



Compensation Plan Design

Mineola Independent School District

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Mineola ISD (MISD) engaged the HR Services Division of the Texas Association of School Boards (TASB) to conduct an employee compensation study. The HR Services Division has been providing compensation consulting and support service to Texas schools for over 30 years. This report presents a summary of the findings and recommendations from this project. The report includes a description of the study process, an explanation of the definitions and general purpose and methodology of pay systems, and a summary of findings and recommendations resulting from this study with supporting data.

Purpose

This study was conducted to objectively examine pay equity for employees and to determine if pay practices were internally fair and externally competitive. The primary goals for the project included the following:

- provide an objective assessment of pay based on job value;
- develop an affordable salary plan to correct existing pay inequities; and
- develop pay system controls for the future.

The employee groups included in this pay study are:

- Teachers, Librarians, and Nurses
- Administrative/Professional
- Clerical/Paraprofessional
- Auxiliary

Project Activities

In consultation with the district, a work plan was developed to complete the study. HR Services consultants completed the following work tasks through the course of the review:

- **Initial planning and data collection**
Consultants conferred with district administrators to ensure a clear understanding of the concerns, problems, and objectives for the study. Pay data was collected on personnel employed at the start of the project.
- **Assess competitive pay levels for common jobs**
The competitive job market group was approved by the district. Market data on competitive pay practices was compiled and compared to district pay practices. Consultants analyzed the data to determine where the district is at risk and identified priorities for pay system improvements.
- **Evaluate job assignments and recommend pay classifications**
Consultants assessed job requirements against common indicators of skill, effort, and responsibility. Recommendations were then made for grouping jobs of similar value into pay grade levels. Consultants also reviewed the exemption status of jobs for compliance with the Fair Labor Standards Act (FLSA).
- **Build pay range structures**
Benchmark jobs were identified in each employee group and used as the basis for market pricing and setting pay ranges. A pay range hierarchy was designed for each employee pay group to provide competitive pay ranges and internal pay system controls.

A market-based, competitive salary schedule was built for teachers, nurses (RN), and librarians. The teacher hiring schedule illustrates schedule placement based on total years of service.
- **Design implementation plan**
Pay data of current employees was applied to the new models to assess the cost and impact of implementing the proposed pay structures. The implementation plan was designed to achieve the following:
 - provide a general pay increase to employees who are already within the recommended pay range;
 - bring all employees up to the recommended minimum pay rates for their position; and
 - hold harmless employee pay that is already above the recommended maximum rates until future adjustments to the pay structure recapture their salary.
- **Conduct draft review meetings and prepare final report**
Consultants met with administrators to review the initial draft of findings and recommendations before preparing the final report. TASB consultants also reviewed administrative procedures for placement and promotion in the pay system and made recommendations where needed.

Data Sources

Data sources for this project were obtained from:

- District payroll
- Peer districts
- Other salary surveys

Market Comparisons

The following districts were used as the comparison districts to assess the competitive job market. Comparison districts were selected on the basis of enrollment and location. School district data was obtained from the most recent surveys conducted by TASB HR Services and reflect salaries and wages paid during the 2012–13 school year.

EXHIBIT 1 – COMPARISON DISTRICTS

DISTRICT	ENROLLMENT
Alba-Golden ISD	864
Grand Saline ISD	1,074
Hawkins ISD	755
Lindale ISD*	3,750
Rains ISD	1,622
Tyler ISD	18,290
Van ISD	2,210
Winnsboro ISD	1,484
Winona ISD	1,024

*District information comes from 2011–12 survey data.

Purpose and Objectives of Pay Systems

All organizations have common management needs and employee expectations that must be translated into pay practices. An effective pay system should address both the needs of the organization and the expectations of its employees.

Management needs to:

- recruit and hire qualified employees,
- prevent the loss of good employees, and
- control spending by paying the proper amount for job value.

Employees expect to receive:

- fair pay for their job responsibilities,
- fair pay compared to what other employers pay for the same work, and
- annual pay increases for continued service.

Basic Pay System Elements

Job Families: A job family includes jobs that share common characteristics and are grouped into a common pay structure. These characteristics include the type of work performed, the competitive job market, potential career paths for employees, and state and federal laws regulating wages and salaries. Separate pay range structures are typically built for each job family.

Pay Grades: Compensable job factors such as skill, effort, and responsibility serve as the basis for assigning jobs to different pay levels to achieve internal pay equity among employees. The greater the degree of skill, effort, and responsibility required by a job, the higher the level of pay. The process of evaluating compensable factors and assigning jobs to different levels of pay is called job evaluation and classification. A job title alone is not adequate to determine proper pay classification for a position; nor is the reliance on the personal characteristics or qualifications of incumbent employees in the position. The actual content of the job itself must be analyzed to assign jobs to proper pay levels for internal equity. Jobs that have similar value and are grouped into the same range of pay are assigned or classified to pay grades.

Job Pricing: While objective job evaluation and classification contributes to internal pay equity, job pricing contributes to external pay equity. Job pricing uses data collected from salary and wage surveys of other employers to determine the external market value of benchmark jobs. This data is used to set pay ranges that are competitive with the external job market. Because jobs have been analyzed and classified into groups of similar value, job pricing does not require a survey match for each unique job.

Job Market: Job markets may be different for different employee groups. By definition, a job market represents the employers that a district typically competes with to attract and retain employees. Professional employees may be recruited from a larger geographic area than paraprofessional or

auxiliary employees. School districts may be the only competitors for instructional positions while other types of businesses may be competitors for business or technology jobs. For this reason, different job markets and survey sources may be used to accurately assess the district's true competitive job market.

Pay Structure: The pay structure itself is the key management tool that provides control over the district's competitive position in the marketplace and internal pay equity among all employees. Designing the pay structure involves setting the proper control points (midpoint, minimum, and maximum rates of pay) for each pay grade and ensuring that appropriate pay differentials between pay grade levels are established.

Issues that must be weighed and balanced in the design of pay structures include:

- positioning the district competitively,
- impact on current pay practices,
- adequate pay differentials for higher levels of job responsibility,
- internal consistency and rationality, and
- controlled variance within each pay range.

Pay System Implementation and System Administration

Current employees may not be paid within the recommended pay ranges. Decisions must be made during this transition period of how to deal with employees who are paid outside the pay range for their position. If employees are paid below the minimum rate of their pay range, additional adjustments should be provided to increase their pay to at least the minimum rate of pay. If employees are paid above the maximum of the pay range, they are left outside the range. No employee's pay should be reduced in this event.

Employees advance in pay through pay adjustments tied to budget planning that are determined on an annual basis. These management decisions are based on current economic conditions, including projected district revenues, the cost of living, and market competition.

