Compensation & Classification Study
Lexington-Richland District 5, SC



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Overview



Study Goals



Project Phases

- Internal Review
- External Review



Recommendations

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Study Goals

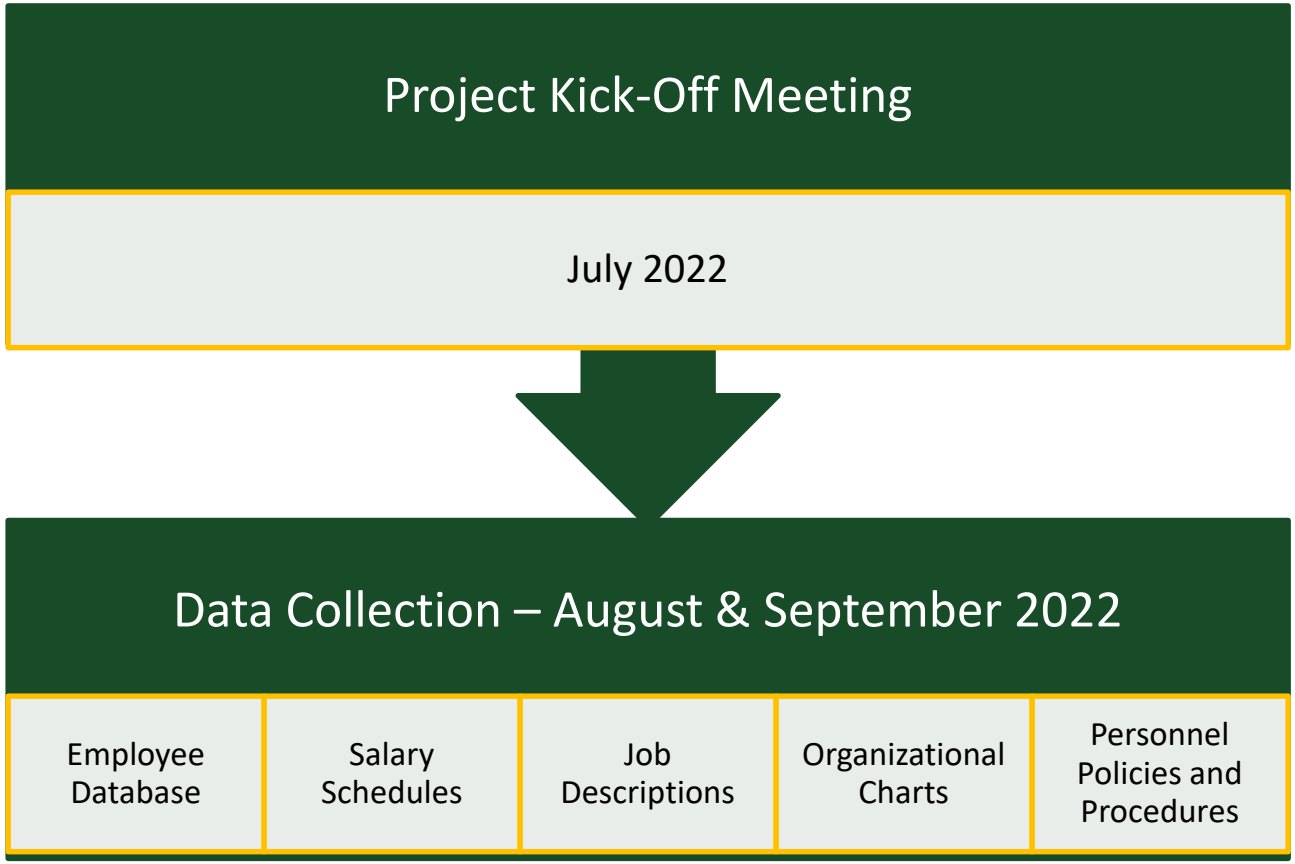
Review current classification and compensation system to ensure internal equity

Survey peer organizations to ensure external equity

Produce recommendations to provide the District with a system that is equitable, both internally and externally

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Study Initiation



Assessment of Current Conditions

Administration

- 19 Pay Grades
- 21 Steps
- Lowest Pay Grade Minimum: $68,170
- Highest Pay Grade Minimum: $105,230

- Range Spread: 44.8%
- Midpoint Progression: Avg 2.4%
- Step Progression Varies: Avg 1.87%

Certified

- 5 Pay Grades/Ed Levels
- 28 Steps
- Bachelors Min-Max: $41,600 - $62,202
- Doctorate Min-Max: $54,159 - $83,942

