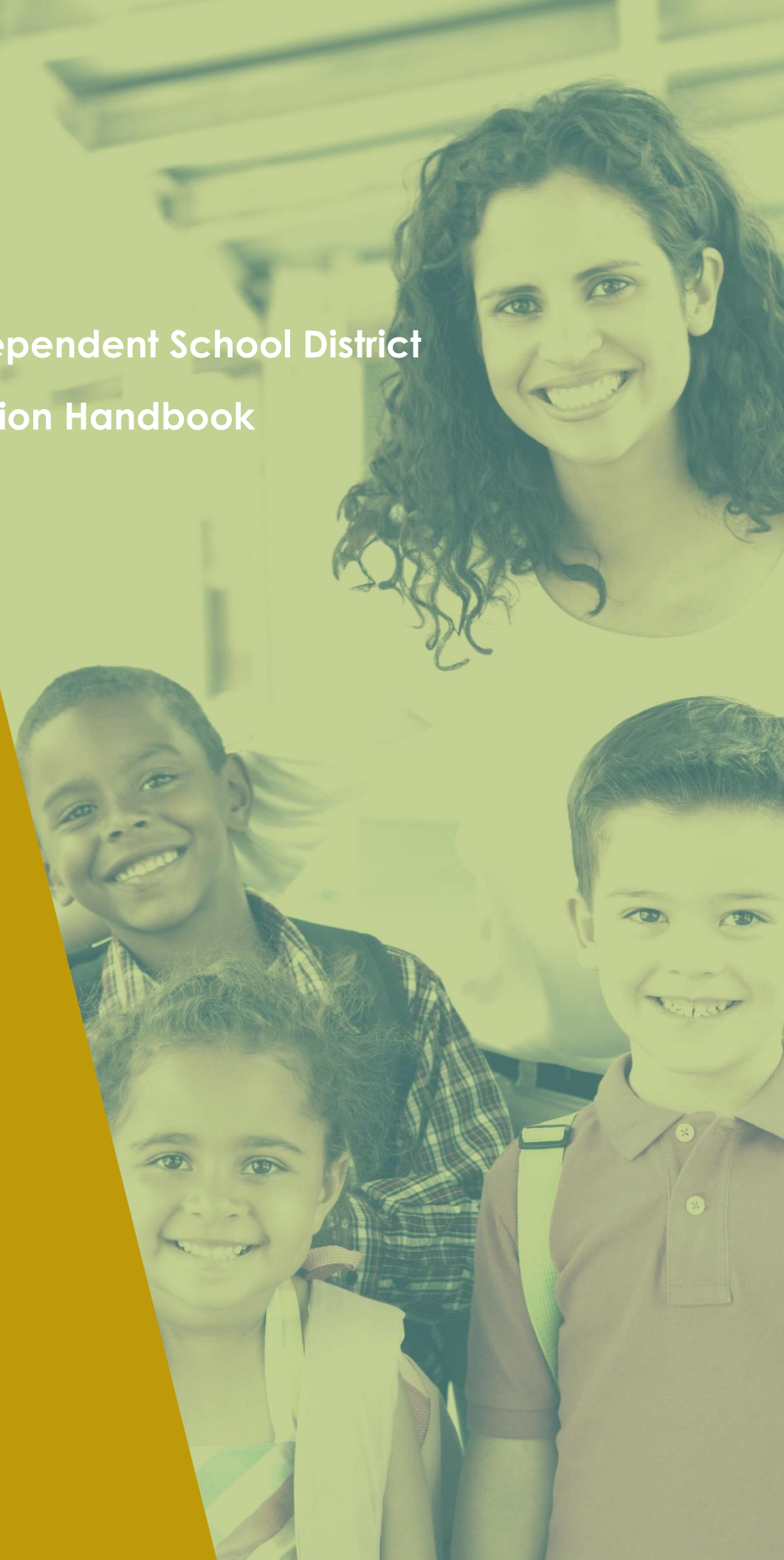


# 2021-2022 Desoto Independent School District Employee Compensation Handbook



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## **DeSoto Independent School District Compensation Policy**

DeSoto Independent School District Compensation policy looks to deliver competitive compensation aligned to district policies such as DEA, DEAA, and DEAB legal and local, state and federal regulations governing employee pay practices.

