



CHSA

Compensation & Benefits Study Questionnaire

2017 California Wage & Benefits Survey

1. Please describe your program. Note: all responses are required to help other participants in the collaborative study to find peer organizations.

Total full-time equivalent staff (FTE) _____ . _____
 Total current annual operating budget _____
 Average total enrolled students/clients, current semester/term _____
 What was your average annual salary increase this year? _____
 What month/day does your fiscal year begin? _____
 In what month do you typically adjust salaries? _____

Local demographics Heavily urbanized Suburban Rural

Type of program (check one)

Head Start program Early Head Start program Other childhood education

Type of agency (check one)

School district Other public agency Private non-profit

Other characteristics (describe) _____

Staffing & Compensation

2. Please indicate how many full-time equivalent staff you have in each of the following positions. You may leave any categories blank if you do not have staff in those positions. Please click the information button or refer to the attached guide for descriptions of specific positions listed below. Your total FTE should equal your response in Q1.

Administrative Staff:

Chief Executive Officer _____ . _____
 Program Director _____ . _____
 Assistant Director _____ . _____
 Center Manager _____ . _____
 Chief Financial Officer _____ . _____
 Accountant _____ . _____
 Fiscal Clerk/Bookkeeper _____ . _____
 Systems Analyst _____ . _____
 Data Processor _____ . _____
 Human Resources Manager _____ . _____
 Human Resources Assistant _____ . _____
 Director of Training _____ . _____
 Administrative Assistant _____ . _____
 Secretary _____ . _____
 Clerk _____ . _____
 Receptionist _____ . _____

Education Staff:

EHS Teacher I _____ . _____
 EHS Teacher II _____ . _____
 EHS Teacher III _____ . _____
 Education Manager _____ . _____
 Education Specialist _____ . _____
 Lead Teacher _____ . _____
 Teacher I (Associate's degree) _____ . _____
 Teacher II (Bachelor's degree) _____ . _____
 Teacher Assistant I _____ . _____
 Teacher Assistant II _____ . _____
 Teacher Assistant III _____ . _____
 Home Visitor I (HS or Associate's degree) _____ . _____
 Home Visitor II (Bachelor's degree) _____ . _____
 Home Visitor III (Master's degree) _____ . _____

Health Staff:

Health/Nutrition Manager _____ . _____
 Nurse _____ . _____
 Health Assistant _____ . _____
 Nutritionist _____ . _____
 Food Services Manager _____ . _____
 Cook _____ . _____
 Assistant Cook _____ . _____
 Mental Health Specialist _____ . _____

Social Services Staff:

Family Services Manager _____ . _____
 Social Worker _____ . _____
 Family Service Worker _____ . _____
 Enrollment (ERSEA) Manager _____ . _____
 Enrollment (ERSEA) Coordinator _____ . _____
 Parent Engagement Manager _____ . _____
 Parent Engagement Assistant _____ . _____

Disabilities Services Staff:

Disabilities Services Manager _____ . _____
 Behavioral Health/Inclusion Specialist _____ . _____
 Disabilities Assistant _____ . _____

Service Personnel:

Transportation Manager _____ . _____
 Bus Driver _____ . _____
 Bus Monitor _____ . _____
 Custodian _____ . _____
 Maintenance Person _____ . _____

Other Staff:

All other positions not listed above _____ . _____

Total FTE staff* _____ . _____

Note: this figure should equal your response in Question 1.

3. Please indicate the current compensation level for each of the following positions, and indicate if the figure is an hourly wage or an annual salary and the average hours worked by staff. Please average the compensation level if multiple individuals hold a position. Please also describe the individual(s) who hold the position in terms of their average years of Head Start-related experience, their typical education in terms of highest degree attained, and certifications held; and the average hours worked per year by staff in this position. [Survey will use piping to display only positions reported with at least 0.1 FTE in Q #3.]

	SALARY OR WAGE	BASIS OF COMPENSATION		AVERAGE YEARS OF	MOST COMMON LEVEL OF	CERTIFICATION MOST	HOURS WORKED/YEAR
		HOURLY	SALARY	HS RELATED EXPERIENCE	EDUCATION (DROP DOWN MENU)	COMMONLY HELD	BY STAFF IN POSITION
Administrative Staff							
Chief Executive Officer	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Program Director	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Assistant Director	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Center Manager	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Chief Financial Officer	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Accountant	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Fiscal Clerk/Bookkeeper	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Systems Analyst	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Data Processor	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Human Resources Manager	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Human Resources Assistant	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Director of Training	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Administrative Assistant	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Secretary	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Clerk	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Receptionist	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Education & Health Staff							
EHS Teacher I	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
EHS Teacher II	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
EHS Teacher III	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Education Manager	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Education Specialist	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Lead Teacher	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Teacher I	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Teacher II	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Teacher Assistant I	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Teacher Assistant II	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Teacher Assistant II	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Home Visitor I	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Home Visitor II	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Home Visitor III	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Health/Nutrition Manager	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____

	SALARY OR WAGE	BASIS OF COMPENSATION		AVERAGE YEARS OF	MOST COMMON LEVEL OF	CERTIFICATION MOST	HOURS WORKED/YEAR
	\$ _____	HOURLY	SALARY	HS RELATED EXPERIENCE	EDUCATION (DROP DOWN MENU)	COMMONLY HELD	BY STAFF IN POSITION
Nurse.....	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Health Assistant	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Nutritionist.....	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Food Services Manager.....	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Cook	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Assistant Cook.....	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Mental Health Specialist	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Other Staff							
Family Services Manager	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Social Worker	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Family Service Worker	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Enrollment (ERSEA) Manager.....	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Enrollment (ERSEA) Coordinator..	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Parent Engagement Manager	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Parent Engagement Assistant	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Disabilities Services Manager	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Behavioral Health/							
Inclusion Specialist	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Disabilities Assistant.....	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Transportation Manager.....	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Bus Driver.....	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Bus Monitor	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Custodian	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____
Maintenance Person	\$ _____	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____	_____

EDUCATION LEVELS (drop down menu coding)

- No H.S. diploma or GED
- H.S. Diploma
- Some college coursework
- Associates Degree
- Bachelor's Degree
- Some graduate school
- Masters' Degree
- Postgraduate Degree (EdD, PhD, JD, etc.)

Certification Levels (drop down menu)

- CDA
- Other certification
- None

5. Benefits: which of the following do you pay for your staff? (please check appropriate benefits in each column)

	Executive & Managerial Staff (supervisory responsibility)	Teachers (full-time)	Other Staff (lower salary/hr)	Part-time year-round	Part-time seasonal
Insurance					
Medical insurance for employees (HMO/PPO/HSA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dental insurance for employee.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dental insurance for employee dependents/family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision insurance for employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision insurance for employee dependents/family.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Life insurance for employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Life insurance for employee dependents/family.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long-term disability insurance for employee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Benefits					
Matching contributions for a 403(b), 401(k) style program ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pension plan.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bonus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial planning services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuition assistance.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local transportation/commuter care subsidy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Benefits					
Work mobile/cellular phone purchase/monthly fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Assistance Program (EAP)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Child care allowances.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional membership dues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reimbursement for acquiring/or maintaining professional license/credentials (e.g., CAE, CPA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time off for external volunteer boards /committees.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maternity/paternity leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. What is your estimated average cost per person for the benefits you pay for, by category of staff?

Executive & Managerial staff (with supervisory responsibility) \$ _____
 All other staff (lower-salary/hourly) \$ _____

7. What types of health insurance plans do you offer full-time employees? (check all that apply)

- Preferred Provider Organization (PPO) High Deductible Health Plan (HSA compatible)
- Health Maintenance Organization (HMO) Point of Service (POS)
- Health Savings Account (HSA)
- Other (specify) _____

8. For the HMO and/or PPO, to whom (if anyone) is the coverage extended? (check all that apply)

HMO: Spouse Children Other family members None/not applicable
 PPO: Spouse Children Other family members None/not applicable

9. Does your organization provide health, dental, vision, life, and/or long-term disability insurance for staff and dependents combined and if so, what is the typical amount of coverage (maximum dollar value or percent of salary)?

	Provide:	Dollar value or	Percent of Salary
Health Insurance	<input type="checkbox"/>	\$ _____	\$ _____
Dental insurance	<input type="checkbox"/>	\$ _____	\$ _____
Vision insurance	<input type="checkbox"/>	\$ _____	\$ _____
Life insurance	<input type="checkbox"/>	\$ _____	\$ _____
Long-term disability insurance	<input type="checkbox"/>	\$ _____	\$ _____

Thank you for participating in the California Head Start Association 2015 Wage & Benefits Survey.

Position Descriptions

Administrative Staff

Chief Executive Officer Top administrative executive within a multi-unit system (president, superintendent, executive director, executive officer, hospital administrator).

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

Assistant Director reports to a program director and either assists the director in managing broad program operations or oversees an identifiable unit of the program (service area manager, division director, division manager, associate director, unit manager).

Center Manager is responsible for the day-to-day operation of a relatively small unit or single site within a program; may include some supervision, maintenance of administrative records, enrollment and waiting lists; may be responsible for licensing and maintenance of a facility (program manager, site manager, site supervisor, center director, center supervisor).

Chief Financial Officer 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. (fiscal manager, finance director, comptroller).

Accountant 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 responsibility entails posting details of transactions; logs, writes, and/or distributes payroll checks; monitors and reconciles accounts payable and/or receivable; types and files purchase orders; checks time sheets; makes benefits payments (accounting clerk, purchasing clerk, accounts payable or accounts receivable clerk).

Systems Analyst 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 (systems administrator, network administrator, chief information officer, management information director, management information specialist, director of management information systems, database administrator).

Data Processor responsible for data collection, data entry, and generation of reports and other computer output; facility with software programs; maintenance of computerized files and records (data entry technician, data input worker).

Human Resources Manager 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 (personnel manager, personnel director, human resources director, human capital manager).

Human Resources Assistant 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 (personnel clerk, human resources clerk, personnel assistant).

Director of Training 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 (professional development manager, career development coordinator, T/TA manager).

Administrative Assistant responsible for supporting 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 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 performs such tasks as logging packages, distributes mail, answers phones, types, files, and copies; may handle basic intake functions.

Receptionist greets visitors, and parents, answer phones, page staff and maintain visitor log.

Education Staff

EHS Teacher I possesses at minimum a high school diploma or GED with an infant toddler CDA credential and has been trained (or has equivalent coursework) in early childhood development with a focus on infant toddler development; has major responsibility for maintaining a classroom environment that is nurturing, consistent, stable, and supportive of establishing close relationships with the infants and toddlers in care and their parents. S/he develops appropriate plans, and individualized learning experiences for infants and toddlers in care. S/he supervises classroom volunteers; may also supervise and/or mentor teacher(s) (no assistant teachers). Participates in parent/teacher conferences and works to fully involve families in the program and, meets all Head Start record-keeping and recording requirements.

EHS Teacher II possesses at minimum an associate's degree in early childhood education or a related field with coursework related to early childhood education and has been trained (or has equivalent coursework) in early childhood development with a focus on infant toddler development; has major responsibility for maintaining a classroom environment that is nurturing, consistent, stable, and supportive of establishing close relationships with the infants and toddlers in care and their parents. S/he develops appropriate plans, and individualized learning experiences for infants and toddlers in care. S/he supervises classroom volunteers; may also supervise and/or mentor teacher(s) (no assistant teachers). Participates in parent/teacher conferences and works to fully involve families in the program and, meets all Head Start record-keeping and recording requirements.

EHS Teacher III possesses at minimum a bachelor's degree in early childhood education or a related field with coursework related to early childhood education and has been trained (or has equivalent coursework) in early childhood development with a focus on infant toddler development; has major responsibility for maintaining a classroom environment that is nurturing, consistent, stable, and supportive of establishing close relationships with the infants and toddlers in care and their parents. S/he develops appropriate plans, and individualized learning experiences for infants and toddlers in care. S/he supervises classroom volunteers; may also supervise and/or mentor teacher(s) (no assistant teachers). Participates in parent/teacher conferences and works to fully involve families in the program and, meets all Head Start record-keeping and recording requirements.

Education Manager responsibilities include supervision of the educational services; guides curriculum and program planning, development, and training; serves as resource for education specialists and/or teachers; analyzes data and completes reports related to provision of educational services; may supervise classroom and other education staff (director or supervisor of curriculum and instruction; kindergarten supervisor; preschool, day care, child development or children's services manager; education coordinator, education director).

Education Specialist function as a resource and/or trainer for classroom staff, center managers, and volunteers; has specialized knowledge in services to a particular age or ability group (e.g., early childhood, infant, toddler, school age); does not generally have supervisory responsibility; observes and monitors classroom activities and children's records; reviews and analyzes data on child outcomes.

Lead Teacher possesses at least a bachelor's degree in early childhood education; has major responsibility for classroom operation including, planning, carrying out activities, maintaining the classroom environment, supervising children, parent/teacher conferences, and supervision of classroom volunteers; may also supervise and/or mentor teacher(s) and teacher assistant(s) at a site; assumes classroom responsibilities in addition to light supervisory, record keeping, and/or planning duties (head teacher, supervising teacher, grade coordinator, resource teacher, mentor teacher).

Teacher I (Associate's Degree) possesses an associate's degree in early childhood education or a related field with coursework related to early childhood education; 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 (Bachelor's Degree) possesses at least a bachelor's degree in early childhood education or a related field with coursework related to early childhood education; 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 I possesses a high school diploma or GED and is enrolled in a CDA credential or equivalent program that will be completed within 2 years; 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 (teacher aide, classroom assistant, classroom aide, child services aide, day care worker, care giver, child care provider, classroom paraprofessional).

Teacher Assistant II possesses at least a high school diploma or GED and a CDA or equivalent credential, or has an associate or baccalaureate degree in any area, or is enrolled in a program leading to such a degree; 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 (teacher aide, classroom assistant, classroom aide, child services aide, day care worker, care giver, child care provider, classroom paraprofessional).

Teacher Assistant III possesses at least an associate's degree in any area; 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 (teacher aide, classroom assistant, classroom aide, child services aide, day care worker, care giver, child care provider, classroom paraprofessional).

Home Visitor I (high school or Associate's degree) possesses at least a high school diploma or GED and a Home Based CDA or equivalent credential, or is enrolled in a program leading to an associate or baccalaureate degree in an area; has primary responsibility for planning, carrying out and keeping records of home-based education; provides educational activities for child and parent in the child's home (home visitor, home-based teacher).

Home Visitor II (Bachelor's degree) possesses at least an associate degree in any area; has primary responsibility for planning, carrying out and keeping records of home-based education; provides educational activities for child and parent in the child's home (home visitor, home-based teacher).

Home Visitor III (Master's degree) possesses at least a baccalaureate degree in any area; has primary responsibility for planning, carrying out and keeping records of home-based education; provides educational activities for child and parent in the child's home (home visitor, home-based teacher).

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 (supervisor or director of nursing, health services manager, health coordinator, health services director).

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 (school nurse).

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 (health services aide).

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 (dietitian).

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 (cafeteria manager, kitchen supervisor).

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.

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 service coordinator, social work supervisor, family services coordinator, family/community partnerships manager, director of social services).

Social Worker formally trained and/or credentialed individual who serves as resource and/or trainer for family service staff, center managers, and volunteers; has specialized knowledge in social services; collaborates with community agencies; does not generally have supervisory responsibility; may monitor social services, client records and case notes, and provide direct social services through case management or counseling (case manager, case worker, counselor, family services specialist, family development worker).

Family Service Worker 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 (social service aide/assistant, family advocate, family partner, family service worker, family worker, case aide).

Enrollment (ERSEA) Manager manages, trains and supervises Coordinators who are responsible for eligibility, recruitment, enrollment, selection and attendance. Analyzes community assessment data, develops agency plans, prepares federal reports and oversees agency implementation.

Enrollment (ERSEA) Coordinator responsible for eligibility, recruitment, enrollment, selection and attendance, including record keeping. Supports family services staff and/or works directly with families. Accountable to the agency's ERSEA Manager.

Parent Engagement Manager 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; may have supervisory responsibilities; may monitor family records, parent training and other activities, work with parent groups, and provide parent training and support (adult educator, adult activities coordinator, volunteer coordinator, family literacy coordinator, parent trainer, PTA/PTO liaison).

Parent Engagement Assistant works under the supervision of the Parent Engagement Manager; serves as a resource for family service staff, center managers, parents and volunteers; has specialized knowledge in working with adults, adult education, recreation, etc.; may monitor family records, parent training and other activities, work with parent groups, and provide parent training and support (adult activities assistant, volunteer assistant, family literacy assistant).

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. (disabilities specialist, disabilities services coordinator, director of special education, special education coordinator, special services manager).

Behavioral Health/Inclusion Specialist assists children experiencing behavioral health issues in everyday classroom activities; serves as a resources and/or trainer for center managers, classroom staff and parents; has specialized knowledge in working with children with behavioral health issues; may assist in the development and implementation of Individual Education Plans; maintains records and contributes to reports.

Disabilities Assistant assists disabled children or adults with therapy, self-help skills, transportation, etc.; accompanies clients to services (aide to the disabled children and adults).

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 (director of pupil transportation, transportation supervisor, transportation director).

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 (bus aide).

Custodian responsible for cleaning, general care and upkeep of a building or area; may perform routine maintenance, maintain cleaning supplies, etc. (janitor, cleaner, housekeeper).

Maintenance Person provides maintenance and related upkeep for facilities, vehicles, and/or equipment; maintains maintenance records (handyman, facilities associate/assistant).



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