



MAGNOLIA PUBLIC SCHOOLS

Board Of Directors

Board Agenda Item #	IV H: Action Item
Date:	June 24, 2021
To:	MPS Board of Directors
From:	Alfredo Rubalcava, CEO & Superintendent
Staff Lead:	Suat Acar, Chief Operations Officer
RE:	Home Office Compensation, Salary Bands, & Job Titles Revision for Home Office Staff

Proposed Board Motion

- I move for the MPS Board of Directors to approve the revised salary band and for the Home Office Positions to be effective as of July 1, 2021.

Background

- The salary band is the range of pay that has been established to be paid to employees performing a particular job function. Salary ranges generally have a minimum pay rate, a maximum pay rate, and a series of mid-range opportunities for pay increases.
- Pay rates and salary ranges are also set up by employers and recognize the level of education, knowledge, skill, and experience needed to perform each job. The salary range demonstrates the interrelationships of the jobs utilized by an employer.

Analysis

- 1- This proposed salary band does not propose any calculation method for salary increases or a method to identify how much to offer to new hires at the home office. This band rather defines the minimum and maximum ranges for each position.
- 2- This proposed revised salary band continues to use the Broadbanding methodology, which defines a wide range with a minimum, maximum and an average. (Appendix 1)
- 3- The previous salary band approved by the MPS Board on May of 2019 introduced a generalized grouping of job titles with respect to the seniority of the positions along with certain salary or hourly rate ranges. This revised home office salary band will keep the same methodology.
- 4- The proposed salary band will continue to focus on 6 main position types as in Chart 1. There are 6 position types (band groups) proposed in this salary band (Chart 1) and 5 tier ranges for each band (Chart 2).
- 5- Please note that the 2019 Board approved band had dollar limits, and this revised band keeps the limits but introduces bands for each column. Please see the last tier (tier 5) within Chart-2. This column reflects an increase to the highest amounts of the previously approved band.

CHART 1		
Position type (2021-22)	Band group	Job Title Samples
CEO	A	CEO, Superintendent
C-Level, Executive Positions	B	COO, CFO, CAO, CXO etc. (All Chief titles & General Counsel)
Director, Controller, Senior Level Positions	C	Director of HR, Director of State and Federal Programs, Controller, Senior Analyst
Administrators, Managers, Coordinators, Assistant Directors	D	Special Programs, Facility Project Manager, College & Career Readiness Program and Teacher on Specific Assignments [TOSA], Coaches
Clerks, Assistants	E	Accountants, Account Payable/Receivable, Assistants (exempt)
Hourly (Non-exempt)	F	Assistants

CHART 2		Tier number (# of employees)				
% Change/band:13%		MIN		AVERAGE		MAX
Positions Type(2021-22)	Band group & #of Employees	1 (6)	2 (12)	3 (5)	4 (0)	5 (0)
CEO	A (1)	MPS BOARD OF DIRECTORS' DISCRETION				
C-Level, Executive Positions	B (5)	\$135,000-\$152,550	\$152,550-\$170,100	\$170,100-\$187,650	\$187,650-\$205,200	\$205,200-\$231,876
Director/Controller Senior Level Positions	C (8)	\$95,000-\$107,350	\$107,350-\$119,700	\$119,700-\$132,050	\$132,050-\$144,400	\$144,400-\$163,172
Administrators, Managers, Coordinators, Assistant Directors	D (5)	\$75,000-\$84,750	\$84,750-\$95,768	\$95,768-\$108,218	\$108,218-\$122,286	\$122,286-\$138,183
Clerks/ Assistants	E (2)	\$62,400-\$70,512	\$70,512-\$79,679	\$79,679-\$90,038	\$90,038-\$101,743	\$101,743-\$114,970
Hourly/Office (Appendix 2)	F (3)	Minimum Wage-\$25.00	\$25.00-\$30.00	\$30.00-\$35.00	\$35.00-\$40.00	\$40.00-\$45.00

