

# 2017 MSBO / Hiring Solutions LLC Salary Survey

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# Study Overview

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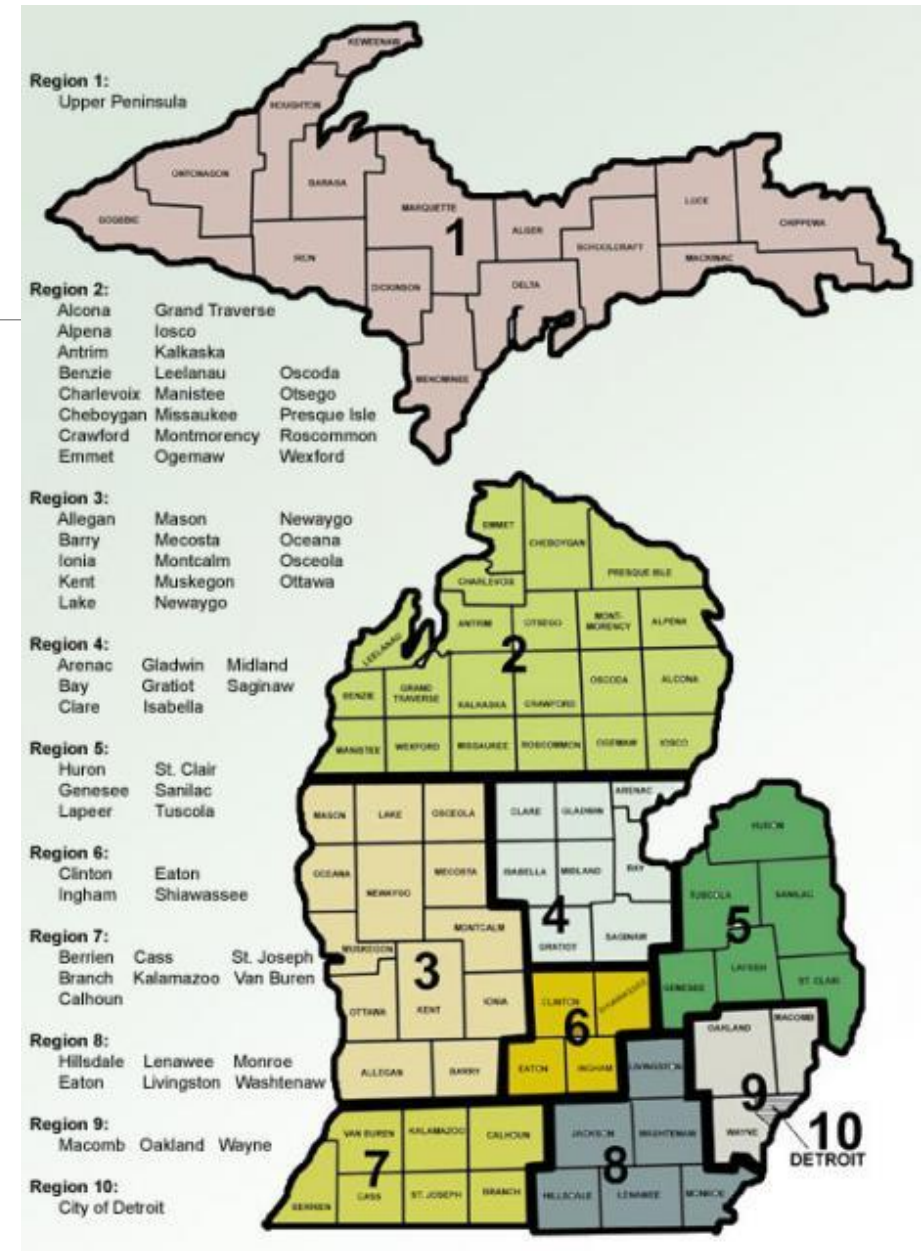
## Review of Methodology

- Intake Overview
  - Position Description Development
- What Salary Information was Collected?
  - Why?
- Vetting of Data
  - School Follow Ups
- Preparation of Results
- Validity

