2016-17 Compensation Study Results

School Board Meeting

December 21, 2016
Today's Agenda

- Background and Purpose
- Study Results
  - Teachers
  - Teacher Assistants
  - School Administrators
  - Classified Staff
  - Other Administrators
- Recommendations and Next Steps
Norfolk Public Schools (NPS) requested a compensation study to evaluate and quantify the:

- Market competitiveness of NPS’s pay scales and compensation practices
- Status of internal pay equity for current employees

**Background and Purpose**

The primary goal of the study is to ensure that NPS has policies and practices that facilitate successful recruitment, retention, and equitable compensation of qualified and committed educators and staff.
Norfolk PS competes with local area school districts and other employers for both educators and staff.

The positions hardest to fill are in critical shortage teaching areas and some resource/classified areas.

Teacher retention has been a concern, with the turnover rate increasing from 11% to 13% over the past two years.

NPS has adjusted the salary scales periodically, but both educators and staff have not received step increases in the past four years.
The following 11 school districts and 3 local governments were selected to represent the competitive labor market.

Hampton Roads School Districts
- Chesapeake
- Hampton
- Newport News
- Portsmouth
- Suffolk*
- Virginia Beach
- Williamsburg-James City County
- York

Richmond-Petersburg Area School Districts
- Henrico County*
- Petersburg City
- Richmond City

Local Governments
- City of Chesapeake
- City of Norfolk
- City of Virginia Beach

* Henrico PS and Suffolk PS were included in the Teacher, Teacher Assistant, and School Administrator pay analysis, but Henrico chose not to participate in the other two portions of the market survey and Suffolk PS chose to provide pay data for Administrators but not Classified staff.
The study covers the following employee groups:

<table>
<thead>
<tr>
<th>Employee Group</th>
<th>Pay Scale</th>
<th>Approx # of Individuals</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teachers &amp; Related Professionals</td>
<td>Teacher Scale</td>
<td>2,710</td>
<td>61%</td>
</tr>
<tr>
<td>Teacher Assistants</td>
<td>Classified Scale</td>
<td>439</td>
<td>10%</td>
</tr>
<tr>
<td>School-based Administrators</td>
<td>Administrative Scale</td>
<td>100</td>
<td>2%</td>
</tr>
<tr>
<td>Classified Staff</td>
<td>Classified Scale</td>
<td>1,075</td>
<td>24%</td>
</tr>
<tr>
<td>Other Administrators</td>
<td>Administrative Scale</td>
<td>125</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>4,449</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Today's Agenda

- Background and Purpose

- Study Results
  - Teachers
  - Teacher Assistants
  - School Administrators
  - Classified Staff
  - Other Administrators

- Recommendations and Next Steps
Teacher Salary Scale

- Norfolk Public Schools’ Teacher Salary Scale is a traditional lane-and-step model that rewards educational attainment and experience.

- Distribution of current teachers

<table>
<thead>
<tr>
<th>Pay Lane</th>
<th>% of Norfolk PS Teachers</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Degree</td>
<td>1%</td>
</tr>
<tr>
<td>BA</td>
<td>41%</td>
</tr>
<tr>
<td>MA</td>
<td>45%</td>
</tr>
<tr>
<td>MA+30</td>
<td>12%</td>
</tr>
<tr>
<td>Doctoral</td>
<td>1%</td>
</tr>
</tbody>
</table>

Teachers and others paid on the teacher scale make up 61% of the NPS workforce.
10-month Teacher Scale Market Comparison

BACHELORS PAY LANE

- Norfolk PS
- Hampton Roads Average
- Richmond Area Average

Richmond Area market includes Richmond City, Petersburg City, and Henrico County.
10-month Teacher Scale Market Comparison

MASTERS PAY LANE

Norfolk PS
Hampton Roads Average
Richmond Area Average

Richmond Area market includes Richmond City, Petersburg City, and Henrico County.
Richmond Area market includes Richmond City, Petersburg City, and Henrico County.
10-month Teacher Scale Market Comparison

DOCTORAL PAY LANE

- Norfolk PS
- Hampton Roads Average
- Richmond Area Average

Richmond Area market includes Richmond City, Petersburg City, and Henrico County.
# Teachers

