

— A GUIDE TO —

PAY EQUITY AUDITS



edfuel

ABOUT EDFUEL

EdFuel is a **mission-driven, national non-profit** that helps education organizations recruit and retain top talent at all levels and of all backgrounds. We support ***single site schools, charter networks, traditional districts, and education nonprofits*** with talent management needs of all types.

- **We help design inclusive and equitable talent systems** that education organizations need to recruit and retain the best people, including systems in the areas of recruitment, hiring, onboarding, performance management, compensation and succession-planning.
- **Our approach is focused on capacity-building**, which we believe lives somewhere between coaching and consulting. We tackle the work this way because we know much of the challenge is adaptive: the ability of leaders to effectively implement talent systems with consistency and fidelity. Standing shoulder-to-shoulder with leaders throughout the work ensures the organization can sustain robust talent practices long after we're gone.

EDFUEL'S APPROACH: THE TALENT MANAGEMENT LIFECYCLE

We believe an equitable and inclusive environment, with consistent talent processes, systems of accountability and support, fosters high levels of satisfaction and retention.



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HOW TO USE THIS GUIDE:

This guide will walk you through the high-level process, practical considerations, and key concepts related to conducting a pay audit at your organization.

WHO IS THIS GUIDE FOR?

This guide is intended for school leaders, talent & HR leaders, and other leaders of school systems and education non-profits. However, the concepts are broadly applicable across a variety of industries and organization types.

WHY SHOULD I CONDUCT A PAY AUDIT?

Pay audits are an important tool for operationalizing Diversity, Equity, and Inclusion (DEI) goals within organizations of all sizes and industries.

- They are **especially important for younger or smaller organizations** who may have as-yet undetected compensation disparities caused by under-developed or ad hoc compensation practices and policies.

- While compensation gaps by gender and race have generally narrowed in the last few decades, **measurable national compensation gaps are persistent**, with females making 15% less than their male counterparts¹ and the black-white wage gap widening over the last two decades². Other important identity factors (sexual orientation, gender identity, disability status, first-gen college status, etc.) are worthy of consideration as well.
- A pay audit is an important first step in **understanding what disparities may exist within your own organization** and taking steps to address them.

HOW LONG WILL IT TAKE?

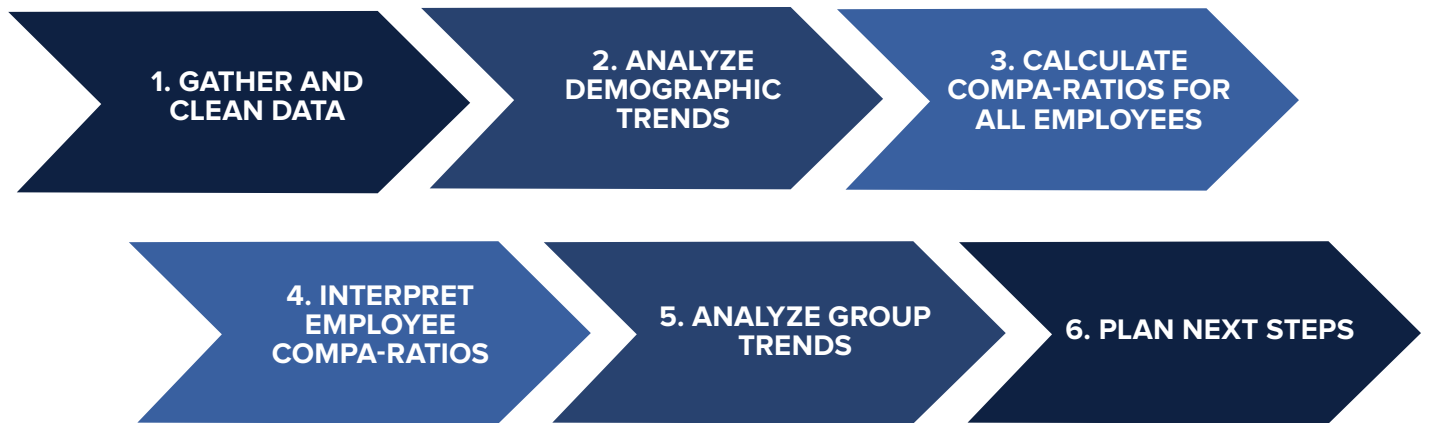
The entire process can generally be accomplished in 2-6 weeks, depending on the size of your team, organization size & structure, data quality, and other resources dedicated to this work. At the end of this guide you will find a list of key considerations and strategies to manage potential risks as you engage in this process.

