Howard County Public Schools

Total Compensation Study
April 2024
Prepared by: CESO HR, LLC

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Executive Summary •

Howard County Public Schools (HCPS) is situated midway along the Baltimore-Washington corridor and educates approximately 57,633 students. The district is reviewing their positions and compensation to ensure they are positioned to be strategically successful in retention, recruitment, and the future of staffing operations.

The Center for Effective School Operations (CESO) completed the initial job analysis and compensation study for identified clerical, administrative, technical assistant and paraprofessional positions (approximately 49 unique positions). The primary purposes of the study that were identified by the district include:

1. Evaluate each position to determine relative worth in the organization for internal equity and placement of the appropriate salary scale with the prescribed bargaining unit.

2. Review all current classifications, position descriptions and job announcements to confirm and recommend changes to classification categories through an approved evaluation system.

3. Create a classification plan to include recommended updates to all existing position descriptions and requirements (including applicable certifications and licenses), job titles, physical requirements, appropriate position level/grades, job classifications, qualifications, and FLSA status in alignment with HCEA-ESP salary scales.

4. Review existing classifications and HCEA-ESP salary scales to get an understanding of current positions, job duties, requirements, and classifications.

5. Review existing classification and pay plan with offices of HR and Employee/Labor Relations, relevant benchmarking research, interviews with department managers and supervisors, and job analysis reviews.

6. Establish appropriate benchmarking standards and classification surveys as needed for similar school systems as necessary.

The following study documents the review and evaluation of the district's existing job descriptions, compensation systems, market data, and the methodology used in CESO's analysis. The study was conducted with participation and input from HCPS staff, including:

- Shawntia Burley, Classification and Compensation Analyst
- Nicole Carter, Executive Director of Human Resources
- Sandy Saval, Human Resources Business Partner
- Stacey Simmons, Human Resources Business Partner

Components of CESO HR's study included:

Data collection and review of employee information, current job descriptions, and position

A job analysis survey and interviews to gather information about job

Analysis of employee compensation and external market to ensure internal

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metrics to conduct a thorough job analysis study

responsibilities and requirements plus skills, knowledge, and abilities needed to perform the job

equity and competitiveness of positions in the future

Introduction •

Howard County Public Schools retained the Center for Effective School Operations Human Resources division (CESO HR) to conduct its compensation and job analysis study in August of 2023. CESO HR completed this study between October 2023 and April 2024.

CESO HR conducted a job analysis survey of all staff in the study to request information about job responsibilities and requirements, plus skills, knowledge, and abilities needed to perform the job. The survey yielded a successful 60.5% response rate.

To analyze compensation metrics, CESO HR collected available recent position, contract, and salary information from comparable school districts. Comparable districts for this study were selected based on district characteristics (i.e., similar size and/or demographics) and proximity to HCPS. Comparable districts that responded to the study are:

Anne Arundel County Public Schools • Baltimore County Public Schools • Cecil County Public Schools • Prince George's County Public Schools • Washington County Public Schools • Wicomico County Public Schools

Comparable district names are abbreviated in the report to the county name.

In addition to the data collected from the above six school districts, CESO HR collected data from the Bureau of Labor Statistics (BLS) for further wage information from both public and private companies. Additional data on comparable organization identification can be found in **Appendix A**.

Methodology •

CESO HR used the following methodology to complete the compensation study and position analysis for Howard County Public Schools:

1. CESO HR met with the Howard County Public Schools team to establish a working relationship, discuss project goals and deliverables, and outline the process on October 9, 2023.
2. CESO HR created a data repository in a secure shared Google Drive to store data from Howard County Public Schools for analysis and created a data collection spreadsheet tool to gather quantitative salary and benefit data.
3. The district provided copies of existing job descriptions and completed the data collection spreadsheet tool with salary and benefit information for each identified position.
4. CESO HR created and distributed a job analysis survey to all staff included in this study. Employees responded to questions on job duties, qualifications, responsibilities, characteristics, working conditions, and physical/mental requirements in compliance with the Americans with Disabilities Act (ADA).

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5. Following completion of the job analysis survey, CESO HR conducted interviews with supervisors for certain positions in the study to gather additional information about the position and requirements.
6. CESO HR created and distributed a data collection tool to each comparable district included in the study to gather quantitative salary and benefit information in the same format as the data provided by Howard County to facilitate analysis. The data collection tool provided each comparable district with a list of HCPS titles included in the study along with details from each job description to aid in matching role identification.
7. CESO HR pulled additional compensation data for each position from the Bureau of Labor Statistics (BLS) regional market data to provide additional analysis.
8. CESO HR analyzed HCPS compensation for each identified position against responsive district data and regional market data.
9. Utilizing the salary data and job analysis, CESO HR developed compensation recommendations which consider both internal equity and external job market factors.
10. CESO HR reviewed current job structures and developed career progression examples that include the skills, experience, and qualifications needed to advance in each position.
11. Following the job analysis, CESO HR analyzed and developed recommended updates to job descriptions where position description items had changed.

Analysis Limitations

CESO HR identified limitations with the available data and analysis in this study. These limitations are included for transparency in analysis and to note where further study may be needed.

Market Responses

Due to limited responses from comparable districts or limited available data, the salary data collected from comparable districts sometimes reflects the current hourly rate or salary for a position rather than a range. In the absence of a range, CESO HR utilized the median from ranges provided by responsive districts to compare against the current hourly rate or salary in districts where ranges were not provided. Range information for each position has been compiled from available regional data.

Regional Data

Regional data is compiled by the Bureau of Labor Statistics (BLS) on general categories of positions and is designed to match jobs based on primary duties rather than titles. The categories may not be an exact title match for a position, particularly where a position may be unique to school districts (i.e., Technical Assistant). In developing the regional comparison, CESO HR has identified the closest matching position category for a position.

Blended Positions

During the job analysis and market comparison, CESO HR identified that the Technical Assistant roles in Howard County blend administrative support with specialized expertise in the particular area they support. The blended nature of these positions added complexity to the task of identifying matching positions in market data for compensation analysis.

Job Analysis •

CESO HR began the job analysis phase of the study by collecting the most recent job descriptions for the 49 positions identified in the study. CESO HR gained insight into these roles primarily through a survey and interviews with supervisors. A complete list of position titles included in the job analysis can be found in **Appendix B**.

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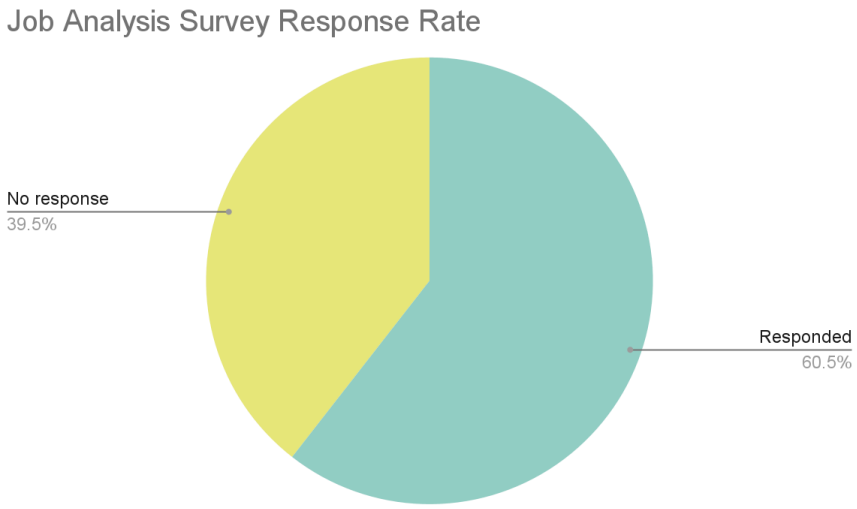
Survey Results

After collecting the most recent job descriptions, a job analysis survey was created and distributed to all staff in each position in the study. Employees responded to a series of questions designed to assess job duties, qualifications, responsibilities, characteristics, working conditions, and physical and mental requirements of the position. Employees were asked to have their job description with them for reference as they responded to the survey. A full list of survey questions can be found in Appendix B.

A total of 892 employees received the job analysis survey, and CESO HR received 540 responses, for a successful 60.5% response rate.



Job Description Analysis

After completion of the job analysis survey phase of the study, CESO HR compared survey responses with the available job descriptions for each position in the study. A job description is rated as accurate if more than 50% of employees in the position responded in the survey that their job description overall, including title, purpose, main job duties, qualifications, and work environment, is at least 90% accurate. Employees who did not have a job description available for review were still able to complete the survey by writing in their main job responsibilities for CESO HR to review and determine if they are aligned with the job description.

Based on survey responses, 300 of 540 respondents (56%) rated their job as accurate, 206 of 540 respondents (38%) rated their job description as less than 90% accurate, and 34 of 540 respondents (6%) did not have their job description.

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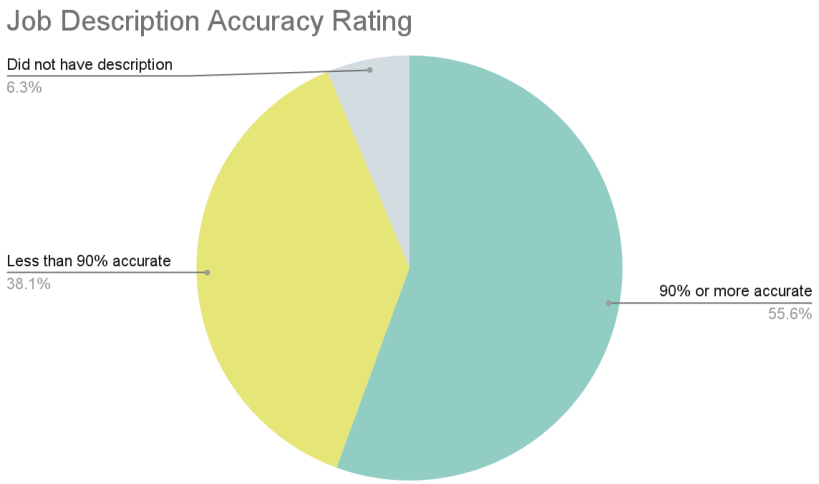

A full analysis of response statistics, job description accuracy percentages, and CESO HR evaluations is found in Appendix B.

In addition to analyzing if the overall job description is accurate, CESO HR also analyzed all survey data and conducted supervisor interviews for positions where CESO HR had additional questions or there was not a majority employee response to the survey. The interviews were designed to validate the responses gathered from the survey and to understand any other changes that may have had an impact on a particular position.

CESO HR completed six total individual interviews with supervisors to gain information about positions where CESO HR had questions or did not have a majority employee response to the survey. Interviews were conducted virtually. The interview schedule and questions can be found in Appendix B.

Job Description Updates and Recommendations

Following survey and interview feedback, CESO HR recommends updates to the following job descriptions:

- Administrative Secretary - Human Resources
- Administrative Secretary I
- Administrative Secretary II
- Grade Scheduling Processor
- Logistics Assistant
- Medicaid Billing Technician
- Paraeducator - Science
- Principal's Secretary - Elementary School
- Principal's Secretary - Middle School
- School Financial Bookkeeper
- Secretary
- Secretary - Communication and Engagement
- Secretary - Early Intervention Services
- Technical Assistant
- Technical Assistant - Curriculum
- Technical Assistant - Digital Education
- Technical Assistant - Employee Services

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- Technical Assistant - Food and Nutrition Service
- Technical Assistant - Gifted and Talented Program
- Technical Assistant - Human Resources
- Technical Assistant - LMS
- Technical Assistant - Professional and Organizational Development
- Technical Assistant - Section 504 and Student Services
- Technical Assistant - Student Access and Achievement

For each of the above positions, updates are recommended for one or more of the following job description criteria:

- Title
- Purpose
- Main Job Duties
- Qualifications
- Work environment

The most common criteria identified for updates were the main job duties; a total of 20 positions are recommended for updates in this category. The least common criteria identified for update was the work environment with no positions recommended to update in this category.

A detailed list of positions and the accuracy with the corresponding job description as well as CESO HR notes with recommended updates to job descriptions and any additional information is found in Appendix B.

Recommendations

It is important to note that job analysis surveys and interviews provide partial data for job descriptions. To further validate the data gathered for positions, survey and interview data should be supplemented by observation of the employees performing these roles.

Additionally, any updated job descriptions should be reviewed by both Howard County Public Schools leadership and position supervisors and approved prior to adoption and usage.

FLSA Exemption Status •

CESO HR reviewed all positions in the study to determine whether positions are correctly classified as exempt or non-exempt under the Fair Labor Standards Act (FLSA).

Definitions

To be classified as exempt from the FLSA minimum wage and overtime pay requirements, an employee must meet specific duties tests and, in most cases, minimum compensation requirements. These exemptions fall under the following categories:

1. Executive employees
2. Administrative employees
3. Professional employees
4. Computer-related employees
5. Outside sales employees

It is important to note that exemption status cannot be determined by title alone; it is critical to consider the primary duties of an employee when making this determination. A current job description is an essential component for the process.

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After the initial determination, it is also critical to periodically reevaluate positions to determine whether they continue to be classified appropriately.

Comparison

The District's job descriptions each include a designation for whether a position is currently considered exempt or non-exempt from FLSA minimum wage and overtime requirements. CESO HR reviewed available job descriptions gathered in the data collection process and assessed whether a position ought to be exempt or non-exempt based on job duties as listed.

In CESO HR's preliminary evaluation, there were no positions identified as potentially in need of reclassification. Additional supporting data for this section is found in **Appendix C**.

Job Classification •

Current Classification Structure

CESO HR's study of Howard County Public Schools' clerical, administrative, technical assistant, and paraprofessional positions includes a review of current classifications and recommendations. It is important to note that this is not a comprehensive analysis of the district's classification system. A comprehensive analysis would require a review of every position in the district, from the superintendent down to its lowest level of responsibility. As such, the focus of the job classification portion of this study is to identify how the 49 identified positions are placed within the current system and make recommendations for any adjustments based on any potential changes to the position identified in the job analysis phase.

Examination of the current classification system includes identification of the broader job families used, the job categories and salary schedules within each family, and finally the position titles under these job categories. These three items provide a map of the current classification system and insight into where jobs may be misaligned.

Recommendations identified by CESO HR can be found in the Recommended Classification Structure and Recommended Classification Strategies sections of this report.

Job Families

A job family is used to group broadly similar jobs together. Jobs may be grouped together in a variety of ways, including factors like geographic region or type of position (i.e., administrative, executive, etc.). In a school district these families are frequently created by bargaining units. The positions reviewed in this study are grouped under the job families listed below:

- Secretaries and Assistants
- 12-Month Technical Central Office and School Based

These families are based on associated bargaining units. Each family has its own salary schedule or schedules which govern how the positions within them are compensated.

Job Categories and Salary Schedules

Following identification of job families, the next task is to examine the job categories contained within each family. A job category further narrows down a group of employees within a job family based on the type of work performed, and finally the position title identifies each unique job within a category.

The district's job categories are associated with lane assignments on salary schedules. The job titles included in each lane assignment are shown in the chart below:

Secretaries and Assistants

VI: $18.97 - $33.11

- Paraeducator
- Paraeducator - ESOL
- Paraeducator - Math
- Paraeducator - Media
- Paraeducator - Title I
- Testing Assistant

VII: $19.19 - $33.98

- Teachers' Secretary

VIII: $19.40 - $35.03

- Grade Scheduling Processor
- Middle School Data Clerk
- Paraeducator - Science
- Registrar
- School Financial Bookkeeper

IX: $20.03 - $36.11

- Secretary
- Secretary - Communication & Engagement
- Secretary - Early Intervention Services
- Secretary - Special Education

X: $20.67 - $38.28

- Administrative Secretary - Human Resources
- Administrative Secretary I
- Principal's Secretary - Elementary School
- Principal's Secretary - High School
- Principal's Secretary - Middle School

XI: $21.52 - $39.30

- Administrative Secretary II
- Logistics Assistant

XII: $22.58 - $41.02

- Administrative Secretary II

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12 Month Technical Central Office and School Based

21: $47,578 - $94,540

- Medicaid Billing Technician
- Technical Assistant
- Technical Assistant - Curriculum
- Technical Assistant - Digital Education
- Technical Assistant - Early Childhood Programs
- Technical Assistant - Early Intervention
- Technical Assistant - Employee Services
- Technical Assistant - Employee Services
- Technical Assistant - Fine Arts
- Technical Assistant - Gifted and Talented Program
- Technical Assistant - Payroll
- Technical Assistant - Processes
- Technical Assistant - Professional & Organizational Development
- Technical Assistant - Section 504 & Student Services
- Technical Assistant - Special Education Compliance
- Technical Assistant - Student Access and Achievement
- Technical Assistant - Temporary Housing
- Technical Assistant - Use of School Facilities

22: $51,477 - $98,627

- Technical Assistant - Human Resources
- Technical Assistant - Early Childhood Blueprint Initiatives
- Technical Assistant - Early Intervention Service
- Technical Assistant - Media Technical Services
- Technical Assistant - Program Innovation
- Technical Assistant - Transportation

23: $54,965 - $102,286

- Technical Assistant - Program Innovation

Recommended Classification Structure

As the focus of this study is limited to 49 positions within the district, there is not a recommendation for an updated classification system. However, potential adjustments within the current classification system may be considered for some of the positions included in this study.

Recommended potential adjustments are categorized as:

- Job family changes
- Job category changes
- Job title changes

Job Family Changes

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In CESO HR's analysis, no positions were identified as out of alignment with their job family placement (i.e., administrator, unaffiliated, etc.). Employees appear to be placed within the appropriate job family based on their current positions and duties.

Job Category Changes

Within job families, one position appears to be out of job category/salary schedule alignment. The table below highlights the recommended position to review and consider adjusting, and rationale is included below the table.

Position	Current Job Category (Salary Schedule Lane)	Proposed Job Category (Salary Schedule Lane)
Paraeducator - Science	VIII	VI

.

The **Paraeducator - Science** position is identified as a potential reclassification from Lane VIII to Lane VI to align all paraeducator positions within the same lane due to their jobs' similar nature.

CESO HR recommends additional historical analysis to determine the root cause of current classifications, plus a review of any financial implications before making any adjustments.

Job Title Changes

Within the various job categories, there are three titles where CESO HR recommends an adjustment to better reflect the job duties performed by employees in the position. These title recommendations are listed in the table below:

Current Position Title	Recommended Title
Administrative Secretary - Human Resources	Human Resources Assistant
Principal's Secretary	Administrative Assistant - Principal's Office
School Financial Bookkeeper	Finance Assistant

It is important to note here that a change in title does not necessarily equate to a change in pay, though a change in pay may also be necessary. Any recommended salary adjustments can be found in the Compensation Analysis section of this report.

Other Title Changes to Consider

There are additional positions that may need title adjustments based on information gathered through the job analysis phase. The following positions are recommended for potential changes depending on the accuracy of the data provided:

- **Administrative Secretary II → Technical Assistant**: One employee with an Administrative Secretary II title focuses solely on capital contracts and vendor relations in Operations for their main job duties. Depending on the technical needs of the organization, this position may better fit in the Technical Assistant job title.

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- **Secretary - Early Intervention Specialist → Administrative Secretary**: The Secretary - Early Intervention Specialist position is the only secretary in that department. Depending on administrative needs of the organization in this area, this position may better fit in the Administrative Secretary job title.

Additionally, Howard County School District expressed the desire to move away from the "Secretary" title and move to an "Administrative" title. The chart below includes a new titling convention that includes Administrative Assistant, Administrative Assistant I, and Administrative Assistant II titles for all current secretary positions.

Position Title	Proposed Title
Secretary	Administrative Assistant
Secretary - Communication and Engagement	Administrative Assistant - Communication and Engagement
Secretary - Early Intervention Services	Administrative Assistant - Early Intervention Services
School Counseling Secretary	Administrative Assistant - School Counseling
Secretary - Special Education	Administrative Assistant - Special Education
Teacher's Secretary	Administrative Assistant - Teacher
Administrative Secretary I	Administrative Assistant I
Administrative Secretary - Human Resources	Administrative Assistant I - Human Resources
Principal's Secretary - Elementary School	Administrative Assistant I - Principal's Office, Elementary School
Principal's Secretary - High School	Administrative Assistant I - Principal's Office, High School
Principal's Secretary - Middle School	Administrative Assistant I - Principal's Office, Middle School
Administrative Secretary II	Administrative Assistant II

Within the lane schedule, Administrative titling begins in Lanes VII - IX with Administrative Assistant, Lane X includes Administrative Assistant I titles, and Lanes XI - XII include Administrative II titles. The chart below shows each title within the respective lanes.

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Administrative Assistant Entry Level 0 – 3 years' experience	**VII**	• Administrative Assistant - Teacher
	VIII	• Administrative Assistant – School Counseling
	IX	• Administrative Assistant • Administrative Assistant – Communication and Engagement • Administrative Assistant – Early Intervention Services • Administrative Assistant – Special Education
Administrative Assistant I Intermediate Level 3 – 5 years' experience	**X**	• Administrative Assistant I • Administrative Assistant I – Human Resources • Administrative Assistant I – Principal's Office, Elementary School • Administrative Assistant I – Principal's Office, High School • Administrative Assistant I – Principal's Office, Middle School
Administrative Assistant II Advanced Level 5 – 10 years' experience	**XI**	• Administrative Assistant II
	XII	• Administrative Assistant II

This titling system will provide Howard County Schools with structure and clarity within the Administrative job function, while also providing flexibility for advancing employees based on experience and job responsibilities.

Further Adjustments to Consider

Technical Assistant Classification

The Technical Assistant positions within Howard County Public Schools currently are classified at the same level; however, these positions may be split into a structure with multiple levels to further define these roles as well as provide employees with clarity on what knowledge, skills, and abilities are needed to move into a higher-level position.

The skills needed and job duties performed require experience at an entry level for Technical Assistant I, intermediate level for Technical Assistant II, and an advanced level for Technical Assistant III. Additional details on the types of job responsibilities in each level are described below.

Technical Assistant I

The Technical Assistant I position performs simple technical and data tasks such as preparing reports, reviewing and processing system requests, providing technical support by answering questions and resolving issues, and performing administrative office tasks such as material preparation and meeting setup.

Technical Assistant II

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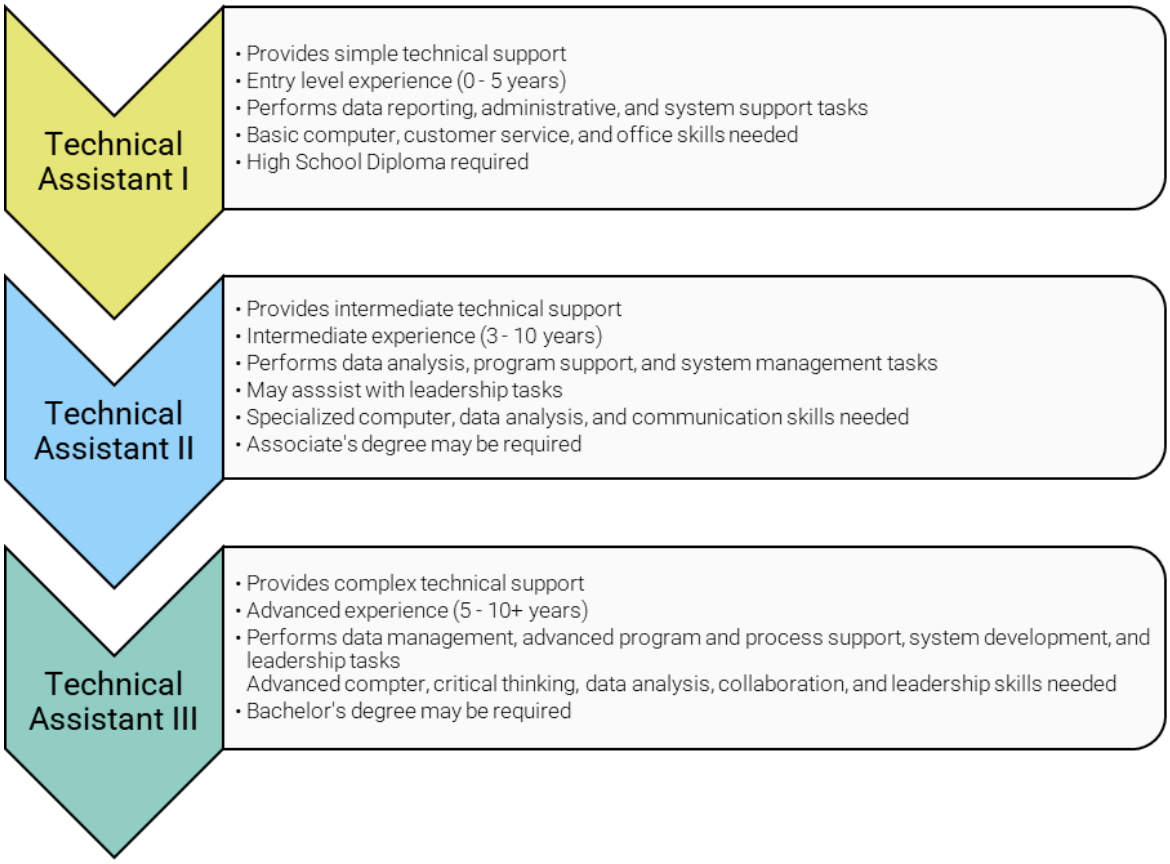
The Technical Assistant II position performs intermediate technical and data tasks such as entering, tracking, and maintaining databases, providing technical support by analyzing data and ensuring the system is operational, and managing and updating computer systems. This position may assist with leadership duties including training, budgeting, and program facilitation.

Technical Assistant III

The Technical Assistant III position performs complex technical and data tasks such as developing databases, managing processes across multiple programs, reconciling system issues, and researching and ensuring new technology advancements. This position also serves in a leadership role overseeing programs, initiatives, or tasks and may have budget management responsibilities.

The chart below illustrates a structure for Technical Assistants with three levels and proposed descriptions of each:



After analyzing each Technical Assistant position currently represented in Howard County Public Schools, CESO HR classified each of these roles into this level-based model. This classification was based on the level of job responsibilities, skills needed to perform the job duties, and the required amount of education and experience needed to perform the job.

The following chart illustrates a possible classification of Technical Assistant positions into Technical Assistant I – III job titles:

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Technical Assistant I

- Technical Assistant - Fine Arts
- Technical Assistant - Media Technical Services
- Technical Assistant - Special Education Compliance
- Technical Assistant - Student Access and Achievement
- Technical Assistant - Use of School Facilities

Technical Assistant II

- Technical Assistant - Digital Education
- Technical Assistant - Early Intervention Services
- Technical Assistant - Employee Services
- Technical Assistant - Food and Nutrition Service
- Technical Assistant - Gifted and Talented Program
- Technical Assistant - Professional and Organizational Development
- Technical Assistant - Section 504 and Student Services
- Technical Assistant - Service Navigator for Homeless Support
- Technical Assistant - Transportation

Technical Assistant III

- Technical Assistant - Curriculum
- Technical Assistant - Early Childhood Blueprint Initiatives
- Technical Assistant - Early Childhood Programs
- Technical Assistant - Human Resources
- Technical Assistant - LMS
- Technical Assistant - Payroll
- Technical Assistant - Processes
- Technical Assistant - Program Innovation
- Technical Assistant - Temporary Housing

A summary chart of the Technical Assistant position analysis can be found in **Appendix D**.

