

Classification and Compensation Plan Study for Franklin County Public Schools

FINAL REPORT



Evergreen Solutions, LLC

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Chapter 1 - Introduction

In October 2021, Evergreen Solutions was retained by Franklin County Public Schools to conduct a Classification and Compensation Plan Study for all employees. The Classification and Compensation Study was designed to focus on the internal and external equity of both the structure by which employees are compensated, as well as the way in which positions relate and compare to one another across the Division. The recommendations offered in this study are intended to meet Franklin County Public Schools' desire to attract and retain qualified employees.

Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, and duties of each position, it can be determined whether similar positions are being compensated in a similar manner within the Division. The classification component of this study is aimed at resolving any inconsistencies related to job requirements and providing some clarity to the plan in place.

External equity deals with the differences between what the Division is paying for each classification of administrators and support staff and what compensation is available in the market place for the same skills, capabilities, and duties.

As part of the study, Evergreen Solutions was tasked with:

- holding a study kick-off meeting;
- analyzing the Division's current salary structure to determine its strengths and weaknesses;
- conducting employee outreach by interviewing Division leaders and holding focus groups with a representative sample of employees;
- facilitating discussions to develop an understanding of its compensation philosophy;
- collecting classification information through the Job Assessment Tool (JAT) process to analyze the internal equity of the Division's classification system;
- conducting a market compensation survey to assess external equity (market competitiveness) of the Division's current pay plan;
- developing recommendations for improvements to classification titles and the creation of new titles, as appropriate;
- developing a competitive compensation structure and slotting classifications into that structure while ensuring internal and external equity;



- developing optional methods for transitioning salaries for administrators and support staff into the new structure and calculating cost estimates for implementation;
- providing the Division with information and strategies regarding compensation and classification administration;
- preparing and submitting draft and final reports that summarize the study findings and recommendations.

1.1 STUDY METHODOLOGY

To provide relevant information to the Division, Evergreen combined qualitative with quantitative data analysis to produce recommendations that maximize the fairness and competitiveness of the Division’s classification structure and practices.

Project activities included:

- conducting a project kick-off meeting;
- providing a video orientation session for employees;
- facilitating employee interviews;
- conducting a market compensation survey;
- developing recommendations for compensation management;
- developing detailed implementation recommendations; and
- crafting the draft and final reports including all compensation analysis.

Kickoff Meeting

The kickoff meeting provided an opportunity to discuss the history of the organization, finalize the work plan, and begin the data collection process. Data collection of relevant background material (including existing pay plans, organization charts, policies, procedures, training materials, job descriptions, and other pertinent material) is part of this process.

Employee Outreach

During the week of December 6, 2021, outreach sessions were conducted virtually. During the focus groups, employees were asked about their experience with the Division and to identify any concerns they have about compensation or classification. Feedback received from employees helped to highlight areas where the employees feel attention and consideration are needed. This information provided some basic perceptual background, as well as a starting point for the research process. **Chapter 2** contains the full summary of outreach findings.

Assessment of Current Conditions

This analysis provides an overall assessment of the existing pay plans and related data for the Division’s employees at the time the study began. The pay plans for 2021-22, the progression of employee salaries through pay grades, employee tenure, and the distribution



of employees in the Division are all examined during this process. The findings of this analysis are summarized in **Chapter 3** of this report.

Salary Survey

The external market is defined as identified peers with whom the Division competes for qualified employees, including those that have similar characteristics, demographics, and service offerings as the target organization. Benchmark positions were identified from each area and level of the organization and include a large cross-section of positions in the Division. Once the target and benchmark information were finalized, a market survey tool was created to solicit salary information from each of the peer organizations. When the results were received, the data were analyzed, cleaned, and entered to provide aggregate findings. The results of the salary survey are provided in **Chapter 4**.

Job Assessment Tool (JAT) Classification Analysis

Although market data are imperative for determining pay grade value for job titles, they are not the only factor that contributes to recommended placement. In addition to collecting market data, job questionnaire data were used to slot positions. Evergreen's Job Assessment Tool (JAT) was administered to all employees during the study and was available to all employees for a six-week period to allow for sufficient participation. Upon completion of the JAT, supervisors were provided the opportunity to review employee submittals and provide feedback on responses. The JAT provided a score for each Division job title which was used to determine the hierarchy and value of all job titles based on each one's complexities. Each classification's score is based on the employee and supervisor responses to the JAT. The scores allowed for a comparison of classifications in the Division.

Recommendations

The development of recommendations followed agreement on the structure of the compensation and classification system. During this phase, desired range spreads (distance from minimum to maximum) and midpoint progressions (distance from the midpoint of one pay grade to the next) were established. In addition, the Division identified its desired market position and compensation philosophy. Subsequently, the pay plan and job slotting within the system were adjusted to account for this desired position in the market.

As part of the study, job titles for administrators and support staff were determined that best reflect the roles and responsibilities of each position. With the salary schedules and job titles established, jobs can be slotted into the proposed pay grade structure using market data and feedback from Human Resources staff in the Division.

The final step in the development of recommendations was to identify the costs associated with each step of the analysis. The data from the job slotting were applied to the individual incumbents in the organization. This gave the Division the opportunity to view the total costs associated with the structural changes. Information was then provided to the Division on various ways to implement the proposed structure and possible adjustments that can be made to address any remaining issues. A summary of the findings and the associated recommendations in the study can be found in **Chapter 5**.

1.2 REPORT ORGANIZATION

This report includes the following five chapters:

- Chapter 1 – Introduction
- Chapter 2 – Summary of Employee Outreach
- Chapter 3 – Assessment of Current Conditions
- Chapter 4 – Salary Survey Summary
- Chapter 5 – Recommendations



Chapter 2 - Summary of Employee Outreach

On December 6, 2021, to December 8, 2021, the Evergreen Solutions Team conducted a series of 17 virtual interviews and focus group sessions with Franklin County Public Schools employees representing a cross section of departments and classifications as well as management levels.

Over this three-day period, 138 individuals attended one of the 17 individual meetings and focus group sessions. The objective of these sessions was to collect feedback on strengths and weaknesses of the current compensation and classification plans directly from the employees.

The remainder of this chapter summarizes the comments made by focus group participants. It is important to note that the views shared in this summary are not necessarily supported by Evergreen Solutions nor Franklin County Public Schools. Evergreen, however, used this information as a basis for further investigation throughout the course of the study. In all instances, Evergreen has removed any information that may identify the commenter.

2.1 GENERAL FEEDBACK

Although the major purpose of the focus group sessions was to discuss compensation, and classification, the first two questions asked by Evergreen consultants generally received feedback related to issues beyond these two topics. In some cases, even questions related specifically to compensation and classification yielded feedback outside of these domains. This section provides feedback received unrelated to compensation and classification, per se, but important to framing the context in which this study is occurring.

Important factors frequently shared by employees as reasons for coming to work for and/or remaining with the Division included:

- **Benefit Package** – A number of participants, especially non-certified employees, indicated that the health insurance benefits available for employees was one of main reasons for wanting to work for as well as remain employed by the Division. Many stated that they would not receive the same healthcare coverage if they were employed in the private sector. To add to this, Franklin County Public Schools participates in the Virginia Retirement System (VRS), which was seen as an added bonus since it provides a stable retirement plan.
- **Step Plan** – Employees cited the 16-step pay plan as a reason for becoming interested in working with the Division. Compared to other school systems in the area, they felt it would allow them to quickly reach the top of the pay scale.



- **Familiarity** – A significant number of the participants said that they are from Franklin County and wanted to work in the community where they live as well as where their children attend school. Additionally, many of the teachers interned with the Division during college; based on this experience, they knew it was a great place to work.
- **Work Environment** – Many employees stated they enjoyed their work environment. It was often described as a family atmosphere where employees as well as school and district-level administrators have one another's back.
- **Results of Work** – A number of participants mentioned how fulfilling their careers were; they love making a difference in the lives of the students. Additionally, many see their career as a way to give back to the community to which they have strong ties.
- **Time Off** – The time off that employees receive over the fall and winter holidays as well as during the spring break was repeatedly given as a reason for being employed with the Division. Employees are not only able to enjoy additional family time but those who have school-aged children can be home with them without having to use leave.

The most common employment concerns expressed in focus groups were:

- **Organization and Consistency of Pay Scales** – Many felt the pay scales lack organization and consistency. For example, the Teacher scale includes positions that do not have instructional duties (e.g., Registered Nurse and Family Liaison). Additionally, not all Coordinators are on the same scale; some are on the Admin Scale while others are on the Teacher Scale. It was also noted that the number of steps vary by scale; LPNs have their own scale with six steps, but RNs on the Teacher Scale have 16 steps. Ideally, employees would like for there to be a more sensible approach to the compensation plan.
- **Retention of Paraprofessionals** – In almost every focus group, Paraprofessionals were recognized as being vital to the success of the schools as they perform many duties outside of the job description. It was brought up that these individuals often do not know if their contract will be renewed until the beginning of the next school year; therefore, many tend to seek other employment outside of the Division since they do not know if they will have a job in the future.
- **Competition with Virtual Virginia** – Many Divisions were mentioned as being competitors for Franklin County; however, Virtual Virginia seemed to be more of a concern than others. This was primarily due to the fact that this organization not only allows teachers to work from home but also compensates them at a much higher rate.
- **Professional Development** – Employees would like to see more professional development opportunities, specifically in the area of technology. Additionally, they would like to be able to participate in trainings during work hours. Currently, employees are not allowed to do this; therefore, they miss out on external opportunities that are scheduled during those times.



- **Cost of Health Insurance** – While employees appreciate the health care benefits awarded by the Division, it was expressed that the high costs were a reason some seek employment in neighboring areas. Even though that Division may not pay more, the difference in the insurance costs increased the take-home pay.

2.2 COMPENSATION

Specific comments shared by employees related to the Division’s compensation practices, policies, and procedures include the following:

- **Movement Through Pay Scale** – In almost every focus group, feedback was given regarding the length of time it took to progress through the pay scale. Many indicated the system gave a sense of “false hope” and that they did think they would ever reach the top of their specific pay range because of step freezes. Additionally, employees are not retroactively awarded when increases are given. There were many instances of employees who had 20-plus years of service but were nowhere near the top of the scale.
- **Competitive Salaries** – Most participants commented on the starting salaries. Because of the low pay, employees felt like the Division is not able to compete with neighboring school systems or the private sector thus creating a recruitment and retention issue. The compensation of Paraprofessionals, Bus Drivers, Custodians, Maintenance Workers, and Food Service Workers were specifically mentioned.
- **Pay Discrepancy** – Employees cited that there is a pay disparity among some roles within the Division. An example of this is with Secretaries; those who work at a school make less than the ones at the central office even though school-based workers seem to have more responsibilities. Similarly, employees who manage student databases in the Transportation and Technology Departments have different salaries.
- **Compression** – It was stated that freezes in the step plan has created compression between new and tenured employees. In addition to this, Teachers at the top of the scale are making close to that of Assistant Principals.
- **Stipends** – The way stipends are administered was thought to be inequitable. In regard to athletic coaching, employees felt like the amount was primarily based on how valuable that coach or sport was deemed. It was also noted that department chair stipends varied by level (e.g., middle school versus high school) even though the same duties were being performed.
- **Education and License Incentives** – Not all positions are compensated for additional degrees; this was believed to also be unfair by employees. For example, Teachers receive additional pay if they hold a Master’s Degree while some Coordinators do not. This is a similar issue for non-certified employees; Computer Technicians are eligible for extra compensation if they have an Associate’s or Bachelor’s Degree but not Food Service Workers. Additionally, Maintenance Workers do not receive any incentive for licenses they may hold; this was something in which many expressed interest.



2.3 CLASSIFICATION

Specific comments shared by employees related to the Division's classification structure include:

- **Contracted Time** – Employees expressed concern over the inconsistency in the contracted time for some positions. It was unknown how the Division determined which employees would be contracted for 10 months versus 12 months. For example, Guidance Counselors may be needed year round but are currently not 12-month positions. It is recommended that the Division evaluate workloads based on the classification in order to determine the contracted time for positions.
- **Curriculum and Instruction** – The Director of Curriculum and Instruction does not have the assistance of any staff members. As a result, this individual is in charge of all duties related to curriculum and instruction for the Division. It was mentioned that the heavy workload makes it difficult to provide adequate support to the various schools. The Division may want to look at adding subject-based positions to this Department.
- **Transportation** – Employees indicated that a couple of the positions within the Transportation Department have additional responsibilities. First, the Transportation Secretary oversees the Department's payroll, contracts, and invoices as well as coordinates field trips, routes busses, writes referrals for Bus Drivers, and drives routes when needed. Additionally, the Route Coordinator duties also include managing personnel issues and completing state reports. A review of these positions is recommended in order to determine if reclassification is needed.
- **Food Service** – The Food Service staff as a whole is relatively small. Employees requested more classifications and positions to be added in order to increase efficiency. As an example, there is currently no role between the school-based Food Service Manager and the Coordinator at the central office. Additionally, the Food Service Secretary at the central office performs duties other than that of a typical secretary, including accounts payable, training workers, and developing programs.
- **Division Coordinators** – Employees would like to see these position descriptions updated as the responsibilities have increased over the years. These employees may need to also be reclassified as their roles have evolved into more of a Director position.
- **SPED Coordinators** – Participants noted that the job descriptions for SPED Coordinators are outdated. Additionally, the roles for those based at an elementary school are different than at a middle or high school. A reclassification may be needed based on school level.
- **Instructional Coaches** – It was stated that Instructional Coach duties vary based on the school site; responsibilities often exceed the parameters of the job description. For example, if a school does not have an Assistant Principal, that role sometimes falls to the Instructional Coach. As such, these positions need to be streamlined.



- **Paraprofessionals** – Many commented on the various roles paraprofessionals play. As it stands, there are essentially two types of paraprofessionals: inclusion and self-contained. Those in a self-contained environment have very different duties than the ones in a classroom setting. As such, reclassification is needed in order to accurately represent the position. Additionally, because of the additional duties paraprofessionals may be asked to do, such as subbing for Teachers or helping out in the front office, the Division may want to look at adding a floating position to fill in when needed instead of pulling these individuals from classrooms.
- **School Secretaries** – The job descriptions for school secretaries was said to be in need of an update. These employees perform tasks that are not necessarily under the umbrella of a typical secretary. For example, they are also responsible for securing subs, submitting payroll, and registering and withdrawing students. It is recommended that this position be reclassified to encompass the additional duties.

2.4 SUMMARY

Employee focus group feedback reported above represents common issues that typically exist in many school systems and not just Franklin County Public Schools. Although the feedback reflected above generally highlights concerns and issues, it should be noted that the overall feedback during the outreach efforts was positive about the Division. Employees consistently commented on how much they enjoyed working for the Division. As with any organization, however, employees perceive weaknesses in certain areas related to the current compensation and classification system. In today's working environment with multiple years of reduced funding and in many cases significantly increased expectations and requirements, employee job descriptions and classifications require consistent timely review and revision to allow the Division to remain competitive and foster its compensation philosophy.



Chapter 3 – Assessment of Current Conditions

Chapter 3 provides an overall assessment of the compensation system in place for employees of Franklin County Public Schools. Data included here reflect the demographics in place at the time of the study and should be considered a snapshot in time. The data provide the baseline for analysis throughout the course of this study, but are not sufficient cause for recommendations in isolation. By conducting this review, Evergreen gained a better understanding of the structure and associated salary practices in place, and identified issues for both further review and potential revision.

3.1 ANALYSIS OF PAY PLAN

The Division administers 18 pay plans for 1,281 employees as illustrated in **Exhibits 3A to 3R**; these plans include anywhere from six to 16 steps. While the majority of classifications utilized by the Division are assigned to one of these plans, there are a few that are not. These nine positions as well as the number of employees in each role is identified in **Exhibit 3S**.

Exhibits 3T to 3AK provide details related to the value of each pay scale at the minimum, the calculated midpoint, and the maximum; the range spread for each (the distance between the pay range minimum and maximum); and the number of employees in each pay grade.

As shown, the range spread across all pay scales varies between averages of 31.4 percent to 122.6 percent.

