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2022 Compensation Data Report

DATA CURRENT AS OF 1/31/2022

Michigan Federation for Children and Families 2022 Compensation Data Report

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- Number of employees
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 - Agency annual salaries expenditures
 - Fringe benefits expenditures as a percentage of salaries
 - Hours in a work week
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 - Bonus: sign-on and retention
 - Bonus paid for completion of required CWTI training
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 - Percentage of union representation
 - Hourly remuneration for professional consultants
 - Accommodations for employees, including purchased and leased automobiles, deferred compensation plans, mileage reimbursement rates, tuition reimbursement, and payment for continuing education toward professional licensure requirements.
- 4 Fringe Benefits Report** includes health insurance and related coverages, life and accidental death insurance, disability insurance, retirement benefits, paid leave, and holidays.
- 13 Staff Retention/Turnover** includes:
- Total agency staff
 - Child welfare supervisors
 - Adoption, foster care, and licensing caseworkers
 - Family preservation supervisors and caseworkers
 - Clinical supervisors and therapists/clinicians/counselors
 - Residential supervisors and child care workers/youth specialists
- 15 Salaries Report** summarizes **4,568** actual hourly wages reported, encompassing 80 job classifications:
- 15 All agencies (employee count **4,568**)
 - 35 Agencies with annual budget less than \$6 million (employee count **921** within **27** agencies)
 - 55 Agencies with annual budget greater than \$6 million (employee count **3,647** within **23** agencies)
- 75 End Notes** provide details for "other" responses.
- Appendix A** presents the position descriptions.
- Appendix B** lists the agencies participating in the 2022 survey (Federation member response rate **79%**).



Participation, cost, distribution. This compensation data collection is conducted every other year. Federation Full Member agencies participate at no extra cost, and final reports are provided via an Internet link to each CEO and HR director. The opportunity to participate in the survey was offered to non-Federation community-based agencies at a cost to each of \$250, which includes a copy of the final report. Non-participating non-members and individuals may purchase the report for \$400; cost is \$250 for Federation Affiliate Members and Corporate Sponsors.

Development. The survey database and report format were created under contract with human resources professional Ken McLean (kennethgmclean@gmail.com) in consultation with Federation Director of Administration and Operations Rose Homa and members of the Federation Human Resources Member Interest Network.

Appreciation. Special thanks goes to the individuals who invested time and energy toward development of this valuable resource. Please direct your questions and suggestions for improvement to Rose Homa at rose@michfed.org.

Michigan Federation for Children and Families 2022 Compensation Data Report

How to read the data report

The **2022 Compensation Data Report** reflects information current as of **January 31, 2022**, provided by **50** private, nonprofit human service agencies across Michigan. The data is presented in aggregate and in two subsets to permit a closer comparison among similarly sized organizations: **27** agencies with **annual budgets less than \$6 million** and **23** agencies with **annual budgets greater than \$6 million**. When fewer than five data items were reported for a particular survey element, the information is not displayed, in keeping with *Antitrust Guidance for Human Resource Professionals* issued in 2016 by the U.S. Department of Justice and the Federal Trade Commission (<https://www.justice.gov/atr/file/903511/download>) in support of U.S. antitrust laws.

General Information and Fringe Benefits Report

Column heading definitions:

- Median:** The middle value in the list of values in numerical order.
- Average:** Calculated by dividing the sum of the values in the set by the number of values in the set.
- # Reporting:** Number of agencies reporting for each data element.

Some agencies reported multiple types of salary adjustments; the **Salary Adjustment Matrix** reflects how many agencies reported data for one or more adjustment options.

Staff Retention/Turnover

Column heading definitions:

- Median, Average, and # Reporting:** Same as above.
- # of Employees:** Number of employees reported for each data element.

Salaries Report

Column heading definitions:

- 25th (Percentile):** The value point at which 25% of values reported are less than this amount.
- Median (50th Percentile):** The middle value in the list of values in numerical order.
- Average:** Calculated by dividing the sum of the values in the set by the number of values in the set.
- 75th (Percentile):** The value point at which 75% of the values are lower than this amount.
- Employee Count:** Number of employees for whom data was reported.
- Agency Count:** Number of agencies reporting for each data element.

Row definitions:

- Exempt:** Percentage of wages classified by the agency as exempt from overtime.
- Non-exempt:** Percentage of wages classified by the agency as eligible for overtime.
- Entry-level hourly wage:** If an established salary range exists, the entry-level wage.
- Actual hourly wages paid:** Hourly wages in effect on January 31, 2022.
- Number of years with the agency:** Number of years each individual has been with the agency.

Appendix A • Position descriptions

Administrative personnel

Chief Executive Officer/Executive Director/Administrator/President.

Responsible for overall direction, leadership and coordination of the agency.

