

Audit Committee Agenda

February 25, 2016

4:00 pm

Willamette Conference Room

1. Public Comment
2. Update on Compensation Audit
3. Review Scope of Risk Assessment
4. Plan for Updates on Previous Audits
5. Next Steps

PPS Administrative Compensation Audit - Phase I

Board Resolution:

1. The Board of Education approves the recommendation of the Audit Committee and directs the incoming Performance Auditor to complete an audit that covers, at a minimum, these topics:
 - a) Determine the number of new central office administrative positions at PPS since July 1, 2013 with salaries over \$70,000 and those positions that had an increase of more than 3%.
 - b) For any salary increase of more than 3%, review and report on the employment documentation that was created prior to the positions being added or raises being granted, including market comps, performance evaluations, job descriptions, authorization for all the new positions, and communications to employees.
 - e) Determine the effectiveness of the current processes and procedures for setting compensation for PPS employees, including appropriate level of Board oversight.

Work Plan

The following work plan identifies tasks that will be performed during the course of the project:

Task 1: Central Office Positions Making over \$70,000

- Through interviews with key personnel and a review of available information, obtain personnel/salary information (including any documentation supporting salary increases of greater than 3%) associated with all employees with salaries over \$70,000 as of July 1, 2013 (through June 30, 2015).
- Categorize identified employees by various factors including:
 - Funding Sources
 - Percent increase
 - COLA/Step Increases
 - Reclassifications
 - Newly created positions

Task 2: Employment Process/Documentation

- Using information obtained in Task 1, for any position with a salary over \$70,000 identify:
 - Methodology used
 - Rationale
 - Justification
- Summarize results for each position.

Task 3: Process

- Through interviews with key personnel and a review of available information, gain an understanding of the process used by the District for the period July 1, 2013 through June 30, 2015, to establish/create positions (if newly created in the above referenced time period) and set compensation. Documentation to be obtained will include such items as:
 - District policies and procedures
 - Personnel job descriptions.
 - Applicable performance measurement documentation including appropriate review and approval

- Review and approval responsibilities
- Communication methods
- Summarize process.
- Based on information obtained, determine the reasonableness and efficiency of the process including the role of the Board of Education.

Task 4: Organize Findings and Recommendations and Draft Report

- Develop and communicate preliminary observations, findings and alternatives to the Audit Committee through bi-monthly discussions with the committee chair and District staff and monthly meetings with the full committee.
- Formulate draft conclusions and recommendations and communicate preliminary results with appropriate District personnel.
- Organize and consolidate major findings.
- Prepare findings and recommendations as appropriate.
- Prepare draft report.

Task 5: Present Draft Report

- Present draft report to Audit Committee and appropriate District representatives for review and comments.
- Clarify and discuss findings, conclusions, and recommendations as necessary.

Task 6: Revise Draft Report

- Obtain input and corrections as necessary from Audit Committee and District representatives.
- Revise draft report based on final input and corrections provided by the Audit Committee.
- Prepare final report.

Task 7: Present Final Report

- Present final report to the full School Board.

Timeline

The following schedule represents an estimated timeline for completing tasks associated with Phase I of the PPS Administrative Compensation Audit. This timeline assumes relevant District staff will be available for interviews and that information requested is readily available in a format that can be easily retrieved by staff.

ID	Task Name	Start	Finish	Dec 2015					Jan 2016					
				11/29	12/6	12/13	12/20	12/27	1/3	1/10	1/17	1/24		
1	Task 1: New Central Office Positions	11/30/2015	12/11/2015	█										
2	Task 2: Employment Process/Documentation	12/7/2015	12/18/2015		█									
3	Task 3: Process	12/14/2015	1/8/2016			█								
4	Task 4: Organize Findings	12/21/2015	1/15/2016				█							
5	Task 5: Present Draft Report	1/15/2016	1/15/2016										█	
6	Task 6: Revise Draft Report	1/18/2016	1/22/2016											█
7	Task 7: Present Final Report	1/25/2016	1/25/2016											█

Budget

	Hours	Total
Task 1: <i>New Central Office Positions</i>	32	\$ 5,760
Task 2: <i>Employment Process/Documentation</i>	40	\$ 7,200
Task 3: <i>Process</i>	48	\$ 8,640
Task 4: <i>Organize Findings and Recommendations and Draft Report</i>	32	\$ 5,760
Task 5: <i>Present Draft Report</i>	8	\$ 1,440
Task 6: <i>Revise Draft Report</i>	24	\$ 4,320
Task 7: <i>Present Final Report</i>	4	\$ 720
Total	172	\$33,840

RESOLUTION No. XXXX

Audit of Administrative Compensation

RECITALS

- A. Given Portland Public Schools (PPS) mission to serve Portland students, the District's funds must be focused primarily on the classroom and school-based supports for students, teachers, principals and other critical staff.
- B. The PPS Board of Education (Board) has a fiduciary duty to review, approve and adopt an annual budget that supports and bolsters the District goal of helping students progress through academic milestones and successfully graduate all students ready for college, the workforce and their future.
- C. Given that employee salaries and other compensation is the largest expense of the school district, as part of its responsibilities related to the budget, the Board will review and approve general compensation levels, parameters for salaries, and the overall budget level for central office staff.
- D. It is the intent of PPS to provide competitive compensation -- as the budget allows -- for its employees in order to recruit and retain the best employees possible.
- E. The Board in its governance role, and to ensure fiscal responsibility, sets parameters for the Superintendent to follow and approves the budget.
- F. The Board is interested in obtaining a performance audit to determine whether PPS has adequate processes and procedures in place to guide the Superintendent in determining compensation for all employees while meeting the above provisions, and to review whether the processes and procedures are being followed.
- G. The public and the Board would be well served to have an independent performance auditor review and analyze the supporting documentation, comps, processes and procedures relating to administrative compensation.
- H. The Board Audit Committee requests Board approval for a performance audit to be completed by an independent auditor of the transactions, approvals, justifications, and all relevant materials and communications related to new central office positions earning over \$70,000 or any raise of more than 3% percent and to inventory the year over year change in the number of senior administrators. In addition, the audit will review the effectiveness of the current processes and procedures for setting compensation for employees of PPS.

