Update on the Market Compensation Study

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Wake County Board of Education - Finance Committee
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Desired outcomes

Compensation Study

- Background and goals for conducting a compensation study
- Survey methodology, including comparable wage and salary data collection
- Initial study findings with areas of strengths and concerns

Project Teams

MGT, LLC Project Team Members

- Rick Labib-Wood, Director, Team Leader
- Joey Palladini, Consultant
- Bill Meni, Independent Contractor

Goals of the Compensation Study

Partnering with an external research organization (MGT, LLC) to:

Market Review

Analyze wage and salary data across key benchmarks to evaluate competitive positioning against:

- Comparable school districts
- Wake County government
- The private sector

Strategic Recommendations

Develop a comprehensive compensation framework designed to achieve critical structural standards:

- Ensure internal equity across roles
- Maintain external market competitiveness
- Establish data-driven modern plans

Certified Benchmark Positions

Teacher (General Education w/BA)
Social Worker
Guidance Counselor (w/BA)
Special Education Teacher (w/BA)

Teacher (General Education w/MA)
Guidance Counselor (w/MA)
Special Education Teacher (w/MA)

Elementary School Principal (step 5-25)

Middle School Principal (step 5-25)

High School Principal (step 5-25)

Audiologist
Speech Language Pathologist

Psychologist

Occupational Therapist
Physical Therapist

All listed positions were selected for the custom market survey

Classified Benchmark Positions

Grade 17
Bus Safety Assistant
CNS Cashier/Assistant

Grade 18
Clerical Assistant
CNS Assistant Manager
Custodian

Grade 19
CNS Manager (0-400 Participation)
Driver I
Receptionist (Elementary)

Grade 20
Custodian – Head
Instructional Assistant (10 mo) - Reg Ed (12 mo salary)
Registrar
Technician - Resource Center & Graphics

Grade 21
Craftsman – Environmental and Grounds
Instructional Assistant – Special Education
Mechanic I

Grade 22
Bookkeeper – Elem & Mid
Data Manager
Facilities Maintenance Technician

Grade 23
Bookkeeper – High School
Braillist
Craftsman – Plumber
Lead Secretary
Processing Technician (Maint & Ops)
Secretary (Sr. Director)

Grade 24
Craftsman – Electrical
Custodial Field Supervisor

Grade 25
Bus Operations Team Leader
Compliance Reporting Specialist
Craftsman – HVAC
Departmental Budget Analyst
Secretary (Area Superintendent)
Secretary (Assistant Superintendent)

Grade 26
Data Analyst
Master Craftsman – Electrical
Master Craftsman – Plumbing
Payroll Team Leader
Secretary (Chief Officer)

Grade 27
Master Craftsman – HVAC
Mechanic IV

Grade 28
Accountant
Area Facilities Manager

Grade 29
Mechanic

Grade 30
Senior Budget Analyst
Technical Specialist - Boiler
Technical Specialist – Chiller Mechanic
Technical Specialist – Elevator Mechanic
Technical Specialist – Energy Management

Bolded positions were selected for custom market survey.

Wage and Salary Data Collection

1st Set of Data: Comparable agencies for *Custom Market Survey*:

- Chapel Hill-Carrboro City Schools
- Charlotte-Mecklenburg Schools
- Durham Public Schools
- Fairfax County Public Schools
- Guilford County Schools
- Gwinnett County Public Schools
- Johnston County Public Schools
- Wake County Government

(Certified Staff: Slides 10-12, Classified Staff: Slides 16-19

Wage and Salary Data Collection

2nd Set of Data -Geographic region salary data:

- From CompAnalyst database on Salary.com with specific market parameters
  - Positions in Raleigh-Durham region
  - Education industry
  - 7,500 to 15K employees
  - Data from Nov. 2025

Certified Staff: Slides 13-14, Classified Staff: Slides: 20-23

Certified Benchmark Data - Custom Market

Certificated Job Title	Current Grade	50th Percentile Market Min	50th Percentile Market Max	Current Salary Range Min	Current Salary Range Max
Teacher (General Education) w/BA	Teach w/ BA Sched	48,815	68,729	48,340	67,777
Social Worker	Counselor/SW w/BA	n/a	n/a	48,443	67,629
Guidance Counselors w/BA	Counselor/SW w/BA	n/a	n/a	48,443	67,629
Special Education Teacher w/BA	Teacher w/ BA Sched	48,943	68,729	48,650	68,220
Teacher (General Education) w/MA	Teach w/ MA Sched	53,387	75,607	53,402	74,884
Guidance Counselors w/MA	Counselor w/SW w/MA	54,450	75,696	53,743	75,372
Special Education Teacher w/MA	Teacher w/ MA Sched	54,083	75,607	53,743	75,372

