

HASA Salary Study Executive Summary

Purpose:

On March 9, 2011, Dan Valdez, David Steele, Richard Martinez, and John Miliziano reviewed the Administrative Salary Proposal Analysis during a HASA General Meeting at Chamberlain High School. Two weeks later, HASA surveyed HCPS administrators to learn more about their thoughts and perceptions about the results of the HASA salary study and administrators' salaries.

Survey:

HASA sent an email to all HCPS administrators inviting them to take an online survey by clicking on an embedded link. The HASA ten-question online survey included multiple choice, rating scales, and open ended essay questions. The survey took approximately fifteen minutes to complete. A copy of the survey is included in the appendix.

Participants:

HASA sent an email to more than 900 HCPS administrators asking them to participate in an online survey. Roughly one third of this population (281 people) completed the survey. Most participants worked as a site-based administrator (75.7%) and nearly all were HASA members (91.3%). Of the site-based administrators, 47.6% worked at an elementary school, 17.6% worked at a middle school, 25.2% worked at a high-school, and 9.6% worked in a non-traditional or modified school (such as a K-8, Technical, or Alternative). Years of experience ranged from less than one year to 37 years. 65% of participants worked ten or less years as an administrator.

Results:

- Of the 281 administrators who completed the survey, 37.4% indicated that they attended the HASA Meeting on March 9, 2011.
- 78% of respondents answered *Agree* or *Strongly Agree* to the statement: "The HASA General Meeting on March 9, 2011, was helpful."
- 53% of respondents answered *Agree* or *Strongly Agree* to the statement: "I have enough information to make an informed recommendation about the three administrative scenarios."
- Almost half (48.6%) of HCPS administrators selected the Index Plan as their first preference.
- The Index Plan remained the first preference when compared by experience, school level, or site-based vs. district base positions.
- A review of the responses to the open-ended questions suggested that administrators wanted more information about all three plans. Others said that HASA should try to enhance the present administrative salary schedule and address the anomalies that have crept into the schedule since it was adopted over 10 years ago.

Implications:

HASA recognizes that this salary study represents part of a multi-year effort to address the salaries of HCPS administrators. Due to poor economic conditions nationwide, HASA acknowledges the absence of funds to improve administrators' salaries. Hence, the Superintendent and HASA agree that this may be the best time to explore and develop a plan that could be acceptable to administrators, the superintendent, and the School Board. When funds become available, the district will be ready to implement whatever plan is approved.

Results from the survey revealed the need to develop and share more information about the Index Plan and the Career Ladder Performance Plan. This information is included in this communication.

HASA recognizes that it will take several years to develop a new salary plan that addresses the multiple anomalies across the various administrative levels. HASA will continue to work with the Superintendent and her staff to develop realistic expectations in order to achieve this common goal.

Survey Questions

[Exit this survey](#)

Salary Study

1. HASA

1. Did you attend the HASA General Meeting on March 9, 2011, at Chamberlain High School?

 Yes

 No

2. Please answer the following questions:

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
The HASA General Meeting on March 9, 2011, was helpful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have enough information to make an informed recommendation about the three administrative salary scenarios.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. What additional information would be helpful about the three administrative salary scenarios?

4. The Administrative Salary Proposal reviewed three scenarios that were summarized in the cover letter. Please order your priority preference among these three scenarios: Current salary plan, Index plan, and Career Ladder/Performance plan.

	Current Salary Plan	Index Plan	Career Ladder, Performance Plan
First Preference	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Second Preference	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Third Preference	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. How many years have you served as an administrator as of January 1, 2011?

Select Number of Years

Years of Experience 

6. Are you a Site-based or District-based administrator?

<input type="radio"/> Site-based
<input type="radio"/> District-based

7. Is your school an elementary, middle, high school, or non-traditional?

<input type="radio"/> Elementary
<input type="radio"/> Middle
<input type="radio"/> High School
<input type="radio"/> Non-traditional or modified schools (such as K-8, Adult, Technical, or Alternative)
<input type="radio"/> Non Applicable

8. If you are a Site-based administrator - are you a Principal or an Assistant Principal?

<input type="radio"/> Principal
<input type="radio"/> Assistant Principal
<input type="radio"/> Other
<input type="radio"/> Non Applicable

9. Are you a member of HASA (Hillsborough Association of School Administrators)?

<input type="radio"/> Yes
<input type="radio"/> No

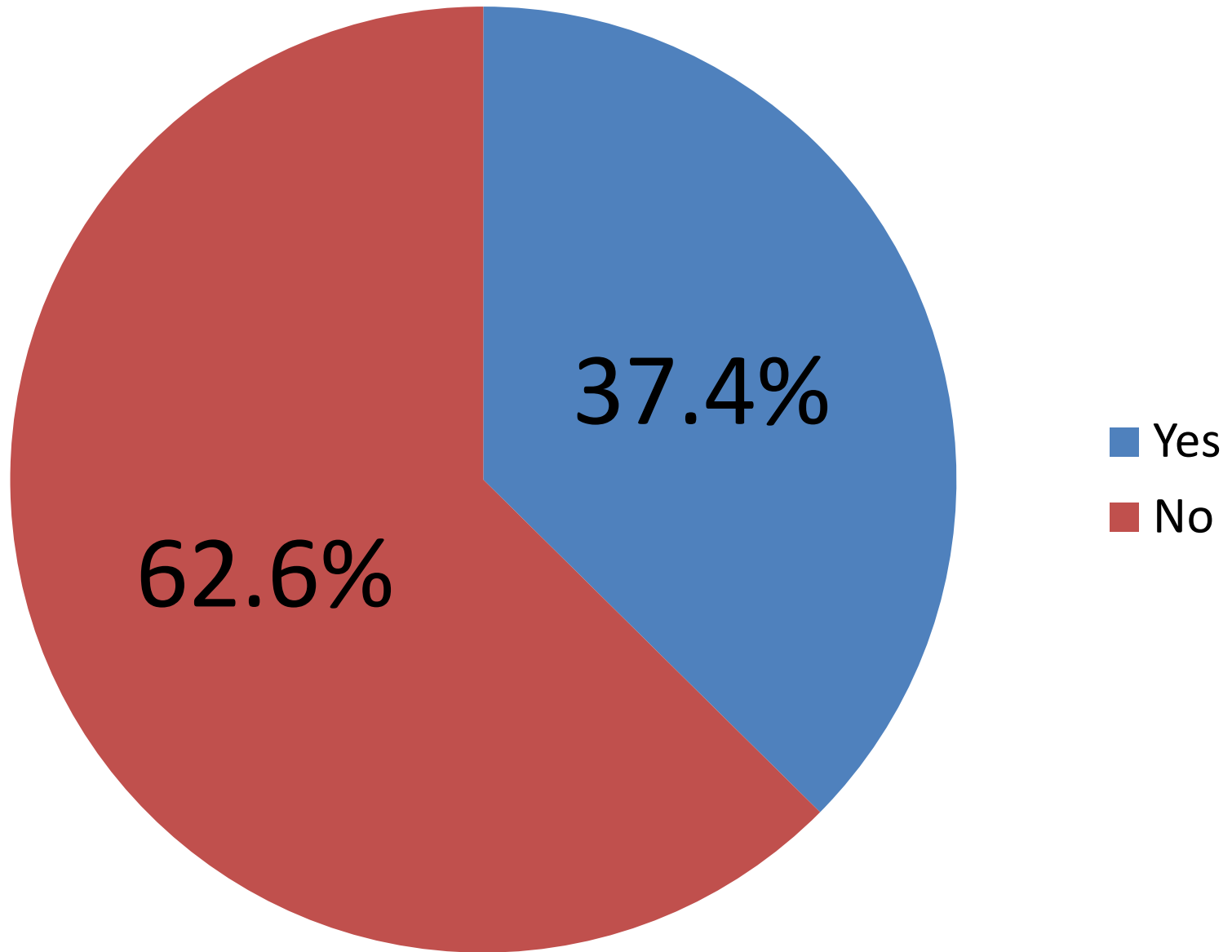
10. Please add additional comments or questions concerning the three administrators' salary scenarios here. Thank you for your time. HASA values your input!

