



EARLY CHILDHOOD CARE AND EDUCATION WORKFORCE STUDY

SEPTEMBER 2009

In April of 2006, the Early Childhood Investment Corporation commissioned an early childhood workforce study designed to better understand Michigan's early childhood workforce, particularly its child care workforce. The study results were finalized in September 2009.

It is important to note that the child care workforce has changed a great deal since this study began. The national economic crisis in the fall of 2008, which exacerbated Michigan's continuing economic challenges, coupled with increased regulation of license exempt (aide and relative providers) have taken their toll.

Moreover, Public Sector Consultants, despite repeated efforts, was unable to field a survey sample that reflected the known diversity of the state's child care providers.

Therein, this study should not be viewed as representative of the early childhood workforce in Michigan. Rather, it should be viewed as a snapshot of workforce at one point in time, and it would be inaccurate to generalize the results of this study to Michigan's child care workforce as a whole today.

Early Childhood Care and Education Workforce Study

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Executive Summary

OVERVIEW

The Early Childhood Investment Corporation (ECIC) retained Public Sector Consultants Inc. (PSC) to obtain current, valid, and reliable information on Michigan's early childhood care and education (ECCE) workforce. The study was guided by a Project Steering Group with representation from organizations and agencies concerned with ECCE.¹

Since Michigan is one of 22 states that have never conducted a comprehensive study of their early childhood education and care workforce, the ECIC will use the findings of this study to establish a baseline of measures describing the characteristics generally found in Michigan's ECCE workforce and to support the development of initiatives to strengthen the quality of Michigan's emerging Great Start early childhood system.

This study provides information on four main provider groups:

- Family and group home owners and operators
- Daycare aides and relative care providers
- Childcare center program directors
- Childcare center teaching staff and direct care providers

PSC collected data on demographic characteristics of providers; rates of pay and staff benefits; previous childcare experience of staff; staff educational attainment; staff job satisfaction; staff turnover; and provider recruitment and retention policy/strategy.

The main mode of data collection for this study was a mail survey sent to each of the four provider groups; a subsequent round of surveys was sent by mail to randomly selected providers in five low-responding counties. The survey instruments were developed from a collaborative process in consultation with the Project Steering Group. A sample was drawn from Michigan Department of Human Services (DHS) lists of licensed or registered providers in the four groups being studied. The final response rates were as follows:

- **Family and group home providers:** (N=1,626) for a response rate of 20 percent and a margin of error of ± 2 percent at the 95 percent confidence interval²
- **Daycare aides and relative care providers:** (N=1,147) for a response rate of 10 percent and a margin of error of ± 3 percent at the 95 percent confidence interval
- **Childcare center program directors:** (N=525) for a response rate of 18 percent and a margin of error of ± 4 percent at the 95 percent confidence interval

¹ A list of Project Steering Group members is provided in Appendix 1.

² For example, if the answer to a survey question is 60 percent "Yes," the margin of error and confidence level mean that if this question were asked 100 times, in 95 occurrences the answer of the entire universe of possible respondents would be between 58 percent and 62 percent (i.e., the ± 2 percent margin of error).

- **Childcare center teaching staff and direct care providers:** (N=905)³ for a response rate of 10 percent and a margin of error of ± 3 percent at the 95 percent confidence interval

The survey instruments and response frequencies for each group are provided in Appendix 2.

FINDINGS

Demographics

In all four provider groups, providers are overwhelmingly (94–99 percent) female. Daycare aides and relative care providers report an older age, with 64 percent of respondents over the age of 45. Childcare center teaching staff and direct care providers report a younger age; 64 percent of respondents are 44 years of age or younger, including nearly one out of five (17 percent) who are 24 years of age or younger.

Childcare centers and family and group home providers most commonly report caring for preschoolers. A majority of aide and relative care providers report caring for school-age children. Child care centers are the most likely to report serving children with special needs or disabilities.

Among all provider groups, the majority of providers report caring for white children, followed by those who report caring for black and Latino children; very few respondents report serving the children of migrant workers. A majority (59 percent) of program directors report having children under six years of age who receive a child care subsidy from DHS.

Pay and Benefits

- Childcare center program directors have the highest median hourly wage (\$14 per hour) and median annual salary (\$34,000).
- Daycare aides and relative care providers are the lowest paid provider group, with a reported median hourly wage of \$2 per hour and reported median annual salary of \$6,150.
- Just 22 percent of childcare center teaching staff and direct care providers and 41 percent of program directors report receiving health insurance through their employment at a licensed Michigan childcare center.
- Nearly two-thirds (63 percent) of family and group home operators report having health insurance through someone else in their family.

³ Because we do not have an accurate count of the universe of childcare center teaching staff and direct care providers, calculating a margin of error and precise response rate is not possible. Per the ECIC RFP, an average of six teaching staff per childcare center was used to estimate the universe, response rate, and margin of error.

Experience and Education

Family and group home operators and program directors are the most experienced provider groups. Nearly three-fourths (71 percent) of childcare center program directors and more than half (60 percent) of family and group home operators have been in the childcare profession for 11 years or more.

- Childcare center program directors report the highest level of education, with nearly half (47 percent) holding a bachelor's degree and another 29 percent holding a master's degree.
- In contrast, 87 percent of daycare aides and relative care providers do not have a college degree.
- Neither the Early Childhood Certificate nor the Child Development Credential is common among any of the four provider groups.

Job Satisfaction

Large majorities of respondents in all four provider groups report that they are satisfied with their current position. Nevertheless, only one in four respondents (or fewer) has long-term plans to remain in the profession. Childcare center program directors are the most likely (25 percent) to continue working in their current position for 11 years or more. Nearly half (42 percent) of daycare aides and relative care providers plan to work in their current position for only two more years or less. While the top response for daycare aides and relative care providers as to why they would leave their current position is “family may no longer need my services,” all four provider groups report “want a higher paying job” and “want better benefits” among their top three reasons.

Provider Retention and Recruitment Strategies

The most commonly cited recruitment and/or retention policies among program directors include

- emphasis on teamwork and positive staff morale (74 percent),
- opportunities for professional growth (57 percent),
- flexible work schedules (56 percent),
- regular opportunities for recognition and appreciation (51 percent), and
- free or reduced-price childcare for children of staff (50 percent).

Professional Development

Respondents were asked to select the top three training topics they are interested in. “Challenging behaviors” and “positive discipline” were the top two choices among all four provider groups. Other top choices included:

- Infant and toddler development (30 percent of family and group home providers)
- Learning through play (34 percent of childcare center teaching staff and direct care providers)
- Building positive relationships with parents and parent involvement (26 percent of childcare center program directors)

- Computers (22 percent of day care aides and relative care providers)

A SPECIAL NOTE ABOUT THIS STUDY

This workforce study is based on Michigan’s first comprehensive survey of demographic and other key characteristics of four types of early childhood care and education providers. Since there is no prior survey of this magnitude and all the data are based on respondent self-reporting, it is difficult to assess the degree to which the findings are representative of the entire early childhood care and education workforce. Therefore, the data collected for this study were compared to other sources, such as similar studies in other states. These comparisons indicate that the findings from Michigan’s first comprehensive workforce study are representative of the study respondents and can be used for planning and policy development in support of professional development efforts.

RECOMMENDED NEXT STEPS

1. The findings of the workforce study should be fully utilized to educate policymakers about the key demographic characteristics and conditions of the Michigan early care and education workforce and to serve as baseline information for assessing changes in the workforce over time.
2. The workforce study should be repeated in three to five years so that changes can be measured as efforts are undertaken to strengthen Michigan’s early childhood care and education system.
3. A communications strategy should be designed to inform providers of the importance of participation in workforce studies and new incentives for participation should be tested.
4. ECIC should consider the six essential policy areas for early childhood professional development systems of the National Association for the Education of Young Children (NAEYC), particularly the data policy, to help guide future and ongoing workforce studies.
5. Future workforce studies should be expanded to provide:
 - a. Disaggregated data on the workforce by role, program setting, credential, experience, compensation, etc.
 - b. Data on compensation by provider groups and by different ages of children cared for
 - c. Non-duplicated data collection and cross-sector data sharing and alignment
 - d. Workforce and professional development data that are verified by workforce/practitioner registries rather than self-reported

OVERVIEW

In a recent report by the Human Services Policy Center, Michigan was identified as one of 22 states lacking data for estimating the size of their early childhood workforce. There is a need for reliable information to aid in decision making and resource allocation and guide Michigan's investments to improve coordination, quality, and access to early childhood care and education. Certain aspects of the childcare workforce, such as pay, working conditions, training, and qualifications, directly influence the cost-effectiveness of a state's system of early childhood care and education and—most importantly—outcomes for children.

A number of states have used data from workforce studies to plan and make recommendations for providing multidimensional strategies to improve working conditions for the childcare providers and to enrich learning environments for the children in their care. To that end, the Early Childhood Investment Corporation (ECIC) retained Public Sector Consultants Inc. (PSC) to obtain current, valid, and reliable information on Michigan's early childhood care and education workforce.

This study establishes a baseline set of measures describing the characteristics of the Michigan early childhood care and education workforce and supports the development of initiatives to strengthen the quality of Michigan's emerging Great Start system. Findings from the workforce study may be used for multiple purposes, including implementing and refining a quality rating system, improving childcare licensing standards, and assessing and strengthening the professional development opportunities for early childhood care and education providers.

This study provides information on four main provider groups:

- Childcare center teaching staff and direct care providers
- Family and group home operators
- Daycare aides and relative care providers
- Childcare center program directors

PSC collected data on:

- Demographic characteristics of providers
- Rates of pay and staff benefits
- Previous childcare experience of staff
- Staff educational attainment
- Staff job satisfaction
- Staff turnover
- Provider retention policy/strategy
- Provider recruitment policy/strategy

METHODOLOGY

The main mode of data collection for this study was a mail survey sent to each of the four provider groups. The survey instruments were developed from a collaborative process in consultation with the Michigan Department of Human Services (DHS)/ECIC Project Steering Group involving background research and key stakeholder/informant interviews. Because of the large size of the study's population, a scannable survey form was used that allowed for efficient tabulation of the data into electronic form for analysis.

The following protocol was used to collect the data:

- An initial cover letter was mailed to potential respondents explaining the purpose of the survey, emphasizing the importance of participation, and providing contact information for respondent questions about the project. The cover letter was mailed in the same envelope as the survey instrument. The survey mailing included a postage-paid return envelope addressed to PSC.
- The survey included a lithographic code to link the respondent to the survey. This allowed PSC to (1) track respondents and conduct more targeted follow-up with nonresponders; (2) cull bad or out-of-date addresses; and (3) link the respondent to specific demographic or background information that is known by DHS.
- Because a current and reliable list of staff is not available for each licensed center in the state, three teacher surveys were mailed out with each of the program director surveys with instructions for randomly distributing them to staff at the center.
- To encourage participation, five \$50 gift certificates for Scholastic Books were awarded to random participants. In addition, two reminder postcards were sent to potential respondents who had not yet returned the survey at intervals of approximately ten calendar days.

The sample was drawn from DHS lists of licensed or registered providers in the four groups being studied. This included 4,245 childcare centers, 3,438 group homes, 7,930 family homes, and 39,514 aide and relative care providers. A random sample was drawn from each of the four provider groups; the sample comprised 2,917 childcare centers, 8,751 childcare center teaching staff and direct care providers, 8,194 family and group home providers, and 11,372 aide and relative care providers.

In order to provide data that were representative by Metropolitan Statistical Area (MSA), targeted oversampling was conducted among family and group home providers, aide and relative care providers, and childcare center program directors (see Appendix 3). To encourage participation, the oversampling in this second mailing deployed a shorter version of each survey, while maintaining verbatim wording of survey questions used in the first phase of data collection. In addition, follow-up telephone calls were made to potential respondents by two organizational members of the Project Steering Group: Michigan 4C and Michigan State University Extension.

Combining surveys from both mailings, and assuming that the respondents were randomly distributed within the population of providers, the final response rates were as follows:

- Family and group home providers: (N=1,626) for a response rate of 20 percent and a margin of error of ± 2 percent at the 95 percent confidence interval⁴
- Daycare aides and relative care providers: (N=1,147) for a response rate of 10 percent and a margin of error of ± 3 percent at the 95 percent confidence interval
- Childcare center program directors: (N=525) for a response rate of 18 percent and a margin of error of ± 4 percent at the 95 percent confidence interval
- Childcare center teaching staff and direct care providers: (N=905)⁵ for a response rate of 10 percent and a margin of error of ± 3 percent at the 95 percent confidence interval

A Special Note about This Study

This report is critically important to Michigan’s policymakers because it contains data collected and reported for the first time on a statewide and regional basis for four categories of early childhood care providers. Because this is the first time such a comprehensive study has been conducted, two very important challenges make it difficult to know **for certain** whether the final results are truly representative of the entire ECCE workforce:

- There is no prior study to which the data can be compared. For this reason, possible anomalies in the responses cannot be detected. All of the data is based on information that respondents **self-report**, not data that can be verified through a third-party source. For example, reported educational attainment, courses attended, and professional accreditations are not verified against published lists of providers/credentials.

Therefore, in assessing whether the responses are representative of the early childhood care and education workforce as a whole, PSC has reviewed the collected data in relation to

- similar studies in **other** states,
- **limited** data sets at either a county or statewide level in Michigan that collect only a fraction of this information, and
- the **perceptions** of Michigan’s early childhood professionals about statewide data.

Based on this comparative analysis, PSC believes that the workforce study findings are representative of the early childhood education and care respondents, and can therefore be used for planning and policy development at a statewide and multicounty regional level.

⁴ For example, if the answer to a survey question is 60 percent “Yes,” the margin of error and confidence level mean that if this question were asked 100 times, in 95 occurrences the answer of the entire universe of possible respondents would be between 58 percent and 62 percent (i.e., the ± 2 percent margin of error).

