



Board Agenda Item #	Agenda # IIA- Recommended Action Item
Date:	January 16, 2018
To:	Magnolia Board of Directors- Personnel Committee
From:	Caprice Young, Ed.D., CEO & Superintendent
Staff Lead:	Orielle Revish, HR Director Suat Acar, Chief Operations Officer David Yilmaz, Chief Accountability Officer
RE:	Discussion/Action: MPS Employee Pay Raise Scale for School Leaders

Proposed Board Recommendation

I move that the committee approve the MPS Employee Pay Raise Scale for School Leaders.

Background

MPS has been implementing a board-approved pay raise scale for school leaders (Principals and Assistant Principals/Deans) since the 2014-15 school year. In the initial versions of the policy, salary for school leaders had three major components: base school salary, employee qualifications pay, and employee performance pay. MPS Home Office has met with school leaders and our board numerous times in the past to solicit feedback and refine our pay raise scale to meet the needs of our school leaders within budget. As such, improvements and revisions have been made to the scale in the past as approved by our board. The purpose of this agenda is to refresh our board committee with the past revisions, propose improvements to the scale and approve a scale for school leaders effective July 1, 2018.

Revisions have been made in the past such as increasing the base school salaries based on school budget, size, and challenge, as well as the cost of living at the school location. Another great addition to the scale, as directed by the board, has been the introduction of performance pay for Effective (\$1,500) and Highly Effective (\$2,000) principals. As explained in detail in MPS’ board-approved employee evaluation protocols, survey and student assessment data as well as supervisor’s evaluation of the employee on California Professional Standards for Educational Leaders (CPSEL) are used in school leader evaluations.

A major change to the school leader pay scale was made on May 12, 2016 where a salary band was introduced for dean and principal salaries. Introducing the band assured that our school leader salaries did not go below the following minimum salary amounts.

Position	Minimum Salary	Median Salary	Max
Dean	\$70,000	\$82,000	\$94,000
Principal	\$90,000	\$102,000	\$114,000

The past and current salary scales did not distinguish school leaders' prior experience whether it was for a principal position, AP/Dean position, or other related field work experience. It also did not include school enrollment as a factor in salary calculations. Moreover, feedback from our stakeholders tells us to introduce an effective evaluation system and performance based pay.

After considering feedback from the principals and more market research, the Home Office has held several meetings among the c-team and we propose the following revisions to the pay raise scale for school leader positions:

- 1) Revise the salary bands to accommodate and be consistent with the proposed changes.

Proposed band:

Assistant Principal/Dean	Minimum: \$70,000	Maximum: \$100,000
Principal	Minimum: \$90,000	Maximum: \$130,000

- 2) Discuss: What should the deadline be for employees to be able to update their qualifications?  
(Old deadline: August 20. Proposed: July 10 to be consistent with the start of the FY.)

- 3) Base School Salary: Current base school salaries are listed in the attachment.

- 4) Qualifications pay has been revised to differentiate principal experience from AP/dean experience and other field related experience. The prior experience (other) and MPS experience (other) has been kept at \$508 and \$1,015 to be consistent with the teaching staff scale. AP/Dean and Principal experience coefficients are introduced to appreciate school leadership experience.

Field #	Qualification	Coefficient	Points	Max
4	Prior Experience (Other)	\$508	1 for each year up to 15	15
5	Prior Experience (AP/Dean)	\$1,125	1 for each year up to 15	15
6	Prior Experience (Principal)	\$1,350	1 for each year up to 15	15
7	MPS Experience (Other)	\$1,015	1 for each year up to a total* of 25 rs	25
8	MPS Experience (AP/Dean)	\$1,250	1 for each year up to a total* of 25	25
9	MPS Experience (Principal)	\$1,500	1 for each year up to a total* of 25	25

5) Position points for assistant principals and deans have been set as 15; no differentiation is made among different types of deans. Position points for principals is now based on both the grade span and enrollment of the school:

Position Points				
Principal	School Enrollment:			
Grade Span:	0-199	200-399	400-599	600+
K-5 or 6-8	25	30	35	40
K-8, 9-12 or 6-12	30	35	40	45
K-12	35	40	45	50

6) MPS Experience was capped at 15 years. This is causing an inconvenience for school leaders who have started their career at MPS. Their experience is capped at 15 years for life per the scale while a school leader who has prior experience can earn up to 10 prior + 15 MPS = 25 experience years.

