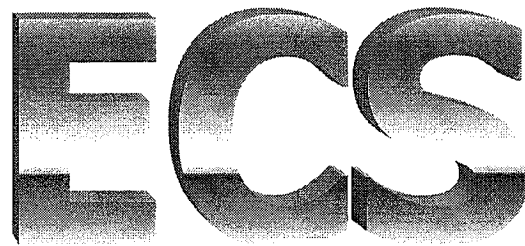


FINAL REPORT

CLASSIFICATION AND COMPENSATION STUDY FOR

Cajon Valley Union School District



PRESENTED BY:

EWING CONSULTING SERVICES

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April 19, 2010

Ewing Consulting Services

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April 13, 2010

Ms. Angela Bishop
Director, Classified Personnel
Cajon Valley Union School District
750 E. Main Street, P.O. Box 1007
El Cajon, CA 92022-1007

Dear Ms. Bishop:

We have completed our phase II study with Cajon Valley Union School District to conduct a classification and salary study for classified employees. Our report is enclosed with supporting exhibits.

We wish to commend the District for developing a thoughtful, participative and thorough process in conducting this very sensitive and important study. We are especially grateful to you, Linda and the members of the Advisory Committee for the willingness to invest considerable time and energy to assure that the results of the study truly reflect the unique character of Cajon Valley Union School District.

We are extremely pleased with the objective and professional manner in which these people conducted themselves during the course of the study. We are also grateful for the excellent support of the Personnel Department staff. Their timely and efficient assistance was especially helpful to our consultants.

Best wishes. Thank you for selecting Ewing Consulting Services to conduct this study for you.

Very truly yours,

William A. Ewing
President

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CLASSIFICATION STUDY - OVERVIEW

Approach and Methodology

The classification study provided a detailed review of each of approximate 24 classifications included in the study. The program was initiated through meetings with all study participants to distribute a position information questionnaire and explain the purpose and intent of the study. Each participant completed a position information questionnaire and submitted the completed form to the immediate supervisor who approved the content of the questionnaire prior to the review by our consultants. Our consultants reviewed the completed questionnaires and conducted interviews with at least one incumbent in each classification. Interviews generally lasted 30 minutes and focused on clarification of questionnaire information and expansion of questionnaire responses. Our records indicate that we held approximately 25 interviews with approximately 39 employees representing 35 percent of the staff.

Our consultants then prepared initial class descriptions using a revised format which placed the typical duties and responsibilities in a "menu" or listing format. Preliminary class descriptions, prepared by our consultants, were then submitted to the incumbents for review. We received several suggestions for change to the descriptions from both incumbents and supervisors and made appropriate revisions based upon their suggestions.

Recommendations - Classification

There are two primary outputs of the classification part of the study: an Allocation Listing and Class Descriptions. The Allocation Listing (Exhibit A) illustrates the actions recommended for each classification and each incumbent. The revised class descriptions are also included and represent the current duties and responsibilities assigned to the incumbents. We have suggested several title changes, reclassifications, eliminations of existing classes and establishment of new classes. We have also included an alphabetical listing of classifications as Exhibit B and class descriptions as Exhibit C.

Other recommendations regarding implementation and maintenance of the overall program are included in later sections of this report.

COMPENSATION STUDY - OVERVIEW

The compensation element of this study was conducted in two phases: salary survey and internal relationships. Both phases were conducted simultaneously.

Salary Survey

The first step in the salary survey process was the selection of benchmark classifications (Exhibit D) which met the following criteria:

1. The classification was a good representative of an occupational group, family or profession;
2. The classification could be expected to be found in other organizations with about the same duties and responsibilities;
3. The selected classifications as a whole must represent the entire array of classifications from highest to lowest within Cajon Valley Union School District.

Next, we selected survey participants (Exhibit E) based on the following criteria:

1. Geographic Area San Diego County
2. Types of Business K-8, Unified and local High School Districts
3. Size of Business Enrollment between 4,063- 32,873 students

Our consultants received a written or verbal response from every participating organization. Our consultants were careful to compare the participant's classifications with those developed for Cajon Valley Union School District to assure proper matching of classification content.

We requested information from each participant on the minimum and maximum for the salary range relating to the benchmark classification. In all cases, our analysis focused on the maximum of the salary range to which the benchmark classification was allocated. This practice is consistent with survey standards for educational institutions considering the variety of policies in education today affecting the size of ranges and the use of the lower end of the range. Since the salary practices of the organizations surveyed tended to vary considerably, we elected to utilize the "MEDIAN" as the measure of central tendency. It is our belief, under these conditions, that the median best represents the full array of data without being as sensitive to extremes as the mean (average).

We have included the salary survey both in summary form and with all the detail for each benchmark classification. The salary survey detail is included as Exhibit F, and the salary survey summary is included as Exhibit G in this report.

Internal Relationships

The next step in the salary-setting process was to establish the internal relationships of the classifications. The consultants first read the newly prepared classification and discussed the classification in detail, carefully checking

position information questionnaires and any other materials which would add additional information. The consultants then determined the proper internal ranking for each classification within the job family. We were careful to evaluate knowledge requirements, complexity and accountability for each classification. Once the internal relationships of all the classifications were determined, the consultants met to "sore-thumb" the relationships to assure their internal consistency and accuracy.