⁵ Because we do not have an accurate count of the universe of childcare center teaching staff and direct care providers, calculating a margin of error and precise response rate is not possible. Per the ECIC RFP, an average of six teaching staff per childcare center was used to estimate the universe, response rate and margin of error.

Findings

Key findings are presented here for each of the four major groups included in the study:

- **Family and group home owners/operators:** A family childcare home is a private home licensed to care for up to six children and a group childcare home is a private home licensed to care for up to 12 children.
- **Daycare aides and relative care providers:** A day care aide is an adult (aged 18 or older) who is enrolled by the local DHS to provide care for up to six children in the home where the child/children live and a relative care provider is an adult who enrolled by the local DHS to provide care for up to six children in his/her own home *and* is a relative of the child/children.
- **Childcare center program directors:** Childcare centers are facilities other than private residences licensed to care for one or more children.
- **Childcare center teaching staff and direct care providers:** This provider group includes caregivers, assistant caregivers, teachers, assistant teachers, and aides.

DEMOGRAPHICS

The providers in all four groups are overwhelmingly female (see Exhibit 1), although daycare aides and relative care providers include more males (6 percent) than the other groups. Childcare center program directors and family and group home providers have similar age characteristics; about half are 45 years of age or older. Daycare aides and relative care providers are the oldest provider group, with 64 percent of respondents over the age of 45. Childcare center teaching staff and direct care providers are the youngest provider group; nearly two-thirds of respondents (64 percent) are 44 years of age or younger, including 17 percent who are 24 years of age or younger. The two main racial groups represented by providers are white/Caucasian and black/African American. Daycare aides and relative care providers have the greatest percentage of black/African American providers (20 percent), more than three times greater than the proportion among other providers.

EXHIBIT 1
Demographic Characteristics of Providers

	Daycare aides and relative care providers	Childcare center teaching staff and direct care providers	Family and group home owners/operators	Childcare center program directors
Gender				
Male	6%	1%	1%	2%
Female	94	99	99	98
Age				
24 or younger	9%	17%	2%	2%
25–34	13	23	23	20
35–44	13	24	31	28
45–54	34	22	29	31

	Daycare aides and relative care providers	Childcare center teaching staff and direct care providers	Family and group home owners/operators	Childcare center program directors
55–64	21%	14%	13%	18%
65 or older	9	1	3	1
Race/ethnicity				
American Indian	2%	1%	1%	1%
Black/African American	20	6	6	6
White/Caucasian	71	89	90	92
Asian/Pacific Islander	1	1	1	1
Latino/Hispanic	4	3	1	1
Multiracial	1	1	1	1
Other	1	1	1	1

SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

NOTE: Percentages may not equal 100% due to rounding.

PAY AND BENEFITS

Rates of pay and staff benefits are shown in Exhibit 2. To control for outliers in the data, a median income statistic is provided for comparison among providers.⁶ Among the four provider groups, childcare center program directors had the highest median hourly wage (\$14 an hour) and annual salary (\$34,000), while daycare aides and relative care providers had the lowest median hourly wage (\$2 an hour) and annual salary (\$6,150).

Program directors are more likely to report receiving the listed benefits than are childcare center teaching staff and direct care providers. Only 22 percent of childcare center teaching staff and direct care providers and 41 percent of program directors report receiving health insurance through their childcare employment. Nearly two-thirds (63 percent) of family and group home providers report having insurance through someone else in their family.

⁶ Among daycare aides and relative care providers and family and group home providers, extreme cases of income were reported that inflated average (mean) calculations of both hourly wages and annual salaries. For this reason, a median statistic is reported for comparison between provider groups.

EXHIBIT 2
Rates of Pay and Benefits

	Daycare aides and relative care providers	Childcare center teaching staff and direct care providers	Family and group home owners/operators	Childcare center program directors
Rates of pay				
Hourly (median)	\$2	\$9	NA*	\$14
Annual salary (median)	\$6,150	\$20,000	\$25,000	\$34,000
Current benefits				
Paid breaks	NA	39%	NA	50%
Paid time for training	NA	39	NA	59
Paid educational/training expenses	NA	51	NA	67
Paid preparation or planning time	NA	45	NA	43
Additional pay or other compensation for working more than 40 hours in a week	NA	20	NA	14
Free or reduced tuition for my children	NA	19	NA	32
Do you have health insurance?				
Yes, I have my own (paid partially or in full by employer)	NA	22%	NA	41%
Yes, I have insurance that I pay for	13%	6	9%	4
Yes, I have insurance through someone in my family	28	41	63	38
Yes, I have insurance from somewhere else (Medicare/Medicaid, other job)	30	6	7	4
No	30	26	21	13

SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008

NOTE: NA = not applicable. Certain response categories do not apply to all provider groups; therefore, some questions were not repeated for every provider group.

*Family and group home owners/operators were asked about their monthly and annual rates of pay. The median monthly rate is \$1,600.

EXPERIENCE

As shown in Exhibit 3, daycare aides and relative care providers are the least experienced provider group, with 70 percent having been at their current position for three years or less and 50 percent having three years or less in the childcare profession. Family and group home providers and program directors are the most experienced provider groups. The majority (59 percent) of family and group home providers have been in their current position for six years or more. Sixty percent of family and group home providers and

over two-thirds (71 percent) of childcare center program directors have been in the childcare profession for 11 years or more.

EXHIBIT 3 Previous Childcare Experience

	Daycare aides and relative care providers	Childcare center teaching staff and direct care providers	Family and group home owners/operators	Childcare center program directors
Years in current position				
Less than 1 year	30%	20%	8%	15%
1–3 years	40	31	22	24
4–5 years	12	14	11	15
6–10 years	19*	17	21	22
11–15 years	NA	10	15	11
16–20 years	NA	5	10	8
21 years or more	NA	4	13	5
Total years in profession*				
Less than 1 year	20%	4%	25	1%
1–3 years	30	13	9	4
4–5 years	18	15	9	6
6–10 years	17	23	20	18
11–15 years	6	20	21	21
16–20 years	3	12	15	19
21 years or more	6	14	24	31

SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

NOTE: Percentages may not equal 100% due to rounding. NA = not applicable. Certain response categories do not apply to all provider groups; therefore, some questions were not repeated for every provider group.

*Day care aides and relative care providers were given the category “More than 5 years,” not the detailed age categories given to other respondents.

EDUCATION

Childcare center program directors report the highest level of education among the provider groups, with nearly half (47 percent) having a bachelor’s degree and another 29 percent holding a master’s degree. Eighty-nine percent of program directors’ college degrees are in early childhood/child development or a related field. In contrast, 87 percent of daycare aides and relative care providers have not obtained a college-level degree. The Early Childhood Certificate and Child Development Associate credential are not common among most of the four provider groups (see Exhibit 4), although about one-third of childcare center program directors hold each credential.

EXHIBIT 4
Educational Attainment

	Daycare aides and relative care providers	Childcare center teaching staff and direct care providers	Family and group home owners/operators	Childcare center program directors
Highest level of education				
Some high school	16%	NA	NA	NA
High school diploma/GED	45	19%	30%	NA
Some college	26	27	38	NA
Associate's degree	10	19	18	24%
Bachelor's degree	3	28	12	47
Master's degree	1	7	1	29
Doctorate (PhD/EdD)	0	0	0	0
If college, is degree in early childhood/child development (or related field)?				
Yes, early childhood or child development	3%	39%	19%	52%
Yes, related field	5	21	8	37
No	92	40	73	11
Do you have an Early Childhood Certificate from a community college?				
Yes	2%	15%	9%	27%
No	98	85	91	73
Do you have a Child Development Associate (CDA) credential?				
Yes	3%	21%	13%	31%
No	97	79	87	69

SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

NOTE: Percentages may not equal 100% due to rounding. NA = not applicable. Certain response categories do not apply to all provider groups; therefore, some questions were not repeated for every provider group.

JOB SATISFACTION AND STAFF TURNOVER

Large majorities of respondents in all four provider groups report that they are satisfied with their current position. Nevertheless, only one in four respondents (or fewer) has long-term plans to remain in the profession. Childcare center program directors are the most likely (25 percent) to continue to work in their current position for 11 years or more. Nearly half (42 percent) of daycare aides and relative care providers plan to work in their current position for only two more years or less. While the top response for leaving their current position among daycare aides and relative care providers is “family may no longer need my services,” all four provider groups report “want a higher paying job” and “want better benefits” among their top three reasons (see Exhibit 6).

EXHIBIT 5
Job Satisfaction

	Daycare aides and relative care providers	Childcare center teaching staff and direct care providers	Family and group home owners/operators	Childcare center program directors
Very satisfied	63%	55%	48%	64%
Somewhat satisfied	32	40	43	32
Somewhat dissatisfied	4	4	6	4
Very dissatisfied	2	1	3	1

SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

NOTE: Percentages may not equal 100% due to rounding.

EXHIBIT 6
Turnover

	Daycare aides and relative care providers	Childcare center teaching staff and direct care providers	Family and group home owners/operators	Childcare center program directors
How much longer do you plan to work in your current position?				
Less than 1 year	14%	10%	5%	6%
1–2 years	28	27	16	20
3–5 years	25	31	35	31
6–10 years	16	16	24	20
11 years or more	17	16	20	25
If 2 years or less, why?				
Looking for different job in current program	NA	12%	NA	NA
Looking for different job in childcare	5%	8	4%	11%
Looking for different job outside of childcare	19	19	28	18
Retiring	10	12	17	10
Starting own childcare business or program	NA	3	NA	4
Program I work for has money problems	NA	13	15	13
Going back to school	10	14	11	7
Want higher paying job	32	48	32	35
Want better benefits	18	35	28	23
Want a shorter work week	4	3	22	10
Health-related reasons	3	1	3	0
Want more flexibility	3	2	15	5
Family may no longer need my services	35	NA	NA	NA
My child(ren) will be in school	14	3	18	6
Other	9	20	21	14

SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

NOTE: Percentages may not equal 100% due to rounding. NA = not applicable. Certain response categories do not apply to all provider groups; therefore, some questions were not repeated for every provider group.

Summary of Findings by Workforce Group

INTRODUCTION

This section provides broad comparisons among provider groups and then presents findings from each provider group individually.

Provider overview

Family and group home providers report working the most hours per week (61) compared to other providers, who typically work 43 hours or fewer. Compared to other providers, daycare aides and relative care providers are least likely to have health insurance and most likely to have health insurance provided through Medicare/Medicaid. Program directors report the most education, while daycare aides and relative care providers report the lowest educational achievement.

Most family and group home providers (90 percent) report caring for preschoolers, as do more than three-fourths (77 percent) of childcare center staff and direct care providers. Aide and relative care providers are more likely to care for school-age children; nearly two-thirds (62 percent) report caring for children in this age group. More child care center programs are the most likely (38 percent) to serve children with special needs or disabilities, followed by family and group home providers (30 percent).

Among all provider groups, a majority of providers report caring for white children, followed by those who report caring for black and Latino children; very few respondents (from 1 percent to 6 percent, depending on the group) report serving the children of migrant workers. A majority of program directors (59 percent) report serving children under six years of age who receive a child care subsidy from DHS.

Experience and training

Daycare aides and relative care providers are the least experienced provider group, while family and group home providers and program directors tend to have the most experience. The vast majority of respondents in all four provider groups are not currently taking any courses at the college level that would lead to a credential or degree. “Challenging behaviors” and “positive discipline” were the top two choices for training topics among all four provider groups. Other top choices included “infant and toddler development,” “learning through play,” “building positive relationships with parents and parent involvement,” and “computers.”

DAYCARE AIDES AND RELATIVE CARE PROVIDERS

Daycare aides and relative care providers tend to be older and less experienced than other providers; they tend to care for smaller groups of children (three or fewer), and they have been caring for their current children for shorter periods of time (three years or less). Nearly a third (30 percent) of daycare aides and relative care providers report not having health insurance; a similar proportion report having health insurance from some other source (such as Medicaid or Medicare—this is the highest uninsured percentage among all provider types). While wanting a job with higher pay and better benefits are also mentioned, the most frequently cited reason among respondents in this group for

planning to leave the childcare profession within the next five years is that the family they work for may no longer need their services.

Provider overview

The preponderance of respondents in this group (82 percent) are *relative care providers* and 18 percent are *daycare aides*. Respondents work an average of 43 hours per week and, if they provide care outside their own home, travel an average of 19 miles roundtrip to provide care. Daycare aides and relative care providers have the lowest reported median hourly wage (\$2 an hour) among the four provider groups. Twenty-five percent report an hourly wage of \$1.78 or less, and only 25 percent report an hourly wage of \$2.37 or more. Sixty-nine percent of respondents say they are not working at another job besides their childcare job. Twenty percent report receiving benefits from a “food assistance program,” 16 percent report “Medicaid for myself,” and 13 percent “Medicaid for my children.” Seventy-three percent do not have a signed agreement with the parent(s) of the child/children they care for.

Overview of children

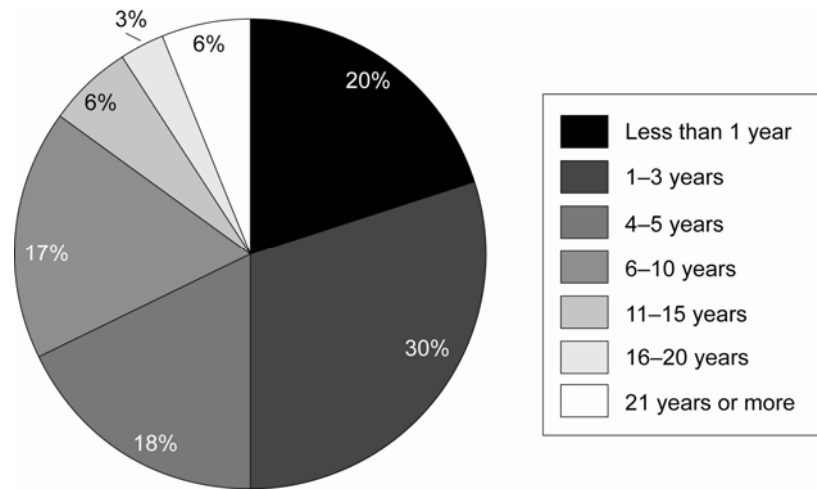
- Eighty-four percent relative care providers and daycare aides care for three or fewer children.
- Seventy percent have provided care to their current children for less than one year (30 percent) or 1–3 years (40 percent).
- Nearly two-thirds of relative care providers and daycare aides (62 percent) report caring for white children; one fifth (21 percent) report caring for black children, and 12 percent report caring for multiracial children.
- Only 1 percent have given care to children of migrant workers in the past 12 months.
- Sixty-two percent report caring for school-age children, 43 percent care for preschoolers, 17 percent provide care for older toddlers, 36 percent care for young toddlers, 20 percent care for infants, and 9 percent report caring for children with disabilities or special needs.

