



**Portland Public Schools  
Administrative Compensation Review**

**February 2016**



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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,

A handwritten signature in black ink that reads "Talbot, Korvola &amp; Warwick, LLP".

Talbot, Korvola & Warwick, LLP





**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 classification<sup>1</sup>. No further documentation was requested for analysis for these individuals.

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



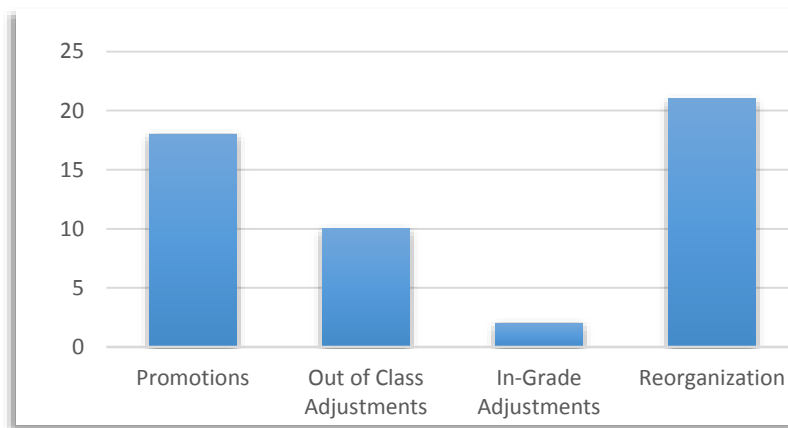
The remaining 48 individuals were then reviewed in greater detail.

## 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 restructure<sup>2</sup> that occurred three months after a previous promotion went into effect and are evidenced by a compensation study<sup>3</sup> and evaluation by an independent third party.<sup>4, 5</sup>

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 policy<sup>6</sup> 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

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<sup>2</sup> 2014 - 2015 Senior Leadership Salary Relationships, 2014

<sup>3</sup> General Compensation Overview, 2015

<sup>4</sup> Human Resources and Delivery: Phase 1, Jan 2013

<sup>5</sup> Human Resources and Delivery: Phase 2, Feb 2013

<sup>6</sup> Board Policy 5.60.010-P: Administrative Employees' Terms of Employment



these adjustments to be made in writing to the “Classification & Compensation Team.”<sup>7</sup> 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 form<sup>8</sup> 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.<sup>9</sup>

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*<sup>10</sup> 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

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<sup>7</sup> Classification & Compensation Policies and Procedures, 2011, section 5.4

<sup>8</sup> Figure 2: Out-of-Classification Request Form

<sup>9</sup> Figure 3: Reclassification Request , 8/2014

<sup>10</sup> 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.<sup>11</sup>

The second phase of the *Job Family Study* recommended increases for senior executives to recover market-comparability and mitigate voluntary turnover.<sup>12</sup> 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.<sup>13</sup>

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.<sup>14</sup>

The increase received by the superintendent was set by the Board and is included in her current contract on file.<sup>15</sup> 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

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<sup>11</sup> Board Policy 5.60.070

<sup>12</sup> See Figure 1: 2012-2015 Voluntary Turnover

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

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

<sup>15</sup> 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.



Figure 1: 2012-2015 Voluntary Turnover

Central Non-Represented 2012-15 Voluntary Terminations					
First Name	Position Descr	Term Date	Reason	Department	Was Compensation a factor in leaving Y or N?
Angela	Accountant-AP	1/18/2013	Resignation-Other Position	Accounting Services	
Shirley	Sr Director-Acc & Payroll Svc	7/13/2015	Resignation-Other Position	Accounting Services	N
Deborah	Analyst-Budget	2/5/2014	Personal Reasons	Blind/Vision Impaired	N
Kathryn	Sr Manager-Board of Education	5/5/2013	Resignation-Other Position	Board of Education	Y- Multnomah County
Matthew	Analyst-Budget	1/12/2013	Resignation-Other Position	Budget Office	Y
Kate	Senior Analyst-Budget	13/1/2014	Resignation-Other Position	Budget Office	Y
Thomas	Chief of Staff	8/9/2012	Resignation-Other Position	Chief of Staff	
David	Director - Government Relations	6/30/2015	Resignation-Other Position	CIPA	Y-Beaverton SD
Matthew	Sr Public Info Offic/Media Rel	3/21/2013	Resignation-Other Position	Comm Involvement Public Affairs	
Robb	Exec Dir-Comm InvolPublic Aff	2/5/2014	Leaving Profession	Comm Involvement Public Affairs	Y-Private Sector
Kara	Asst Director-InstrCur&Assess	7/1/2013	Personal Reasons	Curriculum & Instruction	
Kimberly	Sr Dir-Instr Curric & Assess	7/1/2014	Resignation-Other Position	Curriculum & Instruction	Y- Minneapolis SD
Kara	Asst Director-InstrCur&Assess	7/1/2013	Personal Reasons	Curriculum & Instruction	Y-Jefferson Administrator
Susan	Asst Director-Secondary CAI	7/1/2015	Resignation-Other Position	Curriculum & Instruction	Y
Douglas	Analyst-Data	1/18/2014	Resignation-Other Position	Data and Policy Analysis	Y- Kaiser
Glenn	Coordinator-Student Assistance	6/25/2015	Personal Reasons	Equity & Partnerships	N
Jeffrey	Asst Director-ESL	7/12/2014	Resignation-Other Position	ESL	N
Bobby	Project Manager I	1/17/2015	Personal Reasons	FAM Management	Y-Horne Forward
Randal	Director-Project Management	3/28/2015	Resignation-Other Position	FAM Management	Y-Lake Oswego
Kristin	Project Manager I	5/27/2015	Resignation-Other Position	FAM Management	Y-City of Portland
Shawn	Sr Maint. Manager		Resignation-Other Position	FAM Management	Y-City of Portland
Catherine	Coordinator-CIA	12/20/2013	Leaving Profession	Funded Programs	
Samuel	Sr Director-Schools	7/1/2014	Resignation-Other Position	High School Programs	Y-Canby SD
Tricia	Functional Lead-HRIS	7/14/2012	Resignation-Other Position	Human Resources	Y
Jeffrey	Legal Counsel-HR	12/15/2012	Resignation-Other Position	Human Resources	Y
Rebecca	Specialist-HRIS Data	7/21/2012	Resignation-Other Position	Human Resources	Y
Laura	Sr Specialist-Talent Mgmt	6/13/2014	Resignation-Other Position	Human Resources	Y-Kaiser
Ramon	Director-Regional	8/31/2013	Resignation-Other Position	Human Resources	Y-ESD
Keith	Manager-Talent Management	5/30/2015	Personal Reasons	Human Resources	N
Melissa	Specialist-Sub Office	8/27/2014	Resignation-Other Position	Human Resources	Y
Karnal	Confidential Exec Assistant	5/1/2015	Leaving Profession	Human Resources	Y- Private Law Firm
Jenna	Sr Manager-IT Policy & Comms	6/22/2013	Resignation-Other Position	Information Technology	Y- Nike
James	Sr Manager-System Admin	11/17/2012	Resignation-Other Position	Information Technology	Y- Nike
Jedediah	Senior Tech Ops Manager	4/27/2013	Resignation-Other Position	Information Technology	Y- NWEA
Steve	Senior ERP Developer	1/2/2013	Resignation-Other Position	Information Technology	Y- Columbia Sportswear
Nicholas	Chief Info Officer/Deputy COO	7/18/2012	Personal Reasons	Information Technology	Y- Nike
Anne	BIS Scheduling Specialist	2/1/2013	Personal Reasons	Information Technology	N
Dustin	Chief of Information Tech	11/27/2012	Personal Reasons	Information Technology	Y- NWEA
Kyle	Technical Support I	5/25/2013	Resignation-Other Position	Information Technology	Y
Jaime	Specialist-IT Procurement	7/1/2014	Personal Reasons	Information Technology	N
Derrick	Network Administrator-Senior	3/8/2014	Resignation-Other Position	Information Technology	Y- Bonnewille Power
Lars	Application Developer-Senior	5/1/2014	Resignation-Other Position	Information Technology	N
Jay	Program Director-IT Client Svcs	5/3/2014	Resignation-Other Position	Information Technology	Y- Vancouver SD
Tamara	Technical Support Advocate	11/16/2013	Resignation-Other Position	Information Technology	Y- Platt Electric
Sarah	Student System Suppt Spec II	1/2/2014	Relocation	Information Technology	N
Lynn	Business Analyst II-SIS	5/1/2014	Leaving Profession	Information Technology	Y- Northwest Bank
Margaret	SIS Support II	6/20/2015	Relocation	Information Technology	N
Toot	Network Administrator I	11/27/2014	Resignation-Other Position	Information Technology	Y- NWR ESD
Sedako	Systems Architect I	2/12/2014	Resignation-Other Position	Information Technology	Y- NWR ESD
Brett	Program Sr-Systems Dev&Integr	1/22/2015	Resignation-Other Position	Information Technology	Y- Agora Cyber Charter
Saul	Sr Project Manager II	6/9/2014	Resignation-Other Position	Information Technology	Y- Seattle SD

Melissa	Program Manager	5/1/2013	Resignation-Other Position	Nutrition Services	N
Kristin	Program Manager	8/14/2013	Resignation-Other Position	Nutrition Services	N
Mary	School Specialist	6/20/2015	Personal Reasons	Nutrition Services	N
Alan	Coordinator-NS Supply Chain	4/23/2015	Resignation-Other Position	Nutrition Services	N
Catherine	Program Manager	3/14/2015	Leaving Profession	Nutrition Services	N
Jessica	Program Manager	1/7/2015	Leaving Profession	Nutrition Services	N
Michael	Coordinator-Capital Projects	12/6/2014	Resignation-Other Position	Office of School Modernization	Y
Erika	Sr Director-Educ Innovation	11/15/2014	Personal Reasons	Office of Teaching & Learning	Y- Agora Cyber Charter
Melissa	Asst Supv-Teaching & Learning	7/1/2015	Resignation-Other Position	Office of Teaching & Learning	Y- Philomath SD
James	Functional Lead-Payroll	9/7/2013	Leaving Profession	Payroll Services	N
Melinda	Sr Specialist-Payroll	2/12/2014	Personal Reasons	Payroll Services	N
Marly	Coordinator-Communications	6/17/2014	Resignation-Other Position	Property Management	Y- Tualatin Valley Water District
Gregory	Manager-Contract Process	3/1/2013	Personal Reasons	Purchasing & Contracts	
Ryan	Analyst-Contracts	9/23/2012	Resignation-Other Position	Purchasing & Contracts	
Elsie	Program Dir-Purchas & Contract	2/13/2014	Resignation-Other Position	Purchasing & Contracts	Y-Hillsboro
Erin	Senior Contract Analyst-Agency	3/17/2014	Resignation-Other Position	Purchasing & Contracts	Y- Multnomah County
Loraine	Senior Analyst-Evaluation	7/21/2012	Resignation-Other Position	Research,Evaluation,Assessment	Y
Katherine	Sr Analyst-Assessment	6/17/2014	Personal Reasons	Research,Evaluation,Assessment	Y7 - She did not state that it was but I suspect it played a role
Jennifer	Functional Lead	6/30/2015	Resignation-Other Position	Research,Evaluation,Assessment	N
Carl	Administrator-Special Programs	9/1/2012	Resignation-Other Position	Special Education Svcs Mgmt	
Monica	Coord-Mental Health/FieldSupr	8/19/2012	Resignation-Other Position	Student Services	
Teresa	Specialist-Transition	6/16/2015	Personal Reasons	Student Services	
Andrew	Sr Director-Transportation Svcs	7/17/2012	Relocation	Student Transportation	Y- Edubg Software Company
David	Asst Director-Transportation	4/15/2015	Personal Reasons	Student Transportation	Y- Mt-Columbia Bus Company





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 reviewed when the duties have evolved 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.

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**INSTRUCTIONS:**

To enable us to determine the appropriate classification/level of the position, please have the **entire** attached POSITION DESCRIPTION QUESTIONNAIRE. Once we have received this completed packet, desk audit 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 this task. Reclassification Requests will not be considered without a Position Description Questionnaire.

Reclassification Requests should be sent to:  
 Lisa Gardner, HR Senior Manager, Classification & Compensation  
 Email: [ljgardner@pps.net](mailto:ljgardner@pps.net); Direct Extension: 83175

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**Identifying Information**

Submitted By: \_\_\_\_\_ Date: enter a \_\_\_\_\_  
 Employee Name: \_\_\_\_\_ PPS Employee  
 Employee's Current Position Title: \_\_\_\_\_  
 Location (School/Department): \_\_\_\_\_  
 Requested Reclassification Position Title: \_\_\_\_\_

---

**Budget Section**

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

Employee's Current FTE: \_\_\_\_\_ 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 source(s) identified for transfer: \_\_\_\_\_

Please attach an additional sheet if you have additional information.

---

**Reviewed by:**

Budget Analyst:  
 Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: DATE

Grant Accountant (if applicable):  
 Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: DATE

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**Department/Division Head Approval:**

Name: \_\_\_\_\_ Title: \_\_\_\_\_

I acknowledge that I have been informed of this 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: DATE

---

**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 Explain: \_\_\_\_\_

Please attach an additional sheet if you have additional information.

Describe why the position should (or should not) be reclassified: \_\_\_\_\_

---

FORM - Position Description - Questionnaire.docx  
 Revised 08/12/2014





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

**Five-Year Salary History by Employee Group**

Portland Consumer Price Index	3.1%	2.1%	2.8%	N/A	N/A
Employee Group	2010/11	2011/12	2012/13	2013/14	2014/15
<b>ATU</b> 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
<b>DCU</b> 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
<b>PAT</b> 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
<b>PFSP</b> Secretaries, clerical, paraeducators, 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
<b>SEIU</b> 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
<b>SEIU</b> Custodians	<b>Part-Time:</b> 2% COLA No Step <b>Full-Time:</b> No COLA Step Increase	No COLA No Step	No COLA No Step	<b>Part-Time:</b> 2% COLA No Step <b>Full-Time:</b> No COLA Step Increase eff. 7/13, 2nd step and \$850 to Top- Step Stepend eff. 4/14	1.5% COLA Step Increase
<b>Superintendent &amp; Executive Committee</b>	No COLA No Step	No COLA No Step	No COLA No Step 10 Furlough Days	2% COLA No Step	2.3% COLA No Step
<b>Building and Program Administrators</b> 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.
<b>Other Directors</b> 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
<b>Other Non- Represented</b> 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

COLA=Cost of Living Adjustment

COLA reflected; restructure not reflected

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



**Portland Public Schools  
Administrative Compensation Review**

**Phase 2**

**July 2016**



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July 2016

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

We have completed Phase 2 of the Administrative Compensation Review as requested by the Portland Public Schools' Board of Education. This report contains extensive information that will provide the Board with a better understanding of the current approach used by the District to establish compensation, where selected District personnel compare to other school districts and municipalities, the percent of budgeted dollars spent on central office functions, and the number of added or lost administrative staff in the past seven years.

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



**Portland Public Schools  
Administrative Compensation Review – Phase 2  
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## Report Summary

This review was conducted in response to Board Resolution 5126 and is the second of two assessments. In October 2015, a decision was made to separate the objectives of the Board Resolution into two phases. The first phase was designed to focus on identifying the number of new central office administrative positions and reviewing and reporting on the employment documentation that was created. The results of that review were provided to the Audit Committee in February 2016.

The Portland Public Schools (PPS or District) Audit Committee defined Phase 2 as an opportunity to determine whether reasonable practices were used to establish employee compensation and specifically, to determine:

1. Where PPS ranks in terms of central office, non-represented position salaries and compensation versus comparable school districts, including those in Oregon.

Results of this objective were intended to provide the District with a better understanding of where its employees trend with peers in other districts and municipalities. It was not intended to be a classification and compensation study and not intended to be used to set employee salaries.

2. The percent of total budget spent on administration.
3. The effectiveness of the current processes and procedures for setting compensation for PPS employees, including appropriate Board oversight.
4. A review of central office positions added or lost, looking back seven years.

The following briefly summarizes the results of each objective:

### Comparables Analysis

Sufficient salary information was obtained for 37 positions. This information indicated that salaries currently being paid by PPS for 27 of those positions in Oregon and 31 nationally, were below the median of the adjusted maximum of salary ranges. In Oregon, the District is paying above the median for two positions and nationally above the median for three positions<sup>1</sup>. Salaries for comparable organizations were adjusted for cost of living and, because many Oregon districts and municipalities choose to pay their employees' required 6% pension contributions ("PERS pickup"), these salaries were adjusted by 6%.

---

<sup>1</sup> Some positions had insufficient information to determine where PPS salaries compared.





With respect to benefits, we were unable to gather sufficient data to include retirement contribution, health insurance, mileage expense, bonuses and other peripheral benefits into this analysis.

**Administration as a Percent of Total Budget**

Using the National Center for Education Statistics,<sup>2</sup> *Peer Finance Tool*, budget information for each comparable district was obtained to include percentage of expenditures for:

- |                              |   |
|------------------------------|---|
| 1. Administration            | 5. Construction                           |
| 2. Instruction               | 6. Non-Elementary/Non-Secondary Education |
| 3. Student and Staff Support | 7. Operations                             |
| 4. Total Capital Outlay      | 8. Interest on Debt                       |

These statistics are intended to compare the financial and demographic characteristics of a single school district with a set of its peers. However, there are several limitations on the meaningfulness of the data. Although data is obtained by the NCES from state education departments, it is presented on a per student basis and is difficult to determine the method used to calculate the data. It is unknown as to what funds are included in each category and, while specific definitions for what is included in each category, there is considerable room for interpretation by districts.

Information obtained from the sample of 18 comparable districts for 2012-2013 (the most recent information available) indicated that PPS ranked:

Among the top third of its peers for:

- Interest on Debt (3)
- Administration (4)
- Student and Staff Support (6)

Among the middle third for:

- Non-elementary, Non-secondary Education (9)
- Instruction (10)
- Construction (10)

Among the bottom third for:

- Capital Outlay (12)
- Operations (15)

<sup>2</sup> The primary federal entity for collecting and analyzing data related to education in the U.S. and other nations. NCES is located within the U.S. Department of Education and the Institute of Education Sciences.





**Effectiveness of Current Processes and Procedures for Compensation Setting**

Prior to 2013, the District’s process for compensation setting did not follow industry best practices. No comprehensive job analysis was known to have occurred for non-represented employees. Job descriptions were used primarily as templates for recruiting purposes and those individual departments hiring personnel determined job titles and duties as they believed aligned to the existing salary schedule. In the past two years, the Human Resources Department has attempted to address these issues by creating a Classification & Compensation Division to focus on implementing additional structure and analysis.

