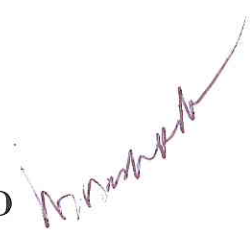


Caddo Parish School Board
P.O. Box 32000
1961 Midway Street
Shreveport, LA 71130-2000

March 8, 2013

To: Members of Caddo Parish School Board

From: Gerald D. Dawkins, Ed.D
Superintendent of Schools

Via: Mary Nash Robinson, Ph.D 
Chief of Staff

REF: **Compensation Plan in Compliance with Act 1 of 2012**

To comply with the state mandates of Act 1 of 2012, in collaboration with Rahmberg, Stover and Associates, and after review by the district's professional organizations, the Updated Compensation Program Philosophy, Guidelines and Proposed Teacher Salary Schedule are attached for your review and approval.





March 5, 2013

Dr. Mary Nash Robinson
Caddo Parish School Board
19661 Midway Street
Shreveport, LA 71130-2000

Dear Dr. Robinson:

We have updated the District's Compensation Program Philosophy and Guidelines (attached to this letter) to comply with Act 1 of 2012. Act 1 requires the establishment of salary schedules for teachers, administrators and other certified school personnel based upon three criteria:

- Effectiveness (Performance)
- Demand
- Experience

As you recall, Caddo Parish School Board developed an updated comprehensive compensation program in 2010. The program included the establishment of salary schedules based upon demand as defined externally and internally by the District. The compensation program adopted in 2010 responded to the District's local needs and was intended to allow the Caddo Parish School Board to recruit, reward and retain effective personnel.

In response to Act 1, the Compensation Program Philosophy and Guidelines have been updated. Starting salary levels will be tied to demand and experience. Salary increases will reflect experience and effectiveness, and will correlate directly to the District's new Performance Evaluation Plan. *Note: The new Performance Evaluation Plan was developed to comply with Act 54 of 2010 and Bulletin 130.* Employee performance will impact the size of salary increases as well as the level of progression through the salary ranges.

Attached to this letter are the updated Compensation Program Philosophy and Guidelines, proposed new teacher salary schedule and key implementation items. The proposed teacher salary schedule provides for a more consistent and equitable structure, including assuring that the top step in the proposal salary schedule is not less than the top step in the current salary schedule for all educational levels.

If you have any questions or wish to further discuss, please do not hesitate to contact me at Jeff.Rahmberg@rahmbergstover.com or 248-203-7710.

Sincerely,

RAHMBERG, STOVER & ASSOCIATES, LLC

A handwritten signature in black ink that reads 'Jeffrey C. Rahmberg'.

Jeffrey C. Rahmberg

Attachments

CADDO PARISH SCHOOL BOARD

Compensation Philosophy

The Caddo Parish School System's compensation philosophy reflects the need for outstanding talent to provide the level of innovation, creativity, leadership, and knowledge to fulfill its mission.

Compensation Objectives

- Maintain fair, consistent and equitable compensation practices in alignment with Caddo Parish School System's core values and mission.
- Attract, retain and motivate qualified and effective individuals.
- Encourage career-long commitment to Caddo Parish School System.
- Provide a compensation program flexible enough to adjust to changing economic conditions and to individual needs.
- Foster individual development and team work.

Principles

- Provide a compensation program which is competitive in the market for all employees based on public and private sector employers with whom Caddo competes for human resources.
- Each individual's compensation must be fair and equitable in relationship to the compensation of other positions and employees at Caddo.
- Compensation will reflect the quality of performance and the experience of the employee in keeping with Caddo's mission and purposes.
- The Caddo Parish School System's compensation program will be in compliance with Federal and State laws and regulations, including Act 1 for teachers, administrators and other certified school personnel.
- The Caddo Parish School System's compensation program will be communicated to all employees.

CADDO PARISH SCHOOL BOARD

Compensation Program Guidelines

The ongoing maintenance and administration of the compensation program is facilitated by the use of specific guidelines. These guidelines should be followed to assure consistency in compensation program management, pay practices, and pay decisions.

1. Compensation Program Objective

The objective of the compensation program is to provide appropriate salary structures to effectively recruit and retain quality employees.

The compensation program includes schedules of pay grades and salary ranges consisting of minimum and maximum rates of pay, as well as steps within each range. The salary ranges and placement of positions in pay grades shall be based upon demand, including market value, District needs and internal equity considerations. Progression through the salary schedule (i.e., movement between steps) reflects experience and effectiveness. The grade structures should be directly linked to the job evaluation plans and position factor ratings.

