Secretarial and Maintenance Project Summaries and Recommendations

MCCSC Board of School Trustees
October 21, 2008
7:00 pm
Secretarial Project
Background

- Secretarial job family was in need of update
  - Job descriptions/titles outdated
  - Evolution of educational support in day-to-day tasks
  - Commingling of true administrative support positions with functional coordinators
  - Classification/salary structure too complicated to administer effectively (4 classes with 35 steps)
  - Perceived unfairness in my level compared to others
  - Competitiveness of pay with cohort school corporations and Bloomington metropolitan area
Project Scope/Plan

- Interview a representative sample for job content
  - Schools/central office/support facilities
  - By current classification
  - Volunteers

- From interviews:
  - Develop updated and defensible job descriptions/titles
  - Make recommendation about simplified classification/leveling

- Study salary competitiveness
- Communicate changes
Two job families emerged, based on interviews:

- Clerical/Administrative – positions that provide clerical and administrative support to a school building and/or functional area (e.g., attendance, discipline, office operations, etc.)
- Support/Coordinator – positions that require specialized skill and knowledge in support of functional areas (e.g., bookkeeping, treasury, benefits, payroll, etc.)

Two job levels emerged, based on interviews, in the Clerical/Administrative job family:

- Level I:
  - Handles money and makes financial entries on behalf of school/school corporation
  - Handles a multiplicity/variety of tasks
  - Has access to sensitive employee data
- Level II:
  - Does none of the above
Distribution of Jobs within Families/Levels

- Clerical/Administrative job family
  - Total = 73
  - Level I = 37
  - Level II = 36

- Support/Coordinator job family
  - Total = 10
Job Descriptions/Titles

- Created a job description template that covers certain employment law factors such as ADA (Americans with Disabilities Act) and FLSA (Fair Labor Standards Act).
- Used interview information to complete the essential functions of the job using the template.
- Proposed new titles that are more descriptive of duties.
Sample

**JOB DESCRIPTION**

**Title:** Certified Staff Coordinator  
**Job Family:** Support/Coordinator  

**Overview:** Serves in a human resources capacity to administer matters pertaining to certified staff. Administers teacher contracts. Processes annual pay increases. Performs certified licensure process. Handles sick bank issues. Performs employment verification.

**Status:** Employee, full-time (52 weeks)  
**FLSA status:** Non-exempt (eligible for overtime pay over 40 hours per week)  
**Bargaining unit status:** Excluded  
**Approved by Board:** (date)  
**Supervised and evaluated by:** Assistant Superintendent, Human Resources and Personnel

**Minimum Qualifications and Skills Required:**

A. **Educational Requirements:** A high school diploma or equivalent. Prefer degreed professional in management or human resources.

B. **Skills and Knowledge:** Advanced computer application skills. Must be proficient in Microsoft Office Suite, including Word, Excel, Outlook, and school corporation management database (currently SKYWARD). Must be proficient in HRIS systems and current in employment law knowledge.

C. **Experience:** Office clerical experience of 2 years required, typically in a school or academic setting. Prefer experience in school corporation HR function.

D. **Certifications:** None

E. **Other:** Ability to maintain a good relationships with students, teachers, administration, parents, patrons, vendors and the community. Ability to serve as a role model for students.

**Essential Functions:**  
(List of duties/responsibilities)

**One paragraph summary about why job exists**

New

Strengthens legally

Strengthens legally and provides clear requirements for filling open positions

Completely current and up to date, based on interviews

Board tracking

Complete current and up to date, based on interviews
Salary Ranges

- Restructured salary administration from discrete “cells” to ranges
  - Did competitive analysis of salary against Bloomington, IN administrative positions and administrative positions in school systems the size of MCCSC
  - New salary ranges offer minimum, midpoint and maximum
## Proposed Salary Range

<table>
<thead>
<tr>
<th>Level I</th>
<th>Hourly Rate</th>
<th>Annual Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum</td>
<td>$11.32</td>
<td>$23,545</td>
</tr>
<tr>
<td>Midpoint</td>
<td>$13.58</td>
<td>$28,246</td>
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<tr>
<td>Maximum</td>
<td>$16.30</td>
<td>$33,904</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level II</th>
<th>Hourly Rate</th>
<th>Annual Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum</td>
<td>$10.39</td>
<td>$21,611</td>
</tr>
<tr>
<td>Midpoint</td>
<td>$12.47</td>
<td>$25,938</td>
</tr>
<tr>
<td>Maximum</td>
<td>$14.96</td>
<td>$31,117</td>
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</table>
## Salary Competitiveness

<table>
<thead>
<tr>
<th></th>
<th>Compared to schools</th>
<th>Compared to Bloomington</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proposed Level I</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum</td>
<td>7% lower</td>
<td>17% lower</td>
</tr>
<tr>
<td>Midpoint</td>
<td>16% lower</td>
<td>22% lower</td>
</tr>
<tr>
<td>Maximum</td>
<td>19% lower</td>
<td>23% lower</td>
</tr>
<tr>
<td><strong>Proposed Level II</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum</td>
<td>1% lower</td>
<td>13% lower</td>
</tr>
<tr>
<td>Midpoint</td>
<td>12% lower</td>
<td>20% lower</td>
</tr>
<tr>
<td>Maximum</td>
<td>15% lower</td>
<td>22% lower</td>
</tr>
</tbody>
</table>
Salary Recommendation

- Clerical/Administrative
  - Bring those under new minimum to minimum effective 1/1/2009 (15 individuals totaling $6150)

- Support/Administrative
  - Increase salaries to be in line with market effective 1/1/2009 (4 individuals totaling $12,776)
Conclusion

- Job descriptions/titles are current and defensible
- Clerical/Administration structure is much simpler (6 cells versus 140)
- Creates fairness through established criteria in leveling and job family placement
- Moves closer to school/community pay equity
Maintenance Project
Background

- Organizational changes needed to restore pay/level equity
- Need to add more supervisory management
- Job descriptions/titles outdated
Project Scope/Plan

- Interview all maintenance employees for job content
- From interviews:
  - Develop updated and defensible job descriptions/titles
  - Make recommendation about simplified classification/leveling
- Study salary competitiveness
- Communicate changes
Job Descriptions/Titles

- Used same template format
- Simplified job descriptions/titles (e.g., Maintenance Technician versus Plumber, Electrician, Locksmith, etc.)
- Added apprentice level job description to enable career path into Maintenance
- Established 2 supervisors to direct work more efficiently
Proposed Organizational Structure

Director, Extended Services

- Maintenance Supervisor
  - OPEN
  - Maintenance Mechanic, 1st class
  - Maintenance Mechanic, 1st class
  - Maintenance Mechanic, 1st class
  - Maintenance Mechanic, 1st class
  - Maintenance Mechanic, 1st class
  - Maintenance Mechanic, 1st class

- Maintenance Supervisor
  - OPEN
  - Maintenance Technician
  - Maintenance Technician
  - Maintenance Technician
  - Maintenance Technician
  - Maintenance Technician

- Maintenance Coordinator
  - Maintenance Technician
  - Maintenance Technician
  - Maintenance Technician
  - Maintenance Technician
  - Maintenance Technician
Conclusion

- Job descriptions/titles are current and defensible
- Eliminate title/pay disparity (TBD)
- Establishes more supervisory oversight
Thank you for the opportunity!