



## **Performance Based Compensation System 2019-2020**

approved by HPS Board of Directors on 07/27/2019

**Purpose:** Rewarding excellent teaching and leading with financial incentives

**Eligibility Requirements:** Each school year, in order for teachers to be eligible to receive a bonus for their performance, they must meet the following criteria:

- I. Demonstrate growth in student academic outcomes, and
- II. Demonstrate effective teaching based on classroom observations conducted multiple times during the school year.

The first criterion, demonstrating gains in student outcomes, is explained in this PBCS guide with achievement and growth targets for all groups. The second criterion means that **teachers must score a minimum average of 2.0 in H-TESS from at least two formal classroom observations** in a given school year. Teachers must meet both of these criteria to receive a performance-based bonus. While this is tied to the TIF grant, it applies to all HPS schools, both TIF and non-TIF campuses.

### **Performance Bonus for Priority / Focus Schools**

Employees of the “priority” or “focus” schools will receive Priority Schools Bonus if the campus shows improvement in at least one of the three domains listed below based on accountability reports released by TEA:

- Domain I Student Achievement: Increase previous year score
- Domain II School Progress: Receive an A or B rating
- Domain III Closing the Gaps: Meet academic growth targets for at least 60% of eligible categories listed below. Targets are set by TEA and are subject to change with TEA updates.
  - All Students: 66% in Reading, 71% in Math
  - African American: 62% in Reading, 67% in Math
  - Hispanic: 65% in Reading, 69% in Math



- SpEd: 59% in Reading, 61% in Math
- ELL: 64% in Reading, 68% in Math
- Economically Disadvantaged: 64% in Reading, 68% in Math

Total Bonus amount of \$50,000 will be allocated for each campus to be distributed among eligible faculty and staff, based on the structure explained below. The following table defines the weighting of the bonus amount for each position type. Eligible employees within each position category will get an equal share of the amount paid to the category (share amount divided by the number of eligible employees) if the bonus is earned. Central Office Academic department will identify and announce priority and focus schools each year in early Fall.

Assignment	Share % (of \$50K)	Share Amount
Core Teachers (K-2, SpEd, ESL, ELA, SS, Math, Science, Interventionists, & Campus Coaches)	70%	\$35,000
Campus Administrators (Principals, all APs, Head Counselors, & eligible District Coach <sup>1</sup> )	10%	\$5,000
Non-core Teachers, Coordinators (instructional) <sup>2</sup> , & Counselors	15%	\$7,500
Other Staff (Operation Manager, Teacher Aides, Coordinators (non-instructional) <sup>3</sup> , Resident Leaders, & other full-time campus support staff)	5%	\$2,500

<sup>1</sup> Eligible District Coaches are those who are assigned to a single campus.

<sup>2</sup> Coordinators that are considered instructional include ESL, SPED, GT, and Testing Coordinators.

<sup>3</sup> Coordinators that are considered non-instructional include PR/Outreach, Engagement, Student Discipline, and Student Recruitment Coordinators.

### **Performance Bonus for TIF & non-TIF Schools**

The following categories per position type were established for this bonus. The following tables describe student growth goals, bonus amounts tied to each growth target, and maximum bonus amounts for each position type and position.



**NWEA MAP Goals for K thru 10 Math & ELA GenEd Teachers & Campus Coaches**

Description and Bonus Goal	Max Bonus per person (TIF)	Max Bonus per person (non-TIF)
<ul style="list-style-type: none"> <li>★ 60% growth from Fall to Winter* \$750 per subject (TIF) / \$350 per subject (non-TIF)</li> <li>★ 70% growth from Fall to Winter* \$1500 per subject (TIF) / \$750 per subject (non-TIF)</li> <li>★ 80% growth from Fall to Winter* \$2000 per subject (TIF) / \$1000 per subject (non-TIF)</li> </ul>	\$3000	\$1750

\* For K-2 teachers, NWEA MAP growth will be measured from Fall to Spring.