**EXHIBIT 3A
STEP PLAN FOR ADMINISTRATION**

Administration Scales	1	2	3	4	5
Admin - A	\$59,645.00	\$62,627.00	\$64,599.00	\$65,138.00	\$66,306.00
Admin - B	\$65,067.00	\$68,320.00	\$70,473.00	\$71,882.00	\$72,482.00
Admin - C	\$68,041.00	\$71,443.00	\$73,693.00	\$75,167.00	\$75,793.00
Admin - D	\$74,337.00	\$78,054.00	\$80,513.00	\$82,124.00	\$82,806.00
Admin - F	\$83,263.00	\$87,246.00	\$90,180.00	\$91,984.00	\$92,750.00
Admin - G	\$86,695.00	\$91,030.00	\$93,897.00	\$95,766.00	\$96,573.00
Admin - H	\$89,329.00	\$93,795.00	\$96,750.00	\$98,685.00	\$99,506.00



**EXHIBIT 3A (CONTINUED)
STEP PLAN FOR ADMINISTRATION**

Administration Scales	6	7	8	9	10
Admin - A	\$67,253.00	\$67,565.00	\$69,060.00	\$69,911.00	\$78,803.00
Admin - B	\$73,781.00	\$74,834.00	\$75,339.00	\$76,845.00	\$87,686.00
Admin - C	\$77,153.00	\$78,255.00	\$78,794.00	\$80,370.00	\$89,991.00
Admin - D	\$84,290.00	\$85,499.00	\$86,102.00	\$87,824.00	\$100,698.00
Admin - F	\$94,413.00	\$95,766.00	\$96,466.00	\$98,394.00	\$111,947.00
Admin - G	\$98,305.00	\$99,716.00	\$100,186.00	\$102,459.00	\$115,335.00
Admin - H	\$101,291.00	\$102,746.00	\$103,506.00	\$105,576.00	\$118,858.00

**EXHIBIT 3B
STEP PLAN FOR ASSISTANT SUPERINTENDENT**

Asst. Superintendent Scale	1	2	3	4	5
Asst. Superintendent	\$95,379.00	\$100,148.00	\$103,302.00	\$105,369.00	\$106,246.00
Asst. Superintendent Scale	6	7	8	9	10
Asst. Superintendent	\$108,152.00	\$109,707.00	\$110,927.00	\$112,146.00	\$125,294.00

**EXHIBIT 3C
STEP PLAN FOR BUS DRIVERS**

Bus Driver Scales*	A	B	C
Bus Driver - I	\$52.94	\$55.59	\$73.90
Bus Driver - II	\$54.55	\$57.28	\$74.71
Bus Driver - III	\$56.30	\$59.12	\$78.08
Bus Driver - IV	\$57.99	\$60.89	\$81.45
Bus Driver - V	\$60.27	\$63.28	\$84.82

*Daily flat rate



**EXHIBIT 3D
STEP PLAN FOR CAFETERIA MONITORS**

Cafeteria Monitor Scales	1	2	3	4	5	6	7	8
Cafeteria Monitor - A	\$9.50	\$9.98	\$10.03	\$10.08	\$10.13	\$10.19	\$10.24	\$10.29
Cafeteria Monitor - B	\$9.50	\$9.98	\$10.03	\$10.08	\$10.13	\$10.19	\$10.24	\$10.29
Cafeteria Monitor Scales	9	10	11	12	13	14	15	16
Cafeteria Monitor - A	\$10.34	\$10.40	\$10.45	\$10.50	\$10.55	\$10.61	\$10.66	\$10.82
Cafeteria Monitor - B	\$10.34	\$10.38	\$10.50	\$10.59	\$10.70	\$10.79	\$10.93	\$11.03

**EXHIBIT 3E
STEP PLAN FOR CLERICAL**

Clerical Scales	1	2	3	4	5	6	7	8
Clerical - A	\$18,525.00	\$19,451.00	\$19,554.00	\$19,656.00	\$19,758.00	\$19,861.00	\$19,963.00	\$20,066.00
Clerical - B/10	\$14,963.00	\$15,711.00	\$15,793.00	\$15,876.00	\$15,959.00	\$16,041.00	\$16,124.00	\$16,207.00
Clerical - B/11	\$15,675.00	\$16,459.00	\$16,545.00	\$16,632.00	\$16,719.00	\$16,805.00	\$16,892.00	\$16,979.00
Clerical - B/12	\$18,525.00	\$19,451.00	\$19,554.00	\$19,656.00	\$19,758.00	\$19,861.00	\$19,963.00	\$20,066.00
Clerical - C	\$18,719.00	\$19,654.00	\$20,273.00	\$20,679.00	\$20,851.00	\$21,223.00	\$21,642.00	\$22,010.00
Clerical - D	\$24,018.00	\$25,219.00	\$26,014.00	\$26,535.00	\$26,755.00	\$27,235.00	\$27,769.00	\$28,254.00
Clerical - Admin Asst.	\$28,721.00	\$30,157.00	\$31,107.00	\$31,730.00	\$31,994.00	\$32,568.00	\$33,200.00	\$33,796.00
Clerical Scales	9	10	11	12	13	14	15	16
Clerical - A	\$20,168.00	\$20,270.00	\$20,373.00	\$20,475.00	\$20,577.00	\$20,680.00	\$20,782.00	\$25,348.00
Clerical - B/10	\$16,289.00	\$16,372.00	\$16,455.00	\$16,776.00	\$18,003.00	\$19,247.00	\$20,476.00	\$27,134.00
Clerical - B/11	\$17,065.00	\$17,152.00	\$17,238.00	\$17,574.00	\$18,860.00	\$20,163.00	\$21,450.00	\$28,426.00
Clerical - B/12	\$20,168.00	\$20,270.00	\$20,373.00	\$20,769.00	\$22,289.00	\$23,829.00	\$25,350.00	\$33,595.00
Clerical - C	\$22,478.00	\$23,186.00	\$23,650.00	\$24,633.00	\$26,378.00	\$28,123.00	\$29,868.00	\$39,354.00
Clerical - D	\$28,884.00	\$29,795.00	\$30,391.00	\$31,698.00	\$33,881.00	\$36,062.00	\$38,244.00	\$50,005.00
Clerical - Admin Asst.	\$34,473.00	\$35,657.00	\$36,370.00	\$37,353.00	\$39,175.00	\$41,139.00	\$43,196.00	\$55,111.00

**EXHIBIT 3F
STEP PLAN FOR CUSTODIANS**

Custodian Scales	1	2	3	4	5	6	7	8
Custodian - A	\$9.50	\$9.98	\$10.03	\$10.08	\$10.13	\$10.19	\$10.24	\$10.29
Custodian - B/10	\$15,960.00	\$16,768.00	\$16,846.00	\$16,934.00	\$17,023.00	\$17,111.00	\$17,199.00	\$17,287.00
Custodian - B/12	\$19,760.00	\$20,748.00	\$20,857.00	\$20,966.00	\$21,076.00	\$21,185.00	\$21,294.00	\$21,403.00
Custodian - C	\$23,545.00	\$24,722.00	\$25,501.00	\$26,012.00	\$26,228.00	\$26,698.00	\$27,220.00	\$27,742.00
Custodian Scales	9	10	11	12	13	14	15	16
Custodian - A	\$10.34	\$10.40	\$10.45	\$10.50	\$10.55	\$10.61	\$10.66	\$13.23
Custodian - B/10	\$17,375.00	\$17,464.00	\$17,552.00	\$17,640.00	\$18,228.00	\$19,656.00	\$21,101.00	\$28,453.00
Custodian - B/12	\$21,512.00	\$21,622.00	\$21,731.00	\$21,840.00	\$22,568.00	\$24,336.00	\$26,125.00	\$35,228.00
Custodian - C	\$28,468.00	\$29,364.00	\$29,951.00	\$30,824.00	\$32,583.00	\$34,526.00	\$36,267.00	\$46,205.00

**EXHIBIT 3G
STEP PLAN FOR FOOD SERVICE**

Food Service Scales	1	2	3	4	5	6	7	8
Food Service - A	\$9.50	\$9.98	\$10.03	\$10.08	\$10.13	\$10.19	\$10.24	\$10.29
Food Service - B	\$10,830.00	\$11,372.00	\$11,431.00	\$11,491.00	\$11,551.00	\$11,611.00	\$11,838.00	\$12,413.00
Food Service - C	\$12,635.00	\$13,267.00	\$13,434.00	\$13,700.00	\$14,617.00	\$15,588.00	\$16,505.00	\$17,450.00
Food Service - D	\$19,165.00	\$19,073.00	\$19,674.00	\$20,068.00	\$20,295.00	\$21,014.00	\$21,732.00	\$22,435.00
Food Service Scales	9	10	11	12	13	14	15	16
Food Service - A	\$10.34	\$10.40	\$10.45	\$10.50	\$10.66	\$10.74	\$10.96	\$12.86
Food Service - B	\$12,904.00	\$13,598.00	\$14,184.00	\$14,771.00	\$15,358.00	\$15,944.00	\$16,531.00	\$20,732.00
Food Service - C	\$18,394.00	\$19,338.00	\$20,305.00	\$21,297.00	\$22,288.00	\$23,266.00	\$24,341.00	\$29,690.00
Food Service - D	\$23,154.00	\$23,883.00	\$24,624.00	\$25,365.00	\$26,105.00	\$26,846.00	\$28,288.00	\$37,856.00

**EXHIBIT 3H
STEP PLAN FOR LPN**

LPN Scale	1	2	3	4	5	6
LPN	\$23,364.00	\$24,532.00	\$25,260.00	\$25,758.00	\$25,960.00	\$31,376.00

**EXHIBIT 3I
STEP PLAN FOR MAINTENANCE**

Maintenance Scales	1	2	3	4	5	6	7	8
Maintenance - A	\$19,760.00	\$20,748.00	\$20,857.00	\$20,966.00	\$21,076.00	\$21,185.00	\$21,294.00	\$21,403.00
Maintenance - B	\$19,760.00	\$20,748.00	\$20,857.00	\$20,966.00	\$21,076.00	\$21,185.00	\$21,294.00	\$21,403.00
Maintenance - C	\$23,296.00	\$24,461.00	\$25,232.00	\$25,737.00	\$26,370.00	\$27,332.00	\$28,329.00	\$29,506.00
Maintenance - E	\$26,159.00	\$27,467.00	\$28,332.00	\$28,899.00	\$29,140.00	\$29,663.00	\$30,244.00	\$30,823.00
Maintenance - F	\$29,110.00	\$30,566.00	\$31,528.00	\$32,159.00	\$32,427.00	\$33,007.00	\$33,655.00	\$34,153.00
Maintenance - G	\$27,446.00	\$28,818.00	\$29,727.00	\$30,321.00	\$30,746.00	\$31,215.00	\$31,738.00	\$32,170.00
Maintenance - H	\$39,418.00	\$41,389.00	\$42,693.00	\$43,547.00	\$43,909.00	\$44,696.00	\$45,572.00	\$46,446.00
Maintenance Scales	9	10	11	12	13	14	15	16
Maintenance - A	\$21,512.00	\$21,622.00	\$21,731.00	\$21,840.00	\$21,949.00	\$22,058.00	\$22,168.00	\$24,636.00
Maintenance - B	\$21,512.00	\$21,622.00	\$21,731.00	\$21,902.00	\$23,546.00	\$25,168.00	\$27,102.00	\$35,228.00
Maintenance - C	\$30,582.00	\$31,700.00	\$32,856.00	\$34,056.00	\$35,299.00	\$37,253.00	\$39,116.00	\$46,881.00
Maintenance - E	\$31,439.00	\$32,892.00	\$33,929.00	\$35,029.00	\$37,456.00	\$39,883.00	\$42,309.00	\$55,225.00
Maintenance - F	\$35,198.00	\$36,307.00	\$37,034.00	\$38,622.00	\$41,023.00	\$43,422.00	\$45,833.00	\$58,856.00
Maintenance - G	\$32,814.00	\$33,791.00	\$34,467.00	\$35,271.00	\$36,876.00	\$38,651.00	\$40,426.00	\$50,255.00
Maintenance - H	\$47,663.00	\$49,164.00	\$50,147.00	\$51,637.00	\$52,670.00	\$53,721.00	\$55,023.00	\$62,954.00

**EXHIBIT 3J
STEP PLAN FOR PSYCHOLOGIST**

Psychologist Scale	1	2	3	4	5	6	7	8
Psychologist	\$50,146.00	\$52,653.00	\$54,312.00	\$55,398.00	\$55,860.00	\$57,626.00	\$59,441.00	\$61,290.00
Psychologist Scale	9	10	11	12	13	14	15	16
Psychologist	\$63,139.00	\$64,987.00	\$66,835.00	\$68,683.00	\$70,531.00	\$72,379.00	\$74,226.00	\$85,138.00

**EXHIBIT 3K
STEP PLAN FOR PURCHASING**

Purchasing Scale	1	2	3	4	5	6	7	8
Purchasing	\$32,546.00	\$34,173.00	\$35,250.00	\$35,954.00	\$36,254.00	\$36,904.00	\$37,543.00	\$38,047.00
Purchasing Scale	9	10	11	12	13	14	15	16
Purchasing	\$38,808.00	\$39,911.00	\$40,709.00	\$41,605.00	\$43,196.00	\$45,255.00	\$47,317.00	\$59,450.00

**EXHIBIT 3L
STEP PLAN FOR SECURITY**

Security Scales	1	2	3	4	5	6	7	8
Security - A	\$21,173.00	\$22,232.00	\$22,932.00	\$23,391.00	\$23,586.00	\$24,008.00	\$24,479.00	\$24,948.00
Security - B	\$19,760.00	\$20,748.00	\$20,969.00	\$21,387.00	\$21,556.00	\$21,953.00	\$22,382.00	\$22,998.00
Security - C	\$9.50	\$9.98	\$10.03	\$10.08	\$10.13	\$10.19	\$10.24	\$10.29
Security Scales	9	10	11	12	13	14	15	16
Security - A	\$25,447.00	\$26,408.00	\$26,948.00	\$27,494.00	\$28,756.00	\$30,309.00	\$31,905.00	\$40,572.00
Security - B	\$23,723.00	\$24,197.00	\$24,627.00	\$25,129.00	\$26,600.00	\$28,073.00	\$29,547.00	\$37,709.00
Security - C	\$10.34	\$10.40	\$10.45	\$10.50	\$10.79	\$11.28	\$11.76	\$14.22

**EXHIBIT 3M
STEP PLAN FOR SPEECH PATHOLOGIST**

Speech Pathologist Scales	1	2	3	4	5	6	7	8
Speech Pathologist	\$54,162.00	\$56,870.00	\$58,083.00	\$58,877.00	\$59,214.00	\$59,946.00	\$60,789.00	\$60,789.00
Speech Pathologist Scales	9	10	11	12	13	14	15	16
Speech Pathologist	\$61,211.00	\$61,632.00	\$62,054.00	\$62,475.00	\$63,065.00	\$66,288.00	\$69,513.00	\$83,579.00

**EXHIBIT 3N
STEP PLAN FOR SUPERVISORS**

Supervisor Scale	1	2	3	4	5
Supervisor	\$59,645.00	\$62,627.00	\$64,599.00	\$65,891.00	\$66,441.00
Supervisor Scale	6	7	8	9	10
Supervisor	\$67,633.00	\$68,598.00	\$69,060.00	\$70,440.00	\$78,803.00

**EXHIBIT 3O
STEP PLAN FOR TEACHER ASSISTANTS**

Teacher Assistant Scales	1	2	3	4	5	6	7	8
TA - No Degree	\$14,250.00	\$14,963.00	\$15,323.00	\$15,622.00	\$15,741.00	\$15,987.00	\$16,262.00	\$16,484.00
TA - Tech Resource	\$15,248.00	\$16,010.00	\$16,470.00	\$16,793.00	\$16,919.00	\$17,186.00	\$17,485.00	\$17,730.00
TA - Degree/ISS/Scan Tech	\$16,295.00	\$17,110.00	\$17,604.00	\$17,949.00	\$18,136.00	\$18,663.00	\$19,028.00	\$19,184.00
Teacher Assistant Scales	9	10	11	12	13	14	15	16
TA - No Degree	\$16,812.00	\$17,297.00	\$17,635.00	\$18,103.00	\$19,084.00	\$20,066.00	\$21,069.00	\$26,650.00
TA - Tech Resource	\$18,104.00	\$18,630.00	\$18,996.00	\$19,633.00	\$20,724.00	\$21,815.00	\$22,906.00	\$29,078.00
TA - Degree/ISS/Scan Tech	\$19,365.00	\$19,930.00	\$20,322.00	\$21,695.00	\$23,441.00	\$25,185.00	\$26,930.00	\$35,862.00

**EXHIBIT 3P
STEP PLAN FOR TEACHERS**

Teacher Scales	1	2	3	4	5	6	7	8
Teacher - Bach/10	\$38,300.00	\$38,500.00	\$39,708.00	\$40,502.00	\$40,839.00	\$41,571.00	\$41,992.00	\$42,414.00
Teacher - +15	\$38,800.00	\$39,000.00	\$40,208.00	\$41,002.00	\$41,339.00	\$42,071.00	\$42,492.00	\$42,914.00
Teacher - Masters	\$40,800.00	\$41,000.00	\$42,208.00	\$43,002.00	\$43,339.00	\$44,071.00	\$44,492.00	\$44,914.00
Teacher Scales	9	10	11	12	13	14	15	16
Teacher - Bach/10	\$42,836.00	\$43,257.00	\$43,679.00	\$44,100.00	\$45,631.00	\$48,703.00	\$51,258.00	\$64,258.00
Teacher - +15	\$43,336.00	\$43,757.00	\$44,179.00	\$44,600.00	\$46,131.00	\$49,203.00	\$51,758.00	\$65,441.00
Teacher - Masters	\$45,336.00	\$45,757.00	\$46,179.00	\$46,600.00	\$48,131.00	\$51,203.00	\$53,758.00	\$67,691.00

**EXHIBIT 3Q
STEP PLAN FOR TECHNOLOGY**

Technology Scales	1	2	3	4	5	6	7	8
Technology - A	\$24,817.00	\$26,058.00	\$26,879.00	\$27,417.00	\$27,765.00	\$28,640.00	\$29,213.00	\$32,063.00
Technology - B	\$34,824.00	\$36,565.00	\$37,717.00	\$38,471.00	\$38,791.00	\$39,486.00	\$40,259.00	\$41,029.00
Technology Scales	9	10	11	12	13	14	15	16
Technology - A	\$34,982.00	\$37,900.00	\$40,817.00	\$43,734.00	\$46,653.00	\$50,017.00	\$52,518.00	\$60,389.00
Technology - B	\$42,102.00	\$43,594.00	\$45,057.00	\$47,032.00	\$49,759.00	\$52,485.00	\$55,212.00	\$70,275.00

