

Performance Compensation Model Brief Description

Local School System: Anne Arundel County Public Schools

Local Contact (Name and contact information): Oscar N. Davis, Director of Employee Relations

Title of Model: 1). School Improvement Corrective Action Plan 2007-2008

2). Annapolis High School Continuing Achievement Plan

Purpose of the Compensation Model: To recruit high quality staff and ensure that employees assigned to Annapolis High School (AHS) are provided appropriate financial incentives and support to enable Annapolis High to achieve AYP.

Brief Description (Please include links, if available, for access to further information on the model):

Memorandum of Understanding between the Teachers Association of Anne Arundel County and the Board of Education of Anne Arundel County (excerpted)

This memorandum memorializes an understanding between the Teachers Association of Anne Arundel County and the Board of Education of Anne Arundel County to set aside or modify certain provisions of the collective bargaining agreement between the parties in order to accommodate changes in terms and conditions of employment for Unit I employees at Annapolis High School.

Article 11: Work Time and Work Load

1. Teachers and therapists at AHS, ITP and CF will be provided with a 12-month work year.
4. Unit I employees at AHS newly provided with a 12-month work year shall be advanced half of the annual balance of annual leave days provided to 12-month employees. The days will be available for immediate use subject to approval.

Article 12: Assignment and Transfer

5. In order to accept employment at AHS, Unit I employees may be required to sign a letter of intent indicating their agreement to remain at AHS through the 2009-10 school year.

Article 3: Salary and Other Compensation

The "assignment stipend" and "AYP stipend" provided in Article 3(V) shall be modified for Unit 1 employees who work at AHS to provide the following:

- a. Unit 1 employees accepting assignment at AHS will receive an initial "signing" bonus of \$2,500 payable no later than September 30, 2007. In addition, an assignment stipend of \$3,000 shall be paid to those employees no later than September 30 of 2007, 2008 and 2009. Following the completion of the 2009-10 school year, a retention bonus of \$3,000 will be paid to employees completing three years of service at AHS. Retention bonuses for Unit 1 employees remaining through the 2009-10 school year but not employed at AHS for the entire three-year period may be pro-rated.

- b. If AHS makes adequate yearly progress (AYP) as lawfully determined in the 2007-08 school year, Unit I AHS employees will receive a stipend of \$1,500. If AHS makes adequate yearly progress (AYP) as lawfully determined in the 2009-10 school year, Unit I AHS employees will receive a stipend of \$2,500.

Memorandum of Understanding between the Board of Education of Anne Arundel County and the Secretaries and Assistants Association of Anne Arundel County (SAAAAC)(excerpted)

This memorandum of Understanding memorializes the agreement between the Board of Education of Anne Arundel County and the Secretaries and Assistants Association of Anne Arundel County (SAAAAC) regarding Unit IV employees at Annapolis High School.

The Teaching Assistants (TA's) shall work six and one-half (6.5) hours per day for two hundred sixty (260) days per year. Reading Technicians, Instructional Technicians, and Technology Support Technicians shall work seven (7) hours per day for two hundred sixty (260) days per year. Secretaries shall work seven (7) hours per day for two hundred sixty (260) days per year.

Unit IV employees will receive a stipend after completing three (3) years of service at AHS. TA's and Technicians shall receive a stipend equivalent to half (1/2) of the stipend the teacher's receive for working at AHS, but not lower than \$2,000. Secretaries shall receive a stipend for work at AHS equivalent to half (1/2) of the stipend the TAs receive for working at AHS, but not lower than \$1,500. In cases of hardship as determined by the Director of Human Resources, the aforementioned AHS stipend will be pro-rated for those who do not complete the 3-year commitment to compensate them for the time they worked at AHS.

NOTE: Under the Annapolis High School Continuing Achievement Plan, for the 2010-2011 School year, with limited exceptions, Unit I and Unit IV employees who were working 12 months per the above agreements were changed to 200-day employees.

Targeted Employees: All employees assigned to AHS

Pros: Extensive, innovative interventions geared to the specific needs of AHS students were developed and funded by this plan including summer programs and intensive professional development. The additional student contact time required by staff, and the associated pay helped build commitment to the program. Further, by plan design, turnover at Annapolis High School was greatly reduced during the period of the initial MOUs.

Cons: 1). Significant cost 2). The coordination and management of an extensive Performance Pay Plan while simultaneously implementing several other initiatives is indeed challenging. Implementation of the Plan is never "done." It is always a work in progress and ongoing adjustments are necessary.

Lessons Learned: The application of significant additional resources and intense monitoring can successfully impact school and student outcomes. However, such intense efforts may not be sustainable for long periods as economic conditions change and staff members begin to experience burnout.

Implementation/Results (Is the model working? If not, why not?): AHS made AYP in 2008, 2009 and 2010. AHS did not make AYP in 2011.

Future Plans: Continued review regarding how to ensure AHS continues to make progress despite fiscal constraints.