

Talent Management: Valuing Our Workforce

Raúl Peña
June 14, 2022



Fort Worth
INDEPENDENT SCHOOL DISTRICT



Comprehensive Compensation Review

Spring 2022



Historical Background

Last Pay Grade Analysis

- Previous Compensation Manual review completed in 2014
- Minimal changes made to address salary compression within the pay grades
- Hourly extra duty rates and stipends not analyzed



Original Compensation Review Proposal

Comprehensive Compensation Review

- Goal to attract & retain employees with a competitive compensation structure
- Comprehensive review of FWISD Compensation Manual & salary structures in comparison to similar large, urban school districts in the surrounding Metroplex
- Review of salary compression within pay grades to reward internal employee advancement
- Review of stipends and hourly supplemental pay

- Introduced at the September 28, 2021 Board Meeting
- Approved at the February 22, 2022 Board Meeting

Fort Worth ISD Division Feedback

- TASB Administrator Interview Questionnaire provided to Divisions in May 2022
- Divisions provide initial response data
- Follow-up Zoom interviews with Divisions to clarify responses regarding job titles, terminology, & unique scenarios



The image shows a screenshot of a digital form titled "Administrator Interview Questions" with the TASB logo. The form includes input fields for "District", "Name", "Dept", and "Job Title", each with a "Click or tap here to enter text" prompt. Below these fields is a paragraph of instructions: "Please provide a current organizational chart of your division/department. We will review your department organization chart(s) to better understand your scope of responsibility and the roles and responsibilities of each position in your area." This is followed by six numbered questions, each with a "Click or tap here to enter text" prompt.

Administrator Interview Questions

District: [Click or tap here to enter text.](#) Dept: [Click or tap here to enter text.](#)
Name: [Click or tap here to enter text.](#) Job Title: [Click or tap here to enter text.](#)

Please provide a current organizational chart of your division/department. We will review your department organization chart(s) to better understand your scope of responsibility and the roles and responsibilities of each position in your area.

1. How long have you been responsible for your department/division? What job did you hold prior to this position? [Click or tap here to enter text.](#)
2. Discuss your organizational chart and clarify the duties, responsibilities, and skill sets required of each position in your area. [Click or tap here to enter text.](#)
3. Are there jobs in your area that have high turnover? If so, which jobs? What do you think causes the high turnover? [Click or tap here to enter text.](#)
4. Which jobs are the hardest to fill with qualified candidates? What do you attribute this to? [Click or tap here to enter text.](#)
5. What concerns do you have about the district's pay plan? [Click or tap here to enter text.](#)
6. What outcomes would you like to see from this study? [Click or tap here to enter text.](#)

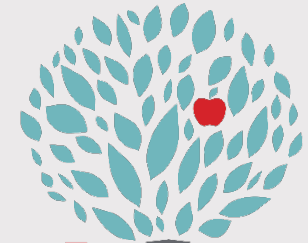
Spring Action Timeline

March	April	May	June
Analysis			
<ul style="list-style-type: none"> Initial data request & response 	<ul style="list-style-type: none"> Analyze salary and stipend data 	<ul style="list-style-type: none"> Analyze market to develop pay plans and adjustments 	
District Discussion Points			
	<ul style="list-style-type: none"> Respond to salary & stipend questions 	<ul style="list-style-type: none"> Discuss first draft of findings Joint meeting with Budget 	
Strategic Communication			
		<ul style="list-style-type: none"> TASB sends final report 	<ul style="list-style-type: none"> Present to the BOE Pay revisions finalized Employee notification

TASB Review Results

Amy Campbell
Director of HR Services





Fort Worth
INDEPENDENT SCHOOL DISTRICT

Fort Worth ISD Pay System Review

Amy Campbell, Director, HR Services

June 2022



This information is provided for educational purposes only to facilitate a general understanding of the law or other regulatory matter. This information is neither an exhaustive treatment on the subject nor is this intended to substitute for the advice of an attorney or other professional advisor. Consult with your attorney or professional advisor to apply these principles to specific fact situations



TASB Pay Study Process

Data Collection

Pay data & processes

Kick-off discussions



Market Pay Review

Gather market data

Match common jobs



Build Models for Improvement

Align pay structures

Adjust employee pay



Definitions

- **Compression:** little to no difference in employee pay rates regardless of differences in experience, skills, abilities, etc.
- **Median:** the middle value of an ordered list of values
- **Pay equity:** compensating employees fairly for substantially similar work when compared internally, externally, or individually



