Redesigning Salary Schedules

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tif Teacher Incentive Fund

Today's Discussion

- Panel presentations
  - Achievement First Charter School Network
  - Jefferson County Public Schools
- Panel discussion and Q & A
- Group breakout activity
  - Design an alternative teachers' salary schedule and identify challenges and solutions

Salary Schedule Basics

- Traditional single salary schedule
  - Consists of steps (years of experience) and lanes (educational attainment)
  - Predictable
  - Objective
  - Little demonstrated relationship to teacher quality, human capital priorities and strategies

Table 1

Example of a Single Salary Schedule

Years Service	BA	BA 15	BA 30	MA	MA 30	MA 45	MA 60/ Doctorate
0	$28,000	$29,400	$30,870	$32,414	$34,034	$35,736	$37,523
1	$28,560	$29,988	$31,487	$33,062	$34,715	$36,451	$38,273
2	$29,131	$30,588	$32,117	$33,723	$35,409	$37,180	$39,039
3	$29,714	$31,200	$32,759	$34,397	$36,117	$37,923	$39,819
4	$30,308	$31,824	$33,415	$35,085	$36,840	$38,682	$40,616
5	$30,914	$32,460	$34,083	$35,787	$37,576	$39,455	$41,428
6	$31,533	$33,109	$34,765	$36,503	$38,328	$40,244	$42,257
7	$32,163	$33,771	$35,460	$37,233	$39,095	$41,049	$43,102
8	$32,806	$34,447	$36,169	$37,978	$39,876	$41,870	$43,964
9	$33,463	$35,136	$36,893	$38,737	$40,674	$42,708	$44,843
10	$34,132	$35,838	$37,630	$39,512	$41,487	$43,562	$45,740
11	$34,814	$36,555	$38,383	$40,302	$42,317	$44,433	$46,655
12	$35,511	$37,286	$39,151	$41,108	$43,164	$45,322	$47,588
13	$36,221	$38,032	$39,934	$41,930	$44,027	$46,228	$48,540
14	$36,945	$38,793	$40,732	$42,769	$44,907	$47,153	$49,510
15	$37,684	$39,569	$41,547	$43,624	$45,806	$48,096	$50,501
16	$38,438	$40,360	$42,378	$44,497	$46,722	$49,058	$51,511
17	$39,207	$41,167	$43,225	$45,387	$47,656	$50,039	$52,541
18	$39,991	$41,990	$44,090	$46,294	$48,609	$51,040	$53,592
19	$40,791	$42,830	$44,972	$47,220	$49,581	$52,060	$54,663
20	$41,607	$43,687	$45,871	$48,165	$50,573	$53,102	$55,757
21		$44,561	$46,789	$49,128	$51,584	$54,164	$56,872
22		$45,452	$47,724	$50,111	$52,616	$55,247	$58,009
23		$46,361	$48,679	$51,113	$53,668	$56,352	$59,169
24		$47,288	$49,652	$52,135	$54,742	$57,479	$60,353
25		$48,234	$50,646	$53,178	$55,837	$58,629	$61,560
26		$49,198	$51,658	$54,241	$56,953	$59,801	$62,791
27		$50,182	$52,692	$55,326	$58,092	$60,997	$64,047
28		$51,186	$53,745	$56,433	$59,254	$62,217	$65,328
29		$52,210	$54,820	$57,561	$60,439	$63,461	$66,634
30		$53,254	$55,917	$58,713	$61,648	$64,731	$67,967

Source: Odden, A., & Wallace, M. (2008). How to Create World Class Teacher Compensation. p. 38. Available at: www.freeloadpress.com.

