



VERMONT HEAD START ASSOCIATION



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Wage and Fringe Benefits Comparability Report

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Submitted to: Paul Behrman, Vermont Head Start Association
(VHSA) chair, Director Champlain Valley Head Start

Vermont Head Start Association

WAGE AND FRINGE BENEFITS COMPARABILITY REPORT

PURPOSE AND SCOPE OF WORK

The Vermont Head Start Association received funds from the Vermont Head Start State Collaboration Office to hire Lynn Management Consulting to conduct a statewide comparison of salaries and fringe benefits. The Head Start Act contains language to explain the Federal requirements for compensation of employees working for Head Start programs. The purposes of the Head Start Wages and Fringe Benefits Comparability Study are to assist Head Start and Early Head Start programs with meeting federal Head Start/Early Head Start teacher and staff degree and credentialing requirements; having employee data against which to compare a Head Start and Early Head Start program's wages and benefits with employees in similar positions and with similar qualification at comparable organizations; and improving compensation practices of Head Start/Early Head Start programs so that their employees are compensated at levels comparable to others in the communities they serve who bring similar qualifications to similar position. However, there are no requirements specifically in how to conduct a Head Start wage and fringe benefit comparability study or that a "Head Start program conduct its own study," (*Office of Head Start Wage Comparability 101: A Guide for Conducting a Wage and Fringe Benefits Comparability Study*, page 7).

Produced with the financial assistance of the Vermont Head Start State Collaboration Office, Child Development Division, Department for Children and Families, Agency of Human Services, State of Vermont this public report was submitted to the Vermont Head Start Association (VHSA) board members on September 25, 2015. The board members include the seven Head Start directors in the state and the Vermont Head Start State Collaboration Office (VHSSCO) director:

1. Paul Behrman, Chair (VHSA), Champlain Valley Head Start
2. Marianne Miller, Capstone Community Action (formerly known as Central Vermont Community Action Council)
3. Betsy Rathbun-Gunn, Secretary/Treasurer VHSA, Bennington County Head Start
4. Debra Gass, Early Education Services
5. Linda Michniewicz, Northeast Kingdom Community Action Agency
6. Joanne Mattsson, Rutland County Head Start
7. Lori Canfield, Southeastern Vermont Community Action Agency
8. Ben Allen, Vermont Head Start State Collaboration Office.

VHSA decided to contract with Sheri Lynn, Lynn Management Consulting for this project. Lynn Management consulted with the board members throughout the design and implementation of the study to examine comparable wages and fringe benefits in the state. The a web-based survey tool was designed to collect data from Head Start and other early education and human services organizations that were likely to have positions similar in scope and depth as Head Start and Early Head Start. Each program director provided a list of the agencies to invite to participate in the survey.

In addition to implementation of a survey, Head Start programs may use other studies or data sources to examine employee compensation rates to see if the rate is comparable to professionals performing similar duties. This project included the data collected by the State of Vermont, Department of Human Resources,

Payroll Division and the Department of Labor, Data and Research Division. Each of these state agency were available to respond to questions and guide data queries of the systems accessible on the agencies' websites. Lynn Management identified relevant data on professionals in the early education and human services fields from these sources.

The VSHA board members instructed Lynn Management to use the Central Vermont Community Action Council (now known as Capstone Community Action), 2011 Labor Market Wage and Fringe Benefits Comparability Survey Final Report as a template for this report. This survey was conducted, analyzed and written by Colleen B. Mendel, Training and Technical Services Inc. Ms. Mendel also contributed to the [Wage and Fringe Benefits Toolbox](#) located on the Office of Head Start, Early Childhood Learning and Knowledge Center website. The Toolbox guided the process, design and implementation of the study of wages and fringe benefits for this report.

It is getting harder to hire for Head Start. Wages are not comparable to schools as Vermont expands pre-kindergarten. There is increased competition for qualified staff (director September 8, 2015 VHSA meeting).

PROCESS AND METHODOLOGY

The Head Start jobs selected as representative of both Head Start and organizations invited to participate in the survey, were identified in Step 1 as defined in the Toolbox guidance document. We looked at the [43 jobs and their descriptions](#) found in the Toolbox (<http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations/mang-sys/fiscal-mang/wage-tools/tools/Descriptionof.htm>) and picked the job descriptions that represented benchmark positions. Step 2 known as benchmarking, “is a process to establish a standard or point of reference for the use in evaluating the hourly wages of the organization” (Toolbox, *Office of Head Start Wage Comparability 101: A Guide for Conducting a Wage and Fringe Benefits Comparability Survey*, <http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations/mang-sys/fiscal-mang/wage-tools/tools/WageComparabilit.htm>, page 9). One factor used to identify the benchmark positions was if the job description was one that included duties and responsibility regardless of the employer. Another factor was to identify one or more benchmark positions within each grade (e.g., administration, health, education, services etc.). The following job positions were selected to be part of the survey collection, after sharing directors reviewed an abbreviated list of original 43 jobs that were benchmark positions:

1. Administrative Assistant
2. Caretaker
3. Center Manager
4. Director
5. Disabilities Services Manager
6. Education Manager
7. Education Specialist
8. Family Services Manager
9. Fiscal Clerk/Bookkeeper
10. Health/Nutrition Manager
11. Home Educator
12. Lead Teacher
13. Maintenance Person
14. Social Worker
15. Teacher I.