Chief Operating Officer/VP of Operations. Oversees the agency's general operations, including programs and program directors; member of executive management team.

Assistant/Associate/Deputy Director. Responsible for oversight of certain aspects of the agency's general operations; acts for CEO/Executive Director/Administrator/President in his/her absence.

Chief Strategy Officer. Responsible for researching, setting and/or guiding long-term strategy for agency programming; member of executive management team.

VP of Programs. Responsible for development, management and quality control of multiple agency programs; member of executive management team.

Regional Director. Responsible for administration of district or regional office.

Program Director. Responsible for administration of specific agency program(s).

Assistant Program Director/Program Manager/Coordinator. Responsible for administration of specific agency program(s); reports to program director.

Clinical Services Director. Responsible for administration of clinical therapy programs, especially within behavioral health and residential treatment settings.

Intake/Admissions Director. Responsible for accepting placements, especially youth into residential treatment.

Quality Assurance Director. Responsible for developing and implementing quality improvement processes.

Education Director. Responsible for planning and administering educational program and/or supervising teachers.

Training Director. Responsible for planning and administering training program for agency staff and/or clients; may also conduct training.

Trainer. Responsible for training agency staff and/or clients.

Chaplain. Responsibilities include leading the organization spiritually with support and worship for clients and staff.

Chief Financial Officer/VP of Finance—MBA/CPA. Responsible for agency's financial management; member of executive management team.

Chief Financial Officer—BA. Responsible for agency's financial management; member of executive management team.

Financial/Business Manager. Responsible for business and accounting functions.

Chief Human Resources Officer/VP of Human Resources. Responsible for administration of human resource functions and supervises hr staff; member of executive management team.

Human Resources Director. Responsible for administration of human resource functions and supervises hr staff.

Human Resources Manager/Coordinator. Responsible for administration of certain human resource functions. May include supervision.

Human Resources Generalist. Non-supervisory, assists with administration of HR functions.

Chief Development Officer/VP of Development. Responsible for developing and implementing all fund raising campaigns, programs and activities for the agency and supervises multiple development staff; member of executive management team.

Development Director. Responsible for developing and implementing fund raising campaigns, programs and activities for the agency and supervises development staff.

Development/Events Coordinator. Responsible for developing and

implementing fund raising campaigns, programs and activities for the agency. May include supervision.

Development/Events Assistant. Non-supervisory, assists with developing and implementing fund raising campaigns, programs and activities for the agency.

Grant Writer. Responsible for developing and writing grants for agency programs.

Volunteer Coordinator. Responsible for recruiting, interviewing, background checks and placement of all agency volunteers.

Public Relations Director. Responsible for public relations functions and supervises PR staff.

Public Relations Coordinator. Responsible for public relations functions. May include supervision.

Public Relations Assistant. Non-supervisory, assists with public relations functions.

Information Services Director/Manager. Responsible for agency's computer information systems and supervises IT staff.

Information Services Network/System Administrator. Responsible for maintaining agency's computer network and systems. May include supervision.

Information Services Support/Help Desk. Responsible for assisting agency staff with computer problems.

Program personnel

PhD Clinical Psychologist. Responsible for providing direct services to families and individuals and supervising clinical social workers and therapists.

MA Clinical Psychologist. Responsible for providing direct services to families and individuals and supervising clinical social workers and therapists.

Clinical Supervisor. Responsible for supervision of clinical practitioners and/or students, especially within behavioral health and residential treatment programs.

Therapist/Clinician/Counselor—Licensed. Responsible for providing direct services to families and individuals.

Therapist/Clinician/Counselor—Unlicensed. Responsible for providing direct services to families and individuals.

Child Welfare Supervisor. Responsible for supervision of caseworkers and/or students working in adoption, foster care, licensing and independent living.

Adoption Caseworker—Master's Degree. Responsible for providing direct services to families and individuals.

Adoption Caseworker—Bachelor's Degree. Responsible for providing direct services to families and individuals.

Foster Care Caseworker—Master's Degree. Responsible for providing direct services to families and individuals.

Foster Care Caseworker—Bachelor's Degree. Responsible for providing direct services to families and individuals.

Licensing Caseworker—Master's Degree. Responsible for providing direct services to families and individuals.

Licensing Caseworker—Bachelor's Degree. Responsible for providing direct services to families and individuals.

Family Preservation Supervisor. Responsible for supervision of caseworkers working in family preservation and home-based services.

Family Preservation Caseworker—Master's Degree. Responsible for providing direct services to families and individuals in their homes.

Family Preservation Caseworker—Bachelor's Degree. Responsible for providing direct services to families and individuals in their homes.

Residential Supervisor—One Unit/House Manager. Responsible for operation of one residential program or unit and supervision of primary care staff.

