



## Workforce Compensation Policies in the Head Start Program Performance Standards

*December 17, 2024*

# THE HEAD START WORKFORCE



- Our workforce is what makes us the national gold standard early education program
- Every staff member in Head Start plays a critical role to the delivery of high-quality services

# WAGES STANDARDS (1302.90)



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- **Wages must be comparable** across Head Start Preschool and Early Head Start

# WAGE STANDARDS: PROGRESS TO PAY PARITY

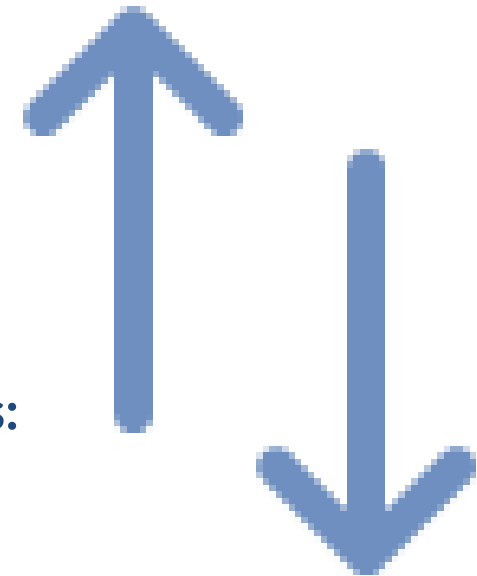


**Head Start programs can adjust salaries based on differences in:**

- ✓ Role and Responsibilities
- ✓ Qualifications
- ✓ Experience
- ✓ Schedule or Hours Worked

**Programs can use an alternative method to identify comparable salaries:**

- ✓ Public preschool teacher salaries in neighboring school district(s)
- ✓ At least 90 percent of public kindergarten teacher salaries

