



# Kentucky Head Start 2022 Compensation & Benefits Survey

Administered by Lappley & Associates

December 2022

LAPPLEY & ASSOCIATES  
*management consultants in human resources*

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## Overview

The 2022 Kentucky Head Start Compensation & Benefits Survey was conducted by Lappley & Associates to gain an understanding of competitive wages and pay practices for Head Start and Early Head Start programs in the Commonwealth. KHSA's compensation survey will allow agencies to improve compensation strategy and find different ways to reward their employees. It provides data to justify adjusting compensation rates.

Twenty-one out of the 28 Kentucky agencies contributed in the survey for a participation rate of 75%, resulting in the survey being representative of State Head Start pay practices. Agencies reported data for 45 positions with data sample of approximately 2,300 employees. Competitive compensation data and pay practices, including turnover, vacation and holidays, reimbursement rates, benefit programs, and more are included in this compensation report.

Thank you to the agencies that participated. We appreciate your time and commitment for completing the survey and providing the data for the report.

## Methodology

Survey questionnaires were distributed to agencies in September 2022 by online survey link including an Excel workbook template. Data was collected until the survey close date of November 7<sup>th</sup>, 2022. The effective date of the requested employee data was July 1<sup>st</sup>, 2022 to ensure an adequate timeframe for compliant salary data reporting.

The online questionnaire included pay practices questions including turnover, vacation and holidays, reimbursement rates, benefits programs, and more. Compensation data was collected for 45 positions. Agencies were asked to carefully review the job descriptions to appropriately match their organization's jobs to the survey positions and report pay and pay practices data. No personal employee information was collected, and all data has been aggregated in this report to maintain confidentiality and provide trends, prevalence, and job-level data.

Responses were analyzed for consistency by Lappley & Associates team. Agencies were contacted to verify or clarify submitted data and/or to obtain additional information for completeness. All data is kept strictly confidential and aggregated appropriately to illustrate trends and to not disclose information reported by individual organizations.

Pay data is reported as an organization average to ensure the incumbent level pay data reported by our agencies is not dominated by any one or a few large organizations. To report this information in a compliant manner as a 3rd party survey administrator, our guideline is to ensure no single organization's data represents more than 25% on a basis of that statistic. In addition, we ensure each data point is represented by a minimum of 5 organizations. Compensation data reported as hourly rates.

Lappley & Associates Survey Administration team's contact information is provided on the last page of this report. Please reach out if you have any questions.

## Survey Definitions

Number of Organizations: Total number of organizations reporting a match to the survey position  
(# Orgs)

Number of Employees: Total number of incumbents reported in the survey position  
(# EE's)

Percent HS/EHS/Both: The percentage of incumbents in the role who identify as Head Start, Early Head Start, or Both.  
(% HS/EHS/Both)

25th Percentile: The rate below which 25% of the incumbents' salaries fall

50th Percentile: The statistical point at which half of the incumbents' salaries are above and half are below

Simple Average: The result that is calculated by adding all data points together and then dividing the total by the number of the data set

75th Percentile: The rate below which 75% of the incumbents' salaries fall

Minimum: The least or smallest amount within the salary range for a role

Midpoint: The exact middle point of the data set within the salary range for a role

Maximum: The greatest or highest amount within the salary range for a role

## Agency Profile

Head Start and Early Head Start enrollment median and average for the survey agencies that provided this data are presented in the following chart:

	Org Count	Median	Average
Head Start Enrollment	21	361.0	510.8
Early Head Start Enrollment	17	93.5	154.0

Participating agencies were given 12 options of how to categorize their agency. The majority categorized themselves as “Rural” (55%).

Agency Characterization	Org Count	Prevalence
Urban	0	0%
Rural	11	55%
Urban Rural Combination	5	25%
Suburban	0	0%
Community Action Agency	8	40%
Single Purpose Agency	0	0%
Health Care Provider	0	0%
School District Program	5	25%
Governmental Unit	2	10%
Private Non-Profit	2	10%
University Program	1	5%
For Profit	0	0%

\*Will not add up to 100% as agencies could choose multiple

N=20

Is the agency unionized?

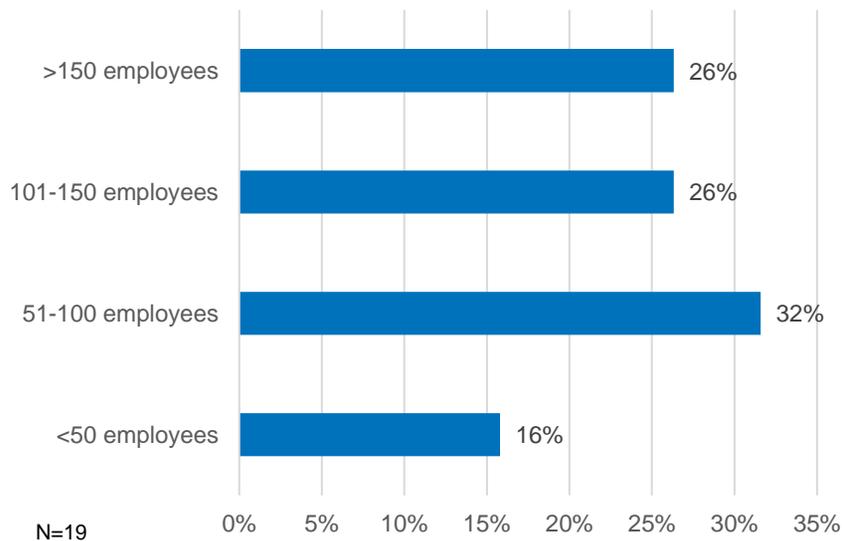


Most participating agencies are not unionized (95%).

## Number of Employees

Participant agencies range in size from less than 50 employees to organizations with more than 150 employees. The majority of agencies fell into the 51-100 employee's category while the median employee count for the group was 110.

