

## **A. Instructions**

### **Workbook Organization**

The survey is divided into sections, labeled A through G. Each section appears

- A. Instructions
- B. Definitions
- C. Teaching Vacancies
- D. Recruitment and Hiring for Teaching Positions
- E. Training and Onboarding for Teaching Positions
- F. Pilot Initiative Activities
- G. Salaries
- H. Your Center

### **Time Period Covered by This Workbook ("Reporting Period")**

Please report all information from Jan 2023 on.

### **How to Submit This Workbook**

Please DO NOT email this workbook or any specific information from it to the study team. If you have any questions with the workbook, please email the study team letting us know, and we will respond as quickly as possible.



ers as a separate tab in the workbook. The sections are organized as follows:



ne study team. The study team will be able to see your progress in BOX as you go. When you are finished  
ll retrieve it from BOX. Thank you!

## **B. Definitions**

### **Center**

We use the term “center” to describe all of the child care and early education activities for [PRE-POPULATE WITH CENTER NAME] located at [PRE-POPULATE WITH ADDRESS].

### **Teaching Position**

We use the term “teaching position” to refer to Lead and Assistant Teacher positions where teaching responsibilities are part of the job description. For example, direct care position” for the purposes of this workbook.

### **Teaching Vacancy**

In general, a “teaching vacancy” refers to a paid teaching position that no longer exists for hiring permanent staff.

This includes vacancies for Lead and Assistant Teachers/Aides that include a program for a variety of reasons (e.g., fired, found another job, moved, laid off). In this workbook, vacancy-related activities refer to those tasks that occur before an Assistant Teacher/Aide is hired.

### **Time Spent**

Time should include all time spent on a task, regardless of if that time was paid or unpaid.

### **Expense**

An expense refers to the actual amounts your center spent during the reporting period for materials, contracted services, or other fee-for-services supports.

### **Job Code Definitions**

The following definitions should be used throughout the workbook tables:

1. **Center director** – A person who does not have regular teaching duties, and
2. **Teacher-director** – A person who regularly performs both teaching and administrative duties
3. **Educational/curriculum director or coordinator** – A person responsible for the center's curriculum
4. **Lead teacher/teacher** – A person who is regularly in charge of a group of children
5. **Assistant teacher/Aide** – A person who is regularly assigned to a particular classroom but does not have sole responsibility for the classroom.
6. **Floater/substitute** – A person who is not regularly assigned to a particular classroom
7. **Administrative personnel** – People who hold administrative positions in the center on a regular basis.
8. **Other professional staff or specialists** – People who provide specialized services to the center
9. **Operations support staff** – People who provide food services, facilities maintenance, etc.
10. **Volunteers** – People who provide unpaid time to support the center. May include community citizens, leadership staff family members, etc.

[REDACTED]

on services for children (birth to kinder  
[ADDRESS].

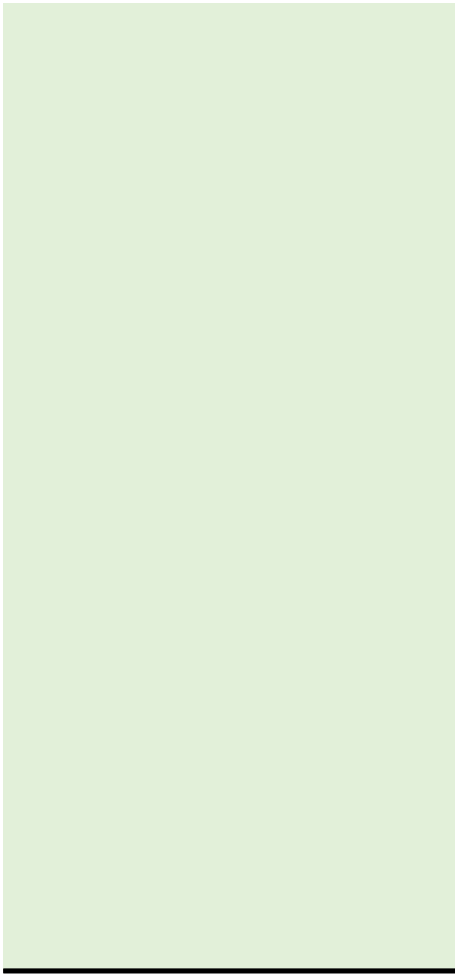
s/Aides. It may also include positions f  
or positions that have teaching respon

ne is currently doing. "Teaching vacan  
  
a combination of teacher and director  
(off, retired) or may move to a differer  
cause of a vacancy including tasks invo

paid or not.

rting period for a particular event or ac  
This does not include time that staff sp

[REDACTED]



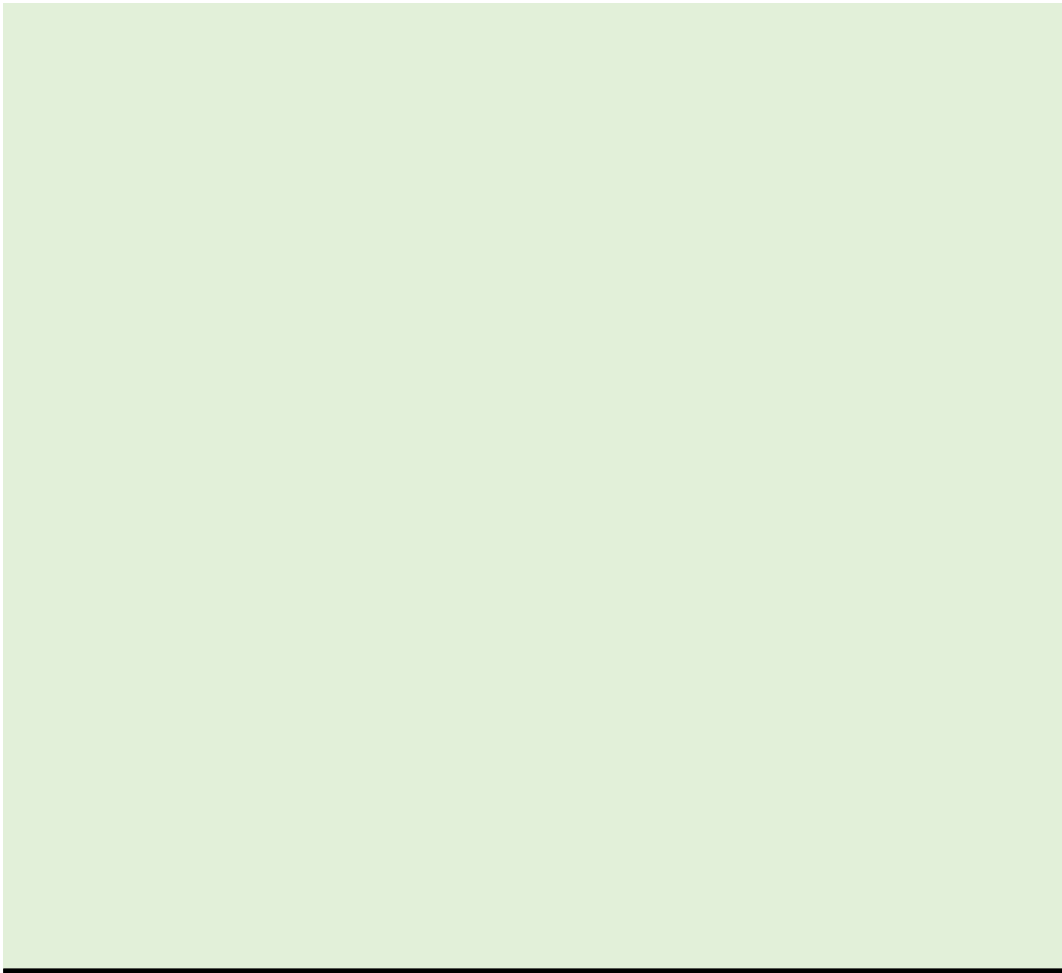
ergarten entry) by your organization at a single address. For this workbook, please only

for individuals with both teacher and director responsibilities, but only when the  
responsibilities only when a teaching position is open would not be considered a "teaching

cy" also refers to paid teaching positions that are being filled temporarily, but are open

responsibilities. Lead and Assistant Teachers/Aides may end their employment with a  
at position within the program, leaving their prior position vacant. For the purposes of  
lved with covering responsibilities or filling in for that vacancy until a new Lead or

ctivity. Please do not report budgeted amounts for any questions. This could include  
pend on activities.





## C. Teaching Vacancies

### Instructions:

- This section includes questions about how your center addresses issues related to doing. "Teaching vacancy" also refers to paid teaching positions that are being filled temporarily.
- This section begins with questions about time spent dealing with these vacancies.
- Before beginning this tab, please carefully review the instructions and definitions.
- Please report all information for teaching vacancies from Jan 2023 on.

Tim

### C1.

When completing the table, please consider how much time it took you (on average) to complete the activity as a person who is regularly in charge of a group or classroom of children.

Please provide your best estimate of time spent on these activities if exact information is not available.