Pay System Objectives

- **Recruit Employees**

- Competitive entry rates
- Competitive pay for experienced new hires

- **Pay for Job Value**

- Prevent overpayment or underpayment

- **Retain Employees**

- Advance pay to market rates
- Market-competitive pay increases

- **Control Costs**

- Salary plan and increases driven by budget



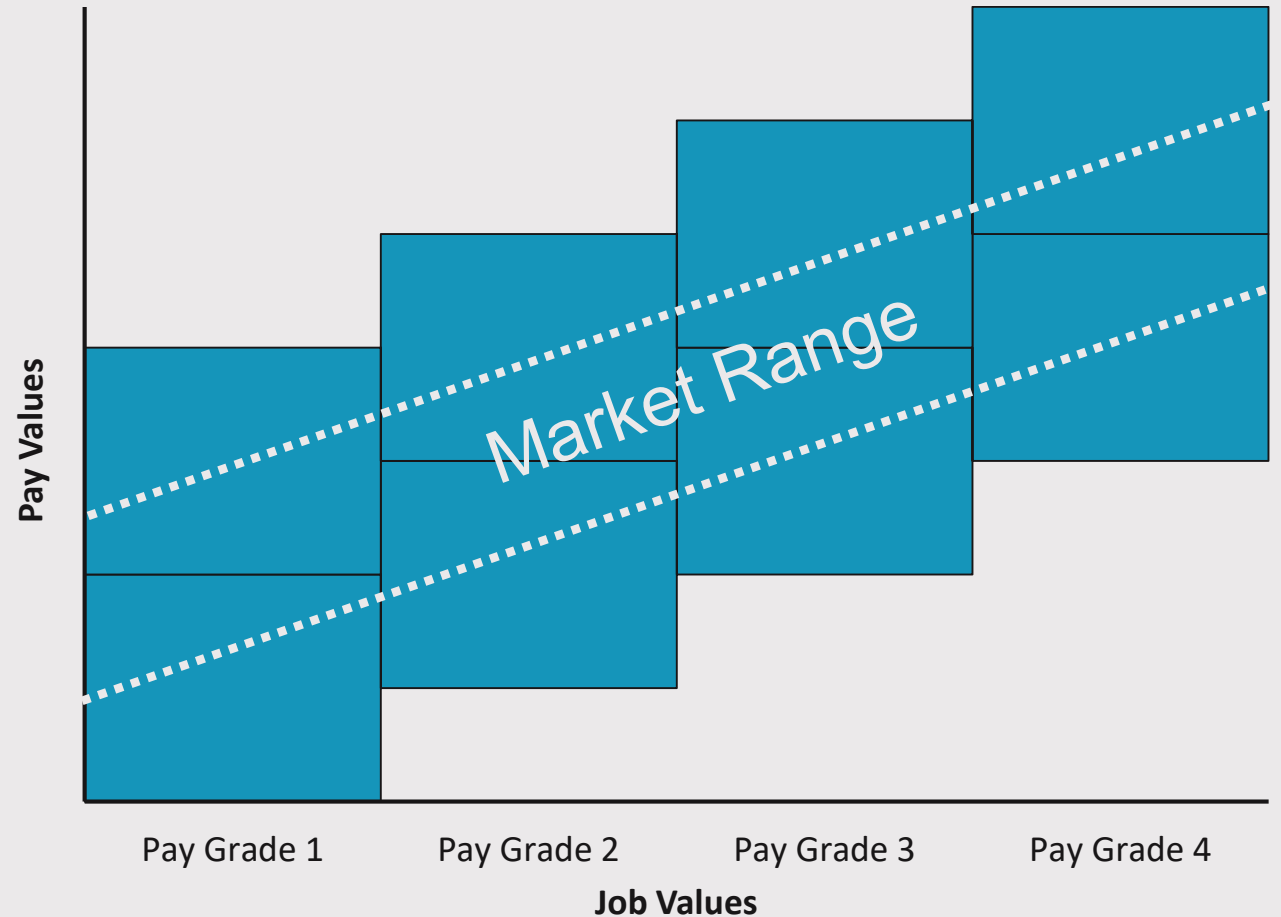
Pay System Controls

Pay Range Control Points

Maximum Rates –
maximum pay for job value

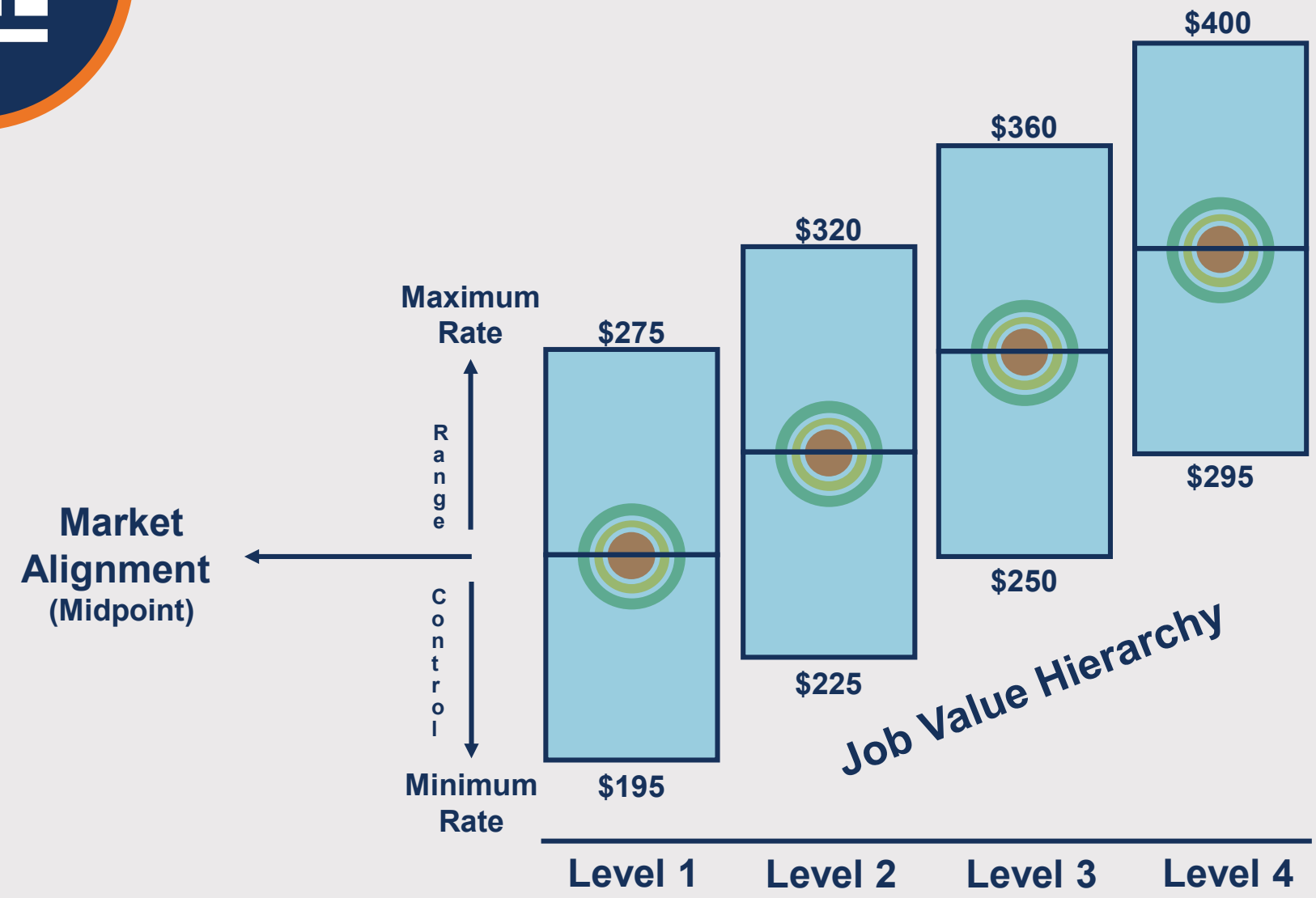
Midpoint Rates –
market target pay for job value

