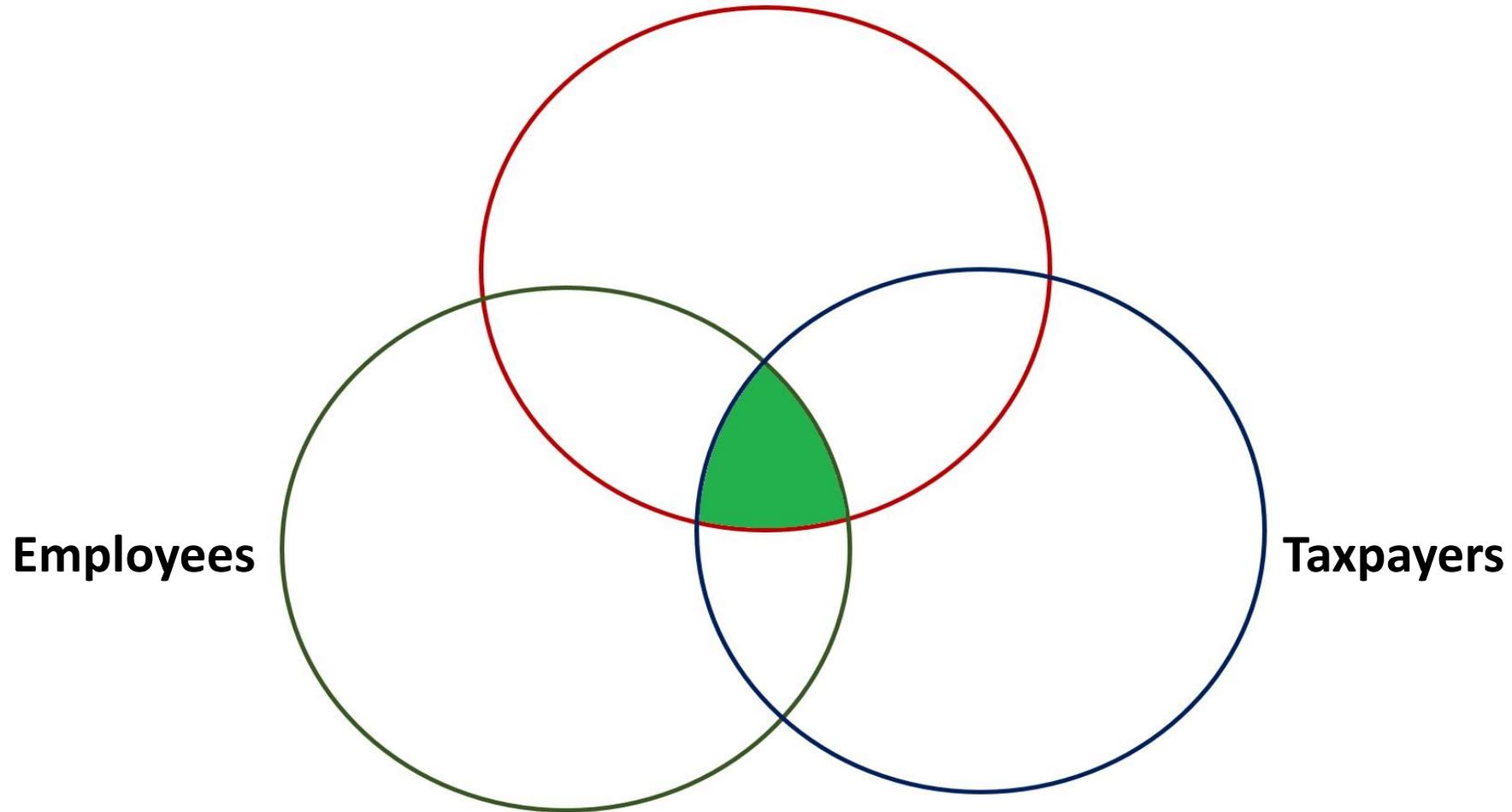


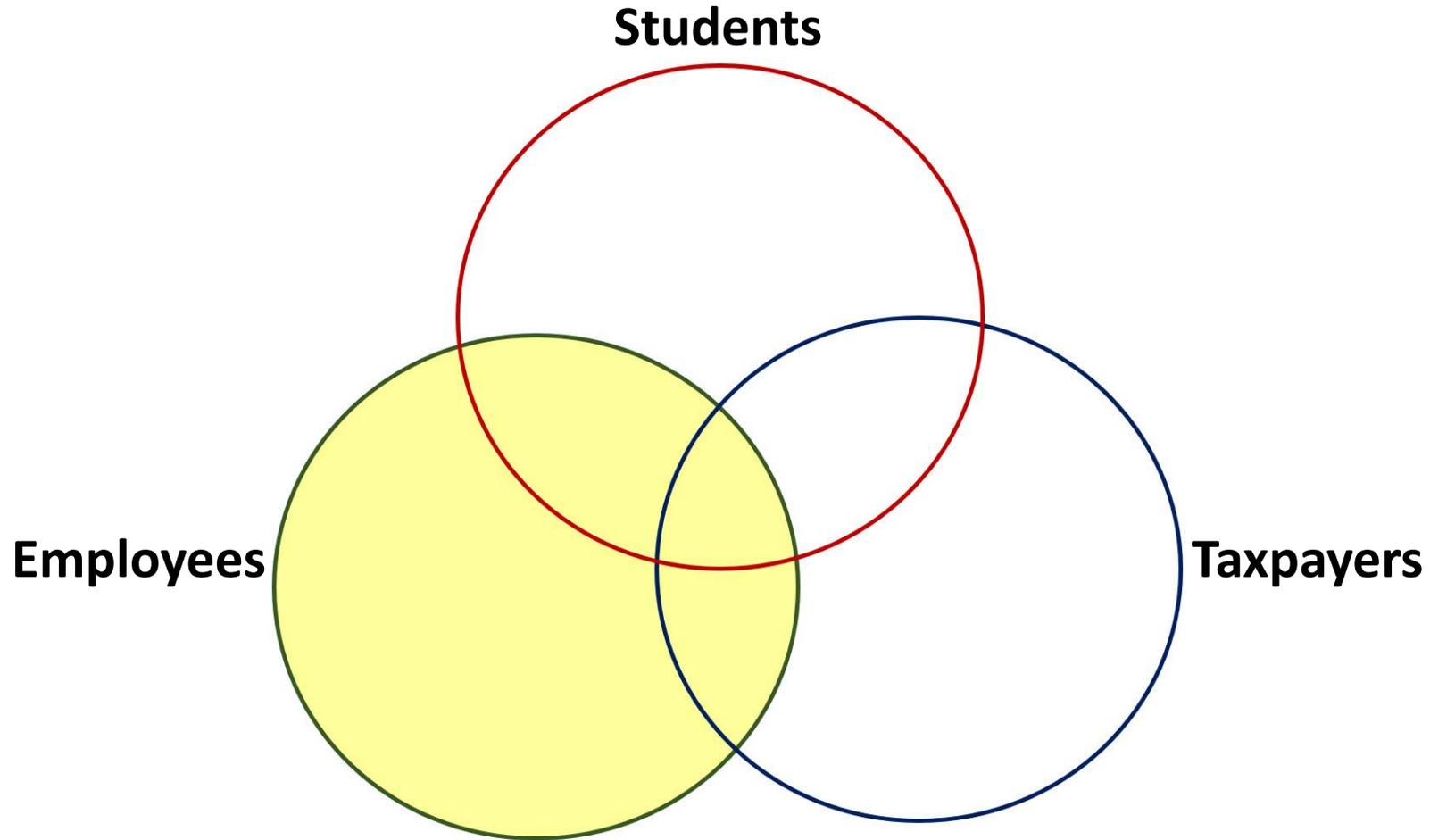
Project Equity

Students



Balance Among These Three Constituencies is Our Goal

Project Equity



We're Out of Balance in Favor of Employees

Community Advisory Team (CAT)

- Tiffeny Armour, Director of Human Resources, JCPS
- Roger Cude, Senior VP of Human Resources, Humana
- Attorney Mark Fenzel, Middleton Reutlinger
- Dr. Rita Greer, former Director of Human Resources, JCPS
- Chuck Haddaway, Board Member, JCPS
- Cordelia Hardin, CFO, JCPS
- Donna Hargens, Superintendent, JCPS
- Dr. Blake Haselton, Superintendent in Residence, U of L
- Tom Hudson, CBO, JCPS
- Allison Martin, Chief Communications and Community Relations Officer JCPS
- Angie Moorin – Finance Work Group Member
- Tom Quick, VP of Human Resources, General Electric Appliances
- Attorney Jim Smith, Smith and Smith Attorneys

Community Advisory Team Role

1. Examine the facts.
2. Weigh the alternatives.
3. Determine the balance among the three constituencies.
4. Share observations with the Jefferson County Board of Education.

JCPS Salary Structure History

- 1975 - Merger of two large school districts.
- 1978 – Salary Review and Classification Committee formed.
- Arthur Young performed a comprehensive salary study in July 1979.
 - Job Evaluation System
 - Comparative Compensation Data
 - Compensation Structure
 - Special Compensation Issues

**Comprehensive and Professional Study Led to a
Solid Foundation for Moving Forward**

Teachers Salary Schedule

JOB FAMILY III SALARY SCHEDULE						
2015 - 16						
STEP	RANK III	RANK III + 15	RANK II	RANK II + 15	RANK I	DOCTORATE
0	41,756.35	43,446.50	47,386.87	49,072.95	53,011.25	55,447.39
1	42,508.43	44,194.50	48,134.87	49,823.01	53,759.25	56,201.54
2	43,260.54	44,946.63	48,884.90	50,382.98	54,513.40	56,947.48
3	44,004.47	45,696.67	49,632.90	51,321.08	55,259.38	57,697.56
4	46,636.81	46,636.81	51,588.81	52,071.14	56,532.64	58,449.66
5	47,386.87	47,948.88	51,885.15	53,573.29	57,511.59	59,949.77
6	48,512.96	49,449.01	53,385.25	55,069.29	59,009.66	61,447.83
7	49,258.90	50,945.03	54,885.36	56,577.58	60,509.76	62,947.94
8	50,761.06	52,451.27	56,387.51	58,075.66	62,011.91	64,452.17
9	52,257.13	53,949.33	57,885.59	59,573.73	63,512.03	65,948.19
10	53,759.25	55,447.39	59,385.72	61,071.79	65,008.03	67,446.26
11	56,763.55	58,449.66	62,387.97	64,072.03	68,016.43	70,448.51
12	58,261.65	59,949.77	63,888.08	65,574.19	69,514.50	71,950.66
13	59,761.76	61,447.83	65,384.10	67,074.30	71,012.56	73,454.87
14	61,261.87	62,947.94	66,888.29	68,572.36	72,512.71	74,950.89
15	62,759.93	64,452.17	68,390.44	70,074.49	74,010.79	76,450.99
16	65,764.23	67,446.26	71,390.71	73,078.81	77,015.07	79,447.16
17	68,016.43	69,700.49	73,634.73	75,328.97	79,265.24	81,699.37
18	68,016.43	69,700.49	73,634.73	75,328.97	79,265.24	81,699.37
19	68,016.43	69,700.49	73,634.73	75,328.97	79,265.24	81,699.37
20	69,514.50	71,202.66	75,138.92	76,827.02	80,765.34	83,199.46
21	69,514.50	71,202.66	75,138.92	76,827.02	80,765.34	83,199.46
22	69,514.50	71,202.66	75,138.92	76,827.02	80,765.34	83,199.46
23	69,514.50	71,202.66	75,138.92	76,827.02	80,765.34	83,199.46
24	69,514.50	71,202.66	75,138.92	76,827.02	80,765.34	83,199.46
25	70,636.52	72,326.72	76,262.98	77,951.10	81,887.36	84,327.63

Steps are annual increases reflecting longevity.



