

Specially Called Board Meeting
Tuesday, May 16, 2023 6:00 PM

Roscoe Secondary AVID Room
700 Elm St.
Roscoe, Texas 79545

Agenda

- I. Call to Order (1 min)
- II. Invocation (2 min)
- III. Presentation of RCISD Salary Audit performed by the Texas Association of School Boards (TASB) performed throughout the 2022-23 school year
Speaker(s): Zach Hobbs - TASB
- IV. Consider action, if any, to approve the RCISD 2023-24 Employee Compensation Plan
- V. Closed Session
 - V.A) Pursuant to Texas Government Code Section 551.071 matters having to do with private consultation with the Board's attorney
 - V.B) Pursuant to Texas Government Code Section 551.074, matters having to do with deliberation, employment, evaluation, reassignment, duties, discipline, dismissal, complaint or charge against a public officer or employee. This does not apply if the employee in question requests a public hearing.
- VI. Return to Open Session
- VII. Consider action if any of the agenda items as discussed in closed session
- VIII. Adjourn

Roscoe Collegiate ISD

Pay Systems Review

Zachary Hobbs-Assistant Director, HR Services
May 16, 2023

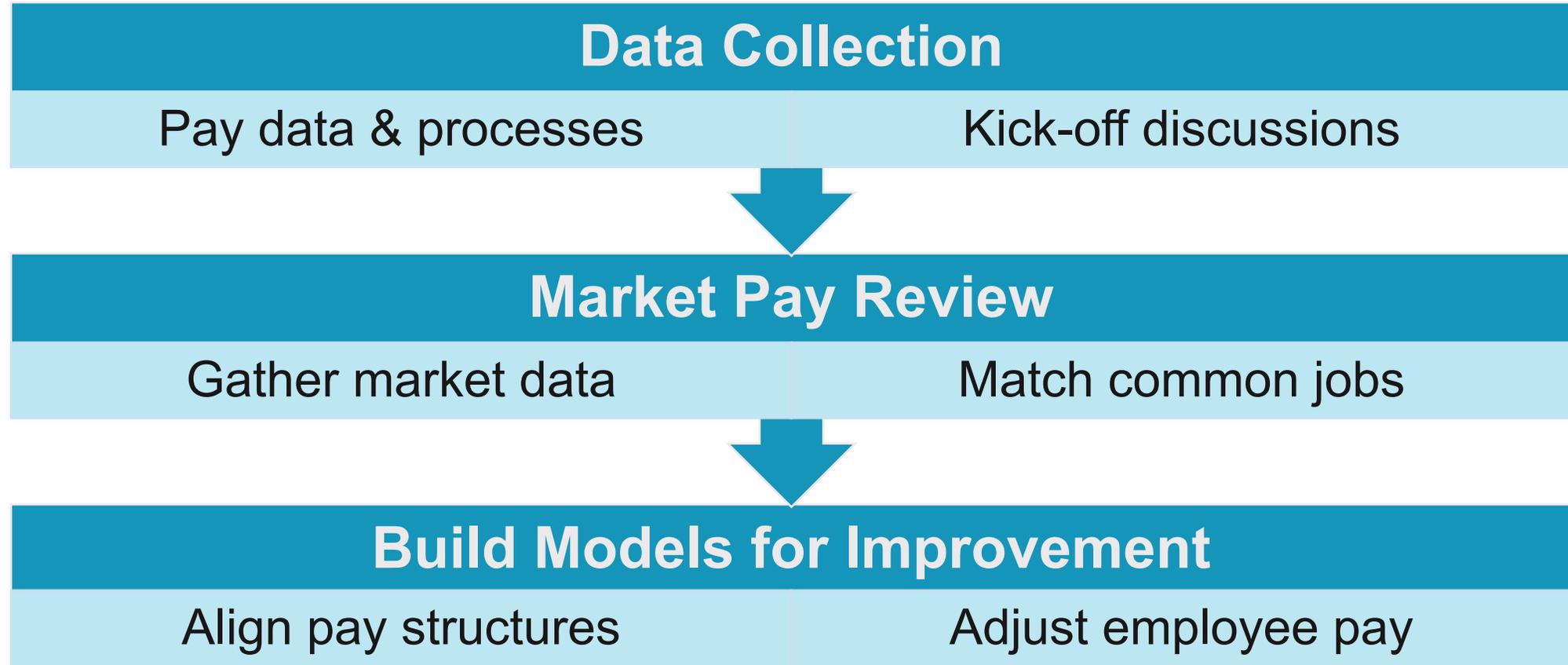


HR Services

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TASB Pay Study Process



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

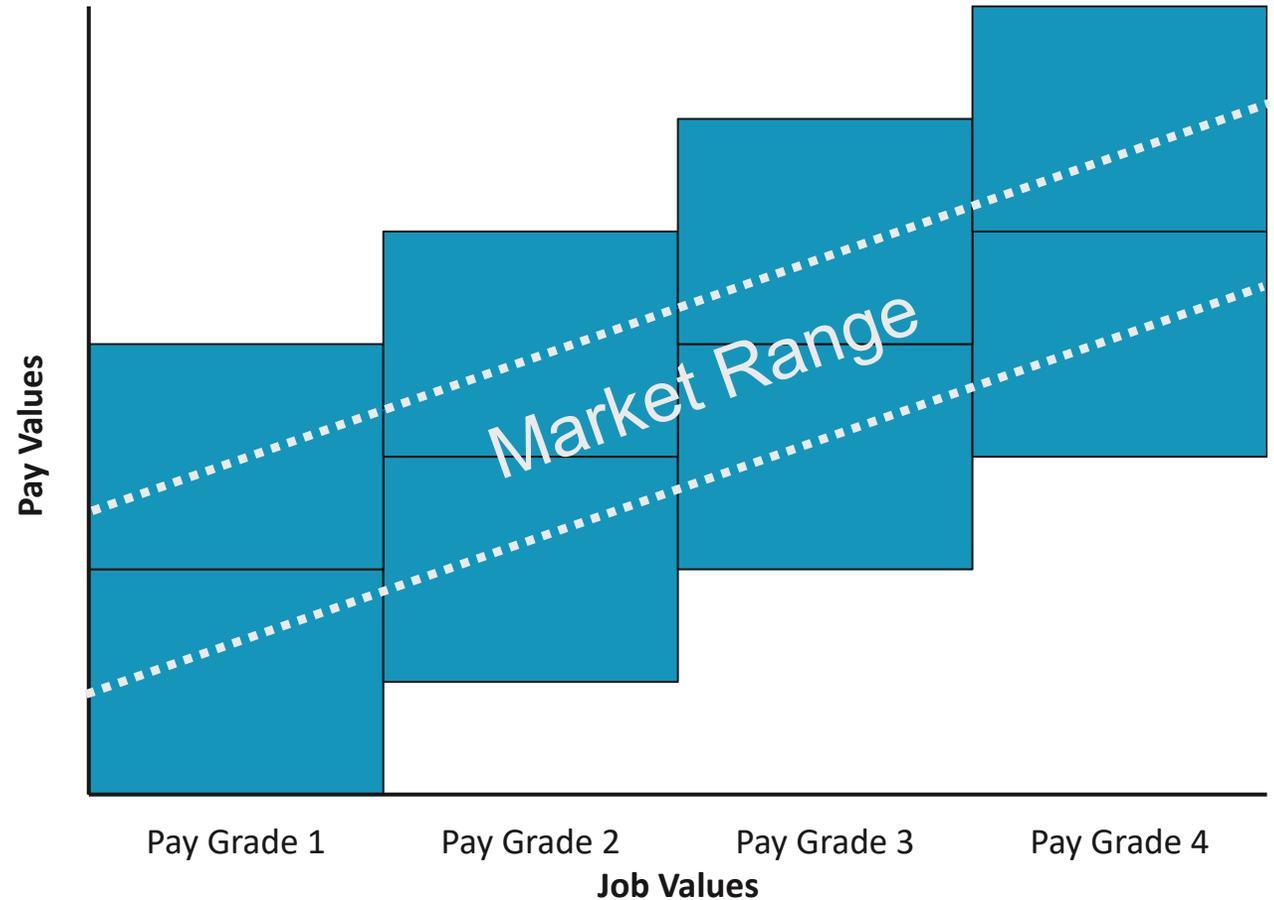
Pay System Controls

Pay Range Control Points

Maximum Rates –
maximum pay for job value

Midpoint Rates –
market target pay for job value

Minimum Rates –
lowest pay for job value



Market Pay Strategy

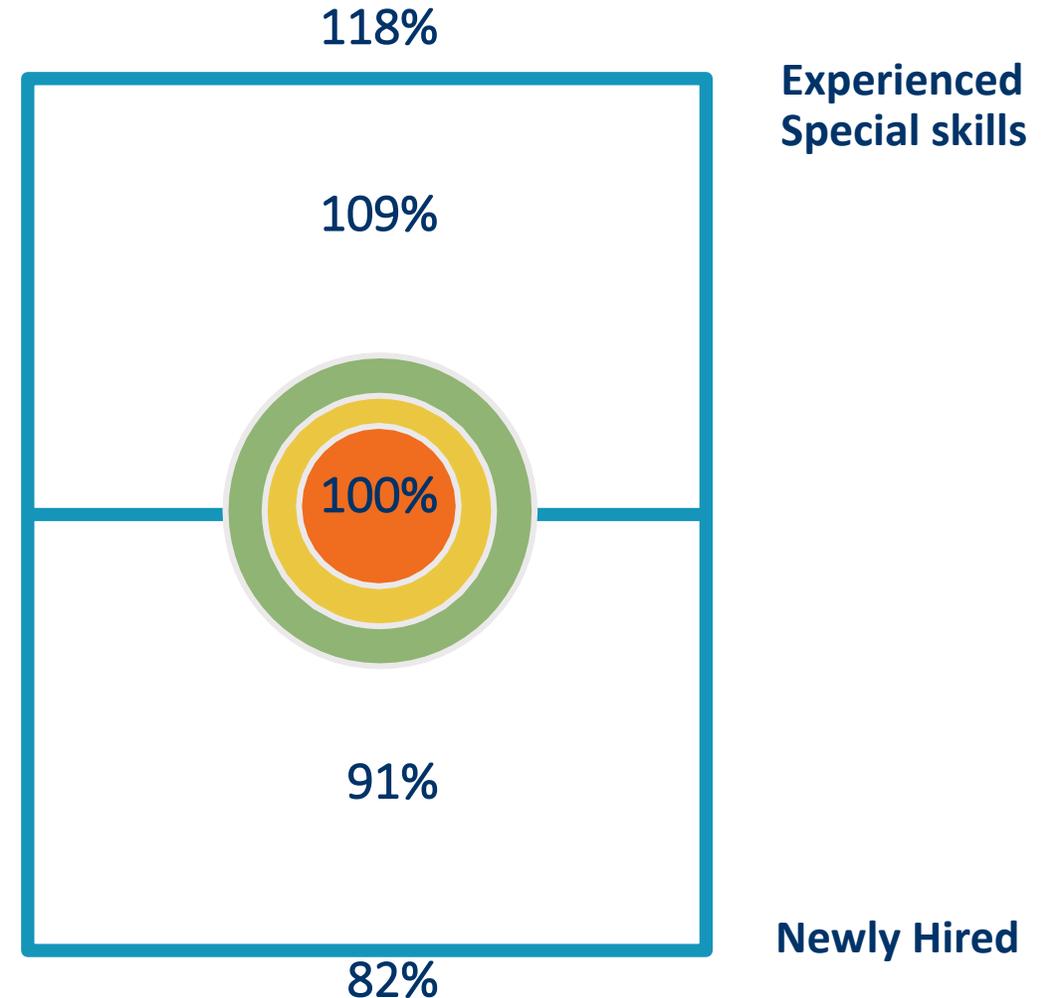
Midpoint rate is intentionally set:

- 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.



Market Districts

	District	ESC Region	Student Enrollment	Number of FTE	UIL Class	Teacher	Exempt & Nonexempt	Stipends
1	Big Spring ISD	18	3,634	578	4A	x	x	
2	Breckenridge ISD	14	1,417	238	3A	x	x	x
3	Coahoma ISD	18	1,086	166	3A	x	x	x
4	Forsan ISD	18	769	104	2A	**		
5	Hermleigh ISD	14	258	43	1A	**		
6	Highland ISD	14	226	46	1A	x	x	x
7	Ira ISD	14	276	40	1A	x	x	x
8	Lamesa ISD	17	1,610	308	3A	x	x	x
9	Merkel ISD	14	1,087	191	3A	x	x	x
10	Seminole ISD	17	3,001	498	4A	x	x	x
11	Shallowater ISD	17	1,750	300	3A	x	x	x
12	Slaton ISD	17	1,256	299	3A	x	x	
13	Snyder ISD	14	2,558	418	4A	**		
14	Sweetwater ISD	14	1,941	400	4A	**		x
***	Roscoe Collegiate ISD	14	3,081	106	2A	14	10	9

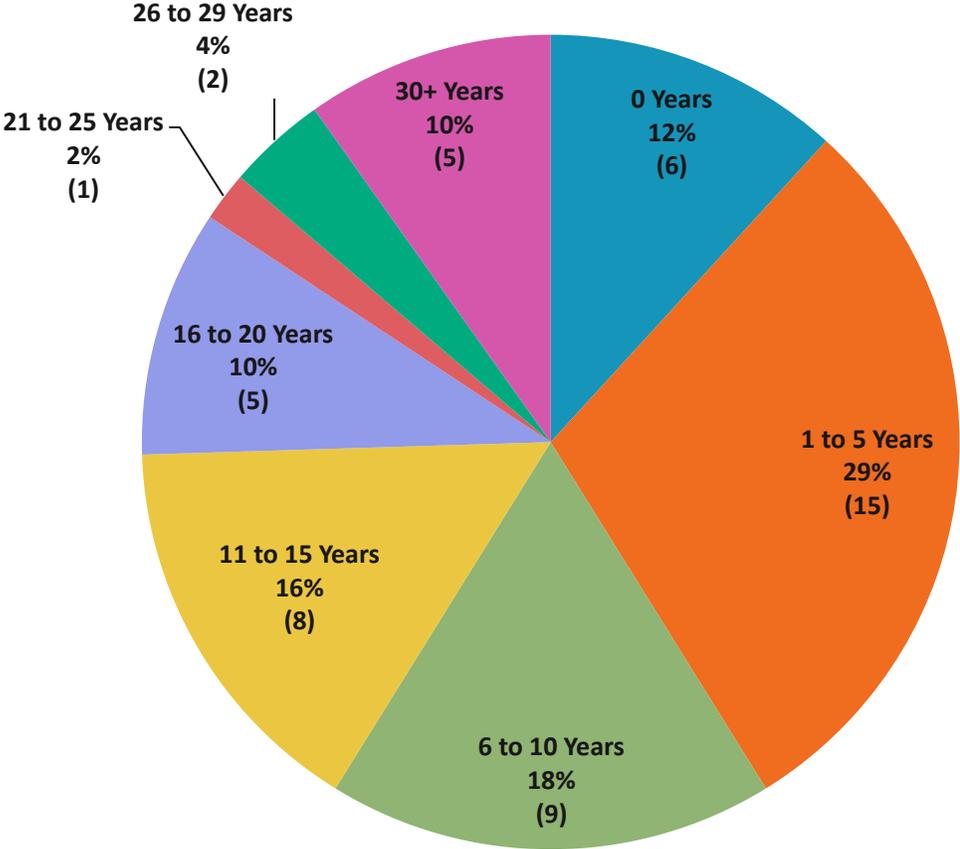
* Directors and above may be compared to districts with similar enrollment due to job scope.

