

Florida Head Start Wage and Fringe Benefits Comparability Study

January 2014



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Executive Summary

INTRODUCTION

Attracting and retaining a qualified workforce for Head Start and Early Head Start programs in Florida is central to achieving the best outcomes for children and their families. The purpose of this study is to examine the characteristics of the Head Start and Early Head Start workforce in Florida to include the salaries and wages, and benefits provided as well as the education and experience required for key positions within grantee organizations. The study assesses those positions that work directly with children, mid-level management positions, and those responsible for the administration of programs. The results of the study are intended to inform grantee organizations as they consider their own personnel policies in relationship to other grantees in their region and/or statewide.

Report Organization

This report is organized by content area and within each content area findings are presented by key positions for all grantees (Overall) who responded to the survey and for grantees by geographical region (North, South, Central, Mixed/Migrant). Select findings are also presented by type of grantee (Single-Purpose Community, School Districts, Community Action Agency, and County/Government). The following are the major content areas covered:

- Program characteristics
- Positions employed
- Experience required per position
- Degree and credential educational requirements per position
- Employee salaries/wages offered per position
- Employee benefits offered per position

METHODS

All Head Start grantees were invited to participate in the study. Large delegate agencies were offered the opportunity for their delegates to also participate. Sixty-nine percent of all Florida Head Start grantees were represented in this study.

A 25-item electronic Florida Head Start Wage and Benefits Comparability Survey was administered. The survey included the following sections: Program Information, Position Information, Wage and Benefits Information, and Other Benefits. The Florida Head Start Wage and Benefits Comparability Survey can be found in Appendix A. Instructional information is found in Appendix B.

FINDINGS

The findings for this study are based on self-report data from the Florida Head Start Wage and Benefits Comparability Survey submitted by participating grantees/delegates. Over two-thirds of Head Start grantees, fifty-two counties, and all regions across the state are represented to some degree within this study. Still, not all grantees and counties are represented and in some cases multiple counties are represented by a given grantee. Thus, caution must be taken when generalizing the findings beyond the counties, geographical areas, or grantees represented and reported in this study.

Within the report, findings are presented for each survey item organized by content area and by region. In this Executive Summary, a sub-set of the findings are highlighted within each of the major content areas across all grantees/delegates and, for select indicators, findings are presented by region and organization type.

Program Description

The programs responding to the survey are distributed across three geographic areas: North, Central and South regions and a separate area cutting across regions reflected as a Mixed/Migrant region. In the North region, 12 grantees responded representing 29 counties. In the Central region, there are 14 grantees responding representing 19 counties. Note that the two respondents in Pinellas County represent the same grantee (one of these respondents is a delegate agency). In the South region there are 4 grantees representing four counties. It should be noted that while Miami has one grantee, there are 12 respondents included that represent their delegate agencies. The Mixed/Migrant region represents one respondent serving the migrant population in eight counties.

Table 1A provides descriptive grantee information for those responding to the survey across all respondents and by region. There is a great deal of variation across responding grantees as demonstrated by the ranges of students served, positions employed, weeks per year of operation, and total budgets.

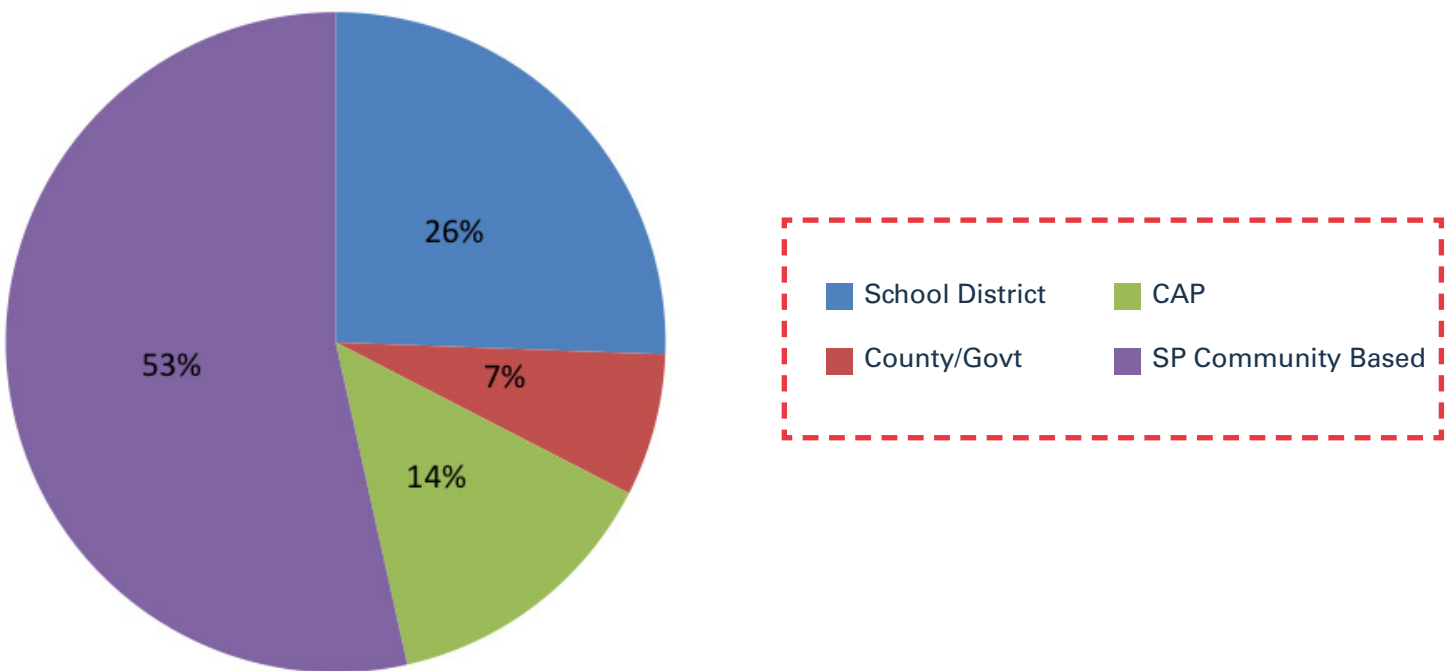
Table 1A. Descriptive Grantee Information.

Grantee Description	Overall		North	Central	South
	Median	Min - Max	Min - Max	Min - Max	Min - Max
# Students	346	48 – 3360	48 to 600	106 - 3360	77 – 2127
# Positions	90	13 - 618	14 to 170	26 to 618	13 – 331
# Weeks	42	33 - 52	33 to 52	36 to 52	35 to 52
Total Budget	\$3,838,138	468,920 to \$33,400,429	468,920 to \$5,602,728	\$1,496,091 to \$33,400,429	\$484,715 to \$17,635,120

Note. Statistics are summed across grantees/delegates providing survey data. Not all HS/EHS grantees/delegates responded to the survey. Data reflected in this table were not provided for Migrant grantee with exception of total number of positions = 438.

Figure 1A. Percentage of Responding Grantees in Each Organization Group

The largest percentages of respondents are single-purpose community based organizations at 53% of the total participating grantees. School district respondents comprise 26%, Community Action Agencies comprise 14% and county or governmental agencies comprise 7% of the sample.



Positions Employed

Table 2A shows the percentage of grantees employing each position reflected on the survey. Overall, 98% of respondents report that they employ a director. The Chief Financial Officer (CFO) position is reported by 70% of the grantees. Fewer respondents report that they employ an Assistant Director at 61%. Lead Teachers are employed by 91%, Teacher’s Aides by 91% and Education Managers by 93% of respondents. Note that official position titles may vary somewhat from those included on the survey. In such cases, grantees were asked to report on positions with comparable job duties (e.g., Program Administrator may be used for the position with comparable duties to the “Director” position listed on the survey).

Table 2A. Percentage of Grantees Employing Each Position.

Position	Percent: Grantees Employing Each Position			
	Overall	North	Central	South
Director	98%	100%	100%	93%
CFO	70%	75%	67%	73%
Asst. Director	61%	67%	60%	53%
Lead Teacher	91%	92%	93%	87%
Teacher’s Aide	91%	83%	93%	93%
Education Manager (Mgr.)	93%	92%	100%	87%
Disabilities Manager (Mgr.)	81%	58%	100%	80%
Health Manager (Mgr.)	93%	100%	93%	87%
Family Eng. Manager (Mgr.)	93%	92%	100%	87%
Family Advocate	84%	92%	87%	73%

Note: Migrant grantee responding employees: Director, Assistant Director, Lead Teacher, Teacher’s Aide, Education Manager, Disabilities Manager, Health Manager, Family Engagement Coordinator, Family Advocate



Minimum Experience, Education, and Credentials Required

Tables 3A and 4A reflect the percentage of grantees by minimum experience level and education level and Table 5A shows the minimum credential level required for each position category. Note that actual employees could have more experience, education or training but grantees were asked to indicate minimum requirements. Administrative and management level positions require a greater amount of years of experience, education, and training than direct care or advocacy positions. As well, lead teachers are required to have a higher level of experience, education, and training than Teacher's Aides.

Table 3A. Percentage of Grantees by Years of Experience Required for Each Position Type: **OVERALL**

Position	Percent: Years of Experience Required				
	1 yr. or less	2 years	3 years	4 years	5+ years
Director	3%	8%	10%	10%	69%
CFO	7%	7%	21%	11%	54%
Asst. Director	15%	22%	26%	7%	30%
Lead Teacher	43%	26%	20%	3%	9%
Teacher's Aide	54%	29%	9%	6%	3%
Education Mgr.	11%	17%	42%	6%	25%
Disabilities Mgr.	21%	18%	42%	3%	15%
Health Mgr.	25%	19%	44%	6%	6%
Family Eng. Mgr.	19%	16%	38%	5%	22%
Family Advocate	52%	24%	21%	0%	3%

Table 4A. Percent of Grantees Requiring each Minimum Education Level: **OVERALL**

Position	Percent Per Education Level			
	High School/GED ¹	Associates Degree	Bachelor's Degree	Master's Degree
Director	--	2%	51%	46%
CFO	--	7%	76%	17%
Asst. Director	7%	32%	57%	4%
Lead Teacher	3%	37%	58%	3%
Teacher's Aide	64%*	62%	31%	5%
Education Mgr.	--	3%	82%	16%
Disabilities Mgr.	8%	11%	69%	11%
Health Mgr.	11%	22%	65%	3%
Family Eng. Mgr.	5%	11%	79%	5%
Family Advocate	47%	28%	22%	3%

*One grantee reported less than high school diploma/GED required. ¹Certificate and Credential requirements were addressed in a separate survey item.

Table 5A. Minimum Credentials Required for Administrative Positions: **OVERALL**

Table 5A NOTE: If a credential is checked, it is a minimum credential reported by at least one grantee as required for the position. Check marks in red represent credentials that are reported most frequently across grantees as a minimum requirement for the position, meaning a relatively large number of grantees require that credential.

Credential	Director	CFO	Asst. Director	Lead Teacher	Teachers Aide	Family Advocate	Education Mgr.	Disabilities Mgr.	Health Mgr.	Family Eng. Mgr.
Teaching Certificate	√		√	√			√	√	√	√
National Child Dev. Associate			√	√	√	√	√			
FL Director Credential	√		√	√	√		√			
FL Staff Credential	√		√	√	√	√	√			
Certified Public Accountant		√	√							
Registered Nurse									√	
Licensed Practical Nurse									√	
Registered Dietician									√	√
Licensed/Certified Psychologist	√							√		
Licensed/Certified Social Worker						√		√		√
Educational Admin/Supervision	√		√				√	√		
Other	√	√	√	√	√	√	√	√	√	√

Note. = √ = minimum certificate required for the position by at least one grantee. Red = Commonly reported minimum certificate required across grantees.

Employee Salaries/Wages

Tables 6A and 7A show the average salary/wage ranges and medians for each position according to region and organizational type. There are wide ranges in salaries/wages across regions and organizational types for all positions. However the median salary/wage is fairly consistent across regions for most positions with exception of teacher salaries.

Some of the wide variation in the overall salary/wage ranges may be explained by the type of organization

(see Table 7A). For example, the median wage for a Lead Teacher employed by a school district is \$23.00 as compared to a community action agency at \$11.00 and a single purpose agency at \$14.00. Examining these data more closely reveals that Lead Teacher positions in school districts are required to hold a bachelor or master's degree as opposed to Lead Teachers employed by other grantee types.

Table 6A. Average Salaries and Wages offered to Employees by Position Across Regions

	Overall		North		Central		South	
	Range	Median	Range	Median	Range	Median	Range	Median
Salaried								
Director	\$50,000 to \$150,000	\$80,000	\$60,000 to \$105,000	\$80,000	\$51,000 to 150,000	\$85,000	\$50,000 to \$125,000	\$72,000
CFO ¹	\$42,000 to \$125,000	\$66,000	\$42,000 to 110,000	\$66,000	\$59,000 to 125,000	\$65,000	\$43,000 to \$95,000	\$66,000
Asst. Director	\$26,000 to \$95,000	\$39,000	\$29,000 to 56,000	\$38,000	\$26,000 to 80,000	\$35,000	\$28,000 to \$95,000	\$42,000
Education Mgr.	\$29,000 to \$80,000	\$42,000	\$34,000 to 60,000	\$42,000	\$36,000 to 63,000	\$46,000	\$29,000 to \$80,000	\$41,000
Disabilities Mgr.	\$20,000 to \$58,000	\$40,000	\$28,000 to 44,000	\$40,000	\$25,000 to 58,000	\$44,000	\$20,000 to \$49,000	\$34,000
Health Mgr.	\$15,000 to \$63,000	\$38,000	\$34,000 to 44,000	\$36,000	\$25,000 to 63,000	\$43,000	\$25,000 to \$63,000	\$40,000
Family Eng. Mgr.	\$25,000 to \$68,000	\$41,000	\$34,000 to \$47,00	\$39,000	\$34,000 to 58,000	\$44,000	\$29,000 to \$68,000	\$41,000
Hourly								
Lead Teacher	\$11.50 to \$32.50	\$15.50	\$11.50 to \$29.00	\$14.00	\$13.50 to \$32.50	\$15.50	\$12.00 to \$23.50	\$17.00
Teacher's Aide	\$9.50 to \$17.00	\$12.50	\$9.50 to \$17.00	\$13.00	\$9.50 to \$15.50	\$12.00	\$10.00 to \$16.00	\$13.50
Family Adv.	\$11.00 to \$33.00	\$14.50	\$12,50 to \$19.00	\$14.00	\$11.00 to \$17.50	\$14.50	\$11.50 to \$33.00	\$15.00

¹One outlier (\$25,000) was dropped.

Table 7A. Average Salaries and Wages offered to Employees by Position Across Organization Types

	School District		Community Action Agency		Single Purpose Agency	
	Range	Median	Range	Median	Range	Median
Salaried						
Director	\$66,000 to \$110,000	\$85,000	\$73,000 to \$150,000	\$85,000	\$50,000 to \$125,000	\$75,000
CFO ¹	\$44,000 to \$125,000	\$60,000	\$59,000 to \$115,000	\$65,000	\$42,000 to \$110,000	\$67,000
Asst. Director	\$35,000 to \$62,000	\$56,000	\$59,000 to \$80,000	\$60,000	\$26,000 to \$95,000	\$38,000
Education Mgr.	\$34,000 to \$80,000	\$48,000	\$36,000 to \$63,000	\$40,000	\$29,000 to \$60,000	\$42,000
Disabilities Mgr.	\$20,000 to \$58,000	\$44,000	\$35,000 to \$53,000	\$36,000	\$25,000 to \$46,000	\$36,000
Health Mgr.	\$25,000 to \$51,000	\$41,000	\$41,000 to \$63,000	\$43,000	\$15,000 to \$63,000	\$36,000
Family Eng. Mgr.	\$34,000 to \$58,000	\$44,000	\$36,000 to \$52,000	\$39,000	\$25,000 to \$68,000	\$41,000
Hourly						
Lead Teacher	\$15.50 to \$32.50	\$23.00	\$10.50 to \$12.00	\$11.00	\$11.50 to \$18.00	\$14.00
Teacher's Aide	\$11.50 to \$16.00	\$13.50	\$11.00 to \$17.50	\$15.50	\$9.50 to \$17.00	\$11.00
Family Adv.	\$11.50 to \$33.00	\$15.50	\$13.50 to \$20.00	\$15.50	\$12.50 to \$18.50	\$13.50

¹One outlier (\$25,000) was dropped.



Employee Benefits

Table 8A. Percent Health Benefits Paid Fully, Partially, or No Coverage Reported: **OVERALL**

Table 8A reflects the percent of health benefits paid across positions for the overall sample. For example, 14% of grantees reported paying 100% of the costs for health insurance coverage while 70% of grantees reported paying a portion of the costs and 16% do not provide health insurance coverage for the Director. Fewer grantees provide dental coverage for employees while life insurance was offered in full or part by more than half of the respondents for most positions.

Position	Health			Dental			Life		
	Full	Part	None	Full	Part	None	Full	Part	None
Director	14%	70%	16%	12%	21%	67%	51%	9%	40%
CFO	5%	54%	42%	7%	14%	79%	42%	5%	54%
Asst. Director	7%	54%	40%	5%	21%	74%	40%	9%	51%
Lead Teacher	14%	67%	19%	12%	21%	67%	47%	9%	44%
Teacher's Aide	14%	67%	19%	12%	21%	67%	49%	9%	42%
Education Mgr.	14%	70%	16%	12%	21%	67%	51%	9%	40%
Disabilities Mgr.	14%	56%	30%	7%	19%	74%	49%	5%	47%
Health Mgr.	14%	70%	17%	12%	19%	70%	49%	9%	42%
Family Eng. Mgr.	12%	67%	21%	12%	21%	67%	49%	9%	42%
Family Advocate	14%	63%	23%	12%	19%	70%	49%	5%	47%

Table 9A. Days of Paid Leave Offered by Leave Category and Position: **OVERALL**

Table 9A reflects overall days of paid leave offered by leave category and position. Median combined Paid Leave days, including Vacation/Sick, Holiday and Other ranges from 30 for Lead Teachers, Teacher's Aides, and Family Advocates to 40 for the Director. This includes a range of 18 days of Vacation/Sick Paid Leave, 10 Holidays, and 2 other days totaling 30 days of Paid Leave to 27 days of Vacation/Sick Paid Leave, 11 Holidays, and 2 other days totaling 40 days for the Director. There were wide ranges for Vacation/Sick for all categories with as few as five to more than 100 days. Holidays ranged from a low of three paid per year to a high of 15.

