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Portland Public Schools  
Administrative Compensation Review

February 2016



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





## Introduction

### Overview/Objectives

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, 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%, review 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 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 employee 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. No further documentation was requested for analysis for these individuals.

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



The remaining 8 individuals were then reviewed in greater detail.

## Results

Documentation for the remaining 8 individuals was requested to demonstrate adherence to existing policies for

1. Promotions
2. Job reclassification, and
3. Reorganization, salary schedule restructuring, and other adjustments

These categories included:

Note: Some individuals are included in more than one category

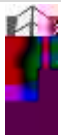
Specific documentation requested for review included:

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

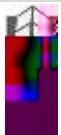
### 1. Promotions

Our sample identified 8 employees that were promoted for the specified timeframe

- ~ Six were promoted after working in an interim capacity
- ~ Two were offered bond funded



~ Four promotions were



these adjustments. During the review period, implemented requests were effective for a maximum of six months with extensions required to be 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 form<sup>8</sup> to capture applicable information.

Ten instances of class reclassifications occurred during our timeframe. Evidence of written requests submitted by supervisors to Human Resources (in lieu of the submitted for each of the employees receiving an out-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 process to facilitate these requests.

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





effective 1/1/2014. This action was adopted in the 2013-14 adopted budget and used a defined salary schedule.

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 is not included in the budget book.









Figure 3

**Reclassification Request Form**

A reclassification review is an analysis of a position's duties and responsibilities to determine if the position should be reclassified. A reclassification review is requested by the employee or supervisor. The review process is outlined in the attached document.

**INSTRUCTIONS**

Complete and submit this form to the Human Resources Department. If you are an employee, please have your supervisor review and sign this completed form.

**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 references.

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

**Budget Section**

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

Employee's Current FTE: \_\_\_\_\_ Current Annual Rate: \_\_\_\_\_

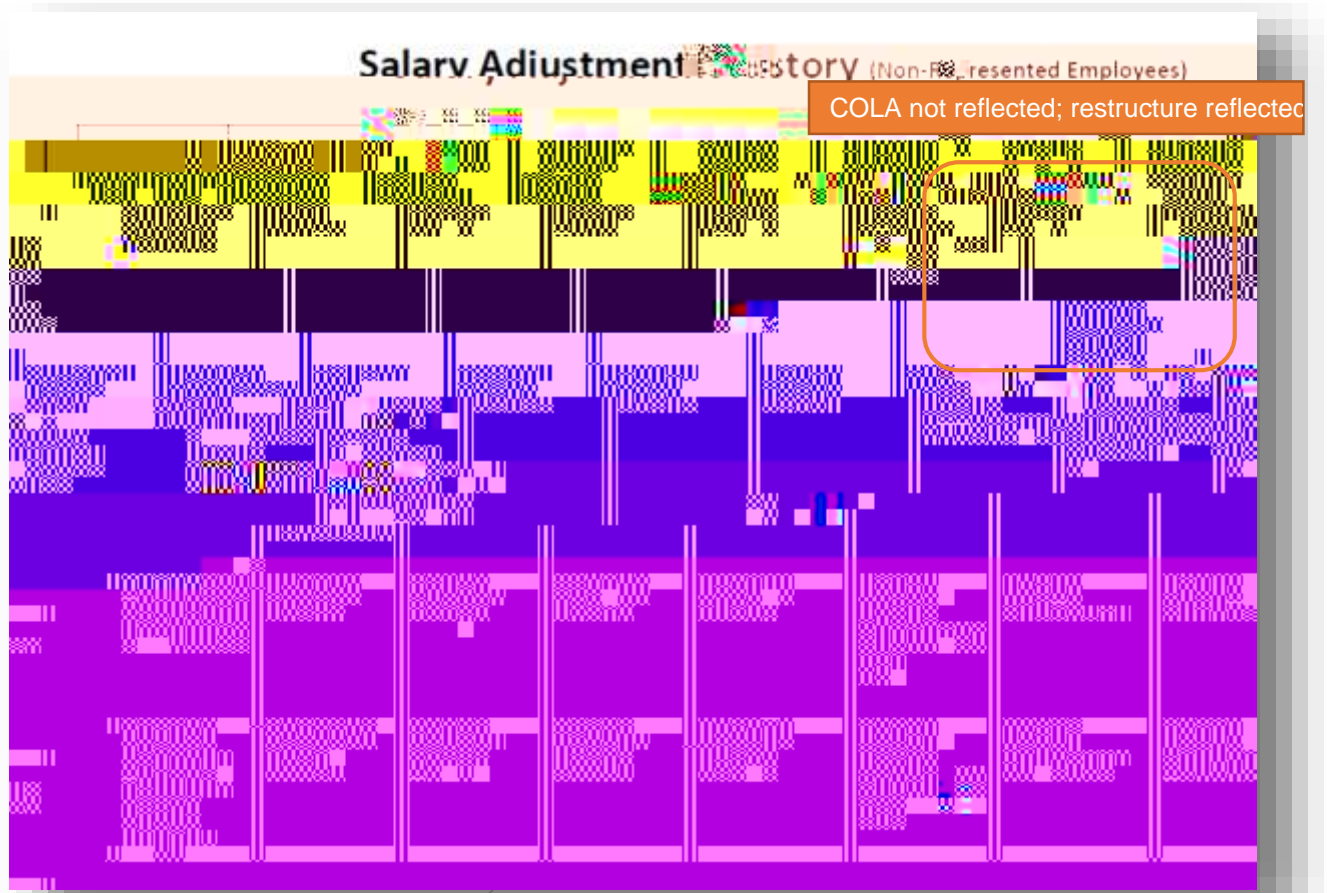
Please Check (all that apply):  
 Funding is not available  
 Funding is available

