



**2004-2005
Total Compensation
Market Study**

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EXECUTIVE SUMMARY

In December 2004, East Baton Rouge Parish School System (EBRPSS) engaged The Segal Company to determine pay and benefits competitiveness for teachers as well as 48 non-teaching benchmark jobs. To collect current compensation data for these jobs, we conducted a survey of 16 school systems selected by EBRPSS. These school systems are either located in Louisiana or are major school systems located in Southern United States against which EBRPSS competes for new teachers.

Overall, EBRPSS' teachers' salaries are more competitive in comparison to the school systems within Louisiana as opposed to those in other states. The survey found that EBRPSS' teacher hiring minimums are consistently below the overall market average but the maximums are market competitive, as shown in **Table 1**. This suggests that while the EBRPSS may have problems recruiting new teachers, the salaries paid to more senior, experienced teachers are competitive. We address these findings in more detail later in the report.

TABLE 1
EBRPSS' TEACHER PAY RATES AS OF PERCENT OF THE
MARKET AVERAGE
(Comparators Within/Outside Louisiana Combined)

Lane	Minimum	Maximum
BA	87%	94%
MA	90%	95%
MA + 30	91%	95%
Specialist	89%	96%
PhD/EdD	92%	96%

Legend:

Below market: 94% or below

At market: 95% - 105%

Above market: 106% or above

In addition, our survey showed that of EBRPSS' 48 non-teaching benchmarks considered in this study, 33 are paid below the market across the pay range, as shown in red in **Table 2**. Only two job titles, which are highlighted in blue, are paid above the market across the pay range.

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**TABLE 2
EBRPSS' NON-TEACHER PAY RATES AS OF PERCENT OF THE MARKET
AVERAGE
(Comparators Within/Outside Louisiana Combined)**

Job Title	Minimum	Midpoint	Maximum
<i>Administrative Support</i>			
Executive Secretary to School Board	69%	80%	87%
Executive School Secretary	88%	107%	121%
Steno Clerk III	94%	111%	123%
School Clerk	92%	108%	118%
<i>Information Technology</i>			
Data Specialist III	89%	103%	112%
EDP Shift Supervisor	90%	88%	86%
Network Administrator	80%	83%	86%
Network Specialist	74%	76%	78%
Programmer Analyst	94%	94%	93%
Systems Analyst	99%	100%	101%
Webmaster - Technology	86%	96%	103%
<i>Human Resources</i>			
Benefits Specialist I	67%	75%	81%
Coordinator Alternate Certification/Induction	66%	67%	68%
Coordinator of Data Records	98%	94%	92%
Personnel Assistant	101%	114%	123%
Risk Management Specialist	63%	64%	65%
Supervisor of Employee Benefits - Payroll	88%	77%	68%
Supervisor of Human Resources	76%	80%	82%
<i>Accounting, Budgeting and Purchasing</i>			
Accounting Specialist I	151%	120%	99%
Staff Accountant	93%	94%	94%
Internal Auditor	133%	132%	131%
Supervisor of Accounting	92%	89%	88%
Chief Accountant	81%	81%	81%
Grants Fiscal Officer	77%	82%	87%
Budget Analyst	118%	111%	107%
Payroll Specialist II	81%	99%	112%
Purchasing Clerk III	68%	79%	87%
Coordinator of Purchasing	65%	69%	72%

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Job Title	Minimum	Midpoint	Maximum
<i>Managers, Directors, and Superintendents</i>			
Admin Director of Transportation	74%	79%	83%
Asst Superintendent Auxiliary Svcs	77%	74%	73%
Asst Superintendent Instructional Svcs	75%	78%	81%
Assoc Superintendent of HR	73%	77%	79%
Dean of Students	94%	102%	107%
Director of Finance	76%	76%	76%
Director of Instruction	79%	81%	82%
Director for Personnel Services	68%	71%	73%
Director Pre-School Programs	80%	82%	84%
Director of School Security	75%	76%	77%
School Lunch Manager	54%	64%	72%
<i>Principals</i>			
Elementary Principal	76%	79%	81%
Assistant Principal – Middle School	79%	84%	87%
Assistant Principal – High School	77%	82%	85%
Senior High School Principal	76%	79%	81%
<i>Pupil Services</i>			
Teacher Aide	67%	93%	111%
Non-Licensed Psychologist	106%	103%	101%
<i>Other</i>			
Bus Driver	82%	83%	83%
Technician II	50%	68%	81%
Gifted Site Coordinator	64%	74%	81%
TOTAL AVERAGE	83%	87%	90%

Legend:

Below market: 94% or below

At market: 95% - 105%

Above market: 106% or above

Taken as a whole, EBRPSS' minimum, midpoint, and maximum salaries are 83%, 87%, and 90%, respectively, of the overall market (comparators within/outside Louisiana combined). Moreover, as **Table 2** indicates, EBRPSS' lack of market competitiveness cuts across occupational lines. Consequently, we recommend that EBRPSS modify its pay schedules by increasing them by 15 percent at the midpoint. This percentage reflects the required increase to raise EBRPSS' pay to a market competitive level.

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Regarding benefits, the survey results indicate that EBRPSS medical costs compare unfavorably with the comparator school systems. The costs associated with Benefits Management Services (the School System's plan) significantly exceed the average of the comparator school systems. Moreover, EBRPSS' employees pay a lower proportional share of these costs, which means that EBRPSS' cost sharing burden exceeds that of most of the comparators.

These cost differences between EBRPSS and the survey comparators may be due to differences in participant demographics, plan design, and/or claims experience. We were not asked to examine these factors as part of this study.

EBRPSS' retirement benefits are comparable to the surveyed school systems. All the surveyed school systems within Louisiana participate in the same two pension systems as EBRPSS: the Teachers' Retirement System of Louisiana or the Louisiana School Employees Retirement System. (Please note our analysis did not consider either the relative value of the health plan designs or the actuarial formulas associated with any public retirement plans)

The following pages present these findings in more detail. **Appendix A** contains the survey instrument used to solicit data. **Appendix B** contains the detailed salary survey information covering the five teaching lanes while **Appendix C** includes survey compensation data for each non-teacher job title.

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METHODOLOGY

East Baton Rouge Parish School System identified 16 school systems that represent their competitive labor market. Ten of these school systems responded to the survey. In addition, Segal was able to acquire limited compensation and benefits data from the websites for the Austin and Dallas Independent School Districts as well as the teaching salaries for the Lafayette and Livingston School Systems.

