

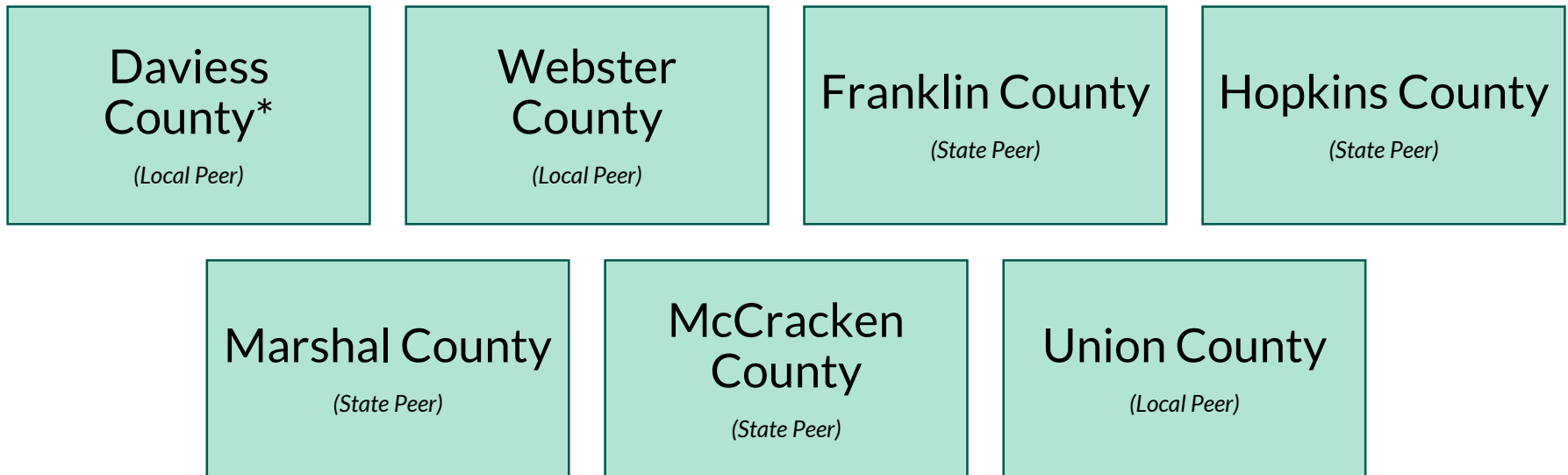


CLASSIFIED STAFF SALARY BENCHMARKING STUDY

Prepared for Henderson County Schools

STUDY METHODOLOGY

- Hanover investigated 104 positions from Henderson County School's (Henderson County) salary schedule in the following functional areas:
 - ✓ Communications
 - ✓ Fiscal
 - ✓ Food Services
 - ✓ Health
 - ✓ Instructional
 - ✓ Library/Media
 - ✓ Maintenance
 - ✓ Management
 - ✓ MIS
 - ✓ Operations
 - ✓ Personnel
 - ✓ Secretarial/Clerical
 - ✓ Security
 - ✓ Student Services
 - ✓ Transportation
- Minimum and maximum salary levels for these 104 positions were compared to similar positions at Henderson County's local and state peer districts:



PEER DISTRICT SUMMARY

DISTRICT	TOTAL ENROLLMENT: 2017-18	PERCENT FRPL: 2017-18	PER PUPIL EXPENDITURES: 2016-17
LOCAL DISTRICTS			
<u>Daviess County</u> *	12,942	54.1%	\$11,800
<u>Union County</u>	2,486	66.6%	\$12,496
<u>Webster County</u>	2,509	64.0%	\$16,259
STATE PEER DISTRICTS			
<u>Franklin County</u>	6,947	58.0%	\$11,503
<u>Hopkins County</u>	7,297	64.4%	\$11,783
<u>Marshall County</u>	5,179	55.3%	\$11,250
<u>McCracken County</u>	7,918	52.0%	\$11,495
HENDERSON COUNTY			
<u>Henderson County</u>	7,885	61.8%	\$10,972

STUDY METHODOLOGY

- Hanover focused its analysis on positions that Henderson County currently staffs and that have data available for comparable positions at one or more of the identified peer districts.
- This presentation calculates the average of minimum and maximum **hourly** salaries for **summary job classes** with available data at peer districts and that are **currently staffed positions** in Henderson County within each functional area or category of classified staff positions.
- Hanover also compares minimum and maximum salary levels at Henderson County to **livable wage** thresholds for the county calculated by the Massachusetts Institute for Technology.

Household Configuration	Living Wage
1-person household	\$11.05 per hour
2 adults working/1 child household	\$12.58 per hour for each working adult