## Masters Pay Lane Comparison

### Master’s 10-Month Pay Lane Comparison to Overall Market

<table>
<thead>
<tr>
<th></th>
<th>Step 1</th>
<th>Step 5</th>
<th>Step 10</th>
<th>Step 15</th>
<th>Step 20</th>
<th>Top Step</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Market Average</td>
<td>$45,085</td>
<td>$46,721</td>
<td>$49,680</td>
<td>$52,677</td>
<td>$56,762</td>
<td>$72,469</td>
</tr>
<tr>
<td>Norfolk PS</td>
<td>$47,105</td>
<td>$48,731</td>
<td>$53,814</td>
<td>$61,169</td>
<td>$70,913</td>
<td>$84,671</td>
</tr>
<tr>
<td>% Difference</td>
<td>4.5%</td>
<td>4.3%</td>
<td>8.3%</td>
<td>16.1%</td>
<td>24.9%</td>
<td>16.8%</td>
</tr>
<tr>
<td>Dollar Difference</td>
<td>$2,020</td>
<td>$2,010</td>
<td>$4,134</td>
<td>$8,492</td>
<td>$14,151</td>
<td>$12,202</td>
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</tbody>
</table>
## Teachers
### Weighted Average Salary Comparison

<table>
<thead>
<tr>
<th>Salary Rank</th>
<th>School District</th>
<th>Weighted Average 10-month Salary</th>
<th>Percent Difference from Norfolk</th>
<th>Dollar Difference from Norfolk</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Norfolk</td>
<td>$51,783</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Portsmouth</td>
<td>$50,877</td>
<td>($906)</td>
<td>-2%</td>
</tr>
<tr>
<td>3</td>
<td>York</td>
<td>$49,140</td>
<td>($2,643)</td>
<td>-5%</td>
</tr>
<tr>
<td>4</td>
<td>Richmond</td>
<td>$48,577</td>
<td>($3,206)</td>
<td>-6%</td>
</tr>
<tr>
<td>5</td>
<td>Chesapeake</td>
<td>$48,532</td>
<td>($3,251)</td>
<td>-6%</td>
</tr>
<tr>
<td>6</td>
<td>Petersburg</td>
<td>$48,135</td>
<td>($3,648)</td>
<td>-7%</td>
</tr>
<tr>
<td>7</td>
<td>Virginia Beach</td>
<td>$48,003</td>
<td>($3,780)</td>
<td>-7%</td>
</tr>
<tr>
<td>8</td>
<td>Newport News</td>
<td>$47,923</td>
<td>($3,860)</td>
<td>-7%</td>
</tr>
<tr>
<td>9</td>
<td>Henrico</td>
<td>$47,089</td>
<td>($4,694)</td>
<td>-9%</td>
</tr>
<tr>
<td>10</td>
<td>Williamsburg-James City</td>
<td>$46,211</td>
<td>($5,572)</td>
<td>-11%</td>
</tr>
<tr>
<td>11</td>
<td>Suffolk</td>
<td>$46,118</td>
<td>($5,665)</td>
<td>-11%</td>
</tr>
<tr>
<td>12</td>
<td>Hampton</td>
<td>$45,854</td>
<td>($5,929)</td>
<td>-11%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>(excluding Norfolk)</td>
<td><strong>$47,860</strong></td>
<td><strong>($3,923)</strong></td>
<td><strong>-8%</strong></td>
</tr>
</tbody>
</table>

Weighted Average Salary is calculated by applying NPS’ current teacher distribution by pay lane and step to each school district’s pay scales.
 Teachers

Weighted Average Salary Comparison

WEIGHTED AVERAGE 10-MONTH TEACHER SALARY

Norfolk: $51,783
Portsmouth: $50,877
York: $49,140
Richmond: $48,577
Chesapeake: $48,532
Petersburg: $48,135
Virginia Beach: $48,003
Newport News: $47,923
Henrico: $47,089
Williamsburg-James City: $46,211
Suffolk: $46,118
Hampton: $45,854
Market Average: $47,860

Market Average does not include Norfolk
DISTRIBUTION OF CURRENT NORFOLK PS TEACHERS
BY LANE AND STEP