The district Superintendent shall recommend an annual compensation plan for all district employees to the Board of Trustees for approval. Compensation plans are determined on an annual basis consisting of a variety of factors that may include wage and salary structures, stipends, benefits, and incentive pay plans.

The Superintendent and designees shall administer compensation plans consistent with board policies, the annual board approved budget, and administrative guidelines outlined in this handbook. Decisions regarding salaries will be made without regard to race, creed, sex, color, religion, national origin, age, sexual orientation, or physical or mental disabilities.

### **Description of Pay Systems**

Employee pay systems are designed and administered for the purpose of attracting and retaining qualified employees to achieve the goals of the district. Human resources is responsible for the maintenance and administration of employee pay systems. Teachers, Librarians, and Nurses (RN) will be paid according to a salary schedule that correlates salaries to total years of creditable service in education. Other district jobs will be assigned to a pay grade and range structure that sets the range of pay for the position using available market data. Jobs are assigned to pay grades on the basis of required job qualifications and skills; job duties and responsibilities defined by the district; and competitive job market rates for comparable jobs.

The district pay plan includes:

- Teachers, Librarians, Nurses (RN)
- Administrative-Professional Exempt Staff
- Clerical-Paraprofessional Nonexempt Staff
- Auxiliary Nonexempt Staff

Pay ranges and salary schedules are reviewed and adjusted periodically. Employee pay is adjusted based on the pay increase budget and guidelines approved by the board annually. No employee shall be compensated more than the maximum amount for his/her salary range of the job grade they have been assigned.

## **Job Evaluation and Classification**

### **Compensable Factors in Job Evaluation**

Job evaluation is a standardized process in comparing various jobs within the organization for the sole purpose of determining relative job value. Compensable factors are defined as evaluating an employee's responsibility level and related experience as it directly relates to each job.

Some specific compensable factors used to evaluate jobs are listed below:

- Education/Experience
- Organizational Impact
- Qualifications/Certifications
- Decision Making
- Supervisory Responsibilities
- Working Conditions

### **Job Documentation (Description)**

Job documentation is an essential function in the administration of the compensation system. Accurate and complete job documentation will be collected and maintained by human resources with input from job supervisors. Job descriptions will define job qualifications, job purpose, major duties and responsibilities, working conditions, and exemption status. Job titles are assigned by human resources to accurately reflect the level and nature of work and the organizational structure of the district.

### **Documentation of Service Credit for Experience**

Employees may receive service credit for prior work experience, documentation of service must be provided to the Human Resources office records department on an official Texas Education Agency (TEA) approved record and must be validated by the appropriate institution official. Employees have 30 days from their date of hire to submit valid service records. Service records not submitted within the 30-day period from the date of hire will be credited the following semester. The following forms of documentation are acceptable for review:

1. Service Records from previous school employment (required for all service covered by TEA regulations)

## **Exemption Status**

All jobs will be classified as exempt or nonexempt in accordance with the requirements of the federal Fair Labor Standards Act (FLSA) and documented on the job description. Human resources will determine the classification of each position based on a description of assigned job duties and weekly pay. In order to be exempt, the employee's primary duties must meet the requirements defined by federal regulations for the executive, administrative, professional, or computer employee exemption test or be a teacher, and the employee must meet federal salary requirements. All employees who do not meet the legal requirements for exemption are classified as nonexempt.

## **Job Classification**

Job classification determines the assigned pay range for a job. Job classification is based on job requirements, assigned duties, and market rates. All jobs are classified for pay based on the relative level of knowledge and skill requirements, scope and complexity of assigned duties, job accountability, and working conditions. Human resources will collect job information, evaluate jobs for classification purposes, and assign jobs to pay grades.