With respect to internal relationships, we utilized the following criteria to establish minimum standards:

1. Classes in a series should be separated by at least two ranges (5%) allowing current practice to dictate specific differences if above the two range minimum.
2. Classes in a lead capacity should be separated by at least three ranges (7.5%) from the highest level subordinate.
3. Classes in a supervisory or managerial capacity should be separated by at least five ranges (12.5%) from the highest level subordinate. Other variables such as span of control were also considered.

Salary Range Recommendations

Exhibit H illustrates the recommended salary ranges by classification and includes a comparison between the recommended range placements according to the proposed salary schedule and the current salary range. This exhibit demonstrates that a number of classifications need to change in salary range relationships in order to comply with market demands and proper internal relationship considerations.

Implementation of Program

With respect to the implementation of a program such as this, we believe it is important to consider the impact of salary range changes both on the District's financial resources and the well-being of employees. In order to ease the burden on both, we suggest the following:

1. The District should approve the study as a whole with an implementation plan which extends over a reasonable period of time. It is quite common for public sector organizations to consider an implementation period of several years in order to ease the financial burden in any given year.
2. Given financial constraints, we believe the District should implement the reclassification suggestions first since these reflect changes in the scope of duties currently assigned to employees. There are several reclassifications identified in the classification sections of this report.
3. With respect of those salaries recommended to be raised, please consider the following implementation methods:

Moving positions to the step in the recommended range corresponding to the employee's current step. For example, if an employee is currently at step 5, then the employee would move to step 5 on the recommended range, or

Moving positions to a step in the recommended range which results in an increase of no more than a given amount. For example, an employee would be raised to a step in the new range which would provide an

increase of no more than 5 percent. This accomplishes the objective of placing the position in the proper range without creating a windfall for the employee or an extreme financial burden for the District. Some of our clients have even moved the employees to a step in the new range equal to or closest to their current salary. This is a method which results in the lowest overall impact in the first year.

In all cases, we suggest moving all positions at least to the minimum of the new range.

4. With respect to those classes recommended to be lowered, please consider the following implementation methods:

We strongly believe that no employee should be reduced in salary as a result of the study. Our recommendations do not place classes at lower levels even in cases where the market survey suggests difficulty.

If the District lowers these salary ranges, the concept of Y-Rating has been frequently used by the public sector. Under this plan, employees would be moved to the new range and, assuming they are currently paid above the range maximum, their salaries would be frozen for as long as it takes for the salary range to catch up to the current pay level.

Variations on the Y-Rating theme are also utilized. A modified Y-Rating would provide for a portion of the negotiated increase to be given to the employee. This has the effect of lengthening the "catch up" time while providing at least some salary increase for employees.

A variation of Y-Rating, known as "bi-level classes" or a "two-tier" method provides another alternative for those classes recommended for a lower range. Under this alternative, incumbents currently employed by the District would remain at their current salary level while new employees would be hired at the lower rate. Incumbents' salaries would not be frozen (as in Y-Rating) and would continue to enjoy the benefits of the existing range as long as the incumbent continues to be employed by the District. This may be a much more desirable alternative from the employee's point of view and should make implementation of the study more acceptable at little cost to the District. Since this is a relatively new concept, we suggest that legal counsel be consulted to assure its consistency with federal and State laws and its proper documentation as a matter of policy.

Administration of the Program

There has been considerable time and effort invested in preparing the class descriptions and in determining the relative value of each classification in the overall salary structure of the District. We suggest that this program be continued and maintained on a regular basis. Our firm has developed an automated maintenance program which should eliminate the need for future studies of the entire organization.

We suggest the following with respect to administering the program:

1. With each reorganization of a department, or reassignment of duties, a position information questionnaire should be prepared by the supervisor and the position should be re-evaluated using a process similar to that used by our firm in the conduct of the classification part of our study.
 2. If no automated maintenance program is utilized, we suggest that a complete classification study be
-

conducted every five or six years. Assuming that employees and supervisors have the right to request interim reviews, we believe the District will be well-served with a periodic review of all classes to assure proper alignment.

3. The Personnel Department should be closely aligned to the organization planning and staffing control functions. We recommend that the Personnel staff develop and maintain the District's official organization charts and approved staffing patterns. This serves as a control over classification and salary impacts of changes in duties and responsibilities.
 4. Some organizations find it helpful to offer a specific time period or "window" during which the Personnel Department would accept properly authorized requests for reclassification. This provides some necessary structure to the process of maintaining the program while being sensitive to providing timely credit for employees whose jobs have increased in scope or responsibility.
-

