

**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA**

**Employment & Salary Administration Handbook for  
Meet and Confer Employee Groups (ESMAB, BPAA, and COPA)**

This handbook encompasses guidelines and administrative procedures that govern compensation and employment actions of Meet and Confer employees of the Broward County Public Schools. Any major policy beyond this handbook shall not be in effect until adopted by the School Board.

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## **I. PURPOSE**

The purpose of this handbook is to communicate the rules governing employment and salary administration to Broward County Public Schools employees in positions not covered by a collective bargaining agreement. These rules may change periodically and shall be revised accordingly. References to elements of compensation identified in this document as based upon collective bargaining agreement provisions shall be administered according to the terms specified in the appropriate collective bargaining agreement.

Unless otherwise stated, this information is applicable only to the following Meet and Confer employee groups:

- Educational Support and Management Association of Broward, Inc. (ESMAB)
- Broward Principals and Assistants Association (BPAA)
- Confidential Office Personnel Association (COPA)

## **II. COMPENSATION PHILOSOPHY**

The compensation philosophy of Broward County Public Schools is to provide competitive pay programs designed to recruit, retain, and reward talented and effective staff. Pay programs are intended to manage compensation through a flexible and non-bureaucratic process that ensures fair and consistent administration.

## **III. ROLES AND RESPONSIBILITIES**

The School Board, Managers/Supervisors, and Human Resources all have roles to play in managing compensation effectively and consistently. Each of these roles are outlined as follows:

### School Board

- Approve and adopt policy that guides compensation administration
- Establish the responsibilities and qualifications for all positions by approving job descriptions
- Approve annual salary schedules
- Approve annual salary budgets
- Approve annual employment contracts

### Managers and Supervisors

- Develop and implement compensation decisions consistent with District compensation philosophy and within policy and budget.
- Use Human Resources as a resource to ensure consistency and appropriateness of decisions.

### Human Resources & Equity (Compensation Department)

- Provide expert guidance and support to enable appropriate compensation decisions.
- Conduct analysis and provide advice on proposed pay changes, job descriptions, pay schedules, policies, and compensation practices.
- Review compensation actions to identify significant variations in practices within the District.
- Keep the Board and District management informed of all aspects of the District compensation programs and external trends.

#### IV. DEFINITIONS

- A. **Acting Assignment** – the temporary appointment of an employee to a vacant position for which a Board approved job description exists and for which the employee meets the minimum job qualifications.
- B. **Assigned Calendar** – annual workdays in effect for positions, which may include but not be limited to 186, 196, 216, 244, 251, etc.
- C. **Base Pay** – regular compensation received by an employee usually as a wage or salary that does not include other forms of compensation such as fringe benefits, bonuses or overtime, and other payments that occur due to “extra” work time, responsibilities, or tasks.
- D. **Conditional Employment** – employment with the Broward County Public Schools is on a conditional basis pending satisfactory completion of the Background Security Check process including receipt of FDLE/FBI review of the employee’s fingerprints.
- E. **Confidential Office Personnel Association (COPA)** – clerical positions that are excluded from the clerical bargaining unit and are assigned “confidential employee” status by virtue of acting in a confidential capacity to assist or aid select managerial employees, as defined by Section 447.203 (4) and (5) Florida Statutes. Identification of positions which meet these definitions shall be determined on a case-by-case basis by the Chief Human Resources & Equity Officer or assigned designee.

Employees in positions identified as “confidential” are eligible for membership in the Confidential Office Personnel Association (COPA). One clerical position may be designated at each school by the principal as the Confidential School-Based office position.

- F. **Demotion** – an action resulting in an employee moving to a lower level position as determined by the Compensation Department.