The midpoint of the range is recommended as the base for calculating employee increases. This ensures a more equitable distribution of the dollars available for pay increases and moves employees up to the range midpoint more quickly. Using the range midpoints instead of current salaries will deliver equal dollars to employees at the same job level and helps the district to control the rate of advancement through the pay range.

Long-Term Salary Administration

For any pay plan to meet its intended goals on a long-term basis, it must be updated regularly and administered properly. Salary administration involves four primary activities requiring administrative decisions:

- adjusting pay ranges for job market changes and general economic inflation,
- budgeting for annual salary increases for employees,
- placing new employees in the system, and
- calculating special increases for promotions or other job changes.

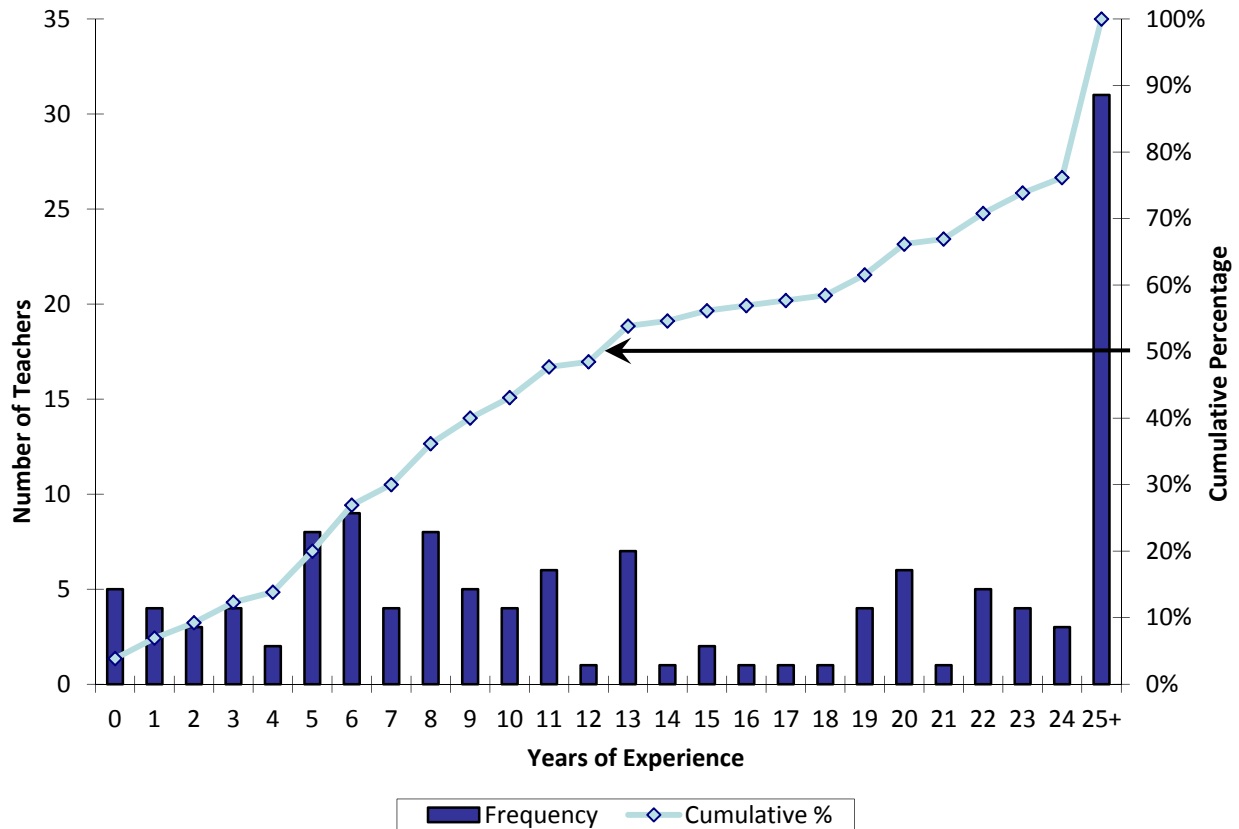
Teachers, Nurses and Librarians

Salary Schedule: Currently the district has a hiring schedule for classroom teachers, librarians, and registered nurses (RNs). This is a typical, experience-based schedule with 25 increments. A stipend of \$2,000 is paid for a master’s degree.

Years of Experience: Teachers on average have 16 years of experience, which is above the statewide average of just over 11 years. Approximately 24 percent of teachers have 25 or more years of experience, and half have 13 or fewer years of experience.

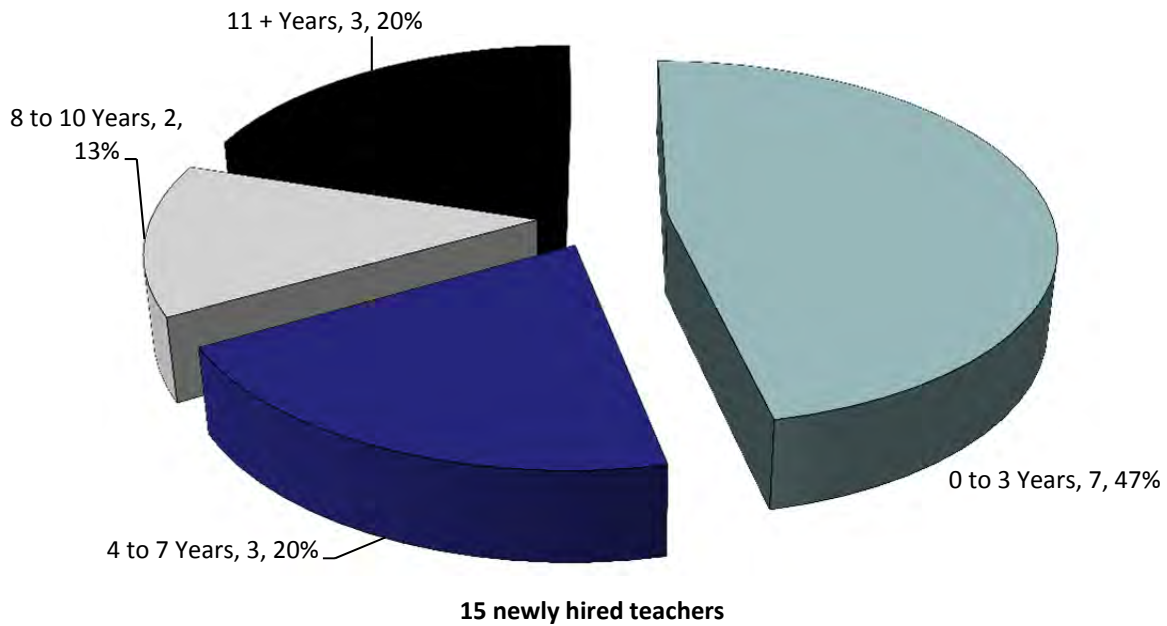
Current Practice: Mineola currently pays a large portion of teacher compensation as stipends that add up to the district’s current schedule shown on page 9. The district pays stimulus, bachelor’s degree, instruction and registered nurse stipends as well as additional pay for longevity. There is no reason to maintain these payments as stipends.

