

FINAL REPORT

CLASSIFICATION AND COMPENSATION STUDY FOR



LOMPOC UNIFIED SCHOOL DISTRICT

PRESENTED BY:



EWING | HUMAN
RESOURCES
SERVICES

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September 12, 2022

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September 12, 2022

Lacy L Gillespie, MPA
Director, Classified H.R.
Personnel Commission
Lompoc Unified School District
1301 North A Street
Lompoc, CA. 93436

Dear Lacy:

We have completed our study with Lompoc Unified School District to conduct a classification and salary study for classified employees. Our report is enclosed with supporting exhibits.

We wish to commend the District for developing a thoughtful, participative, and thorough process in conducting this very sensitive and important study. We are especially grateful to you, Carmen-HR Analyst, Opal-HR Technician, and the members of the Advisory Committee for the willingness to invest considerable time and energy to assure that the results of the study truly reflect the unique character of Lompoc Unified School District.

We are extremely pleased with the objective and professional manner in which these people conducted themselves during the study. Their timely and efficient assistance was especially helpful to our consultants.

Best wishes. Thank you for selecting Ewing Human Resources Services to conduct this study for you.

Very truly yours,

William A. Ewing Jr.
President

CLASSIFICATION STUDY - OVERVIEW

Approach and Methodology

The classification study provided a detailed review of each of approximately 502 employees within 125 classified, management and confidential classifications included in the study. The program was initiated through meetings with all study participants to distribute a position information questionnaire and explain the purpose and intent of the study. Each participant completed a position information questionnaire and submitted the completed form to the immediate supervisor who approved the content of the questionnaire prior to the review by our consultants. Our consultants reviewed completed questionnaires and conducted in-person and on-line interviews with at least one incumbent in each classification from which we had participation. Interviews generally lasted 30 minutes and focused on clarification of questionnaire information and expansion of questionnaire responses. Our records indicate that we received approximately 105 questionnaires and interviewed with approximately 87 employees.

Our consultants then prepared initial class descriptions using a revised format which placed the typical duties and responsibilities in a "menu" or listing format. Preliminary class descriptions, prepared by our consultants, were then submitted to the incumbents for review. We received several suggestions for change to the descriptions from both incumbents and supervisors.

Recommendations - Classification

There are two primary outputs of the classification part of the study: an Allocation Listing and Class Descriptions. The Allocation Listing (Exhibit A) illustrates the actions recommended for each classification and each incumbent who completed the questionnaire. The revised class descriptions are also included and represent the current duties and responsibilities assigned to the incumbents. We have suggested several title changes, reclassifications, eliminations of existing classes and establishment of new classes. We have also included an alphabetical listing of classifications as Exhibit B and class descriptions as Exhibit C.

Other recommendations regarding implementation and maintenance of the overall program are included in later sections of this report.

COMPENSATION STUDY - OVERVIEW

The compensation element of this study was conducted in two phases: salary survey and internal relationships. Both phases were conducted simultaneously.

Salary Survey

The first step in the salary survey process was the selection of benchmark classifications (Exhibit D) which met the following criteria:

1. The classification was a good representative of an occupational group, family or profession;
2. The classification could be expected to be found in other organizations with about the same duties and responsibilities;
3. The selected classifications as a whole must represent the entire array of classifications from highest to lowest within Union Hill School District.

Next, we selected survey participants (Exhibit E) based on the following criteria:

1. **Geographic Area:** Santa Barbara, San Luis Obispo and Ventura Counties
2. **Type of Business:** K-12 school districts, County Offices of Education and Community College Districts
3. **Size of Business:** Enrollment between 7,000 and 18,000

Our consultants received a written or verbal response from every participating organization. Our consultants were careful to compare the participant's classifications with those developed for Union Hill School District to assure proper matching of classification content.

We requested information from each participant on the minimum and maximum for the salary range relating to the benchmark classification. In all cases, our analysis focused on the maximum of the salary range to which the benchmark classification was allocated. This practice is consistent with survey standards for educational institutions considering the variety of policies in education today affecting the size of ranges and the use of the lower end of the range. Since the salary practices of the organizations surveyed tended to vary considerably, we elected to utilize the "MEDIAN" as the measure of central tendency. It is our belief, under these conditions, that the median best represents the full array of data without being as sensitive to extremes as the mean (average).

