



Date: April 2020
To: Board of Directors
Submitted By: Melissa Alatorre Alnas
Re: Compensation Study Update

Background

In October of 2019, Navigator Schools Board of Directors authorized the CEO to utilize paid consultancy during the Navigator Schools compensation study. Since then, Navigator Schools has entered into a partnership with Edgility Consulting to implement a thorough study that will result in a comprehensive compensation program where employees feel valued, are supported in their professional growth, and know that their wages are competitive with neighboring districts and charter schools.

Study Process

During the study, Edgility will complete the following four phases:

Context Building

Edgility gathers organizational information in the following ways:

- all staff survey
- stakeholder 1:1 and focus group conversations
- document collection (budget summary, job descriptions, org. chart, benefits summary, employee handbook)

External Benchmarking

Edgility identifies external comparison organizations and research their compensation offering including:

- salary
- bonus
- benefits
- retirement

Structure Design

Edgility builds a recommended salary structure for each position and level within the organization and also provides suggestions for benefits policies and other employee supports.

Client Support

Edgility, with Navigator's feedback on initial recommendations, develops final recommendations and provides implementation support. The support includes:

- implementation plan
- frameworks and tools to guide future compensation decisions
- developing an implementation plan for a phased rollout approach

Study Status

As of April 08, 2020, Edgility has completed the context building step of the study process and is working to complete external benchmarking. This portion of the study will be presented to Navigator within the next few weeks. Structure design and client support will be completed by the end of May 2020.

Internal Findings

Edgility gathered data through an all staff survey and also implemented 1:1 and focus group conversations. The findings cover the following areas:

- Retention
- Breakdown of responses (how many from each site, percentage of leadership, certificated, other)
- Strengths of organization
- Areas for growth
- Work Environment
- Compensation
- Career Advancement

Survey and focus group results led Edgility to recommend that Navigator focus on changes in three areas:

- Work environment: Navigator culture is strong. Staff are committed to our mission and the work we do. Changes are recommended in the areas of supporting student behavior and addressing curriculum changes in a more planned, consistent manner.
- Compensation: Navigator stakeholders have different priorities regarding compensation. Working toward a system that addresses the priorities of all staff is important.
- Career Advancement: Improving transparency and clarity around career pathways and advancement opportunity will be significant as the compensation study work continues. Navigator staff are invested in their organization and are interested in learning more about how to participate in advancement opportunities.

The results of the findings were presented to site Principals, Chiefs, and Directors during a presentation and design session. The design portion of the meeting served as an opportunity for organizational leaders to respond to and give input on the findings, and for Edgility to gather information that will inform next steps in the process.

Next Steps

Edgility's final steps in the compensation study process are as follows:

- Complete external benchmarking and analyze Navigator' position in the K-12 educational market
- Share salary structures and compensation philosophy with the leadership team for discussion and final approval
- Support Navigator in the implementation of a new compensation program where fiscally feasible
- Support Navigator in a creation of a multi-year rollout plan if all elements of the program are not feasible for implementation at this time

Summary

Navigator Schools is a strong charter school organization that has achieved much success. Acknowledging the dedication, hard work, and perseverance that our employees in all positions put into our schools and organization every day is crucial to Navigator's continued success. Navigator Schools leadership looks forward to continuing to work with Edgility to produce a comprehensive compensation program that shows employees that they are valued and supported in their professional growth, while also staying competitive with neighboring districts and charter schools.