EXHIBIT 2 – TEACHER EXPERIENCE



New Hire Teaching Experience: According to district records, there are 15 teachers new to the district this year. Eighty percent of them have 10 or less years of experience. Three of the newly hired employees have 11 or more years of experience. One of them is a registered nurse through the Wood County SSA.

EXHIBIT 3 – NEWLY HIRED TEACHER EXPERIENCE



Findings – Other Groups

Pay Structures:

Currently there are six step schedules for campus clerical, central office clerical, paraprofessional, food service, custodial and maintenance staff. There are 20 steps in each category, with each range 63 to 91 percent wide. There are four additional ranges for bus drivers, mechanics and directors of auxiliary services. These vary from 40 to 86 percent wide.

Administrators are placed in one of two ranges. These ranges are 33 and 38 percent wide, respectively. There is no separate plan for professionals; they are paid on the teacher pay schedule with stipends.

Market Summary – Teachers

MISD’s teacher pay schedule is significantly above market at all comparison points, particularly in the first 15 years where district pay leads the market median by more than \$2,000.

EXHIBIT 4 – TEACHER SALARY SCHEDULE COMPARISON

	Beginning Salary	5-year Salary	10-year Salary	15-year Salary	20-year Salary	Highest Salary
Mineola ISD Salary	\$32,820	\$37,060	\$42,540	\$46,660	\$49,770	\$53,070
Local Market Median	\$30,756	\$34,996	\$40,100	\$44,596	\$48,170	\$50,902
Percent of Market Median	107%	106%	106%	105%	103%	104%
Difference to Median	\$2,064	\$2,064	\$2,440	\$2,064	\$1,600	\$2,168

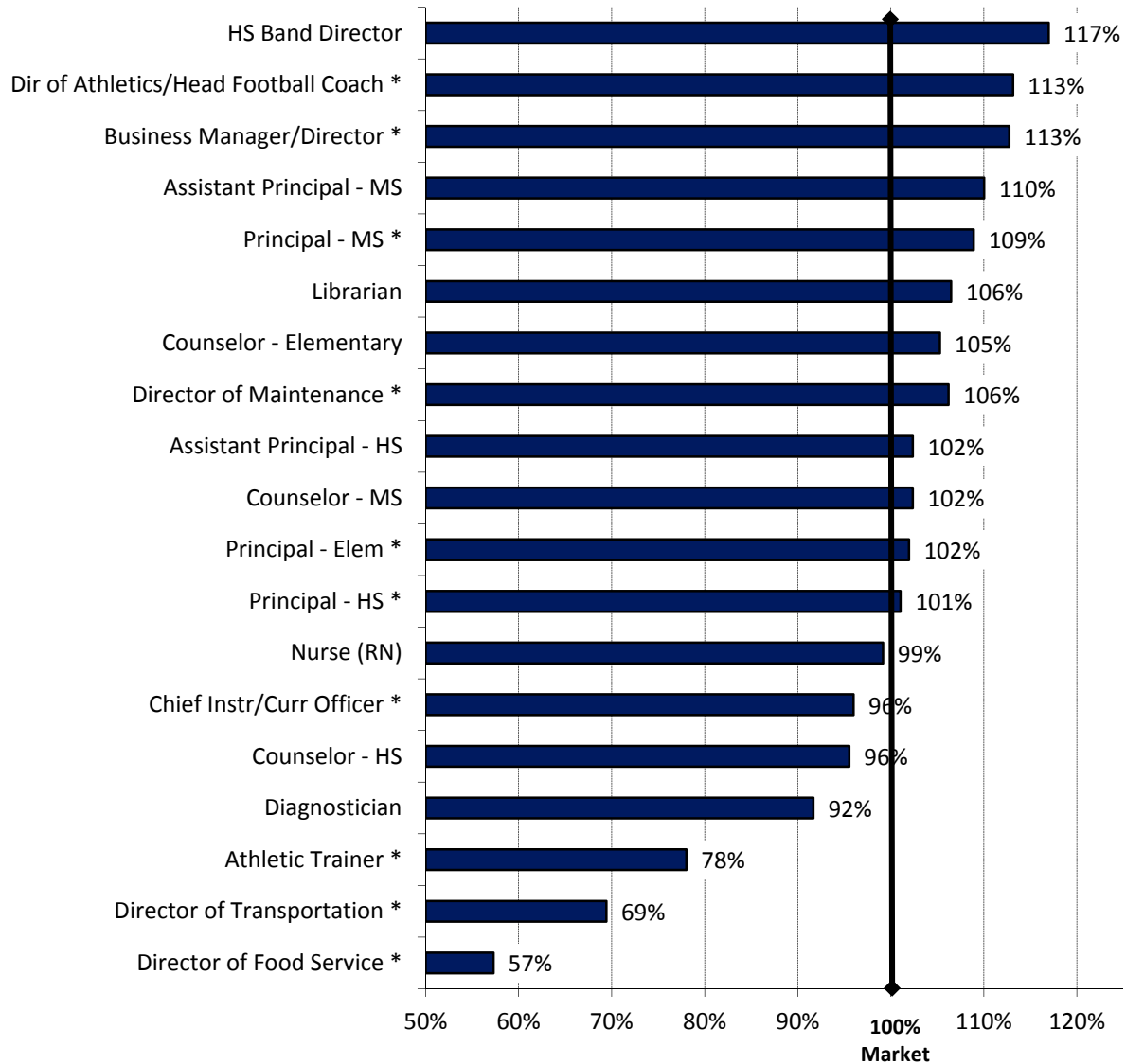
Mineola ISD pays a stipend above market level for teachers with a master’s degree, but stipends are below market for secondary math and science as well as for department chairs.

