

KACA

SALARY SURVEY

DECEMBER 2000

**Prepared for Kentucky's Local
Community Action Agencies**

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Executive Summary

Background: The Kentucky Association for Community Action (KACA) last completed an in depth salary survey for its members in 1996. That year, 11 of 23 agencies, or a little less than 50% participated in the survey. It yielded useful information but was somewhat limited in scope. When we undertook the process this year we wanted to take a broader look at where the trends were heading for Community Action Agencies with salaries, benefits, and other personnel issues.

This is an important issue because the success of a Community Action Agency will be dependent on finding and keeping the best employees. We do not manufacture a product like automobiles and we do not sell a product in the traditional sense. We provide a variety of services to help low-income families and individuals become more self sufficient or to meet their basic human needs. Community Action Agencies develop human capital, both of the customers they serve and of their own employees as well. If an agency is underpaying their best employees, they may not be able to keep them. Also agencies may not be aware that they are underpaying for certain positions, unless they look around the state and see what their counterparts are doing.

Goals: There were three main goals from completing this survey. The first was that we wanted as high a response rate as possible. The more agencies that participated the more accurate and complete the numbers would be. We have achieved that goal as 21 of 23 Community Action Agencies participated in the salary survey (91.3%). While the process has taken about one month longer than originally forecast, the extra time has been worth as an additional five agencies submitted surveys over that timeframe.

The second goal was to have it be comprehensive. This survey examines fifty different positions over nine different program areas (Administration, CSBG, LIHEAP, Head Start, Weatherization, Child Care, Family Preservation, Aging Services, Workforce Investment, and Transportation). Of course we were not able to include every position and there was the challenge of different agencies calling the same position different titles. But I think we were able to address that issue. One of the other ways that the issue of comprehensiveness was addressed was to look at both the average and median for both salaries and other expenses. There is a brief explanation on the next page highlighting the difference between median and average. The best thing to remember about medians and averages is that an average is far more likely to be skewed either by one very high or very low response (frequently the case when dealing with Community Action salaries). Beyond salaries the survey examined paid holidays, vacation time, sick leave, insurance coverage, pensions, educational assistance, and more. The survey also sought answers to questions about personnel policy issues like length of work week, job sharing, flex time, and more.

The third goal was to ensure that the privacy each agency's survey responses. To that end, there was a separate PO box to mail the surveys to, the survey never asked for the agency name, and the return address and postage meter had KACA's information on it. We have worked to protect the individual data, while preparing an aggregate report.

Global Data: As a group Community Action Agencies have a major impact as an economic engine and as an employer. The 21 agencies had collective budgets exceeding \$135 million. If data from the two agencies who did not participate were added in, that number would top \$150 million a year. By any barometer, that is an impressive accomplishment. It shows that local Community Action Agencies are successful in leveraging resources and blending them together at the local level. Also as an

employer Community Action Agencies are a major force. As a group, the 21 respondents employed over 3,400 people. If all 23 agencies were included that number would likely top 4,000 employees. Community Action is successful not because of budget size or number of employees, but those numbers are reflective of successful agencies working to come up with solutions to help low income people help themselves.

Trends: Raises and Retention- On the positive side, 76% of agencies gave Cost of Living Allowance (COLA) raises last year to every employee. The average increase was 3.9% and the median was 5%. For those agencies that is positive because it is very competitive with raises given in the private sector, where the average raise was 4%. Also a good sign that 61% of agencies gave merit increases last year and the average highest merit increase for those agencies was 7.65% and the median was 6%, which is also quite competitive.

But if course, the information about raises also shows some troubling data as well. If 76% of agencies gave COLAs that means that nearly one quarter of Community Action Agencies in Kentucky did not give at least some raise to all eligible employees. In addition, 38% of agencies gave no merit raises. Those agencies may potentially face morale and turnover problems because of that. It is crucial to cut down on turnover because of the difficulty in finding, hiring, and training, the right person for any position. Those problems were reflected because 66.7% of agencies responded that they had difficulty filling at least one position and for those agencies about 85% said that low salary contributed to that.

Excellent Benefit Packages- Another factor that stands out is the high quality fringe benefit package that Community Action Agencies offer. Every agency offered health insurance and on average paid 92% of the single coverage and 37% of the family coverage. Over 75% of the agencies offered dental and life insurance. Over 40% of the agencies also offered disability insurance. A few others also offered vision coverage. Nearly every agency (95%) participated in the Kentucky state retirement program. The one agency that did not had its own retirement program. An impressive 88% of agency also had tuition assistance plans for either some or all of their employees. Most agencies offered a minimum of two and a half weeks a year of vacation and sick leave time to start in addition to an average off 11 paid holidays per year. This area is a real strength for Community Action and helps explain why many of the staff in various positions have been there for many years.

Work Structure- There is some movement towards more flexibility in the work setting in Community Action. Nearly 43% of agencies allowed flex time (that is permitting employees some control in terms of when they start their work day). But only 15% of agencies allow for job sharing when two or more people occupy the same job. Most agencies have a 40-hour work week, although a few have adopted a 37.5 hours work week

KACA SALARY SURVEY RESULTS

December, 2000

Data used from the Fiscal Year that ended June 30, 2000

These results were compiled from 21 of Kentucky's 23 (or 91.3%) Community Action Agencies who completed the salary and benefit survey that was mailed out in October and November. We thank all agencies who took the time to complete the detailed survey and share the information with their counterparts around the state. This survey allowed us to look at the average and median salaries for 50 different positions in nine different program areas. This survey was also able to review a variety of benefits and policies in place at local Community Action Agencies.

Median vs. Average: Many of the responses will give both the median and average salary for a position or median and average cost for a benefit. Median is a term that people have probably heard before, but may not know its' exact meaning. The median is the point where half of the numbers are at or above that point and half are at or below it. A median is considered more accurate than an average because it will not be skewed or altered because of one large number or one small number. An average, however, can be skewed by either one very high response or one very low response. If you have five numbers, 13, 14, 15, 16, and 90, the median is 15 because half of the numbers are at or above that number and half are at it or below it. But the average is nearly 30. Which number is more representative of the group? Clearly, the median is a more informative gauge. Another example: if there were ten houses on the street and nine of them sold for \$100,000 and the tenth one sold for \$1,000,000, the average would be \$190,000, but the median would be \$100,000. The median gives you a better picture of what houses on that street are worth. We have included both and by and large the median and average are very similar within most, but not all categories. The median and average are typically within a couple of thousand dollars. But in those instances where there is a big discrepancy between the average and the median, either one very high or very low number skewed the average and the median will be more accurate.

A. About Local Community Action Agencies

1. Service delivery areas : 4.8 % Urban 66.7% Rural 28.5% Mixed, Part Urban/Part Rural

2. Agencies are: 90.5% area private non-profit 9.5% are a public (non-profit) agency

3. Local agency's average total budget this year from all funding sources: \$ 6,474,905
Median total budget this year from all funding sources: \$ 6,000,000

4. Average number of Full Time Equivalent employees, latest payroll: 164 FTEs; median 175

5. Average number of FTEs in the following categories, latest payroll:

Clerical Staff	<u>21</u>	FTEs (Typists, Clerks, Data Entry Operators, etc.)
Program Specialists	<u>14.7</u>	FTEs (Program Coordinators, _____, etc.)
Management	<u>8.9</u>	FTEs (Executive Director, Program Managers, etc.)

6. E&O Coverage

95.2% of local Community Action Agencies have professional liability ("errors and omissions" or "E&O") insurance covering their Board and senior staff.

Average Coverage Amount	<u>\$2.55 Million</u>	Median Coverage Amount	<u>\$3 Million</u>
Average Annual Premium	<u>\$4,505</u>	Median Average Premium	<u>\$3,942</u>

7. Mileage

Kentucky Community Action Agencies reimburse at an average rate of 28.1 cents per mile and a median rate of 30 cents per mile for use of their own automobiles on agency business.

Average 28.1 cents per mile Median 30 cents per mile

8. Exempt Versus Non-Exempt

76.2% of local Community Action Agencies have personnel policies that divide employees into "Exempt" and "Non-Exempt" categories, depending on whether they are exempt from state wage-and-hour (overtime) laws.

For those agencies that make the distinction:

Percent Exempt: 46.7% Percent Non-Exempt: 53.3%

B. Average and Median Salaries in Local Agencies

Position/Job Title	Average Salary	Median Salary	Average Years in Position
ADMINISTRATION			
Executive Director	\$63,705	\$66,331	13.6
Deputy Director	\$59,791	\$60,000	8.0
Finance/Fiscal Director	\$39,400	\$38,405	6.6
Human Resources/Personnel Director	\$30,499	\$35,343	8.2
Information Systems/Technology Manager	\$33,833	\$40,997	3.9
Grant Writer/Development Specialist	\$38,402	\$36,851	4.0
Administration Assistant	\$28,835	\$22,000	9.1
Administration Secretary	\$21,136	\$20,480	5.4
Bookkeeper	\$26,851	\$24,552	10.4
Accounts Payable/Receivable Clerk	\$22,730	\$22,900	9.6
Payroll Clerk	\$19,969	\$18,709	7.6
CSBG			
CSBG Coordinator/Director	\$33,438	\$33,342	9.3
Local Coordinator	\$19,400	\$22,734	17.9
Local Secretary	\$17,916	\$18,471	9.8
Outreach/Case Manager	\$19,937	\$20,696	9.3

Position/Job Title	Average Salary	Median Salary	Average Years in Position
LIHEAP			
LIHEAP Coordinator/Director	\$30,789	\$31,249	9.4
HEAD START			
Director	\$50,090	\$53,170	13.2
Assistant Director	\$33,721	\$32,431	7.0
Secretary	\$20,713	\$20,955	7.8
Computer Specialist	\$22,578	\$18,220	7.7
Speech/Language SLPA/Disabilities Coord.	\$28,945	\$26,915	7.6
Social Services/Parent Involvement Coord.	\$29,659	\$31,200	13.5
Area Education Coordinator	\$32,427	\$30,000	7.4
Mental Health Coordinator	\$27,728	\$26,915	5.5
Nutritionist	\$27,451	\$28,133	10.7
RN/Health Coordinator	\$33,010	\$33,243	10.0
Teacher	\$23,305	\$18,491	9.5
Teacher Assistant	\$16,004	\$19,922	3.7
Food Service Coordinator	\$20,800	\$21,759	1.5
CHILD CARE ASSISTANCE			
Director	\$23,619	\$25,313	12.0
Intake Worker	\$17,528	\$16,419	7.6
Resource & Referral Specialist	\$20,317	\$21,632	3.8

FAMILY PRESERVATION PROGRAM & FAMILY REUNIFICATION PROGRAM			
Director	\$32,424	\$32,760	5.0
Secretary	\$16,598	\$16,125	2.8
Therapist	\$22,880	\$22,068	3.3
WEATHERIZATION			
Director	\$30,634	\$30,118	9.6
Field Supervisor	\$21,879	\$22,360	8.7
Crew Supervisor	\$20,358	\$18,000	10.9
Laborer	\$15,518	\$16,000	5.5
WORK FORCE INVESTMENT ACT			
Director	\$30,471	\$28,912	8.0
Intake Worker	\$19,667	\$16,036	1.7
Case Manager	\$20,165	\$20,000	4.6
Instructor	\$16,242	\$16,453	5.8
AGING SERVICES/RSVP			
Director	\$30,712	\$29,355	8.6
Case Manager	\$22,992	\$21,000	2.6
Home Health Worker	\$13,301	\$12,573	9.3
TRANSPORTATION			
Director	\$36,661	\$34,507	10.1
Dispatcher	\$18,125	\$18,720	3.7
Driver	\$15,761	\$16,952	5.7
Mechanic	\$17,760	\$17,000	6.2

C. Salary Increases

10. Cost of Living Increases (COLA)

76.2% of local Community Action Agencies granted COLA's to all employees.

23.8% of local Community Action Agencies did not grant COLA's to all employees.

Average cost of living increase 3.9% Median cost of living increase 5%

11. Merit Increases

61.9% of local Community Action Agencies granted merit raises to at least one employee.

38.1% of local Community Action Agencies granted no merit raises.

Average highest merit raise 7.65% Median highest merit raise 6%

12. Profit Sharing

No Community Action Agencies reporting having a profit sharing plan.

13. Expenses for Auditors, Attorneys, and Consultants

	Average	Median
Auditors	<u>\$23,074</u>	<u>\$20,279</u>
Attorneys	<u>\$16,263</u>	<u>\$6,000</u>
Management, Program Consultants	<u>\$27,202</u>	<u>\$10,000</u>

D. Fringe Benefit Package

14. Employee eligibility for fringe benefits

28.5% of local Community Action Agencies allow employees to be eligible upon employment.

71.5% of local Community Action Agencies allow employees to be eligible after completing an introductory period ranging from 30 to 180 days.

15. Insurance coverage for employees

100% of local Community Action Agencies offer health insurance to employees.

Agencies pay 92.5% on average for the single coverage plan.

Agencies pay 37.3% on average for the family coverage plan.

**76.2% of local Community Action Agencies offer dental insurance to employees.
 Agencies pay 96.9% on average for the single coverage plan.
 Agencies pay 27.4% on average for the family coverage plan.**

**76.2% of local Community Action Agencies offer life insurance to employees.
 Agencies pay 100% for employee coverage.**

**42.9% of local Community Action Agencies offer disability insurance to employees.
 Agencies pay 88.8% for employee coverage.**

16. Paid Holidays

Average 11.0 Median 11.5

17. Local Agencies Accumulated Leave (Average and Median)

<u>Years of Service</u>	<u>Annual (Vacation)</u>	<u>Sick</u>
	Average/Median	Average/Median
Employment Date to 5 Years	12.1 / 12	11.3 / 11
5 th Year to 10 th Year	15.5 / 15	12.9 / 12
10 th Year to 15 th Year	18.3 / 20	13.7 / 15
15 th Year to 20 th Year	19.1 / 21	14.2 / 15
Over 20 Years	19.6 / 23	14.7 / 15

18. Limitations on Leave Accumulation

100% of local Community Action Agencies allow employees to carry over leave time from one year to the next.

85.7% of the local Community Action Agencies cap vacation and sick leave

**Vacation 36.8 days Average Cap (295 hours)
 Sick 49.4 days Average Cap (396 hours)**

14.3% of the local Community Action Agencies do not cap vacation and leave time but only pay for 30 days of leave time when an employee leaves the agency.

19. Employee Pensions and Retirement

95% of local Community Action Agencies participate in the Kentucky State Retirement System.

5% of local Community Action Agencies participate in a private retirement plan.

20. Other retirement plans that were available

14.2% of local Community Action Agencies allow employees to participate in a deferred compensation plan.

21. Educational Assistance

85.8% of local Community Action Agencies provide assistance for staff to continue their education through an accredited college/vocational school. Of those agencies 83% have no set dollar limit and 17% do have a set dollar limit that ranges from \$200 to \$2000.

44.5% of local Community Action Agencies make this benefit available to all staff.

55.5% of local Community Action Agencies limit who can participate (usually staff of Head Start or Child Development).

55.5% of local Community Action Agencies allow employees to attend classes during work time with approval of either the Executive Director or their supervisor.

44.5% of local Community Action Agencies do not allow employees to attend class during work time.

22. Paid Maternity Leave

No Community Action Agencies provides for pay maternity leave beyond any accrued vacation or sick leave time.

Personnel Policy Issues

23. Basic Work Week

81% of local Community Action Agencies have a 40-hour work week.

19% of local Community Action Agencies have a 37.5-hour work week.

24. Flex Time

42.8% of local Community Action Agencies give flex time (permitting employees some choice of when their work day starts).

57.8% of local Community Action Agencies do not give flex time.

25. Job Sharing

By job sharing, we mean when 2 or more people occupy the exact same position. It does not refer to individuals having the same position titles but working different jobs.

15% of local Community Action Agencies allow job sharing.

85% of local Community Action Agencies do not allow job sharing.

26. Updating local Community Action Agencies personnel policies.

Over 75% of local Community Action Agencies have revised or updated their personnel policies in the last three years.

27. Filling Vacancies in Local Community Action Agencies

66.7% of local Community Action Agencies had difficulty filling at least one position in the last year.

33.3% of local Community Action Agencies did not report having any difficulty in filling positions.

Of those local Community Action Agencies who experienced difficulty in filling positions, 84.6% said that low salaries contributed to the problem. Among the most sited positions as difficult to fill:

**FPP Therapist
Head Start Teacher
Adult Day Care Manager
County Coordinator/Outreach Worker
Program Director/Developer
Drivers**

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