

2021-2022 Compensation Study

Final Recommendations

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Agenda –

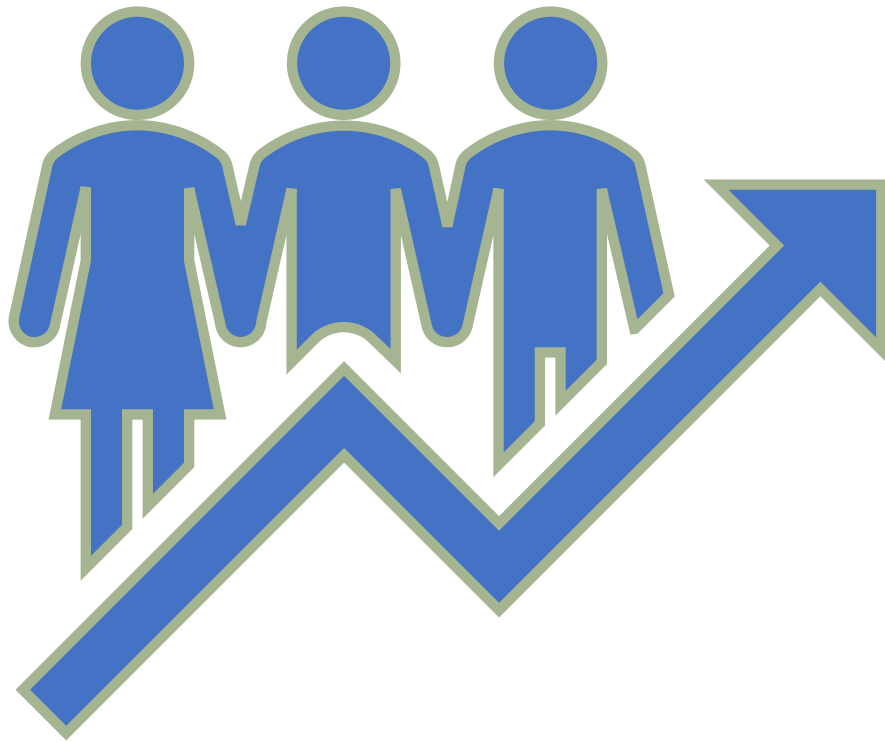
Review and provide recommendations for the following areas:

1. Compensation Study Project
2. Retiree Pay
3. Substitute Teachers
4. Bus Driver – ESSER Recruitment and Retention Stipends



#1 Compensation Study

Compensation Study Overview



- The study was initiated to help us
 - analyze our current pay practices and determine if we are competitive in our industry and geographic location.
 - to help us structure our job titles and pay scale to be more competitive in the market so we can recruit and retain talent.
- We began working on this project in July 2020. To date, we have completed a review of all TUSD positions, a market study, and developed recommendations based on the information gathered.

Simplify Salary Schedules

- Our salary schedule recommendations include:
 - A move from 13 base salary schedules to three that offer a clearly defined entry-point, mid-point, and max-point.
 - Hourly
 - Professional Non-teaching
 - Exempt Administrator
 - Schedules will reflect an entry point at 90% of market with a \$13 per hour floor.
 - A commitment to Cost-Of-Living Adjustments (COLA) each year.