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

*** Represents full student enrollment. In-person enrollment is 600 at time of review.

Teachers – Demographics

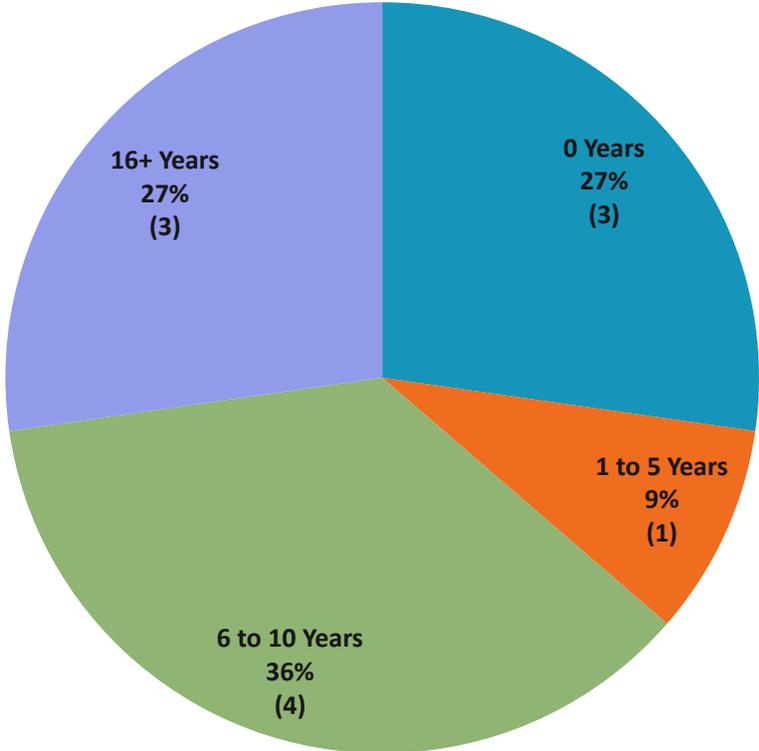
Experience of Current Teachers



51 Teachers

Teachers – Demographics

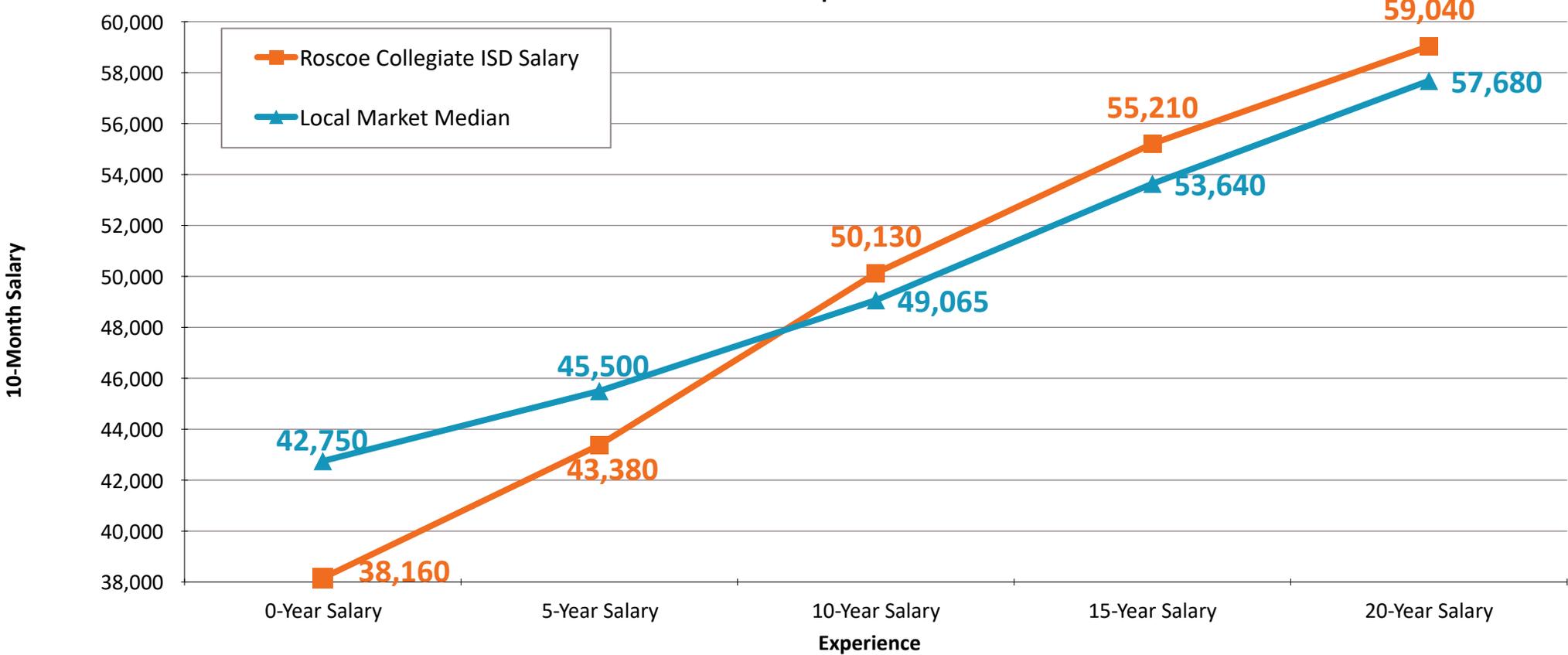
Experience of Newly Hired Teachers



11 Teachers
with 0 years of local experience in 2022-2023

Teachers – Market Graph

Teacher Salary Plan, 2022-2023
Market Comparison





Teachers – Market Salaries

	0 - Years	5 - Years	10 - Years	15 - Years	20 - Years	Average Salary
Roscoe Collegiate ISD Salary	\$38,160	\$43,380	\$50,130	\$55,210	\$59,040	\$48,839
Local Market Median	\$42,750	\$45,500	\$49,065	\$53,640	\$57,680	\$50,310
% Difference from Market	89%	95%	102%	103%	102%	97%
Difference from Market	(\$4,590)	(\$2,120)	\$1,065	\$1,570	\$1,360	(\$1,471)



Teachers – Market Stipends

Stipend	Roscoe Collegiate ISD	Median Stipend	Districts Reporting
General Master's Degree	\$1,000	\$850	4 of 10
Secondary Math	\$3,000	\$3,500	5 of 10
Secondary Science	\$3,000	\$3,500	5 of 10
Special Education Self-Contained	--	\$2,750	6 of 10
ESL – General	--	\$1,000	4 of 10



Other Pay Groups – Market Salaries

Pay Group	Employee Pay to Market	Pay Grade Minimum to Market	Number of Benchmarks
Central Administration	86%	--	5
Campus Professional	93%	--	11
Nonexempt	102%	--	13

Extra Duty – Market Stipends

Stipend Group	Average Market Difference	Number of Benchmarks
Athletics	(\$1,418)	19
Performing Arts/Academics	(\$40)	9



Recommendation 1

Implement pay structure adjustments to align with market

- Strong starting salaries
- Midpoints aligned with market

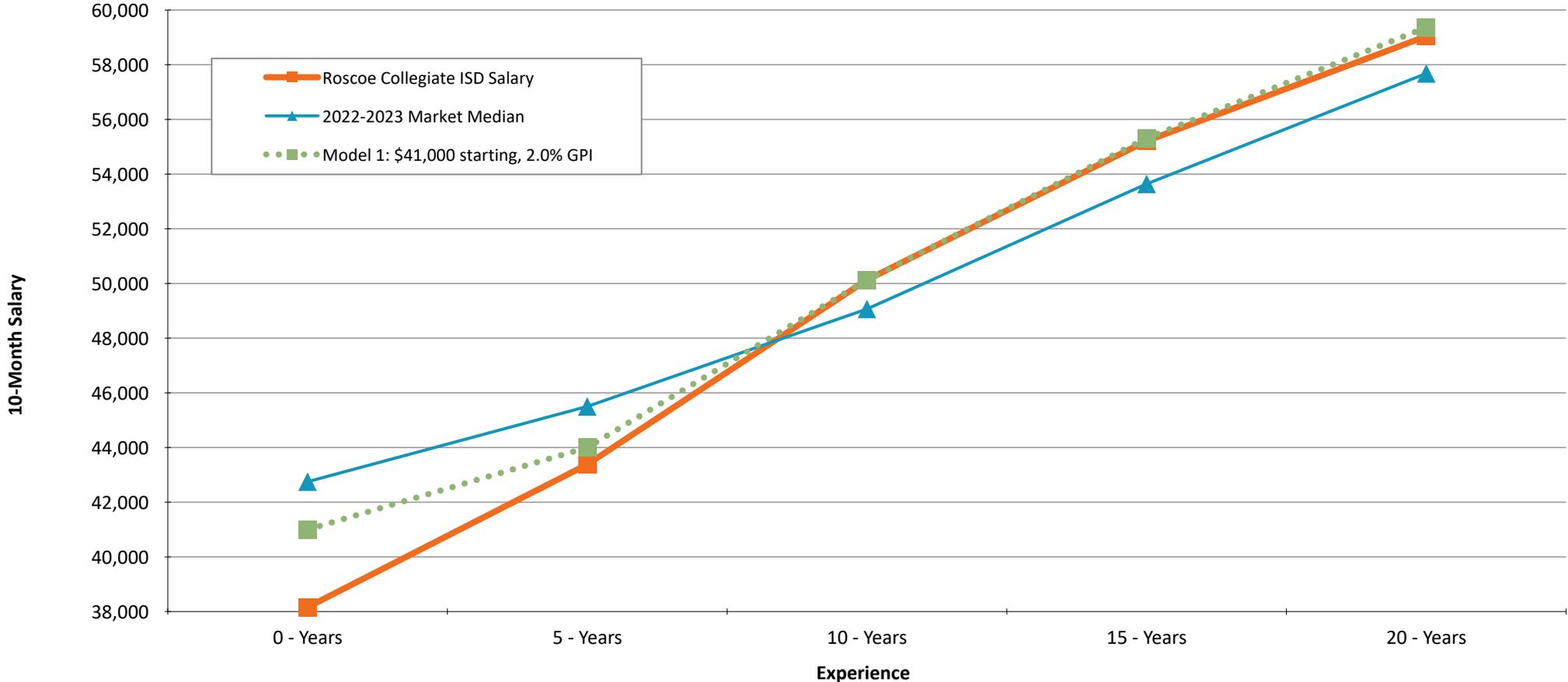


Recommendation 2

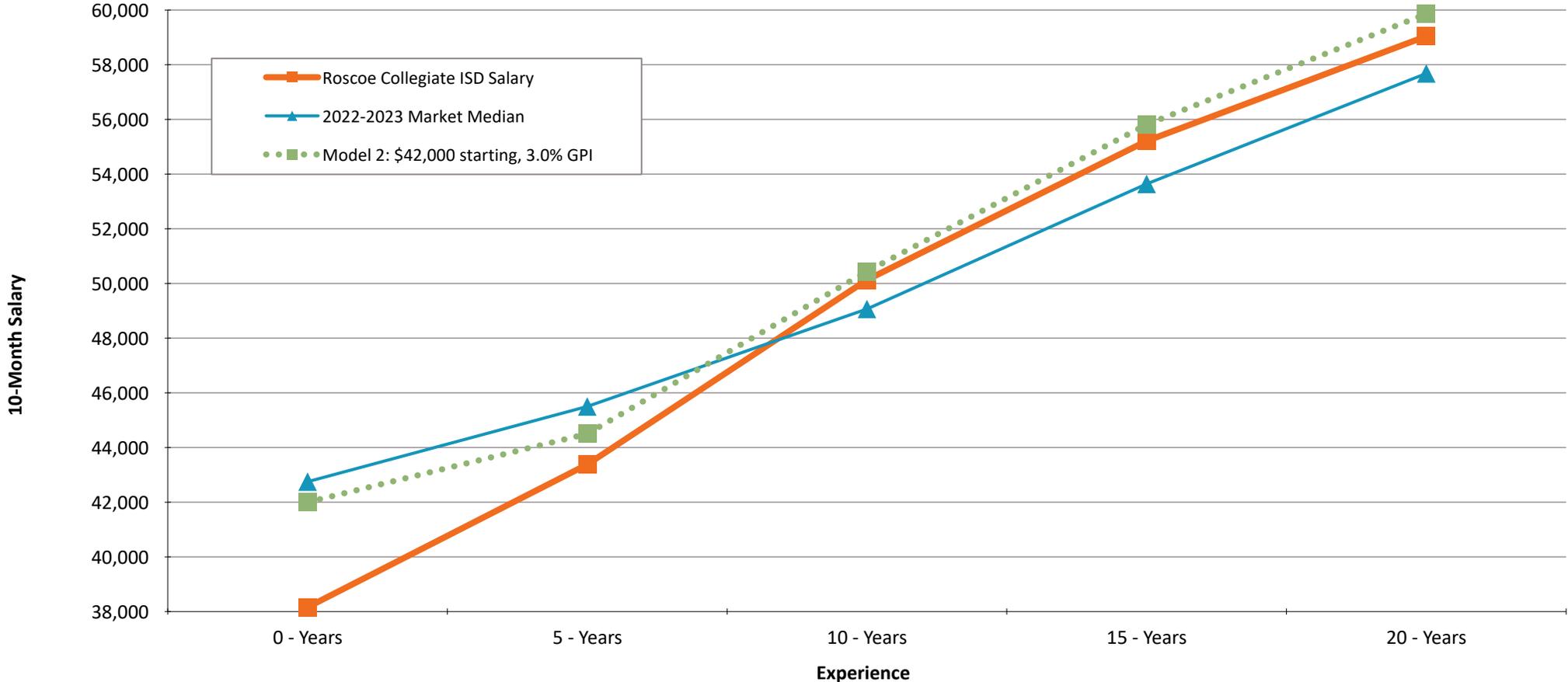
Adopt a general pay increase (GPI) to maintain market position