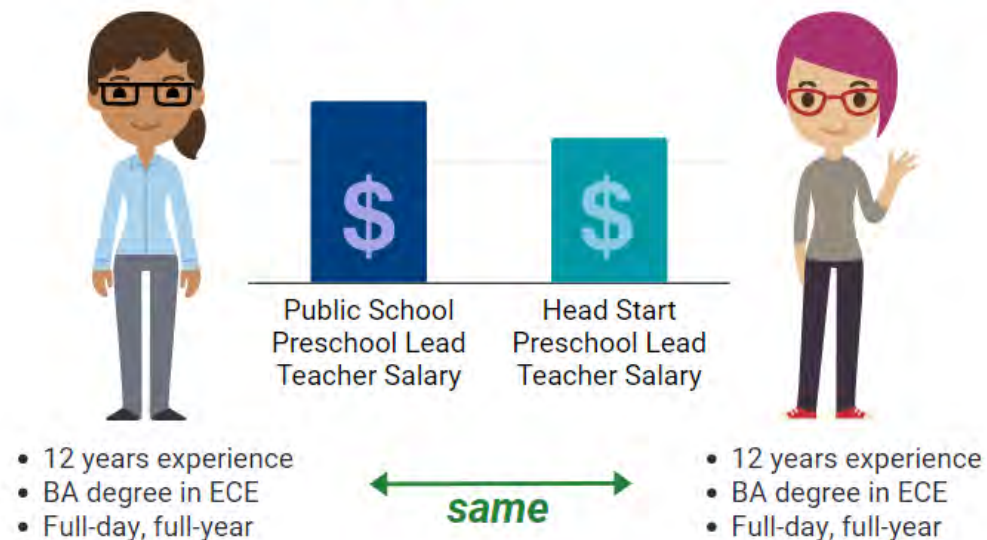




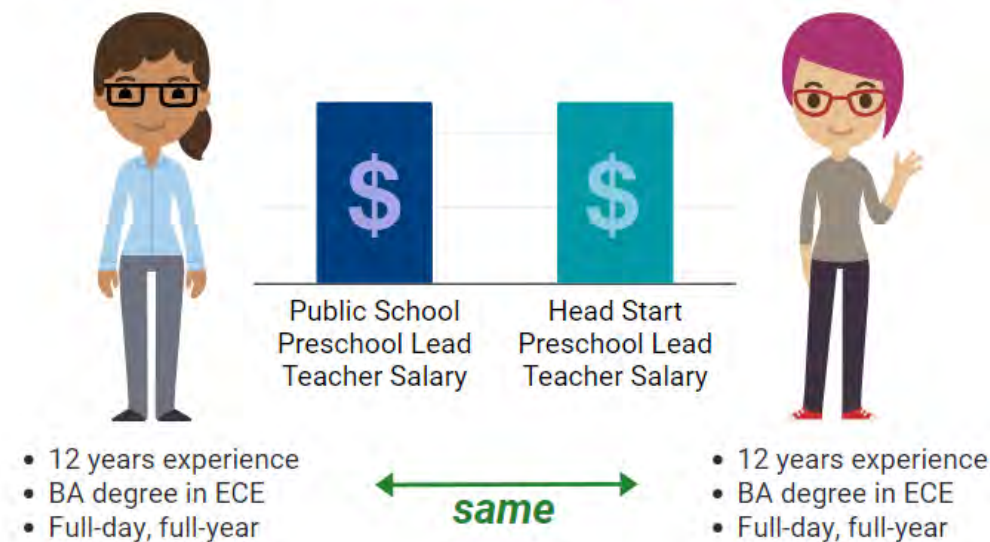
# WAGE STANDARDS: PROGRESS TO PAY PARITY

## What does parity look like?