Model – Hourly Salary Schedule

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
D	\$13.00	\$13.13	\$13.26	\$13.39	\$13.53	\$13.66	\$13.80	\$13.94	\$14.08	\$14.22	\$14.36	\$14.50	\$14.65
E	\$13.65	\$13.79	\$13.92	\$14.06	\$14.20	\$14.35	\$14.49	\$14.63	\$14.78	\$14.93	\$15.08	\$15.23	\$15.38
F	\$14.33	\$14.48	\$14.62	\$14.77	\$14.91	\$15.06	\$15.21	\$15.37	\$15.52	\$15.68	\$15.83	\$15.99	\$16.15
G	\$15.05	\$15.20	\$15.35	\$15.51	\$15.66	\$15.82	\$15.97	\$16.13	\$16.30	\$16.46	\$16.62	\$16.79	\$16.96
H	\$15.80	\$15.96	\$16.12	\$16.28	\$16.44	\$16.61	\$16.77	\$16.94	\$17.11	\$17.28	\$17.45	\$17.63	\$17.81
I	\$16.59	\$16.76	\$16.93	\$17.09	\$17.27	\$17.44	\$17.61	\$17.79	\$17.97	\$18.15	\$18.33	\$18.51	\$18.70
J	\$17.42	\$17.60	\$17.77	\$17.95	\$18.13	\$18.31	\$18.49	\$18.68	\$18.86	\$19.05	\$19.24	\$19.44	\$19.63
K	\$18.29	\$18.48	\$18.66	\$18.85	\$19.04	\$19.23	\$19.42	\$19.61	\$19.81	\$20.01	\$20.21	\$20.41	\$20.61
L	\$19.21	\$19.40	\$19.59	\$19.79	\$19.99	\$20.19	\$20.39	\$20.59	\$20.80	\$21.01	\$21.22	\$21.43	\$21.64
M	\$20.17	\$20.37	\$20.57	\$20.78	\$20.99	\$21.20	\$21.41	\$21.62	\$21.84	\$22.06	\$22.28	\$22.50	\$22.72
N	\$21.18	\$21.39	\$21.60	\$21.82	\$22.04	\$22.26	\$22.48	\$22.70	\$22.93	\$23.16	\$23.39	\$23.62	\$23.86
O	\$22.23	\$22.46	\$22.68	\$22.91	\$23.14	\$23.37	\$23.60	\$23.84	\$24.08	\$24.32	\$24.56	\$24.81	\$25.05
P	\$23.35	\$23.58	\$23.82	\$24.05	\$24.29	\$24.54	\$24.78	\$25.03	\$25.28	\$25.53	\$25.79	\$26.05	\$26.31
Q	\$24.51	\$24.76	\$25.01	\$25.26	\$25.51	\$25.76	\$26.02	\$26.28	\$26.54	\$26.81	\$27.08	\$27.35	\$27.62
R	\$25.74	\$26.00	\$26.26	\$26.52	\$26.78	\$27.05	\$27.32	\$27.60	\$27.87	\$28.15	\$28.43	\$28.72	\$29.00
S	\$27.03	\$27.30	\$27.57	\$27.84	\$28.12	\$28.40	\$28.69	\$28.98	\$29.27	\$29.56	\$29.85	\$30.15	\$30.45
T	\$28.38	\$28.66	\$28.95	\$29.24	\$29.53	\$29.82	\$30.12	\$30.42	\$30.73	\$31.04	\$31.35	\$31.66	\$31.98
U	\$29.80	\$30.09	\$30.40	\$30.70	\$31.01	\$31.32	\$31.63	\$31.95	\$32.27	\$32.59	\$32.91	\$33.24	\$33.58
V	\$31.29	\$31.60	\$31.91	\$32.23	\$32.56	\$32.88	\$33.21	\$33.54	\$33.88	\$34.22	\$34.56	\$34.90	\$35.25
W	\$32.85	\$33.18	\$33.51	\$33.85	\$34.18	\$34.53	\$34.87	\$35.22	\$35.57	\$35.93	\$36.29	\$36.65	\$37.02
X	\$34.49	\$34.84	\$35.19	\$35.54	\$35.89	\$36.25	\$36.61	\$36.98	\$37.35	\$37.72	\$38.10	\$38.48	\$38.87

Model – Hourly Placement (*Snapshot*)