Recommended Classification Strategies

As the district continues to change, positions will continue to need classification and/or reclassification depending on the district's needs. For future classification needs, CESO HR recommends the following framework, supported by research from the Society for Human Resource Management (SHRM):

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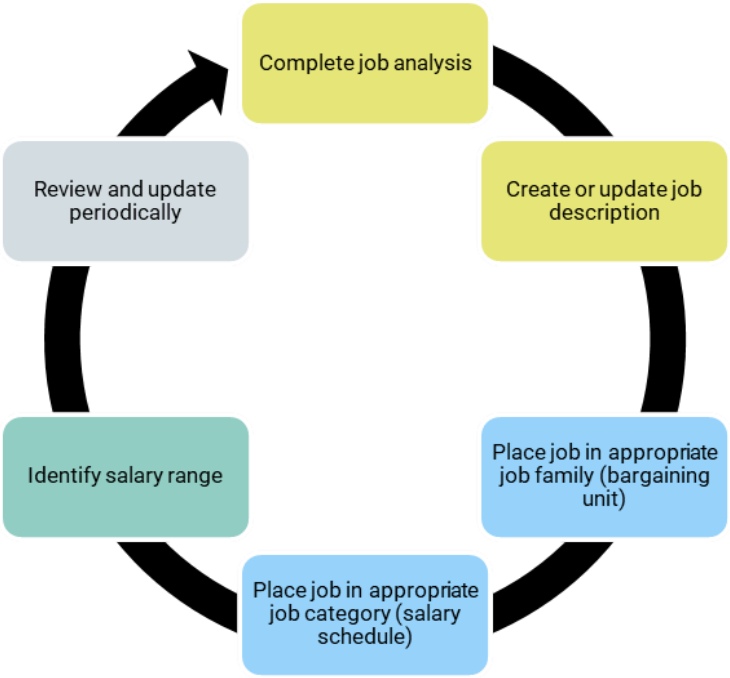

The first step in the process is to complete a job analysis, to identify the criteria needed for the position's job description. For existing positions, this may involve a simple review of the role to determine any job description criteria that have changed. A new position will require a more in-depth analysis to clearly identify its duties as well as the knowledge, skills, abilities, and other characteristics needed for an individual to successfully perform the job.

Once the job analysis is complete, the next task will be to create a job description that documents the criteria identified in the analysis phase. If the position already exists in the system, a new description does not need to be created and the existing description can be updated accordingly.

With a current job description, the appropriate bargaining unit (job family) and salary schedule (job category) can be determined for the position. Existing positions will already have an established bargaining unit and salary schedule, so these positions will need a review to confirm whether an adjustment to the bargaining unit and/or salary schedule may be needed for any changes. This process may also involve any associated union if a position is being added or moved.

The next step in the process is to identify the salary range for the position. For an existing position, the current salary range should be reviewed to determine whether any adjustments are needed to pay the position appropriately. The salary range for a position should be equitable with other similar positions within the organization at the same level of responsibility (i.e., coordinator, specialist, director, etc.) and competitive with the external market. The external market will vary depending on whether the position is school-based or transferable. Transferable positions are positions that will have a similar role or function outside the education industry (i.e., payroll, custodian, nutrition services, etc.).

Finally, this process will need to be periodically repeated to ensure that job descriptions, placement and salaries remain up to date. It is important to note that salary adjustments and placements will be subject to the collective bargaining process for many positions.

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Compensation Analysis •

The next step in the study following job analysis and classification review is to evaluate the current compensation systems and make any recommendations for market adjustments. To compare compensation for the 46 positions identified in this study, CESO HR collected available data from the identified comparable school districts and the Bureau of Labor Statistics (BLS).The BLS data incorporates pay data from both public and private sector companies and provides a broader picture of regional compensation for a particular position.

Regional data is available from the BLS for both metropolitan and nonmetropolitan regions of each state within the United States. To examine regional compensation relative to Howard County, CESO HR pulled BLS data for the Baltimore-Columbia-Towson metropolitan area. Additional data on each position and its closest identified position category in the regional data can be found in Appendix E.

Compensation Philosophy

Prior to making any adjustments to compensation, an organization will need to identify its overarching compensation philosophy to determine how it desires to pay its employees in relation to the marketplace. There are three common strategies organizations use:

1. Lag strategy – choosing to set wages behind the wider market,
2. Lead strategy – choosing to set wages ahead of the market, and
3. Match strategy – setting wages to match the wider market.

The appropriate strategy for an individual organization will vary depending on its unique financial and other circumstances, such as how competitive the labor market is for its positions. An organization may also combine strategies by using different approaches for different types of positions.

Regional Market Comparison

Baltimore-Columbia-Towson metropolitan area

The following charts illustrate hourly or salary compensation for each position's midpoint relative to the midpoint and high salary amounts for its comparable position in regional data for the Baltimore-Columbia-Towson metropolitan area. The midpoint salary is the salary at the 50th percentile and the high salary point is the salary at the 75th percentile in the regional dataset.

Due to the number of positions included in the study, this data has been separated out into groups. Further insights into individual positions are detailed in the individual position comparison section.

Group A

The chart below illustrates compensation for Administration Secretaries and Secretary positions including the Administrative Secretary - Human Resources, Administrative Secretary I, Administrative Secretary II, Secretary, Secretary - Communication and Engagement and Secretary - Early Intervention Services.

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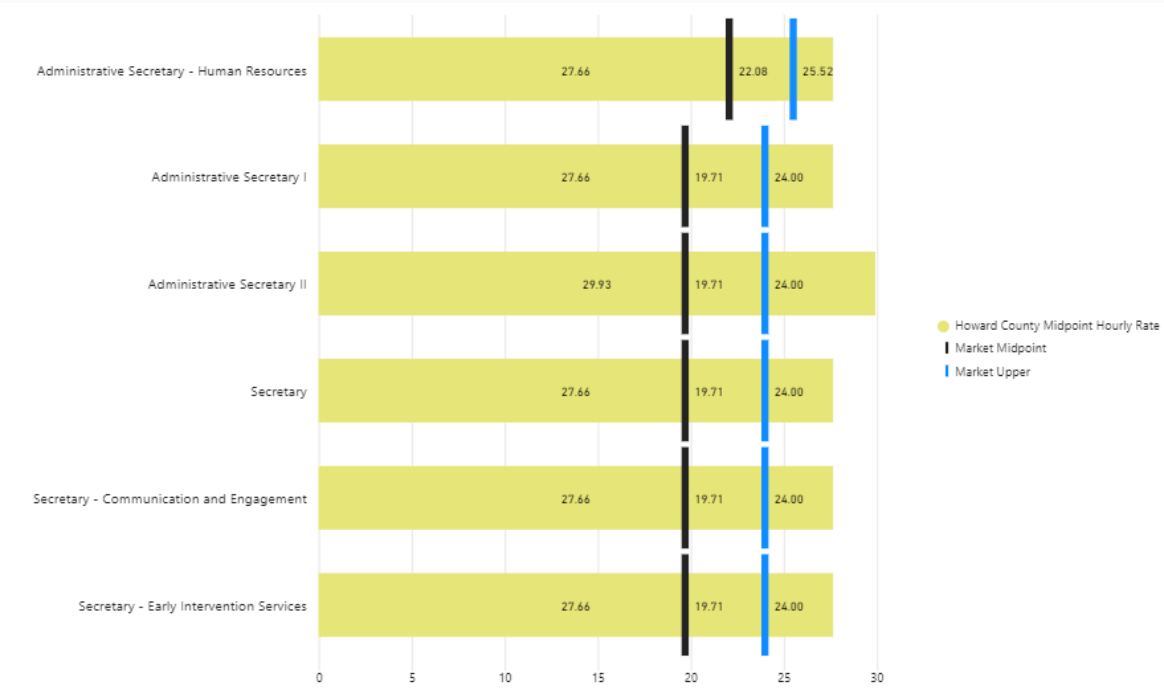

The midpoint hourly rate for all positions in this group is above the 75th percentile for comparable positions in the Baltimore-Columbia-Towson metropolitan area.

Further insights into individual positions are detailed in the individual position comparison section of the report.

Group B

The chart below illustrates compensation for additional Secretary positions including the Principal Secretary - Elementary School, Principal Secretary - High School, Principal Secretary - Middle School, School Counseling Secretary, Secretary - Special Education and Teacher's Secretary.

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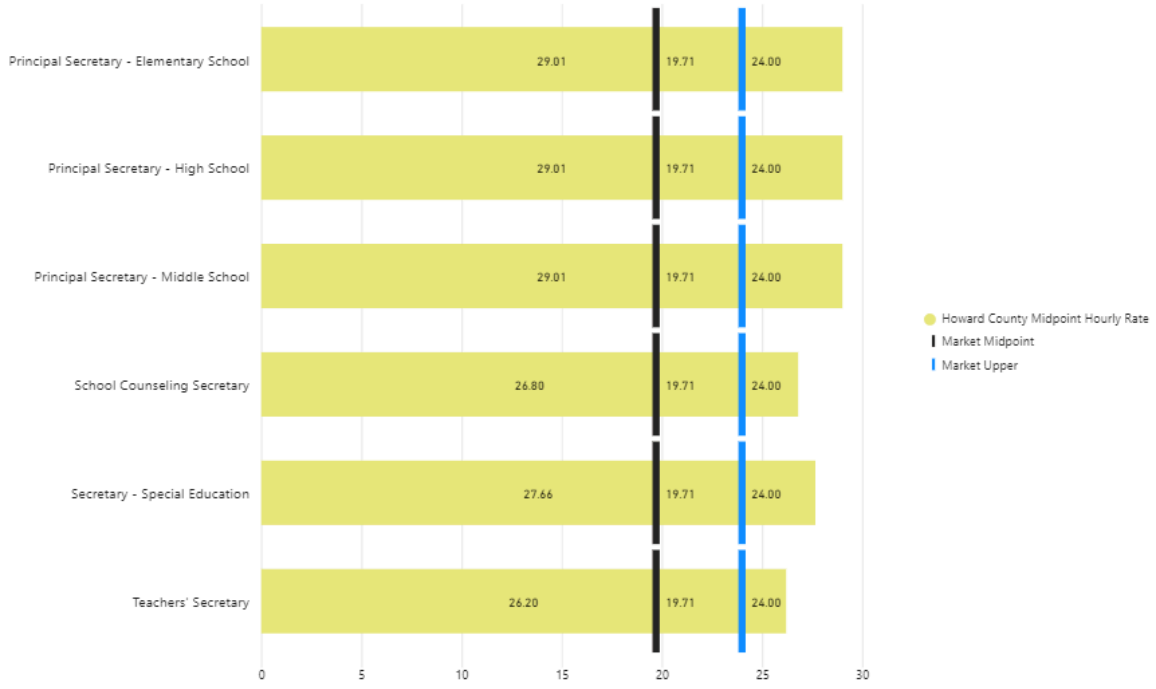

The midpoint hourly rate for all positions in this group is above the 75th percentile for comparable positions in the Baltimore-Columbia-Towson metropolitan area.

Further insights into individual positions are detailed in the individual position comparison section of the report.

Group C

The chart below illustrates compensation for the Grade School Processor, Logistics Assistant, Middle School Data Clerk, Registrar, School Financial Bookkeeper and Testing Assistant.

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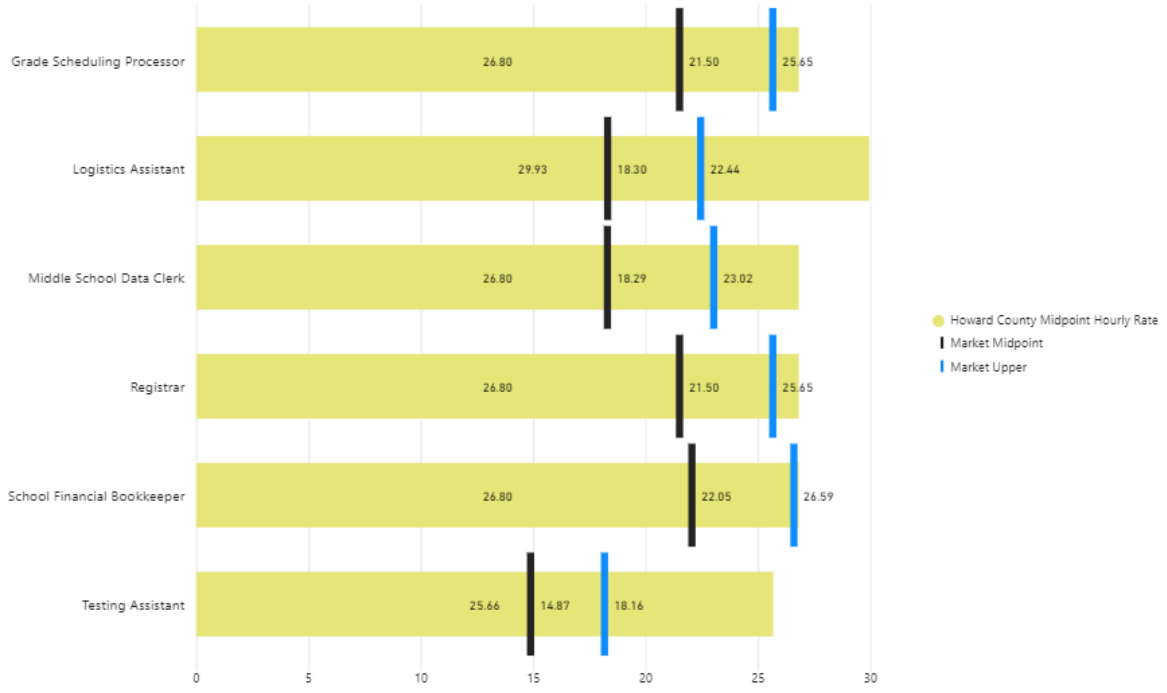

The midpoint hourly rate for all positions in this group is above the 75th percentile for comparable positions in the Baltimore-Columbia-Towson metropolitan area.

Further insights into individual positions are detailed in the individual position comparison section of the report.

Group D

The chart below illustrates compensation for Paraeducator positions including the Paraeducator, Paraeducator - ESOL, Paraeducator - Math, Paraeducator - Media, Paraeducator - Science and Paraeducator - Title I.

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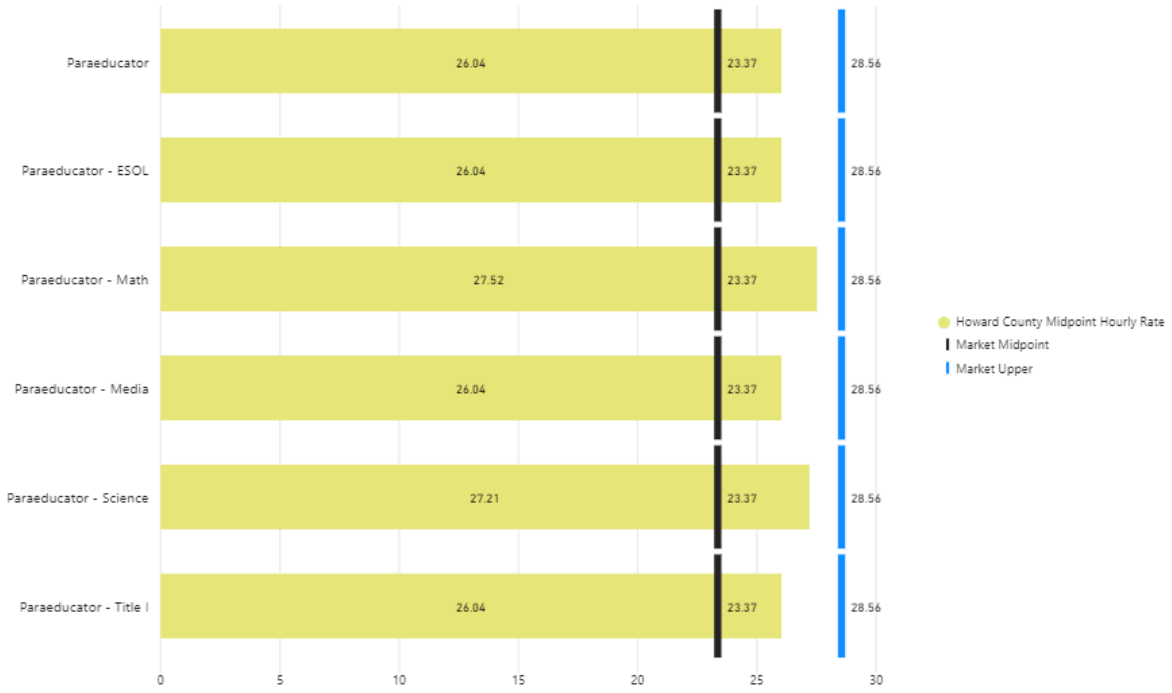

The midpoint hourly rate for all positions in this group is above the market midpoint for comparable positions in the Baltimore-Columbia-Towson metropolitan area.

Further insights into individual positions are detailed in the individual position comparison section of the report.

Group E

The chart below illustrates compensation for the Medicaid Billing Technician and Technical Assistant positions including the Medicaid Billing Technician, Technical Assistant - Curriculum, Technical Assistant - Digital Education, Technical Assistant - Early Childhood Blueprint Initiatives, Technical Assistant - Early Childhood Programs and Technical Assistant - Early Intervention Services.

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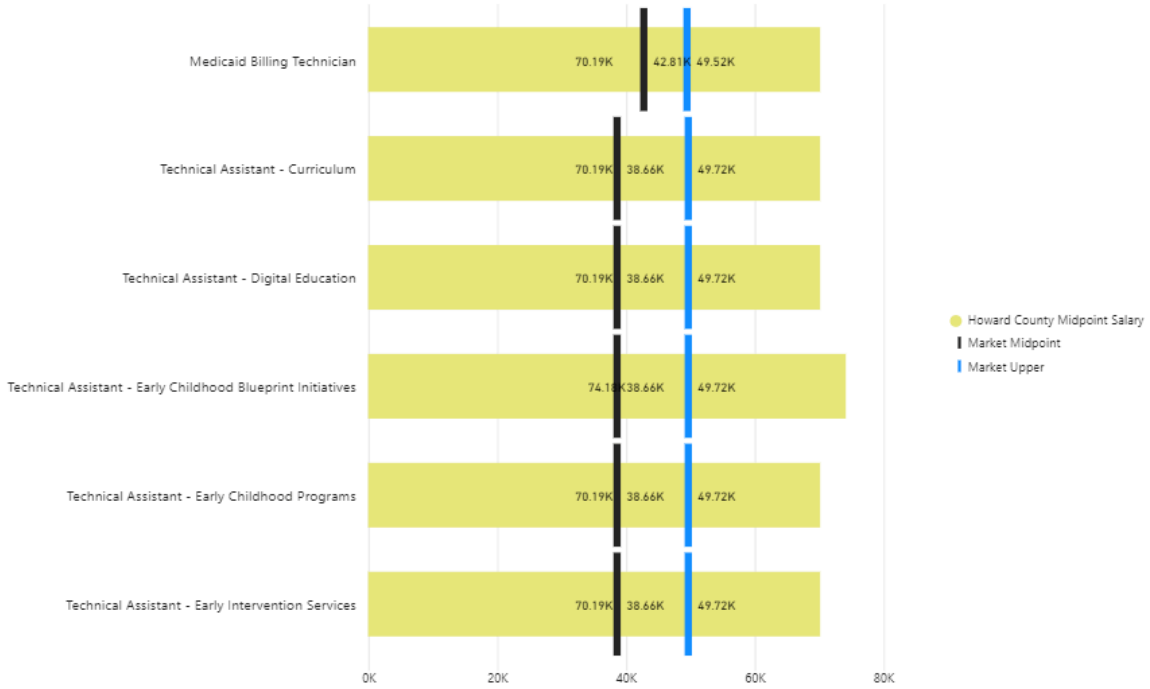

The midpoint salary for all positions in this group is above the 75th percentile for comparable positions in the Baltimore-Columbia-Towson metropolitan area.

Further insights into individual positions are detailed in the individual position comparison section of the report.

Group F

The chart below illustrates compensation for the additional Technical Assistant positions including the Technical Assistant - Employee Services, Technical Assistant - Fine Arts, Technical Assistant - Food and Nutrition Service, Technical Assistant - Gifted and Talented Program, Technical Assistant - Human Resources and Technical Assistant - LMS.

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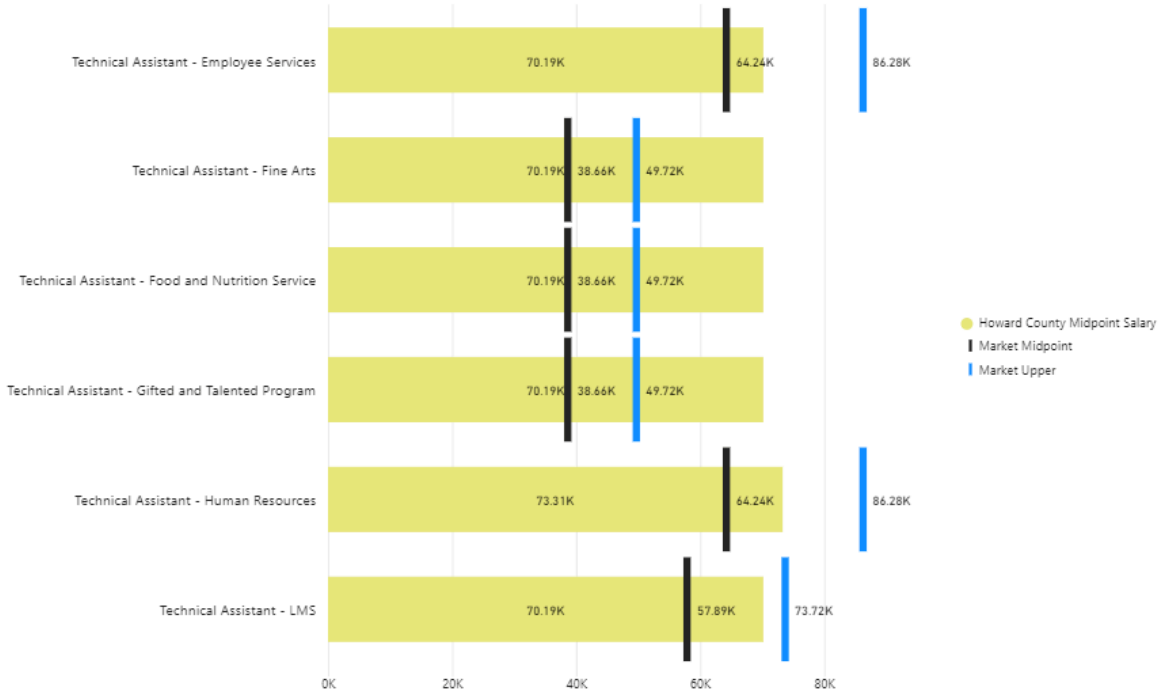

The midpoint salary for the Technical Assistant - Employee Services, Technical Assistant - Human Resources and Technical Assistant - LMS positions are all paid above the market midpoint. The midpoint salary for the Technical Assistant - Fine Arts, Technical Assistant - Food and Nutrition Service and Technical Assistant - Gifted and Talented Program are all paid above the 75th percentile for comparable positions in the Baltimore-Columbia-Towson metropolitan area.

Further insights into individual positions are detailed in the individual position comparison section of the report.

Group G

The chart below illustrates compensation for the additional Technical Assistant positions including the Technical Assistant - Media Technical Services, Technical Assistant - Payroll, Technical Assistant - Processes, Technical Assistant - Professional Development, Technical Assistant - Program Innovation and Technical Assistant - Section 504 and Student Services.

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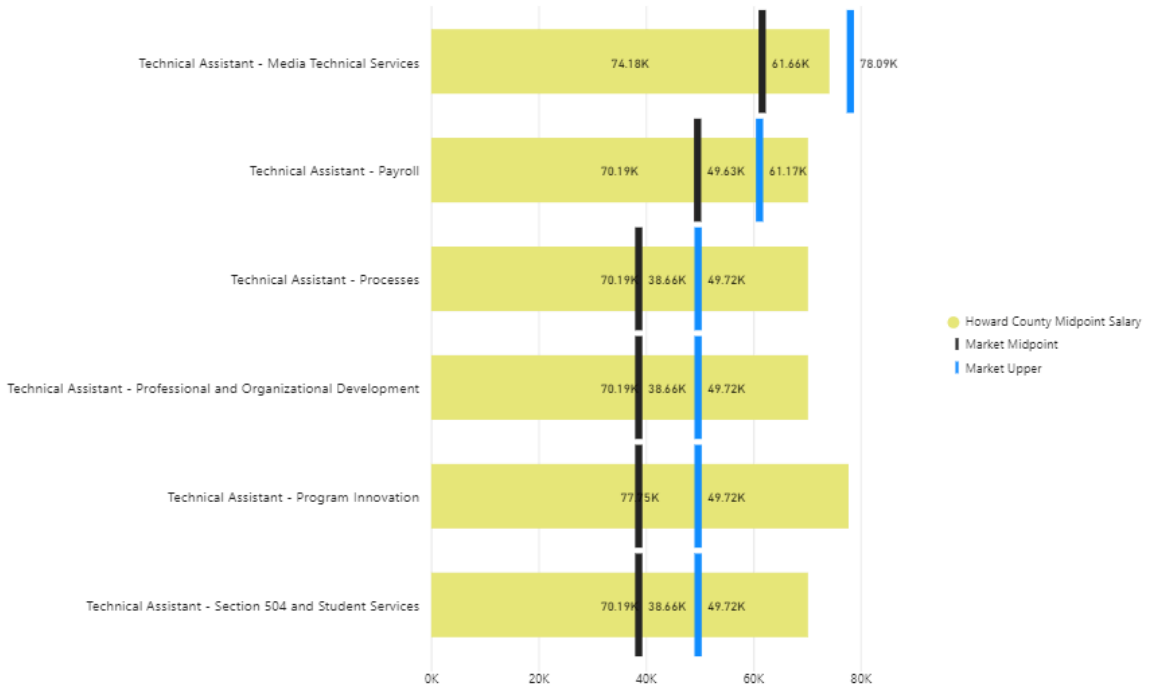

The midpoint salary for the Technical Assistant - Media Technical Services is paid above the market midpoint. The midpoint salary for all other positions in this group is above the 75th percentile for comparable positions in the Baltimore-Columbia-Towson metropolitan area.

Further insights into individual positions are detailed in the individual position comparison section of the report.

Group G

The chart below illustrates compensation for the additional Technical Assistant positions including the Technical Assistant - Service Navigator for Homeless Support, Technical Assistant - Special Education Compliance, Technical Assistant - Student Access and Achievement, Technical Assistant - Temporary Housing, Technical Assistant - Transportation and Technical Assistant - Use of School Facilities.

