



Arlington Public Schools

Proposed Pay Scale Redesign

School Board Work Session
December 9, 2021



Agenda

Background

Teacher and Administrator Pay Scales

Support Staff Pay Scales

Questions and Discussion

Problem Statement

1. APS is experiencing increased turnover and recruitment difficulties

- Turnover has increased to 9.2%, close to the highest we have experienced in the past 15 years
- Teacher turnover is 11%. Five math teachers left APS in one week for salaries about \$10,000 more
- At the beginning of this school year 7% of teaching positions were vacant

2. Pay scales lag the market

- APS is ranked last among 8 local area school divisions for teacher starting salaries
- The four-year longevity/hold steps are not consistent with prevailing practices

3. Employees have voiced concerns about compensation

- Comparisons with neighboring divisions
- Compression between newer and longer term employees
- Hold steps negatively affect morale and lead to turnover
- Lost wages from years when steps were frozen
- Cost of living in Arlington increasing faster than salaries
- Insufficient pay advancement from teacher to administrator scale

In October 2021 we conducted an employee survey to understand views of working at APS

Employee Survey Results

- What are the top three reasons you initially chose to work for APS?
- What are the top three reasons you stay with APS?

	Attracts	Keeps
Teachers, Administrators, and Other Professionals	<ol style="list-style-type: none">1. APS's reputation as a quality school division2. Location or commuting time3. Initial salary offer4. Type of work	<ol style="list-style-type: none">1. Location or commuting time2. Co-workers3. Type of work4. Job security/stability
Instructional Assistants and Other Support Staff	<ol style="list-style-type: none">1. Benefits2. Job security/stability3. Work schedule/hours4. Opportunities for development	<ol style="list-style-type: none">1. Benefits2. Location or commuting time3. Type of work4. Job security/stability5. Work schedule/hours

Educators and staff are attracted to (and stay with) APS for many reasons

Employee Survey Results

- What are the top three reasons employees leave APS ?

	Reasons to Leave
Teachers, Administrators, and Other Professionals	<ol style="list-style-type: none">1. Salary2. Management, administration, leadership3. Culture or work environment
Instructional Assistants and Other Support Staff	<ol style="list-style-type: none">1. Salary2. Management, administration, leadership3. Culture or work environment

The reasons to leave, however, are consistent across employee groups:
compensation and culture

Goals and Objectives

for APS Compensation Programs

Goal #1



Market Competitive and Internally Equitable

Goal #2



Consistent, Predictable Pay Growth

Goal #3



Financially Sustainable

Objective

Successful recruitment and retention of highly qualified and talented educators, administrators, and staff who serve students and the community

Proposed New Pay Scales

To better align APS' pay scales with the market and provide consistent predictable pay growth, we recommend redesigning the scales using the following approach:

Teacher, Administrator, and Professional Pay Scales (T, P, E)

- Set starting rates near the top of APS' primary competitors for talent (ranked #2)
- Eliminate longevity/hold steps
- Have consistent, graduated step increases
- Ensure promotional pay growth from the teacher scale to the administrator scale

Support Staff Pay Scales (A to X)

- Achieve parity between retirement-eligible and non-eligible staff
- Increase starting rates to align with APS' primary competitors
- Have consistent, graduated step increases
- Expand the number of steps

Our recommended implementation approach also restores step advancements not granted in 2011, 2013, 2015, and 2020

