

2015

**Washington State School Directors' Association
Classification and Compensation Audit**

Chapter 28A.345.060 RCW

Office of Financial Management
State Human Resources Division
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Introduction

[Chapter 28A.345.060 RCW](#) requires the Washington State School Directors' Association (WSSDA) to contract in odd-numbered years with the Office of Financial Management, State Human Resources, to audit its staff classifications and employee salaries. Copies of the audit report are to be given to the Office of Financial Management and the committees of each house of the Legislature with responsibilities for the common schools.

This is the 15th such report submitted by the State Human Resources Director since the 1983 legislation. The last report was dated Jan. 6, 2014.

Scope

There are presently 14 filled and three vacant positions at WSSDA. The scope of this review encompasses all positions, particularly those that have experienced significant changes in duties and responsibilities.

Classification alignments in this report are based on the comparison of duties and responsibilities assigned to each WSSDA position with civil service classifications adopted by State Human Resources, and other general government positions. No attempt was made to assess employee performance or workload since these are not elements affecting proper position allocation.

In this report, as in the past, we have aligned the WSSDA management team positions with comparable exempt positions at the Office of Superintendent of Public Instruction (OSPI). Although OSPI is a larger agency (414 employees, as of this writing), it works with many of the same outside entities and performs similar work in the state's educational system. We recognize that due to differences in size, a number of the WSSDA management positions perform dual functions that cannot be found in single positions at OSPI. At the same time, OSPI is a larger agency, and some jobs similar to positions at WSSDA may be paid at a higher rate due to the greater impact of the position.

Position Review Summary and Recommendations

Based on position description forms submitted to State Human Resources and conversations with WSSDA management, it was determined that five positions experienced changes in duties and/or titles since 2013. Accordingly, State Human Resources requested audits of these positions:

1. Director, Policy and Legal Services (nonclassified)
2. Graphic Designer
3. Legislative Coordinator
4. Paralegal
5. Policy Program Specialist

The first is an *existing* position that was revised; the remaining four positions are *new* to the organization. (Descriptions, below, accompanying these four positions were drawn directly from WSSDA materials.)

1. Director, Policy and Legal Services

The focus of this position did not change, but the level of work performed by the employee had the most significant changes of the positions reviewed. The employee's qualifications were adjusted when she passed the Washington Bar Exam and became eligible to practice law in the state. The pay change occurred November 2013 as the duties were adjusted to higher-level work activities related to her ability to now practice law. The position is currently paid \$100,000 annually.

This position is compared to the OSPI Chief Legal Officer as the best match for job qualifications, level of work, legal responsibilities and decision-making authorization. This position currently pays \$115,000 annually. The OSPI position does, however, supervise eight staff and has an expanded scope of responsibilities for other programs.

2. Graphic Designer (comparable to Graphic Designer, 198F)

Primary responsibility of designing, formatting, writing, editing and publishing printed and digital materials. Duties include:

- conceptualize, design and produce publications, reports, presentations and marketing materials
- conceive, design, edit and produce materials appropriate to audience
- design and develop monthly newsletter
- develop content for the association's website and social media services
- photograph and film events and activities
- maintain image library including stock and digital photographs

3. Legislative Coordinator (comparable to Administrative Assistant 3, 105G)

Provides advanced administrative support to the Director of Government Relations. Duties include:

- respond to incoming calls and inquiries
- compose routine correspondence
- coordinate with other departments on legislative issues
- represent WSSDA with stakeholders and legislators as needed
- coordinate meetings, travel arrangements and reimbursements
- prepare and distribute meeting minutes
- perform event planning
- coordinate appointments for members and staff
- update and post bill-tracking report

4. Paralegal (comparable to Paralegal, 426E)

Provides paralegal support. Duties include:

- perform legal and policy research
- support production of department publications
- draft, route and manage procurement documents
- maintain filing system for legal conference materials
- assist with preparation of WSSDA Board of Directors meetings and other events

5. Policy Program Specialist (comparable to Secretary Senior, 100T)

Performs policy manual audits and other program support. Duties include:

- perform policy manual audits
- work with district support staff on their contracted project
- organize school district manuals
- convert manual to electronic format
- market WSSDA policy services
- provide administrative support to committees