- Model 1-4: 2%, 3%, 4%, or 5% for all job 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

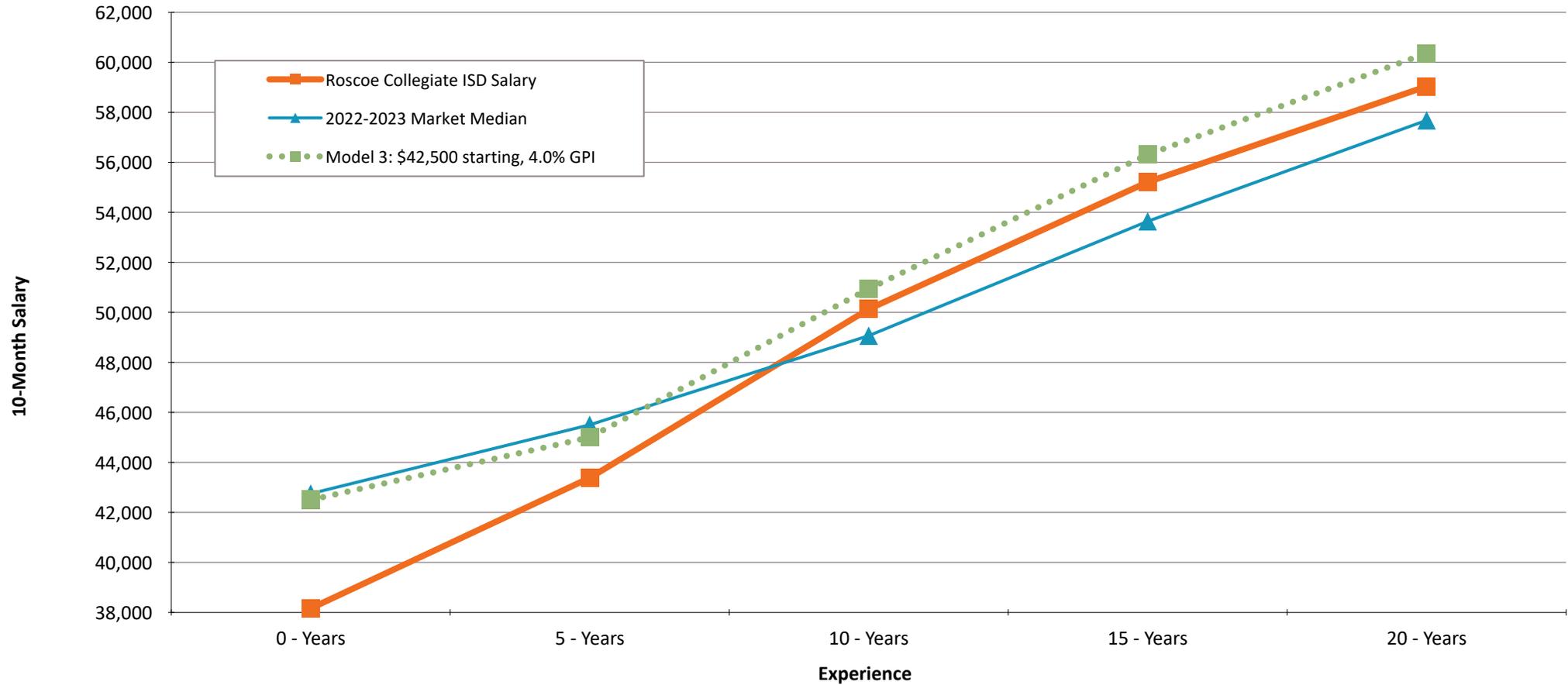
Recommendation 2



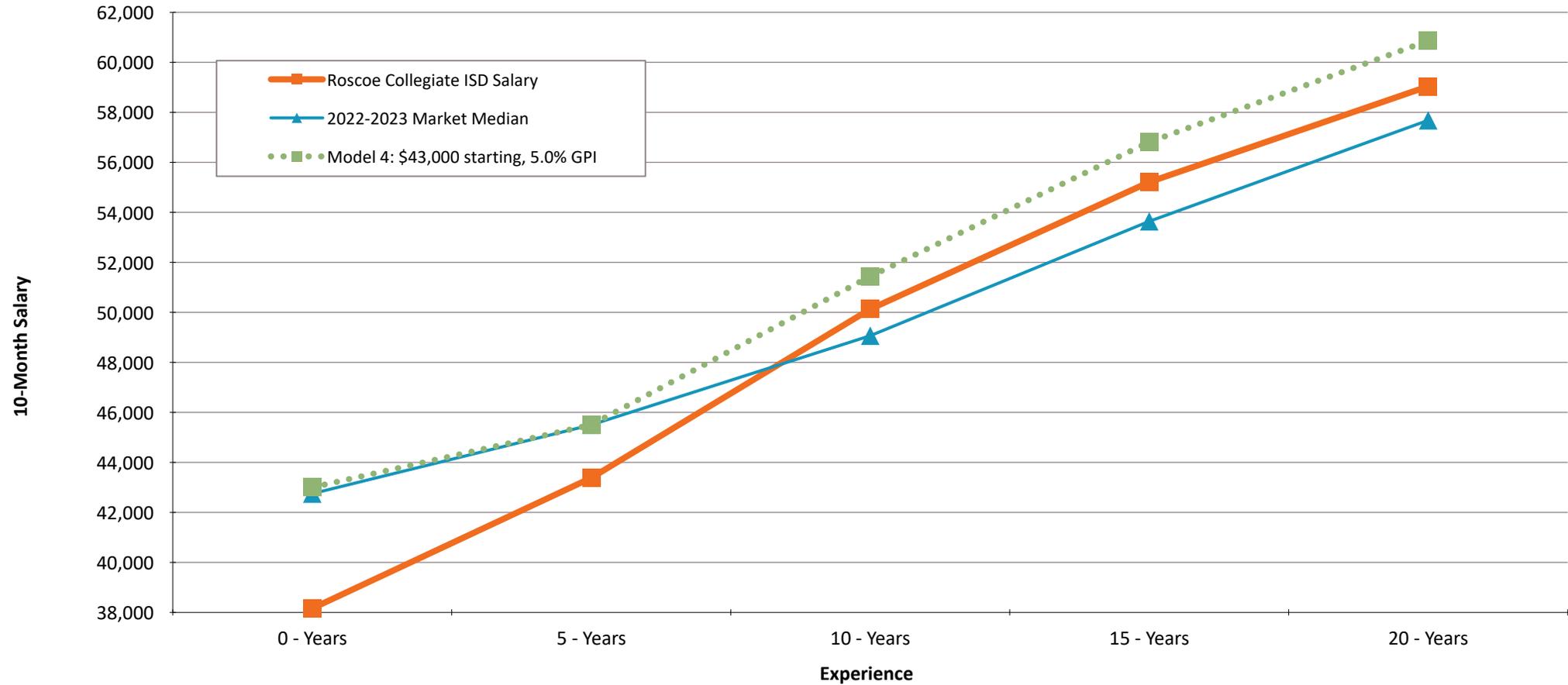
Recommendation 2



Recommendation 2



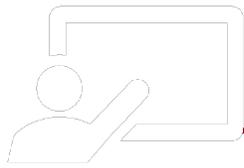
Recommendation 2



Recommendation 3

Provide adjustments to address market differences and maintain equity

- Increase to 1 percent above minimum
- Educator career pathway equity adjustments
- Strategic adjustments



Recommendation 4

Improve pay equity by implementing strong pay discipline

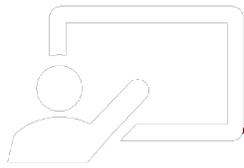
- Maintain salaries for employees paid at or above pay range maximums
- Consider alternative options



Recommendation 5

Adopt a strategy to increase the number of qualified bus drivers among district employees.

- The district should consider a \$1,000 one-time payment to employees who obtain the required license to drive a school bus.



Recommendation 6

Adopt a market-based approach to pay planning

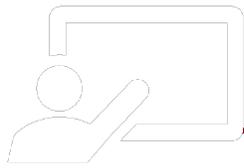
- Teacher hiring schedule
- Midpoint-based pay schedule for non-teachers aligned to market
- Grant pay increases based on available revenue each year



Recommendation 7

Annually review the district compensation plan

- Update as needed to maintain/improve market competitiveness



Recommendation 8

Adopt the proposed stipend pay structure

- Aligned to market
- Improves internal equity by eliminating use of days
- Review stipend market every 2 to 3 years

Cost – Model 1 (2.0%)

Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers	\$53,304	\$43,353	\$96,657
Administrative Professional	\$20,616	\$14,897	\$35,513
Clerical-Paraprofessional-Auxiliary	\$22,474	\$28,922	\$51,396
Extra Duty Stipends		\$26,799	\$26,799
Total	\$96,394	\$113,971	\$210,365
% of Current Costs	2.0%	2.4%	4.4%

Cost – Model 2 (3.0%)

Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers	\$79,945	\$48,249	\$128,194
Administrative Professional	\$30,928	\$13,173	\$44,101
Clerical-Paraprofessional-Auxiliary	\$33,522	\$25,690	\$59,212
Extra Duty Stipends		\$26,799	\$26,799
Total	\$144,395	\$113,911	\$258,306
% of Current Costs	3.0%	2.4%	5.4%

Cost – Model 3 (4.0%)

Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers	\$106,597	\$48,247	\$154,844
Administrative Professional	\$41,226	\$11,952	\$53,178
Clerical-Paraprofessional-Auxiliary	\$44,469	\$22,716	\$67,185
Extra Duty Stipends		\$26,799	\$26,799
Total	\$192,292	\$109,714	\$302,006
% of Current Costs	4.0%	2.3%	6.3%

Cost – Model 4 (5.0%)

Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers	\$133,249	\$48,246	\$181,495
Administrative Professional	\$51,537	\$11,048	\$62,585
Clerical-Paraprofessional-Auxiliary	\$55,571	\$19,660	\$75,231
Extra Duty Stipends		\$26,799	\$26,799
Total	\$240,357	\$105,753	\$346,110
% of Current Costs	5.0%	2.2%	7.2%

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2023

Pay Systems Review

Roscoe Collegiate Independent School District

May 15, 2023

Tracy Morris

Zachary Hobbs



HR Services

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INTRODUCTION AND METHODOLOGY

Roscoe Collegiate Independent School District (RCISD) engaged the HR Services Division of the Texas Association of School Boards (TASB) to conduct a comprehensive review of its employee compensation plan. HR Services has been providing compensation consulting and support services to Texas schools for 35 years. This report presents a summary of the findings and recommendations from this project with supporting data.

Purpose of Study

This study was conducted to objectively examine the competitive job market and make recommendations for internally fair and externally competitive pay practices. The project included the following processes:

- evaluate competitive market prices for key benchmark jobs;
- determine whether employees are being paid within an appropriate market range;
- determine whether jobs are placed correctly in the pay structure;
- build or align district pay structures with the competitive job market;
- develop an affordable implementation plan with recommended pay adjustments; and
- review and recommend administrative guidelines for managing pay systems.

All employee groups were included in this study, including:

- teachers (and related instructional staff);
- administrative/professional; and
- clerical/paraprofessional/auxiliary.

In addition to base pay structures, extra duty stipend schedules and rates were reviewed.

Project Activities

The following work tasks were completed during the study.

- **Initial planning and data collection**
Consultants conferred with district administrators to ensure a clear understanding of the concerns and objectives for the study. Pay data collected on personnel employed at the start of the project was used for modeling proposed pay plans and costs.
- **Assess competitive pay levels for common jobs**
The competitive job market group was approved by the district. Consultants analyzed market data to determine where the district is at risk and identified priorities for pay system improvements.
- **Review job classifications**
Consultants reviewed job classifications through discussions with district administration, review of job descriptions, and market pricing. Consultants also reviewed the exemption status of jobs for compliance with the Fair Labor Standards Act (FLSA).

- **Build or align pay range structures**
Pay structures were built or adjusted based on market benchmark rates and district budget. Pay structures were designed to provide competitive pay ranges and internal pay system controls.
- **Design implementation plan with recommended pay adjustments**
The implementation plan was designed to achieve the following:
 - provide a general pay increase to all employees paid within their pay range;
 - adjust all employees up to the minimum pay rate for their position;
 - add strategic adjustments to improve pay for identified employees; and
 - hold harmless employees paid above the recommended maximum rates.
- **Review a draft of findings and recommendations and deliver a final report**
Consultants met with district leaders to review the initial draft of findings and recommendations.