Current Job Class Title	Proposed Grade	Step 1	Calculated Midpoint	Step 43
Auto Parts Clerk	D	\$13.00	\$16.37	\$19.74
Behavior Intervention Monitor	D	\$13.00	\$16.37	\$19.74
Campus Monitor	D	\$13.00	\$16.37	\$19.74
Clerk Receptionist	D	\$13.00	\$16.37	\$19.74
Appliance Tech Custodial - Facilities	E	\$13.65	\$17.19	\$20.73
Attendance Liaison	E	\$13.65	\$17.19	\$20.73
Auto Data Control Tech	E	\$13.65	\$17.19	\$20.73
Auto Parts Technician	E	\$13.65	\$17.19	\$20.73
Administrative Assistant	F	\$14.33	\$18.05	\$21.77
Bldg Gnds Equipment Oper	F	\$14.33	\$18.05	\$21.77
FS Equipment Specialist	F	\$14.33	\$18.05	\$21.77
PE Equip Repair Tech	F	\$14.33	\$18.05	\$21.77
Community Ed Site Lead	G	\$15.05	\$18.95	\$22.86
Customer Service Specialist - FM	G	\$15.05	\$18.95	\$22.86
Early Childhood Ex Ed Teacher Assistant	G	\$15.05	\$18.95	\$22.86
Ex Ed Teacher Asst	G	\$15.05	\$18.95	\$22.86
Accounting Tech	H	\$15.80	\$19.90	\$24.00
Asset Management Associate	H	\$15.80	\$19.90	\$24.00
Counseling Intern	H	\$15.80	\$19.90	\$24.00
FS Site Supervisor	H	\$15.80	\$19.90	\$24.00
Asbestos Abatement Worker	I	\$16.59	\$20.90	\$25.20
Bldg Maint Engineer - FM	I	\$16.59	\$20.90	\$25.20
Carpenter	I	\$16.59	\$20.90	\$25.20
Electrician	I	\$16.59	\$20.90	\$25.20

Model - Professional Non-Teaching Salary Schedule & Placement *(Snapshot)*

<u>Current Title</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	----->	<u>Step 48</u>
OT, PT, SLP, Psych, Audiol., LCSW	\$57,000	\$57,570	\$58,146	\$58,727	\$59,314	\$59,908	\$60,507	----->	\$90,987
Counselor	\$42,394	\$42,818	\$43,246	\$43,678	\$44,115	\$44,556	\$45,002	----->	\$67,672
Social Worker, Nurse	\$40,375	\$40,779	\$41,187	\$41,598	\$42,014	\$42,435	\$42,859	----->	\$64,449
Interns - Counseling, Psych	\$32,300	\$32,623	\$32,949	\$33,279	\$33,612	\$33,948	\$34,287	----->	\$51,559

Model – Exempt Administrator Salary Schedule & Placement (*Snapshot*)

Current Title	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 45
Assistant Principal - Middle School Assistant Principal - K-8 School Assistant Principal - Elementary	A1	\$57,716	\$58,294	\$58,876	\$59,465	\$60,060	\$60,660	\$61,267	\$61,880	-----> \$89,421
	A2	\$60,602	\$61,208	\$61,820	\$62,438	\$63,063	\$63,693	\$64,330	\$64,974	-----> \$93,892
	A3	\$63,632	\$64,269	\$64,911	\$65,560	\$66,216	\$66,878	\$67,547	\$68,222	-----> \$98,587
Assistant Director - Exceptional Education Manager - Data Services (People Soft) Director - Community School and Pre-Kinder Programs Principal - Mary Meredith K-12 Assistant Principal - High School	A4	\$66,814	\$67,482	\$68,157	\$68,838	\$69,527	\$70,222	\$70,924	\$71,634	-----> \$103,516
Director - Facilities Management Director - Purchasing Services Director - Language Acquisition Director - Health Services Director - Transportation Principal - Elementary	A5	\$70,155	\$70,856	\$71,565	\$72,280	\$73,003	\$73,733	\$74,470	\$75,215	-----> \$108,692
Director - Student Placement & Community Outreach Director - Magnet School Programs and Advanced Learning Principal - Middle	A6	\$73,662	\$74,399	\$75,143	\$75,894	\$76,653	\$77,420	\$78,194	\$78,976	-----> \$114,126
Director - Communications & Media Relations Director - Desegregation Compliance & Student Equity	A7	\$77,345	\$78,119	\$78,900	\$79,689	\$80,486	\$81,291	\$82,104	\$82,925	-----> \$119,833

