



The Coalition

Coalition for Family and Children's Services in Iowa

2020-2021 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-five (25) organizations were asked to participate. The Coalition released the survey to participating providers on July 27, 2021. Follow-up emails and personal communication to collect data and encourage survey completion were sent between August 6, 2021 and September 13, 2021.

Participating Agencies (15)

- American Home Finding
- Children & Families of Iowa
- Children's Square
- Ellipsis
- Family Resources
- Forest Ridge
- Foundation 2
- Hillcrest Family Services
- Lutheran Services in Iowa
- Midwest Christian Services
- Woodward Academy
- Woodward Community Based Services
- Young House Family Services
- 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, 2020 and June 30, 2021. 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.

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

QRTP Staff

n = 11 Agencies

Position	QRTP			
	Mean	Median	Minimum	Maximum
Direct Care Worker (non-degree) <i>n = 11 agencies</i>				
Base Salary	\$25,204	\$24,960	\$11,959	\$34,000
Midpoint Salary	\$28,158	\$27,986	\$23,317	\$31,200
Maximum Salary	\$31,926	\$32,989	\$24,440	\$37,440
Direct Care Worker (Associate degree) <i>n = 9 agencies</i>				
Base Salary	\$27,187	\$27,040	\$15,599	\$34,000
Midpoint Salary	\$29,385	\$29,962	\$26,250	\$31,491
Maximum Salary	\$32,044	\$32,240	\$27,040	\$37,440
Direct Care Worker (4-year degree) <i>n = 10 agencies</i>				
Base Salary	\$28,327	\$30,160	\$11,959	\$35,360
Midpoint Salary	\$31,858	\$30,680	\$28,112	\$36,546
Maximum Salary	\$34,801	\$34,008	\$29,120	\$42,016
Overnight Worker (non-degree) <i>n = 10 agencies</i>				
Base Salary	\$25,907	\$24,960	\$20,800	\$31,201
Midpoint Salary	\$28,559	\$28,933	\$23,008	\$32,240
Maximum Salary	\$30,463	\$31,201	\$24,960	\$35,360

QRTP Staff

Position		QRTP			
Program Director	<i>n = 11 agencies</i>	Mean	Median	Minimum	Maximum
	Base Salary	\$45,050	\$41,501	\$32,000	\$63,000
	Midpoint Salary	\$52,824	\$47,926	\$41,995	\$66,497
	Maximum Salary	\$56,257	\$54,230	\$35,000	\$79,414

Shelter

n = 10 Agencies

Position	Shelter Care			
	Mean	Median	Minimum	Maximum
Direct Care Worker (non-degree) <i>n = 10 agencies</i>				
Base Salary	\$24,988	\$24,762	\$15,598	\$35,000
Midpoint Salary	\$28,737	\$28,933	\$22,110	\$35,080
Maximum Salary	\$32,397	\$34,008	\$23,920	\$39,603
Direct Care Worker (Associate degree) <i>n = 7 agencies</i>				
Base Salary	\$27,144	\$27,040	\$20,800	\$31,200
Midpoint Salary	\$30,434	\$31,346	\$22,880	\$34,362
Maximum Salary	\$34,208	\$35,360	\$24,960	\$39,603
Direct Care Worker (4-year degree) <i>n = 10 agencies</i>				
Base Salary	\$29,883	\$30,680	\$22,880	\$36,566
Midpoint Salary	\$33,193	\$34,362	\$29,000	\$38,584
Maximum Salary	\$36,574	\$36,400	\$31,200	\$42,016
Overnight Worker (non-degree) <i>n = 7 agencies</i>				
Base Salary	\$26,042	\$24,960	\$18,720	\$32,136
Midpoint Salary	\$29,836	\$29,037	\$22,880	\$37,045
Maximum Salary	\$33,212	\$32,240	\$27,040	\$41,974

Shelter

Position	Shelter Care			
Program Director	Mean	Median	Minimum	Maximum
Base Salary	\$48,443	\$46,407	\$37,024	\$60,320
Midpoint Salary	\$54,349	\$50,454	\$41,954	\$70,000
Maximum Salary	\$60,565	\$57,115	\$41,954	\$80,000

PMIC

n = 3 Agencies

Position		PMIC			
		Mean	Median	Minimum	Maximum
Direct Care Worker (non-degree) <i>n = 3 agencies</i>					
	Base Salary	\$25,868	\$24,565	\$23,920	\$29,120
	Midpoint Salary	\$29,141	\$29,141	\$23,920	\$34,362
	Maximum Salary	\$32,684	\$34,008	\$24,440	\$39,603
Direct Care Worker (Associate degree) <i>n = 2 agencies</i>					
	Base Salary	\$27,560	\$27,560	\$26,000	\$29,120
	Midpoint Salary	\$29,890	\$29,890	\$26,499	\$33,280
	Maximum Salary	\$34,798	\$34,798	\$29,994	\$39,603
Direct Care Worker (4 year degree) <i>n = 2 agencies</i>					
	Base Salary	\$28,080	\$28,080	\$27,040	\$29,120
	Midpoint Salary	\$32,053	\$32,053	\$29,744	\$34,362
	Maximum Salary	\$35,402	\$35,402	\$31,200	\$39,603
Overnight Worker (non-degree) <i>n = 2 agencies</i>					
	Base Salary	\$23,598	\$23,598	\$23,275	\$23,920
	Midpoint Salary	\$24,440	\$24,440	\$24,440	\$24,440
	Maximum Salary	\$28,361	\$28,361	\$27,040	\$29,682