Certified Benchmark Data - Custom Market

Certificated Job Title	Current Grade	50th Percentile Market Min	50th Percentile Market Max	Current Salary Range Min	Current Salary Range Max
Audiologist	Cert Teacher Support	n/a	n/a	58,200	79,701
Speech Language Pathologist	Cert Teacher Support	60,780	82,470	58,201	79,701
Psychologists	Psychologist Sched	70,916	101,657	71,633	98,041
Occupational Therapist	OT & PT Sched	72,227	98,414	74,041	95,840
Physical Therapist	OT & PT Sched	n/a	n/a	74,041	95,840

Certified Benchmark Data - Custom Market

Certificated Job Title	Current Grade	50th Percentile Market Min	50th Percentile Market Max	Current Salary Range Min	Current Salary Range Max
Elementary School Principal	Prin/VP Salary	106,366	126,324	87,233	112,654
Middle School Principal	Prin/VP Salary	109,140	145,752	93,510	120,756
High School Principal	Prin/VP Salary	123,696	165,192	107,767	139,172

Certified Benchmark Data - CompAnalyst Data

Job Class Titles - Classified	Current Grade	CompAnalyst Min	CompAnalyst Max	Current Salary Range Min	Current Salary Range Max
Teacher (General Education) w/BA	Teach w/ BA Sched	49,900	73,900	48,340	67,777
Social Worker	Counselor/SW w/BA	n/a	n/a	48,443	67,629
Guidance Counselors w/BA	Counselor/SW w/BA	n/a	n/a	48,443	67,629
Special Education Teacher w/BA	Teacher w/ BA Sched	55,100	91,000	48,650	68,220
Teacher (General Education) w/MA	Teach w/ MA Sched	50,700	75,100	53,402	74,884
Guidance Counselors w/MA	Counselor/SW w/MA	n/a	n/a	53,743	75,372
Special Education Teacher w/MA	Teacher w/ MA Sched	58,900	73,100	53,743	75,372
Audiologist	Cert Teacher Support	No data returned	No data returned	58,200	79,701
Speech Language Pathologist	Cert Teacher Support	56,000	92,400	58,201	79,701

Certified Benchmark Data - CompAnalyst Data

Job Class Titles - Classified	Current Grade	CompAnalyst Min	CompAnalyst Max	Current Salary Range Min	Current Salary Range Max
Psychologists	Psychologist Sched	85,700	113,800	71,633	98,041
Occupational Therapist	OT & PT Sched	72,600	89,200	74,041	95,840
Physical Therapist	OT & PT Sched	89,400	105,700	74,041	95,840
Elementary School Principal	Prin/VP Salary	83,400	110,800	87,233	112,654
Middle School Principal	Prin/VP Salary	88,600	118,800	93,510	120,756
High School Principal	Prin/VP Salary	109,500	139,500	107,767	139,172

Classified Benchmark Data - Custom Market

Job Class	Current Grade	50th Percentile Market Min	50th Percentile Market Max	Current Salary Range Min	Current Salary Range Max
Bus Safety Assistant	17	n/a	n/a	36,920	44,720
CNS Cashier/Assistant	17	35,267	42,914	36,920	44,720
Clerical Assistant	18	n/a	n/a	37,752	45,552
CNS Assistant Manager	18	n/a	n/a	37,752	45,552
Custodian	18	35,671	39,707	37,752	45,552
CNS Manager (0-400 Participation)	19	39,942	50,458	38,584	46,384
Driver I	19	n/a	n/a	38,584	46,384
Receptionist - Elementary School	19	37,107	45,732	38,584	46,384
Custodian - Head	20	n/a	n/a	39,416	47,216
Instructional Assistant (10 mo) - Reg Ed** (12 mo salary)	20	33,197	36,836	39,416	47,216
Registrar	20	n/a	n/a	39,416	47,216
Technician - Resource Center & Graphics	20	n/a	n/a	39,416	47,216