Please only consider time spent by your center and not time spent by a larger organization.

If multiple roles are involved in an activity, please use a separate row for each employee.

The first row of the table (in blue) provides an example.

If you did not have a lead teacher leave during the reporting period, please complete the vacancy.

### **Did you have a lead teacher leave during the last 12 months?**

If you did not have a lead teacher leave during the reporting period, please complete the vacancy.

Activity	Activity Explanation
<i>Example: teacher time covering vacancies</i>	<i>Hours spent by other lead teachers covering full-time leave</i>
Preparing final paycheck and removing educator from payroll	[Write in]
Closing out benefits	[Write in]

Exit interview	[Write in]
Substitute teacher hiring, training, and supervising	[Write in]
Adjusting staff assignments to ensure appropriate staff-child ratios	[Write in]
Time spent by staff covering shifts for vacancy (rearrangement of classroom assignments to fill vacancy)	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]

**C2.**

The table in section C1 asked you to reflect on activities related to a Lead Teacher vac Teacher or Aide? Please describe.

[

**C3.**

Does your center spend more, similar, or less time on these activities when the vacan (ages 3 - 5)? Please describe.

[

**C4.**

If your center operates as part of a larger organization or entity, does the larger organization estimate of what tasks they work on in the table below. Please note that you do not r

**Activity done by larger organization**

Example: Exit interviews

Our child care center is located on a c  
for conducting the exit inte

[Write in]  
[Write in]  
[Write in]  
[Write in]  
[Write in]

**Expenses**

**C5.**

When completing the table, please consider expenses (on average) for a single lead te  
Please only consider costs that are paid for by your center and not those paid for by a  
Please use a different row for each expense. You may complete additional blank rows  
The first row of the table (in blue) provides an example.

If you did not have a lead teacher leave during the reporting period, please complete  
to the vacancy.

Expense paid for by your center	Amount
Example: Contracted substitute teacher	\$3,000
Contracted substitute teacher	[Enter dollar amount]
Lost tuition payments due to closed classroom	[Enter dollar amount]
Incentives provided to staff to support vacancy coverage	[Enter dollar amount]

Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]

**C6.**

The table in C5 asked you to reflect on expenses related to a Lead Teacher vacancy. Do you have any other expenses related to a Lead Teacher vacancy? Please describe.

[

**C7.**

Does your center have more, similar, or fewer expenses you reported in table C5 when you have children (ages 3 - 5)? Please describe.

[

**C8.**

If your center operates as part of a larger organization or entity, are there additional expenses you pay for? Please describe your best estimate of what expenses they pay for.

Expense paid for by larger organization	Expense amount (Provide an estimate if unknown)
<i>Example: Exit Interview Fees</i>	\$2 per exit interview
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]

**C9.**

Please use the space below to describe the sources of information for this section and please describe that here.

PLEASE SAVE AN

### Job Code Definitions

The following definitions should be used throughout the workbook tables:

1. **Center director** – A person who does not have regular teaching duties, and who sei
2. **Teacher-director** – A person who regularly performs both teaching and administrat
3. **Educational/curriculum director or coordinator** – A person responsible for the edu
4. **Lead teacher/teacher** – A person who is regularly in charge of a group or classroom
5. **Assistant teacher/Aide** – A person who is regularly assigned to a particular room w does not have sole responsibility for the classroom.
6. **Floater/substitute** – A person who is not regularly assigned to a particular room an
7. **Administrative personnel** – People who hold administrative positions in the center on a regular basis.
8. **Other professional staff or specialists** – People who provide specialized services an
9. **Operations support staff** – People who provide food services, facilities maintenanc
10. **Volunteers** – People who provide unpaid time to support the center. May include senior citizens, leadership staff family members, etc.

o teaching vacancies. In general, a “teaching vacancy” refers to a paid teaching position that no one is currently temporarily, but are open for hiring permanent staff.

s. Then, it asks about the expenses associated with these vacancies.

s that are provided on tabs A and B. The job code definitions are also repeated at the end of this worksheet.

**Money spent on teaching vacancies**

to complete these activities for a single lead teacher vacancy during the reporting period. A “lead teacher” is a

in is not available.

ation or entity.

ree title.

this section to the best of your ability with what resources your center would anticipate using in response to

**[Click here and select]**

this section to the best of your ability with what resources your center would anticipate using in response to

(if needed)	Center Employee Title	Center Employee Job Code [See definitions below]	# of Hours Spent on Activity
covering classrooms without a lead	Lead teacher	(4) Lead teacher/teacher	10
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]

]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]
]	[Write in]	[Click here and select]	[Enter hours]

vacancy. Does your center spend more, similar, or less time on these activities when the vacancy is for an Assistant

Click here and start typing.]

cy is for a teacher working with infants and toddlers (ages birth – 3) compared to pre-school aged children

Click here and start typing.]

organization employ staff that spend time helping you with teaching vacancies? If so, please provide your best need to enter a job code for the "larger organization employee title."

Activity Description	Larger Organization Employee Title	# of Hours spent on activity
college campus. The college's HR department is responsible reviews. This takes about 30 minutes to complete.	Human Resources Associate	0.5
[Write in]	[Write in]	[Enter hours]
[Write in]	[Write in]	[Enter hours]
[Write in]	[Write in]	[Enter hours]
[Write in]	[Write in]	[Enter hours]
[Write in]	[Write in]	[Enter hours]

**associated with teaching vacancies**

teacher vacancy during the reporting period.

larger organization or entity.

as needed.

this section to the best of your ability with what expenses your center would anticipate incurring in response

Description
Contracted with a shared services network for a substitute to fill lead teacher vacancy
[Write in]
[Write in]
[Write in]



[Write in]  
[Write in]  
[Write in]  
[Write in]  
[Write in]  
[Write in]

Does your center have more, similar, or fewer expenses when the vacancy is for an Assistant Teacher or Aide?

Click here and start typing.]

When the vacancy is for a teacher working with infants and toddlers (ages birth - 3) compared to pre-school aged

Click here and start typing.]

What expenses associated with teaching vacancies that are paid for by the larger organization? If so, please provide

### Description

*Our child care center is located on a college campus. The college's HR department uses an online tool to conduct its exit interviews. The college pays \$2 per exit interview for this service.*

[Write in]  
[Write in]  
[Write in]  
[Write in]  
[Write in]

Please provide other explanatory notes, as needed. If you had any difficulty responding to the questions above,

Click here and start typing.]

**AND CONTINUE TO THE NEXT SECTION.**

erves as the director of the early care and education (ECE) center with staff supervisory responsibilities.

ive duties according to the job description (not just filling in for absent teachers).

icational program, may supervise teachers.

n of children. Includes co-teachers.

ho works under the supervision of a teacher; may lead certain activities (such as art projects or story time) but

d who fills in different positions as necessary to help meet teacher/child ratios.

(for example, financial manager, administrative assistant, etc.), but who do not have classroom responsibilities


id who have duties other than teaching or administrative duties (for example, social worker, speech therapist)

e, or other supports for center operations (for example, cook, facilities manager)

community volunteers, internship or other work-experience program participants, early education students,