CAJON VALLEY UNION SCHOOL DISTRICT

**ALLOCATION LISTING
(EXHIBIT A)**

EWING CONSULTING SERVICES

CAJON VALLEY UNION SCHOOL DISTRICT
ALLOCATION LISTING
BY PROPOSED CLASS
Exhibit A
2010

CURRENT CLASSIFICATION

SECRETARY II
SECRETARY II-BILINGUAL
SECRETARY II-BILINGUAL
SECRETARY II-BILINGUAL

PROPOSED CLASSIFICATION

SECRETARY
SECRETARY BILINGUAL
SECRETARY BILINGUAL
SECRETARY BILINGUAL

CAJON VALLEY UNION SCHOOL DISTRICT

**ALPHABETICAL LIST OF CLASSES
(EXHIBIT B)**

EWING CONSULTING SERVICES

CAJON VALLEY UNION SCHOOL DISTRICT
ALPHABETICAL LIST OF CLASSES- PHASE II

Exhibit B

2010

PROPOSED CLASSIFICATION

ADMINISTRATIVE ASSISTANT I
ADMINISTRATIVE ASSISTANT II
CONTROLLER/ ASSIST BUSINESS MANAGER
COUNSELING TECHNICIAN
COUNSELING TECHNICIAN- BILINGUAL
DIRECTOR-CLASSIFIED PERSONNEL
DISTRICT RECEPTIONIST/ OFFICE ASSIST I
EXECUTIVE ASSISTANT I- CONFIDENTIAL
EXECUTIVE ASSISTANT II- CONFIDENTIAL
OFFICE AIDE
OFFICE ASSISTANT I
OFFICE ASSISTANT I - BILINGUAL
OFFICE ASSISTANT II
OFFICE ASSISTANT II- BILINGUAL
OFFICE TECHNICIAN
PAYROLL & BENEFITS TECHNICIAN
PERSONNEL ASSISTANT
PERSONNEL SPECIALIST
RISK MANAGEMENT TECHNICIAN
SCHOOL ADMINISTRATIVE ASSISTANT
SCHOOL ADMINISTRATIVE ASSISTANT-BILINGUAL
SECRETARY
SECRETARY-BILINGUAL

CAJON VALLEY UNION SCHOOL DISTRICT

**CLASS DESCRIPTIONS
(EXHIBIT C)**

EWING CONSULTING SERVICES

**CAJON VALLEY UNION SCHOOL DISTRICT
CLASS DESCRIPTIONS
Exhibit C
2010**

Proposed job descriptions will be presented to the Governing Board and Personnel Commission at a future meeting. Job descriptions are available in the Personnel Commission Office.

CAJON VALLEY UNION SCHOOL DISTRICT

**BENCHMARK CLASSIFICATIONS
(EXHIBIT D)**

EWING CONSULTING SERVICES

**CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY BENCHMARKS PHASE II**

**Exhibit D
2010**

BENCHMARK CLASSIFICATIONS

CLASSIFIED

ADMINISTRATIVE ASSISTANT I
ADMINISTRATIVE ASSISTANT II
COUNSELING TECHNICIAN
OFFICE ASSISTANT II
PAYROLL & BENEFITS TECHNICIAN
PERSONNEL ASSISTANT
SCHOOL ADMINISTRATIVE ASSISTANT

CONFIDENTIAL/ MANAGEMENT

CONTROLLER/ ASSIST BUSINESS MANAGER
DIRECTOR-CLASSIFIED PERSONNEL
EXECUTIVE ASSISTANT I- CONFIDENTIAL
EXECUTIVE ASSISTANT II- CONFIDENTIAL
PERSONNEL SPECIALIST

CAJON VALLEY UNION SCHOOL DISTRICT

**SURVEY CRITERIA & PARTICIPANTS
(EXHIBIT E)**

EWING CONSULTING SERVICES

**CAJON VALLEY UNION SCHOOL DISTRICT
SELECTION OF SURVEY PARTICIPANTS PHASE II
2010
Exhibit E**

CRITERIA

Geographic Area

San Diego County

Types of Business

K-8, Unified and local High School Districts

Size of Business

Enrollment between 4,063- 32,873 students

PARTICIPANTS

<u>School Districts</u>	<u>Enrollment</u>
Chula Vista Elementary	27,111
Escondido Elementary	19,432
Grossmont Union High School District	23,870
Lakeside Elementary	4,289
La Mesa/ Spring Valley Elementary	13,406
Lemon Grove Elementary	4,063
National Elementary	6,006
Oceanside Unified	22,446
Poway Unified	32,873
San Ysidro Elementary	5,289
Santee Elementary	6,333
South Bay	8,349
Vista	27,697

CAJON VALLEY UNION SCHOOL DISTRICT

**SALARY SURVEY DETAIL
(EXHIBIT F)**

EWING CONSULTING SERVICES

CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY DETAIL- PHASE II
Exhibit F
2010

CLASSIFICATION: ADMINISTRATIVE ASSISTANT I

<u>SURVEY PARTICIPANT</u>	<u>PARTICIPANT'S CLASSIFICATION</u>	<u>SALARY RANGES</u>	
		<u>MINIMUM</u>	<u>MAXIMUM*</u>
Grossmont Union High School District	Administrative Secretary	\$3,451	\$4,391
Vista Unified School District	Administrative Secretary I ²	\$3,242	\$4,359
Oceanside Unified School District	Administrative Secretary I	\$3,294	\$4,174
South Bay Union Elementary School District	Administrative Secretary	\$3,109	\$4,166
La Mesa-Spring Valley School District	Secretary	\$3,003	\$3,831
Poway Unified School District	Administrative Assistant I ²	\$3,075	\$3,747
Chula Vista Elementary School District	Secretary II	\$2,947	\$3,717
Cajon Valley Union School District	Administrative Assistant I	\$3,042	\$3,706
National Elementary School District	Administrative Secretary- Dept/Program I	\$2,967	\$3,621
Lemon Grove Elementary School District	Secretary (Department)	\$2,797	\$3,391
Lakeside Union Elementary School District	Secretary II	\$2,644	\$3,380
San Ysidro Elementary School District	Administrative Secretary I	\$2,774	\$3,321
Santee Elementary School District	Secretary I (department)	\$2,725	\$3,321
Escondido Union School District	Secretary I	\$2,528	\$3,226

¹ Districts do not define levels of Admin Assist based upon scope of department.