Specific processes and procedures currently in place or proposed are in line with industry best practices. However, to effectively ensure that the District is consistent and transparent about its compensation practices, a specific compensation philosophy needs to be developed. A well-designed philosophy supports the District’s initiatives, goals, competitive outlook, operating objectives, and compensation and total reward strategies. Additionally, the District should continue its formal classification and compensation study to gain insight and provide recommendations to meet the District’s compensation philosophy. It also should establish appropriate intervals for the review of its compensation structure and should develop agreed-upon time frames to ensure its framework adheres to its philosophy. Finally, multiple sources of information should be used to benchmark compensation data. If data is not easily accessible for a specific position, industry or region, an independent third party should be used to collect and summarize the data.

**Central Office Positions Added or Lost Looking Back Seven Years**

In 2009, the District had 384 full-time central office positions. Although a number of positions were added and lost since that time, as of 2015, the District continues with 384 FTE.

Because 84 unique department names were identified for the non-represented or licensed administrator staff reporting to the BESC over the specified timeframe, departments were grouped into the following categories:

- Equity and Partnerships
- Facilities
- Office of School Modernization
- Accounting and Finance
- Executive
- Education Support
  - Curriculum
  - Education Services
  - Programs
- Athletics
- Policy and Measurement
- Communications
- Human Resources (HR)
- Information Technology (IT)
- Business Operations





Over the past seven years, the three department groups with the greatest increase in employee count are:

1. Equity and Partnerships
2. Facilities
3. Office of School Modernization

The three department groups with the greatest decrease in employee count are:

1. Education Support
2. Business Operations
3. Information Technology

Although a number of conclusions can be derived from the above information, three primary observations were apparent. First, it appears that the District has addressed a number of issues impacting its ability to effectively determine compensation for the central office personnel. Prior to 2013, processes and procedures were not effective in the development of an appropriate classification and compensation system. The District has taken steps to manage these issues and have, to date, implemented best practices.

Secondly, information obtained from other districts and municipalities indicates that most of the selected positions (33/38) are currently paid below the adjusted median of like organizations.

Finally, it is difficult to draw any meaningful conclusions from information obtained comparing PPS with other districts regarding administration as a percent of total budget as they relate to central office administration comparisons. Although the District ranks in the top third of its peer group in the percent of budget spent on administration, PPS includes some school-based staff such as principals and vice principals in its expenditures while other districts do not. Additionally, some central office staff at PPS, such as information technology and athletics, are included in the administration percentages while other districts consider and report these as school-based positions.





## Overview/Objectives

In July 2015, the PPS Board of Education approved Resolution 5126 directing the District’s auditor to review processes related to 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 comparisons, performance evaluations, job descriptions, authorization for all 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 in 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 in October 2015, a decision was made to separate the review into two phases. The first phase was designed to focus on:

- Identifying the number of new central office administrative positions, and
- Reviewing and reporting on the employment documentation that was created.

The results of Phase 1 were provided to the Audit Committee in February 2016.

At the March and April 2016 Audit Committee meetings, discussion occurred as to the specific objectives of Phase 2. The Audit Committee defined the review as an opportunity to determine whether reasonable practices were used to establish employee compensation and specifically, to determine:

1. Where PPS ranks in terms of central office, non-represented position salaries and compensation versus comparable school districts, including those in Oregon.

Two Oregon districts and 16 other districts around the nation were recommended, discussed, and agreed to by the Audit Committee as representative comparisons. In addition, nine Oregon municipalities were selected to provide comparative information for non-academic positions. Information obtained from other districts and municipalities was intended to provide the District with a better understanding of where





its employees trend with their peers. Our review was not envisioned to be a classification and compensation study and is not anticipated to be used to actually set employee salaries.

2. The ratio of central office administrators per student compared to comparable school districts, including those in Oregon.

Instead of looking at the ratio of central office administrators to the number of students, it was decided and agreed upon by the Audit Committee that the percent of total budget spent on administration would be a more beneficial measure. This is a common measurement that most school districts report.

3. The effectiveness of the current processes and procedures in setting compensation for PPS employees, including appropriate Board oversight.

A comparison of processes and procedures to industry best practices was conducted.

4. A review of central office positions added or lost looking back seven years.

The remainder of this report details the approach, findings, and recommendations based on the review of each objective.







# 1. Central Office Compensation Comparison

**Objective:** Determine where PPS ranks in terms of central office, non-represented position salaries and compensation versus comparable school districts, including those in Oregon.

A compensation analysis across benchmark agencies (locally and nationally) was conducted to better understand where selected PPS central office administrative and professional employees are compensated in relation to their peers. This analysis differs from a compensation study, where specific salary ranges, compensation philosophy for market competitiveness, and actual salary placement recommendations are derived from the findings. It is intended only to provide District personnel with a better comprehension of how salaries for specific PPS positions equate with others.

## Approach and Methodology

### 1. Identifying Comparables

The Committee determined that comparable school districts would be identified for academic and support services positions (e.g.: finance, human resources, information technology, etc.) comparisons. Additionally, other local area municipalities would be used for support positions.

Two comparable districts were identified within Oregon for purposes of our analysis. The Audit Committee established the following criteria to determine comparable districts:

- Urban School District
- Enrollment 30-60,000
- Pre-K – 12
- Special Needs
- English-Language Learner (ELL)
- Diversity - 40% or greater

Using this criteria, the following districts were identified:

### Oregon

District	Enrollment (2015/16)	Employees	Number of Schools
Portland	48,383	7,678	78 (1)
Beaverton	40,568	4,510	51
Salem-Keizer	41,100	4,584	64 (2)

(1) Does not include 8 charter schools

(2) Does not include 4 charter schools





National

District	Enrollment (1)	Number of Schools (1)	% Minority (2)	% ELL (2)
Santa Ana, CA	57,250	60	96.00%	60.00%
Boston, MA	55,027	135	86.00%	29.00%
Capistrano, CA	53,170	64	39.80%	10.30%
Columbus, OH	50,488	119	67.90%	11.50%
Omaha, NE	50,340	101	70.90%	35.70%
Atlanta, GA	50,009	112	84.90%	3.30%
Wichita, KS	49,389	91	66.00%	20.44%
Seattle, WA	49,269	105	54.40%	12.80%
Anchorage, AK	48,765	97	56.00%	11.90%
Oakland, CA	46,377	137	88.20%	30.60%
Portland Public Schools	45,299	78	44.10%	7.30%
Oklahoma City, OK	43,212	93	83.00%	31.60%
Baton Rouge, LA	42,854	85	51.10%	3.20%
St. Paul, MN	38,310	107	78.50%	34.00%
Minneapolis, MN	35,046	92	66.30%	22.00%
Norfolk, VA	33,461	53	67.10%	1.90%
Indianapolis, IN	31,999	71	79.60%	12.60%

(1) Enrollment and Number of Schools data obtained from the National Center for Education Statistics - Elementary/Secondary Information System (EISI) 2012-13 School Year.

(2) Data obtained from district websites

Municipalities

To identify and compare current salary ranges for like positions, the Audit Committee selected the following local municipalities:

- City of Portland
- Port of Portland
- Clackamas County
- Multnomah County
- Washington County
- Tri-Met
- Metro
- Portland Community College (PCC)
- Mt. Hood Community College (MHCC)

2. Identifying Positions

Based on Audit Committee agreement, the 48 positions identified in Phase 1 (new central office administrative positions since July 1, 2013 with salaries over \$70,000 and any increase of more than 3%) were used for comparison:

Common Positions to School Districts and Other Municipalities

- Legal Counsel
- Human Resources
- Communications and Public Affairs
- Financial Services
- Information Services





- Operations
  - Facilities and Asset Management
  - Security Services
  - Mailroom
  - Warehouse
- Capital Improvement (includes PPS School Modernization)
- Equity and Diversity

School District Only Positions: (All identified school district comparables)

- Early Learners, School, and Student Support
- Teaching and Learning
- School Performance
- Nutrition Services
- Student Transportation
- Enrollment and Transfer

### 3. *Obtaining Position and Salary Information*

Information was received from selected districts and municipalities through direct contact and website searches. Using PPS job descriptions as a benchmark, individual positions were “matched” based on where the position fit within its organization’s reporting structure (hierarchy) and a comparison of specific roles and responsibilities and applicable knowledge, skills, abilities, education, special certifications, etc., obtained from job descriptions.

Compensation was obtained for the 2015/16 year. Any other additional monetary benefits (health care, bonuses, reimbursements, etc.) were identified (if available from comparable districts) but not included as a component of compensation.

Information was difficult to collect as many districts did not respond to requests or did not report applicable data on their websites (Anchorage, Boston, Oakland, Oklahoma City, Omaha, St. Paul, Wichita). Other districts provided compensation information but did not specifically identify salary ranges. In some instances, no comparable positions existed within other organizations.

### 4. *Adjusting for PERS (Oregon)*

Many Oregon districts and municipalities choose to pay their employees’ required 6% pension contributions (the “PERS pickup”). Because PPS does not, applicable district and municipality salaries were adjusted by 6%.





5. *Applying Cost-of-Living Indices (COLI) to Salaries*

The Cost-of-Living Index is a price index that measures differences in the price of goods and services in various geographical regions. It measures changes over time in the amount that is required to maintain a certain standard of living.

Using recommended resources identified by the U.S. Department of State, three cost-of-living indices<sup>3</sup> were obtained. The average of the three was used in our analysis.

6. *Sorting Information Obtained*

Information obtained from school districts and municipalities was sorted into two groups - Oregon and national – to provide a better perspective of how selected PPS salaries relate to each.

The median of each group (local and national) was identified to provide a basis of comparison. Use of the median (midpoint) is common for compensation comparison as it is less affected by outliers (low and high).

7. *Identifying Where PPS Salaries Fall Within Information Obtained*

Actual 2015/16 salaries for PPS employees were identified in relation to the adjusted maximum of salaries obtained from comparable organizations.

**Results**

Information obtained from comparable school districts as well as Oregon municipalities, indicated that selected PPS positions are generally being paid below the median<sup>4</sup> in both Oregon and nationally. As the following illustration displays, salaries for 27 positions in Oregon (of 30 with available information) and 31 nationally (of 36 with available information) were below the median:

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<sup>3</sup> Salary.com  
CNN Money (derived from Council for Community and Economic Research)  
Bankrate.com

<sup>4</sup> Adjusted for COL and PERS (Oregon)





Position	Organizations Reporting Comprable Positions		Below Median		Above Median	
	Oregon	National	Oregon	National	Oregon	National
1 Deputy General Counsel	7	2	x	x		
2 Deputy CFO	9	4	x	x		
3 Chief of Staff	2	3		x	x	
4 Chief of Communications and Public Affairs	8	8	x	x		
5 Sr Director - SPED	2	7	x	x		
6 Sr Director - Columbia Regional Program	2	7	x	x		
7 Senior Director - Facilities & Asset Management	8	9	x	x		
8 Sr Director-Dual Lang Programs	2	3	x	x		
9 Sr Director-ESL	2	6	x	x		
10 Sr Director - Funded Programs	*	6	*	x		*
11 Sr Director - Instruction Curriculum Assessment	2	5	x	x		
12 Sr Director - Office of Equity and Partnerships	6	2	x	x		
13 Sr Director - Accounting and Payroll Services	Position Eliminated					
14 Sr Director - Sys Plan & Perform	2	7	x	x		
15 Sr Director - Employee and Labor Relations	8	4	x	x		
16 Sr Manager - Labor Relations	6	3	x	x		
17 Sr Director - Schools	2	6	x	x		
18 Sr Director - Nutrition Services	*	8	*	x		*
19 Assistant Director - Nutrition Services	0	3	No Info	x	No Info	
20 Prog Dir - Early Response Syst	0	*	No Info	*	No Info	*
21 Sr Director - Transportation Services	2	6	x	x		
22 Director - Enrollment and Transfer	0	3	No Info	x	No Info	
23 Director-Student Services	2	6	x	x		
24 Director-Benefits	9	2	x	x		
25 Asst Director-ESL	0	*	No Info	*	No Info	*
26 Asst Director-Dual Lang Prog	2	*	x	*		*
27 Sr Manager - MIS	11	6	x	x		
28 Program Dir - Technical Operations	6	7	x	x		
29 Director - Capital Projects	7	4	x	x		
30 Network Administrator - Senior	11	5	**	**		
31 Sr Manager - Health & Safety	6	2	x	x		
32 Supervisor-Network Admin	8	5	x	x		
33 Senior Analyst - Evaluation	*	5	*	x		*
34 Project Manager III - Bond	0	2	No Info	**	No Info	**
35 Program Director - Multiple Pathways	No Info					
36 Sr Manager - GearUp	No Info					
37 Dir - HR Tech & Support Services	4	4	x	x		
38 Sr Manager-Maintenance	8	4	x	x		
39 Chief Financial Officer	11	7	x			x
40 Chief - School Modernization	3	3			x	x
41 Chief Human Resources Officer	10	6	x	x		
42 Assistant Superintendent - Teaching & Learning	*	4	*		*	x

\* Insufficient information available  
 \*\* Positon vacant - PPS range below median

With respect to benefits, we were unable to gather sufficient data to include retirement contribution, health insurance, mileage expense, bonuses and other peripheral benefits in this analysis.

Appendix A contains a summary of information obtained from each comparable district and municipality by position.





## 2. Ratio of Central Office Administrators

**Objective:** Determine the percent of total budget spent on administration compared to comparable school districts, including those in Oregon.

### Approach and Methodology

Using the National Center for Education Statistics<sup>5</sup> *Peer Finance Tool*, budget information for each comparable district was obtained to include percentage of expenditures for:

- |                              |   |
|------------------------------|---|
| 1. Administration            | 5. Construction                           |
| 2. Instruction               | 6. Non-Elementary/Non-Secondary Education |
| 3. Student and Staff Support | 7. Operations                             |
| 4. Total Capital Outlay      | 8. Interest on Debt                       |

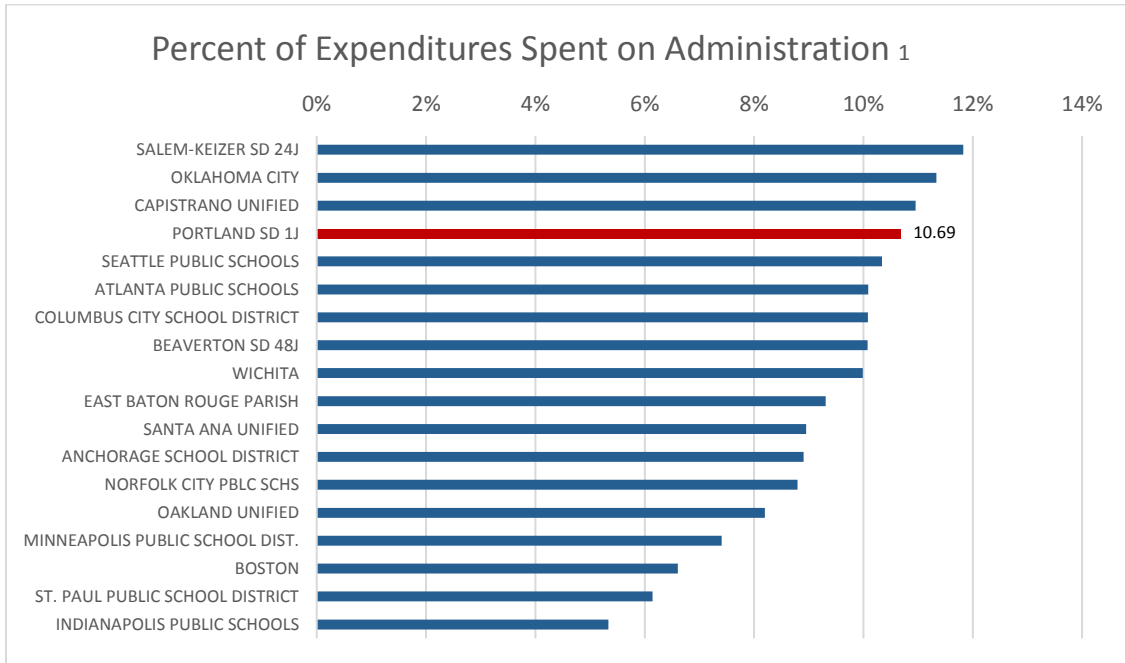
Although the NCES statistics are intended to compare the financial and demographic characteristics of a single school district with a set of its peers, there are several limitations on the meaningfulness of the data:

- The 2012/13 data is obtained by the NCES from state education departments. However, it is presented on a per student basis and is difficult to determine the method used by the NCES to calculate the data.
- It is unknown as to what specific expenditures are included in each category. Although it appears that general fund expenditures are used, it is unknown as to whether other funds are included. This makes it difficult to reconcile the numbers to PPS audited financials or budget categories.
- NCES defines what is included in each category but there is considerable room for interpretation by districts. This is even more evident when comparing districts in different states. For example, PPS’ “Office of the Principal” includes all principals. However, other districts may include only staff who supervise principals.
- Although the reliability of comparisons within Oregon districts may be better, questions as to which funds are included still exist.

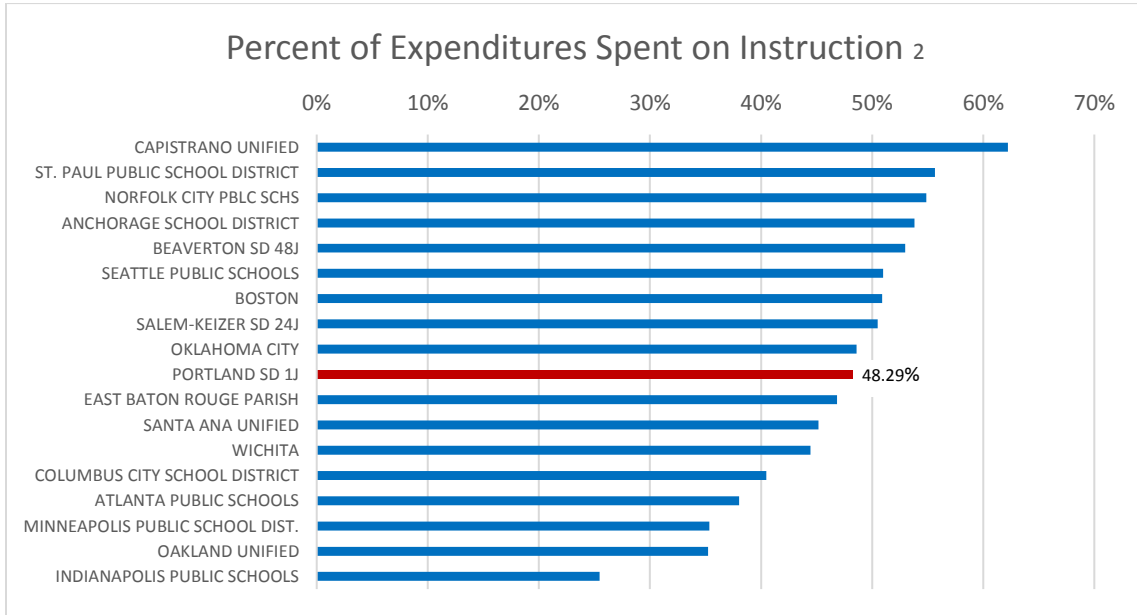
The percentages of total expenditures for each category for PPS and comparable districts for 2012-2013 (the most recent information available) is as follows:

<sup>5</sup> The primary federal entity for collecting and analyzing data related to education in the U.S. and other nations. NCES is located within the U.S. Department of Education and the Institute of Education Sciences.



