

**REPORT ON THE REVISED COMPENSATION PLAN
FOR NON-REPRESENTED EMPLOYEES OF THE CHICAGO PUBLIC SCHOOLS**

THE CHIEF EXECUTIVE OFFICER REPORTS:

That the Compensation Plan for Non-Represented Employees of the Chicago Public Schools

("Compensation Plan") is being revised as described in this Board Report. The revised Compensation

Plan which is attached hereto will become effective January 23, 2008.

DESCRIPTION: The Compensation Plan established by the Chief Executive Officer in accordance with Board Rule 4-1.a.5., as reported to the Board under Board Report 06-1115-RS6, is being modified as described below.

Salary Ranges: Salary bands will be evaluated annually using indices such as the Employee Cost Index published by the United States Bureau of Labor Statistics. Any adjustment to the structure will be done uniformly to all the salary bands and in advance of the merit-based salary planning process.

Salary Adjustments (Promotions): Any promotion of an employee to a functional level of Manager or higher must first be approved by the



***Revised
Compensation Plan for
Non-Represented Employees of the
Chicago Public Schools
Effective January 23, 2008***

Preface

This booklet provides CPS department heads with crucial information about the compensation plan for employees in non-union positions in Central Office and Area Offices. This plan supports a working environment that attracts, motivates, and retains highly qualified individuals by offering salaries competitive with similar jobs in similar industries and organizations.

This compensation plan:

is linked to reward individual job performance

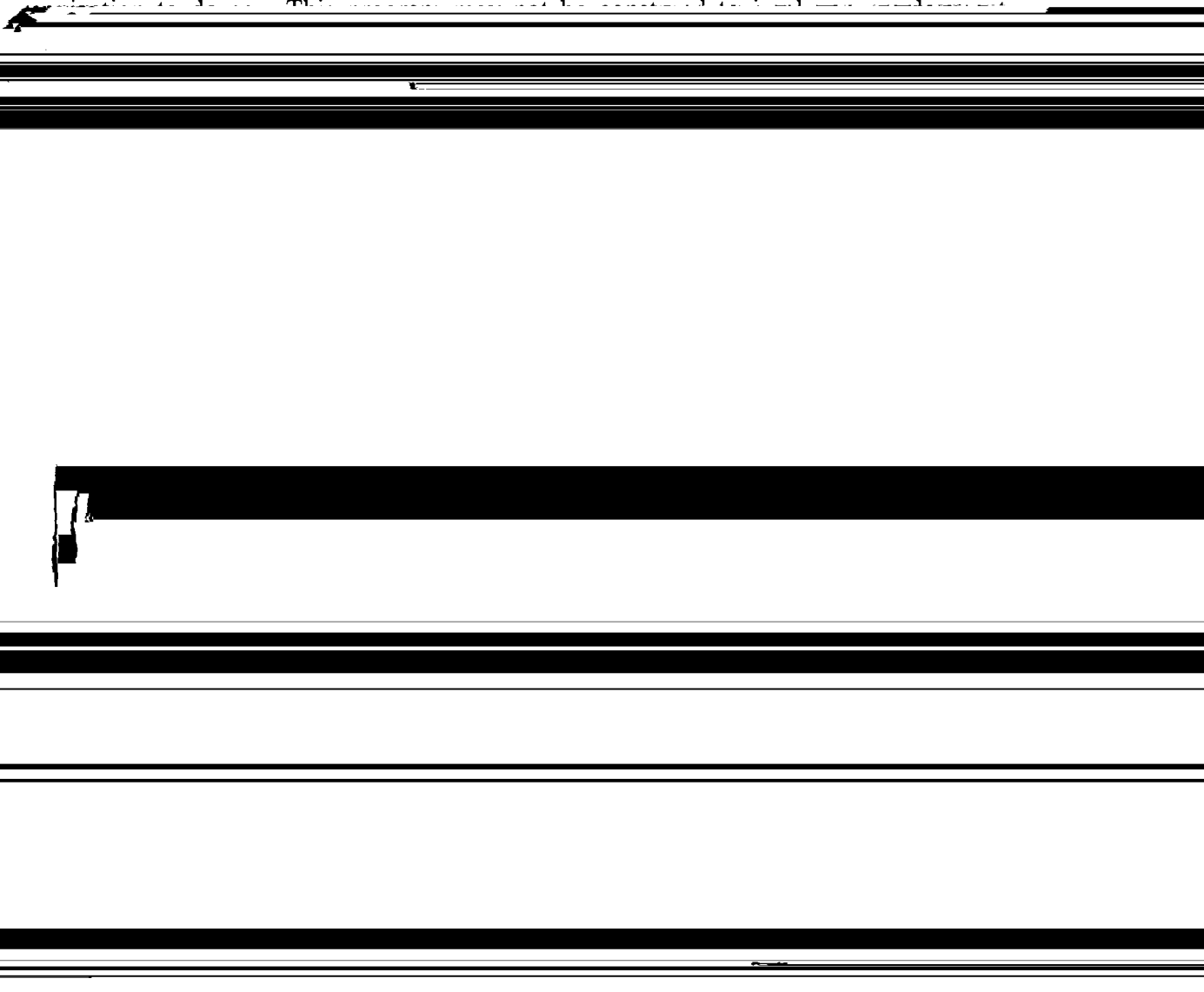
- complies with federal and state laws and CPS Board policies
- supports the overall business objectives of the CPS