Done

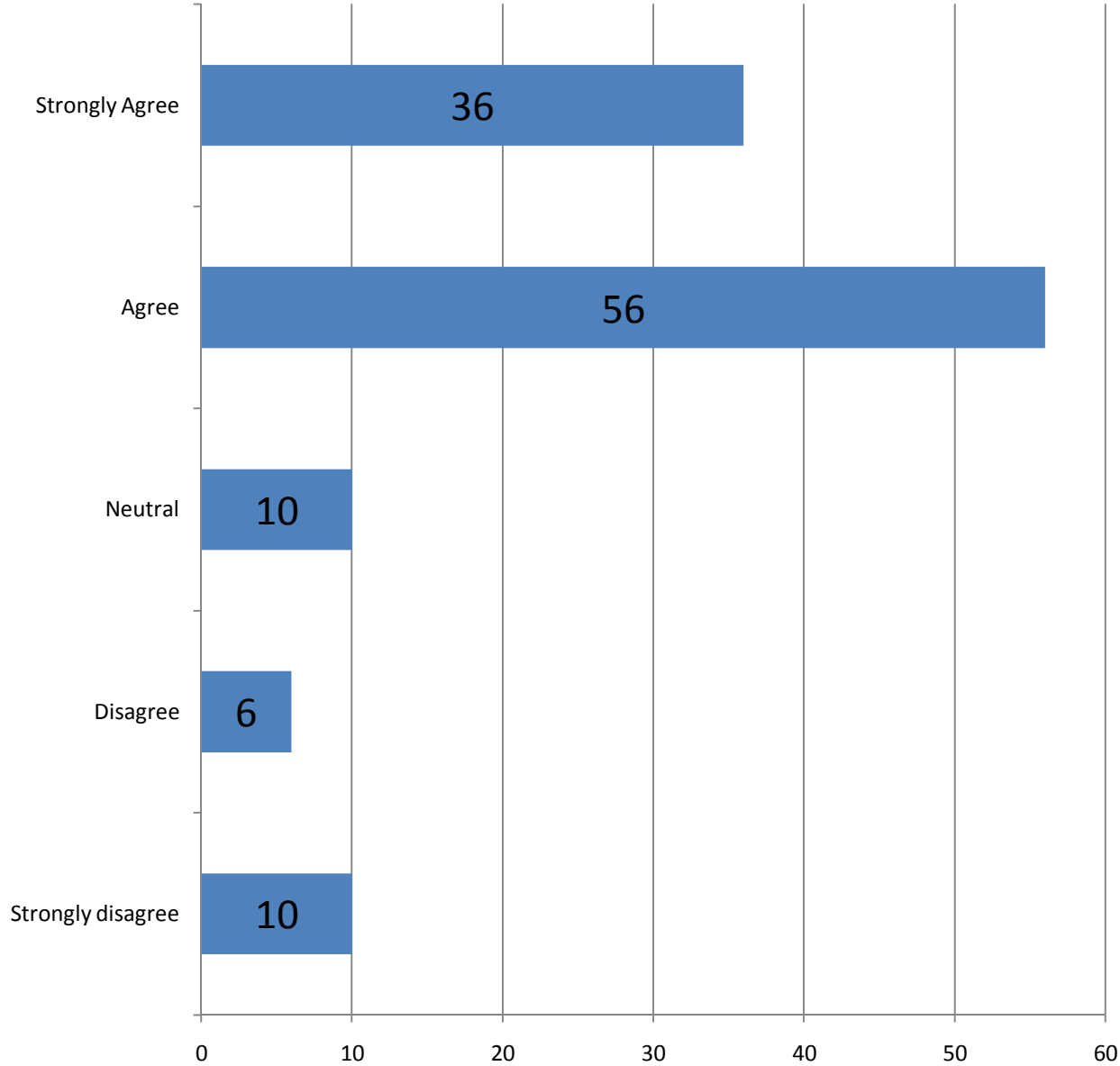
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Results