Hard to Fill Positions

- School Bus Drivers and Paraprofessionals (Ex Ed TA's)
 - These two positions have been especially challenging to recruit and retain.
 - Implementing many strategies including a recommendation for a higher entry point for these two positions.
 - Bus Drivers \$16
 - Ex Ed TA's \$15



Bringing All
Employees to
90% of Market
Entry

\$13/hr *	\$15/hr
\$3,081,172 ** \$4,005,523	\$6,654,167 ** \$8,650,417

* Recommended

** Including Benefits

A stylized orange sun graphic on the left side of the slide. It features a solid orange circle at the bottom left, with several curved orange lines of varying lengths extending upwards and to the right, suggesting rays of light. The background is a gradient from orange at the top to white at the bottom, with a large white semi-circle on the right side.

Addressing Compression

Compression

Compression occurs when employees who have been on the job for a long time are making the same or less than newly hired employees.



This can lead to employee disengagement and turnover if not properly addressed.

Alleviating Compression Based on Years of Service (*Classified Example)

Years of Service	% Above Entry
0 - .99	1
1 - 1.99	2
2 - 2.99	3
3 - 3.99	4
4 - 4.99	5
5 - 5.99	6
6 - 6.99	7
7 - 7.99	8
8 - 8.99	9
9 - 9.99	10
10 - 10.99	11
11 - 1.99	12
12 - 12.99	13
13 - 13.99	14
14 - 14.99	15
15 +	16

* Compression where one or more employees, in a multiple incumbent job, required an adjustment to minimum (step 1).

Cost to Alleviate Compression

	\$13/hr *	\$15/hr
Bus Driver Compression	\$154,408	\$154,408
Ex Ed TA Compression	\$373,401	\$373,401
All Other Compression	\$1,142,031	\$2,686,717
	\$1,669,840	\$3,214,526