Teachers & Administrators

Pay Scale Design

Market Position

Implementation Plan

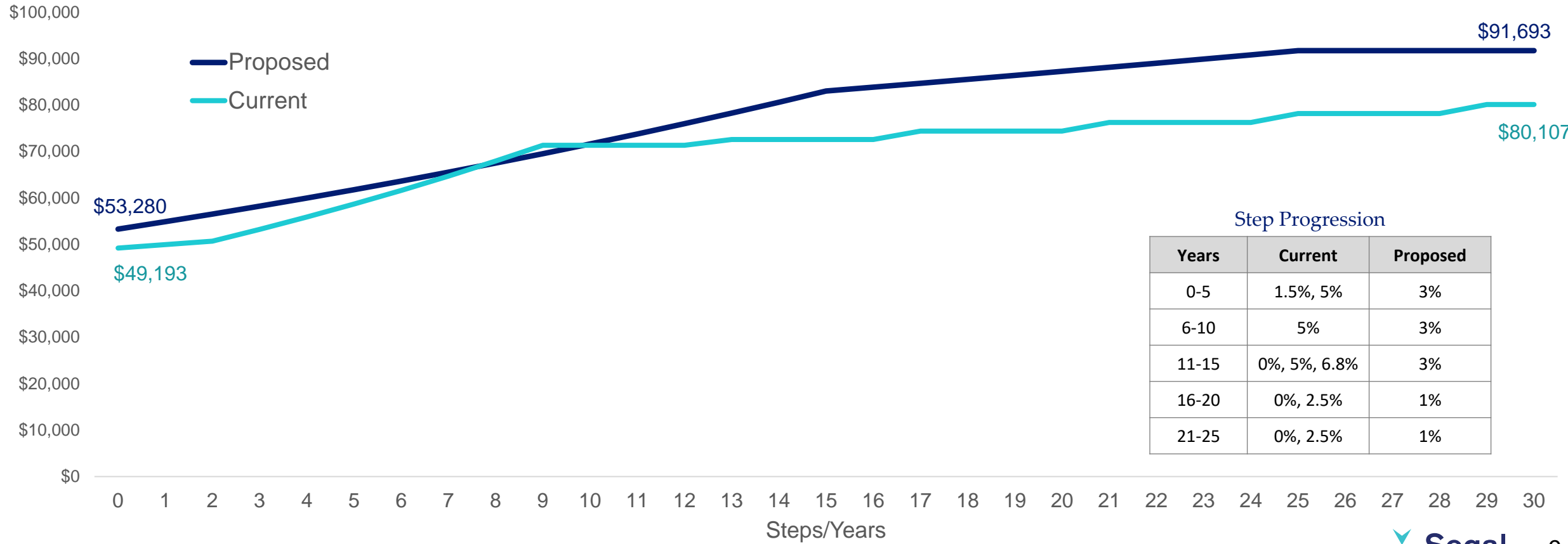
Individual Impact Examples

Estimated Cost

Teacher Pay Scales

The proposed teacher scale has a competitive starting rate, graduated step progression, and no hold steps.

Bachelors Lane



Step Progression

Years	Current	Proposed
0-5	1.5%, 5%	3%
6-10	5%	3%
11-15	0%, 5%, 6.8%	3%
16-20	0%, 2.5%	1%
21-25	0%, 2.5%	1%

