



Child Care Resource

Child Care Wages and Benefits Study

October 2011

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Introduction

Chittenden County child care centers often contact Child Care Resource during their budget process as they evaluate employee compensation and benefits. Child Care Resource has periodically conducted salary surveys so that we can best answer their questions. We completed and published the last survey five years ago in August of 2006. In the spring of 2011, we initiated the process of conducting a new survey that would:

- Provide current and prospective child care employers with information about the employment market for child care workers.
- Inform the broader community about wages and benefits for child care workers and their relationship to child care quality.

This document includes a description of how we conducted the survey and our findings. We think you'll find that most of your questions will be answered by the findings reported. If what you need from the data we collected does not appear in this document, please contact us. We will do our best to accommodate you. Here are some types of questions we can answer that are not included in the report:

- What is the average wage and years in current position for teaching assistants (or another job type) with a high school diploma (or another level of education) who work in not-for-profit programs (or proprietary programs) that have not yet achieved quality recognition (or have achieved some level of quality recognition)?
- What is the average wage for teachers (or another job type) who have staff supervisory responsibility (or not) and who work in programs with more than 50 children enrolled (or a different number of children enrolled)?

Note: The following abbreviations are used throughout the report:

CDA – Child Development Credential

NAEYC – National Association for the Education of Young Children

STARS – Step Ahead Recognition System

Method

1. Questionnaire: A questionnaire was designed to collect general information about organizations and specific information about individual employee compensation. Individual employee level data provided allowed us to analyze the relationship between average current employee wages and level of responsibility, level of education, years of employment, ownership, and quality recognition. Organization level data provided more general information such as entry level wages and benefits offered. We were able to relate these benefits to program ownership and quality recognition as well. More specifically, the questionnaire elicited information about the following:

Organization characteristics:

1. Ages served
2. Enrollment
3. Ownership (not-for-profit, proprietary)
4. Type of organization (child care only, child care plus a broader mission, single child care site, multiple child care sites)
5. Quality recognition (none, STARS level, NAEYC)
6. Pre-K contract with school district
7. Benefits (health insurance offered, child care tuition discount for employees, paid time off)
8. Entry level wages

Employee Characteristics:

1. Job Type (See Appendix A for definitions of: director, program director, assistant director, teacher, teaching assistant)
2. Primary responsibility for a classroom
3. Formal supervisory responsibility for staff
4. Highest level of education completed
5. Licensed teacher
6. Years in position
7. Hours of employment
8. Hourly wage or weekly salary

To protect confidentiality, respondents were instructed to omit employee names.

2. Population and Responses: The survey was sent to all child care organizations in Chittenden County offering full-day, full-year child care services. In total, there were 56 organizations that met these criteria in the Child Care Resource child care database. Thirty-two organizations responded yielding a response rate of 57%. In total, data was recorded for 406 individual employees involved in direct service to children in the following roles:

Job Type	Count of Employees
Directors	36
Program Directors	5
Assistant Directors	17
Teachers	244
Teaching Assistants	104
Total	406

In the analysis of employee level data, Program Directors were combined with Directors due to the small number of Program Directors reported and the similarity in responsibility.

3. Respondents by Type of Organization:

Respondents were asked to identify three organizational characteristics: 1) the number of child care sites, 2) the breadth of the organization’s mission, and 3) ownership. The distribution of organizations responding was similar to the distribution of all organizations contacted for all three characteristics.

Number of Sites	Percentage of Organizations Responding	Percentage of all organizations contacted
Single	75%	73%
Multiple	25%	27%
Total	100% (n=32)	100% (n=56)

Breadth of Organization	Percentage of Organizations Responding	Percentage of all organizations contacted
Child Care Only	72%	75%
More than child care	28%	25%
Total	100% (n=32)	100% (n=56)

Ownership	Percentage of Organizations Responding	Percentage of all organizations contacted
Not-for-profit	34%	31%
Proprietary	66%	69%
Total	100% (n=32)	100% (n=56)

Not-for-profit: It is not owned by an individual and is governed by a volunteer board

Proprietary: It is owned by an individual or group of individuals

4. Respondents by Ages Ranges Served and Number Enrolled

Respondents were asked to identify all the age ranges of children served by their organization and the number of children enrolled during the week prior to the survey. The distribution of age ranges and the average number of children enrolled among organizations responding was similar to the distribution for all organizations contacted.