WHAT ARE THE KEY STEPS IN THE PROCESS?

The graphic below outlines the key steps in the pay equity process, along with the relevant page number and links to each section. If this is your first time conducting a pay audit, you should read through the whole guide first to get a sense for the process. If you have experience working with data or have done work like this before, feel free to skip to the relevant section below.

1: Pew Research, 2018. [Link](#). 2. Economic Policy Institute, 2019. [Link](#).

PAY EQUITY PROCESS: KEY STEPS



STEP 1: GATHER AND CLEAN YOUR DATA

Start by gathering the data you will use in your analysis. Organize your data such that there is a single “row” per employee in a structure similar to the example below. Common data fields include employee ID, base salary, bonuses/stipends, last raise amount or percentage, department and/or site, gender, race/ethnicity, org level (if applicable), salary band level (if applicable), date of original hire, manager name, and years in current role. Most people use Excel for this kind of analysis, but you may also use Google docs so long as you are careful about document security.

STEP 1 EXAMPLE: DATA STRUCTURE

EMPLOYEE #	NAME	JOB TITLE	GENDER	RACE/ ETHNICITY	BASE SALARY	SALARY BAND	LOCATION
123456	Angelica Jones	Operations Manager	Female	Hispanic/ Latino	\$58,000	4	Central Office

TIPS FOR NAVIGATING INCOMPLETE DATA AT THIS STEP

If you do not have access to all of these fields or if your data is incomplete, consider which fields are most important to your analysis and work with your data group or other internal teams to build a complete data set. While this may be time consuming, it is worth the up-front investment of time and energy; starting with a complete and accurate data set is critical to your ability to produce analysis later on that you can trust and act on with confidence.

KEY TAKEAWAYS FROM STEP 1

- Organize your data into a single Excel file or Google sheet with one “row” per employee
- Include key demographics fields that you will want to analyze later (eg. race, gender, etc).
- Invest time and energy to ensure you have a clean and complete data set

STEP 2: ANALYZE YOUR DATA BY MAJOR DEMOGRAPHIC GROUPS

Before getting into salary analysis, we suggest examining your data to gain a better understanding of the demographics of your current employee population. To do this, you should:

1. Calculate the number of employees (referred to hereafter as “N-size”) in the various subgroups you will be analyzing, starting with gender and race/ethnicity.
2. Assess the number of individuals in each subgroup; any subgroup with fewer than 5 individuals should be interpreted with caution.
 - a. *Tip: If you have many subgroups with 5 or fewer employees, consider creating bigger “buckets” of employees to increase the size of each subgroup.*
3. You may also want to calculate the number of individuals in each subgroup cut by salary band, site or department, or other variables included in your analysis.

The table below provides an example of what your output might look like at this stage.

STEP 2 EXAMPLE: DEMOGRAPHIC ANALYSIS

VARIABLE	SUBGROUP	SALARY BANDS					
		OVERALL		BAND 1: ASSOCIATES		BAND 2: MANAGERS	
		#	%*	#	%*	#	%*
Gender	Female	145	56%	56	51%	9	56%
Gender	Male	108	42%	50	46%	6	38%
Gender	Non-binary	7	3%	3	3%	1	6%
Race/Ethnicity	White	98	45%	28	31%	9	56%
Race/Ethnicity	Black/African American	40	18%	24	27%	3	19%
Race/Ethnicity	Hispanic/Latino	56	26%	31	35%	3	19%
Race/Ethnicity	Asian	25	11%	6	7%	1	6%

*Percentage values are rounded

QUESTIONS TO DRIVE ANALYSIS AT THIS STAGE INCLUDE:

- **Are certain subgroups disproportionately represented in the organization overall?**
In the example, we notice that Females represent 56% of the organization overall, compared to Males (42%).
- **Are there any notable differences in the distribution of subgroups across salary bands?**
In the example, we notice that White employees are over-represented in Band 2 (56%) compared to their representation in the organization overall (45%).
- **Are there any groups with relatively small N-size, either overall (fewer than 5 individuals) or compared to other subgroups in your analysis?**
In the example, Asian employees make up only 6% (N=1) of Band 2. As such, any findings related to this subgroup (Asian staff in Band 2) should be interpreted with caution. Non-binary identified employees also make up a much smaller group than other gender identities; as such, analysis for this group should likely be limited to the group “overall” and not cut by department or salary band.

