

Madera Unified School District

Classification & Compensation Study

Overview of Study and Presentation of Final Report

Personnel Commission Meeting

June 14, 2023



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What we will cover this evening . . .

- Who is EH&A and the Study Team for Madera USD?
- What is the Steering Committee?
- Project Timeline
- When/What were the Study Phases?
- Scope of Study
- Study Process per Phase
- Presentation of Phase 4 – Wage and Salary Study

Who is EH&A and the Study Team for Madera USD?

- EH&A (Eric Hall & Associates), now a part of MGT Consulting, is a local firm based in Carlsbad, California committed to helping schools in key areas such as human resource systems, classification and compensation studies, business service systems, facilities planning and construction.
- The Study Team for the Madera USD project has over 100 years of experience collectively, working in and consulting with school human resources. (San Dieguito, Grossmont, Sweetwater, South Bay, Escondido Elementary, LA Unified, LACOE, Fountain Valley, Poway, La Mesa/Spring Valley, Alpine, Downey, Walnut Valley, Ukiah, Carlsbad, Vista, Cajon Valley)

We are Jan Brannen, Rick Labib-Wood, Ross Hessler, Angela Bishop.

What is the Steering Committee?

The Steering Committee is a small group of CSEA members, Personnel Commission representatives, District HR representatives, a Confidential employee, and a Supervisory employee, who will meet often to review planning steps, documents and other factors in the Study.

Consultants from Eric Hall & Associates will also attend Steering Committee meetings.

Project Timeline October 2020– June 2023

- Presentation to PC, Steering Committee, and Employees per phase
- Conduct Study in four phases
- Transmit questionnaires via email
- Conduct virtual interviews for employees and supervisors
- Send revised job descriptions drafts to employees & supervisors
- Conduct wage/salary review process
- Prepare salary tables and graphs
- Present draft report for each phase to Steering Committee
- Present final report for each phase to District



When/What were the Study Phases?

- **Phase 1:** Start in November 2020 – end in June 2021*
 - Classification Review of 53 job classes (Admin Svcs, Financial, HR, Accountability & Communication, Technology)
 - 196 employees
- **Phase 2:** Start in July 2021– end in March 2022*
 - Classification Review of 45 job classes (Instruction-related ,Child Nutrition, Security, Student/Community)
 - 540 employees
- **Phase 3:** Start in March 2022 – end in August 2022*
 - Classification Review of 56 classes (Maintenance, Transportation, Warehouse, Library Media, Supervisory, Classified Mgt)
 - 255 employees
- **Phase 4:** Start in July 2022– end in April 2023*
 - Wage survey of identified market to establish median wage rate comparisons

* Dates are approximate

Scope of Study

- Which Job Classes were reviewed?
 - Classified Bargaining Unit jobs (117 currently in use)
 - Classified Confidential & Supervisory jobs (20 currently in use)
 - Classified Management jobs (13 currently in use)
 - During the Study, an additional 23 jobs were developed for MUSD in the first three phases
 - Additionally, 47 jobs were revised or created during the four phases
- How many classified employees work in these job classes?
 - Nearly 991
 - Participation by employees and supervisors was essential to:
 - Gather data
 - Confirm accuracy of proposed updates to the job class descriptions

Scope of Study *(continued)*

- Reviewed specific jobs in three phases over three semesters
- Identified current duties, responsibilities & representative tasks
- Recommended & drafted updates to written job class descriptions
- Identified, recommended & drafted new job classes if needed
- Identified & recommended combining of similar classes as needed
- Identified & recommended deletion of classes no longer in use

Scope of Study *(continued)*

- During the wage survey phase
 - Confirmed the current external target (median recommended)
 - Surveyed the identified external market for comparable benchmark jobs
 - Established comparison to market median
 - Recommended appropriate reallocation of classes to reflect current market median values

Study process Phases 1, 2, & 3

- Review of job classifications (same with each of the 3 Phases)
 - Job Analysis Questionnaires completed by employees
 - Virtual interviews with employees and supervisors conducted by EH&A
 - Class description drafts prepared by EH&A based on employee and supervisor input; Steering Committee reviewed first draft
 - Employee/Supervisor verification and feedback on first drafts
 - EH&A prepared final draft; Steering Committee reviewed final draft
 - Formal written report of classification findings and recommendations