**TABLE 3
SURVEYED SCHOOL SYSTEMS**

School System	Respondent
<i>School Systems in Louisiana</i>	
1 Ascension Parish Schools	✓
2 Caddo Parish Schools	✓
3 Calcasieu Parish Schools	✓
4 Iberville Parish Schools	✓
5 Jefferson Parish Schools*	✓
6 Lafayette Parish Schools	Teacher salaries only
7 Livingston Parish Schools	Teachers salaries only
8 Orleans Parish Schools	
9 Saint Tammany Parish Schools	✓
10 West Baton Rouge Parish Schools	✓
11 West Feliciana Parish Schools	
<i>School Systems Outside of Louisiana</i>	
12 Atlanta Public Schools (GA)	✓
13 Austin Independent School District (TX)**	
14 Dallas Independent School District (TX)**	
15 Houston Independent School District (TX)	✓
16 Jackson Public Schools (MS)	✓

* Responded to benefits section only. Compensation data derived from website.

**Did not participate. Limited compensation and benefits data derived from websites.

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The respondents range in number of full time employees from 523 (West Baton Rouge Parish Schools) to 51,236 (Atlanta Public Schools). EBRPSS employs more personnel than all but one of the school systems within Louisiana. It employs significantly fewer staff than the out-of-state comparators with the exception of Jackson Public Schools.

**TABLE 4
NUMBER OF FULL TIME EMPLOYEES
AND WORK WEEK DEFINITON**

School System	Full Time Employees	Teachers/ Certified Staff	Support Staff	Skilled Crafts	Other
1 Ascension Parish Schools	2,179	35 hours/wk	37.5 hours/wk	40 hours/wk	NA
2 Caddo Parish Schools	ND	ND	ND	ND	ND
3 Calcasieu Parish Schools	4,647	38.75 hours/wk	38.75 hours/wk	40 hours/wk	Food Service Worker: 30-35 hours/wk. Bus Driver: 20 hours/wk
4 Iberville Parish Schools	650	40 hours/wk	40 hours/wk	40 hours/wk	NA
5 Jefferson Parish Schools	11,000	ND	35 hours/wk	40 hours/wk	NA
6 Saint Tammany Parish Schools	5,272	35 hours/wk	35 hours/wk	40 hours/wk	NA
7 West Baton Rouge Parish Schools	523	37.5 hours/wk	37.5 hours/wk	40 hours/wk	Food Service Worker: 35 hours/wk
8 Atlanta, GA Public Schools	51,236	35 hours/wk	35 hours/wk	35 hours/wk	Food Service Worker & Bus Driver: 20- 22.5 hours/wk
9 Austin, TX Independent School District	10,714	ND	ND	ND	ND
10 Dallas, TX Independent School District	19,671	ND	ND	ND	ND
11 Houston, TX Independent School District	29,419	38.75 hours/wk	40 hours/wk	40 hours/wk	NA
12 Jackson, MS Public Schools	3,677	40 hours/wk	40 hours/wk	40 hours/wk	NA
EBRPSS	6,014	40 hours/wk	40 hours/wk	40 hours/wk	NA

Sources:

Atlanta= Georgia Department of Education

Austin & Dallas Independent School Systems did not reply to the survey; however, benefits data was derived from their respective websites and from contacting their human resources departments directly.

ND = No data provided for this question.

NA = Not Applicable

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In addition to classroom teachers, the survey requested information on the following 48 positions:

Administrative Support

- 1 Executive Secretary to School Board (12 months)
- 2 Executive School Secretary (12 months)
- 3 Steno Clerk III (12 months)
- 4 School Clerk (10 months)

Information Technology

- 5 Data Specialist III (12 months)
- 6 EDP Shift Supervisor/Operations Specialist (12 months)
- 7 Network Administrator (12 months)
- 8 Network Specialist (12 months)
- 9 Programmer Analyst (12 months)
- 10 Systems Analyst (12 months)
- 11 Webmaster – Technology (12 months)

Human Resources

- 12 Benefits Specialist I (12 months)
- 13 Coordinator Alternate Certification/ Induction (12 months)
- 14 Coordinator of Data Records (12 months)
- 15 Personnel Assistant I (12 months)
- 16 Risk Management Specialist (12 months)
- 17 Supervisor of Employee Benefit-Payroll (12 months)
- 18 Supervisor of Human Resources (12 months)

Accounting, Budgeting and Purchasing

- 19 Accounting Specialist I (12 months)
- 20 Staff Accountant (12 months)
- 21 Internal Auditor (12 months)
- 22 Supervisor of Accounting (12 months)
- 23 Chief Accountant (12 months)
- 24 Grants Fiscal Officer (12 months)
- 25 Budget Analyst (12 months)
- 26 Payroll Specialist II (12 months)
- 27 Purchasing Clerk III (12 months)
- 28 Coordinator of Purchasing (12 months)

Managers, Directors, and Superintendents

- 29 Administrative Director of Transportation (12 months)
- 30 Assistant Superintendent Auxiliary Services (12 months)
- 31 Assistant Superintendent Instructional Services Area I (12 months)

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- 32 Associate Superintendent of Human Resources (12 months)
- 33 Dean of Students (12 months)
- 34 Director for Personnel Services (12 months)
- 35 Director of Finance (12 months)
- 36 Director of Instruction (12 months)
- 37 Director of School Security (12 months)
- 38 Director Pre-School Programs (12 months)
- 39 S/L Manager (9 months)

Principals

- 40 Elementary Principal (12 months)
- 41 Assistant Principal – Middle School (12 months)
- 42 Assistant Principal – High School (12 months)
- 43 Senior High School Principal (12 months)

Pupil Services

- 44 Teacher Aide (9 months)
- 45 Non-Licensed Psychologist (12 months)

Other

- 46 Bus Driver (9 months)
- 47 Technician II (9 months)
- 48 Gifted Site Coordinator (10 months)

We worked with EBRPSS' Associate Superintendent for Human Resources to develop a custom designed survey document. The survey document (shown in **Appendix A**) included questions on the following:

Direct Compensation

- Minimum and maximum base salary
- Additions to base pay
- Pay progression policies
- Hiring rates for teachers

Benefits

- Medical benefit plan and cost sharing information
- Retirement/pension plan information

It is our understanding that EBRPSS' actual salary pay schedules contain maximums that often exceed those noted in the printed pay schedules (adopted 9/21/04). Therefore, we utilized the maximum salaries that EBRPSS reported to Segal for the purposes of this study.

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To account for the differences in the cost of labor among the school systems outside of Louisiana, we adjusted the reported nominal salary information using the wage and salary geographic differentials contained in the 2005 Economic Research Institute, Inc. Report.

Once the data were collected and adjusted, we calculated the EBRPSS' market competitiveness by comparing the school system's minimum, midpoint, and maximum to the average of the surveyed minimums, midpoints, and maximums for non-teaching positions.

For teachers, we compared the minimum and maximum of each pay lane and adjusted the salaries to reflect EBRPSS' teacher contract workdays. With the exception of teachers, we did not adjust any salaries to reflect varying workweek or work year definition.