Range of Ages Served by Organization	Percentage of organizations responding	Percentage of all organizations contacted
0-6+	50%	48%
0-5	22%	22%
2-5	9%	14%
3-5	16%	14%
0-2+	3%	2%
Total	100% (n=32)	100% (n=56)

Number Enrolled	Percentage of organizations responding	Percentage of all organizations contacted
Average	55	49
Minimum	12	15
Maximum	176	176

5. Respondents by Level of Quality Recognition Achieved

Respondents were asked to indicate the level of quality recognition they had achieved. The distribution of responding organizations that had achieved 1-3 STARS was similar to the distribution of all organizations contacted. However, the percentage of organizations responding that had achieved 4 or 5 STARS and/or NAEYC accreditation was higher than the percentage of all organizations contacted (47% as compared with 33%). Conversely, the percentage of organizations that had not achieved quality recognition was lower than the percentage of all organizations contacted (38% as compared with 50%).

In the 2006 Child Care Resource Child Care Wages and Benefits Study, we found that centers with NAEYC accreditation were, overall, more likely to provide higher wages and more benefits to employees. In the current study, given the higher representation of organization with high levels of quality recognition, the results, when not broken down by quality recognition, may be skewed toward higher levels of employee compensation.

Highest Level of Quality Recognition	Percentage of organizations responding	Percentage of all organizations contacted
Has not achieved any quality recognition	38%	50%
1 -3 STARS	15%	17%
4 or 5 and/or NAEYC	47%	33%
Total	100% (n=32)	100% (n=56)

6. Statistical Analysis: The findings reported are meant to be descriptive and may suggest patterns or relationships. However, these relationships have not been tested for significance using statistical methods. If tested, the relationships could be confirmed or found to be the product of random variation.

7. Abbreviations:

Findings

Employees' Years in Current Position

Table 1 below shows that on average, employees had been in their current positions for 4.6 years. Directors had the highest average number of years of employment at 8.7 years and teaching assistants had the lowest average number of years of employment at 3.2 years. More generally, employees with greater responsibility, on average, had been in their positions for a greater number of years.

Table 2 below shows that the average length of employment for employees of not-for-profit organizations was greater than the average length of employment for their colleagues in proprietary organizations (5.2 years as compared with 4.2 years).

Table 3 shows that the average length of employment for employees of organizations with high quality recognition was greater than the average length of employment for their colleagues in organizations with no quality recognition (5.0 years as compared with 4.0 years).

Finally, Table 4 shows that when ownership and quality recognition are considered together, the average length of employment was greater for employees of not-for-profit organizations than proprietary organizations regardless of quality recognition.

Table 1: Job Type and Average Years of Employment in Current Position

Job Type	Number of Employees Reported	Average Years of Employment
Director/Program Director	39	8.7
Assistant Director	16	6.2
Teacher	244	4.5
Teaching Assistant	104	3.2
All Employees	405	4.6

Table 2: Organization Ownership and Average Years of Employment in Current Position

Ownership	Number of Employees Reported	Average Years of Employment
Not-for-profit	161	5.2
Proprietary	233	4.2
All Employees	404	4.6

Table 3: Quality Recognition and Average Years of Employment in Current Position

Quality Recognition	Number of Employees Reported	Average Years of Employment
No formal quality recognition reported	116	4.0
1-3 STARS	39	4.3
4-5 STARS or NAEYC	239	5.0
All Employees	394	4.6

Table 4: Ownership, Quality Recognition, and Average Years of Employment in Current Position

Ownership	Quality Recognition	Number of Employees Reported	Average Years of Employment
Not-for-profit	No formal quality recognition reported	10	5.9
Not-for-profit	4-5 STARS or NAEYC	151	5.1
Proprietary	No formal quality recognition reported	106	3.8
Proprietary	1-3 STARS	39	4.3
Proprietary	4-5 STARS or NAEYC	88	4.7

Organizations' Entry Level Wages

Table 5 below shows the average and range of entry level wage by job type. The average entry level wage was lowest for teaching assistants at \$10.04 per hour and highest for directors at \$16.49 per hour. The entry level wage range for each type of position was fairly wide with teaching assistants ranging from \$8.50 per hour to \$12.69 per hour and directors ranging even more widely from \$8.25 per hour to \$25.00 per hour.

Table 6 shows that across job types, entry level wages are higher in not-for-profit organizations than in proprietary organizations. For example, the average not-for-profit entry level wage for a teacher was \$12.91 per hour while the average in a proprietary program was \$11.33.