Wage Survey Process Based on Accurate Class Descriptions

- **Survey of Market:**
 - Determined 64 agreed-upon benchmark jobs for comparison
 - Contacted seven agreed-upon comparable agencies
 - Identified comparable jobs and relevant wage data
 - Calculated market median
 - Analyzed market pay relationships
 - Recommended adjustments where appropriate based on market data
- **Prepare Comprehensive Report of Findings and Recommendations:**
 - Included newly-updated and revised job descriptions
 - Included wage survey data

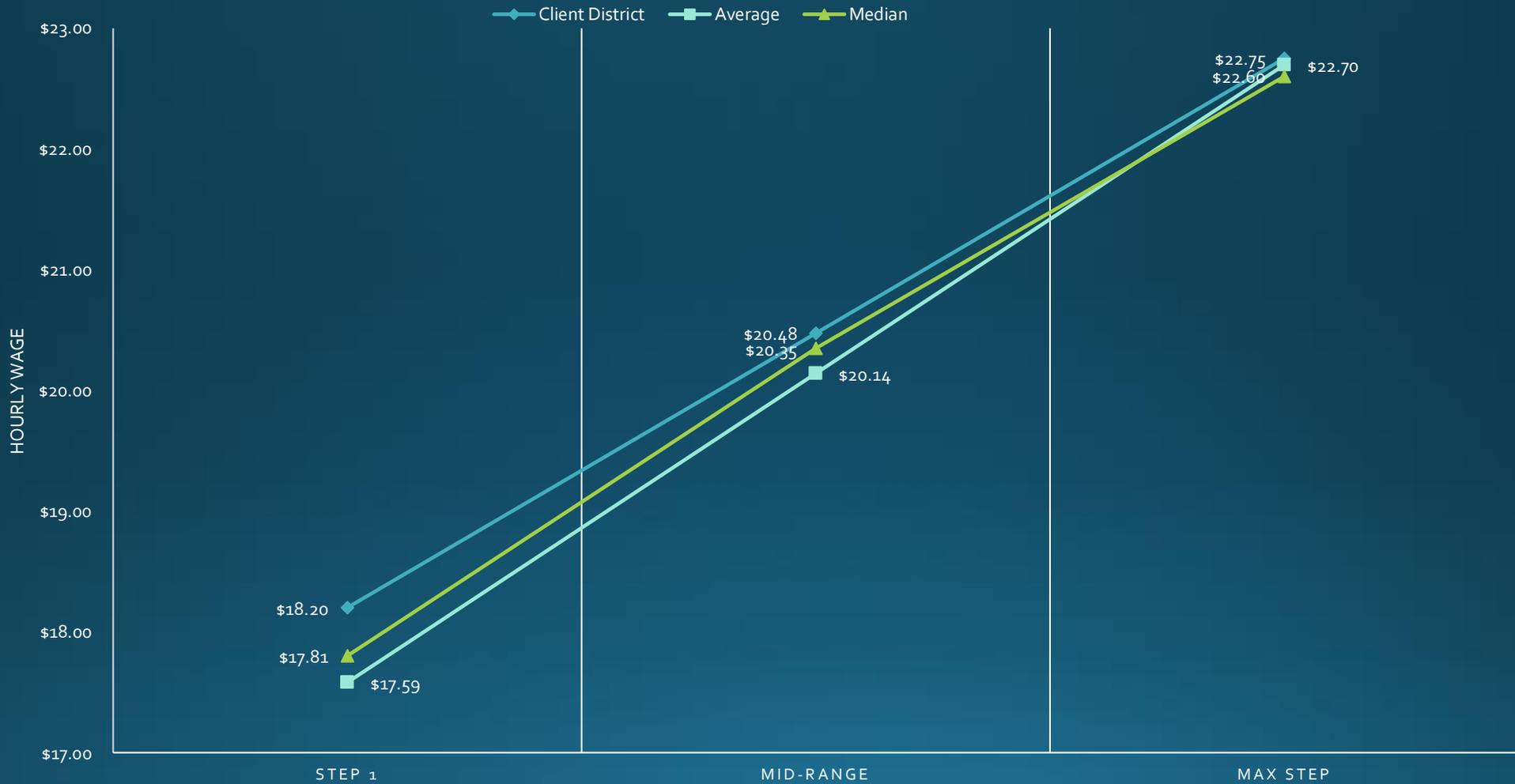
Process for Determining the Median of the Market