Since our study included both geographically proximate schools systems within the State as well as those that were more distant, we compared EBRPSS' salaries to three different averages:

- School systems within Louisiana
- School systems outside of Louisiana
- Overall average of all respondents

This internal versus external comparison is useful since certain jobs may be recruited from outside the local area (Director, Associate Superintendent) while others may be better benchmarked against only local employers (such as administrative support positions).

In addition, we determined the prevalence of certain pay practices, such as pay progression, initial placement for new employees, and other issues. These findings are described in detail on the following pages.

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STUDY FINDINGS – DIRECT COMPENSATION

In general, we would consider an employee's current salary to be "at market" if it is within 10 percent of the market minimum or maximum – that is, 95% to 105% of the market minimum or maximum. Salaries below market are those that are less than 95% of the market, while salaries above market are those over 105% of the market.

Teachers

We analyzed the market competitiveness of EBRPSS' five teaching lanes: Bachelor's degree (BA), Master's degree (MA), Master's degree plus 30 (MA+30), Specialist, and PhD or EdD (PhD/EdD) degree. Several of the school systems utilized three lanes (Bachelor's degree, Master's degree, and PhD). In these cases, we utilized the Master's degree as a match for MA and MA plus 30.

Using the previously described market standard, we found that EBRPSS' current teacher pay ranges are consistently below market at the minimum but are relatively market competitive at the maximum, as indicated in **Table 1**. This overall composite considers both market segments of our study – schools within and outside Louisiana.

In comparison to school systems within Louisiana, EBRPSS' salaries are relatively competitive. However, EBRPSS' salaries are consistently below market across the pay range in comparison to the school systems outside Louisiana.

Table 5 summarizes EBRPSS' market position at the minimum and maximum salary for each of EBRPSS five teaching lanes. **Appendix B** shows the detailed survey findings for each school system according to teaching lane.

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**TABLE 5
EBRPSS' TEACHERS SCHEDULED PAY RATES AS A PERCENT OF
SURVEYED SCHOOL SYSTEMS WITHIN AND OUTSIDE OF LOUISIANA**

Teaching Lane - Comparison		Minimum	Maximum
BA	Within Louisiana	91%	99%
MA	Within Louisiana	93%	101%
MA + 30	Within Louisiana	93%	101%
Specialist	Within Louisiana	92%	101%
PhD/EdD	Within Louisiana	95%	103%
Within Louisiana Average		93%	101%
BA	Outside of Louisiana	82%	86%
MA	Outside of Louisiana	86%	85%
MA + 30	Outside of Louisiana	88%	87%
Specialist	Outside of Louisiana	79%	79%
PhD/EdD	Outside of Louisiana	87%	86%
Outside Louisiana Average		84%	85%

Legend:

Below market: 94% or below

At market: 95% - 105%

Above market: 106% or above

EBRPSS may want to consider increasing the teaching minimum salaries by 7.5 percent to be market competitive within Louisiana. This could improve EBRPSS' recruiting efforts at the local level. A nineteen percent increase would be necessary to bring EBRPSS' minimum salaries up to the external market as well.

EBRPSS teachers progress through their salary scale in fewer years (almost 4) compared to their counterparts at other school systems do (see **Appendix B**). Therefore, they reach maximum pay earlier. This reflects positively on the District's ability to retain experienced teachers.

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Non-Teachers

Since the benchmarks included in our survey cover the breadth of EBRPSS' occupations, we analyzed the results in terms of occupational groups. This enables us to ascertain whether there are particular market competitiveness issues that affect particular types of jobs.

Table 6 illustrates EBRPSS' Administrative Support scheduled pay rates as a percent of the comparator school systems within and outside Louisiana. These positions are well compensated within Louisiana but are below market when compared to school districts outside Louisiana.

**TABLE 6
EBRPSS' ADMINISTRATIVE SUPPORT SCHEDULED PAY RATES AS A
PERCENT OF SURVEYED SCHOOL SYSTEMS WITHIN AND OUTSIDE OF
LOUISIANA**

Job Title	Comparison	Minimum	Midpoint	Maximum
Executive Secretary to School Board	Within Louisiana	75%	90%	101%
Executive School Secretary	Within Louisiana	99%	120%	135%
Steno Clerk III	Within Louisiana	98%	120%	136%
School Clerk	Within Louisiana	90%	110%	125%
Within Louisiana Average		91%	110%	124%
Executive Secretary to School Board	Outside of Louisiana	60%	66%	69%
Executive School Secretary	Outside of Louisiana	74%	91%	103%
Steno Clerk III	Outside of Louisiana	86%	97%	103%
School Clerk	Outside of Louisiana	95%	105%	111%
Outside Louisiana Average		79%	90%	97%

Legend:

Below market: 94% or below

At market: 95% - 105%

Above market: 106% or above

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Table 7 presents EBRPSS' Information Technology scheduled pay rates as a percent of the comparator school systems within and outside Louisiana. These positions, on average, are below market.

**TABLE 7
EBRPSS' INFORMATION TECHNOLOGY SCHEDULED PAY RATES AS A
PERCENT OF SURVEYED SCHOOL SYSTEMS WITHIN AND OUTSIDE OF
LOUISIANA**

Job Title	Comparison	Minimum	Midpoint	Maximum
Data Specialist III	Within Louisiana	103%	127%	145%
EDP Shift Supervisor	Within Louisiana	90%	88%	86%
Network Administrator	Within Louisiana	76%	82%	87%
Network Specialist	Within Louisiana	67%	72%	76%
Programmer Analyst	Within Louisiana	90%	95%	99%
Systems Analyst	Within Louisiana	93%	96%	98%
Webmaster - Technology	Within Louisiana	68%	81%	90%
Within Louisiana Average		84%	92%	97%
Data Specialist III	Outside of Louisiana	86%	99%	107%
EDP Shift Supervisor	Outside of Louisiana	No Matches		
Network Administrator	Outside of Louisiana	83%	85%	86%
Network Specialist	Outside of Louisiana	83%	82%	81%
Programmer Analyst	Outside of Louisiana	101%	92%	87%
Systems Analyst	Outside of Louisiana	107%	106%	105%
Webmaster - Technology	Outside of Louisiana	92%	101%	107%
Outside Louisiana Average		92%	94%	96%

Legend:

Below market: 94% or below

At market: 95% - 105%

Above market: 106% or above

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In the Human Resources occupational group, most of the benchmarks are significantly below market (with the exception of Personnel Assistant) in comparison to the surveyed schools systems within Louisiana. **Table 8** shows this below.

