



Warren County Public Schools  
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Front Royal, Virginia 22630

## Compensation and Benefits Study



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Submitted on  
February 5, 2019



# Warren County Public Schools Compensation and Benefits Study

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## A. Executive Summary

Paypoint HR is pleased to present this Compensation and Benefits Study Final Report to Warren County Public Schools, Virginia. The study began with a project team kick-off meeting on Monday, August 27, 2018. An initial draft of the final report was generated for presentation to the project team and the subsequent document was created for presentation to the Board of Education. Paypoint HR provided a comprehensive review and update of the classification and compensation plans for the District's employees. The intent of the study was to provide the Executive Team and Board with a process for ascertaining the equitable value of position classifications on a salary scale that is competitive with the external market. The study compared existing pay to compensation scales of organizations identified to be comparators to the District in the Request for Proposal.

The study included approximately 769 active employees within roughly 56 distinct positions. The study recommendations indicate what actions should be taken to avoid loss of qualified staff and overcome difficulties the District has had in recruiting new employees. In addition, it is expected that the study will recommend adjustments to the District's salary placement procedures, policies, and salary structure, to allow appropriate ongoing compensation administration and management.

The point of the Executive Summary is to give an overview of the most important issues and opportunities identified by the consulting team during the study. The reader is highly encouraged to read the document in its entirety in order to gain an understanding of the recommendations within the report. The study takes into consideration both short and long-term concerns. Paypoint HR has identified opportunities, but it is up to the Board to determine which are most appropriate as well as the timing of implementation.

In considering the options for implementation, it is critical to understand the costs and benefits related to each option. By utilizing market data and analysis it is possible to make informed decisions with regard to possible changes. However, in addition to the quantitative economic cost and benefit, it is important to consider the social/cultural impact of implementation and management. The District will need to consider all components in making final decisions.

Comprehensive surveys like this establish a credible pay structure that is fair for the work completed and strategically positions Warren County Public Schools competitively in the labor market. The desired result is the improved ability to attract and retain quality staff that perform at optimal levels to meet the growing demands of the community.

The study was divided into two parts: a classification phase and a compensation phase. The classification phase included identification, review, and analysis of specific work being performed in various positions. That data was then used to simplify positions and match them to the external market in an "apples to apples" comparison.



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## Major Milestones for the Project

1. The initial kick-off meeting with the Project Team was held on August 27, 2018 to discuss the project timeline, reporting relationships, and major milestones.
2. Briefing Sessions were held onsite on September 4, 5, 6, and 12, 2018. All staff were invited to the sessions to discuss the scope of work, the role of employees and supervisors, and to review the job analysis questionnaire, Position Vantage Point (PVP).
3. The internal review of job family classifications was completed by Paypoint HR.
4. On November 16, 26, 27, 28, and 29, 2018 Paypoint HR held 9 onsite focus group sessions with WCPS employees. All employees were invited to attend the focus groups and a total of approximately 90 employees participated.
5. The external market survey was sent out to a total of 15 comparators and a total of 13 responses were collected with a 87% response rate. Typical surveys of this type yield a 5%-10% response rate. Respondents included the following organizations:

### Respondents

- Clarke County Public Schools
  - Culpeper County Public Schools
  - Fauquier County Public Schools
  - Frederick County Public Schools
  - Harrisonburg City Public Schools
  - Lord Fairfax Community College
  - Madison County Schools
  - Orange County Schools
  - Page County Schools
  - Rappahannock County Schools
  - Rockingham County Public Schools
  - Shenandoah County Public Schools
  - Winchester Public Schools
6. External market data was analyzed for salary and benefit comparisons.
  7. PVP responses were evaluated for internal classification and job description updates.
  8. Recommendations were formulated based on external data findings.
  9. The fiscal impact statement of recommendations was completed.



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10. Implementation guides were created.

Next steps will include review by District staff of the updated job descriptions and training for the Project Team on administration and management of the new pay and classification structure. Tools that will be made available include the Compensable Factor Scoring (CFS) website, a PowerPoint training presentation, policy manual, individual employee discussion forms, job discussion request forms, and job discussion guidelines.

Paypoint HR would like to express its gratitude to Warren County Public School's Project Team staff, those involved in the scheduling of briefing sessions/focus groups, and those who participated in the PVP survey for their assistance. We have a great respect for the District and its employees.



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## B. Recommendations

### Salary Recommendations

The fiscal impact of the recommendations listed below are approximate costs for salary adjustments only. It does not factor in associated costs for employee related benefits.

1. Raise the salary of 30 positions that are below the living wage for Warren County, first, at a cost of \$63,260.
  - Cafeteria Level IIs (\$63,260 total).
2. Raise the salary of 51 positions that are *substantially* below market, second, at a cost of \$141,044.
  - 42 Bus Drivers (\$104,549 total), and
  - 9 Nurses – RN (\$36,495 total).
3. Raise the salary of 22 positions that are below market, third, at a cost of \$85,309.
  - 4 Cafeteria Assistant Managers – Level I (\$6,990 total),
  - 1 Cafeteria Level II (\$1,226),
  - 7 Maintenance – Journeymen (\$23,730 total),
  - 8 School Secretary – Regular (\$42,488 total),
  - 1 Supervisor of Maintenance (\$5,794), and
  - 1 Transportation Foreman (\$5,081).
4. Raise the salary of 403 instructional positions, current grades 1 through 5, that are below the strategic compensation level, fourth, at an approximate cost of \$1,597,618.
  - 227 Teachers – Bachelor (\$872,490 total),
  - 13 Teachers – Bachelor + 15 (\$54,244 total),
  - 2 Teachers – Doctorate (\$12,334 total),
  - 138 Teachers – Masters or NBC (\$577,283 total), and
  - 23 Teachers – Masters + 30 (\$81,267 total).
5. Raise the salary of 107 positions that are below grade minimums, fifth, at a cost of \$437,874.
  - 5 Administrative Assistants (\$21,723 total),
  - 91 Instructional Assistants (\$350,352 total),
  - 2 Psychologists (\$23,644 total),
  - 6 School Secretaries – Head (\$21,620 total),



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- 1 Social Worker (\$18,338), and
  - 2 Technology - PC Techs (\$2,197 total).
6. Adjust the salaries of positions that are near market with normal base-salary and tenure adjustments.
  7. Discontinue making base-salary adjustments to the salaries of positions that are above or *substantially* above market until compensation is near market. Continue providing tenure-based salary bonuses.
  8. Adjust positions experiencing compression to at least the lower confidence level for the grade.





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### C. Scope of Work

1. Review of current compensation systems.
2. Compare market data of benchmarked jobs to the following jurisdictions and organizations:
  - a. Clarke County and Clarke County Schools
  - b. Fauquier County and Fauquier County Schools
  - c. Frederick County and Frederick County Schools
  - d. Page County and Page County Schools
  - e. Rappahannock County and Rappahannock County Schools
  - f. Shenandoah County and Shenandoah County Schools
  - g. Town of Berryville
  - h. Town of Front Royal
  - i. Town Luray
  - j. Town of Strasburg
  - k. Town of Woodstock
  - l. City of Winchester and Winchester City Schools
  - m. RSW Regional Jail
  - n. Area colleges and universities (Lord Fairfax Community College, Christendom College, Shenandoah University)
  - o. Other comparable organizations as recommended by Offeror.
3. Conduct a market analysis for positions as identified by WCPS.
4. Work with WCPS Human Resources to slot any un-benchmarked positions and determine market and total compensation rates.
5. Conduct internal equity audit analysis and make recommendations for internal equity adjustments in order to ensure employees are getting comparable pay for knowledge, skills, and abilities.
6. Perform analysis and evaluation on incumbent data, to include experience, education, certifications/credentials, etc.
7. Perform analysis of current and recommended staffing levels and provide recommendations if applicable for additions of any positions that do not currently exist.
8. Recommend salary ranges, including percentage spreads between ranges and within ranges for positions.
9. Identify any FLSA compliance issues with current and proposed salary ranges to include review of FLSA classifications and any recommended changes.
10. Recommend changes to current compensation policies to continue fair, competitive, transparent, and fiscally responsible programs, to include recommendation for revisions to salary enhancement practices and career development programs. Salary enhancement practices may include career development programs, promotions and transfers, reclassifications, competing offers, rehires, etc.
11. As a separate component to compensation review and analysis, perform analysis and evaluation of benefit plans, including any recommended changes.



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12. Develop communication tools to keep appropriate WCPS staff apprised through the process.
13. Prepare and present an analysis outlining the fiscal impact of the recommendations, to include presentation of findings to WCPS staff and governing Boards.
14. Complete a Study Report to include the following:
  - a. Report of recommendations, including discussion of methodology, techniques, and data used to develop the Compensation and Benefits Plan.
  - b. Provide instructional and pricing information, if any, to allow WCPS staff to conduct individual salary audits and adjustments consistent with study methods until the next formal study is completed. Such information should also include instructions in the event of new positions and reclassifications.
  - c. Prepare a multi-year implementation plan to implement recommendations.
  - d. Attend meetings as requested throughout the process with employees, Schools Superintendent and/or his designee. Attend School Board meetings as requested. It is recommended that the Offeror budget for one (1) School Board meeting, or one (1) joint Board of Supervisors and School Board meeting, a minimum of three (3) meetings with employees and/or senior staff, and multiple teleconference meetings.



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### D. Benefit Summary

Paypoint HR feels it is appropriate to consider benefits when addressing strategic planning of compensations as there is a dynamic relationship between employers and employees. When depicting the strategic elements of pay, external influences and an evolving business environment affect attraction, retention, and engagement.

A total rewards review of compensation incorporates all components organizations utilize to cultivate quality employees. An effective total rewards strategy produces a workforce that has the right people in the right jobs who are motivated and engaged to do the right things and feel loyal to the organization and its success.

The elements that contribute to Total Rewards are:

- Compensation,
- Benefits,
- Work-life effectiveness,
- Recognition,
- Performance management, and
- Talent development.

