

APPENDIX IV - 20

Unadopted and Proprietary

CLASSIFICATION AND COMPENSATION STUDY PROGRESS REPORT AND INITIAL FINDINGS

APRIL 2021

The logo for Public Sector Personnel Consultants features a solid red square on the left. To its right, the words "PUBLIC SECTOR" are written in a bold, black, sans-serif font, with a thin red horizontal line underneath. Below this, the words "PERSONNEL CONSULTANTS" are written in a smaller, black, sans-serif font.

**PUBLIC
SECTOR**
PERSONNEL
CONSULTANTS

BRIEF INTRODUCTION

- PUBLIC SECTOR PERSONNEL CONSULTANTS IS AN ARIZONA-BASED FIRM SPECIALIZING IN CLASSIFICATION AND COMPENSATION FOR PUBLIC EMPLOYERS
- 150+ PUBLIC ARIZONA EMPLOYERS SERVED SINCE 1990
- FOCUS ON DEVELOPMENT OF SUSTAINABLE, COMPETITIVE COMPENSATION PLANS FOR K-12 SCHOOLS, CITIES, COUNTIES

YEAR ONE PROJECT SCOPE

- REVIEW OF CLASSIFIED JOB TITLES AND JOB DESCRIPTIONS
- CONDUCT OF SALARY SURVEY TO DETERMINE CURRENT MARKET COMPETITIVENESS AND TO INFORM GO-FORWARD PLANNING
- CONSOLIDATION OF THE OVERLAP OF THE DISTRICT'S CURRENT 20+ SALARY TABLES
- ASSISTANCE WITH POSSIBLE IMPLEMENTATION OPTIONS OF ANY PROPOSED PAY CHANGES AND PAY PLAN UPDATES

WHY CONDUCT A CLASSIFICATION & COMPENSATION STUDY?

- To ensure the District's ideal or desired competitive position
- To strategically address recruitment & retention within budget
- To provide decision makers with objective data for planning/budgeting

KEY TERMS

CURRENT RECLASSIFICATION PROCEDURES INCLUDE / ADDRESS:

- “COMPENSATION”: THE RATE OF PAY PROVIDED TO AN EMPLOYEE, AND THE VALUE OF A JOB DESCRIPTION OR JOB DUTIES
- “PAY STRUCTURE” OR “PAY TABLE”: A FORMAL STRUCTURE OF PAY RANGES AVAILABLE TO PLACE JOBS BASED ON MARKET, JOB DUTIES, REPORTING RELATIONSHIPS, AND ASSIGNED RESPONSIBILITIES

GOALS AND INPUTS

- EMPLOYEES WERE INVITED TO COMPLETE A JOB QUESTIONNAIRE DESCRIBING THEIR JOB DUTIES AND RESPONSIBILITIES
- SOME TITLE MODIFICATIONS HAVE BEEN PROPOSED TO BEST REFLECT JOB DUTIES AND CAREER LADDER OPPORTUNITIES
- TRADITIONAL JOB GROUP PAY SCALES HAVE BEEN MODELED FOR NON-TEACHING POSITIONS

EXTERNAL DATA INCLUDED

Albuquerque Public Schools
Chandler Unified School District
Deer Valley Unified School District
Gilbert Unified School District
Marana Unified School District
Mesa Unified School District
Paradise Valley Unified School District

Peoria Unified School District
Phoenix Union High School District
Sunnyside Unified School District

City of Tucson
Pima County
University of Arizona

Data also included from regional private sector for support positions including
Maintenance, Facilities, Clerical, Finance, Technology Services

