

**ORANGE COUNTY
BOARD OF EDUCATION
AGENDA ITEM ABSTRACT**

Meeting Date: January 27, 2014

**AGENDA
ITEM No. 14-01-(2)-10
ACTION ITEM: (Y/N) N**

SUBJECT: Salary Study

INFO. CONTACT Dr. Marcie Holland

PHONE: 919-732-8126

ATTACHMENT: 1. Business Case presented in the local budget
2. Current state salary schedules (examples)
3. Current local classified salary placement guidelines and schedules (examples)
4. Market summary data released from Evergreen Solutions, LLC, who completed a classified salary study in the Chapel Hill-Carrboro City Schools system
5. Board Policy 8602: Local Salary Supplements
6. Area Systems Supplement Comparisons (January 2013)
7. 2004 Salary Study Introduction

PURPOSE: The purpose of this item is to provide the Board of Education information regarding current salary information and relevant data in order to prepare for entering into a contract to have a salary study completed.

BACKGROUND: On October 14, 2013, the Board approved a budget item to conduct a salary study. As the business case stated when presented, state and local salary schedules have not increased in the past five years, with the exception of a 1.2% increase in the 2012-2013 school year and a one-time \$500 bonus given by the Board to all employees in January 2013. Other factors that contributed to the request for a salary study include questions regarding the district's comparability to surrounding districts as it relates to our ability to recruit and retain high quality staff, equity issues related to the local salary supplements, and additional duties being assigned to current staff when staffing reductions have occurred.

Classified Salary information:

The school district completed a salary study in 2004. At that time, based on information from the November 1, 2004, Board of Education meeting minutes, the Board approved implementing a new classified salary schedule that included placing some classified employees on the new scale if it resulted in a lateral move or increase in salary and placed all others in a 'held harmless' category. The cost of implementing the new classified salary schedule effective December 1, 2004, was estimated at \$265,531.00.

Since October, Chapel Hill-Carrboro City Schools has conducted a classified salary study. As part of their study, Orange County Schools was asked to submit information regarding classified positions and salaries. A copy of the data submitted is included in the documents provided. At the conclusion of the study for CHCCS, Evergreen Solutions, LLC provided all contributing school systems with a copy of the market summary data. In reviewing this information, it appears that corresponding Orange County Schools' positions fall within the range between the minimum and midpoint averages.

Most licensed positions are paid based on the State salary schedules and the school system pays a salary supplement from local funds. Additionally, classified positions are paid based on the current local classified salary schedule are paid a local supplement as well. Board policy 8602 outlines the local salary supplements. A chart showing several school systems' local salary supplements is included for information and review.

FINANCIAL IMPACT: The Board has approved an appropriation of \$65,000.00 to fund the salary study. The potential impact of implementing any recommendations based on the salary study is unknown at this time.

RECOMMENDATION: The Superintendent recommends the Board of Education provide feedback and guidance to staff in determining whether or not to move forward with commissioning a salary study as well as the parameters of the a salary study if the decision is made to move forward.



Initiative:

Salary Study

Implementation Timeline and Budget Needed

2013-2014	Amount	Notes
Fall/Winter 2013-14 School Year	\$65,000	A service contract; nonrecurring cost

Expected Results

A thorough analysis will help Orange County Schools know where we stand in the current marketplace. Depending upon the recommendations and what the district can afford to implement, it will impact recruitment and retention of quality employees.

Evidence or Reasoning for this Recommendation

The current salary structure, including the classified salary guidelines and the local supplements for all licensed staff, has been in place for the past 5 or more years. A comprehensive salary study will allow the school district to have a clear understanding of where OCS stands in comparison to other school districts in the area.

2013-2014

BACHELOR'S DEGREE CERTIFIED TEACHER SALARY SCHEDULE

Effective July 1, 2013

Years of Exp	Bachelor's Teacher			Bachelor's w/ NBPTS Certification		
	Monthly Salary	12 Monthly Installments	Annual Salary (10 months)	Monthly Salary	12 Monthly Installments	Annual Salary (10 months)
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3-5	\$3,080	\$2,566.67	\$30,800	\$3,450	\$2,875.00	\$34,500
6	\$3,122	\$2,601.67	\$31,220	\$3,497	\$2,914.17	\$34,970
7	\$3,167	\$2,639.17	\$31,670	\$3,547	\$2,955.83	\$35,470
8	\$3,303	\$2,752.50	\$33,030	\$3,699	\$3,082.50	\$36,990
9	\$3,445	\$2,870.83	\$34,450	\$3,858	\$3,215.00	\$38,580
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11	\$3,711	\$3,092.50	\$37,110	\$4,156	\$3,463.33	\$41,560
12	\$3,816	\$3,180.00	\$38,160	\$4,274	\$3,561.67	\$42,740
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17	\$4,066	\$3,388.33	\$40,660	\$4,554	\$3,795.00	\$45,540
18	\$4,118	\$3,431.67	\$41,180	\$4,612	\$3,843.33	\$46,120
19	\$4,171	\$3,475.83	\$41,710	\$4,672	\$3,893.33	\$46,720
20	\$4,226	\$3,521.67	\$42,260	\$4,733	\$3,944.17	\$47,330
21	\$4,282	\$3,568.33	\$42,820	\$4,796	\$3,996.67	\$47,960
22	\$4,337	\$3,614.17	\$43,370	\$4,857	\$4,047.50	\$48,570
23	\$4,397	\$3,664.17	\$43,970	\$4,925	\$4,104.17	\$49,250
24	\$4,456	\$3,713.33	\$44,560	\$4,991	\$4,159.17	\$49,910
25	\$4,515	\$3,762.50	\$45,150	\$5,057	\$4,214.17	\$50,570
26	\$4,577	\$3,814.17	\$45,770	\$5,126	\$4,271.67	\$51,260
27	\$4,639	\$3,865.83	\$46,390	\$5,196	\$4,330.00	\$51,960
28	\$4,706	\$3,921.67	\$47,060	\$5,271	\$4,392.50	\$52,710
29	\$4,771	\$3,975.83	\$47,710	\$5,344	\$4,453.33	\$53,440
30	\$4,836	\$4,030.00	\$48,360	\$5,416	\$4,513.33	\$54,160
31	\$4,903	\$4,085.83	\$49,030	\$5,491	\$4,575.83	\$54,910
32	\$4,972	\$4,143.33	\$49,720	\$5,569	\$4,640.83	\$55,690
33	\$5,044	\$4,203.33	\$50,440	\$5,649	\$4,707.50	\$56,490
34	\$5,116	\$4,263.33	\$51,160	\$5,730	\$4,775.00	\$57,300
35	\$5,215	\$4,345.83	\$52,150	\$5,841	\$4,867.50	\$58,410
36+	\$5,318	\$4,431.67	\$53,180	\$5,956	\$4,963.33	\$59,560

NOTE: "NBPTS" stands for National Board for Professional Teacher Standards.

