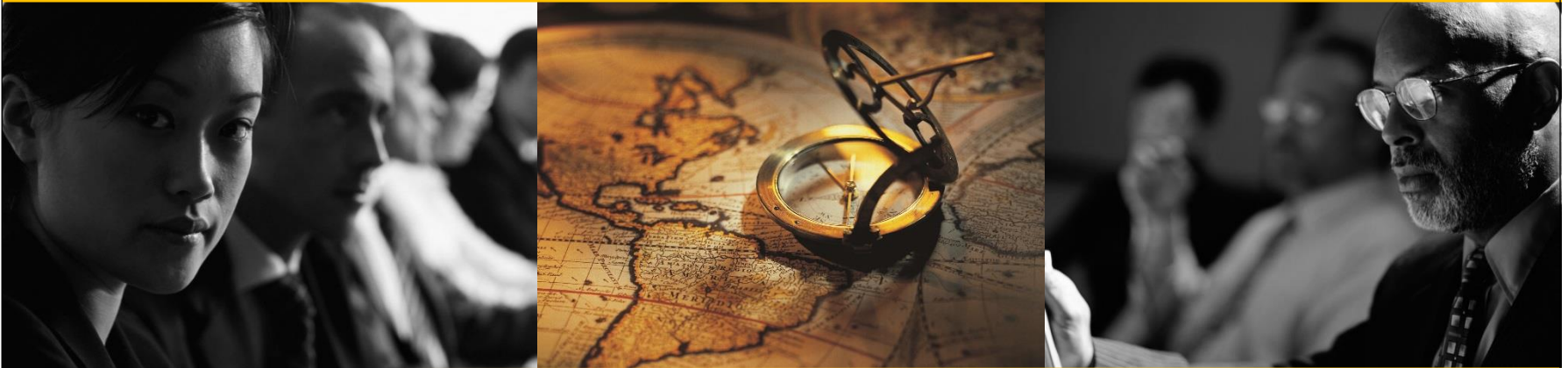


Compensation & Classification Study Florence School District 3, SC



Evergreen Solutions, LLC

Overview



Study Goals



Project Phases

Internal Review

External Review



Recommendations

Study Goals

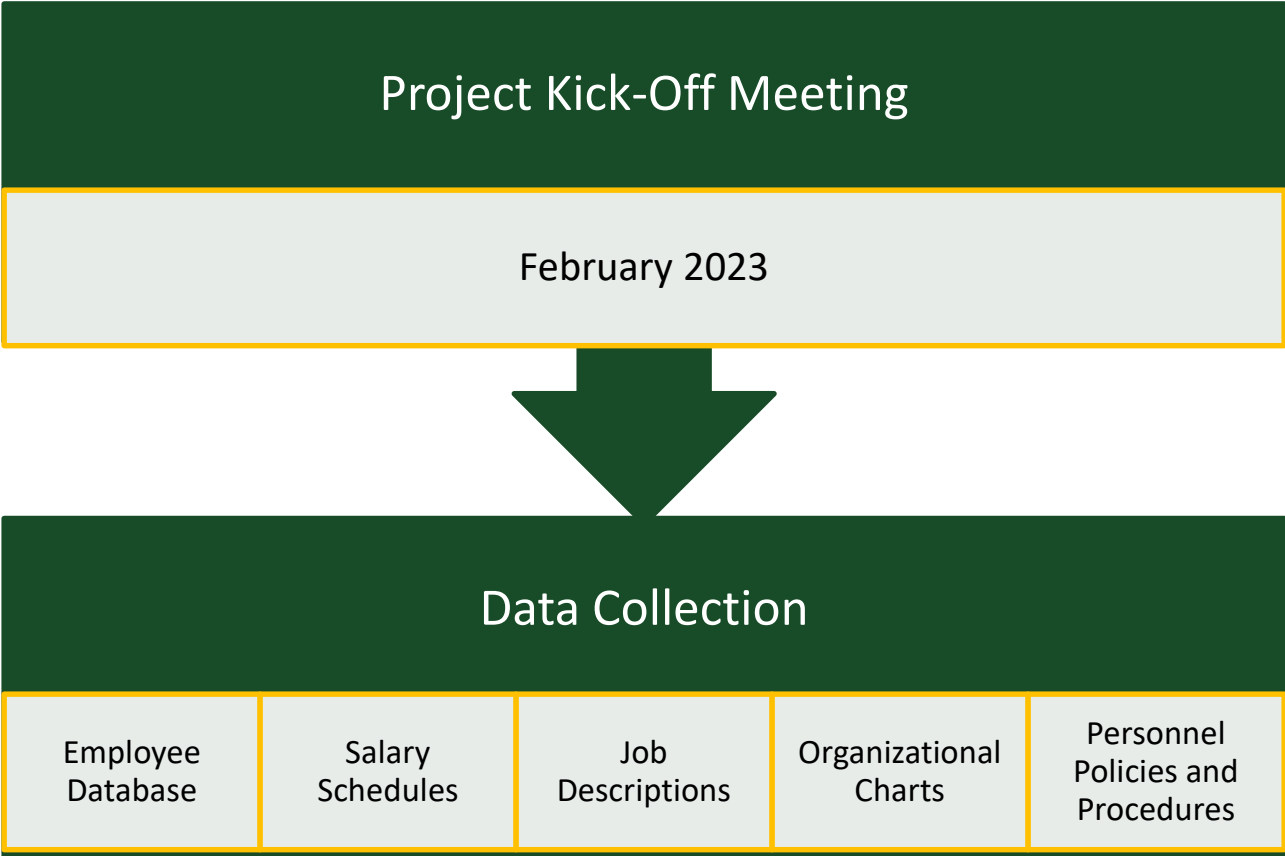
Review current classification and compensation system to ensure internal equity

Survey peer organizations to ensure external equity

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



Study Initiation



Assessment of Current Conditions

Multiple pay plans, organized by grade or classification

- Varying range spreads throughout the plans – 12 to 106 percent; best practice suggests consistent spreads between 50 and 70 percent.

Compression between employees

- Large clustering of employees (63.2%) earning below the midpoint.
- Overall tenure throughout the salary quartiles increases; however, this is not always the case at the grade/classification level.



Employee Outreach

Outreach Survey

- Released week of February 20, 2023
- Received 305 responses

On-site/Virtual Interviews and Focus Groups

- Week of February 27, 2023
- Cross section of employee classifications
- 20 total sessions



Employee Outreach

Employees shared that they came to work for the District as well as remain because of the following:

Location

Benefits/Retirement

Job Security/Stability

Coworkers

Impact on Community



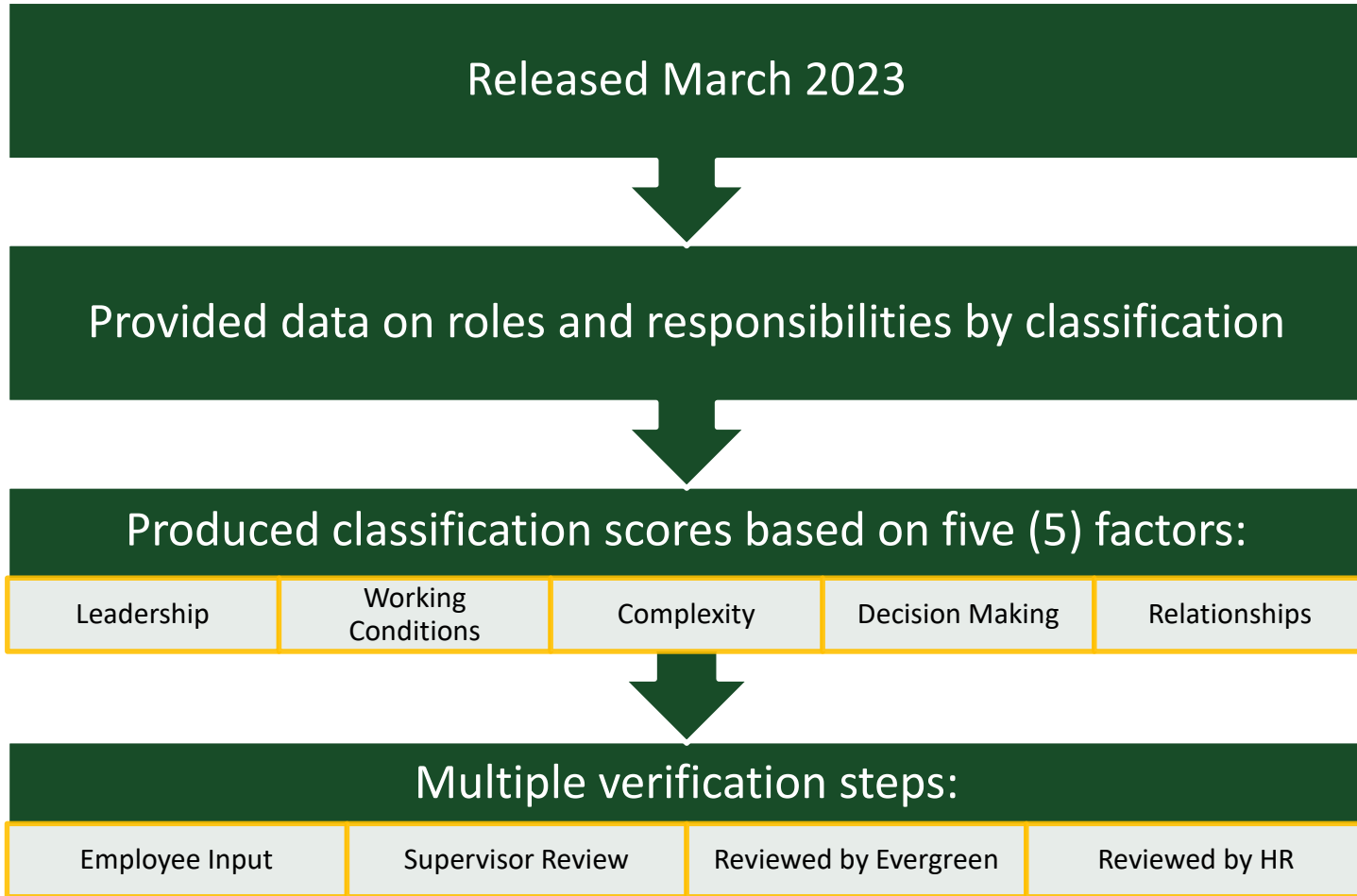
Employee Outreach

Compensation & Classification Concerns

- Some job titles and descriptions do not accurately reflect the roles and responsibilities of the position
- Salaries are not competitive with other Districts resulting in a challenge to hire new employees
- Compression amongst new and tenured employees as well as between employees and supervisors
- Perceived inconsistencies in salary configuration, both with new hires and employee promotions
- Merit pay for employees who meet or exceed expectations is the same; no incentive to go above and beyond



Job Assessment Tool (JAT)



Market Salary Survey

Data was solicited from 13 peers:

Clarendon County Schools

Darlington 01 Schools

Florence 01 Schools

Florence 02 Schools

Florence 05 Schools

Edgefield County Schools

Horry County Schools

Marion 10 Schools

Marlboro 01 Schools

Colleton County Schools

Georgetown County Schools

Sumpter County Schools

Williamsburg 01 Schools



Market Salary Survey, cont.

