

BOARD OF EDUCATION OF HARFORD COUNTY

COMPENSATION STUDY RESULTS REPORT

OCTOBER 13, 2014

Background Information:

The Fox Lawson Group (FLG) was engaged by Harford County Public Schools (HCPS) to conduct a review of the market competitiveness of its compensation structures.

Discussion:

At the direction of the Harford County Board of Education, Harford County Public Schools contracted with the Fox Lawson Group to create a compensation study. This study evaluates compensation structures for 2013- 2014 for the following groups:

- Harford County Education Association (HCEA)
- Harford County Education Services Council (HCEC)
- American Federation of State, County, and Municipal Employees (AFSCME)
- Association of Public School Administrators and Supervisors of Harford County (APSASHC)
- Harford County Public Schools Executive Leadership Team

Recommendation:

The Superintendent of Schools recommends that the Board of Education accept the presentation of the results of the compensation study as prepared by Fox Lawson Group.



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Harford County Public Schools

Market Compensation Survey Data Summary

OCTOBER 13, 2014



Study Background

Compensation Study Background

- The Fox Lawson Group (FLG) was engaged by Harford Public Schools (HCPS) to conduct a review of the market competitiveness of its compensation structures for 2013-2014.
 1. HCEA: Teaching Staff
 2. HCESC: Administrative Support Staff
 3. AFSCME: Support and Labor & Trades Staff
 4. APSASHC: Certificated Administrative/Advisory Staff
 5. Executive Leadership Team
- Data presented is one year behind because of the start of the 2014-2015 school year on July 1, 2014.

Study Background

Compensation Study Background

- FLG and the HR Team also conducted preliminary telephone conferences with members of each bargaining unit in order to:
 - Explain the study process;
 - Understand the concerns of each unit; and
 - Allow the bargaining units to ask questions.
- HCPS recently shared study results with the bargaining units and Leadership group.

Study Background

- Nine organizations (56%) participated in the original data collection. Additional information collected increase the participation rate for teacher data to 69%.

Organizations	Participated
Anne Arundel County Schools	X
Baltimore City Schools	Teacher contract info only
Baltimore County Schools*	X
Carroll County Schools*	X
Cecil County Schools*	Teacher contract info only
Frederick County Schools*	X
Howard County Schools*	
Montgomery County Schools*	X
Prince George's County Schools*	X
Southeastern PA Schools*	
Southern York Schools	
Aberdeen Proving Grounds*	X
Cecil Community College	
Community College of Baltimore County	
Harford Community College	X
Harford County Government*	X

* Indicates that the organization participated in the 2005 previous study.

Study Background

Market Pricing – Published Sources

- In addition to the custom survey, FLG also reviewed nationally recognized, current and credible published survey sources for additional market data when required as a supplement to the custom survey data.
- The custom survey provides the primary data for this analysis.
- Published market data is utilized in this analysis (data presented) only when custom survey data was not available.

Study Background

Data Collection

- Salary data was collected on 69 of HCPS's job classifications.
- The benchmark list was determined jointly by HCPS and FLG.

Bargaining Unit	# of Jobs Surveyed
HCEA	10
HCSEC	16
AFSCME	13
APSASHC	16
Executive Leadership	14

Study Background

Study Conduct and Analysis

- **Job Match Reference** - HCPS job descriptions and organization charts were referenced to ensure job functions were accurately matched.
- **Valid Match** - FLG considers a valid job match to be one that has duties that are approximately 70% similar to the benchmark job and/or the job family level in order to be comparable to the benchmark job.
- **Data Cuts** - FLG collected data from the surveys using the combined public and private sector data cut as appropriate and available.

Study Background

Study Conduct and Analysis

- **Data Adjustment** - Published market data were then aged to the same time as the 2013-2014 custom survey.
- **Geographic Adjustments for Comparators Outside of Area** - HCPS determined that specific organizations were within an acceptable commutable distance to Bel Air, Maryland. These organizations' data were not adjusted geographically. However, outside of this commutable Baltimore area, all salary data were adjusted geographically by a cost of labor factor.
- **Data Review** - The data and related analyses were reviewed several times to ensure applicability, validity, accuracy, and consistency of the data.



