



# PRIORITY 2: HUMAN CAPITAL

# SYSTEM SCORECARD

Killeen Independent School District





# Priority 2: Human Capital District Goals

- 2.1** To recruit and retain staff, the district will promote a **positive work environment** and provide a **competitive compensation and benefits package**.
- 2.2** The District will implement effective standards and practices that will consistently and strategically **staff** campuses and departments.
- 2.3** The District will identify and provide ongoing **training** and **coaching** needed for staff to build their professional capacity.
- 2.4** All staff will have formal and informal **opportunities** to give and receive **feedback** regarding job satisfaction and performance.



# 2.1

To recruit and retain staff, the district will promote a **positive work environment** and provide a **competitive compensation** and **benefits package**.



# Key Strategic Actions

**2.1.A** Propose a staff compensation plan in the top quarter of a comparative district group across all exempt paygrades

**2.1.B** Propose a staff compensation plan in the top quarter of a comparative district group across all non-exempt paygrades

**2.1.C** Maintain competitive health and dental rates for all employees. (NEW-Revised)



PROGRESS  
MEASURES



# PRIORITY 2.1.A

## Comparison Districts

<b>District</b>	<b>ESC</b>	<b>Enrollment</b> (Fall 2024)
Austin ISD	13	71,070
Belton ISD	12	13,644
Burnet CISD	13	3,285
Copperas Cove ISD	12	7,630
Florence ISD	13	1,153
Georgetown ISD	13	13,790
Lampasas ISD	12	3,643
Leander ISD	13	41,661
Killeen ISD	12	43,864
Midway ISD	12	8,802
Pflugerville ISD	13	25,445
Round Rock ISD	13	45,880
Salado ISD	12	2,589
Temple ISD	12	8,615
Waco ISD	12	13,429

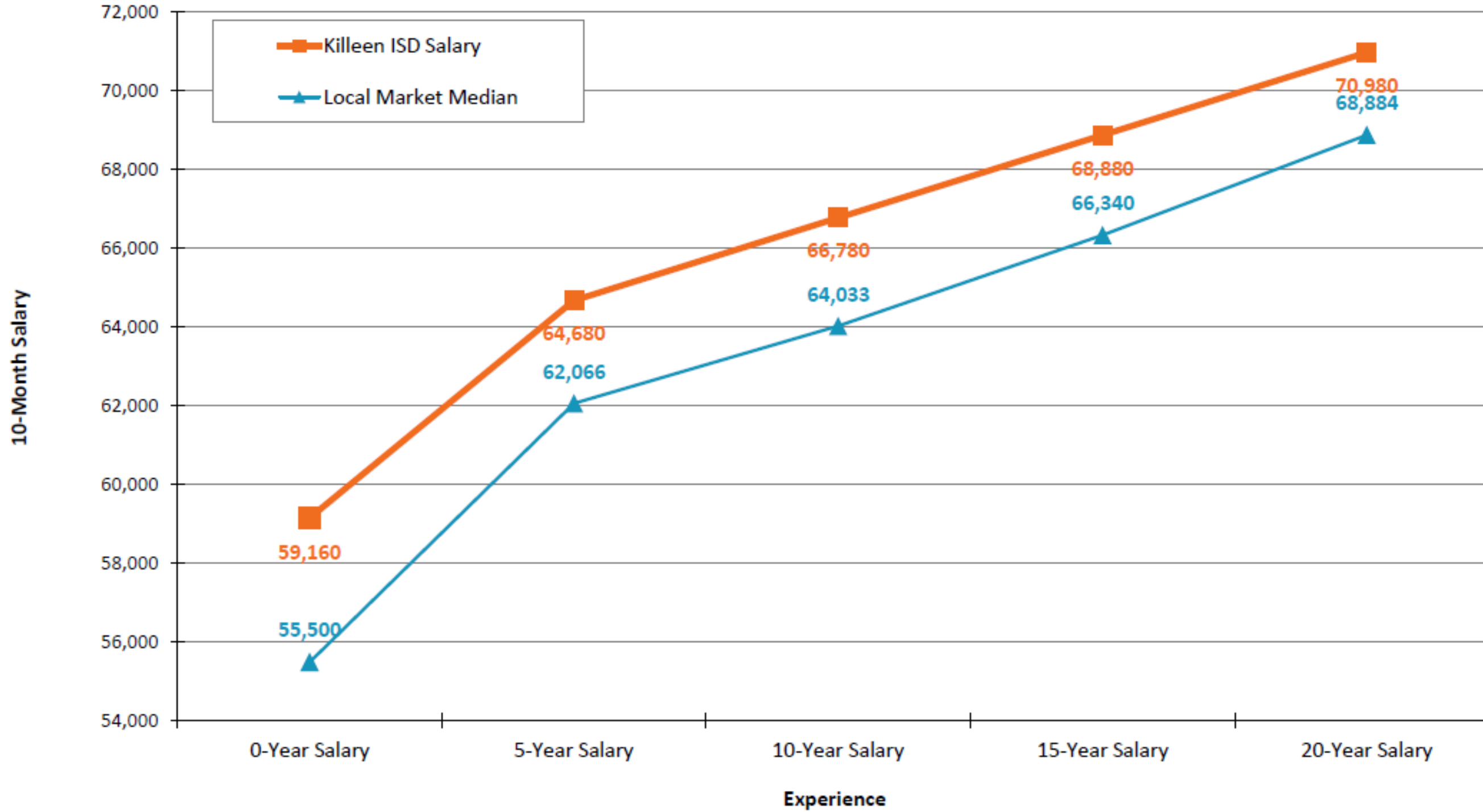
# PRIORITY 2.1.A

Does *not* include longevity stipend.

