



**2024 WASBO Spring Conference**  
**“Compensation Trends”**  
**May 16, 2024 10:40-11:30 am**



**Leadership**

**Dr. Tad Wehner, Edgerton S.D.**  
**John Stellmacher, Kettle Moraine S.D.**

# 2024-25 Compensation Trends

- Strategic Compensation Partnership
- Edgerton's Story
- Kettle Moraine's Story
- What's Next for this Strategic Effort

# Evidence-Based Decisions

Leadership and Staff Engagement Around Compensation



# Strategic Compensation Partnership Partners:



# Strategic Compensation Partnership Purpose:

To mobilize area school leaders to define and evaluate our needs as it relates to employee compensation trends in K-12 Education. By establishing a collective scope, we develop a market-based compensation tool to support employee-wage trend comparisons district-to-district.

# Regional Compensation Partnership (Est. Fall 2016): Common Challenges

## 1). Affording Compensation

- Do we have the Funding to Support New Compensation Systems
- What is “Your” Story?

## 2). How to Place New Employees

- “Leapfrogging” Effect
- Use a “Market Analysis” to Drive Evidence-Based Decision Making

## 3). Other Districts “Cherry Picking”

- District-to-District Headhunting
- Retain and Attract - Ensure your Comp Systems are Competitive

## 4). Hard-to-Fill Positions

- How is this determined?
- Are existing employees honored by this classification?
- Use a “Market Analysis” to Drive Evidence-Based Decision Making

# Regional Compensation Partnership (Est. Fall 2016): Common Goals

- Openly Communicate Compensation Structures
- Establish Data Submission Practices that are Clear and Consistent
- Submit Expected Outcomes
- Establish/Maintain Relationships with Support Organizations

# Establishing a Sustainable Submission Process

## 1). Role Identification and Coding ([Position Type Codes](#))

- Closing 1202 Reporting Gaps

## 2). Skyward Data-Mining:

- Role Identification
- Wage Detail
- Experience (Local/Total)
- Educational Attainment

## 3). Frontline/Baird: Salary/Experience and Hourly-Rate/Experience (and More!)

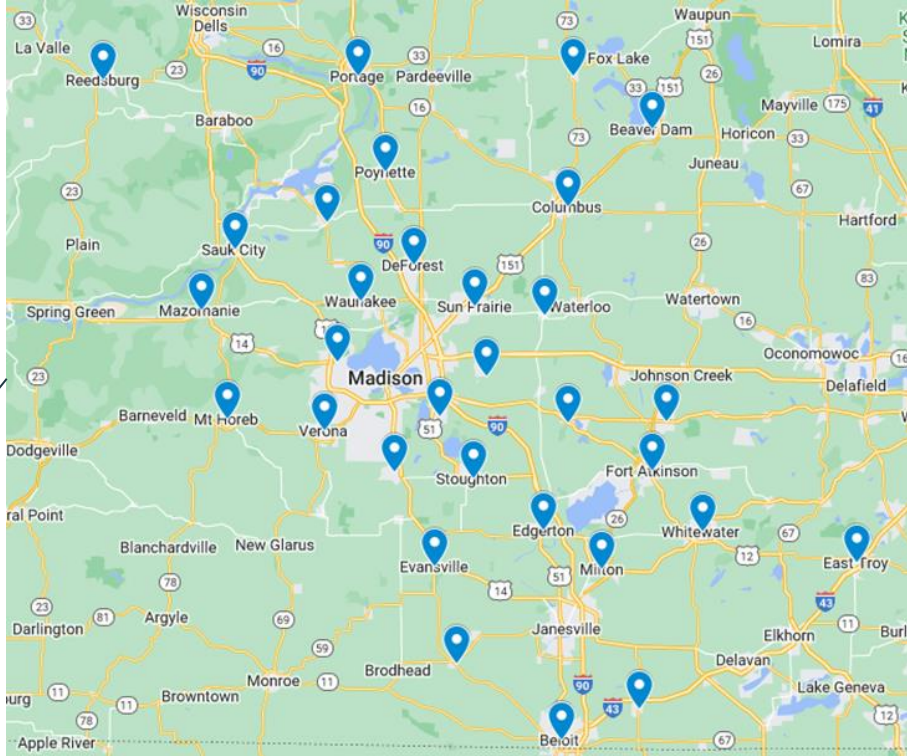
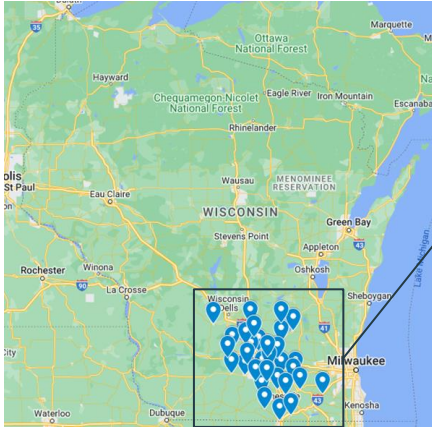


# “Coopetition”

- 31 districts in 2018: Dane Cty/CESA 2 Region
- 50+ districts in 2022: Statewide and growing
- Key advantages:
  - Data Accuracy
  - Transparency
  - Ability to “tell your story” with easy analytics