2013-2014

MASTER'S DEGREE CERTIFIED TEACHER SALARY SCHEDULE

Effective July 1, 2013

Years of Exp	Master's Teacher			Master's w/NBPTS Certification		
	Monthly Salary	12 Monthly Installments	Annual Salary (10 months)	Monthly Salary	12 Monthly Installments	Annual Salary (10 months)
0-2	\$3,388	\$2,823.33	\$33,880	N/A	N/A	N/A
3-5	\$3,388	\$2,823.33	\$33,880	\$3,795	\$3,162.50	\$37,950
6	\$3,434	\$2,861.67	\$34,340	\$3,846	\$3,205.00	\$38,460
7	\$3,484	\$2,903.33	\$34,840	\$3,902	\$3,251.67	\$39,020
8	\$3,633	\$3,027.50	\$36,330	\$4,069	\$3,390.83	\$40,690
9	\$3,790	\$3,158.33	\$37,900	\$4,245	\$3,537.50	\$42,450
10	\$3,938	\$3,281.67	\$39,380	\$4,411	\$3,675.83	\$44,110
11	\$4,082	\$3,401.67	\$40,820	\$4,572	\$3,810.00	\$45,720
12	\$4,198	\$3,498.33	\$41,980	\$4,702	\$3,918.33	\$47,020
13	\$4,252	\$3,543.33	\$42,520	\$4,762	\$3,968.33	\$47,620
14	\$4,305	\$3,587.50	\$43,050	\$4,822	\$4,018.33	\$48,220
15	\$4,362	\$3,635.00	\$43,620	\$4,885	\$4,070.83	\$48,850
16	\$4,417	\$3,680.83	\$44,170	\$4,947	\$4,122.50	\$49,470
17	\$4,473	\$3,727.50	\$44,730	\$5,010	\$4,175.00	\$50,100
18	\$4,530	\$3,775.00	\$45,300	\$5,074	\$4,228.33	\$50,740
19	\$4,588	\$3,823.33	\$45,880	\$5,139	\$4,282.50	\$51,390
20	\$4,649	\$3,874.17	\$46,490	\$5,207	\$4,339.17	\$52,070
21	\$4,710	\$3,925.00	\$47,100	\$5,275	\$4,395.83	\$52,750
22	\$4,771	\$3,975.83	\$47,710	\$5,344	\$4,453.33	\$53,440
23	\$4,837	\$4,030.83	\$48,370	\$5,417	\$4,514.17	\$54,170
24	\$4,902	\$4,085.00	\$49,020	\$5,490	\$4,575.00	\$54,900
25	\$4,967	\$4,139.17	\$49,670	\$5,563	\$4,635.83	\$55,630
26	\$5,035	\$4,195.83	\$50,350	\$5,639	\$4,699.17	\$56,390
27	\$5,103	\$4,252.50	\$51,030	\$5,715	\$4,762.50	\$57,150
28	\$5,177	\$4,314.17	\$51,770	\$5,798	\$4,831.67	\$57,980
29	\$5,248	\$4,373.33	\$52,480	\$5,878	\$4,898.33	\$58,780
30	\$5,320	\$4,433.33	\$53,200	\$5,958	\$4,965.00	\$59,580
31	\$5,393	\$4,494.17	\$53,930	\$6,040	\$5,033.33	\$60,400
32	\$5,469	\$4,557.50	\$54,690	\$6,125	\$5,104.17	\$61,250
33	\$5,548	\$4,623.33	\$55,480	\$6,214	\$5,178.33	\$62,140
34	\$5,628	\$4,690.00	\$56,280	\$6,303	\$5,252.50	\$63,030
35	\$5,737	\$4,780.83	\$57,370	\$6,425	\$5,354.17	\$64,250
36+	\$5,850	\$4,875.00	\$58,500	\$6,552	\$5,460.00	\$65,520

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2013-2014
ADVANCED AND DOCTORAL DEGREE
TEACHER SALARY SCHEDULE

Effective July 1, 2013

Years of Exp	ADVANCED (SIXTH YEAR)				DOCTORATE			
	Adv. Teacher		Adv. w/ NBPTS Cert.		PhD Teacher		PhD w/ NBPTS Cert.	
	10 Month	12 Monthly Installments	10 Month	12 Monthly Installments	10 Month	12 Monthly Installments	10 Month	12 Monthly Installments
0-2	\$3,514	\$2,928.33	N/A	N/A	\$3,641	\$3,034.17	N/A	N/A
3-5	\$3,514	\$2,928.33	\$3,921	\$3,267.50	\$3,641	\$3,034.17	\$4,048	\$3,373.33
6	\$3,560	\$2,966.67	\$3,972	\$3,310.00	\$3,687	\$3,072.50	\$4,099	\$3,415.83
7	\$3,610	\$3,008.33	\$4,028	\$3,356.67	\$3,737	\$3,114.17	\$4,155	\$3,462.50
8	\$3,759	\$3,132.50	\$4,195	\$3,495.83	\$3,886	\$3,238.33	\$4,322	\$3,601.67
9	\$3,916	\$3,263.33	\$4,371	\$3,642.50	\$4,043	\$3,369.17	\$4,498	\$3,748.33
10	\$4,064	\$3,386.67	\$4,537	\$3,780.83	\$4,191	\$3,492.50	\$4,664	\$3,886.67
11	\$4,208	\$3,506.67	\$4,698	\$3,915.00	\$4,335	\$3,612.50	\$4,825	\$4,020.83
12	\$4,324	\$3,603.33	\$4,828	\$4,023.33	\$4,451	\$3,709.17	\$4,955	\$4,129.17
13	\$4,378	\$3,648.33	\$4,888	\$4,073.33	\$4,505	\$3,754.17	\$5,015	\$4,179.17
14	\$4,431	\$3,692.50	\$4,948	\$4,123.33	\$4,558	\$3,798.33	\$5,075	\$4,229.17
15	\$4,488	\$3,740.00	\$5,011	\$4,175.83	\$4,615	\$3,845.83	\$5,138	\$4,281.67
16	\$4,543	\$3,785.83	\$5,073	\$4,227.50	\$4,670	\$3,891.67	\$5,200	\$4,333.33
17	\$4,599	\$3,832.50	\$5,136	\$4,280.00	\$4,726	\$3,938.33	\$5,263	\$4,385.83
18	\$4,656	\$3,880.00	\$5,200	\$4,333.33	\$4,783	\$3,985.83	\$5,327	\$4,439.17
19	\$4,714	\$3,928.33	\$5,265	\$4,387.50	\$4,841	\$4,034.17	\$5,392	\$4,493.33
20	\$4,775	\$3,979.17	\$5,333	\$4,444.17	\$4,902	\$4,085.00	\$5,460	\$4,550.00
21	\$4,836	\$4,030.00	\$5,401	\$4,500.83	\$4,963	\$4,135.83	\$5,528	\$4,606.67
22	\$4,897	\$4,080.83	\$5,470	\$4,558.33	\$5,024	\$4,186.67	\$5,597	\$4,664.17
23	\$4,963	\$4,135.83	\$5,543	\$4,619.17	\$5,090	\$4,241.67	\$5,670	\$4,725.00
24	\$5,028	\$4,190.00	\$5,616	\$4,680.00	\$5,155	\$4,295.83	\$5,743	\$4,785.83
25	\$5,093	\$4,244.17	\$5,689	\$4,740.83	\$5,220	\$4,350.00	\$5,816	\$4,846.67
26	\$5,161	\$4,300.83	\$5,765	\$4,804.17	\$5,288	\$4,406.67	\$5,892	\$4,910.00
27	\$5,229	\$4,357.50	\$5,841	\$4,867.50	\$5,356	\$4,463.33	\$5,968	\$4,973.33
28	\$5,303	\$4,419.17	\$5,924	\$4,936.67	\$5,430	\$4,525.00	\$6,051	\$5,042.50
29	\$5,374	\$4,478.33	\$6,004	\$5,003.33	\$5,501	\$4,584.17	\$6,131	\$5,109.17
30	\$5,446	\$4,538.33	\$6,084	\$5,070.00	\$5,573	\$4,644.17	\$6,211	\$5,175.83
31	\$5,519	\$4,599.17	\$6,166	\$5,138.33	\$5,646	\$4,705.00	\$6,293	\$5,244.17
32	\$5,595	\$4,662.50	\$6,251	\$5,209.17	\$5,722	\$4,768.33	\$6,378	\$5,315.00
33	\$5,674	\$4,728.33	\$6,340	\$5,283.33	\$5,801	\$4,834.17	\$6,467	\$5,389.17
34	\$5,754	\$4,795.00	\$6,429	\$5,357.50	\$5,881	\$4,900.83	\$6,556	\$5,463.33
35	\$5,863	\$4,885.83	\$6,551	\$5,459.17	\$5,990	\$4,991.67	\$6,678	\$5,565.00
36+	\$5,976	\$4,980.00	\$6,678	\$5,565.00	\$6,103	\$5,085.83	\$6,805	\$5,670.83

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2013-2014
BACHELOR'S DEGREE CERTIFIED INSTRUCTIONAL SUPPORT SALARY
SCHEDULE

Effective July 1, 2013

Years of Exp	Bachelor's Instructional Support			Bachelor's w/ NBPTS Certification		
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31	\$5,393	\$4,494.17	\$53,930	\$6,040	\$5,033.33	\$60,400
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33	\$5,548	\$4,623.33	\$55,480	\$6,214	\$5,178.33	\$62,140
34	\$5,628	\$4,690.00	\$56,280	\$6,303	\$5,252.50	\$63,030
35	\$5,737	\$4,780.83	\$57,370	\$6,425	\$5,354.17	\$64,250
36+	\$5,850	\$4,875.00	\$58,500	\$6,552	\$5,460.00	\$65,520

NOTE: "NBPTS" stands for National Board for Professional Teacher Standards.