Is this pay parity? **NO**



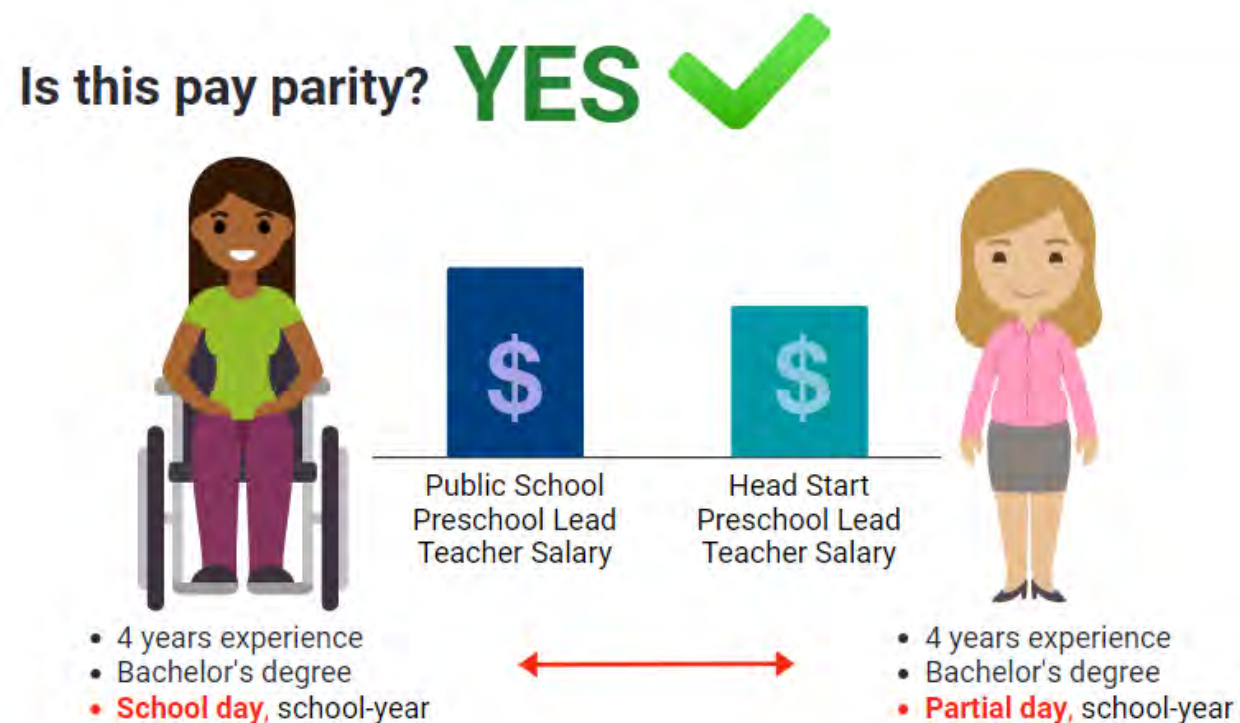
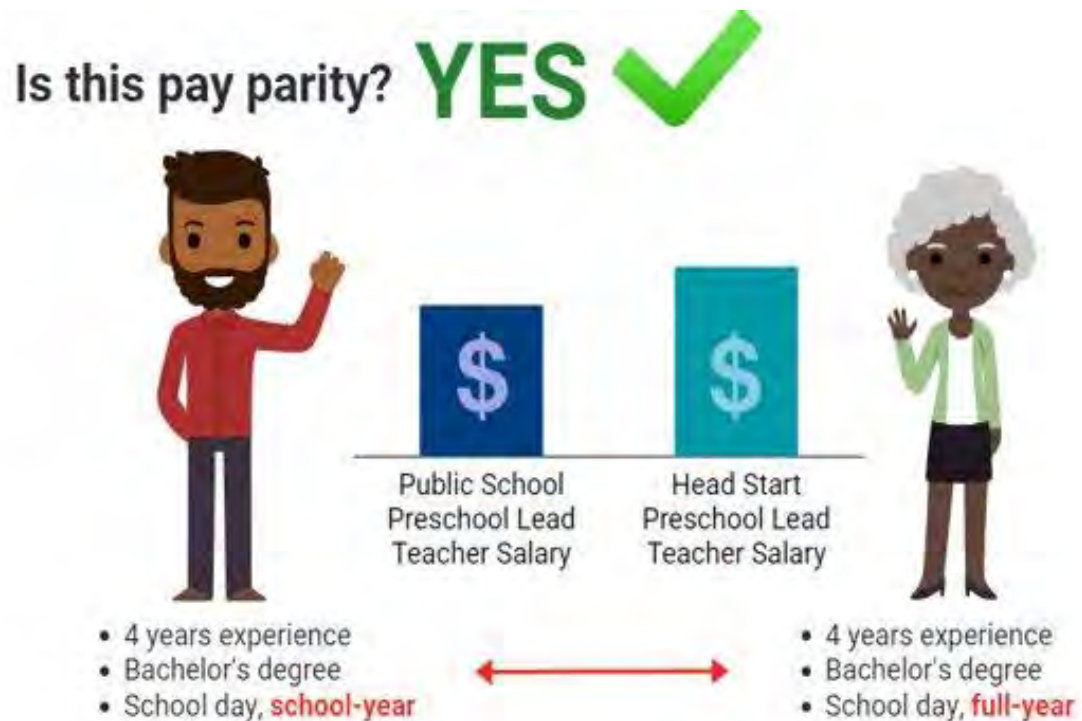
Is this pay parity? **YES** ✓