Position	Paid Leave Category (# of Days)					
	Vacation/Sick		Holiday		Other	
	Median	Range	Median	Range	Median	Range
Director	27	12 to 100+	11	5 to 15	2	1 to 6
CFO	24	12 to 100+	11	7 to 15	2	1 to 6
Asst. Director	26	5 to 100+	11	6 to 15	2	1 to 13
Lead Teacher	18	5 to 100+	10	3 to 15	2	1 to 13
Teacher's Aide	18	5 to 100+	10	3 to 15	2	1 to 13
Education Mgr.	23	10 to 100+	10	3 to 15	2	1 to 6
Disabilities Mgr.	20	6 to 100+	11	3 to 15	2	1 to 4
Health Mgr.	20	6 to 100+	10	3 to 15	2	1 to 6
Family Eng. Mgr.	20	6 to 100+	10	3 to 15	2	1 to 6
Family Advocate	18	6 to 100+	10	3 to 15	2	1 to 10

Introduction

Attracting and retaining a qualified workforce for Head Start and Early Head Start programs in Florida is central to achieving the best outcomes for children and their families. While it is widely held that those positions in direct contact with children daily, such as Lead Teachers and Teacher Aides, have the most opportunity to impact positive child outcomes, those in management and support positions are also important in achieving the overall program goals, which include education, health, family engagement, and serving children with disabilities and/or special health care needs. Furthermore, the focus on accountability cannot be overstated. Grantees are challenged to meet the administrative demands of operating a Federal program and to ensure that systems of accountability are in place, both programmatically and financially. Competent staff at all levels, therefore, is essential.

It is important to acknowledge and recognize that all staff positions working in Head Start and Early Head Start programs are important in meeting the complex demands of grantee organizations. Those who cook and prepare foods, for example, are important to ensure that children receive proper nutrition. Bus drivers have a key role in transporting children to and from programs safely. Maintenance workers ensure that facilities and playgrounds are maintained in a safe condition to protect children from harm. Accounting staff ensure the proper accountability for expenditures, and reporting the use of public funds. Communications and outreach personnel engage both community support and volunteers to augment limited resources. Receptionists and administrative assistants ensure parents and community stakeholders are greeted appropriately and office/center operations are maintained efficiently. Human resources personnel ensure proper hiring, interviewing, and termination procedures are in place as well as maintaining staff records for licensing and program reporting. These are just some examples, though not an exhaustive list, of other essential roles to ensure efficient operation of Head Start and Early Head Start programs. However, due to the limitations of time and scope, only selected positions are included in the study for comparative analysis. This limitation is not to be construed that some roles and functions are more important than others. The positions included in the study were selected to reflect those that most grantees employ, to a greater or lesser extent, depending on size and overall budget that had the potential to yield useful comparative information.

Study Purpose

The purpose of this study is to examine the characteristics of the Head Start and Early Head Start workforce in Florida to include the salaries and wages, and benefits provided as well as the education and experience required for key positions within grantee

organizations. The study encompasses those positions that work directly with children, mid-level management positions, and those responsible for the administration of programs. The results of the study are intended to inform grantee organizations as they consider their own personnel policies in relationship to other grantees in their region and/or statewide. Basic demographic information is not included such as race, age, and gender. While including these variables may be informative, the results are likely to be similar to those reflected in the recent Florida Statewide Early Care and Education Workforce Study (Children's Forum, 2013). Therefore, these data are not represented in this study.

Objectives

The study objectives are:

- To understand the characteristics and composition of the Head Start and Early Head Start workforce for selected positions within grantee organizations.
- To examine the salaries, wages and benefits statewide and by region to determine the extent of regional differences in establishing policies related to these variables.
- To examine how education and experience impact salaries and benefits for the various positions statewide and regionally.
- To serve as a resource for Head Start and Early Head Start grantees in the development of policies related to personnel, salary schedules, and preparation of grant budgets for operations.

Report Organization

This report is organized by content area and within each content area findings are presented by key positions for all grantees (Overall) who responded to the survey and for grantees by geographical region (North, South, Central, Mixed/Migrant). Select findings are also presented by type of grantee (Single-Purpose Community, School Districts, Community Action Agency, and County/Government). The following are the major content areas covered:

- Program characteristics
- Position descriptions
- Experience required per position
- Degree and credential educational requirements per position
- Employee salaries/wages offered per position
- Employee benefits offered per position

Methods

Sample

All Head Start grantees were invited to participate in the study. Large delegate agencies were offered the opportunity for their delegates to also participate. Participants responding to the survey included 43 Head Start grantees or delegates across the State of Florida. Sixty-nine percent of all Florida Head Start grantees were represented (31 unique grantees represented out of 45 total Head Start grantees). The Program Description sub-section of the Findings section provides detailed information on participating grantees/delegates.

Data Collection Procedures

In the Fall of 2013, all Head Start grantees were sent an email requesting their voluntary participation in the Florida Head Start Wage and Benefits Comparability Survey. Grantees were provided a link to the on-line survey which included detailed instructions for completing the survey. Large grantee agencies requesting to have their delegates participate were also provided survey links for their delegates. The initial survey data collection timeframe was one month. Outreach activities designed to ensure strong response rates included reminder emails encouraging survey participation as well as extending the survey data collection timeframe to allow all interested grantees an opportunity to participate or have their delegates participate. Technical assistance was provided as needed via email and telephone to address any questions or needs that Head Start grantees had regarding completion of the survey.

Measures

A 25-item electronic Florida Head Start Wage and Benefits Comparability Survey was created via Survey Monkey. The survey included a variety of survey item types including rating scale, open-ended, multiple-option, and drop-down menu response options. An instructional packet for completing the survey was also developed and a link to the instructional packet was accessible via the on-line survey.

The survey included the following sections: Program Information, Position Information, Wage and Benefits Information, and Other Benefits. The Florida Head Start Wage and Benefits Comparability Survey can be found in Appendix A. The instructional information is found in Appendix B.



Findings

The findings for this study are based on self-report data from the Florida Head Start Wage and Benefits Comparability Survey submitted by participating grantees/delegates. Over two-thirds of Head Start grantees, fifty-two counties, and all regions across the state are represented to some degree within this study. Still, not all grantees and counties are represented and in some cases multiple counties are represented by a given grantee. Thus, caution must be taken when generalizing the findings beyond the counties, geographical areas, or grantees represented and reported in this study.

Program Description

The programs responding to the survey are distributed across three geographic areas depicted in Table 1 below representing the North, Central and South regions and a

separate category reflected as a Mixed/Migrant region. In the North region, 12 grantees responded representing 29 counties. In the Central region, there are 14 grantees representing 19 counties. Note that the two respondents in Pinellas County represent the same grantee (one of these respondents is a delegate agency). In the South region there are 4 grantees representing four counties. It should be noted that while Miami has one grantee, there are 12 respondents included that represent their delegate agencies. These data are included as the results provide a richer description of the Head Start workforce in Miami-Dade County as the largest grantee in the state. The Mixed/Migrant region represents one respondent serving the migrant population in eight counties. Those counties cross geographic regions as described and is therefore, reflected separately for reporting purposes.

Table 1. Region and County Representation (# grantees/delegates represented per county area served is shown in parentheses).

Region (N = 31 Grantees)	County Service Areas (N = 52 Counties Represented)
North (N = 12 Grantees)	
	Alachua
	Baker, Bradford, Clay, Duval, Nassau
	Calhoun, Gulf, Liberty, Madison, Wakulla
	Columbia, Hamilton, Lafayette, Suwannee
	Franklin, Jefferson, Leon
	Gadsden
	Holmes, Walton, Washington
	Jefferson, Leon, Madison
	Okaloosa
	Santa Rosa
	St. Johns
	Volusia
Central (N = 14 Grantees)	
	Brevard
	Charlotte
	Hillsborough
	Hernando, Sumter, Volusia*
	Indian River, Okeechobee
	Lee
	Manatee
	Martin
	Orange
	Orange, Osceola, Seminole (2)
	Pasco
	Pinellas (2)**
	Pinellas, St. Lucie
South (N = 4 Grantees)	
	Miami (12)**
	Monroe
	Broward
	Palm Beach
Mixed/Migrant*** (N = 1 Grantee)	
	Hardee, Manatee, Martin, Okeechobee, Palm Beach, Polk, St. Lucie

*Grouped with Central for reporting purposes (2 of the 3 counties served are Central).

**Represents one grantee and multiple delegates.

***Reported separately because geographic boundaries span multiple regions.

Table 2. Descriptive Grantee Information.

Table 2 provides descriptive grantee information for those responding to the survey. The table presents data on the number of students, number of positions, the number of weeks the program operates and total budget for the overall sample and by region. The median is used as it provides a mid-range and better understanding of the data as opposed to an average which would skew the findings, particularly given the relatively small sample size. The median number of students represented is 346. The median number of positions is 90 and the total number of weeks is 42. The median budget size is \$3,838,138 with a range of \$468,920 to \$33,400,429. The next column reflects the minimum and maximum for each of those variables. For example, the fewest number of students in the sample is 48 while the maximum number is 3,360. Budget size represents a wide range

from \$468,920 to \$33,400,429. The regional differences show that the North has fewer students and positions respectively as compared to the Central and South regions with the Central region serving the most students and employing the greater number of positions. The total weeks of operation are relatively consistent with the South showing slightly fewer weeks of operations as compared to the Central and South regions. The budgets are the largest in the Central region. However, it is important to note that the South includes Miami-Dade which is represented by their delegate agency responses rather than the total grantee budget for that county.

Grantee Description	Overall		North	Central	South
	Median	Min - Max	Min - Max	Min - Max	Min - Max
# Students	346	48 – 3360	48 to 600	106 - 3360	77 – 2127
# Positions	90	13 - 618	14 to 170	26 to 618	13 – 331
# Weeks	42	33 - 52	33 to 52	36 to 52	35 to 52
Total Budget	\$3,838,138	468,920 to \$33,400,429	468,920 to \$5,602,728	\$1,496,091 to \$33,400,429	\$484,715 to \$17,635,120

Note. Statistics are summed across grantees/delegates providing survey data. Not all HS/EHS grantees/delegates responded to the survey. Data reflected in this table were not provided for Migrant grantee with exception of total number of positions = 438.



Figure 1. Percentage of Responding Grantees in Each Organization Group

The distribution percentage of grantees responding to the survey is reflected in Figure 1. The largest percentages of respondents are single-purpose community based organizations at 53% of the total. School district respondents comprise 26% of the sample, Community Action at 14% and county or governmental respondents at 7%.

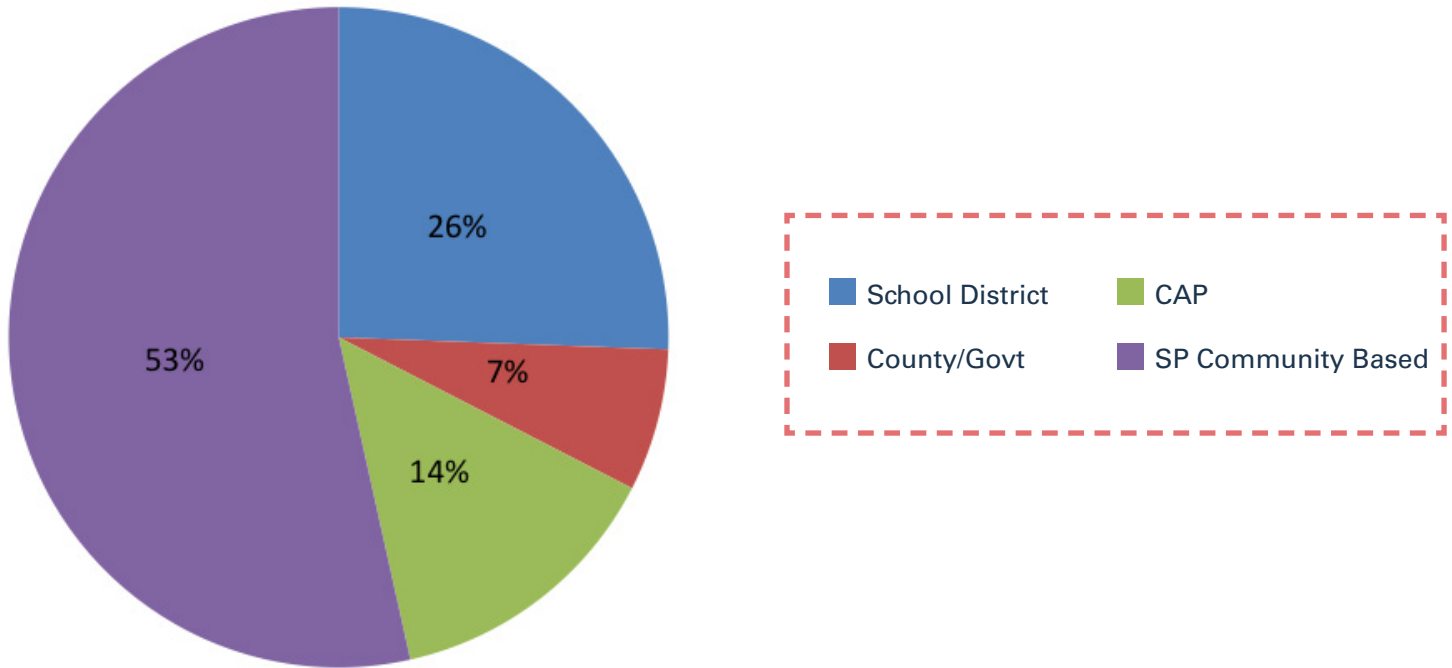
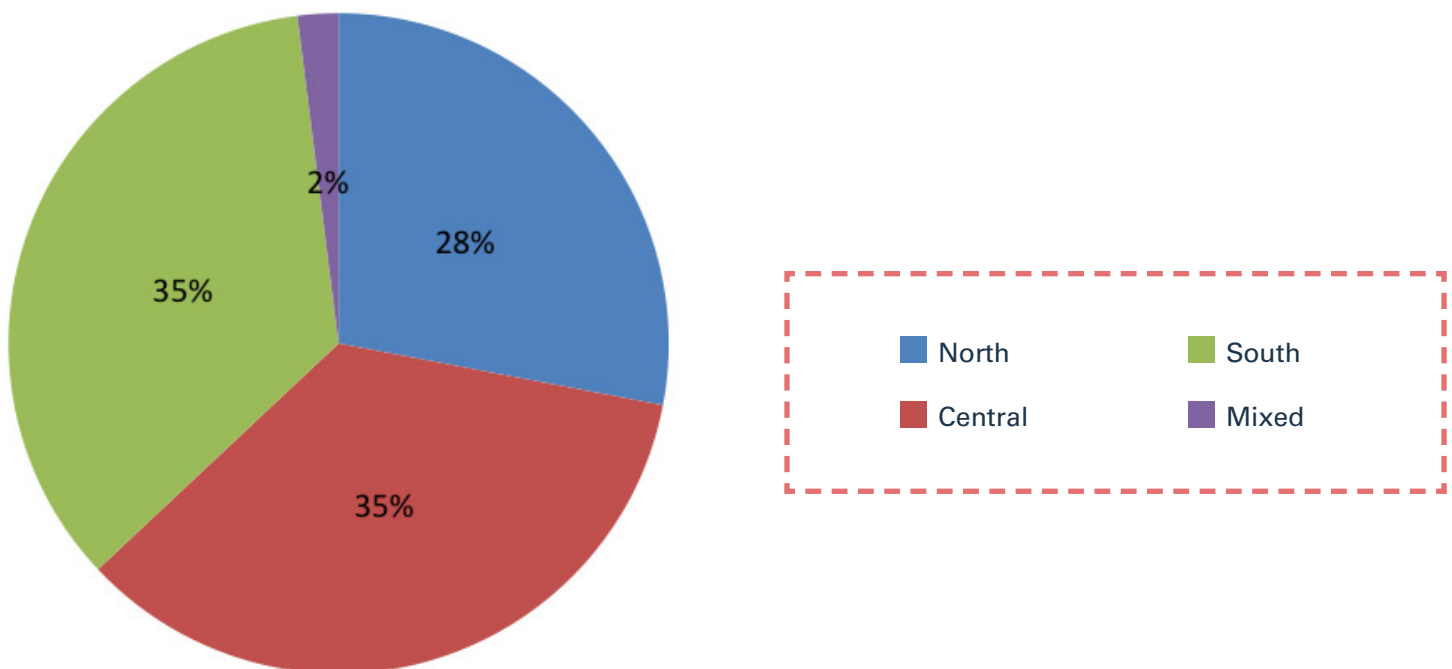


Figure 2: Percentage of Grantees Responding in each Regional Boundary

The percentage of grantees responding by regional boundaries is shown in Figure 2. The regional distribution reflected in the sample is relatively even with 35% for both the Central and South regions and 28% for the North region with the exception of the Mixed region reflected at 2% of the total. While there is slight variation due to the Mixed region, this chart shows that the responses are not heavily weighted in any region of the state.



Positions Employed

Table 3 shows the percentage of grantees that employ each of the positions reflected on the survey. Overall, 98% of respondents report that they employ a director. The Chief Financial Officer (CFO) position is reported by 70% of the grantees. Fewer respondents report that they employ an Assistant Director at 61%. Lead Teachers are employed by 91%, Teacher’s Aides by 91% and Education Manager by 93% of respondents. While the CFO position appears to be reported at a smaller percentage, it is likely that the role of financial management is performed by a bookkeeper/accountant or other similarly title role or that the financial management responsibility is handled by an outside entity or umbrella organization. The regional variation in the employment of Lead Teachers is

relatively consistent with the South reporting a slightly smaller percentage. The employment of other positions is relatively consistent by region with the exception of the Disabilities Manager, with the smallest percentage reported in the North region at 58%. It is likely that the responsibilities for children with disabilities are merged into those of another position when funding is limited to hire a position specifically for this population. Note that official position titles may vary somewhat from those included on the survey. In such cases, grantees were asked to report on positions with comparable job duties (e.g., Program Administrator may be used for the position with comparable duties to the “Director” position listed on the survey).