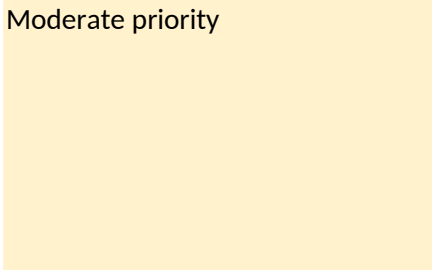
Short version notes

Highest priorities

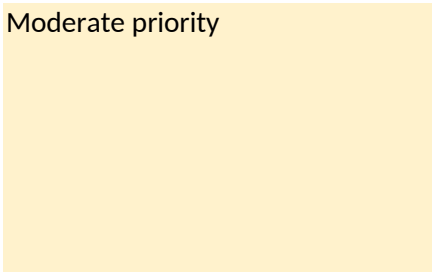




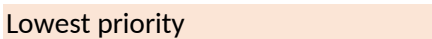
Moderate priority

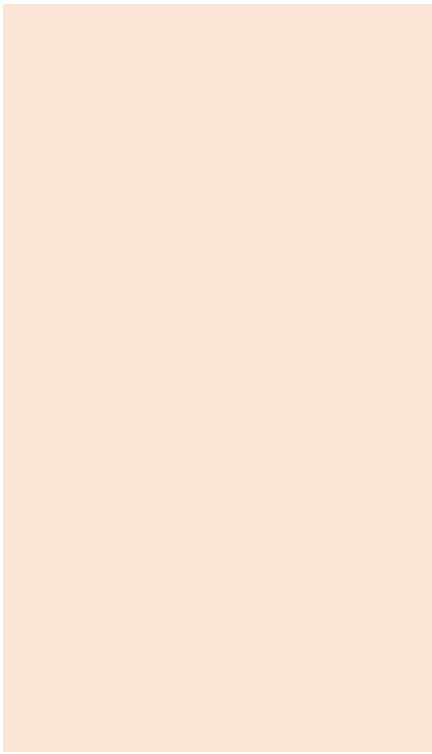


Moderate priority



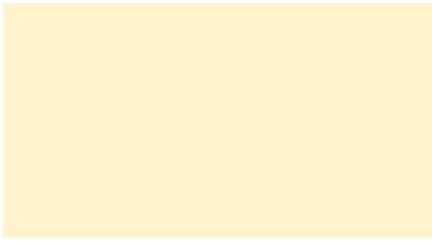
Lowest priority



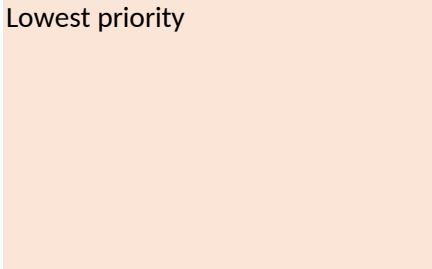


Ask if they had any other expenses related to vacancies, if not, skip

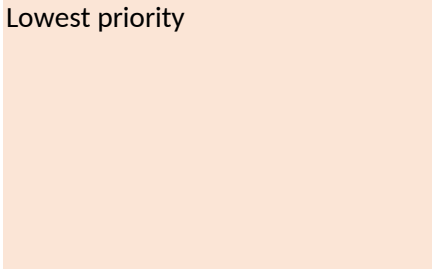




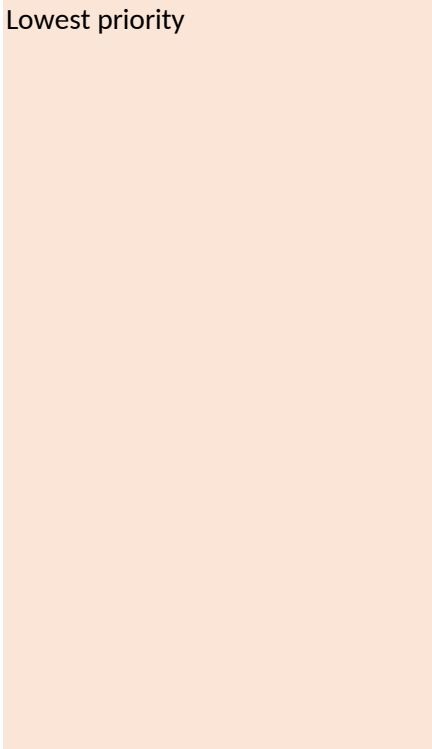
Lowest priority



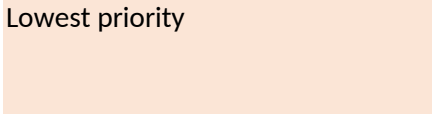
Lowest priority



Lowest priority



Lowest priority



## D. Recruitment and Hiring

### Instructions:

- This section includes questions about how your center addresses recruitment and hiring and how you prepare to search for and hire a new lead or assistant teacher/aide. This includes all activities you do.
- This section begins with questions about time on recruiting and hiring activities. Then, it asks you to report on the time spent on these activities.
- Before beginning this tab, please carefully review the instructions and definitions that are provided.
- Please report on recruitment and hiring from Jan 2023 on.

### Time spent on recruitment and hiring

#### D1.

When completing the table, please consider how much time it took you (on average) to complete these activities regularly in charge of a group or classroom of children.

Please provide your best estimate of time spent on these activities if exact information is not available.

Please only consider time spent by your center and not time spent by a larger organization or agency.

If multiple roles are involved in an activity, please use a separate row for each employee title.

The first row of the table (in blue) provides an example.

If you did not have a lead teacher leave during the reporting period, please complete this section for a vacant position.

Did you recruit or hire a lead teacher during the reporting period?

If you did not recruit or hire a lead teacher during the reporting period, please complete this section for a vacant position.

Activity

Activity Explanation

*Example: Drafting and approving job descriptions*

Meetings to discuss recruitment plans, applications, and/or hiring decisions

[Write in]

Drafting and approving job descriptions

[Write in]

Translating recruitment materials or job descriptions

[Write in]

Sharing job descriptions by posting online or through other marketing efforts	[Write in]
Time at job fairs or other similar events	[Write in]
Reviewing applications	[Write in]
Contacting applicants and scheduling interviews	[Write in]
Interviewing applicants	[Write in]
Observing applicants teaching	[Write in]
Checking references	[Write in]
Creation of job offer and negotiation with candidate	[Write in]
Coordinating criminal background checks, fingerprints, drug tests, and other checks	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write in]

**D2.**

The table in section D1 asked you to reflect on recruiting and hiring a Lead Teacher. Does your center recruit or hire a Lead Teacher or Aide? Please describe.

[Click here]

**D3.**

Does your center spend more, similar, or less time on these activities when recruiting and hiring (1-5)? Please describe.

[Click here]



**D4.**

If your center operates as part of a larger organization or entity, does the larger organization enter the job code for the "large organization" of what tasks they work on. Please note that you do not need to enter a job code for the "large organization" if the center is part of a larger organization.

**Activity done by larger organization**

Example: phone screenings

Our child care center is part of a large organization that conducts initial interviews

- [Write in]
- [Write in]
- [Write in]
- [Write in]
- [Write in]

**Expenses associated with recruiting and hiring a lead teacher**

**D5.**

When completing the table, please consider expenses (on average) for recruiting and hiring a lead teacher. Please only consider costs that are paid for by your center and not those paid for by a larger organization. Please use a different row for each expense. You may complete additional blank rows as needed. The first row of the table (in blue) provides an example.

If you did not recruit or hire a lead teacher during the reporting period, please complete this section with "N/A".

Expense paid for by your center	Amount
Example: Signing bonus	\$500
Marketing or advertising services for the job posting	[Enter dollar amount]
Fees for running background checks	[Enter dollar amount]
Materials used in recruitment or hiring activities	[Enter dollar amount]

Signing bonuses or other similar incentives for the new lead or assistant teacher/aide	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]

**D6.**

The table in D5 asked you to reflect on expenses related to recruiting and hiring a Lead Teacher or Aide? Please describe.

[Click here]

**D7.**

Does your center have more, similar, or fewer expenses you reported in table D5 when recruiting children (ages 3 - 5)? Please describe.

[Click here]

**D8.**

If your center operates as part of a larger organization or entity, are there additional expenses? Provide your best estimate of what expenses they pay for.

Expense paid for by larger organization	Expense amount (Provide an estimate if unknown)
<i>Example: Job postings on online job board</i>	\$10 per position per day
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]

**D9.**

Please use the space below to describe the sources of information for this section and provide a brief description of that here.

[Click here]

PLEASE SAVE AND CO

### Job Code Definitions

The following definitions should be used throughout the workbook tables:

1. **Center director** – A person who does not have regular teaching duties, and who serves as the
2. **Teacher-director** – A person who regularly performs both teaching and administrative duties
3. **Educational/curriculum director or coordinator** – A person responsible for the educational p
4. **Lead teacher/teacher** – A person who is regularly in charge of a group or classroom of childr
5. **Assistant teacher/Aide** – A person who is regularly assigned to a particular room who works not have sole responsibility for the classroom.
6. **Floater/substitute** – A person who is not regularly assigned to a particular room and who fill
7. **Administrative personnel** – People who hold administrative positions in the center (for exam regular basis.
8. **Other professional staff or specialists** – People who provide specialized services and who ha
9. **Operations support staff** – People who provide food services, facilities maintenance, or othe
10. **Volunteers** – People who provide unpaid time to support the center. May include communi citizens, leadership staff family members, etc.

activities. Recruitment and hiring activities include activities conducted by your center’s employees as they p until a new educator’s first day of work.

ks about the expenses associated with these activities.

provided on tabs A and B. The job code definitions are also repeated at the end of this worksheet.

### **Recruitment and hiring activities**

ete these activities for a single lead teacher during the reporting period. A “lead teacher” is a person who is available.

ntity.

on to the best of your ability with what resources your center would anticipate using in response to the

[Click here and select]

ction to the best of your ability with what resources your center would anticipate using to do so.

(if needed)	Center Employee Title	Center Employee Job Code [See definitions below]	# of Hours Spent on Activity
	<i>HR director</i>	<i>(7) Administrative personnel</i>	<i>2</i>
	[Write in]	[Click here and select]	[Enter hours]
	[Write in]	[Click here and select]	[Enter hours]
	[Write in]	[Click here and select]	[Enter hours]

[Write in]	[Click here and select]	[Enter hours]
[Write in]	[Click here and select]	[Enter hours]
[Write in]	[Click here and select]	[Enter hours]
[Write in]	[Click here and select]	[Enter hours]
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[Write in]	[Click here and select]	[Enter hours]
[Write in]	[Click here and select]	[Enter hours]
[Write in]	[Click here and select]	[Enter hours]
[Write in]	[Click here and select]	[Enter hours]

center spend more, similar, or less time on these activities when recruiting and hiring an Assistant Teacher

are and start typing.]

g a teacher working with infants and toddlers (ages birth – 3) compared to pre-school aged children (ages 3

are and start typing.]

employ staff that spend time helping you with recruiting and hiring? If so, please provide your best estimate of organization employee title."