**EXHIBIT 3R
STEP PLAN FOR TRANSPORTATION**

Transportation Scales	1	2	3	4	5	6	7	8
Transportation - A	\$19,760.00	\$20,748.00	\$20,857.00	\$20,966.00	\$21,076.00	\$21,185.00	\$21,294.00	\$21,403.00
Transportation - B	\$19,760.00	\$20,748.00	\$20,857.00	\$20,966.00	\$21,076.00	\$21,185.00	\$21,294.00	\$21,403.00
Transportation - C	\$19,760.00	\$20,748.00	\$20,857.00	\$20,966.00	\$21,076.00	\$21,185.00	\$21,294.00	\$21,403.00
Transportation - D	\$23,234.00	\$24,396.00	\$25,164.00	\$25,667.00	\$26,497.00	\$27,464.00	\$28,467.00	\$29,506.00
Transportation - E	\$29,110.00	\$30,566.00	\$31,528.00	\$32,159.00	\$32,427.00	\$33,007.00	\$33,655.00	\$34,301.00
Transportation - F	\$22,382.00	\$23,501.00	\$24,241.00	\$24,726.00	\$24,932.00	\$25,381.00	\$25,877.00	\$26,373.00
Transportation Scales	9	10	11	12	13	14	15	16
Transportation - A	\$21,512.00	\$21,622.00	\$21,731.00	\$21,840.00	\$21,949.00	\$22,058.00	\$21,949.00	\$24,614.00
Transportation - B	\$21,512.00	\$21,622.00	\$21,731.00	\$21,840.00	\$21,949.00	\$22,058.00	\$22,386.00	\$27,540.00
Transportation - C	\$21,512.00	\$21,622.00	\$21,731.00	\$21,840.00	\$21,949.00	\$22,495.00	\$23,522.00	\$29,506.00
Transportation - D	\$30,582.00	\$31,700.00	\$32,856.00	\$34,056.00	\$35,299.00	\$36,586.00	\$37,921.00	\$46,881.00
Transportation - E	\$35,199.00	\$36,308.00	\$37,062.00	\$38,178.00	\$41,023.00	\$43,422.00	\$45,822.00	\$58,856.00
Transportation - F	\$27,066.00	\$27,918.00	\$28,477.00	\$30,627.00	\$33,053.00	\$35,479.00	\$37,906.00	\$50,330.00

**EXHIBIT 3S
CLASSIFICATIONS NOT ASSIGNED TO A SCALE**

No Scale Assigned	Employees
BUS MONITORS	45
DRIVER'S ED INSTRUCTORS	2
PALS READING TUTORS	10
PREK TUTOR PT	1
REMEDICATION TUTORS	12
SFA READING TCHR PT	1
SUPERINTENDENT	1
TITLE 1 TUTOR	1
PURCHASING - PART TIME	2
Overall	75

**EXHIBIT 3T
SUMMARIZED PAY PLAN FOR ADMINISTRATORS**

Administrator Scales	Minimum	Midpoint	Maximum	Range Spread	Employees
Admin - A	\$59,645.00	\$69,224.00	\$78,803.00	32.12%	10
Admin - B	\$65,067.00	\$76,376.50	\$87,686.00	34.76%	1
Admin - C	\$68,041.00	\$79,016.00	\$89,991.00	32.26%	10
Admin - D	\$74,337.00	\$87,517.50	\$100,698.00	35.46%	27
Admin - F	\$83,263.00	\$97,605.00	\$111,947.00	34.45%	6
Admin - G	\$86,695.00	\$101,015.00	\$115,335.00	33.04%	1
Admin - H	\$89,329.00	\$104,093.50	\$118,858.00	33.06%	1
Overall				33.6%	56

**EXHIBIT 3U
SUMMARIZED PAY PLAN FOR ASSISTANT SUPERINTENDENT**

Asst. Superintendent Scale	Minimum	Midpoint	Maximum	Range Spread	Employees
Asst. Superintendent	\$95,379.00	\$110,336.50	\$125,294.00	31.36%	1
Overall				31.4%	1



**EXHIBIT 3V
SUMMARIZED PAY PLAN FOR BUS DRIVERS**

Bus Driver Scales*	Minimum	Midpoint	Maximum	Range Spread	Employees
Bus Driver - IV	\$57.99	\$69.72	\$81.45	40.46%	1
Bus Driver - V	\$60.27	\$72.55	\$84.82	40.73%	127
Overall				40.6%	128

*Daily flat rate

**EXHIBIT 3W
SUMMARIZED PAY PLAN FOR CAFETERIA MONITORS**

Cafeteria Monitor Scales	Minimum	Midpoint	Maximum	Range Spread	Employees
Cafeteria Monitor - A	\$9.50	\$10.16	\$10.82	13.89%	5
Overall				33.9%	5

**EXHIBIT 3X
SUMMARIZED PAY PLAN FOR CLERICAL**

Clerical Scales	Minimum	Midpoint	Maximum	Range Spread	Employees
Clerical - A	\$9.50	\$11.25	\$13.00	36.84%	2
Clerical - B/10	\$14,963.00	\$21,048.50	\$27,134.00	81.34%	13
Clerical - B/11	\$15,675.00	\$22,050.50	\$28,426.00	81.35%	2
Clerical - B/12	\$18,525.00	\$26,060.00	\$33,595.00	81.35%	6
Clerical - C	\$18,719.00	\$29,036.50	\$39,354.00	110.24%	27
Clerical - D	\$24,018.00	\$37,011.50	\$50,005.00	108.20%	14
Clerical - Admin Asst.	\$28,721.00	\$41,916.00	\$55,111.00	91.88%	6
Overall				84.5%	70

**EXHIBIT 3Y
SUMMARIZED PAY PLAN FOR CUSTODIANS**

Custodian Scales	Minimum	Midpoint	Maximum	Range Spread	Employees
Custodian - A	\$9.50	\$11.37	\$13.23	39.26%	22
Custodian - B/10	\$15,960.00	\$22,206.50	\$28,453.00	78.28%	9
Custodian - B/12	\$19,760.00	\$27,494.00	\$35,228.00	78.28%	36
Custodian - C	\$23,545.00	\$34,875.00	\$46,205.00	96.24%	4
Overall				73.0%	71



**EXHIBIT 3Z
SUMMARIZED PAY PLAN FOR FOOD SERVICE**

Food Service Scales	Minimum	Midpoint	Maximum	Range Spread	Employees
Food Service - A	\$9.50	\$11.18	\$12.86	35.37%	3
Food Service - B	\$9.50	\$13.85	\$18.19	91.47%	41
Food Service - C	\$9.50	\$15.91	\$22.32	134.95%	13
Food Service - D	\$13.66	\$21.06	\$28.46	108.35%	4
Overall				92.5%	61

**EXHIBIT 3AA
SUMMARIZED PAY PLAN FOR LPN**

LPN Scale	Minimum	Midpoint	Maximum	Range Spread	Employees
LPN	\$23,364.00	\$27,370.00	\$31,376.00	34.29%	6
Overall				34.3%	6

**EXHIBIT 3AB
SUMMARIZED PAY PLAN FOR MAINTENANCE**

Maintenance Scales	Minimum	Midpoint	Maximum	Range Spread	Employees
Maintenance - B	\$19,760.00	\$27,494.00	\$35,228.00	78.28%	2
Maintenance - C	\$23,296.00	\$35,088.50	\$46,881.00	101.24%	8
Maintenance - E	\$26,159.00	\$40,692.00	\$55,225.00	111.11%	6
Maintenance - G	\$27,446.00	\$38,850.50	\$50,255.00	83.11%	1
Maintenance - F	\$29,110.00	\$43,983.00	\$58,856.00	102.18%	1
Overall				95.2%	18

**EXHIBIT 3AC
SUMMARIZED PAY PLAN FOR PSYCHOLOGIST**

Psychologist Scale	Minimum	Midpoint	Maximum	Range Spread	Employees
Psychologist	\$50,146.00	\$67,642.00	\$85,138.00	69.78%	4
Overall				69.8%	4

**EXHIBIT 3AD
SUMMARIZED PAY PLAN FOR PURCHASING**

Purchasing Scale	Minimum	Midpoint	Maximum	Range Spread	Employees
Purchasing	\$32,546.00	\$45,998.00	\$59,450.00	82.66%	1
Overall				82.7%	1

**EXHIBIT 3AE
SUMMARIZED PAY PLAN FOR SECURITY**

Security Scales	Minimum	Midpoint	Maximum	Range Spread	Employees
Security - A	\$21,173.00	\$30,872.50	\$40,572.00	91.62%	1
Security - B	\$19,760.00	\$28,734.50	\$37,709.00	90.84%	3
Security - C	\$9.50	\$11.86	\$14.22	49.68%	1
Overall				77.4%	5

**EXHIBIT 3AF
SUMMARIZED PAY PLAN FOR SPEECH PATHOLOGIST**

Speech Pathologist Scale	Minimum	Midpoint	Maximum	Range Spread	Employees
Speech Pathologist	\$54,162.00	\$68,870.50	\$83,579.00	54.31%	12
Overall				54.3%	12

**EXHIBIT 3AG
SUMMARIZED PAY PLAN FOR SUPERVISORS**

Supervisor Scale	Minimum	Midpoint	Maximum	Range Spread	Employees
Supervisor	\$59,645.00	\$69,224.00	\$78,803.00	32.12%	1
Overall				32.1%	1

**EXHIBIT 3AH
SUMMARIZED PAY PLAN FOR TEACHER ASSISTANTS**

Teacher Assistant Scales	Minimum	Midpoint	Maximum	Range Spread	Employees
TA - Degree/ISS/Scan Tech	\$16,295.00	\$26,078.50	\$35,862.00	120.08%	43
TA - No Degree	\$14,250.00	\$20,450.00	\$26,650.00	87.02%	123
TA - Tech Resource	\$15,248.00	\$22,163.00	\$29,078.00	90.70%	3
Overall				99.3%	169

**EXHIBIT 3AI
SUMMARIZED PAY PLAN FOR TEACHERS**

Teacher Scales	Minimum	Midpoint	Maximum	Range Spread	Employees
Teacher - Bach/10	\$38,300.00	\$51,279.00	\$64,258.00	67.78%	340
Teacher - +15	\$38,800.00	\$52,120.50	\$65,441.00	68.66%	15
Teacher - Masters	\$40,800.00	\$54,245.50	\$67,691.00	65.91%	298
Overall				67.4%	653

**EXHIBIT 3AJ
SUMMARIZED PAY PLAN FOR TECHNOLOGY**

Technology Scales	Minimum	Midpoint	Maximum	Range Spread	Employees
Technology - A	\$24,817.00	\$42,603.00	\$60,389.00	143.34%	4
Technology - B	\$34,824.00	\$52,549.50	\$70,275.00	101.80%	6
Overall				122.6%	10

**EXHIBIT 3AK
SUMMARIZED PAY PLAN FOR TRANSPORTATION**

Transportation Scales	Minimum	Midpoint	Maximum	Range Spread	Employees
Transportation - D	\$23,234.00	\$35,057.50	\$46,881.00	101.78%	5
Transportation - E	\$29,110.00	\$43,983.00	\$58,856.00	102.18%	1
Transportation - F	\$22,382.00	\$36,356.00	\$50,330.00	124.87%	4
Overall				109.6%	10



All classifications (job titles) are displayed in **Exhibit 3AL**. There are 112 unique classifications currently utilized by the Division.

**EXHIBIT 3AL
LIST OF CLASSIFICATIONS**

Classification Title	Classification Title
BUS MONITORS	ELEMENTARY TEACHER 4TH - 6TH
CUSTODIAN FULL TIME 12 MOS	ELEMENTARY TEACHER K-3
DRIVER'S ED INSTRUCTORS	ELEMENTARY TEACHER-VOCATIONAL
FAMILY LIASION	ELEMENTARY TITLE 1
PALS READING TUTORS	ELEMENTARY TITLE VI-B
PREK TUTOR PT	GUIDANCE - ELEMENTARY
PROJECT COORDINATOR - MAINT	INSTRUCTIONAL COACH ELEMENTARY
REMEDATION TUTORS	LIBRARIAN - ELEMENTARY
SFA READING TCHR PT	NURSING COORDINATOR
SUPERINTENDENT	PRE K ELEM TEACHER
TITLE 1 TUTOR	SCHOOL NURSE
ASSISTANT SUPERINTENDENT	SEC FT DRIVER EDUCATION TCHR
INSTRUCTIONAL TECH ADMIN	SEC VOCATIONAL TEACHER
ASSIST PRINCIPALS-ELEMENTARY	SECONDARY SPED TEACHER
ASSISTANT DIRECTORS	SECONDARY ALTERNATIVE ED TCHR
COORDINATORS	SECONDARY ART TEACHER
ASSISTANT PRINCIPALS-SECONDARY	SECONDARY JROTC TEACHER
ELEMENTARY PRINCIPALS	SECONDARY MUSIC TEACHER
SECONDARY PRINCIPALS	SECONDARY PE TEACHER
SECONDARY PRINCIPALS-VOC	SECONDARY TEACHERS
DIRECTOR	SECONDARY TITLE VI-B TEACHER
TRANSPORTATION SUPERVISOR	STUDENT INTERVENTION SPECIALIS
ADULT EDUCATION TEACHER 12 MON	VA PRSCHL INITATIVE TEACHER
ELEM SPED TEACHER	ADULT EDUCATION TEACHER
ELEM TEACHER - EARLY CHILDHOOD	DEAN OF STUDENTS
ELEMENTARY ART TEACHER	ELEM READING SPCLST - 2YR PSTN
ELEMENTARY ESL	ELEMENTARY ITRT
ELEMENTARY MUSIC TEACHER	GUIDANCE - SECONDARY 220DAYS
ELEMENTARY PE TEACHER	LIBRARIAN - SECONDARY



**EXHIBIT 3AL (CONTINUED)
LIST OF CLASSIFICATIONS**

Classification Title	Classification Title
LIBRARIAN - SECONDARY	ELEMENTARY SPED PARAPROFESSION
SEC INST/DATA COACH-2YR	PRE-K PARAPROFESSIONAL
SEC ITRT	SECONDARY SPED PARAPROFESSIONA
SEC READING SPCLST - 2YR PSTN	SECONDARY TEACHER ASSISTANT
SEC STDNT ASST SPECIALIST	SECONDARY TITLE VI-B PARAPROF
SEC TESTING COORDINATOR	TITLE 1 PARAPROFESSIONAL
SECONDARY INSTRUCTIONAL COACH	TITLE VIB PARAPROFESSIONAL
STUDENT ASST SPECIALIST TCHR	VIP PARAPROFESSIONAL
PSYCHOLOGISTS	ELEMENTARY LAB MANAGERS
ELEM SPED SPEECH	ELEMENTARY TRA
OCCUPATIONAL THERAPIST	COMPUTER TECHNICIANS
PT ELEM SCHOOL SECRETARIES	COMPUTER NETWORK TECH
10 MO ELEM SCHOOL SECRETARIES	CUSTODIAN PART TIME
10 MO SEC SCHOOL SECRETARIES	CUSTODIAN FULL TIME 10 MOS
11 MO SEC SCHOOL SECRETARIES	GROUNDS
12 MO SEC SCHOOL SECRETARIES	MAINTENANCE
DIRECTOR/DEPARTMENT SECRETARIE	MAINTENANCE SUPERVISOR
12 MO ELEM SCHOOL SECRETARIES	SAFETY - FULLTIME
12 MO SEC VOCATIONAL SECRETARY	SAFETY FT 10 MONTHS
PRINTERS	SAFETY - PART-TIME
ADMINISTRATIVE ASSISTANT	MECHANIC
CLERKS	BUS DRIVER TRAINER
PURCHASING PART-TIME	ROUTING COORDINATOR
ELEMENTARY CAFETERIA MONITORS	BUS DRIVER
PURCHASING AGENT FT	FOOD SERVICE PART-TIME
ELEM EARLY CHILDHOOD PARAPRO	FOOD SERVICE WORKER
ELEMENTARY PARAPROFESSIONAL	FOOD SERV CAFETERIA MANAGER



3.2 SALARY PLACEMENT ANALYSIS

When assessing the effectiveness of a pay plan and associated policies, it is helpful to analyze where employee salaries stand in comparison to their classification's pay range. Identifying areas where there are clusters of employee salaries can illuminate potential pay progression concerns within a pay plan. It should be noted that employees' salaries, and the progression of the same, is associated with an organization's compensation philosophy—specifically, the method of salary progression and the availability of resources. Therefore, the placement of employee salaries should be viewed with this context in mind.

Below and At Minimum and At or Above Maximum

In general, the placement of an employee's salary at a classification's pay range minimum would generally indicate a newer employee or an employee that was recently promoted into a classification who has not had the opportunity or experience needed to progress through the range. In contrast, an employee with a salary at or near the maximum of their pay range is generally an employee with longer tenure who has had the opportunity, experience, and/or performance to progress their salary toward the top of the pay range.

Exhibit 3AM displays the percentage of employees assigned to a pay scale whose salaries are at or below their respective pay range minimum and at or above the pay range maximum of their respective pay range maximum. Employees not included in these charts are compensated somewhere between the upper and lower thresholds. The percentages presented are based on the total number of employees on that scale. As shown, zero employees (0 percent) have a salary below their respective pay range minimum, 52 (4.06 percent) have salaries at the minimum, 209 (16.32 percent) have salaries at the maximum, and 69 (5.39 percent) have salaries above the maximum.

