



Teacher Compensation Study :Next Steps

October 12, 2017

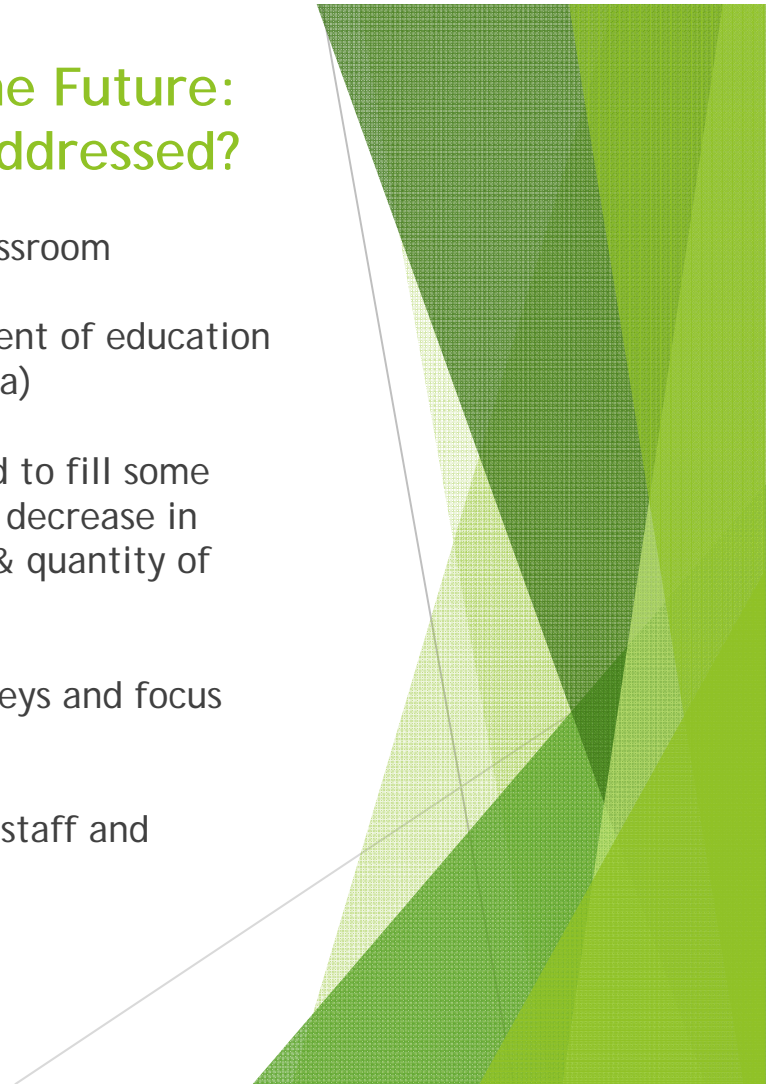
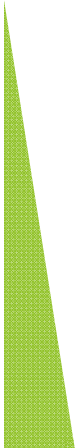
Purpose of Study Revisited:

Why did the Board direct staff to initiate the study in and retain a compensation consultant?

- ▶ Survey data indicated significant salary concerns from teachers
- ▶ Teacher pay a **Consistent Top Priority** for community and parents
- ▶ Last review and revision of teacher competitive market was 2005 (established in 2000)
- ▶ In 2016, Virginia average teacher salaries were ranked 30th in the nation

Maintaining Competitive Advantage for the Future: What Challenges and Opportunities Are Addressed?

- ▶ Recruitment and retention of high quality staff for each classroom
- ▶ Trend data that show significant drops in numbers and percent of education majors in colleges and universities (nationally and in Virginia)
- ▶ Virginia divisions (including Albemarle) are being challenged to fill some positions now -VADOE and state universities concerned that decrease in students pursuing education majors impacts future quality & quantity of teaching staff
- ▶ Teacher dissatisfaction with compensation as shared in surveys and focus groups
- ▶ Current compensation strategy difficult to communicate to staff and community



Gallagher Titan Study Findings- Focus Groups and Leadership Meetings

The focus groups, senior team meetings, and steering group input has been invaluable.

- ▶ Not everyone thinks teachers are underpaid relative to the “market.” Many anecdotal examples of pay problems. Some are real and some are not representative of broader data.
- ▶ Across the country the profession is “undervalued,” leading to low pay so teachers “can’t afford a house” in any high cost of living market, not just Albemarle.
- ▶ The Division is not having real trouble recruiting or retaining. The sense of fairness and morale is what is at stake.

