Records Specialist.....	4188
Brenna Hanson, Risk Management Specialist.....	4153

Association Partners – Labor Relations

The information below includes the association partners in Everett Public Schools. These are the labor partners that Human Resources works closely with regarding all labor relations.

Bargaining Associations

- Everett Association of Educational Office Personnel (EAEOP)
- Everett Association of Paraeducators (EAP)
- Everett Coaches and Extracurricular Association (ECEA)
- Everett Education Association (EEA)
- Everett Licensed Nurses' Association (ELNA)
- Pacific NW Regional Council of Carpenters (PNWRCC), (also known as Trades)
- Service Employees International Union (SEIU)
- Teamsters (Van/Bus Drivers)

Meet and Confer Groups

- Everett Association of School Administrators (EASA)
- Everett Association of Professional-Technical Employees (EAPT)

The following provides an overview of bargaining and meet & confer groups, including, salary Increases for 2023-24 School Year – Cost is an IPD of 3.7%

IPD = Implicit Price Deflator (figure used to measure inflation)

Group [n]	Increase	Cost	Notes
Everett Association of Educational Office Personnel (EAEOP) [164]	5.5% or IPD, whichever is greater	\$607,000	5.5%
Everett Association of Paraeducators (EAP) [554]	TBD – Bargain in 2023	TBD	TBD
Everett Coaches / Extracurricular Association (ECEA) [338]	3%	\$125,000	3%
Everett Education Association (EEA) [1,376]	1.5% + IPD (3.7%) or 4%, whichever is greater; Tilt of salary schedule	Range: \$9.9 to \$13.3 million	[5.2%] and Tilt – a) an increase of the base cell of 1.719%; b) changing each column on the schedule to be 1.75%

			higher than the previous column; c) changing each row on the schedule to be 4.15% higher than the previous row
Everett Licensed Nurses' Association (ELNA) [28]	2% or IPD, whichever is greater	\$85,900	3.7%
Pacific Northwest Regional Council of Carpenters (PNWRCC) – Trades [19]	2% or IPD, whichever is greater	\$73,800	3.7%
Service Employees International Union (SEIU) [210]	TBD – Bargain in 2023	TBD	TBD
Teamsters [27]	3% or IPD, whichever is greater	\$46,200	3.7%
Everett Association of Professional-Technical Staff (EAPTS) [87]	3.7%	\$769,700	3.7%
Everett Association of School Administrators (EASA) [102]	3.7%	\$1.5 million	3.7%
Executive Cabinet [9]	3.7%	\$194,500	3.7%

Bargaining Timeline

2023	2024	2025	2026	2027	Annual Meet & Confer
EAP	EEA	PNWRCC		ECEA	EASA
SEIU	ELNA				EAPT
	Teamsters				
	EAEOP				