



HANNA RESOURCE GROUP

December 8, 2018

Cindy Cloutier, MBA, CSFM
Director of Finance
Henderson County Schools
1805 2nd Street
Henderson, Kentucky 42420

RE: Compensation Engagement

Dear Cindy:

Hanna Resource Group ("HRG") is pleased to present this proposal to conduct a market-based compensation study for Henderson County Schools, with the goal of recommending updates to the current Classified Salary Schedule.

Engagement and Deliverable

In light of the rapidly-changing economy and the expectations of employees and management, it is essential for organizations to regularly reanalyze their classification and compensation practices to ensure they remain market-competitive. Henderson County Schools has not conducted a compensation study in many years and is interested in utilizing market data to review and update the pay structure for all classified positions. Based upon the current Classified Salary Schedule, Henderson County Schools has 108 distinct positions, see appendix A for a list of jobs to be included within this engagement.

HRG is prepared to:

- Lead project kick-off meeting and review current compensation philosophy, compensation-related policies, and data needed for market pricing;
- Review job descriptions, up to 108, including the review of exemption status under the Fair Labor Standards Act (FLSA);
- Market price up to 108 benchmark positions utilizing market survey databases;
- Review the current Classified Salary Schedule and make recommendations to update the structure based upon market data;
- Coordinate the slotting of jobs to ensure internal organizational equity;
- Create and provide a pay range analysis for all positions;
- Create and provide an analysis of pay for all employees;
- Meet with senior leadership and/or project stakeholders to share results; and
- Work with senior leadership and/or project stakeholders to draft policies and procedures to guide future compensation decisions.

Compensation Philosophy



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HRG will work with senior leadership to review current compensation practices and philosophy. This will ensure our approach and recommendations are aligned with the pay strategies of Henderson County Schools.

Job Descriptions

HRG will review job descriptions for approximately 108 distinct job positions. In the event job descriptions are not available for all roles, HRG will partner with project stakeholders to select the most appropriate benchmark match; the benchmark description may be used by Henderson County Schools to update and create job descriptions.

Market Analysis

To complete the market pricing process, HRG will partner with project stakeholders to benchmark all classified roles to market databases. HRG typically utilizes a variety of databases and industry resources, and where necessary will develop specific market data with customized surveys, upon which will we base our analysis and recommendations. In some instances, we may recommend consideration of data from multiple sources in arriving at market comps. This engagement is based on HRG's use of available databases and industry resources as the source data for the analysis. If desired, HRG is available to deliver a customized salary survey or compile public data from a defined comparator group for an additional fee; this may also impact the timeline of the engagement.

Analysis and Recommendations

After the benchmarking process is complete, HRG will reconstruct the Classified Salary Schedule to ensure competitiveness as compared to updated market data and any previously utilized process. HRG will ensure that this structure is aligned with your current compensation philosophy and meets the needs of your organization. HRG will develop cost estimates, based on data provided by Henderson County Schools, to update the compensation structure. We will also be prepared to present the findings of our work to senior leadership and/or the project stakeholder(s).

Policies and Procedures

HRG will review and if necessary, provide recommendations to update all compensation-related policies and procedures presently utilized by Henderson County Schools.

Deliverables

The final product of our work will include:

- Market-analysis of approximately 108 positions;
- Updated or recreated Classified Salary Schedule (see Appendix A);
- A written report to include the survey methodology, a road map highlighting high-impact opportunities, and a comparison of Henderson County Schools' compensation to the market; and
- A meeting with senior leadership or the project stakeholder(s) to review the findings of the report and any recommendations.

Timing



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HRG anticipates completing the project in approximately twelve weeks, dependent upon the prompt delivery of information and data to HRG from Henderson County Schools.

Investment

HRG anticipates the projected investment Henderson County Schools will make to complete this project is \$28,800. Any additional jobs submitted (beyond 108) will be priced at \$300 per job. Additional salary schedules (compensation structures), such as a salary schedule for teachers, will require an additional investment and scoping review with HRG.

HRG consultant rates range from \$75 to \$250 per hour. We discount these rates for nonprofit and governmental organizations, which we have done in this proposal. This proposal is bid on a fixed fee basis to include all of the services listed in the Engagement and Deliverables section.