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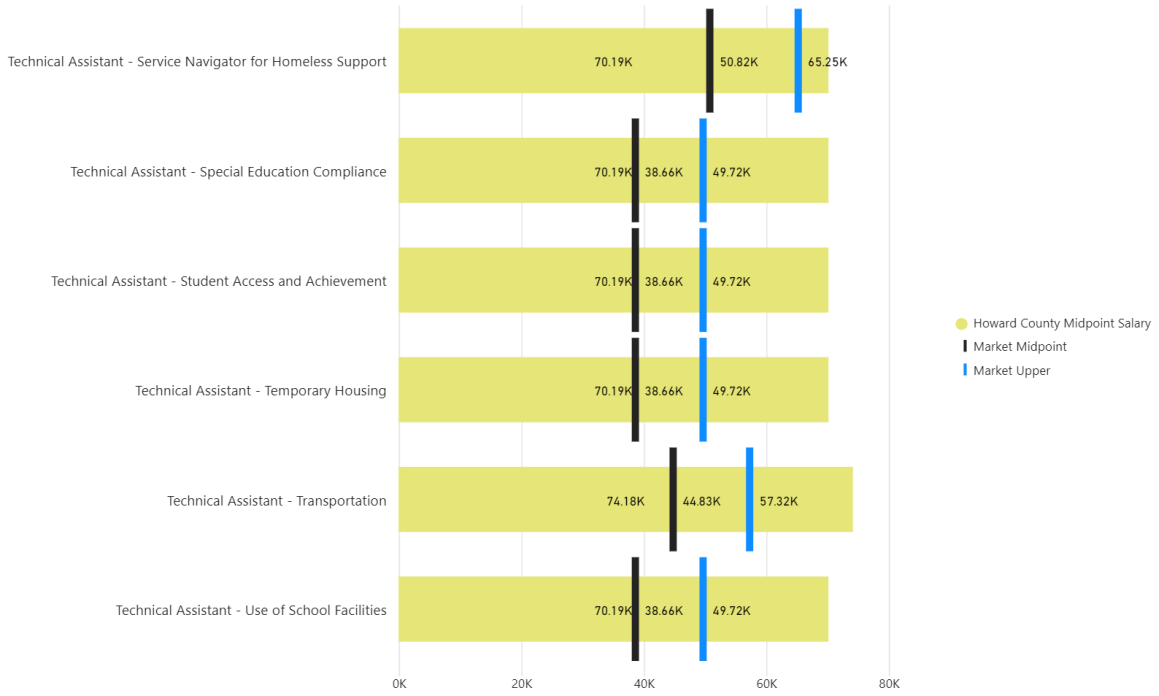

The midpoint salary for all positions in this group is above the 75th percentile for comparable positions in the Baltimore-Columbia-Towson metropolitan area.

Further insights into individual positions are detailed in the individual position comparison section of the report.

Individual Position Comparison

Additional comparison points are available when considering a position on an individual basis. This section includes further analysis of each individual position within the study, including additional highlights from comparisons to regional market data, median hourly rate of pay compared to the median of available comparable district data, and a look at how titling in Howard County compares to titles used for matching positions in the comparison school districts.

Where CESO HR has identified a recommended compensation adjustment, this will be noted. Additional details along with recommended ranges can be found in the Compensation Adjustments section of this report.

Administrative Secretary - Human Resources

The following chart provides additional hourly rate and title comparison data for the Administrative Secretary - Human Resources position. This highlights the median hourly rate paid for this position in Howard County in comparison to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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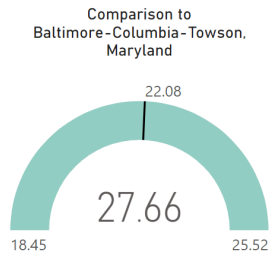

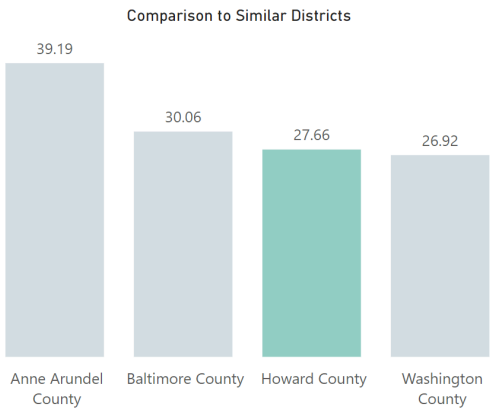

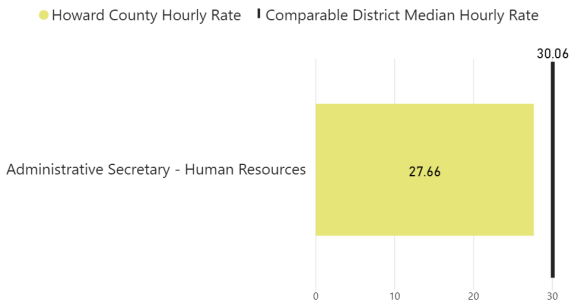

District	Title Used
Anne Arundel County	Executive Administrative Secretary
Baltimore County	Administrative Secretary II
Howard County	Administrative Secretary - Human Resources
Washington County	Administrative Assistant IV - Human Resources

Regionally, the closest match for an Administrative Secretary - Human Resources position is the Human Resources Assistants, Except Payroll and Timekeeping category. For this general category, the hourly rate for an Administrative Secretary - Human Resources position in Howard County exceeds the high point.

Compared to responstive districts included in this study, the hourly rate for an Administrative Secretary - Human Resources is below the median hourly rate. Hourly rate data was available from three comparable districts. **A compensation adjustment is recommended for this position.**

It is important to note that one responsive comparable district has a higher rate of pay for this position than other responsive districts; the comparable position in that organization has a higher degree of responsibility compared to Howard County's role. This organization's pay may be seen as an outlier and was not factored into the recommended compensation adjustment for Howard County.

In the comparable data available, each responsive organization used a slightly different title for this position. These titles are shown in the table above.

Administrative Secretary I

The following chart provides hourly rate and title comparison data for the Administrative Secretary I position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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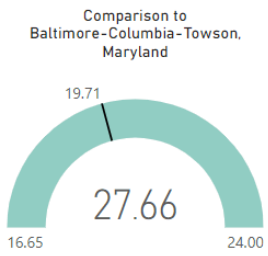

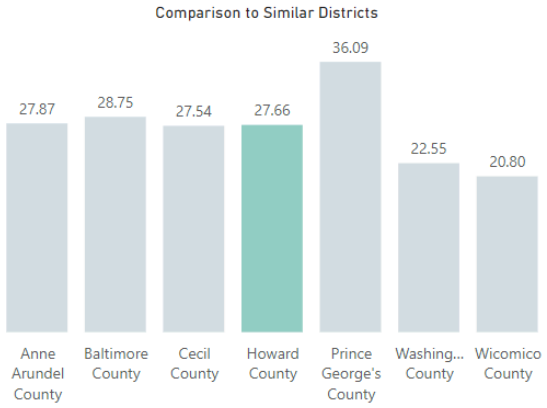

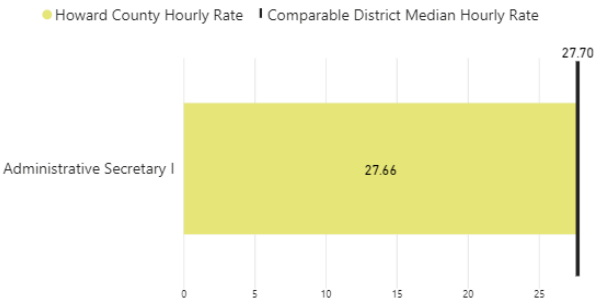

District	Title Used
Anne Arundel County	Administrative Secretary I
Baltimore County	Administrative Secretary I
Cecil County	Administrative Secretary V
Howard County	Administrative Secretary I
Prince George's County	Administrative Secretary I
Washington County	Administrative Assistant I
Wicomico County	Office Associate II

Regionally, the closest match for an Administrative Secretary I position is the Secretaries and Administrative Assistants, Except Legal, Medical, and Executive category. For this general category, the pay for this position in Howard County exceeds the high point. This position is also paid at the median of responsive districts included in this study.

In the comparable data available, Administrative Secretary I is the most common title used for this position. A full list of titles provided is shown in the table above.

Administrative Secretary II

The following chart provides hourly rate and title comparison data for the Administrative Secretary II position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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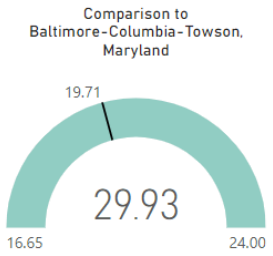

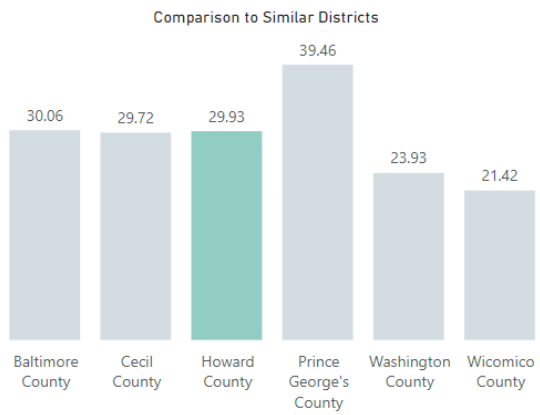

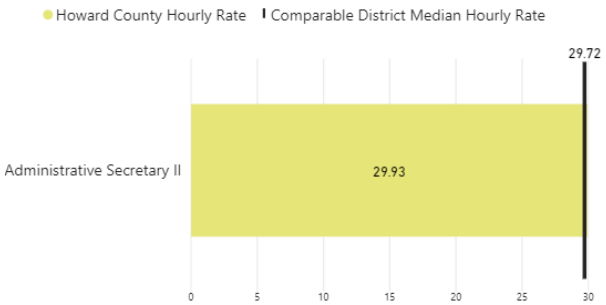

District	Title Used
Baltimore County	Administrative Secretary II
Cecil County	Executive Secretary VI
Howard County	Administrative Secretary II
Prince George's County	Administrative Secretary III
Washington County	Administrative Assistant II
Wicomico County	Office Associate III

Regionally, the closest match for an Administrative Secretary II position is the Secretaries and Administrative Assistants, Except Legal, Medical, and Executive category. For this general category, the pay for this position in Howard County exceeds the high point. This position is also paid at the median of responsive districts included in this study. Hourly rate data was available from five comparable districts.

In the comparable data available, Administrative Secretary II is the most commonly used title for this position. A full list of titles provided is shown in the table above.

Grade School Processor

The following chart provides hourly rate and title comparison data for the Grade School Processor position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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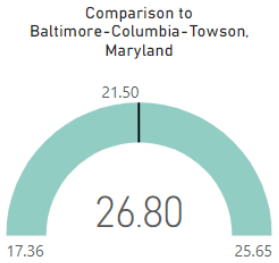

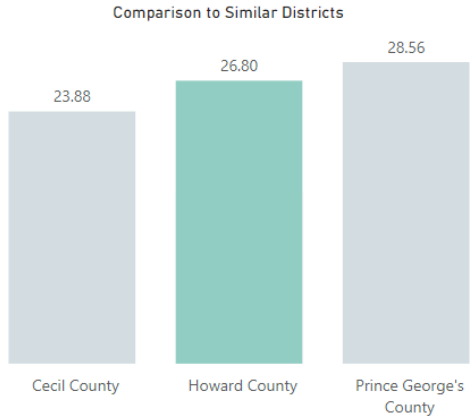

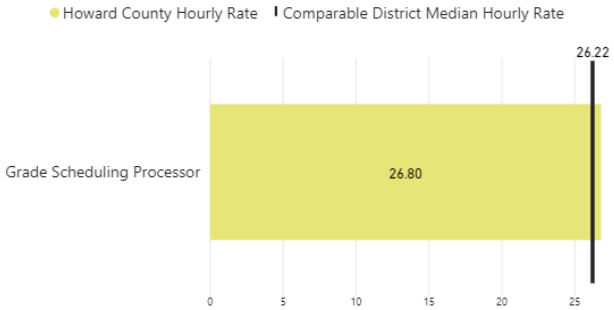

District	Title Used
Cecil County	Guidance Secretary
Howard County	Grade Scheduling Processor
Prince George's County	School Guidance Secretary

Regionally, the closest match for a Grade School Processor position is the Information and Record Clerks, All Other category. For this general category, the hourly rate for a Grade School Processor in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Grade School Processor is above the median hourly rate; however, it is important to note that hourly rate data was available from two comparable districts.

In the comparable data available, the most commonly used title for this position is Guidance Secretary. A full list of titles provided is shown in the table above.

Logistics Assistant

The following chart provides hourly rate and title comparison data for the Logistics Assistant position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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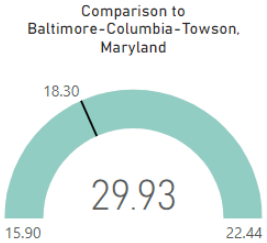

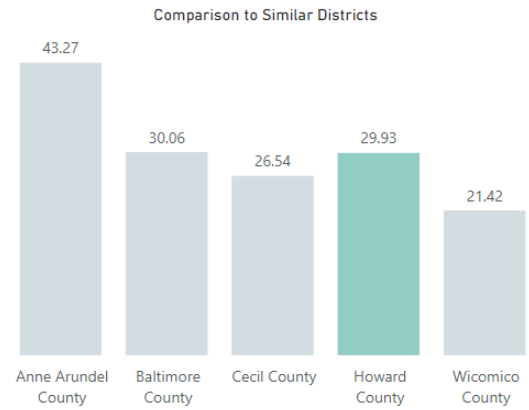

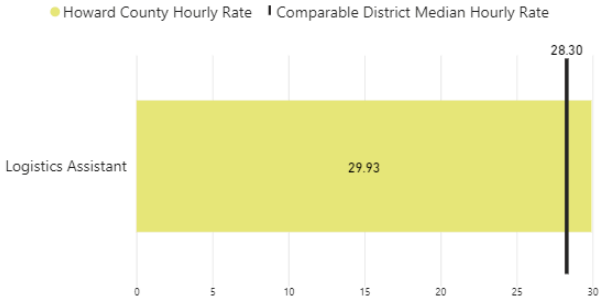

District	Title Used
Anne Arundel County	Assistant Manager: Warehouse
Baltimore County	Clerk IV
Cecil County	Warehouseman
Howard County	Logistics Assistant
Wicomico County	Mail Room/Warehouse Clerk (Accounting Associate I)

Regionally, the closest match for a Logistics Assistant position is the Order Clerk job category. For this general category, the hourly rate for a Logistics Assistant in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Logistics Assistant is above the median. Hourly rate data was available from four comparable districts.

It is important to note that one responsive comparable district has a higher rate of pay for this position than other responsive districts; the comparable position in that organization has a higher degree of responsibility compared to Howard County's role. This organization's pay may be seen as an outlier in the dataset.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Medicaid Billing Technician

The following chart provides additional salary and title comparison data for a Medicaid Billing Technician position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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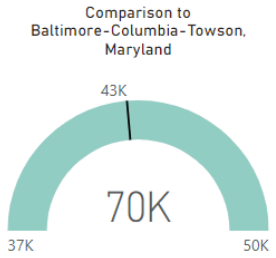

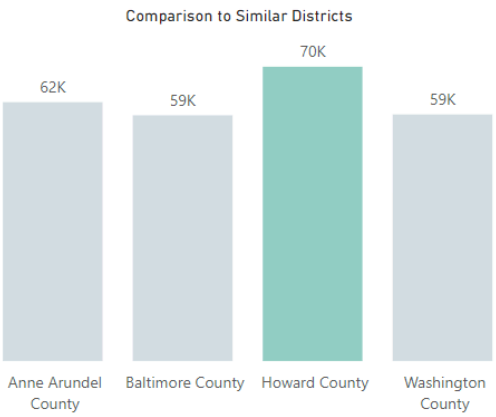

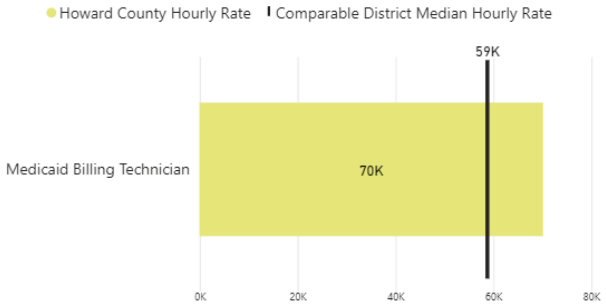

District	Title Used
Anne Arundel County	Third Party Billing Technician
Baltimore County	Clerk IV
Howard County	Medicad Billing Specialist
Washington County	Medical Assist- Billing Clerk

Regionally, the closest match for a Medicaid Billing Technician position is the Billing and Posting Clerks job category. For this general category, the salary for a Medicaid Billing Technician in Howard County exceeds the high point.

Compared to responsive districts included in this study, the salary for a Medicaid Billing Technician is above the median salary; however, it is important to note that hourly rate data was available from three comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Middle School Data Clerk

The following chart provides hourly rate and title comparison data for the Middle School Data Clerk position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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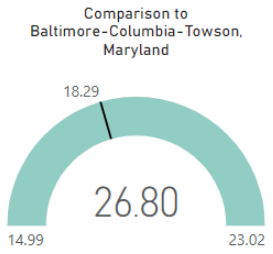

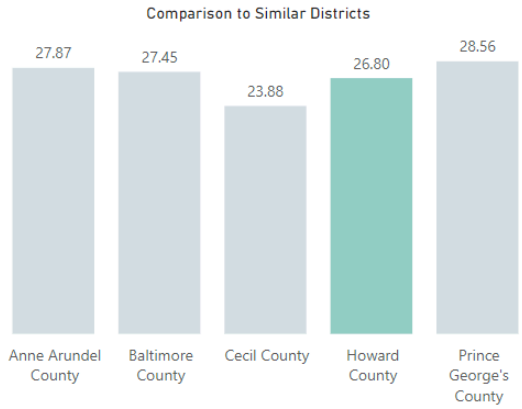

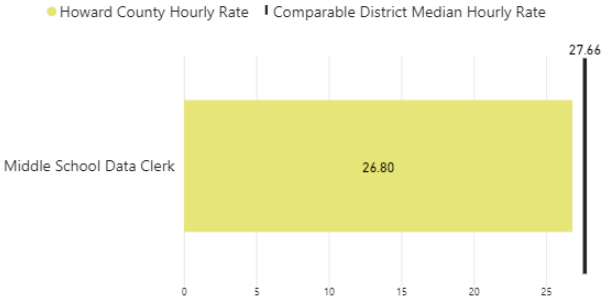

District	Title Used
Anne Arundel County	School Data Information Clerk
Baltimore County	Office Secretary
Cecil County	Guidance Secretary
Howard County	Middle School Data Clerk
Prince George's County	School Guidance Secretary

Regionally, the closest match for a Middle School Data Clerk is the Office Clerks, General job category. For this general category, the hourly rate for a Middle School Data Clerk in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Middle School Data Clerk is below the median hourly rate. It is important to note that hourly rate data was available from four comparable districts. **A compensation adjustment is recommended for this position.**

In the comparable data available, the most commonly used title for a Middle School Data Clerk is Guidance Secretary. A full list of titles provided is shown in the table above.

Paraeducator

The following chart provides hourly rate and title comparison data for a Paraeducator position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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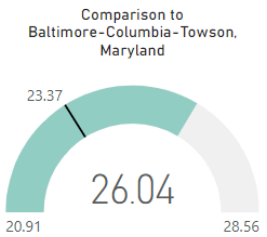

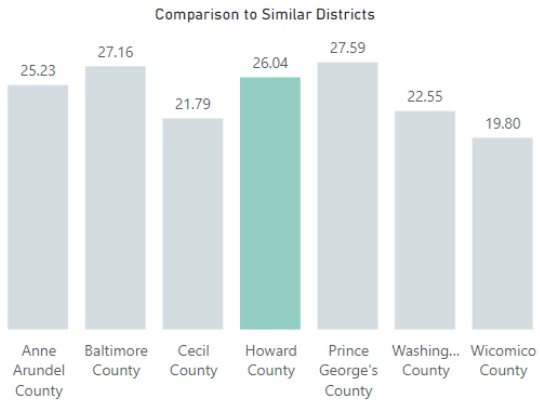

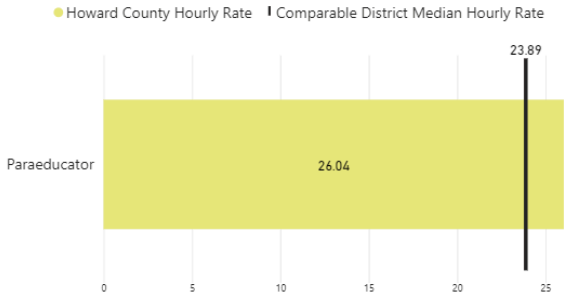

District	Title Used
Anne Arundel County	Teacher Assistant
Baltimore County	Paraeducator
Cecil County	General Education Paraprofessional
Howard County	Paraeducator
Prince George's County	Paraprofessional
Washington County	Paraprofessional
Wicomico County	Instructional Assistant I

Regionally, the closest match for a Paraeducator is the Teaching Assistants, Except Postsecondary job category. For this general category, the hourly rate for a Paraeducator in Howard County exceeds the midpoint.

Compared to responsive districts included in this study, the hourly rate for a Paraeducator is above the median hourly rate of these organizations.

In the comparable data available, the most commonly used title for this role is Paraprofessional. A full list of titles provided is shown in the table above.

Paraeducator - ESOL

The following chart provides hourly rate and title comparison data for a Paraeducator - ESOL position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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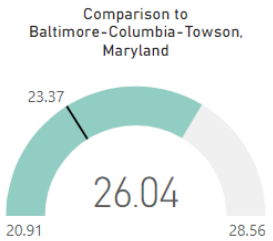

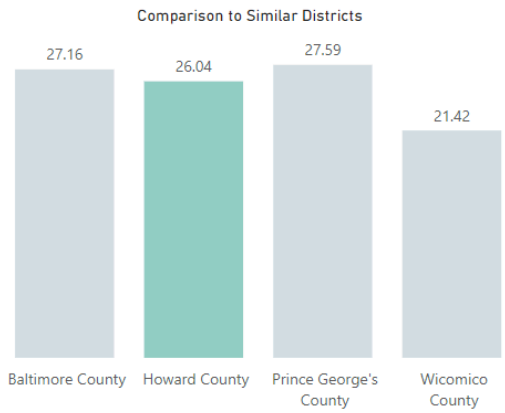

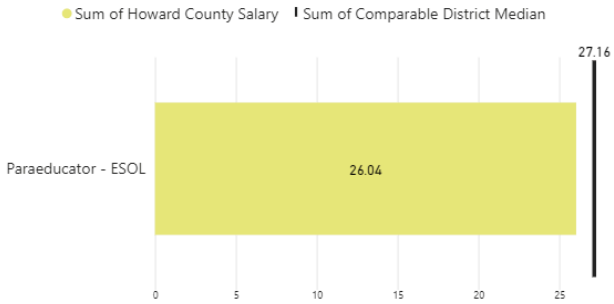

District	Title Used
Baltimore County	Paraeducator
Howard County	Paraeducator - ESOL
Prince George's County	Paraprofessional
Wicomico County	Instructional Assistant III

Regionally, the closest match for a Paraeducator - ESOL is the Teaching Assistants, Except Postsecondary job category. For this general category, the hourly rate for a Paraeducator - ESOL position in Howard County exceeds the midpoint.

Compared to responsive districts included in this study, the hourly rate for a Paraeducator - ESOL position is below the median hourly rate; however, it is important to note that hourly rate data was available from three comparable districts. **A compensation adjustment is recommended for this position.**

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Paraeducator - Math

The following chart provides hourly rate and title comparison data for a Paraeducator - Math position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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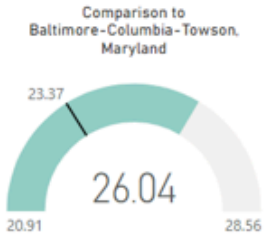

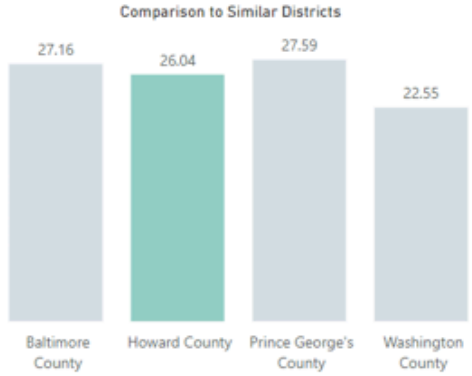

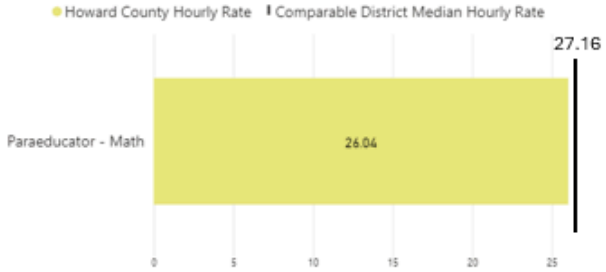

District	Title Used
Baltimore County	Paraeducator
Howard County	Paraeducator - Math
Prince George's County	Paraprofessional
Washington County	Paraprofessional

Regionally, the closest match for a Paraeducator - Math is the Teaching Assistants, Except Postsecondary job category. For this general category, the hourly rate for a Paraeducator - Math position in Howard County exceeds the midpoint.

Compared to responsive districts included in this study, the hourly rate for a Paraeducator - Math position is below the median hourly rate; however, it is important to note that hourly rate data was available from three comparable districts. A compensation adjustment is recommended for this position.

In the comparable data available, the most commonly used title for this position is Paraprofessional. A full list of titles provided is in the table above.

Paraeducator - Media

The following chart provides hourly rate and title comparison data for a Paraeducator - Media position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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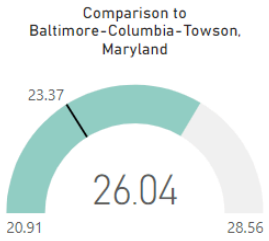

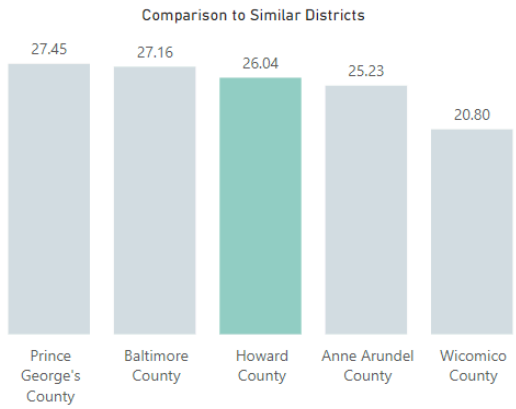

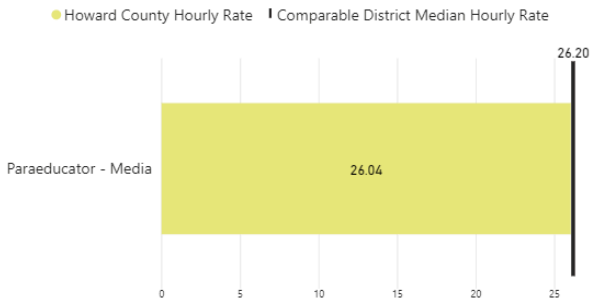

District	Title Used
Anne Arundel County	Teacher Assistant: Library Media
Baltimore County	Paraprofessional
Howard County	Paraeducator - Media
Prince George's County	Instructional Media Aide
Wicomico County	Media Associate

Regionally, the closest match for a Paraeducator - Media is the Teaching Assistants, Except Postsecondary job category. For this general category, the hourly rate for a Paraeducator - Media position in Howard County exceeds the midpoint.

Compared to responsive districts included in this study, the hourly rate for a Paraeducator - Media position is at the median hourly rate. It is important to note that hourly rate data was available from four comparable districts.

In the comparable data available, each responsive district provided a different title for this position. These titles are shown in the table above.