District	Student Enrollment	Number of Teachers	0-Year Salary	5-Year Salary	10-Year Salary	15-Year Salary	20-Year Salary	Average Teacher Salary	Max Yrs Credit	Last % Increase
1 Pflugerville ISD	25,297	1,818	\$58,300	\$63,500	\$64,901	\$67,401	\$69,901	\$65,655	28	7.2%
2 Austin ISD	68,852	4,951	\$58,069	\$62,583	\$64,344	\$66,844	\$69,344	\$66,691	30	7.3%
3 Georgetown ISD	14,131	1,016	\$57,000	\$62,450	\$64,250	\$66,450	\$68,550	\$64,129	50	7.6%
4 Leander ISD	41,661	2,926	\$56,995	\$62,995	\$64,722	\$67,067	\$69,342	\$65,157	30	6.6%
5 Round Rock ISD	45,880	3,301	\$56,750	\$62,725	\$64,875	\$67,750	\$70,250	\$65,757	30	7.2%
6 Burnet CISD	3,285	219	\$56,540	\$62,965	\$64,465	\$66,265	\$68,465	\$63,333	30	13.4%
7 Copperas Cove ISD	7,630	484	\$56,000	\$59,750	\$68,000	\$73,000	\$78,000	\$65,000	20	8.3%
8 Belton ISD	13,808	948	\$55,000	\$60,900	\$62,400	\$64,900	\$67,400	\$61,915	30	8.2%
9 Temple ISD	8,641	615	\$54,096	\$60,656	\$63,257	\$65,858	\$68,458	\$61,211	32	6.8%
10 Florence ISD	1,153	90	\$54,000	\$62,315	\$63,815	\$66,415	\$69,315	\$62,515	25	11.5%
11 Waco ISD	12,968	974	\$54,000	\$59,725	\$62,175	\$64,375	\$66,575	\$60,582	27	9.0%
12 Lampasas ISD	3,643	246	\$52,600	\$61,817	\$63,027	\$64,937	\$68,637	\$63,043	35	11.8%
13 Salado ISD	2,589	117	\$50,000	\$59,844	\$62,555	\$65,655	\$69,130	\$59,306	39	13.8%
14 Midway ISD-McLennan County	8,727	588	\$50,000	\$55,637	\$59,000	\$62,750	\$66,250	\$59,186	25	8.5%
<b>Killeen ISD</b>	<b>43,864</b>	<b>2,646</b>	<b>\$59,160</b>	<b>\$64,680</b>	<b>\$66,780</b>	<b>\$68,880</b>	<b>\$70,980</b>	<b>\$67,072</b>	<b>20</b>	<b>3.0%</b>
25th Percentile			\$54,000	\$60,047	\$62,673	\$65,117	\$68,460	\$61,387	27	7.2%
Median			\$55,500	\$62,066	\$64,033	\$66,340	\$68,884	\$63,188	30	8.3%
75th Percentile			\$56,934	\$62,690	\$64,658	\$67,011	\$69,344	\$65,118	32	10.9%
<b>Comparison to Median</b>			<b>107%</b>	<b>104%</b>	<b>104%</b>	<b>104%</b>	<b>103%</b>	<b>106%</b>		
<b>Dollar Difference</b>			<b>\$3,660</b>	<b>\$2,614</b>	<b>\$2,748</b>	<b>\$2,540</b>	<b>\$2,097</b>	<b>\$3,884</b>		
<b>Rank Order</b>			<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>		
<b>KISD Longevity Stipend</b>			<b>\$0</b>	<b>\$3000</b>	<b>\$5000</b>	<b>\$6175</b>	<b>\$7350</b>			

# PRIORITY 2.1.A

Teacher Salary Plan, 2025-2026  
Market Comparison



Does *not*  
include  
longevity  
stipend.