* Recommendation



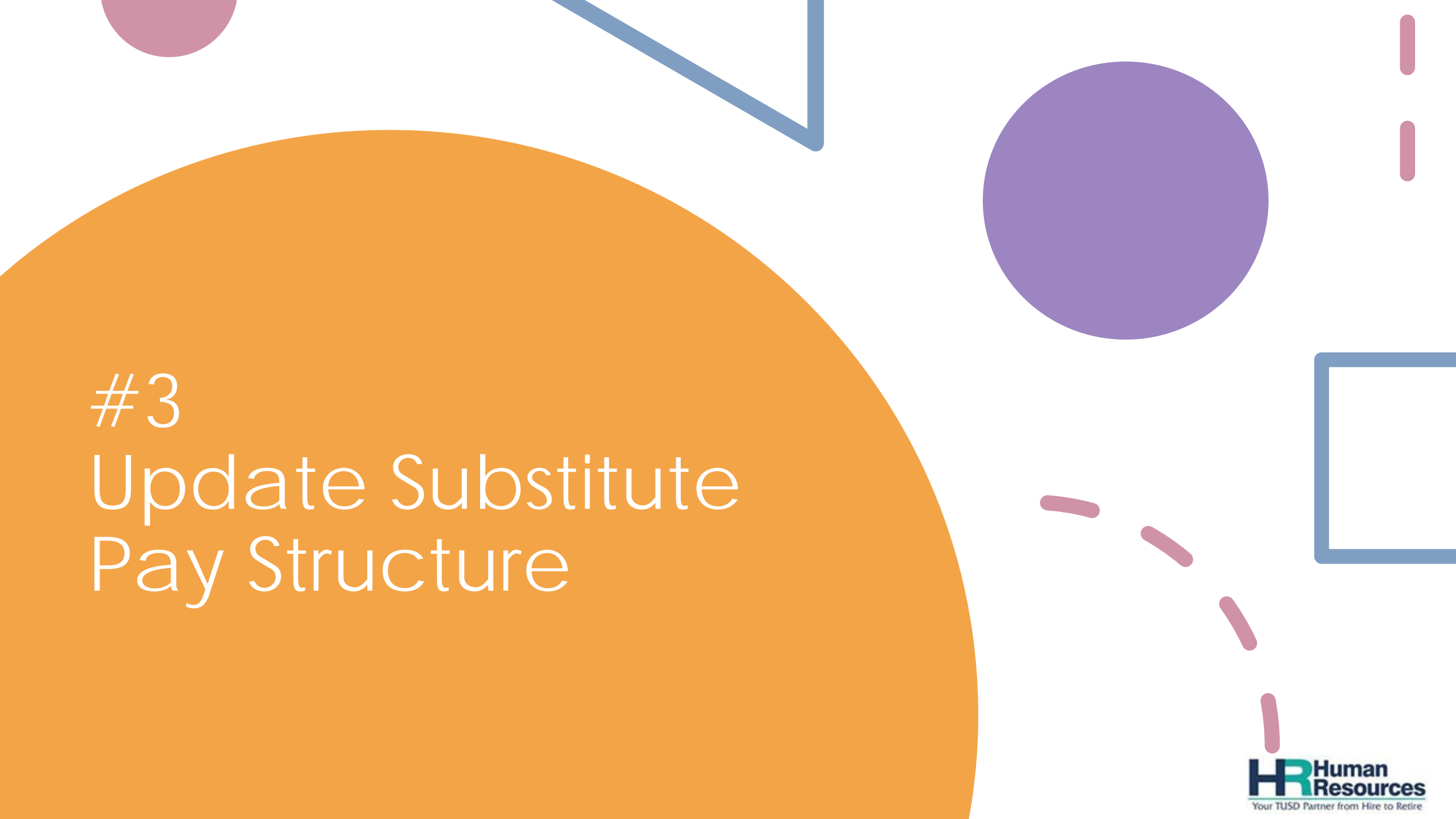
#2 Update Retiree Pay Structure

ASRS Retiree

Cost - \$459K

- Increase retiree salary to 80% of base (currently 73-75%)
 - To remain competitive
 - Incent retirees to stay on





#3 Update Substitute Pay Structure

Summary of Proposed Changes



Increase Daily Rate



Change Long Term Rate Definition

Currently after 15 days - resets each job change
Proposed after 20 days - does not reset



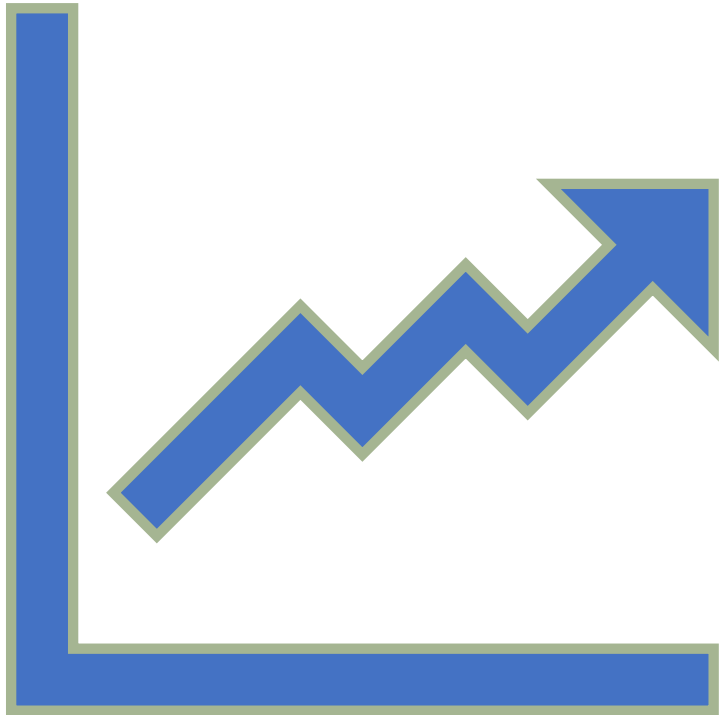
Increase Long Term Rates

Long term rates apply to 'Teacher of Record'
Lesson plans, parent conferences, grading, etc.



Change Hard-to-Fill Criteria

Substitute Rate Proposal - Daily Rate



- **Daily Rate - \$107**
 - Proposal:
 - After 20 completed days of assignments, Daily Rate will go up to \$125 for the remainder of the school year.
 - Justification:
 - Retention. Reduce impact of a "drop in pay" after completing a long-term assignment.

