



# Compass Charter Schools

# Compensation Study Findings

January 2020

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# NATIONAL TRENDS



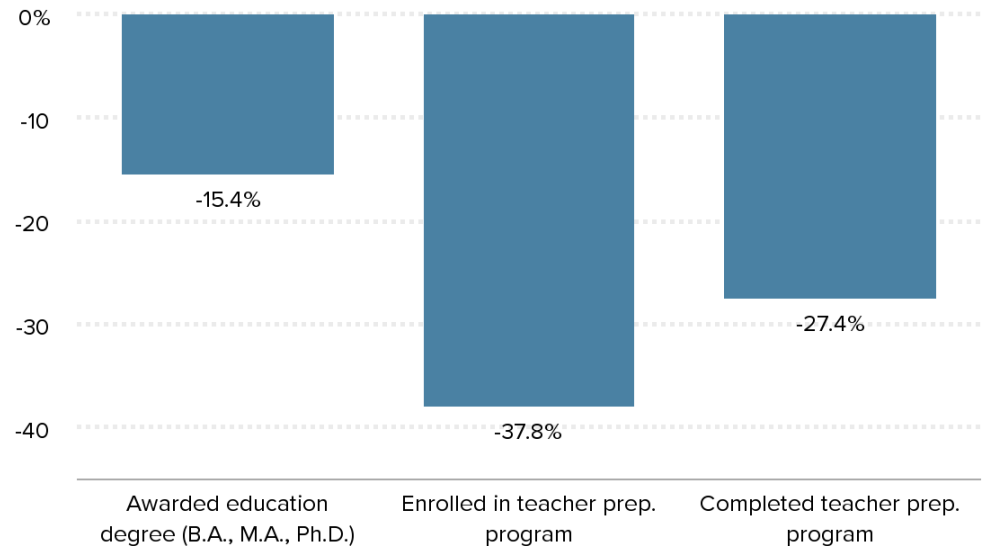


## Teacher Attraction

# TEACHER SHORTAGES ARE CONTINUING

### Fewer people are interested in teaching

Change in number of people awarded degrees in education, and enrolling in, or completing, teacher preparation programs from 2008–2009 to 2015–2016



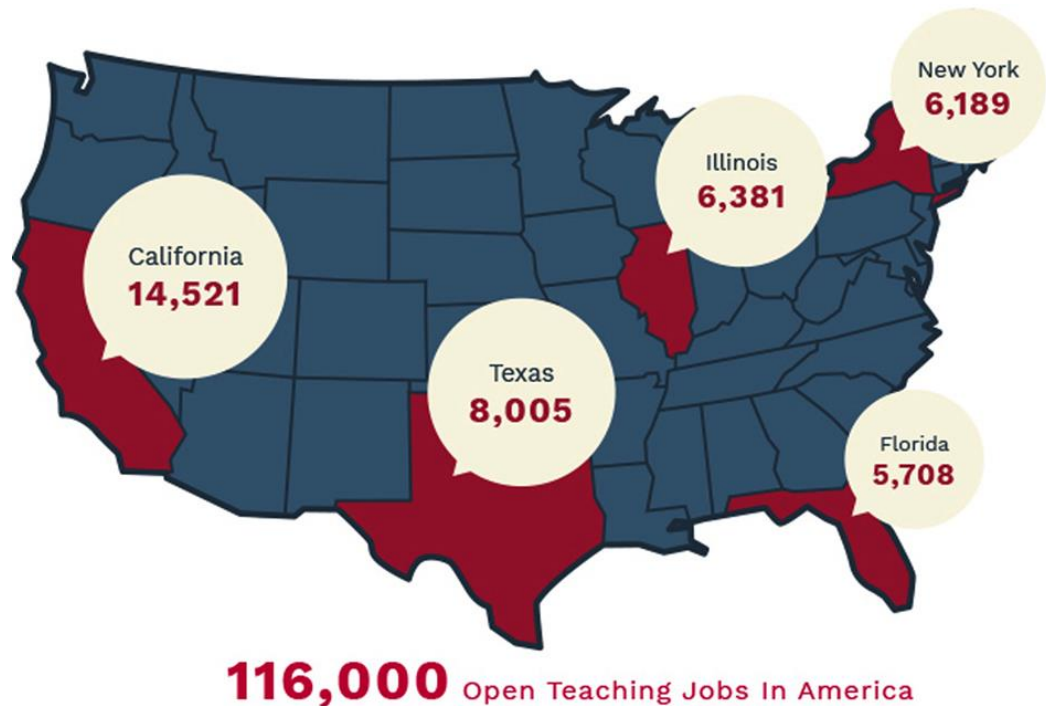
*Economic Policy Institute, US schools struggle to hire and retain teachers, 2019*



## Teacher Attraction

# TEACHER SHORTAGES ARE CONTINUING

Teacher shortages are seen across the United States with the highest impacted states being CA, NY, TX, IL and FL and the greatest shortages being in special education (84% of states), math (78%) and science (75%).



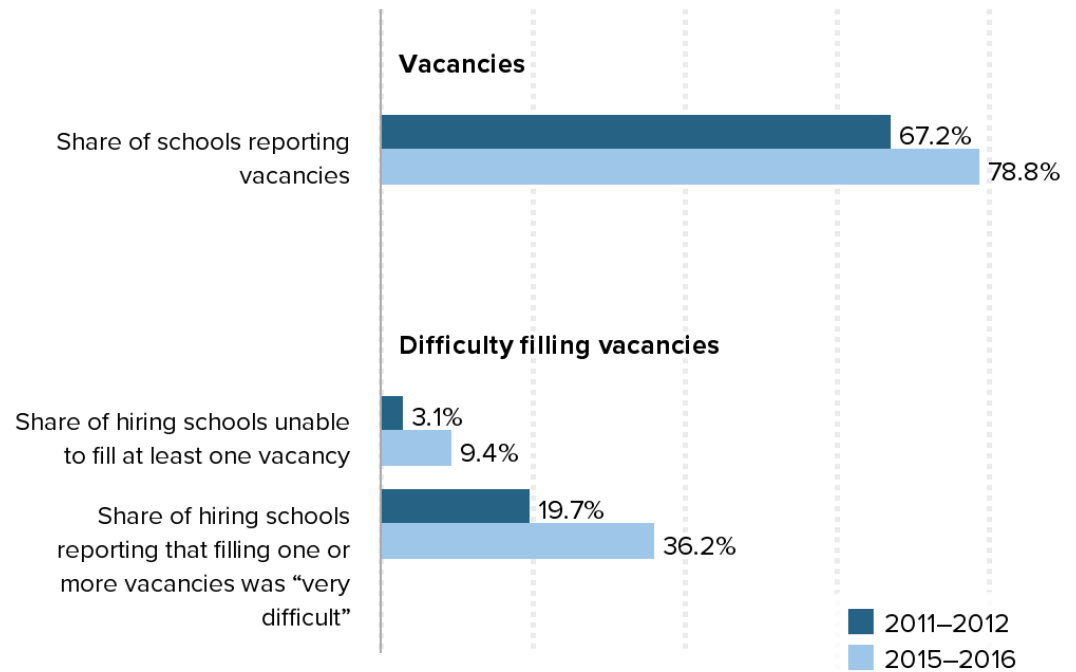
*Teachers of Tomorrow 2016*



## Teacher Attraction

# TEACHER SHORTAGES ARE CONTINUING

The number of schools reporting vacancies is increasing as is the difficulty that schools are having filling vacancies.



*Economic Policy Institute, US schools struggle to hire and retain teachers, 2019*

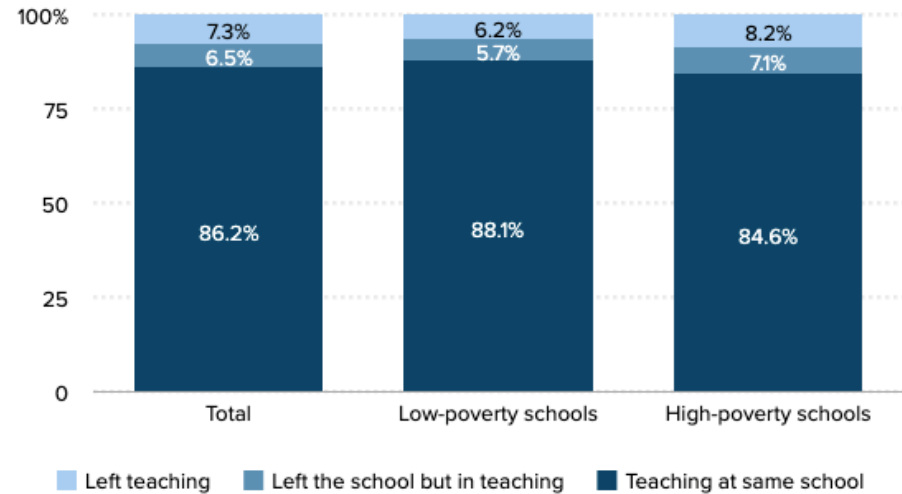


## Teacher Attraction

# TEACHER SHORTAGES ARE CONTINUING

Roughly 14% of teachers leave their position every year, and high poverty schools are hit harder when it comes to turnover.

**Share of teachers who stay, leave the school, or quit the profession, by share of low-income students taught**



*Economic Policy Institute, US schools struggle to hire and retain teachers, 2019*

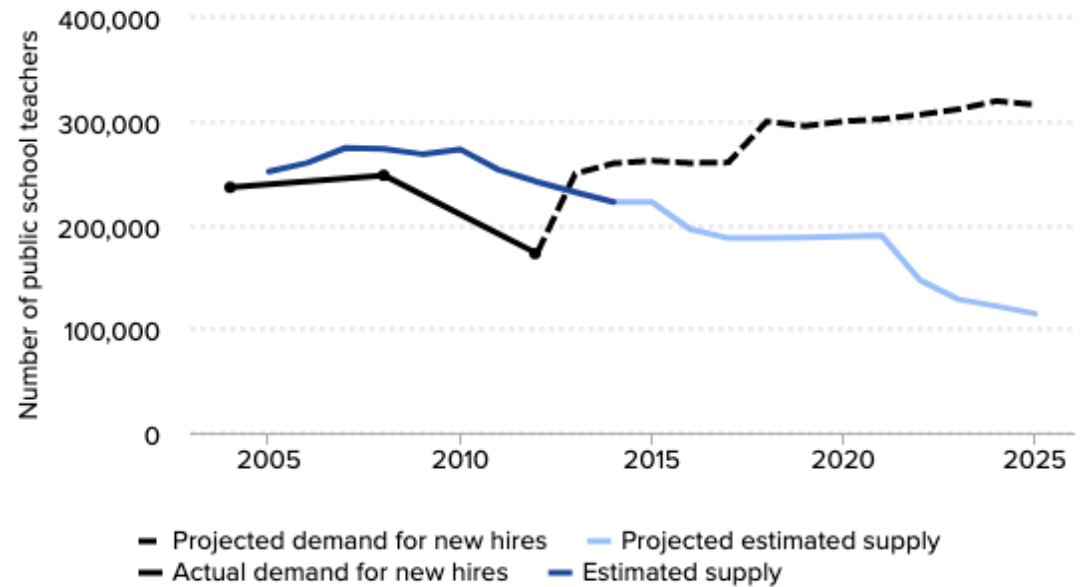


## Teacher Attraction

# TEACHER SHORTAGES ARE CONTINUING

Teacher demand is projected to outpace teacher supply with the gap growing wider year over year.