EXHIBIT 5 – STIPEND COMPARISON

Stipend	Mineola ISD	Median Stipend	Districts Reporting
Master’s Degree	\$2,000	\$1,000	9 of 9
Bilingual	-	\$3,000	2 of 9
Secondary Math	\$450	\$2,500	3 of 9
Secondary Science	\$450	\$2,750	4 of 9
Special Education	-	\$2,500	1 of 9
ESL	-	\$1,000	3 of 9
Foreign Language	-	\$3,000	1 of 9
Department Chair, HS	\$200	\$1,800	2 of 9
Department Chair, MS	\$200	\$1,050	2 of 9
Department Chair, Elem	\$200	\$450	2 of 9

Market Summary – Other Groups

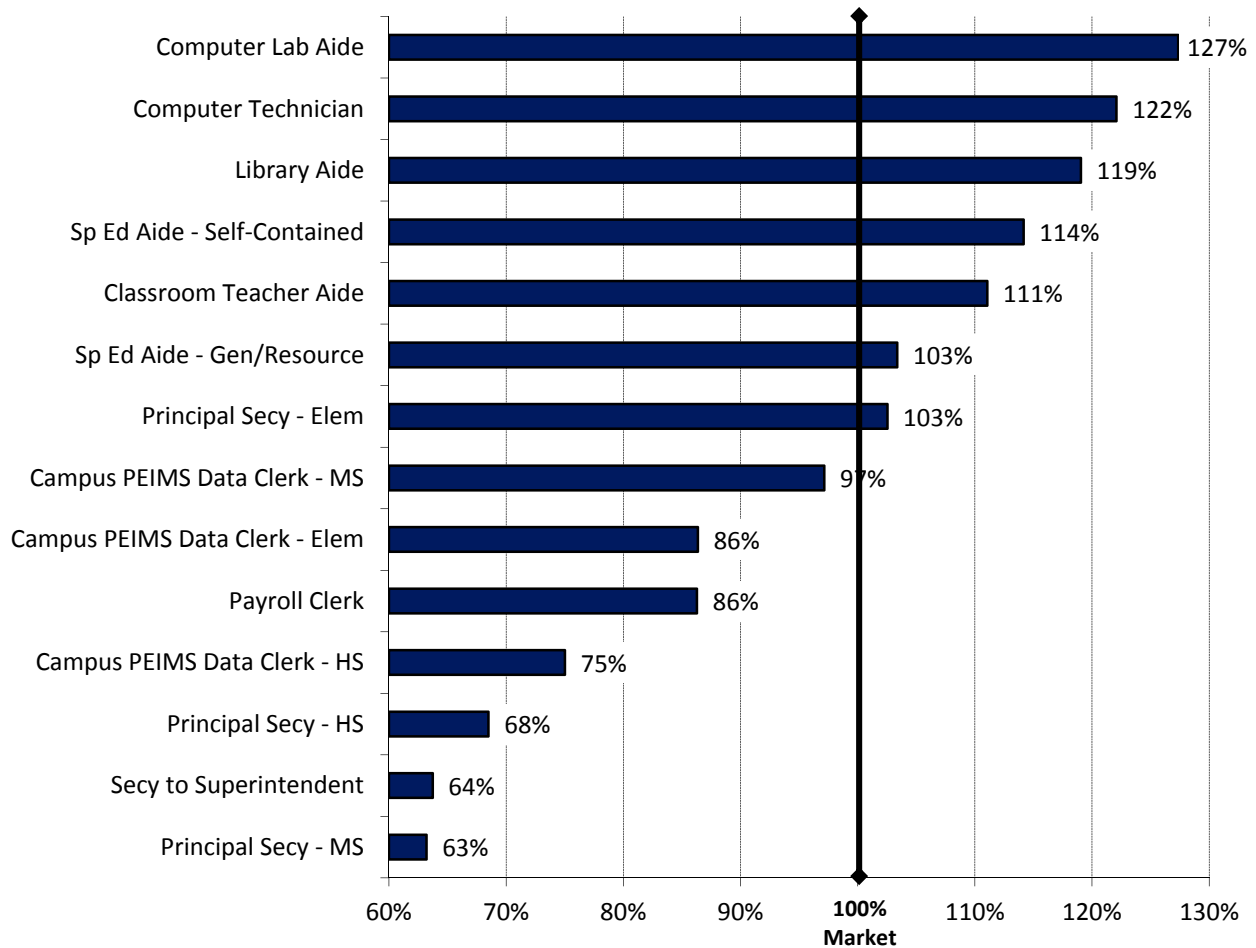
EXHIBIT 6 – ADMINISTRATORS AND PROFESSIONALS SALARY COMPARISON



*Market data for these positions does not include Tyler ISD.

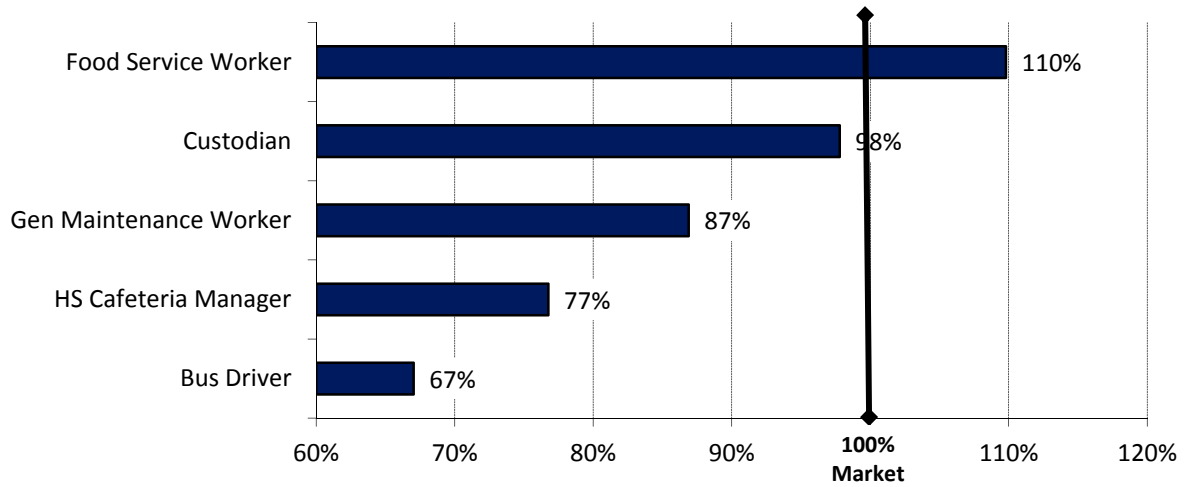
- Overall, administrators and professionals in Mineola ISD are paid at 103 percent of market levels, excluding the Directors of Food Service, Maintenance and Transportation. Of 19 benchmark positions, seven are paid within 5 percent of the market median, and seven are paid more than 5 percent above the market median.
- The jobs with the poorest market comparisons are the Director of Transportation and the Director of Food Service at 69 percent and 57 percent, respectively.

