

# VERMONT HEAD START ASSOCIATION



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## Wage and Fringe Benefits Comparability Report

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**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 (September 8, 2015 VHSA meeting).**

# Vermont Head Start Association

## WAGE AND FRINGE BENEFITS COMPARABILITY REPORT

### EXECUTIVE SUMMARY<sup>1</sup>

Each Head Start program must set standards for pay based on training and experience and must pay comparable salaries to staff with comparable positions within community organizations. The Vermont Departments of Labor, Education, and Human Resources provided comparable data by staff positions. Each of the seven Head Start programs identified community agencies that had similar positions on staff. Agencies received an invitation to complete a web-based survey to collect comparable wage and fringe benefits data. The responses from community agencies was lower than expected: 25% (6 out of 24 organizations invited to participate).

Data comparisons of three positions among the job descriptions (see Appendix A) found:

- **Head Start Teachers** with similar years of experience as those in community agencies, which included four early childhood programs, one school, and one human services agency, are paid equally. However, school districts that employ public pre-school teachers with the same qualifications as Head Start teachers had higher salaries.

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<sup>1</sup> September 25, 2015 was the original submission date for this report. Updates have occurred on annually on February 23 of 2016 and 2017. The Head Start wage data covers federal fiscal year ending 2015.

- **Head Start Directors** with similar job duties as State of Vermont **Agency of Human Services Field Directors** are paid less. However, wages of Head Start directors compared to the Department of Labor’s 2015 wages under the title of **preschool administrators** are similar.
- **Head Start Administrative Assistants** with similar job duties as a State of Vermont **Administrative Assistant A** are paid less.

## PURPOSE AND SCOPE OF WORK

There are three purposes for a Head Start Wage and Fringe Benefits Comparability Study:

1. To assist Head Start and Early Head Start programs with meeting federal Head Start/Early Head Start teacher and staff degree and credentialing requirements;
2. To have 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,
3. To improve compensation practices of Head Start and 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 positions.

The Head Start Act, Section 653. [42 U.S.C. 9848] Wage Comparability directs programs to set pay that is not less than minimum wage and based on training and experience. The Head Start Performance Standards were revised in 2016 be more holistic. Part 3102 – Program Operations, [Subpart Human Resources Management](#), Section 1302.91– Staff qualifications and competency requirements states the:

- (a) *Purpose.* A program must ensure all staff, consultants, and contractors engaged in the delivery of program services have sufficient knowledge, training and experience, and competencies to fulfill the roles and responsibilities of their positions and to ensure high-quality service delivery in accordance with the program performance standards. A program must provide ongoing training and

professional development to support staff in fulfilling their roles and responsibilities.

This report is the first to assess wages and fringe benefits through a statewide lens. This report provides the Vermont Head Start Association (VHSA) and directors' information to help set compensation fairly and align salaries with the knowledge, skills, and competencies standards for Head Start staff and their roles.

There are no requirements that “a Head Start Program conduct its own wage comparability survey,” (*Office of Head Start Wage Comparability 101: A Guide for Conducting a Wage and Fringe Benefits Comparability Study*, page 7). However, to be consistent with what individual programs have done in the past, a web-based survey collected data to be used in conjunction with statewide data available through the Vermont Departments of Labor, Education, and Human Resources.

Funding to produce this report came from the Vermont Head Start State Collaboration Office (VHSSCO), Child Development Division (CDD), Department for Children and Families (DCF), Agency of Human Services (AHS). The report was originally submitted to VHSA board members on September 25, 2015. VHSA 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.

Lynn Management consulted with the board throughout the design and implementation of the study used to collect data for this report. A web-based survey tool collected data from Head Start and other early education and human services organizations that were likely to have positions similar in scope and depth to Head Start and Early Head Start staff. Each Head Start/Early Head Start Program Director provided a list of agencies to invite to participate in the survey.

In addition to the web-based survey tool, this report includes other studies or data sources to examine employee compensation rates among professionals performing similar duties. The data sources used in this report include pay charts for state employees available through the Vermont Department of Human Resources and Vermont Department of Labor, Data and Research Division. These agencies responded to questions and assisted with data queries as requested.

The VHSA board instructed Lynn Management to use the Central Vermont Community Action Council's (now known as Capstone Community Action) 2011 Labor Market Wage and Fringe Benefits Comparability Survey Final Report as a template for this report. The web based survey used to collect data 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, another resource used to guide the process, design and implementation of the study of wage and fringe benefits for this report.