The information provided in this portion of the report is not intended to be an exhaustive benefit survey comparing the benefit summaries, premiums, co-pays, and deductibles. The benefit survey was designed to get a snapshot of the participant's employee benefit offerings. Where possible, Paypoint HR uses the information gathered from the external survey to analyze findings.

Benefit offerings are often considered in aggregate data. Caution should be exercised in the following:

- When interpreting the information, as elements within each organization are not equal. For example, there may be more part-time or seasonal workers employed at an organization who are not eligible for benefits. Using part-time or seasonal wages in the calculation could skew the findings.
- When adjusting pay, certain costs such as medical premiums, workers' compensation premiums and pension contributions will automatically increase as pay increases. Responsible employers will consider the additional costs related to these changes.

**Questions included in the External Benefit Survey addressed the following:**

1. Does your organization have a pay for performance system in place? For example, a bonus or stipend plan? How does it work?
2. Do you offer a supplemental retirement plan in addition to the Virginia Retirement System? Please explain what type of plan and what contributions, if any, are made.



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3. Do you offer major medical, dental & vision benefits? What are the employer/employee contributions to premiums?
4. What are the co-pays, deductibles, and out of pocket maximums for the health insurance?
5. What other employer sponsored benefits do you offer? Do you offer life insurance, AD&D, Short-term/Long-term Disability etc.? Do employees pay for any of these?
6. Do you offer any cash supplements, cash payouts of leave, tuition reimbursements, cell phone allowance, and/or standby pay? Please explain.
7. What leave benefits do you offer (vacation, holiday, sick, PTO, Extended Illness Accrual bank (EIAB), and comp-time)?
8. How do you compensate employees who work on-call?
9. For non-exempt full-time employees, how many hours are they expected to work each day?
10. Do you offer monetary incentives for certification pay, interim pay, or special projects? If so, what types of incentives are given. Please explain.
11. What types of induction programs are provided for your various employee groups? What is the length of the program and who provides it?
12. Do you offer employees any auto allowances? Are there certain positions that it applies to? Is it use of vehicle or actual monthly payment?
13. When were your pay ranges/pay scales last adjusted?
14. How are salaries adjusted? (Longevity, performance, COLA, etc.)
15. What do benefits cost the organization in relation to the total compensation? For example, Salaries/Benefit ratio 68/32. What benefits are included in your calculation?
16. What benefits do you offer to retirees?

### WCPS Current Benefit Offering

WCPS benefit package information was available on the School's website via <http://www.wcps.k12.va.us/index.php/employment/benefits-package>. The website provides an overview of benefits along with links to specific benefits for additional information. Topics listed on the website specifically were Sick Leave, Personal Leave, VRS Contribution, Health Insurance, Tuition Reimbursement, and Sick Leave Bank. Through a link, employees could access information and vendor contacts on additional benefits including the 403(b) and 457 (b) annuities, Cafeteria 125 Plan, the Christmas Club and Optional Insurances such as Cancer, Long Term Care, and Additional Life Insurance. In this link, it was also possible to follow another link to WCPS's Privacy Practices.

Policies regarding Personnel were available to search by topic via the WCPS website link: <https://www.boarddocs.com/vsba/warren/Board.nsf/Public>.

Warren County participates in The Local Choice (TLC) health benefits program. This program was created by the General Assembly in 1989 and has been providing health coverage to local jurisdictions since 1990. A total of six health plans are included as options for local school districts under TLC. These include four self-insured statewide medical plans and a high deductible health plan.



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- Key Advantage with Expanded Benefits
- Key Advantage 250\*
- Key Advantage 500
- Key Advantage 1000\*
- High Deductible Health Plan\*

\* Denotes plans offered by Warren County Public Schools. Of note, Warren County does not offer the HDHP plan and uses the Key Advantage 1000 as its base plan.

One fully-insured plan is offered in the Northern Virginia area only.

- Kaiser Permanente HMO - The service area includes Northern Virginia, Washington, D.C., and parts of Maryland. WCPS was not in this service area though some of the comparator organizations were, which somewhat limited the School's flexibility in plan offerings. The Regional Plan offered by Kaiser Permanente was available in Virginia in the following Counties: Arlington, Caroline, Culpeper, Fairfax, Fauquier, Hanover, King George, Louisa, Loudoun, Orange, Prince William, Stafford, Spotsylvania, and Westmoreland. The plan was also available in the following Virginia Cities: Alexandria, Fairfax, Falls Church, Fredericksburg, Manassas, Manassas Park.

More than 60,000 employees, retirees and family members representing 335 local Virginia jurisdictions participate in the Commonwealth of Virginia's The Local Choice (TLC) health benefits program. State government's significant purchasing power reduces administrative costs, and shared claims experience offers financial protection for local government. Competitive trend estimates and value-added benefits also enable The Local Choice to compete effectively in today's health care marketplace. TLC offers financial stability through competitive rates, quality benefit plans and superior customer service. Specific advantages to the plan design were that it included services typically considered ancillary. Examples of these added benefits include the following: Preventative Dental, Routine Vision, Bluecard Travel Insurance, Hospice, Care, Home Health Care, Skilled Nursing Facility Care, LiveHealth Online, LiveHealth Online Psychology, an Employee Assistance Program (EAP), Future Moms support, Nurseline, and ConditionCare.

WCPS benefits included the following plans for its employees:

- Health Insurance Plans
  - The Local Choice High Deductible Health Plan (HDHP). This plan included a \$500 contribution made to eligible employees opening a Health Savings Account.
  - The Local Choice (TLC) Anthem Key Advantage 1000 with preventative dental.
  - TLC Anthem Key Advantage 250 with preventative dental.

Through TLC, employees had the following ancillary benefits: Bluecard Travel Insurance, Hospice, Care, Home Health Care, Skilled Nursing Facility Care LiveHealth Online, LiveHealth Online Psychology, an Employee Assistance Program (EAP), Future Moms support, Nurseline, and ConditionCare.



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- A preventative dental plan was offered through the TLC plans and employees had the ability to elect for a comprehensive dental plan at an additional cost to them.
- Routine vision - Blue View Vision Network through TLC.
- Sick Leave of 10 days/year; unlimited accumulation. No maximum number of days transferable to WCPS.
- Sick Leave Bank of 30 additional days sick leave per calendar year to participants.
- Personal Leave of 5 days annually.
- VRS Contribution Retirement/Group Life - WCPS 95% / Employee 5%.
- Annuities: 403(b) and 457 (b).
- Tuition Reimbursement of \$600.00 per fiscal year.
- Cafeteria 125 Plan offering tax sheltering of health, dental, cancer, intensive care, accident and sickness insurance premiums, Out of pocket medical expenses and dependent care expenses.
- Christmas Club.
- Voluntary benefits available to employees at their own expense included the following:
  - Optional Life Insurance,
  - Accident Insurance,
  - Cancer Insurance,
  - Critical Illness, and
  - Deferred Compensation Plan.

### Benefit Survey Responses

The chart below provides counts and percentage breakdowns of the market peers and Warren County Public School's full-time and part-time employees. The market comparator organizations were made up of, on average, 87% full-time employees and 13% part-time employees. For Warren County, this percentage was 93% full-time, and 7% part-time. The number of full-time and part-time employees can influence the benefits offered by an organization. Logically, the more full-time, benefit eligible employees an organization has, it's more likely that the amount paid towards benefit offerings will be higher making it costlier to have full-time benefit eligible employees. Based on the responses from the comparators, at least two offered part-time employees' access to health insurance and paid a portion of the part-time employee's health insurance premium.



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## Full-Time and Part-Time Employee Count

Personnel Count	Market Average		Warren County	
Full-Time Employees	934.5	87%	770	93%
Part-Time Employees	140	13%	55	7%

### Performance Pay

Of the respondents, 25% of them stated they had a performance-based pay plan in place. While pay is not tied to performance WCPS did conduct performance evaluations for positions.

### Retirement Plan

Roughly 33% of respondents stated they offer a supplemental retirement plan in addition to the Virginia Retirement System (VRS) plan. Types of plans offered were 403(b) or 457(b) deferred compensation plans.

### Cost of Benefits in Relation to Total Compensation

The average cost of benefits as a percentage of total compensation was reported by respondents to be 30.5%. The national average for the cost of benefits as a percent of total compensation is between 30% and 35% for non-union employee groups and 40% and 45% for union employee groups.

Information regarding WCPS health insurance contribution amounts could be found at

[http://www.wcps.k12.va.us/images/faculty-files/buck33/UpdatedHealth\\_Insurance\\_Rates\\_2018-19.pdf](http://www.wcps.k12.va.us/images/faculty-files/buck33/UpdatedHealth_Insurance_Rates_2018-19.pdf)

### Health, Dental, and Vision

For the TLC Anthem HDHP plan, WCPS paid 100% of employee level premiums and 64% of family level premiums. WCPS was competitive at the individual employee contribution amount and at the mid-range for the family level contributions. Of note, WCPS total insurance premiums were competitive among those polled. While WCPS participates in the TLC plan and has some protection based on a larger pool, each groups' premiums are rated based on its individual census.



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### Percent of Insurance Premiums Covered by WCPS by Plan Type

Personnel Count	Key Advantage 250	Key Advantage 1000	HDHP
Employee Only	80%	92%	100%
Employee & Child	67%	77%	87%
Employee and Spouse	57%	67%	75%
Family	48%	58%	64%
Dual Employee and Spouse	100%	100%	100%
Dual Family	77%	92%	100%

### Respondents' Health Insurance Premium Contributions

Employer Contribution % to Health Premium	Percent of Respondents Contributing at Level	
	Employee Level Health Premiums	Family Level Health Premiums
100%	50%	10%
90% - 99%	30%	10%
80% - 89%	20%	10%
70% - 79%	0%	0%
60% - 69%	0%	50%
50% - 59%	0%	10%
40% - 49%	0%	0%
0% - 39%	0%	10%





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## Induction Programs

Types of Induction Programs reported included new hire orientation, new Teacher Induction Programs, and mentorships. 48% of respondents reported a one-year program for newly hired Teachers. 52% reported offering 1 to 4 days of new hire training. Training programs were reported as being offered by Human Resources, Curriculum Specialists, and Administration.