## **Returning Employees**

Former Desoto ISD employees who return to the district will be placed at the appropriate pay level for the position in which they are newly rehired, which may differ from the pay level and/or position they occupied at the time of their departure from the district. Returning employees will be compensated according to the salary schedule adopted by the Board at their time of rehire. Employees have 30 days from their date of hire to submit valid service records. Service records not submitted within the 30-day period from the date of rehire will be credited the following semester.

## **Classification of New Positions**

Prior to posting, new positions must have a written job description created collaboratively by human resources and the hiring supervisor. Human resources will recommend to the superintendent the pay grade classification of new positions based on the job description, qualifications required, and market value. New positions must be classified in the pay system prior to hiring new employees.

## **Job Reclassification**

A job reclassification occurs when a job classification is changed to a higher or lower pay range. Jobs may be reclassified as a result of a significant and sustained change in job duties assigned, a need to improve internal pay equity with similar jobs, or a change in competitive market rates.

## **Procedures for Job Reclassification**

Review of job reclassifications must be initiated by the cabinet-level supervisor or by human resources. All job classifications will be done in coordination with the budget cycle. Jobs previously submitted for review within the last 18 months and newly created jobs are not eligible for review. Reviews will be conducted as follows:

A request for a job classification review must be submitted on a form provided by human resources that describes the rationale for reclassifying the position and provides an explanation of changes in job duties and responsibilities. The request also should include current and proposed job descriptions. The request must be approved by the cabinet-level supervisor before submitting to human resources.

Human resources will review the request and obtain additional information if needed. Additional information may be obtained from the supervisor and/or employee(s), or by analyzing external job market pay data.

Human resources will evaluate the job classification and prepare a recommendation for review by the superintendent.

### **Salary Adjustments for Job Reclassification**

A change in job classification may result in a greater or lesser potential for long-term pay advancement. Salary adjustments cannot be made for contract employees after the beginning of the contract term unless the job responsibilities have increased. Aside from prohibited salary changes for contract employees during the contract term, salary adjustments for job reclassification may be approved in the following circumstances:

- If the job is reclassified upward due to an increase in responsibilities, the procedure for promotion increases may be applied;
- If the job is reclassified due to organizational changes, there may be no immediate pay increase;
- If the job is reclassified due to a change in the competitive job market for hard-to-fill positions, equity adjustments may be made at the direction of the superintendent subject to contractual pay change restrictions;
- If the job is reclassified to a lower pay range based on a reduction in assigned responsibilities, the employee's pay may be reduced at the direction of the superintendent for the following school year. Refer to procedures on pay adjustments for reassignment to a lower pay grade.

Salary adjustments for job reclassification, will work in conjunction with the normal budget adoption process. Deadline for job reclassification must be received by January 31 to be considered for the next available budget adoption and the next budget cycle.

### **Lateral and Pay Group Transfers**

Lateral transfers are movements from one position to another position with equal responsibilities. Some lateral transfers are not always eligible for salary increases, with the exception of adjustments essential to reflect the calendar work days of the new position. Lateral transfers may require adjustments to the employee salary according to the peer group in which the salaries of their peers are significantly higher than the salary of the new employee transferring to the department.

Pay Group transfers compensation structure and placement guidelines for an employee pay group are specific and not transposable. For example, teachers may qualify for supplemental payments that would not transfer with the teacher to an administrative position to central staff. Human resources is responsible for evaluating and determining the equivalent grade and base salary when an employee

transfers between different pay groups. The compensation for employees who transfer from a job on a salary range to a job on a different pay schedule will be determined by the guidelines for the new position.

## **Procedures for Job Reclassification**

Review of job reclassifications must be initiated by the cabinet-level supervisor or by human resources. Jobs previously submitted for review within the last 18 months and newly created jobs are not eligible for review. Reviews will be conducted as follows:

A request for a job classification review must be submitted on a form provided by human resources that describes the rationale for reclassifying the position and provides an explanation of changes in job duties and responsibilities. The request also should include current and proposed job descriptions. The request must be approved by the cabinet-level supervisor before submitting to human resources.