Should you have any questions or comments on the usefulness or relevancy of this manual or its contents, please contact the Compensation and Benefits Unit of the

Preface

Non-Represented Employee Compensation: Review Guidelines for Department Heads of the Chicago Public Schools (CPS) describes the compensation plan of the CPS for Central and Area Office non-union employees.

The CPS reserves the right to modify this program if it is in the best interest of the



contract for any period of time. Employment with CPS is at-will. Either the CPS or an

08-0123-EX10

PAY BANDS

P. B. A. 1 2 3 4 5 6 7 8 9 10 11 12

World at Work. Adjustment to the structure will be done uniformly to all the salary ranges. This will be done in advance of the merit-based salary planning process.

Department heads are responsible for communicating the pay band levels and salary ranges to the employees under their supervision.

ESTABLISHING SALARIES

Salaries in this plan are based on the competitive labor market and on comparisons of pay

The table contains several rows of data, but the majority is obscured by black redaction bars. The visible text in the first row includes the words "Salaries in this plan are based on the competitive labor market and on comparisons of pay". The table structure is not clearly discernible due to the redactions.

- ***Creating new positions and reevaluating existing positions***

Department heads who determine that new positions need to be created in their departments must draft job descriptions for the positions and submit them to the Compensation Unit for review. All new positions require Executive Officer or

Officer-level approval prior to submission. Compensation will then review the positions to determine its level of compensation. Department heads seeking to open

new positions must wait for the reviews to be completed ***prior to beginning the recruitment process.***

Compensation begins the analysis by reviewing the job description and comparing

1) A cover letter requesting a position and salary review

3) An updated organizational chart of the department depicting any existing and

proposed reporting relationships

- **Cover Letter**

A cover letter must be submitted with the job description(s) that explains the rationale for the review(s) or request(s) for a new position. In the cover letter, the department head must identify the budget from which a position is paid, whether adequate funding exists for an increase in salary (if necessary), when the manager wishes to begin recruitment, and so forth. The department head needs to explain the rationale for the position and salary review.

