



# HR Recruitment, Retention and Management: Tools for the Trade

Presented by



Phoenix, Arizona | October 2-4, 2023

# Meet our Panelists



**Monique Reynolds**  
Vice President  
Quality Care for Children  
Georgia Provider Resource Hub



**Kim Cullen**  
Program Manager  
Children's Cabinet  
Nevada Child Care Services



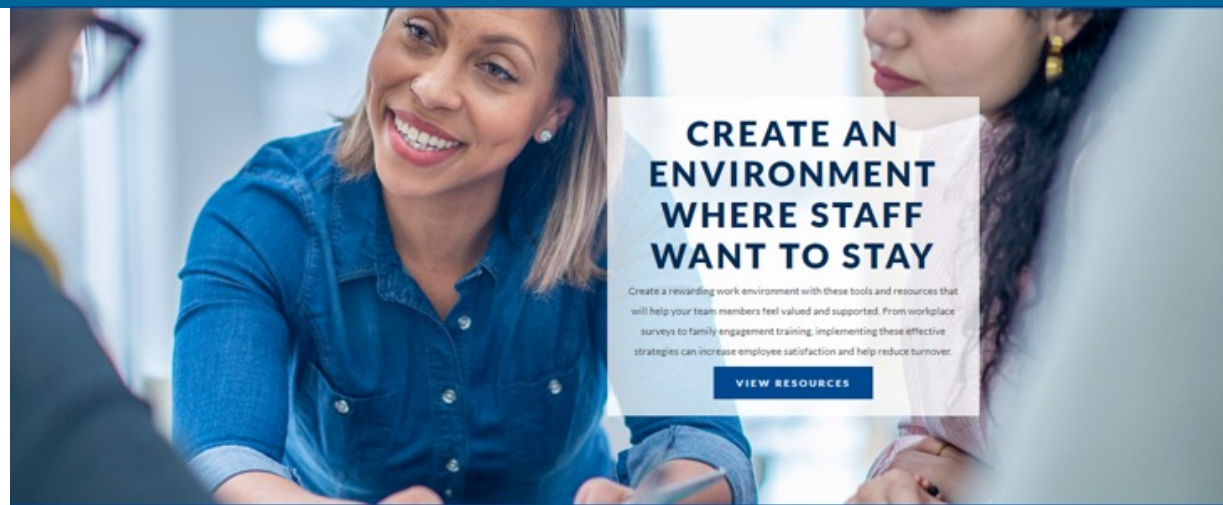
**Jaclyn Powers**  
Senior Professional Development  
Specialist  
Child Care Aware of Virginia  
Virginia Shared Services Network

## The ECE Landscape

- ▶ Tight labor market
- ▶ Increasing demand from families needing care
- ▶ Decreasing number of child care slots
- ▶ Fewer candidates and fewer still who are qualified
- ▶ Trying to mitigate turnover
- ▶ Dealing with a multi-generational workforce with different needs, wants and expectations

The online knowledge hub provides more than 2000 tools and resources that support programmatic and business operations of family and center-based programs.

- ▶ Customized by each state
- ▶ Supports ECE providers and Coaches/PD/TA staff who work with providers
- ▶ Manage program more efficiently
  - ▶ Strengthen business practices including financial and HR management
  - ▶ Elevate quality interactions in the classroom and with families
  - ▶ Save money realized from pooled purchasing power; reallocate savings to other priorities



## Featured Tools & Resources



[Becoming an HR Expert](#)



[Compliance & Quality](#)



[Family Child Care Toolkit](#)



[Financial Management](#)



[Forms, Policies & Templates](#)



[Nutrition, Health & Safety](#)



[Training & PD](#)



[Workplace Culture](#)

Different States. Different Needs.  
A Platform for Everyone.