- The MPS Home office currently employs 24 employees in the FY 2020-21 as shown in the Chart-2.
- Each band group has 5 tier ranges. The tier 1 for each band group is the minimum salary tier for that position group. The upper limit dollar amount of each tier is calculated by multiplying the lower tier by 1.13. The next tier's lower dollar limit is calculated multiplying the previous tier's upper limit by 1.13. Each of the following tier minimum and maximum limit dollar amounts are calculated by the same method. Please see the below Chart 2.
- The lower limit for band group E is the minimum wage as of January 1, 2022, which is \$62,400 for salaried employees
- Regarding hourly/Office tiers: Appendix 2 shows the minimum wage to be set to \$15 per hour by 2022. Please

note that all home office non-exempt employees are already paid equal to or more than the minimum hourly rate. The HR department closely monitors all minimum wage related announcements and makes necessary adjustments. This proposed band changes the tier dollar range calculations for hourly employees. The tier 1 starts with minimum wage of the FY up to \$25/hour and each tier starting with tier 2 increases with fixed \$5.00 per hour increments.

Budget Implications

- The proposed band does not propose a certain way to increase individual salaries of home office employees. No budget impact should come with this revision.

Exhibits (attachments):

- 1- **Appendix 1:** Advantages of Broadbanding: <https://www.payscale.com/compensation-today/2011/04/advantages-of-broadbanding>
- 2- **Appendix 2:** Link from CA Department of Industrial Relations. California set the minimum to increase gradually to \$15/hour by 2023 for companies of MPS’s size. https://www.dir.ca.gov/dlse/faq_minimumwage.htm
- 3- **Appendix 3:** The 2019 MPS Board approved Home Office Salary Band

Revision History:

Revision	Date	Description of changes	Requested By
0	09/10/15	Initial Release	Terri Boatman, HR Director
1	05/07/19	Revised the 2015 band by introducing bands and tiers with no job title limitations. Revised min and max salary bands.	Suat Acar,COO
2	06/24/2021	Converted dollar limits to ranges for each tier. Added director of state and federal programs to Band Group C & facility project manager to Band Group D. This proposed band changes the tier dollar range calculations for hourly employees. The tier 1 starts with minimum wage of the FY and increases with fixed \$5.00 per hour increments.	Suat Acar,COO

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ADVANTAGES AND DISADVANTAGES OF BROADBANDING

Topics: [Comp Strategy](#), [Modernizing Comp](#), [Pay Equity](#)

The Advantages and Disadvantages of Broadbanding Broadbanding is the term applied to having extremely wide salary bands, much more encompassing than with traditional salary structures. Whereas a typical

salary band has a 40 percent difference in pay between its minimum and maximum, broadbanding would typically have a 100 percent difference. Most of the time, creating enormously large bands is done as a measure to support a restructuring. It combines and consolidates the number of levels or job grades. This article will discuss the advantages of broadbanding in an overall compensation strategy, as well as the disadvantages.

APRIL 28, 2011

WHAT IS BROADBANDING IN COMPENSATION?

Broadbanding is the term applied to having extremely wide salary bands, much more encompassing than with traditional salary structures. Whereas a typical salary band has a 40 percent difference in pay between its minimum and maximum, broadbanding would typically have a 100 percent difference. Most of the time, creating enormously large bands is done as a measure to support a restructuring. It combines and consolidates the number of levels or job grades. This article will discuss the advantages of broadbanding in an overall compensation strategy, as well as the disadvantages.

THE ADVANTAGES OF BROADBANDING

STREAMLINES HIERARCHY

Sometimes an organization has become too hierarchical for the strategic direction of the company; finding it has become too slow to react, taking too much time to get information from the top down and even less

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effective at getting messages from the lower rungs up to the ears of senior management. Broadbanding reduces the number of levels or layers within a company. This is the best face-saving way for an organization to collapse salary ranges and supporting de-layering. This flattens an organizational structure and reduces the hierarchy.

FACILITATES INTERNAL MOVEMENT

Whether we like it or not, some great person-to-job matches just do not happen because of the way a job has been classified or positioned with an assigned salary band. If that new position is not a lateral or at a higher rung, most rational people will not seriously consider a transfer that results in a demotion. That is just not a positive step for their career development. With broadbanding, more internal movement is facilitated, because the probability increases that one's current job and alternate position are within the same enormous range of pay. This makes pay take a back seat and puts forward other attributes of a position, encouraging internal mobility and potentially more developmental assignments.