Table 3. Percentage of Grantees Employing Each Position.

Position	Percent: Grantees Employing Each Position			
	Overall	North	Central	South
Director	98%	100%	100%	93%
CFO	70%	75%	67%	73%
Asst. Director	61%	67%	60%	53%
Lead Teacher	91%	92%	93%	87%
Teacher’s Aide	91%	83%	93%	93%
Education Mgr.	93%	92%	100%	87%
Disabilities Mgr.	81%	58%	100%	80%
Health Mgr.	93%	100%	93%	87%
Family Eng. Mgr.	93%	92%	100%	87%
Family Advocate	84%	92%	87%	73%

Note: Migrant grantee responding employees: Director, Assistant Director, Lead Teacher, Teacher’s Aide, Education Manager, Disabilities Manager, Health Manager, Family Engagement Coordinator, Family Advocate



Table 4. Number of Positions Employed by Position Title

The number of positions employed by position title is reflected in Table 4. The first column represents the title of the position and the overall results reflected in the next two columns. Again, median results are used as they more accurately reflect the results most commonly found in the sample. For example, most programs hire one director. For those programs employing the CFO and Assistant Director positions, there is most often one CFO and two Assistant Directors respectively. The median number of Lead Teachers reported is 18 while the range is from 1 to 231 of the Lead Teachers reported. The Migrant category shows the highest number of Lead Teacher positions at 193. The median for the position of

Teachers Aide is 28 while the range is from two to 198. The median for the manager positions (Disabilities, Health and Family Engagement) is one where the ranges vary. The Family Advocate position shows a median of 8 while the range is from two to 32 positions. Examining the regional differences show that the greatest ranges for positions are in the Central and South regions which are likely reflective of the program size, particularly as the range for Lead Teachers and Teacher Aides are represented. Examining the data for the Migrant/Mixed region represents one grantee with the number of positions proportional to the agency size and scope of responsibilities.

Grantee Description	Overall		North	Central	South	Migrant
	Median	Min - Max	Min - Max	Min - Max	Min - Max	N
Director	1	1 to 3	1 to 2	1*	1 to 3	2
CFO	1	1*	1*	1*	1*	0
Asst. Director	2	1 to 10	1 to 10	1 to 10	1 to 4	10
Lead Teacher	18	1 to 231	6 to 36	5 to 231	1 to 64	193
Teacher's Aide	28	2 to 198	8 to 70	2 to 183	4 to 198	46
Education Mgr.	1	1 to 14	1 to 8	1 to 6	1 to 5	14
Disabilities Mgr.	1	1 to 23	1*	1 to 2	1 to 3	23
Health Mgr.	1	1 to 8	1 to 2	1 to 2	1 to 2	8
Family Eng. Mgr.	1	1 to 11	1*	1 to 3	1 to 2	11
Family Advocate	8	2 to 32	2 to 14	3 to 29	2 to 32	14

*Only one person employed for the position so there is no range.

Tables 5-9

Tables 5 - 9 show the position and the percentage of those employed by the employment definitions of exempt or non-exempt from the overtime provisions of the Fair Labor Standards Act (29 U.S.C., Ch. 8) for the overall sample. The determination as to whether a position is classified as exempt or non-exempt from overtime is based on the organization's assessment of responsibilities, education required, and degree of discretion in decision-making. The classification of positions may differ based on the grantee auspice. For example, a school district may determine that a teacher position falls under the exempt category according to school district policy whereas a community-based organization may not classify the position similarly. The Federal Government provides a website with resources and guidance to determine classification for positions (http://www.dol.gov/whd/overtime_pay.htm). Table 5 reflects data from the overall sample and Tables 6 – 9 reflect the data by region. The percent of grantees that employs the positions within each employment category is reflected.

As shown in Table 5, 95% of grantees reported employing the Director position as a full-time/exempt position and 12% of grantees reported employing the Director position

as full-time/non-exempt position in the Overall sample. Percentages can exceed 100% if a grantee indicated that a position is employed as more than one category, such as teacher positions reported as full-time/exempt and full-time/non-exempt. Percentages could also be less than 100% because not all grantees report employing each position. For example, not all grantees reported a CFO position in their organization.

As one might expect, a majority of the positions typically considered administrative fall under the full-time/exempt category, though there are some exceptions. Lead teachers are employed most often as full-time/non-exempt employees at 62% while a lesser percent (43%) are considered full-time/exempt. Teacher Aides are usually full-time/non-exempt positions or part-time non-exempt at 76% and 24% respectively. The Education Manager, Health Manager and Family Engagement Manager positions are most often full-time/exempt positions at 86%, 76% and 76% respectively. The Disabilities Manager position shows that it is most often classified as full-time/exempt at 52% though 31% of respondents hire the position as full-time/non-exempt. Family Advocates are most often classified as full-time/non-exempt at 62%.

Table 5. Percentage of Grantees Employing Each Position within Each Employment Category: **OVERALL**

Position	Percent Employed			
	Full Time/Exempt	Full Time/Non Exempt	Part Time/Exempt	Part Time/Non-Exempt
Director	95%	12%	0%	0%
CFO	64%	7%	7%	0%
Asst. Director	64%	2%	0%	0%
Lead Teacher	43%	62%	0%	5%
Teacher's Aide	21%	76%	0%	24%
Education Mgr.	86%	24%	0%	0%
Disabilities Mgr.	52%	31%	5%	0%
Health Mgr.	76%	24%	7%	2%
Family Eng. Mgr.	76%	29%	0%	2%
Family Advocate	31%	62%	0%	0%

Table 6. Percentage of Grantees Employing each Position within each Employment Category: **NORTH**

Examining the classification of positions by region shows similar results as the overall sample. Lead Teachers are typically considered to be full-time non-exempt by 83% of the respondents and Teacher Aides either full-time or part-time non-exempt at 83% and 33% respectively. The position of Disabilities Manager is more of a nuance with 33% reporting that the position is classified as full-time/exempt and 25% reporting that it is full-time/non-exempt or part-time exempt at 8% which likely reflects a shared responsibility with one or more other components (Health, Education or Disabilities).

Position	Percent Employed			
	Full Time/Exempt	Full Time/Non Exempt	Part Time/Exempt	Part Time/Non-Exempt
Director	92%	8%	0%	0%
CFO	67%	8%	0%	0%
Asst. Director	67%	0%	0%	0%
Lead Teacher	17%	83%	0%	8%
Teacher's Aide	0%	83%	0%	33%
Education Mgr.	83%	16%	0%	0%
Disabilities Mgr.	33%	25%	8%	0%
Health Mgr.	83%	8%	0%	0%
Family Eng. Mgr.	83%	8%	0%	0%
Family Advocate	17%	75%	0%	0%

Table 7. Percentage of Grantees Employing each Position within each Employment Category: **CENTRAL**

The Central region data are reflected in Table 7. Consistent with overall results, administrative positions are most often considered full-time/exempt positions (Director, CFO and Assistant Director, if applicable) while Lead Teachers are split between the classification categories as full-time/exempt at 47% and full-time/non-exempt at 53%. Teacher Aides are most often reflected as either full-time or part-time/non-exempt at 73% and 13% respectively. The component managers are most often reflected as full-time/exempt in all areas (Education, Disabilities, Health and Family Engagement) while Family Advocates are most often classified as full-time/non-exempt at 80%.

Position	Percent Employed			
	Full Time/Exempt	Full Time/Non Exempt	Part Time/Exempt	Part Time/Non-Exempt
Director	100%	13%	0%	0%
CFO	67%	13%	7%	0%
Asst. Director	67%	0%	0%	0%
Lead Teacher	47%	53%	0%	0%
Teacher's Aide	20%	73%	0%	13%
Education Mgr.	87%	33%	0%	0%
Disabilities Mgr.	80%	27%	0%	0%
Health Mgr.	87%	20%	7%	0%
Family Eng. Mgr.	73%	40%	0%	7%
Family Advocate	27%	80%	0%	0%

Table 8. Percentage of Grantees Employing each Position within each Employment Category: **SOUTH**

Positions in the South region follow similar trends as the other regions with a majority of the administrative roles classified as full-time/exempt or part-time/exempt. One hundred percent (100%) of the Director positions are considered full-time/exempt. Lead Teachers were most often reported as full-time/exempt at 64% as compared to full-time/non-exempt at 50%. A majority of the component manager positions are reported as full-time/exempt the exception of the Disabilities Manager showing a classification as full-time/exempt at 43% and full-time/non-exempt at 36%. Unlike other regions, 50% report the Family Advocate position as full-time/exempt as compared to 29% reporting the position as full-time/non-exempt.

Position	Percent Employed			
	Full Time/Exempt	Full Time/Non Exempt	Part Time/Exempt	Part Time/Non-Exempt
Director	93%	14%	0%	0%
CFO	64%	0%	14%	0%
Asst. Director	57%	7%	0%	0%
Lead Teacher	64%	50%	0%	0%
Teacher's Aide	43%	71%	0%	21%
Education Mgr.	86%	21%	0%	0%
Disabilities Mgr.	43%	36%	7%	0%
Health Mgr.	64%	21%	14%	7%
Family Eng. Mgr.	79%	29%	0%	0%
Family Advocate	50%	29%	0%	0%

Table 9. Positions Employed within each Employment Category: **MIGRANT**

The data reflected in Table 9 is based on the response from one agency serving the Migrant population across more than one typical region (North, Central or South). Therefore, the responses are recorded in the appropriate column by a check mark symbol. The Director and Assistant Director positions are considered full-time/non-exempt while Lead Teachers and Teacher Aides are considered either full-time/exempt or part-time/non-exempt. Of the component service areas, only the Education Manager is considered full-time/exempt while the remaining positions are classified as full-time/non-exempt.

Position	Employed Positions Checked			
	Full Time/Exempt	Full Time/Non Exempt	Part Time/Exempt	Part Time/Non-Exempt
Director	√			
CFO				
Asst. Director	√			
Lead Teacher		√		√
Teacher's Aide		√		√
Education Mgr.	√			
Disabilities Mgr.		√		
Health Mgr.		√		
Family Eng. Mgr.		√		
Family Advocate		√		

For Migrant, most positions are 7 month seasonal (November to May) appointments except Director (Head Stat Administrator), Asst. Director (Center Director), and Education Mgr. (Education Coordinator) which are 12 month positions.

Table 10. Percent of Grantees Employing the Position FullTime (2080 hours or more per year = 40 hours per week)

The data reflected in Table 10 show the percent of positions that are considered full-time which is calculated by a typical work year of 2,080 hours or more per year or 40 hours per week. Consistent with other data, most report the administrative positions as full-time both overall and regionally. While it may be typically assumed that Head Start Directors are full-time, the definition may confound the results. Some programs may define their work week as 35 hours and therefore appear to be working less than full-time. Lead Teachers and Teacher Aides are less likely to be employed full-time which is expected since most programs do not operate on a year round, full-time basis. Component managers vary but the majority report that these positions work full-time. There is some regional variability with higher percentages reported in the North for most component manager positions with the exception of the Disabilities Manager.

Position	FullTime Hours (> = 2080)				
	Overall	North	Central	South	Migrant*
Director	71%	67%	67%	79%	√
CFO	73%	78%	70%	73%	
Asst. Director	70%	50%	78%	71%	√
Lead Teacher	13%	9%	21%	8%	
Teacher's Aide	15%	10%	20%	14%	
Education Mgr.	63%	73%	53%	62%	√
Disabilities Mgr.	54%	50%	53%	62%	
Health Mgr.	55%	67%	57%	46%	
Family Eng. Mgr.	60%	64%	53%	69%	
Family Advocate	51%	55%	43%	64%	

*Check mark provided for Migrant if position employed by the grantee. For Migrant, most positions are 7 month seasonal (November to May) appointments except Director (Head Stat Administrator), Asst. Director (Center Director), and Education Mgr. (Education Coordinator) which are 12 month positions.



Table 11. Percent of each Position Employed by Number of Months: **OVERALL**

Table 11 reflects the percentage of the total number of positions employed for a given position category by the number of months per year. For example, 100% of the Directors were reported to be employed for 12 months of the year. A majority of the respondents indicate that they employ a CFO to work 12 months (97%) of the year. There is more variability in the results beginning with the Assistant Director. Of those programs employing an assistant director, 73% work 12 months with 19% working 10 months and 8% working 11 months.

Results show that Lead Teachers and Teacher Aides are most often employed for 10 months at 70% and 59% respectively. A majority of the component managers work 12 months of the year; however, it should be noted that there is greater variability for these positions across the time periods reflected in the table.

Position	Percent Employed by Months of Employment			
	7 or 9 mo.	10 mo.	11 mo.	12 mo.
Director	0%	0%	0%	100%
CFO	0%	0%	3%	97%
Asst. Director	0%	19%	8%	73%
Lead Teacher	11%	70%	3%	16%
Teacher's Aide	18%	59%	3%	21%
Education Mgr.	3%	15%	5%	78%
Disabilities Mgr.	6%	14%	11%	69%
Health Mgr.	5%	15%	8%	72%
Family Eng. Mgr.	3%	15%	5%	77%
Family Advocate	5%	27%	8%	60%

Table 12. Percentage of Grantees Employing each Position 12 months Per Year Overall and by Region.

The data reflected in Table 12 show that the Director is consistently employed 12 months of the year across all regions at 100%. While there is some regional variability, the results are relatively consistent for the positions. One exception appears to be the North region where 91% of respondents report the Education Manager as a 12-month position as compared to 67% and 77% in the Central and South regions.

Position	Percent: 12 Month Appointment			
	Overall	North	Central	South
Director	100%	100%	100%	100%
CFO	97%	100%	100%	91%
Asst. Director	73%	57%	73%	86%
Lead Teacher	16%	18%	21%	9%
Teacher's Aide	21%	20%	27%	15%
Education Mgr.	78%	91%	67%	77%
Disabilities Mgr.	69%	75%	67%	75%
Health Mgr.	72%	83%	71%	67%
Family Eng. Mgr.	77%	82%	73%	83%
Family Advocate	60%	55%	57%	73%

Minimum Years of Experience Required

Tables 13 – 17 reflect the overall and regional results for the years of experience required for each position type. It is noteworthy that actual employees could have more experience but grantees were asked to indicate the minimum number of years required per position. Table 13 shows that overall, 69% of participating grantees require five or more years of experience for the Director position and 54% for the CFO position. A majority of respondents require two years or less for those who interact and teach children directly in the classroom to include the positions of Lead Teacher and Teacher Aide. Three or more years of experience are most often required for component managers by a majority of respondents. For the Family Advocate positions, most require two years or less experience for employment in that capacity.

Table 13. Percentage of Grantees by Years of Experience Required for Each Position Type: **OVERALL**

Position	Percent: Years of Experience Required				
	1 yr. or less	2 years	3 years	4 years	5+ years
Director	3%	8%	10%	10%	69%
CFO	7%	7%	21%	11%	54%
Asst. Director	15%	22%	26%	7%	30%
Lead Teacher	43%	26%	20%	3%	9%
Teacher's Aide	54%	29%	9%	6%	3%
Education Mgr.	11%	17%	42%	6%	25%
Disabilities Mgr.	21%	18%	42%	3%	15%
Health Mgr.	25%	19%	44%	6%	6%
Family Eng. Mgr.	19%	16%	38%	5%	22%
Family Advocate	52%	24%	21%	0%	3%



Table 14. Percentage of Grantees by Years of Experience Required for Each Position Type: **NORTH**

Table 14 shows the distribution of required experience by grantees in the North region. Consistent with the overall results, five or more years of experience are typically required for the Director and CFO positions at 80% and 50% respectively. Lead Teachers and Teacher Aides are required to have three or fewer years of experience (100%). Education, Disabilities and Health Managers are required to have three or fewer years' experience. While most require three or fewer years' experience for the Family Engagement Manager and Family Advocate, 10% of grantees reported a requirement of five or more years of experience.

Position	Percent: Years of Experience Required				
	1 year/less	2 years	3 years	4 years	5+ years
Director	0%	10%	0%	10%	80%
CFO	0%	13%	25%	13%	50%
Asst. Director	13%	13%	25%	13%	38%
Lead Teacher	40%	20%	40%	0%	0%
Teacher's Aide	63%	25%	13%	0%	0%
Education Mgr.	0%	20%	60%	0%	20%
Disabilities Mgr.	0%	67%	33%	0%	0%
Health Mgr.	10%	50%	40%	0%	0%
Family Eng. Mgr.	10%	30%	50%	0%	10%
Family Advocate	30%	50%	10%	0%	10%

Table 15. Percentage of Grantees by Years of Experience Required for Each Position Type: **CENTRAL**

Table 15 shows a majority of grantees in the Central region require the most experience (five or more years) for the Director, CFO and Assistant Director. Consistent with other regions, positions providing instruction and care of children are required to have the least experience with most requiring two or fewer years.

Position	Percent: Years of Experience Required				
	1 year/less	2 years	3 years	4 years	5+ years
Director	7%	0%	13%	13%	67%
CFO	20%	0%	20%	10%	50%
Asst. Director	10%	40%	20%	0%	30%
Lead Teacher	58%	33%	8%	0%	0%
Teacher's Aide	69%	23%	8%	0%	0%
Education Mgr.	14%	14%	43%	0%	29%
Disabilities Mgr.	27%	7%	53%	0%	13%
Health Mgr.	31%	8%	39%	8%	15%
Family Eng. Mgr.	21%	14%	43%	0%	21%
Family Advocate	58%	17%	25%	0%	0%

Table 16. Percentage of Grantees by Years of Experience Required for Each Position Type: **SOUTH**

Table 16 shows the percentage of grantees by years of experience required for each position type in the South region. Positions with direct responsibility for children in the South region require more experience and percentages are spread across all columns. Sixty (60%) of grantees require the Family Advocate position to have one year or less of experience and all grantees required no more than three years experience for this position which is relatively consistent.