Human resources will review the request and obtain additional information if needed. Additional information may be obtained from the supervisor and/or employee(s), or by analyzing external job market pay data.

Human resources will evaluate the job classification and prepare a recommendation for review by the superintendent or designee.

## **Request for Salary Review**

A supervisor of an employee whose position is classified within a pay grade can request a salary review. Salary adjustments will not be made after the first day of work has started. All salary requests must be completed on the form and provided to Human Resources by the first Monday in December to be considered as part of the budget process, if an adjustment to the employee salary is required. Once a review is made, final recommendations will be provided to the superintendent and Chief Financial Officer to discuss the necessary budget adjustments required for salary coverage. Employees will receive notification once the compensation review process is completed and if the request will be submitted to the Board of Trustees for approval.

Teachers hired into Desoto Independent School District are compensated based on Creditable Years of Service and are placed according to Desoto ISD's compensation schedule, upon the district receiving all official service records. Teachers must ensure all service records have been submitted to the records department within 30 days from the date of hire to receive proper credit. It is the responsibility of the employee to ensure the district receives all official transcripts and or documentation. Once a teacher salary has been finalized they will start to receive an annual General Pay Increase (GPI) based on the yearly board approved budget for teacher increases and are not eligible to receive further salary review.

## **Back Payments**

Employee back payments due to an error deemed solely the responsibility of the Human Resources department will be rectified immediately contingent on the employee notifying Human Resources within the current fiscal year the error was found. HR will rectify payments to the date in which funds were not properly dispersed in that current fiscal year. Any Creditable Years of Service or degree level changes not submitted within the 30-day period from the date of hire will be credited the following semester.

## **Overpayments**

An overpayment occurs if an employee is paid more than the amount that the employee should have been paid under the assigned pay grade and/or any relevant supplemental pay. If discovered and/or reported in the current fiscal year, Human Resources will rectify the overpayment by recovering the funds for the current year (*NOTE: Central Administration will work with the employee regarding repayment.*)

## **Salary Freezes**

A salary freeze following a transfer into a lower pay grade may be maintained for the duration of the employee's contract or for the duration of the current school year. If the employee remains in the lower level job assignment after a new school year starts, the salary will be adjusted to reflect the paygrade associated with the lower position.

## **General Pay Increases and Eligibility**

Employee pay will be reviewed annually for adjustment. The general pay increase (GPI) will be recommended to the board by the superintendent each year. They are based on the annual amount budgeted for pay raises and approved by the board. General pay increases provide the same dollar amount of increase to employees in the same pay grade. Teachers will be granted a GPI and reflected in the hiring schedule for the next year. Pay increases that result in pay that exceeds the maximum rate of the pay range must be specifically authorized by the board each year.

To receive a general pay increase, an employee must be in a paid status or on an approved leave of absence at the time of the first pay cycle reflecting the pay increase. Eligible employees must have received satisfactory evaluation in the preceding year.

## **Employees on Salary Schedules**

Pay increases for jobs on salary schedules are calculated by applying the percent increase approved by the board each year to the market rate.

## **Employees on Pay Ranges**

General pay increases for employees on pay ranges are calculated by applying the percent increase approved by the board each year to the midpoint rate of the pay range. Employees in the same pay grade



will receive the same rate of increase when pay increases are calculated as a percent of midpoint, unless the employee’s pay is close to or exceeds the maximum of the pay range. Pay increases for employees in the educator career path on pay ranges (e.g., Counselor, Assistant Principal) should be measured against teacher pay increases to ensure they’re at least equal to the pay increase for teachers.