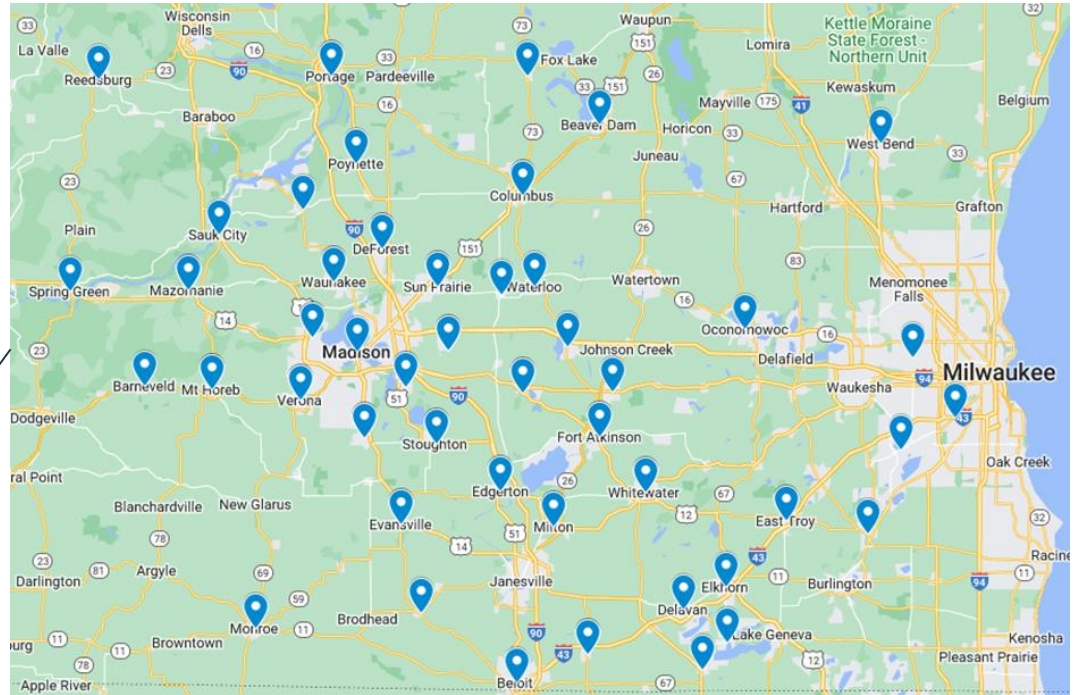
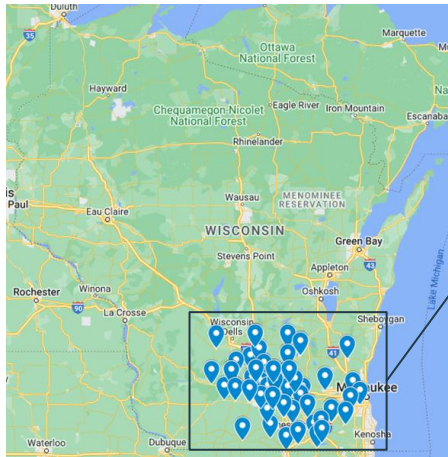
# Growth of the Project over time (2018)

2018  
31 Districts  
Primarily South Central WI



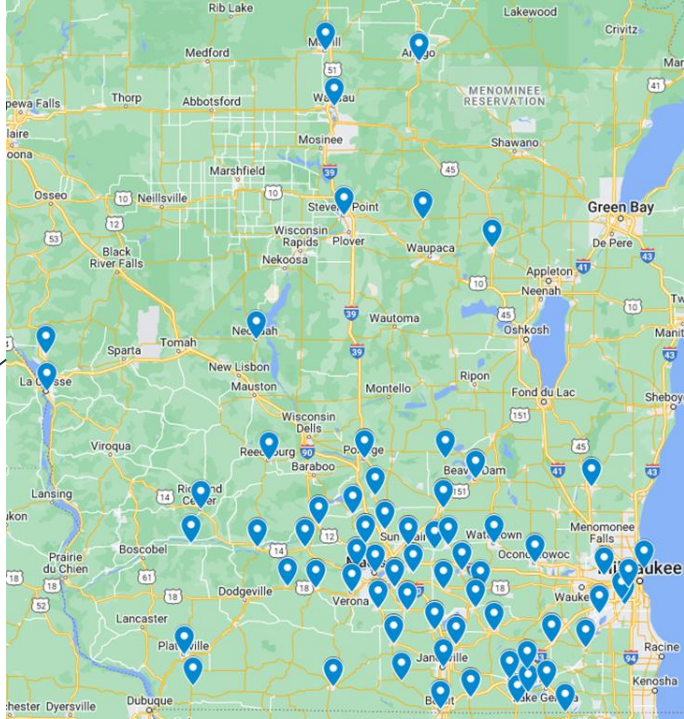
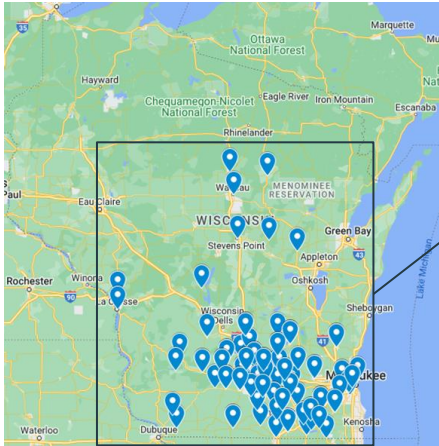
# Growth of the Project over time (2020)