JOB DESCRIPTION BENCHMARKING

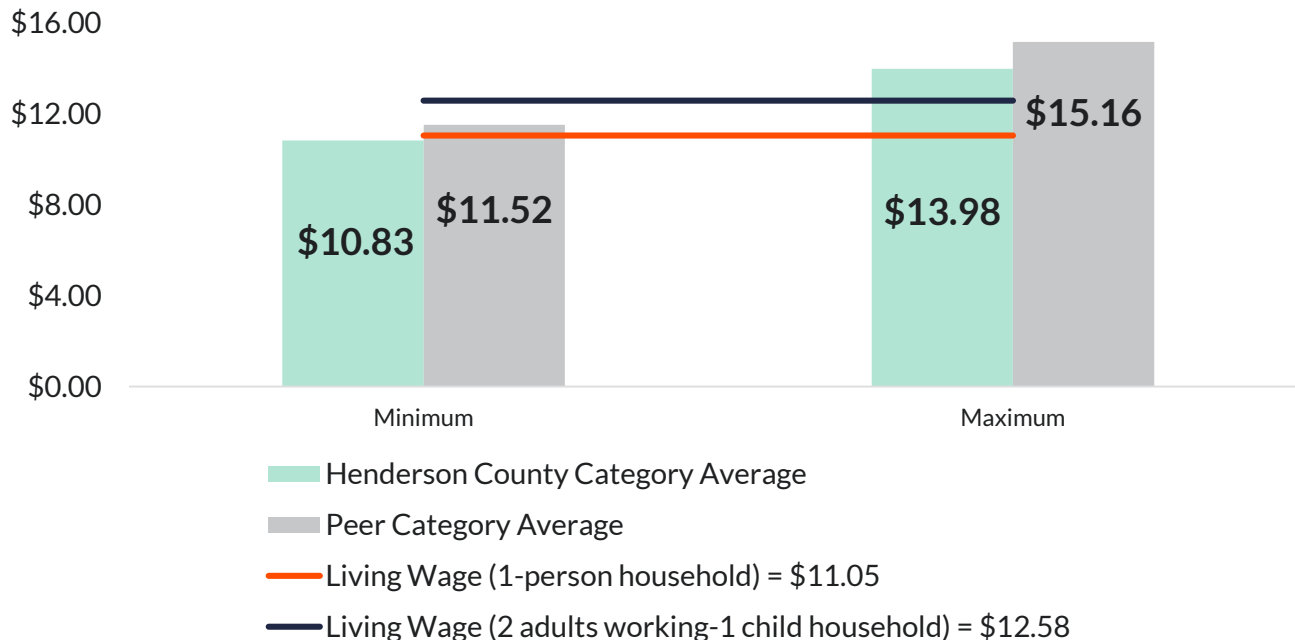
POSITION	SUMMARY JOB CLASS	JOB RESPONSIBILITY ALIGNMENT BETWEEN PEERS AND KY DOE/HCS
Maintenance Technician III	7443	Well aligned
Maintenance Technician II	7444	Well aligned
Maintenance Technician I*	7445	Well aligned
Maintenance Worker II*	7447	Well aligned
Technician Support Manager*	7504	Less aligned
LAN Technician	7523	Well aligned
Computer Maintenance Technician	7525	McCracken and Hopkins: Well aligned Franklin: Less aligned
Computer Lab Technician	7526	Somewhat aligned
Microcomputer Specialist	7534	Well aligned
Transportation Data Assistant*	7906	McCracken and Hopkins: Well aligned Franklin: Somewhat aligned
Lead Vehicle Mechanic*	7914	Less aligned
Account Clerk II	7163	Well aligned
Staff Support Secretary	7776	Well aligned
School Secretary I - High School	7773	McCracken and Hopkins: Well aligned Franklin: Less aligned
Administrative Secretary II	7765	Well aligned

SALARY BENCHMARKING SUMMARY (I)

POSITION CATEGORY	MINIMUM	MAXIMUM	GROWTH POTENTIAL
Food Services	Below	Below	Below
Maintenance	Below	Below	Above
MIS	Below	Below	Below
Operations	Above	Above	Below
Personnel	Below	Below	Below
Transportation	Below	Below	Below
Fiscal	Above	Below	Below
Communications*	Below	Above	Above
Health	Below	Below	Below
Library/Media	Below	Below	Below
Management	Below	Below	Above
Security	Below	Below	Below
Instructional	Mixed Findings	Mixed Findings	Mixed Findings
Secretarial/Clerical	Below	Below	Below
Student Services	Below	Below	Below

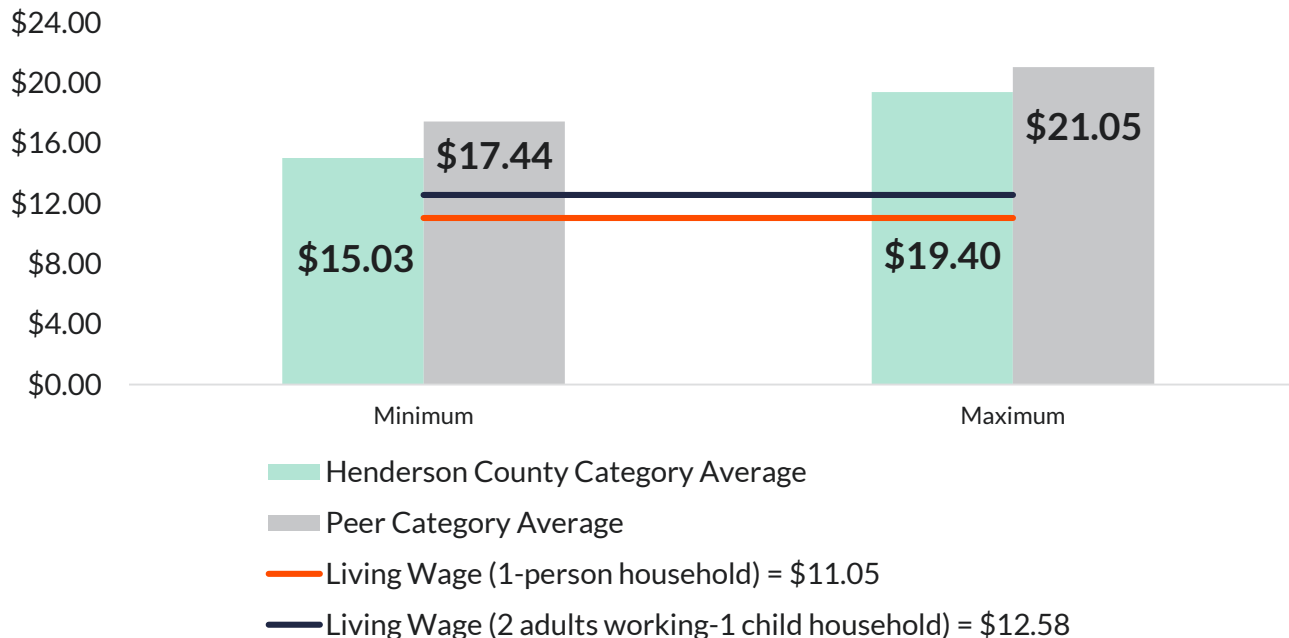
FOOD SERVICES

- Average minimum and maximum wages are lower than peer averages
- Average difference between minimum and maximum wages (\$3.14) is lower than the peer average (\$3.64)
- Average minimum wage does not provide a living wage for a 1-person household
- Average maximum wage does provide a living wage for a 1-person household and a 2 adults working/1 child household