Below and Above Midpoint

In addition to assessing the number of employee salaries at minimum and maximum, an analysis was conducted to determine the number of employees with salaries below and above pay range midpoint. Employees with salaries close to the midpoint of a pay range typically would be fully proficient in their classification and require minimal supervision to complete their job duties while performing satisfactorily. Within this framework, pay range midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the calculated midpoint.

Exhibit 3AN displays the percentage of employee assigned to a pay scale whose salaries are below or above their respective pay range midpoint. The percentages presented are based on the total number of employees on that scale. As can be seen, 816 (64 percent) employees are compensated below their pay range midpoint and 465 (36 percent) are compensated above.

EXHIBIT 3AM
BELOW AND AT MINIMUM AND AT OR ABOVE MAXIMUM BY SCALE

Scale	Employees	Below Min		At Min		At Max		Above Max	
		#	%	#	%	#	%	#	%
Admin - A	10	0	0.0%	1	10.0%	0	0.0%	0	0.0%
Admin - B	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Admin - C	10	0	0.0%	2	20.0%	4	40.0%	0	0.0%
Admin - D	27	0	0.0%	2	7.4%	8	29.6%	0	0.0%
Admin - F	6	0	0.0%	0	0.0%	4	66.7%	0	0.0%
Admin - G	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Admin - H	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Asst. Superintendent	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Bus Driver - IV	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Bus Driver - V	127	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Cafeteria Monitor - A	5	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Clerical - A	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Clerical - Admin Asst.	6	0	0.0%	0	0.0%	5	83.3%	0	0.0%
Clerical - B/10	13	0	0.0%	0	0.0%	0	0.0%	2	15.4%
Clerical - B/11	2	0	0.0%	0	0.0%	1	50.0%	1	50.0%
Clerical - B/12	6	0	0.0%	0	0.0%	4	66.7%	0	0.0%
Clerical - C	27	0	0.0%	0	0.0%	13	48.1%	0	0.0%
Clerical - D	14	0	0.0%	0	0.0%	11	78.6%	0	0.0%
Custodian - A	22	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Custodian - B/10	9	0	0.0%	0	0.0%	3	33.3%	0	0.0%
Custodian - B/12	36	0	0.0%	0	0.0%	25	69.4%	0	0.0%
Custodian - C	4	0	0.0%	0	0.0%	3	75.0%	0	0.0%
Food Service - A	3	0	0.0%	0	0.0%	0	0.0%	3	100.0%
Food Service - B	41	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Food Service - C	13	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Food Service - D	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
LPN	6	0	0.0%	0	0.0%	5	83.3%	0	0.0%
Maintenance - B	2	0	0.0%	0	0.0%	1	50.0%	0	0.0%

EXHIBIT 3AM (CONTINUED)
BELOW AND AT MINIMUM AND AT OR ABOVE MAXIMUM BY SCALE

Scale	Employees	Below Min		At Min		At Max		Above Max	
		#	%	#	%	#	%	#	%
Maintenance - C	8	0	0.0%	0	0.0%	4	50.0%	0	0.0%
Maintenance - E	6	0	0.0%	0	0.0%	6	100.0%	0	0.0%
Maintenance - F	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Maintenance - G	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Psychologist	4	0	0.0%	0	0.0%	0	0.0%	1	25.0%
Purchasing	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Security - A	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Security - B	3	0	0.0%	0	0.0%	1	33.3%	0	0.0%
Security - C	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Speech Pathologist	12	0	0.0%	0	0.0%	3	25.0%	0	0.0%
Supervisor	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
TA - Degree/ISS/Scan Tech	43	0	0.0%	0	0.0%	8	18.6%	0	0.0%
TA - No Degree	123	0	0.0%	0	0.0%	12	9.8%	0	0.0%
TA - Tech Resource	3	0	0.0%	0	0.0%	1	33.3%	0	0.0%
Teacher - +15	15	0	0.0%	2	13.3%	2	13.3%	0	0.0%
Teacher - Bach/10	340	0	0.0%	39	11.5%	0	0.0%	57	16.8%
Teacher - Masters	298	0	0.0%	6	2.0%	71	23.8%	3	1.0%
Technology - A	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Technology - B	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Transportation - D	5	0	0.0%	0	0.0%	3	60.0%	0	0.0%
Transportation - E	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Transportation - F	4	0	0.0%	0	0.0%	4	100.0%	0	0.0%
Overall	1281	0	0.00%	52	4.06%	209	16.32%	69	5.39%

EXHIBIT 3AN
BELOW AND ABOVE MIDPOINT BY SCALE

Scale	Employees	< Mid		> Mid	
		#	%	#	%
Admin - A	10	9	90.0%	1	10.0%
Admin - B	1	1	100.0%	0	0.0%
Admin - C	10	6	60.0%	4	40.0%
Admin - D	27	19	70.4%	8	29.6%
Admin - F	6	2	33.3%	4	66.7%
Admin - G	1	1	100.0%	0	0.0%
Admin - H	1	0	0.0%	1	100.0%
Asst. Superintendent	1	0	0.0%	1	100.0%
Bus Driver - IV	1	0	0.0%	1	100.0%
Bus Driver - V	127	30	23.6%	97	76.4%
Cafeteria Monitor - A	5	5	100.0%	0	0.0%
Clerical - A	2	2	100.0%	0	0.0%
Clerical - Admin Asst.	6	0	0.0%	6	100.0%
Clerical - B/10	13	9	69.2%	4	30.8%
Clerical - B/11	2	0	0.0%	2	100.0%
Clerical - B/12	6	2	33.3%	4	66.7%
Clerical - C	27	9	33.3%	18	66.7%
Clerical - D	14	3	21.4%	11	78.6%
Custodian - A	22	13	59.1%	9	40.9%
Custodian - B/10	9	6	66.7%	3	33.3%
Custodian - B/12	36	11	30.6%	25	69.4%
Custodian - C	4	1	25.0%	3	75.0%
Food Service - A	3	0	0.0%	3	100.0%
Food Service - B	41	0	0.0%	41	100.0%
Food Service - C	13	0	0.0%	13	100.0%
Food Service - D	4	0	0.0%	4	100.0%
LPN	6	1	16.7%	5	83.3%
Maintenance - B	2	1	50.0%	1	50.0%
Maintenance - C	8	0	0.0%	8	100.0%
Maintenance - E	6	0	0.0%	6	100.0%
Maintenance - F	1	0	0.0%	1	100.0%
Maintenance - G	1	0	0.0%	1	100.0%
Psychologist	4	2	50.0%	2	50.0%
Purchasing	1	1	100.0%	0	0.0%
Security - A	1	0	0.0%	1	100.0%
Security - B	3	2	66.7%	1	33.3%



EXHIBIT 3AN (CONTINUED)
BELOW AND ABOVE MIDPOINT BY SCALE

Scale	Employees	< Mid		> Mid	
		#	%	#	%
Security - C	1	0	0.0%	1	100.0%
Speech Pathologist	12	9	75.0%	3	25.0%
Supervisor	1	0	0.0%	1	100.0%
TA - Degree/ISS/Scan Tech	43	35	81.4%	8	18.6%
TA - No Degree	123	108	87.8%	15	12.2%
TA - Tech Resource	3	2	66.7%	1	33.3%
Teacher - +15	15	13	86.7%	2	13.3%
Teacher - Bach/10	340	281	82.6%	59	17.4%
Teacher - Masters	298	222	74.5%	76	25.5%
Technology - A	4	3	75.0%	1	25.0%
Technology - B	6	6	100.0%	0	0.0%
Transportation - D	5	1	20.0%	4	80.0%
Transportation - E	1	0	0.0%	1	100.0%
Transportation - F	4	0	0.0%	4	100.0%
Overall	1281	816	64%	465	36%

3.3 QUARTILE ANALYSIS

In a quartile analysis, each salary range is divided into four equal segments (quartiles) and employees are assigned a quartile based on where their current salary falls. While there is no best practice for what average tenure should be for each quartile, and other factors outside of the breadth of this analysis can impact placement (e.g. promotional and hiring practices), this analysis is useful in revealing areas of compression within a compensation system when paired with tenure data. Generally, the ideal outcome is for the analysis to show a strong correlation between tenure and quartile, where higher tenure would be experienced in higher quartiles.

Exhibit 3AO shows the number of employee salaries that are in each quartile of each pay range. Also, the average overall tenure (i.e. how long an employee has been with the Division) by quartile is shown. As displayed, 51 percent of employees have salaries in the first quartile of their respective range, 11.2 percent have salaries in the second quartile, 1.7 percent have salaries in the third quartile, and 36.1 percent have salaries in the fourth quartile. Additionally, tenure increases through the quartiles: average tenure in the first quartile is 7.2 years, is 9.2 years in the second quartile, 9.7 years in the third, and 15.7 in the fourth quartile. Increases in compensation are to be expected when pay progression is closely tied to years of service. Additionally, **Exhibit 3AP** identifies the average length of tenure by position for employees not assigned to a pay scale; overall, employees in these classifications have been with the Division for an average of 12.8 years.



**EXHIBIT 3AO
QUARTILE ANALYSIS**

Scale	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
Admin - A	10	18.0	1	10.0%	11.4	8	80.0%	18.0	1	10.0%	25.4	0	0.0%	-
Admin - B	1	1.2	1	100.0%	1.2	0	0.0%	-	0	0.0%	-	0	0.0%	-
Admin - C	10	16.1	3	30.0%	0.8	3	30.0%	19.3	0	0.0%	-	4	40.0%	25.4
Admin - D	27	15.1	5	18.5%	3.7	14	51.9%	14.2	0	0.0%	-	8	29.6%	24.0
Admin - F	6	15.8	1	16.7%	9.5	1	16.7%	27.4	0	0.0%	-	4	66.7%	14.5
Admin - G	1	2.4	0	0.0%	-	1	100.0%	2.5	0	0.0%	-	0	0.0%	-
Admin - H	1	23.4	0	0.0%	-	0	0.0%	-	0	0.0%	-	1	100.0%	23.4
Asst. Superintendent	1	30.3	0	0.0%	-	0	0.0%	-	0	0.0%	-	1	100.0%	30.4
Bus Driver - IV	1	11.3	0	0.0%	-	0	0.0%	-	0	0.0%	-	1	100.0%	11.4
Bus Driver - V	127	12.8	0	0.0%	-	0	0.0%	-	0	0.0%	-	127	100.0%	12.8
Cafeteria Monitor - A	5	7.1	5	100.0%	7.1	0	0.0%	-	0	0.0%	-	0	0.0%	-
Clerical - A	2	14.0	2	100.0%	14.0	0	0.0%	-	0	0.0%	-	0	0.0%	-
Clerical - Admin Asst.	6	22.8	0	0.0%	-	0	0.0%	-	1	16.7%	0.2	5	83.3%	27.3
Clerical - B/10	13	5.4	8	61.5%	2.9	1	7.7%	13.4	2	15.4%	5.2	2	15.4%	11.5
Clerical - B/11	2	12.5	0	0.0%	-	0	0.0%	-	0	0.0%	-	2	100.0%	12.5
Clerical - B/12	6	18.2	0	0.0%	-	2	33.3%	6.9	0	0.0%	-	4	66.7%	23.8
Clerical - C	27	12.5	8	29.6%	6.5	1	3.7%	5.4	5	18.5%	4.3	13	48.1%	20.0
Clerical - D	14	18.7	1	7.1%	10.4	2	14.3%	13.5	0	0.0%	-	11	78.6%	20.5
Custodian - A	22	10.1	22	100.0%	10.2	0	0.0%	-	0	0.0%	-	0	0.0%	-
Custodian - B/10	9	7.8	3	33.3%	2.8	3	33.3%	2.1	0	0.0%	-	3	33.3%	18.7
Custodian - B/12	36	10.1	5	13.9%	3.7	6	16.7%	2.4	0	0.0%	-	25	69.4%	13.3
Custodian - C	4	5.9	1	25.0%	6.2	0	0.0%	-	0	0.0%	-	3	75.0%	5.9
Food Service - A	3	4.1	0	0.0%	-	0	0.0%	-	0	0.0%	-	3	100.0%	4.1

EXHIBIT 3AO (Continued)
QUARTILE ANALYSIS

Scale	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
Food Service - B	41	9.9	0	0.0%	-	0	0.0%	-	0	0.0%	-	41	100.0%	9.9
Food Service - C	13	20.4	0	0.0%	-	0	0.0%	-	0	0.0%	-	13	100.0%	20.5
Food Service - D	4	9.7	0	0.0%	-	0	0.0%	-	0	0.0%	-	4	100.0%	9.7
LPN	6	11.6	0	0.0%	-	1	16.7%	0.1	0	0.0%	-	5	83.3%	13.9
Maintenance - B	2	1.1	0	0.0%	-	1	50.0%	1.5	0	0.0%	-	1	50.0%	0.7
Maintenance - C	8	9.3	0	0.0%	-	0	0.0%	-	4	50.0%	6.8	4	50.0%	11.9
Maintenance - E	6	16.5	0	0.0%	-	0	0.0%	-	0	0.0%	-	6	100.0%	16.5
Maintenance - F	1	1.4	0	0.0%	-	0	0.0%	-	0	0.0%	-	1	100.0%	1.5
Maintenance - G	1	1.6	0	0.0%	-	0	0.0%	-	0	0.0%	-	1	100.0%	1.7
Psychologist	4	12.0	1	25.0%	6.4	1	25.0%	3.4	1	25.0%	15.8	1	25.0%	22.4
Purchasing	1	7.4	0	0.0%	-	1	100.0%	7.5	0	0.0%	-	0	0.0%	-
Security - A	1	10.8	0	0.0%	-	0	0.0%	-	0	0.0%	-	1	100.0%	10.8
Security - B	3	7.4	1	33.3%	11.4	1	33.3%	0.1	0	0.0%	-	1	33.3%	10.9
Security - C	1	17.9	1	100.0%	18.0	0	0.0%	-	0	0.0%	-	0	0.0%	-
Speech Pathologist	12	7.3	7	58.3%	3.4	2	16.7%	11.3	0	0.0%	-	3	25.0%	13.7
Supervisor	1	2.4	0	0.0%	-	0	0.0%	-	0	0.0%	-	1	100.0%	2.5
TA - Degree/ISS/Scan Tech	43	7.7	31	72.1%	4.7	4	9.3%	8.9	0	0.0%	-	8	18.6%	19.1
TA - No Degree	123	7.1	92	74.8%	4.4	16	13.0%	12.9	3	2.4%	5.6	12	9.8%	20.4
TA - Tech Resource	3	18.7	2	66.7%	14.7	0	0.0%	-	0	0.0%	-	1	33.3%	26.8
Teacher - +15	15	7.7	13	86.7%	6.3	0	0.0%	-	0	0.0%	-	2	13.3%	17.2
Teacher - Bach/10	340	8.8	254	74.7%	5.8	27	7.9%	12.5	1	0.3%	16.5	58	17.1%	20.3
Teacher - Masters	298	11.0	178	59.7%	6.9	44	14.8%	14.1	2	0.7%	4.4	74	24.8%	19.4

**EXHIBIT 3A0 (Continued)
QUARTILE ANALYSIS**

Scale	Employees	Avg. Tenure	1st Quartile			2nd Quartile			3rd Quartile			4th Quartile		
			#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure	#	%	Avg. Tenure
Technology - A	4	7.0	3	75.0%	2.2	0	0.0%	-	1	25.0%	21.4	0	0.0%	-
Technology - B	6	13.5	4	66.7%	13.5	2	33.3%	13.8	0	0.0%	-	0	0.0%	-
Transportation - D	5	2.5	0	0.0%	-	1	20.0%	1.4	1	20.0%	0.8	3	60.0%	3.4
Transportation - E	1	30.5	0	0.0%	-	0	0.0%	-	0	0.0%	-	1	100.0%	30.5
Transportation - F	4	24.4	0	0.0%	-	0	0.0%	-	0	0.0%	-	4	100.0%	24.5
Overall	1281	11.6	653	51.0%	7.2	143	11.2%	9.2	22	1.7%	9.7	463	36.1%	15.7

**EXHIBIT 3AP
TENURE ANALYSIS OF CLASSIFICATIONS WITH NO ASSIGNED SCALE**

No Scale Assigned	Employees	Avg. Tenure
BUS MONITORS	45	3.7
DRIVER'S ED INSTRUCTORS	2	35.3
PALS READING TUTORS	10	8.6
PREK TUTOR PT	1	2.3
REMEDATION TUTORS	12	5.6
SFA READING TCHR PT	1	0.4
SUPERINTENDENT	1	23.4
TITLE 1 TUTOR	1	17.4
PURCHASING - PART TIME	2	7.3
Overall	75	11.5

3.4 COMPRESSION ANALYSIS

Comparison with Supervisor Salaries

Compression (when pay differentials are too small to be considered equitable) can be seen as a threat to internal equity and morale. One common form of pay compression can be defined as the lack of variation in salaries between employees with significantly different levels of experience and responsibility. An example of this can be observed when the pay of supervisors and their subordinates are too similar. The following analysis attempts to determine if such compression can be observed in the Division.

For employees assigned to a pay scale, salary data were utilized to determine if the employee's salary was either less than 80 percent, less than 95 percent, or more than 95 percent of their supervisor's salary; **Exhibit 3AQ** shows that 1,231 (96.1 percent) employee salaries fall below 80 percent of their supervisor's salary, 42 (3.3 percent) fall below 95 percent, and six (0.5 percent) are above 95 percent. This would seem to indicate that no serious compression of salaries is taking place as it relates to supervisor salaries.