- G. **Exempt** – a term defined by the Fair Labor Standards Act (see below). Jobs are designated as exempt if they are exempt from the overtime provisions of this federal labor law.
- H. **Fair Labor Standards Act (FLSA)** – the federal labor law that establishes minimum wage and overtime compensation (time and one-half one’s regular rate of pay for hours over 40 worked in one week). The FLSA defines three types of work that employers may pay on a salaried basis regardless of the number of hours worked: executive, administrative and professional. These jobs are referred to as “exempt” because they are exempt from the overtime provisions of the Act.
- I. **Fiscal year** – the operational period for the Broward County Public Schools. The fiscal year begins on July 1<sup>st</sup> and ends on June 30<sup>th</sup>.
- J. **Job** – a specific function or body of work to be performed which is defined under a job description.
- K. **Job Classification** – the assignment of a job to the appropriate salary schedule and pay grade/salary band.
- L. **Job Reclassification** – the reassignment of a job to a different salary schedule, pay grade, step or salary band. Job reclassifications are determined as a result of a job study conducted by the Compensation Department.
- M. **Job Study** – the process of evaluating a job to determine the appropriate salary schedule and pay grade, step, or salary band. The process includes analysis of job responsibilities and knowledge required to perform the job; comparison to jobs of similar scope internally and externally to ensure appropriate pay level. A job study shall be conducted according to the procedural review and approval by the Compensation Department.
- N. **Lateral Transfer** - an action resulting in an employee moving to a different position of the same or comparable pay grade, step, or salary band.

- O. **Market Reference Salary** – the typical salary paid for similar jobs in the external labor market according to salary survey data or, if survey data is not available, on comparisons with benchmarked positions.
- P. **Non-Exempt** – a term defined by the Fair Labor Standards Act (see above). Jobs are designated as “non-exempt” if they are subject to the overtime provisions of this federal labor law.
- Q. **Pay Grade, Salary Band, Step** – the level of the job, for pay purposes, on the assigned salary schedule.
- R. **Pay Range** – the span between the upper and lower limits of possible base pay compensation representing the earning potential for jobs assigned to the pay grade or salary band. Depending on the employee group one belongs to (ESMAB, BPAA, COPA), the pay range is defined within a pay grade or salary band.
- S. **Promotion** – an action resulting in an employee moving to a different position with a higher pay grade, salary band, or step.
- T. **Salary Schedule** – a compilation of pay grades, steps and salary bands for assigned jobs. Broward County Public Schools maintains multiple salary schedules based on job functions, i.e. clerical, teachers, maintenance workers, professional/technical as well as union representation.
- U. **Salary Compression** – a form of pay inequity that occurs when there is only a small difference in pay between employees regardless of their skills, experience or seniority. Compression is typically the result of the external market compensation for a given job outpacing the increases historically given to internal employees.

- V. **Task Assignment** - the temporary assignment of additional responsibilities associated with a special project or initiative that represent a material change in job responsibilities that are separate and distinct from the employee's regular job assignment.
- W. **Temporary Assignment** - The short-term designation of additional responsibilities that is the result of a job vacancy, a special project or an initiative. Temporary appointments are assigned via an Acting or a Task assignment.
- X. **Workday** - the scheduled daily hours of work for an employee, including the workday beginning and end time.
- Y. **Year of Service** - the timeframe used to define employment tenure in annual increments. Employees who worked at least one (1) day more than half of their assigned calendar and/or salary schedule in the prior fiscal year shall have attained the required year of service.
- Z. **Grandfathered Salary Schedule** - step-based salary schedule for school-based Principals and Assistant Principals employed prior to July 1, 2014.
- AA. **Pay for Performance Compensation Plan** - compensation plan for Administrators hired on or after July 1, 2014 and which is available upon a voluntary election by Administrators hired prior to July 1, 2014.
- BB. **Complexity Factors** - economic and/or student performance criteria measurements of a school's student composition.
- CC. **Quartiles** - classification of schools into four groups based upon student enrollment size and complexity factors.

## V. EMPLOYMENT

The Broward County Public School District is considered to be an employer of choice in South Florida. High standards must be fully met, as outlined in the job description, for job applicants to be considered for employment with the District.

