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# **SALARY EQUITY AUDIT**

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# OUR APPROACH



Leaderscript provides the executive coaching, strategic planning, and talent management tools to ensure that you not only meet your organizational goals, but you have the knowledge, skills, and mindset to take your organization to the next level.

Your pay equity audit will provide the knowledge and recommendations to ensure your compensation package is equitable across lines of difference and competitive within the market.

[LEARN MORE](#)



# WHAT IS A COMPA-RATIO?

A compa-ratio is a compensation metric that provides an overall estimate of an employee's current salary relative to the expected or "typical" salary for their specific function or role (eg. an individual Operation Manager's salary compared to the typical salary for all Operations Managers). A compa-ratio is calculated by dividing each employee's salary by the midpoint of the salary range for all other employees with the same job title or function, then turning that ratio into a percentage.

Compa-ratios are commonly used across a variety of industries and are a simple yet powerful way of a) assessing the strength of an individual employee's current salary placement, and b) comparing compensation for groups of employees across a variety of organizational settings or levels. Using compa-ratios ensures you are comparing "apples to apples" when analyzing individual or group compensation trends.

## COMPA-RATIO FORMULA

$$\text{EMPLOYEE BASE SALARY} / \text{SALARY RANGE MIDPOINT} \times 100 = \text{COMPA-RATIO}$$

Because \_\_\_\_\_ uses a salary schedule model, as well as invests in PEAK teachers with salaries up to \$100,000, we used the median rate for 5 Salary Bands to determine average salary, as well as used median overall salary to examine salary comparisons across lines of difference.

### SAMPLE DATA

EMPLOYEE #	NAME	JOB TITLE	GENDER	RACE/ETHNICITY	YEARS IN ROLE	LOCATION	BASE SALARY	SALARY BAND	SALARY BAND MIDPOINT	COMPA-RATIO
123456	Angelica Jones	Operations Manager	Female	Hispanic/Latino	4	Central Office	\$58,000	2	\$60,000	96.67%
112345	Cody Henderson	Assessment Manager	Male	White	2	Central Office	\$54,000	2	\$60,000	90.00%
111234	Tyler Kunkel	Project Manager	Male	White	1	Central Office	\$49,500	2	\$60,000	82.50%
111123	Sara Kwok	Human Resources Manager	Female	Asian	6	Central Office	\$68,000	2	\$60,000	113.33%
111112	Taylor Andrews	Data Systems Analyst	Nonbinary	Black/African American	3	Central Office	\$73,500	2	\$60,000	122.50%
111111	Dominic Green	Development Liaison	Male	Black/African American	5	Central Office	\$55,000	2	\$60,000	91.67%



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# COMPA-RATIONS

WHEN CONSIDERING COMPA-RATIOS,  
SALARIES WITHIN

**80 - 120%**

ARE CONSIDERED IN RANGE.

# SALARY BANDS

*For the purposes of this review, we created five salary bands based on positions and current titling.*

## **Band 1: \$32,000 - \$52,000**

This band includes:

- Pre-K Teaching Assistants
- Special Education Teaching Assistants
- Operations Coordinators

## **Band 2: \$52,000 - \$70,000**

This band includes:

- Teaching Fellows
- Managers

## **Band 3: \$52,000 - \$100,000**

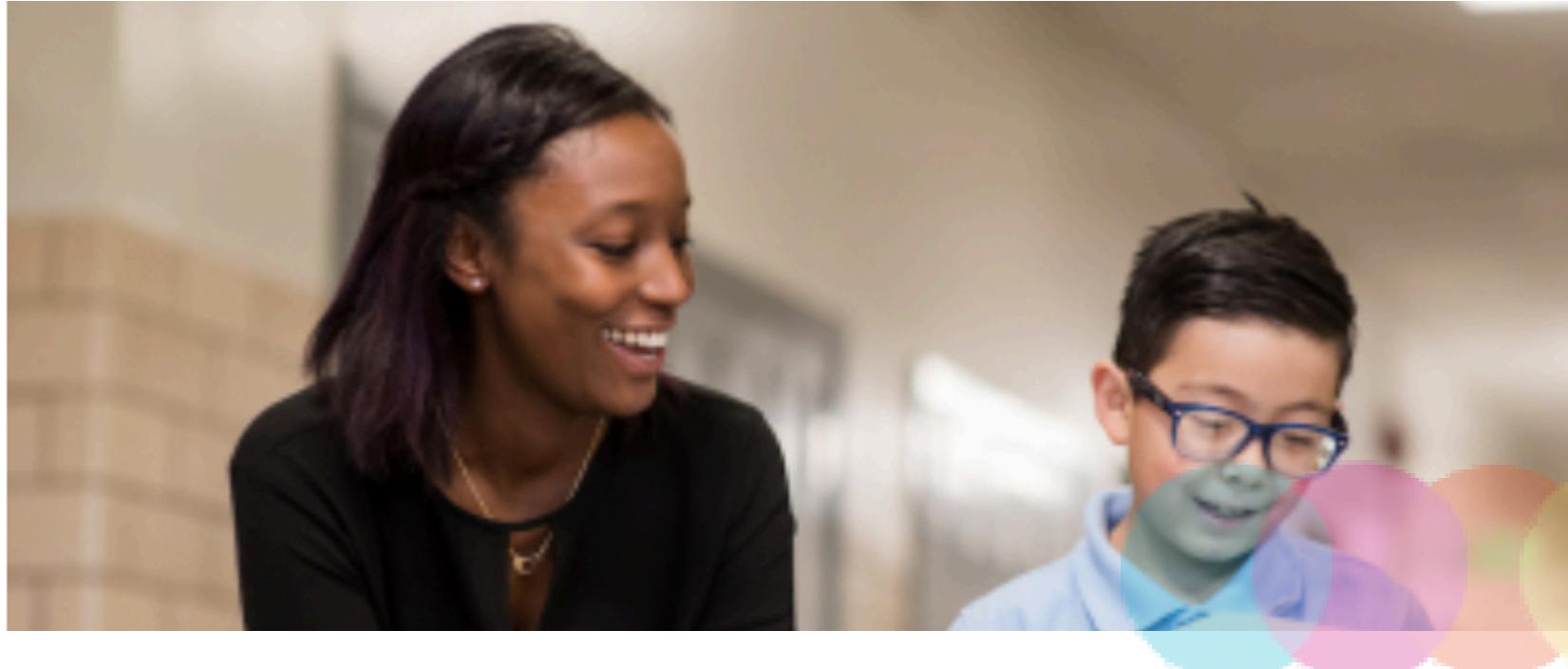
- Teachers
- Social Workers and Other Service Providers
- Director-Level Positions

## **Band 4: \$85,000 - \$144,000**

- Assistant Principal of Instruction
- Assistant Principal / Director of Operations
- Principals
- Managing Directors