Activity Description	Larger Organization Employee Title [See definitions below]	# of Hours spent on activity
<i>larger chain of centers. The larger company's HR department conducted initial phone screenings of applicants.</i>	<i>Human Resources Associate</i>	1
[Write in]	[Write in]	[Enter hours]
[Write in]	[Write in]	[Enter hours]
[Write in]	[Write in]	[Enter hours]
[Write in]	[Write in]	[Enter hours]
[Write in]	[Write in]	[Enter hours]

**with recruiting and hiring educators**

single lead teacher during the reporting period.

organization or entity.

d.

ection to the best of your ability with what expenses your center would anticipate incurring while doing so.

**Description**

*We paid new teachers a \$500 signing bonus this year.*

[Write in]

[Write in]

[Write in]

[Write in]

[Write in]

[Write in]

[Write in]

[Write in]

[Write in]

1. Does your center have more, similar, or fewer expenses when recruiting and hiring an Assistant Teacher

[Write in]

2. How do the expenses for recruiting and hiring a teacher working with infants and toddlers (ages birth - 3) compared to pre-school aged

[Write in]

3. Are there any other expenses associated with recruiting and hiring activities that are paid for by the larger organization? If so, please

**Description**

*It costs ten dollars per day to post a job opening on an online job board. The larger organization covers this cost.*

[Write in]

[Write in]

[Write in]

[Write in]

[Write in]

4. Please provide any other explanatory notes, as needed. If you had any difficulty responding to the questions above, please

[Write in]

**CONTINUE TO THE NEXT SECTION.**

the director of the early care and education (ECE) center with staff supervisory responsibilities.

is according to the job description (not just filling in for absent teachers).

program, may supervise teachers.

en. Includes co-teachers.

under the supervision of a teacher; may lead certain activities (such as art projects or story time) but does

s in different positions as necessary to help meet teacher/child ratios.

ple, financial manager, administrative assistant, etc.), but who do not have classroom responsibilities on a

ve duties other than teaching or administrative duties (for example, social worker, speech therapist)

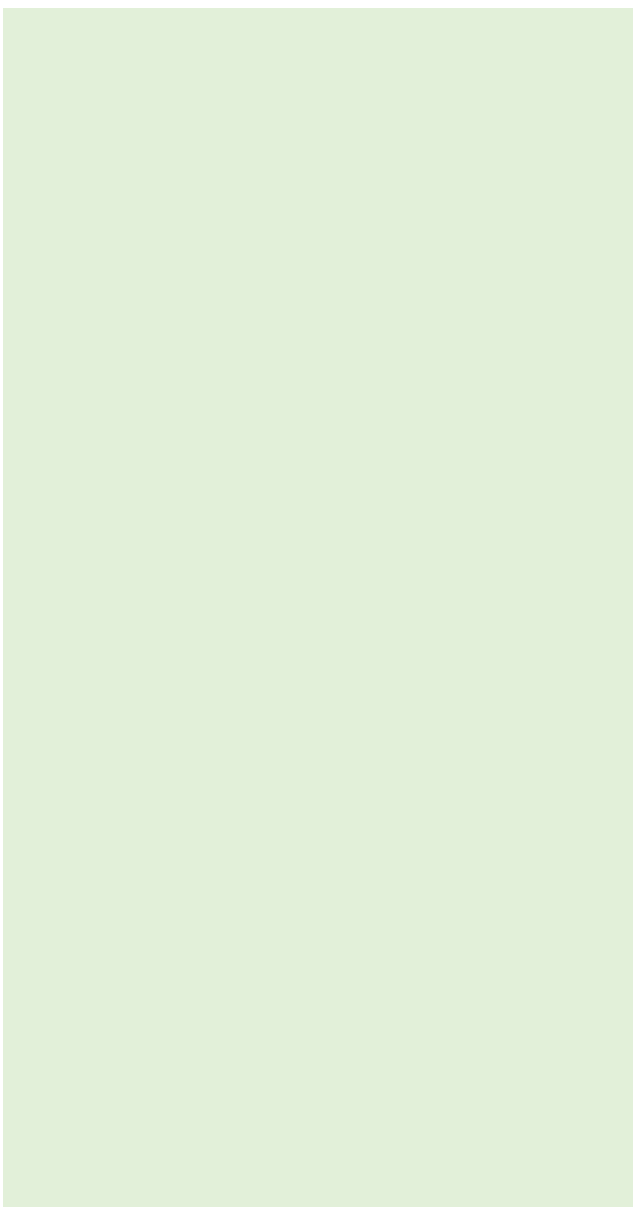
or supports for center operations (for example, cook, facilities manager)

ity volunteers, internship or other work-experience program participants, early education students, senior



Short version notes

Highest priority



Moderate priority

Moderate priority

Lowest priority

Ask if they had any other expenses related to recruitment/hiring, if not, skip



Lowest priority

Lowest priority

Lowest priority

Lowest priority

Lowest priority

## E. Training and Onboarding for Teaching Positions

### Instructions:

- This section includes questions about how your center addresses training and onboarding for teaching teachers/aides in performing the duties of their job. This includes time spent by new hires to teaching positions and include activities for training and onboarding new staff. Please consider onboarding activities that typically occur during the first 90 days of employment.
- This section begins with questions about time spent training and onboarding. Then, it asks about the effectiveness of these activities.
- Before beginning this tab, please carefully review the instructions and definitions that are provided on the Training and Onboarding page.
- Please report all information on training and onboarding from 2023 on.

### Time spent on training and onboarding

#### E1.

When completing the table, please consider how much time it took you (on average) to complete these activities for a lead teacher who is regularly in charge of a group or classroom of children.

Please provide your best estimate of time spent on these activities if exact information is not available.

Please only consider time spent by your center and not time spent by a larger organization or entity.

If multiple roles are involved in an activity, please use a separate row for each employee title.

The first row of the table (in blue) provides an example.

If you did not have a lead teacher leave during the reporting period, please complete this section to the best of your knowledge for the vacancy.

Did you train or onboard a lead teacher during the reporting period?

If you did not train or onboard a lead teacher during the reporting period, please complete this section to the best of your knowledge for the vacancy.

Activity

Activity Explanation

*Example: Center staff - giving tours of your center to new staff*

Center staff - determining classroom assignments/schedules to accommodate new staff	[Write i
Center staff - setting up the new lead or assistant teacher/aide in payroll and benefits systems	[Write i
New lead or assistant teacher/aide - setting up payroll and benefits	[Write i
Center staff - training new lead or assistant teacher/aide on policies and procedures	[Write i
New lead or assistant teacher/aide - participating in training on policies and procedures	[Write i
Center staff - training new lead or assistant teacher/aide on curriculum, assessment, and/or teaching practice	[Write i
New lead or assistant teacher/aide - participating in training on curriculum, assessment, and/or teaching practice	[Write i
New lead or assistant teacher/aide - shadowing an experienced educator before working independently	[Write i
Experienced lead or assistant teacher/aide - acting as a mentor for new educator (first 90 days only)	[Write i
New lead or assistant teacher/aide - mentorship with experienced educator (first 90 days only)	[Write i
Center staff - giving tours of your center to new staff	[Write i
New lead or assistant teacher/aide - taking tours of your center	[Write i
New lead or assistant teacher/aide - planning and/or preparing the classroom environment	[Write i
Existing lead or assistant teacher/aide - planning and/or preparing the classroom environment	[Write i
Updating and verifying information in PDIS (Colorado Shines) is accurate for your center with new staff or on annual basis	[Write i
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write i
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write i
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write i
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write i
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write i
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write i
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write i
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write i
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write i
Other activity. <b>[Please describe in the cell to the right.]</b>	[Write i

The table in section E1 asked you to reflect on activities related to training and onboarding a Lead Teacher. onboarding an Assistant Teacher or Aide? Please describe.

[Click here and sta

**E3.**

Does your center spend more, similar, or less time on these activities when training and onboarding a teach (ages 3 - 5)? Please describe.

[Click here and sta

**E4.**

If your center operates as part of a larger organization or entity, does the larger organization employ staff t provide your best estimate of what tasks they work on. Please note that you do not need to enter a job coc

**Activity done by larger organization**

*Example: Enrolling in health insurance*

*Our child care center is department is responsi*

[Write in]

[Write in]

[Write in]

[Write in]

[Write in]

**Expenses associated with training and or**

**E5.**

When completing the table, please consider expenses (on average) for training and onboarding a single lea  
Please only consider costs that are paid for by your center and not those paid for by a larger organization o  
Please use a different row for each expense.

The first row of the table (in blue) provides an example.

If you did not have a lead teacher leave during the reporting period, please complete this section to the be

vacancy.