ICM# Position Description: \_\_\_\_\_  
Revised 08/20/2014





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



Portland Public Schools  
Administrative Compensation Review  
Phase 2  
July 2016



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. 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.

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, 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. T







## Effectiveness of Current Processes and Procedures for Compensation Setting







## Overview/Objectives











National

District	Enrollment (1)	Number of Schools <sup>(1)</sup>	% Minority (2)	% EL <sup>(2)</sup>
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				





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Position	Organizations Reporting Comparable 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

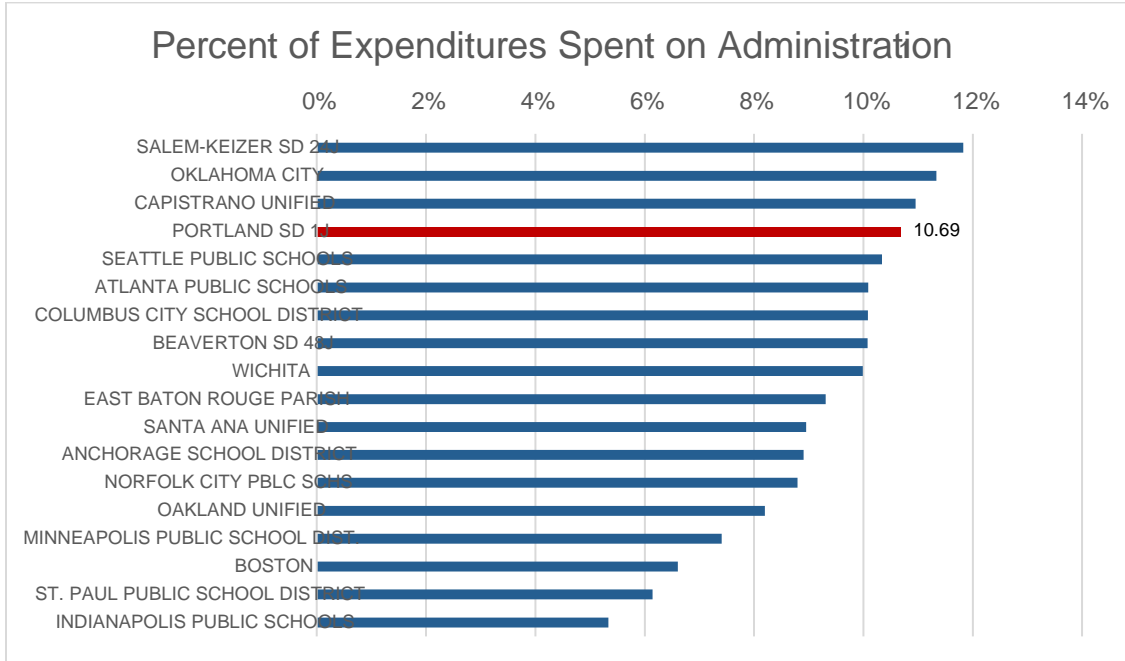
\* Insufficient information available  
 \*\* Position vacant - PPS range below median

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.