Teacher Bachelor's Lane

Market Comparison

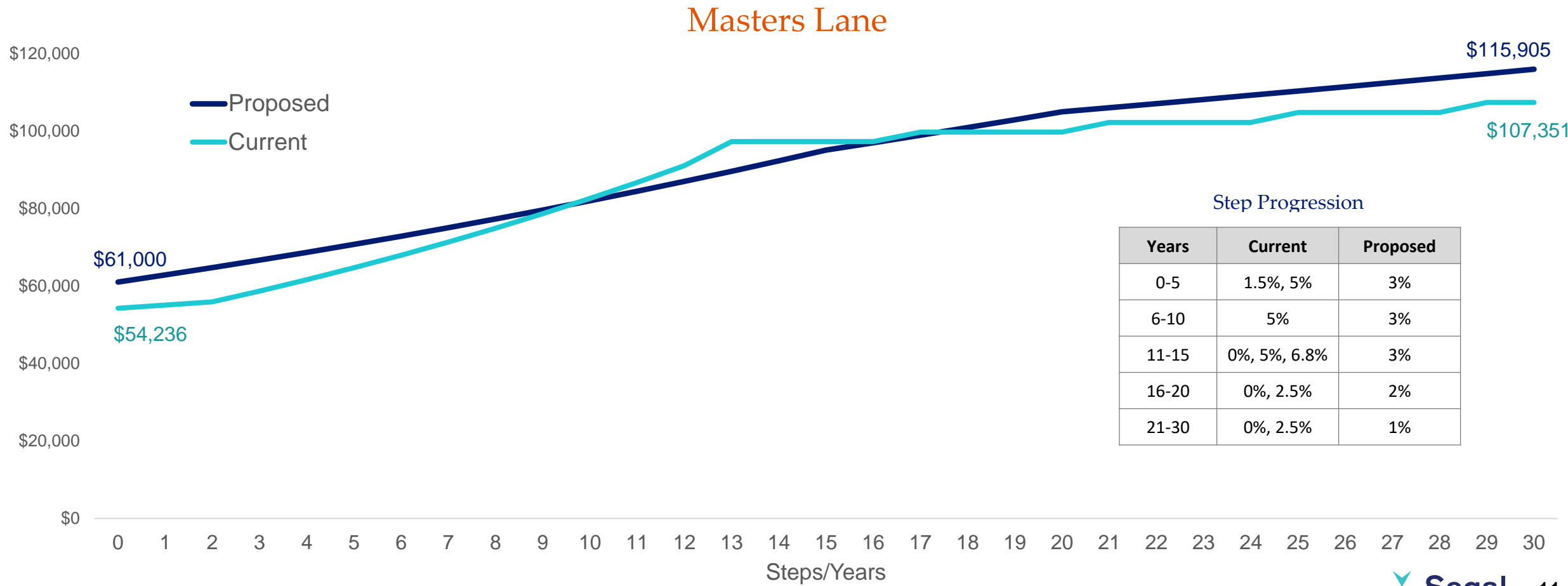
Division	Starting Rate (Rank)	5 years Rate (Rank)	10 years Rate (Rank)	15 years Rate (Rank)	20 years Rate (Rank)	25 years Rate (Rank)
APS Current	\$49,193 (8)	\$58,680 (5)	\$71,321 (3)	\$72,570 (5)	\$74,386 (5)	\$78,153 (5)
APS Proposed	\$53,280 (2)	\$61,766 (3)	\$71,604 (3)	\$83,008 (1)	\$87,242 (2)	\$91,693 (2)
Alexandria	\$50,569	\$60,928	\$73,047	\$81,048	\$86,007	\$89,484
Fairfax	\$52,051	\$62,720	\$71,304	\$77,953	\$85,378	\$90,930
Falls Church	\$52,373	\$58,349	\$70,513	\$70,651	\$70,651	\$70,651
Loudoun	\$55,611	\$63,891	\$73,559	\$78,759	\$83,959	\$88,731
Prince William	\$51,431	\$58,639	\$68,912	\$80,823	\$94,629	\$110,638
Montgomery	\$51,513	\$58,695	\$68,185	\$68,185	\$68,185	\$68,185
Prince George's	\$49,963	\$57,920	\$67,146	\$67,146	\$67,146	\$67,146

APS teacher salaries would rank among the top 3 in all years/steps.

Bold salaries are ranked #1 among these school divisions

Teacher Pay Scales

The proposed teacher scale has a competitive starting rate, graduated step progression, and no hold steps.



Teacher Master's Lane

Market Comparison

Division	Starting Rate (Rank)	5 years Rate (Rank)	10 years Rate (Rank)	15 years Rate (Rank)	20 years Rate (Rank)	25 years Rate (Rank)
APS Current	\$54,236 (8)	\$61,612 (8)	\$78,635 (3)	\$97,253 (1)	\$99,685 (4)	\$102,179 (5)
APS Proposed	\$61,000 (2)	\$70,716 (1)	\$81,979 (2)	\$95,036 (2)	\$104,927 (2)	\$110,280 (2)
Alexandria	\$57,726	\$68,387	\$82,403	\$95,995	\$105,438	\$109,701
Fairfax	\$57,256	\$69,326	\$81,544	\$93,614	\$101,341	\$103,378
Falls Church	\$58,096	\$65,012	\$81,769	\$94,789	\$98,590	\$103,320
Loudoun	\$61,583	\$69,863	\$79,560	\$84,760	\$89,960	\$94,703
Prince William	\$57,298	\$64,508	\$74,781	\$86,690	\$100,496	\$116,505
Montgomery	\$56,648	\$66,297	\$79,975	\$94,932	\$103,689	\$106,010
Prince George's	\$55,083	\$63,857	\$74,029	\$85,820	\$96,592	\$96,592

APS teacher salaries would rank among the top 3 in all years/steps.