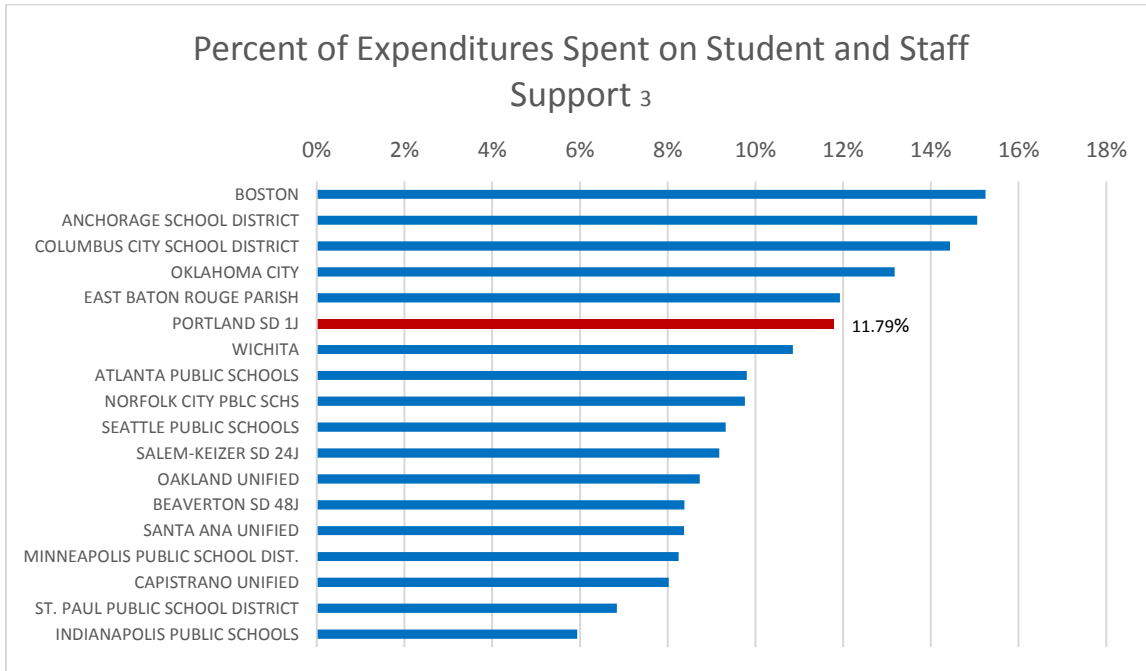


<sup>1</sup> Includes expenditures for: board of education, administration of local education agencies, the office of the principal, full-time department chairpersons, graduation expenses, and business and central offices (fiscal services, budgeting, payroll, purchasing, storage, material distribution, planning, research, evaluation, staff recruitment and data processing).

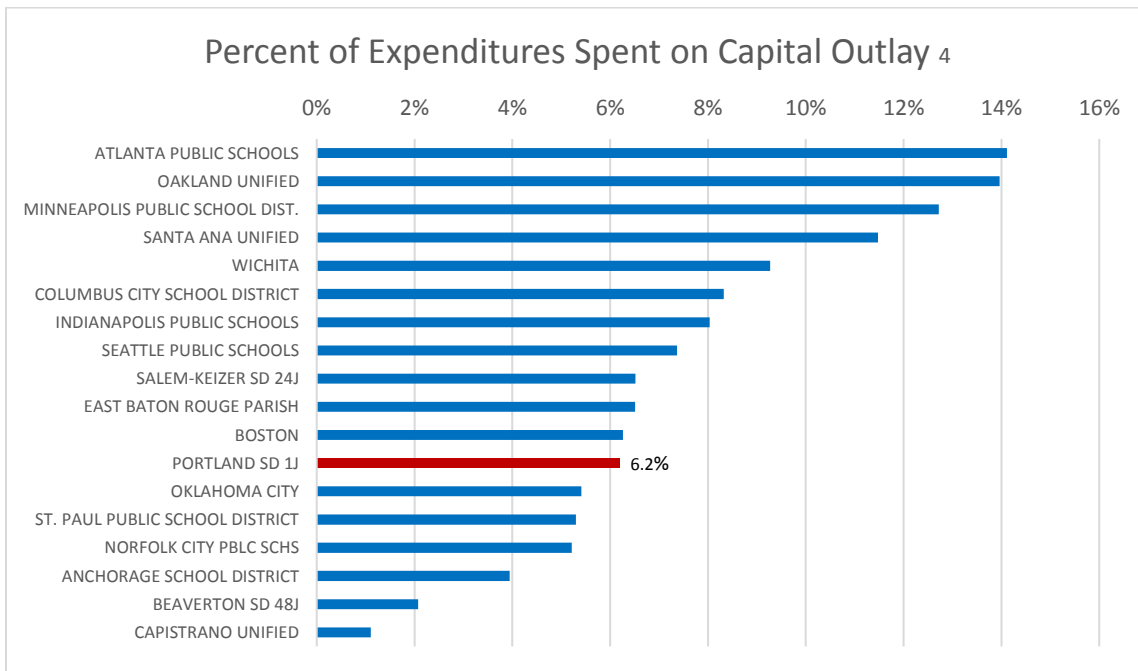


<sup>2</sup> Expenditures for activities directly associated with the interaction between teachers and students. These include teacher salaries and benefits, supplies (e.g., textbooks), and purchased instructional services.





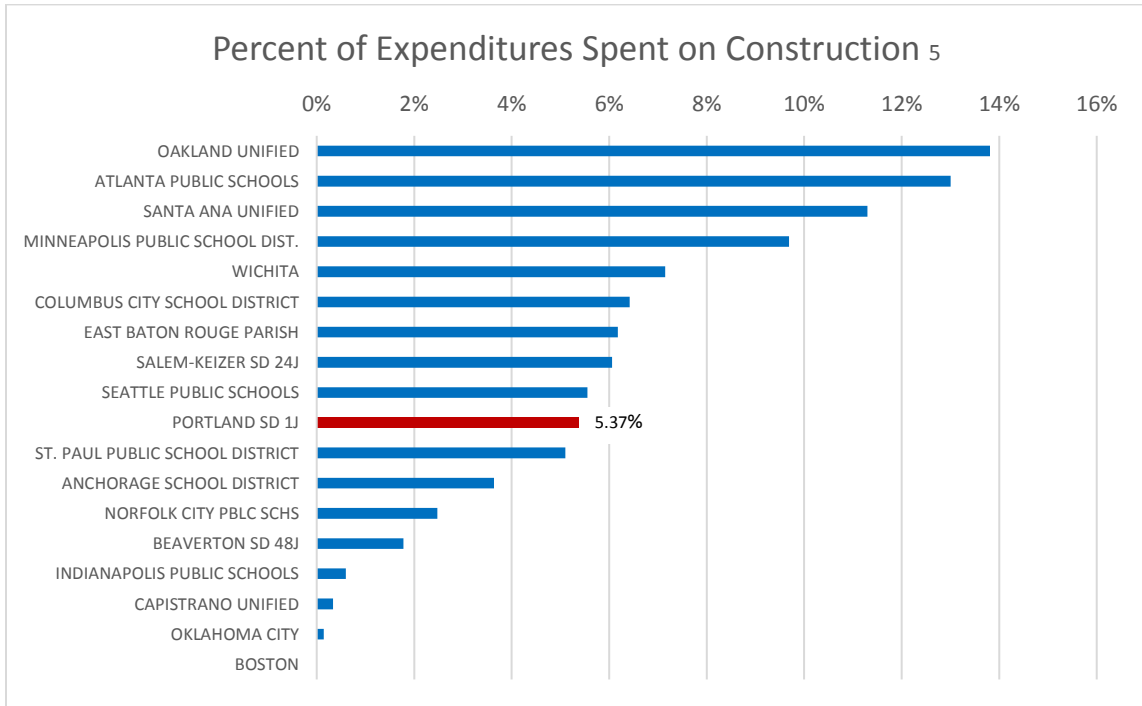
<sup>3</sup> Expenditures for health, psychological, guidance, therapy and attendance services for students, and for services that support instruction such as school libraries, media centers, curriculum development and in-service teacher training.



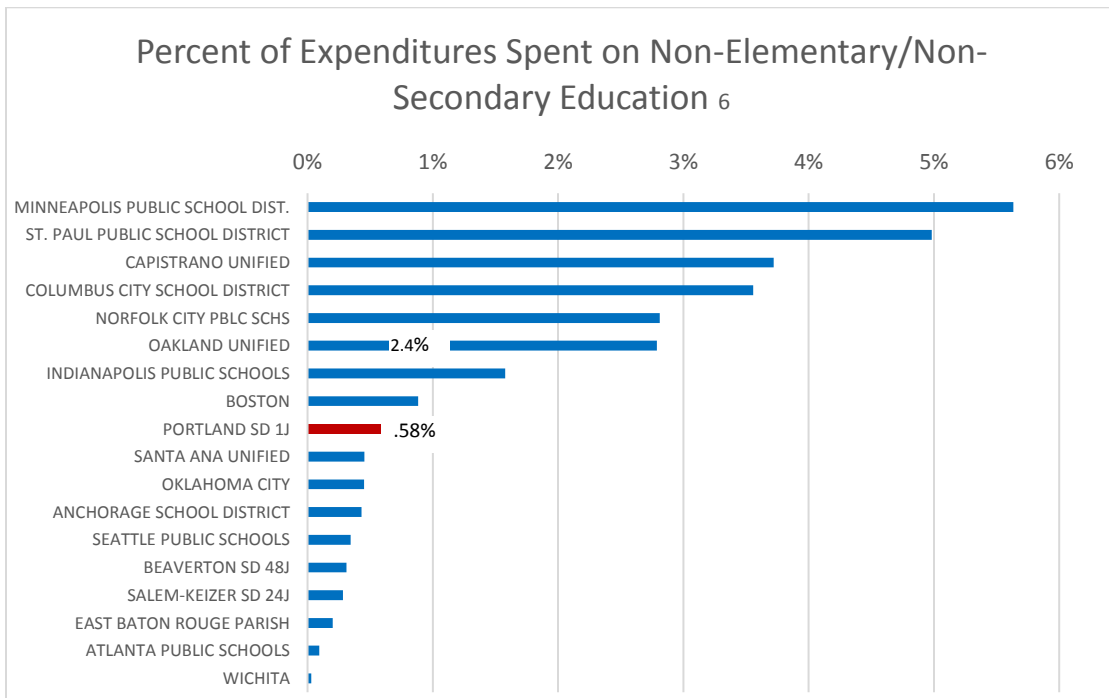
<sup>4</sup> Expenditures for fixed assets, construction, and equipment.





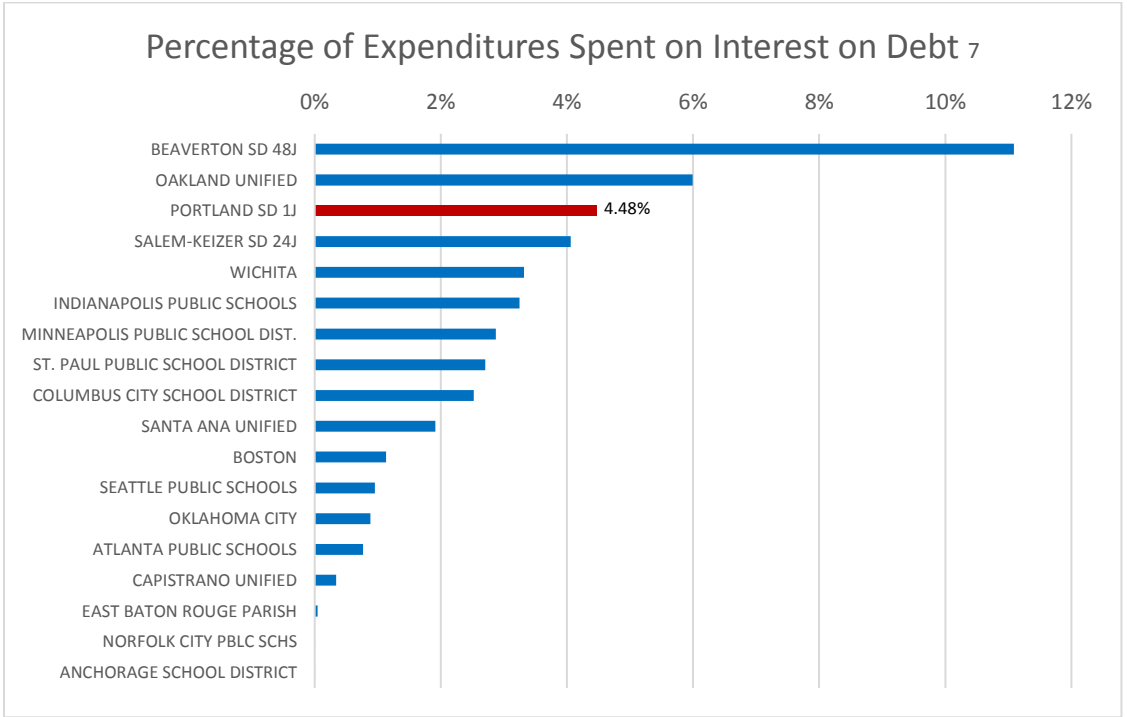


5 Production of fixed works and structures and additions, replacements, and major alterations thereto, including the planning and design of specific projects, site improvements, and the provision of equipment and facilities that are integral parts of a structure. Includes construction undertaken either on a contractual basis by private contractors or through a government's own staff (i.e., force account).

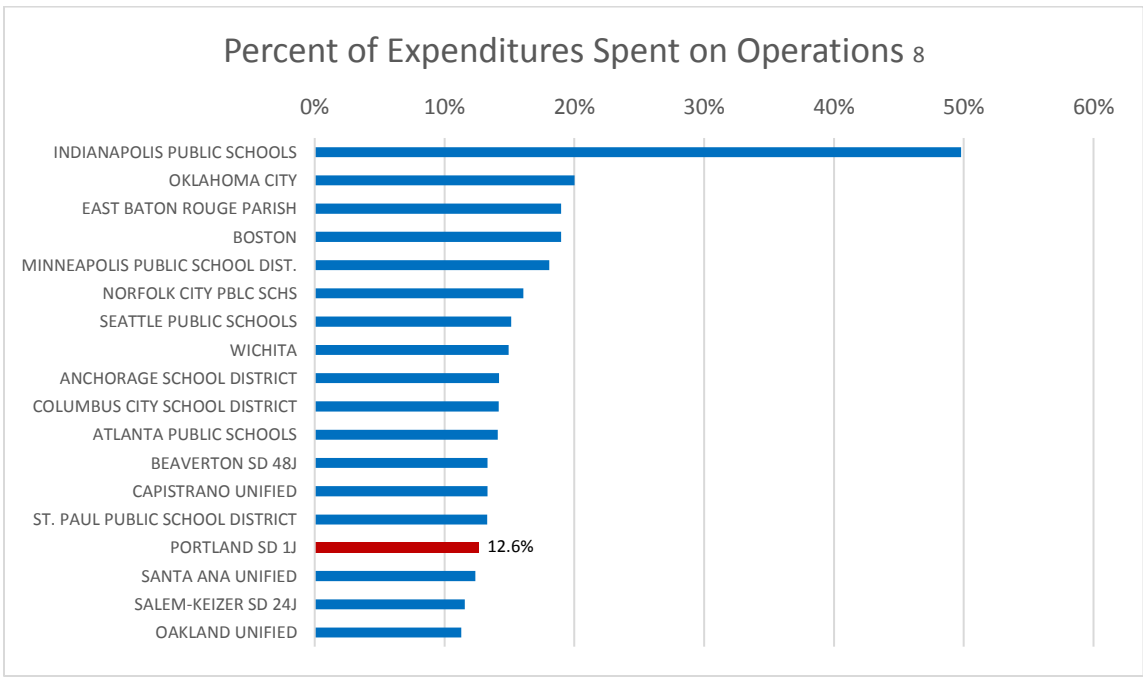


6 Expenditures for community services, adult education, and community colleges (if run by the school district). Also includes payments to other school districts, and payments to state and local government agencies.





7 Expenditures for interest on long-term debt (i.e., obligations of more than one year).



8 Operations (District Expenditure): Current expenditures for schools and school district operations (utilities, maintenance, security and safety). Renovations are included in construction. Includes student transportation services (bus drivers, mechanics, and fuel; and contracting transportation services). School bus purchases are included under capital outlay.





*Food Service (District Expenditure):* A sub-function of the function non-instructional services. Food services are activities that provide food to students and staff in a school or LEA. These services include preparing and serving regular and incidental meals or snacks in connection with school activities as well as delivery of food to schools.

*Other Support Staff (District):* Staff who serve in a support capacity and who are not included in the categories of central office administrative support, library support, student support, or school administrative support; e.g., data processing staff, bus drivers, and health, building and equipment maintenance, security, and cafeteria workers.

## Results

According to 2012-2013 data from the National Center for Education Statistics, PPS ranks:

Among the top third of its peers for:

- Interest on Debt (3)
- Administration (4)
- Student and Staff Support (6)

Among the middle third for:

- Non-elementary, Non-secondary Education (9)
- Instruction (10)
- Construction (10)

Among the bottom third for:

- Capital Outlay (12)
- Operations (15)





### 3. Process Effectiveness

**Objective:** Determine the effectiveness of the current processes and procedures in setting compensation for PPS employees, including appropriate level of Board oversight.

#### Approach and Methodology

To determine the effectiveness of processes and procedures in setting compensation since July 1, 2013, we interviewed PPS Human Resources (HR) personnel and extensively reviewed relevant documentation including policies and procedures, external reports, and internal communications. We obtained applicable industry best practices information from a variety of recognized sources including the Society for Human Resource Management (SHRM), PayScale, and the Council for Great City Schools.