The Toolbox job descriptions for each position is located in Appendix A. The actual descriptions and job titles may vary for each Head Start program but these were adequate for the purpose of this project to look at compensation rates.

Step 3 was to create an online questionnaire using SurveyMonkey®. The questions were developed from on the 2011 Central Vermont Community Action Agency report and the Toolbox *Instructions for Completing the Wage and Fringe Benefit Survey* ([http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations/mang-sys/fiscal-mang/wage-tools/tools/fiscal_BI_30607a1_11190%20\(2\).pdf](http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations/mang-sys/fiscal-mang/wage-tools/tools/fiscal_BI_30607a1_11190%20(2).pdf)).

Step 4 was to ask the Head Start directors for names of people within their organizations who could provide wage and fringe benefit information for Head Start employees and the organizations and contacts of community organizations with similar jobs to Head Start employees to invite to participate in the survey. The organizations contacted were:

- Windsor Southeast Supervisory Union
- Windham Northeast Supervisory Union

- Burlington School District
- Essex School District
- Winooski
- Colchester School Districts
- King Street Center
- Trinity Early Education Center
- Sara Holbrook Center
- Burlington Children's Space
- Springfield Supervisory Union
- Two Rivers Supervisory Union
- Springfield Parent Child Center
- Squeaky Sneakers
- World of Discovery Springfield
- Green Mountain Care
- Washington Mental Health
- Barre Supervisory Union
- Central VT Hospital
- Department for Children and Families District Office
- North Country Supervisory Union
- Northeast Kingdom Human Services
- Creative Minds Child Care Center
- Tri County Child Care Center

A sample message (see Appendix B) adapted from the Toolbox was e-mailed to the contacts for each organization between September 4 - 9. The message contained a link to the online web survey asking that they respond by September 23 to be included in the public report. However, an extension was given to September 30 in order to optimize the number of organizations that participated. The Toolbox stated that the process is fairly time consuming and it can take four weeks to complete the survey. We also considered that flexibility was important to these organizations as they had existing relationship with Head Start programs in the area. Another reason to extend the deadline to participate was in part due to the fact that organizations like schools and Head Start grantees who also needed to submit their responses, had just begun their school year.

The Toolbox recommended more organizations be invited to participate because not all can participate. The Toolbox also stated that “aggregating data across fewer than five organizations often raises questions about the stability of the resulting market wage estimate,” (Toolbox, *Office of Head Start Wage Comparability 101: A Guide for Conducting a Wage and Fringe Benefits Comparability Survey*, <http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/operations/mang-sys/fiscal-mang/wage-tools/tools/WageComparabilit.htm> page 13).

A mix of programs were invited that included child care centers and prekindergarten programs (e.g., public schools and licensed early education programs); health (e.g., hospitals) and mental health centers; and human services or social services agencies (e.g. government agencies).

The final step in the project was to analyze and compile the data from both the survey and the data sources at the Department of Labor and Department of Human Resources. The Vermont Head Start Association board members will discuss the findings in-depth at their annual director’s retreat in November. This discussion will

emphasize action steps as a group or individually that they wish to take based on this report. Action steps may include:

- Review and update their position classification system
- Determination of and implementation of compensation policies
- Development and implementation of a salary schedule for certain positions or individual employees;
- Analysis of budget impact;
- And/or development of and implementation of a wage and salary administration plan.

The VHSA annual director's retreat provides an opportunity to review its priorities. Of the 2014 priorities, any action steps based on the wage and fringe benefits comparability results align with the priority to advocate for state funding and expanded services to serve more, eligible children and their families with high-quality, Head Start and Early Head Start comprehensive services. Compensation is part of recruitment and retention of highly qualified staff who support and deliver services to families and their young children.



STATE OF VERMONT WAGE COMPARABILITY DATA

The State of Vermont maintains a payment plan for all State employees. The wage compensation is based on hourly pay charts based on a work week of 40 hours, 52 weeks of the year. State employee wages are part of the collective bargaining process and agreements made between the Vermont State Employees Union and the State. The Payroll Division within the Vermont Department of Human Resources (DHS) oversees implementation of these payment plans. The DHS website described the classified payment plan as follows:

The State of Vermont maintains a classified pay plan as required by 3 VSA § 310. The State's classified pay plan provides internal equity by establishing a common set of salary ranges for each position. Entry level rates, maximum rates and the systematic method for employees to move within the salary range are uniform and applied consistently for all employees governed by the compensation plan.