Gallagher Titan Study Findings- Focus Groups and Leadership Meetings

- ▶ Movement through the pay scales and what happens to pay as a teacher moves along is a mystery – even to the Principals and the Administrators who designed and administer the program...no wonder teachers are both skeptical and feeling like something is wrong with pay.
- ▶ The benefits package is important and may be a source of some angst, especially retirement, healthcare costs, and end-of-career payouts for sick leave.
- ▶ It is not just about pay – independence, class size, and working in a quality Division with smart students is a competitive advantage for Albemarle.
- ▶ Pay for other activities, duties, and responsibilities is an important factor for teachers and a way to shape participation and align pay with the market.

Gallagher Titan Study Findings- Conclusions and Recommendations

- ▶ Overall, Albemarle annual pay tracks closely to the daily rate adjusted cost of teacher labor in eight Virginia talent competitors who are high-performing districts.
- ▶ Competitive pay shortfall is for more senior teachers. This is where adjustments are recommended.
- ▶ Albemarle is competitive for entry-level teachers.
- ▶ Albemarle is not competitive for many of its special or incentive pays. This is an area where the Division could make meaningful changes.
- ▶ Make the pay setting process transparent.

Developing the Teacher Scale (Current method)

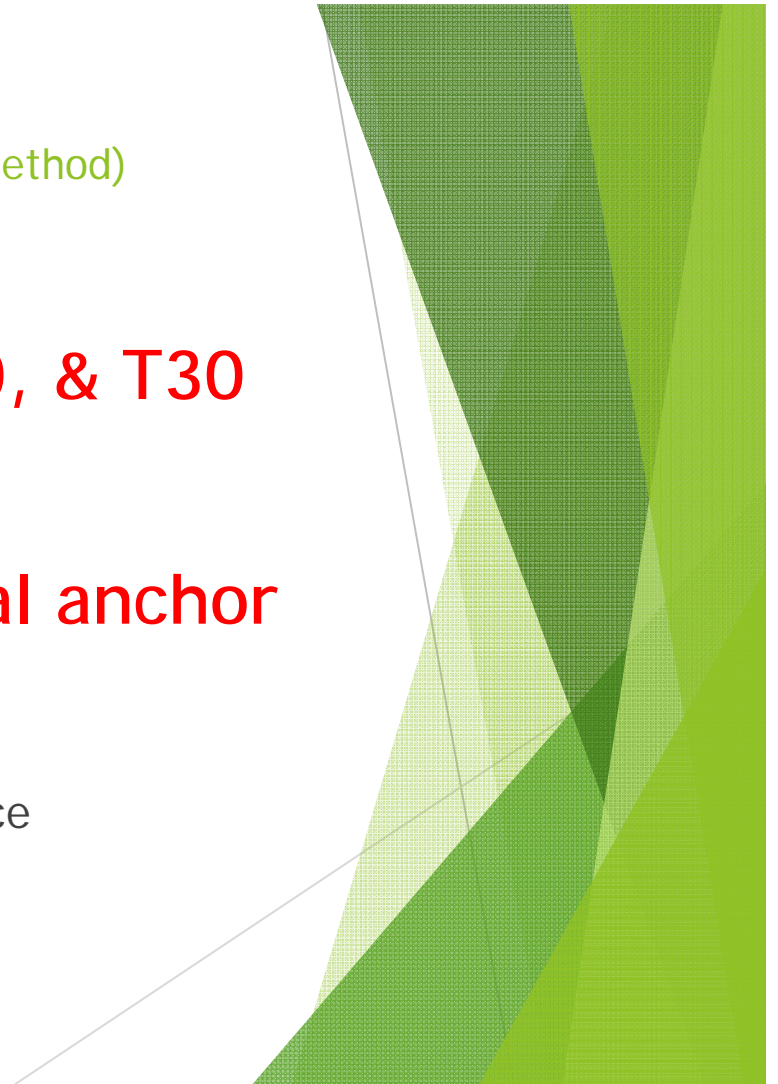
Current method/philosophy

**4 anchor points - T0*, T10, T20, & T30
with varying % increases**

**Equal dollars between individual anchor
points**

*T0 = beginning teacher with zero years of experience

T10 = teacher with 10 years of experience

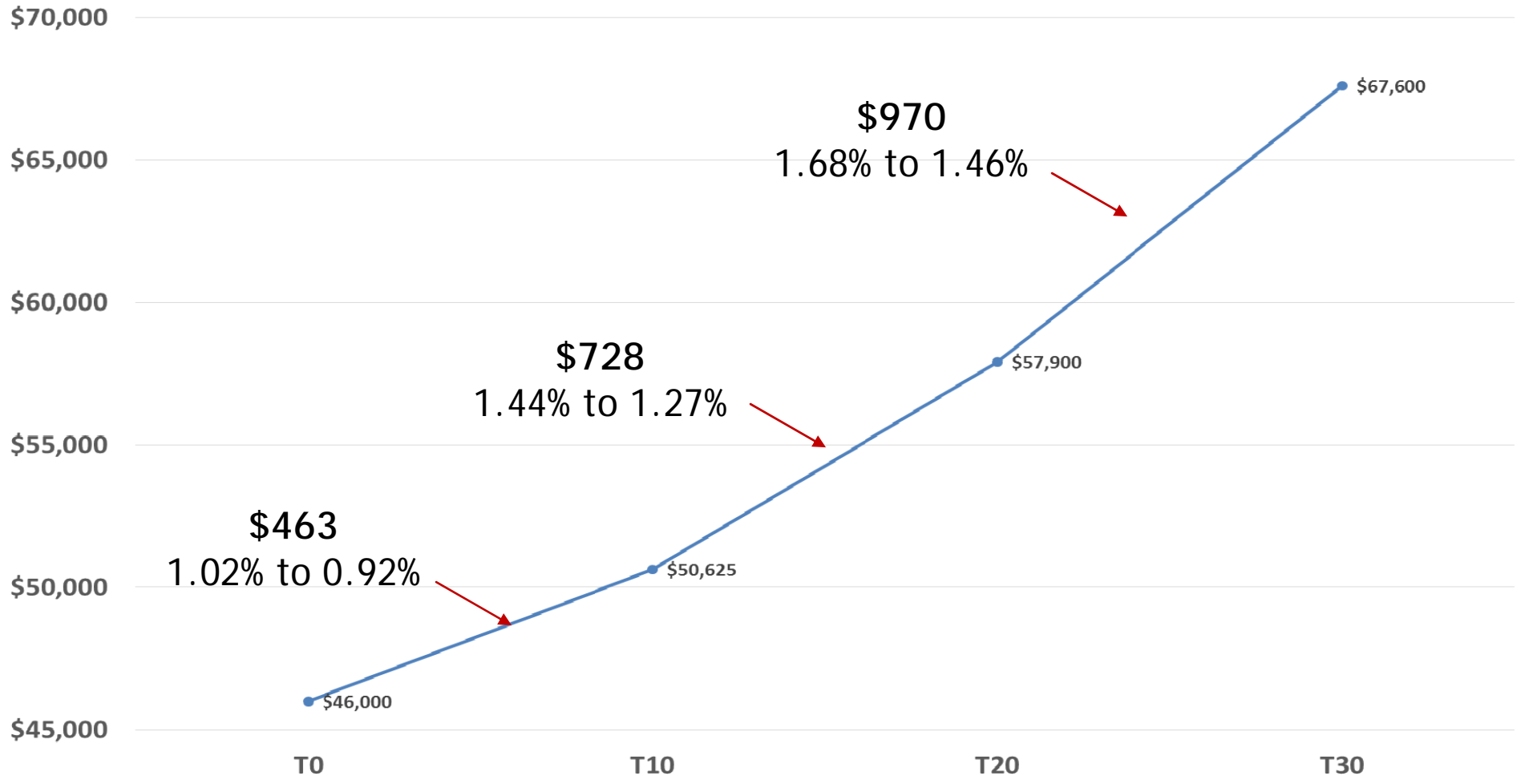


Movement on Current Scale (step ONLY)

<u>Step</u>	<u>2017-18 Scale</u>	<u>\$ Step</u>	<u>% Step</u>
		<u>Incr</u>	<u>Incr</u>
00	\$46,000		
01	\$46,463	\$463	1.01%
09	\$50,163	\$463	0.93%
10	\$50,625	\$463	0.92%
11	\$51,353	\$728	1.44%
19	\$57,173	\$728	1.29%
20	\$57,900	\$728	1.27%
21	\$58,870	\$970	1.68%