Comparison of Analogous, Aligned Positions and Annual Salaries: WSSDA to OSPI

WSSDA Positions	WSSDA Salary 7/1/2013	WSSDA Salary 7/1/2015	WSSDA Position Type	OSPI Positions	Position Number	Position Type	OSPI Actual Salaries
Executive Director	\$146,820	\$149,000	Exempt	Chief of Staff	0002	Exempt	\$167,376
Executive Assistant to Executive Director	\$57,500	\$63,006	Exempt	Executive Assistant	0463	Exempt	\$80,340
Director of Finance & Operations	\$90,000	\$103,596	WMS2	Chief Financial Officer	0081	Exempt	\$139,050
Director of Policy & Legal Services	\$68,500	\$100,000	Exempt	Chief Legal Officer	0323	Exempt	\$115,000
Director of Government Relations	\$90,500	\$97,466	Exempt	Executive Assistant	0463	Exempt	\$80,340
Director of Leadership Development Services	\$90,000	\$80,256	WMS2	Training Program Supervisor **	0125	Exempt	\$70,740
Director of Communication & Marketing	\$82,000	\$89,544	Exempt	Communications Manager	0095	Exempt	\$78,276
	WSSDA Salary 7/1/2013	WSSDA Salary 7/12/015	WSSDA Class Code	OSPI General Government Job Class	OSPI General Government Salary Range Maximum		
Accounting Assistant	\$38,250	\$42,350	143K	Fiscal Analyst 3			\$54,744
Graphic Designer	New	\$54,000	198F	Graphic Designer			\$44,880
Information Technology Manager	\$64,000	\$60,198	479L	Information Technology Specialist 4			\$73,644
Legislative Coordinator	New	\$47,000	105G	Administrative Assistant 3			\$41,736
Paralegal	New	\$51,500	426E	Paralegal			\$58,956
Policy Program Specialist	New	\$41,500	107J	Program Specialist 3			\$58,956
Policy/Administrative Assistant	\$32,000	\$39,605	100T	Secretary Senior			\$36,096
Projects Coordinator	\$43,500	\$46,802	105G	Administrative Assist 3			\$41,736
Technical/Data Administrator	\$42,500	\$46,199	100T	Secretary Senior			\$36,096

*All ranges and dollar amounts used in this report are from the July 1, 2015, Washington State Compensation Plan.

** OSPI position 0125, Program Supervisor, has been abolished. There is no other position match at OSPI.

Audit of Management Position

OSPI title: **Chief Legal Officer (OSPI Position #0325)**

WSSDA working title: **Director, Policy and Legal Services**

Summary: A position review was conducted to clarify the November 2013 change in duties and in wages, from \$68,500 to \$100,000 over the subsequent two-year period. This position is responsible for guiding development of model policies and providing legal guidance to the agency and school districts.

Specific duties include:

- Direct policy and legal services
 - » Provide legal support to the WSSDA Board of Directors, Executive Director, all committees and all WSSDA departments.
 - » Incorporate legal and policy trends in the Policy Development Service by researching, writing and editing appropriate material for the newsletter Policy & Legal News.
 - » Research state and federal laws and develop material for and preparation of model board policies.
 - » Provide researched responses to school directors, administrators, other education agencies and the public on policy and legal issues by telephone, in writing, via e-mail and presentations.
 - » Plan, develop and implement entrepreneurial innovations in the Policy Development Service and policy-related activities.
 - » Provide policy and legal support to the Bylaws and Policy Review Committee.
 - » Develop and present school board training programs for policy and school governance.
 - » Develop and present WSSDA's position on regulatory matters before state agencies.
 - » Advise the WSSDA Governmental Relations Director on legal impact of proposed legislation as needed.
 - » Advise on legal issues at the Legislative Assembly.
- Staff Adviser
- Staff Supervisor

Qualifications:

- Juris Doctor degree plus admission in good standing to the Washington State Bar.
- School district policy development preferred.
- Given that expectations for this position changed when the incumbent passed the Washington Bar Exam, the pay change is justified. (The incumbent had moved from Florida and had not yet taken the Washington test.)

Audit of Positions Comparable To Washington General Service Classified Positions

Analysis was performed on the four new positions to determine whether they are comparable to Washington General Service (WGS) classifications. These positions are matched with the following classifications:

2. Graphic Designer (new position). Incumbent is currently paid \$54,000 compared to the state range 42 of \$44,880.

Primary responsibility of designing, formatting, writing, editing and publishing printed and digital materials. Duties include:

- conceptualize, design and produce publications, reports, presentations and marketing materials
- conceive, design, edit and produce materials appropriate to audience
- design and develop monthly newsletter
- develop content for the associations website and social media services
- photograph and film events and activities
- maintain image library including stock and digital photographs

This compares to WGS classification Graphic Designer, 198F, Salary Range 42: Designs and produces a variety of graphic projects, including printed publications, videos, slide shows, three-dimensional exhibits and illustrative materials, using tools such as computers and their associated peripherals.

3. Legislative Coordinator (new position). Incumbent is currently paid \$47,000 compared to the state range 39 of \$41,736.

Provides advanced administrative support to the Director of Government Relations. Duties include:

- respond to incoming calls and inquiries
- compose routine correspondence
- coordinate with other departments on legislative issues
- represent WSSDA with stakeholders and legislators as needed
- coordinate meetings, travel arrangements and reimbursements
- prepare and distribute meeting minutes
- perform event planning
- coordinate appointments for members and staff
- update and post bill tracking report

This compares to WGS classification Administrative Assistant 3, 105G, Range 39: Positions are delegated higher-level administrative support duties or positions are delegated one or more major program activities.

