

Administrative Employees

Compensation Program





ADMINISTRATIVE EMPLOYEES COMPENSATION PROGRAM

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Overview of Compensation Advisory Council

The Compensation Program

As developed, includes salary ranges, position evaluation, base salary compensation, fringe benefits and reference to timing as it pertains to the annual compensation cycle. The plan is designed to provide equitable compensation for contributions made toward achieving Board Ends. It includes position evaluation, which is based on market analyses as well as compensable factors that determine the contribution/value of specific positions, and the importance the district ascribes to a position's role in the achievement of Board Ends.

Administrative Compensation Advisory Council – Purpose

To provide the Superintendent a carefully researched and studied recommended compensation package proposal for members of the administrative employee team, and to assure that stipulated procedures for position evaluation in the administrative employee area have been followed. This purpose is achieved through working with the Human Resources Department and appropriate outside compensation consultants.

Membership

The council consists of eleven administrative employee team members. New members are appointed as those leaving the council are replaced. At a minimum, the following representatives shall comprise the composition of the council:

❖ Elementary Principals and Asst. Principals	2
❖ K-8 Principals and Asst. Principals	2
❖ Middle School Principals and Asst. Principals	2
❖ High School, Alternative, and Technical School Principals and Asst. Principals	2
❖ Executive Directors, Directors, Asst. Directors and Managers*	1
❖ Certified and IT Administrative	1
❖ Non-Certified Administrative	1

*Placement on the list will be determined by job function as well as title.

Each member has the obligation to seek input from their group and to keep them informed of actions of the council. Each individual council member will act as the liaison for their representative group to the council. Communication will flow in both directions and team members will gather input prior to revision of the Administrative Employees Compensation Program handbook.

Council Meetings

Meetings will be held on a regular basis, as determined by the Chief Human Resources Officer. Seven members are required for a quorum. Human Resources will provide a recorder for meetings.

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Meeting Agenda Items

Agenda items may be submitted by any member of the council or the Chief Human Resources Officer or their designee. Agenda items must be within the realm of operation of the council. Minutes shall be taken at each meeting by a recorder provided by Human Resources. The recorder will prepare the minutes and, after review by the Chief Human Resources Officer, disseminate them to the council members and the Chief Human Resources Officer.

Pay Philosophy

Administrators hold a leadership role responsible for implementing the district goals, priorities and strategies and, as such, are held accountable for achievement of Board Ends. Consequently, the administrative compensation package should reflect the responsibility and accountability that are inherent in a position.

The pay philosophy should allow for differentiated salary ranges that are based on market analyses, compensable factors that determine the contribution/value of specific positions, and the importance the district ascribes to a position's role in the achievement of Board Ends.

The compensation plan should be clearly defined and drive a design that includes the following components:

- ❖ Salary – Defined as payment for the performance of assigned duties as identified in the current job description. Salary ranges for each position are identified in the Pay Ranges for Administrative Positions document.
- ❖ Benefits – Defined as additional compensation received by the employee in the form of health/dental/vision/life insurance, short-term disability, long-term disability, temporary leave pay and vacation pay.
- ❖ Deferred Compensation – Defined as additional compensation made available to an employee, if eligible, after they leave the district, for example: PERA or the Administrator Longevity Program (for those who are eligible).

The pay philosophy supports a compensation package that is updated, redefined and implemented as indicated by review of and reference to defined comparative markets.

The development of the compensation plan should include appropriate consideration of components of compensation packages available to other employee groups.

The pay philosophy shall be guided by the district's obligation to be fiscally responsible (Ability to Pay) on an annual basis and future forecasting.

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Salary Ranges

Each administrative employee position, through the position evaluation process, will be placed in one of the salary ranges.

Salary Plan

The most recent version of the salary plan for administrative employees can be accessed at the Adams 12 Five Star Schools website, under Careers / Job Descriptions / Administrative / Administrative Salary Schedule.

Range Determination

The ranges have been developed by market comparison using the following Colorado school districts to define the market: Aurora, Boulder Valley, Brighton 27-J, Cherry Creek, Denver, Douglas County, Jefferson County and St. Vrain Valley. As appropriate, public school districts in adjoining states and/or the Western region of the country, the city and county governments in five surrounding counties, and private sector entities within the same counties are also compared.

Range Revision

Ranges will be reviewed at a minimum on a three year cycle. Human Resources will coordinate the range revision process on an annual basis for review by the Administrative Compensation Advisory Council and approval by the Superintendent.