2013-2014
ADVANCED AND DOCTORAL DEGREEED
INSTRUCTIONAL SUPPORT SALARY SCHEDULE

Effective July 1, 2013

Years of Exp	ADVANCED (SIXTH YEAR)				DOCTORATE			
	Adv. Ins. Support		Adv. w/ NBPTS Cert.		PhD Ins. Support		PhD w/ NBPTS Cert.	
	10 Month	12 Monthly Installments	10 Month	12 Monthly Installments	10 Month	12 Monthly Installments	10 Month	12 Monthly Installments
0-2	\$3,514	\$2,928.33	N/A	N/A	\$3,641	\$3,034.17	N/A	N/A
3-5	\$3,514	\$2,928.33	\$3,921	\$3,267.50	\$3,641	\$3,034.17	\$4,048	\$3,373.33
6	\$3,560	\$2,966.67	\$3,972	\$3,310.00	\$3,687	\$3,072.50	\$4,099	\$3,415.83
7	\$3,610	\$3,008.33	\$4,028	\$3,356.67	\$3,737	\$3,114.17	\$4,155	\$3,462.50
8	\$3,759	\$3,132.50	\$4,195	\$3,495.83	\$3,886	\$3,238.33	\$4,322	\$3,601.67
9	\$3,916	\$3,263.33	\$4,371	\$3,642.50	\$4,043	\$3,369.17	\$4,498	\$3,748.33
10	\$4,064	\$3,386.67	\$4,537	\$3,780.83	\$4,191	\$3,492.50	\$4,664	\$3,886.67
11	\$4,208	\$3,506.67	\$4,698	\$3,915.00	\$4,335	\$3,612.50	\$4,825	\$4,020.83
12	\$4,324	\$3,603.33	\$4,828	\$4,023.33	\$4,451	\$3,709.17	\$4,955	\$4,129.17
13	\$4,378	\$3,648.33	\$4,888	\$4,073.33	\$4,505	\$3,754.17	\$5,015	\$4,179.17
14	\$4,431	\$3,692.50	\$4,948	\$4,123.33	\$4,558	\$3,798.33	\$5,075	\$4,229.17
15	\$4,488	\$3,740.00	\$5,011	\$4,175.83	\$4,615	\$3,845.83	\$5,138	\$4,281.67
16	\$4,543	\$3,785.83	\$5,073	\$4,227.50	\$4,670	\$3,891.67	\$5,200	\$4,333.33
17	\$4,599	\$3,832.50	\$5,136	\$4,280.00	\$4,726	\$3,938.33	\$5,263	\$4,385.83
18	\$4,656	\$3,880.00	\$5,200	\$4,333.33	\$4,783	\$3,985.83	\$5,327	\$4,439.17
19	\$4,714	\$3,928.33	\$5,265	\$4,387.50	\$4,841	\$4,034.17	\$5,392	\$4,493.33
20	\$4,775	\$3,979.17	\$5,333	\$4,444.17	\$4,902	\$4,085.00	\$5,460	\$4,550.00
21	\$4,836	\$4,030.00	\$5,401	\$4,500.83	\$4,963	\$4,135.83	\$5,528	\$4,606.67
22	\$4,897	\$4,080.83	\$5,470	\$4,558.33	\$5,024	\$4,186.67	\$5,597	\$4,664.17
23	\$4,963	\$4,135.83	\$5,543	\$4,619.17	\$5,090	\$4,241.67	\$5,670	\$4,725.00
24	\$5,028	\$4,190.00	\$5,616	\$4,680.00	\$5,155	\$4,295.83	\$5,743	\$4,785.83
25	\$5,093	\$4,244.17	\$5,689	\$4,740.83	\$5,220	\$4,350.00	\$5,816	\$4,846.67
26	\$5,161	\$4,300.83	\$5,765	\$4,804.17	\$5,288	\$4,406.67	\$5,892	\$4,910.00
27	\$5,229	\$4,357.50	\$5,841	\$4,867.50	\$5,356	\$4,463.33	\$5,968	\$4,973.33
28	\$5,303	\$4,419.17	\$5,924	\$4,936.67	\$5,430	\$4,525.00	\$6,051	\$5,042.50
29	\$5,374	\$4,478.33	\$6,004	\$5,003.33	\$5,501	\$4,584.17	\$6,131	\$5,109.17
30	\$5,446	\$4,538.33	\$6,084	\$5,070.00	\$5,573	\$4,644.17	\$6,211	\$5,175.83
31	\$5,519	\$4,599.17	\$6,166	\$5,138.33	\$5,646	\$4,705.00	\$6,293	\$5,244.17
32	\$5,595	\$4,662.50	\$6,251	\$5,209.17	\$5,722	\$4,768.33	\$6,378	\$5,315.00
33	\$5,674	\$4,728.33	\$6,340	\$5,283.33	\$5,801	\$4,834.17	\$6,467	\$5,389.17
34	\$5,754	\$4,795.00	\$6,429	\$5,357.50	\$5,881	\$4,900.83	\$6,556	\$5,463.33
35	\$5,863	\$4,885.83	\$6,551	\$5,459.17	\$5,990	\$4,991.67	\$6,678	\$5,565.00
36+	\$5,976	\$4,980.00	\$6,678	\$5,565.00	\$6,103	\$5,085.83	\$6,805	\$5,670.83

NOTE: "NBPTS" stands for National Board for Professional Teacher Standards.

2013-2014

**SCHOOL PSYCHOLOGIST SALARY SCHEDULE
(INCLUDING MASTER'S LEVEL SPEECH-LANGUAGE PATHOLOGISTS
AND MASTER'S LEVEL AUDIOLOGISTS)**

Effective July 1, 2013

Years of Exp	Master's		Advanced		Doctorate	
	Monthly Salary	12 Monthly Installments	Monthly Salary	12 Monthly Installments	Monthly Salary	12 Monthly Installments
0-2	\$3,938	\$3,281.67	\$4,064	\$3,386.67	\$4,191	\$3,492.50
3-5	\$3,938	\$3,281.67	\$4,064	\$3,386.67	\$4,191	\$3,492.50
6	\$4,082	\$3,401.67	\$4,208	\$3,506.67	\$4,335	\$3,612.50
7	\$4,198	\$3,498.33	\$4,324	\$3,603.33	\$4,451	\$3,709.17
8	\$4,252	\$3,543.33	\$4,378	\$3,648.33	\$4,505	\$3,754.17
9	\$4,305	\$3,587.50	\$4,431	\$3,692.50	\$4,558	\$3,798.33
10	\$4,362	\$3,635.00	\$4,488	\$3,740.00	\$4,615	\$3,845.83
11	\$4,417	\$3,680.83	\$4,543	\$3,785.83	\$4,670	\$3,891.67
12	\$4,473	\$3,727.50	\$4,599	\$3,832.50	\$4,726	\$3,938.33
13	\$4,530	\$3,775.00	\$4,656	\$3,880.00	\$4,783	\$3,985.83
14	\$4,588	\$3,823.33	\$4,714	\$3,928.33	\$4,841	\$4,034.17
15	\$4,649	\$3,874.17	\$4,775	\$3,979.17	\$4,902	\$4,085.00
16	\$4,710	\$3,925.00	\$4,836	\$4,030.00	\$4,963	\$4,135.83
17	\$4,771	\$3,975.83	\$4,897	\$4,080.83	\$5,024	\$4,186.67
18	\$4,837	\$4,030.83	\$4,963	\$4,135.83	\$5,090	\$4,241.67
19	\$4,902	\$4,085.00	\$5,028	\$4,190.00	\$5,155	\$4,295.83
20	\$4,967	\$4,139.17	\$5,093	\$4,244.17	\$5,220	\$4,350.00
21	\$5,035	\$4,195.83	\$5,161	\$4,300.83	\$5,288	\$4,406.67
22	\$5,103	\$4,252.50	\$5,229	\$4,357.50	\$5,356	\$4,463.33
23	\$5,177	\$4,314.17	\$5,303	\$4,419.17	\$5,430	\$4,525.00
24	\$5,248	\$4,373.33	\$5,374	\$4,478.33	\$5,501	\$4,584.17
25	\$5,320	\$4,433.33	\$5,446	\$4,538.33	\$5,573	\$4,644.17
26	\$5,393	\$4,494.17	\$5,519	\$4,599.17	\$5,646	\$4,705.00
27	\$5,469	\$4,557.50	\$5,595	\$4,662.50	\$5,722	\$4,768.33
28	\$5,548	\$4,623.33	\$5,674	\$4,728.33	\$5,801	\$4,834.17
29	\$5,628	\$4,690.00	\$5,754	\$4,795.00	\$5,881	\$4,900.83
30	\$5,737	\$4,780.83	\$5,863	\$4,885.83	\$5,990	\$4,991.67
31	\$5,850	\$4,875.00	\$5,976	\$4,980.00	\$6,103	\$5,085.83
32	\$5,944	\$4,953.33	\$6,070	\$5,058.33	\$6,197	\$5,164.17
33	\$6,039	\$5,032.50	\$6,165	\$5,137.50	\$6,292	\$5,243.33
34	\$6,136	\$5,113.33	\$6,262	\$5,218.33	\$6,389	\$5,324.17
35	\$6,234	\$5,195.00	\$6,360	\$5,300.00	\$6,487	\$5,405.83
36+	\$6,334	\$5,278.33	\$6,460	\$5,383.33	\$6,587	\$5,489.17

NOTE: Speech-language pathologists and audiologists who are not certified at the master's level in their field are to be paid on the teacher salary schedule according to their highest level of certification.