- A. New employees are hired on a conditional basis and must successfully complete an initial probationary period.
- B. Probationary Period
  - 1. **Educational Support and Management Association of Broward County, Inc. (ESMAB) and Broward Principals and Assistants Association (BPAA) positions** – the first 97 workdays of assignment to a position is a probationary period. During the probationary period, the employee may be dismissed without cause or may resign from the position. The probationary period is applicable to newly hired employees and does not apply to job changes for existing staff.
  - 2. **Confidential Office Personnel Association (COPA) positions** - the first 131 workdays of assignment to a position is a probationary period. During the probationary period, the employee may be dismissed without cause or may resign from the position. The probationary period is applicable to newly hired employees only and does not apply to job changes for existing staff.
- C. Continued employment is on a fiscal year basis pending Board approved reappointment for the next fiscal year.
- D. Employees who worked at least one (1) day more than half of their assigned calendar and/or salary schedule in the prior fiscal year shall have attained the required year of service.
- E. The normal workday shall include one (1) hour unpaid lunch for employees covered by these guidelines. The work schedule shall be determined by the supervisor based on department need.

- F. Salaries are paid on a bi-weekly basis. An employee's first paycheck will normally be received by the second payday following the effective employment date.
- G. New employees shall enter at the appropriate pay based on their job related qualifications. Final pay determination for COPA and ESMAB hires shall be made through consideration of the candidate's knowledge, relevant work experience, and skills related to the requirements outlined in the job description, current compensation level, external market competitiveness, and internal pay equity comparisons. The Compensation Department provides guidance and support with establishing new hire rates in accordance with established policies. Under no circumstances shall salary placement be less than the minimum or above the maximum of the salary range for the job.
- H. Regular, full-time employees are eligible to choose from insurance benefits that are offered by the Board. In some instances employees may, at their own expense through payroll deduction, purchase additional amounts and types of benefit coverage for themselves, their spouses and/or their dependent children. Insurance benefits become effective the first of the month following a period of up to 90 days of active employment.
- I. Regular, full-time employees are required to be members of the Florida Retirement System. Effective July 1, 2011, employees shall be required to contribute 3% of their salary for retirement purposes. Contributions may be subject to change. Details can be accessed at [www.myFRS.com](http://www.myFRS.com).
- J. In accordance with State legislation, effective July 1, 2014 Principals and Assistant Principals shall be assigned to the Administrator's Performance-based compensation plan. For the purpose of this plan, Assistant Principals promoted to the position of Principal on or after July 1, 2014 shall be regarded as a newly hired Principal.

Principals and Assistant Principals employed on or prior to June 30, 2014 will remain on the Grandfathered salary schedule. A one-time irrevocable election is permitted to move

to the Performance-based compensation plan. Salary shall be adjusted for an Administrator who elects the Performance-based compensation plan. Salary adjustment shall be determined based upon a fixed amount for every third step attained on the Grandfathered salary schedule. If the annual salary of a Principal or Assistant Principal on the Grandfathered plan is *lower* than the resulting annual salary on the pay for performance plan, the salary shall be adjusted to the higher salary. The adjusted salary shall be effective on the first pay cycle of the following fiscal year. If the annual salary of an Administrator on the grandfathered plan is *higher* than the annual salary on the Performance-based compensation plan, salary shall remain unchanged. Administrators shall remain ineligible for future salary adjustments unless salary is adjusted higher due to the assigned school's size and complexity factors.

Salary shall be preserved upon initial election to the Performance-based compensation plan until the plan is reevaluated. Salary adjustments shall be determined in accordance with the previous sections above.

Plan reevaluation shall include a review of the school size and complexity factors used in the Performance-based compensation plan and shall occur no later than every third year, unless modified by law.

## **VI. COMPENSATION**

- A. Salary schedules are reviewed annually to ensure competitiveness of pay opportunities.
- B. The Board shall decide annually on the amount, if any, of salary schedule increases and manner of implementation.
- C. Eligibility for Salary Increase:
  - 1. Employee eligibility to participate in a Board approved salary increase requires the completion of a year of employment service with the District as defined below, in an active, regular status and an overall evaluation rating that is not "Unsatisfactory". The effective date of the increase will be determined by the Board.