Experience and training

- Exhibit 7 shows the experience reported by aides and relatives. Fifty percent of respondents said they have worked in childcare for pay for less than 1 year (20 percent) or 1–3 years (30 percent).

EXHIBIT 7

Total Years in Child Care Profession, Daycare Aides & Relative Care Providers



SOURCE: Day Care Aides and Relative Care Provider Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

Overall, respondents are not actively involved in education or training.

- Ninety-four percent say they are not currently taking any courses leading to a degree or credential.
- Of the 6 percent who **are** currently taking any courses leading to a degree or credential, twice as many are taking courses in a field **other than** early childhood education or child development (4 percent) than courses related to childhood education (2 percent).
- A majority of providers either have an incomplete high school education (16 percent) or a high school diploma/GED (45 percent).
- During the past 12 months just 10 percent attended a seminar or workshop, 7 percent attended a professional association conference, and 3 percent attended training offered by a community college, four-year college, or university.

Job satisfaction

While 95 percent are satisfied (63 percent “very satisfied” and 32 percent “somewhat satisfied”) with working as a daycare aide or relative care provider, 67 percent plan to continue this work for only five years or less. Of those who plan to continue to work for two years or less, the top reasons for looking for work outside of childcare include:

- The family I work for may no longer need my services (35 percent)
- I want a higher paying job (32 percent)
- I want better benefits (18 percent)

CHILDCARE CENTER TEACHING STAFF AND DIRECT CARE PROVIDERS

Childcare center teaching staff and direct care providers tend to be part-time employees, working less than 40 hours per week, but they are not likely to work outside of their childcare positions. More of these providers have no health insurance (26 percent) than report getting health insurance through their childcare job (22 percent), and nearly half (41 percent) report getting health insurance from someone else in their family. These providers have more experience than daycare aides and relative care providers, but less than family and group home providers and childcare center program directors. This fact, coupled with the shorter length of employment at their current position, suggests that they might move from job to job but stay in the childcare profession.

Provider overview

Fifty-five percent of respondents are teachers, 37 percent are assistant teachers, 12 percent are assistant directors, and three percent are lead caregivers/assistant caregivers. The median hourly wage is \$9 and the median annual salary is \$20,000; 25 percent of childcare center teaching staff and direct care providers report an hourly wage of \$11.52 or more and an annual salary of \$32,000 or more. Eight percent report receiving “Medicaid for my child(ren)” and 7 percent have received benefits from a “food assistance program.”

Respondents report working an average of 32 hours at their childcare program, with the majority of that time (27 hours) devoted to direct care. Sixty-one percent of respondents report that they do not work more than 40 hours per week related to their childcare position. Over three-quarters (79 percent) report that they do not work at another job to supplement their childcare income. Of the 21 percent who do work another job, nearly half (45 percent) work only 1–10 hours at the second job.

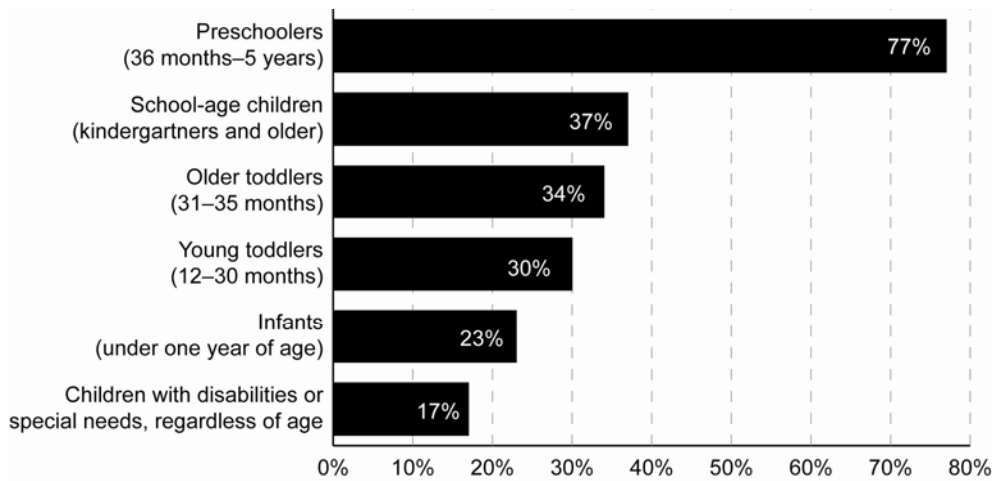
The majority of childcare center teaching staff and direct care providers reported receiving written personnel policies (78 percent), a written job description (73 percent), an orientation when hired (64 percent), and formal performance evaluation and feedback (63 percent). Nearly half (47 percent) also reported receiving activities, curriculum, and lesson plans.

Overview of children

Seventy-seven percent of respondents report providing care for preschoolers, 37 percent school-age children, 34 percent older toddlers, 30 percent young toddlers, 23 percent infants, and 17 percent children with disabilities or special needs (see Exhibit 8).

Most providers (95 percent) report caring for white children, but a majority also report caring for black and multiracial children (57 percent and 53 percent, respectively). Almost half (46 percent) report providing care for Latino children. Seventy-nine percent have not provided care to the children of migrant workers; 5 percent say they have, and 16 percent don’t know.

EXHIBIT 8
Age of Children Reported by Teaching Staff and Direct Care Providers

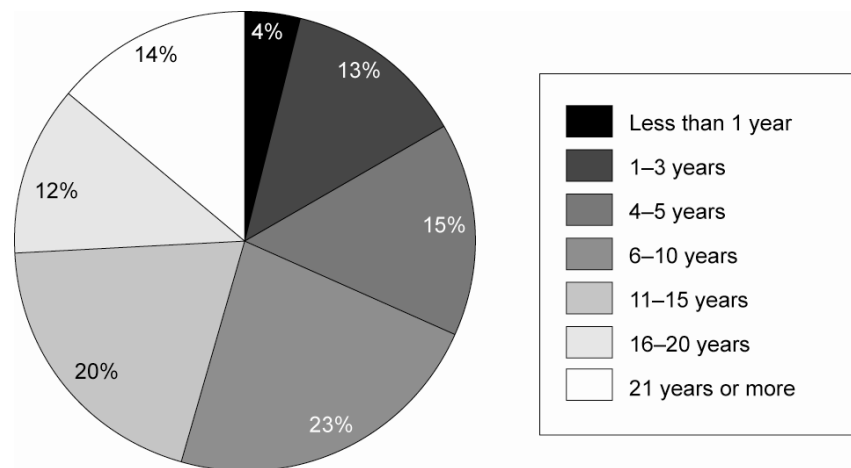


SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

Experience and training

While childcare center teaching staff and direct care providers have not worked at their current position very long, they do have a fair amount of experience in the profession. A majority of respondents (51 percent) have worked in their current position for three years or less, but nearly half (46 percent) have worked in the childcare profession for 11 years or more (see Exhibit 9).

EXHIBIT 9
Total Years in Child Care Profession, Teaching Staff and Direct Care Providers



SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

NOTE: Percentages do not equal 100% due to rounding.

Seventy-seven percent are not currently taking any early childhood or child development courses at a community college or university that will lead to a degree or credential. Of the 18 percent who are taking courses, the top degree or credentials include:

- Early childhood associate's degree from a community college (33 percent)
- Child Development Associate (CDA) credential (24 percent)
- Bachelor's degree from a four-year college or university (22 percent)

Nearly half (46 percent) have completed high school or some college (without receiving a degree), 19 percent have a two-year associate's degree, 28 percent have a bachelor's degree, and 7 percent have a master's degree. Nearly two-thirds of those with a college degree have their degree in either early childhood education, child development, or a related field.

A majority (56 percent) of respondents are required to earn job-related training hours by their employer and have received the following training in the past 12 months:

- A professional association conference (41 percent)
- A seminar or workshop (40 percent)
- Training or workshop sponsored by a community college, four-year college, or university (28 percent)

Job satisfaction

Ninety-five percent of childcare center teaching staff and direct care providers report that they are satisfied (55 percent "very satisfied and 40 percent "somewhat satisfied") in their current position. Despite this high degree of satisfaction, 37 percent say they plan to work in their current position for less than one year (10 percent) or 1–2 years (27 percent). Thirty-one percent plan to continue for 3–5 years, and a total of 32 percent report 6–10 years or 11 years or more.

Of the 37 percent who report that they plan to stay in their current position for two years or less, the top reasons for finding a new position include:

- I want a higher paying job (48 percent)
- I want better benefits (35 percent)

FAMILY AND GROUP HOME OWNERS/OPERATORS

Family and group home providers report working over 60 hours per week, primarily providing daytime care for children. The vast majority of respondents are satisfied with their business, and only about one-quarter (21 percent) say they plan to leave the childcare profession within 2 years. While over half of family and group home providers have more than 11 years of experience in childcare, they tend not to have formal education beyond high school.

Provider overview

Family and group home providers spend an average of 61 hours per week working on their childcare business, with 15 hours spent outside of direct care of children. The

median annual income is \$25,000. Twenty-five percent report an annual income of \$15,000 or less and 25 percent report an annual income of \$40,000 or more.

Nearly half (44 percent) of family and group home providers report not having anyone to help them care for children on a regular basis; 24 percent have unpaid help and 28 percent pay someone to help. Nearly all (98 percent) provide daytime care, but evening care (32 percent), overnight care (18 percent), and weekend care (19 percent) are less common.

Nearly three-quarters (74 percent) do not get paid when they are sick, and nearly half (44 percent) report that when they are sick they are likely to care for children anyway. Thirty-two percent report that parents have to make their own arrangements and just 24 percent find substitutes to care for children when they are sick. Eighty-six percent do not get paid for planned vacation or time off from work, and 65 percent close the program when they take a planned vacation or time off.

Only 14 percent report working at another job to supplement their childcare income, and of these:

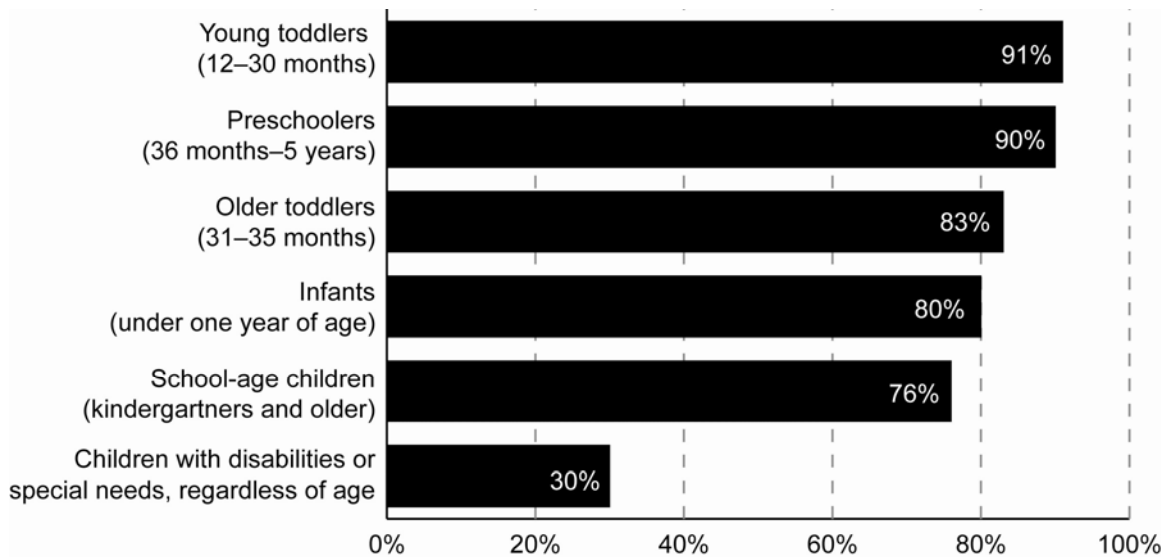
- Nearly half (46 percent) work an additional 10 hours or less per week
- Thirty-seven percent work 11–20 additional hours
- Eight percent work 21–30 additional hours
- Ten percent work 31 or more additional hours

Overview of children

Sixty-one percent of family and group home providers are licensed to provide care for up to six children, while 39 percent are licensed to care for up to 12 children. Forty percent currently care for five or six children, with another 20 percent saying they care for 12 children.

Nine out of ten family and group home providers report caring for young toddlers (91 percent) and preschoolers (90 percent); more than three-fourths provide care for older toddlers (83 percent), infants (80 percent), and school-age children (76 percent). Only 30 percent report providing care for children with disabilities or special needs (see Exhibit 10).

EXHIBIT 10**Age of Children Reported by Family and Group Home Providers**



SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

More than four-fifths of all respondents (84 percent) report caring for white children; about one-third report caring for black, multiracial, and Latino children (35 percent, 32 percent, and 30 percent, respectively). Ninety-five percent have **not** provided care for the children of migrant workers in the past 12 months; 2 percent say they have and 3 percent do not know.