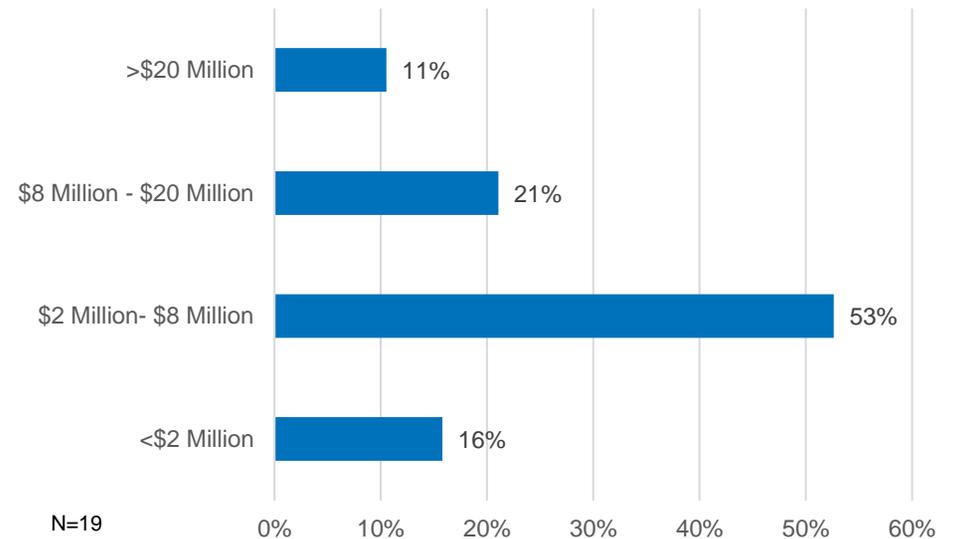
### Total # of HS/EHS Program Employees



## Annual Program Budget

Participant agencies range in size from having an annual program budget of less than \$2 Million to over \$15 Million. The majority of agencies fell into the \$2 Million - \$8 Million category while the median program budget for the group was approximately \$6.9 million

### Annual Program Budget



## Employee Turnover

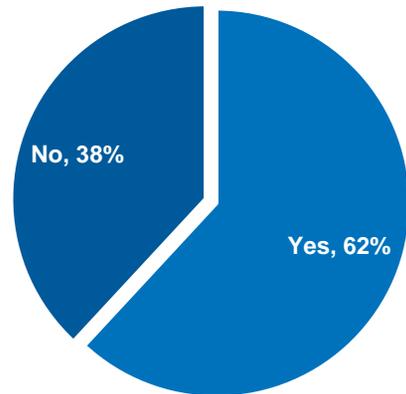
19 out of the 21 participating agencies answered what the employee turnover rate (%) at their agency was in the previous fiscal year. Both the median and average turnover rate for the participating agencies is approximately 25%.

	Org Count	Median	Average
Turnover (%)	19	25.0%	24.5%

## Wage Decisions

All twenty-one participating agencies answered whether “experience” was a determining factor for wage decisions. The majority said “Yes” (62%), experience is used to determine wages.

Is "experience" used when determining wages?



N=21

## Fiscal Year

All twenty-one participating agencies answered the fiscal year for their agency. The majority (62%) responded July 1<sup>st</sup> – June 30<sup>th</sup>.

Fiscal Year	Org Count	Prevalence
April 1 - March 31	1	5%
June 1 - May 31	1	5%
July 1 - June 30	13	62%
August 1 - July 31	2	10%
Sept 1 - Aug 31	1	5%
Nov 1 - Oct 31	3	14%

N=21

## Wage & Benefits

### Agency Definition of Full Time and Part Time Employees

When asked to define what the agency definition for “Full Time” and “Part Time” Employees were, agencies had varying answers. Generally, “Full-Time” included anyone working twenty or more hours a week or a minimum of eighty hours a month on a regular basis. “Part-Time” included anyone working less than twenty hours a week or employees who work on an “as needed” basis.

### Reimbursement

Participant agencies were asked to answer mileage reimbursement rates for four different employee groups as well as if they provided tuition reimbursement. The average reimbursement rate for all employee groups on average was about .52 cents per mile across the board.

For tuition reimbursement, almost half of the participating agencies said they give tuition reimbursement (44% and 46% respectively) for Full Year/Full Time Employees and Part Year/Full Time Employees. Less organizations provided tuition reimbursement (25% and 33% respectively) for Full Year/Part Time Employees and Part Year/Part Time Employees.

Employee Group	Average Mileage Reimbursement Rate		Tuition Reimbursement	
	# Orgs	Cents per Mile	# Orgs	% Yes
Full Year/Full Time Employees	17	0.51	18	44%
Full Year/Part Time Employees	12	0.52	12	25%
Part Year/ Full Time Employees	10	0.52	13	46%
Part Year/Part Time Employees	9	0.52	12	33%

## Life Insurance Coverage

Participant agencies were asked to give the % of salary paid out by Life Insurance for four different employee groups.

Employee Group	# Orgs	% of Salary Paid out by Life Insurance
Full Year/Full Time Employees	12	67%
Full Year/Part Time Employees	12	8%
Part Year/ Full Time Employees	9	55%
Part Year/Part Time Employees	8	12%

## Health Insurance Premiums

Participant agencies were asked to give the % of premium paid for Health Insurance for four different employee groups.

