

Classification and Compensation Study Oasis Charter Schools, FL



Evergreen Solutions, LLC

Overview



Study Goals



Project Phases

Internal Review
External Review



Recommendations

Purpose of a Compensation Study

An organization's employees are its most valuable resource and greatest asset. A compensation study is an important tool used by organizations to maintain a competitive advantage.

Recruiting &
Retaining Top-Tier
Talent

Improving
Employee Morale

Improving
Organizational
Culture

Creating and
Maintaining a
Healthy Budget

Study Goals

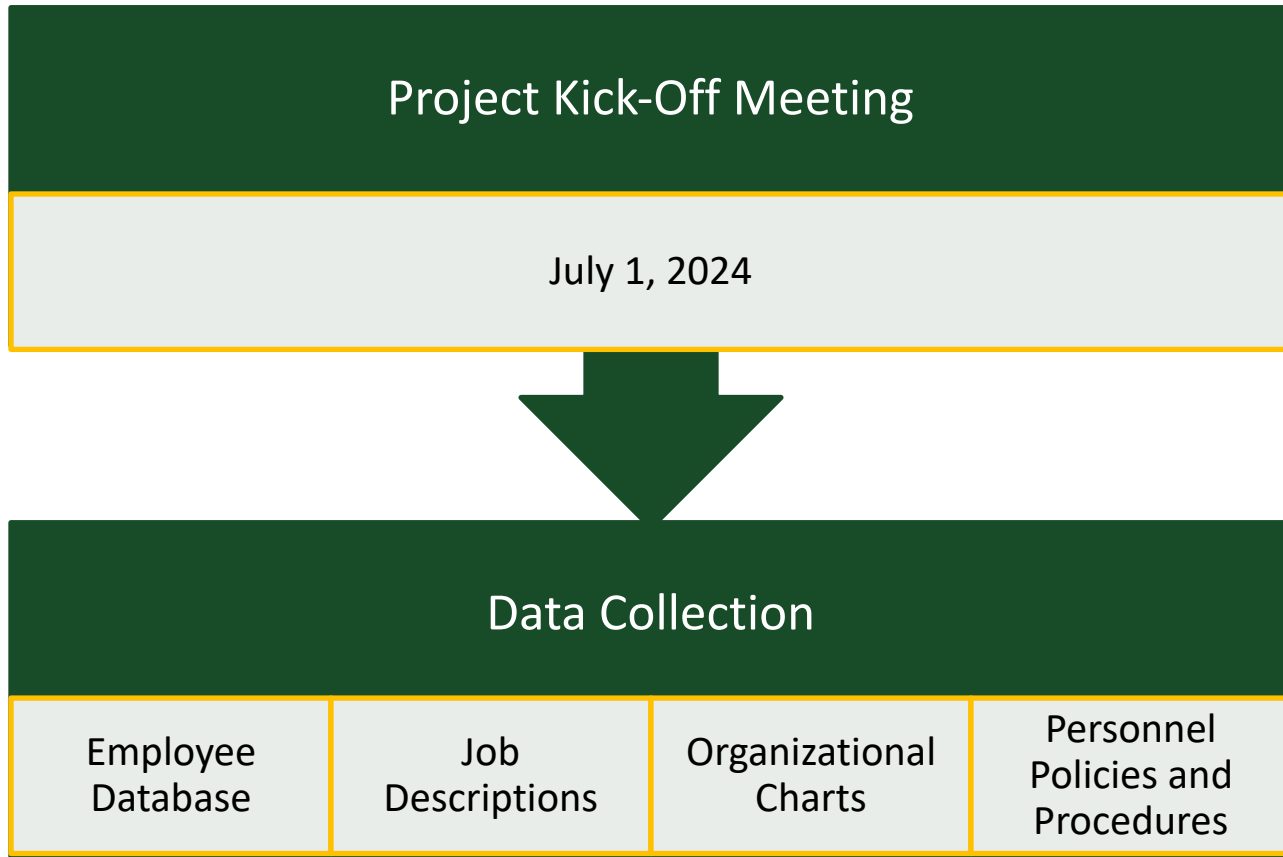
Review current compensation system to ensure internal equity

