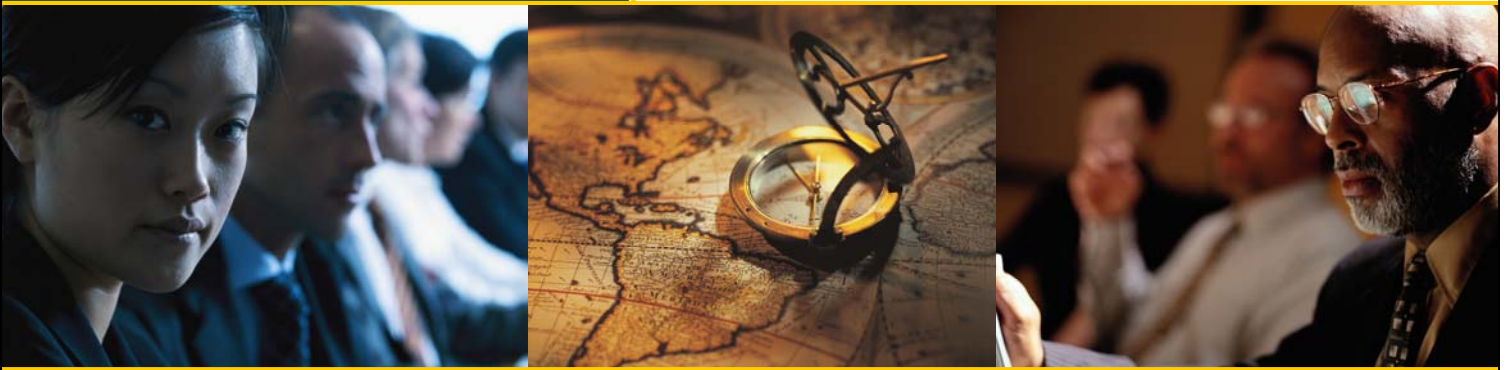


# Pay Plan Study for Montgomery County Public Schools, VA

## FINAL REPORT



Evergreen Solutions, LLC

January 5, 2016

**Table of Contents**

	<b>PAGE</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>i</b>
<b>1.0 INTRODUCTION.....</b>	<b>1-1</b>
1.1 Study Methodology .....	1-1
1.2 Report Organization .....	1-3
<b>2.0 SUMMARY OF EMPLOYEE OUTREACH.....</b>	<b>2-1</b>
2.1 General Feedback.....	2-2
2.2 Compensation .....	2-2
2.3 Classification .....	2-4
2.4 Summary .....	2-4
<b>3.0 ASSESSMENT OF CURRENT CONDITIONS.....</b>	<b>3-1</b>
3.1 Analysis of Salary Scales .....	3-1
3.2 Level Placement Analysis .....	3-9
3.3 Quartile Analysis.....	3-11
3.4 Part-time Incentive.....	3-14
3.5 Department Distribution and Tenure.....	3-15
<b>4.0 MARKET SUMMARY.....</b>	<b>4-1</b>
4.1 Introduction to the Market Study.....	4-1
4.2 Salary Survey Results and Analysis .....	4-2
4.3 Range Spread Analysis .....	4-7
4.4 Salary Supplements.....	4-7
4.5 Part-time Insurance .....	4-12
<b>5.0 RECOMMENDATIONS.....</b>	<b>5-1</b>

## Executive Summary

In September 2015, Evergreen Solutions was retained by Montgomery County Public Schools (MCPS) to conduct a comprehensive Pay Plan Study to assess each of the Division's salary schedules, including the salary schedule for teachers, support staff, administrators, and others. The study also included a review of the pay schedule for supplements. Part-time employees were also included in the study as it relates to insurance.

A study of this nature is primarily designed to focus on external equity of both the structure by which employees are compensated as well as the way positions relate and compare to one another across the organization. As part of the study, Evergreen Solutions, LLC was tasked with:

- collecting and reviewing current environmental data present in MCPS;
- developing strategic positioning recommendations using market data and best practices;
- developing a compensation structure and implementation impacts; and
- developing and submitting draft and final reports summarizing findings and recommendations.

To conduct this study and reduce costs, Division officials determined that the data collected as part to the market compensation survey completed by Evergreen Solutions in Spring 2015 for Salem Public Schools could be used for MCPS.

### **STUDY METHODOLOGY**

To complete a study of this type, Evergreen combines qualitative as well as quantitative data analysis to produce an equitable solution in order to maximize the fairness and competitiveness of an organization's compensation structure and practices. Project activities included:

- conducting a project kick-off meeting;
- facilitating employee focus group sessions;
- using the market compensation survey completed for Salem Public Schools and adding Albemarle County Public Schools to the existing data;



- developing recommendations for compensation management;
- developing detailed implementation plans; and
- creating draft and final reports.

### **Kickoff Meeting**

The kickoff meeting provides 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 documents) is part of this process.

### **Outreach Sessions**

The outreach sessions are designed to brief employees and supervisors on the purpose and major processes of the study. This process is intended to address any questions and resolve any misconceptions about the study and relevant tasks. In addition, employees are asked about their experience with the Division and to identify any concerns they have about compensation. This information provides some basic perceptual background as well as a starting point for the research process. **Chapter 2.0** provides a summary of feedback received during employee outreach.

### **Market Compensation Survey**

The external market is defined as identified peers that have similar characteristics, demographics, and service offerings as the target organization and benchmark positions are identified from each area and level of the organization and typically include a large cross-section of positions. For this study, all classifications were included in the market assessment. Once the target and benchmark information is finalized, a survey tool is created to solicit compensation information from each of the peer organizations. When the results are received, the data are analyzed, cleaned, and entered to provide aggregate findings. For the purpose of this study, MCPS chose to use the 2015 market compensation study data for Salem Public Schools because MCPS shares similar peers to Salem Public Schools, and to reduce costs for the study. **Chapter 4.0** provides a summary of the market compensation survey results.

### **Solution Creation – Salary Schedule and Transition Costing**

Solution creation follows agreement on the structure of the compensation 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) are established. Once the structure is created, jobs can be slotted into the proposed pay grade structure using market data and MCPS Project Manager feedback. As part of the study, the Division identifies its desired market position. Subsequently, recommendations for revisions to pay plans and job slotting within the system can be adjusted to account for this desired position in the market. **Chapter 5.0** provides recommendations and estimated implementation costs.



The final step in the creation of the solution is to identify the costs associated with the implementation of recommendations. To estimate implementation costs, data from the job slotting process are applied to individual incumbents in the organization. This allows the Division to view the total costs associated with the structural changes. Information is 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.

## **FINDINGS AND RECOMMENDATIONS**

Key findings from this report include the following:

- Salary scales are used inconsistently throughout the Division. In some cases, levels are used to denote specific salary ranges, and classifications are assigned one of those levels. For example, on the Support salary scale, classifications are assigned a level between Level I and Level VI. In other cases, the range, level, and classification are treated as one in the same (such is the case with Bus Driver and Bus Aides). While this is common for teacher salary scales, it is not common practice for other positions such as Bus Drivers, Bus Aides, and nutrition employees.
- The use of scales with different numbers of steps and range spreads provides for inequities in pay progression in the Division—sacrificing clarity and simplicity in the interest of providing virtually customized range spreads for many classifications. For example, on the Nutrition salary scale, the Assistant Manager level has a range spread of 38.5 percent while the Manager level has a range spread of 51.9 percent. While the number of steps is the same for both levels, the use of different range spreads provides for disproportionate salary progression over the course of a career in these classifications.
- MCPS has eight separate salary scales defining the compensation employees will receive. Generally, school divisions consolidate classifications into broader groups and assign them to fewer salary scales for ease of administration and increased consistency. Salary scale groupings generally include a classified, professional, and teacher group on which all classifications are placed. Use of a separate salary scale for individual classifications (e.g. as is done in MCPS for Administrative Assistants and Bus Drivers) is not best practice, as it generally results in different compensation practices being used across different classifications.
- Range spreads are very inconsistent—ranging from a low of 14.4 percent to a high of 62.3 percent. Best practice suggests a consistent range spread between 50.0 and 70.0 percent; however, market range spreads at peer organizations should also be considered when determining an appropriate range spread for the Division. As an example, the current Administrator salary scale has a consistent range spread of 38.7—well below the best practice range spread of 50 percent and the market average range spread for administrator positions of 59.2 percent. With a narrower range spread than market, the salary growth of administrators at MCPS is not competitive with market peers.



- The number of steps varies between nine (9) and 31 steps across all scales. While there is no best practice pertaining to the number of steps in a given range, an inconsistent number of steps can lead to potential disparities in increases and earnings. Generally, the number of steps correlates closely to the expected length of a career, is generally between 15 and 30 steps, and is kept relatively consistent for all scales in an organization. For example, for a Bus Driver, it takes 21 steps to reach the top of the pay grade, whereas for an Administrative Aide it takes only 14 steps. This means that it takes Bus Driver's longer to reach pay grade maximum than it does other employees.
- Step progression, or the percentage increase an employee receives from one step to the next, varies drastically across scales and levels. For example, between some steps in the Nutrition Manager level, the step progression is as high as 8.0 percent, whereas for other levels the step progression is as low as 0.0 percent. Step progressions that are too low put the Division at risk for retention issues, and inconsistency can lead to inequities in compensation. The practice of varying step progression is sometimes used for recruitment of employees with a certain level of education or experience, but generally does so at the expense of employees at other levels of education and/or experience. As an example, in the current Teacher Salary Scale, employees with a Bachelor's degree receive increases of 1.7 percent from one step to the next; however, employees with a Doctorate receive step increases of 1.6 percent. In addition, between Steps 0 and 1, and Steps 1 and 2, employees receive no increases at all levels of the Teacher Salary Scale. Use of inconsistent step progression forces the Division to give different salary increases across all employees.
- Overall, supplement values in MCPS are 22.5 percent behind market at minimum; 69.0 percent behind market at midpoint; and 115.4 percent behind market at maximum.
- Because of this narrower than average range spread, MCPS starts out highly competitive with the market at pay grade minimums but become increasingly less competitive at pay grade maximum. Specifically, the Division is 12.2 percent ahead of market at pay grade minimum; 0.4 percent behind market at pay grade midpoint; and 10.9 percent behind market at pay grade maximum.
- Based on market data, it was determined that the average market range spread is 64.6 percent, and ranged from a low of 20.5 percent to a high of 104.7 percent. The current average range spread in MCPS is 34.0 percent. This immediately provides an explanation of why MCPS ranges become increasing less competitive with the market as salaries progress from minimum of the range to maximum. Because of this narrower than average range spread, MCPS starts out highly competitive with the market at pay grade minimums but become increasingly less competitive at pay grade maximum.



The report includes six recommendations for revisions to the Division's compensation and classification system, including the following:

- **Consolidate the eight 2015-16 salary scales into three unified salary scales** – MCPS should consolidate the eight 2015-16 salary scales into three unified salary scales for classified staff, certified or professional staff, and teachers, and in consolidating the scales address the weaknesses identified by Evergreen.
- **Slot all MCPS classifications into the proposed scales at a pay grade competitive with market value** – MCPS should slot positions into pay grades competitive with the market. The proposed grade order list assumes that MCPS desires to maintain a compensation system competitive with market average as well as ensure internal equity is maintained.
- **Adjust all supplements to market levels** – MCPS should adjust the 41 supplements (31 coaching and 10 non-coaching) that are below market to align with market minimum value. Assuming each supplemental position is only held by one incumbent (actual employee supplement pay not available), the total cost to bring below market supplement values to market average minimum is \$31,387. Cost savings from reducing above market supplemental values to market value minimum is \$11,615, this would offset 37.0 percent of the cost to bring under market supplements to market.
- **Eliminate the practice of providing stipends to part-time employees** – MCPS did not provide health insurance to part-time employees. In lieu of insurance, an incentive of \$4,000 annually was offered to employees beginning their fourth year of employment, which increased to \$4,600 beginning in the 7th year, and increased again to \$5,200 beginning in the 12th year. In October 2015, the Division began offering health insurance to employees working 30 hours or more in compliance with the Affordable Care Act. Market data revealed that 92.3 percent of peers do not offer an incentive or any additional compensation in lieu of insurance. Most notably, stipends act to increase compression among employee pay, as well as increase the value of a position beyond that of market value. This supports the belief that the MCPS should discontinue this practice.
- **Conduct small-scale salary surveys as needed, or at minimum on an annual basis, to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and make adjustments to pay grade assignments if necessary.** This process should be used to maintain consistency in market analysis methodology moving forward using a research-based and field tested approach. If it is determined that peers are providing a COLA increase to the structure of their compensation system (applied to pay grades versus actual employee pay), MCPS should consider applying a comparable COLA increase to maintain market competitiveness.



- **Conduct a comprehensive classification and compensation study every three to five years** – In order to maintain competitiveness between compensation and classification studies, an organization should continue adjusting its pay plan on an annual basis, as necessary, rather than relying only on consumer price index (CPI) values for cost of living adjustments, the organization would benefit from contacting their local peer group and determining their approach to pay plan adjustments and in addition to considering economic indicators such as CPI.

## **IMPLEMENTATION COSTS**

The cost for implementation of recommendations is tied to revising the Division’s grade order list to ensure both internal and external equity. Specifically, the Division has four options to roll employees into the new proposed grade order list, each of which carries different annual fiscal impacts. These options include:

- **Bring to Minimum** – This approach places all employees on a step that aligns closest to their existing salary unless their existing salary falls below their newly assigned pay grade’s minimum.
- **Step Parity** – This approach places each employee on the same step in the proposed scale as they are on the current scale.
- **Classification Year Parity** – This approach places employees onto a step that correlates with their years of experience in their assigned classification. This option best addresses class compression, but does not factor in previous experience outside the MCPS or experience out of class.
- **Combination Approach** – This is a mixed solution which addresses various employee groups differently, and is proposed because of the recent work the MCPS accomplished to bring all teachers on to the correct step before this study was completed. Using this method, the “Step Parity” approach is used for teachers and the “Classification Year Parity” approach is used for all other non-teaching staff.

### **One-year Implementation Costs**

Based on current employee data, the cost for each of these options, as well as the number of employees affected and the average increase received are shown below:

<b>Model</b>	<b>Implementation Cost</b>	<b>Employees Affected</b>	<b>Average Increase</b>
<b>Bring to Minimum</b>	\$2,540,818.47	1,559	\$1,534.31
<b>Step Parity</b>	\$3,296,195.68	1,583	\$1,990.46
<b>Classification Year Parity</b>	\$3,937,530.78	1,564	\$2,377.74
<b>Combination Approach</b>	\$3,521,506.58	1,564	\$2,126.51





## One-year Phase Implementation Costs with Cap

Implementation costs can be reduced by capping the percentage increase an employee is set to receive. For example, with an implementation cap of 10 percent, all employees receive the proposed increase or a maximum 10 percent increase, whichever is greater. The costs associated with this approach are displayed below.

Model	Implementation Cost
Bring to Minimum	\$1,893,269.04
Step Parity	\$2,288,173.94
Classification Year Parity	\$2,734,728.97
Combination Approach	\$2,336,381.20

## Two-Year Implementation Costs\*

The implementation costs discussed so far assume a one-year implementation, and include a one-step increase for employees when implemented. However, the Division may choose to phase in the recommendations over a two-year period. In this two-year phased in approach, the recommended salary scales would be adopted and employees would receive approximately one-half of the total increase recommended, in addition to their regular step increase. In Phase Two, employees would receive the second half of the total increase to bring them to the full amount recommended by Evergreen under the classification year parity model, which best addresses compression. The annual costs for this phased-in approach are displayed below.

Model	Phase 1 Cost	Phase 2 Cost	Average Increase
Bring to Minimum	\$1,520,950.92	\$1,520,950.92	\$1,836.90
Step Parity	\$1,921,505.91	\$1,921,505.91	\$2,320.66
Classification Year Parity	\$2,231,963.38	\$2,231,963.38	\$2,695.61
Combination Approach	\$2,029,914.05	\$2,029,914.05	\$2,451.59

\*Total two-year implementation costs are greater than one-year implementation costs as they include two step increases over the two-year, phase-in period, and one-year implementation costs only include one step increase.

## REPORT ORGANIZATION

This Pay Plan Study report includes the following chapters:

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



# Chapter 1 – Introduction

In September 2015, Evergreen Solutions was retained by Montgomery County Public Schools (MCPS) to conduct a comprehensive Pay Plan Study to assess each of the Division’s salary schedules, including the salary schedule for teachers, support staff, administrators, and others. The study also included a review of the pay schedule for supplements. Part-time employees were also included in the study as it relates to insurance.

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The final step in the creation of the solution is to identify the costs associated with the implementation of recommendations. To estimate implementation costs, data from the job slotting process are applied to individual incumbents in the organization. This allows the Division to view the total costs associated with the structural changes. Information is 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.

## **1.2 REPORT ORGANIZATION**

This report includes the following chapters:

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



## Chapter 2 – Summary of Employee Outreach

Evergreen consultants visited Montgomery County Public Schools on October 26-27, 2015, to conduct employee focus groups with Division employees and supervisors. The focus groups gave employees and supervisors an opportunity to learn about the study, as well as respond to questions asked by Evergreen consultants designed to gather feedback on several topics related to the study. This feedback provided the Evergreen Team with valuable knowledge of employee opinions on the Division’s current compensation system.

Sixteen (16) focus groups were held during the onsite visit. Approximately 110 individuals attended these sessions, representing employees from a broad cross-section of Division departments. Focus groups were held with employees from the following areas: food services, custodial, teachers, instructional assistants, transportation, administration, and administrative support. **Exhibit 2-1** shows the participant categories and number of employees who attended the focus group for each category.

**EXHIBIT 2-1  
EMPLOYEE FOCUS GROUPS WITH DIVISION EMPLOYEES AND SUPERVISORS  
CONDUCTED BY EVERGREEN SOLUTIONS  
OCTOBER 26-27, 2015**

Focus Group Participants	Number of Participants
Instructional and Special Education Aides	7
Facilities - Custodians	6
Facilities - Senior/Head Custodians	5
Technology Department Employees	2
Administrative Assistants	7
School Board Office - Coordinators and Supervisors	9
School Board Office - Administrative Assistants	7
School Board Office - Superintendents and Directors	9
Transportation - Representation from all strands	9
Principals	11
Cafeteria Workers	6
Cafeteria Managers	8
Teachers - Representation from all strands	8
Assistant Principals	9
Facilities Maintenance/Building and Grounds Crew	2
School Nurses	5
<b>Total</b>	<b>110</b>



The comments made by focus group participants are summarized in the remainder of this chapter. It is important to note that the views shared in this summary are not necessarily supported by Evergreen. Information that may identify the participant has been removed.

Comments and feedback have been organized into the following four sections:

- 2.1 General Feedback
- 2.2 Compensation
- 2.3 Classification
- 2.4 Summary

## 2.1 GENERAL FEEDBACK

Although the purpose of the focus group sessions was to discuss compensation practices, the first two questions asked by Evergreen consultants provided feedback related to issues beyond these two topics. In some cases, even questions related specifically to compensation yielded feedback outside of these domains. This section provides feedback received unrelated to compensation, 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 Montgomery County Public Schools included:

- **Environment** – Focus group participants were unanimous in sharing that they truly enjoy working with students knowing that they are able to make a difference in their lives. Employees also shared that Montgomery County is a friendly place to live and work. They appreciated job security and benefits as well.
- **Culture** – The culture of respect and collaboration was noted as a strength of Montgomery County Public Schools, and identified as a reason why employees remain with the Division. The Division’s focus is clearly on student engagement and success.
- **Schedule** – Many employees shared that they remain at the Division in order to maintain a schedule that allows them to be home with their children before and/or after school, as well as during summer, holidays, and vacations.

## 2.2 COMPENSATION

Feedback on compensation, being a main focus of this study, was solicited most heavily as part of the focus groups. The most prevalent issues related to internal pay equity, as well as issues of equity with the external labor market. Participants provided feedback on issues and concerns with the current compensation models. This section summarizes employee feedback related to compensation.



Specific feedback shared by employees related to compensation practices included the following:

- **External Equity** – Feedback on the competitiveness of pay in Montgomery County Public Schools was mixed—with some employees sharing that the Division’s pay is higher than other divisions, and others sharing it is lower than what is offered in the labor market. Specific classifications perceived as being compensated severely below market average or thought to have issues with equity included the positions of elementary principal, elementary assistant principal, administrative assistant, paraprofessional, information technology classifications, and nurses.
- **Pay Increases** – In recent years, too many salaries have been frozen and not made up in subsequent years. Also for the most part, there has been no salary increases for employees who reach the top of their schedules. Referring to two recent pay increases as recommended in Evergreen’s previous study in MCPS, employees were grateful, but stated that more back pay needs to be provided.
- **Principal/Assistant Principal Issues** - Principals consistently affirmed that they are not paid the same—it is the discretion of the incumbent Superintendent as to what they are paid—when they come into division or are promoted. Some principals have gotten salary increases with no promotions at the discretion of Superintendent. Assistant Principals stated there is no monetary incentive to be promoted from Assistant Principal to Principal. Some Assistant Principals reportedly make more money than principals. Also, there is no fiscal incentive for Principals to move to larger schools.
- **Incentive Pay** - Incentive pay for part-time employees was provided to assist with the lack of health care. Since the implementation of the Affordable Health Care Act in 2015, this has been an issue. Incentive pay has been placed on hold for new part-time employees who started in Fall 2015 until the results of this Evergreen study are available.
- **Steps on Salary Schedules** – The step scales are not enforced fairly and consistently. Teachers who have been hired externally tend to have higher salaries. Moreover, steps are not equal to years of experience. In summary, there is too much inconsistency in the number of steps among salary schedules.
- **Benefits** – Most full-time employees were pleased with Division’s individual health insurance; however, they noted that the cost of the family plan is expensive.
- **Educational Attainment Additives** – Many teachers stated that there is little incentive to receive national board certification. Others noted that the incentive for achieving master’s or doctorate degrees is minimal. Also, there is no education specialist category. Building and grounds workers stated there is no incentive to get additional licenses.



- **Supplements** – Many interviewees stated that there are few supplements and that the number of supplements has decreased through the years. Elementary teachers and instructional coaches do not receive a supplement, and mentor teachers reportedly only receive \$100 per year. Several employees noted that MCPS supplements are not competitive with other school divisions.
- **Cafeteria Workers** – There is inconsistency in how cafeteria workers are paid. No overtime is reportedly provided for cafeteria workers. Cafeteria workers who receive certification only get 0\$.10 more per hour.

## 2.3 CLASSIFICATION

Some classification issues were identified including:

- **Number of Schedules** - Many employees stated there are too many salary schedules and each have their own number of steps. There is no uniformity in levels and steps among the various schedules. For example, buildings/grounds and custodians stop at Step 12; others go to Step 15.
- **Administrative Assistants** – The classification and compensation issues and recommendations identified in the 2010 study were never implemented for Administrative Assistants.
- **Specific Positions** - Classification issues for specific positions include the following:
  - Central Office Administrative Assistants are all at Level I.
  - Public Information Officer is not on the administrative salary schedule.
  - Nurses have no steps; they are just hourly employees and some have gotten no increase in several years. Nurses, however, do receive longevity pay.
  - Some Level I Supervisors and Coordinators should be Level II and III.
  - Some Directors (e.g., Human Resources) have higher level secretaries than others.

## 2.4 SUMMARY

Employee feedback reported above represents common issues that exist in many organizations. The feedback received by the Evergreen Team during outreach was very positive when considered as a whole. Employees believe that the Montgomery County Public Schools is a good place to work—attributed to the positive work environment, appealing culture, and caring co-workers. However, it is apparent that employees perceive weaknesses in certain areas related to compensation.





The Evergreen Team uses the information in this chapter as one component of the groundwork for this study. The comments and suggestions received during the outreach sessions are considered throughout the remainder of the study, including the market survey contained in **Chapter 4** and the development of recommendations described in **Chapter 5** of this report.