Table 7 shows that the pattern across job categories in relation to quality recognition is not quite clear. It may have been informative to analyze the relationship of ownership together with quality recognition and entry level wages. Unfortunately, there were not enough program level responses to complete this more detailed analysis.

Table 5: Entry Level Wages by Job Type

Job Type	Number of Organizations Reporting	Average of Wage	Minimum of Wage	Maximum of Wage
Director	18	\$16.49	\$8.25	\$25.00
Program Director	15	\$15.16	\$10.78	\$20.00
Assistant Director	14	\$14.05	\$11.50	\$17.00
Teacher	28	\$11.96	\$10.00	\$15.00
Teaching Assistant	26	\$10.04	\$8.50	\$12.69

Table 6: Entry Level Wages by Job Type and Ownership

Job Type	Number of Organizations Reporting	Average of Wage	Average Not-for-profit	Average Proprietary
Director	18	\$16.49	\$19.30	\$15.40
Program Director	15	\$15.16	\$16.90	\$14.72

Job Type	Number of Organizations Reporting	Average of Wage	Average Not-for-profit	Average Proprietary
Assistant Director	14	\$14.05	\$15.71	\$13.38
Teacher	28	\$11.96	\$12.91	\$11.33
Teaching Assistant	26	\$10.04	\$10.32	\$9.89

Table 7: Entry Level Wages by Job Type and Quality Recognition

Job Type	Number of Organizations Reporting	Average of Wage	Average Wage: No formal quality recognition reported	Average Wage: 1-3 STARS	Average Wage: 4 or 5 STARS or NAEYC
Director	18	\$16.49	\$16.33	\$14.19	\$17.75
Program Director	15	\$15.16	\$15.81	\$13.43	\$15.45
Assistant Director	14	\$14.05	\$13.61	\$14.50	\$14.23
Teacher	28	\$11.96	\$11.84	\$11.35	\$12.22
Teaching Assistant	26	\$10.04	\$10.03	\$9.70	\$10.18

Average Wages for Current Employees

Table 8 below shows the average and range of current wages by job type. The average was lowest for teaching assistants at \$10.51 per hour and highest for directors at \$17.25 per hour. As with entry level wages, range for each type of position was fairly wide with teaching assistants ranging from \$8.50 per hour to \$17.94 per hour and directors ranging even more widely from \$8.25 per hour to \$27.08 per hour.

Table 9 suggests that average wages increase with years of employment. Teachers with more than 10 years of experience, on average made 28% more than first year teachers (\$15.04 as compared with \$11.74). Based upon this, wages in these jobs increase slowly from entry level perhaps by no more than 2.5% per year (28%/a minimum of 11 years).

Table 8: Job Type and Average Wages for Current Employees

Job Type	Number of Employees Reported	Average of Wage	Minimum of Wage	Maximum of Wage
Director/Program Director	39	\$17.25	\$8.25	\$27.08
Assistant Director	16	\$14.08	\$10.30	\$22.50
Teacher	244	\$12.83	\$8.25	\$24.00
Teaching Assistant	104	\$10.51	\$8.25	\$17.94

Table 9: Wages for Teachers and Teaching Assistants by Years of Employment
(data is insufficient for Directors, Program Directors, and Assistant Director)

Job Type	Less than 1 Year of Employment	1 to 3 Years of Employment	4 to 5 Years of Employment	6 to 10 Years of Employment	More than 10 Years of Employment
Teacher	\$11.74 (n=22)	\$12.25 (n=112)	\$12.81 (n=46)	\$13.97 (n=44)	\$15.04 (n=19)
Teaching Assistant	\$10.26 (n=16)	\$10.23 (n=59)	\$10.72 (n=12)	\$11.73 (n=8)	\$11.48 (n=8)

(n= number of employees reported)

Average Wages for Current Employees and Highest Level of Education Completed

Table 10 below shows the average and range of current wages by highest level of education completed. Higher levels of education were found to be related to higher wages. The average wage was lowest for employees with a high school diploma at \$10.49 per hour and highest for employees with Master’s degrees at \$16.41 per hour.

Employees with a CDA on average earned 15% more than their colleagues with a high school diploma. An Associate’s degree added another 4% to this difference. Employees with a bachelor’s degree earned 32% more than employees with a high school diploma.

Tables 10a to 10d provide more specific information regarding job type, level of education, and average wages for current employees. Across all job types, high levels of education were associated with higher wages.

Table 11 shows that across job types, employees with teacher’s licenses on average, earn higher average wages.