Movement Between Ranges

Movement between ranges may occur as a result of promotion, demotion, reclassification, market adjustment, internal equity, or new position classification. All changes will be effective the first of the month following receipt of completed paperwork in Human Resources.

- ❖ Promotion – Movement from one position to another position in a higher classification is considered a promotion. Any change in compensation will be approved by the Chief Human Resources Officer and communicated at the time the position is offered.
- ❖ Demotion – Movement from one job to another in a lower classification is considered a demotion. Any change in compensation will be approved by the Chief Human Resources Officer and the Superintendent and communicated at the time such demotion occurs.
- ❖ Reclassification – A change of position range assignment, upward or downward, through the process of reclassification, market adjustment or internal equity adjustment will be approved by the Chief Human Resources Officer. Any change in compensation will be recommended by the Chief Human Resources Officer with final approval by the Superintendent.
- ❖ New Position Classification – Assigning classification to a newly established administrative employee position.

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Classification will be recommended by Human Resources (HRIS/Compensation Manager) and an outside compensation consultant with review by the Chief Human Resources Officer and approval by the Superintendent. All classifications will be periodically reviewed with the Administrative Compensation Advisory Council.

Due to unique circumstances, some individuals may be temporarily paid outside of the posted range.

Placement Guidelines

- ❖ New Hires – Newly hired administrative employees are placed within the salary range based on a review of previous experience. Newly hired administrative employees will be placed no higher than 2% above the midpoint of the position’s designated salary level.
- ❖ Promotion – Administrative employees who move from one position to another position in a higher salary level will receive no less than a fixed dollar amount per salary level. The amount per salary level will be determined by the Administrative Compensation Advisory Council.
- ❖ Licensed/Certified Staff – Any active Adams 12 licensed/certified staff member will receive no less than a 10% increase to their current base salary.

Exceptions to the placement guidelines may be made at the discretion of the Superintendent and Chief Human Resources Officer.

Position Evaluation

Position evaluation is determined through the use of market analysis and compensable factors. A compensable factor is a measurement of the contribution for which a position is paid. It is found in every job, to some degree, and places a value on the job or position. It does not place a value on the person in the position, but is limited only to valuing the job or the position. The compensable factors are: essential functions, education, experience requirements, required/preferred certifications, supervisory/management responsibilities, communications and contacts, budget/resource responsibility, and reference to any unique working conditions. The Superintendent has the authority to make final adjustments regarding position evaluation recommendations.

Classification of a New or Substantially Changed Position

When the district determines the need to establish or substantially change a position, the appropriate department leader will furnish the necessary data as follows:

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- ❖ Rationale for classification
- ❖ Job description questionnaire
- ❖ Letter of support from supervisor
- ❖ Other supporting documentation as may be required and/or appropriate

Additional information may be provided by the Chief Human Resources Officer. This information will include market information about comparable positions in other districts.

A recommendation will be submitted to the Superintendent from the Chief Human Resources Officer regarding the classification with an explanation for the recommendation.

Process for Reclassification of Administrative Positions

The process for a reclassification will be conducted annually by the Human Resources Department. Outlined below are the steps for the reclassification process.

- ❖ Human Resources will conduct a market analysis of all benchmark positions and will recommend adjustments to both individual positions and salary ranges. On alternate years but no less than every third year a market analysis will be obtained on non-benchmark positions and will include recommendations for changes to those positions falling much higher or lower than market. (Completing this activity is subject to annual funding.)
- ❖ The Superintendent, with the assistance of Human Resources, will make a recommendation regarding the reclassification. The supervisor will be notified by Human Resources of the status of the request for reclassification.
- ❖ Reclassification, if approved, will be reflected in the new contract, salary calculation, and the published salary ranges.

Compensation

Cost of Living Adjustment (COLA)

Administrative employees may receive an increment at the beginning of each fiscal year subject to specific Superintendent approval and available funding. The Administrative Compensation Advisory Council will have the opportunity to present information to the Superintendent relative to such COLA. Administrators whose current salary is at the end of the respective range for the position held will receive the COLA in twelve monthly amounts during their contract year.

Base Salary Compensation

Base salary determination – The base salary is the prior year's salary plus applicable COLA. Base salary will be used to compute any increases in the subsequent year (see exception below).