Supporting the Field in Georgia



# Supporting the Field in Georgia

## ECE Business Services - Provider Resource Hub Focus



*We currently offer 9 programs*



# In Practice - Georgia

## Provider Resource Hub Benefits



Administrative Resources & Templates



Family Child Care Toolkit



Discounts on Goods & Services



Job Board, Job Templates, & Hiring Tools



# Different States. Different Needs. A Platform for Everyone.

## Supporting the Field in Nevada

- Our population is in 2 main places in the state: Reno & Las Vegas
- 671 Providers & 855 FFN
- Rural population remains unregulated & does not have ECE background
- 2 physical locations plus virtual

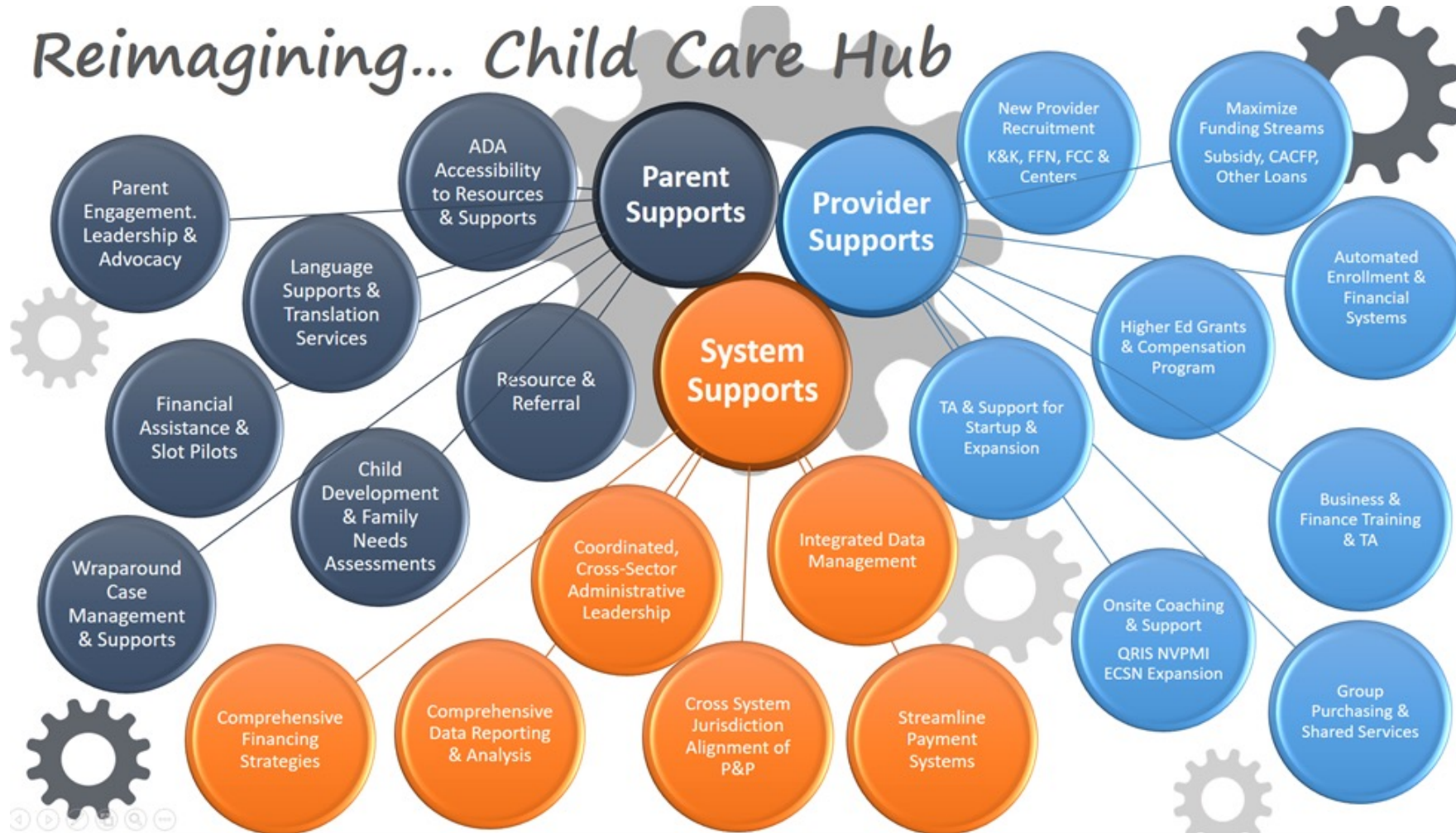


# Supporting the Field in Nevada



NEVADA  
STRONG START  
CHILD CARE SERVICES CENTER

## Reimagining... Child Care Hub



# Supporting the Field in Nevada

- 21 Housed Partners
- Countless Community Partners
- 1 Stop Shop for any provider or anyone wanting to join the field
- ECE Shared Resources platform is the virtual hub



NEVADA  
STRONG START  
CHILD CARE SERVICES CENTER

# Different States. Different Needs. A Platform for Everyone.

## Supporting the Field in Virginia

Our statewide network of EC trainers & technical assistance providers use the (platform) every day in their work with providers.



Strengthening Business Practices training includes Crosswalk Reference tool & platform resources.

Supporting long term implementation of platform resources.

# Preparing for Recruitment

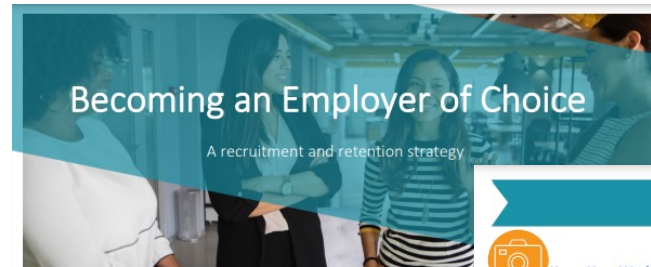


# Becoming an Employer of Choice

## Stand Out Among Competitors

### RESOURCES & TOOLS

- [Guide to Becoming an Employer of Choice](#)
- [Recruitment & Retention Tips & Strategies](#)
- [Teacher Benefits and Compensation](#)
- [Workplace Culture Toolkit](#)