## Other Benefits

Respondents reported offering the additional benefits listed below.

Additional Benefits Offered	
Accidental Death & Dismemberment Insurance	Health Savings Account
Credit Union	Health Savings Account Contributions
Employee Assistance Program	Long Term Care Insurance
Extended Illness Bank	Short and Long-Term Disability Insurance
Fee Waivers for Facility or Service Use	Tuition Reimbursement
Fitness Center Membership or Discount	Voluntary Supplemental Benefits
Group Life Insurance	Wellness Programs and Premium Discount

It was reported from Focus Groups with employees that WCPS does take Mental Health and Financial Wellness seriously and does provide benefits related to these topics. For example, the Social and Emotional Support Coach who was available to students, was also accessible to staff. The School system also offered Financial Wellness education to its staff.

## Retiree Benefits

100% of respondents reported offering Retirees access to health insurance at the Retiree's full cost. Other benefits offered to Retirees included access to Fitness Center and the ability to Substitute teach at a higher rate of pay than offered to standard substitutes.



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## Cash Allowances

Respondents reported offering Cash Allowances for the following:

Cash Allowances	
Annual Leave Balance Payout	Individual Disability Account Pay-out
Cell Phone Allowance or Use	Leaders
Certification Pay	Service Awards
Coaching	Standby Pay
Compensatory Balance Payout	Sick Leave Balance Payout
Department Heads	Temporary Assignment
Education Level Pay	Tuition Reimbursement

WCPS was competitive for most benefits with the exception of Tuition Reimbursements. Of the 6 respondents who listed their Tuition Reimbursement amounts, WCPS was the lowest. Two (2) respondents reported offering up to roughly \$2,500 in tuition reimbursements annually for graduate level courses. One respondent reported offering up to \$1,000 for Tuition Reimbursements for non-certified positions. The average reported Tuition Reimbursement was \$1,562.50.

Certification and/or Education Pay was reported by 42% of the respondents. Criteria for meeting requirements included receiving a Bachelor's degree and 15 years of experience, Master's degree, PhD, or professional license pertinent to the position.

## On-Call Pay

Of those that responded, they reported paying employees only for the time actually worked.

## Auto Allowance

Of the survey respondents, approximately 70% offered some form of auto allowance. The majority of these offered the use of a vehicle. Positions listed as eligible for auto allowance were Superintendent, Director, Principal, and Assistant Principal. Mileage was provided for employees needing to travel outside of their District. One respondent offered mileage reimbursement to itinerant employees.



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## Pay Adjustments

75% of respondents reported making Pay Adjustments in the last year. 25% of respondents reported a Pay Adjustment in 2017. 12.5% of respondents reported making Pay Adjustments on an annual basis.

### Pay Adjustment Types Reported

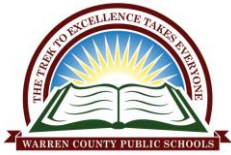
Pay Adjustment Type	
Anniversary	Merit Pay
COLA	Reclassification
Longevity	Performance
Market / Demand Adjustment	Promotion

## Leave Types

The most common Leave Types reported were Sick and Personal Leave. The most common number of Holidays reported was 12 days annually.

### Leave Types Reported

Leave Types	
Annual Leave	Military Service
Bereavement Leave	Parental Leave
Compensatory Time	Personal Leave
Education Leave	Professional Leave
Floating Holiday Leave Days	Sick and Disability Leave
Holiday Leave	Vacation Leave
Jury Duty/ Civic Duty	



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### E. Comparators

From the Warren County Public School's project team, the following regional comparators were selected.

- Clarke County Public Schools
- Christendom College
- Culpeper County Public Schools
- Fauquier County Public Schools
- Frederick County Public Schools
- Harrisonburg City Public Schools
- Lord Fairfax Community College
- Madison County Schools
- Orange County Schools
- Page County Schools
- Rappahannock County Schools
- Rockingham County Public Schools
- Shenandoah County Public Schools
- Shenandoah University
- Winchester Public Schools



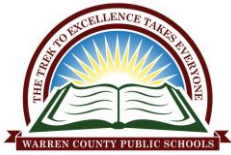
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### F. Benchmark Positions

In Table 1, the benchmark positions used in the external survey are presented and marked in **green**. From this list of benchmark positions, all job titles employed by WCPS were examined.

**Table 1 – Benchmark Positions**

Grade	Job Title	Grade	Job Title
7	<b>Administrative Assistant</b>	31	<b>Director of Secondary Instruction</b>
27	Administrator – Non-traditional programs	31	<b>Director of Special Services</b>
25	<b>Assistant Principal – Elementary</b>	31	<b>Director of Technology</b>
27	<b>Assistant Principal – High School</b>	1	Guidance
25	<b>Assistant Principal – Middle School</b>	37	HVAC Building Automation System Tech
31	<b>Assistant Superintendent</b>	6	<b>Instructional Assistant</b>
27	<b>Athletic Director</b>	1	<b>Instructional Resource Teacher</b>
1	Athletic Trainer	1	Librarian
11	<b>Automotive Specialist</b>	27	<b>Maintenance – Director</b>
18	<b>Bus Driver</b>	13	<b>Maintenance – General</b>
16	Cafeteria – Level I	12	<b>Maintenance – Journeyman</b>
17	<b>Cafeteria - Level II</b>	35	<b>Nurse – RN</b>
15	<b>Cafeteria Manager - Elementary</b>	31	Principal – CTE
15	Cafeteria Manager – High School	27	<b>Principal – Elementary</b>
15	Cafeteria Manager – Middle School	31	<b>Principal – High School</b>
1	Dean of Students	31	<b>Principal – Middle School</b>
31	<b>Director of Elementary Instruction</b>	25	Psychologist
31	<b>Director of Finance</b>	40	<b>Route Foreman</b>
31	<b>Director of Personnel</b>	31	School Board Clerk



## Warren County Public Schools Compensation and Benefits Study

Grade	Job Title	Grade	Job Title
31	School Board Deputy Clerk	2	Teacher – Bachelor + 15
8	School Secretary – Head	5	Teacher – Doctorate
9	School Secretary – Regular	3	Teacher – Masters or NBC
1	Security	4	Teacher – Masters + 30
39	Social Worker	36	Technology – PC Technician
27	Special Services Supervisor	30	Therapist – Occupational
36	Specialist – Administrative Software Support	30	Therapist – Physical
36	Specialist – Benefits	34	Therapist – Speech
36	Specialist – Payroll	1	Transition Coordinator
7	Superintendent's Secretary	40	Transportation – Foreman
40	Supervisor of Maintenance	27	Transportation – Director
37	Systems Technician	1	Truancy
1	Teacher – Bachelor		



## Warren County Public Schools Compensation and Benefits Study

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### G. Staffing Levels

In order to analyze staffing levels within Warren County Public Schools, Paypoint HR used data from the custom external market survey as well as available data from the Virginia Department of Education (VDOE). In the external survey, comparators were asked to indicate the number of employees they had for each of the benchmark positions. The number of students for each school district, using information from the Virginia Department of Education, was ratioed with the values reported. Ratios were used due to the desire to consider the number of students served by the employees. For Warren County Public Schools, the Virginia DOE indicated a student population of 5395 students across the district's 9 schools. This number was used in creating the WCPS ratios. For the market ratios, each school district was analyzed and the average of all respondents was used to create the final market data.

In Table 2, staffing level results are presented for each benchmark position. The number of employees at WCPS is presented first followed by the respective student to job title ratio. The average student to job title ratio for the comparator school districts is then presented along with any notes. The number of additions/reductions recommended would bring the district to the average of the market.

Certain job titles having one person in the position, such as Assistant Superintendent or Director of Personnel, are a function of the needs of the school district and not a function of the number of students. The number of personnel in job titles, such as Athletic Director and Cafeteria Manager, are a function of the number of schools and not number of students. In addition, the number of bus drivers is typically a function of bus routes and not student population.

Additional personnel are recommended for the following positions:

- Cafeteria - Level II
- Leadership
- School Secretary - Regular
- Teacher
- Therapist - Physical

Staffing reductions are recommended for the following positions:

- Instructional Assistant
- Instructional Resource Teacher (additional staff may be warranted based on need to design testing and curriculums)
- Maintenance - General + Journeyman (additional staff may be needed to service County facilities)
- Systems Technician (additional staff may be needed to service County IT)
- Therapist - Occupational
- Therapist - Speech



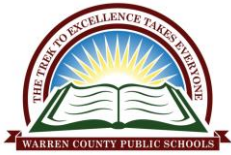
## Warren County Public Schools Compensation and Benefits Study

There was insufficient data to make any conclusions regarding Administrative Assistants.