Position	Percent: Years of Experience Required				
	1 year/less	2 years	3 years	4 years	5+ years
Director	0%	15%	15%	8%	62%
CFO	0%	10%	20%	10%	60%
Asst. Director	13%	13%	38%	13%	25%
Lead Teacher	25%	25%	17%	8%	25%
Teacher's Aide	31%	39%	8%	15%	8%
Education Mgr.	9%	18%	27%	18%	27%
Disabilities Mgr.	18%	9%	36%	9%	27%
Health Mgr.	25%	8%	59%	8%	0%
Family Eng. Mgr.	17%	8%	25%	17%	33%
Family Advocate	60%	10%	30%	0%	0%

Table 17. Minimum Years of Experience Required: **MIGRANT**

Table 17 shows the Percentage of grantees by years of experience required for each position type for the Migrant region. With the exception of the Director position requiring five or more years experience, the remainder of the positions require one year or less of experience.

Position	Percent: Years of Experience Required				
	1 year/less	2 years	3 years	4 years	5+ years
Director					√
CFO					
Asst. Director	√				
Lead Teacher	√				
Teacher's Aide	√				
Education Mgr.	√				
Disabilities Mgr.	√				
Health Mgr.	√				
Family Eng. Mgr.	√				
Family Advocate	√				

Educational Requirements: Highest Education Level Required

Tables 18 – 22 reflect the overall and regional results for the percent of grantees requiring each minimum education level. As with years of experience, actual employees could have higher education levels but minimum levels were reported so as to understand the standard requirements for all employees. Table 18 shows that, overall, 46% of participating grantees require at least a Master’s Degree to be hired for the Director position, and 51% only require a Bachelor’s Degree. Only 17 % of participating grantees require a Master’s Degree for the CFO position and 76% require only a Bachelor’s Degree. A majority of respondents, 58%, require a Bachelor’s Degree for the Lead Teacher and 62% require only an Associate’s Degree for the position of Teacher’s Aide. A Bachelor’s Degree is most often required for component managers by a majority of respondents. For the Family Advocate positions most require only a High School Diploma/GED for employment in that capacity.

Table 18. Percent of Grantees Requiring each Minimum Education Level: **OVERALL**

Position	Percent Per Education Level			
	High School/GED ¹	Associates Degree	Bachelor’s Degree	Master’s Degree
Director	--	2%	51%	46%
CFO	--	7%	76%	17%
Asst. Director	7%	32%	57%	4%
Lead Teacher	3%	37%	58%	3%
Teacher’s Aide	64%*	62%	31%	5%
Education Mgr.	--	3%	82%	16%
Disabilities Mgr.	8%	11%	69%	11%
Health Mgr.	11%	22%	65%	3%
Family Eng. Mgr.	5%	11%	79%	5%
Family Advocate	47%	28%	22%	3%

*One grantee reported less than high school diploma/GED required. ¹Certificate and Credential requirements were addressed in a separate survey item.



Table 19. Percent of Grantees Requiring each Minimum Education Level: **NORTH**

Table 19 shows the distribution of percent of grantees requiring each minimum education level in the North region. Consistent with the overall results, only a Bachelor’s Degree is typically required for the Director and CFO positions at 58% and 78% respectively. The majority of Lead Teachers (55%) are required to have Bachelor’s Degrees while the majority of Teacher Aides are only required to have a High School Diploma/GED (60%). A high majority of managers are required to have at least a Bachelor’s Degree. While Family Advocates most often need a only a High School Diploma/GED (36%) or an Associate’s Degree (45%) with 18% of grantees requiring at least a Bachelor’s Degree for that position.

Position	Percent Per Education Level			
	High School/GED ¹	Associates Degree	Bachelor’s Degree	Master’s Degree
Director	--	--	58%	42%
CFO	--	11%	78%	11%
Asst. Director	13%	50%	38%	--
Lead Teacher	--	45 %	55%	--
Teacher’s Aide	60%	40%	--	--
Education Mgr.	--	--	82%	18%
Disabilities Mgr.	--	11%	89%	--
Health Mgr.	8%	17%	75%	--
Family Eng. Mgr.	--	10%	90%	--
Family Advocate	36%	45%	18%	--

¹Certificate and Credential requirements were addressed in a separate survey item.

Table 20. Percent of Grantees Requiring each Minimum Education Level: **CENTRAL**

Table 20 shows almost an even split between grantees requiring a Bachelor’s Degree (53%) and grantees requiring a Master’s Degree (47%) for the Director’s position in the Central region.

Position	Percent Per Education Level			
	High School/GED ¹	Associates Degree	Bachelor’s Degree	Master’s Degree
Director	--	--	53%	47%
CFO	--	--	80%	20%
Asst. Director	9%	27%	55%	9%
Lead Teacher	--	36%	64%	--
Teacher’s Aide	53%	40%	7%	--
Education Mgr.	--	--	80%	20%
Disabilities Mgr.	--	--	87%	13%
Health Mgr.	--	25%	75%	--
Family Eng. Mgr.	--	--	93%	7%
Family Advocate	36%	21%	43%	--

¹Certificate and Credential requirements were addressed in a separate survey item.

Table 21. Percent of Grantees Requiring each Minimum Education Level: **SOUTH**

Table 21 shows an even split between grantees requiring a Bachelor’s Degree (46%) and grantees requiring a Master’s Degree (46%) for the Director’s position in the South region, with 8% requiring only an Associate’s Degree for the same position.

Position	Percent Per Education Level			
	High School/GED ¹	Associates Degree	Bachelor’s Degree	Master’s Degree
Director	--	8%	46%	46%
CFO	--	10%	70%	20%
Asst. Director	--	25%	75%	--
Lead Teacher	--	33%	58%	8%
Teacher’s Aide	77%*	15%	8%	--
Education Mgr.	--	9%	82%	9%
Disabilities Mgr.	18%	27%	36%	18%
Health Mgr.	17%	25%	50%	8%
Family Eng. Mgr.	8%	25%	58%	8%
Family Advocate	70%	20%	--	10%

*One grantee reported less than high school diploma/GED required. ¹Certificate and Credential requirements were addressed in a separate survey item.

Table 22. Highest Education Level Required: **MIGRANT**

Table 22 reflects the Mixed/Migrant region requirements of a Master’s Degree for the Director, a Bachelor’s Degree for the Assistant Director and Education Manager, and only a High School Diploma/GED for the Lead Teacher, Teacher’s Aide, and all other Managers, including the Family Advocate.

Position	Percent Per Education Level			
	High School/GED ¹	Associates Degree	Bachelor’s Degree	Master’s Degree
Director				√
CFO				
Asst. Director			√	
Lead Teacher	√			
Teacher’s Aide	√			
Education Mgr.			√	
Disabilities Mgr.	√			
Health Mgr.	√			
Family Eng. Mgr.	√			
Family Advocate	√			

¹Certificate and Credential requirements were addressed in a separate survey item.

Educational Requirements: Minimum Credentials Required

Tables 23 – 34 reflect the overall and regional results for the minimum and commonly held credentials required for the Administrative, Teaching/Front Line, and Management Level positions. **Across these tables, if a credential is checked, it is a minimum credential reported by at least one grantee as required for the position. Check marks in red represent credentials that are reported most frequently across grantees as a minimum requirement for the position, meaning a relatively large number of grantees require that credential.**

Overall, Table 23 shows that Directors and Assistant Directors are required by one or more grantees to have at least a Teaching Certificate, Florida Staff Credential, and Educational Administrator or Supervisor Credential, and are required by most grantees to hold Florida Director Credentials. Some grantees also require that Directors be a licensed or certified Psychologist and that Assistant Directors hold a National Child Development Associate (CDA) and/or be a Certified Public Accountant (CPA). Grantees commonly require that the CFO be a CPA. For Migrant grantees, the Director and Assistant Director positions are required to have Director Credentials and teaching staff are required to have a National CDA.

Table 23. Minimum Credentials Required for Administrative Positions: **OVERALL**

Credential	Credentials Required for Administrative Positions		
	Director	CFO	Asst. Director
Teaching Certificate	√		√
National Child Development Associate (CDA)			√
FL Director Credential	√		√
FL Staff Credential	√		√
Licensed or Certified Psychologist	√		
Educational Admin. or Supervision	√		√
Certified Public Accountant (CPA)		√	√
Other	√	√	√

Note. = √ = minimum certificate required for the position by at least one grantee. Red = Commonly reported minimum certificate required across grantees.

Table 24. Minimum Credentials Required for Teaching/Front Line Staff: **OVERALL**

Table 24 reflects that, overall, Lead Teachers and Teacher’s Aides are required by many grantees to hold a Teaching Credential and a National CDA. Family Advocates are required by some grantees to hold the National CDA, Florida Staff Credentials or be a licensed or certified Social Worker. For the Migrant grantee, Teaching/Front Line Staff are required to have National CDA Credentials.

Credential	Credentials Required for Teaching/Front Line Staff		
	Lead Teacher	Teachers Aide	Family Advocate
Teaching Certificate	√		
National CDA	√	√	√
FL Director Credential	√	√	
FL Staff Credential	√	√	√
Licensed or Certified Social Worker			√
Other	√	√	√

Note. = √ = minimum certificate required for the position by at least one grantee. Red = Commonly reported minimum certificate required across grantees.

Table 25. Minimum Credentials Required for Management Level Positions: OVERALL

Table 25 reflects that, overall, grantees typically require Managers of all types to hold a Teaching Certificate. In addition to holding a teaching certificate, Education Managers are also commonly required to hold the Florida Director Credential and the Education Administration or Supervision Credential and some grantees require that Education Managers hold a National CDA and/or Florida Staff Credential. Disabilities Managers are also commonly required to be licensed or certified Psychologists and some grantees require that they be a licensed or certified Social Worker Social Workers and/or hold Educational Administration or Supervision Credentials. Health Managers are commonly required to hold nursing degrees or be Registered Dieticians. Family Engagement Managers are also required by many grantees to be Registered Dieticians and/or Licensed or Certified Psychologists.

Credential	Credentials Required for Administrative Positions			
	Education Mgr.	Disabilities Mgr.	Health Mgr.	Family Eng. Mgr.
Teaching Certificate	√	√	√	√
National CDA	√			
FL Director Credential	√			
FL Staff Credential	√			
Registered Nurse			√	
Licensed Practical Nurse			√	
Registered Dietician			√	√
Licensed or Certified Psychologist		√		
Licensed or Certified Social Worker		√		√
Educational Admin. or Supervision	√	√		
Other	√	√	√	√

Note. = √ = minimum certificate required for the position by at least one grantee. Red = Commonly reported minimum certificate required across grantees.

Table 26. Minimum Credentials Required for Administrative Positions: NORTH

Table 26 reflects that, consistent with the overall results, some grantees require Directors and Assistant Directors Teaching Certificate in the North region. Directors are required by most grantees to hold Educational Administration or Supervision Credentials. Assistant Directors are required by some grantees to hold National CDA and Florida Staff Credentials and most grantees require them to hold Florida Director Credentials. Both the Assistant Director and CFO are required by some grantees to hold CPAs.

Credential	Credentials Required for Administrative Positions		
	Director	CFO	Asst. Director
Teaching Certificate	√		√
National CDA			√
FL Director Credential			√
FL Staff Credential			√
Licensed or Certified Psychologist			
Educational Admin. or Supervision	√		
Certified Public Accountant		√	√
Other	√	√	√

Note. = √ = minimum certificate required for the position by at least one grantee. Red = Commonly reported minimum certificate required across grantees.

Table 27. Minimum Credentials Required for Teaching/Front Line Staff Positions: **NORTH**

Table 27 reflects that, in the North region, Lead Teachers are commonly required to hold a Teaching Certificate and Florida Director Credentials, and are also required by some grantees to hold National CDA and Florida Staff Credentials. Teacher's Aides are most commonly required to hold the National CDA and Florida Staff Credentials. Family Advocates are commonly required to hold the National CDA and some grantees require that they hold the Florida Staff Credential.

Credential	Credentials Required for Teaching/Front Line Staff		
	Lead Teacher	Teachers Aide	Family Advocate
Teaching Certificate	√		
National CDA	√	√	√
FL Director Credential	√	√	
FL Staff Credential	√	√	√
Licensed or Certified Social Worker			
Other	√	√	√

Note. = √ = minimum certificate required for the position. Red = Commonly reported minimum certificate required.

Table 28. Minimum Credentials Required for Management Level Positions: **NORTH**

Table 28 reflects that, consistent with the overall results, in the North region Managers are common required to hold a Teaching Certificate. Education Managers are required by some grantees to hold Florida Director Credentials. Health Managers are commonly LPNs or RNs. Family Engagement Managers are most commonly required to be licensed or certified Social Workers.

Credential	Credentials Required for Management Positions			
	Education Mgr.	Disabilities Mgr.	Health Mgr.	Family Eng. Mgr.
Teaching Certificate	√	√	√	√
National CDA				
FL Director Credential	√			
FL Staff Credential				
Registered Nurse			√	
Licensed Practical Nurse			√	
Registered Dietician				
Licensed or Certified Psychologist				
Licensed or Certified Social Worker				√
Educational Admin. or Supervision				
Other	√	√	√	√

Note. = √ = minimum certificate required for the position by at least one grantee. Red = Commonly reported minimum certificate required across grantees.

Table 29. Minimum Credentials Required for Administrative Positions: **CENTRAL**

Table 29 shows that, in the Central region, Directors are commonly required to hold Teaching Certificates and Educational Administration or Supervision Credentials, and some grantees require that they hold both Florida Director and Florida Staff Credentials. Assistant Directors are commonly required to hold Florida Director Credentials and some grantees require Teaching Certificates, Staff Credentials, or the National CDA. The CFO is typically required to be a CPA.

Credential	Credentials Required for Administrative Positions		
	Director	CFO	Asst. Director
Teaching Certificate	√		√
National CDA			√
FL Director Credential	√		√
FL Staff Credential	√		√
Licensed or Certified Psychologist			
Educational Admin. or Supervision	√		
Certified Public Accountant		√	
Other		√	

Note. = √ = minimum certificate required for the position by at least one grantee. Red = Commonly reported minimum certificate required across grantees.

Table 30. Minimum Credentials Required for Teaching/Front Line Staff Positions: **CENTRAL**

Table 30 reflects that, in the Central region, Lead Teachers commonly are required to hold a Teaching Certificate and Florida Staff Credentials and some grantees require that they hold National CDA and/or Florida Directors Credentials. Teacher's Aides are commonly required to hold National CDA and Florida Staff Credentials.

Credential	Credentials Required for Teaching/Front Line Staff		
	Lead Teacher	Teachers Aide	Family Advocate
Teaching Certificate	√		
National CDA	√	√	
FL Director Credential	√		
FL Staff Credential	√	√	
Licensed or Certified Social Worker			
Other	√	√	√

Note. = √ = minimum certificate required for the position. Red = Commonly reported minimum certificate required.

Table 31. Minimum Credentials Required for Management Level Positions: CENTRAL

Table 31 reflects that, consistent with the overall results, in the Central region Managers are commonly required to hold Teaching Certificates. Education Managers are required by some grantees to hold National CDA Credentials, Florida Director Credentials, Florida Staff Credentials and/or Educational Administration or Supervision Credentials. Disabilities Managers must be licensed or certified psychologists. Health Managers are commonly required to be RNs. Family Engagement Managers are commonly required to be licensed or certified Social Workers.

Credential	Credentials Required for Management Positions			
	Education Mgr.	Disabilities Mgr.	Health Mgr.	Family Eng. Mgr.
Teaching Certificate	√	√	√	√
National CDA	√			
FL Director Credential	√			
FL Staff Credential	√			
Registered Nurse			√	
Licensed Practical Nurse				
Registered Dietician				
Licensed or Certified Psychologist		√		
Licensed or Certified Social Worker				√
Educational Admin. or Supervision	√			
Other		√	√	

Note. = √ = minimum certificate required for the position by at least one grantee. Red = Commonly reported minimum certificate required across grantees.

Table 32. Minimum Credentials Required for Administrative Positions: SOUTH

Table 32 shows that, in the South region, Directors are required by most grantees to hold the Educational Administration or Supervision Credentials. There is also a range of credential and licensing requirements that are required by some of the grantees in the South region. Assistant Directors are required by most grantees to hold Florida Director Credentials and some grantees require other credentials as well. The CFO is commonly required to be a CPA.

Credential	Credentials Required for Administrative Positions		
	Director	CFO	Asst. Director
Teaching Certificate	√		
National CDA			√
FL Director Credential	√		√
FL Staff Credential			√
Licensed or Certified Psychologist	√		
Educational Admin. or Supervision	√		√
Certified Public Accountant		√	
Other	√		

Note. = √ = minimum certificate required for the position by at least one grantee. Red = Commonly reported minimum certificate required across grantees.

Table 33. Minimum Credentials Required for Teaching/Front Line Staff Positions: SOUTH

Table 33 reflects that, in the South region, Lead Teachers are most commonly required to hold a Teaching Certificate. Some of the grantees require that they hold National CDA, Teaching Certificates, and Florida Director Credentials. Teacher’s Aides are most commonly required to hold a National CDA. Family Advocates are required by most grantees to be licensed or certified Social Workers.

Credential	Credentials Required for Teaching/Front Line Staff		
	Lead Teacher	Teachers Aide	Family Advocate
Teaching Certificate	√		
National CDA	√	√	
FL Director Credential	√		
FL Staff Credential	√	√	
Licensed or Certified Social Worker			√
Other	√		√

Note. = √ = minimum certificate required for the position by at least one grantee. Red = Commonly reported minimum certificate required across grantees.