RESOLUTION

1. The Board of Education approves the recommendation of the Audit Committee and directs the incoming PPS Performance Auditor to complete an audit that covers, at a minimum, these topics:
 - a) The number of new central office administrative positions at PPS since July 1, 2013 with salaries over \$70,000 and those positions that had an increase of more than 3%.
 - b) For any salary increase of more than 3%, review and report on the employment documentation that was created prior to the positions being added or raises being granted, including market comps, performance evaluations, job descriptions, authorization for all the new positions, and communications to employees.

- c) Where PPS ranks in terms of central office, non-represented position salaries and compensation versus comparable school districts, including those in Oregon, as agreed upon with the Audit Committee.
 - d) The ratio of central office administrators per student compared to comparable school districts, including those in Oregon.
 - e) The effectiveness of the current processes and procedures for setting compensation for PPS employees, including appropriate Board oversight.
 - f) The Independent Performance Auditor will develop the scope of the audit in consultation with the Audit Committee. The Board asks that the audit be completed within four to six months and submitted to the Board Audit Committee for review. The summary of the initial findings should be shared as early as possible with the Board Audit Committee to help inform the Board's work on the budget and in the development of parameters and policies in this area.
2. The Board directs the Superintendent to freeze any further "market adjustments" until the Board has had a chance to review the information and an independent auditor's analysis is completed and the Board has set parameters for any future increases.
 3. In addition, the Board will consider any recommendations from the auditor for creating a formal policy regarding Board review and approval of central office administrative pay, including the differentiation between school administrators (Principals, Assistant Principals, Vice Principals) and central office certified administrators and non-educator administrators and an analysis of market competitive positions and compression.



**Portland Public Schools
Administrative Compensation Review**

February 2016

DRAFT



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February 2016

Portland Public Schools
Audit Committee
501 North Dixon Street
Portland, OR 97227

We have completed the Administrative Compensation Review as requested by the Portland Public Schools' Board of Education. This review focused on 1.) identifying the number of new central office administrative positions at PPS since July 1, 2013 with salaries over \$70,000 and 2.) for any increase of more than 3%, determining the effectiveness of the current processes and procedures for setting compensation including appropriate level of Board oversight.

From July 1, 2013 through June 30, 2015, 48 District employees were identified that met the established criteria of the review - new central office administrative positions with salaries over \$70,000 and positions that had an increase of more than 3% that were not cost-of-living, routine step increases, or promotions.

To determine whether the District appropriately applied established policies and procedures to compensate the 48 employees, extensive interviews with District personnel and a detailed review of practices and documentation occurred. For the period reviewed, the District did not have a systematic method to document its actions regarding compensation increases.

This lack of a formal method to properly support and document all compensation adjustments, resulted in a time and resource intensive effort on behalf of both District personnel and our review team. However, we ultimately were able to obtain sufficient documentation for each personnel action reviewed. Our analysis found that individuals received compensation adjustments based on established, approved salary schedules.

We wish to express our appreciation to Portland Public School personnel we spoke with for their cooperation and assistance during this review.

Sincerely,

Talbot, Korvola & Warwick, LLP

McGLADREY ALLIANCE McGladrey



**Portland Public Schools
Administrative Compensation Review
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Introduction

Overview/Objectives

In July 2015, the Portland Public Schools' (PPS) Board of Education approved Resolution 5126 directing the District's auditor to review administrative compensation. Specifically, the resolution identified the following topics:

- The number of new central office administrative positions at PPS since July 1, 2013 with salaries over \$70,000 and those positions that had an increase of more than 3%.
- For any salary increase of more than 3%, review and report on the employment documentation that was created prior to the positions being added or raises being granted, including market comps, performance evaluations, job descriptions, authorization for all the new positions, and communications to employees.
- Where PPS ranks in terms of central office, non-represented position salaries and compensation versus comparable school districts, including those in Oregon, as agreed upon with the Audit Committee.
- The ratio of central office administrators per student compared to comparable school districts, including those in Oregon. The effectiveness of the current processes and procedures for setting compensation for PPS employees, including appropriate Board oversight.
- A review of central office positions added or lost looking back seven years.

Through discussions with the Audit Committee, a decision was made to separate the review into two phases. The first focusing on:

- Determining the number of new central office administrative positions at PPS since July 1, 2013 with salaries over \$70,000 and those positions that had an increase of more than 3%.
- For any salary increase of more than 3%, reviewing and reporting on the employment documentation that was created prior to the positions being added or raises being granted, including market comps, performance evaluations, job descriptions, authorization for all the new positions, and communications to employees.
- Determining the effectiveness of the current processes and procedures for setting compensation for PPS employees, including appropriate level of Board oversight.

The additional topics of the resolution will be completed in a subsequent review.

This report details the results of the first phase.

Approach and Methodology

Our approach initially focused on identifying the employees meeting the criteria defined by Board resolution. To ensure a complete population, we directly observed the input of the



following criteria and obtained the resulting data from the District's Human Resource Information System (HRIS) for both the 2013-2014 and the 2014-2015 fiscal years:

- Employees in the Central Office with salaries at or above \$70,000 per annum
- Employee ID
- Employee First and Last name
- Hire date
- Position titles
- FTE percentage
- Annual rate effective July 1, 2013
- The effective date of the annual rate
- The reason for an increase in the rate of pay
- Whether the position was grant funded, in full or in part

A sample of employees identified in the report was selected to ensure the information obtained was accurate. Twenty-four transactions were randomly selected and reviewed using the following:

- a) The count of employees identified in the original request matches the count of employees identified in the sample tested.
- b) The names of the employees on the original request matches the names of the employees identified in the sample tested.
- c) The details of the employees identified in the random sample of the original request match the details of the same employees in the sample tested.

