



# Overview of the Support Pay Study

May 2022



Nashville  
Public Education  
FOUNDATION



METRO  
NASHVILLE  
PUBLIC  
SCHOOLS



## Overview of the Project

Current Context of Support Roles in MNPS

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Methodology

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Findings

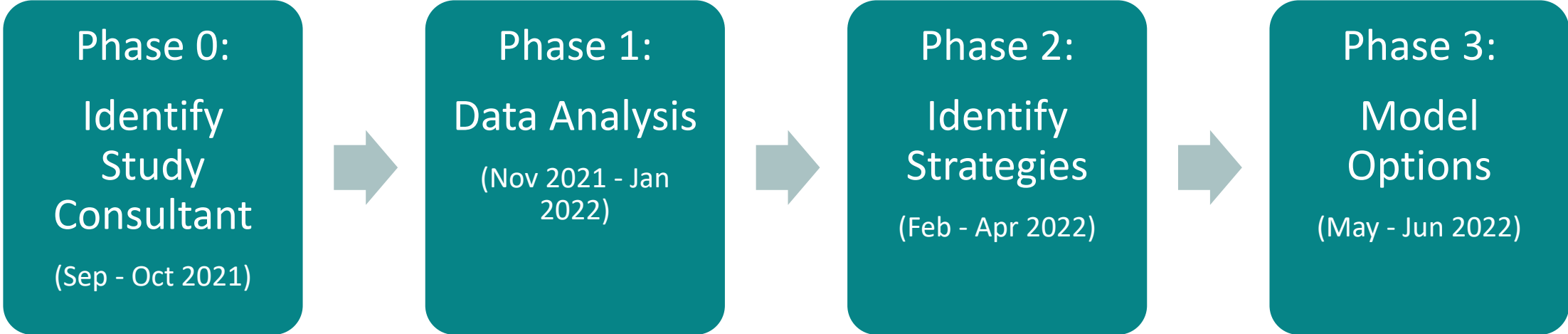
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Recommendations

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# 1 | Project Origin, Timeline, and Roles

Recognizing the essential roles of Metro Nashville Public Schools (MNPS) support employees, Mayor Cooper asked the Nashville Public Education Foundation to lead a study on MNPS support pay in 2021.



*This study follows a 2020-21 study that NPEF coordinated for the Mayor's Office with Education Resource Strategies on teacher pay to make Nashville's teachers the best paid in the state.*

*Cost of the analysis:  
**\$79,000***



The Urban Schools Human Capital Academy, regarded as a national leader in education human resources, was hired to perform the salary study.



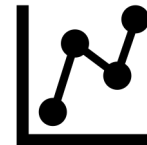
USHCA’s mission is to develop, support, and network human capital leaders in schools, districts, and states to **drive measurable improvements in teacher and principal quality**.

USHCA has worked with **school districts and state departments in 24 states across the country**, including Shelby County Schools.

USHCA provides a variety of services to **improve human resources** including:



baseline assessments



data analysis



organizational and process redesign



coaching

# Project Roles and Responsibilities

## USHCA

- Analyzed current MNPS data
- Collected comparable data
- Identified best practices
- Recommended a set of options

## NPEF

- Coordinated project
- Served as a thought partner

## Mayor's Office

- Sponsored project
- Aligned work with city priorities and budget process

## MNPS

- Provided access to data
- Aligned work with district priorities and budget process

## 2 | Project Scope and Values

The Mayor's Office and MNPS prioritized two primary values for the scope of the project: recognizing the value of all support employees and addressing hard-to-staff roles.

## In Scope of Work

- Analyze the **distribution of support staff** across the salary structure
- Analyze **attrition** of support staff
- Analyze the **applicant pool and time to fill vacancies**
- Compare the compensation of support positions to **peer districts and industries**, adjusting for cost of living
- Identify **challenges** based on the data analysis
- Offer a range of **recommendations** for solving challenges and identify draft cost estimates

## Out of Scope of Work

- **Creating an entirely new salary scale**
- **Identifying the value proposition for support positions**
- **Decompressing the scale** (which would require a new scale); however, recommendations for addressing challenges caused by compression are within scope

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# Overview of the MNPS Support Salary Schedule

- Roughly 3,950 employees
- Over 800 different support titles
- 16 pay grades and 26 steps
- Includes both exempt and non-exempt staff
- Includes both hourly and salaried staff

Metropolitan Nashville Public Schools Support Employees Salary Schedule 2021-2022 School Year, Effective 07.01.2021-06.30.2022																
STEP	SCH001	SCH002	SCH003	SCH004	SCH005	SCH006	SCH007	SCH008	SCH009	SCH010	SCH011	SCH012	SCH013	SCH014	SCH015	SCH016
0	\$15.30	\$15.30	\$15.48	\$15.67	\$15.86	\$16.05	\$16.24	\$17.85	\$19.99	\$22.66	\$25.75	\$29.48	\$34.22	\$84,360.98	\$100,221.07	\$110,547.73
1	\$15.48	\$15.48	\$15.67	\$15.86	\$16.05	\$16.25	\$16.51	\$18.21	\$20.40	\$23.10	\$26.28	\$30.07	\$34.87	\$86,036.71	\$102,238.60	\$112,698.92
2	\$15.67	\$15.67	\$15.86	\$16.05	\$16.24	\$16.45	\$16.79	\$18.58	\$20.77	\$23.56	\$26.78	\$30.69	\$35.59	\$87,714.96	\$104,204.74	\$114,927.19
3	\$15.86	\$15.86	\$16.05	\$16.24	\$16.44	\$16.66	\$17.08	\$18.92	\$21.18	\$24.02	\$27.27	\$31.26	\$36.25	\$89,367.54	\$106,196.58	\$117,075.79
4	\$16.05	\$16.05	\$16.24	\$16.44	\$16.63	\$16.87	\$17.37	\$19.26	\$21.58	\$24.47	\$27.78	\$31.81	\$36.95	\$91,097.24	\$108,162.68	\$119,383.75
5	\$16.24	\$16.24	\$16.44	\$16.63	\$16.83	\$17.08	\$17.68	\$19.64	\$21.98	\$24.90	\$28.32	\$32.45	\$37.63	\$92,801.20	\$110,182.79	\$121,532.37
6	\$16.44	\$16.44	\$16.63	\$16.83	\$17.03	\$17.29	\$17.97	\$19.99	\$22.37	\$25.35	\$28.85	\$33.03	\$38.30	\$94,479.47	\$112,226.03	\$123,709.23
7	\$16.63	\$16.63	\$16.83	\$17.03	\$17.24	\$17.51	\$18.30	\$20.35	\$22.78	\$25.81	\$29.36	\$33.60	\$38.99	\$96,183.45	\$114,166.45	\$125,988.92
8	\$16.83	\$16.83	\$17.03	\$17.24	\$17.45	\$17.72	\$18.63	\$20.71	\$23.19	\$26.28	\$29.87	\$34.19	\$39.69	\$97,782.07	\$116,183.97	\$128,165.78
9	\$17.03	\$17.03	\$17.24	\$17.45	\$17.65	\$17.95	\$18.95	\$21.05	\$23.55	\$26.72	\$30.37	\$34.80	\$40.36	\$99,486.02	\$118,204.07	\$130,368.35
10	\$17.24	\$17.24	\$17.45	\$17.65	\$17.87	\$18.17	\$19.25	\$21.43	\$23.98	\$27.18	\$30.89	\$35.36	\$41.06	\$101,215.71	\$120,195.91	\$132,622.35
11	\$17.45	\$17.45	\$17.65	\$17.87	\$18.08	\$18.40	\$19.56	\$21.80	\$24.40	\$27.64	\$31.38	\$35.98	\$41.74	\$102,893.99	\$122,241.71	\$134,796.64
12	\$17.65	\$17.65	\$17.87	\$18.08	\$18.30	\$18.63	\$19.91	\$22.15	\$24.77	\$28.11	\$31.90	\$36.57	\$42.40	\$104,597.94	\$124,284.93	\$137,024.93
13	\$17.87	\$17.87	\$18.08	\$18.30	\$18.52	\$18.86	\$20.25	\$22.50	\$25.19	\$28.54	\$32.45	\$37.14	\$43.11	\$106,276.23	\$126,225.36	\$139,227.51
14	\$18.08	\$18.08	\$18.30	\$18.52	\$18.74	\$19.10	\$20.56	\$22.84	\$25.60	\$28.98	\$32.98	\$37.75	\$43.80	\$107,926.25	\$128,242.88	\$141,455.77
15	\$18.30	\$18.30	\$18.52	\$18.74	\$18.96	\$19.33	\$20.91	\$23.20	\$25.98	\$29.43	\$33.49	\$38.31	\$44.49	\$109,658.51	\$130,209.02	\$143,606.95
16	\$18.52	\$18.52	\$18.74	\$18.96	\$19.19	\$19.58	\$21.26	\$23.54	\$26.38	\$29.88	\$33.99	\$38.92	\$45.16	\$111,334.19	\$132,203.42	\$145,835.23
17	\$18.74	\$18.74	\$18.96	\$19.19	\$19.42	\$19.82	\$21.62	\$23.93	\$26.77	\$30.35	\$34.52	\$39.52	\$45.87	\$113,012.48	\$134,246.64	\$148,063.52
18	\$18.96	\$18.96	\$19.19	\$19.42	\$19.66	\$20.07	\$21.99	\$24.28	\$27.17	\$30.79	\$35.03	\$40.09	\$46.51	\$114,770.42	\$136,238.47	\$150,291.80
19	\$19.19	\$19.19	\$19.42	\$19.66	\$19.89	\$20.32	\$22.37	\$24.63	\$27.57	\$31.26	\$35.53	\$40.67	\$47.21	\$116,369.01	\$138,284.28	\$152,466.09
20	\$19.42	\$19.42	\$19.66	\$19.89	\$20.13	\$20.57	\$22.75	\$24.98	\$28.00	\$31.71	\$36.05	\$41.29	\$47.87	\$118,047.30	\$140,276.10	\$154,720.07
21	\$19.66	\$19.66	\$19.89	\$20.13	\$20.37	\$20.83	\$23.13	\$25.34	\$28.39	\$32.16	\$36.57	\$41.87	\$48.61	\$119,751.28	\$142,216.52	\$156,871.25
22	\$19.89	\$19.89	\$20.13	\$20.37	\$20.62	\$21.09	\$23.53	\$25.70	\$28.78	\$32.60	\$37.08	\$42.45	\$49.27	\$121,455.26	\$144,262.33	\$159,099.51
23	\$20.13	\$20.13	\$20.37	\$20.62	\$20.86	\$21.35	\$23.93	\$26.08	\$29.19	\$33.06	\$37.60	\$43.04	\$49.96	\$123,184.94	\$146,305.57	\$161,327.82
24	\$20.37	\$20.37	\$20.62	\$20.86	\$21.11	\$21.62	\$24.33	\$26.40	\$29.61	\$33.52	\$38.10	\$43.63	\$50.63	\$124,783.54	\$148,297.39	\$163,556.07
25	\$20.62	\$20.62	\$20.86	\$21.11	\$21.37	\$21.89	\$24.75	\$26.77	\$29.98	\$33.98	\$38.65	\$44.24	\$51.31	\$126,487.52	\$150,317.50	\$165,704.68

COLA and step increases have been inconsistent over the last several years for support employees.

	2018-19 SY	2019-20 SY	2020-21 SY	2021-22 SY
Step Increase	No	No	Yes	Yes
COLA Increase	No	3% at beginning of year, 3% midyear	No	2%

# Over half of all support employees are Aides (including Paraprofessionals), Clerical/Secretarial Staff, and Food Service Staff.

Position	Number in District	% of Support Staff
Aides, including Paraprofessionals	1,057	26.8%
Bookkeepers	155	3.9%
Bus Drivers	280	7.1%
Clerical/Secretarial Staff	535	13.5%
Facilities/Maintenance Staff	166	4.2%
Food Service Staff	457	11.6%
Food Service Managers	99	2.5%
Facilities/Maintenance Manager	12	0.3%
Security Officers	43	1.1%
Transportation (non-driver)	202	5.1%
Executives/Directors	58	1.5%
Managers	98	2.5%
Professionals (analysts, advisors, coordinators, etc.)	331	8.4%
Technology Managers	15	0.4%
Technology Staff	105	2.7%



While the average annual salary for all support employees is roughly \$50,000, the average annual salary for hourly support employees is closer to \$31,000.

Position	Average Salary
Aides, including Paraprofessionals	\$23,287.24
Bookkeepers	\$41,280.03
Bus Drivers	\$26,201.54
Clerical/Secretarial Staff	\$28,178.94
Facilities/Maintenance Staff	\$41,221.76
Food Service Staff	\$18,777.59
Security Officers	\$46,802.26
Transportation (non-driver)	\$24,103.02
<b>AVERAGE</b>	<b>\$31,231.55</b>

Note that some positions are 9 or 10 month

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**Methodology**

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# USHCA Methodology for Each Phase of Work

## Review complexities and challenges of current structure

- Distribution of roles across the scale
- Recent salary adjustments and history of changes
- District policies
- Average salaries and minimum, maximum salaries

## Benchmark salaries

- Comparison of support salaries to local, regional, and national peers
- Categorization of jobs into groups for analysis (in conjunction with MNPS)
- Identification of 10 benchmarking positions
- Reviewed 2020-21 and 2021-22 schedules

## Analyze retention

- Consolidation of data to enable trend analysis
- Categorization of jobs into groups for analysis (in conjunction with MNPS)
- Analysis of retention/attrition, average tenure/service time, and district averages for 2020 and 2021

## Analyze vacancies and hiring statistics

- Analysis of vacancies and hiring data for support positions between 12/3/19 and 2/10/22
- Mapping of each position to the categories identified in the retention work
- Analysis of applicants per vacancy and time to hire (days) for each category
- Comparison of each category to district average

Because there are so many distinct titles in the support scale, USHCA grouped jobs by similar traits into these categories (Slide 1 of 2):

Category	Job Titles*
<b>Aide</b>	Aide, Education Assistant, Interpreter, Monitor (In school suspension), Paraprofessional, Reader, Support/Supv Campus, Translator, Tutor
<b>Bookkeeper/Account Clerk</b>	Admin Records, School Finance, Clerk (Accounting, Control), Tech Accounting
<b>Bus Driver</b>	Driver
<b>Clerical/Secretarial Staff</b>	Administrative, Assistant, Clerk, Receptionist, Representative, Secretary, Technician
<b>Executive/Director</b>	Director, Executive Director
<b>Facilities/Maintenance</b>	Foreman, Laborer, Operator, Skilled Laborer, Technician (Electrical, Facility, Maintenance, etc.), Worker (Maintenance/Warehouse)
<b>Food Service Manager</b>	Manager Nutrition Services
<b>Food Service Staff</b>	Assistant Nutrition Services, Cashier, Chef

\*Note: Not all unique titles are listed; only common groupings

Because there are so many distinct titles in the support scale, USHCA grouped jobs by similar traits into these categories (Slide 2 of 2):

Category	Job Titles*
<b>Manager</b>	Assistant Director, Manager, Officer (Compliance/Contract), Supervisor
<b>Manager – Facilities/Maintenance</b>	Manager (Maintenance, Project Construction, Roof, Warehouse), Supervisor (Mail Center, Maintenance, Materials, Parts, Repair)
<b>Security Officer</b>	Dispatcher, Officer, Specialist (School Security), Supervisor (School Security)
<b>Professional</b>	Accountant, Advisor, Agent, Analyst, Auditor, Buyer, Coach (non athletic), Coordinator, Liaison, Registrar, Specialist, Therapist
<b>Technology Manager</b>	Manager (IT/Product IT)
<b>Technology Professional</b>	Administrator (IT), Analyst (IT), Architect, Designer, Developer, Engineer, Manager (Data Quality, Digital Experience, Technology), Specialist (Enterprise, IT), Writer Technical
<b>Transportation (Non-Driver)</b>	Dispatcher, Mechanic, Monitor School Bus, Representative Transportation, Supervisor (Driver Training, Transportation), Trainer Transportation, Writer Service

\*Note: Not all unique titles are listed; only common groupings

# In conjunction with MNPS, USHCA selected 10 categories for the benchmarking analysis:

- Aides, including Paraprofessionals
- Clerical/Secretarial
- Food Service Staff
- Food Service Managers
- Bus Drivers
- Facilities/Maintenance/Warehouse Staff
- Facilities/Maintenance/Warehouse Managers
- Bookkeeper/Account Clerk
- Transportation (non-drivers)
- Security Officers

- Benchmarking and other analyses were largely based on publicly available information.
- Positions for comparisons were not validated for directly comparable position responsibilities.

Peer comparison districts and organizations were selected in consultation with MNPS and the Mayor's Office and represented common destinations of employees who leave the district.

Tennessee Districts

- Hamilton County
- Knox County
- Lebanon City
- Murfreesboro City
- Rutherford County
- Shelby County
- Sumner County
- Williamson County
- Wilson County

Regional Peer Districts

- Atlanta
- Charlotte/Mecklenburg
- DeKalb County (GA)
- Gwinnett County (GA)
- Jefferson County (KY)

National Peer Districts

- Aldine (TX)
- Austin (TX)
- Dallas (TX)
- Denver (CO)
- Duvall County (FL)
- Palm Beach (FL)
- Fort Worth (TX)

Other Organizations

- WeGo
- Metro Nashville Government
- Tennessee State Government

*USHCA used the Center for Regional Economic Competitiveness for cost-of-living estimates, with Nashville's cost of living index at 104.7.*

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# Initial Findings

<b>Distribution</b>	<ul style="list-style-type: none"><li>• 40% of all positions are in steps 0-2 with more than half in three grades on three steps</li><li>• Many support titles include only one person in that role</li></ul>
<b>Attrition</b>	<ul style="list-style-type: none"><li>• 5-year turnover for support positions is 12.6%</li></ul>
<b>Time-to-Hire</b>	<ul style="list-style-type: none"><li>• MNPS averages 1.9 applicants per vacancy</li><li>• It takes approximately 40 days to fill a vacancy (though some vacancies remain unfilled)</li></ul>
<b>Benchmarking Pay</b>	<ul style="list-style-type: none"><li>• MNPS support employee pay is often competitive with surrounding areas and industries; in fact, for hourly support positions, pay was in the middle to top third across all positions</li></ul>
<b>Legacy Decisions</b>	<ul style="list-style-type: none"><li>• Prior compensation decisions have caused some lasting pain points in the compensation schedule</li></ul>

# 1 | Support Staff Attrition

# Over the past two years, MNPS has experienced high turnover among Food Service Staff and Technology Managers.

Position	2020	2021	Change	2 Year Average
Paraprofessionals	11%	13.2%	+2.2%	12.1%
Bookkeepers	6.9%	9.2%	+2.3%	8%
Bus Drivers	10.8%	18.2%	+7.4%	14.4%
Clerical/Secretarial Staff	10.2%	9.1%	-1.1%	9.7%
Facilities/Maintenance Staff	8.6%	8.7%	+0.1%	8.7%
Food Service Staff	15%	15.2%	+0.2%	15.1%
Food Service Managers	6.7%	11.4%	+4.4%	9%
Facilitates/Maintenance Manager	0%	7.7%	+7.7%	4%
Security Officers	11.1%	2.2%	-8.9%	6.6%
Transportation (non-driver)	8%	13.8%	+5.8%	10.9%
Executive/Directors	1.4%	2.0%	+0.6%	1.7%
Managers	6.5%	5.7%	-0.8%	6.1%
Professionals	6.6%	6.9%	+0.3%	6.7%
Technology Managers	21.1%	11.8%	+5.2%	16.7%
Technology Staff	7.3%	8.7%	+1.4%	8%

