

This document provides a general point of reference for the Clayton County Public Schools (CCPS) Compensation Program. Prior to the 2017-2018 school year, many different approaches were used to devise salaries for positions compensated on certain pay grades. These practices prompted the parity analysis addressed in Phase 1 of the compensation study.

In fiscal year 2019, Clayton County Public Schools district leadership began to analyze its compensation model and practices. Prior practices were internally reviewed and adjustments made to address discrepancies among employees with the same position title and to establish parity based upon years of service and experience.

A formula was used to determine each employee's salary in the applicable grade. This formula considered years of relevant work experience, start date in current role, and the number of years the district did not implement a district-wide step increase.

The following is a list of Frequently Asked Questions concerning the recent equity and parity adjustments in Phase 1 of the District's Compensation Study. Information regarding Phase 2 of this compensation program is also included.

#### **1. Why is CCPS focusing on the compensation program now?**

The Compensation Program is evolving and has been revamped to meet the goal of overhauling CCPS compensation procedures, guidelines, and processes to make them fair, easily administered, and clearly communicated. In addition, these revisions allow CCPS to adhere to its fiscal responsibilities.

Prior to the 2017-2018 school year, many different approaches were used to devise salaries for new hires and promotions. Within the 2017-2018 school year, the Superintendent acknowledged the discrepancies in prior practices and updated these practices to ensure impartiality and consistency.

In fiscal year 2019, district leadership began to analyze its compensation model and practices. Prior practices were reviewed and corrections made to alleviate differences among employees with the same title and position. A uniform hiring formula was applied to all employees in positions that are evaluated in respect to experience and based on the hire date of the current position.

The strategic goals for the compensation initiatives and the plan for creating internal salary equity are as follows:

- i. Stabilize positions on Grade Salary Scales.
- ii. Adjust Teacher Salary Scale for appropriate increases.
- iii. Redesign method of salary scale placement for internal promotions and external hires.
- iv. Maintain integrity and implement compensation practices that are robust and comprehensive.

**2. What are the Phases of the CCPS Compensation Program?**

**Phase 1**

Phase 1 provides immediate pay scale adjustments for a more competitive salary structure for employees. Updates were made to the methodology used to appropriately compensate employees for promotions, demotions, and administrative transfers. Review and recalculation of salaries for all employees paid on grade scales that receive job-related experience credit was done to ensure appropriate compensation utilizing the District’s current compensation philosophy and structure.

**What was the outcome of Phase 1?**

- \$3,000.00 increase to all degree levels and steps on the Teacher Annual Salary Scale; teachers received a one (1) step increase.
- \$1.00 hourly wage increase and one (1) step increase for positions compensated on Grades 13-19
- One (1) step increase for positions compensated on Grades 20-26
- One (1) step increase for positions compensated on Grades 27 and above; appropriate equity adjustments for identified positions on the same grades.

**Positions Evaluated**

Alternative School Administrator	MIS Technical Support Supervisor
Assistant Superintendent	Nutrition Maintenance Supervisor
Assistant Principal	Personnel Review Officer
Coordinating Supervisor	Principal
Coordinator (Certified & Classified)	Printing Operations Supervisor
Director (Certified & Classified)	Psychometrician
ESOL Instructional Specialist	School Resource Officer
Executive Director	Senior Engineer
Fleet Maintenance Manager	Social Worker
Lead Teacher	Teacher Development Specialist
Legal Compliance Officer	Transportation Manager
Maintenance Supervisor	Youth Apprentice
Manager	

## **Phase 2**

Phase 2 will analyze pay scales and grades for each position and type on all salary scales in comparison to the surrounding peer districts. The compensation goals for CCPS will be defined in terms of leading the neighboring school districts or aiming to meet or exceed the average and will be determined during this phase. CCPS strives to cultivate and maintain fair, consistent, and equitable compensation practices that improve morale and are aligned with CCPS core values and mission to produce a competitive and high performing organization.

Phase 2 will also ensure that the execution of the CCPS compensation strategy and study is clear, fairly administered, well communicated, and fiscally responsible.

### **3. How was the equity adjustment calculated?**

The Compensation Department of CCPS analyzed prior CCPS compensation models, methods, and practices that impact employee salaries. District leadership reviewed employee salaries by position title and determined what equity adjustments were warranted. Individual adjustment amounts varied based on differences in employee salaries and applicable employee work experience.

A formula was used to determine where each employee's salary should be placed in the applicable grade. This formula included years of relevant work experience, start date in current role, and the number of years the district did not grant a district-wide step increase.