- Range Spread: Avg 49.4%
- Midpoint Progression: Avg 7.4%
- Step Progression Varies: Avg 1.5% (from 0.1% -3.3%)

Assessment of Current Conditions

Support

22 Pay Grades

21 Steps

Lowest Pay Grade
Minimum: $23,300

Highest Pay Grade
Minimum: $67,416

Range Spread: 44.8%

Midpoint Progression:
Avg 5.2%

Step Progression
Varies: Avg 1.87%

Bus Schedule

1 Pay Grade

21 Steps

Hourly Range: $14.63 - $21.16

Range Spread 44.6%

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Assessment of Current Conditions

Current salary schedules are organized by Admin, Certified, and Support

- Teacher salary schedules are based on the State scale, adjusted to be competitive in the local market.
- Majority of the remaining classifications are assigned to classified, bus, or administrative schedules.
- Employee data report lacks transparency and ease of use.

Compression between pay grades and steps

- Midpoint progression varies and is only 2% between some grades – causes compression between levels and salaries.
- Step progression on certified scale is minimal at some levels.
- Range Spreads of Certified scale are more narrow than typical practice.

Inconsistency in approach with a defined step plan vs flat rate salaries

- Several Administrative and Classified-Admin salaries are managed on a flat/negotiated rate basis rather than assigned to a pay grade.

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Employee Outreach

Focus Groups

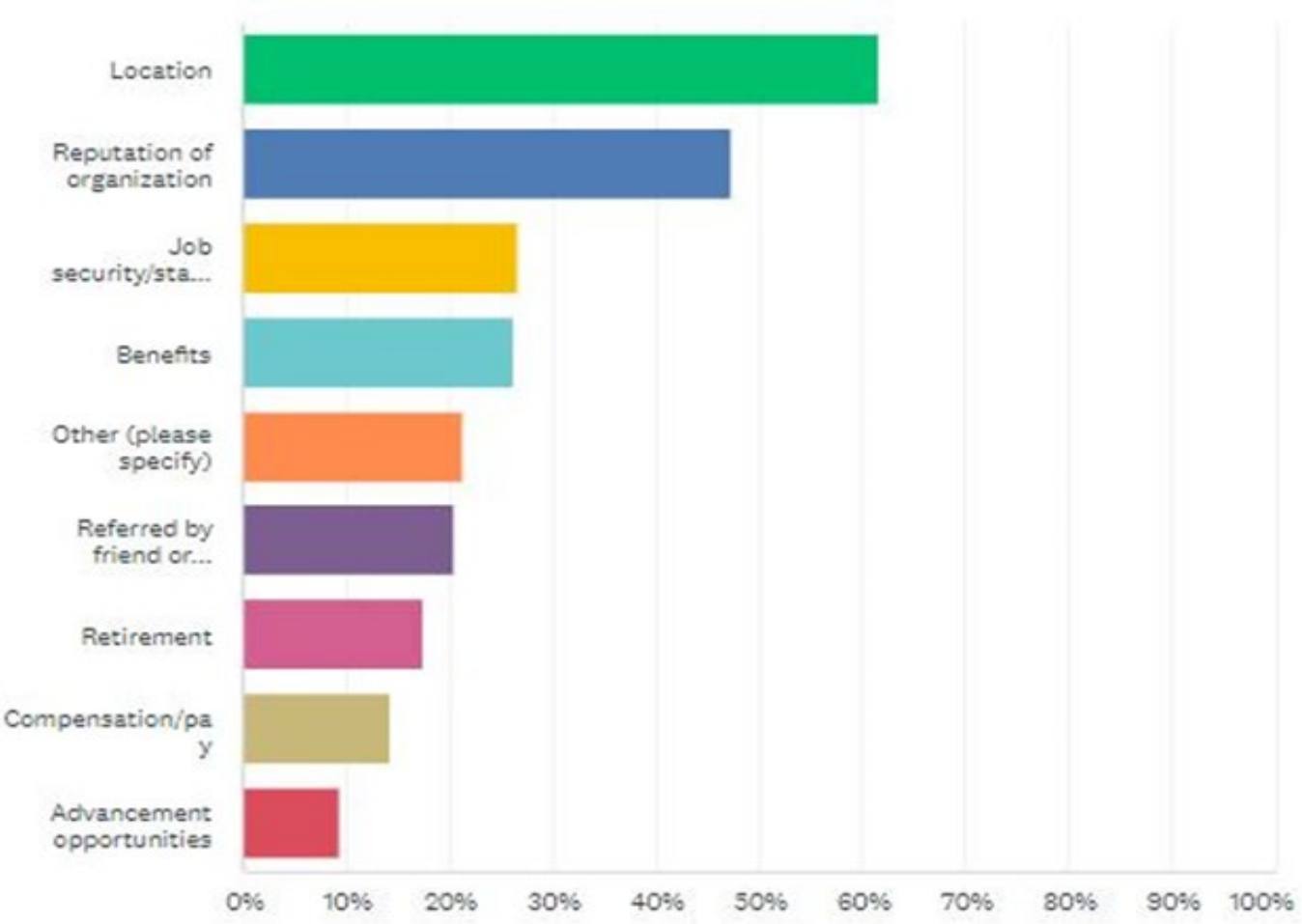
- September 20-22, 2022
- Multiple sessions over the two days
- 80 employees participated
- Cross section of employee classifications and grades

