

2023

Pay Systems Review

Aledo Independent School District

April 15, 2024

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Executive Summary

Aledo Independent School District (AISD) engaged the HR Services Division of the Texas Association of School Boards (TASB) to provide pay system maintenance. TASB offers this maintenance service to former clients that have adopted a market-based pay plan.

The report presents a summary of our findings and recommendations based on a percentage adjustment model requested by the district. It includes a market comparison of key benchmark jobs, a cost estimate of the requested pay increase adjustment, a new teacher placement guide, and pay range structures for the other job groups.

Project Activities

The following tasks were completed according to the district's service agreement:

- Set up pay file modeling templates using a snapshot of actual employee data.
- Reviewed competitive pay for teachers and key benchmark jobs.
- Reviewed and adjusted teacher hiring schedule and other pay range structures as needed.
- Calculated individual employee pay adjustments;
- Calculated cost estimates for the adjusted model.
- Recommended strategic adjustments for improvement of pay problems.
- Conducted a briefing and delivered a report to district leadership team.

Pay System Objectives

- Recruit employees
 - Competitive entry rates
 - Competitive pay for experienced new hires
- Retain employees
 - Advance pay to market rates
 - Market-competitive pay increases
- Pay for job value
 - Prevent overpayment or underpayment
- Control costs
 - Salary plan and increases driven by budget

Data Sources

Data sources for this project were obtained from:

- District employee records;
- Peer districts;
- TASB annual surveys of salaries and wages in Texas schools and
- Third-party salary surveys of the local metro area.

Market Districts

Comparison districts were selected based on enrollment and location. School district data was obtained from the most recent available surveys conducted by TASB HR Services. Non-school market data for the Ft. Worth metro area from multiple third-party sources was used for positions not included in the TASB salary survey and incorporated for positions with similar jobs outside of K-12 education. Statewide market data for districts of comparable size was used for high-level central administrator jobs.

Aledo ISD

Market Peers 2023-2024

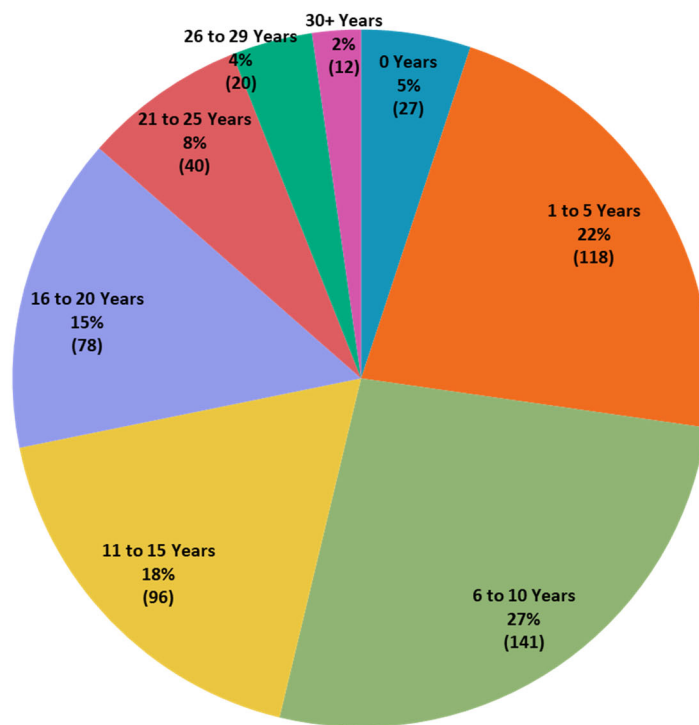
	District	ESC Region	Student Enrollment	Number of FTE	UIL Class	Teacher	Exempt & Nonexempt	Stipends
1	Azle ISD	11	7,221	1,059	5A	X	X	X
2	Burleson ISD	11	12,865	1,594	5A	**		
3	Carroll ISD	11	8,462	1,124	6A	**		X
4	Castleberry ISD	11	3,710	583	4A	X	X	X
5	Cleburne ISD	11	7,084	1,157	5A	X	X	X
6	Eagle Mountain-Saginaw ISD	11	23,328	3,024	6A	X	X	
7	Fort Worth ISD	11	72,783	9,964	4A	X	X	
8	Granbury ISD	11	7,954	1,192	5A	X	X	X
9	Joshua ISD	11	6,059	907	5A	X	X	X
10	Keller ISD	11	34,078	4,324	6A	X	X	X
11	Northwest ISD	11	30,100	3,600	6A	X	X	X
12	Weatherford ISD	11	8,211	1,183	6A	X	X	X
13	White Settlement ISD	11	6,817	887	5A	X	X	
	Aledo ISD	11	7,857	888	5A	13	11	9