You may decide to add in additional variables or make additional demographic cuts as you work through this stage of your analysis. For example, if you have access to year-over-year data, you may assess any trends over time and try to compare these trends with events in your organization history (eg. changes in leadership, new hiring or HR policies, etc). As you work, take note of any key takeaways to keep in mind as you continue your analysis in the next step.

TIPS FOR NAVIGATING INCOMPLETE DATA AT THIS STEP

At this stage, you may realize that you are still missing data for a certain subgroup of employees (eg. people hired within the last six months), or for certain departments or salary bands. Depending on how important this subgroup is to your analysis, you may want to go back to Step 1 and take more time building your data set. If you aren't sure whether or not you should spend more time cleaning your data at this point, ask yourself, "Will I be able to trust the eventual results of this analysis without complete data for this subgroup?" If the answer is no, then it is probably worth continuing to build your data set before moving on to Step 3.

KEY TAKEAWAYS FROM STEP 2

- Analyze the demographics of your employee population before getting into salary analysis
- Check for over or under-representation of certain subgroups
- If you uncover any missing data, return to Step 1 until you are confident in your data set



STEP 3: CALCULATE THE COMPA-RATIO FOR EACH EMPLOYEE

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.

STEPS TO CALCULATE A COMPA-RATIO:

1. Identify an individual employee's current base salary
2. Divide their current salary by the midpoint of the salary band for all employees with the same job title or function, then multiple by 100 to create a percentage.
 - a. *Note: see section below for more guidance on identifying the appropriate midpoint*
3. This percentage value is the employee's compa-ratio (most often ranging between 80-120%)

COMPA-RATIO FORMULA:

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

HOW TO IDENTIFY THE MOST APPROPRIATE SALARY RANGE MIDPOINT FOR YOUR CALCULATIONS:

- If your organization has established salary bands, the midpoint is the value halfway between the top and bottom of each band.
- If your organization does not have established salary bands, the midpoint is the median value between the highest and lowest paid employees with the same job title or function.
- For "one off" employees who do not have role or function-alike peers (eg. a Chief Academic Officer) OR employee groups with fewer than five (5) individuals, you may need to find an externally-researched "market benchmark" salary to use as the midpoint.

STEP 3 EXAMPLE: CALCULATING AN INDIVIDUAL EMPLOYEE'S COMPA-RATIO

EMPLOYEE #	NAME	DEPT	GENDER	RACE/ ETHNICITY	BASE SALARY	SALARY BAND	SALARY BAND MIDPOINT	COMPA-RATIO
123456	Angelica Jones	Operations	Female	Hispanic/ Latino	\$58,000	4	\$60,000	96.67%

Once you have gathered all necessary data, calculate the compa-ratio for all employees in your analysis. Remember that you may need to research an external “market benchmark” salary to use as the midpoint for one-off employees or employee groups with fewer than 5 individuals.

TIPS FOR NAVIGATING INCOMPLETE DATA AT THIS STEP

At this stage, the data that you are most likely to be missing is an appropriate salary band midpoint to use in calculating each employee's compa-ratio. This is most often the case for “one off” roles like a Director of Finance, or for employees without at least 5 role-alike peers. For these employees, you will need to research an external “market benchmark” salary. The most reliable market benchmarks usually come from rigorous, anonymous compensation studies conducted by an external third party. Salary benchmarking websites like Glassdoor and LinkedIn may also give a general range of potential salaries, though these data should be treated with caution since they rely on self-reporting from employees. For more support or to learn more about EdFuel's compensation benchmarking services, feel free to reach out directly to the EdFuel team.

KEY TAKEAWAYS FROM STEP 3

- A compa-ratio describes each employee's salary relative to the “typical” compensation for that role. Comparing employee compa-ratios ensures you are comparing “apples to apples”.
- It is important to find the appropriate “midpoint” to calculate a compa-ratio for each employee.
- You may need to research an external “market midpoint” for some employees.



STEP 4: INTERPRET YOUR EMPLOYEES' COMPA-RATIOS

Now that you have calculated each employee's compa-ratio (eg. the percentage value that describes each employee's current salary compared to the "typical" salary for that role), you are ready to start interpreting compensation trends across your organization. First, it is important to keep in mind that most employee salary bands are created such that they do not range more than 20% above or below the midpoint for that particular band. For example, a salary band with a midpoint of \$100,000 would typically range from \$80,000 (20% below the midpoint) to \$120,000 (20% above the midpoint).