## **Band 5: \$142,310 - \$228,000**

- Vice President
- President
- Chief-Level Positions

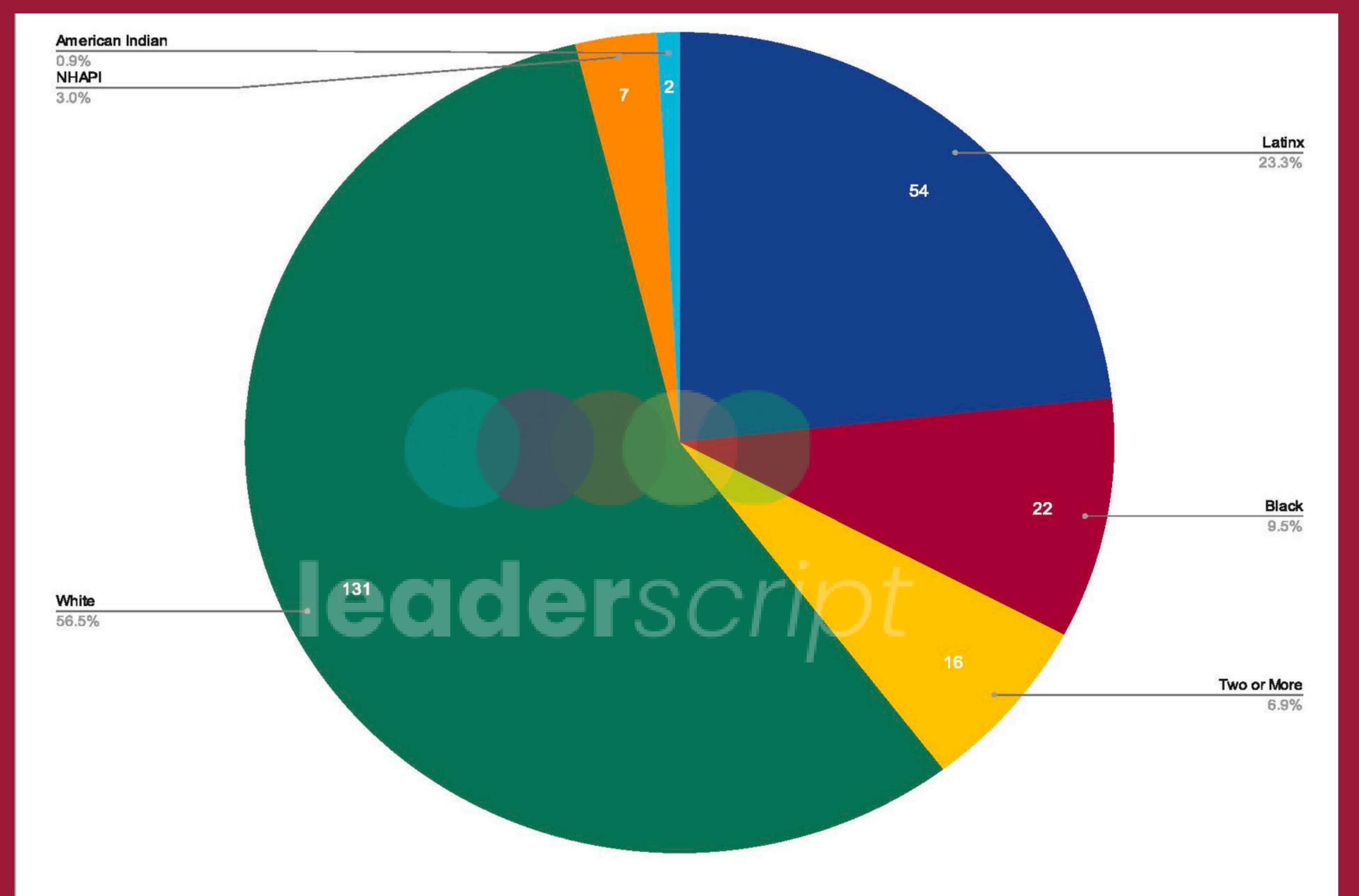


# SALARY BY RACE / ETHNICITY

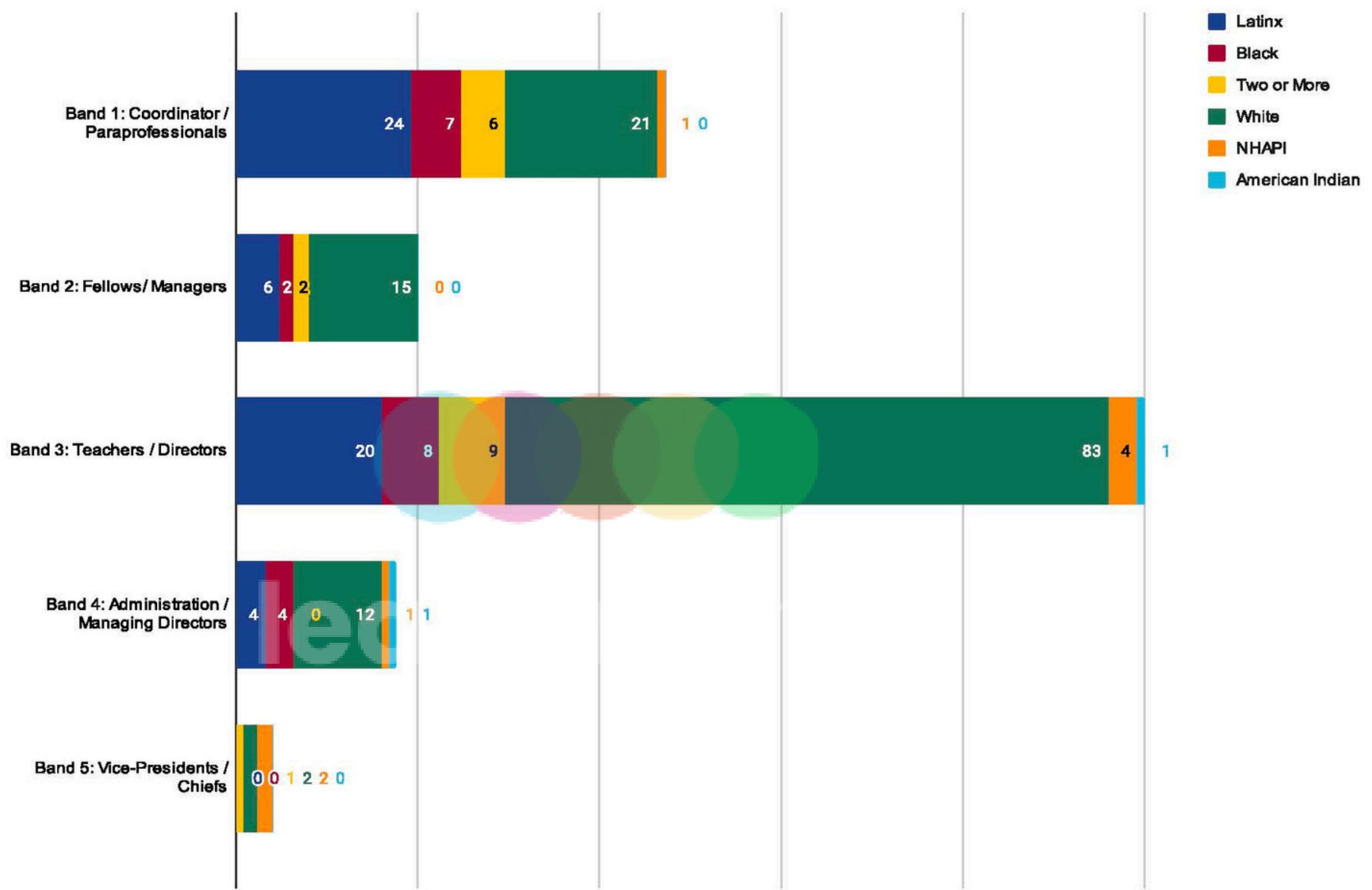


## HEADLINES

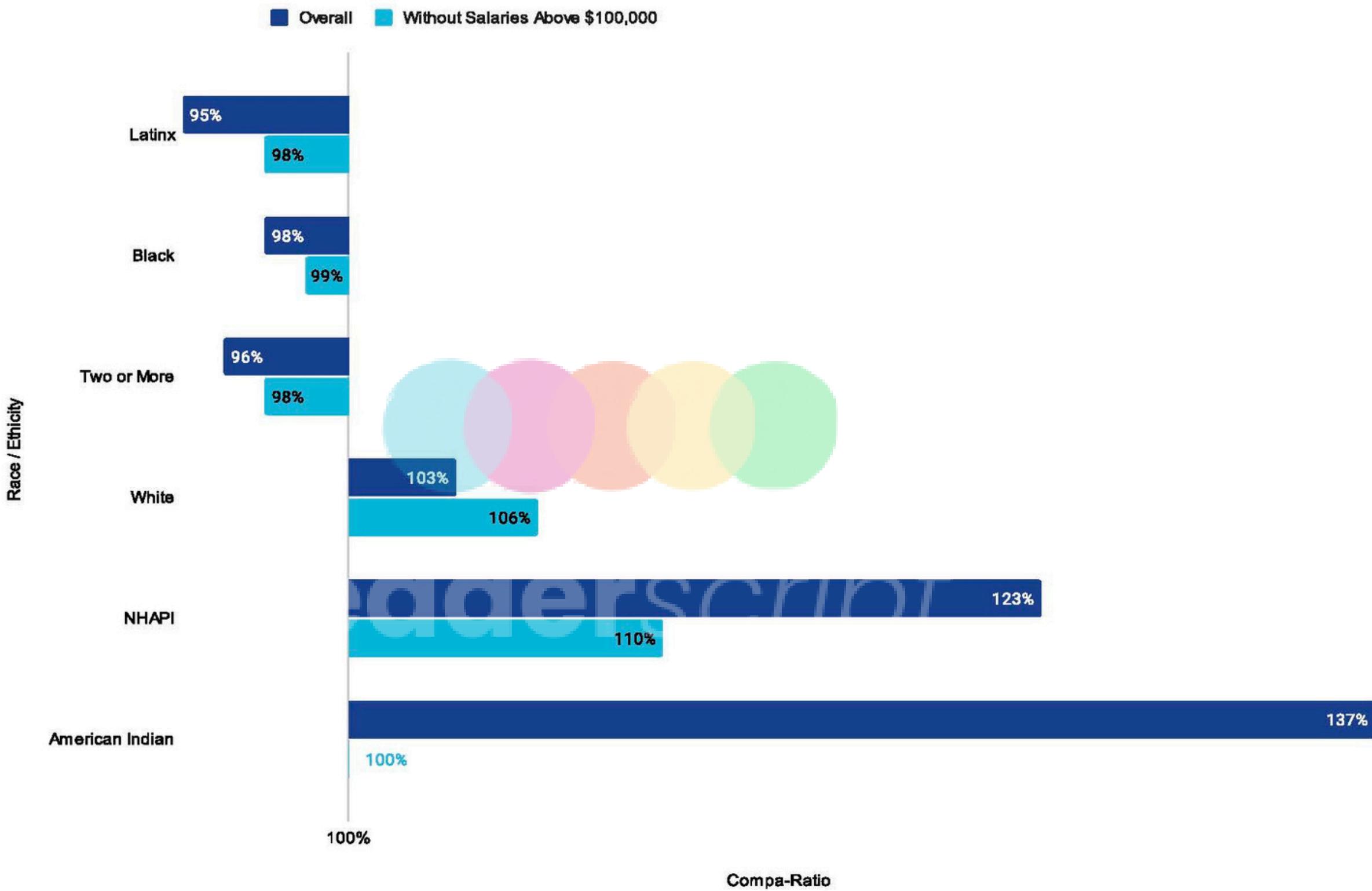
- \_\_\_\_\_ maintains a strong level of ethnic and racial diversity when compared to other charter networks in the Denver metro area, with over 40% of staff identifying as Staff of Color.
- With a student population of 86% Students of Color, \_\_\_\_\_ should continue to invest in recruiting, developing, and retaining Staff of Color in salary bands 3 and 4 in order to ensure strong pipelines of leadership in the future.
- Because a large number of Staff of Color are in Salary Bands 1 and 2, the Compa-Ratio for Latinx, Black/African American, and people who identify as being of two or more races is below the average at \_\_\_\_\_.
- It will be critical to ensure strong pathways for individuals in the lowest bands to improve equity.