# WAGE STANDARDS: PROGRESS TO PAY PARITY

Programs can adjust salaries based on schedule/hours worked.



# BENEFITS STANDARDS (1302.90 & 1302.14)



*By August 2028...*

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- Programs have an **option to prioritize HS enrollment** for the eligible children of staff.

# WORKFORCE COMPENSATION



## Panel Discussion



**HORIZONS  
FOR HOMELESS  
CHILDREN®**

**Head Start Panel Presentation**

December 17, 2024

# Horizons 2 generation support of families experiencing homelessness



## Early Education

We serve 232 children in 22 classrooms with a robust curriculum which supports socio-emotional growth and includes literacy and STEM. Children receive two meals a day to ensure proper nutrition.



## Playspace

Children living in shelter have the opportunity to play with trained volunteers in 71 playrooms we build and manage across Massachusetts. We also host parent-child playgroups where parents learn different ways to engage in play with their children.



## Family Partnerships

We have 6 Family Coaches who support parents using an evidence-based model called Mobility Mentoring. Families meet with their Coach twice a month to set goals, access resources and move toward economic self-sufficiency.



## Policy & Advocacy

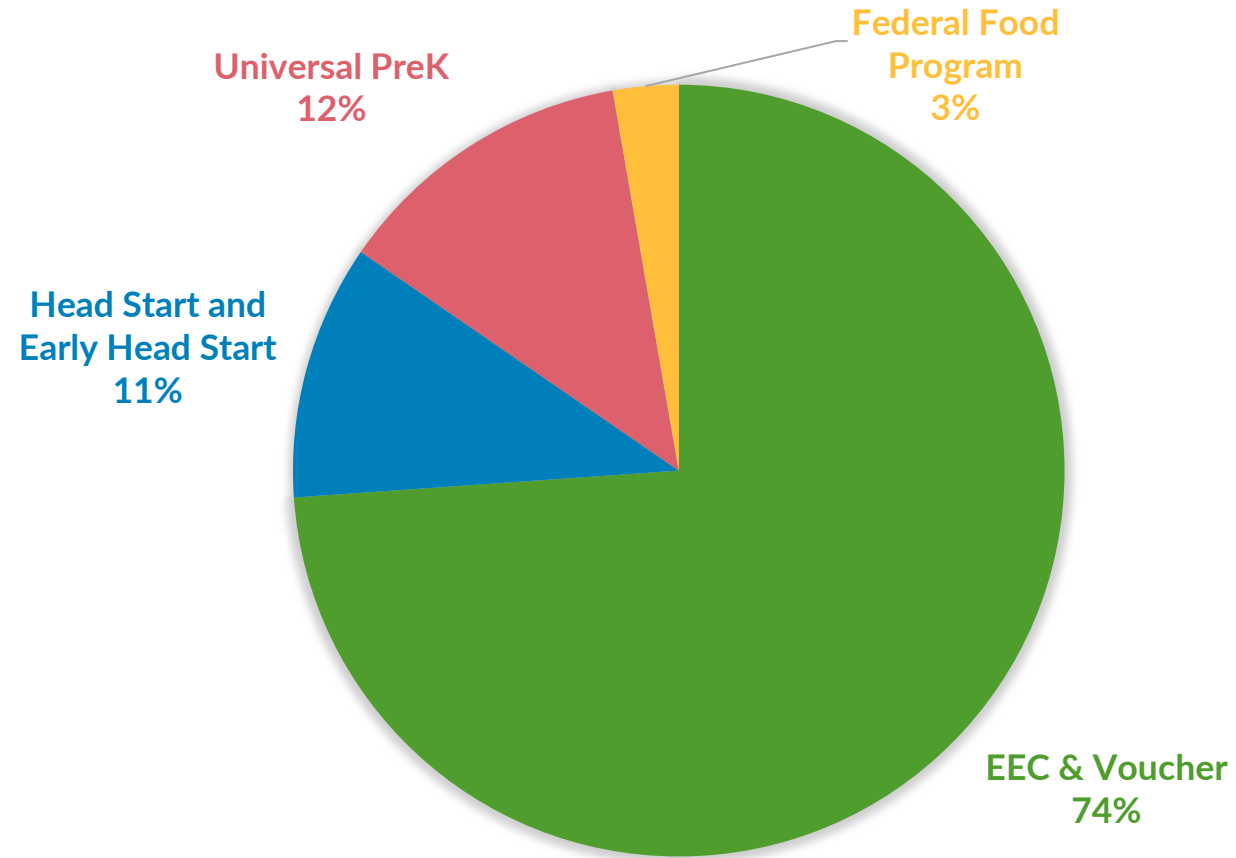
Expands our impact to advance our vision of ending homelessness among families with young children. We prioritize legislation, appropriations, and regulatory changes in the areas of housing policy, early education and care, anti-poverty and income security.



# Post Pandemic Horizons Initiated a Focus on Employee Wellbeing

- With significant investments being made in the overall well-being of our workforce
  - 2021: Salaries were increased to establish a base pay of \$50,000 for all employees plus:
    - Annual COLA guaranteed
    - Introduction of Annual Bonuses based on performance (5-8%)
  - 2023: Introduction of Emergency Relief Fund for our Staff
  - 2024: Retirement Contribution turned into a grant as opposed to match-based contribution

# Funding Model FY2025



# 2025 Teacher Compensation

Position	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Lead Teacher	62,000 - 66,499 29.81 - 31.97/hr	66,500 - 71,000 31.97 - 34.13/hr	71,001 - 75,499 34.14 - 36.30/hr	75,500 - 80,000 36.30 - 38.46/hr
Teacher	54,200 - 57,599 26.06 - 27.69/hr	57,600 - 61,000 27.69 - 29.32/hr	61,001 - 64,399 29.33 - 30.95/hr	64,400 - 67,800 30.96 - 32.60/hr
Substitute & Lunch Support	18.55 - 19.41/hr	19.42 - 20.29/hr	20.30 - 21.16/hr	21.17 - 22.00/hr

Reflects 2025 Cost of Living Adjustments

# Benefits

## Health Benefits

- Medical
  - BCBS HMO 75% and PPO 70% premium coverage
  - First 92.5% deductible coverage
- Dental
  - BCBS PPO 75% premium coverage
- Life, AD&D, LTD
  - Equitable 100% premium coverage
- STD
  - DPFML 60% premium coverage

## Wellbeing Benefits

- Retirement Savings
  - 1.5% - 6% non-elective employer contribution (grant) based on tenure; employee contribution not required.
- Paid Time Off
  - 42 days to start, includes PTO, sick, holidays, and winter/spring break.
- Professional Development
  - Up to 4% annual salary
- Emergency Savings Fund
  - \$25,000; up to \$3,000 per request
- Financial Wellness Program
  - 100% paid by Horizons

## THE OHCAC HEAD START CHANGE OF SCOPE PROCESS

- OHCAC was not an early entrant into the Change of Scope Process, and we had heard the difficulties that many of our peers had encountered in going through the process.
- Consequently, we were concerned and skeptical about the process when it began in October 2023.
- To our surprise and pleasure, the Head Start Consultants that we had the privilege to work with in the development of our Change of Scope were professional, knowledgeable (particularly about the issues that other grantees had faced in the process), patient, and understanding of our traditional values including serving the largest number of children in need in our community.
- The Process was not hurried.
- Ideas were put forth with staff, Board, Directors, and the Head Start Policy Council.