#### Background

In early 2013, the District received an independent evaluation<sup>6</sup> of its HR Department to identify critical and essential HR services and the appropriate resources and organization structure to create a more responsive and forward-looking function. Phase I of that evaluation focused on an assessment of the organization of the Department while Phase II provided high-level descriptions of the roles and responsibilities necessary to support the recommendations of the first phase.

The report found that the District’s HR Department had gone through many transformations prior to the study. Since 2004, it had four Chief HR Officers and, on two occasions, had interim officers filling the position. The report found that the HR Department’s frequent changes in leadership resulted in:

- Many initiatives being started with few being completed,
- Frequent shifts in direction and focus,
- Roles and responsibilities becoming blurred from multiple reorganizations,
- Relationships with stakeholders and community becoming more focused on short-term gains than long-term vision, and inconsistency in practices and processes creating a confused and reactive organization.

Additionally, the report stated: “Critical HR functions are not routinely performed and there are insufficient or no staff assigned to these tasks: training, policy and administrative rules, compensation and classification, and equity and diversity.” It

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<sup>6</sup> Human Resources and Delivery: Phase 1, Jan 2013, AKT





recommended the District “Create a classification and compensation system that will support all employees of the District.” The report further suggested that the District:

- Design protocols that can be implemented regardless of current economic conditions. The protocols will allow and sustain equitable compensation and benefits across represented and non-represented employee groups.
- Develop a compensation policy and structure approved by the Board.
- Develop a classification system that will support the compensation structure, pay practices and improve how jobs are reviewed and measured.

To address issues regarding its classification and compensation system, the District created a Classification & Compensation Division. In the fall of 2013, a Sr. Manager was hired to initiate improvements. In 2014, the HR Department expanded the Division by hiring a Classification & Compensation Analyst.

The Sr. Manager found a number of challenges in initially creating a classification and compensation system. Job descriptions did exist but were typically created for specific positions as vacancies occurred. This resulted in multiple individual job titles and responsibilities focusing on an individual’s skills and not on a specific position. The District’s non-represented employee group (business operations and administrative functions) operated under a broadband classification system. Broadband classifications are broad in scope and describe the general body of work, not the specific duties that belong to each of the jobs included within that classification. This approach resulted in a structure that included many unrelated jobs being positioned in the same pay grade as well as similar or related jobs positioned in very different classifications with different compensation.

Although the need to address the issues identified by the previous evaluation as well as other issues were vital, concerns existed with salary compression for regional administrators<sup>7</sup>. Salary compression - when employees in lower-level jobs are paid almost as much as their colleagues in higher-level jobs, including managerial positions - was impacting the ability to recruit and promote personnel. A project reviewing job title and salary placement/range for regional administrators was completed in March 2014 and the report and recommendations were presented and implemented for the 2014/15 fiscal year.

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<sup>7</sup> Individuals providing direct leadership and oversight to area school clusters under the direction of the Chief Academic Officer.





The next major undertaking of the Classification & Compensation Division was to conduct a Job Family Classification and Compensation Study for non-represented employees, senior leadership, building administrators, and program administrator classifications. This project was organized into three phases:

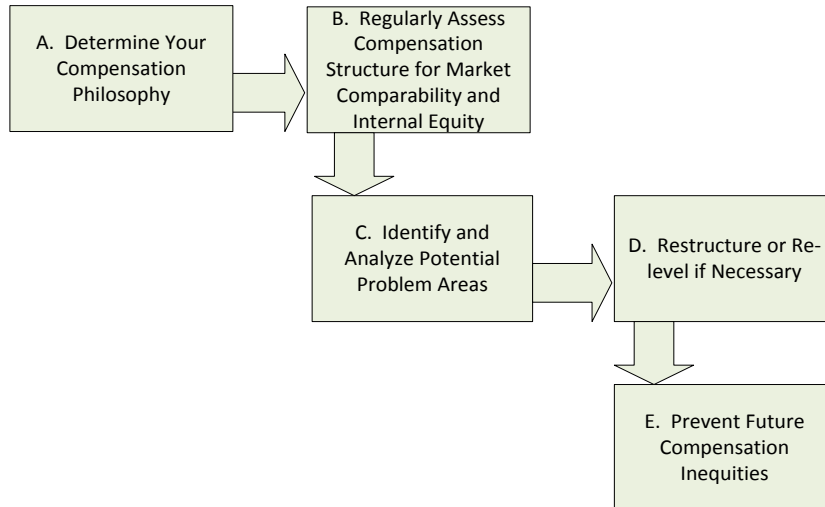
- Phase 1 - District Senior Leadership  
Development of classification specifications, definition of hierarchies, and recalibration of the salary schedule to alleviate salary compression that was identified previously.
  
- Phase 2 - District Building Administrators and Licensed Administrators Managing Academic Programs and Operations  
Identification of career ladders, development of classification specifications, conduct salary surveys, and development of a new salary schedule.
  
- Phase 3 - Remaining Non-Represented Employees (including business operations and management)  
In process – focusing on defining job families, developing classification specifications, identifying career ladders, and conducting salary surveys.  
  
Additionally, as part of this phase, the Division is focusing on review of the current broadband classification system and compensation structure.

The Division has also been reviewing operational processes, policies and procedures, and developing formal documentation as necessary.

### Results

Using the compensation restructuring documentation provided in the *Administrative Compensation Review - Phase 1* and additional information obtained, the District's current practices were directly compared to best practices as defined by industry sources:

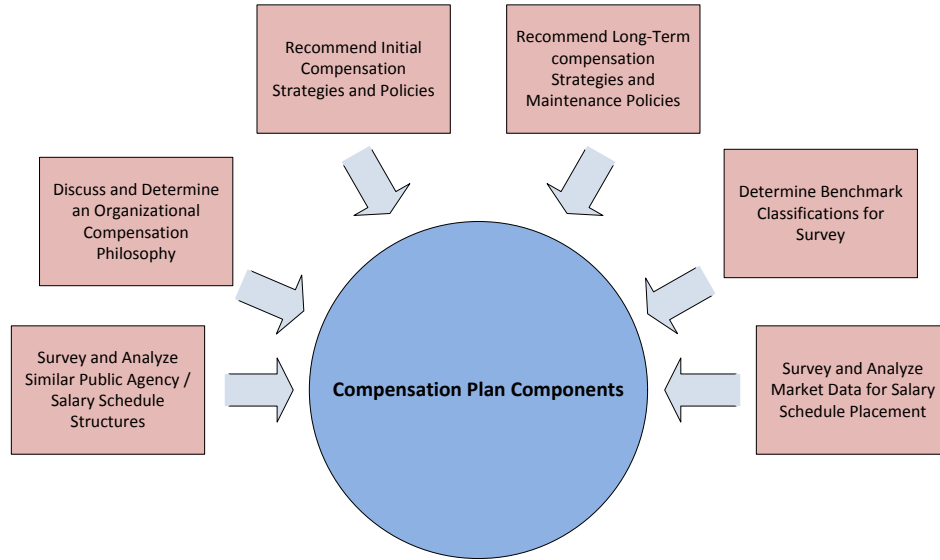




Prior to 2013, the District’s process for setting compensation did not mirror industry best practices. No comprehensive job analysis was known to have occurred for non-represented employees. Job descriptions were used primarily as templates for recruiting purposes and those individual departments hiring personnel determined job titles and duties that they believed aligned to the existing salary schedule. As mentioned in the 2013 HR Services and Delivery evaluation, HR’s policies, processes, rules, and protocols were not centrally maintained, current, or easily accessible; a lack of comprehensive policies, strategies, and practices resulted in inequity between various District employee groups, and critical HR functions were not routinely performed and there was either insufficient or no staff devoted to those tasks.

In the past two years, the District has attempted to address these issues by creating a Classification & Compensation Division to focus on implementing additional structure and analysis. The Division has developed the following tasks and processes to conduct a classification and compensation model for non-represented employees:





This processes to set compensation for PPS employees follows HR best practices with two notable exceptions:

1. Although the District has established classification and compensation procedures, it has not developed an agreed-upon (Board and Administration) philosophy regarding compensation.
2. The District did not use independent comparable compensation data when re-aligning the salary schedule for licensed administrators. While this was likely due to resource constraints, it is notable that the comparables selected are much smaller and less complex in terms of diversity and special needs, which likely under-reported the market rates.

Compensation Setting Best Practices	
Determine Compensation Philosophy	<ul style="list-style-type: none"> <li>Develop effective compensation strategy to:                             <ul style="list-style-type: none"> <li>- retain and attract employees</li> <li>- motivate employees</li> <li>- pay employees fairly</li> </ul> </li> </ul>
Regularly Assess Compensation Structure	<ul style="list-style-type: none"> <li>Comprehensive review every 3-5 years</li> <li>Compression assessment annually</li> </ul>
Identify and Analyze Problem Areas	<ul style="list-style-type: none"> <li>Within Grades</li> <li>Between Grades</li> </ul>
Restructure or re-level as necessary	<ul style="list-style-type: none"> <li>Compensation Study</li> <li>Job Reclassification</li> </ul>
Prevent Future Compression	<ul style="list-style-type: none"> <li>Promote Internally</li> <li>Include HR Policy as part of the budget process</li> <li>Limit starting points within a range for new hires</li> <li>Require equity review when new hires start above defined limits</li> </ul>

The following details the results of our analysis related to each identified best practice.





**A. Determine the Organization’s Compensation Philosophy**

**Best Practices**

Per SHRM, determining a compensation philosophy requires an in-depth look at an organization’s beliefs and practices regarding salary setting. The key is to create a philosophy and to be consistent in its application to the pay decisions. Before developing salary ranges, an organization must first create a formal statement that identifies its views and manages compensation. This becomes the basis of the system that supports the organization’s goals and objectives. The philosophy is a collaborative effort between its HR function, its leadership team, and its governing body. Additionally, the strategy should include an awareness of:

- The organization’s mission, strategy, and culture
- Internal workforce
- External considerations – what is the competitive environment?, and
- Its ability and willingness to pay.

**Status - Not Met**

While the District currently has a *Classification & Compensation Policies and Procedures: Non-Represented Employees* document, it has not been publicly considered by the Board. A stated, agreed-upon policy outlining the overall compensation standards of the District and the frequency of the compensation program review would mitigate any concerns about the appropriateness of HR compensation actions in the future.

**Recommendation #1**

**Portland Public Schools should:**

- **determine its Compensation Philosophy and once formally approved, communicate and implement it.**
- **continue to regularly assess the classification and compensation process to ensure alignment with its stated compensation philosophy.**

**B. Regularly Assess Compensation Structure for Market Comparability and Internal Equity**

**Best Practices**

SHRM recommends that a salary structure evaluation occur every three to five years noting that many organizations perform this activity more frequently in order to ensure they are able to attract and retain top talent. The purpose of this evaluation is to monitor the schedule for both internal and external issues:





market comparability and internal equity. Internal equity is most frequently referred to as “salary compression.”

### **Status - Partially Met**

When not regularly evaluated, an internal compensation structure becomes stale and out of alignment with external market data. Per SHRM, “If an organization is unionized, there is a greater chance of pay compression based on the structure (and number) of unionized contracts.” Ninety-five percent of all PPS employees are represented by a bargaining agreement with each of the six agreements being unique and independently negotiated. As a result, the rate of salary increase for different represented groups will vary greatly. Because the non-represented groups experienced several years without any increase in compensation, internal compensation compression developed. While the District’s budget process annually looks at compensation, there is no strategy to regularly consider and review how the compensation schedules interrelate.

The 2013 HR Services and Delivery evaluation recommended that PPS “create an overarching compensation philosophy and guiding principles on how compensation decisions will be made and enforced and design protocols that can be implemented regardless of current economic conditions. The protocols will allow and sustain equitable compensation and benefits across represented and non-represented employee groups.” That report was the impetus for the *Job Family Study* and the District has since begun to take action to address the issues identified by the evaluation.

The District’s current Classification & Compensation Division should continue its efforts in conducting a District-wide classification and compensation study. This study would:

- provide new information to determine whether the District’s salary structure is appropriate or may need adjustment,
- provide insight and recommendations as to whether the District’s current compensation structure, policies, and practices are effective or in need of adjustment,
- determine if the current job classification structure is efficient/effective or may need the introduction of new job classes, merger of existing classes, or re-titling of classes,
- include the evaluation of current job descriptions and the potential need to perform edits and/or major re-writes to improve their use as primary sources of information for talent management, performance appraisal, recruitment, and retention, and





- enhance the District’s ability to more effectively comply with statutory requirements regarding pay equity legislation.

**Recommendation #2**

**The District should:**

- **complete a formal District-wide classification and compensation study.**
- **establish appropriate future intervals for the review of its entire compensation structure.**

**C. Identify and Analyze Potential Salary Compression**

**Best Practices**

“Analyze how supervisors’ salaries compare to their direct reports’ salaries. While there is no rule for when the salary-compression level becomes dangerously close, a good rule of thumb is to look at areas where direct reports’ salaries are more than 95 percent of supervisors’ salaries. Areas where direct reports’ salaries are 80 to 95 percent of supervisors’ salaries should be watched carefully for changes that could cause salaries to exceed 95 percent.”<sup>8</sup>

**Status - Met**

While salary compression is not illegal, it is often accompanied by pay inequities that could violate equal pay laws. In situations where salary compression causes salary inversion - where newer staff make more than experienced staff - it could create a pay equity problem if the experienced staff are identified as part of a protected class.

As mentioned previously, the District has faced problems with compression. The following table illustrates a faster rate of increase in compensation for building administrators (principals) than their superiors (other directors and Executive Committee). While this strategy allowed the District to remain solvent during a fiscally challenging time, it also created salary compression.

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<sup>8</sup> Human Resources Services and Delivery Report, January 2013.





### Salary Adjustment History (Non-Represented Employees)

	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 6 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

Per the July 1, 2013 salary schedule, Senior Directors (formerly known as Regional Administrators) made less than the principals they were managing. Table II below illustrates the District’s analysis of the salary compression which falls within the criteria defined by SHRM. Directors (Regional Administrators) were in every case equal to or lower than the principals they managed.

### Table II Current Regional Administrator & Building Administrator Salary Schedules Including Daily Rate Breakdown (Actual Days in Paid Status)

*Regional Administrator Salary Schedule* Effective 7-1-2013

Job Title	Paid Work Days	Minimum Salary	No Levels: Actual Salaries	No Levels: Actual Salaries	Maximum Salary
Regional Administrator	260	\$ 100,000 (0)	\$ 114,750 (4.5)*	\$ 115,518 (1.0)	\$ 127,500 (0)
	Annual Rate				
	Daily Rate**	\$ 384.62	\$ 441.35 (15.74% below (1))	\$ 444.30 (15.30% below (1))	\$ 490.38 (18.97% below (1))

*Building Administrator Salary Schedule* Effective 7-1-2013

Job Title	Paid Work Days	Level 1 (0-3 yrs. exp.)	Level 2 (4-6 yrs. exp.)	Level 3 (7-9 yrs. exp.)	Level 4 (10+ yrs. exp.)
HS Principal	230	\$ 108,300 (3)*	\$ 113,500 (4)	\$ 115,000 (2)	\$ 118,500 (1)
	Annual Rate				
	Daily Rate**	\$ 470.87	\$ 493.48	\$ 500.00	\$ 515.22 (+7.22% above (1))
MS/6-8 Principal		\$ 100,000 (10)	\$ 103,400 (11)	\$ 107,000 (9)	\$ 110,500 (12)
	Annual Rate				
	Daily Rate**	\$ 434.78	\$ 448.57	\$ 465.22	\$ 480.43 (+10.40% above (1))
Elementary		\$ 97,000 (9)	\$ 100,000 (5)	\$ 103,000 (4)	\$ 105,800 (12)
	Annual Rate				
	Daily Rate**	\$ 421.74	\$ 434.78	\$ 447.83	

( ) Denotes total number of staff at each level  
 \*\* Daily Rate is calculated as annual salary/number of paid work days per year

Table II represents Current Annual Salary Levels in hierarchical relationships, using Maximum Salary/Level calculated based on Daily Rate, adjusted for 230 day & 260 day calendars. In this table it appears the Maximum Salary for Regional Administrators is 5.07% below the highest direct report level. Based on Daily Rate figures, the actual current salary ranges are between -15.90% and -16.74% below the highest level direct report.



**D. Restructure or Re-level as Necessary**

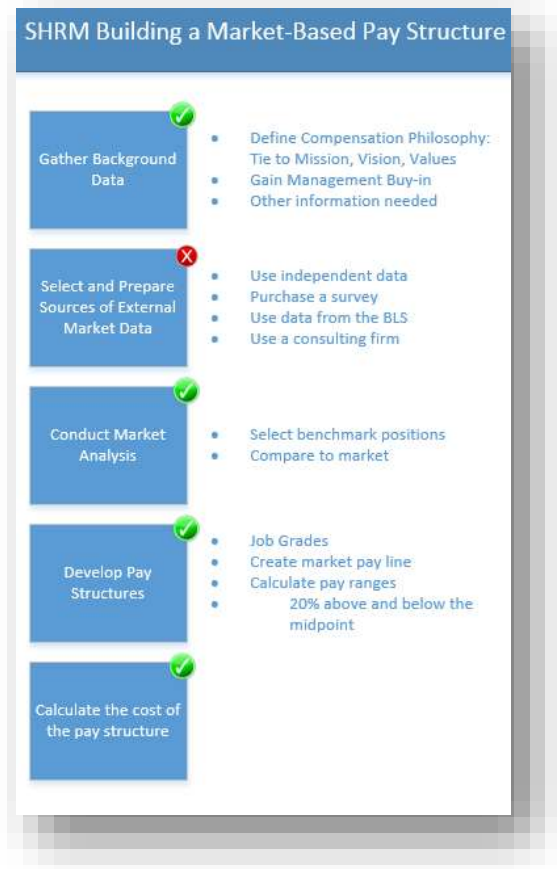
**Gather Background Data**

**Best Practices**

SHRM states that, to ensure success of the project and complete support from the top down, the project needs a plan that explains why the system is being built, what is to be built, how all the pieces fit together and what the expected end result is.

**Status - Met**

The District's *Classification & Compensation Practices and Philosophy: Guidelines, Processes, & Procedures for Job Family Studies* outlines the entire Salary Restructure Plan including leadership contacts, timelines, purpose, and the use of interviews and forms to assess the alignment of the positions being studied.



**Select and Prepare Sources of External Market Data**

**Best Practices**

SHRM recommends that multiple sources of information be used to benchmark compensation data. It also recommends that, if data is not easily accessible for a specific position, industry or region, an independent third party should be used to collect and summarize the data.