Projected Teacher Supply and Demand



*Economic Policy Institute, The teacher shortage is real, large and growing, and worse than we think, 2019*



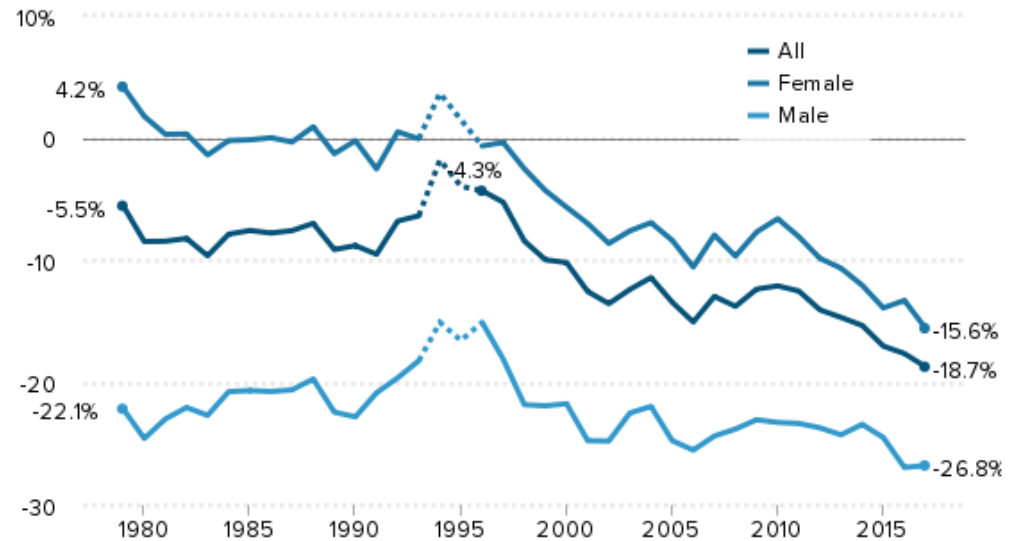


## Teacher Attraction

# TEACHER SHORTAGES ARE CONTINUING

The teacher pay gap is wider than ever relative to other professions, especially for special education and math positions, and teacher pensions are becoming less attractive and harder to attain.

The teacher wage gap - public school teachers wages relative to comparable workers



*Economic Policy Institute, The teacher pay penalty has hit a new high, 2018*

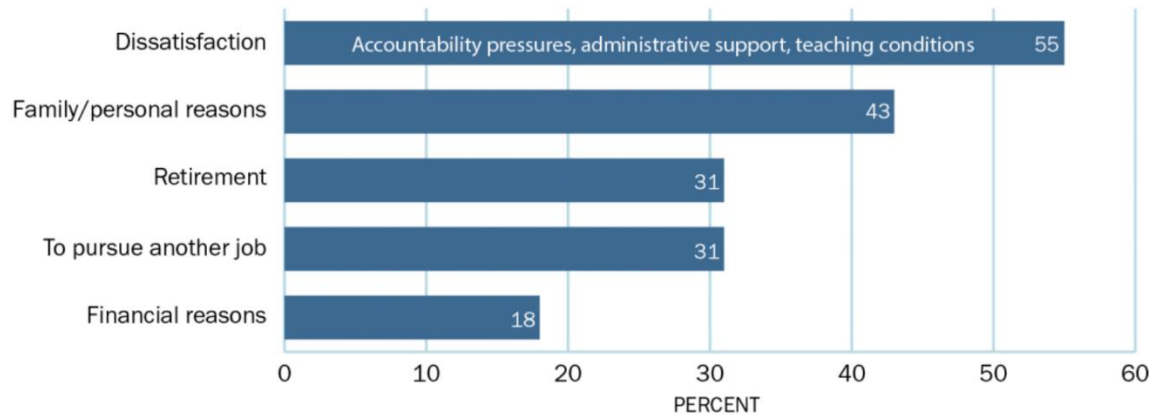


## Teacher Retention

# COMPENSATION ALONE IS A SMALL FACTOR IN TEACHER RETENTION

Compensation is not a strong driver of teacher attrition. In fact, dissatisfaction with working conditions is the number one reason for attrition.

Factors Teachers Report as Being Very Important for Leaving Teaching



*Learning Policy Institute, 2017*

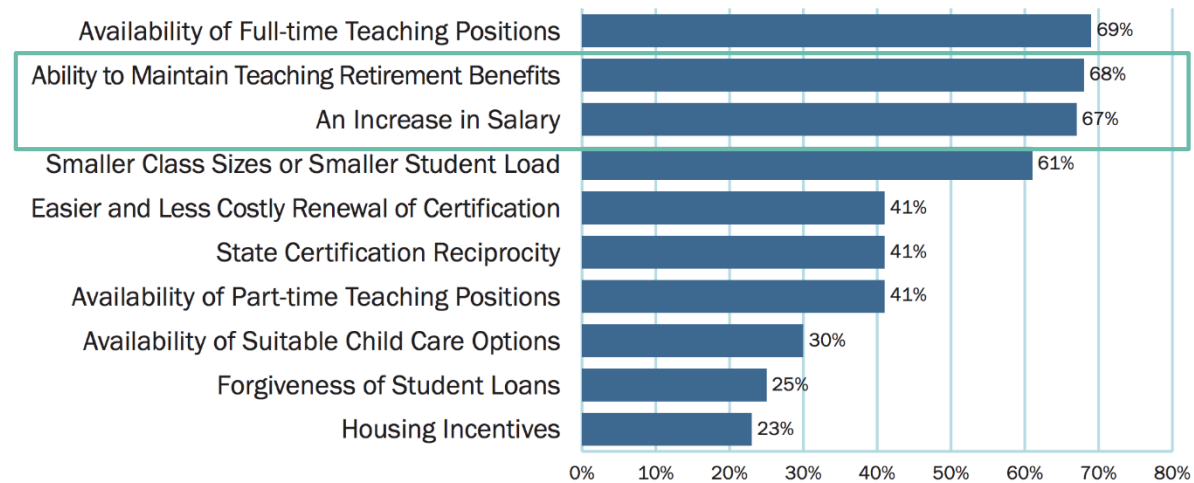


## Teacher Retention

# COMPENSATION ALONE IS A SMALL FACTOR IN TEACHER RETENTION

However, compensation is a strong factor when teachers are considering returning to the profession.

### What Would Bring Teachers Back?



*Learning Policy Institute, 2016*



## Teacher Retention

# COMPENSATION ALONE IS A SMALL FACTOR IN TEACHER RETENTION

There are four aspects of working conditions that continually rank as most important to a teacher's decision to stay or leave:

- 1) School **leadership**
- 2) Professional **collaboration**
- 3) High stakes **accountability** systems
- 4) **Resources** for teaching and learning

*Learning Policy Institute, 2016*



## Teacher Retention

# COMPENSATION ALONE IS A SMALL FACTOR IN TEACHER RETENTION

### School leadership

Teachers who have high quality school leaders are much less likely to leave. Specifically, teachers who are satisfied with their school leadership's **support, communication, and leadership style** are more likely to stay.

### Professional collaboration

Schools with lower attrition rates excel in cultivating a sense of **openness, trust, collective responsibility, and shared decision-making**. Teacher satisfaction and investment grow as a result, and retention rates are high.

*Learning Policy Institute, 2016*



## Teacher Retention

# COMPENSATION ALONE IS A SMALL FACTOR IN TEACHER RETENTION

### High stakes accountability systems

Many teachers leave because they are dissatisfied with student assessments and school accountability measures. **Excessive emphasis on “teaching to the test”** tends to de-skill teachers and adversely affect student learning, leading to lower satisfaction rates.

### Resources for teaching and learning

Studies have found that the availability of **adequate instructional materials** influences morale and teachers’ self-perceived effectiveness. In addition, **class size** and safe and adequate **facilities** have been associated with higher retention rates.

*Learning Policy Institute, 2016*



## PAY INCENTIVES CAN BE EFFECTIVE IF USED APPROPRIATELY

### Incentive Pay Programs

Student test scores have a modest but statistically significant increase when an IPP is in place for teachers. The increase in scores was equivalent to **3-4 additional weeks of learning** per year.

IPPs that use a **group design** are nearly twice as effective as programs that reward individual teachers.

For IPP programs to work maximally, **teachers must be aware** that they exist in the first place.

Studies suggest that IPPs helps districts to **attract and retain** teachers.

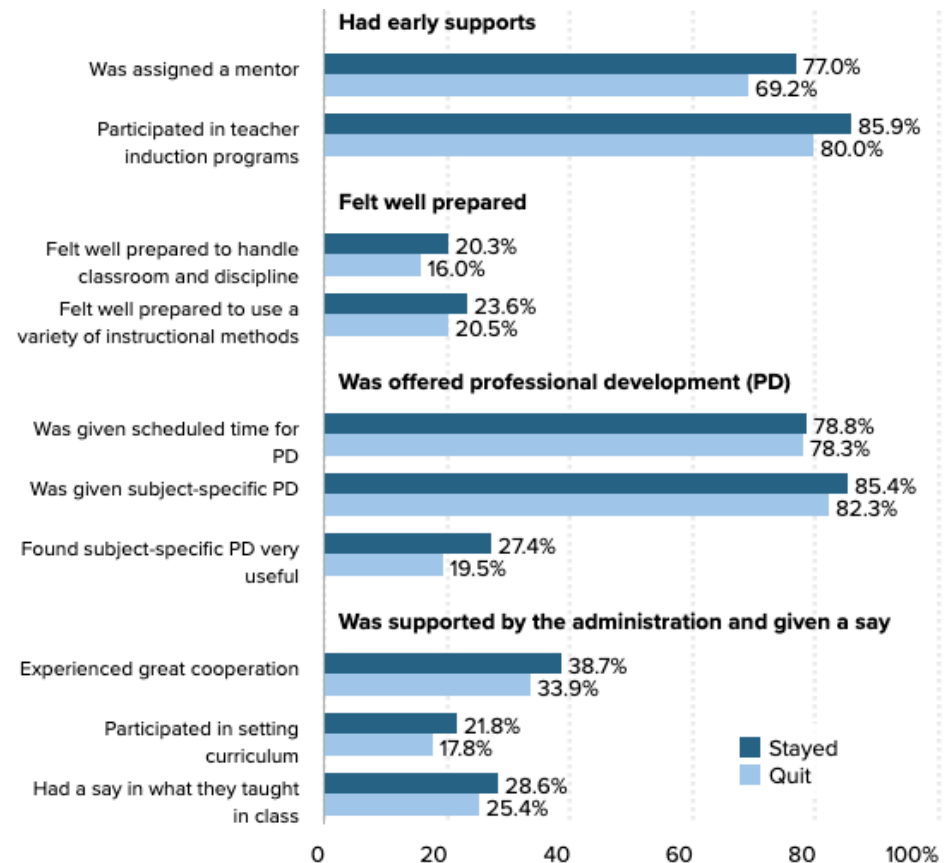
*Vanderbilt University, Teacher Merit Pay and Student Test Scores: A meta-analysis, 2017*



## Support and Professional Development

# PROFESSIONAL DEVELOPMENT AND SUPPORT ARE POSITIVE FACTORS FOR RETAINING TALENT

Teachers who stay are more likely to report that they felt well prepared and that they received more support and professional development opportunities in the previous year compared to teachers who quit.



*Economic Policy Institute, The role of early career supports, continuous professional development and learning communities in the teacher shortage, 2019*

*Edgility Consulting. Building inclusive searches. Placing exceptional leaders. Advancing equity. Every time.*





## Career Pathways

# CLEAR GROWTH OPPORTUNITIES HELP TO RETAIN TOP TALENT

Career pathways give teachers opportunities to **work toward leadership** incrementally and to gain skills and financial rewards along the way.

Career pathway programs for teachers increase teacher **satisfaction, recruitment, and retention.**

The most successful programs are created with a clear **vision**, meaningful **stakeholder input** (especially by teachers), and **external support.**

**Funding sustainability** is critical in creating an enduring teacher pathway program.

*Pearson, Teacher Career Advancement Initiatives: Lessons Learned from 8 Case Studies, 2016.*

# OUR APPROACH





## Objectives

Compass Charter Schools partnered with Edgility Consulting in the fall of 2020 to conduct a full review of its current compensation practices in relation to its peers, with the following objectives:

- Assess Compass' market competitiveness for base salary, stipends, other cash comp and benefits;
- Determine staff priorities regarding changes in compensation;
- Recommend salary structures and compensation practices based on results.

Edgility collected qualitative and quantitative data regarding starting salary, salary growth, stipends, benefits and other compensation practices.