# Study Overview

## Participants – 230 Total

- By Region:
  - 1- Upper Peninsula (21)
  - 2- Northern Lower MI (19)
  - 3- Central West MI (47)
  - 4- Central East MI (19)
  - 5- Thumb Area (17)
  - 6- Central Lower MI (15)
  - 7- Southwest MI (24)
  - 8- Southeast MI (25)
  - 9- Metro Detroit (43)



# Results from the Survey

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## Executive Summary:

- Larger organizations tend to pay more (i.e. employees, budget, number of students)
- ISD's generally pay the most (vs. K12 / PSA)
- Regions 6 (Central Lower MI) and 9 (Metro Detroit) tend to pay the most
- Regions 1 (Upper Peninsula) and 5 (Thumb Area) tend to pay the least
  - Everyone else is somewhere in the middle
- General lack of positions in Human Resources and Food / Nutritional Services

# Comparison 2016 → 2017

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## Trends:

- Regions 6 (Central Lower MI) and 8 (Southeast MI) generally saw increases
- Regions 2 (Northern Lower MI), 3 (Central West MI) and 4 (Central East MI) were most likely to see a decrease or stay the same
- 6% improvement in pay in comparison to the external labor market
- More large district (in terms of budget, # of employees and # of students) participation

# Director of Business Services

(Other titles may include: Director of Finance or Chief Financial Officer)

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**SUMMARY:** Provides a high level of financial management and control. Directs and supervises the planning and management of the district's business and financial services. Directly supervises some or all finance/purchasing, facility maintenance, food service, transportation, and facilities planning. Provides leadership in the planning, managing and coordinating of support system to achieve the educational requirements of the district.

**EDUCATION:** This position requires knowledge normally acquires through a Master's Degree with concentration in business, financial management, accounting, or a related field. MSBO certification preferred.

**EXPERIENCE:** A minimum of seven (7) to ten (10) years of progressively more responsible or expansive experience, including three (3) to five (5) years of supervisory experience or an equivalent combination of education and experience.

# Survey Results: Director of Business Services

Weighted Average:  
\$96,740

External Labor  
Market Average:  
\$121,800

	<i>n</i>	<i>Average</i>	<i>Interquartile Ranges</i>		
			<i>25<sup>th</sup></i>	<i>Median</i>	<i>75<sup>th</sup></i>
<b>Number of Employees</b>					
1 – 500	119	\$91,358	\$76,500	\$93,500	\$105,813
501 – 1000	17	\$119,108	\$107,000	\$116,685	\$127,000
1001 - 2500	11	\$120,673	\$108,848	\$125,553	\$130,500
<b>Budget</b>					
\$1M - \$10M	35	\$81,541	\$68,333	\$80,000	\$94,079
\$11M - \$25M	44	\$88,631	\$75,750	\$87,039	\$97,500
\$26M - \$50M	45	\$103,985	\$97,850	\$102,000	\$110,000
\$51M - \$100M	18	\$115,055	\$105,500	\$116,343	\$126,375
\$101M - \$250M	13	\$120,632	\$111,904	\$125,553	\$132,000
<b>Number of Students</b>					
1 – 2,501	80	\$85,831	\$72,875	\$84,750	\$99,158
2,501 – 5,000	48	\$105,032	\$96,791	\$102,250	\$112,250
5,001 – 10,000	19	\$123,041	\$114,295	\$125,553	\$133,446
10,001 +	5	\$104,769	\$98,000	\$107,281	\$107,565
<b>Region</b>					
1 (Upper Peninsula)	11	\$86,591	\$76,500	\$82,500	\$96,500
2 (Norther Lower MI)	9	\$95,960	\$89,250	\$99,000	\$105,625
3 (Central West MI)	35	\$97,336	\$76,500	\$95,000	\$109,714
4 (Central East MI)	10	\$84,901	\$76,000	\$81,000	\$92,008
5 (Thumb Area)	11	\$77,784	\$59,250	\$74,000	\$91,313
6 (Central Lower MI)	13	\$101,458	\$97,388	\$106,000	\$107,565
7 (Southwest MI)	14	\$93,724	\$80,883	\$97,750	\$108,125
8 (Southeast MI)	16	\$100,402	\$90,750	\$94,500	\$117,750
9 (Metro Detroit)	36	\$108,532	\$98,413	\$110,000	\$123,413