**FY 2013-14
ASSISTANT PRINCIPAL SALARY SCHEDULE
Effective July 1, 2013**

Years of Exp	Schedule/ Pay Level	Base Monthly Salary	Base + 1% Monthly Salary	Base + 2% Monthly Salary	Base + 3% Monthly Salary	Base + 4% Monthly Salary	Base + 5% Monthly Salary	Base + 6% Monthly Salary
0-9	0-1	\$3,828	\$3,866	\$3,905	\$3,943	\$3,981	\$4,019	\$4,058
10	0-2	\$3,977	\$4,017	\$4,057	\$4,096	\$4,136	\$4,176	\$4,216
11	0-3	\$4,123	\$4,164	\$4,205	\$4,247	\$4,288	\$4,329	\$4,370
12	0-4	\$4,240	\$4,282	\$4,325	\$4,367	\$4,410	\$4,452	\$4,494
13	0-5	\$4,295	\$4,338	\$4,381	\$4,424	\$4,467	\$4,510	\$4,553
14	0-6	\$4,348	\$4,391	\$4,435	\$4,478	\$4,522	\$4,565	\$4,609
15	0-7	\$4,406	\$4,450	\$4,494	\$4,538	\$4,582	\$4,626	\$4,670
16	0-8	\$4,461	\$4,506	\$4,550	\$4,595	\$4,639	\$4,684	\$4,729
17	0-9	\$4,518	\$4,563	\$4,608	\$4,654	\$4,699	\$4,744	\$4,789
18	0-10	\$4,575	\$4,621	\$4,667	\$4,712	\$4,758	\$4,804	\$4,850
19	0-11	\$4,634	\$4,680	\$4,727	\$4,773	\$4,819	\$4,866	\$4,912
20	0-12	\$4,695	\$4,742	\$4,789	\$4,836	\$4,883	\$4,930	\$4,977
21	0-13	\$4,757	\$4,805	\$4,852	\$4,900	\$4,947	\$4,995	\$5,042
22	0-14	\$4,819	\$4,867	\$4,915	\$4,964	\$5,012	\$5,060	\$5,108
23	0-15	\$4,885	\$4,934	\$4,983	\$5,032	\$5,080	\$5,129	\$5,178
24	0-16	\$4,951	\$5,001	\$5,050	\$5,100	\$5,149	\$5,199	\$5,248
25	0-17	\$5,017	\$5,067	\$5,117	\$5,168	\$5,218	\$5,268	\$5,318
26	0-18	\$5,085	\$5,136	\$5,187	\$5,238	\$5,288	\$5,339	\$5,390
27	0-19	\$5,154	\$5,206	\$5,257	\$5,309	\$5,360	\$5,412	\$5,463
28	0-20	\$5,229	\$5,281	\$5,334	\$5,386	\$5,438	\$5,490	\$5,543
29	0-21	\$5,300	\$5,353	\$5,406	\$5,459	\$5,512	\$5,565	\$5,618
30	0-22	\$5,373	\$5,427	\$5,480	\$5,534	\$5,588	\$5,642	\$5,695
31	0-23	\$5,447	\$5,501	\$5,558	\$5,610	\$5,665	\$5,719	\$5,774
32	0-24	\$5,524	\$5,579	\$5,634	\$5,690	\$5,745	\$5,800	\$5,855
33	0-25	\$5,603	\$5,659	\$5,715	\$5,771	\$5,827	\$5,883	\$5,939
34	0-26	\$5,684	\$5,741	\$5,798	\$5,855	\$5,911	\$5,968	\$6,025
35	0-27	\$5,794	\$5,852	\$5,910	\$5,968	\$6,026	\$6,084	\$6,142
36+	0-28	\$5,909	\$5,968	\$6,027	\$6,086	\$6,145	\$6,204	\$6,264

NOTES:

1. ADD \$126 per month for an earned advanced degree.
2. ADD \$253 per month for an earned doctorate degree.
3. Placement on one of the Base through Base + 6% salary schedules is determined by 1997-98, 1998-99 and 1999-2000 only ABCs and School Safety accomplishments.

FY 2013-14 PRINCIPAL SALARY SCHEDULES
PRINCIPAL III
22 - 32 Teachers
Effective July 1, 2013

Combined Years of Exp	Schedule/ Pay Level	Base	Base + 1%	Base + 2%	Base + 3%	Base + 4%	Base + 5%	Base + 6%
		Monthly Salary	Monthly Salary	Monthly Salary	Monthly Salary	Monthly Salary	Monthly Salary	Monthly Salary
0-17	0-11	\$4,634	\$4,680	\$4,727	\$4,773	\$4,819	\$4,866	\$4,912
18	0-12	\$4,695	\$4,742	\$4,789	\$4,836	\$4,883	\$4,930	\$4,977
19	0-13	\$4,757	\$4,805	\$4,852	\$4,900	\$4,947	\$4,995	\$5,042
20	0-14	\$4,818	\$4,867	\$4,915	\$4,964	\$5,012	\$5,060	\$5,108
21	0-15	\$4,885	\$4,934	\$4,983	\$5,032	\$5,080	\$5,129	\$5,178
22	0-16	\$4,951	\$5,001	\$5,050	\$5,100	\$5,149	\$5,199	\$5,248
23	0-17	\$5,017	\$5,067	\$5,117	\$5,168	\$5,218	\$5,268	\$5,318
24	0-18	\$5,085	\$5,136	\$5,187	\$5,238	\$5,288	\$5,339	\$5,390
25	0-19	\$5,154	\$5,206	\$5,257	\$5,309	\$5,360	\$5,412	\$5,463
26	0-20	\$5,229	\$5,281	\$5,334	\$5,386	\$5,438	\$5,490	\$5,543
27	0-21	\$5,300	\$5,353	\$5,406	\$5,459	\$5,512	\$5,565	\$5,618
28	0-22	\$5,373	\$5,427	\$5,480	\$5,534	\$5,588	\$5,642	\$5,695
29	0-23	\$5,447	\$5,501	\$5,556	\$5,610	\$5,665	\$5,719	\$5,774
30	0-24	\$5,524	\$5,579	\$5,634	\$5,690	\$5,745	\$5,800	\$5,855
31	0-25	\$5,603	\$5,659	\$5,715	\$5,771	\$5,827	\$5,883	\$5,939
32	0-26	\$5,684	\$5,741	\$5,798	\$5,855	\$5,911	\$5,968	\$6,025
33	0-27	\$5,794	\$5,852	\$5,910	\$5,968	\$6,026	\$6,084	\$6,142
34	0-28	\$5,909	\$5,968	\$6,027	\$6,086	\$6,145	\$6,204	\$6,264
35	0-29	\$6,027	\$6,087	\$6,148	\$6,208	\$6,268	\$6,328	\$6,389
36	0-30	\$6,148	\$6,209	\$6,271	\$6,332	\$6,394	\$6,455	\$6,517
37	0-31	\$6,271	\$6,334	\$6,396	\$6,459	\$6,522	\$6,585	\$6,647
38	0-32	\$6,396	\$6,460	\$6,524	\$6,588	\$6,652	\$6,716	\$6,780
39	0-33	\$6,524	\$6,589	\$6,654	\$6,720	\$6,785	\$6,850	\$6,915
40	0-34	\$6,654	\$6,721	\$6,787	\$6,854	\$6,920	\$6,987	\$7,053
41+	0-35	\$6,787	\$6,855	\$6,923	\$6,991	\$7,058	\$7,126	\$7,194

NOTES:

1. ADD \$126 per month for an earned advanced degree.
2. ADD \$253 per month for an earned doctorate degree.
3. Placement on one of the Base through Base + 6% salary schedules is determined by 1997-98, 1998-99 and 1999-2000 only ABCs and School Safety accomplishments.
4. Combined years experience include total years as an educator plus one for three as a principal. Provided, however, a principal who acquires an additional step for the 2011-2012 or 2012-2013 fiscal years shall not receive a corresponding increase in salary during the 2011-2013 fiscal biennium.

ORANGE COUNTY SCHOOLS
ADMINISTRATIVE PROCEDURES
FOR NON-CERTIFIED PERSONNEL SALARIES

Placement of Current Employees on Pay Grade and Step

Based on an objective examination of job descriptions and other relevant information, the appropriate Pay Grade will be determined for each non-certified position according to provisions set forth in the North Carolina State Board of Education's State Salary Schedule for Non-Certified Employees and procedures established by the Orange County School System. The Orange County School System will establish steps within the Pay Grades. Each employee's salary will be set at the Step within the Pay Grade that corresponds with the employee's established experience rating as of July 1, 2004. If the current salary is higher than the corresponding experience rating Step, the salary will be set at the Step equal to the current dollar amount, or the next higher Step if the current dollar amount falls between two Steps.