## Our Approach

# USE A MARKET BASED STRUCTURE

Market data is an **objective** standard

Ensures external **competitiveness**

Provides for **simple** and easily administered program

Leads to **data-driven decisions** about compensation

**Credible** to employees and managers

Ensures **internal equity**



## Our Approach

# FACTORS IN SELECTING A DATA SOURCE

When selecting data sources, there are three factors that we consider:

- Age of the data
- Validity of source
- Relevance to your organization

*There is no one size fits all approach.*

*It is common to use different sources for different roles.*

# DATA SOURCES & METHODOLOGY





## Data Sources

Primary Data Sources	Description of Source
Charter Schools/Networks	Edgility surveyed hand-selected virtual charter schools and networks. See the following slides for a full list of schools included in this study.
990 returns	Edgility reviewed 990 returns for peer organizations. 990 returns contain total cash compensation and total compensation for the highest paid employees at an organization.
Kenexa CompAnalyst	A trusted, industry leading compensation database covering more than 15,000 unique job titles gathered from comprehensive employer surveys which are updated monthly to keep up with fluctuations in the market and the addition of new surveys. The following cut of data was used based on the location, sector and size of Compass: <ul data-bbox="1085 892 1758 999" style="list-style-type: none"><li>• Industry: Elementary &amp; Secondary Education</li><li>• Geography: CA</li><li>• Organization Size: 200-500 FTE</li></ul>



## Charters

Charter Name/Network	Grades	# Students	% FRM
Forest Charter School	K-12	706	42.6
CalPac	K-12	783	33.5
Pacific View Charter	K-12	821	57.7
Insight Schools	K-12	873	55.1
JCS	K-12	1690	20.64
Natomas Charter	K-12	1828	23.9
Gorman Learning Center Charter School	K-12	2558	16.35
Sage Oak Charter Schools	K-12	3063	27.6
Gateway Community Charters	K-12	5034	78.4
Innovative Education Management	K-12	6367	15.03
Visions in Education	K-12	6634	40.2
Springs Charter Schools	K-12	9189	48.5
California Virtual Academies	K-12	12008	55.8
<b>AVERAGE</b>		<b>3966</b>	<b>40</b>
<b>Median</b>		<b>2558</b>	<b>40.2</b>





## Methodology

### INTERNAL RESEARCH

Reviewed internal compensation levels, salary schedules, and stipends.

Collected survey data and conducted focus groups with staff members related to Compass' total value proposition.

### EXTERNAL RESEARCH

Data was aged to be effective as of the 2020-2021 school year by an annual factor of 2.5% when necessary.

An increase of 2.5% was used for advancement from step to step on salary schedules.

233 workdays were used for 12-month staff and 211 workdays were used for 11-month staff.

When calculating compa ratios, longevity and SPED stipends were included in employee salaries. Years of experience were included for teachers, ESs and counselors.

# INTERNAL RESEARCH

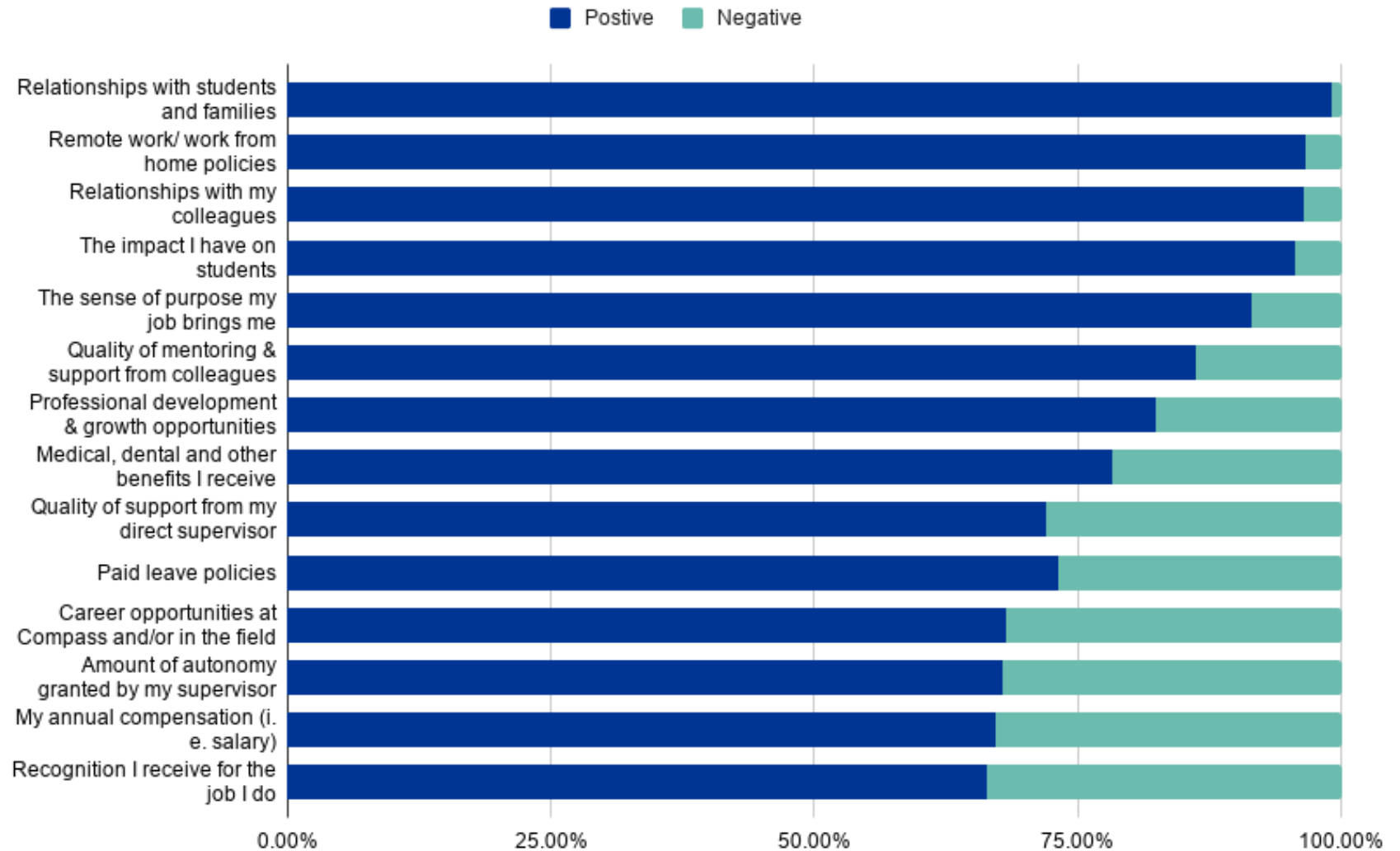


**“Staff at Compass are energized by the impact they have on scholars and the relationships that they have with colleagues, scholars and families.....”**

**“And they are seeking work environment and culture improvements in the areas of recognition, support, autonomy and communication.”**

# OVERVIEW: RETENTION

What impact do the following have on your decision to stay at Compass?





## Rankings

### OVERVIEW: RETENTION

These are the most important factors when I consider whether or not to stay at Compass:

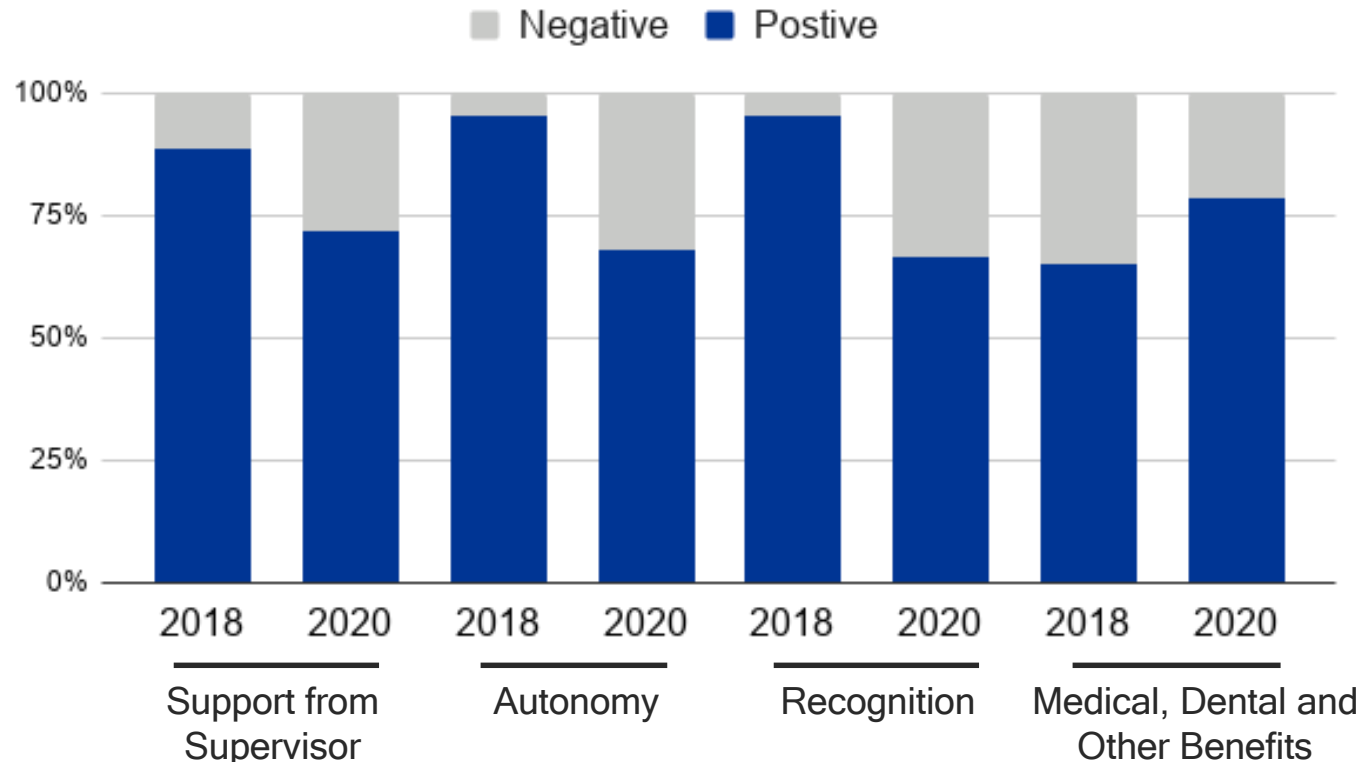
- 1<sup>st</sup> Salary
- 2<sup>nd</sup> Work Environment
- 3<sup>rd</sup> Health Benefits
- 4<sup>th</sup> Cohort or Roster Size
- 5<sup>th</sup> Retirement Benefits
- 6<sup>th</sup> Paid Leave
- 7<sup>th</sup> Career Advancement
- 8<sup>th</sup> Professional Development

In terms of rankings, salary and work environment consistently ranked in the top 2 for all staff. For teachers cohort size ranked third. For all other staff, health benefits ranked 3<sup>rd</sup> and cohort size ranked last.

## SURVEY REVIEW: 2018 TO 2020

When we compare the 2018 and 2020 survey results we see that staff are happier with their medical, dental and other benefits and staff are less satisfied with the autonomy, recognition and supervisory support that they receive.

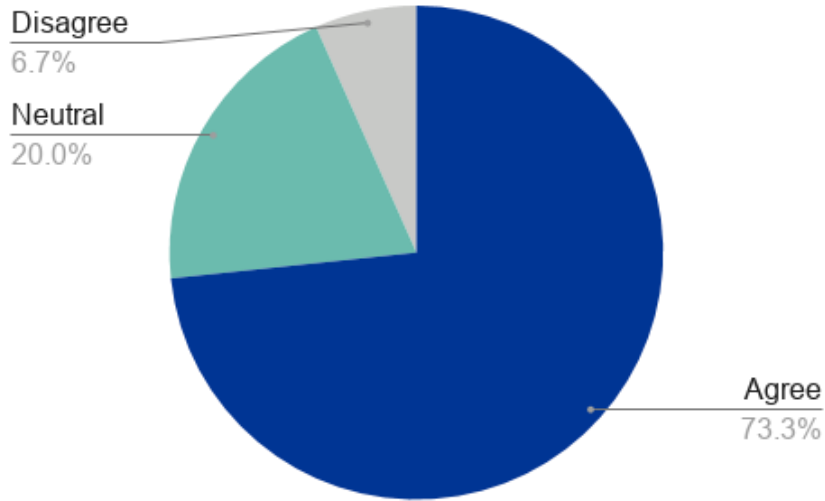
What impact do the following have on your decision to stay at Compass?



## SURVEY REVIEW: 2018 TO 2020

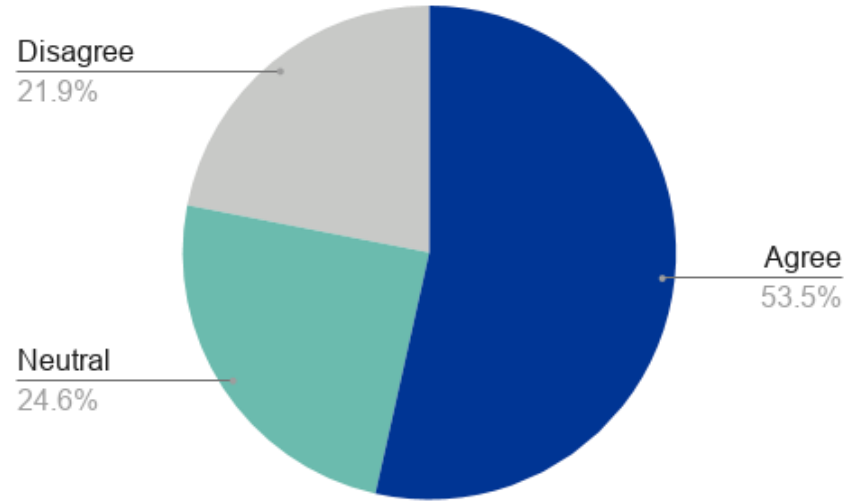
This is leading to a culture where staff are less satisfied at Compass and are less likely to recommend working there.