# Survey Results: Director of Business Services

Weighted Average:  
\$96,740

External Labor  
Market Average:  
\$121,800

Region	n	Average	Interquartile Ranges		
			25 <sup>th</sup>	Median	75 <sup>th</sup>
1 (Upper Peninsula)	11	\$86,591	\$76,500	\$82,500	\$96,500
2 (Norther Lower MI)	9	\$95,960	\$89,250	\$99,000	\$105,625
3 (Central West MI)	35	\$97,336	\$76,500	\$95,000	\$109,714
4 (Central East MI)	10	\$84,901	\$76,000	\$81,000	\$92,008
5 (Thumb Area)	11	\$77,784	\$59,250	\$74,000	\$91,313
6 (Central Lower MI)	13	\$101,458	\$97,388	\$106,000	\$107,565
7 (Southwest MI)	14	\$93,724	\$80,883	\$97,750	\$108,125
8 (Southeast MI)	16	\$100,402	\$90,750	\$94,500	\$117,750
9 (Metro Detroit)	36	\$108,532	\$98,413	\$110,000	\$123,413



# Business Manager

(Other titles may include: Accounting Manager or Finance Manager)

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**SUMMARY:** Supervises an accounting staff engaged in processing district financial accounting functions including: posting to the general ledger, accounting for revenues, processing fringe benefit billings, providing for proper internal accounting, procedures and controls, and accounting for federal programs.

**EDUCATION:** This position requires knowledge normally acquired through a Bachelor's in accounting or a related field. MSBO certification preferred.

**EXPERIENCE:** A minimum of three (3) to five (5) years of experience in a school accounting capacity with knowledge of budget production, reporting, and control or an equivalent combination of education and experience.

# Survey Results: Business Manager

Weighted Average:  
\$68,091

External Labor  
Market Average:  
\$74,400

	<i>n</i>	<i>Average</i>	<i>Interquartile Ranges</i>		
			<i>25<sup>th</sup></i>	<i>Median</i>	<i>75<sup>th</sup></i>
<b><i>Number of Employees</i></b>					
1 – 500	98	\$63,656	\$53,500	\$60,500	\$73,750
501 – 1000	10	\$85,003	\$81,818	\$92,000	\$94,195
1001 - 2500	11	\$93,464	\$88,437	\$93,500	\$100,500
<b><i>Budget</i></b>					
\$1M - \$10M	39	\$56,963	\$50,250	\$57,000	\$61,500
\$11M - \$25M	40	\$65,707	\$53,875	\$65,000	\$75,000
\$26M - \$50M	19	\$68,910	\$56,750	\$63,000	\$87,318
\$51M - \$100M	12	\$83,472	\$79,250	\$86,136	\$92,125
\$101M - \$250M	13	\$95,220	\$90,374	\$94,760	\$101,000
<b><i>Number of Students</i></b>					
1 – 2,501	82	\$62,026	\$52,625	\$60,000	\$68,500
2,501 – 5,000	21	\$70,504	\$57,500	\$66,500	\$85,000
5,001 – 10,000	17	\$94,269	\$91,537	\$93,500	\$101,000
10,001 +	2	\$76,161	\$74,081	\$76,161	\$78,242

# Accountant

(Other titles may include: Staff Accountant)

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**SUMMARY:** Assists the director of business services and/or business manager in the efficient and effective administration of district fiscal affairs. Compiles and analyzes financial information to prepare entries to accounts, such as general ledger accounts and documenting business transactions. Assists in the preparation of final grant closeouts, monthly and quarterly reports, and reimbursement requests as determined by state, federal, or other grant providers.

