

---

**Chester County Alternative Salary Schedule**

---

**The Background:**

Tennessee was awarded a federal Teacher Incentive Fund (TIF) 4 grant in October 2012 to further to support implementation of strategic compensation initiatives. The state's winning application addressed two of the grant's competitive priorities by partnering with three rural local education authorities (LEAs) and committing to the implementation of alternative salary schedules.

One of the LEAs that has partnered with the department for TIF 4 is Chester County. Chester County began the process of developing an alternative salary schedule in the summer of 2013 and recently finished the formation of their proposal. The proposal rewards effective and highly effective teachers and principals by making them eligible for salary increases and/or bonuses. New teachers and principals will be required to participate in the alternative salary schedule. Existing staff may choose whether or not to opt into the alternative salary schedule. The accompanying attachments include an overview of Chester County's complete compensation model and the proposed alternative salary schedule for State Board of Education approval.

If approved by the State Board of Education, Chester County plans to use 2013-14 performance to determine base pay increases for the 2014-15 school year.

**Summary of the Model:**

The Chester County TIF 4 compensation plan consists of four components: alternative salary schedule, bonus model, teacher-leadership roles, and hard-to-staff incentives.

The alternative salary schedule, the component requiring State Board of Education approval, determines step increases based on performance rather than experience. Each step in the new single-lane salary schedule is worth \$325. Teachers and administrators with a TEAM score of 3 earn one step (\$325). A TEAM score of 4 earns two steps (\$650), and a TEAM score of 5 earns three steps (\$975). One new advanced degree will be recognized per teacher and administrator and will result in a one-time step increase of four steps (\$1300). Through the TIF 4 grant Chester County has also been able to offer the additional bonus, teacher-leadership roles, and hard-to-staff incentives. Details on these components are available in the attached documents.

**The Recommendation:**

The Department of Education recommends adoption of this item on final reading. The SBE staff concurs with this recommendation.

## Overview of Comprehensive Chester County Compensation Plan

### Alternative Salary Schedule: Base Pay Model

TEAM composite score will replace experience steps in the alternative schedule at the rates listed below. Full details of this component are available in the attached alternative salary schedule attachment.

|                          | <b>Step Amount</b> |
|--------------------------|--------------------|
| <b>Level 3 = 1 Step</b>  | \$325              |
| <b>Level 4 = 2 Steps</b> | \$650              |
| <b>Level 5 = 3 Steps</b> | \$975              |
| <b>Advanced Degree</b>   | \$1300             |

### Bonus Model: School-wide and Individual Rewards

The second component of the Chester County teacher compensation model is the bonus component. Bonuses are only available for those employees who have “opted-in” to the TIF 4 program and alternative salary schedule, and employees must meet eligibility criteria to receive a bonus.

The maximum bonus is \$2000. The bonus amounts were determined according to the following weighting system: TVAAS components are 2/3 of the total bonus amounts; of that 2/3—60% will be a school-wide TVAAS component and 40% will be an individual TVAAS component; the remaining 1/3 of the bonus will be a school-wide award for attainment of AMO targets.

The individual TVAAS bonus will be based on a teacher’s one-year composite score and is only available to those teachers with an individual TVAAS score.

The table below outlines the complete bonus model:

|  | <b>TVAAS Component</b>  | <b>AMO Component</b>  |
|--|---|---|
| <b>School-wide Bonus</b>               | School-wide TVAAS composite score of:<br>3= \$356<br>4= \$533<br>5= \$800 | Achievement of 51% of school-level AMOs or greater = \$666.67 |
| <b>Individual Tested-teacher Bonus</b> | Individual TVAAS composite score of:<br>3= \$237<br>4= \$356<br>5= \$533  | N/A   |