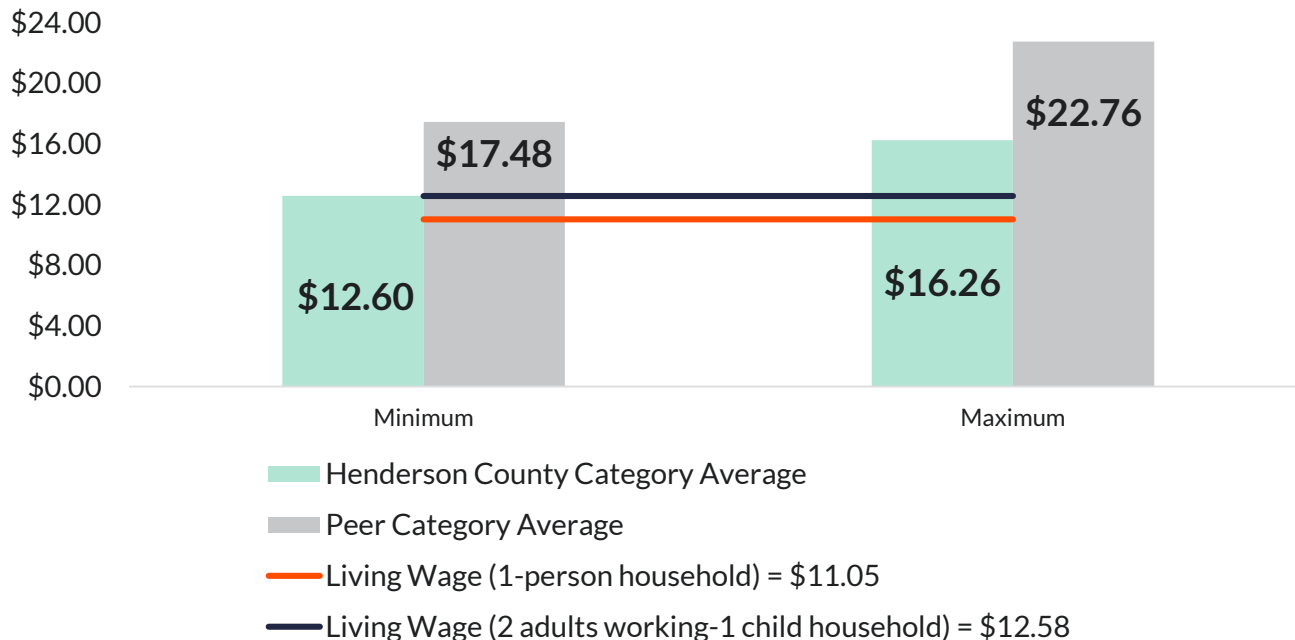
MAINTENANCE

- Average minimum and maximum wages are lower than peer averages
- Average difference between minimum and maximum wages (\$4.37) is higher than the peer average (\$3.61)
- The average minimum wage and average maximum wage do provide a living wage for a 1-person household and a 2 adults working/1 child household



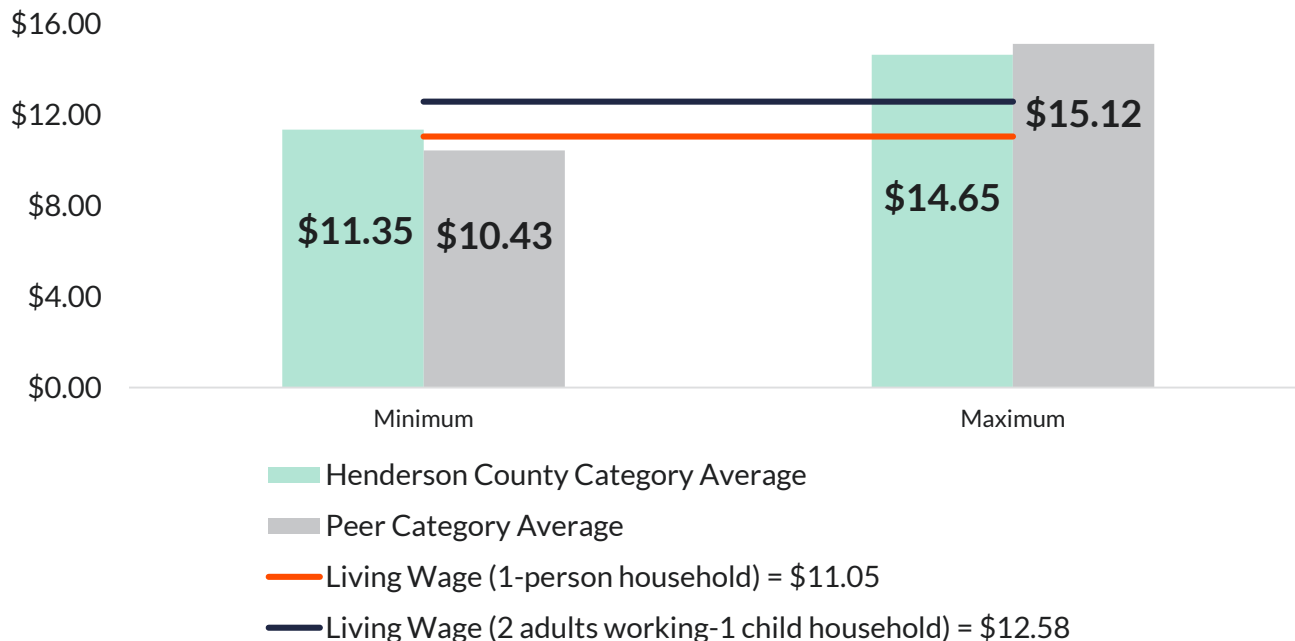
MIS

- Average minimum and maximum wages are lower than peer averages
- Average difference between minimum and maximum wages (\$3.66) is lower than the peer average (\$5.29)
- The average minimum wage and average maximum wage do provide a living wage for a 1-person household and a 2 adults working/1 child household