2. Responsibility for Administration

The Division of Human Resources may utilize an outside compensation specialist to review and provide recommendations with respect to job evaluation and pay grade assignments (i.e., new jobs, reclassification, etc.) as needed. It is important that recommendations concerning job evaluation be prepared by individuals with knowledge about (1) the content of classifications under evaluation, and (2) the impact job evaluation decisions may have on the internal equity of the established grade structures.

In order to carry out the goals and objectives of the District, new positions may be created. A Job Analysis Questionnaire shall be completed for all new positions by the appropriate division head and submitted to Human Resources. The Superintendent and Board will review and approve the final recommendations for pay grade placement of new positions prior to implementation.

3. Reclassification Procedures

If the duties and responsibilities of an established position are permanently and significantly changed, or if it is believed that a position is misclassified, the following action should be taken:

- The immediate supervisor should be responsible for initiating and submitting a request for a position re-evaluation, through the division head, to the Human Resources Division.
- The position incumbent and the incumbent's immediate supervisor may be asked to further explain or document in writing the position's duties and responsibilities, through the completion of a Job Analysis Questionnaire. The questionnaire and other documentation should be forwarded to the outside compensation specialist for evaluation and recommendation, as needed. The Human Resources Division will submit the recommendation to the

Superintendent for approval. The responsible immediate supervisor will be notified by the Human Resources Division.

Should an existing position be reclassified to a higher pay grade, the employee should be placed on the step closest to, but not less than, his/her current pay level.

When an employee's job is reclassified to a lower pay grade, no pay reduction should occur. The employee should be placed on the step closest to, but not less than, his/her current pay level. If the employee's salary is above the maximum of the new grade, the employee will be considered a "red-circled" employee.

4. *Determination of Hiring Salaries*

The determination of the appropriate starting pay for new hires should also be made by the Human Resources Division. Starting rates of pay should be at, or toward, the minimum, or Step 0, of the assigned pay range. Starting pay which is higher than the minimum of the assigned pay range may be granted for such reasons as education and/or work experience directly applicable to the job which exceeds the minimum qualification requirements, District needs, demand, a competitive market situation, a special and specific talent, and the like. Pay levels (i.e., step placements) of current District employees should also be considered in determining new hire salaries. Under normal circumstances, the new hire starting salary should not exceed Step 10 of the pay range. Starting salaries beyond Step 10 require approval of the Superintendent.

5. *Advanced Degree Salary Adjustments*

Teachers and other employees tied to the teacher salary schedule may be eligible for advanced degree adjustments to their base salaries. The provision to grant the advanced degree adjustment will require approval of the District based upon the District's assessment of needs, market demand and relevance of the advanced degree. Teachers and other employees tied to the teacher salary schedule should seek approval prior to pursuit of the advanced degree. Eligibility for advanced degree salary adjustments of new hires from outside the District will be reviewed and determined by the District based upon consideration of the District's needs, demand and relevance of the advanced degree.

Approved advanced degree salary adjustments beyond the teacher base salary schedule will be as follows:

<u>Degree</u>	<u>Salary Adjustment to Base Salary Schedule</u>
MA	\$2,000
MA + 30	\$3,000
Specialist	\$4,000
Doctorate	\$5,000

6. *Annual Pay Increases*

Employee pay should be reviewed on an annual basis. Pay increases will be determined as follows:

<u>Performance Evaluation</u>	<u>Pay Increase</u>
Ineffective	No Pay Increase
Effective: Emerging	One Step Increase ¹ (Up to Step 14/15)
Effective: Proficient	One Step Increase
Highly Effective	One Step Increase + \$250 Stipend

¹. Employees beyond Step 14/15 and evaluated as Effective: Emerging will receive no pay increase

7. *Red-Circled Employees*

Employees are considered to be “red-circled” when their rate of pay exceeds the maximum rate, or top step, of their assigned pay range. In instances of employees exceeding the maximum of their assigned pay range, their pay should be “red-circled” or frozen until pay structure adjustments place them within their assigned pay range. With the exception of state mandated increases, these employees will not receive any local across-the-board increases. They will, however, receive any board approved one-time supplements.

8. *Promotion*

A promotion occurs when an individual is assigned to a position in a higher pay grade than his or her existing pay grade. Employees promoted to a higher pay grade should be placed in the new grade on the first step or step closest to providing a 5% increase, whichever is higher. The Superintendent will have the flexibility to grant higher promotion increases when appropriate.

9. *Annual Pay Structure Analysis*

In response to market demand and market trends, the pay structures should be reviewed and updated annually, as appropriate. Based upon a market analysis and financial considerations of the District, a “percentage” factor should be determined and applied to the pay ranges to update the pay structures. All ranges should be adjusted consistently by a “percentage” rate, as opposed to a flat dollar amount, to assure the integrity of the structure characteristics (e.g., range widths and differentials).

Specific grants/funding provided by the State for prescribed salary increases will be converted to a “percentage” factor to be applied to the pay structures.

