



Overview of the Support Pay Study

May 2022



Nashville
Public Education
FOUNDATION



METRO
NASHVILLE
PUBLIC
SCHOOLS



Overview of the Project

Current Context of Support Roles in MNPS

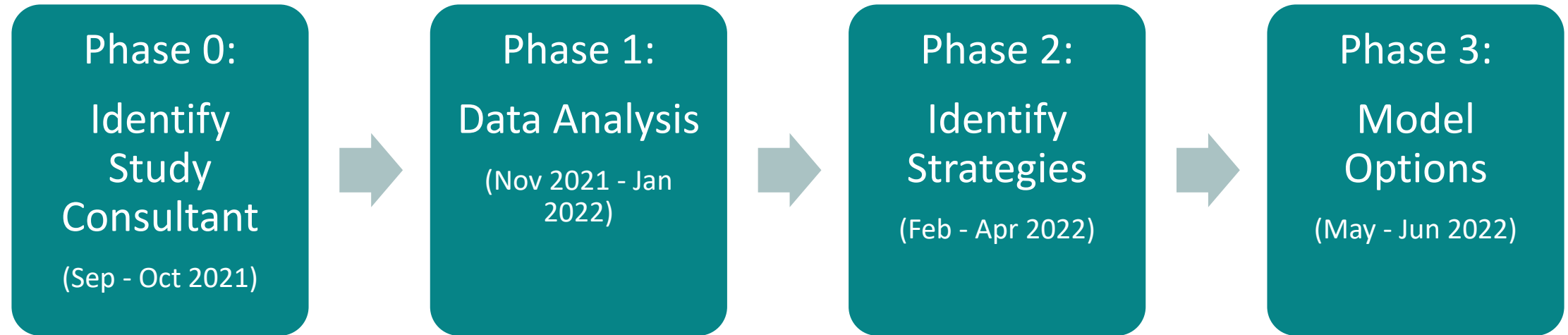
Methodology

Findings

Recommendations

1 | Project Origin, Timeline, and Roles

Recognizing the essential roles of Metro Nashville Public Schools (MNPS) support employees, Mayor Cooper asked the Nashville Public Education Foundation to lead a study on MNPS support pay in 2021.



This study follows a 2020-21 study that NPEF coordinated for the Mayor's Office with Education Resource Strategies on teacher pay to make Nashville's teachers the best paid in the state.

*Cost of the analysis:
\$79,000*

The Urban Schools Human Capital Academy, regarded as a national leader in education human resources, was hired to perform the salary study.



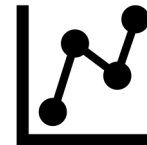
USHCA's mission is to develop, support, and network human capital leaders in schools, districts, and states to **drive measurable improvements in teacher and principal quality**.

USHCA has worked with **school districts and state departments in 24 states across the country**, including Shelby County Schools.

USHCA provides a variety of services to **improve human resources** including:



baseline
assessments



data
analysis



organizational
and process
redesign



coaching

Project Roles and Responsibilities

USHCA

- Analyzed current MNPS data
- Collected comparable data
- Identified best practices
- Recommended a set of options

NPEF

- Coordinated project
- Served as a thought partner

Mayor's Office

- Sponsored project
- Aligned work with city priorities and budget process

MNPS

- Provided access to data
- Aligned work with district priorities and budget process

2 | Project Scope and Values

The Mayor's Office and MNPS prioritized two primary values for the scope of the project: recognizing the value of all support employees and addressing hard-to-staff roles.

In Scope of Work

- Analyze the **distribution of support staff** across the salary structure
- Analyze **attrition** of support staff
- Analyze the **applicant pool and time to fill vacancies**
- Compare the compensation of support positions to **peer districts and industries**, adjusting for cost of living
- Identify **challenges** based on the data analysis
- Offer a range of **recommendations** for solving challenges and identify draft cost estimates

Out of Scope of Work

- **Creating an entirely new salary scale**
- **Identifying the value proposition for support positions**
- **Decompressing the scale** (which would require a new scale); however, recommendations for addressing challenges caused by compression are within scope

Overview of the Project

Current Context of Support Roles in MNPS

Methodology

Findings

Recommendations

Overview of the MNPS Support Salary Schedule

- Roughly 3,950 employees
- Over 800 different support titles
- 16 pay grades and 26 steps
- Includes both exempt and non-exempt staff
- Includes both hourly and salaried staff