With this in mind, **compa-ratios anywhere from 80%-120% are normally considered to be within the range of expected values.** Employees who are new to their role or who are more "junior" in their role typically have a compa-ratio of 80%-100%. Employees who have been in their role for a longer period of time or who are more "senior" generally have a compa-ratio of 100%-120%. Note that your organization's particular salary band structure may affect the range of expected values, especially if you have very narrow or very wide salary bands.

Using these ranges as a guide, assess the placement of your current employees and check for outliers.

- For employees with low compa-ratios (especially those under 80%), consider if any of the following factors may be impacting their current compa-ratio:
 - History of poor performance (potentially leading to smaller annual raises)
 - Extended leaves from work or a part-time schedule that may have impacted their opportunity to earn equivalent raises to their peers
 - Frequent manager changes or departmental restructuring
 - Hired at a specific time in the organization's history (eg. during a salary freeze year or during an economic recession)
- For employees with high compa-ratios (especially those over 120%), consider if the following factors may be at play:
 - History of strong performance (potentially leading to higher annual raises)
 - Infrequent manager changes or departmental stability
 - Extended time in current role or current band
 - Hired at a specific time in the organization's history (eg. subject to raises during a surplus year)
 - Hired under unique circumstances (eg. offered a higher salary at time-of-hire in order to secure their employment)

STEP 4 EXAMPLE: CALCULATING COMPA-RATIOS FOR A GROUP OF EMPLOYEES IN THE SAME SALARY BAND

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%

The example above includes sample data for a group of Central Office employees in the same salary band.

- Tyler Kunkel has the lowest compa-ratio at 82.5%; however, we might expect this given that he has only been in his role for one year.
- Taylor Andrews has a compa-ratio of 122.5% but has only been in their role for 3 years; it is likely worth investigating why their current compa-ratio is so much higher than their peers despite not being in their role for as long.
- Dominic Green's compa-ratio of 91.67% is within the range of 80-120%. However, it might be seen as abnormal given that he has been in his role for 5 years, longer than some of his peers who have higher compa-ratios. It is likely worth investigating his salary as well.

TIPS FOR NAVIGATING INCOMPLETE DATA AT THIS STEP

At this stage, you are probably more likely to be missing the context for a given employee's current salary placement than specific data points. For example, perhaps there is one employee who has an exceptionally high compa-ratio, but the manager who hired them has since transitioned from the organization. The same may be true for employees with very low compa-ratios, or for certain departments who are similarly high or low. If this is the case, consider connecting with members of your Human Resources team or other appropriate departmental leaders to gather more background information as appropriate.

KEY TAKEAWAYS FROM STEP 4

- Compa-ratios typically range from 80%-120%, though this range may vary based on your organization's specific compensation policies or history
- For "outlier employees", consider what factors may be contributing to their low or high compa-ratio
- Further investigation or conversations with your HR team may be needed to gather additional context and information

STEP 5: ANALYZE COMPA-RATIOS BY SUBGROUP

Once you have calculated the compa-ratio for each employee, you now have a common metric to compare salary placements across your organization by subgroup. To assess the compa-ratio for subgroups, calculate the median compa-ratio for all identified employees within that subgroup (eg. the median compa-ratio for all Black/African American employees). It is generally better to use the median value (instead of the average value) since it does a better job of controlling for outliers in your data.

STEP 5 EXAMPLE: ANALYZING COMPA-RATIO MEDIANS BY SUBGROUP

VARIABLE	SUBGROUP	MEDIAN COMPA-RATIO	N-SIZE
Gender	Female	97.4%	145
Gender	Male	101.3%	108
Gender	Non-binary	95.1%	7
Race/Ethnicity	White	102.0%	98
Race/Ethnicity	Black/ African American	99.2%	40
Race/Ethnicity	Hispanic/Latino	97%	56
Race/Ethnicity	Asian	100.3%	25

Examine your subgroup median compa-ratios for relative differences, and check for outliers. The median compa-ratio for each subgroup of employees should ideally be at or very close to 100%. Subgroups of employees with a median compa-ratio more than 3%-5% above or below 100% may be indicative of a pay inequity at your organization.