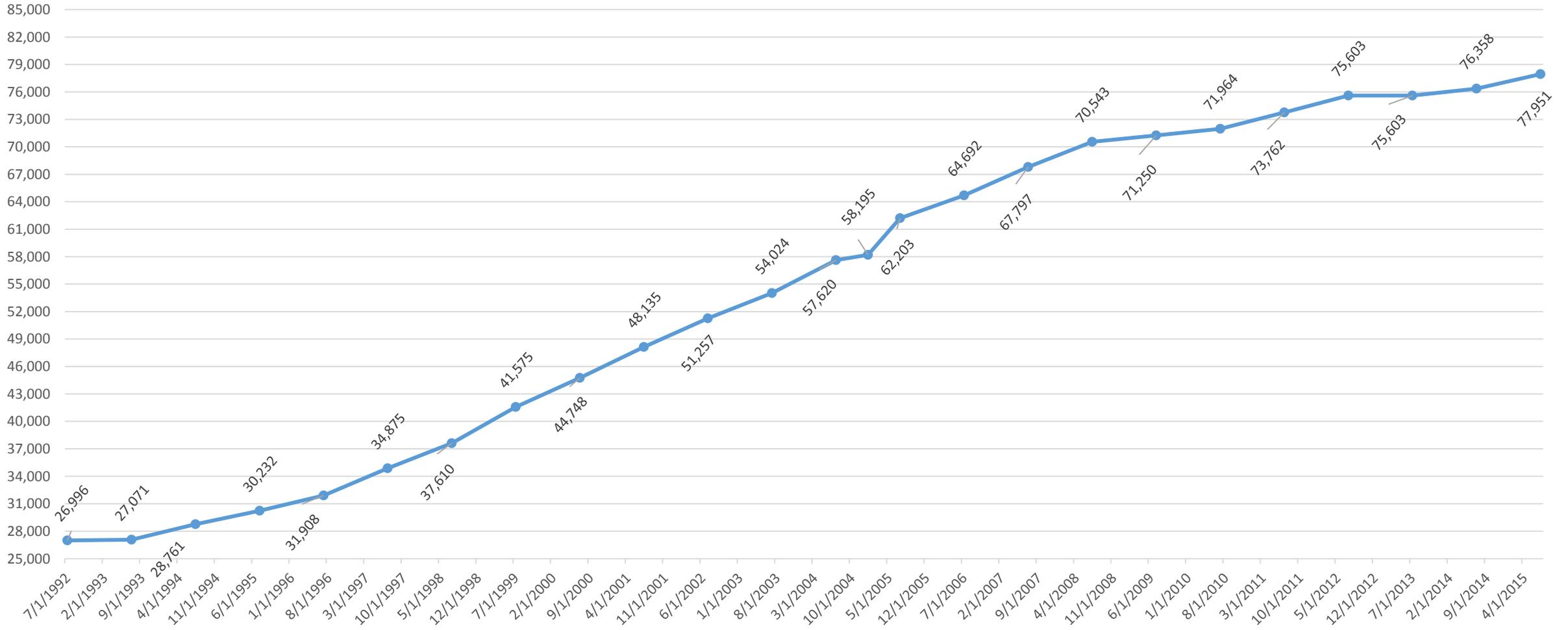
COLA's and State mandates effect the numbers in each cell.

Ranks are a reflection of education attainment.



JCPS Teacher Salary Over One's Career

Teacher Salary History hired 7/1/1992



Note: 187 days only.

JCPS Salary Structure History

- In 1998, senior classified administrators observed that teacher salaries were growing faster than theirs.
- They linked their salary table to the teacher salary table.

**JOB FAMILY II
CLASSIFIED SUPERVISOR/ADMINISTRATOR SALARY SCHEDULE**

INDEX 2015-2016

Salary Grade	0	1	2	3	4	5	6	7	8	9	10
18	1.101	1.145	1.189	1.231	1.275	1.319	1.363	1.404	1.448	1.491	1.534
17	1.059	1.100	1.142	1.184	1.226	1.268	1.310	1.350	1.392	1.433	1.474
16	1.019	1.060	1.100	1.140	1.181	1.221	1.261	1.300	1.339	1.380	1.419
15	0.980	1.018	1.057	1.095	1.133	1.171	1.209	1.249	1.287	1.325	1.363
14	0.942	0.979	1.016	1.053	1.090	1.127	1.164	1.200	1.237	1.275	1.311
13	0.905	0.941	0.977	1.012	1.047	1.082	1.117	1.154	1.190	1.225	1.261

1.219

JOB FAMILY III SALARY SCHEDULE

2015 - 16

STEP	RANK III	RANK III + 15	RANK II	RANK II + 15	RANK I	DOCTORATE
0	41,756.35	43,446.50	47,386.87	49,072.95	53,011.25	55,447.39
1	42,508.43	44,194.50	48,134.87	49,823.01	53,759.25	56,201.54
2	43,260.54	44,946.63	48,884.90	50,382.98	54,513.40	56,947.48
3	44,004.47	45,696.67	49,632.90	51,321.08	55,259.38	57,697.56
4	46,636.81	46,636.81	51,588.81	52,071.14	56,532.64	58,449.66
5	47,386.87	47,948.88	51,885.15	53,573.29	57,511.59	59,949.77
6	48,512.96	49,449.01	53,385.25	55,069.29	59,009.66	61,447.83
7	49,258.90	50,945.03	54,885.36	56,577.58	60,509.76	62,947.94

JOB FAMILY IV

Addendum to the Teachers Salary Schedule for Certified Administrators

2015 - 16

SALARY GRADE	STEP			
	0	1	2	3
25	1.814	1.855	1.894	1.936
24	1.753	1.790	1.827	1.866
23	1.693	1.728	1.762	1.797
22	1.636	1.669	1.699	1.731
21	1.582	1.610	1.639	1.668
20	1.528	1.555	1.581	1.607
19	1.477	1.502	1.527	1.548
18	1.427	1.450	1.473	1.491
17	1.379	1.400	1.420	1.436
16	1.332	1.351	1.369	1.385
15	1.287	1.304	1.320	1.332
14	1.242	1.258	1.272	1.284
13	1.201	1.215	1.228	1.237
12	1.161	1.172	1.182	1.192
11	1.121	1.129	1.138	1.148
10	1.083	1.090	1.098	1.105
09	1.046	1.052	1.059	1.065
08	1.011	1.017	1.022	1.027

1.350

CLASSIFIED SUPPORT STAFF HOURLY RATES

SALARY SCHEDULE IA

2015 - 16

GRADE	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14
16	25.3680	26.7306	28.1597	29.5443	30.8405	32.3583	34.0310	34.0310	35.5264	35.5264	36.9223	36.9223	38.5618	38.5618	39.1598
15	24.1828	25.4789	26.8636	28.1597	29.3671	30.8628	32.4246	32.4246	33.8758	33.8758	35.2163	35.2163	36.7893	36.7893	37.3653
14	23.0085	24.2381	25.5564	26.7639	27.9382	29.3006	30.8183	30.8183	32.2253	32.2253	33.4770	33.4770	34.9504	34.9504	35.4931
13	21.7789	22.9089	24.1606	25.3016	26.4426	27.7276	29.1677	29.1677	30.4416	30.4416	31.6603	31.6603	33.0672	33.0672	33.5768
12	20.5492	21.6459	22.7869	23.8837	24.9693	26.2100	27.5172	27.5172	28.7910	28.7910	29.8989	29.8989	31.2172	31.2172	31.6934
11	19.3529	20.4052	21.4576	22.5322	23.4849	24.6370	25.9109	25.9109	27.0852	27.0852	28.1375	28.1375	29.3671	29.3671	29.8325
10	18.1786	19.1645	20.1615	21.1806	22.0779	23.1857	24.3822	24.3822	25.4346	25.4346	26.4426	26.4426	27.6058	27.6058	28.0378
9	16.9269	17.8463	18.7658	19.6963	20.5714	21.5684	22.6651	22.6651	23.6732	23.6732	24.6036	24.6036	25.7114	25.7114	26.1103
8	15.7303	16.6166	17.4918	18.3227	19.1313	20.0396	21.0811	21.0811	22.0336	22.0336	22.8756	22.8756	23.9058	23.9058	24.3047
7	14.4897	15.3095	16.0959	16.8825	17.5915	18.5110	19.4304	19.4304	20.3055	20.3055	21.0811	21.0811	22.0336	22.0336	22.3661
6	13.3375	14.0688	14.8220	15.5310	16.1957	16.9822	17.9016	17.9016	18.6550	18.6550	19.3972	19.3972	20.2723	20.2723	20.5826
5	12.7173	13.3820	14.1242	14.7999	15.4645	16.1957	17.0154	17.0154	17.8021	17.8021	18.5110	18.5110	19.3307	19.3307	19.6188
4	12.0969	12.7616	13.4374	14.0909	14.7113	15.4203	16.1957	16.1957	16.9379	16.9379	17.5915	17.5915	18.4001	18.4001	18.6550
3	11.5311	12.1458	12.7616	13.3474	13.9532	14.6200	15.3096	15.3096	16.0322	16.0322	16.6688	16.6688	17.4444	17.4444	17.6444
2	10.8894	11.4444	12.0000	12.5556	13.1111	13.6667	14.2222	14.2222	14.7778	14.7778	15.3333	15.3333	15.8889	15.8889	16.4444
1	10.3244	10.8222	11.3200	11.8178	12.3156	12.8134	13.3112	13.3112	13.8090	13.8090	14.3068	14.3068	14.8046	14.8046	15.3024