EXHIBIT 7 – CLERICAL/PARAPROFESSIONAL SALARY COMPARISON



- Clerical/paraprofessional positions are paid at 99 percent of market levels on average, excluding Computer Technician, Principal Secretary–Middle School, and Secretary to Superintendent. Three of 14 benchmark positions are paid within 5 percent of market median. Four of the included positions are paid more than 5 percent below market levels.
- MISD pays stipends to some clerical and paraprofessional employees. These include a \$200 instructional stipend to aides, as well as various amounts for bus driving and location. These stipends have been included in the proposed hourly rates for 2013–14.

EXHIBIT 8 – AUXILIARY SALARY COMPARISON



- Overall, auxiliary positions are paid 88 percent of market levels. Three of five benchmark positions are paid more than 5 percent below market levels.
- MISD compares most favorably to market for the two positions with the highest number of employees, Food Service Worker and Custodian. These jobs are paid at 110 percent and 98 percent of market, respectively.

Following are a priority listing of recommendations for the MISD compensation plan. They address the most significant issues in the district's current compensation plan, reflect current budget circumstances, and will enhance efforts in recruitment and retention of staff.

Recommendation 1

Increase the teacher pay schedule starting salary to at least \$33,800. Provide a general pay increase to continuing teachers paid below the maximum.

- Two teacher models are presented as options. Model 1 has a \$1,325 general pay increase; Model 2 has a \$900 increase. Both models have a starting salary of \$33,800.
- The current entry salary is 107 percent of market. Adopting a \$33,800 entry salary further improves the market comparison to 110 percent.

Recommendation 2

Implement the recommended pay plan structures with ranges that have defined minimums and maximums.

- Three pay plans were developed: administrative/professional, clerical/paraprofessional, and auxiliary. Each job has been assigned a pay grade and they are arranged according to market value as well as internal comparisons of skill, effort and responsibility of job assignments.

Recommendation 3

Provide a general pay increase to employees whose pay is below the maximum of their pay range, to reward and retain the district's quality staff.

- In the 2012–2013 school year, all but three of the comparison school districts provided pay increases to their employees. Surveys in other business sectors indicate increases are on the rise toward 3 percent. The estimated costs of a 3 percent and a 2 percent increase are included in the report. This will allow the district to attract and retain high quality employees.

Recommendation 4

Provide equity adjustments to some administrators to improve pay relationship to the master's degree teacher rate.

- Equity adjustments impacted the pay of seven employees in the administrative/professional job family.

Recommendation 5

Include the stipends paid to employees for longevity, stimulus, or duties normally included in their job in their base pay rate. Significantly decrease the number of stipends paid to clerical, paraprofessional and auxiliary employees.

- A market competitive pay range has been established for every job in the district. Paying additional stipends for duties that would normally be performed is no longer necessary.
- Decreasing the number of stipends paid to clerical, paraprofessional and auxiliary employees assists in the district's compliance under the Fair Labor Standards Act in overtime calculations.

ESTIMATED COST OF RECOMMENDATIONS

CHAPTER V

Model 1	
Gen'l Pay Increase (% of Pay Range) - A/P, C/P, Aux:	3.0%
Gen'l Pay Increase - Teachers, Librarians, & Nurses (RNs):	\$1,325
Starting Teacher Salary:	\$33,800

	Total Staff	Staff Affected	Cost Increase	Percent of Current Budget	2012-13 Current Budget ⁽¹⁾
General Pay Increase *					
Teachers, Librarians & Nurses (RNs) \$1,325 pay increase	130	130	\$171,892	3.0%	\$5,775,363
Administrative/Professional 3.0% of pay range midpoint increase	29	27	\$49,794	3.0%	\$1,681,160
Clerical/Paraprofessional 3.0% of pay range midpoint increase	56	41	\$24,602	2.4%	\$1,033,097
Auxiliary 3.0% of pay range midpoint increase	45	42	\$24,312	3.3%	\$734,842
Subtotal - General Pay Increase	260	240	\$270,600	2.9%	\$9,224,462
Implementation/Equity Adjustments					
Teachers, Librarians, & Nurses (RNs) Adjustments to bring teachers up to step		17	\$19,575		
Administrative/Professional ² Adjustments to 0.5% above pay range minimum ³ Equity with MA teacher rate		3 7	\$21,863 \$2,719		
Clerical/Paraprofessional ² Adjustments to 0.5% above pay range minimum		13	\$17,509		
Auxiliary ² Adjustments to 0.5% above pay range minimum		12	\$31,310		
Subtotal - Implementation/Equity Adjustments		52	\$92,975		
Total Cost Estimate			\$363,575	3.9%	\$9,224,462

* Employees paid above range maximum did not receive a general pay increase, and employees paid near range maximum received a reduced general pay increase.

Footnotes:

- ¹ Current Budget includes stipends for stimulus, longevity, and duties normally included in the job.
- ² All continuing employees were adjusted to at least 0.5% above the minimum of their pay range.
- ³ Some administrative/professional positions were adjusted to ensure pay was above the MA teacher daily rate.

Model 2	
Gen'l Pay Increase (% of Pay Range) - A/P, C/P, Aux:	2.0%
Gen'l Pay Increase - Teachers, Librarians, & Nurses (RNs):	\$900
Starting Teacher Salary:	\$33,800

	Total Staff	Staff Affected	Cost Increase	Percent of Current Budget	2012-13 Current Budget ⁽¹⁾
General Pay Increase *					
Teachers, Librarians & Nurses (RNs)					
\$900 pay increase	130	130	\$116,754	2.0%	\$5,775,363
Administrative/Professional					
2.0% of pay range midpoint increase	29	27	\$33,196	2.0%	\$1,681,160
Clerical/Paraprofessional					
2.0% of pay range midpoint increase	56	41	\$16,242	1.6%	\$1,033,097
Auxiliary					
2.0% of pay range midpoint increase	45	42	\$16,428	2.2%	\$734,842
Subtotal - General Pay Increase	260	240	\$182,619	2.0%	\$9,224,462
Implementation/Equity Adjustments					
Teachers, Librarians, & Nurses (RNs)					
Adjustments to bring teachers up to step		17	\$19,577		
⁴ Schedule adjustment to step 1		4	\$1,120		
Administrative/Professional					
² Adjustments to pay range minimum		3	\$22,829		
³ Equity with MA teacher rate		7	\$2,719		
Clerical/Paraprofessional					
² Adjustments to pay range minimum		13	\$19,171		
Auxiliary					
² Adjustments to pay range minimum		12	\$32,844		
Subtotal - Implementation/Equity Adjustments		39	\$98,260		
Total Cost Estimate			\$280,879	3.0%	\$9,224,462

* Employees paid above range maximum did not receive a general pay increase, and employees paid near range maximum received a reduced general pay increase.