Early on we all felt that we had to get it right the first time. The idea of waiting for the seven-year timeframe was not our goal. We realized that this issue needed to be resolved completely by August of 2024. With that goal in mind and the realization that the only way we could compete was to raise salaries and cut back on classrooms, we quickly moved ahead.

- We used a number of measures to determine what salaries were being paid to school district teachers and assistant teachers in our service area.
- We knew that we could not compete with the most affluent districts, but we felt that we could set a standard comparable to the mid and lower paying districts in our area.
- We eliminated all of our double sessions where we needed bus drivers anyway and the majority of our parents preferred full day programming.
- We looked at other places to save money throughout our four-county program.

Since our need was really for teaching staff, we proposed to increase teachers' pay at considerably higher rates than non-teaching staff in our Head Start program. The plan was a controversial issue with staff, but to succeed we determined to raise all staff to a good level and teaching staff to the highest level possible giving us the opportunity to put our teaching staff on a level very close to that of teachers in our less affluent school districts.

- Our final proposed staff increases, including COLA for 2024, were 12.5 % for non-teaching staff and 21.5% for teaching staff.
- We proposed this plan in our Change of Scope and after some back and forth with the Office of Head Start our base plan was approved in less than 60 days. We began advertising to fill vacant positions in June of 2024 for August of 2024.
- We were determined and excited that by the 1st of August we felt we would be fully staffed, and as our history showed we were at full enrollment with waiting lists in Early Head Start and Head Start to start our 24-25 Head Start Program year.
- We have been at full enrollment in September, October, November and December in both Head Start and Early Head Start with 112 children enrolled in Early Head Start and 272 enrolled in Head Start. We currently have 90 children on the waitlist for Head Start and 63 children on the waitlist for Early Head Start.

# Benefits at Ohio Heartland CAC Head Start

- Health Insurance – PPO & HSA (Aflac & Allstate supplemental)
- Dental Insurance
- Vision Insurance
- Life Insurance – Basic life (1x yearly salary) provided
- Employee Assistance Program -Basic Program
- Annual Leave 2 weeks after 1<sup>st</sup> yr., then accrual schedule
- Sick Leave – Starts accruing from Day 1 (8 days annually)
- Personal Leave – 2 days after 90 day introductory period
- 15 paid holidays
- 403B Retirement plan, OHCAC contributes 3% after 90 days
- Bereavement Days
- Jury Duty – will pay if employees are on jury
- Tuition pre-paid for 2 yr., 4 yr. and CDA programs, including books
- Community Action Resources available for qualifying families
- Staff employed as Associate Teachers training to drive bus
- Hundreds of Head Start families have left our employ after receiving training for higher paying positions in our 26 local school districts.



# TURNOVER RATES

The teacher turnover rate for the last two years is higher in Head Start than ever before in our agency's almost 60-year history. We had a turnover rate for our HS Lead Teachers of 55% equating to 24 HS Lead Teachers resigning with the following reasons: 12 found other employment, 2 were unable to handle behavior issues in the classroom, 2 refused the vaccine, 3 for personal/medical reasons, 2 stated that the position was not right for them and quit without notice and 3 failed to follow policies and procedures. Our HS Associate Teacher turnover rate was 70% or 61 Associate Teachers over the last two years resigning for the following reasons: 23 found other employment, 3 refused the vaccine, 1 due to behaviors in the classroom, 2 retired, 1 moved, 16 quit without notice, 6 resigned due to personal/family issues and 9 failed to follow agency policies and procedures.

Our EHS Teacher turnover rate was 26.7% or 15 Teachers over the last two years resigning for the following reasons: 11 found other employment, 1 refused the vaccine, 1 quit without notice and 2 resigned due to personal/family issues. Our EHS floater/Associate Teacher turnover rate was 128% or 18 floaters over the last two years resigning for the following reasons: 2 found other employment, 2 refused the vaccine, 7 quit without notice, 3 resigned due to personal/family issues, 1 due to behaviors in the classroom, 1 felt it wasn't a right fit and didn't want to work with children, and 2 failed to follow policies and procedures.