CLASSIFIED SUPPORT STAFF HOURLY RATES

SALARY SCHEDULE IB - Teamsters & Nutrition Services

2015 - 16

GRADE	0	1	2	3	4	5	6	7	8	9	10	11	12
13	21.4909	22.6319	23.7619	25.1022	26.3429	27.5948	28.8354	30.0872	30.0872	31.2836	31.2836	32.5576	32.5576
12	20.6157	21.7013	22.7980	24.1052	25.2685	26.4758	27.6501	28.8908	28.8908	30.0539	30.0539	31.2505	31.2505
11	19.8403	20.8705	21.9561	23.1967	24.3268	25.4678	26.5866	27.7831	27.7831	28.9019	28.9019	30.0761	30.0761
10	19.0871	20.0618	21.1142	22.2995	23.3852	24.5041	25.6008	26.6864	26.6864	27.8053	27.8053	28.9240	28.9240
09	18.4334	19.3750	20.3942	21.5130	22.5765	23.6400	24.6592	25.7558	25.7558	26.7861	26.7861	27.9049	27.9049
08	17.6691	18.6106	19.5634	20.6379	21.6459	22.6984	23.7063	24.7476	24.7476	25.7447	25.7447	26.7749	26.7749
07	16.9822	17.8905	18.7878	19.8735	20.8150	21.8342	22.7869	23.7951	23.7951	24.7589	24.7589	25.7558	25.7558
06	16.3618	17.2481	18.1233	19.1313	20.0396	21.0367	21.9673	22.9089	22.9089	23.8504	23.8504	24.8142	24.8142
05	15.7303	16.5834	17.4254	18.4001	19.2864	20.1949	21.1142	22.0336	22.0336	22.9089	22.9089	23.8504	23.8504
04	14.6115	15.3759	16.1403	17.0377	17.8905	18.7325	19.5966	20.4385	20.4385	21.2693	21.2693	22.1224	22.1224
03	13.3155	14.0024	14.7334	15.5532	16.2843	17.0488	17.8463	18.6106	18.6106	19.3639	19.3639	20.1505	20.1505
02	12.0747	12.7505	13.3820	14.1574	14.8553	15.5754	16.2399	16.9490	16.9490	17.6468	17.6468	18.3559	18.3559
01	10.9337	11.4988	12.0747	12.7505	13.3709	14.0245	14.6448	15.2763	15.2763	15.9187	15.9187	16.5502	16.5502

Longevity Pay:
13 years: \$.10
18 years: \$.15
23 years: \$.20
25 years: \$.25

ECE Instructional A:
EBD/Hearing
MSD/OHI A:
LD Assignment:
1.725

1.659

1.595

1.534

1.475

1.419

1.364

1.311

1.261

1.213

1.166

1.121

1.078

1.036

CLASSIFIED SUPPORT STAFF HOURLY RATES

SALARY SCHEDULE IB - SEIU CUSTODIANS

2015 - 16

GRADE	0	1	2	3	4	5	6	7	8	9	10
5H	15.7303	16.5834	17.4254	18.4001	19.2864	20.1949	21.1142	22.0336	22.0336	22.9089	22.9089
4H	14.6115	15.3759	16.1403	17.0377	17.8905	18.7325	19.5966	20.4385	20.4385	21.2693	21.2693
3H	13.3155	14.0024	14.7334	15.5532	16.2843	17.0488	17.8463	18.6106	18.6106	19.3639	19.3639
2H	12.0747	12.7505	13.3820	14.1574	14.8553	15.5754	16.2399	16.9490	16.9490	17.6468	17.6468
1H	10.9337	11.4988	12.0747	12.7505	13.3709	14.0245	14.6448	15.2763	15.2763	15.9187	15.9187

Longevity Pay:

15 years: \$.20 per hour
20 years: \$.31 per hour
25 years: \$.43 per hour

Shift Differential:

Second Shift: \$.26 per hour
Third Shift: \$.38 per hour

**JOB FAMILY II
CLASSIFIED SUPERVISOR/ADMINISTRATOR SALARY SCHEDULE
INDEX 2015-2016**

Salary Grade	0	1	2	3	4	5	6	7	8	9	10
18	1,101	1,145	1,189	1,231	1,275	1,318	1,361	1,404	1,448	1,491	1,534
17	1,059	1,100	1,142	1,184	1,225	1,267	1,308	1,350	1,392	1,433	1,475
16	1,019	1,060	1,100	1,140	1,180	1,219	1,260	1,300	1,339	1,380	1,419

**JOB FAMILY III SALARY SCHEDULE
2015 - 16**

STEP	RANK III	RANK III + 15	RANK II	RANK II + 15	RANK I	DOCTORATE
0	41,756.35	43,446.50	47,386.87	49,072.95	53,011.25	55,447.39
1	42,508.43	44,194.50	48,134.87	49,823.01	53,759.25	56,201.54
2	43,260.54	44,946.63	48,884.90	50,382.98	54,513.40	56,947.48
3	44,004.47	45,696.67	49,632.90	51,321.08	55,259.38	57,697.56
4	46,636.81					
5	47,386.87					
6	48,512.96					
7	49,258.90					
8	50,761.06					
9	52,257.13					
10	53,759.25					
11	56,763.55					
12	58,261.65					
13	59,761.76					
14	61,261.87					
15	62,759.93					
16	65,764.23					
17	68,016.43					
18	68,016.43					
19	68,016.43					
20	69,514.50					
21						
22						
23	69,514.50					
24	69,514.50					
25	70,636.52					

JOB FAMILY IV

Addendum to the Teachers Salary Schedule for Certified Admin

2015 - 16

SALARY GRADE	0	1	2	3	
25	1,814	1,855	1,894	1,936	
24	1,753	1,790	1,827	1,866	
23	1,693	1,728	1,762	1,797	
22	1,636	1,669	1,699	1,731	
21	1,582	1,610	1,639	1,668	
20	1,528	1,555	1,581	1,607	
19	1,477	1,500	1,523	1,548	
18	1,427	1,449	1,471	1,491	
17	1,379	1,398	1,417	1,436	1,455
16	1,332	1,350	1,367	1,385	1,401
15	1,287	1,302	1,318	1,332	1,348
14	1,242	1,256	1,270	1,284	1,297
13	1,201	1,213	1,225	1,237	1,249
12	1,161	1,172	1,182	1,192	1,202
09	1,046	1,052	1,059	1,065	1,072
08	1,011	1,017	1,022	1,027	1,031

High paying jobs got linked. Low paying jobs did not get linked.

Salary Computation for Certified Administrator
Teachers Daily Rate X Administrator Index = Administrator's Daily Rate
Administrator's Daily Rate X Number of Days = Annual Salary

*The 2015-2016 teacher salary schedule re

**CLASSIFIED SUPPORT STAFF HOURLY RATES
SALARY SCHEDULE IA**

2015 - 16

GRADE	0	1	2	3	4	5	6	7	8	9	10	11	12
16	25.3680	26.7306	28.1597	29.5443	30.8405	32.3583	34.0310	34.0310	35.5264	35.5264	36.9223	36.9223	38.1111
15	24.1828	25.4789	26.8636	28.1597	29.3671	30.8628	32.4246	32.4246	33.8758	33.8758	35.2163	35.2163	36.1111
14	23.0085	24.2381	25.5564	26.7639	27.9382	29.3006	30.8183	30.8183	32.2253	32.2253	33.4770	33.4770	34.1111
13	21.7789	22.9089	24.1606	25.3016	26.4426	27.7276	29.1677	29.1677	30.4416	30.4416	31.6603	31.6603	32.1111
12	20.5492	21.6459	22.7869	23.8837	24.9693	26.2100	27.5172	27.5172	28.7910	28.7910	29.8989	29.8989	30.1111
11	19.3529	20.4052	21.4576	22.5322	23.4849	24.6370	25.9109	25.9109	27.0852	27.0852	28.1375	28.1375	28.9111
10	18.1786	19.1645	20.1615	21.1806	22.0779	23.1857	24.3822	24.3822	25.4346	25.4346	26.4426	26.4426	27.1111
9	16.9269	17.8463	18.7658	19.6963	20.5714	21.5684	22.6651	22.6651	23.6732	23.6732	24.6036	24.6036	25.1111
8	15.7303	16.6166	17.4918	18.3227	19.1313	20.0396	21.0811	21.0811	22.0336	22.0336	22.8756	22.8756	23.1111
7	14.4897	15.3095	16.0959	16.8825	17.5915	18.5110	19.4304	19.4304	20.3055	20.3055	21.0811	21.0811	22.1111
6	13.3375	14.0688	14.8220	15.5310	16.1957	16.9822	17.9016	17.9016	18.6550	18.6550	19.3972	19.3972	20.1111
5	12.7173	13.3820	14.1242	14.7999	15.4645	16.1957	17.0154	17.0154	17.8021	17.8021	18.5110	18.5110	19.1111

**CLASSIFIED SUPPORT STAFF HOURLY RATES
SALARY SCHEDULE IB - Teamsters & Nutrition Services**

2015 - 16

GRADE	0	1	2	3	4	5	6	7	8	9
13	21.4909	22.6319	23.7619	25.1022	26.3429	27.5948	28.8354	30.0872	30.0872	31.2836
12	20.6157	21.7013	22.7980	24.1052	25.2685	26.4758	27.6501	28.8908	28.8908	30.0539
11	19.8403	20.8705	21.9561	23.1967	24.3268	25.4678	26.5866	27.7831	27.7831	28.9019
10	19.0871	20.0618	21.1142	22.2995	23.3852	24.5041	25.6008	26.6864	26.6864	27.8053
09	18.4334	19.3750	20.3942	21.5130	22.5765	23.6400	24.6592	25.7558	25.7558	26.7861
08	17.6691	18.6106	19.5634	20.6379	21.6459	22.6984	23.7063	24.7476	24.7476	25.7447
07	16.9822	17.8905	18.7878	19.8735	20.8150	21.8342	22.7869	23.7951	23.7951	24.7589
06	16.3618	17.2481	18.1233	19.1313	20.0396	21.0367	21.9673	22.9089	22.9089	23.8504
05	15.7303	16.5834	17.4254	18.4001	19.2864	20.1949	21.1142	22.0336	22.0336	22.9089
04	14.6115	15.3759	16.1403	17.0377	17.8905	18.7325	19.5966	20.4385	20.4385	21.2693
03	13.3155	14.0024	14.7334	15.5532	16.2843	17.0488	17.8463	18.6106	18.6106	19.3639
02	12.0747	12.7505	13.3820	14.1574	14.8553	15.5754	16.2399	16.9490	16.9490	17.6468
01	10.9337	11.4988	12.0747	12.7505	13.3709	14.0245	14.6448	15.2763	15.2763	15.9187
FS	0.0000	10.2358	10.8008	11.3880	11.9197	12.5068	13.0718	13.6147	13.6147	14.1795

Longevity Pay:
13 years: \$.20
18 years: \$.31
23 years: \$.43
25 years: \$.56

ECE Instructional Ass
EBD/Hearing
MSD/OHI Ass
LD Assignmer

Teamsters Longevity Pay: _____ Shift Differential: _____

**CLASSIFIED SUPPORT STAFF HOURLY RATES
SALARY SCHEDULE IB - SEIU CUSTODIA**

2015 - 16

GRADE	0	1	2	3	4	5	6	7
5H	15.7303	16.5834	17.4254	18.4001	19.2864	20.1949	21.1142	22.0336
4H	14.6115	15.3759	16.1403	17.0377	17.8905	18.7325	19.5966	20.4385
3H	13.3155	14.0024	14.7334	15.5532	16.2843	17.0488	17.8463	18.6106
2H	12.0747	12.7505	13.3820	14.1574	14.8553	15.5754	16.2399	16.9490
1H	10.9337	11.4988	12.0747	12.7505	13.3709	14.0245	14.6448	15.2763

Longevity Pay: _____ Shift Differential: _____
15 years: \$.20 per hour
20 years: \$.31 per hour
25 years: \$.43 per hour

JCPS Salary Structure History

2011 Study conducted by Phi Delta Kappa International

Finding A.1: Size of the JCPS central office is not excessive compared to peer school districts. (Note – Size refers to headcount.)