Footnotes:

- ¹ Current Budget includes stipends for stimulus, longevity, and duties normally included in the job.
- ² All continuing employees were adjusted to at least the minimum of their pay range.
- ³ Some administrative/professional positions were adjusted to ensure pay was above the MA teacher daily rate.
- ⁴ Additional adjustment was made to the teacher schedule to ensure an adequate pay differential between steps.

The recommendations provided in Chapter IV help ensure a market-competitive and equitable system for Mineola ISD. However, pay systems are dynamic and are impacted by numerous factors. To maintain a competitive and equitable system, the district must work to manage its pay system. Following are recommendations to aid the district in this endeavor:

Adjust Ranges: Regularly adjust salary ranges in response to market changes. This will help the district maintain competitive salary levels over time.

Provide Pay Increases: Provide pay increases based on a percentage of the range midpoint rather than a percentage of individual salaries. This will accelerate advancement to the range midpoint for the lowest paid employees.

Pay At Least Minimum: Ensure that all employees are paid at least the minimum rate of pay.

Pay Within Ranges: Do not advance pay beyond the maximum of the range. Adherence to range limits helps to maintain pay equity between employees and control salary costs.

Follow Procedures: Document and follow consistent administrative procedures that address employee pay actions such as job classifications, promotions, reassignments, and new hire salary placement. Review procedures annually to ensure these are meeting district needs, are consistently applied, and support the district's strategic goals.

**Proposed Hiring Schedule for Teachers, Librarians, and Nurses (RNs)
2013–14**

Model 1 – 3.0% GPI

Years Experience	New Hire Salary
0	\$33,800
1	\$34,145
2	\$34,735
3	\$35,315
4	\$35,905
5	\$37,145
6	\$38,385
7	\$39,625
8	\$40,775
9	\$41,865
10	\$42,895
11	\$43,865
12	\$44,785
13	\$45,665
14	\$46,475
15	\$47,255
16	\$47,985
17	\$48,685
18	\$49,335
19	\$49,955
20+	\$50,545

Salaries listed above are based on 10-month employment.
Master’s Degree Stipend: \$2,000

This salary plan is for the 2013–14 school year only. It does not represent salaries for future years.
Salary advancement is based on the annual pay raise budge approved by the Board of Trustees each year.

**Proposed Hiring Schedule for Teachers, Librarians, and Nurses (RNs)
2013–14**

Model 2 – 2.0% GPI

Years Experience	New Hire Salary
0	\$33,800
1	\$34,000
2	\$34,310
3	\$34,890
4	\$35,480
5	\$36,720
6	\$37,960
7	\$39,200
8	\$40,350
9	\$41,440
10	\$42,470
11	\$43,440
12	\$44,360
13	\$45,240
14	\$46,050
15	\$46,830
16	\$47,560
17	\$48,260
18	\$48,910
19	\$49,530
20+	\$50,120

Salaries listed above are based on 10-month employment.

Master’s Degree Stipend: \$2,000

This salary plan is for the 2013–14 school year only. It does not represent salaries for future years.
Salary advancement is based on the annual pay raise budge approved by the Board of Trustees each year.

**Proposed Administrative/Professional Pay Structure
2013–14**

Pay Grade 1

Monthly	Minimum	Midpoint	Maximum
	\$3,444	\$4,200	\$4,956
10	34,440	42,000	49,560
11	37,884	46,200	54,516
VI Teacher/Supervisor		Vocational Facilitator	

Pay Grade 2

Monthly	Minimum	Midpoint	Maximum
	\$4,477	\$5,460	\$6,443
10	44,772	54,600	64,428
11	49,249	60,060	70,871
Assistant Principal, Middle School Counselor Diagnostician		Psychologist Speech Therapist	

Pay Grade 3

Monthly	Minimum	Midpoint	Maximum
	\$4,746	\$5,788	\$6,829
11	52,204	63,664	75,123
12	56,950	69,451	81,952
Assistant Principal, High School Principal, Elementary		Principal, Primary Technology Director	

Pay Grade 4

Monthly	Minimum	Midpoint	Maximum
	\$5,031	\$6,135	\$7,239
12	60,367	73,618	86,870
Athletic Director Business Manager		Director, Special Education Principal, Middle School	

Pay Grade 5

Monthly	Minimum	Midpoint	Maximum
	\$5,534	\$6,748	\$7,963
12	66,404	80,980	95,557
Assistant Superintendent, Curriculum Chief Financial Officer		Curriculum Director Principal, High School	

**Proposed Clerical/Paraprofessional Pay Structure
2013–14**

Pay Grade 1

Hourly	Minimum	Midpoint	Maximum
	\$8.61	\$10.50	\$12.39
Aide, Classroom Aide, Head Start		Aide, Librarian Aide, Special Education Self-Contained	

Pay Grade 2

Hourly	Minimum	Midpoint	Maximum
	\$9.30	\$11.34	\$13.38
Aide, Computer Lab Aide, Special Education General		Receptionist - Central Office	

Pay Grade 3

Hourly	Minimum	Midpoint	Maximum
	\$11.63	\$14.18	\$16.73
PEIMS Clerk - Elementary PEIMS Clerk - Middle School Secretary - Elementary		Secretary - High School Campus Secretary - Primary Secretary - Records	

Pay Grade 4

Hourly	Minimum	Midpoint	Maximum
	\$12.79	\$15.60	\$18.41
PEIMS Clerk - High School Secretary - Middle School Principal Secretary - High School Principal		Secretary - Transportation Tax Collector	

Pay Grade 5

Hourly	Minimum	Midpoint	Maximum
	\$19.19	\$23.40	\$27.61
Computer Technician Clerk, HR and Payroll		Secretary - Superintendent	

**Proposed Auxiliary Pay Structure
2013–14**

Pay Grade 1

Hourly	Minimum	Midpoint	Maximum
	\$8.20	\$10.00	\$11.80
Custodian	Food Service Worker		

Pay Grade 2

Hourly	Minimum	Midpoint	Maximum
	\$10.25	\$12.50	\$14.75
<i>Reserved for future use</i>			

Pay Grade 3

Hourly	Minimum	Midpoint	Maximum
	\$11.48	\$14.00	\$16.52
Food Service Manager, Elementary	Food Service Manager, High School		

Pay Grade 4

Hourly	Minimum	Midpoint	Maximum
	\$12.51	\$15.26	\$18.01
Bus Driver Maintenance Worker	Mechanic		

Pay Grade 5

Hourly	Minimum	Midpoint	Maximum
	\$16.89	\$20.60	\$24.31
Food Service Director			

Pay Grade 6

Hourly	Minimum	Midpoint	Maximum
	\$22.80	\$27.81	\$32.82
Maintenance Director	Transportation Director		