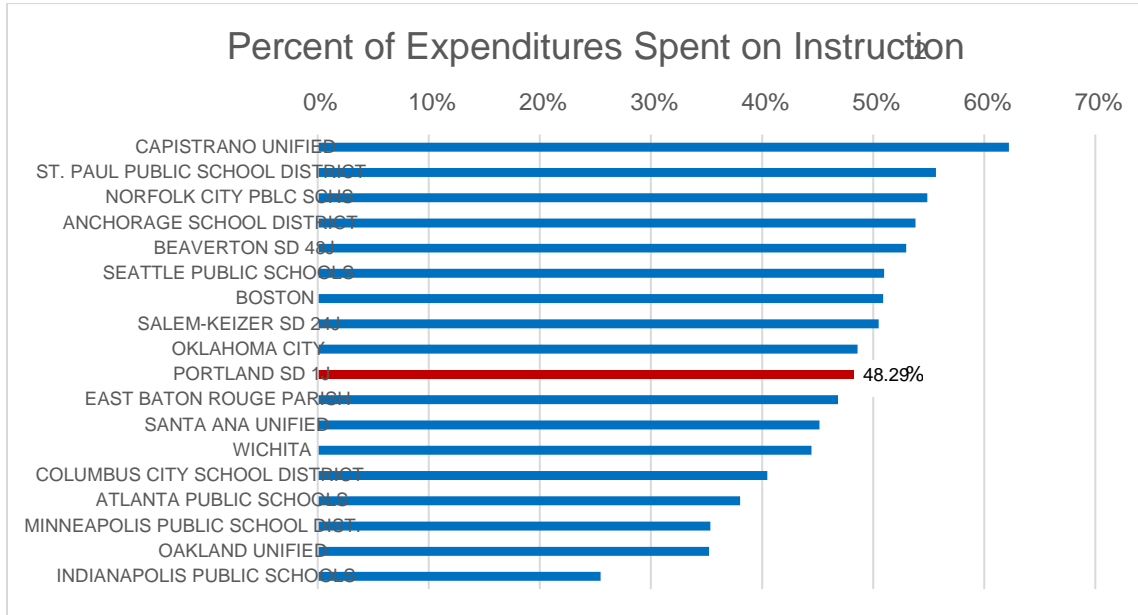
Appendix A contains a summary of information obtained from each comparable district and municipality by position.







- 1 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).

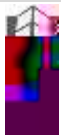


- 2 Expenditures for activities directly associated with the interaction between teachers and students include teacher salaries and benefits, supplies (e.g., textbooks), and purchased instructional services.



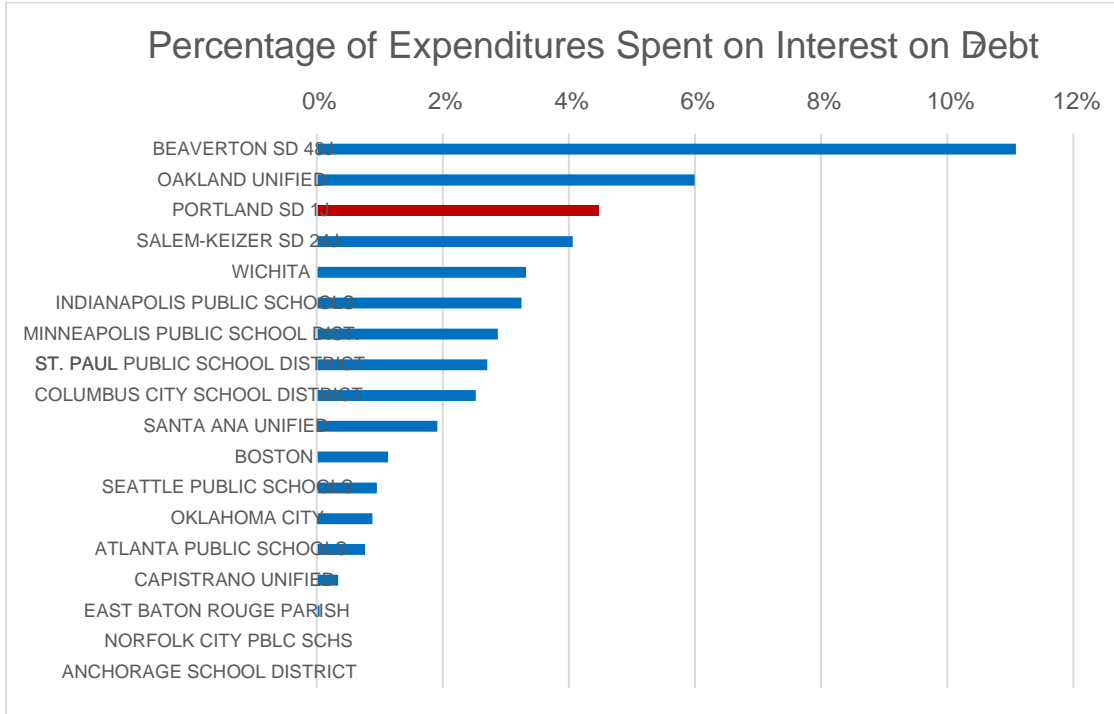


3 Expenditures for health psychological, guidance, therapy and attendance services for students, and for services that support instruction such as school libraries, media centers, curriculum development and in-service teacher training.