We have included the salary survey both in summary form and with all the detail for each benchmark classification. The salary survey detail is included as Exhibit E, and the salary survey summary is included as Exhibit G in this report.

Internal Relationships

The next step in the salary-setting process was to establish the internal relationships of the classifications. The consultants first read the newly prepared classification and discussed the classification in detail, carefully checking

position information questionnaires and any other materials which would add additional information. The consultants then determined the proper internal ranking for each classification within the job family. We were careful to evaluate knowledge requirements, complexity and accountability for each classification. Once the internal relationships of all the classifications were determined, the consultants met to "sore-thumb" the relationships to assure their internal consistency and accuracy.

With respect to internal relationships, we utilized the following criteria to establish minimum standards:

1. Classes in a series should be separated by at least two ranges allowing current practice to dictate specific differences if above the two-range minimum.
2. Classes in a lead capacity should be separated by at least three ranges from the highest-level subordinate.
3. Classes in a supervisory or managerial capacity should be separated by at least five ranges from the highest-level subordinate. Other variables such as span of control were also considered.

Salary Range Recommendations

Exhibit H illustrates the recommended salary ranges by classification and includes a comparison between the recommended range placements according to the proposed salary schedule and the current salary range. This exhibit demonstrates that a number of classifications need to change in salary range relationships in order to comply with market demands and proper internal relationship considerations.

Implementation of Compensation Program

With respect to the implementation of a program such as this, we believe it is important to consider the impact of salary range changes both on the District's financial resources and the well-being of employees. In order to ease the burden on both, we suggest the following:

1. The District should approve the study as a whole with an implementation plan which extends over a reasonable period of time. It is quite common for public sector organizations to consider an implementation period of several years in order to ease the financial burden in any given year.
2. Given financial constraints, we believe the District should implement the reclassification suggestions first since these reflect changes in the scope of duties currently assigned to employees. There are several reclassifications identified in the classification sections of this report.
3. With respect of those salaries recommended to be raised, please consider the following implementation methods:

Moving positions to the step in the recommended range corresponding to the employee's current step. For example, if an employee is currently at step 5, then the employee would move to step 5 on the recommended range, or

Moving positions to a step in the recommended range which results in an increase of no more than a given amount. For example, an employee would be raised to a step in the new range which would provide an

increase of no more than 5 percent. This accomplishes the objective of placing the position in the proper range without creating a windfall for the employee or an extreme financial burden for the District. Some of our clients have even moved the employees to a step in the new range equal to or closest to their current salary. This is a method which results in the lowest overall impact in the first year.

In all cases, we suggest moving all positions at least to the minimum of the new range.

Administration of the Program

There has been considerable time and effort invested in preparing the class descriptions and in determining the relative value of each classification in the overall salary structure of the District. We suggest that this program be continued and maintained on a regular basis. Our firm has developed an automated maintenance program which should eliminate the need for future studies of the entire organization.

We suggest the following with respect to administering the program:

1. With each reorganization of a department, or reassignment of duties, a position information questionnaire should be prepared by the supervisor and the position should be re-evaluated using a process similar to that used by our firm in the conduct of the classification part of our study.
 2. If no automated maintenance program is utilized, we suggest that a complete classification study be conducted every five or six years. Assuming that employees and supervisors have the right to request interim reviews, we believe the District will be well-served with a periodic review of all classes to assure proper alignment.
 3. The Human Resources Office should be closely aligned to the organization planning and staffing control functions. We recommend that the Personnel staff develop and maintain the District's official organization charts and approved staffing patterns. This serves as a control over classification and salary impacts of changes in duties and responsibilities.
 4. Some organizations find it helpful to offer a specific time period or "window" during which the Human Resources Department would accept properly authorized requests for reclassification. This provides some necessary structure to the process of maintaining the program while being sensitive to providing timely credit for employees whose jobs have increased in scope or responsibility.
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LISTING OF EXHIBITS

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