Example 1-Range Midpoint x Percent Increase = Pay Increase (Secretary-Pay Grade 3)

Rate Increase		Annual Increase	
<i>Range Midpoint</i>	\$14.87	<i>Hourly Increase</i>	\$ 0.45
<i>% Increase</i>	x .03	<i>Duty Hours</i>	x 7.5
<i>Hourly Increase</i>	\$ 0.45	<i>Duty Days</i>	x 225
		<i>Annual Increase</i>	\$763

Example 2: Employee’s Current Pay x Percent Increase = Pay Increase (Secretary- Pay Grade 3)

Rate Increase		Annual Increase	
<i>Employee Current Pay</i>	\$13.00	<i>Hourly Increase</i>	\$ 0.39
<i>% increase</i>	x .03	<i>Duty Hours</i>	x 7.5
<i>Hourly Increase</i>	\$ 0.39	<i>Duty Days</i>	x 226
		<i>Annual Increase</i>	\$ 661

## Placement of New Hires

### Salary Schedules – Teacher/Librarian/Nurse (RN)

Salaries for teachers, librarians, and nurses (RNs) who are new to the district will be determined by total creditable years of service in education and the district’s salary schedule for the current year.

Nursing experience with the Peace Corps as a registered nurse, and with a university-operated hospital accredited by a recognized accrediting entity in the United States, (TAC 153.1021, Subsection (2) (14)) shall be recognized for salary increment purposes provided the minimum requirements specified in Subsection (f) are met.

Creditable years of service will be determined by human resources as defined by state regulation at the time of employment. (TAC Title 19, part II, 153.1021) New hires will receive salary credit for years of service up to a maximum of 30 years. Teachers who transition into other assignments will be credited up

to 5 years of credit. Employees have 30 days from their date of hire to submit valid service records. Service records not submitted within the 30-day period from the date of hire will be credited the following semester.

### Salary Placement – Career and Technical Education Teachers

Career and technical education teachers (limited to specific CTE fields) may be granted additional years of placement credit for work experience that is directly related to the career and technology field in which they are currently teaching.

Credit may be granted in the following manner:

- 1 year of placement credit on the teacher scale for every 1 full year of related experience up to 5 years (“1 for 1” credit)

Example: Health Sciences teacher with 7 full years of previous nursing experience

1 for 1 credit up to 5 years	= 5 years
1 for 2 credit for years 6 and 7	= 0 year
<hr/>	
	= 6 years of credit

### Salary Range Placement – Exempt and Nonexempt Staff

Starting pay for a new hire in a pay range plan will be determined individually based on each person’s job-related experience and salaries paid to peer employees in the same position with similar experience.

The guidelines for placement are as follows:

- a) Peer equity  
In multi-incumbent positions (e.g., classroom aide), starting pay for a new hire should not exceed rates being paid to other employees in the same job with similar experience and qualifications.
- b) Midpoint limit  
Starting salary may be set up to the midpoint of the pay range based on job-related prior experience and the salary of peer employees. With approval from the superintendent or designee, a starting salary may exceed the midpoint of the pay range and/or peer employees for a hard-to-fill key position.
- c) Placement credit for prior experience
  - a. Subject to guidelines a – b, starting pay for exempt and nonexempt jobs that require prior experience will be determined by these guidelines:
    - i. Exempt: 1 percent above minimum for each year of job experience directly related to job duties. Credit for teaching experience is limited to 5 years for salary placement for teachers promoted to a position that requires educator certification on the Administrative-Professional pay schedule.
    - ii. Nonexempt: 1 percent above minimum for each year of job experience directly related to job duties.

## Salary Range Placement – Campus Principals

Since the accountability and job duties are the same for principals regardless of experience, all campus principals will be compensated at the same rate of pay in accordance to the academic level being serviced. Example: All elementary principals will be compensated at the same rate of pay and middle schools will be compensated at the same rate of pay. DeSoto High School, Katherine Johnson Technology Magnet Academy, DeSoto Alternative Education Program and similar schools will be considered stand-alone locations due to the specialized programming and number of students serviced. Market comparisons will be reviewed annually, if a market adjustment is required a recommendation will be made to the Superintendent of Schools.