Because no exceptions were noted, we found our population to be complete and accurate for the purposes of the review.

Data obtained identified 225 employees with salaries above \$70,000 per annum. Each individual's minimum and maximum rate of pay was identified and a percentage change in compensation was determined. Of these:

- 90 were excluded from analysis based on their cumulative increase of less than 3%.
- 135 were identified with gross cumulative increases above 3% occurring between July 1, 2013 and June 30, 2015,
 - 87 of these employees with less than a 6% cumulative increase received only step increases or Cost-of-Living Adjustments (COLAs). These were verified on a person-by-person basis to be consistent with the step increases and COLAs approved by the Board for their title classification¹. No further documentation was requested for analysis for these individuals.

¹ Annual Budget for fiscal years 2013/14 and 2014-15



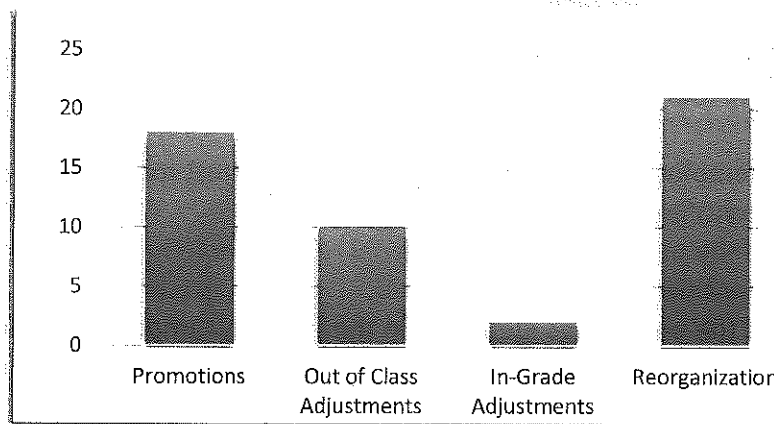
The remaining 48 individuals were then reviewed in greater detail.

Results

Documentation for the remaining 48 individuals was requested to demonstrate adherence to existing policies for:

1. Promotions,
2. Job reclassifications, and
3. Reorganization, salary schedule restructure, and other adjustments.

These categories included:



Note: Some individuals are included in more than one category

Specific documentation requested for review included:

- Formal change requests,
- position descriptions,
- performance evaluations,
- written authorization for new positions,
- market analysis,
- communications to employees, and
- communications to the Board.

1. Promotions

Our sample identified 18 employees that were promoted for the specified timeframe:

- Six were promoted after working in an interim capacity.
- Two were offered bond-funded promotions.
- Two were promoted to a higher position in the same department or function.
- Four promotions were the result of a restructure.



Four promotions were the result of the senior leadership restructure² that occurred three months after a previous promotion went into effect and are evidenced by a compensation study³ and evaluation by an independent third party.^{4, 5}

Our view of promotions focused on two areas: adherence to Board policy and the determination of whether promoted individuals' new compensation was within the proper job classification as specified in published salary schedules.

Board policy⁶ states that "The candidate ... shall meet standards of eligibility established for such a position, possess training and experience relevant to such a position, and, in the opinion of the superintendent, be a qualified candidate". Policies and procedures specific to how training, education, and experience should be applied to individuals being promoted were not available.

To determine adherence to Board policy and assess the effectiveness of the promotion process, we requested all applicable documentation corresponding to each individual promoted during our timeframe. Documentation supporting individual promotions was presented in the form of resumes, internal applications, reference checks from current and previous supervisors, and offer letters. Although performance evaluations are completed, they are not used for internal promotions.

To validate appropriate compensation levels, the salary rate received by each individual was verified to ensure it fell within the proper job classification as specified in the published salary schedule. In all cases, it did.

2. Job Reclassifications

Out of class/interim adjustments

When an individual accepts additional, higher-level duties to help accommodate for vacancies, he or she is compensated with a temporary increase, from 5 - 10%. If an individual is working entirely in a higher-level position on an interim basis, the person is compensated with a temporary 10% increase. District policies require requests for

² 2014 - 2015 Senior Leadership Salary Relationships, 2014

³ General Compensation Overview, 2015

⁴ Human Resources and Delivery: Phase 1, Jan 2013

⁵ Human Resources and Delivery: Phase 2, Feb 2013

⁶ Board Policy 5.60.010-P: Administrative Employees' Terms of Employment



these adjustments to be made in writing to the “Classification & Compensation Team.”⁷ During the review period, implemented requests were effective for a maximum of six months with extensions required to be re-submitted to Human Resources for further consideration. In 2015, the District reduced that period to three months which is considered a sufficient timeframe in which to recruit a replacement.

The policy in place during the review period did not require specific justifications or budget analyses on which to base the decision to provide an employee with a temporary adjustment. The District has recognized this deficiency and has designed a form⁸ to capture applicable information.

Ten instances of out of class reclassifications occurred during our timeframe. Evidence of written requests submitted by supervisors to Human Resources (in lieu of the “Classification & Compensation Team”) and written notification to employees was submitted for each of the employees receiving an out-of-class adjustment. The *Request Form* was used for all three requests made after the form was implemented. Support for the remaining seven adjustments was provided in the form of email correspondence.

In-grade adjustments

Infrequently, a position may be re-evaluated to determine the appropriateness of the salary grade assigned. The District now maintains a “*Reclassification Request Form*” to facilitate these requests.⁹

Two employees received in-grade adjustments at a rate of 7.7% under this process. Salary reallocation reviews were completed and well-documented to support the rationale behind these increases.