PMIC

Position		PMIC			
Program Director	<i>n = 2 agencies</i>	Mean	Median	Minimum	Maximum
	Base Salary	\$51,012	\$51,012	\$37,024	\$65,000
	Midpoint Salary	\$60,850	\$60,850	\$44,200	\$77,500
	Maximum Salary	\$70,844	\$70,844	\$51,688	\$90,000

Family Centered Services

(Data covers period January – June, 2021)

Position	FCS			
	Mean	Median	Minimum	Maximum
Family Support Specialist	\$38,183	\$36,181	\$28,298	\$44,064
SFM/YTDM Facilitators	\$38,728	\$36,000	\$30,000	\$42,000
Supervisor	\$51,486	\$50,250	\$38,000	\$62,500
Family Support Worker (3 agencies)	\$29,186	\$29,684	\$23,800	\$35,568

*Two FCS providers completed the survey and provided data

**Information received from RFI from the Iowa Department of Human Services

Mid-Level Positions

Position	Average Base	Average Midpoint	Average Maximum
Co-Coordinator	\$34,553	\$38,455	\$40,826
Program Director (4-year degree)	\$48,300	\$55,673	\$61,126
Shift Lead	\$34,181	\$37,947	\$42,306
Family Centered Services Supervisor (4-year degree)	\$42,973	\$46,130	\$50,950
Clinical Director (Masters degree)	\$56,503	\$54,894	\$65,062
Therapist (Masters degree)	\$42,032	\$45,689	\$52,290
BHIS Worker (4-year degree)	\$32,194	\$33,490	\$37,668
Integrated Health Home Caseworker (AA degree or higher)	\$31,171	\$36,195	\$42,225
Addictions Counselor with CADC	\$32,595	\$38,324	\$44,534
Nurse, Registered Nurse (RN)	\$44,744	\$48,178	\$54,838
Nurse, Licensed Practical Nurse (LPN)	\$35,250	\$38,173	\$43,680
Child Care Position (AA Degree / HS Diploma / GED)	\$21,008	\$25,904	\$31,524
Tracker Position (4-year Degree)	\$28,843	\$32,739	\$41,059
Tracker Position (Non-Degree)	\$23,691	\$27,352	\$32,105

Executive Level Positions

Position	Average Base	Average Midpoint	Average Maximum
Building and Grounds Manager	\$42,097	\$48,358	\$50,659
Kitchen Manager	\$28,651	\$32,360	\$33,592
Cook/Nutrition Specialist	\$24,861	\$28,652	\$29,498
Information Technology (IT) Support Staff (4 Yr Degree/AA Degree/Experience)	\$36,012	\$47,311	\$52,930
Quality Assurance Coordinator (4 Yr Degree)	\$41,580	\$43,532	\$49,899
Training Coordinator	\$49,100	\$42,307	\$47,189
Controller/Accountant (4 Yr Degree)	\$43,718	\$50,067	\$58,117
Accountant/Bookkeeper (AA Degree)	\$35,095	\$36,595	\$38,469
General Clerical/Data Entry Position (Non-Degree)	\$28,556	\$30,333	\$33,475
Human Resource Assistant (Generalist)	\$34,974	\$38,024	\$41,396
CEO or Executive Director Administrative Assistant	\$46,246	\$39,776	\$45,772
Information Technology (IT) Director	\$49,045	\$70,386	\$81,173
Quality Assurance Director	\$42,269	\$55,045	\$62,347
Human Resources Manager	\$45,002	\$60,166	\$63,887
Director of Equity and Inclusion	\$48,000	\$50,000	\$52,000
Director of Development	\$49,711	\$70,035	\$82,098
Communications/Marketing	\$33,381	\$47,571	\$54,608
Vice President of Programs	\$56,531	\$86,479	\$92,303
Chief Financial Officer	\$65,170	\$86,897	\$101,017
Chief Executive Officer (CEO) / President / Executive Director	\$91,587	\$122,091	\$137,726

Diverse Workforce

Direct Care and Supervisor Staff

Contracted Service	White	Black or African American	Asian or Pacific Islander	Native American	Hispanic	Other
QRTP	76%	12%	1%	0%	6%	4%
Western	89%	9%	1%	0%	2%	0%
Northern	84%	0%	2%	0%	5%	9%
Des Moines	78%	0%	0%	0%	9%	13%
Cedar Rapids	71%	18%	0%	0%	12%	0%
Eastern	49%	31%	1%	1%	12%	6%