I would recommend working at Compass to colleagues who work elsewhere.



2018

I would recommend working at Compass to colleagues who work elsewhere.



2020



## Strengths

*“I have created life-long connections with the families I have worked with and really enjoy watching their kids learn and grow.”*

*“I'm inspired to be better because of how wonderful my colleagues are.”*

Staff identified the following as positive drivers for staying at Compass:

### Mission & Impact

Compass staff are driven by a sense of purpose and the ability to make a positive and tangible impact on their scholars, families and community.

### Positive Relationships

Almost all staff cited relationships with scholars, their caregivers and colleagues as a key factor in their decision to stay. Staff also stated that the family atmosphere and team environment at Compass are positive drivers for retention.

### Remote Work

Overall staff enjoy the convenience of working from home and the remote work environment is a strong positive driver for retention of staff at Compass.





## Areas of Growth

*“Honestly, I'd gladly go back to what I was making last year without the stipend for MA/step in order to have a supportive and kind department, a sense of hope for the future, and a sense that my families' needs were important to the school.”*

Staff expressed the most desire for change in the following areas:

### Communication

Changes over the last few years and especially this new year, have left staff dazed and confused. They would like more clarity, transparency and consistency in how and where communications materials are shared.

### Recognition & Support

Staff appreciate the addition of stipends this year and would like to see stipends expanded to recognize those that go above and beyond to perform extra job responsibilities. Staff would also like more positive interactions and support from their supervisors and leadership.

### Autonomy

Staff are seeking more autonomy in their roles. Instead of feeling respected and recognized many staff feel micromanaged, stifled and overwhelmed by paperwork meant to manage them.

## WHAT WE HEARD: COMMUNICATION

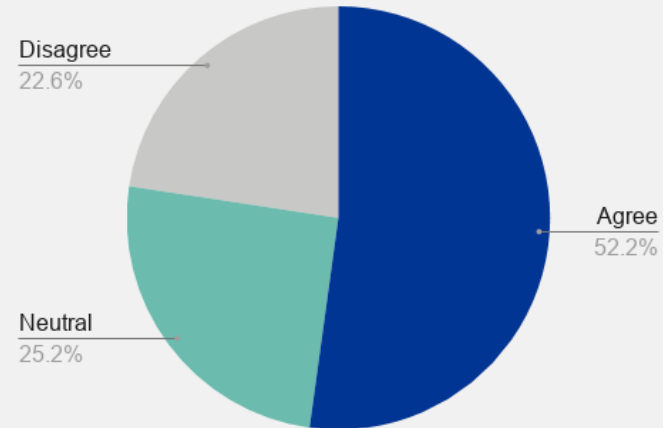
Compass staff are committed to doing their best for their scholars and families. However, staff want more clarity, transparency and consistency in communications and they want to be heard.

While Compass gives staff plenty of opportunities to speak in town halls, and through surveys and focus groups, staff don't feel heard when the final decisions that are made fail to encompass their input.

Staff noted that policies are often sent to them at the same time as their families and they therefore do not have time to prepare for questions. Staff also noted that when they ask for answers they often receive different answers from different stakeholders at Compass further confusing matters.

And lastly, staff also noted that the knowledge bank at Compass is primarily in English and scattered across systems and functions and they don't know where to find what they are looking for.

My opinions and insights are valued by Compass.



*“There is a sense of pervasive fear over making mistakes and asking questions..... [It] would be helpful if we all could communicate in ways that first sought to understand and was also filled with empathy and warmth towards each other.”*

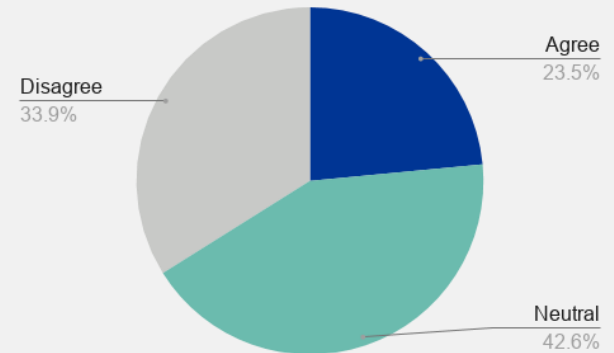
## WHAT WE HEARD: RECOGNITION & SUPPORT

The three biggest changes seen in our survey from 2018 to 2020 are linked to recognition, support and autonomy. Changes in these areas are leading to a culture where staff don't feel respected, appreciated, or trusted.

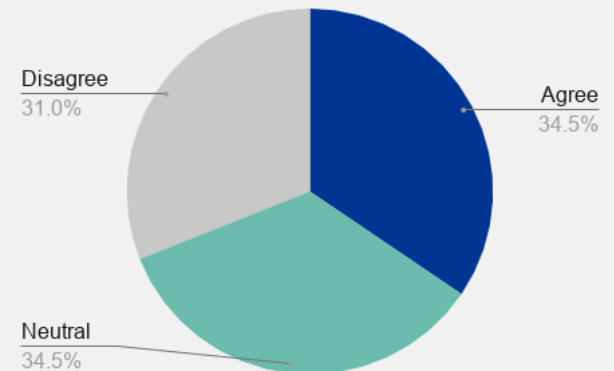
Staff greatly appreciate the addition of stipends this year and would like to see clearly defined stipends that recognize staff who take on additional responsibilities. Staff also mentioned that having more frequent awards such as monthly "best [teacher, staff etc.]" would give them more opportunities to be recognized for their work.

The current culture at Compass is one where staff feel less supported and less respected by their supervisors and leadership. In addition, changes in teams, supervisors etc. means they feel isolated from their former support systems.

Rewards for outstanding performance are appropriate, meaningful and gratifying at CCS.



My supervisor actively supports me in ways that will help me advance to the next level.



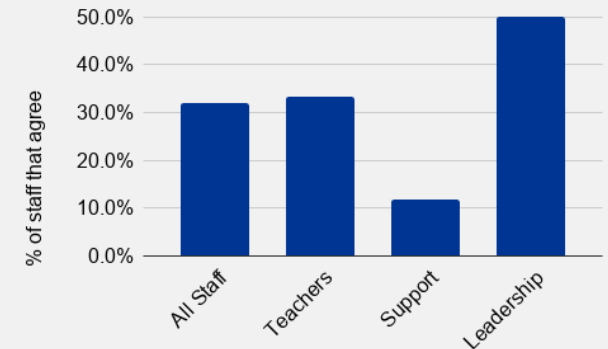
## WHAT WE HEARD: AUTONOMY

Staff feel that they are micromanaged and that they do not have a level of autonomy that is commiserate with their roles and experience. This was especially true for teachers and those in leadership roles.

Those in leadership roles would like more autonomy in decision making and managing their teams, teachers would like more freedom in managing their scholars and families and the way that they teach.

While paperwork is necessary to meet state and national standards, teachers perceive that this paperwork is a way to monitor them and the work that they are doing. In addition, this paperwork is adding a burden to staff who are already stressed out by curriculum and systems changes and it is affecting their work-life balance. With many teachers working 8-5, nights, and weekends to keep up, burnout is becoming a real concern.

The amount of autonomy granted by my supervisor is a negative factor in my decision to stay.



*“The micromanaging is so intense that it makes doing our daily responsibilities and meeting the needs of our families difficult. We are asked to do so many extra tasks that it is extremely distracting and makes it difficult to have time with our families, or to do our job well.”*

## WHAT WE HEARD: STAKEHOLDER GROUPS

Communication was an issue for all stakeholder groups. Miscommunication between departments and within departments is affecting many staff negatively. In addition, staff need clear guidelines on what methods to use for different types of communication and who is the communication lead for different project/systems, as well as a knowledge bank for commonly accessed documents and policies.

Workload and preparedness was also a concern for all stakeholder groups. Many staff feel overwhelmed and overworked. Staff feel that often times responses to workload increases are reactive instead of proactive. They would like to see additional help hired proactively (i.e. before student numbers increase, or before someone goes on maternity leave).

**Counselors (focus group):** Overall staff are happy with the leadership, support and autonomy they receive within the counselling department. Their main concerns are their workload, work-life balance, and the lack of recognition of their previous experience in their pay.

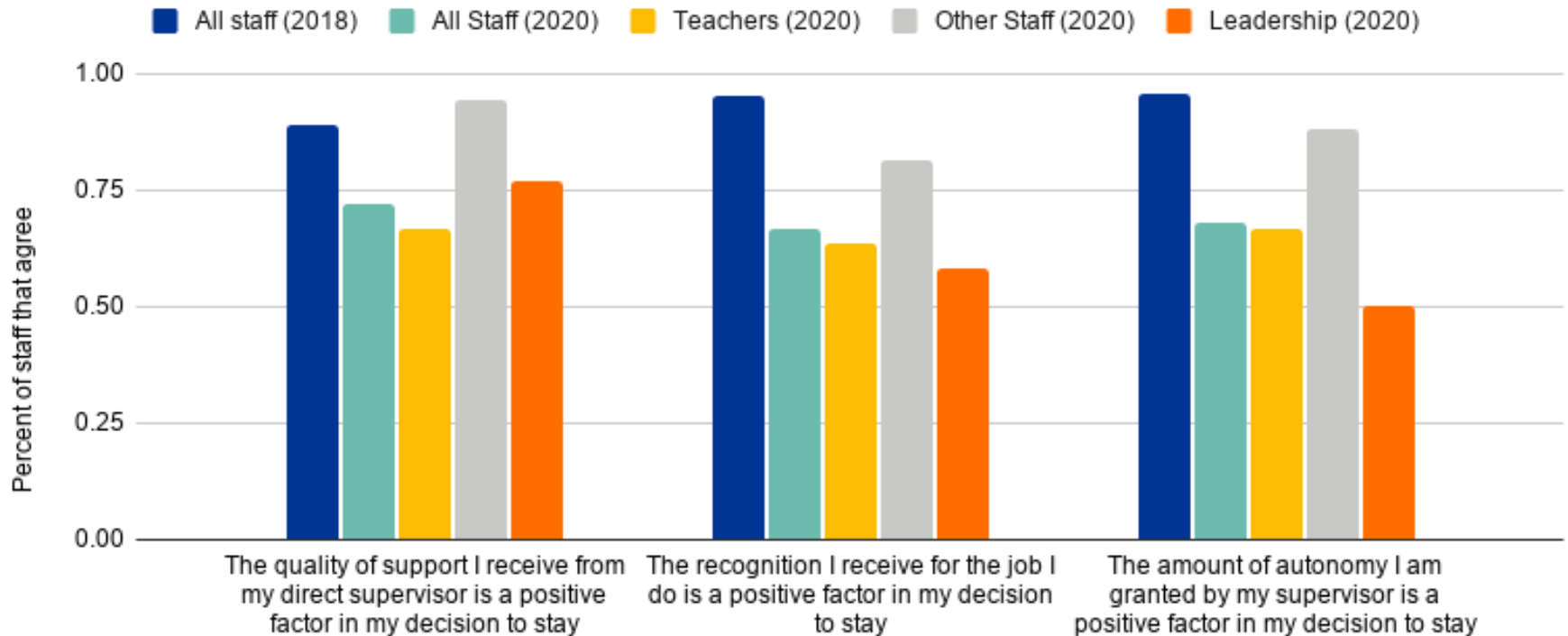
**Resource Specialists (focus groups):** Overall staff are happy with the leadership, support and autonomy they receive within the SPED department. Their main concerns are their workload, work-life balance, and the perceived lack of recognition pertaining to the complexity of their work and the time it takes.

**Other Staff (para's, finance, ops, HR, IT, clerical, academic staff):** Overall staff are happy with the leadership, support and autonomy they receive within their departments. For classified staff, their main concerns are their workload, work-life balance and having cover to take time off. For academic staff, their main concerns were around clear communication and preparedness.

