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IN IT?**

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the data report

2026 Compensation Data Report

DATA CURRENT AS OF 1/31/2026

Michigan Federation for Children and Families 2026 Compensation Data Report

Contents

1 General Information includes:

- Number of employees
- Agency annual operating expenditures
- Agency annual salaries expenditures
- Fringe benefits expenditures as a percentage of salaries
- Hours in a work week
- Salary adjustments and salary adjustments matrix
- Bonus: sign-on and retention
- Bonus paid for completion of required CWTI training
- Bonus paid for earning a Child Welfare Certificate
- Percentage of union representation
- Hourly remuneration for professional consultants
- Accommodations for employees, including purchased and leased automobiles, deferred compensation plans, mileage reimbursement rates, tuition reimbursement, and payment for continuing education toward professional licensure requirements.

4 Fringe Benefits Report includes health insurance and related coverages, life and accidental death insurance, disability insurance, retirement benefits, paid leave, and holidays.

19 Staff Retention/Turnover includes:

- Total agency staff
- Child welfare supervisors
- Adoption, foster care, and licensing caseworkers
- Family preservation supervisors and caseworkers
- Clinical supervisors and therapists/clinicians/counselors
- Residential supervisors and child care workers/youth specialists

21 Salaries Report summarizes 5,927 actual hourly wages reported, encompassing 93 job classifications:

- 21 All agencies (employee count 5,927 within 47 agencies)
- 44 Agencies with annual budget less than \$6 million (employee count 793 within 21 agencies)
- 67 Agencies with annual budget greater than \$6 million (employee count 5,134 within 26 agencies)

90 End Notes provide details for "other" responses.

Appendix A presents the position descriptions.

Appendix B lists the agencies participating in the 2026 survey (Federation member response rate 75%).



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

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

Appreciation. Special thanks goes to the individuals who invested time and energy toward development of this valuable resource.

We welcome your feedback to help us improve future surveys and boost member participation. [CLICK HERE](#) to relay the value of this report, gaps in job titles, ease of use, and other feedback and/or considerations for improvement.

Michigan Federation for Children and Families 2026 Compensation Data Report

How to read the data report

The **2026 Compensation Data Report** reflects information current as of **January 31, 2026**, provided by **47** nonprofit, community-based human service agencies across Michigan. The data is presented in aggregate and in two subsets to permit a closer comparison among similarly sized organizations: **21** agencies with **annual budgets less than \$6 million** and **26** agencies with **annual budgets greater than \$6 million**. When fewer than five data items were reported for a particular survey element, the information is not displayed, in keeping with *Antitrust Guidance for Human Resource Professionals* issued in 2016 by the U.S. Department of Justice and the Federal Trade Commission (<https://www.justice.gov/atr/file/903511/download>) in support of U.S. antitrust laws.

General Information and Fringe Benefits Report

Column heading definitions:

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

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

Staff Retention/Turnover

Column heading definitions:

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

Salaries Report

Column heading definitions:

- 25th (Percentile):** The value point at which 25% of values reported are less than this amount.
 - Median (50th Percentile):** The middle value in the list of values in numerical order.
 - Average:** Calculated by dividing the sum of the values in the set by the number of values in the set.
 - 75th (Percentile):** The value point at which 75% of the values are lower than this amount.
 - Employee Count:** Number of employees for whom data was reported.
 - Agency Count:** Number of agencies reporting for each data element.
- Row definitions:
- Exempt:** Percentage of wages classified by the agency as exempt from overtime.
 - Non-exempt:** Percentage of wages classified by the agency as eligible for overtime.
 - Entry-level hourly wage:** If an established salary range exists, the entry-level wage.
 - Actual hourly wages paid:** Hourly wages in effect on January 31, 2026.
 - Number of years in this role:** Number of years each individual has served in that particular role.

Appendix A • Position descriptions

Administrative personnel

Chief Executive Officer/Executive Director/Administrator/President. Responsible for overall direction, leadership and coordination of the agency.

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

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

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

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

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

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

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

Program Coordinator. Responsible for administration of specific agency program(s); reports to program manager or director.

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

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

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

Quality Assurance/Compliance Specialist. Responsible for assisting with implementation quality improvement and compliance processes.

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

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

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

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

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

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

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

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

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

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

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

Culture & Values Director. Responsible for designing and implementing initiatives that build a strong agency culture rooted in shared values, inclusion, and respect for the diverse backgrounds and experiences of employees.

Culture & Values Coordinator. Responsible for assisting with implementation of initiatives that build a strong agency culture rooted in shared values, inclusion, and respect for the diverse backgrounds and experiences of employees.

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

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

Development/Events Coordinator. Responsible for developing and implementing fund raising campaigns, programs and activities for the agency. May include supervision.

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

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

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

Communications/Marketing Director. Responsible for communications and/or marketing functions and supervises communications/marketing staff.

Communications/Marketing Assistant. Non-supervisory, assists with communications and/or marketing functions.

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

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

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

Program personnel

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

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

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

Associate Clinical Manager—Master's Degree and Board-Certified Behavior Analyst. Responsible for oversight related to performance, quality, compliance, and operations of behavior treatment services.

QBHP Behavior Specialist—Master's Degree. Responsible for providing behavior analytic services to individuals with specialized programs by conducting various skills assessments, developing treatment and behavior plans, and parent training.

Board-Certified Behavior Analyst—Bachelor's Degree. Responsible for implementing treatment plans including providing initial and ongoing training and feedback to direct care staff to ensure fidelity of treatment.

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

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

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

Therapist/Clinician/Counselor—Fee for Service. Responsible for providing direct services to families and individuals; paid only for sessions scheduled (vs. work week).

Therapist/Clinician/Counselor—Fee for Administrative Work. Responsible for fulfilling administrative duties related to direct services to families and individuals; paid only for admin work conducted (vs. work week).

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Life Skills Coach/Specialist. Responsible for helping individuals develop skills for independent living.

Employment Skills Coach. Responsible for helping individuals develop the skills that employers want, explore career options, and build job search, workplace and industry-specific skills.

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

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

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

Medical Assistant. Responsible for assisting with treatment and referral of health needs of clients.

Support services personnel

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

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

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

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

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

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

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

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

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

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

Medical Billing Specialist. Responsible for processing billing for medical and behavioral health services.

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

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

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

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

Maintenance Worker/Custodian. Assists in maintenance functions.

Food Service Manager. Responsible for food service and preparation.

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

Housekeeper. Maid, matron, liners.

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

Appendix B • Participation

43 Federation member agencies submitted data for the 2026 survey

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

Genacross Family & Youth Services
 The Guidance Center
 Guiding Harbor
 Hands Across the Water
 Hegira Health
 Highfields, Inc.
 Judson Center
 MCHS Family of Services
 New Light Child & Family Institute
 Orchards Children's Services
 Samaritas
 Spaulding for Children
 Starr Commonwealth
 Teaching Family Homes of Upper Michigan
 U.P. KIDS
 Upper Peninsula Family Solutions, Inc.
 Vista Maria
 Wedgwood Christian Services, Inc.
 Wellspring Lutheran Services
 Whaley Children's Center
 Youth Guidance Foster Care & Adoption Center

4 non-Federation agencies submitted data for the 2026 survey

Adoption & Foster Care Specialists
 Arbor Circle
 Catholic Charities Diocese of Kalamazoo
 Oakland Family Services



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