## Chapter 3 – Assessment of Current Conditions

**Chapter 3** contains an assessment of the current classification and compensation system in Montgomery County Public Schools (MCPS). The information contained in this chapter was captured at the start of the study, and should be considered a snapshot in time. The analysis includes employee counts by department and salary scale level; an analysis of employee class tenure; and an assessment of employee salary placement and salary compression. By reviewing these measures, Evergreen Solutions is able to identify potential issues for both further review and revision; however, this analysis is not sufficient for recommendations when considered in isolation.

### **3.1 ANALYSIS OF SALARY SCALES**

MCPS uses eight distinct step-based salary scales—all of which are included in this study. **Exhibits 3A through 3H** display the Division's 2015-16 salary scales. The study includes a total of 118 classifications across all salary scales.

**Exhibit 3A** displays the **Administrative Salary Scale**. As can be seen, the Administrative Salary Scale contains nine levels—with 21 steps per level—and a consistent range spread of 38.7 percent. Range spread is defined as the percentage difference between minimum and maximum of the pay grade, and is typically set between 50 and 70 percent according to best practice. It is important to note that peer range spread should also be considered when determining an appropriate range spread for the Division.

Midpoint progression—or the percent by which the midpoint of each level increases from one level to the next—is inconsistent throughout the Administrative Salary Scale. Specifically, midpoint progression ranges from a low of 1.8 percent to a high of 12.0 percent. According to best practice, midpoint progression is generally set at between 3 and 5 percent, and is kept consistent across the scale. Step progression—or the percent increase from one step to the next—is also slightly inconsistent, varying between 1.6 and 1.7 percent.

The **Teacher Salary Scale**, displayed in **Exhibit 3B**, contains five levels designed to reward employees for educational attainment with a flat dollar increase. The educational incentive value ranges from \$1,050 for 20 credit hours beyond a Bachelor's degree to \$3,150 for a Doctorate. The Teacher Scale contains 31 steps, with step progression varying between 1.6 and 1.7 percent. Range spread varies from a low of 55.6 percent to a high of 60.3 percent. Midpoint progression is not as critical in this salary scale, as there are not pay grades that exist independently of classification titles; that is, the value of the grade/level is tied directly to the position itself and therefore, alignment with market value is completed by adjusting the grade/level itself versus simply adjusting the classification to a new pay grade more in line with market value.



**EXHIBIT 3A  
CURRENT ADMINISTRATIVE SALARY SCALE**

Step	Level I	Level II	Level III	Level IV	Level V	Level VI	Level VII	Level VIII	Level IX
0	\$58,950.00	\$60,151.00	\$67,367.00	\$68,575.00	\$69,775.00	\$73,384.00	\$78,195.00	\$84,207.00	\$90,227.00
1	\$59,923.00	\$61,144.00	\$68,479.00	\$69,706.00	\$70,926.00	\$74,595.00	\$79,485.00	\$85,597.00	\$91,717.00
2	\$60,911.00	\$62,152.00	\$69,609.00	\$70,856.00	\$72,096.00	\$75,825.00	\$80,796.00	\$87,009.00	\$93,230.00
3	\$61,916.00	\$63,177.00	\$70,757.00	\$72,025.00	\$73,285.00	\$77,077.00	\$82,130.00	\$88,445.00	\$94,769.00
4	\$62,938.00	\$64,220.00	\$71,925.00	\$73,213.00	\$74,495.00	\$78,348.00	\$83,485.00	\$89,905.00	\$96,333.00
5	\$63,975.00	\$65,279.00	\$73,112.00	\$74,420.00	\$75,723.00	\$79,641.00	\$84,861.00	\$91,389.00	\$97,922.00
6	\$65,031.00	\$66,356.00	\$74,319.00	\$75,649.00	\$76,973.00	\$80,955.00	\$86,262.00	\$92,897.00	\$99,537.00
7	\$66,104.00	\$67,452.00	\$75,545.00	\$76,897.00	\$78,243.00	\$82,291.00	\$87,685.00	\$94,430.00	\$101,180.00
8	\$67,194.00	\$68,565.00	\$76,792.00	\$78,165.00	\$79,534.00	\$83,649.00	\$89,132.00	\$95,988.00	\$102,850.00
9	\$68,303.00	\$69,696.00	\$78,059.00	\$79,455.00	\$80,847.00	\$85,029.00	\$90,602.00	\$97,573.00	\$104,546.00
10	\$69,430.00	\$70,845.00	\$79,347.00	\$80,766.00	\$82,182.00	\$86,431.00	\$92,098.00	\$99,183.00	\$106,270.00
11	\$70,575.00	\$72,014.00	\$80,656.00	\$82,098.00	\$83,538.00	\$87,857.00	\$93,617.00	\$100,819.00	\$108,025.00
12	\$71,740.00	\$73,203.00	\$81,988.00	\$83,453.00	\$84,916.00	\$89,307.00	\$95,163.00	\$102,482.00	\$109,806.00
13	\$72,924.00	\$74,410.00	\$83,340.00	\$84,830.00	\$86,317.00	\$90,781.00	\$96,732.00	\$104,173.00	\$111,619.00
14	\$74,127.00	\$75,637.00	\$84,716.00	\$86,229.00	\$87,742.00	\$92,278.00	\$98,329.00	\$105,892.00	\$113,460.00
15	\$75,350.00	\$76,885.00	\$86,114.00	\$87,651.00	\$89,189.00	\$93,802.00	\$99,951.00	\$107,640.00	\$115,332.00
16	\$76,593.00	\$78,154.00	\$87,535.00	\$89,098.00	\$90,661.00	\$95,348.00	\$101,600.00	\$109,416.00	\$117,235.00
17	\$77,857.00	\$79,444.00	\$88,980.00	\$90,570.00	\$92,156.00	\$96,922.00	\$103,276.00	\$111,222.00	\$119,169.00
18	\$79,142.00	\$80,754.00	\$90,448.00	\$92,063.00	\$93,676.00	\$98,521.00	\$104,979.00	\$113,057.00	\$121,136.00
19	\$80,448.00	\$82,086.00	\$91,940.00	\$93,583.00	\$95,222.00	\$100,147.00	\$106,712.00	\$114,922.00	\$123,134.00
20	\$81,776.00	\$83,441.00	\$93,457.00	\$95,127.00	\$96,793.00	\$101,798.00	\$108,472.00	\$116,819.00	\$125,166.00
<b>Midpoint Progression</b>	-	2.0%	12.0%	1.8%	1.8%	5.2%	6.6%	7.7%	7.1%
<b>Range Spread</b>	38.7%	38.7%	38.7%	38.7%	38.7%	38.7%	38.7%	38.7%	38.7%

**EXHIBIT 3B  
CURRENT TEACHER SALARY SCALE**

Step	Bachelor's	Bachelor's+20	Master's	Master's+20	Doctorate
0	\$37,011.00	\$38,061.00	\$39,111.00	\$39,636.00	\$40,161.00
1	\$37,011.00	\$38,061.00	\$39,111.00	\$39,636.00	\$40,161.00
2	\$37,011.00	\$38,061.00	\$39,111.00	\$39,636.00	\$40,161.00
3	\$37,642.00	\$38,692.00	\$39,742.00	\$40,267.00	\$40,792.00
4	\$38,280.00	\$39,330.00	\$40,380.00	\$40,905.00	\$41,430.00
5	\$38,932.00	\$39,982.00	\$41,032.00	\$41,557.00	\$42,082.00
6	\$39,593.00	\$40,643.00	\$41,693.00	\$42,218.00	\$42,743.00
7	\$40,265.00	\$41,315.00	\$42,365.00	\$42,890.00	\$43,415.00
8	\$40,950.00	\$42,000.00	\$43,050.00	\$43,575.00	\$44,100.00
9	\$41,646.00	\$42,696.00	\$43,746.00	\$44,271.00	\$44,796.00
10	\$42,354.00	\$43,404.00	\$44,454.00	\$44,979.00	\$45,504.00
11	\$43,075.00	\$44,125.00	\$45,175.00	\$45,700.00	\$46,225.00
12	\$43,806.00	\$44,856.00	\$45,906.00	\$46,431.00	\$46,956.00
13	\$44,552.00	\$45,602.00	\$46,652.00	\$47,177.00	\$47,702.00
14	\$45,309.00	\$46,359.00	\$47,409.00	\$47,934.00	\$48,459.00
15	\$46,080.00	\$47,130.00	\$48,180.00	\$48,705.00	\$49,230.00
16	\$46,864.00	\$47,914.00	\$48,964.00	\$49,489.00	\$50,014.00
17	\$47,660.00	\$48,710.00	\$49,760.00	\$50,285.00	\$50,810.00
18	\$48,470.00	\$49,520.00	\$50,570.00	\$51,095.00	\$51,620.00
19	\$49,293.00	\$50,343.00	\$51,393.00	\$51,918.00	\$52,443.00
20	\$50,132.00	\$51,182.00	\$52,232.00	\$52,757.00	\$53,282.00
21	\$50,984.00	\$52,034.00	\$53,084.00	\$53,609.00	\$54,134.00
22	\$51,850.00	\$52,900.00	\$53,950.00	\$54,475.00	\$55,000.00
23	\$52,732.00	\$53,782.00	\$54,832.00	\$55,357.00	\$55,882.00
24	\$53,629.00	\$54,679.00	\$55,729.00	\$56,254.00	\$56,779.00
25	\$54,540.00	\$55,590.00	\$56,640.00	\$57,165.00	\$57,690.00
26	\$55,467.00	\$56,517.00	\$57,567.00	\$58,092.00	\$58,617.00
27	\$56,410.00	\$57,460.00	\$58,510.00	\$59,035.00	\$59,560.00
28	\$57,368.00	\$58,418.00	\$59,468.00	\$59,993.00	\$60,518.00
29	\$58,345.00	\$59,395.00	\$60,445.00	\$60,970.00	\$61,495.00
30	\$59,337.00	\$60,387.00	\$61,437.00	\$61,962.00	\$62,487.00
Education Value	-	\$1,050.00	\$2,100.00	\$2,625.00	\$3,150.00
Range Spread	60.3%	58.7%	57.1%	56.3%	55.6%



**Exhibit 3C** displays the **Professional Salary Scale**, which provides pay levels and steps for the classification titles of Occupational and Physical Therapists, Speech Language Pathologists, Interpreters, and related Assistants. The Professional Salary Scale contains only two levels. The first level contains nine (9) steps with a consistent step progression of 1.7 percent, while the second level contains 21 steps, with step progression varying between 2.4 and 2.5 percent. Range spread is 14.4 percent for Level I and 62.3 percent for Level II.

**EXHIBIT 3C  
CURRENT PROFESSIONAL SALARY SCALE**

Step	Level I	Level II
0	\$36,644.00	\$38,121.00
1	\$37,269.00	\$39,054.00
2	\$37,900.00	\$40,012.00
3	\$38,546.00	\$40,991.00
4	\$39,201.00	\$41,996.00
5	\$39,867.00	\$43,025.00
6	\$40,545.00	\$44,079.00
7	\$41,234.00	\$45,159.00
8	\$41,935.00	\$46,265.00
9	-	\$47,399.00
10	-	\$48,560.00
11	-	\$49,750.00
12	-	\$50,969.00
13	-	\$52,217.00
14	-	\$53,497.00
15	-	\$54,807.00
16	-	\$56,150.00
17	-	\$57,525.00
18	-	\$58,935.00
19	-	\$60,379.00
20	-	\$61,858.00
<b>Range Spread</b>	<b>14.4%</b>	<b>62.3%</b>

**Exhibit 3D** displays the **Administrative Assistant Salary Scale**. As can be seen, the Administrative Assistant Salary Scale contains three levels, with 18 steps per level, and a range spread ranging from 51.6 percent to 52.7 percent. Step progression ranges from 2.2 to 4.9 percent. Finally, midpoint progression is 3.2 percent between Level I and II, and 24.1 percent between Level II and III. In 2010, the Division performed a Compensation Study focusing on work disparity within the Administrative Assistant Salary Scale. The study found that some employees were working beyond the scope of their job descriptions, and there were disparities in employee workload between schools. The report recommended increasing the number of levels within the Administrative Assistant Salary Scale to four (in order to provide more flexibility in slotting classifications), and slotting several employees into the new level. However, this study's recommendations were not implemented.



**EXHIBIT 3D**  
**CURRENT ADMINISTRATIVE ASSISTANT SALARY SCALE**

Step	Level I	Level II	Level III
1	\$25,138.00	\$25,945.00	\$32,345.00
2	\$25,704.00	\$26,529.00	\$33,073.00
3	\$26,283.00	\$27,125.00	\$33,817.00
4	\$26,874.00	\$27,736.00	\$34,578.00
5	\$27,478.00	\$28,359.00	\$35,356.00
6	\$28,096.00	\$28,997.00	\$36,152.00
7	\$28,729.00	\$29,649.00	\$36,965.00
8	\$29,376.00	\$30,317.00	\$37,797.00
9	\$30,036.00	\$30,999.00	\$38,647.00
10	\$30,712.00	\$31,696.00	\$39,517.00
11	\$31,404.00	\$32,410.00	\$40,405.00
12	\$32,110.00	\$33,139.00	\$41,315.00
13	\$32,831.00	\$33,885.00	\$42,244.00
14	\$33,570.00	\$34,647.00	\$43,195.00
15	\$34,326.00	\$35,427.00	\$44,167.00
16	\$35,098.00	\$36,223.00	\$45,160.00
17	\$36,576.00	\$37,785.00	\$46,950.00
18	\$38,375.00	\$39,610.00	\$49,039.00
<b>Midpoint Progression</b>	-	3.2%	24.1%
<b>Range Spread</b>	52.7%	52.7%	51.6%

**Exhibit 3E** displays the **Administrative Aide Salary Scale**. As can be seen, the Administrative Aide Salary Scale contains only one level, with 14 steps and a range spread of 39.5 percent. Step progression for the Administrative Aide Salary Scale is inconsistent and ranges from 2.3 to 3.0 percent.

**Exhibit 3F** displays the **Support Salary Scale**. As can be seen, the Support Salary Scale contains six levels—each with 12 steps and range spreads from 11.8 to 43.5 percent. Midpoint progression for the Support Salary Scale is inconsistent, and ranges from 12.5 percent to 30.7 percent. Step progression for this scale is also inconsistent, ranging from 1.0 to 4.0 percent.



**EXHIBIT 3E  
CURRENT ADMINISTRATIVE AIDE SALARY SCALE**

Step	Administrative Aide
1	\$20,883.20
2	\$21,424.00
3	\$22,068.80
4	\$22,713.60
5	\$23,358.40
6	\$24,003.20
7	\$24,648.00
8	\$25,292.80
9	\$25,937.60
10	\$26,582.40
11	\$27,227.20
12	\$27,872.00
13	\$28,516.80
14	\$29,161.60
<b>Range Spread</b>	<b>39.5%</b>

**EXHIBIT 3F  
CURRENT SUPPORT SALARY SCALE**

Step	Level I	Level II	Level III	Level IV	Level V	Level VI
1	\$20,223.00	\$29,025.00	\$36,410.00	\$43,974.00	\$52,003.00	\$58,949.00
2	\$21,023.00	\$29,597.00	\$37,098.00	\$44,606.00	\$52,633.00	\$59,580.00
3	\$21,823.00	\$30,171.00	\$37,785.00	\$45,238.00	\$53,265.00	\$60,211.00
4	\$22,624.00	\$30,743.00	\$38,473.00	\$45,869.00	\$53,897.00	\$60,843.00
5	\$23,423.00	\$31,317.00	\$39,161.00	\$46,500.00	\$54,529.00	\$61,475.00
6	\$24,223.00	\$31,890.00	\$39,849.00	\$47,132.00	\$55,159.00	\$62,105.00
7	\$25,023.00	\$32,463.00	\$40,537.00	\$47,764.00	\$55,791.00	\$62,737.00
8	\$25,824.00	\$33,036.00	\$41,223.00	\$48,395.00	\$56,423.00	\$63,369.00
9	\$26,624.00	\$33,609.00	\$41,911.00	\$49,026.00	\$57,055.00	\$64,001.00
10	\$27,424.00	\$34,182.00	\$42,599.00	\$49,658.00	\$57,685.00	\$64,631.00
11	\$28,225.00	\$34,755.00	\$43,287.00	\$50,290.00	\$58,317.00	\$65,263.00
12	\$29,025.00	\$35,329.00	\$43,974.00	\$50,921.00	\$58,949.00	\$65,895.00
<b>Midpoint Progression</b>	-	<b>30.7%</b>	<b>24.9%</b>	<b>18.1%</b>	<b>16.9%</b>	<b>12.5%</b>
<b>Range Spread</b>	<b>43.5%</b>	<b>21.7%</b>	<b>20.8%</b>	<b>15.8%</b>	<b>13.4%</b>	<b>11.8%</b>



**Exhibit 3G** displays the **Bus Salary Scale**. As can be seen, the Bus Salary Scale contains two levels—one for Bus Drivers and one for Bus Aides. Each level contains 21 steps. The Bus Driver level has a range spread of 36.1 percent, and an inconsistent step progression ranging from 1.3 to 1.8 percent. The Bus Aide level has a range spread of 36.1 percent, and an inconsistent step progression ranging from 1.0 to 1.4 percent.

**EXHIBIT 3G  
CURRENT BUS SALARY SCALE**

Step	Bus Driver	Bus Aide
1	\$29,660.80	\$29,660.80
2	\$30,201.60	\$30,201.60
3	\$30,742.40	\$30,742.40
4	\$31,283.20	\$31,283.20
5	\$31,803.20	\$31,803.20
6	\$32,344.00	\$32,344.00
7	\$32,884.80	\$32,884.80
8	\$33,425.60	\$33,425.60
9	\$33,945.60	\$33,945.60
10	\$34,486.40	\$34,486.40
11	\$35,027.20	\$35,027.20
12	\$35,568.00	\$35,568.00
13	\$36,108.80	\$36,108.80
14	\$36,628.80	\$36,628.80
15	\$37,169.60	\$37,169.60
16	\$37,710.40	\$37,710.40
17	\$38,230.40	\$38,230.40
18	\$38,771.20	\$38,771.20
19	\$39,312.00	\$39,312.00
20	\$39,852.80	\$39,852.80
21	\$40,372.80	\$40,372.80
<b>Range Spread</b>	<b>36.1%</b>	<b>36.1%</b>

**Exhibit 3H** displays the **Nutrition Salary Scale**. The Nutrition Salary Scale contains five levels—one each for Managers, Assistant Managers, Field Managers, Nutrition Employees, and Nutrition Substitutes. Each level contains 15 steps. Range spread across all levels ranges from a low of 38.5 percent to a high of 51.9 percent. Step progression ranges from a low of 0.0 percent to a high of 8.0 percent, and is highly inconsistent across all pay grades and ranges.





**EXHIBIT 3H  
CURRENT NUTRITION SALARY SCALE**

Step	Manager	Asst. Manager	Field Manager	Employees	Subs
1	\$23,836.80	\$21,590.40	\$28,584	\$18,220.80	\$15,870.40
2	\$24,065.60	\$22,027.20	\$29,299	\$18,636.80	\$16,286.40
3	\$24,273.60	\$22,484.80	\$30,031	\$19,073.60	\$16,806.40
4	\$25,625.60	\$23,150.40	\$30,781	\$19,926.40	\$17,222.40
5	\$26,977.60	\$24,273.60	\$31,551	\$21,112.00	\$17,638.40
6	\$28,787.20	\$25,750.40	\$32,340	\$22,068.80	\$17,971.20
7	\$29,910.40	\$26,520.00	\$33,148	\$23,254.40	\$18,387.20
8	\$30,700.80	\$26,977.60	\$33,977	\$24,003.20	\$19,739.20
9	\$31,470.40	\$27,310.40	\$34,826	\$24,544.00	\$21,320.00
10	\$32,260.80	\$27,664.00	\$35,698	\$25,064.00	\$22,692.80
11	\$33,051.20	\$28,100.80	\$36,589	\$25,292.80	\$22,692.80
12	\$33,841.60	\$28,558.40	\$37,504	\$25,500.80	\$22,692.80
13	\$34,632.00	\$28,995.20	\$38,442	\$25,708.80	\$22,692.80
14	\$35,422.40	\$29,452.80	\$39,402	\$25,937.60	\$22,692.80
15	\$36,212.80	\$29,910.40	\$40,388	\$26,145.60	\$22,692.80
<b>Range Spread</b>	<b>51.9%</b>	<b>38.5%</b>	<b>41.3%</b>	<b>43.5%</b>	<b>43.0%</b>

Based on this analysis of existing salary scales, the following weaknesses were identified:

- Salary scales are used inconsistently throughout the Division. In some cases, levels are used to denote specific salary ranges, and classifications are assigned one of those levels. For example, on the Support salary scale, classifications are assigned a level between Level I and Level VI. In other cases, the range, level, and classification are treated as one in the same (such is the case with Bus Driver and Bus Aides). While this is common for teacher salary scales, it is not common practice for other positions such as Bus Drivers, Bus Aides, and nutrition employees.
- The use of scales with different numbers of steps and range spreads provides for inequities in pay progression in the Division— sacrificing clarity and simplicity in the interest of providing virtually customized range spreads for many classifications. For example, on the Nutrition salary scale, the Assistant Manager level has a range spread of 38.5 percent while the Manager level has a range spread of 51.9 percent. While the number of steps is the same for both levels, the use of different range spreads provides for disproportionate salary progression over the course of a career in these classifications.



- Range spreads are very inconsistent—ranging from a low of 14.4 percent to a high of 62.3 percent. Best practice suggests a consistent range spread between 50.0 and 70.0 percent; however, market range spreads at peer organizations (see **Chapter 4**) should also be considered when determining an appropriate range spread for the Division. As an example, the current Administrator salary scale has a consistent range spread of 38.7—well below the best practice range spread of 50 percent and the market average range spread for administrator positions of 59.2 percent. With a narrower range spread than market, the salary growth of administrators at MCPS is not competitive with market peers.
- The number of steps varies between nine (9) and 31 steps across all scales. While there is no best practice pertaining to the number of steps in a given range, an inconsistent number of steps can lead to potential disparities in increases and earnings. Generally, the number of steps correlates closely to the expected length of a career, is generally between 15 and 30 steps, and is kept relatively consistent for all scales in an organization. For example, for a Bus Driver, it takes 21 steps to reach the top of the pay grade, whereas for an Administrative Aide it takes only 14 steps. This means that it takes Bus Driver's longer to reach pay grade maximum than it does other employees.
- Step progression, or the percentage increase an employee receives from one step to the next, varies drastically across scales and levels. For example, between some steps in the Nutrition Manager level, the step progression is as high as 8.0 percent, whereas for other levels the step progression is as low as 0.0 percent. Step progressions that are too low put the Division at risk for retention issues, and inconsistency can lead to inequities in compensation. The practice of varying step progression is sometimes used for recruitment of employees with a certain level of education or experience, but generally does so at the expense of employees at other levels of education and/or experience. As an example, in the current Teacher Salary Scale, employees with a Bachelor's degree receive increases of 1.7 percent from one step to the next; however, employees with a Doctorate receive step increases of 1.6 percent. In addition, between Steps 0 and 1, and Steps 1 and 2, employees receive no increases at all levels of the Teacher Salary Scale. Use of inconsistent step progression forces the Division to give different salary increases across all employees.

### 3.2 LEVEL PLACEMENT ANALYSIS

When assessing the effectiveness of an organization's salary scales and policies, it is helpful to analyze where employee salaries stand in comparison to their classification's level range. In general, an employee at their classification's level minimum generally indicates that they are a newer employee or have been recently promoted into their classification; and therefore have not had the opportunity or experience needed to progress through the range. By contrast, an employee at or near the maximum of their salary level is generally an employee who has had the opportunity or experience necessary to progress to the top of the range, or an employee that may be nearing an opportunity for promotion. Analyzing placement of employees in their range and years of experience provides insight into how



well and equitably the organization is progressing employees through their assigned pay grade.

