



Alexandria City Public Schools

FY21 Compensation Study

Report of Findings

School Board Work Session

January 14, 2021

| Agenda

- 1. Introduction and Methodology**
- 2. Findings**
- 3. Recommendations**

Part 1

Introduction and Methodology

- **Purpose.** As a result of the HR audit, ACPS engaged Segal to conduct compensation market assessments
- **Total Compensation Assessment.** The primary goal of the studies is to determine the market competitiveness of total compensation (pay and benefits) for select employee groups
- **Timeline.** In January 2020, we shared the results from Phase 1 of this work and are now sharing results of Phase 2

Conducting periodic market assessments is a standard HR practice that informs business decisions and ensures current rewards packages support strategic objectives.

Methodology

Employee Groups—26 jobs reviewed

Facilities

- Building Engineer I
- Building Engineer II
- Skilled Maintenance Work Leader
- Maintenance Supervisor

Food & Nutrition

- School Nutrition Assistant III
- School Nutrition Assistant Manager
- School Nutrition Manager I
- School Nutrition Manager II
- School Nutrition Manager III

General Administration

- Administrative Assistant I
- Administrative Assistant II
- Executive Administrative Assistant-CAO
- Executive Assistant to Superintendent

Human Resources

- Benefits Analyst
- Senior Benefits Analyst
- HR Generalist I
- HR Generalist II
- Senior Employment Specialist

Information Technology

- TS Technician I
- TS Technician II
- TS Technician III
- TS Technician IV

School Administration

- Assistant Principal, Elementary
- Assistant Principal, Middle
- Assistant Principal, High School
- Campus Administrator

What is the Market?

Public Sector Comparators and Private Sector Sources

School Divisions (7)

- Arlington
- Fairfax
- Falls Church
- Loudoun
- Manassas
- Manassas Park
- Prince William

Local Governments

- City of Alexandria
- Arlington County

Private Sector Data Sources

- DC SHRM
- CompAnalyst
- Economic Research Institute

Because many of the jobs are found in multiple markets and industries, comparators include local governments and private sector data sources in addition to school divisions.