Table 10: Wages by Highest Level of Education Completed (insufficient data for PhD)

Highest Level Of Education Completed	Number of Employees Reported	Average of Wage	Minimum of Wage	Maximum of Wage
High School Diploma	91	\$10.49	\$8.25	\$17.94
CDA	61	\$12.04	\$8.25	\$19.05
AA/AS	48	\$12.54	\$10.00	\$18.00
BA/BS	158	\$13.80	\$9.00	\$23.53
MA/MS	30	\$16.41	\$11.00	\$27.08

Table 10a: Director/Program Director

Highest Level Of Education Completed	Number of Employees Reported	Average of Wage	Minimum of Wage	Maximum of Wage
HS	1	\$14.50	\$14.50	\$14.50
CDA	4	\$14.25	\$8.25	\$19.05
AA/AS	7	\$15.39	\$13.50	\$18.00
BA/BS	17	\$17.98	\$12.00	\$23.53
MA/MS	10	\$18.79	\$14.00	\$27.08

Table 10b: Assistant Director

Highest Level Of Education Completed	Number of Employees Reported	Average of Wage	Minimum of Wage	Maximum of Wage
CDA	6	\$13.20	\$10.30	\$14.70
AA/AS	3	\$13.90	\$13.00	\$14.70
BA/BS	5	\$14.17	\$12.50	\$16.20
MA/MS	2	\$16.75	\$11.00	\$22.50

Table 10c: Teacher

Highest Level Of Education Completed	Number of Employees Reported	Average of Wage	Minimum of Wage	Maximum of Wage
HS	34	\$10.99	\$8.25	\$16.44
CDA	39	\$11.95	\$9.75	\$15.11
AA/AS	25	\$12.31	\$10.20	\$17.31
BA/BS	123	\$13.48	\$10.20	\$18.91
MA/MS	16	\$15.38	\$11.00	\$24.00

Table 10d: Teaching Assistant

Highest Level Of Education Completed	Number of Employees Reported	Average of Wage	Minimum of Wage	Maximum of Wage
HS	56	\$10.11	\$8.25	\$17.94
CDA	12	\$11.02	\$10.00	\$13.05
AA/AS	13	\$11.13	\$10.00	\$16.25
BA/BS	13	\$11.14	\$9.00	\$13.67
MA/MS	2	\$12.50	\$12.00	\$13.00

Table 11: Wage, Job Type, and Teaching License

Job Type	Number of Employees Reported	Average Wage: Has a Teacher's License	Average Wage: Does Not Have a Teacher's License
Director/Program Director	39	\$18.00	\$16.95
Percent		28%	72%
Assistant Director	16		\$14.08
Percent			100%
Teacher	244	\$13.97	\$12.60
Percent		17%	83%
Teaching Assistant	104	\$12.00	\$10.49
Percent		1%	99%

Job Type, Primary Classroom Responsibility, and Average Wages for Current Employees

Table 12 shows that employees who are considered teachers were most likely to be reported having primary responsibility for a classroom (83%). Most assistant directors, were reported to have primary responsibility for a classroom (69%) as well. Over one-third of directors (38%) were reported to have primary responsibility for a classroom as were one-third of teaching assistants (32%).¹

Tables 12 shows that primary classroom responsibility affects average wages for current employees differently for different job types. Directors and assistant directors who have primary responsibility for a classroom were found to have lower average wages than their colleagues who did not have primary responsibility for a classroom (\$15.37 and \$13.51, as compared with \$18.50 and 15.33, respectively).

For directors, average wages for those who did not have primary classroom responsibility were 20% higher than for those who did. For assistant directors, average wages were 13% higher for those who did not have primary classroom responsibility.

Conversely, teachers and teaching assistants with primary classroom responsibility on average had higher wages than those who did not have this responsibility (15% higher and 4% higher, respectively).

¹ In some programs, a teaching associate as defined by licensing regulations is called a teaching assistant and may have primary classroom responsibility.

Table 12: Wage, Job Type, and Primary Responsibility for a Classroom

Job Type	Number of Employees Reported	Average Wage: Has Primary Responsibility for a Classroom	Average Wage: Does Not Have Primary Responsibility for a Classroom
Director/Program Director	37	\$15.37	\$18.50
Percent		38%	62%
Assistant Director	16	\$13.51	\$15.33
Percent		69%	31%
Teacher	228	\$13.15	\$11.39
Percent		83%	17%
Teaching Assistant	104	\$10.76	\$10.39
Percent		32%	68%

Job Type, Staff Supervisory Responsibility, and Average Wages for Current Employees

Table 13 shows that staff supervisory responsibility is generally associated with higher average wages for current employees across job types.