- **Job description**

The purpose of the standardized job description is to describe the major accountabilities for the position as well as the necessary skills, competencies, and education needed to perform the job at a “meets expectation” performance level. Job descriptions are also used for recruiting purposes and should be the basis for

NEW HIRES

The starting salaries for new hires should reflect the experience and skills they bring to the organization. The following factors determine the salary of a new hire:

- current pay rates in the employment market for similar jobs
- the skill, experience levels, and pay of all incumbents in the same position
- a candidate's skills and experience in relation to all current incumbents in the job (In most instances, new hires should not be paid as much or more than current incumbents unless their skills and experiences clearly warrant the pay difference.)
- a candidate's current pay package, including benefits
- the existing budget for salaries

SALARY ADJUSTMENTS

Salary adjustments for existing positions may occur for one of the following reasons:

[REDACTED]

A promotion occurs when a Central or Area Office employee is assigned to a position that has more responsibilities and a greater level of accountability. A promotion is

- *Lateral moves*

skills and having responsibilities equivalent to the position the employee left and/or is assigned to the same functional title and/or job band. An employee under this compensation plan who accepts a lateral move will typically maintain his or her current pay rate, however, on a case-by-case basis, Compensation will determine

Performance Category	Lower Range	Middle Range	Upper Range
----------------------	-------------	--------------	-------------

Partially Meets Expectations

1% - 3%

0% - 2%

0% - 0%

COMPENSATION COMMITTEE

If a department head disagrees with the results of position review, the department head and Compensation will meet to discuss the situation. If a resolution cannot be reached, the department head may request that the Director of Compensation and Benefits schedule a Compensation Committee meeting to present his/her case. The Compensation Committee is comprised of senior-level Officers ~~or Executive Officers~~ of CPS.

~~The Compensation Committee reviews all promotions, proposed market adjustments and creation of new positions. Compensation will file periodic reports on compensation~~

~~adjustments to the Compensation Plan to the Office of Compensation and Benefits~~

SUMMARY

~~_____~~

and qualification requirements are grouped into the same pay bands.

• Each pay band has a salary range that determines the minimum and maximum

Process Flow

For new, vacant, or re-evaluation of position,
Department Head submits:

compensationclient@cps.k12.il.us



POSITION DESCRIPTION SUMMARY

Position Title:	Current Position Code/Salary Grade:
Department:	Supervisor's Title:
Written by:	Date:
Approvals:	

Purpose or Summary Statement of Primary Duties and Responsibilities of Position

Principal Accountabilities

1.

2.

3.

4.

5.



Position Description Summary

Dimensions for the Job:

Job Dimensions (as of 1/1/10)	Size or Magnitude
--------------------------------------	--------------------------

Supervision (where applicable):

	Exempt	Non-Exempt
Number of Direct Reports:		



Position Description Summary

Approvals	
Employee Signature	Date
Approving Manager	Date
HR Manager	Date
Compensation	Date

HR Use Only

[Redacted content]

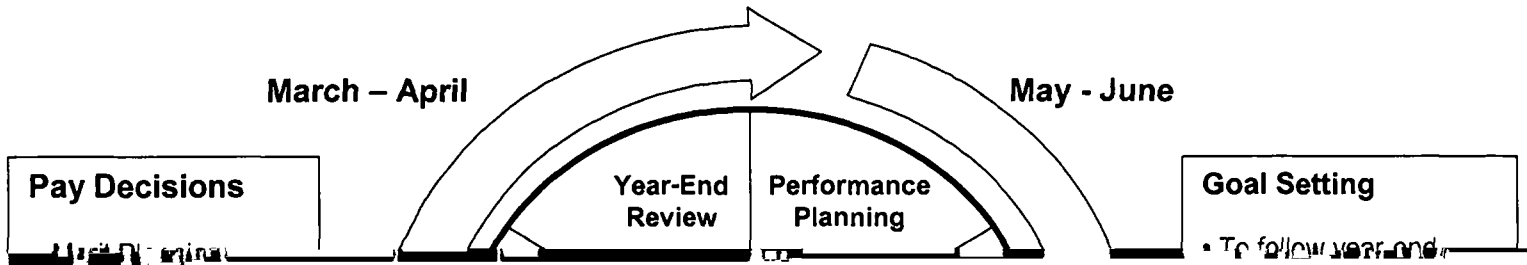
Nonexempt Exempt

Position Code

[Redacted content]