Finding D.10: There were many issues related to administrative compensation which included unequal pay for equal work, widespread employment of retired personnel, salary adjustments unaligned with marketplace comparability, and the matter of automatic administrative salary increases which are indexed to the teacher contractual agreement. (Page 32)

“The Adam Edelen Audit”

May 2014

Finding 3: Recommendations

We recommend JCPS develop a process to conduct a thorough salary review beginning with those positions earning over \$100,000 annually. We recommend the review include a comparison of peer districts with consideration and adjustments for the cost of living or other unique factors that may impact the results of the salary review.

Note: Page 17

JCPS Hires Management Advisory Group, Inc. (MAG)

MAG's Senior Project Team for JCPS...

- **Carolyn Long**, Executive Vice-President, CPC, founding partner -- hundreds of compensation and classification studies. Recognized as an expert witness in compensation, classification and pay equity. Served as project director for more than 300 HR management studies including major schools systems in over twenty states.
- **David Lookingbill**, Vice President – scores of compensation and benefits studies. Formerly with Public Sector Personnel Consultants – 25 years of public sector compensation consulting including schools, state, city and municipal jurisdictions spanning organizations from New England to the Southwest.
- **Donald Long, Ph.D.** President, founding partner, with extensive experience in classification and compensation, budgeting and costing models, organization and efficiency management. Over 250 studies completed for public sector agencies.
- **Jym Brittain, Senior Consultant**, has extensive experience in education, distance technology and in compensation and classification work in the public sector with scores of MAG studies in school districts and local agencies.

MAG Recent School District Experience Includes...

- Fayette County Schools KY (on going)
 - Warren County Schools KY
 - Atlanta Public Schools, GA
 - DeKalb County School District, GA
 - Memphis City Schools, TN
 - Nashville-Davidson Schools, TN
 - Prince George's County Schools, MD
 - Philadelphia School District, PA
 - Dallas Independent School District, TX
 - Prince William County Schools VA
 - Fairfax County Public Schools, VA
 - Virginia Beach City Public Schools, VA
 - Richmond City Schools, VA
- **Over 30 years and scores of public sector school systems in 24 states.**
 - **MAG has extensive experience with large and complex school districts.**

Employee Population by Group

Teachers

**Certified
Administrators**

Classified

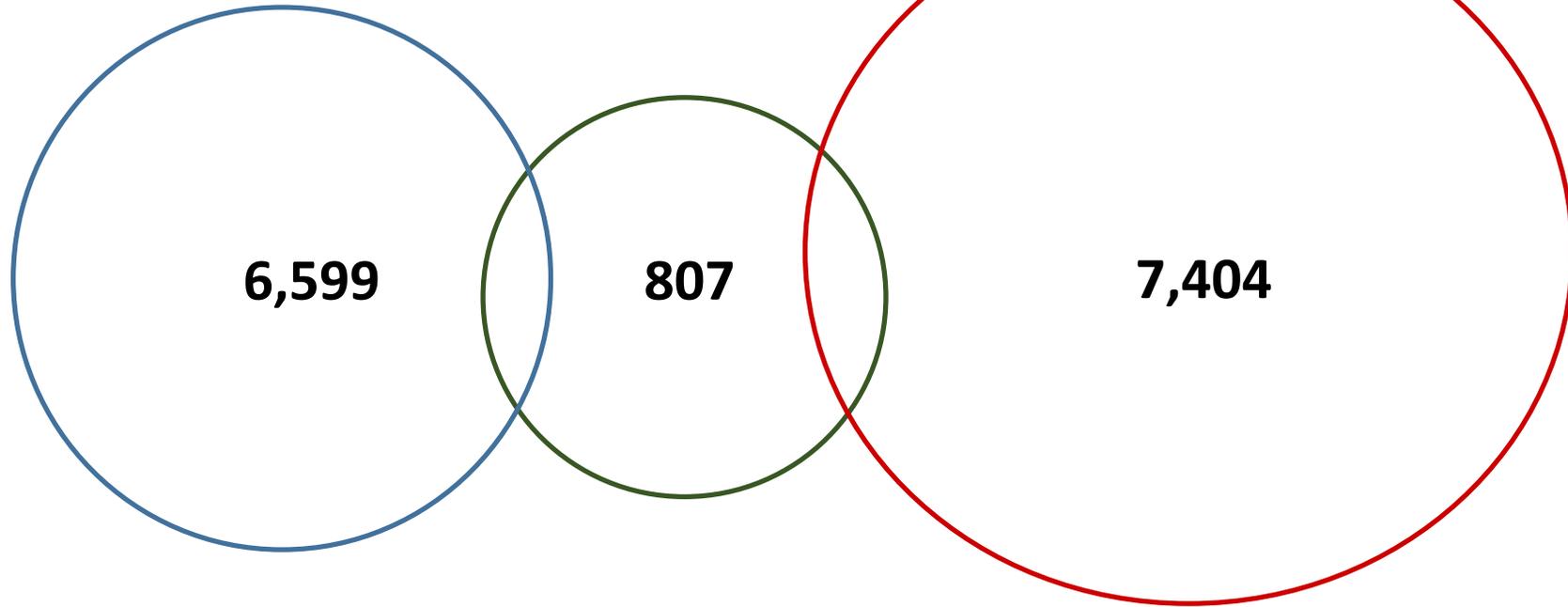


Employee Population by Group

Teachers

**Certified
Administrators**

Classified



Salary Comparison

Salary Comparison and Salary Structure Consolidation

Job Analysis Questionnaire[©] (JAQ)

- The Essential Data-Gathering Instrument of the Study.
- Used for Job Analysis/Evaluation.
- Employees in Scope of Study Complete Questionnaires.
- Supervisors Review Completed JAQs.
- Employees/Supervisors rate jobs on 14 standardized factors.
- Review & Analysis by MAG Consultants.
- Factor ratings are basis for Evaluation Profiles used to place titles in appropriate pay grade.



Job Analysis Questionnaire[©] (JAQ)

JCPS Response Rate

1. 8,300 Names in the MAG database.
2. 2,475 Finished the JAQ.
3. Of the 2,475 finished, 1,659 JAQs were reviewed by their supervisors.
4. An additional 654 JAQs were started and not finished.

Management Advisory Group believes the JCPS Response Rate was more than adequate.

Sample Proposed Pay Ranges – Sample Unified Schedule

DRAFT

Proposed Pay Plans Jefferson County Public Schools, KY

Code	Proposed Class Title	Hrly Min	Mkt	100 % Of Market Hrly Max
Unified				
102		\$10.94	\$13.02	\$16.41
8110	NUTRITION ASSISTANT			
103		\$11.49	\$13.68	\$17.23
8592	CUSTODIAN			
8744	SUPPORT SERVICES AIDE			
104		\$12.07	\$14.36	\$18.09
8820	BUS MONITOR			
8206	INSTRUCTIONAL ASSISTANT			
8094	LUNCHROOM MONITOR			
8730	MAIL CLERK			
8724	OFFICE SUPPORT SPECIALIST I			
105		\$12.67	\$15.08	\$19.00
8188	CHILD CARE CENTER ASSISTANT			
8802	COMPOUND ATTENDANT			
8728	CRC TECHNICAN			
8194	ECE INSTRUCTIONAL ASST			
8804	GARAGE WORKER			
8698	OFFICE SUPPORT SPECIALIST II			
8824	SPECIAL NEEDS TRANSPORTION ASST			
8704	Warehouse Worker			
106		\$13.30	\$15.83	\$19.95
8814	BUS DRIVER			
8816	BUS DRIVER/COMPOUND ASST			
8586	CUSTODIAN, LEAD			
8830	DRIVER			
----	-----			

The proposed pay plan is a simple format that only includes the proposed classes and pay grades. MAG is recommending consolidating all of the non-instructional titles (non certified administrators/leadership) into a single “Unified” schedule. This is consistent with other large, progressive educational organizations.



Current & Proposed JCPS Compensation Structure Comparison

Current Compensation Structure

- Six different pay plans with 69 pay grades
- Ranges vary from 29% width to 69%; within pay plans; there is little consistency of range width and no consistency in pay grade separation; some grades are separated by only a few %
- Current structure is not intentionally designed for internal equity but reflects many different compensation styles

Proposed Compensation Structure

- Combine five of the six into one Unified Schedule with 50 pay grades.
 - Teachers Salary Structure remains untouched.
- Unified Schedule = 40% to 50% range width with 5% between pay grade levels
- Proposed Unified Plan is internally equitable and consistent



Current & Proposed Classification Structure Comparison

Current Classification

- 539 job class titles
- Have pay grades for different levels within a Job Series I, II, III, where no significant difference exists in scope/level of duties/responsibilities
- Currently have class titles that are work schedule specific

Proposed Classification

- Reduced titles to 336 by identifying and combining substantially equivalent work
- Put substantially equivalent jobs into a single title
- Put substantially equivalent jobs into a single title



Unified Salary Structure

Sample Extracts

All Employees Excluding Teachers							
Grade	Min	Annual Mkt	Max	Width	% Below	% Above	Midpoint
101	\$21,848	\$25,999	\$32,759	49.94%	19.00%	26.00%	\$27,303
102	\$22,940	\$27,299	\$34,397	49.94%	19.00%	26.00%	\$28,668
103	\$24,087	\$28,664	\$36,117	49.94%	19.00%	26.00%	\$30,102
127	\$80,386	\$92,444	\$116,479	44.90%	15.00%	26.00%	\$98,433
128	\$84,405	\$97,066	\$122,303	44.90%	15.00%	26.00%	\$103,354
129	\$92,654	\$101,919	\$128,418	38.60%	10.00%	26.00%	\$110,536
149	\$245,839	\$270,423	\$340,733	38.60%	10.00%	26.00%	\$293,286
150	\$258,131	\$283,944	\$357,769	38.60%	10.00%	26.00%	\$307,950

Comparison School Districts

MAG Districts
Austin Independent School District, TX
Baltimore City Public Schools, MD
Baltimore County Public Schools, MD
Charlotte-Mecklenburg Schools, NC
Cobb County School District, GA
Dallas Independent School District, TX
Dekalb County Schools, GA
Duval County Public Schools
Fairfax County Public Schools, VA
Gwinnett County Public Schools, GA

JCPS Benchmark Districts
Austin Independent School District, TX
Baltimore City Public Schools, MD
Baltimore County Public Schools, MD
Charlotte-Mecklenburg Schools, NC
Cobb County School District
Duval County Public Schools

Market Survey Results - Teachers

Current JCPS Teacher Pay Schedules are significantly high to the market at all levels.