It is our understanding that EBRPSS maintains a flat rate salary for the Supervisor of Employee Benefits – Payroll. As a result, EBRPSS’ competitive position for this benchmark significantly worsens since most of the other comparators utilize a pay range for this position.

**TABLE 8
EBRPSS’ HUMAN RESOURCES SCHEDULED PAY RATES AS A PERCENT
OF SURVEYED SCHOOL SYSTEMS WITHIN AND OUTSIDE OF
LOUISIANA**

Job Title	Comparison	Minimum	Midpoint	Maximum
Benefits Specialist I	Within Louisiana	78%	93%	104%
Coordinator Alternate Certification/Induction	Within Louisiana	No Matches		
Coordinator of Data Records	Within Louisiana	71%	72%	73%
Personnel Assistant	Within Louisiana	98%	119%	133%
Risk Management Specialist	Within Louisiana	49%	52%	54%
Supervisor of Employee Benefits - Payroll	Within Louisiana	86%	76%	68%
Supervisor of Human Resources	Within Louisiana	81%	84%	85%
Within Louisiana Average		77%	83%	86%
Benefits Specialist I	Outside of Louisiana	56%	60%	62%
Coordinator Alternate Certification/Induction	Outside of Louisiana	66%	67%	68%
Coordinator of Data Records	Outside of Louisiana	123%	111%	105%
Personnel Assistant	Outside of Louisiana	105%	110%	114%
Risk Management Specialist	Outside of Louisiana	73%	72%	72%
Supervisor of Employee Benefits - Payroll	Outside of Louisiana	89%	77%	68%
Supervisor of Human Resources	Outside of Louisiana	68%	73%	76%
Outside Louisiana Average		83%	81%	81%

Legend:

Below market: 94% or below

At market: 95% - 105%

Above market: 106% or above

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Table 9 illustrates EBRPSS' Accounting, Budgeting, and Purchasing scheduled pay rates as a percent of the comparator school systems within and outside Louisiana. On average, these positions are well compensated within Louisiana but are below market when compared to school districts outside Louisiana (with the exception of Accounting Specialist I, Internal Auditor, and Budget Analyst).

**TABLE 9
EBRPSS' ACCOUNTING, BUDGETING, AND PURCHASING SCHEDULED
PAY RATES AS A PERCENT OF SURVEYED SCHOOL SYSTEMS WITHIN
AND OUTSIDE OF LOUISIANA**

Job Title	Comparison	Minimum	Midpoint	Maximum
Accounting Specialist I	Within Louisiana	165%	139%	121%
Staff Accountant	Within Louisiana	95%	102%	107%
Internal Auditor	Within Louisiana	120%	127%	132%
Supervisor of Accounting	Within Louisiana	91%	94%	96%
Chief Accountant	Within Louisiana	77%	77%	78%
Grants Fiscal Officer	Within Louisiana	101%	103%	105%
Budget Analyst	Within Louisiana	153%	151%	150%
Payroll Specialist II	Within Louisiana	89%	108%	123%
Purchasing Clerk III	Within Louisiana	84%	101%	114%
Coordinator of Purchasing	Within Louisiana	62%	67%	71%
Within Louisiana Average		104%	107%	110%
Accounting Specialist I	Outside of Louisiana	143%	108%	87%
Staff Accountant	Outside of Louisiana	90%	85%	82%
Internal Auditor	Outside of Louisiana	153%	139%	130%
Supervisor of Accounting	Outside of Louisiana	93%	83%	77%
Chief Accountant	Outside of Louisiana	85%	85%	85%
Grants Fiscal Officer	Outside of Louisiana	69%	75%	80%
Budget Analyst	Outside of Louisiana	110%	102%	98%
Payroll Specialist II	Outside of Louisiana	74%	91%	103%
Purchasing Clerk III	Outside of Louisiana	54%	62%	67%
Coordinator of Purchasing	Outside of Louisiana	71%	73%	75%
Outside Louisiana Average		94%	90%	88%

Legend:

Below market: 94% or below

At market: 95% - 105%

Above market: 106% or above

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Table 10 presents EBRPSS' managerial and executive salaries as a percent of the comparator school systems. Our findings indicate that EBRPSS' salaries for managers, directors, and superintendents are significantly below market, both within and outside of the State. One exception is the Dean of Students, which is above market in comparison to school systems within Louisiana. It is worth noting, however, that few school systems recorded a match for this job title, as indicated in **Appendix C**.

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**TABLE 10
EBRPSS' MANAGERS, DIRECTORS, AND SUPERINTENDENTS SCHEDULED
PAY RATES AS A PERCENT OF SURVEYED SCHOOL SYSTEMS WITHIN
AND OUTSIDE OF LOUISIANA**

Job Title	Comparison	Minimum	Midpoint	Maximum
Admin Director of Transportation	Within Louisiana	80%	86%	92%
Asst Superintendent Auxiliary Svcs	Within Louisiana	83%	89%	93%
Asst Superintendent Instructional Svcs	Within Louisiana	82%	89%	95%
Assoc Superintendent of HR	Within Louisiana	82%	88%	93%
Dean of Students	Within Louisiana	109%	119%	125%
Director of Finance	Within Louisiana	78%	84%	89%
Director of Instruction	Within Louisiana	79%	84%	88%
Director for Personnel Services	Within Louisiana	78%	85%	91%
Director Pre-School Programs	Within Louisiana	80%	87%	93%
Director of School Security	Within Louisiana	76%	79%	81%
School Lunch Manager	Within Louisiana	47%	56%	64%
Within Louisiana Average		79%	86%	91%
Admin Director of Transportation	Outside of Louisiana	68%	71%	74%
Asst Superintendent Auxiliary Svcs	Outside of Louisiana	67%	56%	50%
Asst Superintendent Instructional Svcs	Outside of Louisiana	67%	65%	65%
Assoc Superintendent of HR	Outside of Louisiana	59%	60%	61%
Dean of Students	Outside of Louisiana	82%	89%	93%
Director of Finance	Outside of Louisiana	73%	68%	64%
Director of Instruction	Outside of Louisiana	79%	76%	75%
Director for Personnel Services	Outside of Louisiana	65%	66%	67%
Director Pre-School Programs	Outside of Louisiana	81%	80%	79%
Director of School Security	Outside of Louisiana	75%	75%	75%
School Lunch Manager	Outside of Louisiana	75%	89%	100%
Outside Louisiana Average		72%	72%	73%

Legend:

Below market: 94% or below

At market: 95% - 105%

Above market: 106% or above

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Table 11 presents the market competitiveness of EBRPSS’ principals compared to their counterparts at other school systems. Our study indicates that within Louisiana, EBRPSS’ principals’ minimum salaries are consistently below market while EBRPSS’ maximum salaries are market competitive. In comparison to school systems outside the State, EBRPSS’ principals’ salaries are significantly below market across the pay range.