**Teachers:** Teachers are struggling this year. They feel less supported, less recognized and like they have less say in how they do their jobs. Both online and options teachers are struggling to adjust to the new organizational structure while also missing previous supports they had in their old groups. In addition online teachers feel like their voices are now being diluted out by the larger number of options teachers in their groups.

# WHAT WE HEARD: STAKEHOLDER GROUPS

**Academic Leadership (AP's, Principals, Directors, Coordinators):** Overall academic leadership has concerns around communication, recognition and autonomy. Staff noted that although they have more responsibilities as leaders, they feel that it is not reflected in their pay. They also feel that their their titles do not match the amount of input they have into policies and decision making and the amount of autonomy they have to run their own teams.





## Takeaways

We recommend that changes focus on the following:

### Communication

Staff are committed to the work that they do and the mission of the organization. However, the culture at Compass is changing and not in a good way. In order to reverse course more emphasis should be put on clear, transparent, respectful communication and collaboration.

### Recognition & Support

Recognition used to be a top reason why staff stayed at Compass, however lately instead of feeling applauded for the work that they do, staff feel punished. We would recommend that changes focus on paying staff for extra work that they take on; more opportunities for recognition; and more understanding, empathy and support from supervisors and leadership.

### Autonomy

Staff loved the autonomy they had in the past and are dearly missing it this year. New rules and associated paperwork mean that staff have less flexibility in the work that they do in their days and this is affecting their work-life balance. We would consider adding staff to ease the burden or cutting paperwork to only that which is absolutely necessary.

# EXTERNAL BENCHMARKING





**“Compass is paying its staff below the 50<sup>th</sup> percentile of the market,”**

**“And 82% of staff that were included in our analysis are paid below market.”**

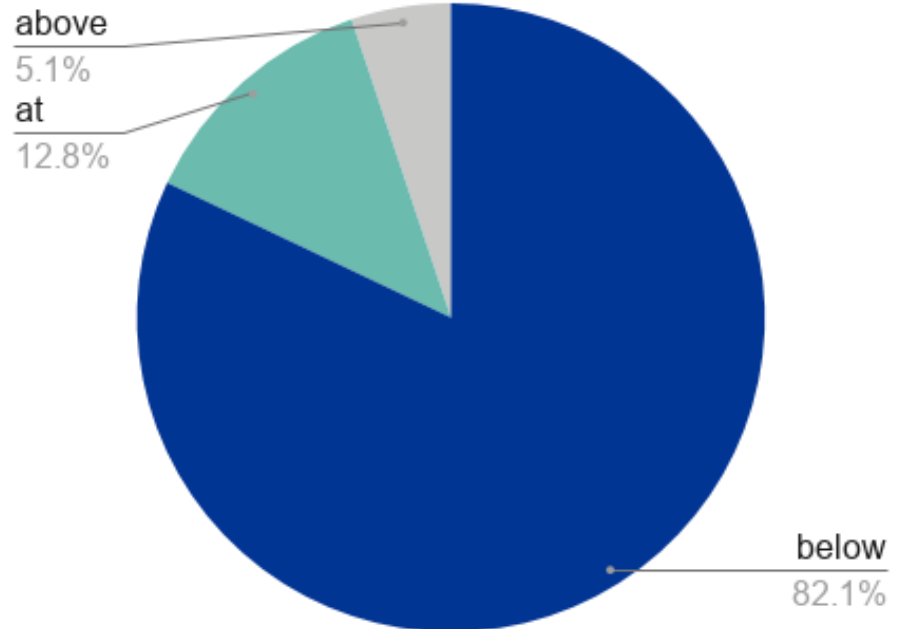


## MARKET COMPETITIVENESS

As an organization, Compass is paying 82% of its staff below the market rate.

### Compa Ratio: 0.91\*

Percent of staff at each market position



Org-Wide

\*The Compa Ratio tells us the “market competitiveness” of each salary. (Below market < .95, Above market > 1.05). *When calculating compa ratios, longevity, SPED and TOSA stipends were included in employee salaries. Years of experience are included for teachers, ESs and counselors.*



## Midpoint

## MARKET COMPETITIVENESS

In the majority of job levels staff are paid below the market rate.

Position	Job Level	Work Year	Market Rate		Compa Ratio
			Annual	Hourly	
Superintendent	9	233	\$176,052	\$94.45	0.96
Assistant Superintendent	8	233	\$133,830	\$71.80	0.94
Director	7	233	\$104,711	\$56.18	0.83
Manager	6	233	\$88,055	\$47.24	0.86
Coordinator II	5	233	\$73,603	\$39.49	0.92
Coordinator I	4	233	\$59,814	\$32.09	0.92
Specialist II	3	233	\$49,373	\$26.49	0.94
Specialist I	2	233	\$40,990	\$21.99	1.11
Assistant	1	233	\$33,698	\$18.08	0.83

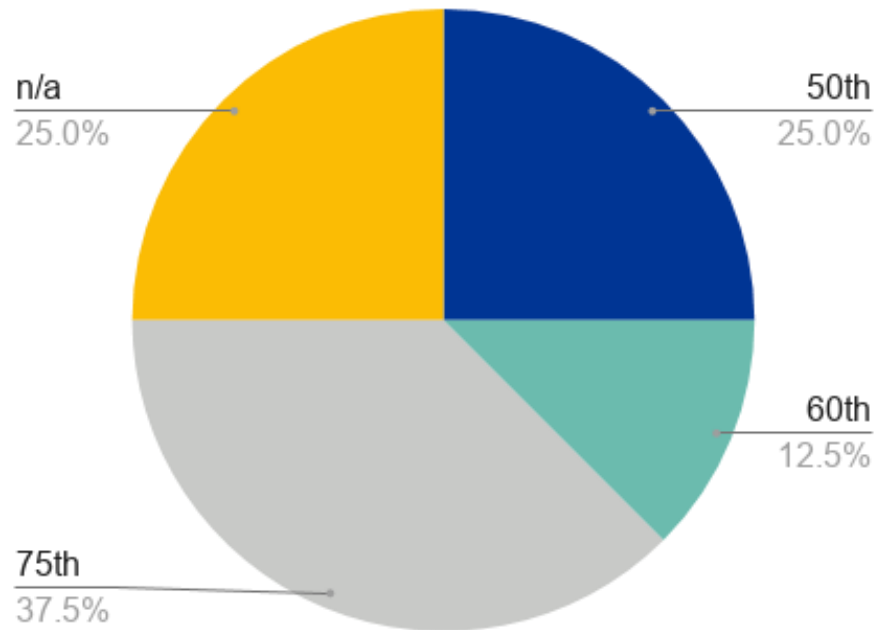


## MARKET LANDSCAPE

75% of peer organizations have a specific salary target. The average target percentile is 64% and the median is 67.5%.

### Target Percentile

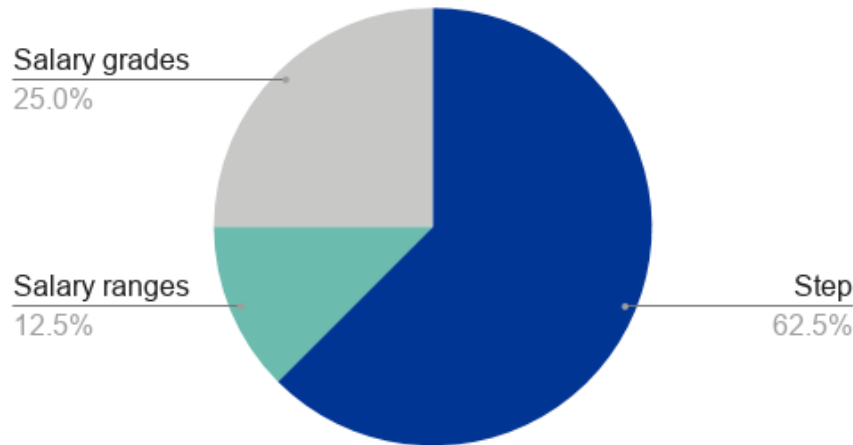
What salary percentile do you target?



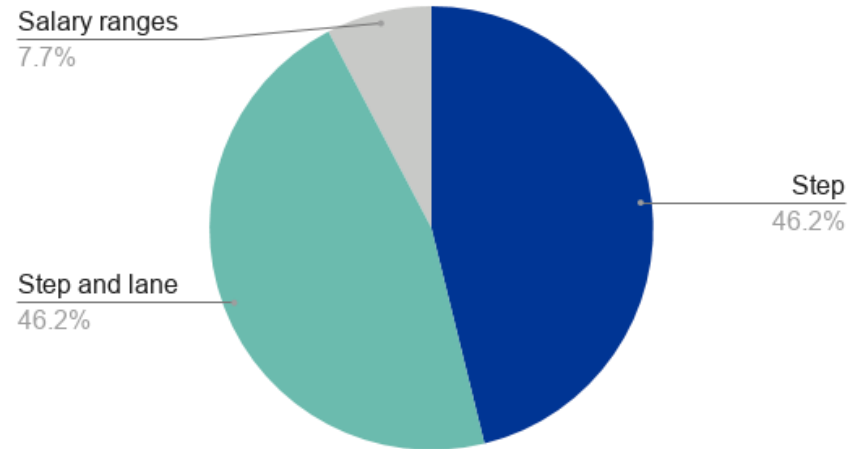
# MARKET LANDSCAPE: SALARY STRUCTURE

Step structures were most common for classified staff. For certificated staff, it was evenly split whether orgs used step or step and lane structures.

What kind of salary structure do you use for classified staff?




What kind of salary structure do you use for certificated staff?



# EXTERNAL BENCHMARKING: TEACHERS, COUNSELORS & EDUCATIONAL SPECIALISTS



**“The annual pay for teachers at Compass appears to be at the 50<sup>th</sup> percentile of the market.”**



**“However, when you factor in the longer work year, salaries for teachers, counselors and education specialists are below market.”**



## Work Day / Year

## TEACHERS & COUNSELORS

Compass teachers/ESs have a longer workday and work year compared to their peers. Compass counselors have a longer work year when compared to peer orgs.

		Peer Orgs		CCS
		Average	Median	
Teacher/ES	Instructional Days	178	180	175
	Total Work Year	189	190	211
	Workday (hours)	7.9	8.0	9.0
	Max # of Students on Roster	27.4	27	25
	Counselor Work Year	197.4	197	211



## TEACHER SALARIES: BA OR BA+30 W/ REGULAR CREDENTIAL\*\*

Compass's teacher salaries are at the 50<sup>th</sup> percentile of the market, however teachers begin to fall below market as they become more experienced.

<i>Steps</i>	<i>Min</i>	<i>Max</i>	<i>50th</i>	<i>75th</i>	<i>Compass</i>	<i>50<sup>th</sup> Compa*</i>	<i>75<sup>th</sup> Compa*</i>
1	\$46,172	\$57,326	\$49,573	\$51,400	\$48,239	0.97	0.94
2	\$47,350	\$59,619	\$50,953	\$52,568	\$49,686	0.98	0.95
3	\$48,534	\$62,004	\$52,554	\$54,297	\$51,176	0.97	0.94
4	\$49,747	\$64,484	\$54,194	\$56,200	\$52,712	0.97	0.94
5	\$52,732	\$67,063	\$56,300	\$58,075	\$54,293	0.96	0.93
6	\$54,051	\$69,746	\$58,049	\$59,214	\$55,922	0.96	0.94
7	\$55,402	\$72,536	\$59,892	\$60,481	\$57,600	0.96	0.95
8	\$56,787	\$75,437	\$60,775	\$62,825	\$59,328	0.98	0.94
9	\$58,491	\$78,454	\$62,567	\$65,333	\$60,514	0.97	0.93
10	\$59,953	\$80,808	\$64,802	\$67,941	\$61,724	0.95	0.91
11	\$60,726	\$80,808	\$66,586	\$70,827	\$62,959	0.95	0.89
12	\$60,726	\$80,808	\$68,418	\$73,664	\$64,218	0.94	0.87
13	\$60,726	\$80,808	\$70,302	\$74,608	\$65,759	0.94	0.88
14	\$60,726	\$80,808	\$72,174	\$75,268	\$66,812	0.93	0.89
15	\$60,726	\$82,424	\$73,061	\$78,071	\$68,149	0.93	0.87

\*The Compa Ratio tells us the “market competitiveness” of each salary. (Below market < .95, Above market > 1.05)

\*\*A regular credential includes preliminary and clear credentials

# TEACHER SALARIES: DAILY RATE

Compass's daily rate for teachers is below the 50<sup>th</sup> percentile of the market at all steps.