## PROCESS AND METHODOLOGY

First, the Head Start positions selected as representative of both Head Start programs and community partners with comparable jobs were identified. VHSA looked at the 43 jobs and their descriptions found in the Toolbox and picked the job descriptions that represented "benchmark positions". Based on the Toolbox, benchmarking "is a process to establish a standard or point of reference for the use in evaluating the hourly wages of the organization" (Toolbox, page 9). One factor used to identify the benchmark positions was if the job description included duties and responsibilities similar to positions found in a variety of organizations. It was also important to identify benchmark positions within each pay grade. For example pay grades, also known as classes or levels, can

include administration, health, education, services, etc. Once these were factored into the selection, VHSA narrowed the number of jobs from the original 43 to these 15 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 included job descriptions for each position. The web-survey included these so that both Head Start and comparable community organizations had a standard to use when responding to the questions (see Appendix A).

Once the benchmark positions were determined, a web-based survey tool using SurveyMonkey® was designed. Survey questions were based on the questions asked within the 2011 Central Vermont Community Action Agency report and the Toolbox suggestions.

Head Start directors provided the names of people within their organizations who could provide wage and fringe benefit information for Head Start employees and the contacts and names of organizations locally that may have similar jobs. 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 following local organizations were invited to participate in the survey and assured that the data would be aggregated and remain anonymous:

1. Windsor Southeast Supervisory Union
2. Windham Northeast Supervisory Union
3. Burlington School District
4. Essex School District
5. Winooski
6. Colchester School Districts
7. King Street Center
8. Trinity Early Education Center
9. Sara Holbrook Center
10. Burlington Children's Space
11. Springfield Supervisory Union
12. Two Rivers Supervisory Union
13. Springfield Parent Child Center
14. Squeaky Sneakers
15. World of Discovery Springfield
16. Green Mountain Care
17. Washington Mental Health
18. Barre Supervisory Union
19. Central VT Hospital
20. Department for Children and Families District Office
21. North Country Supervisory Union
22. Northeast Kingdom Human Services
23. Creative Minds Child Care Center
24. Tri County Child Care Center

An e-mail message adapted from the Toolbox was sent to the contacts for each local organization in early September (see Appendix B). This message contained the link to



the web survey with the request to respond by September 23, 2015. The deadline was extended twice: first to September 30 and then to October 31, 2015. Even though the report was posted initially on September 24, it did not contain the survey data due to a low response rate at the time. The extension through October 31 was necessary to increase the number of organizations that participated. Each organization that had not participated as of September 30 received a follow up telephone call to let them know of the extension and confirm their participation. Flexibility to complete the survey was required to minimize any stress on the positive relationship that existed with these local organizations and their Head Start program and to recognize the timing of the survey, which competed with demands associated with the start the new school year, especially for schools, early child care programs and Head Start grantees.

The Toolbox recommended more organizations be invited to participate than needed because not all will participate. This was the case as 25% (6/24) completed or partially completed the survey. 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*, page 13). Data for this report was aggregated over six organizations.

While survey results were being analyzed, data from statewide data sources at the Vermont Departments of Labor and Human Resources was presented during the annual director’s retreat on November 12 and 13. This was the beginning of on-going VHSA discussions to determine if any of the following activities should be undertaken:

- Review and update their position classification system;
- Determine and implement compensation policies;
- Develop and implement a salary schedule for certain positions or individual employees;
- Analyze budget impact; and/or
- Develop and implement a wage and salary administration plan.

This year's VHSA annual director's retreat provided an opportunity for the VHSA to review its priorities and develop a strategic plan for the year based on this report. It was recommended during the retreat that this report be viewed as a living or dynamic document that is continually edited and updated. Two of the seven Head Start grantees are due to submit an updated version of the study to meet federal requirements. The monthly VHSA meetings are another opportunity to identify and monitor collaborative strategies to address compensation.

## STATE OF VERMONT WAGE COMPARABILITY DATA

The Vermont Department of Human Resources (DHR) oversees compensation for all State employees. Wage compensation is based on hourly pay charts for a work week of 40 hours, 52 weeks of the year or 2,080 hours. State employee wages are part of the collective bargaining process and agreements made between the Vermont State Employees Association (VSEA) and the State. The Payroll Division within DHR oversees implementation of compensation. The DHR 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/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 2016 State of Vermont Classified Employees’ pay chart is located in Appendix C.