PUTS ADDED TRUST IN MANAGMENT

With broadbanding, managers have great latitude to pay what they want to an employee. This absolutely can reduce the push-pull between the hiring manager and the human resources organization. Now the issue of pay shifts to the control of the hiring manager and the challenge of "Does one have enough money in the current budget?" or not. The perception of HR as a regulating gate keeper to preserve the salary structure diminishes. Managers are entrusted with greater autonomy.

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THE DISADVANTAGES OF BROADBANDING

NO AWARENESS OF EXTERNAL MARKET RATES

Traditional salary structures, when done right, give current information to your management team about what market rates are. With broadbanding, if a manager wants to pay at the market midpoint, they are left baffled and guessing. There is no midpoint in a broad band. That also means the compa-ratio tool can not be used.

MAY LEAD TO INEQUITIES

Broadbanding's flexibility and trust in management may or may not be warranted. In a broadbanding system, it is relatively easy to have two

people with the same responsibilities have earnings that are thousands and thousands of dollars apart. Broadbanding weakens the linkage between salary growth and skill development for the next higher-level, since it is so far off as to not be a motivator. Do you want supervisors and their direct reports in the same pay band? That can easily happen with broadbanding.

It only takes a few reckless managers rewarding a few individuals inappropriately to have an entire pay system called into question. Whether your pay system is fair or not fair is not quite as important as if it is perceived as fair. If your pay system is perceived as not fair, you could see an increase in EEOC complaints. Did you know the Department of Labor added 700 additional auditors after the passage of the Lilly Ledbetter Equal Pay Act in 2009? People don't call and ask for an audit when they believe their conditions are fair.

LACK OF COST CONTROLS

It certainly may call into question why have salary bands at all if they are so wide. You need to evaluate if your other cost control training and measures are strong enough to hand over this much authority and autonomy to your managers. Moving to broadbanding may require thinking through other incentives that had previously been tied to salary grades, such as bonuses or stock.

PROMOTIONS

In my opinion the absolute worst thing about broadbanding is the severe reduction in opportunities for promotions. Fewer salary bands lead to fewer opportunities to climb to the next band; meaning fewer promotions to celebrate with family and friends. Think seriously before you minimize

this great motivational tool. If you are committed to moving to broadbanding, yet this is of concern to you, keep an eye on your turnover rates and conduct exit interviews to monitor the pulse of why your talent is moving to your competitors.

CONCLUSION

It is your call whether broadbanding is a tool for use in your organization or not. Broadbanding is a very effective tool to reduce salary grades or job classifications, but it definitely has its drawbacks.

Regards,

Beverly Dance, MBA, SPHR-CA, CCP, CEBS
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Minimum Wage

Although there are some exceptions, almost all employees in California must be paid the minimum wage as required by state law. Effective January 1, 2017, the minimum wage for all industries will be increased yearly. From January 1, 2017, to January 1, 2022, the minimum wage will increase for employers employing 26 or more employees. This increase will be delayed one year for employers employing 25 or fewer employees, from January 1, 2018, to January 1, 2023. The scheduled increases may be temporarily suspended by the Governor, based on certain determinations. (Please see the chart below for the complete schedule of rate increases).

For more information and guidance on how to count employees for the purpose of determining whether an employer qualifies as an employer with 25 employees or less please see [New Minimum Wage Phase- in Requirements 2017-2023, SB 3 Frequently Asked Questions page](#).

There are some employees who are exempt from the minimum wage law, such as outside salespersons, individuals who are the parent, spouse, or child of the employer, and apprentices regularly indentured under the State Division of Apprenticeship Standards.

[Minimum Wage Order \(MW-2019\)](#)

There is an exception for [learners](#), regardless of age, who may be paid not less than 85 percent of the minimum wage rounded to the nearest nickel during their first 160 hours of employment in occupations in which they have no previous similar or related experience.

There are also exceptions for employees who are mentally or physically disabled, or both, and for nonprofit organizations such as sheltered workshops or rehabilitation facilities that employ disabled workers. Such individuals and organizations may be issued a special license by the Division of Labor Standards Enforcement authorizing employment at a wage less than the legal minimum wage. Labor Code Sections [1191](#) and [1191.5](#)

Schedule for California Minimum Wage rate 2017-2023.