Classified Benchmark Data - Custom Market

Job Class	Current Grade	50th Percentile Market Min	50th Percentile Market Max	Current Salary Range Min	Current Salary Range Max
Craftsman - Environmental and Grounds	21	n/a	n/a	40,248	48,048
Instructional Assistant - Special Education	21	34,624	37,313	40,248	48,048
Mechanic I	21	n/a	n/a	40,248	48,048
Bookkeeper - Elem & Mid	22	38,779	47,819	41,080	48,880
Data Manager	22	38,779	47,215	41,080	48,880
Facilities Maintenance Technician	22	n/a	n/a	41,080	48,880
Bookkeeper - High School	23	38,779	48,485	41,912	49,712
Braillist	23	n/a	n/a	41,912	49,712
Craftsman - Plumber	23	n/a	n/a	41,912	49,712
Lead Secretary	23	n/a	n/a	41,912	49,712
Processing Technician - Maint & Ops	23	n/a	n/a	41,912	49,712
Secretary (Sr. Director)	23	n/a	n/a	41,912	49,712
Craftsman - Electrical	24	n/a	n/a	42,744	50,544
Custodial Field Supervisor	24	n/a	n/a	42,744	50,544

Classified Benchmark Data - Custom Market

Job Class	Current Grade	50th Percentile Market Min	50th Percentile Market Max	Current Salary Range Min	Current Salary Range Max
Bus Operations Team Leader	25	n/a	n/a	43,576	51,896
Compliance Reporting Specialist	25	n/a	n/a	43,576	51,896
Craftsman - HVAC	25	n/a	n/a	43,576	51,896
Departmental Budget Analyst	25	52,443	61,740	43,576	51,896
Secretary (Area Superintendent)	25	54,419	63,312	43,576	51,896
Secretary (Assistant Superintendent)	25	n/a	n/a	43,576	51,896
Data Analyst	26	n/a	n/a	44,408	54,808
Master Craftsman - Electrical	26	48,738	62,982	44,408	54,808
Master Craftsman - Plumbing	26	51,000	69,084	44,408	54,808
Payroll Team Leader	26	n/a	n/a	44,408	54,808
Secretary (Chief Officer)	26	n/a	n/a	44,408	54,808
Master Craftsman - HVAC	27	51,000	69,084	45,240	57,720
Mechanic IV	27	45,859	60,671	45,240	57,720

Classified Benchmark Data - Custom Market

Job Class	Current Grade	50th Percentile Market Min	50th Percentile Market Max	Current Salary Range Min	Current Salary Range Max
Accountant	28	67,400	82,500	47,112	61,152
Area Facilities Manager	28	n/a	n/a	47,112	61,152
Mechanic V	29	n/a	n/a	50,024	63,544
Senior Budget Analyst	30	n/a	n/a	52,936	66,976
Technical Specialist - Boiler	30	n/a	n/a	52,936	66,976
Technical Specialist - Chiller Mechanic	30	n/a	n/a	52,936	66,976
Technical Specialist - Elevator Mechanic	30	n/a	n/a	52,936	66,976
Technical Specialist - Energy Management	30	61,616	81,253	52,936	66,976

Classified Benchmark Data - CompAnalyst

Job Class Titles - Classified	Current Grade	CompAnalyst Min	CompAnalyst Max	Current Salary Range Min	Current Salary Range Max
Bus Safety Assistant	17	36,000	44,900	36,920	44,720
CNS Cashier/Assistant	17	29,800	36,800	36,920	44,720
Clerical Assistant	18	36,000	43,900	37,752	45,552
CNS Assistant Manager	18	33,100	41,400	37,752	45,552
Custodian	18	34,300	41,700	37,752	45,552
CNS Manager (0-400 Participation)	19	68,900	97,000	38,584	46,384
Driver I	19	37,400	45,900	38,584	46,384
Receptionist - Elementary School	19	35,500	45,600	38,584	46,384
Custodian - Head	20	51,300	74,800	39,416	47,216
Instructional Assistant (10 mo) - Reg Ed** (12 mo salary)	20	50,800	64,700	39,416	47,216
Registrar	20	41,000	51,500	39,416	47,216
Technician - Resource Center & Graphics	20	52,000	67,500	39,416	47,216