As proposed in the leadership scale, we are proposing to increase the total number of years to be capped at 25. Sample language is as follows:

Experience						
Lower Priority			→	Higher Priority		
Prior Experience (Other)	Prior Experience (AP/Dean)	Prior Experience (Principal)	MPS Experience (Other)	MPS Experience (AP/Dean)	MPS Experience (Principal)	
Prior experience capped at 15 years			Total experience* capped at 25 years			

\* Total experience, i.e., the sum of prior experience and MPS experience will be capped at 25 years. For total experience that is more than 25 years, MPS experience will be considered before prior experience and experience with higher coefficients will be prioritized. See the table above for experience in priority order to be counted towards the 25 years.

7) Available performance pay is currently \$2,000 for Highly Effective (HE) teachers and \$1,500 for Effective (E) teachers.

Proposed: Offering \$5,000 (HE) and \$3,000 (E) for performance pay

Budget Implications

- Not included in 2017-18 budget or multi year projections.

The following table shows the current salaries and proposed salaries based on the revised scale and the estimated budget impact.

Principals:

Considering \$1,500 per year principal experience increase for years served at MPS, the average increase per principal will be about \$7,051. \$1,500 of this difference comes from annual increase, about \$1,500 increase due to increase in performance pay, and the rest comes from the revisions made to the coefficients to recognize experience in school leadership, which was not recognized in the previous scales.

	2017-18	2018-19
	Difference compared	Increase from
	to current salary	2017-18 salaries
		\$1,500
MSA-1	\$7,247	\$8,747
MSA-2	\$12,358	\$13,858
MSA-3	\$10,319	\$11,819
MSA-4	(\$2,288)	(\$788)
MSA-5	\$8,169	\$9,669
MSA-6	(\$1,454)	\$46
MSA-7	\$8,640	\$10,140
MSA-BELL	\$6,989	\$8,489
MSA-SD	\$2,661	\$4,161
MSA-SA	\$329	\$1,829
MSA-SA	\$8,086	\$9,586
<b>MPS</b>	<b>\$61,056</b>	<b>\$77,556</b>
Average:	\$5,551	\$7,051

Deans:

Considering \$1,250 per year dean experience increase for years served at MPS, the average increase per dean will be about \$2,951. \$1,250 of this difference comes from annual increase, about \$1,500 increase due to increase in performance pay, and the rest comes from the revisions made to the coefficients to recognize experience in school leadership, which was not recognized in the previous scales. Scale salaries of 9 out of 22 deans are below what they are currently making. Those will be offered their current salaries, and for the majority of them, the scale will catch up with their current salaries in one two years.

	2017-18 Difference compared to current salary TOTAL	2017-18 Difference compared to current salary PER DEAN	2018-19 Increase from 2017-18 salaries TOTAL	2018-19 Increase from 2017-18 salaries PER DEAN
MSA-1	\$10,978	\$3,659.33	\$14,728	\$4,909
MSA-2	\$13,124	\$4,374.67	\$16,874	\$5,625
MSA-3	(\$5,772)	(\$1,924)	\$4,334	\$1,445
MSA-4	\$4,380	\$4,380	\$5,630	\$5,630
MSA-5	(\$5,883)	(\$5,883)	\$0	\$0
MSA-6	(\$954)	(\$954)	\$296	\$296
MSA-7	\$5,133	\$5,133	\$6,383	\$6,383
MSA-BEL L	\$4,900	\$1,633.33	\$8,650	\$2,883
MSA-SD	(\$3,512)	(\$1,170.67)	\$6,927	\$2,309
MSA-SA	(\$9,072)	(\$3,024)	\$86	\$29
<b>MPS</b>	<b>\$13,322</b>	<b>\$622</b>	<b>\$63,908</b>	<b>\$2,951</b>

How Does This Action Relate/Affect/Benefit All MSAs?