SURVEY EXAMPLES – MARKET ENTRY

Current Job Class	Survey Job Class	Participant Organization	Range Entry Rate
	Technical Support Specialist II	Tucson Unified School District	\$15.24
	IT Help Desk Tech	Chandler Unified School District	\$17.16
	Information Technology Associate	City of Tucson	\$15.32
	Network/PC Tech I	Deer Valley Unified School District	\$16.49
	Help Desk Specialist	Gilbert Unified School District	\$19.01
	Computer/ Helpdesk Tech	Marana Unified School District	\$17.30
	Computer Repair Tech	Mesa Unified School District	\$21.83
	IT Information Support Tech	Paradise Valley Unified School District	\$18.12
	IT Help Desk Analyst	Peoria Unified School District	\$15.37
	Computer Support Specialist	Phoenix Union High School District	\$18.49
	IT Service Support Specialist	Pima County	\$22.02
	Help Desk Tech	Sunnyside Unified School District	\$17.96
	IT Helpdesk Analyst I	University of Arizona	\$16.10
		Average Public Sector:	<u>\$17.93</u>
	IT User Support Analyst	Regional Private Sector - Pima County	\$21.18
		Average Private Sector:	<u>\$21.18</u>
		Combined Unweighted Average:	<u>\$19.56</u>

SURVEY EXAMPLES – MARKET ENTRY

Current Job Class	Survey Job Class	Participant Organization	Range Entry Rate
Bus Driver		Tucson Unified School District	\$13.35
	Bus Driver	Phoenix Union High School District	\$18.49
	Transportation Bus Driver	Paradise Valley Unified School District	\$16.75
	Bus Driver	Chandler Unified School District	\$15.93
	Bus Driver	Gilbert Unified School District	\$15.59
	Bus Driver	Mesa Unified School District	\$15.57
	Bus Driver	Deer Valley Unified School District	\$15.44
	Bus Driver	City of Tucson	\$15.00
	Coach Operator	Sun Tran	\$15.00
	Bus Driver	Marana Unified School District	\$14.23
	School Bus Driver	Sunnyside Unified School District	\$13.38
	Bus Driver	Peoria Unified School District	\$12.72
		Average	\$15.28

SURVEY EXAMPLES – MARKET ENTRY

Current Job Class	Survey Job Class	Participant Organization	Range Entry Rate
Teaching Assistant		Tucson Unified School District	\$12.15
	Para-educator General Education K-12	Chandler Unified School District	\$12.70
	Instructional Assistant	Deer Valley Unified School District	\$12.15
	Paraprofessional Assistant	Gilbert Unified School District	\$12.97
	Teacher Assistant	Marana Unified School District	\$12.23
	Instructional Assistant	Mesa Unified School District	\$12.25
	Para Educator Classroom Aide	Paradise Valley Unified School District	\$12.72
	Instructional Assistant	Peoria Unified School District	\$12.15
	Instructional Assistant	Phoenix Union High School District	\$13.14
	Paraprofessional	Sunnyside Unified School District	\$15.12
	Average Public Sector:		\$12.83

SURVEY EXAMPLES – MARKET ENTRY

Current Job Class	Survey Job Class	Participant Organization	Range Entry Rate
Custodian I		Tucson Unified School District	\$12.15
	Custodian	Chandler Unified School District	\$14.18
	Custodian	City of Tucson	\$15.00
	Custodian II	Deer Valley Unified School District	\$12.15
	Custodian	Gilbert Unified School District	\$13.43
	Custodian	Mesa Unified School District	\$12.86
	Custodian III	Paradise Valley Unified School District	\$14.38
	Facility Worker HS	Peoria Unified School District	\$12.15
	Custodian	Phoenix Union High School District	\$13.14
	Custodian	Pima County	\$12.63
	Custodian	Sunnyside Unified School District	\$12.15
	Custodian I	University of Arizona	\$12.15
		Average Public Sector	\$13.11
	Custodian	Regional Private Sector - Pima County	\$12.28
		Average Private Sector	\$12.28
		Combined Unweighted Average	\$12.69