2020  
38 Districts  
Expanded Southern WI



# Growth of the Project over time (2022)

2022  
53 Districts  
Expanded all directions





**Edgerton School District**

# Market Assessment Results

Evidence-Based Practices to Retain and Attract



# Edgerton Educational Support Professional (EESP)



### Hourly Wage vs Experience by Group Code - 2018

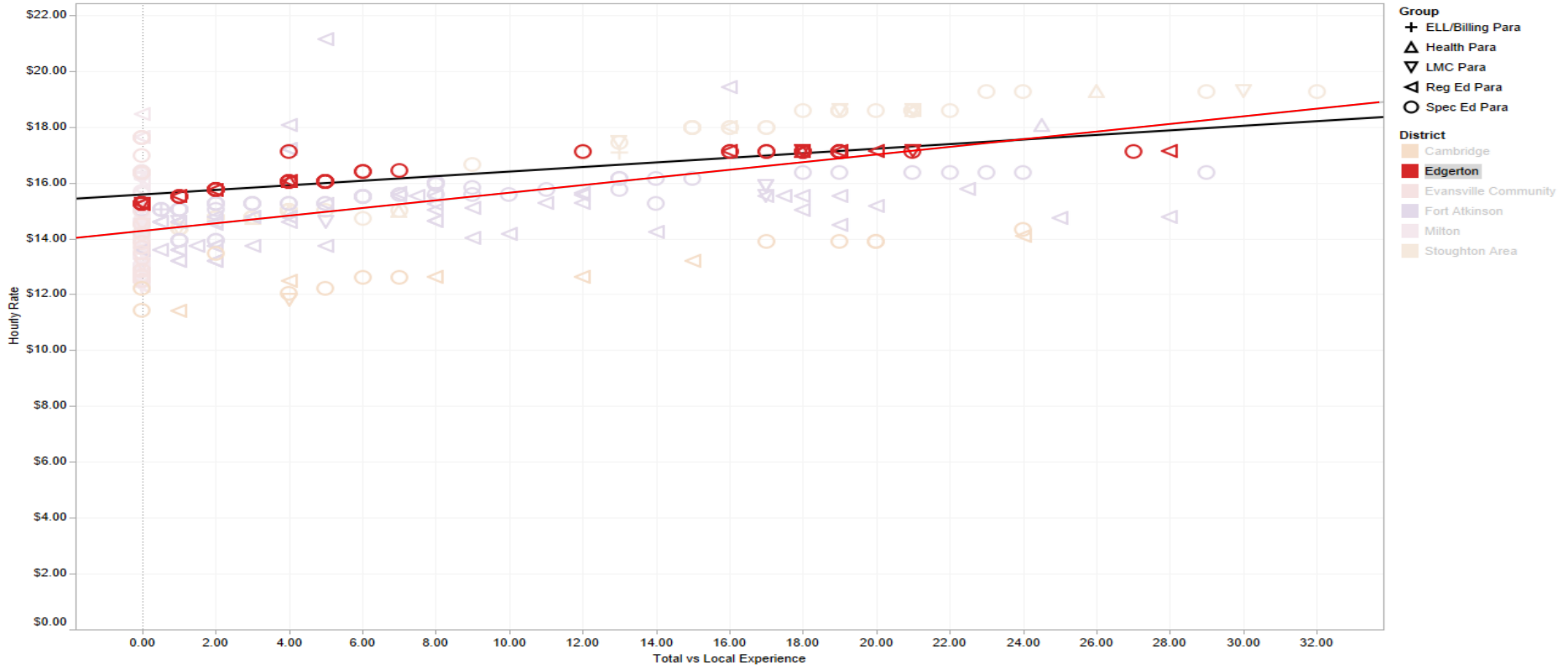
District(s): Cambridge, Edgerton, Evansville Community and 3 more

Group: ELL/Billing Para, Health Para, LMC Para and 2 more

Group Code Definitions: <https://bit.ly/2Ji3oIS>

Data Download: <https://bit.ly/2Gyzx6K>

Source: Skyward and Forecast5 Salary Project







# Teachers

Bachelor's/Master's



# Bachelor's Degree



# Bachelor's Degree Comp: 2017-18

## Total Salary vs Experience - 2018

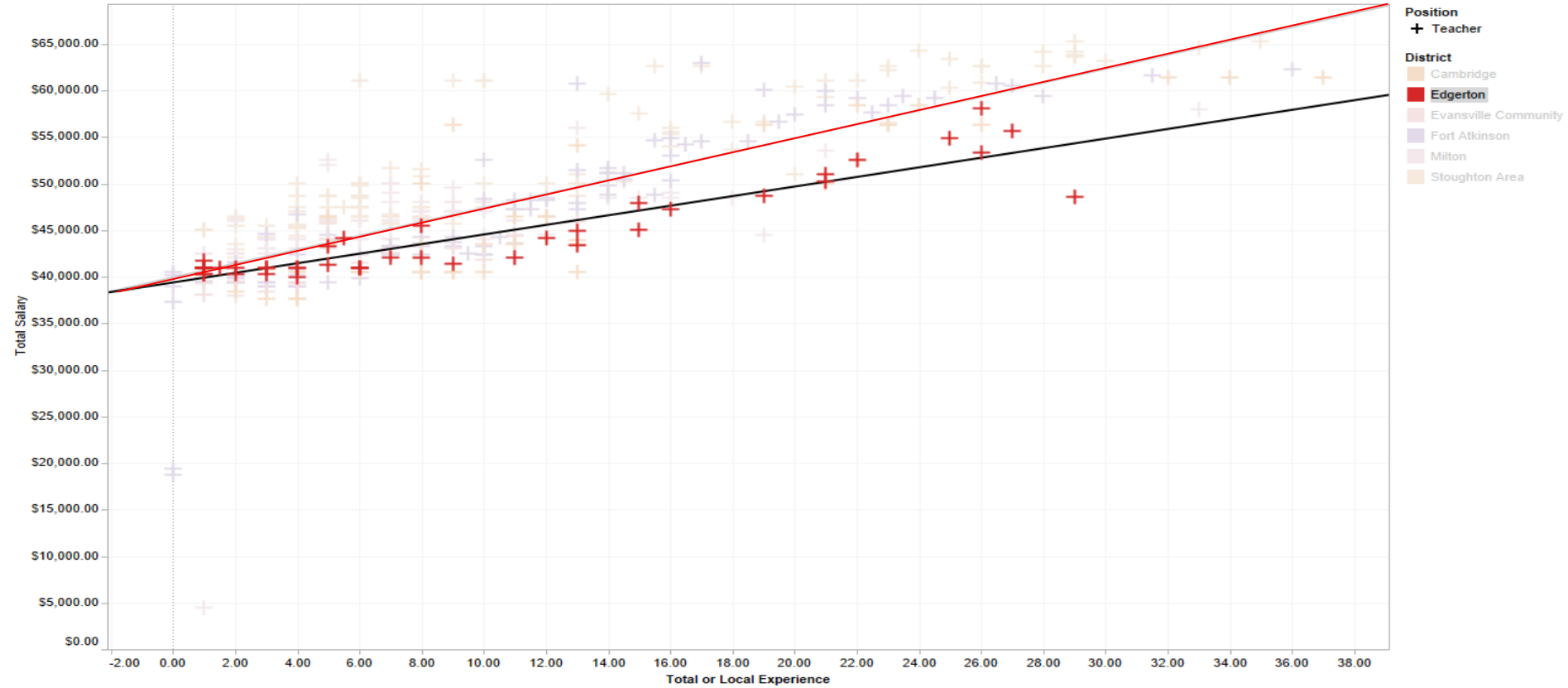
District(s): Cambridge, Edgerton, Evansville Community and 3 more