Did you attend the HASA Meeting on March 9, 2011

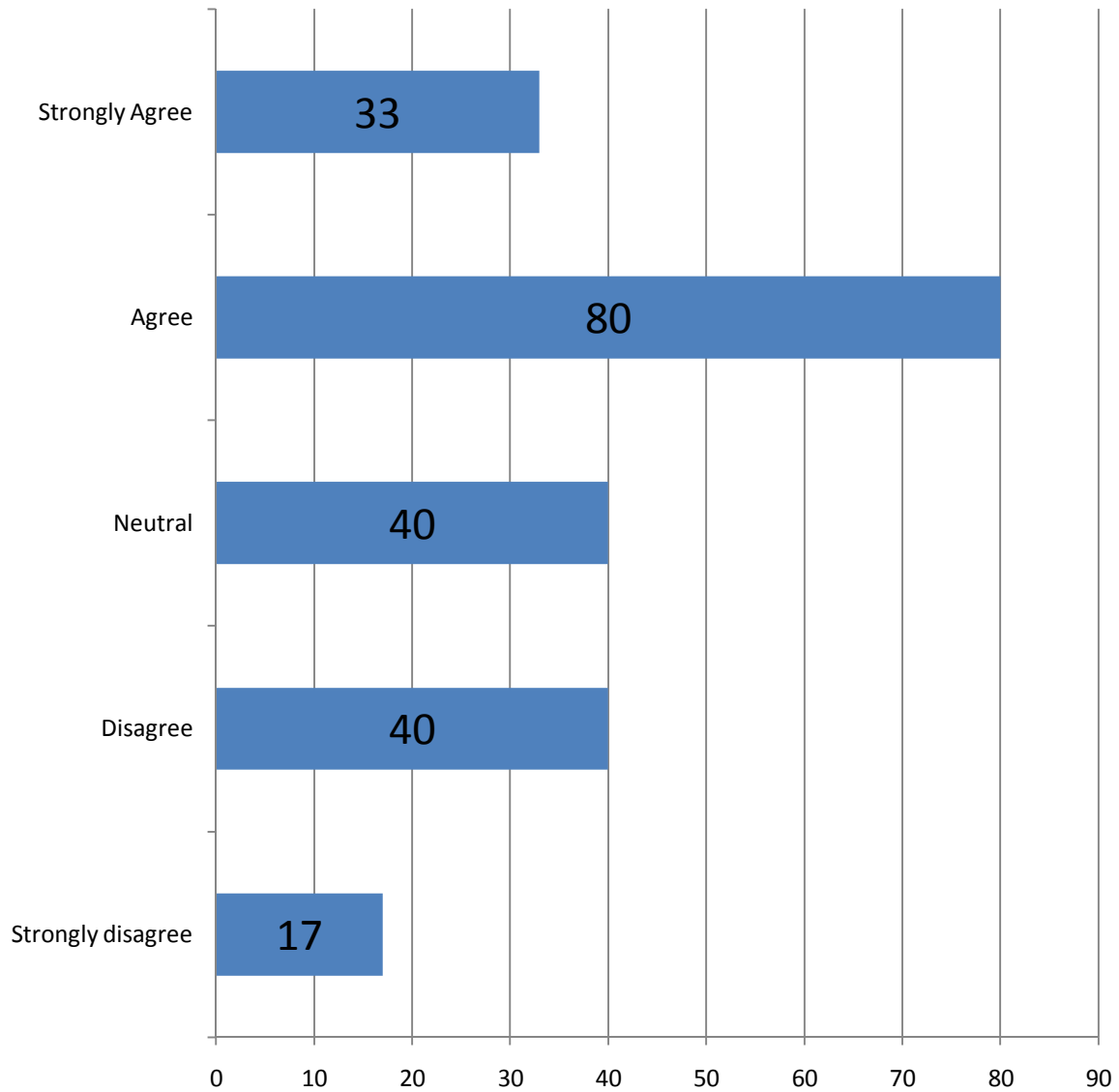


The HASA General Meeting on March 9, 2011, was helpful.



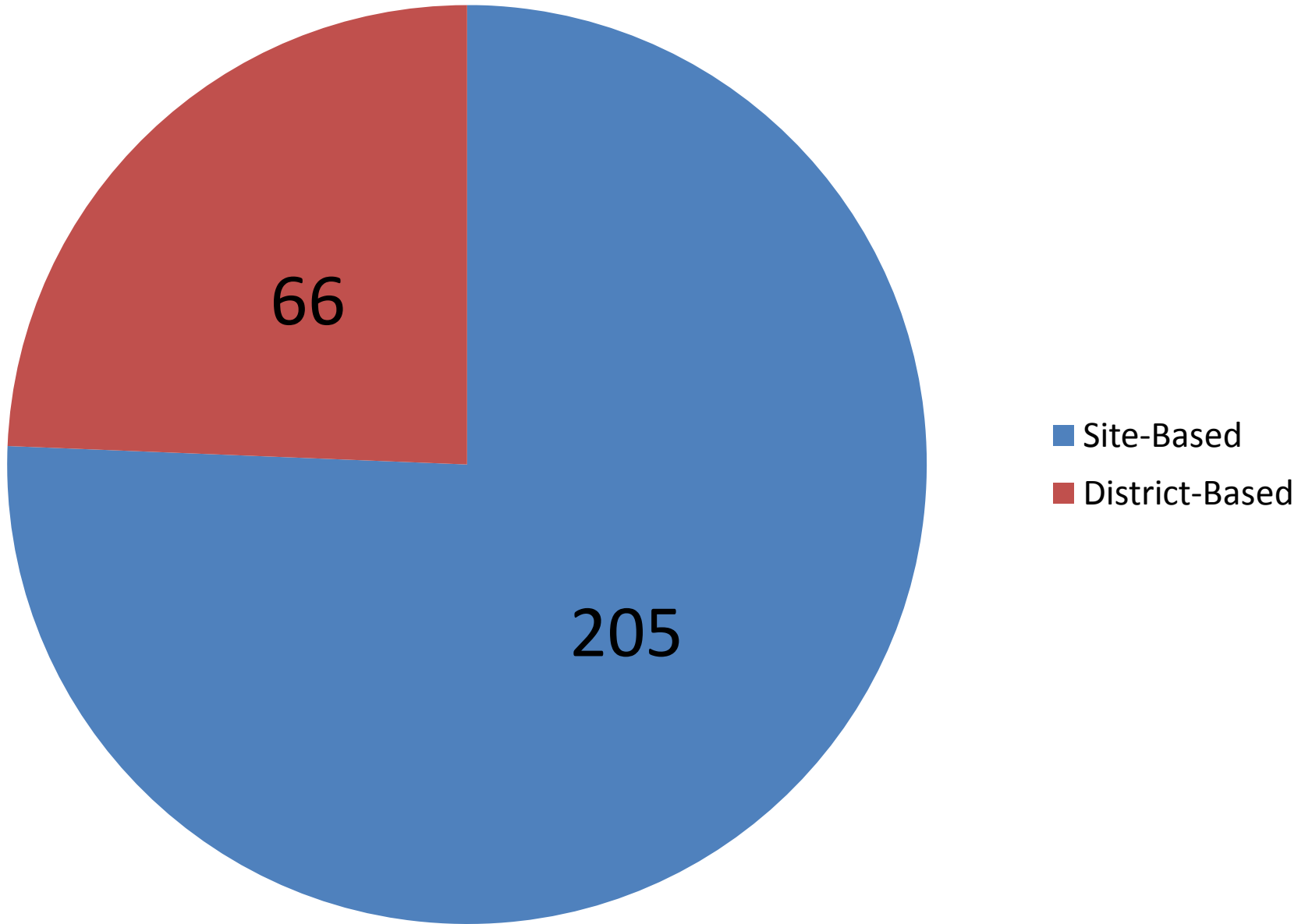
■ The HASA General Meeting on March 9, 2011, was helpful.

I have enough information to make an informed recommendation about the three administrative salary scenarios.