Teacher Salary Plan Comparisons 2012-13
Mineola ISD

District	Student Enrollment	Number Tch Staff	0-Year Salary	5-Year Salary	10-Year Salary	15-Year Salary	20-Year Salary	Plan Maximum	Average Salary	Highest Exp Step	Last % Increase
1 Tyler ISD	18,290	1,249	\$40,000	\$41,200	\$42,700	\$44,520	\$48,774	\$60,000	\$46,000	49	0.0%
2 Lindale ISD*	3,750	252	\$33,300	\$35,421	\$41,150	\$45,734	\$49,443	\$53,421	\$43,045	26	3.0%
3 Grand Saline ISD	1,074	84	\$32,320	\$36,560	\$42,040	\$46,160	\$49,270	\$49,270	\$43,152	20	2.0%
4 Hawkins ISD	755	62	\$32,120	\$35,260	\$40,100	\$45,090	\$48,893	\$52,780	\$42,230	27	3.0%
5 Winona ISD	1,024	80	\$30,756	\$34,996	\$40,476	\$44,596	\$47,706	\$47,706	\$40,000	20	0.0%
6 Van ISD	2,210	150	\$30,420	\$34,120	\$40,080	\$44,690	\$48,170	\$48,170	\$41,306	20	0.0%
7 Winstonsboro ISD	1,484	106	\$30,070	\$34,310	\$39,790	\$43,910	\$47,020	\$51,160	\$42,889	30	4.5%
8 Rains ISD	1,622	124	\$30,045	\$34,285	\$39,765	\$43,885	\$46,995	\$49,895	\$41,522	24	2.0%
9 Alba-Golden ISD	864	74	\$29,320	\$33,560	\$39,040	\$43,160	\$46,270	\$50,902	\$40,111	30	2.3%
25th Percentile			\$30,070	\$34,285	\$39,790	\$43,910	\$47,020	\$49,270	\$41,306		
Median			\$30,756	\$34,996	\$40,100	\$44,596	\$48,170	\$50,902	\$42,230	26	2.2%
75th Percentile			\$32,320	\$35,421	\$41,150	\$45,090	\$48,893	\$52,780	\$43,045		
Mineola ISD**	1,600	113	\$32,820	\$37,060	\$42,540	\$46,660	\$49,770	\$53,070	\$44,431	26	2.1%
Comparison to Median Dollar Difference			107%	106%	106%	105%	103%	104%	105%		
			\$2,064	\$2,064	\$2,440	\$2,064	\$1,600	\$2,168	\$2,201		
Statewide - Enrollment 1,600-2,999			\$35,837	\$38,563	\$42,385	\$46,353	\$49,849				
Comparison to Statewide Dollar Difference			92%	96%	100%	101%	100%	100%	\$307		
			(\$3,017)	(\$1,503)	\$155	\$307	(\$79)				

*2011-12 average, 2012-13 salary schedule.

**Mineola ISD steps and average include amounts paid as stipends for instruction, stimulus, and Bachelor's degree; average also includes any longevity pay.

**Teacher Stipend and Incentive Comparisons 2012-13
Mineola ISD**

District	Student Enrollment	Masters Degree	Subject - Area Masters	Campus Assign	Mentor Teacher	National Board Cert	Signing Bonus	Other Teacher Incentive	Dept Chair		Dept Chair	
									HS	IMS	HS	IMS
1	Alba-Golden ISD	864	\$3,000									
2	Grand Saline ISD	1,074	\$1,000									
3	Hawkins ISD	755	\$500									
4	Lindale ISD*	3,750	\$200									
5	Rains ISD	1,622	\$1,000							\$600	\$600	\$600
6	Tyler ISD	18,290	\$1,000				\$3,000			\$3,000	\$1,500	\$300
7	Van ISD	2,210	\$1,000	\$5,000								
8	Winnsboro ISD	1,484	\$1,500									
9	Winona ISD	1,024	\$250									
Count		9	1	0	1	0	1	0	2	2	2	2
Average Stipend		\$1,050	\$5,000		\$300		\$3,000		\$1,800	\$1,050	\$1,050	\$450
Median Stipend		\$1,000	\$5,000		\$300		\$3,000		\$1,800	\$1,050	\$1,050	\$450
Mineola ISD	1,600	\$2,000							\$200	\$200	\$200	\$200
Statewide - Enrollment 1,600-2,999												
Count		61	7	0	29	0	11	6	57	51	42	42
Percent of Districts		71%	8%	0%	34%	0%	13%	7%	66%	59%	49%	49%
Average Stipend		\$1,027	\$2,114	\$0	\$667	\$0	\$2,318	\$1,179	\$905	\$826	\$810	\$810

Footnotes:

Critical Shortage Area Stipend Comparisons 2012–13
Mineola ISD

District	Student Enrollment	Secondary		Secondary Science	Bilingual	Special Education	ESL	Foreign Language
		Math	Science					
1	Alba-Golden ISD	864						
2	Grand Saline ISD	1,074					\$500	
3	Hawkins ISD	755						
4	Lindale ISD*	3,750						
5	Rains ISD	1,622		\$3,000				
6	Tyler ISD	18,290	\$2,000	\$2,000	\$2,000	\$2,500	\$2,000	
7	Van ISD	2,210	\$2,500	\$2,500	\$4,000			
8	Winnsboro ISD	1,484						
9	Winona ISD	1,024	\$5,000	\$4,000			\$1,000	\$3,000
Count		3	4	2	1	3	1	1
Average Stipend		\$3,167	\$2,875	\$3,000	\$2,500	\$1,167	\$3,000	\$3,000
Median Stipend		\$2,500	\$2,750	\$3,000	\$2,500	\$1,000	\$3,000	\$3,000
Mineola ISD	1,600	\$450	\$450					
Statewide - Enrollment 1,600-2,999								
Count		40	38	41	21	31	21	21
Percent of Districts		47%	44%	48%	24%	36%	24%	24%
Average Stipend		\$2,620	\$2,442	\$2,590	\$1,554	\$1,019	\$2,433	\$2,433

Footnotes:

Mineola ISD stipends in secondary math and science are part of the Judge Trust.