Position: Teacher

Note: Salary is the employee's total salary across all positions and assignments.

Data Download: <https://bit.ly/2Gyzx6K>

Source: Skyward and Forecast5 Salary Project

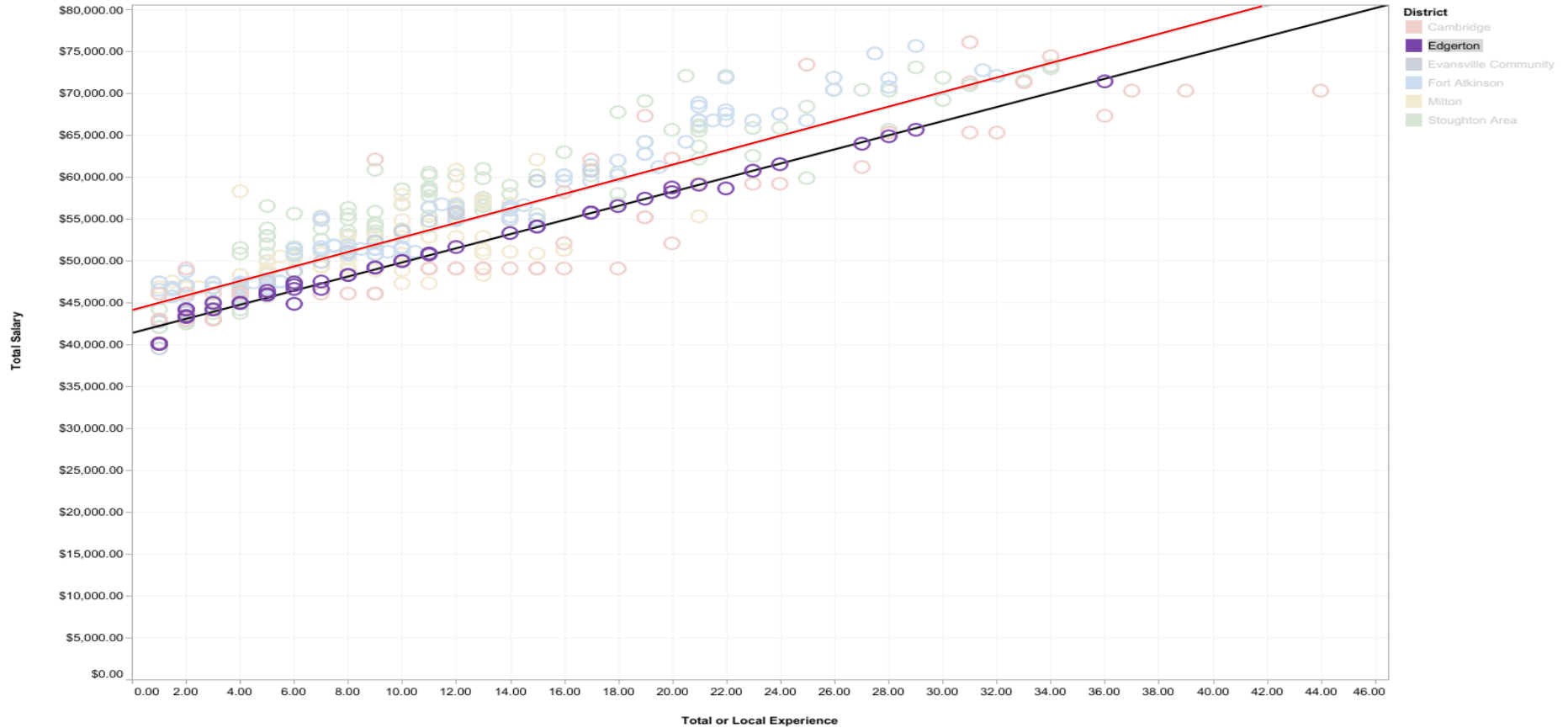


# Bachelor's Degree Comp: 2022-23

## Total Salary vs Experience - 2023

District(s): Cambridge, Edgerton, Evansville Community and 3 more  
Position: Teacher

Note: Salary is the employee's salary across all assignments by position.  
Data Download: <https://tinyurl.com/f5k84fnm>  
Source: Skyward and Frontline Salary Project