1 Step = ~1.13% Overall Salary Increase
 (no one actually receives this percentage)

Current Method: 4 Anchors T0, T10, T20, T30

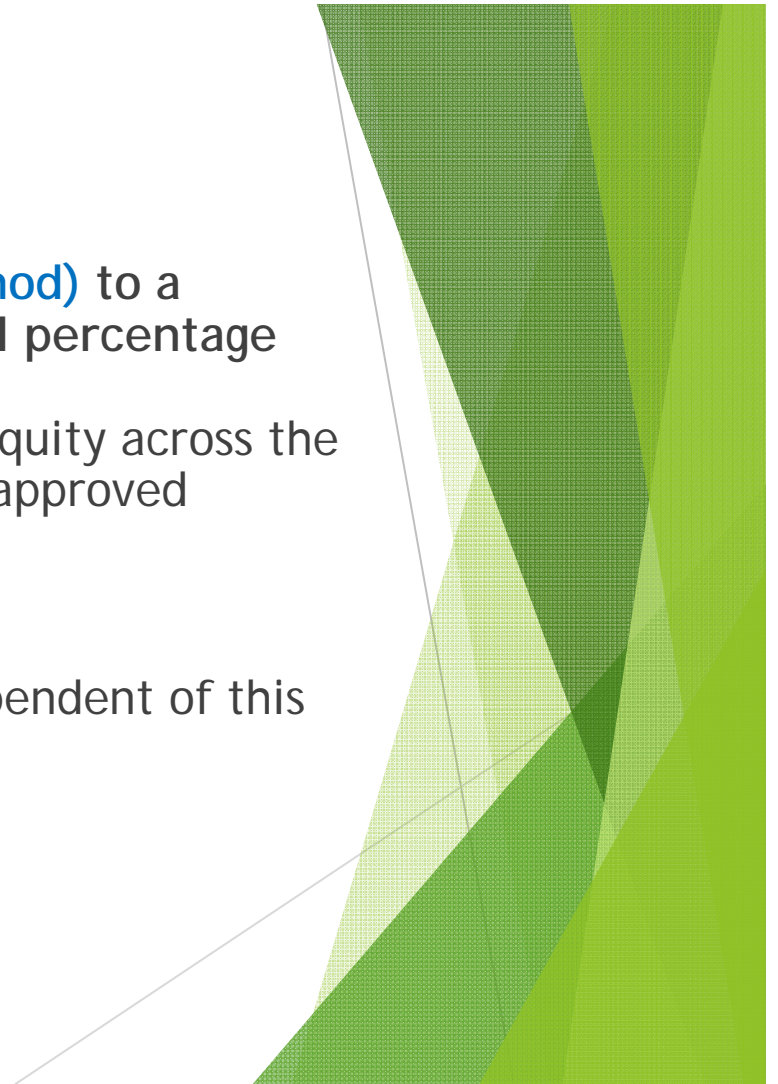


Addressing Concerns by New Method

Move from a **4 anchor point scale (current method)** to a **2 anchor point scale (straight line)** with equal percentage changes across the scale

Enhances understanding and communication- equity across the scale and all teachers receive the same board approved percentage increase