Metropolitan Nashville Public Schools Support Employees Salary Schedule 2021-2022 School Year, Effective 07.01.2021-06.30.2022																
STEP	SCH001	SCH002	SCH003	SCH004	SCH005	SCH006	SCH007	SCH008	SCH009	SCH010	SCH011	SCH012	SCH013	SCH014	SCH015	SCH016
0	\$15.30	\$15.30	\$15.48	\$15.67	\$15.86	\$16.05	\$16.24	\$17.85	\$19.99	\$22.66	\$25.75	\$29.48	\$34.22	\$84,360.98	\$100,221.07	\$110,547.73
1	\$15.48	\$15.48	\$15.67	\$15.86	\$16.05	\$16.25	\$16.51	\$18.21	\$20.40	\$23.10	\$26.28	\$30.07	\$34.87	\$86,036.71	\$102,238.60	\$112,698.92
2	\$15.67	\$15.67	\$15.86	\$16.05	\$16.24	\$16.45	\$16.79	\$18.58	\$20.77	\$23.56	\$26.78	\$30.69	\$35.59	\$87,714.96	\$104,204.74	\$114,927.19
3	\$15.86	\$15.86	\$16.05	\$16.24	\$16.44	\$16.66	\$17.08	\$18.92	\$21.18	\$24.02	\$27.27	\$31.26	\$36.25	\$89,367.54	\$106,196.58	\$117,075.79
4	\$16.05	\$16.05	\$16.24	\$16.44	\$16.63	\$16.87	\$17.37	\$19.26	\$21.58	\$24.47	\$27.78	\$31.81	\$36.95	\$91,097.24	\$108,162.68	\$119,383.75
5	\$16.24	\$16.24	\$16.44	\$16.63	\$16.83	\$17.08	\$17.68	\$19.64	\$21.98	\$24.90	\$28.32	\$32.45	\$37.63	\$92,801.20	\$110,182.79	\$121,532.37
6	\$16.44	\$16.44	\$16.63	\$16.83	\$17.03	\$17.29	\$17.97	\$19.99	\$22.37	\$25.35	\$28.85	\$33.03	\$38.30	\$94,479.47	\$112,226.03	\$123,709.23
7	\$16.63	\$16.63	\$16.83	\$17.03	\$17.24	\$17.51	\$18.30	\$20.35	\$22.78	\$25.81	\$29.36	\$33.60	\$38.99	\$96,183.45	\$114,166.45	\$125,988.92
8	\$16.83	\$16.83	\$17.03	\$17.24	\$17.45	\$17.72	\$18.63	\$20.71	\$23.19	\$26.28	\$29.87	\$34.19	\$39.69	\$97,782.07	\$116,183.97	\$128,165.78
9	\$17.03	\$17.03	\$17.24	\$17.45	\$17.65	\$17.95	\$18.95	\$21.05	\$23.55	\$26.72	\$30.37	\$34.80	\$40.36	\$99,486.02	\$118,204.07	\$130,368.35
10	\$17.24	\$17.24	\$17.45	\$17.65	\$17.87	\$18.17	\$19.25	\$21.43	\$23.98	\$27.18	\$30.89	\$35.36	\$41.06	\$101,215.71	\$120,195.91	\$132,622.35
11	\$17.45	\$17.45	\$17.65	\$17.87	\$18.08	\$18.40	\$19.56	\$21.80	\$24.40	\$27.64	\$31.38	\$35.98	\$41.74	\$102,893.99	\$122,241.71	\$134,796.64
12	\$17.65	\$17.65	\$17.87	\$18.08	\$18.30	\$18.63	\$19.91	\$22.15	\$24.77	\$28.11	\$31.90	\$36.57	\$42.40	\$104,597.94	\$124,284.93	\$137,024.93
13	\$17.87	\$17.87	\$18.08	\$18.30	\$18.52	\$18.86	\$20.25	\$22.50	\$25.19	\$28.54	\$32.45	\$37.14	\$43.11	\$106,276.23	\$126,225.36	\$139,227.51
14	\$18.08	\$18.08	\$18.30	\$18.52	\$18.74	\$19.10	\$20.56	\$22.84	\$25.60	\$28.98	\$32.98	\$37.75	\$43.80	\$107,926.25	\$128,242.88	\$141,455.77
15	\$18.30	\$18.30	\$18.52	\$18.74	\$18.96	\$19.33	\$20.91	\$23.20	\$25.98	\$29.43	\$33.49	\$38.31	\$44.49	\$109,658.51	\$130,209.02	\$143,606.95
16	\$18.52	\$18.52	\$18.74	\$18.96	\$19.19	\$19.58	\$21.26	\$23.54	\$26.38	\$29.88	\$33.99	\$38.92	\$45.16	\$111,334.19	\$132,203.42	\$145,835.23
17	\$18.74	\$18.74	\$18.96	\$19.19	\$19.42	\$19.82	\$21.62	\$23.93	\$26.77	\$30.35	\$34.52	\$39.52	\$45.87	\$113,012.48	\$134,246.64	\$148,063.52
18	\$18.96	\$18.96	\$19.19	\$19.42	\$19.66	\$20.07	\$21.99	\$24.28	\$27.17	\$30.79	\$35.03	\$40.09	\$46.51	\$114,770.42	\$136,238.47	\$150,291.80
19	\$19.19	\$19.19	\$19.42	\$19.66	\$19.89	\$20.32	\$22.37	\$24.63	\$27.57	\$31.26	\$35.53	\$40.67	\$47.21	\$116,369.01	\$138,284.28	\$152,466.09
20	\$19.42	\$19.42	\$19.66	\$19.89	\$20.13	\$20.57	\$22.75	\$24.98	\$28.00	\$31.71	\$36.05	\$41.29	\$47.87	\$118,047.30	\$140,276.10	\$154,720.07
21	\$19.66	\$19.66	\$19.89	\$20.13	\$20.37	\$20.83	\$23.13	\$25.34	\$28.39	\$32.16	\$36.57	\$41.87	\$48.61	\$119,751.28	\$142,216.52	\$156,871.25
22	\$19.89	\$19.89	\$20.13	\$20.37	\$20.62	\$21.09	\$23.53	\$25.70	\$28.78	\$32.60	\$37.08	\$42.45	\$49.27	\$121,455.26	\$144,262.33	\$159,099.51
23	\$20.13	\$20.13	\$20.37	\$20.62	\$20.86	\$21.35	\$23.93	\$26.08	\$29.19	\$33.06	\$37.60	\$43.04	\$49.96	\$123,184.94	\$146,305.57	\$161,327.82
24	\$20.37	\$20.37	\$20.62	\$20.86	\$21.11	\$21.62	\$24.33	\$26.40	\$29.61	\$33.52	\$38.10	\$43.63	\$50.63	\$124,783.54	\$148,297.39	\$163,556.07
25	\$20.62	\$20.62	\$20.86	\$21.11	\$21.37	\$21.89	\$24.75	\$26.77	\$29.98	\$33.98	\$38.65	\$44.24	\$51.31	\$126,487.52	\$150,317.50	\$165,704.68

