

Office of Human Resources
Marjorie H. Adler, Chief Personnel Officer

SUBJECT: COMPENSATION STUDY FOR MANAGERIAL EXEMPT PERSONNEL

**COMMITTEE: LEGISLATIVE RELATIONS, PUBLIC RELATIONS AND PERSONNEL
SERVICES**

The primary goal of the Office of Human Resources is to attract, retain and motivate qualified employees for Miami-Dade County Public Schools (M-DCPS). A component strategy must include a competitive compensation program. At the Board meeting of April 9, 2003, the School Board, under the sponsorship of Board member, Ms. Perla Tabares Hantman, directed the Superintendent to initiate a compensation study for Managerial Exempt Personnel (MEP) and to provide recommendations for a salary schedule for managerial exempt personnel.

The compensation study was conducted using a Whole Job/Market Pricing approach to determine the appropriate value of a position. This job evaluation plan was recommended by Arthur Andersen LLP and presented to and approved by the School Board on June 23, 1999. This job evaluation method places specific emphasis on the use of external market data to establish the value of jobs, coupled with an internal evaluation process to quantify the value of jobs not easily priced in the labor market.

Analysis of compensation requires comparison of salary levels of similar jobs in the appropriate labor market. The Office of Human Resources and Compensation Administration conducted a salary survey of twenty-four entities including, large educational, governmental and private sector organizations at the local, state and national levels (See list of entities in the attached *Compensation Study for Managerial Exempt Personnel*). These organizations were selected because they represent the relevant labor market for employment of M-DCPS management level employees. In education related areas, other large school districts provide comparators on the relative internal value of managerial positions. However, for the highest ranking senior management positions, especially in the non-education areas, the national or private sector market is inferentially the most relevant labor market. This factor lends itself to an upward pressure on the maximum salary range requirements of senior management positions.

Rather than attempt to match each of the 236 MEP classified positions, a sample of thirty-one benchmark positions, representing a cross-section of district and school site positions within MEP, were selected for the survey. Those jobs selected in the sample included the ones most common and similar to other positions within the labor market to facilitate like matches. School Police supervisory positions were also surveyed through local law enforcement agencies.

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Salary surveys are useful tools for equitable salary considerations; however there are some inherent limitations that should be understood. First, compensation can be dispensed in many forms. In addition to salary, executive employees can be provided with supplements, car allowances, deferred annual income, expense allowances, additional health benefits, etc. In other words, an individual salary may appear to be low or at the median and in reality be appreciably above that. Second, a job title is not necessarily indicative of another like-titled position or even the actual responsibilities of the similarly titled position. For example, one director of facilities position may be in charge of maintenance and construction while other facilities directors may only have maintenance or facilities responsibilities. Within this survey there are several apparent examples of this. Most notably, the position of Chief Education Officer/Deputy Superintendent of Schools encompasses both the school system operation side and, additionally, the education side. A dramatic example of differences in job comparability is found under the reference for Deputy Superintendent of Schools for the Los Angeles Unified School District. That school district has two chief education positions - Senior Deputy Superintendent and Deputy Superintendent, Instructional Services, both of which encompass the job responsibilities for the position that Ms. Toural holds for this district. All of that notwithstanding, the salary survey is still beneficial as a useful guide and benchmark in evaluating the salary structure for our executive and managerial positions.

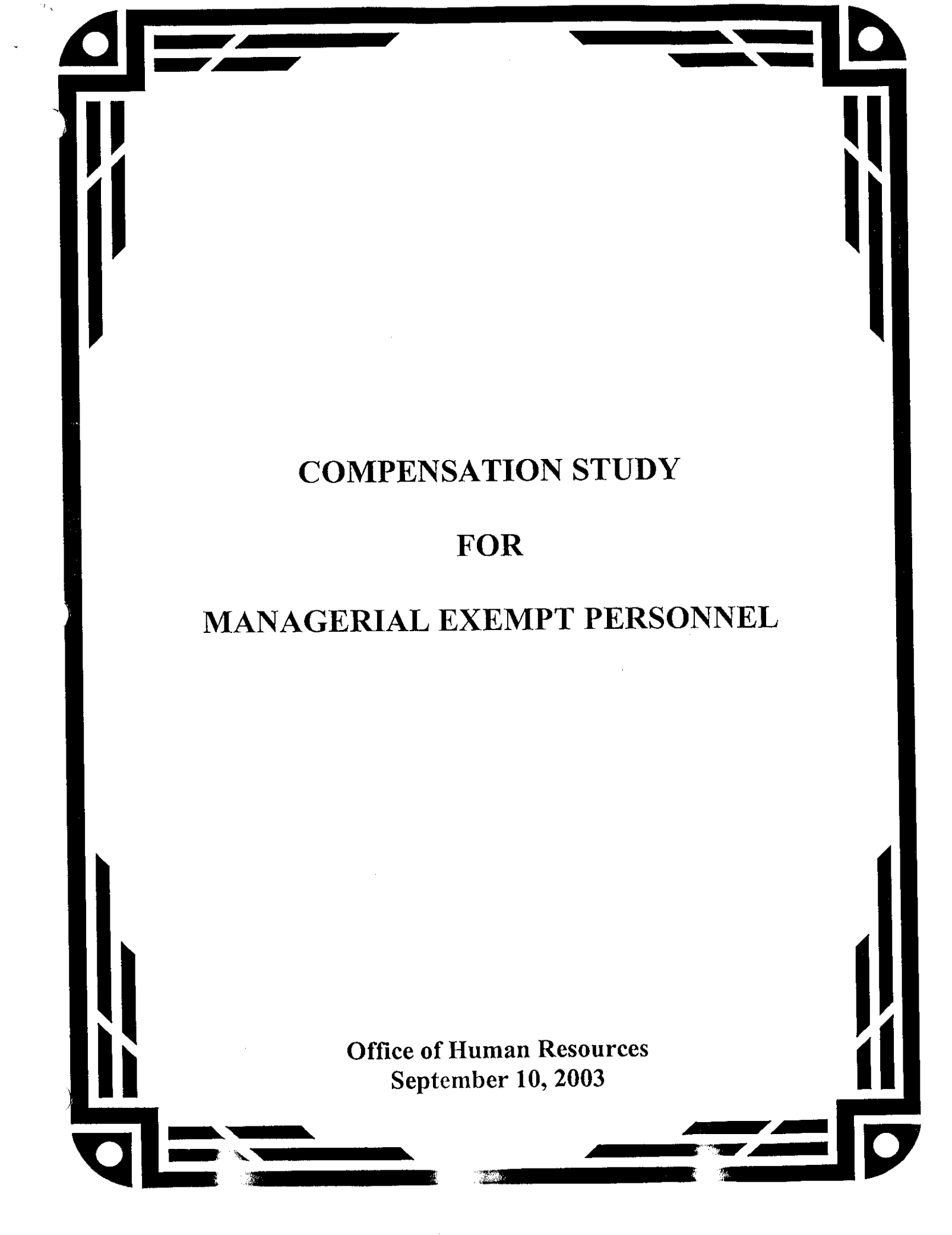
As a result of the above factors and considerations, upon receipt of the completed surveys, Compensation Administration reviewed, evaluated and analyzed the data to verify the accuracy of job matches and the corresponding salaries. The job matches were compared to that of M-DCPS, again emphasizing that position-to-position comparability is frequently difficult. Additionally, the scope and responsibilities of like-titled positions may vary due to the size of the organization, reporting relationships, departments supervised, budget authority, and other factors influencing the job matches.

Comparisons of the salary responses were made. Comparisons of salary range data and average/actual salaries for corresponding positions are utilized for the establishment of a competitive wage and salary range structure. The midpoint of the range provides the appropriate indication of the relative value of the job in the market. The minimum salary of the pay range generally represents the entry level salary for a particular position; and the maximum salary reflects the highest salary the market will bear for the specific job. Actual salaries of MEP administrators were compared, noting that variations in an incumbent's salary are impacted by tenure in the position and previous work experience. Many of the responding organizations used a single rate salary for their senior management jobs which was compared in the same manner as average/actual salaries. The survey results are shown in the attached *Compensation Study for Managerial Exempt Personnel*.

Going forward, the survey results will be used to assist staff in the benchmarking of new and existing positions.

RECOMMENDED: That The School Board of Miami-Dade County, Florida, receive the report *Compensation Study for Managerial Exempt Personnel*.

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COMPENSATION STUDY
FOR
MANAGERIAL EXEMPT PERSONNEL

Office of Human Resources
September 10, 2003

**THE SCHOOL BOARD OF
MIAMI-DADE COUNTY, FLORIDA**

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Chief Personnel Officer
Office of Human Resources**

**Compensation Study for Managerial Exempt Personnel
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September 3, 2003

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Compensation Survey Managerial Exempt Positions

Requested Survey Participants

K-12 Public Schools

New York, NY
Los Angeles, CA
Chicago, IL
Miami-Dade County, FL
Broward County, FL
Clark County, NV
Houston, TX
Philadelphia, PA
Detroit, MI
Hillsborough County, FL
Palm Beach County, FL
Orange County, FL
Prince George's County, MD
Memphis, TN
Pinellas County, FL

Local Governmental/Public Agencies

Miami-Dade County Government
Broward County Government
City of Miami
Miami- Dade Community College
Florida International University

Private Organizations

Ryder Systems, Inc.
Miami Children's Hospital
University of Miami
Burger King Corporation
Cedars Medical Center

Compensation Survey Managerial Exempt Positions

Responding Survey Participants

<u>K-12 Public Schools</u>	<u>Student Enrollment *</u>
Los Angeles, CA	735,058
Chicago, IL	437,618
Miami-Dade County, FL	364,830
Broward County, FL	257,457
Houston, TX	210,993
Philadelphia, PA	194,174
Hillsborough County, FL	160,898
Palm Beach County, FL	156,315
Memphis, TN	117,543
Pinellas County, FL	112,246

Local Governmental/Public Agencies

Miami-Dade County Government
Broward County Government
City of Miami
Miami- Dade Community College
Florida International University

Private Organizations

Ryder Systems, Inc.

* based on data from 06/30/02

Compensation Administration - September 3, 2003

Managerial Exempt and Selected Law Enforcement Positions Salary Report

Survey Report Definitions

Survey Job Title: M-DCPS Job Title

Organization: Name of responding school district, public agency or private entity.

Job Title: Job title of position in responding organization which has similar duties to M-DCPS position. In many cases the responding organization has no similar position, indicated by "No Match".

Minimum: Minimum of salary range; represents the entry level salary for position.

Midpoint: Salary which is half-way between the minimum and maximum salary; generally reflects the mean or median of the wage survey data.