### Teacher-leadership Roles:

Chester County has also opted to use their TIF 4 grant to create two teacher-leadership roles that are designed to leverage their most effective teachers. These two roles are outlined in the chart below:

|                            | <b>Teacher Coach</b>   | <b>Teacher Leader</b>   |
|----------------------------|--|---|
| <b>Responsibilities</b>    | Collaborating with TVAAS Level 1 and 2 teachers<br><br>Providing coaching on instructional strategies, peer review of instruction, and other district initiatives and priorities to be determined on an annual basis | Coordinating work of teachers in grade levels or departments<br><br>Developing curriculum scope and sequence<br><br>Developing individual student plans for instruction and interventions<br><br>Creating and updating benchmark and common assessments |
| <b>Selection Criteria</b>  | Level 3, 4, or 5 teachers are eligible to apply. Selections made by principals and supervisors following an application process.   |   |
| <b>Stipend</b>             | \$1000   | \$2000  |
| <b>Number of Positions</b> | 20   | \$10  |

### Hard-to-Staff Incentives

Chester County has proposed to address hard-to-staff needs with a multi-prong plan of incentives. These include incentives for transferring existing teachers into hard-to-staff areas, recruitment stipends for new teachers, retention stipends for existing teachers in hard-to-staff areas, and a tuition reimbursement for hard-to-staff coursework. The chart below details these incentives:

|                              | <b>Description</b>  | <b>Amount</b> |
|------------------------------|---|---------------|
| <b>Internal Transfer</b>     | Educators employed by the district who agree to move to a hard-to-staff or accountability area position designated by district administrators.  | \$4000        |
| <b>Recruitment</b>           | Educators new to the district who are hired into a hard-to-staff area.  | \$5000        |
| <b>Retention</b>             | Educators employed by the district who are already serving in a hard-to-staff area will receive a one-time incentive if a new or existing employee is hired into the same hard-to-staff area. | \$2000        |
| <b>Tuition Reimbursement</b> | Educators who obtain a content-specific endorsement or take content-specific higher education coursework at the request of the district.  | Up to \$2000  |

**Chester County  
Alternative Salary Schedule**

All current district employees have the ability to opt-in or opt-out of the alternative salary schedule. Employees who opt-out will remain on the 2013-2014 Chester County traditional salary schedule and will continue to earn the step increases for experience that are detailed in that schedule. Employees that opt-out of the model are not eligible to receive bonuses, hard-to-staff incentives, or receive any other TIF funding. To ensure sustainability of the alternative salary schedule after the duration of the TIF 4 grant, Chester County has committed to applying any future funding increases to the alternative salary schedule rather than the traditional 2013-14 salary schedule.

The alternative salary schedule proposed by Chester County contains a single lane with 75 steps valued at \$325. Employees who have a TEAM Score of 3 move one step (\$325). Employees who have a TEAM Score of 4 move two steps (\$650). Employees who have a TEAM Score of 5 move three steps (\$975). Employees with a TEAM Score of 1 or 2 will move no steps. The district is also proposing to use the same salary schedule for school administrators.

The district will award employees who have enrolled or opted-in to the TIF 4 program with a one-time four step increase (\$1300) after the completion of an education or content-specific advanced degree. Each employee is only eligible to receive payment for the completion of one advanced degree. Employees who do not opt-in to the alternative salary schedule will not receive increases for advanced degrees in the 2013-14 schedule. They will only be eligible to receive step increases for experience.

Teachers who are currently enrolled (as of March 15, 2014) in an advanced degree program will be grandfathered in under the 2013-2014 schedule lane increase if they remain continuously enrolled their degree program and complete their program within 3 years of the date of enrollment. The teacher must also have a TEAM Composite Score of 3 or higher in the year the degree was completed to receive the base pay increase of four additional steps (\$1300).