Minimum Rates –
lowest pay for job value





Market – Control Pay Structure





Strategies for Pay System Control

- Assess job value accurately
- Keep pay ranges competitive
- Control pay spread between job incumbents
- Accelerate employees to market pay
- Budget sufficiently for pay increases



Market Pay Strategy

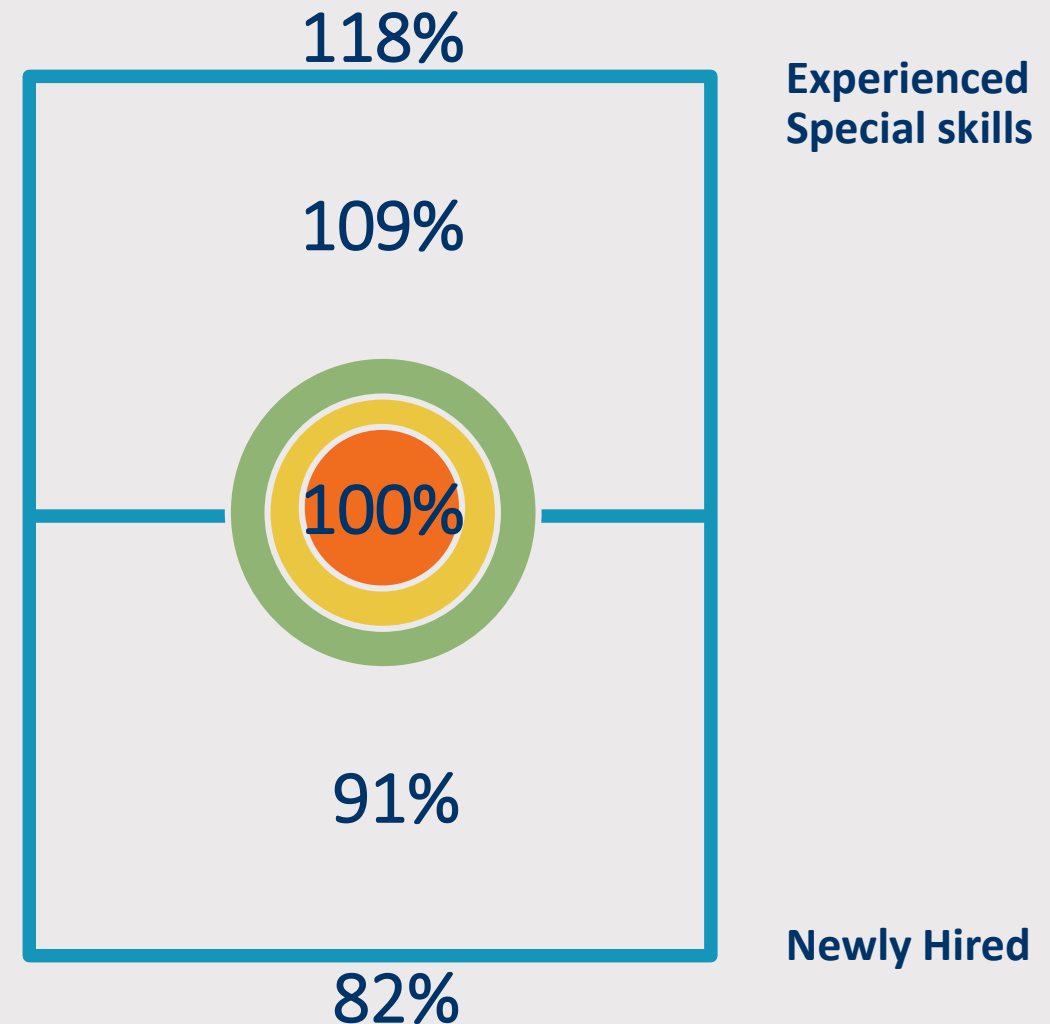
Market rate is intentionally set:

- Market value
- District goals

Range parameters are set to limit employee pay variance from the target rate.