**TABLE 11
EBRPSS’ PRINCIPALS SCHEDULED PAY RATES AS A PERCENT OF
SURVEYED SCHOOL SYSTEMS WITHIN AND OUTSIDE OF LOUISIANA**

Job Title	Comparison	Minimum	Midpoint	Maximum
Elementary Principal	Within Louisiana	85%	91%	95%
Assistant Principal – High School	Within Louisiana	84%	92%	97%
Assistant Principal – Middle School	Within Louisiana	85%	93%	99%
Senior High School Principal	Within Louisiana	89%	93%	97%
Within Louisiana Average		86%	92%	97%
Elementary Principal	Outside of Louisiana	66%	66%	67%
Assistant Principal – High School	Outside of Louisiana	69%	71%	73%
Assistant Principal – Middle School	Outside of Louisiana	71%	73%	75%
Senior High School Principal	Outside of Louisiana	63%	64%	66%
Outside Louisiana Average		67%	69%	70%

Legend:

Below market: 94% or below

At market: 95% - 105%

Above market: 106% or above

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Table 12 compares EBRPSS Pupil Services salaries to those of the comparator school systems. These positions on average are well compensated within Louisiana but are below market when compared to school districts outside Louisiana.

**TABLE 12
EBRPSS' PUPIL SERVICES SCHEDULED PAY RATES AS A PERCENT OF
SURVEYED SCHOOL SYSTEMS WITHIN AND OUTSIDE OF LOUISIANA**

Job Title	Comparison	Minimum	Midpoint	Maximum
Teacher Aide	Within Louisiana	72%	107%	136%
Non-Licensed Psychologist	Within Louisiana	112%	106%	101%
Within Louisiana Average		92%	107%	119%
Teacher Aide	Outside of Louisiana	62%	80%	91%
Non-Licensed Psychologist	Outside of Louisiana	96%	99%	101%
Outside Louisiana Average		79%	90%	96%

Legend:

Below market: 94% or below

At market: 95% - 105%

Above market: 106% or above

Table 13 shows EBRPSS' salaries for job titles included in the "Other" occupational group in comparison to the market. EBRPSS' salaries for these three jobs are consistently below market across the pay range, in comparison to school systems within and outside Louisiana.

**TABLE 13
EBRPSS' SCHEDULED PAY RATES AS A PERCENT OF SURVEYED SCHOOL
SYSTEMS WITHIN AND OUTSIDE OF LOUISIANA**

Job Title	Comparison	Minimum	Midpoint	Maximum
Bus Driver	Within Louisiana	81%	81%	82%
Technician II	Within Louisiana	46%	65%	80%
Gifted Site Coordinator	Within Louisiana	60%	71%	79%
Within Louisiana Average		62%	72%	80%
Bus Driver	Outside of Louisiana	86%	86%	87%
Technician II	Outside of Louisiana	64%	77%	85%
Gifted Site Coordinator	Outside of Louisiana	66%	76%	83%
Outside Louisiana Average		72%	80%	85%

Legend:

Below market: 94% or below

At market: 95% - 105%

Above market: 106% or above

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STUDY FINDINGS – TEACHER PAY PRACTICES

Pay Progression

All the school systems in our study, including EBRPSS, utilize a traditional teacher’s pay schedule where teachers progress “vertically” through a pay schedule based on longevity and “horizontally” across lanes based on educational attainment. As previously noted, EBRPSS progression period is shorter than the comparator school systems. EBRPSS teachers progress through their salary scale in fewer years (almost 4) than their counterparts at other school systems do. This information is contained in **Appendix B**.

Additions to Base Pay

EBRPSS pays teachers additional compensation for national certification. The majority of the surveyed school systems do not provide any additions to teachers’ base pay. Four of the comparator school systems also provide some type of additions, usually for certification. **Table 14**, as shown below, summarizes our finding on additions to base pay for teachers.

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**TABLE 14
ADDITIONS TO BASE PAY FOR TEACHERS**

School System	Category
1 Ascension Parish Schools	No additional pay offered
2 Caddo Parish Schools	ND
3 Calcasieu Parish Schools	No additional pay offered
4 Iberville Parish Schools	No additional pay offered
5 Jefferson Parish Schools	No additional pay offered
6 Saint Tammany Parish Schools	No additional pay offered
7 West Baton Rouge Parish Schools	Perfect Attendance and Certification
8 Atlanta Public Schools	Certification/License Attainment
9 Austin Independent School District	ND
10 Dallas Independent School District	ND
11 Houston Independent School District	Special Skills and Performance Bonus/Award
12 Jackson Public Schools	Certification/ License Attainment
EBRPSS	Certification/License Attainment

Sources: Austin & Dallas Independent School Systems did not reply to the survey; however, benefits data was derived from their respective websites and from contacting their human resources departments directly.
 ND = No Data.
 NA = Not Applicable

Initial Placement/Hiring Rates for Teachers

“Initial placement” is defined as the placement of a newly-hired individual on a school system’s pay schedule based on prior related work experience. Our survey gathered information about the practices associated with placement, including the type of experience that counts towards the placement (teaching experience versus other relevant experience). This issue affects a school system’s ability to recruit teachers that are more experienced.

Table 15 summarizes the initial placement practices for the comparator school systems. EBRPSS, as well as all the surveyed school systems (both within and outside Louisiana), grant teachers previous experience for teaching-related duties. Most school districts have implemented a generous policy, crediting teachers for a significant number of years.

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In addition, Dallas Independent School District, Houston Independent School District, and Jackson Public Schools also provide credit for other types of relevant experience. In the case of Houston Independent School District, relevant experience applies to vocational education experience only. Details concerning the other two school districts were unavailable. The remaining comparator school systems, and EBRPSS, do not provide credit for prior relevant, non-teaching experience.

None of school systems in our survey, including EBRPSS, maintain policies that provide for higher placement above Step 1 to fill “hard-to-recruit” positions.

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**TABLE 15
INITIAL PLACEMENT FOR TEACHERS WITH EXPERIENCE**

District	At Step 1	Above Step 1			Highest Recruiting Step*
		Teaching Experience	Relevant Experience	“Hard-to-recruit”	
1 Ascension Parish Schools	No	Yes	No	No	36 to 40 years of experience with Doctorate.
2 Caddo Parish Schools	ND	ND	ND	ND	ND
3 Calcasieu Parish Schools	No	Yes	No	No	Step 27
4 Iberville Parish Schools	No	Yes	No	No	Step 20
5 Jefferson Parish Schools	No	Yes	No	No	ND
6 Saint Tammany Parish Schools	No	Yes	No	No	ND
7 West Baton Rouge Parish Schools	No	Yes	No	No	25 years of experience
8 Atlanta Public Schools	No	Yes	No	No	Step 26 (top of range)
9 Austin Independent School District	No	Yes	No	No	Step 34 (34 years of experience with MA or Doctorate)
10 Dallas Independent School District	No	Yes	Yes	No	20 years of experience
11 Houston Independent School District	No	Yes	Yes**	No	Step 17 (BA)/Step 19 (MA or Doctorate)
12 Jackson Public Schools	No	Yes	Yes	No	26 years of experience with Doctorate.
EBRPSS	No	Yes	No	No	Varies depending on lane

Sources: Austin & Dallas Independent School Systems did not reply to the survey, however, data was derived from their respective websites and from contacting their human resources departments directly.