Table 34. Minimum Credentials Required for Management Level Positions: SOUTH

Table 34 reflects that, in the South region, the Education manager is required by most grantees to hold a Florida Director Credential and some grantees require a Florida Staff Credential and/or Teaching Certificate. The Disabilities and Family Engagement Managers are commonly required to hold a Teaching Certificate. Disabilities Managers are also commonly required to be licensed or certified Psychologists or Social Workers. Health Managers are most commonly required to be Registered Dietitians. Family Engagement Managers are commonly required to be Registered Dietitians or licensed or certified Social Workers.

Credential	Credentials Required for Management Positions			
	Education Mgr.	Disabilities Mgr.	Health Mgr.	Family Eng. Mgr.
Teaching Certificate	√	√		√
National CDA				
FL Director Credential	√			
FL Staff Credential	√			
Registered Nurse			√	
Licensed Practical Nurse				
Registered Dietician			√	√
Licensed or Certified Psychologist		√		
Licensed or Certified Social Worker		√		√
Educational Admin. or Supervision	√	√		
Other		√	√	√

Note. = √ = minimum certificate required for the position by at least one grantee. Red = Commonly reported minimum certificate required across grantees.

Employee Salaries/Wages

The following set of tables (35-39) reflects the salary ranges throughout the state. Tables are organized by position and show the ranges and median for entry level, top level and average salaries or wages. Table 35 shows the overall salary ranges throughout the state. The first column shows the position titles divided into salaried positions (management level exempt positions) and hourly positions (Lead Teacher, Teachers Aide and Family Advocate). Each section shows the median salary or hourly rate for those ranges. For example, the range reported as entry level salary for a Director is from \$37,000 to \$150,000. The median entry level salary for Directors is \$71,000. The highest range reported for Director is from \$56,000 - \$150,000 with a median of \$90,000. The average Director salary overall is reported to be from \$50,000 - \$150,000 with a median of \$80,000.

Table 35. Entry Level, Top, and Average Salaries and Wages offered to Employees by Position: **OVERALL**

Position	Entry, Top, and Average Salary/Wage					
	Entry		Top		Average	
	Range	Median	Range	Median	Range	Median
Salaried						
Director	\$37,000 to \$150,000	\$71,000	\$56,000 to \$150,000	\$90,000	\$50,000 to \$150,000	\$80,000
CFO ¹	\$36,000 to \$125,000	\$59,000	\$49,000 to \$135,000 ¹	\$67,000	\$42,000 to \$125,000 ¹	\$66,000
Asst. Director	\$25,000 to \$69,000	\$37,000	\$26,000 to \$95,000	\$46,000	\$26,000 to \$95,000	\$39,000
Education Mgr.	\$27,000 to \$60,000	\$37,000	\$26,000 to \$100,000	\$51,000	\$29,000 to \$80,000	\$42,000
Disabilities Mgr.	\$20,000 to \$46,000	\$36,000	\$25,000 to \$80,000	\$46,000	\$20,000 to \$58,000	\$40,000
Health Mgr.	\$15,000 to \$63,000	\$33,000	\$25,000 to \$80,000	\$45,000	\$15,000 to \$63,000	\$38,000
Family Eng. Mgr.	\$20,000 to \$48,000	\$35,000	\$29,000 to \$80,000	\$46,000	\$25,000 to \$68,000	\$41,000
Hourly						
Lead Teacher	\$9.50 to \$26.00	\$15.00	\$13.50 to \$42.00	\$18.50	\$11.50 to \$32.50	\$15.50
Teacher's Aide	\$9.50 to \$19.00	\$13.50	\$9.50 to \$19.00	\$14.00	\$9.50 to \$17.00	\$12.50
Family Advocate	\$9.00 to \$29.50	\$12.50	\$12.00 to \$39.50	\$17.50	\$11.00 to \$33.00	\$14.50

*Based on the position type reported by the majority of grantees. Example: most grantees provided hourly wage for teaching staff rather than salary. If salary was reported for teaching staff, it was converted to wage based on number of hours reported for the position to ensure consistency in reporting. Likewise, hourly wages were converted to salary for management level positions. ¹One outlier (\$25,000) was dropped.

Geographical Areas

Examining the salaries by geographical boundaries shows that the data does not vary significantly. The North region reflects slight differences from the overall results for entry level salaries and wages and top salaries and wages as shown in Table 36. However, the averages are fairly consistent with the exception of the Family Engagement Manager. The average wages were slightly lower for Lead Teacher as compared to the overall results but slightly higher for Teacher Aides and slightly lower for Family Advocates.

Table 36. Entry Level, Top, and Average Salaries and Wages offered to Employees by Position: **NORTH**

Position	Entry, Top, and Average Salary/Wage					
	Entry		Top		Average	
	Range	Median	Range	Median	Range	Median
Salaried						
Director	\$37,000 to \$85,000	\$66,000	\$60,000 to \$100,000	\$85,000	\$60,000 to \$105,000	\$80,000
CFO ¹	\$36,000 to \$80,000	\$47,000	\$61,000 to \$110,000	\$80,000	\$42,000 to 110,000	\$66,000
Asst. Director	\$26,000 to \$45,000	\$27,000	\$29,000 to \$69,000	\$31,000	\$29,000 to 56,000	\$38,000
Education Mgr.	\$25,000 to \$50,000	\$32,000	\$26,000 to \$42,000	\$52,000	\$34,000 to 60,000	\$42,000
Disabilities Mgr.	\$26,000 to \$35,000	\$32,000	\$29,000 to \$61,000	\$52,000	\$28,000 to 44,000	\$40,000
Health Mgr.	\$26,000 to \$36,000	\$32,000	\$36,000 to \$61,000	\$46,000	\$34,000 to 44,000	\$36,000
Family Eng. Mgr.	\$26,000 to \$35,000	\$32,000	\$36,000 to \$61,000	\$46,000	\$34,000 to \$47,00	\$39,000
Hourly						
Lead Teacher	\$9.50 to \$26.00	\$13.50	\$15.00 to \$29.00	\$18.50	\$11.50 to \$29.00	\$14.00
Teacher's Aide	\$8.00 to \$12.00	\$19.50	\$10.00 to \$18.00	\$14.00	\$9.50 to \$17.00	\$13.00
Family Advocate	\$9.00 to \$15.00	\$10.50	\$13.00 to \$23.00	\$16.50	\$12,50 to \$19.00	\$14.00

Table 37. Entry Level, Top, and Average Salaries and Wages offered to Employees by Position: **CENTRAL (N = 8 to 15)**

Table 37 shows the higher ranges and median salaries and wages for entry level for all positions for the Central region as compared to the North region. There are some slight variations in the top and average ranges, depending on the position.

Position	Entry, Top, and Average Salary/Wage					
	Entry		Top		Average	
	Range	Median	Range	Median	Range	Median
Salaried						
Director	\$43,000 to \$150,000	\$80,000	\$56,000 to \$150,000	\$90,000	\$51,000 to 150,000	\$85,000
CFO ¹	\$57,000 to \$120,000	\$65,000	\$59,000 to \$135,000	\$65,000	\$59,000 to 125,000	\$65,000
Asst. Director	\$26,000 to \$60,000	\$37,000	\$26,000 to \$95,000	\$35,000	\$26,000 to 80,000	\$35,000
Education Mgr.	\$30,000 to \$55,000	\$41,000	\$36,000 to \$80,000	\$46,000	\$36,000 to 63,000	\$46,000
Disabilities Mgr.	\$20,000 to \$46,000	\$38,000	\$31,000 to \$80,000	\$46,000	\$25,000 to 58,000	\$44,000
Health Mgr.	\$20,000 to \$52,000	\$39,000	\$31,000 to \$80,000	\$45,000	\$25,000 to 63,000	\$43,000
Family Eng. Mgr.	\$31,000 to \$48,000	\$41,000	\$36,000 to \$74,000	\$49,000	\$34,000 to \$58,000	\$44,000
Hourly						
Lead Teacher	\$11.00 to \$26.00	\$15.00	\$13.50 to \$42.00	\$21.00	\$13.50 to \$32.50	\$15.50
Teacher's Aide	\$9.50 to \$12.00	\$10.00	\$9.50 to \$19.00	\$13.00	\$9.50 to \$15.50	\$12.00
Family Advocate	\$10.00 to \$17.50	\$12.50	\$12.00 to \$27.50	\$17.50	\$11.00 to \$17.50	\$14.50

Table 38. Entry Level, Top, and Average Salaries and Wages offered to Employees by Position: **SOUTH (N = 7 to 12)**

Salaries and wages for the South region in Table 38 show similar results with some median salaries at entry and top tiers lower than the Central region depending on position and higher on others. Overall, the variations between regions do not vary significantly but will provide some sense of comparability depending on the areas of the state where program services are provided.

Position	Entry, Top, and Average Salary/Wage					
	Entry		Top		Average	
	Range	Median	Range	Median	Range	Median
Salaried						
Director	\$48,000 to \$129,000	\$69,000	\$58,000 to \$140,000	\$80,000	\$50,000 to \$125,000	\$72,000
CFO ¹	\$39,000 to \$125,000	\$61,000	\$49,000 to \$105,000	\$66,000	\$43,000 to \$95,000	\$66,000
Asst. Director	\$25,000 to \$69,000	\$41,000	\$33,000 to \$61,000	\$42,000	\$28,000 to \$95,000	\$42,000
Education Mgr.	\$30,000 to \$60,000	\$41,000	\$35,000 to \$100,000	\$47,000	\$29,000 to \$80,000	\$41,000
Disabilities Mgr.	\$20,000 to \$46,000	\$36,000	\$25,000 to \$80,000	\$42,000	\$20,000 to \$49,000	\$34,000
Health Mgr.	\$25,000 to \$63,000	\$40,000	\$35,000 to \$80,000	\$40,000	\$25,000 to \$63,000	\$40,000
Family Eng. Mgr.	\$26,000 to \$43,000	\$36,000	\$40,000 to \$80,000	\$44,000	\$29,000 to \$68,000	\$41,000
Hourly						
Lead Teacher	\$10.50 to \$24.50	\$17.50	\$13.50 to \$38.00	\$18.00	\$12.00 to \$23.50	\$17.00
Teacher's Aide	\$9.50 to \$15.00	\$10.50	\$11.50 to \$18.50	\$16.00	\$10.00 to \$16.00	\$13.50
Family Advocate	\$10.00 to \$29.50	\$14.00	\$12.50 to \$39.50	\$18.50	\$11.50 to \$33.00	\$15.00

Table 39. Entry Level, Top, and Average Salaries and Wages offered to Employees by Position: **School Districts**
(N = 7 to 11)

Table 39 provides the entry level, top and average salaries and wages for the Migrant program. Since there is only one respondent for this category, comparisons are not possible. However, it does provide an opportunity to compare this workforce population to other geographic regions throughout the state for similar positions.

Grantee Organization Types

Examining the variances in salaries and wages by positions and organizational types provides an opportunity to determine whether the type of grantee matters when setting salaries and wages and how they compare to one another. Table 39 shows the salaries and wages for school district grantees. While there are some differences, those differences do not vary significantly overall. For example, the median entry level salary for the Director is \$80,000 for school districts as compared to \$73,000 for community action agencies as shown in Table 41 and \$75,000 for single purpose agencies shown in Table 42. However, those differences narrow when examining the average median ranges which are \$85,000 for school districts as compared to \$85,000 for community action agencies and \$75,000 for single purpose agencies.

The greatest variation appears in the hourly wages for Lead Teachers which might be anticipated. The median entry level salary for a Lead Teacher employed by a school district is \$20.50 (Table 39) as compared to a community action agency at \$10.00 (Table 40) and a single purpose agency at \$13.50 (Table 41). These results appear to hold true for both the top median and average median ranges for all organization types. Examining these data more closely reveal that Lead Teacher positions in school districts are required to hold a bachelor or master's degree as opposed to Lead Teachers employed by other grantee types.

Position	Entry, Top, and Average Salary/Wage					
	Entry		Top		Average	
	Range	Median	Range	Median	Range	Median
Salaried						
Director	\$51,000 to \$85,000	\$80,000	\$72,000 to \$140,000	\$95,000	\$66,000 to \$110,000	\$85,000
CFO	\$39,000 to \$57,000	\$50,000	\$49,000 to \$90,000	\$63,000	\$44,000 to \$125,000	\$60,000
Asst. Director	\$45,000 to \$55,000	---	\$62,000 to \$69,000	---	\$35,000 to \$62,000	\$56,000
Education Mgr.	\$27,000 to \$60,000	\$37,000	\$44,000 to \$100,000	\$66,000	\$34,000 to \$80,000	\$48,000
Disabilities Mgr.	\$20,000 to \$46,000	\$37,000	\$25,000 to \$80,000	\$56,000	\$20,000 to \$58,000	\$44,000
Health Mgr.	\$20,000 to \$43,000	\$35,000	\$31,000 to \$80,000	\$51,000	\$25,000 to \$51,000	\$41,000
Family Eng. Mgr.	\$27,000 to \$48,000	\$42,000	\$44,000 to \$80,000	\$55,000	\$34,000 to \$58,000	\$44,000
Hourly						
Lead Teacher	\$12.50 to \$26.00	\$20.50	\$21.00 to \$42.00	\$28.00	\$15.50 to \$32.50	\$23.00
Teacher's Aide	\$10.00 to \$12.00	\$11.00	\$14.50 to \$19.00	\$17.00	\$11.50 to \$16.00	\$13.50
Family Advocate	\$10.00 to \$29.50	\$12.50	\$15.00 to \$39.50	\$19.00	\$11.50 to \$33.00	\$15.50

Table 40. Entry Level, Top, and Average Salaries and Wages offered to Employees by Position: **Community Action Agency (N = 3 to 5)**

Position	Entry, Top, and Average Salary/Wage					
	Entry		Top		Average	
	Range	Median	Range	Median	Range	Median
Salaried						
Director	\$37,000 to \$150,000	\$73,000	\$60,000 to \$150,000	\$90,000	\$73,000 to \$150,000	\$85,000
CFO ¹	\$36,000 to \$95,000	\$65,000	\$59,000 to \$135,000	\$65,000	\$59,000 to \$115,000	\$65,000
Asst. Director	\$26,000 to \$60,000	\$55,000	\$28,000 to \$95,000	\$59,000	\$59,000 to \$80,000	\$60,000
Education Mgr.	\$29,000 to \$52,000	\$36,000	\$36,000 to \$80,000	\$41,000	\$36,000 to \$63,000	\$40,000
Disabilities Mgr.	\$36,000 to \$41,000	\$37,000	\$36,000 to \$66,000	\$39,000	\$35,000 to \$53,000	\$36,000
Health Mgr.	\$26,000 to \$52,000	\$43,000	\$39,000 to \$80,000	\$43,000	\$41,000 to \$63,000	\$43,000
Family Eng. Mgr.	\$26,000 to \$43,000	\$36,000	\$36,000 to \$62,000	\$39,000	\$36,000 to \$52,000	\$39,000
Hourly						
Lead Teacher	\$8.00 to \$12.00	\$10.00	\$12.00 to \$13.00	---	\$10.50 to \$12.00	\$11.00
Teacher's Aide	\$9.00 to \$17.50	\$11.00	\$12.00 to \$18.50	\$17.50	\$11.00 to \$17.50	\$15.50
Family Advocate	\$13.50 to \$20.00	\$15.00	\$13.50 to \$26.00	\$17.50	\$13.50 to \$20.00	\$15.50



Table 41. Entry Level, Top, and Average Salaries and Wages offered to Employees by Position: **Single Purpose Agency** (N = 13 to 21)

Position	Entry, Top, and Average Salary/Wage					
	Entry		Top		Average	
	Range	Median	Range	Median	Range	Median
Salaried						
Director	\$39,000 to \$120,000	\$68,000	\$56,000 to \$115,000	\$75,000	\$50,000 to \$125,000	\$75,000
CFO ¹	\$41,000 to \$125,000	\$61,000	\$61,000 to \$110,000	\$70,000	\$42,000 to \$110,000	\$67,000
Asst. Director	\$25,000 to \$69,000	\$33,000	\$26,000 to \$61,000	\$42,000	\$26,000 to \$95,000	\$38,000
Education Mgr.	\$30,000 to \$50,000	\$37,000	\$26,000 to \$63,000	\$46,000	\$29,000 to \$60,000	\$42,000
Disabilities Mgr.	\$20,000 to \$46,000	\$32,000	\$29,000 to \$53,000	\$46,000	\$25,000 to \$46,000	\$36,000
Health Mgr.	\$15,000 to \$63,000	\$31,000	\$25,000 to \$52,000	\$40,000	\$15,000 to \$63,000	\$36,000
Family Eng. Mgr.	20,000 to \$46,000	\$34,000	\$29,000 to \$55,000	\$44,000	\$25,000 to \$68,000	\$41,000
Hourly						
Lead Teacher	\$9.50 to \$24.50	\$13.50	\$13.50 to \$20.50	\$17.50	\$11.50 to \$18.00	\$14.00
Teacher's Aide	\$8.00 to \$15.00	\$10.00	\$9.50 to \$18.50	\$13.50	\$9.50 to \$17.00	\$11.00
Family Advocate	\$10.00 to \$18.00	\$12.00	\$12.50 to \$18.50	\$17.00	\$12.50 to \$18.50	\$13.50



Employee Benefits

Table 42. Percent Benefits Paid by Employer: **OVERALL**

Table 42 reflects the overall percent of benefits paid for by the employer. Plans for Short-Term Disability, Long-Term Disability, Dental Insurance and Life Insurance are equivalent for all positions and range in coverage up to 100% for employees. Health Insurance coverage ranges from 4% to 100% for the Director, 60% to 100% for the CFO, and 7% to 100% for the Education Manager, while all other employee ranges are 11% to 100%. Retirement/Pension Coverage ranges from 3% to 97% for all employees except the CFO, which has a coverage range of 3% to 10%.