SURVEY EXAMPLES – MARKET ENTRY

Current Job Class	Survey Job Class	Participant Organization	Range Entry Rate
	Fleet & Heavy Equip Mechanic I	Tucson Unified School District	\$15.47
	Vehicle Technical Mechanic	Chandler Unified School District	\$20.40
	Fleet Equipment Mechanic	City of Tucson	\$15.00
	Mechanic Maintenance V	Deer Valley Unified School District	\$16.90
	Vehicle Tech I	Gilbert Unified School District	\$16.20
	Mechanic I	Mesa Unified School District	\$16.66
	Transportation Mechanic I	Paradise Valley Unified School District	\$16.75
	Mechanic, Transportation	Peoria Unified School District	\$15.37
	Auto/Bus Mechanic	Sunnyside Unified School District	\$14.76
	Auto Mechanic I	University of Arizona	\$14.37
		Average Public Sector	\$16.27
	Automotive Mechanic	Regional Private Sector - Pima County	\$17.45
		Average Private Sector	\$17.45
		Combined Unweighted Average	\$16.86

SURVEY EXAMPLES – MARKET ENTRY

Current Job Class	Survey Job Class	Participant Organization	Range Entry Rate
	Administrative Assistant	Tucson Unified School District	\$15.24
	Administrative Assistant	Chandler Unified School District	\$18.75
	Administrative Assistant	City of Tucson	\$15.00
	Secretary III (Principal Secretary)	Deer Valley Unified School District	\$15.00
	Administrative Secretary	Gilbert Unified School District	\$15.59
	Secretary II	Marana Unified School District	\$13.92
	Secretary II	Mesa Unified School District	\$15.57
	Administrative Assistant III	Paradise Valley Unified School District	\$16.26
	Administrative Secretary II	Peoria Unified School District	\$12.72
	Office Assistant, Senior	Phoenix Union High School District	\$15.21
	Office Support IV	Pima County	\$14.93
	Administrative Assistant	Sunnyside Unified School District	\$12.74
	Admin Support Asst III	University of Arizona	\$16.10
		Average Public Sector	\$15.15
	Administrative Assistant	Regional Private Sector - Pima County	\$16.48
		Average Private Sector	\$16.48
		Combined Unweighted Average	\$15.81

HIGHLIGHTS – EXTERNAL SURVEY

- DATA COLLECTED AND JOBS COMPARED FOR 220+ JOB CLASSIFICATIONS
- PAY GRADES FALLING FURTHEST BELOW MARKET INCLUDE BUS DRIVERS AND MECHANICS, TECHNOLOGY SERVICES FIELD TECHNICIANS, TECHNICAL SUPPORT SPECIALISTS, AND PROGRAMMERS

<u>Relationship to Prevailing Rates</u>	<u>Benchmark Job Classes</u>	<u>% of Sample</u>	<u>Average Variance</u>
Below (-5% OR MORE)	96	54%	-12.85%
Comparable	68	38%	-1.32%
Above	14	8%	10.33%

APPLYING RESULTS

- PSPC HAS PREPARED CONSOLIDATED PAY TABLES FOR ALL CLASSIFIED, CERTIFIED NON-TEACHING, AND ADMINISTRATOR/DIRECTOR JOBS
- INITIAL MODELING HAS PLACED PAY RANGE ENTRY AT 90% OF MARKET ENTRY TO ALLOW FOR INITIAL IMPLEMENTATION WITHIN BUDGET LIMITATIONS
- IMPACT ON EMPLOYEES: SOME FALL BELOW SUGGESTED MINIMUM, WHICH MAY CAUSE COMPRESSION WITH LONGER TENURED EMPLOYEES

