

Local Educator Compensation Plans across North Carolina: A Brief Summary of Selected Strategic Staffing Plans with Pay-for-Performance Elements¹

Strategic Staffing at the Local Education Agency (LEA) level refers to a broad category of approaches to human resources allocation that *purposefully redistribute an LEA's more effective educators into its lower-performing schools*. Strategic staffing plans can include: (1) Staff movement within and across schools; (2) Additional responsibilities for selected educators; and/or (3) Differentiated pay schemes, including pay-for-performance plans.

The most comprehensive strategic staffing plans (a) **Focus on low-performing schools** or student populations, (b) **Differentiate teachers** based on effectiveness, and (c) **Incorporate incentives**. Over 70 North Carolina LEAs have plans that meet at least one of these criteria (see map on reverse); 18 plans meet all three criteria, and 15 of those include a pay-for-performance component.

Pay for Performance—or *differentiated compensation based on one or more performance indicators*—is one of several differentiated pay schemes used in strategic staffing plans. Inclusion of a pay-for-performance plan sometimes involves assessment of teacher effectiveness via analysis of classroom-level student academic outcomes, but it also can involve assessment via other quantitative measures (e.g., graduation rates), qualitative measures (e.g., formal observation results), or combinations.

Examples of NC Strategic Staffing Plans with Pay-for-Performance Components

Charlotte-Mecklenburg Schools – CMS's federal Teacher Incentive Fund (TIF)-supported program (2007-12) included a pay-for-performance plan that in its final year awarded up to \$7,400 to effective educators. CMS's current Strategic Staffing Initiative relocates effective principals to low-performing schools, with a 10% pay increase. They can bring up to five teachers with them and also dismiss ineffective ones. Teachers can earn up to \$20,000 in recruitment and retention bonuses.

Winston-Salem/Forsyth County Schools – WSFCS sponsors three coordinated strategic staffing plans: (1) Project Enrich, which prepares teachers to work in low-achieving schools; (2) Equity+, which provides recruitment and retention bonuses for teachers in schools with large low-income populations; and (3) STAR³, a TIF-funded whole-school turnaround model that includes a pay-for-performance experiment that awards up to \$10,500 a year to effective educators.

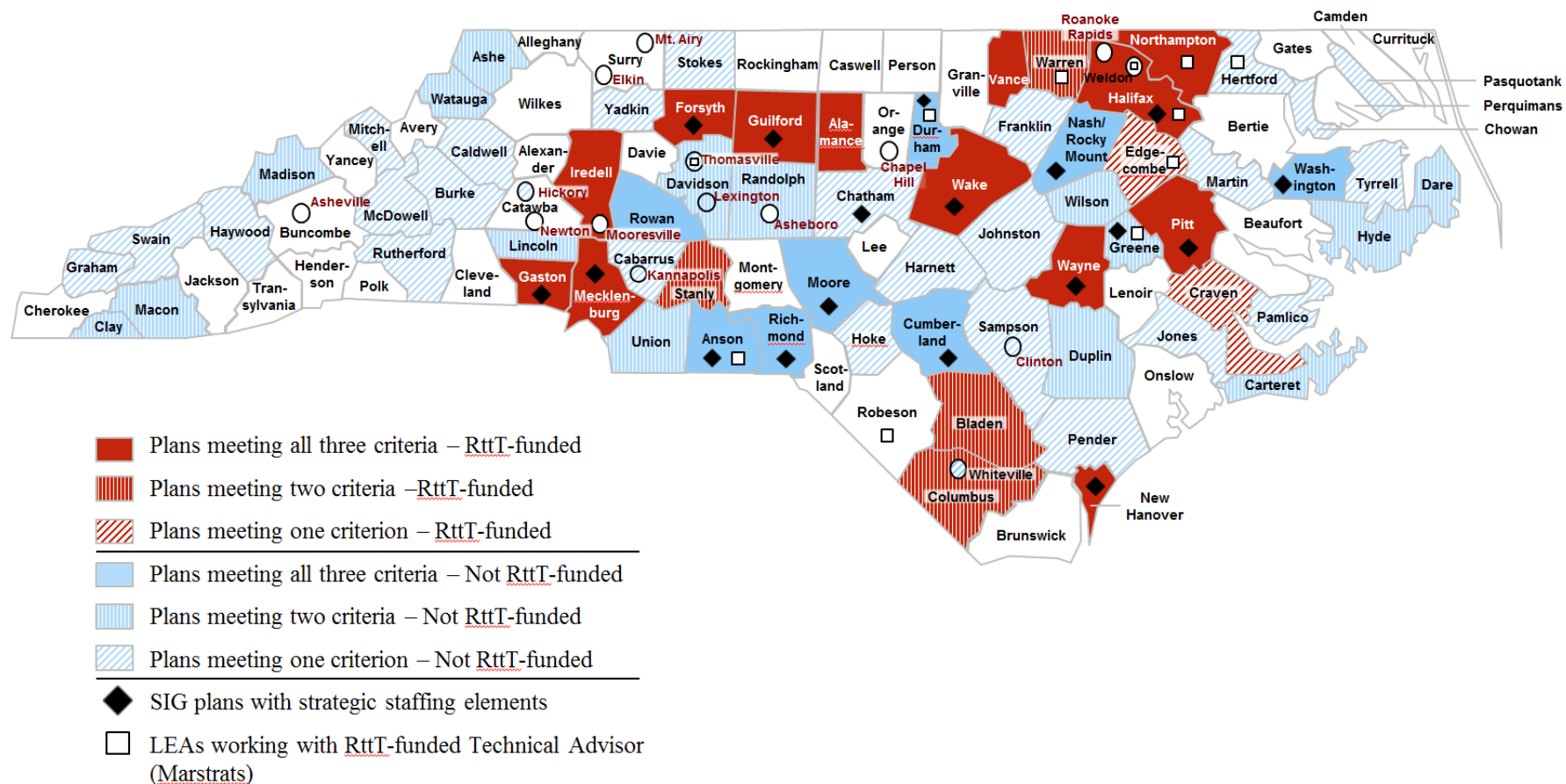
Pitt County Schools – One PCS strategic staffing plan—the Teacher Leadership Cohort program—supports small groups of highly effective teachers who volunteer to transfer as a group to a lower-performing school. A second, federal School Improvement Grant (SIG)-funded plan awarded teachers in eligible schools up to \$10,750 for an array of personal and student-related outcomes.

Guilford County Schools – GCS's Mission: Possible plan, now in its seventh year, includes a complex recruitment, retention, and performance-based compensation system for educators who teach in or move to one of 44 identified schools.

Wayne County Public School System – In one low-performing WCPS school, incentives of up to \$4,500 are available to certified and classified staff. Incentives are awarded at individual and school levels based on professional development participation, teacher effectiveness, and retention.

¹ Data and text for this brief: *Local Strategic Staffing in North Carolina: A Review of Plans and Early Implementation* (http://cerenc.org/wp-content/uploads/2011/10/Strategic-staffing_1stYear-Report_-FINAL-09-24-2012.pdf)

LEA-Level Strategic Staffing Plans, 2013-14



Note: LEAs with plans that include only an incentives component with no clear linkage to supporting high-need schools or to differentiating teachers by effectiveness are not identified in this figure.

A Note about State-Level Pay-for-Performance

The state also has dedicated Race to the Top funds to a separate pay-for-performance initiative for low-performing schools. To date, the initiative has provided school-level incentives; for the 2013-14 school year, the funds also will be used for individual educator-level incentives.

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