- **Premium over market pay for JCPS teachers totals approximately \$53 million per year.**
- **Simple average of about \$8,000 per teacher per year.**



“The Adam Edelen Audit”

Table 11: JCPS Teacher Salary Information Compared to Peer Districts

	JCPS	Charlotte-Mecklenburg	Cobb County	Austin ISD
Average Salary of Classroom Teacher	\$60,440	\$44,030	\$56,013.65	\$45,132
Highest Salary Paid to a Teacher Assigned to a Classroom	\$90,696	\$97,908	\$95,708.28	\$66,688

Source: Auditor of Public Accounts based on surveys of JCPS and other peer school districts.

Employee Population by Group

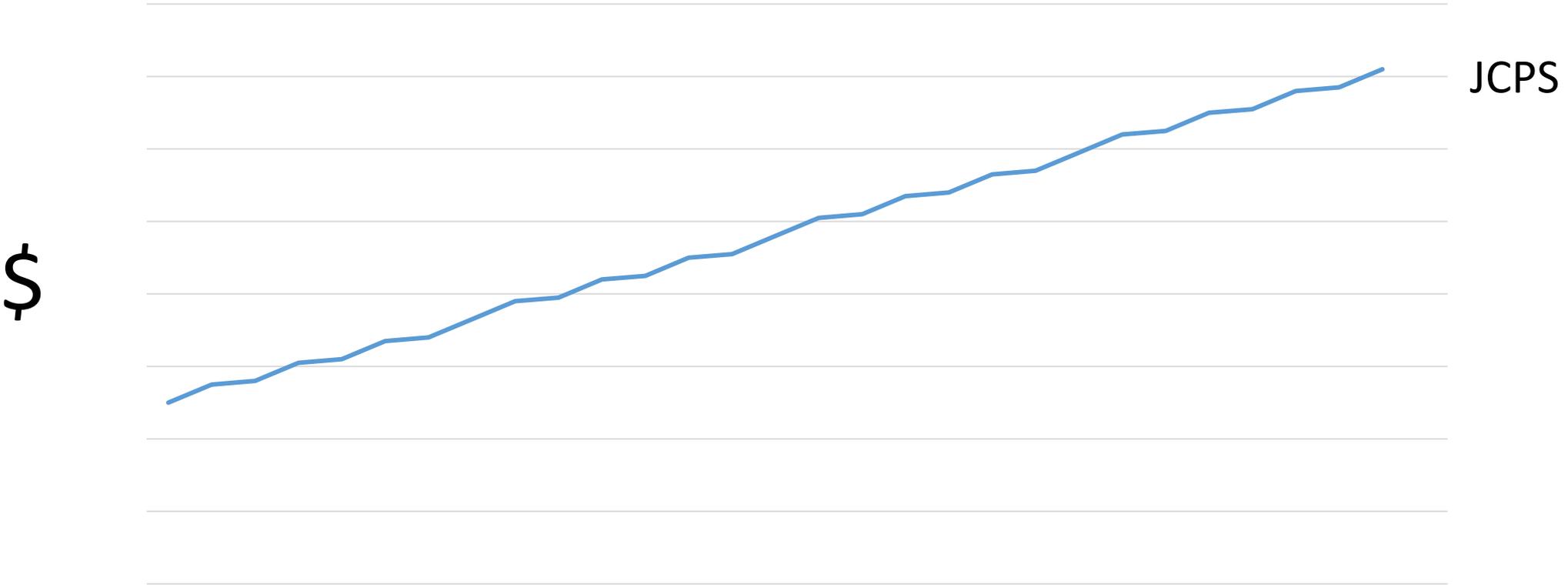
Teachers

Certified
Administrators

Classified

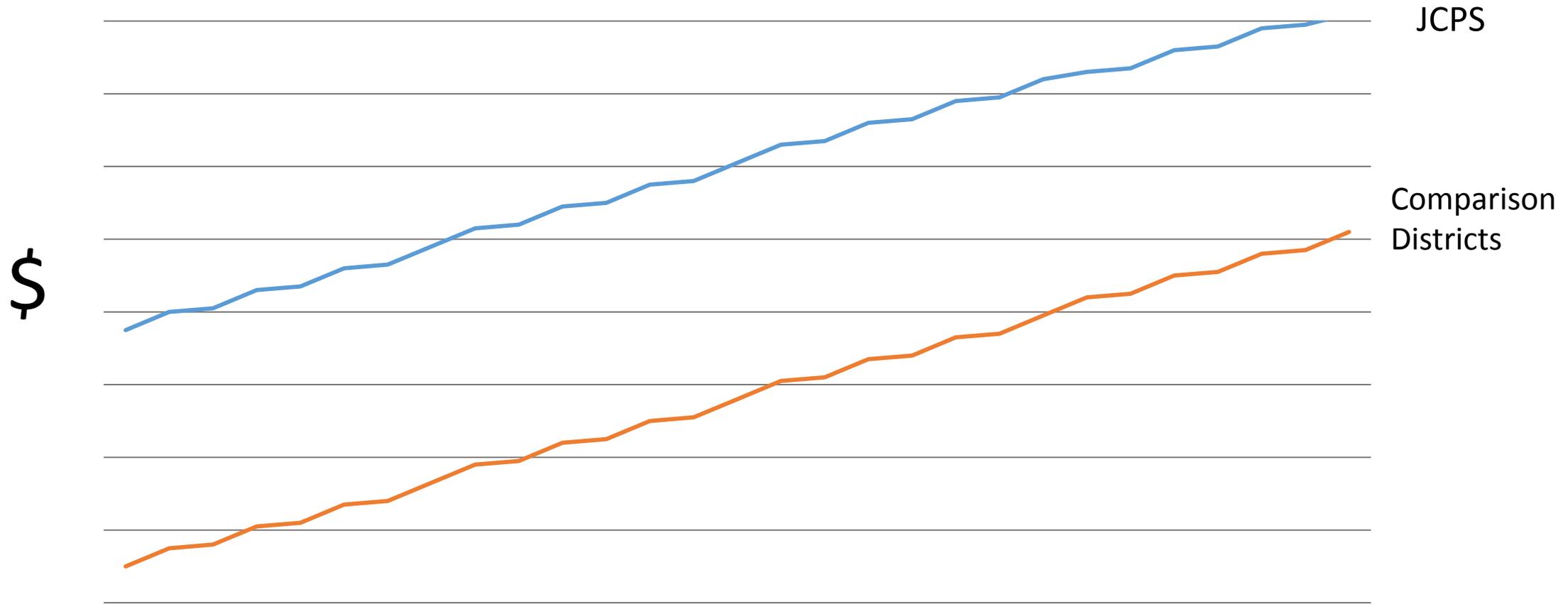


Classified Salaries By Job Category



Note: Concept Chart

Classified Salaries By Job Category



Note: Concept Chart

Job Grades

Unified Salary Structure

Sample Extracts

All Employees Excluding Teachers							
Grade	Min	Annual Mkt	Max	Width	% Below	% Above	Midpoint
101	\$21,848	\$25,999	\$32,759	49.94%	19.00%	26.00%	\$27,303
102	\$22,940	\$27,299	\$34,397	49.94%	19.00%	26.00%	\$28,668
103	\$24,087	\$28,664	\$36,117	49.94%	19.00%	26.00%	\$30,102
127	\$80,386	\$92,444	\$116,479	44.90%	15.00%	26.00%	\$98,433
128	\$84,405	\$97,066	\$122,303	44.90%	15.00%	26.00%	\$103,354
129	\$92,654	\$101,919	\$128,418	38.60%	10.00%	26.00%	\$110,536
149	\$245,839	\$270,423	\$340,733	38.60%	10.00%	26.00%	\$293,286
150	\$258,131	\$283,944	\$357,769	38.60%	10.00%	26.00%	\$307,950

Maximum

Market

Minimum

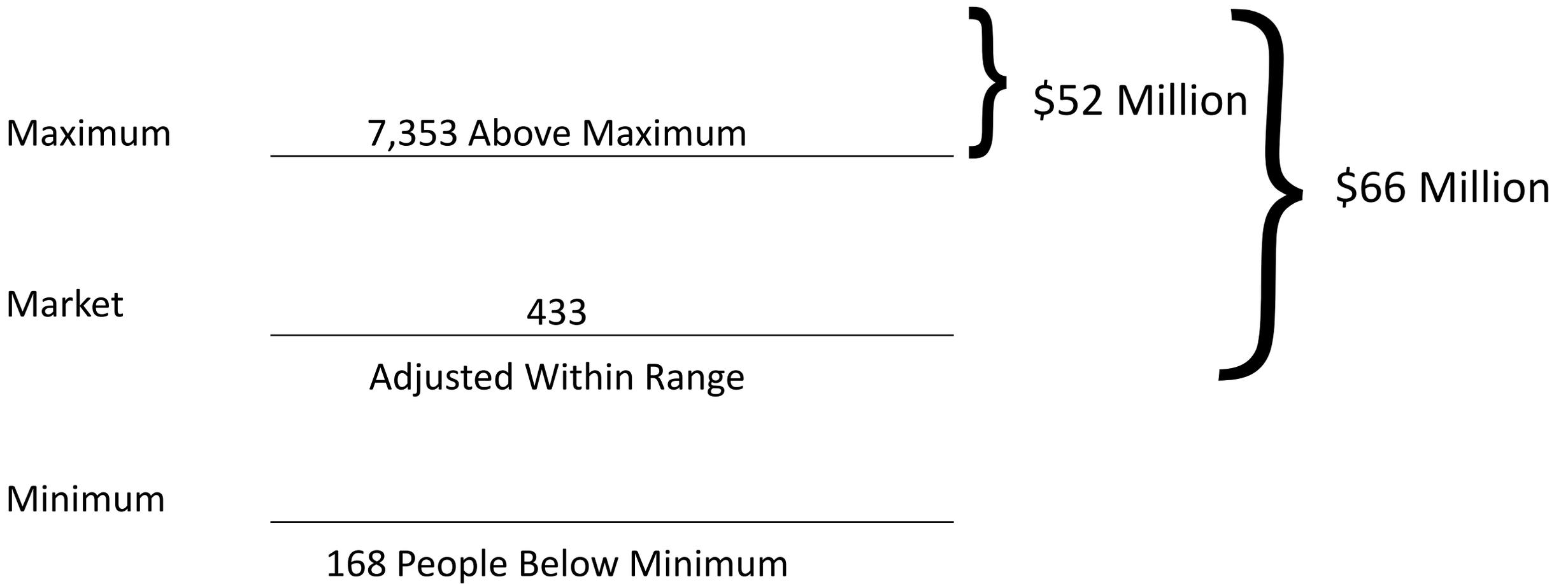
Where Do JCPS Employees Land On The Comparative District Evaluation?