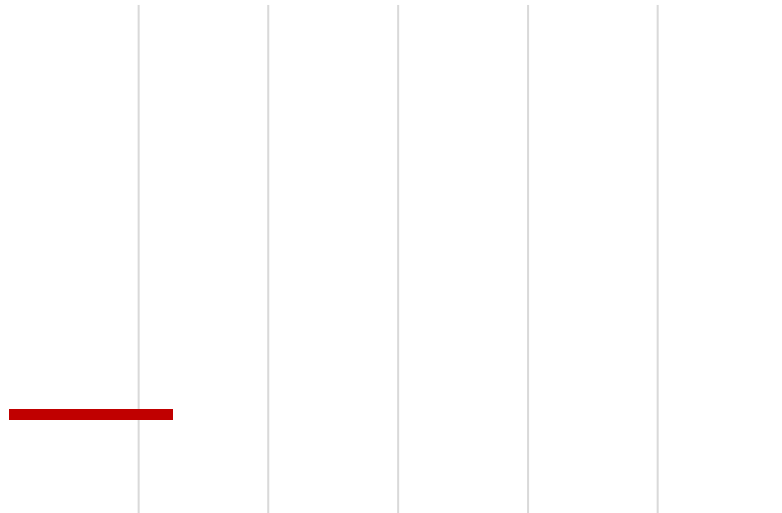








7 Expenditures for interest on long-term debt (i.e., obligations of more than one year).



8 Operations (District Expenditures) 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.



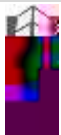


Food Service (District Expenditure) is a subfunction of the function noninstructional services. Food services are activities that provide food to students and staff in a school or LEA. These services include preparing and serving regular and incidental meals or snacks in connection with school activities as well as delivery of food to schools.

Other Support Staff (District Staff) are 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





### 3. Process Effectiveness

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

#### Approach and Methodology

To determine the effectiveness of processes and procedures 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





- ~ 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 a 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 related jobs positioned in very different classifications with different compensation.

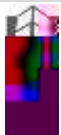
Although the need to address the issues identified by the previous evaluation as well as other issues were vital, concerns existed with salary compression for regional administrators. Salary compression- when employees in lower level jobs are paid almost as much as their colleagues in higher level jobs, 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.

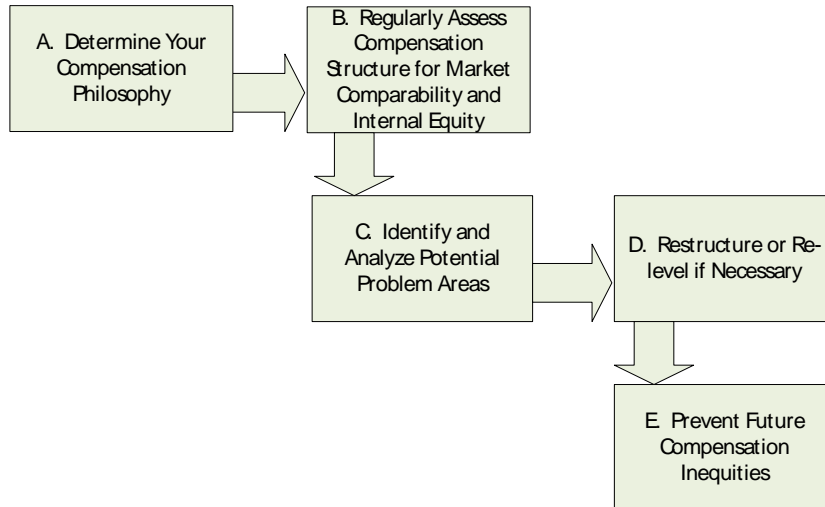




The next major undertaking of the Classification & Compensation Division was to conduct a Job Family Classification and Compensation Study for represented employees, senior leadership, building administrators, and program administrator classifications. This project was organized into three phases:

- ~ Phase 1

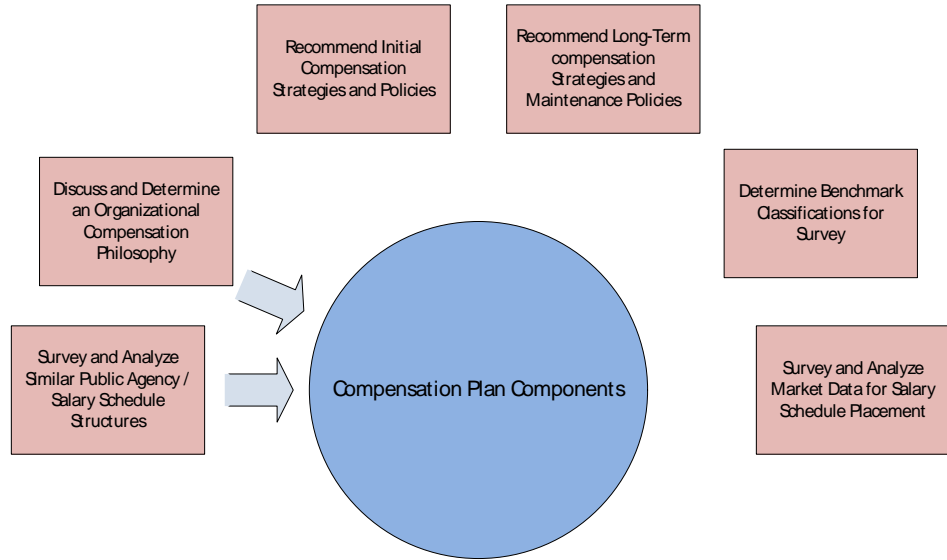




When the District set up compensation for industry best practices. No comprehensive job analysis was known to have occurred for non-represented employees. Job descriptions were used primarily as templates for recruiting purposes and those individual departments hiring personnel determined job titles and duties that they believed aligned to the existing salary schedule. As a result, 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 routinely performed and there was either insufficient or no staff devoted to those tasks.