Changes in base salary – Changes in the base salary compensation may be made when an increase or decrease is directed by the Superintendent. Occasionally, the Superintendent may direct changes

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made in base salary to either place an employee within the range of the position which they hold, to adjust the comparability/marketability of a group of positions within a range, to adjust individual salaries to maintain internal equity, or to adjust the individual salary for unique demands of the position.

Base salary compensation payment – Base salary compensation will be paid in monthly installments. The base salary is computed on a number of days assigned to work during the salary term. An employee who voluntarily/involuntarily separates from district will receive a salary payout on their final paycheck commensurate with the number of contract days worked during the work year.

Base salary percentage – The base salary compensation will consist of 100% of the increase allocated for the individual administrative employee salaries for a given term.

Work Year

The work year for “10-month” employees shall be 209 days. The work year for “11-month” employees shall be 224 days. These are the actual designated work days including professional growth/improvement days.

The work year for “12-month” employees shall consist of 260 days, including vacation and holidays.

Implementation

The administrative employee compensation program shall be based on a July 1 through June 30 cycle. Base salary compensation and other appropriate compensations will be revised as of July 1 each year, and distributed as stated above under “Base Salary Compensation”.

Insurance Benefits

The following benefits are part of the total administrative employees compensation program:

Medical Insurance

The district shall pay 95% of the lowest premium of the group medical insurance plan for the employee. The remaining premium cost shall be paid by the employee through the payroll deduction process.

Dental Insurance

The district shall pay 95% of the lowest premium of the group dental insurance plan for the employee. The remaining premium cost shall be paid by the employee through the payroll deduction process.

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Vision Insurance

The district shall pay 95% of the premium of the group vision insurance plan for the employee. The remaining premium cost shall be paid by the employee through the payroll deduction process.

Short Term and Long Term Disability Insurance

The district will provide group short term and long term disability insurance. Short and long term disability is in effect only while employed by the district.

Life Insurance and AD&D

The district will provide group life insurance and AD&D equal to twice the annual salary of the administrative employee, up to a maximum of \$400,000. Life insurance and AD&D is in effect only while employed by the district.

Health Savings Account and Flexible Spending Account Plans

The purpose of the Health Savings Account (HSA) and Flexible Spending Account (FSA) plans are to allow eligible employees to set aside funds each calendar year during Open Enrollment or upon hire to pay for:

- ❖ Out-of-pocket health care expenses qualified under the HSA and medical FSA including medical, dental, vision and certain preventive expenses.
- ❖ Daycare expenses for children under 13 and dependents who are mentally or physically incapable of caring for themselves under the Dependent Care FSA.

Per IRS rules, the FSA accounts are subject to “use it or lose it” rules. Services must be incurred during the calendar year in which you were benefit-eligible or elected COBRA continuation. HSA accounts are not subject to the “use it or lose it” rules. Payroll deductions are made on a pre-tax and pre-PERA basis. For more information, go to 24HourFlex.com or <https://staff.adams12.org/content/health-savings-account-flexible-spending-accounts>.

Employee Assistance Program

Administrative employees and their household members, including children up to age 26, may access the Employee Assistance Program (EAP), 24 hours per day/7 days a week, from Resources for Living. Your personal information will remain confidential and will not be released to anyone without your written permission. The EAP benefit offers up to five sessions per issue each year.

The Employee Assistance Program also offers a comprehensive on-line website and library with legal/financial resources, health/wellness information, convenience services and information on how to balance your personal and professional life.

Additional information on both of these resources can be found at <https://staff.adams12.org/content/wellness-employee-assistance-program-eap>.

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Leaves and Time Off Benefits

Temporary Leave

Administrative employees accrue, on an unlimited basis, temporary leave as follows:

- ❖ 12-month employees accrue eight (8) hours of temporary leave per month and
- ❖ Less than 12-month employees accrue 88 hours of temporary leave per year.

However, the accrual rate for administrative employees whose FTE is less than 1.0 will be prorated.

Temporary leave is to be used for illness of the employee and/or the employee's family, for personal business, or any other reason requiring a temporary absence from work. Temporary leave should not be used for vacation purposes, but if an employee's vacation accrual has been exhausted, temporary leave may be allowed for vacation on a case-by-case basis with the permission of the employee's supervisor and the Chief Human Resources Officer.

Cash Out of Accrued Temporary Leave while Employed

While actively employed, an employee may request to sell ("cash out") up to 40 hours of temporary leave that will accrue in the next calendar year (the "accrual year"), but only to the extent that the balance in the employee's temporary leave account is at least 80 hours at the end of the accrual year. Cash out of temporary leave will be at 60% of the employee's hourly rate as of the end of the accrual year.

