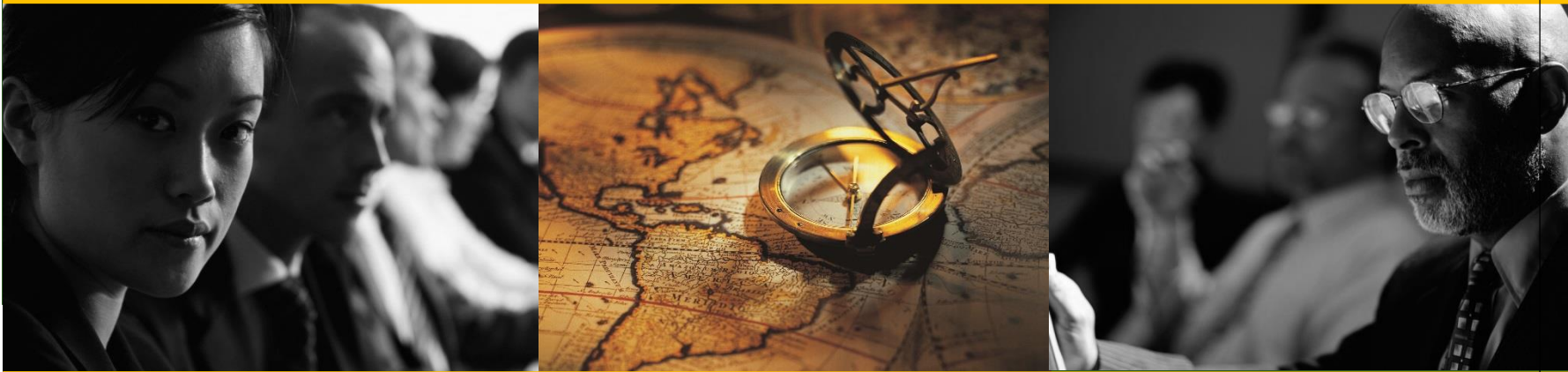


Compensation & Pay Classification Plan Study Raytown C-2 School District



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Overview

- Study Goals
- Project Phases
 - Internal Review
 - External Review
- Recommendations



Study Goals

- Review current classification and compensation system to ensure internal equity
- Survey peer organizations to ensure external equity
- Produce recommendations to provide the organization with a classification and compensation system that is equitable, both internally and externally



Study Initiation

- Study Initiation – June 2021
- Data Collection
 - Employee Data
 - Salary Schedules
 - Job Descriptions
 - Organizational Charts
 - Personnel Policies and Procedures
- On-site Interviews and Focus Groups on September 20 - 22, 2021

Employee Outreach

- Study covered all employee classifications
- Cross section of employees interviewed or participated in focus groups
- Employees shared they came to work for the District and stayed because of:
 - Committed to Serving Their Community
 - Family Atmosphere and Peer Relationships
 - Dedication to the Students
 - Job Security and Excellent Benefits

Employee Outreach (Continued)

- Compensation Concerns
 - Inconsistency in step increases; internal compression between classifications.
 - Salaries perceived to be lower than neighboring Districts and don't meet cost of living needs.
 - Recruitment and retention issues in multiple areas.
- Classification Concerns
 - Job descriptions do not contain some major roles and responsibilities which have been added over time.
 - Not all classifications value degrees and certifications.

Assessment of Current Conditions

Total of 1,386 classification titles for three groups:

- 63 administrators
 - 17 pay grades/classifications with inconsistent step plans
- 734 certified employees/teachers
 - 6 pay grades with fourteen to twenty-five steps
- 589 classified employees
 - 38 pay grades with thirty-two steps

Job Assessment Tool (JAT)

- Provided Data on Roles and Responsibilities by Classification
- All Employees Asked to Complete
- Produced Classification Scores Based on Five (5) Factors:
 - Leadership
 - Working Conditions
 - Complexity
 - Decision Making
 - Relationships
- Multiple Verification Steps: Employee Input, Supervisor Review, Review by Evergreen, and Review by Human Resources Staff

Market Salary Survey

- Launched October 2021
- 18 Peers Surveyed:

Market Peers
Raytown C-2 School District, MO
Belton, MO
Blue Springs, MO
Blue Valley, KS
Center, MO
Fort Osage, MO
Grandview, MO
Grain Valley, MO
Hickman Mills, MO
Independence, MO
Kansas City, KS
Kansas City, MO
Lee Summit, MO
Liberty, MO
North Kansas City, MO
Park Hill, MO
Raymore Peculiar, MO
Shawnee Mission, KS
St. Joseph, MO

Market Salary Survey (Continued)

- 89 Classifications Used as Benchmarks
 - Collected 1,138 data points
- Results Summary:
 - RCSD is on average 2.2% below market minimum rates
 - RCSD is on average 3.3% ahead of market midpoints
 - RCSD is on average 6.9% ahead of market maximums



Proposed Salary Schedules

- Recommendation to retain the current Administrators, Certified, and Classified pay plans with the following changes:
- Administrators Pay Plan
 - 20 pay grades, each with 30 steps;
 - a constant range spread (the distance between the minimum and maximum of a pay range) of approximately 77.6%.

Proposed Salary Schedules *(Continued)*

- Certified Employee Pay Plan
 - Maintain pay grade structure with weighted value on continued education; and
 - Allow for more growth horizontally by adjusting step percent increase to a minimum of 2.0%.

Reminder of market results:

Classification	Survey Minimum		Survey Midpoint		Survey Maximum	
Teacher - Bachelors	\$28.23	0.8%	\$31.37	8.0%	\$34.51	13.6%
Teacher - Doctorate	\$35.57	6.1%	\$46.46	4.8%	\$57.35	4.0%
Teacher - Masters	\$31.97	-0.4%	\$39.83	0.3%	\$47.69	0.8%

Proposed Salary Schedules (Continued)

- Classified Employee Step Plan
 - 27 pay grades, with 30 steps in each;
 - Constant range spread of 77.6 %, which results in a constant increase between steps of approximately 2.0 percent; and
 - Constant grade progression (distance between adjacent pay ranges) of 4.5 percent.

Proposed Salary Schedules (Continued)

- Example Pay Grade Adjustments:

Classification Title	Current Grade	Current Min	Current Max	Proposed Pay Grade	Proposed Min	Proposed Max	% Diff Min	% Diff Max
Assistant Director: Transportation	Assistant Director - Support Staff	\$ 28.18	\$ 50.26	303	\$ 35.28	\$ 62.66	25.20%	19.8%
Before/After School Care Coordinator	12	\$ 14.95	\$ 23.72	108	\$ 17.01	\$ 30.21	13.78%	21.5%
Bilingual Family School Liaison	22	\$ 20.09	\$ 31.87	116	\$ 24.19	\$ 42.96	20.41%	25.8%
District Behavior Interventionist	22	\$ 20.09	\$ 31.87	112	\$ 20.29	\$ 36.03	0.97%	11.5%
IA - Reading	12	\$ 14.95	\$ 23.72	105	\$ 14.91	\$ 26.47	-0.29%	10.4%
Nurse LPN	25	\$ 21.96	\$ 34.84	112	\$ 20.29	\$ 36.03	-7.62%	3.3%

Implementation Options

Implementation Option	Description
Bring to New Minimum/Closest Step	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If their salary is already within the proposed pay range, no adjustment is made. The employee is then moved to the next highest/closest step.
Hire Year Parity	This option aims to re-align an employee's salary within their recommended range based on how long they have worked with the District overall. This is done on the basis of 30 year career trajectory, where an employee with 15 years of experience would be placed at the midpoint, whereas an employee with 30 or more years would be at maximum. The employee is then moved to the next highest/closest step.
Current Range Penetration	A calculation is performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation will place them at the same percentage through the proposed range. For example, if an individual is 40 percent through their current range, they are brought to 40 percent through the recommended range. The employee is then moved to the next highest/closest step.
Step to Step	This option calculates the cost of keeping each employee on their current step within the new proposed plan.
Step Plus 1	This option calculates the cost of moving each employee up one step from their current step using the new proposed plan.