**Table 2 – Staffing Levels**

Title	WCPS Staff	Student to Staff Ratios		Notes
		WCPS	Market	
Administrative Assistant	18	300	-	-
Assistant Superintendent	1	5395	3399	District dependent
Athletic Director	2	2698	2030	School dependent
Automotive Specialist	4	1349	1415	-
Bus Driver	42	128	77	Route dependent
Cafeteria - Level II	32	169	134	Meals served dependent
Cafeteria Manager	8	674	879	School dependent
Director of Elementary Instruction	1	5395	4941	District dependent
Director of Finance	1	5395	3510	District dependent
Director of Personnel	1	5395	4941	District dependent
Director of Secondary Instruction	1	5395	4941	District dependent
Director of Special Services	1	5395	3714	District dependent
Director of Technology	1	5395	3108	District dependent
Instructional Assistant	119	45	47	Reduce by 4
Instructional Resource Teacher	6	899	1009	Reduce by 1
Maintenance - Director	1	5395	4201	District dependent
Maintenance - General + Journeyman	14	385	701	Reduce by 7





## Warren County Public Schools Compensation and Benefits Study

Title	WCPS Staff	Student to Staff Ratios		Notes
		WCPS	Market	
Nurse - RN	9	599	1154	School dependent
Psychologist	3	1798	1854	-
Route Foreman	1	5395	3728	-
School Secretary - Regular	8	674	535	Add 3
Social Worker	2	2698	2516	-
Special Services Supervisor	1	5395	4941	-
Specialist - Administrative Software Support	2	2698	3175	-
Specialist - Benefits	1	5395	4941	-
Specialist - Payroll	1	5395	5729	-
Superintendent's Secretary	1	5395	3714	District dependent
Supervisor of Maintenance	2	2698	3510	-
Systems Technician	3	1798	2269	Reduce by 1
Teacher	387	13.9	12.4	Add 63
Technology - PC Technician	3	1798	1765	-
Therapist - Occupational	4	1349	1699	Reduce by 1
Therapist - Physical	1	5395	3687	Add 1
Therapist - Speech	6	899	1220	Reduce by 2
Transportation - Director	1	5395	4148	-
<b>Total Leadership Positions</b>	<b>16</b>	<b>337</b>	<b>297</b>	<b>Add 3</b>



# Warren County Public Schools Compensation and Benefits Study

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## H. Salary Schedules

### Current Salary Schedule – Instructional

The salary schedule for Instructional Employees with Bachelor’s Degrees is presented in Table 3. Hourly rates are calculated using a 7 ½ hour 200-day work schedule for comparison purposes. Instructors with additional education are provided additional compensation as listed below.

- Grade 1 – Bachelor’s Degree
- Grade 2 – Bachelor’s Degree + 15 Credits; Additional compensation above Grade 1: \$735
- Grade 3 – Master’s Degree; Additional compensation above Grade 1: \$2,205
- Grade 3 – Bachelor’s Degree + NBC; Additional compensation above Grade 1: \$2,205
- Grade 4 – Master’s Degree + 30 Credits; Additional compensation above Grade 1: \$3,405
- Grade 5 – Doctorate Degree; Additional compensation above Grade 1: \$4,200

In examining the distance between current steps, no discernable pattern exists.

### Current Salary Schedule – Non-Instructional

The salary schedule for Non-Instructional Employees is presented in Table 4 with summary statistics presented in Table 5. Midpoints for each salary grade have also been calculated for comparison with external market data

Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often leads to wage compression as the maximum salary is quickly achieved. A narrow spread can also lead to low morale and high turnover as economic advancement is limited.

The salary schedule from Table 5 has an inconsistent spread between 39.3% and 174.7%. It is important that the spread is consistent amongst all employees so that all positions have a relatively equal advancement opportunity.

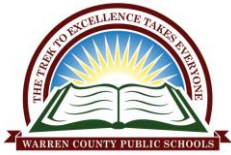
No internal hierarchy of positions with respect to grades is evident.



## Warren County Public Schools Compensation and Benefits Study

**Table 3 – Current Instructional Salary Schedule, Bachelor’s Degree, Grade 1**

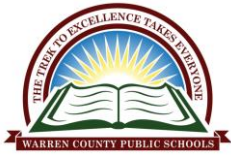
Years	Annual	Hourly Rate	% Diff	Years	Annual	Hourly Rate	% Diff
0	\$43,247	\$28.83	-	23	\$52,226	\$34.82	0.47%
1	\$43,514	\$29.01	0.62%	24	\$52,809	\$35.21	1.12%
2	\$43,781	\$29.19	0.61%	25	\$53,391	\$35.59	1.10%
3	\$44,110	\$29.41	0.75%	26	\$54,500	\$36.33	2.08%
4	\$44,438	\$29.63	0.74%	27	\$55,931	\$37.29	2.63%
5	\$44,438	\$29.63	0.00%	28	\$56,253	\$37.50	0.58%
6	\$44,861	\$29.91	0.95%	29	\$56,704	\$37.80	0.80%
7	\$45,284	\$30.19	0.94%	30	\$57,155	\$38.10	0.80%
8	\$45,284	\$30.19	0.00%	31	\$58,317	\$38.88	2.03%
9	\$45,533	\$30.36	0.55%	32	\$59,800	\$39.87	2.54%
10	\$45,782	\$30.52	0.55%	33	\$60,121	\$40.08	0.54%
11	\$45,782	\$30.52	0.00%	34	\$60,445	\$40.30	0.54%
12	\$46,031	\$30.69	0.54%	35	\$60,768	\$40.51	0.53%
13	\$46,279	\$30.85	0.54%	36	\$62,703	\$41.80	3.18%
14	\$46,860	\$31.24	1.26%	37	\$64,962	\$43.31	3.60%
15	\$47,440	\$31.63	1.24%	38	\$65,285	\$43.52	0.50%
16	\$48,021	\$32.01	1.22%	39	\$65,607	\$43.74	0.49%
17	\$48,601	\$32.40	1.21%	40	\$65,929	\$43.95	0.49%
18	\$49,181	\$32.79	1.19%	41	\$66,639	\$44.43	1.08%
19	\$49,761	\$33.17	1.18%	42	\$68,122	\$45.41	2.23%
20	\$50,749	\$33.83	1.99%	43	\$71,544	\$47.70	5.02%
21	\$51,737	\$34.49	1.95%	44+	\$74,191	\$49.46	3.70%
22	\$51,982	\$34.65	0.47%	Other	> \$74,191	\$49.46	0.00%



## Warren County Public Schools Compensation and Benefits Study

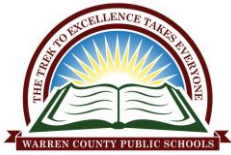
**Table 4 – Current Salary Schedule – Non-Instructional Employees**

Title	Current Grade	Hours	Min	Mid	Max
Instructional Assistant	6	1380	\$10.55	\$19.77	\$28.99
Administrative Assistant	7	1875	\$16.15	\$24.54	\$32.93
Superintendent's Secretary	7	1875	\$18.95	\$27.34	\$35.73
School Secretary - Head	8	1875	\$14.75	\$23.05	\$31.35
School Secretary - Regular	9	1875	\$13.34	\$21.63	\$29.92
Automotive Specialist	11	1875	\$20.26	\$27.33	\$34.41
Maintenance - Journeyman	12	1875	\$11.39	\$21.28	\$31.16
Maintenance - General	13	1875	\$10.48	\$17.95	\$25.42
Cafeteria Manager - Elementary	15	1395	\$12.93	\$18.03	\$23.12
Cafeteria Manager - High School	15	1395	\$14.36	\$19.46	\$24.56
Cafeteria Manager - Middle School	15	1395	\$13.64	\$18.74	\$23.84
Cafeteria Asst. Manager - Level I	16	1281	\$11.45	\$13.90	\$16.36
Cafeteria Level II	17	1006.5	\$9.94	\$12.81	\$15.68
Bus Driver	18	810	\$13.99	\$17.92	\$21.85
Bus Driver	18	1440	\$13.98	\$17.92	\$21.85
Assistant Principal - Elementary	25	1875	\$37.33	\$44.67	\$52.01
Assistant Principal - Middle	25	1875	\$37.33	\$44.67	\$52.01
Psychologist	25	1875	\$37.33	\$44.67	\$52.01
Administrator - Non-traditional Programs	27	1875	\$40.51	\$52.05	\$63.59
Assistant Principal - High School	27	1875	\$40.51	\$52.05	\$63.59
Athletic Director	27	1875	\$40.51	\$52.05	\$63.59
Maintenance - Director	27	1875	\$40.51	\$52.05	\$63.59
Principal - Elementary	27	1875	\$40.51	\$52.05	\$63.59
Special Services Supervisor	27	1875	\$40.51	\$52.05	\$63.59
Transportation - Director	27	1875	\$40.51	\$52.05	\$63.59



## Warren County Public Schools Compensation and Benefits Study

Title	Current Grade	Hours	Min	Mid	Max
Therapist - Occupational	30	1500	\$35.76	\$47.91	\$60.06
Therapist - Physical	30	1500	\$35.76	\$47.91	\$60.06
Assistant Superintendent	31	1875	\$43.82	\$56.30	\$68.79
Director of Elementary Instruction	31	1875	\$43.82	\$56.30	\$68.79
Director of Finance	31	1875	\$43.82	\$56.30	\$68.79
Director of Personnel	31	1875	\$43.82	\$56.30	\$68.79
Director of Secondary Instruction	31	1875	\$43.82	\$56.30	\$68.79
Director of Special Services	31	1875	\$43.82	\$56.30	\$68.79
Director of Technology	31	1875	\$43.82	\$56.30	\$68.79
Principal - CTE	31	1875	\$43.82	\$56.30	\$68.79
Principal - High School	31	1875	\$43.82	\$56.30	\$68.79
Principal - Middle	31	1875	\$43.82	\$56.30	\$68.79
School Board Clerk	31	1875	\$43.82	\$56.30	\$68.79
School Board Deputy Clerk	31	1875	\$43.82	\$56.30	\$68.79
Therapist - Speech	34	1500	\$35.12	\$42.25	\$49.38
Nurse - RN	35	1380	\$20.64	\$26.62	\$32.60
Specialist - Admin. Software Support	36	1875	\$20.68	\$28.22	\$35.75
Specialist - Benefits	36	1875	\$20.68	\$28.22	\$35.75
Specialist - Payroll	36	1875	\$20.68	\$28.22	\$35.75
Technology - PC Tech	36	1875	\$20.68	\$28.22	\$35.75
HVAC Building Automation System Tech	37	1875	\$27.57	\$37.62	\$47.67
Systems Technician	37	1875	\$27.57	\$37.62	\$47.67
Social Worker	39	1875	\$34.41	\$41.40	\$48.39
Route Foreman	40	1875	\$29.82	\$37.29	\$44.77
Supervisor of Maintenance	40	1875	\$29.82	\$37.29	\$44.77
Transportation Foreman	40	1875	\$29.82	\$37.29	\$44.77