**Status - Not Met**

The District did not use an objective means of identifying comparable organizations from which to benchmark its compensation structure. The selection criteria for the comparable districts are local recruiting area (Oregon/Washington) and K-12 public school districts.

Additionally, criteria did not contain diversity distribution, special needs population, enrollment, urban location, or other factors, nor was the National Center for Education Statistics (NCES) Public School District Finance Peer Search utilized to identify comparable school districts.



### Recommendation #3

**Lacking sufficient comparable data, Portland Public Schools should ensure sufficient resources to procure independent third-party compensation data to be used in the review of its compensation structure.**

#### ***Conduct Market Analysis***

##### **Best Practices:**

An organization should benchmark positions that are fairly common across organizations and industries in order to compare general levels of responsibility rather than granular detail. In addition, it is recommended that job descriptions are used to match similar jobs rather than job titles. To analyze for market comparability, the organization first uses comparable data to identify if any of the benchmarked positions are 20% above or below the market median in order to identify significant outliers.

##### **Status - Met**

Despite the lack of a full complement of position descriptions, the data indicates that there were no significant outliers in comparing the PPS benchmarked positions and the market data. Objective evidence that this analysis occurred can be found in the “Historical Compensation Practices” document.

#### ***Develop Pay Structures***

##### **Best Practices:**

An assessment conducted by SHRM<sup>9</sup> found that the most common salary program designs included:

- a midpoint of 50% of pay, a minimum of 80% of midpoint and a maximum of 120% of midpoint (used by 61% of respondents),
- a wide salary structure approach characterized by fewer position grades and more extensive ranges than the traditional salary structure (18%),
- some form of broadbands (10%).

Additionally, more than half (56%) of organizations have two or more salary programs with employee group/job level as the primary differentiator between programs, followed by job family or function and geographic differentials.

SHRM also identified a strong correlation between job level and number of salary structures<sup>10</sup>. Single salary structures were the most common for executives while multiple salary structures were the most common for lower-

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<sup>9</sup> Assessing Salary Programs for Affordability, Competitiveness.

<sup>10</sup> Salary Range Structure Practices





level positions. For example, 58% of organizations have single structures for executives and 63% of organizations have multiple salary structures for hourly and nonexempt employees.

**Status - Meeting**

The District’s non-represented employee compensation structure currently operates under a broadband model. As mentioned previously, this approach has resulted in the grouping of positions that are dissimilar in job responsibilities, knowledge requirements, and skill levels.

The District is moving towards a comprehensive system that will base its classifications on detailed job analyses. The intent is to identify career hierarchies and promotional opportunities that are viewed as equitable, externally competitive, cost effective, and understandable.

**Salary Range**

**Best Practices:**

Market data should be used to calculate salary ranges with minimums and maximums. “Some organizations use the actual market positions of 25th percentile and 75th percentile as the minimum and maximum points for the ranges.<sup>11</sup>”

**Actual - Met**

The District employed the 75<sup>th</sup> percentile as the range maximum method of calculating a range for the employee population defined for this analysis.

HIGH SCHOOL PRINCIPAL	Annual	
	Minimum	Maximum
Seattle	\$123,839	\$129,472
Beaverton	\$121,968	\$127,050
Salem - Kaiser*	\$109,573	\$125,974
Evergreen	\$113,344	\$125,938
Tigard/Tualatin*	\$110,595	\$125,849 PPS PROPOSED
Lake Oswego*	\$119,419	\$125,838
David Douglas	\$119,115	\$125,113
West Linn / Wilsonville*	Flat Rate	\$124,864
Parkrose*	\$116,939	\$124,404
Vancouver	\$111,794	\$124,182
Canby*	\$114,172	\$124,100
North Clackamas*	\$109,103	\$123,895
Centennial	\$119,973	\$122,673
Hillsboro	\$110,894	\$121,829
Gresham - Barlow	\$109,881	\$121,317
Rayolds	\$111,500	\$120,720
Eugene*	\$90,839	\$115,936
Oregon City	\$94,980	\$115,447
18 agencies reporting data		
* Salaries include 5% Longevity PDR Payout @ 40/10/0/25		
Portland Public Schools	\$111,000	\$120,100
PPS PROPOSED 75TH PERCENTILE:		
Maximum Salary (10+ years experience)		\$125,849
Level 3 (7 - 9 years experience)		\$122,779
Level 2 (4 - 6 years experience)		\$119,785
Starting Salary (0-3 years experience)		\$116,803

**E. Prevent Future Compensation Inequities**

The analysis completed on the District’s past compensation realignment practices cannot determine if future compensation inequities will occur. However, current practices should identify potential inequities.

<sup>11</sup> SHRM: Building a Market-Based Pay Structure from Scratch







## 4. Central Office Positions

**Objective:** Review central office positions added or lost looking back seven years.

### Approach and Methodology

The Audit Committee requested a determination of the number of central office administrators by department (all sources of funding – grant, bond, general fund) added or lost looking back seven years using October 1 as a constant point-in-time.

To meet this objective, employment data for all central office employees including non-represented, licensed administrators, and teachers not located at a school or Columbia Regional (Wilcox) from 2009 to 2015 was requested from Human Resources, with the following fields required for each employee:

- Date
- ID
- Record Number
- Name
- Pay Status
- Category
- Position Title
- FTE
- Department ID
- Department Name
- Location ID
- Location

Employment data received included all positions that met the stated criteria, regardless of location. Numerous employees were located outside of the Blanchard Educational Service Center (BESC). All positions with a location other than BESC (i.e. Rice, Wilcox) were removed from the list- with one exception - athletics. The athletic department moved from a building location to the BESC during the specified time period and its location was kept intact for the analysis of positions added or lost. Additionally, all represented employees were removed from the list.

Over the specified timeframe, 84 unique department names were identified for the non-represented or licensed administrator staff reporting to the BESC. Departments were grouped into the following categories:

- Equity and Partnerships
- Facilities
- Office of School Modernization
- Accounting and Finance
- Executive
- Education Support
  - Curriculum
  - Education Services
  - Programs
- Athletics
- Policy and Measurement
- Communications
- Human Resources (HR)
- Information Technology (IT)
- Business Operations







Results

The following table illustrates the change in each department group from 2009 to 2015. As the table indicates, total central office positions were the same at the end of the period as at the beginning:

	2009	2010	2011	2012	2013	2014	2015	Personnel Change
Equity & Partnerships	2.0	1.0	2.8	7.1	7.1	10.8	20.0	18.0
Facilities	20.5	28.0	29.5	30.0	37.0	32.5	32.0	11.5
Office of School Modernization	7.0	9.2	8.0	7.5	8.0	13.8	12.9	5.9
Accounting/Finance	34.6	35.6	31.8	31.8	35.8	36.8	38.5	3.9
Executive	9.7	9.4	7.4	7.5	7.7	12.9	12.9	3.2
Athletics	2.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0
Policy and Measurement	20.1	19.8	15.5	12.4	13.3	15.8	19.6	-0.5
Communications	12.4	16.7	17.0	7.0	9.0	9.0	11.0	-1.4
Human Resources	42.0	33.0	35.8	28.7	29.8	38.0	37.8	-4.2
Information Technology	65.1	64.3	65.3	61.3	54.8	56.0	54.0	-11.1
Business Operations	65.4	60.3	58.0	50.6	52.1	51.8	53.6	-11.8
Education Support	103.4	81.3	75.8	75.6	77.3	89.2	89.6	-13.8
<b>Total</b>	<b>384</b>	<b>361</b>	<b>349</b>	<b>321</b>	<b>334</b>	<b>368</b>	<b>384</b>	<b>0</b>

Over the past seven years, the three department groups with the greatest increase in employee count are:

1. Equity and Partnerships
2. Facilities
3. Office of School Modernization

The three department groups with the greatest decrease in employee count are:

1. Education Support
2. Business Operations
3. Information Technology

The department changes are displayed graphically in the chart below, in both count and percentage of change.

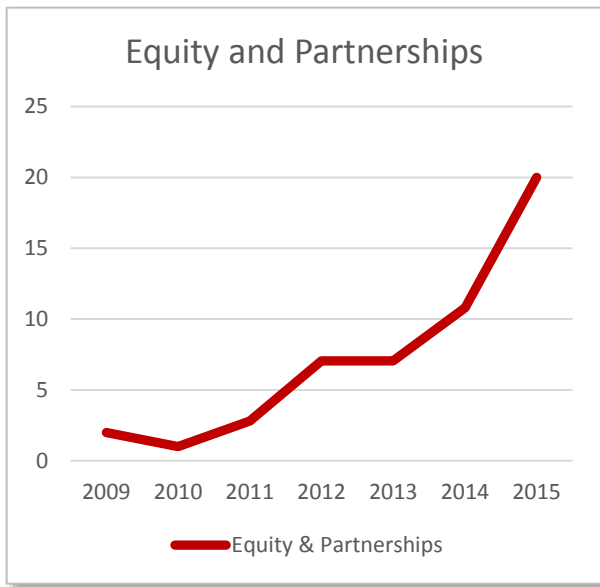
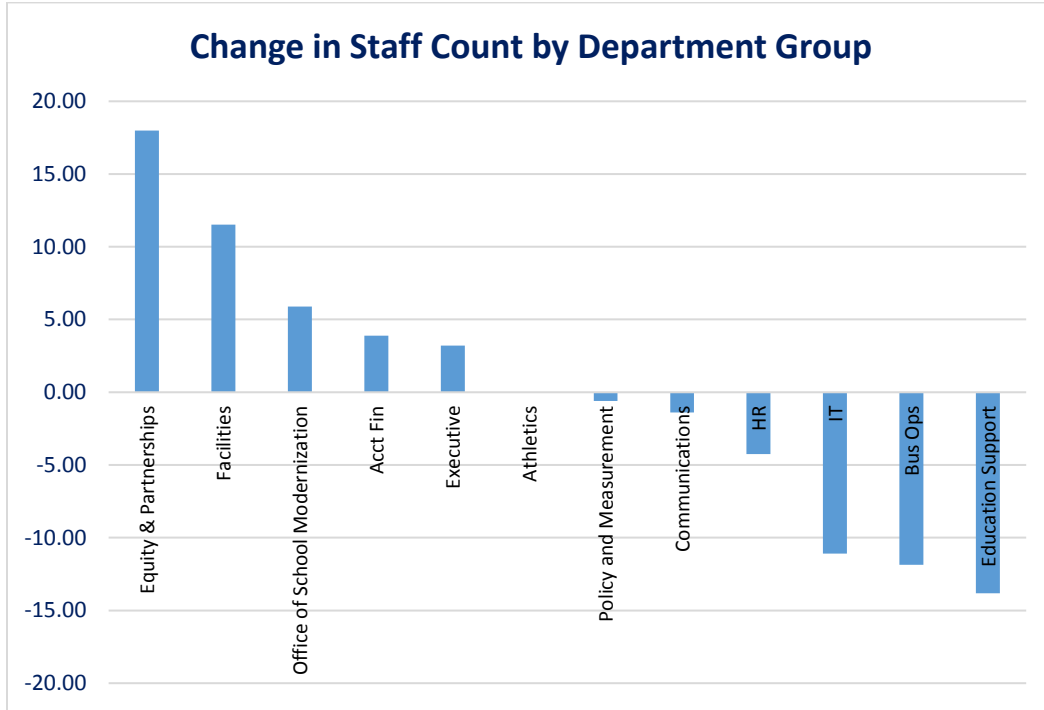
Department change is calculated as:

$$2015 \text{ Count} - 2009 \text{ Count}$$

Percentage of change is calculated as

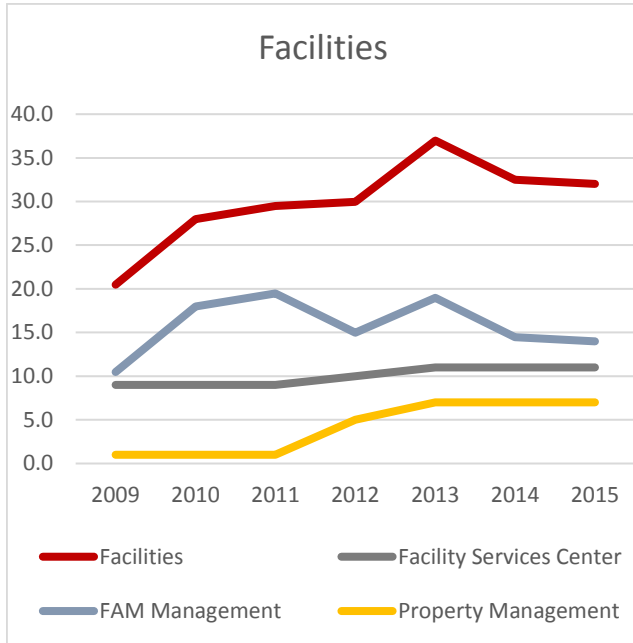
$$\frac{2015 \text{ Count} - 2009 \text{ Count}}{2009 \text{ Count}}$$





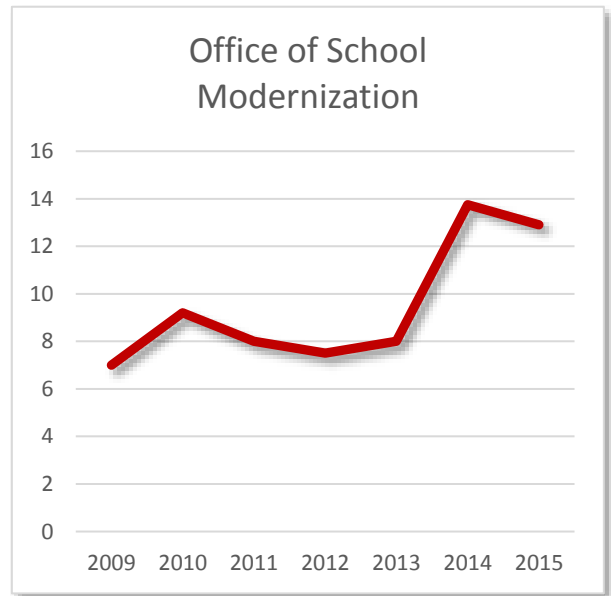
Equity and Partnerships has experienced the greatest increase in the number of central office employees between 2009 and 2015. The Department started with two employees in 2009, had one employee in 2010, and added 17 employees between 2011 and 2015, representing a 900% increase over the 2009 FTE count.

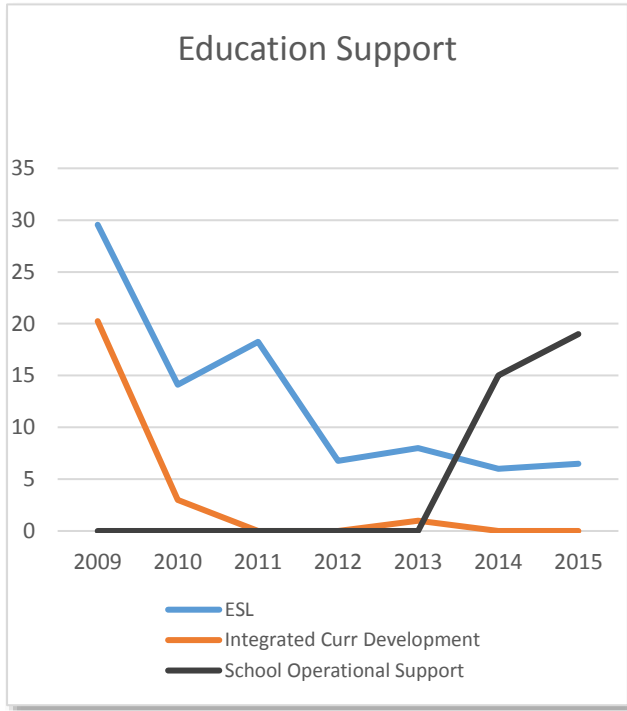




The Facilities Department group grew by a total of 11.5 FTE since 2009 to its current number of 32.0. Five of the positions are bond-funded.

The Office of School Modernization has grown from 7 FTE in 2009 to 12.9 FTE in 2015 supported by available bond funding.





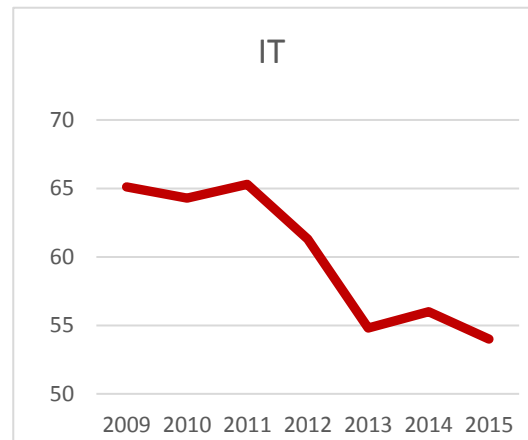
The Education Support group has 26 departments experiencing a total decrease of 13.8 FTE.

Departments within the group with the greatest losses:

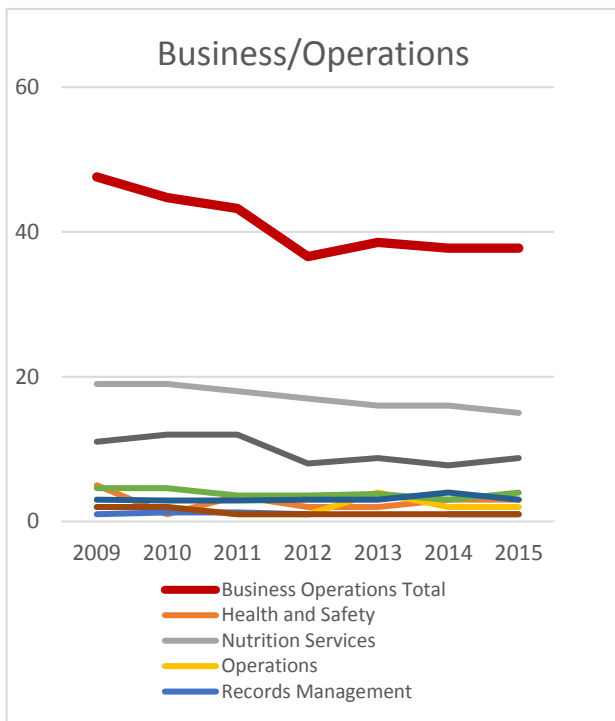
- ESL (-23)
- Integrated Curriculum Development (-20)

The department with the greatest increase:

- School Operational Support (+19)

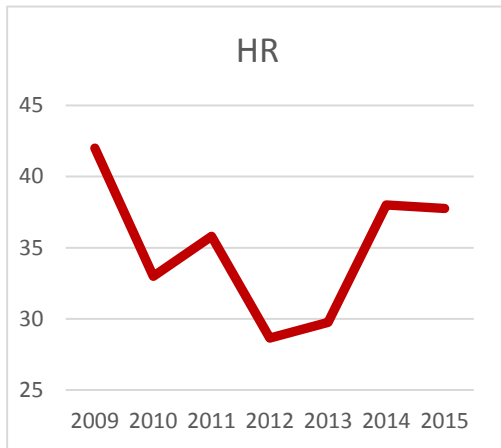


IT lost 11 FTE (65 to 54) over the specified timeframe.