<i>Steps</i>	<i>Min</i>	<i>Max</i>	<i>50th</i>	<i>75th</i>	<i>Compass</i>	<i>50<sup>th</sup> Compa*</i>	<i>75<sup>th</sup> Compa*</i>
1	\$243	\$302	\$262	\$277	\$229	0.87	0.83
2	\$249	\$314	\$270	\$284	\$235	0.87	0.83
3	\$255	\$326	\$282	\$292	\$243	0.86	0.83
4	\$262	\$339	\$290	\$301	\$250	0.86	0.83
5	\$278	\$353	\$300	\$307	\$257	0.86	0.84
6	\$284	\$367	\$310	\$316	\$265	0.85	0.84
7	\$292	\$382	\$319	\$324	\$273	0.86	0.84
8	\$299	\$397	\$328	\$332	\$281	0.86	0.85
9	\$308	\$413	\$338	\$346	\$287	0.85	0.83
10	\$316	\$425	\$346	\$358	\$293	0.85	0.82
11	\$323	\$425	\$353	\$374	\$298	0.84	0.8
12	\$328	\$425	\$361	\$387	\$304	0.84	0.79
13	\$328	\$425	\$369	\$398	\$312	0.85	0.78
14	\$328	\$425	\$372	\$404	\$317	0.85	0.78
15	\$328	\$434	\$377	\$418	\$323	0.86	0.77

\*The Compa Ratio tells us the “market competitiveness” of each salary. (Below market < .95, Above market > 1.05)

\*\*A work year of 211 days was used to calculate Compass's daily rate for teachers. For peer orgs each salary step was divided by the total teacher work year.



## Midpoint

## MARKET COMPETITIVENESS

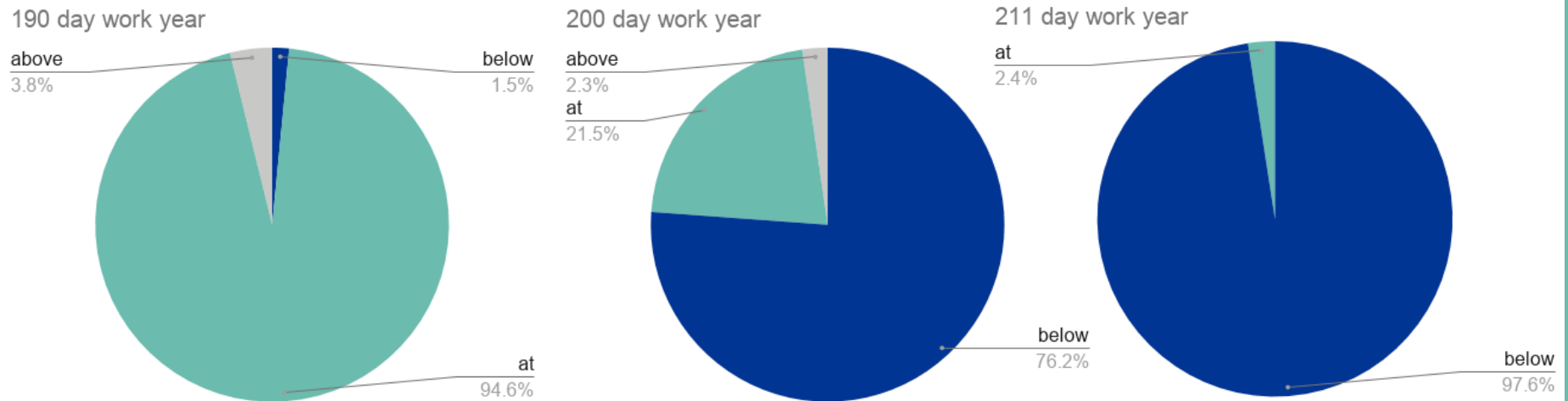
Based on a 211-day work year, teachers, counselors and educational specialists are paid below market.

Position	Job Level	Work Year	Market Rate		Compa Ratio
			Annual	Hourly	
Teacher	T	211	\$55,319	\$32.77	0.89
Educational Specialist	ES	211	\$58,505	\$34.66	0.93
Counselor	C	211	\$66,262	\$39.25	0.90

\*The Compa Ratio tells us the “market competitiveness” of each salary. (Below market < .95, Above market > 1.05). *When calculating compa ratios, longevity, SPED and TOSA stipends were included in employee salaries. Years of experience are included for teachers, ESs and counselors*

# MARKET COMPETITIVENESS – TEACHER, COUNSELOR, ES

Almost all teachers, counselors and educational specialists are below market for a 211 day work year. However, they are almost all at market if you use a 190 day work year which was the median work year for teachers and ESs at peer orgs.

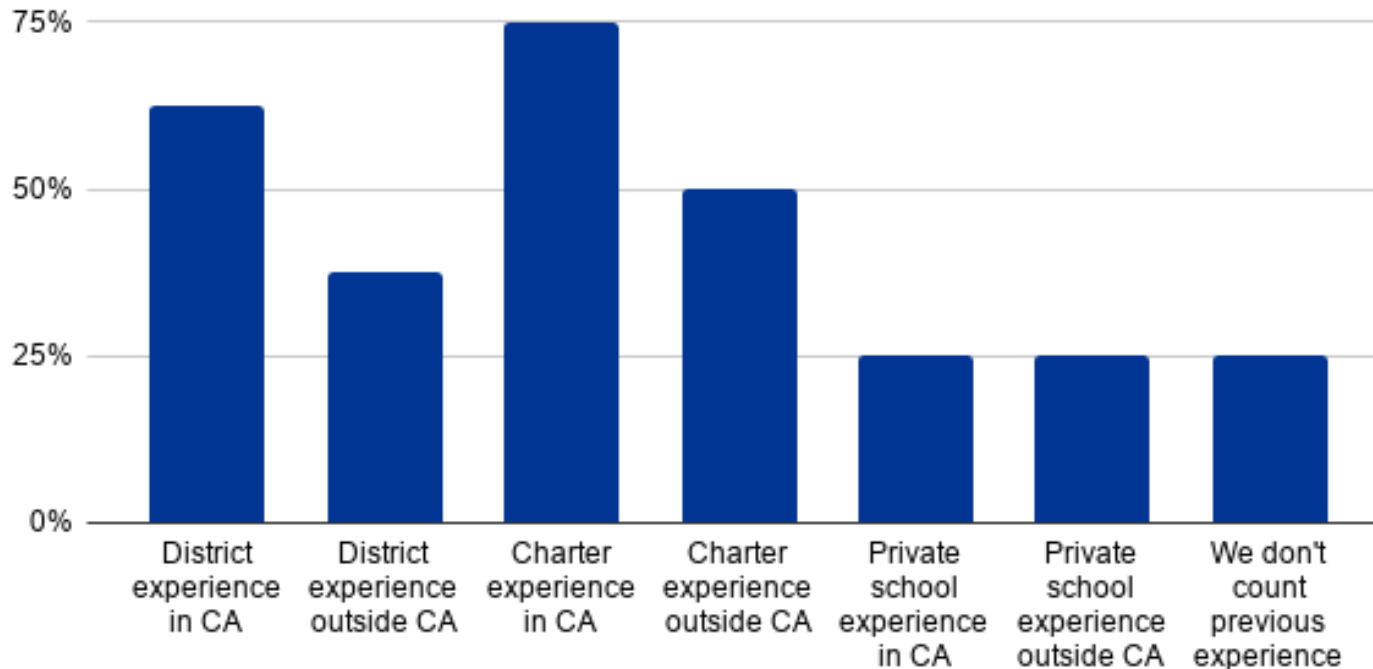


\*The Compa Ratio tells us the “market competitiveness” of each salary. (Below market < .95, Above market > 1.05). *When calculating compa ratios, longevity, SPED and TOSA stipends were included in employee salaries. Years of experience are included for teachers, ESs and counselors.*

## TEACHERS: PREVIOUS EXPERIENCE

The majority of organizations surveyed counted district (67.5%) and charter (75%) teaching experience within CA, 50% also counted charter experience outside of CA. Most peers do not recognize private school experience. On average orgs counted up to 5 years of previous teaching experience. Compass exceeds this by counting up to 10 years of previous teaching experience.

What type of credentialed teaching experience do you count when rating in new teachers?

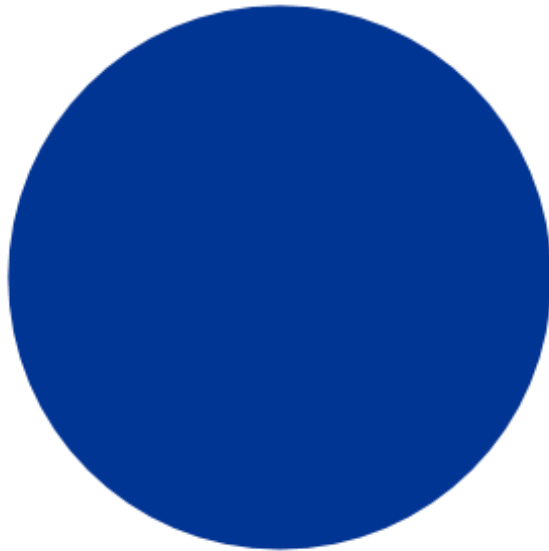


## PERFORMANCE INCENTIVES

No peer organizations offered performance-based raises or bonuses which is in line with Compass's offering.

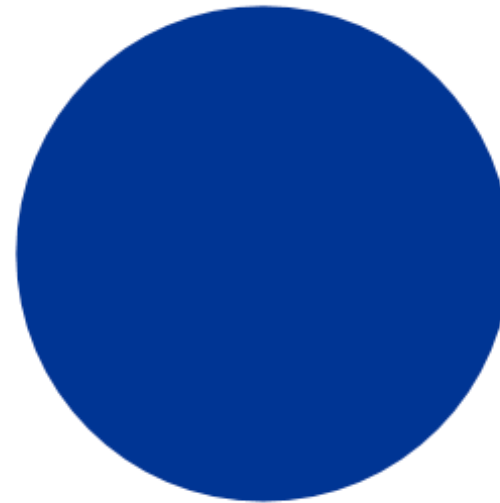
Do you offer performance based raises?

No



Do you offer performance based bonuses?

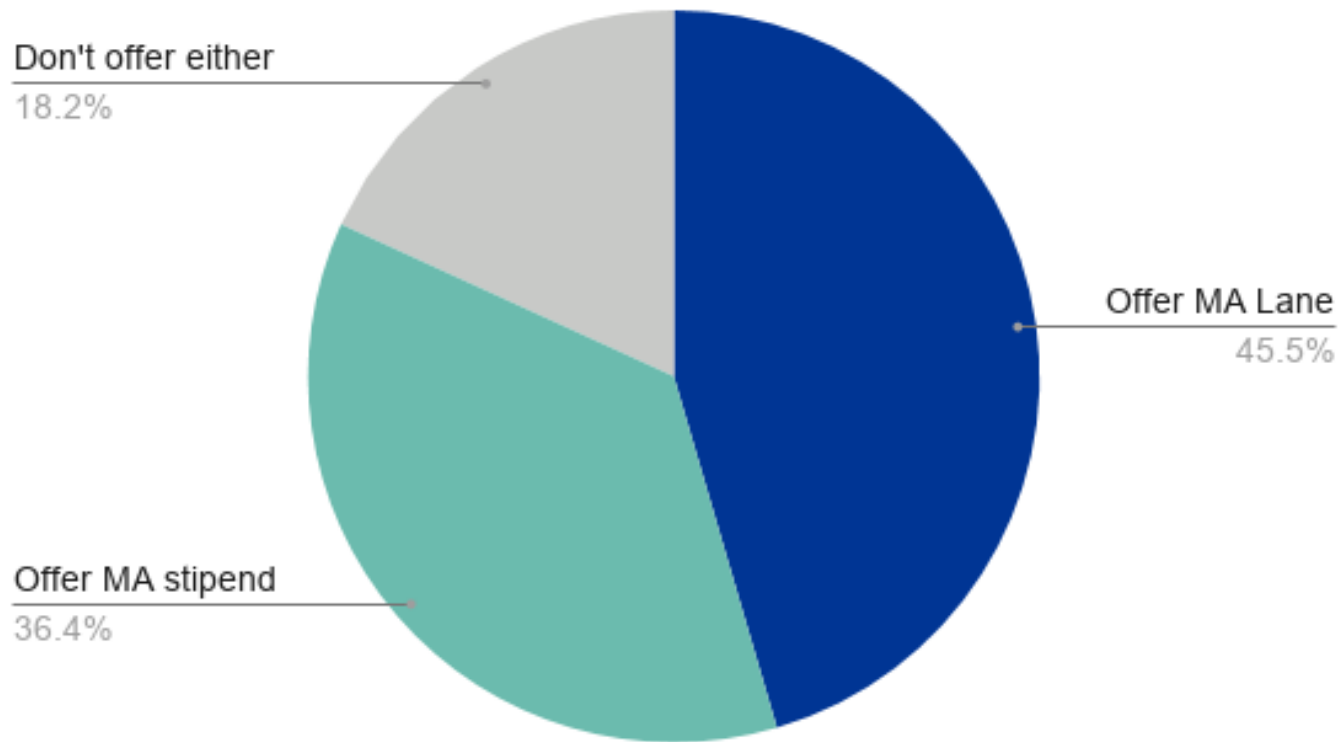
No



## TEACHER SALARIES: MASTER'S DEGREE

82% of peer organizations offer an incentive for master's degrees with about half offering a stipend and the other half offering a MA lane on their salary schedules. Compass is in line with the market in terms of offering a stipend for master's degrees.