**Exhibits 3I** displays the MCPS employees compensated at their classification's level minimum or maximum, as well as a breakdown of employees whose salaries fall outside their salary level range. The percentages presented are based on the total number of employees in that level. All salary scales have been condensed into a single exhibit. For the purpose of this analysis, all employee salaries were normalized to a full 2080 hour work year, with the exception of employees on the Teacher and Professional scales, which were normalized to 1500 hours. Several classifications (and a total of 25 employees) are excluded from this analysis as they are compensated at a fixed rate and are not assigned to a range. These titles include Before- and After-School Coordinator, ISAEP Aide, ISAEP Teacher, Nurse, Parent Resource Coordinator, and Dietician.

In general, minimum and maximum of each level defines the thresholds within which assigned employees should be compensated. However, as can be seen from **Exhibit 3I**, 12.4 percent of employees across all scales are compensated above their level maximum. For example, on the Support Salary Scale at Level 1, 22.7 percent of employees are compensated above the level maximum. This is the result of the policy to offer compensation to long-tenured employees that exceeds the maximum step value.

**EXHIBIT 3I  
EMPLOYEES AT MINIMUM AND MAXIMUM BY LEVEL**

Salary Scale	Level	Number of Employees	Below Min		At Min		At Max		Above Max	
			#	%	#	%	#	%	#	%
Admin Assist	AA 1	59	0	0.0%	0	0.0%	0	0.0%	23	39.0%
	AA 2	14	0	0.0%	0	0.0%	0	0.0%	9	64.3%
	AA 3	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Admin	Admin 1	18	5	27.8%	0	0.0%	0	0.0%	1	5.6%
	Admin 2	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Admin 3	17	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Admin 4	9	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Admin 5	12	0	0.0%	0	0.0%	0	0.0%	1	8.3%
	Admin 6	5	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	Admin 7	5	0	0.0%	0	0.0%	0	0.0%	1	20.0%
	Admin 8	5	0	0.0%	0	0.0%	0	0.0%	1	20.0%
Aide	Aide	253	0	0.0%	67	26.5%	20	7.9%	35	13.8%
Bus Emp.	Bus Aide	16	0	0.0%	0	0.0%	0	0.0%	5	31.3%
	Bus Driver	91	0	0.0%	0	0.0%	0	0.0%	24	26.4%
Nutrition	Nutrition Employee	71	0	0.0%	6	8.5%	8	11.3%	4	5.6%
	Nutrition Manager	21	0	0.0%	0	0.0%	3	14.3%	1	4.8%
Professional	Professional 1	6	0	0.0%	0	0.0%	0	0.0%	3	50.0%
	Professional 2	6	0	0.0%	0	0.0%	0	0.0%	3	50.0%
Support	Support 1	88	0	0.0%	4	4.5%	19	21.6%	20	22.7%
	Support 2	28	0	0.0%	0	0.0%	0	0.0%	15	53.6%
	Support 3	35	1	2.9%	0	0.0%	0	0.0%	9	25.7%
	Support 4	6	0	0.0%	0	0.0%	0	0.0%	3	50.0%
	Support 5	6	0	0.0%	0	0.0%	0	0.0%	2	33.3%
	Support 6	3	0	0.0%	0	0.0%	0	0.0%	1	33.3%
Teacher	Teacher	851	5	0.6%	38	4.5%	0	0.0%	41	4.8%
<b>Overall</b>		<b>1,631</b>	<b>11</b>	<b>0.7%</b>	<b>115</b>	<b>7.1%</b>	<b>50</b>	<b>3.1%</b>	<b>203</b>	<b>12.4%</b>



When employees are compensated above the maximum of their pay grade, it suggests that the compensation system is arbitrary, or that the Division has recognized that pay ranges are outdated and do not allow for the recruitment and retention of quality staff—necessitating the compensation of employees outside of the established thresholds.

The weaknesses identified through this level placement analysis include: there is a significant percentage of employees above the maximum of their salary level; and there are several employees compensated below their level minimum.

### 3.3 QUARTILE ANALYSIS

In a quartile analysis, each salary level possessing at least one full-time employee is divided into four equal segments, or quartiles, and employees are assigned a quartile based on which one their salary falls into. Specifically, quartile one is defined as the first 25 percent of the range; quartile two is defined as between 25 and 50 percent of the range; quartile three is defined as between 50 and 75 percent of the range; and quartile four is defined as between 75 and 100 percent of the range. This analysis can reveal areas of compression within a compensation system, by identifying areas where a large percentage of employees are concentrated in a particular quartile. **Note that employees that were found to be outside their level ranges (under minimum or over maximum) are not included in this analysis as they do not fall into a specific quartile.**

**Exhibit 3J** shows the number of employees that are in each quartile of each salary level and the average class years of those employees by salary scale. The exhibit displays the total number of employees in each level in Column 3 as well as the number of employees in each quartile; the number of employees in each quartile as a percentage of total employees in the level; and the average tenure of employees in each quartile. When the average tenure in any quartile exceeds the average tenure of employees in any higher quartile, it can be a sign that compression exists and that employees are not progressing equitably through their pay levels. Based on the data, employee tenure reveals an increasing average tenure when moving from one quartile to the next. However, this trend stops in the fourth quartile wherein the average tenure decreases by 0.2 years. However, the discrepancies in the number of steps between each scale can skew these results, as employees in scales with a lower number of steps are more likely to be above their respective level maximum, per MCPS policy.

**Exhibit 3K** displays the same information from **Exhibit 3J** but in a graphical format. The exhibit displays each salary level, and the percentage of employees that fall into each quartile within that level. Red bars indicate quartile one, yellow bars quartile two, green bars quartile three, and blue bars quartile four. The figures provided above the bars indicate average tenure for the group of employees in that quartile. In reviewing the chart, areas where average tenure is greater in a lower quartile than higher quartiles within any level indicate potential compression. For example, in the “Admin 1” level, employees in quartile three have average tenure of 25.6 years; however, in the higher quartile (quartile four), employees have average tenure of only 17.8 years. This indicates one area where employees with higher tenure are earning less than employees with lower tenure, and signifies a potential compression issue.



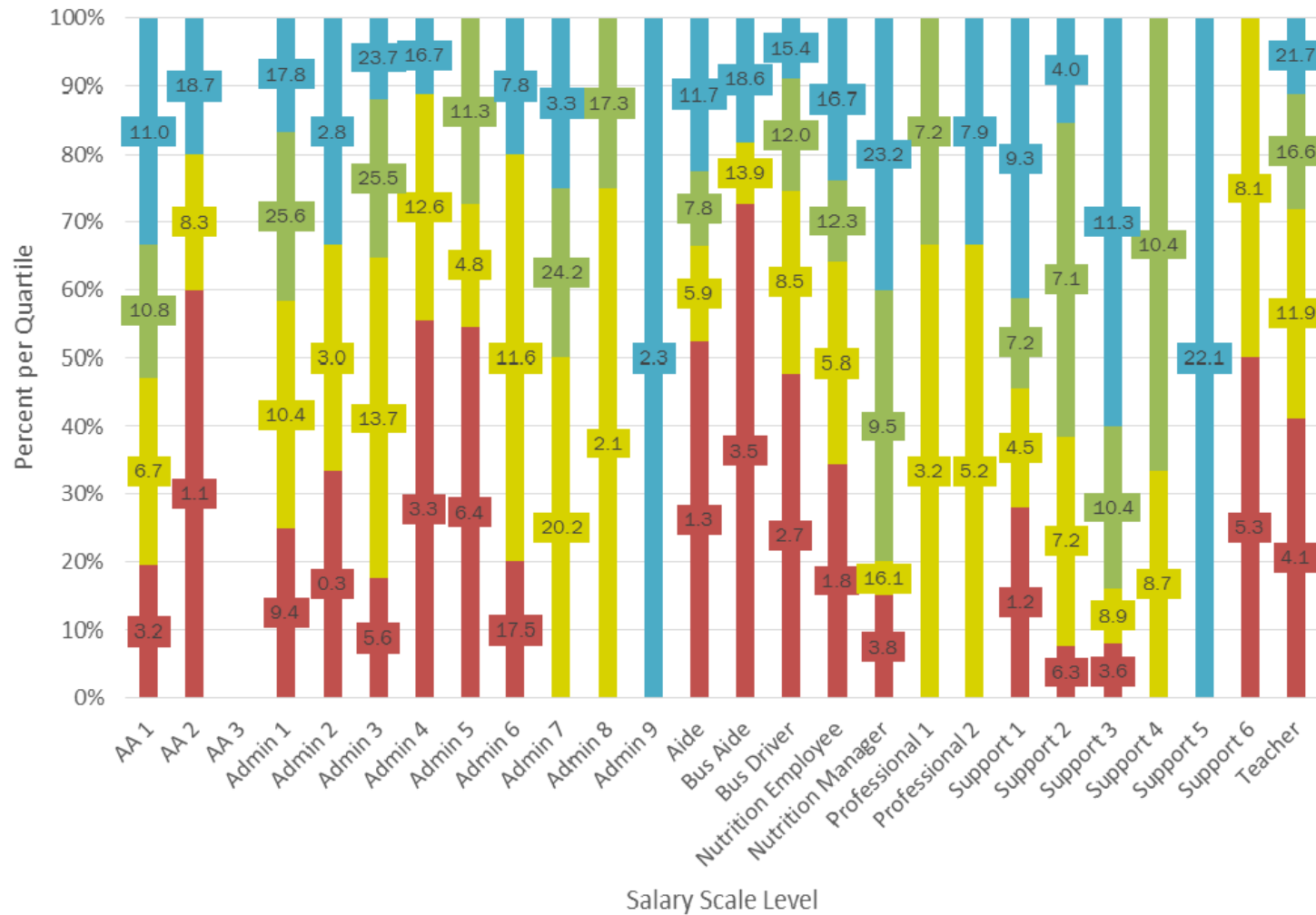
**EXHIBIT 3J  
QUARTILE ANALYSIS  
PERCENTAGE OF EMPLOYEES PER LEVEL AND AVERAGE TENURE\***

Pay Plan	Level	Number of Employees	Q1			Q2			Q3			Q4		
			#	%	Avg Tenure	#	%	Avg Tenure	#	%	Avg Tenure	#	%	Avg Tenure
Admin Assist	AA 1	36	7	19.4%	3.2	10	27.8%	6.7	7	19.4%	10.8	12	33.3%	11.0
	AA 2	5	3	60.0%	1.1	1	20.0%	8.3	0	0.0%	-	1	20.0%	18.7
	AA 3	0	0	-	-	0	-	-	0	-	-	0	-	-
Admin	Admin 1	12	3	25.0%	9.4	4	33.3%	10.4	3	25.0%	25.6	2	16.7%	17.8
	Admin 2	3	1	33.3%	0.3	1	33.3%	3.0	0	0.0%	-	1	33.3%	2.8
	Admin 3	17	3	17.6%	5.6	8	47.1%	13.7	4	23.5%	25.5	2	11.8%	23.7
	Admin 4	9	5	55.6%	3.3	3	33.3%	12.6	0	0.0%	-	1	11.1%	16.7
	Admin 5	11	6	54.5%	6.4	2	18.2%	4.8	3	27.3%	11.3	0	0.0%	-
	Admin 6	5	1	20.0%	17.5	3	60.0%	11.6	0	0.0%	-	1	20.0%	7.8
	Admin 7	4	0	0.0%	-	2	50.0%	20.2	1	25.0%	24.2	1	25.0%	3.3
	Admin 8	4	0	0.0%	-	3	75.0%	2.1	1	25.0%	17.3	0	0.0%	-
	Admin 9	2	0	0.0%	-	0	0.0%	-	0	0.0%	-	2	100.0%	2.3
Aide	Aide	218	114	52.3%	1.3	31	14.2%	5.9	24	11.0%	7.8	49	22.5%	11.7
Bus Emp.	Bus Aide	11	8	72.7%	3.5	1	9.1%	13.9	0	0.0%	-	2	18.2%	18.6
	Bus Driver	67	32	47.8%	2.7	18	26.9%	8.5	11	16.4%	12.0	6	9.0%	15.4
Nutrition	Nutrition Employee	67	23	34.3%	1.8	20	29.9%	5.8	8	11.9%	12.3	16	23.9%	16.7
	Nutrition Manager	20	3	15.0%	3.8	1	5.0%	16.1	8	40.0%	9.5	8	40.0%	23.2
Professional	Professional 1	3	0	0.0%	-	2	66.7%	3.2	1	33.3%	7.2	0	0.0%	-
	Professional 2	3	0	0.0%	-	2	66.7%	5.2	0	0.0%	-	1	33.3%	7.9
Support	Support 1	68	19	27.9%	1.2	12	17.6%	4.5	9	13.2%	7.2	28	41.2%	9.3
	Support 2	13	1	7.7%	6.3	4	30.8%	7.2	6	46.2%	7.1	2	15.4%	4.0
	Support 3	25	2	8.0%	3.6	2	8.0%	8.9	6	24.0%	10.4	15	60.0%	11.3
	Support 4	3	0	0.0%	-	1	33.3%	8.7	2	66.7%	10.4	0	0.0%	-
	Support 5	4	0	0.0%	-	0	0.0%	-	0	0.0%	-	4	100.0%	22.1
	Support 6	2	1	50.0%	5.3	1	50.0%	8.1	0	0.0%	-	0	0.0%	-
Teacher	Teacher	805	331	41.1%	4.1	248	30.8%	11.9	137	17.0%	16.6	89	11.1%	21.7
<b>Overall</b>		<b>1,417</b>	<b>563</b>	<b>39.7%</b>	<b>4.5</b>	<b>380</b>	<b>26.8%</b>	<b>8.8</b>	<b>231</b>	<b>16.3%</b>	<b>13.5</b>	<b>243</b>	<b>17.1%</b>	<b>13.3</b>

\*Note that employees whose salaries fall outside of their range are not included in this analysis.



### EXHIBIT 3K QUARTILE ANALYSIS PERCENTAGE OF EMPLOYEES PER SALARY LEVEL AND AVERAGE TENURE



This analytical tool is helpful in determining whether employee salaries are adequately distributed throughout the salary levels. Typically, it is expected that employee salaries, and thus quartile placement, increases as employee class tenure increases. While there are no set standards for the strength of this expected positive linear relationship, the correlation is expected to be generally healthy. While the relationship is generally healthy, there are pockets of compression that exist at the MCPS

The weaknesses identified in the analysis conducted in this section include:

- Though salaries appear to progress appropriately with tenure, the disparities in the number of steps found on each scale have resulted in some classifications reaching the range maximum far earlier than other classifications.
- The policy of compensating employees at a rate greater than their level maximum has resulted in salary placements that can be complicated for the Division to examine and validate.

### 3.4 PART-TIME INCENTIVE

In the past, MCPS has not provided health insurance to part-time employees. In lieu of insurance, an incentive of \$4,000 annually is offered to employees beginning their fourth year of employment, which increases to \$4,600 beginning in the 7<sup>th</sup> year, and increases again to \$5,200 beginning in the 12<sup>th</sup> year. In October 2015, the Division began offering health insurance to employees working 30 hours or more in compliance with the Affordable Care Act. In addition, part-time employees hired on or after the beginning of the 2015-16 school year are now not eligible for the incentive program.

However, existing employees will still receive the incentive in addition to health insurance coverage (for those who qualify). As such, the incentive can no longer be viewed as a benefit of employment at the Division, but rather an additional form of financial compensation in addition to the employees' base rate of pay. Therefore, when taking into consideration this added value, the actual hourly rate of employees still receiving the stipend is substantially greater than those employees in the same classification not receiving the stipend.

**Exhibit 3L** displays a brief analysis of the average impact of this incentive on the hourly rate of eligible employees. As can be seen, a total of 299 employees are currently eligible for the incentive. The average cost per employee hour is \$4.59—resulting in an annualized cost of \$1,418,252 paid by the Division each year.

Note that in **Chapter 4** of this report, Evergreen provides data and analysis on the percentage of peer organizations offering a stipend such as this to employees.



**EXHIBIT 3L  
PART-TIME INCENTIVE SUMMARY**

Tier	Incentive	Employees	Average Annual Hours	Average Hourly Incentive	Annual Cost Total
1	\$4,000.00	65	958.2	\$4.17	\$259,720.11
2	\$4,600.00	98	1,063.3	\$4.33	\$451,200.72
3	\$5,200.00	136	986.9	\$5.27	\$707,330.97
<b>Average/Total</b>	<b>\$4,600.00</b>	<b>100</b>	<b>1,002.8</b>	<b>\$4.59</b>	<b>\$1,418,252</b>

### 3.5 DEPARTMENT DISTRIBUTION AND TENURE

As of October 2015, MCPS employed 1,656 employees; all of whom were included in this section of the study. The following analyses are intended to provide basic information regarding how employees are distributed among division departments, as well as the tenure of employees.

Division employees are spread across 15 departments. **Exhibit 3M** depicts the number of classifications that are present in each department, along with the number and overall percentage of total employees by department. School-based employees were consolidated into a single “School” Department.

**EXHIBIT 3M  
EMPLOYEES BY DEPARTMENT**

Department	Number of Titles*	Number of Employees	% of Employees
Building and Grounds	7	14	0.8%
Central Office	37	63	3.8%
Child Care	1	1	0.1%
Custodial	1	1	0.1%
Detention	3	7	0.4%
Facilities Maintenance	8	12	0.7%
Future Works	1	1	0.1%
HVAC	6	11	0.7%
School	40	1,333	80.5%
School Nutrition	1	1	0.1%
Special Education	14	58	3.5%
Technology	9	29	1.8%
Transportation	7	120	7.2%
Warehouse	2	4	0.2%
Women's Resources	1	1	0.1%
<b>Total</b>	<b>138*</b>	<b>1,656</b>	<b>100.0%</b>

\*Contains count of duplicate titles in different departments.





As the exhibit illustrates, the largest departments are the School and Transportation Departments—accounting for 80.5 percent (1,333 employees) and 7.2 percent (120 employees) of the Division’s total work force, respectively.

Evaluating average employee tenure is another valuable tool by which the workforce can be demographically analyzed as it helps to understand the relative experience of the workforce and identify areas that might be experiencing high turnover. **Exhibit 3N** shows average employee tenure by salary level. Across all salary scales, data show that average tenure in the Division is approximately 10.3 years. The overall average tenure of Division employees is 30.3 percent higher than the national median, which, according to recent statistics from the Department of Labor, is 7.9 years for employees working for local public sector organizations<sup>1</sup>.

Level 5 of the Support Salary Scale, with 23.4 years, has the highest class tenure. The employees in this classification undoubtedly possess a wealth of institutional knowledge which, if lost without preparation, could leave the Division with a knowledge gap that could significantly affect the quality of services provided in the future. Lower than average tenure is also important to evaluate because it can identify positions with significant turnover or retention issues. Level 3 of the Administrative Assistant Salary Scale, with 0.7 years, has the lowest average class tenure.

In conclusion, the analyses provided in this chapter provide some evidence for weaknesses in the Division’s compensation system that should be addressed. Paired with market data contained in **Chapter 4** of this report, Evergreen provides recommendations in **Chapter 5** to address each weakness identified.

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<sup>1</sup> United States Department of Labor, Bureau of Labor Statistics. (November 2015). Employee Tenure Summary [Economic News Release]. Retrieved from <http://www.bls.gov/news.release/tenure.nr0.htm>



**EXHIBIT 3N  
EMPLOYEE TENURE BY LEVEL**

Pay Plan	Level	Number of EEs	Average Tenure
Admin Assist	AA 1	59	11.4
	AA 2	14	11.4
	AA 3	1	0.7
Admin	Admin 1	18	14.2
	Admin 2	3	2.0
	Admin 3	17	16.2
	Admin 4	9	7.9
	Admin 5	12	9.2
	Admin 6	5	12.0
	Admin 7	5	14.0
	Admin 8	5	8.2
	Admin 9	2	2.3
Aide	Aide	253	6.7
Bus Emp.	Bus Aide	16	13.1
	Bus Driver	91	12.1
Nutrition	Nutrition Employee	71	8.8
	Nutrition Manager	21	14.9
Professional	Professional 1	6	8.9
	Professional 2	6	9.8
Support	Support 1	88	8.1
	Support 2	28	13.8
	Support 3	35	10.6
	Support 4	6	15.8
	Support 5	6	23.4
	Support 6	3	8.0
Teacher	Teacher	851	11.1
<b>Overall</b>		<b>1,631</b>	<b>10.3</b>



# Chapter 4 – Market Summary

In order to determine the competitive position of Montgomery County Public Schools (MCPS) relative to the market, Evergreen conducted a market comparison study of select peer organizations. The study encompasses a comparison of average salary ranges offered by MCPS for all positions and the average salary ranges offered by market competitors. The results of this study aided in evaluating the structure of the Division's pay plan as well as the market competitiveness of it. The results and ensuing analyses found within this chapter were used in conjunction with the assessment of current conditions in order to produce appropriate recommendations for MCPS (see **Chapter 5**).

## 4.1 INTRODUCTION TO THE MARKET STUDY

It is important to note the market comparisons are only reflective of the current conditions of the market. Market conditions can change rapidly, which means performing market comparison studies at regular intervals is necessary if an organization wants to stay current with the market.

In total, 111 classifications were included in the market comparison. For each, pay grade information was collected from peer school divisions. In total, data were collected from 35 peers and a total of 1,057 data points were collected—yielding an average of 9.5 comparison data points per title. Compensation data from the following peers were used in this analysis:

- Albemarle County Public Schools
- Alleghany County Public School
- Amherst County Schools
- Bedford County Schools
- Botetourt County Public Schools
- Caroline County Public Schools
- Charlottesville City Public Schools
- City of Roanoke, VA
- Colonial Heights City Public Schools
- Covington City Public Schools
- Craig County Public Schools
- Danville City Public Schools
- Fairfax County Public Schools
- Falls Church Salary Scales
- Floyd County Public Schools
- Fluvanna County Public Schools
- Franklin County Public Schools
- Goochland County Public Schools
- Harrisonburg Schools
- Henry County Schools
- King George County Public Schools
- Lynchburg City Schools
- Manassas Park City Public Schools
- Martinsville City Public Schools
- Montgomery County Schools
- Page County Public Schools
- Patrick County Public Schools
- Pittsylvania County Public Schools
- Pulaski County Public Schools
- Roanoke City Public Schools
- Roanoke County Public Schools
- Salem City Schools
- Spotsylvania County Public Schools
- Staunton City Schools
- Winchester City Public Schools



## 4.2 SALARY SURVEY RESULTS & ANALYSIS

**Exhibit 4A** shows the detailed results of the salary survey by classification. This exhibit includes the average of the salary responses from peers at the minimum, midpoint, and maximums for each benchmark, respectively. The percent differential between the market average and current range in MCPS for each benchmark is also shown. Negative differentials indicate that MCPS is currently compensating below the market average, whereas positive differentials signify that MCPS is compensating higher than the market average. Finally, this exhibit includes the market average range spread and the number of peers that possessed positions matching each of MCPS job titles. For one position, Administrator on Assignment, no comparable data points were identified.

The differentials of each job title are averaged and listed at the bottom of **Exhibit 4A**, which approximates the Division's overall differential to the market at the various points along the salary range for all classifications. Note that 12 positions had 0-2 comparable data points, which may not be sufficient enough data to reach conclusions on competitiveness with the market. These positions are generally specialized positions not present in other organizations.

### Market Minimums

The market minimum is a logical starting point for analyzing the competitive position of the MCPS pay plan, as it is generally the starting point for entry level employees who are either new to the organization or their classification. Issues in recruitment of this employee group can be symptomatic of an organization that lacks competitive compensation with regards to minimum salaries. As shown in **Exhibit 4A**, MCPS is, on average, 12.2 percent above the market average minimum across all positions. While some positions were closer to the market, others exhibited a greater differential.