Benefit: Range for % coverage						
Position	Short-Term Disability	Long-Term Disability	Retirement/Pension	Health Ins.	Dental Ins.	Life Ins.
Director	1% to 100%	1% to 100%	3% to 97%	4% to 100%	2% to 100%	1% to 100%
CFO	1% to 100%	1% to 100%	3% to 10%	60% to 100%	2% to 100%	1% to 100%
Asst. Director	1% to 100%	1% to 100%	3% to 97%	11% to 100%	2% to 100%	1% to 100%
Lead Teacher	1% to 100%	1% to 100%	3% to 97%	11% to 100%	2% to 100%	1% to 100%
Teacher's Aide	1% to 100%	1% to 100%	3% to 97%	11% to 100%	2% to 100%	1% to 100%
Education Mgr.	1% to 100%	1% to 100%	3% to 97%	7% to 100%	2% to 100%	1% to 100%
Disabilities Mgr.	1% to 100%	1% to 100%	3% to 97%	11% to 100%	2% to 100%	1% to 100%
Health Mgr.	1% to 100%	1% to 100%	3% to 97%	11% to 100%	2% to 100%	1% to 100%
Family Eng. Mgr.	1% to 100%	1% to 100%	3% to 97%	11% to 100%	2% to 100%	1% to 100%

Table 43. Percent Benefits Paid Fully, Partially, or No Coverage Reported: **OVERALL**

Table 43 reflects the overall percent of grantees reporting benefits that are paid fully, partially, or not covered for short-term and long-term disability insurance, and for retirement/pension plans. Out of grantees employing directors and responding, 7% reported paying 100% coverage for short-term disability for Directors; 9% of grantees reported paying partial coverage (less than 100%) and 84% of grantees did not indicate providing any short-term disability coverage for Directors. As shown in Table 3, 30% of grantees did not report having a CFO position so adjusting for this rate, roughly 60% of grantees that employ the CFO position did not report offering short-term disability coverage for the CFO position.

Position	Short-Term Disability			Long-Term Disability			Retirement/ Pension		
	Full	Part	None	Full	Part	None	Full	Part	None
Director	7%	9%	84%	21%	14%	65%	0%	77%	23%
CFO	5%	5%	91%	16%	7%	77%	0%	54%	47%
Asst. Director	5%	9%	86%	19%	9%	72%	0%	56%	44%
Lead Teacher	7%	9%	84%	16%	12%	72%	0%	70%	30%
Teacher's Aide	7%	9%	84%	19%	12%	70%	0%	74%	26%
Education Mgr.	7%	9%	84%	21%	14%	65%	0%	77%	23%
Disabilities Mgr.	7%	5%	88%	19%	9%	72%	0%	67%	33%
Health Mgr.	7%	9%	84%	19%	12%	70%	0%	74%	26%
Family Eng. Mgr.	7%	9%	84%	19%	12%	70%	0%	72%	28%
Family Advocate	7%	5%	88%	19%	9%	72%	0%	70%	30%

NOTE: None = No Coverage Reported and includes grantees who employed the position and those who did not.

Table 44. Percent Benefits Paid Fully, Partially, or No Coverage Reported: **NORTH**

Table 44 reflects the North region and percentage of grantees reporting benefits that they paid fully, partially, or no coverage reported. The results are relatively consistent across all positions.

Position	Short-Term Disability			Long-Term Disability			Retirement/ Pension		
	Full	Part	None	Full	Part	None	Full	Part	None
Director	17%	8%	75%	33%	8%	58%	0%	83%	17%
CFO	17%	8%	75%	25%	8%	67%	0%	59%	42%
Asst. Director	17%	8%	75%	25%	8%	67%	0%	59%	42%
Lead Teacher	17%	8%	75%	33%	8%	58%	0%	75%	25%
Teacher's Aide	17%	8%	75%	33%	8%	58%	0%	75%	25%
Education Mgr.	17%	8%	75%	33%	8%	58%	0%	83%	17%
Disabilities Mgr.	17%	0%	83%	25%	8%	67%	0%	58%	42%
Health Mgr.	17%	8%	75%	33%	8%	58%	0%	83%	17%
Family Eng. Mgr.	17%	8%	75%	25%	8%	67%	0%	75%	25%
Family Advocate	17%	8%	75%	33%	8%	58%	0%	75%	25%

Table 45. Percent Benefits Paid Fully, Partially, or No Coverage Reported: **CENTRAL**

Table 45 reflects the grantees in the Central region reporting benefits paid fully, partially, or no coverage reported. Overall, the results show that the percent of benefits paid do not vary significantly by geographic region with some slight variation. For example, none of the reporting grantees provide short-term disability insurance for any of the positions. Some report picking up a portion of the costs for this benefit while the majority reported that they do not provide short-term disability insurance.

Position	Short-Term Disability			Long-Term Disability			Retirement/ Pension		
	Full	Part	None	Full	Part	None	Full	Part	None
Director	0%	13%	87%	20%	7%	73%	0%	93%	7%
CFO	0%	7%	93%	13%	7%	80%	0%	67%	33%
Asst. Director	0%	13%	87%	20%	7%	73%	0%	80%	20%
Lead Teacher	0%	13%	87%	7%	7%	87%	0%	87%	13%
Teacher's Aide	0%	13%	87%	13%	7%	80%	0%	93%	7%
Education Mgr.	0%	13%	87%	20%	7%	73%	0%	93%	7%
Disabilities Mgr.	0%	13%	87%	20%	7%	73%	0%	93%	7%
Health Mgr.	0%	13%	87%	13%	7%	80%	0%	87%	13%
Family Eng. Mgr.	0%	13%	87%	20%	7%	73%	0%	93%	7%
Family Advocate	0%	7%	93%	13%	7%	80%	0%	87%	13%

Table 46. Percent Benefits Paid Fully, Partially, or No Coverage Reported: **SOUTH**

Table 46 reflects the South region and grantees reporting benefits paid fully, partially, or no coverage reported. Again, there are similar results with slight variations based on geographic regions. For example, of grantees that reported, 7% indicate that they provide fully paid short-term disability insurance for Directors and the majority of other positions as opposed to no short-term disability insurance provided in the Central region.

Position	Short-Term Disability			Long-Term Disability			Retirement/ Pension		
	Full	Part	None	Full	Part	None	Full	Part	None
Director	7%	7%	87%	13%	20%	67%	0%	53%	47%
CFO	0%	0%	100%	13%	7%	80%	0%	33%	67%
Asst. Director	0%	7%	93%	13%	7%	80%	0%	27%	73%
Lead Teacher	7%	7%	87%	13%	20%	67%	0%	47%	53%
Teacher's Aide	7%	7%	87%	13%	20%	67%	0%	53%	47%
Education Mgr.	7%	7%	87%	13%	20%	67%	0%	53%	47%
Disabilities Mgr.	7%	0%	93%	13%	13%	73%	0%	47%	53%
Health Mgr.	7%	7%	87%	13%	20%	67%	0%	53%	47%
Family Eng. Mgr.	7%	7%	87%	13%	20%	67%	0%	47%	53%
Family Advocate	7%	0%	93%	13%	13%	73%	0%	47%	53%

Table 47. Benefits Paid Fully, Partially, or No Coverage Reported: **MIGRANT**

Table 47 reflects the Mixed/Migrant region and shows that they do not provide short-term disability insurance either fully or partially paid for any of the positions. Long-term disability insurance is provided for three positions and the retirement/pension is partially paid for all positions.

Position	Short-Term Disability			Long-Term Disability			Retirement/ Pension		
	Full	Part	None	Full	Part	None	Full	Part	None
Director			√		√			√	
CFO			√		√			√	
Asst. Director			√		√			√	
Lead Teacher			√			√		√	
Teacher's Aide			√			√		√	
Education Mgr.			√		√			√	
Disabilities Mgr.			√			√		√	
Health Mgr.			√			√		√	
Family Eng. Mgr.			√			√		√	
Family Advocate			√			√		√	

Table 48. Percent Health Benefits Paid Fully, Partially, or No Coverage Reported: **OVERALL**

Table 48 reflects the percent of health benefits paid by position for the overall sample. For example, 14% of grantees reported paying 100% of the costs for health insurance coverage while 70% of grantees reported paying a portion of the costs and 16% do not provide health insurance coverage for the Director. Dental and Life insurance are shown in the following columns. Fewer grantees provide dental coverage for employees while life insurance was offered in full or part by more than half of the respondents for most positions.

Position	Health			Dental			Life		
	Full	Part	None	Full	Part	None	Full	Part	None
Director	14%	70%	16%	12%	21%	67%	51%	9%	40%
CFO	5%	54%	42%	7%	14%	79%	42%	5%	54%
Asst. Director	7%	54%	40%	5%	21%	74%	40%	9%	51%
Lead Teacher	14%	67%	19%	12%	21%	67%	47%	9%	44%
Teacher's Aide	14%	67%	19%	12%	21%	67%	49%	9%	42%
Education Mgr.	14%	70%	16%	12%	21%	67%	51%	9%	40%
Disabilities Mgr.	14%	56%	30%	7%	19%	74%	49%	5%	47%
Health Mgr.	14%	70%	17%	12%	19%	70%	49%	9%	42%
Family Eng. Mgr.	12%	67%	21%	12%	21%	67%	49%	9%	42%
Family Advocate	14%	63%	23%	12%	19%	70%	49%	5%	47%

Table 49. Percent Health Benefits Paid Fully, Partially, or No Coverage Reported: **NORTH**

Table 49 reflects the percent health benefits paid fully, partially, or no coverage reported for the North region. Only 8% of the programs reported paying 100% of the health insurance in the North region and a majority report paying a portion of the costs. Fewer report not providing health insurance benefits at all. A majority of grantees do not provide dental insurance for employees but most provide life insurance either fully paid or partially paid by the agency.

Position	Health			Dental			Life		
	Full	Part	None	Full	Part	None	Full	Part	None
Director	8%	75%	17%	17%	8%	75%	75%	8%	17%
CFO	0%	67%	33%	8%	8%	83%	58%	8%	33%
Asst. Director	8%	59%	33%	8%	8%	83%	58%	8%	33%
Lead Teacher	8%	75%	17%	17%	8%	75%	67%	8%	25%
Teacher's Aide	8%	67%	25%	17%	8%	75%	67%	8%	25%
Education Mgr.	8%	75%	17%	17%	8%	75%	75%	8%	17%
Disabilities Mgr.	8%	50%	42%	8%	8%	83%	67%	0%	33%
Health Mgr.	8%	83%	8%	17%	8%	75%	75%	8%	17%
Family Eng. Mgr.	8%	75%	17%	17%	8%	75%	67%	8%	25%
Family Advocate	8%	75%	17%	17%	8%	75%	67%	8%	25%

Table 50. Percent Health Benefits Paid Fully, Partially, or No Coverage Reported: **CENTRAL**

Table 50 reflects the percent health benefits paid fully, partially, or no coverage reported for the Central region. Again, most grantees report providing full or partial health coverage with some grantees report not providing health coverage at all. Most do not provide dental coverage and a majority of grantees provide life insurance coverage either fully or partially paid by the organization.

Position	Health			Dental			Life		
	Full	Part	None	Full	Part	None	Full	Part	None
Director	20%	67%	13%	7%	20%	73%	53%	13%	33%
CFO	13%	47%	40%	7%	13%	80%	47%	7%	47%
Asst. Director	13%	47%	40%	0%	20%	80%	40%	13%	47%
Lead Teacher	20%	60%	20%	7%	20%	73%	47%	13%	40%
Teacher's Aide	20%	67%	13%	7%	20%	73%	53%	13%	33%
Education Mgr.	20%	67%	13%	7%	20%	73%	53%	13%	33%
Disabilities Mgr.	20%	67%	13%	7%	20%	73%	53%	13%	33%
Health Mgr.	20%	60%	20%	7%	13%	80%	47%	13%	40%
Family Eng. Mgr.	20%	60%	20%	7%	20%	73%	53%	13%	33%
Family Advocate	20%	60%	20%	7%	20%	73%	53%	7%	40%

Table 51. Percent Health Benefits Paid Fully, Partially, or No Coverage Reported: **SOUTH**

Table 51 reflects the percent health benefits paid fully, partially, or no coverage reported for the South region. The results are similar to other regions with most grantees reporting that they provide either fully paid or partially paid health insurance benefits. Dental benefits are less frequently provided by grantees in the South region. Unlike other regions, life insurance is not typically provided by grantees.

Position	Health			Dental			Life		
	Full	Part	None	Full	Part	None	Full	Part	None
Director	13%	67%	20%	13%	27%	60%	27%	7%	67%
CFO	0%	53%	47%	7%	20%	73%	20%	0%	80%
Asst. Director	0%	53%	47%	7%	27%	67%	20%	7%	73%
Lead Teacher	13%	67%	20%	13%	27%	60%	27%	7%	67%
Teacher's Aide	13%	67%	20%	13%	27%	60%	27%	7%	67%
Education Mgr.	13%	67%	20%	13%	27%	60%	27%	7%	67%
Disabilities Mgr.	13%	47%	40%	7%	20%	73%	27%	0%	73%
Health Mgr.	13%	67%	20%	13%	27%	60%	27%	7%	67%
Family Eng. Mgr.	7%	67%	27%	13%	27%	60%	27%	7%	67%
Family Advocate	13%	53%	33%	13%	20%	67%	27%	0%	73%

Table 52. Health Benefits Paid Fully, Partially, or No Coverage Reported: **MIGRANT**

Table 52 reflects the health benefits paid fully, partially, or no coverage reported for the Migrant region. All employees are partially covered with health care and dental care. All employees are fully covered with life insurance.

Position	Health			Dental			Life		
	Full	Part	None	Full	Part	None	Full	Part	None
Director		√			√		√		
CFO		√			√		√		
Asst. Director		√			√		√		
Lead Teacher		√			√		√		
Teacher's Aide		√			√		√		
Education Mgr.		√			√		√		
Disabilities Mgr.		√			√		√		
Health Mgr.		√			√		√		
Family Eng. Mgr.		√			√		√		
Family Advocate		√			√		√		

Table 53. Percentage of Grantees Offering PTO by Category: **OVERALL**

Table 53 reflects the overall percentage of grantees employing a particular position and providing PTO by category.

Position	Percent of Grantees Offering Benefit		
	Vacation/Sick	Holiday	Other
Director	88%	79%	35%
CFO	77%	74%	39%
Asst. Director	86%	87%	39%
Lead Teacher	85%	85%	33%
Teacher's Aide	85%	81%	37%
Education Mgr.	86%	85%	67%
Disabilities Mgr.	84%	78%	30%
Health Mgr.	81%	78%	24%
Family Eng. Mgr.	90%	85%	32%
Family Advocate	85%	84%	69%

Table 54. Percentage of Grantees Offering PTO by Category Across Regions

Table 54 reflects the percentage of grantees offering some form of paid time off (PTO) by category across the regions. Most grantees report that a combination of vacation/sick leave is provided for a majority of the positions by all regions. There is some variation by position which is shown in the table but it is typically provided. Holidays are generally provided throughout all regions with the South region reporting that fewer grantees provide this benefit. Other types of leave offered as a benefit varies somewhat dependent on the position.

Percent of Grantees Offering Benefit									
	Vacation/Sick			Holiday			Other		
Position	North	Central	South	North	Central	South	North	Central	South
Director	92%	93%	80%	75%	80%	80%	33%	33%	40%
CFO	89%	90%	58%	78%	80%	67%	22%	50%	42%
Asst. Director	100%	91%	67%	100%	83%	78%	38%	50%	33%
Lead Teacher	91%	86%	79%	91%	79%	86%	36%	29%	36%
Teacher's Aide	90%	87%	80%	90%	73%	80%	40%	40%	33%
Education Mgr.	91%	93%	73%	90%	92%	73%	80%	80%	50%
Disabilities Mgr.	88%	93%	69%	88%	80%	69%	38%	27%	31%
Health Mgr.	92%	86%	64%	92%	79%	64%	33%	21%	21%
Family Eng. Mgr.	91%	93%	86%	91%	80%	86%	36%	27%	36%
Family Advocate	91%	93%	69%	91%	92%	69%	80%	83%	50%

Table 55. Days of Paid Leave Offered by Leave Category and Position: **OVERALL**

Table 55 reflects overall days of Paid Leave offered by Leave Category and Position. Median combined Paid Leave days, including Vacation/Sick, Holiday and Other ranges from 30 for Lead Teachers, Teacher's Aides, and Family Advocates to 40 for the Director. This includes a range of 18 days of Vacation/Sick Paid Leave, 10 Holidays, and 2 other days totaling 30 days of Paid Leave to 27 days of Vacation/Sick Paid Leave, 11 Holidays, and 2 other days totaling 40 days for the Director. There were wide ranges for Vacation/Sick for all categories with as few as five to more than 100 days. Holidays ranged from a low of three paid per year to a high of 15. Other paid days ranged from a low of one to a high of 13 with a median of 2 paid days.

Paid Leave Category (# of Days)						
	Vacation/Sick		Holiday		Other	
Position	Median	Range	Median	Range	Median	Range
Director	27	12 to 100+	11	5 to 15	2	1 to 6
CFO	24	12 to 100+	11	7 to 15	2	1 to 6
Asst. Director	26	5 to 100+	11	6 to 15	2	1 to 13
Lead Teacher	18	5 to 100+	10	3 to 15	2	1 to 13
Teacher's Aide	18	5 to 100+	10	3 to 15	2	1 to 13
Education Mgr.	23	10 to 100+	10	3 to 15	2	1 to 6
Disabilities Mgr.	20	6 to 100+	11	3 to 15	2	1 to 4
Health Mgr.	20	6 to 100+	10	3 to 15	2	1 to 6
Family Eng. Mgr.	20	6 to 100+	10	3 to 15	2	1 to 6
Family Advocate	18	6 to 100+	10	3 to 15	2	1 to 10

Table 56. Days of Paid Leave Offered by Leave Category and Position: **NORTH**

Table 56 reflects days of Paid Leave offered by Leave Category and Position in the North region. The median number of paid days is highest for Directors at 27 annually as compared to Teachers Aides at 12 per year. However, it should be noted that Lead Teachers and Teacher Aides typically work fewer months in the year. A majority of the positions show 11 as the median number of holidays while the median of other days off are either one or two.