Additional information about pay systems can be found in Appendix C – Understanding Pay Systems.

Data Sources

Data sources for this project were obtained from:

- District employee records;
- Peer districts; and
- TASB annual surveys of salaries and wages in Texas schools.

Market Comparisons

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. Statewide market data for districts of comparable size was used for high-level central administrator jobs.

Exhibit 1: Comparison Districts

	District	ESC Region	Student Enrollment	Number of FTE	UIL Class	Teacher	Exempt & Nonexempt	Stipends
1	Big Spring ISD	18	3,634	578	4A	x	x	
2	Breckenridge ISD	14	1,417	238	3A	x	x	x
3	Coahoma ISD	18	1,086	166	3A	x	x	x
4	Forsan ISD	18	769	104	2A	**		
5	Hermleigh ISD	14	258	43	1A	**		
6	Highland ISD	14	226	46	1A	x	x	x
7	Ira ISD	14	276	40	1A	x	x	x
8	Lamesa ISD	17	1,610	308	3A	x	x	x
9	Merkel ISD	14	1,087	191	3A	x	x	x
10	Seminole ISD	17	3,001	498	4A	x	x	x
11	Shallowater ISD	17	1,750	300	3A	x	x	x
12	Slaton ISD	17	1,256	299	3A	x	x	
13	Snyder ISD	14	2,558	418	4A	**		
14	Sweetwater ISD	14	1,941	400	4A	**		x
***	<i>Roscoe Collegiate ISD</i>	14	3,081	106	2A	14	10	9

* Directors and above may be compared to districts with similar enrollment due to job scope.

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

*** Represents full student enrollment. In-person enrollment is 600 at time of review.

SUMMARY OF FINDINGS

Teachers—Current Environment

Forty-one percent (21) of current teachers have 5 or fewer years of teaching experience, while 59 percent (30) have 10 or fewer years of teaching experience. Typically, teachers with 10 or fewer years make up 50 percent of a district’s teaching staff, indicating the teaching staff at Roscoe Collegiate ISD is less experienced than is common to see.

The district hired 11 new teachers to the district this year. Three of them are new to the profession, while the remaining eight came with various years of experience.

Exhibit 2: Distribution of Teachers by Experience

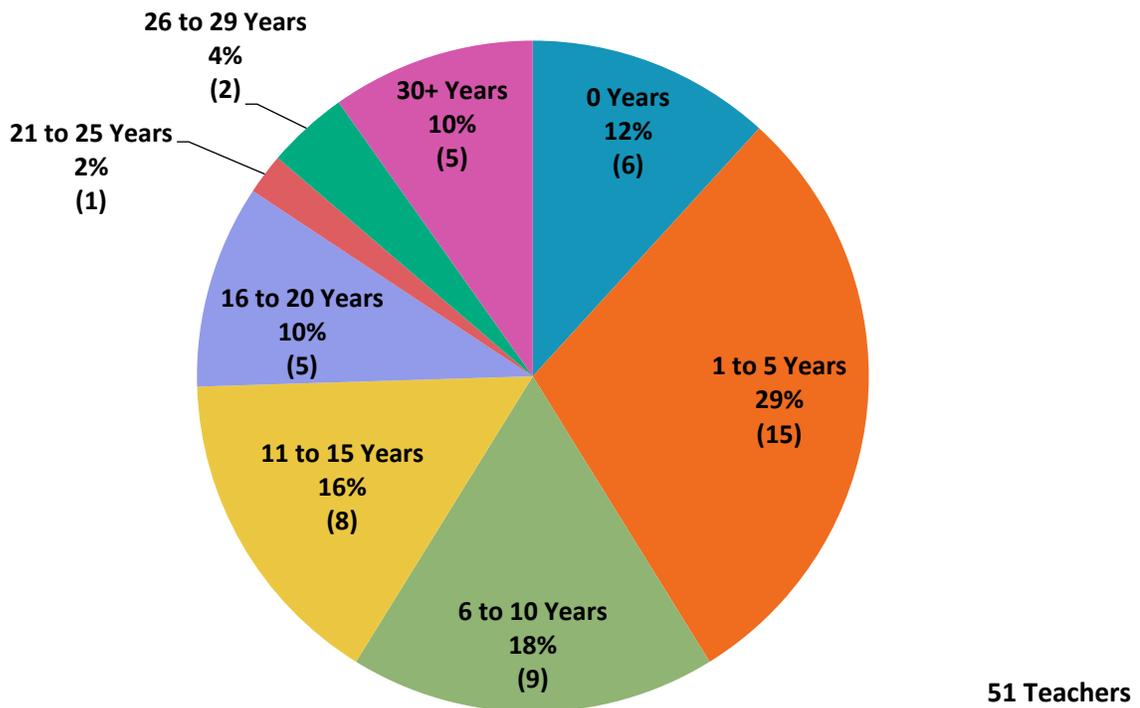
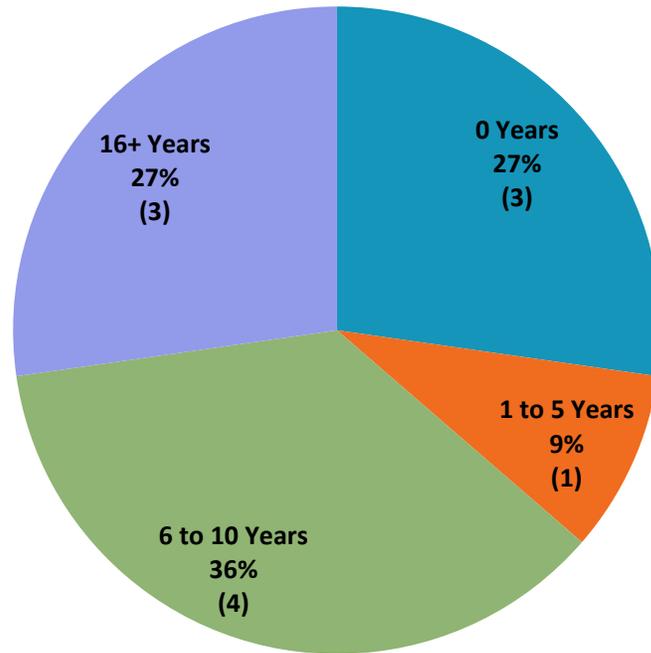


Exhibit 3: Experience of Newly Hired Teachers



11 Teachers with 0 years of local experience in 2022-2023

Teachers—Market Comparison

Teacher pay at RCISD ranges from 11 percent (\$4,590) below market at 0 years, 5 percent (\$2,120) below market at 5 years, 2 percent (\$1,065) above market at 10 years, 3 percent (\$1,570) above market at 15 years, and 2 percent (\$1,360) above market at 20 years.

Exhibit 4: Teacher Salary Schedule Comparison

	Beginning Salary	5-year Salary	10-year Salary	15-year Salary	20-year Salary	Average Salary
Roscoe Collegiate ISD Salary	\$38,160	\$43,380	\$50,130	\$55,210	\$59,040	\$48,839
Local Market Median	\$42,750	\$45,500	\$49,065	\$53,640	\$57,680	\$50,310
Percent of Market Median	89%	95%	102%	103%	102%	97%
Difference to Median	(\$4,590)	(\$2,120)	\$1,065	\$1,570	\$1,360	(\$1,471)

Teacher Incentives: Roscoe Collegiate ISD pays a master’s degree stipend of \$1,000, a secondary math stipend of \$3,000, and secondary science stipend of \$3,000. Other commonly paid stipends for market peers include special education – self-contained classroom assignments.

The table below includes common teacher stipends and how the district compares with peers. This comparison may be helpful if the district is considering adjusting stipend amounts or offerings. Offering stipends for hard-to-fill positions is one method of remaining competitive with peer districts.

Exhibit 5: Teacher Stipend Comparison

Stipend	Roscoe Collegiate ISD	Median Stipend	Districts Reporting
Master’s Degree – General	\$1,000	\$850	4 of 10
Master’s Degree – Subject-Area	--	\$2,000	2 of 10
Secondary Math	\$3,000	\$3,500	5 of 10
Secondary Science	\$3,000	\$3,500	5 of 10
Special Education – General/Resource	--	\$2,000	3 of 10
Special Education – Self-Contained	--	\$2,750	6 of 10
Bilingual	--	\$2,500	2 of 10
ESL – General	--	\$1,000	4 of 10

A list of district job titles and matched benchmark job titles can be found in the tables located in the Detailed Market Comparison Tables appendix of this report.

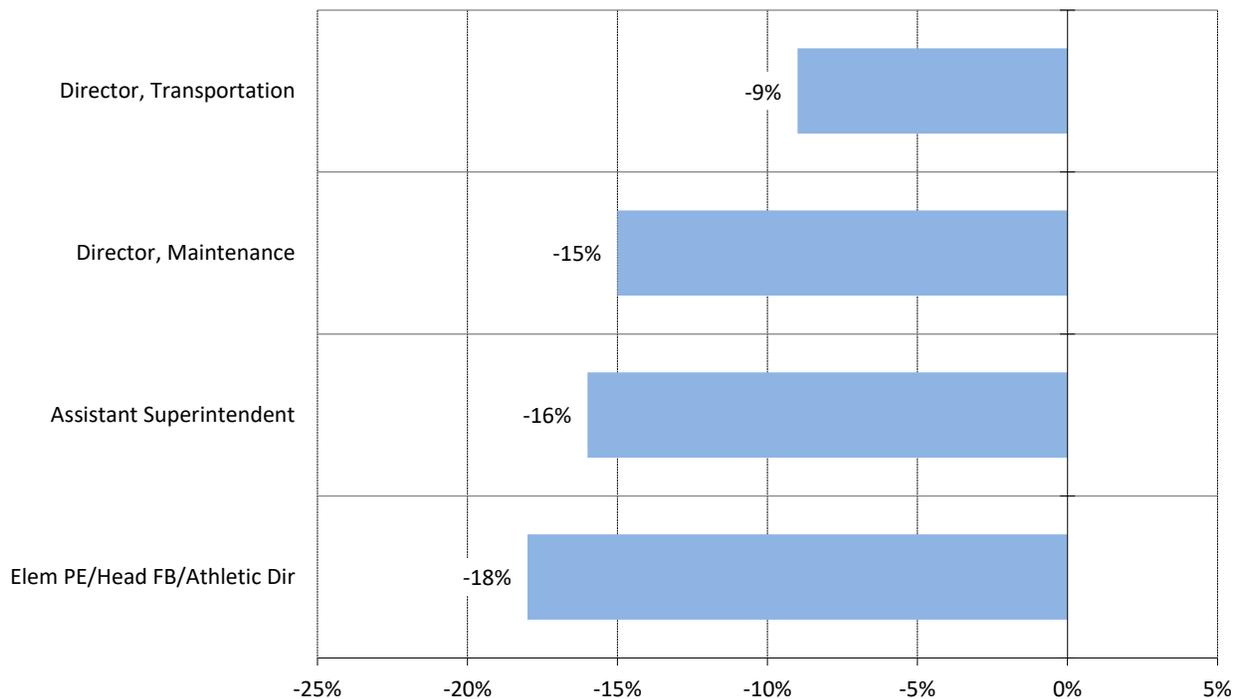
Exempt Positions—Current Environment

Roscoe Collegiate ISD does not currently have a clearly defined pay structure for jobs outside of the teacher salary schedule.

Exempt Positions—Market Comparison

Exhibit 6

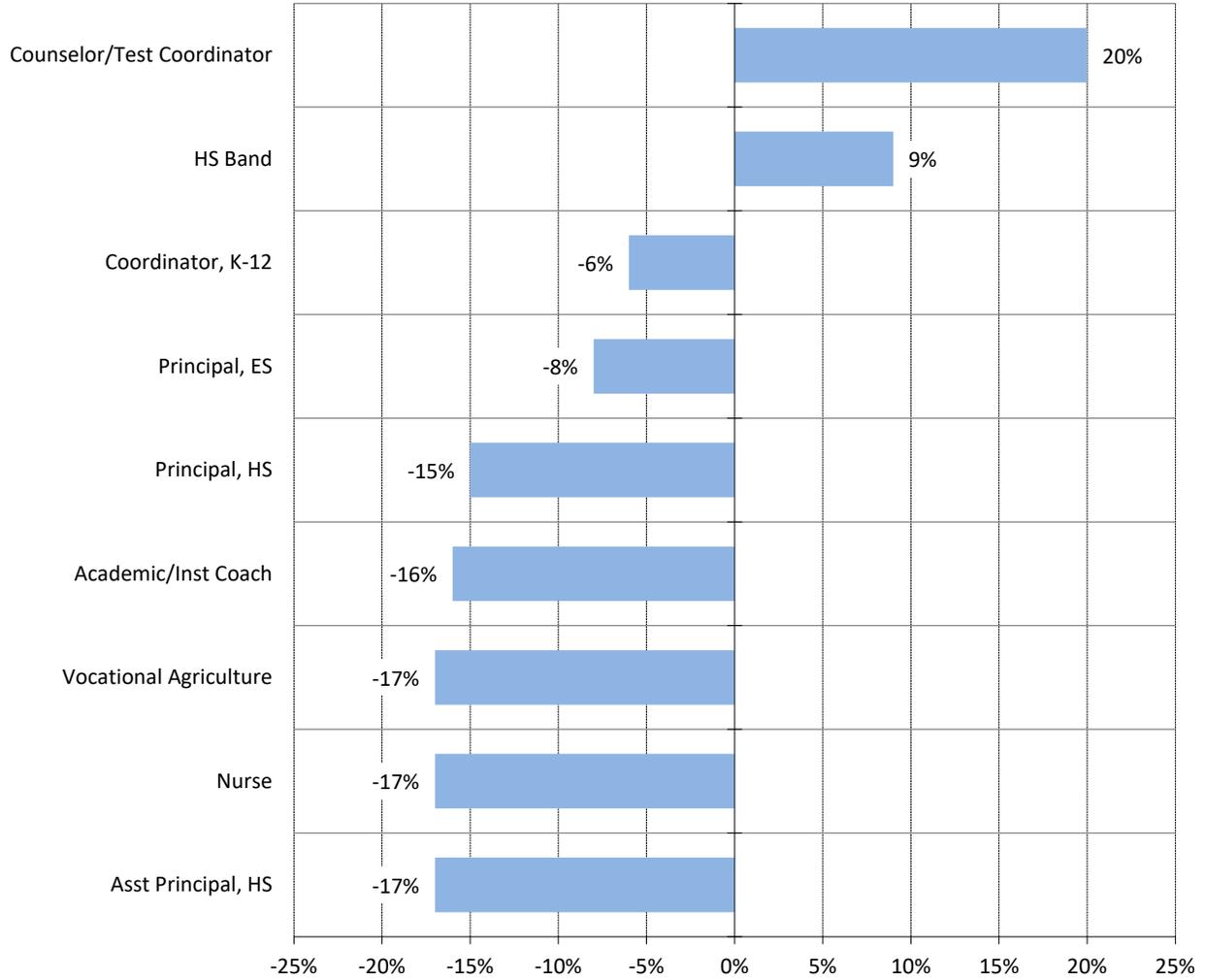
Roscoe Collegiate ISD:
Central Administration Comparisons to Market, 2022-2023



Central Administration: It should be noted that these are single incumbent positions and individual experience, performance, skills, and unique job responsibilities impact market matches more significantly than for multi-incumbent job titles. Pay for benchmarked central administrators is 14 percent below market median, on average. Pay for individual positions ranges from 18 percent below market (Athletic Director) to 9 percent below market (Director, Transportation).

