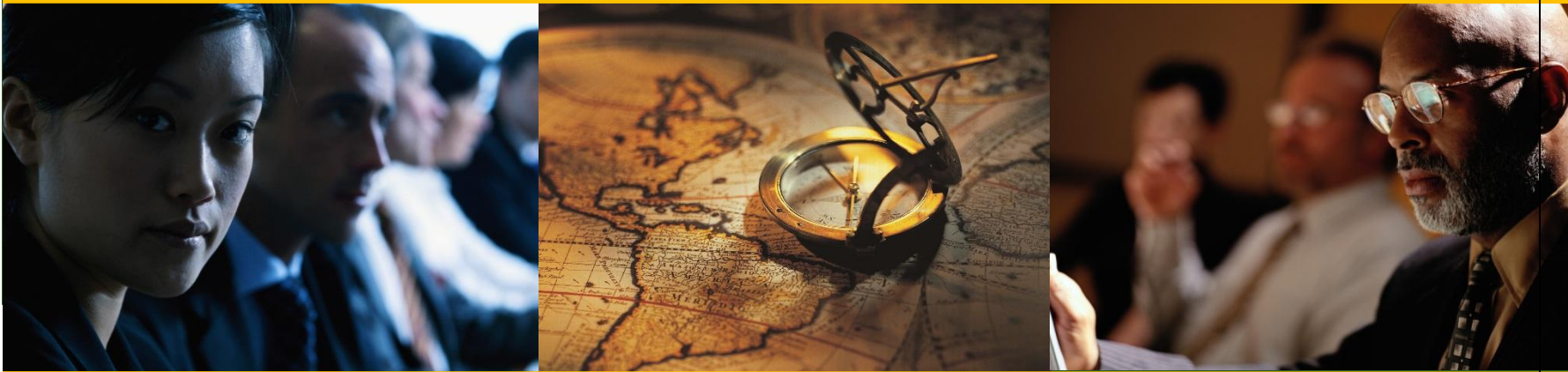


# Compensation & Classification Study Charlottesville City Schools



Evergreen Solutions, LLC

# Strategic Plan 2023-2028

## Priority 3 – Support Our Staff

### Goals

- 1** CCS will **recruit and retain** licensed and properly endorsed staff.
- 2** All CCS staff will engage in **meaningful, relevant, timely, and personalized professional learning.**
- 3** CCS will **recruit and retain teachers of color.**
- 4** CCS will **value staff voice.**

### Targets

**Target 1:** All schools will be fully staffed by September 1 each year.

**Target 2:** Annually increase the retention rate of teachers by 2% or more (with a goal of a 90% or higher retention rate)

**Target 3:** Make annual progress toward hiring licensed staff of color (with a goal of our racial and ethnic demographics matching or exceeding Charlottesville's area demographics as measured by census data)

**Target 4:** Supply opportunities for 10 or more currently licensed employees annually to obtain further leadership certifications or advanced degrees

**Target 5:** Supply pathways for 5 or more current unlicensed employees to become licensed staff

**Target 6:** Increase the percentage of staff who report that professional learning is effective or highly effective

**Target 7:** All staff will annually demonstrate culturally competent and equity-focused teaching practices

# *Timing of Implementation*

## Fall 2022 CCS Engaged in Salary Compensation Study

- Initial salary study recommendations were presented in the middle of the 2023 budget process
- Fiscally challenging to implement recommendations this year considering
  - Signification budgeted implications
  - Alignment to identified budget priorities