The Performance Review Process

OVERVIEW OF THE PERFORMANCE MANAGEMENT PROCESS



Other Compensation administration

Using the Performance Review Form

The performance review form, which is included at the end of this section, serves as a guide through the process of performance planning and review for employees at all levels. The evaluation form that is used for these reviews is added to throughout each performance period. The form begins with the evaluation of core job responsibilities. It continues with a section in which goals are described, and then identifies notable achievements that contribute to an individual's performance, as well as areas for the employee's development and improvement. Next, there is an overall summary of performance and an opportunity for the employee to comment.

~~The form also provides a vehicle for you and the employee to discuss the~~

employee's personal growth needs and development opportunities.

Guidelines for Form Use

Discussing Expectations

At the beginning of the year and at the mid-year and year-end performance period, the manager should meet with the employee to discuss his/her goals and expectations. Prior to the planning session, it would be helpful to review the

Other Compensation administration

Guidelines for Form Use (Cont.)

S

Specific: Is it adequately defined? Would a third party have the same

Other Compensation administration

Guidelines for Form Use (Cont.)

One of the keys to an effective planning session is the manager's ability to clearly describe his/her expectations of the employee and the ways he/she can successfully

describe his/her work and goals. Other factors contributing to the session's

Other Compensation administration

The Performance Review Discussion (cont.)

The mid-year and year-end performance discussions should be both reflective and future-oriented. As the review of work accomplished during the performance period is completed, planning for the coming period begins. The performance planning session for the next performance period can be scheduled at the time of the review.

Performance Coaching

During the mid-year or year-end performance period, the manager and the employee should participate in on-going discussions regarding his/her performance. Performance improvements occur as a result of these shorter term reviews as the manager monitors the employee's progress and coaches the employee to improve by building on his/her skills or discussing additional support you need to provide. These sessions should include:

- Feedback on achievement of goals;
- Coaching to improve approaches or results;
- Counseling on serious shortfalls; and
- Revisions to goals or development plans, if appropriate.