Exhibit 7

Roscoe Collegiate ISD:
Campus Professionals Comparisons to Market, 2022-2023



Campus Professionals: Pay for benchmarked campus professionals is 7 percent below market median, on average. Pay for individual positions ranges from 17 percent below market (Asst Principal – HS, Nurse, Vocational Ag) to 20 percent above market (Counselor/Testing Coordinator).

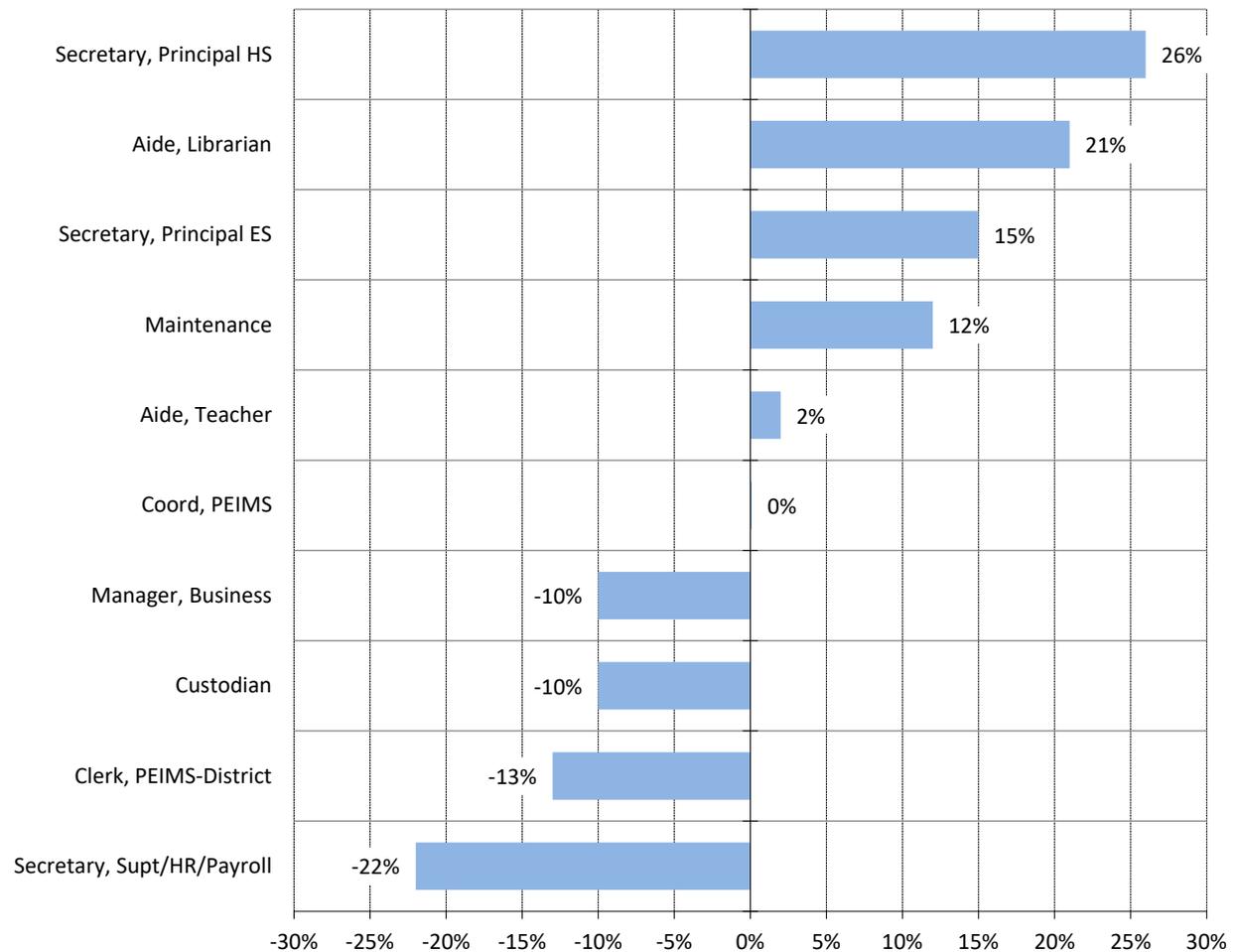
Nonexempt Positions—Current Environment

Roscoe Collegiate ISD does not currently have a clearly defined pay structure for jobs outside of the teacher salary schedule.

Nonexempt Positions—Market Comparison

Exhibit 8

Roscoe Collegiate ISD: All Nonexempt Comparisons to Market, 2022-2023



Nonexempt: Benchmarked nonexempt roles are paid 2 percent above market median, on average. Pay for individual positions ranges from 22 percent below market (Secretary, Supt/HR/Payroll) to 26 percent above market (Secretary – Principal HS).

Extra Duty Stipends—Current Environment

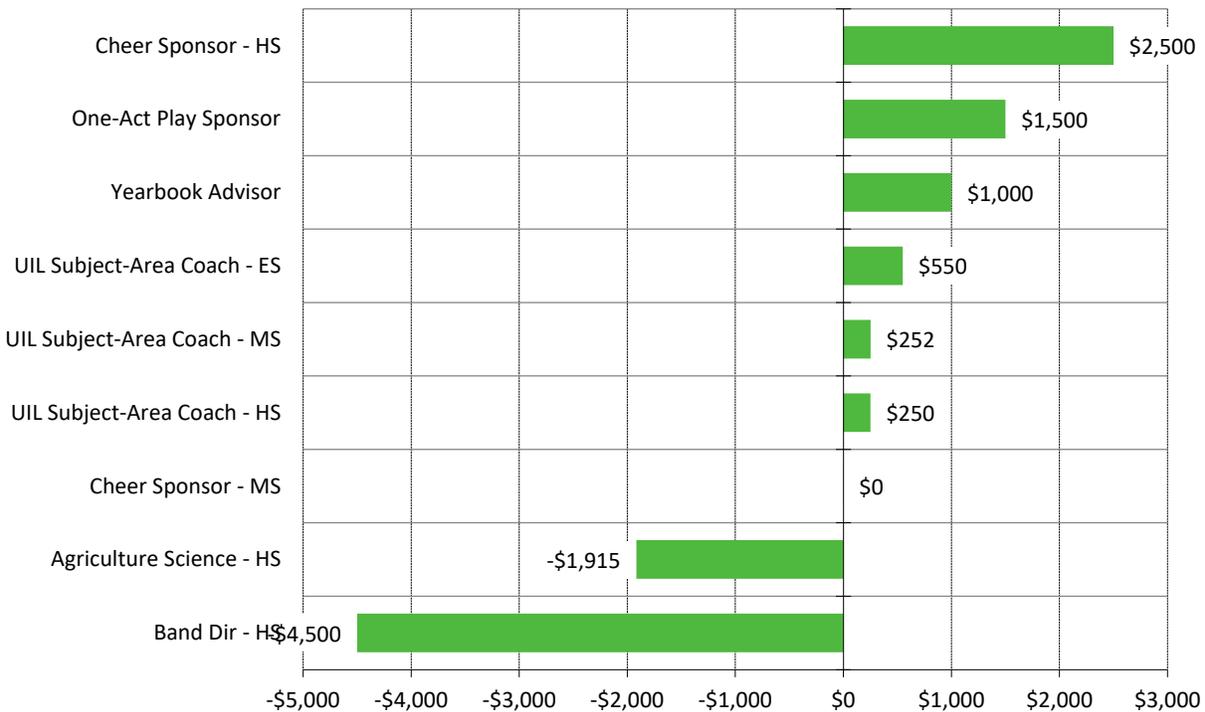
RCISD annually spends approximately \$210,000 for supplements and extra-duty pay according to detailed data provided by the district. The district does currently pay additional days for some coaching assignments. Using days as a pay supplement is an inefficient method to keep up with stipend market prices. The direct method of single supplement is best for ensuring fewer inequities in pay for coaches or sponsors performing the same assignment.

Extra Duty Stipends—Market Comparison

Due to the small relative value of stipends, market differentials may vary widely in terms of percent difference from market. For this reason, comparisons to market are described in terms of dollar amounts, not percentages. Market stipend values take into the account the full dollar amount paid by a district for any given stipend, including any extra days if applicable. UIL class 2A data was used to make market comparisons for extracurricular stipends.

Exhibit 9

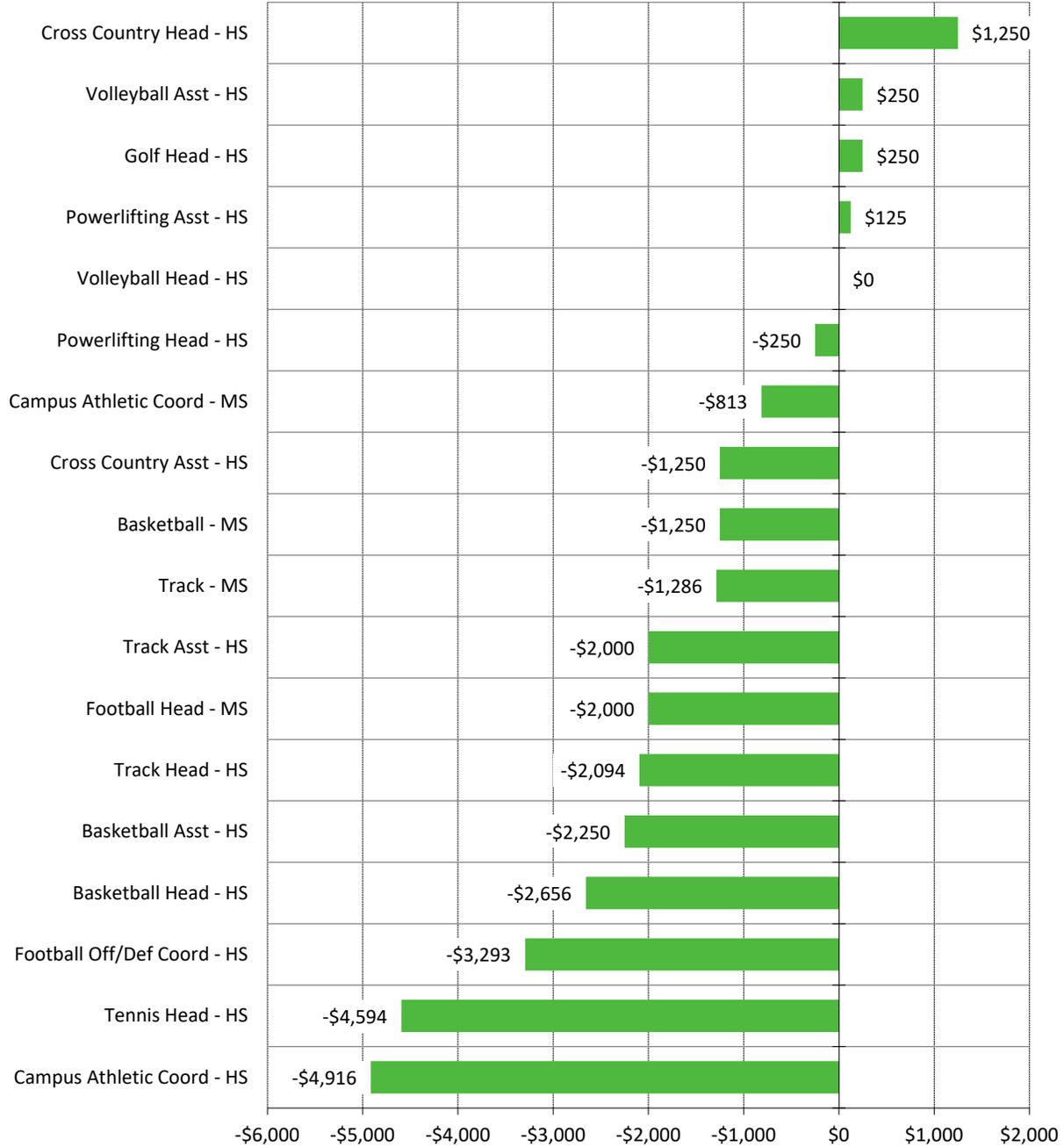
**Roscoe Collegiate ISD:
Performing Arts and Academics Stipend Comparisons (\$), 2022-2023**



Performing Arts & Academics: Benchmarked performing arts and academic stipends are \$40 below market, on average. Individual stipends paid range from \$2,500 above market value to \$4,500 below market value.