**STAAR Goals for All Tested Subject Teachers & Campus Coaches**

Description and Bonus Goal	Max Bonus per person (TIF)	Max Bonus per person (non-TIF)
<ul style="list-style-type: none"> <li>★ Goal I: Approaches Grade Level Grow previous year score by 20% of “does not approach” \$750 per subject (TIF) / \$350 per subject (non-TIF) Grow previous year score by 30% of “does not approach” \$1500 per subject (TIF) / \$750 per subject (non-TIF)</li> <li>★ Goal II: Meets Grade Level Grow previous year score by 10% of “does not meet” \$1000 per subject (TIF) / \$500 per subject (non-TIF) Grow previous year score by 20% of “does not meet” \$2000 per subject (TIF) / \$1000 per subject (non-TIF)</li> <li>★ Goal III: Masters Grade Level Grow previous year score by 5% of “does not master” \$1000 per subject (TIF) / \$500 per subject (non-TIF) Grow previous year score by 10% of “does not master” \$2000 per subject (TIF) / \$1000 per subject (non-TIF)</li> <li>★ # of SpEd &amp; ESL students approaches grade level if Goal I (Approaches GL) is met (only for regular classroom teachers) \$50 per student (TIF) / \$25 per student (non-TIF)</li> </ul>	\$3000	\$1750



**NWEA MAP & STAAR Goals for SpEd & ESL Educators (Teachers & Coordinators)**

Description and Bonus Goal	Max Bonus per person (TIF)	Max Bonus per person (non-TIF)
<p><b>NWEA MAP Goals:</b></p> <ul style="list-style-type: none"> <li>★ 50% growth from Fall to Winter* \$750 per subject (TIF) / \$350 per subject (non-TIF)</li> <li>★ 60% growth from Fall to Winter* \$1250 per subject (TIF) / \$600 per subject (non-TIF)</li> <li>★ 70% growth from Fall to Winter* \$1500 per subject (TIF) / \$750 per subject (non-TIF)</li> </ul> <p><b>STAAR Goals:</b></p> <ul style="list-style-type: none"> <li>★ <b>Goal I: Approaches Grade Level</b> Grow previous year score by 15% of “does not approach” \$500 per subject (TIF) / \$250 per subject (non-TIF) Grow previous year score by 20% of “does not approach” \$1000 per subject (TIF) / \$500 per subject (non-TIF)</li> <li>★ <b>Goal II: Meets Grade Level</b> Grow previous year score by 5% of “does not meet” \$500 per subject (TIF) / \$250 per subject (non-TIF) Grow previous year score by 10% of “does not meet” \$1000 per subject (TIF) / \$500 per subject (non-TIF)</li> <li>★ <b>Goal III: Masters Grade Level</b> Grow previous year score by 5% of “does not master” \$500 per subject (TIF) / \$250 per subject (non-TIF) Grow previous year score by 10% of “does not master” \$1000 per subject (TIF) / \$500 per subject (non-TIF)</li> <li>★ <b>Goal IV (ESL only): Domain III ELL component</b> Meet state proficiency target in TELPAS \$1000 (TIF) / \$500 (non-TIF)</li> </ul>	<p>\$3000</p>	<p>\$1500</p>

\* NWEA MAP growth will be measured from Fall to Spring in K thru 2.

For SpEd and ESL educators, bonus goals must be met for entire SpEd / ESL student populations on campus.