The examples of state employee job descriptions in the following textboxes align generally with similar Head Start job descriptions. For example, the state’s Administrative Assistant A correlates with the Head Start Administrative Assistant job description. The state’s Field Director position aligns with the Head Start Director position.

A determination of how Head Start compensation compares with that of other organizations 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). Head Start programs individually can compare the state’s general job descriptions here with their program’s specific job descriptions for these positions within their agency.

## Administrative Assistant

**Vermont Classified Employees’ Pay Chart: 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 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](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 per hour.

- The web survey results for Head Start administrative assistants (n=5) averaged \$15.12 per hour with an average of seven years of experience. This is less than the \$19.62 per hour paid to a state employee with the same number of years of experience.
- One Head Start program reported there was one administrative assistant receiving \$22.42 an hour. This person had 4 years in the position. When compared to the state position with five years of experience, there is a difference of 15 % ( $\$22.42 - \$19.03 \div \$22.42$ ).
- The [Vermont Transparency](#) website provided annual salaries for all current State employees. There were 18 results for a query of salaries for Administrative Assistant A. The average hourly rate was \$16.00,<sup>2</sup> which is higher than the Head Start average, even though this average represents only three data points.

Based on the assumption that these two positions are similar, both data sets demonstrate that the Head Start administrative assistant is compensated slightly below what State employees make. There is also a state Administrative Assistant B position at a higher

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<sup>2</sup> The number of years of experience in the position is not provided.

paygrade of 19 that may or may not align with Head Start tasks assigned to administrative assistants.

## Director

### **Vermont Department of Human Resources: 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.

### **Vermont Department of Labor: Examples of Work for Education Administrators, Preschool and Childcare Center/Program**

Plan, direct, or coordinate the academic and nonacademic activities of preschool and childcare centers or programs.

**Head Start: Appendix A: 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 Head Start director's position was compared to the state's Field Director and to the 2014 Vermont Department of Labor's wage data for the title of Education Administrators, Preschool and Childcare Center/Program. The DOL's descriptions are based on US Bureau of Labor Statistics occupational profiles ([http://stats.bls.gov/oes/current/oes\\_stru.htm](http://stats.bls.gov/oes/current/oes_stru.htm)).

The state's field directors are classified at paygrade 30. Entry level state employees in this position receive \$33.94 per hour. An employee with 5 years experiences in the position will receive \$40.77 per hour. :

- The web survey average hourly rate for a Head Start director (n=8) is \$33.78. The average years in this position is 22. The comparable rate for a State of Vermont field director at a step 14 (see Appendix C) is \$51.96. There is no information to compare qualifications.
- The minimum wage for a Head Start director was \$25.96 and the maximum wage was \$48.63.
- The [Vermont Transparency](#) website provided annual salaries for all current State employees. There were 7 results for annual salaries for state field directors. The average hourly wage was \$39.33, which is higher than the Head Start average even though this average only represents five data points

The VHSA directors had asked that the Head Start directors be compared to superintendents and other school titles. When searching the Vermont Department of Labor (VT DOL) by [job titles](#), included an extensive list of Education Administrators, Preschool and Childcare Center/Program:

Administrative Assistant, Art Coordinator, Assessment Coordinator, Assistant Principal, Assistant Superintendent, Athletic Coordinator, Athletic Director, Attendance and Discipline Vice Principal, Building Principal, Commission for the Blind Director, Curriculum and Instruction Assistant Superintendent, Curriculum Assistant Principal, Curriculum Director, Dean of Boys, Dean of Girls, Director of Admissions, Director of Athletics, Director of Physical Education, Director of Pupil Personnel Program, Director of Special Education, Director of Special Services, Director of Testing, Early Childhood Services Coordinator, Education Supervisor, Educational Administrator, Educational Program Director, Elementary Assistant Principal, Elementary Principal, Elementary School Principal, Headmaster, High School Assistant Principal, High School Principal, High School Vice Principal, Home-School Coordinator, House Principal, Instruction Assistant Principal, Instructional Supervisor, Instructional Support Services Director, Junior High School