Exhibit 10

**Roscoe Collegiate ISD:
Athletics Stipend Comparisons (\$), 2022-2023**



Athletics: Benchmarked athletic stipends are \$1,418 below market, on average. Individual stipends paid range from \$1,250 above market value to \$4,916 below market value.

RECOMMENDATIONS

Following are recommendations for the RCISD compensation plan.

Recommendation 1

Adopt the proposed pay structures to align to market and improve internal equity.

- HR Services has recommended three pay structures—two midpoint-based structures for administrative professional and clerical/paraprofessional/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.

Recommendation 2

Adopt one of the proposed general pay increase (GPI) models to improve market competitiveness.

- Four GPI models have been proposed, as detailed below. In all models, all continuing teachers receive the same increase amount, and increases for non-teachers are calculated as a percent of pay grade midpoint.
- Model 1: 2 percent GPI, which includes a \$1,000 increase for all continuing teachers.
 - The teacher placement scale starts at \$41,000 and includes adjustments at years 1 through 12, which improves the district's teacher pay rates to market.
- Model 2: 3 percent GPI, which includes a \$1,500 increase for all continuing teachers.
 - The teacher placement scale starts at \$42,000 and includes adjustments at years 1 through 6, which improves the district's teacher pay rates to market.
- Model 3: 4 percent GPI, which includes a \$2,000 increase for all continuing teachers.
 - The teacher placement scale starts at \$42,500 and includes adjustments at years 1 through 6, which improves the district's teacher pay rates to market.
- Model 4: 5 percent GPI, which includes a \$2,500 increase for all continuing teachers.
 - The teacher placement scale starts at \$43,000 and includes adjustments at years 1 through 6, which improves the district's teacher pay rates to market.

Recommendation 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.

- Provide adjustments to ensure that administrative/professionals in the educator career path will be paid 2 percent more, on a daily rate basis, than what a teacher with the same degree and experience will be paid.
- Provide strategic adjustments to employees whose pay remains below 90 percent of midpoint even after receiving the general pay increase. For those employees, a strategic adjustment of 1 percent of midpoint have been applied in the administrative/professional and clerical/paraprofessional/auxiliary pay groups.

Recommendation 4

Improve pay equity and budget management by implementing strong pay discipline for employees paid above the maximum of their assigned pay grade.

- Maintain salaries for employees paid at or above the base salary maximum without continuing to increase base pay beyond the maximum of the assigned pay range.
- Districts can consider providing the equivalent of the general pay increase as a one-time payment to employees whose pay rates are above the maximum of their range. This will communicate value to the employees while honoring the range maximums but likely would not be considered creditable compensation by the Teacher Retirement System of Texas (TRS). Such a payment also would need to be factored into overtime pay calculations for nonexempt employees.
- Freezing pay for employees without advanced warning can lead to employee morale issues and turnover. The district should consider providing written notification to affected employees in advance of freezing base pay.
- The cost model provided does include an itemized line indicating the cost to give these employees a full general pay increase.

Recommendation 5

Adopt a strategy to increase the number of qualified bus drivers among district employees.

- The district should consider a \$1,000 one-time payment to employees who obtain the required license to drive a school bus.

Recommendation 6

Adopt a market-based approach to pay planning.

- For teachers, use a hiring schedule only for the purpose of guiding placement of new hires.

- For non-teachers, use a midpoint-based pay schedule to align pay with market value.
- For all employees, grant pay raises based on available revenue each year. Teacher pay increases should be based on the annual market average teacher salary. Non-teacher pay increases should be based on a percent of the midpoint of each pay range. All employees within the same pay grade should receive an equal increase. Similarly, all teachers should receive an equal increase.

Recommendation 7

Annually review the district compensation plan and update as needed to maintain market competitiveness.

- On an annual basis and using the same market districts, the district should calculate median teacher pay across 0, 5, 10, 15, and 20 benchmark years, along with median pay for other benchmark jobs.
- The district should review the pay structures annually and adjust as needed to maintain a competitive position in the local market.

Recommendation 8

Adopt the proposed stipend pay structure to align to market and improve internal equity.

- Eliminate the use of extra-days in the determination of assignment pay.
- Increase extra-duty stipend amounts to the recommended levels to improve market competitiveness.
- Establish extra-duty pay guidelines to ensure extra-duty pay levels and practices support the district's educational objectives.
- Discontinue the practice of paying stipends to certain professionals. Include current stipend in base pay and move the job to the administrative/professional pay schedule.
- Review stipends against market value every two to three years, and adjust stipends as needed to maintain market competitiveness.

Additional details regarding pay system implementation and management can be found in Appendix D—Pay System Implementation and Management.

ESTIMATED COST OF RECOMMENDATIONS

These estimates are based on employee pay data collected at the beginning of the pay study and are reflective of a snapshot in time.

	Total Staff	Count of Increases	Cost Increase	Percent of Current Costs	2022-2023 Current Costs
Teachers					
\$41,000 starting salary	51		\$96,657		\$2,586,333
^{1c} 2.0% general pay increase (\$1,000)		51	\$53,304	2.1%	
Adjustments to years 1-12		32	\$43,353	1.7%	
Administrative Professional	14		\$35,513		\$919,764
^{1c} 2.0% of pay range midpoint increase		14	\$20,616	2.2%	
Adjustments to 1.0% above pay range minimum		3	\$9,519	1.0%	
Strategic adjustments		7	\$5,378	0.6%	
Clerical-Paraprofessional-Auxiliary	41		\$51,396		\$1,079,064
^{1c} 2.0% of pay range midpoint increase		36	\$19,784	1.8%	
2.0% increase to employees over range max		5	\$2,690	0.2%	
Adjustments to 1.0% above pay range minimum		11	\$24,962	2.3%	
Strategic adjustments		14	\$3,960	0.4%	
Subtotal - General Pay Increase	106	106	\$96,394	2.0%	
Subtotal - Implementation/Equity Adjustments		67	\$87,172	1.8%	
Extra Duty Stipends²			\$26,799		\$206,185
Academics		3	-\$2,650	-1.3%	
Job-related		2	\$3,000	1.5%	
Athletics		24	\$19,967	9.7%	
Performing Arts		1	\$2,750	1.3%	
Spirit		2	-\$1,500	-0.7%	
Activities/Clubs		1	-\$500	-0.2%	
Hold Harmless (continuing cost to offset decreases)		7	\$5,732	2.8%	
Subtotal - Extra Duty Stipends		40	\$26,799	0.6%	
Total Cost Estimate			\$210,365	4.4%	\$4,791,346

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 \$5,732 and impacting 7 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 included in the total cost increase.

	Total Staff	Count of Increases	Cost Increase	Percent of Current Costs	2022-2023 Current Costs
Teachers					
\$42,000 starting salary	51		\$128,194		\$2,586,333
^{1c} 3.0% general pay increase (\$1,500)		51	\$79,945	3.1%	
Adjustments to years 1-6		21	\$48,249	1.9%	
Administrative Professional	14		\$44,101		\$919,764
^{1c} 3.0% of pay range midpoint increase		13	\$30,288	3.3%	
3.0% increase to employees over range max		1	\$640	0.1%	
Adjustments to 1.0% above pay range minimum		2	\$7,795	0.8%	
Strategic adjustments		7	\$5,378	0.6%	
Clerical-Paraprofessional-Auxiliary	41		\$59,212		\$1,079,064
^{1c} 3.0% of pay range midpoint increase		35	\$29,401	2.7%	
3.0% increase to employees over range max		6	\$4,121	0.4%	
Adjustments to 1.0% above pay range minimum		11	\$21,969	2.0%	
Strategic adjustments		13	\$3,721	0.3%	
Subtotal - General Pay Increase	106	106	\$144,395	3.0%	
Subtotal - Implementation/Equity Adjustments		54	\$87,112	1.8%	
Extra Duty Stipends²			\$26,799		\$206,185
Academics		3	-\$2,650	-1.3%	
Job-related		2	\$3,000	1.5%	
Athletics		24	\$19,967	9.7%	
Performing Arts		1	\$2,750	1.3%	
Spirit		2	-\$1,500	-0.7%	
Activities/Clubs		1	-\$500	-0.2%	
Hold Harmless (continuing cost to offset decreases)		7	\$5,732	2.8%	
Subtotal - Extra Duty Stipends		40	\$26,799	0.6%	
Total Cost Estimate			\$258,306	5.4%	\$4,791,346

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 \$5,732 and impacting 7 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 included in the total cost increase.

	Total Staff	Count of Increases	Cost Increase	Percent of Current Costs	2022-2023 Current Costs
Teachers					
\$42,500 starting salary	51		\$154,844		\$2,586,333
^{1c} 4.0% general pay increase (\$2,000)		51	\$106,597	4.1%	
Adjustments to years 1-6		21	\$48,247	1.9%	
Administrative Professional	14		\$53,178		\$919,764
^{1c} 4.0% of pay range midpoint increase		13	\$39,878	4.3%	
4.0% increase to employees over range max		1	\$1,348	0.1%	
Adjustments to 1.0% above pay range minimum		2	\$6,574	0.7%	
Strategic adjustments		7	\$5,378	0.6%	
Clerical-Paraprofessional-Auxiliary	41		\$67,185		\$1,079,064
^{1c} 4.0% of pay range midpoint increase		35	\$38,772	3.6%	
4.0% increase to employees over range max		6	\$5,697	0.5%	
Adjustments to 1.0% above pay range minimum		11	\$18,995	1.8%	
Strategic adjustments		13	\$3,721	0.3%	
Subtotal - General Pay Increase	106	106	\$192,292	4.0%	
Subtotal - Implementation/Equity Adjustments		54	\$82,915	1.7%	
Extra Duty Stipends²			\$26,799		\$206,185
Academics		3	-\$2,650	-1.3%	
Job-related		2	\$3,000	1.5%	
Athletics		24	\$19,967	9.7%	
Performing Arts		1	\$2,750	1.3%	
Spirit		2	-\$1,500	-0.7%	
Activities/Clubs		1	-\$500	-0.2%	
Hold Harmless (continuing cost to offset decreases)		7	\$5,732	2.8%	
Subtotal - Extra Duty Stipends		40	\$26,799	0.6%	
Total Cost Estimate			\$302,006	6.3%	\$4,791,346

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 \$5,732 and impacting 7 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 included in the total cost increase.

	Total Staff	Count of Increases	Cost Increase	Percent of Current Costs	2022-2023 Current Costs
Teachers					
\$43,000 starting salary	51		\$181,495		\$2,586,333
^{1c} 5.0% general pay increase (\$2,500)		51	\$133,249	5.2%	
Adjustments to years 1-6		21	\$48,246	1.9%	
Administrative Professional	14		\$62,585		\$919,764
^{1c} 5.0% of pay range midpoint increase		13	\$49,480	5.4%	
5.0% increase to employees over range max		1	\$2,057	0.2%	
Adjustments to 1.0% above pay range minimum		1	\$5,670	0.6%	
Strategic adjustments		7	\$5,378	0.6%	
Clerical-Paraprofessional-Auxiliary	41		\$75,231		\$1,079,064
^{1c} 5.0% of pay range midpoint increase		35	\$48,261	4.5%	
5.0% increase to employees over range max		6	\$7,310	0.7%	
Adjustments to 1.0% above pay range minimum		11	\$15,939	1.5%	
Strategic adjustments		13	\$3,721	0.3%	
Subtotal - General Pay Increase	106	106	\$240,357	5.0%	
Subtotal - Implementation/Equity Adjustments		53	\$78,954	1.6%	
Extra Duty Stipends²			\$26,799		\$206,185
Academics		3	-\$2,650	-1.3%	
Job-related		2	\$3,000	1.5%	
Athletics		24	\$19,967	9.7%	
Performing Arts		1	\$2,750	1.3%	
Spirit		2	-\$1,500	-0.7%	
Activities/Clubs		1	-\$500	-0.2%	
Hold Harmless (continuing cost to offset decreases)		7	\$5,732	2.8%	
Subtotal - Extra Duty Stipends		40	\$26,799	0.6%	
Total Cost Estimate			\$346,110	7.2%	\$4,791,346

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 \$5,732 and impacting 7 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 included in the total cost increase.

PROPOSED PAY STRUCTURES

As discussed in the recommendations, TASB HR Services has recommended adjustments to the district's current pay structures. The following exhibits depict the proposed pay structures, including updated pay rates.

Roscoe Collegiate ISD

2023-2024 New Hire Guide for Teachers

Model 1: \$41,000 starting, 2.0% GPI

Years of Experience	New Hire Salary
0	\$41,000
1	\$41,500
2	\$42,000
3	\$42,500
4	\$43,000
5	\$44,000
6	\$45,000
7	\$46,330
8	\$47,670
9	\$48,940
10	\$50,130
11	\$51,270
12	\$52,350
13	\$53,350
14	\$54,350
15	\$55,310
16	\$56,210
17	\$57,070
18	\$57,870
19	\$58,640
20	\$59,360
21	\$60,040
22	\$61,040
23	\$62,040
24	\$63,040
25+	\$64,040

Continuing Teachers will receive an increase of
\$1,000

The salaries listed above are based on 10-month employment for the 2023-2024 school year. Salary plans are determined on an annual basis and salary advancement is not guaranteed. Pay increases are based on the annual pay raise budget approved by the Board of Trustees.

\$1,000 Master's Degree - General Stipend

Roscoe Collegiate ISD

2023-2024 New Hire Guide for Teachers

Model 2: \$42,000 starting, 3.0% GPI

Years of Experience	New Hire Salary
0	\$42,000
1	\$42,500
2	\$43,000
3	\$43,500
4	\$44,000
5	\$44,500
6	\$45,000
7	\$46,410
8	\$47,830
9	\$49,170
10	\$50,440
11	\$51,630
12	\$52,770
13	\$53,850
14	\$54,850
15	\$55,810
16	\$56,710
17	\$57,570
18	\$58,370
19	\$59,140
20	\$59,860
21	\$60,540
22	\$61,540
23	\$62,540
24	\$63,540
25+	\$64,540

Continuing Teachers will receive an increase of
\$1,500

The salaries listed above are based on 10-month employment for the 2023-2024 school year. Salary plans are determined on an annual basis and salary advancement is not guaranteed. Pay increases are based on the annual pay raise budget approved by the Board of Trustees.