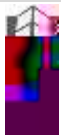
In the past two years, the District has attempted to address these issues by creating a Classification & Compensation Division to focus on implementing additional structure and analysis. The Division has developed the following tasks and processes to conduct a classification and compensation model for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





This process 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







A. **Best Practices**

**Best Practices**

Per SHRM, determining a compensation philosophy requires a depth look at salary 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 process is collaborative. 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 District'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: Not Represented Employee 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, 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





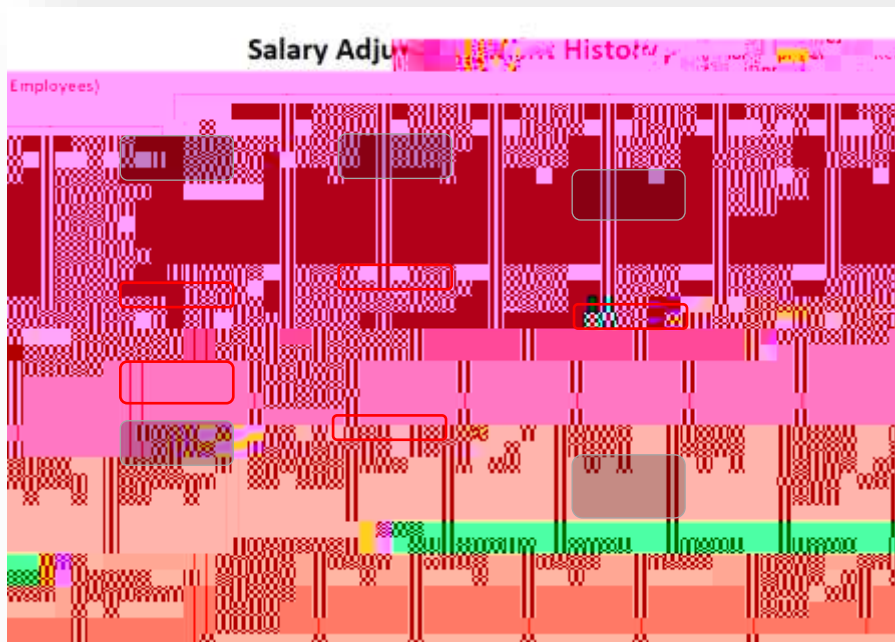
~ enhance š Z ] • š a [ ] t y š [ • more effectively comply with statutory requirements regarding pay equity legislation.

Recommendation #

The District should

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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 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 & Full-time Administrator Salaries**  
**Including Daily Rate Breakdown (Actual Days in Pay Class)**

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 (+13.74% below min)	\$ 444.30 (+13.70% below min)	\$ 490.38 (+26.97% below min)

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.)
Principal	230	\$ 108,300 (3)*	\$ 113,500 (4)	\$ 115,000 (5)	\$ 123,000 (6)
	Annual Rate				
	Daily Rate**	\$ 470.87	\$ 493.48	\$ 500.00	\$ 534.78





D. Restructure or Relevel as Necessary





### Recommendation 5

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, data indicates that there were no significant outliers in comparing the PPS benchmarked positions and the market data. Objective evidence that this analysis occurred

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### Develop Pay Structures

#### Best Practices:

An assessment conducted by SHRM found that the most common salary program designs included:

- ~ a midpoint of 50% of pay, a minimum of 80% 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 differentia





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 [redacted] represented employee compensation structure currently operates und



