



Performance Pay in Texas Public Schools

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TASB HR Services

Dane Adkinson — Sr. Compensation Consultant

Mary Barrett — Asst. Director, Compensation Services



HR Services Division

Texas Association of School Boards

P.O. Box 400, Austin, Texas 78767-0400

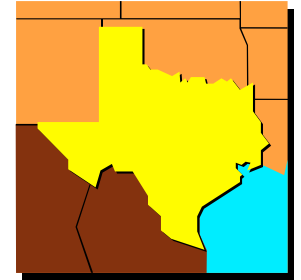
<http://hrservices.tasb.org>

Why Are We Talking About This?

- Everyone is talking about it
- Legislators are interested
- There is national interest and movement
 - *Minnesota, Ohio, Colorado, North Carolina, Wisconsin, and others*
- Its controversial & might work
- It is a *somewhat* new way of considering educator pay



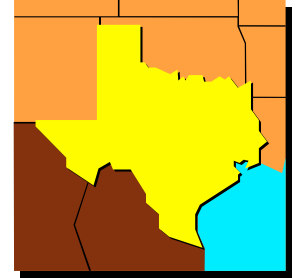
State Incentive Program



- Included in bills that did not succeed in the last session(s)
- Called for the Commissioner to create an incentive award system that rewards growth in student achievement
- By the end, eligibility was reduced to:
 - *65% educationally disadvantaged*
 - *Performance rating of acceptable or higher*
 - *Demonstrated superior growth in academic performance*



State Incentive Program



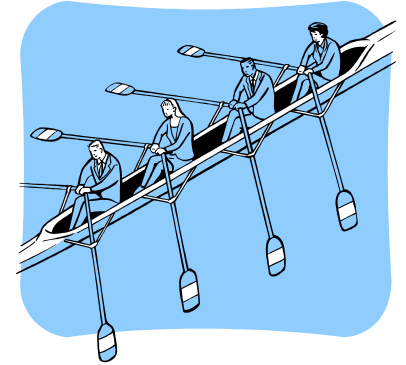
- Was to be funded by special appropriations, not to exceed \$50 million
- Awards based on growth for preceding 2 years
- 75% of award/grant must be used to provide \$3,000 bonuses to each teacher at the campus
- Value-added performance measures

Basic Performance Pay Plans

- Group incentives
 - *Campus achievement*
 - *District achievement*
- Merit-based salary increases
 - *More subjective decisions by supervisors*
 - *Very common in private sector*
- Skilled-based pay
 - *In use in form of shortage stipends now*
 - *Teacher Advancement Program (Milken Family Foundation)*



Group Incentive Plans



- Focus on teamwork and collective contribution
- Works well when individual contribution is difficult to measure
- Can hide poor performers
- Can demotivate top performers if goals are not met
- Requires staff participation & input throughout



Individual Incentives



- Rewards star performers
- Maximizes individual performance
- Can highlight individual training needs
- Is more subjective
- Requires fair & consistent performance assessment from supervisor
- Merit or incentive budgets need to be large enough to sufficiently differentiate pay



Skill-Based Pay

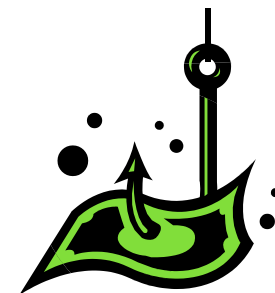


- Works well where skill/knowledge levels are clear
- Requires that on-going development of employees is valued
- Responds to market conditions & staffing needs
- Can cost more
- Pay is not as directly connected to improvement in student achievement



Required Conditions

- Solid base pay program – fair & equitable
- Strategic planning—clear goals & objectives
 - *Consistent, Measurable, Attainable*
- Organizational commitment to the program
AT ALL LEVELS
- Effective lines & methods of communication
- Sufficient funding - **MONEY**





Obstacles for Public Schools



- Financing – additional funding
- Performance measurement of individual contribution
- Administrative complexity
- Cultural impediments, opposition from some educators
- Public information & grievance laws



In Texas Schools Today...

- TASB/TASA Salary Survey 2005-06
 - *641 districts reporting so far*
- 65 districts (10%) report using performance pay
- Most are attendance incentives
- 33 districts use performance criteria
 - *24 campus-based plans*
 - *6 district-wide group plans*
 - *Some merit pay plans*



Lamesa ISD - Campus-Based Incentives

Student Criteria (by campus)	TAKS Scores - 80% passing or 10% increase	\$200 reading \$200 math \$200 writing
	Student attendance 97%	\$100
	Dropout rate 2.5% or less	\$100



Lamesa ISD (cont.)