## 2 | Applicant Pool and Time to Hire

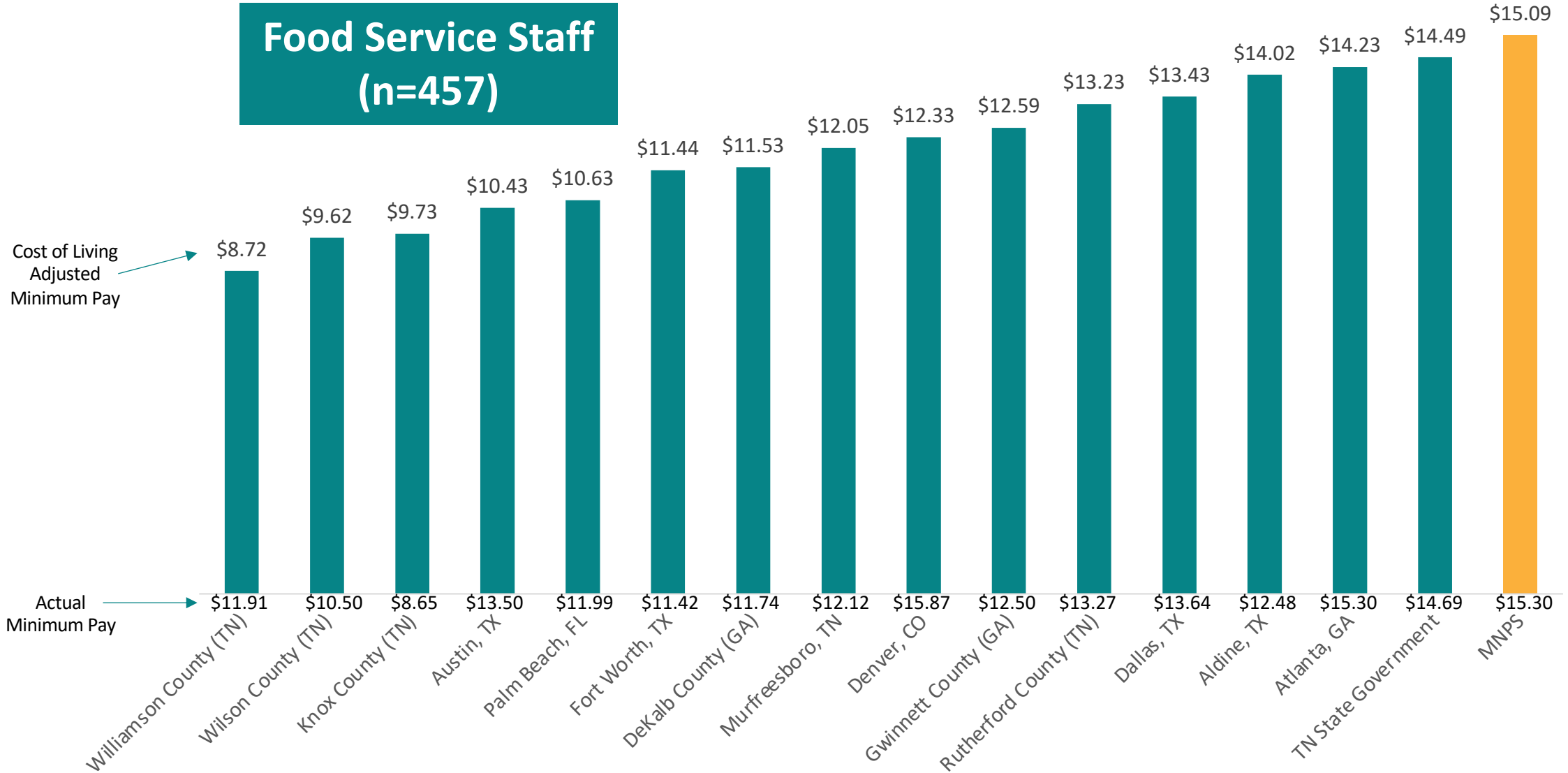
The applicant pool is sparse for almost all support positions and it takes a very long time to fill Facilities/Maintenance Staff, Facilities/Maintenance Managers Security Officers, and Technology Managers.

Position	Applicants per Vacancy*	Time to Hire (Days)
Paraprofessionals	1.5	37.4
Bookkeepers	3	35.2
Bus Drivers	1.3	44.7
Clerical/Secretarial Staff	2	30.8
Facilities/Maintenance Staff	1.7	85.5
Food Service Staff	1.5	52.9
Food Service Managers	1.6	39
Facilitates/Maintenance Manager	1	128.6
Security Officers	3.1	130.1
Transportation (non-driver)	7.8	36.7
Executive/Directors	2.2	40.5
Managers	4.5	37.2
Professionals	2.3	26.4
Technology Managers	1	80.6
Technology Staff	1.8	44.9

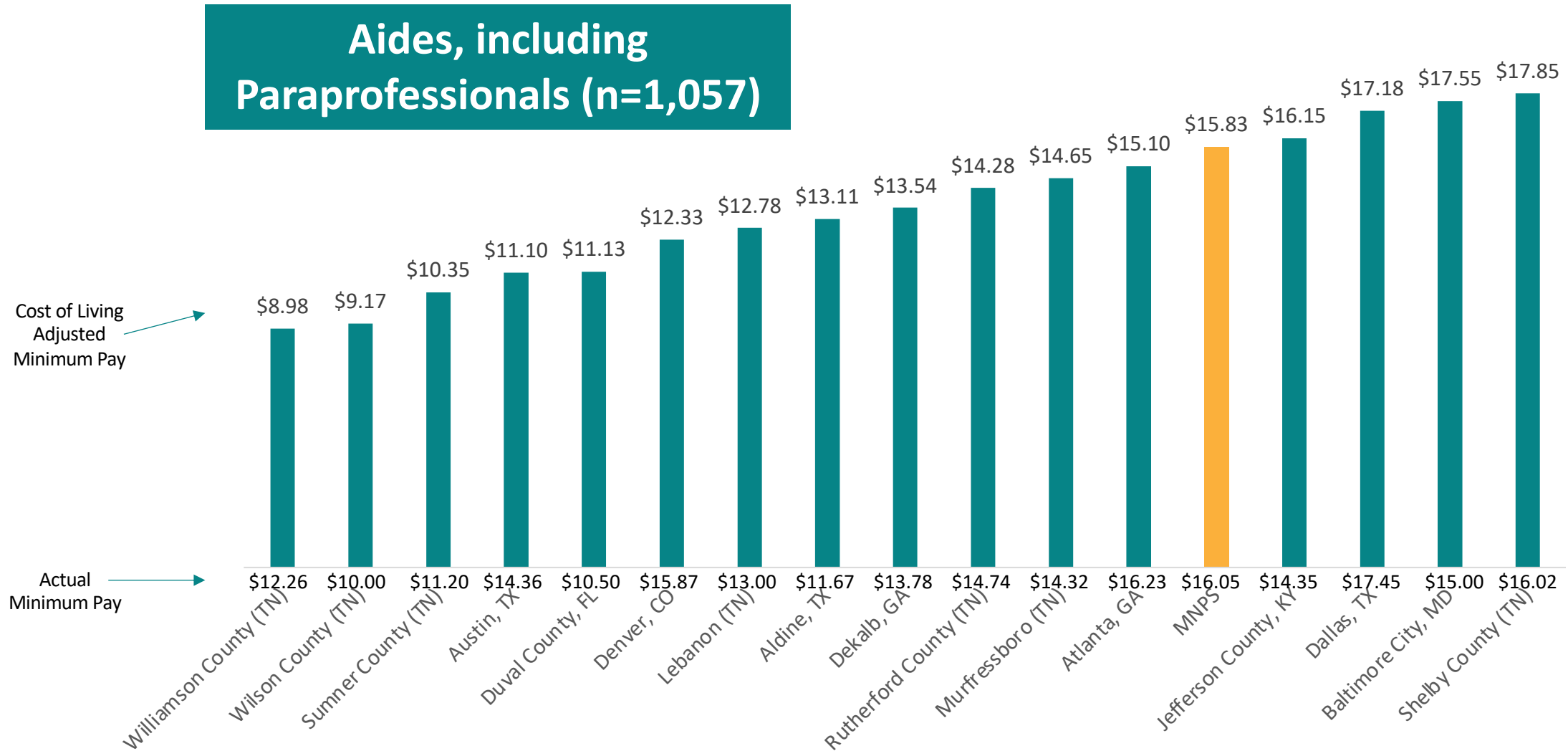
### 3 | Pay Comparisons with Peer Districts and Industries

# Compared to peer districts and industries, MNPS pays Food Service Staff higher than anyone else.

## Food Service Staff (n=457)

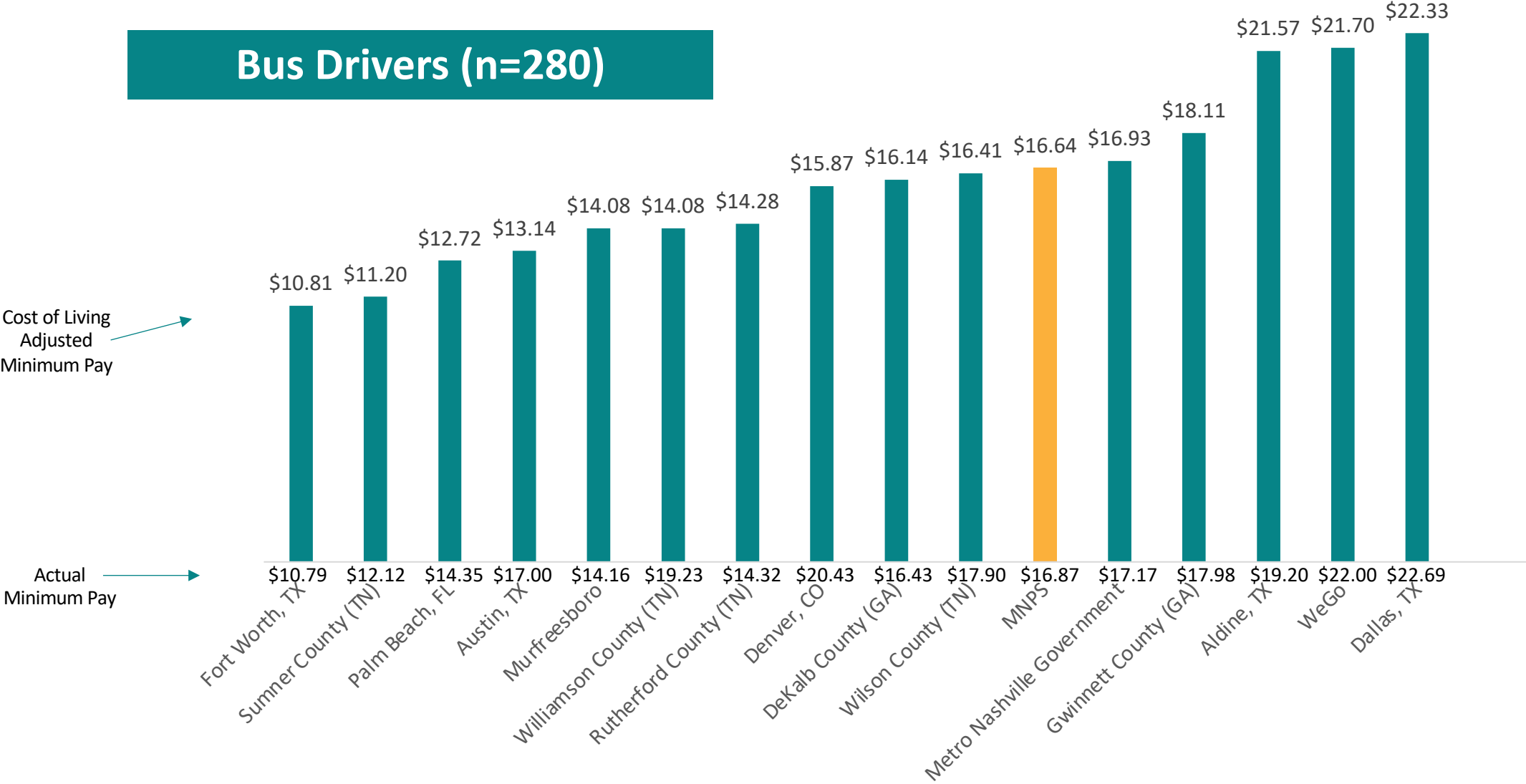


Compared to peer districts and industries, MNPS pays Aides, including Paraprofessionals, in the top third.





Compared to peer districts and industries, MNPS pays Bus Drivers in the middle of the pack.



## 4 | Putting It All Together

<b>Position (n)</b>	<b>Time to Hire</b> <i>31 days - Green</i> <i>32- 45 days - yellow</i> <i>45+ - Red</i>	<b>Applications Per Position</b> <i>5+ - Green</i> <i>3-5 - Yellow</i> <i>&lt;3 - Red</i>	<b>Attrition (average of last two years)</b> <i>&lt;10% - Green</i> <i>10-15% - Yellow</i> <i>&gt;15% - Red</i>	<b>Comparable Pay</b> <i>Top third - Green</i> <i>Middle third - Yellow</i> <i>Bottom third - Red</i>
Aides, including Paraprofessionals (1,057)	Yellow	Red	Yellow	Green
Bookkeepers (155)	Yellow	Yellow	Green	Green
Bus Drivers (280)	Yellow	Red	Yellow	Yellow
Clerical/Secretarial Staff (535)	Green	Red	Green	Yellow
Facilities/Maintenance Staff (166)	Red	Red	Green	Yellow
Food Service Staff (457)	Red	Red	Red	Green
Food Service Managers (99)	Yellow	Red	Green	Yellow
Facilities/Maintenance Manager (12)	Red	Red	Green	Yellow
Security Officers (43)	Red	Yellow	Green	Yellow
Transportation (non-driver) (202)	Yellow	Green	Yellow	Green
Executive/Directors (58)	Yellow	Red	Green	NA
Managers (98)	Yellow	Yellow	Green	NA
Professionals (331)	Green	Red	Green	NA
Technology Managers (15)	Red	Red	Red	NA
Technology Staff (105)	Yellow	Red	Green	NA

Vacancies across positions vary significantly and should be considered when identifying hard-to-staff areas.

Two key positions, Paraprofessionals and Food Service Staff, are hard to fill despite having above average pay. Additionally, the district is facing significant vacancies for Paraprofessionals and Bus Drivers.

<b>Position (n)</b>	<b>Time to Hire</b> <i>31 days - Green</i> <i>32- 45 days - yellow</i> <i>45+ - Red</i>	<b>Applications Per Position</b> <i>5+ - Green</i> <i>3-5 - Yellow</i> <i>&lt;3 - Red</i>	<b>Attrition (average of last two years)</b> <i>&lt;10% - Green</i> <i>10-15% - Yellow</i> <i>&gt;15% - Red</i>	<b>Comparable Pay</b> <i>Top third - Green</i> <i>Middle third - Yellow</i> <i>Bottom third - Red</i>
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Bookkeepers (155)	Grey	Grey	Grey	Grey
Bus Drivers (280)	Yellow	Red	Yellow	Yellow
Clerical/Secretarial Staff (535)	Grey	Grey	Grey	Grey
Facilities/Maintenance Staff (166)	Grey	Grey	Grey	Grey
Food Service Staff (457)	Red	Red	Red	Green
Food Service Managers (99)	Grey	Grey	Grey	Grey
Facilitates/Maintenance Manager (12)	Grey	Grey	Grey	Grey
Security Officers (43)	Grey	Grey	Grey	Grey
Transportation (non-driver) (202)	Grey	Grey	Grey	Grey
Executive/Directors (58)	Grey	Grey	Grey	Grey
Managers (98)	Grey	Grey	Grey	Grey
Professionals (331)	Grey	Grey	Grey	Grey
Technology Managers (15)	Grey	Grey	Grey	Grey
Technology Staff (105)	Grey	Grey	Grey	Grey

Bus Drivers, Food Service Staff, and Technology Managers have had high attrition and few applicants to replace those who leave.

<b>Position (n)</b>	<b>Time to Hire</b> <i>31 days - Green</i> <i>32- 45 days - yellow</i> <i>45+ - Red</i>	<b>Applications Per Position</b> <i>5+ - Green</i> <i>3-5 - Yellow</i> <i>&lt;3 - Red</i>	<b>Attrition (average of last two years)</b> <i>&lt;10% - Green</i> <i>10-15% - Yellow</i> <i>&gt;15% - Red</i>	<b>Comparable Pay</b> <i>Top third - Green</i> <i>Middle third - Yellow</i> <i>Bottom third - Red</i>
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Security Officers (43)				
Transportation (non-driver) (202)				
Executive/Directors (58)				
Managers (98)				
Professionals (331)				
<b>Technology Managers (15)</b>				NA
Technology Staff (105)				

Focusing on non-exempt positions would address issues that affect our lowest-paid positions (and the ones that are more compressed on the scale).

<b>Position (n)</b>	<b>Time to Hire</b> <i>31 days - Green</i> <i>32- 45 days - yellow</i> <i>45+ - Red</i>	<b>Applications Per Position</b> <i>5+ - Green</i> <i>3-5 - Yellow</i> <i>&lt;3 - Red</i>	<b>Attrition (average of last two years)</b> <i>&lt;10% - Green</i> <i>10-15% - Yellow</i> <i>&gt;15% - Red</i>	<b>Comparable Pay</b> <i>Top third - Green</i> <i>Middle third - Yellow</i> <i>Bottom third - Red</i>
Paraprofessionals (1,057)	Yellow	Red	Yellow	Green
Bookkeepers (155)	Yellow	Yellow	Green	Green
Bus Drivers (280)	Yellow	Red	Yellow	Yellow
Clerical/Secretarial Staff (535)	Green	Red	Green	Yellow
Facilities/Maintenance Staff (166)	Red	Red	Green	Yellow
Food Service Staff (457)	Red	Red	Red	Green
Food Service Managers (99)	Grey	Grey	Grey	Grey
Facilitates/Maintenance Manager (12)	Grey	Grey	Grey	Grey
Security Officers (43)	Grey	Grey	Grey	Grey
Transportation (non-driver) (202)	Grey	Grey	Grey	Grey
Executive/Directors (58)	Grey	Grey	Grey	Grey
Managers (98)	Grey	Grey	Grey	Grey
Professionals (331)	Grey	Grey	Grey	Grey
Technology Managers (15)	Grey	Grey	Grey	Grey
Technology Staff (105)	Grey	Grey	Grey	Grey

These positions include some non-exempt employees as well.

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Overview of the Project

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Current Context of Support Roles in MNPS

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Methodology

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Findings

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**Recommendations**

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# What options could address our goals for the study?

## *Possible Goals*

## *Draft Options for Consideration*

1	Recognize value of all support employees	1%, 2%, or 3% across the board pay raise
2	Address challenges for our lowest paid employees	1%, 2%, or 3% pay increase or \$1, \$2, or \$3 increase per hour for hourly, non-exempt employees
3	Address challenges for the most critical areas needed to operate schools	Increase Bus Driver pay to \$22/hour; increase Paraprofessional Pay by \$2 more per hour; increase Food Service Staff pay by 2 or 3%
4	Address challenges for the positions that have the most employees	Make 1%, 2%, or 3% increases for Paraprofessionals, Clerical/Secretarial, and Food Service Staff
5	Address the hardest-to-staff positions	Make 1%, 2%, or 3% increases for Facilities/Maintenance Staff, Food Service Staff, Facilities/Maintenance Managers, and Technology Managers



Recognizing the critical role that all support staff play, the fact that increases have been inconsistent in recent years, and the fact that the district struggles to attract and retain many support positions, a significant across the board increase is appropriate.

<b>Option</b>	<b>Total Additional Cost</b>
<b>1% COLA + Step</b>	\$4.3 million
<b>4% COLA + Step</b>	\$9.5 million
<b>5% COLA + Step</b>	\$11.7 million
<b>10% Pay Increase + Step</b>	\$20.0 million

*The costs provided by USHCA are estimates only. The district has and will do its own costing as part of its budgeting process.*

To address specific hard-to-staff areas, targeted strategies to substantially increase pay are recommended.