If a position includes duties and responsibilities of more than one specific area, the Pay Grade will be determined based on the area with a preponderance of the duties and responsibilities.

The Assistant Superintendent for Human Resources, or designee, shall be responsible for the assignment of titles to all non-certified positions and shall determine the appropriate Pay Grades for all non-certified positions. Input from supervisors may be considered in making such determinations.

Progression on the Salary Schedule

The dollar amounts for the Steps are determined and adjusted based on appropriations and directions from the North Carolina Department of Public Instruction and local allocations. Advancement on the experience rating is based on Orange County Schools' definition of a year of experience credit and occurs only at the beginning of the fiscal year or school year. Those employees whose current salary exceeds the corresponding Step on the Pay Grade for their position will be "held harmless" except for North Carolina legislative increases until the dollar amount and experience Step equals their salary.

Determination of Experience Rating

For current employees and new hires, experience credit will be granted based on the following formula:

One year for each full year in the same job classification in a North Carolina public school system or State agency, and

One year for every three years of full-time employment outside of a North Carolina public school system. Such experience must have been in an area related to the job assignment requiring similar knowledge, skills and abilities and must have been equal to a minimum of a forty-hour workweek and must have been the primary source of income.

Definitions

A “year” is defined as a minimum of six consecutive monthly pay periods for a twelve-month position and five consecutive monthly pay periods for a ten-month position in the public school setting. A pay period requires the employee to work or be on paid leave for half or more of the workdays in the monthly pay period.

“Full-time” positions are designated as those with a regular workweek of thirty (30) or more hours.

“Part-time” positions are designated as those with a regular workweek of at least twenty (20) hours per week, but fewer than thirty (30) hours per week. Salary for a part-time position will be based on a percentage of the full salary for the position or an hourly rate.

Advanced Education

An employee who provides the Orange County School System with the required documentation verifying the successful completion of a training or degree program in an area specifically designed to increase the knowledge, skills and abilities of the employee in the job assignment or enhances the employee’s value to the School System, which must be on a list of approved programs designated by the Assistant Superintendent for Human Resources, may be placed on a supplemental Pay Grade “A”, “B” or “C” as follows:

Holding the terminal certificate or license in a program on the approved list may qualify for a supplemental Pay Grade “A”.

Holding an Associate’s Degree from an approved institution in the job assignment area, or an area designated by the Assistant Superintendent for Human Resources which may enhance the value of the employee to the School System, may qualify for a supplemental Pay Grade “B”.

Holding a four-year degree or higher from an approved institution in an area directly related to the job assignment, or a area designated or approved by the Assistant Superintendent for Human resources which may enhance the value of the employee to the School System, may qualify for a supplemental Pay Grade “C”.

Individuals who are categorized as ‘held harmless’ (defined earlier in this document) who earn a certificate or degree, may be compensated as follows:

The individual will be placed on the new salary schedule at the corresponding Grade and Step, or will continue to be held harmless and receive 50% of the increase an employee would receive if on the new scale, whichever of these is higher.

Supplemental Pay Grades "A", "B" and "C" will begin one, two and three Steps higher respectively for each basic Pay Grade.

Salary adjustments resulting from qualifying for "Advanced Education" will become effective the beginning of the pay period following final processing of the documentation in the Human Resources and Payroll Offices.

Eligible permanent non-certified employees who successfully complete an apprenticeship program in the job assignment area, similar to the Teacher Assistants' Apprenticeship Program offered by the North Carolina Department of Labor, may receive a one-time payment of \$500, less mandatory withholdings. Such payment will be made in October following the school year in which the program was completed. Eligible employees must be employed by the Orange County Schools at the time of completion of an apprenticeship program and the program must be one approved by the Orange County Schools' Human Resources Office.

Transfer

When an employee transfers to a position on the same Pay Grade, a lower Pay Grade, or a higher Pay Grade, the placement on the salary schedule shall correspond to the established years of experience credit.

Involuntary Reassignment

When an employee has been involuntarily reassigned to a position at a lower Pay Grade, the salary placement will be determined based on the circumstances resulting in the reassignment. For example, the employee may be "held harmless" or he/she may be placed at the salary level on the lower pay grade corresponding to the same years of experience if the involuntary reassignment is the result of the elimination of positions or other factors beyond the control of the employee. If the involuntary reassignment is the result of disciplinary sanctions against the employee or a deficiency in performance, he/she may be placed on the Pay Grade of the lower position at a level deemed appropriate by the Assistant Superintendent for Human Resources and approved by the Superintendent.

Re-evaluation of Positions

When through a systematic job analysis it is determined that the assigned Pay Grade for a position should be changed, the employee's salary placement shall be determined consistent with the procedures for "Transfer" (see above).

Suspension of Procedures

The Orange County School System reserves the right to make exceptions to these procedures in order to provide and maintain an effective and efficient work force. Also, the Orange County School System may suspend the granting of experience credit, or modify the amount granted, for salary purposes if deemed necessary.

Local Salary Supplement

Eligible permanent non-certified employees who have been employed in Orange County Schools for at least one year as of October 1 each year may receive a local salary supplement as determined by the Board of Education.

2013-2014
Public School Employees

Grade	Monthly Amounts	
	Minimum	Maximum
50	1,856.73	2,520.76
51	1,856.73	2,648.68
52	1,856.73	2,696.06
53	1,856.73	2,785.85
54	1,856.73	2,882.87
55	1,875.09	2,978.72
56	1,935.51	3,087.64
57	1,973.82	3,202.54
58	2,012.13	3,320.21
59	2,079.95	3,443.92
60	2,150.56	3,578.07
61	2,227.35	3,716.37
62	2,303.04	3,856.35
63	2,384.84	4,004.86
64	2,467.93	4,165.39
65	2,555.10	4,339.21
66	2,649.48	4,517.28
67	2,751.35	4,696.45
68	2,853.60	4,910.43
69	2,961.77	5,129.03
70	3,081.60	5,361.72
71	3,199.85	5,602.36
72	3,322.08	5,857.31
73	3,451.81	6,129.19
74	3,598.87	6,418.65
75	3,756.89	6,717.59
76	3,915.95	7,032.44
77	4,094.88	7,361.46
78	4,279.67	7,710.91
79	4,478.67	8,076.37
80	4,682.90	8,454.54
81	4,899.35	8,853.02
82	5,118.81	9,280.07
83	5,362.42	9,732.52
84	5,613.87	10,202.20
85	5,876.40	10,692.57
86	6,149.77	11,209.92

**2013-2014
Orange County Schools
10 Month Classified Employee Salary**

Grade	Monthly Amounts	
	<u>Minimum</u>	<u>Maximum</u>
53	1901	2767
54	1956	2853
55	1991	2985
56	2062	3099
57	2110	3147
58	2160	3254
59	2240	3382
60	2324	3515
61	2415	3661
62	2506	3806
63	2605	3962
64	2705	4122
65	2811	4295
66	2926	4482
67	3048	4685
68	3174	4889
69	3306	5109
70	3454	5354
71	3598	5598
72	3751	5851
73	3913	6120
74	4091	6418
75	4285	6737
76	4485	7062
77	4638	7160
78	4851	7732

2013-2014
Child Nutrition Personnel
Salary Ranges

<u>Classification</u>	<u>Salary Grade</u>
Child Nutrition Assistant	
I	50
II	52
III	54
IV	55
Child Nutrition Manager	
I	55
II	56
III	57
IV	58
Child Nutrition Supervisor & Child Nutrition Director I	
I	61
II	64
III	68
IV	72
Child Nutrition Director II (Bachelor's Degree)	
III	N/A
IV	N/A
Child Nutrition Director II (Advanced Degree)	
	N/A

Rule: Noncertified salaries are based on a 40-hour workweek.

2013-2014
Curriculum Support Personnel
Salary Ranges

<u>Classification</u>	<u>Salary Grade</u>
Brailist	59
Educational Interpreter I	62
Educational Interpreter II	64
Exceptional Children Data Manager	63
Occupational Therapist	78
Occupational Therapist Assistant	67
Orientation and Mobility Specialist	68
Parent Counselor-Trainer	63
Physical Therapist	78
Physical Therapist Assistant	67
School Health Assistant	52
School Nurse (Not Holding)	68
Speech-Language Pathology Assistant	64
Teacher Assistant	56
Technology Assistant	61
Therapeutic Recreation Specialist	67
Vocational Technical Assistant	54

Rule: Noncertified salaries are based on a 40-hour workweek.

Exception: Local boards of education set the standard workweek
(not to exceed 40 hours) for teacher assistants.