Survey to all employees

- Released September 22, 2022
- Received 1,540 responses

Employee Outreach

Employees shared that they came to work for the District as well as remain because of the following:



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Employee Outreach

Compensation Concerns

- No longer competitive with peers or private sector
- A significant number of participants stated that there was a lack of understanding/familiarity with the compensation system
- Would like more communication regarding how starting pay/step is determined
- More than half of the participants felt that salaries were not equitable internally, raises and/or incentives were not consistently applied.

Employee Outreach

Classification Concerns

- Some classifications are very generic and do not accurately describe the position
- Job descriptions do not include all roles and responsibilities
- Limited career progression with some classifications
- Office/Administrative support classifications do not reflect actual roles and responsibilities. Request to redefine roles and job descriptions.

Employee Outreach

Benefits and Retirement

- General support and appreciation for the benefits provided by the District.
- Some participants reported being unfamiliar with the types of benefits provided by the District. Requested additional information and education materials on benefit options.
- Request to review benefit options with lower premiums and provide improved dental plans and wellness benefits.
- Request to review leave packages, specifically, parental leave provided to employees.
- Request to allow employees to the option of increasing their contribution to retirement plans and for the District to match contributions.

Market Salary Survey

Data was solicited from 17 peers:

- 15 peers provided complete or partial data for requested classifications
- All responses were adjusted for cost of living
- 137 classifications were used as Benchmarks
- Average match count for the classifications was 7.3

Market Peers	
Lexington 1	Stamford School District
Lexington 2	Spartanburg Schools 5
Newberry School District	Rock Hill Schools
Richland 2	SCDOE
Spartanburg 2	SCDOEW
York 4	SCDOJ
York 1	Allen University*
Edison School District	Columbia College*
Racine School District	

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Market Salary Survey

Market Average at the 50th Percentile Adjusted for Cost of Living		
Minimum	Midpoint	Maximum
2.9%	-4.3%	-7.8%

- A negative differential indicates the District is behind at that market position on average.

- The results show the importance of range spread when comparing to the market. The District is slightly ahead of the market at the minimums of the pay scale but then loses that competitive position at the midpoint and maximum due to the narrow pay ranges.

Market Salary Survey

Benefit Summary			
% of Total Compensation	Health Care Coverage	Annual and Sick Leave	Other Benefits
District: 32% Peer Avg: 30%	The District contributes more, on average, than responding peers. Health plans offer similar coverage as peer plans.	On average, the monthly accrual rate of sick leave is slightly greater. On average, the monthly accrual of annual leave is slightly greater at the District.	District offers up to 5 more paid holidays than peers. EAP programs offered by all organizations.

- A review of benefits provided by market peers suggests that:
  - Overall, the District provides a competitive benefit package to its employees.
  - The average percent contribution provided by the District is 2% higher than responding peers.
  - Organizations primarily participate in state retirement plan. Additional investment options are available to employees at their cost.

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Salary Plan Considerations

Based on being competitive at the 50th percentile

Provide consistency in structure; ensure compliance with anticipated changes to state teacher scale

Four plans

- Certified
- Classified
- Administrative
- Transportation

Proposed Salary Plans

Certified Plan

Five (5) Grades;
34 Steps;
Step Progression: Avg 1.3%
190 day contract

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression
BACHELORS	$ 44,023.00	$55,736.71	$67,450.42	53%	
BACHELORS+18	$46,224.15	$58,523.55	$70,822.95	53%	5.0%
MASTERS	$49,690.96	$62,912.81	$76,134.67	53%	7.5%
MASTERS+30	$52,175.51	$66,058.45	$79,941.40	53%	5.0%
DOCTORATE	$60,001.84	$75,967.22	$91,932.61	53%	15.00%