A temporary leave cash out request must be made by notifying Human Resources in writing (by memo or e-mail) on or before December 31st of the year *prior* to the accrual year. Such a request shall become irrevocable as of midnight on December 31st. Payment for cashed out temporary leave will be made with the February payroll in the year *following* the accrual year. For example, a temporary leave request must be made by notifying Human Resources in writing by December 31, 2021. The accrual year would be 2022. Payment would be made with the February 2023 payroll. This timeline for notice, accrual and payment is dictated by the IRS, federal law, and regulations. If an employee uses temporary leave during the accrual year to the extent that their balance falls below the minimum 80 hours on December 31, or if termination of employment occurs prior to the end of the accrual year, the cash out request will be cancelled.

Pay Out of Accrued Temporary Leave upon Retirement or Other Termination of Employment

Upon retirement or other termination of employment, temporary leave will be paid out at 40% of the employee's hourly rate as of retirement or termination, up to a maximum of 1,440 hours accrued temporary leave. Any accrued temporary leave in excess of 1,440 hours will be forfeited upon retirement or termination. The employee may elect to receive payment in a lump sum upon retirement or termination or in three (3) annual payments beginning upon retirement or termination. Such election shall be made prior to retirement or termination on a form available from Human Resources. With either election, taxes for the entire amount will be withheld up front and the annual payment must be no less than the amount of taxes required to be withheld. In the event

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the employee does not make a timely election, payment shall be made in a lump sum upon retirement or termination.

The general rule is that temporary leave is not to be used as a part of a separation from employment in order to receive temporary paid leave payout at 100% vs. 40%. Example: Employee plans to separate employment on June 30 and wants to use 10 days of temporary leave in order to leave at an earlier date and be paid at 100%. Exceptions to this rule may occur when it is in the best interest of the district to do so. Factors to consider include, but are not limited to, when the timing and/or circumstances of the resignation do not allow for: a) optimum candidate pool quality, b) ideal transition for the position being vacated; and c) maximizing building/department climate and stakeholder morale. All exceptions require the advance approval of the Chief Human Resources Officer and Superintendent.

PERA Treatment of Temporary Leave

Amounts received for temporary leave taken will be treated as PERA-includable salary. Amounts received for cashed out temporary leave or for temporary leave upon retirement or termination will not be treated as PERA-includable salary. Such treatments are subject to change if there is a change in the laws, or the interpretation of the laws, applicable to PERA.

Parental Leave

Up to a two-year unpaid leave of absence may be requested for parental leave.

Bereavement Leave

If death occurs among relatives of the employee's immediate family, the employee will be granted up to three (3) days leave, not to be charged as temporary leave. Immediate family is defined as spouse, child/step-child, brother, sister, parent/step-parent, father-in-law, mother-in-law, brother-in-law, sister-in-law, grandchild, grandparent, aunt or uncle. Reasonable notice of bereavement leave taken shall be given by the employee to his/her appropriate supervisor. Any additional day(s) needed will be charged to available temporary or vacation time.

Military Leave

Any employee is eligible for leave for military service as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994. Employees should notify the Human Resources Department immediately after receiving orders for active duty. Copies of such orders shall be submitted to the Human Resources Department. If the employee applies for reinstatement within the time periods provided by law, the employee will be reinstated.

Employees belonging to Guard or Reserve Units will be allowed to take up to fifteen (15) calendar days per year of time off from their regular duties for such military training. A leave not to exceed fifteen (15) calendar days per year shall be without any loss of pay provided that the employee on such military leave shall turn over to the district payment received for such services, and no deduction shall be made from the employee's salary because of being on military leave up to fifteen (15) calendar days.

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Jury Duty Leave

Employees called for jury duty during working hours shall be granted leave. Employees shall receive their regular pay during such time of service provided that they pay to the district any jury duty fees, excluding mileage and parking reimbursement, for such jury duty, and include the jury duty verification form with the remittance within thirty (30) days after the jury duty. An employee's temporary leave shall not be deducted for such jury duty.

Vacation Benefit

Twelve-month employees will accrue vacation at the rate of 160 hours per work year. This will be computed on the basis of 13.33 hours per month. The accrual rate will be prorated for those whose FTE is less than 1.0.