Survey peer organizations to ensure external equity

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



Study Initiation



Assessment of Current Conditions

Current structure found to be inconsistent

Current system managed according to individual classifications

Grades represent 339 Oasis employees

Inconsistent range spreads; no evidence of progression system for promotion

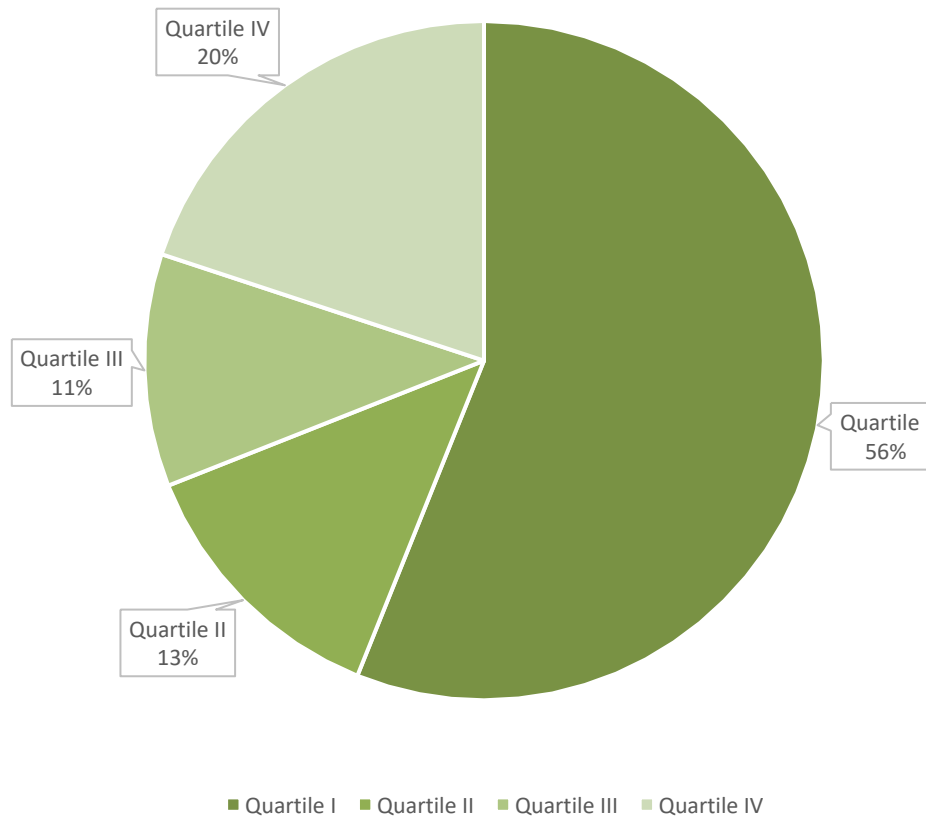
Salary Distribution

Approximately 69.7% of employees are earning below the midpoint of his or her published pay range

In general, tenure increases throughout quartiles; however, tenure decreases from quartile 3 to quartile 4

Assessment of Current Conditions

Quartile Analysis by Pay Grade



Employee Outreach

Virtual Interviews and Focus Groups

- September 10-11, 2024
- Cross section of employee classifications across included bargaining units

