

A Passion for Excellence



NEENAH
Joint School District

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MEMORANDUM

TO: Board of Education
Dr. Mary B. Pfeiffer, District Administrator

FROM: Vicky Holt, Assistant District Administrator of Human Resources & Instructional Support Services

DATE: May 1, 2014

RE: Wage Compensation Study

Background

The Collective Bargaining Agreement (CBA) between the Board of Education (BOE) and the former Neenah Education Support Personnel Association (NESPA) expired on June 30, 2012. During the course of 2012-13 school year, Administration began to receive similar questions from our support staff employees that we had previously received from our certified/faculty staff. In essence, "How will we be compensated if a salary schedule no longer exists?" In anticipation of this question, administration began investigating various compensation consulting agencies. In early fall 2013, two compensation consulting groups were contacted to seek additional information related to their services and associated fees. In October 2013, administration met with Charlie Carlson from Carlson Dettmann Consulting (CDC) to further discuss an analysis of the District's wage compensation structure for support and exempt staff. By early November, the District entered into an agreement with CDC to conduct the wage compensation study. CDC has been conducting wage compensation analysis for both private and public institutions for more than two decades.

Time Line:

November 13 -14, 2013: CDC, senior consultant, Katie McCloskey and Vicky Holt met and provided an orientation session for any interested support and exempt staff members to outline the purpose and the process for the wage compensation study.

Late November 2013: District offered training to support and exempt staff on how to complete an electronic Job Description Questionnaire (JDQ). Support/Exempt staff were provided the option of completing an electronic or paper JDQ.

December 11, 2013: JDQ's were completed by Support/Exempt staff and were submitted to their principal/supervisor for review and comments.

December 20, 2013: Principals/Supervisors completed the JDQ review and forward the completed JDQ's to Vicky Holt.

January 2014: Administrators Andrew Thorson (O/M) and Chad Behnke (IT) reviewed/commented on the JDQ's for their respective departments.

January 9, 2014: Dr. Mary Pfeiffer, Vicky Holt, President Scott Thompson and Vice President John Lehman met with CDC to further discuss the purpose and process of the wage compensation study.

January-February 2014: Vicky Holt reviewed/commented on the submitted JDQ's and submitted all JDQ's to CDC.

March 24, 2014: Administrators Dr. Mary Pfeiffer, Vicky Holt, Kathy Davis, President Scott Thompson and Vice President John Lehman met with Charlie Carlson and Katie McCloskey from CDC to discuss the initial findings of the study and to discuss comparable data from both private and public employers.

April 18, 2014: Administrators Dr. Mary Pfeiffer, Vicky Holt, Kathy Davis, President Scott Thompson and Vice President John Lehman had a phone conference call with consultant Katie McCloskey from CDC to discuss how the wage compensation data would be presented to the Board of Education and the exempt/ support staff.

Attached is a copy of the proposed wage schedule and regression analysis for all positions.

Key points for discussion include:

Non-Certified Staff

Administration is requesting that exempt and support staff be reclassified as Non-Certified Staff. By law, Fair Labor Standard Act (FLSA), the District has only eight positions that are "exempt" from overtime provisions in the FLSA. The employee policy manual and individual hire letter identifies the employees who qualify for overtime and those employees who do not qualify for overtime. Therefore, to eliminate confusion, administration is recommending that we eliminate the classification of both Exempt and Support Staff and begin to utilize the classification of "Non-Certified Employees."

Wage Schedule

The newly proposed wage schedule was developed by CDC consultants after an extensive review of the JDQ's, application of the point-factor evaluation system and completion of the market analysis piece. The newly created schedule encompasses all former support and exempt positions. CDC's Point Factor evaluation system considers the following five factors: education & experience required for the position, independent decision making (impact of the decision making), thinking challenges, interactions and communications and working conditions which also includes the physical requirements of the position. Evaluation of these five factors results in a point score for each position and a hierarchy of jobs based on those evaluation factors. Benchmark positions are then identified and market data on each of those benchmark positions was gathered. The market data was compiled from both public and private sectors. The market data is also considered in the development of the pay ranges. CDC collected and analyzed salary data from over forty-five educational institutions (K-12 and higher education), city and county governments as well as using data from both the Bureau of Labor Statistics and the Fox Valley Chamber of Commerce Survey.

Regression Analysis

The proposed wage structure was established utilizing regression analysis. The regression analysis is the relationship of the job evaluation points (internal relationships of the jobs) with the average values from the market analysis piece (the external factors). The result for the study resulted in an "R-squared" value of 92%. This is a good result and a result that can be used to establish a pay structure for this group of employees. The resulting regression equation of "y=.0257x+7.6127" is the equation for the pay line on the attached graph and is the equation CDC used to build the proposed pay structure (See attached Graph). The resulting pay structure was developed setting the pay line at a level that reflects a policy decision of "approximating" the market. In other words, not setting the line above the market estimates or discounting the pay line below the estimated market rates. The width of the pay ranges is driven by how the District wants to administer pay raises in the future. The widths of the ranges on the proposed pay structure were based on a pay administration policy of paying employees based on performance.

Minimum/Control Point/Maximum

The wage schedule reflects a minimum, control point and maximum salary for each Pay Grade. Administration is recommending that employees with effective performance levels currently receiving compensation below the minimum of the pay range be brought to the minimum of their proposed pay grade. Currently, the District only has support staff that fall below the minimum of the pay range. The anticipated cost to move effective employees to the minimum salary consideration is \$26,000. The Board has budgeted 2% for recurring support staff salary considerations, roughly \$98,000.