COLA and step increases have been inconsistent over the last several years for support employees.

	2018-19 SY	2019-20 SY	2020-21 SY	2021-22 SY
Step Increase	No	No	Yes	Yes
COLA Increase	No	3% at beginning of year, 3% midyear	No	2%

Over half of all support employees are Aides (including Paraprofessionals), Clerical/Secretarial Staff, and Food Service Staff.

Position	Number in District	% of Support Staff
Aides, including Paraprofessionals	1,057	26.8%
Bookkeepers	155	3.9%
Bus Drivers	280	7.1%
Clerical/Secretarial Staff	535	13.5%
Facilities/Maintenance Staff	166	4.2%
Food Service Staff	457	11.6%
Food Service Managers	99	2.5%
Facilities/Maintenance Manager	12	0.3%
Security Officers	43	1.1%
Transportation (non-driver)	202	5.1%
Executives/Directors	58	1.5%
Managers	98	2.5%
Professionals (analysts, advisors, coordinators, etc.)	331	8.4%
Technology Managers	15	0.4%
Technology Staff	105	2.7%

While the average annual salary for all support employees is roughly \$50,000, the average annual salary for hourly support employees is closer to \$31,000.

Position	Average Salary
Aides, including Paraprofessionals	\$23,287.24
Bookkeepers	\$41,280.03
Bus Drivers	\$26,201.54
Clerical/Secretarial Staff	\$28,178.94
Facilities/Maintenance Staff	\$41,221.76
Food Service Staff	\$18,777.59
Security Officers	\$46,802.26
Transportation (non-driver)	\$24,103.02
AVERAGE	\$31,231.55

Overview of the Project

Current Context of Support Roles in MNPS

Methodology

Findings

Recommendations

USHCA Methodology for Each Phase of Work

Review complexities and challenges of current structure

- Distribution of roles across the scale
- Recent salary adjustments and history of changes
- District policies
- Average salaries and minimum, maximum salaries

Benchmark salaries

- Comparison of support salaries to local, regional, and national peers
- Categorization of jobs into groups for analysis (in conjunction with MNPS)
- Identification of 10 benchmarking positions
- Reviewed 2020-21 and 2021-22 schedules

Analyze retention

- Consolidation of data to enable trend analysis
- Categorization of jobs into groups for analysis (in conjunction with MNPS)
- Analysis of retention/attrition, average tenure/service time, and district averages for 2020 and 2021

Analyze vacancies and hiring statistics

- Analysis of vacancies and hiring data for support positions between 12/3/19 and 2/10/22
- Mapping of each position to the categories identified in the retention work
- Analysis of applicants per vacancy and time to hire (days) for each category
- Comparison of each category to district average

Because there are so many distinct titles in the support scale, USHCA grouped jobs by similar traits into these categories (Slide 1 of 2):

Category	Job Titles*
Aide	Aide, Education Assistant, Interpreter, Monitor (In school suspension), Paraprofessional, Reader, Support/Supv Campus, Translator, Tutor
Bookkeeper/Account Clerk	Admin Records, School Finance, Clerk (Accounting, Control), Tech Accounting
Bus Driver	Driver
Clerical/Secretarial Staff	Administrative, Assistant, Clerk, Receptionist, Representative, Secretary, Technician
Executive/Director	Director, Executive Director
Facilities/Maintenance	Foreman, Laborer, Operator, Skilled Laborer, Technician (Electrical, Facility, Maintenance, etc.), Worker (Maintenance/Warehouse)
Food Service Manager	Manager Nutrition Services
Food Service Staff	Assistant Nutrition Services, Cashier, Chef