FOR EXAMPLE, IN THE TABLE ABOVE:

- Females have a median compa-ratio of 97.4%, compared to Males at 101.3%. Given the large N-size, we can assume that the data is reliable. It is thus likely worth investigating the cause of this disproportionality. Some causes might include:
 - Males may be more likely to negotiate as part of the hiring process, leading to higher starting salaries (and higher compa-ratios overall).
 - Females may be disproportionately impacted by family/maternity leave policies.
- Similarly, Hispanic/Latino employees have a compa-ratio of 97%, compared to African-Americans (99.2%) and Whites (102%). Further investigation is required. Some causes might include:
 - Perhaps White and Black/African American employees have higher retention than Hispanic/Latino employees, making them more likely to have benefited from annual raise policies.
 - Perhaps White and Black/African American teammates are more likely to ask for annual raises than their Hispanic/Latino peers.
- Non-binary identified teammates have the lowest median compa-ratio (95.1%) of any subgroup, though the N-size for this group is also much smaller than other groups. It is likely worth investigating this trend as well, though these findings should be interpreted with caution until more research has been conducted.

You will likely begin to form some preliminary theories as you enter this phase of subgroup analysis. Make note of any theories as they develop, and don't forget to revisit any of the demographic trends you identified previously in Step 2.

EXAMPLE: GUIDING QUESTIONS FOR SUBGROUP ANALYSIS

Questions that you may explore during your subgroup analysis include:

- Are certain subgroups more or less likely to be paid under, at, or above the midpoint of their salary band?
- Are there meaningful compensation differences within and across salary bands that are attributable to race? To gender?
- Are the compa-ratios for employees with different years of experience what we would expect?
- What is the relationship between compensation and the evaluation or promotion process?
Do we see any evidence of bias in our manager evaluation trends?
- Which individuals are the biggest outliers (either high or low) in terms of their compa-ratio?
Are there factors that explain their outlier status?

TIPS FOR NAVIGATING INCOMPLETE DATA AT THIS STEP

At this stage, small N-sizes for certain subgroups is likely to be the limiting factor in your analysis. If you have subgroups with much smaller N-sizes than others (for example, Non-binary teammates), interpret your data with caution. If possible and appropriate, you may also try combining certain subgroups to create larger analysis groups. For example, if you have very few employees in non-White racial categories, you might consider combining all non-White racial categories together to perform a “White vs. non-White” comparison. Above all else, it is best to avoid making any interpretations for subgroups with fewer than five (5) employees.

KEY TAKEAWAYS FROM STEP 5

- You can analyze compensation trends for subgroups of employees by calculating the median compa-ratio for each subgroup
- Ideally, the median compa-ratio for each subgroup will be close to “100%”
- Big differences (eg. differences greater than 3%-5%) between subgroups may indicate a compensation inequity in your organization and will require further investigation



STEP 6: REVIEW SEVERAL CONSIDERATIONS AS YOU BEGIN PLANNING YOUR NEXT STEPS

If your analysis has highlighted a pay inequity for a set of individuals or a subgroup of employees, consider how you will approach the problem and what action you will take next.

EXAMPLE: POTENTIAL ACTIONS TO RESPOND TO YOUR PAY AUDIT FINDINGS

Potential actions at this point include:

- Further analysis of historical data or additional variables
- Analysis of other forms of employee feedback (eg. annual satisfaction surveys or exit interviews) to identify potential links between compensation and other forms of employee feedback
- Planning for salary adjustments/freezes/slow downs for either individuals or subgroups during your next raise cycle to address any inequities (see note below)
- Analysis of your salary ranges to ensure they are still reflective of current market benchmarks
- Conversations with your Human Resources team or legal counsel to discuss your findings, any of the potential actions listed above, or to seek additional background, advice, or guidance

Depending on what you find at this point in your analysis, you may consider one-time increases for employees with low compa-ratios to “right size” their compensation, or annual raise freezes or “slow downs” for employees with high compa-ratios. Further conversation with a particular employee’s manager, the head of their department, or your Human Resources team may also be worthwhile.

MANAGING RISK

Pay equity audits inherently deal with sensitive information, both in terms of employees’ current compensation levels and any potential findings related to pay inequities. As such, undertaking this process creates a certain amount of inherent risk for your organization. Carefully consider the following actions before you take any action based on your findings:

IF IN DOUBT, SEEK LEGAL COUNSEL:

It is a good idea to engage with legal counsel if you uncover any findings that are particularly disconcerting or if you are unsure how to proceed at any point in the process. Your counsel will have a more robust understanding of pay-equity laws and will be able to offer guidance on appropriate next steps. Depending on the situation, your conversations may also be protected by attorney-client privilege.