4. Paralegal (new position). Position is vacant and budgeted to pay \$51,500 compared to the state range 53 of \$58,956.

Provides paralegal support. Duties include:

- perform legal and policy research
- support production of department publications
- draft, route and manage agency contracts
- draft, route and manage procurement documents
- maintain filing system for legal conference materials
- assist with preparation of WSSDA Board of Directors meetings and other events

This compares to WGS classification Paralegal 1, 426E, Salary Range 50: Performs paralegal work (e.g., analyzing facts, composing initial drafts of documents and pleadings, etc.). Positions possess sufficient knowledge, training and experience to perform work that would for the most part be performed by an attorney.

5. Policy Program Specialist (new position). Incumbent is currently paid \$41,500 compared to the state range 53 of \$58,956.

Performs policy manual audits and other program support. Duties include:

- perform policy manual audits
- work with district support staff on their contracted project
- organize school district manuals
- convert manual to electronic format
- market WSSDA policy services
- provide administrative support to committees

This compares to WGS classification Program Specialist 3, 107J, Salary Range 53: Provides organization-wide program responsibilities for programs with statewide impact. Incumbents are specialists who manage one component or assist higher-level staff in two or more components of the program.

Audit History

In July 1983, WSSDA equated its Executive Director position with the Deputy Superintendent of Public Instruction at OSPI and its executive management positions with the exempt management Administrative Assistants (EX088) at OSPI. In 2009, OSPI changed the title of the Deputy Superintendent to “Chief of Staff.” The alignment remains the same.

Until September 2000, the WSSDA Executive Committee used its salary-setting authority to establish salaries for its executive positions based on similar positions in OSPI. Salaries for the remaining WSSDA positions were based on the established salary range for the state job classification to which each WSSDA position was best aligned.

In 2000, WSSDA hired the consulting firm Seattle Research Institute to evaluate its positions. It issued the report “Compensation and Performance Management System Review” in June.

The report recommended that WSSDA commit to a two-year plan to make up a 6 percent difference between the current salaries and the market, using special adjustments. Based on this recommendation, WSSDA implemented limited salary adjustments Sept. 1, 2000.

The same consulting firm conducted a salary survey of essentially King County, issuing the report “Washington State School Directors’ Association, Salary Survey,” dated June–July 2001.

Based on a combination of both the 2000 report and the 2001 salary survey recommendations, WSSDA implemented additional salary adjustments on Sept. 1, 2001. These salary adjustments changed the traditional compensation alignments between WSSDA’s positions and those in OSPI and other general government classifications.

In 2002 and 2005, WSSDA again hired the Seattle Research Institute, which issued two “Washington State School Directors’ Association, Salary Survey” reports, one dated June–July 2002 and the other dated June 2005. Both reports used data from the Milliman and Robertson Northwest Management and Professional Salary Survey, the Milliman and Robertson Puget Sound Regional Salary Survey and the National School Board Association’s Survey of Salaries for 2002 or 2005. The reports recommended average salary increases of 3.77 percent in 2002 and 3.20 percent in 2005. These were implemented for affected positions on July 1, 2002, and July 1, 2005.

The change in salary alignments due to consultants’ recommendations is noted in this report. There is no statutory requirement that WSSDA staff salaries align with those in general government. Therefore, the State Human Resources’ audit reflects WSSDA current practices.

As cited in our report dated April 19, 2006, it is WSSDA’s intent to have a salary survey conducted every three years and to implement annual cost-of-living adjustments during the interim.

On July 1, 2008, WSSDA implemented cost-of-living adjustments averaging 4.0 percent, which had been approved by WSSDA’s Board of Directors.

In comparison, general government employees received a 2.0 percent general salary increase on either July 1, 2008, or Sept. 1, 2008.

On Jan. 1, 2010, WSSDA implemented one cost-of living adjustment averaging a 2.7 percent increase for positions that had not experienced significant changes in duties and responsibilities. This increase was approved by WSSDA’s Board of Directors.

In June 2011, the MJMcKay Corporation completed another salary survey for WSSDA positions. It used data from the Milliman and Robertson Northwest Management and Professional Salary Survey, the Milliman and Robertson Puget Sound Regional Salary Survey and the National School Board Association’s Survey of Salaries for 2012. The report resulted in an average salary increase of 2.45 percent in 2012 and 3.85 percent in 2013. Those increases were not applied across the board. There have been no new surveys since June 2011, in accordance with WSSDA’s policy to conduct a survey every three years.

Following the last audit, completed in December 2011, all general government state employees received a 3 percent across-the-board salary reduction effective July 1, 2011. It remained in effect until June 29, 2013.

State Human Resources' most recent audit was completed Jan. 6, 2014. This audit resulted in no pay change recommendations. The MJMcKay Corporation completed another salary survey for WSSDA positions in 2014, with no actions taken due to the economic environment at the time. There have been no new surveys since the 2014 survey, in accordance with WSSDA's policy to conduct a survey every three years. The next survey is anticipated to occur in 2017.

Effective July 1, 2015, all general government state employees received a 3 percent across-the-board salary increase. On Jan. 1, 2016, all WSSDA employees received the 3 percent across-the-board salary increase.

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