Maximum: Maximum of salary range; represents the highest salary paid for a position.

Incumbents: Number of full-time employees in this position.

Actual Pay: Salary paid to incumbent; if multiple incumbents, actual pay reflects the average salary of the incumbents. Actual pay may reflect a single rate salary. In some cases the actual or average pay was not provided by the respondents.

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MANAGERIAL EXEMPT AND SELECTED
LAW ENFORCEMENT POSITIONS
SALARY REPORT

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COMPENSATION STUDY FOR MANAGERIAL EXEMPT PERSONNEL

Survey Job Title: Deputy Superintendent of Schools and Chief Education Officer - Pay Grade 28						
Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District ¹	Senior Deputy Superintendent	—	—	—	1	\$ 175,000
	Deputy Superintendent, Instructional Services	—	—	—	1	\$ 169,150
Chicago Public Schools ²	Chief Education Officer	—	—	—	1	\$ 154,000
M-DCPS ³	Dep. Sup. of Schools & Chief Education Officer	\$ 112,223	\$ 149,143	\$ 186,063	1	\$ 186,063
Broward County Public Schools	No Match	—	—	—	—	—
Houston Independent School District ¹	Chief Academic Officer	\$ 105,900	\$ 138,200	\$ 170,500	1	\$ 162,430
	Chief School Administrator	\$ 105,900	\$ 138,200	\$ 170,500	1	\$ 156,343
Philadelphia School District	Chief Education Officer	—	—	—	1	\$ 161,200
Hillsborough County School District ⁴	Chief Academic Officer	\$ 113,478	\$ 115,189	\$ 116,899	1	\$ 115,188
Palm Beach County Public Schools	Chief Academic Officer	\$ 92,316	\$ 118,071	\$ 143,826	1	\$ 139,637
Memphis City Schools ¹	Assoc. Supt. Curriculum, Instruct. & School Effectiv.	\$ 119,158	\$ 124,644	\$ 130,130	1	\$ 130,130
	Associate Superintendent, Zones	\$ 119,158	\$ 124,644	\$ 130,130	1	\$ 126,230
Pinellas County School Board	Assoc. Supt. Curriculum Instruction	\$ 82,041	\$ 100,664	\$ 119,287	1	\$ 98,753
Florida International University	No Match	—	—	—	—	—
Miami-Dade College	College Provost	\$ 105,237	\$ 136,808	\$ 168,379	1	—

¹ Two positions share duties of M-DCPS' Deputy Superintendent.

² All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

³ Reflects current M-DCPS range and salary.

⁴ Position does not include School Operations.

Survey Job Title: Chief Financial Officer - Pay Grade 27

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Chief Financial Officer	\$ 195,000	\$ 200,000	\$ 205,000	1	\$ 200,010
Chicago Public Schools ⁵	Chief Fiscal Officer	—	—	—	1	\$ 126,068
M-DCPS ⁶	Chief Financial Officer	\$ 103,798	\$ 136,070	\$ 168,342	1	\$ 188,000 ⁷
Broward County Public Schools	Comptroller/Budget	\$ 92,801	\$ 111,032	\$ 129,263	1	\$ 129,263
Houston Independent School District	Chief Financial Officer	\$ 105,900	\$ 138,200	\$ 170,500	1	\$ 154,371
Philadelphia School District	Chief Financial Officer	—	—	—	1	\$ 150,800
Hillsborough County School District	Chief Business Officer	\$ 108,061	\$ 109,772	\$ 111,482	1	\$ 113,373
Palm Beach County Public Schools	Chief Business Officer	\$ 83,733	\$ 107,093	\$ 130,452	—	—
Memphis City Schools	No Match	—	—	—	—	—
Pinellas County School Board	Chief Financial Officer	\$ 88,604	\$ 108,717	\$ 128,830	1	\$ 121,696
Florida International University	Vice Pres. Business & Finance	—	—	—	1	\$ 202,000
Miami-Dade College	Vice Provost, Finance	\$ 82,330	\$ 106,950	\$ 131,569	1	—
City of Miami	Chief Financial Officer	\$ 91,373	\$ 116,513	\$ 141,653	1	\$ 155,000 ⁸
Board of Broward County Commissioners	Chief Financial Director	\$ 87,365	\$ 115,324	\$ 143,282	1	\$ 139,108
Miami-Dade County Government ⁹	Director Management and Budget	\$ 135,756	\$ 170,162	\$ 204,568	1	\$ 204,568
Ryder Systems, Inc.	Chief Financial Officer	\$ 193,300	\$ 290,000	\$ 386,700	1	—

⁵ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

⁶ Reflects current M-DCPS range and salary.

⁷ Actual salary of last permanent incumbent; hired on contract.

⁸ Incumbent hired at present salary.

⁹ Position may receive additional annual Executive Benefits package as approved by the County Manager or County Attorney.

Survey Job Title: Chief Business Officer - Pay Grade 27

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Business Manager	\$ 123,401	\$ 137,182	\$ 150,962	1	\$ 150,962
Chicago Public Schools	No Match					
M-DCPS ¹⁰	Chief Business Officer	\$ 103,798	\$ 136,070	\$ 168,342		\$ 153,000
Broward County Public Schools	Chief Operating Officer	\$ 129,228	\$ 154,614	\$ 180,000	1	\$ 161,176
Houston Independent School District	Chief Operations Officer	\$ 105,900	\$ 138,200	\$ 170,500	1	\$ 160,725
Philadelphia School District	Chief Operations Officer				1	\$ 145,600
Hillsborough County School District	Chief Business Officer					
Palm Beach County School Board	Chief Operating Officer	\$ 92,316	\$ 118,071	\$ 143,826	1	\$ 139,637
Memphis City Schools	Assoc. Supt. Business Operations	\$ 119,158	\$ 124,644	\$ 130,130	1	\$ 119,158
Pinellas County School Board	Chief Business Officer	\$ 88,604	\$ 108,717	\$ 128,830	1	\$ 121,698
Florida International University	Assistant Vice President, Administrative Affairs	\$ 49,860	\$ 93,630	\$ 137,400	1	\$ 128,125
Miami-Dade College	No Match					
City of Miami	No Match					
Board of Broward County Commissioners	No Match					
Miami-Dade County Government	No Match					
Ryder Systems, Inc.	No Match					

¹⁰ Reflects current M-DCPS range and salary.

Survey Job Title: Chief Auditor - Pay Grade 26

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Deputy Inspector General Audits	\$ 91,820	\$ 102,776	\$ 113,731	1	\$ 107,803
Chicago Public Schools ¹¹	Director Internal Audits	—	—	—	1	\$ 91,798
M-DCPS ¹²	Chief Auditor	\$ 90,260	\$ 122,538	\$ 154,815	1	\$ 131,216 ¹³
Broward County Public Schools	Executive Director Management Facilities Auditor	\$ 87,077	\$ 104,184	\$ 121,290	1	\$ 90,201
Houston Independent School District	Assistant Superintendent Audits	\$ 79,100	\$ 103,550	\$ 128,000	1	\$ 124,746
Philadelphia School District	Director Audit Services	\$ 78,425	\$ 85,926	\$ 93,426	1	\$ 88,085
Hillsborough County School District	District Auditing Officer	\$ 89,281	\$ 96,242	\$ 103,202	1	\$ 90,693
Palm Beach County Public Schools	District Auditor	\$ 75,949	\$ 97,137	\$ 118,325	1	\$ 102,068
Memphis City Schools	Director, Internal Audits	\$ 86,034	\$ 94,393	\$ 102,752	1	\$ 88,608
Pinellas County School Board	Director Audits & Property Records	\$ 60,302	\$ 73,991	\$ 87,679	1	\$ 64,940
Florida International University	Inspector General	\$ 42,830	\$ 80,515	\$ 118,200	1	\$ 100,000
Miami-Dade College	Director, Internal Audits	\$ 67,646	\$ 87,940	\$ 108,233	1	—
City of Miami	Auditor General	\$ 82,883	\$ 105,683	\$ 128,483	1	\$ 122,380
Board of Broward County Commissioners	Director Internal Audits	\$ 79,424	\$ 104,839	\$ 130,254	1	\$ 121,707
Miami-Dade County Government ¹⁴	Director Audits and Management	\$ 99,099	\$ 129,695	\$ 160,291	1	\$ 123,553
Ryder Systems, Inc.	Vice President/Audit	\$ 110,000	\$ 165,000	\$ 220,000	1	—

¹¹ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

¹² Reflects current M-DCPS range and salary.

¹³ Actual salary of last permanent incumbent.

¹⁴ Position may receive additional annual Executive Benefits package as approved by the County Manager or County Attorney.

Survey Job Title: Chief Personnel Officer - Pay Grade 26

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Chief Human Resources Officer	\$ 144,111	\$ 161,827	\$ 179,542	1	\$ 179,542
Chicago Public Schools ^{15, 16}	Chief Human Resources Officer	—	—	—	1	\$ 124,441
M-DCPS ¹⁷	Chief Personnel Officer	\$ 90,260	\$ 122,538	\$ 154,815	1	\$ 150,000
Broward County Public Schools	Associate Superintendent Human Resources	\$ 92,801	\$ 111,032	\$ 129,263	1	\$ 122,317
Houston Independent School District	Executive General Manager Human Resources	\$ 92,200	\$ 120,800	\$ 149,400	1	\$ 131,300
Philadelphia School District ¹⁸	Executive Director Human Resources	—	—	—	—	—
Hillsborough County School District	Chief Officer for Human Resources	\$ 108,061	\$ 109,772	\$ 111,482	1	\$ 111,482
Palm Beach County Public Schools	Chief Personnel Officer	\$ 83,733	\$ 107,093	\$ 130,452	1	\$ 102,980
Memphis City Schools ¹⁹	Executive Director Human Resources	\$ 105,820	\$ 110,721	\$ 115,622	1	\$ 115,622
Pinellas County School Board	No Match	—	—	—	—	—
Florida International University	Asst. Vice President for Human Resources	\$ 49,860	\$ 93,630	\$ 137,400	1	\$ 110,000
Miami-Dade College	Vice Provost, Human Resources	\$ 82,230	\$ 106,900	\$ 131,569	1	—
City of Miami	Employee Relations Director	\$ 82,883	\$ 105,683	\$ 128,483	1	\$ 150,000 ²⁰
Board of Broward County Commissioners	Director Human Resources	\$ 79,424	\$ 104,839	\$ 130,254	—	\$ 104,999
Miami-Dade County Government ²¹	Director, Employee Relations Department	\$ 106,792	\$ 140,300	\$ 173,807	1	\$ 173,807
Ryder Systems, Inc.	Executive Vice President, Human Resources	\$ 193,300	\$ 290,000	\$ 386,700	1	—

¹⁵ All Chicago Public Schools Salaries pegged to Chicago Mayor's salary of \$175,000.