Paraeducator - Science

The following chart provides hourly rate and title comparison data for an Paraeducator - Science position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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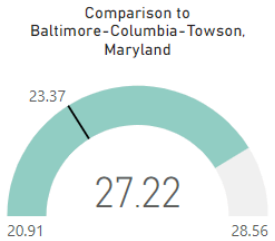

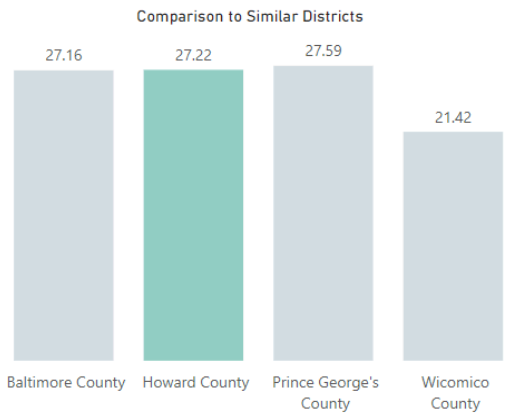

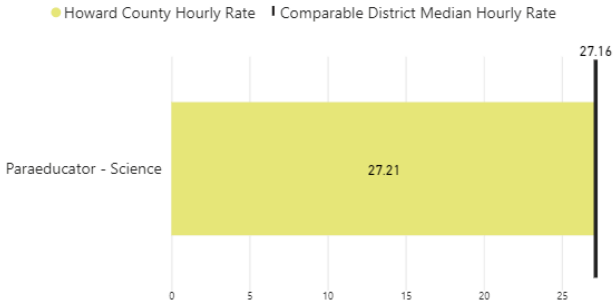

District	Title Used
Baltimore County	Paraprofessional
Howard County	Paraeducator - Science
Prince George's County	Paraprofessional
Wicomico County	Instructional Assistant III

Regionally, the closest match for a Paraeducator - Science is the Teaching Assistants, Except Postsecondary job category. For this general category, the hourly rate for a Paraeducator - Science position in Howard County exceeds the midpoint.

Compared to responsive districts included in this study, the hourly rate for a Paraeducator - Science position is at the median hourly rate; however, it is important to note that hourly rate data was available from three comparable districts.

In the comparable data available, the most common title used for this position is Paraprofessional. A full list of titles provided is shown in the table above.

Paraeducator - Title I

The following chart provides hourly rate and title comparison data for an Paraeducator - Title I position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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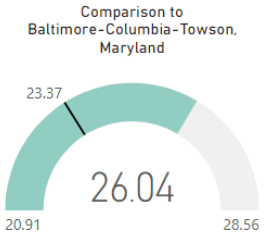

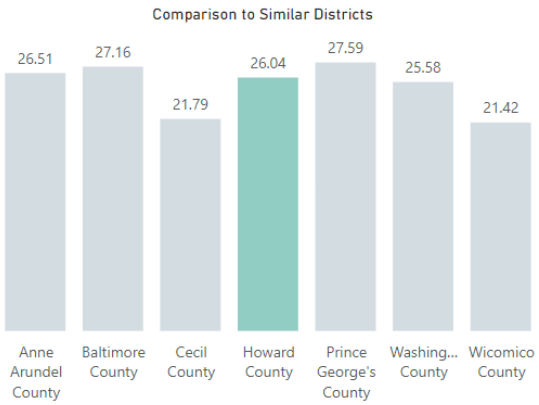

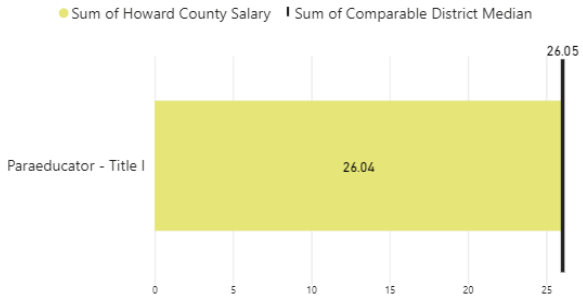

District	Title Used
Anne Arundel County	Teacher Assistant: Title I
Baltimore County	Paraeducator
Cecil County	Title I Paraprofessional
Howard County	Paraeducator - Title I
Prince George's County	Paraprofessional
Washington County	Paraprofessional Title I School- Family Liaison
Wicomico County	Instructional Assistant III

Regionally, the closest match for a Paraeducator - Title I is the Teaching Assistants, Except Postsecondary job category. For this general category, the hourly rate for a Paraeducator - Title I position in Howard County exceeds the midpoint.

Compared to responsive districts included in this study, the hourly rate for a Paraeducator - Title I position is at the median hourly rate.

In the comparable data available, each responsive district provided a slightly different title for this position. These titles are shown in the table above.

Principal Secretary - Elementary School

The following chart provides hourly rate and title comparison data for a Principal Secretary - Elementary School position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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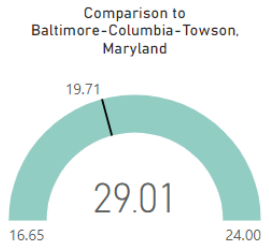

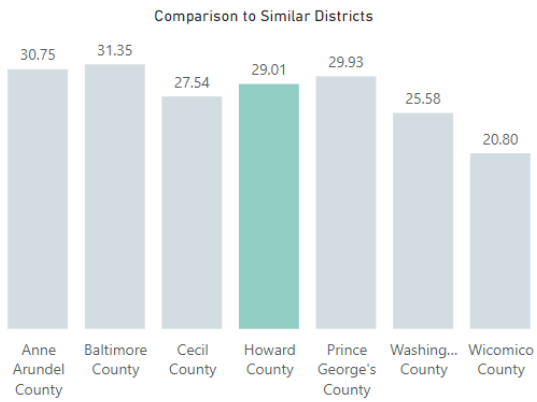

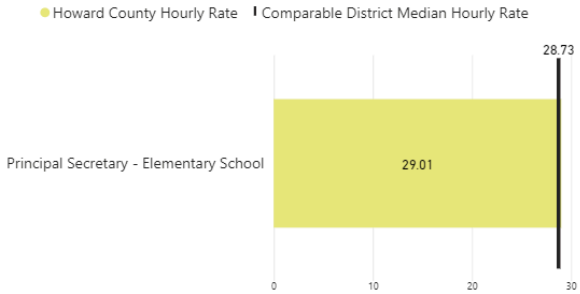

District	Title Used
Anne Arundel County	Secretary: School II
Baltimore County	Administrative Secretary III
Cecil County	Lead School Secretary V
Howard County	Principal Secretary - Elementary School
Prince George's County	School Secretary II
Washington County	Administrative Assistant III
Wicomico County	Office Associate II - Schools (10-month and 12-month

Regionally, the closest match for a Principal Secretary - Elementary School is the Secretaries and Administrative Assistants, Except Legal, Medical, and Executive job category. For this general category, the hourly rate for a Principal Secretary - Elementary School position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Principal Secretary - Elementary School position is at the median hourly rate.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Howard County expressed a desire to compensate principal secretary roles very competitively and to push towards leading the market in compensation for these positions. This was considered when determining a salary range recommendation for this position.

Principal Secretary - High School

The following chart provides hourly rate and title comparison data for a Principal Secretary - High School position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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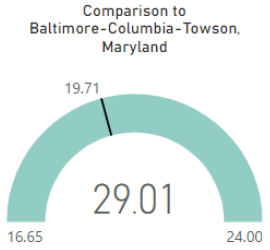

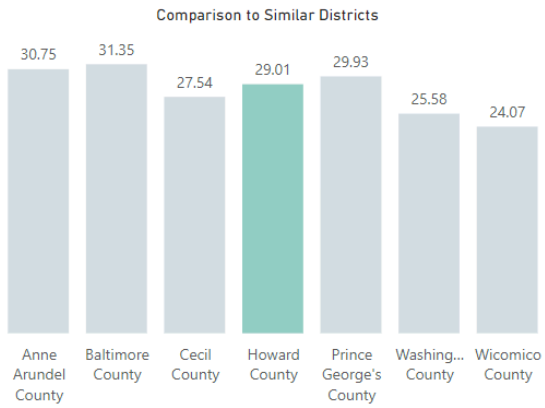

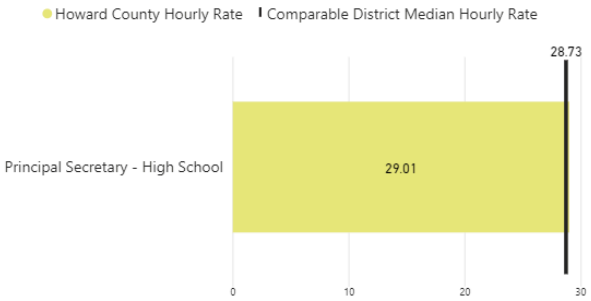

District	Title Used
Anne Arundel County	Administrative Secretary II: Evening & High School
Baltimore County	Administrative Secretary III
Cecil County	Lead School Secretary V
Howard County	Principal Secretary - High School
Prince George's County	School Secretary II
Washington County	Administrative Assistant III
Wicomico County	Administrative Office Associate - Schools

Regionally, the closest match for a Principal Secretary - High School is the Secretaries and Administrative Assistants, Except Legal, Medical, and Executive job category. For this general category, the hourly rate for a Principal Secretary - High School position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Principal Secretary - High School position is at the median hourly rate.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Howard County expressed a desire to compensate principal secretary roles very competitively and to push towards leading the market in compensation for these positions. This was considered when determining a salary range recommendation for this position.

Principal Secretary - Middle School

The following chart provides hourly rate and title comparison data for a Principal Secretary - Middle School position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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District	Title Used
Anne Arundel County	Secretary: School II
Baltimore County	Administrative Secretary III
Cecil County	Lead School Secretary V
Howard County	Principal Secretary - Middle School
Prince George's County	School Secretary II
Washington County	Administrative Assistant III
Wicomico County	Office Associate II - Schools (10-month and 12-month

Regionally, the closest match for a Principal Secretary - Middle School is the Secretaries and Administrative Assistants, Except Legal, Medical, and Executive job category. For this general category, the hourly rate for a Principal Secretary - Middle School position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Principal Secretary - Middle School position is at the median hourly rate.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Howard County expressed a desire to compensate principal secretary roles very competitively and to push towards leading the market in compensation for these positions. This was considered when determining a salary range recommendation for this position.

Registrar

The following chart provides hourly rate and title comparison data for a Registrar position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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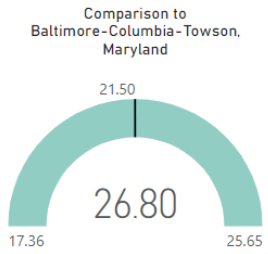

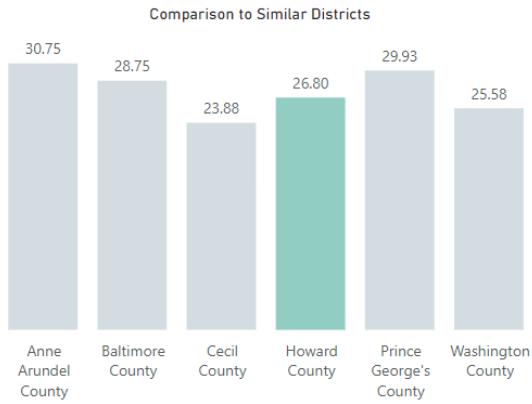

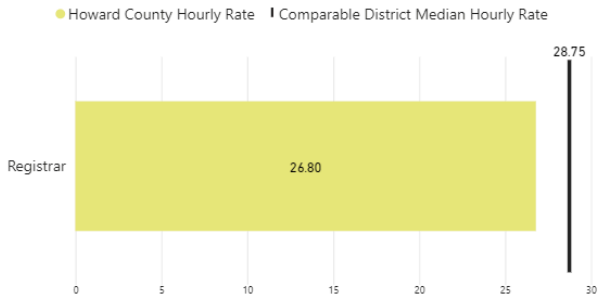

District	Title Used
Anne Arundel County	School Registrar
Baltimore County	Records Secretary
Cecil County	Guidance Secretary
Howard County	Registrar
Prince George's County	School Registrar
Washington County	Administrative Assistant III

Regionally, the closest match for a Registrar is the Information and Record Clerks, All Other job category. For this general category, the hourly rate for a Registrar position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Registrar position is below the median hourly rate. It is important to note that hourly rate data was available from five comparable districts. A compensation adjustment is recommended for this position.

In the comparable data available, the most commonly used title for this position is School Registrar. A full list of titles provided is shown in the table above.

School Counseling Secretary

The following chart provides hourly rate and title comparison data for a School Counseling Secretary position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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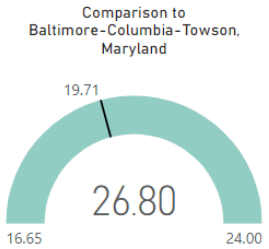

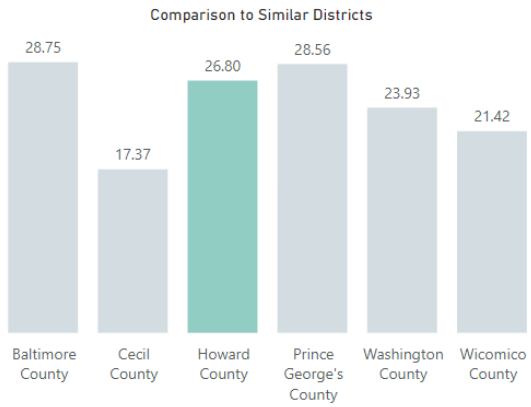

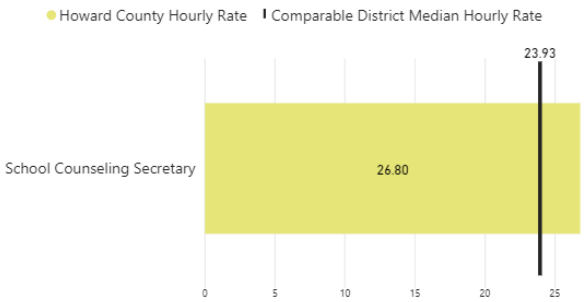

District	Title Used
Baltimore County	Guidance Secretary
Cecil County	Office Assistant
Howard County	School Counseling Secretary
Prince George's County	School Guidance Secretary
Washington County	Administrative Assistant II - Guidance
Wicomico County	Office Associate III - Schools (12-month position)

Regionally, the closest match for a School Counseling Secretary is the Secretaries and Administrative Assistants, Except Legal, Medical, and Executive job category. For this general category, the hourly rate for a School Counseling Secretary in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a School Counseling Secretary is above the median hourly rate. It is important to note that hourly rate data was available from five comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

School Financial Bookkeeper

The following chart provides hourly rate and title comparison data for a School Financial Bookkeeper position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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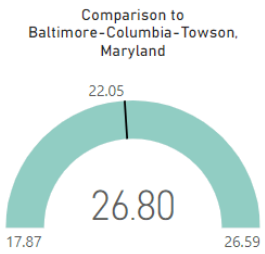

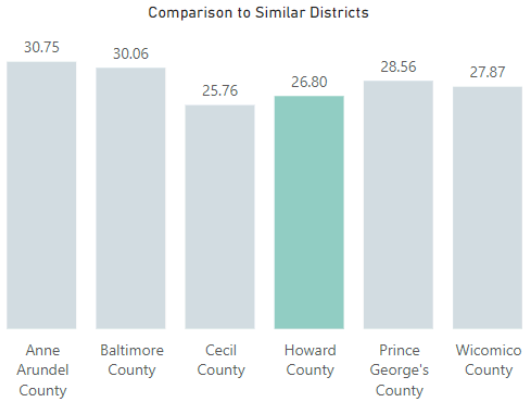

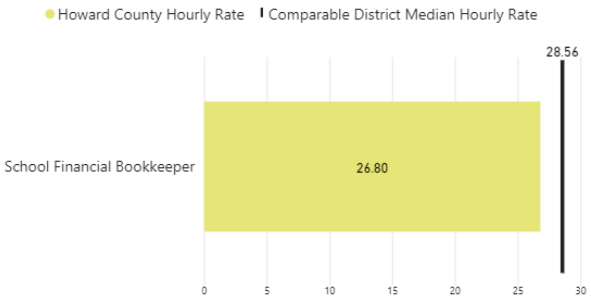

District	Title Used
Anne Arundel County	Financial Secretary: Middle School
Baltimore County	Fiscal Assistant I
Cecil County	Bookkeeper
Howard County	School Financial Bookkeeper
Prince George's County	School Accounting Secretary
Wicomico County	Accounting Associate IV - High School

Regionally, the closest match for a School Financial Bookkeeper is the Bookkeeping, Accounting, and Auditing Clerks job category. For this general category, the hourly rate for a School Financial Bookkeeper in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a School Financial Bookkeeper is below the median hourly rate. It is important to note that hourly rate data was available from five comparable districts. A compensation adjustment is recommended for this position.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Secretary

The following chart provides hourly rate and title comparison data for a Secretary position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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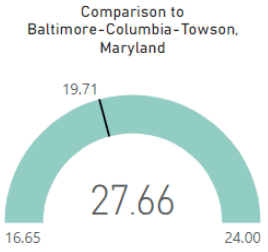

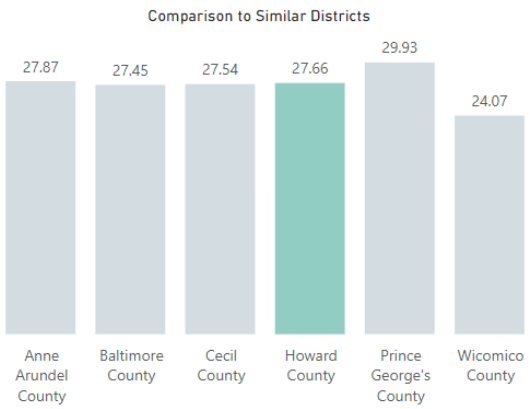

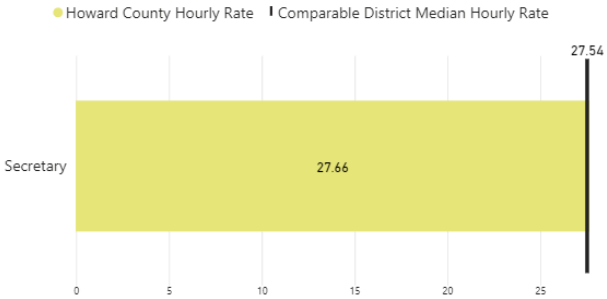

District	Title Used
Anne Arundel County	SECRETARY: ADMINISTRATIVE I
Baltimore County	Office Secretary
Cecil County	Administrative Secretary V
Howard County	Secretary
Prince George's County	Secretary II
Wicomico County	Facilities Associate

Regionally, the closest match for a Secretary is the Secretaries and Administrative Assistants, Except Legal, Medical, and Executive job category. For this general category, the hourly rate for a Secretary in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Secretary is at the median hourly rate. It is important to note that hourly rate data was available from five comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Secretary - Communication and Engagement

The following chart provides hourly rate and title comparison data for a Secretary - Communication and Engagement position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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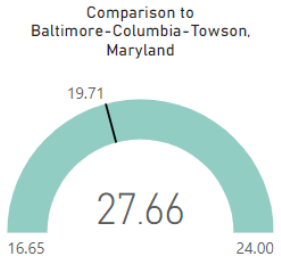

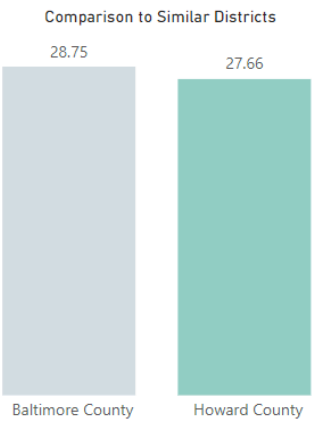

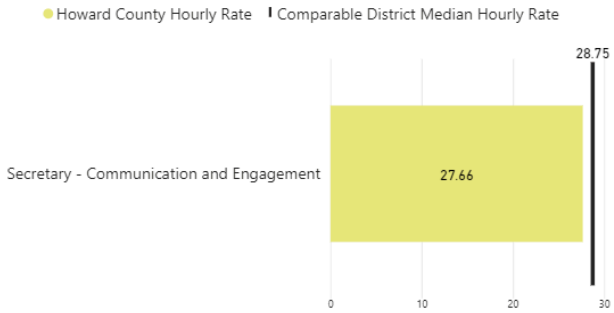

District	Title Used
Baltimore County	Administrative Secretary I
Howard County	Secretary - Communication and Engagement

Regionally, the closest match for a Secretary - Communication and Engagement position is the Secretaries and Administrative Assistants, Except Legal, Medical, and Executive job category. For this general category, the hourly rate for a Secretary - Communication and Engagement position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Secretary - Communication and Engagement position is below the median hourly rate; however, it is important to note that hourly rate data was available from one comparable district. The available data is insufficient to support a recommendation for a compensation adjustment.

Secretary - Early Intervention Services

The following chart provides hourly rate and title comparison data for a Secretary - Early Intervention Services position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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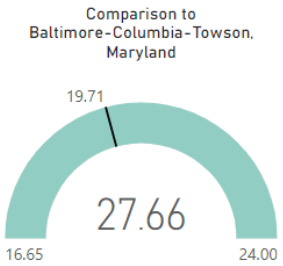

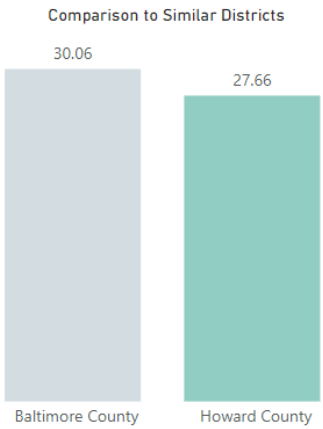

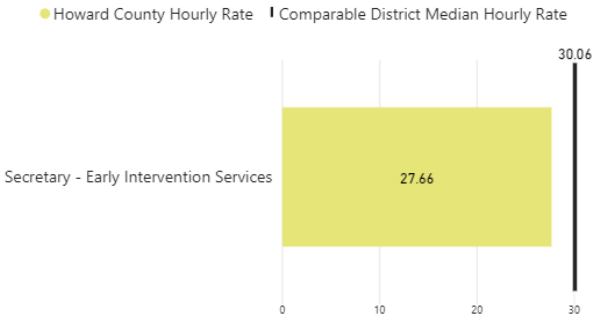

District	Title Used
Baltimore County	Administrative Secretary II
Howard County	Secretary - Early Intervention Services

Regionally, the closest match for a Secretary - Early Intervention Services position is the Secretaries and Administrative Assistants, Except Legal, Medical, and Executive job category. For this general category, the hourly rate for a Secretary - Early Intervention Services position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Secretary - Early Intervention Services position is below the median hourly rate; however, it is important to note that hourly rate data was available from one comparable district. The available data is insufficient to support a recommendation for a compensation adjustment.

Secretary - Special Education

The following chart provides hourly rate and title comparison data for a Secretary - Special Education position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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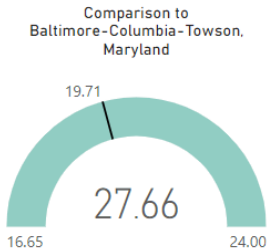

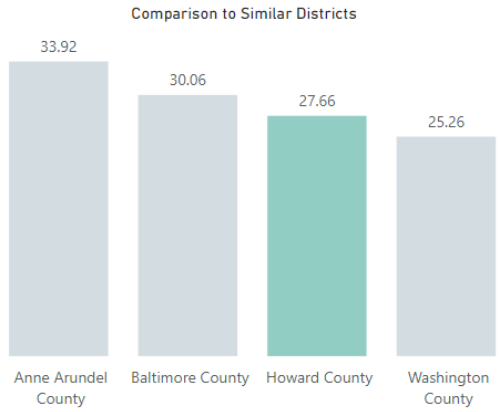

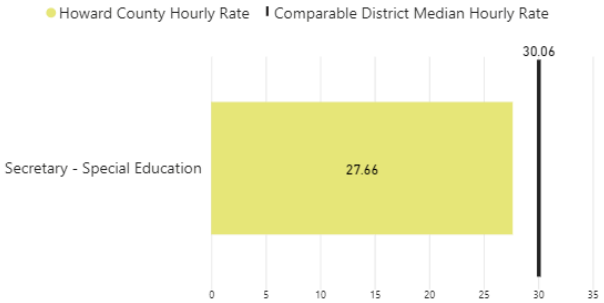

District	Title Used
Anne Arundel County	Senior Administrative Secretary
Baltimore County	Administrative Secretary II
Howard County	Secretary - Special Education
Washington County	Administrative Assistant III- Special Education

Regionally, the closest match for a Secretary - Special Education position is the Secretaries and Administrative Assistants, Except Legal, Medical, and Executive job category. For this general category, the hourly rate for a Secretary - Special Education position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Secretary - Special Education position is below the median hourly rate; however, it is important to note that hourly rate data was available from three comparable districts. **A compensation adjustment is recommended for this position.**

In the comparable data available, each responsive organization used a different title for this position. These titles are shown in the table above.

Teacher's Secretary

The following chart provides hourly rate and title comparison data for a Teacher's Secretary position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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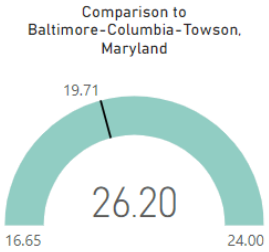

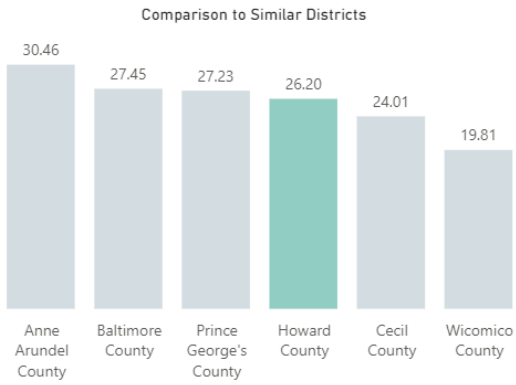

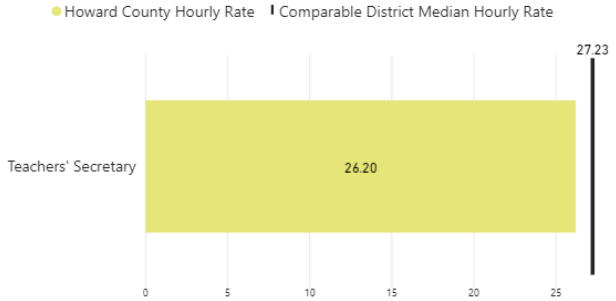

District	Title Used
Anne Arundel County	Associate Administrative Secretary
Baltimore County	Office Secretary
Cecil County	Secretary I
Howard County	Teacher Secretary
Prince George's County	School Secretary I
Wicomico County	Office Associate I - Schools 12 -month

Regionally, the closest match for a Teacher's Secretary position is the Secretaries and Administrative Assistants, Except Legal, Medical, and Executive job category. For this general category, the hourly rate for a Teacher's Secretary position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Teacher's Secretary position is below the median hourly rate. It is important to note that hourly rate data was available from five comparable districts. A compensation adjustment is recommended for this position.

In the comparable district available, each responsive organization used a different title for this position. These titles are shown in the table above.