Maximum 7,353 Above Maximum

Market 433
Adjusted Within Range

Minimum 168 People Below Minimum

Adjustments: \$527,870 or 0.17%
Total Non-Teacher Salaries Studied = \$311.4M



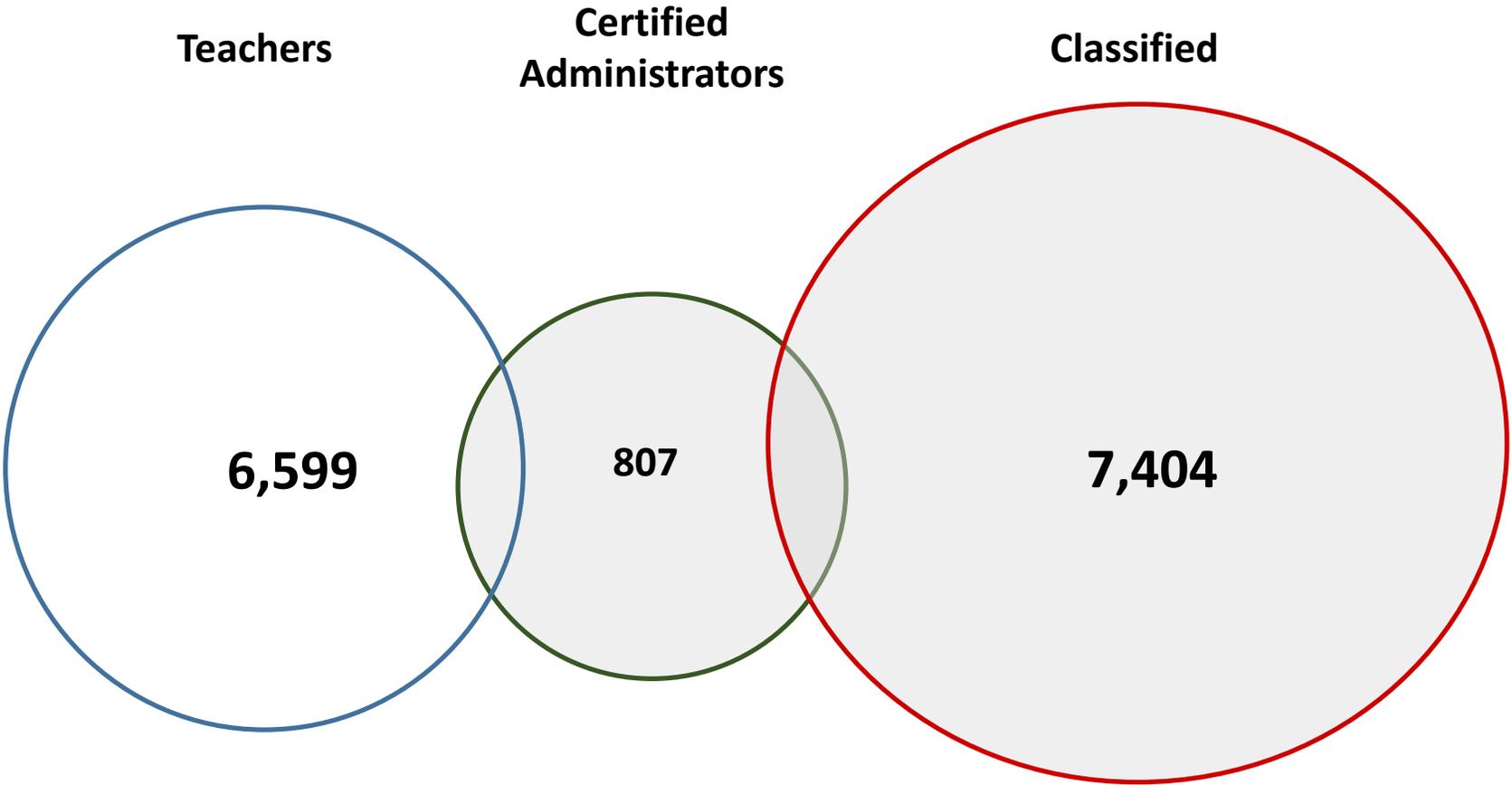
JCPS Pays Certified Administrators and Classified Staff a Premium to Comparison District Markets of \$52-\$66 Million Annually

Comparison School Districts

MAG Districts
Austin Independent School District, TX
Baltimore City Public Schools, MD
Baltimore County Public Schools, MD
Charlotte-Mecklenburg Schools, NC
Cobb County School District, GA
Dallas Independent School District, TX
Dekalb County Schools, GA
Duval County Public Schools
Fairfax County Public Schools, VA
Gwinnett County Public Schools, GA

JCPS Benchmark Districts
Austin Independent School District, TX
Baltimore City Public Schools, MD
Baltimore County Public Schools, MD
Charlotte-Mecklenburg Schools, NC
Cobb County School District
Duval County Public Schools

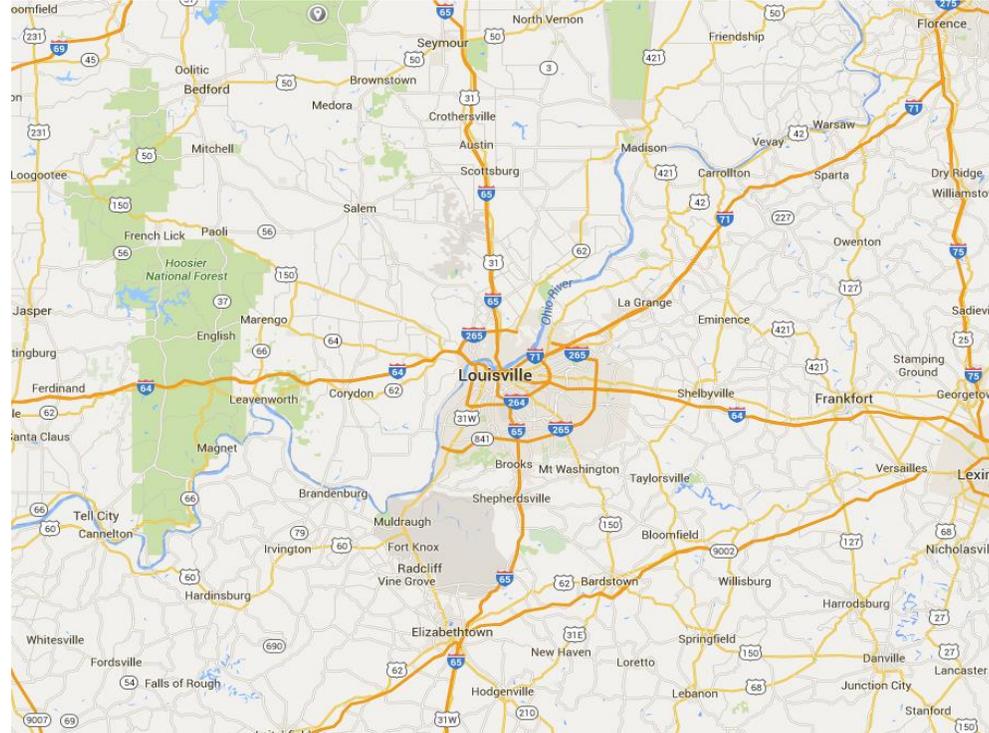
Employee Population by Group



Change of concept from District to District comparison to local market economics.

Classified Staff & Local Market Economics

- Bus Drivers
- Custodians
- Cafeteria Workers
- Human Resources
- Groundskeepers
- Accountants
- IT People
- Clerks



All of these job skills are driven by local market economics.

Market Comparable Job Examples

Job A - Local Market \$24K – JCPS \$66K – High Seniority

Job B - Local Market \$75K – JCPS \$110K – Board Compensation Policy

Job C – Local Market \$80K – JCPS \$147K – High Seniority

Job D – Local Market \$75K – JCPS \$138K – High Seniority

Internal Salary Inequities

- The subjectivity of the current classified salary structure is inherently unfair.
- Two types of inequities exist:
 1. The high income person who has been with JCPS for 25 or 30 years and has benefited from years of step increases and COLA compounding.
 - The job the market pays \$24K annually for which the incumbent receives \$66K. Clearly not the person's fault. S/he passive benefactor.
 2. The classified person who enters the system at Rank 1 Step 25 plus the index adder of x% which yields from day one a salary high above local market rates.

Internal Salary Inequities

3. The corrosive effect of over-market salaries on the culture of the organization.
 - a. People who have big market premiums, who would normally go to another local firm, know they can't replace a \$20-30K premium anywhere else in town.
4. In the absence of performance recognition, some people have little incentive to deliver on their commitments
 - a) The outstanding performer gets a 4% raise.
 - b) The mediocre performer gets a 4% raise.

Fixing the Salary Inequities will have a major positive impact and help foster a culture of pride and excellence.