Survey to all employees

- Released September 11, 2024
- Received over 185 responses

Employee Outreach

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

Location

Opportunity to Make a Positive Impact

Type of Work

Coworkers/Work Environment

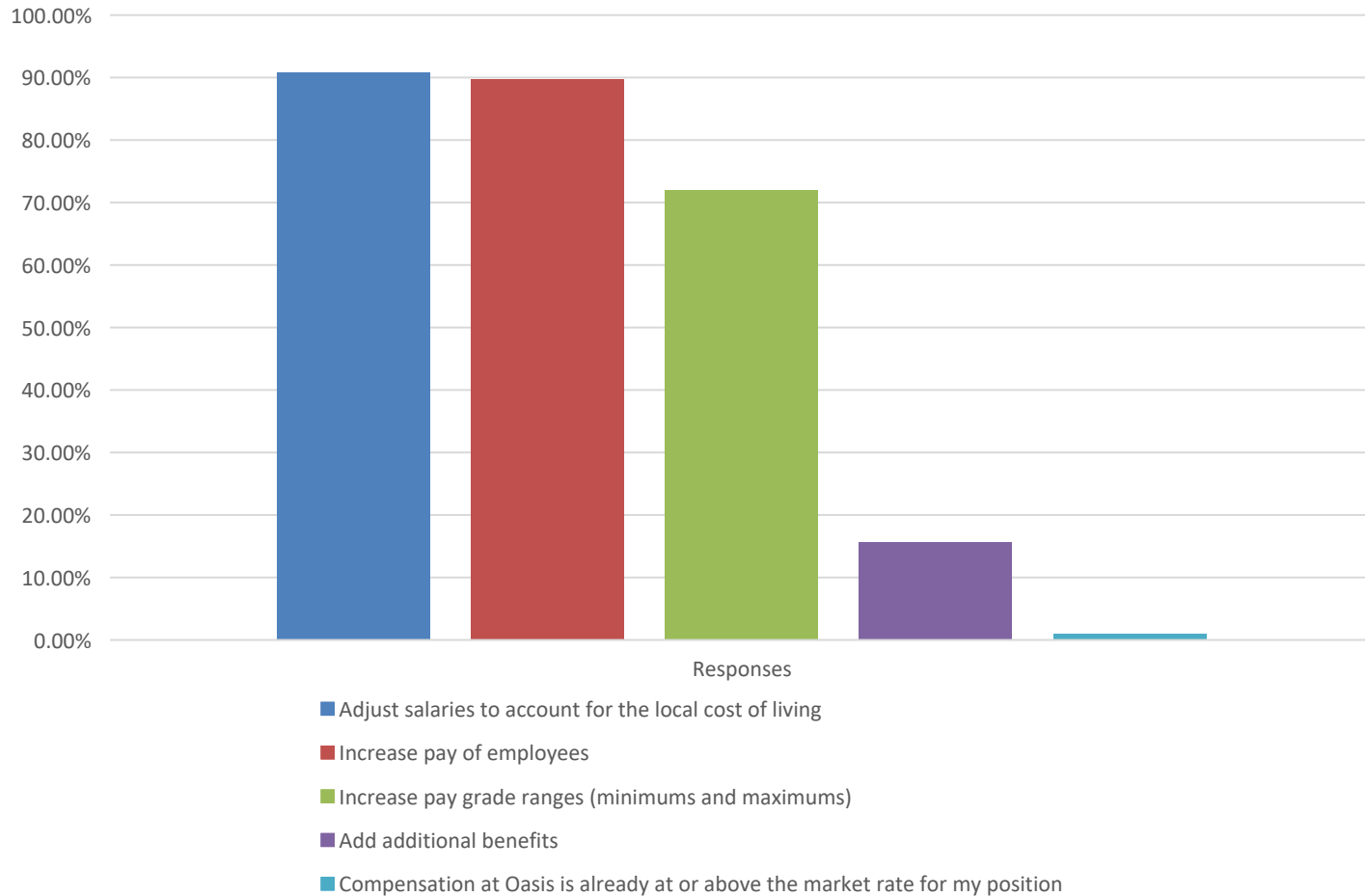
Employee Outreach

Compensation Concerns

- Approximately 36% of participants have little to no understanding of Oasis's pay plan structure
- A large majority of participants (87.8 percent) felt that Oasis's salaries are not competitive with surrounding organizations
- The average satisfaction level in relation to base compensation was 2.87
- More than half of participants felt that raises, incentives, and paygrade assignments are not fair/equitable between employees and/or departments
- Staff members were vocal about compression between new and tenured employees

Employee Outreach

Methods for Oasis to be More Competitive with Market



Employee Outreach

Classification Concerns

- Some classification titles are very generic and do not accurately describe the position
- Job descriptions are outdated and do not include all roles and responsibilities
- Many employees requested additional support positions to help teachers with their workloads

Employee Outreach

Top three issues based on employee feedback:

- Competitive compensation with market peers
- Adjusting compensation/pay to account for the local cost of living
- Adding career ladders for employees to allow for promotional opportunities and career growth

Job Assessment Tool (JAT)

Released September 30, 2024

Provided data on roles and responsibilities by classification

Produced classification scores based on five (5) factors:

Leadership

Working
Conditions

Complexity

Decision Making

Relationships

Multiple verification steps:

Employee Input

Supervisor Review

Reviewed by Evergreen

Reviewed by HR

Market Salary Survey

- Data was collected from 7 peers
- Identified peers are close in proximity and represent employers that Oasis often competes with for quality employees, or that have a similar structure/size to Oasis.
- Supplementary data also collected from Economic Research Institute (ERI) to support market findings

Charlotte County Schools

ERI – Charlotte County (All Industry)

Collier County Schools

ERI – Charlotte County (Private Education)

Desoto County Schools

ERI – Charlotte County (Public Education)

Franklin Academy Charter Schools

ERI – Collier County (All Industry)

Hendry County Schools

ERI – Collier County (Private Education)

Lee County Schools

ERI – Collier County (Public Education)

Pembroke Pines Charter Schools

ERI – Lee County (All Industry)

ERI – Lee County (Private Education)

Market Salary Survey, cont.