While most teachers did not have staff supervisory responsibility (73%), those that did had average wages that were 12% higher than those that did not. Conversely, most assistant directors (75%) had staff supervisory responsibility, however, their average wages were only 9% higher as compared with those without supervisory responsibility.

Table 13: Wage, Job Type, and Staff Supervisory Responsibility

Job Type	Number of Employees Reported	Average Wage: Supervises Staff	Average Wage: Does Not Supervise Staff
Director	34	\$17.27	\$17.00
Percent		94%	6%
Assistant Director	16	\$14.38	\$13.17
Percent		75%	25%
Teacher	229	\$13.93	\$12.46
Percent		27%	73%
Teaching Assistant	103	\$11.22	\$10.42
Percent		11%	89%

Job Type, Ownership, and Average Wages for Current Employees

Table 16 shows that, with the exception of teaching assistants, average wages for current employees were higher for employees in not-for-profit organizations. Average wages for current employees for directors and assistant directors were 23% higher in not-for-profits than in proprietary organizations. The difference in average wages for current employees for teacher was not as dramatic at 8%. On average teaching assistant wages were 3% lower in not-for-profits than in proprietary organizations.

Table 15: Wages by Job Type and Type of Ownership

Job Type	Number of Employees Reported	Average Wage: Not-for-profit	Average Wage: Proprietary
Director	36	\$19.73	\$16.07
Percent		42%	58%
Assistant Director	16	\$16.17	\$13.13
Percent		31%	69%
Teacher	238	\$13.41	\$12.38
Percent		46%	54%
Teaching Assistant	102	\$10.32	\$10.59
Percent		31%	69%

Job Type, Quality Recognition, and Average Wages for Current Employees

Table 16 shows that average wages for current employees across all job categories except for teaching assistants were highest for employees of organizations that had earned 4 or 5 STARS or were NAEYC accredited and were lowest for organizations that had earned 1-3 STARS. Organizations that had no formal quality recognition reported had average wages for current employees that fell between the other two groups.

More specifically, average wages for current directors in organizations with high quality recognition (\$18.53) were 19% higher than average wages for current employees for directors in organizations with 1-3 STARS (\$15.63) and were 13% higher than in organizations with no formal quality recognition (\$16.33).

Similarly, average wages for current assistant directors in organizations with high quality recognition (\$14.62) were 17% higher than average wages for current assistant directors in organizations with 1-3 STARS (\$12.50) and were 13% higher than in organizations with no formal quality recognition (\$12.99).

Among teachers, average wages for those currently employed by organizations with high quality recognition (\$13.36) were 23% higher than those employed by organizations with 1-3 STARS (\$10.86) and were 11% higher than those currently employed by organizations with no formal quality recognition (\$12.09).

Among teaching assistants, there was little difference in average wages for current employees based upon quality recognition. The highest average wages for current employees were in organizations with

no formal quality recognition (\$10.73). This average was only 4% higher than those who were employed by organizations with high quality recognition (\$10.29) and 1% higher than those who were employed by organizations with 1-3 STARS.

Table 16: Wage, Job Type, and Quality Recognition

Job Type	Number of Employees Reported	Average Wage: No formal quality recognition reported	Average Wage: 1-3 STARS	Average Wage: 4 or 5 STARS or NAEYC
Director/Program Director	36	\$16.33	\$15.63	\$18.53
Percent		26%	16%	58%
Assistant Director	16	\$12.99	\$12.50	\$14.62
Percent		25%	6%	68%
Teacher	238	\$12.09	\$10.86	\$13.36
Percent		26%	7%	67%
Teaching Assistant	102	\$10.73	\$10.62	\$10.29
Percent		38%	16%	46%

Organizations' Benefits: Health Insurance

Table 17a shows that almost three-quarters (72%) of organizations responding offered health insurance for the individual employee and Table 17b shows that only one-quarter (24%) offer health insurance for employee dependents.

Table 18 shows that a little over half of organizations (53%) reported that they required employees to work between 30 and 35 hours per week to qualify for health insurance benefits. One-quarter (26%) required employees to work at least 40 hours per week to qualify.