Implementation Costs

- **OPTION A:**

RECOMMENDED PAY SCALE ADJUSTMENTS ONLY

- **OPTION B:**

RECOMMENDED PAY SCALE ADJUSTMENTS, INCLUDING BASE INCREASE OF \$1,000 FOR TEACHERS AND 2.5477% FOR OTHER CLASSIFICATIONS

- **Both Options Assume Salaries are Capped at the Range Maximums**
 - **No Employee Would Receive a Reduction in Current Salary**



Implementation Costs *(Continued)*

Option A: Estimation of costs with recommended pay scales

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Step Plus One - Administrators Pay Scale	\$ 207,913.27	63	\$ 3,300.21	3.4%
Step Plus One - Classified Pay Scale	\$ 1,128,772.20	589	\$ 1,916.42	6.3%
Step Plus One - Teacher Pay Scale	\$ 1,248,112.39	716	\$ 1,743.17	3.0%
Totals:	\$ 2,584,797.86	1368	\$ 2,319.94	4.2%

Option A: Estimation of total compensation costs

Implementation Option	Number of Employees	Revised Annual Salary	Calculated Retirement Cost	Calculated Insurance	Estimate of Total Compensation Cost
Step Plus One - Administrators Pay Scale	63	\$ 6,865,979.70	\$ 995,567.06	\$ 667,397.00	\$ 8,528,943.76
Step Plus One - Classified Pay Scale	589	\$ 17,420,270.37	\$ 2,525,939.20	\$ 6,451,670.40	\$ 26,397,879.97
Step Plus One - Teacher Pay Scale	734	\$ 42,094,496.55	\$ 6,103,702.00	\$ 7,775,702.40	\$ 55,973,900.95
Totals:	1386	\$ 66,380,746.62	\$ 9,625,208.26	\$ 14,894,769.80	\$ 90,900,724.68

Implementation Costs *(Continued)*

Option B: Estimation of costs including base adjustment

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Step Plus One - Administrators Pay Scale	\$ 416,220.25	63	\$ 6,606.67	6.3%
Step Plus One - Classified Pay Scale	\$ 1,764,200.52	589	\$ 2,995.25	9.9%
Step Plus One - Teachers Pay Scale	\$ 3,035,330.78	734	\$ 4,135.33	7.4%
Total:	\$ 5,215,751.55	1386	\$ 4,579.08	7.8%

Option B: Estimation of total compensation costs

Option B: Estimate Total Compensation Cost					
Implementation Option	Number of Employees	Revised Annual Salary	Calculated Retirement Cost	Calculated Insurance	Estimate of Total Compensation Cost
Step Plus One - Administrators Pay Scale	63	\$ 7,074,286.68	\$ 1,025,771.57	\$ 667,397.00	\$ 8,767,455.25
Step Plus One - Classified Pay Scale	589	\$ 18,055,698.69	\$ 2,618,076.31	\$ 6,451,670.00	\$ 27,125,444.99
Step Plus One - Teacher Pay Scale	734	\$ 43,881,714.94	\$ 6,362,848.67	\$ 7,775,702.00	\$ 58,020,265.61
Totals:	1386	\$ 69,011,700.31	\$ 10,006,696.55	\$ 14,894,769.00	\$ 93,913,165.86



Implementation Costs *(Continued)*

- Estimate cost to increase eligible employees
1 step in year 2 = \$1.5M
- Number of employees compensated outside their pay grade:

	Over Max at Current Pay Scales	Over Max with Adjusted Pay Scales (Option A)	Over Max at Adjusted Base (Option B)
Administrator	18	0	20
Classified	35	0	43
Teacher	26	6	55

Recommendations

- Adopt the proposed classification structure and pay grade assignments.
- Adopt the proposed pay plans to simplify and bring consistency to the compensation system.
- Transition employee salaries into the proposed pay plans utilizing an option described above.



Recommendations (Continued)

- Update current job descriptions and corresponding FLSA status to align with the selected classification structure and be reflective of the employee-provided JAT information.
- Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make changes to pay grade assignments, if necessary.



Recommendations (Continued)

- Conduct a comprehensive classification and compensation study every five to seven years, subject to budget constraints and market conditions.
- Review, revise, or develop as appropriate, pay practice guidelines, including those for determining salaries of newly hired employees, progressing employee salaries through the pay plan, and determining pay increases for employees who have been promoted to a different classification.

Thank You!

Questions

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