Alternative Salary Schedule

- Rethinking base pay
  - Reduced number of steps and lanes
    - Can use savings to pay for bonuses
  - Hybrid alternative schedule based on performance categories, knowledge and skills
    - Movement between career levels based on performance, with a limited number of seniority steps within each career level
- Base pay supplements
  - Expanded roles
  - Hard-to-staff school and/or subjects
  - Nation Board certification
  - Performance awards

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Figure 1

A Knowledge-and Skills-Based Pay Plan

	Step Within Level	BA	MA	MA 60/ Doctorate
Entry	1	$40,000	$41,600	$43,264
	2	$40,600	$42,224	$43,913
	3	$41,209	$42,857	$44,572
Emerging Professional	1	$45,330	$47,143	$49,029
	2	$46,010	$47,850	$49,764
	3	$46,700	$48,568	$50,511
	4	$47,400	$49,297	$51,268
	5	$48,112	$50,036	$52,037
	6	$48,833	$50,787	$52,818
Professional	1	$53,716	$55,865	$58,100
	2	$54,522	$56,703	$58,971
	3	$55,340	$57,554	$59,856
	4	$56,170	$58,417	$60,754
	5	$57,013	$59,293	$61,665
	6	$57,868	$60,183	$62,590
Master	1	$63,655	$66,201	$68,849
	2	$64,610	$67,194	$69,882
	3	$65,579	$68,202	$70,930
	4	$66,562	$69,225	$71,994
	5	$67,561	$70,263	$73,074
	6	$68,574	$71,317	$74,170

Some Constraints

- Not all pay should be variable
  - Everyone needs and expects a stable “base” salary
  - So not all $ can be reallocated into bonuses
  - Some base pay progression should be built in
- System needs to be manageable, understandable

Restructured Salary Schedule as Sustainability Tool

- There is a lot of money tied up in steps and lanes
  - Guilford County Example: $16,000 per teacher, or 35% of the salary budget
- Some of this money can be reallocated if step/lane increases can be reduced or eliminated

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AF Teacher Career Pathway
Teacher Incentive Fund Meeting