<table>
<thead>
<tr>
<th>Pay Lane</th>
<th>Steps 1 to 4</th>
<th>Steps 5 to 9</th>
<th>Steps 10 to 14</th>
<th>Steps 15 to 19</th>
<th>Steps 20 to 26</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Degree</td>
<td>23%</td>
<td>23%</td>
<td>29%</td>
<td>23%</td>
<td>3%</td>
</tr>
<tr>
<td>Bachelor’s</td>
<td>52%</td>
<td>20%</td>
<td>16%</td>
<td>11%</td>
<td>2%</td>
</tr>
<tr>
<td>Masters</td>
<td>39%</td>
<td>27%</td>
<td>21%</td>
<td>10%</td>
<td>3%</td>
</tr>
<tr>
<td>Master’s plus 30</td>
<td>12%</td>
<td>28%</td>
<td>31%</td>
<td>23%</td>
<td>6%</td>
</tr>
<tr>
<td>Doctoral</td>
<td>13%</td>
<td>31%</td>
<td>31%</td>
<td>22%</td>
<td>3%</td>
</tr>
<tr>
<td><strong>All Lanes</strong></td>
<td><strong>40%</strong></td>
<td><strong>24%</strong></td>
<td><strong>20%</strong></td>
<td><strong>12%</strong></td>
<td><strong>3%</strong></td>
</tr>
</tbody>
</table>

64% of teachers are in the first 9 steps of the pay scale

These figures include classroom teachers and other professionals paid on the teacher salary scales, such as school nurses, social workers, counselors, therapists, and specialists.
There is very little correlation between years of service and pay step. For example, teachers on Step 5 range from 0 to 19 years of service.
Teachers
Years of Service, Pay Step & Salary Lane

73% of teachers (1,975 individuals) are in a pay step lower than expected based on their years of service.
Distribution of Teachers by Number of Pay Steps Needed to Equal Years of Service

- **1 to 3 steps below expected**: 645
- **4 to 6 steps**: 753
- **7 to 9 steps**: 414
- **10 to 12 steps**: 115
- **13 to 15 steps**: 33
- **16+ steps below expected**: 15
# Teachers—Initial Placement Policy

<table>
<thead>
<tr>
<th>School District</th>
<th>Step Placement based on Years of Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chesapeake</td>
<td>One for one</td>
</tr>
<tr>
<td>Hampton</td>
<td>One for one</td>
</tr>
<tr>
<td>Newport News</td>
<td>One for one</td>
</tr>
<tr>
<td>Portsmouth</td>
<td>0 years = Step 0&lt;br&gt;1-4 years = Step 1&lt;br&gt;5-7 years = Step 2&lt;br&gt;8 years = Step 3, then one for one</td>
</tr>
<tr>
<td>Suffolk</td>
<td>One for one</td>
</tr>
<tr>
<td>Virginia Beach</td>
<td>One for one</td>
</tr>
<tr>
<td>Williamsburg-James City</td>
<td>Unknown</td>
</tr>
<tr>
<td>York</td>
<td>Unknown</td>
</tr>
<tr>
<td>Henrico</td>
<td>0-4 years = Step 2 (first step on scale)&lt;br&gt;5-11 years = Step 3&lt;br&gt;12-13 years = Step 4&lt;br&gt;14 years = Step 5&lt;br&gt;15-19 years = Step 6 and so on</td>
</tr>
<tr>
<td>Petersburg</td>
<td>0-1 years = Step 1&lt;br&gt;2-4 years = Step 2&lt;br&gt;5 years = Step 3; 6 years = Step 4; 7 years = Step 5; 8 years = Step 6&lt;br&gt;9-10 years = Step 7; 11-12 years = Step 8, and so on</td>
</tr>
<tr>
<td>Richmond</td>
<td>One for one</td>
</tr>
</tbody>
</table>
Today's Agenda

- Background and Purpose
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  - School Administrators
  - Classified Staff
  - Other Administrators
- Recommendations and Next Steps
Teacher Assistants

TEACHER ASSISTANT HOURLY PAY RANGES
ALL SCHOOL DISTRICTS

Norfolk
Chesapeake
Williamsburg-James City
Richmond
Hampton
Henrico
Virginia Beach
York
Portsmouth
Petersburg
Newport News
Suffolk

$0
$5
$10
$15
$20
$25
$30

$14.35
$12.72
$20.33
$20.95
$22.10
$19.25
$19.77
$16.74
$15.44

$24.78
$20.33
$20.95
$22.10
$19.25
$19.77
$16.74
$15.44
$10.16
$10.48
$10.56
$10.64