**College Readiness Goals for High School Math / ELA Teachers**

Description and Bonus Goal	Max Bonus per person (TIF)	Max Bonus per person (non-TIF)
<p><u>11th &amp; 12th Grade Math/ELA Teachers:</u></p> <ul style="list-style-type: none"> <li>★ Tier I Goal: 55% of Juniors and 70% of Seniors are college-ready in math/reading measured by SAT/ACT/TSI</li> <li>★ Tier II Goal: 40% of Juniors and 55% of Seniors are college-ready in math/reading measured by SAT only</li> </ul> <p style="padding-left: 40px;">\$1,500 per Tier (TIF) / \$375 per Tier (non-TIF)</p> <p><u>10th &amp; 11th Grade Math Lab / ELA Lab Teachers:</u></p> <ul style="list-style-type: none"> <li>★ 10<sup>th</sup> Grade TSI cohort (0% passing)               <ul style="list-style-type: none"> <li>○ 30% growth - \$500 TIF / \$250 non-TIF</li> <li>○ 40% growth - \$1000 TIF / \$500 non-TIF</li> <li>○ 55% growth - \$1500 TIF / \$750 non-TIF</li> </ul> </li> <li>★ 11<sup>th</sup> Grade TSI cohort (0% passing)               <ul style="list-style-type: none"> <li>○ 20% growth - \$500 TIF / \$250 non-TIF</li> <li>○ 30% growth - \$1000 TIF / \$500 non-TIF</li> <li>○ 40% growth - \$1500 TIF / \$750 non-TIF</li> </ul> </li> <li>★ 10<sup>th</sup> Grade SAT growth (PSAT 8/9 vs. Practice SAT)               <ul style="list-style-type: none"> <li>○ 80 pts gain - \$500 TIF / \$250 non-TIF</li> <li>○ 100 pts gain - \$1000 TIF / \$500 non-TIF</li> <li>○ 120 pts gain - \$1500 TIF / \$750 non-TIF</li> </ul> </li> <li>★ 11<sup>th</sup> Grade SAT growth (PSAT 10 vs. School Day SAT)               <ul style="list-style-type: none"> <li>○ 50 pts gain - \$500 TIF / \$250 non-TIF</li> <li>○ 70 pts gain - \$1000 TIF / \$500 non-TIF</li> <li>○ 90 pts gain - \$1500 TIF / \$750 non-TIF</li> </ul> </li> </ul>	<p>\$3000</p>	<p>\$750</p>

For teachers assigned to 11th and/or 12th grade math/ELA courses, subject-specific college-readiness must be looked at for this bonus. For example, an English IV teacher will earn the college-readiness bonus if her students meet the college-readiness goals in reading portion of the SAT/ACT/TSI.



**Advanced Placement (AP) and Project Lead the Way (PLTW) Goals for HS Teachers**

Description and Bonus Goal	Max Bonus per person (TIF)	Max Bonus per person (non-TIF)
<ul style="list-style-type: none"> <li>★ AP Tier I: Meet or Exceed previous year’s state passing rate with min. 65% test participation rate TIF: \$1000 per AP course / \$1500 per STEM AP non-TIF: \$250 per AP course / \$350 per STEM AP</li> <li>★ AP Tier II: # of students passing AP exam with min. 50% test participation rate per AP course TIF: \$50 per student / \$75 per STEM AP student non-TIF: \$20 per student / \$30 per STEM AP student</li> <li>★ PLTW Tier I: At least 50% of students pass (accomplished or above) EoC exam with minimum 65% test participation rate \$1500 per course (TIF) / \$350 per course (non-TIF)</li> <li>★ PLTW Tier II: # of students passing with distinguished level if Tier I goal is met \$75 per student (TIF) / \$30 per student (non-TIF)</li> </ul>	\$3000	\$750

**Student Growth Goals for Non-Tested Teachers**

In order to be eligible for a performance bonus, non-tested teachers will write Student Learning Objectives (SLOs) and measure student growth using pre- and post-assessments or portfolio/PBL rubrics to demonstrate student growth in semester-long or year-long instructional windows.

Non-tested teachers include PreK, Art, Music, PE, LOTE, Computer/Tech Apps, Character Ed. and some core subjects at certain grade levels where STAAR, NWEA MAP, or AP / PLTW does not apply.