¹⁶ Position excludes Risk and Benefits Management and Labor Relations.

¹⁷ Reflects current M-DCPS range and salary.

¹⁸ Last incumbent salary was \$133,000; excludes Training and Development.

¹⁹ Position excludes Training and Development.

²⁰ Incumbent hired at present salary.

²¹ Position may receive additional annual Executive Benefits package as approved by the County Manager or County Attorney.

Survey Job Title: Chief Budget Officer - Pay Grade 25

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Budget Director	\$ 112,347	\$ 125,796	\$ 139,244	1	\$ 139,244
Chicago Public Schools ²²	Budget Director	—	—	—	1	\$ 123,968
M-DCPS ²³	Chief Budget Officer	\$ 85,153	\$ 108,123	\$ 131,092		\$ 131,092
Broward County Public Schools	Budget Director	\$ 75,618	\$ 90,474	\$ 105,330	1	\$ 86,815
Houston Independent School District	Assistant Superintendent Budget	\$ 80,400	\$ 104,950	\$ 129,500	1	\$ 114,433
Philadelphia School District	Budget Director	—	—	—	1	\$ 120,000
Hillsborough County School District	Manager of Budget and Cash Management	\$ 77,469	\$ 85,706	\$ 93,942	1	\$ 82,255
Palm Beach County Public Schools	Director Budget	\$ 72,332	\$ 92,512	\$ 112,691	1	\$ 83,368
Memphis City Schools	Director, Fiscal Operations	\$ 86,034	\$ 94,393	\$ 102,752	1	\$ 91,338
Pinellas County School Board	Assistant Superintendent Budget & Resource Allocation	\$ 75,964	\$ 93,208	\$ 110,451	1	\$ 87,831
Florida International University	Assistant Vice President, Business and Finance	\$ 49,860	\$ 93,630	\$ 137,400	1	\$ 117,783
Miami-Dade College	Associate Vice Provost	\$ 78,726	\$ 102,344	\$ 125,961	1	—
City of Miami	Chief of Strategic Planning, Budget and Performance	\$ 86,968	\$ 110,938	\$ 134,907	1	\$ 130,000
Board of Broward County Commissioners	Director of Budget Services	\$ 87,365	\$ 115,324	\$ 143,282	1	\$ 129,779
Miami-Dade County Government ²⁴	Deputy Director, Office of Management & Budget	\$ 106,792	\$ 140,300	\$ 173,807	1	\$ 173,807
Ryder Systems, Inc.	No Match	—	—	—	—	—

²² All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

²³ Reflects current M-DCPS range and salary.

²⁴ Position may receive additional annual Executive Benefits package as approved by the County Manager or County Attorney.

Survey Job Title: Executive Officer Information Technology - Pay Grade 25

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Chief Information Officer	—	—	—	1	\$ 195,700
Chicago Public Schools ²⁵	Chief Information Officer	—	—	—	1	\$ 150,000
M-DCPS ²⁶	Executive Officer, Information Technology	\$ 85,153	\$ 108,123	\$ 131,092	1	\$ 110,000
Broward County Public Schools	Director, Technological Support Services	\$ 87,077	\$ 104,184	\$ 121,290	1	\$ 97,247
Houston Independent School District	Assistant Superintendent Technology	\$ 79,100	\$ 103,550	\$ 128,000	1	\$ 123,300
Philadelphia School District	Chief Information Officer	—	—	—	1	\$ 135,905
Hillsborough County School District	Chief Officer for Technology	\$ 108,061	\$ 109,772	\$ 111,482	1	\$ 113,373 ²⁷
Palm Beach County Public Schools	Chief Technology Officer	\$ 83,733	\$ 107,343	\$ 130,952	—	—
Memphis City Schools	Director, Information Technology	\$ 86,034	\$ 94,393	\$ 102,752	1	\$ 102,752
Pinellas County School Board	Assistant Superintendent MIS	\$ 75,964	\$ 93,208	\$ 110,451	1	\$ 97,248
Florida International University	Vice President Planning Policy & Information Technology	—	—	—	1	\$ 205,000
Miami-Dade College	Vice Provost, Informational Technology	\$ 82,230	\$ 106,900	\$ 131,569	1	—
City of Miami ²⁸	Assistant Chief Information Officer	\$ 82,883	\$ 105,683	\$ 128,483	1	\$ 150,000
Board of Broward County Commissioners	Chief Information Officer	\$ 79,424	\$ 104,839	\$ 130,254	1	\$ 126,460
Miami-Dade County Government ²⁹	Chief Information Officer	\$ 125,120	\$ 164,853	\$ 204,586	1	\$ 162,533
Rytec Systems, Inc.	Chief Information Officer	\$ 133,300	\$ 200,000	\$ 266,700	1	—

²⁵ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

²⁶ Reflects current M-DCPS range and salary.

²⁷ Includes longevity bonus.

²⁸ Incumbent hired at present salary.

²⁹ Position may receive additional annual Executive Benefits package as approved by the County Manager or County Attorney.

Survey Job Title: Assistant Superintendent, ESE and Student Services - Pay Grade 25

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Associate Superintendent Special Curriculum	—	—	—	1	\$ 136,739
Chicago Public Schools ³⁰	Academic Enhancement Officer	—	—	—	1	\$ 107,000
M-DCPS ³¹	Assistant Superintendent ESE & Student Services	\$85,153	\$ 108,123	\$ 131,092	1	\$ 88,349
Broward County Public Schools	Director ESE	\$ 75,618	\$ 90,474	\$ 105,330	1	\$ 86,815
Houston Independent School District	Assistant Superintendent School Support	\$ 92,200	\$ 120,800	\$ 149,400	1	\$ 144,000
Philadelphia School District	Officer Specialized Services	—	—	—	1	\$ 125,000
Hillsborough County School District	General Director, ESE	\$ 89,281	\$ 96,242	\$ 103,202	1	\$ 91,580
Palm Beach County Public Schools	Director ESE	\$ 79,746	\$ 101,994	\$ 124,242	1	\$ 104,050
Memphis City Schools	No Match	—	—	—	—	—
Pinellas County School Board	No Match	—	—	—	—	—

³⁰ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

³¹ Reflects current M-DCPS range and salary.

Survey Job Title: Assistant Superintendent, ACCESS Centers - Pay Grade 25

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	No Match	—	—	—	—	—
Chicago Public Schools	No Match	—	—	—	—	—
M-DCPS ³²	Assistant Superintendent ACCESS Centers	\$ 85,153	\$ 108,123	\$ 131,092	6	\$ 124,567
Steward County Public Schools	Area Superintendent	\$ 92,801	\$ 111,032	\$ 129,263	4	\$ 129,263
Houston Independent School District	District Superintendent	\$ 79,100	\$ 103,550	\$ 128,000	12	\$ 110,000
Philadelphia School District	Regional Superintendent	—	—	—	9	\$ 125,000
Hillsborough County School District	Area Director	\$ 93,747	\$ 101,035	\$ 108,322	7	—
Palm Beach County Public Schools	Area Superintendent	\$ 83,733	\$ 107,093	\$ 130,452	5	\$ 106,183
Memphis City Schools	Zone Director	\$ 86,034	\$ 94,393	\$ 102,752	1	\$ 95,923
Pinellas County School Board	Area Superintendent	\$ 82,041	\$ 100,664	\$ 119,287	3	\$ 104,888
Florida International University	No Match	—	—	—	—	—
Miami-Dade College	No Match	—	—	—	—	—

32 Reflects current M-DCPS range and salary.

Survey Job Title: Administrative Director, Instructional Support - Pay Grade 24

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbent	Actual Pay
Los Angeles Unified School District	No Match	—	—	—	—	—
Chicago Public Schools	No Match	—	—	—	—	—
M-DCPS ³³	Administrative Director Instructional Support	\$ 82,020	\$ 102,253	\$ 122,486	8	\$ 97,937
Broward County Public Schools	No Match	—	—	—	—	—
Houston Independent School District	No Match	—	—	—	—	—
Philadelphia School District	No Match	—	—	—	—	—
Hillsborough County School District	No Match	—	—	—	—	—
Palm Beach County Public Schools	Director Secondary and Career Education	\$ 72,332	\$ 92,512	\$ 112,691	—	—
Memphis City Schools	No Match	—	—	—	—	—
Pinellas County School Board	No Match	—	—	—	—	—
Florida International University	No Match	—	—	—	—	—
Miami-Dade College	Chair	\$ 58,270	\$ 75,751	\$ 93,232	30	\$ 81,446

33 Reflects current M-DCPS range and salary.

Survey Job Title: Administrative Director, Training and Development - Pay Grade 24

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Assistant Superintendent Professional Development, Elementary Education and Language Acquisition				1	\$ 123,697
Chicago Public Schools ³⁴	Chief Staff Development Officer				1	\$ 120,000
M-DCPS ³⁵	Administrative Director, Training and Development	\$ 82,022	\$ 102,254	\$ 122,486	1	\$ 117,666
Broward County Public Schools	Executive Director Human Resources Development	\$ 87,077	\$ 104,187	\$ 121,296	1	\$ 92,021
Houston Independent School District	No Match					
Philadelphia School District	Executive Director, Curriculum Instruction & Professional Development				1	\$ 115,839
Hillsborough County School District	Director of Training & Staff Development	\$ 77,469	\$ 85,706	\$ 93,942	1	\$ 89,723
Palm Beach County Public Schools	Director Human Resources Management Dev.	\$ 72,332	\$ 92,512	\$ 112,691	1	\$ 94,377
Memphis City Schools	No Match					
Pinellas County School Board	No Match					
Florida International University	Director Organizational Development and Learning	\$ 42,830	\$ 80,515	\$ 118,200	1	\$ 75,000
Miami-Dade College	District Director College Training	\$ 67,646	\$ 87,940	\$ 108,233	1	
City of Miami	Training and Development Coordinator	\$ 53,322	\$ 68,064	\$ 82,805	1	\$ 71,441
Board of Broward County Commissioners	Employee Development Manager	\$ 65,639	\$ 86,643	\$ 107,647	1	\$ 80,120
Miami-Dade County Government ³⁶	Director Career Development	\$ 79,234	\$ 102,332	\$ 125,429	1	\$ 125,429
Ryder Systems, Inc.	Vice President Training	\$ 80,000	\$ 120,000	\$ 160,000	1	

³⁴ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

³⁵ Reflects current M-DCPS range and salary.

³⁶ Position may receive additional annual Executive Benefits package as approved by the County Manager or County Attorney.