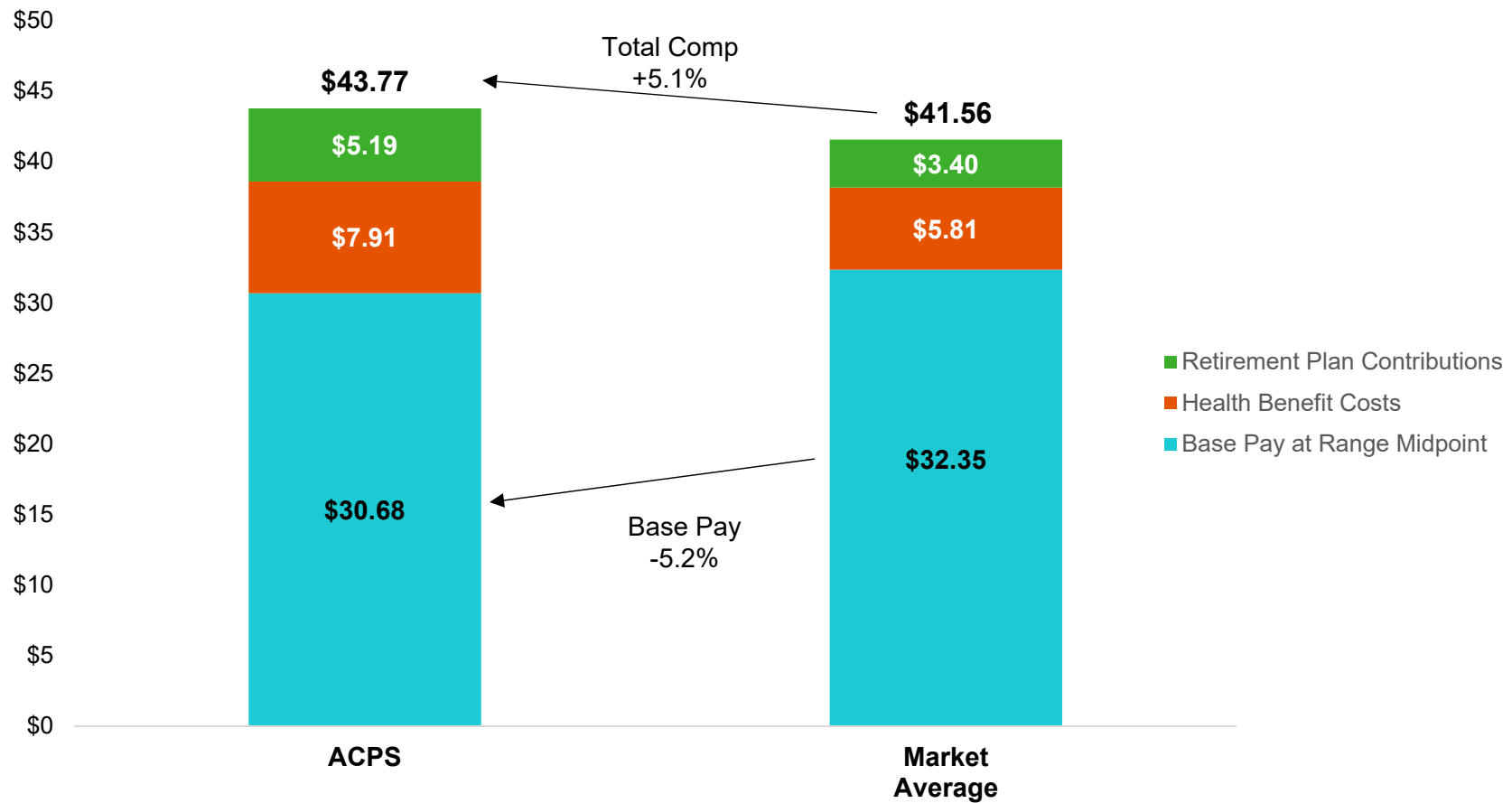
| Agenda—Part 2

1. Introduction and Methodology
- 2. Findings—How does ACPS compare to the market?**
3. Recommendations and Closing

Findings

Support Staff Jobs (22 positions)