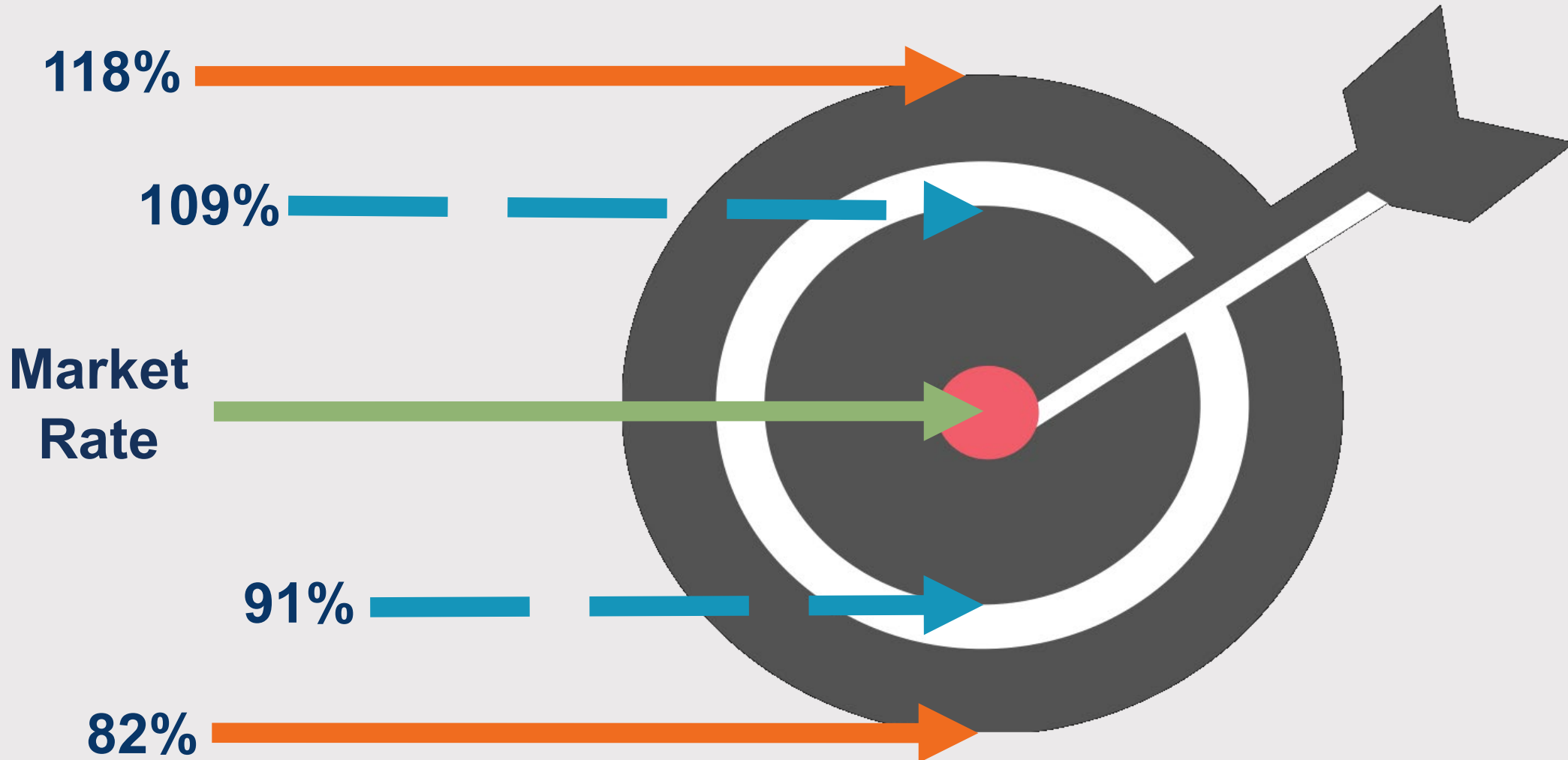
Goal is to pay employees near target rate.

Target rate is adjusted regularly.





Market Pay Strategy





Market Districts

District	Enrollment	District	Enrollment
Fort Worth ISD	72,257		
Aledo ISD	6,679	Keller ISD	34,279
Arlington ISD	56,485	Lake Worth ISD	3,627
Birdville ISD	22,673	Lewisville ISD	49,253
Crowley ISD	16,234	Mansfield ISD	35,063
Dallas ISD	145,105	McKinney ISD*	23,300
Eagle Mountain-Saginaw ISD	21,155	Mesquite ISD	38,455
Garland ISD	53,834	Northwest ISD	27,448
Grand Prairie ISD	28,145	Plano ISD	49,222
Grapevine-Colleyville ISD	13,890	Richardson ISD	37,628
Hurst-Euless-Bedford ISD	22,884	White Settlement ISD	7,024
Irving ISD*	31,869	Keller ISD	34,279

* District did not participate in district personnel survey. Teacher schedules collected from the district.



