Classification and Compensation Study
Report of Findings & Recommendations
San Leandro Unified School District

EXECUTIVE SUMMARY

The objective of this Study was to analyze the current compensation structure of the District as part of the District's goal of reviewing current jobs to maintain an equitable and competitive compensation structure for its employees over time. This included development of findings with recommendations that addresses both the internal equity and market competitiveness of the District's current compensation practices and can serve as the foundation for future decisions regarding wage and salary administration. Each of the District's current positions was identified with either *Classified Support* or *Administrative* groups of job classifications. The structure of this Report incorporates references to each of these classes for the purpose of presenting the related findings and recommendations. The Study incorporated the following specific objectives:

- Development of updated job descriptions representative of the current positions in compliance with current best practices. This process, following the input of all current employees and their supervisors, identified the current functions, prerequisite job requirements and associated competencies of each position.
- Determination of the uniformity of the compensation structures within and across the groups of classifications within the four job classes. This process analyzed the structures of the salary schedules applicable to the current positions with regard to salary levels, steps, width of salary ranges, and related compensation factors.
- Identification of any job classifications that were placed in a salary range inconsistent with the salary ranges of other classifications requiring a similar level of skill, knowledge, ability and working conditions. This process analyzed the equity of the current salary structures based on a comparison of the job classifications' salary ranges in relationship to the computed "job value" of all classifications.
- The level of competitiveness of current salary and compensation practices. This process analyzed the level of market competitiveness of specific jobs and/or groups of jobs within a defined "competitive market".

PHASES OF STUDY AND RECOMMENDATIONS

The Study used a process grounded in valid methodology, employment case law and inclusion of employees performing in the analyzed job classifications and other stakeholders to the Study's outcomes. The Study's activities were grouped into the following phases:

Job Analysis: This phase identified the purpose, functions, prerequisite requirements and related competencies of each job of 109 classifications (81 classified support, and 28 administrative positions). Data gathered during this phase provided a foundation for development of updated job descriptions in compliance with the requirements of the Americans with Disabilities Act, determination of the appropriate overtime pay exemption category in accordance with current Fair Labor Standards Act (FLSA) guidelines, and data required for several of the Study's analytical processes. The data collection process included: collecting initial job related information from focus groups and/or individual interviews with employees that were a identified as representative sample of incumbents performing in the jobs; validation of the collected data with administrators/supervisors of the studied classifications; and distribution of drafts of the job descriptions to all current employees performing in the job classifications for additional feedback**.** The recommendation based on the findings of the process is:

Recommendation: Reduce the number of job classifications and adopt 81 job descriptions that results from the following:

- Consolidating thirty-nine (39) job classifications with common functions and job prerequisites into 12 job classification descriptions.

- Adopting a hierarchy of job classifications within the Administrative and Financial Support subfamilies to more closely align with job titles currently used in the education sector and to provide greater uniformity of the title structure within and across the District's organization units.
- Modifying the titles of thirty-one (31) additional job classifications to provide a uniform title structure within and across the District's operational units.
- Deleting one job classification *(Buyer)* that has been vacant for some time.

Salary Schedule and Compensation Practices: This phase provided for a review of the schedules that apply to the positions within the job classes of Classified Support, and Administration. The analysis of these schedules determined the level of uniformity across and within the pay structures. This process was used to evaluate the fairness of the pay structures for the current job classifications as well as their suitability for implementation of any salary level recommendations resulting from the Study. The recommendations based on the findings of this process are:

Recommendation: Consider modifying the Teamsters 3-step schedule to 5-steps to conform to the structure of the other classified support schedules.

Recommendation: Consider developing a single schedule that consolidates all the ranges of the four administrative salary schedules *of Classified Management– Cafeteria Manager, Classified Management, Certificated Administrative and Assistant Superintendent.*

Job Valuation (Internal Equity): This phase identified job classifications currently placed at a salary level inconsistent with their *job value* when compared to the job values and salary levels of other classifications within the same occupational groupings or subfamilies (e.g. Administrative Support, Financial Support, Maintenance and Operations, etc.) This process, commonly called an Internal Equity Analysis, resulted in a computed job value for each job classification based on the level of the prerequisite skills, knowledge, abilities, responsibilities, and working conditions associated with the classification. The classifications were then ranked by their associated job values and compared to the current schedule ranges at step #1 wage to determine any inconsistencies between a classification's salary range and job value. For a number of job classifications the current salary range is not aligned with the salary range of jobs with a similar value. The recommendations based on the findings of this process are:

Recommendation: Reallocate twenty-two (22) job classifications to a higher salary grade.

Recommendation: Reallocate twelve (12) job classifications to a lower salary grade. *If an incumbent's current salary is above the recommended range maximum, the incumbent's salary should be frozen so that there is no reduction in their salary as a result of implementation of this recommendation. New employees would be hired at the new range.*

Market Analysis (External Equity): This phase provided a perspective of the competitiveness of the District's salaries and was integrated with the findings of the Internal Equity Analysis to provide the basis for recommendations regarding salary range placement of the job classifications. In collaboration with the District; 11 school districts that are in geographic proximity and/or have comparable enrollment to the District. This process, commonly called and *External Equity Analysis*, market analysis compared the compensation of 56 "benchmark" job classifications (42 classified support, 14 administration) to "matches" with comparable positions of the market sources. Of the solicited organizations there were a sufficient number of job matches for all but 1 of the benchmarks. The benchmarks' salaries & employer contribution to health benefits were compared to the average, and median of the reported market salaries. The analysis indicates that for job classifications within certain job subfamilies the current salary ranges are not competitive. The recommendation based on the findings of this process is:

Recommendation: While this finding is independent of the prior recommendations for the consolidation of job classifications *(Job Analysis)* and increasing the salary level of 22 classifications to a higher salary grade *(Internal Equity)*. The market analysis indicates a significant number of classifications within the Administrative Support, Instructional Support and Administration are under market. This recommendation needs to be reviewed and considered following actions taken that address the recommendations from previous sections of this Report.

IMPLEMENTATION PLANNING

It is recommended that no current employee's salary, seniority and/or benefits be reduced as a result from actions taken for the implementation of any recommendation.

Strategies: A process has been outlined that identifies steps that will be required to fully implement the Study's recommendations. The implementation process needs to consider the established negotiation processes, financial resources, and level of communications that would be required to address the recommendations. The Study's findings and recommendation provides a "blueprint" for restructuring the District's compensation practices and given the current economic climate it is not uncommon for the recommendations of a study of this scope to be implemented in stages over several years.

Maintenance of Compensation Practices and Job Information: It is important for the District to implement a process to ensure that the job information of its classifications and corresponding compensation schedules are maintained over time. Due to organizational changes, introduction of new technologies, regulatory changes, etc. job content significantly has been found to significantly change every 3 to 5 years. A component of this Study is providing the District with *JobsPlus*™, proprietary software application designed to update job information and generate up-to-date job descriptions and other commonly required job related documents.

Follow-up: Educational Management Solutions can further assist the District in the development of an *Implementation Plan* and ensuring job information and compensation practices are maintained in accordance with "best practices".