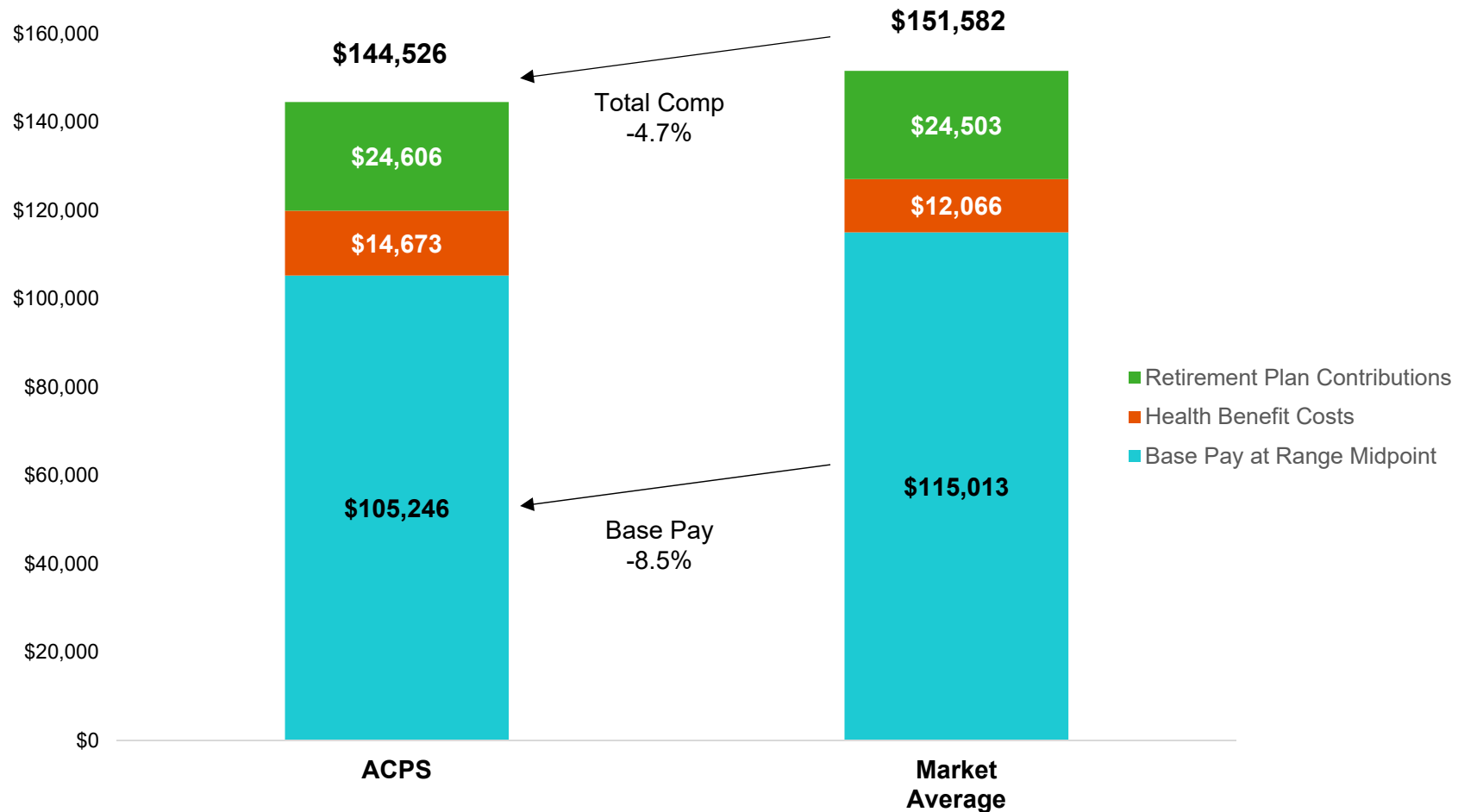
Across all 22 support staff jobs, base pay is 5% below market, but total compensation is about 5% above market because of higher benefits costs