A competitive salary scale discussion is needed to maintain and grow our Effective and Highly Effective school leaders and to recognize their performance.

Name of Staff Originator:

Orielle Revish, HR Director  
Suat Acar, Chief Operations Officer  
David Yilmaz, Chief Accountability Officer

Exhibits (attachments):

MPS Pay Raise Scale 2018-19 (School Leaders)





# **MPS EMPLOYEE PAY RAISE SCALE**

## **SCHOOL LEADER POSITIONS**

Last Amended: 1/16/18

MPS EMPLOYEE PAY RAISE SCALE (SCHOOL LEADER POSITIONS)

**SALARY CALCULATIONS**

**Components of Employee Salaries**

**School Level: School Leader Positions**

1	<b>Base School Salary</b>		
		+	
2	<b>Employee Qualifications Pay</b>		
		+	
3	<b>Employee Performance Pay</b>		
			→ Base Employee Salary

**Narrative:**

- 1) The MPS Board of Directors will closely work with the Home Office to review and update this employee pay raise scale and approve it at one of its meetings prior to the fiscal year to which it applies.
- 2) This Board-approved pay raise scale will be in effect as of July 1, 2018 and until the next Board approval of an updated scale. MPS reserves the right to modify this pay raise scale, as well as any policies affecting employee compensation, including but not limited to maintaining any pay raise scale at all.
- 3) This policy replaces and overrides any previous pay/bonus policy.
- 4) This pay raise scale applies to all full-time school leaders, i.e., principals, APs, and deans.
- 5) Salary for school leader positions has three major components: base school salary, employee qualifications pay, and employee performance pay.
- 6) The following salary bands will be applied to school leader positions:

Assistant Principal/Dean	Minimum: \$70,000	Maximum: \$100,000
Principal	Minimum: \$90,000	Maximum: \$130,000
- If the pay raise calculations for a school leader result in an amount either below the band minimum or above the band maximum, the minimum or the maximum amounts will be applied respectively.
- 7) Employees currently receiving above the scale will continue to receive that amount until the scale catches up to that amount.
- 8) Retroactive salary increases are not permitted.



9) For employment-based visa holders, proposed salary based on scale cannot be under the prevailing wages as determined by the DOL.

10) Employees will be able to update their qualifications, such as degree, credential, etc., until July 10 of the new work year, and these updated qualifications will be used in salary calculations. For example; qualifications submitted by July 10, 2018 will be used in determining 2018-19 salaries.

11) Performance pay is based on the employee's performance rating. See "Employee Performance" for details.

12) Whether identified or not in this scale, the Home Office will make the final determination regarding salary calculations for any employee at any position and has the authority to make any revisions based on changing budget conditions.

**1) BASE SCHOOL SALARY**

<b>Base School Salary</b>		
<b><u>Location</u></b>	<b><u>School</u></b>	<b><u>Base</u></b>
Los Angeles County (Reseda)	MSA-1	\$45,066
Los Angeles County (Van Nuys)	MSA-2	\$45,066
Los Angeles County (Carson)	MSA-3	\$46,091
Los Angeles County (Los Angeles)	MSA-4	\$44,041
Los Angeles County (Reseda)	MSA-5	\$45,066
Los Angeles County (Los Angeles)	MSA-6	\$44,041
Los Angeles County (Northridge)	MSA-7	\$45,066
Los Angeles County (Bell)	MSA-Bell	\$46,091
San Diego County (San Diego)	MSA-San Diego	\$45,066
Orange County (Santa Ana)	MSA-Santa Ana	\$44,041

**Narrative:**

1) The Base School Salary for each school is determined based on the specific school budget, size, and challenge, as well as the cost of living at the school location.