*Note: Not all unique titles are listed; only common groupings

Because there are so many distinct titles in the support scale, USHCA grouped jobs by similar traits into these categories (Slide 2 of 2):

Category	Job Titles*
Manager	Assistant Director, Manager, Officer (Compliance/Contract), Supervisor
Manager – Facilities/Maintenance	Manager (Maintenance, Project Construction, Roof, Warehouse), Supervisor (Mail Center, Maintenance, Materials, Parts, Repair)
Security Officer	Dispatcher, Officer, Specialist (School Security), Supervisor (School Security)
Professional	Accountant, Advisor, Agent, Analyst, Auditor, Buyer, Coach (non athletic), Coordinator, Liaison, Registrar, Specialist, Therapist
Technology Manager	Manager (IT/Product IT)
Technology Professional	Administrator (IT), Analyst (IT), Architect, Designer, Developer, Engineer, Manager (Data Quality, Digital Experience, Technology), Specialist (Enterprise, IT), Writer Technical
Transportation (Non-Driver)	Dispatcher, Mechanic, Monitor School Bus, Representative Transportation, Supervisor (Driver Training, Transportation), Trainer Transportation, Writer Service

*Note: Not all unique titles are listed; only common groupings

In conjunction with MNPS, USHCA selected 10 categories for the benchmarking analysis:

- Aides, including Paraprofessionals
- Clerical/Secretarial
- Food Service Staff
- Food Service Managers
- Bus Drivers
- Facilities/Maintenance/Warehouse Staff
- Facilities/Maintenance/Warehouse Managers
- Bookkeeper/Account Clerk
- Transportation (non-drivers)
- Security Officers

- Benchmarking and other analyses were largely based on publicly available information.
- Positions for comparisons were not validated for directly comparable position responsibilities.

Peer comparison districts and organizations were selected in consultation with MNPS and the Mayor’s Office and represented common destinations of employees who leave the district.

Tennessee Districts	Regional Peer Districts	National Peer Districts	Other Organizations
<ul style="list-style-type: none">■ Hamilton County■ Knox County■ Lebanon City■ Murfreesboro City■ Rutherford County■ Shelby County■ Sumner County■ Williamson County■ Wilson County	<ul style="list-style-type: none">■ Atlanta■ Charlotte/Mecklenburg■ DeKalb County (GA)■ Gwinnett County (GA)■ Jefferson County (KY)	<ul style="list-style-type: none">■ Aldine (TX)■ Austin (TX)■ Dallas (TX)■ Denver (CO)■ Duvall County (FL)■ Palm Beach (FL)■ Fort Worth (TX)	<ul style="list-style-type: none">■ WeGo■ Metro Nashville Government■ Tennessee State Government

USHCA used the Center for Regional Economic Competitiveness for cost-of-living estimates, with Nashville’s cost of living index at 104.7.

Overview of the Project

Current Context of Support Roles in MNPS

Methodology

Findings

Recommendations

Initial Findings

Distribution	<ul style="list-style-type: none">• 40% of all positions are in steps 0-2 with more than half in three grades on three steps• Many support titles include only one person in that role
Attrition	<ul style="list-style-type: none">• 5-year turnover for support positions is 12.6%
Time-to-Hire	<ul style="list-style-type: none">• MNPS averages 1.9 applicants per vacancy• It takes approximately 40 days to fill a vacancy (though some vacancies remain unfilled)
Benchmarking Pay	<ul style="list-style-type: none">• MNPS support employee pay is often competitive with surrounding areas and industries; in fact, for hourly support positions, pay was in the middle to top third across all positions
Legacy Decisions	<ul style="list-style-type: none">• Prior compensation decisions have caused some lasting pain points in the compensation schedule

1 | Support Staff Attrition

Over the past two years, MNPS has experienced high turnover among Food Service Staff and Technology Managers.

Position	2020	2021	Change	2 Year Average
Paraprofessionals	11%	13.2%	+2.2%	12.1%
Bookkeepers	6.9%	9.2%	+2.3%	8%
Bus Drivers	10.8%	18.2%	+7.4%	14.4%
Clerical/Secretarial Staff	10.2%	9.1%	-1.1%	9.7%
Facilities/Maintenance Staff	8.6%	8.7%	+0.1%	8.7%
Food Service Staff	15%	15.2%	+0.2%	15.1%
Food Service Managers	6.7%	11.4%	+4.4%	9%
Facilities/Maintenance Manager	0%	7.7%	+7.7%	4%
Security Officers	11.1%	2.2%	-8.9%	6.6%
Transportation (non-driver)	8%	13.8%	+5.8%	10.9%
Executive/Directors	1.4%	2.0%	+0.6%	1.7%
Managers	6.5%	5.7%	-0.8%	6.1%
Professionals	6.6%	6.9%	+0.3%	6.7%
Technology Managers	21.1%	11.8%	+5.2%	16.7%
Technology Staff	7.3%	8.7%	+1.4%	8%