Classified Benchmark Data - CompAnalyst

Job Class Titles - Classified	Current Grade	CompAnalyst Min	CompAnalyst Max	Current Salary Range Min	Current Salary Range Max
Craftsman - Environmental and Grounds	21	No data returned	No data returned	40,248	48,048
Instructional Assistant - Special Education	21	42,900	55,400	40,248	48,048
Mechanic I	21	43,500	56,400	40,248	48,048
Bookkeeper - Elem & Mid	22	40,600	50,700	41,080	48,880
Data Manager	22	48,800	61,800	41,080	48,880
Facilities Maintenance Technician	22	39,000	49,200	41,080	48,880
Bookkeeper - High School	23	47,700	60,800	41,912	49,712
Braillist	23	30,500	41,500	41,912	49,712
Craftsman - Plumber	23	41,700	54,500	41,912	49,712
Lead Secretary	23	53,800	66,500	41,912	49,712
Processing Technician - Maint & Ops	23	47,500	64,100	41,912	49,712
Secretary (Sr. Director)	23	57,600	71,300	41,912	49,712
Craftsman - Electrical	24	51,600	67,700	42,744	50,544
Custodial Field Supervisor	24	73,500	105,500	42,744	50,544

Classified Benchmark Data - CompAnalyst

Job Class Titles - Classified	Current Grade	CompAnalyst Min	CompAnalyst Max	Current Salary Range Min	Current Salary Range Max
Bus Operations Team Leader	25	45,000	60,100	43,576	51,896
Compliance Reporting Specialist	25	55,500	68,700	43,576	51,896
Craftsman - HVAC	25	45,600	59,900	43,576	51,896
Departmental Budget Analyst	25	58,100	72,800	43,576	51,896
Secretary (Area Superintendent)	25	0	0	43,576	51,896
Secretary (Assistant Superintendent)	25	50,700	62,800	43,576	51,896
Data Analyst	26	56,300	72,700	44,408	54,808
Master Craftsman - Electrical	26	70,300	90,800	44,408	54,808
Master Craftsman - Plumbing	26	66,600	84,600	44,408	54,808
Payroll Team Leader	26	51,100	64,700	44,408	54,808
Secretary (Chief Officer)	26	58,900	72,500	44,408	54,808
Master Craftsman - HVAC	27	66,900	84,900	45,240	57,720
Mechanic IV	27	62,800	77,300	45,240	57,720

Classified Benchmark Data - CompAnalyst

Job Class Titles - Classified	Current Grade	CompAnalyst Min	CompAnalyst Max	Current Salary Range Min	Current Salary Range Max
Accountant	28	67,400	82,500	47,112	61,152
Area Facilities Manager	28	73,700	105,800	47,112	61,152
Mechanic V	29	71,900	90,400	50,024	63,544
Senior Budget Analyst	30	95,800	119,400	52,936	66,976
Technical Specialist - Boiler	30	63,200	81,500	52,936	66,976
Technical Specialist - Chiller Mechanic	30	56,700	71,500	52,936	66,976
Technical Specialist - Elevator Mechanic	30	62,300	80,900	52,936	66,976
Technical Specialist - Energy Management	30	0	0	52,936	66,976

Key Findings - Executive Summary

- WCPSS is not uniformly behind the market; the issue is concentration of gaps in roles that are hardest to recruit and retain.
- Compression is a recurring pattern. Minimums are often closer to market than maximums, which weakens the retention value for experienced employees.
- Where Wake County government matches exist, county ranges frequently exceed WCPSS for finance, executive leadership at school sites, and skilled technical positions.
- Private-sector pressure is most relevant for IT, trades, and professional roles.
- Benefits may help maintain competitiveness, but salaries alone trail peers for many roles.

Areas of Strength

- Custodians, instructional assistants, data managers, and some Child Nutrition Services roles are closer to market and help WCPSS remain competitive for essential operational staffing.

- Several support roles appear strongest at entry rates, which supports near-term hiring but does less to address long-term service retention.

Areas of Concern

- Skilled trades, mechanics, and technical specialists appear especially vulnerable because the same labor market competes across schools, county government, and private industry.
- Principals and other leadership positions show some of the widest gaps against peer-district medians.
- Budget, finance, and senior administrative support roles within WCPSS do not compare favorably to public-sector matches, including Wake County government.

Closing/ Next Steps

- Continue to use the Finance Committee for further discussion and decision making on any next steps
- Determine if funding is available for increasing compensation

Questions?