Description and Bonus Goal	Max Bonus per person (TIF)	Max Bonus per person (non-TIF)
<ul style="list-style-type: none"> <li>★ 50% growth on SLOs: \$500 (TIF) / \$250 (non-TIF)</li> <li>★ 60% growth on SLOs: \$750 (TIF) / \$350 (non-TIF)</li> <li>★ 70% growth on SLOs: \$1000 (TIF) / \$500 (non-TIF)</li> </ul>	\$1000	\$500



### Project Based Learning (PBL) Bonus for All Eligible Teachers

In addition to student growth-based performance bonus, teachers may earn PBL bonus when they mentor students in year-long interdisciplinary projects and submit those through Skyward PBL reporting module. Submitted projects are subject to district and central office approval for bonus eligibility.

Description and Bonus Goal	Max Bonus per person (TIF)	Max Bonus per person (non-TIF)
<ul style="list-style-type: none"> <li>★ STEM Teachers: 3 or more approved Level II/III projects submitted thru Skyward PBL module \$500 per teacher (TIF &amp; non-TIF)</li> <li>★ non-STEM teachers: Mentoring 3 or more approved Level II/III projects for the interdisciplinary connections \$100 per teacher (TIF &amp; non-TIF)</li> <li>★ H-SEF*: # of projects participated in annual H-SEF \$100 per project per teacher, max \$500 (TIF &amp; non-TIF)</li> <li>★ Elementary Teachers at EIR Campuses: 3 or more approved PBL projects submitted thru Skyward \$500 per teacher (EIR)</li> </ul>	\$500	\$500

\* H-SEF PBL bonus is stackable with other types of PBL bonuses.

### College Readiness Goals for Counselors

Description and Bonus Goal	Max Bonus per person (TIF)	Max Bonus per person (non-TIF)
<ul style="list-style-type: none"> <li>★ Tier I Goal: 55% of Juniors and 70% of Seniors are college-ready measured by SAT/ACT/TSI</li> <li>★ Tier II Goal: 40% of Juniors and 55% of Seniors are college-ready measured by SAT only \$500 per Tier (TIF) / \$250 per Tier (non-TIF)</li> <li>★ Distinction Goal: Campus earns a distinction designation in Postsecondary Readiness \$250 per counselor (TIF &amp; non-TIF)</li> </ul>	\$1000	\$500



**Bonus for Other Educators**

This category of Other Educators includes Teacher Aides, SpEd/ESL support staff, all campus coordinators (except for SPED/ESL), Resident Leader, Operation Manager, Librarian, Nurse, Secretary, Registrar, Interventionist without a goal, and all other full-time campus support staff. Part-time campus staff is not eligible for bonus and is excluded from this category.

Description and Bonus Goal	Max Bonus per person (TIF)	Max Bonus per person (non-TIF)
<ul style="list-style-type: none"> <li>★ STAAR: # of distinction designations campus earns \$100 per distinction, \$500 max (TIF) / \$250 max (non-TIF)</li> <li>★ STAAR Domain I: Grow previous year average by 15% of its complement \$250 (TIF) / \$125 (non-TIF)</li> <li>★ NWEA MAP: 60% Growth in Math &amp; Reading combined from Fall to Winter* \$250 (TIF) / \$125 (non-TIF)</li> </ul>	\$1000	\$500

\* NWEA MAP growth will be measured from Fall to Spring in K thru 2.

**Bonus Eligibility for Campus Administrators**

Campus administrators include Principal, Assistant principals, Head Counselor, and eligible District Coach assigned to campus. Campus administrators must meet the following prerequisite goals to be eligible for any performance bonus. If these prerequisites are not met, they forfeit any performance bonus.

Prerequisite I: 100% of teaching staff on campus are observed formally at least twice according to H-TESS observation calendar. This applies to all campus administrators except district coach.

Prerequisite II: 100% of teaching staff on campus are observed formally at least once by the principal according to H-TESS observation calendar. This applies to principals only. Principals who have more than 50 teachers on campus will meet this requirement when they observe all new teachers, emerging effective teachers<sup>1</sup>, and all core/tested teachers.

<sup>1</sup> Emerging effective teachers are those who received a score of 1 or 2 on H-TESS evaluation rubrics and consequently had a less than 2.5 score average on H-TESS from previous school year.