### Becoming an Employer of Choice

A recruitment and retention strategy

Standing out among your competitors has increasingly become a strategy child care providers must do. Why? Job applicants are scarce, keeping your staff is incredibly important, and job applicants requires a strategy to entice this discerning pool of potential job seeker

"Becoming an Employer of Choice means creating a positive work environment, bulk and crafting a fun and product culture." (1/20/23 Peoplekeep.com/blog)

Are you wondering how your program can do this? It all starts with a plan. A strong r must include all the ways your program is amazing – amazing for families and childre and potential job seekers.

So, how do you respond to a challenging recruitment market where your program bi choice? Let's explore some ways to begin to mag out this incredibly important strate

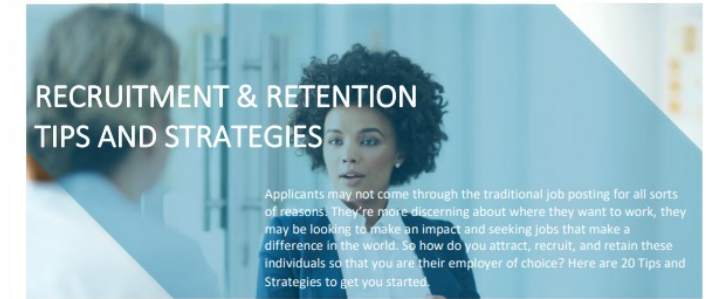


#### The Basics in a Nutshell

Most job seekers are looking for a workplace culture that aligns with their core beliefs. According to Maslow's Hierarchy of Needs, people are motivated to satisfy their need shelter, safety and wellbeing, belonging and love, social needs and self-esteem and fit meaning reaching their full potential.

You may be wondering why we are beginning with Maslow's hierarchy. Well, even very young children instinctually move through this process and as educators, we help them along the way. Simply put, if you nurture a work environment where staff needs are the primary focus, then you will have started on phase one of the journey. The Workplace Culture toolkit on your shared resources platform provides four sets of guides and tip sheets addressing key issues for staff in a meaningful and positive way. Each of the topics could be the subject of a quarterly team meeting or staff retreat.