2014-15 Total Compensation Salary plus Benefits

Certified Payroll	\$526,054,864	Certified Teachers	6009
Certified Benefits	\$24,198,524	Salaries	\$372,392,041
State Paid Benefits	\$156,448,923	State Paid Benefits	Average \$61,972
Total Certified Compensation	\$706,702,310	Fringes	\$110,749,539
Average Certified Total Comp	\$96,072	Total Teacher Salary Compensation	\$17,130,034
6009+807+390+150 = 7356			Average \$500,271,614
		Resource Teachers and Goal Clarity Coaches	390
Classified Payroll	\$243,449,704	Salaries	\$27,750,331
Classified Benefits	\$69,174,342	State Paid Benefits	Average \$71,155
State Paid Benefits	\$32,319,652	Fringes	\$8,252,959
Total Classified Compensation	\$344,943,699	Total R.T. and GCC Salary Compensation	\$1,276,515
Average Classified Comp	\$46,589		Average \$37,279,805
7404		Librarians and Certified Social Workers	150
		Salaries	\$11,259,991
		State Paid Benefits	Average \$75,067
		Fringes	\$3,348,726
		Total Cert. Other Non-admin Salary Compensation	\$517,960
			Average \$15,126,677
		Principals, AP's Counselors, etc	807
		Salaries	\$82,482,511
		State Paid Benefits	Average \$102,209
		Fringes	\$24,530,331
		Total Cert. Admin. Salary Compensation	\$3,794,196
			Average \$110,807,038
			Average \$137,307

JCPS Total Compensation
Very Attractive

JCPS GENERAL FUND REVENUE TRENDS

\$ Millions

in 000's



Over Ten Years Cumulative Revenue Growth of \$240 Million

Allocation of Resources

- If the next ten years are like the last ten years, how will we decide to allocate our resources?
 - School renovations and upkeep
 - What about the aging bus fleet?
 - Programs to better educate our kids:
 - Bellermine Literacy Program
 - Restorative Practice
 - PBIS
 - Salaries

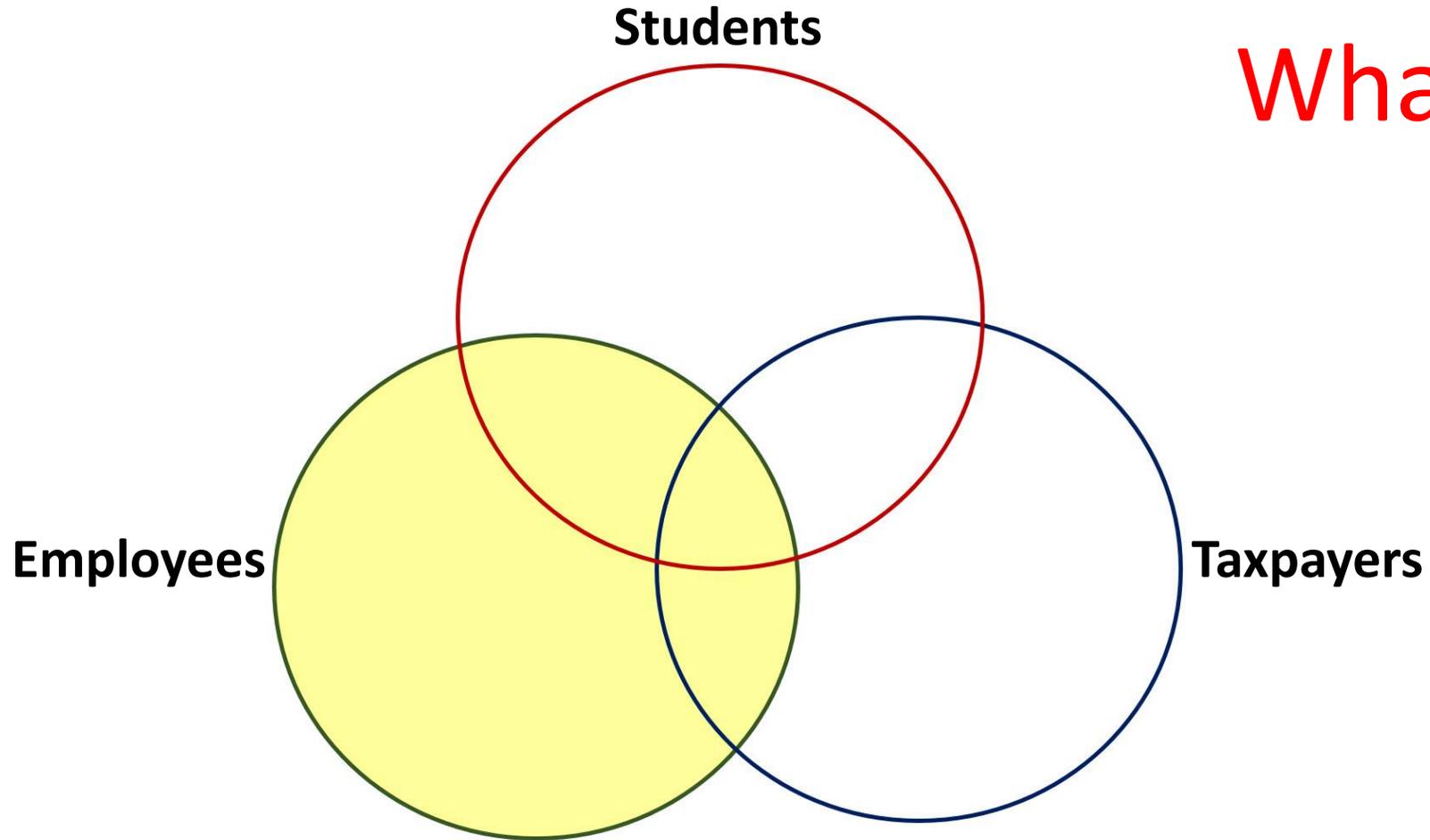
What's the right balance of resource allocation?

Salary Premiums Relative to Market

Teacher Premium	\$53 Million
Certified Administrators and Classified Staff	\$52-66 Million
Local Market Economics	Unknown at this time.
Total Premium Pay	\$105 -119 Million

Project Equity

What to do?



We're Out of Balance in Favor of Employees

Community Advisory Team's Observations

1. Teachers should be exempt from any salary structure changes.
 - a. The District should continue to pay a premium to attract the best teacher talent to the District.
2. Excluding Teachers, develop a plan to move to a performance-based pay system incorporating the Unified Salary Structure for JCBE approval with implementation for school year 2017-18.
 - a. Acquire software for local market analysis and encourage employees to participate in collaborative analysis.
 - b. Acquire performance measuring software and establish training program for implementation.

CAT's Observations

2. Continued

- c. Pay based on performance should replace step increases.
- d. System rewards performance instead of longevity and seniority.

Competition for talent in the Louisville Metro Region would be like all other Louisville businesses.

Phi Delta Kappa International Recommendation

Finding D.10:

Recommendation: **The superintendent will undertake an external review of the compensation structures which align with the prevailing market place;** conduct a study to go about divorcing administrative salary increase to that of the teachers' contract and the elimination of a potential conflict of interest in negotiations; and the tabulation of the extent to which retired personnel are used in the system and issues of cost-effectiveness and appropriateness. (Page 32)

Phi Delta Kappa International Recommendation

Finding D.10:

Recommendation: The superintendent will undertake an external review of the compensation structures which align with the prevailing market place; **conduct a study to go about divorcing administrative salary increase to that of the teachers' contract and the elimination of a potential conflict of interest in negotiations;** and the tabulation of the extent to which retired personnel are used in the system and issues of cost-effectiveness and appropriateness. (Page 32)

**JOB FAMILY II
CLASSIFIED SUPERVISOR/ADMINISTRATOR SALARY SCHEDULE
INDEX 2015-2016**

Salary Grade	0	1	2	3	4	5	6	7	8	9	10
18	1,101	1,145	1,189	1,231	1,275	1,318	1,361	1,404	1,448	1,491	1,534
17	1,059	1,100	1,142	1,184	1,225	1,267	1,308	1,350	1,392	1,433	1,475
16	1,019	1,060	1,100	1,140	1,180	1,219	1,260	1,300	1,339	1,380	1,419

**JOB FAMILY III SALARY SCHEDULE
2015 - 16**

STEP	RANK III	RANK III + 15	RANK II	RANK II + 15	RANK I	DOCTORATE
0	41,756.35	43,446.50	47,386.87	49,072.95	53,011.25	55,447.39
1	42,508.43	44,194.50	48,134.87	49,823.01	53,759.25	56,201.54
2	43,260.54	44,946.63	48,884.90	50,382.98	54,513.40	56,947.48
3	44,004.47	45,696.67	49,632.90	51,321.08	55,259.38	57,697.56
4	46,636.81					
5	47,386.87					
6	48,512.96					
7	49,258.90					
8	50,761.06					
9	52,257.13					
10	53,759.25					
11	56,763.55					
12	58,261.65					
13	59,761.76					
14	61,261.87					
15	62,759.93					
16	65,764.23					
17	68,016.43					
18	68,016.43					
19	68,016.43					
20	69,514.50					
21						
22						
23	69,514.50					
24	69,514.50					
25	70,636.52					

JOB FAMILY IV

**Addendum to the Teachers Salary Schedule for Certified Administrators
2015 - 16**

SALARY GRADE	0	1	2	3	
25	1,814	1,855	1,894	1,936	
24	1,753	1,790	1,827	1,866	
23	1,693	1,728	1,762	1,797	
22	1,636	1,669	1,699	1,731	
21	1,582	1,610	1,639	1,668	
20	1,528	1,555	1,581	1,607	
19	1,477	1,500	1,523	1,548	
18	1,427	1,449	1,471	1,491	
17	1,379	1,398	1,417	1,436	1,455
16	1,332	1,350	1,367	1,385	1,401
15	1,287	1,302	1,318	1,332	1,348
14	1,242	1,256	1,270	1,284	1,297
13	1,201	1,213	1,225	1,237	1,249
12	1,161	1,172	1,182	1,192	1,202
09	1,046	1,052	1,059	1,065	1,072
08	1,011	1,017	1,022	1,027	1,031

High paying jobs got linked. Low paying jobs did not get linked.

Salary Computation for Certified Administrator
Teachers Daily Rate X Administrator Index = Administrator's Daily Rate
Administrator's Daily Rate X Number of Days = Annual Salary

**CLASSIFIED SUPPORT STAFF HOURLY RATES
SALARY SCHEDULE IA**

GRADE	2015 - 16											
	0	1	2	3	4	5	6	7	8	9	10	11
16	25.3680	26.7306	28.1597	29.5443	30.8405	32.3583	34.0310	34.0310	35.5264	35.5264	36.9223	36.9223
15	24.1828	25.4789	26.8636	28.1597	29.3671	30.8628	32.4246	32.4246	33.8758	33.8758	35.2163	35.2163
14	23.0085	24.2381	25.5564	26.7639	27.9382	29.3006	30.8183	30.8183	32.2253	32.2253	33.4770	33.4770
13	21.7789	22.9089	24.1606	25.3016	26.4426	27.7276	29.1677	29.1677	30.4416	30.4416	31.6603	31.6603
12	20.5492	21.6459	22.7869	23.8837	24.9693	26.2100	27.5172	27.5172	28.7910	28.7910	29.8989	29.8989
11	19.3529	20.4052	21.4576	22.5322	23.4849	24.6370	25.9109	25.9109	27.0852	27.0852	28.1375	28.1375
10	18.1786	19.1645	20.1615	21.1806	22.0779	23.1857	24.3822	24.3822	25.4346	25.4346	26.4426	26.4426
9	16.9269	17.8463	18.7658	19.6963	20.5714	21.5684	22.6651	22.6651	23.6732	23.6732	24.6036	24.6036
8	15.7303	16.6166	17.4918	18.3227	19.1313	20.0396	21.0811	21.0811	22.0336	22.0336	22.8756	22.8756
7	14.4897	15.3095	16.0959	16.8825	17.5915	18.5110	19.4304	19.4304	20.3055	20.3055	21.0811	21.0811
6	13.3375	14.0688	14.8220	15.5310	16.1957	16.9822	17.9016	17.9016	18.6550	18.6550	19.3972	19.3972
5	12.7173	13.3820	14.1242	14.7999	15.4645	16.1957	17.0154	17.0154	17.8021	17.8021	18.5110	18.5110