Invoicing & Payment Terms

HRG will invoice Henderson County Schools upon acceptance of this Agreement. The following payment schedule will be observed:

- The first payment of \$9,600 will be due upon signing of the Agreement;
- A second payment of \$9,600 will be due thirty days after signing of the Agreement;
- The remaining balance will be paid when the engagement is completed.

HRG Experience

Previous compensation studies completed by Hanna Resource Group for government and higher education entities with similar engagement and deliverable criteria include:

- **Boyle County**
 - Conducted compensation study to review job descriptions, market price jobs, establish compensation policies, and update current pay structure.
- **City of Ashland** (1700 Greenup Avenue, Ashland, KY 41101)
 - Conducted compensation study to develop job descriptions, market price jobs, establish compensation policies, and update the City's pay system.
- **City of Danville**
 - Conducted compensation study to review job descriptions, market price jobs, establish compensation policies, and update current pay structure.
- **Fayette County Public Schools** (701 East Main Street, Lexington, KY 40502)
 - Conducted compensation study for all Fayette County Public School system support staff. HRG has conducted this study for FCPS twice over the past 12 years.
- **Kaplan Higher and Professional Education** (1515 W Cypress Creek Rd, Fort Lauderdale, FL 33309)
 - Conducted compensation study to create classification system, develop job descriptions, market price jobs, develop compensation structure, create and administer executive



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compensation plans, create and administer incentive compensation plans. Currently serve as the outsourced compensation department for the organization.

- **Kentucky League of Cities** (100 East Vine Street, Suite 800, Lexington, KY 40507)
 - Conducted compensation study to develop job descriptions, market price jobs, establish compensation policies, and build a pay system. Mr. Hanna is a past employee of the Kentucky League of Cities and has conducted compensation studies for them previously.
- **Lexington Center Corporation** (430 West Vine Street, Lexington, KY 40507)
 - Conducted a compensation studies twice in the past eight (8) years to analyze and build a pay system for all jobs which included those at Rupp Arena, the Opera House, and other downtown Lexington positions.
- **Lexington Convention and Visitors Center (VisitLex)** (401 West Main Street, Suite 104, Lexington, KY 40507)
 - Conducted compensation study to develop job descriptions, market price jobs, establish compensation policies, and build a pay system.
- **Lexington Fayette Urban County Government** (200 East Main Street, Lexington KY 40507)
 - Conducted competitive analysis to market price each benchmark job and build a new structure. Recently conducted an analysis of the IT jobs for internal and market competitiveness. LFUCG has been a regular client for the past 20 years. Mr. Hanna previously was an employee of LFUCG and responsible for job evaluation and compensation during his tenure.

We view this Proposal as a draft until signed so we are open to any questions or suggestions. If it meets with your approval, please complete the Client Agreement at the end of this document and return it via e-mail to lyle@hannaresource.com.

Hanna Resource Group is committed to providing the best education to all Kentucky communities and looks forward to the opportunity to serve Henderson County Schools for this engagement.

Sincere Regards,

Lyle Hanna, SPHR
President & CEO

(w) 859 514-7724
(c) 859 221-4231

CC: Candra Bryant, MBA, SHRM-CP, PHR

CLIENT ACCEPTANCE



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**HENDERSON COUNTY SCHOOLS
Compensation Engagement**

The terms of this Agreement meet with our approval.

Signed

Date

Title

Contact information for invoicing:

Name: _____

Title: _____

Email: _____

Phone: _____

Address: _____



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APPENDIX A

Jobs Included within 2018-2019 Classified Salary Schedule

ACCOUNT CLERK I	FOOD SERVICE ASSISTANT II
ACCOUNT CLERK II	FOOD SERVICE MANAGER - MS or HS
ACCOUNT CLERK III	FOOD SERVICE MANAGER -ELEMENTARY
ADMINISTRATIVE SECRETARY I	FOOD SERVICE OPERATIONS COORDINATOR
ADMINISTRATIVE SECRETARY II	GRANT PROGRAM DIRECTOR - ASSOC/BA
ATTENDANCE DATA TECHNICIAN	DEGREE
ATTENDANCE RESOURCE SPECIALIST	GRANT PROGRAM DIRECTOR - MASTER'S
ATTENDANCE SPECIALIST II- HIGH SCHOOL	DEGREE
BUS DRIVER	HEALTH SERVICES ASSISTANT
BUS DRIVER - PRESCHOOL	HR/PERSONNEL ASSISTANT
BUS DRIVER TRAINING COORDINATOR	HUMAN RESOURCE MANAGER
BUS MONITOR	HVAC TECHNICIAN
BUS MONITOR-EXCEPTIONAL CHILD	INSTRUCTIONAL ASSISTANT I
CHILD DEVELOP CENTER ASST SUPR	INSTRUCTIONAL ASSISTANT II
Childcare Supervisor - CCCC Certification	INSTRUCTIONAL ASST-BILINGUAL
Childcare Supervisor - CDA Certification	INSTRUCTIONAL MONITOR I
Childcare Supervisor - Early Childhood Cert.	INSTRUCTIONAL MONITOR II
Childcare Supervisor - Multiple Full Day Pgms	INSTRUCTOR I
CLERICAL ASSISTANT I	INSTRUCTOR II
CLERICAL ASSISTANT II	INSURANCE CLERK I
CLERICAL ASSISTANT III	INSURANCE CLERK II
CLERK	LAN TECHNICIAN
COMPUTER LAB TECHNICIAN	LAN TECHNICIAN - NETWORK SUPPORT
COMPUTER MAINTENANCE TECHNICIAN	MANAGER
COMPUTER PROGRAMMER III	LAN TECHNICIAN - SYSTEMS SUPPORT
COMPUTER TECH with CCNA & CCAI	MANAGER
Certification	LAW ENFORCEMENT OFFICER
COOK/BAKER	LEAD CUSTODIAN
COORDINATOR I	LEAD FOOD SERVICE ASSISTANT I
CUSTODIAL SUPERVISOR	LEAD MAINTENANCE TECHNICIAN IV
CUSTODIAL SUPERVISOR - 2 to 3 Custodians	LEAD VEHICLE MECHANIC
CUSTODIAL SUPERVISOR - 4 to 5 Custodians	LIBRARY MEDIA CLERK
CUSTODIAL SUPERVISOR - Over 5 Custodians	LUNCHROOM MONITOR
CUSTODIAN	MAINTENANCE MANAGER - ELECTRONICS
DATA ENTRY ASSISTANT	MAINTENANCE MANAGER- GENERAL
DISPATCHER	MAINTENANCE SCHEDULING SPECIALIST
EMPLOYMENT SPECIALIST	MAINTENANCE TECHNICAN I
EXECUTIVE ASSISTANT TO SUPERINTENDENT	MAINTENANCE TECHNICAN II
FINANCIAL EVENTS COORDINATOR	MAINTENANCE TECHNICAN IV
FOOD SERVICE ASSISTANT I	MAINTENANCE TECHNICIAN III



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MAINTENANCE WORKER I
MAINTENANCE WORKER II
MICROCOMPUTER SPECIALIST
MIGRANT ADVOCATE ASSISTANT
MIGRANT RECRUITER
PAYROLL CLERK I
PAYROLL CLERK II
PREVENTIVE MAINTENANCE TECHNICIAN -
HVAC
PROGRAM ASSISTANT I
PROGRAM ASSISTANT II
PUBLIC INFORMATION OFFICER
PUBLIC RELATIONS OFFICER
RECEPTIONIST
REGISTRAR
SCHOOL ADMINISTRATIVE MANAGER
SCHOOL SECRETARY I - ELEMENTARY
SCHOOL SECRETARY I - HIGH SCHOOL
SCHOOL SECRETARY II- ELEMENTARY
SCHOOL SECRETARY II- MIDDLE SCHOOL
SCHOOL SECRETARY II-HIGH
SOCIAL WORKER
SPECIAL EDUCATION RESEARCH (ASST)
TECHNICIAN
STAFF SUPPORT SECRETARY
SUPPORT SERVICES AIDE
TECHNICIAN SUPPORT MANAGER
TRANSPORTATION AREA ASSISTANT
TRANSPORTATION DATA ASSISTANT
UTILITY WORKER
VEHICLE MAINTENANCE ASSISTANT
VEHICLE MAINTENANCE MANAGER
VEHICLE MECHANIC I
VEHICLE MECHANIC II
VEHICLE MECHANIC III