There are pay grades 5 through 32 – each with a defined entry rate and maximum rate. Utilizing a point-factor job evaluation system, each job class within the classified service is assigned to one of these pay grades. Each pay grade has 15 steps. Usually new employees start at Step 1 (the probationary rate) in the assigned pay grade and typically serve a six-month probationary period. Upon successfully completing this probationary period the employee moves to Step 2 of the pay grade (known as the end-of probation rate) and continues to advance through the steps based upon a time-in-step system as outlined in the current bargaining agreement (http://humanresources.vermont.gov/salary/compensation/classified_pay_plan).

Employees move up in the pay chart steps within each pay grade as follows:

REQUIRED TIME ON STEP Eligibility for advancement within the pay grade (step date) is contained in and governed by the terms of the contract. The current schedule is as follows: Step 1 - (probation) - normally six months*; Step 2 - (end of probation); one year Step 3 -6; and two years Step 7 - 15 (State of Vermont Personnel Policy 12.1, <http://humanresources.vermont.gov/sites/dhr/files/Documents/Policy%20Manual/Number%2012.1%20-%20STEP%20MOVEMENT.pdf>).

The current fiscal year State of Vermont Classified Employees' pay chart is located in Appendix C. Each program can look at the job descriptions to find alignment with the examples of work and compare these jobs to Head Start hourly wages for similar positions. For example the administrative assistance A for the State, job specifications include a definition (known as a class definition), which has broad language. Therefore, a comparison was made between the examples of work from the State's job specifications to the Head Start Job Descriptions located Appendix a (see example below).

State of Vermont: Examples of Work for Administrative Assistant A: As delegated, may perform assigned tasks of a technical nature requiring independent action and full accountability for program results. Examples include but are not limited to managing support services such as budget, personnel, purchasing or space and communications needs for a board, director or program administrator; administering a licensing or service application procedure requiring analysis of data and an approval or disapproval decision; receiving requests and complaints from consumers and taking substantive action(s) to resolve or alleviate the problem; and serving as coordinator of various support services at a department or institutional level.

Head Start Job Description: Appendix A: Administrative Assistant - responsible for supporting the a administrator; duties may include gathering data, record keeping, completing reports, and working on special projects assigned by the administrator; possesses basic knowledge of computers and software

The State of Vermont administrative assistant A is classified as a paygrade 17 (http://humanresources.vermont.gov/classification_hiring/classification/job_specifications?code=050100). Entry level State employees in this position receive \$15.97 per hour. An employee with 5 years of experience in the position will receive \$19.03. One Head Start program reported there was one administrative assistant receiving \$22.42 an hour. This person had 4 years in the position. This is a difference of 15 % ($\$22.42 - \$19.02 \div \$22.42$). However, determination of how Head Start compensation compares must be derived from the “average rate of compensation paid to a substantial number of persons providing substantially comparable services in the area,” (*Office of Head Start Wage Comparability 101: A Guide for Conducting a Wage and Fringe Benefits Comparability Survey*, Sec 653, [42 U.S.C.9848] (a) Comparability of Wages, page 3).

In order to calculate an average rate of compensation for this position, we looked at the [Vermont Transparency](#) website that contained annual salaries for all current State employees. There were 90 results, in a query of administrative assistant A. Eighteen of the 90 were reported as hourly wages. The average hourly was \$16.¹ The conversion of the remaining annual wages resulted in an average hourly wage of \$18.44 for State employees that have varying number of years of experience working in the administrative assistant position for the State of Vermont. In this example the Head Start administrative assistance is slightly above what State employees make in this position. However, the limitation is that the assumption was made that both the state administrative assistant A job duties were equal to the position in Head Start. In fact, the State has administrative assistant B at a higher paygrade of 19 that may align better with Head Start tasks assigned to administrative assistants.

The next comparable job was the director position in Head Start compared the field director in the State.

State of Vermont: Examples of Work for Field Director: Oversees/supervises the operations of multiple human services programs in an assigned region of the state. Proposes policies, protocols and operational procedures as necessary to achieve departmental goals. Provides supervisory and technical support to district managers and supervisors. Through extensive collaboration with Agency departments and various community non-profits organizations, including schools, ensures the development and implementation of integrated field operations to achieve effective coordination and delivery of services. Analyzes data to monitor and address Agency outcomes for improving the well-being of Vermonters in the Region, and ensures that outcomes specific to the regional office are met. Develops, coordinates, and directs departmental initiatives in the area of prevention. Coordinates the regional response to unique and difficult cases. Performs related duties as required.