Our current turnover rate since July 1<sup>st</sup> is 13.84%!!

Andrew Joe Devany, Executive Director OHCAC

Debbie Schuster, Head Start Director OHCAC

Melissa Conley, Child Health & Education Director OHCAC

Shelly Mabrey, Family Engagement Director OHCAC

# OHS Workforce Spotlight Webinar

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December 17, 2024

Sabrina Dong, Director of Human Resources



# Who We Are

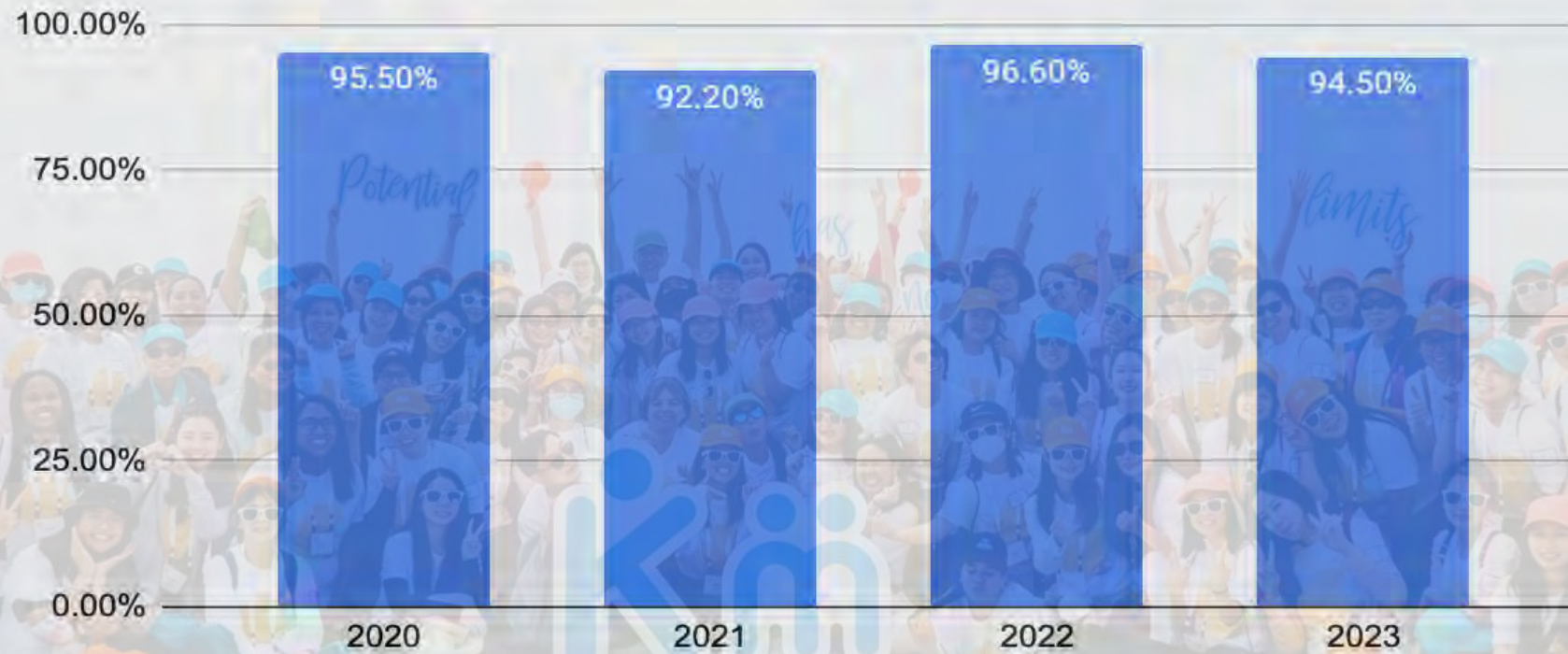
- » Kai Ming stands for **Inspiration** and **Enlightenment**
- » Our vision: Potential Has No Limits!
- » Our value: Care for each child as our own
- » Our mission: to strengthen the community through nurturing **children**, supporting **families**, and promoting professional growth of **staff**.