Findings

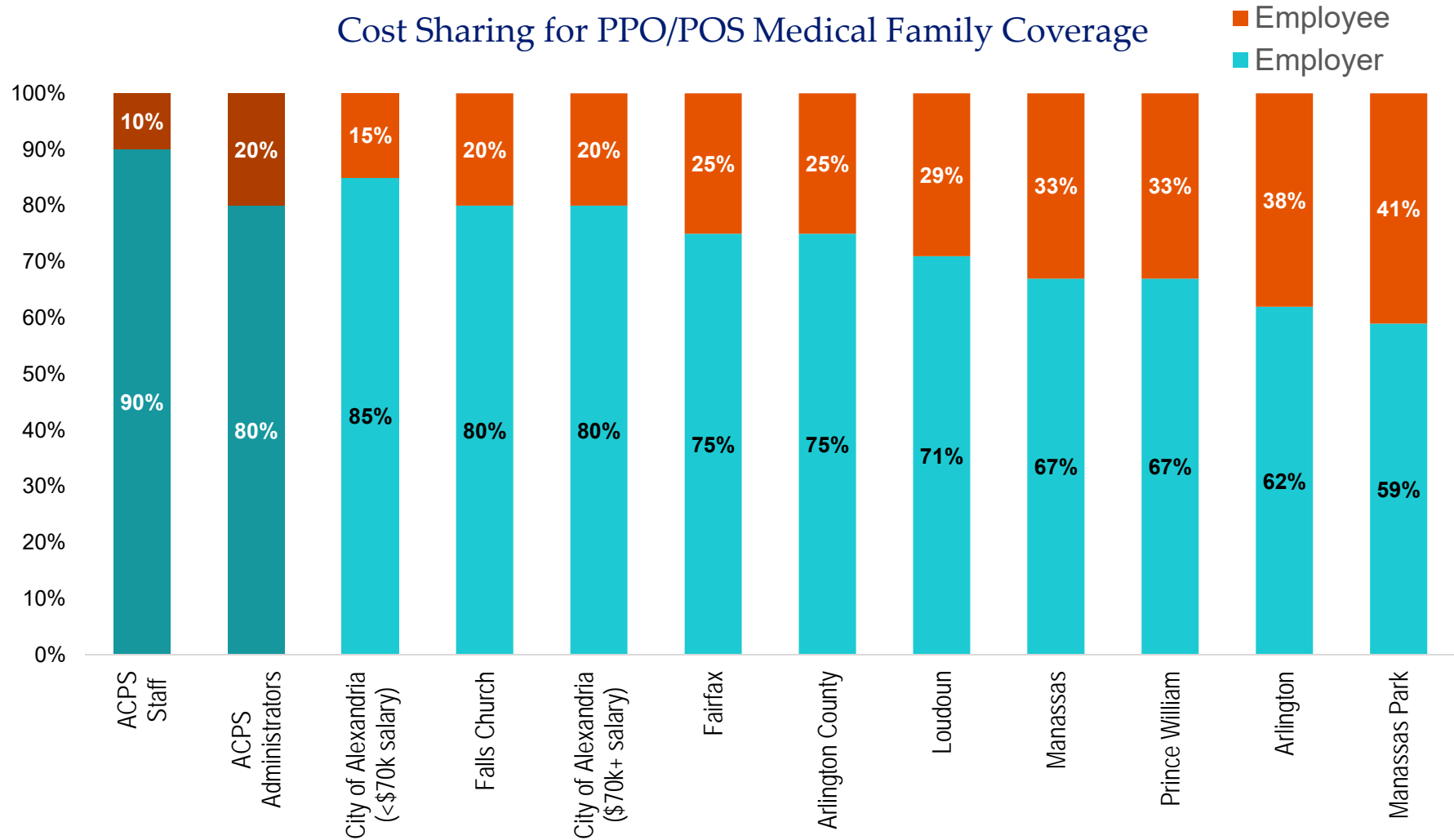
Assistant Principals (3 positions)

For APs, however, both base pay and total compensation lag the market.



