

Executive Salary Ranges

For Regional Superintendents and Chiefs

DeKalb County School District

Presented to the DeKalb County School Board

JANUARY 7, 2019

EXECUTIVE SESSION

1:00 PM



Market Leaders



When you are a market leader, top talent will view your company as a popular one.

- There are three ways to fall in the market comparison with regards to salary:
 - **Lag** (behind the market)
 - **Match** (matching the market)
 - **Lead** (leading the market)
- According to the MAG market comparisons, DeKalb County School District matches comparable school districts in the Metro Atlanta area in relations to executive salaries. However, on the maximum end of the salary range for executives, **we are 5.5% below our competitors**.

What is an Open Salary Range?

- **Open Salary Range** is a salary structure with a minimum and maximum value that extends to the pay range of a job.
- An individual progresses through the range based on performance or equity.
- The **Open Salary Range Approach** allows for the recognition of variable employee performance.
 - It is also **the least expensive approach to implement**.
 - This approach has the benefit of **flexibility** and doesn't obligate the employer to increases based only on tenure.
- Over **76%** of companies and businesses are using the Open Salary Range. (2016 Survey by Paycor)-8% were in Georgia; but they do not list specific businesses in Georgia.

Why Utilize Open Salary Ranges?

- Atlanta is ranked as one of Forbes' Best Big Cities for Jobs, with a 2.97% job growth (with 0.8 percent of that growth in education; therefore, the Metro Atlanta school districts are all competing for the same talent pool)
 - It allows organizations to offer equal or higher salaries
 - It allows for flexibility
 - It is the least expensive approach to implement**

Comparison of Salaries of Executive Staff in Metro Atlanta School Districts



***Fulton County Schools-** on salary steps; however, Superintendent has the flexibility to emplace staff anywhere on the steps

-Chiefs/Assoc. Supt.- \$195,000-\$240,000

-Community Supt/Regional Supt- \$164,076-\$185,000

(Seeking to move to open salary ranges)

***Atlanta Public Schools-**utilizes open salary ranges

-Chiefs/Assoc. Supt.- \$225,000-\$240,000

-Asst. Supt/Reg. Supt.- \$185,000-\$200,000

***Gwinnett County Public Schools-** utilizes open salary ranges

- Chiefs/Assoc. Supt -\$201,000- No max

- Asst. Supt/Reg. Supt- \$178,096- No max

Financial Impact



To implement the Executive Salary Ranges for the Regional Superintendents and Chiefs for the 2018-2019 SY, the total financial impact is:

January- June = \$89,517

Annually = \$179,034

This total is calculated with benefits.

Comparison of Duties and Responsibilities

Assistant Superintendent –Atlanta Public Schools

- Collaborate with central office departments to improve services that support Principals' focus on student learning and limit distractions
- Work with Principals to be culturally/socially responsive, establish affirming and inclusive environments for students, parents and staff and effectively address stakeholder concerns.
- Assist Principals with assessing, planning and implementing professional learning for teachers and other instructional staff.
- Coordinates with Teaching & Learning to ensure that curriculum, assessments, and instructional practices are aligned to state standards

Regional Superintendent - DeKalb

- Supports and supervises the establishment and sustainability of high performing instructional programs that ensure learning for all by emphasizing, monitoring and supporting
- Provides effective and appropriate feedback to support continued development of the Principal as an instructional leader
- Collaborative processes for developing, implementing, and promoting a shared vision, mission and instructional programs focused on quality teaching and learning for all
- Discerning the appropriate mode of support to develop the capacity of principals while addressing specific needs

Benefits of Open Salary Range



Benefits of Open Salary Ranges for Executive Leadership

Internal Executive Leadership:
Retain Executive Leadership

Flexibility

External Executive Leadership Candidates:
Recruit Top Executive Leadership

- Retains Executive Leadership

- Leads to **Consistent Practices**
- **Impact** Student Achievement

- Recognize Advance Degrees

- Knowledge/Training/Commitment

- Rewards Performance= 1.8 CIS Salary Increase

- Continuous Improvement Summary

-Attract/Recruit the Best and Brightest

-Negotiate Salaries (Offer Equal or Higher Salaries)