In order to maintain the integrity of the compensation program, the “percentage” adjustments to pay ranges will also be applied to comparable positions in all other salary schedules (i.e., administrative, professional and non-administrative, etc.).

CADDO PARISH SCHOOL BOARD
Proposed Teacher Salary Schedule
Revised - 2013.3.5

Step	Base Salary *	MA	MA + 30	Specialist	Doctorate
0	41,144	43,144	44,144	45,144	46,144
1	41,720	43,720	44,720	45,720	46,720
2	42,304	44,304	45,304	46,304	47,304
3	42,896	44,896	45,896	46,896	47,896
4	43,497	45,497	46,497	47,497	48,497
5	44,106	46,106	47,106	48,106	49,106
6	44,723	46,723	47,723	48,723	49,723
7	45,349	47,349	48,349	49,349	50,349
8	45,984	47,984	48,984	49,984	50,984
9	46,628	48,628	49,628	50,628	51,628
10	47,281	49,281	50,281	51,281	52,281
11	47,943	49,943	50,943	51,943	52,943
12-13	48,614	50,614	51,614	52,614	53,614
14-15	49,295	51,295	52,295	53,295	54,295
16-17	49,985	51,985	52,985	53,985	54,985
18-19	50,685	52,685	53,685	54,685	55,685
20-21	51,395	53,395	54,395	55,395	56,395
22-23	52,115	54,115	55,115	56,115	57,115
24-25	52,845	54,845	55,845	56,845	57,845
26-27	53,585	55,585	56,585	57,585	58,585
28-29	54,335	56,335	57,335	58,335	59,335
30	55,096	57,096	58,096	59,096	60,096

Base Step Differential: 1.40%
Base Range Width: 33.9%

* BA/BS Degree



CADDO PARISH SCHOOL BOARD TEACHER SALARY SCHEDULE



Effective: June 2010

EXPERIENCE	BA DEGREE	MA DEGREE	MA+30 DEGREE	SPECIALIST DEGREE	DOCTORATE DEGREE
0	40,414	41,459	41,724	42,812	44,156
1	40,929	41,975	42,240	43,322	44,670
2	41,446	42,489	42,753	43,841	45,184
3	41,959	43,003	43,267	44,355	45,936
4	41,974	43,015	43,281	44,370	46,230
5	42,186	43,490	43,875	44,955	46,719
6	42,504	44,041	44,572	45,677	47,308
7	43,010	44,835	45,495	46,601	48,098
8	43,512	45,626	46,416	47,519	48,887
9	44,305	46,413	47,336	48,444	49,676
10	45,096	47,205	48,258	49,361	50,472
11	45,994	47,992	49,183	50,282	51,257
12	46,912	48,949	50,104	51,204	52,044
13	47,623	49,933	51,106	52,232	53,081
14	47,934	50,157	51,333	52,458	53,306
15	47,934	50,157	51,333	52,458	53,306
16	48,987	51,271	52,482	53,637	54,502
17	48,987	51,271	52,482	53,637	54,502
18	49,311	51,610	52,829	53,992	54,864
19	50,067	52,409	53,655	54,841	55,724
20-21	50,388	52,747	54,002	55,195	56,083
22-23	51,660	54,085	55,384	56,608	57,520
24	52,149	54,601	55,914	57,150	58,071
25	52,952	55,453	56,791	58,050	58,766
26-27	53,269	55,784	57,131	58,398	59,337
28-29	53,586	56,117	57,472	58,746	59,690
30	53,902	56,452	57,813	59,096	60,046

**Caddo Parish School Board
Revised Compensation Program
Key Implementation Items**

1. New program is to include teachers, administrators and other certified school personnel. Who will be included beyond teachers, other employees tied to teacher salary schedule and principals?
2. Current staff affected by the new teacher salary schedule will be placed on the new teacher base salary schedule on the step closest to, but not less than, his/her current salary level less the amount of the advanced degree salary adjustment.

Example:

Current Situation: MA degreed employee on Experience 9 of Current Schedule - \$46,413

Placement on New Salary Schedule:

Current Salary \$46,413 less MA supplement of \$2,000 = \$44,413

Step closest to, but not less than \$44,413 is Step 6 - \$44,723

Base Salary + \$2,000 (MA Salary Adjustment) = \$46,723

3. Placement of teachers, and other employees tied to the teacher salary schedule, on the new teacher base salary schedule will no longer be directly related to years of experience. Various factors will be evaluated such as District needs, demand and incumbent qualifications.
4. Salary adjustments for advanced degrees will no longer be granted without consideration of District needs, demand and relevance of the advanced degree to the position. Approval by the District will be required to receive the advanced degree salary adjustment. Current District staff will be grandparented.