Head Start: Appendix B: Director: Supervisory position of an individual who is responsible for the operation of a major unit or program within a system (principal, federal programs coordinator, program director, program administrator, chief operating officer, vice president).

The State of Vermont field directors fall into paygrade 30. A new hire as a field director in state government starts at \$33.94 and someone with 5 years of experiences will get paid at a rate of \$40.77. The director from one Head Start program reported an hourly wage of \$34.62 and had been in the position less than year. A search on the Vermont Transparency website resulted in seven annual salaries for State of Vermont field directors. The average hourly wage was \$39.33, which was also a difference of 15%, in this case where the State paid a higher wage.

¹ The number of years of experience in the position is not provided.

The Department of Labor tracks employment, wage and fringe benefits data in Vermont. This data source was used to look at and compare early education teacher wages since the State of Vermont job classifications do not include this position.

Department of Labor: Preschool Teacher: Instruct children (normally up to 5 years of age) in activities designed to promote social, physical, and intellectual growth needed for primary school in preschool, day care center, or other child development facility. May be required to hold State certification
<http://www.vtlmi.info/oic3.cfm?occcode=25201100#wage>.

Head Start: Appendix A: Teacher I: possesses at least a job related bachelor's degree or a bachelor's degree and a substantial amount of content related coursework; has primary responsibility for classroom operation including planning, carrying out activities, maintaining the classroom environment, supervising children; conducts parent/teacher conferences; supervises classroom volunteers; may also supervise teacher assistant

Head Start: Appendix A: 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 (head teacher, supervising teacher, grade coordinator, resource teacher, mentor teacher)

The 2014 data is presented in Table 1 Wages for Preschool Teachers, Except Special Education in Vermont's labor market. The percentile wage estimate is the value of a wage below which a certain percent of workers fall. For example, 10% of Vermont's employees received \$10.55 per hour as a preschool teacher while 90% received compensation at \$21.80. Table 1 also included wages based on three geographic areas: Burlington-South Burlington – Vermont Metropolitan New England County and Town Areas (NECTA); Southern Vermont; and Northern Vermont. Please refer to Appendix D for the listing of towns that fall under each geographic area. Generally Chittenden and Franklin Counties fall in the Burlington – South Burlington and Vermont Metropolitan area. The counties in the Northeast Kingdom represent northern Vermont and central and southern Vermont comprises the Southern Vermont area.

Table 1 Wages for Preschool Teachers, Except Special Education

Location	Pay Period	2014					Average Wage
		Percentile Wages					
		10%	25%	50% Median	75%	90%	
Vermont	Hourly	\$ 10.55	\$ 12.10	\$ 13.79	\$ 16.71	\$ 21.80	\$ 15.28
	Yearly	\$21,940	\$25,160	\$28,670	\$34,760	\$45,350	\$31,790
Burlington-South Burlington, VT Metropolitan NECTA	Hourly	\$ 10.10	\$ 11.29	\$ 13.10	\$ 14.78	\$ 21.79	\$ 14.84
	Yearly	\$21,000	\$23,490	\$27,240	\$30,740	\$45,320	\$30,880
Southern Vermont Balance of State	Hourly	\$ 11.00	\$ 12.35	\$ 13.92	\$ 16.76	\$ 21.84	\$ 15.28
	Yearly	\$22,890	\$25,680	\$28,960	\$34,870	\$45,430	\$31,790
Northern Vermont Balance of State	Hourly	\$ 12.02	\$ 13.19	\$ 15.38	\$ 18.21	\$ 21.79	\$ 16.18
	Yearly	\$25,010	\$27,430	\$31,990	\$37,870	\$45,320	\$33,650

As was done in the earlier examples, a program can look at their individual compensation to see how it compares. Using the same program in the example of an administrative assistant and director, there were four teachers reported with an hourly wage of \$14.98 and nine lead teachers with an hourly wage of \$17.05. The lead teacher falls under the 75 percentile for preschool teacher wages in Vermont whereas teacher 1 falls in the 25 percentile for preschool teachers in the staff (for 2014).

Education, Experience and Credentials

Another consideration when comparing wages was similarities in education, experience and credentials. The State of Vermont in their job descriptions list the minimum qualifications in terms of knowledge, skills and abilities to perform a job. A State job will have experience and education minimums too.

State of Vermont: Administrative Assistant A: Education and Experience: Associate's degree in business technology, secretarial science or office management; OR High school graduation or equivalent and three years of office clerical experience. Completion of a one-year vocational/technical training program in business and office occupations or related area may be substituted for one year of the work experience. College coursework may be substituted for the work experience on a semester for six months basis.

The survey asked respondents to list the experience and education that for each employee in the position. There was no questions pertaining to if an organization had a minimum or standard to meet to be considered for a position.