Date	Minimum Wage for Employers with 25 Employees or Less	Minimum Wage for Employers with 26 Employees or More
January 1, 2017	\$10.00/hour	\$10.50/hour
January 1, 2018	\$10.50/hour	\$11.00/hour
January 1, 2019	\$11.00/hour	\$12.00/hour
January 1, 2020	\$12.00/hour	\$13.00/hour
January 1, 2021	\$13.00/hour	\$14.00/hour
January 1, 2022	\$14.00/hour	\$15.00/hour
January 1, 2023	\$15.00/hour	

Frequently Asked Questions

1. What is the minimum wage?

Effective January 1, 2021, the minimum wage increases to \$14 per hour for employers with 26 or more employees and \$13 per hour for employees with 25 or fewer employees. The minimum wage shall be adjusted on a yearly basis through 2023 according to the pre-set schedule shown above.

Effective January 1, 2021, the minimum monthly salary for [shepherders](#) increases to \$2,488.97 per month for employers with 26 or more employees and \$2,311.24 per month for employers with 25 or fewer employees. The minimum monthly salary for shepherders is specially set under IWC Wage Order 14-2001. Wages paid to shepherders may not be offset by meals or lodging provided by the employer. Instead, there are provisions in [IWC Order 14-2007, Sections 10\(F\), \(G\) and \(H\)](#) that apply to shepherders with respect to monthly meal and lodging benefits required to be provided by the employer.

2. What is the difference between the local, state and federal minimum wage?

Most employers in California are subject to both the federal and state minimum wage laws. Also, local entities (cities and counties) are allowed to enact minimum wage rates and [several cities](#) * have recently adopted ordinances which establish a higher minimum wage rate for employees working within their local jurisdiction. The effect of this multiple coverage by different government sources is that when there are conflicting requirements in the laws, **the employer must follow the stricter standard; that is, the one that is the most beneficial to the employee.** Thus, since California's current law requires a higher minimum wage rate than does the federal law, all employers in California who are subject to both laws must pay the state minimum wage rate unless their employees are exempt under California law. Similarly, if a local entity (city or county) has adopted a higher minimum wage, employees must be paid the local wage where it is higher than the state or federal minimum wage rates.

3. May an employee agree to work for less than the minimum wage?

No. The minimum wage is an obligation of the employer and cannot be waived by any agreement, including collective bargaining agreements. Any remedial legislation written for the protection of employees may not be violated by agreement between the employer and employee. [Civil Code Sections 1668 and 3513](#)

4. Is the minimum wage the same for both adult and minor employees?

Yes. There is no distinction made between adults and minors when it comes to payment of the minimum wage.

5. I work in a restaurant as a waitperson. Can my employer use my tips as a credit toward its obligation to pay me the minimum wage?

No. An employer may not use an employee's tips as a credit toward its obligation to pay the minimum wage.

6. What can I do if my employer doesn't pay me at least the minimum wage?

You can either [file a wage claim](#) with the Division of Labor Standards Enforcement (the Labor Commissioner's Office), or file a lawsuit in court against your employer to recover the lost wages. Additionally, if you no longer work for this employer, you can make a claim for the waiting time penalty pursuant to [Labor Code Section 203](#).

7. What is the procedure that is followed after I file a wage claim?

After your claim is completed and filed with a local office of the Division of Labor Standards Enforcement (DLSE), it will be assigned to a Deputy Labor Commissioner who will determine, based upon the circumstances of the claim and information presented, how best to proceed. Initial action taken regarding the claim can be referral to a conference or hearing, or dismissal of the claim.

If the decision is to hold a conference, the parties will be notified by mail of the date, time and place of the conference. The purpose of the conference is to determine the validity of the claim, and to see if the claim can be resolved without a hearing. If the claim is not resolved at the conference, the next step usually is to refer the matter to a hearing or dismiss it for lack of evidence.

At the hearing the parties and witnesses testify under oath, and the proceeding is recorded. After the hearing, an Order, Decision, or Award (ODA) of the Labor Commissioner will be served on the parties.