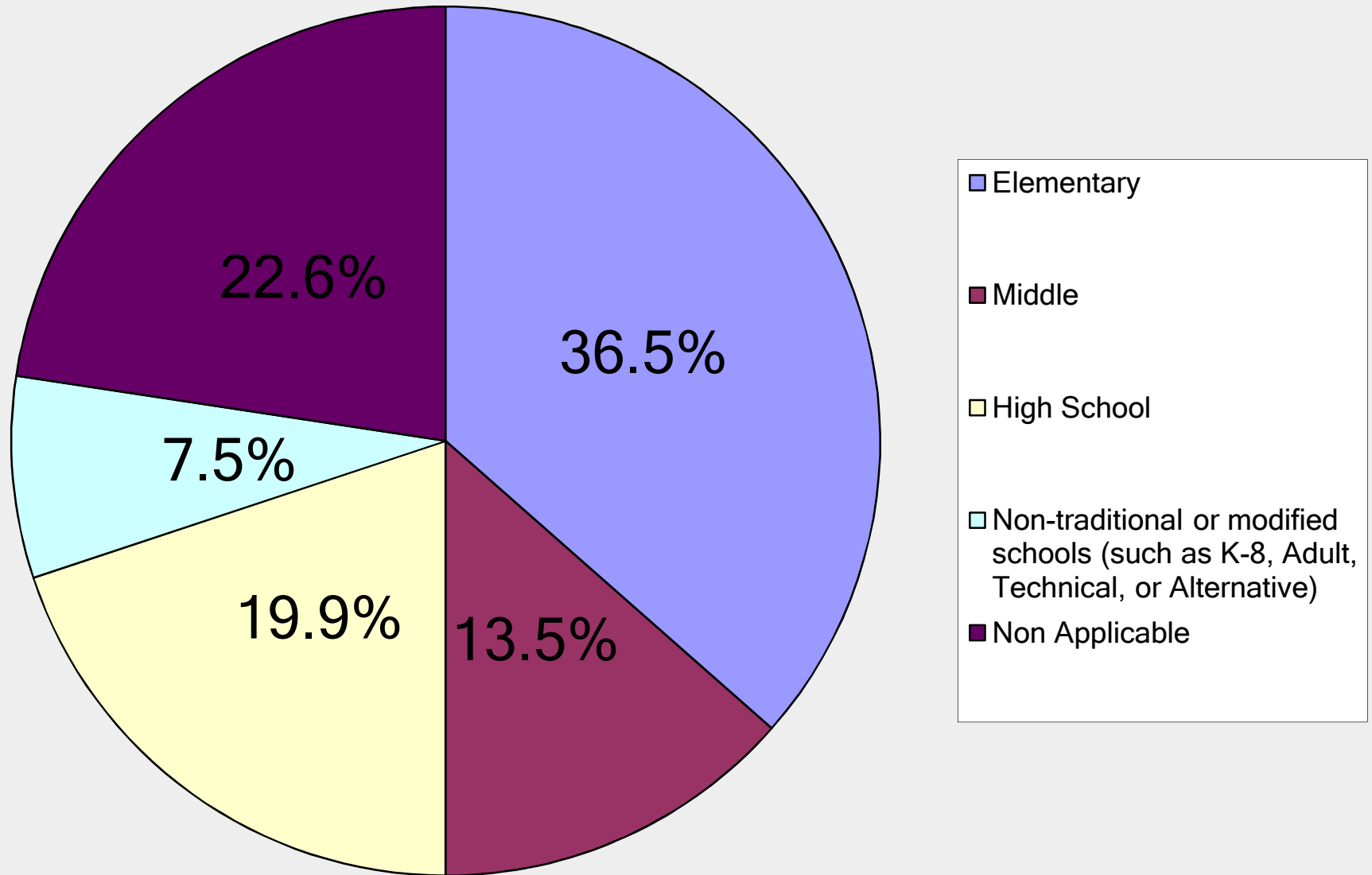


■ I have enough information to make an informed recommendation about the three administrative salary scenarios.

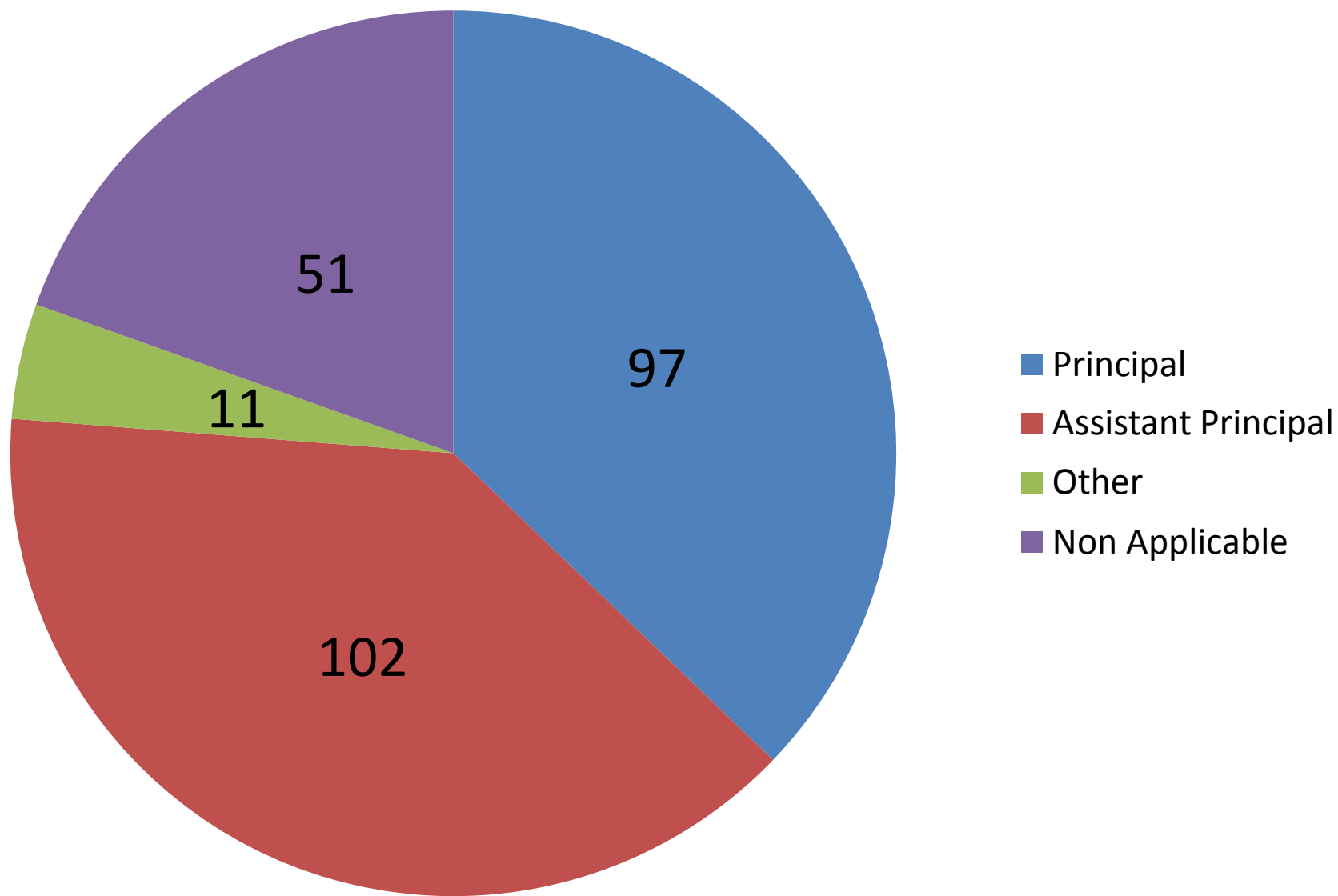
Are you a Site-based or District-based administrator?