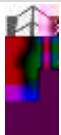


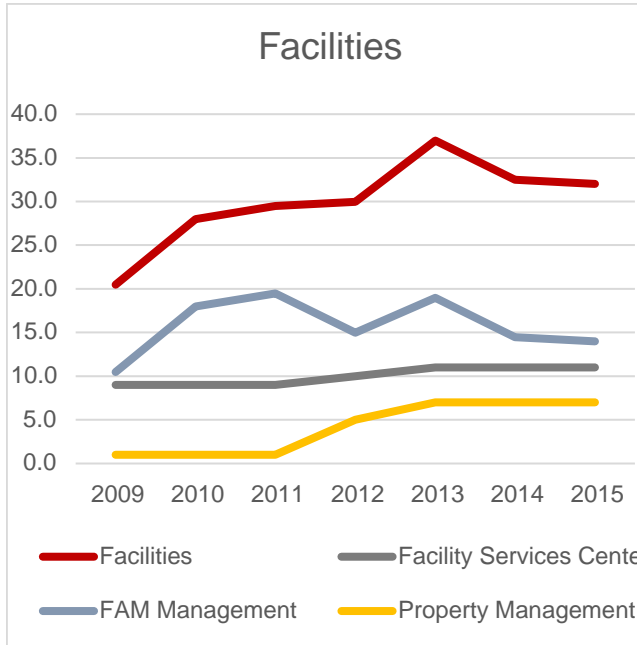






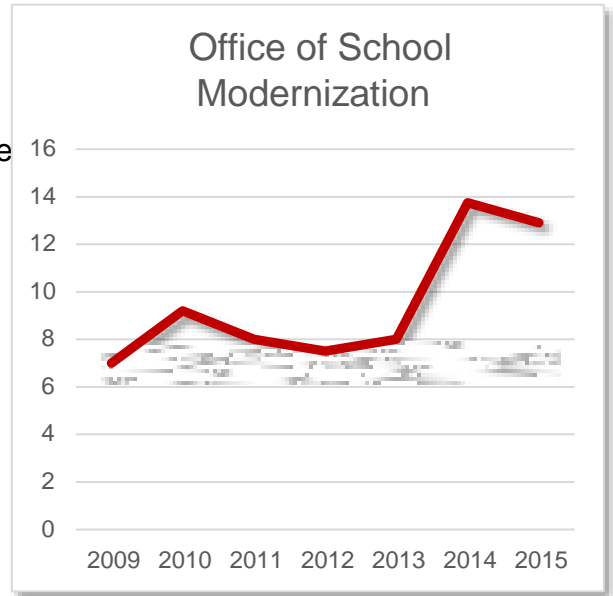
Equity and Partnerships has experienced the greatest increase in the number of central office employees between 2009 and 2015. The Department started with two employees in 2009, had one employee in 2010, and added 17 employees between 2011 and 2015, representing a 900% increase over

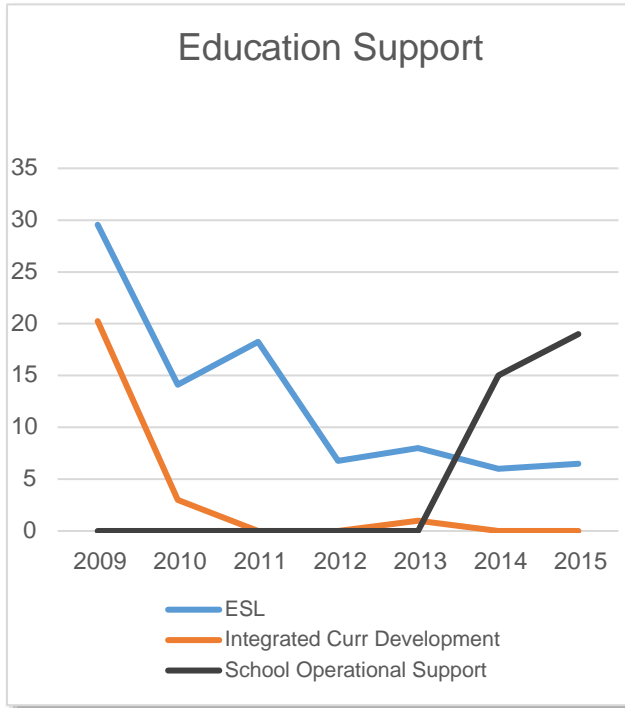




The Facilities Department group grew by a total of 11.5 FTEs since 2009 to its current number of 32.0. Five of the positions are bonded.

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





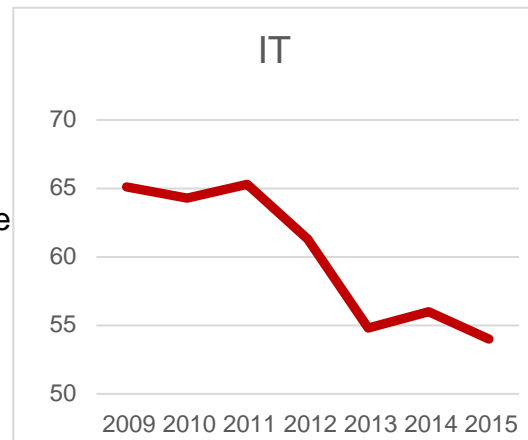
The Education Support group has 26 departments experiencing a total decrease of 13.8 FTE.

Departments within the group with the greatest losses:

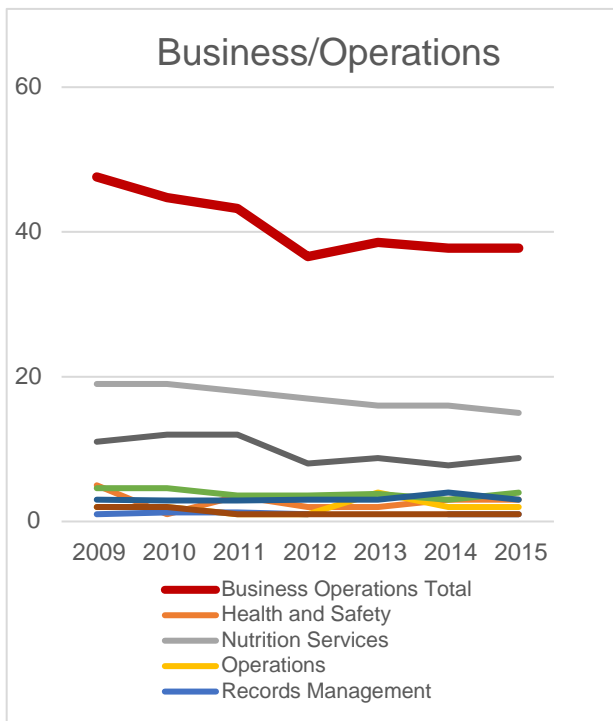
- ~ ESL (-23)
- ~ Integrated Curriculum Development (-20)