Table 19 shows that almost all organizations (88%) covered at least 50% of the premium for the individual employee. More specifically, about two-fifths of organizations (39%) reported that they covered between 50% and 75% of the premium for the individual employee. Another 28% covered between 75% and 99% of the premium for individual employee. Finally, 22% covered 100% of the premium.

Table 19 also shows that among the 7 organizations that contributed to the employee's dependents' premium, 3 reported that they covered less than 25% of the premium, 2 reported covering 50%-74%, 1 reported covering between 75% and 99% and 1 reported covering 100%.

Table 17a: Organizations Offering Health Insurance to Employees

Health insurance for the individual employee	Number of Organizations	Percent of Organizations
No	8	28%
Yes	21	72%
Total Reporting	29	100%

Organizations not reporting = 3

Table 17b: Organizations Offering Health Insurance to Employee Dependents

Health insurance for employee's dependents	Number of Organizations	Percent of Organizations
No	22	76%
Yes	7	24%
Total Reporting	29	100%

Organizations not reporting = 3

Table 18: Minimum Number of Hours Per Week to Qualify for Health Insurance

Minimum number of hours	Number of Organizations	Percent of Organizations
25.0-29.0	1	5%
30.0-35.0	10	53%
37.5 – 39.0	3	16%
40.0	5	26%
Total	19	100%

Organizations not reporting = 2

Table 19: Percentage of the Policy's Premium Covered by the Organization

What percentage of the policy's premium is covered by the center?	Single Person Policy: Number of Organizations	Percent of Organizations	Family Policy: Number of Organizations	Percent of Organizations
<25%	1	6%	3	43%
25%-49%	1	6%	0	
50% - 74%	7	39%	2	29%
75%-99%	5	28%	1	14%
100%	4	22%	1	14%
Total	18	100%	7	100%

Organizations not reporting = 3

Organizations' Benefits: Tuition Discount for Child Care

Table 20 shows that most child care organizations (80%) reported providing a child care tuition discount to employees.

Table 21a shows that not-for-profit organizations were more likely to offer a discount than proprietary organizations (80% as compared with 55%).

Table 21b shows that regardless of ownership, the type of discount reported by individual organizations varied widely.

Table 20: Discount for Child Care Tuition Provided to Employees

Tuition discount for employees with an enrolled child	Number of Organizations	Percent of Organizations
No	6	20%
Yes	24	80%
Total Reporting	30	100%

Organizations not reporting = 2

Table 21a: Tuition Discount for Child Care By Type of Ownership

Tuition discount for employees with an enrolled child	Number of Organizations Not-for-profit	Percent of Organizations	Number of Organizations: Proprietary	Percent of Organizations
No	2	20%	9	45%
Yes	8	80%	11	55%
Total Reporting	10	100%	20	100%

Organizations not reporting = 2

Table 21b: Tuition Discount Description by Ownership and Quality Recognition

Ownership	Level of quality recognition	Tuition Discount Description
Not-for-Profit	No quality recognition	Free tuition
Not-for-Profit	No quality recognition	Free tuition for FT, part time pro rated
Not-for-Profit	4-5 STARS and/or NAEYC	20% discount
Not-for-Profit	4-5 STARS and/or NAEYC	25%-75% free tuition
Not-for-Profit	4-5 STARS and/or NAEYC	50% off tuition
Not-for-Profit	4-5 STARS and/or NAEYC	\$10.00 off per week
Not-for-Profit	4-5 STARS and/or NAEYC	Varies according to pay
Not-for-Profit	4-5 STARS and/or NAEYC	35% discount
Proprietary	No quality recognition	50% off tuition
Proprietary	No quality recognition	50% for FT emp. 10%- 20% for PT
Proprietary	No quality recognition	Free tuition
Proprietary	No quality recognition	N/A
Proprietary	No quality recognition	70% discount
Proprietary	No quality recognition	Free tuition

Ownership	Level of quality recognition	Tuition Discount Description
Proprietary	1-3 STARS	30-50% off membership
Proprietary	1-3 STARS	Full scholarship after certain amount of time, has subsidy
Proprietary	1-3 STARS	\$45 off per week
Proprietary	4-5 STARS and/or NAEYC	50% discount
Proprietary	4-5 STARS and/or NAEYC	\$100 per wk
Proprietary	4-5 STARS and/or NAEYC	50% off tuition
Proprietary	4-5 STARS and/or NAEYC	25% off tuition
Proprietary	4-5 STARS and/or NAEYC	50% discount

Organizations' Benefits: Days of Paid Time-Off Per Year

Table 22 shows that on average, first year employees receive 23.7 days of paid time-off and long-term employees receive a maximum of 33.7 days of paid time-off per year.