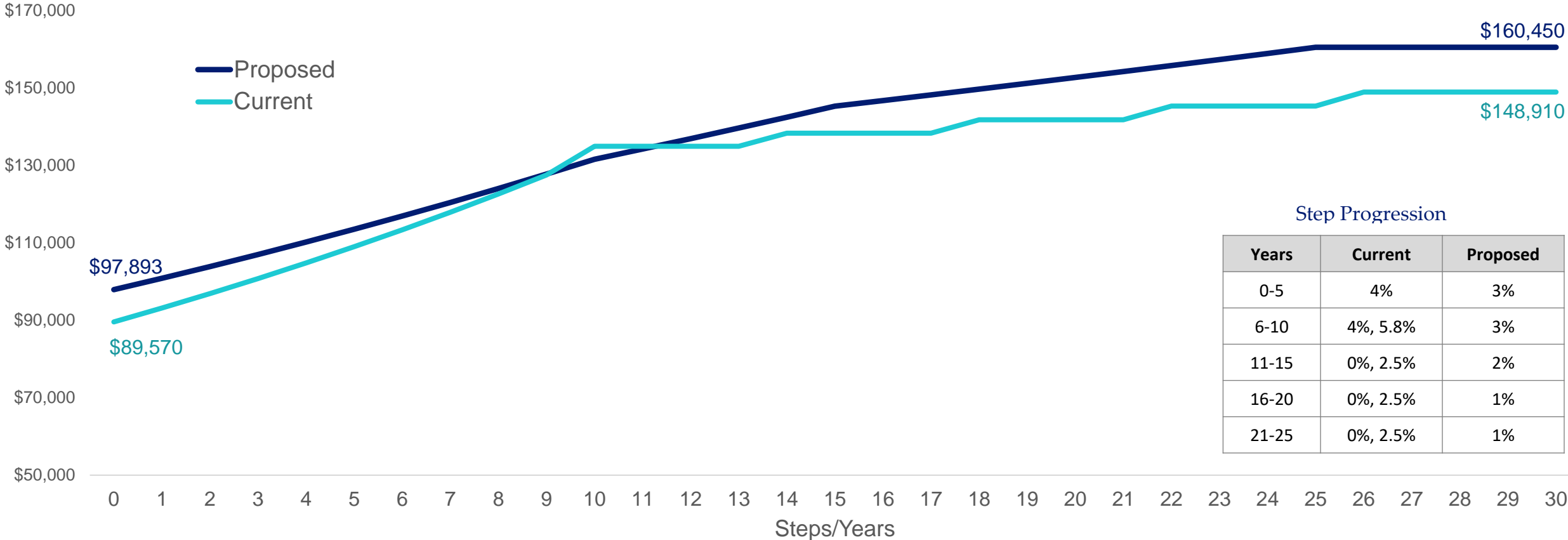
Bold salaries are ranked #1 among these school divisions

Current vs Proposed Teacher Pay Scale (Masters Lane)

Year	Current Step	Current Rate	Year	Proposed Step	Proposed Rate
0	A	\$54,236	0	A	\$61,000
1	B	\$55,058	1	B	\$62,830
2	C	\$55,885	2	C	\$64,715
3	D	\$58,681	3	D	\$66,656
4	E	\$61,612	4	E	\$68,656
5	F	\$64,694	5	F	\$70,716
6	G	\$67,928	6	G	\$72,837
7	H	\$71,322	7	H	\$75,022
8	I	\$74,890	8	I	\$77,273
9	J	\$78,635	9	J	\$79,591
10	K	\$82,565	10	K	\$81,979
11	L	\$86,694	11	L	\$84,438
12	M	\$91,028	12	M	\$86,971
13	N	\$97,253	13	N	\$89,581
14		\$97,253	14	O	\$92,268
15		\$97,253	15	P	\$95,036
16		\$97,253	16	Q	\$96,937
17	L-1	\$99,685	17	R	\$98,875
18		\$99,685	18	S	\$100,853
19		\$99,685	19	T	\$102,870
20		\$99,685	20	U	\$104,927
21	L-2	\$102,179	21	V	\$105,977
22		\$102,179	22	W	\$107,036
23		\$102,179	23	X	\$108,107
24		\$102,179	24	Y	\$109,188
25	L-3	\$104,733	25	Z	\$110,280
26		\$104,733	26	AA	\$111,383
27		\$104,733	27	AB	\$112,496
28		\$104,733	28	AC	\$113,621
29	L-4	\$107,351	29	AD	\$114,758
30		\$107,351	30	AE	\$115,905