**PERCENTAGE OF STAFF BY RACE / ETHNICITY**



## SALARY BANDS BY RACE / ETHNICITY



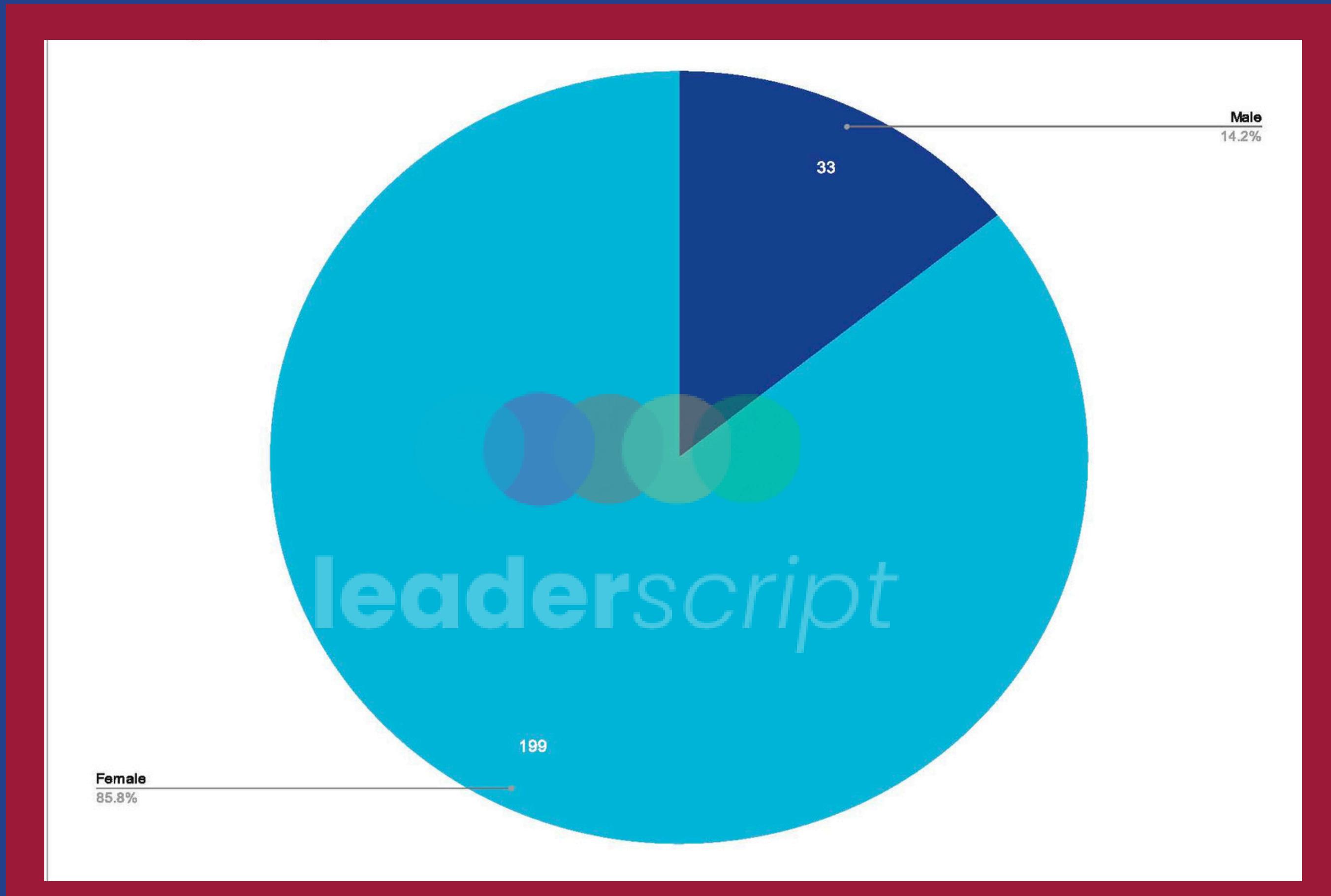
## COMPA-RATIO BY RACE / ETHNICITY



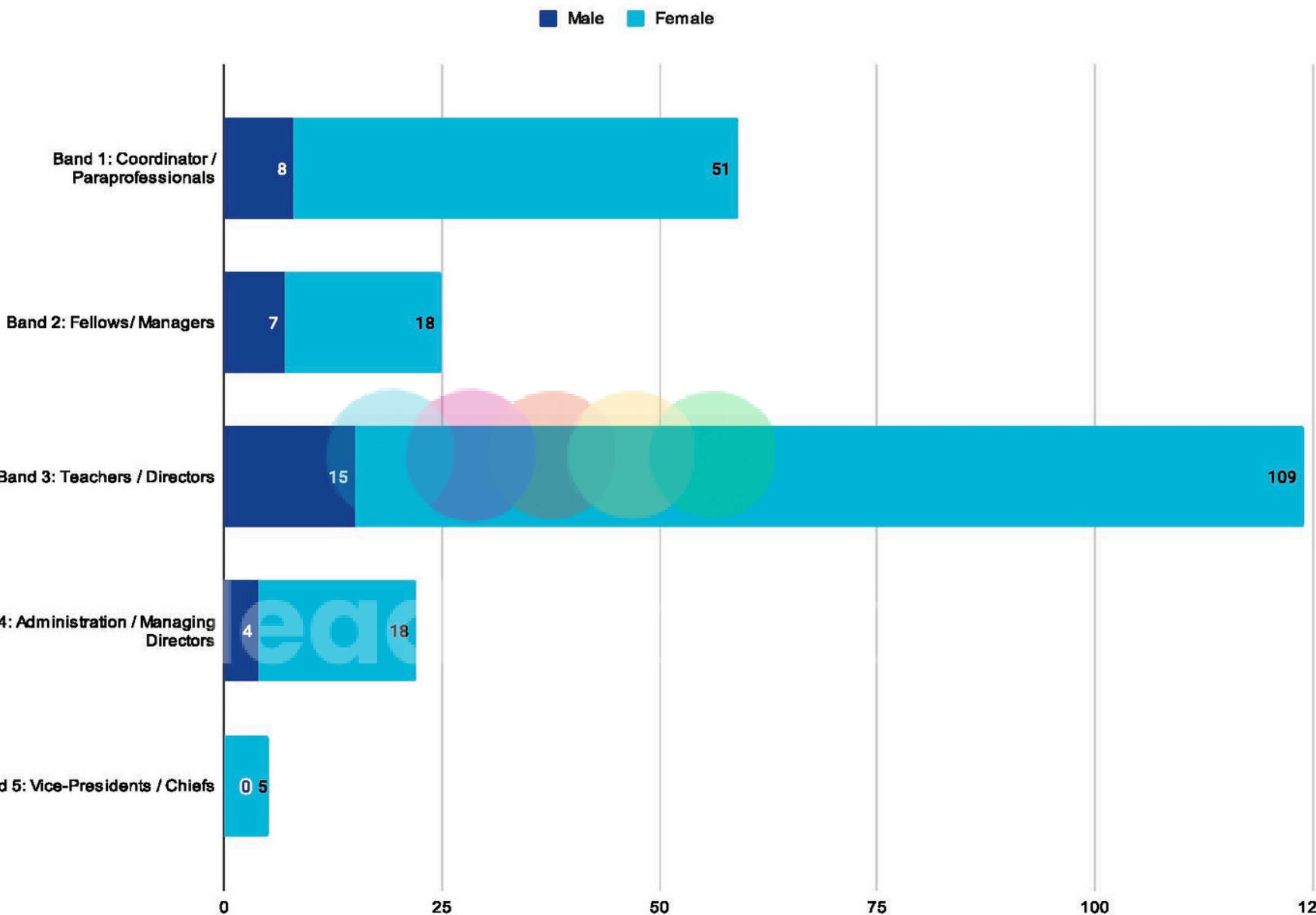
# SALARY BY GENDER

## HEADLINES

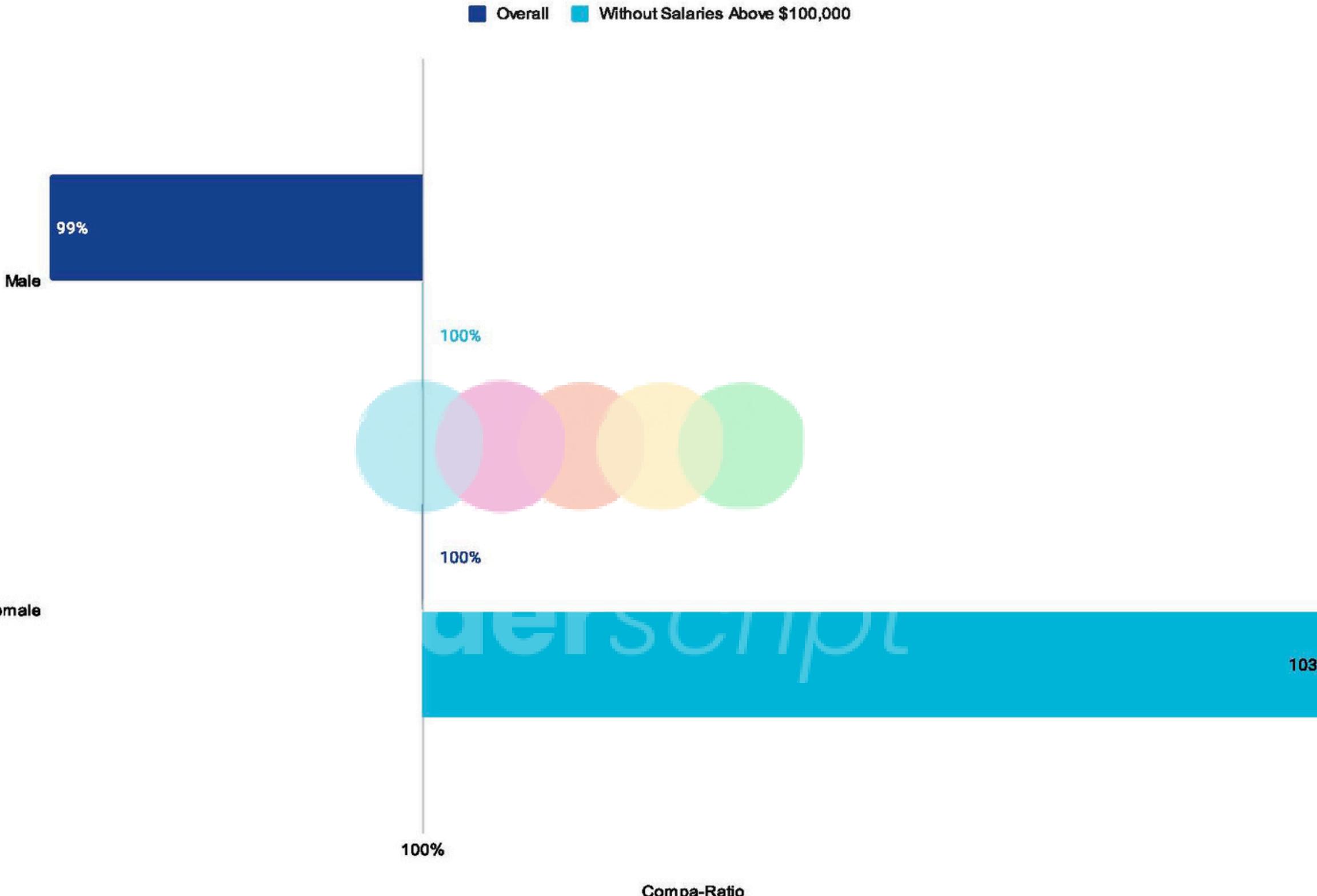
- Like many elementary organizations, the majority of the staff identify as female.
- The compa-ratio for women is slightly higher than that of men; however, this is in large part due to the smaller number of men in Bands 4 and 5.
- The most concerning outlier is in the position of Managing Director of MTSS and Special Education. This position is compensated at a rate 41% above the median rate for Band 4.
- \_\_\_\_\_ will want to continue to recruit male educators within Band 3 to increase equity in consideration of the additional positive outcomes for students who have positive male role models in the classroom.
- Please note: For the purposes of this report, we used gender as reported by Paylocity. Paylocity reports do not provide information on those that may identify as Non-Gender Binary. Leaderscript would recommend examining the salaries of any NGB / Transgender individuals against the information provided in this report.