APPLYING RESULTS – CLASSIFIED TABLE EXAMPLE

	Hourly			1656 Annual (9.5 Month)			1776 Annual (10.5 Month)			2088 Annual (12 Month)		
Grade	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
A	\$12.15	\$14.60	\$17.04	\$20,123	\$24,173	\$28,223	\$21,581	\$25,925	\$30,269	\$25,372	\$30,479	\$35,586
B	\$12.38	\$15.14	\$17.90	\$20,507	\$25,071	\$29,635	\$21,993	\$26,888	\$31,782	\$25,857	\$31,611	\$37,365
C	\$12.75	\$15.77	\$18.79	\$21,108	\$26,112	\$31,116	\$22,638	\$28,005	\$33,371	\$26,615	\$32,924	\$39,234
D	\$13.12	\$16.42	\$19.73	\$21,727	\$27,200	\$32,672	\$23,301	\$29,171	\$35,040	\$27,395	\$34,295	\$41,195
E	\$13.50	\$17.11	\$20.72	\$22,364	\$28,335	\$34,306	\$23,984	\$30,388	\$36,792	\$28,198	\$35,726	\$43,255
F	\$14.04	\$17.90	\$21.75	\$23,250	\$29,635	\$36,021	\$24,934	\$31,783	\$38,631	\$29,315	\$37,366	\$45,418
G	\$14.74	\$18.79	\$22.84	\$24,412	\$31,117	\$37,822	\$26,181	\$33,372	\$40,563	\$30,780	\$39,235	\$47,689
H	\$15.48	\$19.73	\$23.98	\$25,633	\$32,673	\$39,713	\$27,490	\$35,040	\$42,591	\$32,319	\$41,196	\$50,073
I	\$16.25	\$20.72	\$25.18	\$26,914	\$34,307	\$41,699	\$28,865	\$36,793	\$44,720	\$33,935	\$43,256	\$52,577
J	\$17.07	\$21.75	\$26.44	\$28,260	\$36,022	\$43,784	\$30,308	\$38,632	\$46,956	\$35,632	\$45,419	\$55,206

A consolidated pay table has been designed and jobs placed on pay grades utilizing available market data, with consideration for internal equity and promotional opportunities

Our proposed pay grades are narrower, with lower top outs, for most jobs; fewer than 70 employees will be “topped out”

APPLYING RESULTS – CLASSIFIED TABLE SAMPLE

Grade	Current Occupational Job Families and Job Classes	Recommended Occupational Job Families and Job Classes	Draft Proposed			
			Grade	Minimum	Midpoint	Maximum
A	Transportation (Bus) Monitor	Bus Monitor	12 Month	\$25,372	\$30,479	\$35,586
	Bus Transfer Aide	Bus Transfer Aide	10.5 Month	\$21,581	\$25,925	\$30,269
	Food Service Cafeteria Worker I	Cafeteria Worker	9.5 Month	\$20,123	\$24,173	\$28,223
	Food Service Cafeteria Worker II	Cafeteria Worker	Hourly	\$12.15	\$14.60	\$17.04
	Crossing Guard	Crossing Guard				
	Custodian I	Custodian				
	Data Tech - Language Assessment	Data Technician				
	Custodian/Delivery Worker	Delivery Driver (grants and federal programs)				
	Early Childhood Care Specialist I	Early Childhood Care Specialist				
	Early Childhood Care Specialist II	Early Childhood Care Specialist				
	Early Childhood Teacher Asst	Early Childhood Teacher Asst				
	Custodian, Roving	Floating Custodian				
	Custodian/Grounds Maint Worker	Grounds Worker				
	Grounds Maint Worker I	Grounds Worker				
	Grounds Maint Worker II	Grounds Worker				
	Grounds Maintenance Pesticide Tech	Grounds Worker				
	Roving Grounds	Grounds Worker				
	Instructional Specialist - Career & Technical Education	Instructional Specialist - Career & Technical Education				
	Instructional Specialist	Instructional Specialist - General Education				
	Instructional Specialist - General Subject	Instructional Specialist - General Education				
	Special Needs Aide - 504	Special Needs Aide - 504				
	Special Needs Aide - Adult	Special Needs Aide - Adult				
	Teacher Assistant - Bilingual	Teacher Assistant - Bilingual				
	Teach(er)ing Assistant	Teaching Assistant				
	Food Service Delivery Driver	Warehouse Technician/Driver				
	Warehouse/Delivery Worker	Warehouse/Delivery Worker				

APPLYING RESULTS – CLASSIFIED TABLE SAMPLE

Grade	Current Occupational Job Families and Job Classes	Recommended Occupational Job Families and Job Classes	Draft Proposed			
			Grade	Minimum	Midpoint	Maximum
B	Automotive Parts Clerk Community Ed (Activity) Helper III Infant Care Specialist Instructional Specialist - Exceptional Education Library Assistant Clerk Receptionist Office Assistant Intervention Tech - Meredith K-12 Testing Technician - Language Upholsterer	Automotive Parts Clerk Community Education Activity Helper Infant Care Specialist Instructional Specialist - Exceptional Education Library Associate Office Assistant Office Assistant Teaching Assistants - Meredith K-12 Testing Technician Upholsterer	12 Month 10.5 Month 9.5 Month Hourly	\$25,857 \$21,993 \$20,507 \$12.38	\$31,611 \$26,888 \$25,071 \$15.14	\$37,365 \$31,782 \$29,635 \$17.90