Either party may appeal the ODA to a civil court of competent jurisdiction. The court will set the matter for trial, with each party having the opportunity to present evidence and witnesses. The evidence and testimony presented at the Labor Commissioner's hearing will not be the basis for the court's decision. In the case of an appeal by the employer, DLSE may represent an employee who is financially unable to afford counsel in the court proceeding.

See the [Policies and Procedures of Wage Claim Processing](#) pamphlet for more detail on the wage claim procedure.

8. What can I do if I prevail at the hearing and the employer doesn't pay or appeal the Order, Decision, or Award?

When the Order, Decision, or Award (ODA) is in the employee's favor and there is no appeal, and the employer does not pay the ODA, the Division of Labor Standards Enforcement (DLSE) will have the court enter the ODA as a judgment against the employer. This judgment has the same force and effect as any other money judgment entered by the court. Consequently, you may either try to collect the judgment yourself or you can assign it to DLSE.

9. What can I do if my employer retaliates against me because I questioned him about not being paid the minimum wage?

If your employer discriminates or retaliates against you in any manner whatsoever, for example, he discharges you because you asked him why you weren't being paid the minimum wage, or because you file a claim or threaten to file a claim with the Labor Commissioner, you can [file a discrimination/retaliation complaint](#) with the Labor Commissioner's Office. Alternatively, you can file a lawsuit in court against your employer.

* The UC Berkeley Labor Center keeps a detailed national list of local minimum wage ordinances. The Department of Industrial Relations does not monitor or verify this list but includes it here as a reference for the public: [UC Berkeley Labor Center Inventory of US City and County Minimum Wage Ordinances](#)

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MAGNOLIA PUBLIC SCHOOLS

Board Of Directors

Board Agenda Item #	
Date:	05.31.2019
To:	Board of Directors, Finance Committee
From:	Alfredo Rubalcava, CEO
Staff Lead:	Suat Acar, COO
RE:	Home Office Compensation, Salary Bands & Job Titles Revision

Proposed Board Motion

I move that the board approve the revised salary band for Home Office Positions.

Background

Salary range (or salary bands) is the range of pay that has been established to pay the employees performing a particular job or function. Salary range generally has a minimum pay rate, a maximum pay rate, and a series of mid-range opportunities for pay increases. Pay rates and salary ranges are also set up by employers and recognize the level of education, knowledge, skill, and experience needed to perform each job. The salary range demonstrates the interrelationships of the jobs utilized by an employer. The salary range arranges pay increases without promotion at each level.

The salary bands approved by the MPS Board 09.10.2015 was determined by market pay rates, established through market pay studies, for people doing similar work in similar industries in Los Angeles, CA (Please see appendix 5 for 2015 MPS Board approved Band). During the past 4 years this band has been used as basis for defining the ranges we could offer to specific positions, however this band is now mostly outdated. Here are the outdated portions of the current band:

- 1- The current 2019 home office org chart does not have certain C- Level positions and departments (such as development department) which were planned as part of growth plans back then.
- 2- Also home office departments now need now positions based on the emerging needs of school sites and the CMO (such as Math Coach and Assistant Director of Student Services positions which were approved within the past 2-3 years).
- 3- Also we now have an Accountability department which was built based on needs and was not existing in the previous band.
- 4- Some positions are now too close to their max levels. Therefore, the band will not be covering possible increases to the salaries of these employees.

Analysis (If applicable)

- 1- This proposed salary band does not intend to change the method used in the previous band (See appendix 5). Therefore, we used the same broadband method (please see appendix 1 for advantages and disadvantages of “broadbanding”) methodology, which defines a wide range with a minimum,

maximum and an average.

- 2- The minimum (MIN in the chart 2) salaries are defined with respect to the federal minimum wage descriptions (\$7.25 effective as of July 24, 2009, Appendix 3) as well as the market rates (which were also used to define the existing salaries of current employees with the previous board approved salary band) & current 2018-19 salaries of the home office employees along with school leader salaries. (Please refer to the Appendix 2 for the board report prepared by the home office for 06.28.2016 board meeting to go over Charter Schools Benchmark Metrics)
- 3- This proposed salary band focuses on 6 main position types as in chart 1. This is the major change we propose to make in the salary bands: The proposed band will not limit the bands to the job titles but to the position types. The Home Office will be more flexible to adapt new job titles depending on emerging needs and be able to make an offer without conflicting with the salary band. Please see sample job titles in chart 1.
- 4- There are 6 position types (band groups) proposed in this salary band (chart 1), 5 range limits and 4 salary bands for each position type (chart 2 and chart 3).