EXHIBIT 3AQ
EMPLOYEE TO SUPERVISOR SALARY RATIO BY SCALE

Scale	Employees	< 80%		< 95%		> 95%	
		#	%	#	%	#	%
Admin - A	10	9	90.0%	1	10.0%	0	0.0%
Admin - B	1	1	100.0%	0	0.0%	0	0.0%
Admin - C	10	6	60.0%	3	30.0%	1	10.0%
Admin - D	27	21	77.8%	4	14.8%	2	7.4%
Admin - F	6	6	100.0%	0	0.0%	0	0.0%
Admin - G	1	1	100.0%	0	0.0%	0	0.0%
Admin - H	1	0	0.0%	1	100.0%	0	0.0%
Asst. Superintendent	1	0	0.0%	1	100.0%	0	0.0%
Bus Driver - IV	1	1	100.0%	0	0.0%	0	0.0%
Bus Driver - V	127	127	100.0%	0	0.0%	0	0.0%
Cafeteria Monitor - A	5	5	100.0%	0	0.0%	0	0.0%
Clerical - A	2	2	100.0%	0	0.0%	0	0.0%
Clerical - Admin Asst.	6	6	100.0%	0	0.0%	0	0.0%
Clerical - B/10	13	13	100.0%	0	0.0%	0	0.0%
Clerical - B/11	2	2	100.0%	0	0.0%	0	0.0%
Clerical - B/12	6	6	100.0%	0	0.0%	0	0.0%
Clerical - C	27	27	100.0%	0	0.0%	0	0.0%
Clerical - D	14	14	100.0%	0	0.0%	0	0.0%
Custodian - A	22	22	100.0%	0	0.0%	0	0.0%
Custodian - B/10	9	9	100.0%	0	0.0%	0	0.0%
Custodian - B/12	36	36	100.0%	0	0.0%	0	0.0%
Custodian - C	4	4	100.0%	0	0.0%	0	0.0%



EXHIBIT 3AQ (Continued)
EMPLOYEE TO SUPERVISOR SALARY RATIO BY SCALE

Scale	Employees	< 80%		< 95%		> 95%	
		#	%	#	%	#	%
Food Service - A	3	3	100.0%	0	0.0%	0	0.0%
Food Service - B	41	40	97.6%	0	0.0%	0	0.0%
Food Service - C	13	13	100.0%	0	0.0%	0	0.0%
Food Service - D	4	4	100.0%	0	0.0%	0	0.0%
LPN	6	6	100.0%	0	0.0%	0	0.0%
Maintenance - B	2	2	100.0%	0	0.0%	0	0.0%
Maintenance - C	8	8	100.0%	0	0.0%	0	0.0%
Maintenance - E	6	2	33.3%	4	66.7%	0	0.0%
Maintenance - F	1	0	0.0%	1	100.0%	0	0.0%
Maintenance - G	1	1	100.0%	0	0.0%	0	0.0%
Psychologist	4	3	75.0%	1	25.0%	0	0.0%
Purchasing	1	1	100.0%	0	0.0%	0	0.0%
Security - A	1	1	100.0%	0	0.0%	0	0.0%
Security - B	3	3	100.0%	0	0.0%	0	0.0%
Security - C	1	1	100.0%	0	0.0%	0	0.0%
Speech Pathologist	12	8	66.7%	3	25.0%	1	8.3%
Supervisor	1	1	100.0%	0	0.0%	0	0.0%
TA - Degree/ISS/Scan Tech	43	42	97.7%	0	0.0%	0	0.0%
TA - No Degree	123	123	100.0%	0	0.0%	0	0.0%
TA - Tech Resource	3	3	100.0%	0	0.0%	0	0.0%
Teacher - +15	15	15	100.0%	0	0.0%	0	0.0%
Teacher - Bach/10	340	325	95.6%	13	3.8%	2	0.6%
Teacher - Masters	298	290	97.3%	8	2.7%	0	0.0%
Technology - A	4	4	100.0%	0	0.0%	0	0.0%
Technology - B	6	6	100.0%	0	0.0%	0	0.0%
Transportation - D	5	5	100.0%	0	0.0%	0	0.0%
Transportation - E	1	1	100.0%	0	0.0%	0	0.0%
Transportation - F	4	2	50.0%	2	50.0%	0	0.0%
Overall	1281	1231	96.1%	42	3.3%	6	0.5%

Actual Versus Expected Salary Placement

Another form of pay compression can occur when employees have not progressed through their pay range as their years of experience increase. The following analysis examines how far each employee has penetrated into their current pay range and compares it with their expected placement—assuming a 30-year period between minimum and maximum. Generally, the only source of concern would be employees that are more than ten percent below expected placement. Simply having employees in this group does not necessarily mean there are corresponding compression issues, assuming there is a reason for these placements. It

is also acknowledged that the Division’s compensation practices may differ from progressing employees’ salaries based upon tenure.

Exhibit 3AR displays the number and percentage of employees whose actual salary placement varies from their expected placement. **Note:** This analysis considers an employee’s total years of service. As can be seen, 619 (48.3 percent) employees have salaries that are within ten percent of their expected salary placement, whereas 216 (16.9 percent) have salaries that are more than ten percent below expected placement and 446 (34.8 percent) have salaries that are more than ten percent above.

**EXHIBIT 3AR
ACTUAL VERSUS EXPECTED PLACEMENT BY GRADE**

Scale	Employees	< -10%		0 to -10%		0 to 10%		> 10%	
		#	%	#	%	#	%	#	%
Admin - A	10	4	40.0%	6	60.0%	0	0.0%	0	0.0%
Admin - B	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Admin - C	10	1	10.0%	4	40.0%	5	50.0%	0	0.0%
Admin - D	27	3	11.1%	9	33.3%	10	37.0%	5	18.5%
Admin - F	6	1	16.7%	1	16.7%	2	33.3%	2	33.3%
Admin - G	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Admin - H	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Asst. Superintendent	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Bus Driver - IV	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Bus Driver - V	127	0	0.0%	0	0.0%	0	0.0%	127	100.0%
Cafeteria Monitor - A	5	5	100.0%	0	0.0%	0	0.0%	0	0.0%
Clerical - A	2	2	100.0%	0	0.0%	0	0.0%	0	0.0%
Clerical - Admin Asst.	6	0	0.0%	0	0.0%	3	50.0%	3	50.0%
Clerical - B/10	13	1	7.7%	2	15.4%	5	38.5%	5	38.5%
Clerical - B/11	2	0	0.0%	0	0.0%	0	0.0%	2	100.0%
Clerical - B/12	6	0	0.0%	0	0.0%	2	33.3%	4	66.7%
Clerical - C	27	2	7.4%	1	3.7%	8	29.6%	16	59.3%
Clerical - D	14	2	14.3%	1	7.1%	3	21.4%	8	57.1%
Custodian - A	22	22	100.0%	0	0.0%	0	0.0%	0	0.0%



EXHIBIT 3AR (CONTINUED)
ACTUAL VERSUS EXPECTED PLACEMENT BY GRADE

Scale	Employees	< -10%		0 to -10%		0 to 10%		> 10%	
		#	%	#	%	#	%	#	%
Custodian - B/10	9	0	0.0%	1	11.1%	3	33.3%	5	55.6%
Custodian - B/12	36	1	2.8%	1	2.8%	6	16.7%	28	77.8%
Custodian - C	4	0	0.0%	1	25.0%	0	0.0%	3	75.0%
Food Service - A	3	0	0.0%	0	0.0%	0	0.0%	3	100.0%
Food Service - B	41	0	0.0%	0	0.0%	0	0.0%	41	100.0%
Food Service - C	13	0	0.0%	0	0.0%	0	0.0%	13	100.0%
Food Service - D	4	0	0.0%	0	0.0%	0	0.0%	4	100.0%
LPN	6	0	0.0%	0	0.0%	1	16.7%	5	83.3%
Maintenance - B	2	0	0.0%	0	0.0%	0	0.0%	2	100.0%
Maintenance - C	8	0	0.0%	0	0.0%	1	12.5%	7	87.5%
Maintenance - E	6	0	0.0%	0	0.0%	2	33.3%	4	66.7%
Maintenance - F	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Maintenance - G	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Psychologist	4	0	0.0%	1	25.0%	1	25.0%	2	50.0%
Purchasing	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Security - A	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Security - B	3	1	33.3%	0	0.0%	0	0.0%	2	66.7%
Security - C	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%
Speech Pathologist	12	1	8.3%	1	8.3%	6	50.0%	4	33.3%
Supervisor	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
TA - Degree/ISS/Scan Tech	43	9	20.9%	7	16.3%	18	41.9%	9	20.9%
TA - No Degree	123	22	17.9%	22	17.9%	52	42.3%	27	22.0%
TA - Tech Resource	3	1	33.3%	1	33.3%	1	33.3%	0	0.0%
Teacher - +15	15	3	20.0%	8	53.3%	3	20.0%	1	6.7%
Teacher - Bach/10	340	69	20.3%	157	46.2%	72	21.2%	42	12.4%
Teacher - Masters	298	61	20.5%	113	37.9%	67	22.5%	57	19.1%
Technology - A	4	0	0.0%	2	50.0%	1	25.0%	1	25.0%
Technology - B	6	4	66.7%	1	16.7%	1	16.7%	0	0.0%
Transportation - D	5	0	0.0%	0	0.0%	0	0.0%	5	100.0%
Transportation - E	1	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Transportation - F	4	0	0.0%	0	0.0%	2	50.0%	2	50.0%
Overall	1281	216	16.86%	340	26.5%	279	21.8%	446	34.82%



3.5 DEPARTMENT/LOCATION DISTRIBUTION

As of October 2021, the Division employed 1,365 employees across 27 different departments/locations. Exhibit 3AS depicts the number of classifications that are present in each department/location, along with the number and overall percentage of total employees by department. As illustrated, the largest location/department (in terms of employees) is Franklin County High School, with 253 employees representing 15.5 percent of the Division’s workforce.

**EXHIBIT 3AS
EMPLOYEES AND CLASSIFICATIONS BY DEPARTMENT/LOCATION**

Department	Employees	Classifications	% of Total
ADULT EDUCATION	3	3	0.2%
BFMS-EAST	86	30	6.3%
BFMS-WEST	92	26	6.8%
BOONES MILL ELEMENTARY	44	26	3.2%
BURNT CHIMNEY ELEMENTARY	57	28	4.2%
CALLAWAY ELEMENTARY	40	25	2.9%
CENTRAL OFFICE	25	8	1.8%
DIVISON WIDE	45	14	3.3%
DUDLEY ELEMENTARY	43	25	3.2%
FERRUM ELEMENTARY	38	22	2.8%
FRANKLIN COUNTY HIGH SCHOOL	253	34	18.7%
GLADE HILL ELEMENTARY	41	24	3.0%
HENRY ELEMENTARY	33	21	2.4%
LEE M WAID ELEMENTARY	76	35	5.6%
MAINTENANCE	29	12	2.1%
PRINT SHOP	1	1	0.1%
ROCKY MOUNT ELEMENTARY	78	31	5.8%
SECONDARY LEARNING CENTER	2	2	0.1%
SNOW CREEK ELEMENTARY	44	27	3.2%
SONTAG ELEMENTARY	53	30	3.9%
SPECIAL EDUCATION ANNEX	12	6	0.9%
TECHNOLOGY SERVICES	16	7	1.2%
THE GEREAU CENTER	40	15	2.9%
TRANSPORTATION	162	7	11.9%
WINDY GAP ELEMENTARY	43	21	3.2%
Overall	1356	480	100.0%

**There are a total of 112 unique classification titles. The total displayed here exceeds this number due to duplicate classifications across departments*



3.6 SUMMARY

The information contained in this chapter identifies features of the overall structure of the compensation system, as well as the administration of it at the individual employee level. Notably, the following was found:

- **Pay Plan** – Franklin County Public Schools administers multiple pay plans with varying steps. It was found that the pay scale ranges are inconsistent amongst the various scales. While the compensation structure provides the majority of employees with defined pay plans and ranges, a number of staff members are excluded. The inconsistencies in the organization of the pay structure can lead to confusion among staff members.
- **Salary Distribution** – It was noted that 64 percent employees have salaries that fall below the midpoint, 51 percent have salaries in the first quartile of their respective range, and 16.9 percent of employees are 10 percent below expected placement. The concentration of staff below the midpoint may indicate a potential area of salary compression, whereas the quartile and penetration figures could illustrate difficulty progressing through the pay range given that the Division’s pay scales include no more than 16 steps.

This analysis serves as a starting point for the development of recommendations in this report. These observations were reviewed and considered in more detail throughout the course of the study. Paired with market data, Evergreen was able to make recommendations that will ensure that the compensation system at the Division is structurally sound, competitive with the market, and equitable.



Chapter 4 – Salary Survey Summary

This chapter contains a market analysis in which the Franklin County Public School salary ranges are compared to select peer organizations. Market comparisons provide key information regarding an organization's competitive position. It is important to note that the comparison of the Division's salary ranges does not translate well at the individual employee level. This is because a market range simply provides the thresholds within which an employee's salary should be placed, versus providing any information on where specifically in the range an employee's salary should lay. Employee salary placement in the range is typically determined based on a multitude of variables, such as the incumbent's education level, and prior experience.

The salary survey focused on the average salary ranges offered by the market for 70 classifications. This external equity analysis allowed for a comprehensive examination of the Division's compensation structure. Market comparison analysis is best thought of as a snapshot of current conditions and provides the most up-to-date market information available at the time. In other words, market conditions will generally change over time and in some cases will change very quickly. Therefore, a market survey and analysis should be performed at regular intervals to help maintain market competitiveness.

The Division considered several factors when selecting peers for comparison, including the location, size, and socio-economic factors that impact the Division's ability to recruit and retain highly qualified employees. **Exhibit 4A** shows the 13 unique peers from which Evergreen solicited and obtained full or partial general market salary data for their matching classifications.

The Consumer Price Index (CPI), also referred to as the Cost of Living (COL) Index, shown in the chart is a measure reported by the U.S. Bureau of Labor Statistics, which examines the weighted average of prices of a basket of consumer goods and services, such as transportation, food, and medical care. It is calculated by taking price changes for each item in the predetermined basket of goods and averaging them. Changes in the CPI are used to assess price changes associated with the cost of living. Evergreen used the COL Factor (COL Index for the Division divided by the COL Index for the location) to adjust the salaries to be comparable to the salaries paid by the Division.

EXHIBIT 4A
TARGET MARKET PEERS AND COST OF LIVING FACTORS

Market Peers	Cost of Living Index
Franklin County Public Schools	98.3
Botetourt County Public Schools	103.6
Danville City Schools	94.9
Floyd County Public Schools	99.1
Henry County Public Schools	94.4
Montgomery County Public Schools	97.8
Patrick County Public Schools	97.1
Pittsylvania County Public Schools	94.9
Roanoke City Schools	102.6
Roanoke County Public Schools	102.6
Salem City Schools	102.6
Bedford County Public Schools	98.9
Halifax County Public Schools	95.1
Martinsville City Schools	94.4

From the participating peers, approximately 830 data points were collected for comparative purposes. All salary range data collected were adjusted for cost of living using a national cost of living index factor, which allowed salary dollars from entities outside of the immediate area to more accurately be compared in terms of spending power relative to the Franklin County area.

Exhibit 4B provides a summary of the results of the salary survey of all peer organizations.

These data represent base salary only and are composed of the following information:

- Market Range Minimum, Midpoint, and Maximum.** The survey range minimum indicates the average minimum salary for each classification provided by peer organizations. Survey range midpoint provides the average midpoint of the peer respondents for each classification surveyed. Survey range maximum provides the average maximum of the survey participants for each classification surveyed.
- Percent Differentials.** The percent differentials are shown for survey market range minimum, midpoint, and maximum. The differentials specify the variance between the Division's current published salary ranges and the market average shown in the exhibit. A positive differential indicates the Division is above market for that classification at the range minimum, midpoint, or maximum. Information is presented on positions that are above average to provide valuable information regarding the Division's competitive edge in the marketplace for those positions. A negative differential indicates the Division is below market for that classification, indicating that these salaries are not as competitive.



In the final row of the exhibit, the average percent differentials for the range minimum, midpoint and maximum are provided. This is derived by averaging each classification's percent differential.

- **Survey Average Range Spread.** The range spread which provides the average range width for each classification surveyed is the percentage difference between the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range spread for all the surveyed classifications is provided in the final row of the exhibit.
- **Survey Responses.** The number of survey responses for each classification is provided in the final column, and the average number of responses for the classification category is shown at the bottom along with an overall average for all classification categories.
- **Comparability.** Peers are provided a summary of the job duties and responsibilities for each classification as well as the experience, education and certification requirements required for a match. Based on information provided by the peers, Evergreen uses a general 70 percent match criteria for accepting a peer's proposed classification, based on the similarity of duties and responsibilities as well as the educational, experience and credentialing requirements for the classification. When in doubt, peers are contacted for additional information to ensure comparability.