The department with the greatest increase:

- ~ School Operational Support (+19)

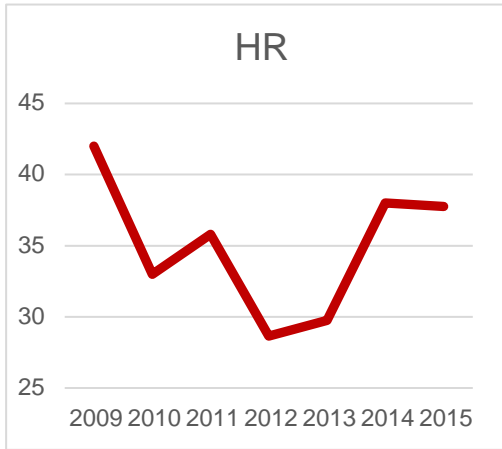


IT lost 11 FTE (65 to 54) over the specified timeframe



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

	COLI	Location	Classification	Min	Max	Adjusted Min	Adjusted Ma
Oregon							
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%						

Deputy Chief Financial Officer

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

	COLI	Location	Classification	Min	Max	Adjusted Min	Adjusted Max
Oregon							
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
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					

PPS Actual  
\$122,525

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

National

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
4	122.4%	Baton Rouge, LA	Director for Finance	69,064	95,144	84,534	116,456

PPS Actual  
\$122,525

Note: For Information Purposes Only



Chief of Staff

Median of Adjusted M \$118,494  
PPS Range

	COLI	Location	Classification	Min	Max	Adjusted Min	Adjusted Max
Oregon							
1	106.3%	Salem Keizer*	Chief of Staff	\$ 94,819	\$ 119,977	\$ 100,810	\$ 127,557
2	100.0%	PCC*	Chief of Staff	75,470	109,431	75,470	109,431

Chief of Communications and Public Affairs

Median of Adjusted Max \$178,848  
PPS Range

	COLI	Location	Classification	Min	Max	Adjusted Min	Adjusted Max
Oregon							
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

Senior Director - Facilities & Asset Management





Senior Director-ESL

Median of Adjusted Max \$120,991  
PPS Range

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Ma
Oregon							
1	100.0%	Beaverton	Administrator for ELL and Bilingual Programs	\$ 126,284	\$ 126,284	\$ 126,284	\$ 126,284
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

National

1	110.2%	Minneapolis, MN	Executive Director - Educational Cultural Services	\$ 88,215	\$ 141,465	\$ 91,703	\$ 155,894
2							

Senior Director - Funded Programs

Median of Adjusted Max N/A  
PPS Range

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Ma
Oregon	106.3%	Salem Keizer* *Includes PERS Pickup	Coordinator, Federal Programs	\$ 90,304	\$ 114,261	\$ 96,009	\$ 121,480

Median of Adjusted Max \$132,100  
PPS Range

National	127.0%	Oklahoma City, OK	Executive Director of Federal Programs	\$ 87,000	\$ 118,000	\$ 110,490	
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Senior Director - Office of Equity and Partnerships

Median of Adjusted Max \$131,702  
PPS Range

Oregon	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
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 (9(a) 1 D Tm	[(7)-12(8)-12 (9(a) 1 on	[(1)- 74.45 188.112(,)-6(9)-12(8)-12(9)] TJ ET 78		

Senior Director - Accounting and Payroll Services

Position was eliminated in FY 2015/16

Senior Director - System Planning and Performance

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

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
Oregon							
1	100.0%	Port of Portland*	Business Systems Manager III	\$ 103,490	\$ 165,586	\$ 103,490	\$ 165,586
2	100.0%	Clackamas County*	Strategic Policy Administrator	110,846	149,642	\$ 110,846	\$ 149,642

\*Includes PERS Pickup



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

National							
1	110.2%	Minneapolis, MN	Executive Director, Research, Evaluation, and Assessment	\$ 90,288	\$ 153,490	\$ 99,497	\$ 169,146
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	126,694	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 Median \$136,930  
 PPS Range \$101,500 - \$132,000

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
Oregon							
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
		*Includes PERS Pickup					

PPS Actual  
\$118,500

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

National

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

PPS Actual  
\$118,500

Note: For Information Purposes Only

Senior Manager - Labor Relations

Median of Adjusted Max \$118,627  
PPS Range

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
Oregon	1	100.0% Port of Portland*	Labor Relations Manager	\$ 90,408	\$ 142,731	\$ 90,408	\$ 142,731