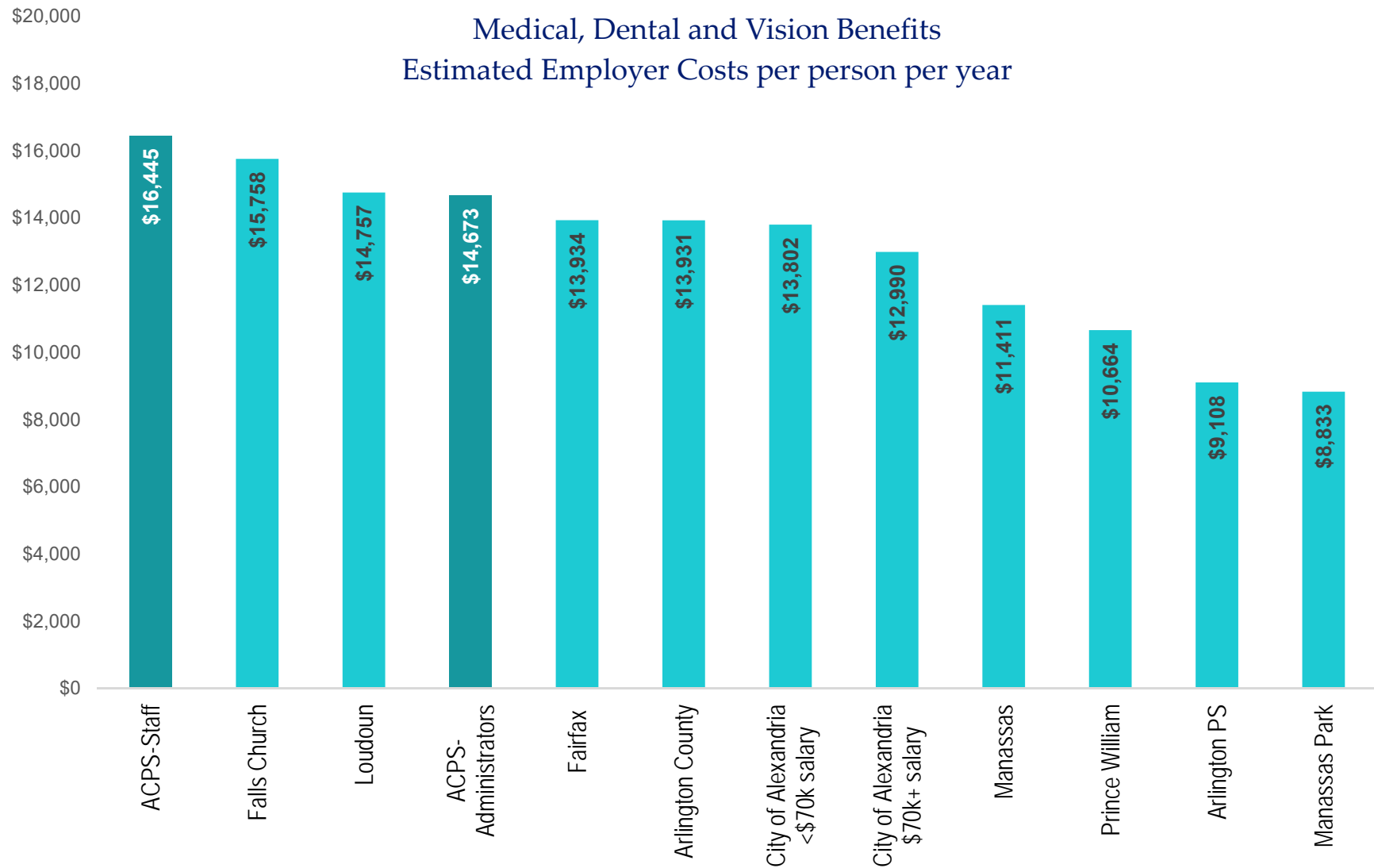
Findings

The difference between ACPS' market position for base pay and total compensation is primarily due to differences in cost sharing for medical benefits. ACPS pays 90% or 80% of medical plan premiums, which is higher than most other school divisions.