Table 23 shows that not-for-profit organizations offer a greater number of paid days off than proprietary organizations offer for first year employees (28.8 days as compared to 21.1 days) and for long-term employees (37.7 days as compared with 31.5 days).

Table 24 shows that organizations with high quality recognition, on average, offer more paid days off to first year employees than do organizations with no formal quality recognition and organizations with 1-3 STARS (27.6 days as compared with 20.0 and 20.8 days, respectively).

Table 24 also shows that for long-term employees, on average, organizations with the highest level of quality recognition offer more paid days off than those with 1-3 STARS (37.6 days as compared with 33.4 days) and those with 1-3 STARS offer more than those with no quality recognition (33.4 days as compared with 28.5 days).

Table 25 shows that not-for-profit organizations with the highest level of quality recognition on average offer the most paid days off for first year employees (30.25 days) and for long-term employees (38.00). Conversely, proprietary organizations with no formal quality recognition or 1-3 STARS, on average, offer the lowest number of paid days off for first year employees (19.33 days and 20.80, respectively). For long-term employees, proprietary programs with no quality recognition, on average, offer the lowest number of paid days off (26.78 days).

Table 22: Average Days of Paid Time-Off Per Year by Type of Time Off

Type of Time Off	Number of Organizations Reporting	Average of First Full Year of Full-Time Employment	Number of Organizations Reporting	Average of Maximum for Long-Term Full-Time Employees
Vacation	21	8.6	25	14.8
Sick	19	5.3	21	5.8
Personal	12	2.3	17	3.6
Combined Time Off (see note on pg 19)	11	14.2	11	23.0
Holiday	26	9.8	27	10.0
Total Paid Time Off	30	23.7	31	33.7

Note: Combined Time Off is generally a combination of paid vacation, sick, and personal time. Organizations may offer vacation, sick, and personal time as separate benefits or may combine these and call it “combined time off”. Holiday time is generally not included in combined time off and does not change with longevity.

Table 23: Average Total Days of Paid Time-Off by Type Ownership

Ownership	Number of Organizations Reporting	Average Total Paid Time Off: First Year Employees	Number of Organizations Reporting	Average Total Paid Time Off: Long-Term Employees
Not-for-Profit	10	28.8	11	37.7
Proprietary	20	21.1	20	31.5
Total Reporting	30	23.7	31	33.7

Table 24: Average Total Days of Paid Time-Off by Quality Recognition

Quality Recognition	Number of Organizations Reporting	Average Total Paid Time Off: First Year Employees	Number of Organizations Reporting	Average Total Paid Time Off: Long-Term Employees
No formal quality recognition reported	11	20.0	11	28.5
1-3 STARS	5	20.8	5	33.4
4-5 STARS or NAEYC	14	27.6	15	37.6

Table 25: Average Days of Time Off by Ownership and Quality Recognition: Lowest to Highest Average

Ownership	Quality Recognition	Number of Programs Reporting: First Year Employees	Average Total Paid Time Off: First Year Employees	Number of Programs Reporting: Long-Term Employees	Average Total Paid Time Off: Long-Term Employees
Proprietary	No formal quality recognition reported	9	19.33	9	26.78
Proprietary	1-3 STARS	5	20.80	5	33.40
Not-for-Profit	No formal quality recognition reported	2	23.00	2	36.50
Proprietary	4-5 STARS or NAEYC	6	24.17	6	36.92
Not-for-Profit	4-5 STARS or NAEYC	8	30.25	9	38.00

Appendix A: Questionnaire

Cover letter



Child Care Resource

July 14th, 2011

Return this survey by July 29th
and your program will receive \$20
in workshop coupons!

Dear,

Child Care Resource has periodically conducted salary surveys for the benefit of our local child care centers. It's been five years since our last survey was completed so it's most certainly time to update our information.

Attached is this year's survey form. We think you'll be pleased to see that our current data collection form requires no calculations on your part. You will notice that while we ask for specific data, completing the survey is relatively easy.

Please remember that all responses will be kept in strict confidence and data related to individual programs will not be shared publicly.

Given the fiscal and budgetary constraints we face in child care, good information on local compensation rates is important to all of us. I hope you will take a moment and respond to the survey. We would like you to provide the data as of June 1, 2011.