Other Market Sources

- Statewide districts 50,000+ enrollment for high-level administrative positions
- Economic Research Institute & CompAnalyst for Fort Worth metro area



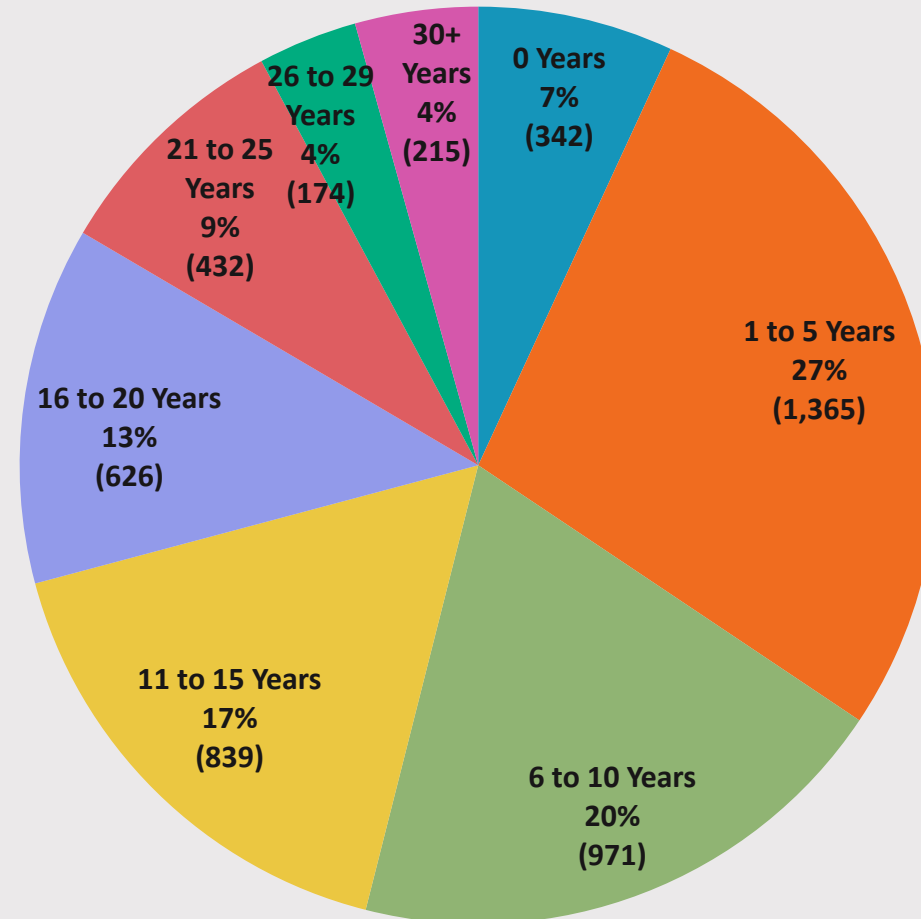
Employee Feedback

- Methodology for pay placement may not grant enough value to prior experience
- Job titling and job hierarchies aren't clear to many, causing perception of inequity
- Jobs within the same family are spread across multiple pay plans
- Some pay administration practices may warrant revision to support morale and perceptions of equity