2013-2014
Maintenance Personnel
Salary Ranges

<u>Classification</u>	<u>Salary Grade</u>
Cabinet Maker	61
Carpenter I	57
Carpenter II	61
Carpentry Crew Leader	63
Carpenter Supervisor	65
Custodian I	50
Custodian II	51
Custodian Crew Leader	52
Custodian Supervisor I	56
Custodian Supervisor II	58
Custodian Supervisor III	60
Electrician I	59
Electrician II	63
Electrician Crew Leader	64
Electrician Supervisor I	66
Electrician Supervisor II	68
Electronic Technician I	64
Electronic Technician II	67
Floor Maintenance Assistant I	53
Floor Maintenance Assistant II	55
Floor Maintenance Crew Leader	56
Floor Maintenance Supervisor	62
Glazier	60
Grounds Keeper I	56
Grounds Keeper II	58
Grounds Crew Leader	59
Grounds Supervisor I	63
Grounds Supervisor II	65
HVAC Mechanic I	65
HVAC Mechanic II	67
HVAC Supervisor	69

Rule: Noncertified salaries are based on a 40-hour workweek

2013-2014
Maintenance Personnel, cont.
Salary Ranges

<u>Classification</u>	<u>Salary Grade</u>
Laborer	50
Locksmith	62
Machine Operator	57
Maintenance Supervisor/Director	
I	65
II	66
III	68
IV	70
V	70
VI	72
VII	74
VIII	76
IX	77
X	78
Mason	63
Painter I	59
Painter II	61
Painter Crew Leader	62
Plasterer I	63
Plasterer Crew Leader	65
Plumber I	59
Plumber II	63
Plumber Crew Leader	64
Refrigeration Mechanic	61
Roofer	61
Warehouse Manager I	61
Warehouse Manager II	63
Waste Water Plant Operator I	57
Waste Water Plant Operator II	62
Waste Water Plant Operator III	70
Welder I	61
Welder II	63
Welder Crew Leader	65

Rule: Noncertified salaries are based on a 40-hour workweek.

2013-2014
Office Support Personnel
Salary Ranges

<u>Classification</u>	<u>Salary Grade</u>
Distance Learning Instructional Assistant	54
Local Area Network (LAN) Engineer	74
Office Support I	55
Office Support II	57
Office Support III	59
Office Support IV	61
Office Support V	63
Student Information Data Manager I	61
Student Information Data Manager II	63
Technology Technician I	64
Technology Technician II	68
Technology Technician III	72
Wide Area Network (WAN) Engineer	76

Rule: Noncertified salaries are based on a 40-hour workweek.

2013-2014
Transportation Personnel
Salary Ranges

<u>Classification</u>	<u>Salary</u> <u>Grade</u>
Bus Driver	51
Transportation Safety Assistant	50
Transportation Mechanic	
I	59
II	63
III	65
Transportation Supervisor	67
Transportation Director	
I	66
II	66
III	68
IV	71
V	71
VI	72
VII	74
VIII	76
IX	77
X	78
Vehicle Operator	53

Rule: Noncertified salaries are based on a 40-hour workweek.

Select Positions Market Summary

Data

In October 2013, Evergreen Solutions, LLC conducted a market analysis of select positions for Chapel Hill-Carrboro City Schools, NC as part of a classified employment study. In the process, we surveyed organizations to gain information on the minimum and maximum salary for classifications. **Exhibit 1** shows the positions surveyed and the results. A few things we learned in the process:

- While North Carolina Statutes address classifications and pay ranges for classified positions, local education agencies have flexibility within the state rules for classified employees.
- Local education agency supplements can make a big difference in market comparisons, in some cases as much as six percent.
- Complexity of an organization plays a key role in matching positions such as information technology-, budget- and administrative-related positions.
- Pay range spreads differ significantly from organization to organization and even from classification to classification within an organization.

Suggested ways to use this data:

- It is a snapshot in time and many factors affect the market position of a job classification.
- Job classification duties vary and sometimes significantly from organization to organization.
- Compare types of positions within your organization to **Exhibit 1**. If market differences exist across the board or drastically in some areas, it may be time to perform a market survey for your organization and consider adjusting pay scales.

Who We Are

Evergreen Solutions, LLC is a public sector management consulting firm headquartered in Tallahassee, FL with an office in Fairfax, VA. We provide performance related consulting services to local government, school systems, and regional authorities. Specifically, we advise on policies, procedures, and practices to improve personnel management and operations and performance. We have contracted for projects such as compensation and classification studies, performance assessments, and organizational design. We regularly respond through the Request for Proposal process and also, through one on one discussions. We find working with clients in the beginning of requirements development is the best way to ensure project requirements meet clients needs.

Contact

For more information on what we do, how we do it, or how we can work together, please contact Elizabeth Arledge, Director, National Capital Region at elizabeth@consultevergreen.com or at (850) 566-5627.

**Exhibit 1
Select Positions Market Summary**

Classification	Survey Minimum Average	Survey Midpoint Average	Survey Maximum Average	Survey Avg Range Spread	# Resp
Accounting Analyst	\$ 20.07	\$ 25.51	\$ 30.95	54.18%	8
Assistant Principal Secretary	\$ 13.78	\$ 16.30	\$ 19.05	41.25%	7
Benefits Specialist	\$ 16.43	\$ 20.62	\$ 24.70	52.40%	9
Bus Monitor	\$ 11.82	\$ 13.49	\$ 15.31	32.08%	7
Cafeteria Supervisor	\$ 13.20	\$ 15.88	\$ 18.83	45.24%	8
Community Schools Site Director	\$42,658.68	\$53,784.30	\$ 67,880.61	58.76%	5
Custodian	\$ 11.58	\$ 13.81	\$ 16.04	38.50%	9
Exceptional Education Assistant Exceptional Education Inclusion Facilitator	\$ 12.59	\$ 14.70	\$ 17.24	39.85%	7
Facilities Technician	\$ 29,697.25	\$34,208.75	\$40,450.43	39.48%	8
Food Service Worker/Cashier	\$ 11.51	\$ 13.45	\$ 15.57	37.50%	8
Grounds Crew Foreman	\$30,543.60	\$ 37,692.26	\$44,840.92	46.69%	8
HR - Employment Services Specialist	\$ 17.00	\$ 21.32	\$ 25.59	52.53%	10
HVAC Foreman	\$ 19.59	\$ 23.45	\$ 28.04	46.02%	8
IT Technician II	\$ 18.83	\$ 22.33	\$ 26.85	45.97%	8
Maintenance Supervisor	\$ 45,305.18	\$ 51,258.14	\$ 60,910.35	38.19%	9
Media Assistant	\$ 12.21	\$ 13.64	\$ 15.76	32.68%	6
MIS Project Technician	\$ 24.48	\$ 28.33	\$ 34.02	42.52%	8
Network Specialist	\$ 27.29	\$ 30.90	\$ 35.98	35.03%	8
Payroll Technician - Monthly Payroll	\$ 17.09	\$ 20.19	\$ 24.28	45.19%	9
School Bookkeeper	\$ 14.19	\$ 17.43	\$ 20.63	47.64%	8
School Bus Driver	\$ 12.70	\$ 14.91	\$ 17.60	41.67%	7
Secretary	\$ 12.76	\$ 15.29	\$ 18.13	44.52%	9
Student Information Data Manager	\$ 14.89	\$ 18.58	\$ 22.43	53.90%	6
Teacher Assistant (Instructional) - Elementary	\$ 12.12	\$ 14.43	\$ 16.92	42.35%	7
Teacher Assistant (Instructional) - High School	\$ 12.34	\$ 14.43	\$ 16.92	40.01%	7
Theater Manager	\$ 20.70	\$ 26.55	\$ 32.40	55.99%	4
				44.24%	7.62

Source: Created by Evergreen Solutions, October 2013.

LOCAL SALARY SUPPLEMENTS

Date Approved: 01/19/2010

Policy Number: 8602

Rescinds Policy Number:

Issued: 11/17/2004

I. Local Salary Supplement

All permanent full-time and permanent part-time Licensed Employees of Orange County Schools are eligible for the local supplement. All permanent full-time and permanent part-time Classified Employees of Orange County Schools are eligible if hired by October 1st of the prior year. Substitute personnel are not eligible for the local supplement.

II. Date of Payment of the Local Salary Supplement

This supplement is paid monthly to licensed employees who have continuously been in active payroll status. "Active payroll status" is defined as the employee having been either physically present at work, on annual leave, on sick leave, or on worker's compensation leave for at least half of the assigned workdays in each and every pay period. Days during a pay period which are recorded as leave without pay or disability leave are not counted as days in an active payroll status.

Classified employees will receive their local supplement in one lump sum payment to be paid in November, on the last day students are in session before Thanksgiving.