EXHIBIT 4B
MARKET RESULTS FOR BENCHMARKED POSITIONS

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
504 Coordinator	\$59,578.04	13.3%	\$78,117.68	1.1%	\$96,657.31	-7.1%	62.0%	8.0
Accounts Payable Clerk	\$31,793.95	-10.2%	\$43,142.33	-2.9%	\$54,490.72	1.1%	70.8%	6.0
Assistant Director of Business and Finance	\$70,331.56	-3.3%	\$89,910.91	-12.9%	\$109,490.25	-19.5%	55.4%	6.0
Assistant Principal - Elementary	\$59,297.89	13.7%	\$72,636.47	8.4%	\$85,975.05	4.6%	45.1%	11.0
Assistant Principal - High School	\$68,909.64	7.6%	\$84,232.47	3.8%	\$99,555.29	1.1%	44.6%	11.0
Assistant Shop Foreman	-	-	-	-	-	-	-	0.0
Assistant Superintendent	\$93,766.85	1.7%	\$116,210.25	-5.2%	\$138,653.65	-10.1%	47.9%	10.0
Assistant Supervisor - Maintenance (Building & Grounds)	\$39,430.21	-30.1%	\$54,292.33	-21.0%	\$69,154.45	-16.1%	75.4%	1.0
Athletic Director	\$59,888.78	21.5%	\$72,577.44	18.7%	\$85,266.10	16.6%	42.0%	4.0
Benefits Coordinator	\$40,073.00	-33.0%	\$55,740.73	-28.3%	\$71,408.46	-25.8%	78.2%	5.0
Bookkeeper	\$29,872.81	-21.7%	\$39,294.52	-6.0%	\$48,716.24	2.6%	62.8%	5.0
Bus Driver Trainer	\$32,707.85	-37.5%	\$42,518.24	-15.6%	\$52,328.62	-3.9%	60.0%	1.0
Bus/Auto Mechanic	\$32,335.64	-32.8%	\$42,509.03	-19.2%	\$52,682.43	-11.7%	62.4%	9.0
Compliance Coordinator	-	-	-	-	-	-	-	0.0
Computer Network Technician	\$42,992.76	-21.0%	\$57,200.27	-8.5%	\$71,407.77	-1.6%	65.6%	10.0
Computer Repair Technician	\$34,725.32	-33.3%	\$46,176.38	-8.1%	\$57,627.45	4.7%	65.4%	10.0
Coordinator - ESL	\$56,414.92	5.6%	\$70,093.51	-1.2%	\$83,772.09	-6.1%	48.5%	4.0
Coordinator of Early Learning & School Readiness	\$59,533.02	13.3%	\$76,327.28	3.5%	\$93,121.53	-3.4%	56.6%	6.0
Coordinator of Federal Programs	\$60,754.70	20.1%	\$77,257.23	12.5%	\$93,759.75	7.1%	54.3%	8.0
Coordinator of Food Services & Nutrition	\$65,176.65	13.1%	\$83,206.27	5.1%	\$101,235.89	-0.5%	55.2%	8.0
Coordinator of Gifted & Talented Program	\$54,941.21	8.2%	\$70,064.65	-1.2%	\$85,188.08	-7.8%	55.3%	6.0
Custodian	\$23,530.89	-17.4%	\$29,891.93	-8.4%	\$36,252.96	-2.9%	53.7%	10.0
Dean of Students - Middle School	\$55,058.59	-29.7%	\$76,610.38	-34.2%	\$98,162.17	-36.7%	78.4%	3.0
Director of Business & Finance	\$78,398.39	6.0%	\$97,377.54	0.2%	\$116,356.69	-3.9%	48.4%	12.0
Director of Curriculum & Instruction, K-12	\$79,593.59	4.5%	\$99,271.22	-1.7%	\$118,948.85	-6.1%	49.5%	8.0

EXHIBIT 4B (CONTINUED)
MARKET RESULTS FOR BENCHMARKED POSITIONS

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Value	%	Value	%	Value	%		
Director of Human Resources	\$78,657.34	5.7%	\$98,402.71	-0.8%	\$118,148.09	-5.4%	50.3%	11.0
Director of Operations	\$82,770.98	0.6%	\$103,152.85	-5.5%	\$123,534.72	-9.8%	49.2%	10.0
Director of Pupil Personnel Services	\$82,063.70	1.5%	\$102,414.02	-4.8%	\$122,764.33	-9.2%	49.7%	10.0
Director of Technology, K-12	\$81,501.06	2.1%	\$100,191.80	-2.6%	\$118,882.53	-6.0%	46.0%	10.0
Family Liaison	\$28,748.41	28.5%	\$38,095.78	29.5%	\$47,443.15	30.1%	64.8%	2.0
Federal Programs Administrative Assistant	\$30,834.10	-48.9%	\$40,275.56	-32.4%	\$49,717.02	-23.3%	60.9%	6.0
Food Service Manager	\$20,902.46	-49.3%	\$28,096.78	-28.2%	\$35,291.10	-17.3%	68.4%	9.0
Food Service Secretary	\$29,908.76	-46.0%	\$40,016.87	-31.8%	\$50,124.98	-24.1%	67.1%	9.0
Food Service Worker	\$13,754.91	-23.8%	\$18,087.04	-13.6%	\$22,419.17	-7.8%	62.7%	9.0
General Ledger Clerk	\$32,840.88	-54.8%	\$43,127.46	-39.1%	\$53,414.04	-30.3%	62.3%	5.0
General Maintenance Technician	\$26,141.04	-11.5%	\$35,031.76	0.2%	\$43,922.49	6.5%	67.6%	9.0
Grounds Keeper	\$25,597.37	-25.7%	\$32,917.01	-18.0%	\$40,236.65	-13.3%	56.8%	9.0
Human Resources Administrative Assistant	\$31,457.13	-50.8%	\$42,785.12	-38.3%	\$54,113.12	-31.6%	71.7%	9.0
HVAC Technician	\$35,076.66	-29.1%	\$48,468.39	-17.4%	\$61,860.11	-11.3%	76.1%	7.0
Instructional Coach	\$43,411.91	-12.5%	\$55,460.79	-7.8%	\$67,509.67	-4.9%	55.4%	5.0
Maintenance Compliance Coordinator	\$48,848.89	-56.1%	\$67,842.20	-54.3%	\$86,835.51	-53.4%	77.8%	1.0
Medicaid Billing Specialist	\$36,344.24	-51.5%	\$48,278.39	-23.1%	\$60,212.54	-8.8%	65.4%	2.0
Mental Health Coordinator	\$62,872.31	16.7%	\$82,410.43	6.0%	\$101,948.56	-1.2%	62.1%	4.0
Nursing Coordinator	\$50,639.53	-27.7%	\$65,269.88	-24.0%	\$79,900.24	-21.7%	57.8%	5.0
Occupational Therapist	\$48,236.02	11.6%	\$63,556.52	8.0%	\$78,877.03	5.8%	63.5%	6.0
Paraprofessional	\$16,523.61	-14.8%	\$21,674.78	-5.8%	\$26,825.94	-0.7%	62.1%	13.0
Payroll Clerk	\$38,199.59	-45.6%	\$52,180.18	-34.0%	\$66,160.76	-27.8%	72.9%	8.0
Principal - Elementary School	\$73,747.35	0.8%	\$91,206.36	-4.1%	\$108,665.36	-7.6%	47.4%	11.0
Principal - High School	\$81,111.04	-8.7%	\$102,131.96	-15.4%	\$123,152.89	-20.1%	51.7%	11.0
Principal - Middle School	\$79,426.60	-6.6%	\$98,186.27	-11.5%	\$116,945.94	-14.9%	47.2%	10.0

EXHIBIT 4B (CONTINUED)
MARKET RESULTS FOR BENCHMARKED POSITIONS

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
Print Shop Manager	\$35,489.34	-61.9%	\$46,843.06	-46.9%	\$58,196.77	-38.6%	64.0%	1.0
Purchasing Assistant	\$30,583.65	-68.6%	\$41,653.27	-65.7%	\$52,722.90	-64.1%	72.6%	2.0
Route Coordinator	\$41,577.83	-60.0%	\$54,920.42	-40.7%	\$68,263.00	-30.2%	63.9%	3.0
Safety Officer	\$23,473.10	-17.2%	\$31,423.24	-8.9%	\$39,373.39	-4.3%	67.4%	2.0
School Bus Aide/Monitor	\$10,420.51	-10.3%	\$13,769.63	-37.7%	\$17,118.75	-58.2%	63.6%	6.0
School Bus Driver	\$13,990.32	-21.0%	\$18,470.82	-26.6%	\$22,951.31	-36.0%	63.5%	9.0
School Nurse - LPN	\$25,781.40	-9.8%	\$32,824.18	-18.1%	\$39,866.96	-23.8%	54.5%	8.0
School Nurse - RN	\$34,786.99	9.6%	\$44,576.18	14.0%	\$54,365.37	16.7%	56.0%	9.0
School Psychologist	\$49,914.37	0.5%	\$65,076.79	3.9%	\$80,239.22	5.9%	60.7%	9.0
School Secretary	\$26,137.54	-33.1%	\$34,828.64	-18.1%	\$43,519.75	-10.1%	66.2%	10.0
Shop Foreman	\$36,395.23	-47.7%	\$48,694.14	-29.0%	\$60,993.05	-19.2%	67.4%	6.0
Social Worker	\$46,063.33	-12.1%	\$62,667.51	-14.4%	\$79,271.69	-15.8%	71.9%	4.0
Special Education Coordinator	\$51,778.70	14.1%	\$65,844.80	5.0%	\$79,910.90	-1.4%	54.4%	5.0
Speech/Language Pathologist	\$46,874.31	14.4%	\$61,174.96	11.8%	\$75,475.61	10.2%	61.2%	9.0
Student Assessment Specialist	\$49,909.07	-20.1%	\$64,050.45	-16.6%	\$78,191.84	-14.4%	56.3%	5.0
Student Intervention Specialist	\$39,767.45	-3.8%	\$51,771.75	-1.0%	\$63,776.06	0.8%	60.3%	3.0
Supervisor - Maintenance (Building & Grounds)	\$54,382.58	-31.9%	\$71,832.59	-33.6%	\$89,282.60	-34.6%	63.9%	5.0
Testing Coordinator	\$50,052.10	-20.4%	\$65,420.68	-18.7%	\$80,789.25	-17.6%	61.1%	4.0
Transportation Administrative Assistant	\$30,524.60	-47.9%	\$40,958.54	-34.1%	\$51,392.49	-26.5%	67.9%	9.0
Transportation Supervisor	\$62,308.22	-4.4%	\$78,324.30	-12.3%	\$94,340.39	-17.9%	51.3%	7.0
Overall Average		-15.7%		-12.9%		-12.0%	60.3%	6.7
Outliers Removed*		-13.3%		-11.3%		-10.8%		

*Outliers are defined as benchmarks that possess midpoint differentials of 40% or greater from Franklin County Public Schools or received less than four (4) responses. Outliers are removed so that extreme differentials do not skew the average results. Classifications identified as outliers are as follows: Assistant Shop Foreman, Assistant Supervisor – Maintenance, Bus Driver Trainer, Compliance Coordinator, Dean of Students, Family Liaison, Maintenance Compliance Coordinator, Medicaid Billing Specialist, Print Shop Manager, Purchasing Assistant, Route Coordinator, Safety Officer, and Student Intervention Specialist.

The following subsections discuss the results of the salary survey, based on data provided in Exhibit 4B.

4.1 MARKET MINIMUM

A starting point of the analysis is to compare the peer average market minimum for each classification to range minimums in the Division. Market minimums are generally considered as a starting wage for employees who meet the minimum qualifications for the classification. Those employees with salaries at or near the range minimums are generally new to the role and have not acquired the skills and experience necessary to be fully proficient in their classification.

Utilizing the data gathered in the salary survey for the benchmarked positions with stated salary ranges, the following conclusions can be reached:

- The Division is on average 16 percent below market minimum across all job titles surveyed.
- The surveyed Division position differentials ranged from 22 percent ahead of the market minimum in the case of the Athletic Director position to 55 percent below market minimums for the General Ledger Clerk classification.
- Ten (10) positions in the Division were found to be greater than 10.0 percent ahead of market minimum.
 - 504 Coordinator – 13 percent above;
 - Assistant Principal, Principal – 14 percent above;
 - Athletic Director – 22 percent above;
 - Coordinator of Early Learning & School Readiness – 13 percent above;
 - Coordinator of Federal Programs – 20 percent above;
 - Coordinator of Food Services & Nutrition – 13 percent above;
 - Mental Health Coordinator – 17 percent above;
 - Occupational Therapist – 12 percent above;
 - Special Education Coordinator – 14 percent above; and
 - Speech/Language Pathologist – 14 percent above.
- Thirty (30) Division positions were 10.0 percent or greater below market minimums:
 - Accounts Payable Clerk – 10 percent below;
 - Benefits Coordinator – 33 percent below;
 - Bookkeeper – 22 percent below;
 - Bus/Auto Mechanic – 33 percent below;
 - Computer Network Technician – 21 percent below;
 - Computer Repair Technician – 33 percent below;
 - Custodian – 17 percent below;
 - Federal Programs Administrative Assistant – 49 percent below;
 - Food Service Manager – 49 percent below;
 - Food Service Secretary – 46 percent below;



- Food Service Worker – 24 percent below;
- General Ledger Clerk – 55 percent below;
- General Maintenance Technician – 12 percent below;
- Grounds Keeper – 26 percent below;
- Human Resources Administrative Assistant – 51 percent below;
- HVAC Technician – 29 percent below;
- Instructional Coach – 13 percent below;
- Nursing Coordinator – 28 percent below;
- Paraprofessional – 15 percent below;
- Payroll Clerk – 46 percent below;
- School Bus Aide/Monitor – 10 percent below;
- School Bus Driver – 21 percent below;
- School Nurse, LPN – 10 percent below;
- School Secretary – 33 percent below;
- Shop Foreman – 48 percent below;
- Social Worker – 12 percent below;
- Student Assessment Specialist – 20 percent below;
- Maintenance Supervisor (Building & Grounds) – 32 percent below;
- Testing Coordinator – 20 percent below; and
- Transportation Administrative Assistant – 48 percent below.

4.2 MARKET MIDPOINTS

This section explores the comparison between the average peer midpoints and Division classification midpoints. Midpoint is frequently considered the point where employees who have achieved full proficiency in their job duties could expect their salaries to be placed. It is considered the best point of comparison for analyzing variance between an organization and their market peers.

Based on the data gathered at the market midpoint of the positions with stated salary ranges, the following can be determined:

- The Division is on average 13 percent below market midpoints across all job titles surveyed.
- The surveyed Division position differentials ranged from 19.0 percent ahead of the market midpoint in the case of the Athletic Director position to 39.0 percent below market midpoint for the General Ledger Clerk classification.
- Four (4) positions in the Division were greater than 10.0 percent ahead of market midpoint:
 - Athletic Director – 19 percent above;
 - Coordinator of Federal Programs – 12 percent above;
 - School Nurse, RN – 14 percent above; and
 - Speech/Language Pathologist – 12 percent above.



- Twenty-six (26) Division positions were 10.0 percent or greater below market midpoints:
 - Assistant Director of Business & Finance – 13 percent below;
 - Benefits Coordinator – 28 percent below;
 - Bus/Auto Mechanic – 19 percent below;
 - Federal Programs Administrative Assistant – 32 percent below;
 - Food Service Manager – 28 percent below;
 - Food Service Secretary – 32 percent below;
 - Food Service Worker – 14 percent below;
 - General Ledger Clerk – 39 percent below;
 - Grounds Keeper – 18 percent below;
 - Human Resources Administrative Assistant – 38 percent below;
 - HVAC Technician – 17 percent below;
 - Nursing Coordinator – 24 percent below;
 - Payroll Clerk – 34 percent below;
 - Principal, High School – 15 percent below;
 - Principal, Middle School – 11 percent below;
 - School Bus Aide/Monitor – 38 percent below;
 - School Bus Driver – 27 percent below;
 - School Nurse, LPN – 18 percent below;
 - School Secretary – 18 percent below;
 - Shop Foreman – 29 percent below;
 - Social Worker – 14 percent below;
 - Student Assessment Specialist – 17 percent below;
 - Maintenance Supervisor (Building & Grounds) – 34 percent below;
 - Testing Coordinator – 19 percent below;
 - Transportation Administrative Assistant – 34 percent below; and
 - Transportation Supervisor – 12 percent below.

4.3 MARKET MAXIMUMS

In this section, Division salary range maximum values are compared to the survey respondents' average maximums. Market maximums are often utilized to attract highly qualified employees or retain experienced individuals in a classification.

When comparing peer market pay grade maximums and maximums for the Division classifications, the following can be determined:

- The Division is on average 12 percent below market maximums across all job titles surveyed.
- The surveyed Division position differentials ranged from 17 percent ahead of the market maximum in the case of the Athletic Director and School Nurse - RN positions to 58 percent below market maximums for the School Bus Aide/Monitor classification.