The Head Start Act has requirements about qualifications of teachers in classrooms:

By October 1, 2011, each Head Start classroom in center-based programs must have a teacher who has at least one of the following:

- An associate, baccalaureate or advanced degree in early childhood education;
- An associate degree in a field related to early childhood education and coursework equivalent to a major relating to early childhood education, with experience teaching preschool-age children;
- A baccalaureate or advanced degree in any field and coursework equivalent to a major relating to early childhood education, with experience teaching preschool-age children or;
- A baccalaureate degree in any field and has been admitted into the Teach For America program, passed a rigorous early childhood content exam, such as the Praxis II, participated in a Teach For America summer training institute that includes teaching preschool children and is receiving ongoing professional development and support from Teach For America's professional staff (Head Start Program Information Memo, http://eclkc.ohs.acf.hhs.gov/hslc/standards/im/2008/resour_ime_012_0081908.html).

There are some general requirements of staff outlined in the Head Start Program Performance Standards, 1304.52 Human resources management that are similar to the State of Vermont minimum requirement. "(b) Staff qualification (1) Grantee and delegate agencies must ensure that staff and consultants have the knowledge, skills, and experience they need to perform their assigned functions responsibly," <http://eclkc.ohs.acf.hhs.gov/hslc/standards/hspss/1304/1304.52%20Human%20resources%20managemen t..htm>.

Teachers of public preschool however are required to hold an Agency of Education Teacher License. Of the nine lead teachers from the Head Start program in this example of comparable credentialing, four had Teacher licenses. The Department of Labor Table 1 presented earlier, also stated that a license may be required.

In summary, Head Start programs individually can be confident in the comparisons of the State of Vermont pay charts and job descriptions for teacher, director and administrative assistant positions. The Vermont Transparency website provided wage information for every state employee within these three positions and average rate of compensation paid was based on a substantial number of persons: 90 for administrative assistants and 7 for field directors. The Vermont Department of Labor provided a comparable wage for teachers. Education, experience in the position and credentials were comparable to Head Start programs on an individual basis. The next step is to examine the survey data to verify these comparisons of hourly wages for all 15 positions that were included in the survey to Head Start programs and organizations with similar job positions.

FINDINGS AND QUESTIONS FROM THE WAGE SURVEY

In the previous section of this report, we examined existing data sources that individual Head Start programs can use to compare their teacher, director, and administrative assistant wages to the state labor market. There may be other positions to examine in the future. The implication of this type of analysis was the for one Head Start program given as an example, the administrative assistant made slightly more than the average professional in this position statewide. On the other hand, the one director and thirteen teachers in that same Head Start program were making slightly less than the Vermont labor force.

Moving forward, the VHSA will examine the combined data collected from all seven Head Start programs and compare it to all the data from organizations that responded to the wage survey. The survey results will be added as Appendix E of this report and include the following tables:

1. Wages and Hours Worked by Position (all seven Head Start agencies)
2. Wages and Hours Worked by Position (organizations outside of Head Start that responded)
3. Qualifications and Responsibilities by Position (all seven Head Start agencies)
4. Qualifications and Responsibilities by Position (organizations outside of Head Start that responded)
5. Certification, Licensure and Credential (all seven Head Start agencies)
6. Certification, Licensure and Credential (organizations outside of Head Start that responded)
7. Fringe Benefits Profile (all seven Head Start agencies)
8. Fringe Benefits Profile (organizations outside of Head Start that responded).

Lynn Management Consulting and VHSA directors will discuss this report findings and the survey results at the November 12 and 13, 2015 retreat. The questions that we hope to answer from this study process are:

- Does the aggregated Head Start data follow similar patterns where some positions are on par with the statewide labor market?
- How does the aggregated Head Start data compare to the other organizations that responded to the survey?
- Are there certain positions that are priorities for VHSA to focus on raising wages as part of their collaborative plan or would individual programs prefer to make plans to bring up wages?
- What were the other lessons we learned from this process about individual differences in wages and fringe across Head Start programs?

In conclusion, the combination of the statewide data sources described in this report and the survey results provide a comprehensive perspective for the Vermont Head Start Association. This will help Head Start directors collectively decide how to plan accordingly to ensure Head Start compensation continues to attract and retain the most highly qualified staff to serve low income families and their children.