III. Amount of Payment of the Local Salary Supplement

A. Licensed Employees

Unless documentation of a salary change through a Personnel Action form is received in the Finance Department, the local supplement payment for each eligible employee shall be calculated on the base salary paid to that individual during the current month. If a licensed employee receives an adjustment in his/her base salary that entitles the employee to a retroactive salary adjustment, then the employee will receive a retroactive adjustment in the amount of the local supplement, also.

In order for licensed staff to receive the 14% supplement, they must be employed for ten continuous years with Orange County Schools. Any break in service, excluding an approved leave of absence, will result in the eligibility period starting over upon re-entry to Orange County Schools.

B. Classified Employees

Unless documentation of a salary change through a Personnel Action form is received in the Finance Department, the local supplement payment for each eligible employee shall be calculated on the base salary paid to that individual for the period covering October of the previous year through November of the current year.

Classified employees who resign or retire, and do not work the entire school or fiscal year are not entitled to receipt of the full amount of the supplement. The employee's local supplement payment shall be reduced in proportion to the amount of time remaining in the school or fiscal year following the employee's separation from service. Repayment of any supplement overpayment must be paid in full at the time of separation from service. Any overpayment may be withheld from the final paycheck.

IV. Local Salary Supplement Schedule

Principals

Elementary - \$12,000

Middle - \$17,000

High - \$23,000

Assistant Principals

11.5% - employed less than 10 years in OCS

14% - employed for 10 or more years in OCS

Directors - 12 %

Coordinators - 8%

Licensed Staff (Teachers)

10% - non-tenured in OCS

11.5% - tenured in OCS and less than 10 years teaching in OCS

14% - tenured in OCS and 10 or more years teaching in OCS

Social Workers

10% - non-tenured in OCS

11.5% - tenured in OCS

Psychologists - 10%

Classified Staff

6% - if employed by October 1 of the previous school year

Area Systems Supplement Comparison – January 2013

School System	2012-13 Teacher Supplements	2012-13 Assistant Principal Supplements	2012-13 Principal Supplements	2012-13 Classified Salary Information
Alamance County Schools	<ul style="list-style-type: none"> 8% 	<ul style="list-style-type: none"> 7.5% 	<ul style="list-style-type: none"> Elem- 9% Middle 10% HS 12% 	No supplements
Alexander County Schools	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> All admins (school based & central office) paid same supplement. 	<ul style="list-style-type: none"> All admins (school based & central office) paid same supplement. High school principals are negotiated amounts. 	All non-certified are paid a 2% supplement.
Buncombe County	<ul style="list-style-type: none"> 0-4 Years: 6.3% 5-9 Years: 6.4% 10-14 Years: 8.2% 15-19 Years: 8.4% 20-24 Years: 10.6% 25-29 Years: 10.9% 30 + Years: 11.7% 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	10.77%
Caswell County Schools	<ul style="list-style-type: none"> 0 County Commissioners discontinued funding. 	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> 0 	0
Catawba County	<ul style="list-style-type: none"> 7% 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	3.5%
Chapel Hill-Carrboro	<ul style="list-style-type: none"> 0-14 Years: 12% 15-19 Years: 15% 20-24 Years: 20% 25+ Years: 25% 	<ul style="list-style-type: none"> Elementary: \$515-\$1,230/month Middle/High: \$754-\$1,020/month Based on experience and performance measures 	<ul style="list-style-type: none"> Elementary: \$900-\$1,985/month Middle: \$1,429-\$2,130/month High: \$2,448-\$3,829/month Based on experience and performance measures 	Supplements (based on CH-C exp. only) <ul style="list-style-type: none"> 1-3 years: 4% 4-8 years: 5% 9-13 years: 6% 14-18 years: 7% 19+ years: 8% Gives credit for up to 10 years of experience outside of Chapel Hill-Carrboro
Chatham County Schools	<ul style="list-style-type: none"> Certificate A (see next column for master's level) 0-5= \$1,887 06-10= \$1,938 11-15= \$1,989 16-20= \$2,040 21-25= \$2,091 26+= \$2,142 	<ul style="list-style-type: none"> Certificate M 0-5= \$1,938 06-10= \$1,989 11-15= \$2,040 16-20= \$2,091 21-25= \$2,142 26+= \$2,193 	<ul style="list-style-type: none"> Certificate M 	Non-Certified receive \$357 twice each fiscal year.
Cumberland County Schools	<ul style="list-style-type: none"> Based on yrs of experience and paid end of year with completion of contract 0-10 Years-8.5% 11-15 Yrs-9% 16+ Yrs-9.5% 	Option 1 (pay greater of Opt. 1 or 2) <ul style="list-style-type: none"> 0-10 Yrs-8.5% of Annual Earnings 11-15 Yrs=9% 16+=9.5% Option 2 <ul style="list-style-type: none"> Elem Designee=\$625.00 Elem half-time=\$1,250 Elem full-time=\$2,500 Middle School=\$3,000 High School half-time=\$1,750 High School full-time=\$3,500 In addition to above, also pay additional \$500 per year to middle school AP's and \$1,500 to high school AP's 	<ul style="list-style-type: none"> Elementary Principals-12.5% Middle School Prin.-15% High School Prin.-25% 	2% of annual earnings, paid end of year and employed through the school year.
Davie County	<ul style="list-style-type: none"> 5.5% 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	

Area Systems Supplement Comparison – January 2013

Durham Public Schools	<ul style="list-style-type: none"> • 0-9 = 12.5% • 10-19= 13.5% • 20+ = 14.5% 	<ul style="list-style-type: none"> • Elementary: 12% • Middle/High: 14% 	<ul style="list-style-type: none"> • Formula based on experience, school size, and degree 	No supplements; the system does pay higher than the state minimum/maximum. Does give experience credit for state service.
Elkin City Schools	<ul style="list-style-type: none"> • 5% to all teachers 	<ul style="list-style-type: none"> • Percentage based 	<ul style="list-style-type: none"> • Vary based of elem, middle, or high school. (~7%) 	Classified employees are paid a 4% supplement.
Granville County Schools	<ul style="list-style-type: none"> • 7% 	<ul style="list-style-type: none"> • 7% 	<ul style="list-style-type: none"> • 10%-14% 	1% + \$300 if individuals meet three requirements.
Johnston County Schools	<ul style="list-style-type: none"> • 0-8 Years: 7.5% • 9-16 Years: 8.5% • 17-24 Years: 9.5% • 25+ Years: 10.5% 	<ul style="list-style-type: none"> • Elementary: 10.5% • Middle: 11.5% • High: 12.5% 	<ul style="list-style-type: none"> • Elementary: 12% • Middle: 13% • High: 15.5% • Additional 1-9% for larger schools and greater EC populations 	<ul style="list-style-type: none"> • 11-15 years in JCS: \$200 • 16-20 years in JCS: \$350 • 21-25 years in JCS: \$500 • 26-30 years in JCS: \$800 • 31+ years in JCS: \$1200 Experience credit only for JCS service.
Lee County	<ul style="list-style-type: none"> • 7% 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 1%
Lincoln County	<ul style="list-style-type: none"> • 6.25% 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Moore County Schools	<ul style="list-style-type: none"> • 8% • High school teachers serving as department chair in core academic area receive an additional 2% 	<ul style="list-style-type: none"> • Elementary=10% • Middle=11% • High=12% 	<ul style="list-style-type: none"> • Elementary=10% • Middle=13% • High=16% 	<ul style="list-style-type: none"> • Based on years of experience, ranges from \$500-\$1,000. Classified staff members also earn an annual years of service supplement, \$100 for each year of state service. • Bus drivers and monitors=\$300 • TA's who earn a certificate through PDP with NC Association of TA's, based on level of certificate and ranges from \$42/month-\$175/month. • Clerical who earn certificate through the PSP with NCAEOP based on level of certificate=\$42/month-\$165/month. • IT and maintenance who participate in relative PD program=\$42/month-\$165/month.
Orange County	<ul style="list-style-type: none"> • Non-Tenured: 10% • Tenured: 11.5% • 10+ Years in Orange: 14% 	<ul style="list-style-type: none"> • Less than 10 years in OCS= 11.5% • 10+ years in OCS= 14% 	<ul style="list-style-type: none"> • Elementary: \$12,000/year • Middle: \$17,000/year • High: \$23,000/year 	6% supplement for classified (paid in November; had to have been employed on October 1 of previous year) Does give experience credit. (1 for 3 for related work experience if in private sector or state agency other than public schools; 1 to 1 for public school experience.)
Person County Schools	<ul style="list-style-type: none"> • 8% 	<ul style="list-style-type: none"> • 10% 	<ul style="list-style-type: none"> • Elem= 12% • Middle= 14% • High= 16% 	No supplements
Polk County Schools	<ul style="list-style-type: none"> • 4.5% 	<ul style="list-style-type: none"> • Administrators range from 6% (AP's) to a high of 13% (high school principal) 	<ul style="list-style-type: none"> • Administrators range from 6% (AP's) to a high of 13% (high school principal) 	No supplements.
Scotland County	<ul style="list-style-type: none"> • 0-4 1680/yr • 5-9 1795/yr • 10-14 1910/yr 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	0