The proposed salary schedule is included below:

| <b>Steps</b><br>(Base Pay Addition) |        |
|-------------------------------------|--------|
| <b>Level 3 = 1 Step</b>             | \$325  |
| <b>Level 4 = 2 Steps</b>            | \$650  |
| <b>Level 5 = 3 Steps</b>            | \$975  |
| <b>Advanced Degree</b>              | \$1300 |

| <b>STEPS</b> | <b>Pay</b> |
|--------------|------------|
| <b>1</b>     | \$ 32,747  |
| <b>2</b>     | \$ 33,072  |
| <b>3</b>     | \$ 33,397  |
| <b>4</b>     | \$ 33,722  |
| <b>5</b>     | \$ 34,047  |
| <b>6</b>     | \$ 34,372  |
| <b>7</b>     | \$ 34,697  |
| <b>8</b>     | \$ 35,022  |
| <b>9</b>     | \$ 35,347  |
| <b>10</b>    | \$ 35,672  |
| <b>11</b>    | \$ 35,997  |
| <b>12</b>    | \$ 36,322  |
| <b>13</b>    | \$ 36,647  |
| <b>14</b>    | \$ 36,972  |
| <b>15</b>    | \$ 37,297  |
| <b>16</b>    | \$ 37,622  |
| <b>17</b>    | \$ 37,947  |
| <b>18</b>    | \$ 38,272  |
| <b>19</b>    | \$ 38,597  |
| <b>20</b>    | \$ 38,922  |
| <b>21</b>    | \$ 39,247  |
| <b>22</b>    | \$ 39,572  |
| <b>23</b>    | \$ 39,897  |
| <b>24</b>    | \$ 40,222  |
| <b>25</b>    | \$ 40,547  |
| <b>26</b>    | \$ 40,872  |
| <b>27</b>    | \$ 41,197  |
| <b>28</b>    | \$ 41,522  |
| <b>29</b>    | \$ 41,847  |
| <b>30</b>    | \$ 42,172  |
| <b>31</b>    | \$ 42,497  |
| <b>32</b>    | \$ 42,822  |
| <b>33</b>    | \$ 43,147  |
| <b>34</b>    | \$ 43,472  |
| <b>35</b>    | \$ 43,797  |
| <b>36</b>    | \$ 44,122  |
| <b>37</b>    | \$ 44,447  |
| <b>38</b>    | \$ 44,772  |
| <b>39</b>    | \$ 45,097  |

|           |           |
|-----------|-----------|
| <b>40</b> | \$ 45,422 |
| <b>41</b> | \$ 45,747 |
| <b>42</b> | \$ 46,072 |
| <b>43</b> | \$ 46,397 |
| <b>44</b> | \$ 46,722 |
| <b>45</b> | \$ 47,047 |
| <b>46</b> | \$ 47,372 |
| <b>47</b> | \$ 47,697 |
| <b>48</b> | \$ 48,022 |
| <b>49</b> | \$ 48,347 |
| <b>50</b> | \$ 48,672 |
| <b>51</b> | \$ 48,997 |
| <b>52</b> | \$ 49,322 |
| <b>53</b> | \$ 49,647 |
| <b>54</b> | \$ 49,972 |
| <b>55</b> | \$ 50,297 |
| <b>56</b> | \$ 50,622 |
| <b>57</b> | \$ 50,947 |
| <b>58</b> | \$ 51,272 |
| <b>59</b> | \$ 51,597 |
| <b>60</b> | \$ 51,922 |
| <b>61</b> | \$ 52,247 |
| <b>62</b> | \$ 52,572 |
| <b>63</b> | \$ 52,897 |
| <b>64</b> | \$ 53,222 |
| <b>65</b> | \$ 53,547 |
| <b>66</b> | \$ 53,872 |
| <b>67</b> | \$ 54,197 |
| <b>68</b> | \$ 54,522 |
| <b>69</b> | \$ 54,847 |
| <b>70</b> | \$ 55,172 |
| <b>71</b> | \$ 55,497 |
| <b>72</b> | \$ 55,822 |
| <b>73</b> | \$ 56,147 |
| <b>74</b> | \$ 56,472 |
| <b>75</b> | \$ 56,797 |