- Be More Competitive

- Provides Superintendent with Flexibility

(6 YEARS AS REGIONAL SUPERINTENDENT) CURRENT SALARY OF \$133,000									
YEAR	SALARY	CHANGE IMPACT	YEARS IN POSITION	BASE SALARY	1.8% CIS ASSUMPTION	TOTAL BASE SALARY + 1.8 CIS ASSUMPTION	EXECUTIVE SALARY RANGES		
2018-2019	\$ 148,500.00	1.8 % CIS ASSUMPTION	6	\$148,500.00	\$2,673.00	\$ 151,173.00	\$ 133,000.00	\$ 148,500.00	0-5 years
2019-2020	\$ 151,173.00	1.8 % CIS ASSUMPTION	7	\$151,173.00	\$2,721.11	\$ 153,894.11			
2020-2021	\$ 153,894.11	1.8 % CIS ASSUMPTION	8	\$153,894.11	\$2,770.09	\$ 156,664.21			
2021-2022	\$ 156,664.21	1.8 % CIS ASSUMPTION	9	\$156,664.21	\$2,819.96	\$ 159,484.16			
2022-2023	\$ 159,484.16	1.8 % CIS ASSUMPTION	10	\$159,484.16	\$2,870.71	\$ 162,354.88			
2023-2024	\$ 164,000.00	Executive Salary Increase (not eligible again until 2024)	11	\$164,000.00	\$2,952.00	\$ 166,952.00	\$ 148,500.00	\$ 164,000.00	6-10 years
2024-2025	\$ 166,952.00	1.8 % CIS ASSUMPTION	12	\$166,952.00	\$3,005.14	\$ 169,957.14			
2025-2026	\$ 169,957.14	1.8 % CIS ASSUMPTION	13	\$169,957.14	\$3,059.23	\$ 173,016.36			
2026-2027	\$ 173,016.36	1.8 % CIS ASSUMPTION	14	\$173,016.36	\$3,114.29	\$ 176,130.66			
2027-2028	\$ 176,130.66	1.8 % CIS ASSUMPTION	15	\$176,130.66	\$3,170.35	\$ 179,301.01	\$ 164,000.00	\$ 179,500.00	11-15 years
2028-2029	\$ 179,301.01	Executive Salary Increase (not eligible again until 2029)	16	\$179,301.01	\$3,227.42	\$ 182,528.43			
2029-2030	\$ 182,528.43	1.8 % CIS ASSUMPTION	17	\$182,528.43	\$3,285.51	\$ 185,813.94			
2030-2031	\$ 185,813.94	1.8 % CIS ASSUMPTION	18	\$185,813.94	\$3,344.65	\$ 189,158.59			
2031-2032	\$ 189,158.59	1.8 % CIS ASSUMPTION	19	\$189,158.59	\$3,404.85	\$ 192,563.45			
2032-2033	\$ 192,563.45	1.8 % CIS ASSUMPTION	20	\$192,563.45	\$3,466.14	\$ 196,029.59	\$ 179,500.00	\$ 195,000.00	16+ Years
2033-2034	\$ 196,029.59	Executive Salary Increase (Salary Maxed)	21	\$196,029.59	\$3,528.53	\$ 199,558.12			
Executive Salary Increase (eligible every 5 years)									
Reaches 30 years TRS requirement									
Working years beyond TRS									
Placement on the salary range is based on education in a related field, specific skill subset and years of experience: Specialist=\$5,000 and Doctorate= \$5,000									

CIS stands for Continuous Improvement Summary which is the evaluation tool for Executive Staff.