Principal, K–12 Principal, K–12 School Principal, K–8 School Principal, Middle School Principal, Mother Superior, Principal, Program Coordinator, Pupil Personnel Services Director, School Administrator, School Business Manager, School Coordinator, School Principal, School Superintendent, Secondary School Principal, Site Administrator, Special Education Administrator, Special Education Coordinator, Special Education Director, Special Education Superintendent, Special Education Supervisor, Special Programs Director, Special Services Director, Student Dean, Student Services Director, Sub Master, Superintendent, Superintendent of Schools, Teacher, Team Coordinator, Testing Coordinator, Title I Director, Transition Specialist, Vice Principal, Vocational Training Director, Vocational–Technical Education Director

The percentile wage table estimates the value of a wage below which a certain percent of workers fall. Table A shows the average statewide hourly wage for this category (Education Administrators, Preschool and Childcare Center/Program) is \$21.15, with 90% of the reported wages falling below \$31.44. The Department of Labor statistics suggest that Head Start directors are paid slightly more, but there is no way to compare similar degrees and experience with this data.

**Table A – Wages for Education Administrators, Preschool and Childcare Center/Program**

Source VT Dept. of Labor (<http://www.vtlmi.info/oic3.cfm?occcode=11903100>)

Location	Pay Period	2015					Average Wage
		Percentile Wages					
		<u>10%</u>	<u>25%</u>	<u>50% Median</u>	<u>75%</u>	<u>90%</u>	
Vermont	Hourly	\$ 13.67	\$ 17.39	<b>\$ 21.15</b>	\$ 24.07	\$ 31.44	\$ 21.90
	Yearly	\$28,430	\$36,160	<b>\$43,990</b>	\$50,070	\$65,400	\$45,540

For the 2015 estimates, 5,049 establishments were sampled from November 2012 – May 2015, response rate was 89 percent, and wage rates in all but the latest panel were adjusted to May 2015.

## Teacher

**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)

Only Vermont Department of Labor (DOL) data was used for comparison, as the State of Vermont job classifications do not include a comparable title. See Table B.

The average salary for a preschool teacher is \$14.13 per hour, with 90% of preschool teachers earning less than \$21.60 per hour.

- The web survey average for a Head Start Lead Teacher (n=43) is \$15.28 per hour for a lead teacher with an average of 12 years' experience. Teachers 1 among Head Start staff received \$14.60. There is not much of a difference with the DOL



statewide average salary for preschool teachers. The limitation of comparing this statewide average to the survey average is that the DOL does not show years of experience in the position.

- Web survey results show that the average hourly wage for Lead Teachers in community agencies was similar: the average hourly wage for comparable positions in community agencies was \$15.40 compared to the Head Start average of \$15.28. However, one school represented in this web result pays a Lead Teacher \$34.52.

**Table B: Wages for Preschool Teachers, Except Special Education: Source VT DOL**

Location	Pay Period	2015					
		Percentile Wages					Average Wage
		<u>10%</u>	<u>25%</u>	<u>50% Median</u>	<u>75%</u>	<u>90%</u>	
Vermont	Hourly	\$ 11.15	\$ 12.57	<b>\$ 14.13</b>	\$ 16.87	\$ 21.60	\$ 15.60
	Yearly	\$23,180	\$26,150	<b>\$29,390</b>	\$35,080	\$44,930	\$32,450

**Education, Experience and Credentials**

State of Vermont job descriptions list the minimum qualifications in terms of knowledge, skills and abilities to perform a job. As an example, the experience and education minimums for a state Administrative Assistant A position are included in the textbox below.

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 web survey asked respondents to list the experience and education for each employee in each position (see Appendix E, Tables 4-7). However, the survey did not include a question about an organization’s minimum qualification, if any, required for employment.

The Head Start Act of 2007 added 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](http://eclkc.ohs.acf.hhs.gov/hslc/standards/im/2008/resour_ime_012_0081908.html) ).

There are some general requirements of other staff outlined in the Head Start Program Performance Standards, Section 1304.52 Human resources management, that are similar to the State of Vermont minimum requirements. “(b) Staff qualifications (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%20management..htm>.

Teachers of public preschool are required to hold an Agency of Education Teacher License. A majority of Head Start Lead Teachers hold this license.

Please go to the next page to review Table C to see all wages by position and degree for Head Start (n=7 programs) compared to the community agencies that completed the web survey (n=6).