$12.18
$12.15
$12.10
$12.02
$11.78
$11.04
$11.03
$10.56
$10.48
$10.16
The Richmond Area Market includes Richmond, Petersburg, and Henrico school districts.
### Teacher Assistant Current Pay Step Distribution

#### DISTRIBUTION OF CURRENT NPS TEACHER ASSISTANTS BY PAY STEP

<table>
<thead>
<tr>
<th>Pay Step</th>
<th>% of TAs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 3</td>
<td>23%</td>
</tr>
<tr>
<td>4 to 6</td>
<td>45%</td>
</tr>
<tr>
<td>7 to 9</td>
<td>17%</td>
</tr>
<tr>
<td>10 to 12</td>
<td>8%</td>
</tr>
<tr>
<td>13 to 15</td>
<td>3%</td>
</tr>
<tr>
<td>16 to 18</td>
<td>3%</td>
</tr>
<tr>
<td>19 to 22</td>
<td>2%</td>
</tr>
</tbody>
</table>

#### Bar Graph

The bar graph shows the distribution of current NPS teacher assistants by pay step. The numbers correspond to the pay step distribution as shown in the table.
Teacher Assistant Distribution

DISTRIBUTION OF CURRENT NPS TEACHER ASSISTANTS
BY YEARS OF SERVICE AND PAY STEP
Teacher Assistants

DISTRIBUTION OF NPS TEACHER ASSISTANTS CURRENT PAY STEP COMPARED TO EXPECTED PAY STEP

82% of TAs (361 individuals) are in a pay step lower than expected based on their years of service.
Distribution of Teacher Assistants by Number of Pay Steps Needed to Equal Years of Service

- 1 to 3 steps below expected: 93
- 4 to 6 steps: 87
- 7 to 9 steps: 60
- 10 to 12 steps: 65
- 13 to 15 steps: 44
- 16+ steps below expected: 12
Today's Agenda

➤ Background and Purpose

➤ Study Results

• Teachers
• Teacher Assistants
• School Administrators
• Classified Staff
• Other Administrators

➤ Recommendations and Next Steps
Salary ranges have been adjusted to NPS contract length, where necessary.
Assistant Principals
Current Pay Step Distribution

DISTRIBUTION OF CURRENT NPS ASSISTANT PRINCIPALS
BY PAY STEP

<table>
<thead>
<tr>
<th>Pay Step</th>
<th>% of APs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 3</td>
<td>2%</td>
</tr>
<tr>
<td>4 to 6</td>
<td>6%</td>
</tr>
<tr>
<td>7 to 9</td>
<td>11%</td>
</tr>
<tr>
<td>10 to 12</td>
<td>17%</td>
</tr>
<tr>
<td>13 to 15</td>
<td>30%</td>
</tr>
<tr>
<td>16 to 18</td>
<td>11%</td>
</tr>
<tr>
<td>19 to 21</td>
<td>23%</td>
</tr>
</tbody>
</table>
School Administrators

PRINCIPALS

Norfolk PS
Overall Market Average
Hampton Roads Average
Richmond Area Average
Norfolk PS
Overall Market Average
Hampton Roads Average
Richmond Area Average
Norfolk PS
Overall Market Average
Hampton Roads Average
Richmond Area Average

Principal, Elementary School
Principal, Middle School
Principal, High School
DISTRIBUTION OF CURRENT NPS PRINCIPALS BY PAY STEP

<table>
<thead>
<tr>
<th>Pay Step</th>
<th>% of Principals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 3</td>
<td>4%</td>
</tr>
<tr>
<td>4 to 6</td>
<td>17%</td>
</tr>
<tr>
<td>7 to 9</td>
<td>23%</td>
</tr>
<tr>
<td>10 to 12</td>
<td>19%</td>
</tr>
<tr>
<td>13 to 15</td>
<td>21%</td>
</tr>
<tr>
<td>16 to 18</td>
<td>13%</td>
</tr>
<tr>
<td>19 to 21</td>
<td>2%</td>
</tr>
</tbody>
</table>
DISTRIBUTION OF CURRENT NPS ASSISTANT PRINCIPALS AND PRINCIPALS BY YEARS OF SERVICE AND PAY STEP

Years of Service

Pay Step
75% of school administrators (75 individuals) are in a pay step lower than expected based on their years of service.
Distribution of School Administrators by Number of Pay Steps Needed to Equal Years of Service