## Warren County Public Schools Compensation and Benefits Study

**Table 5 – Current Salary Spread – Non-Instructional Employees**

Title	Current Grade	Spread
Instructional Assistant	6	64.1%
Administrative Assistant	7	61.3%
Superintendent's Secretary	7	59.9%
School Secretary - Head	8	71.6%
School Secretary - Regular	9	68.1%
Automotive Specialist	11	66.3%
Maintenance - Journeyman	12	71.6%
Maintenance - General	13	68.1%
Cafeteria Manager - Elementary	15	66.3%
Cafeteria Manager - High School	15	71.6%
Cafeteria Manager - Middle School	15	70.4%
Cafeteria Asst. Manager - Level I	16	68.1%
Cafeteria Level II	17	66.3%
Bus Driver	18	71.6%
Bus Driver	18	71.6%
Assistant Principal - Elementary	25	71.6%
Assistant Principal - Middle	25	71.6%
Psychologist	25	70.4%
Administrator - Non-traditional Programs	27	71.6%
Assistant Principal - High School	27	68.1%
Athletic Director	27	66.3%
Maintenance - Director	27	65.2%
Principal - Elementary	27	174.7%
Special Services Supervisor	27	103.8%
Transportation Director	27	88.5%



## Warren County Public Schools Compensation and Benefits Study

Title	Current Grade	Spread
Therapist - Occupational	30	68.0%
Therapist - Physical	30	68.0%
Assistant Superintendent	31	57.0%
Director of Elementary Instruction	31	57.0%
Director of Finance	31	57.0%
Director of Personnel	31	57.0%
Director of Secondary Instruction	31	57.0%
Director of Special Services	31	57.0%
Director of Technology	31	57.0%
Principal - CTE	31	57.0%
Principal - High School	31	57.0%
Principal - Middle	31	57.0%
School Board Clerk	31	57.0%
School Board Deputy Clerk	31	57.0%
Therapist - Speech	34	40.6%
Nurse - RN	35	57.9%
Specialist - Admin. Software Support	36	72.9%
Specialist - Benefits	36	72.9%
Specialist - Payroll	36	72.9%
Technology - PC Tech	36	72.9%
HVAC Building Automation System Tech	37	72.9%
Systems Technician	37	72.9%
Social Worker	39	40.6%
Route Foreman	40	50.1%
Supervisor of Maintenance	40	50.1%
Transportation Foreman	40	50.1%



# Warren County Public Schools Compensation and Benefits Study

## I. Compensable Factor Score from Position Vantage Point

To assist in determining the internal hierarchy of positions at Warren County Public Schools, the employees and managers participated in the Position Vantage Point Job Survey. Questions asked in the PVP are divided into four areas: Background, Authority, Skill, and Environment. In these four areas, the following compensable factors were examined:

- |                     |                    |
|---------------------|--------------------|
| Education           | Complexity         |
| Certifications      | Independence       |
| Work Duties         | Impact             |
| Work Experience     | Physical           |
| Financial Authority | Working Conditions |
| Supervision         | Interaction        |

Job descriptions were consulted to update both the minimum education level and minimum experience level required for each position. The responses were then evaluated, producing the Compensable Factor Score (CFS) as shown below.

**Table 6 - Compensable Factor Score**

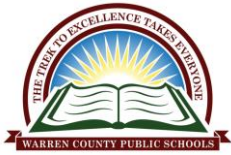
Current Grade	Job Title	CFS Score
31	Assistant Superintendent	165.9
27	Athletic Director	138.4
31	Director of Special Services	124.4
31	Director of Finance	123.3
27	Special Services Supervisor	113.1
27	Maintenance - Director	112.8
31	Principal - High School	110.5
31	Principal - Middle	110.5
31	Director of Personnel	110.1
31	Director of Technology	109.6
31	Principal - CTE	109.6
27	Administrator - Non-traditional Programs	105.4





## Warren County Public Schools Compensation and Benefits Study

Current Grade	Job Title	CFS Score
27	Transportation Director	104.8
27	Principal - Elementary	103.5
31	Director of Elementary Instruction	91.4
27	Assistant Principal - High School	79.5
25	Assistant Principal - Elementary	74.1
25	Assistant Principal - Middle	74.1
40	Supervisor of Maintenance	48.1
40	Transportation Foreman	42.0
30	Therapist - Occupational	37.6
1	Athletic Trainer	37.3
40	Route Foreman	34.4
3	Dean of Students - Masters	34.2
4	Guidance - Masters + 30	34.2
37	Systems Technician	33.6
39	Social Worker	32.6
4	Dean of Students - Masters + 30	31.1
2	Librarian - Bachelor + 15	30.1
3	Guidance - Masters	28.3
1	Dean of Students	28.1
1	Security	26.7
36	Specialist - Payroll	26.3
4	Teacher - Masters + 30	26.0
3	Teacher - Masters & NBC	25.7
2	Teacher - Bachelor + 15	25.0
1	Truancy	24.3



## Warren County Public Schools Compensation and Benefits Study

Current Grade	Job Title	CFS Score
1	Teacher - Bachelor	24.0
1	Instructional Resource Teacher	23.8
3	Instructional Resource Teacher - Masters	23.8
4	Librarian - Masters + 30	22.2
3	Librarian - Masters & NBC	22.1
34	Therapist - Speech	21.8
5	Teacher - Doctorate	21.6
36	Specialist - Benefits	19.2
36	Specialist - Admin. Software Support	18.3
36	Technology - PC Tech	17.5
11	Automotive Specialist	15.1
7	Administrative Assistant	13.0
15	Cafeteria Manager - Elementary	12.9
15	Cafeteria Manager - High School	12.9
15	Cafeteria Manager - Middle School	12.9
8	School Secretary - Head	11.9
9	School Secretary - Regular	11.5
12	Maintenance - Journeyman	11.0
16	Cafeteria Asst. Manager - Level I	10.1
7	Superintendent's Secretary	9.5
6	Instructional Assistant	8.6
18	Bus Driver	7.8
13	Maintenance - General	6.5
17	Cafeteria Level II	6.0



## Warren County Public Schools Compensation and Benefits Study

### J. External Market Comparison – Non-Instructional

A summary of the findings of the external market analysis is presented in Table 7 through Table 11. In Table 12 the external market findings for each non-instructional job title is presented, sorted alphabetically. The minimum, midpoint, and maximum hourly salary for each job title is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the 60<sup>th</sup> percentile from the external market, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented. Values highlighted in red indicate that the range is above market and those highlighted in green indicate that the range is below market.

**Table 7 – Full-Time Positions Substantially Below Market (% Diff < -10%)**

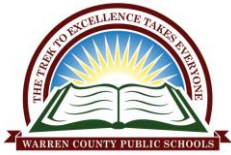
Bus Driver	Nurse – RN
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**Table 8 – Full-Time Positions Below Market (-10% < % Diff < -5%)**

Cafeteria Assistant Manager – Level I	School Secretary – Regular
Cafeteria Level II	Supervisor of Maintenance
Maintenance – Journeyman	Transportation Foreman

**Table 9 – Full-Time Positions Near Market (-5% < % Diff < +5%)**

Administrative Assistant	Director of Secondary Instruction
Administrator – Non-traditional Programs	HVAC Building Automation System Tech
Assistant Superintendent	Instructional Assistant
Athletic Director	Maintenance – Director
Athletic Trainer	Maintenance – General
Automotive Specialist	Principal – CTE
Cafeteria Manager – Elementary	Principal – High School
Cafeteria Manager – High School	Route Foreman
Cafeteria Manager – Middle School	School Secretary – Head
Director of Elementary Instruction	Security



## Warren County Public Schools Compensation and Benefits Study

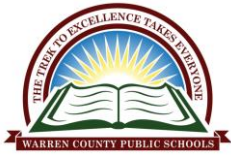
Social Worker	Technology - PC Tech
Special Services Supervisor	Therapist - Speech
Specialist - Admin. Software Support	Transition Coordinator
Specialist - Benefits	Transportation - Director
Supt. Secretary	Truancy
Systems Technician	

**Table 10 - Full-Time Positions Above Market (+5% < % Diff < +10%)**

Assistant Principal - Middle	Principal - Middle
Director of Finance	Psychologist
Director of Personnel	School Board Clerk
Director of Special Services	School Board Deputy Clerk
Director of Technology	Specialist - Payroll
Principal - Elementary	

**Table 11 - Full-Time Positions Substantially Above Market (% Diff > +10%)**

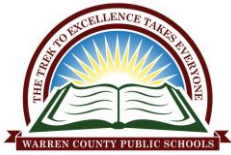
Assistant Principal - Elementary	Therapist - Occupational
Assistant Principal - High School	Therapist - Physical



## Warren County Public Schools Compensation and Benefits Study

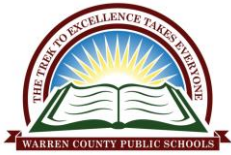
**Table 12 – External Market Comparison**

	Admin. Assistant	Admin. Non-Traditional Programs	Asst. Principal Elementary	Asst. Principal High	Asst. Principal Middle
<b>Current Scale</b>					
Grade	7	27	25	27	25
Hours	1875	1875	1875	1875	1875
Minimum	\$16.15	\$40.51	\$37.33	\$40.51	\$37.33
Midpoint	\$24.54	\$52.05	\$44.67	\$52.05	\$44.67
Maximum	\$32.93	\$63.59	\$52.01	\$63.59	\$52.01
<b>Market Percentiles</b>					
20%	\$18.60	\$40.74	\$34.49	\$37.76	\$34.92
25%	\$19.22	\$41.79	\$34.85	\$38.75	\$35.73
30%	\$19.86	\$42.74	\$34.86	\$39.66	\$36.61
35%	\$20.57	\$43.86	\$35.67	\$40.73	\$37.45
40%	\$21.75	\$44.99	\$37.22	\$41.86	\$38.46
45%	\$22.95	\$46.07	\$38.22	\$42.95	\$39.20
50%	\$23.75	\$47.57	\$39.40	\$44.37	\$40.95
55%	\$24.43	\$48.97	\$39.81	\$45.67	\$42.08
60%	\$25.10	\$50.72	\$40.27	\$47.27	\$42.43
65%	\$25.94	\$52.45	\$42.21	\$48.88	\$43.57
70%	\$27.41	\$53.66	\$42.98	\$50.13	\$44.48
75%	\$28.56	\$56.51	\$45.40	\$52.75	\$46.38
80%	\$29.89	\$58.46	\$46.86	\$54.62	\$49.40
Mean	\$24.23	\$49.73	\$40.90	\$46.30	\$42.08
Compa-Ratio	-2.2%	+2.6%	<b>+10.9%</b>	<b>+10.1%</b>	<b>+5.3%</b>