Findings

The result is higher benefits costs compared with area employers

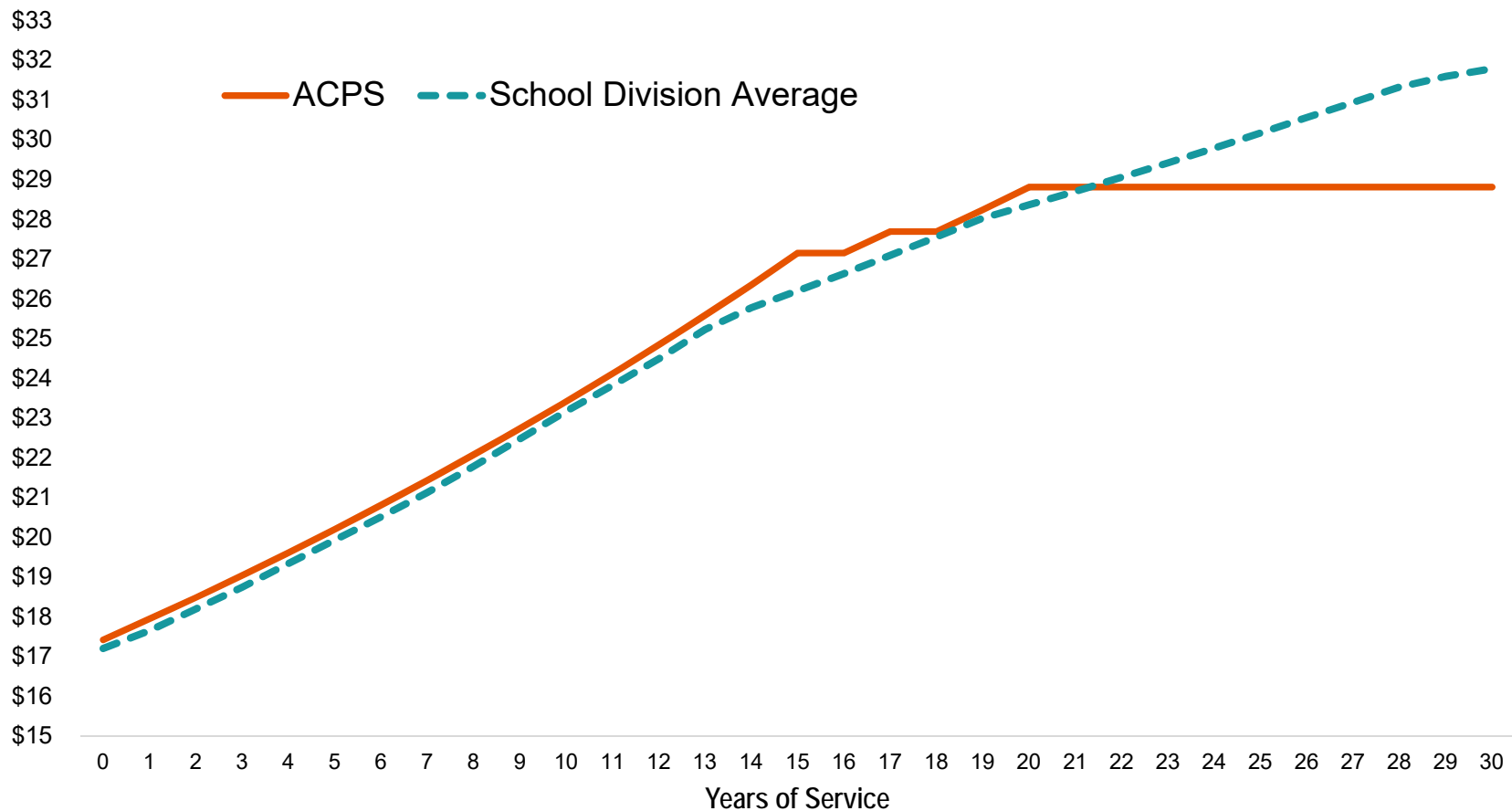


Findings

Pay Scale Design

We also found differences in pay scale design that result in market misalignment in salary progression. The “hold steps” result in uneven pay growth and narrower pay ranges truncate pay potential when compared with the market average.