Survey Job Title: Administrative Director, Food and Nutrition - Pay Grade 24

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Director of Food Services	\$ 93,908	\$ 105,125	\$ 116,341	—	—
Chicago Public Schools ³⁷	Manager of Food Services	—	—	—	1	\$ 97,929
M-DCPS ³⁸	Administrative Director, Food and Nutrition	\$ 82,020	\$ 102,253	\$ 122,486	1	\$ 82,020
Broward County Public Schools	Director Food and Nutritional Services	\$ 81,148	\$ 97,090	\$ 113,032	1	\$ 104,045
Houston Independent School District	No Match - Position Outsourced	—	—	—	—	—
Philadelphia School District	Director Food Services	\$ 83,220	\$ 90,892	\$ 98,564	1	\$ 98,564
Hillsborough County School District	General Manager of Student Nutrition Services	\$ 89,281	\$ 96,242	\$ 103,202	1	\$ 90,693
Palm Beach County Public Schools	Director Food Services	\$ 72,332	\$ 92,512	\$ 112,691	1	\$ 81,410
Memphis City Schools	Director, Food & Nutrition	\$ 86,034	\$ 94,393	\$ 102,752	1	\$ 102,752
Pinellas County School Board	Director Food Services	\$ 60,303	\$ 73,991	\$ 87,679	1	\$ 58,974

³⁷ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

³⁸ Reflects current M-DCPS range and salary.

Survey Job Title: Administrative Director, Facilities Operations/Maintenance - Pay Grade 24

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Director, Maintenance Operations	\$ 110,000	\$ 123,270	\$ 136,539	1	\$ 136,539
Chicago Public Schools	No Match	—	—	—	—	—
M-DCPS ³⁹	Interim Administrative Director, Facilities Operations/Maintenance	\$ 82,020	\$ 102,253	\$ 122,486	1	\$ 117,666
Broward County Public Schools	Director Maintenance	\$ 81,148	\$ 97,090	\$ 113,032	1	\$ 90,625
Houston Independent School District	General Manager	\$ 69,000	\$ 90,050	\$ 111,100	3	—
Philadelphia School District	Executive Director, Facilities Management and Services	—	—	—	1	\$ 121,356
Hillsborough County School District	General Manager of Maintenance	\$ 89,281	\$ 96,242	\$ 103,202	—	—
Palm Beach County Public Schools	Director Maintenance and Plant Operations	\$ 72,332	\$ 92,512	\$ 112,691	1	\$ 97,208
Memphis City Schools	Director, Facility Planning	\$ 86,034	\$ 94,393	\$ 102,752	1	\$ 102,752
Texas County School Board	Assoc. Supt. Institutional Services	\$ 82,041	\$ 100,664	\$ 119,287	1	\$ 113,147
Florida International University	Assistant Vice President, Facilities Operations	\$ 49,860	\$ 93,630	\$ 137,400	1	\$ 104,635
Miami-Dade College	Vice Provost Facilities	\$ 82,230	\$ 106,900	\$ 131,569	1	—
City of Miami	Construction Director	\$ 78,970	\$ 100,675	\$ 122,380	—	—
Board of Broward County Commissioners	Director of Facilities Management	\$ 67,608	\$ 89,243	\$ 110,877	1	\$ 96,277
Miami-Dade County Government ⁴⁰	Director GSA, Facilities Management Division	\$ 73,836	\$ 94,959	\$ 116,081	1	—
Ryder Systems, Inc.	Manager Building Administrations	\$ 53,300	\$ 80,000	\$ 106,700	—	—

³⁹ Reflects current M-DCPS range and salary.

⁴⁰ Position may receive additional annual Executive Benefits package as approved by the County Manager or County Attorney.

Survey Job Title: Administrative Director, Transportation - Pay Grade 24

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Branch Director, Transportation	\$ 93,908	\$ 105,125	\$ 116,341	1	\$ 113,316
Chicago Public Schools ⁴¹	Manager, Student Transportation	_____	_____	_____	1	\$ 78,266
M-DCPS ⁴²	Administrative Director, Transportation	\$ 82,020	\$ 102,253	\$ 122,486	1	\$ 108,444
Stoward County Public Schools	Director, Transportation Services	\$ 81,148	\$ 97,090	\$ 113,032	1	\$ 101,211
Houston Independent School District	Assistant General Manager	\$ 92,200	\$ 120,800	\$ 149,400	1	\$ 123,098
Philadelphia School District	Administrator, Transportation Services	_____	_____	_____	1	\$ 102,537
Hillsborough County School District	General Director of Transportation	\$ 89,281	\$ 96,242	\$ 103,202	1	\$ 94,829
Palm Beach County Public Schools	Director of Transportation	\$ 72,332	\$ 92,512	\$ 112,691	1	\$ 97,208
Memphis City Schools	Director, Security Transportation & Risk Management	\$ 86,034	\$ 94,393	\$ 102,752	_____	_____
Pinellas County School Board	Director of Transportation	\$ 70,337	\$ 86,303	\$ 102,269	1	\$ 87,032
Florida International University	No Match	_____	_____	_____	_____	_____
Miami-Dade College	No Match	_____	_____	_____	_____	_____
City of Miami	No Match	_____	_____	_____	_____	_____
Board of Broward County Commissioners	Transit Manager	\$ 54,247	\$ 71,608	\$ 88,968	5	\$ 81,631
Miami-Dade County Government ⁴³	Assistant Director MDT Bus Services	\$ 99,099	\$ 129,695	\$ 160,291	_____	_____
Ryder Systems, Inc.	No Match	_____	_____	_____	_____	_____

⁴¹ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

⁴² Reflects current M-DCPS range and salary.

⁴³ Position may receive additional annual Executive Benefits package as approved by the County Manager or County Attorney.

Survey Job Title: District Director, Procurement - Pay Grade 23

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	No Match	—	—	—	—	—
Chicago Public Schools	No Match	—	—	—	—	—
M-DCPS ⁴⁴	District Director, Procurement	\$ 78,615	\$ 98,068	\$ 117,521	1	\$ 95,900
Broward County Public Schools	Director Purchasing	\$ 75,618	\$ 90,474	\$ 105,330	1	\$ 99,955
Houston Independent School District	No Match	—	—	—	—	—
Philadelphia School District	Procurement Manager	\$ 67,468	\$ 74,694	\$ 81,919	1	\$ 67,468
Hillsborough County School District	Manager of Purchasing	\$ 77,469	\$ 85,706	\$ 93,942	1	\$ 78,693
Orange Beach County Public Schools	Director Purchasing	\$ 72,332	\$ 92,512	\$ 112,691	1	\$ 91,628
Memphis City Schools	Director, Procurement	\$ 86,034	\$ 94,393	\$ 102,752	—	—
Pinellas County School Board	Director Purchasing	\$ 60,303	\$ 73,991	\$ 87,679	1	\$ 78,333
Florida International University	Director Purchasing	\$ 42,830	\$ 80,515	\$ 118,200	1	\$ 80,404
Miami-Dade College	Director Purchasing	\$ 58,270	\$ 75,751	\$ 93,232	1	—
City of Miami	Director of Purchasing	\$ 75,229	\$ 95,889	\$ 116,548	1	\$ 116,548
Board of Broward County Commissioners	Director Purchasing	\$ 72,203	\$ 95,308	\$ 118,412	1	\$ 118,411
Miami-Dade County Government ⁴⁵	Deputy Director, Procurement Department	\$ 82,037	\$ 106,423	\$ 130,808	1	—
Ryder Systems, Inc.	Vice President Strategic Sourcing	\$ 110,000	\$ 165,000	\$ 220,000	1	—

44 Reflects current M-DCPS range and salary.

45 Position may receive additional annual Executive Benefits package as approved by the County Manager or County Attorney.

Survey Job Title: District Director, Labor Relations - Pay Grade 23

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Administrative Coordinator, Staff Relations	\$ 96,348	\$ 108,250	\$ 120,151	1	\$ 120,151
Chicago Public Schools ⁴⁶	Chief Labor Relations Officer	—	—	—	1	\$ 120,000
M-DCPS ⁴⁷	District Director, Labor Relations	\$ 78,615	\$ 98,068	\$ 117,521	2	\$ 108,033
Broward County Public Schools	Director Employee Relations	\$ 75,618	\$ 90,474	\$ 105,330	1	\$ 88,815
Houston Independent School District	No Match	—	—	—	—	—
Philadelphia School District	Labor Relations Assistant	\$ 71,165	\$ 78,427	\$ 85,688	1	—
Hillsborough County School District	Supervisor, Employee Relations	\$ 64,275	\$ 74,959	\$ 85,643	1	\$ 82,222
Palm Beach County Public Schools	Director, Labor Relations	\$ 66,360	\$ 84,874	\$ 103,387	—	—
Memphis City Schools	Director, Labor Relations	\$ 86,034	\$ 94,393	\$ 102,752	1	\$ 102,752
Pinellas County School Board	No Match	—	—	—	—	—
Florida International University	No Match	—	—	—	—	—
Miami-Dade College	No Match	—	—	—	—	—
City of Miami	Deputy Director, Employee Relations	\$ 82,883	\$ 105,683	\$ 128,483	1	\$ 128,000
Board of Broward County Commissioners	Labor Relations Manager	\$ 65,639	\$ 86,643	\$ 107,647	—	—
Miami-Dade County Government ⁴⁸	Director of Labor Management & Employee Appeals	\$ 79,234	\$ 102,332	\$ 125,429	1	—
Ryder Systems, Inc.	Director Labor Relations	\$ 93,300	\$ 140,000	\$ 186,700	—	—

46 All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

47 Reflects current M-DCPS range and salary.

48 Position may receive additional annual Executive Benefits package as approved by the County Manager or County Attorney.

Survey Job Title: Senior High School Principal - Pay Grade 23

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Principal	\$ 79,604	\$ 100,061	\$ 120,517	53	\$ 108,517
Chicago Public Schools ^{49, 50}	Principal	\$ 88,576	\$ 104,306	\$ 120,035	562	\$ 100,435
M-DCPS ⁵¹	Senior High School Principal	\$ 78,615	\$ 98,068	\$ 117,521	36	\$ 95,377
St. Louis County Public Schools	Principal	\$ 90,235	\$ 97,457	\$ 104,678	21	\$ 96,307
Houston Independent School District ⁵⁰	Principal	\$ 67,800	\$ 86,000	\$ 104,200	264	\$ 87,000
Philadelphia School District ⁵²	Principal, Senior High - Large	\$ 95,508	\$ 107,508	\$ 119,508	23	\$ 111,631
	Principal, Senior High - Small	\$ 94,194	\$ 105,700	\$ 117,206	17	\$ 111,734
Hillsborough County School District	Principal	\$ 77,469	\$ 85,706	\$ 93,942	24	\$ 86,715
Palm Beach County Public Schools ⁵⁰	Principal	\$ 76,000	\$ 87,052	\$ 98,104	148	\$ 83,513
Memphis City Schools ⁵⁰	Principal	\$ 64,922	\$ 78,416	\$ 91,910	175	\$ 79,375
St. Louis County School Board	Principal, Senior High	\$ 70,337	\$ 86,303	\$ 102,269	16	\$ 87,031

49 All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.
 50 Number of incumbents inclusive of elementary, middle, and senior levels.
 51 Reflects current M-DCPS range and salary.
 52 Salaries recalculated to reflect conversion from 10 to 12-month calendar.