(0 YEARS AS REGIONAL SUPERINTENDENT) CURRENT SALARY OF \$133,000

YEAR	SALARY	CHANGE IMPACT	YEARS IN POSITION	BASE SALARY	1.8% CIS ASSUMPTION	TOTAL BASE SALARY + 1.8 CIS ASSUMPTION	EXECUTIVE SALARY RANGES		
2018-2019	\$ 138,585.00	1.8 % CIS ASSUMPTION	1	\$138,585.00	\$2,494.53	\$ 141,079.53	\$ 133,000.00	\$ 148,500.00	0-5 years
2019-2020	\$ 141,079.53	1.8 % CIS ASSUMPTION	2	\$141,079.53	\$2,539.43	\$ 143,618.96			
2020-2021	\$ 143,618.96	1.8 % CIS ASSUMPTION	3	\$143,618.96	\$2,585.14	\$ 146,204.10			
2021-2022	\$ 146,204.10	1.8 % CIS ASSUMPTION	4	\$146,204.10	\$2,631.67	\$ 148,835.78			
2022-2023	\$ 148,835.78	1.8 % CIS ASSUMPTION	5	\$148,835.78	\$2,679.04	\$ 151,514.82			
2023-2024	\$ 155,000.00	Executive Salary Increase (not eligible again until 2028)	6	\$155,000.00	\$2,790.00	\$ 157,790.00	\$ 148,500.00	\$ 164,000.00	6-10 years
2024-2025	\$ 157,790.00	1.8 % CIS ASSUMPTION	7	\$157,790.00	\$2,840.22	\$ 160,630.22			
2025-2026	\$ 160,630.22	1.8 % CIS ASSUMPTION	8	\$160,630.22	\$2,891.34	\$ 163,521.56			
2026-2027	\$ 163,521.56	1.8 % CIS ASSUMPTION	9	\$163,521.56	\$2,943.39	\$ 166,464.95			
2027-2028	\$ 166,464.95	1.8 % CIS ASSUMPTION	10	\$166,464.95	\$2,996.37	\$ 169,461.32	\$ 164,000.00	\$ 179,500.00	11-15 years
2028-2029	\$ 169,461.32	Executive Salary Increase (not eligible again until 2033)	11	\$169,461.32	\$3,050.30	\$ 172,511.63			
2029-2030	\$ 172,511.63	1.8 % CIS ASSUMPTION	12	\$172,511.63	\$3,105.21	\$ 175,616.83			
2030-2031	\$ 175,616.83	1.8 % CIS ASSUMPTION	13	\$175,616.83	\$3,161.10	\$ 178,777.94			
2031-2032	\$ 178,777.94	1.8 % CIS ASSUMPTION	14	\$178,777.94	\$3,218.00	\$ 181,995.94			
2032-2033	\$ 181,995.94	1.8 % CIS ASSUMPTION	15	\$181,995.94	\$3,275.93	\$ 185,271.87	\$ 179,500.00	\$ 195,000.00	16+ Years
2033-2034	\$ 185,271.87	Executive Salary Increase	16	\$185,271.87	\$3,334.89	\$ 188,606.76			

Executive Salary Increase (eligible every 5 years)

Reaches 30 years TRS requirement

Working years beyond TRS

Placement on the salary range is based on education in a related field, specific skill subset and years of experience: Specialist=\$5,000 and Doctorate= \$5,000

CIS stands for Continuous Improvement Summary which is the evaluation tool for Executive Staff.

(6 years as Chief with DCSD) CURRENT SALARY OF \$178,000

YEAR	SALARY	CHANGE IMPACT	YEARS IN POSITION	BASE SALARY	1.8% CIS ASSUMPTION	TOTAL BASE SALARY + 1.8 CIS ASSUMPTION	EXECUTIVE SALARY RANGES		
2018-2019	\$ 196,000.00	1.8 % CIS ASSUMPTION	6	\$196,000.00	\$3,528.00	\$ 199,528.00			
2019-2020	\$ 199,528.00	1.8 % CIS ASSUMPTION	7	\$199,528.00	\$3,591.50	\$ 203,119.50			
2020-2021	\$ 203,119.50	1.8 % CIS ASSUMPTION	8	\$203,119.50	\$3,656.15	\$ 206,775.66	\$ 178,000.00	\$ 196,000.00	0-5 years
2021-2022	\$ 206,775.66	1.8 % CIS ASSUMPTION	9	\$206,775.66	\$3,721.96	\$ 210,497.62			
2022-2023	\$ 210,497.62	1.8 % CIS ASSUMPTION	10	\$210,497.62	\$3,788.96	\$ 214,286.57			
2023-2024	\$ 214,286.57	Executive Salary Increase (not eligible again until 2024)	11	\$214,286.57	\$3,857.16	\$ 218,143.73			
2024-2025	\$ 218,143.73	1.8 % CIS ASSUMPTION	12	\$218,143.73	\$3,926.59	\$ 222,070.32	\$ 196,000.00	\$ 214,000.00	6-10 years
2025-2026	\$ 222,070.32	1.8 % CIS ASSUMPTION	13	\$222,070.32	\$3,997.27	\$ 226,067.59			
2026-2027	\$ 226,067.59	1.8 % CIS ASSUMPTION	14	\$226,067.59	\$4,069.22	\$ 230,136.80			
2027-2028	\$ 230,136.80	1.8 % CIS ASSUMPTION	15	\$230,136.80	\$4,142.46	\$ 234,279.26			
2028-2029	\$ 234,279.26	Executive Salary Increase (not eligible again until 2028)	16	\$234,279.26	\$4,217.03	\$ 238,496.29	\$ 214,000.00	\$ 232,000.00	11-15 years
2029-2030	\$ 238,496.29	1.8 % CIS ASSUMPTION	17	\$238,496.29	\$4,292.93	\$ 242,789.22			
2030-2031	\$ 242,789.22	1.8 % CIS ASSUMPTION	18	\$242,789.22	\$4,370.21	\$ 247,159.43			
2031-2032	\$ 247,159.43	1.8 % CIS ASSUMPTION	19	\$247,159.43	\$4,448.87	\$ 251,608.30			
2032-2033	\$ 251,608.30	1.8 % CIS ASSUMPTION	20	\$251,608.30	\$4,528.95	\$ 256,137.25	\$ 232,000.00	\$ 250,000.00	16+ Years
2033-2034	\$ 256,137.25	Executive Salary Increase (Salary Maxed)	21	\$256,137.25	\$4,610.47	\$ 260,747.72			