Table C: 2015 Wages and Qualifications by Position

Position and qualification (degree)	Head Start Wages	Comparable Organizations Ave Hourly Wages	Compared to Head Start
<b>1. Administrative Assistant</b>			
< HS *	12.00	NA	NA
HS Diploma	12.64	NA	NA
AA	15.80	NA	NA
BA/BS	15.01	\$16.38	-1.37
<b>2. Caretaker – for infants and toddlers</b>			
AA	13.96	NA	NA
BA/BS	16.75	NA	NA
<b>3. Center Manager</b>			
CDA *	19.25	NA	NA
AA	18.01	NA	NA
BA/BS	18.72	NA	NA
MA *	18.01	\$24.48	-6.47
<b>4. Director</b>			
BA/BS	32.52	\$29.35	3.17
MA/MS	32.99	\$42.13	-9.13
PhD	NA	NA	NA
<b>5. Disabilities Manager</b>			
AA*	23.07	NA	NA
BA/BS	20.37	NA	NA
MA	NA	NA	NA
<b>6. Education Manager</b>			
BA/BS	21.35	NA	NA
MA *	23.59	NA	NA
<b>7. Education Spec</b>			
AA *	24.00	NA	NA
BA/BS	17.53	NA	NA
MA	20.34	NA	NA
<b>8. Family Services Manager</b>			

Position and qualification (degree)	Head Start Wages	Comparable Organizations Ave Hourly Wages	Compared to Head Start
HS *	25.48	NA	NA
BA/BS	19.70	NA	NA
MA	24.01	NA	NA
<b>9. Fiscal Clerk/Book Keeper</b>			
High School *	13.56	NA	NA
Cert. Public Acct		NA	NA
AA	16.05	NA	NA
BA *	19.80	NA	NA
<b>10. Health/Nutrition Manager</b>			
HS *	25.07	NA	NA
BA/BS	21.51	NA	NA
MA *	24.82	NA	NA
<b>11. Home Educator</b>			
HS	14.54	NA	NA
CDA	15.48	NA	NA
AA	14.35	NA	NA
BA/BS	16.06	NA	NA
MA *	14.54	NA	NA
<b>12. Lead Teacher</b>			
CDA	15.00	NA	NA
AA	14.03	NA	NA
BA	15.15	\$17.15	-2.00
MA	16.91	\$26.57	-9.66
<b>13. Maintenance</b>			
HS	14.25	NA	NA
BA/BS	14.01	NA	NA
MA	-	NA	NA
<b>14. Social Worker</b>			
HS		NA	
AA		NA	NA
BA/BS	18.12	NA	NA

Position and qualification (degree)	Head Start Wages	Comparable Organizations Ave Hourly Wages	Compared to Head Start
<b>15. Teacher 1</b>			
HS	NA	NA	NA
CDA	NA	NA	NA
AA	NA	NA	NA
BA/BS	15.38	\$17.58	-2.20
MA	16.51	NA	NA

- Content Managers positions in Head Start include Family Services, Disabilities, Education and Health/Nutrition. There are no comparable wages for these positions from the survey.
- Positive (+) # in "Compared to Head Start" column indicates a higher wage than Head Start
- Negative (-) # in "Compared to Head Start" column indicates a lower wage than Head Start
- NA/0 = Not Applicable either Head Start or the program it is being compared to does not have the equivalent position at that level.
- Wage comparison does not account for variations in the years of experience.
- N varies for each degree and position.
- The asterisk represents when only one Head Start reported on the position.

## DATA SOURCES

Individual Head Start programs can compare their wages based on education, experience and credentials (or licensure in the case of teachers) to the comparable positions from the following sources:

- The web survey completed by five of the seven Head Start agencies and six community organizations (see Appendix E );
- The State of Vermont pay chart for 2015 located in Appendix C. Department of Human Resources;
- The Vermont Transparency website that provided data on current wages paid to State employees, and;
- The Agency of Education 2000 – 2016 Salary Report  
<http://education.vermont.gov/documents/data-teacher-staff-fte-report>.

VHSA can use this data to develop shared goals, plan and priorities for addressing compensation discrepancies.

The Department of Labor also has a 2013 Fringe Benefits Study that Head Start programs can use to compare their fringe with the to a point-in-time snapshot of benefits currently offered by responding private employers in Vermont (<http://www.vtlni.info/2013FringeBenefitStudy.pdf>).