Please return the information to us by July 29th. We will then do the analysis and return a report to participants. All programs that return their survey by the deadline will also receive \$20 in workshop coupons.

Will we be contacting you via telephone to follow-up and answer any questions. If you have any questions before that time, please feel free to contact us by phone or by e-mail.

Thank you for participating.

Best regards,

Elizabeth Meyer
Executive Director
863-3367 x18
emeyer@childcareresource.org

Amanda Neubelt
Child Care Referral Data Specialist
863-3367 x122
aneubelt@childcareresource.org

Part 1: About Your Center or Site

1. Which of the following age groups does your center serve (check all that apply)?

Younger than Age 2 Age 2 Ages 3-5 Ages 6+

2. In total, how many children were enrolled in your center last week? _____

3. Is your center:

Proprietary (It is owned by an individual or group of individuals)

Not for Profit (It is not owned by an individual and is governed by a volunteer board)

4. Which best describes your center:

An independent single site program

An independent multiple site program

A single site program that is part of a larger organization

A multiple site program that is part of a larger organization

5. Has your center received any of the following types of quality recognition? (please check all that apply)

1 Star 2 Stars 3 Stars 4 Stars 5 Stars NAEYC Accreditation

Has not yet achieved any of these

6. Does your center have a contract with one or more school districts to provide pre-kindergarten education?

Yes No

Part 2: Benefits Paid For By Your Center

1. Does your center offer health insurance for the individual employee?

No (skip to question 3)

Yes: What percentage of the policy's premium is covered by the center _____%

What is the minimum number of hours per week that an employee must work to qualify for this benefit? _____

2. Does your center offer health insurance for employee's dependents?

No (skip to question 3)

Yes: What percentage of policy's premium covered by the center _____%

3. How many days of paid time off does your center offer to employees on a yearly basis?

Type of Paid Time Off	First Full Year of Full-Time Employment	Maximum for Long-Term Full-Time Employees
	Write in days offered per year	Write in days offered per year
Vacation		
Sick		
Personal		
Combined Time Off		
Holiday		
Total Paid Time Off		

4. Does your program offer a tuition discount for employees who enroll their child in your center?

No Yes: Please describe the discount:

Part 3: Job types, Qualifications, and Wages

Definitions: The definitions below are important for filling out the remainder of the survey questions.

Job Types:

Director (includes executive director, owner, director of multiple sites) – A director is responsible for a whole program or multiple early childhood programs including marketing, financial planning, personnel management, compliance with regulations, and oversight of program design and curriculum. This individual(s) may also be involved in classroom teaching.

Program Director (includes site director) – A program director is responsible for managing the program design and curriculum and is present in the program more than half the time. The program director is involved in hiring and supervising program staff, enrollment planning, budget management, and budget development. This individual(s) may also be involved in classroom teaching. Most often the program director reports to the director.

Assistant Director (includes education/curriculum coordinators) – The assistant director works with the program director in managing the program design and curriculum. The assistant director may play a role in staff scheduling, supervision, and budget management. This individual may also be involved in classroom teaching. Most often reports to the program director.

Teacher (includes lead teacher, head teacher, master teacher, teaching associate) – Adult with primary responsibility for a group of children and may formally supervise teaching assistant(s) and/or mentor other teachers/teaching assistants. Reports to the program director or assistant director.

Teaching Assistant (includes assistant teacher, teacher aide, caregiver) – Adult who primarily works under the supervision of a teacher but may work independently in the teacher’s absence. Most often reports to the classroom teacher.

Education:

HS – High School Diploma or GED

CDA – Child Development Associate Credential

AA/AS – Post-secondary Degree at an Associate’s level

BA/BS – Post-secondary Degree at a Bachelor’s Level

MA/MS – Post-secondary Degree at a Master’s level

PhD – Post-secondary degree at the doctoral level

Licensed Teacher – A licensed teacher holds a State of Vermont teacher’s license with endorsement in early childhood education or early childhood special education.

Questions:

1. What is your minimum entry level wage for each of the job categories below:

Job Category	Minimum Entry Level Hourly Wage
Director	
Program Director	
Assistant Director	
Teacher	
Teaching Assistant	

2. Are there circumstances in which you might hire a candidate in any of the job categories at a wage above the minimum? (please circle one)

No Yes: Please describe:

3. Please turn this page over and complete the survey by filling out the job, qualification, and wage chart on the other side.

**Thank you again for taking the time to participate in the
Child Care Resource 2011 Child Care Center Staff Salary and Benefits Survey!**