How do you recognize master's degrees for teaching staff?





## Education & Expertise

## STIPENDS

100% of peer organizations offered stipends but what type and how much they offered varied significantly. Compass's stipends offer is at market with its peers.

	% that offer	Average	Compass
MA*	36% stipend/ 46% lane	\$1500	\$1500
PhD	42%	\$2167	\$2500
SPED*	20% stipend/ 80% lane	-	\$3000- \$8000
Department Chair	38%	-	N
Longevity	25%	varies	\$2000- \$4000
Mentor	25%	-	N

\*Orgs that don't offer a SPED and/or MA stipend generally offer a separate salary lane for teachers with a MA or SPED credential (educational specialists).





## Technology & Home Office

### STIPENDS

90% of peer organizations offered technology and/or home office stipends. Compass is at market by offering a cell phone stipend to staff.

	% that offer	Median Stipend	Compass
Do you offer a stipend to cover work from home expenses?	90%	\$125/mo	Y
If so, what type?:			
Cell Phone	67%	-	Y
Home Office	78%	-	N

# BENEFITS



**“Compass Charter School’s benefits package is at or above market for almost all categories”**

**“And we would only recommend minor changes at this point.”**

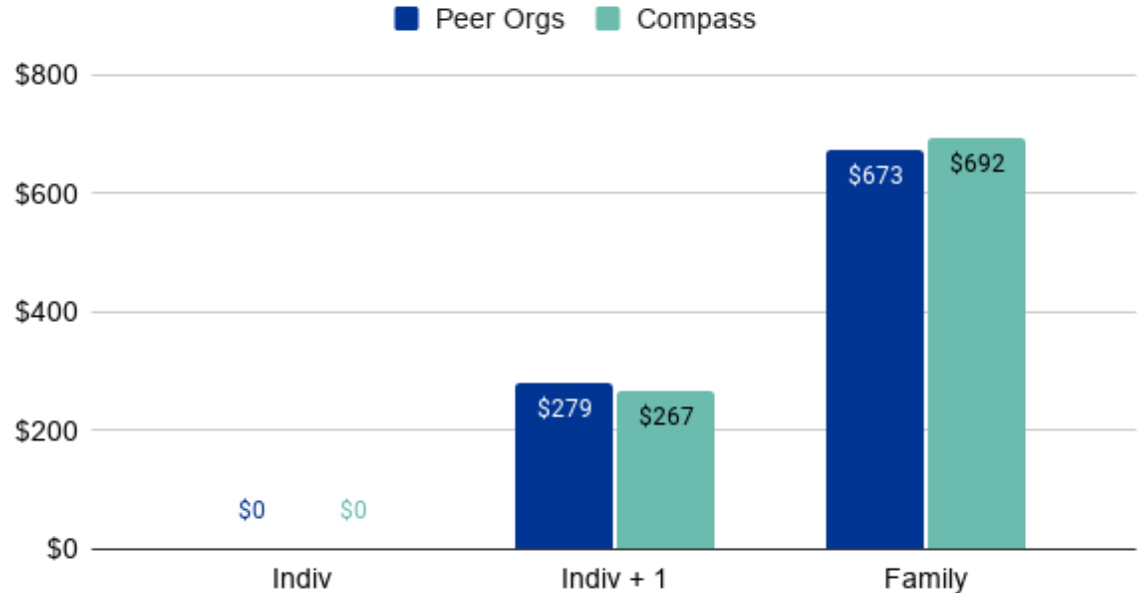


## HEALTH BENEFITS

Compass offers a health benefits (medical, dental, vision) package for employees that is at market when compared with its peers.

## Employee Premiums

Average Monthly Employee Contribution for Health Benefits



# HEALTH BENEFITS EMPLOYER AND EMPLOYEE CONTRIBUTIONS

Compass' standard dollar amount is competitive for individuals but is below market for individuals +1 and families. However, because of Compass's lower insurance rates, Compass staff contribute about the same dollar amount as staff at peer organizations.

**Average standard dollar amount and average monthly employee contribution for the most popular health benefits plans at each organization**

	Average Standard Dollar Amount		Average EE Monthly Contribution	
	CCS	Peer Orgs	CCS	Peer Orgs
Individual	\$900	\$876	\$0	\$0
Individual + 1	\$900	\$1019	\$267	\$279
Family	\$900	\$1100	\$692	\$673

# HEALTH BENEFITS PREMIUMS

Compass' rates for their most popular health plans are lower than their competitor's rates.

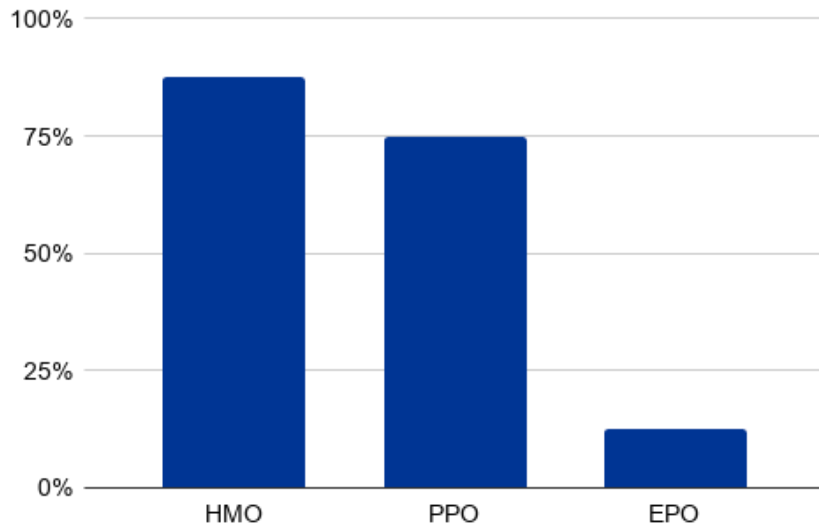
Average total premium for the most popular health plans at peer organizations and at Compass

	Medical		Dental		Vision	
	CCS	Peer Orgs	CCS	Peer Orgs	CCS	Peer Orgs
Individual	\$530	\$583	\$42	\$48	\$6.29	\$10.42
Individual + 1	\$1167	\$1202	\$86	\$95	\$12.58	-
Family	\$1592	\$1636	\$163	\$144	\$19.18	-

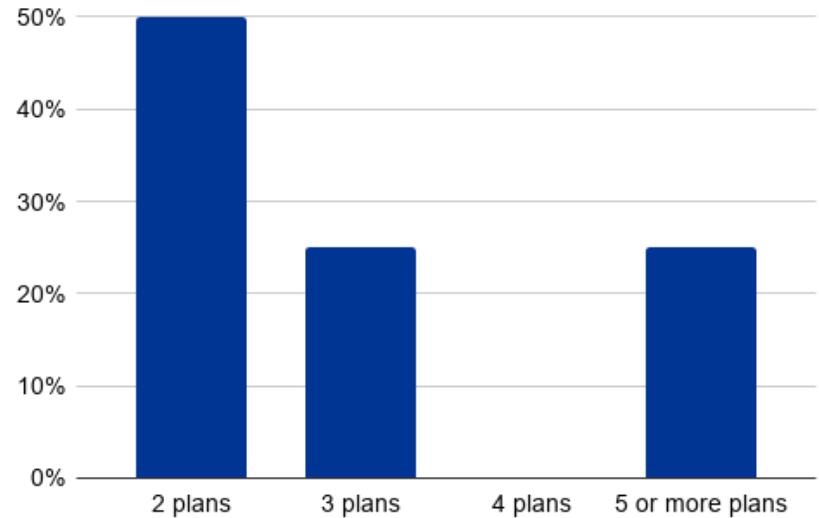
# MEDICAL INSURANCE PLANS

Most peer organizations offered an HMO (88%) and/or a PPO (75%) plan and 66% offered both types of plans. Of the plans offered, 75% of peer organizations reported an HMO plan as their most popular plan. The number of plans offered varied with 50% of orgs offering 2 plans and 50% offering 3 or more plans. Compass is at market by offering five HMO and/or PPO options.

What type of medical insurance plans do you offer?



How many medical insurance plans do you offer?





## RETIREMENT BENEFITS

All peer orgs offered CalSTRS to their certificated staff and 80% offer CalPERS to their classified staff. The two orgs that did not offer CalPERS, offered a 5% match to non-pensioned staff. Compass' retirement benefits are at market for certificated and classified staff and it's 10% match is generous compared to other orgs that offer a match.

	CCS	Peer Orgs
% that offer:	Y	100%
CalSTRS	Y	100%
CalPERS	N	80%
Roth IRA	N	10%
403b	Y	90%
457	N	70%
% that offer a match	Y	20%
Match	10% to non-pensioned staff	5% to non-pensioned staff

## Retirement Savings Plans



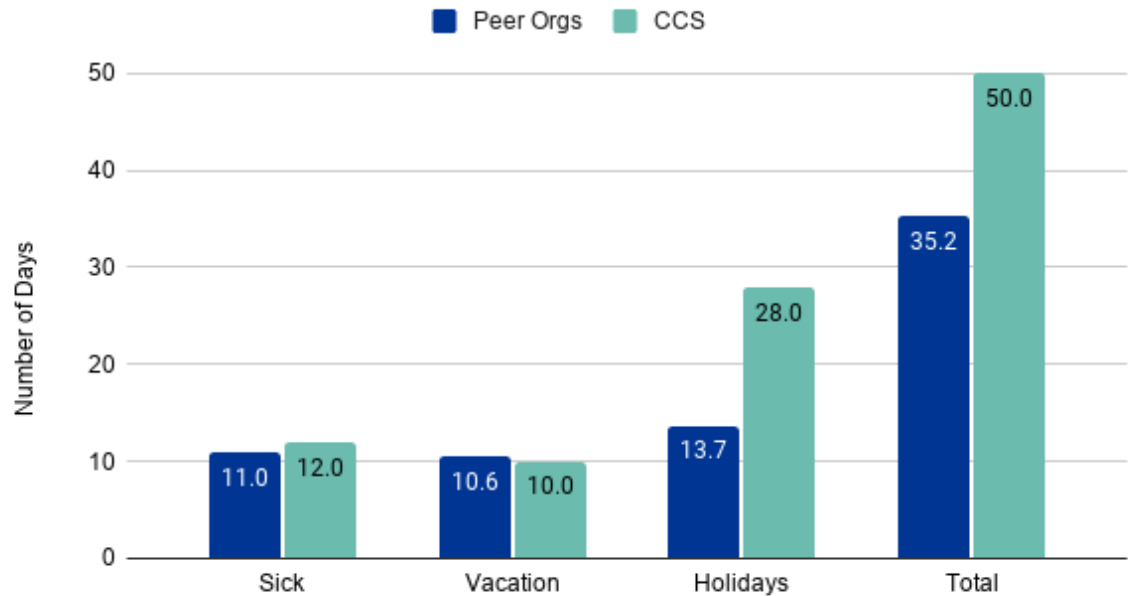


## PAID TIME OFF

On average, peer organizations offer 35 days of paid time off a year. Compass is at market for its sick leave and vacation allotment and far exceeds the market in terms of holidays and total time off.

## 12 Month Employees

Annual Paid Time Off for 12 Month Employees





## Teachers

## PAID TIME OFF

Compass is at market in terms of what it offers to teachers for sick leave.

	CCS	Peer Orgs
Average Annual Sick Leave (days)	11	7
Median Annual Sick Leave (days)	11	10



## PAID TIME OFF

Compass' sick leave accrual policy is below market and its vacation accrual policy is at market.