Based on the data gathered at the surveyed market minimum for these benchmark positions, the following can be determined:

- The benchmarks ranged from 30.3 percent below the market for the Physical Therapist classification, to 41.9 percent above market for the Building and Grounds Foreman classification.
- Of the positions with market differentials at minimum, 20 (18.0 percent) reported to be below market at the minimum.
- Eight (8) positions (7.2 percent) were greater than 10 percent behind market at the minimum, and three positions (2.7 percent) were greater than 20 percent behind market at the minimum.
- Sixty-one (61) positions (55.0 percent) were 10 percent or more ahead of market at pay grade minimum, and 36 positions (32.4 percent) were 20 percent or more ahead of market at pay grade minimum.



**EXHIBIT 4A**  
**SALARY SURVEY MARKET COMPARISON**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Responses	Survey Avg Range Spread
	Average	% Diff	Average	% Diff	Average	% Diff		
Administrative Assistant I	\$22,109.99	14.8%	\$29,545.98	9.9%	\$36,981.97	6.6%	23	67.0%
Administrative Assistant II	\$22,301.87	11.3%	\$30,740.11	3.2%	\$39,178.36	-2.1%	24	75.5%
Administrative Assistant III	\$26,173.49	19.1%	\$33,849.11	16.8%	\$41,524.73	15.3%	17	58.5%
Administrative Assistant IV	\$27,836.80	13.9%	\$36,818.20	9.5%	\$45,799.60	6.6%	19	64.3%
Aide	\$20,248.74	3.0%	\$27,238.42	-8.9%	\$34,228.09	-17.5%	13	69.1%
Assessment Coordinator	\$52,953.11	10.2%	\$71,473.77	-1.6%	\$89,994.43	-10.0%	5	69.5%
Assistant Superintendent of Curriculum and Instruction	\$85,494.36	5.2%	\$104,691.13	2.8%	\$123,887.90	1.0%	18	44.7%
Assistant Superintendent of Operations	\$85,668.85	5.1%	\$105,467.94	2.1%	\$125,267.03	-0.1%	17	46.1%
Assistant to the Director of Facilities & Planning	\$53,416.11	9.4%	\$73,388.10	-4.3%	\$93,360.08	-14.2%	3	74.9%
Before After Coordinator	\$34,469.76	28.7%	\$45,980.91	4.8%	\$57,492.07	-19.0%	5	66.4%
Building & Ground Foreman	\$30,215.83	41.9%	\$44,760.85	19.3%	\$59,305.87	-0.6%	3	95.7%
Building System Operators	\$26,928.69	26.0%	\$36,543.52	9.1%	\$46,158.35	-5.0%	12	71.5%
Bus Aide	\$16,738.55	31.7%	\$23,036.70	16.9%	\$29,334.86	5.2%	12	75.8%
Bus Driver	\$18,904.07	36.3%	\$24,651.50	29.6%	\$30,398.94	24.7%	22	60.6%
Certified Mechanic	\$24,934.01	31.5%	\$32,988.52	17.9%	\$41,043.03	6.7%	10	64.5%
Construction Program Manager	\$41,485.50	29.6%	\$56,817.17	9.0%	\$72,148.84	-9.5%	5	73.7%
Controller	\$66,966.12	8.7%	\$81,682.51	6.7%	\$96,398.91	5.3%	10	44.1%
Coordinator RTI	\$56,027.55	-3.7%	\$75,357.11	-16.8%	\$94,686.68	-26.3%	3	67.9%
Coordinator Special Education	\$54,845.64	7.0%	\$76,814.16	-9.2%	\$98,782.68	-20.8%	3	79.3%
Cord Stu Disc/504 Sv	\$59,619.04	-1.1%	\$77,781.36	-10.5%	\$95,943.67	-17.3%	2	60.9%
Custodial Manager	\$34,536.40	33.6%	\$46,590.74	16.0%	\$58,645.08	0.5%	3	70.2%
Custodian	\$17,763.50	12.1%	\$24,132.89	2.0%	\$30,502.28	-5.1%	27	71.6%
Dietician	\$36,201.89	6.3%	\$49,431.75	-27.9%	\$62,661.61	-62.1%	3	73.0%
Director of Facilities	\$67,873.12	19.4%	\$83,934.63	16.5%	\$99,996.15	14.4%	19	47.1%
Director of Human Resources	\$66,730.54	20.8%	\$82,466.36	18.0%	\$98,202.17	15.9%	19	46.9%
Director of Secondary Education	\$67,421.51	19.9%	\$82,676.99	17.7%	\$97,932.47	16.2%	18	45.0%
Director of Special Education	\$67,078.39	20.3%	\$82,403.14	18.0%	\$97,727.89	16.3%	18	45.4%
Director of Tech/Mgmt	\$68,572.00	18.6%	\$84,001.57	16.4%	\$99,431.14	14.9%	23	44.8%
Elementary Assistant Principal	\$54,111.25	10.0%	\$65,691.22	8.5%	\$77,271.20	7.4%	20	42.6%
Elementary Principal	\$63,621.42	8.8%	\$77,436.62	7.0%	\$91,251.81	5.7%	23	43.2%
Energy Educator/Manager	\$39,482.09	24.1%	\$52,832.18	4.8%	\$66,182.27	-12.3%	4	67.6%
Environmental & Maintenance Program Manager	\$47,078.20	20.1%	\$64,558.06	-3.4%	\$82,037.91	-24.5%	4	74.4%
Fine Arts Specialist	\$60,886.51	-3.3%	\$88,786.94	-26.2%	\$116,687.36	-42.7%	2	91.1%
General Maintenance Apprentice	\$20,791.64	-2.8%	\$30,383.21	-23.4%	\$39,974.79	-37.7%	3	91.9%
General Maintenance Technician	\$25,173.45	13.3%	\$34,453.92	-7.1%	\$43,734.38	-23.8%	11	73.4%
Grant Writer	\$38,492.43	34.7%	\$51,634.51	26.6%	\$64,776.60	20.8%	3	68.3%

**EXHIBIT 4A (Continued)**  
**SALARY SURVEY MARKET COMPARISON**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Responses	Survey Avg Range Spread
	Average	% Diff	Average	% Diff	Average	% Diff		
Grounds/General Maintenance Staff	\$22,276.99	-10.2%	\$28,752.97	-16.8%	\$35,228.96	-21.4%	8	58.1%
Head Custodian - High	\$24,224.34	33.5%	\$33,409.75	16.9%	\$42,595.16	3.1%	9	75.9%
Head Custodian - Middle	\$21,556.67	25.7%	\$30,245.77	6.0%	\$38,934.88	-10.2%	9	80.4%
Head Strand Custodian	\$23,436.07	35.6%	\$32,045.60	20.3%	\$40,655.13	7.5%	9	73.4%
High School Assistant Principal	\$58,454.14	14.8%	\$71,446.04	12.7%	\$84,437.94	11.2%	23	44.2%
High School Principal	\$72,215.96	7.6%	\$88,211.42	5.5%	\$104,206.88	3.9%	23	44.2%
HVAC Electrician	\$27,684.81	24.0%	\$38,943.83	3.1%	\$50,202.86	-14.2%	3	81.1%
HVAC Shop Foreman	\$32,273.16	11.4%	\$44,075.32	-9.7%	\$55,877.48	-27.1%	8	72.9%
HVAC Technician	\$31,476.73	-8.4%	\$42,750.31	-32.9%	\$54,023.89	-52.9%	4	71.8%
HVAC/Boiler Mechanic	\$27,458.96	24.6%	\$39,550.80	1.6%	\$51,642.65	-17.4%	3	88.6%
Instructional Supervisor	\$58,232.04	13.6%	\$75,060.33	6.7%	\$91,888.61	1.7%	5	57.4%
Interpreter I	\$31,678.34	13.6%	\$40,205.08	-2.3%	\$48,731.82	-16.2%	9	53.7%
Interpreter II	\$28,098.92	26.3%	\$36,946.91	26.1%	\$45,794.90	26.0%	3	63.3%
Interpreter III	\$40,645.33	-9.8%	\$54,752.71	-10.1%	\$68,860.09	-10.2%	4	69.9%
Interpreter IV	\$38,820.45	-4.9%	\$43,302.60	13.0%	\$47,784.76	23.5%	1	23.1%
ISAEF Aide	\$19,523.07	31.7%	\$26,221.88	8.2%	\$32,920.69	-15.2%	2	68.8%
ISAEF Teacher	\$49,639.53	5.5%	\$63,428.29	-20.8%	\$77,217.05	-47.0%	1	55.6%
Language/Translator	\$23,071.15	29.4%	\$28,110.80	14.0%	\$33,150.44	-1.4%	1	43.7%
Maintenance Leadperson	\$28,634.25	21.4%	\$38,933.90	3.1%	\$49,233.55	-12.0%	6	71.1%
Maintenance Technician	\$26,658.25	8.2%	\$36,188.07	-12.5%	\$45,717.90	-29.4%	10	71.1%
Master Skilled Trades	\$25,066.17	13.6%	\$38,187.77	-18.7%	\$51,309.38	-45.2%	2	104.7%
Middle School Assistant Principal	\$56,279.37	16.5%	\$68,191.38	15.2%	\$80,103.39	14.3%	21	42.2%
Middle School Principal	\$68,157.55	7.1%	\$83,247.13	5.0%	\$98,336.70	3.4%	22	44.1%
MIS Specialist	\$34,842.17	20.8%	\$44,461.39	6.3%	\$54,080.61	-6.2%	3	54.7%
Occupational Therapist	\$47,820.45	-25.4%	\$62,494.14	-25.0%	\$77,167.83	-24.7%	7	60.9%
Occupational Therapist Assistant	\$39,798.29	-8.6%	\$53,939.30	-37.3%	\$68,080.31	-62.3%	4	69.7%
Painter Specialist	\$27,477.23	5.3%	\$38,713.39	-20.3%	\$49,949.56	-41.4%	2	81.8%
Parent Coordinator	\$27,549.08	34.4%	\$37,042.97	11.7%	\$46,536.86	-10.9%	5	68.6%
Physical Therapist	\$49,678.67	-30.3%	\$65,318.96	-30.7%	\$80,959.25	-30.9%	5	62.5%
Physical Therapist Assistant	\$39,602.72	-8.1%	\$51,811.96	-31.9%	\$64,021.20	-52.7%	5	60.8%
Plumber	\$30,956.74	15.0%	\$45,546.70	-13.3%	\$60,136.67	-36.8%	3	94.3%
Psychologist	\$47,082.37	-23.5%	\$61,518.04	-23.1%	\$75,953.70	-22.8%	13	60.9%
Public Information Officer/Clerk of the Board	\$41,160.54	30.2%	\$53,750.37	13.9%	\$66,340.20	-0.7%	9	60.9%
School Nurse	\$30,302.64	38.2%	\$38,998.98	20.5%	\$47,695.32	2.8%	15	57.2%
Senior Custodian	\$21,373.65	26.4%	\$29,396.56	8.6%	\$37,419.47	-5.9%	4	75.0%
Senior Specialist - Tech	\$46,488.23	10.6%	\$60,472.85	-9.0%	\$74,457.48	-26.3%	12	60.1%
Skilled Trades (Journeyman)	\$26,664.08	8.1%	\$39,021.74	-21.3%	\$51,379.41	-45.4%	7	92.4%
Skilled Trades Foreman	\$36,815.34	16.3%	\$46,457.10	2.1%	\$56,098.85	-10.2%	5	51.7%

**EXHIBIT 4A (Continued)**  
**SALARY SURVEY MARKET COMPARISON**

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Responses	Survey Avg Range Spread
	Average	% Diff	Average	% Diff	Average	% Diff		
SNP Assistant Manager	\$22,187.81	-2.8%	\$29,625.26	-15.0%	\$37,062.71	-23.9%	7	66.6%
SNP Cafeteria Manager	\$23,558.65	1.2%	\$31,573.91	-5.2%	\$39,589.18	-9.3%	23	67.7%
SNP Cafeteria Worker	\$16,872.80	7.4%	\$22,699.39	-2.3%	\$28,525.99	-9.1%	23	69.1%
SNP Field Manager	\$25,566.19	10.6%	\$35,702.23	-3.5%	\$45,838.27	-13.5%	4	79.0%
Speech Language Pathologist	\$46,401.10	-18.6%	\$62,042.09	-22.1%	\$77,683.08	-24.3%	8	66.8%
Speech Language Pathology Assistant	\$41,349.85	-12.8%	\$45,588.83	-16.0%	\$49,827.80	-18.8%	1	20.5%
Supervisor of Career & Technical Education	\$61,151.38	9.2%	\$81,111.60	-0.9%	\$101,071.81	-8.1%	4	65.0%
Supervisor of Fine Arts	\$62,651.73	7.0%	\$81,939.55	-1.9%	\$101,227.38	-8.3%	5	61.2%
Supervisor of Gifted Resource	\$60,570.70	10.1%	\$79,233.95	1.5%	\$97,897.21	-4.8%	5	61.3%
Supervisor of Language Arts/Foreign Language/ESL	\$61,151.38	9.2%	\$81,111.60	-0.9%	\$101,071.81	-8.1%	4	65.0%
Supervisor of Mathematics	\$61,151.38	9.2%	\$81,111.60	-0.9%	\$101,071.81	-8.1%	4	65.0%
Supervisor of Payroll/Benefits	\$45,506.59	32.4%	\$60,791.44	24.4%	\$76,076.28	18.6%	8	66.9%
Supervisor of Personnel	\$64,466.05	4.3%	\$81,001.30	-0.7%	\$97,536.54	-4.4%	13	51.3%
Supervisor of Purchasing	\$64,981.30	-10.2%	\$86,466.31	-22.9%	\$107,951.32	-32.0%	3	65.8%
Supervisor of Reading/Title I/Preschool/Library	\$66,181.87	1.8%	\$86,443.77	-7.5%	\$106,705.67	-14.2%	2	60.5%
Supervisor of Science- H/ Pe	\$62,334.87	7.5%	\$82,747.71	-2.9%	\$103,160.55	-10.4%	4	65.3%
Supervisor of Social Science Char Ed	\$61,151.38	9.2%	\$81,111.60	-0.9%	\$101,071.81	-8.1%	4	65.0%
Supervisor of Special Education	\$63,953.80	5.1%	\$84,920.12	-5.6%	\$105,886.44	-13.3%	4	65.3%
Supervisor of Student Services	\$65,229.96	3.2%	\$83,232.91	-3.5%	\$101,235.86	-8.3%	10	55.3%
Supervisor of Transportation	\$50,645.33	26.1%	\$66,305.86	19.0%	\$81,966.38	13.8%	9	61.5%
Supervisor School Nutrition	\$45,729.20	32.1%	\$61,413.50	23.6%	\$77,097.81	17.5%	9	68.4%
Systems Analyst	\$40,388.89	8.2%	\$53,291.44	-12.3%	\$66,194.00	-30.0%	17	63.6%
Systems Integrator	\$39,335.69	10.5%	\$52,282.79	-10.2%	\$65,229.90	-28.1%	12	65.7%
Teacher - Bachelors	\$35,535.27	4.0%	\$45,738.13	5.1%	\$55,940.98	5.7%	29	57.4%
Teacher - Doctorate	\$40,317.68	-0.4%	\$51,536.06	-0.4%	\$62,754.45	-0.4%	23	55.8%
Teacher - Masters	\$38,366.12	1.9%	\$49,370.95	1.8%	\$60,375.77	1.7%	26	57.5%
Technology Resource Coordinator	\$53,695.45	8.9%	\$74,022.49	-5.2%	\$94,349.54	-15.4%	3	75.0%
Technology Specialist	\$30,242.53	16.9%	\$39,596.24	1.5%	\$48,949.95	-11.3%	17	61.5%
Technology Specialist (w/ Admin Responsibility)	\$45,987.32	22.0%	\$61,212.55	1.9%	\$76,437.79	-16.0%	4	67.7%
Technology Specialist (w/ certification or degree)	\$34,510.25	21.5%	\$47,472.66	0.1%	\$59,302.13	-16.5%	6	71.7%
Technology Specialist (w/ Supervisory Responsibility)	\$54,395.60	-4.6%	\$71,591.92	-29.1%	\$88,788.24	-50.6%	1	63.2%
Technology Technician	\$28,721.17	21.1%	\$37,949.26	5.6%	\$47,177.34	-7.3%	22	64.0%
Transportation Coordinator	\$39,470.55	24.1%	\$51,205.86	7.7%	\$62,941.17	-6.8%	14	59.1%
Vehicle Fleet Shop Foreman	\$32,432.61	26.2%	\$44,557.61	6.1%	\$56,682.62	-11.3%	6	74.4%
Vehicle Fleet Technician	\$26,209.24	28.0%	\$35,954.64	10.5%	\$45,700.05	-3.9%	8	74.2%
Warehouse Staff	\$22,445.80	-11.0%	\$30,766.16	-24.9%	\$39,086.53	-34.7%	3	74.3%
Warehouse Supervisor	\$39,196.66	10.9%	\$54,185.37	-14.2%	\$69,174.08	-35.8%	1	76.5%
<b>Average</b>		<b>12.2%</b>		<b>-0.4%</b>		<b>-10.9%</b>		<b>64.6%</b>

## Market Midpoints

Market midpoint is an important point of comparison because it is generally regarded as the closest estimation of market average compensation. As seen in **Exhibit 4A**, MCPS positions are averaging 0.4 percent below market midpoint.

The following are key points regarding the Division's position relative to the market midpoint:

- At the market midpoint, the benchmark positions ranged from a low of 37.3 percent below market for the Occupational Therapist Assistant to a high of 29.6 percent above market for the Bus Driver.
- Of the total 111 positions, 52 (46.8 percent) reported to be below market at midpoint.
- Twenty-eight (28) positions (25.2 percent) were greater than 10 percent behind market at the midpoint, and 16 positions (14.4 percent) were greater than 20 percent behind market at the midpoint.
- Twenty-six (26) positions (23.4 percent) were 10 percent or more ahead of market at pay grade midpoint, and seven positions (6.3 percent) were 20 percent or more ahead of market at pay grade midpoint.

## Market Maximums

The maximum point of a salary range is also an important source of comparison. Organizations that are considerably below market at the maximum can experience employee retention issues with more experienced staff, due to greater earning potential elsewhere. Based on this market assessment, MCPS is averaging 10.9 percent below the market at pay grade maximums.

Based on data in **Exhibit 4A**, the comparison of market maximums yielded the following considerations:

- At the market maximum, the benchmark positions ranged from a low of 62.3 percent below market for the Occupational Therapist Assistant classification to a high of 26.0 percent above market for the Interpreter II classification.
- In total, 79 (71.2 percent) of the 111 benchmarks with market differentials reported to be below the market average at the maximum.
- Fifty-four (54) positions (48.6 percent) were greater than 10 percent behind market at the maximum, and 30 positions (27.0 percent) were greater than 20 percent behind market at the maximum.
- Fifteen (15) positions (13.5 percent) were 10 percent or more ahead of market at pay grade maximum, and four positions (3.6 percent) were 20 percent or more ahead of market at pay grade maximum.





### 4.3 RANGE SPREAD ANALYSIS

Range spread, or the percentage difference between maximum and minimum of a pay grade, is another point of comparison for assessing the strength of an organization's compensation system against its market peers. Best practice calls for a range spread of between 50 and 70 percent; however, in seeking to compete with the local market, an organization is better suited to compare its range spread to the average among its peers.

Based on market data, it was determined that the average market range spread is 64.6 percent, and ranged from a low of 20.5 percent to a high of 104.7 percent. The current average range spread in MCPS, as noted in **Chapter 3**, is 34.0 percent. This immediately provides an explanation of why MCPS ranges become increasingly less competitive with the market as salaries progress from minimum of the range to maximum. **Because of this narrower than average range spread, MCPS starts out highly competitive with the market at pay grade minimums but become increasingly less competitive at pay grade maximum.**

### 4.4 SALARY SUPPLEMENTS

In addition to collecting salary range data from market peers, Evergreen collected information about salary supplements offered by peer organizations. **Exhibit 4B** displays market data for coaching and non-coaching supplements. Included in the exhibit is the title of the supplement in MCPS; the supplement value in MCPS; market average supplement values at minimum, midpoint, and maximum; the variance between MCPS supplement value and market averages; the average number of years required to reach maximum of the supplement amount across peer organizations; the average actual market supplement and the variance from MCPS supplement value; and the number of responses received for comparison.

**Overall, supplement values in MCPS are 22.5 percent behind market at minimum; 69.0 percent behind market at midpoint; and 115.4 percent behind market at maximum.**

Analysis on these data reveals the following:

- On average, it takes employees in peer organizations 15.6 years to reach maximum value of their supplement range. The number of years required to reach maximum ranges from a low of eight (8) years to a high of 30 years, and has a mean of 13 years.
- At minimum supplement value, variance between MCPS value and market value ranges from a low of 195.6 percent behind market for the Football, Head 8<sup>th</sup> Grade supplement to a high of 75.7 percent ahead of market for the Football, Head Junior Varsity supplement. Overall, 41 supplements were found to be behind market at minimum and 23 ahead of market at minimum.
- At midpoint supplement value, variance between MCPS value and market value ranges from a low of 245.1 percent behind market for the Football, Head 8<sup>th</sup> Grade supplement to a high of 46.9 percent ahead of market for the Art Guild Sponsor supplement. Overall, 58 supplements were found to be behind market at midpoint and six (6) ahead of market at midpoint. It should be noted that market midpoint is generally considered the best point of comparison when assessing variances between an organization and market value.