For the 2021-2022 School Year, principals will be compensated as follows:

Elementary Principals	\$110,000
Middle School Principals	\$120,000
High School Principals	up to \$140,000*
DAEP	up to \$95,000*
Ruby Young	up to \$110,000*
Katherine Johnson	up to \$110,000*

This amount depends upon the current salary of the candidate being recommended in the position. Exception to this amount must be approved by the Superintendent of Schools

## Promotion Increase

A promotion occurs when an employee is moved to a different job in a higher pay grade. Salary placement for an employee who is promoted to a job in a pay grade with a higher midpoint will follow the guidelines for placement of a new hire with additional adjustments made as needed to achieve pay equity among peer employees. Employees promoted internally will not be paid less than a new hire with similar experience.

Promoted employees should receive an increase based on new position responsibilities and peer equity. Promotional increases will be applied to the employee's base daily or hourly rate for the required duty days of the new assignment, less any stipends paid for supplemental duties.

Base pay for teachers includes incentives paid for the teaching assignment, such as advanced degree, certification field, career ladder, etc., only when teachers are being promoted to another certified educator position. Coaching or other extracurricular stipends should not be included in base pay.

**Example of promotion from paraprofessional pay grade 1 to pay grade 2:**

<b><u>New Hire Pay Rate in PG 2</u></b>		<b><u>Minimum 3% Increase</u></b>	
Employee Current Rate	\$10.37	Employee Current Rate	\$10.37
Credited Experience	<u>3 years</u>	3 Percent Increase	x <u>1.03</u>
Calculated Hourly Rate	\$12.00	Employee New Rate	\$10.68
New Hourly rate	\$12.00		

**Example of promotion from paraprofessional pay grade 3 to pay grade 4:**

<b><u>New Hire Pay Rate in PG 4</u></b>		<b><u>Minimum 3% Increase</u></b>	
Employee Current Rate	\$15.59	Employee Current Rate	\$15.59
Credited Experience	<u>7 years</u>	3 Percent Increase	x <u>1.03</u>
Calculated Hourly Rate	\$15.92	Employee New Rate	\$16.06
New Hourly rate	\$16.06		

## Reassignments

### Pay Adjustments for Reassignment to a Lower Pay Grade

A reassignment to a different job in a lower pay range is considered a demotion and a corresponding reduction in pay will result.

Contract employees – A reduction in pay as a result of a demotion will not be made during the current contract year, unless mutually agreed to by the employee and the district in writing. Demotions that become effective during the contract term may result in a pay reduction for the following school year provided notice of the reduction is given to the employee before the penalty-free resignation date (i.e., 45 days before the first day of instruction for the next school year). Pay reductions for contract employees are made at the direction of the superintendent and may follow the same guidelines as pay reductions for non-contract employees.

Non-contract employees – Subject to approval by the superintendent, a reduction in pay for a demotion will be made effective with the new assignment to a lower pay grade. The employee’s base rate of pay (hourly or daily) may be reduced to the same percent of midpoint (rate divided by midpoint) in the lower pay range or by 5 percent per pay grade, whichever is lesser. NOTE: Comparison still requires peer equity review. Final adjustment will be in accordance with peer equity.

**Example of position in range reduction to a lower pay grade:**

<u>Higher Pay Grade</u>		<u>Lower Pay Grade</u>		<u>5% Decrease</u>	
Employee Rate	\$14.50	Midpoint Rate	\$13.60	Employee Rate	\$14.50
Midpoint Rate	$\div$ <u>\$15.87</u>	Percent of Midpoint	$\times$ <u>.91</u>	<u>5% Decrease</u>	(5%)
Percent of Midpoint	.91	New Rate	\$12.38	New Rate	\$13.78
New Hourly Rate	\$13.78				

Pay adjustments may also be made for a longer or shorter work year associated with the change in duty assignment. In the case of a demotion from a pay range structure to an experience-based placement scale, salary placement will be made according to years of experience.