3. Reorganization, Salary Schedule Restructure, and Other Adjustments

From 2013 to 2015, a comprehensive *Job Family Study*¹⁰ was completed to evaluate the compensation rate of executive leadership.

The first phase of the *Job Family Study* focused on regional administrators (later titled as Senior Directors). Five individuals received a 6.9% increase as a result of this job study

⁷ Classification & Compensation Policies and Procedures, 2011, section 5.4

⁸ Figure 2: Out-of-Classification Request Form

⁹ Figure 3: Reclassification Request, 8/2014

¹⁰ District Classification & Compensation Practices and Philosophy: Guidelines, Process & Procedures for Job Family Studies



effective 1/1/2014. This action was noted in the District's 2013/14 adopted budget and used a defined salary schedule.¹¹

The second phase of the *Job Family Study* recommended increases for senior executives to recover market-comparability and mitigate voluntary turnover.¹² The supporting documentation for these increases is included in the studies completed by an independent third party and by the continued work completed by the Classification and Compensation Senior Manager.¹³

The third phase of this effort recommended the consolidation of four separate salary schedules into one single schedule to:

- normalize compensation for the number of days in the employment year,
- ensure that superiors were compensated at a higher rate than subordinates, and
- create a streamlined career progression.

The budget is required to contain the salary schedules relating to employee compensation and also includes a *Five-Year Salary History by Employee Group*. Although the updated salary schedule was included and accurate for both academic years studied, the 2014-2015 *Five-Year Salary History by Employee Group* included in the budget book was not updated to include the salary restructure. The *Five-Year Salary History by Employee Group* is, however, updated in other documentation that was presented to the Board on April 14, 2015.¹⁴

The increase received by the superintendent was set by the Board and is included in her current contract on file.¹⁵ In addition, a new CFO joined PPS in 2014-15. While the compensation for this position falls outside the current salary range, objective evidence demonstrates that the Board approved the rate.

Findings and Recommendations

We found that the District's process to promote, reclassify positions, and provide other adjustments for the period July 1, 2013 through June 30, 2015, were commensurate with established policies. Although the methods used by the District to arrive at its final

¹¹ Board Policy 5.60.070

¹² See Figure 1: 2012-2015 Voluntary Turnover

¹³ Internal Memo: Non-Represented Personnel Pay Grade G and Above: Compensation Recommendations for Fiscal Year 2014-2015

¹⁴ "PPS Superintendent Carole Smith's presentation to the Board of Education", 4/12/15

¹⁵ Employment Agreement dated 9/14/2014



decisions were “effective” (doing the right things), the process used to adequately support these decisions was very difficult to ascertain. In general:

1. Documentation was not readily available or formalized in support of decisions, but was ultimately provided.
2. Policies and procedures were not specifically established to ensure actions could be easily followed (initiated, reviewed, and approved).
3. Email requests were considered as accepted methods of support by the District.
4. Electronic methods to capture information were not available.

The District has recognized many of these issues and has begun to implement formal practices. In 2013/14, a Classification/Compensation Senior Manager was hired to assess practices, processes, procedures, forms, and salary schedules and begin formalizing practices. Since then, other major process changes have occurred including:

- the development and implementation of a Senior Leadership Salary Schedule,
- the establishment of classification specifications (including cultural competency and equity-focus),
- the creation/revision of the out-of-class compensation form, request to create a new position/classification form, and reclassification request form,
- the centralization of new hire and promotional salary placement determinations, and a review of all non-represented employee, building administrator and program administrator classification structures and compensation plans.

These, and other changes currently in process, will assist the District’s efficiency and effectiveness associated with compensation practices. Additionally, the District should:

1. Document the rationale for all compensation decisions to ensure transparency and understanding.
2. Develop a schedule to review, update, and approve established policies and procedures.
3. Develop specific policies and procedures to ensure consistency of practices.
4. Adopt a streamlined, electronic process to attach necessary records to changes made in the HRIS system for ease of reference.
5. Document the justification for all internal promotions.
6. Discontinue the use of email as acceptable documentation.
7. Specifically document justification for out of class adjustments through the use of its *Out of Class Compensation Request Form*.
8. Ensure the completeness of information summarizing compensation in its budget document.





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Carole Smith
Superintendent

OFFICE OF THE SUPERINTENDENT

February 24, 2016

Dear Talbot, Korvola & Warwick:

Thank you for your work reviewing the administrative compensation system for Portland Public Schools. As you note, while PPS was able to produce documentation for all decisions, there are not specific policies and procedures that can be easily followed nor was documentation readily available or formalized. I appreciate your observations and recommendations, and believe they will be helpful as we continue to improve our processes.

As you point out, in the last two years since an independent party reviewed PPS Human Resources, we have begun to implement formal practices that address a number of issues that you raise. It is important to note the recent history of our Human Resources department. During the recession, as Portland Public Schools was prioritizing support to schools, the Human Resources department was severely reduced. Between 2011 and 2013, the Human Resources department was cut by 9.0 FTE.

Based on the independent review of the department in 2012-2013, PPS hired a Class and Compensation manager October 2013, who has been able to formalize a number of processes. There is still work to do in this arena. Your audit makes a number of recommendations (bold) and the management response follows:

- 1. Document the rationale for all compensation decisions to ensure transparency and understanding.** I agree that we must ensure that there is written documentation for all compensation decisions in personnel files. Since bringing on our Class and Compensation Manager, this has been our practice and we will continue to develop ways to systematize this work.
- 2. Develop a schedule to review, update, and approve established policies and procedures.** We are in the process of developing this schedule. It is part of the work that was recommended by the independent review.
- 3. Develop specific policies and procedures to ensure consistency of practices.** As we have been reviewing and updating our classification and compensation practices, policies and procedures, we have simultaneously initiated a comprehensive review of the District's Classification and Compensation Manual for Non-Represented Employees. We are currently in the process of updating this manual.