School Administrator Pay Scales

Assistant Principal, Elementary School



Step Progression

Years	Current	Proposed
0-5	4%	3%
6-10	4%, 5.8%	3%
11-15	0%, 2.5%	2%
16-20	0%, 2.5%	1%
21-25	0%, 2.5%	1%

The proposed AP scale is linked to the teacher pay scale 15.7% above the masters lane and 7% above the doctorate lane.

Assistant Principal ES Pay Scale

Market Comparison

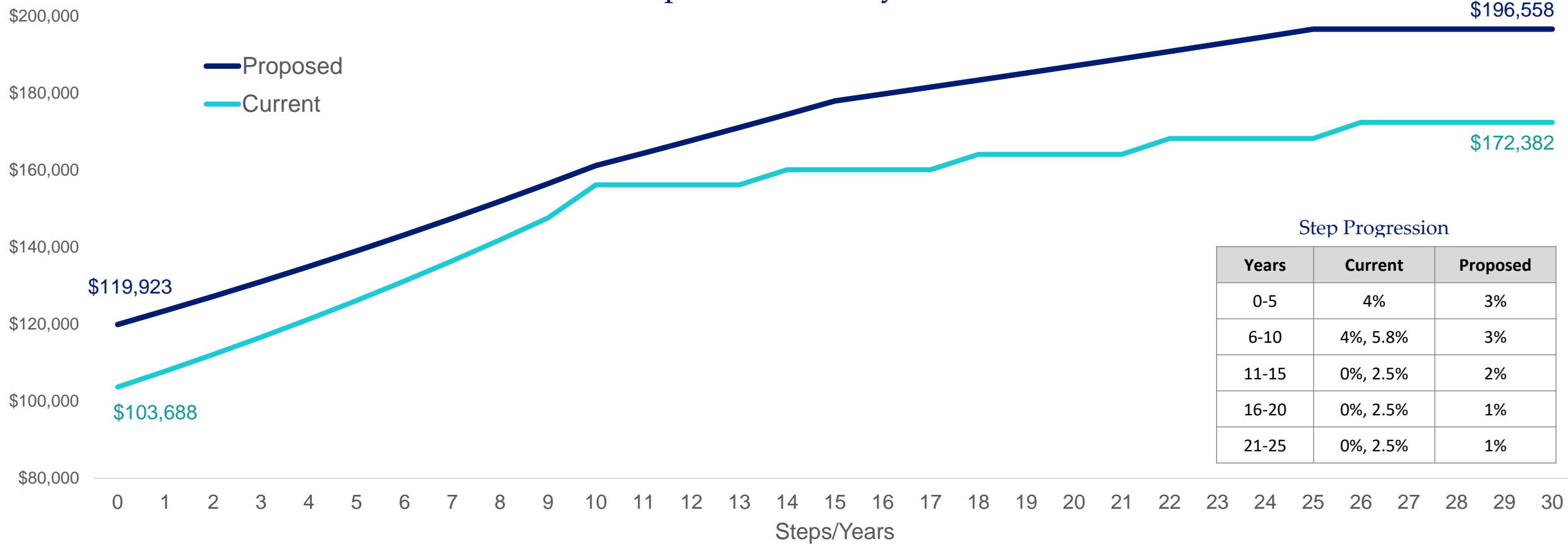
Division	Step A Rate (Rank)	Step E Rate (Rank)	Step J Rate (Rank)	Step O Rate (Rank)	Step T Rate (Rank)	Step Y Rate (Rank)
APS Current	\$89,570 (4)	\$104,783 (4)	\$127,488 (2)	\$138,277 (2)	\$141,735 (2)	\$145,278 (2)
APS Proposed	\$97,893 (2)	\$110,180 (3)	\$127,728 (2)	\$142,405 (1)	\$151,151 (1)	\$158,861 (2)
Alexandria	\$82,020	\$95,950	\$116,741	\$128,227	\$133,411	\$133,411
Fairfax	\$95,559	\$110,716	\$124,648	\$132,304	\$132,304	\$132,304
Falls Church	\$84,987	\$95,944	\$110,392	\$124,375	\$138,359	\$138,359
Loudoun	\$87,660	\$98,953	\$113,070	\$127,186	\$141,302	\$141,302
Prince William	\$81,605	\$91,848	\$106,476	\$123,434	\$143,095	\$161,059
Montgomery	\$106,610	\$119,870	\$138,811	\$138,811	\$138,811	\$138,811
Prince George's	\$93,728	\$105,490	\$122,293	\$137,641	\$137,641	\$137,641

School administrator salaries would rank among the top 3 in all years/steps.

Bold salaries are ranked #1 among these school divisions

School Administrator Pay Scales

Principal, Elementary School



Proposed School Principal salary ranges are 14-23% above the AP scales

Principal ES Pay Scale

Market Comparison

Division	Step A Rate (Rank)	Step E Rate (Rank)	Step J Rate (Rank)	Step O Rate (Rank)	Step T Rate (Rank)	Step Y Rate (Rank)
APS Current	\$103,688 (4)	\$121,301 (3)	\$147,580 (2)	\$160,075 (1)	\$164,076 (2)	\$172,382 (2)
APS Proposed	\$119,923 (1)	\$134,975 (1)	\$156,473 (1)	\$174,452 (1)	\$185,166 (1)	\$194,612 (1)
Alexandria	\$101,887	\$119,194	\$145,020	\$154,649	\$157,742	\$157,742
Fairfax	\$114,671	\$132,860	\$149,578	\$158,764	\$158,764	\$158,764
Falls Church	\$95,031	\$107,280	\$123,425	\$139,063	\$154,701	\$154,701
Loudoun	\$102,086	\$114,858	\$130,824	\$146,789	\$162,755	\$162,755
Prince William	\$99,641	\$112,148	\$130,009	\$150,716	\$174,722	\$190,927
Montgomery	\$112,950	\$127,005	\$144,242	\$144,242	\$144,242	\$144,242
Prince George's	\$105,574	\$118,826	\$137,752	\$155,043	\$155,043	\$155,043

School Principal salaries would rank first in all years/steps.

Bold salaries are ranked #1 among these school divisions

Proposed Implementation Approach

- Replace the current pay scales with the new scales
- For each employee, identify the rate on the new scale that is closest to (but not less than) their current pay rate
- From that point, advance the employee forward 1 to 5 steps depending on how many steps the person missed over the past 10 years:

Situation	# of Steps Forward
No missed steps	1
1 missed step	2
2 missed steps	3
3 missed steps	4
4 missed steps	5

Step advancements did not occur in 2011, 2013, 2015, and 2020
70% of current APS employees did not receive a step advancement in at least one of these years

Individual Examples

Four Teachers

					Proposed Placement on New Scale				
Year Hired	Years in the Role	Current Lane/Step	Current Salary	# of Missed Steps	Rate Closest to Current Salary	# Steps Forward	FY23 Step	FY23 Salary	FY23 % Increase
2021	<1 year	Masters Step H	\$71,322	0	\$72,837 (Step G)	1	Step H	\$75,022	5%
2017	4 years	Masters Step H	\$71,322	1	\$72,837 (Step G)	2	Step I	\$77,273	8%
2012	9 years	Masters Step H	\$71,322	3	\$72,837 (Step G)	4	Step K	\$81,979	15%
2009	12 years	Masters Step H	\$71,322	4	\$72,837 (Step G)	5	Step L	\$84,438	18%

The proposed implementation approach is designed to “decompress” salaries among employees by restoring steps not granted in 2011, 2013, 2015, and 2020

Individual Examples

School Administrators

					Proposed Placement on New Scale			
Title	Years in the Role	Current Step	Current Salary	# of Missed Steps	# Steps Forward*	FY23 Step	FY23 Salary	FY23 % Increase
AP Elementary	9	Step K	\$134,906	3	4	Step Q	\$146,706	9%
AP Elementary	14	Step L-1	\$138,277	4	5	Step S	\$149,654	8%
MS Principal	3	Step L-1	\$160,075	1	2	Step M	\$167,678	5%
MS Principal	9	Step L-2	\$164,076	4	5	Step Q	\$179,721	10%

The proposed scales do not have longevity or hold steps.
 Employees currently on a “hold step” advance forward at the same pace as others.

*From the rate on the new pay scale that is closest to (but not less than) their current rate

Estimated Implementation Costs

Teacher, Administrator, Professional Pay Scales

	# of Individuals	Average Base Increase	FY23 Estimated Cost <i>Base Salary Only</i>	FY23 Estimated Cost <i>Salary and Benefits</i>
Teacher Scale (T)	2,998	7.4%	\$16.5m	\$21.0m
Administrator Scale (P)	169	7.3%	\$1.6m	\$2.1m
Professional Scale (E)	222	5.9%	\$1.3m	\$1.6m
T, P, and E Combined	3,389	7.3%	\$19.4m	\$24.6m
Percent of FY22 Payroll			7.0%	

Support Staff

Pay Scale Design

Market Position

Implementation Plan

Individual Impact Examples

Estimated Cost

Proposed Changes to Support Staff Pay Scales

1. Equity for retirement-eligible and non-eligible employees
 - Raise non-eligible pay rates by ~5% (about 200 employees)
2. Expand the number of pay steps
 - From 14/15 to 20
3. Improve market competitiveness
 - Ranked no less than 3rd among local area school divisions
4. Raise lowest rate
 - No less than \$15.00 per hour

Missed steps would be restored using the same approach used for teachers and school administrators

Market Comparison

Food Service Worker I

Division	Step A Rate (Rank)	Step E Rate (Rank)	Step J Rate (Rank)	Step M Rate (Rank)	Step U Rate (Rank)
APS Current	\$14.79 (4)	\$16.36 (3)	\$19.64 (4)	\$20.43 (7)	\$20.43 (8)
APS Proposed	\$15.68 (3)	\$17.65 (2)	\$20.46 (2)	\$22.35 (2)	\$28.32 (1)
Alexandria	\$15.85	\$17.84	\$20.68	\$21.94	\$23.29
Fairfax	\$15.81	\$16.02	\$19.12	\$20.89	\$22.50
Falls Church	\$13.73	\$15.43	\$18.38	\$20.44	\$25.25
Loudoun	\$14.04	\$14.91	\$16.51	\$17.69	\$21.79
Prince William	\$12.55	\$14.07	\$16.23	\$17.68	\$22.23
Montgomery	\$15.63	\$17.25	\$19.85	\$20.63	\$20.63
Prince George's	\$13.22	\$16.17	\$20.15	\$23.27	\$25.18

Pay rates for food service workers would rank among the top 3 in all years/steps

Bold salaries are ranked #1 among these school divisions

Market Comparison

Bus Driver

Division	Step A Rate (Rank)	Step E Rate (Rank)	Step J Rate (Rank)	Step M Rate (Rank)	Step U Rate (Rank)
APS Current	\$21.59 (3)	\$25.27 (2)	\$30.76 (1)	\$33.97 (2)	\$35.60 (3)
APS Proposed	\$23.10 (1)	\$27.03 (1)	\$32.88 (1)	\$35.93 (1)	\$42.72 (1)
Alexandria	\$20.70	\$23.31	\$27.02	\$29.51	\$34.22
Fairfax	\$22.92	\$26.17	\$30.63	\$32.99	\$35.35
Falls Church	\$20.01	\$22.40	\$26.41	\$29.34	\$36.26
Loudoun	\$22.16	\$23.56	\$26.10	\$27.95	\$34.40
Prince William	\$19.53	\$21.90	\$25.26	\$27.52	\$34.60
Montgomery	\$17.97	\$21.12	\$24.59	\$25.58	\$25.58
Prince George's	\$19.35	\$24.26	\$30.44	\$35.21	\$38.07

Pay rates for bus drivers would rank #1 in all years/steps

Bold salaries are ranked #1 among these school divisions

Market Comparison

Custodian

Division	Step A Rate (Rank)	Step E Rate (Rank)	Step J Rate (Rank)	Step O Rate (Rank)	Step U Rate (Rank)
APS Current	\$14.79 (5)	\$16.82 (5)	\$20.05 (4)	\$21.86 (4)	\$21.86 (6)
APS Proposed	\$15.69 (3)	\$17.66 (2)	\$20.47 (3)	\$23.73 (2)	\$28.34 (1)
Alexandria	\$15.85	\$17.84	\$20.68	\$21.95	\$21.95
Fairfax	\$15.81	\$17.52	\$20.91	\$24.00	\$24.00
Falls Church	\$13.73	\$15.43	\$18.38	\$21.80	\$25.25
Loudoun	\$14.04	\$14.91	\$16.51	\$18.56	\$21.79
Prince William	\$13.71	\$15.37	\$17.73	\$20.46	\$24.29
Montgomery	\$15.63	\$17.25	\$19.85	\$20.63	\$20.63
Prince George's	\$15.42	\$17.39	\$20.16	\$23.34	\$27.04

Pay rates for facilities staff would rank among the top 3 in all years/steps

Bold salaries are ranked #1 among these school divisions

Individual Examples

Hourly Employees

					Proposed Placement on New Scale			
Title	Years in the Role	Current Step	Current Rate	# of Missed Steps	# Steps Forward*	FY23 Step	FY23 Salary	FY23 % Increase
Bus Driver	2	Step A	\$21.59	1	2	Step C	\$24.99	16%
Bus Driver	14	Step K	\$32.02	4	5	Step O	\$37.75	18%
Extended Day Care Aide	<1	Step D	\$15.18	0	1	Step B	\$16.68	10%
Extended Day Care Aide	6	Step G	\$17.07	2	3	Step F	\$19.51	14%

In general, the proposed pay scales result in higher percentage increases for support staff positions compared with salaried positions

*From the rate on the new pay scale that is closest to (but not less than) their current rate

Estimated Implementation Costs

Support Staff Pay Scales

Scale	Group	# of Individuals	Average Base Increase	FY23 Estimated Cost <i>Base Salary Only</i>	FY23 Estimated Cost <i>Salary and Benefits</i>
A	Instructional Support	737	8.4%	\$2.5m	\$3.2m
C	Food Service	69	13.6%	\$0.2m	\$0.3m
D	Transportation	248	12.1%	\$1.1m	\$1.3m
G	Office Support	280	8.6%	\$1.3m	\$1.6m
M	Facilities	352	10.2%	\$1.7m	\$2.0m
X	Extended Day	231	11.7%	\$0.5m	\$0.6m
All Combined		1,917	9.8%	\$7.3m	\$9.0m
Percent of FY22 Payroll				9.6%	

Estimated Implementation Costs

All Pay Scales

Pay Scales	Employee Groups	# of Individuals	Average % Increase	FY23 Estimated Cost <i>Base Salary Only</i>	FY23 Estimated Cost <i>Salary and Benefits</i>
T, P, E	Teachers, administrators, professionals	3,389	7.3%	\$19.4m	\$24.6m
A, C, D, G, M, X	Support staff	1,917	9.8%	\$7.3m	\$9.0m
All		5,306	8.2%	\$26.7m	\$33.7m
Percent of FY22 Payroll				7.6%	

These recommendations are intended to provide the APS School Board with information regarding potential ways to address employee compensation concerns and staffing challenges. The proposed changes, however, depend on financial ability and budget priorities.

Questions and Discussion