The Business/Operations group includes eight departments. The largest change has been with Nutrition Services, which has lost four FTE since 2009 (19 FTE to 15).





The HR Department appears to have experienced the most volatile change of all District Departments having 42 FTE in 2009 and 29 in 2012 and recovering nine positions for an FTE count of 38 in 2015.





**Deputy General Counsel**

Median of Adjusted Max **\$163,929**  
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Classification</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>Oregon</b>							
1	100.0%	Port of Portland*	Assistant General Counsel	\$ 118,735	\$ 191,827	\$ 118,735	\$ 191,827
2	100.0%	Multnomah County*	Deputy County Attorney	111,711	178,737	111,711	178,737
3	100.0%	City of Portland*	Attorney, Chief Deputy City	118,927	170,255	118,927	170,255
4	100.0%	TriMet	Deputy General Counsel	88,270	163,929	88,270	163,929
5	100.0%	Clackamas County*	Deputy District Attorney, Sr.	116,389	157,125	116,389	157,125
6	100.0%	Washington County	Assistant County Counsel , Senior	122,396	148,735	122,396	148,735
7	100.0%	Metro	Legal Counsel I	91,887	130,519	91,887	130,519
*Includes PERS Pickup							

**PPS Actual  
\$122,525**

Median of Adjusted Max **\$153,157**  
 PPS Range **\$101,500 - \$132,000**

**National**

1	110.2%	Minneapolis, MN	Assistant General Counsel	\$ 90,288	\$ 153,490	\$ 99,497	\$ 169,146
2	92.3%	Seattle, WA	Deputy General Counsel	107,621	148,611	99,334	137,168

**PPS Actual  
\$122,525**

Note: For Information Purposes Only

**Deputy Chief Financial Officer**

Median of Adjusted Max **\$153,238**  
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Classification</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	100.0%	TriMet	Director, Budget and Grants	\$ 101,775	\$ 189,011	\$ 101,775	\$ 189,011	
2	100.0%	Port of Portland*	Finance Director	103,490	165,586	103,490	165,586	
3	100.0%	PCC*	Associate Vice President	110,495	160,218	110,495	160,218	
4	100.0%	Metro	Assistant Director	109,837	159,260	109,837	159,260	
5	100.0%	Multnomah County*	Deputy Director - Budget and Evaluation	95,773	153,238	95,773	153,238	
6	100.0%	City of Portland*	Controller	108,080	150,941	108,080	150,941	
7	100.0%	Clackamas County*	Assistant Director, Finance	100,541	135,730	100,541	135,730	<b>PPS Actual \$122,525</b>
8	100.0%	Beaverton	Administrator for Fiscal Services (1)	118,776	118,776	118,776	118,776	
9	100.0%	Washington County	Controller	93,282	113,356	93,282	113,356	
		*Includes PERS Pickup (1) No range available						

Median of Adjusted Max **\$151,042**  
 PPS Range **\$101,500 - \$132,000**

<b>National</b>								
1	117.4%	Atlanta, GA	Deputy Chief Financial Officer	\$ 122,245	\$ 168,087	\$ 143,516	\$ 197,334	
2	92.3%	Seattle, WA	Executive Director of Finance	120,016	165,734	110,775	152,972	
3	105.5%	Norfolk, VA	Senior Director - Accounting	84,312	141,337	88,949	149,111	<b>PPS Actual \$122,525</b>
4	122.4%	Baton Rouge, LA	Director for Finance	69,064	95,144	84,534	116,456	

Note: For Information Purposes Only



**Chief of Staff**

Median of Adjusted Max **\$118,494**  
 PPS Range **\$116,750 - \$151,750**

	<i>COLI</i>	<i>Location</i>	<i>Classification</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	106.3%	Salem Keizer*	Chief of Staff	\$ 94,819	\$ 119,977	\$ 100,810	\$ 127,557	<b>PPS Actual \$136,861</b>
2	100.0%	PCC*	Chief of Staff	75,470	109,431	75,470	109,431	
		*Includes PERS Pickup						

Median of Adjusted Max **\$180,512**  
 PPS Range **\$116,750 - \$151,750**

<b>National</b>								
1	92.3%	Seattle, WA	Deputy Superintendent	\$ 178,963	\$ 247,229	\$ 165,183	\$ 228,192	<b>PPS Actual \$136,861</b>
2	124.0%	Columbus, OH	Chief of Staff	141,196	145,574	175,083	180,512	
3	105.5%	Norfolk, VA	Chief of Staff	97,380	163,245	102,736	172,223	

Note: For Information Purposes Only

**Chief of Communications and Public Affairs**

Median of Adjusted Max **\$178,848**  
 PPS Range **\$116,750 - \$151,750**

	<i>COLI</i>	<i>Location</i>	<i>Classification</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>Oregon</b>							
1	100.0%	Port of Portland*	Chief Public Affairs Officer	\$ 161,037	\$ 281,816	\$ 161,037	\$ 281,816
2	100.0%	TriMet	Executive Director, Public Affairs	119,316	221,587	119,316	221,587
3	100.0%	Multnomah County*	Government Relations Director	122,881	196,611	122,881	196,611
4	100.0%	Metro	Policy Advisor II	132,898	192,714	132,898	192,714
5	100.0%	Clackamas County*	Public & Gov Affairs Dir	122,208	164,981	122,208	164,981
6	100.0%	Beaverton	Public Communications Officer (1)	129,908	129,908	129,908	129,908
7	106.3%	Salem Keizer*	Director, Community Relations and Communications	94,819	119,977	100,810	127,557
8	100.0%	Washington County	Public Affairs Officer	93,282	113,356	93,282	113,356

**PPS Actual**  
**\$136,861**

\*Includes PERS Pickup  
 (1) No range available

Median of Adjusted Max **\$139,969**  
 PPS Range **\$116,750 - \$151,750**

**National**

1	124.0%	Columbus, OH	Chief of Communications and External Affairs	\$ 130,865	\$ 141,196	\$ 162,273	\$ 175,083
2	127.0%	Indianapolis, IN	Chief Strategist	105,000	125,000	133,350	158,750
3	105.5%	Norfolk, VA	Senior Director, Communications and Media Relations	84,312	141,337	88,949	149,111
4	122.4%	Baton Rouge, LA	Chief of Communications and Public Relations	84,532	116,643	103,467	142,771
5	92.3%	Seattle, WA	Chief Engagement Officer	107,621	148,611	99,334	137,168
6	79.5%	Capistrano, CA	Asst Superintendent, Communications/Community Relations	116,393	163,778	92,532	130,204
7	85.6%	Santa Ana, CA	Chief Communications Officer	125,826	143,659	107,707	122,972
8	117.4%	Atlanta, GA	Communications and Public Engagement Manager	75,048	103,191	88,106	121,146

**PPS Actual**  
**\$136,861**

Note: For Information Purposes Only

**Senior Director - Facilities & Asset Management**

Median of Adjusted Max **\$137,595**  
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>Oregon</b>							
1	100.0%	TriMet	Executive Director, Maintenance Operations	\$ 110,233	\$ 204,719	\$ 110,233	\$ 204,719
2	100.0%	Port of Portland*	Business & Properties Director	103,490	165,586	103,490	165,586
3	100.0%	Multnomah County*	Facilities & Property Management Division Director	95,773	153,238	95,773	153,238
4	100.0%	Beaverton	Executive Administrator for Facilities (1)	138,846	138,846	138,846	138,846
5	100.0%	City of Portland*	Facilities Services Division Manager	100,627	136,345	100,627	136,345
6	100.0%	Washington County	Facilities Manager	105,540	128,245	105,540	128,245
7	100.0%	Clackamas County*	Facilities Manager	91,194	123,111	91,194	123,111
8	106.3%	Salem Keizer*	Manager, Maintenance & Construction Services	90,304	114,261	96,009	121,480
*Includes PERS Pickup (1) No range available							

**PPS Actual**  
**\$121,800**

Median of Adjusted Max **\$133,180**  
 PPS Range **\$101,500 - \$132,000**

<b>National</b>							
1	110.2%	Minneapolis, MN	Executive Director, Facilities	\$ 110,377	\$ 176,604	\$ 121,635	\$ 194,618
2	105.5%	Norfolk, VA	Senior Director, Facilities Management	84,312	141,337	88,949	149,111
3	124.0%	Columbus, OH	Director, Building and Grounds	98,617	118,029	122,285	146,356
4	85.6%	Santa Ana, CA	Director of Building Services	149,219	167,079	127,731	143,020
5	92.3%	Seattle, WA	Executive Director of Facilities	104,478	144,290	96,433	133,180
6	110.2%	Indianapolis, IN	Director of Facilities Management	91,000	118,000	100,282	130,036
7	122.4%	Baton Rouge, LA	Administrative Director of Facilities	71,473	103,593	87,483	126,798
8	117.4%	Atlanta, GA	Manager - Maintenance & Operations	75,048	103,191	88,106	121,146
9	79.5%	Capistrano, CA	Director III, Facilities	95,529	134,418	75,946	106,862

**PPS Actual**  
**\$121,800**

Note: For Information Purposes Only

**Senior Director - Special Education**  
**Senior Director - Columbia Regional Program**

Median of Adjusted Max \$ 128,326  
 PPS Range \$101,500 - \$132,000

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	106.32%	Salem Keizer*	Director, Student Services	\$ 109,764	\$ 138,887	\$ 116,699	\$ 147,661	<b>PPS Actual</b> <b>\$122,525 - SPED</b> <b>\$115,558 - CRP</b>
2	100.0%	Beaverton	Assistant Administrator for Special Education (1)	\$ 108,990	\$ 108,990	\$ 108,990	\$ 108,990	
		*Includes PERS Pickup						
		(1) No range available						

Median of Adjusted Max \$ 143,643  
 PPS Range \$101,500 - \$132,000

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>National</b>								
1	110.2%	Minneapolis, MN	Executive Director, Special Education and Health	\$ 90,288	\$ 153,490	\$ 99,497	\$ 169,146	<b>PPS Actual</b> <b>\$122,525 - SPED</b> <b>\$115,558 - CRP</b>
2	124.0%	Columbus, OH	Executive Director, Office of Special Education	101,748	121,785	126,168	151,013	
3	127.0%	Indianapolis, IN	Director of Special Education	91,000	118,000	115,570	149,860	
4	92.3%	Seattle, WA	Executive Director, Special Education	112,694	155,626	104,017	143,643	
5	85.6%	Santa Ana, CA	Director, Special Education	140,414	158,052	120,194	135,293	
6	122.4%	Baton Rouge, LA	Executive Director, Special Education	71,473	103,593	87,483	126,798	
7	79.5%	Capistrano, CA	Director IV, Early Childhood Programs	97,917	137,781	77,844	109,536	

Note: For Information Purposes Only

**Senior Director - Dual Language Programs**

Median of Adjusted Max **\$136,973**  
 PPS Range **\$101,500 - \$132,000**

**Oregon**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
1	106.3%	Salem Keizer*	Director, Instructional Services	\$ 109,764	\$ 138,887	\$ 116,699	\$ 147,661	
2	100.0%	Beaverton	Administrator for ELL and Bilingual Programs (1)	126,284	126,284	126,284	126,284	<b>PPS Actual \$118,755</b>
		*Includes PERS Pickup						
		(1) No range available						

Median of Adjusted Max **\$125,154**  
 PPS Range **\$101,500 - \$132,000**

**National**

1	110.2%	Minneapolis, MN	Executive Director, ESL / Bilingual Programming	\$ 90,288	\$ 153,490	\$ 99,497	\$ 169,146	
2	92.3%	Seattle, WA	Director, ELL and International Programs	98,189	135,595	90,628	125,154	<b>PPS Actual \$118,755</b>
3	79.5%	Capistrano, CA	Director III, English Learner & Support Programs	95,529	134,418	75,946	106,862	

Note: For Information Purposes Only

**Senior Director-ESL**

Median of Adjusted Max **\$120,991**  
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	100.0%	Beaverton	Administrator for ELL and Bilingual Programs (1)	\$ 126,284	\$ 126,284	\$ 126,284	\$ 126,284	<b>PPS Actual \$115,710</b>
2	106.3%	Salem Keizer*	Coordinator, Student Services/Special Education	86,004	108,822	91,438	115,697	
*Includes PERS Pickup (1) No range available								

Median of Adjusted Max **\$130,223**  
 PPS Range **\$101,500 - \$132,000**

<b>National</b>								
1	110.2%	Minneapolis, MN	Executive Director - Educational Cultural Services	\$ 83,215	\$ 141,465	\$ 91,703	\$ 155,894	<b>PPS Actual \$115,710</b>
2	124.0%	Columbus, OH	Director, ESL	98,617	118,029	122,285	146,356	
3	85.6%	Santa Ana, CA	Director of English Learner Services	140,414	158,052	120,194	135,293	
4	92.3%	Seattle, WA	Director, ELL and International Programs	98,189	135,595	90,628	125,154	
5	117.4%	Atlanta, GA	Senior Program Manager	75,048	103,191	88,106	121,146	
6	79.5%	Capistrano, CA	Director III, English Learner & Support Programs	95,529	134,418	75,946	106,862	

Note: For Information Purposes Only

**Senior Director - Funded Programs**

Median of Adjusted Max **N/A**  
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	106.3%	Salem Keizer*	Coordinator, Federal Programs	\$ 90,304	\$ 114,261	\$ 96,009	\$ 121,480	<b>PPS Actual \$115,710</b>
		*Includes PERS Pickup						

Median of Adjusted Max **\$132,100**  
 PPS Range **\$101,500 - \$132,000**

<b>National</b>								
1	127.0%	Oklahoma City, OK	Executive Director of Federal Programs	\$ 87,000	\$ 118,000	\$ 110,490	\$ 149,860	
2	127.0%	Indianapolis, IN	Director of Federal and Special Programs	91,000	118,000	115,570	149,860	
2	92.3%	Seattle, WA	Executive Director School Improvement Grants	107,619	148,616	99,332	137,173	
3	79.5%	Capistrano, CA	Executive Director, State and Federal Programs	113,554	159,783	90,275	127,027	
4	122.4%	Baton Rouge, LA	Admin Dir of Federal Programs	71,473	103,593	87,483	126,798	<b>PPS Actual \$115,710</b>
6	105.5%	Norfolk, VA	Senior Coordinator, Program/Finance Manager	62,915	105,468	66,375	111,269	

Note: For Information Purposes Only

**Senior Director - Instruction and Curriculum Assessment**

Median of Adjusted Max **\$ 118,236**  
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	100.0%	Beaverton	Administrator for Curriculum, Instruction & Assessment (1)	\$ 126,284	\$ 126,284	\$ 126,284	\$ 126,284	<b>PPS Actual \$115,518</b>
2	106.3%	Salem Keizer*	Coordinator, Testing and Evaluation	81,907	103,640	87,082	110,188	
*Includes PERS Pickup (1) No range available								

Median of Adjusted Max **\$ 149,860**  
 PPS Range **\$101,500 - \$132,000**

<b>National</b>								
1	105.5%	Norfolk, VA	Executive Director, Curriculum and Instruction	\$ 88,529	\$ 148,404	\$ 93,398	\$ 156,566	<b>PPS Actual \$115,518</b>
2	127.0%	Oklahoma City, OK	Executive Director of Curriculum and Instruction	\$ 87,000	\$ 118,800	\$ 110,490	\$ 150,876	
3	127.0%	Indianapolis, IN	Sr. Director - Instruction Curriculum Assessment	91,000	118,000	115,570	149,860	
4	92.3%	Seattle, WA	Executive Director of Curriculum and Instructional Support	112,694	155,626	104,017	143,643	
5	79.5%	Capistrano, CA	Director V, Assessment, Research, & Accountability	100,365	141,224	79,790	112,273	

Note: For Information Purposes Only



**Senior Director - Office of Equity and Partnerships**

Median of Adjusted Max **\$131,702**  
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>		
<b>Oregon</b>									
1	100.0%	Multnomah County*	Chief Officer, Diversity and Equity	\$ 111,711	\$ 178,737	\$ 111,711	\$ 178,737		
2	100.0%	City of Portland*	Equity and Human Rights Director	118,927	170,255	118,927	170,255		
3	100.0%	PCC*	Office of Equity and Inclusion Director	91,319	132,410	91,319	132,410		
4	100.0%	TriMet	Director, Diversity and Transit Equity	78,597	130,995	78,597	130,995		
5	100.0%	Port of Portland*	Social Equity Program Manager	78,989	123,450	78,989	123,450		
6	100.0%	Beaverton	Administrator for Equity & Inclusion (1)	112,109	112,109	112,109	112,109	<b>PPS Actual \$114,172</b>	
7	100.0%	MHCC	Officer for Access, Diversity, and Equity (2)						
		*Includes PERS Pickup							
		(1) No range available							
		(2) No salary information available							

Median of Adjusted Max **\$132,535**  
 PPS Range **\$101,500 - \$132,000**

<b>National</b>								
1	110.2%	Minneapolis, MN	Executive Director, Educational and Cultural Services	\$ 83,215	\$ 141,465	\$ 91,703	\$ 155,894	<b>PPS Actual \$114,172</b>
2	92.3%	Seattle, WA	Director, School/Family Partnerships & Equity/Race Relations	85,670	118,284	79,073	109,176	

Note: For Information Purposes Only

**Senior Director - Accounting and Payroll Services**

Position was eliminated in FY 2015/16

**Senior Director - System Planning and Performance**

Median of Adjusted Max \$ 157,614  
 PPS Range \$101,500 - \$132,000

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	100.0%	Port of Portland*	Business Systems Manager III	\$ 103,490	\$ 165,586	\$ 103,490	\$ 165,586	<b>PPS Actual \$115,710</b>
2	100.0%	Clackamas County*	Strategic Policy Administrator	110,846	149,642	\$ 110,846	\$ 149,642	
*Includes PERS Pickup								