CHART 1		
Position types (Band Groups) (2019+)	Band group	Job title samples (Home Office can change/add titles as needed)
CEO	A	CEO, Superintendent
C-Level, Executive Positions	B	COO, CFO, CAO (All Chief titles & Legal Counsel)
Director/Controller Level Positions, Senior Level Positions	C	Director, Controller, Data Manager (Assessment, Academics etc.), Senior Assistant Directors, Senior Financial Analyst
Administrators, Analysts, managers, coordinators, Assistant Directors	D	HR Administrator, HR Specialist, HR Manager, Finance Managers, Coordinator (HR, EL, Math etc.), Assistant Director (Student services, HR etc.), Coaches (Math, Science etc.), Financial Analyst
Clerks/ Assistants	E	Accounting Clerks, Accountant, Account Payable/Receivable, Compliance/payroll Manager, Administrative Assistant (HR-Academic-Accountability-Executive), Communications Outreach Clerks (Parental Engagement Staff, Event Coordinator, Renewal Manager)
Hourly/Office (Appendix 4)	F	Office Assistants, Assistants to departments

Each band group has 5 range limits (chart 2) and 4 bands (chart 3). The minimum limit for the range band number 1 (chart 1) is the minimum salary for that position group. The minimum limit for the next band is 13% more than minimum limit and each of the following band group minimum limits are calculated by the additional 13% increase rate on top of the previous band number. In summary the MAX limit is 52% more than the MIN limit. This helps home office to use this band for a longer time period. Please see this below analysis prepared to show what the salaries would look like in the next 9 years, starting with MIN salaries, with an estimated 5% increase every fiscal year. As seen the MAX limit is reached in 9 years for all bands.

	1	2	3	4	5	6	7	8	9
	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05
135,000	141,750	148,838	156,279	164,093	172,298	180,913	189,959	199,456	209,429
90,000	94,500	99,225	104,186	109,396	114,865	120,609	126,639	132,971	139,620
65,000	68,250	71,663	75,246	79,008	82,958	87,106	91,462	96,035	100,836
50,000	52,500	55,125	57,881	60,775	63,814	67,005	70,355	73,873	77,566

CHART 2		Salary Band Range Limits				
% Change/band: 13%	25 Employees	MIN LIMIT		AVERAGE		MAX LIMIT
Positions Type (2019-20)	Band group & # of Employees	1	2	3	4	5
CEO	A (1)	MPS BOARD OF DIRECTORS' DISCRETION				
C-Level, Executive Positions	B (5)	\$135,000.00	\$152,550.00	\$170,100.00	\$187,650.00	\$205,200.00
Director/Controller Level Positions, Senior Level Positions	C (7)	\$90,000.00	\$101,700.00	\$113,400.00	\$125,100.00	\$136,800.00
Administrators, Analysts, managers, coordinators, Assistant Directors	D (6)	\$65,000.00	\$73,450.00	\$81,900.00	\$90,350.00	\$98,800.00
Clerks/ Assistants	E (6)	\$50,000.00	\$56,500	\$63,000.00	\$69,500.00	\$76,000.00
Hourly/Office	F (0)	\$18.00	\$20.34	\$22.68	\$25.02	\$27.36

The bands in chart 3 below are structured with respect to the 5 limit dollar amounts explained in chart 2. The home office has 24 employees plus the CEO. The Chart 3 below provides the distribution of salaries (except the CEO) across the bands (numbers in parenthesis). As seen below 13 of the 24 home office employees currently are in the Band 1 groups, 5 are in Band 2 groups, 6 are in Band 3 groups and there is no Band 4 employee with respect to the 2018-19 employment agreements' annual gross dollar amounts.