**PERCENTAGE OF STAFF BY GENDER**



## SALARY BANDS BY GENDER



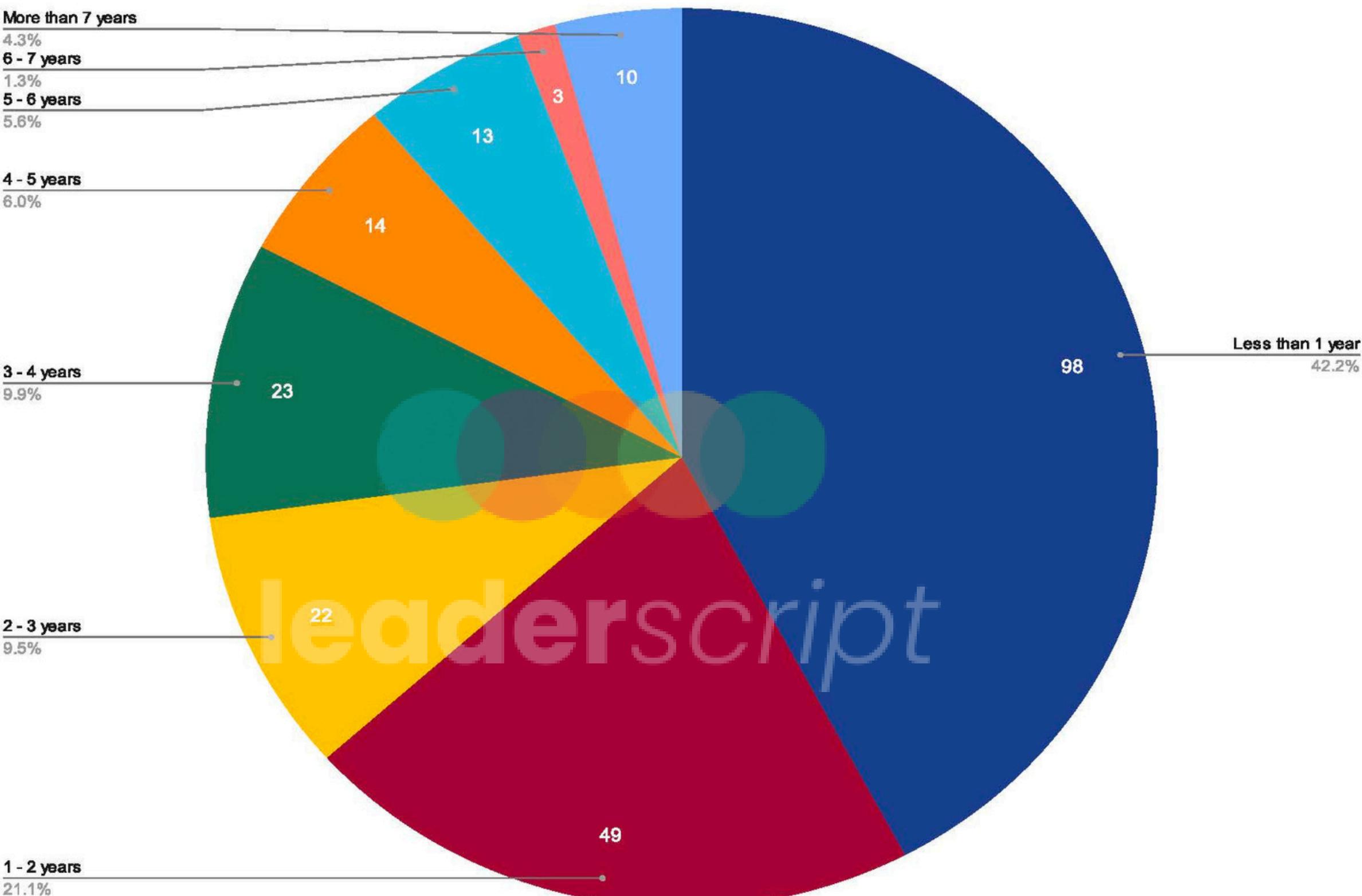
## COMPA-RATIO BY GENDER

# SALARY BY TENURE

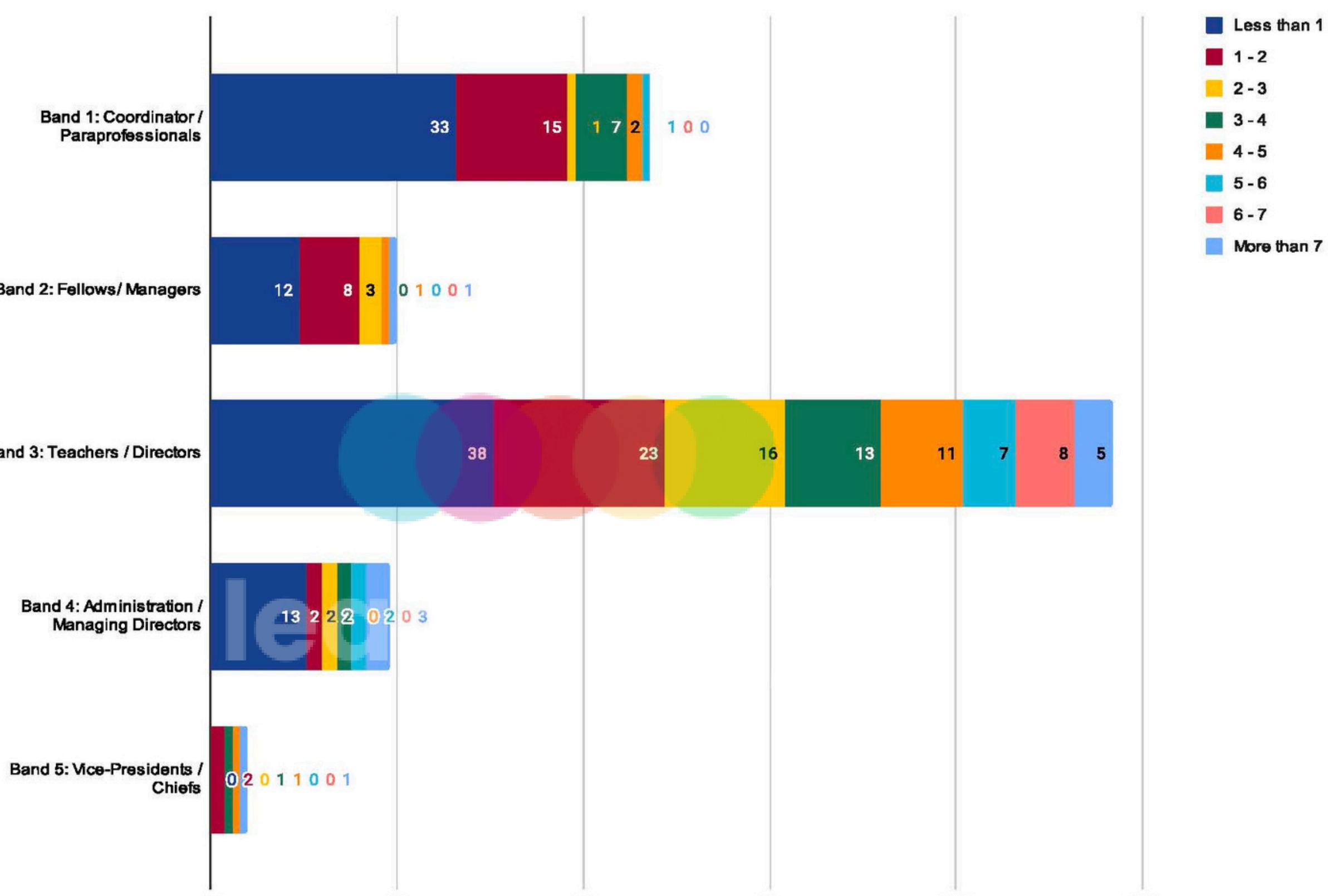
## HEADLINES

- Given that over 60% of staff have been at \_\_\_\_\_ less than two full years, we would highly recommend reassessing this in another year or two to ensure more clarity in financial pathways over time.
- The PEAK program highlights the impact of many teachers with longer tenure at \_\_\_\_\_, which is likely to be a strong motivator for long-term retention if sustainable financially.
- \_\_\_\_\_ may want to consider the overlap in Fellow salaries and beginning teacher salaries for ongoing retention. Anecdotal evidence has shown that a strong jump in salary after completion of a program like a fellowship is more likely to ensure retention over time.