A maximum of 160 vacation hours may be carried into the next year. Any unused vacation hours over 160 as of December 31 shall be forfeited.

Employees are strongly encouraged to use their vacation within the assigned calendar year and to plan for the use of these days with their supervisors.

At separation or retirement, any accrued vacation days up to 320 hours (40 days) will be paid out at 100% of the employee's current per diem.

Less-than-twelve-month employees are granted time off as per the Perpetual School Calendar (District Policy 6100).

Paid Holidays Benefit

Holidays are granted as follows:

For 12-month positions:

Independence Day (July 4th)

Labor Day

Veterans' Day

Thanksgiving

Friday after Thanksgiving

Christmas Eve Day or the day after Christmas

Christmas Day

New Year's Eve Day or the day after New Year's

New Year's Day

Martin Luther King, Jr. Day

Presidents' Day

Friday of Spring Break

Memorial Day

For 10- and 11-month positions:

No paid holidays granted

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Administrative 110/110 Option

The Administrative 110/110 Option is available to eligible administrators so that they may retire and return to work for one additional contract year after retirement. With the exclusion of contributions made by the district to the Administrator Longevity Program (ALP), the district will provide the administrator their current assignment, salary, benefits and other working conditions for one contract year as if the administrator had not chosen to participate in the 110/110 option.

Eligibility

- ❖ Completion of 20 years of continuous service in Adams 12 Five Star Schools by the retirement date; and
- ❖ Satisfactory or better performance rating on the most current evaluation; and
- ❖ Participation in the 110/110 option under PERA guidelines approved by the district; and
- ❖ The district must agree to the timing of any required break in service and; and
- ❖ Completion of an Administrative 110/110 option form no less than 120 calendar days prior to the desired date of retirement.

The administrator is responsible for tracking the days and time worked to ensure compliance with PERA Working After Retirement rules.* The district will no longer make monthly contributions to the Administrator Longevity Program (ALP). Unused, accrued temporary leave and vacation will be paid out on the final pay advice of the 110/110 option period.

*<https://www.copera.org/retirees/working-after-retirement>

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Administrator Longevity Program

The Administrator Longevity Program (ALP) was created to recognize the administrative employee's continuous years of service to the district in an administrative position. The annual contribution percentage amounts will be determined by the number of eligible administrative staff, their years of district service, and available funds within the account for the specific fiscal year. Approved leaves will not interrupt the calculation of years of continuous service. The years of district service are updated on the employee's hire date anniversary.

The following percentages for the Administrator Longevity Program were approved for years 2021/2022 and 2022/2023. Each year the Chief Human Resources Officer and the Chief Financial Officer will make recommendations to the Superintendent for appropriate and applicable disbursement of funds based on the set amount of dollars available for that fiscal year. Each fiscal year is reviewed annually and percentages may be adjusted.

Years Of District Service	% of Base Compensation
2-4 years (Start of 25 th month to end of 60 th month)	2.0
5-9 years (Start of 61 st month to end of 120 th month)	3.0
10-14 years (Start of 121 st month to end of 180 th month)	4.0
15-19 years (Start of 181 st month to end of 240 th month)	5.0
20+ (Start of 241 st month+)	7.0

Effective January 1, 2016, ALP funds for eligible administrative employees will be contributed into the employee's 401(k) account with the contributions being tax-deferred until withdrawal.

PLEASE NOTE: The administrative employee will be notified prior to the time of their initial eligibility for ALP. If the employee does not respond by memo or e-mail when first notified of their eligibility, they will not receive the monthly ALP contribution. Once Payroll receives notification by memo or e-mail of the employee's intent to join the ALP program, contributions will begin the month following receipt of this notification. There will be no retroactive ALP contributions for employees who enroll after their initial eligibility.

Administrative employees hired or re-hired January 1, 2015 or after are not eligible for the ALP. The Superintendent is not eligible for the ALP.

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Transfers of Certified or Classified Employees to Administrative Positions

Certified or classified employees who transfer to an administrative position will, if eligible, collect their Certified Compensation Stipend (certified) or their Career Service Credit Stipend (classified) and will be reimbursed for unused temporary leave in accordance with the applicable negotiated master agreement. Such employees shall not be eligible for the Administrator Longevity Program.

Discrimination / Harassment

If you believe you have a complaint on the basis of discrimination, including sexual harassment, refer to District Policy 8400 (Nondiscrimination) or District Policy 8410 (Sexual Harassment-Title IX) for applicable procedures.



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