**EXHIBIT 4B  
SUPPLEMENTAL MARKET COMPARISON**

MCPS Title	Supp. Amount	Market Minimum		Market Midpoint		Market Maximum		Years to Maximum	Average Actual Supplement		# of Res.
		Avg	Var	Avg	Var	Avg	Var		Avg	Var	
<b>Non-Coaching Supplements</b>											
<b>High School Level</b>											
Academic Competition Sponsor	\$1,341	\$822	38.7%	\$822	38.7%	\$822	38.7%	-	\$822	38.7%	2
ACE Competition	\$1,482	-	-	-	-	-	-	-	-	-	0
Art Guild Sponsor	\$895	\$475	46.9%	\$475	46.9%	\$475	46.9%	-	\$475	46.9%	2
Band Director	\$2,684	\$4,836	-80.2%	\$5,342	-99.0%	\$5,848	-117.9%	20	\$3,960	-47.5%	7
Choral Director	\$2,236	\$3,647	-63.1%	\$3,968	-77.5%	\$4,290	-91.8%	20	\$2,924	-30.8%	6
Creative Writing Sponsor	\$895	-	-	-	-	-	-	-	-	-	0
Curriculum Dept Chair	\$895	\$858	4.1%	\$990	-10.6%	\$1,121	-25.3%	26	\$1,066	-19.1%	4
Magazine Sponsor	\$895	\$1,341	-49.8%	\$1,480	-65.3%	\$1,618	-80.8%	25	\$1,206	-34.7%	3
SAT Class Leader, High	\$895	-	-	-	-	-	-	-	-	-	0
Senior Class Sponsor	\$1,341	\$1,680	-25.3%	\$1,740	-29.8%	\$1,800	-34.2%	30	\$1,545	-15.2%	3
Strength Coach	\$1,454	\$2,181	-50.0%	\$2,350	-61.6%	\$2,518	-73.2%	25	\$2,632	-81.0%	3
Student Govt Sponsor	\$1,341	\$1,680	-25.3%	\$1,740	-29.8%	\$1,800	-34.2%	30	\$1,750	-30.5%	4
Yearbook Sponsor	\$2,684	\$2,521	6.1%	\$2,713	-1.1%	\$2,906	-8.3%	20	\$2,728	-1.6%	7
<b>Middle School Level</b>											
Academic Coach	\$1,341	\$1,050	21.7%	\$1,157	13.7%	\$1,264	5.7%	20	\$1,138	15.2%	4
Band Director	\$1,341	\$3,187	-137.7%	\$3,610	-169.2%	\$4,033	-200.7%	25	\$2,396	-78.6%	4
Choral Director	\$1,341	\$1,652	-23.2%	\$1,810	-34.9%	\$1,968	-46.7%	20	\$1,480	-10.4%	4
Drama Director, Middle	\$1,341	\$1,167	13.0%	\$1,167	13.0%	\$1,167	13.0%	NA	\$1,167	13.0%	3
Newspaper Sponsor	\$895	\$2,100	-134.6%	\$2,175	-143.0%	\$2,250	-151.4%	30	\$1,363	-52.3%	3
Yearbook Sponsor	\$1,341	\$2,100	-56.6%	\$2,175	-62.2%	\$2,250	-67.8%	30	\$1,584	-18.1%	4

**EXHIBIT 4B (continued)  
SUPPLEMENTAL MARKET COMPARISON**

MCPS Title	Supp. Amount	Market Minimum		Market Midpoint		Market Maximum		Years to Maximum	Average Actual Supplement		# of Res.
		Avg	Var	Avg	Var	Avg	Var		Avg	Var	
<b>Coaching Supplements - Head Coach</b>											
<b>High School Level</b>											
Baseball/Softball Head Jr Varsity	\$1,524	\$1,481	2.8%	\$2,248	-47.5%	\$3,014	-97.8%	-	\$1,972	-29.4%	3
Baseball/Softball Head Varsity	\$2,061	\$2,137	-3.7%	\$2,821	-36.9%	\$3,506	-70.1%	13	\$3,066	-48.7%	10
Baseball/Softball Head Varsity	\$2,061	\$2,462	-19.5%	\$2,984	-44.8%	\$3,506	-70.1%	13	\$3,104	-50.6%	11
Basketball, Head Junior Varsity	\$2,061	\$1,172	43.2%	\$2,322	-12.6%	\$3,472	-68.4%	-	\$1,843	10.6%	2
Basketball, Head Varsity	\$3,343	\$3,468	-3.7%	\$4,443	-32.9%	\$5,419	-62.1%	13	\$4,208	-25.9%	11
Cheerleading Head Cheer-Pep Club	\$1,077	\$500	53.6%	\$2,800	-160.0%	\$5,100	-373.5%	-	-	-	1
Cheerleading Head Competition	\$1,292	\$750	42.0%	\$1,900	-47.1%	\$3,050	-136.1%	-	\$1,000	22.6%	2
Cheerleading Head Jr Varsity	\$1,524	\$765	49.8%	\$1,915	-25.6%	\$3,065	-101.1%	-	\$1,029	32.5%	2
Cheerleading Head Varsity	\$2,061	\$3,492	-69.4%	\$4,179	-102.8%	\$4,867	-136.1%	13	\$3,600	-74.7%	9
Debate Director	\$2,236	\$2,520	-12.7%	\$3,340	-49.4%	\$4,160	-86.0%	8	\$2,078	7.1%	3
Drama Director, High	\$2,236	\$1,808	19.2%	\$2,446	-9.4%	\$3,085	-38.0%	13	\$1,999	10.6%	4
Football, Head Junior Varsity	\$2,061	\$500	75.7%	\$2,800	-35.9%	\$5,100	-147.5%	-	-	-	1
Football, Head Varsity	\$3,343	\$4,592	-37.4%	\$5,682	-70.0%	\$6,772	-102.6%	13	\$5,383	-61.0%	11
Forensics Director, High	\$2,236	\$1,604	28.3%	\$2,122	5.1%	\$2,641	-18.1%	14	\$1,673	25.2%	5
Golf Head Varsity	\$1,558	\$1,547	0.7%	\$2,210	-41.9%	\$2,874	-84.4%	13	\$2,272	-45.8%	11
Intramurals	\$1,040	\$762	26.8%	\$1,528	-47.0%	\$2,295	-120.7%	-	\$893	14.2%	3
Scholastic Bowl Coach	\$1,519	\$1,932	-27.2%	\$2,752	-81.2%	\$3,572	-135.2%	8	\$1,876	-23.5%	2
Soccer Head Junior Varsity	\$1,524	\$500	67.2%	\$2,800	-83.7%	\$5,100	-234.6%	-	-	-	1
Soccer Head Varsity	\$2,061	\$2,352	-14.1%	\$2,869	-39.2%	\$3,387	-64.3%	13	\$2,970	-44.1%	10
Swimming Head Varsity	\$1,558	\$2,086	-33.9%	\$2,555	-64.0%	\$3,025	-94.1%	12	\$3,056	-96.1%	6
Tennis Head Varsity	\$1,558	\$1,583	-1.6%	\$2,283	-46.5%	\$2,982	-91.4%	13	\$2,328	-49.4%	9

**EXHIBIT 4B (continued)  
SUPPLEMENTAL MARKET COMPARISON**

MCPS Title	Supp. Amount	Market Minimum		Market Midpoint		Market Maximum		Years to Maximum	Average Actual Supplement		# of Res.
		Avg	Var	Avg	Var	Avg	Var		Avg	Var	
<b>Coaching Supplements - Head Coach (CONTINUED)</b>											
<b>High School Level (CONTINUED)</b>											
Track Head Cross-Country	\$1,307	\$2,125	-62.6%	\$2,886	-120.8%	\$3,647	-179.0%	13	\$2,788	-113.3%	10
Track Head Indoor Varsity	\$1,307	\$2,512	-92.2%	\$2,884	-120.7%	\$3,256	-149.1%	13	\$2,381	-82.2%	6
Track Head Outdoor Varsity	\$2,061	\$2,318	-12.5%	\$2,992	-45.2%	\$3,667	-77.9%	13	\$2,977	-44.4%	10
Volleyball Head Junior Varsity	\$1,524	\$1,172	23.1%	\$2,322	-52.3%	\$3,472	-127.8%	-	\$1,843	-20.9%	2
Volleyball Head Varsity	\$2,061	\$2,687	-30.4%	\$3,457	-67.7%	\$4,227	-105.1%	13	\$3,657	-77.4%	8
Wrestling Head Junior Varsity	\$1,490	\$500	66.4%	\$2,800	-87.9%	\$5,100	-242.3%	-	-	-	1
Wrestling Head Varsity	\$2,061	\$2,276	-10.4%	\$3,129	-51.8%	\$3,983	-93.2%	11	\$3,453	-67.5%	8
<b>Middle School Level</b>											
Activities Director (Middle School)	\$2,318	\$1,500	35.3%	\$1,500	35.3%	\$1,500	35.3%	-	\$2,250	2.9%	2
Baseball Head 8th Grade	\$1,077	\$1,831	-70.0%	\$2,336	-116.9%	\$2,841	-163.7%	9	\$1,997	-85.4%	4
Basketball, Head 8th Grade	\$1,475	\$2,897	-96.4%	\$3,538	-139.9%	\$4,179	-183.3%	13	\$2,980	-102.0%	4
Football, Head 8th Grade	\$1,475	\$4,361	-195.6%	\$5,090	-245.1%	\$5,819	-294.5%	13	\$3,624	-145.7%	5
Softball, Head 8th Grade	\$1,077	\$1,940	-80.1%	\$2,432	-125.8%	\$2,924	-171.5%	13	\$2,098	-94.8%	4
Track Head 8th Grade	\$1,203	\$2,329	-93.6%	\$2,972	-147.0%	\$3,615	-200.5%	14	\$2,091	-73.8%	4
Volleyball Head 8th Grade	\$1,077	\$2,976	-176.3%	\$3,468	-222.0%	\$3,960	-267.7%	13	\$2,944	-173.3%	4
Wrestling Head 8th Grade	\$1,077	\$1,996	-85.3%	\$2,488	-131.0%	\$2,980	-176.7%	13	\$2,209	-105.1%	4
<b>Coaching Supplements - Assistant Coach</b>											
<b>High School Level</b>											
Baseball/Softball Asst Jr Varsity	\$1,168	\$1,000	14.4%	\$2,300	-96.9%	\$3,600	-208.2%	-	\$1,700	-45.5%	2
Baseball/Softball Asst Varsity	\$1,490	\$1,591	-6.8%	\$2,140	-43.6%	\$2,688	-80.4%	13	\$2,273	-52.6%	10
Baseball/Softball Asst Varsity	\$1,490	\$1,591	-6.8%	\$2,140	-43.6%	\$2,688	-80.4%	13	\$2,160	-45.0%	10

**EXHIBIT 4B (continued)  
SUPPLEMENTAL MARKET COMPARISON**

MCPS Title	Supp. Amount	Market Minimum		Market Midpoint		Market Maximum		Years to Maximum	Average Actual Supplement		# of Res.
		Avg	Var	Avg	Var	Avg	Var		Avg	Var	
<b>Coaching Supplements - Assistant Coach (CONTINUED)</b>											
<b>High School Level (CONTINUED)</b>											
Basketball, Asst Varsity	\$1,936	\$2,090	-8.0%	\$2,907	-50.1%	\$3,723	-92.3%	13	\$2,876	-48.6%	9
Football, Asst Junior Varsity	\$1,419	\$500	64.8%	\$2,800	-97.3%	\$5,100	-259.4%	-	-	-	1
Football, Asst Varsity	\$1,992	\$2,963	-48.8%	\$3,836	-92.6%	\$4,709	-136.4%	13	\$3,615	-81.5%	11
Soccer Asst Varsity	\$1,490	\$1,474	1.1%	\$2,033	-36.5%	\$2,592	-74.0%	13	\$1,954	-31.2%	10
Tennis Asst Varsity	\$986	\$1,262	-28.0%	\$2,364	-139.7%	\$3,465	-251.5%	11	\$2,148	-117.8%	4
Track Asst Varsity	\$1,112	\$1,529	-37.5%	\$1,893	-70.2%	\$2,256	-102.9%	9	\$2,075	-86.6%	5
Track Asst Varsity	\$1,112	\$1,284	-15.5%	\$1,911	-71.9%	\$2,538	-128.3%	13	\$1,925	-73.1%	11
Volleyball Asst Varsity	\$1,490	\$2,045	-37.2%	\$2,607	-74.9%	\$3,169	-112.7%	13	\$2,470	-65.8%	11
<b>Middle School Level</b>											
Football, Asst 8th Grade	\$1,065	\$2,359	-121.5%	\$3,337	-213.3%	\$4,316	-305.2%	13	\$3,306	-210.4%	9
<b>OVERALL AVERAGE</b>			<b>-22.5%</b>		<b>-69.0%</b>		<b>-115.4%</b>	<b>15.6</b>		<b>-47.0%</b>	<b>5.2</b>

- At maximum supplement value, variance between MCPS value and market value ranges from a low of 373.5 percent behind market for the Cheerleading Head Cheer-Pep Club supplement to a high of 46.9 percent ahead of market for the Art Guild Sponsor supplement. Overall, 59 supplements were found to be behind market at maximum and five (5) ahead of market at maximum.

The average variance between MCPS actual supplement and market average actual (the average of the amount actually paid out to employees) supplement is 47.0 percent. Overall, variance between MCPS actual value and market average actual value ranges from a low of 210.4 percent behind market for the Football, Assistant 8<sup>th</sup> Grade supplement to a high of 46.9 percent ahead of market for the Art Guild Sponsor supplement.

Overall, both non-coaching and coaching supplements in MCPS are behind market, with only several areas displaying slight positive variances from the market average. Generally, the best indicator for determining market competitiveness is variance from market midpoint. However, because MCPS does not have supplement ranges, a more appropriate indicator for determining market competitiveness of supplements is variance from market minimum. This is because employees generally only hold supplemental positions for several years, and therefore comparing supplement values at midpoint or maximum of the market range (which represents an employee with over 7 or 15 years of experience in that supplemental role, respectively) may not be prudent.

#### 4.5 PART-TIME INSURANCE

In November 2015, Evergreen collected information pertaining to part-time employee health insurance. Specifically, Evergreen asked each peer the following questions:

- Are part-time employees offered health insurance coverage?
- If yes, is there a minimum number of hours required to qualify?
- For any part-time employees not offered insurance coverage, are they offered an incentive or any additional compensation in lieu of insurance (a fixed annual stipend, for example)?

Overall, 13 peers provided information. **Exhibit 4C** shows the aggregated results of the data collection. As can be seen, 53.8 percent of peers offer health insurance to part-time employees and 46.2 percent do not. For those peers that do, the average minimum number of hours required to qualify is 26.2 hours per week. Only one peer indicated that for any part-time employees not offered insurance coverage, they are offered an incentive or any additional compensation in lieu of insurance. This peer specified that the stipend is provided to employees working 20-29 hours per week and totals \$2,500. The remaining 92.3 percent of peers do not offer this benefit to any part-time employees.



**EXHIBIT 4C  
PART-TIME INSURANCE**

Question	YES		NO	
	#	%	#	%
Are part-time employees offered Health Insurance coverage?	7	53.8%	6	46.2%
If so, is there a minimum number of hours required to qualify?	26.2 Hours		--	
For any part-time employees <b>not</b> offered insurance coverage, are they offered an incentive or any additional compensation in lieu of insurance (a fixed annual stipend, for example)?	1*	7.7%	12	92.3%



## Chapter 5- Recommendations

The recommendations in this chapter seek to build on the strengths of the MCPS compensation plan and also address the challenges observed through the course of the study. Internal factors such as the future direction of the MCPS, the organizational culture, and availability of resources influenced these recommendations. Each has also been developed to address a specific need based on the collected information while taking into account the external environment. Arriving at the overall solution for the MCPS was a detailed process involving all components of the research conducted which was reviewed and discussed in previous chapters of this report.

Analysis of the MCPS compensation system revealed a number of commendable practices and opportunities for improvement that are common in the public sector. The Evergreen Team found the system to be generally uniform, comprehensive, transparent, and well stratified based on work performed. The recommendations presented in this chapter seek to build on the strengths of the current system while addressing the areas of opportunity discovered over the course of the study. Evergreen is proposing changes to the MCPS salary structure that use the existing plan as a foundation while improving internal equity and market competitiveness. Each classification was reviewed relative to market equity data and internal equity relationships. Using this methodology, Evergreen developed a solution that improves the Division's competitive position relative to its market peers while seeking to preserve internal equity.

### FINDING

As shown previously, the 2015-16 MCPS compensation system includes eight distinct salary scales. The salary scales are:

- Administrator Salary Scale
- Teacher Salary Scale
- Occupational/Physical Therapist Assistant, Speech Language Pathology Assistant, Interpreter (Levels I & II), Occupational Therapist, and Psychologist Salary Schedule;
- Administrative Assistant Salary Scale
- Aide Salary Scale
- Support Services Salary Scale
- Bus Driver and Bus Aide Salary Scale
- Nutrition Services Salary Scale

Each of these salary scales includes pay grades and steps, as well as the value of compensation at each step. Classifications in the Division are assigned to specific pay grades, and employees progress through the steps over the course of their career at MCPS. The benefit of the type of salary structure (step scale) employed by the MCPS is that the system is





transparent to employees, allowing them to see their earning potential well into the future. However, in analyzing each MCPS salary scale individually, a number of weaknesses were identified. Specifically, weaknesses of the MCPS compensation system structure identified in **Chapter 3** include the following:

- As noted previously, the MCPS has **eight separate salary scales** defining the compensation employees will receive. Generally, school divisions consolidate classifications into broader groups and assign them to fewer salary scales for ease of administration and increased consistency. Salary scale groupings generally include a classified, professional, and teacher group on which all classifications are placed. **Use of a separate salary scale for individual classifications (e.g. as is done in MCPS for Administrative Assistants and Bus Drivers) is not a best practice, as it generally results in different compensation practices being used across different classifications.**
- The **number of steps** in each scale varies, ranging between 12 and 31. Generally, the number of steps is related to years of experience or length of a career. Therefore, employees in scales with only 12 steps reach the top of their pay range much faster than employees in 31-step scales. Assuming pay range maximum is closely aligned to market maximum, employees in scales with fewer steps are at an advantage as they can reach the maximum market value of their classification much faster than those in scales with a greater number of steps.
- **Midpoint progression**, or the variance between the midpoint of one pay grade and the next sequential pay grade, varies widely between pay grades in the same scale, and among the eight scales themselves. Specifically, midpoint progression ranges from a low of 1.8 percent to a high of 30.7 percent. Best practice dictates that midpoint progression should be anywhere from 3-5 percent, which ensures that once market midpoint value is identified for slotting a position, that position can always be placed no more than +/-2.5 percent away from market value. In a salary scale with large midpoint progressions, slotting a position into a pay grade at a value close to market value may not be possible. Conversely, a salary scale with midpoint progression that is too narrow may necessitate too many pay grades, becoming cumbersome to administer and somewhat convoluted.
- Finally, **range spread**, or the percentage difference between the minimum and maximum step for each pay grade ranges from a low of 11.8 percent to a high of 62.3 percent. Range spread is important because once the number of steps are decided on in creating a new scale, range spread dictates step progression percentage. Best practice dictates that range spread should fall between 50 and 70 percent; however, an organization should first take into account average range spread across their market peers when determining an appropriate range spread.

Addressing these weaknesses will act to improve the Division's existing salary scales. These identified weaknesses are related only to the structural components of the MCPS compensation system, and are not meant to address issues at the individual classification level.



**RECOMMENDATION 1: Consolidate the eight 2015-16 salary scales into three unified salary scales.**

MCPS should consolidate the eight 2015-16 salary scales into three unified salary scales for classified staff, certified or professional staff, and teachers, and in consolidating the scales address the weaknesses identified by Evergreen. **Exhibit 5A** through **Exhibit 5C** display the proposed salary scales. Note that the certified and classified scales are displayed based on a 12-month, 2080 hour schedule and the teacher scale is displayed based on a 1500 hour schedule. Hourly schedules can be found in the **Appendix A**.

**Exhibit 5A** displays the proposed salary scale for certified staff. As can be seen, the scale contains 22 pay grades labeled “P-A” through “P-V.” Each pay grade has 24 steps and a range spread of 59.2 percent, which aligns with the average number of steps and range spread found across market peers. Step progression is uniformly 2.0 percent between all steps. Finally, midpoint progression is uniformly 5.0 percent between all pay grades, providing adequate spacing between grades to place all classifications at or near market value. The value of the lowest pay grade (“P-A”) was determined based on the classification on the scale with the lowest value, and similarly the highest pay grade (“P-V”) was determined based on the classification on the scale with the highest value (either existing or based on market).

**Exhibit 5B** displays the proposed salary scale for classified staff. As can be seen, the scale contains 24 pay grades labeled “C-A” through “C-X.” Each pay grade has 25 steps and a range spread of 72.4 percent, which aligns with the average number of steps and range spread found across market peers. Step progression is uniformly 2.3 percent between all steps. Finally, midpoint progression is uniformly 5.5 percent between all pay grades, providing adequate spacing between grades to place all classifications at or near market value. As with the certified scale, the value of the lowest pay grade (“C-A”) was determined based on the classification on the scale with the lowest value, and similarly the highest pay grade (“C-X”) was determined based on the classification on the scale with the highest value (either existing or based on market).

Note that the number of steps proposed for the certified salary scale is 24 and for the proposed classified salary scale is 25. This is because the number of steps proposed aligns with the average number of steps in peer organization pay plans for these classifications. This is generally the approach used to determine an appropriate number of steps, especially when the number of steps is so similar. However, an alternative philosophy is to provide the same number of steps for certified and classified staff, versus aligning the number of steps with market data.

**Exhibit 5C** displays the proposed salary scale for teachers. Pay grades on the scale correspond to education level, with Bachelor’s being the first pay grade through Doctorate as the last pay grade. As pay grades correspond directly to a position and education level, a uniform 3-5 percent midpoint progression is not needed as pay grade values can be set directly from market value. The proposed scale’s range spread aligns closely with market average range spread, and proposes slightly lower step 0 values for Bachelor’s through Master’s/20. This is because the Division’s minimums were found to be higher than market value, and the lost value in this step was dispersed in Steps 1 and 2 to eliminate step compression in the 2015-16 scale, without affecting existing employees. The proposed scale also eliminates the flat

dollar increase for each higher level of education obtained in favor of a gradually increasing amount that matches the 2015-16 increase in Step 1 and increases which each step.

It is important to note that starting salary on the proposed Teacher salary scale is lower than on the current salary scale. This was done in order to eliminate the 0.0 percent increase at the beginning of the current salary scale while maintaining salary levels at Steps 1-2 that are greater than the current salary scale. This ensures that current teachers, in transitioning to the proposed pay plan, receive increases equal to or greater than their current step values. On the proposed pay plan, the third step now provides an increase whereas in the current pay plan no increase is provided. Further, despite the reduction in salary at Step 0 on the proposed pay plan, entry level salaries are still competitive with market values.

Another significant change proposed to Teacher salary scale is use of a percentage increase instead of a flat increase for educational attainment. The flat increase approach limits flexibility in being competitive with the market at higher education levels, as the range spreads of each higher level are restricted by the range spread of the Bachelor's level when applying a flat increase. This approach favors recruitment and retention of teachers with more experience and a higher level of education, and assumes that a higher level degree is more valuable to a teacher with greater years of experience.