² District pays the employee's prortion of PERS. Salaries reported are adjusted by 7%.

N/A = No Applicable Data

*Maximum does not include longevity

**Median of the Maximum column

****MEDIAN:** \$3,717

CVUSD: \$3,706

CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY DETAIL- PHASE II
Exhibit F
2010

CLASSIFICATION: ADMINISTRATIVE ASSISTANT II

<u>SURVEY PARTICIPANT</u>	<u>PARTICIPANT'S CLASSIFICATION</u>	<u>SALARY RANGES</u>	
		<u>MINIMUM</u>	<u>MAXIMUM*</u>
Oceanside Unified School District	Administrative Secretary II	\$3,537	\$4,480
Cajon Valley Union School District	Administrative Assistant II	\$3,358	\$4,091
Chula Vista Elementary School District	Secretary to the Director (Large District dept's)	\$3,232	\$4,090
Poway Unified School District	Administrative Secretary II ²	\$3,312	\$4,035
San Ysidro Elementary School District	Administrative Secretary II	\$3,321	\$3,975
National Elementary School District	Administrative Secretary- Dept/Program II	\$3,197	\$3,905
Santee Elementary School District	Secretary II (department)	\$3,159	\$3,852
Lakeside Union Elementary School District	Secretary III	\$2,821	\$3,611
Escondido Union School District	Secretary II	\$2,790	\$3,561
Grossmont Union High School District	N/A ¹	-----	-----
La Mesa-Spring Valley School District	N/A ¹	-----	-----
Lemon Grove Elementary School District	N/A ¹	-----	-----
South Bay Union Elementary School District	N/A ¹	-----	-----
Vista Unified School District	N/A ¹	-----	-----

****MEDIAN:** \$3,940

CVUSD: \$4,091

¹ Districts do not define levels of Admin Assist based upon scope of department.

² District pays the employee's portion of PERS. Salaries reported are adjusted by 7%.

N/A = No Applicable Data

*Maximum does not include longevity

**Median of the Maximum column

**CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY DETAIL- PHASE II**

**Exhibit F
2010**

CLASSIFICATION: COUNSELING TECHNICIAN

<u>SURVEY PARTICIPANT</u>	<u>PARTICIPANT'S CLASSIFICATION</u>	<u>SALARY RANGES</u>	
		<u>MINIMUM</u>	<u>MAXIMUM*</u>
Poway Unified School District	Counseling Assistant	\$2,718	\$3,312
Cajon Valley Union School District	Counseling Technician	\$2,559	\$3,118
La Mesa-Spring Valley School District	N/A	-----	-----
Grossmont Union High School District	N/A	-----	-----
Chula Vista Elementary School District	N/A	-----	-----
Santee Elementary School District	N/A	-----	-----
National Elementary School District	N/A	-----	-----
South Bay Union Elementary School District	N/A	-----	-----
Escondido Union School District	N/A	-----	-----
Vista Unified School District	N/A	-----	-----
Lakeside Union Elementary School District	N/A	-----	-----
Lemon Grove Elementary School District	N/A	-----	-----
Oceanside Unified School District	N/A	-----	-----
San Ysidro Elementary School District	N/A	-----	-----

****MEDIAN:** **ISD**

CVUSD: **\$3,118**

N/A = No Applicable Data

*Maximum does not include longevity

**Median of the Maximum column

**CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY DETAIL- PHASE II
Exhibit F
2010**

CLASSIFICATION: OFFICE ASSISTANT II

<u>SURVEY PARTICIPANT</u>	<u>PARTICIPANT'S CLASSIFICATION</u>	<u>SALARY RANGES</u>	
		<u>MINIMUM</u>	<u>MAXIMUM*</u>
Grossmont Union High School District	Office Assistant	\$2,703	\$3,429
La Mesa-Spring Valley School District	Office Assistant II	\$2,546	\$3,248
Oceanside Unified School District	Senior Clerk Typist	\$2,556	\$3,226
National Elementary School District	Office Assistant (District or school)	\$2,561	\$3,121
South Bay Union Elementary School District	Office Assistant	\$2,320	\$3,109
Chula Vista Elementary School District	Clerk Typist II	\$2,436	\$3,084
Poway Unified School District	Office Assistant II	\$2,524	\$3,075
Lemon Grove Elementary School District	General Clerk Typist II	\$2,527	\$3,070
Cajon Valley Union School District	Office Assistant II	\$2,497	\$3,042
San Ysidro Elementary School District	Administrative Clerk II	\$2,535	\$3,035
Lakeside Union Elementary School District	Clerk Typist II	\$2,377	\$3,028
Santee Elementary School District	Clerk Typist II	\$2,470	\$3,006
Vista Unified School District	Office Assistant ²	\$2,183	\$2,937
Escondido Union School District	Clerk Typist II	\$2,180	\$2,782

****MEDIAN:** \$3,075

CVUSD: \$3,042

²District pays the employee's prortion of PERS. Salaries reported are adjusted by 7%.