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### RECRUITMENT & RETENTION TIPS AND STRATEGIES

Applicants may not come through the traditional job posting for all sorts of reasons. They're more discerning about where they want to work, they may be looking to make an impact and seeking jobs that make a difference in the world. So how do you attract, recruit, and retain these individuals so that you are their employer of choice? Here are 20 Tips and Strategies to get you started.

1. **Create an opportunity for an invitation.** Think about where you go and encounter a customer service individual; e.g. at the hair salon, Uber, receptionist at your doctor's office, ticket counter at a local theatre, etc. Sometimes you meet an individual who is welcoming, kind, and exhibits a confidence and demeanor reflective of your work culture. Ask them if they'd be interested in exploring an employment opportunity with your program, give them your card and follow up. Don't forget to add that you may be able to offer no night or weekend hours.
2. **Networking & Training Events.** Yes, exactly! I am proposing that you network with the people in the room and meet as many people as you can with those you feel might be a potential applicant for your program and ask them for a few moments of their time to explore a potential job opportunity at your program. While this may seem wrong and feel like you are stealing staff, two things come to mind:
  - a. We are all tapping into the same pool of talent – whether they work for your competition or not.
  - b. Staff may already be thinking of leaving if they are unhappy with their supervisors, work environment, or co-workers, or for other reasons. Why not see if your program provides better opportunity for them. Obviously, you have to do what you feel is the right and moral thing to do. If you're looking for ideas, this one might just open up a door or two for you.
3. **Tap into Families.** It is not unusual to receive referrals from families for child care services, but perhaps they know someone who might be a great fit as a staff person for your program. Always use this audience for a word-of-mouth campaign because they have heart, honesty and integrity. Shout it out on your Community Bulletin Board for all to see, attach a note to family tuition receipts or any other communication you have with families and see where this goes.
4. **RSVP – Yes please! Respond to an applicant within the first 24 hours.** In a tight labor market, job seekers have options and easily can go elsewhere unless you respond to their interest within the first 24 hours of their application to your program. Otherwise, there is a very slim opportunity to convert an applicant to a hire.
5. **Nurture a Great Workplace Culture.** Job seekers and new staff are discerning about where they plant their roots. They are looking for a great company with a great culture. If you're not paying attention to your work environment and what staff want, you could be opening a revolving door inviting staff to exit and go elsewhere for employment.



#### Know Your Workplace Environment

Getting started on your workplace culture is best approached with a Work including a survey and what to do with the results available on your shared pulse on how your staff is feeling and to identify any areas of opportunity

Feeling heard is an important part of the communication culture you deve the results and work together to create team-owned solutions.

Allowing staff to be part of the solution, boosts ownership and accountabi engagement in and ownership of the workplace environment and culture i provide you with staff who want to share their good experience with frien may become interested in working or volunteering with your program. Thi setting you on course to become the employer of choice.



#### Getting to the Nut and Bolts

Understanding and creating recruitment and marketing messaging tha your brand as the employer of choice begins with how well you promc

1. Your workplace culture and environment.
2. How your program provides opportunity for learning, develop
3. Your people – and how you encourage working together to su environment.
4. A powerful onboarding plan which includes addressing social i
5. Finally, greater work-life balance and well-being.

#### Showcase Your Employer of Choice Attributes

Here are two ways to showcase these nuts and bolts recruitment and retention strategies, privately (within your program) and publicly (on your marketing site and in job posts.)

#### PRIVATELY – WITHIN YOUR PROGRAM

Addressing staff needs, wants and aspirations bolsters your workplace culture and overall environment. If you want to become an employer of choice, think about ways to incorporate these elements as a start to embracing your staff as the fundamental part of this equation.

- ✓ **Developing a Culture of Mutual Respect and Admiration**  
Share Regular Updates on the State of Your Program's Business  
When you let staff know what is going on with the business, including strategy or goals – whichever you feel most comfortable with sharing – it makes them feel trusted, secure, and respected. It helps them identify with your mission and overall vision for the program and it builds workplace culture and an environment where people want to stay.