4. **Adopt a streamlined, electronic process to attach necessary records to changes made in the HRIS system for ease of reference.** We will look into the cost to adopt such a process, but initial research shows that this is a major expense.
5. **Document the justification for all internal promotions.**
As noted on page 4 of the report, *“Documentation supporting individual promotions was presented in the form of resumes, internal applications, reference checks from current and previous supervisors”*. In addition to the noted documentation, our HR staff provides hiring authorities with a formal “Recruitment and Interview Guide”, Interview Assessor & Hiring Authority Training and sample interview questions, which have been developed to evaluate employment candidates through an equity lens. As we continue to review our recruitment and selection processes, we concur that documentation supporting all employment selections should continue to be evaluated and adjusted to demonstrate and communicate a process that is equitable and transparent.
6. **Discontinue the use of email as acceptable documentation.** The Human Resources Department is developing additional forms to use as part of this process.
7. **Specifically document justification for out of class adjustments through the use of *Out of Class Compensation Request Form*.** As you note, PPS has utilized this form for the 3 out of class compensation requests that have occurred since the form was created. It is our intention to continue to use this form, as well as use it as a model for creating the necessary forms to document the other processes.
8. **Ensure the completeness of information summarizing compensation in the budget document.** We are continuing to improve the readability and completeness of the budget document.

I anticipate that we will be able to implement a number of your recommendations to improve our compensation process within the next year. Thank you again for your review and recommendations.

Sincerely,

A handwritten signature in black ink that reads "Carole Smith". The signature is written in a cursive, flowing style.