Survey Job Title: Executive Director, Payroll - Pay Grade 22

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Director, Payroll Administration	\$ 93,908	\$ 105,125	\$ 116,341	1	\$ 116,341
Chicago Public Schools ⁵³	Director Payroll	—	—	—	1	\$ 100,687
M-DCPS ⁵⁴	Executive Director, Payroll	\$ 70,012	\$ 91,487	\$ 112,961	1	\$ 105,929
Broward County Public Schools	Supervisor Payroll	\$ 61,803	\$ 73,945	\$ 86,086	1	\$ 61,803
Houston Independent School District	Manager Payroll	\$ 47,800	\$ 61,850	\$ 75,900	1	\$ 67,620
Philadelphia School District	Director Payroll	\$ 78,425	\$ 85,926	\$ 93,426	1	\$ 85,668
Hillsborough County School District	Supervisor of Payroll	\$ 64,275	\$ 74,896	\$ 85,517	1	\$ 71,783
Palm Beach County Public Schools	Manager Payroll	\$ 55,854	\$ 71,438	\$ 87,022	1	\$ 61,034
Memphis City Schools	Coordinator, Fiscal Operations	\$ 69,914	\$ 76,739	\$ 83,564	1	\$ 81,120
Pinellas County School Board	Manager, Payroll Operations	\$ 51,700	\$ 63,436	\$ 75,171	1	\$ 68,808
Florida International University	Payroll Supervisor	\$ 26,260	\$ 48,630	\$ 71,000	1	\$ 54,612
Miami-Dade College	No Match	—	—	—	—	—
City of Miami	No Match	—	—	—	—	—
Board of Broward County Commissioners	Payroll Manager	\$ 47,097	\$ 58,468	\$ 69,839	—	—
Miami-Dade County Government ⁵⁵	Director, Administrative Services Division	\$ 79,234	\$ 102,332	\$ 125,429	1	\$ 125,429
Ryder Systems, Inc.	Payroll Manager	\$ 46,700	\$ 70,000	\$ 93,300	1	—

⁵³ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

⁵⁴ Reflects current M-DCPS range and salary.

⁵⁵ Position may receive additional annual Executive Benefits package as approved by the County Manager or County Attorney.

Survey Job Title: Executive Director, Systems and Programming - Pay Grade 22

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	No Match	—	—	—	—	—
Chicago Public Schools	No Match	—	—	—	—	—
M-DCPS ⁵⁶	Executive Director Systems & Programming	\$ 70,012	\$ 91,487	\$ 112,961	1	\$ 98,942
Broward County Public Schools	Director Technological Support Services	\$ 70,312	\$ 84,126	\$ 97,940	1	\$ 95,272
Houston Independent School District	No Match	—	—	—	—	—
Philadelphia School District	Director, Information Systems	\$ 83,200	\$ 90,882	\$ 98,564	1	\$ 90,550
Hillsborough County School District	Manager of Operating Systems	\$ 77,469	\$ 85,706	\$ 93,942	1	\$ 90,520
Palm Beach County Public Schools	Senior Systems Analyst	\$ 51,242	\$ 65,538	\$ 79,834	2	\$ 59,403
Memphis City Schools	No Match	—	—	—	—	—
Pinellas County School Board	No Match	—	—	—	—	—
Florida International University	Director University Computer Systems	\$ 42,830	\$ 80,515	\$ 118,200	2	\$ 102,910
Miami-Dade College	No Match	—	—	—	—	—
City of Miami	Assistant Chief Information Officer	\$ 68,191	\$ 86,931	\$ 105,671	1	\$ 105,671
Board of Broward County Commissioners	Director of Application Services	\$ 67,608	\$ 89,243	\$ 110,877	1	\$ 99,224
Miami-Dade County Government	Computer Science Senior Manager	\$ 67,028	\$ 89,154	\$ 111,280	4	\$ 99,060
Ryder Systems, Inc.	Director Information Technology	\$ 70,000	\$ 128,350	\$ 186,700	9	\$ 128,900

⁵⁶ Reflects current M-DCPS range and salary.

Survey Job Title: Executive Director, Schools of Choice - Pay Grade 22

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbent	Actual Pay
Los Angeles Unified School District	No Match	—	—	—	—	—
Chicago Public Schools ⁵⁷	Academic Enhancement Officer	—	—	—	1	\$ 107,000
M-DCPS ⁵⁸	Executive Director School Choice	\$ 70,012	\$ 91,487	\$ 112,961	2	\$ 83,107
Broward County Public Schools	Director Magnet Programs Development	\$ 75,618	\$ 90,474	\$ 105,330	1	\$ 77,735
Houston Independent School District	No Match	—	—	—	—	—
Philadelphia School District	Executive Director Charter & EMO Schools	—	—	—	1	\$ 108,471
Windsorborough County School District	Supervisor of Choice Programs	\$ 64,275	\$ 74,959	\$ 85,643	1	\$ 64,275
Palm Beach County Public Schools	Director Magnet and Choice Programs	\$ 72,332	\$ 92,512	\$ 112,691	1	\$ 81,410
Memphis City Schools	Executive Director, Optional Schools & Special Projects	\$ 105,820	\$ 110,721	\$ 115,622	1	\$ 112,268
Pinellas County School Board	Coordinator Communication and Marketing Choice Plan	\$ 51,700	\$ 63,436	\$ 75,171	2	\$ 58,974

⁵⁷ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

⁵⁸ Reflects current M-DCPS range and salary.

Survey Job Title: Elementary School Principal - Pay Grade 22

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Principal, Elementary	\$ 69,714	\$ 92,584	\$ 115,453	439	\$ 99,844
Chicago Public Schools ^{59, 60}	Principal	\$ 88,576	\$ 104,306	\$ 120,035	562 ⁹	\$ 100,435
M-DCPS ⁶¹	Elementary School Principal	\$ 70,012	\$ 91,487	\$ 112,961	185	\$ 85,204
Broward County Public Schools	Principal	\$ 82,008	\$ 89,444	\$ 96,879	109	\$ 89,356
Houston Independent School District ⁶⁰	Principal	\$ 59,200	\$ 78,900	\$ 98,600	264	\$ 76,379
Philadelphia School District ⁶²	Principal, Elementary Large	\$ 89,261	\$ 100,399	\$ 111,538	107	\$ 107,148
	Principal, Elementary Small	\$ 85,915	\$ 96,641	\$ 107,366	75	\$ 100,018
Hillsborough County School District	Principal	\$ 64,275	\$ 74,896	\$ 85,517	113	\$ 73,202
Palm Beach County Public Schools ⁶⁰	Principal	\$ 76,000	\$ 87,052	\$ 98,104	148	\$ 83,513
Memphis City Schools ⁶⁰	Principal	\$ 64,922	\$ 78,416	\$ 91,910	175	\$ 79,375
Pinellas County School Board	Principal I, Elementary	\$ 55,836	\$ 68,511	\$ 81,185	11	\$ 72,419
	Principal II	\$ 60,303	\$ 73,991	\$ 87,679	71	\$ 74,810

⁵⁹ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

⁶⁰ Number of incumbents inclusive of elementary, middle, and senior levels.

⁶¹ Reflects current M-DCPS range and salary.

⁶² Salaries recalculated to reflect conversion from 10 to 12-month calendar.

Survey Job Title: Middle School Principal - Pay Grade 22

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Principal, Middle	\$ 77,483	\$ 98,034	\$ 118,585	72	\$ 106,877
Chicago Public Schools ^{63, 64}	Principal ⁶	\$ 88,576	\$ 104,306	\$ 120,035	562	\$ 100,435
M-DCPS ⁶⁵	Middle School Principal	\$ 70,012	\$ 91,487	\$ 112,961	43	\$ 86,153
Broward County Public Schools	Principal, Middle	\$ 86,595	\$ 93,944	\$ 101,293	28	\$ 94,746
Houston Independent School District ⁶⁴	Principal	\$ 62,800	\$ 80,150	\$ 97,500	264	\$ 83,671
Philadelphia School District ⁶⁶	Principal Middle - Large	\$ 94,194	\$ 105,700	\$ 117,206	32	\$ 109,437
	Principal, Middle - Small	\$ 89,261	\$ 100,399	\$ 111,538	18	\$ 107,084
Hillsborough County School District	Principal	\$ 67,478	\$ 78,547	\$ 89,616	51	\$ 77,417
Palm Beach County Public Schools ⁶⁴	Principal	\$ 76,000	\$ 87,052	\$ 98,104	148	\$ 83,413
Memphis City Schools ⁶⁴	Principal	\$ 64,922	\$ 78,416	\$ 91,910	175	\$ 79,375
Pinellas County School Board	Principal I, Middle	\$ 60,303	\$ 73,991	\$ 87,679	4	\$ 76,360
	Principal II, Middle	\$ 65,127	\$ 79,911	\$ 94,694	20	\$ 80,037

⁶³ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

⁶⁴ Number of incumbents inclusive of elementary, middle, and senior levels.

⁶⁵ Reflects current M-DCPS range and salary.

⁶⁶ Salaries recalculated to reflect conversion from 10 to 12-month calendar.

Survey Job Title: Adult Education Principal - Pay Grade 22

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Adult Education Principal	\$ 86,508	\$ 103,023	\$ 119,538	36	\$ 109,866
Chicago Public Schools ^{67, 68}	Principal, Adult Education	\$ 88,576	\$ 104,306	\$ 120,035	562	\$ 100,435
M-DCPS ⁶⁹	Principal Adult Education	\$ 70,012	\$ 91,487	\$ 112,961	18	\$ 86,153
Broward County Public Schools	Adult Education Principal	\$ 90,235	\$ 97,457	\$ 104,678	3	\$ 99,223
Houston Independent School District	No Match	—	—	—	—	—
Philadelphia School District	Principal ⁷⁰	\$ 94,194	\$ 105,700	\$ 117,206	—	—
Hillsborough County School District	Adult & Technical Principal	\$ 64,275	\$ 74,896	\$ 85,517	4	\$ 78,541
Palm Beach County Public Schools	Principal	\$ 76,000	\$ 87,052	\$ 98,104	148	\$ 83,513
Memphis City Schools ⁶⁸	Principal	\$ 64,922	\$ 78,416	\$ 91,910	175	\$ 79,375
Pinellas County School Board	No Match	—	—	—	—	—

⁶⁷ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

⁶⁸ Number of incumbents inclusive of elementary, middle, and senior levels.