# Masters Degree



# Master's Degree Comp: 2022-23

## Total Salary vs Experience - 2023

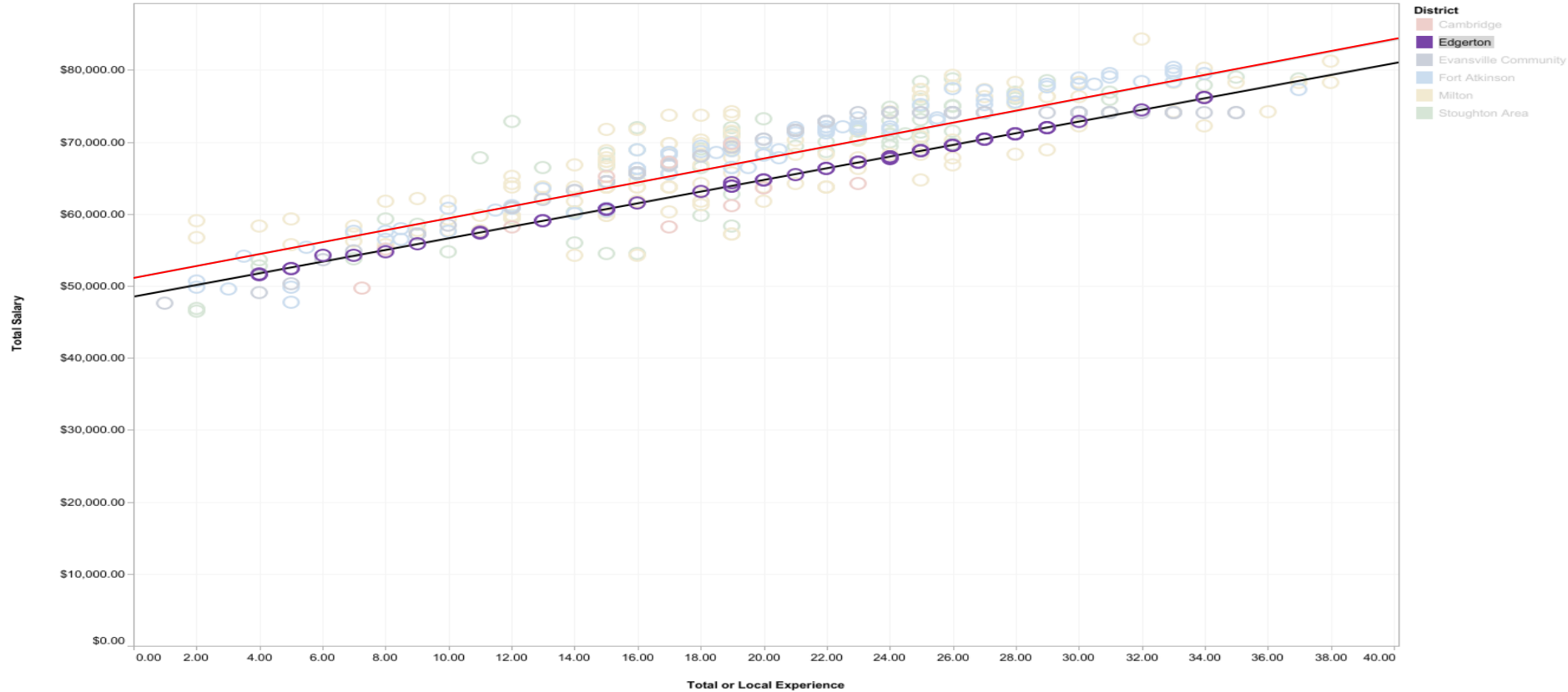
District(s): Cambridge, Edgerton, Evansville Community and 3 more

Position: Teacher

Note: Salary is the employee's salary across all assignments by position.

Data Download: <https://tinyurl.com/f5k84fnm>

Source: Skyward and Frontline Salary Project





# Individualized Market Assessment



Dear (Employee):

This communication contains two specific documents:

1) [Personalized Benefit Statement for 2020-21:](#)

This personalized benefit statement will describe your hidden paycheck and is intended to provide you with a summary of benefits you personally receive along with their value.

2) [Individualized Wage Market Assessment for 2020-21:](#)

At the conclusion of each school year, we market assess all returning employees in comparison to their individualized market (role in the organization). We have re-run our market assessment on each employee with updated 2020-21 wage data. The purpose of this assessment is to support our objective to establish competitive compensation as we strive to retain and attract staff. Please understand that with any market assessment built on averages, the data year-to-year will be fluid based upon school district submissions. That said, there may be high/low changes year-to-year as we run wage measurement averages. Leadership and the Board of Education will use this data to support our goal of establishing all employee's within 5% of their assessed market as we finalize our 2021-22 budget in October.

This cover letter serves to support your understanding around each enclosed communication.

**Personalized Benefit Statement Context:**

The School District of Edgerton is committed to providing our employees with competitive compensation for the critical work performed for the students in our district. One of our goals in the business office is to increase employee understanding around the total compensation (wages/benefits) our district offers. To support this goal, the business office will provide all staff with a personalized compensation statement.

The enclosed personalized benefit statement was developed to enhance your understanding around the district's investment in you. As you review your statement, please note that your salary is just the beginning of your complete compensation package, which also includes insurance benefits, retirement plans, and other programs. Often benefits are overlooked when thinking of compensation; the costs paid by the district for your benefit package is considered the "hidden paycheck." The district pays a large portion of the cost of these

**C. Conclusion**

While we have employee groups and individual employees that are "at-market" according to our market analysis of this assessment year (2020-21), we continue to have a number of employees that are currently below their market average. As of July 2021, it is projected it would require over **\$540,721** additional budgeted dollars (each year) to boost all currently identified employees to meet their market average.