**EDUCATION:** A Bachelor's Degree in accounting, business or a related field from an accredited college or university. MSBO certification preferred.

**EXPERIENCE:** A minimum of three (3) years of accounting related or school finance experience or an equivalent combination of education and experience.

# Survey Results: Accountant

Weighted Average:  
\$49,532

External Labor  
Market Average:  
\$51,300

	n	Average	Interquartile Ranges		
			25 <sup>th</sup>	Median	75 <sup>th</sup>
<b>Number of Employees</b>					
1 – 500	76	\$46,837	\$40,000	\$45,355	\$52,250
501 – 1000	15	\$55,736	\$47,235	\$57,000	\$63,463
1001 - 2500	10	\$60,439	\$51,039	\$59,683	\$70,226
<b>Budget</b>					
\$1M - \$10M	20	\$48,841	\$39,880	\$45,625	\$54,688
\$11M - \$25M	29	\$45,985	\$40,500	\$45,000	\$50,000
\$26M - \$50M	33	\$48,414	\$42,338	\$49,470	\$54,000
\$51M - \$100M	14	\$51,510	\$43,875	\$52,000	\$57,649
\$101M - \$250M	11	\$64,320	\$55,719	\$67,500	\$70,631
<b>Number of Students</b>					
1 – 2,501	49	\$46,386	\$39,520	\$45,000	\$51,000
2,501 – 5,000	35	\$49,604	\$44,250	\$49,470	\$54,500
5,001 – 10,000	18	\$59,758	\$51,039	\$59,683	\$69,375
10,001 +	4	\$47,378	\$41,266	\$47,976	\$54,088

# Director of Human Resources

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**SUMMARY** Provides leadership to the district regarding human resources services. Responsible for the negotiations and administration of the school district's labor and employment contracts, staffing, correspondence and communications, certification and tenure, employment, benefits, records management, applications management, legal issues, and governmental reporting in accordance with established policies, guidelines, and procedures. The incumbent is responsible for supervising staff within the department.

**EDUCATION:** A Bachelor's Degree in human resources, business, psychology or a related area. A master's degree is preferred. MSBO certification preferred.

**EXPERIENCE:** This position requires a minimum of seven (7) years to ten (10) years of progressively more responsible and supervisory experience or expansive relevant experience or an equivalent combination of education and experience.

# Survey Results: Director of Human Resources

Weighted Average:  
\$97,905

External Labor  
Market Average:  
\$100,950

	<i>n</i>	<i>Average</i>	Interquartile Ranges		
			<i>25<sup>th</sup></i>	<i>Median</i>	<i>75<sup>th</sup></i>
<b><i>Number of Employees</i></b>					
1 – 500	44	\$87,157	\$61,130	\$95,000	\$110,000
501 – 1000	16	\$117,468	\$109,265	\$118,343	\$127,108
1001 - 2500	10	\$114,130	\$105,198	\$116,475	\$125,732
<b><i>Budget</i></b>					
\$1M - \$10M	4	\$54,522	\$34,250	\$45,807	\$66,079
\$11M - \$25M	12	\$70,350	\$55,000	\$65,000	\$91,250
\$26M - \$50M	33	\$97,986	\$88,000	\$105,000	\$112,000
\$51M - \$100M	15	\$117,450	\$103,031	\$116,685	\$126,250
\$101M - \$250M	11	\$118,374	\$107,846	\$124,811	\$128,896
<b><i>Number of Students</i></b>					
1 – 2,501	20	\$67,612	\$47,925	\$60,753	\$89,695
2,501 – 5,000	34	\$104,711	\$98,090	\$106,250	\$115,750
5,001 – 10,000	17	\$118,753	\$105,791	\$124,500	\$132,000
10,001 +	2	\$102,236	\$98,354	\$102,236	\$106,118

# Human Resources Manager

(Other titles may include: Human Resources Supervisor)

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**SUMMARY:** Assists with a variety of human resource assignments including employment, benefit administration, employee relations, performance monitoring, labor relations, and the development / analysis of human resource policies and procedures. Maintains several human resource databases and programs to ensure human resource information systems are current. The incumbent is responsible for supervising staff within the department.