⁶⁹ Reflects current M-DCPS range and salary.

⁷⁰ Comparable to Senior High - Small.

Survey Job Title: Instructional Supervisor - Pay Grade 21

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	No Match	—	—	—	—	—
Chicago Public Schools	No Match	—	—	—	—	—
M-DCPS ⁷¹	Instructional Supervisor	\$ 64,679	\$ 85,398	\$ 106,116	5	\$ 76,965
Broward County Public Schools	Curriculum Specialist	\$ 61,003	\$ 73,545	\$ 86,086	15	\$ 68,140
Houston Independent School District	Instructional Supervisor	\$ 42,600	\$ 54,950	\$ 67,300	28	\$ 61,500
Philadelphia School District	Lead Academic Coach	\$ 75,960	\$ 83,392	\$ 90,823	27	\$ 87,853
Hillsborough County School District	Instructional Supervisor	\$ 64,275	\$ 74,896	\$ 85,517	20	\$ 71,783
Palm Beach County Public Schools	Instructional Specialist	\$ 51,242	\$ 65,538	\$ 79,834	25	\$ 64,588
Memphis City Schools	Instructional Supervisor	\$ 41,646	\$ 56,659	\$ 71,672	24	\$ 65,026
Pinellas County School Board	No Match	—	—	—	—	—

⁷¹ Reflects current M-DCPS range and salary.

Survey Job Title: Elementary School Assistant Principal - Pay Grade AP (10-month)

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District ⁷²	Assistant Principal, Elementary	\$ 56,740	\$ 77,757	\$ 98,775	479	\$ 84,936
Chicago Public Schools ^{73, 74}	Assistant Principal	\$ 72,030	\$ 84,714	\$ 97,398	564	\$ 81,354
M-DCPS ⁷⁵	Elementary School Assistant Principal	\$ 56,451	\$ 73,105	\$ 89,758	254	\$ 60,561
Broward County Public Schools	Assistant Principal, Elementary	\$ 60,566	\$ 67,220	\$ 73,874	83	\$ 66,619
Houston Independent School District ⁷⁴	Assistant Principal	\$ 39,000	\$ 50,300	\$ 61,600	308	\$ 57,596
Philadelphia School District ⁷⁴	Assistant Principal	\$ 70,619	\$ 79,557	\$ 88,494	234	\$ 80,780
Franklin County School District	Assistant Principal, Elementary	\$ 44,491	\$ 55,707	\$ 66,923	113	\$ 49,444
Palm Beach County Public Schools ⁷⁴	Assistant Principal	\$ 56,000	\$ 64,144	\$ 72,287	288	\$ 68,395
Memphis City Schools ⁷⁴	Assistant Principal	\$ 54,096	\$ 59,352	\$ 64,608	156	\$ 60,867
Pinellas County School Board	Assistant Principal, Elementary	\$ 41,025	\$ 50,338	\$ 59,650	56	\$ 52,370

⁷² Salaries recalculated to reflect conversion from 12 to 10-month calendar.

⁷³ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

⁷⁴ Number of incumbents inclusive of elementary, middle, and senior levels.

⁷⁵ Reflects current M-DCPS range and salary.

Survey Job Title: Middle School Assistant Principal - Pay Grade AP (10-month)

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District ⁷⁶	Assistant Principal, Middle	\$ 59,958	\$ 75,691	\$ 91,424	135	\$ 78,201
Chicago Public Schools ^{77, 78}	Assistant Principal	\$ 72,030	\$ 84,714	\$ 97,398	564	\$ 81,354
M-DCPS ⁷⁹	Middle School Assistant Principal	\$ 56,451	\$ 73,105	\$ 89,758	160	\$ 61,105
Broward County Public Schools	Assistant Principal, Middle	\$ 60,566	\$ 67,220	\$ 73,874	73	\$ 68,371
Houston Independent School District ⁷⁸	Assistant Principal	\$ 43,800	\$ 56,700	\$ 69,600	308	\$ 61,665
Philadelphia School District ⁷⁸	Assistant Principal	\$ 70,619	\$ 79,557	\$ 88,494	234	\$ 80,780
Hillsborough County School District	Assistant Principal, Middle School	\$ 46,202	\$ 57,784	\$ 69,366	89	\$ 52,568
Palm Beach County Public Schools ⁷⁸	Assistant Principal	\$ 56,000	\$ 64,144	\$ 72,287	288	\$ 68,395
Memphis City Schools ⁷⁸	Assistant Principal	\$ 54,096	\$ 59,352	\$ 64,608	156	\$ 60,867
Pinellas County School Board	Assistant Principal, Middle	\$ 45,630	\$ 55,988	\$ 66,345	58	\$ 57,457

⁷⁶ Salaries recalculated to reflect conversion from 12 to 10-month calendar.

⁷⁷ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

⁷⁸ Number of incumbents inclusive of elementary, middle, and senior levels.

⁷⁹ Reflects current M-DCPS range and salary.

Survey Job Title: Senior High School Assistant Principal - Pay Grade AP (10-month)

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District ⁷⁸	Senior High Assistant Principal	\$ 61,348	\$ 76,386	\$ 91,424	111	\$ 80,126
Chicago Public Schools ⁷⁹	Assistant Principal ⁸	\$ 72,030	\$ 84,714	\$ 97,398	564	\$ 81,354
M-DCPS ⁸⁰	Senior High Assistant Principal	\$ 56,451	\$ 73,105	\$ 89,758	121	\$ 60,117
Broward County Public Schools	Assistant Principal, Senior High	\$ 64,960	\$ 71,552	\$ 78,144	85	\$ 73,439
Houston Independent School District	Assistant Principal	\$ 49,200	\$ 63,800	\$ 78,400	308	\$ 60,316
Philadelphia School District	Assistant Principal	\$ 70,619	\$ 79,557	\$ 88,494	234	\$ 80,780
Hillsborough County School District	Assistant Principal, Student Affairs	\$ 48,477	\$ 60,564	\$ 72,651	56	\$ 64,884
Palm Beach County Public Schools	Assistant Principal, Administration & Curriculum	\$ 50,922	\$ 63,523	\$ 76,124	22	\$ 58,364
Memphis City Schools	Assistant Principal	\$ 56,000	\$ 64,144	\$ 72,287	288	\$ 68,395
Pinellas County School Board	Assistant Principal	\$ 54,096	\$ 59,352	\$ 64,608	156	\$ 60,867
	Assistant Principal, Senior High	\$ 49,280	\$ 60,467	\$ 71,653	65	\$ 60,240

⁷⁸ Salaries recalculated to reflect conversion from 12 to 10-month calendar.

⁷⁹ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

⁸⁰ Reflects current M-DCPS range and salary.

Survey Job Title: Adult Education Assistant Principal - Pay Grade AP

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Assistant Principal, Adult Education	\$ 76,147	\$ 87,461	\$ 98,775	86	\$ 89,332
Chicago Public Schools	No Match					
M-DCPS ⁸¹	Senior High Assistant Principal	\$ 62,868	\$ 82,207	\$ 101,546	45	\$ 71,236
Broward County Public Schools ⁸²	Assistant Principal Comm/Adult Education	\$ 73,405	\$ 80,854	\$ 88,303	18	\$ 83,120
Houston Independent School District	No Match					
Philadelphia School District (10 mo.)	No Match					
Hillsborough County School District	Assistant Principal, Adult/Tech (253 days)	\$ 49,682	\$ 56,669	\$ 63,655	7	\$ 50,467
Palm Beach County Public Schools	No Match					
Memphis City Schools ⁸³	Assistant Principal	\$ 54,096	\$ 59,352	\$ 64,608	156	\$ 60,867
Pinellas County School Board	No Match					

81 Reflects current M-DCPS range and salary.

82 Salaries recalculated to reflect conversion from 10 to 12-month calendar.

83 Number of incumbents inclusive of elementary, middle, and senior levels.

Survey Job Title: Fringe Benefits Supervisor - Pay Grade 20

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Contracts Supervisor	\$ 68,695	\$ 77,087	\$ 85,478	1	\$ 82,580
Chicago Public Schools ⁸⁴	Director Risk Management	—	—	—	1	\$ 90,779
M-DCPS ⁸⁵	Fringe Benefits Supervisor	\$ 59,748	\$ 78,568	\$ 97,387	1	\$ 59,748
Broward County Public Schools	Director Benefits	\$ 75,618	\$ 90,474	\$ 105,330	1	\$ 84,450
Houston Independent School District	No Match	—	—	—	—	—
Philadelphia School District	No Match	—	—	—	—	—
Hillsborough County School District	Manager of Benefits	\$ 77,469	\$ 85,706	\$ 93,942	1	\$ 78,693
Palm Beach County Public Schools	Employee Benefits Specialist	\$ 51,242	\$ 65,538	\$ 79,834	1	\$ 52,799
Memphis City Schools	Human Resources Specialist	\$ 37,544	\$ 41,223	\$ 44,902	1	\$ 37,544
Pinellas County School Board	Supervisor Employee Benefits and Worker's Compensation	\$ 51,700	\$ 63,436	\$ 75,171	1	\$ 56,715
Florida International University	Assistant Director Benefits	\$ 31,700	\$ 58,000	\$ 84,300	1	\$ 48,710
City of Miami	Group Insurance Coordinator	\$ 55,997	\$ 71,441	\$ 86,884	—	—
Board of Broward County Commissioners	Employee Benefits Manager	\$ 65,639	\$ 86,643	\$ 107,647	1	\$ 72,975
Miami-Dade County Government	Benefits Manager	\$ 73,836	\$ 94,959	\$ 116,081	1	\$ 101,218

⁸⁴ All Chicago Public Schools salaries pegged to Chicago Mayor's salary of \$175,000.

⁸⁵ Reflects current M-DCPS range and salary.