Entry rates for some jobs temporarily go down when modeling at market -10%;
Can utilize current entry rates as needed to remain competitive for new hires

INITIAL COSTING

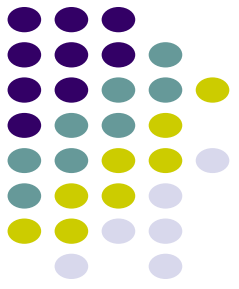
- COMPARING PEOPLE TO THE PROPOSED PAY GRADES:
 - SALARIES OF APPROXIMATELY 1,400 EMPLOYEES FALL BELOW THE ENTRY RATE PROPOSED FOR THEIR GRADE
 - ESTIMATED ANNUAL COST \$1,140,000-\$1,700,000 (PLUS UP TO \$600,000 FOR VACANT POSITIONS)
 - HALF OF THOSE NEEDED DOLLARS WOULD GO TO 550 EMPLOYEES WHO ARE CURRENTLY AT MINIMUM WAGE
 - AVERAGE CURRENT PAY OF THOSE FALLING BELOW PROPOSED ENTRY RATE IS \$13.00/HOUR
 - INCLUDES BUS DRIVERS AND EXCEPTIONAL ED TEACHER ASSISTANTS

RECOMMENDATIONS

- ADOPT NEW JOB TITLES PROPOSED FROM CLASSIFICATION REVIEW
- ADOPT PROPOSED ENTRY RATES AND MOVE ANYONE FALLING BELOW ENTRY TO THE NEW PROPOSED ENTRY
- ADOPT SPECIFIC MINIMUM PAY RATES FOR BUS DRIVERS AND EXCEPTIONAL EDUCATION TEACHING ASSISTANTS

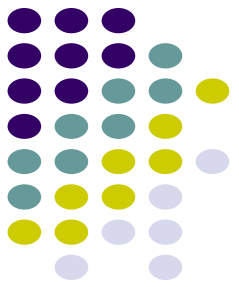
FUTURE RECOMMENDATIONS

- BUDGET FOR REGULAR SALARY ADJUSTMENTS AS PART OF ANNUAL BUDGETING, WITHIN NEW GRADES, AS OFTEN AS POSSIBLE
- ADJUST PROPOSED PAY TABLES TO KEEP UP WITH MARKET MOVEMENT OR TO GAIN ON THE MARKET; IDEALLY PEOPLE'S ACTUAL PAY MOVES "FASTER" THAN THE PAY STRUCTURES
- ADOPT NEW PAY GRADES NEARER TO MARKET AVERAGE WHEN POSSIBLE AND ADDRESS IN-RANGE COMPRESSION WHEN FISCALLY ABLE



The questions...

- **Why do we need this?**
 - Employer of choice
 - Foundation for equity
- **How can we do this?**
 - RFP Process 2019-2020
- **What are we actually doing?**
 - Reclassification Project
 - Shared our work with all employee bargaining groups
- **Why are we here tonight?**
 - Share our work and progress
 - Governing Board feedback



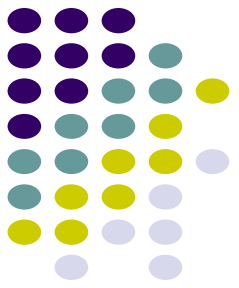
Multi-year project...

- **Phase I**

- Align job titles across categories based on work and classification
- Get all employees on market based scale
- Adopt minimum competitive pay rates for each classification
- Update job descriptions

- **Phase II**

- Address compression
- Adopt more competitive certified scale



Thank you...



PUBLIC SECTOR PERSONNEL CONSULTANTS

APRIL 7, 2021