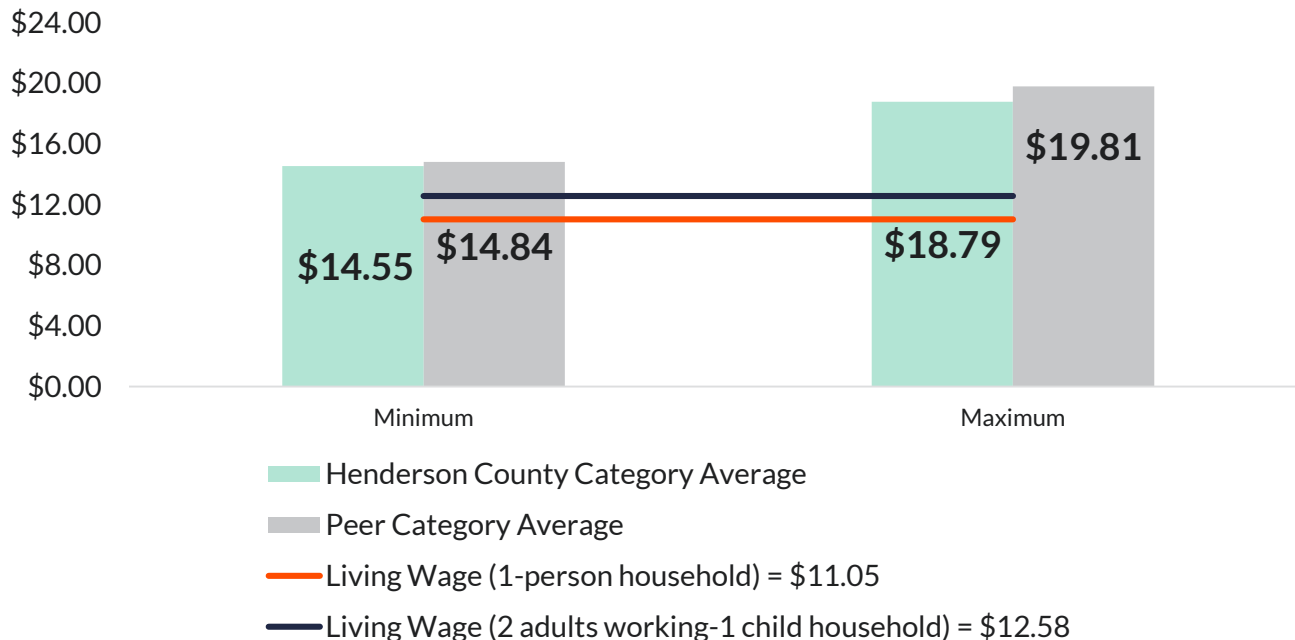
OPERATIONS

- Average minimum wage is higher than peer average; average maximum wage is lower
- Average difference between minimum and maximum wages (\$3.30) is lower than the peer average (\$4.69)
- Average minimum wage does provide a living wage for a 1-person household; average maximum wage does provide a living wage for a 1-person household and a 2 adults working/1 child household



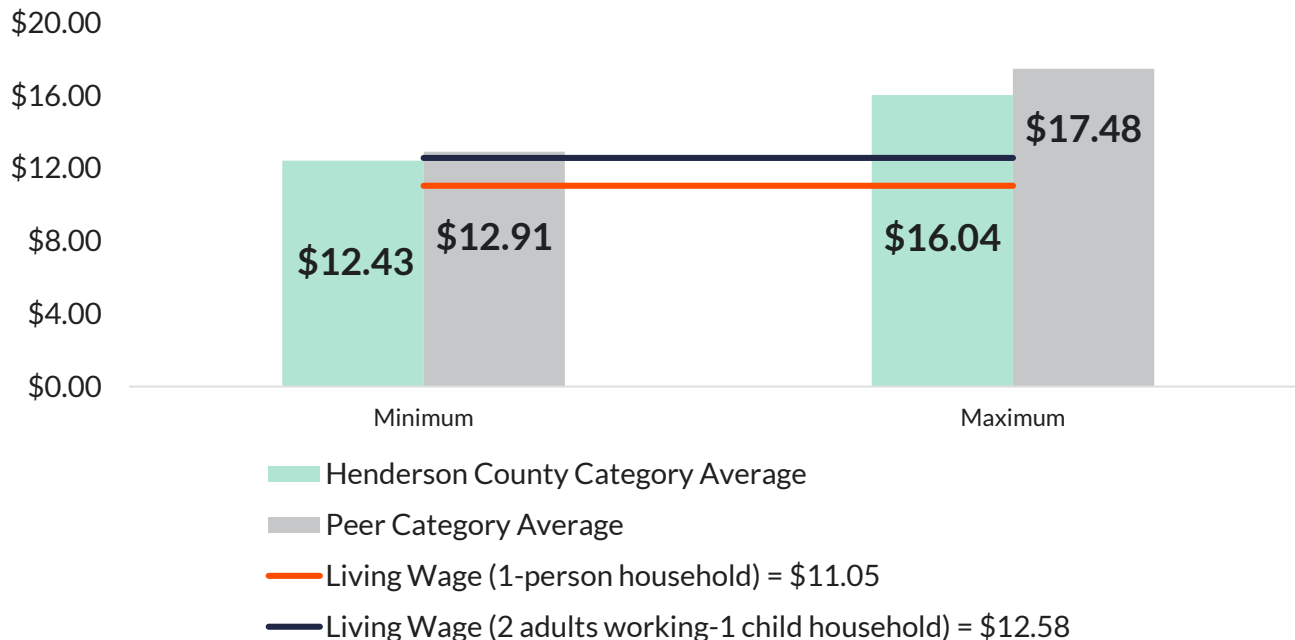
PERSONNEL

- Average minimum and maximum wages are lower than peer averages
- Average difference between minimum and maximum wages (\$4.24) is lower than the peer average (\$4.96)
- The average minimum wage and average maximum wage do provide a living wage for a 1-person household and a 2 adults working/1 child household