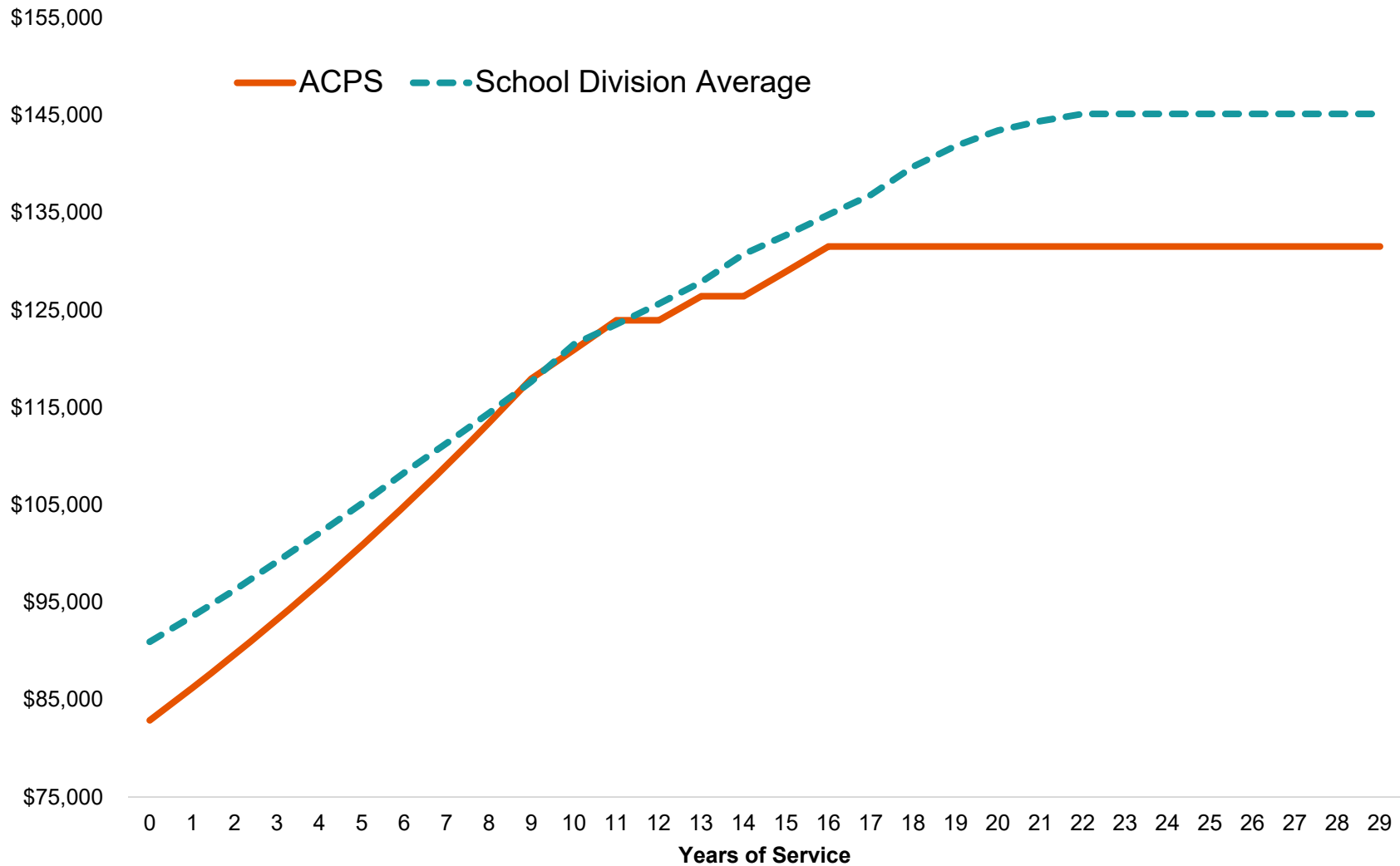
The example below shows the effect for Building Engineers



Findings

Pay Scale Design

A similar pattern can be seen for High School Assistant Principals.



| Agenda

1. Introduction and Methodology
2. Findings
- 3. Recommendations—How can ACPS stay competitive?**

Recommendations

We suggest the Board and division leadership consider the following steps:

1

Short-Term

- Consider modifying salary ranges for Assistant Principals
- Consider modifications to pay grade assignments for selected staff positions that are furthest behind market

2

Longer Term

Develop a **compensation philosophy** that defines ACPS' desired market position for pay, benefits, and total compensation