## Warren County Public Schools Compensation and Benefits Study

	Asst. Supt.	Athletic Director	Athletic Trainer	Automotive Specialist	Bus Driver
<b>Current Scale</b>					
Grade	31	27	1	11	18
Hours	1875	1875	1500	1875	810
Minimum	\$43.82	\$40.51	\$28.83	\$20.26	\$13.99
Midpoint	\$56.30	\$52.05	\$39.15	\$27.33	\$17.92
Maximum	\$68.79	\$63.59	\$49.46	\$34.41	\$21.85
<b>Market Percentiles</b>					
20%	\$49.11	\$43.62	\$28.70	\$20.19	\$15.57
25%	\$51.01	\$44.73	\$29.44	\$20.83	\$17.06
30%	\$51.40	\$45.72	\$30.16	\$21.49	\$17.43
35%	\$51.82	\$46.90	\$30.80	\$22.24	\$17.94
40%	\$52.34	\$48.02	\$33.40	\$23.41	\$18.41
45%	\$54.41	\$49.08	\$34.94	\$24.61	\$19.79
50%	\$55.33	\$50.67	\$35.59	\$25.46	\$20.23
55%	\$56.26	\$52.17	\$36.21	\$26.18	\$21.04
60%	\$59.07	\$54.05	\$37.44	\$26.94	\$21.48
65%	\$62.11	\$55.90	\$39.08	\$27.84	\$21.82
70%	\$64.09	\$57.08	\$40.86	\$29.29	\$23.93
75%	\$68.59	\$60.15	\$41.99	\$30.56	\$25.37
80%	\$69.56	\$62.19	\$43.71	\$31.93	\$25.82
Mean	\$60.42	\$53.06	\$36.24	\$26.05	\$20.49
Compa-Ratio	-4.7%	-3.7%	+4.6%	+1.5%	<b>-16.6%</b>



## Warren County Public Schools Compensation and Benefits Study

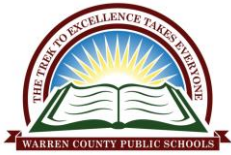
	Bus Driver	Cafeteria Asst. Mgr. Level I	Cafeteria Level II	Cafeteria Manager Elementary	Cafeteria Manager High
<b>Current Scale</b>					
Grade	18	16	17	15	15
Hours	1440	1281	1006.5	1395	1395
Minimum	\$13.98	\$11.45	\$9.94	\$12.93	\$14.36
Midpoint	\$17.92	\$13.90	\$12.81	\$18.03	\$19.46
Maximum	\$21.85	\$16.36	\$15.68	\$23.12	\$24.56
<b>Market Percentiles</b>					
20%	\$15.57	\$10.58	\$9.75	\$13.06	\$14.10
25%	\$17.06	\$11.13	\$10.25	\$13.42	\$14.49
30%	\$17.43	\$11.26	\$10.37	\$13.91	\$15.02
35%	\$17.94	\$11.35	\$10.46	\$14.36	\$15.51
40%	\$18.41	\$12.16	\$11.20	\$14.70	\$15.87
45%	\$19.79	\$13.16	\$12.12	\$15.64	\$16.88
50%	\$20.23	\$13.56	\$12.50	\$16.75	\$18.08
55%	\$21.04	\$14.33	\$13.20	\$17.59	\$18.99
60%	\$21.48	\$15.29	\$14.09	\$17.91	\$19.34
65%	\$21.82	\$15.97	\$14.71	\$18.02	\$19.45
70%	\$23.93	\$16.07	\$14.80	\$20.14	\$21.74
75%	\$25.37	\$16.28	\$15.00	\$20.58	\$22.21
80%	\$25.82	\$16.66	\$15.35	\$21.37	\$23.07
Mean	\$20.49	\$13.98	\$12.88	\$17.85	\$19.27
Compa-Ratio	-16.6%	-9.1%	-9.1%	+0.6%	+0.6%



## Warren County Public Schools Compensation and Benefits Study

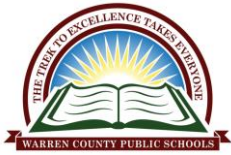
	Cafeteria Manager Middle	Director of Elementary Instruction	Director of Finance	Director of Personnel	Director of Secondary Instruction
<b>Current Scale</b>					
Grade	15	31	31	31	31
Hours	1395	1875	1875	1875	1875
Minimum	\$13.64	\$43.82	\$43.82	\$43.82	\$43.82
Midpoint	\$18.74	\$56.30	\$56.30	\$56.30	\$56.30
Maximum	\$23.84	\$68.79	\$68.79	\$68.79	\$68.79
<b>Market Percentiles</b>					
20%	\$13.58	\$43.40	\$42.40	\$42.79	\$42.39
25%	\$13.95	\$43.69	\$43.48	\$43.49	\$42.39
30%	\$14.47	\$45.01	\$44.46	\$43.84	\$42.96
35%	\$14.94	\$47.20	\$45.61	\$43.97	\$43.53
40%	\$15.29	\$48.54	\$46.74	\$47.03	\$44.99
45%	\$16.26	\$49.57	\$47.80	\$48.01	\$47.32
50%	\$17.42	\$50.99	\$49.36	\$48.33	\$49.66
55%	\$18.29	\$52.51	\$50.82	\$49.78	\$52.32
60%	\$18.62	\$54.71	\$52.64	\$52.13	\$54.98
65%	\$18.74	\$56.41	\$54.44	\$52.48	\$56.45
70%	\$20.94	\$56.81	\$55.64	\$55.90	\$56.74
75%	\$21.39	\$58.32	\$58.61	\$60.70	\$57.03
80%	\$22.22	\$61.14	\$60.61	\$62.60	\$61.73
Mean	\$18.56	\$53.07	\$51.65	\$51.55	\$52.63
Compa-Ratio	+0.6%	+2.9%	<b>+7.0%</b>	<b>+8.0%</b>	+2.4%





## Warren County Public Schools Compensation and Benefits Study

	Director of Special Services	Director of Technology	HVAC BAST	Instructional Assistant	Maintenance Director
<b>Current Scale</b>					
Grade	31	31	37	6	27
Hours	1875	1875	1875	1380	1875
Minimum	\$43.82	\$43.82	\$27.57	\$10.55	\$40.51
Midpoint	\$56.30	\$56.30	\$37.62	\$19.77	\$52.05
Maximum	\$68.79	\$68.79	\$47.67	\$28.99	\$63.59
<b>Market Percentiles</b>					
20%	\$42.50	\$41.15	\$28.65	\$14.23	\$41.45
25%	\$43.58	\$42.21	\$29.46	\$14.76	\$42.52
30%	\$44.56	\$43.17	\$30.24	\$15.34	\$43.48
35%	\$45.71	\$44.30	\$31.14	\$15.97	\$44.62
40%	\$46.84	\$45.42	\$32.30	\$17.16	\$45.74
45%	\$47.90	\$46.50	\$33.44	\$18.39	\$46.81
50%	\$49.46	\$48.02	\$34.56	\$19.05	\$48.34
55%	\$50.92	\$49.43	\$35.57	\$19.58	\$49.77
60%	\$52.75	\$51.20	\$36.73	\$20.05	\$51.55
65%	\$54.55	\$52.94	\$37.97	\$20.71	\$53.31
70%	\$55.75	\$54.15	\$39.32	\$22.22	\$54.51
75%	\$58.73	\$57.03	\$41.25	\$23.05	\$57.41
80%	\$60.74	\$59.00	\$42.85	\$24.24	\$59.39
Mean	\$51.76	\$50.21	\$35.80	\$19.19	\$50.56
Compa-Ratio	<b>+6.7%</b>	<b>+10.0%</b>	+2.4%	-1.4%	+1.0%



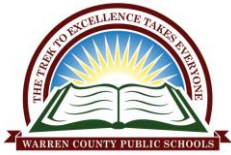
## Warren County Public Schools Compensation and Benefits Study

	Maintenance General	Maintenance Journeyman	Nurse RN	Principal CTE	Principal Elementary
<b>Current Scale</b>					
Grade	13	12	35	31	27
Hours	1875	1875	1380	1875	1875
Minimum	\$10.48	\$11.39	\$20.64	\$43.82	\$40.51
Midpoint	\$17.95	\$21.28	\$26.62	\$56.30	\$52.05
Maximum	\$25.42	\$31.16	\$32.60	\$68.79	\$63.59
<b>Market Percentiles</b>					
20%	\$12.98	\$17.22	\$21.40	\$45.52	\$39.68
25%	\$13.47	\$17.47	\$21.86	\$45.92	\$40.38
30%	\$13.63	\$17.96	\$23.18	\$46.86	\$41.50
35%	\$14.13	\$18.57	\$25.48	\$47.87	\$43.60
40%	\$15.59	\$20.96	\$26.41	\$49.56	\$44.20
45%	\$16.62	\$21.26	\$26.98	\$51.34	\$45.02
50%	\$17.47	\$21.28	\$27.84	\$52.85	\$46.52
55%	\$17.92	\$22.40	\$29.01	\$53.63	\$47.44
60%	\$17.95	\$22.91	\$29.69	\$54.84	\$47.85
65%	\$19.43	\$23.04	\$31.05	\$55.21	\$48.80
70%	\$20.70	\$26.53	\$31.99	\$55.69	\$50.52
75%	\$21.13	\$27.13	\$33.82	\$59.94	\$52.92
80%	\$22.23	\$28.11	\$37.92	\$61.97	\$53.95
Mean	\$17.48	\$22.18	\$29.26	\$53.69	\$47.90
Compa-Ratio	+0.0%	-7.1%	-10.3%	+2.7%	+8.8%