Expense paid for by your center	Amount
Contracted curriculum training for new lead or assistant teacher/aide	[Enter dollar amount]
Printing or purchasing new handbooks, curriculum, or other on-boarding materials	[Enter dollar amount]
Providing clothing or uniforms to the new lead or assistant teacher/aide	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]

**E6.**

The table in D5 asked you to reflect on expenses related to training and onboarding a Lead Teacher. Does y Teacher or Aide? Please describe.

[Click here and sta

**E7.**

Do training and onboarding resources differ for new lead or assistant teachers/aides working with infants a

[Click here and sta

**E8.**

If your center operates as part of a larger organization or entity, are there additional expenses associated v provide your best estimate of what expenses they pay for.

Expense paid for by larger organization	Expense amount (Provide an estimate if unknown)
<i>need example</i>	
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]
Other expense	[Enter dollar amount]



**E9.**

Please use the space below to describe the sources of information for this section and provide other explanations that describe that here.

[Click here and start

**PLEASE SAVE AND CONTINUE**

### **Job Code Definitions**

The following definitions should be used throughout the workbook tables:

1. **Center director** – A person who does not have regular teaching duties, and who serves as the director of the center.
2. **Teacher-director** – A person who regularly performs both teaching and administrative duties according to the center's needs.
3. **Educational/curriculum director or coordinator** – A person responsible for the educational program, materials, and curriculum.
4. **Lead teacher/teacher** – A person who is regularly in charge of a group or classroom of children. Includes classroom teachers and lead teachers.
5. **Assistant teacher/Aide** – A person who is regularly assigned to a particular room who works under the supervision of a teacher and does not have sole responsibility for the classroom.
6. **Floater/substitute** – A person who is not regularly assigned to a particular room and who fills in for other staff members.
7. **Administrative personnel** – People who hold administrative positions in the center (for example, financial, clerical, or maintenance) on a regular basis.
8. **Other professional staff or specialists** – People who provide specialized services and who have duties other than teaching.
9. **Operations support staff** – People who provide food services, facilities maintenance, or other supports for the center.
10. **Volunteers** – People who provide unpaid time to support the center. May include community volunteers, citizens, leadership staff family members, etc.

positions. Training and onboarding include activities to prepare new lead and assistant positions, as well as other center employees who are helping to train or onboard the new staff. Only occur in the first 90 days of employment for a new lead teacher.

expenses associated with training and onboarding.

tabs A and B. The job code definitions are also repeated at the end of this worksheet.

### Reporting for teaching positions

activities for a single lead teacher position during the reporting period. A “lead teacher” is a person

best of your ability with what resources your center would anticipate using in response to the

[Click here and select]

the best of your ability with what resources your center would anticipate using to do so.

Position (if needed)	Center Employee Title	Center Employee Job Code [See definitions below]	# of Hours Spent on Activity
	Center director	(1) Center director	1



Does your center spend more, similar, or less time on these activities when training and

rt typing.]

er working with infants and toddlers (ages birth - 3) compared to pre-school aged children

rt typing.]

What spend time helping you with training and onboarding for teaching positions? If so, please  
provide for the "larger organization employee title."

Activity Description	Larger Organization Employee Title	# of Hours spent on activity
located on a college campus. The college's HR is responsible for enrolling teachers in health insurance plans.	Human Resources Benefits Associate	0.5
[Write in]		[Write in]
[Write in]		[Write in]
[Write in]		[Write in]
[Write in]		[Write in]
[Write in]		[Write in]

### Onboarding for teaching positions

and teacher during the reporting period.

or entity.

Best of your ability with what expenses your center would anticipate incurring in response to the



Description

[Write in]
[Write in]
[Write in]
[Write in]
[Write in]
[Write in]
[Write in]

your center have more, similar, or fewer expenses when training and onboarding an Assistant

rt typing.]

and toddlers (ages birth - 3) compared to pre-school aged children (ages 3 - 5)? Please describe.

rt typing.]

with training and onboarding teachers that are paid for by the larger organization? If so, please

Description

[Write in]
[Write in]
[Write in]
[Write in]
[Write in]

natory notes, as needed. If you had any difficulty responding to the questions above, please

rt typing.]

## TO THE NEXT SECTION.

f the early care and education (ECE) center with staff supervisory responsibilities.

o the job description (not just filling in for absent teachers).

y supervise teachers.

co-teachers.

supervision of a teacher; may lead certain activities (such as art projects or story time) but does

t positions as necessary to help meet teacher/child ratios.

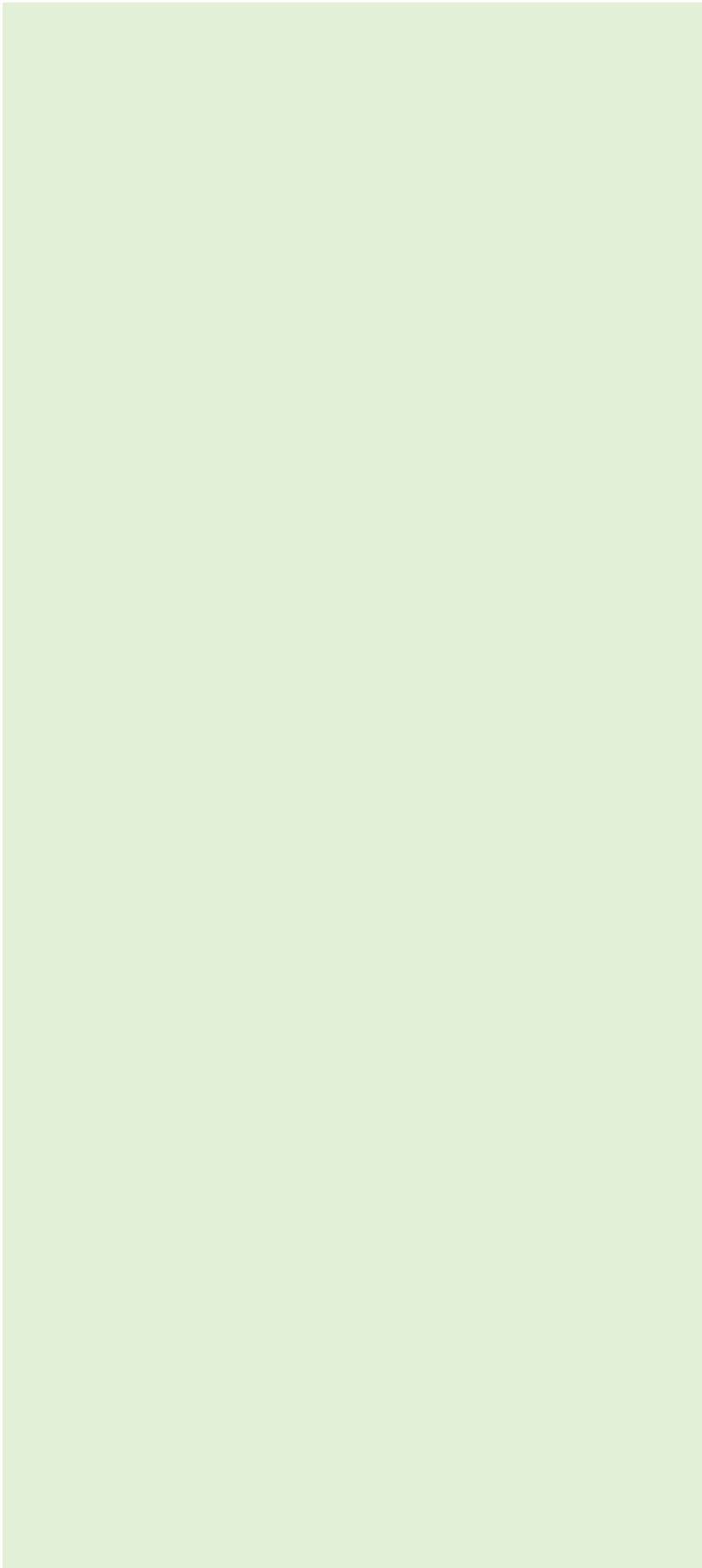
al manager, administrative assistant, etc.), but who do not have classroom responsibilities on a

her than teaching or administrative duties (for example, social worker, speech therapist)

or center operations (for example, cook, facilities manager)

rs, internship or other work-experience program participants, early education students, senior

Highest priority



Moderate priority



Moderate priority

Lowest priority

if not, skip

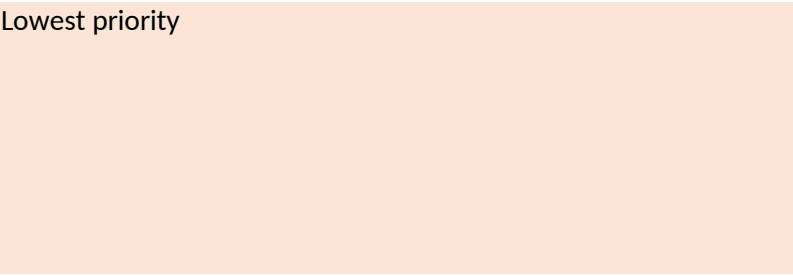


Lowest priority

Lowest priority

Lowest priority

Lowest priority



## F. Pilot Initiative-Related Activities

### Instructions:

- This section includes questions about how your center completes a year for your center staff that are not usual activities performed as part of the center's Increase Pilot. This should not include any activities and associated time spent on the Increase Pilot.
- This section begins with questions about time spent completing pilot initiative application materials.
- Before beginning this tab, please carefully review the instructions and worksheet.
- Please report all information for any time periods in which your center has completed pilot initiative application materials.