Campus Rating	Acceptable to recognized	\$500
	Recognized to exemplary	\$500
	Acceptable to exemplary	\$1,000
Attendance (by individual)	5 days or fewer absences	\$200
	MAXIMUM AWARD	\$2,000



Pasadena ISD - Performance Pay Plan

- Rewards a campus team for attaining Recognized or Exemplary status.
- Award funds are allocated on a per campus professional, paraprofessional, and support staff unit basis.
 - *Exemplary = \$839 per professional unit*
 - \$105 per paraprofessional unit
 - \$ 65 per support staff unit
 - *Plus additional funds (\$2,000 to \$6,000) based on percent of economically disadvantaged students*
- Campus steering committee determines disbursement of funds for performance pay awards.




Beaumont ISD - Campus Incentive Plan

- Purpose is to reward campus performance and to close achievement gaps. All campus employees are eligible. Plan started in 1996-97.
- Performance pay is awarded as differential percent increases based on each employee's individual salary (0% to 6.5%).
- Criteria includes meeting standards set for staff attendance, student attendance, TAKS scores for all tests taken, and meeting improvement criteria based on preceding TAKS scores.



Beaumont ISD (cont.)

- Rewards are greater for achievement gains in designated priority schools (65%+ free and reduced lunch)
- Campus staff cannot qualify for the student attendance incentive (1%) unless staff meets the 97% attendance standard
- Funds are budgeted annually for the program (\$900,000 in 04-05). If more campuses qualify, then equal prorating of awards would occur. If excess funds are available, then an extra .5% award can be given to the highest achieving subgroup



Aldine ISD - Accountability Incentive Award System

- Incentive system rewards campus paraprofessionals, teachers, other professionals, campus administrators, and central administrators
- Incentive awards are based on 6 components:
 - *District Accountability Rating*
 - *Percentage of students in accountability system*
 - *Percentage of students passing all tests*
 - *Percentage of students passing at 90%*
 - *Campus attendance rate*
 - *School climate (principals only)*



Aldine ISD (cont.)

- Campus awards are allocated on a per classroom teacher unit (\$1,100 maximum award) and a per paraprofessional unit basis (\$400 maximum award)
- Campus steering committee determines how to distribute funds
- Campus administrator incentives include maximum award for principal of \$14,750; ½ for asst. principal; ¼ for other professionals



Aldine ISD (cont.)

- Central office administrators have unique and job-specific performance metrics
 - *Example: Exec. Director HR*
 - \$2500 maximum award
 - Based on performance metrics for:
 - % completion of staffing by Labor Day
 - % of teachers in PDEP retained
 - # of university partnerships for student teachers
 - % of teachers on emergency permits
- Incentive awards paid in January



Denver, Colorado - ProComp Plan

- A new teacher compensation system that rewards teachers for skills and accomplishments in the classroom
- Plan includes raises and bonuses based on student achievement with additional incentives for teacher evaluation and high need schools
- Based on a five year pilot plan
- Approved by the school board and teacher union last year. Now awaiting taxpayer approval for funding in November



Teacher Advancement Program

Milken Family Foundation

- A systemic model for reform that focuses on improving and rewarding teacher quality
- Started in 1999; now in 75+ schools in 11 states
- Funded through private grants, federal and state grants, and local funding sources
- Four program elements include:
 - *multiple career paths for teachers*
 - *ongoing applied professional development*
 - *instructional accountability*
 - *performance-based compensation*



Planning & Commitment



- What kind of performance incentive program will work for our district?
- How much will we spend on the program?
- What are we going to measure & reward?
- At what level should results be measured?
- What are the eligibility criteria?

Planning & Commitment



- How will alternative schools and shared staff be treated?
- What timeframe should be used to measure and reward performance?
- How will we manage, monitor & review the plan and its intended outcomes?
- How will we communicate the plan?



Planning & Commitment



- What else needs to be done to improve performance and meet district goals?
- Are there other issues about working conditions that should be addressed to ensure plan success?
- Do we all have a long-term commitment to the success of this plan?

Questions? Comments?



CEC Number is _2_1_1_7 .

Thanks for coming!!!