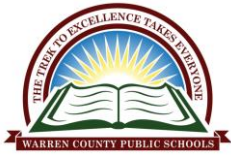
## Warren County Public Schools Compensation and Benefits Study

	Principal High	Principal Middle	Psychologist	Route Foreman	School Board Clerk
<b>Current Scale</b>					
Grade	31	31	25	40	31
Hours	1875	1875	1875	1875	1875
Minimum	\$43.82	\$43.82	\$37.33	\$29.82	\$43.82
Midpoint	\$56.30	\$56.30	\$44.67	\$37.29	\$56.30
Maximum	\$68.79	\$68.79	\$52.01	\$44.77	\$68.79
<b>Market Percentiles</b>					
20%	\$45.52	\$41.24	\$32.50	\$28.89	\$42.99
25%	\$45.92	\$42.30	\$33.90	\$29.71	\$43.66
30%	\$46.86	\$43.26	\$35.85	\$30.49	\$44.55
35%	\$47.87	\$44.39	\$36.79	\$31.40	\$45.61
40%	\$49.56	\$45.52	\$37.33	\$32.55	\$47.13
45%	\$51.34	\$46.59	\$38.13	\$33.70	\$48.49
50%	\$52.85	\$48.11	\$38.89	\$34.82	\$49.96
55%	\$53.63	\$49.53	\$40.95	\$35.84	\$51.40
60%	\$54.84	\$51.30	\$42.44	\$37.01	\$53.27
65%	\$55.21	\$53.05	\$42.77	\$38.26	\$54.53
70%	\$55.69	\$54.26	\$43.21	\$39.61	\$55.63
75%	\$59.94	\$57.14	\$43.65	\$41.55	\$58.60
80%	\$61.97	\$59.11	\$44.67	\$43.17	\$60.99
Mean	\$53.69	\$50.31	\$40.49	\$36.08	\$52.06
Compa-Ratio	+2.7%	<b>+9.8%</b>	<b>+5.2%</b>	+0.8%	<b>+5.7%</b>



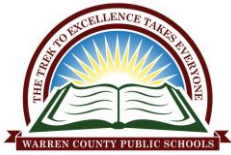
## Warren County Public Schools Compensation and Benefits Study

	School Board Deputy Clerk	School Secretary Head	School Secretary Regular	Security	Social Worker
<b>Current Scale</b>					
Grade	31	8	9	1	39
Hours	1875	1875	1875	1500	1875
Minimum	\$43.82	\$14.75	\$13.34	\$28.83	\$34.41
Midpoint	\$56.30	\$23.05	\$21.63	\$39.15	\$41.40
Maximum	\$68.79	\$31.35	\$29.92	\$49.46	\$48.39
<b>Market Percentiles</b>					
20%	\$42.99	\$17.67	\$17.31	\$28.70	\$33.97
25%	\$43.66	\$18.26	\$17.89	\$29.44	\$34.60
30%	\$44.55	\$18.89	\$18.52	\$30.16	\$35.07
35%	\$45.61	\$19.59	\$19.21	\$30.80	\$36.22
40%	\$47.13	\$20.77	\$20.39	\$33.40	\$38.44
45%	\$48.49	\$21.98	\$21.60	\$34.94	\$39.94
50%	\$49.96	\$22.75	\$22.36	\$35.59	\$40.87
55%	\$51.40	\$23.39	\$22.99	\$36.21	\$41.50
60%	\$53.27	\$24.02	\$23.60	\$37.44	\$42.05
65%	\$54.53	\$24.82	\$24.39	\$39.08	\$42.43
70%	\$55.63	\$26.30	\$25.87	\$40.86	\$43.11
75%	\$58.60	\$27.38	\$26.93	\$41.99	\$45.58
80%	\$60.99	\$28.68	\$28.21	\$43.71	\$47.06
Mean	\$52.06	\$23.15	\$22.73	\$36.24	\$40.78
Compa-Ratio	+5.7%	-4.0%	-8.3%	+4.6%	-1.5%



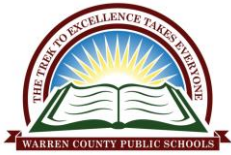
## Warren County Public Schools Compensation and Benefits Study

	Special Services Supervisor	Specialist Admin. Software	Specialist Benefits	Specialist Payroll	Supt. Secretary
<b>Current Scale</b>					
Grade	27	36	36	36	7
Hours	1875	1875	1875	1875	1875
Minimum	\$40.51	\$20.68	\$20.68	\$20.68	\$18.95
Midpoint	\$52.05	\$28.22	\$28.22	\$28.22	\$27.34
Maximum	\$63.59	\$35.75	\$35.75	\$35.75	\$35.73
<b>Market Percentiles</b>					
20%	\$35.99	\$22.19	\$20.76	\$19.02	\$18.95
25%	\$39.10	\$22.88	\$21.00	\$19.99	\$19.21
30%	\$40.86	\$23.57	\$21.51	\$20.49	\$19.78
35%	\$41.49	\$24.35	\$22.25	\$20.66	\$20.56
40%	\$42.72	\$25.52	\$23.39	\$22.98	\$21.16
45%	\$44.17	\$26.70	\$24.67	\$24.59	\$22.32
50%	\$46.54	\$27.61	\$25.45	\$24.79	\$24.92
55%	\$48.93	\$28.41	\$26.21	\$25.49	\$25.68
60%	\$50.74	\$29.26	\$27.37	\$25.83	\$26.67
65%	\$52.27	\$30.24	\$29.06	\$26.12	\$26.69
70%	\$53.05	\$31.66	\$32.15	\$27.75	\$27.33
75%	\$54.08	\$33.09	\$34.01	\$29.36	\$28.04
80%	\$55.40	\$34.52	\$34.39	\$31.31	\$32.06
Mean	\$47.61	\$28.36	\$28.10	\$25.23	\$24.39
Compa-Ratio	+2.6%	-3.6%	+3.1%	<b>+9.2%</b>	+2.5%



## Warren County Public Schools Compensation and Benefits Study

	Supervisor Maintenance	Systems Technician	Technology PC Tech	Therapist Occ.	Therapist Physical
<b>Current Scale</b>					
Grade	40	37	36	30	30
Hours	1875	1875	1875	1500	1500
Minimum	\$29.82	\$27.57	\$20.68	\$35.76	\$35.76
Midpoint	\$37.29	\$37.62	\$28.22	\$47.91	\$47.91
Maximum	\$44.77	\$47.67	\$35.75	\$60.06	\$60.06
<b>Market Percentiles</b>					
20%	\$28.90	\$28.65	\$21.75	\$32.50	\$32.50
25%	\$30.64	\$29.46	\$22.42	\$32.60	\$33.86
30%	\$31.69	\$30.24	\$23.11	\$33.86	\$35.14
35%	\$32.47	\$31.14	\$23.88	\$35.14	\$35.76
40%	\$35.41	\$32.30	\$25.05	\$35.21	\$35.95
45%	\$37.90	\$33.44	\$26.24	\$35.76	\$41.64
50%	\$39.33	\$34.56	\$27.14	\$38.95	\$42.27
55%	\$39.95	\$35.57	\$27.91	\$41.64	\$42.44
60%	\$40.25	\$36.73	\$28.74	\$42.27	\$42.86
65%	\$40.44	\$37.97	\$29.71	\$42.44	\$46.00
70%	\$41.39	\$39.32	\$31.14	\$42.86	\$47.91
75%	\$42.19	\$41.25	\$32.53	\$44.49	\$49.03
80%	\$43.13	\$42.85	\$33.95	\$47.91	\$51.86
Mean	\$36.60	\$35.80	\$27.85	\$39.66	\$41.04
Compa-Ratio	-7.4%	+2.4%	-1.8%	+13.3%	+11.8%



## Warren County Public Schools Compensation and Benefits Study

	Therapist Speech	Transition Coordinator	Trans. Director	Trans. Foreman	Truancy
<b>Current Scale</b>					
Grade	34	1	27	40	1
Hours	1500	1500	1875	1875	1500
Minimum	\$35.12	\$28.83	\$40.51	\$29.82	\$28.83
Midpoint	\$42.25	\$39.15	\$52.05	\$37.29	\$39.15
Maximum	\$49.38	\$49.46	\$63.59	\$44.77	\$49.46
<b>Market Percentiles</b>					
20%	\$32.49	\$28.70	\$40.68	\$31.00	\$28.70
25%	\$33.13	\$29.44	\$41.73	\$31.86	\$29.44
30%	\$35.01	\$30.16	\$42.68	\$32.67	\$30.16
35%	\$35.31	\$30.80	\$43.81	\$33.62	\$30.80
40%	\$37.69	\$33.40	\$44.93	\$34.77	\$33.40
45%	\$40.88	\$34.94	\$46.01	\$35.90	\$34.94
50%	\$41.00	\$35.59	\$47.51	\$37.09	\$35.59
55%	\$41.00	\$36.21	\$48.91	\$38.18	\$36.21
60%	\$41.88	\$37.44	\$50.65	\$39.45	\$37.44
65%	\$42.27	\$39.08	\$52.38	\$40.79	\$39.08
70%	\$43.29	\$40.86	\$53.60	\$42.11	\$40.86
75%	\$46.80	\$41.99	\$56.44	\$44.22	\$41.99
80%	\$49.05	\$43.71	\$58.39	\$45.89	\$43.71
Mean	\$40.41	\$36.24	\$49.67	\$38.51	\$36.24
Compa-Ratio	+0.9%	+4.6%	+2.8%	-5.5%	+4.6%



# Warren County Public Schools Compensation and Benefits Study

## K. Proposed Salary Schedules

### Proposed Salary Schedule - Instructional

The proposed step plan for instructional staff with a Bachelor's degree is presented in Figure 1 and is delineated in Table 13. Points in blue from the figure represent the current compensation for WCPS. The points in red represent the current compensation for Frederick County. The proposed salary scale represented by the green line is designed to ensure that WCPS pays at least as well as Frederick County between years 5 and 20. It was determined by the WCPS project team that retention of instructional staff was paramount during this tenure range. Compensation prior to this range and after this range was held constant at a constant rate which is typical for instructional salary scales. For employees currently being paid above the recommended salary scale, no salary reduction is recommended.