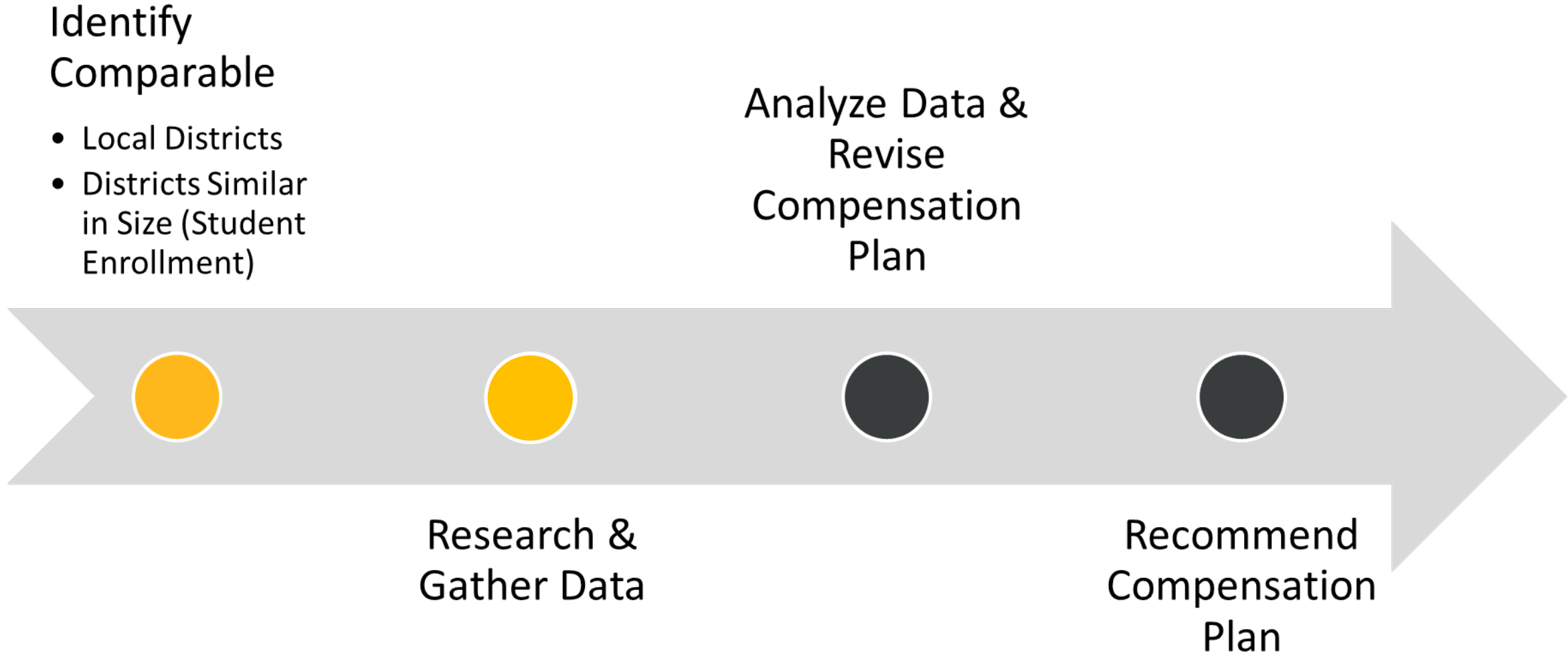
# PRIORITY 2.1.A

## Killeen ISD Market Comparisons 2025-26

Job Category	2025-2026 District Salary Compared to Market	2025-2026 Pay Range Midpoint Compared to Market
Central Administration	97%	97%
General Professional (Non-Teacher, Non-Campus Admin)	96%	98%
Campus Administration	98%	107%
Assistant Principal ES	101%	111%
Assistant Principal MS	98%	111%
Assistant Principal HS	97%	106%
Principal DAEP	94%	102%
Principal ES	97%	104%
Principal MS	97%	105%
Principal HS	105%	108%

# PRIORITY 2.1.B

Propose a staff compensation plan in the top quarter of a comparative district groups across all non-exempt paygrades.



## LONG-TERM DESIRED OUTCOME(S):

By August 2029, KISD will maintain a compensation plan in the top quartile of comparison districts.

# PRIORITY 2.1.B

## Killeen ISD Market Comparisons 2025-26

Job Category	2025-2026 District Salary Compared to Market	2025-2026 Pay Range Midpoint Compared to Market	2025-2026 District Minimum Compared to Market
Administrative Support	97%	98%	90%
Instructional Support	92%	97%	95%
Manual Trades	88%	90%	87%

## PRIORITY 2.1.C

Maintain competitive health and dental rates for all employees. (NEW)

### LONG-TERM DESIRED OUTCOME(S):

By June 2029, the district will maintain a quality benefits package that rates in the top quarter for value when compared to a comparison list of competing districts.

### WHAT IS THE PROBLEM?

In an environment of ever-increasing health and dental insurance rates, the district must stay competitive with competing districts in order to retain a high-quality workforce.

### WHY?

- Health and dental insurance rates continue to increase year after year
- Maintaining competitive rates are crucial to maintain a quality workforce

### PLAN OF ACTION

1. Continue to work with TRS-Active Care to maintain competitive rates with quality health insurance
2. Improve the ease of enrollment in benefit products for employees
3. Increase the amount of assistance for employees to make the best choice when selecting plans
4. Monitor participation rates and available resources
5. Explore partnerships with local health providers to increase access for employees



# 2.2

The District will implement effective standards and practices that will consistently and strategically **staff** campuses and departments.



# Key Strategic Actions

**2.2.A** Improve the effectiveness of retention strategies

**2.2.B** Enhance recruiting for fully certified teachers and develop pathways that accelerate current uncertified candidates into certified, highly qualified teachers