**EXHIBIT 5A  
PROPOSED SALARY SCALE – CERTIFIED**

Step	Grade										
	P-A	P-B	P-C	P-D	P-E	P-F	P-G	P-H	P-I	P-J	P-K
0	\$31,854.00	\$33,446.70	\$35,119.04	\$36,874.99	\$38,718.74	\$40,654.67	\$42,687.41	\$44,821.78	\$47,062.87	\$49,416.01	\$51,886.81
1	\$32,504.46	\$34,129.68	\$35,836.17	\$37,627.97	\$39,509.37	\$41,484.84	\$43,559.08	\$45,737.04	\$48,023.89	\$50,425.08	\$52,946.34
2	\$33,168.20	\$34,826.61	\$36,567.94	\$38,396.34	\$40,316.15	\$42,331.96	\$44,448.56	\$46,670.99	\$49,004.54	\$51,454.76	\$54,027.50
3	\$33,845.49	\$35,537.77	\$37,314.66	\$39,180.39	\$41,139.41	\$43,196.38	\$45,356.20	\$47,624.01	\$50,005.21	\$52,505.47	\$55,130.74
4	\$34,536.62	\$36,263.45	\$38,076.62	\$39,980.45	\$41,979.48	\$44,078.45	\$46,282.37	\$48,596.49	\$51,026.32	\$53,577.63	\$56,256.51
5	\$35,241.86	\$37,003.95	\$38,854.15	\$40,796.85	\$42,836.70	\$44,978.53	\$47,227.46	\$49,588.83	\$52,068.27	\$54,671.69	\$57,405.27
6	\$35,961.50	\$37,759.57	\$39,647.55	\$41,629.93	\$43,711.42	\$45,896.99	\$48,191.84	\$50,601.44	\$53,131.51	\$55,788.08	\$58,577.49
7	\$36,695.83	\$38,530.62	\$40,457.15	\$42,480.01	\$44,604.01	\$46,834.21	\$49,175.92	\$51,634.72	\$54,216.45	\$56,927.28	\$59,773.64
8	\$37,445.16	\$39,317.42	\$41,283.29	\$43,347.45	\$45,514.82	\$47,790.57	\$50,180.09	\$52,689.10	\$55,323.55	\$58,089.73	\$60,994.22
9	\$38,209.79	\$40,120.28	\$42,126.29	\$44,232.61	\$46,444.24	\$48,766.45	\$51,204.77	\$53,765.01	\$56,453.26	\$59,275.92	\$62,239.72
10	\$38,990.03	\$40,939.53	\$42,986.51	\$45,135.84	\$47,392.63	\$49,762.26	\$52,250.37	\$54,862.89	\$57,606.04	\$60,486.34	\$63,510.65
11	\$39,786.21	\$41,775.52	\$43,864.30	\$46,057.51	\$48,360.39	\$50,778.40	\$53,317.33	\$55,983.19	\$58,782.35	\$61,721.47	\$64,807.54
12	\$40,598.64	\$42,628.58	\$44,760.00	\$46,998.00	\$49,347.90	\$51,815.30	\$54,406.06	\$57,126.37	\$59,982.69	\$62,981.82	\$66,130.91
13	\$41,427.67	\$43,499.05	\$45,674.00	\$47,957.70	\$50,355.59	\$52,873.37	\$55,517.04	\$58,292.89	\$61,207.53	\$64,267.91	\$67,481.31
14	\$42,273.62	\$44,387.30	\$46,606.67	\$48,937.00	\$51,383.85	\$53,953.04	\$56,650.69	\$59,483.23	\$62,457.39	\$65,580.26	\$68,859.27
15	\$43,136.85	\$45,293.69	\$47,558.37	\$49,936.29	\$52,433.11	\$55,054.76	\$57,807.50	\$60,697.88	\$63,732.77	\$66,919.41	\$70,265.38
16	\$44,017.70	\$46,218.59	\$48,529.52	\$50,955.99	\$53,503.79	\$56,178.98	\$58,987.93	\$61,937.33	\$65,034.19	\$68,285.90	\$71,700.20
17	\$44,916.54	\$47,162.37	\$49,520.49	\$51,996.51	\$54,596.34	\$57,326.16	\$60,192.46	\$63,202.09	\$66,362.19	\$69,680.30	\$73,164.32
18	\$45,833.74	\$48,125.43	\$50,531.70	\$53,058.28	\$55,711.20	\$58,496.76	\$61,421.59	\$64,492.67	\$67,717.31	\$71,103.17	\$74,658.33
19	\$46,769.66	\$49,108.15	\$51,563.56	\$54,141.73	\$56,848.82	\$59,691.26	\$62,675.82	\$65,809.61	\$69,100.10	\$72,555.10	\$76,182.86
20	\$47,724.70	\$50,110.94	\$52,616.48	\$55,247.31	\$58,009.67	\$60,910.16	\$63,955.66	\$67,153.45	\$70,511.12	\$74,036.68	\$77,738.51
21	\$48,699.24	\$51,134.20	\$53,690.91	\$56,375.46	\$59,194.23	\$62,153.94	\$65,261.64	\$68,524.72	\$71,950.96	\$75,548.50	\$79,325.93
22	\$49,693.68	\$52,178.36	\$54,787.28	\$57,526.64	\$60,402.98	\$63,423.13	\$66,594.28	\$69,924.00	\$73,420.20	\$77,091.20	\$80,945.77
23	\$50,708.42	\$53,243.84	\$55,906.04	\$58,701.34	\$61,636.41	\$64,718.23	\$67,954.14	\$71,351.84	\$74,919.44	\$78,665.41	\$82,598.68

**EXHIBIT 5A (Continued)  
PROPOSED SALARY SCALE – CERTIFIED**

Step	Grade										
	P-L	P-M	P-N	P-O	P-P	P-Q	P-R	P-S	P-T	P-U	P-V
0	\$54,481.15	\$57,205.21	\$60,065.47	\$63,068.74	\$66,222.18	\$69,533.29	\$73,009.95	\$76,660.45	\$80,493.47	\$84,518.15	\$88,744.05
1	\$55,593.65	\$58,373.34	\$61,292.00	\$64,356.60	\$67,574.44	\$70,953.16	\$74,500.81	\$78,225.86	\$82,137.15	\$86,244.01	\$90,556.21
2	\$56,728.88	\$59,565.32	\$62,543.59	\$65,670.77	\$68,954.31	\$72,402.02	\$76,022.12	\$79,823.23	\$83,814.39	\$88,005.11	\$92,405.36
3	\$57,887.28	\$60,781.65	\$63,820.73	\$67,011.76	\$70,362.35	\$73,880.47	\$77,574.49	\$81,453.22	\$85,525.88	\$89,802.17	\$94,292.28
4	\$59,069.34	\$62,022.81	\$65,123.95	\$68,380.14	\$71,799.15	\$75,389.11	\$79,158.56	\$83,116.49	\$87,272.32	\$91,635.93	\$96,217.73
5	\$60,275.54	\$63,289.31	\$66,453.78	\$69,776.47	\$73,265.29	\$76,928.55	\$80,774.98	\$84,813.73	\$89,054.42	\$93,507.14	\$98,182.50
6	\$61,506.36	\$64,581.68	\$67,810.76	\$71,201.30	\$74,761.37	\$78,499.44	\$82,424.41	\$86,545.63	\$90,872.91	\$95,416.55	\$100,187.38
7	\$62,762.32	\$65,900.44	\$69,195.46	\$72,655.23	\$76,287.99	\$80,102.39	\$84,107.51	\$88,312.89	\$92,728.53	\$97,364.96	\$102,233.21
8	\$64,043.93	\$67,246.12	\$70,608.43	\$74,138.85	\$77,845.80	\$81,738.08	\$85,824.99	\$90,116.24	\$94,622.05	\$99,353.15	\$104,320.81
9	\$65,351.71	\$68,619.29	\$72,050.26	\$75,652.77	\$79,435.41	\$83,407.18	\$87,577.54	\$91,956.41	\$96,554.23	\$101,381.94	\$106,451.04
10	\$66,686.19	\$70,020.50	\$73,521.52	\$77,197.60	\$81,057.48	\$85,110.35	\$89,365.87	\$93,834.16	\$98,525.87	\$103,452.16	\$108,624.77
11	\$68,047.92	\$71,450.31	\$75,022.83	\$78,773.97	\$82,712.67	\$86,848.30	\$91,190.72	\$95,750.26	\$100,537.77	\$105,564.66	\$110,842.89
12	\$69,437.46	\$72,909.33	\$76,554.80	\$80,382.54	\$84,401.66	\$88,621.75	\$93,052.83	\$97,705.48	\$102,590.75	\$107,720.29	\$113,106.30
13	\$70,855.37	\$74,398.14	\$78,118.05	\$82,023.95	\$86,125.15	\$90,431.40	\$94,952.97	\$99,700.62	\$104,685.65	\$109,919.94	\$115,415.93
14	\$72,302.24	\$75,917.35	\$79,713.22	\$83,698.88	\$87,883.82	\$92,278.01	\$96,891.91	\$101,736.51	\$106,823.33	\$112,164.50	\$117,772.73
15	\$73,778.65	\$77,467.58	\$81,340.96	\$85,408.01	\$89,678.41	\$94,162.33	\$98,870.45	\$103,813.97	\$109,004.67	\$114,454.90	\$120,177.64
16	\$75,285.21	\$79,049.47	\$83,001.94	\$87,152.04	\$91,509.64	\$96,085.12	\$100,889.38	\$105,933.85	\$111,230.54	\$116,792.07	\$122,631.67
17	\$76,822.53	\$80,663.66	\$84,696.84	\$88,931.68	\$93,378.27	\$98,047.18	\$102,949.54	\$108,097.02	\$113,501.87	\$119,176.96	\$125,135.81
18	\$78,391.25	\$82,310.81	\$86,426.35	\$90,747.67	\$95,285.05	\$100,049.31	\$105,051.77	\$110,304.36	\$115,819.58	\$121,610.56	\$127,691.08
19	\$79,992.00	\$83,991.60	\$88,191.18	\$92,600.74	\$97,230.77	\$102,092.31	\$107,196.93	\$112,556.77	\$118,184.61	\$124,093.84	\$130,298.54
20	\$81,625.43	\$85,706.71	\$89,992.04	\$94,491.64	\$99,216.23	\$104,177.04	\$109,385.89	\$114,855.18	\$120,597.94	\$126,627.84	\$132,959.23
21	\$83,292.23	\$87,456.84	\$91,829.68	\$96,421.16	\$101,242.22	\$106,304.33	\$111,619.55	\$117,200.53	\$123,060.55	\$129,213.58	\$135,674.26
22	\$84,993.05	\$89,242.71	\$93,704.84	\$98,390.08	\$103,309.59	\$108,475.07	\$113,898.82	\$119,593.76	\$125,573.45	\$131,852.12	\$138,444.73
23	\$86,728.61	\$91,065.04	\$95,618.29	\$100,399.21	\$105,419.17	\$110,690.13	\$116,224.63	\$122,035.87	\$128,137.66	\$134,544.54	\$141,271.77

**EXHIBIT 5B  
PROPOSED SALARY SCALE – CLASSIFIED**

Step	Grade											
	C-A	C-B	C-C	C-D	C-E	C-F	C-G	C-H	C-I	C-J	C-K	C-L
0	\$17,289.00	\$18,239.90	\$19,243.09	\$20,301.46	\$21,418.04	\$22,596.03	\$23,838.81	\$25,149.95	\$26,533.20	\$27,992.52	\$29,532.11	\$31,156.38
1	\$17,685.78	\$18,658.50	\$19,684.72	\$20,767.38	\$21,909.58	\$23,114.61	\$24,385.91	\$25,727.14	\$27,142.13	\$28,634.95	\$30,209.87	\$31,871.41
2	\$18,091.67	\$19,086.71	\$20,136.48	\$21,243.99	\$22,412.41	\$23,645.09	\$24,945.57	\$26,317.58	\$27,765.04	\$29,292.12	\$30,903.19	\$32,602.86
3	\$18,506.88	\$19,524.75	\$20,598.61	\$21,731.54	\$22,926.77	\$24,187.75	\$25,518.07	\$26,921.57	\$28,402.25	\$29,964.38	\$31,612.42	\$33,351.10
4	\$18,931.61	\$19,972.85	\$21,071.35	\$22,230.28	\$23,452.94	\$24,742.85	\$26,103.71	\$27,539.42	\$29,054.08	\$30,652.06	\$32,337.92	\$34,116.51
5	\$19,366.09	\$20,431.22	\$21,554.94	\$22,740.46	\$23,991.19	\$25,310.70	\$26,702.79	\$28,171.45	\$29,720.87	\$31,355.52	\$33,080.08	\$34,899.48
6	\$19,810.54	\$20,900.12	\$22,049.63	\$23,262.36	\$24,541.79	\$25,891.58	\$27,315.62	\$28,817.98	\$30,402.97	\$32,075.13	\$33,839.26	\$35,700.42
7	\$20,265.19	\$21,379.78	\$22,555.67	\$23,796.23	\$25,105.02	\$26,485.80	\$27,942.51	\$29,479.35	\$31,100.72	\$32,811.26	\$34,615.88	\$36,519.75
8	\$20,730.28	\$21,870.44	\$23,073.32	\$24,342.35	\$25,681.18	\$27,093.64	\$28,583.79	\$30,155.90	\$31,814.48	\$33,564.27	\$35,410.31	\$37,357.88
9	\$21,206.04	\$22,372.37	\$23,602.85	\$24,901.01	\$26,270.56	\$27,715.44	\$29,239.79	\$30,847.98	\$32,544.62	\$34,334.57	\$36,222.98	\$38,215.24
10	\$21,692.72	\$22,885.82	\$24,144.54	\$25,472.49	\$26,873.47	\$28,351.51	\$29,910.85	\$31,555.94	\$33,291.52	\$35,122.55	\$37,054.29	\$39,092.28
11	\$22,190.56	\$23,411.05	\$24,698.65	\$26,057.08	\$27,490.22	\$29,002.18	\$30,597.30	\$32,280.15	\$34,055.56	\$35,928.62	\$37,904.69	\$39,989.45
12	\$22,699.84	\$23,948.33	\$25,265.49	\$26,655.09	\$28,121.12	\$29,667.78	\$31,299.51	\$33,020.98	\$34,837.14	\$36,753.18	\$38,774.60	\$40,907.21
13	\$23,220.80	\$24,497.94	\$25,845.33	\$27,266.82	\$28,766.50	\$30,348.66	\$32,017.83	\$33,778.81	\$35,636.65	\$37,596.66	\$39,664.48	\$41,846.03
14	\$23,753.72	\$25,060.17	\$26,438.48	\$27,892.60	\$29,426.69	\$31,045.16	\$32,752.64	\$34,554.04	\$36,454.51	\$38,459.51	\$40,574.78	\$42,806.39
15	\$24,298.86	\$25,635.30	\$27,045.24	\$28,532.73	\$30,102.03	\$31,757.64	\$33,504.31	\$35,347.05	\$37,291.14	\$39,342.15	\$41,505.97	\$43,788.80
16	\$24,856.52	\$26,223.63	\$27,665.93	\$29,187.56	\$30,792.87	\$32,486.48	\$34,273.24	\$36,158.27	\$38,146.97	\$40,245.05	\$42,458.53	\$44,793.75
17	\$25,426.98	\$26,825.46	\$28,300.86	\$29,857.41	\$31,499.57	\$33,232.05	\$35,059.81	\$36,988.10	\$39,022.44	\$41,168.68	\$43,432.96	\$45,821.77
18	\$26,010.53	\$27,441.11	\$28,950.37	\$30,542.64	\$32,222.49	\$33,994.72	\$35,864.43	\$37,836.98	\$39,918.01	\$42,113.50	\$44,429.74	\$46,873.38
19	\$26,607.47	\$28,070.88	\$29,614.78	\$31,243.59	\$32,961.99	\$34,774.90	\$36,687.52	\$38,705.33	\$40,834.13	\$43,080.00	\$45,449.40	\$47,949.12
20	\$27,218.11	\$28,715.11	\$30,294.44	\$31,960.63	\$33,718.47	\$35,572.98	\$37,529.50	\$39,593.62	\$41,771.27	\$44,068.69	\$46,492.47	\$49,049.55
21	\$27,842.77	\$29,374.12	\$30,989.70	\$32,694.13	\$34,492.31	\$36,389.38	\$38,390.80	\$40,502.29	\$42,729.92	\$45,080.07	\$47,559.47	\$50,175.24
22	\$28,481.76	\$30,048.26	\$31,700.91	\$33,444.46	\$35,283.91	\$37,224.52	\$39,271.87	\$41,431.82	\$43,710.57	\$46,114.65	\$48,650.96	\$51,326.76
23	\$29,135.42	\$30,737.86	\$32,428.45	\$34,212.01	\$36,093.67	\$38,078.82	\$40,173.16	\$42,382.68	\$44,713.73	\$47,172.99	\$49,767.50	\$52,504.71
24	\$29,804.07	\$31,443.30	\$33,172.68	\$34,997.18	\$36,922.02	\$38,952.73	\$41,095.13	\$43,355.37	\$45,739.91	\$48,255.61	\$50,909.66	\$53,709.70

**EXHIBIT 5B (Continued)  
PROPOSED SALARY SCALE – CLASSIFIED**

Step	Grade											
	C-M	C-N	C-O	C-P	C-Q	C-R	C-S	C-T	C-U	C-V	C-W	C-X
0	\$32,869.98	\$34,677.82	\$36,585.11	\$38,597.29	\$40,720.14	\$42,959.74	\$45,322.53	\$47,815.27	\$50,445.11	\$53,219.59	\$56,146.67	\$59,234.73
1	\$33,624.34	\$35,473.68	\$37,424.73	\$39,483.09	\$41,654.66	\$43,945.67	\$46,362.68	\$48,912.63	\$51,602.82	\$54,440.98	\$57,435.23	\$60,594.17
2	\$34,396.02	\$36,287.80	\$38,283.63	\$40,389.23	\$42,610.64	\$44,954.22	\$47,426.71	\$50,035.17	\$52,787.11	\$55,690.40	\$58,753.37	\$61,984.81
3	\$35,185.41	\$37,120.61	\$39,162.24	\$41,316.16	\$43,588.55	\$45,985.92	\$48,515.15	\$51,183.48	\$53,998.57	\$56,968.50	\$60,101.76	\$63,407.36
4	\$35,992.91	\$37,972.52	\$40,061.01	\$42,264.37	\$44,588.91	\$47,041.30	\$49,628.57	\$52,358.14	\$55,237.84	\$58,275.92	\$61,481.10	\$64,862.56
5	\$36,818.95	\$38,843.99	\$40,980.41	\$43,234.34	\$45,612.23	\$48,120.90	\$50,767.55	\$53,559.76	\$56,505.55	\$59,613.35	\$62,892.09	\$66,351.15
6	\$37,663.95	\$39,735.46	\$41,920.91	\$44,226.56	\$46,659.03	\$49,225.27	\$51,932.66	\$54,788.96	\$57,802.35	\$60,981.48	\$64,335.46	\$67,873.91
7	\$38,528.33	\$40,647.39	\$42,883.00	\$45,241.56	\$47,729.85	\$50,354.99	\$53,124.52	\$56,046.37	\$59,128.92	\$62,381.01	\$65,811.96	\$69,431.62
8	\$39,412.56	\$41,580.25	\$43,867.16	\$46,279.86	\$48,825.25	\$51,510.64	\$54,343.72	\$57,332.63	\$60,485.92	\$63,812.65	\$67,322.35	\$71,025.07
9	\$40,317.08	\$42,534.52	\$44,873.92	\$47,341.98	\$49,945.79	\$52,692.81	\$55,590.91	\$58,648.41	\$61,874.08	\$65,277.15	\$68,867.39	\$72,655.10
10	\$41,242.36	\$43,510.68	\$45,903.77	\$48,428.48	\$51,092.05	\$53,902.11	\$56,866.72	\$59,994.39	\$63,294.09	\$66,775.26	\$70,447.90	\$74,322.53
11	\$42,188.87	\$44,509.25	\$46,957.26	\$49,539.91	\$52,264.61	\$55,139.16	\$58,171.82	\$61,371.27	\$64,746.69	\$68,307.75	\$72,064.68	\$76,028.24
12	\$43,157.10	\$45,530.74	\$48,034.93	\$50,676.85	\$53,464.08	\$56,404.61	\$59,506.86	\$62,779.74	\$66,232.62	\$69,875.42	\$73,718.56	\$77,773.08
13	\$44,147.56	\$46,575.67	\$49,137.33	\$51,839.89	\$54,691.08	\$57,699.09	\$60,872.54	\$64,220.53	\$67,752.66	\$71,479.06	\$75,410.40	\$79,557.98
14	\$45,160.74	\$47,644.58	\$50,265.04	\$53,029.61	\$55,946.24	\$59,023.29	\$62,269.57	\$65,694.39	\$69,307.58	\$73,119.50	\$77,141.07	\$81,383.83
15	\$46,197.18	\$48,738.03	\$51,418.62	\$54,246.64	\$57,230.21	\$60,377.87	\$63,698.65	\$67,202.08	\$70,898.19	\$74,797.59	\$78,911.46	\$83,251.59
16	\$47,257.41	\$49,856.57	\$52,598.68	\$55,491.60	\$58,543.64	\$61,763.54	\$65,160.54	\$68,744.37	\$72,525.31	\$76,514.20	\$80,722.48	\$85,162.22
17	\$48,341.97	\$51,000.77	\$53,805.82	\$56,765.14	\$59,887.22	\$63,181.02	\$66,655.97	\$70,322.05	\$74,189.76	\$78,270.20	\$82,575.06	\$87,116.69
18	\$49,451.41	\$52,171.24	\$55,040.66	\$58,067.90	\$61,261.63	\$64,631.02	\$68,185.73	\$71,935.94	\$75,892.42	\$80,066.50	\$84,470.16	\$89,116.02
19	\$50,586.32	\$53,368.57	\$56,303.84	\$59,400.55	\$62,667.58	\$66,114.30	\$69,750.59	\$73,586.87	\$77,634.15	\$81,904.03	\$86,408.75	\$91,161.23
20	\$51,747.28	\$54,593.38	\$57,596.02	\$60,763.80	\$64,105.81	\$67,631.62	\$71,351.36	\$75,275.69	\$79,415.85	\$83,783.72	\$88,391.83	\$93,253.38
21	\$52,934.88	\$55,846.30	\$58,917.84	\$62,158.33	\$65,577.03	\$69,183.77	\$72,988.88	\$77,003.27	\$81,238.45	\$85,706.56	\$90,420.42	\$95,393.54
22	\$54,149.74	\$57,127.97	\$60,270.01	\$63,584.86	\$67,082.03	\$70,771.54	\$74,663.97	\$78,770.49	\$83,102.87	\$87,673.53	\$92,495.57	\$97,582.83
23	\$55,392.47	\$58,439.06	\$61,653.21	\$65,044.13	\$68,621.56	\$72,395.75	\$76,377.51	\$80,578.27	\$85,010.08	\$89,685.63	\$94,618.34	\$99,822.35
24	\$56,663.73	\$59,780.23	\$63,068.15	\$66,536.89	\$70,196.42	\$74,057.23	\$78,130.37	\$82,427.55	\$86,961.06	\$91,743.92	\$96,789.83	\$102,113.28

**EXHIBIT 5C  
PROPOSED SALARY SCALE – TEACHERS**

Step	Grade				
	Bachelor's	Bachelor's/20	Master's	Master's/20	Doctorate
0	\$36,394.00	\$37,426.50	\$38,497.65	\$39,014.40	\$40,318.00
1	\$37,012.70	\$38,062.75	\$39,113.61	\$39,638.63	\$40,963.09
2	\$37,604.90	\$38,671.75	\$39,739.43	\$40,272.85	\$41,618.50
3	\$38,206.58	\$39,290.50	\$40,380.57	\$40,911.49	\$42,269.85
4	\$38,817.88	\$39,919.15	\$41,028.82	\$41,557.21	\$42,928.43
5	\$39,438.97	\$40,557.85	\$41,691.30	\$42,217.11	\$43,601.46
6	\$40,069.99	\$41,206.78	\$42,362.92	\$42,886.11	\$44,283.78
7	\$40,711.11	\$41,866.09	\$43,045.72	\$43,566.25	\$44,977.46
8	\$41,362.49	\$42,535.94	\$43,741.72	\$44,259.55	\$45,684.55
9	\$42,024.29	\$43,216.52	\$44,448.91	\$44,963.98	\$46,403.00
10	\$42,696.68	\$43,907.98	\$45,168.28	\$45,680.55	\$47,133.84
11	\$43,379.83	\$44,610.51	\$45,900.87	\$46,410.28	\$47,878.10
12	\$44,073.90	\$45,324.28	\$46,643.61	\$47,150.13	\$48,632.68
13	\$44,779.09	\$46,049.47	\$47,401.60	\$47,905.17	\$49,402.74
14	\$45,495.55	\$46,786.26	\$48,170.76	\$48,671.33	\$50,184.16
15	\$46,223.48	\$47,534.84	\$48,954.15	\$49,451.67	\$50,980.03
16	\$46,963.06	\$48,295.40	\$49,750.75	\$50,245.16	\$51,789.32
17	\$47,714.47	\$49,068.12	\$50,559.54	\$51,050.80	\$52,610.99
18	\$48,525.61	\$49,853.21	\$51,382.55	\$51,870.61	\$53,447.12
19	\$49,350.55	\$50,650.86	\$52,218.78	\$52,703.58	\$54,296.67
20	\$50,189.51	\$51,461.28	\$53,071.26	\$53,552.74	\$55,162.73
21	\$51,042.73	\$52,284.66	\$53,936.95	\$54,415.05	\$56,042.21
22	\$51,910.45	\$53,121.21	\$54,816.86	\$55,291.54	\$56,936.14
23	\$52,792.93	\$53,971.15	\$55,713.04	\$56,184.22	\$57,846.59
24	\$53,690.41	\$54,834.69	\$56,624.45	\$57,092.08	\$58,772.53
25	\$54,603.15	\$55,712.05	\$57,550.09	\$58,014.11	\$59,712.91
26	\$55,531.40	\$56,603.44	\$58,491.98	\$58,952.34	\$60,669.81
27	\$56,475.44	\$57,509.09	\$59,450.13	\$59,906.76	\$61,643.23
28	\$57,435.52	\$58,486.75	\$60,423.53	\$60,876.36	\$62,632.13
29	\$58,411.92	\$59,481.02	\$61,416.22	\$61,865.19	\$63,640.65
30	\$59,404.93	\$60,432.72	\$62,424.16	\$62,869.20	\$64,664.64



The proposed scales will provide a system that is structurally competitive with the market, consolidate scales for ease of administration, and increase transparency by providing a more unified system.