### F1.

#### Time spent completing application materials:

Please provide your best estimate of time spent on these activities if applicable.

Please only consider time spent by your center and not time spent by a contractor.

The first row of the table (in blue) provides an example.

You may add additional rows as needed.

#### Activity

*Example: Verifying info in PDIS*

Reviewing the marketing and communication materials and information to inform your decision to apply for the [pilot initiative]

Gathering and providing required documentation for the application materials

Monitoring lead and assistant teachers/aides to update their PDIS (Colorado Shines) as part of the application materials

Verifying and updating information in PDIS (Colorado Shines) as part of the application materials

Participating in technical assistance to complete the application materials (e.g., reaching out to MetrixIQ or the Colorado Teacher Salary Increase Pilot hotline)

Other activity. **[Please describe in the cell to the right.]**

Other activity. **[Please describe in the cell to the right.]**

Other activity. **[Please describe in the cell to the right.]**

## F2.

### Time spent processing lead and assistant teachers/aides' opt-in or opt-c

Please provide your best estimate of time spent on these activities if ex:

Please only consider time spent by your center and not time spent by a

The first row of the table (in blue) provides an example.

You may add additional rows as needed.

#### Activity

*Example: Providing support to lead and assistant teachers/aides so they can decide whether to opt in or out of the [pilot initiative]*

Preparing materials and communication to share information with lead and assistant teachers/aides about the [pilot initiative]

Providing support to lead and assistant teachers/aides so they can decide whether to opt in or out of the [pilot initiative]

Gathering and recording information from lead and assistant teachers/aides about whether they decide to opt in or out of the [pilot initiative]

Participating in technical assistance to support lead and assistant teachers/aides in their decisions to opt in or out of the [pilot initiative] (e.g., reaching out to MetrixIQ or the Colorado Teacher Salary Increase Pilot hotline)

Other activity. **[Please describe in the cell to the right.]**

Other activity. **[Please describe in the cell to the right.]**

Other activity. **[Please describe in the cell to the right.]**

## F3.

### Time spent meeting monthly reporting requirements of the pilot initiati

Please provide your best estimate of time spent on these activities if ex:  
Please only consider time spent by your center and not time spent by a  
The first row of the table (in blue) provides an example.  
You may add additional rows as needed.

**Activity**

*Example: Submitting monthly attestation reports*

Gathering and recording information to verify staffing configurations in classrooms and work hours

Submitting monthly attestation reports to verify staffing (e.g., filling out and submitting monthly report to confirm the teaching staff that are employed in the center and the hours they worked)

Participating in technical assistance to complete the monthly attestation reports (e.g., reaching out to MetrixIQ or the Colorado Teacher Salary Increase Pilot hotline)

Other activity. **[Please describe in the cell to the right.]**

Other activity. **[Please describe in the cell to the right.]**

Other activity. **[Please describe in the cell to the right.]**

**F4.**

Time spent preparing monthly pilot initiative wage supplements:

Please provide your best estimate of time spent on these activities if ex:

Please only consider time spent by your center and not time spent by a

The first row of the table (in blue) provides an example.

**Activity**

*Processing payments for the purposes of the [pilot initiative]*

Monitoring funding in escrow account for [pilot initiative] wage supplements

Record keeping and calculating the [pilot initiative] wage supplements for lead and assistant teachers/aides participating in the [pilot initiative]

Calculating federal, state, and local taxes resulting from the [pilot initiative] wage supplements (above and beyond what is typically calculated for payroll)

Processing payments for the purposes of the [pilot initiative]

Other activity. [Please describe in the cell to the right.]

Other activity. [Please describe in the cell to the right.]

Other activity. [Please describe in the cell to the right.]

Other activity. [Please describe in the cell to the right.]

Other activity. [Please describe in the cell to the right.]

Other activity. [Please describe in the cell to the right.]

Other activity. [Please describe in the cell to the right.]

Other activity. [Please describe in the cell to the right.]

Other activity. [Please describe in the cell to the right.]

Other activity. [Please describe in the cell to the right.]

PLEASE

### Job Code Definitions

The following definitions should be used throughout the workbook table:

1. **Center director** – A person who does not have regular teaching duties.
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4. **Lead teacher/teacher** – A person who is regularly in charge of a group of students.
5. **Assistant teacher/Aide** – A person who is regularly assigned to a part-time role but does not have sole responsibility for the classroom.
6. **Floater/substitute** – A person who is not regularly assigned to a particular classroom.
7. **Administrative personnel** – People who hold administrative positions and perform administrative responsibilities on a regular basis.
8. **Other professional staff or specialists** – People who provide specialized services (e.g., therapists, counselors, etc.).
9. **Operations support staff** – People who provide food services, facility maintenance, etc.
10. **Volunteers** – People who provide unpaid time to support the center's activities (e.g., students, senior citizens, leadership staff family members, etc.).

activities related to the Colorado Teacher Salary Increase Pilot. Pilot initiative activities are those tasks co  
center's operations. This includes meeting the reporting and administrative requirements of the Colorado  
already included in previous tabs of this workbook.

ot initiative activities. Then, it asks about the expenses associated with these activities.

nd definitions that are provided on tabs A and B. The job code definitions are also repeated at the end c

ter spent time or resources on the Colorado Teacher Salary Increase Pilot

**Time spent on pilot initiative activities**

act information is not available.

larger organization or entity.

Activity Explanation (if needed)	Center Employee Title	Center Employee Job Code [See definitions below]
	<i>Center director</i>	<i>(1) Center director</i>
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]



[Write in]

[Write in]

[Click here and select]

[Write in]

[Write in]

[Click here and select]

[Write in]

[Write in]

[Click here and select]

[Write in]

[Write in]

[Click here and select]

out decisions about the pilot initiative:

act information is not available.

larger organization or entity.

Activity Explanation (if needed)	Center Employee Title	Center Employee Job Code [See definitions below]
<i>Example: Distributing benefits handout and webinar to teachers</i>	<i>Center director</i>	<i>(1) Center director</i>
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]

ve:

act information is not available.

larger organization or entity.

Activity Explanation (if needed)	Center Employee Title	Center Employee Job Code [See definitions below]
	<i>Center director</i>	<i>(1) Center director</i>
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]

act information is not available.

larger organization or entity.

Activity Explanation (if needed)	Center Employee Title	Center Employee Job Code [See definitions below]
	<i>Center director</i>	<i>(1) Center director</i>
[Write in]	[Write in]	[Click here and select]
[Write in]	[Write in]	[Click here and select]

[Write in]

[Write in]

[Click here and select]

[Write in]

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[Write in]

[Click here and select]

**SAVE AND CONTINUE TO THE NEXT SECTION.**

es:

s, and who serves as the director of the early care and education (ECE) center with staff supervisory responsibilities and administrative duties according to the job description (not just filling in for absent teachers).

ble for the educational program, may supervise teachers.

op or classroom of children. Includes co-teachers.

icular room who works under the supervision of a teacher; may lead certain activities (such as art projects).

icular room and who fills in different positions as necessary to help meet teacher/child ratios.

s in the center (for example, financial manager, administrative assistant, etc.), but who do not have classroom responsibilities.

ed services and who have duties other than teaching or administrative duties (for example, social workers, therapists, etc.).

es maintenance, or other supports for center operations (for example, cook, facilities manager).

: May include community volunteers, internship or other work-experience program participants, early education assistants, etc.