Employee Group	# Orgs	% of Premium Paid for Health Insurance for Individual	% of Premium Paid for Health Insurance for Family
Full Year/Full Time Employees	16	77%	41%
Full Year/Part Time Employees	14	21%	11%
Part Year/ Full Time Employees	12	63%	32%
Part Year/Part Time Employees	11	9%	0%

## Time Off

Participant agencies were asked to give the number of days off for the following time off categories: Paid Holidays, Vacation, Sick, and Personal. Additionally, participants were asked how many hours of unpaid time off carry over into the next fiscal year. Several said unlimited can be carried over with some only allowing unlimited carry over on sick time. 240 was a common carry over amount with some as high as 320 for vacation and 480 for sick time

Employee Group	# Orgs	Average # of Days			
		Paid Holidays	Vacation	Sick	Personal
Full Year/Full Time Employees	20	11	10	12	1
Full Year/Part Time Employees	14	4	3	5	1
Part Year/ Full Time Employees	13	7	4	9	3
Part Year/Part Time Employees	13	3	1	1	1

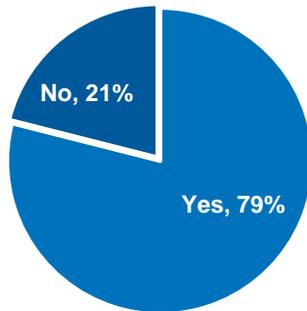
## Additional Benefits

At the end of the survey, participants were asked to provide any additional benefits their employees received. The most common answers provided were emergency time off, dental insurance, supplemental insurance, and additional course work reimbursements.

## Employer Costs

Of the nineteen responding agencies, the majority (79%) have employee physical exams paid by the agency.

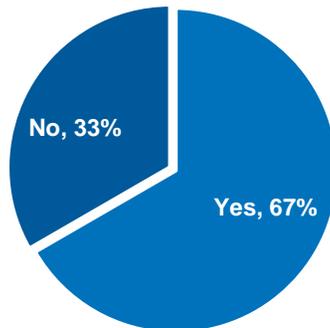
### Physical Exams



N=19

Of the fifteen responding agencies, the majority (67%) have bus driver licensure paid by the agency.

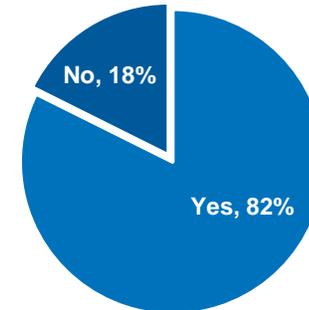
### Bus Driver Licensure



N=15

Of the seventeen responding agencies the majority (82%) have food sanitation licensure paid by the agency.

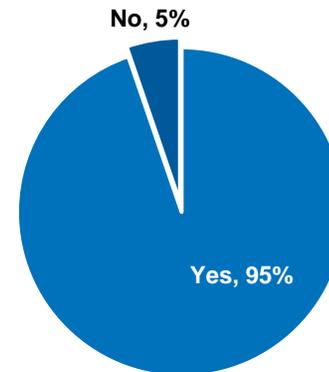
### Food Sanitation Licensure



N=17

Of the nineteen responding agencies, the majority (95%) have CPR/1st Aid Certification paid by the agency.

### CPR/1st Aid Certification



N=19

# Summary Pay Tables

Family: Administrative Staff			Base Salary				Average Salary Range		
Job Title	# Orgs	# EEs	25th %ile	50 <sup>th</sup> %ile	Simple Average	75th %ile	Min	Mid	Max
Chief Executive Officer	12	12	\$52.00	\$63.69	\$60.48	\$70.31	\$50.38	*	*
Director	17	18	\$28.85	\$35.32	\$39.91	\$49.45	\$31.49	\$37.96	\$44.43
Assistant Director	6	6	\$25.61	\$35.59	\$33.98	\$42.81	*	*	*
Center Manager	10	62	\$15.43	\$20.12	\$21.52	\$26.94	\$21.20	\$26.32	\$31.45
Chief Financial Officer	9	9	\$34.95	\$46.57	\$44.41	\$53.15	*	*	*
Accountant	4	8	*	*	*	*	*	*	*
Fiscal Clerk/Bookkeeper	10	15	\$16.94	\$21.81	\$22.14	\$26.90	\$17.03	\$21.98	\$26.93
Systems Analyst	3	3	*	*	*	*	*	*	*
Data Processor	5	6	*	*	*	*	\$17.16	\$21.55	\$25.95
Human Resources Manager	10	10	\$24.83	\$30.48	\$31.53	\$35.65	\$25.07	*	*
Human Resources Assistant	6	9	\$14.00	\$19.79	\$19.77	\$24.45	*	*	*
Director of Training	2	2	*	*	*	*	*	*	*
Administrative Assistant	12	16	\$14.99	\$17.17	\$17.82	\$19.32	\$14.92	\$16.99	\$19.07
Secretary	3	3	*	*	*	*	*	*	*
Clerk	2	2	*	*	*	*	*	*	*
Receptionist	6	6	\$10.44	\$12.00	\$12.07	\$13.73	*	*	*

\*Insufficient Data

Family: Education Staff			Base Salary				Average Salary Range		
Job Title	# Orgs	# EEs	25th %ile	50 <sup>th</sup> %ile	Simple Average	75th %ile	Min	Mid	Max
EHS Teacher	13	262	\$12.23	\$14.49	\$17.29	\$19.62	\$14.34	\$18.51	\$22.68
Education Manager	17	21	\$21.23	\$25.38	\$27.09	\$32.26	\$24.77	\$31.02	\$37.27
Education Specialist	7	49	\$22.28	\$26.65	\$27.64	\$31.51	\$22.91	\$27.76	\$32.61
Lead Teacher	13	251	\$16.07	\$18.98	\$20.02	\$23.46	\$16.36	\$21.88	\$27.41
Teacher I	12	183	\$13.30	\$15.50	\$18.80	\$26.79	\$17.43	\$20.85	\$24.27
Teacher II	5	34	*	*	*	*	*	*	*
Teacher III	5	50	*	*	*	*	*	*	*
Teacher Assistant	17	522	\$10.59	\$12.24	\$12.57	\$14.14	\$11.77	\$14.40	\$17.03
Home Educator	7	77	*	*	*	*	\$13.90	\$21.07	\$28.23