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

Teacher Demographics

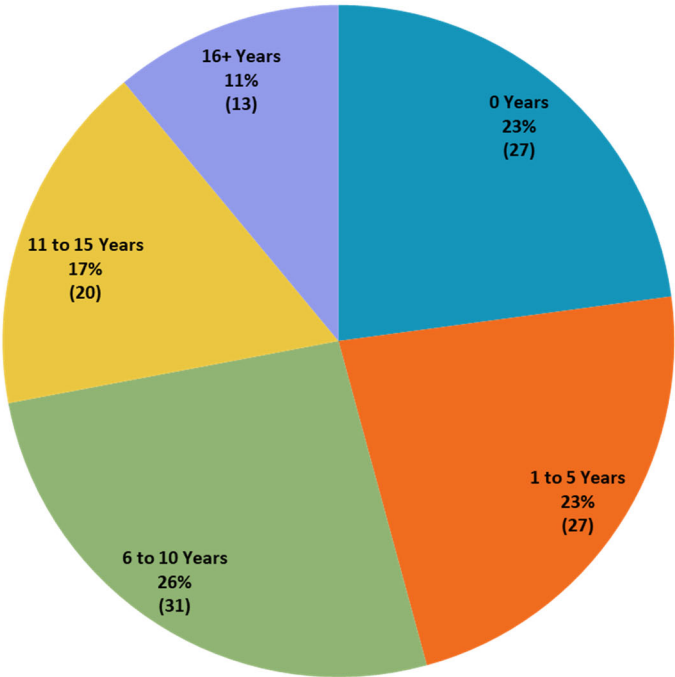
Teachers have 11 years of experience on average, with 4 years local experience on average. Seventy-two percent (382 teachers) of teachers have less than 16 years of total education experience, with 27 percent (145 teachers) having less than six years. Conversely, 6 percent (32 teachers) have 26 or more years of experience. There were 118 new hires reported. Less than half, 46 percent (54 teachers), of new teachers and librarians have less than 6 years of experience.

Distribution of Total Experience – Teachers, and Librarians 2023-2024



532 Teachers and Librarians

Total Experience of Newly Hired Teachers, and Librarians 2023-2024



118 Teachers and Librarians
with 0 years of local experience in 2023-2024

Teachers – Market Comparison

Aledo ISD is paying its teachers above or equal to the market value at all surveyed years of experience. Starting teacher pay is equal to market. For teachers with 5 years of experience is 1 percent (\$785) while 10 years of experience is 2 percent (\$1,139) above the market median. Fifteen years of experience is 1 percent (\$643) above the market median. For teachers with 20 years of experience, salaries are equal to the market. The average teacher salary is \$64,147 which is \$387 (1 percent) below market. AISD's starting pay is in the 75th percentile of their peer group and only \$25 below the highest starting pay at Castleberry ISD.

	Beginning Salary	5-year Salary	10-year Salary	15-year Salary	20-year Salary	Average Salary
Aledo ISD Salary	\$60,200	\$61,700	\$63,700	\$65,500	\$67,400	\$64,147
Local Market Median	\$60,000	\$60,915	\$62,561	\$64,857	\$67,118	\$64,534
Percent of Market	100%	101%	102%	101%	100%	99%
Difference to Market	\$200	\$785	\$1,139	\$643	\$282	(\$387)

Teacher Incentives:

The table below includes common teacher stipends and how the district compares with peers. This comparison may be helpful if the district considers offering stipends for hard-to-fill positions in the future.