### Bus Drivers

Increase starting pay to \$22/hour to be competitive with WeGo

Adjust Bus Driver Managers and Supervisors accordingly

Create a new salary structure just for bus drivers and other transportation roles

### Paraprofessionals

Move all paraprofessionals to Grade 8

### Food Service Staff

Increase all Food Service Staff pay by \$2/hour

Increase Food Service Managers accordingly

Create a new salary schedule just for Food Service Staff and their managers

# This initial analysis is only the first step; the next phase should work to address remaining compensation pain points and root cause challenges.

Reclassify positions	Alleviate areas of significant compression	Regularly evaluate drop/add steps	Equalize health care costs	Improve administration of compensation
<p>Study aides, clerical/secretarial workers, food service staff and security to determine whether a full reclassification is necessary and can be accomplished without compression.</p>	<p>Create interim steps in some compressed areas, or create formulas for adjustments, to address compression caused by former decisions.</p>	<p>To make sure individuals do not feel like they can “top out,” regularly determine whether to drop and add steps so that additional steps are available.</p>	<p>Make employee contribution to health care equitable, rather than regressive, by adjusting the formula or offering a lower cost plan. This will improve the total compensation value proposition for support employees.</p>	<p>Enhance operational and strategic management of the scale, improve reliability, enhance transparency, and build a value proposition for support careers.</p>





# USHCA - Metro Nashville Public Schools Compensation Analysis

Phase 1 Report Out  
February, 2022



# Agenda

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1. Overview/Framing
2. Support Staff Salary Schedule
3. Job Categories for Analysis
4. Retention Numbers
5. Vacancy Analysis
6. Benchmarking Process
7. Breakdown by Job Category

# Compensation is an impactful human capital management component

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The USHCA embraces MNPS's purpose, goals and desired human capital impacts of the compensation received by its employees.



It is notable that MNPS's current focus on ensuring its compensation plan meets the principles of fair and competitive compensation practices began prior to the COVID global pandemic.

So, as this compensation project unfolds, it does so anchored in the importance of compensation to all MNPS employees, as well as the need to address the current context of exacerbated shortages affecting some positions acutely.

# This analysis uses data to strengthen the MNPS compensation plan goals for support employees

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MNPS's study of its Support Employees' compensation plan is an affirmation of its talent management strategy.

- Salary benchmarking gives an impartial idea of competitive salaries and allows organizations to make informed decisions.
- Transparent compensation decisions leave the decision-making of salaries in the hands of accurate and impartial data. This leaves employees with a higher level of trust in the organization and their managers.
- Through a comprehensive compensation analysis, you can identify where you can improve your compensation strategy including policies and practices that affect how employees experience and are compensated by the plan. (AIHR)



# The Support Salary Schedule represents nearly 4000 employees across its 400 “squares”

The Support Employees salary schedule is used to compensate all MNPS employees who hold positions that do not require a state certificate.

- There are nearly 4000 employees on the schedule (3950).
- There are about 1000 titles on the support employee salary schedule and 415 of them are unique titles with one incumbent.

Metropolitan Nashville Public Schools  
Support Employees Salary Schedule  
2021-2022 School Year, Effective 07.01.2021-06.30.2022

STEP	SCH001	SCH002	SCH003	SCH004	SCH005	SCH006	SCH007	SCH008	SCH009	SCH010	SCH011	SCH012	SCH013	SCH014	SCH015	SCH016
0	\$15.30	\$15.30	\$15.48	\$15.67	\$15.86	\$16.05	\$16.24	\$17.85	\$19.99	\$22.66	\$25.75	\$29.48	\$34.22	\$84,360.98	\$100,221.07	\$110,547.73
1	\$15.48	\$15.48	\$15.67	\$15.86	\$16.05	\$16.25	\$16.51	\$18.21	\$20.40	\$23.10	\$26.28	\$30.07	\$34.87	\$86,036.71	\$102,238.60	\$112,698.92
2	\$15.67	\$15.67	\$15.86	\$16.05	\$16.24	\$16.45	\$16.79	\$18.58	\$20.77	\$23.56	\$26.78	\$30.69	\$35.59	\$87,714.96	\$104,204.74	\$114,927.19
3	\$15.86	\$15.86	\$16.05	\$16.24	\$16.44	\$16.66	\$17.08	\$18.92	\$21.18	\$24.02	\$27.27	\$31.26	\$36.25	\$89,367.54	\$106,196.58	\$117,075.79
4	\$16.05	\$16.05	\$16.24	\$16.44	\$16.63	\$16.87	\$17.37	\$19.26	\$21.58	\$24.47	\$27.78	\$31.81	\$36.95	\$91,097.24	\$108,162.68	\$119,383.75
5	\$16.24	\$16.24	\$16.44	\$16.63	\$16.83	\$17.08	\$17.68	\$19.64	\$21.98	\$24.90	\$28.32	\$32.45	\$37.63	\$92,801.20	\$110,182.79	\$121,532.37
6	\$16.44	\$16.44	\$16.63	\$16.83	\$17.03	\$17.29	\$17.97	\$19.99	\$22.37	\$25.35	\$28.85	\$33.03	\$38.30	\$94,479.47	\$112,226.03	\$123,709.23
7	\$16.63	\$16.63	\$16.83	\$17.03	\$17.24	\$17.51	\$18.30	\$20.35	\$22.78	\$25.81	\$29.36	\$33.60	\$38.99	\$96,183.45	\$114,266.45	\$125,988.92
8	\$16.83	\$16.83	\$17.03	\$17.24	\$17.45	\$17.72	\$18.63	\$20.71	\$23.19	\$26.28	\$29.87	\$34.19	\$39.69	\$97,928.07	\$116,313.97	\$128,365.78
9	\$17.03	\$17.03	\$17.24	\$17.45	\$17.65	\$17.95	\$18.95	\$21.05	\$23.55	\$26.72	\$30.37	\$34.80	\$40.36	\$99,686.02	\$118,364.07	\$130,753.35
10	\$17.24	\$17.24	\$17.45	\$17.65	\$17.87	\$18.17	\$19.25	\$21.43	\$23.98	\$27.18	\$30.89	\$35.36	\$41.06	\$101,215.71	\$120,395.91	\$133,222.35
11	\$17.45	\$17.45	\$17.65	\$17.87	\$18.08	\$18.40	\$19.56	\$21.80	\$24.40	\$27.64	\$31.38	\$35.98	\$41.74	\$102,893.99	\$122,241.71	\$134,796.64
12	\$17.65	\$17.65	\$17.87	\$18.08	\$18.30	\$18.63	\$19.91	\$22.15	\$24.77	\$28.11	\$31.90	\$36.57	\$42.40	\$104,597.94	\$124,284.93	\$137,024.93
13	\$17.87	\$17.87	\$18.08	\$18.30	\$18.52	\$18.86	\$20.25	\$22.50	\$25.19	\$28.54	\$32.45	\$37.14	\$43.11	\$106,276.23	\$126,225.36	\$139,227.51
14	\$18.08	\$18.08	\$18.30	\$18.52	\$18.74	\$19.10	\$20.56	\$22.84	\$25.60	\$28.98	\$32.98	\$37.75	\$43.80	\$107,926.23	\$128,242.88	\$141,455.77
15	\$18.30	\$18.30	\$18.52	\$18.74	\$18.96	\$19.33	\$20.91	\$23.20	\$25.98	\$29.43	\$33.49	\$38.31	\$44.49	\$109,658.51	\$130,209.02	\$143,606.95
16	\$18.52	\$18.52	\$18.74	\$18.96	\$19.19	\$19.58	\$21.26	\$23.54	\$26.38	\$29.88	\$33.99	\$38.92	\$45.16	\$111,334.19	\$132,203.42	\$145,835.23
17	\$18.74	\$18.74	\$18.96	\$19.19	\$19.42	\$19.82	\$21.62	\$23.93	\$26.77	\$30.35	\$34.52	\$39.52	\$45.87	\$113,012.48	\$134,246.64	\$148,063.52
18	\$18.96	\$18.96	\$19.19	\$19.42	\$19.66	\$20.07	\$21.99	\$24.28	\$27.17	\$30.79	\$35.03	\$40.09	\$46.51	\$114,770.42	\$136,238.47	\$150,291.80
19	\$19.19	\$19.19	\$19.42	\$19.66	\$19.89	\$20.32	\$22.37	\$24.63	\$27.57	\$31.26	\$35.53	\$40.67	\$47.21	\$116,369.01	\$138,284.28	\$152,466.09
20	\$19.42	\$19.42	\$19.66	\$19.89	\$20.13	\$20.57	\$22.75	\$24.98	\$28.00	\$31.71	\$36.05	\$41.29	\$47.87	\$118,047.30	\$140,276.10	\$154,720.07
21	\$19.66	\$19.66	\$19.89	\$20.13	\$20.37	\$20.83	\$23.13	\$25.34	\$28.39	\$32.16	\$36.57	\$41.87	\$48.61	\$119,751.28	\$142,216.52	\$156,871.25
22	\$19.89	\$19.89	\$20.13	\$20.37	\$20.62	\$21.09	\$23.53	\$25.70	\$28.78	\$32.60	\$37.08	\$42.45	\$49.27	\$121,455.26	\$144,262.33	\$159,099.51
23	\$20.13	\$20.13	\$20.37	\$20.62	\$20.86	\$21.35	\$23.93	\$26.08	\$29.19	\$33.06	\$37.60	\$43.04	\$49.96	\$123,184.94	\$146,305.57	\$161,327.82
24	\$20.37	\$20.37	\$20.62	\$20.86	\$21.11	\$21.62	\$24.33	\$26.40	\$29.61	\$33.52	\$38.10	\$43.63	\$50.63	\$124,783.54	\$148,297.39	\$163,556.07
25	\$20.62	\$20.62	\$20.86	\$21.11	\$21.37	\$21.89	\$24.75	\$26.77	\$29.98	\$33.98	\$38.65	\$44.24	\$51.31	\$126,487.52	\$150,317.50	\$165,704.68

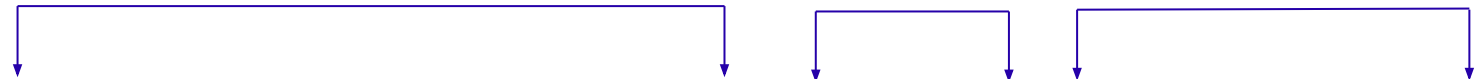
Note: Bus drivers have a unique entry into the support employees’ salary schedule. They are hired at Grade 6, Step 4 of the support employees’ salary schedule and the hourly rates align from that point.

# “Support Employees” include exempt and nonexempt positions

Non-Exempt

Mixed

Exempt



**Metropolitan Nashville Public Schools**  
**Support Employees Salary Schedule**  
 2021-2022 School Year, Effective 07.01.2021-06.30.2022

STEP	SCH001	SCH002	SCH003	SCH004	SCH005	SCH006	SCH007	SCH008	SCH009	SCH010	SCH011	SCH012	SCH013	SCH014	SCH015	SCH016
0	\$15.30	\$15.30	\$15.48	\$15.67	\$15.86	\$16.05	\$16.24	\$17.85	\$19.99	\$22.66	\$25.75	\$29.48	\$34.22	\$84,360.98	\$100,221.07	\$110,547.73
1	\$15.48	\$15.48	\$15.67	\$15.86	\$16.05	\$16.25	\$16.51	\$18.21	\$20.40	\$23.10	\$26.28	\$30.07	\$34.87	\$86,036.71	\$102,238.60	\$112,698.92
2	\$15.67	\$15.67	\$15.86	\$16.05	\$16.24	\$16.45	\$16.79	\$18.58	\$20.77	\$23.56	\$26.78	\$30.69	\$35.59	\$87,714.96	\$104,204.74	\$114,927.19
3	\$15.86	\$15.86	\$16.05	\$16.24	\$16.44	\$16.66	\$17.08	\$18.92	\$21.18	\$24.02	\$27.27	\$31.26	\$36.25	\$89,367.54	\$106,196.58	\$117,075.79
4	\$16.05	\$16.05	\$16.24	\$16.44	\$16.63	\$16.87	\$17.37	\$19.26	\$21.58	\$24.47	\$27.78	\$31.81	\$36.95	\$91,097.24	\$108,162.68	\$119,383.75
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6	\$16.44	\$16.44	\$16.63	\$16.83	\$17.03	\$17.29	\$17.97	\$19.99	\$22.37	\$25.35	\$28.85	\$33.03	\$38.30	\$94,479.47	\$112,226.03	\$123,709.23
7	\$16.63	\$16.63	\$16.83	\$17.03	\$17.24	\$17.51	\$18.30	\$20.35	\$22.78	\$25.81	\$29.36	\$33.60	\$38.99	\$96,183.45	\$114,166.45	\$125,988.92
8	\$16.83	\$16.83	\$17.03	\$17.24	\$17.45	\$17.72	\$18.63	\$20.71	\$23.19	\$26.28	\$29.87	\$34.19	\$39.69	\$97,782.07	\$116,183.97	\$128,165.78
9	\$17.03	\$17.03	\$17.24	\$17.45	\$17.65	\$17.95	\$18.95	\$21.05	\$23.55	\$26.72	\$30.37	\$34.80	\$40.36	\$99,486.02	\$118,204.07	\$130,368.35
10	\$17.24	\$17.24	\$17.45	\$17.65	\$17.87	\$18.17	\$19.25	\$21.43	\$23.98	\$27.18	\$30.89	\$35.36	\$41.06	\$101,215.71	\$120,195.91	\$132,622.35
11	\$17.45	\$17.45	\$17.65	\$17.87	\$18.08	\$18.40	\$19.56	\$21.80	\$24.40	\$27.64	\$31.38	\$35.98	\$41.74	\$102,893.99	\$122,241.71	\$134,796.64
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13	\$17.87	\$17.87	\$18.08	\$18.30	\$18.52	\$18.86	\$20.25	\$22.50	\$25.19	\$28.54	\$32.45	\$37.14	\$43.11	\$106,276.23	\$126,225.36	\$139,227.51
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16	\$18.52	\$18.52	\$18.74	\$18.96	\$19.19	\$19.58	\$21.26	\$23.54	\$26.38	\$29.88	\$33.99	\$38.92	\$45.16	\$111,334.19	\$132,203.42	\$145,835.23
17	\$18.74	\$18.74	\$18.96	\$19.19	\$19.42	\$19.82	\$21.62	\$23.93	\$26.77	\$30.35	\$34.52	\$39.52	\$45.87	\$113,012.48	\$134,246.64	\$148,063.52
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19	\$19.19	\$19.19	\$19.42	\$19.66	\$19.89	\$20.32	\$22.37	\$24.63	\$27.57	\$31.26	\$35.53	\$40.67	\$47.21	\$116,369.01	\$138,284.28	\$152,466.09
20	\$19.42	\$19.42	\$19.66	\$19.89	\$20.13	\$20.57	\$22.75	\$24.98	\$28.00	\$31.71	\$36.05	\$41.29	\$47.87	\$118,047.30	\$140,276.10	\$154,720.07
21	\$19.66	\$19.66	\$19.89	\$20.13	\$20.37	\$20.83	\$23.13	\$25.34	\$28.39	\$32.16	\$36.57	\$41.87	\$48.61	\$119,751.28	\$142,216.52	\$156,871.25
22	\$19.89	\$19.89	\$20.13	\$20.37	\$20.62	\$21.09	\$23.53	\$25.70	\$28.78	\$32.60	\$37.08	\$42.45	\$49.27	\$121,455.26	\$144,262.33	\$159,099.51
23	\$20.13	\$20.13	\$20.37	\$20.62	\$20.86	\$21.35	\$23.93	\$26.08	\$29.19	\$33.06	\$37.60	\$43.04	\$49.96	\$123,184.94	\$146,305.57	\$161,327.82
24	\$20.37	\$20.37	\$20.62	\$20.86	\$21.11	\$21.62	\$24.33	\$26.40	\$29.61	\$33.52	\$38.10	\$43.63	\$50.63	\$124,783.54	\$148,297.39	\$163,556.07
25	\$20.62	\$20.62	\$20.86	\$21.11	\$21.37	\$21.89	\$24.75	\$26.77	\$29.98	\$33.98	\$38.65	\$44.24	\$51.31	\$126,487.52	\$150,317.50	\$165,704.68

= Bus Driver Starting Point





# The Board determines compensation increases due to COLA or step movements

Step advancement and COLA work independently of one another and are not automatic. Both are dependent on funding, and there have been years without one, other or both.

*The step movement approach is to move as quickly as possible to the midpoint (step 13) and then progress annually.*

- Grades 0 to 10 take 2 steps
- Grades 10, 11 and 12 all move to step 13
- Steps above 13 take one step

*Always occurs on July 1st*

COLA Increases enhance the value of each step on the salary schedule.

## History

July 2018: No step or COLA increase  
July 2019: No step or COLA increase  
Jan 2020: 1.5% mid-year COLA increase  
July 2020: 3.0% COLA increase  
July 2021: 2% COLA + Step increase

# Prior decisions have left some lasting pain points in the compensation schedule

## **Compression caused by minimum wage increase**

On July 1, 2020, the district implemented a \$15/hour as the minimum for all MNPS employees. This plan affected pay rates in Grades 1 through 5 and some positions in Grades 6 and 7. Individuals stayed at the same pay grade but moved steps. This action was important and worthy but created significant compression that continues.

## **Compression caused by change in paraprofessional grading**

In 2018-2019, paraprofessionals, who had been on Grade 4, were moved to Grade 6. This created compression because employees who were on an array of steps were collapsed, lessening the distinction between those with varying years of service and lessening the distinction between those on higher steps.

## **Policy change that allows for discretionary step placement for external hires**

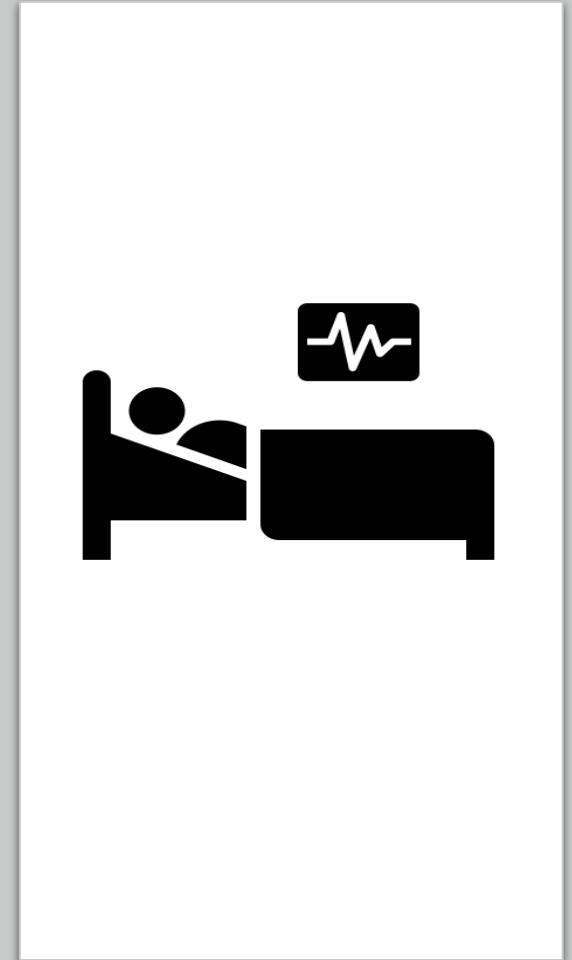
In 2017, a policy change allowed new hires to be placed at higher steps than current employees at the discretion of the hiring manager. New external hires may have less equivalent experience compared to internal employees. Combined with years when there is no step movement, some internal hires are held further back than similarly situated new hires.

# Lower-paid support employees pay a larger percent of their salary for health care

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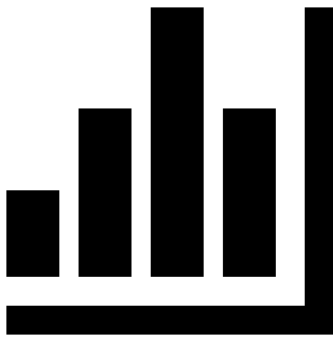
All MNPS employees have the same benefit plan, and the same employee contribution which is a percent of premium. MNPS pays 75% and the employee pays 25%.