Teachers – Demographics

Experience of Current Teachers

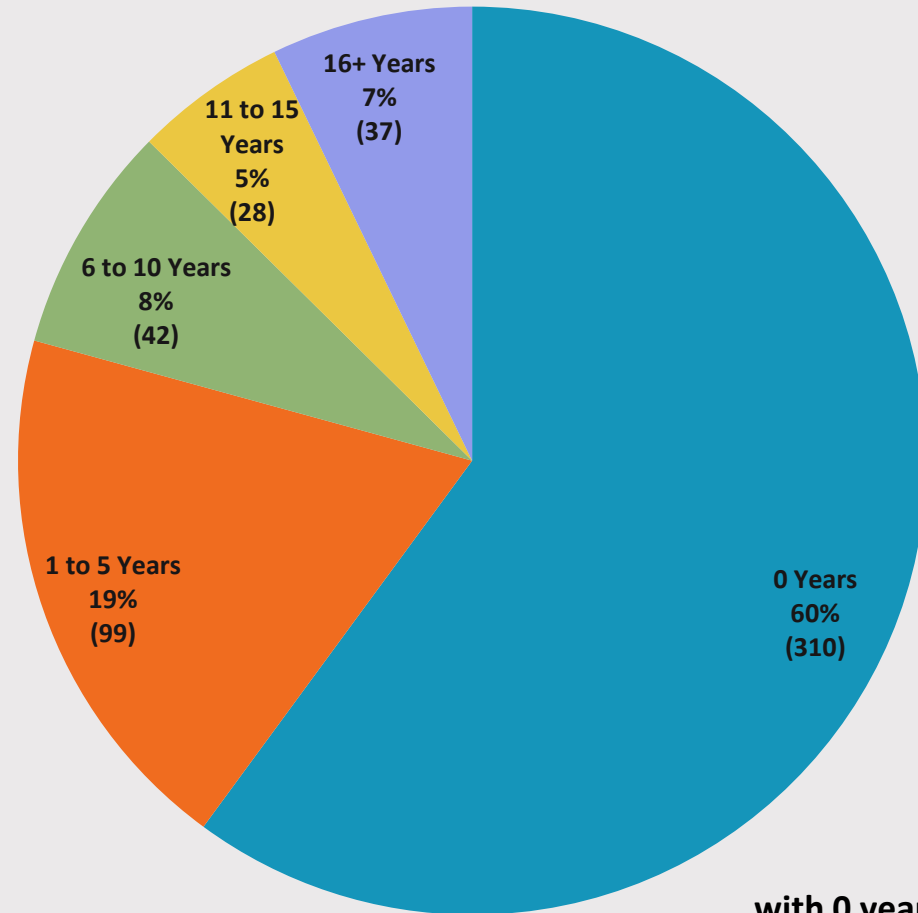


4,964 Teachers



Teachers – Demographics

Experience of Newly Hired Teachers

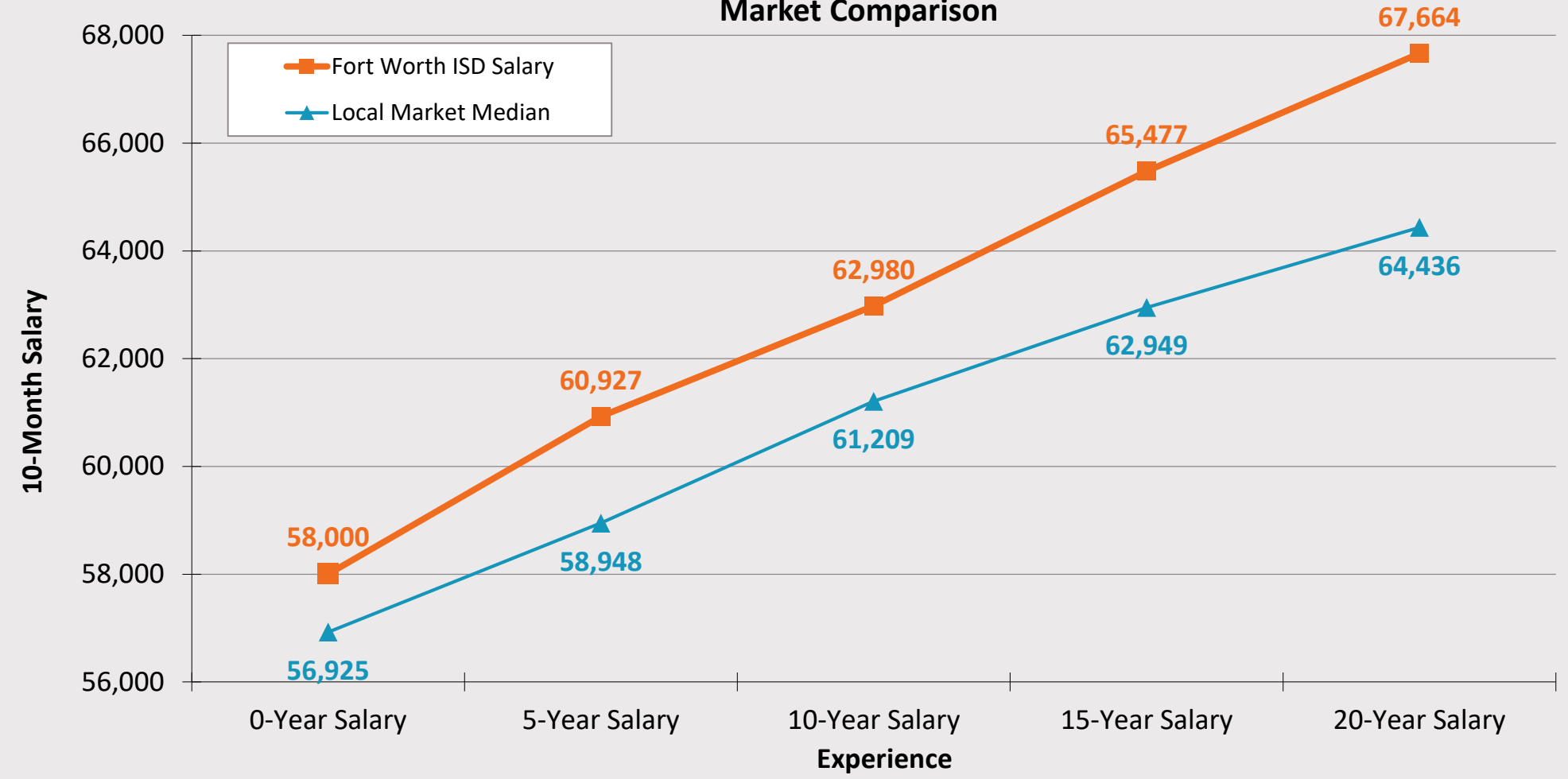


516 Teachers
with 0 years of local experience in 2021-2022



Teachers – Market Graph

Teacher Salary Plan, 2021-2022
Market Comparison





Teachers – Market Salaries

	0 - Years	5 - Years	10 - Years	15 - Years	20 - Years	Average Salary
Fort Worth ISD Salary	\$58,000	\$60,927	\$62,980	\$65,477	\$67,664	\$64,147
Local Market Median	\$56,925	\$58,948	\$61,209	\$62,949	\$64,436	\$61,545
% Difference from Market	102%	103%	103%	104%	105%	104%
Difference from Market	\$1,075	\$1,979	\$1,771	\$2,528	\$3,229	\$2,602



Teachers – Market Stipends

Stipend	Fort Worth ISD	Median Stipend	Districts Reporting
General Master's Degree	\$1,200	\$1,500	15 of 19
Secondary Math	\$1,800	\$3,000	7 of 19
Secondary Science	\$1,800	\$3,000	7 of 19
Bilingual	\$4,000	\$3,999	17 of 19
Special Education Self-Contained	\$1,350	\$2,040	9 of 19