## FINDING

In order to determine appropriate placement of all classifications into the proposed salary scales (**Exhibit 5A, 5B, and 5C**), Evergreen conducted an external equity analysis of market compensation data collected using a market survey instrument. The external market compensation analysis (**Chapter 4**) identified each classification's variance from market to determine appropriate placement into the proposed salary schedules. For positions found to be competitive with market at midpoint (positive variance), they were slotted into the proposed scales at or near their existing midpoint value. These positions were slotted at a pay grade equal to or slightly greater than their existing midpoint value, but never slotted to a pay grade with a lower midpoint value. For positions found to be uncompetitive with market at midpoint (negative variance), they were slotted into the proposed scales at or near market midpoint value.

Adjustments were then made to ensure that the existing internal hierarchy of positions at MCPS was maintained. Therefore, proposed placement ensures that MCPS classifications are being compensated competitively in comparison to the market, and that internally MCPS classifications are being equitably compensated based on similar levels of job complexity and responsibility. Based on this approach, Evergreen identified proposed placement for each MCPS classification into the proposed salary schedules.

### **RECOMMENDATION 2: Slot all MCPS classifications into the proposed scales at a pay grade competitive with market value.**

MCPS should slot positions into the proposed scales as is outlined in **Exhibit 5D**. **Exhibit 5D** displays all MCPS classifications, current pay grade midpoint value, and proposed pay grade and grade value. The proposed grade order list assumes that MCPS desires to maintain a compensation system competitive with market average as well as ensure internal equity is maintained.

This recommendation has four implementation options with various costs. Specifically, there are four ways in which the MCPS could roll employees into the proposed grade order list—each of which carries different annual fiscal impacts.

The options include:

- **Bring to Minimum** – This approach places all employees on a step that aligns closest to their existing salary unless their existing salary falls below their newly assigned pay grade's minimum. When this occurs, the employee's salary is raised to the new minimum to bring them into range. For example, for a Nutrition employee whose annual compensation is \$16,500, this approach ensures that this employee's salary is brought to the minimum of their classification's proposed range, which is \$17,289 per **Exhibit 5D**. For all other employees, their salaries are placed on the step closest to their existing salary.



**EXHIBIT 5D  
PROPOSED GRADE ORDER LIST**

Classification	Current Mid	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
SNP Cafeteria Worker	\$22,183.20	C-A	\$17,289.00	\$23,546.54	\$29,804.07
Custodian	\$24,616.80	C-C	\$19,243.09	\$26,207.88	\$33,172.68
Aide	\$25,012.00	C-D	\$20,301.46	\$27,649.32	\$34,997.18
Bus Aide	\$27,736.80	C-E	\$21,418.04	\$29,170.03	\$36,922.02
ISAEP Aide	\$28,579.20	C-F	\$22,596.03	\$30,774.38	\$38,952.73
SNP Assistant Manager	\$25,750.40	C-F	\$22,596.03	\$30,774.38	\$38,952.73
General Maintenance Apprentice	\$24,624.00	C-G	\$23,838.81	\$32,466.97	\$41,095.13
Grounds/General Maintenance Staff	\$24,624.00	C-G	\$23,838.81	\$32,466.97	\$41,095.13
Warehouse Staff	\$24,624.00	C-G	\$23,838.81	\$32,466.97	\$41,095.13
Administrative Assistant	\$31,756.50	C-H	\$25,149.95	\$34,252.66	\$43,355.37
Benefits Data Assistant	\$31,756.50	C-H	\$25,149.95	\$34,252.66	\$43,355.37
Language/Translator	\$32,697.60	C-H	\$25,149.95	\$34,252.66	\$43,355.37
Senior Custodian	\$32,177.00	C-H	\$25,149.95	\$34,252.66	\$43,355.37
SNP Cafeteria Manager	\$30,024.80	C-H	\$25,149.95	\$34,252.66	\$43,355.37
Bookkeeper I – Enrollment <1000 Students	\$32,777.50	C-I	\$26,533.20	\$36,136.55	\$45,739.91
Bookkeeper II – Enrollment >1000 Students	\$40,692.00	C-J	\$27,992.52	\$38,124.06	\$48,255.61
Administrative Assistant to Director	\$40,692.00	C-J	\$27,992.52	\$38,124.06	\$48,255.61
Payroll/Benefits/Personnel Staff	\$40,692.00	C-J	\$27,992.52	\$38,124.06	\$48,255.61
Bus Driver	\$35,016.80	C-J	\$27,992.52	\$38,124.06	\$48,255.61
General Maintenance Technician	\$32,177.00	C-I	\$26,533.20	\$36,136.55	\$45,739.91
HVAC Technician	\$32,177.00	C-J	\$27,992.52	\$38,124.06	\$48,255.61
Painter Specialist	\$32,177.00	C-L	\$31,156.38	\$42,433.04	\$53,709.70
SNP Field Manager	\$34,486.00	C-J	\$27,992.52	\$38,124.06	\$48,255.61
Administrative Assistant to Superintendent	\$40,692.00	C-K	\$29,532.11	\$40,220.89	\$50,909.66
Master Skilled Trades	\$32,177.00	C-L	\$31,156.38	\$42,433.04	\$53,709.70
Office Manager/Deputy Clerk of the Board	\$40,692.00	C-L	\$31,156.38	\$42,433.04	\$53,709.70
Building System Operator	\$40,192.00	C-L	\$31,156.38	\$42,433.04	\$53,709.70
Certified Mechanic	\$40,192.00	C-L	\$31,156.38	\$42,433.04	\$53,709.70
Head Strand Custodian	\$40,192.00	C-L	\$31,156.38	\$42,433.04	\$53,709.70
HVAC Electrician	\$40,192.00	C-L	\$31,156.38	\$42,433.04	\$53,709.70
HVAC Shop Foreman	\$40,192.00	C-L	\$31,156.38	\$42,433.04	\$53,709.70
HVAC/Boiler Mechanic	\$40,192.00	C-L	\$31,156.38	\$42,433.04	\$53,709.70
Maintenance Leadperson	\$40,192.00	C-L	\$31,156.38	\$42,433.04	\$53,709.70
Maintenance Technician	\$32,177.00	C-J	\$27,992.52	\$38,124.06	\$48,255.61
Plumber	\$40,192.00	C-L	\$31,156.38	\$42,433.04	\$53,709.70
Skilled Trades (Journeyman)	\$32,177.00	C-J	\$27,992.52	\$38,124.06	\$48,255.61
Vehicle Fleet Technician	\$40,192.00	C-L	\$31,156.38	\$42,433.04	\$53,709.70

**EXHIBIT 5D (Continued)**  
**PROPOSED GRADE ORDER LIST**

Classification	Current Mid	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Parent Coordinator	\$41,974.40	C-M	\$32,869.98	\$44,766.85	\$56,663.73
Skilled Trades Foreman	\$47,447.50	C-O	\$36,585.11	\$49,826.63	\$63,068.15
Vehicle Fleet Shop Foreman	\$47,447.50	C-O	\$36,585.11	\$49,826.63	\$63,068.15
Before After Coordinator	\$48,318.40	C-P	\$38,597.29	\$52,567.09	\$66,536.89
Building & Ground Foreman	\$55,476.00	C-R	\$42,959.74	\$58,508.49	\$74,057.23
Custodial Manager	\$55,476.00	C-R	\$42,959.74	\$58,508.49	\$74,057.23
Energy Educator/Manager	\$55,476.00	C-R	\$42,959.74	\$58,508.49	\$74,057.23
Transportation Coordinator	\$55,476.00	C-R	\$42,959.74	\$58,508.49	\$74,057.23
Warehouse Supervisor	\$47,447.50	C-R	\$42,959.74	\$58,508.49	\$74,057.23
Construction Program Manager	\$62,422.00	C-T	\$47,815.27	\$65,121.41	\$82,427.55
Environmental & Maintenance Program Manager	\$62,422.00	C-U	\$50,445.11	\$68,703.08	\$86,961.06
Technology Technician	\$40,192.00	P-A	\$31,854.00	\$41,281.21	\$50,708.42
Interpreter I	\$39,289.50	P-B	\$33,446.70	\$43,345.27	\$53,243.84
Speech Language Pathology Assistant	\$39,289.50	P-D	\$36,874.99	\$47,788.16	\$58,701.34
MIS Specialist	\$47,447.50	P-E	\$38,718.74	\$50,177.57	\$61,636.41
Systems Analyst	\$47,447.50	P-G	\$42,687.41	\$55,320.77	\$67,954.14
Systems Integrator	\$47,447.50	P-G	\$42,687.41	\$55,320.77	\$67,954.14
Technology Specialist	\$40,192.00	P-A	\$31,854.00	\$41,281.21	\$50,708.42
Technology Specialist (w/ certification or degree)	\$47,447.50	P-E	\$38,718.74	\$50,177.57	\$61,636.41
Dietician	\$38,646.40	P-F	\$40,654.67	\$52,686.45	\$64,718.23
Interpreter II	\$49,989.50	P-F	\$40,654.67	\$52,686.45	\$64,718.23
School Nurse	\$49,067.20	P-F	\$40,654.67	\$52,686.45	\$64,718.23
Physical Therapist Assistant	\$39,289.50	P-G	\$42,687.41	\$55,320.77	\$67,954.14
Interpreter III	\$49,749.00	P-H	\$44,821.78	\$58,086.81	\$71,351.84
Occupational Therapist Assistant	\$39,289.50	P-H	\$44,821.78	\$58,086.81	\$71,351.84
Interpreter IV	\$49,749.00	P-I	\$47,062.87	\$60,991.15	\$74,919.44
Psychologist	\$49,989.50	P-J	\$49,416.01	\$64,040.71	\$78,665.41
Senior Specialist - Tech	\$55,476.00	P-J	\$49,416.01	\$64,040.71	\$78,665.41
Speech Language Pathologist	\$50,799.00	P-J	\$49,416.01	\$64,040.71	\$78,665.41
Occupational Therapist	\$49,989.50	P-K	\$51,886.81	\$67,242.74	\$82,598.68
Physical Therapist	\$49,989.50	P-K	\$51,886.81	\$67,242.74	\$82,598.68
Assessment Coordinator	\$70,363.00	P-M	\$57,205.21	\$74,135.12	\$91,065.04
Assistant to the Director of Facilities & Planning	\$70,363.00	P-M	\$57,205.21	\$74,135.12	\$91,065.04
Coordinator of Special Education	\$70,363.00	P-M	\$57,205.21	\$74,135.12	\$91,065.04
Coordinator RTI	\$64,499.00	P-M	\$57,205.21	\$74,135.12	\$91,065.04
Cord Stu Disc/504 Sv	\$70,363.00	P-M	\$57,205.21	\$74,135.12	\$91,065.04
Grant Writer	\$70,363.00	P-M	\$57,205.21	\$74,135.12	\$91,065.04
Technology Resource Coordinator	\$70,363.00	P-M	\$57,205.21	\$74,135.12	\$91,065.04

**EXHIBIT 5D (Continued)  
PROPOSED GRADE ORDER LIST**

Classification	Current Mid	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Elementary Assistant Principal	\$71,796.00	P-N	\$60,065.47	\$77,841.88	\$95,618.29
Fine Arts Specialist	\$70,363.00	P-N	\$60,065.47	\$77,841.88	\$95,618.29
Middle School Assistant Principal	\$80,412.00	P-O	\$63,068.74	\$81,733.98	\$100,399.21
Elementary Principal - Enrollment <500 (Inc. PS)	\$83,284.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
High School Assistant Principal	\$81,851.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Instructional Supervisor	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Public Information Officer/Clerk of the Board	\$62,422.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Career & Technical Education	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Fine Arts	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Gifted Resource	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Language Arts/Foreign Language/ESL	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Mathematics	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Payroll/Benefits	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Personnel	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Purchasing	\$70,363.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Reading/Title I/Preschool/Library	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Science- H/ Pe	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Social Science Char Ed	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Special Education	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Student Services	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor of Transportation	\$81,851.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Supervisor School Nutrition	\$80,412.00	P-P	\$66,222.18	\$85,820.67	\$105,419.17
Controller	\$87,591.00	P-Q	\$69,533.29	\$90,111.71	\$110,690.13
Elementary Principal - Enrollment >500 (Inc. PS)	\$83,284.00	P-Q	\$69,533.29	\$90,111.71	\$110,690.13
Middle School Principal - Enrollment <500	\$87,591.00	P-Q	\$69,533.29	\$90,111.71	\$110,690.13
Middle School Principal - Enrollment >500	\$93,333.50	P-R	\$73,009.95	\$94,617.29	\$116,224.63
High School Principal - Enrollment <1000	\$93,333.50	P-S	\$76,660.45	\$99,348.16	\$122,035.87
High School Principal - Enrollment >1000	\$93,333.50	P-T	\$80,493.47	\$104,315.57	\$128,137.66
Director of Facilities	\$100,513.00	P-U	\$84,518.15	\$109,531.34	\$134,544.54
Director of Human Resources	\$100,513.00	P-U	\$84,518.15	\$109,531.34	\$134,544.54
Director of Secondary Education	\$100,513.00	P-U	\$84,518.15	\$109,531.34	\$134,544.54
Director of Special Education	\$100,513.00	P-U	\$84,518.15	\$109,531.34	\$134,544.54
Director of Tech/Mgmt	\$100,513.00	P-U	\$84,518.15	\$109,531.34	\$134,544.54
Assistant Superintendent of Curriculum and Instruction	\$107,696.50	P-V	\$88,744.05	\$115,007.91	\$141,271.77
Assistant Superintendent of Operations	\$107,696.50	P-V	\$88,744.05	\$115,007.91	\$141,271.77
ISAEP Teacher	\$52,520.00	Teacher - Bach	\$36,394.00	\$47,899.46	\$59,404.93

**EXHIBIT 5D (Continued)  
PROPOSED GRADE ORDER LIST**

Classification	Current Mid	Proposed Grade	Proposed Min	Proposed Mid	Proposed Max
Teacher - Bachelors	\$48,174.00	Teacher - Bach	\$36,394.00	\$47,899.46	\$59,404.93
Teacher – Bachelors/20	\$49,224.00	Teacher - Bach20	\$37,426.50	\$48,929.61	\$60,432.72
Teacher - Masters	\$50,274.00	Teacher - MA	\$38,497.65	\$50,460.91	\$62,424.16
Teacher – Masters/20	\$50,799.00	Teacher - MA20	\$39,014.40	\$50,941.80	\$62,869.20
Teacher – Doctorate	\$51,324.00	Teacher - DR	\$40,318.00	\$52,491.32	\$64,664.64
<b>Ungraded</b>					
SNP Substitute Worker	NA	C-A	\$8.31	\$11.32	\$14.33
Substitute Teacher	NA	Sub	\$86.14/Daily		
Substitute Administrative Assistant	NA	C-H	\$12.09	\$16.47	\$20.84
Substitute Aide	NA	C-D	\$9.76	\$13.29	\$16.83
Substitute Nurse	NA	P-F	\$19.55	\$25.33	\$31.11
Homebound Teacher	NA	Teacher - Bach	\$24.26	\$31.93	\$39.60
Substitute Administrator	NA	P-I	\$22.63	\$29.32	\$36.02
Substitute Teacher Long Term	NA	Sub	\$159.00/Daily		
SOL Remediation Certified Teacher	NA	Teacher - Bach	\$24.26	\$31.93	\$39.60
SOL Remediation Aide	NA	C-D	\$9.76	\$13.29	\$16.83
Certified Teacher - Summer	NA	Summer	\$20.60/Hourly		
Program Coordinator - Before and After School Program	NA	Summer	\$20.60/Hourly		
Administrative Assistant - Summer	NA	Summer	\$10.84/Hourly		
Aide - Summer	NA	Summer	\$10.04	\$12.03	\$14.01
School Nurse - Summer	NA	Summer	\$21.43/Hourly		
School Nutrition Manager - Summer	NA	Summer	\$10.38	\$12.03	\$14.38
School Nutrition Staff - Summer	NA	Summer	\$8.76	\$12.03	\$12.57

- **Step Parity** – This approach places each employee on the same step in the proposed scale as they are on the current scale. For example, if an employee is currently on Step one, they are placed on Step one (i.e. minimum) in the proposed scale. If an employee is on Step 14 in the current scale, they are placed on step 14 in the proposed scale.
- **Classification Year Parity** – This approach places employees onto a step that correlates with their years of experience in their assigned classification. This option best addresses class compression, but does not factor in previous experience outside the MCPS or experience out of class. In this approach, current salaries are not considered. Rather, each employee’s years of experience is calculated and then translated to a specific step. For example, an employee with 10 years of experience would be placed onto step 10 of the proposed salary scale. The only caveat to this approach is that if an employee’s existing current salary exceeds that of the step they would be placed based on years of experience, they are placed on the step closest to their existing salary.
- **Combination Approach** – This is a mixed solution which addresses various employee groups differently, and is proposed because of the recent work the MCPS accomplished to bring all teachers on to the correct step before this study was completed. Using this method, the “Step Parity” approach is used for teachers and the “Classification Year Parity” approach is used for all other non-teaching staff. That is, teachers are placed on the same step in the proposed salary scale as they are now, and other employees are placed onto a step that corresponds with their year of experience.

### One-Year Implementation Costs

Based on current employee data, the cost for each of these options, as well as the number of employees affected and the average increase received are shown below:

Model	Implementation Cost	Employees Affected	Average Increase
Bring to Minimum	\$2,540,818.47	1,559	\$1,534.31
Step Parity	\$3,296,195.68	1,583	\$1,990.46
Classification Year Parity	\$3,937,530.78	1,564	\$2,377.74
Combination Approach	\$3,521,506.58	1,564	\$2,126.51

Note that for classifications found to exceed market value, the proposed grade order list does not recommend lowering the value of the pay grade to that of market. However, this is one method that can be used to reduce implementation costs. Further, when slotting classifications, a pay grade with a midpoint value closest to, but not below existing midpoint was assigned. However, to reduce costs, a common strategy is to slot positions using a +/- 50% rule; meaning that when an appropriate classification midpoint value is determined (based on market or existing midpoint) and does not fall exactly on the midpoint of an existing pay grade, the value is rounded up or down based on a threshold of 50 percent between pay grade midpoint values. That is, if the appropriate midpoint value is 49 percent between pay grades P-A and P-B, then the position is assigned to pay grade P-A; however, if it is 51 percent



between pay grades P-A and P-B, then it is assigned to pay grade P-B. However, because of the 5-5.5 percent midpoint progression in the proposed scales, all classifications are still assigned to pay grades with midpoint values no greater than +/-2.75 percent away from market.

### One-Year Phase Implementation Costs with Cap

In addition to reducing costs based on the way in which classifications are slotted, implementation costs can be reduced by capping the percentage increase an employee is set to receive. For example, with an implementation cap of 10 percent, all employees receive the proposed increase or a maximum 10 percent increase, whichever is greater. The costs associated with this approach are displayed below.

Model	Implementation Cost
Bring to Minimum	\$1,893,269.04
Step Parity	\$2,288,173.94
Classification Year Parity	\$2,734,728.97
Combination Approach	\$2,336,381.20

### Two-Year Implementation Costs\*

The implementation costs discussed so far assume a one-year implementation, and include a one-step increase for employees when implemented. However, the Division may choose to phase in the recommendations over a two-year period. In this two-year phased in approach, the recommended salary scales would be adopted and employees would receive approximately one-half of the total increase recommended, in addition to their regular step increase. In Phase Two, employees would receive the second half of the total increase to bring them to the full amount recommended by Evergreen under the classification year parity model, which best addresses compression. The annual costs for this phased-in approach are displayed below.

Model	Phase 1 Cost	Phase 2 Cost	Average Increase
Bring to Minimum	\$1,520,950.92	\$1,520,950.92	\$1,836.90
Step Parity	\$1,921,505.91	\$1,921,505.91	\$2,320.66
Classification Year Parity	\$2,231,963.38	\$2,231,963.38	\$2,695.61
Combination Approach	\$2,029,914.05	\$2,029,914.05	\$2,451.59

\*Total two-year implementation costs are greater than one-year implementation costs as they include two step increases over the two-year, phase-in period, and one-year implementation costs only include one step increase.

## FINDING

In addition to collecting salary range data from market peers, Evergreen collected information about salary supplements offered by peer organizations. **Chapter 4** provides market information on coaching and non-coaching supplements. Highlights from the analysis include:

- On average, it takes employees at peer organizations 15.6 years to reach maximum value of their supplement range. The number of years required to reach maximum ranges from a low of eight (8) years to a high of 30 years, and a mean of 13 years. At the MCPS, a flat supplement is provided regardless of years of experience.
- At minimum supplement value, variance between MCPS value and market value ranges from a low of 195.6 percent behind market for the Football, Head 8<sup>th</sup> Grade supplement to a high of 75.7 percent ahead of market for the Football, Head Junior Varsity supplement. Overall, 41 supplements were found to be behind market at minimum and 23 ahead of market at minimum.
- At midpoint supplement value, variance between MCPS value and market value ranges from a low of 245.1 percent behind market for the Football, Head 8<sup>th</sup> Grade supplement to a high of 46.9 percent ahead of market for the Art Guild Sponsor supplement. Overall, 58 supplements were found to be behind market at midpoint and six (6) ahead of market at midpoint. It should be noted that market midpoint is generally considered the best point of comparison when assessing variances between an organization and market value.
- At maximum supplement value, variance between MCPS value and market value ranges from a low of 373.5 percent behind market for the Cheerleading Head Cheer-Pep Club supplement to a high of 46.9 percent ahead of market for the Art Guild Sponsor supplement. Overall, 59 supplements were found to be behind market at maximum and 5 ahead of market at maximum.
- The average variance between MCPS actual supplement and market average actual (the average of the amount actually paid out to employees) supplement is -47.0 percent. Overall, variance between MCPS actual value and market average actual value ranges from a low of 210.4 percent behind market for the Football, Assistant 8<sup>th</sup> Grade supplement to a high of 46.9 percent ahead of market for the Art Guild Sponsor supplement.

Based on the outcome of the analysis, in which variance from market varied greatly from one supplement to the next, it would be best to address supplements on a case by case basis. Based on the data gathered, there are 41 supplements (31 coaching and 10 non-coaching) that are below market and 23 that are above market based on average market minimum supplement. Those with a negative variance from market should be addressed, while those above market should be left as-is or reduced to market value to free up funds to increase those with a negative variance.

### **RECOMMENDATION 3: Adjust all supplements to market levels.**

MCPS should adjust the 41 supplements (31 coaching and 10 non-coaching) that are below market to align with market minimum value. Assuming each supplemental position is only held by one incumbent (actual employee supplement pay not available), the total cost to bring below market supplement values to market average minimum is \$31,387. Cost savings from reducing above market supplemental values to market value minimum is \$11,615, which would offset 37.0 percent of the cost to bring under market supplements to market.





## FINDING

As noted in **Chapter 3**, in the past, MCPS did not provide health insurance to part-time employees. In lieu of insurance, an incentive of \$4,000 annually was offered to employees beginning their fourth year of employment, which increased to \$4,600 beginning in the 7<sup>th</sup> year, and increased again to \$5,200 beginning in the 12th year. In October 2015, the Division began offering health insurance to employees working 30 hours or more in compliance with the Affordable Care Act.