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Study Results

Study Results: Summary Data

Teachers: Neighboring Counties Annual Salary

Organization	2013-14 Pay Schedules			
	HCPS* Actual Placement 4 steps behind	Baltimore City Pub Schedule no steps behind	Cecil Pub Schedule no steps behind	Baltimore County Pub Schedule no steps behind
Contract Hrs	1425	1425	1425	1337
BA	\$41,583	\$47,475	\$43,662	\$43,000
BA+5	\$42,829	\$53,433	\$47,442	\$45,538
MA	\$44,114	\$47,475	\$46,187	\$44,014
MA+5	\$45,437	\$53,433	\$49,967	\$47,061
MA+10	\$52,657	\$69,694	\$57,522	\$55,033
MA+15	\$59,286	\$78,910	\$67,693	\$63,792

*As of July 1, 2014, HCPS is 5 steps behind.

Study Results: Summary Data

Teachers (Continued on Next Page)

2013/2014 Pay Schedules						
Organization	HCPS*	Frederick	Carroll	Baltimore City	Cecil	Baltimore County
Contract Hrs	1425	1425	1425	1425	1425	1337
Status	4 steps behind	3 steps behind	4 steps behind	no steps behind	no steps behind	no steps behind
BA	\$29.18	\$26.85	\$28.35	\$33.32	\$30.64	\$32.16
BA+5	\$30.06	\$29.30	\$28.80	\$37.50	\$33.29	\$34.06
MA	\$30.96	\$29.00	\$28.67	\$33.32	\$32.41	\$32.92
MA+5	\$31.89	\$31.64	\$29.18	\$37.50	\$35.06	\$35.20
MA+10	\$36.96	\$34.28	\$35.58	\$48.91	\$40.37	\$41.16
MA+15	\$41.60	\$36.92	\$41.98	\$55.38	\$47.50	\$47.71

*As of July 1, 2014, HCPS is 5 steps behind.

Study Results: Summary Data

Teachers (Continued from Previous Page)

2013-2014 Pay Schedules						
Organization	HCPS*	Montgomery	PGCPS	Anne Arundel	Market Average	Market Diff
Contract Hrs	1425	1463	1440	1433		
Status	4 steps behind	2 steps behind	no steps behind	3 steps behind		
BA	\$29.18	\$29.18	\$29.19	\$31.05	\$30.09	-3.0%
BA+5	\$30.06	\$31.78	\$31.85	\$31.05	\$32.20	-6.7%
MA	\$30.96	\$32.40	\$32.00	\$33.97	\$31.84	-2.8%
MA+5	\$31.89	\$35.26	\$34.92	\$33.97	\$34.09	-6.5%
MA+10	\$36.96	\$42.63	\$40.38	\$41.36	\$40.58	-8.9%
MA+15	\$41.60	\$51.44	\$46.70	\$48.42	\$47.01	-11.5%
					Average	-7.0%

*As of July 1, 2014, HCPS is 5 steps behind.

Study Result Summary Data

Pay Difference Summary by Bargaining Unit

Bargaining Unit	Market Minimum	Market Maximum or Rate*
Teachers* (based on pay rates)	na	Average: -7.0% Mkt Diff: -2.8 to -11.5%
HCEA (Non-Teachers)	Average: -9.0% Mkt Diff: 3.8% to -19.4%	Average: -8.4% Mkt Diff: 2.5% to -14.1%
HCESC	Average: -9.1% Mkt Diff: 2.3% to -19.1%	Average: -19.9% Mkt Diff: -4.1% to -29.7%
AFSCME	Average: -3.2% Mkt Diff: 15.1% to -24.0%	Average: -6.8% Mkt Diff: 45.5% to -29.7%
APSASHC	Average: 16.2% Mkt Diff: 7.6% to 33.1%	Average: -8.5% Mkt Diff: 2.2% to -16.8%
Executive Leadership	Average: 15.1% Mkt Diff: 4.2% to -25.9%	Average: -12.1% Mkt Diff: 1.3% to -24.4%
All Benchmarks (excluding Teachers)	Average: 10.7% Mkt Diff: 33.1% to -25.9%	Average: -10.2% Mkt Diff: 45.5% to -29.7%

Study Result Summary Data

Pay Administration Information

Steps until Pay Range Max	Harford Schools	Custom Survey Average
Teachers	15	24
Paraprofessionals	15	15
Nonexempt	15	18
Exempt	20	19
Principals	20	20
Executives	3	13

Study Result Summary Data

Longevity Information

Longevity	Harford Schools	Custom Survey Average
Offered	Yes	40%



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Questions

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Thank You

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