Technical Assistant - Curriculum

The following chart provides salary and title comparison data for a Technical Assistant - Curriculum position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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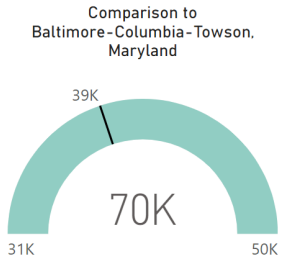

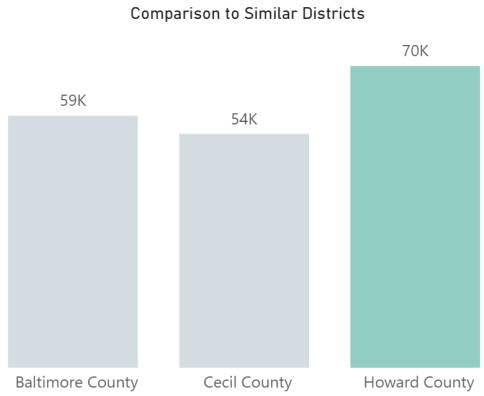

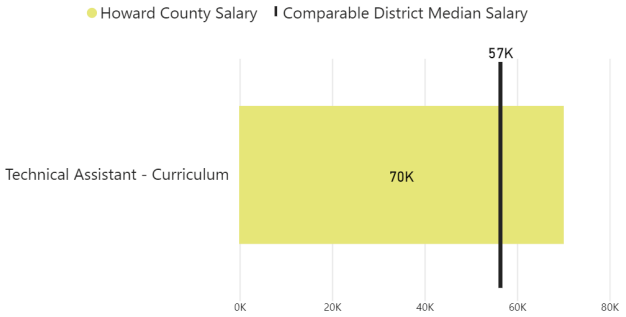

District	Title Used
Baltimore County	Administrative Secretary II
Cecil County	Executive Secretary VI
Howard County	Technical Assistant - Curriculum

Regionally, the closest match for a Technical Assistant - Curriculum position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Curriculum position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Technical Assistant - Curriculum position is above the median salary; however, it is important to note that salary data was available from two comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Technical Assistant - Digital Education

The following chart provides additional salary and title comparison data for a Technical Assistant - Digital Education position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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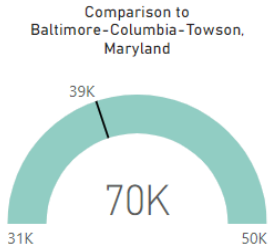

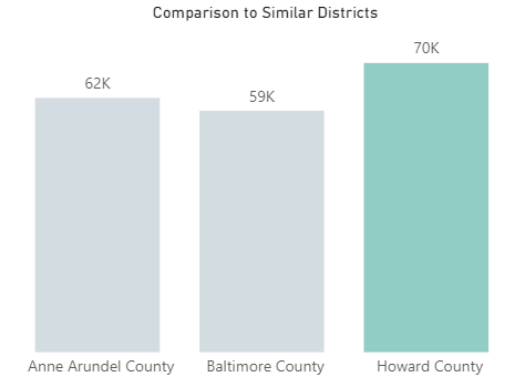

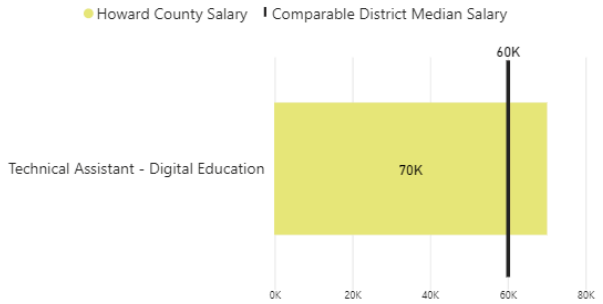

District	Title Used
Anne Arundel County	Special Education Extended School Year Technician
Baltimore County	Administrative Secretary II
Howard County	Technical Assistant - Digital Education

Regionally, the closest match for a Technical Assistant - Digital Education position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Digital Education position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Technical Assistant - Digital Education position is above the median salary; however, it is important to note that salary data was available from two comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Technical Assistant - Early Childhood Blueprint Initiatives

The following chart provides additional salary and title comparison data for a Technical Assistant - Early Childhood Blueprint Initiatives position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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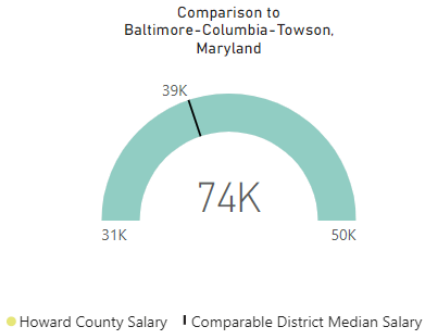

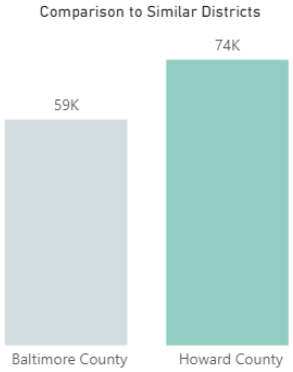

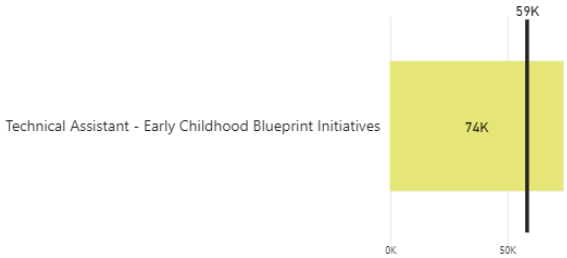

District	Title Used
Baltimore County	Administrative Secretary II
Howard County	Technical Assistant - Early Childhood Blueprint Initiatives

Regionally, the closest match for a Technical Assistant - Early Childhood Blueprint Initiatives position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Early Childhood Blueprint Initiatives position in Howard County exceeds the high point.

Compared to other districts included in this study, the salary for a Technical Assistant - Early Childhood Blueprint position is above the median salary; however, it is important to note that salary data was available from one comparable district. The available data is insufficient to support a recommendation for a compensation adjustment.

Technical Assistant - Early Childhood Programs

The following chart provides additional salary and title comparison data for a Technical Assistant - Early Childhood Programs position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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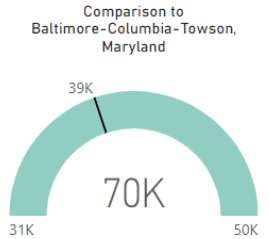

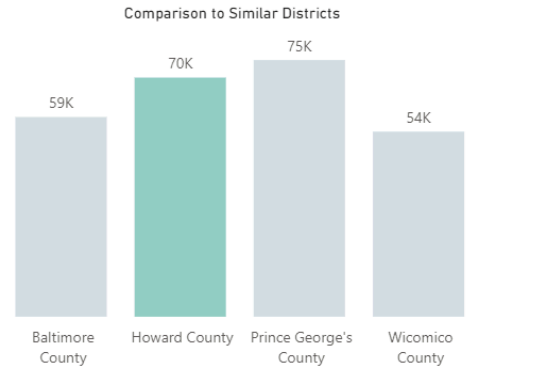

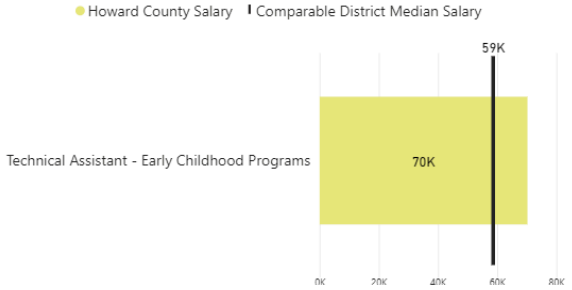

District	Title Used
Wicomico County	Accounting Associate IV - Early Childhood Grants Budget Monitor
Prince George's County	Administrative Secretary I
Howard County	Technical Assistant - Early Childhood Programs
Baltimore County	Administrative Secretary II

Regionally, the closest match for a Technical Assistant - Early Childhood Programs position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Early Childhood Programs position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Early Childhood Programs position is above the median salary. It is important to note that salary data was available from three comparable districts.

In the comparable data available, each responsive organization used a different title for this position. These titles are shown in the table above.

Technical Assistant - Early Intervention Services

The following chart provides additional salary and title comparison data for a Technical Assistant - Early Intervention Services position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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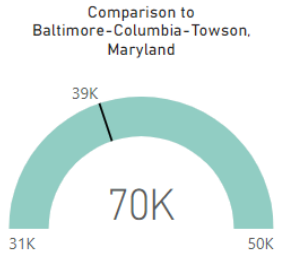

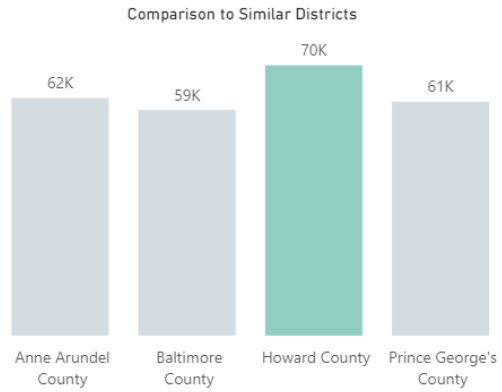

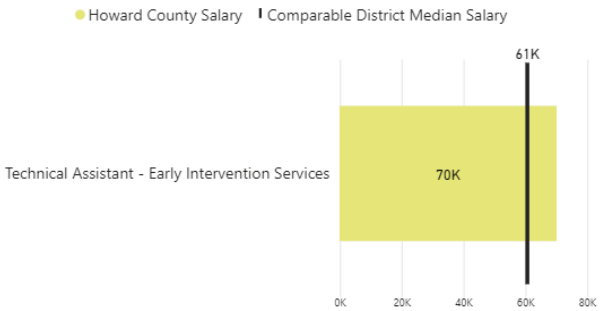

District	Title Used
Anne Arundel County	Early Childhood Intervention Technician
Baltimore County	Administrative Secretary II
Howard County	Technical Assistant - Early Intervention Services
Prince George's County	Early Intervention Liaison

Regionally, the closest match for a Technical Assistant - Early Intervention Services position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Early Intervention Services position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Early Intervention Services position is above the median salary. It is important to note that salary data was available from three comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Technical Assistant - Employee Services

The following chart provides additional salary and title comparison data for a Technical Assistant - Employee Services position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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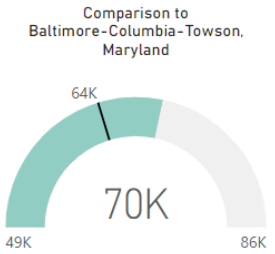

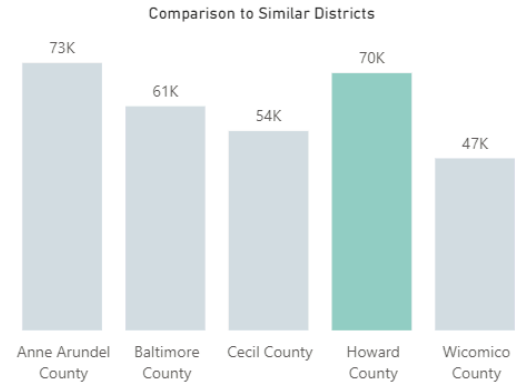

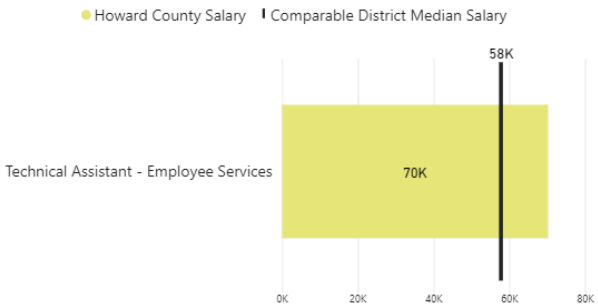

District	Title Used
Anne Arundel County	TECHNICIAN: HUMAN RESOURCES
Baltimore County	Absence Management Representative
Cecil County	HR Generalist
Howard County	Technical Assistant - Employee Services
Wicomico County	Human Resources Associate I - Employee Benefits

Regionally, the closest match for a Technical Assistant - Employee Services position is the Human Resources Specialists job category. For this general category, the salary for a Technical Assistant - Employee Services position in Howard County exceeds the midpoint.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Employee Services position is above the median salary. It is important to note that salary data was available from four comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Technical Assistant - Fine Arts

The following chart provides additional salary and title comparison data for a Technical Assistant - Fine Arts position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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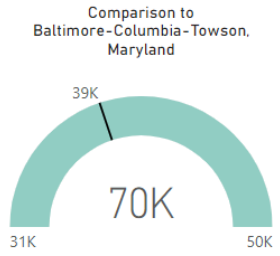

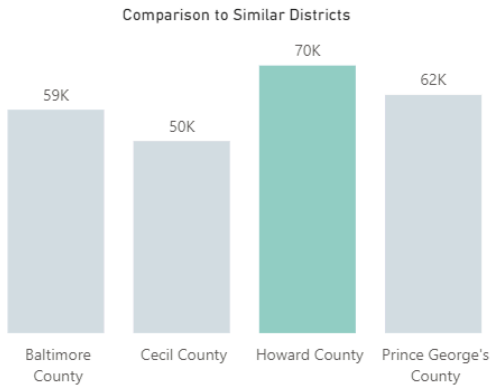

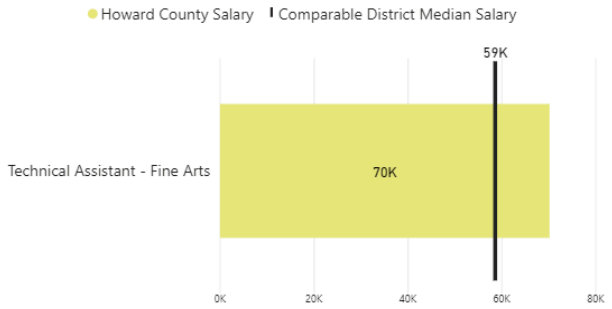

District	Title Used
Baltimore County	Administrative Secretary II
Cecil County	Administrative Secretary V
Howard County	Technical Assistant - Fine Arts
Prince George's County	Secretary II

Regionally, the closest match for a Technical Assistant - Fine Arts position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Fine Arts position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Fine Arts position is above the median salary. It is important to note that salary data was available from three comparable districts.

In the comparable data available, the most commonly used title for this position is Administrative Secretary. A full list of titles provided is shown in the table above.

Technical Assistant - Food and Nutrition Service

The following chart provides additional salary and title comparison data for a Technical Assistant - Food and Nutrition Service position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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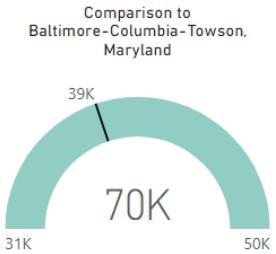

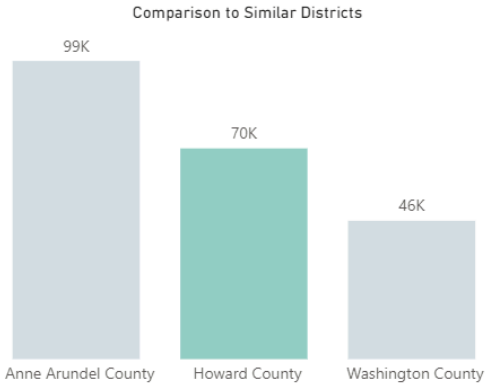

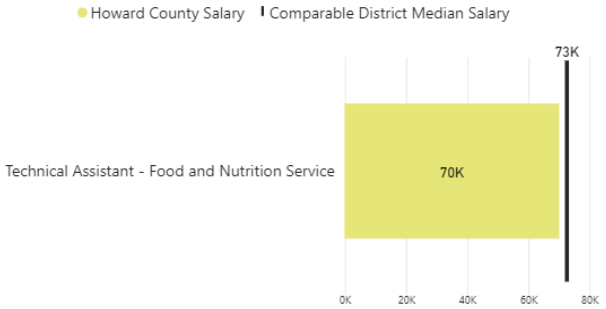

District	Title Used
Anne Arundel County	Food & Nutrition Services Specialist
Howard County	Technical Assistant - Food and Nutrition Service
Washington County	Administrative Assistant II- Food & Nutrition

Regionally, the closest match for a Technical Assistant - Food and Nutrition Service position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Food and Nutrition Service position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Food and Nutrition Service position is below the median salary; however, it is important to note that salary data was available from two comparable districts.

In the comparable data available, each responsive organization used a different title for this position. These titles are shown in the table above.

Technical Assistant - Gifted and Talented Programs

The following chart provides additional salary and title comparison data for a Technical Assistant - Gifted and Talented Programs position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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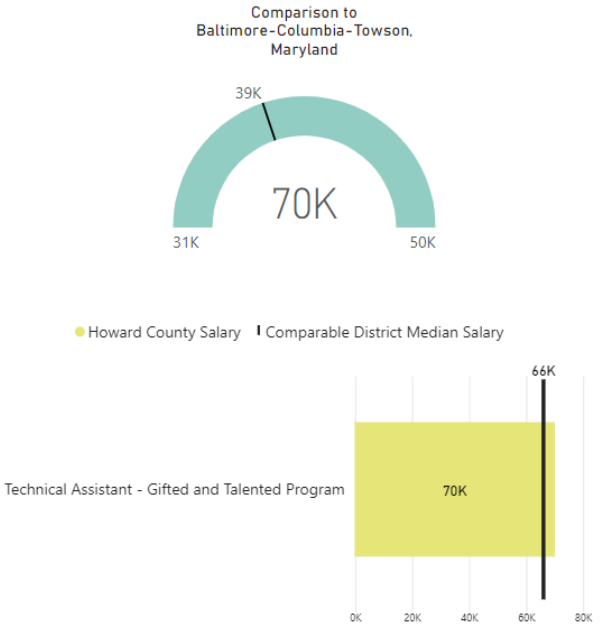

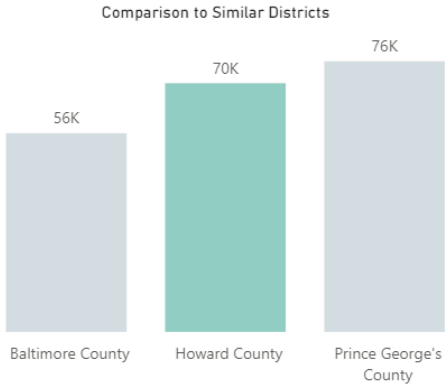

District	Title Used
Baltimore County	Administrative Secretary I
Howard County	Technical Assistant - Gifted and Talented Program
Prince George's County	Secretary II

Regionally, the closest match for a Technical Assistant - Gifted and Talented Programs position is the Office and Administrative Support Workers, All Other job category. For this general category, the hourly rate for a Technical Assistant - Gifted and Talented Programs position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Technical Assistant - Gifted and Talented Programs position is below the median hourly rate; however, it is important to note that hourly rate data was available from two comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Technical Assistant - Human Resources

The following chart provides additional salary and title comparison data for a Technical Assistant - Human Resources position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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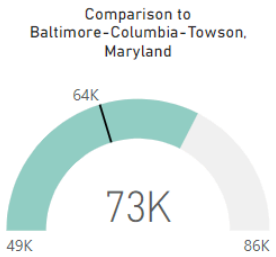

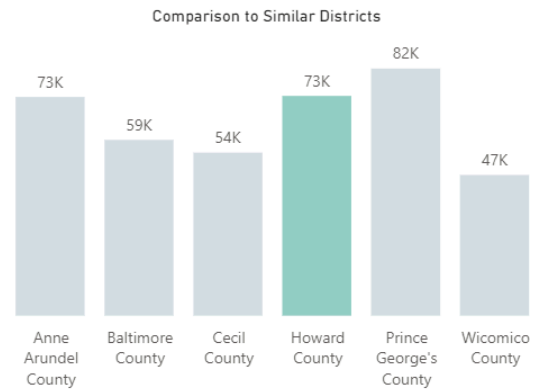

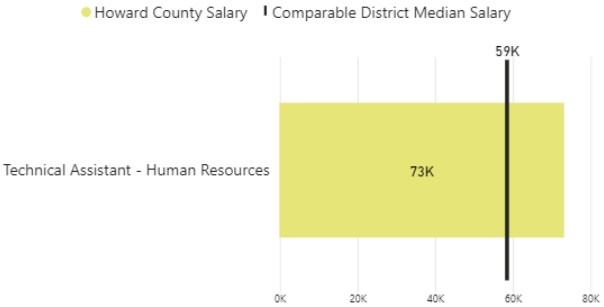

District	Title Used
Anne Arundel County	TECHNICIAN: HUMAN RESOURCES
Baltimore County	Administrative Secretary II
Cecil County	HR Generalist
Howard County	Technical Assistant - Human Resources
Prince George's County	Human Resources Jr Partner - Employee Services
Wicomico County	Human Resources Associate I - Worker's Comp

Regionally, the closest match for a Technical Assistant - Human Resources position is the Human Resources Specialists job category. For this general category, the salary for a Technical Assistant - Human Resources position in Howard County exceeds the midpoint.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Human Resources position is above the median salary. It is important to note that salary data was available from five comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Technical Assistant - LMS

The following chart provides additional salary and title comparison data for a Technical Assistant - LMS position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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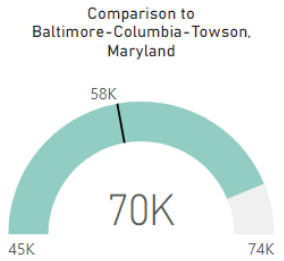

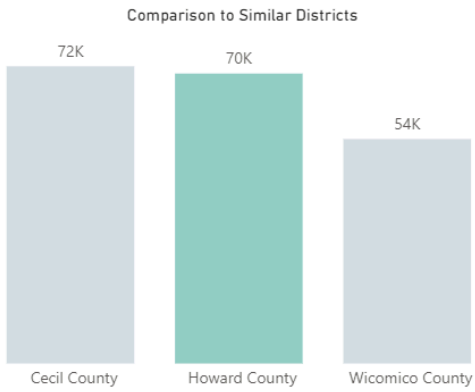

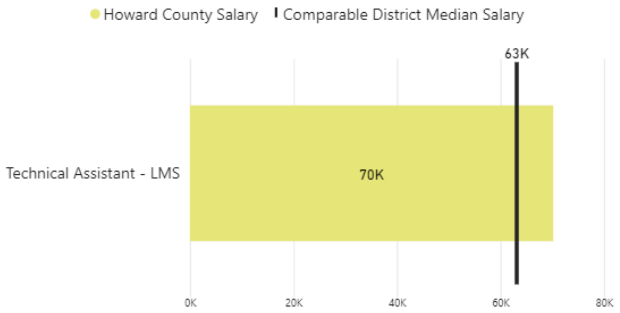

District	Title Used
Cecil County	Systems Analyst
Howard County	Technical Assistant - LMS
Wicomico County	Student Data Analyst

Regionally, the closest match for a Technical Assistant - LMS position is the Computer User Support Specialists job category. For this general category, the salary for a Technical Assistant - LMS position in Howard County exceeds the midpoint.

Compared to responsive districts included in this study, the salary for a Technical Assistant - LMS position is above the median salary; however, it is important to note that salary data was available from two comparable districts.

In the comparable data available, each responsive organization used a different title for this position. These titles are shown in the table above.

Technical Assistant - Media Technical Services

The following chart provides additional salary and title comparison data for a Technical Assistant - Media Technical Services position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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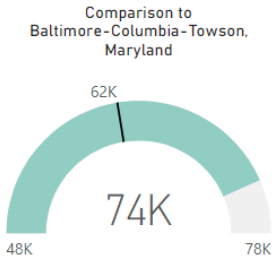

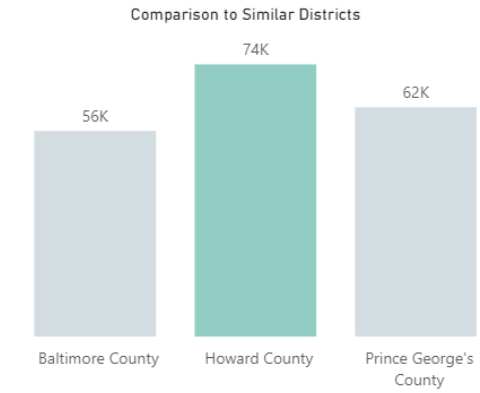

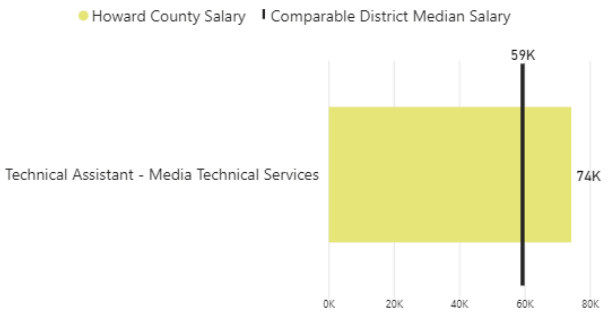

District	Title Used
Baltimore County	Administrative Secretary I
Howard County	Technical Assistant - Media Technical Services
Prince George's County	Secretary II

Regionally, the closest match for a Technical Assistant - Media Technical Services position is the Librarians and Media Collections Specialists job category. For this general category, the salary for a Technical Assistant - Media Technical Services position in Howard County exceeds the midpoint.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Media Technical Services position is above the median salary; however, it is important to note that salary data was available from two comparable districts.

In the comparable data available, each responsive district provided a different title for this position. These titles are shown in the table above.

Technical Assistant - Payroll

The following chart provides additional salary and title comparison data for a Technical Assistant - Payroll position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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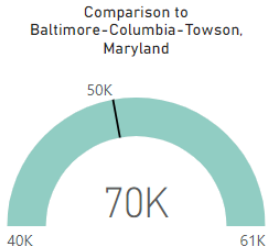

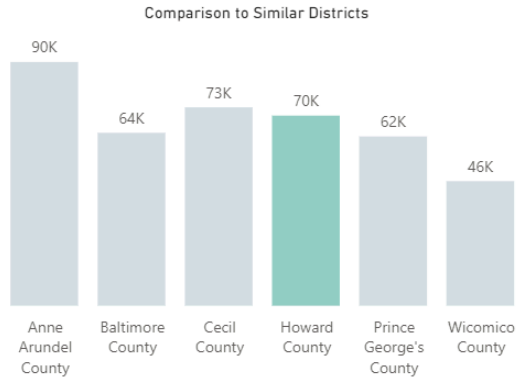

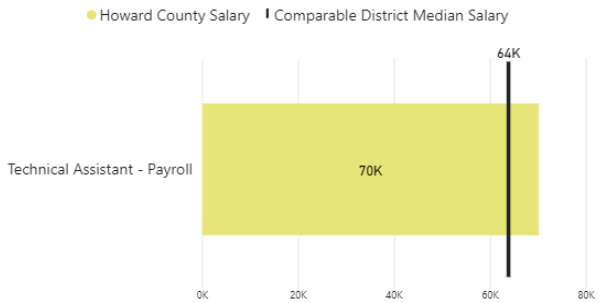

District	Title Used
Anne Arundel County	Payroll Process Support Specialist
Baltimore County	Payroll Representative
Cecil County	Payroll Specialist - Central Office Supervisory Staff
Howard County	Technical Assistant - Payroll
Prince George's County	Payroll Clerk I
Wicomico County	Accounting Associate III - Payroll

Regionally, the closest match for a Technical Assistant - Payroll position is the Payroll and Timekeeping Clerks job category. For this general category, the salary for a Technical Assistant - Payroll position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Payroll position is above the median salary. It is important to note that salary data was available from five comparable districts.

In the comparable data available, each responsive organization used a different title variation involving Payroll for this position. A full list of titles provided is shown in the table above.

Technical Assistant - Processes

The following chart provides additional salary and title comparison data for a Technical Assistant - Processes position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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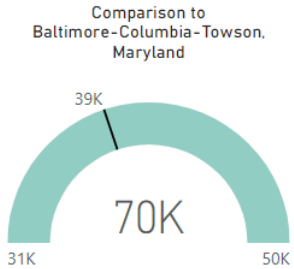

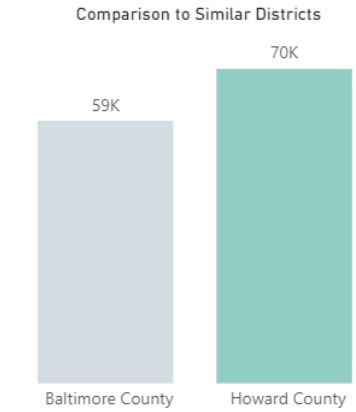

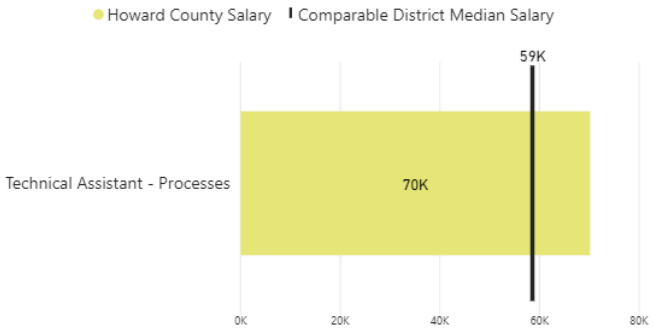

District	Title Used
Baltimore County	Administrative Secretary II
Howard County	Technical Assistant - Processes

Regionally, the closest match for a Technical Assistant - Processes position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Processes position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Processes position is above the median salary; however, it is important to note that salary data was available from one comparable district. The available data is insufficient to support a recommendation for a compensation adjustment.