**2.2.C** Effectively staff special education professional and paraprofessional positions



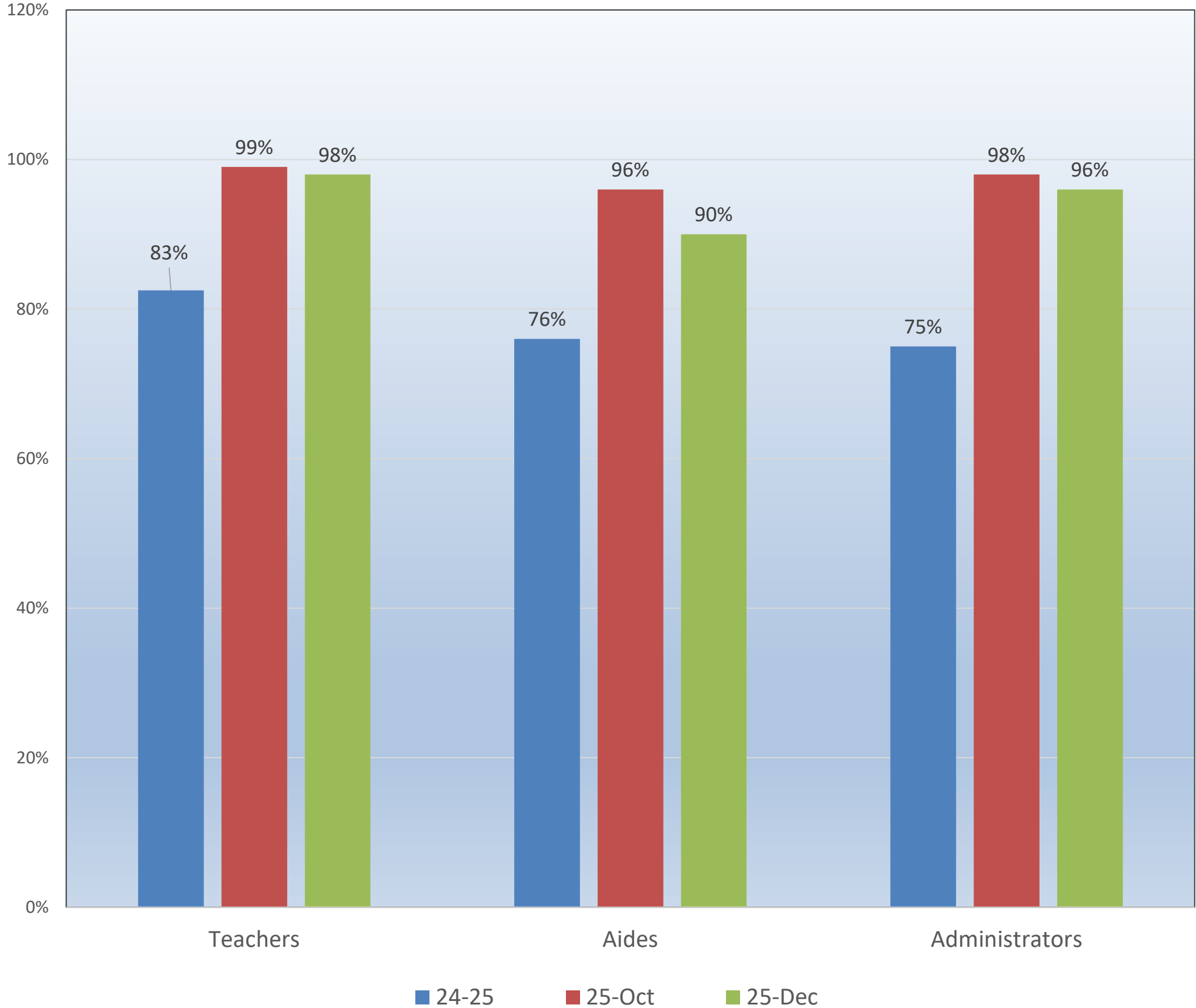
PROGRESS  
MEASURES



# PRIORITY 2.2.A

Improve the effectiveness of retention strategies.