Through our successful Operational Referendum in the [Fall](#) of 2018, we were confident in our goal to compensate our employees within 5% of their individualized assessment. In the first year of implementation (2018-19) returning staff were boosted within 7% of their 2017-18 individualized assessment. Over the last 2 years (2019-20, 2020-21), returning staff were boosted within 5% of their individualized assessment. This upcoming year (2021-22), it remains the objective to maintain our commitment to compensating all staff within 5% of their 2020-21 assessment.

Outlined below is your personal review as it relates to our market analysis as of the 2020-21 year.

**Your Personal Review:**

Example #1:

Name	Position	Years of Experience	2019-20 Wage	2019-20 Market Assessment
Ted Weber	Teacher	15	\$52,000	At Market

Example #2:

Name	Position	Years of Experience	2019-20 Wage	2019-20 Market Assessment	Increase w/in 10%	Increase w/in 7%	Increase w/in 5%	Increase w/in 3%	Increase to support Market
Ted Weber	Teacher	15	\$52,000	\$42,000	\$3,800	\$5,460	\$6,900	\$8,140	\$16,000

Example #3:

Name	Position	Years of Experience	2019-20 Wage	2019-20 Market Assessment	Increase w/in 10%	Increase w/in 7%	Increase w/in 5%	Increase w/in 3%	Increase to support Market
Ted Weber	Teacher	15	\$58,000	\$42,000	NA	NA	\$900	\$1,140	\$4,800

If you have any questions, please do not hesitate to contact me.

Sincerely,





**VOTE**

**APRIL 2<sup>nd</sup>**

**EDGERTON SCHOOL DISTRICT**

**OPERATIONAL REFERENDUM 2024**

**OUR NEEDS**

**WHAT WAS DISCOVERED IN THE ESD FINANCIAL ASSESSMENT?**

# OPERATIONAL REFERENDUM EXPENDITURE ASSESSMENT



## STUDENT PROGRAMMING FOR STUDENT ACHIEVEMENT

**SURVEY:** Survey and Interviews with Bordering District Leadership.

**NEED IDENTIFIED:** \$0

**SOLUTION:** Continue to maintain our current programming and plan.



## COMPETITIVE COMPENSATION TO RETAIN & ATTRACT STAFF

**SURVEY:** Market-based compensation assessment applied using payroll data of bordering school districts.

**NEED IDENTIFIED:** \$1,704,650 + \$906,153 in ESSER Fund Loss

**SOLUTION:** Maintain inflationary/market assessment increases to remain competitive



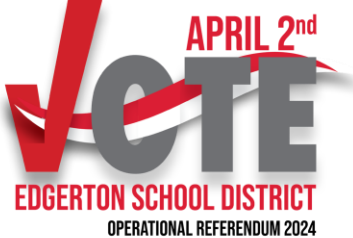
## MAINTENANCE IT & SECURITY TO ADDRESS FACILITY NEEDS

**SURVEY:** Survey and Interviews with Bordering District Leadership.

**NEED IDENTIFIED:** \$750,000 in funds allocated over 5 years.

**SOLUTION:** Roof Systems, Windows, HVAC Units, Classroom Tech, Network Infrastructure, Security and Communication Systems.