Survey Job Title: Instructional Staffing Officer - Pay Grade 20

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Specialist, Certification Recruitment and Selection	\$ 78,261	\$ 87,846	\$ 97,431	6	\$ 87,305
Chicago Public Schools	No Match	---	---	---	---	---
M-DCPS ⁸⁶	Instructional Staffing	\$ 59,748	\$ 78,568	\$ 97,387	5	\$ 68,568
Broward County Public Schools	Personnel Administrator III	\$ 46,606	\$ 55,762	\$ 64,917	6	\$ 49,303
Houston Independent School District	Recruiter	\$ 47,800	\$ 61,900	\$ 76,000	3	\$ 58,000
Philadelphia School District	Placement Officer	\$ 71,165	\$ 78,427	\$ 85,688	2	\$ 84,454
Hillsborough County School District	Supervisor of Teacher Recruitment ⁸⁷	\$ 64,275	\$ 74,896	\$ 85,517	1	\$ 71,783
Palm Beach County Public Schools	Personnel Specialist	\$ 51,242	\$ 65,538	\$ 79,834	6	\$ 67,838
Memphis City Schools	Recruitment Assistant	\$ 56,836	\$ 62,326	\$ 67,816	1	\$ 58,526
Pinellas County School Board	No Match	---	---	---	---	---
Florida International University	No Match	---	---	---	---	---
Miami-Dade College	No Match	---	---	---	---	---
City of Miami	No Match	---	---	---	---	---
Board of Broward County	Human Resource Analyst II	\$ 40,353	\$ 50,096	\$ 59,838	16	\$ 43,994
Miami-Dade County Government	No Match	---	---	---	---	---
Ryder Systems, Inc.	Recruiter	\$ 37,300	\$ 65,300	\$ 93,300	5	\$ 61,128

⁸⁶ Reflects current M-DCPS range and salary.

⁸⁷ Supervisor handles all instructional staffing duties.

Survey Job Title: Media Relations Coordinator - Pay Grade 19

Organization	Job Title	Minimum	Midpoint	Maximum	Incumbents	Actual Pay
Los Angeles Unified School District	Communications - Public Relations Specialist	\$ 63,856	\$ 71,669	\$ 79,482	1	\$ 79,482
Chicago Public Schools	No Match	—	—	—	—	—
M-DCPS ⁸⁸	Media Relations Coordinator	\$ 55,404	\$ 73,564	\$ 91,724	1	\$ 58,271
Broward County Public Schools	Specialist Public Affairs	\$ 53,672	\$ 64,216	\$ 74,759	2	\$ 58,330
Houston Independent School District	Assistant Press Secretary	\$ 42,600	\$ 54,950	\$ 67,300	1	\$ 45,000
Philadelphia School District	Public Relations Representatives	\$ 59,042	\$ 65,960	\$ 72,878	1	\$ 59,042
Hillsborough County School District	Coordinator, Media Affairs	\$ 49,682	\$ 62,078	\$ 74,473	1	\$ 51,926
Delton Beach County Public Schools	Public Affairs Specialist	\$ 51,242	\$ 65,538	\$ 79,834	3	\$ 52,779
Memphis City Schools	No Match	—	—	—	—	—
Pinellas County School Board	No Match	—	—	—	—	—
Florida International University	Acting Director Media Relations	\$ 31,070	\$ 57,685	\$ 84,300	1	\$ 63,811
Miami-Dade College	Director, Office of Communications	\$ 39,729	\$ 50,856	\$ 61,982	1	—
City of Miami	No Match	—	—	—	—	—
Board of Broward County Commissioners	No Match	—	—	—	—	—
Miami-Dade County Government ⁸⁹	Manager, Communication Media Relations	\$ 52,000	\$ 68,568	\$ 85,135	1	—
Ryder Systems, Inc.	Manager, Corporate Communications	\$ 60,000	\$ 90,000	\$ 120,000	—	—

⁸⁸ Reflects current M-DCPS range and salary.

⁸⁹ Position may receive additional annual Executive Benefits package as approved by the County Manager or County Attorney.

COMPENSATION SURVEY - SELECTED LAW ENFORCEMENT POSITIONS

Survey Job Title: Chief of Police, Pay Grade 25						
Organization	Minimum	Midpoint	Maximum	Incumbents	Actual Pay	
M-DCPS	\$ 85,153	\$ 108,123	\$ 131,092	1	\$ 125,500	
Hillsborough County School District	\$ 77,469	\$ 83,995	\$ 90,521	1	\$ 81,000	
Palm Beach County Public Schools	\$ 72,332	\$ 92,512	\$ 112,691	1	\$ 88,959	
Duval County Public Schools	\$ 48,219	\$ 66,133	\$ 84,046	1	-	
Florida International University	\$ 42,830	\$ 80,515	\$ 118,200	1	\$ 99,821	
Florida Atlantic University	\$ 49,860	\$ 93,630	\$ 137,400	1	\$ 75,382	
Miami-Dade County	\$ 130,535	\$ 171,986	\$ 213,437	1	\$ 206,570	
City of Miami	\$ 91,373	\$ 116,513	\$ 141,653	1	-	
City of North Miami Beach	-	-	-	1	\$ 106,657	
City of Hialeah	\$ 70,157	\$ 88,884	\$ 107,610	1	\$ 88,884	
City of Coral Gables	\$ 80,856	\$ 94,606	\$ 108,355	1	\$ 121,846 ⁹⁰	
City of Aventura	-	-	-	1	\$ 107,000	

Interim position - actual salary includes 4 longevity steps.

COMPENSATION SURVEY - SELECTED LAW ENFORCEMENT POSITIONS

Survey Job Title: Police Major, Pay Grade 21						
Organization	Minimum	Midpoint	Maximum	Incumbents	Actual Pay	
M-DCPS	\$ 64,677	\$ 85,397	\$ 106,116	3	\$ 72,471	
Hillsborough County School District	-	-	-	-	-	
Palm Beach County Public Schools	-	-	-	-	-	
Duval County Public Schools	-	-	-	-	-	
Florida International University	-	-	-	-	-	
Florida Atlantic University	-	-	-	-	-	
Miami-Dade County	\$ 66,027	\$ 84,571	\$ 103,115	28	\$ 100,443	
City of Miami	\$ 64,893	\$ 82,785	\$ 100,676	11	-	
City of North Miami Beach	-	-	-	2	\$ 89,354	
City of Hialeah	-	-	-	-	-	
City of Coral Gables	\$ 66,520	\$ 77,832	\$ 89,144	4	\$ 87,134	
City of Aventura	-	-	-	-	-	

COMPENSATION SURVEY - SELECTED LAW ENFORCEMENT POSITIONS

Survey Job Title: Police Captain, Pay Grade 20						
Organization	Minimum	Midpoint	Maximum	Incumbents	Actual Pay	
M-DCPS	\$ 59,748	\$ 78,568	\$ 97,387	2	\$	72,491
Hillsborough County School District	\$ 37,003	\$ 54,059	\$ 71,115	1	\$	66,996
Palm Beach County Public Schools	\$ 47,011	\$ 60,126	\$ 73,241	3	\$	57,388
Duval County Public Schools	\$ 39,097	\$ 48,621	\$ 58,145	1	\$	51,060
Florida International University	\$ 55,684	\$ 73,637	\$ 91,589	2	\$	72,552
Florida Atlantic University	\$ 55,684	\$ 73,637	\$ 91,589	1	\$	55,684
Miami-Dade County	\$ 60,734	\$ 70,314	\$ 79,894	43	\$	91,339
City of Miami	\$ 54,003	\$ 63,251	\$ 72,498	12		-
City of North Miami Beach	-	-	-	-		-
City of Hialeah	\$ 52,644	\$ 68,095	\$ 83,546	3	\$	68,095
City of Coral Gables	-	-	-	-		-
City of Aventura	\$ 62,000	\$ 68,000	\$ 74,000	3	\$	-

MANAGERIAL EXEMPT AND SELECTED
LAW ENFORCEMENT POSITIONS
SURVEY INSTRUMENTS

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SPECIAL COMPENSATION SURVEY

Please complete the following table regarding compensation as of June 30, 2003 for each job matching in your organization.

Job Code	Survey Job Title	Your Organization Job Title	Number of Incumbents	Base Salary Ranges		
				Average Base Pay	Minimum	Max
0016	Chief Financial Officer					
0364	Chief Budget Officer					
0379	Executive Director, Payroll					
0577	District Director, Procurement					
0401	Fringe Benefits Supervisor					
0101	Chief Auditor					
0366	Executive Officer, Information Technology					
0033	Executive Director, Systems & Programming					
0149	Media Relations Coordinator					
0175	Asst. Superintendent, Exceptional Student Education & Student Services					
0100	Administrative Director, Instructional Support					
0765	Executive Director, Schools of Choice					
0208	Instructional Supervisor					
0006	Chief Personnel Officer					
0091	Administrative Director, Training & Development					

Compensation Survey 2

Job Code	Survey Job Title	Your Organization Job Title	Number of Incumbents	Average Incumbents Base Pay	Minimum	Max
0751	District Director, Labor Relations					
0102	Instructional Staffing Officer					
0220	Deputy Superintendent of Schools and Chief Education Officer					
0300	Assistant Superintendent- ACCESS Centers					
0311	Principal - Elementary, Middle, Senior, Adult					
0316						
0321						
0326						
0310	Assistant Principal - Elementary, Middle, Senior, Adult*					
0315						
0320						
0325						
0031	Chief Business Officer					
0436	Administrative Director, Food & Nutrition					
0022	Administrative Director, Facilities Operations/ Maintenance					
0742	Administrative Director, Transportation					

* Indicate days worked on an annual basis _____

Participating Organization _____ Complete address if different from cover letter _____

Name & Title of person completing survey _____ If you would like a copy of the survey please check: Yes _____ No _____

Survey Job Summaries

<u>Job Code</u>	<u>Job Category</u>
0016	<p><u>Chief Financial Officer</u> Plans, manages, organizes and evaluates the financial resources of the school system including budgeting, cash management, accounting, payroll, accounts payable, purchasing, warehousing and protection of Board assets.</p>
0364	<p><u>Chief Budget Officer</u> Reports to the Chief Financial Officer and is responsible for the management of the current budget, and the development of the future budget; works cooperatively with various levels of management within the system to provide allocation procedures; develops budget allocation handbook; audits and controls all personnel allocations throughout the school system.</p>
0379	<p><u>Executive Director, Payroll</u> The primary responsibility is to organize and direct the operation of the Payroll Department. Supervises large clerical and administrative staff which processes salary payments, legal and fringe benefit deductions, and leave accruals for more than 45,000 employees on a bi-weekly basis.</p>
0577	<p><u>District Director, Procurement</u> Responsible for the district-wide procurement function. Insures proper documentation of purchasing records within the scope of the state and federal guidelines. Represents the School in matters of purchasing and is in direct contact with executive staff, vendor organizations, technicians, teachers, principals, and region and district school system administrators.</p>
0401	<p><u>Fringe Benefits Supervisor</u> Coordinates and supervises the daily operation of benefit programs, including health, life, and flexible benefit programs for employees and their covered dependents.</p>
0101	<p><u>Chief Auditor</u> Administers the performance of Internal Audits to furnish senior staff with objective analysis, appraisals recommendations, and pertinent comments concerning the activities reviewed. Writes reports submitted concurrently to School Board Audit Committee and Superintendent.</p>
0366	<p><u>Executive Officer, Information Technology</u> Provides overall leadership to the operation of the district's information technology systems, including the departments of Communications Services, Systems and Programming Services, Budget and Operational Services, and Document Management and Control.</p>