Teaching Area Stipends

Stipend	Aledo ISD	Median Stipend	Districts Reporting
Master's Degree - General	\$1,000	\$1,400	11 of 11
Master's Degree - Subject-Area	--	--	0 of 11
Secondary Math	--	\$3,000	1 of 11
Secondary Science	--	\$3,000	1 of 11
Special Education - General/Resource	--	\$3,250	2 of 11
Special Education - High Needs	--	\$3,000	5 of 11
Bilingual	--	\$4,535	10 of 11
ESL - General	--	\$475	2 of 11

Exempt Positions – Market Comparison

Exempt: Overall, exempt pay group positions are paid below market median values. Market for the administrator professional group includes local market values, combined local market and non-school values, and non-school values for specific jobs that also compete with other employers or where local peer data was insufficient. The director positions in this group are compared with statewide districts with student enrollment of 7,500 to 9,999.

Central Administration:

- Overall, surveyed positions in this group are 1 percent below market median.
- Pay range midpoints are 1 percent above market, on average.

Campus Administration:

- Aledo ISD campus administration positions are equal to market median pay values, on average when compared to the local peer districts.
- Pay range midpoints are 2 percent above market overall.

Professional:

- A combination of local peer district data and non-school market data from the Ft. Worth metro areas was used for jobs included in the TASB Salary Survey that also compete in the private sector.
- Across all other professional positions, AISD pay is 1 percent below the market median pay values.
- Pay range midpoints are competitive and equal to the market overall.

Exempt Pay Group	Employee Pay to Market	Pay Grade Midpoint to Market	Number of Benchmarks
Central Administration	99%	101%	16
Campus Administration	100%	102%	7
Professional	99%	100%	21

Nonexempt Staff

Clerical & Technical:

- A combination of local peer district data and non-school market data from the Ft. Worth metro area was used for jobs included in the TASB Salary Survey that also compete in the private sector.
- Across clerical and technical benchmark jobs, AISD pay is 2 percent below market median.

- Pay range midpoints are 2 percent below market median.
- Pay range minimums are 2 percent above market median minimum rates.

Instructional Support:

- Instructional support positions are compared to the local market only
- Across instructional support benchmark jobs, AISD pay is 4 percent above market median pay rates.
- Pay range midpoints are 12 percent above market median pay rates.
- Pay range minimums are 5 percent above market median minimum rates.

Auxiliary:

- A combination of local peer district data and non-school market data from the Ft. Worth metro area was used for jobs included in the TASB Salary Survey that also compete in the private sector.
- Across auxiliary benchmark jobs, AISD pay is 2 percent below market median pay rates.
- Pay range midpoints are 2 percent below market median pay rates.
- Pay range minimums are 2 percent above market median minimum rates.

Nonexempt Pay Groups	Employee Pay to Market	Pay Grade Midpoint to Market	Number of Benchmarks
Clerical & Technical	98%	98%	19
Instructional Support	104%	112%	6
Auxiliary	98%	98%	17

Extracurricular Stipends

Due to the wide range of UIL classifications among the peer group and insufficient data for some assignments, the market data for UIL class 5A responses statewide is used in the market analysis.

Athletic Stipends:

- Head team coach stipends are \$941 above market median.
- Assistant team coach stipends are \$709 above market median.
- Head individual sport coaching stipends are \$3,129 above market median.
- Assistant individual sport coaching stipends are \$887 above market median.
- Middle school coaching stipends are \$813 above market median.

Performing Arts and Academic Stipends:

- Spirit (cheerleading) is \$504 above market.
- Performing Arts (band and dance/drill) are \$827 above market.
- Academics are \$713 above market.
- Sponsors are \$431 above market.

Recommendations

1. Adopt proposed pay structure for the 2024–2025 school year.

- HR Services has recommended four pay structures—three midpoint-based structures for administrative/professional, clerical/paraprofessional and auxiliary job groups, and one placement structure for teachers and related instructional staff.
- The midpoint-based structures group jobs of similar market value, skill, effort, and responsibility into proposed pay grades with minimum, midpoint, and maximum values.

2. Adopt a general pay increase (GPI) to improve market position.

- Cost estimates for one general pay increase model have been provided to assist with budget planning.
 - Model 1: 2 percent GPI, which includes a \$1,300 increase for all continuing teachers. All other groups receive a 2 percent GPI.
 - Model 2: 3 percent GPI, which includes a \$1,950 increase for all continuing teachers. All other groups receive a 3 percent GPI.
- For teachers, the GPI is calculated as a percentage of the market median teacher salary.
- For non-teachers, the GPI is calculated as a percentage of the employee's pay grade midpoint.

3. Implement additional salary adjustments to improve internal equity and market competitiveness.

- There are some employees for whom the general pay increase is not enough to move them above the minimum of the new proposed pay range. The proposed individual adjustments raise all salaries to 1 percent above the minimum of the employee's pay range. Increasing salaries to 1 percent above the minimum will ensure current employees are paid slightly more than incoming employees paid at the minimum of the pay range.
- Additional adjustments to ensure those in the teacher career pathway (e.g., counselors, assistant principals, etc.) are paid at least 2 percent above what a teacher would be paid with the same level of experience.
- Provide strategic adjustments of 1 percent of midpoint to exempt employees whose pay remains below 90 percent of midpoint even after receiving the general pay increase.
- Cost estimates are included for employees over the range maximum.
- Placement scales were used to align employee pay by years of experience within nonexempt pay group. Placement scales divide the difference between minimum and midpoint in each pay grade by 15 year to help spread pay for staff based on

experience. This will help avoid pay compression as well as allow the Human Resources office to speed up pay determination in these higher volume positions.

4. Stipend adjustments.

- Adopt proposed extracurricular stipend schedule.
- Increase identified stipend amounts to the recommended levels to improve competitiveness with the market.

Cost Estimates

Summary of Cost Estimates, 2024-2025

	Total Staff	Count of Increases	Cost Increase	Percent of Current Costs	2023-2024 Current Costs
Teachers and Librarians					
\$61,200 starting salary	532		\$691,168		\$34,187,562
^{1c} General pay increase - 2.0% (\$1,300)		530	\$689,595	2.0%	
General pay increase - employees paid over range maximum		2	\$1,573	0.0%	
Administrative/Professional	153		\$327,240		\$13,017,757
^{1c} General pay increase - 2.0% of pay range midpoint		152	\$270,468	2.1%	
General pay increase - 2.0% to employees over range max		1	\$1,477	0.0%	
Adjustments - teacher pay equity		8	\$21,278	0.2%	
Adjustments - MS Counselor days increase		6	\$22,149	0.2%	
Adjustments - strategic		13	\$11,868	0.1%	
Clerical/Paraprofessional	126		\$91,303		\$4,135,939
^{1c} General pay increase - 2.0% of pay range midpoint		126	\$86,639	2.1%	
Adjustments - placement scale		11	\$4,664	0.1%	
Auxiliary	157		\$128,497		\$4,590,241
^{1c} General pay increase - 2.0% of pay range midpoint		155	\$95,890	2.1%	
General pay increase - 2.0% to employees over range max		2	\$1,421	0.0%	
Adjustments - 1.0% above pay range minimum		3	\$2,521	0.1%	
Adjustments - placement scale		49	\$28,665	0.6%	
Subtotal - General Pay Increase	968	968	\$1,147,063	2.0%	
Subtotal - Implementation/Equity Adjustments		90	\$91,145	0.2%	
Extra Duty Stipends²			\$5,125		\$1,242,402
Academics		2	-\$2,400	-0.2%	
Job-related		12	\$1,600	0.1%	
Athletics		5	-\$4,000	-0.3%	
Performing Arts		10	\$1,498	0.1%	
Activities/Clubs		6	-\$1,700	-0.1%	
Hold Harmless (continuing cost to offset decreases)		6	\$10,127	0.8%	
Subtotal - Extra Duty Stipends		41	\$5,125	0.0%	
Total Cost Estimate			\$1,243,333	2.2%	\$57,173,901

Footnotes:

^{1c} Pay increases were applied to all employees and itemized separately for employees at or above the maximum rate.

² Hold harmless stipends totaling \$10,127 and impacting 6 employees were created as-needed to avoid a decrease in total stipend payments (across all assignments for the employee). These are a continuing cost to the district and are not a true cost increase.

Summary of Cost Estimates, 2024-2025

	Total Staff	Count of Increases	Cost Increase	Percent of Current Costs	2023-2024 Current Costs
Teachers and Librarians					
\$61,900 starting salary	532		\$1,036,757		\$34,187,562
^{1c} General pay increase - 3.0% (\$1,950)		530	\$1,034,397	3.0%	
General pay increase - employees paid over range maximum		2	\$2,360	0.0%	
Administrative/Professional	153		\$434,531		\$13,017,757
^{1c} General pay increase - 3.0% of pay range midpoint		150	\$404,116	3.1%	
General pay increase - 3.0% to employees over range max		3	\$3,805	0.0%	
Adjustments - teacher pay equity		7	\$20,637	0.2%	
Adjustments - strategic		7	\$5,973	0.0%	
Clerical/Paraprofessional	126		\$131,820		\$4,135,939
^{1c} General pay increase - 3.0% of pay range midpoint		126	\$129,711	3.1%	
Adjustments - placement scale		6	\$2,109	0.1%	
Auxiliary	157		\$165,634		\$4,590,241
^{1c} General pay increase - 3.0% of pay range midpoint		150	\$143,480	3.1%	
General pay increase - 3.0% to employees over range max		7	\$3,026	0.1%	
Adjustments - 1.0% above pay range minimum		1	\$1,650	0.0%	
Adjustments - placement scale		22	\$17,478	0.4%	
Subtotal - General Pay Increase	968	968	\$1,720,895	3.0%	
Subtotal - Implementation/Equity Adjustments		43	\$47,847	0.1%	
Extra Duty Stipends²			\$5,125		\$1,242,402
Academics		2	-\$2,400	-0.2%	
Job-related		12	\$1,600	0.1%	
Athletics		5	-\$4,000	-0.3%	
Performing Arts		10	\$1,498	0.1%	
Activities/Clubs		6	-\$1,700	-0.1%	
Hold Harmless (continuing cost to offset decreases)		6	\$10,127	0.8%	
Subtotal - Extra Duty Stipends		41	\$5,125	0.0%	
Total Cost Estimate			\$1,773,867	3.1%	\$57,173,901

Footnotes:

^{1c} Pay increases were applied to all employees and itemized separately for employees at or above the maximum rate.

² Hold harmless stipends totaling \$10,127 and impacting 6 employees were created as-needed to avoid a decrease in total stipend payments (across all assignments for the employee). These are a continuing cost to the district and are not a true cost increase.

Aledo ISD

Summary of Models, 2024-2025

Model 1 - 2.0%			
Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers and Librarians	\$691,168	\$0	\$691,168
Administrative/Professional	\$271,945	\$55,295	\$327,240
Clerical/Paraprofessional	\$86,639	\$4,664	\$91,303
Auxiliary	\$97,311	\$31,186	\$128,497
Extra Duty Stipends ² : Academics		-\$2,400	-\$2,400
Extra Duty Stipends ² : Job-related		\$1,600	\$1,600
Extra Duty Stipends ² : Athletics		-\$4,000	-\$4,000
Extra Duty Stipends ² : Performing Arts		\$1,498	\$1,498
Extra Duty Stipends ² : Activities/Clubs		-\$1,700	-\$1,700
Total	\$1,147,063	\$96,270	\$1,243,333
% of Current Costs	2.0%	0.2%	2.2%

Aledo ISD

Summary of Models, 2024-2025

Model 2 - 3.0%			
Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers and Librarians	\$1,036,757	\$0	\$1,036,757
Administrative/Professional	\$407,921	\$26,610	\$434,531
Clerical/Paraprofessional	\$129,711	\$2,109	\$131,820
Auxiliary	\$146,506	\$19,128	\$165,634
Extra Duty Stipends ² : Academics		-\$2,400	-\$2,400
Extra Duty Stipends ² : Job-related		\$1,600	\$1,600
Extra Duty Stipends ² : Athletics		-\$4,000	-\$4,000
Extra Duty Stipends ² : Performing Arts		\$1,498	\$1,498
Extra Duty Stipends ² : Activities/Clubs		-\$1,700	-\$1,700
Extra Duty Stipends ² : Hold Harmless (continuing cost to offset decreases)		\$10,127	\$10,127
Total	\$1,720,895	\$52,972	\$1,773,867
% of Current Costs	3.0%	0.1%	3.1%