# Overview



Study Goals



Project Phases

Internal Review  
External Review



Recommendations



# *Study Goals*

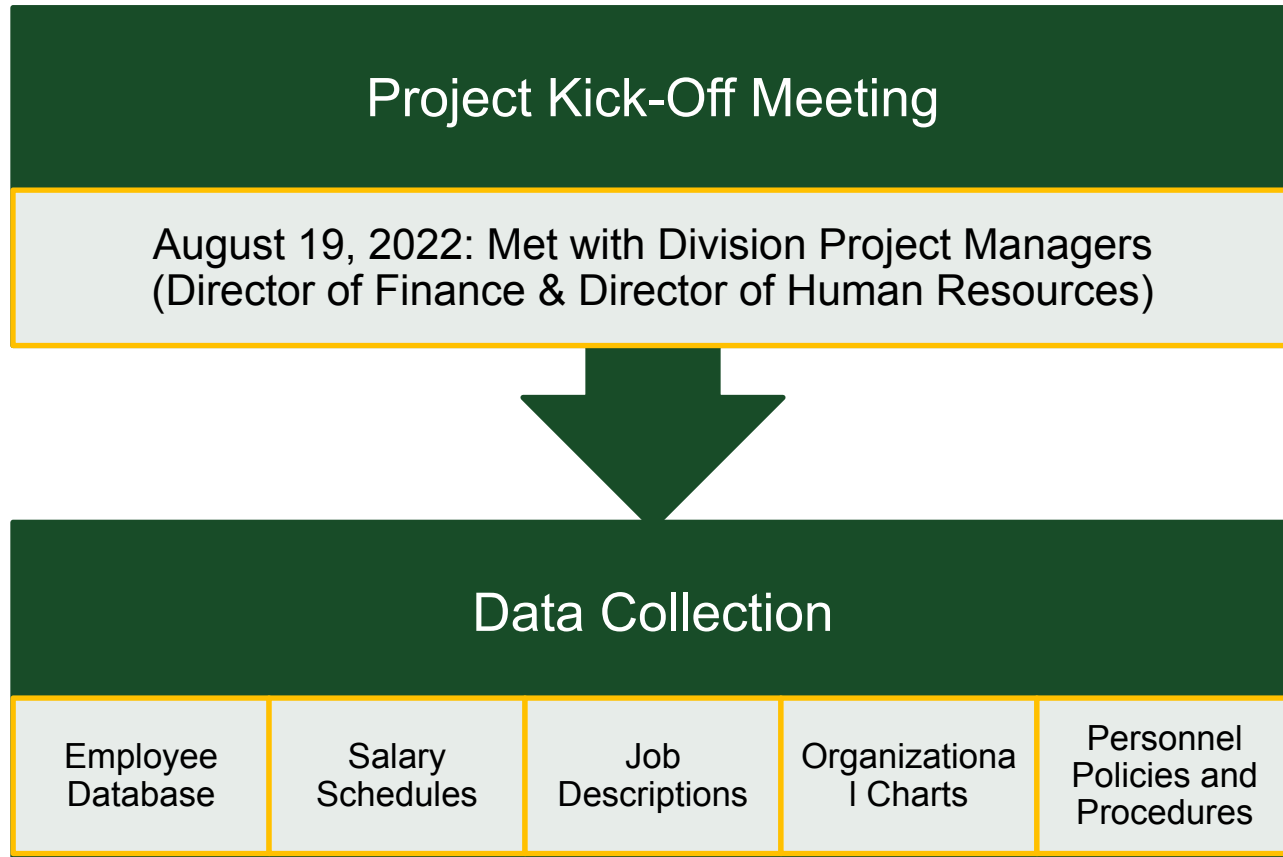
Review current  
classification and  
compensation system  
to ensure internal  
equity

Survey peer  
organizations to  
ensure external equity

Produce  
recommendations to  
provide the Division  
with a system that is  
equitable, both  
internally and  
externally



# *Study Initiation*



# *Assessment of Current Conditions*

Current structure is inconsistent and does not follow best management practices

Varying range spreads between 28 and 75 percent; best practice suggests consistent spreads between 50 and 70 percent

Strong correlation between tenure and salary

Overall average tenure of 3.9 years in the first quartile, 8.3 years in the second quartile, 10.2 years in the third quartile, and 17.1 years in the fourth quartile

# *Employee Outreach*

## On-site Interviews and Focus Groups

- October 27 – 28, 2022
- Cross section of employee classifications
- Approximately 85 participants

## Survey to all employees

- Released October 28, 2022
- Received 418 responses



# *Employee Outreach*

Employees share that they came to work for the Division as well as remain because of the following:

Location

Reputation of Division

Job Satisfaction/Enjoyment

Coworkers



# *Employee Outreach*

## Compensation Concerns

- Instructional Coach v. Administrator Pay -- incentive to move into an administrative role, a promotion, often results in pay cut
- Pay does not keep up with the cost of living in Charlottesville
- Staff would like more transparency regarding how starting pay/step is determined

# *Employee Outreach*

## Classification Concerns

- Would like clarification on how classifications are determined (i.e., Coordinators v. Supervisors v. Directors)
- Job descriptions do not include all essential tasks; some positions at the elementary level are responsible for more than the same position at the secondary level

# *Market Salary Survey*

Data collected from 18 peers:

Albemarle County Public Schools

Fluvanna County Public Schools

Nelson County Public Schools

Augusta County Public Schools

Greene County Public Schools

Louisa County Public Schools

Loudoun County Public Schools

Fairfax County Public Schools

Prince William County Public Schools

Falls Church City Public Schools

Manassas City Public Schools

Harrisonburg City Public Schools

Henrico County Public Schools

Chesterfield County Public Schools

Hanover County Public Schools

Richmond Public Schools

Alexandria City Public Schools

Arlington Public Schools

# *Market Salary Survey, cont.*

64 classifications used as benchmarks

584 data points collected

Results finalized January 2023

On average, the Division was found to be:

- 0.6 percent above market minimums
- 7.8 percent below market midpoints
- 11.9 percent below market maximums

# *Salary Plan Considerations*

Based on being competitive at the 50<sup>th</sup> percentile

Provide a plan that is flexible and adaptable

Provide consistency in structure

Decrease number of pay tables for ease of management

- Administrative, Certified, General



# Proposed Salary Plans

## Certified Plan

*Two (2) Grades; 30 Steps*

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression	Step Progression
C1	\$37.70	\$48.07	\$58.44	55%	-	1.5%
C2	\$42.00	\$53.55	\$65.10	55%	10.2%	1.5%

## Administrative and General Pay Plans

- Admin Pay Plan – allow for 9 Pay Grades and 30 Steps
- General Pay Plan – allow for 21 grades and 30 Steps
- To be updated in subsequent budget cycles
- Adjust pay schedules to align with desired market position at date of implementation based on economic factors
- Utilize implementation strategies to update pay plans

# Proposed Salary Plans

## Certified Plan

*Two (2) Grades; 30 Steps*

Proposed Pay Grade	Proposed Min	Proposed Max	Proposed Classification Title
C1	\$37.70	\$58.44	Guidance Counselor Certified Occupational Therapy Assistant Instructional Coach Librarian Literacy Specialist Social Worker Student Support Liaison Teacher
C2	\$42.00	\$65.10	Psychologist



# *Recommended Implementation*

## Current Range Penetration Capped at 4.5%

- 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 or at a rate no more than a 4.5% increase to their current hourly rate.

## Step +1

- This option adds an additional step to the employees' current step to account for the progression they would receive in the next fiscal year.

# *Recommended Implementation*

Implementation - Varied Approach	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
<b>Certified - Step +1</b>	\$1,882,398.08	498	\$3,779.92	5.9%

# *Recommendations*

Revise the titles of some classifications to better reflect job duties.

Revise all job descriptions to include updated classification information provided in the JAT; review job descriptions annually for accuracy.

Implement three (3) new pay plans for Administrative, Certified, and General employees; slot all classifications into the plans based on external and internal equity; transition employees' salaries into the new plans.

# *Recommendations*

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.

Conduct a comprehensive classification and compensation study every three to five years subject to budget constraints and as market conditions are warranted.

Review and revise, as appropriate, existing pay practice guidelines including those for determining salaries of newly hired employees, progressing employee salaries through the pay plans, and determining pay increase for employees who have been promoted to a different classification.

# *Next Steps*



# *Thank You!*

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**Stasey Whichel, Senior Consultant**  
**Evergreen Solutions, LLC**

2878 Remington Green Circle

Tallahassee, Florida 32308

850.383.0111 phone

850.383.1511 fax

[www.ConsultEvergreen.com](http://www.ConsultEvergreen.com)