Technical Assistant - Professional and Organizational Development

The following chart provides additional salary and title comparison data for a Technical Assistant - Professional and Organizational Development position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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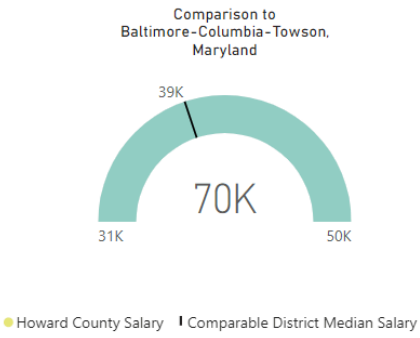

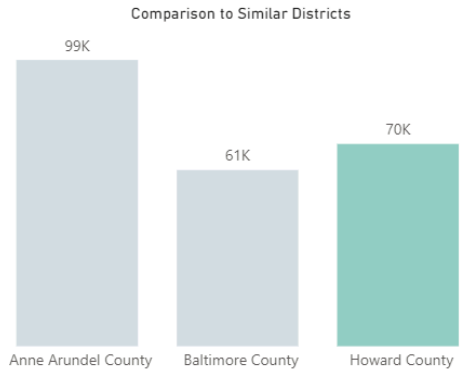

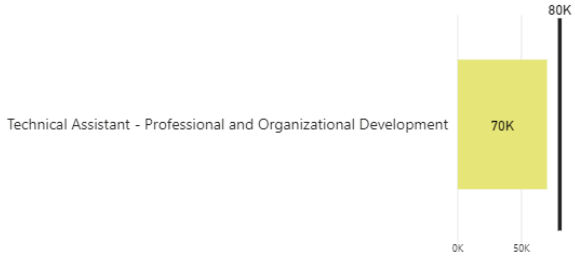

District	Title Used
Anne Arundel County	Professional Growth & Development Specialist
Baltimore County	Program Assistant
Howard County	Technical Assistant - Professional and Organizational Development

Regionally, the closest match for a Technical Assistant - Professional and Organizational Development position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Professional and Organizational Development position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Professional and Organizational Development position is below the median salary; however, it is important to note that salary data was available from two comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Technical Assistant - Program Innovation

The following chart provides additional salary and title comparison data for a Technical Assistant - Program Innovation position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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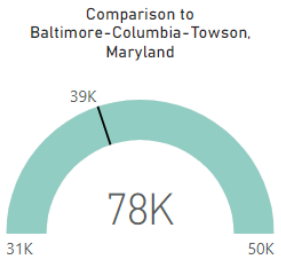

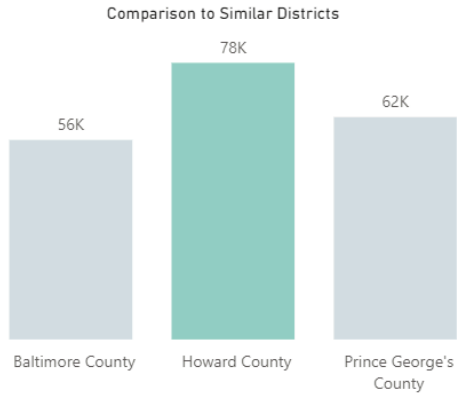

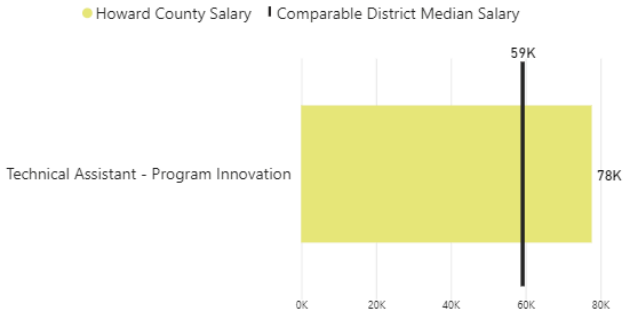

District	Title Used
Baltimore County	Administrative Secretary I
Howard County	Technical Assistant - Program Innovation
Prince George's County	School Secretary II

Regionally, the closest match for a Technical Assistant - Program Innovation position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Program Innovation position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Program Innovation position is above the median salary; however, it is important to note that salary data was available from two districts out of six comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Technical Assistant - Section 504 & Student Services

The following chart provides additional salary and title comparison data for a Technical Assistant - Section 504 & Student Services position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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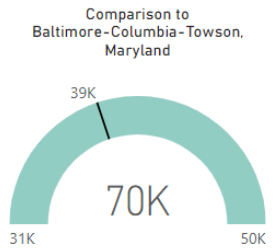

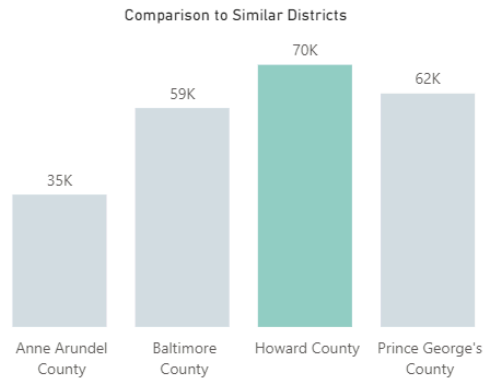

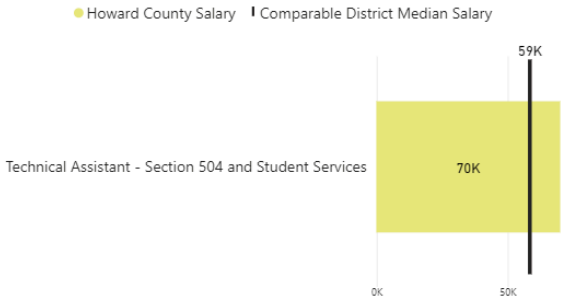

District	Title Used
Anne Arundel County	Section 504 Clerk
Baltimore County	Administrative Secretary II
Howard County	Technical Assistant - Section 504 & Student Services
Prince George's County	Secretary II

Regionally, the closest match for a Technical Assistant - Section 504 & Student Services position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Section 504 & Student Services position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Section 504 & Student Services position is above the median salary. It is important to note that salary data was available from three districts out of six comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Technical Assistant - Service Navigator for Homeless Support

The following chart provides additional salary and title comparison data for a Technical Assistant - Service Navigator for Homeless Support position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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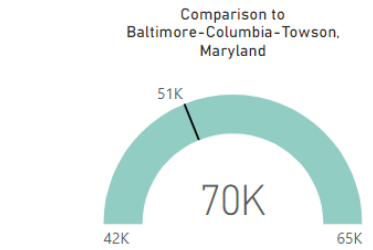

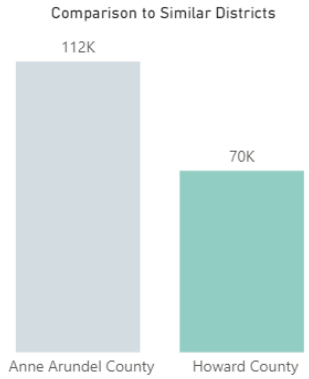

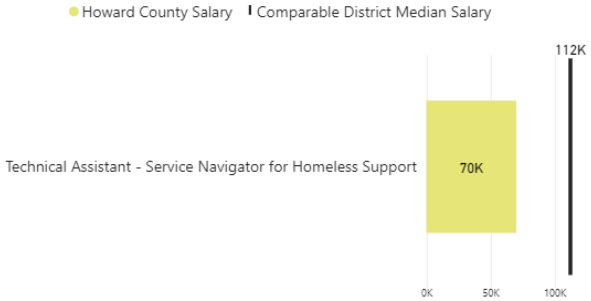

District	Title Used
Anne Arundel County	Pupil Personnel Worker: 12 Month
Howard County	Technical Assistant - Service Navigator for Homeless Support

Regionally, the closest match for a Technical Assistant - Service Navigator for Homeless Support position is the Child, Family, and School Social Workers job category. For this general category, the salary for a Technical Assistant - Service Navigator for Homeless Support position exceeds the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Service Navigator for Homeless Support position is below the median salary; however, it is important to note that salary data was available from one comparable district. The available data is insufficient to support a recommendation for a compensation adjustment.

Technical Assistant - Special Education Compliance

The following chart provides additional salary and title comparison data for a Technical Assistant - Special Education Compliance position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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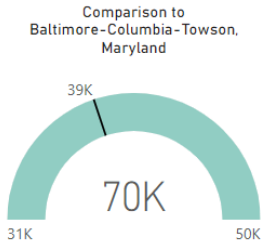

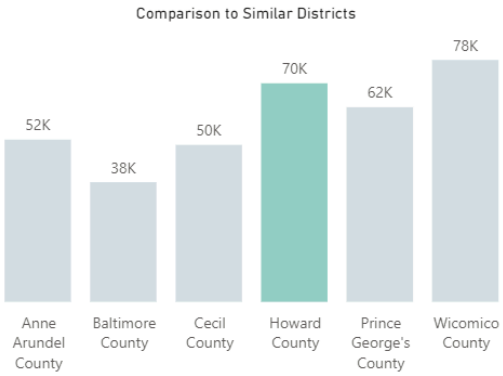

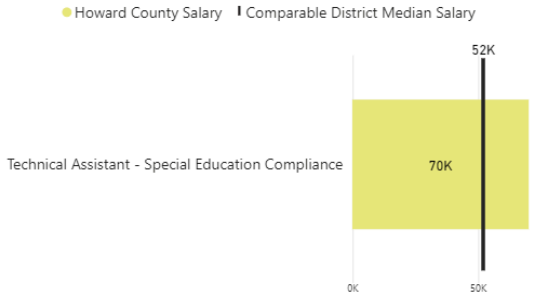

District	Title Used
Anne Arundel County	Special Education Technology Support Technician
Baltimore County	Administrative Secretary I
Benchmark - Baltimore-Columbia-Towson, MD	Office and Administrative Support Workers, All Other
Cecil County	Administrative Secretary V
Howard County	Technical Assistant - Special Education Compliance
Prince George's County	Secretary II
Wicomico County	Accountant II - Special Education

Regionally, the closest match for a Technical Assistant - Special Education Compliance position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Special Education Compliance position in Howard County exceeds the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Special Education Compliance position is above the median salary. It is important to note that salary data was available from five comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Technical Assistant - Student Access and Achievement

The following chart provides additional salary and title comparison data for a Technical Assistant - Student Access and Achievement position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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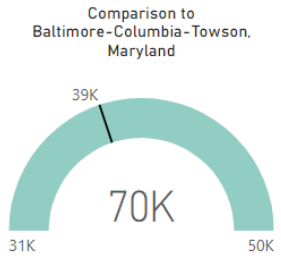

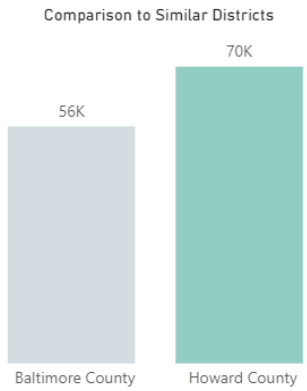

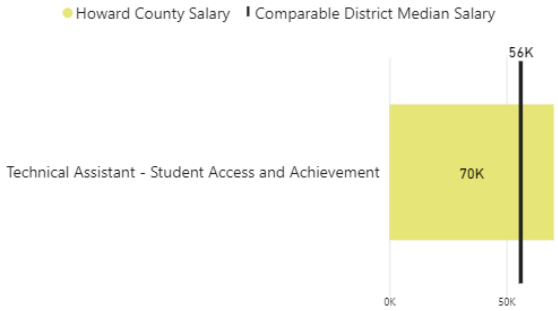

District	Title Used
Baltimore County	Administrative Secretary I
Howard County	Technical Assistant - Student Access and Achievement

Regionally, the closest match for a Technical Assistant - Student Access and Achievement position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Student Access and Achievement position in Howard County is above the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Student Access and Achievement position is above the median salary; however, it is important to note that salary data was available from one comparable district. The available data is insufficient to support a recommendation for a compensation adjustment.

Technical Assistant - Temporary Housing

The following chart provides additional salary and title comparison data for a Technical Assistant - Temporary Housing position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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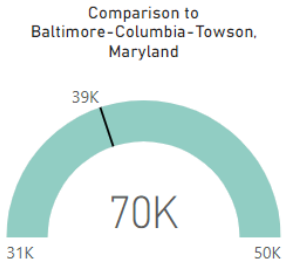

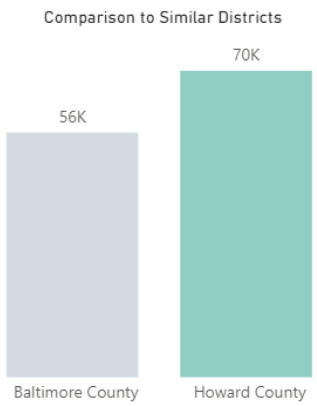

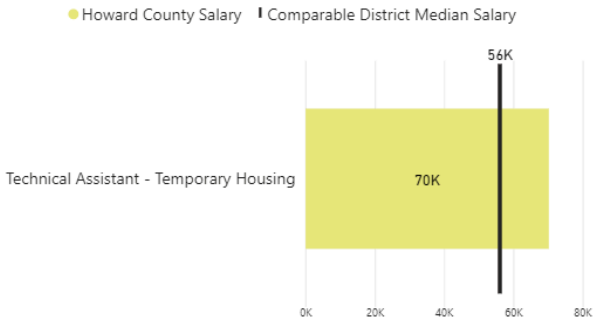

District	Title Used
Baltimore County	Administrative Secretary I
Howard County	Technical Assistant - Temporary Housing

Regionally, the closest match for a Technical Assistant - Temporary Housing position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Temporary Housing position in Howard County is above the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Temporary Housing position is above the median salary; however, it is important to note that salary data was available from one comparable district. The available data is insufficient to support a recommendation for a compensation adjustment.

Technical Assistant - Transportation

The following chart provides additional salary and title comparison data for a Technical Assistant - Transportation position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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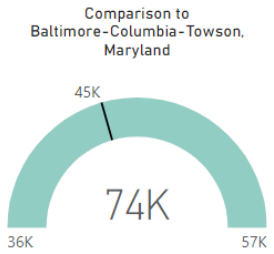

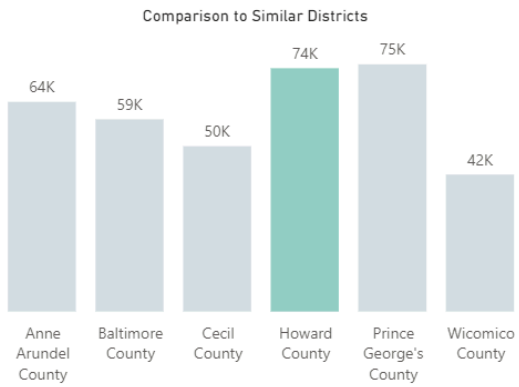

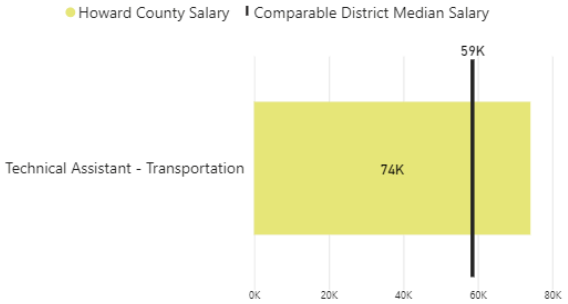

District	Title Used
Anne Arundel County	Transportation Technician: Operations
Baltimore County	Clerk IV
Cecil County	Administrative Secretary V
Howard County	Technical Assistant Transportation
Prince George's County	Administrative Secretary I
Wicomico County	Office Associate III - Transportation

Regionally, the closest match for a Technical Assistant - Transportation position is the Dispatchers, Except Police, Fire, and Ambulance job category. For this general category, the salary for a Technical Assistant - Transportation position in Howard County is above the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Transportation position is above the median salary. It is important to note that salary data was available from five comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Technical Assistant - Use of School Facilities

The following chart provides additional salary and title comparison data for a Technical Assistant - Use of School Facilities position. This highlights the median salary paid for this position in Howard County compared to available regional data and the median or current salary of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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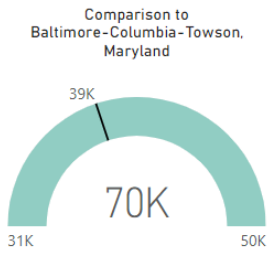

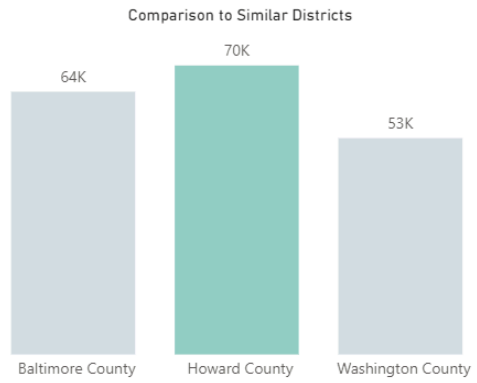

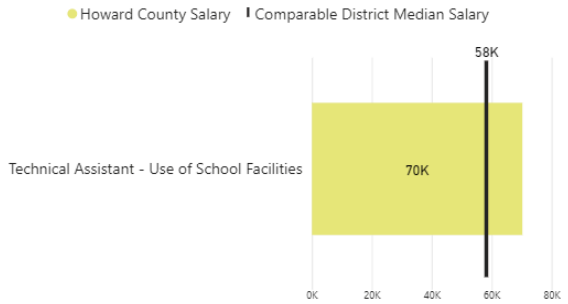

District	Title Used
Baltimore County	Use of Facilities Assistant
Howard County	Technical Assistant - Use of School Facilities
Washington County	Administrative Assistant- Facilities Planning Management

Regionally, the closest match for a Technical Assistant - Use of School Facilities position is the Office and Administrative Support Workers, All Other job category. For this general category, the salary for a Technical Assistant - Use of School Facilities position in Howard County is above the high point.

Compared to responsive districts included in this study, the salary for a Technical Assistant - Use of School Facilities position is above the median salary; however, it is important to note that salary data was available from two comparable districts.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Testing Assistant

The following chart provides hourly rate and title comparison data for a Testing Assistant position. This highlights the median hourly rate paid for this position in Howard County compared to available regional data and the median or current hourly rate of available comparable district data. The chart additionally provides insight into the titles used for this position by comparable districts.

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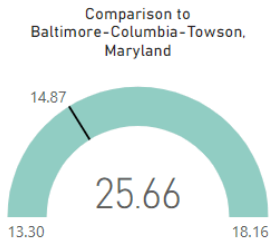

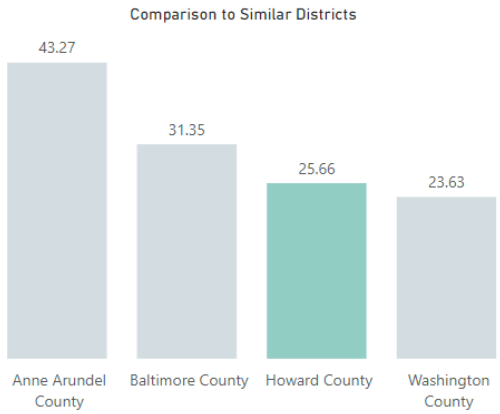

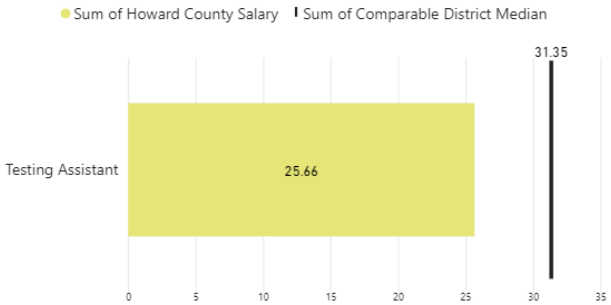

District	Title Used
Anne Arundel County	Testing Support Specialist
Baltimore County	Assessment Representative
Howard County	Testing Assistant
Washington County	Administrative Assistant II- Statistical Assessment

Regionally, the closest match for a Testing Assistant is the Teaching Assistants, Except Postsecondary job category. For this general category, the hourly rate for a Testing Assistant in Howard County exceeds the high point.

Compared to responsive districts included in this study, the hourly rate for a Testing Assistant is below the median hourly rate. It is important to note that hourly rate data was available from three comparable districts. **A compensation adjustment is recommended for this position.**

It is important to note that one responsive comparable district has a higher rate of pay for this position than other responsive districts; the comparable position in that organization has a higher degree of responsibility compared to Howard County's role. This organization's pay may be seen as an outlier and was not factored into the recommended compensation adjustment for Howard County.

In the comparable data available, each responsive district used a different title for this position. These titles are shown in the table above.

Compensation Adjustments

Market Adjustments

As noted previously, many of the positions included in this study feature blended responsibilities between administrative support and specialized duties which make direct comparisons to the market challenging. Comparable organizations frequently lacked equivalent positions for reference, and job categories in regional market data frequently matched only some aspects of a position but not others.

Despite this complexity, CESO HR's analysis indicates that Howard County Public Schools is positioned as a leader in compensation within the market. Howard County's commitment to competitive compensation is evident, with many positions surpassing regional benchmarks.

CESO HR has identified eight positions in the study that are paid below the midpoint in comparison to responsive comparable districts. CESO HR recommends adjusting compensation for these roles

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depending on the district's available budget and budget priorities. Compensation adjustments are recommended for the following positions:

Position	Current Pay Range	Recommended Range
Administrative Secretary - Human Resources	$20.03 - $36.11	$22.01 - $36.11
Middle School Data Clerk	$19.40 - $35.03	$21.29 - $35.28
Paraeducator - ESOL	$18.97 - $33.11	$18.97 - $33.82
Paraeducator - Math	$18.97 - $33.11	$18.97 - $33.82
Principal Secretary - Elementary School	$20.67 - $38.28	$22.80 - $40.41
Principal Secretary - High School	$20.67 - $38.28	$22.80 - $40.41
Principal Secretary - Middle School	$20.67 - $38.28	$22.80 - $40.41
Registrar	$19.40 - $35.03	$21.32 - $35.10
School Financial Bookkeeper	$19.40 - $35.03	$22.62 - $36.22
Secretary - Special Education	$20.03 - $36.11	$22.17 - $38.00
Teacher's Secretary	$19.19 - $33.98	$20.74 - $34.39
Testing Assistant	$18.97 - $33.11	$18.97 - $34.76

Recommended ranges are calculated by averaging the low and high data from comparable districts and regional data, while excluding outliers. Where the district's range falls below this average, a compensation adjustment is recommended to align with the average range identified from the specified data sources. No adjustment is recommended if the district's current range falls within the identified average range.

Technical Assistant Compensation

If the district proceeds with implementing a level-based model for classifying its Technical Assistant positions, CESO HR recommends leveraging the existing three grades that currently delineate Technology Assistants as the basis for compensation within the recommended level-based model detailed earlier in this report. Recommended ranges for these levels are listed in the table below

Upon review, it has been determined that there are no Technical Assistant positions requiring a

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Technical Assistant Level	Recommended Range
Level I	$47,578 - $94,540
Level II	$51,477 - $98,627
Level III	$54,965 - $102,286

The Technical Assistant positions are all compensated competitively compared to the regional market and responsive districts, and no adjustments to compensation are otherwise recommended after aligning positions to their respective levels in this model.

Regular Pay Increases

In addition to the compensation adjustments noted above, CESO HR recommends an increase for all positions to remain equitable and competitive. CESO HR additionally recommends the district factor in a percentage increase for all positions in future years to keep positions competitive with the market. Building regular pay increases into its budget will protect the district from falling behind the market on compensation for its positions.

Additional Pay Factors

To continue to position Howard County Public Schools as an employer of choice in the region, CESO HR recommends building additional pay factors into appropriate positions. In this example, a position's base salary is aligned with the market, and employees receive further compensation for additional responsibilities, certifications, or other factors as established by the district. This creates a formal and strategically driven way an employee can achieve additional pay that is fair and transparent.

Conclusion •

CESO HR is prepared to continue to support Howard County Public Schools through its ongoing partnership with implementation of any or all recommended action items or other needs as identified and desired by the district. Key services provided by CESO HR may be found in Appendix F.

Appendix A: Comparable District Data •

This appendix includes the criteria used to determine comparative districts including location, size, and demographics. The table below highlights the key demographic data for each district and which comparable criteria each district met to be included in this study.

District	Enrollment	%Black	%Asian	%Hispanic	%White	%Low Income	Location from HCPS	Comparable
Howard County	*57,325*	*24.8%*	*23.4%*	*13.1%*	*31.9%*	*15.2%*	*n/a*	*n/a*
Anne Arundel	83,163	21.7%	3.9%	18.9%	48.7%	27.3%	35 miles northwest	location, demographics

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County								
Baltimore City	77,807	74.3%	0.8%	15.7%	7.3%	50.5%	30 miles east	size, location
Baltimore County	111,136	40.4%	7.1%	14.0%	32.8%	27.3%	25 miles northeast	location
Carroll County	25,054	4.6%	3.1%	7.8%	80.1%	15.7%	25 miles north	location,
Calvert County	15,407	13.4%	1.5%	7.6%	67.2%	15.5%	75 miles southeast	location
Cecil County	14,780	10.2%	0.7%	8.7%	73.0%	26.3%	85 miles northeast	location
Charles County	26,875	56.8%	3.1%	11.9%	19.8%	28.7%	70 miles south	size, location
Frederick County	45,220	13.8%	6.8%	20.0%	52.6%	20.3%	30 miles west	size, location
Harford County	37,920	20.5%	3.3%	8.6%	59.7%	25.9%	55 miles northeast	size, location
Montgomery County	158,231	21.9%	14.1%	33.4%	25.3%	27.6%	25 miles southwest	location, demographics
Prince George's County	128,770	54.1%	2.7%	37.4%	3.9%	40.1%	50 miles south	location
St. Mary's County	17,480	18.5%	2.4%	7.8%	62.2%	23.0%	90 miles southeast	location
Wicomico County	14,664	36.8%	2.9%	12.8%	38.3%	47.0%	125 miles southeast	location, demographics

Appendix B: Job Analysis Supporting Data •

Job Analysis Titles

The table below illustrates the 49 titles provided by HCPSS staff for the job analysis.