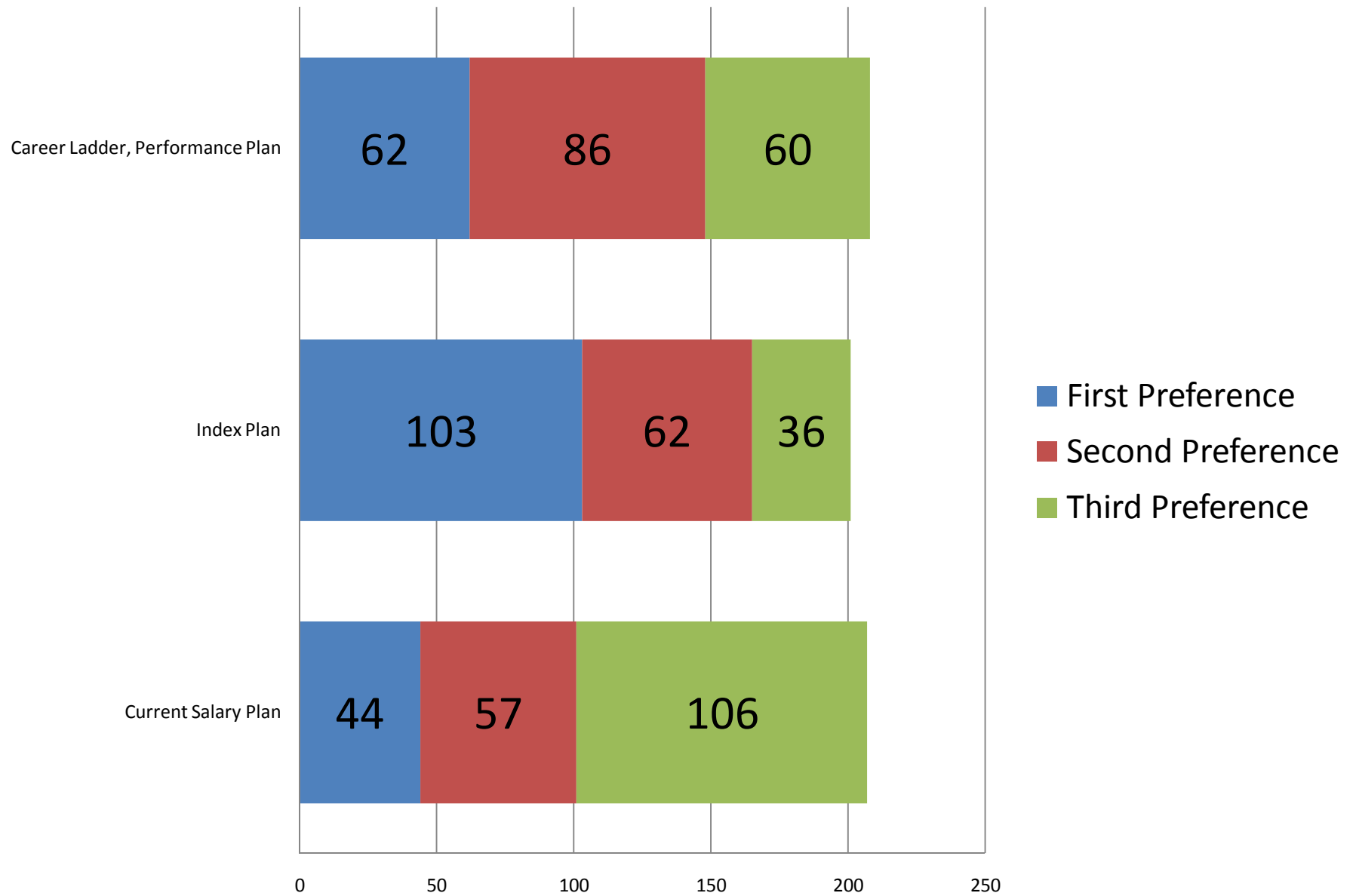
Is your school an elementary, middle, high school, or non-traditional?



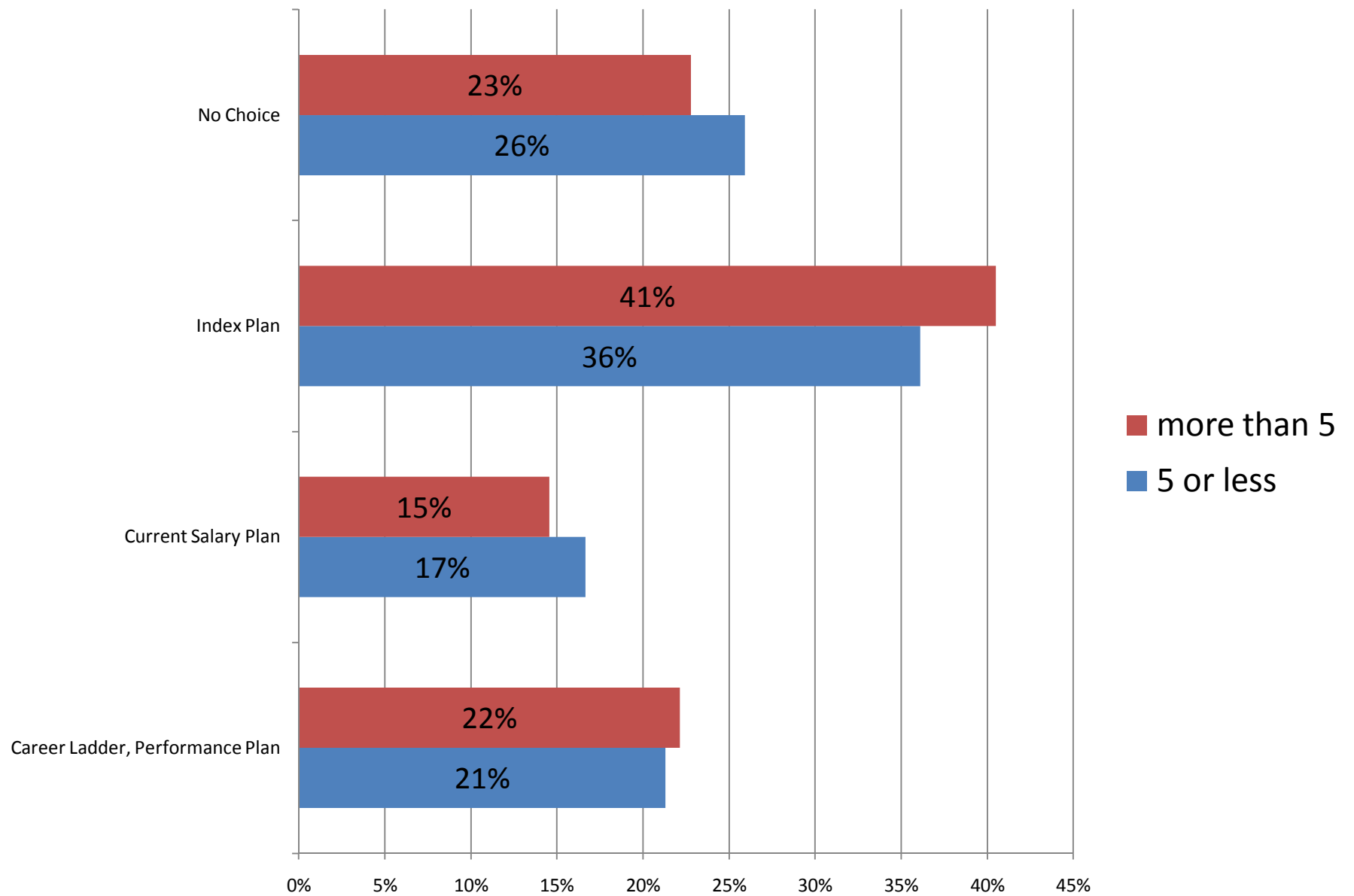
If you are a Site-based administrator - are you a Principal or an Assistant Principal?