- Two (2) Division positions were greater than 10.0 percent ahead of market maximums.
 - Athletic Director – 17 percent above; and
 - School Nurse, RN – 17 percent above.
- Twenty-seven (27) Division positions were 10.0 percent or greater below market maximums:
 - Assistant Director of Business & Finance – 20 percent below;
 - Assistant Superintendent – 10 percent below;
 - Benefits Coordinator – 26 percent below;
 - Bus/Auto Mechanic – 12 percent below;
 - Director of Operations – 10 percent below;
 - Federal Programs Administrative Assistant – 23 percent below;
 - Food Service Manager – 17 percent below;
 - Food Service Secretary – 24 percent below;
 - General Ledger Clerk – 30 percent below;
 - Grounds Keeper – 13 percent below;
 - Human Resources Administrative Assistant – 32 percent below;
 - HVAC Technician – 11 percent below;
 - Nursing Coordinator – 22 percent below;
 - Payroll Clerk – 28 percent below;
 - Principal, High School – 20 percent below;
 - Principal, Middle School – 15 percent below;
 - School Bus Aide/Monitor – 58 percent below;
 - School Bus Driver – 36 percent below;
 - School Nurse, LPN – 24 percent below;
 - School Secretary – 10 percent below;
 - Shop Foreman – 19 percent below;
 - Social Worker – 16 percent below;
 - Student Assessment Specialist – 14 percent below;
 - Maintenance Supervisor (Building & Grounds) – 35 percent below;
 - Testing Coordinator – 18 percent below;
 - Transportation Administrative Assistant – 27 percent below; and
 - Transportation Supervisor – 18 percent below.

4.4 PRIVATE SECTOR COMPARISON

Salary information for select positions that are relevant within the private sector was also gathered from the Economic Research Institute (ERI). ERI provides updated market data for more than 1,100 industry sectors by compiling salary, cost of living, and executive compensation survey data from internal surveys, third-party salary surveys, and public sources to calculate geographic salary differentials. **Exhibit 4C** illustrates the average salary minimums, midpoints, maximums, and percentage differences for each classification when compared to the Division's current ranges.

EXHIBIT 4C
PRIVATE SECTOR RESULTS FOR SELECT BENCHMARKED POSITIONS

Division Classification	Private Sector Classification	Survey Minimum		Survey Midpoint		Survey Maximum	
		Average	% Diff	Average	% Diff	Average	% Diff
Accounts Payable Clerk	Accounts Payable Clerk	\$36,365	-23.49%	\$40,780	2.75%	\$45,128	19.92%
Administrative Assistant	Administrative Assistant	\$36,475	-64.34%	\$43,005	-38.78%	\$50,061	-23.95%
Benefits Coordinator	Benefits Clerk	\$35,494	-21.09%	\$41,274	1.54%	\$47,187	15.49%
Bookkeeper	Bookkeeper	\$35,132	-37.58%	\$41,201	-10.71%	\$47,647	4.83%
Bus/Auto Mechanic	Mechanic Automotive	\$36,443	-44.27%	\$43,223	-20.86%	\$50,576	-7.58%
Computer Repair Technician	Computer Technician	\$43,287	-54.24%	\$50,028	-16.03%	\$57,649	4.64%
Custodian	Custodian	\$26,352	-28.59%	\$30,562	-10.57%	\$35,010	0.62%
Food Service Manager	Food Services Manager	\$48,798	-117.73%	\$56,705	-91.30%	\$65,648	-75.45%
Food Service Worker	Food Service Worker	\$23,140	-72.48%	\$25,646	-47.58%	\$28,678	-32.14%
General Ledger Clerk	General Ledger Accountant	\$47,334	-86.64%	\$52,833	-58.13%	\$58,676	-39.42%
General Maintenance Technician	Maintenance Technician	\$39,142	-50.76%	\$43,647	-21.74%	\$48,460	-3.31%
Groundskeeper	Groundskeeper	\$25,415	-25.04%	\$29,653	-7.56%	\$34,397	2.39%
HVAC Technician	HVAC Mechanic	\$46,157	-55.31%	\$52,926	-26.14%	\$60,497	-9.11%
Medicaid Billing Specialist	Medicaid Billing Specialist	\$30,310	-34.23%	\$35,622	7.19%	\$40,726	30.02%
Nursing Coordinator	Nurse Head	\$80,317	-70.84%	\$98,339	-62.91%	\$118,348	-59.24%
Occupational Therapist	Occupational Therapist	\$69,369	-24.62%	\$81,828	-17.20%	\$95,595	-13.41%
Payroll Clerk	Payroll Clerk	\$40,134	-50.24%	\$45,147	-19.80%	\$50,668	-1.32%
Purchasing Assistant	Purchasing Assistant	\$33,302	-75.99%	\$38,825	-59.38%	\$44,314	-48.09%
Safety Officer	Safety Officer Campus	\$26,345	-28.57%	\$30,526	-6.05%	\$34,960	7.57%
School Bus Driver	Bus Driver	\$36,027	-104.30%	\$41,859	-98.99%	\$47,911	-100.11%
School Nurse - LPN	Licensed Practical Nurse	\$41,143	-55.12%	\$47,227	-53.24%	\$53,939	-52.89%
School Nurse - RN	Registered Nurse	\$59,483	-43.33%	\$68,313	-28.49%	\$78,201	-19.57%
Shop Foreman	Foreman Mechanic	\$53,747	-82.40%	\$62,712	-53.21%	\$72,944	-36.69%
Social Worker	Social Worker	\$41,080	-0.68%	\$45,886	16.70%	\$51,045	28.04%
Speech/Language Pathologist	Speech & Language Pathologist	\$66,867	-20.99%	\$78,853	-13.52%	\$92,141	-9.75%

4.5 MARKET SURVEY CONCLUSION

The standing of individual classifications pay range relative to the market should not be considered a definitive assessment of actual employee salaries being similarly above or below the market; however, such differentials can, in part, explain symptomatic issues with recruitment and retention of employees.

The main summary points of the market study are as follows:

- The Division is approximately 13.3 percent below the public-sector market minimum.
- The Division is approximately 11.3 percent below the public-sector market midpoint.
- The Division is approximately 10.8 percent below the public-sector market maximum.

The results of the market summary chapter are pivotal in the formulation of recommendations by Evergreen Solutions. By establishing the Division's market position relative to its peers, Evergreen is better able to propose recommendations that enable the Division to occupy its desired competitive position. Discussion on the recommended changes to the Division's pay plan can be found in **Chapter 5** of this report.

Chapter 5 – Recommendations

The analysis of the Division’s classification and compensation system revealed a few areas that could be adjusted to improve the overall structure and address potential areas of concern. Evergreen focused primarily on developing a more competitive pay plan, as well as reviewing and making recommendations to the classification structure. Study recommendations, as well as the findings that led to each, are discussed in this chapter.

5.1 CLASSIFICATION SYSTEM

An organization’s classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications, or positions, which define how work is organized and assigned. It is essential that the titles and descriptions of an organization’s classifications accurately depict the work being performed by employees in the classifications to ensure equity within the organization and to enable comparisons with positions at peer organizations. The purpose of a classification analysis is to identify such issues as incorrect titles and inconsistent titles across departments.

In the analysis of the Division’s classification system, Evergreen collected classification data through the Job Assessment Tool (JAT) and Management Issues Tool (MIT) processes. The JATs, which were completed by employees and reviewed by their supervisors, provided information about the type and level of work being performed for each of the Division’s classifications. In addition, the MIT process provided supervisors an opportunity to provide specific recommendations regarding the pay or classification of positions in their areas. Evergreen reviewed and utilized the data provided in the JATs and MITs as a basis for the classification recommendations below.

FINDING

Overall, the classification system used by the Division was sound. However, there were a few instances of titles for positions that could be modified.

RECOMMENDATION 1: Revise the titles of some classifications to better reflect job duties.

Exhibit 5A provides a list of the recommended changes to the classification system. The foundation for these recommendations was the work performed by employees as described in their JATs, best practice in the Human Resources field, or unique needs which required a specific titling method.



EXHIBIT 5A
PROPOSED CLASSIFICATION CHANGES

Current Classification Title	Proposed Classification Title
10 MO ELEM SCHOOL SECRETARIES	OFFICE ASSISTANT
10 MO SEC SCHOOL SECRETARIES	OFFICE ASSISTANT
11 MO SEC SCHOOL SECRETARIES	OFFICE ASSISTANT
ACCOUNTS PAYABLE CLERK	ACCOUNTS PAYABLE TECHNICIAN
ADMINISTRATIVE ASSISTANT	DIVISION ADMINISTRATIVE ASSISTANT II
ASSESSMENT SUPERVISOR	ASSESSMENT COORDINATOR
BENEFITS COORDINATOR	BENEFITS SPECIALIST
BUS/AUTO MECHANIC	MECHANIC
COMPUTER REPAIR TECHNICIAN	COMPUTER TECHNICIAN
COORDINATOR OF EARLY LEARNING & SCHOOL READINESS	EARLY LEARNING COORDINATOR
COORDINATOR OF FOOD SERVICES & NUTRITION	SCHOOL NUTRITION COORDINATOR
COORDINATORS	ASD COORDINATOR
COORDINATORS	SLC COORDINATOR
COORDINATORS	SPECIAL EDUCATION COORDINATOR I
DIRECTOR/DEPARTMENT SECRETARY	DIVISION ADMINISTRATIVE ASSISTANT II
DIRECTOR/DEPARTMENT SECRETARY	LICENSURE SPECIALIST
HUMAN RESOURCES ADMINISTRATIVE ASSISTANT	HUMAN RESOURCES SPECIALIST
INSTRUCTIONAL SECRETARY	DIVISION ADMINISTRATIVE ASSISTANT II
MAINTENANCE	MAINTENANCE TECHNICIAN
PARAPROFESSIONAL	TEACHER ASSISTANT I
PARAPROFESSIONAL	TEACHER ASSISTANT II
PAYROLL CLERK	PAYROLL TECHNICIAN I
PREK TUTOR PT	REMEDATION TUTORS
PRINTERS	PRINT SHOP MANAGER
PT ELEM SCHOOL SECRETARIES	OFFICE ASSISTANT
PURCHASING PART-TIME	PURCHASING ASSISTANT PART TIME
SCHOOL SECRETARY	SCHOOL ADMINISTRATIVE ASSISTANT
SECONDARY TEACHER ASSISTANT	TEACHER ASSISTANT I
SECONDARY TEACHER ASSISTANT	TEACHER ASSISTANT II
SPECIAL EDUCATION COORDINATOR	SPECIAL EDUCATION COORDINATOR II
TESTING COORDINATOR	ASSESSMENT COORDINATOR
TITLE 1 TUTOR	REMEDATION TUTORS

5.2 COMPENSATION SYSTEM

The compensation system analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the Division's pay



ranges for its classifications were compared to the average of the identified market. Details regarding the external market assessment were provided in **Chapter 4** of this report.

During the internal equity assessment (JAT), consideration of the relationships between positions and the type of work being performed by the Division employees were reviewed and analyzed. Specifically, a composite score was assigned to each of the classifications that quantified the classification's level of five separate compensatory factors (leadership, working conditions, complexity, decision-making, and relationships). The level for each factor was determined based on responses to the JAT.

It is important to note that this score is not the sole determining factor when placing classifications into a pay grade. The results of both the internal (JAT) and external (market survey) analyses were used to create a linear regression model to develop the recommendations below. Other factors, such as career progression and organizational needs, were also considered when developing these recommendations.

FINDING

The Division's salary ranges were found overall to be behind the market at the minimum, midpoint, and maximum. Implementing a new competitive pay structure (pay plan) would provide the Division with an improved ability to attract, hire and retain employees.

RECOMMENDATION 2: Implement two new step plans for employees (General and Teachers/Librarians/Counselors); slot all classifications into the plans based on external and internal equity; and transition employees' salaries into the new plans.

Exhibits 5B and 5C show an overview of the new plan for General employees. As can be seen, this plan includes 25 pay grades with 20 steps and a 60 percent range spread. Grades 1 through 13 are reserved for hourly employees, while Grades 14 and above are for salaried employees (salary range based on 2080 annual hours).

EXHIBIT 5B PROPOSED PAY PLAN – GENERAL EMPLOYEES

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression
G01	\$12.00	\$15.60	\$19.20	60.0%	-
G02	\$12.72	\$16.54	\$20.35	60.0%	6.0%
G03	\$13.48	\$17.53	\$21.57	60.0%	6.0%
G04	\$14.29	\$18.58	\$22.87	60.0%	6.0%
G05	\$15.15	\$19.69	\$24.24	60.0%	6.0%
G06	\$16.06	\$20.88	\$25.69	60.0%	6.0%
G07	\$17.02	\$22.13	\$27.24	60.0%	6.0%
G08	\$18.04	\$23.46	\$28.87	60.0%	6.0%
G09	\$19.13	\$24.86	\$30.60	60.0%	6.0%



EXHIBIT 5B (CONTINUED)
PROPOSED PAY PLAN – GENERAL EMPLOYEES

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression
G10	\$20.27	\$26.36	\$32.44	60.0%	6.0%
G11	\$21.49	\$27.94	\$34.38	60.0%	6.0%
G12	\$22.78	\$29.61	\$36.45	60.0%	6.0%
G13	\$24.15	\$31.39	\$38.63	60.0%	6.0%
G14	\$53,237.89	\$69,209.26	\$85,180.62	60.0%	6.0%
G15	\$56,432.16	\$73,361.81	\$90,291.46	60.0%	6.0%
G16	\$59,818.09	\$77,763.52	\$95,708.95	60.0%	6.0%
G17	\$63,407.18	\$82,429.33	\$101,451.48	60.0%	6.0%
G18	\$67,211.61	\$87,375.09	\$107,538.57	60.0%	6.0%
G19	\$71,244.31	\$92,617.60	\$113,990.89	60.0%	6.0%
G20	\$75,518.96	\$98,174.65	\$120,830.34	60.0%	6.0%
G21	\$80,050.10	\$104,065.13	\$128,080.16	60.0%	6.0%
G22	\$84,853.11	\$110,309.04	\$135,764.97	60.0%	6.0%
G23	\$89,944.29	\$116,927.58	\$143,910.87	60.0%	6.0%
G24	\$95,340.95	\$123,943.24	\$152,545.52	60.0%	6.0%
G25	\$101,061.41	\$131,379.83	\$161,698.25	60.0%	6.0%



**EXHIBIT 5C
PROPOSED PAY PLAN STEPS – GENERAL EMPLOYEES**

Grades	1	2	3	4	5
G01	\$12.00	\$12.30	\$12.61	\$12.92	\$13.25
G02	\$12.72	\$13.04	\$13.37	\$13.70	\$14.04
G03	\$13.48	\$13.82	\$14.17	\$14.52	\$14.89
G04	\$14.29	\$14.65	\$15.02	\$15.39	\$15.78
G05	\$15.15	\$15.53	\$15.92	\$16.32	\$16.73
G06	\$16.06	\$16.46	\$16.87	\$17.30	\$17.73
G07	\$17.02	\$17.45	\$17.89	\$18.33	\$18.79
G08	\$18.04	\$18.50	\$18.96	\$19.43	\$19.92
G09	\$19.13	\$19.61	\$20.10	\$20.60	\$21.12
G10	\$20.27	\$20.78	\$21.30	\$21.84	\$22.38
G11	\$21.49	\$22.03	\$22.58	\$23.14	\$23.72
G12	\$22.78	\$23.35	\$23.93	\$24.53	\$25.15
G13	\$24.15	\$24.75	\$25.37	\$26.01	\$26.66
G14	\$53,237.89	\$54,571.26	\$55,938.03	\$57,339.02	\$58,775.11
G15	\$56,432.16	\$57,845.54	\$59,294.31	\$60,779.37	\$62,301.62
G16	\$59,818.09	\$61,316.27	\$62,851.97	\$64,426.13	\$66,039.71
G17	\$63,407.18	\$64,995.24	\$66,623.09	\$68,291.70	\$70,002.10
G18	\$67,211.61	\$68,894.96	\$70,620.47	\$72,389.20	\$74,202.22
G19	\$71,244.31	\$73,028.66	\$74,857.70	\$76,732.55	\$78,654.36
G20	\$75,518.96	\$77,410.38	\$79,349.16	\$81,336.50	\$83,373.62
G21	\$80,050.10	\$82,055.00	\$84,110.11	\$86,216.69	\$88,376.04
G22	\$84,853.11	\$86,978.30	\$89,156.72	\$91,389.69	\$93,678.60
G23	\$89,944.29	\$92,197.00	\$94,506.12	\$96,873.08	\$99,299.31
G24	\$95,340.95	\$97,728.82	\$100,176.49	\$102,685.46	\$105,257.27
G25	\$101,061.41	\$103,592.55	\$106,187.08	\$108,846.59	\$111,572.71



EXHIBIT 5C (CONTINUED)
PROPOSED PAY PLAN STEPS – GENERAL EMPLOYEES

Grades	6	7	8	9	10
G01	\$13.58	\$13.92	\$14.27	\$14.63	\$14.99
G02	\$14.39	\$14.76	\$15.12	\$15.50	\$15.89
G03	\$15.26	\$15.64	\$16.03	\$16.43	\$16.85
G04	\$16.17	\$16.58	\$16.99	\$17.42	\$17.86
G05	\$17.14	\$17.57	\$18.01	\$18.46	\$18.93
G06	\$18.17	\$18.63	\$19.09	\$19.57	\$20.06
G07	\$19.26	\$19.74	\$20.24	\$20.75	\$21.27
G08	\$20.42	\$20.93	\$21.45	\$21.99	\$22.54
G09	\$21.64	\$22.19	\$22.74	\$23.31	\$23.90
G10	\$22.94	\$23.52	\$24.11	\$24.71	\$25.33
G11	\$24.31	\$24.92	\$25.55	\$26.18	\$26.84
G12	\$25.78	\$26.42	\$27.09	\$27.76	\$28.46
G13	\$27.33	\$28.01	\$28.71	\$29.43	\$30.17
G14	\$60,247.16	\$61,756.09	\$63,302.80	\$64,888.25	\$66,513.41
G15	\$63,861.99	\$65,461.45	\$67,100.97	\$68,781.55	\$70,504.22
G16	\$67,693.71	\$69,389.14	\$71,127.03	\$72,908.44	\$74,734.47
G17	\$71,755.34	\$73,552.49	\$75,394.65	\$77,282.95	\$79,218.54
G18	\$76,060.66	\$77,965.64	\$79,918.33	\$81,919.93	\$83,971.65
G19	\$80,624.30	\$82,643.58	\$84,713.43	\$86,835.12	\$89,009.95
G20	\$85,461.75	\$87,602.19	\$89,796.23	\$92,045.23	\$94,350.55
G21	\$90,589.46	\$92,858.32	\$95,184.01	\$97,567.94	\$100,011.58
G22	\$96,024.83	\$98,429.82	\$100,895.05	\$103,422.02	\$106,012.28
G23	\$101,786.32	\$104,335.61	\$106,948.75	\$109,627.34	\$112,373.01
G24	\$107,893.50	\$110,595.75	\$113,365.68	\$116,204.98	\$119,115.39
G25	\$114,367.11	\$117,231.49	\$120,167.62	\$123,177.28	\$126,262.32