Exempt Market - Salary Comparisons

Positions Sorted by Job Title

Mineola ISD

Administrators and Professionals

Benchmark Position	Districts Reporting	Market Salary	District Salary	2012-13 District Salary Compared to Market	2012-13 District Pay Range Midpoint	2012-13 Pay Range Midpoint	2012-13 Pay Range Midpoint Compared to Market
1 Assistant Principal - High School	7	\$63,989	\$65,500	102%	\$62,500	\$62,500	98%
2 Assistant Principal - Middle School	4	\$60,435	\$66,500	110%	\$62,500	\$62,500	103%
3 Athletic Trainer *	S 57	\$49,863	\$38,910	78%	\$46,795	\$46,795	94%
4 Business Manager/Director *	8	\$72,293	\$81,500	113%	\$70,000	\$70,000	97%
5 Chief Instruction/Curriculum Officer *	S 32	\$84,893	\$81,500	96%	\$70,000	\$70,000	82%
6 Counselor - Elementary	8	\$53,854	\$56,697	105%	\$42,295	\$42,295	79%
7 Counselor - High School	9	\$54,920	\$52,473	96%	\$42,295	\$42,295	77%
8 Counselor - Middle School	5	\$55,390	\$56,697	102%	\$42,295	\$42,295	76%
9 Diagnostician	5	\$53,389	\$48,948	92%	\$42,295	\$42,295	79%
10 Director of Athletics/Head Football Coach *	8	\$71,300	\$80,674	113%	\$70,000	\$70,000	98%
11 Director of Food Service *	X 7	\$41,116	\$23,563	57%	\$30,000	\$30,000	73%
12 Director of Maintenance *	X 6	\$49,713	\$52,801	106%	\$40,000	\$40,000	80%
13 Director of Transportation *	X 5	\$50,000	\$34,717	69%	\$40,000	\$40,000	80%
14 High School Band Director	5	\$56,100	\$65,624	117%	\$57,570	\$57,570	103%
15 Librarian	8	\$51,713	\$55,070	106%	\$41,295	\$41,295	80%
16 Nurse (RN)	7	\$43,699	\$43,337	99%	\$41,295	\$41,295	94%
17 Principal - Elementary School *	8	\$67,676	\$69,000	102%	\$62,500	\$62,500	92%
18 Principal - High School *	8	\$79,838	\$80,674	101%	\$70,000	\$70,000	88%
19 Principal - Middle School *	7	\$71,800	\$78,200	109%	\$70,000	\$70,000	97%

103%

90%

X - Indicates job comparison is excluded from the overall comparison average.

Pay Comparison

Plan Comparison

Above market (Greater than 105%)	7
At market (Between 95% & 105%)	7
Below market (Less than 95%)	2

Market salary is median value of reporting comparison districts unless specified otherwise.

S Statewide market value for districts with enrollments of 1,600-2,999

* Market data does not include Tyler ISD

Nonexempt Market - Rate Comparisons

Positions Sorted by Job Title

Mineola ISD

Clerical and Paraprofessional

Benchmark Position	Districts Reporting	Market Rate	District Rate	2012-13 District Rate Compared to Market	2012-13 District Pay Range Midpoint	2012-13 Pay Range Midpoint Compared to Market
1 Campus PEIMS Data Clerk - Elementary School	E 16	\$13.76	\$11.88	86%	\$11.70	85%
2 Campus PEIMS Data Clerk - High School	E 22	\$15.33	\$11.50	75%	\$11.70	76%
3 Campus PEIMS Data Clerk - Middle School	E 21	\$13.70	\$13.31	97%	\$11.70	85%
4 Classroom Teacher Aide	9	\$10.76	\$11.95	111%	\$11.41	106%
5 Computer Lab Aide	6	\$11.15	\$14.20	127%	\$11.76	105%
6 Computer Technician	x 8	\$17.41	\$21.25	122%	\$11.76	68%
7 Library Aide	8	\$9.97	\$11.87	119%	\$11.76	118%
8 Payroll Clerk	9	\$22.02	\$19.00	86%	\$13.76	62%
9 Principal Secretary - Elementary School	9	\$13.78	\$14.13	103%	\$11.70	85%
10 Principal Secretary - High School	9	\$15.68	\$10.74	68%	\$11.70	75%
11 Principal Secretary - Middle School	x 6	\$15.48	\$9.78	63%	\$11.70	76%
12 Secretary to Superintendent	x 9	\$24.76	\$15.78	64%	\$13.76	56%
13 Special Education Aide - General/Resource	7	\$10.97	\$11.34	103%	\$11.41	104%
14 Special Education Aide - Self-Contained	4	\$9.67	\$11.04	114%	\$11.41	118%

X - Indicates job comparison is excluded from the overall comparison average.

99%
Pay Comparison

93%
Plan Comparison

Greater than 105%	4
Between 95% & 105%	3
Less than 95%	4

Market rate is median value of reporting comparison districts unless specified otherwise.

E Statewide market value for districts in ESC Region 7

Nonexempt Market - Rate Comparisons

Positions Sorted by Job Title

Mineola ISD

		Auxiliary			2012-13 District Rate	2012-13 District Pay Range Midpoint	2012-13 Pay Range Midpoint Compared to Market
Benchmark Position	Districts Reporting	Market Rate	District Rate	Compared to Market			
1 Bus Driver	9	\$15.50	\$10.39	67%	\$12.50	81%	
2 Custodian	8	\$9.33	\$9.12	98%	\$10.00	107%	
3 Food Service Worker	8	\$9.44	\$10.36	110%	\$11.41	121%	
4 General Maintenance Worker	9	\$14.49	\$12.59	87%	\$10.92	75%	
5 High School Cafeteria Manager	8	\$13.94	\$10.70	77%	\$11.41	82%	
				88%		93%	
				Pay Comparison		Plan Comparison	

Greater than 105%	1
Between 95% & 105%	1
Less than 95%	3

Market rate is median value of reporting comparison districts.



2012 Teacher Substitute Daily Rate Comparison Report

Report ID =

Report Created: 5/20/2013 6:41:28 AM

Enrollment Selection: All

ESC Selection: 07 - Kilgore

Comparison Districts			Short-Term			Long-Term		Other
District	ESC	Enroll	Non-degreed	Degreed	Degreed-Certified	Degreed	Degreed-Certified	
Market Median		1,484	\$60.00	\$65.00	\$75.00	\$85.00	\$95.00	\$65.00
ALBA-GOLDEN ISD	07	864	\$55.00	\$70.00	\$85.00		\$146.10	
GRAND SALINE ISD	07	1,074	\$60.00	\$85.00	\$85.00	\$95.00	\$95.00	\$65.00
HAWKINS ISD	07	755	\$60.00	\$65.00	\$65.00	\$85.00	\$85.00	
LINDALE ISD*	07	3,750	\$60.00	\$70.00	\$75.00	\$85.00	\$120.00	
RAINS ISD	07	1,622	\$55.00	\$65.00	\$75.00	\$160.67	\$160.67	
TYLER ISD	07	18,290	\$60.00	\$75.00	\$75.00	\$85.00	\$85.00	\$120.00
VAN ISD	07	2,210	\$55.00	\$65.00	\$75.00	\$85.00	\$100.00	
WINNSBORO ISD	07	1,484	\$55.00	\$65.00	\$65.00	\$75.00	\$75.00	
WINONA ISD	07	1,024	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00

*2011-12 survey data.