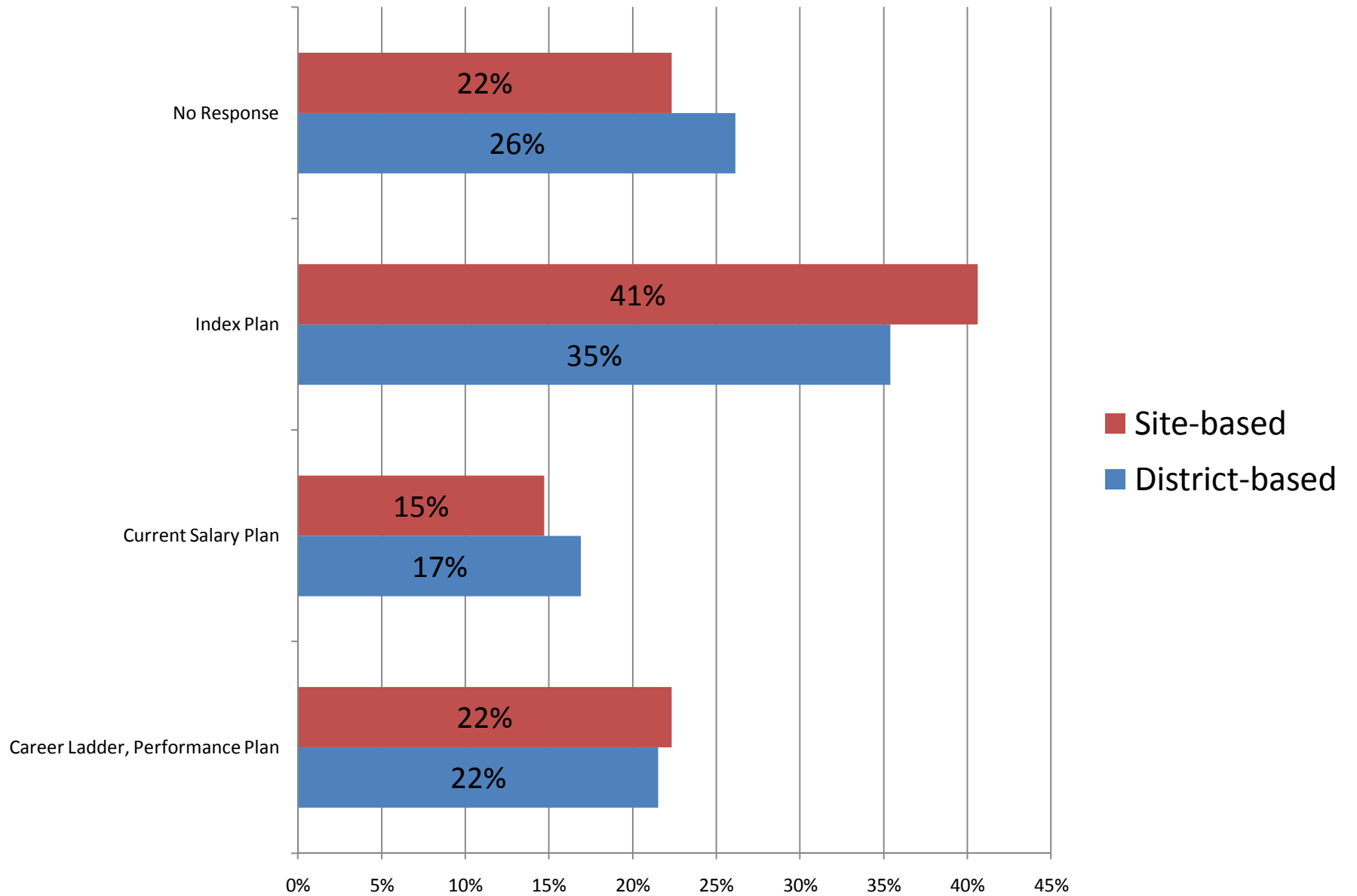
Please order your priority preference among these three scenarios



First Preference by Experience (Percent)



First Preference of Site-Based vs. District-Based (Percent)



Responses to Question #3:

What additional information would be helpful about the three administrative salary scenarios?

1. To know that an equity adjustment would be possible in the near future. I worked in another county previously and that was announced and made in a brief time once they realized the inequity.
2. Timelines - how long will it take to implement each plan? Impact - how will experienced administrators be impacted vs. those with less experience? Research - what type of research supports performance pay?
3. Is there a possibility of increasing elementary AP's to a 12 month salary schedule?
4. How will administrators who are not entry-level be compensated to raise their salaries to a proper level?
5. A proposed timeline to complete a recommended plan to the school board. Without a timeline, things tend to linger on. I realize implementation can not be put into a timeline but completing a recommendation can be.
6. The actual salary schedules (even if they are tentative but based on real numbers)
7. You described three scenarios briefly in the cover letter but did not name them to match the names below.
8. How will the non-instructional salaries play out? Most references are to teaching/school based/ROSSAC positions. One of the problems with this District is no points are specifically geared to the non-instructional side.
9. A summary of the scenarios would be helpful.
10. I would like to see the actual proposed amounts on each of the plans before commenting on #4 below. This would make the plans very clear. I still am unclear about what "indexing" means.
11. a summary of all 3 as a refresher
12. Not have the informational meeting during Ash Wednesday Religious services.
13. Will the salary structure based on school type continue or is that on the table for discussion?
14. How I would be personally affected.
15. Actual numbers, how does it all look and compare.
16. N/A
17. None
18. An written and detailed description of the options.
19. It would be helpful to have an email/auto-opener sent out thoroughly reviewing the 3 options as they become more fully developed. Prior to making a decision regarding the future of salaries for administrators in the district, I believe one needs more time to review materials provided and additional details as the district FULLY develops its plan. Hearing about it once, with little detail and not seeing the two new plans completed, makes it difficult to vote thoughtfully.
20. More info on the effect or possible increases or decreases to salary due to government interference with health plans and retirement.
21. Are there any situations that would result in a cut in pay?
22. Where do I go to learn about what they are?
23. Foment indexing