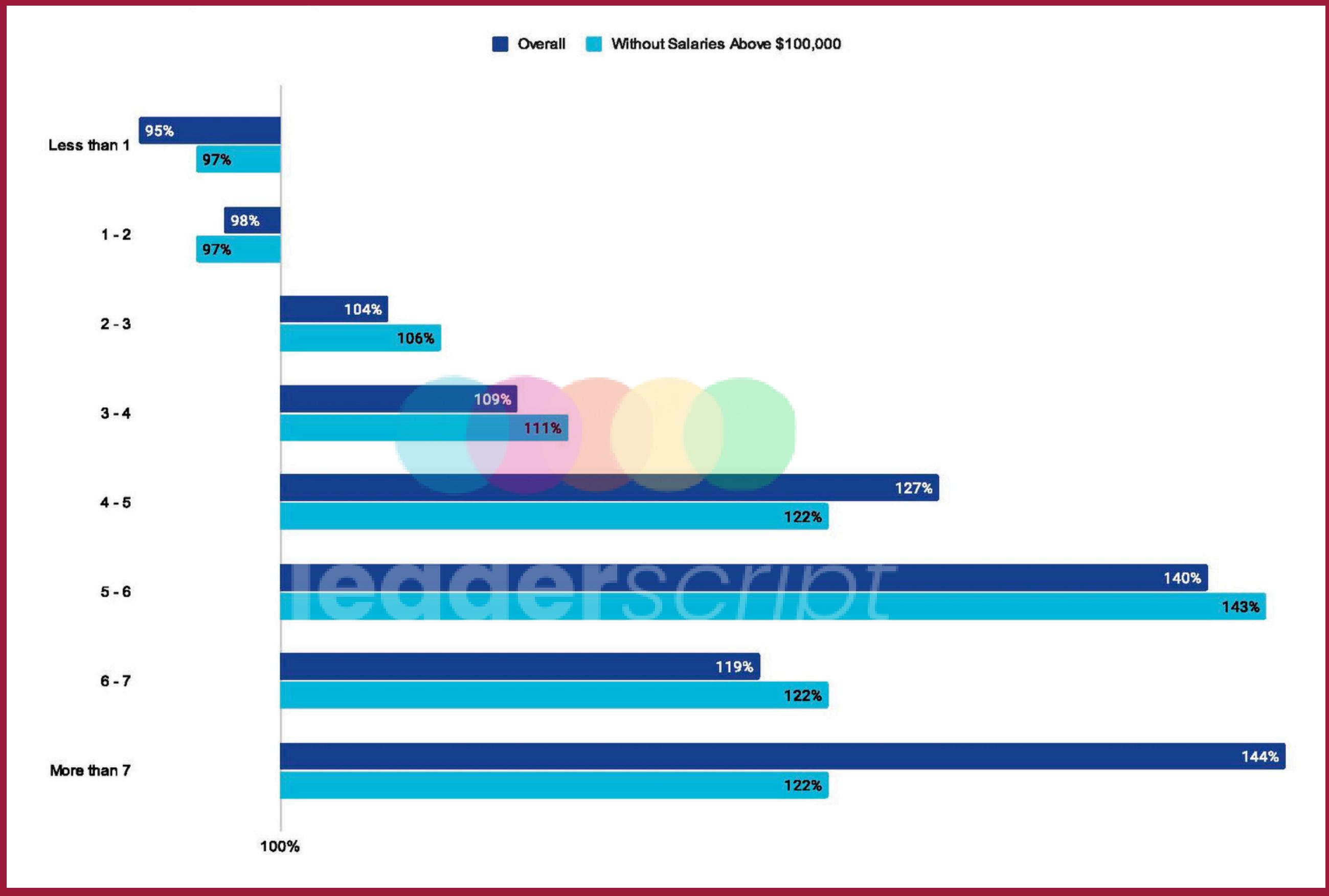




## PERCENTAGE OF STAFF BY TENURE



# SALARY BANDS BY TENURE



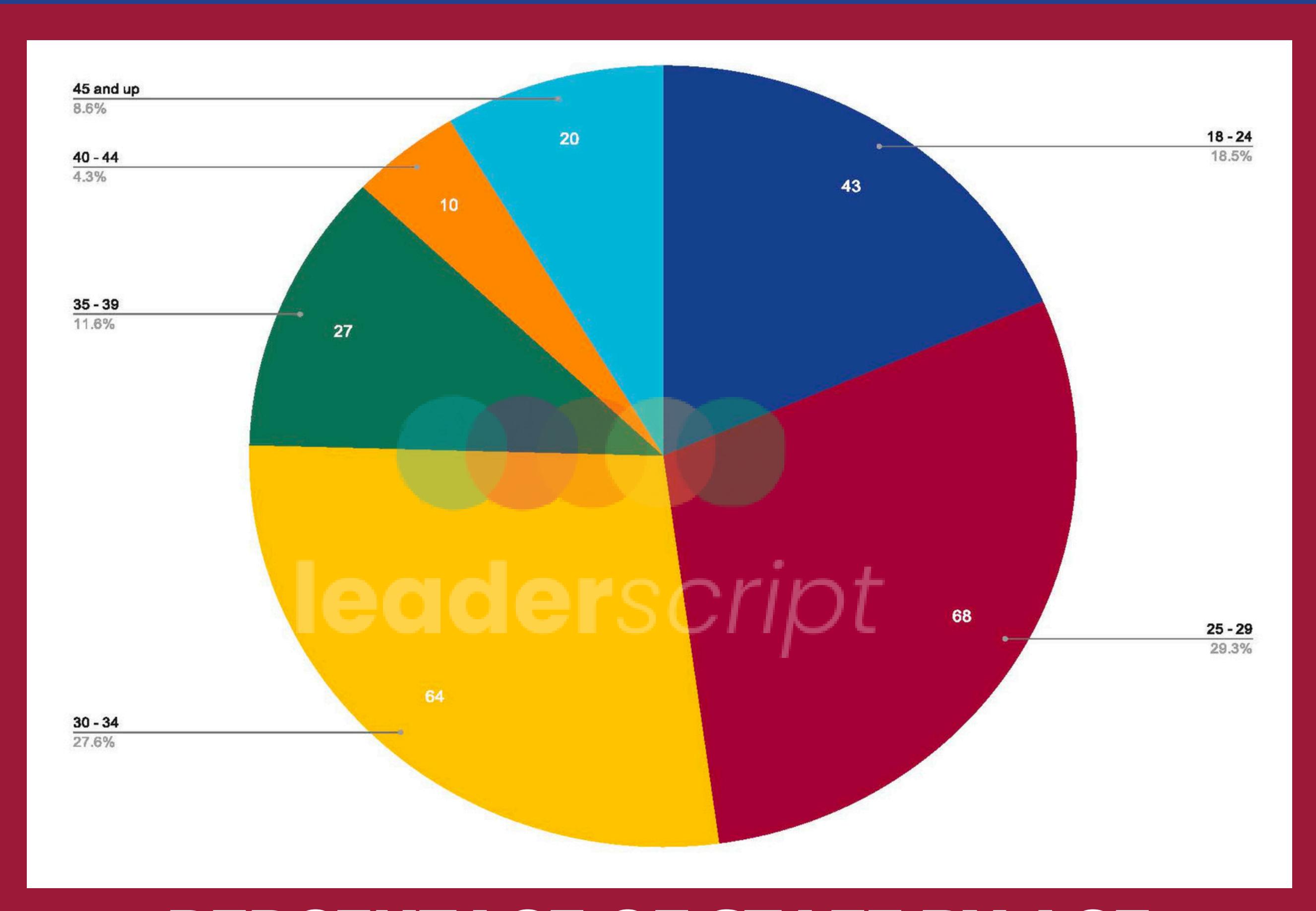
## COMPA-RATIO BY TENURE

# SALARY BY AGE

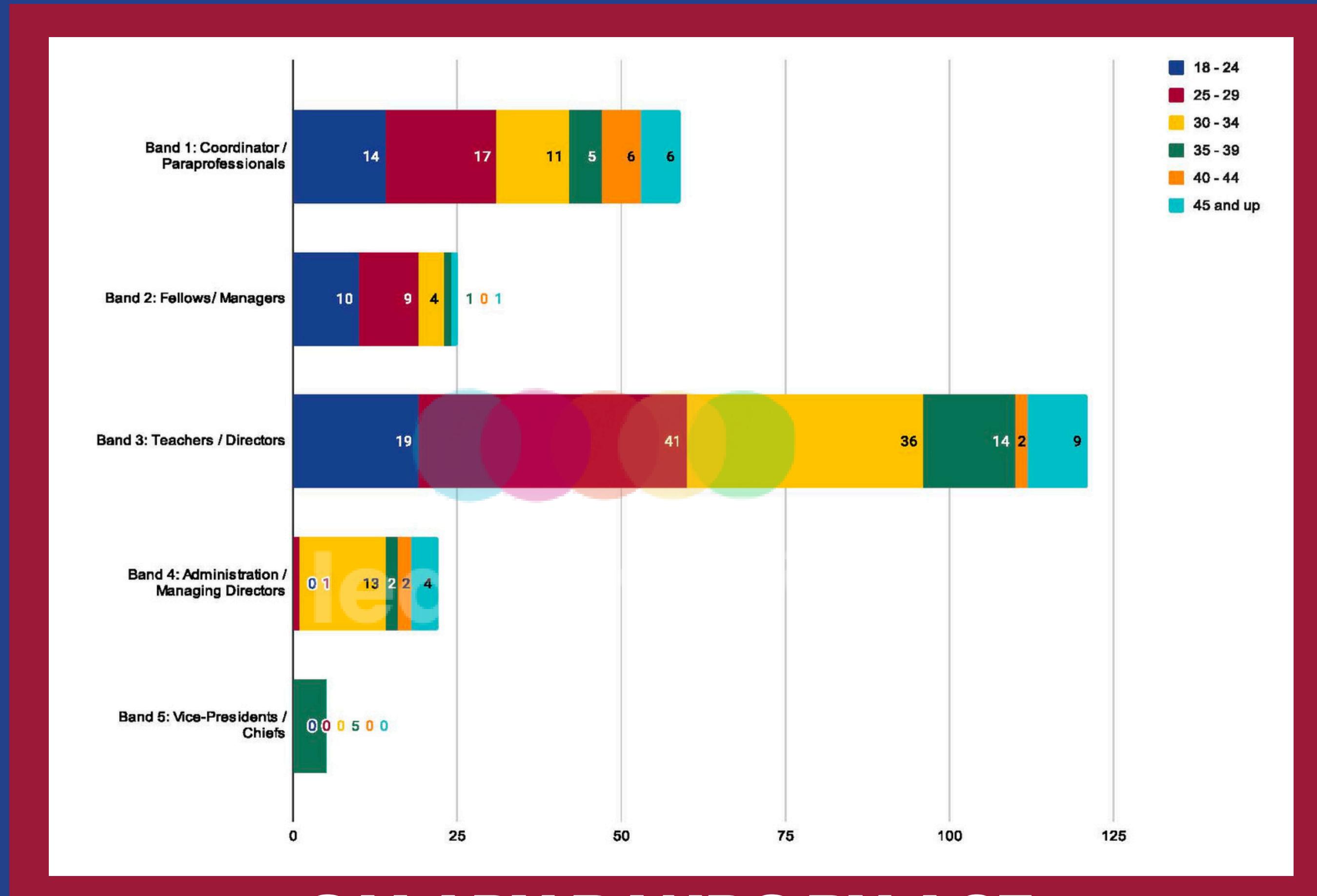
## HEADLINES

- Due to the extreme variance in high and low salaries for those in the 35 and up range, the biggest concerns regarding salary differentials appear for people as they approach their forties at \_\_\_\_\_. Salaries for this age group range from a 51-year-old making \$32,000 to a 39-year-old making more than \$200,000.
- Though these ranges make sense based on the skillset, education, and expertise needed for the position, we again recommend ensuring clarity around pathways, given that there are fewer Managing Director and above positions (with correspondingly higher salaries) assigned to individuals over 40 than for those under 40.
- We recommend examining specific individuals over 40 by position to ensure strong clarity and justification for salary differences than those under 40 in order to ensure compliance with the EEOC.