Area Systems Supplement Comparison – January 2013

Stokes County Schools	<ul style="list-style-type: none"> • 15+ 2032/yr • Certified and classified staff are paid a 4% yearly supplement, not based on years of service. 	<ul style="list-style-type: none"> • Paid different amounts based on elem, middle, or high school • Supplements are flat dollar amounts, not percentages 	<ul style="list-style-type: none"> • Paid different amounts based on elem, middle, or high school • Supplements are flat dollar amounts, not percentages 	Certified and classified staff are paid a 4% yearly supplement, not based on years of service.
Wake County	<ul style="list-style-type: none"> • 0-4 Years: 13.25% • 5-9 Years: 13.75% • 10-14 Years: 14.25% • 15-19 Years: 14.75% • 20-24 Years: 15.50% • 25+ Years: 16.25% • Master's scale: .5% more 	<ul style="list-style-type: none"> • Elementary: 17.25-24% • Middle: 18.75-25.5% • High: 20.25-25% • Based on experience and school 	<ul style="list-style-type: none"> • Formula based on experience, school size, and degree 	No supplements; the system does pay higher than the state minimum/maximum. Does give experience for state service.

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INTRODUCTION

The purpose of this non-certified salary review is to identify areas or situations in the implementation of the current salary administration procedures in the Orange County School System that may be in need of revision. Any identified needed revisions may pertain to an individual position or procedure, or may pertain to a group of positions or the total process currently in use for salary administration. School systems usually undertake such reviews periodically to ensure that all employees are being treated fairly and equitably in light of the rapidly changing world in which we live and work.

Unlike licensed personnel who must be placed at a specific grade and step on the North Carolina Public School State Salary Schedule based on level of degree and years of experience, most non-certified positions may be assigned a salary within a minimum and a maximum range contained in the State Salary Schedule at the discretion of the local board of education. Also, unlike licensed personnel, the State does not provide for advancement on the non-certified salary schedule for years of experience. As a result, most North Carolina school systems pay non-certified personnel at or near the minimum of the salary range for the particular position with only legislative pay increases each year.

This review of non-certified salaries in Orange County Schools involved information from the following sources: (1) a review of salary schedules and other related documents provided by the central office, (2) written job descriptions submitted by non-certified personnel, (3) the North Carolina Public School Personnel State Salary Schedule, (4) discussions with central office administrators, (5) non-certified personnel salary information from other school systems, and (6) one-on-one interviews with selected employees from the various categories of non-certified personnel.

Copies of relevant documents referred to in this report may be found in the Appendix.

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GENERAL FINDINGS

The Orange County School System employs approximately 377 non-certified, or classified, personnel. The Board of Education through its central administrative staff has utilized a salary schedule consisting of numerical "levels" and alpha quarter "steps" within the "levels" in determining salary placements for most of the non-certified positions. The salary schedule currently in use has a beginning level approximately \$180.00 higher than the beginning level on the North Carolina Public School Personnel State Salary Schedule used by most school systems in the State. Also, the starting salary levels of some positions such as Teacher Assistant, Office Support, Custodian, and Data Manager is significantly higher than the corresponding starting levels on the State Salary Schedule. As a result, many, but not all, employees in these categories are currently paid at a level near the maximum of the Pay Grades for the positions on the State Salary Schedule and higher than found for similar positions in most other school systems. Administrative procedures for determining salary placements in the Orange County School System for non-certified personnel include the granting of experience credit upon initial employment and adjustments for earning related advanced education. A local salary supplement is also provided for non-certified personnel. Automatic salary raises are limited to the legislative annual cost-of-living increases, if any, provided by the General Assembly. This has created a situation where employees of varying years of experience credit are at or near the same salary level with recently hired employees.

During the one-on-one interviews conducted as part of this review, employees were asked, among other things, if they knew how they were placed on the salary schedule and why they were where they are. Most were unsure. In addition, they were asked to share any other comments or suggestions. While everyone expressed varying degrees of satisfaction with their job status and appreciation for the salary and benefits afforded by their employer, there were some concerns expressed. While some of these concerns were unique to the individual's own situation, others seemed to be shared by several of the employees interviewed.

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SPECIFIC FINDINGS/OBSERVATIONS AND RECOMMENDATIONS

Findings/Observations

The current salary schedule of "levels" and quarter "steps" is derived from one formerly used by the State Department of Public Instruction for local boards of education to use in determining the payment of non-certified salaries. The SDPI no longer provides this type of salary structure, but instead utilizes Pay Grades with a minimum and maximum range for the various non-certified job classifications.

Recommendation #1

Determine the most appropriate Pay Grade on the State Salary Schedule for each non-certified position in the Orange County Schools that conforms as much as possible to the designations commonly used by the SDPI. A recommended "Master Non-certified Employee Salary Schedule" is included in the Appendix.

Findings/Observations

Employees expressed concern that salary raises were limited to annual cost-of-living increases. Also, dissatisfaction was evident when employees related situations where new hires were brought into the School System at a salary close to, or equal to, veteran employees who had been with the School System for varying numbers of years. Being "stuck" at a given level on the salary schedule with no way to "move up" may dampen enthusiasm and foster pessimism.

Recommendation #2

Create incremental "Steps" within the minimum and maximum ranges of the Pay Grades. Such "Steps" may be used to correspond with years of experience credit for initial placement and annual progression of employees on the salary schedule. While any number of "steps" may be included, a thirty (30)-step schedule would serve several purposes. Next, convert all currently employed eligible non-certified personnel to the new salary schedule according to procedures contained in the "Orange County Schools Administrative Procedures for Non-certified Personnel Salaries." A copy of a recommended administrative procedures document is included in the Appendix. The placement of employees within the Pay Grades should be determined generally by years of experience credit. Such credit for current employees may have to be confirmed on an individual basis. The employment application form should be used in the future to establish experience credit for new hires and verified by the Human Resources Office. The "Administrative Procedures" ensure that no current employee is placed at a lower dollar amount than currently earning. Conversion to the State Salary Schedule may result in some employees' current salaries being higher than the corresponding experience "Step" on the new schedule. In such cases those employees may not move up a step until the dollar amount of the appropriate step "catches up" with them. They should continue to receive the legislative increases in order to ensure that no one loses anything as a result

of implementing the new salary schedule. Depending on available funding, this process may require a phase-in approach as determined by the Superintendent and Board of Education.

Findings/Observations

Upon examination of the job titles currently used in the Orange County Schools, there appears to be some inconsistency in some of the classifications. While it is not unusual for employees and supervisors to use “unofficial” job titles in their everyday work, it can create confusion to an outside observer and may be misunderstood by administrators and supervisors within the School System.

Recommendation #3

The Associate Superintendent for Human Resources should be responsible for establishing and recommending to the Superintendent an organizational structure with accompanying position titles for all non-certified positions in the School System. Such structure should conform with the designations commonly used by the SDPI to the extent practicable.

Findings/Observations

For any organization to run efficiently, employees need to know what is expected of them. Written job descriptions provide information essential for several functions. One of the most important is salary placement. Others include designating “exempt” or “non-exempt” status for FLSA requirements, identifying “essential” versus “supplemental” job functions for the Americans with Disabilities Act, disability determinations, and performance appraisal. Many job descriptions reviewed for this study were generic and lacking needed specific information.

Recommendation #4

Uniform written job descriptions for all positions in the Orange County Schools need to be developed as time allows and maintained by the Human Resources Office.

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ADDITIONAL REMARKS

While the purpose of this review is to focus on salary concerns, there were some concerns identified which may warrant attention even though they may be outside the parameters of this review.

In addition to the frequently expressed desire by employees for an experienced-based salary schedule and consistency in salary administration procedures, other topics included difficulty complying with the Fair Labor Standards Act, lack of positive recognition, lack of effective and timely communication, the need for an Employee Assistance Program, and the rising costs associated with health insurance and the need for other affordable employee benefits.

The recommendations contained in this report are not presented in any priority order. They are numbered solely for easy reference. The recommendations are presented with the understanding that the Orange County Schools may choose those that are worthy of consideration and possible implementation and reject those which may not be worthy of consideration or may be counter to the maintenance of a desired equilibrium already established in the School System.

The findings and recommendations presented are not intended to be critical of any employee's actions in the performance of his or her job duties. Without exception, the employees encountered during this review, both administrative and staff, reflected a competent, dedicated and caring attitude toward their job and the School System.

Respectfully submitted:

Stan Morgan

Date: _____

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