Market choice (current or Niche or other) is independent of this strategy



Addressing Concerns by New Method

Current method - 4 Anchor Points

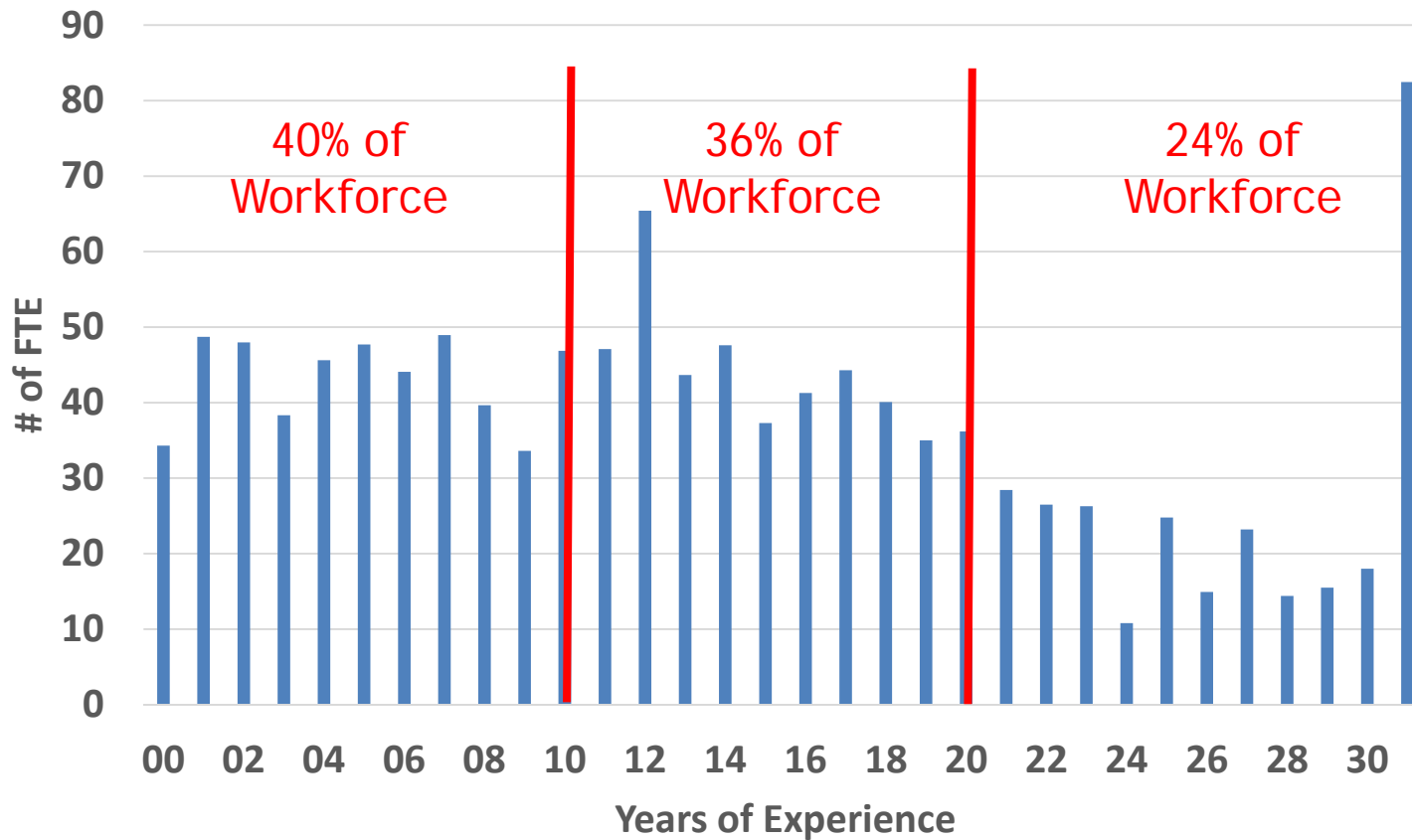
Build 18/19 scale as usual-4 anchor points, apply 2% inclusive of step-Cost \$1.5m

Recommended method - 2 Anchor Points (straight line)

Move to 2 anchor point scale (**straight line**) and apply minimum 2% for all -Cost \$3m