Classifications used as benchmarks: 78

Data points collected: 494

Results finalized: April 2023

On average, the District was found to be:

- 21.3 percent below the market minimum
- 17.2 percent below the market midpoint
- 14.6 percent below the market maximum



Salary Plan Considerations

Base the plans on being competitive at the 50th percentile

Provide consistency in structure, especially range spreads

Consolidate plans for ease of management

- Certified
- Administrative
- Classified

Proposed Salary Plans

Certified Plan

Five (5) Grades; 31 Steps

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression	Step Progression
3A - Bachelors	\$31.00	\$39.53	\$48.05	55%	-	1.5%
2A - Bachelors + 18	\$33.17	\$42.29	\$51.41	55%	7%	1.5%
1A - Masters	\$35.49	\$45.25	\$55.01	55%	7%	1.5%
7A - Masters + 30	\$37.98	\$48.42	\$58.86	55%	7%	1.5%
8A - Doctorate	\$40.63	\$51.81	\$62.98	55%	7%	1.5%

Administrative Plan

Seven (7) Grades; 31 Steps

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression	Step Progression
A1	\$35.50	\$45.26	\$55.03	55%	-	1.5%
A2	\$37.99	\$48.43	\$58.88	55%	7%	1.5%
A3	\$40.64	\$51.82	\$63.00	55%	7%	1.5%
A4	\$43.49	\$55.45	\$67.41	55%	7%	1.5%
A5	\$46.53	\$59.33	\$72.13	55%	7%	1.5%
A6	\$49.79	\$63.48	\$77.18	55%	7%	1.5%
A7	\$57.26	\$73.01	\$88.75	55%	15%	1.5%

Proposed Salary Plans, cont.

Classified Plan

Twenty-seven (27) Grades; 31 Steps

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression	Step Progression
C1	\$10.50	\$14.18	\$17.85	70%	-	1.8%
C2	\$11.03	\$14.88	\$18.74	70%	5%	1.8%
C3	\$11.58	\$15.63	\$19.68	70%	5%	1.8%
C4	\$12.16	\$16.41	\$20.66	70%	5%	1.8%
C5	\$12.76	\$17.23	\$21.70	70%	5%	1.8%
C6	\$13.40	\$18.09	\$22.78	70%	5%	1.8%
C7	\$14.07	\$19.00	\$23.92	70%	5%	1.8%
C8	\$14.77	\$19.95	\$25.12	70%	5%	1.8%
C9	\$15.51	\$20.94	\$26.37	70%	5%	1.8%
C10	\$16.29	\$21.99	\$27.69	70%	5%	1.8%
C11	\$17.10	\$23.09	\$29.08	70%	5%	1.8%
C12	\$17.96	\$24.24	\$30.53	70%	5%	1.8%
C13	\$18.86	\$25.46	\$32.06	70%	5%	1.8%
C14	\$19.80	\$26.73	\$33.66	70%	5%	1.8%
C15	\$20.79	\$28.07	\$35.34	70%	5%	1.8%
C16	\$21.83	\$29.47	\$37.11	70%	5%	1.8%
C17	\$22.92	\$30.94	\$38.96	70%	5%	1.8%
C18	\$24.07	\$32.49	\$40.91	70%	5%	1.8%
C19	\$25.27	\$34.11	\$42.96	70%	5%	1.8%
C20	\$26.53	\$35.82	\$45.11	70%	5%	1.8%
C21	\$27.86	\$37.61	\$47.36	70%	5%	1.8%
C22	\$29.25	\$39.49	\$49.73	70%	5%	1.8%
C23	\$30.72	\$41.47	\$52.22	70%	5%	1.8%
C24	\$32.25	\$43.54	\$54.83	70%	5%	1.8%
C25	\$33.86	\$45.72	\$57.57	70%	5%	1.8%
C26	\$35.56	\$48.00	\$60.45	70%	5%	1.8%
C27	\$37.33	\$50.40	\$63.47	70%	5%	1.8%

Proposed Salary Plans, cont.