ND = No Data.

* Identified as years of service or salary step, depending on salary structure of school district.

** For vocational education positions only

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STUDY FINDINGS – NON-TEACHER PAY PRACTICES

Pay Progression

All the school systems report that non-teaching employees progress through a pay scale based on longevity. However, Ascension Parish, Atlanta Public Schools (for executives only), and Jackson Public Schools maintain some type of performance-based system that determines an employee’s progression through a pay range. These results are summarized in **Table 16**.

**TABLE 16
BASIS FOR PAY PROGRESSION**

	School System	Pay Progression Basis		
		Longevity	Individual Performance	Budget Process
1	Ascension Parish Schools	Yes	Yes	Yes
2	Caddo Parish Schools	ND	ND	ND
3	Calcasieu Parish Schools	Yes	No	No
4	Iberville Parish Schools	Yes	No	No
5	Jefferson Parish Schools	Yes	No	No
6	Saint Tammany Parish Schools	Yes	No	Yes
7	West Baton Rouge Parish Schools	Yes	No	No
8	Atlanta Public Schools	Yes	Yes*	No
9	Austin Independent School District	Yes	No	No
10	Dallas Independent School District	ND	ND	ND
11	Houston Independent School District	Yes	No	Yes
12	Jackson Public Schools	Yes	Yes	Yes
	EBRPSS	Yes	No	No

Sources: Austin & Dallas Independent School Systems did not reply to the survey; however, some data was derived from their respective websites and from contacting their human resources departments directly.

ND = No Data.

NA = Not Applicable

*Atlanta has performance based pay increases for executive staff only.

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Additions to Base Pay

EBRPSS does not offer non-teaching personnel any bonuses or awards. While most of the surveyed school systems do not, West Baton Rouge Schools, Atlanta Public Schools, and the Houston Independent School District provide payments to specific occupational groups, usually certified employees. Only Houston Independent School District provides attendance incentives and performance awards to non-certified employees. Additional details on bonuses or incentive pay for non-teachers are contained in **Table 17** below.

**TABLE 17
ADDITIONS TO BASE PAY FOR NON-TEACHERS**

School System	Category	Occupational Group Eligible/Notes
1 Ascension Parish Schools	No additional pay offered	NA
2 Caddo Parish Schools	ND	ND
3 Calcasieu Parish Schools	No additional pay offered	NA
4 Iberville Parish Schools	No additional pay offered	NA
5 Jefferson Parish Schools	No additional pay offered	NA
6 Saint Tammany Parish Schools	No additional pay offered	NA
7 West Baton Rouge Parish Schools	Perfect Attendance	Counselors and Librarians
	National Certification	Librarians, Counselors, and Psychologists
8 Atlanta Public Schools	Certification/License Attainment	Principals
	Performance Bonus/Award	Executives only
9 Austin Independent School District	ND	ND
10 Dallas Independent School District	ND	ND
11 Houston Independent School District	Attendance Incentive	School Bus Drivers
	Performance Bonus/ Award	All employees on successful campuses who meet eligibility requirements will share in the reward
12 Jackson Public Schools	No additional pay offered	NA
EBRPSS	No additional pay offered	

Sources: Austin & Dallas Independent School Systems did not reply to the survey; however, benefits data was derived from their respective websites and from contacting their human resources departments directly.

ND = No Data.

NA = Not Applicable

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Initial Placement

We also surveyed the comparator school systems to see if they recognize non-teaching employees' prior working experience. Most of the school systems report that they acknowledge directly related work experience for some categories of personnel, although few provided details. EBRPSS as well as Ascension and Iberville Parish Schools do not grant service credit for previous experience in the same field. These findings are summarized in **Table 18**.

**TABLE 18
INITIAL PLACEMENT FOR NON-TEACHERS**

District	Service Credit for Previous Experience in Field/Area?	Notes
1 Ascension Parish Schools	No	NA
2 Caddo Parish Schools	ND	ND
3 Calcasieu Parish Schools	Yes	No additional information provided
4 Iberville Parish Schools	No	NA
5 Jefferson Parish Schools	Yes	Certified personnel paid on a one-to-one year basis for experience. Non-certified personnel paid on a four-to-one year basis for experience.
6 Saint Tammany Parish Schools	Yes	Depends on position and the individual entering the job.
7 West Baton Rouge Parish Schools	Yes	Experience must be in the field of education.
8 Atlanta Public Schools	Yes	Certified staff only if the job requires Georgia State Teaching Certification
9 Austin Independent School District	Yes	No additional information provided
10 Dallas Independent School District	Yes	Experience must be verifiable and directly related to the job.
11 Houston Independent School District	Yes	No additional information provided
12 Jackson Public Schools	Yes	No additional information provided
EBRPSS	No	NA

Sources: Austin & Dallas Independent School Systems did not reply to the survey; however, data was derived from their respective websites and from contacting their human resources departments directly.

ND = No Data.

NA = Not Applicable

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STUDY FINDINGS – HEALTH BENEFITS

Our survey solicited data regarding the health benefit plans provided to the majority of the employees at the comparator school systems. For the purposes of this study, we gathered information concerning the type of plan (Major Medical/Indemnity, PPO/POS, and HMO) and the cost sharing arrangement between the school system and its employees. If more than one of the same type of plan was offered, we requested that the school system only provide data for the most populous plan.

Tables 19 - 21 summarize the data for major medical/indemnity plans, PPO/POS, and HMOs respectively. Please note that this analysis does not consider plan design features or the relative value of any of the health plans.

Table 19 indicates that none of the school systems within Louisiana offers a major medical/indemnity health plan. Three surveyed school systems outside the State (Atlanta Public Schools, Houston Independent School District, and Jackson Public Schools) offer an indemnity plan. Only Jackson Public Schools pays the entire monthly cost, and only for employee-only coverage.

PPO plans are the most prevalent plan offered to employees in our study. All the school systems and EBRPSS offer a PPO or POS medical plan to their employees. **Table 20** indicates that EBRPSS' monthly cost for single and family coverage exceeds all of the comparators (costs were not adjusted to reflect differences in cost of living or differences in plan design). On a proportional basis, EBRPSS' employees pay slightly less than the average percentage paid by their counterparts. Jackson Public Schools is the only school system that pays the entire cost of employee-only coverage.