Childcare finances

The median gross income before any deductions is \$1,600 a month, with 25 percent reporting \$900 and another 25 percent reporting \$2,600 a month. The median gross annual income is \$25,000 a year, with 25 percent reporting \$15,000 and another 25 percent reporting \$40,000. Family and group home providers report median spending of \$5,500 a year on things like food, toys, materials, and diapers for children in their care, with 25 percent spending \$2,500 and 25 percent spending \$12,000. Sixty-seven percent report having a special liability rider on their homeowner's insurance, and 63 percent report having health insurance through someone else in their family. Just 9 percent have health insurance that is paid for through their childcare business.

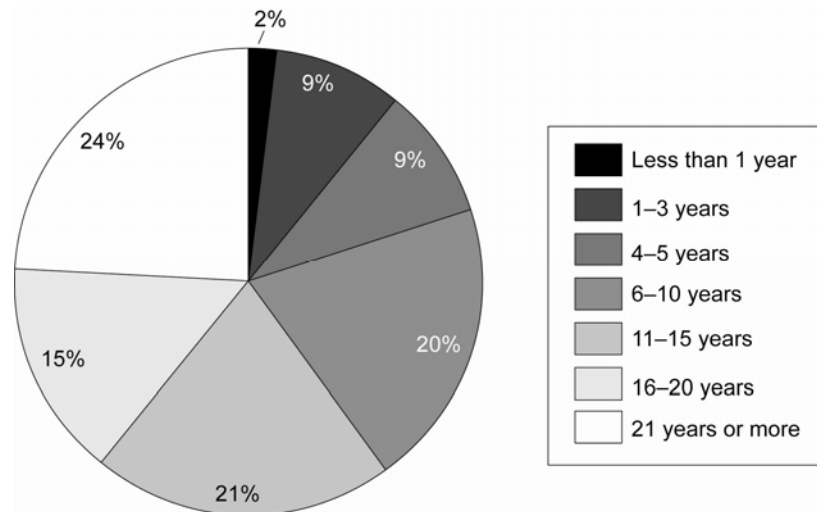
Seventy-two percent participate in the Child and Adult Care Food Program (CACFP). Ten percent have received a scholarship, tuition reimbursement, raise, or bonus from T.E.A.C.H. Early Childhood[®] Michigan.

Experience and training

Experience among family and group home providers is evenly distributed. Thirty percent have owned or operated their business for three years or less, 32 percent for 4–10 years,

and 38 percent for 11 years or more. A majority of respondents (60 percent) have worked in the childcare profession for 11 years or more (see Exhibit 11).

EXHIBIT 11
Total Years in Child Care Profession, Family and Group Home Providers



SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008. .

Sixty-eight percent of respondents have completed a high school diploma (30 percent) or some college courses, but no degree (38 percent). Only 9 percent have an Early Childhood Certificate from a community college and just 13 percent have a Child Development Associate (CDA) credential.

Seventeen percent of respondents report that a professional organization requires job-related training hours other than their childcare licensing requirements, and 6 percent report that teacher certification requires this additional training. In the past 12 months, respondents have received early childhood education or child development training at

- A seminar or workshop (54 percent)
- A professional association conference (42 percent)
- A community college, four-year college, or university (17 percent)

The top three training topics desired by family and group home providers are:

- Challenging behaviors (45 percent)
- Positive discipline (43 percent)
- Infant and toddler development and learning through play (30 percent)

Job satisfaction

Family and group home providers are satisfied with their business. Ninety-one percent are either “very satisfied” (48 percent) or “somewhat satisfied” (43 percent) as a family

or group home owner/operator. Just 21 percent say that they plan to operate their childcare business for less than one more year (5 percent) or 1–2 years (16 percent). These respondents selected the following reasons for considering closing their business:

- I want a higher paying job (32 percent)
- I want better benefits (28 percent)
- I am looking for a different job opportunity outside of childcare (28 percent)
- I want to be able to work a shorter work week (22 percent)

CHILDCARE CENTER PROGRAM DIRECTORS

Childcare center program directors have the highest median annual salaries among the four provider groups (\$34,000), and nearly half (41 percent) also have health insurance provided through their childcare employment. Childcare center directors report serving the most types of children in all categories (by age, special needs, and race). While an emphasis on teamwork and staff morale is their most common recruitment and retention strategy, nearly half (44 percent) also offer health insurance to their full-time employees.

Provider overview

Forty-six percent of respondents say that their title is Director, 39 percent report Director/Program Director, and 14 percent report Director/Owner. On average, program directors work 39 hours a week, with 25 hours devoted to administrative duties and 16 hours spent in direct care of children. Seventy-five percent report working more than 40 hours per week in their duties as a program director.

The median income before any deductions is \$14 an hour and the median annual income is \$34,000 a year. Twenty-five percent report an hourly wage of \$11 or less and an annual income of \$23,000 or less, while 25 percent report an hourly wage of \$16.75 or more and an annual income of \$46,900 or more. More than three-fourths of childcare center program directors (81 percent) do **not** work at another job to supplement their childcare income. Further, 94 percent have **not** received a scholarship, tuition reimbursement, raise, or bonus from T.E.A.C.H. Early Childhood[®] Michigan.

Eighty percent say that their programs do **not** have national accreditation. When asked to describe their programs, the top responses include:

- Nonprofit (38 percent)
- Privately owned (18 percent)
- Faith-based (18 percent)
- For-profit (18 percent)
- K–12 school-sponsored (14 percent)

Half of childcare centers report having 52 or fewer children enrolled, while 10 percent report 143 or more children (see Exhibit 12). Ninety-two percent say they serve preschoolers, 63 percent serve school-age children, 62 percent serve older toddlers, 49 percent serve young toddlers, 42 percent serve infants, and 38 percent serve children with disabilities or special needs (see Exhibit 13). Sixty-nine percent say they have white

children in their center, 45 percent report multiracial children, 44 percent report black children, and 42 percent report providing care for Latino children. Eighty-three percent have **not** served children of migrant workers in the past 12 months, and another 11 percent say they don't know.

EXHIBIT 12

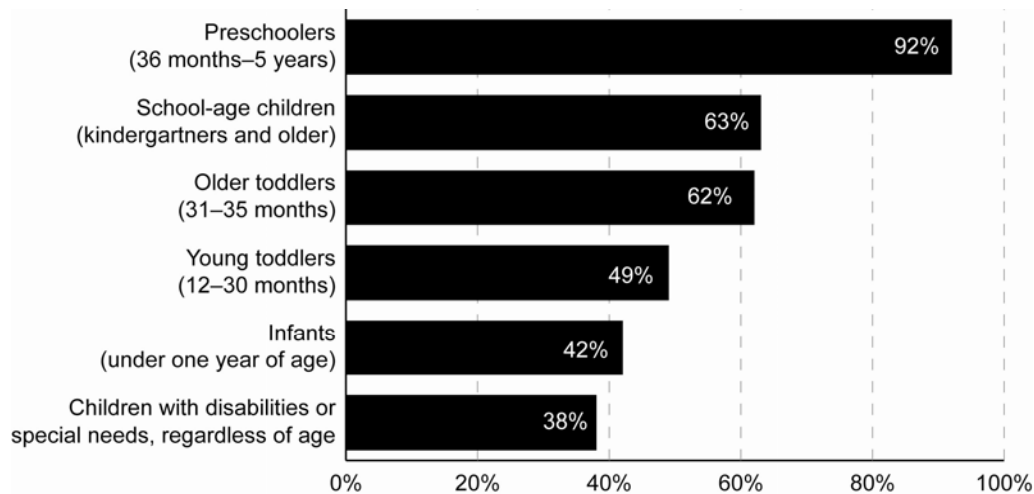
Number of Children Enrolled in Childcare Centers

Number of children	Frequency %
1–23	11%
24–53	40
54–89	23
90–143	16
144 or more	10

SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

EXHIBIT 13

Age of Children Reported by Program Directors



SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

Program directors do report having children under six years of age who are receiving subsidies for their tuition. More than half of respondents (59 percent) indicated that they have children receiving a childcare subsidy through the Michigan Department of Human Services (DHS), with 20 percent indicating other sources outside DHS.

Center staffing

Program directors report having at least one, but not more than two, part-time or full-time employees leave during the past 12 months. It took an average of four weeks to fill full-time teacher/caregiver positions, three weeks for part-time teachers/caregivers, two weeks for full-time and part-time assistant teachers/caregivers or non-teaching administrative staff, and one week for non-classroom staff.

The most commonly cited recruitment and/or retention policies among program directors include:

- Emphasis on teamwork and positive staff morale (74 percent)
- Opportunities for professional growth (57 percent)
- Flexible work schedules (56 percent)
- Regular opportunities for recognition and appreciation (51 percent)
- Free or reduced-price childcare for children of staff (50 percent)

Exhibit 14 compares the employee benefits of full- and part-time employees. As might be expected, full-time employees are more likely to have benefits than part-time employees. The most common benefit for full-time employees is paid sick time/personal days, while the most common for part-time employees is financial assistance for training, workshops, and conferences.

EXHIBIT 14
Childcare Center Employee Benefits

	Full-time employees	Part-time employees
Medical insurance	44%	6%
Dental insurance	34	8
Disability insurance	24	7
Life insurance	29	7
Retirement plan	38	17
Paid vacation	53	22
Paid sick time/personal days	57	32
Paid staff break	40	25
Reduced rates for staff's children	43	30
Financial assistance to cover courses for credit	31	15
Financial assistance for in-service workshops, conferences, etc.	54	39
Paid parental leave	11	1
Flexible spending accounts	18	7
Other	7	3

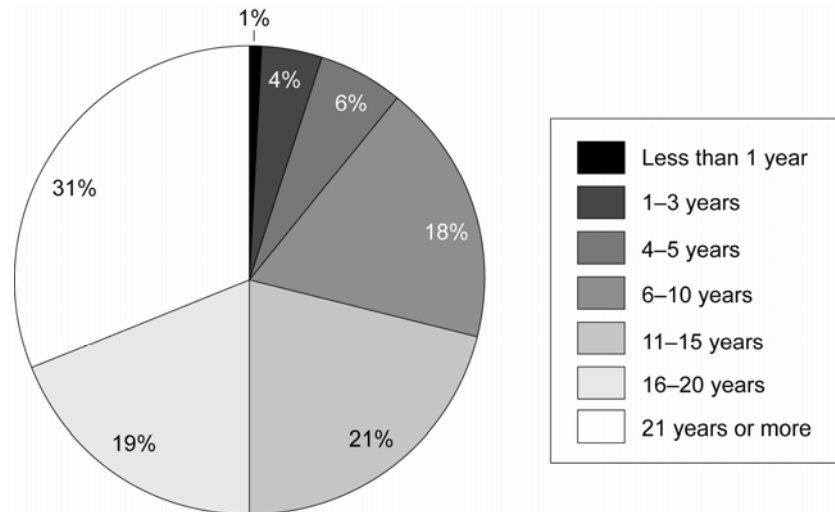
SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

Experience and training

Fifty-four percent of program directors report working at their current position for five years or less, with 22 percent reporting 6–10 years, and 24 percent 11 years or more. In

contrast, just 11 percent report being in the profession for five years or less, with 18 percent indicating they have been in the profession for 6–10 years, and 71 percent indicating 11 years or more (see Exhibit 15).

EXHIBIT 15
Total Years in Child Care Profession, Program Directors



SOURCE: Day Care Aides and Relative Care Providers Survey, Childcare Center Teaching Staff and Direct Care Provider Survey, Family and Group Home Owner/Operator Survey, and Childcare Center—Program Director Survey, Public Sector Consultants, 2006, and subsequent mailing/follow-up telephone calls through 2008.

Nearly half (47 percent) of program directors have completed a bachelor’s degree, 29 percent have completed a master’s degree, and 24 percent have finished an associate’s degree. Fifty-two percent of respondents with a college or university degree earned their degree in early childhood education or development, and an additional 37 percent have a degree in a related field.

Only 14 percent of respondents are currently taking early education or child development courses leading to a degree or credential at a community college, four-year college, or university. Of the 14 percent who are taking courses, nearly half (48 percent) are working toward a master’s degree or PhD.

The three training topics that program directors find most interesting are:

- Challenging behaviors (39 percent)
- Positive discipline (32 percent)
- Building positive relationships with parents/parent involvement (26 percent)

Job satisfaction

Ninety-six percent of program directors are either “very satisfied” (64 percent) or “somewhat satisfied” (32 percent) with their current position. Responses to how much longer they plan to stay at their current position are more diverse; 26 percent say they

expect to be in their current position for only two years or less, 31 percent for 3–5 years, 20 percent for 6–10 years, and 25 percent for 11 years or more.

Of those who reported that they would be in their current position two years or less, the most common reasons included:

- I want a higher paying job (35 percent)
- I want better benefits (23 percent)
- I am looking for a different job opportunity outside of childcare (18 percent)
- The program I work for has money problems (13 percent)

Conclusion

Since the ECIC undertook Michigan's first comprehensive early childhood care and education workforce study, the National Association for the Education of Young Children (NAEYC) issued *A Policy Blueprint for State Early Childhood Professional Development Systems*.⁷ This publication notes that early childhood workforce initiatives come at a critical time as policymakers focus more and more on school readiness. ECIC can use the NAEYC's six essential policy areas to help build Michigan's early childhood professional development system. One of these six essential policy areas is data. PSC offers observations based on the ECIC workforce study to illustrate how the findings can be used to describe the current Michigan workforce and closes with recommended next steps to support the data policy area.

While childcare center teaching staff and direct care providers report more education credentials than family and group home providers, they are younger and less experienced, and their current positions appear more temporary; they are more likely to leave their current position in the next five years despite having more benefits than daycare aides and relative care providers or family and group home providers.

Daycare aides and relative care providers report the least amount of education; 87 percent have not received a college degree, and very few report having an Early Childhood Certificate (2 percent) or Child Development Associate credential (3 percent). This group also has the least amount of experience; 70 percent have been in their current position for three years or less and 50 percent have three years or less experience in the childcare profession. The average hourly rate of pay (\$2 hour) and the median annual salary (\$6,150) were the lowest of all provider groups.

A large majority of respondents report not having an Early Childhood Certificate or Child Development Associate credentials; these are most common among program directors and childcare center teaching staff and direct care providers.