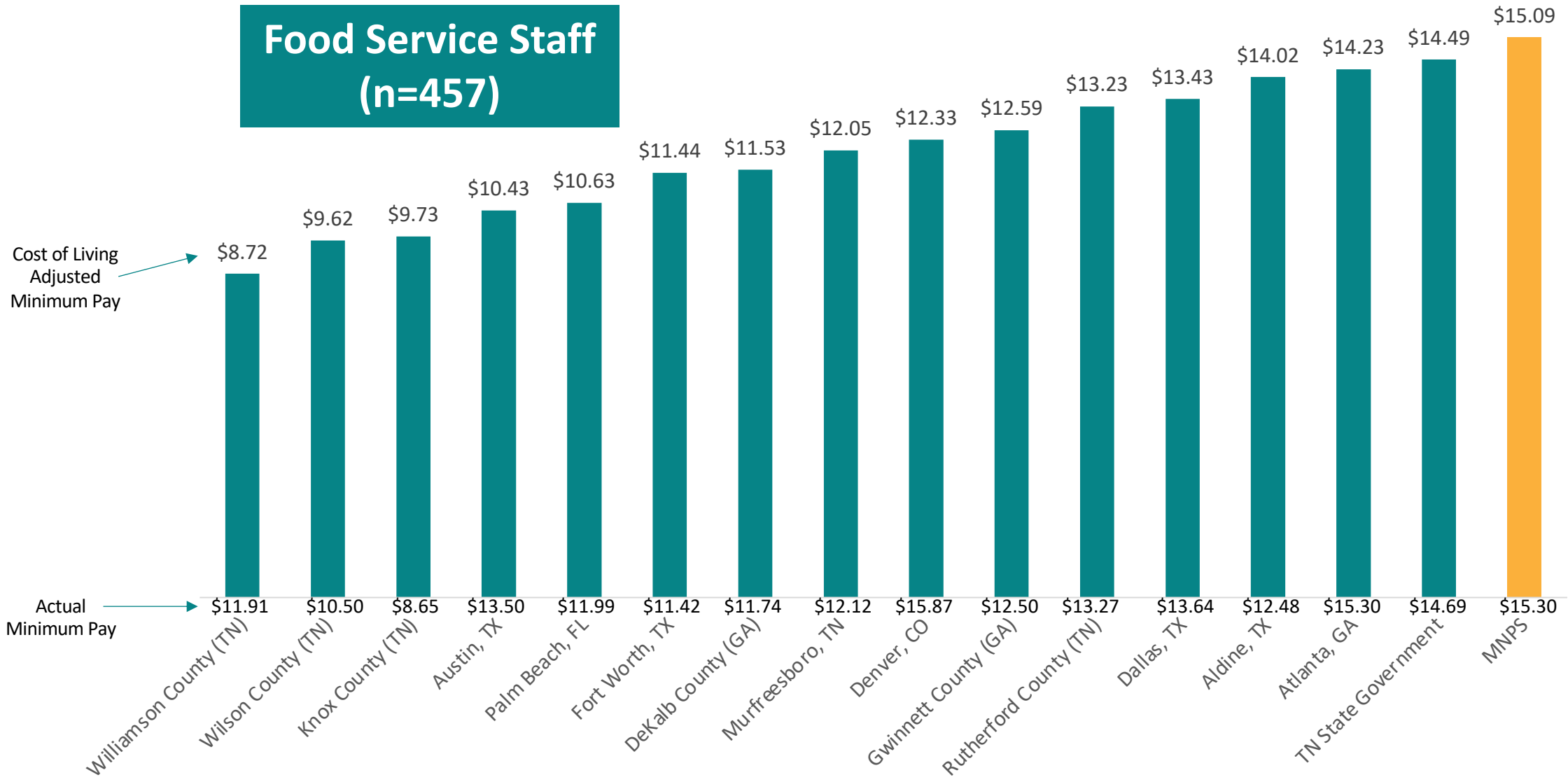
2 | Applicant Pool and Time to Hire

The applicant pool is sparse for almost all support positions and it takes a very long time to fill Facilities/Maintenance Staff, Facilities/Maintenance Managers Security Officers, and Technology Managers.