Tutor

Flat-rate; Part of Classified Staff

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread
Tutor	\$15.00	\$15.00	\$15.00	0%

Implementation Options

Option	Explanation
Bring to Minimum	Realigns employees who are below the minimum of their recommended pay grade by bringing them up to the minimum with no further adjustments made.
Class Year Parity	Realigns employees along their salary range based on how long they have been serving in their current classification. This is done on a 30-year basis, meaning employees with 30 or more years of experience in their current classification would be placed at the maximum, whereas employees with 15 years would be placed at the midpoint of the range.
Hire Year Parity	Realigns employees along their salary range based on how long they have been serving at the organization in any job title. This is done on a 30-year basis.
Hybrid Year Parity	Realigns employees along their salary range based on their “hybrid years” (combination of classification and hire year). A hybrid year would give full credit to an employee for each year they have been serving in their current classification and one-half credit for the time they have spent in any other classification. This is done on a 30-year basis.
Step Placement	Employees are placed on the same step in the new plan as they are in the current plan. For example, an employee on step 10 in the current plan would be placed on step 10 in the new plan.
Step Plus One	Employees are placed one step higher in the new plan as they are in the current plan. For example, an employee on step 10 in the current plan would be placed on step 11 in the new plan.

Implementation Costs by Plan

Certified*

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Bring to New Minimum	\$252,740.18	237	\$1,066.41	2.4%
Class Year Parity	\$861,388.13	237	\$3,634.55	7.4%
Hire Year Parity	\$1,076,599.74	237	\$4,542.61	9.3%
Step to Step	\$1,141,930.19	236	\$4,838.69	9.1%
Step Plus One	\$1,322,308.23	235	\$5,626.84	10.6%
Hybrid Year	\$935,237.09	237	\$3,946.15	7.9%

Administrative*

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Bring to New Minimum	\$301,629.21	41	\$7,356.81	10.3%
Class Year Parity	\$578,182.15	41	\$14,102.00	19.0%
Hire Year Parity	\$1,234,695.42	41	\$30,114.52	40.9%
Step to Step	\$590,223.90	41	\$14,395.70	18.9%
Step Plus One	\$642,486.30	41	\$15,670.40	20.5%
Hybrid Year	\$910,767.60	41	\$22,213.84	30.2%

*Parity option costs are if implemented by 7/1/2024; stipends not included

Implementation Costs by Plan

Classified*

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Bring to New Minimum	\$503,501.73	214	\$2,352.81	16.0%
Class Year Parity	\$1,142,784.75	214	\$5,340.12	32.5%
Hire Year Parity	\$1,474,842.54	214	\$6,891.79	38.9%
Step to Step	\$1,312,446.41	213	\$6,161.72	33.9%
Step Plus One	\$1,413,955.73	213	\$6,638.29	36.1%
Hybrid Year	\$1,306,922.42	214	\$6,107.11	35.5%

*Includes tutors; parity option costs are if implemented by 7/1/2024

Recommended Implementation

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Classified - Class Year Parity*	\$1,142,784.75	214	\$5,340.12	32.5%
Administrative - Step Plus One	\$642,486.30	41	\$15,670.40	20.5%
Certified - Step Plus One	\$1,335,081.42	237	\$5,633.25	10.6%
Totals	\$3,120,352.46	492	\$8,881.26	21.2%

*If fully implemented by 7/1/2024

Recommended Phases

Year 1 (2023-24) – \$1.83M

- Fully Implement Certified – Step Plus One (\$1,335,081.42); approximately \$550,000 of this cost is due to the State minimum increase
- Partially Implement Classified – Bring to New Minimum (\$503,501.73)

Year 2 (2024-25) – \$941K

- Partially Implement Administrative – Bring to New Minimum (\$301,629.21)
- Fully Implement Classified – Class Year Parity (\$639,283.02)

Year 3 (2025-26) – \$341K

- Fully Implement Administrative – Step Plus One (\$340,857.08)

Year 4 (2026-27) - \$107K

- Provide Administrative Staff with Missing Steps from Years 1-2

Recommendations

Revise the titles of generic classifications to better reflect job duties; create additional classifications for career progression where needed.

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

Implement three (3) new plans for Certified, Administrative, and Classified; slot all classifications into the plans based on external and internal equity; and 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

- Finish updating job descriptions
- Provide plan management training to HR



Thank You!

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