Carole Smith
Superintendent

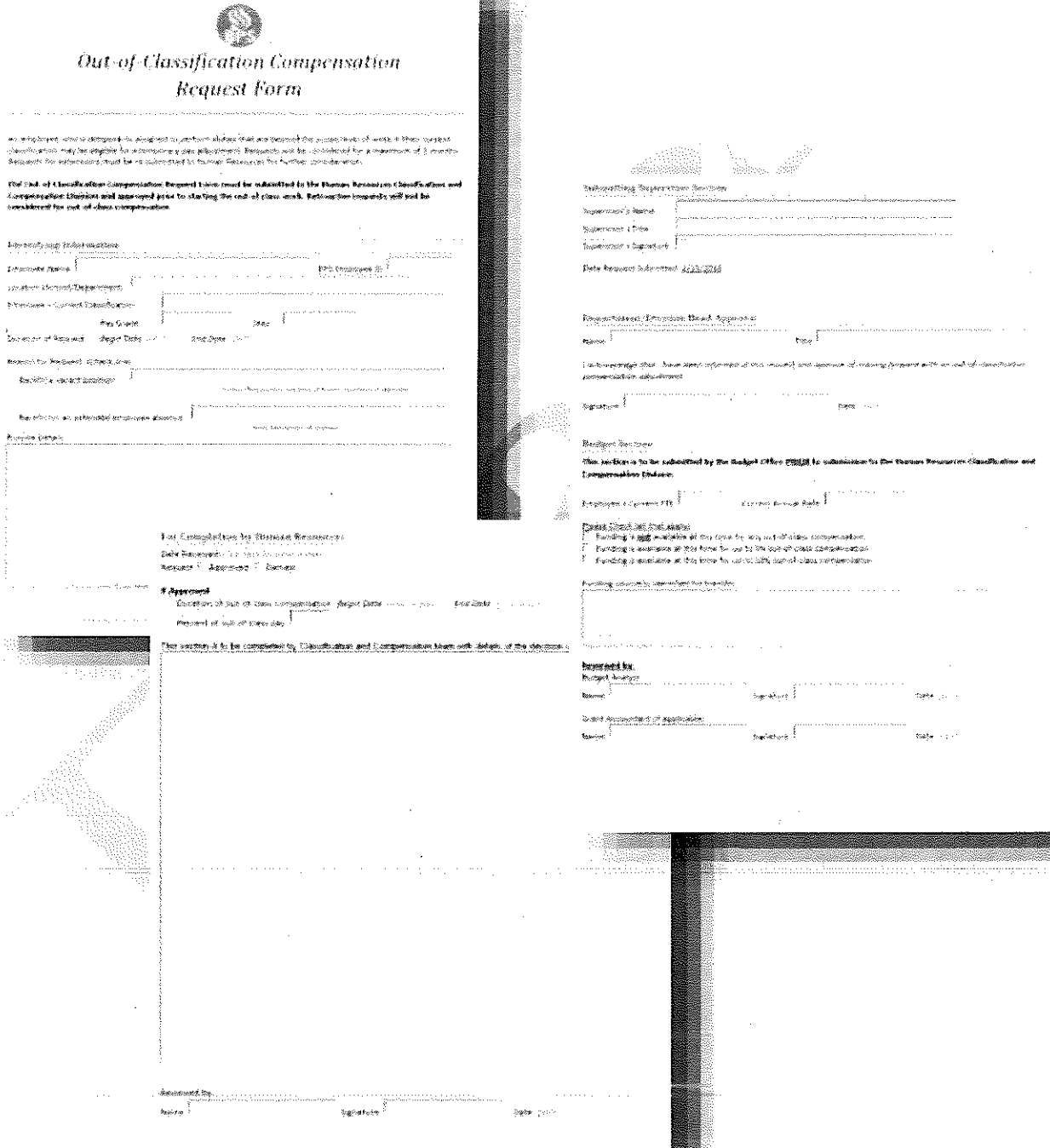
Figure 1: 2012-2015 Voluntary Turnover

First Name	Position Description	Term Date	Reason	Department	Was Compensation a Factor in Leaving?
Angela	Accounting Asst	5/16/2013	Resignation-Other Position	Accounting Services	Y
Shane	Sr Director Acad & Fiscal Ops	7/1/2014	Resignation-Other Position	Accounting Services	Y
Richard	Analyst Budget	2/2/2014	Personal Reasons	Board/Vision Related	Y
Robert	Sr Manager Board of Education	6/2/2013	Resignation-Other Position	Board of Education	Y - Multnomah County
Matthew	Analyst Budget	5/17/2013	Resignation-Other Position	Budget Office	Y
Kate	Senior Analyst Budget	12/1/2014	Resignation-Other Position	Budget Office	Y
Thomas	Chief of Staff	8/8/2012	Resignation-Other Position	Chief of Staff	Y
David	Director - Government Relations	6/20/2014	Resignation-Other Position	OPA	Y - Multnomah SD
Matthew	Sr Public Affs Officer/Media Rep	2/11/2013	Resignation-Other Position	Public Involvement/Public Affairs	Y
John	Exec. Dir. Community Public Affs	2/2/2014	Leaving Profession	Public Involvement/Public Affairs	Y - Private Sector
John	Asst Director Instruction & Assess	7/1/2013	Personal Reasons	Curriculum & Instruction	Y
Anthony	Sr Dir Tech Support & Assess	11/20/14	Resignation-Other Position	Curriculum & Instruction	Y - Multnomah SD
John	Asst Director Instruction & Assess	7/1/2013	Personal Reasons	Curriculum & Instruction	Y - Jefferson Administrator
Robert	Asst Director Secondary CAI	7/1/2015	Resignation-Other Position	Curriculum & Instruction	Y
Joseph	Academy Data	1/28/2014	Resignation-Other Position	Data and Policy Analysis	Y - Kaiser
Charm	Instruction System Assistance	6/27/2015	Personal Reasons	Data & Performance	Y
Jeffrey	Asst Director ESI	7/1/2014	Resignation-Other Position	Data & Performance	Y
Robert	Project Manager I	1/17/2015	Personal Reasons	EAM Management	Y - Home Depot
Michael	Systems Project Management	3/28/2015	Resignation-Other Position	EAM Management	Y - Lake Group
Robert	Project Manager I	5/7/2015	Resignation-Other Position	EAM Management	Y - City of Portland
Robert	Sr Maint. Manager		Resignation-Other Position	EAM Management	Y - City of Portland
Christopher	Coordinator CMA	12/20/2013	Leaving Profession	Funded Programs	Y
Samuel	Sr Director Schools	7/1/2014	Resignation-Other Position	High School Programs	Y - Clatsop SD
Ulric	Procurement Lead/HR	7/16/2015	Resignation-Other Position	Human Resources	Y
John	Legal Counsel HR	7/16/2012	Resignation-Other Position	Human Resources	Y
Richard	Specialist HRIS Data	12/1/2012	Resignation-Other Position	Human Resources	Y
Luath	Sr Specialist Talent Mgmt	8/13/2014	Resignation-Other Position	Human Resources	Y - Kaiser
Robert	Director Reports	8/13/2013	Resignation-Other Position	Human Resources	Y - Kaiser
Keith	Manager Talent Management	3/30/2015	Personal Reasons	Human Resources	Y
Michael	Executive Supv Officer	8/27/2014	Resignation-Other Position	Human Resources	Y
Kathryn	Compliance Exec Assistant	5/1/2015	Leaving Profession	Human Resources	Y - Private Law Firm
John	Sr Manager of Proc & Contracts	6/23/2013	Resignation-Other Position	Information Technology	Y - Nike
Joseph	Sr Manager System Admin	11/17/2012	Resignation-Other Position	Information Technology	Y - Nike
Joseph	Senior ERP Developer	6/10/2012	Resignation-Other Position	Information Technology	Y - Nike
Andrew	Chief Info Officer Supply COO	7/18/2013	Personal Reasons	Information Technology	Y - Columbia Sportswear
Arne	IS/IS Scheduling Specialist	2-1-2013	Personal Reasons	Information Technology	Y - Nike
Chad	Chief of Information Tech	12/1/2012	Personal Reasons	Information Technology	Y - Nike
Kyle	Technical Support I	5/25/2013	Resignation-Other Position	Information Technology	Y - Nike
John	Specialist I Procurement	1-21-2014	Personal Reasons	Information Technology	Y
James	Business Administrator Service	1-29-2014	Resignation-Other Position	Information Technology	Y - Burnside Power
Lee	Application Developer Service	8/1/2014	Resignation-Other Position	Information Technology	Y
John	Program Director IT Support	5/30/2014	Resignation-Other Position	Information Technology	Y - Vancouver SD
Samuel	Technical Support Analyst	11/16/2013	Resignation-Other Position	Information Technology	Y - Multnomah County
Baran	Student System Support Spec II	1/29/2014	Relocation	Information Technology	Y
Lynn	Business Analyst HRIS	5/12/2014	Leaving Profession	Information Technology	Y - Northwest Bank
Margaret	ESR Support II	6/20/2015	Relocation	Information Technology	Y
Todd	Network Administrator I	11/27/2014	Resignation-Other Position	Information Technology	Y - Nike ESG
Seth	Systems Architect	2/2/2014	Resignation-Other Position	Information Technology	Y - Apple FAD
Rob	Program Dir Systems Development	1/23/2015	Resignation-Other Position	Information Technology	Y - Apple FAD
Sue	IT Project Manager II	5/28/2014	Resignation-Other Position	Information Technology	Y - Seattle SD