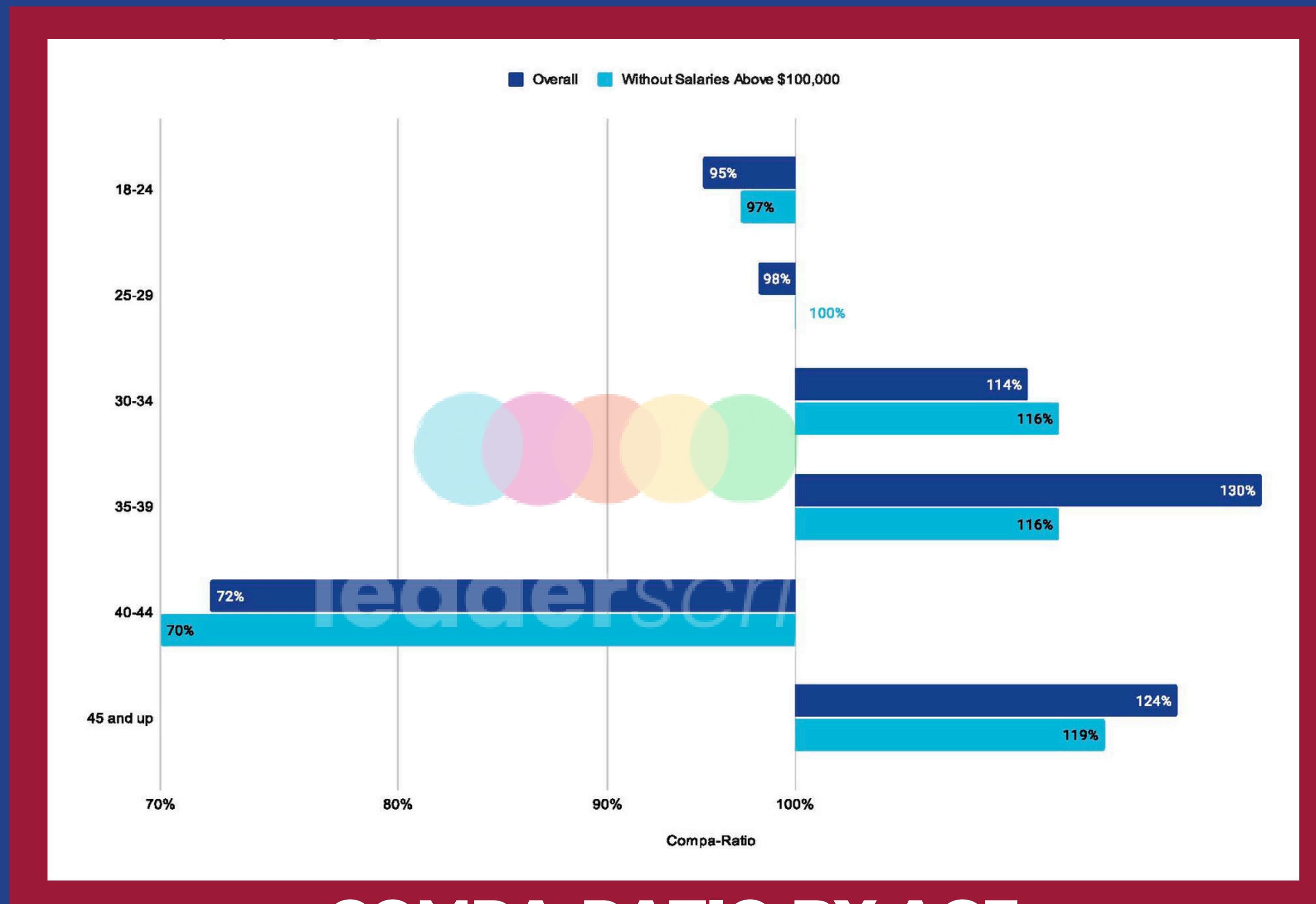




**PERCENTAGE OF STAFF BY AGE**



## SALARY BANDS BY AGE



## COMPA-RATIO BY AGE



## Why Include National Data?

Many positions in school networks may only be held by one person. Because many school administration and central office positions may have a smaller N-size, we have included data normed nationally to support an understanding of \_\_\_\_\_'s standing in the marketplace.

## Data from CSGF and EdFuel

The following slides compare \_\_\_\_\_'s current salaries for key network positions to national averages and cost of living. This data has been generously shared by the Charter School Growth Fund and EdFuel. \_\_\_\_\_ participated in this study, along with approximately 140 other school networks.

## High COLA + National Average

For the purposes of this study, we compare \_\_\_\_\_'s staff salaries against the 50% benchmark for national salaries for the position that most effectively matches the title and job function, as well as the Cost of Living Adjustment that best represents Denver (High).