Very few respondents have health care benefits sponsored by their employers. Family and group home providers have health insurance at a rate comparable to that of program directors, although they tend to be covered by someone else in their family (63 percent) rather than having insurance provided through their childcare position (9 percent). In contrast, about equal proportions of program directors have insurance paid partially or in full by the center (41 percent) or through someone in their family (38 percent).

USE OF FINDINGS

The workforce study establishes a baseline of information describing key characteristics of the Michigan early childhood care and education workforce, which can be used to support the development of initiatives to strengthen the quality of Michigan's emerging early childhood care and education system. Continued study of the workforce can provide

⁷ *Workforce Designs: A Policy Blueprint for State Early Childhood Professional Development Systems* (Washington, D.C.: National Association for the Education of Young Children, 2008).

essential information for planning, evaluation, quality assurance, and accountability. Specifically, the findings can be used to assess and strengthen professional development opportunities for providers, guide the improvement of childcare licensing standards, and implement and refine a quality rating system.

RECOMMENDED NEXT STEPS

- The findings of the workforce study should be fully utilized to educate policymakers about the key demographic characteristics and conditions of the Michigan early care and education workforce and to serve as baseline information for assessing changes in the workforce over time.
- The workforce study should be repeated in three to five years so that changes can be assessed as efforts are undertaken to strengthen Michigan’s early childhood care and education system.
- A communications strategy should be designed to inform providers of the importance of participation in workforce studies and new incentives for participation should be tested.
- NAEYC’s six essential policy areas for early childhood professional development systems should be considered by ECIC, particularly the data policy area. This will help guide future and ongoing workforce studies, which should be expanded to provide:⁸
 - Disaggregated data on the workforce by role, program setting, credential, experience, compensation, etc.
 - Data on compensation assessed by provider groups and by different ages of children
 - Non-duplicated data collection and cross-sector data sharing and alignment
 - Workforce and professional development data that is verified by workforce/practitioner registries rather than self-reported

⁸ *Workforce Designs*, 24.

Appendix 1

Project Steering Group Members

STATEWIDE REPRESENTATIVES

Marcia Black-Watson

(Proxy for Bob Swanson)

Michigan Department of Labor and
Economic Growth

Lindy Buch

Director

Office of Early Childhood Education and
Family Services
Michigan Department of Education

G. Paul Cloutier

Director, Native American Affairs

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Departmental Analyst

*Representing Migrant Child Task Force and
Child Development and Care*
Department of Human Services

Keith Myers

Executive Director

Michigan Association for the Education of
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Sharon Peters

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Michigan's Children

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Michigan's Children

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Home-based Daycare Provider

Rhonda Meyers
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Pee Wee Patch

Jennifer Wright
Parent Involvement Clerical Assistant
Lansing School District - Parent Teacher
Resource Center

EARLY CHILDHOOD INVESTMENT CORPORATION

Michael Foley
Chief Operating Officer

Kathi Pioszak
*Departmental Specialist and Project
Administrator*

Appendix 2

Survey Instruments

Daycare Aides and Relative Care Provider Survey

Childcare Center Teaching Staff and Direct Care Provider Survey

Family Group Home Owner/Operator Survey

Childcare Center Program Director Survey

Day Care Aides and Relative Care Providers Survey

This survey was prepared by Public Sector Consultants Inc. (PSC) for the Early Childhood Investment Corporation (ECIC) in order to better understand the early childhood care and education workforce in Michigan. This survey asks questions about your job, training, and experience. The results will be used to help improve the services, supports, and training opportunities that the ECIC offers to professionals like you.

- Your responses are confidential. PSC will not identify individuals in any reports.
- It is your choice to complete this survey or not. This decision will not affect your employment or your enrollment with the State of Michigan.
- To respond, please answer each question. When you have completed the survey, return it to PSC in the postage-paid envelope provided.
- If you have any questions, please contact Melissa Riba at PSC at 1-877-822-0277 or by e-mail, mriba@pscinc.com.

Please complete this survey if you are a day care aide or a relative care provider.

A **day care aide** is an adult who is aged 18 or older, who is employed by the parent(s)/substitute parent(s), and who is enrolled by the local Department of Human Services (DHS) to provide child care for up to six children in the home where the child(ren) lives.

A **relative care provider** is an adult who is aged 18 or older, who does not live with the child(ren), who is enrolled by the local DHS to provide care in his/her home (not the home where the child(ren) lives) for up to six children, and who is one of the following relatives of the child(ren) needing care:

- Grandparent/step-grandparent
- Great-grandparent/step-great-grandparent
- Aunt/uncle/step-aunt/step-uncle
- Sibling/step-sibling

A. YOUR JOB

1. What type of child care provider are you? (*See definitions provided above.*)

a. Day care aide	18%
b. Relative care provider	82

2. How many hours per week are you usually paid to care for children?

x = 43

3. Which of the following types of care do you provide? (*Mark all that apply.*)

a. Daytime care	84%
b. Evening care	68
c. Overnight care	32
d. Weekend care	54

4. How much do you get paid as a day care aide or relative care provider?

Hourly	Annual salary
median = \$2	median = \$6,150

5. Do you have a signed agreement with the parent(s) for the child care you provide?

a. Yes	27%
b. No	73

6. If you are a **day care aide**, on average, how many miles per week do you travel to get to and from the home(s) where you provide care?

x = 19

7. Are you working at another job besides your child care job?

a. Yes	31%
b. No	69
If Yes, how many hours per week do you work at your other job?	
1–10 hours	18%
11–20 hours	25
21–30 hours	17
31 hours or more	41

8. Do you have health insurance?

a. Yes, I have my own insurance that I pay for.	13%
b. Yes, I have insurance through someone in my family (for example, parent, spouse).	28
c. Yes, I have insurance from somewhere else (for example, Medicare/Medicaid, other job).	30
d. No	30

9. How many children do you care for now?

1	34%
2	30
3	20
4	8
5	4
6	3
7	1

8	1%
9	1
10	1
11	1
12	1

10. Do you provide care for children in any of the following age or eligibility groups?
(Mark **all** that apply.)

a. Infants (under one year of age)	20%
b. Young toddlers (12–30 months)	36
c. Older toddlers (31–35 months)	17
d. Preschoolers (36 months–5 years)	43
e. School-age children (kindergartners and older)	62
f. Children with disabilities or special needs, regardless of age	9

11. Do you provide care for children in any of the following racial or ethnic groups?
(Mark **all** that apply.)

a. American Indian	5%
b. Black/African American	21
c. White/Caucasian	62
d. Asian/Pacific Islander	1
e. Latino/Hispanic	8
f. Multiracial	12
g. Other	3

12. In the past 12 months, were any of the children you cared for the children of migrant workers?

a. Yes	1%
b. No	98
c. Don't know	1

B. YOUR EXPERIENCE

13. How long have you been a child care aide or relative care provider for the children you are caring for now?

a. Less than 1 year	30%
b. 1–3 years	40
c. 4–5 years	12
d. More than 5 years	19

14. In total, counting all the families you have worked with or any jobs in child care, how long have you worked doing child care for pay?

a. Less than 1 year	20%
b. 1–3 years	30
c. 4–5 years	18
d. 6–10 years	17
e. 11–15 years	6
f. 16–20 years	3
g. 21 years or more	6

C. YOUR TRAINING AND EDUCATION

15. In the past 12 months, have you received early childhood education or child development training... (Mark all that apply.)

a. sponsored by a community college, four-year college, or university?	3%
b. at a seminar or workshop (for example, "Michigan Child Care Futures" or "Better Kid Care")?	10
c. at a professional association conference, such as the Michigan Association for the Education of Young Children (MiAEYC) or Michigan 4C regional or statewide conferences?	7

16. Are you currently taking early childhood education or child development courses at a community college or university leading to a degree or credential?

a. Yes	2%
b. No, but I am taking courses in a field other than early childhood education or child development.	4
c. No, I am not taking courses.	94
If Yes, what degree or credential are you working toward?	
Child Development Associate (CDA) credential	10%
Michigan School Age credential	3
Early Childhood Certificate from a community college (one-year program)	32
Early Childhood associate's degree from a community college (two-year program)	45
Bachelor of arts or science degree (college or university four-year program)	7
Master's degree or PhD	3

17. What is the **highest** level of education that you have completed? (*Mark one. Do not count courses you are taking now.*)

a. Some high school	16%
b. High school diploma or GED	45
c. Some college courses, but no degree	26
d. Associate's degree (two-year degree)	10
e. Bachelor's degree (BA/BS)	3
f. Master's degree (MA/MS/JD)	1
g. Doctorate (PhD/EdD)	0

18. If you have a college or university degree, is your highest degree in either early childhood education or child development, or in a related field?

a. Yes, in early childhood education or child development	3%
b. Yes, in a related field (please specify):	5
c. No	92

19. Do you have ...

	Yes	No
a. an Early Childhood Certificate from a community college?	2%	98%
b. a Child Development Associate (CDA) credential?	3	97

20. Which training topics are you most interested in? (Please mark your *top three* choices.)

a. Arranging the learning environment	9%
b. Positive discipline	35
c. Challenging behaviors	26
d. Building positive relationships with parents/parent involvement	13
e. Computers	22
f. Diversity/multiculturalism	3
g. Financial management	9
h. Health and safety	18
i. Infant and toddler development	17
j. Stress management	15
k. Dental/oral health	3
l. Legal/labor law	5
m. Nutrition	17
n. Literacy development/reading skills	10
o. Learning through play	14
p. Preschool-age development	12
q. Running a child care business	17
r. School-age development	8
s. Skilled communication	7
t. Special needs/disabilities	11
u. Developmental and health screenings	3
v. Other (please specify):	3

D. JOB SATISFACTION

21. Overall, how satisfied are you working as a day care aide or relative care provider?

a. Very satisfied	63%
b. Somewhat satisfied	32
c. Somewhat dissatisfied	4
d. Very dissatisfied	2

22. How much longer do you plan to work as a day care aide or relative care provider?

a. Less than one year	14%
b. 1–2 years	28
c. 3–5 years	25
d. 6–10 years	16
e. 11 years or more	17

23. If you answered “Less than one year” or “1–2 years,” please indicate why you are considering no longer working as a day care aide or relative care provider. (*Mark all that apply.*)

a. I am looking for a different job opportunity in child care.	5%
b. I am looking for a different job opportunity outside of child care	19
c. I will be retiring.	10
d. I am going back to school.	10
e. I want a higher paying job.	32
f. I want better benefits.	18
g. I want to be able to work a shorter work week.	4
h. I am leaving for health-related reasons or because of an injury.	3
i. I want a job that has more flexibility.	3
j. The family I work for may no longer need my services.	35
k. My child or children will be in school.	14
l. Other (please specify):	9

E. OTHER INFORMATION ABOUT YOU

24. Are you currently raising any children?

a. Yes	36%
b. No	64
If Yes, what are their ages? (<i>Mark all that apply.</i>)	
0–5	13%
6–18 years	24
Over 18 years	5

25. In the past 12 months, while you have been working in the child care/education field, have you received any of the following types of public financial assistance? (*Mark all that apply.*)

a. DHS cash assistance (FIP, SDA, or emergency assistance)	9%
b. Child care subsidy for my own child(ren)	1
c. Food assistance program	20
d. Unemployment	2
e. Supplemental Security Income (SSI)	5
f. Medicaid for myself	16
g. Subsidized housing/Section 8	4
h. MIChild for my child(ren)	4
i. Medicaid for my child(ren) (for example, Healthy Kids)	13
j. Women, Infants and Children (WIC) Program	6

26. What is your race or ethnicity?

a. American Indian	2%
b. Black/African-American	20
c. White/Caucasian	71
d. Asian/Pacific Islander	1
e. Latino/Hispanic	4
f. Multiracial	1
g. Other	1

27. Are you a migrant worker?

a. Yes	1%
b. No	99

28. What is your age?

a. 24 years or younger	9%
b. 25–34 years	13
c. 35–44 years	13
d. 45–54 years	34
e. 55–64 years	21
f. 65 years or older	9

29. Please indicate your gender.

a. Female	94%
b. Male	6

Childcare Center Teaching Staff and Direct Care Provider Survey

This survey was prepared by Public Sector Consultants Inc. (PSC) for the Early Childhood Investment Corporation (ECIC) in order to better understand the early childhood care and education workforce in Michigan. This survey asks questions about your job, training, and experience. The results will be used to help improve the services, supports, and training opportunities that the ECIC offers to professionals like you.

- Your responses are confidential. PSC will not identify individuals in any reports.
- It is your choice to complete this survey or not. This decision will not affect your employment or your center's license with the State of Michigan.
- To respond, please answer each question. When you have completed the survey, return it to PSC in the postage-paid envelope provided.
- If you have any questions, please contact Melissa Riba at PSC at 1-877-822-0277 or by e-mail, mriba@pscinc.com.

Please complete this survey if you provide direct care, supervision, or guidance of at least one child in your current job. This includes caregivers, assistant caregivers, teachers, assistant teachers, or aides.