**EDUCATION:** A Bachelor's Degree in human resources, business, psychology or a related area. MSBO certification and PHR/SPHR certification preferred.

**EXPERIENCE:** This position requires a minimum of five (5) years to seven (7) years of progressively more responsible and supervisory experience or expansive relevant experience or an equivalent combination of education and experience.

# Survey Results: Human Resources Manager

Weighted Average:  
\$60,317

External Labor  
Market Average:  
\$82,600

	<i>n</i>	<i>Average</i>	<i>Interquartile Ranges</i>		
			<i>25<sup>th</sup></i>	<i>Median</i>	<i>75<sup>th</sup></i>
<b><i>Number of Employees</i></b>					
<i>1 – 500</i>	36	\$51,877	\$41,750	\$49,000	\$59,497
<i>501 – 1000</i>	6	\$68,043	\$51,875	\$58,750	\$86,445
<i>1001 - 2500</i>	10	\$86,086	\$75,375	\$81,200	\$96,669
<b><i>Budget</i></b>					
<i>\$1M - \$10M</i>	11	\$51,781	\$44,250	\$52,000	\$55,875
<i>\$11M - \$25M</i>	15	\$49,953	\$41,250	\$47,476	\$59,665
<i>\$26M - \$50M</i>	14	\$52,085	\$42,500	\$49,500	\$55,535
<i>\$51M - \$100M</i>	5	\$72,500	\$61,500	\$74,000	\$75,000
<i>\$101M - \$250M</i>	10	\$88,062	\$76,500	\$88,137	\$97,765
<b><i>Number of Students</i></b>					
<i>1 – 2,501</i>	25	\$51,005	\$43,500	\$48,000	\$59,329
<i>2,501 – 5,000</i>	15	\$53,420	\$42,500	\$50,000	\$60,125
<i>5,001 – 10,000</i>	13	\$86,048	\$75,000	\$85,900	\$98,767
<i>10,001 +</i>	2	\$48,069	\$45,035	\$48,069	\$51,104



# Director of Technology

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**SUMMARY:** Provides technology leadership and oversight for all district area initiatives through leadership, technical assistance, and collaboration. Coordinates technology grant writing and planning and implementation efforts. Develops and maintains regional, state, and national partnerships to support the integration of technology into operations, teaching, and learning. The incumbent is responsible for supervising staff within the department.

**EDUCATION:** A Bachelor's Degree in a related field required, a master's degree in a related field is preferred. MSBO certification preferred.

**EXPERIENCE:** A minimum of seven (7) to ten (10) years of progressively more responsible or expansive experience, including one (1) to two (2) years of supervisory responsibility is required. Understanding of the role of technology in teaching and learning is essential. K12 technology leadership experience and experience with managing educational networks and data systems preferred or an equivalent combination of education and experience.

# Survey Results: Director of Technology

Weighted Average:  
\$74,911

External Labor  
Market Average:  
\$88,450

	n	Average	Interquartile Ranges		
			25 <sup>th</sup>	Median	75 <sup>th</sup>
<b>Number of Employees</b>					
1 – 500	90	\$68,180	\$55,125	\$69,329	\$81,000
501 – 1000	16	\$97,817	\$92,973	\$98,500	\$105,000
1001 - 2500	9	\$100,450	\$90,000	\$101,952	\$110,350
<b>Budget</b>					
\$1M - \$10M	30	\$57,651	\$42,728	\$54,750	\$71,000
\$11M - \$25M	30	\$68,792	\$55,810	\$65,550	\$72,750
\$26M - \$50M	36	\$80,273	\$70,188	\$80,705	\$88,000
\$51M - \$100M	15	\$96,479	\$90,496	\$97,000	\$104,500
\$101M - \$250M	10	\$103,051	\$97,484	\$102,976	\$111,682
<b>Number of Students</b>					
1 – 2,501	66	\$62,996	\$50,500	\$62,500	\$71,750
2,501 – 5,000	35	\$87,664	\$78,000	\$87,272	\$96,500
5,001 – 10,000	15	\$101,029	\$95,120	\$101,000	\$107,675
10,001 +	3	\$72,137	\$66,706	\$80,412	\$81,706