24. Which plan will get us there the fastest
25. Examples
26. More monetary data concerning the different proposals and how they differ from each other. (range of salary steps, requirements for adm. EET, etc..)
27. More numbers...possibly a pay scale of some sort.
28. How are we going to sell this if the public believes there is no money to educate the students?
29. I had hoped that MaryEllen would have been present. Also, I felt like they were just doing their duty being there. Dan Valdez is a true advocate, but can only do what the district supports....
30. Cost projections
31. more information. there is very little information there.
32. A copy of the scenerios.
33. For option 3, can you provide more information regarding the following questions: Will the criteria for which administrators are evaluated be established in collaboration with administrators (and/or HASA)? Will there be a peer or mentor evaluator for administrators? Or will only the administrator's supervisor be contributing and completing the evaluation (only one person deciding the effectiveness of an administrator, hence their pay)? Will the administrators' evaluations be tied to student performance? Or school performance?
34. I see no mention of non-certificated administrators, of which there are quite a few in our district.
35. #2 and#3 not clear-- In #2 are you referring to the teacher salary schedule for those who opt out of EET? "Value enhanced" salaries which would not be on a schedule in the traditional sense. (#2) Potential plan(#3) does not enter into decisions because it does not exist.
36. None
37. More details on all three scenarios
38. Send the information out in an email. I am a visual learner and need to see it in writing. I cannot even remember what the Index plan is.
39. publish the information
40. A powerpoint which outlined the three scenarios would have been helpful as well as handouts.
41. "More specifics with real numbers. Examples. I would have liked to have seen some of the data from the salary schedule research. Again hard data."
42. I am not sure I completely understand Mr. Martinez proposal and how the steps are calculated. Therefore, I am not sure I can answer question number 4 correctly.
43. More information on how this effects current administrators
44. More specifics are needed for each plan. Additionally, examples would be helpful.
45. What time frames are being suggestive as a possible restructure. What is the likelihood of salary imprivements occuring?
46. What options we could consider to discuss different talking points based on data. Talking points would have to be consistently shared by all members so prior decisions of agreed upon options should be shared.
47. Including the updated administrative responsibilities

48. A written summary describing each of the alternate preferences (Index and Career Ladder)
49. What are they, how much money are we talking at each level?
50. Examples
51. Some examples
52. Specific details of the Wallace Foundation grant.
53. Need more specific details about how each plan is structured.
54. I was unable to attend the session on March 9th and only have an awareness of the three proposed salary scenarios.
55. It doesn't matter because administration says there is no money - it is what it is
56. I would be interested in additional information on the Index Plan.
57. Did not get a chance to attend due to being the only administrator left at school.
58. I was unable to be at the meeting. Any information that was provided there would be helpful.
59. Perhaps specific examples for each of the proposed salary scenarios.
60. Explain what an index plan.
61. Perhaps information could be distributed to all members since some were not in attendance.
62. Detailed Information needs to be sent out to all administrators via mail. Many did not get to attend the meeting at Chamberlain.
63. Would like to see the actual recommendation for the indexing plan
64. Not in attendance preparing for testing and leaving for a family funeral out of state.
65. Everyone would always like to see actual amounts in dollars and cents and then be able to compare the different plans.
66. More info on what criteria would be used in a career ladder/performance pay plan.
67. I was given a brief synopsis of the salary plan at the last AP meeting. I would like to know more about the Career Ladder Performance Plan before making an informed decision.
68. Actual Numbers
69. I am visual and the presentation was all auditory. A visual presentation with Examples that I could take back and study would be beneficial.
70. I see no reason why we can't utilize a parallel ladder approach. This way no matter where the teacher is on the teacher's ladder they move to the closest parallel run on the administrator's ladder, possibly plus a step or two.
71. I feel it would be more helpful if the three scenarios were shown side by side with money comparison.
72. If you could possibly develop the scenerios with figures so we can see how each salary option would benefit all parties involved.
73. need more clarification -- I listened, but it is always better to see it in writing.
74. TimeTable for implementation.

Responses to Question 10:

Please add additional comments or questions concerning the three administrators' salary scenarios here. Thank you for your time. HASA values your input!

1. I don't think anything will change before I retire. :)
2. It is hard to ask for a raise in today's economic climate
3. Money is tight but when I have teachers with great leadership potential tell me that 1)they make more than me and 2) why take the headaches that go with administration when I can make what I am making as a teacher - it doesn't help one's morale.
4. I took a pay cut to become an AP because I lost my National Board bonus and Performance Pay. Also, although elementary AP's are not paid for 12 months, I work 12 months.
5. Why are we so underpaid? This was never addressed, nor was how we will be brought up to a competitive level with other districts around the state and the nation. All in all, the feedback I have heard from others who attended the meeting was basically, "What was the purpose of this meeting? We're still not getting paid what we are worth!"
6. Really, not enough information on either of the proposed plans. Is there a distinction between elementary and secondary administrators? Is there a distinction for title 1 schools? Is there a distinction for student achievement index? Is there extra compensation for extended service for training, committee work, mentoring new administrators? I could go on. Of course I was not able to attend the one meeting and very little information was forthcoming.
7. In addition to considering salary increases in these difficult budget times. Why not consider other options in the mean time, such as aligning district work days to site works days ie: eliminate the 45 minute non-paid lunch that district staff must work for the same salary. It would be a good faith, non-money item to toss in our direction. District staff have no opportunity to earn salary differential, bonuses for student achievement etc. maybe this bone could be thrown our way? Perhaps before the almost 11 hour summer days ensue? Thanks for working on this, your efforts are appreciated. I was unable to attend the meeting due to a school commitment , more detailed info on the proposed options in written form would help me make a better decision in my vote. Also, as there is so much uncertainty with pensions etc. some effort from the district to soften the impact would also be appreciated. I'm sure they are looking and waiting on that but it would be great to keep an eye there. Thank you again, I know this is work for you as well.
8. Understanding the desire to discuss our low pay in comparison with other counties I still believe discussion in these tough economic times is in poor timing and should be held for a later date. In response I think considerations should be made for a blanket policy regarding how Admins can utilize all of the time accumulated when they cover after / before hours duties until the salary issues can be revisited.
9. I appreciate the preparation and presentation of the salary study. I have always worked additional hours than expected as an administrator, as well as been highly effective in my job responsibilities. My school is a high performing Title 1 school. I am already an applicant for performance pay. Our pay needs to be adjusted accordingly, regardless of performance. After our salary has been adjusted, I believe a Career Ladder/Performance Plan should be optional as it is now and is for teachers.