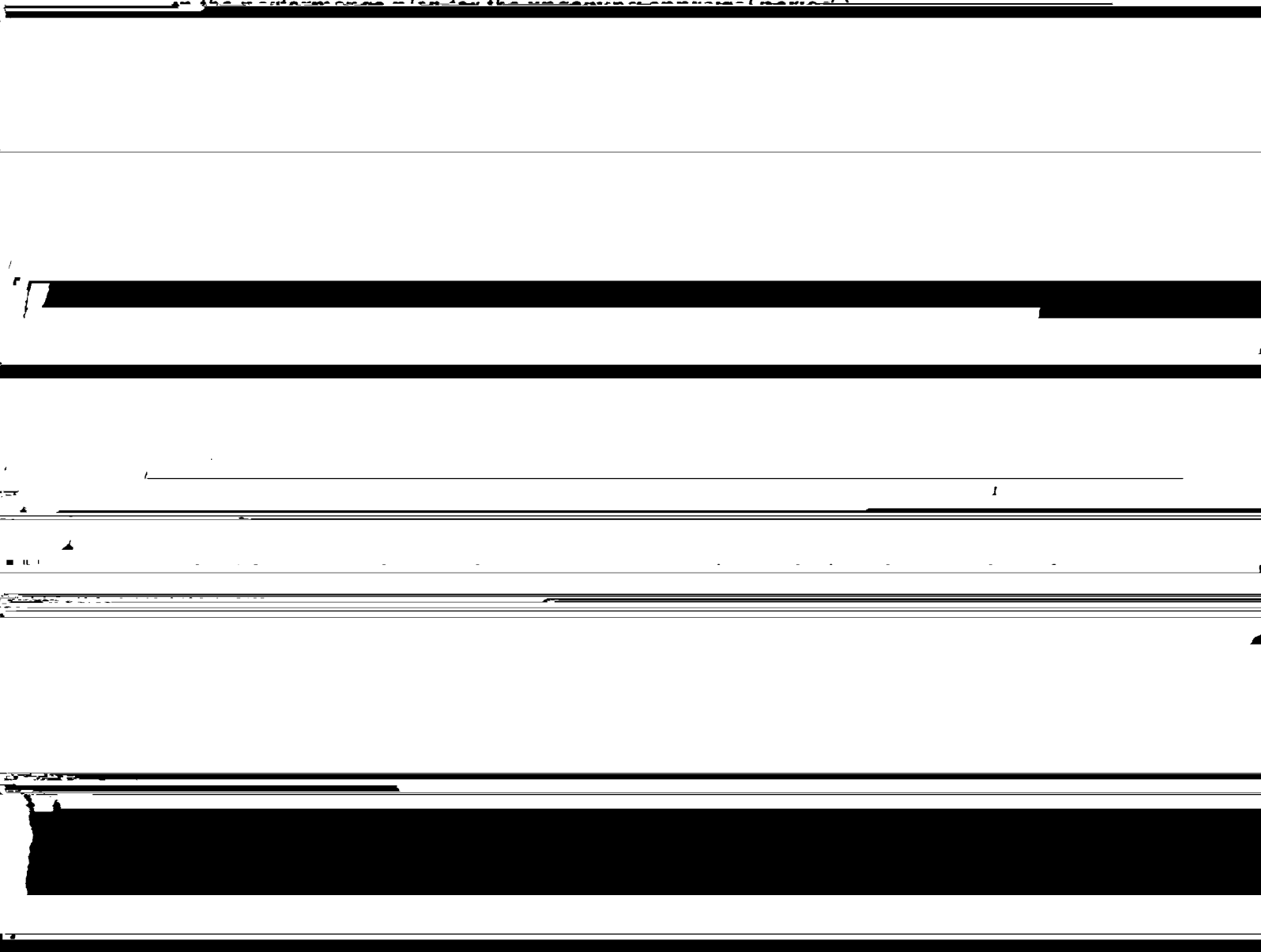
Effective coaching and counseling require a supportive environment. Coaching is a

Other Compensation administration

The Performance Review

At the end of the performance period, the manager should review the employee's accomplishments and the planning documents to which the manager and the employee had earlier agreed. Then prepare the performance portions of the form which will be used in the performance review discussion. The appraisal should include:

- Ratings and comments for the Core Responsibilities and Goals sections, as they are defined on the form;
- The overall performance rating with summary comments; and
- The employee development section of the appraisal form, describing specific development needs and suggestions. *(These may also be appropriate to include in the performance plan for the upcoming appraisal period.)*



Other Compensation administration

Employee Details

Name:	Position:
Mr. [Redacted]	Functional Area [Redacted]

Summary of Employee Performance Review

Date of Goal-Setting Meeting:	Date of Mid-Year Review:	Date of Year-End Review Discussion:	Year-End Performance
--------------------------------------	---------------------------------	--	-----------------------------

Other Compensation administration

INSTRUCTIONS

FOR THE EMPLOYEE	FOR THE MANAGER
<p><u>Performance Planning Phase:</u></p> <ul style="list-style-type: none">• Contribute to the goal setting process by	<p><u>Performance Planning Phase:</u></p> <ul style="list-style-type: none">• Use the SMART criteria (Simple, Measurable,

Other Compensation administration

Section 2: Competencies		
Competencies	Self Assessment	Manager Comments
Focus on Service Focuses on anticipating, identifying, and meeting customer requirements.		
Management or Process Effectiveness		

Develops Employees

Section 3: Employee Development Plan

[REDACTED]

Other Compensation administration

Continuation of Mid-Year Review Section

Comments/Changes to Goals:

Section 5: Year-End Review Section Overall Performance Rating

Please Check One:

Exceeds Expectations

Meets Expectations

Partially Meets Expectations

Did Not Meet Expectations

Action Plan: