



South San Antonio ISD Pay Systems Maintenance

Luz Cadena
July 31, 2019



This information is provided for educational purposes only to facilitate a general understanding of the law or other regulatory matter. This information is neither an exhaustive treatment on the subject nor is this intended to substitute for the advice of an attorney or other professional advisor. Consult with your attorney or professional advisor to apply these principles to specific fact situations



TASB Pay Study Process

Data Collection

Pay data & processes

Kick-off discussions



Market Pay Review

Gather market data

Match common jobs



Build Models for Improvement

Align pay structures

Adjust employee pay



Pay System Objectives

- **Recruit Employees**

- Competitive entry rates
- Competitive pay for experienced new hires

- **Pay for Job Value**

- Prevent overpayment or underpayment

- **Retain Employees**

- Advance pay to market rates
- Market-competitive pay increases

- **Control Costs**

- Salary plan and increases driven by budget



Market Pay Strategy

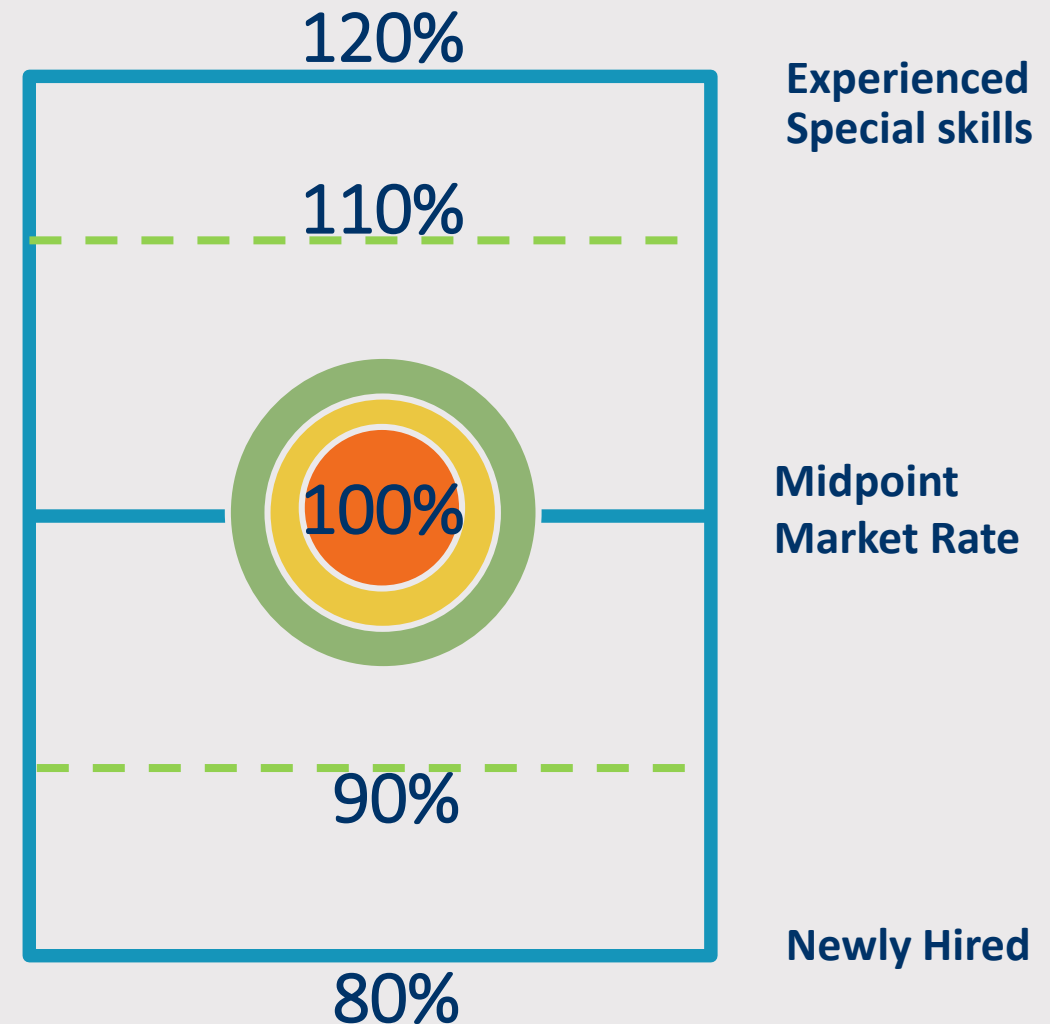
Market rate is intentionally set:

- Market value
- District goals

Range parameters are set to limit employee pay variance from the target rate.

Goal is to pay employees near target rate.

Target rate is adjusted regularly.





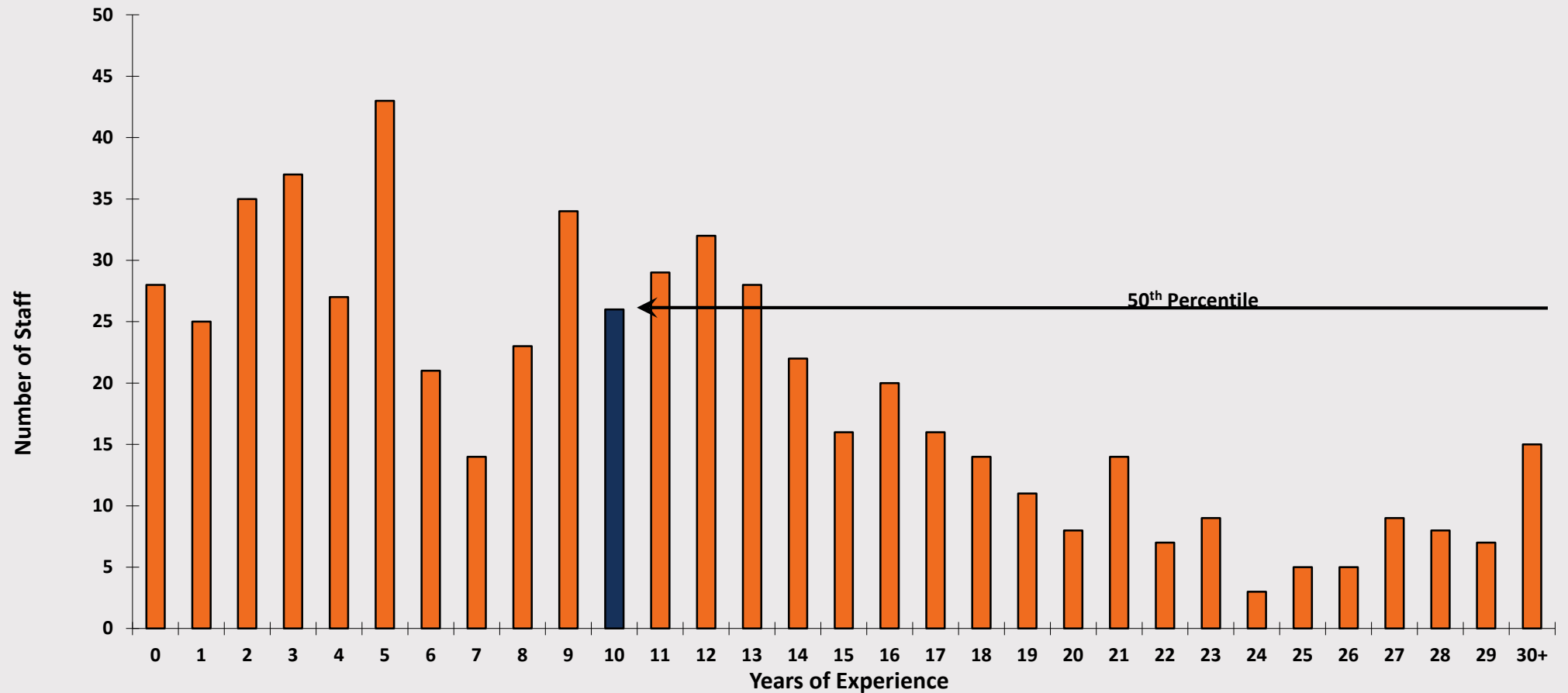
Other Market Sources

- Economic Research Institute for San Antonio metro area
- CompAnalyst for San Antonio metro area



Teachers – Demographics

Experience of Current Teachers, Librarians and Nurses

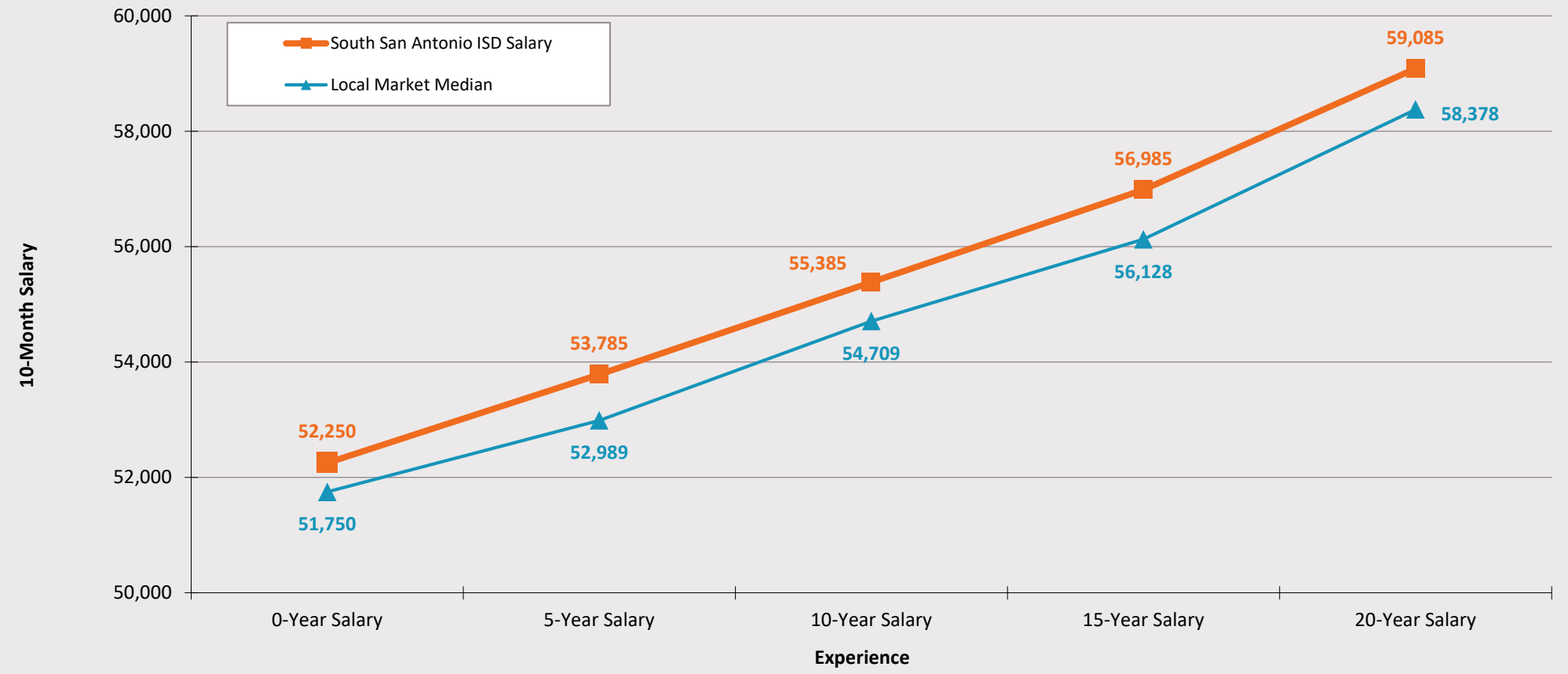


591 Teachers, Librarians, and Nurses (RN)



Teachers – Market Salaries

Teacher Salary Plan, 2018-2019
Market Comparison





Teachers – Market Salaries

	0 - Years	5 - Years	10 - Years	15 - Years	20 - Years	Average Salary
South San Antonio ISD Salary	\$52,250	\$53,785	\$55,385	\$56,985	\$59,085	\$55,985
Local Market Median	\$51,750	\$52,989	\$54,709	\$56,128	\$58,378	\$56,600
% Difference from Market	101%	102%	101%	102%	101%	99%
Difference from Market	\$500	\$796	\$676	\$857	\$707	(\$615)



Teachers – Market Salaries

District	Student Enrollment	Number of Teachers	0-Year Salary	5-Year Salary	10-Year Salary	15-Year Salary	20-Year Salary	Average Teacher Salary
1 Northside ISD-Bexar County**	105,874	6,911	\$53,480	\$55,155	\$56,830	\$58,505	\$60,640	\$57,776
2 Southwest ISD**	13,843	913	\$52,725	\$52,925	\$55,475	\$58,475	\$61,475	\$57,242
3 San Antonio ISD	50,089	3,134	\$52,350	\$52,989	\$53,856	\$55,142	\$56,447	\$55,000
4 Harlandale ISD	14,043	1,004	\$52,050	\$53,605	\$55,590	\$56,990	\$58,890	\$58,139
5 Southside ISD	5,640	358	\$52,000	\$53,800	\$55,800	\$58,300	\$60,850	\$56,657
6 Edgewood ISD-Bexar County	10,178	656	\$51,750	\$53,664	\$54,675	\$56,091	\$57,988	\$55,560
7 North East ISD	64,330	4,319	\$51,652	\$52,038	\$53,831	\$56,128	\$58,378	\$55,252
8 East Central ISD**	10,201	618	\$51,500	\$53,700	\$55,900	\$56,650	\$58,617	\$56,600
9 Judson ISD**	22,876	1,588	\$51,050	\$51,700	\$52,750	\$54,350	\$55,950	\$54,435
10 Alamo Heights ISD**	4,786	345	\$50,000	\$52,609	\$54,709	\$55,909	\$56,953	\$57,888
11 Somerset ISD	4,150	272	\$48,500	\$49,500	\$50,000	\$53,855	\$58,098	\$56,021
South San Antonio ISD			\$52,250	\$53,785	\$55,385	\$56,985	\$59,085	\$55,985
Median			\$51,750	\$52,989	\$54,709	\$56,128	\$58,378	\$56,600
Comparison to Median			101%	102%	101%	102%	101%	99%
Dollar Difference			\$500	\$796	\$676	\$857	\$707	(\$615)

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



Teachers – Market Stipends

Stipend	SSA ISD	Median Stipend	Districts Reporting
General Master's Degree	\$1,200	\$1,500	9 of 9
Subject Area Master's	\$2,000	\$1,800	2 of 9
Secondary Math	\$1,200	\$1,750	6 of 9
Secondary Science	\$1,200	\$1,750	6 of 9
Special Education General	\$1,500	\$2,000	5 of 9
Special Education Self-Contained	\$1,500	\$2,000	7 of 9
Bilingual	\$2,000	\$2,000	8 of 9
ESL	\$1,200	\$1,500	7 of 9



Administrators – Market Salaries

Pay Group	Employee Pay to Market	Pay Grade Midpoint to Market	Number of Benchmarks
Central Administration	95%	101%	19
Campus Administration	96%	101%	9
Professional	101%	102%	16
Technology	86%	97%	7



Clerical/Para – Market Salaries

Pay Group	Employee Pay to Market	Pay Grade Midpoint to Market	Pay Grade Minimum to Market	Number of Benchmarks
Clerical	97%	101%	97%	20
Instructional Support	99%	103%	101%	5
Auxiliary	94%	96%	96%	25



HB3 - Funding

District	Change in Total M&O Revenue*	30% of Change	75% (Must go to Teachers)	25% (May be used for other non-admin)
South San Antonio ISD	\$7,97,145	\$2,392,244	\$1,794,183	\$598,061

*Legislative Budget Board



Recommendation 1

Implement pay structure adjustments to align with market

- Strong starting salaries 🍪
- Midpoints aligned with market



Recommendation 2

Adopt a general pay increase (GPI) to maintain market position

- Model A: \$54,500 teacher starting salary, 5% \$2,800/6% \$3,350 pay increase teachers, 3% admin/professional, and 6% other job groups
- Model B: \$54,500 teacher starting salary, 5% \$2,800/6% \$3,350 pay increase teachers, 4% admin/professional, and 5.5% other pay groups



Recommendation 2 - Continued

- Model C: \$54,500 teacher starting salary, 5% \$2,800/6% \$3,350 pay increase teachers, 5% admin/professional, and 5% other pay groups
- Model D: \$55,750 teacher starting salary, 7% \$3,910/7.5% \$4,200 pay increase teachers, admin/professional 3% - 7%, and 7.5% other pay groups
 - For teacher structure, GPI calculated as a percentage of market median salary
 - For other pay groups, GPI calculated as a percentage of employee's pay grade midpoint



Recommendation 3

Provide adjustments to address market differences and maintain equity

- Bring to minimum
- Targeted adjustments
- Teacher pay equity adjustments
- Placement scale adjustments



Recommendation 4

Consider increasing stipends in hard-to-fill teaching areas for market competitiveness

- Increase stipend for secondary math and science to \$2,000 from \$1,200
- Increase stipend for special education self-contained to \$2,000 from \$1,500



Cost – Model A

Model A: \$54,500 starting, 5%/6% GPI, Administrative/Professional 3%, Others 6%

Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers, Librarians, and Nurses (RN)	\$1,900,032	\$3,534	\$1,903,566
Administrative/Professional	\$323,619	\$108,476	\$432,095
Technology	\$43,165	\$3,444	\$46,609
Clerical Support	\$174,819	\$4,414	\$179,233
Instructional Support	\$181,636	\$0	\$181,636
Auxiliary	\$377,036	\$21,250	\$398,286
Police	\$39,475	\$8,621	\$48,096
Total	\$3,039,782	\$149,739	\$3,189,521
% of Current Costs	5.5%	0.3%	5.7%



Cost – Model B

Model B: \$54,500 starting, 5%/6% GPI, Administrative/Professional 4%, Others 5.5%

Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers, Librarians, and Nurses (RN)	\$1,900,032	\$3,534	\$1,903,566
Administrative/Professional	\$431,416	\$85,503	\$516,919
Technology	\$39,569	\$4,231	\$43,800
Clerical Support	\$160,534	\$5,480	\$166,014
Instructional Support	\$166,650	\$0	\$166,650
Auxiliary	\$347,092	\$23,939	\$371,031
Police	\$36,173	\$10,406	\$46,579
Total	\$3,081,466	\$133,092	\$3,214,558
% of Current Costs	5.5%	0.2%	5.8%



Cost – Model C

Model C: \$54,500 starting, 5%/6% GPI, Administrative/Professional 5%, Others 5%

Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers, Librarians, and Nurses (RN)	\$1,900,032	\$3,534	\$1,903,566
Administrative/Professional	\$539,305	\$61,488	\$600,793
Technology	\$35,970	\$4,231	\$40,201
Clerical Support	\$146,010	\$6,740	\$152,750
Instructional Support	\$151,179	\$0	\$151,179
Auxiliary	\$313,915	\$27,125	\$341,040
Police	\$32,870	\$12,211	\$45,081
Total	\$3,119,281	\$115,328	\$3,234,609
% of Current Costs	5.6%	0.2%	5.8%



Cost – Model D

Model D - Teachers 7.0% GPI, AP 7.0% & 3.0%, Technology & Nonexempt 7.5% (\$15/hr min rate)

Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers, Librarians, and Nurses (RN)	\$2,445,504	\$3,534	\$2,449,038
Administrative/Professional	\$475,102	\$76,126	\$551,228
Technology	\$49,236	\$2,201	\$51,437
Clerical Support	\$242,135	\$171,307	\$413,442
Instructional Support	\$291,186	\$395,031	\$686,217
Auxiliary	\$580,086	\$828,906	\$1,408,992
Police	\$49,190	\$8,967	\$58,157
Total	\$4,132,439	\$1,486,073	\$5,618,512
% of Current Costs	7.4%	2.7%	10.1%

Luz Cadena, Sr. Compensation Consultant

800.580.7782

hrservices@tasb.org

 @tasbhrs

 Follow us on LinkedIn!