Short version notes

Completed by  
Teacher Salary  
of this

Highest priority (Treated only)

# of Hours  
Spent on  
Activity

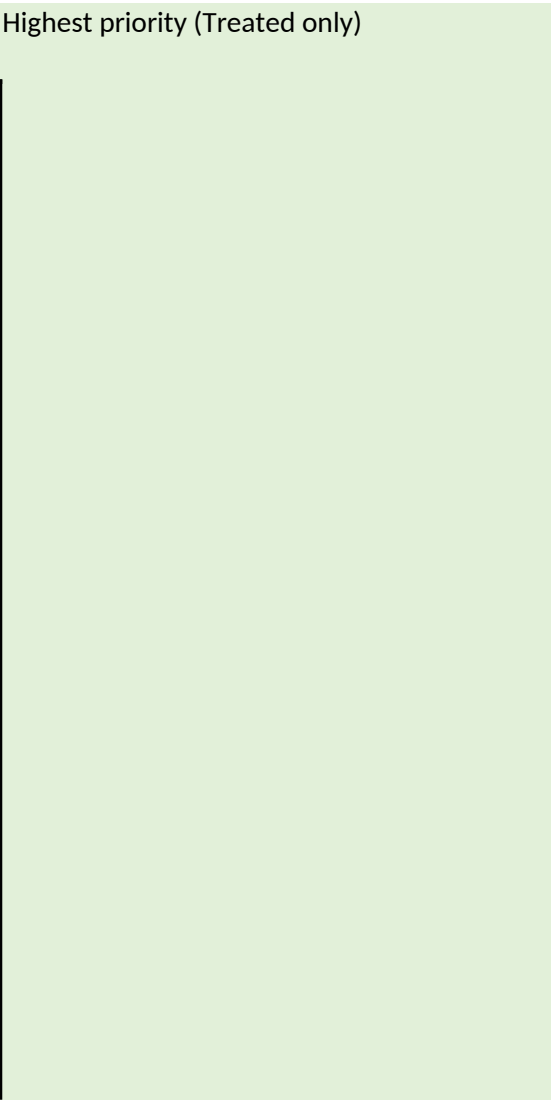
2

[Enter hours]

[Enter hours]

[Enter hours]

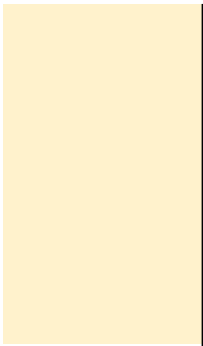
[Enter hours]



[Enter hours]	
[Enter hours]	
[Enter hours]	
[Enter hours]	

	Highest priority
<b># of Hours Spent on Activity</b>	
3	
[Enter hours]	
[Enter hours]	
[Enter hours]	
[Enter hours]	
[Enter hours]	
[Enter hours]	
[Enter hours]	
[Enter hours]	
[Enter hours]	

	Highest priority



# of Hours Spent on Activity

2

[Enter hours]

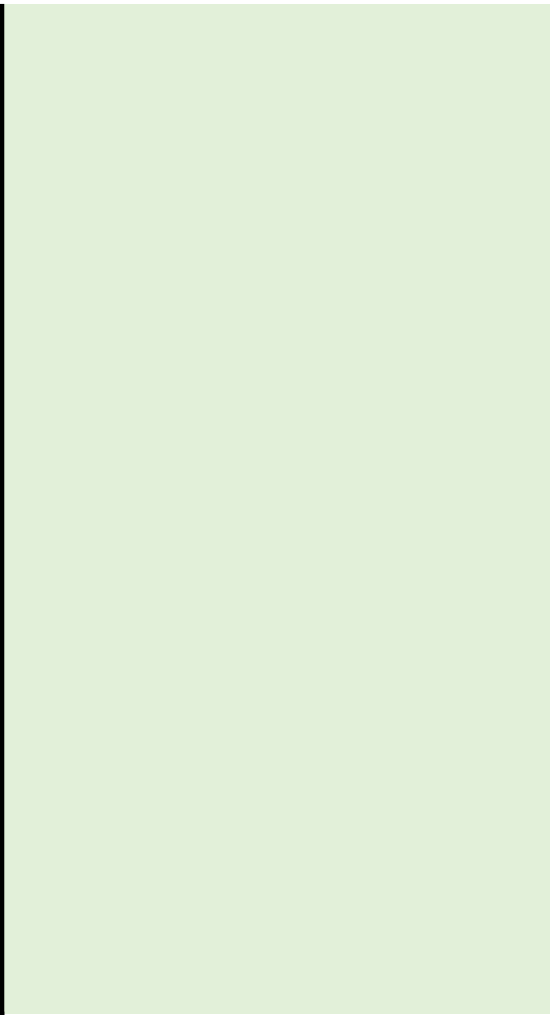
[Enter hours]

[Enter hours]

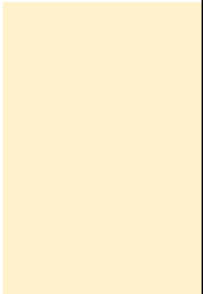
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[Enter hours]



Highest priority

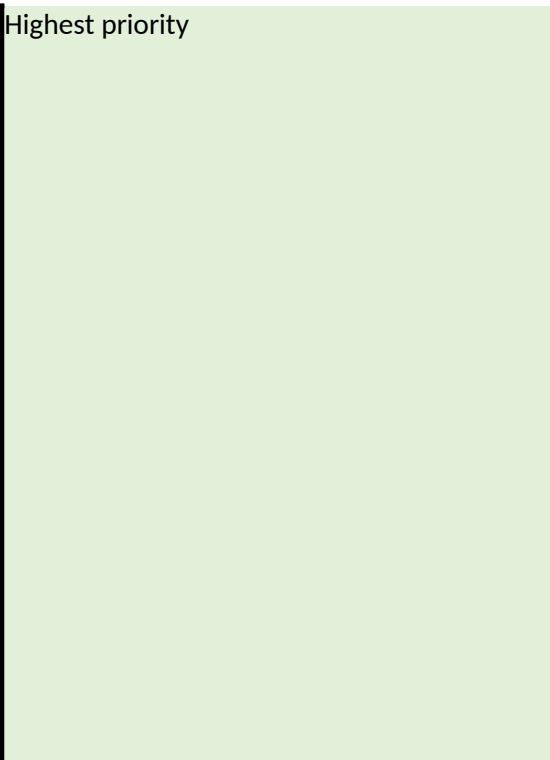


# of Hours Spent on Activity

9

[Enter hours]

[Enter hours]



[Enter hours]

[Enter hours]

[Enter hours]

[Enter hours]

[Enter hours]

[Enter hours]

[Enter hours]

[Enter hours]

[Enter hours]

[Enter hours]

[Enter hours]

[Enter hours]



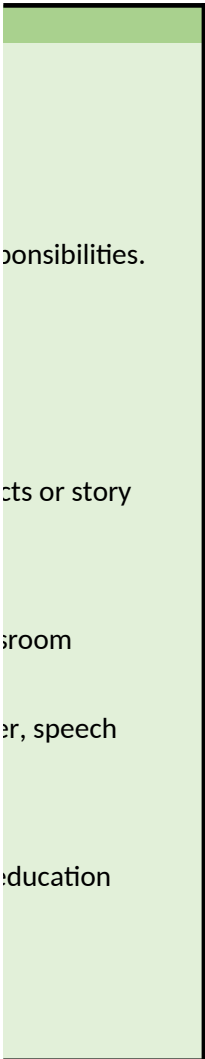
responsibilities.

cts or story

room

er, speech

education



## G. Staff Compensation

### Instructions:

- This section includes questions about staff salaries.
- Before beginning this tab, please carefully review the instructions and definitions that are provided
- Please report the most recent salaries.

### G1. Staff Salaries

Please fill out the table below.

Each row should correspond to one staff member. Please only record the staff members whose time ap activities discussed in this workbook, then you can leave them off of this list.

Staff Member Initials  Please DO NOT provide the staff member's full name	Title/position	Job Code (see definitions below)	A. Hourly rate during the reporting period PLEASE EXCLUDE the wage supplement amount, if applicable
Example: J.D.	Teacher	(2) Teacher - director	\$21.00
[Write in]	[Write in]	[Click here and select]	[Enter number]
[Write in]	[Write in]	[Click here and select]	[Enter number]
[Write in]	[Write in]	[Click here and select]	[Enter number]
[Write in]	[Write in]	[Click here and select]	[Enter number]
[Write in]	[Write in]	[Click here and select]	[Enter number]
[Write in]	[Write in]	[Click here and select]	[Enter number]
[Write in]	[Write in]	[Click here and select]	[Enter number]
[Write in]	[Write in]	[Click here and select]	[Enter number]
[Write in]	[Write in]	[Click here and select]	[Enter number]
[Write in]	[Write in]	[Click here and select]	[Enter number]

### G2.

Please enter the total amount paid to all employees for payroll taxes and fringe benefits OR the average fringe benefits may include employer payments for or contributions to taxes, unemployment insurance



employees, and retirement accounts for employees. Please include only the employer's payments or co  
[Enter dollar  
OR  
[Enter perc

**G3.**

Do staff at your center receive any additional benefits, such as free or discounted care for their own chi  
please describe below, including details about the value of the benefit when possible (ex: staff pay 50%

[Click here and s

**G4.**

Please use the space below to describe the sources of information for this section and provide other ex

[Click here and s

**G5.**

Please use the space below to describe any changes to your center's expenditures on salaries and fringe

[Click here and s

**PLEASE SAVE AND CONTINU**

**Job Code Definitions**

The following definitions should be used throughout the workbook tables:

1. **Center director** – A person who does not have regular teaching duties, and who serves as the directo
2. **Teacher-director** – A person who regularly performs both teaching and administrative duties accordi
3. **Educational/curriculum director or coordinator** – A person responsible for the educational program,
4. **Lead teacher/teacher** – A person who is regularly in charge of a group or classroom of children. Inclu
5. **Assistant teacher/Aide** – A person who is regularly assigned to a particular room who works under th

not have sole responsibility for the classroom.