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Proposed Salary Plans

Classified Plan

Nineteen (19) Grades; 21 Steps

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression	Step Progression
100	$13.75	$17.53	$21.31	55%	-	2%
101	$14.44	$18.41	$22.38	55%	5.00%	2%
102	$15.16	$19.33	$23.50	55%	5.00%	2%
103	$15.92	$20.29	$24.67	55%	5.00%	2%
104	$16.71	$21.31	$25.91	55%	5.00%	2%
105	$17.55	$22.37	$27.20	55%	5.00%	2%
106	$18.43	$23.49	$28.56	55%	5.00%	2%
107	$19.81	$25.26	$30.70	55%	7.50%	2%
108	$20.80	$26.52	$32.24	55%	5.00%	2%
109	$21.84	$27.84	$33.85	55%	5.00%	2%
110	$22.93	$29.24	$35.54	55%	5.00%	2%
111	$24.08	$30.70	$37.32	55%	5.00%	2%
112	$25.28	$32.23	$39.19	55%	5.00%	2%
113	$27.18	$34.65	$42.12	55%	7.50%	2%
114	$28.54	$36.38	$44.23	55%	5.00%	2%
115	$29.96	$38.20	$46.44	55%	5.00%	2%
116	$31.46	$40.11	$48.76	55%	5.00%	2%
117	$33.03	$42.12	$51.20	55%	5.00%	2%
118	$34.69	$44.22	$53.76	55%	5.00%	2%
119	$36.42	$46.44	$56.45	55%	5.00%	2%
120	$38.24	$48.76	$59.27	55%	5.00%	2%

Proposed Salary Plans

Administrative Plan

Nine (9) Grades; 21 Steps
240 day contract

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression	Step Progression
200	$73,267.20	$89,752.32	$106,237.44	45%	-	2%
201	$78,762.24	$96,483.74	$114,205.25	45%	7.50%	2%
202	$82,700.35	$101,307.93	$119,915.51	45%	5.00%	2%
203	$86,835.37	$106,373.33	$125,911.29	45%	5.00%	2%
204	$93,348.02	$114,351.33	$135,354.63	45%	7.50%	2%
205	$98,015.42	$120,068.89	$142,122.36	45%	5.00%	2%
206	$102,916.19	$126,072.34	$149,228.48	45%	5.00%	2%
207	$108,062.00	$132,375.96	$156,689.91	45%	5.00%	2%
208 *	$118,868.20	$142,641.85	$166,415.49	40%	10.00%	3%

* Pay grade 208 has 10 steps

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Proposed Salary Plans

Transportation-Bus Plan

One (1) Plan; 21 Steps

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Step Progression
BUS 9	$17.20	$21.93	$26.66	55.0%	2%

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Implementation Options

Implementation Option	Description
Bring to New Minimum/Closest Step	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If their salary is already within the proposed pay range, no adjustment is made. The employee is then moved to the next highest/closest step.
Step Plus 1 Step (Certified)	All employees are cross-walked over to the new pay scale. Maintains certified employees' current step placement and advances all eligible employees one step at the upcoming fiscal year.

Implementation Costs

Certified

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Step Plus 1 Step	$5,020,796.30	1442	$3,481.83	6.6%

Classified

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Bring to New Min or 3% Adjustment	$1,473,344.07	1013	$1,454.44	4.2%

Administrative

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Bring to New Min or 3% Adjustment	$386,610.61	134	$2,885.15	2.9%

Estimates do not include benefits

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Implementation Costs

Total Estimate

Option	Esimate of Cost	# Employees	Avg Adjustment	Avg Percentage
Bring to New Min or 3% Adjustment (Admin + Class)	$1,859,954.69	1147	$2,169.80	3.6%
Step Plus 1 Step (Certified)	$5,020,796.30	1442	$3,481.83	6.6%
Total Cost Estimate	$6,880,750.99	2589	$2,657.69	5.1%

**** Estimates do not include benefits***

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Recommendations

Revise all job descriptions to include updated classification information provided in the JAT; review job descriptions annually for accuracy.

Implement four (4) updated pay plans for Bus, Certified, Classified, and Administrative employees; slot all classifications into the plans based on external and internal equity; transition employees' salaries into the new plans with salary ranges for all classifications.

Recommendations

Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make changes to pay grade assignments if necessary.

Conduct a comprehensive classification and compensation study every three to five years subject to budget constraints and as market conditions are warranted.

Review and revise, as appropriate, existing pay practice guidelines including those for determining salaries of newly hired employees, progressing employee salaries through the pay plans, and determining pay increase for employees who have been promoted to a different classification.

Next Steps

Update job descriptions

Thank You!

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