Note: internal equity still applies.

**Review and Adjustment of Pay Ranges**

Human resources will review pay structures annually and recommend adjustments as needed to maintain competitive alignment with external job markets and internal alignment of career pathways. Adjustments to pay ranges are made prior to the calculation of pay increases.

If no pay raise is approved by the board, no pay range adjustments will be made. Salary schedules will be adjusted only to update the years of service.

**Reinstatement Following Break in Service**

An employee who is rehired for the same position following a break-in-service that is less than 12 months shall be reinstated at the same pay rate previously held prior to the break-in-service, or according to the procedures for placement of new hires, whichever is greater.

If rehired at a different pay grade level or rehired following a break in service that is longer than 12 months, the employee's pay will be placed according to the procedures for placement of new hires.

### **Pay for Interim Assignments/Additional Duties**

Employees in interim assignments or assigned additional duties for more than 10 days, should receive up to a 3 percent increase of the midpoint of the temporary position applied to the employee's compensation as a stipend base or a pay adjustment to the new range minimum for the duration of the assignment, whichever is greater.

Employees serving in an interim assignment or have been assigned additional duties for an extended period will receive a separate written agreement. This will state that at the conclusion of the additional duty, the additional payment does not continue over the course of the year.

### **Extracurricular Stipends**

The board will approve a schedule of salary stipends for extra duties. Exempt employees who are assigned supplemental duties that accrue extra pay will be compensated according to the district's schedule for extra duty stipends. Stipends and incentives are reviewed and modified periodically.

Nonexempt employees who are assigned supplemental duties will be paid on an hourly basis including overtime compensation when hours exceed 40 in a workweek. The hours worked in supplemental duties must be combined with the hours worked in the regular job assignment for determining the total hours worked each week.

Payment of extra-duty stipends for exempt employees are annualized and paid monthly over the course of the school year. Certain stipends such as UIL and Class Sponsors may be paid as a lump sum (at the end of the semester/school year).

## Compensation Glossary

### A

**Ability to Pay** - The ability of an organization to pay a given level of wages or to fund a wage increase while remaining profitable. A frequent issue in union contract negotiations.

### B

**Back Pay** - The difference between what the employee was paid and the amount he or she should have been paid and is owed due to an error, or discrepancy.

**Base Pay** - The fixed compensation paid to an employee for performing specific job responsibilities. It is typically paid as a monthly salary or hourly rate.

**Base Rate** - The hourly rate or salary paid for a job performed. It does not include shift differentials, stipends, benefits, overtime, incentive premiums, or any pay element other than the base rate.

### C

**Compensation** - Cash provided by an employer to an employee for services rendered. Compensation consists of elements of pay such as base pay, variable pay, stock, etc. that an employer offers an employee in return for their services.

**Compensation Cost** - The total cost to the organization, including the unrealized or unknown future cost effects of today's compensation decisions regarding the total compensation program. Included are base pay, incentive opportunities, benefits costs and liabilities, perquisite costs, time-off programs (vacations, sick pay, etc.)

**Compensation Philosophy** - The principles that guide the design, implementation, and administration of compensation programs at an organization. The strategy ensures that a compensation program supports the organization's mission, goals and business objectives. The philosophy ensures that a compensation program supports an organization's culture.

**Compensation System** - A system of components developed to maintain internal and external equity between employees, including but not limited to job descriptions, job analysis, job evaluations, pay structures, salary surveys, and policies and regulations.

**Competitive Pay Policy** - The strategic decision of an organization about which labor markets to use as comparison groups and how to set pay levels with respect to those groups. After choosing the comparison group, the organization must decide its market position with respect to the group.

**Creditable Years of Service** - Creditable years of service. An employee receives a creditable year of service credit after completing the equivalent of a minimum of 90 working days in a school year.

### D

**Demotion** - Movement to a job in a pay range with a midpoint that is less than the midpoint of the previous job's pay range. Demotions may be the result of poor performance, a reorganization or re-engineering, or an employee request.