EXHIBIT 5C (CONTINUED)
PROPOSED PAY PLAN STEPS – GENERAL EMPLOYEES

Grades	11	12	13	14	15
G01	\$15.37	\$15.75	\$16.15	\$16.55	\$16.97
G02	\$16.29	\$16.70	\$17.12	\$17.54	\$17.98
G03	\$17.27	\$17.70	\$18.14	\$18.60	\$19.06
G04	\$18.30	\$18.76	\$19.23	\$19.71	\$20.20
G05	\$19.40	\$19.89	\$20.39	\$20.90	\$21.42
G06	\$20.56	\$21.08	\$21.61	\$22.15	\$22.70
G07	\$21.80	\$22.35	\$22.91	\$23.48	\$24.07
G08	\$23.11	\$23.69	\$24.28	\$24.89	\$25.51
G09	\$24.49	\$25.11	\$25.74	\$26.38	\$27.04
G10	\$25.96	\$26.61	\$27.28	\$27.96	\$28.66
G11	\$27.51	\$28.20	\$28.90	\$29.62	\$30.37
G12	\$29.17	\$29.90	\$30.65	\$31.42	\$32.21
G13	\$30.92	\$31.70	\$32.49	\$33.31	\$34.14
G14	\$68,179.28	\$69,886.86	\$71,637.22	\$73,431.41	\$75,270.54
G15	\$72,270.03	\$74,080.08	\$75,935.45	\$77,837.30	\$79,786.77
G16	\$76,606.24	\$78,524.88	\$80,491.58	\$82,507.53	\$84,573.98
G17	\$81,202.61	\$83,236.37	\$85,321.07	\$87,457.98	\$89,648.42
G18	\$86,074.77	\$88,230.56	\$90,440.34	\$92,705.46	\$95,027.32
G19	\$91,239.25	\$93,524.39	\$95,866.76	\$98,267.79	\$100,728.96
G20	\$96,713.61	\$99,135.85	\$101,618.76	\$104,163.86	\$106,772.70
G21	\$102,516.43	\$105,084.00	\$107,715.89	\$110,413.69	\$113,179.06
G22	\$108,667.41	\$111,389.04	\$114,178.84	\$117,038.51	\$119,969.80
G23	\$115,187.46	\$118,072.39	\$121,029.57	\$124,060.82	\$127,167.99
G24	\$122,098.70	\$125,156.73	\$128,291.35	\$131,504.47	\$134,798.07
G25	\$129,424.63	\$132,666.13	\$135,988.83	\$139,394.74	\$142,885.96



EXHIBIT 5C (CONTINUED)
PROPOSED PAY PLAN STEPS – GENERAL EMPLOYEES

Grades	16	17	18	19	20
G01	\$17.39	\$17.83	\$18.27	\$18.73	\$19.20
G02	\$18.43	\$18.90	\$19.37	\$19.85	\$20.35
G03	\$19.54	\$20.03	\$20.53	\$21.05	\$21.57
G04	\$20.71	\$21.23	\$21.76	\$22.31	\$22.87
G05	\$21.96	\$22.51	\$23.07	\$23.65	\$24.24
G06	\$23.27	\$23.86	\$24.45	\$25.07	\$25.69
G07	\$24.67	\$25.29	\$25.92	\$26.57	\$27.24
G08	\$26.15	\$26.80	\$27.48	\$28.16	\$28.87
G09	\$27.72	\$28.41	\$29.12	\$29.85	\$30.60
G10	\$29.38	\$30.12	\$30.87	\$31.65	\$32.44
G11	\$31.14	\$31.92	\$32.72	\$33.54	\$34.38
G12	\$33.01	\$33.84	\$34.69	\$35.56	\$36.45
G13	\$34.99	\$35.87	\$36.77	\$37.69	\$38.63
G14	\$77,155.73	\$79,088.14	\$81,068.94	\$83,099.36	\$85,180.62
G15	\$81,785.07	\$83,833.42	\$85,933.08	\$88,085.32	\$90,291.46
G16	\$86,692.18	\$88,863.43	\$91,089.06	\$93,370.44	\$95,708.95
G17	\$91,893.71	\$94,195.24	\$96,554.41	\$98,972.66	\$101,451.48
G18	\$97,407.33	\$99,846.95	\$102,347.67	\$104,911.02	\$107,538.57
G19	\$103,251.77	\$105,837.77	\$108,488.53	\$111,205.68	\$113,990.89
G20	\$109,446.88	\$112,188.03	\$114,997.84	\$117,878.02	\$120,830.34
G21	\$116,013.69	\$118,919.31	\$121,897.71	\$124,950.71	\$128,080.16
G22	\$122,974.51	\$126,054.47	\$129,211.57	\$132,447.75	\$135,764.97
G23	\$130,352.98	\$133,617.74	\$136,964.27	\$140,394.61	\$143,910.87
G24	\$138,174.16	\$141,634.81	\$145,182.13	\$148,818.29	\$152,545.52
G25	\$146,464.61	\$150,132.89	\$153,893.05	\$157,747.39	\$161,698.25



Exhibits 5D and 5E show an overview of the new proposed plan for Teachers, Librarians, and Counselors. As can be seen, this plan includes three pay grades with 20 steps and an average range spread of 68 percent.

**EXHIBIT 5D
PROPOSED PAY PLAN – TEACHERS, LIBRARIANS, COUNSELORS**

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression
TLC1	\$45,000.00	\$60,134.50	\$75,269.00	67%	-
TLC2	\$45,500.00	\$60,634.50	\$75,769.00	67%	1%
TLC3	\$47,500.00	\$62,759.50	\$78,019.00	70%	4%

**EXHIBIT 5E
PROPOSED PAY PLAN STEPS – TEACHERS, LIBRARIANS, COUNSELORS**

Grades	1	2	3	4	5
TLC1	\$45,000.00	\$46,125.00	\$47,278.00	\$48,460.00	\$49,672.00
TLC2	\$45,500.00	\$46,625.00	\$47,778.00	\$48,960.00	\$50,172.00
TLC3	\$47,500.00	\$48,625.00	\$49,778.00	\$50,960.00	\$52,172.00

Grades	6	7	8	9	10
TLC1	\$50,914.00	\$52,186.00	\$53,491.00	\$54,828.00	\$56,199.00
TLC2	\$51,413.00	\$52,686.00	\$53,991.00	\$55,328.00	\$56,699.00
TLC3	\$53,413.00	\$54,686.00	\$55,991.00	\$57,328.00	\$58,699.00

Grades	11	12	13	14	15
TLC1	\$57,604.00	\$59,044.00	\$60,520.00	\$62,033.00	\$63,584.00
TLC2	\$58,104.00	\$59,544.00	\$61,020.00	\$62,533.00	\$64,084.00
TLC3	\$60,104.00	\$61,544.00	\$63,020.00	\$64,533.00	\$66,084.00

Grades	16	17	18	19	20
TLC1	\$68,188.00	\$69,893.00	\$71,641.00	\$73,433.00	\$75,269.00
TLC2	\$68,688.00	\$70,393.00	\$72,141.00	\$73,933.00	\$75,769.00
TLC3	\$70,938.00	\$72,643.00	\$74,391.00	\$76,183.00	\$78,019.00

Evergreen then slotted each proposed classification into the appropriate pay range in the pay plan. Both internal and external equity were analyzed when slotting the classifications. Assigning pay grades to classifications requires a balance of internal equity, desired market position, and recruitment and retention concerns. Thus, market range data shown in **Chapter 4** were not the sole criteria for the proposed pay ranges. Some classifications' grade



assignments varied from their associated market range due to the other factors mentioned above. Exhibits 5F shows the proposed pay grades for all classifications on the General pay plan; Exhibits 5G and 5H illustrate the degree levels by grade for the TLC plan as well as the classifications covered under this plan.

**EXHIBIT 5F
PROPOSED PAY GRADES – GENERAL EMPLOYEES**

Proposed Grade	Proposed Minimum	Proposed Maximum	Proposed Classification Title	
G01	\$12.00	\$19.20	BUS LOT ATTENDANT COURIER CUSTODIAN PART TIME ELEMENTARY CAFETERIA MONITORS	PARTS MANAGER PURCHASING ASSISTANT PART TIME REMEDATION TUTORS
G02	\$12.72	\$20.35	CUSTODIAN FULL TIME DIVISION ADMINISTRATIVE ASSISTANT I FOOD SERVICE PART TIME FOOD SERVICE WORKER GROUNDS MAINTENANCE OFFICE ASSISTANT	PALS READING TUTORS PURCHASING ASSISTANT SAFETY - FULL TIME SAFETY - PART TIME SPED TEACHER ASSISTANT I TEACHER ASSISTANT I
G03	\$13.48	\$21.57	SAFETY - FULL TIME LEAD	
G04	\$14.29	\$22.87	ELEMENTARY LAB MANAGERS SCHOOL ADMINISTRATIVE ASSISTANT	SPED TEACHER ASSISTANT II TEACHER ASSISTANT II
G05	\$15.15	\$24.24	CUSTODIAN II FULL TIME FOOD SERV CAFETERIA MANAGER	PRINT SHOP MANAGER SPED REGIONAL TEACHER ASSISTANT
G06	\$16.06	\$25.69	PREVENTATIVE MAINTENANCE TECHNICIAN	SCHOOL ADMINISTRATIVE ASSISTANT II
G07	\$17.02	\$27.24	DEPARTMENT SECRETARY II FOOD SERVICE CAFETERIAL MANAGER II	MECHANIC SCHOOL NURSE - LPN
G08	\$18.04	\$28.87	ACCOUNTS PAYABLE TECHNICIAN DIVISION ADMINISTRATIVE ASSISTANT II HUMAN RESOURCES SPECIALIST	MAINTENANCE TECHNICIAN PAYROLL TECHNICIAN I
G09	\$19.13	\$30.60	ASSISTANT SHOP FOREMAN COMPLIANCE COORDINATOR COMPUTER TECHNICIAN FACILITIES MANAGER	LICENSURE SPECIALIST PAYROLL TECHNICIAN II ROUTING COORDINATOR
G10	\$20.27	\$32.44	ASSISTANT MAINTENANCE SUPERVISOR	SHOP FOREMAN
G11	\$21.49	\$34.38		
G12	\$22.78	\$36.45	BENEFITS SPECIALIST	COMPUTER NETWORK TECH
G13	\$24.15	\$38.63	PURCHASING AGENT FULL TIME	
G14	\$53,237.89	\$85,180.62	ASD COORDINATOR BCBA DEAN OF STUDENTS	ESL COORDINATOR SLC COORDINATOR SPECIAL EDUCATION COORDINATOR I
G15	\$56,432.16	\$90,291.46	OCCUPATIONAL THERAPIST PSYCHOLOGISTS	SPEECH LANGUAGE PATHOLOGIST
G16	\$59,818.09	\$95,708.95	INSTRUCTIONAL TECH ADMIN	PROJECT COORDINATOR - MAINTENANCE



**EXHIBIT 5F (CONTINUED)
PROPOSED PAY GRADES – GENERAL EMPLOYEES**

Proposed Grade	Proposed Minimum	Proposed Maximum	Proposed Classification Title	
G16	\$59,818.09	\$95,708.95	MAINTENANCE SUPERVISOR	TRANSPORTATION SUPERVISOR
G17	\$63,407.18	\$101,451.48		
G18	\$67,211.61	\$107,538.57	504 COORDINATOR ASSESSMENT COORDINATOR EARLY LEARNING COORDINATOR ELEMENTARY ASSISTANT PRINCIPAL	FEDERAL PROGRAMS COORDINATOR GIFTED TALENTED COORDINATOR SCHOOL NUTRITION COORDINATOR SPECIAL EDUCATION COORDINATOR II
G19	\$71,244.31	\$113,990.89	ASSISTANT DIRECTOR OF BUSINESS & FINANCE ELEMENTARY PRINCIPAL MENTAL HEALTH COORDINATOR	SECONDARY ASSISTANT PRINCIPAL STUDENT SERVICES ADMINISTRATOR
G20	\$75,518.96	\$120,830.34		
G21	\$80,050.10	\$128,080.16	DIRECTOR OF BUSINESS AND FINANCE DIRECTOR OF CURRICULUM AND INSTRUCTION DIRECTOR OF HUMAN RESOURCES DIRECTOR OF OPERATIONS	DIRECTOR OF PUPIL PERSONNEL SERVICES DIRECTOR OF TECHNOLOGY SECONDARY PRINCIPAL
G22	\$84,853.11	\$135,764.97		
G23	\$89,944.29	\$143,910.87	ASSISTANT SUPERINTENDENT OF INSTRUCTION	
G24	\$95,340.95	\$152,545.52		
G25	\$101,061.41	\$161,698.25		

*Reserved for future use.

**EXHIBIT 5G
PROPOSED DEGREE BY PAY GRADES – TEACHERS, LIBRARIANS, COUNSELORS**

Grade	Proposed Minimum	Proposed Maximum	Degree Level
TLC1	\$45,000.00	\$75,269.00	BACHELORS
TLC2	\$45,500.00	\$75,769.00	BACHELORS +15
TLC3	\$47,500.00	\$78,019.00	MASTERS

**EXHIBIT 5H
PROPOSED PLAN CLASSIFICATIONS – TEACHERS, LIBRARIANS, COUNSELORS**

TLC PAY PLAN CLASSIFICATIONS	
FAMILY LIAISON	READING SPECIALIST
GUIDANCE COUNSELOR	SCHOOL NURSE - RN
INSTRUCTIONAL COACH	STUDENT INTERVENTION SPECIALIST
LIBRARIAN	TEACHER (ALL LEVELS)
NURSING COORDINATOR	TESTING SPECIALIST



5.3 IMPLEMENTATION

RECOMMENDATION 3: Evergreen recommends the Division adopt a method to transition employee salaries into the proposed pay plan that aligns with its established compensation philosophy and meets the available financial resources of the institution.

After assigning pay grades to classifications, the next step was to develop appropriate methods (options) for transitioning employees’ salaries into the proposed plans. This was done using equitable methods (options) for calculating salaries in the plans and determining whether adjustments were necessary to individual salaries to bring them to their calculated salary. Evergreen calculated and provided various transition methods for implementing the new plan. A description of the recommended method is found in **Exhibit 5I**.

**EXHIBIT 5I
IMPLEMENTATION OPTION AND DESCRIPTIONS**

Implementation Option	Description
Hire Year Parity	This is the movement of employees to a new salary schedule which places them where they should be on the new salary schedule according to their experience level (years). This includes a cap at Step 16.

Exhibit 5J illustrates the total approximate implementation cost (salary only) associated with the method. Due to the large adjustments for staff that are needed, the Division may opt to implement the recommendation over multiple years.

**EXHIBIT 5J
TOTAL IMPLEMENTATION COSTS**

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Hire Year Parity	\$10,873,891.36	1101	\$9,876.38	23.8%

5.4 SYSTEM ADMINISTRATION

The Division’s compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data were collected. While it is likely under current market conditions that there will be fewer changes in salary, it is important to monitor for any recruitment and retention issues that may arise among critical/highly skilled positions.



RECOMMENDATION 4: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and amend pay grade assignments if necessary.

Some classifications' pay grades may need to be reassigned as the market continues to change. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, the Division should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s). If increasing a classification's pay grade based on market data does not help with the recruitment and/or retention issues, it may be necessary for the Division to offer incentives to attract employees to the position and/or to encourage employees to remain in the position.

RECOMMENDATION 5: Conduct a comprehensive classification and compensation study every three to five years.

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the Division in a less than desirable position for recruiting and retaining quality employees.

RECOMMENDATION 6: Determine annually whether a cost of living adjustment is needed to the pay plans as well as employee salaries.

There are several common methods for salary progression including cost of living adjustments (COLA)/across the board and performance based. It is recommended that the Division evaluate annually whether a COLA needs to be applied to both the pay plan and employees' salaries to keep up with the cost of living.

5.5 SUMMARY

The recommendations in this chapter provide an update to the compensation and classification system for Franklin County Schools. If implemented, the recommendations will enhance the Division's competitiveness in the labor market. By implementing the revised market pay plans, it will have a responsive compensation system for several years to come. While the upkeep of this will require work, the Division will find that having a more competitive system that enhances strong recruitment and employee retention is well worth this commitment.