# Technology Manager

(Other titles may include: Technology Supervisor)

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**SUMMARY:** Responsible for planning, directing and managing the day-to-day operations of all technology functions for both the business and instructional staff. This includes the purchasing, installation, and repair of hardware and software, televisions and DVDs/VCRs, and the district's telephone and fiber optic network. Works collaboratively with other district staff and third party support companies.

**EDUCATION:** A Bachelor's Degree in computer science or a related field. MSBO certification preferred.

**EXPERIENCE:** This position requires a minimum of five (5) to seven (7) years of progressively more responsible or expansive experience, including three to five years of supervisory responsibility. Familiarity with instructional systems and use of technology in the classroom is required. Experience with LAN, WAN, and network design is required or an equivalent combination of education and experience.

# Survey Results: Technology Manager

Weighted Average:  
\$60,472

External Labor  
Market Average:  
\$73,800

	<i>n</i>	<i>Average</i>	<i>Interquartile Ranges</i>		
			<i>25<sup>th</sup></i>	<i>Median</i>	<i>75<sup>th</sup></i>
<b><i>Number of Employees</i></b>					
<i>1 – 500</i>	54	\$56,141	\$49,760	\$52,773	\$60,000
<i>501 – 1000</i>	7	\$74,230	\$63,250	\$69,000	\$84,304
<i>1001 - 2500</i>	10	\$74,155	\$68,013	\$76,591	\$81,510
<b><i>Budget</i></b>					
<i>\$1M - \$10M</i>	11	\$56,259	\$48,500	\$54,000	\$63,450
<i>\$11M - \$25M</i>	27	\$57,295	\$50,000	\$52,500	\$63,000
<i>\$26M - \$50M</i>	19	\$57,543	\$49,465	\$56,000	\$62,000
<i>\$51M - \$100M</i>	6	\$71,083	\$61,625	\$67,750	\$75,750
<i>\$101M - \$250M</i>	11	\$73,196	\$61,793	\$76,500	\$84,304
<b><i>Number of Students</i></b>					
<i>1 – 2,501</i>	40	\$55,893	\$50,000	\$52,773	\$60,500
<i>2,501 – 5,000</i>	21	\$59,544	\$49,680	\$56,500	\$68,000
<i>5,001 – 10,000</i>	13	\$77,281	\$66,500	\$76,682	\$85,927
<i>10,001 +</i>	0	N/A	N/A	N/A	N/A

# Transportation Director

(Other titles may include: Transportation Manager)

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**SUMMARY:** Responsible for providing students and passengers with efficient and safe transportation while ensuring county, state, and federal regulations and licenses are met. Oversees the organization, administration, and supervision of the school district transportation system and staff in accordance school district policies.

**EDUCATION:** High school diploma or GED. MSBO certification (transportation supervisor) or ability to obtain. Associate's degree preferred.

**EXPERIENCE:** This position requires a minimum of three (3) to five (5) years of progressively more responsible and supervisory experience or expansive experience preferably in the field of transportation or an equivalent combination of education and experience.