**Downgrading** - The movement of a job to a lower job grade and pay range within a pay structure.

### E

**Exempt Employees** - Employees who are exempt from the Fair Labor Standards Act of 1938 (FLSA) minimum wage and overtime provisions due to the type of duties performed.

**External Equity** - A standard that fairly establishes pay levels that correspond to each job's relative value compared to that of its labor market competitors, as determined by market pricing.

## F

**Fair Labor Standards Act (FLSA)** - A federal law passed on 1938 governing minimum wage, overtime pay, child labor, and record-keeping requirements.

## G

**Grade (Salary or Pay Grade)** - A group of jobs of the same or similar value, used for compensation purposes. All jobs in a (salary) grade have the same salary range: minimum, midpoint, and maximum.

## H

**Hourly** - The rate of pay per hour for a job being performed. An “hourly” worker may be assigned to various rated jobs during any pay period and is paid the “rate” applicable to each job while working on it. The term hourly also is used to distinguish between nonexempt and exempt employees, even though so-called hourly or nonexempt employees often are paid on a salaried basis.

## I

**Internal Equity** - A standard that fairly establishes pay levels that correspond to each job's relative value within Dallas ISD.

## J

**Job** - The total collection of tasks, duties and responsibilities assigned to one or more individuals whose work has the same nature and level. Also called a position.

**Job Analysis** -The systematic, formal study of the duties and responsibilities that comprise job content. The process seeks to obtain important and relevant information about the nature and level of the work performed and the specifications required for an incumbent to perform the job at a competent level.

**Job Description** - A job description is a statement that outlines the specifics of a particular job or position with a company. A job description defines the role of the position and the ideal candidate to fill it.

**Job Evaluation** - A systematic approach to comparing different jobs within an organization for the purpose of determining relative value. Job evaluation is conducted using a defined set of compensable factors that are linked to compensation.

**Job Title** - A label for a job that uniquely identifies it. Job titles should describe the nature and level of work performed.

## M

**Market Pricing** - is defined as the process of analyzing external salary survey data to establish the worth of jobs, as represented by the data, based upon the “scope” of the job (company size, industry type, geography, etc.).

**Market Rate** - is what the market would pay someone with their education, experience and skill.

**Minimum Wage** - The lowest allowable hourly pay level for most Americans, established by Congress as part of the Fair Labor Standards Act (FLSA). Some states have laws that mandate higher minimum wages for some employees.



## N

**Nonexempt employees** - Employees who are not exempt from the minimum wage and overtime pay provisions of the Fair Labor Standards Act of 1938 (FLSA).

## O

**Overtime** - Under the Fair Labor Standards Act of 1938 (FLSA), nonexempt employees must be paid one-and-a-half times their normal wage rates for all hours worked in excess of 40 in any work week.

## P

**Pay grade** - A group of jobs of the same or similar value, used for compensation purposes. All jobs in a pay grade have the same salary range: minimum, midpoint, and maximum.

**Performance Appraisal** - A system to determine how well an employee has performed during a period of time, frequently used as a basis for determining merit increases.

**Performance Management** - management tool that helps managers monitor and evaluate employees' work. Performance management goals are to create an environment where people can perform to the best of their abilities to produce the highest-quality work most efficiently and effectively.

**Promotion** - Movement to a job in a pay range with a midpoint that is greater than the midpoint of the previous job's pay range.

## S

**Salary Budget** - Money designated over a specific amount of time, with which to pay salaries. When structure adjustments or individual employee adjustments are being planned, the salary budget must be taken into consideration.

**Salary Range** - The market rates of pay, from minimum to maximum, established for a pay grade based on Market salary surveys.

**Salary Structure** - are expressed as pay grades or job grades that reflect the value of a job in the external market and/or the internal value to an organization.

## T

**Total Compensation** - includes the base salary, and also includes the value of any benefits received in addition to your salary.