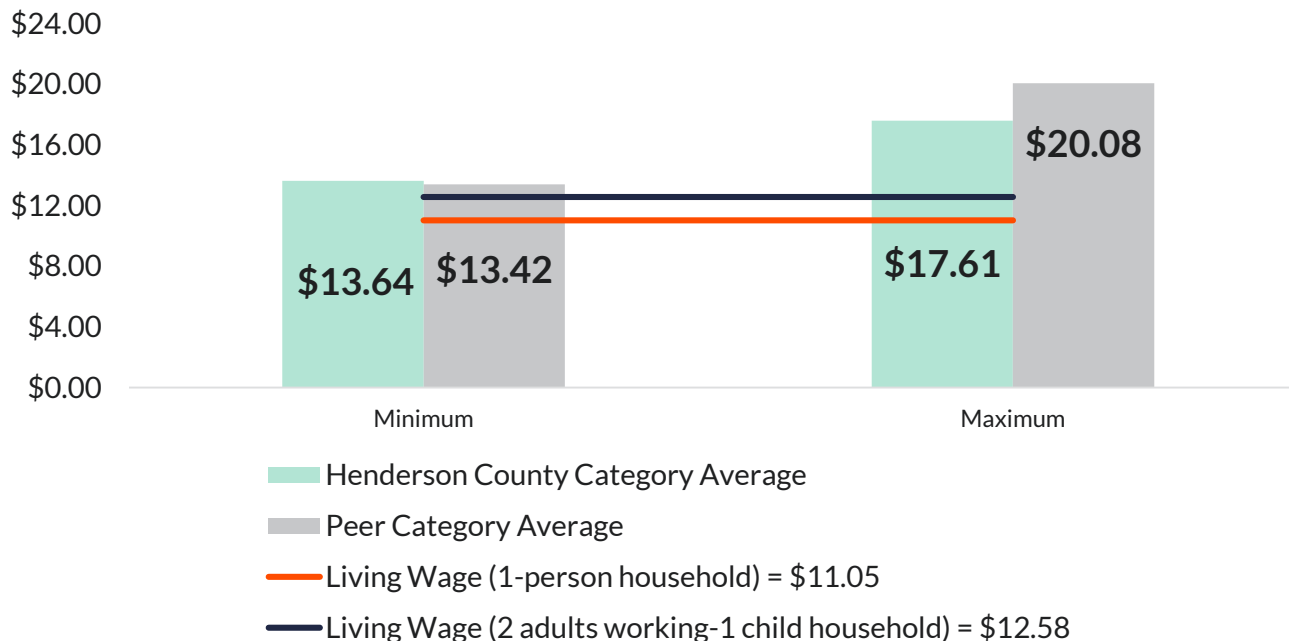
TRANSPORTATION

- Average minimum and maximum wages are lower than peer averages
- Average difference between minimum and maximum wages (\$3.61) is lower than the peer average (\$4.56)
- Average minimum wage does provide a living wage for a 1-person household; average maximum wage does provide a living wage for a 1-person household and a 2 adults working/1 child household



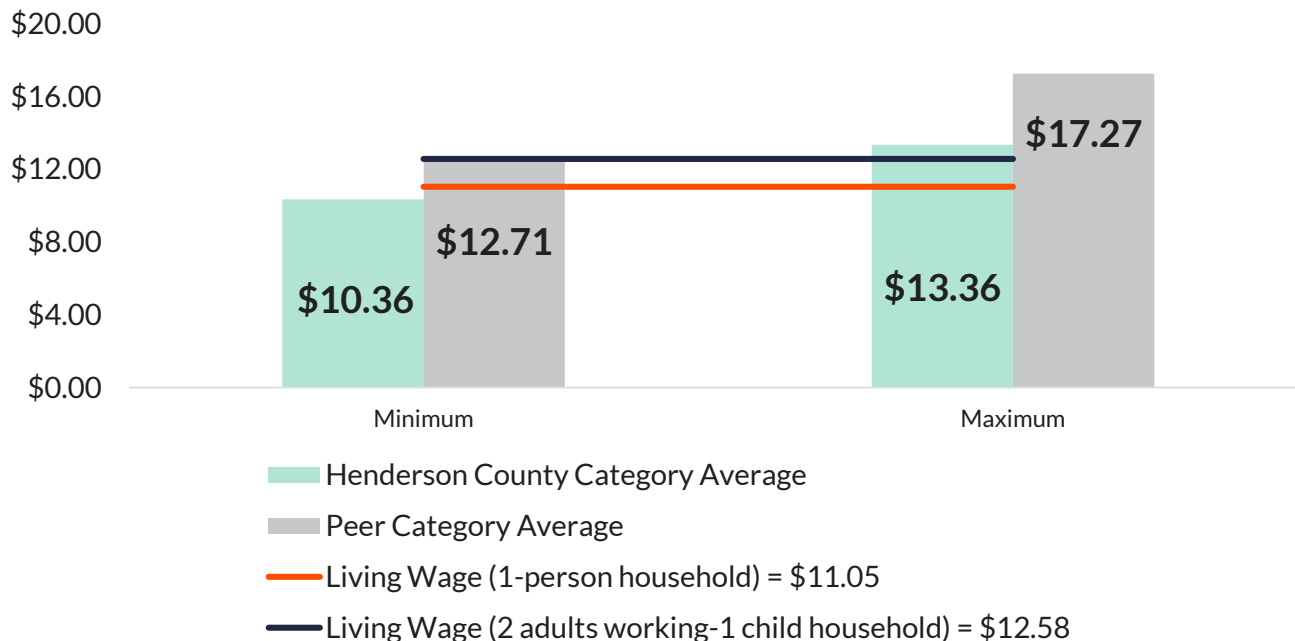
FISCAL

- Average minimum wage is higher than peer average; average maximum wage is lower
- Average difference between minimum and maximum wages (\$3.97) is lower than the peer average (\$6.66)
- The average minimum wage and average maximum wage do provide a living wage for a 1-person household and a 2 adults working/1 child household



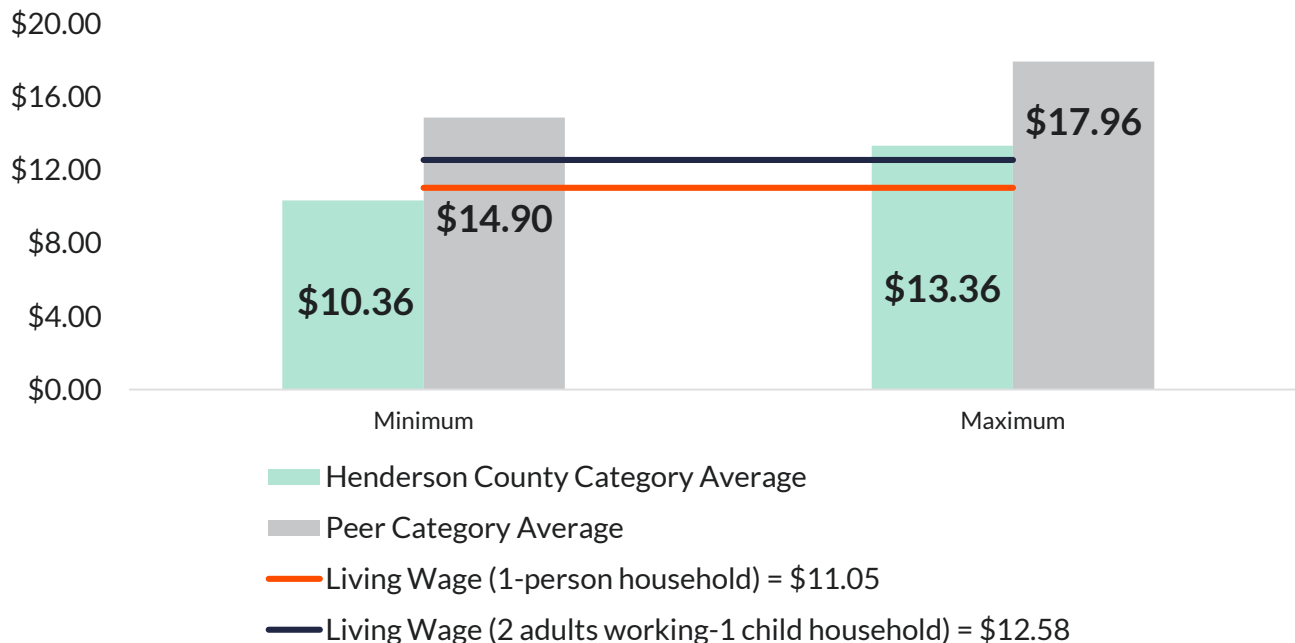
HEALTH

- Average minimum and maximum wages are lower than peer averages
- Average difference between minimum and maximum wages (\$3.00) is lower than the peer average (\$4.56)
- Average minimum wage does not provide a living wage for a 1-person household
- Average maximum wage does provide a living wage for a 1-person household and a 2 adults working/1 child household