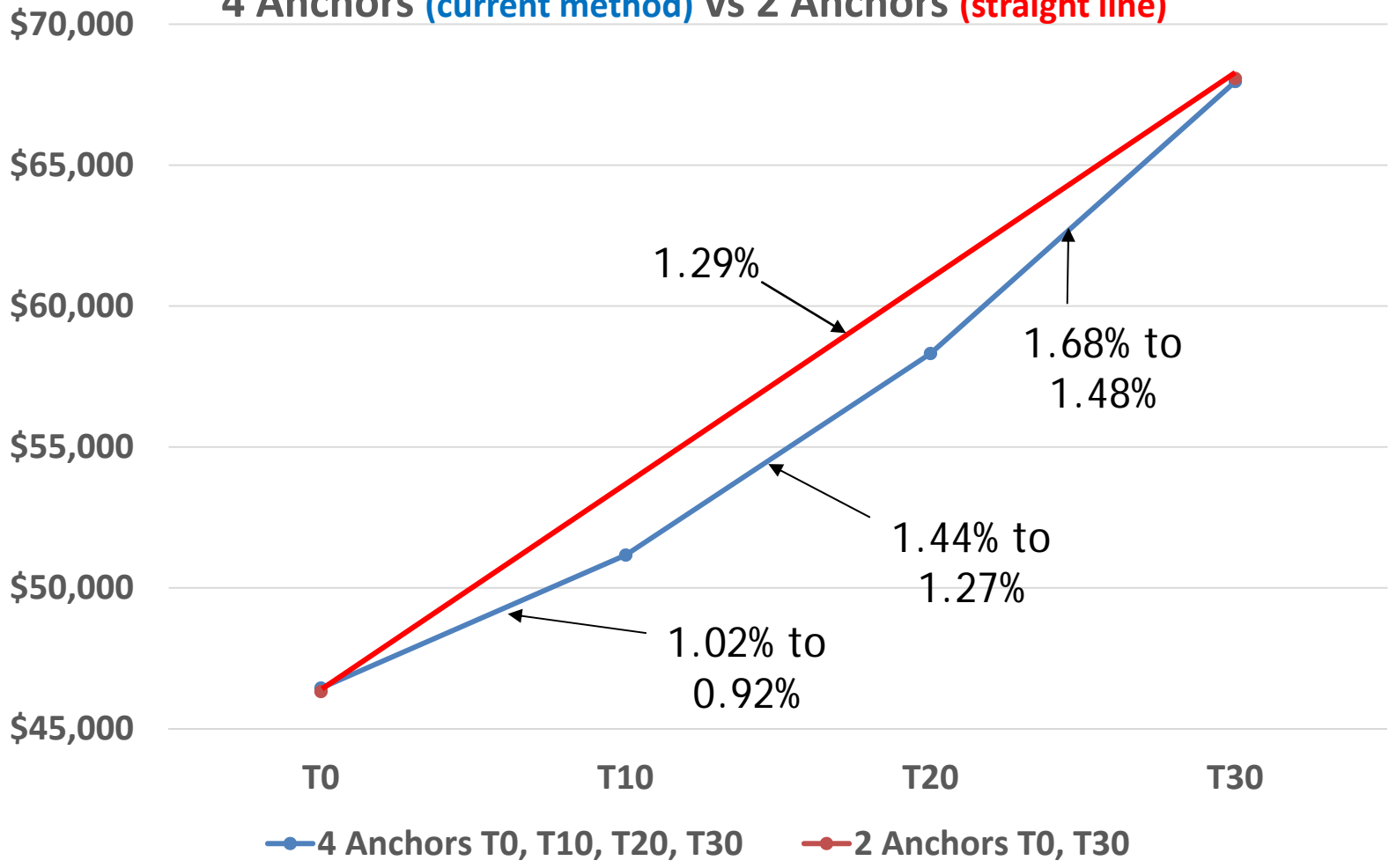


Distribution of Teachers Across the Scale (Sept Payroll)