Senior Director - Schools

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

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
Oregon							
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
*Includes PERS Pickup							
							PPS Actual \$128,211

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

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
National							
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
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							
							PPS Actual \$128,211

Note: For Information Purposes Only

Senior Director - Nutrition Services

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

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

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

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max	
National								
1	127.0%	Indianapolis, IN	Director of School Nutrition	\$ 91,000	\$ 118,000	\$ 115,570	\$ 149,860	
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	PPS Actual \$109,417
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

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
National							
1	85.6%	Santa Ana, CA	Asst. Director of Food Services	\$ 124,259	\$ 141,911	\$ 106,366	\$ 121,476
2	117.4%	Atlanta, GA					



Program Director - Early Response System

Average of Adjusted Max N/A  
 PPS Range \$82,586 - \$113,8

	CPI	Location	Class	Min	Max	Adjusted Min	Adjusted Ma
National							
1	79.5%	Capistrano, CA	Executive Director, Student Intervention and Support Services	\$118,554	\$ 159,783	\$ 90,275	\$ 127,027

PPS Actual  
 \$107,224

Note: For Information Purposes Only

Senior Director-Transportation Services

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

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

PPS Actual  
\$103,835

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

National							
1	127.0%	Indianapolis, IN	Transportation Director	\$ 91,000	\$ 118,000	\$ 115,570	\$ 149,860
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

PPS Actual  
\$103,835

Note: For Information Purposes Only

Director - Enrollment and Transfer

Median of Adjusted Max \$117,957  
PPS Range

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
National							
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%	Ba 1 541	59.565 T565 T565 T550 BT 1(B)7w.7( )-6(S)19(( )-6(W)11(A)] TL )-6( BT 1 0 0 1 212.55 73.415 Tm [(B)19(a)-12-19(e)-12(ct)51(o)-12				



Director - Benefits

Median of Adjusted Max \$128,091  
PPS Range

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
Oregon							
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					



Assistant Director - Dual Language Program

Median of Adjusted Max \$108,990  
 PPS Range \$106,513 - \$114,7

	CPI	Location	Class	Min	Max	Adjusted Min	Adjusted Ma	
Oregon								
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	PPS Actual \$106,513
		*Includes PERS Pickup						
		(1) No range available						

Median of Adjusted Max N/A  
 PPS Range \$82,586 - \$113,8

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

Note: For Information Purposes Only







Director - Capital Projects

Median of Adjusted M\$121,480  
 PPS Range \$82,586 - \$113,8

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Ma
Oregon							
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
		*Includes PERS Pickup (1) No range available					
							PPS Actual \$95,974

Median of Adjusted M\$140,093  
 PPS Range \$82,586 - \$113,8

National							
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
							PPS Actual \$95,974

Note: For Information Purposes Only

Network Administrator - Senior

Median of Adjusted M\$106,420  
PPS Range

COLI	Location	Class	Min	Max	Adjusted Min
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Supervisor - Network Admin

Median of Adjusted Max \$110,073  
PPS Range

Oregon	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
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					

Senior Analyst - Evaluation

Median of Adjusted Max N/A  
PPS Range

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Ma
Oregon							
1	106.3%	Salem Keizer* *Includes PERS Pickup	Coordinator, Testing and Evaluation	\$ 81,907	\$ 103,640	\$ 87,082	\$ 110,188

Median of Adjusted Max \$ 91,541  
PPS Range

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Ma
National							
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	T /F15 10.225 Tf 1 0 0 1 607.05 101 T Testing and E-6(E-66 0.0024109 806.4 301.2 re W* n BT /F16 10.225 Tf 1 0 0 1 121823				

Project Manager III - Bond

Median of Adjusted Max \$107,662  
PPS Range

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
National							
1	92.3%	Seattle, WA	Manager, Capital Programs	91,062	125,777	84,050	116,092
2	79.5%	Capistrano, CA	Director I, Construction	88,708	124,821		

Program Director - Multiple Pathways and Charter Schools

PPS Range

\$81,366 - \$112,1

COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
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No available data for this position

PPS Actual \$88,983
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Senior Manager - GearUp

PPS Range

\$71,867 - \$97,3

COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
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No available data for this position

PPS Actual \$89,890
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Chief Financial Officer

Median of Adjusted Max \$192,714  
PPS Range

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
Oregon							
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
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	109,537	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

National

1	117.4%	Atlanta, GA	Chief Financial Officer	\$ 156,019	\$ 214,526	\$ 183,166	
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Chief - School Modernization

Median of Adjusted Max \$138,846  
PPS Range

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
Oregon	1	100.0% TriMet					

Chief Human Resources Officer

Median of Adjusted Max \$171,859  
PPS Range

	COLI	Location	Class	Min	Max	Adjusted Min	Adjusted Max
Oregon							
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	191,4(6)-12(9687 Tc[( )]] TJ ET BT 1 0 0 1 539.8 :		