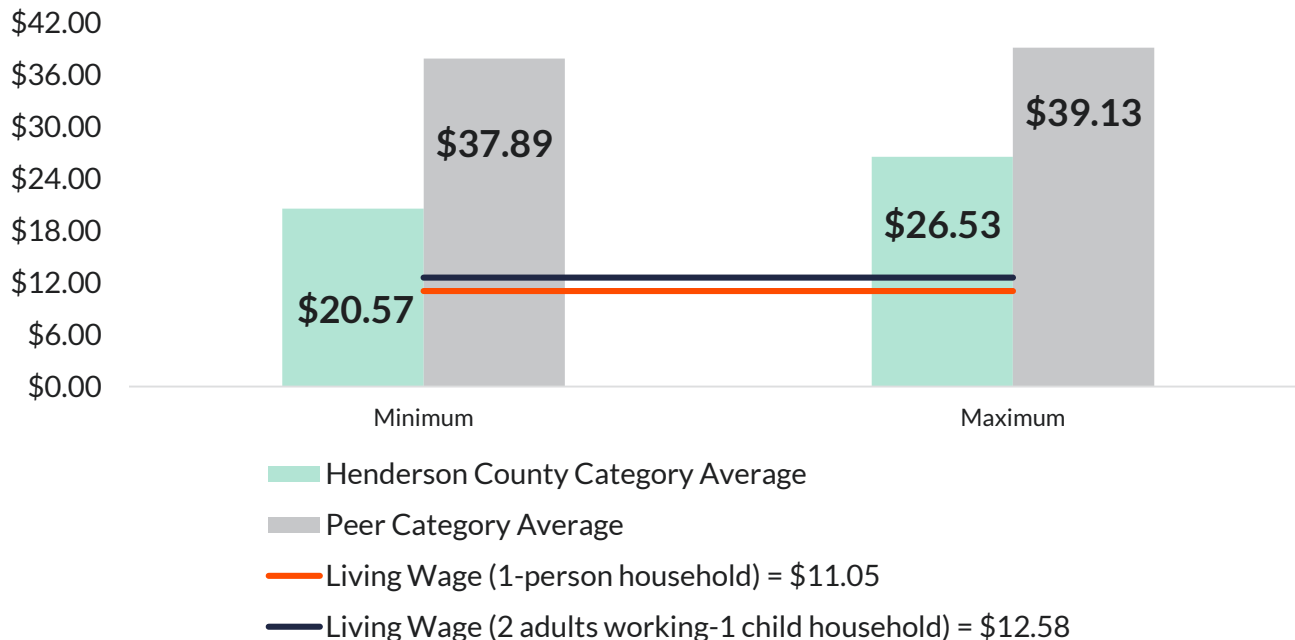
LIBRARY/MEDIA

- Average minimum and maximum wages are lower than peer averages
- Average difference between minimum and maximum wages (\$3.00) is lower than the peer average (\$3.06)
- Average minimum wage does not provide a living wage for a 1-person household
- Average maximum wage does provide a living wage for a 1-person household and a 2 adults working/1 child household



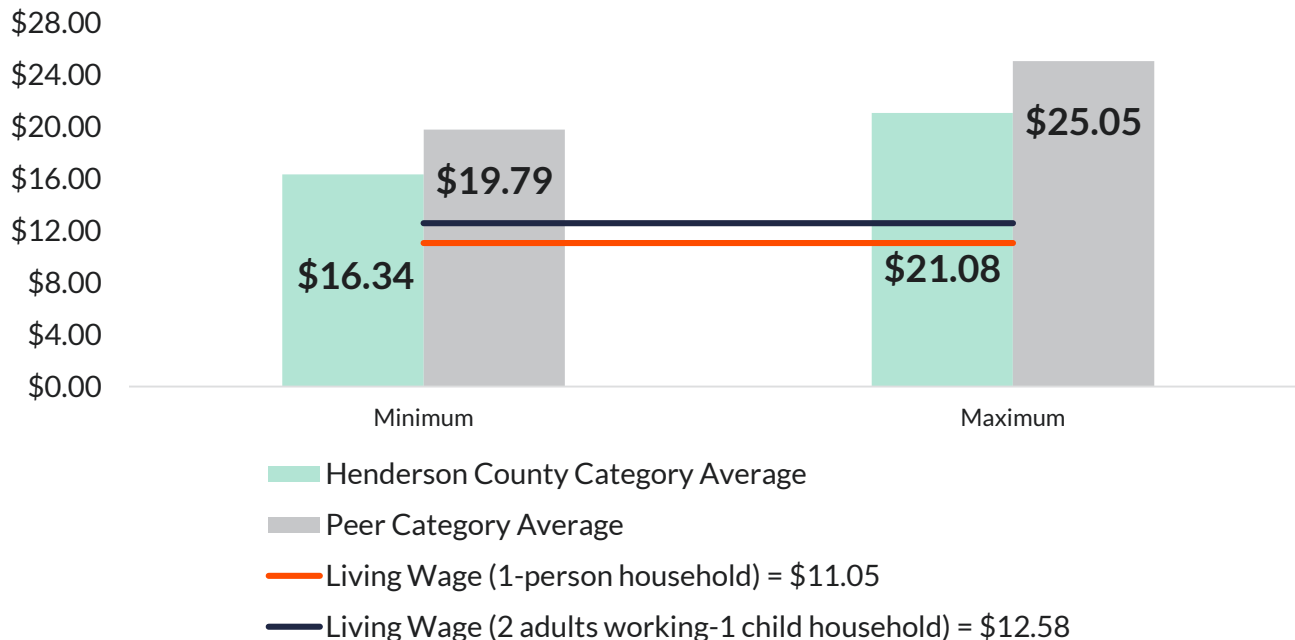
MANAGEMENT

- Average minimum and maximum wages are lower than peer averages
- Average difference between minimum and maximum wages (\$5.96) is higher than the peer average (\$1.23)
- Average minimum wage and average maximum wage do provide a living wage for a 1-person household and a 2 adults working/1 child household