**CLASSIFIED SUPPORT STAFF HOURLY RATES
SALARY SCHEDULE IB - Teamsters & Nutrition Services**

GRADE	2015 - 16									
	0	1	2	3	4	5	6	7	8	
13	21.4909	22.6319	23.7619	25.1022	26.3429	27.5948	28.8354	30.0872	30.0872	31.2836
12	20.6157	21.7013	22.7980	24.1052	25.2685	26.4758	27.6501	28.8908	28.8908	30.0539
11	19.8403	20.8705	21.9561	23.1967	24.3268	25.4678	26.5866	27.7831	27.7831	28.9019
10	19.0871	20.0618	21.1142	22.2995	23.3852	24.5041	25.6008	26.6864	26.6864	27.8053
09	18.4334	19.3750	20.3942	21.5130	22.5765	23.6400	24.6592	25.7558	25.7558	26.7861
08	17.6691	18.6106	19.5634	20.6379	21.6459	22.6984	23.7063	24.7476	24.7476	25.7447
07	16.9822	17.8905	18.7878	19.8735	20.8150	21.8342	22.7869	23.7951	23.7951	24.7589
06	16.3618	17.2481	18.1233	19.1313	20.0396	21.0367	21.9673	22.9089	22.9089	23.8504
05	15.7303	16.5834	17.4254	18.4001	19.2864	20.1949	21.1142	22.0336	22.0336	22.9089
04	14.6115	15.3759	16.1403	17.0377	17.8905	18.7325	19.5966	20.4385	20.4385	21.2693
03	13.3155	14.0024	14.7334	15.5532	16.2843	17.0488	17.8463	18.6106	18.6106	19.3639
02	12.0747	12.7505	13.3820	14.1574	14.8553	15.5754	16.2399	16.9490	16.9490	17.6468
01	10.9337	11.4988	12.0747	12.7505	13.3709	14.0245	14.6448	15.2763	15.2763	15.9187
FS	0.0000	10.2358	10.8008	11.3880	11.9197	12.5068	13.0718	13.6147	13.6147	14.1795

Longevity Pay:
13 years: \$.20
18 years: \$.31
23 years: \$.43
25 years: \$.56

ECE Instructional Ass
EBD/Hearing
MSD/OHI Ass
LD Assignmer

Teamsters Longevity Pay: _____ Shift Differential: _____

**CLASSIFIED SUPPORT STAFF HOURLY RATES
SALARY SCHEDULE IB - SEIU CUSTODIAN**

GRADE	2015 - 16						
	0	1	2	3	4	5	7
5H	15.7303	16.5834	17.4254	18.4001	19.2864	20.1949	21.1142
4H	14.6115	15.3759	16.1403	17.0377	17.8905	18.7325	19.5966
3H	13.3155	14.0024	14.7334	15.5532	16.2843	17.0488	17.8463
2H	12.0747	12.7505	13.3820	14.1574	14.8553	15.5754	16.2399
1H	10.9337	11.4988	12.0747	12.7505	13.3709	14.0245	14.6448

Longevity Pay: _____ Shift Differential: _____

15 years: \$.20 per hour
20 years: \$.31 per hour
25 years: \$.43 per hour

*The 2015-2016 teacher salary schedule re

Unified Salary Structure

All Employees Excluding Teachers							
Grade	Min	Annual Mkt	Max	Width	% Below	% Above	Midpoint
101	\$21,848	\$25,999	\$32,759	49.94%	19.00%	26.00%	\$27,303
102	\$22,940	\$27,299	\$34,397	49.94%	19.00%	26.00%	\$28,668
103	\$24,087	\$28,664	\$36,117	49.94%	19.00%	26.00%	\$30,102
127	\$80,386	\$92,444	\$116,479	44.90%	15.00%	26.00%	\$98,433
128	\$84,405	\$97,066	\$122,303	44.90%	15.00%	26.00%	\$103,354
129	\$92,654	\$101,919	\$128,418	38.60%	10.00%	26.00%	\$110,536
149	\$245,839	\$270,423	\$340,733	38.60%	10.00%	26.00%	\$293,286
150	\$258,131	\$283,944	\$357,769	38.60%	10.00%	26.00%	\$307,950

Union and Association Responsibilities and Number of Members

Bargaining Unit	What It Stands for	Responsibilities	Number of Members
JCTA	Jefferson County Teachers Association	Certified Teachers	6843
AFSCME/JCAESP	American Federation of State County Municipal Employees/Jefferson County Association of Educational Support Personnel	Clerks, Secretaries, Bookkeepers, Paraprofessionals and Technical employees in Job Family IA (this includes Instructional Assistants and Instructors)	3418
TEAMSTERS		Bus Drivers, Mechanics, Service Maintenance, In-School Security and Special Needs Transportation Assistants	1599
SEIU	Service Employee International Union	Custodians And Housekeeping, Utility employees in Job Family IB	531
JCSNA	Jefferson County School Nutrition Association	Nutrition Services, Managers/Managing Assistant Employees in Job Family II and Nutrition Services Assistant in Job Family IB	826
JCASA	Jefferson County Association of School Administration	All Administrators	716

CAT's Observation #3

JCPS needs market reconciliation for teachers, certified administrators and classified positions.

No Steps or COLA for 2016-17 for people earning more than \$14 per hour.	\$11.4 Million
For the 845 people earning less than \$14 per hour, an x% increase.	(\$x) Million
Total Available for Vision 2020	Something less than \$11.4 Million

Project Equity Next Steps

1. Bring a recommendation to the Board on 10 May calling for:
 - a. No step or COLA increases in 2016-17 for all employees earning more than \$14 per hour.
 - b. Authorization from the Board to negotiate an x% increase for employees earning less than \$14 per hour for 2016-17.
2. Develop and present a plan to the Board on 24 May for the study of a performance-based pay system and market reconciliation for Certified Administrators and Classified Staff. Alternatives could include:
 - a. A Two Tier System similar to that of GE and Ford.
 - b. Freezing associates' pay when they reach the top of their range.

Project Equity Next Steps

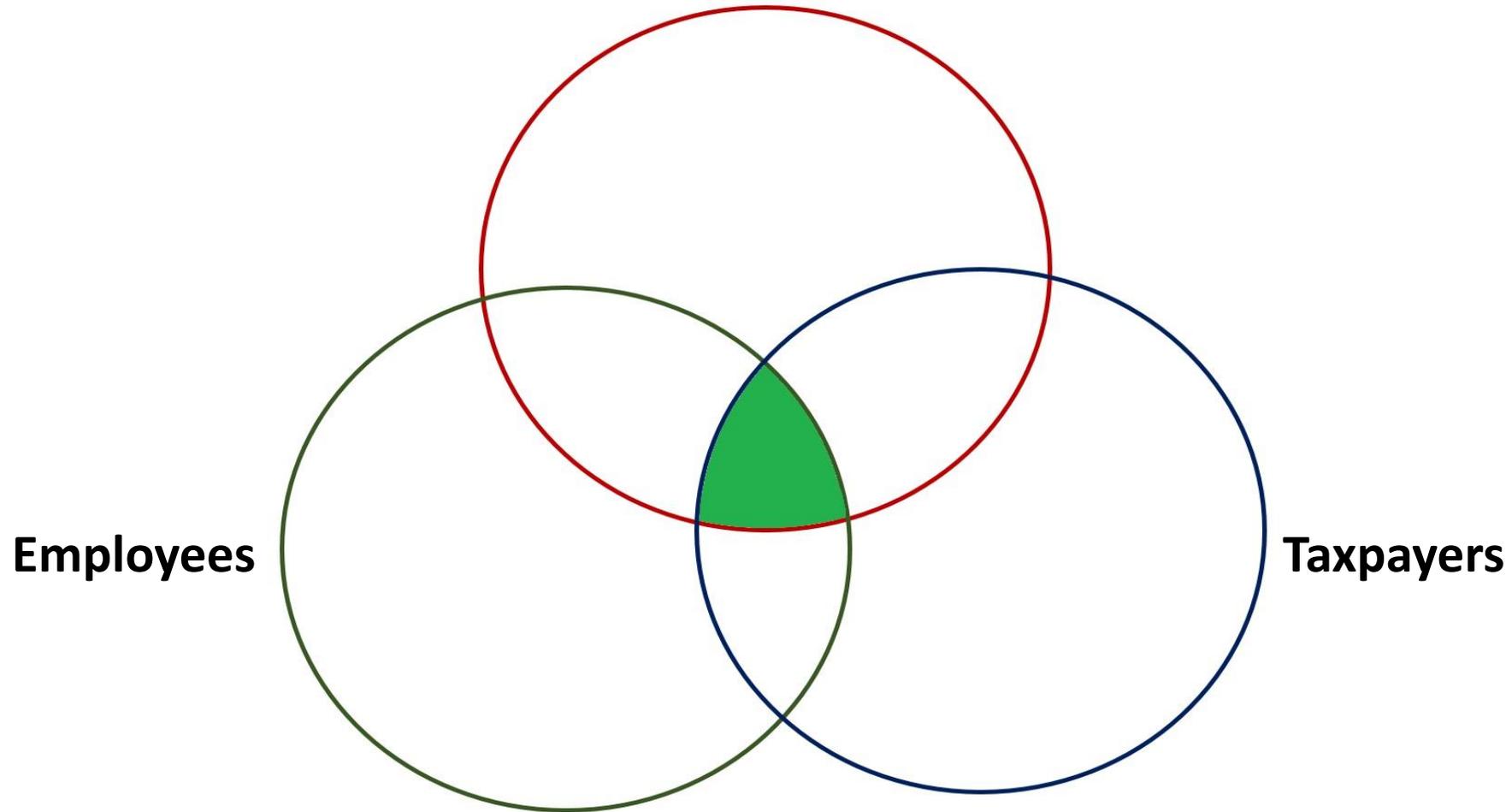
3. Initiate software evaluation and purchase for:
 - a. Local market pay assessment
 - b. Performance measuring software
4. Remarket and expand our Tuition Assistance Program (TAP) for classified employees earning less than x\$ to encourage lower-paid employees to get their teaching degree and be part of the 55,000 degree program.

Project Equity Closing Comments

1. The goal to achieve salary reconciliation is to have an open, collaborative discussion with employees about different alternatives to solve the resource distribution issue, balancing the needs of employees, students and taxpayers.
2. The problem developed over the last 17 years. It's the result of steps, COLAs and State mandates. There were no evil doers here.
3. However, now that we understand the problem, we must act to correct the situation. Yet, we're not going to be able to reverse trend over night. It will take several years to fairly and humanely achieve market reconciliation.

Project Equity

Students



Balance Among These Three Constituencies is Our Goal