Most of the school systems in our report offer employees an HMO option. EBRPSS does not, nor do the Caddo and Calcasieu Parish Schools or Jackson Public Schools. **Table 21** summarizes the cost information for HMOs provided by the comparator school systems.

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**TABLE 19
MONTHLY MEDICAL COSTS:
MAJOR MEDICAL/INDEMNITY HEALTH PLANS**

	School System	Carrier Name	Total Cost (Employer & Employee)			Employee Proportion		
			Single	Ee + 1	Family	Single	Ee +1	Family
1	Ascension Parish Schools	NA						
2	Caddo Parish Schools	NA						
3	Calcasieu Parish Schools	NA						
4	Iberville Parish Schools	NA						
5	Jefferson Parish Schools	NA						
6	Saint Tammany Parish Schools	NA						
7	West Baton Rouge Parish Schools	NA						
8	Atlanta Public Schools	State Health Benefit Plan	\$403.82	NA	\$684.82	60%	NA	76%
9	Austin Independent School District	ND						
10	Dallas Independent School District	ND						
11	Houston Independent School District	Consumer Plus	\$363.50	\$664.33	\$896.33	32%	56%	68%
12	Jackson Public Schools	Blue Cross Blue Shield	\$280.00	\$578.00	\$718.00	0%	52%	61%
AVERAGE		Varies	\$349.11	\$621.17	\$766.38	30%	54%	68%
EBRPSS		NA						

Sources: Austin & Dallas Independent School Systems did not reply to the survey.

Averages: When there is more than one plan for a School System, plans are averaged together before calculated in the overall average.

ND = No Data.

NA = Not Applicable

*Employee plus one = Employee plus spouse when multiple rates were provided.

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**TABLE 20
MONTHLY MEDICAL COSTS:
PPO HEALTH PLANS**

	School System	Carrier Name	Total Cost (Employer & Employee)			Employee Proportion		
			Single	Ee + 1	Family	Single	Ee +1	Family
1	Ascension Parish Schools	United Healthcare	\$325.86	\$597.95	\$647.99	9%	20%	29%
2	Caddo Parish Schools	Blue Cross Blue Shield (POS)	\$420.70	\$694.50	\$844.70	20%	25%	30%
		Blue Cross Blue Shield	\$463.20	\$764.80	\$930.40	20%	25%	30%
3	Calcasieu Parish Schools	Blue Cross Blue Shield	\$388.40	\$756.99	\$941.90	38%	50%	45%
4	Iberville Parish Schools	Self Funded	\$411.79	\$643.41	\$764.46	29%	36%	37%
5	Jefferson Parish Schools	LA Office of Group Benefits	\$447.12	\$857.04	\$917.72	18%	33%	34%
6	Saint Tammany Parish Schools	LA Office of Group Benefits	\$447.12	\$857.04	\$917.72	8%	22%	22%
7	West Baton Rouge Parish Schools	LA Office of Group Benefits	\$447.12	\$857.04	\$917.72	25%	37%	38%
		Managed Care Option	\$304.04	\$582.80	\$624.04	25%	37%	38%
8	Atlanta Public Schools	State Health Benefit Plan	\$227.68	NA	\$361.04	29%	NA	55%
9	Austin Independent School District	PPO	\$240.75	\$871.12	\$1,081.25	57%	72%	78%
10	Dallas Independent School District	ND						
11	Houston Independent School District	PPO	\$384.00	\$740.00	\$1,037.00	35%	63%	74%
12	Jackson Public Schools	AHS	\$280.00	\$578.00	\$718.00	0%	52%	61%
AVERAGE		Varies	\$360.95	\$735.07	\$822.28	24%	41%	46%
EBRPSS		Benefits Mgmt Services	\$469.00	\$826.00	\$1,086.00	22%	36%	41%
VARIANCE			29.9%	12.4%	32.1%	(9.6%)	(12.5%)	(10.3%)

Sources: Austin & Dallas Independent School Systems did not reply to the survey; however, benefits data was derived from their respective websites and from contacting their human resources departments directly.

Averages: When there is more than one plan for a School System, plans are averaged together before calculated in the overall average.

ND = No Data.

NA = Not Applicable

*Employee plus one = Employee plus spouse when multiple rates were provided.

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**TABLE 21
MONTHLY MEDICAL COSTS
HMO AND EPO HEALTH PLANS**

	School System	Carrier Name	Employer & Employee			Employee Proportion		
			Single	Ee + 1	Family	Single	Ee +1	Family
1	Ascension Parish Schools	United Healthcare - EPO	\$347.10	\$636.92	\$690.21	9%	20%	30%
2	Caddo Parish Schools	NA						
3	Calcasieu Parish Schools	NA						
4	Iberville Parish Schools	HMO	\$377.99	\$573.26	\$679.44	23%	28%	29%
5	Jefferson Parish Schools	Ochsner	\$368.12	\$678.36	\$735.36	16%	32%	33%
7	Saint Tammany Parish Schools	Group Benefits - EPO	\$482.92	\$925.60	\$991.12	8%	22%	22%
6	West Baton Rouge Parish Schools	United Health Plan – EPO	\$482.92	\$925.60	\$991.12	31%	42%	42%
		Ochsner Health Plan - HMO	\$354.92	\$653.60	\$708.48	25%	36%	37%
8	Atlanta Public Schools	Kaiser Permanente - HMO	\$236.96	NA	\$344.50	31%	NA	53%
9	Austin Independent School District	HMO	\$240.75	\$563.00	\$739.10	0%	56%	67%
10	Dallas Independent School District	ND						
11	Houston Independent School District	Kelsey - HMO	\$447.00	\$862.00	\$1,207.00	44%	69%	78%
		Non – Kelsey – HMO	\$422.00	\$813.00	\$1,139.00	41%	67%	76%
12	Jackson Public Schools	NA						
AVERAGE		Varies	\$363.41	\$714.85	\$775.26	20%	38%	44%
EBRPSS		NA						

Sources: Austin & Dallas Independent School Systems did not reply to the survey. Limited benefits data was derived from their respective websites.

Averages: When there is more than one plan for a School System, plans are averaged together before calculated in the overall average.

ND = No Data.

NA = Not Applicable

*Employee plus one = Employee plus spouse when multiple rates were provided.

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STUDY FINDINGS – RETIREMENT BENEFITS :

We also solicited information about the type of retirement/pension plans currently provided by the comparator school systems to their employees. **Tables 22 and 23** contain this data for teachers and non-teaching employees, respectively.