A. YOUR JOB

1. What positions do you hold in this program? (Mark **all** that apply.)

a. Teacher (includes head teacher, lead teacher, preschool teacher, etc.)	55%
b. Assistant Teacher (includes teacher assistants, substitute teacher aides, classroom aides, etc.)	37
c. Assistant Director, program/curriculum director, or program coordinator	12
d. Lead caregiver/assistant caregiver in a group home	3
e. Other (specify):	6

2. Do you provide care for children in any of the following age or eligibility groups? (Mark **all** that apply.)

a. Infants (under one year of age)	23%
b. Young toddlers (12–30 months)	30
c. Older toddlers (31–35 months)	34
d. Preschoolers (36 months–5 years)	77
e. School-age children (kindergartners and older)	37
f. Children with disabilities or special needs, regardless of age	17

3. Do you provide care for children in any of the following racial or ethnic groups?
(Mark **all** that apply.)

a. American Indian	20%
b. Black/African American	57
c. White/Caucasian	95
d. Asian/Pacific Islander	32
e. Latino/Hispanic	46
f. Multiracial	53
g. Other	13

4. In the past 12 months, were any of the children you cared for the children of migrant workers?

a. Yes	5%
b. No	79
c. Don't know	16

5. What is your current income (*before any deductions*) in your current position?

Hourly	Annual salary
median = \$9	median = \$20,000

6. How many total hours do you work each week at your current child care program?

x = 32

7. How many of these hours per week do you spend directly caring for children at your program?

x = 27

8. Do you ever work more than 40 hours per week related to your child care position (include both on-site and off-site time)?

a. Yes	39%
b. No	61

9. Please mark **all** benefits you currently receive from this employer.

a. Paid breaks	39%
b. Paid time off for training	39
c. Paid educational/training expenses (for example, workshop fees, travel expenses, college credit/course work)	51
d. Paid preparation or planning time	45
e. Additional pay or other forms of compensation when I work more than 40 hours in a week	20
f. Free or reduced tuition for my child(ren)	19

10. Please mark **all** of the following items that your employer provides:

a. Orientation when hired	64%
b. Written personnel policies	78
c. Written job description	73
d. Formal performance evaluation and feedback	63
e. Activities/curriculum/lesson plans	47

11. Do you have health insurance?

a. Yes, I have my own insurance (paid partially or in full by my employer).	22%
b. Yes, I have my own insurance that I pay for.	6
c. Yes, I have insurance through someone in my family (for example, parent, spouse).	41
d. Yes, I have insurance from somewhere else (for example, Medicare/Medicaid, other job).	6
e. No	26

12. Are you working at another job to supplement your child care income?

a. Yes	21%
b. No	79
If Yes, how many hours per week do you work at your other job?	
1–10 hours	45%
11–20 hours	35
21–30 hours	10
31 hours or more	10

13. Have you ever received a scholarship, tuition reimbursement, raise or bonus from T.E.A.C.H. Early Childhood® Michigan?

a. Yes	8%
b. Applied, but was not eligible	1
c. No	91

B. YOUR EXPERIENCE

14. How long have you worked in your current position?

a. Less than 1 year	20%
b. 1–3 years	31
c. 4–5 years	14
d. 6–10 years	17
e. 11–15 years	10
f. 16–20 years	5
g. 21 years or more	4

15. In total, how long have you worked in the child care and education profession, including this job and all positions held in other child care and education programs?

a. Less than 1 year	4%
b. 1–3 years	13
c. 4–5 years	15
d. 6–10 years	23
e. 11–15 years	20
f. 16–20 years	12
g. 21 years or more	14

C. YOUR TRAINING AND EDUCATION

16. In addition to child care licensing requirements, which of the following requires you to earn job-related training hours? (*Mark **all** that apply.*)

a. My employer	56%
b. Professional organization	10
c. Teacher certification	20
d. Other (please specify):	7
e. No additional requirements	22

17. In the past 12 months, have you received early childhood education or child development training... (*Mark **all** that apply.*)

a. sponsored by a community college, four-year college, or university?	28%
b. at a seminar or workshop (for example, "Michigan Child Care Futures" or "Better Kid Care")?	40
c. at a professional association conference, such as Michigan Association for the Education of Young Children (MiAEYC) or Michigan 4C regional or statewide conferences?	41

18. Are you currently taking early childhood education or child development courses at a community college or university leading to a degree or credential?

a. Yes	18%
b. No, but I am taking courses in a field other than early childhood education or child development	5
c. No, I am not taking courses	77
If Yes, what degree or credential are you working toward?	
Child Development Associate (CDA) credential	24%
Michigan School Age credential	0
Early Childhood Certificate from a community college (one-year program)	3
Early Childhood associate's degree from a community college (two-year program)	33
Bachelor of arts or science degree (college or university four-year program)	22
Master's Degree or PhD.	19

19. What is the **highest** level of education that you have completed? (*Mark only one. Do not count courses you are taking now.*)

a. High school diploma or GED	19%
b. Some college courses, but no degree	27
c. Associate's degree (two-year degree)	19
d. Bachelor's degree (BA/BS)	28
e. Master's Degree (MA/MS/JD)	7
f. Doctorate (PhD/EdD)	0

20. If you have a college or university degree, is your highest degree in either early childhood education or child development, or in a related field?

a. Yes, in early childhood education or child development	39%
b. Yes, in a related field (please specify):	21
c. No	40

21. Do you have ...

	Yes	No
a. an Early Childhood Certificate from a community college?	15%	85%
b. a Child Development Associate (CDA) credential?	21	79

22. Which training topics are you most interested in? (*Please mark your top three choices.*)

a. Arranging the learning environment	17%
b. Positive discipline	55
c. Challenging behaviors	55
d. Building positive relationships with parents/parent involvement	27
e. Computers	12
f. Diversity/multiculturalism	13
g. Financial management	7
h. Health and safety	11
i. Infant and toddler development	19
j. Stress management	19
k. Dental/oral health	1
l. Legal/labor law	2
m. Nutrition	9
n. Literacy development/reading skills	29
o. Learning through play	34
p. Preschool-age development	32
q. Running a child care business	11
r. School-age development	11
s. Skilled communication	11
t. Special needs/disabilities	22
u. Developmental and health screenings	6
v. Other (please specify):	3

D. JOB SATISFACTION

23. Overall, how satisfied are you in your current position?

a. Very satisfied	55%
b. Somewhat satisfied	40
c. Somewhat dissatisfied	4
d. Very dissatisfied	1

24. How much longer do you plan to work in your current position?

a. Less than one year	10%
b. 1–2 years	27
c. 3–5 years	31
d. 6–10 years	16
e. 11 years or more	16

25. If you answered “Less than 1 year” or “1–2 years,” please indicate why you are considering leaving your current position. (*Mark **all** that apply.*)

a. I am looking for a different job opportunity at my current program.	12%
b. I am looking for a different job opportunity in a different child care program.	8
c. I am looking for a different job opportunity outside of child care.	19
d. I will be retiring.	12
e. I am starting my own child care business or program	3
f. The program I work for has money problems.	13
g. I am going back to school.	14
h. I want a higher paying job.	48
i. I want better benefits.	35
j. I want to be able to work a shorter work week.	3
k. I am leaving for health-related reasons or because of an injury.	1
l. I want a job that has more flexibility.	2
m. My child or children will be in school.	3
n. Other (please specify):	20

E. OTHER INFORMATION ABOUT YOU

26. In the past 12 months, while you have been working in the child care/education field, have you received any of the following types of public financial assistance? (*Mark **all** that apply.*)

a. DHS cash assistance (FIP, SDA, or emergency assistance)	2%
b. Child care subsidy for my own child(ren)	2
c. Food assistance program	7
d. Unemployment	6
e. Supplemental Security Income (SSI)	1
f. Medicaid for myself	4
g. Subsidized housing/Section 8	1
h. MICHild for my child(ren)	5
i. Medicaid for my child(ren) (for example, Healthy Kids)	8
j. Women, Infants and Children (WIC) Program	5

27. What is your race or ethnicity?

American Indian	1%
Black/African-American	6
White/Caucasian	89
Asian/Pacific Islander	1
Latino/Hispanic	3
Multiracial	1
Other	1

28. Are you a migrant worker?

Yes	1%
No	99

29. What is your age?

a. 24 years or younger	17%
b. 25–34 years	23
c. 35–44 years	24
d. 45–54 years	22
e. 55–64 years	14
f. 65 years or older	1

30. Please indicate your gender.

Female	99%
Male	1

Family and Group Home Owner/Operator Survey

This survey was prepared by Public Sector Consultants Inc. (PSC) for the Early Childhood Investment Corporation (ECIC) in order to better understand the early childhood care and education workforce in Michigan. This survey asks questions about your job, training, and experience. The results will be used to help improve the services, supports, and training opportunities that the ECIC offers to professionals like you.

- Your responses are confidential. PSC will not identify individuals in any reports.
- It is your choice to complete this survey or not. This decision will not affect your employment or your licensing/registration with the State of Michigan.
- To respond, please answer each question. When you have completed the survey, return it to PSC in the postage-paid envelope provided.
- If you have any questions, please contact Melissa Riba at PSC at 1-877-822-0277 or by e-mail, mriba@pscinc.com.

Please complete this survey if you are either the owner or operator of a group child care home or family child care home.

- **Group Child Care Home**—A private home licensed to care for up to 12 children
- **Family Child Care Home**—A private home registered to care for up to six children

A. YOUR JOB

1. How long have you owned or operated a family or group child care home at your current address?

a. Less than 1 year	8%
b. 1–3 years	22
c. 4–5 years	11
d. 6–10 years	21
e. 11–15 years	15
f. 16–20 years	10
g. 21 years or more	13

2. In total, how long have you worked in the child care profession, including this job and all positions held in other child care programs? (*Mark **all** that apply.*)

a. Less than 1 year	2%
b. 1–3 years	9
c. 4–5 years	9
d. 6–10 years	20
e. 11–15 years	21
f. 16–20 years	15
g. 21 years or more	24

3. How many total hours per week do you regularly work on your child care business, including **all** tasks (for example, direct care, administrative tasks, cleaning, shopping for food, etc.)?

Hours per week
x = 61

4. How many hours per week do you regularly spend on your child care business but **not** in direct care of children (for example, administrative tasks, cleaning, shopping for food, etc.)?

Hours per week
x = 15

5. Does anyone help you take care of the children on a regular basis? (Mark **all** that apply.)

a. Yes, someone else that I pay	28%
b. Yes, someone else that I do not pay (like a family member who helps)	24
c. No	44

6. What happens most often when you are sick? (Mark **one**.)

a. I take care of the children anyway.	44%
b. Parents have to make their own arrangements.	32
c. I find a substitute to care for the children elsewhere.	1
d. I find a substitute to care for the children in my home.	23

7. Do parents have to pay for the days you are sick?

a. Yes	27%
b. No	74

8. When you take a planned vacation or time off from your work, how are the children cared for? (Mark **one**.)

a. I find a substitute to care for the children in my home.	14%
b. I suggest a substitute to care for the children elsewhere.	11
c. The program is closed.	65
d. I don't take vacations or time off.	11

9. Do you get paid or reimbursed for the days you are on vacation or take time off?

a. Yes	14%
b. No	86

B. PROGRAM OPERATIONS

10. What type of child care program are you licensed or registered to operate?

a. Family child care home (licensed for up to 6 children)	61%
b. Group child care home (licensed for up to 12 children)	39

11. Which of the following do you provide to your families? (*Mark **all** that apply.*)

a. Daytime care	98%
b. Evening care	32
c. Overnight care	18
d. Weekend care	19

12. How many children do you provide care for now?

1	2%
2	3
3	5
4	8
5	11
6	29
7	4
8	5
9	4
10	6
11	3
12	20

13. Do you provide care for children in any of the following age or eligibility groups? (*Mark **all** that apply.*)

a. Infants (under one year of age)	80%
b. Young toddlers (12–30 months)	91
c. Older toddlers (31–35 months)	83
d. Preschoolers (36 months–5 years)	90
e. School-age children (kindergartners and older)	76
f. Children with disabilities or special needs, regardless of age	30

14. Do you provide care for children in any of the following racial or ethnic groups? (*Mark **all** that apply.*)

a. American Indian	23%
b. Black/African American	35
c. White/Caucasian	84
d. Asian/Pacific Islander	19
e. Latino/Hispanic	30
f. Multiracial	32
g. Other	9

15. In the past 12 months, were any of the children you cared for the children of migrant workers?

a. Yes	2%
b. No	95
c. Don't know	3

C. CHILD CARE FINANCES

16. What is your gross income (*before* any deductions) from your child care business?

Monthly	Annual salary
median = \$1,600	median = \$25,000

17. How much money did you spend in total on things like food, toys, materials, diapers, etc. for children in your child care business in the past year?

median = \$5,500

18. Are you working at another job to supplement your child care income?

a. Yes	14%
b. No	86
If Yes, how many hours per week do you work at your other job?	
1–10 hours	46%
11–20 hours	37
21–30 hours	8
31 hours or more	10

19. Do you have health insurance?

a. Yes, I have my own insurance (paid by my child care business).	9%
b. Yes, I have insurance through someone in my family (for example, parent, spouse).	63
c. Yes, I have insurance from somewhere else (for example, Medicare/ Medicaid, other job).	7
d. No	21

20. Do you have special liability insurance or a rider added to your homeowner's insurance?

a. Yes	67%
b. No	33
If Yes, how much does it cost for 12 months?	median = \$400

21. Have you ever received a scholarship, tuition reimbursement, raise or bonus from T.E.A.C.H. Early Childhood® Michigan?

a. Yes	10%
b. Applied, but was not eligible	1
c. No	89

22. Do you participate in the Child and Adult Care Food Program (CACFP)?

a. Yes	72%
b. No	28

D. YOUR TRAINING AND EDUCATION

23. In addition to child care licensing requirements, which of the following requires you to earn job-related training hours? (*Mark all that apply.*)

a. Professional organization	17%
b. Teacher certification	6
c. Other (please specify):	8
d. No additional requirements	61

24. In the past 12 months, have you received early childhood education or child development training... (*Mark all that apply.*)

a. sponsored by a community college, four-year college, or university?	17%
b. at a seminar or workshop (for example, "Michigan Child Care Futures" or "Better Kid Care")?	54
c. at a professional association conference, such as Michigan Association for the Education of Young Children (MiAEYC) or Michigan 4C regional or statewide conferences?	42

25. Are you currently taking early childhood education or child development courses at a community college or university leading to a degree or credential?

a. Yes	8%
b. No, but I am taking courses in a field other than Early Childhood Education or Child Development	5
c. No, I am not taking courses	88
If Yes, what degree or credential are you working toward?	
Child Development Associate (CDA) credential	26
Michigan School Age credential	0
Early Childhood Certificate from a community college (one-year program)	3
Early Childhood associate's degree from a community college (two-year program)	55
Bachelor of arts or science degree (college or university four-year program)	12
Master's degree or PhD.	4