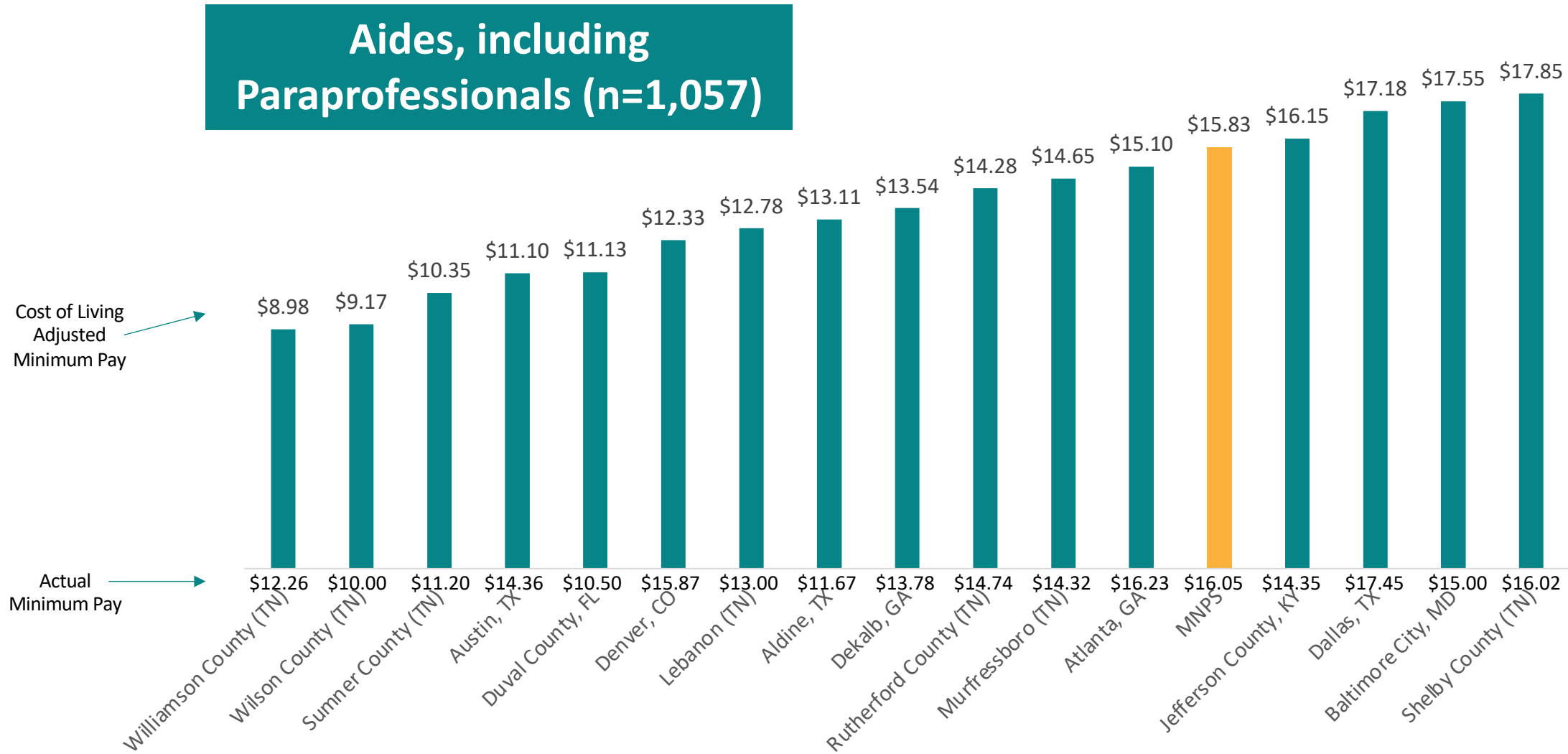
Position	Applicants per Vacancy*	Time to Hire (Days)
Paraprofessionals	1.5	37.4
Bookkeepers	3	35.2
Bus Drivers	1.3	44.7
Clerical/Secretarial Staff	2	30.8
Facilities/Maintenance Staff	1.7	85.5
Food Service Staff	1.5	52.9
Food Service Managers	1.6	39
Facilities/Maintenance Manager	1	128.6
Security Officers	3.1	130.1
Transportation (non-driver)	7.8	36.7
Executive/Directors	2.2	40.5
Managers	4.5	37.2
Professionals	2.3	26.4
Technology Managers	1	80.6
Technology Staff	1.8	44.9