Median of Adjusted Max \$ 146,356  
 PPS Range \$101,500 - \$132,000

<b>National</b>								
1	110.2%	Minneapolis, MN	Executive Director, Research, Evaluation, and Assessment	\$ 90,288	\$ 153,490	\$ 99,497	\$ 169,146	<b>PPS Actual \$115,710</b>
2	105.5%	Norfolk, VA	Executive Director, Assessment, Research, and Accountability	88,529	148,404	93,398	156,566	
3	85.6%	Santa Ana, CA	Executive Director of Research and Evaluation	159,397	177,771	136,444	152,172	
4	124.0%	Columbus, OH	Director, Testing and Program Evaluation	98,617	118,029	122,285	146,356	
5	92.3%	Seattle, WA	Director/Executive Director, Strategic Planning and System Improvement	112,694	155,626	104,017	143,643	
6	122.4%	Baton Rouge, LA	Chief Officer for Accountability, Assessment and Evaluation	84,532	116,643	103,467	142,771	
7	117.4%	Atlanta, GA	Reporting and Compliance Coordinator	75,048	103,191	88,106	121,146	

Note: For Information Purposes Only

**Senior Director - Employee and Labor Relations**

Median of Adjusted Max \$ 136,930  
 PPS Range \$101,500 - \$132,000

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	100.0%	TriMet	Director, Labor Relations	\$ 79,704	\$ 148,022	\$ 79,704	\$ 148,022	
2	100.0%	Port of Portland*	Labor Relations Manager	90,408	142,731	90,408	142,731	
3	106.3%	Salem Keizer*	Director, Employee Relations	104,537	132,274	111,142	140,631	
4	100.0%	City of Portland*	Labor/Employee Relations Manager	93,572	138,131	93,572	138,131	
5	100.0%	Clackamas County*	Employee Services Assistant Director	100,541	135,730	100,541	135,730	
6	100.0%	PCC*	Employee & Labor Relations Manager	91,319	132,410	91,319	132,410	
7	100.0%	Metro	Employee Relations and Training Manager	91,887	130,519	91,887	130,519	
8	100.0%	Washington County	Human Resources Analyst, Principal	90,963	110,594	90,963	110,594	<b>PPS Actual \$118,500</b>
*Includes PERS Pickup								

Median of Adjusted Max \$ 146,805  
 PPS Range \$101,500 - \$132,000

<b>National</b>								
1	110.2%	Minneapolis, MN	Director, Employee Relations	\$ 83,215	\$ 141,465	\$ 91,703	\$ 155,894	
2	117.4%	Atlanta, GA	Employee Relations Director	91,221	125,429	107,093	147,254	
3	124.0%	Columbus, OH	Director, Employee Relations	98,617	118,029	122,285	146,356	
4	92.3%	Seattle, WA	Director, Labor and Employee Relations	98,189	135,595	90,628	125,154	<b>PPS Actual \$118,500</b>

Note: For Information Purposes Only

**Senior Manager - Labor Relations**

Median of Adjusted Max **\$ 118,627**  
 PPS Range **\$71,867 - \$97,363**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	100.0%	Port of Portland*	Labor Relations Manager	\$ 90,408	\$ 142,731	\$ 90,408	\$ 142,731	
2	100.0%	City of Portland*	Labor Employee Relations Manager	93,572	138,131	93,572	138,131	
3	100.0%	Metro	Labor Relations Program Manager	83,538	118,649	83,538	118,649	
4	100.0%	Multnomah County*	Manager Senior	79,069	118,604	79,069	118,604	
5	100.0%	Washington County	Human Resources Analyst, Senior	74,706	90,768	74,706	90,768	
6	100.0%	MHCC	Senior Labor Relations & Affirmative Action Officer	60,842	77,071	60,842	77,071	<b>PPS Actual \$86,600</b>
*Includes PERS Pickup								

Median of Adjusted Max **\$ 112,490**  
 PPS Range **\$71,867 - \$97,363**

<b>National</b>								
1	117.4%	Atlanta, GA	Assistant Director, Employee Relations	\$ 75,048	\$ 103,191	\$ 88,106	\$ 121,146	
2	110.2%	Minneapolis, MN	Employee Relations Associate, Senior	60,046	102,078	66,171	112,490	
3	92.3%	Seattle, WA	Manager Human Resources (Labor/Employee Relations)	78,266	108,096	72,240	99,773	<b>PPS Actual \$86,600</b>

Note: For Information Purposes Only

**Senior Director - Schools**

Median of Adjusted Max \$ 143,254  
 PPS Range \$101,500 - \$132,000

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	106.3%	Salem Keizer*	Director, Schools (ES, MS, HS)	\$ 109,764	\$ 138,887	\$ 116,699	\$ 147,661	
2	100.0%	Beaverton	Executive Administrator.	133,846	138,846	133,846	138,846	<b>PPS Actual \$128,211</b>
		*Includes PERS Pickup						

Median of Adjusted Max \$ 147,907  
 PPS Range \$101,500 - \$132,000

<b>National</b>								
1	124.0%	Columbus, OH	Executive Director, School Leadership (1)	\$ 130,865	\$ 130,865	\$ 162,273	\$ 162,273	
2	105.5%	Norfolk, VA	Executive Director, Curriculum and Instruction	88,529	148,404	93,398	156,566	
3	85.6%	Santa Ana, CA	Executive Director Elementary, Secondary	159,397	177,771	136,444	152,172	
4	92.3%	Seattle, WA	Executive Director of P-12 Schools	112,694	155,626	104,017	143,643	<b>PPS Actual \$128,211</b>
5	79.5%	Capistrano, CA	Executive Director, Curriculum and Instruction	113,554	159,783	90,275	127,027	
6	122.4%	Baton Rouge, LA	Executive Director - School Leadership	71,473	103,593	87,483	126,798	
		(1) No range available						

Note: For Information Purposes Only

**Senior Director - Nutrition Services**

Median of Adjusted Max **N/A**  
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	100.0%	Beaverton	Administrator for Nutrition Services (1)	118,776	118,776	118,776	118,776	<b>PPS Actual \$109,417</b>
		*Includes PERS Pickup (1) No range available						

Median of Adjusted Max **\$ 128,778**  
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>National</b>								
1	127.0%	Indianapolis, IN	Director of School Nutrition	\$ 91,000	\$ 118,000	\$ 115,570	\$ 149,860	<b>PPS Actual \$109,417</b>
2	105.5%	Norfolk, VA	Senior Director, School Nutrition Services	84,312	141,337	88,949	149,111	
3	124.0%	Columbus, OH	Director, Food Service	98,617	118,029	122,285	146,356	
4	85.6%	Santa Ana, CA	Director of Food Services	134,978	152,755	115,541	130,758	
5	122.4%	Baton Rouge, LA	Administrative Director, Child Nutrition Program	71,473	103,593	87,483	126,798	
6	117.4%	Atlanta, GA	Nutrition Manager	75,048	103,191	88,106	121,146	
7	92.3%	Seattle, WA	Director of Nutrition Services	83,174	114,839	76,770	105,996	
8	79.5%	Capistrano, CA	Director II, Food & Nutrition Services	90,926	127,941	72,286	101,713	

Note: For Information Purposes Only

**Assistant Director - Nutrition Services**

Median of Adjusted Max \$ **99,667**  
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>National</b>							
1	85.6%	Santa Ana, CA	Asst. Director of Food Services	\$ 124,259	\$ 141,911	\$ 106,366	\$ 121,476
2	117.4%	Atlanta, GA	Regional Nutrition Compliance Specialist	59,058	84,895	69,334	99,667
3	92.3%	Seattle, WA	Manager of Nutrition Services (Operations)	62,747	86,619	57,915	79,949

**PPS Actual**  
**\$95,874**

Note: For Information Purposes Only



**Program Director - Early Response System**

Average of Adjusted Max    **N/A**  
 PPS Range    **\$82,586 - \$113,858**

	<i>CPI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>National</b>								
1	79.5%	Capistrano, CA	Executive Director, Student Intervention and Support Services	\$ 113,554	\$ 159,783	\$ 90,275	\$ 127,027	<b>PPS Actual \$107,224</b>

Note: For Information Purposes Only

**Senior Director-Transportation Services**

Median of Adjusted Max **\$ 120,128**  
 PPS Range **\$101,500 - \$132,000**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	106.3%	Salem Keizer*	Director, Transportation	\$ 90,304	\$ 114,261	\$ 96,009	\$ 121,480	<b>PPS Actual \$103,835</b>
2	100.0%	Beaverton	Administrator for Transportation (1)	118,776	118,776	118,776	118,776	
*Includes PERS Pickup (1) No range available								

Median of Adjusted Max **\$ 123,972**  
 PPS Range **\$101,500 - \$132,000**

<b>National</b>								
1	127.0%	Indianapolis, IN	Transportation Director	\$ 91,000	\$ 118,000	\$ 115,570	\$ 149,860	<b>PPS Actual \$103,835</b>
2	105.5%	Norfolk, VA	Director, Transportation	76,473	128,196	80,679	135,247	
3	122.4%	Baton Rouge, LA	Administrative Director of Transportation	71,473	103,593	87,483	126,798	
4	117.4%	Atlanta, GA	Operations Manager of Transportation	75,048	103,191	88,106	121,146	
5	79.5%	Capistrano, CA	Director IV, Transportation	97,917	137,781	77,844	109,536	
6	92.3%	Seattle, WA	Transportation Manager	78,266	108,096	72,240	99,773	

Note: For Information Purposes Only

**Director - Enrollment and Transfer**

Median of Adjusted Max \$ 117,957  
 PPS Range \$82,586 - \$113,858

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>National</b>							
1	92.3%	Seattle, WA	Director Enrollment & Planning Services	\$ 98,188	\$ 135,594	\$ 90,628	\$ 125,153
2	79.5%	Capistrano, CA	Executive Director, Safety and Student Services	105,446	148,373	83,830	117,957
3	122.4%	Baton Rouge, LA	Director of Child Welfare & Attendance	69,064	95,144	84,534	116,456
4	127.0%	Indianapolis, IN	Enrollment & Options Officer (1)				
(1) No Salary Information available							
							<b>PPS Actual \$107,224</b>

Note: For Information Purposes Only

**Director - Student Services**

Median of Adjusted Max **\$ 143,254**  
 PPS Range **\$112,658 - \$121,320**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	106.3%	Salem Keizer*	Director, Student Services	\$ 109,764	\$ 138,887	\$ 116,699	\$ 147,661	
2	100.0%	Beaverton	Executive Administrator for Student Services (1)	138,846	138,846	138,846	138,846	<b>PPS Actual \$115,475</b>
		*Includes PERS Pickup						
		(1) No range available						

Median of Adjusted Max **\$ 149,485**  
 PPS Range **\$82,586 - \$113,858**

<b>National</b>								
1	117.4%	Atlanta, GA	Assistant Superintendent of Student Services	\$ 110,880	\$ 152,460	\$ 130,173	\$ 178,988	
2	127.0%	Oklahoma City, OK	Executive Director	87,000	118,800	110,490	150,876	
3	127.0%	Indianapolis, IN	Director-Student Services	91,000	118,000	115,570	149,860	
4	105.5%	Norfolk, VA	Senior Director, Student Support Services	84,312	141,337	88,949	149,111	
5	122.4%	Baton Rouge, LA	Chief Officer for Student Support Services	84,532	116,643	103,467	142,771	
6	79.5%	Capistrano, CA	Executive Director, Safety and Student Services	105,446	148,373	83,830	117,957	<b>PPS Actual \$115,475</b>

Note: For Information Purposes Only

**Director - Benefits**

Median of Adjusted Max **\$ 128,091**  
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	100.0%	Port of Portland*	Human Resources Manager II	\$ 90,408	\$ 142,731	\$ 90,408	\$ 142,731	
2	100.0%	PCC*	Human Resources Manager II	91,319	132,410	91,319	132,410	
3	100.0%	TriMet	Senior Manager, Benefits & HRIS	78,597	130,995	78,597	130,995	
4	100.0%	Metro	Benefits Manager	91,887	130,519	91,887	130,519	
5	100.0%	Multnomah County*	Division Director 1	85,395	128,091	85,395	128,091	
6	100.0%	City of Portland*	Benefits Manager	93,572	124,616	93,572	124,616	
7	100.0%	Clackamas County*	Benefits Manager	91,194	123,111	91,194	123,111	
8	106.3%	Salem Keizer*	Employee Programs and Benefits Coordinator	81,907	103,640	87,082	110,188	<b>PPS Actual \$103,301</b>
9	100.0%	Washington County	Benefits Supervisor	84,515	102,700	84,515	102,700	

\*Includes PERS Pickup

Median of Adjusted Max **\$ 119,753**  
 PPS Range **\$82,586 - \$113,858**

**National**

1	117.4%	Atlanta, GA	Director of Compensation & Leave	91,221	125,429	107,093	147,254	<b>PPS Actual \$103,301</b>
2	85.6%	Santa Ana, CA	Employee Benefits Manager	89,953	107,772	77,000	92,253	

Note: For Information Purposes Only

**Assistant Director - ESL**

Median of Adjusted Max **N/A**  
 PPS Range **\$106,513 - \$114,703**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
National								
1	117.4%	Atlanta, GA	ESOL Program Specialist	\$ 59,058	\$ 84,895	\$ 69,334	\$ 99,667	PPS Actual <b>\$106,513</b>

Note: For Information Purposes Only

**Assistant Director - Dual Language Program**

Median of Adjusted Max **\$ 108,990**  
 PPS Range **\$106,513 - \$114,703**

	<i>CPI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	106.3%	Salem Keizer*	Coordinator, Curriculum & Instr. Spec Projects	82,420	104,288	87,627	110,877	
2	100.0%	Beaverton	Director for ELL Services (1)	\$ 108,990	\$ 108,990	\$ 108,990	\$ 108,990	<b>PPS Actual \$106,513</b>
		*Includes PERS Pickup (1) No range available						

Median of Adjusted Max **N/A**  
 PPS Range **\$82,586 - \$113,858**

<b>National</b>								
1	122.4%	Baton Rouge, LA	Coordinator of Special Support Programs	\$ 84,532	\$ 116,643	\$ 103,467	\$ 142,771	<b>PPS Actual \$106,513</b>

Note: For Information Purposes Only

**Senior Manager - MIS**

Median of Adjusted Max \$ **132,410**  
 PPS Range **\$70,867 - \$97,363**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>Oregon</b>							
1	100.0%	Multnomah County*	IT Manager 2	\$ 95,773	\$ 153,238	\$ 95,773	\$ 153,238
2	100.0%	TriMet	Manager, Information Security	87,298	150,982	87,298	150,982
3	100.0%	Port of Portland*	IT Manager	90,408	142,731	90,408	142,731
4	100.0%	City of Portland*	Information Systems Manager, Sr.- General	100,627	136,345	100,627	136,345
5	100.0%	Clackamas County*	Information Services Manager	100,541	135,730	100,541	135,730
6	100.0%	PCC*	Technology Solution Services Division Manager	91,319	132,410	91,319	132,410
7	106.3%	Salem Keizer*	Manager, Technology & Information Services	90,304	114,261	96,009	121,480
8	100.0%	Metro	Applications Manager	83,538	118,649	83,538	118,649
9	100.0%	Beaverton	Administrator for Technology Services (1)	108,990	108,990	108,990	108,990
10	100.0%	Washington County	Information Technology Project Manager	88,814	107,911	88,814	107,911
11	100.0%	MHCC	Manager, IT Client Services	66,317	106,420	66,317	106,420

**PPS Actual**  
**\$89,890**

\*Includes PERS Pickup  
 (1) No range available

Median of Adjusted Max \$ **113,558**  
 PPS Range **\$70,867 - \$97,363**

**National**

1	110.2%	Minneapolis, MN	Director, HRIS	\$ 76,696	\$ 130,383	\$ 84,519	\$ 143,682
2	92.3%	Seattle, WA	IT Manager - Senior	95,326	131,643	87,986	121,507
3	117.4%	Atlanta, GA	Information Systems Manager	75,048	103,191	88,106	121,146
4	105.5%	Norfolk, VA	Student Information Systems Manager (SIMS)	59,918	100,446	63,213	105,971
5	122.4%	Baton Rouge	Systems Manager, Employee Data Systems	57,218	85,338	70,035	104,454
6	79.5%	Capistrano, CA	Manager V, Information Systems	80,365	113,081	63,890	89,899

**PPS Actual**  
**\$89,890**

Note: For Information Purposes Only



**Program Director - Technical Operations**

Median of Adjusted Max **\$ 113,820**  
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>Oregon</b>							
1	100.0%	TriMet	Director, Business Programs	\$ 79,704	\$ 148,022	\$ 79,704	\$ 148,022
2	100.0%	Metro	Technical Services Manager	83,538	118,649	83,538	118,649
3	100.0%	Washington County	Technical Services Manager	100,290	121,862	100,290	121,862
4	100.0%	Beaverton	Administrator for Technology Services (1)	108,990	108,990	108,990	108,990
5	100.0%	City of Portland*	Technical Operations Supervisor	73,442	98,048	73,442	98,048
6	100.0%	Port of Portland*	Technical Support Manager	61,459	94,181	61,459	94,181
*Includes PERS Pickup (1) No range available							

**PPS Actual  
\$95,874**

Median of Adjusted Max **\$ 121,146**  
 PPS Range **\$82,586 - \$113,858**

<b>National</b>							
1	110.2%	Minneapolis, MN	Director, Instructional Technology Services	\$ 83,215	\$ 141,465	\$ 91,703	\$ 155,894
2	92.3%	Seattle, WA	Director of Technology Infrastructure	107,621	148,610	99,334	137,167
3	85.6%	Santa Ana, CA	Asst. Director of Informational Technology	131,290	149,011	112,384	127,553
4	117.4%	Atlanta, GA	IT Systems Manager	75,048	103,191	88,106	121,146
5	79.5%	Capistrano, CA	Director IV, Technical Services	97,917	137,781	77,844	109,536
6	122.4%	Baton Rouge, LA	Project Mgr of Technology Projects & Operations	57,218	85,338	70,035	104,454
7	105.5%	Norfolk, VA	District Technical Support Supervisor	57,065	95,663	60,204	100,924

**PPS Actual  
\$95,874**

Note: For Information Purposes Only

**Director - Capital Projects**

Median of Adjusted Max **\$ 121,480**  
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	100.0%	Multnomah County*	Strategic Capital Planning Director	\$ 95,773	\$ 153,238	\$ 95,773	\$ 153,238	
2	100.0%	Port of Portland*	Planning Development Program Manager	90,408	142,731	90,408	142,731	
3	100.0%	Clackamas County*	Planning Director	100,541	135,730	100,541	135,730	
4	106.3%	Salem Keizer*	Manager, Maintenance & Construction Services	90,304	114,261	96,009	121,480	
5	100.0%	Beaverton	Administrator for Facilities Development (1)	119,991	119,991	119,991	119,991	
6	100.0%	City of Portland*	Capital Project Control Manager	87,024	115,907	87,024	115,907	
7	100.0%	Washington County	Capital Improvement Project Manager, Senior	80,451	97,750	80,451	97,750	<b>PPS Actual \$95,974</b>
		*Includes PERS Pickup						
		(1) No range available						