26. What is the **highest** level of education that you have completed? (*Mark only one. Do not count courses you are taking now.*)

a. High school diploma or GED	30%
b. Some college courses, but no degree	38
c. Associate's degree (two-year degree)	18
d. Bachelor's degree (BA/BS)	12
e. Master's degree (MA/MS/JD)	1
f. Doctorate (PhD/EdD)	0

27. If you have a college or university degree, is your highest degree in either early childhood education or child development, or in a related field?

a. Yes, in early childhood education or child development	19%
b. Yes, in a related field (please specify):	8
c. No	73

28. Do you have ...

	Yes	No
a. an Early Childhood Certificate from a community college?	9%	91%
b. a Child Development Associate (CDA) credential?	13	87

29. Are you accredited by the National Association for Family Child Care (NAFCC) or other national accreditation?

a. No	94%
b. Yes, NAFCC accredited	6
c. Yes, other accreditation (please specify):	1

30. Which training topics are you most interested in? (*Please mark your **top three** choices.*)

a. Arranging the learning environment	19%
b. Positive discipline	43
c. Challenging behaviors	45
d. Building positive relationships with parents/parent involvement	20
e. Computers	15
f. Diversity/multiculturalism	3
g. Financial management	19
h. Health and safety	14
i. Infant and toddler development	30
j. Stress management	22
k. Dental/oral health	2
l. Legal/labor law	5
m. Nutrition	12
n. Literacy development/reading skills	16
o. Learning through play	30
p. Preschool-age development	25
q. Running a child care business	16
r. School-age development	10
s. Skilled communication	8
t. Special needs/disabilities	11
u. Developmental and health screenings	4
v. Other (please specify):	1

E. JOB SATISFACTION

31. Overall, how satisfied are you as a family/group home owner/operator?

a. Very satisfied	48%
b. Somewhat satisfied	43
c. Somewhat dissatisfied	6
d. Very dissatisfied	3

32. How much longer do you plan to operate you child care business?

a. Less than one year	5%
b. 1–2 years	16
c. 3–5 years	35
d. 6–10 years	24
e. 11 years or more	20

33. If you answered “Less than one year” or “1–2 years,” please indicate why you are considering closing your business. (*Mark all that apply.*)

a. I am looking for a different job opportunity in a different child care program.	4%
b. I am looking for a different job opportunity outside of child care.	28
c. I will be retiring.	17
d. My business has money problems.	15
e. I am going back to school.	11
f. I want a higher paying job.	32
g. I want better benefits.	28
h. I want to be able to work a shorter work week.	22
i. I am leaving for health-related reasons or because of an injury.	3
j. I want a job that has more flexibility.	15
k. My child or children will be in school.	18
l. Other (please specify):	21

F. OTHER INFORMATION ABOUT YOU

34. Are you currently raising any children?

a. Yes	69%
b. No	31
<i>If Yes, what are their ages? (Mark all that apply.)</i>	
0–5 years	28
6–18 years	52
Over 18 years	12

35. In the past 12 months, while you have been working in the child care/education field, have you received any of the following types of public financial assistance? (*Mark all that apply.*)

a. DHS cash assistance (FIP, SDA, or emergency assistance)	5%
b. Child care subsidy for your own child(ren)	1
c. Food assistance program	21
d. Unemployment	1
e. Supplemental Security Income (SSI)	2
f. Medicaid for myself	5
g. Subsidized housing/Section 8	1
h. MICHild for my child(ren)	7
i. Medicaid for my child(ren) (for example, Healthy Kids)	11
j. Women, Infants and Children (WIC) Program	6

36. What is your race or ethnicity?

a. American Indian	1%
b. Black/African-American	6
c. White/Caucasian	90
d. Asian/Pacific Islander	1
e. Latino/Hispanic	1
f. Multiracial	1
g. Other	1

37. Are you a migrant worker?

a. Yes	1%
b. No	99

38. What is your age?

a. 24 years or younger	2%
b. 25–34 years	23
c. 35–44 years	31
d. 45–54 years	29
e. 55–64 years	13
f. 65 years or older	3

39. Please indicate your gender.

a. Female	99%
b. Male	1

Childcare Center—Program Director Survey

This survey was prepared by Public Sector Consultants Inc. (PSC) for the Early Childhood Investment Corporation (ECIC) in order to better understand the early childhood care and education workforce in Michigan. This survey asks questions about your job, training, and experience. The results will be used to help improve the services, supports, and training opportunities that the ECIC offers to professionals like you.

- Your responses are confidential. PSC will not identify individuals in any reports.
- It is your choice to complete this survey or not. This decision will not affect your employment or your licensing with the State of Michigan.
- To respond, please answer each question. When you have completed the survey, return it to PSC in the postage-paid envelope provided.
- If you have any questions, please contact Melissa Riba at PSC at 1-877-822-0277 or by e-mail, mriba@pscinc.com.

Please complete this survey if you are the program director of this child care center. If you are part of a Head Start or Michigan School Readiness Program, you may want to consult with your administrative office to answer some of these questions. This survey is intended for the person who has been designated, for licensing purposes, as the director of this center. Only one program director survey per center should be filled out.

A **child care center** is a facility, other than a private residence, licensed to care for one or more children.

A. YOUR JOB

1. What is the title of your current position in this center?

a. Director	46%
b. Director/Program Director	39
c. Director/Owner	14

2. How many hours do you regularly work each week as the director?

	Hours/week
How many hours do you regularly work each week as the director?	x = 39
a. How many of these hours do you spend on administrative duties?	x = 25
b. How many of these hours do you spend in direct care of children at your center?	x = 16

3. Do you ever work more than 40 hours per week as a program director (include both on-site and off-site time)?

a. Yes	75%
b. No	25

4. How long have you been working **in this center as the program director**?

a. Less than 1 year	15%
b. 1–3 years	24
c. 4–5 years	15
d. 6–10 years	22
e. 11–15 years	11
f. 16–20 years	8
g. 21 years or more	5

5. How long have you worked **in the child care profession** (counting all positions)?

a. Less than 1 year	1%
b. 1–3 years	4
c. 4–5 years	6
d. 6–10 years	18
e. 11–15 years	21
f. 16–20 years	19
g. 21 years or more	31

6. What is your income (*before* any deductions) in your current position?

Hourly	Annual salary
median = \$14	median = \$34,000

7. Please mark **all** benefits you currently receive as program director.

a. Paid breaks	50%
b. Paid time off for training	59
c. Paid educational/training expenses (for example, workshop fees, travel expenses, college credit/course work)	67
d. Paid preparation or planning time	43
e. Additional pay or other forms of compensation when I work more than 40 hours in a week	14
f. Free or reduced tuition for my child(ren)	32

8. Do you have health insurance?

a. Yes, I have my own insurance (paid partially or in full by the center).	41%
b. Yes, I have my own insurance that I pay for.	4
c. Yes, I have insurance through someone in my family (for example, parent, spouse).	38
d. Yes, I have insurance from somewhere else (for example, Medicare/Medicaid, other job).	4
e. No	13

9. Are you working at another job to supplement your child care income?

a. Yes	19%
b. No	81
If Yes, how many hours per week do you work at your other job?	
1–10 hours	40%
11–20 hours	29
21–30 hours	13
31 hours or more	19

10. Have you ever received a scholarship, tuition reimbursement, raise or bonus from T.E.A.C.H. Early Childhood® Michigan?

a. Yes	6%
b. Applied, but was not eligible	1
c. No	94

B. CENTER ENROLLMENT AND DEMOGRAPHICS

11. Which of the following apply to or describe your program? (*Mark all that apply.*)

a. For-profit	18%
b. Multi-site	10
c. Michigan School Readiness Program (MSRP)	13
d. Faith-based	18
e. Tribal child care provider	1
f. Privately owned	18
g. Nonprofit	38
h. K–12 school sponsored	14
i. Employer-sponsored	1
j. Head Start	7
k. Migrant or Seasonal Head Start	0
l. Title I Pre-school	1
m. University/community college-sponsored	2
n. Other (please specify):	1

12. Does your program have national accreditation?

a. No	80%
b. NAEYC accreditation	17
c. Other accreditation (please specify):	3

13. How many children are enrolled at your center?

x = 81

14. Does your center currently serve children in the following age or eligibility groups?
(Mark **all** that apply.)

a. Infants (under one year of age)	42%
b. Young toddlers (12–30 months)	49
c. Toddlers (31–35 months)	62
d. Preschoolers (36 months–5 years)	92
e. School-age children (kindergarteners and above)	63
f. Children with disabilities or special needs regardless of age	38

15. Does your center currently have children in the following racial and ethnic groups?
(Mark **all** that apply.)

a. American Indian	19%
b. Black/African American	44
c. White/Caucasian	69
d. Asian/Pacific Islander	31
e. Latino/Hispanic	42
f. Multiracial	45
g. Other	10

16. In the past 12 months, were any of the children at your center the children of migrant workers?

a. Yes	6%
b. No	83
c. Don't know	11

17. Do any children at your center who are under six years of age receive a child care subsidy through the Michigan Department of Human Services (DHS)?

a. Yes	59%
b. No	41

18. Do any children at your center who are under six years of age receive a subsidy, for example, City Child Care Scholarship Program, MI 4C Women's Caring Program, or other tuition funding source (other than through DHS)?

a. Yes	20%
b. No	81

C. CENTER STAFFING

19. How many teachers/caregivers, assistant teachers/caregivers, and aides currently work in your center? Do not include yourself. Note: Part-time = less than 30 hours per week.

a. Full-time teachers/caregivers	x = 4
b. Part-time teachers/caregivers	x = 3
c. Full-time assistant teachers/caregivers	x = 3
d. Part-time assistant teachers/caregivers	x = 4
e. Full-time aides	x = 1
f. Part-time aides	x = 3

20. How many teachers/caregivers, assistant teachers/caregivers, and/or aides have left the center's employment in the past 12 months? Note: Part-time = less than 30 hours per week.

a. Full-time teachers/caregivers	x = 1
b. Part-time teachers/caregivers	x = 1
c. Full-time assistant teachers/caregivers	x = 1
d. Part-time assistant teachers/caregivers	x = 2
e. Full-time aides	x = 1
f. Part-time aides	x = 1

21. What was the average length of time it took you to fill a job position during the past 12 months? Note: Part-time = less than 30 hours per week.

a. Weeks for full-time teacher/caregiver positions	x = 4
b. Weeks for part-time teachers/caregivers/aides	x = 3
c. Weeks for full-time assistant teachers/caregivers/aides	x = 2
d. Weeks for part-time assistant teachers/caregivers/aides	x = 2
e. Weeks for non-teaching administrative staff (assistant director, bookkeeper, etc.)	x = 2
f. Weeks for other non-classroom staff (office staff, cooks, janitors, etc.)	x = 1

22. What recruitment and/or retention policies does your center use to attract new staff? (Mark *all* that apply.)

a. Opportunities for promotion	31%
b. Opportunities for professional growth	57
c. Flexible work schedules	56
d. Signing bonuses	1
e. Free or reduced-price child care for children of staff	50
f. Emphasis on teamwork and positive staff morale	74
g. Competitive salary and fringe benefits	34
h. Longevity pay/bonuses	17
i. Merit pay	11
j. Regular cost-of-living increases	32
k. Regular opportunities for recognition and appreciation	51
l. Other (please specify):	3

23. Does your center offer any of the employee benefits listed below? (Mark **all** that apply.)

	Full-time employees	Part-time employees
a. Medical insurance	44%	6%
b. Dental insurance	34	8
c. Disability insurance	24	7
d. Life insurance	29	7
e. Retirement plan	38	17
f. Paid vacation	53	22
g. Paid sick time/personal days	57	32
h. Paid staff break	40	25
i. Reduced rates for staff's children	43	30
j. Financial assistance to cover courses for credit	31	15
k. Financial assistance for in-service workshops, conferences, etc.	54	39
l. Paid parental leave	11	1
m. Flexible spending account	18	7
n. Other (please specify):	7	3

24. If teachers in your center work more than 40 hours/week, how are they compensated?

a. They are paid for additional hours at their regular hourly rate.	11%
b. They are paid for additional hours at time and a half for overtime	40
c. They get comp time	15
d. Combination of time off and extra pay	5
e. Some other combination of above options	2
f. No additional compensation is available	22
g. Other	5

D. YOUR TRAINING AND EDUCATION

25. In the past 12 months, have you received early childhood education or child development training... (Mark **all** that apply.)

a. sponsored by a community college, four-year college, or university?	31%
b. at a seminar or workshop (for example, "Michigan Child Care Futures" or "Better Kid Care")?	55
c. at a professional association conference, such as the Michigan Association for the Education of Young Children (MiAEYC) or Michigan 4C regional or statewide conferences?	65

26. Are you currently taking early childhood education or child development courses at a community college or university leading to a degree or credential?

a. Yes	14%
b. No, but I am taking courses in a field other than early childhood education or child development	6
c. No, I am not taking courses	81
If Yes, what degree or credential are you working toward?	
Child Development Associate (CDA) credential	5%
Michigan School Age credential	0
Early Childhood Certificate from a community college (one-year program)	2
Early Childhood associate's degree from a community college (two-year program)	25
Bachelor of arts or science degree (college or university four-year program)	21
University master's degree or PhD.	48

27. What is the **highest** level of education that you have completed? (*Mark one. Do not count courses you are taking now.*)

a. Associate's degree (two-year degree)	24%
b. Bachelor's degree (BA/BS)	47
c. Master's Degree (MA/MS/JD)	29
d. Doctorate (PhD/EdD)	0

28. If you have a college or university degree, is your highest degree in either early childhood education or child development, or in a related field?

a. Yes, in early childhood education or child development	52%
b. Yes, in a related field (please specify):	37
c. No	11

29. Do you have ...

	Yes	No
a. an Early Childhood Certificate from a community college?	27%	73%
b. a Child Development Associate (CDA) credential?	31	69