# Our Staff Retention

## Teaching Staff Retention Rates

Avg Retention Rate: 95.76%



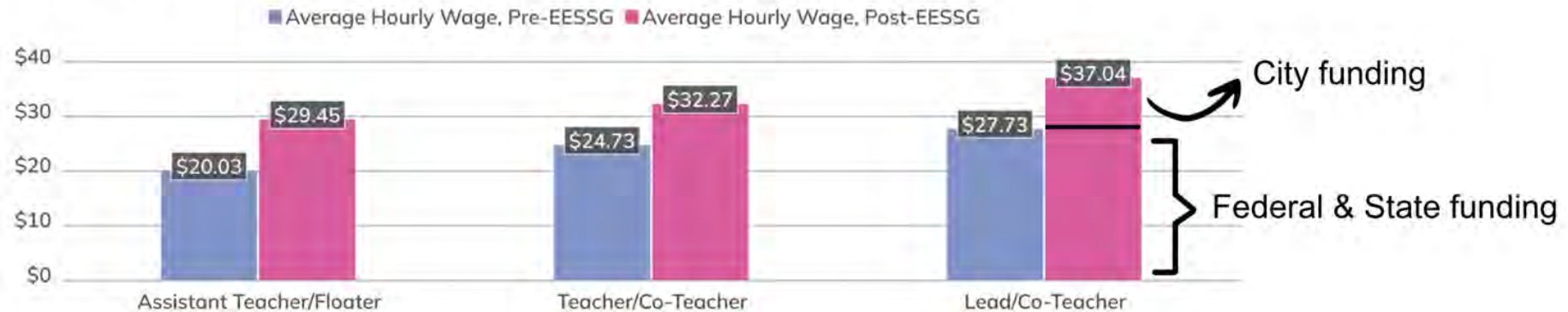
Teaching Staff Retention Rates



# Compensation

**\$28** per hour minimum wage for SF teachers thanks to the Prop C funding.

Impact of EESSG on ECE Teacher Wages



Source: [sfdec.org](http://sfdec.org)

# Benefits & Wellness Support

## ➤ Benefit

- Full medical coverage for employees and dependents
- Chiropractic and acupuncture plan
- SF MRA (Medical Reimbursement Account)
- 15% employer retirement contribution
- 1-1 financial advising and planning
- Commute stipend
- 18-24 days of PTO plus 12 paid holidays
- Tuition and textbook reimbursement - \$4000/year
- Paid release time for attending classes/during finals



## ➤ Wellness Support

- Self care benefit - \$600/year
- Unlimited and free wellness and mental health sessions
- Staff recognition platform
- Team building and annual staff appreciation event
- Onsite therapeutic massage for infant/toddler teachers
- Ongoing wellness survey and planning







# Our Workforce Development Model

Substitute Teacher Empowerment & Placement (STEP) - ([ecestep.org](http://ecestep.org))



Sub Start - the core technology platform of STEP  
Now available for all ([substart.org](http://substart.org))

# Workforce Development Program

Substitute Teacher Empowerment & Placement (STEP)





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## Contact Info

Sabrina Dong, [sabrina.dong@kaiming.org](mailto:sabrina.dong@kaiming.org)