N/A = No Applicable Data

*Maximum does not include longevity

**Median of the Maximum column

CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY DETAIL- PHASE II
Exhibit F
2010

CLASSIFICATION: PAYROLL & BENEFITS TECHNICIAN

<u>SURVEY PARTICIPANT</u>	<u>PARTICIPANT'S CLASSIFICATION</u>	<u>SALARY RANGES</u>	
		<u>MINIMUM</u>	<u>MAXIMUM*</u>
National Elementary School District	Payroll/Benefits Specialist	\$3,445	\$4,203
Grossmont Union High School District	Payroll Technician	\$3,282	\$4,181
Vista Unified School District	Payroll Technician ²	\$3,001	\$4,049
Poway Unified School District	Payroll Technician ²	\$3,312	\$4,035
Oceanside Unified School District	Payroll Assistant	\$3,153	\$3,983
Chula Vista Elementary School District	Payroll Specialist II	\$3,085	\$3,906
South Bay Union Elementary School District	Payroll Accounting Technician (same range Benefits AT)	\$2,890	\$3,874
Lakeside Union Elementary School District	Account Clerk III	\$3,038	\$3,867
La Mesa-Spring Valley School District	Payroll Technician (same range Benefits AT)	\$3,031	\$3,866
San Ysidro Elementary School District	Account Clerk III	\$3,175	\$3,801
Escondido Union School District	Payroll Technician	\$2,931	\$3,741
Cajon Valley Union School District	Payroll & Benefits Technician	\$3,042	\$3,706
Santee Elementary School District	N/A	-----	-----
Lemon Grove Elementary School District	N/A	-----	-----

²District pays the employee's portion of PERS. Salaries reported are adjusted by 7%.

****MEDIAN:** \$3,906

CVUSD: \$3,706

N/A = No Applicable Data
 *Maximum does not include longevity
 **Median of the Maximum column

CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY DETAIL- PHASE II
Exhibit F
2010

CLASSIFICATION: PERSONNEL ASSISTANT

<u>SURVEY PARTICIPANT</u>	<u>PARTICIPANT'S CLASSIFICATION</u>	<u>SALARY RANGES</u>	
		<u>MINIMUM</u>	<u>MAXIMUM*</u>
Lemon Grove Elementary School District	Human Resources Technician	\$3,635	\$4,479
Santee Elementary School District	Personnel Technician	\$3,236	\$3,944
Grossmont Union High School District	Personnel Technician	\$3,060	\$3,884
Chula Vista Elementary School District	Human Resources Technician II	\$2,864	\$3,651
Oceanside Unified School District	Human Resources Assistant	\$2,870	\$3,624
Poway Unified School District	Human Resources Assistant ²	\$2,718	\$3,312
South Bay Union Elementary School District	Sub-Finder Assistant Personnel Technician	\$2,436	\$3,264
Cajon Valley Union School District	Personnel Assistant	\$2,756	\$3,358
Vista Unified School District	Human Resources Assistant	\$2,351	\$3,163
Escondido Union School District	Personnel Clerk	\$2,406	\$3,071
San Ysidro Elementary School District	Administrative Clerk II-Personnel	\$2,535	\$3,035
La Mesa-Spring Valley School District	N/A	----	----
Lakeside Union Elementary School District	N/A	----	----
National Elementary School District	N/A	----	----

****MEDIAN:** \$3,468

CVUSD: \$3,358

²District pays the employee's prortion of PERS. Salaries reported are adjusted by 7%.

N/A = No Applicable Data

*Maximum does not include longevity

**Median of the Maximum column

**CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY DETAIL- PHASE II
Exhibit F
2010**

CLASSIFICATION: SCHOOL ADMINISTRATIVE ASSISTANT

<u>SURVEY PARTICIPANT</u>	<u>PARTICIPANT'S CLASSIFICATION</u>	<u>SALARY RANGES</u>	
		<u>MINIMUM</u>	<u>MAXIMUM*</u>
Vista Unified School District	School Secretary-Elementary	\$3,010	\$4,049
Poway Unified School District	School Administrative Assistant-Elementary ²	\$3,312	\$4,035
La Mesa-Spring Valley School District	School Office Manager	\$3,150	\$4,026
Chula Vista Elementary School District	School Secretary	\$3,149	\$3,989
South Bay Union Elementary School District	Administrative School Secretary	\$2,961	\$3,968
National Elementary School District	Administrative Assistant-School	\$3,209	\$3,913
Santee Elementary School District	Secretary II (School)	\$3,159	\$3,852
Lemon Grove Elementary School District	School Secretary- Lead	\$3,070	\$3,732
Escondido Union School District	School Office Manager	\$2,790	\$3,561
Cajon Valley Union School District	School Administrative Assistant	\$2,896	\$3,528
Lakeside Union Elementary School District	School Secretary	\$2,768	\$3,527
Oceanside Unified School District	School Secretary	\$2,736	\$3,459
San Ysidro Elementary School District	Administrative Secretary I-School	\$2,774	\$3,321
Grossmont Union High School District	N/A	-----	-----

****MEDIAN:** \$3,883

CVUSD: \$3,528

²District pays the employee's portion of PERS. Salaries reported are adjusted by 7%.

N/A = No Applicable Data

*Maximum does not include longevity

**Median of the Maximum column

CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY DETAIL- PHASE II
Exhibit F
2010

CLASSIFICATION: CONTROLLER/ ASSIST BUSINESS MANAGER

<u>SURVEY PARTICIPANT</u>	<u>PARTICIPANT'S CLASSIFICATION</u>	<u>SALARY RANGES</u>	
		<u>MINIMUM</u>	<u>MAXIMUM*</u>
Poway Unified School District	Director of Finance	\$9,053	\$10,651
Oceanside Unified School District	Controller	\$8,663	\$10,043
La Mesa-Spring Valley School District	Director- Fiscal Services	\$8,606	\$9,894
National Elementary School District	Director of Finance	\$8,016	\$9,653
Santee Elementary School District	Director- Fiscal Services	\$7,474	\$9,085
Escondido Union School District	Director- Fiscal Services	\$7,517	\$8,975
Cajon Valley Union School District	Controller/Assistant Business Manager	\$7,369	\$8,807
Vista Unified School District	Director- Fiscal Services	\$6,868	\$8,498
San Ysidro Elementary School District	Director- Fiscal Services	\$6,629	\$7,496
Grossmont Union High School District	N/A	-----	-----
Chula Vista Elementary School District	N/A	-----	-----
South Bay Union Elementary School District	N/A	-----	-----
Lakeside Union Elementary School District	N/A	-----	-----
Lemon Grove Elementary School District	N/A	-----	-----

****MEDIAN:** \$9,369

CVUSD: \$8,807

N/A = No Applicable Data
 *Maximum does not include longevity
 **Median of the Maximum column

**CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY DETAIL- PHASE II**

**Exhibit F
2010**

CLASSIFICATION: DIRECTOR-CLASSIFIED PERSONNEL

<u>SURVEY PARTICIPANT</u>	<u>PARTICIPANT'S CLASSIFICATION</u>	<u>SALARY RANGES</u>	
		<u>MINIMUM</u>	<u>MAXIMUM*</u>
Oceanside Unified School District	Director- Human Resources (Classified)	\$8,663	\$10,043
Poway Unified School District	Director-Personnel Commission	\$8,520	\$10,024
La Mesa-Spring Valley School District	Director- Human Resources (Classified)	\$8,606	\$9,894
Escondido Union School District	Director- Human Resources (Classified)	\$8,229	\$9,825
Grossmont Union High School District	Director- Human Resources	\$8,197	\$9,788
Vista Unified School District	Director- Human Resources (Classified)	\$7,040	\$8,710
Cajon Valley Union School District	Director-Classified Personnel	\$6,830	\$8,268
Chula Vista Elementary School District	N/A	-----	-----
Lakeside Union Elementary School District	N/A	-----	-----
Lemon Grove Elementary School District	N/A	-----	-----
National Elementary School District	N/A	-----	-----
San Ysidro Elementary School District	N/A	-----	-----
South Bay Union Elementary School District	N/A	-----	-----
Santee Elementary School District	N/A	-----	-----

****MEDIAN:** \$9,860

CVUSD: \$8,268

N/A = No Applicable Data

*Maximum does not include longevity

**Median of the Maximum column

CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY DETAIL- PHASE II
 Exhibit F
 2010

CLASSIFICATION: EXECUTIVE ASSISTANT I- CONFIDENTIAL

<u>SURVEY PARTICIPANT</u>	<u>PARTICIPANT'S CLASSIFICATION</u>	<u>SALARY RANGES</u>	
		<u>MINIMUM</u>	<u>MAXIMUM*</u>
Santee Elementary School District	Administrative Secretary	\$4,425	\$5,647
Chula Vista Elementary School District	Administrative Secretary II- confidential	\$4,227	\$5,409
Grossmont Union High School District	Executive Secretary	\$4,189	\$5,346
Poway Unified School District	Executive Assistant-to Deputy Superintendent	\$4,345	\$5,294
La Mesa-Spring Valley School District	Administrative Assistant	\$4,139	\$5,236
South Bay Union Elementary School District	Administrative Associate	\$3,985	\$5,224
Cajon Valley Union School District	Executive Assistant I-Confidential	\$3,994	\$4,867
National Elementary School District	Administrative Assistant/Office Manager (supervisory)	\$3,913	\$4,766
Lemon Grove Elementary School District	Administrative Secretary- confidential	\$3,847	\$4,703
Vista Unified School District	Administrative Secretary I- confidential	\$3,433	\$4,601
Oceanside Unified School District	Executive Assistant	\$3,544	\$4,523
Escondido Union School District	Administrative Secretary- confidential	\$3,520	\$4,492
San Ysidro Elementary School District	Executive Secretary II	\$3,525	\$4,231
Lakeside Union Elementary School District	Secretary III (classified- Reports to Assist Supnt)	\$2,821	\$3,611

****MEDIAN:** \$4,766

CVUSD: \$4,867

N/A = No Applicable Data
 *Maximum does not include longevity
 **Median of the Maximum column

**CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY DETAIL- PHASE II
Exhibit F
2010**

CLASSIFICATION: EXECUTIVE ASSISTANT II

	<u>SURVEY PARTICIPANT</u>	<u>PARTICIPANT'S CLASSIFICATION</u>	<u>SALARY RANGES</u>	
			<u>MINIMUM</u>	<u>MAXIMUM*</u>
Santee Elementary School District	Executive Assistant		\$5,589	\$7,037
La Mesa-Spring Valley School District	Executive Assistant to the Superintendent		\$5,007	\$6,347
Grossmont Union High School District	Executive Assistant to the Superintendent		\$4,815	\$6,146
Lakeside Union Elementary School District	Executive Assistant to the Superintendent		\$4,724	\$5,941
South Bay Union Elementary School District	Administrative Assistant to the Superintendent		\$4,483	\$5,876
Poway Unified School District	Executive Assistant to the Superintendent		\$4,796	\$5,844
National Elementary School District	Executive Assistant to the Superintendent (supervisory)		\$4,791	\$5,833
Cajon Valley Union School District	Executive Assistant II-Confidential		\$4,314	\$5,752
Chula Vista Elementary School District	Assistant to the Superintendent and Board		\$4,438	\$5,700
Lemon Grove Elementary School District	Administrative Assistant to the Superintendent		\$4,479	\$5,421
Escondido Union School District	Executive Assistant to the Superintendent		\$4,184	\$5,340
Oceanside Unified School District	Executive Assistant to the Superintendent		\$4,019	\$5,129
Vista Unified School District	Executive Assistant		\$3,790	\$5,080
San Ysidro Elementary School District	Superintendent's Secretary		\$4,092	\$4,922

****MEDIAN:** \$5,833

CVUSD: \$5,752

N/A = No Applicable Data

*Maximum does not include longevity

**Median of the Maximum column

**CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY DETAIL- PHASE II
Exhibit F
2010**

CLASSIFICATION: PERSONNEL SPECIALIST

<u>SURVEY PARTICIPANT</u>	<u>PARTICIPANT'S CLASSIFICATION</u>	<u>SALARY RANGES</u>	
		<u>MINIMUM</u>	<u>MAXIMUM*</u>
La Mesa-Spring Valley School District	Human Resources Analyst	\$4,306	\$5,496
Oceanside Unified School District	Human Resources Analyst	\$4,247	\$5,317
Escondido Union School District	Personnel Analyst I	\$4,082	\$5,210
Cajon Valley Union School District	Personnel Specialist	\$3,709	\$4,519
Poway Unified School District	Human Resources Specialist ¹	\$3,566	\$4,345
Vista Unified School District	Human Resources Specialist ¹	\$3,085	\$4,149
Chula Vista Elementary School District	N/A	-----	-----
Grossmont Union High School District	N/A	-----	-----
Lakeside Union Elementary School District	N/A	-----	-----
Lemon Grove Elementary School District	N/A	-----	-----
National Elementary School District	N/A	-----	-----
San Ysidro Elementary School District	N/A	-----	-----
Santee Elementary School District	N/A	-----	-----
South Bay Union Elementary School District	N/A	-----	-----

****MEDIAN:** \$5,210

CVUSD: \$4,519

¹District pays the employee's prortion of PERKS. Salaries reported are adjusted by 7%.

N/A = No Applicable Data
*Maximum does not include longevity
**Median of the Maximum column

CAJON VALLEY UNION SCHOOL DISTRICT

**SALARY SURVEY SUMMARY
(EXHIBIT G)**

EWING CONSULTING SERVICES

**CAJON VALLEY UNION SCHOOL DISTRICT
SALARY SURVEY SUMMARY**

**PHASE II
Exhibit G
2010**

BENCHMARK CLASSIFICATION	CVUSD SALARY MAX (\$)	SALARY SURVEY MEDIAN (\$)	DIFFERENCE (\$)	+/- % DIFFERENCE	NUMBER OF PARTICIPATING DISTRICTS
ADMINISTRATIVE ASSISTANT I	\$3,706	\$3,717	-11	0%	13
ADMINISTRATIVE ASSISTANT II	\$4,091	\$3,940	151	3.69%	8
COUNSELING TECHNICIAN	\$3,118	ISD	-----	-----	1
OFFICE ASSISTANT II	\$3,042	\$3,075	-33	-1.08%	13
PAYROLL & BENEFITS TECHNICIAN	\$3,706	\$3,906	-200	-5.40%	11
PERSONNEL ASSISTANT	\$3,358	\$3,468	-110	-3.28%	10
SCHOOL ADMINISTRATIVE ASSISTANT	\$3,528	\$3,883	-355	-10.06%	12

CONFIDENTIAL/ MANAGEMENT	CVUSD SALARY MAX (\$)	SALARY SURVEY MEDIAN (\$)	DIFFERENCE (\$)	+/- % DIFFERENCE	NUMBER OF PARTICIPATING DISTRICTS
CONTROLLER/ ASSIST BUSINESS MANAGER	\$8,807	\$9,369	-562	-6.38%	8
DIRECTOR-CLASSIFIED PERSONNEL	\$8,268	\$9,860	-1,592	-19.25%	6
EXECUTIVE ASSISTANT I- CONFIDENTIAL	\$4,867	\$4,766	101	2.08%	13
EXECUTIVE ASSISTANT II	\$5,752	\$5,833	-81	-1.41%	13
PERSONNEL SPECIALIST	\$4,519	\$5,210	-691	-15.29%	5

CAJON VALLEY UNION SCHOOL DISTRICT

**SALARY RANGE RECOMMENDATIONS
(EXHIBIT H)**

EWING CONSULTING SERVICES

**CAJON VALLEY UNION SCHOOL DISTRICT
SALARY RANGE RECOMMENDATIONS- PHASE II**

**Exhibit H
2010**

<u>PROPOSED CLASS</u>	<u>CVUSD CURRENT RANGE</u>	<u>CVUSD SALARY MAX</u>	<u>SALARY SURVEY MEDIAN</u>	<u>RECOM- MENDED RANGE</u>	<u>SALARY MAX</u>	<u>COMMENTS</u>
<u>ACCOUNTING</u>						
PAYROLL & BENEFITS TECHNICIAN (3)	24	\$3,706	\$3,906	26	\$3,894	Benchmark
<u>CLERICAL</u>						
PERSONNEL ASSISTANT (3)	20	\$3,358	\$3,468	21	\$3,442	Benchmark
COUNSELING TECHNICIAN/BIL (1)	19	\$3,276		19	\$3,276	Relationship to Office Asst II benchmark
OFFICE TECHNICIAN (CLERICAL TECHNICIAN, 3)	19	\$3,276		19	\$3,276	Relationship to Office Asst II benchmark
OFFICE ASSISTANT II/BIL (CLERK II/BIL, 8)	18	\$3,196		18	\$3,196	Relationship to Office Asst II benchmark
COUNSELING TECHNICIAN (5)	17	\$3,118	ISD	17	\$3,118	Relationship to Office Asst II benchmark
OFFICE ASSISTANT II (CLERK TYPIST II, 26)	16	\$3,042	\$3,075	16	\$3,042	Benchmark
DISTRICT RECEPTIONIST/OFFICE ASSIST I (1)	13	\$2,896		13	\$2,896	Relationship to Office Asst II benchmark
OFFICE ASSISTANT I/BIL (CLERK I/BIL, 3)	13	\$2,896		13	\$2,896	Relationship to Office Asst II benchmark
OFFICE ASSISTANT I (CLERK TYPIST I, 5)	11	\$2,689		11	\$2,689	Relationship to Office Asst II benchmark
OFFICE AIDE (CLERICAL AIDE, 5)	8	\$2,497		8	\$2,497	Relationship to Office Asst II benchmark

**CAJON VALLEY UNION SCHOOL DISTRICT
SALARY RANGE RECOMMENDATIONS- PHASE II**

Exhibit H

2010

<u>PROPOSED CLASS</u>	<u>CVUSD CURRENT RANGE</u>	<u>CVUSD SALARY MAX</u>	<u>SALARY SURVEY MEDIAN</u>	<u>RECOM- MENDE D RANGE</u>	<u>SALARY MAX</u>	<u>COMMENTS</u>
<u>SECRETARIAL</u>						
ADMINISTRATIVE ASSISTANT II (ADMN SECY II, 3)	28	\$4,091	\$3,940	28	\$4,091	Benchmark
ADMINISTRATIVE ASSISTANT I (ADMN SECY I, 4)	24	\$3,706	\$3,717	24	\$3,706	Benchmark
SCHOOL ADMINISTRATIVE ASSISTANT/BIL (3)	24	\$3,706		28	\$4,091	Relationship to School Admin Assist bmark
SECRETARY/BIL (SECRETARY II/BIL, 3)	23	\$3,616		27	\$3,991	Relationship to School Admin Assist bmark
SCHOOL ADMINISTRATIVE ASSISTANT (OFF MGR, 22)	22	\$3,528	\$3,883	26	\$3,894	Benchmark
SECRETARY (SECRETARY II, 3)	21	\$3,442		25	\$3,799	Relationship to School Admin Assist bmark
<u>CONFIDENTIAL/ MANAGEMENT</u>						
DIRECTOR-CLASSIFIED PERSONNEL (1)	M-08	\$8,268	\$9,860	top step ¹	\$9,860	Benchmark
CONTROLLER/ASSIST BUSINESS MANAGER (1)	M-03	\$8,807	\$9,369	top step ¹	\$9,369	Benchmark
EXECUTIVE ASSISTANT II (EXE ASST TO SUPT, 1)	M-01	\$5,752	\$5,833	top step ¹	\$5,833	Benchmark
EXECUTIVE ASSISTANT I/CONF (ADMN SECY III, 3)	C-08	\$4,867	\$4,766	C-08	\$4,867	Benchmark
PERSONNEL SPECIALIST (1)	C-05	\$4,519	\$5,210	top step ¹	\$5,210	Benchmark
PAYROLL SUPERVISOR/LEAD ACCOUNTANT (1)	S-07	\$5,835		S-07	\$5,835	Internal rel with P&B Tech appropriate
RISK MANAGEMENT TECHNICIAN (ADMN SECY II, 1)	C-05	\$4,519		top step ¹	\$5,210	Rel to Personnel Specialist benchmark

¹Represents max salary in range