Description and Bonus Goal	Max Bonus per person (TIF)	Max Bonus per person (non-TIF)
<p><u>College Readiness Goals for Principals, APs, &amp; Head Counselors</u></p> <ul style="list-style-type: none"> <li>★ Tier I Goal: 55% of Juniors and 70% of Seniors are college-ready measured by SAT/ACT/TSI</li> <li>★ Tier II Goal: 40% of Juniors and 55% of Seniors are college-ready measured by SAT only \$250 per Tier (TIF) / \$150 per Tier (non-TIF)</li> <li>★ Attendance Goal: min. 96% annual average attendance for ES/MS admins only \$500 per admin (TIF) / \$250 per admin (non-TIF)</li> </ul> <p><u>NWEA MAP Goals for All Administrators</u></p> <ul style="list-style-type: none"> <li>★ 55% school-wide growth from Fall to Winter* \$500 per admin (TIF) / \$250 per admin (non-TIF)</li> <li>★ 60% school-wide growth from Fall to Winter* \$1000 per admin (TIF) / \$500 per admin (non-TIF)</li> <li>★ 65% school-wide growth from Fall to Winter* \$1500 per admin (TIF) / \$750 per admin (non-TIF)</li> </ul> <p><u>STAAR Goals for All Administrators</u></p> <ul style="list-style-type: none"> <li>★ Domain I Student Achievement: STAAR Portion Average = (Approaches + Meets + Masters) ÷ 3 Grow previous year average by 10% of its complement \$1000 per admin (TIF) / \$500 per admin (non-TIF) Grow previous year average by 15% of its complement \$2000 per admin (TIF) / \$1000 per admin (non-TIF) Grow previous year average by 20% of its complement \$3000 per admin (TIF) / \$1500 per admin (non-TIF)</li> <li>★ Domain III Closing the Gaps: STAAR Growth Targets* for 6 Subgroups (\$200 per subject per group (TIF) / \$100 (non-TIF)) <ul style="list-style-type: none"> <li>○ All Students: 66% in Reading, 71% in Math</li> <li>○ African American: 62% in Reading, 67% in Math</li> <li>○ Hispanic: 65% in Reading, 69% in Math</li> <li>○ Special Ed: 59% in Reading, 61% in Math</li> <li>○ ELL: 64% in Reading, 68% in Math</li> <li>○ Econ. Disadv: 64% in Reading, 68% in Math</li> </ul> </li> </ul> <p>* Targets are set by TEA and are subject to change with TEA updates.</p>	<p>\$4000 (Principal)</p> <p>\$3000 (Other Admins)</p>	<p>\$1750</p>



<p>★ STAAR: # of distinction designations campus earns \$100 per distinction, \$500 max (TIF &amp; non-TIF)</p> <p><u>Teacher Retention Goal for Principals<sup>1</sup></u></p> <p>★ 80% of teachers from previous year remain on the same campus (excluding teachers who are promoted to admin positions within HPS) \$1000 per principal (TIF) / \$300 (non-TIF)</p>		
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<sup>1</sup> The basic formula for calculating teacher retention is: (# of teachers who remained employed for the entire measurement period) / (# of teachers at the start of measurement period) x 100  
Our measurement period is Fall to Fall, looking at teachers who were employed as of September 1st last year and how many of them returned as of September 1st this year.

\* NWEA MAP growth will be measured from Fall to Spring in K thru 2.

School-wide growth in NWEA MAP refers to combined Reading and Math assessments.