2. A year of service is attained by working at least one (1) day more than half of the work calendar to which an employee was assigned during the prior fiscal year. An employee with a break-in-service and a new hire date or who has accepted a position on a different salary schedule shall be treated as a new employee and shall be required to attain a new year of service to be eligible for a future salary increase.
  3. Any salary increase administered as the result of a job change will have an effective date consistent with the date the employee becomes active in the job.
- D. Periodically, job studies are performed to ensure job descriptions accurately reflect the current requirements to perform the job, and that the job has been accurately classified on the salary schedule. Job studies are also utilized to ensure internal equity and competitiveness with external pay opportunities for comparable jobs. New job descriptions are developed and classified as organizational needs dictate. The following are general guidelines governing the job study process:
1. Annually, the organizational chart is reviewed by the Superintendent and members of senior leadership to ensure that the deployment of positions is aligned to strategic needs. This review may determine the need to develop new job descriptions or update existing descriptions.
  2. Other circumstances that warrant job studies include business and operational needs that drive the need to create a new job, or when the primary duties of a job significantly increase or decrease in scope or complexity.
  3. Requests for job studies, job description creation and revisions must be submitted via the Job Study Request Form and include the required authorizing signatures.
  4. The Compensation Department shall work in collaboration with senior leaders to develop new or revised job descriptions.

5. The Requesting Administrator is responsible for projecting the financial impact of all job changes and working with the Budget Department to identify the funding source.
6. New or revised job descriptions and associated pay grade/salary band/category recommendations require Board approval.
  - a. The Compensation Department is responsible for evaluating jobs as part of the job study process to determine if they are non-exempt (eligible for overtime payment in accordance with the Department of Labor) or exempt. The classification section listed on each job description indicates whether a job has been identified as exempt or non-exempt from the requirements to pay overtime wages. Broward County Public Schools make every effort to ensure compliance with the provisions outlined by the Fair Labor Standards Act.
  - b. Non-material changes (as determined by the Compensation Department) in job titles, responsibilities, or minimum qualifications, with an upgrade of no more than one (1) pay grade/salary band, shall not require advertisement of the position.
  - c. Material changes to job titles, job responsibilities or minimum qualifications (as determined by the Compensation Department), with an upgrade of two (2) or more pay grades/salary bands, will require a job to be advertised. These will be treated as new positions so that current incumbents, if any, must apply for the position and compete equally with other job applicants.

Upon completion of a Job Study where an employee is actively performing a task assignment or temporary assignment, the employee may be appointed to the position at the discretion of the Superintendent.

## **E. Task-Assignments and Acting Assignments**

It may be necessary for staff to assume additional and/or different responsibilities for a temporary period of time. When the added responsibilities represent a material change in the job responsibilities, eligibility for temporary compensation may apply.

1. A task assignment is defined as the temporary appointment of additional responsibilities for a specific duty, special project or initiative that is distinctly different from the regularly assigned role. Employees assigned task responsibility may perform their regular job in addition to the work associated with the task or may be relieved of their regular job duties to perform task assignments on a full-time basis. While a Board approved job description is not required for a task assignment, a description of the responsibilities associated with the task and the business rationale for the assignment must be included as part of the request.
2. An acting assignment is defined as the temporary appointment of an employee to a vacant position for which a Board approved job description exists and for which the employee meets the minimum job qualifications. Employees appointed to an acting assignment are relieved of their regular job duties and responsibilities for the duration of the appointment.
3. The following criteria is applicable to Acting and Task assignments:
  - a. Assignments must be recommended by the Superintendent and approved by the School Board. The Superintendent is authorized to make temporary acting and task appointments pending confirmation by the Board at its next regular or special meeting.
  - b. Assignments may only be given to a current Board employee. Newly hired employees must successfully complete their probationary period prior to becoming eligible for a Task or Acting assignment.