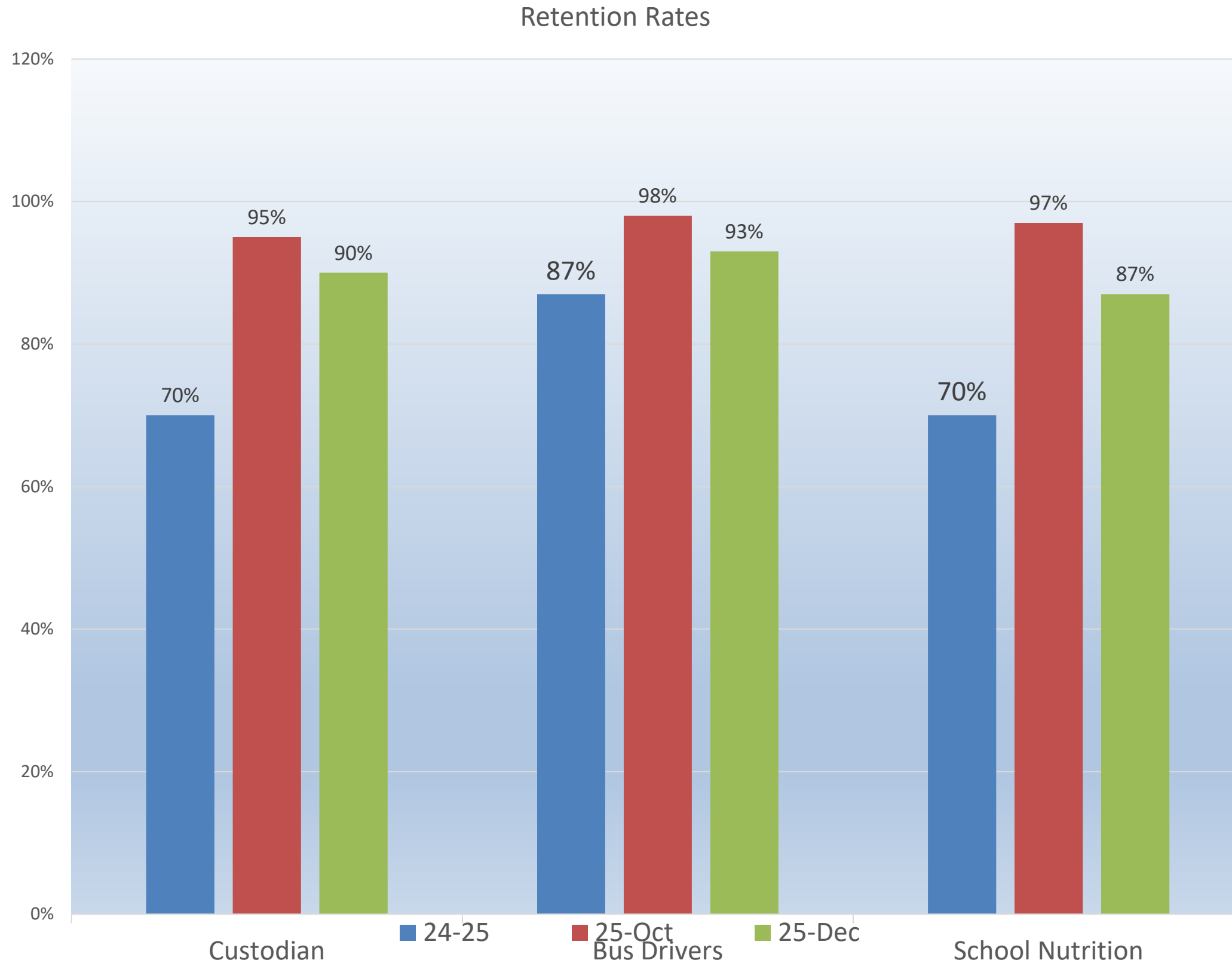
Retention Rates



**LONG-TERM DESIRED OUTCOME(S):**  
By August 2029, KISD will retain 85% of its teachers, aides, and campus administrators as employees.

# PRIORITY 2.2.A

Improve the effectiveness of retention strategies.



**LONG-TERM DESIRED OUTCOME(S):**  
By August 2029, KISD will retain 85% of its key auxiliary personnel as employees.

# Distribution of Total Experience - Teachers, 2025-2026

Killeen ISD

0 Years - 3% (78)

1 to 5 Years - 21% (600)

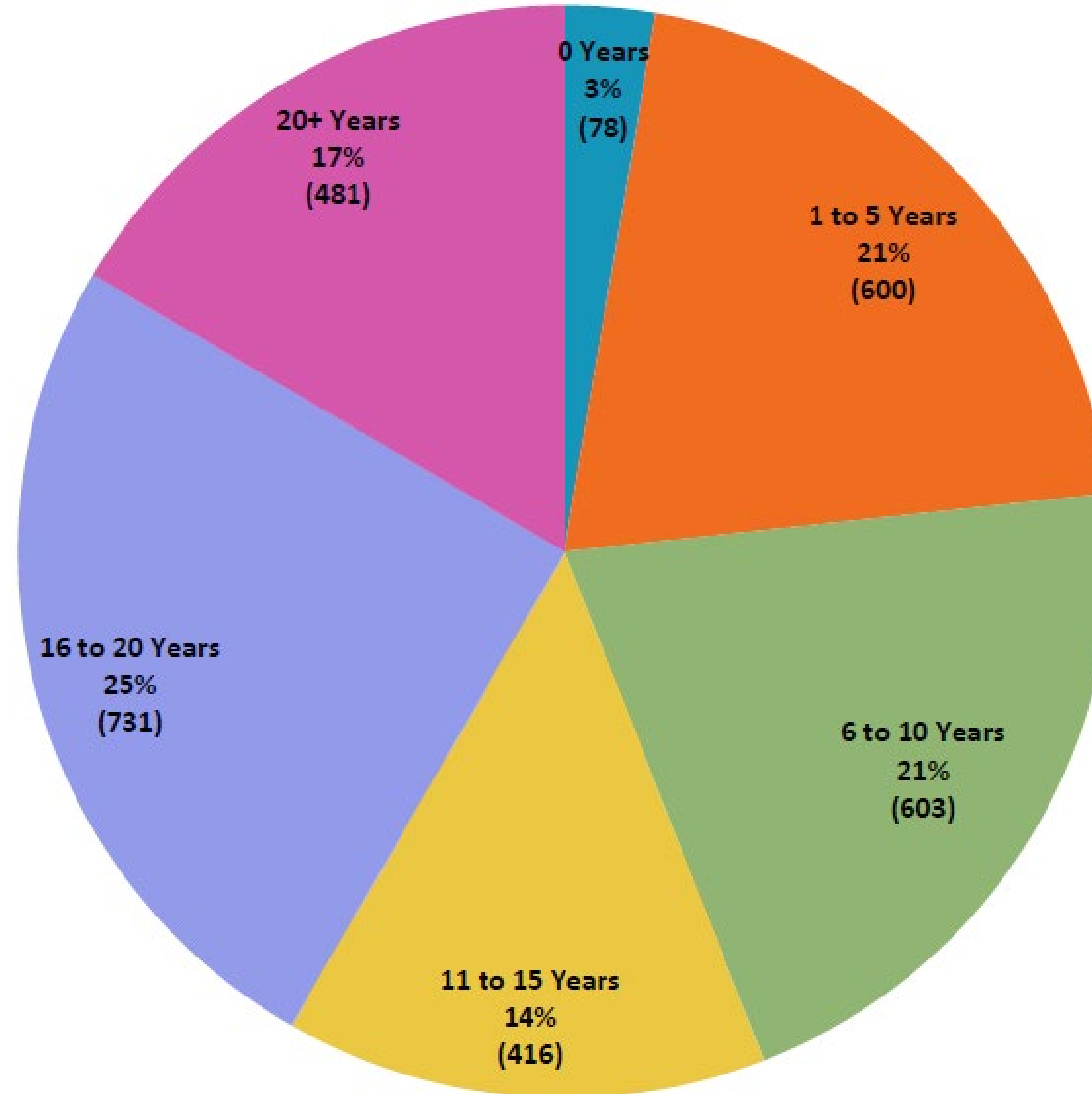
6 to 10 Years - 21% (603)

11 to 15 Years - 14% (416)

16 to 20 Years - 25% (731)

20+ Years - 17% (481)