Appendix A: Descriptions of Head Start Positions for Wage Comparability Study

Resource: Wage and Fringe Benefits Comparability Toolkit, <http://eclkc.ohs.acf.hhs.gov/hslc/ta-system/operations/mang-sys/fiscal-mang/wage-tools/tools/Descriptionof.htm>

1. Administrative Assistant - responsible for supporting the a administrator; duties may include gathering data, record keeping, completing reports, and working on special projects assigned by the administrator; possesses basic knowledge of computers and software
2. Caretaker – has major responsibility for maintaining a classroom environment that is nurturing, consistent, stable, and supportive of establishing close relationships with the infants and toddlers in care and their parents. S/he develops appropriate plans, and individualized learning experiences for infants and toddlers in care. S/he supervises classroom volunteers; may also supervise and/or mentor teacher(s) (no assistant teachers). Participates in parent/teacher conferences and works to fully involve families in the program and, meets all Head Start record keeping and recording requirements.
3. Center Manager – This position is responsible for the day to day operation of a relatively small unit or single site within a program; may include some supervision, maintenance of administrative records, enrollment and waiting lists; may be responsible for licensing and maintenance of a facility (program manager, site manager, site supervisor, center director, center supervisor)
4. Director – Supervisory position of an individual who is responsible for the operation of a major unit or program within a system (principal, federal programs coordinator, program director, program administrator, chief operating officer, vice president)
5. Disabilities Services Manager - 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. (disabilities specialist, disabilities services coordinator, director of special education, special education coordinator, special services manager)
6. Education Manager – responsibilities include supervision of the 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 (director or supervisor of curriculum and instruction; kindergarten supervisor; preschool, day care, child development or children’s services manager; education coordinator, education director)
7. Education Specialist – function as a resource and/or trainer for classroom staff, center managers, and volunteers; has specialized knowledge in services to a particular age or ability group (e.g., early childhood, infant, toddler, school age); does not generally have supervisory responsibility; observes and monitors classroom activities and children’s records; reviews and analyzes data on child outcomes
8. Family Services Manager - 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 (social service coordinator, social work supervisor, family services coordinator, family/community partnerships manager, director of social services)
9. Fiscal Clerk/Bookkeeper – responsibility entails posting details of transactions; logs, writes, and/or distributes payroll checks; monitors and reconciles accounts payable and/or receivable;

- types and files purchase orders; checks time sheets; makes benefits payments (accounting clerk, purchasing clerk, accounts payable or accounts receivable clerk)
10. Health/Nutrition Manager - manages overall 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 (supervisor or director of nursing, health services manager, health coordinator, health services director)
 11. Home Educator - has primary responsibility for planning, carrying out and keeping records of home based education; provides educational activities for child and parent in the child's home (home visitor, home based teacher)
 12. 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 (head teacher, supervising teacher, grade coordinator, resource teacher, mentor teacher)
 13. Maintenance Person - provides maintenance and related upkeep for facilities, vehicles, and/or equipment; maintains maintenance records (handyman, facilities associate/assistant)
 14. Social Worker – formally trained and/or credentialed individual who serves as resource and/or trainer for family service staff, center managers, and volunteers; has specialized knowledge in social services; collaborates with community agencies; does not generally have supervisory responsibility; may monitor social services, client records and case notes, and provide direct social services through case management or counseling (case manager, case worker, counselor, family services specialist, family development worker)
 15. Teacher I - possesses at least a job related bachelor's degree or a bachelor's degree and a substantial amount of content related coursework; has primary responsibility for classroom operation including planning, carrying out activities, maintaining the classroom environment, supervising children; conducts parent/teacher conferences; supervises classroom volunteers; may also supervise teacher assistant

Appendix B: Message to Organizations to Participate in Survey

Dear:

On behalf of the Vermont Head Start Association (VHSA), I am requesting your participation in our [wage and fringe benefits comparability survey](#). The information will assist in determining the comparability of wages and benefits for positions in Head Start and other programs serving young children, families and other human service recipients. We hope that you will agree to participate and provide data by responding to the questions on this survey. The attachment will help you respond to the survey questions.

Why would you want to participate? VHSA will create a report with survey results that you and the public can access. Just as Head Start uses this information to evaluate our wages and benefits, this data will be similarly beneficial to your organization to determine how your wages and benefits compare to others in Vermont. All individual and program information will be held in the strictest confidence and no information which enables identification of any program or individual will be published or disclosed. Only summary information, with no program or agency identifying information will be available through this survey and all reports will include only summary data.

Survey Deadline – September 23 is the deadline to respond to the survey and to include your data in our statewide study. The survey link to participate online is: <https://www.surveymonkey.com/r/HSWageStudy>.

If you wish to participate, but cannot meet this deadline, please contact me and we can discuss the details of your participation. If you wish to discuss your participation with me or have questions pertaining to the survey questions, please contact me at sheri@lynnmanagement.com or call 802-343-0981.

Thank you in advance for your willingness to provide information for this survey. I sincerely hope that you will take the time to help us determine comparable wages and benefits for employees of Head Start and human services organizations in our area. We appreciate your time and assistance. We are confident that you will find the survey results to be as useful to you as your results will be to us.