6. **Floater/substitute** – A person who is not regularly assigned to a particular room and who fills in differ

7. **Administrative personnel** – People who hold administrative positions in the center (for example, fina regular basis.

8. **Other professional staff or specialists** – People who provide specialized services and who have dutie

9. **Operations support staff** – People who provide food services, facilities maintenance, or other suppor

10. **Volunteers** – People who provide unpaid time to support the center. May include community volun citizens, leadership staff family members, etc.

l on tabs A and B. The job code definitions are also repeated at the end of this worksheet.

appears in any of the prior tabs, if someone employed at your center is not engaged with ANY of the

<b>B. Average hours worked per week at the center during the reporting period</b>	<b>C. Number of weeks worked during the reporting period</b>	<b>D. Bonuses, one-time payments, or overtime provided during the reporting period</b>	<b>Notes (if needed)</b>
35	12	\$2,000	
[Enter number]	[Enter number]	[Enter number]	[Write in]
[Enter number]	[Enter number]	[Enter number]	[Write in]
[Enter number]	[Enter number]	[Enter number]	[Write in]
[Enter number]	[Enter number]	[Enter number]	[Write in]
[Enter number]	[Enter number]	[Enter number]	[Write in]
[Enter number]	[Enter number]	[Enter number]	[Write in]
[Enter number]	[Enter number]	[Enter number]	[Write in]
[Enter number]	[Enter number]	[Enter number]	[Write in]
[Enter number]	[Enter number]	[Enter number]	[Write in]
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e payroll tax and fringe benefit rate for all staff (as a percentage of salaries). Payroll taxes and . disability insurance, worker's compensation insurance, health/dental/vision/life insurance for

amount]

centage]

children, tuition reimbursements for higher education classes, or any other similar benefits? If so, tuition for their own children).

start typing]

planatory notes, as needed.

start typing]

benefits during the reporting period.

start typing]

**GO TO THE NEXT SECTION.**

of the early care and education (ECE) center with staff supervisory responsibilities.

ing to the job description (not just filling in for absent teachers).

may supervise teachers.


des co-teachers.

ne supervision of a teacher: may lead certain activities (such as art projects or story time) but does



Short version notes

Lowest priority



# I. Your Center

## Instructions:

- This section includes questions about your center.
- Before beginning this tab, please carefully review the instructions and definitions that are provided of this worksheet.
- Please report information from Jan 2023 on.

## H1.

How many classrooms were open at any point since Jan. 2023?

## H2.

How many educators were employed with your center at the start of January 2023?

### Educator Role

Lead Teachers – preschool age classroom

Lead Teachers – infant/toddler age classroom

Lead Teachers – mixed age classroom

Assistant Teachers/Aides – preschool age classroom

Assistant Teachers/Aides – infant/toddler age classroom

Assistant Teachers/Aides – mixed age classroom

## H3.

How many educators are employed with your center today?

### Educator Role

Lead Teachers – preschool age classroom

Lead Teachers – infant/toddler age classroom

Lead Teachers – mixed age classroom

Assistant Teachers/Aides – preschool age classroom

Assistant Teachers/Aides – infant/toddler age classroom

Assistant Teachers/Aides – mixed age classroom

## H4.

How many educators ended their employment with your center since Jan 2023?

**Educator Role**

- Lead Teachers - preschool age classroom
- Lead Teachers - infant/toddler age classroom
- Lead Teachers - mixed age classroom
- Assistant Teachers/Aides - preschool age classroom
- Assistant Teachers/Aides - infant/toddler age classroom
- Assistant Teachers/Aides - mixed age classroom

**H5.**

How many weeks (on average) did it take to fill these vacancies? (Enter "Not Applicable" if there were no vacancies)

**Educator Role**

- Lead Teachers - preschool age classroom
- Lead Teachers - infant/toddler age classroom
- Lead Teachers - mixed age classroom
- Assistant Teachers/Aides - preschool age classroom
- Assistant Teachers/Aides - infant/toddler age classroom
- Assistant Teachers/Aides - mixed age classroom

**H6.**

How many educators were hired at your center since Jan 2023?

**Educator Role**

- Lead Teachers - preschool age classroom
- Lead Teachers - infant/toddler age classroom
- Lead Teachers - mixed age classroom
- Assistant Teachers/Aides - preschool age classroom
- Assistant Teachers/Aides - infant/toddler age classroom
- Assistant Teachers/Aides - mixed age classroom

**H7.**

How many vacancies remain open at your center currently?



## Educator Role

Lead Teachers – preschool age classroom  
Lead Teachers – infant/toddler age classroom  
Lead Teachers – mixed age classroom  
Assistant Teachers/Aides – preschool age classroom  
Assistant Teachers/Aides – infant/toddler age classroom  
Assistant Teachers/Aides – mixed age classroom

**PLEASE SAVE YOUR WORK. IF ALL SECTIONS ARE COMPLETE, PLEASE DO NOT EMAIL IT OR ANY INFORMATION CONTAINED WITHIN, TO THE STUDY TEAM. THANK YOU VERY MUCH FOR YOUR CONTRIBUTION.**

## Job Code Definitions

The following definitions should be used throughout the workbook tables:

1. **Center director** – A person who does not have regular teaching duties, and who serves as the director of the center.
2. **Teacher-director** – A person who regularly performs both teaching and administrative duties according to the center's needs.
3. **Educational/curriculum director or coordinator** – A person responsible for the educational program of the center.
4. **Lead teacher/teacher** – A person who is regularly in charge of a group or classroom of children. In some centers, this role may be referred to as a classroom teacher.
5. **Assistant teacher/Aide** – A person who is regularly assigned to a particular room who works under the supervision of a lead teacher/teacher.
6. **Floater/substitute** – A person who is not regularly assigned to a particular room and who fills in during absences.
7. **Administrative personnel** – People who hold administrative positions in the center (for example, office manager, receptionist, etc.).
8. **Other professional staff or specialists** – People who provide specialized services and who have duties that are not directly related to teaching.
9. **Operations support staff** – People who provide food services, facilities maintenance, or other support services.
10. **Volunteers** – People who provide unpaid time to support the center. May include community volunteers, parents, etc.

ded on tabs A and B. The job code definitions are also repeated at the end

[Enter number of classrooms]

Lowest priority

[Enter number of staff]  
[Enter number of staff]  
[Enter number of staff]  
[Enter number of staff]  
[Enter number of staff]  
[Enter number of staff]

[Enter number of staff]  
[Enter number of staff]  
[Enter number of staff]  
[Enter number of staff]  
[Enter number of staff]  
[Enter number of staff]

Highest priority

[Enter number of staff]

[Enter number of staff]

[Enter number of staff]

[Enter number of staff]

[Enter number of staff]

[Enter number of staff]

[Enter number of staff]

[Enter number of staff]

Highest priority

re no vacancies.)

[Enter number of weeks]

[Enter number of weeks]

[Enter number of weeks]

[Enter number of weeks]

[Enter number of weeks]

[Enter number of weeks]

[Enter number of weeks]

Highest priority

[Enter number of staff]

[Enter number of staff]

[Enter number of staff]

[Enter number of staff]

[Enter number of staff]

[Enter number of staff]

[Enter number of staff]

[Enter number of staff]

Moderate priority

[Enter number of staff]

[Enter number of staff]

moderate priority

[Enter number of vacancies]  
[Enter number of vacancies]  
[Enter number of vacancies]  
[Enter number of vacancies]  
[Enter number of vacancies]  
[Enter number of vacancies]

**YOU HAVE COMPLETED THE WORKBOOK.**  
**m. Please email the study team to let them know you are**  
**PARTICIPATION.**

ector of the early care and education (ECE) center with staff supervisory responsibilities.

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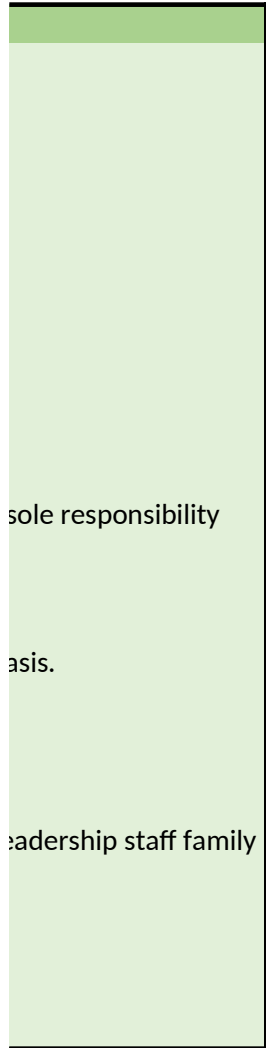
ifferent positions as necessary to help meet teacher/child ratios.

financial manager, administrative assistant, etc.), but who do not have classroom responsibilities on a regular ba

ties other than teaching or administrative duties (for example, social worker, speech therapist)

ports for center operations (for example, cook, facilities manager)

lunteers, internship or other work-experience program participants, early education students, senior citizens, le



sole responsibility

asis.

eadership staff family