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Job Analysis Titles
Administrative Secretary - Human Resources
Administrative Secretary I
Administrative Secretary II
Grade Scheduling Processor
Logistics Assistant
Medicaid Billing Technician
Middle School Data Clerk
Paraeducator
Paraeducator - Media
Paraeducator - Science
Paraeducator - Math
Paraeducator - ESOL
Paraeducator - Title I
Principal's Secretary - Elementary School
Principal's Secretary - High School
Principal's Secretary - Middle School
Registrar
School Counseling Secretary
School Financial Bookkeeper
Secretary
Secretary - Communication and Engagement
Secretary - Early Intervention Services
Secretary - Special Education
Teachers' Secretary
Technical Assistant
Technical Assistant - Curriculum
Technical Assistant - Digital Education

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Job Analysis Titles
Technical Assistant - Early Childhood Blueprint Initiatives
Technical Assistant - Early Childhood Programs
Technical Assistant - Early Intervention Services
Technical Assistant - Employee Services
Technical Assistant - Fine Arts
Technical Assistant - Food and Nutrition Service
Technical Assistant - Gifted and Talented Program
Technical Assistant - Human Resources
Technical Assistant - LMS
Technical Assistant - Media Technical Services
Technical Assistant - Payroll
Technical Assistant - Processes
Technical Assistant - Professional and Organizational Development
Technical Assistant - Program Innovation
Technical Assistant - Section 504 and Student Services
Technical Assistant - Service Navigator for Homeless Support
Technical Assistant - Special Education Compliance
Technical Assistant - Student Access and Achievement
Technical Assistant - Temporary Housing
Technical Assistant - Transportation
Technical Assistant - Use of School Facilities
Testing Assistant

Job Analysis Survey Questions

The questions asked of employees in the job analysis survey are listed below. These questions were used to help complete the analysis of positions and whether actual duties aligned with the available job descriptions. Employees were asked to have their job description with them at the time they completed the survey.

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Personnel Information

1. Please fill out your employee information below.
    a. Employee Name
    b. Current Job Title
    c. Department
    d. Supervisor
2. What is your position status?
    a. Full-time (at least 40 hours per week)
    b. Part-time (less than 40 hours per week)
3. Where do you perform your job duties?
    a. On-site
    b. Remote
    c. Hybrid
4. Does your position require an alternative work schedule, such as evenings or weekends?
    a. Yes
    b. No
5. If yes, please explain your alternative work schedule below.

Job Purpose

6. In your current job description, does the purpose statement accurately represent the purpose of your job?
    a. Yes
    b. No
    c. Unknown
7. In 2-3 sentences, explain what you do in your job and why the job must be performed.

Job Duties

8. Do you feel that your job description overall is an accurate representation of what you do in your job (90% or more accurate)?
    a. Yes
    b. No
    c. Unknown
9. What can be improved to make your job description more accurate?
    a. The job title
    b. The purpose statement
    c. The minimum qualifications
    d. The preferred qualifications
    e. The main job duties
    f. The work environment
    g. Other (please specify)
10. Please list your main job duties.
11. Is your current job title accurate based on the job duties you perform?
12. If not, what is an accurate job title for the duties you perform?

Qualifications

13. What is the level of formal education required for your position?
14. How many years of experience in the field performing relevant duties do you believe is necessary for a new employee being hired in your position?
    a. 1 year or less
    b. More than 1 year, up to 3 years
    c. More than 5 years, up to 10 years

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d. More than 10 years

15. Are there certifications, licenses, and/or accreditations required for your position?
    a. Yes
    b. No
16. If yes, please list the certifications, licenses, and/or accreditations required for your position.
17. Is special training or experience required to perform the main duties of your job?
    a. Yes
    b. No
18. If yes, please explain the training and/or experience needed to do your job.

Supervisory Responsibilities

19. Do you supervise employees as a part of your main duties?
    a. Yes
    b. No
20. How many employees do you directly supervise?
    a. 10 or fewer
    b. 11-20
    c. 21-50
    d. More than 50
21. What is your level of supervision?
    a. Supervise individual contributors
    b. Supervise other managers/supervisors
    c. Supervise directors or other executive level employees
22. Do you manage a department or division?
    a. Yes, department
    b. Yes, division
    c. No
23. Please select all duties you perform in your supervisory role.
    a. Evaluate and document performance
    b. Make hiring and firing decisions
    c. Make recommendations for hiring and firing decisions
    d. Make pay decisions
    e. Train and develop employees
    f. Administer corrective action
    g. Create and manage team schedules
    h. Identify and apply career advancement opportunities
    i. Help resolve employee problems and disputes
    j. Other (please specify)

Fiscal Responsibilities

24. Do you have fiscal responsibility in your job?
    a. Yes
    b. No
25. What level of fiscal responsibility are you required to perform?
    a. Monitor budget and provide reports on budget
    b. Reconcile and/or move funds within budgets
    c. Draft/develop budgets
    d. Approve within budgets
    e. Approve budget exceptions
    f. Other (please specify)
26. If known, what fiscal amount are you responsible for?

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Problem Solving

27. Which of the following best describes how you solve problems most often in your work?
    a. I solve over 90% of problems on my own.
    b. I get help from my supervisor or others to solve unusual problems I can't solve on my own, but a majority of problems are solved by me.
    c. An equal number of problems are solved by me and by getting help from my supervisor or others.
    d. I get help from my supervisor or others to solve most problems.
    e. I have to check with my supervisor or others before solving problems other than what the established procedures state.
28. Which of the following best describes problems typically encountered in the main duties of your job?
    a. Problems are almost always routine, repetitive, and can be solved by following policies and procedures.
    b. Problems are usually varied and require analysis and interpretation of the situation. Knowledge, skills, and general practices are used to solve problems.
    c. Problems are almost always highly variable, quite complex, and often unique. Creative approaches, new concepts, and/or advanced data analysis may be needed to solve problems.

Decision Making

29. What people or work are primarily affected by the decisions you make in the main duties of your job? (Select two)
    a. My own work
    b. The work of others in my work group, possibly contributing to operational decisions that affect the department
    c. The work of others in my department, contributing to important strategy and business decisions within the department
    d. The work of others outside my department, having significant impact on the operations and strategy of the organization
    e. Others outside my organization, impacting the public or external stakeholders
30. What primary decisions are you responsible for making and held accountable for in their results?

Collaboration

31. Which of the following best demonstrates the extent of autonomy in your role?
    a. Work is routinely monitored, and detailed instructions are given by supervisor/manager
    b. Work is organized within general guidelines established by supervisor/manager
    c. Results are defined by supervisor/manager, and work is accomplished independently using current practices as guidelines. Supervisor/manager is available to resolve problems
    d. Results are defined and work is accomplished independently with little to no guidelines. Supervisor/manager is available for guidance on overall direction
32. For all forms of collaboration, you participate in while performing the main duties of your job, select whether they occur within the department, across the organization, or externally. (Select all that apply)

	Within department	Across the organization	External to the organization

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Exchange routine, factual information and questions			
Exchange detailed information and/or resolve varied problems			
Work with sensitive and/or confidential information			
Identify concerns, determine solutions, and resolve or redirect appropriately			
Collaborate on small projects			
Collaborate on major projects			
Gain cooperation and acceptance of ideas			
Resolve conflicts and negotiate			
Develop and maintain key relationships to enhance the quality and flow of work			

Physical and Mental Abilities

33. Please select all physical requirements you use in the main duties of your job. For more information and visual examples of each physical requirement, please visit https://www.bls.gov/ors/factsheet/visual-overview-of-physical-demands.htm
    a. Sitting: remaining in a seated position
    b. Standing or walking: being on one's feet in upright position or moving about on foot
    c. Alternate between sitting and standing flexibility to choose between being in a seated or upright position during workday
    d. Lifting or carrying raising, lowering, or transporting an object
    e. Lifting or carrying up to 10 pounds
    f. Lifting or carrying up to 20 pounds
    g. Lifting or carrying up to 30 pounds
    h. Lifting or carrying up to 40 pounds
    i. Lifting or carrying up to 50 pounds

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j. Lifting or carrying more than 50 pounds
k. Pushing or pulling using legs or arms to move object away or toward destination
l. Reaching overhead: extending arms higher than head
m. Reaching at or below shoulder level: extending arms not to exceed above head height
n. Keyboarding: using a keyboard to enter data or text into a machine such as a computer
o. Gross manipulation: working with the hands such as seizing, grasping, holding, or turning
p. Fine manipulation: using fingers such as touching, pinching, or picking
q. Foot or leg controls: moving controls on equipment such as pedals, buttons, levers, or cranks using the feet or legs
r. Driving: operating a motorized vehicle
s. Driving: operating a passenger vehicle
t. Driving: operating buses
u. Driving: operating equipment (e.g., forklifts, tractors, excavators)
v. Stooping: bending the body forward and spine down at the waist
w. Crouching: bending legs downward and spine forward
x. Kneeling: bending legs and resting on knees
y. Crawling: using hands and knees or hands and feet to move about
z. Climbing ramps or stairs: moving up or down ramps or stairs as part of regular job duties such as climbing stairs into work truck (commuting to/from work and entering/exiting the building are not included)
aa. Climbing ladders, ropes, or scaffolding: moving up and down ladders, ropes, scaffolding, poles, and other structures using both feet or legs and hands or arms
bb. Speaking: using spoken work to communicate information and ideas to others
cc. Hearing: distinguishing speech and other sounds
dd. Visual: clarity of vision at 20 inches or less such as reading small print or computers
ee. Visual: clarity of vision at 20 feet or more
ff. Other (please specify)

34. Please select all mental abilities that are required to perform the main duties of your job.
    a. Comprehension: ability to understand and apply oral/written instructions or information
    b. Comprehension: ability to understand complex problems and explore solutions
    c. Comprehension: ability to understand other points of view
    d. Organization: ability to organize thoughts and ideas so that others can understand
    e. Organization: ability to organize own work schedule and tasks
    f. Organization: ability to organize the work schedule and tasks of others
    g. Reasoning and decision-making ability to be rational and make decisions that have limited impact on the department
    h. Reasoning and decision-making ability to be rational and make decisions that significantly impact the organization's operations and services
    i. Reasoning and decision-making ability to monitor the impact of decisions outside the organization
    j. Communication: ability to exchange and express ideas with others inside the organization
    k. Communication: ability to communicate with others outside the organization
    l. Communication: ability to communicate technical, detailed information to others
    m. Communication: ability to compose routine documents with written word such as forms, letters, memos, or reports
    n. Communication: ability to compose advanced technical documents with written word such as legal documents, authoritative reports, or official publications

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o. Communication: ability to make presentations and speak before groups inside or outside the organization
p. Communication: ability to present to fellow colleagues in the department
q. Communication: ability to present to leaders in the organization
r. Communication: ability to present to stakeholders outside the organization
s. Mathematics: ability to accurately count
t. Mathematics: ability to add, subtract, multiply, and divide
u. Mathematics: ability to compute, analyze, and interpret data for reporting purposes
v. Mathematics: ability to perform advanced statistical analysis, computer modeling, or forecasting
w. Other (please specify)

35. Which of the following best describes the knowledge needed to perform the main duties of your job?
    a. Specialized knowledge is not required
    b. Apply basic knowledge of concepts, practices, and procedures in various situations
    c. Apply comprehensive knowledge in complex, difficult, or unprecedented situations

Equipment and Devices

36. Please list all of the equipment and devices required to perform the main duties of your job.
    a. Computers and other hardware required to perform this job
    b. Computer software required to perform this job
    c. Office machines required to perform this job
    d. Tools required to perform this job
    e. Machines or heavy equipment required to perform this job
    f. Vehicles required to be operated to perform this job

Environmental Conditions

37. What is the typical noise level in your work environment?
    a. Quiet – very minimal surrounding noise other than my own
    b. Moderate – regular low-level noises such as computer typing and coworkers typing
    c. Loud – equipment/alarms in the area
    d. Extreme – machinery or other equipment in the area requiring the use of protective hearing equipment
38. If loud or extreme noise level was chosen, please explain the cause of the loud environment.
39. Please select all the environmental conditions you are exposed to as part of the main duties of your job.
    a. Confined spaces
    b. Non-weather unusual conditions (such as wet, cold, heat listed below)
    c. Wet, humid
    d. Extreme cold
    e. Extreme heat
    f. Inclement outdoor weather
    g. Vibration
    h. Subject to mechanical or food oils
    i. Respirator use
    j. Hazardous traffic
    k. Airborne particles
    l. Fumes
    m. Moving mechanical parts in work area
    n. Dangerous places (such as extreme height, in the ocean, or other places where risk of injury is high)
    o. Risk of electrical shock
    p. Potentially hazardous bodily fluids

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q. Potentially hazardous agents or chemicals
r. None of the above
s. Other (please specify)

Additional Knowledge, Skills, and Abilities

40. Please list knowledge, skills, and/or abilities required to perform your job that have not already been explained in the survey.
    a. Example:
        i. Knowledge: Java
        ii. Skill: Troubleshooting code with other developers
        iii. Ability: Working well in a team

Job Analysis Position Response Rates

The table below documents job analysis survey response rates by position and the percentage of employees who indicated their job description is accurate, less than 90% accurate, or did not have their job description available to review.

Position	#Yes - over 90% accurate	#No	No Job Description	#Total Employees Responded	% Accurate
Administrative Secretary - Human Resources	0	1	0	1	0%
Administrative Secretary I	2	6	0	8	25%
Administrative Secretary II	2	2	0	4	50%
Grade Scheduling Processor	5	6	0	11	45%
Logistics Assistant	0	0	0	0	0%
Medicaid Billing Technician	0	1	0	1	0%
Middle School Data Clerk	12	2	2	16	75%
Paraeducator	53	41	14	108	49%
Paraeducator - Media	25	8	0	33	76%
Paraeducator - Science	5	5	0	10	50%
Paraeducator - Math	2	0	0	2	100%
Paraeducator - ESOL	18	6	2	26	69%
Paraeducator - Title I	29	19	6	54	54%
Principal's Secretary - Elementary School	15	20	0	35	43%
Principal's Secretary - High School	11	1	1	13	85%

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Position	#Yes - over 90% accurate	#No	No Job Description	#Total Employees Responded	% Accurate
Principal's Secretary - Middle School	9	11	0	20	45%
Registrar	10	6	0	16	63%
School Counseling Secretary	12	10	1	23	52%
School Financial Bookkeeper	6	6	0	12	50%
Secretary	0	4	0	4	0%
Secretary - Communication and Engagement	0	0	1	1	0%
Secretary - Early Intervention Services	0	1	0	1	0%
Secretary - Special Education	2	0	0	2	100%
Teachers' Secretary	61	40	3	104	59%
Technical Assistant	0	1	1	2	0%
Technical Assistant - Curriculum	0	0	0	0	0%
Technical Assistant - Digital Education	0	0	1	1	0%
Technical Assistant - Early Childhood Blueprint Initiatives	1	0	0	1	100%
Technical Assistant - Early Childhood Programs	1	0	0	1	100%
Technical Assistant - Early Intervention Services	2	0	0	2	100%
Technical Assistant - Employee Services	1	1	0	2	50%
Technical Assistant - Fine Arts	1	0	0	1	100%
Technical Assistant - Food and Nutrition Service	0	1	0	1	0%
Technical Assistant - Gifted and Talented Program	0	1	0	1	0%
Technical Assistant - Human Resources	0	1	0	1	0%

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Position	#Yes - over 90% accurate	#No	No Job Description	#Total Employees Responded	% Accurate
Technical Assistant - LMS	0	0	1	1	0%
Technical Assistant - Media Technical Services	1	0	0	1	100%
Technical Assistant - Payroll	1	0	0	1	100%
Technical Assistant - Processes	1	0	0	1	100%
Technical Assistant - Professional and Organizational Development	0	1	0	1	0%
Technical Assistant - Program Innovation	1	0	0	1	100%
Technical Assistant - Section 504 and Student Services	0	1	0	1	0%
Technical Assistant - Service Navigator for Homeless Support	1	0	0	1	100%
Technical Assistant - Special Education Compliance	0	1	0	1	0%
Technical Assistant - Student Access and Achievement	1	0	1	2	50%
Technical Assistant - Temporary Housing	1	0	0	1	100%
Technical Assistant - Transportation	1	0	0	1	100%
Technical Assistant - Use of School Facilities	0	0	0	0	0%
Testing Assistant	7	2	0	9	78%
TOTAL	300	86	34	540	

Supervisor Interviews

The table below provides a list of supervisors who CESO HR interviewed about identified positions included in the job analysis. Interviews were conducted virtually.

Supervisor	Title	Position(s) Interviewed For
Nicole Carter	Executive Director Human Resources	→ Paraeducator

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Supervisor	Title	Position(s) Interviewed For
		→ Technical Assistant - Human Resources
Kenneth Porter	Manager Materials Management & Logistics	→ Logistics Assistant
Jenny Novak	Director of Curriculum, Instruction & Assessment	→ Technical Assistant - Curriculum
Julie Bialeski	Coordinator Recruitment & Hiring	→ Technical Assistant - Human Resources
Patricia Gunshore	Coordinator of Compliance, Nonpublic Services & Family Support	→ Technical Assistant - Special Education Compliance
Bruce Gist	Executive Director Operations	→ Technical Assistant - Use of School Facilities

Job Description Update Criteria

The following chart displays the job description criteria where updates were recommended, along with the job where an update was recommended in each area:

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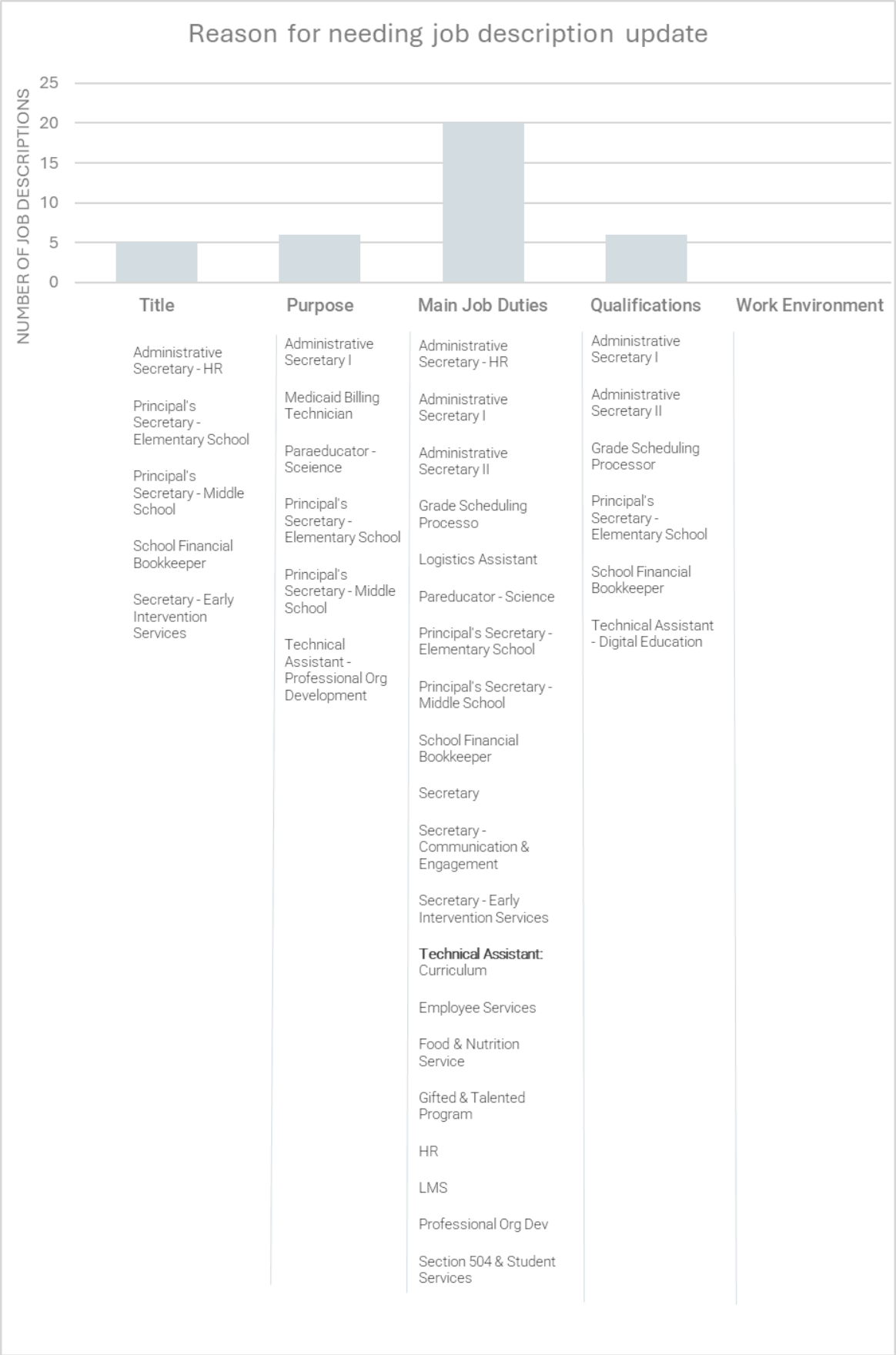

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Position Alignment

The following list documents all job descriptions received in the study, whether the job description is accurate based on survey responses and interviews, and potential updates to the job descriptions or additional information.

Position	Job Description Received	Job Description Accurate	CESO HR Notes
Administrative Secretary - Human Resources	✔		The main job duties include performing background checks, managing employment verifications for lenders, housing, school systems, and loan forgiveness, and maintaining the I-9 system by correcting missing and inaccurate reports and overseeing current employment authorization documents. The title could be updated to Human Resources Assistant.
Administrative Secretary I	✔		The purpose also includes assisting with programs ensuring their success, managing budgets, communicating with external stakeholders resolving any issues, and providing system assistance for the department. Additional main job duties include serving as an assistant to the department managing relevant program initiatives, overseeing and analyzing budgets if applicable, communicating with stakeholders to gather necessary documents and resolve any issues, and advise and train on computer programs such as Workday and Synergy. Additional preferred qualifications include knowledge of federal, state, and any other relevant guidelines pertaining to work area, knowledge of software such as Workday and Synergy, and ability to advise, train, and resolve issues on computer programs.
Administrative Secretary II	✔		Additional main job duties include assisting with accounting processes. Additional preferred qualifications include knowledge of accounting

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Position	Job Description Received	Job Description Accurate	CESO HR Notes
			principles and software such as Workday. One employee is focused solely on capital contracts and vendor relations in Operations by tracking, reporting, paying, and reconciling contracts as well as serving as liaison. This title could be updated to Technical Assistant.
Grade Scheduling Processor	✔		Additional main job duties include providing support to parents on navigating and accessing Synergy and HCPSS systems, and collaborating with administrators, teachers, and counselors to maintain and ensure accuracy of the student schedule. Additional preferred qualifications include knowledge of school systems including Synergy, Canvas, and Hoonuit.
Logistics Assistant	✔		The main job duties currently do not include assisting with workflow for auction and maintaining requests on Service Finder and School Dude applications as listed in the job description. The employee may be trained on them in the future.
Medicaid Billing Technician	✔		The purpose is to develop, implement, and manage the countywide medicaid billing system for the district, maximizing submissions and revenue for reimbursement for Medicaid eligible services in K-12. The title could be updated to Technical Assistant for Medicaid Billing.
Middle School Data Clerk	✔	✔	
Paraeducator	✔	✔	
Paraeducator - ESOL	✔	✔	
Paraeducator - Math	✔	✔	
Paraeducator - Media	✔	✔	

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Position	Job Description Received	Job Description Accurate	CESO HR Notes
Paraeducator - Science	✔		The purpose is to assist the science teacher and aide students by preparing all labs and equipment following safety protocols, conduct disposal protocols and inventory management, and perform clerical duties to ensure safe and effective science lessons. Additional main job duties include preparing chemicals and equipment for lab use, assisting teacher and students in lab, ensuring lab is cleaned and proper disposal is conducted following all safety protocols, performing lab equipment safety checks and overseeing safety guidelines during class sessions, managing inventory by researching products, obtaining quotes, developing budget, and ensuring all equipment is effectively stocked, serving as proctor or backup proctor for exams, and participating in clerical duties such as note taking, documentation, and meetings.
Paraeducator - Title I	✔	✔	
Principal's Secretary - Elementary School	✔		The purpose is also to provide assistance to staff, parents, students, and the community, and manage financial processes and absenteeism procedures to ensure the school is operating successfully and efficiently. Additional main job duties include overseeing the main office including answering phones, responding to walkins, and ensuring office is secure and safe, managing purchasing by maintaining p-cards and ordering supplies, performing fundraising duties such as reporting to the Board of Education, deploying fundraising events, and managing all donations, and ensuring staffing is adequate in the school by communicating teacher absences and scheduling daily substitutes.

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Position	Job Description Received	Job Description Accurate	CESO HR Notes
			Additional preferred qualifications include knowledge of accounting and purchasing principles, and knowledge of school systems such as Workday and Synergy. The title for the Principal's Secretary roles could be updated to Administrative Assistant - Principal's Office as the position primarily entails broader office administration duties.
Principal's Secretary - High School	✔	✔	
Principal's Secretary - Middle School	✔		The purpose is also to provide assistance to staff, parents, students, and the community, and manage financial processes and absenteeism procedures to ensure the school is operating successfully and efficiently. Additional main job duties include overseeing the main office including filling in for other office staff and ensuring office is secure and safe, managing purchasing by maintaining p-cards and ordering supplies, maintaining donation process making sure donations and grants are compliant, and ensuring staffing is adequate in the school by communicating teacher absences and scheduling daily substitutes. Additional preferred qualifications include knowledge of accounting and purchasing principles, and knowledge of school systems such as Frontline, Workday, and Synergy. The title for the Principal's Secretary roles could be updated to Administrative Assistant - Principal's Office as the position primarily entails broader office administration duties.
Registrar	✔	✔	

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Position	Job Description Received	Job Description Accurate	CESO HR Notes
School Counseling Secretary	✔	✔	
School Financial Bookkeeper	✔		Additional main job duties include monitoring and managing the purchasing of supplies by staff including issuing and tracking purchase cards and overseeing budgets, and maintaining documentation of all donations and fundraisers reporting to BOE when necessary. Additional preferred qualifications include school system software experience such as Workday, TRA, and OSP. The title could be updated to Finance Assistant.
Secretary	✔		There are four employees that are operating under the general Secretary job description serving the departments of Grounds, Environment and Risk Management, Fleet Services, and Maintenance. They could be separate job descriptions if unique examples of work want to be highlighted. Secretaries for Communications, Early Intervention, and SPED have unique job descriptions. For the general Secretary description, additional main job duties include approving and submitting purchase orders, reviewing and processing invoices, and providing assistance to staff on school systems such as Workday.
Secretary - Communication and Engagement	✔		Additional main job duties include overseeing the Community News webpage and assisting staff with troubleshooting school messenger.
Secretary - Early Intervention Services	✔		Additional main job duties include overseeing payroll for temporary workers. The title could be updated to Administrative Secretary depending on

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Position	Job Description Received	Job Description Accurate	CESO HR Notes
			department needs as this position is the sole secretary for the department performing finance and administrative tasks.
Secretary - Special Education	✔	✔	
Teachers' Secretary	✔	✔	
Technical Assistant			Two employees are performing duties under a general Technical Assistant title without a job description. The employees are in the Program Innovation and Student Well-Being and the Office of Instructional Technology departments.
Technical Assistant - Curriculum	✔		The main job duty of preparing and reconciling the budget is the main responsibility of this position and could be emphasized in the first listed main job duty instead of part-way through the list. The position is currently not working as much in Canvas and is instead primarily using G Suite applications.
Technical Assistant - Digital Education	✔		Preferred qualifications include experience with school systems such as Synergy, Workday, Google Suite, and Canvas, and budgeting and administrative experience. Current job description does not include education and years of experience requirements.
Technical Assistant - Early Childhood Blueprint Initiatives	✔	✔	
Technical Assistant - Early Childhood Programs	✔	✔	
Technical Assistant - Early Intervention Services	✔	✔	

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Position	Job Description Received	Job Description Accurate	CESO HR Notes
Technical Assistant - Employee Services	✔		Additional main job duties include utilizing Workday to process retirement applications and administer the tuition reimbursement process, and monitoring compliance with laws, policies, procedures, master agreements, and memorandums of understanding related to leave of absence, retirement, and tuition reimbursement.
Technical Assistant - Fine Arts	✔	✔	
Technical Assistant - Food and Nutrition Service	✔		Additional main job duties include ensuring information is communicated to staff and the community through media platforms following guidelines, and troubleshooting software and hardware issues to keep the database management systems operational.
Technical Assistant - Gifted and Talented Program	✔		Additional main job duties include maintaining all office supplies, supporting programs such as Summer Institutes for Talent Development, Title IIA, Advanced Math, and other seasonal events by performing budget, purchasing, payment, setup, and follow-up tasks, and tracking program participation data.
Technical Assistant - Human Resources	✔		An additional main job duty includes participating in career and recruitment events as directed and coordinated by department.
Technical Assistant - LMS	✔		Additional main job duties include serving as the Clever administrator, configuring school and staff licensing requests, setting up school admin accounts, and troubleshooting connectivity issues for staff and students for applications such as Dreambox, Lexia, and MackinVIA.
Technical Assistant - Media Technical Services	✔	✔	

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Position	Job Description Received	Job Description Accurate	CESO HR Notes
Technical Assistant - Payroll	✔	✔	
Technical Assistant - Processes	✔	✔	
Technical Assistant - Professional and Organizational Development	✔		The job description has not been updated since 2005 and the position has changed since then. The purpose is to provide technical and administrative support for Teacher and Paraprofessional Development initiatives and serve as the system administrator for the Frontline Employee Evaluation Management (EEM) and Frontline Professional Learning Management (PLM) Systems under the direction of the Director of Teacher and Paraprofessional Development. Main job duties include providing technical and administrative support for programs such as New Educator Orientation, Educational Support Professionals, Professional Development Schools Program, Non-Tenured Teacher Support, National Board Certification, and Instructional Mentoring, serving as the system administrator for the EEM and PLM systems and troubleshooting any issues, preparing budgets for the operating budget and the MSDE Title IIA grant including reconciling accounts and providing reports, processing payments, purchase orders, requisitions, salary vouchers, and other financial requests through the Workday system, maintaining the inventory of supplies, and assisting with communications, calendaring, and other administrative functions.
Technical Assistant - Program Innovation	✔	✔	
Technical Assistant - Section 504 and Student Services	✔		Additional main job duties include collaborating with staff and programmers to ensure software is

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Position	Job Description Received	Job Description Accurate	CESO HR Notes
			operational and develop new initiatives, and managing the budget for the 504 office.
Technical Assistant - Service Navigator for Homeless Support	✔	✔	
Technical Assistant - Special Education Compliance	✔	✔	
Technical Assistant - Student Access and Achievement	✔		This position is staffed with two employees, one of which has a primary duty of managing payroll. The other employee is performing the other duties of training, budgeting, and communication tasks. The payroll position could be a unique description apart from the general description listing all duties.
Technical Assistant - Temporary Housing	✔	✔	
Technical Assistant - Transportation	✔	✔	
Technical Assistant - Use of School Facilities	✔	✔	
Testing Assistant	✔	✔	

Appendix C: FLSA Exemption Supporting Data •

Resources

FLSA Overtime Security Advisor - this link redirects to the U.S. Department of Labor's interactive exemption tool and provides additional definitions and details for each type of exemption under the FLSA.