When there is a uniform contribution approach, lower wage earners - such as many who are on the support employee salary schedule - pay a significantly greater percent of salary.



# We benchmarked compensation externally and analyzed retention by job category

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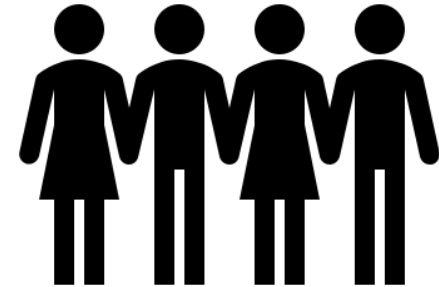


- Categorized jobs into groups for analysis (with feedback from MNPS staff)
- Analyzed retention and attrition levels across each category
- Reviewed salary schedules, highlighting minimum and maximum salaries, pay ranges and any job banding
- Reviewed Job Descriptions as appropriate
- Reviewed 2020-21 and 2021-22 schedules (depending on what was available)
- Salary data for classified employees was collected from school district websites, state department of education websites and the National Center for Education Statistics (NCES).

# Because there are so many distinct titles, we grouped jobs into these categories

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- **Aide**
- **Bookkeeper/Account Clerk**
- **Bus Driver**
- Charter School Staff (Excluded from analysis)
- **Clerical/Secretary Staff**
- Executive/Director (Excluded from analysis)
- **Facilities/Maintenance/Warehouse**
- **Food Service Manager**
- **Food Service Staff**
- **Manager**
- **Manager – Facilities/Maintenance**
- **Officer (Security)**
- **Technology Manager**
- **Technology Professional**
- **Transportation (non-Driver)**
- **Professional (Specialists)**
- Senior Leaders (Excluded from analysis)
- Substitute Teachers (Benchmarking analysis only)





# List of Job Titles by Category

(sorted in alphabetical order 1 of 2)

Category	Job Titles*
<b>Aide</b>	Aide, Education Assistant, Interpreter, Monitor (In school suspension), Paraprofessional, Reader, Support/Supv Campus, Translator, Tutor
<b>Bookkeeper/ Account Clerk</b>	Admin Records, School Finance, Clerk (Accounting, Control), Tech Accounting
<b>Bus Driver</b>	Driver
<b>Clerical/ Secretarial Staff</b>	Administrative, Assistant, Clerk, Receptionist, Representative, Secretary, Technician
<b>Executive / Director</b>	Director, Executive Director
<b>Facilities/ Maintenance</b>	Foreman, Laborer, Operator, Skilled Laborer, Technician (Electrical, Facility, Maintenance, etc), Worker (Maintenance/Warehouse)
<b>Food Service Manager</b>	Manager Nutrition Services
<b>Food Service Staff</b>	Assistant Nutrition Services, Cashier, Chef

\*Note: Not all unique titles are listed; only common groupings; i.e. Assistant is listed as job title under the Aide Category, but there exists titles specific to a department or team such as Assistant Purchasing or Assistant Enrollment

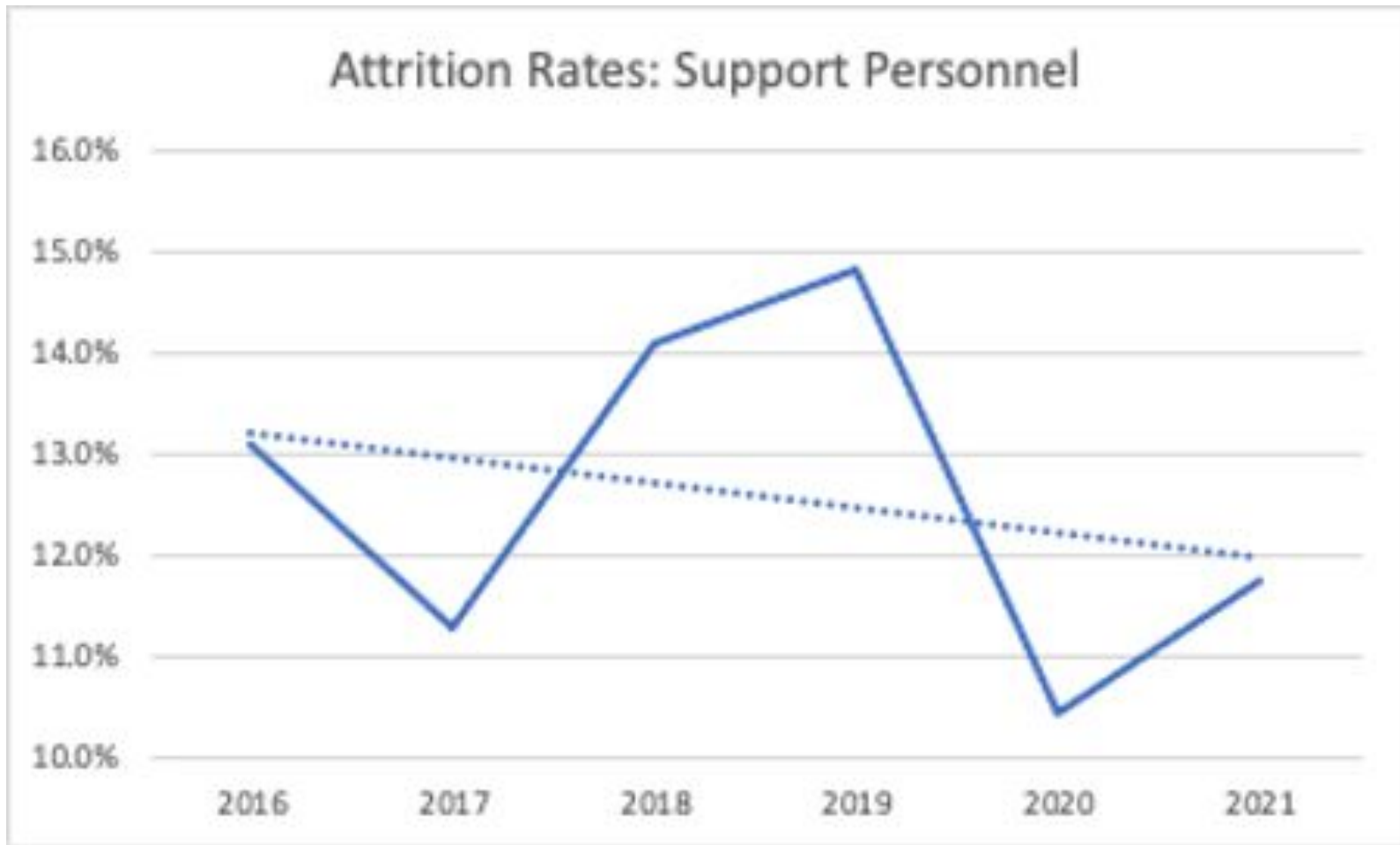
# List of Job Titles by Category

(sorted in alphabetical order 2 of 2)

Category	Job Titles*
<b>Manager</b>	Assistant Director, Manager, Officer (Compliance/Contract), Supervisor
<b>Manager - Facilities/ Maintenance</b>	Manager (Maintenance, Project Construction, Roof, Warehouse), Supervisor (Mail Center, Maintenance, Materials, Parts, Repair)
<b>Security Officer</b>	Dispatcher, Officer, Specialist (School Security), Supervisor (School Security)
<b>Professional</b>	Accountant, Advisor, Agent, Analyst, Auditor, Buyer, Coach (non athletic), Coordinator, Liaison, Registrar, Specialist, Therapist
<b>Technology Manager</b>	Manager (IT / Product IT)
<b>Technology Professional</b>	Administrator (IT), Analyst (IT), Architect, Designer, Developer, Engineer, Manager (Data Quality, Digital Experience, Technology), Specialist (Enterprise, IT), Writer Technical
<b>Transportation (Non Driver)</b>	Dispatcher, Mechanic, Monitor School Bus, Representative Transportation, Supervisor (Driver Training, Transportation), Trainer Transportation, Writer Service

\*Note: Not all unique titles are listed; only common groupings; i.e. Assistant is listed as job title under the Aide Category, but there exists titles specific to a department or team such as Assistant Purchasing or Assistant Enrollment

# 5 year support turnover is 12.6% with general downward trend, but a slight increase in 2021



**Note:** MNPS analysis shows that turnover for all employees has trended down during this time period with teacher and administrator attrition decreasing in 2021, unlike with support personnel.

# MNPS Support Personnel Attrition

Closer look at attrition by support employee groups

		Category	2020	2021	Two YR Avg
Non Exempt		Aide	11.0%	13.2%	12.1%
		Bookkeeper/Account Clerk	6.9%	9.2%	8.0%
		Bus Driver	10.8%	18.2%	14.4%
		Clerical/Secretarial Staff	10.2%	9.1%	9.7%
		Facillities / Maintenance /Wareho	8.6%	8.7%	8.7%
		Food Service Staff	15.0%	15.2%	15.1%
Mixed		Food Service Manager	6.7%	11.4%	9.0%
		Manager - Facilities/Maintenance/	0.0%	7.7%	4.0%
		Officer	11.1%	2.2%	6.6%
		Transportation (Non Driver)	8.0%	13.8%	10.9%
Exempt		Executive / Director	11.3%	17.2%	14.4%
		Manager	6.5%	5.7%	6.1%
		Professional	6.6%	6.9%	6.7%
		Technology Manager	21.1%	11.8%	16.7%
		Technology Professional	7.3%	8.7%	8.0%
		Annual Rate	10.4%	11.9%	11.2%

Over the past two years, MNPS has experienced greater turnover with classroom aides, bus drivers, food service staff, and technology managers

# Early tenure turnover is greatest for aides, food service workers and security officers

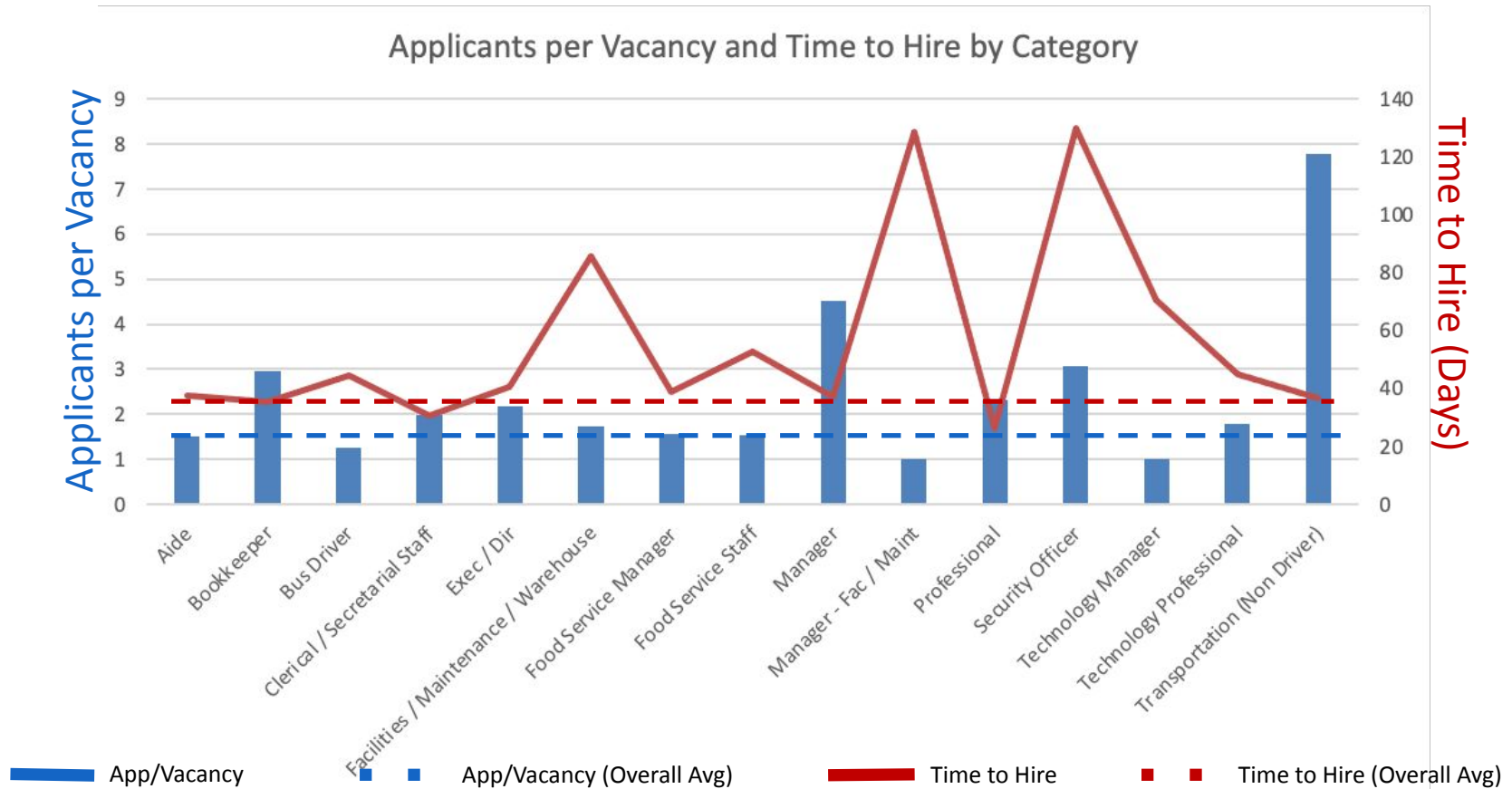
Classroom Aides, Food Service Staff, and Officers who left tended to be "newer" relative to their peer groups; whereas turnover among Bookkeepers, Facilities/Maintenance, and Food Service Managers skewed more toward more senior staff.

*Note: Facilities Managers and Technology Managers also trend toward the new, but overall turnover among those groups are low.*

		Category	2020	2021	Two YR Avg
Non Exempt		Aide	3.9	5.1	4.6
		Bookkeeper/Account Clerk	8.0	16.0	15.6
		Bus Driver	9.7	7.9	8.6
		Clerical/Secretarial Staff	6.8	8.5	6
		Facilities / Maintenance	20.4	10.9	15.7
		Food Service Staff	4.2	5.4	4.8
Mixed		Food Service Manager	13.8	16.3	15.4
		Manager - Facilities/Maintenance	0.0	2.9	2.9
		Officer	2.9	0.5	2.5
		Transportation (Non Driver)	7.7	13.0	11
Exempt		Executive / Director	4.7	8.1	6.2
		Manager	10.8	9.8	11.1
		Professional	9.2	6.9	7.9
		Technology Manager	7.1	0.6	4.9
		Technology Professional	11.5	10.2	10.3

\*Service Time defined by years served in their current position

# MNPS averages 1.9 applicants per support vacancy, while taking 40 days to fill an opening.



MNPS has shallow applicant pools when hiring for Aides, Drivers, Facilities, Food Services, and Technology. In addition, the timeline to fill a vacancy for Facilities, Food Service Staff, Security Officers, and Technology can take well beyond the district average of 40 days. (Chart represents data since December 2019).



# Vacancy Analysis: Detail

Category	Year	Applicants per Vacancy	Tme To Hire (Days)
<b>Aide</b>		<b>1.5</b>	<b>37.4</b>
	2019	1.3	74.4
	2020	1.2	44.0
	2021	1.6	32.2
	2022	2.7	7.8
<b>Bookkeeper / Accountant</b>		<b>3.0</b>	<b>35.2</b>
	2020	1.2	31.9
	2021	3.8	36.9
	2022	2.5	
<b>Bus Driver</b>		<b>1.3</b>	<b>44.7</b>
	2019	1.0	200.4
	2020	1.5	41.0
	2021	1.1	6.7
	2022	1.0	
<b>Clerical / Secretarial</b>		<b>2.0</b>	<b>30.8</b>
	2019	1.1	87.5
	2020	1.1	32.9
	2021	2.0	29.5
	2022	3.7	7.7
<b>Exec / Dir</b>		<b>2.2</b>	<b>40.5</b>
	2020	1.0	30.3
	2021	2.9	52.3
	2022	1.0	0.0

Category	Year	Applicants per Vacancy	Tme To Hire (Days)
<b>Facilities / Maintenance</b>		<b>1.7</b>	<b>85.5</b>
	2020	2.2	94.4
	2021	1.3	80.9
	2022	2.0	29.0
<b>Food Service Manager</b>		<b>1.6</b>	<b>39.0</b>
	2020	1.3	56.3
	2021	1.6	36.0
	2022	1.0	23.0
<b>Food Service Staff</b>		<b>1.5</b>	<b>52.9</b>
	2019	1.0	119.9
	2020	1.0	60.8
	2021	1.8	43.8
	2022	1.6	11.6
<b>Manager</b>		<b>4.5</b>	<b>37.2</b>
	2019	1.0	6.0
	2020	1.0	64.9
	2021	6.4	24.0
	2022	1.0	10.0
<b>Manager - Fac / Maint</b>		<b>1.0</b>	<b>128.6</b>
	2020	1.0	179.5
	2021	1.0	94.7

Category	Year	Applicants per Vacancy	Tme To Hire (Days)
<b>Professional</b>		<b>2.3</b>	<b>26.4</b>
	2019	1.0	32.3
	2020	1.3	33.0
	2021	2.3	25.6
	2022	4.6	6.0
<b>Security Officer</b>		<b>3.1</b>	<b>130.1</b>
	2019	1.0	182.0
	2020	1.3	169.2
	2021	5.4	86.4
	2022	1.0	10.0
<b>Technology Manager</b>		<b>1.0</b>	<b>70.6</b>
	2020	1.0	102.3
	2021	1.0	23.0
<b>Technology Professional</b>		<b>1.8</b>	<b>44.9</b>
	2020	1.0	57.2
	2021	2.1	42.0
	2022	2.5	8.7
<b>Transportation (Non Driver)</b>		<b>7.8</b>	<b>36.7</b>
	2019	30.4	58.8
	2020	1.0	51.2
	2021	2.2	26.0
	2022	1.0	5.0

# With the core team, we identified relevant districts & organizations for benchmarking

TN Districts	National Districts	Other Organizations
<p><b>Surrounding</b>                      Lebanon County PS                      Murfreesboro City PS                      Rutherford County PS                      Sumner County PS                      Williamson County PS                      Wilson County PS</p> <p><b>Largest</b>                      Hamilton County PS                      Knox County PS                      Shelby County PS</p>	<p><b>Regional</b>                      Atlanta PS, GA                      Charlotte-Mecklenburg                      Dekalb County PS, GA                      Gwinnett County PS, GA                      Jefferson County PS, KY</p> <p><b>Further, but similar student population</b>                      Aldine ISD, TX                      Austin ISD, TX                      Dallas ISD, TX                      Denver PS, CO                      Duval County PS, FL                      Palm Beach SD, FL                      Fort Worth ISD, TX</p>	<p>WE GO Transit                      Nashville Metro Government                      Tennessee State Government</p>

These districts and organizations were selected in consultation with the steering committee based on where employees who leave MNPS tend to go, other competitors, and similar districts in size and student population in the region and around the country.

\*\*In process of obtaining salary schedules



# Cost-of-Living varies greatly between these districts and was incorporated into analysis

Tennessee Districts	
Rutherford	91.9
Murfreesboro	91.9
Sumner County	95.1
Shelby County	95.9
Hamilton County	95.9
Wilson County	96
Knox County	96.7
Williamson County	114.3

← **Nashville-Davidson - 104.7**

**Nashville-Davidson - 104.7** →

National Districts	
Gwinnett County, GA	97.5
Jefferson County, KY	100.6
DeKalb County, GA	103
Duval County, FL	103.3
Fort Worth, TX	103.7
Charlotte-Mecklenburg, NC	105.6
Austin, TX	106.9
Dallas, TX	108.7
Aldine, TX	110.4
Atlanta, GA	112.9
Palm Beach, FL	115.4
Denver, CO	126.2
Baltimore City, MD	137.4

# MNPS is in the top 1/3 in terms of years to reach the top step

Tennessee Districts	
Wilson County	4 levels*
Williamson County	5 levels
Rutherford	7 steps
Murfreesboro	10 steps
Knox County	14 steps
Lebanon County	20 steps
Shelby County	30 steps
Sumner County	40 steps

Years in which step movement does not occur increases yrs to reach max salary

Steps are a significant factor in career earnings

National Districts	
Palm Beach, FL	11 steps
Dallas, TX	Varying levels (6-12)
Jefferson County, KY	13 steps
Baltimore City, MD	15 steps
Gwinnett County, GA	23 steps
Atlanta, GA	29 steps
Denver, CO	29 steps
Aldine, TX	30 steps
Duval County, FL	Between 13-32
Fort Worth, TX	Not clear; teachers have 32.
DeKalb County, GA	Waiting for info.

# Position Run Through - Structure

Step	SCH3	SCH4	SCH5	SCH6	SCH7	SCH8	SCH11
0	0	1	7	95	9	0	0
1	0	0	1	9	2	0	0
2	0	2	26	460	6	0	0
3	0	0	1	11	2	0	0
4	0	0	4	51	17	0	1
5	0	0	1	8	6	0	0
6	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0
9	0	0	0	11	20	1	0
10	1	0	1	2	4	0	2
11	0	0	3	8	3	0	0
13	0	0	5	40	7	1	5
14	0	0	4	17	1	0	6
15	1	0	7	8	5	0	3
16	0	0	2	9	6	0	0
17	0	0	0	18	3	0	0
19	0	0	1	51	1	0	0
20	0	0	2	0	0	0	0
21	0	0	3	0	0	0	0
22	0	0	0	1	1	0	0
24	0	1	0	0	0	0	0
25	0	0	0	0	2	0	0

Numbers of employees in this category by grade & step

**Hourly Rate**  
 Min:  
 Mean:  
 Max:

**Attrition:**  
 2020:  
 2021:  
 Two Yr:

**By Service Time:**  
 2020:  
 2021:  
 Two Yr:

**Vacancy**  
 Apps/vac:  
 Time to hire:  
 (avg. since 2019)

Salary & retention rates for employees in this category

Vacancy data since 2019

- Job category includes:

Benchmarking: xxx					
	Min	Min (Adj.)	High	High (Adj.)	Notes
Tennessee Dist					
Tennessee Dist					200 days
Non-TN Dist					202 days
MNPS					
Non-TN Dist					
TN Dist					

**Benchmarking for one particular job**

- Adjusted based on Cost of Living Indicators
- Ranked by Min Adjusted
- TN and Non-TN called out
- Any additional notes (position names, days worked)

# Aides (n = 1057)

Step	SCH3	SCH4	SCH5	SCH6	SCH7	SCH8	SCH11
0	0	1	7	95	9	0	0
1	0	0	1	9	2	0	0
2	0	2	26	460	6	0	0
3	0	0	1	11	2	0	0
4	0	0	4	51	17	0	1
5	0	0	1	8	6	0	0
6	0	0	2	4	8	1	0
7	0	0	3	39	2	0	0
8	0	0	1	7	2	1	0
9	0	0	0	11	20	1	0
10	1	0	1	2	4	0	2
11	0	0	3	8	3	0	0
13	0	0	5	40	7	1	5
14	0	0	4	17	1	0	6
15	1	0	7	8	5	0	3
16	0	0	2	9	6	0	0
17	0	0	0	18	3	0	0
19	0	0	1	51	1	0	0
20	0	0	2	0	0	0	0
21	0	0	3	0	0	0	0
22	0	0	0	1	1	0	0
24	0	1	0	0	0	0	0
25	0	0	0	0	2	0	0

**Hourly Rate**  
 Min: \$15.67  
 Mean: 17.52  
 Max: \$33.49

**Attrition:**  
 2020: 11%  
 2021: 13.2%  
 Two Yr: 12.1%

**By Service Time:**  
 2020: 3.9  
 2021: 5.1  
 Two Yr: 4.6

**Vacancy**  
 Apps/vac: 1.5  
 Time to hire: 37.4 days  
 (avg. since 2019)

- Almost 80% of all aides are in pay grade SCH6-H
- Almost 50% of all aides are in Step 2
- **Job category includes:** Aide, Education Assistant, Interpreter, Monitor (In school suspension), Paraprofessional, Reader, Support/Supv Campus, Translator, Tutor

Benchmarking: Paraeducators					
	Min	Min (Adj.)	High	High (Adj.)	Notes
Duval County	\$ 10.50	\$ 10.16	\$ 17.15	\$ 16.60	
Williamson	\$ 12.26	\$ 10.73	\$ 16.59	\$ 14.51	
Baltimore City	\$ 16.02	\$ 11.66	\$ 23.42	\$ 17.05	
Sumner	\$ 11.20	\$ 11.78	\$ 24.24	\$ 25.49	Work 180 days, paid for 190
Denver	\$ 15.87	\$ 12.68	\$ 22.68	\$ 18.12	Sped: \$16.50
Lebanon	\$ 13.00	\$ 12.78	\$ 18.00	\$ 17.70	196 days
DeKalb	\$ 13.78	\$ 13.38	\$ 20.67	\$ 20.07	186 days
Austin ISD	\$ 14.36	\$ 13.43	\$ 16.63	\$ 15.56	Sped: \$15.08; 209 days
Jefferson County	\$ 14.35	\$ 14.26	\$ 17.79	\$ 17.68	
Atlanta	\$ 16.23	\$ 14.38	\$ 17.33	\$ 15.35	202 days
MNPS	\$ 16.05	\$ 15.33	\$ 21.89	\$ 20.91	201 days
Rutherford	\$ 14.32	\$ 15.58	\$ 18.81	\$ 20.25	
Shelby Cty	\$ 15.00	\$ 15.64	\$ 18.39	\$ 19.18	Sped: \$17.00; 205 days
Murfreesboro	\$ 14.74	\$ 16.04	\$ 17.95	\$ 19.53	
Dallas	\$ 17.45	\$ 16.05	\$ 26.17	\$ 24.08	Sped: \$18.49; 185 days

# Clerical/Secretarial (CS) (n = 535)

Step	SCH3	SCH4	SCH5	SCH6	SCH7	SCH9	SCH10
0	11	5	0	0	1	3	0
1	12	2	0	1	0	4	0
2	94	97	0	1	0	1	0
3	6	1	0	0	0	2	0
4	19	28	0	1	4	16	0
5	5	1	0	0	2	3	0
6	1	9	0	0	3	4	0
7	1	3	0	0	1	2	1
8	4	4	0	0	0	4	0
9	1	7	0	0	8	2	2
10	2	3	0	0	1	2	1
11	1	10	0	1	6	4	1
12	1	0	0	0	0	0	0
13	3	14	1	0	5	5	0
14	1	4	0	0	0	10	1
15	4	4	0	0	0	1	0
16	0	7	0	0	4	1	1
17	0	21	0	0	4	2	0
18	0	1	0	0	2	0	0
19	0	0	0	0	1	3	1
21	1	2	1	0	3	0	1
22	0	1	0	0	1	0	0
23	0	0	0	0	1	0	0
25	1	2	0	0	4	2	0

**Hourly Rate**  
 Min: \$15.48  
 Mean: \$18.47  
 Max: \$44.24

**Attrition:**  
 2020: 10.2%  
 2021: 9.1%  
 Two Yr: 10.4%

**By Service Time:**  
 2020: 6.8  
 2021: 8.5  
 Two Yr: 6

**Vacancy**  
 Apps/vac: 2.0  
 Time to hire: 30.8 days  
 (avg. since 2019)

- Approximately 75% of all CS are in pay grades SCH3-H or SCH4-H
- Approximately 36% of all CS are in Step 2
- Category includes: Administrative, Assistant, Clerk, Receptionist, Representative, Secretary, Technician

Benchmarking: Secretary					
	Min	Min (Adj.)	High	High (Adj.)	Notes
Williamson	\$ 12.51	\$ 10.94	\$ 16.92	\$ 14.80	
Sumner County	\$ 10.00	\$ 10.52	\$ 21.98	\$ 23.11	190 days
Duval PS, FL	\$ 12.08	\$ 11.69	\$ 22.85	\$ 22.12	
Denver PS	\$ 15.87	\$ 12.58	\$ 21.69	\$ 17.19	Office Support 1 (2=\$18.88). 240d.
Lebanon	\$ 14.00	\$ 13.77	\$ 21.25	\$ 20.89	211 days
MNPS	\$ 15.67	\$ 14.97	\$ 21.37	\$ 20.41	260 days
Austin PS	\$ 16.11	\$ 15.07	\$ 18.84	\$ 17.62	209/219 days
Murfreesboro	\$ 14.03	\$ 15.27	\$ 20.61	\$ 22.43	1760 hours
Wilson	\$ 14.70	\$ 15.31	\$ 23.10	\$ 24.06	ES. MS \$15.80. HS \$16.80
Metro Nashville	\$ 16.77	\$ 16.02	\$ 21.80	\$ 20.82	Also, \$19.94 and \$21.75 positions
Atlanta	\$ 19.17	\$ 16.98	\$ 21.18	\$ 18.76	School Sec. 253 days.
Rutherford	\$ 15.70	\$ 17.08	\$ 20.41	\$ 22.21	
DeKalb County	\$ 17.59	\$ 17.08	\$ 26.38	\$ 25.61	199 days
Shelby Cty	\$ 16.92	\$ 17.64	\$ 20.31	\$ 21.18	263 days
	\$ 20.86	\$ 19.19	\$ 32.63	\$ 30.02	ES/MS
Dallas	\$ 23.44	\$ 21.56	\$ 36.66	\$ 33.73	HS 220 days
TN State Gov	\$ 21.68	\$ 20.71	\$ 34.72	\$ 33.16	12 mths

# Food Service Staff (FSS) (n = 457)

Step	SCH1	SCH3	SCH4
0	26	18	4
2	138	119	23
3	1	1	0
4	5	4	2
5	4	1	1
6	4	1	0
7	4	4	1
8	6	3	1
9	4	14	7
10	4	4	2
11	0	4	1
12	0	1	0
13	17	5	4
14	0	2	5
15	1	1	1
16	0	0	2
17	0	0	8

**Hourly Rate**  
 Min: \$15.30  
 Mean: \$16.23  
 Max: \$27.78

**Attrition:**  
 2020: 15.0%  
 2021: 15.3%  
 Two Yr: 15.1%

**By Service Time:**  
 2020: 4.2  
 2021: 5.4  
 Two Yr: 4.8

**Vacancy**  
 Apps/vac: 1.5  
 Time to hire: 52.9 days  
*(avg. since 2019)*

- Approximately 47% of all FSS are in pay grade SCH1-H
- Approximately 72% of all FSS are in Step 0 or 2
- Category includes Assistant Nutrition Services, Cashier, Chef

Benchmarking: Food Services (Asst.)					
	Min	Min (Adj.)	High	High (Adj.)	Notes
Knox County	\$ 8.65	\$ 8.95	\$ 14.11	\$ 14.59	
Williamson	\$ 11.91	\$ 10.42	\$ 14.91	\$ 13.04	
Wilson	\$ 10.50	\$ 10.94	\$ 18.90	\$ 19.69	
Fort Worth ISD	\$ 11.42	\$ 11.01	\$ 16.63	\$ 16.04	183/240 days
DeKalb County	\$ 11.74	\$ 11.04	\$ 17.00	\$ 16.50	185 days
Aldine ISD, TX	\$ 12.48	\$ 11.30	\$ 22.25	\$ 20.15	179 days
Dallas	\$ 13.64	\$ 12.55	\$ 19.62	\$ 18.05	185 days
Austin TX	\$ 13.50	\$ 12.63	\$ 14.19	\$ 13.27	102/209 days
Denver PS	\$ 15.87	\$ 12.68	\$ 20.39	\$ 16.29	
Gwinnett Cty	\$ 12.50	\$ 12.82	\$ 17.96	\$ 18.42	246 days
Murfreesboro	\$ 12.12	\$ 13.19	\$ 14.94	\$ 16.26	198 days
Atlanta	\$ 15.30	\$ 13.55	\$ 15.98	\$ 14.15	252 days
TN State Gov	\$ 14.69	\$ 14.03	\$ 23.49	\$ 22.44	12 mo; Workers
Rutherford	\$ 13.27	\$ 14.44	\$ 17.25	\$ 18.77	
MNPS	\$ 15.30	\$ 14.61	\$ 20.62	\$ 19.69	182/187 days

# Bus Drivers (n = 280)

Step	BD06-H
4	1
5	1
6	6
8	23
10	3
12	1
13	9
14	36
15	17
16	16
17	20
18	14
19	14
20	8
21	8
22	14
23	9
24	5
25	11
26	63

**Hourly Rate**  
 Min: \$16.87  
 Mean: \$20.25  
 Max: \$22.27

**Attrition:**  
 2020: 10.8%  
 2021: 18.2%  
 Two Yr: 14.4%

**By Service Time:**  
 2020: 9.7  
 2021: 7.9  
 Two Yr: 8.6

**Vacancy**  
 Apps/vac: 1.3  
 Time to hire: 44.7 days  
 (avg. since 2019)

- 23% of MNPS Bus Drivers are at Step 26
- 16% of MNPS Bus Drivers are below Step 14
- Category includes Drivers

Benchmarking: Bus Driver					
	Min	Min (Adj.)	High	High (Adj.)	Notes
Fort Worth ISD	\$ 10.79	\$ 10.41	\$ 15.12	\$ 14.58	183 days
Palm Beach, FL	\$ 14.35	\$ 12.44	\$ 29.93	\$ 25.94	
Sumner County	\$ 12.12	\$ 12.74	\$ 26.79	\$ 28.17	
Murfreesboro	\$ 14.16	\$ 15.41	\$ 17.90	\$ 19.48	200 days
Austin ISD	\$ 17.00	\$ 15.90	\$ 18.19	\$ 17.02	
DeKalb	\$ 16.43	\$ 15.95	\$ 24.62	\$ 23.90	
MNPS	\$ 16.87	\$ 16.11	\$ 22.27	\$ 21.27	196 days
Denver	\$ 20.43	\$ 16.32	\$ 27.58	\$ 22.03	
Metro Nashville	\$ 17.17	\$ 16.40	\$ 19.80	\$ 18.91	van driver
Williamson	\$ 19.23	\$ 16.82	\$ 26.80	\$ 23.45	
Gwinnett	\$ 17.98	\$ 18.44	\$ 25.48	\$ 26.13	
Wilson	\$ 17.90	\$ 18.65	\$ 26.30	\$ 27.40	
Dallas	\$ 22.69	\$ 20.87	\$ 32.66	\$ 30.05	
WeGo	\$ 22.00	\$ 21.01	\$ 25.51	\$ 24.36	



# Facilities/Maintenance/Warehouse (FMW) (n= 166)

Step	SCH5	SCH6	SCH7	SCH8	SCH9	SCH10
0	2	0	0	1	0	0
2	4	0	3	3	0	0
4	0	0	5	4	2	0
5	0	1	6	1	0	0
6	0	0	7	2	0	0
7	1	0	1	3	1	0
8	0	0	1	12	0	0
9	1	0	12	2	0	0
10	0	0	1	6	1	0
11	1	0	2	1	1	0
13	0	0	2	10	1	1
14	1	0	0	4	1	0
15	0	0	3	3	0	0
16	1	0	4	4	0	0
17	0	0	3	2	0	0
18	0	0	0	2	3	0
19	0	0	0	1	0	0
20	1	0	0	4	1	0
21	1	0	1	2	0	0
22	0	0	2	1	0	0
23	0	0	0	5	0	0
25	0	0	2	8	3	0

**Hourly Rate**  
 Min: \$15.86  
 Mean: \$21.45  
 Max: \$37.60

**Attrition:**  
 2020: 8.6%  
 2021: 8.7%  
 Two Yr: 8.7%

**By Service Time:**  
 2020: 20.4  
 2021: 10.9  
 Two Yr: 15.7

**Vacancy**  
 Apps/vac: 1.7  
 Time to hire: 85.5 days  
 (avg. since 2019)

- Approximately 83% of all FMW are in pay grades SCH7-H & SCH8-H
- Category includes Foreman, Laborer, Operator, Skilled Laborer, Technician (Electrical, Facility, Maintenance, etc), Worker (Maintenance/Warehouse)

Benchmarking: General Maintenance Worker					
	Min	Min (Adj.)	High	High (Adj.)	Notes
Knox County	\$ 11.38	\$ 11.77	\$ 19.02	\$ 19.67	
Williamson	\$ 13.53	\$ 11.84	\$ 18.25	\$ 15.97	
DeKalb County	\$ 13.12	\$ 12.74	\$ 19.68	\$ 19.11	246 days
Sumner County	\$ 12.64	\$ 13.29	\$ 27.83	\$ 29.26	260 days
Murfreesboro	\$ 12.47	\$ 13.57	\$ 16.13	\$ 17.55	2080 hours
Atlanta	\$ 16.76	\$ 14.84	\$ 18.05	\$ 15.99	252 days
Austin ISD	\$ 15.94	\$ 14.91	\$ 17.08	\$ 15.98	203/260 days
MNPS	\$ 16.24	\$ 15.51	\$ 24.75	\$ 23.64	260 days
Metro Nashville	\$ 16.91	\$ 16.15	\$ 19.80	\$ 18.91	
Fort Worth	\$ 17.00	\$ 16.39	\$ 24.74	\$ 23.86	246 days
Wilson	\$ 15.80	\$ 16.46	\$ 24.50	\$ 25.52	
Rutherford	\$ 16.35	\$ 17.79	\$ 21.25	\$ 23.12	
Dallas	\$ 21.41	\$ 19.70	\$ 30.81	\$ 28.34	260 days
TN State	\$ 20.66	\$ 19.73	\$ 33.05	\$ 31.57	12 months
WeGo	\$ 24.61	\$ 23.51			
Shelby Ct	\$ 21.80	\$ 22.73	\$ 26.16	\$ 27.28	263 days



# Bookkeeper/Account Clerk (n = 155)

Step	SCH6	SCH7	SCH8	SCH9	SCH10
0	0	0	2	0	0
1	0	0	2	1	0
2	2	1	4	1	0
3	0	0	1	1	1
4	0	0	33	5	0
5	0	0	4	0	0
6	0	0	1	0	0
7	0	1	4	1	0
8	1	0	6	4	0
9	0	1	0	0	0
10	0	0	0	2	0
11	0	0	2	1	0
13	0	0	9	1	0
14	1	0	11	4	0
15	1	0	10	0	0
16	1	0	3	3	0
17	0	0	6	0	0
18	0	0	4	0	0
19	4	0	0	1	0
20	0	0	8	1	0
22	0	0	1	0	0
23	1	0	1	0	0
25	0	0	1	1	0

**Hourly Rate**  
**Min:** \$16.45  
**Mean:** \$21.70  
**Max:** \$29.98

**Attrition:**  
 2020: 6.9%  
 2021: 9.2%  
 Two Yr: 8.0%

**By Service Time:**  
 2020: 8.0  
 2021: 16.0  
 Two Yr: 15.6

**Vacancy**  
 Apps/vac: 3.0  
 Time to hire: 35.2 days  
 (avg. since 2019)

- Almost 75% of all bookkeepers are in pay grade SCH-8
- Almost 25% of all bookkeepers are in Step 4
- Category includes Clerk (Accounting, Control), Tech Accounting

Benchmarking: Secretary					
	Min	Min (Adj.)	High	High (Adj.)	Notes
Duval County	\$11.57	\$ 11.20	\$ 25.17	\$ 24.37	33 steps
Williamson	\$14.56	\$12.74	\$20.38	\$17.93	ES
	\$16.02	\$14.02	\$22.26	\$19.48	MS/HS
Knox County	\$12.81	\$ 13.25	\$ 19.83	\$ 20.51	200/221 days
Denver	\$17.16	\$13.71	\$24.77	\$19.78	
Aldine	\$15.38	\$13.93	\$24.89	\$22.55	226 days
	\$14.70	\$15.31	\$23.10	\$24.06	
	\$15.80	\$16.46	\$24.20	\$25.21	
Wilson	\$16.60	\$17.29	\$25.20	\$26.25	
MNPS	\$16.24	\$15.51	\$24.75	\$23.64	
Atlanta	\$19.17	\$ 16.98	\$ 26.66	\$ 23.61	
Rutherford	\$15.70	\$17.08	\$20.41	\$22.21	
DeKalb	\$18.47	\$ 17.93	\$ 27.70	\$26.89	

# Transportation Non-Drivers (TND) (n = 202)

Step	SCH4	SCH8	SCH9	SCH10S	SCH311S
0	5	0	0	0	4
2	64	0	0	0	0
4	22	0	1	0	2
5	3	0	1	0	0
6	4	0	1	0	0
8	3	0	2	0	1
9	3	0	0	0	0
10	4	0	2	0	0
11	0	0	1	1	2
12	0	0	1	0	0
13	9	1	2	0	1
14	3	4	2	0	0
15	0	6	1	1	4
16	6	2	2	1	1
17	19	0	1	0	0
18	0	1	1	0	0
19	0	1	0	0	0
20	0	1	1	0	0
23	0	2	0	0	0
25	1	1	0	0	0

**Hourly Rate**  
 Min: \$15.67  
 Mean: \$19.52  
 Max: \$33.99

**Attrition:**  
 2020: 8.0%  
 2021: 13.8%  
 Two Yr: 10.9%

**By Service Time:**  
 2020: 7.7  
 2021: 13.0  
 Two Yr: 11

**Vacancy**  
 Apps/vac: 7.8  
 Time to hire: 36.7 days  
 (avg. since 2019)

- 72% of TND are in pay grade SCH4-H
- 44% of TND are in Steps 2 or 4
- Category includes Dispatcher, Mechanic, Monitor School Bus, Representative Transportation, Supervisor (Driver Training, Transportation), Trainer Transportation, Writer Service

Benchmarking: Bus Monitor					
	Min	Min (Adj.)	High	High (Adj.)	Notes
DeKalb County	\$ 10.28	\$ 9.98	\$ 15.42	\$ 14.97	
Wilson	\$ 10.00	\$ 10.42	\$ 16.80	\$ 17.50	
Sumner County	\$ 10.00	\$ 10.52	\$ 21.98	\$ 23.11	
Gwinnett Cty	\$ 10.37	\$ 10.64	\$ 15.17	\$ 15.56	
Metro Nashville	\$ 11.46	\$ 10.95	\$ 15.56	\$ 14.86	crossing guard
Austin	\$ 13.50	\$ 12.63	\$ 14.66	\$ 12.98	
Denver PS	\$ 15.87	\$ 12.68	\$ 22.69	\$ 18.12	sped assist.
Atlanta PS	\$ 15.30	\$ 13.55	\$ 15.98	\$ 14.15	6 hrs+
MNPS	\$ 15.67	\$ 14.97	\$ 21.11	\$ 20.16	
Rutherford	\$ 14.32	\$ 15.58	\$ 18.61	\$ 20.25	

# Food Service Managers (FSM) (n = 99)

Step	SCH6H	SCH7H	SCH8H	SCH9H	SCH10H	SCH11S	SCH14S
0	0	0	0	0	0	2	0
1	0	0	0	0	0	2	0
4	0	0	0	4	0	1	0
5	0	0	1	1	0	1	0
7	0	0	0	0	0	0	1
8	0	0	1	0	0	1	0
9	0	0	2	1	1	1	0
10	0	0	4	0	0	0	0
11	0	2	2	0	0	0	0
12	0	0	1	0	0	0	0
13	0	0	2	1	1	0	0
14	0	0	4	1	0	0	0
15	0	3	2	1	0	0	0
16	0	1	3	0	0	0	0
17	0	1	1	0	1	0	0
18	0	1	2	2	0	0	0
19	0	2	1	2	1	0	0
20	0	3	5	1	0	0	0
21	0	2	1	0	0	0	0
22	0	2	2	0	0	0	0
23	0	2	1	3	0	0	0
24	1	4	1	2	0	0	0
25	0	3	2	0	1	0	0

**Hourly Rate**  
 Min: \$19.56  
 Mean: \$24.80  
 Max: \$46.24

**Attrition:**  
 2020: 6.7%  
 2021: 11.4%  
 Two Yr: 9.0%

**By Service Time:**  
 2020: 13.8  
 2021: 16.3  
 Two Yr: 15.4

**Vacancy**  
 Apps/vac: 1.6  
 Time to hire: 39.0 days  
 (avg. since 2019)

- Almost 65% of all FSM staff are in pay grade SCH7-H, SCH8-H
- FSM are spread throughout the various Steps 4-25 (except Steps 6, 7, 8)
- Category includes Manager, Nutrition Services

Benchmarking: Nutrition Manager					
	Min	Min (Adj.)	High	High (Adj.)	Notes
Williamson	\$ 12.51	\$ 10.94	\$ 16.92	\$ 14.80	
Wilson	\$ 14.34	\$ 14.94	\$ 25.49	\$ 26.55	
Fort Worth ISD	\$ 15.59	\$ 15.03	\$ 22.70	\$ 21.89	Nut. Serv Mgr-190 d.
Knox Cty	\$ 15.04	\$ 15.55	\$ 23.29	\$ 24.08	Nut. Mgmt.
Austin	\$ 16.76	\$ 15.68	\$ 22.26	\$ 20.82	203 days
Denver	\$ 20.87	\$ 16.67	\$ 26.91	\$ 21.49	FSM3, 190 days
Atlanta	\$ 20.13	\$ 17.83	\$ 22.24	\$ 19.70	Cafe Mgr; 211 d.
MNPS	\$ 19.99	\$ 19.09	\$ 29.98	\$ 28.63	Nutrition Mgr 260
Rutherford	\$ 17.95	\$ 19.53	\$ 23.33	\$ 25.39	Sc. Nut. Field Mgr
Dallas	\$ 21.96	\$ 20.20	\$ 31.59	\$ 29.06	MS, 189 d.
DeKalb County	\$ 24.75	\$ 24.03	\$ 37.11	\$ 36.03	190 days
TN State Gov	\$ 26.37	\$ 25.19	\$ 42.20	\$ 40.31	Food Serv Mgr 1
Shelby Cty	\$ 34.60	\$ 36.08	\$ 45.14	\$ 47.07	Mgr. Nut. Svcs. 261 d.

# FMW Manager (FMWM) (n = 12)

Step	SCH10-H	SCH10-S	SCH11H	SCH11-S	SCH12S	SCH13S	SCH14S
2	0	0	0	1	1	0	0
4	0	0	0	0	0	1	0
8	1	0	2	0	0	0	0
9	1	0	0	0	0	0	0
13	0	0	0	0	0	0	1
14	1	0	0	0	0	0	0
16	0	1	0	0	0	0	0
17	0	1	0	0	0	0	0
22	0	1	0	0	0	0	0

**Hourly Rate**  
 Min: \$26.28  
 Mean: \$32.14  
 Max: \$51.09

**Attrition:**  
 2020: 0.0%  
 2021: 7.7%  
 Two Yr: 4.0%

**By Service Time:**  
 2020: 0.0  
 2021: 2.9  
 Two Yr: 2.9

**Vacancy**  
 Apps/vac: 1.0  
 Time to hire: 128.6 days  
 (avg. since 2019)

- Half of FMWM are in pay grades SCH10-H or SCH10-S
- Category Includes: Manager (Maintenance, Project Construction, Roof, Warehouse), Supervisor (Mail Center, Maintenance, Materials, Parts, Repair)

Benchmarking: Senior Maintenance					
	Min	Min (Adj.)	High	High (Adj.)	Notes
DeKalb County	\$ 14.47	\$ 14.21	\$ 21.70	\$ 21.32	246 days
Sumner County	\$ 15.94	\$ 16.76	\$ 35.17	\$ 36.98	260 days
Murfreesboro	\$ 15.25	\$ 16.59	\$ 19.91	\$ 21.66	2080 hours
MNPS	\$ 17.85	\$ 17.05	\$ 26.77	\$ 25.57	260 days
Metro Nashville	\$ 17.93	\$ 17.13	\$ 20.93	\$ 19.99	
Rutherford	\$ 20.21	\$ 21.99	\$ 26.27	\$ 28.59	
Atlanta	\$ 28.14	\$ 24.92	\$ 30.33	\$ 26.86	253 days
Dallas	\$ 36.86	\$ 33.91	\$ 53.03	\$ 48.79	226 days
Shelby Cty	\$ 34.60	\$ 36.08	\$ 45.14	\$ 47.07	262 days

# Officers/Security (OS) (n = 43)

Step	SCH8	SCH9	SCH10
1	0	2	0
2	0	1	1
3	0	0	1
4	0	9	0
5	0	1	0
6	1	2	0
7	0	5	2
8	0	6	0
9	1	0	0
10	0	3	0
11	0	1	0
14	0	3	0
20	0	1	0
22	0	2	0
25	0	1	0

**Hourly Rate**  
 Min: \$20.40  
 Mean: \$23.61  
 Max: \$30.89

**Attrition:**  
 2020: 11.1%  
 2021: 2.2%  
 Two Yr: 6.6%

**By Service Time:**  
 2020: 2.9  
 2021: 0.5  
 Two Yr: 2.5

**Vacancy**  
 Apps/vac: 3.1  
 Time to hire: 130.1 days  
 (avg. since 2019)

- Approximately 86% of all OS are in pay grade SCH9-H
- Approximately 51% of OS are in Steps 4, 7 and 8.
- Category includes Dispatcher, Officer, Specialist (School Security), Supervisor (School Security)

	Min	Min (Adj.)	High	High (Adj.)	High
Austin, TX	\$ 13.50	\$ 12.63	\$ 20.10	\$ 14.41	209 days
Knox CO, TN	\$ 14.79	\$ 15.29	\$ 22.87	\$ 23.65	
Denver PS	\$ 19.30	\$ 15.42	\$ 27.61	\$ 22.05	
Dallas	\$ 17.28	\$ 15.90	\$ 25.93	\$ 23.85	185 days
Metro Nash	\$ 18.29	\$ 17.47	\$ 23.78	\$ 22.71	2(19.95-25.93)
DeKalb County	\$ 18.47	\$ 17.93	\$ 27.70	\$ 26.89	
Duval County	\$ 18.76	\$ 18.16	\$ 24.23	\$ 23.46	
MNPS	\$ 19.99	\$ 19.09	\$ 29.98	\$ 28.63	260 days
Shelby Cty	\$ 19.21	\$ 20.03	\$ 23.05	\$ 24.04	263 days
TN State Gov	\$ 22.77	\$ 21.75	\$ 36.45	\$ 34.81	12 months
Palm Beach	\$ 27.23	\$ 23.60	\$ 46.54	\$ 40.02	

# Exempt Positions

## Managers(n = 98)

### Hourly Rate

**Min:** \$20.41

**Mean:** \$37.42

**Max:** \$60.81

### By Service Time:

2020: 10.8

2021: 9.8

Two Yr: 11.1

### Attrition:

2020: 6.5%

2021: 5.7%

Two Yr: 6.1%

74% of managers are in pay grades SCH13-S, SCH14-S, or SCH212-S  
43% of managers are in Steps 2, 4, 8 or 13

### Vacancy

Apps/vac: 4.5

Time to hire: 37.2 days  
(avg. since 2019)

Job Category includes Assistant Director, Manager, Officer (Compliance/Contract), Supervisor

## Professionals (n = 331)

### Hourly Rate

**Min:** \$17.67

**Mean:** \$31.68

**Max:** \$60.81

### By Service Time:

2020: 9.2

2021: 6.9

Two Yr: 7.9

### Attrition:

2020: 6.6%

2021: 6.9%

Two Yr: 6.7%

28% of professionals are in pay grade SCH9-H. 28% are in Steps 0 or 4

### Vacancy

Apps/vac: 2.3

Time to hire: 26.4 days  
(avg. since 2019)

Job Category includes Accountant, Advisor, Agent, Analyst, Auditor, Buyer, Coach (non athletic), Coordinator, Liaison, Registrar, Specialist, Therapist

## Technology Managers(n = 15)

### Salary

**Min:** \$79,667.99

**Mean:** \$103,028.50

**Max:** \$132,203.40

### By Service Time:

2020: 7.1

2021: 0.6

Two Yr: 4.9

### Attrition:

2020: 21.1%

2021: 11.8%

Two Yr: 16.7%

### Vacancy

Apps/vac: 1.0

Time to hire: 70.6 days  
(avg. since 2019)

Job Category includes Manager (IT / Product IT)

## Technology Professionals (n = 105)

### Hourly Rate

**Min:** \$21.58

**Mean:** \$35.08

**Max:** \$55.95

### By Service Time:

2020: 11.5

2021: 10.2

Two Yr: 10.3

### Attrition:

2020: 7.3%

2021: 8.7%

Two Yr: 8.0%

Approximately 35% of all TP are in pay grade SCH11-H. Approximately 33% of all TP are in Steps 4 or 8

### Vacancy

Apps/vac: 1.8

Time to hire: 44.9 days  
(avg. since 2019)

Job Category includes Administrator (IT), Analyst (IT), Architect, Designer, Developer, Engineer, Manager (Data Quality, Digital Experience, Technology), Specialist (Enterprise, IT), Writer Technical



# Exempt Positions

Managers(n = 98)

Step	SCH7H	SCH9H	SCH10H	SCH10S	SCH11S	SCH12S	SCH13S	SCH14S	SCH212S
0	0	0	0	0	0	0	0	2	2
1	0	1	0	0	0	0	0	1	0
2	0	0	0	0	1	1	4	4	0
3	0	2	0	0	1	0	0	2	0
4	0	1	1	0	0	1	3	1	3
5	0	0	0	0	0	0	0	1	1
6	0	3	0	0	1	0	0	0	2
7	0	1	0	0	0	0	1	0	0
8	0	0	0	0	1	0	4	0	7
9	0	0	0	0	1	0	3	0	1
10	0	0	0	0	0	1	0	0	0
11	0	0	1	0	0	0	3	0	1
12	0	0	0	0	0	0	0	1	0
13	0	0	0	0	2	1	5	1	1
14	0	0	1	1	0	0	1	2	2
15	0	0	0	0	0	1	1	2	0
16	0	0	0	0	0	0	2	0	0
17	0	0	0	0	0	0	1	1	1
18	0	0	0	0	0	1	0	0	0
20	0	0	0	0	0	0	1	0	0
21	1	0	0	0	0	0	0	1	0
25	0	0	0	1	0	0	2	1	0

Professionals (n = 331)

Step	SCH7H	SCH8H	SCH9H	SCH10H	SCH10S	SCH11H	SCH11S	SCH12H	SCH12S	SCH13S	SCH14S	SCH211S	SCH212S	SCH214S	SCH310	SCH412S	SCH413S
0	0	1	43	2	0	0	3	0	2	0	2	0	0	0	0	0	0
1	0	1	8	0	0	0	1	0	0	0	0	0	0	0	0	0	0
2	0	2	2	0	1	0	0	1	2	1	0	0	1	6	0	1	1
3	0	0	2	0	0	0	0	0	1	0	0	0	0	1	0	1	0
4	0	5	10	2	0	1	7	1	1	3	1	0	4	2	0	3	3
5	1	0	0	0	0	0	1	0	2	2	1	0	0	1	1	0	0
6	0	2	5	0	0	0	1	1	3	1	1	1	1	1	2	0	1
7	1	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0	2
8	0	5	6	2	0	0	2	0	2	0	1	0	0	2	1	4	6
9	0	0	3	0	0	0	2	0	0	1	1	0	0	1	0	0	0
10	0	1	0	2	0	0	0	0	1	0	1	0	0	0	0	0	2
11	1	0	0	3	0	0	1	0	3	1	0	0	0	1	0	0	3
13	2	2	5	2	0	0	2	0	4	2	0	0	1	1	0	0	4
14	0	1	3	3	0	0	3	0	1	4	4	0	0	0	1	1	2
15	0	0	2	1	0	0	1	0	1	1	0	0	0	0	0	0	0
16	0	1	3	0	0	0	1	0	0	0	3	0	0	0	0	0	1
17	0	0	2	1	0	0	0	0	1	1	2	0	1	0	0	1	0
18	0	2	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0
19	0	2	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
20	0	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	2
21	0	0	0	0	0	0	0	0	1	0	1	0	0	1	0	0	1
22	0	0	0	0	0	0	0	0	1	4	1	1	0	0	0	0	0
23	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
24	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
25	0	2	0	0	0	0	1	0	3	1	1	0	3	0	0	1	3

Technology Managers(n = 15)

Step	SCH13S	SCH14S	SCH15S
0	0	0	1
4	0	1	0
6	2	0	0
7	0	0	1
9	1	0	0
10	0	1	0
14	1	1	1
16	0	0	1
17	0	1	0
19	1	0	0
20	0	1	0
25	1	0	0

Technology Professionals (n = 105)

Step	SCH9H	SCH10H	SCH11H	SCH11S	SCH12H	SCH12S	SCH13S	SCH14S
0	0	0	3	0	0	0	0	1
1	0	0	0	0	1	0	0	0
2	0	0	0	2	2	2	0	0
3	0	1	0	0	0	0	0	0
4	1	0	8	2	2	3	3	2
6	0	0	3	0	0	1	0	0
7	0	0	1	0	0	0	2	0
8	0	0	9	2	0	1	1	1
9	0	0	5	0	0	2	0	1
10	0	0	0	0	0	1	1	0
11	0	0	0	0	0	1	2	0
13	0	0	0	1	0	1	0	1
14	0	1	1	0	2	2	1	0
15	0	0	1	1	0	0	1	2
16	1	0	0	0	1	1	2	1
17	0	0	0	1	1	0	0	0
18	0	0	1	0	0	0	1	0
19	1	0	2	0	0	1	0	1
20	0	0	2	0	0	0	0	0
22	0	0	0	0	0	0	1	0
23	0	0	1	0	0	0	0	0
24	0	0	0	0	0	1	0	0
25	0	0	0	0	0	3	0	0

## **1) Focus Groups with specific categories**

- Which categories?
- Retention focus? What else do we want to learn?

## **2) Further analysis of the current state based on questions that arise today**

- Other elements of compensation (scale slopes, total compensation, sub-groups?)

## **3) Provide our recommendations and analysis of both the compensation plan and the administration of the plan for MNPS.**



# With the exception of Shelby Cty, MNPS is at or near the top for substitute rates

Certified Subs		
District	Daily Rate	Daily Rate (adj.)
Wilson County	\$95.00	\$77.91
Williamson Cty	\$120.00	\$87.85
Sumner Cty.	\$100.00	\$92.42
Murfreesboro	\$95.00	\$94.43
Rutherford	\$95.00	\$94.72
<b>MNPS</b>	<b>\$115.00</b>	<b>\$113.41</b>
Dallas	\$110/\$120	\$108.27/\$118.11
Knox County	\$108.00 \$130.00 (ret.)	\$121.48 \$146.23
Shelby Cty.	Up to \$172.00	\$204.50

Non-Certified Subs		
District	Daily Rate	Daily Rate (adj.)
Sumner Cty.	\$75.00	\$69.32
Wilson County	\$77.00 \$72.00 (HS)	\$70.58 \$65.59 (HS)
Williamson Cty	\$100.00 (HS)	\$73.21 (HS)
Murfreesboro	\$85.00	\$84.49
Knox County	\$76.00	\$85.49
Dallas	\$85/\$100	\$83.66/\$98.43
Rutherford	\$90.00	\$89.73
<b>MNPS</b>	<b>\$100.00</b> <b>\$90.00 (&lt;60 hrs)</b>	<b>\$98.62</b> <b>\$88.76 (&lt;60 hrs)</b>
Shelby Cty	\$112.00	\$133.17



## Urban Schools Human Capital Academy (USHCA)

Metro Nashville Public Schools  
Support Employee Compensation Analysis  
May 2022



# Table of Contents

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1. Overview and Purpose
2. Analysis Process
3. Framework for Recommendations
4. Findings and Recommendations for Spring 2022
  - Enhancing Compensation for all support employees
  - Enhancing compensation for specific groups of positions
5. Recommendations for Continuous Improvement Opportunities
6. Appendices

# + Overview and Purpose

# Compensation is an impactful human capital management component

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The USHCA embraces MNPS's purpose, goals and desired human capital impacts of the compensation received by its employees



It is notable that MNPS's current focus on ensuring its compensation plan meets the principles of fair and competitive compensation practices began prior to the COVID global pandemic.

So, as this compensation project unfolds, it does so anchored in the importance of compensation to all MNPS employees, as well as the necessity to target certain positions to enhance the ability to be strongly competitive in the current environment

# USHCA performed the compensation analysis recognizing these parameters and factors

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## The analysis was informed by:

- The distribution of support employees across the salary structure
- The attrition of support employees
- The applicant pool
- The compensation of support positions to peer districts and industries, adjusting for cost of living
- Identification of challenges the data revealed

## What was not in scope for this project:

- Creating an entirely new salary scale
- Developing a total compensation value proposition for support positions
- Decompressing the scale (which would require a new scale); however, recommendations for addressing challenges caused by compression are within scope

## Considerations:

- The size, structure and scope of the support employee salary scale compromises the ability to make strategic adjustments within the schedule because of impacts such as compression. It is dissimilar from the teacher schedule and requires considerations unique to this salary plan.

## Disclaimers:

- The costs provided are estimates only. The District will do its own costing as part of its budgeting process.
- Benchmarking and other analyses were largely based on publicly available information.
- Positions for comparison were not validated for directly comparable position responsibilities.



# The support employee schedule includes about 4000 employees with hundreds of unique job titles

16 pay grades across 26 steps that include exempt & non-exempt staff, hourly & salaried staff

Metropolitan Nashville Public Schools Support Employees Salary Schedule 2021-2022 School Year, Effective 07.01.2021-06.30.2022																
STEP	SCH001	SCH002	SCH003	SCH004	SCH005	SCH006	SCH007	SCH008	SCH009	SCH010	SCH011	SCH012	SCH013	SCH014	SCH015	SCH016
0	\$15.30	\$15.30	\$15.48	\$15.67	\$15.86	\$16.05	\$16.24	\$17.85	\$19.99	\$22.66	\$25.75	\$29.48	\$34.22	\$84,360.98	\$100,221.07	\$110,547.73
1	\$15.48	\$15.48	\$15.67	\$15.86	\$16.05	\$16.25	\$16.51	\$18.21	\$20.40	\$23.10	\$26.28	\$30.07	\$34.87	\$86,036.71	\$102,238.60	\$112,698.92
2	\$15.67	\$15.67	\$15.86	\$16.05	\$16.24	\$16.45	\$16.79	\$18.58	\$20.77	\$23.56	\$26.78	\$30.69	\$35.59	\$87,714.96	\$104,204.74	\$114,927.19
3	\$15.86	\$15.86	\$16.05	\$16.24	\$16.44	\$16.66	\$17.08	\$18.92	\$21.18	\$24.02	\$27.27	\$31.26	\$36.25	\$89,367.54	\$106,196.58	\$117,075.79
4	\$16.05	\$16.05	\$16.24	\$16.44	\$16.63	\$16.87	\$17.37	\$19.26	\$21.58	\$24.47	\$27.78	\$31.81	\$36.95	\$91,097.24	\$108,162.68	\$119,383.75
5	\$16.24	\$16.24	\$16.44	\$16.63	\$16.83	\$17.08	\$17.68	\$19.64	\$21.98	\$24.90	\$28.32	\$32.45	\$37.63	\$92,801.20	\$110,182.79	\$121,532.37
6	\$16.44	\$16.44	\$16.63	\$16.83	\$17.03	\$17.29	\$17.97	\$19.99	\$22.37	\$25.35	\$28.85	\$33.03	\$38.30	\$94,479.47	\$112,226.03	\$123,709.23
7	\$16.63	\$16.63	\$16.83	\$17.03	\$17.24	\$17.51	\$18.30	\$20.35	\$22.78	\$25.81	\$29.36	\$33.60	\$38.99	\$96,183.45	\$114,166.45	\$125,988.92
8	\$16.83	\$16.83	\$17.03	\$17.24	\$17.45	\$17.72	\$18.63	\$20.71	\$23.19	\$26.28	\$29.87	\$34.19	\$39.69	\$97,782.07	\$116,183.97	\$128,165.78
9	\$17.03	\$17.03	\$17.24	\$17.45	\$17.65	\$17.95	\$18.95	\$21.05	\$23.55	\$26.72	\$30.37	\$34.80	\$40.36	\$99,486.02	\$118,204.07	\$130,368.35
10	\$17.24	\$17.24	\$17.45	\$17.65	\$17.87	\$18.17	\$19.25	\$21.43	\$23.98	\$27.18	\$30.89	\$35.36	\$41.06	\$101,215.71	\$120,195.91	\$132,622.35
11	\$17.45	\$17.45	\$17.65	\$17.87	\$18.08	\$18.40	\$19.56	\$21.80	\$24.40	\$27.64	\$31.38	\$35.98	\$41.74	\$102,893.99	\$122,241.71	\$134,796.64
12	\$17.65	\$17.65	\$17.87	\$18.08	\$18.30	\$18.63	\$19.91	\$22.15	\$24.77	\$28.11	\$31.90	\$36.57	\$42.40	\$104,597.94	\$124,284.93	\$137,024.93
13	\$17.87	\$17.87	\$18.08	\$18.30	\$18.52	\$18.86	\$20.25	\$22.50	\$25.19	\$28.54	\$32.45	\$37.14	\$43.11	\$106,276.23	\$126,225.36	\$139,227.51
14	\$18.08	\$18.08	\$18.30	\$18.52	\$18.74	\$19.10	\$20.56	\$22.84	\$25.60	\$28.98	\$32.98	\$37.75	\$43.80	\$107,926.25	\$128,242.88	\$141,455.77
15	\$18.30	\$18.30	\$18.52	\$18.74	\$18.96	\$19.33	\$20.91	\$23.20	\$25.98	\$29.43	\$33.49	\$38.31	\$44.49	\$109,658.51	\$130,209.02	\$143,606.95
16	\$18.52	\$18.52	\$18.74	\$18.96	\$19.19	\$19.58	\$21.26	\$23.54	\$26.38	\$29.88	\$33.99	\$38.92	\$45.16	\$111,334.19	\$132,203.42	\$145,835.23
17	\$18.74	\$18.74	\$18.96	\$19.19	\$19.42	\$19.82	\$21.62	\$23.93	\$26.77	\$30.35	\$34.52	\$39.52	\$45.87	\$113,012.48	\$134,246.64	\$148,063.52
18	\$18.96	\$18.96	\$19.19	\$19.42	\$19.66	\$20.07	\$21.99	\$24.28	\$27.17	\$30.79	\$35.03	\$40.09	\$46.51	\$114,770.42	\$136,238.47	\$150,291.80
19	\$19.19	\$19.19	\$19.42	\$19.66	\$19.89	\$20.32	\$22.37	\$24.63	\$27.57	\$31.26	\$35.53	\$40.67	\$47.21	\$116,369.01	\$138,284.28	\$152,466.09
20	\$19.42	\$19.42	\$19.66	\$19.89	\$20.13	\$20.57	\$22.75	\$24.98	\$28.00	\$31.71	\$36.05	\$41.29	\$47.87	\$118,047.30	\$140,276.10	\$154,720.07
21	\$19.66	\$19.66	\$19.89	\$20.13	\$20.37	\$20.83	\$23.13	\$25.34	\$28.39	\$32.16	\$36.57	\$41.87	\$48.61	\$119,751.28	\$142,216.52	\$156,871.25
22	\$19.89	\$19.89	\$20.13	\$20.37	\$20.62	\$21.09	\$23.53	\$25.70	\$28.78	\$32.60	\$37.08	\$42.45	\$49.27	\$121,455.26	\$144,262.33	\$159,099.51
23	\$20.13	\$20.13	\$20.37	\$20.62	\$20.86	\$21.35	\$23.93	\$26.08	\$29.19	\$33.06	\$37.60	\$43.04	\$49.96	\$123,184.94	\$146,305.57	\$161,327.82
24	\$20.37	\$20.37	\$20.62	\$20.86	\$21.11	\$21.62	\$24.33	\$26.40	\$29.61	\$33.52	\$38.10	\$43.63	\$50.63	\$124,783.54	\$148,297.39	\$163,556.07
25	\$20.62	\$20.62	\$20.86	\$21.11	\$21.37	\$21.89	\$24.75	\$26.77	\$29.98	\$33.98	\$38.65	\$44.24	\$51.31	\$126,487.52	\$150,317.50	\$165,704.68





# Over half of all support employees fall into three groups

## Aides, Clerical/Secretarial Staff, Food Service

Position	Number in District	% of Support Staff
Aides	1,057	29%
Clerical/Secretarial Staff	535	15%
Food Service Staff	457	14%
Professionals (analysts, advisors, coordinators, etc.)	331	9%
Bus Drivers	280	8%
Transportation (non-driver)	202	5%
Facilities/Maintenance Staff	166	4%
Bookkeepers	155	4%
Technology Staff	105	3%
Food Service Managers	99	3%
Managers	98	2.5%
Executives/Directors	58	1.5%
Security Officers	43	1%
Technology Managers	15	0.5%
Facilitates/Maintenance Manager	12	0.5%

# Support compensation advances in two ways that may or may not occur annually

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COLA and step increases have been inconsistent over the last several years for support employees.

Type	2018-19 SY	2019-20 SY	2020-21 SY	2021-22 SY
Step Increase	No	No	Yes	Yes
COLA Increase	No	3% @ Start 3% @ midyear	No	2%

# + Compensation Analysis Process

# Compensation Analysis Steps

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Deep dive review and analysis of the complexities and challenges of the current support employee salary schedule

Salary benchmarking of local, regional, and national school districts and non-educational organizations

Analysis of retention challenges of support employees

Analysis of vacancies for support positions

## Deep dive review and analysis of the complexities and challenges of the current support employee salary schedules

- Review of business rules and salary structures that are in place
- Review of salary history and recent adjustments to salary schedule
- Review of district policies and CBAs applicable to support employees
- Review the average salary per position, minimum to maximum ranges for each position, length of service in each position and number of each employee in each grade and step.

# Salary benchmarking of local, regional and national school districts and non-educational organizations

- Comparison of support employee salaries to local, regional and national school districts, local business, city and state government
- Review of salary schedules, highlighting minimum and maximum salaries, and pay ranges/steps
- Identification of 11 benchmarking positions (in consultation with MNPS) for comparison
- Review of job descriptions as appropriate to ensure comparison of similar positions
- Review of 2020-21 or 2021-22 schedules (depending on what was available)
- Collection of salary data for support employee schedules from school district websites, state department of education websites and the National Center for Education Statistics (NCES)
- Utilization of Cost-of-Living Index (COLI) from the Council from Community and Economic Research (C2ER) for comparison of salaries

- Consolidated data files into one document to enable trend analysis
- Worked with MNPS to "translate" data headings from master files
- Finalized categories to drive analysis for each employee group (vetted the categories with MNPS)
- Provided a summary list of specific job titles by category which MNPS reviewed
- Focused analysis on calendar years 2020 and 2021
- For each employee category, measured:
  - Retention/attrition by year
  - Avg tenure / service time for employees who have left the district
  - Compared to district averages over this time-period

- Analyzed vacancy and hiring data for support positions posted between 12/3/19 to 2/10/22
- Mapped each posting to one of the Employee Categories identified for the retention analysis work
- For each category, measured by year:
  - Applicants per Vacancy
  - Time to Hire (days)
- Summarized data for each employee category with comparison to the district average



# + Framework for Recommendations

# Compensation is critical to attracting and retaining the staff MNPS needs to deliver services to students

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## Questions employees ask about their compensation

How am I compensated compared to others who do what I do *in my city and in my region?*

How do I consider whether to *remain* at MNPS or take my skills and contributions elsewhere?

How does the cost of living in my city affect the *earning power* of what I make?

How and when does my *compensation advance?*

How am I compensated compared to others *in my organization?*

# Key considerations influenced the recommendations

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- Importance of **compensation** to all MNPS employees, particularly as it represents **recognition** of their contributions
- **Commitment** of MNPS as an employer to a standard of compensation that contributes to a **strong citizenry**
- Need to be **responsive** to the current context of exacerbated shortages affecting some positions acutely
- **Recognition** that it is necessary to increase the pay for specific positions and categories in order to **recruit and retain** support employees
- District's responsibility to **continually** strengthen compensation by adopting best practices and addressing challenges

# Themes were identified from the salary benchmarking

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1. The district faces staffing and retention challenges in key positions
2. Benchmarking found that MNPS support employee pay is often competitive with surrounding areas and industries; in fact, for hourly support positions, pay was in the middle to top third across all positions.
3. To consistently meet student needs, the district desires to be positioned as the employer of choice in the region and may need to regularly look at surrounding districts and make adjustments

# Recommendations for compensation enhancement fall into three areas

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Multiple recommendations were provided for each of three following compensation levers:

<b>1.</b>	<b>Advance compensation for all support employees to remain competitive and to recognize the contributions of all</b>
<b>2.</b>	<b>Address specific staffing challenges through enhanced compensation for certain positions</b>
<b>3.</b>	<b>Ongoing opportunities to strengthen the support compensation plan, address challenges, and be strongly competitive</b>

+ Findings and  
recommendations for Spring  
2022 implementation

USHCA made two recommendations to advance compensation for all support employees:

1. Condense the salary schedule to allow support employees to reach the top step sooner in their career, increasing lifetime earnings
2. Provide a robust COLA and a transparent decision making process on step increases so employees can count on these increases and believe that their paychecks will increase over time

The mayor's office and the district prioritized the second recommendation for now

The first will get added to the longer-term ideas for consideration

Advance compensation for all support employees to remain competitive and to recognize the contributions of all

## COLA



Award a substantial COLA and administer step increases to all employees

Option	Total Additional Cost
1% COLA + Step	\$4.3 million
4% COLA + Step	\$9.5 million
5% COLA + Step	\$11.7 million
10% Pay Increase + Step	\$20.0 million



USHCA analyzed the following areas to inform and identify support groups for compensation enhancement through creating a new salary scale or a shift on the current scale:



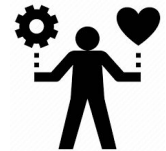
Turnover or  
District's Ability  
to Retain



District's Ability to  
Find and Hire  
Candidates



Proximity to  
Students



Livable Wage for All  
Employees

Based on this analysis, three groups were identified for compensation enhancement through this method:

**Bus Drivers**

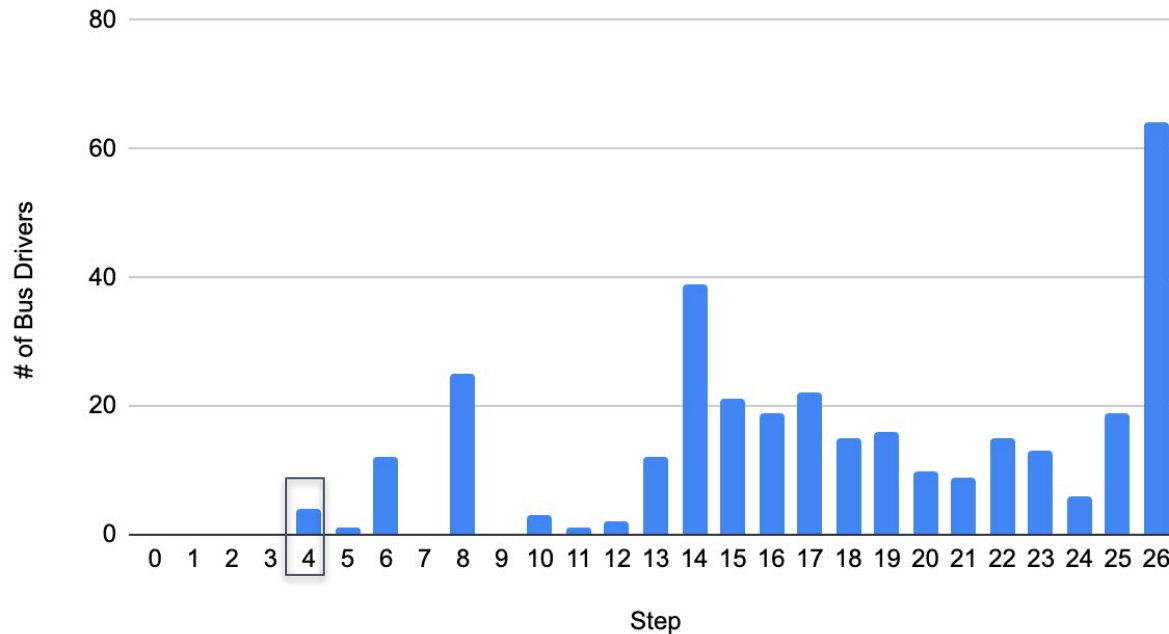
**Food Service Employees**

**Paraprofessionals**

## Bus Drivers

Based on years of service, hiring needs may further increase from retirements as a significant number of bus drivers are at the top step on the salary schedule

# of Bus Drivers by Salary Schedule Step



Note: Bus Drivers start on Step 4

## Bus Drivers Salary Schedule Movement

WeGo is the main competitor for Bus Driver talent. Based on their compensation, bus driver starting salary will need to increase significantly. This will be best accomplished with a separate salary schedule to help avoid salary compression with other employee groups. The new schedule includes bus driver supervisors and managers to help avoid salary compression.

### Original Salary Schedule

Step	Bus Driver	Trans Sup	Trans Mgr
0	\$16.05	\$25.75	\$34.22
1	\$16.25	\$26.28	\$34.87
2	\$16.45	\$26.78	\$35.59
3	\$16.66	\$27.27	\$36.25
4	\$16.87	\$27.78	\$36.95
5	\$17.08	\$28.32	\$37.63
6	\$17.29	\$28.85	\$38.30
7	\$17.51	\$29.35	\$39.00
8	\$17.72	\$29.87	\$39.69
9	\$17.95	\$30.37	\$40.36
10	\$18.17	\$30.89	\$41.06
11	\$18.40	\$31.38	\$41.74
12	\$18.63	\$31.90	\$42.40
13	\$18.86	\$32.45	\$43.12
14	\$19.10	\$32.98	\$43.80
15	\$19.33	\$33.49	\$44.49
16	\$19.58	\$33.99	\$45.16
17	\$19.82	\$34.52	\$45.86
18	\$20.07	\$35.03	\$46.51
19	\$20.32	\$35.53	\$47.21
20	\$20.57	\$36.05	\$47.87
21	\$20.83	\$36.57	\$48.61
22	\$21.09	\$37.08	\$49.27
23	\$21.35	\$37.60	\$49.96
24	\$21.62	\$38.10	\$50.63
25	\$21.89	\$38.65	\$51.31
26	\$22.27		

Entry point competitive with WeGo

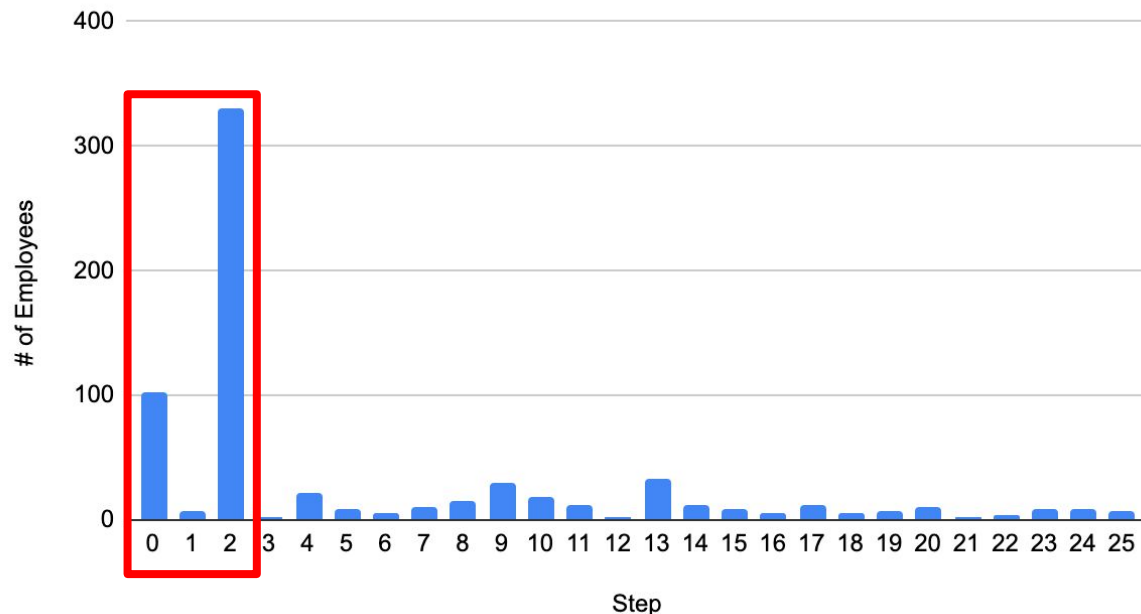
### New Salary Schedule

Step	Bus Driver	Trans Sup	Trans Mgr
0	\$21.58	\$31.90	\$41.06
1	\$21.92	\$32.17	\$41.47
2	\$22.25	\$32.44	\$41.88
3	\$22.59	\$32.71	\$42.29
4	\$22.92	\$32.98	\$42.70
5	\$23.26	\$33.25	\$43.11
6	\$23.60	\$33.52	\$43.52
7	\$23.93	\$33.79	\$43.93
8	\$24.27	\$34.06	\$44.34
9	\$24.60	\$34.33	\$44.75
10	\$24.94	\$34.60	\$45.16
11	\$25.28	\$34.87	\$45.57
12	\$25.61	\$35.14	\$45.98
13	\$25.95	\$35.41	\$46.39
14	\$26.28	\$35.68	\$46.80
15	\$26.62	\$35.95	\$47.21
16	\$26.96	\$36.22	\$47.62
17	\$27.29	\$36.49	\$48.03
18	\$27.63	\$36.76	\$48.44
19	\$27.96	\$37.03	\$48.85
20	\$28.30	\$37.30	\$49.26
21	\$28.64	\$37.57	\$49.67
22	\$28.97	\$37.84	\$50.08
23	\$29.31	\$38.11	\$50.49
24	\$29.64	\$38.38	\$50.90
25	\$29.98	\$38.65	\$51.31

## Food Services Employees

Within the district, Food Services employees are among the lowest paid with significant attrition and a high number of vacancies

# of Food Services Employees by Salary Step



Over 60% of all Food Services staff are currently on the first three steps on their respective salary scales

## Food Services Hourly Rate Increase and Salary Schedule Movement

A new salary schedule that will include a **\$2 per hour** increase will be created for all food service staff, including managers and their employees. By doing this, we allow for more flexibility for this group of employees who are funded through a separate budget source. In addition, placing these employees onto a separate schedule will help avoid salary compression

### Original Salary Schedule

Step	Grade 1	Grade 2	Grade 3	Grade 4	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 13
0	\$15.30	\$15.30	\$15.48	\$15.67	\$16.05	\$16.24	\$17.85	\$19.99	\$22.66	\$34.22
1	\$15.48	\$15.48	\$15.67	\$15.86	\$16.25	\$16.51	\$18.21	\$20.40	\$23.10	\$34.87
2	\$15.67	\$15.67	\$15.86	\$16.05	\$16.45	\$16.79	\$18.58	\$20.77	\$23.56	\$35.59
3	\$15.86	\$15.86	\$16.05	\$16.24	\$16.66	\$17.08	\$18.92	\$21.18	\$24.02	\$36.25
4	\$16.05	\$16.05	\$16.24	\$16.44	\$16.87	\$17.37	\$19.26	\$21.58	\$24.47	\$36.95
5	\$16.24	\$16.24	\$16.44	\$16.63	\$17.08	\$17.68	\$19.64	\$21.98	\$24.90	\$37.63
6	\$16.44	\$16.44	\$16.63	\$16.83	\$17.29	\$17.87	\$19.99	\$22.37	\$25.35	\$38.30
7	\$16.63	\$16.63	\$16.83	\$17.03	\$17.51	\$18.30	\$20.35	\$22.78	\$25.81	\$38.99
8	\$16.83	\$16.83	\$17.03	\$17.24	\$17.72	\$18.63	\$20.71	\$23.19	\$26.28	\$39.69
9	\$17.03	\$17.03	\$17.24	\$17.45	\$17.95	\$18.95	\$21.05	\$23.55	\$26.72	\$40.36
10	\$17.24	\$17.24	\$17.45	\$17.65	\$18.17	\$19.25	\$21.43	\$23.98	\$27.18	\$41.06
11	\$17.45	\$17.45	\$17.65	\$17.87	\$18.40	\$19.56	\$21.80	\$24.40	\$27.64	\$41.74
12	\$17.65	\$17.65	\$17.87	\$18.08	\$18.63	\$19.91	\$22.15	\$24.77	\$28.11	\$42.40
13	\$17.87	\$17.87	\$18.08	\$18.30	\$18.86	\$20.25	\$22.50	\$25.19	\$28.54	\$43.11
14	\$18.08	\$18.08	\$18.30	\$18.52	\$19.10	\$20.56	\$22.84	\$25.60	\$28.98	\$43.80
15	\$18.30	\$18.30	\$18.52	\$18.74	\$19.33	\$20.91	\$23.20	\$25.98	\$29.43	\$44.49
16	\$18.52	\$18.52	\$18.74	\$18.96	\$19.58	\$21.26	\$23.54	\$26.38	\$29.88	\$45.16
17	\$18.74	\$18.74	\$18.96	\$19.19	\$19.82	\$21.62	\$23.93	\$26.77	\$30.35	\$45.87
18	\$18.96	\$18.96	\$19.19	\$19.42	\$20.07	\$21.99	\$24.28	\$27.17	\$30.79	\$46.51
19	\$19.19	\$19.19	\$19.42	\$19.66	\$20.32	\$22.37	\$24.63	\$27.57	\$31.26	\$47.21
20	\$19.42	\$19.42	\$19.66	\$19.89	\$20.57	\$22.75	\$24.98	\$28.00	\$31.71	\$47.87
21	\$19.66	\$19.66	\$19.89	\$20.13	\$20.83	\$23.13	\$25.34	\$28.39	\$32.16	\$48.61
22	\$19.89	\$19.89	\$20.13	\$20.37	\$21.09	\$23.53	\$25.70	\$28.78	\$32.60	\$49.37
23	\$20.13	\$20.13	\$20.37	\$20.62	\$21.35	\$23.93	\$26.08	\$29.19	\$33.05	\$49.96
24	\$20.37	\$20.37	\$20.62	\$20.86	\$21.62	\$24.33	\$26.40	\$29.61	\$33.52	\$50.63
25	\$20.62	\$20.62	\$20.86	\$21.11	\$21.89	\$24.75	\$26.77	\$29.98	\$33.98	\$51.31

**+\$2 / Hour**



### New Salary Schedule

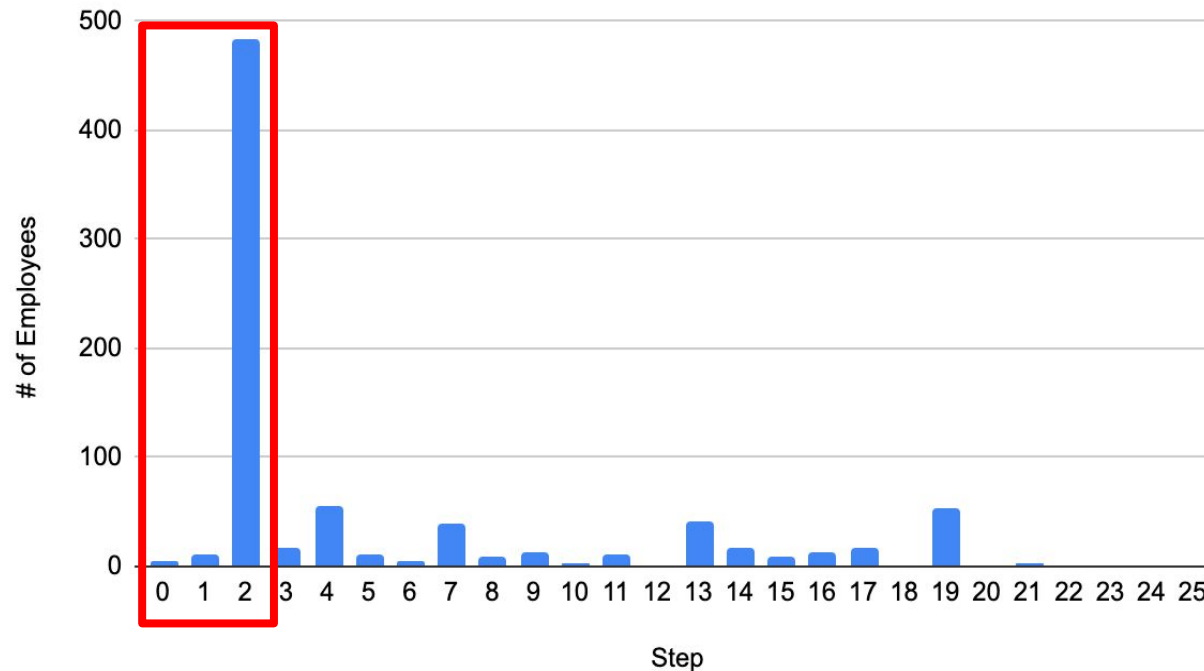
Step	Grade 1	Grade 2	Grade 3	Grade 4	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 13
0	\$17.30	\$17.30	\$17.48	\$17.67	\$18.05	\$18.24	\$19.85	\$21.99	\$24.66	\$36.22
1	\$17.48	\$17.48	\$17.67	\$17.86	\$18.25	\$18.51	\$20.21	\$22.40	\$25.10	\$36.87
2	\$17.67	\$17.67	\$17.86	\$18.05	\$18.45	\$18.79	\$20.58	\$22.77	\$25.56	\$37.59
3	\$17.86	\$17.86	\$18.05	\$18.24	\$18.66	\$19.08	\$20.92	\$23.18	\$26.02	\$38.25
4	\$18.05	\$18.05	\$18.24	\$18.44	\$18.87	\$19.37	\$21.26	\$23.58	\$26.47	\$38.95
5	\$18.24	\$18.24	\$18.44	\$18.63	\$19.08	\$19.68	\$21.64	\$23.98	\$26.90	\$39.63
6	\$18.44	\$18.44	\$18.63	\$18.83	\$19.29	\$19.97	\$21.99	\$24.37	\$27.35	\$40.30
7	\$18.63	\$18.63	\$18.83	\$19.03	\$19.51	\$20.30	\$22.35	\$24.78	\$27.81	\$40.99
8	\$18.83	\$18.83	\$19.03	\$19.24	\$19.72	\$20.63	\$22.71	\$25.19	\$28.28	\$41.69
9	\$19.03	\$19.03	\$19.24	\$19.45	\$19.95	\$20.95	\$23.05	\$25.55	\$28.72	\$42.36
10	\$19.24	\$19.24	\$19.45	\$19.65	\$20.17	\$21.25	\$23.43	\$25.98	\$29.18	\$43.06
11	\$19.45	\$19.45	\$19.65	\$19.87	\$20.40	\$21.56	\$23.80	\$26.40	\$29.64	\$43.74
12	\$19.65	\$19.65	\$19.87	\$20.08	\$20.63	\$21.91	\$24.15	\$26.77	\$30.11	\$44.40
13	\$19.87	\$19.87	\$20.08	\$20.30	\$20.86	\$22.25	\$24.50	\$27.19	\$30.54	\$45.11
14	\$20.08	\$20.08	\$20.30	\$20.52	\$21.10	\$22.56	\$24.84	\$27.60	\$30.98	\$45.80
15	\$20.30	\$20.30	\$20.52	\$20.74	\$21.33	\$22.91	\$25.20	\$27.98	\$31.43	\$46.49
16	\$20.52	\$20.52	\$20.74	\$20.96	\$21.58	\$23.26	\$25.54	\$28.38	\$31.88	\$47.16
17	\$20.74	\$20.74	\$20.96	\$21.19	\$21.82	\$23.62	\$25.93	\$28.77	\$32.35	\$47.87
18	\$20.96	\$20.96	\$21.19	\$21.42	\$22.07	\$23.99	\$26.28	\$29.17	\$32.79	\$48.51
19	\$21.19	\$21.19	\$21.42	\$21.66	\$22.32	\$24.37	\$26.63	\$29.57	\$33.26	\$49.21
20	\$21.42	\$21.42	\$21.66	\$21.89	\$22.57	\$24.75	\$26.98	\$30.00	\$33.71	\$49.87
21	\$21.66	\$21.66	\$21.89	\$22.13	\$22.83	\$25.13	\$27.34	\$30.39	\$34.16	\$50.61
22	\$21.89	\$21.89	\$22.13	\$22.37	\$23.09	\$25.53	\$27.70	\$30.78	\$34.60	\$51.27
23	\$22.13	\$22.13	\$22.37	\$22.62	\$23.35	\$25.93	\$28.08	\$31.19	\$35.06	\$51.96
24	\$22.37	\$22.37	\$22.62	\$22.86	\$23.62	\$26.33	\$28.40	\$31.61	\$35.52	\$52.63
25	\$22.62	\$22.62	\$22.86	\$23.11	\$23.89	\$26.75	\$28.77	\$31.98	\$35.98	\$53.31

## Paraprofessionals

Paraprofessionals play important roles from an instructional as well as from a student engagement/safety perspective as well as provide an additional level of support to the classroom

The district has experienced significant vacancies along with a short supply of paraprofessional candidates

# of Paraprofessionals by Salary Step



Similar to Food Services, over 60% of all paraprofessionals are currently on the first three steps. This is due to a shift in paraprofessionals to grade 6, step 2 several years ago.

## Paraprofessionals Salary Schedule Movement

	Grade 6	Grade 8
0	\$16.05	\$17.85
1	\$16.25	\$18.21
2	\$16.45	\$18.58
3	\$16.66	\$18.92
4	\$16.87	\$19.26
5	\$17.08	\$19.64
6	\$17.29	\$19.99
7	\$17.51	\$20.35
8	\$17.72	\$20.71
9	\$17.95	\$21.05
10	\$18.17	\$21.43
11	\$18.40	\$21.80
12	\$18.63	\$22.15
13	\$18.86	\$22.50
14	\$19.10	\$22.84
15	\$19.33	\$23.20
16	\$19.58	\$23.54
17	\$19.82	\$23.93
18	\$20.07	\$24.28
19	\$20.32	\$24.63
20	\$20.57	\$24.98
21	\$20.83	\$25.34
22	\$21.09	\$25.70
23	\$21.35	\$26.08
24	\$21.62	\$26.40
25	\$21.89	\$26.77

Moving paraprofessionals to Grade 8 will provide an increase in compensation to help mitigate these hiring challenges

This movement will not create compression as their supervisors are placed on the separate certificated salary schedule

## Example Costs for Potential Scenarios

### Bus Drivers

**\$5M**

This represents the cost of moving bus drivers, managers, and supervisors to a new schedule competitive with WeGo, provide a step increase and a 1% COLA.

### Para- professionals

**\$5.8M**

This represents the cost of moving paraprofessionals to grade 8, providing a 5% increase.

### Food Service Employees

**\$4M**

The cost of moving food service workers and their managers and supervisors to a new schedule with a \$2/hour increase, as well as a 4% COLA and a step increase.



Recommend the following to enhance compensation for other employee groups:

- Set aside funding annually for recruitment and retention bonuses
  - Half provided at the start and half after a specific period service time milestone
  - Provide bonuses for returning workers for eligible positions
- Policies that identify bonus eligibility, amount, and service time requirements should be reviewed and determined on an annual basis factoring in hiring, retention and market trends

## Opportunities to address compensation pain points & additional enhancements to compensation

### Equalize Health Care Costs

Make employee contribution to health care equitable, rather than regressive, by adjusting the formula or offering a lower cost plan. This will improve the total compensation value proposition for support employees.

### Annually drop/add

To make sure individuals do not feel like they can “top out,” annually determine whether to drop and add steps so that additional steps are available.

### Alleviate Some Degree of Compression

Create interim steps in some compressed areas, or create formulas for adjustments, to address compression caused by former decisions.

### Reclassify Positions

Study aides, clerical/secretarial workers, food service employees and security to determine whether a full reclassification is necessary and can be accomplished without compression.

## Opportunities to improve the administration of the compensation plan

Purpose	Action
<b>Enhance operational and strategic management of scale</b>	Divide support schedule into separate scales for exempt & non-exempt or salaried vs. hourly
<b>Improve reliability of advancement</b>	Establish a protocol for annual step movement and COLA adjustments, understanding reliance on budget
<b>Increase initial step transparency</b>	Develop rubric for initial step placement of new hires
<b>Improve transparency of promotion process</b>	Develop rubric for step placement of promoted support employees
<b>Connect compensation to contribution</b>	Develop a roadmap for connecting compensation with performance and/or goals, including cascading goals and progress monitoring
<b>Create more flexibility and strategic use of plan</b>	Shifting from step & lane to collapsed grades with min/mid/max ranges
<b>Build a compelling value proposition for support careers</b>	Engage employees in “stay” conversations, and consider other possibilities such as employee engagement & advancement
<b>Understand reasons for leaving</b>	Administer with consistency “exit” surveys
<b>Improve transparency and predictability</b>	Create an MNPS Compensation Plan Guide
<b>Ensure correct grades for positions</b>	Routinely review duties and develop a process for reclassification



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# Appendices

# Appendix: List of Job Titles by Category

Category	Job Titles*
<b>Aides</b>	Aide, Education Assistant, Interpreter, Monitor (In school suspension), Paraprofessional, Reader, Support/Supv Campus, Translator, Tutor
<b>Bookkeeper</b>	Admin Records, School Finance, Clerk (Accounting, Control), Tech Accounting
<b>Bus Driver</b>	Driver
<b>Clerical/ Secretarial Staff</b>	Administrative, Assistant, Clerk, Receptionist, Representative, Secretary, Technician
<b>Executive / Director</b>	Director, Executive Director
<b>Facilities/ Maintenance Staff</b>	Foreman, Laborer, Operator, Skilled Laborer, Technician (Electrical, Facility, Maintenance, etc), Worker (Maintenance/Warehouse)
<b>Food Service Manager</b>	Manager Nutrition Services
<b>Food Service Staff</b>	Assistant Nutrition Services, Cashier, Chef

\*Note: Not all unique titles are listed; only common groupings

# Appendix: List of Job Titles by Category

Category	Job Titles*
<b>Manager</b>	Assistant Director, Manager, Officer (Compliance/Contract), Supervisor
<b>Facilities/Maintenance Manager</b>	Manager (Maintenance, Project Construction, Roof, Warehouse), Supervisor (Mail Center, Maintenance, Materials, Parts, Repair)
<b>Security Officer</b>	Dispatcher, Officer, Specialist (School Security), Supervisor (School Security)
<b>Professional</b>	Accountant, Advisor, Agent, Analyst, Auditor, Buyer, Coach (non athletic), Coordinator, Liaison, Registrar, Specialist, Therapist
<b>Technology Manager</b>	Manager (IT / Product IT)
<b>Technology Professional</b>	Administrator (IT), Analyst (IT), Architect, Designer, Developer, Engineer, Manager (Data Quality, Digital Experience, Technology), Specialist (Enterprise, IT), Writer Technical
<b>Transportation (Non Driver)</b>	Dispatcher, Mechanic, Monitor School Bus, Representative Transportation, Supervisor (Driver Training, Transportation), Trainer Transportation, Writer Service

\*Note: Not all unique titles are listed; only common groupings