Paid Leave Category (# of Days)						
	Vacation/Sick		Holiday		Other	
Position	Median	Range	Median	Range	Median	Range
Director	27	12 to 100+	11	6 to 12	2	1 to 6
CFO	25	12 to 100+	11	7 to 12	1	1 to 1
Asst. Director	25	11 to 100+	11	6 to 12	1	1 to 3
Lead Teacher	15	10 to 100+	10	6 to 12	2	1 to 3
Teacher's Aide	12	10 to 100+	10	6 to 12	2	1 to 3
Education Mgr.	25	10 to 100+	11	6 to 12	2	1 to 6
Disabilities Mgr.	23	10 to 27	11	6 to 12	1	1 to 3
Health Mgr.	24	10 to 100+	10	6 to 12	2	1 to 6
Family Eng. Mgr.	25	10 to 100+	9	6 to 12	2	1 to 6
Family Advocate	19	10 to 100+	11	6 to 12	2	1 to 3

Table 57. Days of Paid Leave Offered by Leave Category and Position: **CENTRAL**

Table 57 reflects days of Paid Leave offered by Leave Category and Position in the Central region. The median number of days off for vacation and sick ranges from 25 for the Assistant Director and Family Engagement Manager to Teacher Aides with a median number of 12 days. Most positions enjoy between 9-12 holidays per year and between 1 to 3 days as the median for other paid days off.

Paid Leave Category (# of Days)						
	Vacation/Sick		Holiday		Other	
Position	Median	Range	Median	Range	Median	Range
Director	24	18 to 100+	11	5 to 15	3	2 to 6
CFO	23	18 to 31	12	10 to 15	3	2 to 6
Asst. Director	25	5 to 100+	11	6 to 12	1	1 to 3
Lead Teacher	15	10 to 100+	10	6 to 12	2	1 to 3
Teacher's Aide	12	10 to 100+	10	6 to 12	2	1 to 3
Education Mgr.	25	10 to 100+	11	6 to 12	2	1 to 6
Disabilities Mgr.	23	10 to 27	11	6 to 12	1	1 to 3
Health Mgr.	24	10 to 100+	10	6 to 12	2	1 to 6
Family Eng. Mgr.	25	10 to 100+	9	6 to 12	2	1 to 6
Family Advocate	19	10 to 100+	11	6 to 12	2	1 to 3

Table 58. Days of Paid Leave Offered by Leave Category and Position: **SOUTH**

Table 58 reflects days of Paid Leave offered by Leave Category and Position in the South region. The median shows a high of 28 days for the Director and the remainder of positions showing a median of 20 or more days. Holidays ranged from 6 to 13 days with the median number of days ranging between nine and 10 days. Other paid days showed a range of 1 to 3 with most positions at a median of one day.

Paid Leave Category (# of Days)						
	Vacation/Sick		Holiday		Other	
Position	Median	Range	Median	Range	Median	Range
Director	28	14 to 100+	10	6 to 13	1	1 to 3
CFO	25	16 to 38	9	8 to 12	1	1 to 2
Asst. Director	24	19 to 99	10	8 to 13	2	1 to 3
Lead Teacher	20	8 to 100+	9	6 to 13	1	1 to 3
Teacher's Aide	20	8 to 100+	9	6 to 13	1	1 to 3
Education Mgr.	20	11 to 99	9	6 to 13	2	1 to 3
Disabilities Mgr.	20	11 to 36	9	6 to 13	1	1 to 2
Health Mgr.	20	10 to 99	9	6 to 13	1	1 to 3
Family Eng. Mgr.	21	10 to 99	10	6 to 13	1	1 to 3
Family Advocate	20	10 to 25	9	6 to 12	1	1 to 2

Table 59. Number of days of Paid Leave by Category and Position: **MIGRANT**

Table 59 reflects days of PTO offered by Leave Category and Position for the Migrant region. The number of days reported by position is included where provided. Holidays range from 6 for Teacher Aides to 14 for Directors, Assistant Director and Education Manager.

Number Days PTO			
Position	Vacation/Sick	Holiday	Other
Director	15	14	
CFO			6
Asst. Director	15	14	
Lead Teacher		11	6
Teacher's Aide		11	6
Education Mgr.	15	14	
Disabilities Mgr.		11	6
Health Mgr.		11	6
Family Eng. Mgr.		11	6
Family Advocate		11	6

Table 60. Percent of grantees offering Paid Leave at Termination by Position

Table 60 shows the percent of grantees offering Paid Leave at Termination by position. Overall, 58% grantees report that they provide paid leave at termination with 83% in the North region, 53% in the Central region, and 47% in the South region. Forty-five percent (45%) of grantees offer paid leave at termination for the Health Manager position to 70% for the Assistant Director overall. In the South region, fewer grantees report that they pay out leave at termination of employment.

Percent Grantees Providing Paid Leave at Termination				
Position	Overall	North	Central	South
Director	58%	83%	53%	47%
CFO	60%	78%	70%	36%
Asst. Director	70%	88%	80%	50%
Lead Teacher	51%	73%	57%	31%
Teacher's Aide	48%	70%	53%	29%
Education Mgr.	50%	82%	53%	23%
Disabilities Mgr.	49%	75%	53%	31%
Health Mgr.	45%	83%	43%	15%
Family Eng. Mgr.	58%	82%	60%	38%
Family Advocate	50%	73%	50%	33%

Table 61. Termination Days Paid for Grantees Offering the Benefit: **OVERALL**

Table 61 shows overall termination days paid for grantees offering the benefit. Number of grantees offering this benefit for positions range from 18 (CFO, Disabilities Manager, Health Manager) to 25 (Director) and number of days offered range from 12 (Assistant Director, Teacher's Aide) to 21 (Health Manager).

# Days at Termination			
Position	# Grantees Offering Benefit	Median # Days offered	Range # Days offered
Director	25	20	>1 to 100+
CFO	18	18	5 to 100+
Asst. Director	19	12	5 to 100+
Lead Teacher	20	11	5 to 100+
Teacher's Aide	19	12	5 to 100+
Education Mgr.	20	15	6 to 100+
Disabilities Mgr.	18	15	1 to 100+
Health Mgr.	18	21	5 to 100+
Family Eng. Mgr.	23	15	5 to 100+
Family Advocate	19	15	5 to 100+

Table 62. Paid Days at Termination Across Regions

Table 62 shows the paid days at termination across the regions. Note that the Migrant region had no response in this section. Number of days paid ranged from 10 (CFO, Assistant Director) to 40 (Director) in the North region, 8 (Health Manager) to 20 (Director) in the Central region, and 15 (Director) to 30 (CFO, Health Manager, Family Engagement Manager, Family Advocate) in the South region.

# Days at Termination						
	North		South		Central	
Position	Median	Range	Median	Range	Median	Range
Director	40	>1 to 100+	20	6 to 45	15	10 to 60
CFO	10	5 to 100+	18	10 to 42	30	10 to 60
Asst. Director	10	5 to 100+	13	6 to 15	23	5 to 60
Lead Teacher	11	5 to 100+	10	6 to 15	23	5 to 52
Teacher's Aide	12	10 to 100+	10	6 to 15	23	5 to 52
Education Mgr.	30	10 to 100+	10	6 to 10	23	10 to 52
Disabilities Mgr.	21	10 to 100+	10	1 to 15	23	10 to 52
Health Mgr.	21	5 to 100+	8	6 to 10	30	10 to 52
Family Eng. Mgr.	30	5 to 100+	10	6 to 42	30	10 to 60
Family Advocate	11	5 to 100+	10	6 to 15	30	10 to 52



Tuition Reimbursement

Tables 63 through 66 show the percentage of grantees who offer tuition reimbursement as a benefit providing full, partial or no reimbursement. Table 63 reflects the overall results. The percent of grantees offering full tuition reimbursement ranged from 11% for Disabilities Managers to 25% for Teacher Aides, with 12% offering reimbursement for Directors and Education Managers, and 23% and 25% for Lead Teachers and Teacher's Aides respectively. Partial reimbursement provided ranges from 13% (Health Managers) to 31% (Lead Teachers). The majority of grantees offered no tuition reimbursement for any employees.

Table 63. Percent of Grantees Providing Full, Partial, or No Tuition Reimbursement: **OVERALL**

Percent Grantees Offering Tuition Reimbursement			
Position	Full	Partial	None
Director	12%	16%	72%
CFO	16%	19%	65%
Asst. Director	15%	22%	63%
Lead Teacher	23%	31%	46%
Teacher's Aide	25%	28%	48%
Education Mgr.	12%	14%	74%
Disabilities Mgr.	11%	20%	69%
Health Mgr.	13%	13%	75%
Family Eng. Mgr.	13%	18%	70%
Family Advocate	11%	24%	66%

Note: The survey item specifically addressed tuition reimbursement provided directly by the grantee. Grantees and/or their employees may participate in external scholarship initiatives not captured within this study.



Table 64. Percent of Grantees Providing Full, Partial, or No Tuition Reimbursement: **NORTH**

Table 64 shows the results of the North region. The percent of grantees offering full tuition reimbursement ranged from 9% for the Family Advocate position to 45% for the Lead Teacher, with 17% offering reimbursement for Directors, Education Managers, and Health Managers, and 45% and 40% for Lead Teachers and Teacher's Aides respectively. Partial reimbursement was only offered by 18% of grantees for Lead Teachers, 20% for Teacher's Aides, and 9% for Family Advocates. The majority of grantees offered no tuition reimbursement to any employees.

Percent Grantees Offering Tuition Reimbursement			
Position	Full	Partial	None
Director	17%	0%	83%
CFO	22%	0%	78%
Asst. Director	13%	0%	88%
Lead Teacher	45%	18%	36%
Teacher's Aide	40%	20%	40%
Education Mgr.	17%	0%	83%
Disabilities Mgr.	14%	0%	86%
Health Mgr.	17%	0%	83%
Family Eng. Mgr.	18%	0%	82%
Family Advocate	9%	9%	82%

Table 65. Percent of Grantees Providing Full, Partial, or No Tuition Reimbursement: **CENTRAL**

Table 65 shows the results of the Central region. The percent of grantees offering full tuition reimbursement ranged from 20% (for Directors, Education Managers, and Family Engagement Managers) to 33% (for Teacher's Aides). Partial reimbursement was offered by grantees ranging from 29% (Health Managers) to 50% (Lead Teachers).

Percent Grantees Offering Tuition Reimbursement			
Position	Full	Partial	None
Director	20%	33%	47%
CFO	30%	40%	30%
Asst. Director	30%	40%	30%
Lead Teacher	21%	50%	29%
Teacher's Aide	33%	40%	27%
Education Mgr.	20%	33%	47%
Disabilities Mgr.	21%	36%	43%
Health Mgr.	21%	29%	50%
Family Eng. Mgr.	20%	33%	47%
Family Advocate	21%	43%	36%

Table 64. Percent of Grantees Providing Full, Partial, or No Tuition Reimbursement: **SOUTH**

Table 66 shows the results for the South region. Most grantees do not offer full tuition reimbursement. Partial reimbursement is reported by a few grantees while most did not provide tuition reimbursement.

Percent Grantees Offering Tuition Reimbursement			
Position	Full	Partial	None
Director	0%	13%	87%
CFO	0%	17%	83%
Asst. Director	0%	25%	75%
Lead Teacher	8%	23%	69%
Teacher's Aide	7%	21%	71%
Education Mgr.	0%	7%	93%
Disabilities Mgr.	0%	15%	85%
Health Mgr.	0%	8%	92%
Family Eng. Mgr.	0%	15%	85%
Family Advocate	0%	17%	83%

Note: The Migrant/Mixed Region reported providing tuition reimbursement but no data was provided on the percentage of the costs reimbursed by position.

APPENDIX A

INSTRUCTIONS

The Children's Forum is conducting a statewide Head Start/Early Head Start Wage and Fringe Benefits Comparability Study on behalf of the Florida Head Start Collaboration Office and the Florida Head Start Association. Head Start/Early Head Start (HS/EHS) grantees are asked to please provide organizational, personnel, wage and benefit information for their HS/EHS program.

Detailed Instructions and position definitions can be found at [insert link]. General instructions follow.

1. Before beginning the survey, familiarize yourself with the instructions and PDF preview survey found at [insert link] and gather any necessary documents.
2. You may complete part of the survey and finish the survey at a later time. But, for any page of survey responses to be saved, the NEXT or DONE button must be clicked for that page. Once NEXT or DONE is clicked, the page of responses is automatically saved. You may use the PREV button to go back to a prior page/question to review or change an answer. DO NOT use your web browser to go back to a prior page or you may lose some responses.
3. Only one survey should be completed per grant. If your organization has a grant to operate Head Start (HS) and Early Head Start (EHS) or HS/EHS and Migrant Head Start (MHS), complete one survey and respond across your HS/EHS/MHS programs.
4. Survey responses should be based on your HS/EHS/MHS program as a whole (across all sites if your grant funds more than one HS/EHS/MHS site).
5. If there is no %, number, wage or salary to report or the value is zero for a given item or sub-item, leave that particular drop down menu or text box blank.
6. Responses should be for those positions funded (either fully or partially) through your program's HS/EHS/MHS grant.
7. If your program does not employ a given position, skip responses pertaining to that position.

On behalf of the Children's Forum, the Florida Head Start Collaboration Office and the Florida Head Start Association, we greatly appreciate your time and response to this survey by 9/20/13.

THANK YOU!

INSERT CF AND HSCO LOGOS

Program Information

*1. Select your Head Start and/or Early Head Start Grantee Name.

Grantee Name

Grantee Name

2. Indicate which counties are served by your Head Start/Early Head Start program (check all that apply).

- | | | |
|------------------------------------|---------------------------------------|--------------------------------------|
| <input type="checkbox"/> Alachua | <input type="checkbox"/> Hardee | <input type="checkbox"/> Okeechobee |
| <input type="checkbox"/> Baker | <input type="checkbox"/> Hendry | <input type="checkbox"/> Orange |
| <input type="checkbox"/> Bay | <input type="checkbox"/> Hernando | <input type="checkbox"/> Osceola |
| <input type="checkbox"/> Bradford | <input type="checkbox"/> Highlands | <input type="checkbox"/> Palm Beach |
| <input type="checkbox"/> Brevard | <input type="checkbox"/> Hillsborough | <input type="checkbox"/> Pasco |
| <input type="checkbox"/> Broward | <input type="checkbox"/> Holmes | <input type="checkbox"/> Pinellas |
| <input type="checkbox"/> Calhoun | <input type="checkbox"/> Indian River | <input type="checkbox"/> Polk |
| <input type="checkbox"/> Charlotte | <input type="checkbox"/> Jackson | <input type="checkbox"/> Putnam |
| <input type="checkbox"/> Citrus | <input type="checkbox"/> Jefferson | <input type="checkbox"/> Saint Johns |
| <input type="checkbox"/> Clay | <input type="checkbox"/> Lafayette | <input type="checkbox"/> Saint Lucie |
| <input type="checkbox"/> Collier | <input type="checkbox"/> Lake | <input type="checkbox"/> Santa Rosa |
| <input type="checkbox"/> Columbia | <input type="checkbox"/> Lee | <input type="checkbox"/> Sarasota |
| <input type="checkbox"/> DeSoto | <input type="checkbox"/> Leon | <input type="checkbox"/> Seminole |
| <input type="checkbox"/> Dixie | <input type="checkbox"/> Levy | <input type="checkbox"/> Sumter |
| <input type="checkbox"/> Duval | <input type="checkbox"/> Liberty | <input type="checkbox"/> Suwannee |
| <input type="checkbox"/> Escambia | <input type="checkbox"/> Madison | <input type="checkbox"/> Taylor |
| <input type="checkbox"/> Flagler | <input type="checkbox"/> Manatee | <input type="checkbox"/> Union |
| <input type="checkbox"/> Franklin | <input type="checkbox"/> Marion | <input type="checkbox"/> Volusia |
| <input type="checkbox"/> Gadsden | <input type="checkbox"/> Martin | <input type="checkbox"/> Wakulla |
| <input type="checkbox"/> Gilchrist | <input type="checkbox"/> Miami-Dade | <input type="checkbox"/> Walton |
| <input type="checkbox"/> Glades | <input type="checkbox"/> Monroe | <input type="checkbox"/> Washington |
| <input type="checkbox"/> Gulf | <input type="checkbox"/> Nassau | |
| <input type="checkbox"/> Hamilton | <input type="checkbox"/> Okaloosa | |

3. How many Head Start funded children does your Head Start/Early Head Start program serve?

Number of Children

4. Indicate the total number of positions (full- or part-time) employed by your Head Start/Early Head Start program (funded fully or partially by your Head Start/Early Head Start program).

Number Employed

5. How many weeks of operation does your Head Start/Early Head Start program offer per year (indicate the typical number if the number differs across sites).

Number of Weeks

6. What is the total amount of your annual Head Start/Early Head Start program budget (round to nearest whole dollar)?

7. Indicate your Head Start/Early Head Start program type (select the best fitting category).

- School District
- County/Government Agency
- Community Action Partnership Agency
- Community-Based Program (Limited Purpose Agency)
- CDI

Position Information

8. Indicate the TOTAL number of positions employed by your Head Start/Early Head Start program for each position category (count all positions funded fully or partially by your HS/EHS grant whether filled or vancat).