3 | Pay Comparisons with Peer Districts and Industries

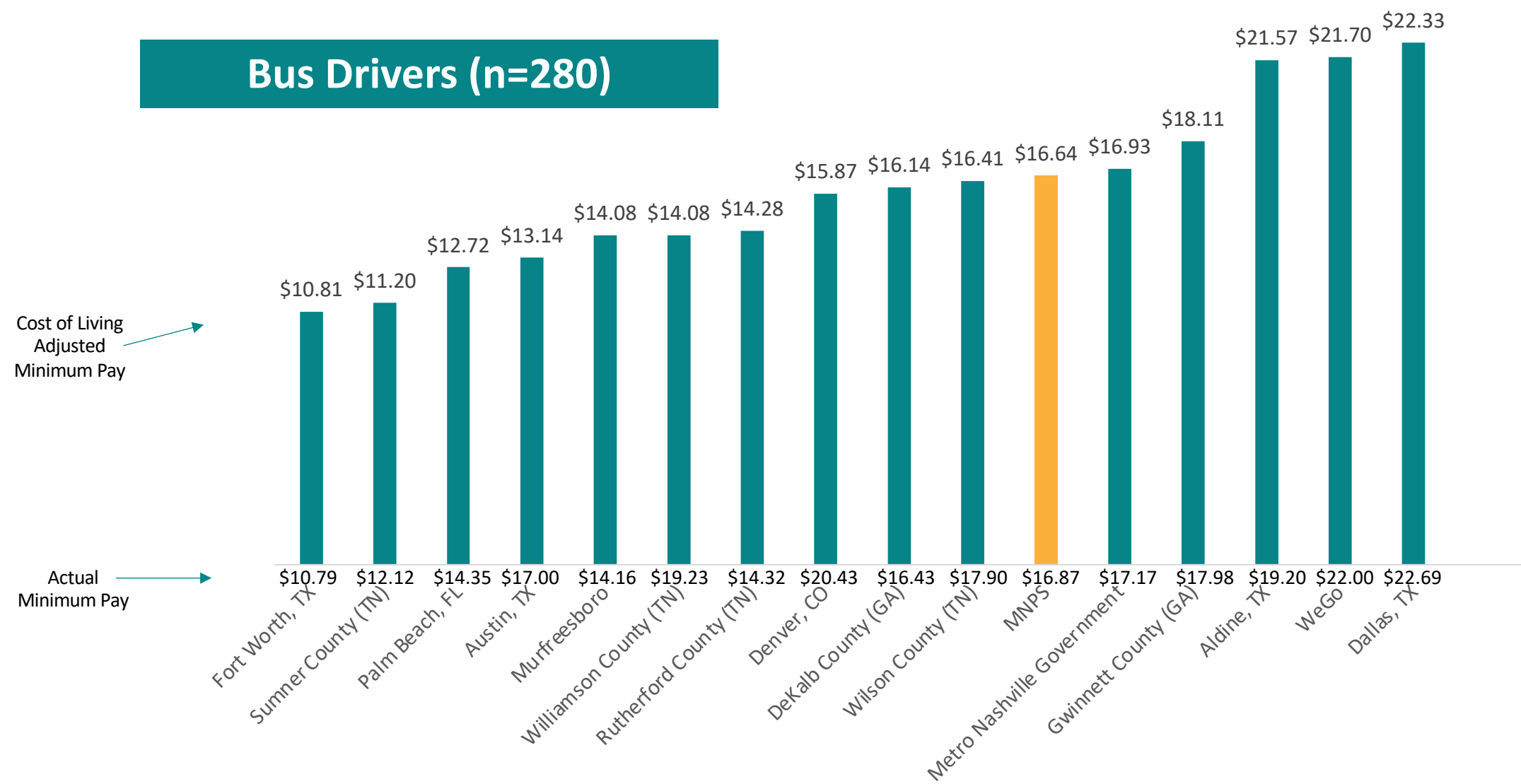
Compared to peer districts and industries, MNPS pays Food Service Staff higher than anyone else.



Compared to peer districts and industries, MNPS pays Aides, including Paraprofessionals, in the top third.



Compared to peer districts and industries, MNPS pays Bus Drivers in the middle of the pack.



4 | Putting It All Together

Position (n)	Time to Hire <i>31 days - Green 32- 45 days - yellow 45+ - Red</i>	Applications Per Position <i>5+ - Green 3-5 - Yellow <3 - Red</i>	Attrition (average of last two years) <i><10% - Green 10-15% - Yellow >15% - Red</i>	Comparable Pay <i>Top third - Green Middle third - Yellow Bottom third - Red</i>
Aides, including Paraprofessionals (1,057)				
Bookkeepers (155)				
Bus Drivers (280)				
Clerical/Secretarial Staff (535)				
Facilities/Maintenance Staff (166)				
Food Service Staff (457)				
Food Service Managers (99)				
Facilitates/Maintenance Manager (12)				
Security Officers (43)				
Transportation (non-driver) (202)				
Executive/Directors (58)				NA
Managers (98)				NA
Professionals (331)				NA
Technology Managers (15)				NA
Technology Staff (105)				NA

Vacancies across positions vary significantly and should be considered when identifying hard-to-staff areas.

Two key positions, Paraprofessionals and Food Service Staff, are hard to fill despite having above average pay. Additionally, the district is facing significant vacancies for Paraprofessionals and Bus Drivers.

Position (n)	Time to Hire <i>31 days - Green 32- 45 days - yellow 45+ - Red</i>	Applications Per Position <i>5+ - Green 3-5 - Yellow <3 - Red</i>	Attrition (average of last two years) <i><10% - Green 10-15% - Yellow >15% - Red</i>	Comparable Pay <i>Top third - Green Middle third - Yellow Bottom third - Red</i>
Aides, including Paraprofessionals (1,057)				
Bookkeepers (155)				
Bus Drivers (280)				
Clerical/Secretarial Staff (535)				
Facilities/Maintenance Staff (166)				
Food Service Staff (457)				
Food Service Managers (99)				
Facilitates/Maintenance Manager (12)				
Security Officers (43)				
Transportation (non-driver) (202)				
Executive/Directors (58)				
Managers (98)				
Professionals (331)				
Technology Managers (15)				
Technology Staff (105)				

Bus Drivers, Food Service Staff, and Technology Managers have had high attrition and few applicants to replace those who leave.