10. Not have the informational meeting during Ash Wednesday Religious services.
11. N/A
12. I understand everyone would like to make a salary that is comparative to other similar districts. My concern is how a base salary is to be determined and included with performance pay. Too much emphasis is placed on the performance of whether a child does well on one particular assessment. Performance is based on many factors and includes how we support and mentor each other along with the character of each individual in each of our buildings. Performance pay does not consider these other factors for what each school provides to a community of students, staff, parents and businesses.
13. Thanks for looking into this for us.
14. After speaking with peers it seems many, including myself would be concerned about measuring administrators like teachers. What inter-rater reliability would there be to protect an administrator from receiving an unjust evaluation from a higher ranking administrator that simply "isn't a fan". This is an underlying concern I don't think anyone would feel comfortable mentioning, although everyone probably knows someone it has happened to. As administrators we really do not have support for situations like this, as teachers do. At the same time it would be wonderful to be recognized for being an outstanding administrator, however unless a system is created to allow fair, just evaluations for everyone, I vote to keep it the same.
15. It would also see samples of each plan and how the salaries would work in comparison to each side by side.
16. It is a good time to propose the re-structuring of the salary schedule.
17. I have been asked to move to another county. In the past, I have declined. With the changes occurring at the state level and as I get closer to retirement, I must consider increasing my salary. Unless something changes that significantly increases our pay, I will be leaving. I did not attend the meeting on the 9th. This has been an issue for a number of years. This county never seems to solve this problem. Part of me understands their lack of desire to change the salary schedule. Hillsborough is a large county. I am sure they have a large pool of people willing to do our jobs.
18. I like the idea of a career ladder for administrators but would need more detailed information about how the evaluation. For example, in middle school, assistant principals have different roles and responsibilities depending on the school--we are all assistant principals for student affairs but one has curriculum responsibilities and the other has administrative responsibilities. Even within these divisions there are differences from school to school. There needs to be some standardization of these roles before connecting them to salary.
19. Applying changes to the current salary schedule based on the salary study does not change or address the inherent flaws in the system. The shift from the current teacher salary plan into the teacher career ladder plan makes the idea of an index plan less than stellar... but palpable – provided it indexes off of the median teacher pay for the district. The career Ladder/ Performance Plan – would be attractive if I had any information concerning it – the idea that I would get paid based on my performance is attractive provided the means of measurement was appropriate. If the career Ladder / Performance Plan were used, It would be VERY IMPORTANT for HASA to be closely involved in the procedures and processes that will be used to measure the overall performance.

20. I was unable to attend the meeting at Chamberlain on Wednesday, March 9 because I have a second job to help make ends meet. I work on Tuesday and Wednesday evenings.
21. I believe that a sample salary schedule for each of the 3 scenarios would assist greatly in envisioning which of the three would be most advantageous. Perhaps using a "for example" scenario with each of the following: a new administrator (1-3 years), a 10 year administrator, and a veteran (15 - 20 years), and placing them into each of the models with actual dollar values attached would be beneficial for us to be able to comprehend which is better.
22. Do not like, nor trust, the 3rd plan as it relates to administrative or teacher salaries. Can be effected/swayed too easily due to the great - almost definite- potential for subjectivity.
23. It is good that HASA is addressing the salary issue and gathering input. Without adequate salary, recruitment will be difficult.
24. Thank you for addressing this issue.
25. I for one wish to encourage HASA to continue to advocate for all administrators.
26. It would be great if our salaries could compete with neighboring counties. Teachers will not want to move up as salaries are not increased at a rate of the amount of hours each week increased.
27. Thank you; I appreciate the opportunity to give feedback.
28. I am saddened not only by how grossly undercompensated I feel for the job I do but also for how many hours I lose with my family and young children. Career ladder? The "top" needs to understand that morale runs downhill. With the advent of the MET, it is increasingly important that administrators are positive and enthusiastic. When I average how many hours a week I work and divide my salary by this number, I feel robbed and unappreciated. And the my responsibilities continue to grow. I feel like the victim of a gradual bait and switch scheme. I love public education but it's getting so hard. I'm at work now!!! It's almost 8pm!!!
29. From the meeting I am not clear on what the three plans are in order to rank them
30. Personal reasons did not allow my participation. Two dates might have been helpful to have more participation.
31. Can you please send in writing -- (perhaps via e-mail) a detailed description of what each salary option "would look like" to the administrators. I am unclear about them and suspect others might be also.
32. Concerned tht there would be disparaty at the district vs. site base level. If a district administrator is "one of a kind" how would their effectiveness be compared among other administrators. The EET plan could cause for multiple evaluations based on the job and responsibilities being done.
33. I was on vacation during the time that the above info was presented. i will seek add't info from a fellow member. thanks for your efforts!
34. With the three scenarios, we should have some examples of what would happen to a salary based on each of the options.
35. I cannot respond to the preferences without a more detailed description of each choice. Won't a more personalized analysis be needed with salary data options to make this kind of decision? It may be a different choice for each individual depending on the situation of that administrator (ex; yrs of exp; position location/title etc). If we could be given an analysis of each option catered for us---that is when I would make the decision between options.

36. Clearly the district is not interested in compensating teachers or administrators. If you review the salary comparison, only the upper level district administrators get paid high on the scale in comparison to other districts and states. What was the point of the salary comparison or for the matter the meeting at Chamberlain? The district has no plans to increase salaries of administrators. The district clearly was just humoring us with that meeting. The district talks about being leaders to reform education across this country, but they can't (or won't) figure out how to reform an appropriate pay scale for administrators. You can determine what an organization values by reviewing who that organization pays. This district demonstrates how little they value administrators by how insignificantly they pay us.
37. Thank you for your hard work!
38. None of the plans address the overtime and the responsibility of covering events. None of the plans address the late hours and hours worked for school events on Weekends.
39. Thank you to HASA for taking an active role in reviewing and proposing a change in our salary structures.
40. I appreciate the information but the timing is off. The district leaders seem to only care about teachers and have made it clear there is no money
41. Thank you Hasa for having our back!
42. Would like to have a letter explaining all three plans.
43. Is there a way to set a number like 1000 students for a middle school and if the site has more than that enrolled then a supplement would be added to the Principal salary due to extra students, teachers, parents, etc.?
44. More information and additional meetings, there were other meetings and activities scheduled.
45. I don't really know how a career ladder would work. I thought that this WAS the career ladder!
46. Please send this information to all Administrators so that we all are informed.
47. That due to my years of longevity and the uncertainty surrounding the performance assessment of my current site's ESE students' achievement measurement, I think the current salary plan would be most beneficial. If I move to another site, the performance pay plan could be beneficial, even with my longevity.
48. Would recommend that HASA continue with developing a career ladder plan
49. I went to HASAonline.com in hope of reading about the salary scenarios and could not find information. I had to miss the meeting due to a commitment made much earlier than the meeting notification.
50. Are we taking into account the size of the student population and salary?
51. Please send out additional information.
52. Your questions should have encumbered structural support along with instructional.
53. none
54. I feel very strongly that our salary schedules need to be revised. I make less per hour, than over half of my teachers.