Executive Salary Increase (eligible every 5 years)

Reaches 30 years TRS requirement

Working years beyond TRS

Placement on the salary range is based on education in a related field, specific skill subset and years of experience: Specialist=\$5,000 and Doctorate= \$5,000

CIS stands for Continuous Improvement Summary which is the evaluation tool for Executive Staff.

Utilizing the Rubric



Division of Human Capital Management
Executive Open Salary Range Rubric



Attribute Ratings (SCORE)

<ul style="list-style-type: none"> ● Exceeds Standard--Full Scope of Job Expectations 10-9 — Exceeds expectations. In this area others rely upon the employee for guidance and help. Truly outstanding performance.
<ul style="list-style-type: none"> ● At Standard--Meets Full Scope of Job Expectations 8-4 — Consistently meets DeKalb County School District's high standard of performance in this area. Mistakes are few and seldom repeated.
<ul style="list-style-type: none"> ● Needs Development--Not Meet Full Scope of Job Expectations 3-1 — Area for future development. The individual has had an opportunity to demonstrate the attributes but does not meet DeKalb County School District's standards, or while this person meets District standards in his/her current position, he/she needs development in this area to effectively perform in the next position.
<ul style="list-style-type: none"> ● Not Applicable/Not Demonstrated — Not applicable to the person in the current position, or the individual has not had the opportunity to see the individual demonstrate the attribute due to lack of observation or newness to the position.

Performance Driven

Attribute Rating Rubric: 4 Areas

1. Exceeds: 10-9 (1.8%-1.5%)
2. At/Meets Standards: 8-4 (1.4%-1.0%)
3. Needs Improvement: 3-1 (0%)
4. Not Applicable/Observed (0%)

Attribute Ratings (SCORE)		CIS%= 1.8-1.0
<input type="checkbox"/>	Exceeds Standard--Full Scope of Job Expectations 10-9	1.8-1.5
<input type="checkbox"/>	Exceeds Standard--Full Scope of Job Expectations 10	1.8- 1.7
<input type="checkbox"/>	Exceeds Standard--Full Scope of Job Expectations 9	1.6-1.5
<input type="checkbox"/>	At Standard--Meets Full Scope of Job Expectations 8-4	1.4-1.0
<input type="checkbox"/>	At Standard--Meets Full Scope of Job Expectations 8	1.4
<input type="checkbox"/>	At Standard--Meets Full Scope of Job Expectations 7	1.3
<input type="checkbox"/>	At Standard--Meets Full Scope of Job Expectations 6	1.2
<input type="checkbox"/>	At Standard--Meets Full Scope of Job Expectations 5	1.1
<input type="checkbox"/>	At Standard--Meets Full Scope of Job Expectations 4	1.0
<input type="checkbox"/>	Needs Development--Does Not Meet Full Scope of Job Expectations 3-1	0
<input type="checkbox"/>	Needs Development--Does Not Meet Full Scope of Job Expectations 3	0
<input type="checkbox"/>	Needs Development--Does Not Meet Full Scope of Job Expectations 2	0
<input type="checkbox"/>	Needs Development--Does Not Meet Full Scope of Job Expectations 1	0
<input type="checkbox"/>	Not Applicable/Not Demonstrated	0

Education

EDUCATION ONE TIME DISTRIBUTION

Specialist= \$5,000

Doctorate= \$5,000

Employee Signature _____ Date _____

Superintendent Signature _____ Date _____

Conclusion...



- Flexibility
- Attract
- Recruit
- Reward
- Recognize

- Retain
- Consistent Practices
- Negotiate (Offer Equal or Higher Salaries)
- Competitive

Here's why DeKalb County School District should implement the Open Salary Ranges.

Proposed Salary Ranges for Dekalb

- Regionals: \$133,000-\$195,000
- Chiefs: \$196,000-\$250,000

DeKalb's Financial Impact:

- January- June = **\$89,517**
- Annually= **\$179,034**