- Finding the primary comparison data point per benchmark job:
 - Find Step 1 and the Max Step of each district's pay range (without longevity)
 - Calculate value between Step 1 and Max Step ($\text{Step 1} + \text{Max Step} / 2$)
 - Varied number of steps on comparison districts' salary schedules
 - Determine Mid-Range Step for each job in each comparison district
- Using Median vs. Average of the Market per benchmark job:
 - Both Median and Average were calculated for each job (without MUSD)
 - Median as the truest calculation for comparison purposes
 - If job is within 5% above or below the Median, considered to be "At the Median"

SURVEY TABLE, CLIENT DISTRICT JOB CLASS:			Custodian							
		<u>Proposed</u>	No Change							
	<u>Title:</u>									
					RANGE/		HOURLY RATE		% Spread	Approx. Step-to-Step
<u>DISTRICT</u>	<u>GRA</u>	<u>EFF.</u>	<u>STEPS</u>	<u>GRADE</u>	<u>Step 1</u>	<u>Mid-Range</u>	<u>Max Step</u>	<u>Step1 to Max</u>	<u>Change on Range</u>	
	<u>DES</u>	<u>JOB TITLE</u>	<u>DATE</u>							
Client District	K-12	Custodian	07/01/19	6	31	\$ 18.20	\$ 20.48	\$ 22.75	25.0%	4.17%
Comparison District #1	TBD	Custodian	01/01/20	11	6	\$ 14.59	\$ 17.50	\$ 20.41	39.9%	3.63%
Comparison District #2	TBD	Custodian/Night	07/01/19	8	16	\$ 17.61	\$ 21.20	\$ 24.78	40.7%	5.09%
Comparison District #3	TBD	Site Custodian	2019-2020	6	9.5	\$ 18.40	\$ 21.05	\$ 23.69	28.8%	4.79%
Comparison District #4	TBD	Night Custodian	01/22/20	7	20	\$ 18.33	\$ 21.43	\$ 24.53	33.8%	4.83%
Comparison District #5	TBD	Custodian	05/01/20	6	41	\$ 17.52	\$ 19.95	\$ 22.37	27.7%	4.61%
Comparison District #6	TBD	Night Custodian	01/01/20	5	10	\$ 17.47	\$ 19.35	\$ 21.22	21.5%	4.29%
Comparison District #7	TBD	Custodian- Night	07/01/19	5	17	\$ 18.41	\$ 20.43	\$ 22.45	21.9%	4.39%
Comparison District #8	TBD	Custodian	07/01/18	5	G1/9-13	\$ 18.00	\$ 19.78	\$ 21.55	19.7%	3.94%
Comparison District #9	TBD	Custodian	01/01/20	7	25	\$ 17.32	\$ 20.27	\$ 23.21	34.0%	4.86%
AVERAGE OF AVAILABLE COMPARISONS						\$ 17.59	\$ 20.14	\$ 22.70	29.3%	
% change to achieve AVERAGE (positive % = CLIENT pays lower; a negative - already pays higher)						-3.38%	-1.63%	-0.24%		
MEDIAN OF AVAILABLE COMPARISONS						\$ 17.81	\$ 20.35	\$ 22.60	28.2%	
% change to achieve MEDIAN (positive % = CLIENT pays lower; a negative -% = CLIENT already pays higher)						-2.17%	-0.62%	-0.66%		

CLIENT DISTRICT: CUSTODIAN

PROPOSED: NO CHANGE



Presentation of Phase 4 Report