Position (n)	Time to Hire <i>31 days - Green 32- 45 days - yellow 45+ - Red</i>	Applications Per Position <i>5+ - Green 3-5 - Yellow <3 - Red</i>	Attrition (average of last two years) <i><10% - Green 10-15% - Yellow >15% - Red</i>	Comparable Pay <i>Top third - Green Middle third - Yellow Bottom third - Red</i>
Aides, including Paraprofessionals (1,057)				
Bookkeepers (155)				
Bus Drivers (280)				
Clerical/Secretarial Staff (535)				
Facilities/Maintenance Staff (166)				
Food Service Staff (457)				
Food Service Managers (99)				
Facilitates/Maintenance Manager (12)				
Security Officers (43)				
Transportation (non-driver) (202)				
Executive/Directors (58)				
Managers (98)				
Professionals (331)				
Technology Managers (15)				NA
Technology Staff (105)				

Focusing on non-exempt positions would address issues that affect our lowest-paid positions (and the ones that are more compressed on the scale).

These positions include some non-exempt employees as well.	Position (n)	Time to Hire <i>31 days - Green 32- 45 days - yellow 45+ - Red</i>	Applications Per Position <i>5+ - Green 3-5 - Yellow <3 - Red</i>	Attrition (average of last two years) <i><10% - Green 10-15% - Yellow >15% - Red</i>	Comparable Pay <i>Top third - Green Middle third - Yellow Bottom third - Red</i>
	Paraprofessionals (1,057)				
	Bookkeepers (155)				
	Bus Drivers (280)				
	Clerical/Secretarial Staff (535)				
	Facilities/Maintenance Staff (166)				
	Food Service Staff (457)				
	Food Service Managers (99)				
	Facilitates/Maintenance Manager (12)				
	Security Officers (43)				
	Transportation (non-driver) (202)				
	Executive/Directors (58)				
	Managers (98)				
	Professionals (331)				
	Technology Managers (15)				
	Technology Staff (105)				

Overview of the Project

Current Context of Support Roles in MNPS

Methodology

Findings

Recommendations

What options could address our goals for the study?

Possible Goals

Draft Options for Consideration

1

Recognize value of all support employees

1%, 2%, or 3% across the board pay raise

2

Address challenges for our lowest paid employees

1%, 2%, or 3% pay increase or \$1, \$2, or \$3 increase per hour for hourly, non-exempt employees

3

Address challenges for the most critical areas needed to operate schools

Increase Bus Driver pay to \$22/hour; increase Paraprofessional Pay by \$2 more per hour; increase Food Service Staff pay by 2 or 3%

4

Address challenges for the positions that have the most employees

Make 1%, 2%, or 3% increases for Paraprofessionals, Clerical/Secretarial, and Food Service Staff

5

Address the hardest-to-staff positions

Make 1%, 2%, or 3% increases for Facilities/Maintenance Staff, Food Service Staff, Facilities/Maintenance Managers, and Technology Managers

Recognizing the critical role that all support staff play, the fact that increases have been inconsistent in recent years, and the fact that the district struggles to attract and retain many support positions, a significant across the board increase is appropriate.

Option	Total Additional Cost
1% COLA + Step	\$4.3 million
4% COLA + Step	\$9.5 million
5% COLA + Step	\$11.7 million
10% Pay Increase + Step	\$20.0 million

The costs provided by USHCA are estimates only. The district has and will do its own costing as part of its budgeting process.

To address specific hard-to-staff areas, targeted strategies to substantially increase pay are recommended.

Bus Drivers

Increase starting pay to \$22/hour to be competitive with WeGo

Adjust Bus Driver Managers and Supervisors accordingly

Create a new salary structure just for bus drivers and other transportation roles

Paraprofessionals

Move all paraprofessionals to Grade 8

Food Service Staff

Increase all Food Service Staff pay by \$2/hour

Increase Food Service Managers accordingly

Create a new salary schedule just for Food Service Staff and their managers

This initial analysis is only the first step; the next phase should work to address remaining compensation pain points and root cause challenges.

Reclassify positions

Study aides, clerical/secretarial workers, food service staff and security to determine whether a full reclassification is necessary and can be accomplished without compression.

Alleviate areas of significant compression

Create interim steps in some compressed areas, or create formulas for adjustments, to address compression caused by former decisions.

Regularly evaluate drop/add steps

To make sure individuals do not feel like they can “top out,” regularly determine whether to drop and add steps so that additional steps are available.

Equalize health care costs

Make employee contribution to health care equitable, rather than regressive, by adjusting the formula or offering a lower cost plan. This will improve the total compensation value proposition for support employees.

Improve administration of compensation

Enhance operational and strategic management of the scale, improve reliability, enhance transparency, and build a value proposition for support careers.