Melissa	Program Manager	5/1/2013	Resignation-Other Position	Nutrition Services	Y
Erin	Program Manager	6/14/2013	Resignation-Other Position	Nutrition Services	Y
Mary	School Specialist	6/20/2015	Personal Reasons	Nutrition Services	Y
Alan	Coordinator Pst Supply Chain	4/22/2013	Resignation-Other Position	Nutrition Services	Y
Catherine	Program Manager	2/14/2013	Leaving Profession	Nutrition Services	Y
Jessica	Program Manager	1/17/2013	Leaving Profession	Nutrition Services	Y
Michael	Coordinator Capital Projects	12/5/2014	Resignation-Other Position	Office of Future Modernization	Y
Fred	Sr Director Educ Innovation	11/19/2014	Personal Reasons	Office of Teaching & Learning	Y - Agate Creek Charter, Portland SD
Melissa	Asst Supv Teaching & Learning	7/1/2013	Resignation-Other Position	Office of Teaching & Learning	Y
Janet	Functional Lead Payroll	9/7/2013	Leaving Profession	Payroll Services	Y
Melissa	Sr Specialist Payroll	2/12/2014	Personal Reasons	Payroll Services	Y
Marilyn	Construction Communications	6/17/2014	Resignation-Other Position	Property Management	Y - Tallahassee Water District
Gregory	Manager Contract Procure	3-19-2013	Personal Reasons	Purchasing & Contract	Y
Ryan	Analyst Contract	9-23-2012	Resignation-Other Position	Purchasing & Contract	Y
Charles	Program Dir Purch & Contract	2/13/2014	Resignation-Other Position	Purchasing & Contract	Y - Hillsboro
Ryan	Senior Contract Analyst Agency	5/17/2014	Resignation-Other Position	Purchasing & Contract	Y - Multnomah County
Lorraine	Senior Analyst Evaluation	12/1/2013	Resignation-Other Position	Research/Evaluation/Assessment	Y
Katherine	Sr Analyst Evaluation	5/17/2014	Personal Reasons	Research/Evaluation/Assessment	Y - She did not state that it was but I suspect it played a role
Jennifer	Functional Lead	6/26/2015	Resignation-Other Position	Research/Evaluation/Assessment	Y
Carl	Administrative Special Programs	8/1/2013	Resignation-Other Position	Special Education Spec Mgmt	Y
Meredith	Coord Mental Health Support	8/16/2015	Resignation-Other Position	Student Services	Y
Teresa	Specialist Transition	6/18/2015	Personal Reasons	Student Services	Y
Andrew	Sr Director Transportation Svcs	7/17/2012	Relocation	Student Transportation	Y - Volking Software Company
David	Asst Director Transportation	4-15-2012	Personal Reasons	Student Transportation	Y - Mt. Columbia Bus Company



Figure 2: Out-of-Classification Request Form



Out-of-Classification Compensation Request Form

An employee who is assigned to perform duties that are beyond the usual level of work in their current classification may be eligible for a temporary pay adjustment. Requests will be considered for a maximum of 3 months. Requests for adjustment must be submitted to Human Resources for further consideration.

The Out-of-Classification Compensation Request Form must be submitted to the Human Resources Classification and Compensation Division and approved prior to starting the out-of-class work. Retrospective requests will not be considered for out-of-class compensation.

Administrative Information

Employee Name: _____ (Print Employee ID: _____)

Employee Address/Department: _____

Employee - Current Classification: _____

Department of Request: _____ Request Date: _____ End Date: _____

Request for Request: _____

Requester's contact information: _____

Requester's email address: _____

Requester's phone: _____

For Consideration by Human Resources

Date Received: _____

Requester: _____

*** Approval**

Requester's out-of-class compensation: _____ Request Date: _____ End Date: _____

Requester's out-of-class pay: _____

This section is to be completed by Classification and Compensation when with details of the decision.

Approved By: _____

Signature: _____ Date: _____

Out-of-Classification Compensation Request Form

Administrative Information

Submitting Supervisor/Secretary: _____

Supervisor's Name: _____

Supervisor's Title: _____

Supervisor's Signature: _____

Date Request Submitted: 4/23/2018

Requester/Secretary/Supervisor/Approver

Name: _____ Title: _____

I do/does not have direct reports and approval of existing request with an out-of-classification compensation adjustment.

Signature: _____ Date: _____

Budget Section

This section is to be submitted by the Budget Office (BBO) to submission to the Human Resources Classification and Compensation Division.

Employee's Current FTE: _____ Current Annual Rate: _____

Class. Change/Out-of-Class. Request

Funding is available at the time for out-of-class compensation.

Funding is available at the time for use for out-of-class compensation.

Funding is available at the time for use for out-of-class compensation.

Funding source by supervisor/secretary: _____

Approved by:

Budget Analyst: _____

Name: _____ Signature: _____ Date: _____

Grant Accountant/Approver: _____

Name: _____ Signature: _____ Date: _____



Figure 3: Reclassification Request Form



Reclassification Request Form

A reclassification review is an analysis of a position's duties and responsibilities to determine whether the position is correctly classified. A position is reclassified when the duties have increased or changed over time. If the duties are substantially those of another classification, the position may be reclassified.

Reclassification may or may not result in a compensation/salary change.

INSTRUCTIONS:

To enable us to determine the appropriate classification/level of the position, please have the one attached POSITION DESCRIPTION QUESTIONNAIRE. Once we have received the completed packet, please schedule a meeting with the employee to review the information provided, along with a review of work log.

Please have your employee contact HR prior to completing these materials so that we may provide orientation on how best to approach the task. Reclassification Requests will not be considered if Position Description Questionnaire.

Reclassification requests should be sent to:
Lisa Gardner, HR Senior Manager, Classification & Compensation
Email: lgardner@pps.net Direct Telephone: 62074

Identifying Information

Submitted By: _____ (Circle either a)

Employee Name: _____ (PPS Employee)

Employee's Current Position Title: _____

Location (School/Department): _____

Requested Reclassification Position Title: _____

Supervisor Section

Supervisor's Name: _____

Supervisor's Title: _____

Supervisor's Signature: _____

If this request is being made by the employee, do you agree or disagree with the assessment of the changes in the position? Agree Disagree

Please Sign: _____

Please attach an additional sheet if you have additional information.

Describe why the position should (or should not) be reclassified.

Budget Section

This section is to be submitted by the Budget Office PRIOR to the submission of the Reclassification Request Form.

Employee's Current VCE: _____ Current Annual Rate: _____

Please Check (all that apply):

- Funding is not available at this time for any reclassification
- Funding is available at this time for up to a 5% reclassification
- Funding is available at this time for up to a 10% reclassification

Funding sources identified for transfer:

Please attach an additional sheet if you have additional information.

Reviewed by:

Budget Analyst:
Name: _____ Signature: _____ Date: (DAY)

Grant Accountant (if applicable):
Name: _____ Signature: _____ Date: (DATE)

Department/Division Head Approval:

Name: _____ Title: _____

I acknowledge that I have been advised of the request and approve of moving forward with a reclassification review. Furthermore, I understand that a reclassification review may or may not result in a compensation/salary change.

Signature: _____ (Date: (DAY))

... were added to the position? Please describe the changes thoroughly and ... during that activity (e.g. 10% of their time each week, etc.)

World Public - Designer: Customized made November 2011 10/11/2011



Figure 4: Five-Year Salary History 2014-2015 Budget

Five-Year Salary History by Employee Group

Portland Consumer Price Index	3.1%	2.1%	2.6%	N/A	N/A
Employee Group	2010/11	2011/12	2012/13	2013/14	2014/15
ATU Bus Drivers	2% COLA Step Increase	No COLA Step Increase	No COLA Step increase New Longevity Step 25- yrs	2.5% COLA for Steps 5-9 Step increase	1.5% COLA Step Increase
DCU Maintenance workers, bus mechanics, warehousemen, truck drivers, television services	2% COLA No Step	No COLA No Step	No COLA No Step	1.5% COLA No Step	1.5% COLA No Step
PAT Teachers, counselors, media specialists, school psychologists	2.0% COLA Step Increase	No COLA Step Increase	No COLA Step increase for 1/2 Year Top Step Added to Salary Schedule	2.3% COLA Step increase	2.3% COLA Step Increase
PFSP Secretaries, clerical, paraprofessionals, educa- tional assistants	2% COLA Step Increase	No COLA No Step	No COLA No Step	1% COLA eff 7/13 Step increase eff 10/13	1.5% COLA Step Increase
SEIU Nutrition Services	2% COLA No Step	No COLA No Step	No COLA No Step	1.5% COLA eff 7/13 1.0% COLA eff 1/14 No Step	3% COLA No Step
SEIU Custodians	Part-Time: 2% COLA No Step Full-Time: No COLA Step Increase	No COLA No Step	No COLA No Step	Part-Time: 2% COLA No Step Full-Time: No COLA Step increase eff 7/13, 2nd step and \$850 to Top- Step Step and eff 4/14	1.5% COLA Step Increase
Superintendent & Executive Committee	No COLA No Step	No COLA No Step	No COLA No Step 10 Furlough Days	2% COLA No Step	2.5% COLA No Step
Building and Program Administrators Licensed Administra- tors	2% COLA No Step	No COLA No Step	No COLA No Step 3 Furlough Days	Adjustment to market in two phases, variable by position.	Second phase of adjustment to market, variable by position.
Other Directors Non-Licensed Admin- istrators	2% COLA No Step	No COLA No Step	No COLA No Step 6-10 Furlough Days	No COLA Step increase	No COLA Step Increase
Other Non- Represented Specialists, Analysts, Managers	2% COLA No Step	No COLA No Step	No COLA No Step 6-10 Furlough Days	No COLA Step increase	No COLA Step Increase

2.5% COLA
No Step

COLA reflected; restructure not reflected

COLA=Cost of Living Adjustment

Figure 5: Five-Year History Board Presentation, 4/12/2014

Salary Adjustment History (Non-Represented Employees)

COLA not reflected; restructure reflected.

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Superintendent & Executive Committee	No COLA No Step	No COLA No Step	No COLA No Step	No COLA No Step	No COLA No Step 10 Furlough Days	2.0% COLA No Step	One-time adjustment to market and internal benchmarks, variable by position
Building and Program Administrators Licensed Administrators	No COLA Step Increase 227-day employees increased to 230 days (1.3% pay increase)	No COLA No Step	2% COLA No Step	No COLA No Step	No COLA No Step 3 Furlough Days	Adjustment to market in two phases, variable by position.	Second phase of adjustment to market, variable by position.
Other Directors Non-Licensed Administrators	No COLA No Step	No COLA No Step	2% COLA No Step	No COLA No Step	No COLA No Step 6-10 Furlough Days	No COLA Step Increase	No COLA Step Increase
Other Non-Represented Specialists, Analysts, Managers	2.5% COLA No Step	No COLA No Step	2% COLA No Step	No COLA No Step	No COLA No Step 6-10 Furlough Days	No COLA Step Increase	No COLA Step Increase



Board of Education Informational Report

MEMORANDUM

Date: February 24, 2016
To: Portland Public Schools Board Audit Committee
From: Amanda Whalen, Chief of Staff
Subject: Plan for Updates on Previous Audits

At the November 23, 2015 meeting of the Portland Public Schools Board Audit Committee, there was a request to receive an update on the previous five audits done by former Auditor Richard Tracy, at upcoming Audit Committee meetings.

The schedule for upcoming updates to the Committee is:

4/11/16-Special Education Financial Management by Chris Russo and Mary Pearson
5/16/16-Performance Measurement and Reporting by Amanda Whalen and Sarah Singer
6/20/16-Teacher Absences by Sean Murray
Summer-School Improvement Plans by Antonio Lopez, Greg Wolleck and Joe LaFontaine
Summer -Improving Graduation Rates by Antonio Lopez and Shay James