- c. Assignments must be for a minimum of thirty (30) calendar days and may not exceed one hundred and eighty (180) calendar days unless recommended by the Superintendent and approved by the School Board.
- d. Acting assignments require an approved job description. The job description for an acting assignment must have had prior approval by the Board.
- e. Board approved job descriptions are not required for task assignments. When a Board approved job description for a task assignment is not available, a description of the work to be performed must be outlined and submitted as part of the request for Board approval.
- f. When a position is vacated and a recommendation is made to temporarily assign acting or task responsibility, the criteria or reasons used for selection of the candidate shall be furnished to the Board.
- g. Employees appointed to an acting assignment will be relieved of their regular job duties for the duration of the appointment.
- h. Employees on task assignment, may be required to perform their regular job duties in addition to the work associated with the task or may be relieved of their regular job duties to perform task assignments on a full-time basis.
- i. Employees relieved of their regular job duties while on an acting or task assignment will be granted job protection for their regular full-time position during the assignment period. At the conclusion of their temporary assignment, they will be restored to their original job or to an equivalent position.
- j. Employees temporarily assigned acting or task responsibility may be eligible for additional compensation in the form of a supplement for the duration of the assignment.

- k. Recommendations for pay supplements shall be made by the Compensation Department. Consideration shall be given to external market factors, the market reference salary, competitiveness, comparability, and internal consistency in making the final pay determination.
  - l. Pay supplements associated with temporary assignments are provisional and are not considered as part of the employee's permanent salary. Pay supplements will end at the conclusion of the assignment.
  - m. All pay changes associated with a temporary assignment must be approved by the Superintendent and the Board, and will be effective the day following Board approval.
  - n. Temporary assignments will be systematically processed to end-date in accordance with the Board approved request and shall not exceed one-hundred eighty (180) calendar days. It is the responsibility of the manager requesting the assignment to ensure that Human Resources Information Systems (HRIS) is notified if the task assignment will end prior to the approved timeframe.
  - o. For acting assignments that report directly to the Superintendent, the Superintendent may assess the employee's performance in the position at the end of six months, and has the discretion to recommend the acting candidate for the position.
  - p. All employees appointed to temporary assignments shall be under the authority and direction of the Superintendent or his/her designee and shall be required to follow all Board policies, as well as State and Federal Laws.
- F. Employees in Confidential Office Personnel positions (COPA) are eligible to receive Career Incentive Pay, paid annually over twenty-six (26) pay periods, effective beginning the anniversary date of service based on achieving the required years of service\* in a clerical position. Payment of the incentive shall be consistent with the terms, conditions,

and amounts specified in the Federation of Public Employees (FOPE) Clerical/Secretarial collective bargaining agreement.

Years of service shall include all years of work as a regular employee in a Confidential Office position plus all years in the Federation of Public Employees secretarial bargaining unit. Employees who worked in a Broward School Board bargaining unit other than the secretarial/clerical unit shall be given credit for one-half of all such years toward years of service requirements for Confidential secretaries.

- G. Employees in Confidential Office Personnel positions (COPA) who work the full school year without any absenteeism, excluding vacation, Family Medical Leave, Military Service Active Duty (Reservist/National Guard) leave, Workers Compensation Leave (including Illness in the Line of Duty), Declared Emergency Leave, and Subpoena/Jury Duty, are eligible to receive a Perfect Attendance Award. Payment of the incentive shall be consistent with the terms, conditions, and amounts specified in Federation of Public Employees (FOPE) Clerical/Secretarial collective bargaining agreement.
- H. Employees in Educational Support and Management Association of Broward, Inc. (ESMAB) and Broward Principals and Assistants Association (BPAA) positions, who possess an advanced degree in a related field that is higher than the minimum education requirement in the job description for their position, are eligible to receive an annual incentive according to the Board adopted salary schedule agreed to between the Board and by the meet and confer representatives for Educational Support and Management Association of Broward, Inc. (ESMAB) and Broward Principals and Assistants Association (BPAA) positions. Consideration to continue the incentives shall be subject to approval by the School Board.
- I. Principals or Assistant Principals currently assigned to the grandfathered salary schedule are classified by salary lanes. School student enrollment count and complexity factors shall be used to determine an Administrator's salary on the Performance-based compensation plan. Complexity factors are subject to change upon Board approval.

Salary shall be preserved until further notice for Principals or Assistant Principals who accept an assignment pursuant to the Superintendent's request.