The Vermont’s Early Childhood & Afterschool Workforce Findings from the Vermont Early Childhood & Afterschool Workforce Surveys was released in 2015, is another resource. [http://dcf.vermont.gov/sites/dcf/files/CDD/Reports/VT\\_Workforce\\_Survey\\_Report\\_FINAL\\_12.31.2015.pdf](http://dcf.vermont.gov/sites/dcf/files/CDD/Reports/VT_Workforce_Survey_Report_FINAL_12.31.2015.pdf) . One similar finding support what this report found that “wages in family child care homes and early childhood and afterschool licensed centers are lower than wages in public school settings,” (pg. ii).

## FINDINGS AND QUESTIONS FROM THE WAGE AND FRINGE BENEFIT SURVEY

In the previous section of this report, we examined the state-level data sources that individual Head Start programs can use to compare their teacher, director, and administrative assistant wages to the state labor market. This section of the report uses this information, combined with data collected from all seven Head Start programs, to identify key findings. The following tables are located in Appendix E of this report and support the findings and help answer the remaining questions:

1. Organization Profile Summary (Head Start and Comparable Organizations)
2. Wages and Hours Worked by Position (Head Start)
3. Wages and Hours Worked by Position (Comparable Organizations)
4. Qualifications and Supervision by Position (Head Start)
5. Qualifications and Supervision by Position (Comparable Organizations)
6. Fringe Benefits Profile Teacher (Head Start)
7. Fringe Benefits Profile Director (Head Start)

Three of the six community organizations completed the questions related to fringe. Head Start programs are encouraged to follow up with local agencies that may have this data to compare.

### LIMITATIONS OF THE WEB SURVEY DATA COLLECTION AND FINDINGS

There was a small number of community organizations that completed the web-based survey to compare wages and fringe benefits to Head Start. This is why in part, the report refers to statewide data collected on the labor market in Vermont. The Toolkit's Wage and Fringe Benefits guidance recommends that when a program conducts its own survey, it aims to get responses from at least five organizations. The goal was to collect enough data from a statewide sample. Although six organizations completed the survey (e.g., one school district, one human services agency, and four early childhood programs), it is too small to draw conclusions with a return rate of 25% (6/24). To compensate for this



limitation, the Department of Labor state-level wage data helped define statewide median wages to the Head Start data collected through the survey. The job tasks and qualifications provided by the Department of Labor aligned with the job descriptions in Appendix A. Please also see the pay charts (Appendix C) for state employees as another comparison to Head Start salaries.

The original launch of the web based survey in September 2014, also contributed to rate of responses. The fall is busy for all Head Start programs and community agencies like schools and child care providers. The competing priorities factored into survey participations. The survey tool itself was ineffective for many and time consuming. These limitations can be resolved by changing when the web survey is conducted as well as how the questions are asked.

## FINDINGS

- Based on the web survey results, **Head Start Teachers** with similar years of experience in the position are paid equally to community agencies, which included four early childhood programs, one school, and one human services agency. However, school districts that employ public pre-school teachers with similar qualifications receive higher compensation.
- **Head Start Directors** with similar job duties as State of Vermont **AHS Field Directors** are paid less. The web survey showed that qualifications factored into wages. For example Head Start Directors with a bachelor's degree made more than their counterparts in the community but less for those with a master's degree. However, wages of Head Start directors compared to the Department of Labor's 2015 wages under the title of **preschool administrators** are similar.
- **Head Start Administrative Assistants** with similar job duties as a State of Vermont **Administrative Assistant A** are paid less.

There was not enough data from community organizations that completed the web survey to compare other positions in Head Start and Early Head Start (e.g., health services managers, home visitors, and more).



## QUESTIONS

VHSA directors discussed the report findings and the challenges with the web survey data collection at the November 12 and 13, 2015 retreat. The directors decided this report shall be updated as new sources of information are available through things like examination of school contracts and pay charts. This version includes new tables from the Department of Labor and inclusion of data from all Head Start programs. The original report in 2015 include five of the seven Head Start programs. The questions that remain from this report include:

1. What positions are priorities for VHSA to focus their efforts to raise wages as part of their collaborative plan?
2. Which positions will individual programs prefer to make specific plans to address in order to equalize compensations?
3. What were the individual differences in wages and fringe benefits that each Head Start program found when comparing their compensation to the aggregated data for the five Head Starts? In other words, is there work within the Head Start community to align wages for similar positions?