While part-time employees hired on or after the beginning of the 2015-16 school year are not eligible for the incentive program described, employees at the Division prior to the 2015-16 school year are grandfathered into the stipend plan and continue to receive the stipend, which increases their base salary substantially. When taking into consideration this added value, the actual hourly rate of employee's still receiving the stipend is substantially greater than those employees in the same classification not receiving the stipend. This effectively creates substantial compression between employee pay and acts to increase the base pay of these employees to levels exceeding market. For example, as noted in **Chapter 3**, for an employee working 958 hours per year with five years of experience, the stipend acts to increase their hourly rate by \$4.17 per hour.

Evergreen contacted neighboring school divisions to determine if this practice is widely used across MCPS peers. As noted in **Chapter 4**, 92.3 percent (12) of peers do not offer an incentive or any additional compensation in lieu of insurance. This supports the belief that the MCPS should discontinue this practice. Further, the recommended pay grade values (see **Recommendation 2**) are proposed without the increase to base pay this stipend provides. In the event the Division continues this practice, pay grade values for part-time positions should be established that take into consideration this increase to base pay, because the stipends ultimately increase compensation beyond market value.

### **RECOMMENDATION 4: Eliminate the practice of providing stipends to part-time employees.**

As noted in **Chapter 3**, stipends cost the Division approximately \$1,418,252 annually. Most notably, stipends act to increase compression among employee pay, as well as increase the value of a position beyond that of market value. For example, for a 824-hour (annual hours) part-time Nutrition Employee with five years of experience receiving a \$4,000 stipend, the proposed step value based on market rate is \$9.31 per hour. However, the \$4,000 stipend increases this hourly rate by \$4.85 to \$14.16. This translates to an hourly rate paid that is 52.1 percent above market value.

## FINDING

Any organization's compensation and classification system will need periodic maintenance. The recommendations provided in this chapter were developed based on conditions at the time the data were collected. Without proper upkeep, recruitment and retention issues may arise as the compensation and classification system becomes dated and less competitive.

While it is unlikely that the compensation plan as a whole will need to be adjusted for several years, a select group of classifications may need to be reviewed more frequently. If one or more MCPS classifications are experiencing high turnover or difficulty with recruitment, the MCPS should collect salary range data from peer organizations to determine whether an adjustment should be made to classification grades in question.

**RECOMMENDATION 5: Conduct small-scale salary surveys as needed, or at minimum on an annual basis, to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and make adjustments to pay grade assignments if necessary.**

This process should include collection of annual data on average market movement, and whether movement is being administered using a structural COLA adjustment (adjustment to pay grades) or using an across the board increase to actual employee salaries.

This process should be used to maintain consistency in market analysis methodology moving forward using a research-based and field tested approach. If it is determined that peers are providing a COLA increase to the structure of their compensation system (applied to pay grades versus actual employee pay), MCPS should consider applying a comparable COLA increase to maintain market competitiveness.

## FINDING

In order to maintain competitiveness between compensation and classification studies, an organization should continue adjusting its pay plan on an annual basis, as necessary, rather than relying only on consumer price index (CPI) values for cost of living adjustments, the organization would benefit from contacting their local peer group and determining their approach to pay plan adjustments and in addition to considering economic indicators such as CPI.

Even with these efforts to maintain the effectiveness of a classification and compensation system, an organization may find it struggles to navigate through changing economic conditions and with organizations competing for the same human resources. For this reason, an organization should conduct a comprehensive classification and compensation study every three to five years.

**RECOMMENDATION 6: Conduct a comprehensive classification and compensation study every three to five years.**

The recommendations in this chapter provide a competitive pay plan, internally equitable classification structure, and system administration practices that will provide MCPS with a responsive compensation and classification system for years to come. While the upkeep of this recommended system and associated pay and classification guidelines will require work, MCPS will find that having a competitive compensation and classification system that encourages strong recruitment and employee retention is well worth the effort.



# Appendix A: Hourly Schedules

Proposed Certified Hourly Schedule

Step	Grade										
	P-A	P-B	P-C	P-D	P-E	P-F	P-G	P-H	P-I	P-J	P-K
0	\$15.31	\$16.08	\$16.88	\$17.73	\$18.61	\$19.55	\$20.52	\$21.55	\$22.63	\$23.76	\$24.95
1	\$15.63	\$16.41	\$17.23	\$18.09	\$18.99	\$19.94	\$20.94	\$21.99	\$23.09	\$24.24	\$25.45
2	\$15.95	\$16.74	\$17.58	\$18.46	\$19.38	\$20.35	\$21.37	\$22.44	\$23.56	\$24.74	\$25.97
3	\$16.27	\$17.09	\$17.94	\$18.84	\$19.78	\$20.77	\$21.81	\$22.90	\$24.04	\$25.24	\$26.51
4	\$16.60	\$17.43	\$18.31	\$19.22	\$20.18	\$21.19	\$22.25	\$23.36	\$24.53	\$25.76	\$27.05
5	\$16.94	\$17.79	\$18.68	\$19.61	\$20.59	\$21.62	\$22.71	\$23.84	\$25.03	\$26.28	\$27.60
6	\$17.29	\$18.15	\$19.06	\$20.01	\$21.02	\$22.07	\$23.17	\$24.33	\$25.54	\$26.82	\$28.16
7	\$17.64	\$18.52	\$19.45	\$20.42	\$21.44	\$22.52	\$23.64	\$24.82	\$26.07	\$27.37	\$28.74
8	\$18.00	\$18.90	\$19.85	\$20.84	\$21.88	\$22.98	\$24.13	\$25.33	\$26.60	\$27.93	\$29.32
9	\$18.37	\$19.29	\$20.25	\$21.27	\$22.33	\$23.45	\$24.62	\$25.85	\$27.14	\$28.50	\$29.92
10	\$18.75	\$19.68	\$20.67	\$21.70	\$22.78	\$23.92	\$25.12	\$26.38	\$27.70	\$29.08	\$30.53
11	\$19.13	\$20.08	\$21.09	\$22.14	\$23.25	\$24.41	\$25.63	\$26.91	\$28.26	\$29.67	\$31.16
12	\$19.52	\$20.49	\$21.52	\$22.60	\$23.72	\$24.91	\$26.16	\$27.46	\$28.84	\$30.28	\$31.79
13	\$19.92	\$20.91	\$21.96	\$23.06	\$24.21	\$25.42	\$26.69	\$28.03	\$29.43	\$30.90	\$32.44
14	\$20.32	\$21.34	\$22.41	\$23.53	\$24.70	\$25.94	\$27.24	\$28.60	\$30.03	\$31.53	\$33.11
15	\$20.74	\$21.78	\$22.86	\$24.01	\$25.21	\$26.47	\$27.79	\$29.18	\$30.64	\$32.17	\$33.78
16	\$21.16	\$22.22	\$23.33	\$24.50	\$25.72	\$27.01	\$28.36	\$29.78	\$31.27	\$32.83	\$34.47
17	\$21.59	\$22.67	\$23.81	\$25.00	\$26.25	\$27.56	\$28.94	\$30.39	\$31.90	\$33.50	\$35.18
18	\$22.04	\$23.14	\$24.29	\$25.51	\$26.78	\$28.12	\$29.53	\$31.01	\$32.56	\$34.18	\$35.89
19	\$22.49	\$23.61	\$24.79	\$26.03	\$27.33	\$28.70	\$30.13	\$31.64	\$33.22	\$34.88	\$36.63
20	\$22.94	\$24.09	\$25.30	\$26.56	\$27.89	\$29.28	\$30.75	\$32.29	\$33.90	\$35.59	\$37.37
21	\$23.41	\$24.58	\$25.81	\$27.10	\$28.46	\$29.88	\$31.38	\$32.94	\$34.59	\$36.32	\$38.14
22	\$23.89	\$25.09	\$26.34	\$27.66	\$29.04	\$30.49	\$32.02	\$33.62	\$35.30	\$37.06	\$38.92
23	\$24.38	\$25.60	\$26.88	\$28.22	\$29.63	\$31.11	\$32.67	\$34.30	\$36.02	\$37.82	\$39.71

Proposed Certified Hourly Schedule (Continued)

Step	Grade										
	P-L	P-M	P-N	P-O	P-P	P-Q	P-R	P-S	P-T	P-U	P-V
0	\$26.19	\$27.50	\$28.88	\$30.32	\$31.84	\$33.43	\$35.10	\$36.86	\$38.70	\$40.63	\$42.67
1	\$26.73	\$28.06	\$29.47	\$30.94	\$32.49	\$34.11	\$35.82	\$37.61	\$39.49	\$41.46	\$43.54
2	\$27.27	\$28.64	\$30.07	\$31.57	\$33.15	\$34.81	\$36.55	\$38.38	\$40.30	\$42.31	\$44.43
3	\$27.83	\$29.22	\$30.68	\$32.22	\$33.83	\$35.52	\$37.30	\$39.16	\$41.12	\$43.17	\$45.33
4	\$28.40	\$29.82	\$31.31	\$32.88	\$34.52	\$36.24	\$38.06	\$39.96	\$41.96	\$44.06	\$46.26
5	\$28.98	\$30.43	\$31.95	\$33.55	\$35.22	\$36.98	\$38.83	\$40.78	\$42.81	\$44.96	\$47.20
6	\$29.57	\$31.05	\$32.60	\$34.23	\$35.94	\$37.74	\$39.63	\$41.61	\$43.69	\$45.87	\$48.17
7	\$30.17	\$31.68	\$33.27	\$34.93	\$36.68	\$38.51	\$40.44	\$42.46	\$44.58	\$46.81	\$49.15
8	\$30.79	\$32.33	\$33.95	\$35.64	\$37.43	\$39.30	\$41.26	\$43.33	\$45.49	\$47.77	\$50.15
9	\$31.42	\$32.99	\$34.64	\$36.37	\$38.19	\$40.10	\$42.10	\$44.21	\$46.42	\$48.74	\$51.18
10	\$32.06	\$33.66	\$35.35	\$37.11	\$38.97	\$40.92	\$42.96	\$45.11	\$47.37	\$49.74	\$52.22
11	\$32.72	\$34.35	\$36.07	\$37.87	\$39.77	\$41.75	\$43.84	\$46.03	\$48.34	\$50.75	\$53.29
12	\$33.38	\$35.05	\$36.81	\$38.65	\$40.58	\$42.61	\$44.74	\$46.97	\$49.32	\$51.79	\$54.38
13	\$34.07	\$35.77	\$37.56	\$39.43	\$41.41	\$43.48	\$45.65	\$47.93	\$50.33	\$52.85	\$55.49
14	\$34.76	\$36.50	\$38.32	\$40.24	\$42.25	\$44.36	\$46.58	\$48.91	\$51.36	\$53.93	\$56.62
15	\$35.47	\$37.24	\$39.11	\$41.06	\$43.11	\$45.27	\$47.53	\$49.91	\$52.41	\$55.03	\$57.78
16	\$36.19	\$38.00	\$39.90	\$41.90	\$44.00	\$46.19	\$48.50	\$50.93	\$53.48	\$56.15	\$58.96
17	\$36.93	\$38.78	\$40.72	\$42.76	\$44.89	\$47.14	\$49.49	\$51.97	\$54.57	\$57.30	\$60.16
18	\$37.69	\$39.57	\$41.55	\$43.63	\$45.81	\$48.10	\$50.51	\$53.03	\$55.68	\$58.47	\$61.39
19	\$38.46	\$40.38	\$42.40	\$44.52	\$46.75	\$49.08	\$51.54	\$54.11	\$56.82	\$59.66	\$62.64
20	\$39.24	\$41.21	\$43.27	\$45.43	\$47.70	\$50.09	\$52.59	\$55.22	\$57.98	\$60.88	\$63.92
21	\$40.04	\$42.05	\$44.15	\$46.36	\$48.67	\$51.11	\$53.66	\$56.35	\$59.16	\$62.12	\$65.23
22	\$40.86	\$42.91	\$45.05	\$47.30	\$49.67	\$52.15	\$54.76	\$57.50	\$60.37	\$63.39	\$66.56
23	\$41.70	\$43.78	\$45.97	\$48.27	\$50.68	\$53.22	\$55.88	\$58.67	\$61.60	\$64.68	\$67.92

Proposed Classified Hourly Schedule

Step	Grade											
	C-A	C-B	C-C	C-D	C-E	C-F	C-G	C-H	C-I	C-J	C-K	C-L
0	\$8.31	\$8.77	\$9.25	\$9.76	\$10.30	\$10.86	\$11.46	\$12.09	\$12.76	\$13.46	\$14.20	\$14.98
1	\$8.50	\$8.97	\$9.46	\$9.98	\$10.53	\$11.11	\$11.72	\$12.37	\$13.05	\$13.77	\$14.52	\$15.32
2	\$8.70	\$9.18	\$9.68	\$10.21	\$10.78	\$11.37	\$11.99	\$12.65	\$13.35	\$14.08	\$14.86	\$15.67
3	\$8.90	\$9.39	\$9.90	\$10.45	\$11.02	\$11.63	\$12.27	\$12.94	\$13.65	\$14.41	\$15.20	\$16.03
4	\$9.10	\$9.60	\$10.13	\$10.69	\$11.28	\$11.90	\$12.55	\$13.24	\$13.97	\$14.74	\$15.55	\$16.40
5	\$9.31	\$9.82	\$10.36	\$10.93	\$11.53	\$12.17	\$12.84	\$13.54	\$14.29	\$15.07	\$15.90	\$16.78
6	\$9.52	\$10.05	\$10.60	\$11.18	\$11.80	\$12.45	\$13.13	\$13.85	\$14.62	\$15.42	\$16.27	\$17.16
7	\$9.74	\$10.28	\$10.84	\$11.44	\$12.07	\$12.73	\$13.43	\$14.17	\$14.95	\$15.77	\$16.64	\$17.56
8	\$9.97	\$10.51	\$11.09	\$11.70	\$12.35	\$13.03	\$13.74	\$14.50	\$15.30	\$16.14	\$17.02	\$17.96
9	\$10.20	\$10.76	\$11.35	\$11.97	\$12.63	\$13.32	\$14.06	\$14.83	\$15.65	\$16.51	\$17.41	\$18.37
10	\$10.43	\$11.00	\$11.61	\$12.25	\$12.92	\$13.63	\$14.38	\$15.17	\$16.01	\$16.89	\$17.81	\$18.79
11	\$10.67	\$11.26	\$11.87	\$12.53	\$13.22	\$13.94	\$14.71	\$15.52	\$16.37	\$17.27	\$18.22	\$19.23
12	\$10.91	\$11.51	\$12.15	\$12.81	\$13.52	\$14.26	\$15.05	\$15.88	\$16.75	\$17.67	\$18.64	\$19.67
13	\$11.16	\$11.78	\$12.43	\$13.11	\$13.83	\$14.59	\$15.39	\$16.24	\$17.13	\$18.08	\$19.07	\$20.12
14	\$11.42	\$12.05	\$12.71	\$13.41	\$14.15	\$14.93	\$15.75	\$16.61	\$17.53	\$18.49	\$19.51	\$20.58
15	\$11.68	\$12.32	\$13.00	\$13.72	\$14.47	\$15.27	\$16.11	\$16.99	\$17.93	\$18.91	\$19.95	\$21.05
16	\$11.95	\$12.61	\$13.30	\$14.03	\$14.80	\$15.62	\$16.48	\$17.38	\$18.34	\$19.35	\$20.41	\$21.54
17	\$12.22	\$12.90	\$13.61	\$14.35	\$15.14	\$15.98	\$16.86	\$17.78	\$18.76	\$19.79	\$20.88	\$22.03
18	\$12.51	\$13.19	\$13.92	\$14.68	\$15.49	\$16.34	\$17.24	\$18.19	\$19.19	\$20.25	\$21.36	\$22.54
19	\$12.79	\$13.50	\$14.24	\$15.02	\$15.85	\$16.72	\$17.64	\$18.61	\$19.63	\$20.71	\$21.85	\$23.05
20	\$13.09	\$13.81	\$14.56	\$15.37	\$16.21	\$17.10	\$18.04	\$19.04	\$20.08	\$21.19	\$22.35	\$23.58
21	\$13.39	\$14.12	\$14.90	\$15.72	\$16.58	\$17.49	\$18.46	\$19.47	\$20.54	\$21.67	\$22.87	\$24.12
22	\$13.69	\$14.45	\$15.24	\$16.08	\$16.96	\$17.90	\$18.88	\$19.92	\$21.01	\$22.17	\$23.39	\$24.68
23	\$14.01	\$14.78	\$15.59	\$16.45	\$17.35	\$18.31	\$19.31	\$20.38	\$21.50	\$22.68	\$23.93	\$25.24
24	\$14.33	\$15.12	\$15.95	\$16.83	\$17.75	\$18.73	\$19.76	\$20.84	\$21.99	\$23.20	\$24.48	\$25.82

Proposed Classified Hourly Schedule (Continued)

Step	Grade											
	C-M	C-N	C-O	C-P	C-Q	C-R	C-S	C-T	C-U	C-V	C-W	C-X
0	\$15.80	\$16.67	\$17.59	\$18.56	\$19.58	\$20.65	\$21.79	\$22.99	\$24.25	\$25.59	\$26.99	\$28.48
1	\$16.17	\$17.05	\$17.99	\$18.98	\$20.03	\$21.13	\$22.29	\$23.52	\$24.81	\$26.17	\$27.61	\$29.13
2	\$16.54	\$17.45	\$18.41	\$19.42	\$20.49	\$21.61	\$22.80	\$24.06	\$25.38	\$26.77	\$28.25	\$29.80
3	\$16.92	\$17.85	\$18.83	\$19.86	\$20.96	\$22.11	\$23.32	\$24.61	\$25.96	\$27.39	\$28.90	\$30.48
4	\$17.30	\$18.26	\$19.26	\$20.32	\$21.44	\$22.62	\$23.86	\$25.17	\$26.56	\$28.02	\$29.56	\$31.18
5	\$17.70	\$18.67	\$19.70	\$20.79	\$21.93	\$23.14	\$24.41	\$25.75	\$27.17	\$28.66	\$30.24	\$31.90
6	\$18.11	\$19.10	\$20.15	\$21.26	\$22.43	\$23.67	\$24.97	\$26.34	\$27.79	\$29.32	\$30.93	\$32.63
7	\$18.52	\$19.54	\$20.62	\$21.75	\$22.95	\$24.21	\$25.54	\$26.95	\$28.43	\$29.99	\$31.64	\$33.38
8	\$18.95	\$19.99	\$21.09	\$22.25	\$23.47	\$24.76	\$26.13	\$27.56	\$29.08	\$30.68	\$32.37	\$34.15
9	\$19.38	\$20.45	\$21.57	\$22.76	\$24.01	\$25.33	\$26.73	\$28.20	\$29.75	\$31.38	\$33.11	\$34.93
10	\$19.83	\$20.92	\$22.07	\$23.28	\$24.56	\$25.91	\$27.34	\$28.84	\$30.43	\$32.10	\$33.87	\$35.73
11	\$20.28	\$21.40	\$22.58	\$23.82	\$25.13	\$26.51	\$27.97	\$29.51	\$31.13	\$32.84	\$34.65	\$36.55
12	\$20.75	\$21.89	\$23.09	\$24.36	\$25.70	\$27.12	\$28.61	\$30.18	\$31.84	\$33.59	\$35.44	\$37.39
13	\$21.22	\$22.39	\$23.62	\$24.92	\$26.29	\$27.74	\$29.27	\$30.88	\$32.57	\$34.36	\$36.26	\$38.25
14	\$21.71	\$22.91	\$24.17	\$25.50	\$26.90	\$28.38	\$29.94	\$31.58	\$33.32	\$35.15	\$37.09	\$39.13
15	\$22.21	\$23.43	\$24.72	\$26.08	\$27.51	\$29.03	\$30.62	\$32.31	\$34.09	\$35.96	\$37.94	\$40.02
16	\$22.72	\$23.97	\$25.29	\$26.68	\$28.15	\$29.69	\$31.33	\$33.05	\$34.87	\$36.79	\$38.81	\$40.94
17	\$23.24	\$24.52	\$25.87	\$27.29	\$28.79	\$30.38	\$32.05	\$33.81	\$35.67	\$37.63	\$39.70	\$41.88
18	\$23.77	\$25.08	\$26.46	\$27.92	\$29.45	\$31.07	\$32.78	\$34.58	\$36.49	\$38.49	\$40.61	\$42.84
19	\$24.32	\$25.66	\$27.07	\$28.56	\$30.13	\$31.79	\$33.53	\$35.38	\$37.32	\$39.38	\$41.54	\$43.83
20	\$24.88	\$26.25	\$27.69	\$29.21	\$30.82	\$32.52	\$34.30	\$36.19	\$38.18	\$40.28	\$42.50	\$44.83
21	\$25.45	\$26.85	\$28.33	\$29.88	\$31.53	\$33.26	\$35.09	\$37.02	\$39.06	\$41.21	\$43.47	\$45.86
22	\$26.03	\$27.47	\$28.98	\$30.57	\$32.25	\$34.02	\$35.90	\$37.87	\$39.95	\$42.15	\$44.47	\$46.91
23	\$26.63	\$28.10	\$29.64	\$31.27	\$32.99	\$34.81	\$36.72	\$38.74	\$40.87	\$43.12	\$45.49	\$47.99
24	\$27.24	\$28.74	\$30.32	\$31.99	\$33.75	\$35.60	\$37.56	\$39.63	\$41.81	\$44.11	\$46.53	\$49.09

Proposed Teacher Hourly Schedule

Step	Grade				
	Bachelor's	Bachelor's/20	Master's	Master's/20	Doctorate
0	\$24.26	\$24.95	\$25.67	\$26.01	\$26.88
1	\$24.68	\$25.38	\$26.08	\$26.43	\$27.31
2	\$25.07	\$25.78	\$26.49	\$26.85	\$27.75
3	\$25.47	\$26.19	\$26.92	\$27.27	\$28.18
4	\$25.88	\$26.61	\$27.35	\$27.70	\$28.62
5	\$26.29	\$27.04	\$27.79	\$28.14	\$29.07
6	\$26.71	\$27.47	\$28.24	\$28.59	\$29.52
7	\$27.14	\$27.91	\$28.70	\$29.04	\$29.98
8	\$27.57	\$28.36	\$29.16	\$29.51	\$30.46
9	\$28.02	\$28.81	\$29.63	\$29.98	\$30.94
10	\$28.46	\$29.27	\$30.11	\$30.45	\$31.42
11	\$28.92	\$29.74	\$30.60	\$30.94	\$31.92
12	\$29.38	\$30.22	\$31.10	\$31.43	\$32.42
13	\$29.85	\$30.70	\$31.60	\$31.94	\$32.94
14	\$30.33	\$31.19	\$32.11	\$32.45	\$33.46
15	\$30.82	\$31.69	\$32.64	\$32.97	\$33.99
16	\$31.31	\$32.20	\$33.17	\$33.50	\$34.53
17	\$31.81	\$32.71	\$33.71	\$34.03	\$35.07
18	\$32.35	\$33.24	\$34.26	\$34.58	\$35.63
19	\$32.90	\$33.77	\$34.81	\$35.14	\$36.20
20	\$33.46	\$34.31	\$35.38	\$35.70	\$36.78
21	\$34.03	\$34.86	\$35.96	\$36.28	\$37.36
22	\$34.61	\$35.41	\$36.54	\$36.86	\$37.96
23	\$35.20	\$35.98	\$37.14	\$37.46	\$38.56
24	\$35.79	\$36.56	\$37.75	\$38.06	\$39.18
25	\$36.40	\$37.14	\$38.37	\$38.68	\$39.81
26	\$37.02	\$37.74	\$38.99	\$39.30	\$40.45
27	\$37.65	\$38.34	\$39.63	\$39.94	\$41.10
28	\$38.29	\$38.99	\$40.28	\$40.58	\$41.75
29	\$38.94	\$39.65	\$40.94	\$41.24	\$42.43
30	\$39.60	\$40.29	\$41.62	\$41.91	\$43.11