### Accrual

	CCS	Peer Orgs
% of orgs that offer unlimited sick leave accrual – 12-month staff	N	78%
% of orgs that offer unlimited sick leave accrual – teachers	N	66%
Vacation accrual – 12-month staff	1.5x yearly allotment	1.7x yearly allotment



## PAID MATERNITY & PARENTAL LEAVE

No peer organizations offered paid maternity or parental leave that is above and beyond the CA state minimum. CCS' paid maternity and parental leave policies are at market compared to these organizations.

	CCS	Peer Orgs
% offering paid maternity leave above the state minimum	N	0%
% offering paid parental leave above the state minimum	N	0%

## Paid Leave



## OTHER BENEFITS

Compass is at market in terms of its other benefits offering.

	CCS	Peer Orgs
Health FSA	Y*	90%
Dependent Care FSA	Y	90%
STD	Y (SDI)	60%
LTD	Y	60%
Life Insurance	Y	100%

\*Was not offered this year due to extenuating circumstances but it is part of Compass' regular benefits offering

# RECOMMENDATIONS



**We recommend that  
Compass target the 50<sup>th</sup>  
percentile of the market.**

## STAFF SALARY SCHEDULE - ANNUAL (233 DAYS)

We recommend that Compass use a step structure that targets the 50<sup>th</sup> percentile of the market.

	Superintendent	Assistant Superintendent	Director	Manager	Coordinator II	Coordinator I
1	\$176,052	\$133,830	\$104,711	\$88,055	\$73,612	\$59,814
2	\$180,453	\$137,175	\$107,329	\$90,256	\$75,452	\$61,309
3	\$184,965	\$140,605	\$110,012	\$92,513	\$77,339	\$62,842
4	\$189,589	\$144,120	\$112,762	\$94,825	\$79,272	\$64,413
5	\$194,329	\$147,723	\$115,582	\$97,196	\$81,254	\$66,023
6	\$199,187	\$151,416	\$118,471	\$99,626	\$83,285	\$67,673
7	\$204,166	\$155,201	\$121,433	\$102,117	\$85,367	\$69,365
8	\$209,271	\$159,081	\$124,469	\$104,670	\$87,502	\$71,099
9	\$214,502	\$163,058	\$127,580	\$107,286	\$89,689	\$72,877
10	\$219,865	\$167,135	\$130,770	\$109,968	\$91,931	\$74,699
Increase	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%



## STAFF SALARY SCHEDULE - ANNUAL (211 DAYS)

We recommend that Compass use a step structure that targets the 50<sup>th</sup> percentile of the market.

	Superintendent	Assistant Superintendent	Director	Manager	Coordinator II	Coordinator I
1	\$159,429	\$121,193	\$94,824	\$79,741	\$66,661	\$54,166
2	\$163,415	\$124,223	\$97,195	\$81,734	\$68,328	\$55,520
3	\$167,500	\$127,329	\$99,625	\$83,778	\$70,036	\$56,908
4	\$171,688	\$130,512	\$102,115	\$85,872	\$71,787	\$58,331
5	\$175,980	\$133,775	\$104,668	\$88,019	\$73,582	\$59,789
6	\$180,379	\$137,119	\$107,285	\$90,219	\$75,421	\$61,284
7	\$184,889	\$140,547	\$109,967	\$92,475	\$77,307	\$62,816
8	\$189,511	\$144,061	\$112,716	\$94,787	\$79,240	\$64,386
9	\$194,249	\$147,662	\$115,534	\$97,156	\$81,221	\$65,996
10	\$199,105	\$151,354	\$118,423	\$99,585	\$83,251	\$67,646
Increase	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

## STAFF SALARY SCHEDULE - HOURLY

We recommend that Compass use a step structure that targets the 50<sup>th</sup> percentile of the market.

	Specialist II	Specialist I	Assistant
1	\$26.49	\$21.99	\$18.08
2	\$27.15	\$22.54	\$18.53
3	\$27.83	\$23.10	\$18.99
4	\$28.52	\$23.68	\$19.47
5	\$29.24	\$24.27	\$19.95
6	\$29.97	\$24.88	\$20.45
7	\$30.72	\$25.50	\$20.97
8	\$31.49	\$26.14	\$21.49
9	\$32.27	\$26.79	\$22.03
10	\$33.08	\$27.46	\$22.58
Increase	2.5%	2.5%	2.5%

## STAFF SALARY STRUCTURE PLACEMENT

Position	Job Level	Job Title
Superintendent	9	Superintendent & CEO
Assistant Superintendent	8	CAO, CFO
Director	7	Principal, Director roles
Manager	6	Chief of Staff, Assistant Principal
Coordinator II	5	Coordinators (Outreach, Co-Coordinator, Accountability, Community Provider, Community Relation, Compliance, Scholar Success, Scholar Support, SPED, EL Support)
Coordinator I	4	Registrar, SPED Clerk, EA, Finance Coordinator, Logistics Coordinator, Talent Manager
Specialist II	3	Enrollment Specialist, Records Specialist, Tutor, Administrative Assistant, Assessment Specialist, Community Provider Liaison, Help Desk Technician, Attendance Coordinator
Specialist I	2	Scholar Services Technician, Engagement Specialist
Assistant	1	Paraprofessional, Custodian

## STAFF SALARY STRUCTURE CRITERIA

Job Level	Salary Grade	Degree	YOE	Scope of Work
Superintendent & CEO	9	MA/PhD	15+	Manages large teams, cross-cutting initiatives, and special projects; serves on the Executive Council and serves as an enterprise-level leader across the organization.
Assistant Superintendent or Chief	8	MA/PhD	10+	Manages large teams, cross-cutting initiatives, and special projects; serves on the Executive Council, serves as an enterprise-level leader across the organization, and acts as an advisor and strategic partner to the CEO.
Director	7	BA/MA	7+ YOE	Leads a major stream of work with org-wide reach and impact; manages smaller but growing teams; serves on the Leadership Team
Manager	6	BA/MA	5+	Leads a subset (or multiple subsets) of a stream of work; Directly and/or indirectly manages a small team or supervises a larger team
Coordinator II	5	BA	2-4	Coordinates one or multiple subsets of work as an individual contributor; works under moderate direction as an individual contributor, may supervise small teams of paraprofessional level staff
Coordinator I	4	BA	0-2	Assists with one or multiple subsets of work as an individual contributor; works under close direction as an individual contributor.
Specialist II	3	AA	3-5	Performs tasks that are complex in nature; works independently and requires minimal direction of senior personnel.
Specialist I	2	AA	0-2	Performs tasks that are moderate in complexity; works as an individual contributor under moderate direction of senior personnel.
Assistant	1	HS	0-2	Performs tasks that are minimal in complexity; works as an individual contributor under the close direction of senior personnel.

## TEACHER, ES & COUNSELOR SALARY SCHEDULES – 211 DAYS

Step	Counselor		Educational Specialist		Teacher	
	Annual	Hourly	Annual	Hourly	Annual	Hourly
1	\$66,262	\$39.25	\$58,505	\$34.66	\$55,319	\$32.77
2	\$67,919	\$40.24	\$59,968	\$35.53	\$56,702	\$33.59
3	\$69,617	\$41.24	\$61,467	\$36.41	\$58,120	\$34.43
4	\$71,357	\$42.27	\$63,003	\$37.32	\$59,573	\$35.29
5	\$73,141	\$43.33	\$64,579	\$38.26	\$61,062	\$36.17
6	\$74,969	\$44.41	\$66,193	\$39.21	\$62,588	\$37.08
7	\$76,844	\$45.52	\$67,848	\$40.19	\$64,153	\$38.01
8	\$78,765	\$46.66	\$69,544	\$41.20	\$65,757	\$38.96
9	\$80,734	\$47.83	\$71,283	\$42.23	\$67,401	\$39.93
10	\$82,752	\$49.02	\$73,065	\$43.28	\$69,086	\$40.93
11	\$84,821	\$50.25	\$74,891	\$44.37	\$70,813	\$41.95
12	\$86,941	\$51.51	\$76,764	\$45.48	\$72,583	\$43.00
13	\$89,115	\$52.79	\$78,683	\$46.61	\$74,398	\$44.07
14	\$91,343	\$54.11	\$80,650	\$47.78	\$76,258	\$45.18
15	\$93,626	\$55.47	\$82,666	\$48.97	\$78,164	\$46.31
Increase	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%



## Recommendations

Based on our study, Compass is paying below the 50<sup>th</sup> percentile of the market and has a strong mission-driven organizational culture. Our recommendations focus on continuing to cultivate the organizational culture and bringing staff to the 50<sup>th</sup> percentile of the market.

### **Our specific recommendations include:**

- Focus, first and foremost, on rejuvenating the organizational culture at Compass through clear and transparent communication, recognition and rewards (non-monetary and monetary) and respect for staff experience and autonomy.
- Target at least the 50<sup>th</sup> percentile of the market if it is fiscally reasonable.
- Bring staff who are below the 50<sup>th</sup> percentile up to the 50<sup>th</sup> percentile and adjust staff as needed to improve equity. This means bringing staff up to at least a 0.95 compa ratio.
- Review sick leave accrual with staff
- Review length of teacher/ES work year and work day
- Share salary structures and guidelines for placement with all staff.
- For educational specialists use either the ES scale or the teacher scale + stipend.

# RESOURCES



## EXAMPLE OF PERFORMANCE INCENTIVE CRITERIA

	Beginning	Developing Proficiency	Proficient	Exemplary
Classroom Culture		At least a 2.0	At least a 3.0	At least a 4.0
Instructional Planning		At least a 2.0	At least a 3.0	At least a 4.0
Use of Data		At least a 2.0	At least a 3.0	At least a 4.0
PBIS practices		At least a 2.0	At least a 3.0	At least a 4.0
Performance Review Data		At least meets expectation	At least exceeds expectations	At least exceeds expectations
Years of Service (at Compass)	0	1	3	4
Credential	Prelim	Prelim	Clear	Clear





## Factors we *DO* consider in compensation decisions

### Related to the Role

- Job function (finance, fundraising, HR, etc.)
- Main 4-5 responsibilities
- Specialized job knowledge required
- “Scope” of the role (complexity, people management responsibilities, budget responsibilities)
- Organizational size (Revenue, Headcount, etc.)
- Required experience/qualifications necessary for the job
- Geographic work location
- Travel and other special requirements of the job

### Related to the Individual

- Staff member performance
- Relevant education credentials
- Relevant specialized training or certifications
- The individual’s experience compared to the requirements of the job description



## Factors we *DO NOT* consider in compensation decisions

- Gender
- Race/ethnicity
- National origin
- Age
- Religion
- Disability
- Political affiliation
- Physical appearance
- Health/medical conditions
- Socioeconomic background
- Familial status
- Sexual orientation
- Veteran status
- Willingness to advocate for self and “be the squeaky wheel”
- Personal financial considerations, e.g.: Mortgage, student loans, or other debts, Personal wealth or lack thereof, Partner’s profession or income
- How many candidates have been interviewed
- How desperate the hiring manager is feeling about filling the role



## New Hire

# WE DON'T NEGOTIATE

- Compass is deeply committed to equity and fairness.
- We believe in going forth with a fair market rate. So, by definition, opening ourselves to negotiation would only delegitimize the integrity of our compensation program and cause us to pay those who advocate loudest for themselves above market.
- We know that it has been proven that salary negotiations advantage white affluent males and disadvantage women and leaders of color.
- We also know that organizations are more likely to negotiate based on factors that should not influence compensation levels, such as when a candidate is particularly persuasive, or the manager is desperate to fill a position or poor at negotiating. None of these should factor into salary levels.
- So, the answer is simple: we figure out the right level that is fair and equitable, and we don't budge on that.

# STAYING CURRENT





## Staying Current

### SUGGESTED FREQUENCY

Current research recommends that you re-benchmark roles at least every two to three years.

Exceptions to this rule are as follows:

- **Organizational growth** - if your organizational budget/staff size grow by 33% or more
- **Reorganization** - if you restructure and your current positions experience dramatic changes in scope of responsibilities, the comps we used in this study would no longer be valid
- **New positions** - if you create new positions not included in this study, you will need to benchmark those positions
- **Significant market pressure** - if a major competitor/employer such as a school or district is dramatically increasing compensation levels

On off years, we recommend increasing salary schedules by 1-2%. This will help prevent Compass from having to give large increases during district bargaining years.



# *thank you!*

It has been a pleasure having this conversation with Compass Charter Schools. Should there be any questions or comments about the findings and recommendations in this report, feel free to reach out to Edgility staff to assist you.

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