- 43 classifications used as benchmarks
- Over 500 data points collected
- Results finalized in October 2024

Market Comparison at the 50th Percentile

At the Minimum
10.4% Below

At the Midpoint
6.7% Below

At the Maximum
3.0% Below

Salary Plan Considerations

Allow for flexibility to meet future needs and that is fiscally sustainable

Base plans at the 50th percentile; Create three pay plans that are consistent in design and allows for movement within pay grades as well as for consistent progressions



Proposed Pay Plan – Instructional Employees

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Instructional Staff					
I01	\$ 53,336.80	\$ 64,004.16	\$ 74,671.52	40.0%	-
I02	\$ 56,003.64	\$ 67,204.37	\$ 78,405.10	40.0%	5.0%
I03	\$ 58,803.82	\$ 70,564.59	\$ 82,325.35	40.0%	5.0%
I04	\$ 61,744.01	\$ 74,092.82	\$ 86,441.62	40.0%	5.0%
I05	\$ 64,831.21	\$ 77,797.46	\$ 90,763.70	40.0%	5.0%
I06	\$ 68,072.77	\$ 81,687.33	\$ 95,301.88	40.0%	5.0%
I07	\$ 71,476.41	\$ 85,771.70	\$ 100,066.98	40.0%	5.0%

Based on 1520 hours

Proposed Pay Plan – Support Employees

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Support Staff					
C01	\$15.00	\$18.00	\$21.00	40.0%	-
C02	\$15.90	\$19.08	\$22.26	40.0%	6.0%
C03	\$16.85	\$20.22	\$23.60	40.0%	6.0%
C04	\$17.87	\$21.44	\$25.01	40.0%	6.0%
C05	\$18.94	\$22.72	\$26.51	40.0%	6.0%
C06	\$20.07	\$24.09	\$28.10	40.0%	6.0%
C07	\$21.28	\$25.53	\$29.79	40.0%	6.0%
C08	\$22.55	\$27.07	\$31.58	40.0%	6.0%
C09	\$23.91	\$28.69	\$33.47	40.0%	6.0%
C10	\$25.34	\$30.41	\$35.48	40.0%	6.0%
C11	\$26.86	\$32.24	\$37.61	40.0%	6.0%
C12	\$28.47	\$34.17	\$39.86	40.0%	6.0%
C13	\$30.18	\$36.22	\$42.26	40.0%	6.0%
C14	\$31.99	\$38.39	\$44.79	40.0%	6.0%
C15	\$33.91	\$40.70	\$47.48	40.0%	6.0%

Proposed Pay Plan – Administrative Employees

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Administrative Staff					
A01	\$ 84,240.00	\$ 101,088.00	\$ 117,936.00	40.0%	-
A02	\$ 90,558.00	\$ 108,669.60	\$ 126,781.20	40.0%	7.5%
A03	\$ 97,349.85	\$ 116,819.82	\$ 136,289.79	40.0%	7.5%
A04	\$ 104,651.09	\$ 125,581.31	\$ 146,511.52	40.0%	7.5%
A05	\$ 112,499.92	\$ 134,999.90	\$ 157,499.89	40.0%	7.5%

Based on 2080 hours



Implementation Cost Explanations

Option	Explanation
Bring to Minimum	Realigns employees who are below the minimum of their recommended pay range by bringing them up to the minimum, with no further adjustments made.
Class Parity	Realigns employees along their salary range on the basis of how long they have been serving in their current classification. This is done on a total 30-year basis, meaning employees with 30 or more years of experience in their current classification would be placed at maximum, whereas employees with 15 years would be placed at the midpoint of the range.
Hybrid Parity	Realigns employees along their salary range on the basis of their “hybrid years.” A hybrid year would give full credit to an employee for each year they have been serving in their current classification and one-half credit for the amount of time they have spent in any other classification. This is done on a total 30-year basis.
Tenure Parity	Realigns employees along their salary range on the basis of how long they have been serving at the organization in any job title. This is done on a total 30-year basis.

Implementation Costs by Option

All Employees Implementation Option	Total Salary-Only Cost	Number of Employees Adjusted	Average Adjustment for Impacted Employees	Average Percentage Adjustment
Bring to Min	\$ 473,929.55	284	\$ 1,668.77	5.8%
Tenure Years	\$ 1,421,537.10	284	\$ 5,005.41	15.0%
Class Years	\$ 1,280,427.41	284	\$ 4,508.55	12.1%
Hybrid Years	\$ 1,315,748.82	284	\$ 4,632.92	12.2%

Implementation Costs by Option

Implementation Option Examples – Instructional Staff

Employee	Overall Tenure	Class Tenure	Current Hourly	Bring to Min	Tenure Years	Class Years	Hybrid Years
Employee A	12.78	11.92	\$34.46	\$35.09	\$41.07	\$40.67	\$40.87
Employee B	3.92	3.92	\$35.39	\$35.74*	\$36.92	\$36.92	\$36.92
Employee C	19.94	19.94	\$39.91	\$40.31*	\$44.42	\$44.42	\$44.42

Recommendations

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

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

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



Next Steps

- Review performance evaluation system
- Update job descriptions
- Provide plan management training to HR



Thank You!

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