The control points in each grade were established through regression analysis utilizing the average hourly salary, based upon market data, for similar positions. A goal for an employee would be to be an effective employee and work toward reaching the control point in their pay grade.

The maximum salary consideration reflects the top salary that an effective employee could receive in that pay grade. If an effective employee is currently receiving an hourly rate of pay in excess of the maximum rate for their pay grade, the employee would be "red circled" and not provided the opportunity for a pay increase until the salary schedule is adjusted and the employee's pay becomes encompassed in the respective pay range.

Administration is recommending that the proposed Non-Certified Staff Wage Schedule be utilized for salary considerations for 2013-14 for support staff and for 2014-15 for all Non-Certified Staff (support/ exempt). Exempt personnel received a salary increase for the 2013-14 school year, however, support staff did not receive a salary increase for 2013-14. Non-Certified staff annual salary considerations would be based upon performance.

Administration is recommending that the Non-Certified Wage Schedule be adjusted periodically based upon market changes.

Pay Grades/Appeals Process

As noted earlier in this report, the pay grades were developed utilizing the factors discussed above and market data from both the private and public sectors. If an employee believes his/her position has been placed onto the pay structure into the wrong pay grade, the employee will have the opportunity to file an "appeal" to the Assistant District Administrator of Human Resources & Instructional Support Services asking that his/her position be reviewed to determine if the position should be placed into a different pay grade. Employee's will have 30 days to file an appeal utilizing the appeal process provided by CDC. The employee's appeal will be sent to CDC for a review of the employee's JDQ. After thoroughly reviewing the appeal, CDC will make a recommendation on whether or not a change should be made in regard to grade placement. The appeal process only applies to an employee's pay grade. There is no appeal process for district decisions related to an employee's performance evaluation or administrator salary considerations.

FINDINGS/RECOMMENDATION:

The wage compensation analysis conducted by CDC was thorough, timely and developed using market data to support their recommendation. CDC's system provided for both employee and supervisor input. Consultants Charlie Carlson and Katie McCloskey were responsive to our employee's questions and provided a thorough analysis of the District's positions. All salary considerations would be based upon employee performance.

CDC is currently conducting a review of our Non-Certified Employee's benefits and will be comparing those benefits to those offered by employers in the public and private sector. Additional information related to a benefit comparison will be provided to the Board at a later date.

Administration is supportive of the proposed Non-Certified Staff Wage Schedule as developed by Carlson Dettmann Consulting. Administration is recommending that the Board of Education approve the proposed Non-Certified Staff Wage Schedule at their May 20, 2014

meeting. Administration will be bringing a report to the Board of Education at their June 3, 2014 meeting to report how administration will implement the budgeted salary for 2013-14 for the support staff employees. If supported by the Board, administration would provide the appropriate support staff with their 2013-14 salary increase for their June 20, 2014 pay period.

I will be attending the May 6, 2014 Board meeting to answer any questions from Board members related to the Non-Certified Wage Schedule. *

**NEENAH SCHOOL DISTRICT
NON-CERTIFIED STAFF WAGE SCHEDULE**

JOB TITLE	MINIMUM	CONTROL POINT	MAXIMUM
GRADE K Communications Manager Help Desk Manager Supervisor of Accounting	\$24.00	\$30.00	\$36.00
GRADE J Network Operations Manager Instructional Systems Analyst NHS Operations/Maintenance Manager Systems & Workstation Deployment Manager	\$21.60	\$27.00	\$32.40
GRADE I Benefits Specialist Executive Assistant-District Administrator Student Database Manager	\$19.44	\$24.30	\$29.17
GRADE H Administrative Asst.-Asst. Superintendent Maintenance Mechanic Payroll Specialist Technical Director	\$18.40	\$23.00	\$27.60
GRADE G Carpenter Facilities Services Coordinator	\$17.40	\$21.75	\$26.10
GRADE F Administrative Assistant II Bookkeeper (HS) Help Desk Technician Shattuck Operations Supervisor	\$16.36	\$20.45	\$24.54
GRADE E Administrative Assistant I Maintenance & Grounds Theater Technician Assistant	\$15.36	\$19.20	\$23.04
GRADE D Academic Assistants-Special Education Attendance Clerks Educational Assistant-Special Education English Language Learners Horace Mann Day Custodian Lead 2nd Shift High School Custodian Relief Custodian	\$14.32	\$17.90	\$21.48
GRADE C Educational Assistant-Regular Education Elementary School Day Custodian Food Delivery Driver/Custodian Health Assistant High School Day Custodian	\$13.28	\$16.60	\$19.92
GRADE B 2nd Shift Custodian Receptionist	\$12.48	\$15.60	\$18.72

Administrative Assistant I (Grade E)

School Counselor Administrative Assisant/Shattuck Middle and Neenah High School
Elementary Administrative Assistants
Scheduler/Neenah High School
Registrar/Neenah High School
Administrative Assistant to Pupil Services/School Psychologists/District Office
Administrative Assistant to Business Office(Acct. Receivable)/District Office
Administrative Assistant to Director of IT/District Office
Administrative Assistant Human Resources/AESOP Coordinator/District Office
Administrative Assistant to Principal/Horace Mann
Administrative Assistant/Attendance/Health/Horace Mann
Administrative Assistant to Associate Principals/Neenah High School

Administrative Assistant II (Grade F)

Accounts Payable Clerk/District Office
Administrative Assistant to Director of Pupil Services/District Office
Administrative Assistant to Principal/Shattuck Middle Neenah High School

Neenah School District Non-Certified Staff