August 2011

Achievement First

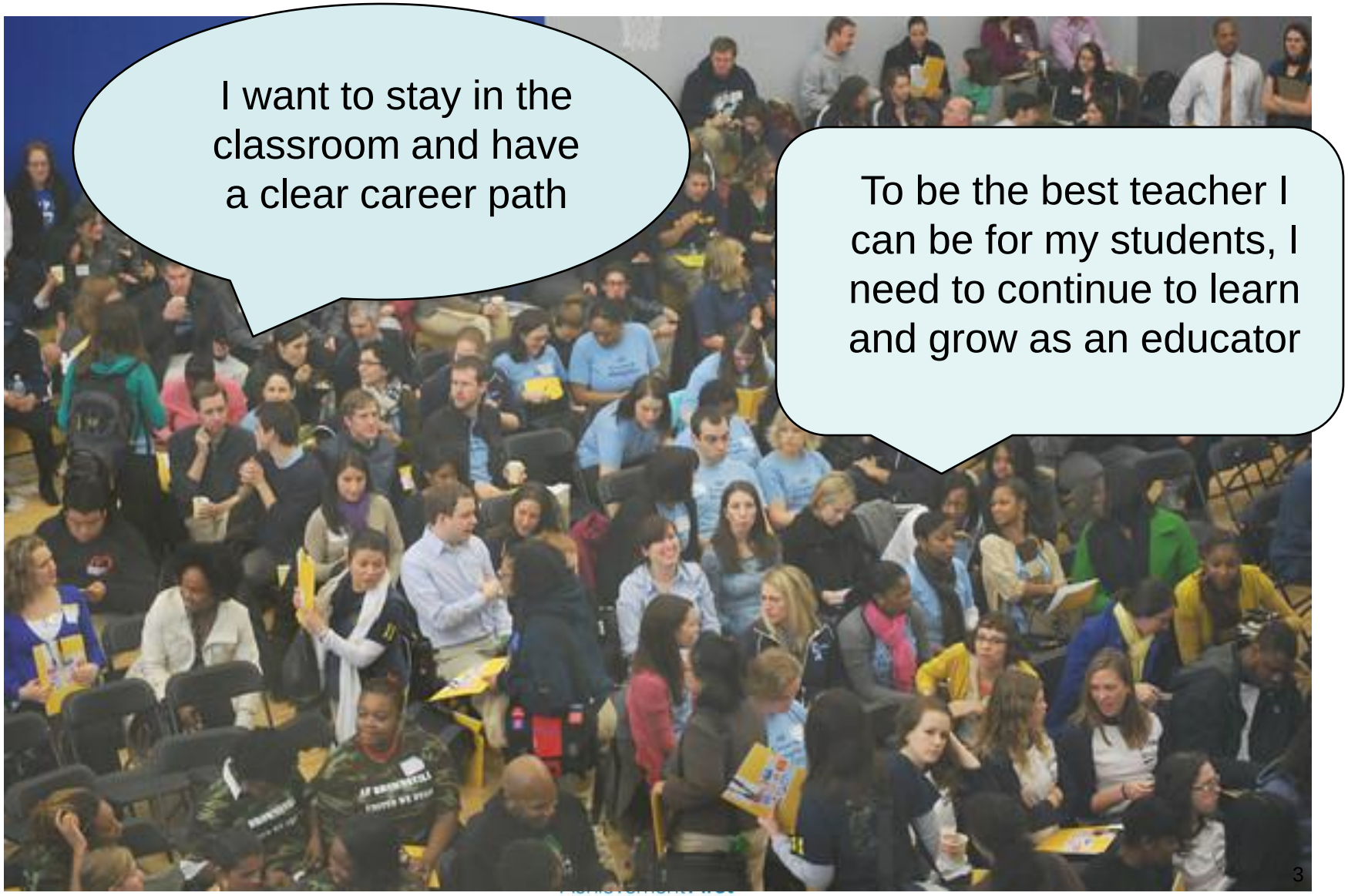
Project Profile

- Achievement First
  - K-12 Public charter school network in NY and CT
  - 6,400 Students
  - 550 teachers
  - 20 Schools

- AF Teacher Career Pathway
  - All 20 schools (K-12)
  - All teachers from every grade and subject
  - TIF 3 grant recipients
  - 2 years of design and pilot with full implementation in 2011-2012

Achievement First

Teachers Eager to Make Their Impact From Within the Classroom Told Us Two Things:

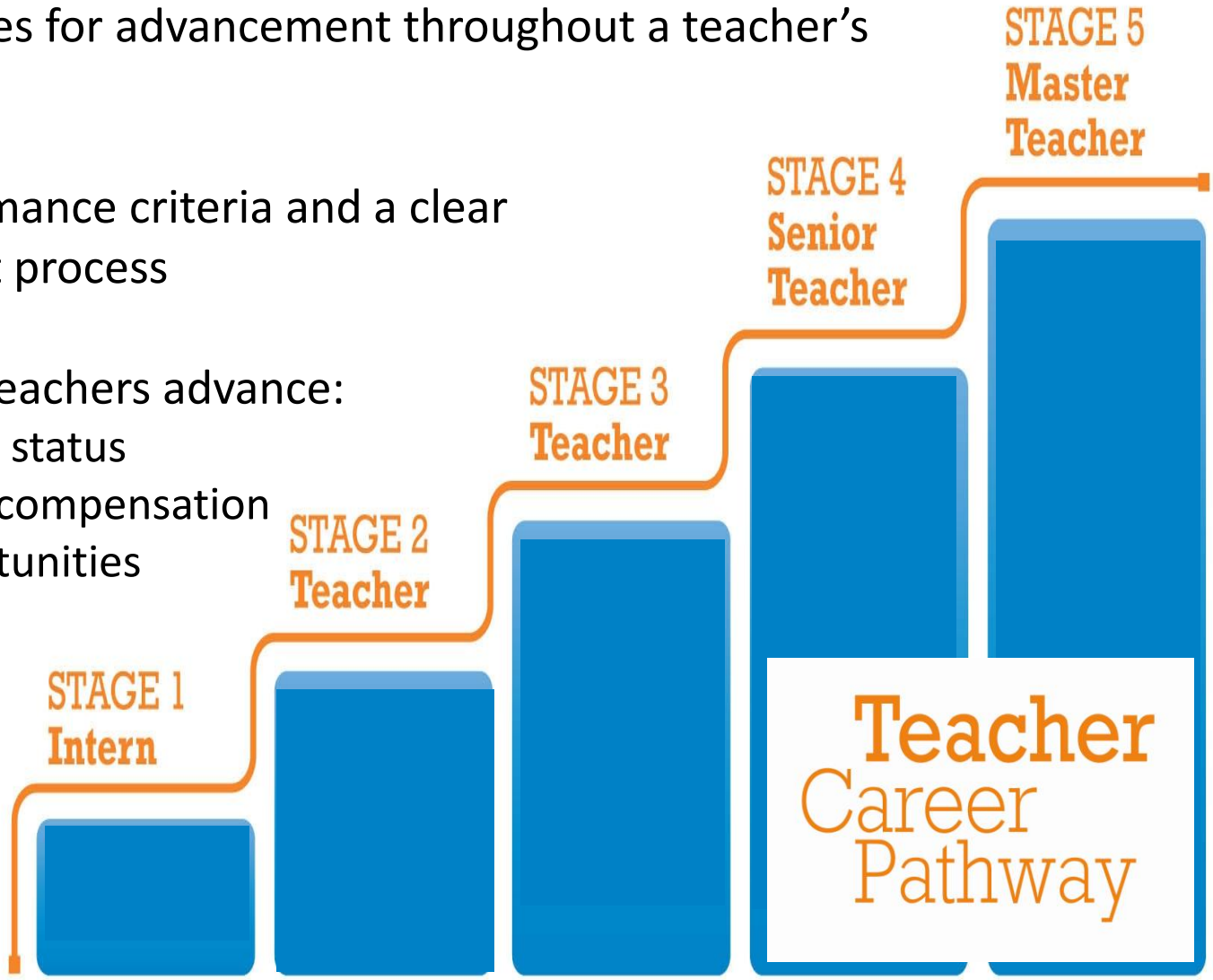


Teacher Career Pathway Defined

- Formal, sustained recognition for all teachers with multiple stages for advancement throughout a teacher's career

- Clear performance criteria and a clear advancement process

- Rewards as teachers advance:
  - Increased status
  - Financial compensation
  - PD opportunities



Goals of the AF Teacher Career Pathway

Designed with teachers over several years, the goal of the Teacher Career Pathway is to <u>increase student achievement</u> by:

- ✓ Setting clear standards and raising the bar for instructional excellence across the network
- ✓ Retaining talented teachers through recognition and reward
- ✓ Reinforcing the value AF places on great teaching and investing in the coaching and development of all of our teachers

AchievementFirst

Teaching Excellence Framework

OUTCOMES		INPUTS	
Student Achievement	**Student Character Development**	**Quality Instruction**	**Core Values and Contributions**
Teacher's impact on student academic growth based on principal review of assessment data	**Student survey** on their experience in the classroom and **Parent survey** of relationships and communications	**Essentials lesson observations** (3 formal observations and 1 comprehensive score)	**Peer survey and principal/dean survey** of core values and contributions to team achievement

Five Big Benefits for AF Teachers

1. Increased individual compensation based on teacher effectiveness

2. Team incentives and recognition – school-wide bonus of up to 10% salary

3. Differentiated teacher learning and development opportunities

4. More feedback from more sources to help teachers grow

5. Consistent recognition

Achievement First

JEFFCO Strategic Compensation

A joint project of JCEA, JCAA and Jeffco Public Schools

Redesigning Salary Schedules

August, 2011

Project Profile

- Jefferson County School District
  - 85,000 Students
  - 11,000 Employees
  - 154 Schools
- Strategic Compensation Pilot
  - 20 high needs schools
  - Over 700 educators
  - TIF Evaluation district
  - 3 years planning prior to award

Salary Schedule/ Pilot History

- **Joint Union & District project**
- **Philosophy**
  - Criterion based evaluation stipends increase collaboration
  - Team goals increase collaboration
  - Teachers should be able to leave the pilot
- **Compensation Details**
  - Increase all teachers to 40K minimum
  - 12k potential stipends (Goals & Eval.)
  - All schools vote in at 75%
  - 3 Tiered Salary Schedule

Mid-Cycle Challenges

- Voting Process at Schools
- Leadership Involvement
- Union and District Pressure
- Paradigm of Change

Current Details

- Standard salary schedule
- Added salary schedules for leadership
- Increased stipends to 15K
- Maintained starting at 40K
- Superintendent connections
- “You helped us develop” concept

Launch Year Update

- Evaluation stipend, Peer Evaluators & IRR
- Non-tested areas for goals
- Team scheduling
- Action Research
- Professional work Vs. daily pay