Sincerely yours,

Sheri Lynn, Consultant for VHSA

Appendix C: State Employees (Effective Date July 12, 2015 - June 30, 2016) (Classified Employee Pay Plan)

Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
5	9.60	9.84	10.19	10.49	10.81	11.16	11.47	11.81	12.19	12.49	12.80	13.18	13.49	13.86	14.24
6	9.83	10.24	10.58	10.91	11.22	11.59	11.90	12.30	12.64	13.00	13.33	13.71	14.08	14.41	14.82
7	10.22	10.66	11.01	11.32	11.69	11.99	12.43	12.77	13.19	13.51	13.88	14.27	14.65	15.04	15.48
8	10.61	11.12	11.47	11.81	12.19	12.53	12.92	13.33	13.76	14.13	14.46	14.88	15.24	15.67	16.10
9	11.12	11.59	11.94	12.33	12.72	13.11	13.49	13.92	14.33	14.74	15.13	15.56	15.95	16.42	16.85
10	11.57	11.99	12.46	12.82	13.22	13.64	14.09	14.51	14.97	15.40	15.74	16.20	16.63	17.09	17.57
11	12.03	12.57	13.04	13.44	13.85	14.28	14.74	15.17	15.65	16.09	16.50	16.95	17.46	17.90	18.39
12	12.62	13.18	13.61	14.05	14.44	14.94	15.45	15.91	16.42	16.86	17.29	17.79	18.23	18.75	19.27
13	13.19	13.77	14.27	14.72	15.16	15.63	16.14	16.63	17.18	17.68	18.15	18.64	19.15	19.67	20.21
14	13.81	14.41	14.95	15.46	15.92	16.44	16.93	17.48	18.03	18.53	19.04	19.53	20.12	20.68	21.23
15	14.46	15.13	15.67	16.16	16.70	17.25	17.79	18.34	18.93	19.45	20.04	20.56	21.12	21.69	22.32
16	15.17	15.90	16.45	16.95	17.50	18.08	18.67	19.26	19.86	20.42	21.01	21.61	22.19	22.81	23.45
17	15.97	16.70	17.29	17.84	18.43	19.03	19.62	20.22	20.89	21.51	22.09	22.74	23.38	24.07	24.71
18	16.86	17.60	18.21	18.82	19.43	20.08	20.74	21.36	22.08	22.72	23.35	24.02	24.64	25.33	26.07
19	17.73	18.57	19.24	19.85	20.53	21.18	21.85	22.55	23.29	23.95	24.62	25.29	26.01	26.73	27.51
20	18.71	19.53	20.25	20.91	21.65	22.33	23.06	23.83	24.61	25.27	25.97	26.72	27.49	28.29	29.06
21	19.75	20.68	21.41	22.10	22.84	23.59	24.34	25.16	25.97	26.72	27.49	28.29	29.06	29.92	30.75
22	20.87	21.85	22.65	23.40	24.17	24.99	25.79	26.66	27.51	28.30	29.07	29.94	30.78	31.66	32.58
23	22.09	23.13	24.04	24.77	25.59	26.41	27.30	28.26	29.13	30.00	30.83	31.70	32.63	33.56	34.50
24	23.42	24.55	25.44	26.27	27.16	28.07	28.97	29.96	30.96	31.83	32.73	33.64	34.61	35.62	36.62
25	24.83	26.01	27.01	27.88	28.83	29.75	30.75	31.82	32.86	33.77	34.77	35.71	36.73	37.82	38.94
26	26.39	27.64	28.71	29.64	30.63	31.64	32.68	33.77	34.90	35.90	36.97	37.99	39.08	40.22	41.40
27	28.10	29.40	30.56	31.55	32.60	33.66	34.80	35.97	37.14	38.21	39.31	40.44	41.59	42.80	44.05
28	29.78	31.24	32.47	33.53	34.70	35.81	37.01	38.24	39.53	40.69	41.87	43.03	44.34	45.64	46.96
29	31.86	33.37	34.66	35.80	37.00	38.23	39.52	40.86	42.20	43.43	44.69	45.97	47.33	48.66	50.07
30	33.94	35.58	36.94	38.17	39.44	40.77	42.15	43.55	45.01	46.33	47.65	49.06	50.46	51.95	53.48
31	36.25	37.96	39.44	40.77	42.15	43.55	45.01	46.55	48.10	49.53	50.94	52.46	53.99	55.52	57.16
32	38.75	40.61	42.16	43.56	45.06	46.57	48.16	49.82	51.49	52.97	54.50	56.12	57.75	59.43	61.19

Appendix D: Department of Labor Area Regions

Burlington - South Burlington, VT Metropolitan NECTA (New England County and Town Areas)