Some programs that are receiving Preschool Development Expansion Grants (PDEG) are already working to raise teacher salaries, which is allowed with the funds from this federal funding source. On the other hand, Vermont's universal preschool law, known as Act 166, has impacted some existing partnerships between Head Start and schools. These impacts include losing the school space to run the Head Start program and losing licensed teachers that once worked for Head Start who move to a preschool within a school district that pays more. Consequently, teachers' salaries are a priority that VHSA should address collectively.

Head Start programs that are required to complete an assessment of wages and fringe may use this report to fulfill that requirement. There are no specific standards within the Head Start Act for how the assessment is completed. Programs individually can be

assured that the process used to study compensations follows the current guidelines available through the Office Head Start.

The findings are supported by the combination of using the statewide data sources described in this report earlier and the web-based survey results. This report provides a comprehensive perspective for the Vermont Head Start Association of wages and fringe benefits in the state. This helps 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 (

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](mailto: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 Continued

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

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

**Southern Vermont Balance of State Continued**

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
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

Please refer to the Findings and Questions section. These tables aggregate the responses collected through a SurveyMonkey® web survey to Head Start programs and local organizations that Head Start grantees determined as comparable to their programs.

### Organizational Profile: 2015

	Total Budget	Total # of Children
Head Start	\$16,536,670	1503
Comparable Organizations	\$36,049,302	7674

#### Head Start Program Type

Not-for-Profit 6

School 1

#### Comparable Organizations Program Type

Not-for-Profit 5

School 1

**Table 2. Head Start Wages and Hours by Position: 2015**

Total Head Start Agencies Reporting = 7

Position	# in position	mean hourly wage	maximum hourly	minimum hourly	mean hours per year
1. Admin Asst	18	\$ 15.12	\$ 20.00	\$ 9.87	1732.78
2. Caretaker- for infants and toddlers	6	\$ 15.36	\$ 17.97	\$ 12.00	1961.33
3. Center Manager	18	\$ 18.59	\$ 20.56	\$ 14.31	2061.11
4. Director *	9	\$ 33.78	\$ 48.63	\$ 25.96	1910
5. Disabilities Manager **	3	\$ 14.48	\$ 23.07	\$ 19.50	1506.67
6. Education Manager	5	\$ 15.04	\$ 23.55	\$ 19.50	1463.33
7. Education Spec	5	\$ 20.36	\$ 24.00	\$ 16.39	1690.00
8. Family Services Manager ***	8	\$ 23.90	\$ 25.66	\$ 20.43	1938.00
9. Fiscal Clerk/Book Keeper	4	\$ 16.47	\$ 19.08	\$ 13.56	1657.50
10. Health/Nutrition Manager	8	\$ 22.87	\$ 26.44	\$ 17.54	1782.00
11. Home Educator	28	\$ 14.96	\$ 17.18	\$ 12.30	1661.76
12. Lead Teacher	38	\$ 15.28	\$ 18.29	\$ 13.28	1860.00
13. Maintenance	5	\$ 14.13	\$ 14.33	\$ 13.80	1802.00
14. Social Worker	3	\$ 17.79	\$ 18.85	\$ 17.13	2080.00
15. Teacher 1	43	\$ 14.60	\$ 17.18	\$ 13.30	1,875.00

\* 1 Associate Director and 1 Assistant Director

\*\* 1 Disability Manager is also responsible for the Education Manager role for the program.

\*\*\* 1 Family Child Care Coordinator

**Table 3. Comparable Wages and Hours by Position: 2015**

Total # of Community Organizations Reporting = 6

Position	* # in position	mean hourly wage	maximum hourly	minimum hourly	mean hours per year
1. Admin Asst	3	\$ 15.50	\$ 19.00	\$ 15.00	1897.50
2. Caretaker- for infants and toddlers	1	NA	NA	NA	NA
3. Center Manager	3	\$ 23.76	\$ 25.63	\$ 22.31	1750.00
4. Director	6	\$ 32.23	\$ 51.76	\$ 21.63	1940
5. Disabilities Manager	0	NA	NA	NA	NA
6. Education Manager	0	NA	NA	NA	NA
7. Education Spec	1	NA	NA	NA	NA
8. Family Services Manager	1	\$ 22.79	\$ 22.79	\$ 22.79	1950.00
9. Fiscal Clerk/Book Keeper	2	\$ 20.09	\$ 22.60	\$ 17.58	2015.00
10. Health/Nutrition Manager	0	\$ -	\$ -	\$ -	0.00
11. Home Educator	0	\$ -	\$ -	\$ -	0.00
12. Lead Teacher	31	\$ 15.40	\$ 34.52	\$ 11.33	1902.25
13. Maintenance	0	\$ -	\$ -	\$ -	0.00
14. Social Worker	1	NA	NA	NA	NA
15. Teacher 1 **	4	\$ 14.50	\$ 15.00	\$ 14.00	2,000.00