\$1,000 Master's Degree - General Stipend

Roscoe Collegiate ISD

2023-2024 New Hire Guide for Teachers

Model 3: \$42,500 starting, 4.0% GPI

Years of Experience	New Hire Salary
0	\$42,500
1	\$43,000
2	\$43,500
3	\$44,000
4	\$44,500
5	\$45,000
6	\$45,500
7	\$46,910
8	\$48,330
9	\$49,670
10	\$50,940
11	\$52,130
12	\$53,270
13	\$54,350
14	\$55,350
15	\$56,310
16	\$57,210
17	\$58,070
18	\$58,870
19	\$59,640
20	\$60,360
21	\$61,040
22	\$62,040
23	\$63,040
24	\$64,040
25+	\$65,040

Continuing Teachers will receive an increase of
\$2,000

The salaries listed above are based on 10-month employment for the 2023-2024 school year. Salary plans are determined on an annual basis and salary advancement is not guaranteed. Pay increases are based on the annual pay raise budget approved by the Board of Trustees.

\$1,000 Master's Degree - General Stipend

Roscoe Collegiate ISD

2023-2024 New Hire Guide for Teachers

Model 4: \$43,000 starting, 5.0% GPI

Years of Experience	New Hire Salary
0	\$43,000
1	\$43,500
2	\$44,000
3	\$44,500
4	\$45,000
5	\$45,500
6	\$46,000
7	\$47,410
8	\$48,830
9	\$50,170
10	\$51,440
11	\$52,630
12	\$53,770
13	\$54,850
14	\$55,850
15	\$56,810
16	\$57,710
17	\$58,570
18	\$59,370
19	\$60,140
20	\$60,860
21	\$61,540
22	\$62,540
23	\$63,540
24	\$64,540
25+	\$65,540

Continuing Teachers will receive an increase of
\$2,500

The salaries listed above are based on 10-month employment for the 2023-2024 school year. Salary plans are determined on an annual basis and salary advancement is not guaranteed. Pay increases are based on the annual pay raise budget approved by the Board of Trustees.

\$1,000 Master's Degree - General Stipend

2023-2024 Proposed Administrative Professional Pay Plan

Roscoe Collegiate ISD

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum	
1	Director, IT	226	Daily	\$203.75	\$250.00	\$296.25
	Director, Maintenance	226	226 Days	46,048	56,500	66,953
	Director, Transportation	226				
2	Coordinator, K-12	226	Daily	\$236.35	\$290.00	\$343.65
	Counselor, Elementary	207	207 Days	48,924	60,030	71,136
	Manager, Business	226	226 Days	53,415	65,540	77,665
	Nurse (RN)	207				
3	Coordinator, Continuing Education	226	Daily	\$266.13	\$326.54	\$386.95
	Counselor	217	217 Days	57,750	70,859	83,968
	Principal, Montessori/Early Childhood	226	226 Days	60,145	73,798	87,451
4	Asst Principal, HS	217	Daily	\$306.32	\$375.85	\$445.38
	Athletic Director/Head Football Coach	226	217 Days	66,471	81,559	96,647
	Principal, ES	226	226 Days	69,228	84,942	100,656
5	Principal, HS	226	Daily	\$347.67	\$426.59	\$505.51
			226 Days	78,573	96,409	114,245
6	Assistant Superintendent	226	Daily	\$374.44	\$459.44	\$544.44
			226 Days	84,623	103,833	123,043

2023-2024 Proposed Clerical-Paraprofessional-Auxiliary Pay Plan

Roscoe Collegiate ISD

*Annual amounts are based on 8 hours per day.

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum
1	Custodian	226	Hourly \$11.50 226 Days 20,792	\$14.11 25,511	\$16.72 30,230
2	Aide, Librarian	187, 207	Hourly \$13.25 187 Days 19,822	\$16.26 24,325	\$19.27 28,828
	Aide, Teacher	187	207 Days 21,942	26,927	31,911
	Maintenance	226	226 Days 23,956	29,398	34,840
3	Secretary, Principal ECC	226	Hourly \$14.75 226 Days 26,668	\$18.10 32,725	\$21.45 38,782
	Secretary, Principal ES	226			
4	Clerk, PEIMS-District	207	Hourly \$16.50 207 Days 27,324	\$20.24 33,517	\$23.98 39,711
	LVN	207	226 Days 29,832	36,594	43,356
	Secretary, Principal HS	226			
	Technician, Computer	226			
5	Technician, Computer - Lead	226	Hourly \$18.50 226 Days 33,448	\$22.70 41,042	\$26.90 48,635
6	Coordinator, PEIMS	226	Hourly \$20.75 226 Days 37,516	\$25.46 46,032	\$30.17 54,547
7	Specialist, Accounts Payable	226	Hourly \$22.50 226 Days 40,680	\$27.61 49,919	\$32.72 59,158
8	Secretary, Supt/HR/Payroll	226	Hourly \$23.65 226 Days 42,759	\$29.02 52,468	\$34.39 62,177
BD	Bus Driver	187, 226	Hourly \$21.00 187 Days 31,416	\$21.00 31,416	\$21.00 31,416
			226 Days 37,968	37,968	37,968

2023-2024 Proposed Extra Duty Stipends

Roscoe Collegiate ISD

Category	Sub-Category	Assignment	Proposed Stipend
Academics			
	UIL	Campus UIL - ES	300
	UIL	Campus UIL - HS	500
	UIL	Campus UIL - JH	300
	UIL	One-Act Play Sponsor	3,000
	UIL	One-Act Play Sponsor Asst	2,000
Job-related			
	Professional	Academic Coach	6,000
	Professional	Coordinator - Continuing Ed	6,000
	Professional	Coordinator - Testing	6,000
	Professional	Instructional Coach	6,000
	Professional	Instructional Technology	6,000
	Professional	Interventionist	6,000
	Professional	Interventionist/Dyslexia	1,500
	Professional	Student Research Support	1,500
	Teacher	Agriculture Science–HS	7,500
	Teacher	Blended Learning/GT	1,500
	Teacher	CTE Business	3,000
	Teacher	Returning Teacher	roll
	Teacher	Secondary Math	3,000
	Teacher	Secondary Science	3,000
	Teacher	Welding	5,000
	Paraprofessional	Educational Aide III	roll
	Paraprofessional	Educational Aide III - Degreed	roll
	Paraprofessional	LSOA-K12 Data Entry	roll
	Paraprofessional	Montessori Training	roll
	Paraprofessional	PTech Support	roll

2023-2024 Proposed Extra Duty Stipends

Roscoe Collegiate ISD

Category	Sub-Category	Assignment	Proposed Stipend
Athletics			
	Coordinator	Campus Athletic Coordinator - HS	5,000
	Coordinator	Campus Athletic Coordinator - JH	1,000
	Football	Football Offensive/Defensive Coordinator - HS	5,000
	Football	Football Asst - HS	4,000
	Football	Football Offensive/Defensive Coordinator - JH	2,000
	Football	Football Asst - JH	1,500
	Head Coach	Basketball Head - HS	5,000
	Head Coach	Cross Country Head - HS	3,000
	Head Coach	Golf Head - HS	3,000
	Head Coach	Powerlifting Head - HS	3,000
	Head Coach	Track Head - HS	3,000
	Head Coach	Volleyball Head - HS	5,000
	Asst Coach	Basketball Asst - HS	3,500
	Asst Coach	Cross Country Asst - HS	1,500
	Asst Coach	Powerlifting Asst - HS	1,500
	Asst Coach	Track Asst - HS	1,500
	Asst Coach	Volleyball Asst - HS	3,500
	Junior High Coach	Basketball - JH	1,000
	Junior High Coach	Cross Country - JH	1,000
	Junior High Coach	Track - JH	1,000
	Other	Strength & Conditioning - HS	3,000
Performing Arts			
	Band	Band Director - HS	8,750
Spirit			
	Cheerleading	Cheerleading Sponsor - HS	3,000
	Cheerleading	Cheerleading Sponsor - JH	2,000
Activities/Clubs			
	Sponsor	Yearbook Advisor	2,000

DETAILED MARKET COMPARISON TABLES

Roscoe Collegiate ISD
Teacher Salary Plan Comparisons, 2022-2023

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 Big Spring ISD	3,634	251	\$48,200	\$51,190	\$55,490	\$60,700	\$64,610	\$55,490	24	3.0%
2 Seminole ISD	3,001	270	\$48,000	\$50,890	\$54,350	\$58,650	\$63,150	\$62,972	30	4.0%
3 Forsan ISD**	769	59	\$45,650	\$49,229	\$52,654	\$55,882	\$60,242		25	
4 Coahoma ISD	1,086	76	\$45,250	\$48,715	\$54,021	\$58,247	\$61,389	\$58,200	30	5.0%
5 Lamesa ISD	1,610	120	\$44,500	\$47,120	\$50,520	\$54,420	\$57,820	\$47,000	25	2.0%
6 Slaton ISD	1,256	106	\$43,500	\$46,625	\$49,750	\$53,570	\$58,090	\$50,367	30	9.0%
7 Sweetwater ISD**	2,054	156	\$43,500	\$46,000	\$49,500	\$53,500	\$57,000		25	
8 Snyder ISD**	2,558	208	\$42,000	\$45,000	\$48,299	\$51,100	\$54,840		31	
9 Shallowater ISD	1,750	142	\$40,000	\$41,509	\$46,211	\$52,237	\$56,788	\$49,000	23	3.0%
10 Breckenridge ISD	1,417	105	\$38,110	\$42,642	\$48,451	\$52,808	\$56,176	\$50,254	20	3.0%
11 Merkel ISD	1,087	93	\$36,660	\$41,880	\$48,630	\$53,710	\$57,540	\$48,630	20	5.0%
12 Ira ISD	276	18	\$36,160	\$41,380	\$48,130	\$53,210	\$57,040	\$50,000	30	5.3%
13 Hermleigh ISD**	258	21	\$36,132	\$40,848	\$48,409	\$53,798	\$57,861		25	
14 Highland ISD	226	22	\$33,660	\$38,880	\$45,630	\$50,710	\$54,540	\$50,550	25	4.2%
*** Roscoe Collegiate ISD	3,081	55	\$38,160	\$43,380	\$50,130	\$55,210	\$59,040	\$48,839	20	4.0%

25th Percentile	\$37,023	\$41,602	\$48,327	\$52,909	\$56,841	\$49,250	24	3.0%
Median	\$42,750	\$45,500	\$49,065	\$53,640	\$57,680	\$50,310	25	4.1%
75th Percentile	\$45,063	\$48,316	\$52,121	\$55,517	\$59,704	\$54,255	30	5.0%

Comparison to Median	89%	95%	102%	103%	102%	97%
<i>Dollar Difference</i>	<i>(\$4,590)</i>	<i>(\$2,120)</i>	<i>\$1,065</i>	<i>\$1,570</i>	<i>\$1,360</i>	<i>(\$1,471)</i>
Rank Order	10	9	6	5	5	9

Footnotes:

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

*** Represents full student enrollment. In-person enrollment is 600 at time of review.

Roscoe Collegiate ISD
Teacher Stipend Comparisons, 2022-2023

District	Student Enrollment	Master's Degree - General	Master's Degree - Subject-Area	Secondary Math	Secondary Science	Special Education General/Resource	Special Education Self-Contained	Bilingual	ESL General
1 Big Spring ISD	3,634	\$1,000		\$3,500	\$3,500	\$3,000	\$3,000	\$1,000	
2 Breckenridge ISD	1,417	\$700		\$1,400	\$1,400				
3 Coahoma ISD	1,086								\$1,000
4 Highland ISD	226			\$7,000	\$7,000	\$2,000	\$2,000		
5 Ira ISD	276								
6 Lamesa ISD	1,610			\$10,000	\$10,000	\$1,000	\$3,000		\$1,000
7 Merkel ISD	1,087		\$1,000						
8 Seminole ISD	3,001	\$1,000	\$3,000				\$3,000	\$4,000	\$1,000
9 Shallowater ISD	1,750	\$600					\$2,000		
10 Slaton ISD	1,256			\$1,000	\$1,000		\$2,500		\$300

Roscoe Collegiate ISD	3,081	\$1,000		\$3,000	\$3,000				
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Median Stipend		\$850	\$2,000	\$3,500	\$3,500	\$2,000	\$2,750	\$2,500	\$1,000
Average Stipend		\$825	\$2,000	\$4,580	\$4,580	\$2,000	\$2,583	\$2,500	\$825
Count		4	2	5	5	3	6	2	4

Dollar Difference from Median		\$150		(\$500)	(\$500)				
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Footnotes:

Special Education Self-Contained:

Big Spring ISD, Highland ISD - HR Services edit: copied from SpEd General

Slaton ISD - Stipend based on years in district up to 2500.00 per year. Starting at 1000.00 for the first year, 1500.00 for the second year and 2500.00 for the third year and beyond.