- 1 to 3 steps below expected: 18
- 4 to 6 steps below expected: 18
- 7 to 9 steps below expected: 21
- 10 to 12 steps: 10
- 13 to 15 steps: 4
- 16+ steps below expected: 4
Today's Agenda

➤ Background and Purpose

➤ Study Results

  • Teachers
  • Teacher Assistants
  • School Administrators
  • **Classified Staff**
  • Other Administrators

➤ Recommendations and Next Steps
The Classified Staff market study included 41 job titles representing 69% of all 1,075 employees in this category, which includes staff performing office and school support, facilities maintenance, transportation, food service, student services, and similar roles. The pay scale has 17 pay grades and 22 pay steps.

### Classified Salary Scale for School Year 2016-2017

<table>
<thead>
<tr>
<th>Grade</th>
<th>Step</th>
<th>AA</th>
<th>BB</th>
<th>CC</th>
<th>DD</th>
<th>EE</th>
<th>FF</th>
<th>GG</th>
<th>HH</th>
<th>II</th>
<th>JJ</th>
<th>KK</th>
<th>LL</th>
<th>MM</th>
<th>NN</th>
<th>OO</th>
<th>PP</th>
<th>QQ</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>$11.52</td>
<td>$12.10</td>
<td>$12.70</td>
<td>$13.34</td>
<td>$14.01</td>
<td>$14.70</td>
<td>$15.44</td>
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<td>$22.82</td>
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<tr>
<td>11</td>
<td>$13.36</td>
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<td>$29.77</td>
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<tr>
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<tr>
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<td>$31.31</td>
<td>$32.87</td>
<td>$34.51</td>
<td>$36.24</td>
<td>$38.05</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>$17.96</td>
<td>$18.85</td>
<td>$19.79</td>
<td>$20.78</td>
<td>$21.82</td>
<td>$22.92</td>
<td>$24.06</td>
<td>$25.25</td>
<td>$26.54</td>
<td>$27.85</td>
<td>$29.24</td>
<td>$30.71</td>
<td>$32.24</td>
<td>$33.84</td>
<td>$35.55</td>
<td>$37.31</td>
<td>$39.20</td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>$18.51</td>
<td>$19.41</td>
<td>$20.40</td>
<td>$21.40</td>
<td>$22.47</td>
<td>$23.60</td>
<td>$24.78</td>
<td>$26.02</td>
<td>$27.32</td>
<td>$28.69</td>
<td>$30.10</td>
<td>$31.61</td>
<td>$33.21</td>
<td>$34.86</td>
<td>$36.61</td>
<td>$38.34</td>
<td>$40.37</td>
<td></td>
</tr>
</tbody>
</table>
### Classified Staff

- On average, we found that the current pay ranges for these 41 benchmark jobs are market competitive at the entry, midpoint, and top of the scale.

<table>
<thead>
<tr>
<th>Pay Range Minimum</th>
<th>Pay Range Midpoint</th>
<th>Pay Range Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>104%</td>
<td>107%</td>
</tr>
</tbody>
</table>

- Nevertheless, selected titles were found to be at least 5% below the market average, listed below.
  - Printing Services Manager
  - School Nutrition Department Supervisor
  - Help Desk Technician I
  - Information Systems Specialist I
  - Attendance Technician
  - Parent Liaison
  - Transportation Field Supervisor
Classified Staff Current Pay Step Distribution

### DISTRIBUTION OF CURRENT NPS CLASSIFIED STAFF BY PAY STEP

<table>
<thead>
<tr>
<th>Pay Step</th>
<th>% of Classified Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 3</td>
<td>24%</td>
</tr>
<tr>
<td>4 to 6</td>
<td>22%</td>
</tr>
<tr>
<td>7 to 9</td>
<td>16%</td>
</tr>
<tr>
<td>10 to 12</td>
<td>15%</td>
</tr>
<tr>
<td>13 to 15</td>
<td>10%</td>
</tr>
<tr>
<td>16 to 18</td>
<td>7%</td>
</tr>
<tr>
<td>19 to 22</td>
<td>6%</td>
</tr>
</tbody>
</table>