Recommended Increase

4 Anchors (current method) vs 2 Anchors (straight line)



A Current Scale				B 2% Increase 4 Anchor Points - Variable % Steps					C 2% Increase 2 Anchor Points - Equal % Steps				
Step	2017-18 Scale	\$ Step Incr	% Step Incr	2% Incr 4 Anchors	\$ Step Incr	% Step Incr	\$ Scale + Step	% Scale + Step	2% Incr 2 Anchors	\$ Step Incr	% Step Incr	\$ Scale + Step	% Scale + Step
00	\$46,000			\$46,448					\$46,321				
01	\$46,463	\$463	1.01%	\$46,920	\$472	1.02%	\$920	2.00%	\$46,920	\$599	1.29%	\$920	2.00%
02	\$46,925	\$463	1.00%	\$47,392	\$472	1.01%	\$929	2.00%	\$47,526	\$606	1.29%	\$1,064	2.29%
03	\$47,388	\$463	0.99%	\$47,864	\$472	1.00%	\$939	2.00%	\$48,140	\$614	1.29%	\$1,215	2.59%
04	\$47,850	\$463	0.98%	\$48,335	\$472	0.99%	\$948	2.00%	\$48,762	\$622	1.29%	\$1,375	2.90%
05	\$48,313	\$463	0.97%	\$48,807	\$472	0.98%	\$957	2.00%	\$49,392	\$630	1.29%	\$1,542	3.22%
06	\$48,775	\$463	0.96%	\$49,279	\$472	0.97%	\$966	2.00%	\$50,030	\$638	1.29%	\$1,718	3.55%
07	\$49,238	\$463	0.95%	\$49,751	\$472	0.96%	\$976	2.00%	\$50,676	\$646	1.29%	\$1,901	3.90%
08	\$49,700	\$463	0.94%	\$50,222	\$472	0.95%	\$985	2.00%	\$51,330	\$654	1.29%	\$2,093	4.25%
09	\$50,163	\$463	0.93%	\$50,694	\$472	0.94%	\$994	2.00%	\$51,993	\$663	1.29%	\$2,293	4.61%
10	\$50,625	\$463	0.92%	\$51,166	\$472	0.93%	\$1,003	2.00%	\$52,664	\$671	1.29%	\$2,502	4.99%
11	\$51,353	\$728	1.44%	\$51,638	\$472	0.92%	\$1,013	2.00%	\$53,344	\$680	1.29%	\$2,719	5.37%
12	\$52,080	\$728	1.42%	\$52,380	\$742	1.44%	\$1,027	2.00%	\$54,033	\$689	1.29%	\$2,681	5.22%
13	\$52,808	\$728	1.40%	\$53,122	\$742	1.42%	\$1,042	2.00%	\$54,731	\$698	1.29%	\$2,651	5.09%
14	\$53,535	\$728	1.38%	\$53,864	\$742	1.40%	\$1,056	2.00%	\$55,438	\$707	1.29%	\$2,631	4.98%
15	\$54,263	\$728	1.36%	\$54,606	\$742	1.38%	\$1,071	2.00%	\$56,154	\$716	1.29%	\$2,619	4.89%
16	\$54,990	\$728	1.34%	\$55,348	\$742	1.36%	\$1,085	2.00%	\$56,879	\$725	1.29%	\$2,617	4.82%
17	\$55,718	\$728	1.32%	\$56,090	\$742	1.34%	\$1,100	2.00%	\$57,614	\$735	1.29%	\$2,624	4.77%
18	\$56,445	\$728	1.31%	\$56,832	\$742	1.32%	\$1,114	2.00%	\$58,358	\$744	1.29%	\$2,641	4.74%
19	\$57,173	\$728	1.29%	\$57,574	\$742	1.31%	\$1,129	2.00%	\$59,112	\$754	1.29%	\$2,667	4.72%
20	\$57,900	\$728	1.27%	\$58,316	\$742	1.29%	\$1,143	2.00%	\$59,875	\$763	1.29%	\$2,703	4.73%
21	\$58,870	\$970	1.68%	\$59,058	\$742	1.27%	\$1,158	2.00%	\$60,648	\$773	1.29%	\$2,748	4.75%
22	\$59,840	\$970	1.65%	\$60,047	\$989	1.68%	\$1,177	2.00%	\$61,431	\$783	1.29%	\$2,561	4.35%
23	\$60,810	\$970	1.62%	\$61,037	\$989	1.65%	\$1,197	2.00%	\$62,224	\$793	1.29%	\$2,384	3.98%
24	\$61,780	\$970	1.60%	\$62,026	\$989	1.62%	\$1,216	2.00%	\$63,028	\$804	1.29%	\$2,218	3.65%
25	\$62,750	\$970	1.57%	\$63,016	\$989	1.60%	\$1,236	2.00%	\$63,842	\$814	1.29%	\$2,062	3.34%
26	\$63,720	\$970	1.55%	\$64,005	\$989	1.57%	\$1,255	2.00%	\$64,667	\$825	1.29%	\$1,917	3.05%
27	\$64,690	\$970	1.52%	\$64,994	\$989	1.55%	\$1,274	2.00%	\$65,502	\$835	1.29%	\$1,782	2.80%
28	\$65,660	\$970	1.50%	\$65,984	\$989	1.52%	\$1,294	2.00%	\$66,348	\$846	1.29%	\$1,658	2.56%
29	\$66,630	\$970	1.48%	\$66,973	\$989	1.50%	\$1,313	2.00%	\$67,205	\$857	1.29%	\$1,545	2.35%
30	\$67,600	\$970	1.46%	\$67,963	\$989	1.48%	\$1,333	2.00%	\$68,073	\$868	1.29%	\$1,443	2.17%
31	\$68,400	\$800	1.18%	\$68,952	\$989	1.46%	\$1,352	2.00%	\$68,952	\$879	1.29%	\$1,352	2.00%

ALCP Stipend Recommendation

- ▶ Albemarle is not competitive for many of its special or incentive pays. This is an area where the Division could make meaningful changes.
 - ▶ Titan Gallagher Study Finding
- ▶ Restore Academic Leadership Stipend by 35% (amount reduced in FY10-11), cost \$345,755

Next meeting discussion questions

- ▶ Should we control for cost of labor differences?
- ▶ What is appropriate competitive market and target?