NA= Not Applicable

\*In some cases, # in position was not reported by all 6 community organizations to be a staff position.

**Table 4. Head Start Qualifications and Supervision by Positions: 2015**

Total # of Head Start Programs Reporting = 7

Position	# in position	# who supervise	Mean # years of experience	Minimum educational level	Mean educational level
1. Admin Asst	15	1.00	7.19	High School	Associate
2. Caretaker- for infants and toddlers	6	0.00	9.50	Associate	Bachelor
3. Center Manager	8	10.00	13.00	CDA	Bachelor
4. Director	5	5.00	22.00	Bachelor	Bachelor
5. Disabilities Manager	3	3.00	6.67	Associate	Bachelor
6. Education Manager	3	3.00	13.67	Bachelor	Bachelor
7. Education Spec	5	2.00	14.20	Associate	Master or Bachelor
8. Family Services Manager	5	5.00	21.00	High School	Master or Bachelor
9. Fiscal Clerk/Book Keeper	4	1.00	14.75	High School	Associate
10. Health/Nutrition Manager	5	4.00	16.40	High School	Bachelor
11. Home Educator	17	0.00	9.12	CDA/Associates	Bachelor
12. Lead Teacher	38	13.00	12.33	High School	Bachelor
13. Maintenance	5	1.00	2.80	High School	High School
14. Social Worker	3	0.00	21.00	Bachelor	Bachelor
15. Teacher 1	12	0.00	5.58	Bachelor	Bachelor



**Table 5. Qualifications and Supervision by Position: 2015**

Total # of Community Organizations Reporting = 7

Position	# in position	# who supervise	Mean # years of experience	Minimum educational level	Mean educational level
1. Admin Asst	3	2	3	Bachelor	Bachelor
2. Caretaker- for infants and toddlers	1	0	NA	NA	Associate
3. Center Manager	3	3	18.67	Bachelor	Master
4. Director	6	5	18.8	Bachelor	Bachelor/Master
5. Disabilities Manager	0	NA	NA	NA	NA
6. Education Manager	0	NA	NA	NA	NA
7. Education Spec	1	1	NA	NA	Master
8. Family Services Manager	1	1	NA	NA	Master
9. Fiscal Clerk/Book Keeper	2	0	NA	High School	CPA
10. Health/Nutrition Manager	0	NA	NA	NA	NA
11. Home Educator	0	NA	NA	NA	NA
12. Lead Teacher	31	11	9.09	Bachelor	Bachelor
13. Maintenance	0	NA	NA	NA	NA
14. Social Worker	1	0	NA	NA	High School
15. Teacher 1	4	2	3.17	Bachelor	Bachelor

NA= Not Applicable

\*In some cases, # in position was not reported by all 6 community organizations to be a staff position.

**Table 6: Head Start Teacher Fringe Benefits**

	<b>Average Teacher</b>
\$/hour <u>or</u> annual salary plus hours worked	\$ 28,757.00
% FICA/Medicare	7.63 %
% Worker's Compensation	1.24 %
% Disability Insurance	0.34 %
% Unemployment Insurance	2.1513 %
% Retirement or Pension	1 %
\$ Life Insurance/year	\$ 66.43
# hours of sick leave earned	78.3
# hours of annual leave earned	133
# hours of paid holidays	60

**Table 7: Head Start Director Fringe Benefits**

	Average Director's Fringe
\$/hour or annual salary plus hours worked annually	\$64,849
% FICA/Medicare	7.65
% Worker's Compensation	1.24
% Disability Insurance	0.121
% Unemployment Insurance	2.14
% Retirement or Pension	1.03
\$ Life Insurance/year	\$162.535
\$ Miscellaneous Benefits	fitness membership
# hours of sick leave earned	86.9
# hours of annual leave earned	178.42
# hours of paid holidays	72