Substitute Rate Proposal – Long Term

- **Long Term Rate**
 - Current eligibility:
 - Substitute Teachers in a certified assignment lasting 16 days or more will receive the long-term rate pay increase beginning on the 16th day in the same assignment.
 - Proposal:
 - Long term rate will be available beginning on Day 1 of a long-term assignment (Subs filling in as a Teacher of Record).
 - Subs in extended placements shall be eligible for all Teacher non-instructional days included in their assignment start and end dates.
 - Justification: Incentivize coverage of Extended Placements (greater workload, responsibility, consistency)

Substitute Rate Proposal – Hard to Fill

- **Hard-to-Fill Schools**
 - Hard to Fill List will be designated at the beginning of each school year using the following criteria beginning in SY 2021-22:
 - The average fill rate of a school is less than 75% using fill rates from the combination of semester 1 and semester 2 each year.
 - This data will be calculated each summer based on the prior year to determine which schools will offer the Hard-to-Fill Rate. The number and types of schools that qualify for the hard-to-fill list and the increased substitute daily rate may change from year to year based on the prior year's fill rate.





2021-2022 Hard to Fill Sites

2019-20 Fall Semester Schools with Substitute Fill Rate below 75%

School_Name	Sub Fill Rate (%)
Gridley	60.6
Palo Verde Magnet	61.8
Howell	62.3
Miller	62.7
Project MORE	63.8
Valencia	64.5
Magee	64.7
Vail	65.1
Alternative 2 (TAP)	67.1
Secrist	68.2
Lawrence	68.3
Rincon	71.4
Rose	72.4
Cholla	73.2
Hollinger	73.3
Dodge Magnet	73.7
Morgan Maxwell	74.5

Proposed Rate Overview

Cost - \$175K *

	Daily Rate	Long Term Rate *	Hard-to-Fill Rate	Hard-to-Fill Long Term Rate	SPED in SPED
Current	\$104	\$125	\$135	\$145	\$165
Proposed	\$107	\$140	\$135	\$150	\$165

- A. Daily Rate = standard rate days 1-20
- B. Long Term Rate = covering a vacancy, LOA, etc.
- C. Hard to Fill Rate = Sites w/average daily fill rate <75%
- D. Hard to Fill Long Term = B + C
- E. SPED in SPED = special ed certified in special ed class

* Based on 2019/2020 data

** Long term will begin on first day



#4

Bus Driver – ESSER Recruitment and Retention Stipends

ESSER Recruitment & Retention Stipends for Bus Drivers

Cost - \$250K*

* Estimated



SCHOOL BUS

JOIN THE TUSD BUS DRIVER TEAM
Driver Recruitment Stipend

DO YOU HAVE A CDL PERMIT OR LICENSE?
Receive a one-time \$1,000 stipend. *(Payable upon certification and six months of continued service. Stipend to be paid in two installments of \$500.)*

DO YOU WANT TO JOIN THE TEAM BUT REQUIRE TRAINING TO OBTAIN A CDL?
Receive a one-time \$500 stipend. *(Payable after successful completion of all training, upon certification, and after six months of continued service).*

DO YOU HAVE SOMEONE TO REFER?
Any Transportation employee who verifiably recruits a new or former driver will be eligible for a one-time \$250 stipend. *(Payable at the completion of that individual's six consecutive months of service, or at the end of the school year semester, whichever applies.)*

Apply today! jobs.tusd.org **TUCSON UNIFIED**
SCHOOL DISTRICT



Final Recommendations

Summary of Recommendations

1. Condense salary schedules
 2. New salary entry point (90% of market w/\$13 per hour floor)
 3. Increase entry level salary for Bus Drivers to \$16 per hour & address compression in this area
 4. Increase entry level salary for Ex Ed TAs to \$15 per hour
 5. Increase retiree salary to 80% of base
 6. Modify substitute pay structure
 7. Approve Bus Driver recruitment and retention stipend plan
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