## COMPARATIVE DATA FOR CENTRAL STAFF AND SCHOOL ADMIN



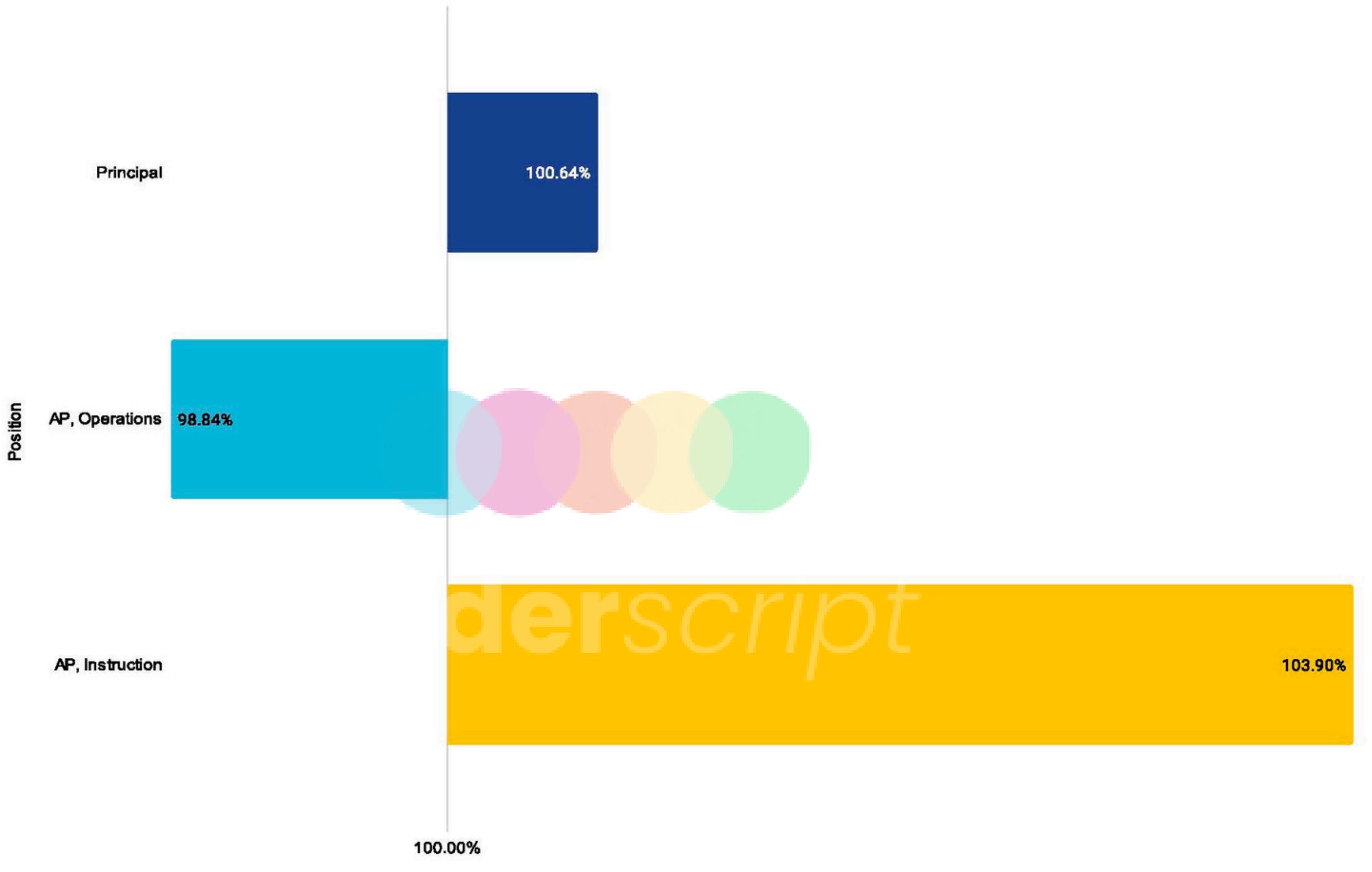
# COMPA-RATIO FOR HIGH COLA LOCATION

## leaderscript SCHOOL-BASED

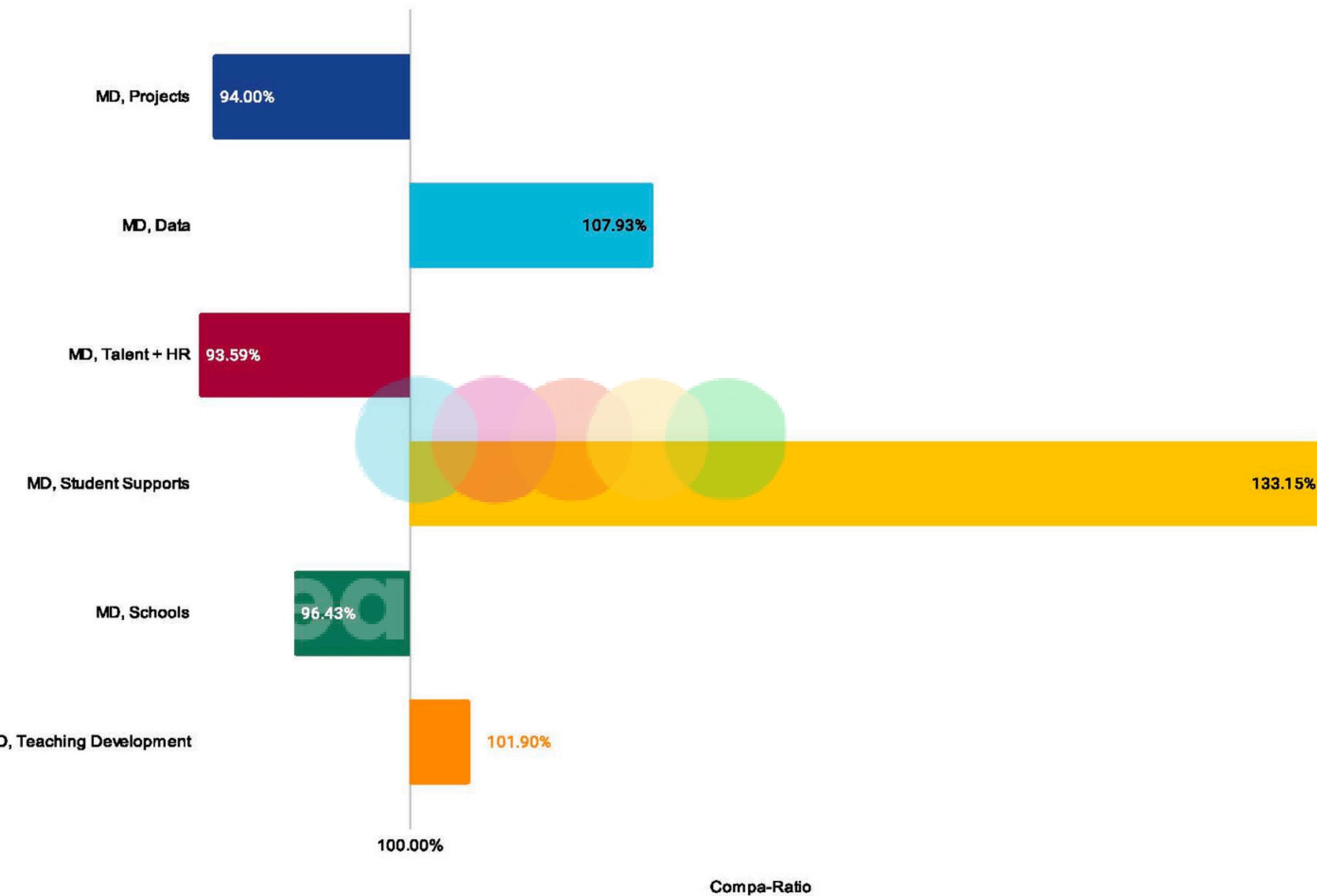
Among school staff, \_\_\_\_'s salary for school-based administration is aligned to other locations with high COLA rates for charter school organizations nationally. APIs and Principals at \_\_\_\_\_ are paid slightly better than the average, while APs / Directors of Operations are paid slightly below the benchmarked average.

## CENTRAL

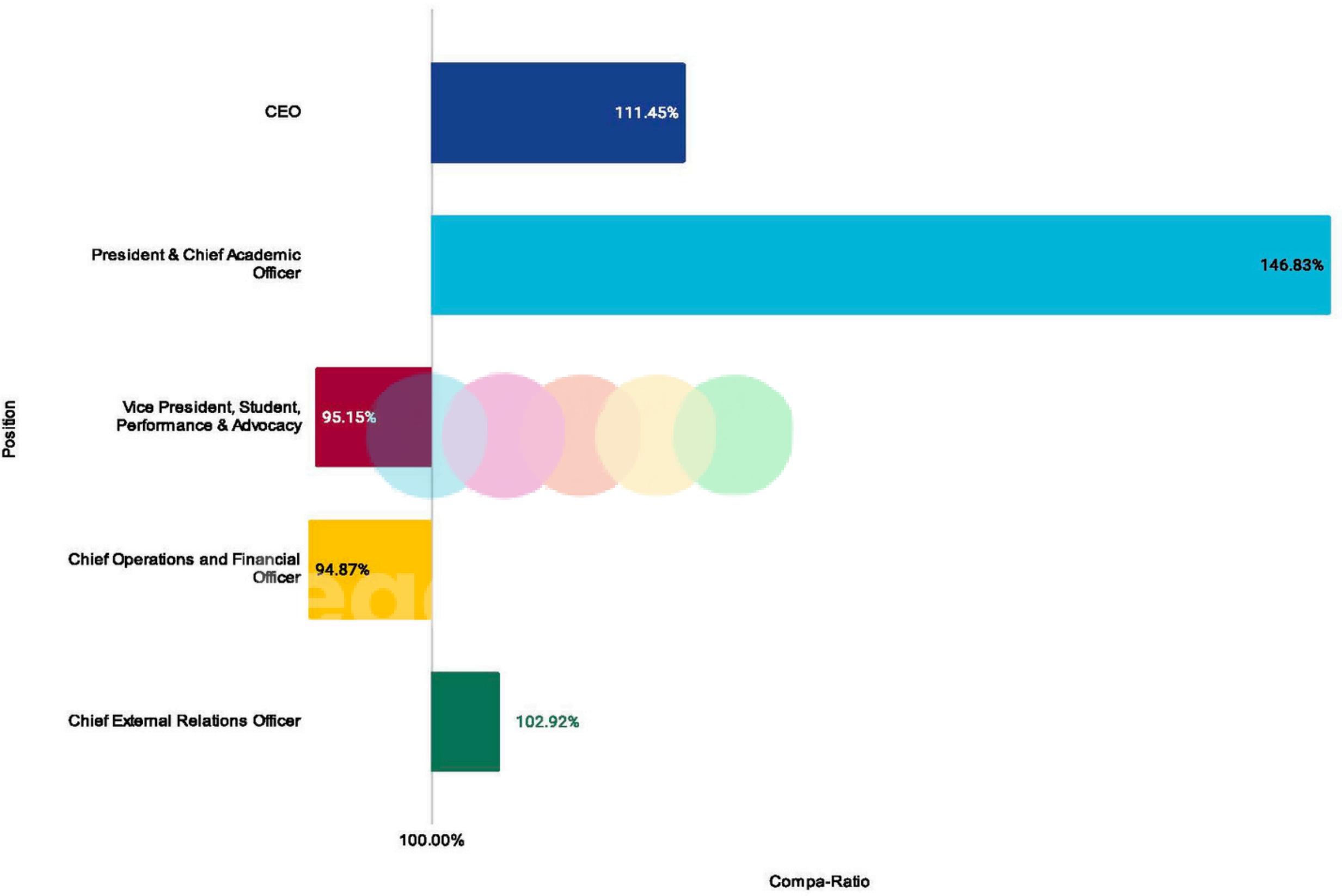
When comparing Central staff salaries to national averages, there are more significant variances. Specifically, the MD, MTSS and Special Education (called Student Services nationally), the President / CAO are paid significantly more than other organizations within high COLA locations.



## SCHOOL ADMIN COMPA-RATIO FOR HIGH COLA LOCATION



# MANAGING DIRECTOR COMPA-RATIO FOR HIGH COLA LOCATION



# VICE PRESIDENT AND CHIEF COMPA-RATIO FOR HIGH COLA LOCATION

# COMPA-RATIO FOR NATIONAL AVERAGE

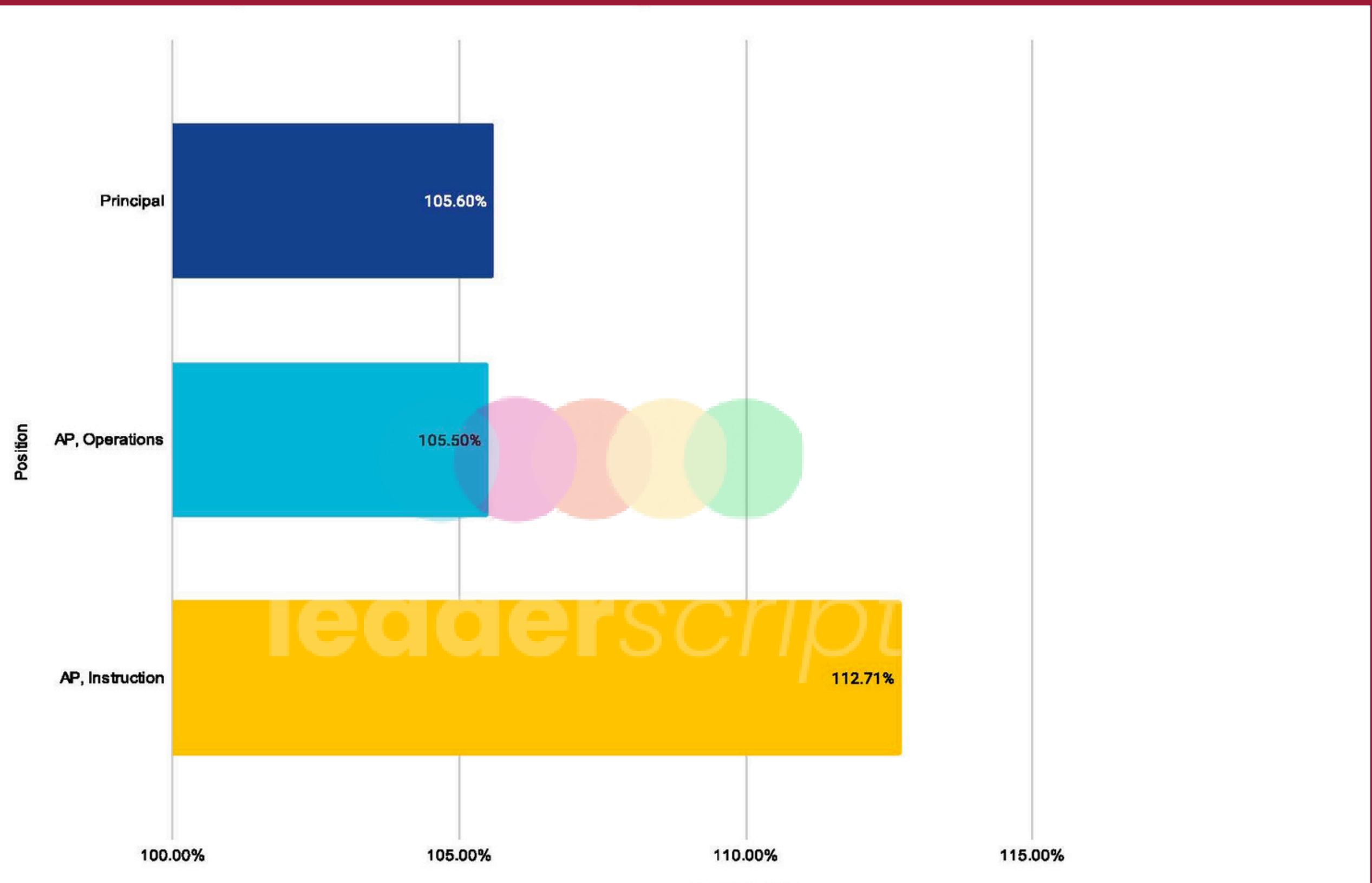
SCHOOL

\_\_\_\_\_'s School Administrators are paid above the national average with APIs benefitting most from the higher than average pay.