### **4. Why is it called equity adjustment when everyone is not paid equally?**

Equity adjustment refers to fair compensation for a group of employees in the same position title based on compensable factors including years of relevant work experience, hire date in current role, and the number of years that CCPS provided district-wide step increases.

### **5. Is there a pay increase solution for pay grades 20-26? If not, will that be included in Phase 2?**

Clayton County Public Schools will analyze pay scales and grades for each position and type on both teacher and grade scales in comparison to the surrounding peer districts. The compensation goals for CCPS will be defined in terms of leading the neighboring school districts, or aiming to meet or exceed the average. CCPS will adjust compensation as appropriate and fiscally responsible.

**6. I received an adjustment; will I receive back pay?**

The equity adjustments delivered as part of Phase 1 were effective July 8, 2019, and reflected in the paycheck dated July 15, 2019. The equity adjustments move forward from this date and do not include retroactive pay.

**7. It was communicated by Dr. Beasley in an email to Principals that everyone was being evaluated. I did not receive an adjustment. Why?**

District leadership reviewed employee salaries by position title and determined what equity adjustments were warranted. Individual adjustment amounts varied based on differences in employee salaries and applicable employee work experience.

Employees who did not receive adjustments were considered to have compensation that is already internally equitable compared to their peers in the same position with similar years of relevant work experience based on the formula used to determine equity.

**8. Why am I the lowest paid in my pay grade?**

Employee salary steps may vary based on compensable factors, including years of relevant work experience and hire date in current position.

**9. Why did my pay decrease so much as a result of requesting a lower pay grade position? What is the CCPS promotion and demotion strategy?**

The Compensation Department utilizes a sliding scale formula to administer payment regarding demotions. This sliding scale formula allows downward movement between pay grades while maintaining the current step. Voluntary and involuntary demotions are treated the same. Employees demoted within the organization are placed on the appropriate lower pay grade while maintaining the current step.

**10. How does CCPS plan to recruit and retain talent based on the district's compensation strategy?**

The Compensation Program is committed to providing a fair and competitive employee compensation program that will attract, retain, and reward high performing employees at all levels. Phase 2 includes analyzing pay scales and grades for each position and type of CCPS employee on both teacher and grade scales in comparison to peer school districts.

**11. When will I be paid for all of my experience?**

The current CCPS compensation structure does not give year-for-year experience credit when an individual is hired externally or promoted internally into a position. As of now, individuals cannot be compensated more than the mid-level step of the current salary range. As an employee within the organization, you will gain additional years of experience and service credit and therefore receive additional years of step increases up to the maximum allowed under the grade pay scale.

**12. How do I know that I am being paid correctly?**

Step placement is determined by years of directly relatable experience up to the midpoint for positions that are evaluated for experience credit, hire date in current position, and the years of CCPS provided district-wide steps.

The full process of determining experience for salary purposes is detailed in the Compensation Handbook located at the following link:

[https://www.clayton.k12.ga.us/departments/business\\_services/compensation](https://www.clayton.k12.ga.us/departments/business_services/compensation)

**13. What are the next steps for the Compensation Study? What is the overall framework?**

**Phase 2**

Next steps for the Compensation Study include analyzing pay scales and grades for each position and type of CCPS employee on both teacher and grade scales in comparison to the surrounding peer districts. CCPS strives to cultivate and maintain fair, consistent, and equitable compensation practices that improve morale and are aligned with CCPS core values and mission to produce a competitive and high performing organization. CCPS will adjust compensation as appropriate and fiscally responsible.

Phase 2 will also ensure execution of the CCPS compensation strategy and study is clear, fairly administered, readily communicated, and fiscally responsible.

**14. How does my compensation compare to that of similar positions in surrounding districts?**

Phase 2 will analyze pay scales and grades for each position and type of CCPS employee on both teacher and grade scales in comparison to the surrounding peer school districts. CCPS strives to cultivate and maintain fair, consistent, and equitable compensation practices that improve morale and are aligned with CCPS core values and mission to produce a competitive and high performing organization.

**15. Some of my previous work experience is missing, why didn't CCPS solicit all experience during the implementation of Phase 1?**

## FY20 Compensation Phase I FAQs

At the time of hire, CCPS requests all relevant work experience. Work experience for Phase 1 was verified by reviewing documentation in employee files provided to CCPS at the time of original hire.

**16. I still have questions. Who do I contact?**

[Ccps.compensation@clayton.k12.ga.us](mailto:Ccps.compensation@clayton.k12.ga.us)

<C:\Users\e048848\Documents\Compensation FY20\FY20 Compensation Procedures.docx>