# Survey Results: Transportation Director

Weighted Average:  
\$56,145

External Labor  
Market Average:  
\$68,000

	<i>n</i>	<i>Average</i>	<i>Interquartile Ranges</i>		
			<i>25<sup>th</sup></i>	<i>Median</i>	<i>75<sup>th</sup></i>
<b><i>Number of Employees</i></b>					
<i>1 – 500</i>	93	\$53,063	\$45,000	\$52,000	\$59,000
<i>501 – 1000</i>	12	\$68,860	\$55,987	\$66,799	\$74,695
<i>1001 - 2500</i>	7	\$75,465	\$72,400	\$75,500	\$78,600
<b><i>Budget</i></b>					
<i>\$1M - \$10M</i>	23	\$47,155	\$42,722	\$50,000	\$53,500
<i>\$11M - \$25M</i>	47	\$51,122	\$45,000	\$51,000	\$56,000
<i>\$26M - \$50M</i>	27	\$62,316	\$52,750	\$59,000	\$72,750
<i>\$51M - \$100M</i>	13	\$68,327	\$56,000	\$67,000	\$72,000
<i>\$101M - \$250M</i>	8	\$75,157	\$73,099	\$76,100	\$81,315
<b><i>Number of Students</i></b>					
<i>1 – 2,501</i>	69	\$50,760	\$45,000	\$51,000	\$56,000
<i>2,501 – 5,000</i>	29	\$59,618	\$52,500	\$55,949	\$66,097
<i>5,001 – 10,000</i>	14	\$76,819	\$71,250	\$76,100	\$81,084
<i>10,001 +</i>	4	\$59,250	\$49,750	\$51,750	\$61,250

# Facilities Director

(Other titles may include: Facilities Manager)

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**SUMMARY:** Responsible for review of the design, installation, modification and maintenance of electrical, roofing, refrigeration, plumbing, HVAC, paving, and other plant mechanical equipment systems for the district. Oversees compliance contracts, design drawings, and bid specifications. The incumbent is responsible for supervising staff within the department.

**EDUCATION:** This position requires knowledge equivalent to that which normally would be acquired through an associate's degree preferably in the area of engineering. A bachelor's degree is preferred. MSBO certification preferred.

**EXPERIENCE:** This position requires a minimum of five (5) to seven (7) years of supervisory experience working with construction contractors. Technical experience in safety, general building maintenance, or other related technical areas is required or an equivalent combination of education and experience.

# Survey Results: Facilities Director

Weighted Average:  
\$65,529

External Labor  
Market Average:  
\$61,300

	<i>n</i>	<i>Average</i>	<i>Interquartile Ranges</i>		
			<i>25<sup>th</sup></i>	<i>Median</i>	<i>75<sup>th</sup></i>
<b><i>Number of Employees</i></b>					
<i>1 – 500</i>	107	\$59,695	\$50,000	\$55,000	\$70,000
<i>501 – 1000</i>	16	\$87,027	\$77,500	\$83,715	\$96,500
<i>1001 - 2500</i>	10	\$91,625	\$76,438	\$94,500	\$105,250
<b><i>Budget</i></b>					
<i>\$1M - \$10M</i>	31	\$51,200	\$43,750	\$50,000	\$54,128
<i>\$11M - \$25M</i>	43	\$58,092	\$50,000	\$55,000	\$66,072
<i>\$26M - \$50M</i>	40	\$70,432	\$59,400	\$71,250	\$81,625
<i>\$51M - \$100M</i>	15	\$84,717	\$76,450	\$78,000	\$91,712
<i>\$101M - \$250M</i>	12	\$91,854	\$81,313	\$96,250	\$102,500
<b><i>Number of Students</i></b>					
<i>1 – 2,501</i>	78	\$56,423	\$47,875	\$54,000	\$63,541
<i>2,501 – 5,000</i>	41	\$72,982	\$60,000	\$77,000	\$83,500
<i>5,001 – 10,000</i>	17	\$90,098	\$77,000	\$91,500	\$101,000
<i>10,001 +</i>	2	\$50,250	\$48,875	\$50,250	\$51,625



# Director of Food and Nutrition Services

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**SUMMARY:** Responsible for district wide food operations to ensure USDA guidelines are met. Plans and implements daily menus, and purchases food, supplies, and equipment according to the Federal Nutrition Program. The incumbent is responsible for supervising staff within the department.