\*Insufficient Data

Family: Health Staff			Base Salary				Average Salary Range		
Job Title	# Orgs	# EEs	25th %ile	50 <sup>th</sup> %ile	Simple Average	75th %ile	Min	Mid	Max
Health/Nutrition Manager	16	17	\$21.25	\$27.60	\$27.35	\$33.07	\$23.96	\$28.14	\$32.31
Nurse	6	8	\$20.90	\$24.19	\$27.42	\$35.57	*	*	*
Health Assistant	1	6	*	*	*	*	*	*	*
Nutritionist	3	7	*	*	*	*	*	*	*
Food Services Manager	6	6	\$14.50	\$18.06	\$17.88	\$21.53	\$17.31	*	*
Cook	11	77	\$10.44	\$12.23	\$12.82	\$13.30	\$12.14	\$14.22	\$16.29
Assistant Cook	5	19	*	*	*	*	*	*	*
Mental Health Specialist	8	18	\$17.17	\$26.65	\$26.75	\$35.04	\$20.21	*	*

\*Insufficient Data

Family: Social Services Staff			Base Salary				Average Salary Range		
Job Title	# Orgs	# EEs	25th %ile	50 <sup>th</sup> %ile	Simple Average	75th %ile	Min	Mid	Max
Family Services Manager	17	38	\$21.78	\$26.48	\$26.06	\$30.34	\$23.44	\$27.06	\$30.67
Social Worker	4	63	*	*	*	*	*	*	*
Family Services Assistant	8	100	\$13.21	\$14.82	\$15.52	\$19.09	\$14.69	\$18.64	\$22.58
Parent Involvement Specialist	10	25	\$14.24	\$19.10	\$21.53	\$27.89	\$19.27	\$24.21	\$29.15

\*Insufficient Data

Family: Disabilities Services Staff			Base Salary				Average Salary Range		
Job Title	# Orgs	# EEs	25th %ile	50 <sup>th</sup> %ile	Simple Average	75th %ile	Min	Mid	Max
Disabilities Services Manager	12	13	\$17.44	\$20.72	\$24.79	\$30.99	\$21.68	\$27.22	\$32.75
Speech Therapist	0	0	*	*	*	*	*	*	*
Disabilities Assistant	4	21	*	*	*	*	*	*	*

\*Insufficient Data

Family: Service Personnel			Base Salary				Average Salary Range		
Job Title	# Orgs	# EEs	25th %ile	50 <sup>th</sup> %ile	Simple Average	75th %ile	Min	Mid	Max
Transportation Manager	7	7	\$17.14	\$25.84	\$25.69	\$32.65	*	*	*
Bus Driver	12	75	\$12.31	\$18.00	\$17.37	\$21.93	\$16.36	\$18.40	\$20.43
Bus Monitor	10	100	\$10.31	\$12.93	\$13.04	\$15.29	\$11.45	\$12.83	\$14.20
Custodian	12	29	\$10.70	\$13.50	\$15.09	\$16.32	\$12.32	\$13.68	\$15.03
Maintenance Person	10	23	\$11.10	\$14.70	\$16.44	\$23.23	\$16.76	\$19.40	\$22.05

\*Insufficient Data

# Overall Pay Data Tables

## Family: Administrative Staff

### Chief Executive Officer

# Orgs	# EEs
12	12

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
9%	0%	91%	\$52.00	\$63.69	\$60.48	\$70.31	\$50.38	*	*	*	*	*	*	*	*

This position is usually reserved for an administrator within a multi-unit system

\*Insufficient Data

### Director

# Orgs	# EEs
17	18

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
24%	0%	76%	\$28.85	\$35.32	\$39.91	\$49.45	\$31.49	\$37.96	\$44.43	*	*	*	\$29.19	\$33.40	*

Supervisory position of an individual who is responsible for the operation of a major unit or program within a system

\*Insufficient Data

### Assistant Director

# Orgs	# EEs
6	6

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
20%	0%	80%	\$25.61	\$35.59	\$33.98	\$42.81	*	*	*	*	*	*	*	*	*

This position reports to a program director and either assists the director in managing broad program operations or oversees an identifiable unit of the program

\*Insufficient Data

### Center Manager

# Orgs	# EEs
10	62

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
20%	0%	80%	\$15.43	\$20.12	\$21.52	\$26.94	\$21.20	\$26.32	\$31.45	*	*	*	\$18.62	\$22.94	*

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

\*Insufficient Data

### Chief Financial Officer

# Orgs	# EEs
9	9

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	\$34.95	\$46.57	\$44.41	\$53.15	*	*	*	*	*	*	*	*	*

This position has the responsibility of administering the finances of the organization; responsible for financial policies and fiscal matters which may include establishing and overseeing bookkeeping procedures, authorizing disbursement of funds, assuring adherence to fiscal policy, and maintaining adequate internal controls, etc.

\*Insufficient Data

### Accountant

# Orgs	# EEs
4	8

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	*	*	*	*	*	*	*	*	*	*	*	*	*

This position provides support in preparing, analyzes and verifies financial documents, financial statements and tax returns; maintains journals, ledgers and other financial records; prepares reports; develops financial plans and forecasts; prepares and monitors budgets; performs in-house audits of financial records; interfaces with auditors

\*Insufficient Data

### Fiscal Clerk/Bookkeeper

# Orgs	# EEs
10	15

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
20%	0%	80%	\$16.94	\$21.81	\$22.14	\$26.90	\$17.03	\$21.98	\$26.93	*	*	*	*	*	*

The person whose 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

\*Insufficient Data

### Systems Analyst

# Orgs	# EEs
3	3

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	*	*	*	*	*	*	*	*	*	*	*	*	*

The person responsible for solving computer problems and applies technology to meet the needs of the organization; coordinates automated data processing systems or information technology for agency or program; may have programming and troubleshooting responsibilities

\*Insufficient Data

### Data Processor

# Orgs	# EEs
5	6

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	*	*	*	*	\$17.16	\$21.55	\$25.95	*	*	*	*	*	*

The person responsible for data collection, data entry, and generation of reports and other computer output; facility with software programs; maintenance of computerized files and records

\*Insufficient Data

### Human Resources Manager

# Orgs	# EEs
10	10

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
11%	0%	89%	\$24.83	\$30.48	\$31.53	\$35.65	\$25.07	*	*	*	*	*	*	*	*

The chief personnel administrator of the organization; responsible for the overall personnel functions which may include employee recruitment and selection, EEO, personnel records, performance appraisal design and system maintenance, compensation planning, and benefits administration

\*Insufficient Data

### Human Resources Assistant

# Orgs	# EEs
6	9

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	\$14.00	\$19.79	\$19.77	\$24.45	*	*	*	*	*	*	*	*	*

The person responsible for maintaining personnel records of an organization's employees; sends out announcements of job openings, issues application forms, and screens applications; may perform other clerical duties

\*Insufficient Data

### Director of Training

# Orgs	# EEs
2	2

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	*	*	*	*	*	*	*	*	*	*	*	*	*

The person responsible for planning and managing training and professional development opportunities for staff and sometimes for clients as well; conducts needs assessments and compiles data related to training needs; identifies trainers, classes and other training resources; maintains records of training; may also provide training or orientation

\*Insufficient Data

### Administrative Assistant

# Orgs	# EEs
12	16

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
30%	0%	70%	\$14.99	\$17.17	\$17.82	\$19.32	\$14.92	\$16.99	\$19.07	\$14.07	*	*	*	*	*

The person 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

\*Insufficient Data

### Secretary

# Orgs	# EEs
3	3

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
67%	0%	33%	*	*	*	*	*	*	*	*	*	*	*	*	*

The person who serves as a support for general office tasks such as; typing, filing, answering phones, directing calls, copying materials, handling correspondence and scheduling of activities and events.

\*Insufficient Data

### Clerk

# Orgs	# EEs
2	2

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
50%	0%	50%	*	*	*	*	*	*	*	*	*	*	*	*	*

The person who performs such tasks as logging packages, distributes mail, answers phones, types, files, and copies; may handle basic intake functions

\*Insufficient Data

## Receptionist

# Orgs	# EEs
6	6

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	\$10.44	\$12.00	\$12.07	\$13.73	*	*	*	*	*	*	*	*	*

The person who greets visitors, and parents, answer phones, page staff and maintain visitor log

\*Insufficient Data

## Family: Education Staff

### EHS Teacher

# Orgs	# EEs
13	262

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	92%	8%	\$12.23	\$14.49	\$17.29	\$19.62	\$14.34	\$18.51	\$22.68	\$12.74	\$12.72	\$13.95	\$16.61	\$17.22	*

Maintains 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.

\*Insufficient Data

### Education Manager

# Orgs	# EEs
17	21

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
29%	6%	65%	\$21.23	\$25.38	\$27.09	\$32.26	\$24.77	\$31.02	\$37.27	*	*	*	\$25.22	\$30.60	*

Supervisor 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

\*Insufficient Data

## Education Specialist

# Orgs	# EEs
7	49

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	\$22.28	\$26.65	\$27.64	\$31.51	\$22.91	\$27.76	\$32.61	*	*	*	\$22.78	*	*

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

\*Insufficient Data

## Lead Teacher

# Orgs	# EEs
13	251

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
62%	0%	38%	\$16.07	\$18.98	\$20.02	\$23.46	\$16.36	\$21.88	\$27.41	*	\$14.28	\$14.96	\$19.34	\$20.16	*

Responsible 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

\*Insufficient Data

## Teacher I

# Orgs	# EEs
12	183

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
60%	10%	30%	\$13.30	\$15.50	\$18.80	\$26.79	\$17.43	\$20.85	\$24.27	*	*	\$14.63	\$18.24	\$21.43	*

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

\*Insufficient Data

### Teacher II

# Orgs	# EEs
5	34

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
33%	0%	67%	*	*	*	*	*	*	*	*	*	*	*	*	*

Possesses a job-related associate's degree; 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

\*Insufficient Data

### Teacher II

# Orgs	# EEs
5	34

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
33%	0%	67%	*	*	*	*	*	*	*	*	*	*	*	*	*

Possesses a job-related associate's degree; 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

\*Insufficient Data

### Teacher III

# Orgs	# EEs
5	50

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
25%	0%	75%	*	*	*	*	*	*	*	*	*	*	*	*	*

Does not possess formal job-related educational credentials; may have a Child Development Associate (CDA) or equivalent credential; 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

\*Insufficient Data

## Teacher Assistant

# Orgs	# EEs
17	522

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate						
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS	
53%	0%	47%	\$10.59	\$12.24	\$12.57	\$14.14	\$11.77	\$14.40	\$17.03	\$11.57	\$12.27	\$13.02	\$14.29	\$14.85	*	

Assists teacher in conducting classroom activities, maintaining classroom environment, and supervising children; may also assist in planning and record keeping and other classroom related duties

\*Insufficient Data

## Home Educator

# Orgs	# EEs
7	77

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate						
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS	
0%	57%	43%	*	*	*	*	\$13.90	\$21.07	\$28.23	*	*	*	\$18.77	*	*	

Responsible for planning, carrying out and keeping records of home-based education; provides educational activities for child and parent in the child's home

\*Insufficient Data

## Family: Health Staff

### Health/Nutrition Manager

# Orgs	# EEs
16	17

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate						
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS	
25%	6%	69%	\$21.25	\$27.60	\$27.35	\$33.07	\$23.96	\$28.14	\$32.31	*	*	*	\$24.16	\$29.01	*	

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

\*Insufficient Data

## Nurse

# Orgs	# EEs
6	8

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	\$20.90	\$24.19	\$27.42	\$35.57	*	*	*	*	*	*	*	*	*

Formally trained health caregiver (RN or LPN) who performs direct health services, such screening, examinations and immunizations; performs first aid; reviews child and family health data and develops individual health plans; confers with staff and parents about health-related issues; reviews emergency information; may administer medication; offers health education, training and counseling; maintains and tracks health records; may provide training in first aid and CPR

\*Insufficient Data

## Health Assistant

# Orgs	# EEs
1	6

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	*	*	*	*	*	*	*	*	*	*	*	*	*

Works under the supervision of health manager to ensure that health services are provided; may include client transportation, making appointments, record keeping and referrals

\*Insufficient Data

## Nutritionist

# Orgs	# EEs
3	7

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	*	*	*	*	*	*	*	*	*	*	*	*	*

Plans and analyzes menus; designs special diets; conducts nutrition assessments, reviews individual child and family nutrition data and develops individual nutrition plans; confers with staff and parents about nutrition-related issues; may provide nutrition education, training and counseling; may oversee food services operations, including food safety and sanitation checks; may develop, track and oversee food services budget; possesses formal credentials in nutrition/dietetics

\*Insufficient Data

### Food Services Manager

# Orgs	# EEs
6	6

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	\$14.50	\$18.06	\$17.88	\$21.53	\$17.31	*	*	*	*	*	*	*	*

Responsible for the day-to-day operation of a food service operation; may include some supervision, maintenance of records, purchasing, and distribution of meals and snacks

\*Insufficient Data

### Cook

# Orgs	# EEs
11	77

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
20%	0%	80%	\$10.44	\$12.23	\$12.82	\$13.30	\$12.14	\$14.22	\$16.29	\$12.76	*	*	*	*	*

Responsible for the preparation and service of meals, receiving and storing of food stuffs and supplies, and sanitation related to these activities; may be asked to keep general records and/or inventory; locates, follows, and/or adapts recipes

\*Insufficient Data

### Assistant Cook

# Orgs	# EEs
5	19

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	*	*	*	*	*	*	*	*	*	*	*	*	*

Assists cook in preparation, service, and cleanup activities; may perform other related kitchen duties

\*Insufficient Data

## Mental Health Specialist

# Orgs	# EEs
8	18

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
13%	0%	88%	\$17.17	\$26.65	\$26.75	\$35.04	\$20.21	*	*	*	*	*	*	*	*

Provides mental health services or interfaces with mental health professional/consultant; does not generally have supervisory responsibility; collaborates with community mental health agencies to serve clients; plans or implements mental health intervention; observes in classrooms, provides staff support in behavior management, and provides mental health education, training and consultation to staff and parents

\*Insufficient Data

## Family: Social Services Staff

### Family Services Manager

# Orgs	# EEs
17	38

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
29%	6%	65%	\$21.78	\$26.48	\$26.06	\$30.34	\$23.44	\$27.06	\$30.67	*	*	*	\$23.75	\$26.87	*

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

\*Insufficient Data

### Social Worker

# Orgs	# EEs
4	63

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
25%	0%	75%	*	*	*	*	*	*	*	*	*	*	*	*	*

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

\*Insufficient Data

### Family Services Assistant

# Orgs	# EEs
8	100

% HS   EHS   Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
25%	0%	75%	\$13.21	\$14.82	\$15.52	\$19.09	\$14.69	\$18.64	\$22.58	*	*	\$14.96	\$16.16	*	*

Works under the supervision of a social worker or social services supervisor/manager; makes home visits and assists clients and families by providing resources and making referrals; assists or locates assistance in crisis; keeps and maintains confidentiality of records on individual cases; serves as a family advocate and liaison between family/client and community services; implements eligibility, recruitment, selection, enrollment and attendance services; may provide transportation, babysitting and other social services

\*Insufficient Data

### Parent Involvement Specialist

# Orgs	# EEs
10	25

% HS   EHS   Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
10%	10%	80%	\$14.24	\$19.10	\$21.53	\$27.89	\$19.27	\$24.21	\$29.15	*	*	*	\$21.06	*	*

Serves as a resource and/or trainer for family service staff, center managers, parents and volunteers; has specialized knowledge in working with adults, adult education, recreation, etc.; collaborates with community agencies and adult education resources; does not generally have supervisory responsibilities; may monitor family records, parent training and other activities, work with parent groups, and provide parent training and support

\*Insufficient Data

## Family: Disabilities Services Staff

### Disabilities Services Manager

# Orgs	# EEs
12	13

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
25%	0%	75%	\$17.44	\$20.72	\$24.79	\$30.99	\$21.68	\$27.22	\$32.75	*	*	*	\$23.08	*	*

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.

\*Insufficient Data

### Speech Therapist

# Orgs	# EEs
0	0

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Responsible for providing assessment, evaluation, and speech and language therapeutic intervention to clients; assists others to provide appropriate, individualized speech and language stimulation and intervention

\*Insufficient Data

### Disabilities Assistant

# Orgs	# EEs
4	21

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
50%	0%	50%	*	*	*	*	*	*	*	*	*	*	*	*	*

Assists disabled children or adults with therapy, self-help skills, transportation, etc.; accompanies clients to services

\*Insufficient Data

## Family: Service Personnel

### Transportation Manager

# Orgs	# EEs
7	7

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
0%	0%	100%	\$17.14	\$25.84	\$25.69	\$32.65	*	*	*	*	*	*	*	*	*

Responsible for compliance with federal, state and local transportation and vehicle safety regulations; coordinates and plans transportation for clients; develops transportation routing plans and strategies; oversees routine maintenance, annual inspections and storage of vehicles; supervises training of bus and other vehicle operators in compliance with transportation regulations and Commercial Driver's License (CDL) requirements

\*Insufficient Data

### Bus Driver

# Orgs	# EEs
12	75

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
58%	0%	42%	\$12.31	\$18.00	\$17.37	\$21.93	\$16.36	\$18.40	\$20.43	\$14.29	*	*	*	*	*

Drives bus for the purpose of transporting children or adults to school, center, program related activities, etc.; ensures safety of passengers and pedestrians; transports equipment and supplies from site to site; maintains valid and current CDL; may be responsible for daily vehicle inspections and routine maintenance such as filling the gas tank, changing or having the oil changed, checking and filling tires with air, washing and cleaning vehicle, etc.

\*Insufficient Data

### Bus Monitor

# Orgs	# EEs
10	100

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
50%	0%	50%	\$10.31	\$12.93	\$13.04	\$15.29	\$11.45	\$12.83	\$14.20	*	*	*	*	*	*

Rides bus with clients to ensure safety and assist in keeping order; may help children, disabled or elderly get on or off vehicle and remind them of which stop is theirs; may assist with vehicle maintenance and track client arrivals and departures; ensures that children are secured in appropriate restraints; may communicate with parents/caregivers about individual clients and/or program activities or ensure that written communiqués are transmitted to parents/care givers

\*Insufficient Data

### Custodian

# Orgs	# EEs
12	29

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
33%	0%	67%	\$10.70	\$13.50	\$15.09	\$16.32	\$12.32	\$13.68	\$15.03	*	*	*	*	*	*

Responsible for cleaning, general care and upkeep of a building or area; may perform routine maintenance, maintain cleaning supplies, etc.

\*Insufficient Data

### Maintenance Person

# Orgs	# EEs
10	23

% HS EHS Both			Base Salary				Average Salary Range			Starting Rate					
HS	EHS	Both	25th %ile	50th %ile	Simple Avg.	75th %ile	Min	Mid	Max	HS/GED	CDA	AA/AS	BA/BS	MA/MS	Beyond MA/MS
20%	0%	80%	\$11.10	\$14.70	\$16.44	\$23.23	\$16.76	\$19.40	\$22.05	*	*	*	*	*	*

Provides maintenance and related upkeep for facilities, vehicles, and/or equipment; maintains maintenance records

\*Insufficient Data

## Participating Agencies

Audubon Area Community Services  
Bell-Whitley CAA  
Big Sandy Area CAP - Head Start  
Blue Grass Community Action Partnership  
Bourbon County Head Start Preschool  
Carroll County Child Development Center  
Central Kentucky Community Action Council, Inc. Head Start and Early Head Start  
Community Action Council for Lexington-Fayette, Bourbon, Harrison and Nicholas Counties  
Community Action of Southern Kentucky  
Family & Children's Place  
Gateway Community Action  
KCEOC Community Action Partnership  
Lake Cumberland Community Action  
LKLP Head Start  
Middle Kentucky Community Action Partnership, Inc. Head Start  
Murray Head Start  
Northeast Kentucky Action Agency  
Ohio Valley Educational Cooperative  
Owsley County Early Head Start/ Head Start  
Paducah Head Start Preschool  
Western Ky University Campus Child Care

## List of Survey Job Titles

Accountant  
Administrative Assistant  
Assistant Cook  
Assistant Director  
Bus Driver  
Bus Monitor  
Center Manager  
Chief Executive Officer  
Chief Financial Officer  
Clerk  
Cook  
Custodian  
Data Processor  
Director  
Director of Training  
Disabilities Assistant  
Disabilities Services Manager  
Education Manager  
Education Specialist  
EHS Teacher  
Family Services Assistant  
Family Services Manager  
Fiscal Clerk/Bookkeeper  
Food Services Manager  
Health Assistant  
Health/Nutrition Manager  
Home Educator  
Human Resources Assistant  
Human Resources Manager  
Lead Teacher  
Maintenance Person  
Mental Health Specialist  
Nurse  
Nutritionist  
Parent Involvement Specialist  
Receptionist  
Secretary  
Social Worker  
Speech Therapist  
Systems Analyst  
Teacher Assistant  
Teacher I  
Teacher II  
Teacher III  
Transportation Manager

## Job Descriptions

### A. Administrative

**Chief Executive Officer**

This position is usually reserved for an administrator within a multi-unit system

**Director**

Supervisory position of an individual who is responsible for the operation of a major unit or program within a system

**Assistant Director**

This position reports to a program director and either assists the director in managing broad program operations or oversees an identifiable unit of the program

**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

**Chief Financial Officer**

This position has the responsibility of administering the finances of the organization; responsible for financial policies and fiscal matters which may include establishing and overseeing bookkeeping procedures, authorizing disbursement of funds, assuring adherence to fiscal policy, and maintaining adequate internal controls, etc.

**Accountant**

This position provides support in preparing, analyzes and verifies financial documents, financial statements and tax returns; maintains journals, ledgers and other financial records; prepares reports; develops financial plans and forecasts; prepares and monitors budgets; performs in-house audits of financial records; interfaces with auditors

**Fiscal Clerk/Bookkeeper**

The person whose 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

***Systems Analyst***

The person responsible for solving computer problems and applies technology to meet the needs of the organization; coordinates automated data processing systems or information technology for agency or program; may have programming and troubleshooting responsibilities

***Data Processor***

The person responsible for data collection, data entry, and generation of reports and other computer output; facility with software programs; maintenance of computerized files and records

***Human Resources Manager***

The chief personnel administrator of the organization; responsible for the overall personnel functions which may include employee recruitment and selection, EEO, personnel records, performance appraisal design and system maintenance, compensation planning, and benefits administration

***Human Resources Assistant***

The person responsible for maintaining personnel records of an organization's employees; sends out announcements of job openings, issues application forms, and screens applications; may perform other clerical duties

***Director of Training***

The person responsible for planning and managing training and professional development opportunities for staff and sometimes for clients as well; conducts needs assessments and compiles data related to training needs; identifies trainers, classes and other training resources; maintains records of training; may also provide training or orientation

***Administrative Assistant***

The person 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

***Secretary***

The person who serves as a support for general office tasks such as; typing, filing, answering phones, directing calls, copying materials, handling correspondence and scheduling of activities and events.

***Clerk***

The person who performs such tasks as logging packages, distributes mail, answers phones, types, files, and copies; may handle basic intake functions

***Receptionist***

The person who greets visitors, and parents, answer phones, page staff and maintain visitor log

## B. Education

### ***EHS Teacher***

Maintains 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.

### ***Education Manager***

Supervisor 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

### ***Education Specialist***

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

### ***Lead Teacher***

Responsible 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

### ***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

**Teacher II**

Possesses a job-related associate's degree; 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

**Teacher III**

Does not possess formal job-related educational credentials; may have a Child Development Associate (CDA) or equivalent credential; 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

**Teacher Assistant**

Assists teacher in conducting classroom activities, maintaining classroom environment, and supervising children; may also assist in planning and record keeping and other classroom related duties

**Home Educator**

Responsible for planning, carrying out and keeping records of home-based education; provides educational activities for child and parent in the child's home

**C. Health Staff**

**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

**Nurse**

Formally trained health caregiver (RN or LPN) who performs direct health services, such screening, examinations and immunizations; performs first aid; reviews child and family health data and develops individual health plans; confers with staff and parents about health-related issues; reviews emergency information; may administer medication; offers health education, training and counseling; maintains and tracks health records; may provide training in first aid and CPR

**Health Assistant**

Works under the supervision of health manager to ensure that health services are provided; may include client transportation, making appointments, record keeping and referrals

***Nutritionist***

Plans and analyzes menus; designs special diets; conducts nutrition assessments, reviews individual child and family nutrition data and develops individual nutrition plans; confers with staff and parents about nutrition-related issues; may provide nutrition education, training and counseling; may oversee food services operations, including food safety and sanitation checks; may develop, track and oversee food services budget; possesses formal credentials in nutrition/dietetics

***Food Services Manager***

Responsible for the day-to-day operation of a food service operation; may include some supervision, maintenance of records, purchasing, and distribution of meals and snacks

***Cook***

Responsible for the preparation and service of meals, receiving and storing of food stuffs and supplies, and sanitation related to these activities; may be asked to keep general records and/or inventory; locates, follows, and/or adapts recipes

***Assistant Cook***

Assists cook in preparation, service, and cleanup activities; may perform other related kitchen duties

***Mental Health Specialist***

Provides mental health services or interfaces with mental health professional/consultant; does not generally have supervisory responsibility; collaborates with community mental health agencies to serve clients; plans or implements mental health intervention; observes in classrooms, provides staff support in behavior management, and provides mental health education, training and consultation to staff and parents

**D. Social Services Staff**

***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 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

**Family Services Assistant**

Works under the supervision of a social worker or social services supervisor/manager; makes home visits and assists clients and families by providing resources and making referrals; assists or locates assistance in crisis; keeps and maintains confidentiality of records on individual cases; serves as a family advocate and liaison between family/client and community services; implements eligibility, recruitment, selection, enrollment and attendance services; may provide transportation, babysitting and other social services

**Parent Involvement Specialist**

Serves as a resource and/or trainer for family service staff, center managers, parents and volunteers; has specialized knowledge in working with adults, adult education, recreation, etc.; collaborates with community agencies and adult education resources; does not generally have supervisory responsibilities; may monitor family records, parent training and other activities, work with parent groups, and provide parent training and support

**E. Disabilities Services Staff**

**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.

**Speech Therapist**

Responsible for providing assessment, evaluation, and speech and language therapeutic intervention to clients; assists others to provide appropriate, individualized speech and language stimulation and intervention

**Disabilities Assistant**

Assists disabled children or adults with therapy, self-help skills, transportation, etc.; accompanies clients to services

## F. Service Personnel

***Transportation Manager*** Responsible for compliance with federal, state and local transportation and vehicle safety regulations; coordinates and plans transportation for clients; develops transportation routing plans and strategies; oversees routine maintenance, annual inspections and storage of vehicles; supervises training of bus and other vehicle operators in compliance with transportation regulations and Commercial Driver's License (CDL) requirements

***Bus Driver*** Drives bus for the purpose of transporting children or adults to school, center, program related activities, etc.; ensures safety of passengers and pedestrians; transports equipment and supplies from site to site; maintains valid and current CDL; may be responsible for daily vehicle inspections and routine maintenance such as filling the gas tank, changing or having the oil changed, checking and filling tires with air, washing and cleaning vehicle, etc.

***Bus Monitor*** Rides bus with clients to ensure safety and assist in keeping order; may help children, disabled or elderly get on or off vehicle and remind them of which stop is theirs; may assist with vehicle maintenance and track client arrivals and departures; ensures that children are secured in appropriate restraints; may communicate with parents/caregivers about individual clients and/or program activities or ensure that written communiqués are transmitted to parents/care givers

***Custodian*** Responsible for cleaning, general care and upkeep of a building or area; may perform routine maintenance, maintain cleaning supplies, etc.

***Maintenance Person*** Provides maintenance and related upkeep for facilities, vehicles, and/or equipment; maintains maintenance records

## About Lappley & Associates

Lappley & Associates is a human resource consulting firm that primarily focuses on the development and implementation of reward and recognition programs that impact a client's results. We help clients address the following questions:

- What compensation strategy will enable implementation of a client's business strategy and objectives and support its organization mission, values, and culture?
- What compensation programs should be implemented and how should they be structured to enhance attraction, retention, and motivation of the client's employees?
- How should top performers and high-potential employees be recognized and rewarded?
- How can reward and recognition programs support employee engagement?
- How can transparency and communications be used to get the most out of compensation?

We design a variety of compensation delivery systems including development of compensation strategy, competitive market analysis, executive compensation, base salary management, incentive compensation, pay equity analysis, salesforce compensation, and development of custom surveys.

Clients include a wide variety of manufacturing, service, consumer, technology, and financial organization. Clients are both for-profit and not-for-profit. Our principal market is mid-sized and small organizations, although we work with much larger organizations as well.

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