DISTRICT POSITIONS		Max Bonus
<p><b>District Instructional Coaches<sup>1</sup> &amp; Data Analyst / Director of Academics</b></p>	<p>★ 55% district-wide MAP growth Fall to Winter* \$500 per person</p> <p>★ 60% district-wide MAP growth Fall to Winter* \$1000 per person</p> <p>★ Domain I Student Achievement: STAAR Portion Average = (Approaches + Meets + Masters) ÷ 3</p> <ul style="list-style-type: none"> <li>○ Grow previous year district average by 10% of its complement (\$500 per person)</li> <li>○ Grow previous year district average by 15% of its complement (\$1000 per person)</li> </ul>	\$1000
<p><b>District Academic Personnel<sup>2</sup></b></p>	<p>When Priority Bonus criteria is met, \$5000 per priority campus is divided among academic district personnel who supported that campus.</p>	\$1000
<p><b>SpEd &amp; ESL District Coordinators</b></p>	<p>When district stage for SPED/ESL is 1 or 0, cluster coordinators for SEP/ESL will qualify for bonus. (\$500 for Stage 1 / \$1500 for No Stage)</p>	\$500 - \$1500



<sup>1</sup> District Coaches who are not assigned to a single campus will only be eligible for bonuses based on the above “District Positions” bonus table.

<sup>2</sup> Cluster Academic Personnel includes Director of Academics, Instructional Coaches who support multiple campuses, SPED/ESL/GT District Coordinators, and STEM Coach. District priority bonus is capped at \$1000 per person.

\* NWEA MAP growth will be measured from Fall to Spring in K thru 2.

MAP and STAAR growth must be calculated subject-specific for each Instructional Coach, but combining all subjects for Data Analyst / Director of Academics.

**Special Notes:**

- The priority school bonus and performance bonus will be paid at the end of November 2020 for 2019-2020 school year performance.
- HPS employees who are hired after the first day of Spring 2020 semester will not be eligible for any bonus.
- Payments to employees under this plan are considered “special duty” pay for service at the Harmony Public Schools. Such payments are not considered part of an employee’s base pay. Furthermore, the elimination or reduction of this pay for an employee does not constitute a “demotion.”
- If a staff member’s employment with the school ends for any reason prior to the end of the school year, he/she will not be eligible for these bonuses. Eligible employees must be employed with an HPS school on November 5, 2020 to receive the bonus for the 2019-2020 school year.
- Priority and Focus campuses are eligible for performance bonus as well.
- This plan allows eligible individuals on HPS schools’ 2019-20 staff roster to receive one or more bonuses, as explained above, if retained for the 2020-21 school year. If the bonuses are earned and the Board decides that financial conditions allow payment of bonuses to eligible employees, payments will be made to eligible employees in one installment at the end of November 2020. These bonuses are discretionary based upon financial health of HPS and amounts stated above are the maximum amounts that may be paid under this plan.



- Performance Bonus for non-TIF Schools will be paid from school budgets with local funds.
- District personnel bonuses will be paid from district budget with general funds.
- Please note that employees may earn bonus via several tangible pieces as identified above with a maximum cap amount per person. If multiple bonus tables apply to an employee with different maximum amounts, the higher max amount applies.
- Campus Staff who have teaching assignments despite being in non-teaching positions (e.g. counselors, coordinators, etc.) are eligible for tested and/or non-tested bonus as long as they meet the H-TESS criteria and demonstrate student growth. However, these bonuses are not stackable and they will only be awarded the highest bonus available to them.
- District Instructional Coaches who are assigned to a single campus will be eligible for admin performance bonus based on NWEA MAP and STAAR goals of the campus. District Coaches who support multiple campuses will only be eligible for bonuses under “District Positions” bonus table.
- Campus Instructional Coaches will be eligible for tested teacher bonus. If they have a teaching assignment, a goal should be set specific for their assigned classes/courses and they need to meet H-TESS eligibility criteria. Otherwise their bonus will be calculated based on school-wide NWEA and STAAR performance.
- To be eligible for any bonus (TIF, non-TIF, performance, priority); a teacher must have a minimum of 2.0 annual average score on formal classroom observations in H-TESS. At least two formal observations must be conducted to prove that the teacher meets the criteria to be effective.
- Methodologies for STAAR and NWEA MAP related goal-setting calculations and performance calculations for teachers, coaches, and interventionists are detailed in “Bonus Goal Setting Manual” and “Tested Teacher Performance Calculation” guide. These documents may be updated by Central Office Academic Department as needed.