**COMPARED TO NEIGHBORING DISTRICTS IN THE 2022-23 STUDY,  
EDGERTON IS RANKED AMONG THE LOWEST IN COMPENSATION:**





**VOTE**

**APRIL 2<sup>nd</sup>**

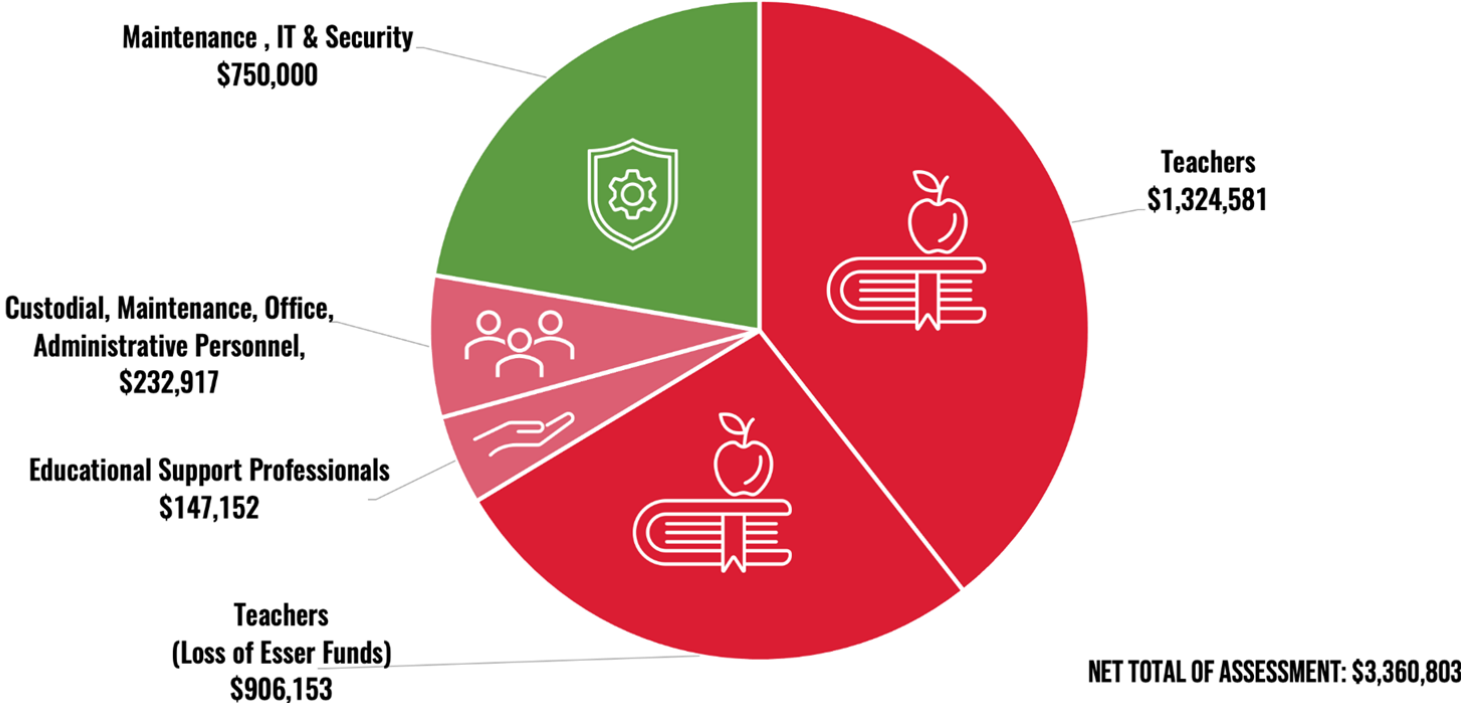
**EDGERTON SCHOOL DISTRICT**

**OPERATIONAL REFERENDUM 2024**

**OUR PLAN**

**HOW WILL THE DOLLARS BE SPENT IF THE REFERENDUM PASSES?**

# HOW WILL THE FUNDS BE USED IF THE REFERENDUM PASSES ON APRIL 2, 2024?



# **Application Feedback/Questions**



**KETTLE  
MORaine**  
SCHOOL DISTRICT  
PREPARE. INSPIRE. EMPOWER.

# Kettle Moraine Strategic Compensation Plan

Implementation 2023-2024 School Year to Present



# Kettle Moraine: Statement of Problem



- Attracting and Retaining High Quality Employees is a key objective Of the Kettle Moraine School District Strategic Plan
- Research shows that stability and longevity for educational staff, especially teachers is linked to student achievement and school/community success
- Post-Act 10, teacher turnover has increased within Wisconsin as a result of many factors which often include culture and compensation

# Kettle Moraine: Board Directive



- KM Board of Education identified 11 Regional Waukesha County School Districts for Analysis
- Board Directive to be at/slightly above the Waukesha County “Big 11” average for all employee groups
- How can KM best utilize our current resources to mitigate employee turnover

# Kettle Moraine: Early Analysis



- Biggest complaint from staff was the inconsistency of our compensation system since 2011-12 (we did not have a salary schedule/formal system)
  - Most Settlements were a CPI % raise on all salaries
  - Settlements shifted in 2020-21 and 2021-22 to flat dollar settlements with a top-end cap
- From 2016-2021, KM had 100 teacher departures (out of 270), for a total 5 year turnover rate of 37%
- Teacher departures primarily from certified staff earning under \$65,000

# Kettle Moraine: Market Benchmarks

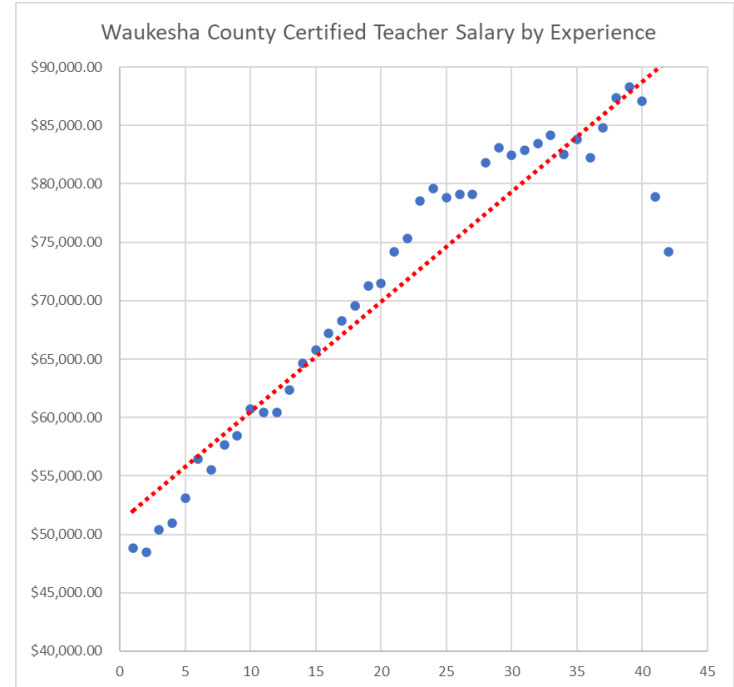


- Analysis of 3,295 full time teaching Staff in Waukesha County using 1202 Report Data
- Benchmarks established for average teacher compensation (by year of experience) across the county
- Analysis conducted for staff based on educational attainment (splitting teachers with Bachelor's Degrees from teachers with Master's Degrees)

# Kettle Moraine: Vulnerability



- 2021-22 Analysis of 1202 Data identified that staff 0-15 years experience were under their “market benchmark” while staff 15-35 years were at/above their market benchmark



# Kettle Moraine: Getting Started



- **Waukesha County/Southeastern Wisconsin Salary Survey**
  - Determined 4.00-5.00% would be the benchmark increase for base wage increases based on Countywide/Southeastern Regional Data
  - Hosted “Teacher Town Halls” to discuss important factors for compensation benchmark
  - Collaborated with Kettle Moraine Education Association (KMEA) to identify best places to start
  - Negotiated a 4.42% base wage settlement for 2023-24 with supplemental market adjustments to address wages below \$65,000