3

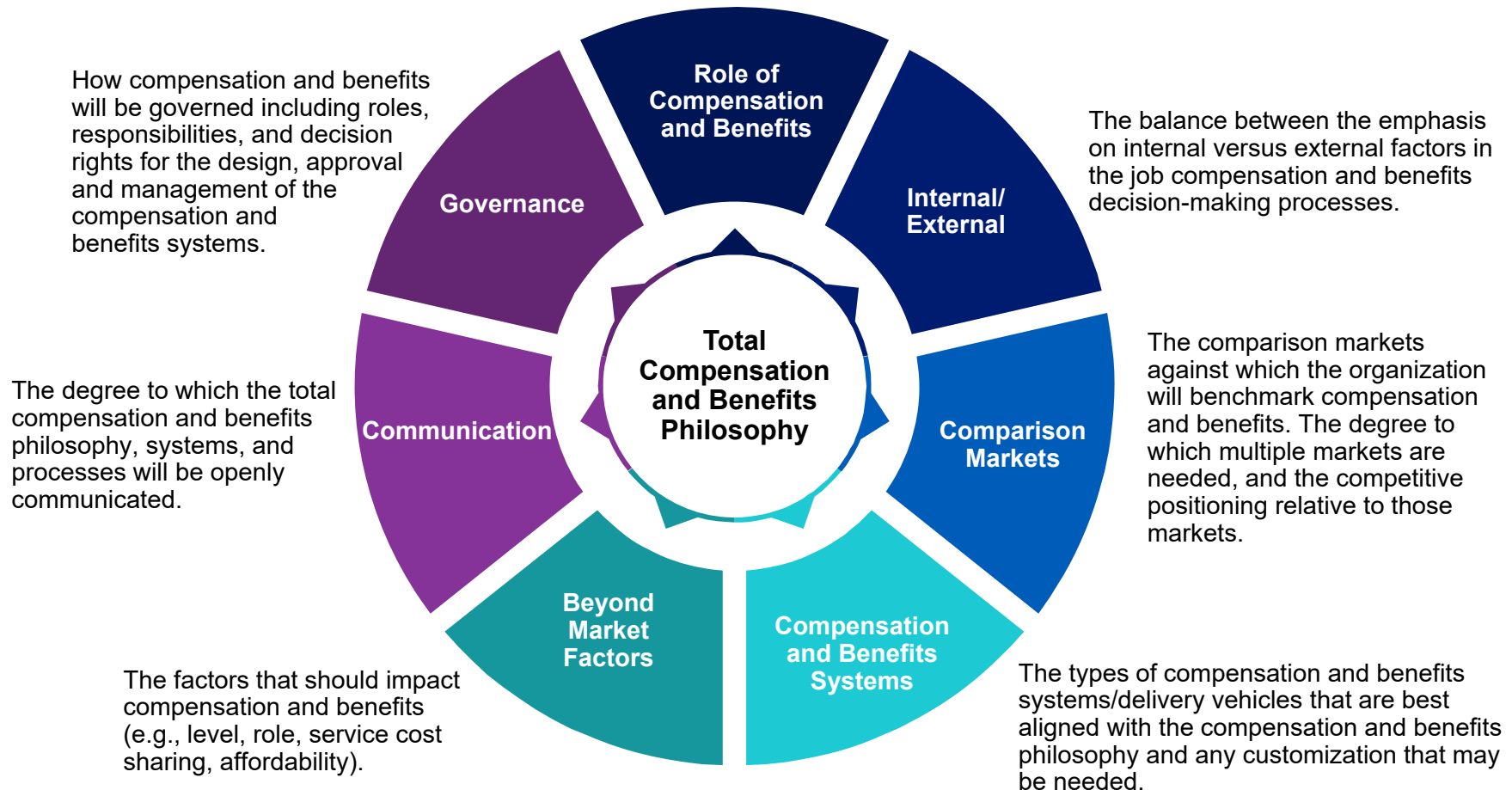
Conduct **employee surveys** (and/or focus groups) to understand how current educators, staff, and administrators value each element of their total compensation package

4

Restructure the **pay scales** to better align with market practices and to achieve more internal consistency.

Elements of a Total Compensation Philosophy

The role of compensation and benefits in supporting and aligning with the organization's Mission, Strategic Plan, Employee Value Proposition.



Closing

Questions and Answers

Thank You!



This study focuses on two critical elements of total rewards:
pay and benefits



Pay	Benefits	Affiliation	Culture	Profession	Possibilities
Base pay	Health & Wellness	Organization mission and vision	Diversity, equity, inclusion, access	Work environment	Professional development
Stipends, supplemental pay	Retirement	Organization reputation	Recognition	Clarity of expectations	Personal growth
Pay equity	Time off	Community commitment	Peer and supervisor relationships	Work content and impact	Advancement opportunity
Future pay potential	Work-Life effectiveness		Senior leadership	Level of autonomy	Job security