2) Based on the above parameters, the Board may adjust the Base School Salaries each year.

**2) EMPLOYEE QUALIFICATIONS PAY**

Qualifications				
Field #	Qualification	Coefficient	Points	Max
1	Position	\$1,015	See table below.	50
2	Degree	\$1,015	1 or 3. See notes.	3
3	Credential	\$1,015	1 or 2. See notes.	2
4	Prior Experience (Other)	\$508	1 for each year up to 15	15
5	Prior Experience (AP/Dean)	\$1,125	1 for each year up to 15	15
6	Prior Experience (Principal)	\$1,350	1 for each year up to 15	15
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Position Points				
Assistant Principal/Dean	15			
Principal	School Enrollment:			
Grade Span:	0-199	200-399	400-599	600+
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Experience						
Lower Priority			→	Higher Priority		
Prior Experience (Other)	Prior Experience (AP/Dean)	Prior Experience (Principal)	MPS Experience (Other)	MPS Experience (AP/Dean)	MPS Experience (Principal)	
Prior experience capped at 15 years			Total experience* capped at 25 years			

**Narrative:**

1) Position: See the table above for points for each position. Principal's position points will be based on the grade span of the school for the specific year of service and the school enrollment based on the P-1 report of the current year. Final decision will be made by the Home Office for extenuating circumstances.

2) Degree: 1 point for master's degree; 3 points for doctoral degree. Points are not added; the highest degree will be considered.

3) Credential: 1 point for California Preliminary Administrative Services Credential; 2 points for California Clear Administrative Services Credential. Points are not added.

4) Prior Experience: Cap of 15 years will be applied for prior full-time, full-year school leader, teaching, and other related field work experience. See the table above for coefficients. For prior experience that is more than 15 years, experience with higher coefficients will be prioritized, i.e., principal experience will be considered first, followed by AP/Dean experience and other related field work experience. Student teaching as part of the credentialing program does not count for experience. Employees need to verify their prior employment. Final decision will be made by the Home Office.

5) MPS experience is valued more than prior experience; both full and partial MPS years will be added and the sum will be rounded to the lower multiple of one-half.

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### 3) EMPLOYEE PERFORMANCE PAY

Available Performance Pay	
School Leader Positions	\$5,000

End-of-Year Overall Evaluation Ratings	
Rating	Earns % of Available Performance Pay
4: Highly Effective (HE)	100%
3: Effective (E)	60%
2: Developing (D)	N/A
1: Ineffective (I)	N/A

#### Narrative:

- 1) The Home Office will develop a performance evaluation system where employees will earn annual performance points out of 100.
- 2) Employees who receive a "4: Highly Effective (HE)" rating on their end-of-year overall evaluation will earn 100% of the available performance pay and those who receive a "3: Effective (E)" rating will earn 60% of the available performance pay.
- 3) Available performance pay will be an additional \$5,000 (for school leader positions) to the employee's base salary. This amount will be in effect until the next Board approval of an updated/revised scale.
- 4) MPS believes in use of data in determining employee performance. As explained in detail in MPS' board-approved employee evaluation protocols, survey and student assessment data as well as supervisor's evaluation of the employee on California Professional Standards for Educational Leaders (CPSEL) are used in school leader evaluations.
- 5) Performance pay is given only to existing full-time employees who have completed a full-year at MPS based on their performance in the finished year. Corresponding performance pay is included in next year's salaries.

**Revision History:**

<b>Revision</b>	<b>Date</b>	<b>Description of changes</b>	<b>Requested By</b>
0	5/12/14	Initial Release	David Yilmaz
1	3/25/15	One percent is added to base pay (excluding benefits); base school salaries and coefficients for employee qualifications are revised.	Oswaldo Diaz
2	5/12/16	Salary bands are introduced.	Terri Boatman
3	1/16/18	Edited to reflect current base school salaries and language for employee evaluation ratings. Coefficients for employee qualifications and available performance pay amounts are revised; the band maximums are revised; school enrollment is made a factor in principal position points.	David Yilmaz