- 0033** **Executive Director, Systems & Programing**
Provides overall leadership for organizing, planning, directing, and coordinating the activities of several project teams within System and Programming. These units are responsible for management studies, system analysis, programming and technical services.
- 0149** **Media Relations Coordinator**
This is a position responsible for developing media strategy to implement established media policies, using public relations and marketing techniques. The job requires interaction with Executive Staff, School Board members and their assistants, the media, and outside agencies and organization.
- 0175** **Asst. Superintendent, Exceptional Student Education & Student Services**
Develops policies and procedures governing Exceptional Student Education; and Student Services Programs assigns priorities for financial and personnel resources, plans, and directs their operations and evaluates outcomes.
- 0100** **Administrative Director, Instructional Support**
The Administrative Director provides leadership and direction in a specific subject area through planning, implementing, providing training, developing support materials, and supervising curricular programs K-12 district wide.
- 0765** **Executive Director, Schools of Choice**
Executive Director is responsible for providing leadership and supervision of the development, implementation, administration, and evaluation of the district's magnet programs, innovative and school-based theme enhancement programs and academies, and choice programs initiated through the Voluntary Public School Choice Program.
- 0102** **Instructional Staffing Officer**
Assists in the recruitment, selection, placement, and reassignment of instructional personnel. Assists in the planning and conducting of recruitment activities, interviews and screens applicants for all instructional positions, and refers applicants to site administrators for consideration.
- 0208** **Instructional Supervisor**
Recommends policies for the development and improvement of educational and support services a designated subject area. Analyzes and monitors programs for compliance with local, state, and federal requirements. Provides technical assistance to directors and principals in matters of teacher observations, evaluation, program improvement, and delivery of services to students.

- 0006** **Chief Personnel Officer**
 The Chief Personnel Officer reports directly to the Superintendent of Schools and is responsible for assisting the Superintendent in planning, organizing, managing, and directing the activities related to the overall personnel management and services rendered to personnel in the District. Serves as chief administrator for Labor Relations, Training and Development, Personnel Operations and Records, Personnel Staffing, Employee Assistance, Leave, Retirement and Unemployment and Compensation Programs.
- 0091** **Administrative Director, Training & Development**
 Directs and monitors all district staff development activities and operations. Facilitates all administrative, instructional and non-instructional professional development programs designed to improve the total workforce, in accordance with local, state, and/or federal guidelines.
- 0751** **District Director, Labor Relations**
 Plans, organizes, and conducts negotiations with certified bargaining agents, acting as Chief Negotiator and assists other negotiators on matters related to labor law, negotiating techniques, and strategies, and policies instructions pertaining to collective bargaining. Interprets labor contract provisions and advise staff regarding obligations and responsibilities imposed by negotiated agreements; and assists in the resolution of labor disputes.
- 0220** **Deputy Superintendent of Schools and Chief Education Officer**
 A chief officer in charge of education, has direct supervisory responsibility for the operation of the district's schools and the development and implementation of system-wide educational programs and services; reports to the Superintendent of Schools and serves as the Superintendent's designee when he/she is unavailable.
- 0300** **Assistant Superintendent- Area Centers for Educational Support Service (ACCESS)**
 Administers and manages all educational functions and services occurring in an assigned ACCESS Center. Regulates the effective and efficient functioning of all school based programs within assigned ACCESS Center. Provides leadership and direction to the ACCESS Center office staff.
- 0311** **Principal- Elementary, Middle, Senior, Adult**
0316
0321
0326
 Plans, organizes, administers, and directs all activities and functions at the elementary, middle, senior high, or adult school level which are essential to the operation of a responsive, effective, and efficient instructional environment which provides maximum opportunity for student growth.
- 0310** **Assistant Principal- Elementary, Middle, Senior, Adult**
0315
0320
0325
 Assists the principal in planning, organizing, and administering all functions at the elementary, middle, senior high, or adult school level which are essential to the operation of a responsive, and efficient instructional environment which provides maximum opportunity for student growth.

- 0031** **Chief Business Officer**
Serves as chief business officer for system-wide planning and development of business operations programs. Provides oversight management of major business operations. Plans, organizes, and directs operations which include Transportation, Food Services, Construction and Facilities/ Maintenance.
- 0436** **Administrative Director, Food & Nutrition**
Plans, organizes, coordinates, directs, evaluates, and supervises all phases of Districts' operations of the Food and Nutrition Program in compliance with sound business practices, School Board Rules, State Board Rules, and the Code of Federal Regulations.
- 0022** **Administrative Director, Facilities Operations/ Maintenance**
Directs and oversees the plans, organization and activities of all facilities operations and maintenance which include the planned preventative and ongoing maintenance efforts as well as minor capital construction projects of the school district.
- 0742** **Administrative Director, Transportation**
Plans, organizes and manages the Department of Transportation. Ensures that the correct policies are in place to provide timely, accurate, efficient and cost effective operational responses that will satisfy the needs of the district. Responsibilities include the operation of more than 1750 vehicles that transport approximately 69,500 students daily out of eight terminal complexes.

PLEASE RETURN VIA US MAIL, FAX, OR E-MAIL

WITH YOUR COMPLETED SURVEY QUESTIONNAIRE TO:

Miami-Dade County Public Schools
Compensation Administration
Attn.: Mr. Everardo Verguizas
1500 Biscayne Boulevard, Suite 143
Miami, FL 33132

Fax: 305/995-7045

everguizas@sbab.dade.k12.fl.us

Name of your organization: _____

Address: _____

Area code: _____ **Telephone No.:** _____ **Fax No.:** _____

Your e-mail address: _____

Contact Person: _____

Do you wish to have a copy of the survey when published? _____

**MIAMI-DADE COUNTY PUBLIC SCHOOLS
2003 COMPENSATION SURVEY
SELECTED LAW ENFORCEMENT POSITIONS**

Please provide current annual salary information for the following positions:

Position Description (Please provide job description, if available.)	Number of Employees	Minimum Salary*	Maximum Base Salary*	Maximum Salary with Longevity*	Average Salary for Incumbents	Average Years of Service for Incumbents	Shift? If so, exact hours and payment?
POLICE OFFICER: Sworn officer responsible for various law enforcement activities including patrolling, property protection, investigating crimes and alleged criminal activities, making arrests, preparing reports and testifying in court.							
SERGEANT: Responsible for supervising and evaluating a unit of police officers engaged in various law enforcement activities, or providing specialized crime prevention and investigative functions.							
LIEUTENANT: Responsible for supervising and evaluating police officers and sergeants engaged in various law enforcement and crime prevention activities, or coordinating specialized police support activities.							
CAPTAIN: Responsible for administering and coordinating an assigned unit of police officers, supervising a large investigative unit, performing specialized administrative assignments, or directing assigned police support activities.							
MAJOR: Responsible for the command, control and management of a bureau/district within a large police jurisdiction; provides supervision of sworn officers, support personnel and clerical staff.							
CHIEF: Responsible for directing, coordinating, and supervising activities of the police agency through subordinate law enforcement managers.							

* Please provide the effective date for these salaries.

**Compensation Survey
Selected Law Enforcement Positions**

Requested Survey Participants

K-12 Public Schools

Broward County School Board

School District of Hillsborough County

Palm Beach County School Board

Duval County School Board

Local Governmental/Public Agencies

Miami-Dade County

Broward County Sheriff's Office

City of Coral Gables

City of Miami

City of Hialeah

City of Miami Beach

City of North Miami Beach

City of Fort Lauderdale

City of Aventura

Florida Atlantic University

Florida International University

August 28, 2003

**Compensation Survey
Selected Law Enforcement Positions**

Responding Survey Participants

K-12 Public Schools

Broward County School Board *

School District of Hillsborough County

Palm Beach County School Board

Duval County School Board

Local Governmental/Public Agencies

Miami-Dade County

City of Aventura

City of Coral Gables

City of Miami

City of Hialeah

City of North Miami Beach

Florida Atlantic University

Florida International University

* No comparable positions - contract with local municipalities

August 28, 2003

The School Board of Miami-Dade County, Florida, adheres to a policy of nondiscrimination in employment and educational programs/activities and programs/activities receiving Federal financial assistance from the Department of Education, and strives affirmatively to provide equal opportunity for all as required by:

Title VI of the Civil Rights Act of 1964 - prohibits discrimination on the basis of race, color, religion, or national origin.

Title VII of the Civil Rights Act of 1964, as amended - prohibits discrimination in employment on the basis of race, color, religion, gender, or national origin.

Title IX of the Education Amendments of 1972 - prohibits discrimination on the basis of gender.

Age Discrimination in Employment Act of 1967 (ADEA), as amended - prohibits discrimination on the basis of age with respect to individuals who are at least 40.

The Equal Pay Act of 1963, as amended - prohibits sex discrimination in payment of wages to women and men performing substantially equal work in the same establishment.

Section 504 of the Rehabilitation Act of 1973 - prohibits discrimination against the disabled.

Americans with Disabilities Act of 1990 (ADA) - prohibits discrimination against individuals with disabilities in employment, public service, public accommodations and telecommunications.

The Family and Medical Leave Act of 1993 (FMLA) - requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to "eligible" employees for certain family and medical reasons.

The Pregnancy Discrimination Act of 1978 - prohibits discrimination in employment on the basis of pregnancy, childbirth, or related medical conditions.

Florida Educational Equity Act (FEEA) - prohibits discrimination on the basis of race, gender, national origin, marital status, or handicap against a student or employee.

Florida Civil Rights Act of 1992 - secures for all individuals within the state freedom from discrimination because of race, color, religion, sex, national origin, age, handicap, or marital status.

School Board Rules 6Gx13- 4A-1.01, 6Gx13- 4A-1.32, and 6Gx13- 5D-1.10 - prohibit harassment and/or discrimination against a student or employee on the basis of gender, race, color, religion, ethnic or national origin, political beliefs, marital status, age, sexual orientation, social and family background, linguistic preference, pregnancy, or disability.

Veterans are provided re-employment rights in accordance with P.L. 93-508 (Federal Law) and Section 295.07 (Florida Statutes), which stipulate categorical preferences for employment.