CHART 3	24	BAND GROUPS & CURRENT DISTRIBUTION OF SALARIES			
	Employees	1 (13)	2 (5)	3 (6)	4 (0)
Positions Type (2019-20)	Band group & # of Employees				
C-Level, Executive Positions	B (5)	\$135,000- \$152,550 (3)	\$152,550- \$170,100 (1)	\$170,100- \$187,650 (1)	\$187,650- \$205,200 (0)
Director/Controller Level Positions, Senior Level Positions	C (7)	\$90,000- \$101,700 (5)	\$101,700- \$113,400 (1)	\$113,400- \$125,100 (1)	\$125,100- \$136,800 (0)
Administrators, Analysts, managers, coordinators, Assistant Directors	D (6)	\$65,000- \$73,450 (2)	\$73,450- \$81,900 (2)	\$81,900- \$90,350 (2)	\$90,350- \$98,800 (0)
Clerks/ Assistants	E (6)	\$50,000- \$56,500 (3)	\$56,500- \$63,000 (1)	\$63,000- \$69,500 (2)	\$69,500- \$76,000 (0)
Hourly/Office	F (0)	\$18.00- \$20.34	\$20.34- \$22.68	\$22.68- \$25.02	\$25.02- \$27.36

This proposed salary band does not propose any rubric to calculate the salary increases, or a way for promotions. The salary calculations, salary increases and promotions will be processed by a team consisting related supervisor(s), HR and the CEO.

Budget Implications

The proposed band does not propose a certain way to increase individual salaries of home office employees or decide at which band/range to start a newly hired employee. Therefore, there is no budget impact caused by this band.

Exhibits (attachments):

Appendix 1: Advantages of Broadbanding:

<https://www.payscale.com/compensation-today/2011/04/advantages-of-broadbanding>

Appendix 2: Board report for Charter School Benchmark Metrics dated June 28, 2016

Appendix 3: Federal Minimum Wage from U.S. Department of Labor website

<https://www.dol.gov/whd/flsa/>

Appendix 4: Link from CA Department of Industrial Relations. California set the minimum to increase gradually to \$15/hour by 2023 for companies of MPS’s size. Currently this proposed band’s minimum hourly rate is \$18/hour.

https://www.dir.ca.gov/dlse/faq_minimumwage.htm

Appendix 5: First MPS Home Office Salary Band approved in 2015

Revision History:

Revision	Date	Description of changes	Requested By
0	09/10/15	Initial Release	Terri Boatman, HR Director
1	05/31/19	Revised the 2015 band by introducing bands with no job title limitations. Revised min and max salary bands.	Suat Acar, COO

MPS GENERIC EMPLOYEE EVALUATION SUMMARY PAGE

Employee Information:

Name: _____ School: _____
 Present School Assignment: _____ Years at School: _____

Ratings of Employee Performance on the MPS Core Value Areas		
1: Below Standard, 2: Approaches Standard, 3: Meets Standard, 4: Exceeds Standard		
Area	Rating: (1-4)	
EXCELLENCE	1. Effectiveness	
	2. Efficiency	
	3. Ethics & Professionalism	
	4. Professional Growth	
INNOVATION	5. Information Literacy & Technology Skills	
	6. Critical Thinking & Problem Solving	
	7. Initiative & Creativity	
CONNECTION	8. Communication	
	9. Collaboration & Collegiality	
	10. Community & External Context	
(A) Total:		

Student, Parent, and Staff Voices		
(Score: 1-5 each)		
Voices	Score: (1-5)	
Student Voices		
Parent Voices		
Staff Voices		
(B) Total:		

Student Performance
Student performance score as explained in the evaluation protocol (Out of 20 points)
(C) Total:

Employee's Overall Performance (Out of 100%)
$(65/40) \times A + B + C =$ _____

Employee's Overall Evaluation Rating (1-4)		
<input type="checkbox"/>	Highly Effective (HE)	85% - 100%
<input type="checkbox"/>	Effective (E)	65% - 84%
<input type="checkbox"/>	Developing (D)	50% - 64%
<input type="checkbox"/>	Ineffective (I)	Less than 50%

Employee's Signature: _____ Evaluator's Signature: _____
 Date: _____ Date: _____

Note: Employee's signature on this form represents neither acceptance nor approval of the evaluation. It does, however, indicate that the employee has reviewed the evaluation with the evaluator and may reply in writing. The signature of the evaluator verifies that the evaluation has been reviewed and the proper process has been followed according to the MPS Generic Employee Evaluation Protocol.