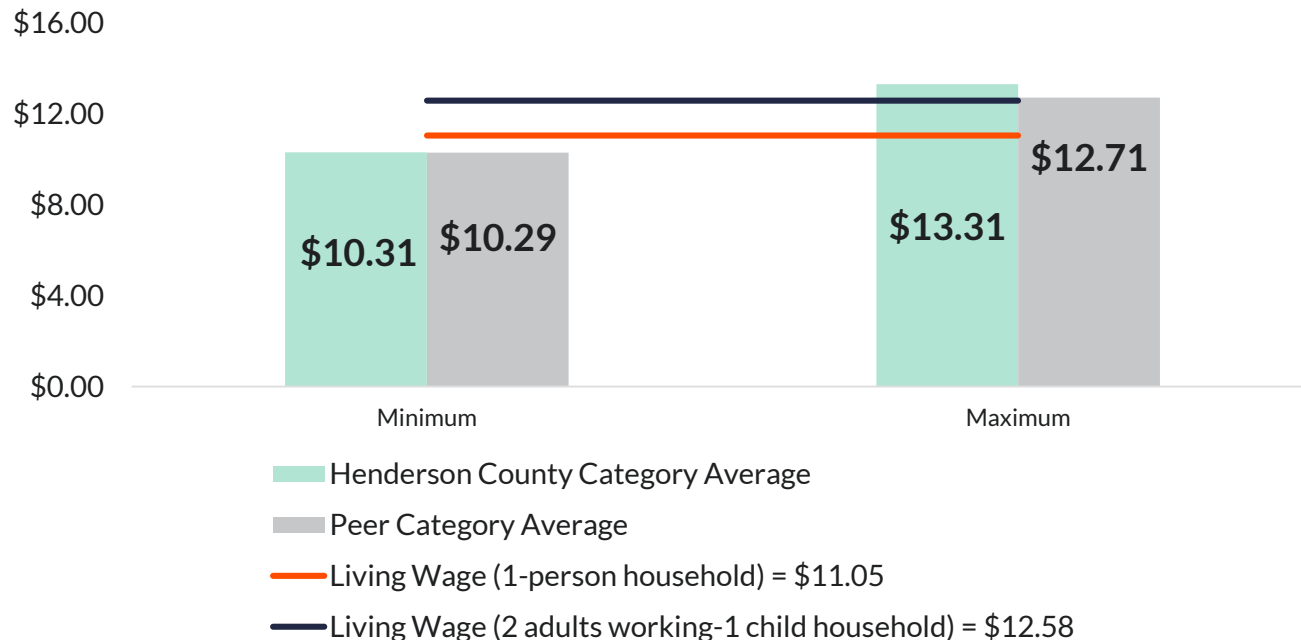
SECURITY

- Average minimum and maximum wages are lower than peer averages
- Average difference between minimum and maximum wages (\$4.74) is lower than the peer average (\$5.26)
- Average minimum wage and average maximum wage do provide a living wage for a 1-person household and a 2 adults working/1 child household



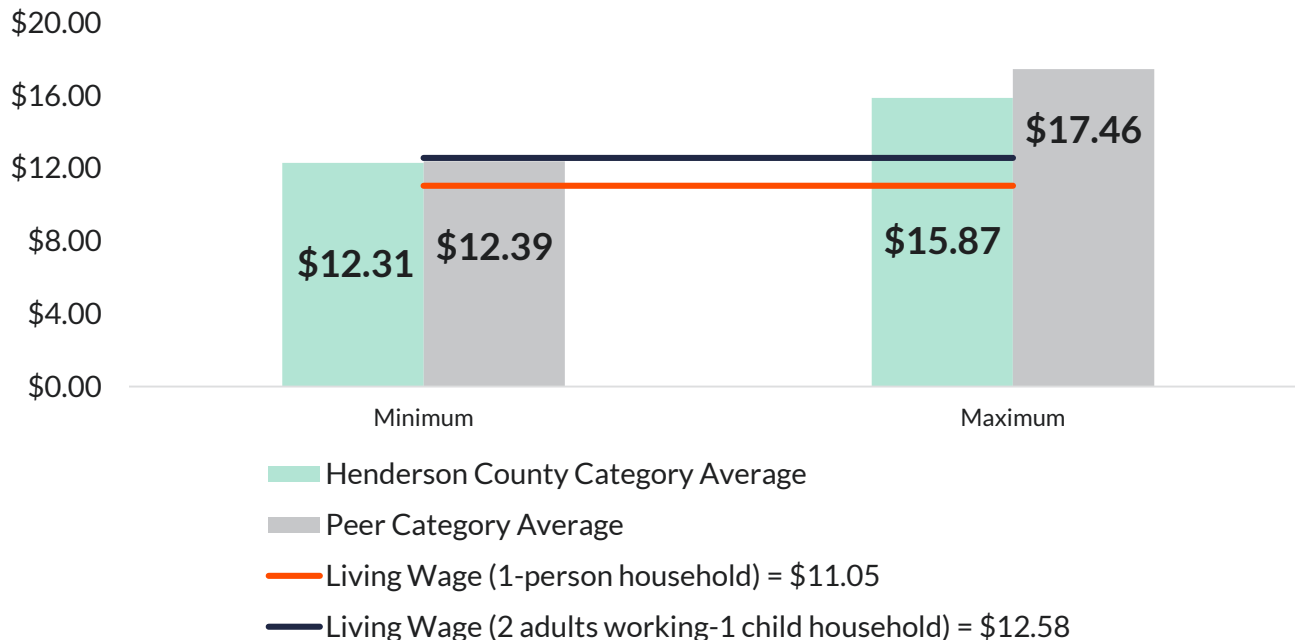
INSTRUCTIONAL

- Average minimum and maximum wages are higher than peer averages
- Average difference between minimum and maximum wages (\$3.00) is higher than the peer average (\$2.42)
- Average minimum wage does not provide a living wage for a 1-person household
- Average maximum wage does provide a living wage for a 1-person household and a 2 adults working/1 child household