Exempt – Market Salaries

Pay Group	Employee Pay to Market	Pay Grade Midpoint to Market	Pay Grade Minimum to Market	Number of Benchmarks
Executives	108%	98%	--	9
Instructional Programs/Campus Administration	99%	100%	--	21
Professional	96%	99%	--	22
Campus Professional	102%	107%	--	18
Technology	106%	111%	--	21



Nonexempt – Market Salaries

Pay Group	Employee Pay to Market	Pay Grade Midpoint to Market	Pay Grade Minimum to Market	Number of Benchmarks
Administrative Support	105%	107%	102%	21
Instructional Support	110%	120%	110%	9
Operations Support	112%	110%	106%	25



Recommendation 1

Realign job groupings and condense pay plans

- Combine Instructional Programs and Campus Administrators
- Incorporate counselors, librarians, and nurses into Campus Professional Support
- Renumber all pay plans



Recommendation 2

Retitle and reorganize jobs to create internal alignment and build logical career pathway progression within pay plans

- Changes have been recommended but additional work is required
- TASB HR Services will continue to work with district staff to recommend additional changes pending additional job descriptions



Recommendation 3

Implement pay structure adjustments to align with market

- Strong starting salaries
- Midpoints aligned with market
- Improve educator career pathway



Recommendation 4

Adopt a general pay increase (GPI) to maintain market position, as well as adjustments to improve individual pay

- Ensure all employees are paid at least 1% above minimum rate
- Strategic adjustments to adjust pay closer to market and spread incumbent rates
- Teacher pay equity adjustments
- Placement scale adjustments



Cost – 4.0% GPI

Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers	\$12,852,452	\$166,441	\$13,018,893
Executives - 100s	\$165,725	\$6,228	\$171,953
Campus Professional Support - 200s	\$3,962,555	\$3,198,701	\$7,161,256
Instructional Programs - 300s	\$2,102,665	\$662,214	\$2,764,879
Business & Operations - 400s	\$733,354	\$161,582	\$894,936
Technology - 500s	\$301,721	\$60,940	\$362,661
Instructional Support - 600s	\$1,061,427	\$72,309	\$1,133,736
Administrative Support - 700s	\$861,187	\$112,558	\$973,745
Operations - 800s	\$2,167,421	\$399,161	\$2,566,582
Other Adjustments - teaching stipends	\$0	\$400,966	\$400,966
Total	\$24,208,507	\$5,241,100	\$29,449,607
% of Current Costs	4.1%	0.9%	5.0%

Amy Campbell, Director, HR Services
amy.campbell@tasb.org

Follow HR Services:  @tasbhrs  tasb-hr-services  tasbhrs

District Recommendations

2022-2023 School Year



District Recommendation

TASB Recommendation	FWISD Recommendation
<p>Realign job groupings and condense pay plans</p> <ul style="list-style-type: none">• Combine Instructional Programs and Campus Administrators• Incorporate counselors, librarians, and nurses into Campus Professional Support• Renumber all pay plans	<p>Implement 2022-2023</p>
<p>Retitle and reorganize jobs to create internal alignment and build logical career pathway progression within pay plans</p>	<p>Ongoing Work in Progress</p>

District Recommendation

TASB Recommendation	FWISD Recommendation
<p>Implement pay structure adjustments to align with market</p> <ul style="list-style-type: none">• Strong starting salaries• Midpoints aligned with market• Improve educator career pathway	<p>Ongoing Work in Progress</p>
<p>Adopt a general pay increase (GPI) to maintain market position, as well as adjustments to improve individual pay</p> <ul style="list-style-type: none">• Ensure all employees are paid at least 1% above minimum rate• Strategic adjustments to adjust pay closer to market and spread incumbent rates• Teacher pay equity adjustments• Placement scale adjustments	<p>Implement 2022-2023</p>