KEEP YOUR FINDINGS CONFIDENTIAL UNTIL YOU ARE CLEAR ON A COURSE OF ACTION:

Keep your findings on a “need to know” basis until you are clear on both the findings of your analysis and your intended course of action. Engaging large groups of stakeholders for discussion of the results (ie. holding focus groups or department meetings to “brainstorm solutions” to a particular pay inequity) can spread misinformation or discontent among your employees. This approach is generally unlikely to yield actionable results and has the potential to cause lasting damage to organizational culture or staff morale. It is better to obtain a clear understanding of the underlying issue and then work with your Human Resources team and other appropriate teams to first develop a clear action plan and careful communications strategy.

KEY TAKEAWAYS FROM STEP 6

- If you think you have discovered a pay inequity (either for individual employees or a subgroup), discuss your findings with your Human Resources team
- Analysis of other forms of employee feedback or retention data may help you develop a more robust understanding of organizational trends related to compensation
- If in doubt, seek the advice of legal counsel in planning next steps and managing risk for your organization

WHERE TO GO NEXT?

Your compensation equity audit will likely end up surfacing as many questions as you answer. You should plan on engaging in an iterative process that considers a variety of talent or HR policies, including compensation, hiring and promotion, professional development, and evaluation & performance management. Regularly conducting pay audits will allow you to effectively assess any gaps in “policy vs practice” within your talent management system and assess whether compensation is functioning equitably for your employees.

If you need additional thought partnership or support in this work, feel free to reach out to the EdFuel team at any time at info@edfuel.org.

HELPFUL RESOURCES & FURTHER READING

- [Compensation 101: What is a Compa Ratio and How Do I Use it? \(Astron Solutions\)](#)
- [How To Establish Salary Ranges \(Paycor\)](#)
- [Gender Pay Gap Requires Career Parity. \(SHRM\)](#)
- [Managing Pay Equity \(SHRM\)](#)
- [Pay Equity Gets More Complicated \(SHRM\)](#)

ADDITIONAL SUPPORT

- Compensation equity audits
- Compensation benchmarking
- Compensation & benefits system design

ABOUT THE AUTHORS



Ben Crosby

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Ben joined EdFuel in April 2019 because he believes that great teachers and leaders are central to our shared work of closing the educational opportunity gap.

Prior to EdFuel, Ben spent more than a decade at Aspire Public Schools, first as a 4th grade teacher and later as Director of Teammate Effectiveness and Engagement. As part of this work, Ben led the implementation of Aspire's professional learning, evaluation, career pathways, and performance pay program for 800+ educators across 40 schools in California and Tennessee. He also led the development of a new compensation philosophy and teacher salary structure, new performance frameworks for non-teachers and central office staff, and Aspire's annual employee engagement & survey strategy. He is passionate about building sustainable, values-based talent systems that enable educators to show up as their best selves for students and each other.

Ben holds a BA in English Literature and MA in Education Policy (POLS) from Stanford University. He currently lives in Bozeman, Montana with his wife, two cats, and an ample collection of ceramic pie dishes.



Mary Mason Boaz

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Mary-Mason joined EdFuel in June 2015 because she believes that students deserve the most talented, focused leaders working with them toward their educational outcomes.

During her tenure at EdFuel Mary-Mason has led key programs including the Executive Coaching cadre and Peer Learning Communities, developed a number of open-source tools, and launched EdFuel's work in Detroit. As a Partner she oversees our internal talent systems and works deeply with our partners to solve their most pressing talent needs.

Prior to her work at EdFuel, Mary-Mason co-led the Teacher Leadership Development team at Teach For America – D.C. Region, leading the training and development of 6 instructional coaches and approximately 250 teachers. Before taking on that role, she served as an instructional coach, managing over 100 teachers and working with school leaders across D.C., Prince George's County, and Charlotte Mecklenburg Schools. Mary-Mason has also served as a School Director for Teach For America's Tulsa Institute, leading a summer school program for over 500 students and managing the development of 100 first year teachers and 10 teacher coaches. Mary-Mason began her career as a 7th and 8th grade Social Studies teacher at McClintock Middle School in Charlotte, North Carolina.

Mary-Mason graduated from James Madison University with a Bachelor of Arts in French and International Affairs. She currently lives in Lexington, Virginia with her husband, Matt, and their daughter, Nan. She is passionate about racial justice advocacy, watching Bravo TV shows, and spending time with her family.

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