**Bar Chart:**
- **Step 1:** 218
- **Step 2:** 27
- **Step 3:** 18
- **Step 4:** 51
- **Step 5:** 118
- **Step 6:** 70
- **Step 7:** 48
- **Step 8:** 58
- **Step 9:** 65
- **Step 10:** 59
- **Step 11:** 49
- **Step 12:** 50
- **Step 13:** 32
- **Step 14:** 43
- **Step 15:** 29
- **Step 16:** 16
- **Step 17:** 36
- **Step 18:** 20
- **Step 19:** 10
- **Step 20:** 10
- **Step 21:** 19
- **Step 22:** 29
Classified Employee Distribution

DISTRIBUTION OF CURRENT NPS CLASSIFIED STAFF
BY YEARS OF SERVICE AND PAY STEP
79% of classified staff are in a pay step lower than expected based on their years of service (849 individuals).
Distribution of Classified Staff Employees by Number of Pay Steps Needed to Equal Years of Service

- 1 to 3 steps: 201
- 4 to 6 steps: 244
- 7 to 9 steps: 203
- 10 to 12 steps: 149
- 13 to 15 steps: 39
- 16 or more steps: 13
Today's Agenda

➢ Background and Purpose

➢ Study Results

- Teachers
- Teacher Assistants
- School Administrators
- Classified Staff
- Other Administrators

➢ Recommendations and Next Steps
Administrators

The Administrator market study included 39 job titles representing 47% of all 125 employees in this category, covering professional, managerial, director level staff.

The pay scale has 17 pay grades and 21 pay steps.
Administrators

On average, we found that the current pay ranges for these 39 benchmark jobs are market competitive at the entry, midpoint, and top of the scale.

NPS MARKET POSITION FOR ADMINISTRATOR JOBS

<table>
<thead>
<tr>
<th>Pay Range Minimum</th>
<th>Pay Range Midpoint</th>
<th>Pay Range Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>105%</td>
<td>107%</td>
<td>108%</td>
</tr>
</tbody>
</table>

Nevertheless, selected titles were found to be at least 5% below the market average, listed below.

- Capital Project Engineer
- Coordinator, Kindergarten Early Learning
- Coordinator, Public Relations
- GED Examiner
- Network Engineer
- Senior Coordinator of Assessment, Research, & Accountability
- Senior Coordinator, Facility Maintenance
- Senior Director, Information Technology
Administrator Current Pay Step Distribution

DISTRIBUTION OF CURRENT NPS ADMINISTRATORS BY PAY STEP

<table>
<thead>
<tr>
<th>Pay Step</th>
<th>% of Admin Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 3</td>
<td>10%</td>
</tr>
<tr>
<td>4 to 6</td>
<td>18%</td>
</tr>
<tr>
<td>7 to 9</td>
<td>18%</td>
</tr>
<tr>
<td>10 to 12</td>
<td>14%</td>
</tr>
<tr>
<td>13 to 15</td>
<td>19%</td>
</tr>
<tr>
<td>16 to 18</td>
<td>14%</td>
</tr>
<tr>
<td>19 to 22</td>
<td>8%</td>
</tr>
</tbody>
</table>

Step 1

Step 22
DISTRIBUTION OF CURRENT NPS ADMINISTRATORS BY YEARS OF SERVICE AND PAY STEP

Administrator Employee Distribution
Administrators

DISTRIBUTION OF NPS ADMINISTRATORS CURRENT PAY STEP COMPARED TO EXPECTED PAY STEP

63% of Administrators are in a pay step lower than expected based on their years of service (79 individuals)
Distribution of Administrators by Number of Pay Steps Needed to Equal Years of Service

- 1 to 3 steps: 18 administrators
- 4 to 6 steps: 17 administrators
- 7 to 9 steps: 26 administrators
- 10 to 12 steps: 11 administrators
- 13 to 15 steps: 5 administrators
- 16 or more steps: 2 administrators
Today's Agenda

- Background and Purpose
- Study Results
  - Teachers
  - Teacher Assistants
  - School Administrators
  - Classified Staff
  - Other Administrators

- Recommendations and Next Steps
Recommendations and Next Steps

We suggest that you consider the following steps to ensure NPS continues to offer market competitive and internally equitable compensation for all educators and staff.

- Modify pay grade assignments for positions that were found to be paid below market
- Investigate options for restoring pay steps for educators and staff whose step placement is below expected based on years of service, experience, and qualifications
Thank you!