



Broward County Public Schools District Pay Practices

November 13, 2018

District Pay Practices

WORKSHOP TOPICS

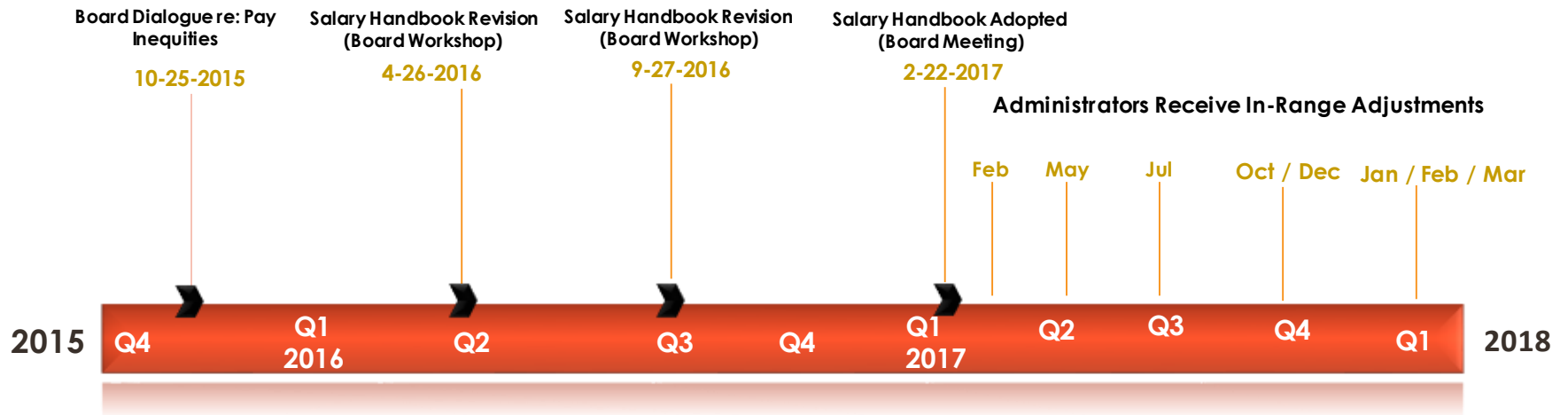
- Review of pay changes for District Administrators.
- Factors governing pay programs and practices for BCPS employees.
- Questions & Answers.



Pay Changes for District Administrators

1. Ten administrators received pay increases.
 - Adjustments ranged from 7.2% to 20.2%. They were inclusive of the 2.2% annual salary increase for the 2017-18 SY and In-Range adjustments.
 - In-range adjustments corrected identified pay inequities.
 - The total spend associated with the in-range adjustments totaled \$100,817.
 - In-range adjustments did not result in a net increase to the budget.
2. One BCPS Director's work day schedule was increased from 7.5 to 8 hours.
 - The schedule change aligned with District practice (approximately 50 supervisory staff are assigned an 8-hour daily schedule).
 - The addition of ½ hour to the work day schedule pushed the annual salary above the salary range maximum.
 - Paying above the range maximum was not compliant with District compensation policy and the Director's work schedule has been re-adjusted back to 7.5 hours.
3. One BCPS Administrator received a one-time payment of \$3,000.
 - Payment was processed as a one-time payment for performing additional duties associated with multiple vacancies within the department.
 - The additional performance duties differed from the Administrator's regularly assigned responsibilities.

Salary Handbook Was Revised to Address Pay Inequities



Pay adjustments were processed post Board approval of the revised Employment & Salary Admin Handbook (February, 2017).

District Pay Practices Example

Timeline for District Administrator Pay Increases

Date	Action	Description
April 17, 2017	Request to Review Pay for Academic Directors Submitted	Initial request to review pay for 22 Academic Directors was submitted by Chief, Academics to Compensation.
April 26, 2017	Meeting to Discuss Rationale for Pay Review Requests	Meeting with Compensation and Chief, Academics
April 26th - May 11th	Analysis Conducted	Compensation Department completes analysis and evaluation of pay used to develop pay recommendations.
May 11, 2017	Initial Findings & Recommendations Submitted by Compensation	Of the 22 Academic Directors reviewed, 7 were recommended for pay adjustments.
May 11th - February 9th	Discuss & Review Compensation Recommendations	Several follow-up meetings and conference calls were held to discuss pay increase amounts, timing of adjustments, funding, etc.
February 9, 2018	Pay changes approved	E-mail note sent to HR from Academics to finalize effective dates and increase amounts.
March 1, 2018	Pay Changes Effective in Payroll	Pay increases for 7 Academic Directors went into effect on March 1, 2018 - 11 months after the initial request was submitted.



172,348 Pay Transactions Beyond Regular Payroll were Processed Last Year

One-Time Payment Types (44)	Supplement Payment Types (191)				Additional Positions (12)
WKSHIP LEADER-INST	Academic Competition/Area(Dist.)	Calling Subs (Suppl) CLRL	Hd Chrlreader (MD)	Hd Water Polo-G (HS)	Stu Gov/Advisor 2
WKSHIP-INST	Academic Games (Hs/Md)	Calling Subs (Suppl) PARA	Hd Cr Cntry-B (HS)	Hd Wrstling (MD)	Supplement-Administrator
WKSHIP TCHR ALT CERT	Academic Competition Computer Comp(Dist)	Campus Duty/Supv	Hd Cr Cntry-B (MD)	Hd Wrstling (HS)	Tech Liaison Com
SUM WKSHIP-INST	Academic Games Foreign Lang Comp (Dist)	Career Ed, Elem Career Ed, H&M	Hd Cr Cntry-G (HS)	Hd Wtr Pol-B/G Comb (HS)	Testing Coordinator
SUM INST - INST WKSHOP	Academic Games Foreign Lang Comp (SB)	Career Educ/Day Coordinator All Levels	Hd Cr Ctry-B/G Comb (HS)	Interservice Facilitator	Title Liaison
WKSHIP LEADER - ASPT	Academic Competition Lang Arts (Dist)	Children in Dependency	Hd Drill Tm-B/G Comb (HS)	Intervention Team Leader	Urban Teacher Academy Mentor
WKSHIP - ASPT	Academic Competition Lang Arts Comp(SB)	Chrpersion (Multiple Disc)**	Hd Field Events B (MD)	Intramurals Head (HS)	Visiting Teacher/Social Worker
SUM WKSHIP - ASPT	Academic Competition Math Comp (Dist)	Chrpersion/Textbook	Hd Field Events G (MD)	Intramurals Head-B (MD)	Visually Impaired Teacher (Itinerant)
SUM INST - ASPT WKSHIP	Academic Competition Math Comp (SB)	Chrpersion/Textbook (CLRL)	Hd Flag FB-JV (HS)	Intramurals Head-G (MD)	Voc Dir/Orchestra-High
SUM STIPEND - ASPT	Academic Competition Soc St Comp (SB)	Chrpersion/Textbook (PARA)	Hd Flag FB-V & JV (HS)	Jr Honor Soc	Voc Dir (Middle)
WKSHIP LEADER - NONINST	Academic Competition Soc St Comp (Dist)	Class Sponsor - Otr grades except Sr	Hd Flag FB-Var (HS)	Just Say No (Elementary) Ju Say No (Middle)	Volunteer Coord
WKSHIP-NONINST	Academic Competition Science Comp (Dist)	Club Sponsor 1	Hd Football-VAR	Literv M Jazir	Yearbook Sponsor
CLERICAL	Academic Competition Science Comp (SB)	Club Sponsor 2	Hd Golf-B (HS)	Lunch Coord - Free & Reduce	Yearbook-Not Part of Class
CUSTODIAL	Academic Stud Act 1	Club Sponsor 3	Hd Golf-B/G Comb (S)	Media Cntr Coord	Yearbook-Part of Class
FOOD SERVICE	Add' Office Assign 1	Club Sponsor 3	Hd Golf-G (HS)	Media Cntr Dir	Yearbook-Part of Class
MAINTENANCE	Add' Office Assign 2	Curric Activities	Hd Lacrosse B VarHS	Mentor Prog	Yearbook-Part of Class
PARAPROFESSIONAL	Asst Ath Dir (HS)	Curric Activities 2	Hd Lacrosse G VarHS	Mentor Prog 2	Yearbook-Part of Class
BEHAVIORAL TECH	Asst Baseball-G (HS)	Curric Activities 2	Hd Soccer-B (HS)	Music Instr with Music Asst (Suppl)	Yearbook-Part of Class
BRACE ADVISOR	Asst Bsktball-G (HS)	Drama	Hd Soccer-MD	Nat'l Bd Prof Tch standard	Yearbook-Part of Class
COMMUNITY LIAISON	Asst Bsktball-G (HS)	Envr Es/Sci Coord-Elem	Hd Soccer-G (HS)	Newsletter Coord	Yearbook-Part of Class
HOME SERVICE ED	Asst Chrlreader (HS)	ESE Dist & Arc Mntor/Sp	Hd Soccer-G (MD)	Newspaper-Not Part of Class	Yearbook-Part of Class
JOB COACH	Asst Football-B (HS)	ESE Specialist	Hd Softball (HS)	Newspaper-Part of Class	Yearbook-Part of Class
PARENT EDUCATOR	Asst Soccer-B (HS)	ESOL Coordinator	Hd Softball (MD)	Natl Honor Soc	Yearbook-Part of Class
TEACHER AIDE/CLASSRM ASST	Asst Soccer-G (HS)	ESOL Coordinator	Hd Swimming-B (HS)	Orch Director (Middle)	Yearbook-Part of Class
TEACHER ASST (CERTIFIED)	Asst Softball-G (HS)	ESOL Coordinator	Hd Swimming-B (MD)	Partners in Education	Yearbook-Part of Class
VOC & CAREER ADVISOR	Asst Swimming-B (HS)	ESOL Coordinator	Hd Swimming-B/G Comb (HS)	Payroll Contact	Yearbook-Part of Class
SECURITY/CAMPUS MONITOR	Asst Swimming-G (HS)	Except Ctr Supp - Para Only	Hd Swimming-G (HS)	Psychologist	Yearbook-Part of Class
TRANSPORTATION	Asst Track-G (HS)	Extra Pay Art. 19-1	Hd Swimming-G (MD)	Public Relations	Yearbook-Part of Class
SUM WKSHIP-NONINST	Asst Track-G (HS)	Extra Pay Art. 19-2	Hd Tennis-B (HS)	ROTC (Suppl) (Instr In Chg Equip)	Yearbook-Part of Class
INSTRUC GRANT 1X NFRS	Asst Trainer (HS)	Family Counselor	Hd Tennis-B/G Comb (HS)	+B182 ROTC (Suppl) (Instr in Chg)	Yearbook-Part of Class
INSTRUC OTHER 1X NFRS	Asst Wrstling-B (HS)	Field Trip Coord	Hd Tennis-G (HS)	Rover YRE - Only at Hallandale Elem	Yearbook-Part of Class
1x PAY CUST TRAINING	Athletic Dir - Addtl MD	Fl Future Educ of Amer	Hd Track-B (HS)	SACS Coord	Yearbook-Part of Class
2ND OPEN HOUSE	Athletic Dir (HS)	Flag FB Boys (MD)	Hd Track-B (MD)	Safety Patrol (Elem)	Yearbook-Part of Class
ADVANCED INTNL CERT OF EDU (AICE)	Athletic Dir (MD)	Flag FB Girls (MD)	Hd Track-G (HS)	Students Against Drunk Driving (SADD)	Yearbook-Part of Class
ADVANCED PLACEMENT (AP)	Band Director (Suppl)(High)	Forensics (Suppl)	Hd Track-G (MD)	School Adv. Chairperson	Yearbook-Part of Class
BONUS RECOGNITION A+	Band Director (Suppl)(Middle)	Guid Dir High	Hd Trainer (HS)	School Improvement	Yearbook-Part of Class
CELL PHONE REIMBURSE	Breakfast - Elementary Para Only	Guid Dir/Mid (Suppl)	Hd VB-Var/JV Comb (HS)	Se Cons Minor Eng (SECME)	Yearbook-Part of Class
COLLEGE BOARD AP	Brow Truancy Intv Prog	Hd Baseball-B (HS)	Hd Volleyball B (MD)	Security/Campus Monitor Coverage	Yearbook-Part of Class
COMPENSATORY TIME	Bus Assignment/Duty	Hd Bsktball-B (HS)	Hd Volleyball-B JV (HS)	Security Specialist - Lead	Yearbook-Part of Class
ELEM-MUSIC/ART SPEC ACTIV	Bus Duty	Hd Bsktball-B (MD)	Hd Volleyball-B Var (HS)	Senior Class Sponsor	Yearbook-Part of Class
FCAT SCORES DELAY	Business Support Center I	Hd Bsktball-G (HS)	Hd Volleyball-G (MD)	SLP Nat'l Clinical Certification	Yearbook-Part of Class
INTNL BACCALAUREATE (IB)	Business Support Center II	Hd Bsktball-G (MD)	Hd Volleyball-G JV (HS)	Speech/Language	Yearbook-Part of Class
PROCTOR PAYMENT	Business Support Center III	Hd Chldr-Var/JV Comb (HS)	Hd Volleyball-G Var (HS)	Sports for Ath w/Disabil	Yearbook-Part of Class
TSP-LICENSE INCENTIVE	Cafeteria Duty/Breakfast	Hd Chrlreader (HS)	Hd Water Polo-B (HS)	Stu Govt (Suppl) High Stu Govt (Suppl) Middle	Yearbook-Part of Class
				Stu Gov/Advisor 1	

Sample Listing of the 1,803 Different Wage Types

Change in Pay (10)

Adjustment of Years/Step
Calendar Change
Change for Cafe Worker
Entitlement
Experience Credit
Hours/Percent Change
Pay scale reclassification
Rate Change
Wk. Schedule Decrease
Wk. Schedule Increase

Demotion (7)

Demotion-Accepted New Position
Demotion-Complete Temp Contract
Demotion-Disciplinary
Demotion-Displaced
Demotion-Exc. Unex Abs/Lateness
Demotion-Not Qualified
Demotion-Liasis Performance

Reassignment (11)

Acting
Bargaining Unit Change
Job Progression
Payroll Area Change
Pool Sub to Reg Sub
Position change, Promotion, Reg Sub to Pool Sub, Reg to Temp, Task, Temp to Reg



District Pay Practices – Governance

Pay for BCPS Employees is governed by statute, collective bargaining agreement, policy, and/or historical practice.

- 1. State Statute**
- 2. Collective Bargaining Agreement:** 92% of BCPS Employees are covered under one of the District's seven collective bargaining agreements.
- 3. District Policy:** Pay for Meet & Confer employee groups (i.e. ESMAB, COPA, BPAA) is administered through policy, which includes the Employment & Salary Administration Handbook.
- 4. Historical Practice:** Historical organization practices apply when there is silence with bargaining agreement, policy and statute.
- 5. Compensation Department:** Administration & Management



District Pay Practices - Authority & Discretion

FS 1001.42: Powers and duties of district school board

(5) (a) Designate positions to be filled, prescribe qualifications for those positions, and provide for the appointment, compensation, promotion, suspension, and dismissal of employees, subject to the requirements of employees, subject to the requirements of chapter 1012.

FS 1012.22: Public school personnel; powers and duties of district school board

(1) Designate positions to be filled, prescribe qualifications for those positions, and provide for the appointment, compensation, promotion, suspension, and dismissal of employees, subject to the requirements of employees, subject to the requirements of this chapter:

(c) Compensation and salary schedules.

1. e. Salary schedule means the schedule or schedules used to provide the base salary for district school board personnel.

FS 1012.27: Public School personnel; powers and duties of district school superintendent.

(1) COMPENSATION AND SALARY SCHEDULES. Prepare and recommend to the district school board for adoption a salary schedule or salary schedules in accordance with 1012.22

FAC 6A-1.052: Salary Schedules to be adopted for all personnel.

Each school board shall annually adopt and spread on its minutes a salary schedule or schedules for employees of the district school system.



Payroll Process Improvement Initiative

Goals: a) Streamline payroll processing; and, b) Ensure optimal processes for approvals, controls, and compliance.

- The new version of SAP (approved and funded by the Board as part of the 2017-18 budget) provides improved functionality.
- Payroll improvements will occur during this fiscal year and take effect on July 1, 2019.
- Superintendent has directed full Cabinet commitment and, as such, six Cabinet members are actively working on the Initiative with the Chiefs of Finance and Human Resources in lead roles.
- The Office of the Chief Auditor will participate in the design and development of testing strategies for proper segregation of duties and accountabilities.



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Individuals with disabilities requesting accommodations under the Americans with Disabilities Act Amendments Act of 2008, (ADAAA) may call Equal Educational Opportunities/ADA Compliance Department at 754-321-2150 or Teletype Machine (TTY) 754-321-2158.

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Appendix



District Pay Practices - Work Schedule Changes

1. Pay changes associated with a work schedule adjustment include:
 - Scheduled Hours
 - Full-Time / Part-Time Status Changes
 - Calendar Assignment (244 days, 196 days, etc.)
2. 96.5% of all BCPS Administrators (i.e. Executives, BPAA, ESMAB and TSP) are “scheduled” to work 7 ½ hours per day. The 3.5% (approximately 50) scheduled to work 8 hours per day are assigned to the TSP and ESMAB employee groups.
3. The practice of setting 8 hour work day schedules began many years ago (30+ years).
4. Historical practice guided the creation of article 6, section 4 of the BTU-TSP contract authorizing additional pay for Administrators when required to work beyond their regular schedule as the result of supervising employees scheduled to work more than 7 ½ hours.
5. Work schedules for ESMAB Administrators have followed historical practice and mirror the collective bargaining agreement for ESMAB's peer employee group, BTU-TSP.



District Pay Practices – Work Schedule Changes

BCPS Director’s Schedule Change & Pay Above Salary Range

- The Director's work schedule was increased from 7.5 to 8 hours and the addition of ½ hour to the workday schedule pushed the Director's annual pay above the annual salary range maximum.
- Increasing the Director's work schedule was consistent with District practice.
- Paying above the annual salary range maximum was not compliant with policy – per the Salary Handbook, salaries shall be not be less than the minimum or above the maximum of the salary range.
- To comply with policy, the Director's work schedule has been re-adjusted back to 7.5 hours.
- To ensure ongoing compliance, bi-weekly audits of employee pay changes have been implemented.

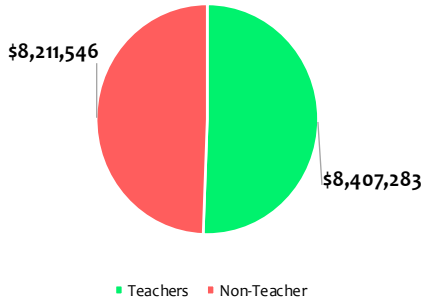
Overview of Work Schedule Change for BCPS Director			
Pay Component	Before Schedule Change	After Schedule Change	Change
Hourly Rate	\$82.66	\$82.66	\$0.00
Work Schedule	7.50	8.00	0.50
Work Calendar	244.00	244.00	0.00
Annual Rate	151,268	161,352	10,085

Educational Support Management Association of Broward, INC. (ESMAB) Salary Band Schedule 2017-2018				
SALARY BAND	PAY RATE	MINIMUM	MIDPOINT	MAXIMUM
		-----	-----	-----
D	Annual	\$84,651	\$119,838	\$152,910
	Daily	\$346.93	\$491.14	\$626.68
	Hourly	\$46.25722	\$65.48549	\$83.55732



District Pay Practices – Two-Year Historic Spend Promotions, Temporary Assignments & Other Transactions

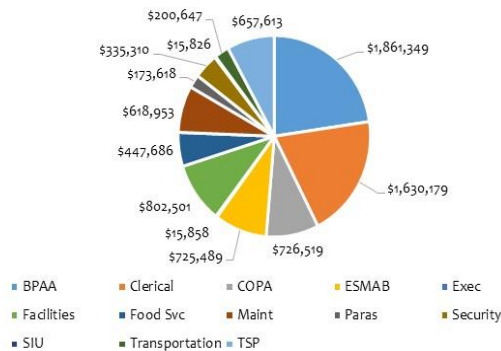
2-Year Spend - Changes to Salary (Teachers & Non-Teachers)
\$16,618,829



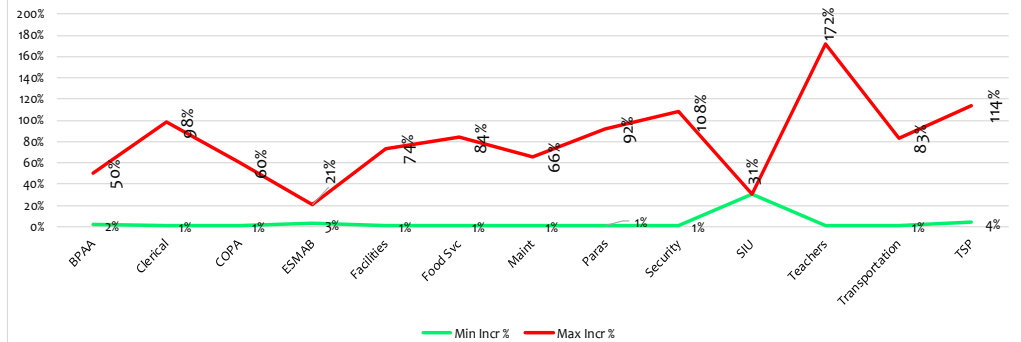
**The distribution of spend aligns with the distribution of the workforce – teachers account for 55% of the staff population.

1. There were a total of 35,515 job change/temporary assignment pay changes processed last year (this does not include one-time payments or supplements).
2. The district spent \$9.2M in 16-17 and \$7.3M in 17-18 associated with these transactions, for a 2-year total of \$16.6M.
3. The most common pay transaction for job changes is promotion.
4. Promotional increases for 17-18 ranged from 1% to 172% (Para promoted to Teacher).

2-Year Spend - Changes to Salary (Non-Teachers)
\$8,211,546



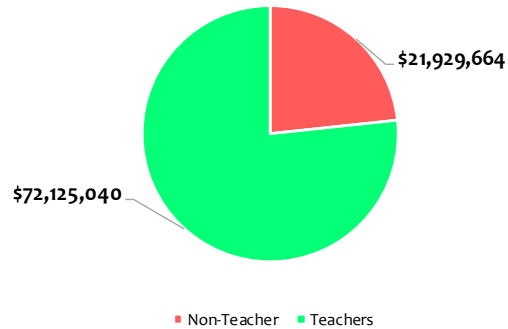
Distribution of the Highest & Lowest Increase Awarded for 2017-18 Promotions



District Pay Practices – Two-Year Historic Spend

One-Time Payments

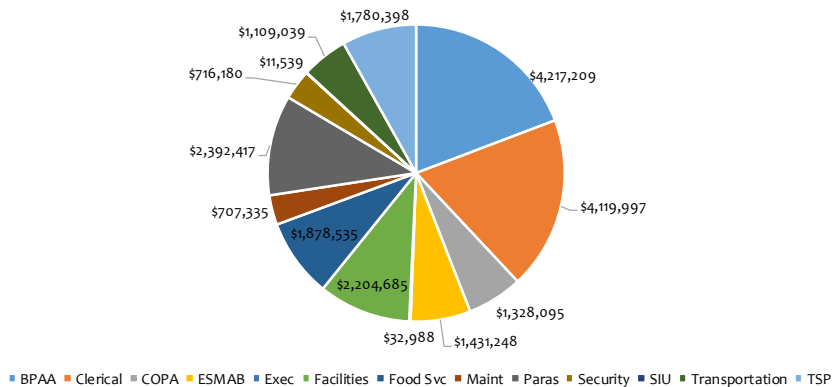
2-Year Spend - One Time Payments (Teachers & Non-Teachers)
\$94,054,703



1. There were a total of 110,764 one-time payments processed last year.
2. The district spent \$37.3M in 16-17 and \$57.0M in 17-18 associated with these transactions for a 2-year total of \$94.3M.
3. The largest payments were attributed to the following programs:

- A+ Incentives (State Sponsored Program)
- Best & Brightest (State Sponsored Program)
- TIF Incentives (Teacher Incentive Fund)
- Sick-Leave Buy-Back (District Sponsored Program)
- Classroom Supplies (State Sponsored Program)
- Teachers Hours Worked (Teacher's Contract)

2-Year Spend - One-Time Payments (Non-Teachers)
\$21,929,664

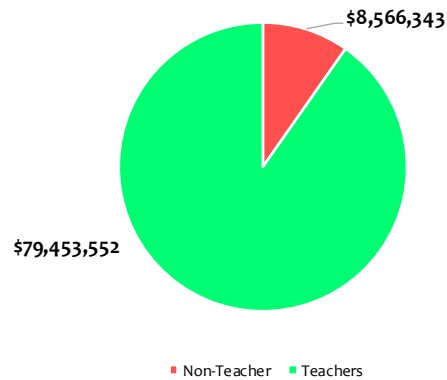


4. One-time payments are used to compensate employees for:
 - Work performed outside of the regularly assigned job
 - State Funded Incentive Programs
 - Administration of district programs
 - Participation in Professional Development



District Pay Practices – Two-Year Historic Spend Supplement Payments

2-Year Spend - Supplement Payments (Teachers & Non-Teachers)
\$88,019,894



1. There were a total of 26,069 supplement payments processed last year.
2. The district spent \$41M in 16-17 and \$47M in 17-18 associated with these transactions for a 2-year total of \$88M.
3. Supplemental payments are used to compensate employees for:
 - Work performed outside of the regularly assigned job
 - For educational achievements (Advanced Degree Incentives)

2-Year Spend - Supplement Payments (Non-Teachers)
\$8,566,343