Median of Adjusted Max **\$ 140,093**  
 PPS Range **\$82,586 - \$113,858**

<b>National</b>								
1	124.0%	Columbus, OH	Director Capital Improvements	\$ 98,617	\$ 118,029	\$ 122,285	\$ 146,356	
2	85.6%	Santa Ana, CA	Director of Construction	149,219	167,079	127,731	143,020	
3	92.3%	Seattle, WA	Director of Capital Projects and Planning	107,621	148,610	99,334	137,167	
4	79.5%	Capistrano, CA	Director III, Facilities	95,529	134,418	75,946	106,862	<b>PPS Actual \$95,974</b>

Note: For Information Purposes Only

**Network Administrator - Senior**

Median of Adjusted Max **\$ 106,420**  
 PPS Range **\$75,344 - \$100,012**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>Oregon</b>							
1	100.0%	Multnomah County*	IT Manager 1	85,394	128,092	85,394	128,092
2	100.0%	City of Portland*	Inf Sys Mgr-Network Manager	\$ 93,572	\$ 124,616	\$ 93,572	\$ 124,616
3	106.3%	Salem Keizer*	Supervisor, Technology	86,004	108,822	91,438	115,697
4	100.0%	Beaverton	Administrator for Technology Services (1)	108,990	108,990	108,990	108,990
5	100.0%	TriMet	Network Communications Engineer III	65,127	108,544	65,127	108,544
6	100.0%	MHCC	Manager- IT Client Services	66,317	106,420	66,317	106,420
7	100.0%	Clackamas County*	Communication Technical Supervisor	78,776	106,348	78,776	106,348
8	100.0%	Metro	Systems Analyst IV	71,195	98,985	71,195	98,985
9	100.0%	Washington County	Network Analyst, Senior	80,451	97,750	80,451	97,750
10	100.0%	Port of Portland*	IT Network Administrator	61,459	94,181	61,459	94,181
11	100.0%	PCC*	Systems Analyst	62,373	90,439	62,373	90,439

\*Includes PERS Pickup  
 (1) No range available

**PPS Actual  
 Vacant**

Median of Adjusted Max **\$ 116,832**  
 PPS Range **\$75,344 - \$100,012**

**National**

1	92.3%	Seattle, WA	Database Administrator - Senior	\$ 98,188	\$ 135,594	\$ 90,628	\$ 125,153
2	117.4%	Atlanta, GA	Network Tech Manager	75,048	103,191	88,106	121,146
3	105.5%	Norfolk, VA	Network Services Engineering Admin	66,061	110,741	69,694	116,832
4	122.4%	Baton Rouge, LA	Program Manager of Network & Operations	62,238	94,358	76,179	115,494
5	85.6%	Santa Ana, CA	Manager of Network Computer Services	104,569	122,124	89,511	104,538

**PPS Actual  
 Vacant**

Note: For Information Purposes Only

**Senior Manager - Health and Safety**

Median of Adjusted Max **\$ 109,515**  
 PPS Range **\$71,867 - \$97,363**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>Oregon</b>							
1	100.0%	Port of Portland*	Safety and Loss Control Manager	\$ 78,989	\$ 123,450	\$ 78,989	\$ 123,450
2	100.0%	TriMet	Manager, Safety Assurance Programs & Training Svcs	66,429	110,715	66,429	110,715
3	106.3%	Salem Keizer*	Risk Manager	81,907	103,640	87,082	110,188
4	100.0%	Metro	Program Analyst V	76,647	108,842	76,647	108,842
5	100.0%	City of Portland*	Safety & Risk Officer I	69,285	92,498	69,285	92,498
6	100.0%	Clackamas County*	Risk & Loss Control Analyst	61,141	82,541	61,141	82,541
*Includes PERS Pickup (1) No Range Available							

**PPS Actual  
\$86,600**

Median of Adjusted Max **\$ 103,265**  
 PPS Range **\$71,867 - \$97,363**

**National**

1	79.5%	Capistrano, CA	Director III, Personnel Services, Risk Management	\$ 95,529	\$ 134,418	\$ 75,946	\$ 106,862
2	117.4%	Atlanta, GA	Risk Management Administrator	59,058	84,895	69,334	99,667

**PPS Actual  
\$86,600**

Note: For Information Purposes Only

**Supervisor - Network Admin**

Median of Adjusted Max \$ **110,073**  
 PPS Range \$**61,590 - \$85,716**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>Oregon</b>							
1	100.0%	Port of Portland*	IT Project Manager	\$ 78,989	\$ 123,450	\$ 78,989	\$ 123,450
2	100.0%	Multnomah County*	IT Supervisor	79,069	118,604	79,069	118,604
3	106.3%	Salem Keizer*	Supervisor, Technology	86,004	108,822	91,438	115,697
4	100.0%	TriMet	Systems Engineer II	66,429	110,715	66,429	110,715
5	100.0%	PCC*	Systems Application Manager	75,470	109,431	75,470	109,431
6	100.0%	Clackamas County*	Communications Technical Supervisor	78,776	106,348	78,776	106,348
7	100.0%	City of Portland*	Inf Sys Analyst IV(Supvr)-Gen	77,168	103,229	77,168	103,229
8	100.0%	Washington County	Senior Network Analyst	80,451	97,750	80,451	97,750
*Includes PERS Pickup							
							<b>PPS Actual \$83,788</b>

Median of Adjusted Max \$ **104,538**  
 PPS Range \$**61,590 - \$85,716**

<b>National</b>							
1	122.4%	Baton Rouge, LA	Program Manager of Network & Operations	\$ 62,238	\$ 94,358	\$ 76,179	\$ 115,494
2	92.3%	Seattle, WA	Database Administrator - Lead/Supervisor	86,507	119,454	79,846	110,256
3	85.6%	Santa Ana, CA	Manager of Network Computer Services	104,569	122,124	89,511	104,538
4	105.5%	Norfolk, VA	District Technical Support Supervisor	57,065	95,663	60,204	100,924
5	79.5%	Capistrano, CA	Manager V, Information Systems	74,627	105,008	59,328	83,481
							<b>PPS Actual \$83,788</b>

Note: For Information Purposes Only

**Senior Analyst - Evaluation**

Median of Adjusted Max **N/A**  
 PPS Range **\$61,590 - \$ 83,788**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	106.3%	Salem Keizer*	Coordinator, Testing and Evaluation	\$ 81,907	\$ 103,640	\$ 87,082	\$ 110,188	<b>PPS Actual \$82,145</b>
		*Includes PERS Pickup						

Median of Adjusted Max **\$ 91,541**  
 PPS Range **\$61,590 - \$ 83,788**

<b>National</b>								
1	85.6%	Santa Ana, CA	Coordinator of Student Achievement Programs	\$ 124,259	\$ 141,911	\$ 106,366	\$ 121,476	
2	122.4%	Baton Rouge, LA	Project Evaluation Specialist	62,739	88,819	76,793	108,714	
3	105.5%	Norfolk, VA	Business Information Systems Analyst	51,762	86,769	54,609	91,541	
4	117.4%	Atlanta, GA	Specialist, Testing and Assessment	51,016	73,336	59,893	86,096	<b>PPS Actual \$82,145</b>
5	92.3%	Seattle, WA	Lead Research, Evaluation and Assessment Analyst	60,923	84,094	56,232	77,619	

Note: For Information Purposes Only

**Project Manager III - Bond**

Median of Adjusted Max **\$ 107,662**  
 PPS Range **\$71,867 - \$97,363**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>National</b>								
1	92.3%	Seattle, WA	Manager, Capital Programs	91,062	125,777	84,050	116,092	<b>PPS Actual Vacant</b>
2	79.5%	Capistrano, CA	Director I, Construction	88,708	124,821	70,523	99,233	

Note: For Information Purposes Only

**Program Director - Multiple Pathways and Charter Schools**

PPS Range

**\$81,366 - \$112,175**

<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
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No available data for this position

<b>PPS Actual</b> <b>\$88,983</b>
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Senior Manager - GearUp

PPS Range

\$71,867 - \$97,363

<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
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No available data for this position

<b>PPS Actual</b> <b>\$89,890</b>
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**Director - HR Technology and Support Services**

Median of Adjusted Max **\$ 126,797**  
 PPS Range **\$82,586 - \$113,858**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>Oregon</b>							
1	100.0%	Port of Portland*	Information Technology Manager	\$ 90,408	\$ 142,731	\$ 90,408	\$ 142,731
2	100.0%	City of Portland*	Human Resources System Manager	93,572	136,345	93,572	136,345
3	100.0%	Clackamas County*	Human Resources Information System Manager	86,851	117,250	86,851	117,250
4	106.3%	Salem Keizer*	Supervisor, Technology	86,004	108,822	91,438	115,697
*Includes PERS Pickup							

**PPS Actual**  
**\$88,983**

Median of Adjusted Max **\$ 118,113**  
 PPS Range **\$82,586 - \$113,858**

<b>National</b>							
1	92.3%	Seattle, WA	Director of HR Data and Systems	\$ 98,188	\$ 135,594	\$ 90,628	\$ 125,153
2	117.4%	Atlanta, GA	HRIS Functional Manager/HR Technical Manager	75,048	103,191	88,106	121,146
3	79.5%	Capistrano, CA	Director VI- Personnel Services	102,874	144,755	81,785	115,080
4	85.6%	Santa Ana, CA	Manager of Computer Operations/Technology	104,569	122,124	89,511	104,538

**PPS Actual**  
**\$88,983**

Note: For Information Purposes Only

**Senior Manager - Maintenance Operations**

Median of Adjusted Max **\$ 116,020**  
 PPS Range **\$70,805 - \$95,924**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>Oregon</b>							
1	100.0%	TriMet	Senior Manager, Maintenance	\$ 81,298	\$ 150,982	\$ 81,298	\$ 150,982
2	100.0%	Port of Portland*	Maintenance Manager II	90,408	142,731	90,408	142,731
3	100.0%	Washington County	Facilities Manager	105,540	128,245	105,540	128,245
4	100.0%	PCC*	Maintenance Manager	87,999	120,375	87,999	120,375
5	100.0%	Clackamas County*	Maintenance Manager	82,715	111,666	82,715	111,666
6	106.3%	Salem Keizer*	Manager, Maintenance & Plant Operations	78,008	98,705	82,936	104,941
7	100.0%	City of Portland*	Sr. Facilities Maintenance Supervisor	69,914	93,241	69,914	93,241
8	100.0%	Beaverton	Maintenance Service Supervisor	68,922	90,695	68,922	90,695

\*Includes PERS Pickup

**PPS Actual  
\$83,430**

Median of Adjusted Max **\$ 108,084**  
 PPS Range **\$70,805 - \$95,924**

**National**

1	117.4%	Atlanta, GA	Manager - Maintenance & Operations	\$ 75,048	\$ 103,191	\$ 88,106	\$ 121,146
2	85.6%	Santa Ana, CA	Manager of Maintenance Operations	116,868	134,631	100,039	115,244
3	105.5%	Norfolk, VA	Senior Coordinator, Maintenance	57,065	95,663	60,204	100,924
4	79.5%	Capistrano, CA	Manager III, Maintenance Trades	69,299	97,510	55,093	77,520

**PPS Actual  
\$83,430**

Note: For Information Purposes Only

**Chief Financial Officer**

Median of Adjusted Max **\$ 192,714**  
 PPS Range **\$116,750 - \$151,750**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	100.0%	Port of Portland*	Chief Financial Officer	\$ 201,166	\$ 352,040	\$ 201,166	\$ 352,040	
2	100.0%	TriMet	Executive Director, Finance and Administration	150,511	279,520	150,511	279,520	
3	100.0%	City of Portland*	Chief Administrative Officer	150,412	215,541	150,412	215,541	
4	100.0%	MHCC	Vice President - Administrative Services	127,487	203,979	127,487	203,979	
5	100.0%	Multnomah County*	Chief Financial Officer	122,882	196,611	122,882	196,611	
6	100.0%	Metro	Finance and Regulatory Services Director	132,898	192,714	132,898	192,714	
7	100.0%	Clackamas County*	Director, Finance	134,736	181,891	134,736	181,891	
8	100.0%	PCC*	Associate Vice President	110,495	160,218	110,495	160,218	<b>PPS Actual \$162,400</b>
9	100.0%	Beaverton	Chief Financial Officer (1)	144,150	144,150	144,150	144,150	
10	106.3%	Salem Keizer*	Director, Budget and Finance	104,537	132,274	111,142	140,631	
11	100.0%	Washington County	Chief Finance Officer	113,629	138,119	113,629	138,119	
*Includes PERS Pickup								
(1) No range available								

Median of Adjusted Max **\$ 158,750**  
 PPS Range **\$116,750 - \$162,400**

<b>National</b>								
1	117.4%	Atlanta, GA	Chief Financial Officer	\$ 156,019	\$ 214,526	\$ 183,166	\$ 251,854	
2	110.2%	Minneapolis, MN	Chief Financial Officer	110,377	176,604	121,635	194,618	
3	92.3%	Seattle, WA	Assistant Superintendent for Business and Finance	148,718	205,464	137,267	189,643	<b>PPS Actual \$162,400</b>
4	127.0%	Indianapolis, IN	Chief Financial Officer	105,000	125,000	133,350	158,750	
5	105.5%	Norfolk, VA	Executive Director, Budget and Finance	88,529	148,404	93,398	156,566	
6	122.4%	Baton Rouge, LA	Chief Financial Officer	74,484	106,604	91,168	130,483	
7	79.5%	Capistrano, CA	Executive Director, Fiscal Services	105,446	148,373	83,830	117,957	
8	85.6%	Santa Ana, CA	Assistant Superintendent of Business Services (1)					
(1) No salary information available								

Note: For Information Purposes Only

**Chief - School Modernization**

Median of Adjusted Max **\$ 138,846**  
 PPS Range **\$116,750 - \$151,750**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>Oregon</b>							
1	100.0%	TriMet	Executive Director, Capital Projects & Construction	\$ 131,619	\$ 244,436	\$ 131,619	\$ 244,436
2	100.0%	Beaverton	Executive Administrator for Facilities Development (1)	138,846	138,846	138,846	138,846
3	100.0%	City of Portland*	Capital Program Management & Controls Manager	100,627	136,345	100,627	136,345
		*Includes PERS Pickup (1) No range available					

**PPS Actual  
\$160,000**

Median of Adjusted Max **\$ 127,027**  
 PPS Range **\$116,750 - \$151,750**

<b>National</b>							
1	124.0%	Columbus, OH	Senior Executive - Capital Improvements (1)	105,215	105,215	130,467	130,467
2	79.5%	Capistrano, CA	Executive Director, Facilities, Maintenance and Operations	113,554	159,783	90,275	127,027
3	122.4%	Baton Rouge, LA	Administrative Director for Facilities	71,473	103,593	87,483	126,798
		(1) No range available					

**PPS Actual  
\$160,000**

Note: For Information Purposes Only

**Chief Human Resources Officer**

Median of Adjusted Max **\$ 171,859**  
 PPS Range **\$116,750 - \$151,750**

	<i>COLI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>
<b>Oregon</b>							
1	100.0%	Port of Portland*	Chief Human Resources Officer	\$ 161,037	\$ 281,816	\$ 161,037	\$ 281,816
2	100.0%	TriMet	Executive Director, Labor Relations & Human Resources	150,511	279,520	150,511	279,520
3	100.0%	Metro	Human Resource Director	132,898	192,714	132,898	192,714
4	100.0%	City of Portland*	Human Resource Director	133,699	191,597	133,699	191,597
5	100.0%	Multnomah County*	Human Resource Director	111,711	178,737	111,711	178,737
6	100.0%	Clackamas County*	Director, Employee Services	122,208	164,982	122,208	164,982
7	100.0%	PCC*	Associate VP for HR	110,495	160,218	110,495	160,218
8	106.3%	Salem Keizer*	Executive Director, Human Resources	115,252	145,832	122,533	155,045
9	100.0%	Beaverton	Chief Human Resource Officer(1)	144,150	144,150	144,150	144,150
10	100.0%	Washington County	Human Resource Manager	113,629	138,119	113,629	138,119

**PPS Actual  
\$148,276**

\*Includes PERS Pickup  
 (1) No range available

Median of Adjusted Max **\$ 173,105**  
 PPS Range **\$116,750 - \$151,750**

**National**

1	117.4%	Atlanta, GA	Chief Human Resources Officer	\$ 156,019	\$ 214,526	\$ 183,166	\$ 251,854
2	110.2%	Minneapolis, MN	Chief Human Resources Officer	110,377	176,604	121,635	194,618
3	92.3%	Seattle, WA	Assistant Superintendent for Human Resources	148,718	205,464	137,267	189,643
4	105.5%	Norfolk, VA	Executive Director, Human Resources	88,529	148,404	93,398	156,566
5	122.4%	Baton Rouge, LA	Chief Officer for Human Resources	84,532	116,643	103,467	142,771
6	79.5%	Capistrano, CA	Assistant Superintendent, Human Resource Services	116,393	163,778	92,532	130,204
7	85.6%	Santa Ana, CA	Associate Superintendent, Human Resources (1)				

**PPS Actual  
\$148,276**

(1) No salary information available

Note: For Information Purposes Only

**Assistant Superintendent - Teaching & Learning**

Median of Adjusted Max **N/A**  
 PPS Range **\$116,750 - \$151,750**

	<i>CPI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>Oregon</b>								
1	106.3%	Salem Keizer*	Assistant Superintendent	\$ 115,252	\$ 145,832	\$ 122,533	\$ 155,045	<b>PPS Actual \$145,434</b>
		*Includes PERS Pickup						

Median of Adjusted Max **\$ 143,643**  
 PPS Range **\$116,750 - \$151,750**

	<i>CPI</i>	<i>Location</i>	<i>Class</i>	<i>Min</i>	<i>Max</i>	<i>Adjusted Min</i>	<i>Adjusted Max</i>	
<b>National</b>								
1	127.0%	Indianapolis, IN	Assistant Superintendent/Associate Superintendent	\$ 125,000	\$ 145,000	\$ 158,750	\$ 184,150	<b>PPS Actual \$145,434</b>
2	85.6%	Santa Ana, CA	Assistant Superintendent K-12 Teaching and Learning	159,397	177,771	136,444	152,172	
3	92.3%	Seattle, WA	Executive Director of Curriculum and Instructional Support	112,694	155,626	104,017	143,643	
4	122.4%	Baton Rouge, LA	Chief of Academic Programs	84,532	116,643	103,467	142,771	
5	79.5%	Capistrano, CA	Assistant Superintendent, Education Services	116,393	163,778	92,532	130,204	

Note: For Information Purposes Only