ESC: Region 14									
Median Stipend		\$1,000	\$1,000	\$3,000	\$2,000	\$2,000	\$2,000	\$6,000	\$500
Count		5	2	9	7	4	5	1	1
Percent of Districts		38%	15%	69%	54%	31%	38%	8%	8%

Statewide - Enrollment: 500 to 999									
Median Stipend		\$1,000	\$1,500	\$3,000	\$3,000	\$2,000	\$2,000	\$2,750	\$1,000
Count		75	9	69	61	45	52	10	33
Percent of Districts		77%	9%	71%	63%	46%	54%	10%	34%

Roscoe Collegiate ISD
Teacher Incentive Comparisons, 2022-2023

District	Student Enrollment	Dept Chair/ Grade Leader HS	Dept Chair/ Grade Leader MS	Dept Chair/ Grade Leader ES	Mentor Teacher	Foreign Language	Signing Bonus	Other Incentive
1 Big Spring ISD	3,634	\$3,500	\$3,000	\$1,500				\$3,000
2 Breckenridge ISD	1,417	\$500	\$500	\$500	\$2,400	\$1,400	\$2,500	
3 Coahoma ISD	1,086							
4 Highland ISD	226							\$1,000
5 Ira ISD	276							
6 Lamesa ISD	1,610							
7 Merkel ISD	1,087	\$500	\$500	\$500	\$1,000			
8 Seminole ISD	3,001	\$1,000	\$1,000	\$1,000	\$1,000			
9 Shallowater ISD	1,750							
10 Slaton ISD	1,256				\$4,000			

Roscoe Collegiate ISD	3,081							
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Median Stipend		\$750	\$750	\$750	\$1,700	\$1,400	\$2,500	\$2,000
Average Stipend		\$1,375	\$1,250	\$875	\$2,100	\$1,400	\$2,500	\$2,000
Count		4	4	4	4	1	1	2

<i>Dollar Difference from Median</i>								
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Footnotes:

Other Incentives:

Big Spring ISD - Testing Stipends

Highland ISD - All employees receive a one-time incentive stipend in November

ESC: Region 14								
Median Stipend		\$500	\$500	\$500	\$2,400	\$4,000	\$2,500	\$1,000
Count		5	4	3	3	3	3	2
Percent of Districts		38%	31%	23%	23%	23%	23%	15%

Statewide - Enrollment: 500 to 999								
Median Stipend		\$1,000	\$750	\$1,000	\$500	\$2,700	\$2,700	\$1,000
Count		17	9	11	29	44	12	11
Percent of Districts		18%	9%	11%	30%	45%	12%	11%

Roscoe Collegiate ISD
Market Comparisons, 2022-2023

Central Administration

	Benchmark Position	District Job Title	Diff in Days	Note	Districts Reporting	2022-2023 Market Salary	2022-2023 District Salary	2022-2023 District Salary Compared to Market
1	Deputy Superintendent	Assistant Superintendent	0	S,+	16	\$103,821	\$86,755	84%
2	Director of Athletics/Head Football Coach	Elem PE/Head FB/Athletic Dir	0	S	63	\$92,250	\$75,724	82%
3	Director of Child Nutrition			S,X	26	\$51,531	-	
4	Director of Maintenance	Director, Maintenance	-14	S	49	\$69,416	\$58,953	85%
5	Director of Transportation	Director, Transportation	-12	S	24	\$56,941	\$52,000	91%
District Comparison to Market							2022-2023 Pay	86%

Notes

- X Market comparison is excluded from overall counts and averages
- S Market salary is median of statewide responses for student enrollment of 1,000 to 1,599
- S,+ Market salary is median of statewide responses for student enrollment of 750 to 1,249

Benchmark Position	Market Days	District Days	Annual Rate Compared to Market	Daily Rate Compared to Market
Director of Maintenance	240	226	85%	90%
Director of Transportation	237.5	226	91%	96%

Roscoe Collegiate ISD
Market Comparisons, 2022-2023

Campus Professionals

	Benchmark Position	District Job Title	Diff in Days	Note	Districts Reporting	2022-2023 Market Salary	2022-2023 District Salary	2022-2023 District Salary Compared to Market
1	Agriculture Science Teacher	Vocational Agriculture	-11	M	7	\$75,145	\$62,159	83%
2	Assistant Principal - HS	Asst Principal, HS	3	M	8	\$78,675	\$65,000	83%
3	High School Band Director	High School Band	12	M	8	\$75,367	\$82,187	109%
4	Instructional Coach (Campus Level)	Academic/Inst Coach	15	S,+	8	\$61,423	\$51,872	84%
5	Instructional Coordinator	Coordinator, K-12	5	S,*	4	\$72,150	\$67,600	94%
6	IT Coordinator/Manager	Director, IT	0	M,X	5	\$71,372	-	
7	Nurse (RN)	Nurse	20	M	7	\$57,585	\$48,020	83%
8	Principal - ES	Principal, ES	9	M	8	\$83,878	\$77,352	92%
9	Principal - HS	Principal, HS	0	M	10	\$94,434	\$80,000	85%
10	School Counselor - ES	Counselor, Elementary	10	M,X	6	\$64,097	-	
11	School Counselor - HS	Counselor/Test Coordinator	10	M	9	\$69,000	\$82,482	120%
District Comparison to Market							2022-2023 Pay	93%

Notes

- M** Market salary is median of reporting comparison districts
- X** Market comparison is excluded from overall counts and averages
- S,+** Market salary is median of statewide responses for student enrollment of 750 to 1,249
- S,*** Market salary is median of statewide responses for student enrollment of 1,000 to 1,599

Benchmark Position	Market Days	District Days	Annual Rate Compared to Market	Daily Rate Compared to Market
Agriculture Science Teacher	226	215	83%	87%
High School Band Director	214	226	109%	103%
Instructional Coach (Campus Level)	197	212	84%	78%
Nurse (RN)	187	207	83%	75%
Principal - ES	217	226	92%	89%
School Counselor - HS	207	217	120%	114%

Roscoe Collegiate ISD
Market Comparisons, 2022-2023

All Nonexempt

	Benchmark Position	District Job Title	Note	Districts Reporting	2022-2023 Market Rate	2022-2023 District Rate	2022-2023 District Rate Compared to Market
1	Accounts Payable Specialist	Manager, Business	M	6	\$27.64	\$24.89	90%
2	Administrative Assistant to Principal - ES	Secretary, Principal ES	M	6	\$16.90	\$19.49	115%
3	Administrative Assistant to Principal - HS	Secretary, Principal HS	M	9	\$21.28	\$26.89	126%
4	Attendance/PEIMS Data Assistant - HS	Clerk, PEIMS-District	M	6	\$21.51	\$18.70	87%
5	Bus Driver	Bus Driver	M,X	8	\$21.10	\$14.02	66%
6	Classroom Teacher Aide	Aide, Teacher	M	7	\$15.18	\$15.50	102%
7	Computer Technician	Technician, Computer	M,X	4	\$23.16	\$14.82	64%
8	Custodian	Custodian	M	9	\$14.00	\$12.57	90%
9	District PEIMS Specialist	Coordinator, PEIMS	E	4	\$25.77	\$25.89	100%
10	Executive Assistant - Superintendent	Secretary, Supt/HR/Payroll	M	9	\$24.90	\$19.36	78%
11	General Maintenance Worker	Maintenance	M	8	\$17.43	\$19.60	112%
12	Library Aide	Aide, Librarian	M	9	\$14.96	\$18.16	121%
13	Licensed Vocational Nurse (LVN)		C,X	6	\$21.91	-	
District Comparison to Market						2022-2023 Pay	102%

Notes

- M** Market salary is median of reporting comparison districts
- C** Market salary is average of non-school and school markets
- X** Market comparison is excluded from overall counts and averages
- E** Market salary is median of ESC Region 14 responses

Roscoe Collegiate ISD

Market Minimum Comparisons, 2022-2023

Benchmark Position		District Job Title	All Nonexempt Pay Range Minimums		
			Note	Districts Reporting	2022-2023 Market Rate Minimum
1	Accounts Payable Specialist	Manager, Business	E	6	\$17.64
2	Administrative Assistant to Principal - ES	Secretary, Principal ES	E	5	\$15.25
3	Administrative Assistant to Principal - HS	Secretary, Principal HS	E	7	\$15.75
4	Attendance/PEIMS Data Assistant - HS	Clerk, PEIMS-District	E	4	\$13.65
5	Bus Driver	Bus Driver	E	9	\$18.25
6	Classroom Teacher Aide	Aide, Teacher	E	11	\$11.25
7	Computer Technician	Technician, Computer	S	49	\$20.19
8	Custodian	Custodian	E	11	\$10.50
9	District PEIMS Specialist	Coordinator, PEIMS	E	4	\$18.00
10	Executive Assistant - Superintendent	Secretary, Supt/HR/Payroll	E	6	\$25.78
11	General Maintenance Worker	Maintenance	E	9	\$13.17
12	Library Aide	Aide, Librarian	E	9	\$11.00
13	Licensed Vocational Nurse (LVN)		E	5	\$15.24

Notes

E Market salary is median of ESC Region 14 responses

S Market salary is median of statewide responses for student enrollment of 3,000 to 4,999

Roscoe Collegiate ISD
Extra Duty Stipend Market, 2022-2023

Athletics

UIL Market Peers

	Benchmark Stipend	Level	Note	Market			District - Current		
				Districts Reporting Stipend	Median Coaches per District	Market Total Value ¹	Coaches	Total Stipend Value	Compare to Market \$
1	Basketball Asst - HS	HS	UM	76	2	\$2,500	1	\$750	(\$1,750)
2	Cross Country Asst - HS	HS	UM	30	1	\$2,000	1	\$750	(\$1,250)
3	Powerlifting Asst - HS	HS	UM	22	1	\$1,500	2	\$1,625	\$125
4	Track Asst - HS	HS	UM	69	4	\$2,000	1	\$750	(\$1,250)
5	Volleyball Asst - HS	HS	UM	55	1	\$3,000	2	\$3,250	\$250
6	Football 9th/JV - HS	HS	UM	12	2	\$4,550	0	\$0	
7	Football Asst - MS	MS	UM,X	34	2	\$2,000	0	\$0	
8	Football Head - MS	MS	UM	21	1	\$2,500	1	\$500	(\$2,000)
9	Football Offensive/Defensive Coordinator - HS	HS	UM	59	2	\$5,668	2	\$2,375	(\$3,293)
10	Football Varsity Asst - HS	HS	UM	71	4	\$4,000	0	\$0	
11	Basketball Head - HS	HS	UM	82	2	\$4,500	2	\$1,844	(\$2,656)
12	Campus Athletic Coordinator - HS	HS	UM	29	1	\$5,853	1	\$938	(\$4,916)
13	Cross Country Head - HS	HS	UM	77	1	\$3,250	1	\$4,500	\$1,250
14	Golf Head - HS	HS	UM	59	1	\$2,500	1	\$2,750	\$250
15	Powerlifting Head - HS	HS	UM	54	1	\$2,500	1	\$2,250	(\$250)
16	Tennis Head - HS	HS	UM,3A	17	1	\$6,000	2	\$1,406	(\$4,594)
17	Track Head - HS	HS	UM	81	2	\$3,500	2	\$1,406	(\$2,094)
18	Volleyball Head - HS	HS	UM	60	1	\$5,000	1	\$5,000	\$0
19	Basketball - MS	MS	UM	58	2	\$2,000	4	\$750	(\$1,250)
20	Campus Athletic Coordinator - MS	MS	UM	4	1	\$1,750	1	\$938	(\$813)
21	Track - MS	MS	UM	40	2	\$2,000	7	\$714	(\$1,286)
District Comparison to Market									(\$1,418)
									Current

Notes

- UM** Market stipend is median of UIL class 2A responses
- X** Market comparison is excluded from overall counts and averages
- (1)** Market total value includes the cost of extra days for those districts that pay extra days. The cost of extra days was added to the stipend amount paid for each district using that district's standard daily rate or average teacher daily rate.
- 3A** Market stipend is median of class 3A UIL responses

	Comparison Distance	Current
Summary of Stipend Comparisons	Above (Over 110%)	1
	At market (90% - 110%)	5
	Below (Less than 90%)	12

Roscoe Collegiate ISD
Extra Duty Stipend Market, 2022-2023

Performing Arts and Academics

UIL Market Peers

Benchmark Stipend		Level	Note	Market			District - Current	
				Districts Reporting Stipend	Districts Reporting Days	Market Total Value ¹	Total Stipend Value	Compare to Market \$
1	Agriculture Science - HS	HS	UM	59	28	\$7,915	\$6,000	(\$1,915)
2	Band Director - HS	HS	UM	60	32	\$10,500	\$6,000	(\$4,500)
3	Cheerleading Sponsor - HS	HS	UM	80	9	\$2,500	\$5,000	\$2,500
4	Cheerleading Sponsor - MS	MS	UM	70	6	\$1,500	\$1,500	\$0
5	One-Act Play Sponsor	HS	UM	70	0	\$1,500	\$3,000	\$1,500
6	UIL Subject-Area Coach - ES	ES	UM	47	0	\$200	\$750	\$550
7	UIL Subject-Area Coach - HS	HS	UM	50	0	\$250	\$500	\$250
8	UIL Subject-Area Coach - MS	MS	UM	48	0	\$248	\$500	\$252
9	Yearbook Advisor	HS	UM	72	1	\$1,500	\$2,500	\$1,000
District Comparison to Market								(\$40)
								Current

Notes

UM Market stipend is median of UIL class 2A responses

(1) Market total value includes the cost of extra days for those districts that pay extra days. The cost of extra days was added to the stipend amount paid for each district using that district's standard daily rate or average teacher daily rate.

Summary of Stipend Comparisons	Comparison Distance	Current
	Above (Over 110%)	6
At market (90% - 110%)	1	
Below (Less than 90%)	2	

UNDERSTANDING PAY SYSTEMS

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.



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 typically are 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. 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 MANAGEMENT

Pay System Implementation and System Administration

Current employees may not be paid within the recommended pay ranges initially. 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 determined on an annual basis and tied to budget planning. These management decisions are based on current economic conditions, including projected district revenues and market competition.

The midpoint of the range is recommended as the basis for calculating employee increases for non-teachers, and for teachers, the market average teacher salary is recommended. The midpoint of the range roughly equates to market value for the positions in each pay grade. For teacher structures where pay is delineated by years of experience, there is not a true midpoint on which to base increase calculations. But, because there's one primary job in the structure, the market average teacher salary can be used. This ensures a more equitable distribution of the dollars available for pay increases and moves employees up to the range midpoint (market rate) more quickly. Using control points rather than current salaries will deliver equal dollars to employees at the same job level and helps the district 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.

Pay System Management

The recommendations provided help ensure a market-competitive and equitable system for RCISD. 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 over time. Following are recommendations to aid the district in this endeavor:

