


2018-2019 Salary Survey



Purpose

The Coalition for Family and Children's Services of Iowa regularly composes child-welfare workforce data across Iowa's child welfare agencies. This information is used as a tool for human resource professionals. Additionally, the Coalition may utilize data to include in advocacy efforts and help identify the workforce needs in Iowa.

Collection

The online survey tool, developed through Survey Monkey, was distributed electronically to all Coalition members. A total number of twenty-seven (27) organizations were asked to participate. The Coalition released the survey to participating providers on August 6, 2019. Follow-up emails and personal communication to collect data and encourage survey completion were sent between August 23rd, 2019 and October 10th, 2019.

Participating Agencies (22)

- American Home Finding
- Boys Town
- Children & Families of Iowa
- Children's Square
- Clarinda Academy
- Crittenton Center
- Family Resources
- First Resources
- Forest Ridge
- Foundation 2
- Four Oaks
- Lutheran Services in Iowa
- Midwest Christian Services
- Orchard Place
- Quakerdale Family Services
- Southwest Iowa Family Access Center
- Woodward Academy
- Young House
- Youth Emergency Services & Shelter
- Youth Homes of Mid-America
- Youth Shelter Care of North Central Iowa
- YSS

Salary Data

Data Analysis

SALARY FORMULA

Salary data received may have been reported in one of two ways, either an hourly rate or an annual salary. In the data analysis, five positions were reported as hourly wages while the remaining positions were reported as annual salaries. If data was received hourly and reported annual, or annually and reported hourly, information was adjusted as necessary. Hourly rates were multiplied by 2,080, the projected number of hours worked per year, based on a 40 hour per week position. Annual salaries were divided by 2,080 to determine an hourly wage.

$$H = \frac{X}{2080} \quad \text{OR} \quad S = X * 2080$$

Data Analysis

TURNOVER FORMULA

The calculation of turnover rates was determined by collecting certain data points from participants. Data collected including the total number of full-time and part-time staff on two dates, July 1, 2018 and June 30, 2019. These dates represent the first and last day of a mid-year fiscal year. An additional data point collected for the formula was the total number of separations during this time period. Separations were to include employees who retired, resigned from their positions, or were terminated.

$$T = \frac{\textit{Separations}}{\textit{Avg. Staff}} \times 100$$

Direct Care Workforce

07: DCW, Non-Degree

Average Agency Turnover Rate: 111%

	BASE	MIDPOINT	MAX
Mean	\$11.09	\$12.16	\$15.03
Median	\$11.35	\$12.86	\$13.88
Range	\$9.00-\$13.70	\$10.00-\$15.72	\$10.00-\$17.75

08: DCW, 4-year Degree

Average Agency Turnover Rate: 80%

	BASE	MIDPOINT	MAX
Mean	\$12.31	\$13.35	\$15.28
Median	\$12.69	\$13.61	\$15.59
Range	\$10.00-\$15.38	\$10.87-\$16.35	\$11.75-\$19.43

09: Overnight, GED/High School

Average Agency Turnover Rate: 70%

	BASE	MIDPOINT	MAX
Mean	\$11.02	\$11.92	\$13.60
Median	\$11.17	\$11.95	\$14.21
Range	\$9.34-\$13.00	\$10.27-\$13.62	\$11.50-\$16.92

Direct Care Workforce

10: DCW, In-Home/BHIS, 4-Year Degree
Average Agency Turnover Rate: 36%

	BASE	MIDPOINT	MAX
Mean	\$14.78	\$15.66	\$17.20
Median	\$15.54	\$15.69	\$17.50
Range	\$12.50-\$18.58	\$12.79-\$18.58	\$13.85-\$21.14

11: DCW, Family Centered/Counseling, 4-Year Degree
Average Agency Turnover Rate: 63%

	BASE	MIDPOINT	MAX
Mean	\$14.39	\$17.10	\$22.19
Median	\$14.73	\$17.73	\$26.77
Range	\$12.62-\$16.83	\$13.39-\$22.07	\$14.90-\$38.63

Mid-Level Positions

TITLE	AVERAGE BASE	AVERAGE MIDPOINT	AVERAGE MAX
12: Program Coordinator	\$36,359	\$39,872	\$46,271
13: Program Manager/ Campus Director/ Principal	\$51,607	\$57,967	\$60,983
14: Shift Leader	\$30,538	\$33,320	\$37,741
15: Teachers with Behavior Disorder Certification	\$33,752	\$38,013	\$43,484
16: Teacher Aide/Tutor	\$24,870	Not a Representative Sample	\$31,928
17: Day Care Position	\$18,727	\$22,166	\$28,271
18: Tracker Position	\$26,954	\$33,424	\$36,923

Mid-Level Positions

TITLE	AVERAGE BASE	AVERAGE MIDPOINT	AVERAGE MAX
19: Addictions Counselor No CADC	Not a Representative Sample		
20: Addictions Counselor with CADC	\$31,713	\$34,233	\$37,518
21: Addictions Counselor with IADC	No Data Recorded		
22: Therapist/Counselor W/an Advanced Degree MA/MA/MSW	\$39,614	\$44,485	\$48,102
23: Therapist (LPHA) w/ LISW, LMHC or LMFT Certification	\$41,467	\$45,935	\$51,577
24: Health Services Supervisor, RN, BSN or Advanced Nursing Degree	\$50,170	\$50,987	Not a Representative Sample
25: Nurse, RN	\$41,581	\$43,964	\$47,021
26: Nurse, LPN	\$38,260	\$38,464	\$43,680

Executive Level Positions

TITLE	AVERAGE BASE	AVERAGE MIDPOINT	AVERAGE MAX
27: Chief Financial Officer	\$77,454	\$84,877	\$85,695
28: Information Technology Director	\$68,109	\$78,059	\$80,607
29: Information Technology Support Staff	\$30,096	\$40,408	\$41,740
30: Building And Grounds Manager	\$38,369	\$37,973	\$43,924
31: Quality Assurance Director	\$61,212	\$63,425	\$64,592
32: Quality Assurance Coordinator	\$38,946	\$42,432	\$47,089
33: Training Coordinator	\$38,990	\$44,750	\$45,978
34: General Clerical/Data Entry position	\$26,566	\$28,965	\$31,704
35: Accountant, 4 year	\$39,277	\$41,466	\$46,266

Executive Level Positions

TITLE	AVERAGE BASE	AVERAGE MIDPOINT	AVERAGE MAX
36: Accountant, AA degree	\$27,837	\$31,886	\$36,228
37: HUMAN RESOURCES MANAGER/DIRECTOR, 4 YEAR	\$47,052	\$54,420	\$57,176
38: Human Resources Manager/Director, AA degree	Not a Representative Sample		
39: Human Resource Assistant (Generalist)	\$32,787	\$35,279	\$38,206
40: CEO Executive	\$105,327	\$123,767	\$124,957
41: CEO Executive Administrative Assistant	\$32,240	\$36,290	\$34,320
42: Executive Director	\$86,867	\$79,344	\$91,991
43: Executive Director Administrative Assistant	Not a Representative Sample		

Salary

Pay Differential

Approximately forty-one percent (41%) of the respondents reported offering a pay differential for a shift. The three reasons identified were for overnight shifts, weekends, and Holidays.

Pay Increases

During the previous fiscal year, July 1, 2018 through June 30, 2019, eighty-seven percent (87%) of agencies reported offering some form of pay increase for staff. The most common was a merit percentage increase, followed by a cost of living percentage or a percentage reflecting a scheduled annual step increase.

Benefits

Why Are Benefits Important?

Harvard Business Review (2017) completed a survey assessing the weight of specific benefits on whether respondents would choose a higher paying job or a lower-paying job with better benefits. Researchers found 88% of respondents reported considering a lower-paying job when offered better health, dental and vision insurance, and 88% said the same for greater flexibility with work schedule. Closely, 80% of employees would also consider the lower paying job if offered better work-from-home options and more vacation time.

BENEFIT	# OF AGENCIES (FTE)	# OF AGENCIES (PTE)
Health Insurance- Family	22	1
Health Insurance- Single	22	1
Life Insurance	22	
Retirement Plan	22	16
Paid Time Off	22	10
Dental Insurance- Family	21	1
Dental Insurance- Single	21	
Mileage Reimbursement	21	18
Paid Holidays	21	
Flex Dependent Care Spending Account	18	4
Flex Health Spending Account	18	4
Vision Insurance	17	1
Long Term Disability	17	1
Prescription Drug Benefit	17	1
Short-Term Disability	15	4
Employee Assistance Program	15	12
Professional Liability Insurance	14	12
Cell Phone Reimbursement	9	6
Professional Development Assistance	9	6
Educational Assistance	6	1
Professional Licensure/Certification Reimbursement	5	3
Tuition/Loan Reimbursement	3	1

Employer Sponsored Insurance

Employer Cost Share	Single Coverage Plan	Family Coverage Plan
0-49%	0	3
50-59%	1	2
60-69%	1	6
70-79%	6	3
80-89%	7	2
90-99%	0	0
100%	1	0

Paid Time Off

- All 22 agencies reported some level of paid time off: vacation, sick leave, or PTO
- Ten (10) agencies reported some level of paid time off for part-time staff
- Eleven (11) agencies did not report total amount of paid time off
- Three (3) agencies only reported paid vacation and PTO, yet did not include paid sick leave
- The remaining eight (8) agencies reported a range of 18 to 27 paid days off in combination of vacation, sick, or PTO. Four agencies calculate paid days as PTO and four agencies report a combination of vacation, sick, PTO.

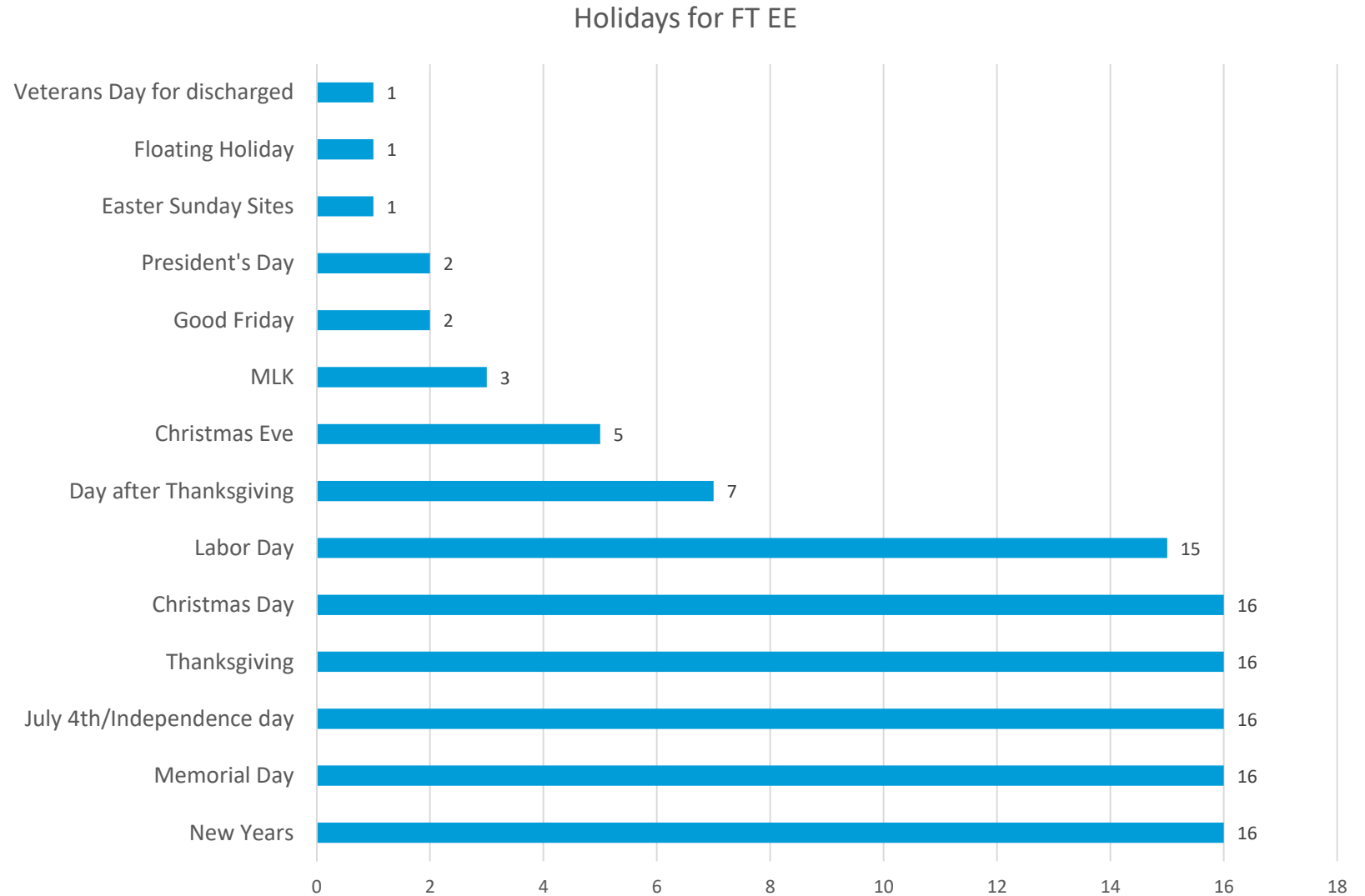
Mileage

Rate (\$)/Mile	# of Agencies
0.48	2
0.45	1
0.40	2
0.39	6
0.38	1
0.37	1
0.35	2
0.34	1
Federal IRS Rate	1
No Record	5

- Seventeen (17) Agencies Provided Mileage Data
- Reimbursement rates range between \$0.34 to \$0.48 a mile.

Holidays

- Five members did not provide specifics on which holidays are offered beyond checking “yes” to offering holiday benefits.
- One member reported holidays are included within PTO hours accrued.



Turnover

Positions

07: DCW, Non-Degree

08: DCW, 4-year Degree

09: Overnight, GED/High School

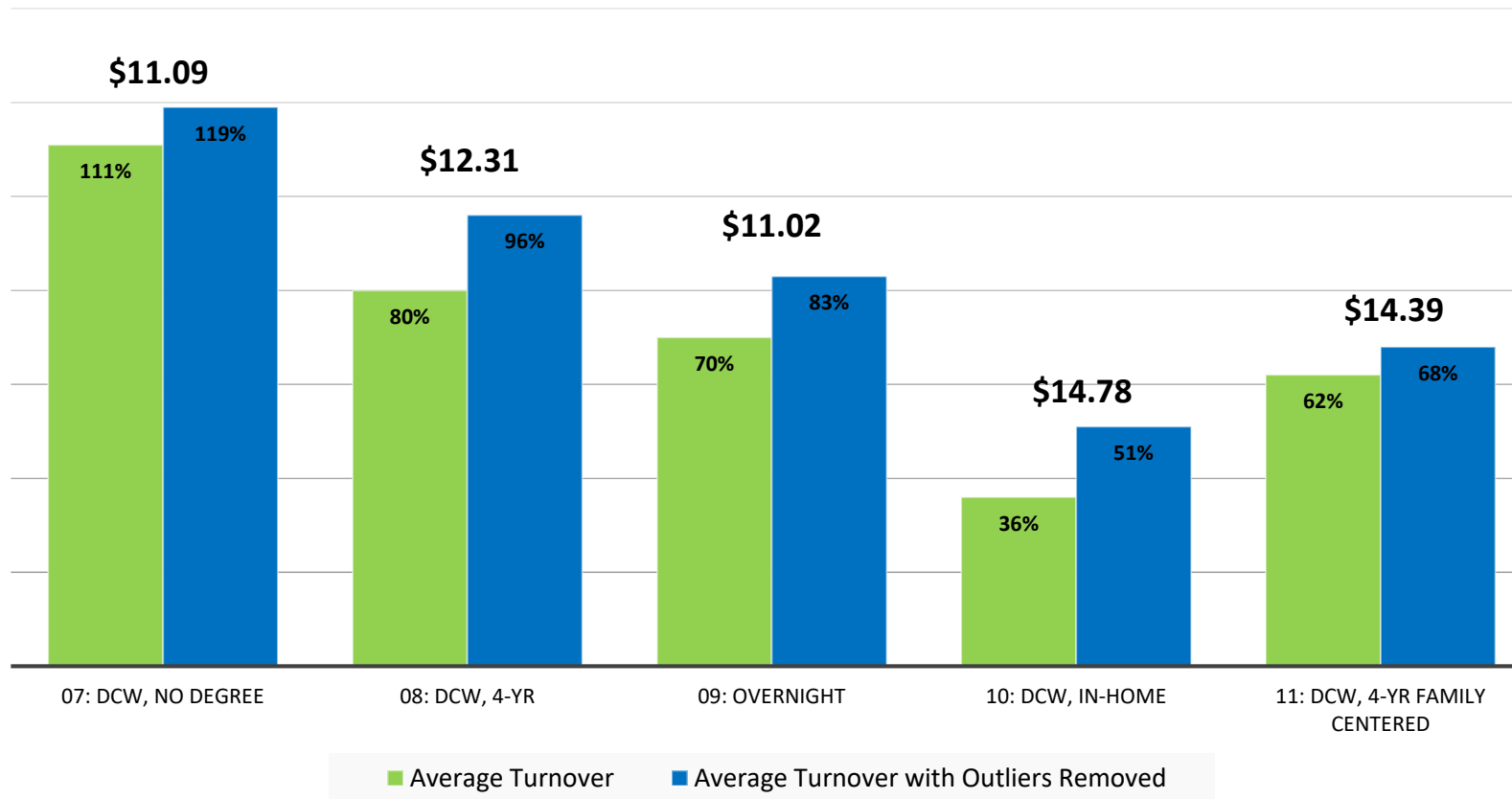
10: DCW, In-Home/BHIS, 4-year Degree

11: DCW, Family Centered/Counseling, 4-year Degree



*DCW – Direct Care Worker

Turnover Data

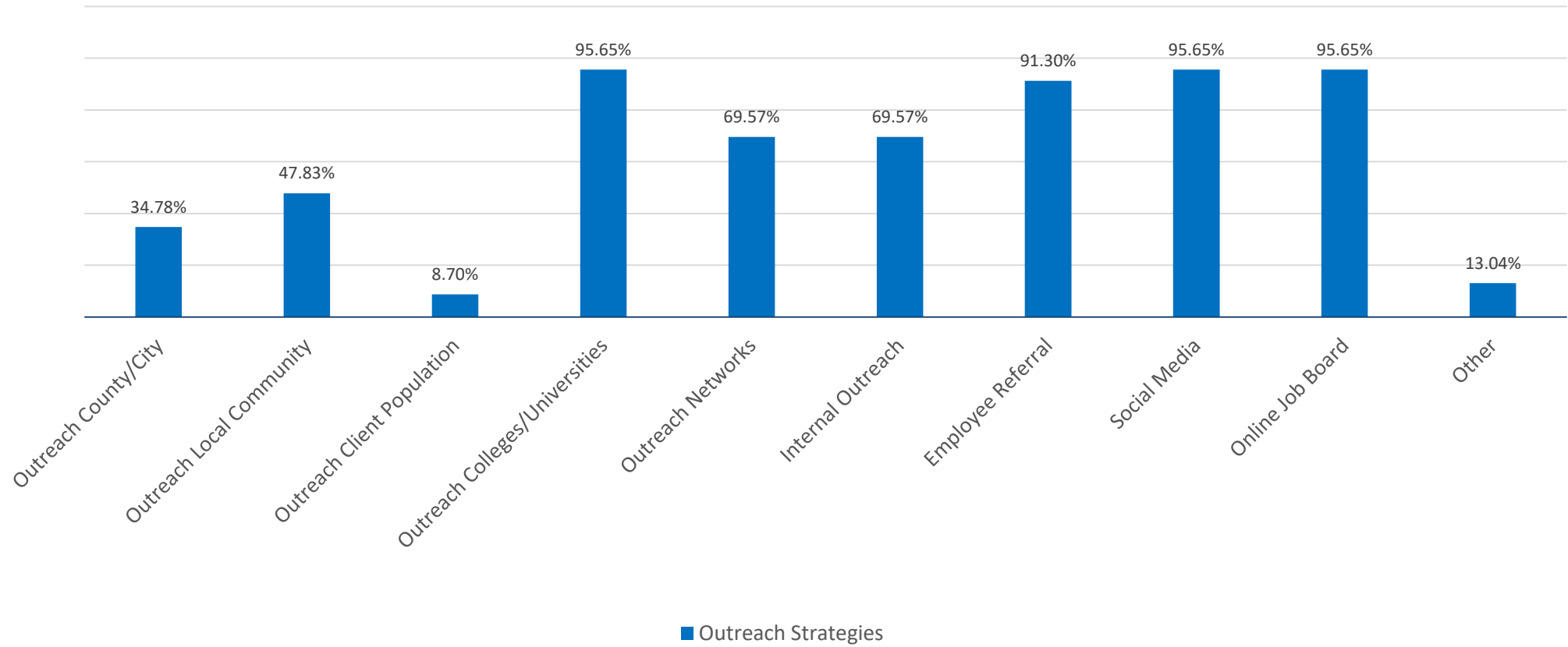


*With the data reported, the following was recorded:

- 07: DCW, No Degree – 1 agency reporting 0% Turnover. Range 0% to 368% Turnover.
- 08: DCW, 4-Yr – 2 agencies reporting 0% Turnover. Range 0% to 225% Turnover.
- 09: Overnight – 2 agencies reporting 0% Turnover. Range 0% to 127% Turnover.
- 10: DCW, In-Home – 4 agencies reporting 0% Turnover. Range 0% to 81% Turnover.
- 11: DCW, 4-YR Family Centered – 1 agency reporting 0% Turnover. Range from 0% to 400% Turnover

Recruitment & Retention

Outreach Strategies



The most commonly used mechanisms include Outreach to universities and colleges, social media, and online job board postings.

Recruitment

- Most common online job board is Indeed, followed by job boards for local colleges and universities, Zip Recruiter, and Iowa Workforce Development.

Most Common Innovative Approaches:

Adjust compensation (4)

Hiring Bonus (3)

Intern programs (2)

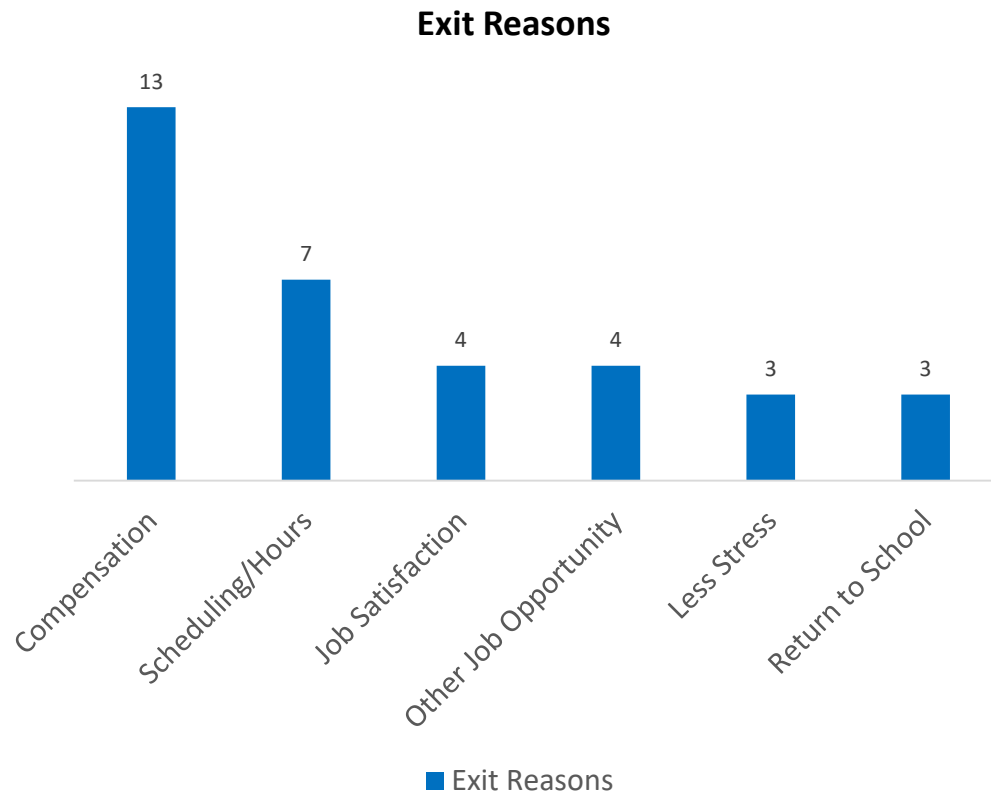
Staff Recognition (2)

Creation of an onboarding process (2)

Benefits for staff (2)

Supervision development training (2)

Exit Reasons



All participants reported providing a formal exit interview with employees voluntarily leaving the agency.

- Other reasons for employee exits:
 - Benefits
 - Flexibility
 - Job Responsibility
 - Commute/Transportation
 - Paperwork
 - Leaving the field

Limitations

High Level Overview

Small Sample Size

Not all data received

Greater Clarification of Data

Information from HR Directors not from direct staff