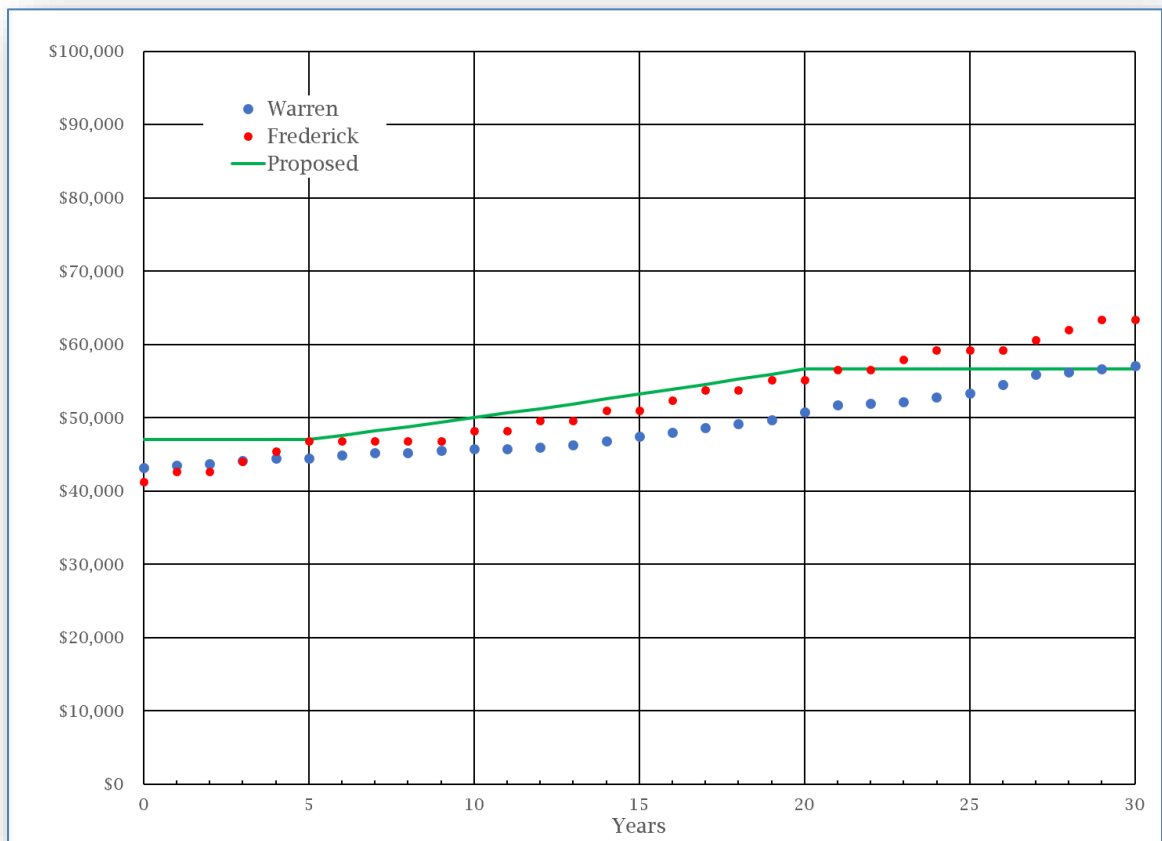


Figure 1 - Proposed Salary Schedule, Instructional





## Warren County Public Schools Compensation and Benefits Study

**Table 13 – Recommended Instructional Salary Schedule, Bachelor’s Degree**

Step	Annual	Hourly Rate	Step	Annual	Hourly Rate
0	\$47,000	\$31.33	16	\$53,882	\$35.92
1	\$47,000	\$31.33	17	\$54,555	\$36.37
2	\$47,000	\$31.33	18	\$55,237	\$36.82
3	\$47,000	\$31.33	19	\$55,928	\$37.29
4	\$47,000	\$31.33	20	\$56,627	\$37.75
5	\$47,000	\$31.33	21	\$56,627	\$37.75
6	\$47,588	\$31.73	22	\$56,627	\$37.75
7	\$48,182	\$32.12	23	\$56,627	\$37.75
8	\$48,785	\$32.52	24	\$56,627	\$37.75
9	\$49,394	\$32.93	25	\$56,627	\$37.75
10	\$50,012	\$33.34	26	\$56,627	\$37.75
11	\$50,637	\$33.76	27	\$56,627	\$37.75
12	\$51,270	\$34.18	28	\$56,627	\$37.75
13	\$51,911	\$34.61	29	\$56,627	\$37.75
14	\$52,560	\$35.04	30	\$56,627	\$37.75
15	\$53,217	\$35.48	Other	\$56,627	\$37.75

### Proposed Salary Schedule – Non-Instructional

A recommended salary scale for Non-Instructional employees is shown in Table 14.

It is recommended that the minimum rate of pay be no less than the living wage for Warren County. Utilizing the Massachusetts Institute of Technology’s Living Wage Calculation, the living wage for Warren County is \$12.18 ([livingwage.mit.edu/counties/51187](http://livingwage.mit.edu/counties/51187)). This is higher than the 2018 minimum wage for Virginia of \$7.25.

The spread between the minimum and maximum salary was set to 60%, an industry standard value, to allow for growth opportunities. For each grade, the width between each step was set at a constant dollar amount.



## Warren County Public Schools Compensation and Benefits Study

The number of pay grades was set to 21 to accommodate the range of CFS Scores. The Ladders, i.e., the distance between grades, was set to be 5.0%. Large Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

**Table 14 - Proposed Salary Schedule, Non-Instructional**

Grade	Min Step 1	Mid	Max Step 30	Step Width	Spread
W01	\$12.18	\$15.83	\$19.49	\$0.2520	60%
W02	\$12.79	\$16.63	\$20.46	\$0.2646	60%
W03	\$13.43	\$17.46	\$21.49	\$0.2778	60%
W04	\$14.10	\$18.33	\$22.56	\$0.2917	60%
W05	\$14.80	\$19.25	\$23.69	\$0.3063	60%
W06	\$15.55	\$20.21	\$24.87	\$0.3216	60%
W07	\$16.32	\$21.22	\$26.12	\$0.3377	60%
W08	\$17.14	\$22.28	\$27.42	\$0.3546	60%
W09	\$18.00	\$23.39	\$28.79	\$0.3723	60%
W10	\$18.90	\$24.56	\$30.23	\$0.3909	60%
W11	\$19.84	\$25.79	\$31.74	\$0.4105	60%
W12	\$20.83	\$27.08	\$33.33	\$0.4310	60%
W13	\$21.87	\$28.44	\$35.00	\$0.4526	60%
W14	\$22.97	\$29.86	\$36.75	\$0.4752	60%
W15	\$24.12	\$31.35	\$38.58	\$0.4989	60%
W16	\$25.32	\$32.92	\$40.51	\$0.5239	60%
W17	\$26.59	\$34.56	\$42.54	\$0.5501	60%
W18	\$27.92	\$36.29	\$44.67	\$0.5776	60%
W19	\$29.31	\$38.11	\$46.90	\$0.6065	60%
W20	\$30.78	\$40.01	\$49.25	\$0.6368	60%
W21	\$32.32	\$42.01	\$51.71	\$0.6686	60%



## Warren County Public Schools Compensation and Benefits Study

### Proposed Salary Schedule – Administrative

A recommended salary scale for Administrative employees is shown in Table 14.

The spread between the minimum and maximum salary was set to 60%, an industry standard value, to allow for growth opportunities. For each grade, the width between each step was set at a constant dollar amount.

The number of pay grades was set to 8 to accommodate the range of CFS Scores. The distance between grades was set to be \$2,000 based upon the recommendation of the project team. Additionally, the baseline annual salary was set by the project team at \$70,000 in order to attract and retain exceptional employees.

**Table 15 – Proposed Salary Schedule, Administrative**

Grade	Min Step 1	Mid	Max Step 30	Step Width	Spread
A01	\$37.33	\$48.53	\$59.73	\$0.7724	60%
A02	\$38.40	\$49.92	\$61.44	\$0.7945	60%
A03	\$39.47	\$51.31	\$63.15	\$0.8166	60%
A04	\$40.53	\$52.69	\$64.85	\$0.8386	60%
A05	\$41.60	\$54.08	\$66.56	\$0.8607	60%
A06	\$42.67	\$55.47	\$68.27	\$0.8828	60%
A07	\$43.73	\$56.85	\$69.97	\$0.9048	60%
A08	\$44.80	\$58.24	\$71.68	\$0.9269	60%



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### L. Recommended Reclassifications

Comparing the knowledge, skills, and abilities of current positions at Warren County Public Schools to similar positions in the external market, utilizing both existing job descriptions and the employee and manager responses to the PVP, the following positions are recommended for reclassification.

**Table 16 – Recommended Reclassification**

Current Classification	New Classification
Attendance Secretary	School Secretary
Automotive Specialist	Automotive Technician
Bookkeeper (Grade 7)	Administrative Assistant
School Secretary (Grade 7)	Administrative Assistant
Cafeteria Level I	Cafeteria Assistant Manager
Cafeteria Level II	Cafeteria Worker
Guidance Secretary (Grade 7)	Administrative Assistant
Head Secretary	School Secretary
Head Secretary / Bookkeeper	School Secretary
HVAC Technician	Maintenance - Journeyman
Instructional Resource Teacher	Instructional Resource Coordinator
Maintenance	Maintenance - General
Maintenance	Maintenance - Journeyman
Maintenance - Electrician	Maintenance - Journeyman
Maintenance Grounds	Maintenance - General
Maintenance HVAC	Maintenance - General
Maintenance Journeyman - Electrician	Maintenance - Journeyman
Receptionist	School Secretary
Secretary / Bookkeeper	School Secretary
School Nurse	Registered Nurse
Security	Security Specialist