Residential Supervisor—Two or More Units/House Manager. Responsible for operation of two or more residential programs or units and supervision of primary care staff.

Child Care Worker/Youth Specialist—Bachelor's Degree. Responsible for daily direct care of children in a residential treatment facility, school or day care setting.

Child Care Worker/Youth Specialist—Two-Year College or Associate Degree. Responsible for daily direct care of children in a residential treatment facility, school or day care setting.

Child Care Worker/Youth Specialist—High-School Diploma. Responsible for daily direct care of children in a residential treatment facility, school or day care setting.

Recreation/Activities Coordinator/Worker. Responsible for operating recreational programs, including therapeutic recreation and craft activities, especially within residential settings.

Teacher. Responsible for education of assigned individuals and groups in an agency school or day care center.

Educational Specialist/School Liaison. Responsible for assessing needs and accessing resources to meet the educational needs of clients.

Parent Education Specialist/Prevention Worker. Responsible for providing direct services to families and individuals in their homes.

Nursing Supervisor/Medical Coordinator. Responsible for supervision of nursing and other medical staff and overseeing the treatment, evaluation and referral of health needs of clients.

Registered Nurse. Responsible for evaluation, treatment and referral of health needs of clients.

Licensed Practical Nurse. Responsible for evaluation, treatment and referral of health needs of clients.

Support services personnel

Executive Assistant. Responsible for assisting executive-level staff, could include supervision.

Office Manager/Coordinator. Responsible primarily for managing the office and supervising clerical staff.

Administrative Coordinator. Responsible for multiple managerial duties; may include executive-level staff assistance, business, and/or human resources functions.

Administrative Assistant. Assists executive assistant and executive-level staff; could include supervision.

Department Secretary. Responsible for clerical tasks for specific program or department.

Receptionist. Responsible for meeting and greeting agency clients and guests and operating switchboard.

General Office Worker. Includes clerk typist, office aide, etc.

Case Aide. Responsible for providing support to therapists and caseworkers.

Payroll Clerk. Responsible for maintaining payroll records and processing payroll.

Billing Clerk/Accounts Receivable. Responsible for overseeing accounts receivable and/or processing billings for services provided by the agency.

Bookkeeper/Accounts Payable. Responsible for overseeing accounts payable for the agency.

Administrative Services Director/Facilities Manager. Responsible for property management, housekeeping, food management; includes supervision.

Lead Maintenance Worker/Supervisor. Responsible for grounds maintenance and facility mechanical functions; includes supervision.

Maintenance Technician. Handles maintenance tasks that require highly skilled technician.

Maintenance Worker/Custodian. Assists in maintenance functions.

Food Service Manager. Responsible for food service and preparation.

Food Service Worker/Cook. Chef, food handler, dishwasher, kitchen aide.

Housekeeper. Maid, matron, linens.

Driver/Transporter. Responsible for transporting clients on behalf of agency.

Appendix B • Participation

44 Federation member agencies PARTICIPATED in the 2022 survey

Adoption Option, Inc.
 Bethany Christian Services
 D.A. Blodgett - St. John's
 Catholic Charities of Jackson, Lenawee & Hillsdale Counties
 Catholic Charities of Shiawassee and Genesee Counties
 Catholic Charities of Southeast Michigan
 Catholic Charities West Michigan
 Catholic Social Services of the Upper Peninsula
 Child & Family Charities
 Child & Family Services of Northeast Michigan
 Child & Family Services of Northwestern Michigan
 Child & Family Services of the Upper Peninsula, Inc.
 The Children's Center
 Christ Child House
 Eagle Village, Inc.
 Family & Children Services, Inc.
 Family Service & Children's Aid
 Federation of Youth Services
 Forever Families, Inc.
 Fostering Futures
 Fostering Solutions
 Guiding Harbor

Hands Across the Water
 Highfields, Inc.
 Insight Youth and Family Connections
 Judson Center
 Livingston County Catholic Charities
 Methodist Children's Home Society
 The New Foster Care
 New Light Child & Family Institute
 St. Louis Center
 St. Vincent Catholic Charities
 Samaritas
 Spaulding for Children
 Starr Commonwealth
 Teaching Family Homes of Upper Michigan
 U.P. KIDS
 Upper Peninsula Family Solutions, Inc.
 Vista Maria
 Wedgwood Christian Services, Inc.
 Wellspring Lutheran Services
 West Michigan Partnership for Children
 Whaley Children's Center
 Youth Guidance Foster Care & Adoption Center

6 non-Federation agencies PARTICIPATED in the 2022 survey

Adoption & Foster Care Specialists
 Arbor Circle
 Ennis Center for Children
 The Hope Clinic
 Midland County Council on Aging
 Oakland Family Services



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