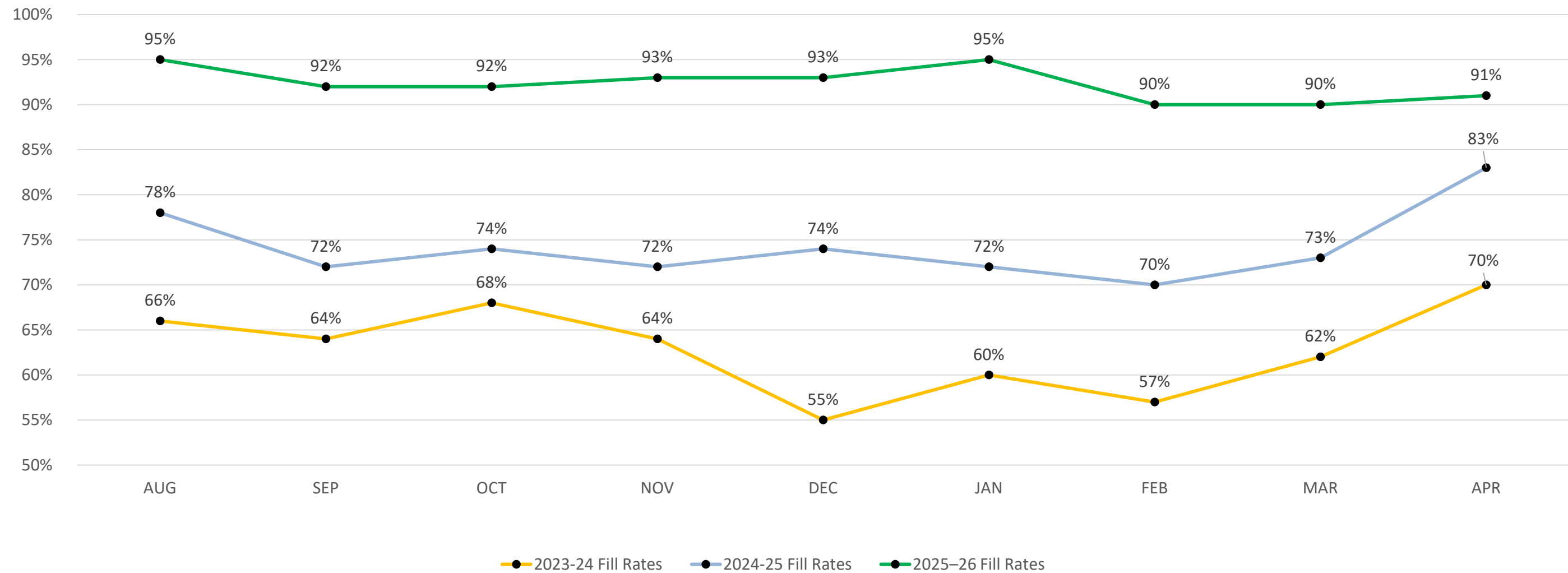
**2,909 Teachers**





# 23/24, 24/25, and 25/26 SY Fill Rate Comparison Data

## Total Fill Rates: Teachers, Aides, and Secretaries

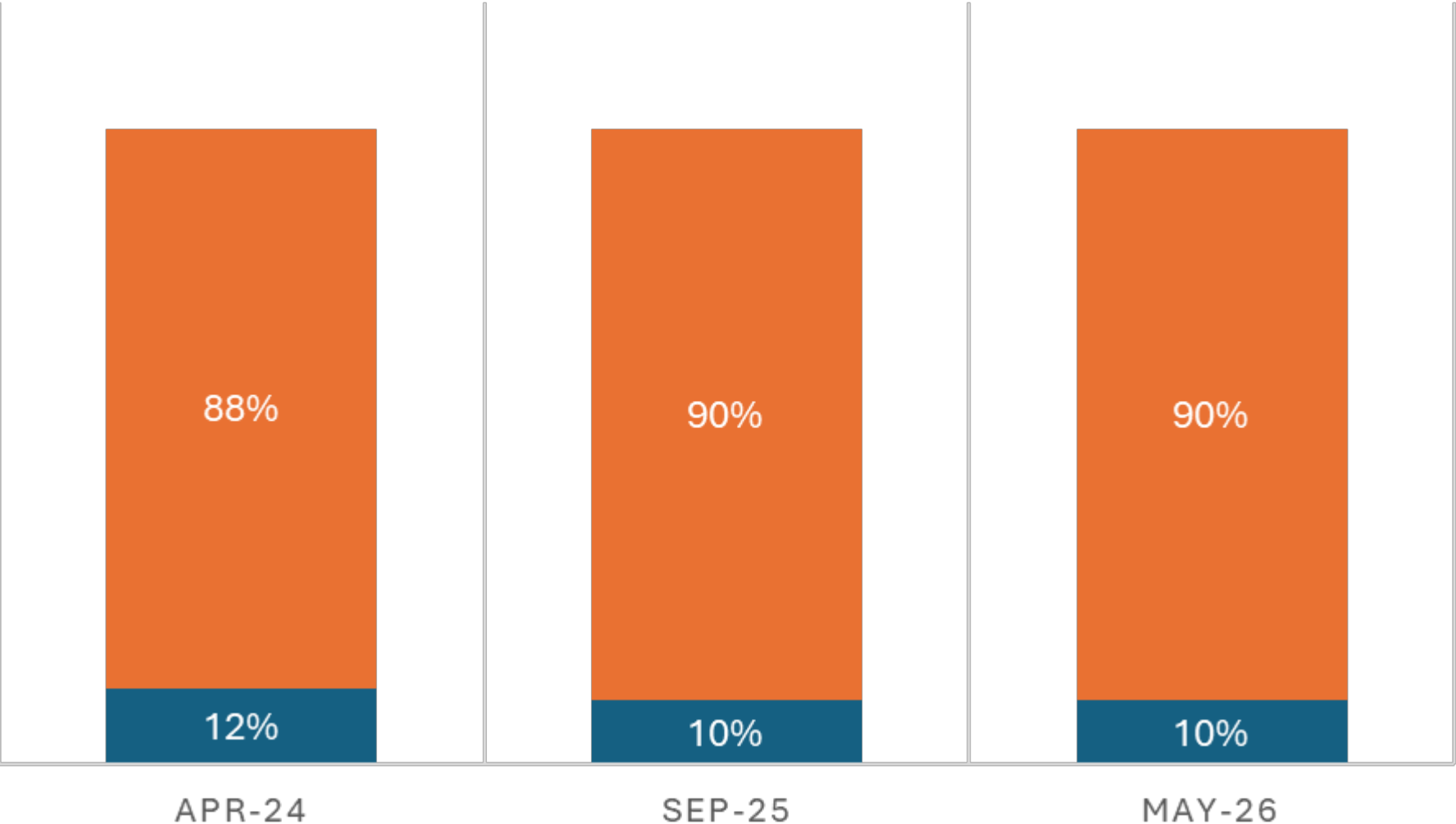


# PRIORITY 2.2.B

Enhance recruiting for fully certified teachers and develop pathways that accelerate current uncertified candidates into certified, highly qualified teachers.

## CERTIFIED & DOI

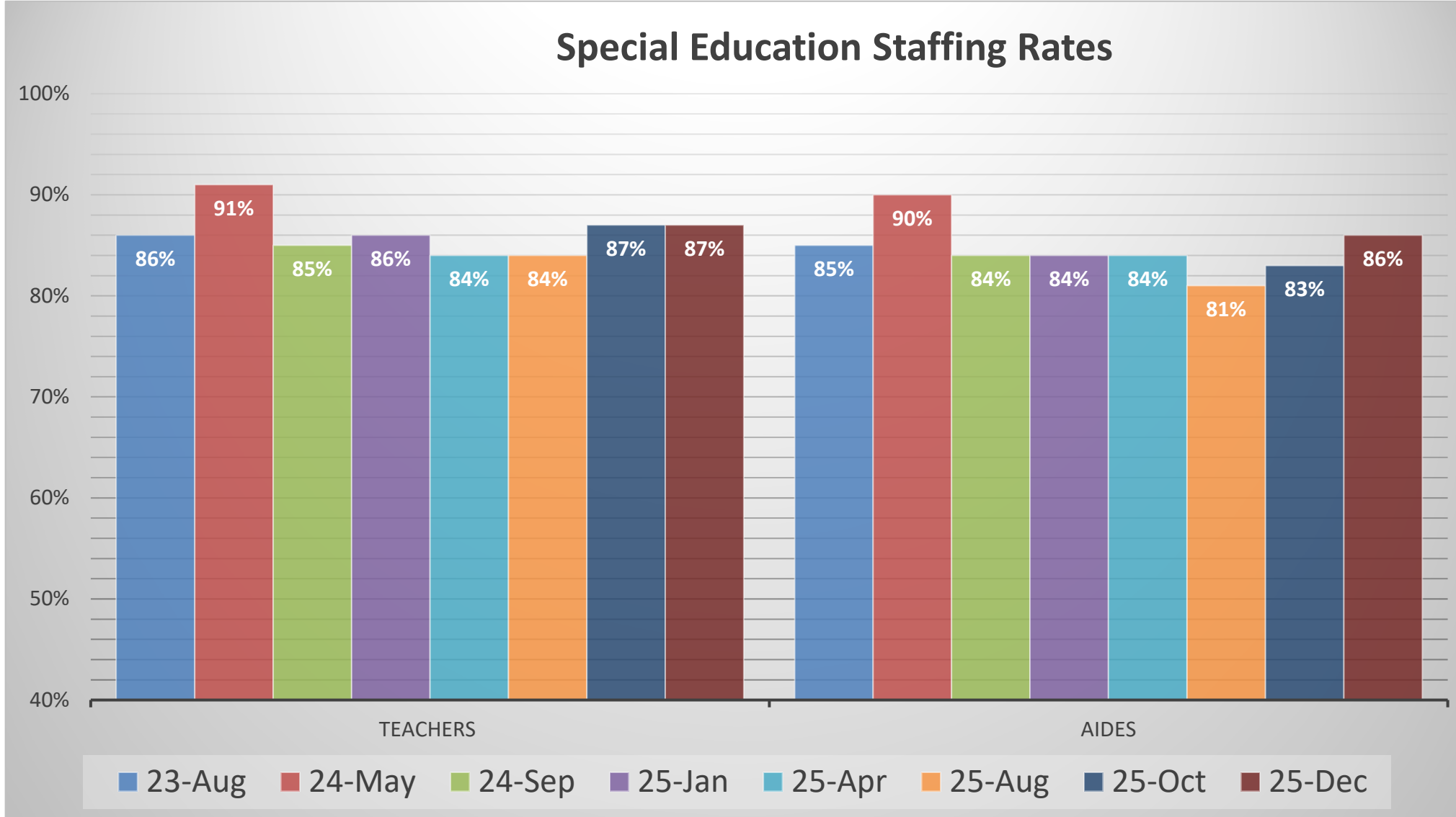
■ DOI ■ Certified



**LONG-TERM DESIRED OUTCOME(S):**  
By August 2029, less than 7% of all teachers will be hired through the District of Innovation exception.

# PRIORITY 2.2.C

Effectively staff special education professional and paraprofessional positions.



**LONG-TERM DESIRED OUTCOME(S):**  
By August 2029, KISD will staff special education professional and paraprofessional positions at a 90% fill rate.