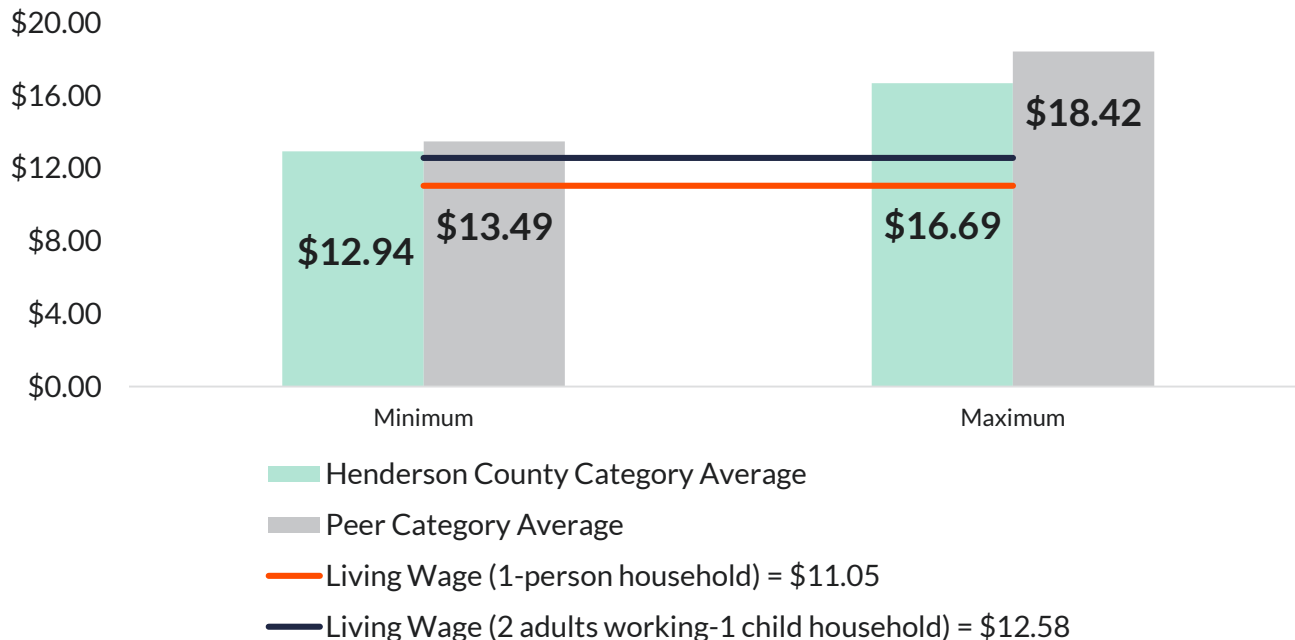
SECRETARIAL/CLERICAL

- Average minimum and maximum wages are lower than peer averages
- Average difference between minimum and maximum wages (\$3.56) is lower than the peer average (\$5.07)
- Average minimum wage does provide a living wage for a 1-person household; average maximum wage does provide a living wage for a 1-person household and a 2 adults working/1 child household



STUDENT SERVICES

- Average minimum and maximum wages are lower than peer averages
- Average difference between minimum and maximum wages (\$3.75) is lower than the peer average (\$4.93)
- Average minimum wage and average maximum wage do provide a living wage for a 1-person household and a 2 adults working/1 child household



SALARY BENCHMARKING SUMMARY (II)

POSITION CATEGORY	NUMBER OF POSITIONS ANALYZED	DIFFERENCE BETWEEN AVERAGE MINIMUM SALARIES		DIFFERENCE BETWEEN AVERAGE MAXIMUM SALARIES	
		\$	%	\$	%
Food Services	3	(\$0.69)	94.0%	(\$1.19)	92.2%
Maintenance	3	(\$2.41)	86.2%	(\$1.64)	92.2%
MIS	4	(\$4.88)	72.1%	(\$6.51)	71.4%
Operations	3	\$0.92	108.8%	(\$0.47)	96.9%
Personnel	1	(\$0.29)	98.0%	(\$1.02)	94.9%
Transportation	8	(\$0.49)	96.2%	(\$1.44)	91.8%
Fiscal	3	\$0.22	101.6%	(\$2.47)	87.7%
Health	1	(\$2.35)	81.5%	(\$3.91)	77.4%
Library/Media	1	(\$4.54)	69.5%	(\$4.60)	74.4%
Management	1	(\$17.32)	54.3%	(\$12.60)	67.8%
Security	1	(\$3.45)	82.6%	(\$3.97)	84.2%
Instructional	6	\$0.02	100.2%	\$0.60	104.7%
Secretarial/Clerical	11	(\$0.08)	99.4%	(\$1.59)	90.9%
Student Services	4	(\$0.55)	95.9%	(\$1.73)	90.6%

RECOMMENDATIONS (1 OF 2)

Based on the findings of this study, Hanover recommends that Henderson County Schools:

- ✓ Consider raising the starting and maximum wage levels for hard-to-fill classified staff positions that have less-competitive wages than corresponding positions at peer districts, especially those where wages do not meet the livable wage thresholds for single adults and/or three-person families: (1) food services; (2) operations; (3) health; (4) library/media; (5) instructional; and (6) secretarial/clerical.
- ✓ Consider changing employment requirements for technology positions and other hard-to-fill roles by adjusting entry-level education and experience requirements.

RECOMMENDATIONS (2 OF 2)

Based on the findings of this study, Hanover recommends that Henderson County Schools:

- ✓ Survey current classified staff to determine their levels of satisfaction with working conditions and overall engagement levels to identify trends in employee satisfaction, early warning signs of attrition, and factors apart from compensation that may improve retention.
- ✓ Create a formal exit interview protocol for departing classified staff members to help determine the impact that Henderson County Schools' salary levels have on classified employees' decision to leave the district.

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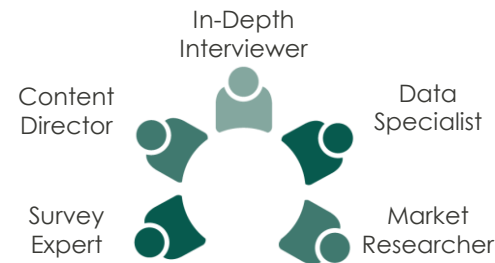
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RESEARCH APPLICATIONS

- **ANALYZE DATA:** Program evaluation, strategic plan progress monitoring
- **GATHER FEEDBACK:** Survey design and analysis, in-depth interviews
- **BENCHMARK PEERS:** Comparative analysis on departmental practices
- **IDENTIFY BEST PRACTICES:** Synthesize literature on key topics and summarize case studies

BREADTH OF EXPERTISE

- **IN-DEPTH INTERVIEWER:** Skilled primary researcher who can facilitate everything from focus groups to interviews with Fortune 500 executives
- **DATA SPECIALIST:** Our in-house statisticians and PhDs conduct sophisticated quantitative research analyses
- **MARKET RESEARCHER:** Expert on market segmentation and evaluation, trends forecasting
- **SURVEY EXPERT:** Has significant experience with all areas of survey design





Thank you.

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