# Kettle Moraine: Initial Improvements

## ➤ 2023-24 Compensation System Implementation

- All certified staff received a \$3,000 flat increase (4.42% average) for 2023-24 (prorated for part-time staff)
- Previous merit-based, base-building pay (microcredentials) to be above/beyond the benchmarks KM established
- Implemented a revised compensation schedule with a \$50,000 base teachers salary and credit for up to 15 years (at \$1,000 per year) of teaching experience
- 2023-24 [KM Teaching Staff FAQ](#)
- Compensation system a “minimum compensation benchmark system, not a formalized compensation scale



# Kettle Moraine: More Collaboration



## ➤ Waukesha County/Southeastern Wisconsin Salary Survey

- Determined 4.12% would be the benchmark increase for base wage increases based on Countywide/Southeastern Regional Data
- Hosted additional “Teacher Town Halls” to discuss initial impact of the first round of market adjustments & next important factors to consider
- Collaborated with Kettle Moraine Education Association (KMEA) to survey teachers. Strong feedback to add masters and additional credit for experience & abandon the “microcredential process”
- 15% increase in School Perceptions Survey Question: “the district’s pay practices are fair”



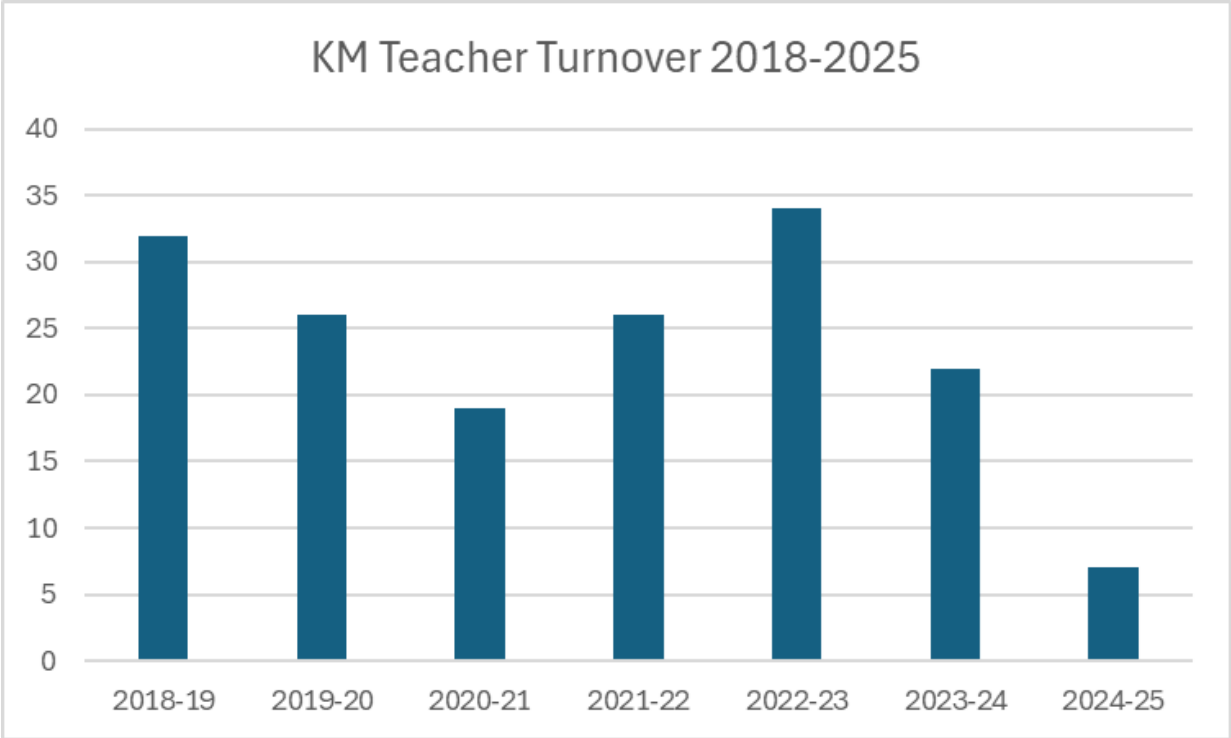
# Kettle Moraine: Next Improvements (24-25)



## ➤ 2024-25 Compensation System Implementation

- All certified staff received a \$2,965 flat increase (4.00% average) for 2024-25 (prorated for part-time staff)
- Expanded compensation schedule with a \$50,000 base teachers salary and credit for up to 25 years (at \$1,000 per year) of teaching experience,
- Implemented a \$5,000 market factor for Masters Degrees
- 2024-25 [KM Teaching Staff FAQ](#)

# Kettle Moraine: Early Results





# Kettle Moraine: Future Steps

- Continued Collaboration with KMEA / Teacher Town Halls
  - Further use of confidential surveys via KMEA
  - Develop greater understanding of market driven need
  
- Potential Market Analysis for Additional Factors
  - Market adjustment for dual certification
  - Market adjustment for hard to fill positions
  - Market adjustments for overloads
  
- Enhancements for Current Factors
  - Increase starting pay above \$50,000
  - Increase increments for each year of experience
  
- Increase Engagement with Strategic Compensation Partnerships



# Kettle Moraine: 10 Year Vision

- Shift Back to a true KM “Compensation System”
  - Staff value predictability/sustainability of new system
  - Teaching staff highly value staff wide benchmarks versus license specific benchmarks
  - Eliminates secondary 1:1 negotiating
  
- As compensation system expands/evolves, more staff are at a specific benchmark versus being up a benchmark
  - “A rising tide lifts all boats”
  - KM issue for for teaching staff making below market salaries has been eliminated
  
- Fair Compensation & Early Contracts helps “mitigate turnover during hiring season” and allows staff to focus on their instructional/operational role

# Engagement by Region

Lean into Regional CESA's to facilitate Success  
*Collection Decisions and Data Integrity*





**Leadership**

Matters....so Thank you!