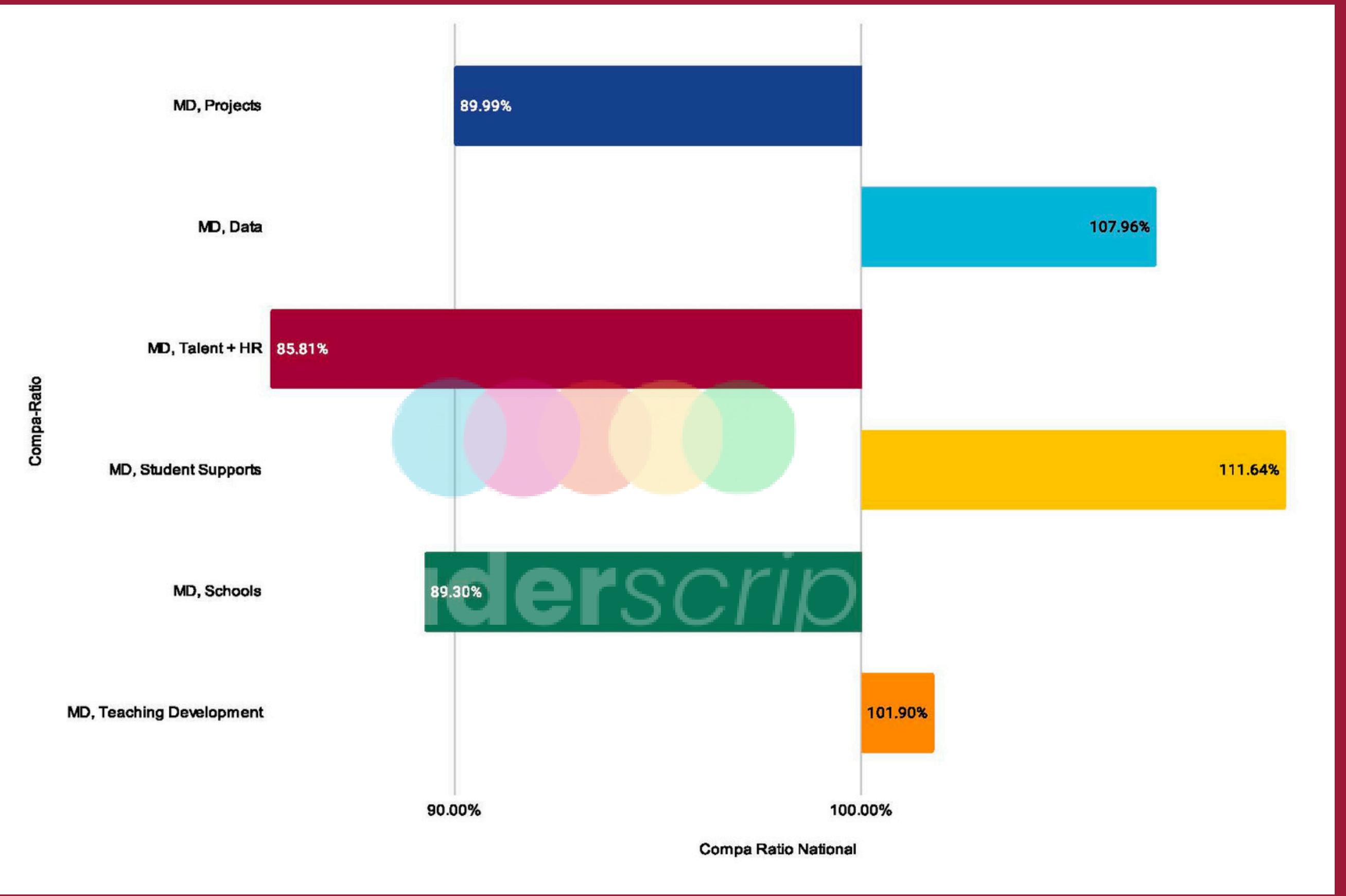
CENTRAL

The data for central staff mimics that of the high COLA location data but shows more extreme lags and accelerations in salary. Leadership may want to look at increasing the pay for Talent / HR and leveling pay for the President / CAO based on these national averages.

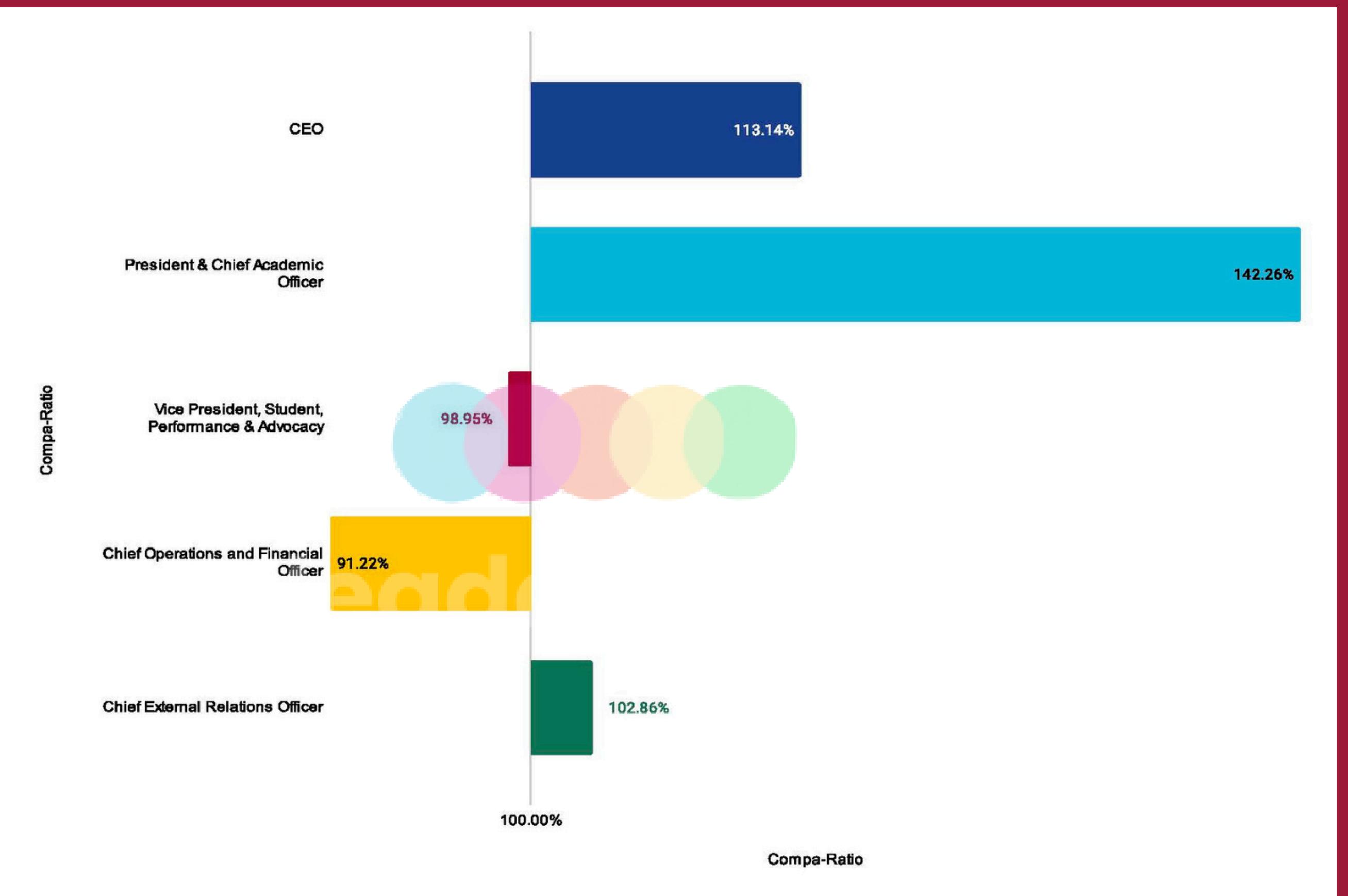




# SCHOOL ADMINISTRATION COMPA-RATIO FOR NATIONAL AVERAGE



# MANAGING DIRECTOR COMPA-RATIO FOR NATIONAL AVERAGE



# VICE PRESIDENT AND CHIEF COMPA-RATIO FOR NATIONAL AVERAGE

# RECOMMENDATIONS AND NEXT STEPS

## Questions for the Leadership Team

- Where are there strengths within our compensation philosophy?
- When looking at outliers, do we have clear rationale for why these specific positions / folk are outside the 80 - 120% range?
- Where are our biggest pain points when setting salary? How can we use this data to combat those pain points?
- What are the additional benefits that \_\_\_\_\_ offers that should be considered as components of total compensation (i.e. STD, benefits, bonuses, etc.)?
- In addition to higher than average pay, what is the value add proposition for working at \_\_\_\_\_ versus Denver Language, DPS, DSST, etc.?

## Recommendations Based on Findings

- Ensure naming conventions for all positions (i.e Change Project Manager to Managing Director of Projects based on Salary Bands).
- Build out clarity on pathways to salary band increases to ensure justification of salaries across lines of difference.
- Utilize comparison to national averages to market central office and school admin positions.
- Determine financial viability of current pay rates long-term based on strategic planning (in alignment with national average, COLA, etc.). If \_\_\_\_\_ / \_\_\_\_\_ plan to move to operating solely off public funds, determine long-term salary strategy to move towards bringing outliers closer to averages.

## Additional Leaderscript Services Available

- Design of compensation philosophy to include competency alignment (for use in JDs, evaluations, and compensation), salary band development, and title norming to simplify and create equity and transparency in pay.
- Development of long-term pathway programs to increase diversity in upper bands.
- Values - Add Proposition design for use in recruitment, selection, and other marketing.



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