Securing Our Spot as a Leading Employer

2022-2023 School Year



A National Perspective



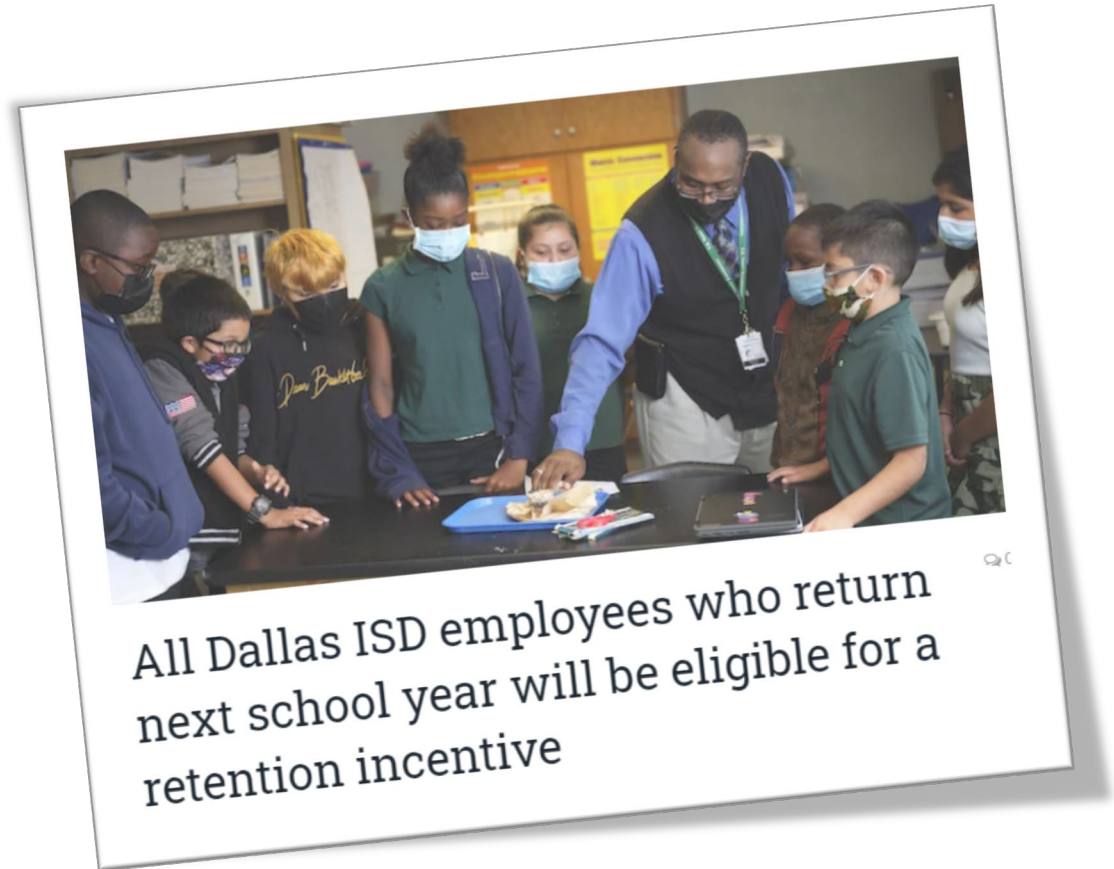
“In a national survey of 2,690 of its members before the start of the school year, the National Education Association found that 32% of survey respondents said the pandemic has led them to plan to leave the education profession earlier than anticipated.

These numbers were higher for educators of color and those with more than 20 years of experience.”

-TASB

Local District Retention Incentives

District	Target	Total
Dallas ISD	Teachers (Non-TEI)	\$2,500
Dallas ISD	Non-Teaching	\$2,500
Plano ISD	Teachers	\$1,000
Plano ISD	Non-Teaching	\$500
Duncanville ISD	15+ Years of Service	\$2,000
Grand Prairie ISD	Exempt	\$2,000
Grand Prairie ISD	Non-Exempt	\$1,000
Richardson ISD	Teachers 1-10 YOS	\$1,500
Richardson ISD	Teachers 11+ YOS	\$2,000
Richardson ISD	Non-Teaching	\$1,000
Rockwall ISD	All Employees	\$1,000



Additional Retention Incentive Examples

District	Target	Total
Aldine ISD	1-4 YOS	\$1,500
Aldine ISD	5-10 YOS	\$3,000
Aldine ISD	11+ YOS	\$5,000
College Station ISD	Campus Professionals	\$2,000
College Station ISD	All Others	\$1,000
Judson ISD	Full-Time	\$1,000
Judson ISD	Part-Time	\$500
Judson ISD	Long-Term Subs	\$400
Magnolia ISD	All Employees	\$2,750
Royse City ISD	Teachers	\$2,000
Royse City ISD	Non-Teaching	\$1,000
Spring ISD	Teachers 1-2 YOS	\$2,000
Spring ISD	Teachers 3-5 YOS	\$3,500
Spring ISD	Teachers 6+ YOS	\$5,000
Victoria ISD	Teachers & Administrators	\$3,000
Victoria ISD	All Others	\$1,500

spring ISD
2022-23

TEACHER RETENTION PROPOSAL

Retention Incentive

All Returning Teachers 2022-23

\$2,000
+ 2 Wellness Days
(Days off from work)

In Addition, Only Eligible Returning Teachers Will Receive The Teacher Effectiveness Incentive

Eligibility Criteria for Teacher Effectiveness Incentive

- ✓ T-TESS Evaluation Rating: Proficient or Above and
- ✓ Student STAAR or EOC Performance Data:
 - 70% of students met grade level standard
 - 80% of students met growth measure

For these teachers, the monetary incentive will be as follows:

RETENTION	
1-2 Years of Experience	\$2,000
3-5 Years of Experience	\$3,500
6+ Years of Experience	\$5,000

For more information, please contact Allen Barber, at 281-891-6049 or tbarber@springisd.org

Spring Independent School District is an equal opportunity employer. The Board of Trustees and its agents, officers and staff members shall not discriminate on the basis of gender.

ESSER III: Retention Incentive Recommendation

Full-Time Employees including 180-Day Substitutes

- Eligible employees must be working for the District from September 1, 2022 to May 26, 2023 to obtain the full incentive
- Partial payments in December and June
- \$2,000 for all eligible full-time employees including 180-day substitutes
 - \$1,000 payout in December and \$1,000 payout in June

ESSER III: Retention Incentive Recommendation

Part-Time Employees

- Eligible employees must be working for the District from September 1, 2022 to May 26, 2023 to obtain the full incentive
- Partial payments in December and June
- \$1,000 for all eligible part-time employees
 - \$500 payout in December and \$500 payout in June

ESSER III: Retention Incentive Recommendation

Substitutes

- Eligible employees must be working for the District 45 days each semester to obtain the full incentive
- Two half days will count as one whole day towards the incentive
- Partial payments in December and June
- \$1,000 for all eligible substitutes working at least:
 - 45 days between September 1 and December 9 (\$500 December payout)
 - 45 days between January 4 and May 26 (\$500 June payout)



TALENT MANAGEMENT