30. Which training topics are you most interested in? (Please mark your **top three** choices.)

a. Arranging the learning environment	13%
b. Positive discipline	32
c. Challenging behaviors	39
d. Building positive relationships with parents/parent involvement	26
e. Computers	8
f. Diversity/multiculturalism	10
g. Financial management	12
h. Health and safety	10
i. Infant and toddler development	13
j. Stress management	20
k. Dental/oral health	1
l. Legal/labor law	9
m. Nutrition	6
n. Literacy development/reading skills	23
o. Learning through play	20
p. Preschool-age development	17
q. Running a child care business	13
r. School-age development	11
s. Skilled communication	13
t. Special needs/disabilities	13
u. Developmental and health screenings	5
v. Other (please specify):	3

E. JOB SATISFACTION

31. Overall, how satisfied are you in your current position as program director?

a. Very satisfied	64%
b. Somewhat satisfied	32
c. Somewhat dissatisfied	4
d. Very dissatisfied	1

32. How much longer do you plan to work as program director of this particular program?

a. Less than one year	6%
b. 1–2 years	20
c. 3–5 years	31
d. 6–10 years	20
e. 11 years or more	25

33. If you answered “Less than one year” or “1–2 years,” please indicate why you are considering leaving your current position. (*Mark **all** that apply.*)

a. I am looking for a different job opportunity in a different child care program.	11%
b. I am looking for a different job opportunity outside of child care.	18
c. I will be retiring.	10
d. I am starting my own child care business or program.	4
e. The program I work for has money problems.	13
f. I am going back to school.	7
g. I want a higher paying job.	35
h. I want better benefits.	23
i. I want to be able to work a shorter work week.	10
j. I am leaving for health-related reasons or because of an injury.	0
k. I want a job that has more flexibility.	5
l. My child or children will be in school.	6
m. Other (please specify):	14

F. OTHER INFORMATION ABOUT YOU

34. In the past 12 months, while you have been working in the child care/education field, have you received any of the following types of public financial assistance? (*Mark **all** that apply.*)

a. DHS cash assistance (FIP, SDA, or emergency assistance)	2%
b. Child care subsidy for my own child(ren)	1
c. Food assistance program	2
d. Unemployment	2
e. Supplemental Security Income (SSI)	1
f. Medicaid for myself	1
g. Subsidized housing/Section 8	1
h. MICHild for my child(ren)	2
i. Medicaid for my child(ren) (for example, Healthy Kids)	2
j. Women, Infants and Children (WIC) Program	1

35. What is your race or ethnicity?

a. American Indian	1%
b. Black/African-American	6
c. White/Caucasian	92
d. Asian/Pacific Islander	1
e. Latino/Hispanic	1
f. Multiracial	1
g. Other	1

36. What is your age?

a. 24 years or younger	2%
b. 25–34 years	20
c. 35–44 years	28
d. 45–54 years	31
e. 55–64 years	18
f. 65 years or older	1

37. Please indicate your gender.

a. Female	98%
b. Male	2

Appendix 3

Selected Results by Provider Type and Metropolitan Statistical Areas

NOTE: The N reported in the following tables is the total number of responses received for each MSA. This number of respondents was used for the margin of error calculation. The number of responses for each question will vary.

	Ann Arbor	Battle Creek	Bay City	Benton Harbor	Detroit	Flint	Grand Rapids	Holland/Grand Haven	Jackson	Kalamazoo/Portage	Lansing/East Lansing	Monroe	Muskegon	Saginaw	South Bend, IN	
(N)	32	32	29	22	131	49	89	15	19	35	82	25	33	38	19	
Margin of error	17%	17%	17%	21%	9%	14%	10%	24%	22%	16%	10%	18%	17%	16%	20%	
Aides & Relative Care																
Demographic characteristics of providers																
Usually work with																
Infants	38%	34%	10%	18%	20%	22%	20%	20%	5%	29%	20%	20%	24%	26%	47%	
Young toddlers	41	47	28	23	33	41	39	40	32	34	39	24	30	24	42	
Older toddlers	9	31	28	14	17	20	26	27	26	14	16	12	24	18	32	
Preschoolers	38	41	45	50	43	41	53	20	47	49	37	44	30	42	42	
School-age	56	75	59	77	61	76	61	80	58	83	63	64	58	63	63	
Any w/ disabilities	19	13	7	9	9	20	4	7	0	9	10	0	21	8	11	
Previous child care experience of staff																
Time in profession																
< 1 year	6%	13%	17%	27%	18%	20%	21%	33%	5%	6%	21%	20%	9%	5%	11%	
1–3	28	28	17	27	32	16	25	40	16	37	30	24	33	21	32	
4–5	22	19	28	32	17	22	17	7	16	23	11	28	18	18	21	
6–10	16	16	17	14	12	14	19	7	53	17	23	12	18	26	16	
11–15	9	9	7	0	6	8	8	0	5	9	5	0	3	13	0	
16–20	6	3	0	0	4	2	4	0	0	0	4	0	0	0	5	
>20	9	9	3	0	5	12	4	7	0	6	4	12	6	13	5	

	Ann Arbor	Battle Creek	Bay City	Benton Harbor	Detroit	Flint	Grand Rapids	Holland/Grand Haven	Jackson	Kalamazoo/Portage	Lansing/East Lansing	Monroe	Muskegon	Saginaw	South Bend, IN
(N)	32	32	29	22	131	49	89	15	19	35	82	25	33	38	19
Margin of error	17%	17%	17%	21%	9%	14%	10%	24%	22%	16%	10%	18%	17%	16%	20%
Aides & Relative Care (cont.)															
Staff educational attainment															
Some high school	13%	3%	10%	23%	17%	18%	16%	13%	5%	3%	17%	12%	12%	18%	21%
HS diploma	38	63	45	27	36	35	43	33	63	46	33	40	39	32	58
Some college	34	9	28	27	27	12	24	20	21	31	28	20	27	16	16
Assoc.	3	6	3	9	9	10	8	20	0	6	12	16	12	18	5
BA/BS	3	6	0	5	1	8	3	0	5	0	0	4	0	3	0
MA/MS/JD	3	3	0	0	2	0	0	0	0	0	2	0	0	0	0
PhD/EdD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Certificate	0	3	0	0	2	1	3	0	0	3	0	4	3	3	0
CDA	0	3	3	0	4	2	1	0	0	0	9	0	0	5	0
Staff job satisfaction															
% satisfied	94%	81%	97%	91%	89%	92%	93%	80%	100%	89%	94%	84%	82%	89%	89%
Staff turnover															
Expect to work															
<1 year	6%	9%	10%	9%	15%	12%	11%	0%	0%	11%	13%	16%	21%	8%	32%
1–2	28	28	17	27	24	31	28	27	42	23	28	20	6	18	21
3–5	28	16	34	14	24	18	26	33	16	26	37	24	30	29	16
6–10	16	16	7	14	14	12	17	20	11	11	11	20	12	21	5
>10	16	19	31	32	16	20	15	13	32	17	5	16	18	18	11

	Ann Arbor	Battle Creek	Bay City	Benton Harbor	Detroit	Flint	Grand Rapids	Holland /Grand Haven	Jackson	Kalamazoo /Portage	Lansing /East Lansing	Monroe	Muskegon	Saginaw	South Bend, IN	
(N)	68	37	30	34	213	72	153	50	42	55	131	30	43	35	5	
Margin of error	11%	15%	16%	16%	7%	11%	7%	13%	14%	13%	8%	16%	14%	16%	43%	
Family Group Home Operators																
Demographic characteristics of providers																
Usually work with																
Infants	91%	84%	83%	79%	79%	78%	78%	82%	71%	75%	74%	80%	91%	89%	80%	
Young toddlers	93	89	87	97	91	82	92	90	88	91	92	93	86	94	80	
Older toddlers	90	84	87	79	86	81	78	76	76	75	79	80	84	86	80	
Preschoolers	88	84	83	79	89	86	88	92	83	93	86	80	95	83	100	
School-age	66	78	83	85	62	79	76	72	88	80	72	70	79	80	80	
Any w/ disabilities	38	24	30	24	23	24	25	26	38	31	31	27	25	26	40	
Previous child care experience of staff																
Time in profession																
< 1 year	6%	3%	0%	0%	1%	3%	2%	0%	2%	4%	3%	0%	2%	0%	20%	
1–3	15	8	13	0	5	7	7	20	5	7	11	7	14	6	0	
4–5	1	3	7	18	6	8	12	4	10	13	8	10	19	9	0	
6–10	13	14	33	12	18	17	21	10	31	24	15	23	19	29	60	
11–15	21	32	20	24	26	24	21	20	12	25	13	30	14	17	0	
16–20	19	22	20	21	17	19	18	12	12	7	25	7	12	11	0	
>20	40	24	10	26	23	19	16	34	29	20	27	23	21	40	20	
Staff educational attainment																
Some high school	12%	32%	30%	38%	20%	17%	27%	38%	33%	29%	21%	17%	23%	29%	20%	
HS diploma	32	43	30	35	40	40	37	30	33	35	48	30	28	34	60	
Some college	13	5	30	12	17	18	18	14	7	5	13	40	28	26	0	
Assoc.	25	14	7	9	12	11	9	10	14	20	12	7	7	3	20	
BA/BS	7	0	0	0	3	1	2	4	0	0	2	0	0	0	0	
MA/MS/JD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

	Ann Arbor	Battle Creek	Bay City	Benton Harbor	Detroit	Flint	Grand Rapids	Holland /Grand Haven	Jackson	Kalamazoo /Portage	Lansing /East Lansing	Monroe	Muskegon	Saginaw	South Bend, IN
(N)	68	37	30	34	213	72	153	50	42	55	131	30	43	35	5
Margin of error	11%	15%	16%	16%	7%	11%	7%	13%	14%	13%	8%	16%	14%	16%	43%
Family Group Home Operators (cont.)															
PhD/EdD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Certificate	10	11	17	6	10	15	7	2	7	4	5	27	5	9	0
CDA	15	11	7	15	13	11	11	6	5	4	10	13	12	20	0
Staff job satisfaction															
% satisfied	94%	92%	90%	97%	91%	94%	86%	84%	86%	95%	93%	87%	88%	91%	80%
Staff turnover															
Expect to work															
<1 year	1%	11%	0%	6%	3%	4%	6%	2%	2%	2%	7%	3%	5%	0%	0%
1–2	6	11	27	21	12	18	16	20	17	11	12	17	19	14	40
3–5	34	32	30	38	36	21	27	36	36	47	32	37	49	31	0
6–10	25	22	20	18	22	32	29	30	17	15	21	23	14	26	40
>10	25	22	23	18	22	21	18	8	21	20	25	17	14	23	0

	Ann Arbor	Battle Creek	Bay City	Benton Harbor	Detroit	Flint	Grand Rapids	Holland /Grand Haven	Jackson	Kalamazoo /Portage	Lansing /East Lansing	Monroe	Muskegon	Saginaw	South Bend, IN	
(N)	44	10	7	4	85	37	52	17	8	25	57	8	8	11	1	
Margin of error	13%	29%	35%	48%	10%	15%	13%	22%	33%	18%	11%	33%	33%	28%	98%	
Program Directors																
Demographic characteristics of providers																
Usually work with																
Infants	52%	30%	57%	50%	32%	59%	58%	53%	13%	44%	44%	50%	38%	64%	0%	
Young toddlers	66	40	57	50	40	62	65	53	25	52	51	50	50	64	0	
Older toddlers	77	50	71	50	53	73	73	76	75	64	67	75	50	73	0	
Preschoolers	93	90	100	100	89	86	100	100	100	100	86	88	100	100	100	
School-age	70	50	71	75	60	78	65	53	65	44	68	100	50	73	0	
Any w/ disabilities	61	20	29	25	31	49	35	29	35	16	44	63	50	45	0	
Previous child care experience of staff																
Time in profession																
< 1 year	0%	10%	0%	25%	1%	0%	0%	0%	0%	4%	2%	0%	0%	9%	0%	
1–3	2	20	0	0	1	0	4	0	0	4	5	13	0	9	0	
4–5	7	0	0	0	4	3	8	12	25	8	4	13	0	9	0	
6–10	18	10	43	0	22	14	13	24	0	24	18	38	0	18	0	
11–15	16	30	43	25	14	16	25	18	25	16	28	25	13	27	0	
16–20	18	20	0	0	16	27	23	24	25	20	14	0	25	27	100	
>20	39	10	14	50	40	41	27	24	25	24	30	13	63	0	0	
Staff educational attainment																
Some high school	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	
HS diploma	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	
Some college	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	
Assoc.	9%	20%	29%	50%	26%	19%	29%	12%	38%	20%	16%	38%	25%	9%	0%	
BA/BS	59	40	57	0	28	43	46	41	50	48	54	63	38	64	0	
MA/MS/JD	32	40	0	25	31	30	21	18	0	24	26	0	25	0	100	
PhD/EdD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Certificate	9	20	14	75	18	30	21	12	25	8	18	0	25	18	0	

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(N)	44	10	7	4	85	37	52	17	8	25	57	8	8	11	1	
Margin of error	13%	29%	35%	48%	10%	15%	13%	22%	33%	18%	11%	33%	33%	28%	98%	
Program Directors (cont.)																
CDA	11	10	43	25	21	22	31	35	25	4	12	0	50	45	0	
Staff job satisfaction																
% satisfied	100	100	71	100	92	100	88	100	100	88	95	100	75	100	100	
Staff turnover																
Expect to work																
<1 year	5%	0%	0%	0%	4%	8%	10%	0%	13%	0%	7%	13%	0%	0%	0%	
1–2	20	20	57	0	14	16	21	29	13	16	26	25	13	27	0	
3–5	25	40	0	75	29	24	19	35	38	28	25	25	50	45	0	
6–10	16	0	14	0	18	32	19	6	38	28	18	0	13	18	100	
>10	34	40	14	25	26	16	29	29	0	20	23	38	13	9	0	