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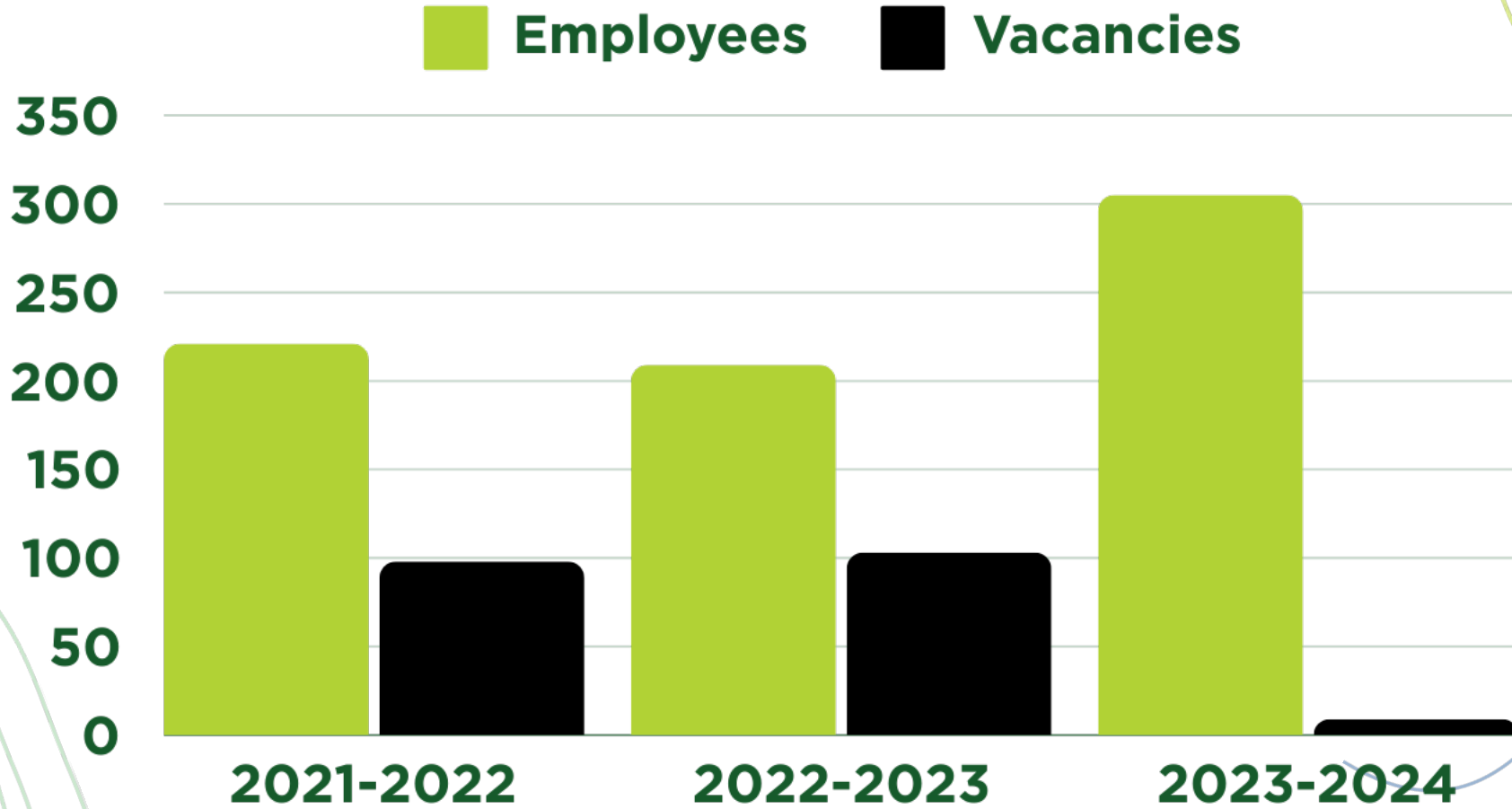
## Quick Facts About our Program:

- Located in Southern Oregon
- Serve 998 children and families
- We employ 380 Staff
- We have been an organization since 1967 and then expanded in 1989

Presented by Amber Lease Human  
Resources Director



# Staff Turnover



# Where to Go

Labor Management Committee

Staff Surveys

Input Workgroup

Exit, Stay & Save Interviews

# What we found

## STAFF TO CHILD RATIO



Staff Member



Children

2021-2022



2022-2023



2023-2024



Staff to child ratio over the last three years has decreased from 5 children to 3 children.

## AWARDCO RECOGNITIONS



**2,839**

SOHS staff has recognized their peers 2,839 times in only 6 months!





# Staff Benefits

**31 Paid Days Off**

**AwardCo  
Incentives**

**Life Insurance**

**Tuition  
Assistance**

**Medical, Dental,  
Vision**

**PTO/Sick Leave**

**401K**

**Employee Assistance**

**Massage  
Reimbursement**

**2 Wellness  
Days/Year**

**Fitness Equipment  
Reimbursement**

**Gym Membership  
Reimbursement**



# RESOURCE HIGHLIGHTS



For additional support, check out the following resources!

- [Webinar: Workforce Policies in the Updated Head Start Program Performance Standards](#)
- [Wages and Pay Parity Tip Sheet](#)
- [Early Care and Education Workforce Salary Scale Playbook: Implementation Guide](#)
- *Tip sheets and resources for providing staff benefits coming soon!*

# Performance Standards Information Center



We've created a dedicated email address for inquiries and clarifications related to the updated Performance Standards. Send your questions to [OHS\\_policy@acf.hhs.gov](mailto:OHS_policy@acf.hhs.gov).

**Note:** This resource inbox is designed to provide the OHS team with insights into recipient needs and to help inform upcoming programming. While we may be able to directly answer some individual inquiries, others will be used to guide future communications and training and technical assistance. Your input is valuable in shaping our support for the Head Start community.