**EDUCATION:** This position requires knowledge equivalent to that which normally would be acquired through the completion of a four year-college degree program such as a bachelor's of food service management, dietetics, or equivalent. MSBO certification preferred

**EXPERIENCE:** A minimum of five (5) to seven (7) years of progressively more responsible or expansive experience in food service operations, including three (3) to five (5) years of supervisory responsibility is required. Experience in institutional food preparation, kitchen management, and materials procurement is required or an equivalent combination of education and experience.

# Survey Results: Director of Food and Nutrition Services

Weighted Average:  
\$51,607

External Labor  
Market Average:  
\$58,800

	<i>n</i>	<i>Average</i>	<i>Interquartile Ranges</i>		
			<i>25<sup>th</sup></i>	<i>Median</i>	<i>75<sup>th</sup></i>
<b><i>Number of Employees</i></b>					
1 – 500	67	\$48,659	\$38,000	\$47,507	\$57,955
501 – 1000	7	\$60,353	\$56,500	\$62,500	\$63,485
1001 - 2500	7	\$71,214	\$67,250	\$71,000	\$77,750
<b><i>Budget</i></b>					
\$1M - \$10M	13	\$34,085	\$30,000	\$32,250	\$37,864
\$11M - \$25M	33	\$49,519	\$41,500	\$48,000	\$58,000
\$26M - \$50M	26	\$55,419	\$47,143	\$53,500	\$59,750
\$51M - \$100M	8	\$65,000	\$61,125	\$64,250	\$68,750
\$101M - \$250M	6	\$71,917	\$68,375	\$71,250	\$80,875
<b><i>Number of Students</i></b>					
1 – 2,501	47	\$45,292	\$34,500	\$45,000	\$52,000
2,501 – 5,000	26	\$56,738	\$49,293	\$55,000	\$62,000
5,001 – 10,000	9	\$70,056	\$67,000	\$71,000	\$75,000
10,001 +	2	\$48,100	\$47,150	\$48,100	\$49,050

# What now?

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How to use data and apply it in your district:

- Development of salary ranges
- Determine a pay strategy
- How to handle positions above or below the market?
- What about performance?
- Role of position descriptions

# Increases by Industry

	Actual 2015		Projected 2016		Actual 2016		Projected 2017	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
<b>All Industries</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.1%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.1%</b>	<b>3.0%</b>
Accommodation and Food Services	3.3%	3.0%	3.4%	3.0%	3.0%	3.0%	3.1%	3.0%
Administrative and Support and Waste Management and Remediation Services	3.1%	3.0%	3.2%	3.0%	3.0%	3.0%	3.1%	3.0%
Agriculture, Forestry, Fishing and Hunting	2.9%	2.9%	3.2%	3.0%	2.9%	3.0%	3.5%	3.0%
Arts, Entertainment, and Recreation	2.9%	3.0%	3.3%	3.0%	3.1%	3.0%	3.2%	3.0%
Construction	2.9%	3.0%	3.0%	3.0%	3.4%	3.0%	3.3%	3.0%
Educational Services	2.6%	3.0%	2.5%	2.5%	2.6%	2.8%	2.6%	2.8%
Finance and Insurance	3.2%	3.0%	3.2%	3.0%	3.1%	3.0%	3.1%	3.0%
Health Care and Social Assistance	2.7%	3.0%	2.9%	3.0%	2.9%	3.0%	2.9%	3.0%
Information	3.1%	3.0%	3.3%	3.0%	3.2%	3.0%	3.2%	3.0%
Management of Companies and Enterprises	3.6%	3.0%	3.0%	3.0%	3.0%	3.0%	3.1%	3.0%
Manufacturing	3.0%	3.0%	3.1%	3.0%	3.0%	3.0%	3.1%	3.0%
Mining, Quarrying, and Oil and Gas Extraction	2.5%	3.0%	2.9%	3.0%	1.3%	0.0%	2.4%	3.0%
Professional, Scientific, and Technical Services (includes Consulting)	3.1%	3.0%	3.3%	3.0%	3.3%	3.0%	3.3%	3.0%
Public Administration	2.7%	3.0%	2.7%	3.0%	3.3%	3.0%	3.1%	3.0%



# Thank You

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