All the teachers included in our study are eligible to participate in a defined benefit pension system. All the in-state school systems, including EBRPSS, are part of the Teachers' Retirement System of Louisiana. The employer and employee contributions for this plan exceed those of all the comparator school systems in other states.

In addition, Caddo Parish, West Baton Rouge Parish, and the Austin and Houston Independent School Districts also provide their teachers with the opportunity to participate in a supplemental defined contribution retirement plan (either 457 or 403b). All supplemental plans are funded entirely with employee contributions.

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**TABLE 22
PRIMARY RETIREMENT PLAN
FOR TEACHERS**

	School System	Name of plan	Type of Plan	Contribution as % of Base Pay	
				ER	EE
1	Ascension Parish Schools	Teachers' Retirement System of LA	Defined Benefit	15.50%	8.00%
2	Caddo Parish Schools*	Teachers' Retirement System of LA	Defined Benefit	15.50%	8.00%
3	Calcasieu Parish Schools	Teachers' Retirement System of LA	Defined Benefit	15.50%	8.00%
4	Iberville Parish Schools	Teachers' Retirement System of LA	Defined Benefit	15.50%	8.00%
5	Jefferson Parish Schools	Teachers' Retirement System of LA	Defined Benefit	15.50%	8.00%
6	Saint Tammany Parish Schools	Teachers' Retirement System of LA	Defined Benefit	15.50%	8.00%
7	West Baton Rouge Parish Schools*	Teachers' Retirement System of LA	Defined Benefit	15.50%	8.00%
8	Atlanta Public Schools	Teachers' Retirement System of GA	Defined Benefit	9.24%	5.00%
9	Austin Independent School District*	Teachers' Retirement System of TX	Defined Benefit	6.00%	6.40%
10	Dallas Independent School District	Teachers' Retirement System of TX	Defined Benefit	6.00%	6.40%
11	Houston Independent School District*	Teachers' Retirement System of TX	Defined Benefit	6.00%	6.40%
12	Jackson Public Schools	Public Employees' Retirement System	Defined Benefit	9.75%	7.25%
	EBRPSS	Teacher's Retirement System of LA	Defined Benefit	15.50%	8.00%

Sources: Austin & Dallas Independent School Systems did not reply to the survey; however, benefits data was derived from their respective websites and from contacting their human resources departments directly.

ND = No Data.

NA = Not Applicable

*Also provides an optional supplemental retirement plan (either 457 or 403b plan) that is funded entirely with employee contributions.

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Most of the school systems in our survey also provide a defined benefit pension plan for non-teaching employees. The exception is the Calcasieu Parish Schools, which provides a mandatory 457 plan for non-teaching school employees. The remainder of the surveyed school systems within Louisiana, as well as EBRPSS, participate in the Louisiana School Employees' Retirement System. The employer and employee contributions for this plan exceed those of all the comparator school systems in other states

In addition, Caddo Parish, West Baton Rouge Parish, and the Austin and Houston Independent School Districts also provide their non-teachers with the opportunity to participate in a supplemental defined contribution retirement plan (either 457 or 403b). All supplemental plans are funded entirely with employee contributions.

**EAST BATON ROUGE PARISH SCHOOL SYSTEM
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**TABLE 23
PRIMARY RETIREMENT PLAN
FOR NON-TEACHERS**

	School System	Name of plan	Type of Plan	Annual Contribution as % of base pay	
				ER	EE
1	Ascension Parish Schools	Louisiana School Employees' Retirement System	Defined Benefit	14.80%	7.50%
2	Caddo Parish Schools*	Louisiana School Employees' Retirement System	Defined Benefit	14.80%	7.50%
3	Calcasieu Parish Schools	Mandatory 457 Plan	Defined Contribution	0.00%	7.50%
4	Iberville Parish Schools	Louisiana School Employees' Retirement System	Defined Benefit	14.80%	7.50%
5	Jefferson Parish Schools	Louisiana School Employees' Retirement System	Defined Benefit	14.80%	7.50%
6	Saint Tammany Parish Schools	Louisiana School Employees' Retirement System	Defined Benefit	14.80%	7.50%
7	West Baton Rouge Parish Schools*	Louisiana School Employees' Retirement System	Defined Benefit	14.80%	7.50%
8	Atlanta Public Schools	Teachers' Retirement System of GA	Defined Benefit	9.24%	5.00%
9	Austin Independent School District*	Teachers' Retirement System of TX	Defined Benefit	6.00%	6.40%
10	Dallas Independent School District	Teachers' Retirement System of TX	Defined Benefit	6.00%	6.40%
11	Houston Independent School District*	Teachers' Retirement System of TX	Defined Benefit	6.00%	6.40%
12	Jackson Public Schools	Public Employees' Retirement System	Defined Benefit	9.75%	7.25%
	EBRPSS	Louisiana School Employee's Retirement System	Defined Benefit	14.8%	7.5%

Sources: Austin & Dallas Independent School Systems did not reply to the survey; however, benefits data was derived from their respective websites and from contacting their human resources departments directly.

ND = No Data.

NA = Not Applicable

*Also provides an optional supplemental retirement plan (either 457 or 403b plan) that is funded entirely with employee contributions.

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CONCLUSION

As previously noted, EBRPSS' pay rates for teachers and non-teachers are often below market. As far as teachers are concerned, a 7.5% increase to EBRPSS' minimum salaries would make them market competitive in comparison to the local market.

EBRPSS' market position is much weaker for non-teaching salaries. An increase to the midpoints of 15% would bring EBRPSS' salaries in line with the market. We realize this adjustment may need to be phased in over multiple years due to budgetary constraints.

It is also our understanding that some of the non-teaching positions are not on a formal range but have a flat rate salary (e.g. Supervisor of Employee Benefits – Payroll and Accounting Specialist I). We recommend that EBRPSS align all flat rate salaries on one of EBRPSS' salary schedules.

Last, it is also our understanding that for non-teaching positions, EBRPSS pay ranges do not in reality contain fixed maximums; rather, the maximums vary depending on the length of service of the most senior incumbent. If EBRPSS is able to adjust its pay schedules to make them more market competitive, we recommend that EBRPSS develop pay schedules with appropriate fixed maximums so that the school system can discontinue the current practice of having variable maximum salaries.

EBRPSS' pay practices for both teachers and non-teachers are, for the most part, typical to those of the comparators. EBRPSS does have a slightly shorter progression for teachers, which is beneficial from a retention perspective.

While EBRPSS' retirement benefits are comparable to those of the other school systems surveyed, particularly those within the State of Louisiana, EBRPSS offers fewer medical benefit options to its employees and pays more for the medical plan it does provide. Although this analysis did not analyze plan design features of any of the medical benefits, EBRPSS may want to look into this issue further.

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