## VII. EMPLOYMENT ACTION GUIDELINES

Numerous opportunities exist for varied work experiences and career advancement within Broward County Public Schools. The guidelines provide a framework for managing pay and are written to provide the flexibility necessary to make appropriate decisions. The following outlines how associated pay changes shall be administered based on the employment action.

### Pay Changes

Management may propose pay changes within policy guideline, budget, and salary schedules. The determination of a pay change (increase/decrease) shall be made through analysis conducted by the Compensation Department. Consideration shall be given to factors such as the external labor market, the market reference salary, competitiveness, comparability, and internal consistency in making a final pay determination. Under no circumstances shall salary placement be less than the minimum or above the maximum of the salary range for the job.

The following is a list (not intended to be all inclusive) of examples of actions that could affect a pay change:

- New Hire
- Increase in-place
- Task Assignment
- Promotion
- Lateral Transfer
- Acting Assignment
- Demotion
- Job reclassification

A. BPAA ACCEL Promotions - Job changes that result in an employee's assignment to a higher pay grade, salary band or step may warrant an increase in pay.

1. BPAA ACCEL: Promotions for BPAA employees assigned to the Performance-Based Plan for School Based Administrators (ACCEL) will be determined based on the size and complexity of the school assignment. ACCEL School Based Administrators moving to schools that are greater in size and/or complexity may be eligible for an increase in pay in accordance with the

established ACCEL Plan Matrix. Additional information on the ACCEL Plan is available via the Plan Administration Guide for ACCESS and ACCEL located on the Compensation & HRIS website.

2. **BPAA Grandfathered Salary Schedule:** When an employee is promoted to a higher position within the BPAA “grandfathered” salary schedule, the annual base salary may increase between 5% and 10% to the closest equivalent step. Determination of the salary shall be made by the Compensation Department based on their review of salaries of employees assigned to the same category. The resulting pay shall be no less than the minimum and no more than the maximum of the applicable category. The salary shall be annualized based on the corresponding calendar of the position.

There may be times when the uniqueness of an individual job and level of necessary skills may require a higher salary placement than stipulated in this section. Under such circumstances, the Superintendent may recommend a higher salary placement or step.

- A. **Demotions:** An employee may be reassigned, either voluntarily or involuntarily, to a different position with a lower pay grade, salary band, or step. The information outlined below is specific to demotions into non-bargaining positions. Demotions into positions covered by a collective bargaining agreement are subject to the provisions outlined within the applicable contract.

1. **Involuntary Demotions (Re-Organizations):** When an employee is involuntarily reassigned to a non-bargaining unit position with a lower pay grade, salary band, or step, due to reorganization, the employee’s salary will remain at the same level for six (6) months following the effective date of the position change. After six (6) months, the employee’s salary may be reduced. The amount of the reduction shall be made through consideration of the employee’s knowledge, relevant work experience, and skills related to the requirements outlined in the

job description, current compensation level, external market competitiveness, and internal pay comparisons. Employees with rates that are above the new salary range will be reduced to the range maximum and will be ineligible for future increases until such time that the salary is below the maximum of the pay range.

2. **Involuntary Demotions (Disciplinary/Performance):** When an employee is involuntarily reassigned to a non-bargaining position with a lower pay grade, salary band or step for disciplinary reasons or unsatisfactory job performance, the employee's salary shall be reduced immediately, following the effective date of position change. The amount of the reduction shall be made through consideration of the employee's knowledge, relevant work experience, and skills related to the requirements outlined in the job description, current compensation level, external market competitiveness, and internal pay comparisons. Employees with rates that are above than the new salary range will be reduced to the range maximum and will be ineligible for future increases until such time that the salary is below the maximum of the pay range.
  
3. **Voluntary Demotions:** When an employee voluntarily moves to a non-bargaining position with a lower pay grade, salary band or step, the employee's salary shall be reduced immediately, following the effective date of position change. The amount of the reduction shall be made through consideration of the employee's knowledge, relevant work experience, and skills related to the requirements outlined in the job description, current compensation level, external market competitiveness, and internal pay comparisons. Employees with rates that are above the new salary range will be reduced to the range maximum and will be ineligible for future increases until such time that their salary is positioned below the maximum of the pay range.

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