# 2.3

The District will identify and provide ongoing **training** and **coaching** needed for staff to build their professional capacity.



# Key Strategic Actions

**2.3.A** Develop and implement talent development pipelines for all employees

**2.3.B** Implement onboarding procedures to effectively prepare new employees for their assigned roles

**2.3.C** Create support systems for employees that provide opportunities for growth aligned to their potential



PROGRESS  
MEASURES





PATHWAYS UNLOCKED. TALENT DEVELOPED. LIVES CHANGED.

# About edwell, Inc.

*Expanding Opportunity and Establishing Community Based Talent Pipelines*

# What We Do

We guide districts through designing, launching, and sustaining apprenticeship programs from funding strategies to recruiting to wraparound support.



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# We Believe In

Employer-Driven Success

Expanding Talent Pipelines

Sustainability Through  
Partnerships

Pathways to  
Economic Mobility



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# How edwell Delivers Impact

## Design & Support Apprenticeship Programs

- We empower employers create high quality, scalable apprenticeship programs that address critical talent shortages and that align with their workforce goals and community's needs.
- We provide tailored technical assistance, program development, and implementation support.

## Expand and Strengthen Talent Pipelines

- We develop and promote registered apprenticeship programs that create clear, supported pathways into meaningful careers.
- By integrating job-embedded, hands-on learning with structured mentorship and academic alignment, we help employers attract, prepare, and retain skilled professionals who strengthen workforce capacity and contribute to economic growth.

## Foster Sustainable Partnerships

- We collaborate with employers, higher education institutions, related training providers, workforce development boards, and community-based organizations to build sustainable apprenticeship ecosystems.
- Through shared resources and strategic funding solutions, we ensure programs remain low-cost or no-cost for apprentices.

## Advance Economic Mobility

- We design and support apprenticeship programs that open doors to career advancement and economic opportunity.
- By connecting individuals to paid, structured training that leads to recognized credentials and long-term employment, we help apprentices build sustainable careers while helping employers meet evolving workforce demands.



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# The Evolving Employer Role in Talent Development

## Grow Your Own

Empowers an aspiring educator to pursue teaching.

Typically, self-initiated enrollment by the employee is required.

**The employee controls the outcome.**

## Residency

Designed for a candidate already enrolled in a preparation program

Strong collaboration between districts and colleges or universities. Districts typically offer stipends or compensation

**The university controls the outcome.**

## Apprenticeship

A strategic, systemic approach for expanding the teacher pipeline

A product of partnerships among districts, workforce, and higher educational institutions. Apprenticeship can unify district programs under a single talent system.

**The employer controls the outcome.**



# What is a Registered Apprenticeship Program



## Employer Involvement

Employers offer seamless integration between the apprenticeship training and the actual work environment. This integration promotes a smoother transition for apprentices into the teaching profession, as they are already familiar with the organization's culture, processes, and expectations.



## Wage Progression

Apprentices receive wage progression as they gain higher level skills, measured through demonstration of teaching competency and degree coursework



## Related Instruction

Apprenticeships for teachers incorporate related academic instruction, enabling apprentices to obtain both their baccalaureate and teaching license. Key to sustainable programs are strategic RTI collaborations.



## National Occupational Credential

Programs culminate in a nationally recognized credential, verifying that apprentices have gained the skills and certification required to be highly qualified teachers.



## Work-Based Learning

Apprenticeships emphasise hands-on, work-based learning. Apprentices engage in practical experience within the education setting, allowing them to apply theoretical knowledge in a practical context.



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# 2.44

All staff will have formal and informal **opportunities** to give and receive **feedback** regarding job satisfaction and performance.

→ KSA



# Key Strategic Actions

**2.4.A** Establish employee evaluation procedures tied to the ***District Improvement Plan*** (NEW- Revised)

**2.4.B** Revise district procedures for gathering employee feedback to include satisfaction surveys and specific group input sessions



PROGRESS  
MEASURES



## PRIORITY 2.4.A

Establish employee evaluation procedures tied to the District Improvement Plan. (New)

### LONG-TERM DESIRED OUTCOME(S):

By August 2029, KISD will have evaluation instruments and procedures for each position tied to the District Improvement Plan.

### WHAT IS THE PROBLEM?

The current evaluation tools are general in nature and not tied to the District's performance measures.

### WHY?

- Current evaluation instruments are general in nature
- Need for consistent development of expected qualities for all roles
- Lack of clear direction and standards

### PLAN OF ACTION

1. Develop an advisory committee to develop new evaluation instruments for positions not evaluated with the T-TESS or T-PESS.
2. Pilot those instruments in 26-27
3. Revise those instruments and fully implement in 27-28

## PRIORITY 2.4.B

Revise district procedures for gathering employee feedback to include satisfaction surveys and specific group input sessions.

## LONG-TERM DESIRED OUTCOME(S):

By June 2029, KISD will have fully developed employee satisfaction surveys and input sessions for employees and employee participation in annual satisfaction surveys will increase to 70%.

## WHAT IS THE PROBLEM?

Declining employment engagement and feedback within the system can affect turnover rates due to a lack of structured feedback opportunities.

## WHY?

- Employees feel their input is undervalued or that there isn't a reliable, safe way to consistently share feedback
- Instruments used to gather feedback are implemented inconsistently resulting in unreliable data

## PLAN OF ACTION

1. Develop and design clear targeted surveys, that are easy to understand that will utilize different types of questions to ensure a broad range of feedback
2. Create a culture of continuous feedback, making employees feel their voices are consistently valued
3. Analyze surveys and sessions to identify issues that need immediate attention
4. Communicate key findings to employees and outline the specific actions that will be taken to address their concerns