Bolton town	Georgia town	South Burlington city
Buels Gore	Grand Isle town	South Hero town
Burlington city	Hinesburg town	St. Albans city
Cambridge town	Huntington town	St. Albans town
Charlotte town	Isle La Motte town	St. George town
Colchester town	Jericho town	Starksboro town
Duxbury town	Milton town	Underhill town
Essex town	Monkton town	Vergennes city
Fairfax town	North Hero town	Westford town
Ferrisburgh town	Richmond town	Williston town
Fletcher town	Shelburne town	Winooski city

Northern Vermont Balance of State

Albany town	Fairlee town	Norton town
Alburgh town	Fayston town	Orange town
Averill town	Ferdinand town	Peacham town
Avery's gore	Franklin town	Plainfield town
Bakersfield town	Glover town	Richford town
Barnet town	Granby town	Roxbury town
Barre city	Greensboro town	Ryegate town
Barre town	Groton town	Sheffield town
Barton town	Guildhall town	Sheldon town
Belvidere town	Hardwick town	St. Johnsbury town
Berkshire town	Highgate town	Stannard town
Berlin town	Holland town	Stowe town
Bloomfield town	Hyde Park town	Sutton town
Bradford town	Irasburg town	Swanton town
Brighton town	Jay town	Topsham town
Brookfield town	Johnson town	Troy town
Brownington town	Kirby town	Vershire town
Brunswick town	Lemington town	Victory town
Burke town	Lewis town	Waitsfield town

Northern Vermont Balance of State

Cabot town	Lowell town	Walden town
Calais town	Lunenburg town	Warner's grant
Canaan town	Lyndon town	Warren's gore
Charleston town	Maidstone town	Warren town
Chelsea town	Marshfield town	Washington town
Concord town	Middlesex town	Waterbury town
Corinth town	Montgomery town	Waterford town
Coventry town	Montpelier city	Waterville town
Craftsbury town	Moretown town	West Fairlee town
Danville town	Morgan town	Westfield town
Derby town	Morristown town	Westmore town

Vermont Head Start Association

East Haven town	Newark town	Wheelock town
East Montpelier town	Newbury town	Williamstown town
Eden town	Newport city	Wolcott town
Elmore town	Newport town	Woodbury town
Enosburgh town	Northfield town	Worcester town
Fairfield town		

Southern Vermont Balance of State

Addison town	Killington town	Sandgate town
Andover town	Landgrove town	Searsburg town
Arlington town	Leicester town	Shaftsbury town
Athens town	Lincoln town	Sharon town
Baltimore town	Londonderry town	Shoreham town
Barnard town	Ludlow town	Shrewsbury town
Bennington town	Manchester town	Somerset town
Benson town	Marlboro town	Springfield town
Bethel town	Mendon town	Stamford town
Braintree town	Middlebury town	Stockbridge town
Brandon town	Middletown Springs town	Strafford town
Brattleboro town	Mount Holly town	Stratton town
Bridgewater town	Mount Tabor town	Sudbury town
Bridport town	New Haven town	Sunderland town
Bristol town	Newfane town	Thetford town
Brookline town	Norwich town	Tinmouth town

Southern Vermont Balance of State Continued

Castleton town	Orwell town	Townshend town
Cavendish town	Panton town	Tunbridge town
Chester town	Pawlet town	Vernon town
Chittenden town	Peru town	Wallingford town
Clarendon town	Pittsfield town	Waltham town
Cornwall town	Pittsford town	Wardsboro town
Danby town	Plymouth town	Weathersfield town
Dorset town	Pomfret town	Wells town
Dover town	Poultney town	West Haven town
Dummerston town	Pownal town	West Rutland town
Fair Haven town	Proctor town	West Windsor town
Glastenbury town	Putney town	Westminster town
Goshen town	Randolph town	Weston town
Grafton town	Reading town	Weybridge town
Granville town	Readsboro town	Whiting town
Guilford town	Ripton town	Whitingham town
Halifax town	Rochester town	Wilmington town
Hancock town	Rockingham town	Windham town
Hartford town	Royalton town	Windsor town
Hartland town	Rupert town	Winhall town
Hubbardton town	Rutland city	Woodford town
Ira town	Rutland town	Woodstock town
Jamaica town	Salisbury town	

Appendix E: Wage and Fringe Benefits Comparability Survey Results

This is a list of tables based on the web survey responses from Head Start programs and local organizations that volunteered to participate.

1. Wages and Hours Worked by Position (all seven Head Start agencies)
2. Wages and Hours Worked by Position (organizations outside of Head Start that responded)
3. Qualifications and Responsibilities by Position (all seven Head Start agencies)
4. Qualifications and Responsibilities by Position (organizations outside of Head Start that responded)
5. Certification, Licensure and Credential (all seven Head Start agencies)
6. Certification, Licensure and Credential (organizations outside of Head Start that responded)
7. Fringe Benefits Profile (all seven Head Start agencies)
8. Fringe Benefits Profile (organizations outside of Head Start that responded).