Preliminary Status Determination

The table below provides a list of positions included in this analysis, the current status in the available job description, and CESO HR's determination on status.

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Position	HCPS Current FLSA Status	CESO Recommended FLSA Status
Administrative Secretary - Human Resources	*Exempt*	*Exempt*
Administrative Secretary I	*Not Exempt*	*Not Exempt*
Administrative Secretary II	*Not Exempt*	*Not Exempt*
Grade Scheduling Processor	*Not Exempt*	*Not Exempt*
Logistics Assistant	*Not Exempt*	*Not Exempt*
Medicaid Billing Technician	*Exempt*	*Exempt*
Middle School Data Clerk	*Not Exempt*	*Not Exempt*
Paraeducator	*Not Exempt*	*Not Exempt*
Paraeducator - ESOL	*Not Exempt*	*Not Exempt*
Paraeducator - Math	*Not Exempt*	*Not Exempt*
Paraeducator - Media	*Not Exempt*	*Not Exempt*
Paraeducator - Science	*Not Exempt*	*Not Exempt*
Paraeducator - Title I	*Not Exempt*	*Not Exempt*
Principal Secretary - Elementary School	*Not Exempt*	*Not Exempt*
Principal Secretary - High School	*Not Exempt*	*Not Exempt*
Principal Secretary - Middle School	*Not Exempt*	*Not Exempt*
Registrar	*Not Exempt*	*Not Exempt*
School Counseling Secretary	*Not Exempt*	*Not Exempt*
School Financial Bookkeeper	*Not Exempt*	*Not Exempt*
Secretary	*Not Exempt*	*Not Exempt*
Secretary - Communication and Engagement	*Not Exempt*	*Not Exempt*
Secretary - Early Intervention Services	*Not Exempt*	*Not Exempt*
Secretary - Special Education	*Not Exempt*	*Not Exempt*

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Teachers' Secretary	*Not Exempt*	*Not Exempt*
Technical Assistant	*Exempt*	*Exempt*
Technical Assistant - Curriculum	*Exempt*	*Exempt*
Technical Assistant - Digital Education	*Exempt*	*Exempt*
Technical Assistant - Early Childhood Blueprint Initiatives	*Exempt*	*Exempt*
Technical Assistant - Early Childhood Programs	*Exempt*	*Exempt*
Technical Assistant - Early Intervention Services	*Exempt*	*Exempt*
Technical Assistant - Employee Services	*Exempt*	*Exempt*
Technical Assistant - Fine Arts	*Exempt*	*Exempt*
Technical Assistant - Food and Nutrition Service	*Exempt*	*Exempt*
Technical Assistant - Gifted and Talented Program	*Exempt*	*Exempt*
Technical Assistant - Human Resources	*Exempt*	*Exempt*
Technical Assistant - LMS	*Exempt*	*Exempt*
Technical Assistant - Media Technical Services	*Exempt*	*Exempt*
Technical Assistant - Payroll	*Exempt*	*Exempt*
Technical Assistant - Processes	*Exempt*	*Exempt*
Technical Assistant - Professional and Organizational Development	*Exempt*	*Exempt*
Technical Assistant - Program Innovation	*Exempt*	*Exempt*
Technical Assistant - Section 504 and Student Services	*Exempt*	*Exempt*
Technical Assistant - Service Navigator for Homeless Support	*Exempt*	*Exempt*

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Technical Assistant - Special Education Compliance	*Exempt*	*Exempt*
Technical Assistant - Student Access and Achievement	*Exempt*	*Exempt*
Technical Assistant - Temporary Housing	*Exempt*	*Exempt*
Technical Assistant - Transportation	*Exempt*	*Exempt*
Technical Assistant - Use of School Facilities	*Exempt*	*Exempt*
Testing Assistant	*Not Exempt*	*Not Exempt*

Appendix D: Job Classification Supporting Data •

Technical Assistant Position Analysis

The chart below documents a summary of information used to perform an analysis for the Technical Assistant positions in order to classify them in an example categorization of Technical Assistant I - III titles.

Position	Summary	Duties	KSAs	Degree/ Experience	Example Title
Technical Assistant - Curriculum	Provides support for data management, purchasing, and implementation of Fine Arts Programs.	Multiple curricular programs Uses G Suite and Canvas Creating and editing pages Managing groups Posting announcements Synergy Student Information System Running reports Entering data Reconciling data Maintain and oversee database Support fiscal and organizational management of projects Assists with data management Admin support Clerical Assists with financial and budget data	Microsoft Office Google Internet HCPSS policies and procedures Computers Copiers Office equipment Proofreading and editing Preparing correspondence Communication Data analysis Time management Interpersonal/customer service Critical thinking	High School Diploma 10 years Administrative Assistant or related business 3 years budget, account reconciliation, creating financial reports	Technical Assistant III
Technical Assistant - Digital Education	Provides support for a variety of functions related to Media Technical Services.	Update Canvas with program resources and communications Support programs	Synergy Workday Google Suite Canvas Budgeting	Not listed in job description	Technical Assistant II

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Position	Summary	Duties	KSAs	Degree/ Experience	Example Title
	Works to support the Strategic Call to Action by providing resources to support library media specialists and media paraeducators in their roles.	Train Process payroll Admin support Review school budget requests Budget development and assistance	Administrative		
Technical Assistant - Early Childhood Blueprint Initiatives	Support the usage of the database for special education students including tracking and analyzing data for the Howard County Public School System. Ensures responsive and efficient operations regarding data collection, dissemination, and disaggregation so that the Department of Special Education utilizes data that is transparent and to ensure the DSE has the data to make fiscally responsible decisions.	Provide tech support for program Accreditation documentation, submission, and related work EXCELS GAFE Accreditation Online Binder Serve as project lead for database development and other initiatives Support registration process Manage transfer process Assist with CDA initiatives Assist with data management Admin Support Clerical	Human relations Organizational Collaborative Work independently Interpersonal Problem-solving Listening	High School Diploma 10 years Admin assistant or office manager focus on recordkeeping, registration, education, or related	Technical Assistant III
Technical Assistant - Early Childhood Programs	Provides support and technical assistance for the Black Student Achievement Program (BSAP), Hispanic Achievement Program, the Mathematics, Engineering, Science Achievement (MESA) program and additional programs and services as needed. Responsible for the daily operations of the office, including preparing documents, facilitating enrollment requests and enrollment data for enrichment programs; initiate retrieving, analyzing and presenting data; and communication support. This position provides access to resources for HCPSS internal and external stakeholders.	Multiple curricular programs Synergy Student Information System Running reports Entering and reconciling data Canvas Learning Management System G Suite Creating and editing pages Managing groups Posting announcements Support fiscal and organizational management of projects Maintain and oversee database Assists with data management Admin support Clerical Assists with financial and budget data Expenditure/purchase support	Microsoft Office Google Suite Internet applications Office equipment HCPSS policies and procedures Proofreading Editing Customer Service Communication Data analysis Analytical Multitask Independently work Interpersonal Critical thinking Time management	High School Diploma 10 years Administrative Assistant or related	Technical Assistant III
Technical Assistant - Early		Manages systems IFSP system	Practices and procedures in K-12	High School Diploma	Technical Assistant II

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Position	Summary	Duties	KSAs	Degree/ Experience	Example Title
Intervention Services		Ensures compliance with MSDE Runs reports for auditing Data management Customer Service Participates in work groups Manages referrals Manages systems Assists with payroll Admin support Clerical	Google Suite Microsoft office Workday Accounting software Interpersonal Communication	5 years Business or SPED 3 years customer service in office, maintaining records, and clerical	
Technical Assistant - Employee Services	Provides support for the Extended Day program, the Academic Intervention Beyond School Hours program, and the Beyond School Hours Pathways program.	Generates reports Uses Workday Manages databases Maintains database of leave requests Maintains database of employee info Data management Coordinates requests and processes Conducts audits and monitors compliance Customer service Admin support	HR and federal leave provisions FMLA and ADA Data analysis Spreadsheets Web-based technology Microsoft Office Google Suite Workday or HR system	High School Diploma 5 years HR, Business, Accounting, Finance, or related	Technical Assistant II
Technical Assistant - Fine Arts	Responsible for providing data management and support to the Office of Early Intervention Services. Serve as the initial point of contact for all HCPSS families and staff regarding countywide early intervention services.	Student Information System Canvas Data management Admin support Customer service Assists with financial and budget data Maintains expenditure/purchase data	Operation of office equipment Canvas Workday Synergy Manage data Generate reports Maintain and reconcile budgets Proofreading Editing Technology Microsoft Office Google Suite Work in variety of situations Interpersonal/customer service	High School Diploma 5 years Administrative Assistant or Office Manager Budget, account reconciliation, creating financial reports	Technical Assistant I
Technical Assistant - Food and Nutrition Service	Provides technical and data management support to all functional areas of Employee Services in the Office of Human Resources. Supports the technical implementation of multiple human resources processes within Employee Services.	Troubleshoot hardware and software issues Keep informed of new technology Assist in evaluation and production of procedures Data management Training Database management Evaluate software Customer service	Communication Microcomputer programs Spreadsheet management systems Human relations Interpret and communicate computer-related procedures	Associate's Degree 3 years Data system administration	Technical Assistant II

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Position	Summary	Duties	KSAs	Degree/ Experience	Example Title
Technical Assistant - Gifted and Talented Program	Assist in the definition of various requirements in the department for automated data systems. Provide the administrative support and coordination required to maximize the role of microcomputers in the department. Assist in maintaining the integrity, validity, and smooth operation of data systems.	Synergy Student Info SystemCanvas Design of curricular materials and revisions Edits to Canvas materials and courses Ensures digital accessibility of materials Data management Program support Customer Service Admin support Clerical Expenditure/purchase support Assists with financial and budget data	Budgets Account reconciliation Spreadsheets Data analysis Proofreading Editing Preparing correspondence Organizational Communication Technology Google Suite Microsoft Office Canvas Synergy Interpersonal/customer service Time management	High School Diploma 5 years Business, Accounting, Finance, Education, or related	Technical Assistant II
Technical Assistant - Human Resources	Possesses a unique combination of technical and interpersonal skills that enhance the GT Education Programs. Manage data, budgets, and reporting with a high level of accuracy and confidence, meeting deadlines and responding to time-sensitive inquiries. Demonstrate a strong understanding of stakeholder needs and perspectives in all communication, handling with sensitivity and ease conversations and correspondence with individuals with questions or concerns. Easily articulates their experience and continued desire to learn new technology and processes quickly.	Supports and troubleshoots issues in Frontline Uses Workday to process payroll and adjustments Manages processes Training Data management Customer service Admin support Event support	HR functions NEO HR policies in K-12 Customer service Applicant tracking software	High School Diploma 5 years HR, Business, Accounting, Finance, Education, or related 1 year computer technology	Technical Assistant III
Technical Assistant - LMS	Provide technical and administrative support for Teacher and Paraprofessional Development initiatives. Serve as the system administrator for the Frontline Employee Evaluation Management (EEM) and Frontline	Provide support and follow-up to ensure issues have been resolved Monitor and respond to issues in vendor cloud based support systems Research and resolve LMS functionality issues in a timely manner Assist in research, testing, and validation of new and	Organizational Communication MS Office Google apps Problem solving Multi-tasking Customer service	Bachelor's Degree Education, IT, Business admin, or related Supporting enterprise wide, cloud	Technical Assistant III

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Position	Summary	Duties	KSAs	Degree/ Experience	Example Title
	Professional Learning Management (PLM) Systems under the direction of the Director of Teacher and Paraprofessional Development.	existing functionality and system upgrades and patches Ensure quality and correct implementation of new features Configuring school and staff licensing requests Troubleshooting connectivity issues for staff and students for applications Setting up school admin accounts System administration Customer service Document creation Training Admin support Clerical support		based systems	
Technical Assistant - Media Technical Services	Work with the Section 504 and Student Services Implementation Coordinator, 504 Resource Counselor, central office Student Services leaders, and school Section 504/Student Services teams members to provide access, support requests, training, and reporting for the Section 504 Data Management system Assists with student services state reporting requirements Provides support to central office student services programs.	Provides support to staff using the library management and purchasing software Purchase support Coordinates orders Maintains account balances Customer service Hardware/software logistics support Data management Clerical Training Admin Support Assists with preparing and monitoring budget	Automated services and technologies Keyboarding Word processing Database Spreadsheet Email Basic math Team building Organizational Interpersonal Communication Work independently Attention to detail	High School Diploma 3 years Related	Technical Assistant I
Technical Assistant - Payroll	Responsible for connecting families experiencing homelessness with the resources and supports needed to meet their basic needs and move into permanent housing. Works directly with Pupil Personnel Workers (PPWs) and the partners of the Howard County Coordinated System of Homeless Services to connect families quickly	Reconciles time tracking and absences in Frontline Absence Management System Ensures leaves are entered and accurately used Reconciles and audits payroll input for accuracy Processes employee leaves Processes documents and payments Customer service Admin support	Agreement provisions HCPSS policies and procedures Business tech apps Google Suite Microsoft Office Workday Communication Customer service Relationship building Confidentiality	High School Diploma 5 years Payroll, budget, accounting, or HR FPC (payroll cert)	Technical Assistant III

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Position	Summary	Duties	KSAs	Degree/ Experience	Example Title
	and equitably to the resources they need for stability.				
Technical Assistant - Processes	Supports the Office of Student Transportation (OST). Performs a variety of confidential and administrative, secretarial, and clerical functions to maintain operations throughout the office. Responsible for exercising confidentiality, independent judgment, and action in accordance with delegated responsibilities and works collaboratively with managers in the OST.	Multiple curricular programs Synergy Student Information System Running reports Entering and reconciling data Canvas Learning Management System G Suite Creating and editing pages Managing groups Posting announcements Provide support for interim reports across all curriculum programs Manage department interview process Data management Clerical Assists with financial and budget data Expenditure/purchase support	Microsoft Office Google Suite Web-based apps Office equipment HCPSS policies and procedures Proofreading Editing Preparing correspondence Customer Service Communication Data analysis Time management Interpersonal Critical thinking	High School Diploma 10 years Admin assistant or related business 3 years budget, account reconciliation, creating financial reports	Technical Assistant III
Technical Assistant - Professional and Organizational Development	Performs a variety of complex office, administrative, and technical work. Uses Microsoft Office Suite, SharePoint, Microsoft Teams, Google Docs and Sheets, Workday, Canvas, MyBudgetFile, and other proprietary software programs. May involve lead or advanced level responsibilities such as managing processes that are technical in nature.	Variety of programs Administrator for the EEM and PLM systems Preparing budget Financial/purchasing support	Budget process Account reconciliation Financial reports Technology Microsoft Office Web-based apps Interpersonal	Associate's Degree 3 years Office manager	Technical Assistant II
Technical Assistant - Program Innovation	Support initiatives related to the Blueprint for Maryland's Future. Works independently and in collaboration with public stakeholders, families, and colleagues across offices and divisions.	Data reporting and analysis HR annual report State and fed reports Board reports Manages records and registration Training Assist with payment collection Leads committees Admin support Manage budget	Web-based apps Google Suite Microsoft Office Canvas Synergy Workday Draft correspondence Preferred: budgets Account reconciliation,	High School Diploma 5 years Business, Accounting, Finance, Education, or related	Technical Assistant III

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Position	Summary	Duties	KSAs	Degree/ Experience	Example Title
			creating financial reports Project management Interpersonal		
Technical Assistant - Section 504 and Student Services	Performs a variety of complex office, administrative and technical work. Uses Microsoft Office Suite, SharePoint, Microsoft Teams, Google Docs and Sheets, Workday, Canvas, MyBudgetFile, and other proprietary software programs. May involve lead or advanced level responsibilities such as managing processes that are technical in nature.	504 data management system Maintaining staff account settings Responding to support requests Maintaining, creating, and updating reports Ensure software is operational Develop new initiatives Data gathering and monitoring Admin support Manage budget	Microsoft Office Suite Google Suite Data Management systems Communication Human relations	High School Diploma 10 years Admin assistance, data mgmt, data reporting, edu. Support, or related 1 year technology	Technical Assistant II
Technical Assistant - Service Navigator for Homeless Support	Support all aspects of recruiting and hiring temporary staff. Includes but is not limited to the hiring and processing of new temporary employees and services for existing employees.	Maintain data and records on all families Program facilitation Customer Service Communications and reports Attend meetings		High School Diploma 10 years Business, education, social program work or related 3 years facilitating social service program; 1 year technology	Technical Assistant II
Technical Assistant - Special Education Compliance	Responsible for supporting the activities associated with the LMS team and Information Technology department. Support current and future learning systems, tools, technologies, and related processes and activities.	Address questions regarding use of data-base tracking program Support updates and maintenance of resources of the tracking database Collaborate with data systems Prepares and maintains reporting tools within the data-base tracking program Maintain data policy and procedures Prepare data and reports Review documentation		High School Diploma 5 years Data reporting, analysis, and monitoring 1 year microsoft office and google docs	Technical Assistant I

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Position	Summary	Duties	KSAs	Degree/ Experience	Example Title
		Admin support			
Technical Assistant - Student Access and Achievement	Responsible for performing a variety of highly responsible and complex tasks related to processing employee payroll. Responsible for processing large volume transactions rapidly and accurately completing computations for payroll including leave balance adjustments, sick leave bank reconciliation, transaction auditing for automated timekeeping, one-time payments, payroll payables, and direct payments Specific assigned tasks may be distributed among several Technical Assistants, Payroll for efficient processing.	Monitor outlook email addresses Provide tech assistance for data reporting and analysis Facilitate data requests Ensure alignment of strategy Training Admin support Track budgets and payroll	K-12 practices and procedures Communication work with diverse staff Managing time	High School Diploma 5 years Business, Accounting, Finance, Education, or related 1 year technology, payroll/budgets, working diverse families	Technical Assistant I
Technical Assistant - Temporary Housing	Performs a variety of complex office, administrative and technical work using Microsoft Office Suite, SharePoint, Microsoft Teams, Google Docs and Sheets, Workday, Canvas, MyBudgetFile, and other proprietary software programs. May involve lead or advanced level responsibilities such as managing processes that are technical in nature.	Provide tech assistance to staff Ensure compliance with regulations Manage database Customer service Maintain records Admin support Manage expenditures	State or federal grant programs Preferred: legal compliance Communication Microsoft Office Web-based apps Workday Interpersonal	Bachelor's Degree Business, Accounting, Finance, Education, or related 3 years admin asst. or office mgr; 3 years budget, account reconciliation, creating financial reports	Technical Assistant III
Technical Assistant - Transportation	Support the implementation of the High School Summer Program and Evening Program while working closely with internal and external stakeholders in support of the HCPSS Strategic Call to Action.	Assemble all bus accident information and documents in necessary systems Create new contracts in Transportation Online Payment System Tracking and logging on-time rollouts Coordinating coverage for routes needing assistance Admin support	Correspondence Preparing reports Web-based apps Microsoft Office Routing Software Camera Software TOPS Transportation systems Independent worker Professional	High School Diploma 5 years Admin, operations	Technical Assistant II

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Position	Summary	Duties	KSAs	Degree/ Experience	Example Title
		Customer service Manage bus accident and requests processes Accounting duties	Good judgment		
Technical Assistant - Use of School Facilities	Provides support in implementing the Title X law that is part of the Every Student Succeeds Act (ESSA).	Primary point of contact for Event Management System Provide EMS training and support to staff and users Create and maintain online alerts, calendar, and weather changes Review, approve/deny request for facility Provide tech support for meeting setup Customer service Project manager Admin support High School Diploma 5 years Clerical, Secretarial, admin support Training Prepare billing	Computer Create documents Database software Data management Scheduling software Training Communication Customer service Attention to detail Work independently Monitor events Detail oriented Flexible		Technical Assistant I

Appendix E: Compensation Market Supporting Data•

Regional Benchmark Data

The table below lists each position included in the compensation study and the closest identified job category included in the benchmark regional data available.

Howard County Public Schools Job Title	Closest Match Job Category – Baltimore-Columbia-Towson, Maryland Area
Administrative Secretary - Human Resources	Human Resources Assistants, Except Payroll and Timekeeping
Administrative Secretary I	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
Administrative Secretary II	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
Grade Scheduling Processor	Information and Record Clerks, All Other

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Howard County Public Schools Job Title	Closest Match Job Category – Baltimore-Columbia-Towson, Maryland Area
Logistics Assistant	Order Clerk
Medicaid Billing Technician	Billing and Posting Clerks
Middle School Data Clerk	Office Clerks, General
Paraeducator	Teaching Assistants, Except Postsecondary
Paraeducator - ESOL	Teaching Assistants, Except Postsecondary
Paraeducator - Math	Teaching Assistants, Except Postsecondary
Paraeducator - Media	Teaching Assistants, Except Postsecondary
Paraeducator - Science	Teaching Assistants, Except Postsecondary
Paraeducator - Title I	Teaching Assistants, Except Postsecondary
Principal Secretary - Elementary School	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
Principal Secretary - High School	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
Principal Secretary - Middle School	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
Registrar	Information and Record Clerks, All Other
School Counseling Secretary	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
School Financial Bookkeeper	Bookkeeping, Accounting, and Auditing Clerks
Secretary	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
Secretary - Communication and Engagement	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
Secretary - Early Intervention Services	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
Secretary - Special Education	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
Teachers' Secretary	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive

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Howard County Public Schools Job Title	Closest Match Job Category – Baltimore-Columbia-Towson, Maryland Area
Technical Assistant - Curriculum	Office and Administrative Support Workers, All Other
Technical Assistant - Digital Education	Office and Administrative Support Workers, All Other
Technical Assistant - Early Childhood Blueprint Initiatives	Office and Administrative Support Workers, All Other
Technical Assistant - Early Childhood Programs	Office and Administrative Support Workers, All Other
Technical Assistant - Early Intervention Services	Office and Administrative Support Workers, All Other
Technical Assistant - Employee Services	Human Resources Specialists
Technical Assistant - Fine Arts	Office and Administrative Support Workers, All Other
Technical Assistant - Food and Nutrition Service	Office and Administrative Support Workers, All Other
Technical Assistant - Gifted and Talented Program	Office and Administrative Support Workers, All Other
Technical Assistant - Human Resources	Human Resources Specialists
Technical Assistant - LMS	Computer User Support Specialists
Technical Assistant - Media Technical Services	Librarians and Media Collections Specialists
Technical Assistant - Payroll	Payroll and Timekeeping Clerks
Technical Assistant - Processes	Office and Administrative Support Workers, All Other
Technical Assistant - Professional and Organizational Development	Office and Administrative Support Workers, All Other
Technical Assistant - Program Innovation	Office and Administrative Support Workers, All Other
Technical Assistant - Section 504 and Student Services	Office and Administrative Support Workers, All Other
Technical Assistant - Service Navigator for Homeless Support	Child, Family, and School Social Workers

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Howard County Public Schools Job Title	Closest Match Job Category – Baltimore-Columbia-Towson, Maryland Area
Technical Assistant - Special Education Compliance	Office and Administrative Support Workers, All Other
Technical Assistant - Student Access and Achievement	Office and Administrative Support Workers, All Other
Technical Assistant - Temporary Housing	Office and Administrative Support Workers, All Other
Technical Assistant - Transportation	Dispatchers, Except Police, Fire, and Ambulance
Technical Assistant - Use of School Facilities	Office and Administrative Support Workers, All Other
Testing Assistant	Teaching Assistants, Except Postsecondary

Appendix F: CESO HR Services •

Everyday solutions

Benefits Administration

Assist with benefits-related tasks such as consultation, open enrollment support, total compensation communication and more

Project Work

Access to in-house HR expertise for on-demand consultation and support for individual district projects and process documentation

Staffing Campaign

Partner with our communications division to strategize and mobilize a multichannel digital campaign to help you bring in the best humans for your district

HR Data Analysis

Work with our team to dig into your organizational data and gain insight into what's happening with your staff, why, and what you can do about it

Staffing

CESO HR provides temporary, semi-permanent, or permanent HR staffing to increase your capacity to address HR management needs.

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Director Level

Support your department needs with director-level work – our seasoned staff can step in to handle everything from employee investigations, performance management, negotiations support and more

Practitioner Level

Day-to-day operations support for your HR team – taking on routine processes or required reporting to free up your team to focus on supporting the people in your organization

Long-term strategy

Executive Coaching, Mentoring, & Leadership Development

One-on-one coaching and strategy partnership for leaders at any level, from new employees to established practitioners

Talent Acquisition & Competitive Advantage Support

Design and customize a plan to support your organization in attracting, retaining, and promoting excellent people

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