Contracted Service	White	Black or African American	Asian or Pacific Islander	Native American	Hispanic	Other
Shelter	61%	32%	1%	0%	4%	2%
Western	53%	47%	0%	0%	0%	0%
Northern	78%	19%	0%	0%	3%	0%
Des Moines	63%	32%	0%	0%	0%	5%
Cedar Rapids	67%	22%	3%	0%	8%	0%
Eastern	64%	15%	2%	2%	11%	6%
PMIC	55%	40%	0%	0%	0%	5%
Family Centered Services	79%	5%	2%	0%	2%	11%

- PMIC small numbers may not be representative of workforce
- Family Centered Services small number may not be representative of workforce
- PMIC and Family Centered Services unable to be divided by service area due to small response rate

Benefits

Benefit	Full-Time	Part-Time
Vision Insurance	15	2
Health Insurance - Single Plan	15	2
Health Insurance - Family Plan	15	2
Dental Insurance - Single Plan	15	2
Dental Insurance - Family Plan	15	2
Prescription Drug Benefit	9	1
Life Insurance	15	1
Short-Term Disability	10	1
Long-Term Disability	11	0
Flex Health Spending Account	11	2
Flex Dependant Care Spending Account	13	2
Retirement Plan (401K; 403b; other)	15	12
Employee Assistance Program	11	10
Mileage Reimbursement - include mileage amount	14	14
Educational Assistance	4	1
Tuition/Loan Reimbursement	4	3
Cell Phone Reimbursement	10	4
Professional Development Assistance	5	3
Professional Liability Insurance	10	8
Professional Licensure/Certification Reimbursement	3	2
Free Meals	7	7
Gym Membership	4	3
Wellness Incentives	6	5
Paid Holidays	14	4
Paid Vacation (choose either Vacation & Sick time or PTO)	10	2
Paid Sick Days (choose either Vacation and Sick time or PTO)	7	1
Paid Personal Time (choose either Vacation and Sick time or PTO)	10	2
Bereavement Leave	11	4
Jury Duty Pay	13	6
Voting Leave Pay	5	4
Birthday Paid Day off	4	1
Professional Development Time Off	5	3
Volunteer Time Off	1	1

Employer Sponsored Insurance

Employer Cost Share	Single Plan	Family Plan
0-49%	0	2
50-59%	0	1
60-69%	0	2
70-79%	3	2
80-89%	4	1
90-99%	1	1
100%	1	0

Paid Time Off

- 15 out of 15 agencies reported having some level of paid time off: vacation, sick, or personal
- 3 out of 15 agencies reported having some level of paid time off for part-time staff
- 3 out of 15 agencies did not report the amount of time-off available
- 10 of the 15 agencies reported using paid vacation. 7 of those offered sick time as well, 4 agencies offered vacation, sick and personal time.
- 1 of the 15 agencies reported offering only sick time
- 5 of the 15 agencies reported offering personal time only

Mileage

Mileage	
Rate(\$)/Mile	# of Agencies
0.39	4
0.38	2
0.37	0
0.36	0
0.35	1
0.34	1
0.33	1
IRS Rate	1
No Record	1

- *One agency reported they pay "100%." One agency reported "varies."*

Holidays

Holiday	
New Years Day	14
Martin Luther King Day	5
President's Day	1
Good Friday	1
Easter	1
Memorial Day	14
Juneteenth	1
Independence Day	14
Labor Day	14
Veterans Day	3
Thanksgiving Day	14
Friday following Thanksgiving	7
Christmas Eve	5
Christmas Day	14
New Years Eve Day	2

- Two agencies did not report having paid Holidays
- *For the Holidays reflecting 14 reporting agencies, include 12 agencies that specifically listed the Holiday
- One agency listed their Holidays as "all of them"
- One agency listed the Holidays as "included in PTO."

Turnover

Turnover Data

Agency Name	Overall Turnover Rate	Agencies Reported
Direct Care Worker (Associate Degree)	85.6%	11
Direct Care Worker (non-degree)	68.7%	12
Direct Care Worker (4-year Degree)	46.8%	9
Overnight Worker (non-degree)	63.2%	7
BHIS Worker (4-year degree)	32.1%	4

Recruitment & Retention

Recruitment Efforts

Recruitment Effort	# of Agencies	% of Agencies
Outreach to county/city	11	73%
Outreach to local communities/neighborhoods	11	73%
Outreach to client population	5	33%
Outreach to universities and colleges	15	100%
Outreach to your networks	11	73%
Internal outreach	14	93%
Employee referral	15	100%
Social media outreach	14	93%
Online job-board postings	14	93%

- 15 Agencies reported Recruitment efforts
- Most common online job board is Indeed, followed by LinkedIn and Zip Recruiter

Recruitment Efforts

Most Common Innovative Approaches	# of Agencies
Increased compensation	5
Employee referral incentive	4
Increased training/support	3
Sign on bonus	3
Retention bonus	3
COVID bonus	1
Attendance Incentive	1

Retention

Exit Reason	# of Agencies
Compensation	13
Other Job Opportunity	5
Less Stress	5
Personal/health/family reasons	5
Scheduling/Hours	4
Job Satisfaction	3
Return to School	1

- 14 out of 15 agencies report conducting formal exit interviews