	Total # Positions
1. Director	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>
4. Lead Teacher	<input type="text"/>
5. Teacher Assistant (Aide, etc.)	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>
8. Health/Nutrition Coordinator	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>

9. Of the total number of positions reported question 8, how many are FULL TIME/EXEMPT positions? (Full-time is defined as 35 hours or more worked per week)

Full Time/Exempt Positions

1. Director	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>
4. Lead Teacher	<input type="text"/>
5. Teacher Assistant (Aide, etc.)	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>
8. Health/Nutrition Coordinators	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>

10. Of the total number of positions reported question 8, how many are of FULL TIME/NON-EXEMPT positions employed by your Head Start/Early Head Start program for each position category. (Full-time is defined as 35 hours or more worked per week)

Full Time/Non-Exempt Positions

1. Director	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>
4. Lead Teacher	<input type="text"/>
5. Teacher Assistant (Aide, etc.)	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>
8. Health/Nutrition Coordinators	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>

11. Of the total number of positions reported question 8, how many are PART TIME/EXEMPT positions? (Part-time is defined as less than 35 hours worked per week)

Part Time/Exempt Positions

1. Director	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>
4. Lead Teacher	<input type="text"/>
5. Teacher Assistant (Aide, etc.)	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>
8. Health/Nutrition Coordinators	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>

12. Of the total number of positions reported question 8, how many are PART TIME/NON-EXEMPT positions? (Part-time is defined as less than 35 hours worked per week)

Part Time/Non-Exempt Positions

1. Director	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>
4. Lead Teacher	<input type="text"/>
5. Teacher Assistant (Aide, etc.)	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>
8. Health/Nutrition Coordinators	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>

13. Indicate the typical number of hours worked per year for each position category (include any paid leave and holidays).

1. Director	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>
3. Assistant Director	<input type="text"/>
4. Lead Teacher	<input type="text"/>
5. Teacher Assistant/Aide	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>
8. Health/Nutrition Coordinator	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>

14. Indicate the typical number of months worked per year for each position category for those positions employed through your Head Start/Early Head Start program.

	Number of Months
1. Director	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>
4. Lead Teacher (aide, etc.)	<input type="text"/>
5. Teacher Assistant	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>
8. Health/Nutrition Coordinator	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>

15. Indicate years of experience and minimum education level REQUIRED for each position category.

	Minimum Years Experience	Minimum Education Level Required
1. Director	<input type="text"/>	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>	<input type="text"/>
4. Lead Teacher	<input type="text"/>	<input type="text"/>
5. Teacher Assistant (aide, etc.)	<input type="text"/>	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>	<input type="text"/>
8. Health/Nutrition Coordinators	<input type="text"/>	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>	<input type="text"/>

16. Indicate the credentials, certificates, or licenses REQUIRED for each position category. If multiple are required, select up to three.

	Certificate/Credential/License 1	Certificate/Credential/License 2	Certificate/Credential/License 3
1. Director	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Lead Teacher	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Teacher Assistant (aide, etc.)	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>
8. Health/Nutrition Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>	<input type="text"/>	<input type="text"/>

Wage and Benefits Information

17. Indicate the hourly wage or salary information for each position category. For Non-Exempt/Hourly positions indicate Hourly Wage. For Exempt/Salaried positions indicate Annual Salary. If a position is hourly, leave the Annual Salary columns blank. If the position is salaried, leave the hourly columns blank. (Example: If Director is a salaried position, ONLY provide a response for Typical Entry, Average, and Top Annual Salary)

	Typical Entry Hourly Wage	Typical Entry Annual Salary	Average Hourly Wage	Average Annual Salary	Top Hourly Wage	Top Annual Salary
1. Director	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Lead Teacher	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Teacher Assistant (aide, etc.)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
8. Health/Nutrition Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

18. Indicate the percent of annual pay contributed by the employer for each benefit for each position category.

	% Short-term Disability	% Long-term Disability	% Retirement/Pension
1. Director	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Lead Teacher (aide, etc.)	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Teacher Assistant	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>
8. Health/Nutrition Coordinators	<input type="text"/>	<input type="text"/>	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>	<input type="text"/>	<input type="text"/>

19. Indicate the percent of each insurance benefit paid by the employer for each position category.

	% Health Insurance	% Dental Insurance	% Life Insurance
1. Director	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Lead Teacher	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Teacher Assistant	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>
8. Health/Nutrition Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>	<input type="text"/>	<input type="text"/>

20. Indicate the life insurance policy coverage for each position category (For example, provide the % of salary or the flat amount of coverage).

1. Director	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>
4. Lead Teacher	<input type="text"/>
5. Teacher Assistant	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>
8. Health/Nutrition Coordinators	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>

21. Indicate the number of days accrued per year of paid leave for each leave type by position category. Depending on your paid leave accrual policies and methods, report EITHER # Days PTO (Combined Vacation/Sick Leave) OR # Days Paid Vacation Leave and # Days Paid Sick Leave.

	# Days PTO (Combined Vacation/Sick Leave)	# Days Paid Vacation Leave	# Days Paid Sick Leave	# Days Paid Holidays	# Days Other Paid Leave
1. Director	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
4. Lead Teacher	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
5. Teacher Assistant	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
8. Health/Nutrition Coordinators	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

22. Indicate the number of days OR number of hours of leave time that can be paid by the employer upon separation according to your organization's termination and leave policies.

	# Days Paid Leave	# Hours Paid Leave
1. Director	<input type="text"/>	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>	<input type="text"/>
4. Lead Teacher	<input type="text"/>	<input type="text"/>
5. Teacher Assistant	<input type="text"/>	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>	<input type="text"/>
8. Health/Nutrition Coordinators	<input type="text"/>	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>	<input type="text"/>

23. Does your program offer tuition assistance to employees?

- Yes
- No

24. What percent of tuition reimbursement is paid by the employer for each position category?

	% Tuition Reimbursement
1. Director	<input type="text"/>
2. Chief Financial Officer	<input type="text"/>
3. Assistant Director/Center Manager	<input type="text"/>
4. Lead Teacher	<input type="text"/>
5. Teacher Assistant	<input type="text"/>
6. Education Manager/Coordinator	<input type="text"/>
7. Disabilities Coordinator	<input type="text"/>
8. Health/Nutrition Coordinator	<input type="text"/>
9. Family Engagement Coordinator	<input type="text"/>
10. Family Advocate/Services Worker	<input type="text"/>

Other Benefits

25. Does your Head Start/Early Head Start program offer any other fringe benefits to employees (other than those already addressed in this survey)? If so, please specify the TYPE of benefit, the POSITIONS for which the benefit is available, and METHOD of CALCULATION of the benefit.

APPENDIX B

INSTRUCTIONS

Florida Head Start Wage and Benefits Comparability Survey

GENERAL INSTRUCTIONS

Given the vital role that employee compensation and benefits play in an agency's ability to attract and maintain a skilled workforce, this survey is intended to guide Head Start grantees in their efforts to ensure a qualified workforce through employee compensation that is comparable, equitable, and affordable per federal guidelines. Grantees that submit a survey will be provided a summary of the results which may be used to support their efforts in meeting federal requirements to conduct a wage and benefits comparability study. General instructions applicable to the survey are listed below.

- Only one survey should be completed per grant. If your organization has a grant to operate Head Start (HS) and Early Head Start (EHS) or HS/EHS and Migrant Head Start (MSHS), you will still only complete one survey and respond across your HS/EHS/MSHS programs.
- Survey responses should be based on your HS/EHS/MSHS program as a whole (across all sites if your program has more than one site). If there is variation across sites, unless otherwise noted in the survey item, provide the typical or average (if no typical) value.
- If there is no %, number, wage or salary to report or the value is zero for a given item or sub-item, leave that particular drop down menu or text box blank.
- Items in Parts II and III of the survey require responses for each of ten position categories (see definitions below). Responses should be for those positions funded (either fully or partially) through your program's HS/EHS/MSHS grant.
- Ten benchmark positions (see definitions below) were selected to ease data collection burden and ensure information on key competitive positions. The official title of positions within your organization may vary from those listed below, however, if the job duties are similar to a position category on the survey; report the position with the comparable category.
- Count each position in **only one** category and remain consistent with that classification throughout the survey. If your program has dual positions (e.g., Assistant Director/Lead Teacher or Disabilities/Health Coordinator), select the category you feel is the best fit for the position. Remember that you are classifying positions rather than specific employees. There are many ways to utilize staff to cover position duties. However, this study is not assessing whether or how duties are covered but rather the comparability of wage and benefits in the labor market for positions similar the 10 benchmark positions selected.

- If your program does not employ a given position, skip responses pertaining to that position. For example, if your program does not employ Assistant Directors/ Center Managers (or a position with similar job duties), leave text boxes and drop down menus blank for that position category across survey items.

Position Category Definitions

1. **Chief Financial Officer**: chief administrator of the finances of the organization; responsible for financial policies and fiscal matters which may include establishing and overseeing bookkeeping procedures, authorizing disbursement of funds, assuring adherence to fiscal policy, and maintaining adequate internal controls, etc. (Other titles: fiscal manager, finance director, comptroller).
2. **Director**: individual responsible for operation of a major unit or program within a system (Other titles: principal, federal programs coordinator, program director, program administrator, chief operating officer, vice president)
3. **Assistant Director/Center Manager**: reports to a program director and either assists the director in managing broad program operations or oversees an identifiable unit of the program (Other titles: service area manager, division director, division manager, associate director, unit manager).
4. **Lead Teacher**: has major responsibility for classroom operation including, planning, carrying out activities, maintaining the classroom environment, supervising children, parent/teacher conferences, and supervision of classroom volunteers; may also supervise and/or mentor teacher(s) and teacher assistant(s) at a site; assumes classroom responsibilities in addition to light supervisory, record keeping, and/or planning duties (Other titles: head teacher, supervising teacher, grade coordinator, resource teacher, mentor teacher)
5. **Teacher Assistant/Aide**: assists teacher in conducting classroom activities, maintaining classroom environment, and supervising children; may also assist in planning and record keeping and other classroom related duties (Other titles: teacher aide, classroom assistant, classroom aide, child services aide, child care provider, classroom paraprofessional).
6. **Education Manager/Coordinator**: supervises educational services; guides curriculum and program planning, development, and training; serves as resource for education specialists and/or teachers; analyzes data and completes reports related to provision of educational services; may supervise classroom and other education staff (Other titles: director or supervisor of curriculum and instruction; kindergarten supervisor; preschool, day care, child development or children's services manager; education coordinator, education director).
7. **Health or Nutrition Coordinator/Manager**: manages overall health (includes mental, dental, and physical health) and/or nutrition/food service activities of the organization; includes supervision of staff in health roles, report writing and maintaining, monitoring, tracking, overseeing and assuring confidentiality of health records; may or may not perform nursing, dietician, or health care duties (Other titles: supervisor or director of nursing, health services manager, health coordinator, health services director)
8. **Disabilities Coordinator**: responsible for implementation of the Americans with Disabilities Act, the Individuals with Disabilities Education Act, and other special education provisions; works with teachers, parents, local education agencies, and community agencies in planning and program development, obtaining professional diagnoses and assessments of disabled individuals, and developing Individual

Education or Family Service Plans; maintains records and writes reports; may supervise some or all special education staff, therapists, etc. (Other titles: disabilities specialist, disabilities services coordinator, director of special education, special education coordinator, special services manager)

9. **Family Engagement Coordinator**: coordinates social service activities; contacts and makes referrals to community resources; supervises social workers or case managers; keeps records, writes reports, and maintains confidentiality of records; supports families in transitions in and out of programs and services; may be involved with clients in counseling and/or carrying a caseload (Other titles: social service coordinator, social work supervisor, family services coordinator, family/community partnerships manager, director of social services)

10. **Family Advocate/Family Services Worker**: typically supervised by the Family Engagement Coordinator; assists families by providing resources and making referrals; assists or locates assistance in crisis; serves as an advocate and liaison between family and community services (Other titles: social worker, case worker, family services specialist, family development worker).

SURVEY PART I: PROGRAM INFORMATION

Part I of the survey includes items pertaining to your overall HS/EHS/MSHS program. Details for this section follow.

Survey Item 1. Select the **name of your organization** from the drop-down menu. There is one drop-down menu option per survey respondent.

Survey Item 2. Counties Served: Put a check in the box next to the county(ies) served through your HS/EHS/MSHS grant.

Survey Item 3. Indicate the **number of children served** funded through your HS/EHS/MSHS program. This figure is your total student enrollment. Do not count children served that are not receiving services funded by your grant HS/EHS/MSHS.

Survey Item 4. Number Employed: Provide the total number of positions funded by your HS/EHS/MSHS program whether full or part time and whether partially or fully funded by your HS/EHS/MSHS grant. Count both filled and vacant positions (as long as the vacant position will be filled and not eliminated). Full-time is defined as working 35 hours or more per week. Part-time is defined as working less than 35 hours per week.

Survey Item 5. Number Weeks of Operation: Provide the number of weeks your HS/EHS/MSHS program operates per year. If the number of weeks varies across sites, provide the typical or most common number of weeks. If there is no typical number, provide the average across sites.

Survey Item 6. Total Annual HS/EHS/MSHS Budget: Provide the total amount of your organization's annual HS/EHS/MSHS grant funding. If your organization operates both HS and EHS programs or HS/EHS and MSHS, provide the total amount across HS/EHS/MSHS annual grant funds.

Survey Item 7. Select your **Organization Category**. If your organization can fit into multiple categories, select the best fitting category.

SURVEY PART II: POSITION INFORMATION

Part II of the survey includes items requesting minimum requirements and other descriptive information for the ten benchmark position categories.

Survey Item 8. Total Number of Positions by Position Category. Select from the drop down menu the total number of positions funded partially or fully through your HS/EHS/MSHS grant for each of the ten position categories. Count all positions for each category whether full-time/part-time or filled or vacant (as long as the vacant position will be filled).

Survey Items 9 through 12. Total Number of Positions by Position Category and Position Classifications: Full Time/Exempt (item #9); Full Time/Non-Exempt (item #10); Part Time/Exempt (item #11); and Part Time/Non-Exempt (item #12). Full-time is defined as 35 hours or more worked per week. Part-time is defined as less than 35 hours worked per week. Indicate the number of positions that fall into each classification for each category. The number of positions for a given category across items 9 to 12 should sum to the total number of positions for that position category from item 8 (e.g., If your program employees 50 lead teacher positions and 20 are full-time exempt and 30 are part-time exempt positions; 50 lead teacher positions should be reported for item #8; 20 for item #9; and 30 for item #11).

Survey Item 13. Number of Hours Worked Per Year. Provide the number of hours that is typically worked during the year for each position category. If there is not a typical number of given position category, provide the average number of hours worked per year. Include paid leave and holiday hours in this figure.

Survey Item 14. Yearly Number of Months Worked by Position Category. If the number of months per year can vary for a given position category, indicate the typical number. If there is no typical number, indicate the average.

Survey Item 15. Number of Years Experience and Minimum Education Required by Position Category. This item pertains to hiring *requirements* rather than actual years of experience or education levels. For example, if Directors are required to hold a Masters Degree but all of your program's Directors actually hold a doctoral degree, select Masters Degree from the Minimum Education Level Required drop down menu as that is the required level even though your directors exceed that level.

Survey Item 16. Required Credentials/Certificates/Licenses by Position Category. This item pertains to hiring *requirements* rather than actual credentials/certificates/licenses held by your employees. If only one credential/certificate/license is required for a given position category, select from the Certificate/Credential/License 1 drop down menu. If multiple credentials/certificates/licenses are required, select from the second and third drop down menus as needed.

SURVEY PART III: WAGE AND BENEFITS INFORMATION

Part III of the survey includes items requesting information about wages and benefits for the ten benchmark position categories.

Survey Item 17. Hourly Wage OR Annual Salary by Position Category. Hourly wage is the number of dollars that the individual earns for each hour s/he works, excluding overtime rates. For each position category indicate either hourly wage information or Annual Salary information depending on the position classification (exempt/non-exempt). For example, if the Director position is an exempt position, select the appropriate salary range from the drop down menu for each of the annual salary columns (Typical Annual Salary, Average Annual Salary, and Top Annual Salary) and do not select any options from the drop down menu for the Hourly Wage columns.

Survey Items 18 and 19. Benefits Covered by Employer by Position Category. Select the percent of each benefit covered by the employer for each position category. Provide the percent of annual pay that the employer contributes to Short- and Long-Term Disability Insurance and Retirement/Pension and the percent of each insurance benefit paid by the employer for Health, Dental, and Life Insurance. If any of these benefits is not offered as an employer contribution for a given position, leave the drop down blank for that benefit and relevant position category.

Survey Item 20. Life Insurance Coverage Percentage/Amount by Position Category. Provide the percentage of salary covered or the flat amount of coverage contributed by the employer or alternative method and amount if an alternative to % of salary or flat amount is used. If the benefit is not offered by the employer for a given position category, leave blank.

Survey Item 21. Number Days Leave by Position Category. For each position category, select the number of days of leave offered per year by leave category. These figures are the number of days accrued annually for each leave type. Report on either PTO Leave (Combined Vacation/Sick Leave) OR Paid Vacation Leave and Paid Sick Leave depending on whether these categories of leave are split or combined per your organization's policies. For Other Leave, include the number of days of annual leave accrued for any leave category not already captured. If any of these categories of leave is not offered as an employer contribution, leave the associated drop down menu blank.

Survey Item 22. Maximum Number of Days/Hours Leave by Position Category. Select the total number of days OR hours of leave that will be paid by your organization upon employee separation for each position. This figure should include vacation/sick leave pay-out and exclude severance pay. If your program's separation policy is based on hours, report hours of leave paid. If the policy is based on days, report days of paid leave. If the amount varies depending on the separation circumstances, report the largest amount of days/hours that could be paid upon separation.

Survey Item 23. Tuition Assistance. Indicate whether or not your program offers tuition assistance to employees funded through your HS/EHS/MSHS grant funds. If you select 'Yes'

to this item, you will be asked the following question about % tuition assistance. If you answer 'No', you will not be asked to report % tuition assistance and instead will go to the last item on the survey.

Survey Item 24. Percent Tuition Assistance by Position Category. Select the percent of tuition assistance available and paid by the employer through your HS/EHS/MSHS program funds.

Survey Item 25. Other Fringe Benefits by Position Category. If your HS/EHS/MSHS program offers any other fringe benefits as an employer contribution that have not been covered on the survey, provide information about that coverage in the text box. Include the type of benefit offered, employer contribution and method of contribution (% of salary and if so, what % is covered by the employer; flat coverage amount and if so, what amount is covered and for what period of time, etc.), and for which position categories the type and method of coverage applies. NOTE: If you answer 'No' to item 23, this item will be numbered 24.

This Survey is Administered by the Children's Forum on Behalf of the Florida Head Start Collaboration Office and the Florida Head Start Association





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