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# Becoming an Employer of Choice

## Low-Cost, High-Impact Benefits for Staff

**Groups - \$8 a month**  
**24/7/365 Virtual Care.**  
**Anytime. Anywhere**



### TELEMEDICINE MODULE

(24/7/365 Access to Doctors)

Access a board-certified doctor for non-emergency care for your employees and their families anywhere, anytime without a copy!

**HOW IT WORKS**  
Talk directly with a physician within minutes by phone, video, or mobile app - 24/7/365. From home, the office, or on the go. On your schedule. **Anytime. Anywhere.**

**COMMON CONDITIONS WE TREAT**

- Acne
- Allergies
- Asthma
- Cold & Flu
- Ear infections
- Fever
- Headaches
- Infections
- Rashes
- Sore Throat
- Sports injuries
- And much more!

**FEATURES AND BENEFITS**

- 24/7/365 access to our experienced, board certified doctors
- Unlimited use, with no per-call fees or co-pays
- Prescriptions called in to your local pharmacy
- Reduce costs, redirect claims, and increase productivity
- Improve employee recruitment and retention

**WHEN TO USE TELEMEDICINE**

- Instead of going to the ER or urgent care center for a non-emergency medical issue
- During or after normal business hours, nights, weekends, and even holidays
- If your primary care doctor or pediatrician is not available
- To request prescriptions or refills (when appropriate)
- If traveling and in need of medical care

**Telemedicine & Teletherapy**  
**\$14 a month**  
**24/7/365 Virtual Care.**  
**Anytime. Anywhere.**



### TELE THERAPY & MENTAL HEALTH MODULE

Empower employees and their families to be proactive with their mental health and wellbeing, nurture work-life balance, and live happier and healthier lives.

**HOW IT WORKS**  
Connect with a licensed therapist, counselor, psychiatrist, or behavioral health specialist from home, the office, or on the go - on your schedule - via phone or mobile app.

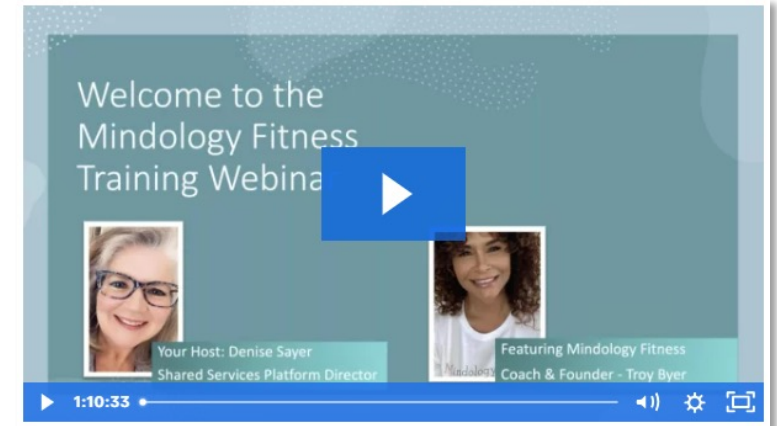
**COMMON ISSUES WE SUPPORT**

24/7 access to experienced therapists, counselors, psychiatrists and behavioral health specialists to support many common issues, including:

- Addiction
- Bipolar Disorders
- Child and Adolescent Issues
- Grief and Loss
- Life Changes
- Postpartum Depression
- Stress
- Trauma and PTSD
- And much more

**FEATURES INCLUDE**

- 24/7 access to our network of experienced behavioral health practitioners
- Up to 10 free talk therapy counseling sessions per year
- Continued, long-term counselling sessions available at reasonable rates
- Psychiatrists and other behavioral health specialists available 24/7 on a fee for service basis
- Services are completely confidential
- Access from the privacy of your home or office - when and where you need it
- Available to you and your family members



## GUIDED MEDITATION AND BUILD YOUR IMMUNITY TO ANXIETY

Try out a guided meditation to help staff manage their own emotions, anxiety and challenging times. This meditation is available for just \$7.00 and every purchase will receive these three additional free resources:

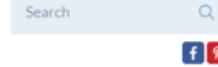
- "Practice Power Over Anxiety" - 23 Minute Mindology Fitness Class
- "Power Over Anxiety Emergency Relief" - 3 Minute Meditation
- "Power Over Anxiety Rescue Deck" - Peace in Your Pocket

**Order Peace on Demand Power Over Anxiety resources:**

- [Peace on Demand - 10 Minute Guided Meditation for Instant Power Over Anxiety](#)

# In Practice - Georgia

## “Recruit & Retain Staff through Affordable Benefits” Webinar



Engaging Families In the Classroom Saving Money Successful Program Management



### Featured Tools & Resources



[Becoming an HR Expert](#)



[Compliance & Quality](#)



[Family Child Care Toolkit](#)



[Financial Management](#)



[Forms, Policies & Templates](#)



[Nutrition, Health & Safety](#)



[Training & PD](#)



[Workplace Culture](#)



# In Practice - Nevada

## Telehealth



- Purchased 6K subscriptions to telemedicine - 6<sup>th</sup> months later added mental health & dental coverage
- 2K have activated their accounts: 20% utilization
- Plan: NAEYC renewal will have opt in/out question

# Planning + Preparation = Your Best Foot Forward

## Guides, Editable Tools & Templates

- ▶ Job Descriptions
  - Ensure it is updated to align with the job
- ▶ Interview Guides
  - Behavior based interview questions
  - What is and is not legal to ask
- ▶ Salary Scale
  - Assess salary against competition and align to experience and to the job
  - Be mindful of equity given challenges of current staffing pressures
- ▶ Benefits & Compensation strategy
  - Put it in writing, include tangible & intangible benefits
  - Showcase what makes the program a wonderful place to work

# Early Childhood Education Salary Scale **Sample**

Early Childhood Education Salary Averages\*

	High School Diploma	High School + CDA	A.A. in ECE	B.A. in ECE	M.A. in ECE
<b>Classroom Aide</b>	<b>21,000</b>	<b>21,500 - 22,000</b>			
1-2 years experience	21,000	21,500	N/A	N/A	N/A
3-5 years experience	21,000	22,000			
<b>Assistant teacher</b>	<b>21,000 - 22,500</b>	<b>21,000 - 23,500</b>			
1-2 years experience	21,000	21,000	N/A	N/A	N/A
3-5 years experience	22,500	23,500			
<b>Classroom Teacher</b>			<b>26,500 - 27,000</b>	<b>30,500 - 31,000</b>	<b>32,500 - 33,500</b>
1-2 years experience	N/A	N/A	26,500	30,500	32,500
3-5 years experience			27,000	31,000	33,500
<b>Lead Teacher</b>			<b>28,500 - 29,000</b>	<b>29,500 - 32,000</b>	<b>32,500 - 35,000</b>
1-2 years experience	N/A	N/A	28,500	29,500	32,500
3-5 years experience			29,000	32,000	35,000
<b>Master Teacher</b>				<b>32,000 - 34,000</b>	<b>34,000 - 36,000</b>
1-2 years experience	N/A	N/A	N/A	32,000	34,000
3-5 years experience				34,000	36,000
<b>Program Director</b>					
1-2 years experience	N/A	N/A	N/A	<b>35,000 - 38,000</b>	<b>38,000 - 42,000</b>
3-5 years experience				35,000	38,000
				38,000	42,000
<b>Assistant Director</b>					
1-2 years experience	N/A	N/A	N/A	<b>35,000 - 45,000</b>	<b>45,000 - 60,000</b>
3-5 years experience				35,000	45,000
				45,000	60,000
<b>Executive Director</b>					
1-2 years experience	N/A	N/A	N/A	N/A	<b>45,000 - 85,000</b>
3-5 years experience					45,000
					65,000 - 85,000

\*Hypothetical in a particular geography; for illustrative purposes only.



# ABC Learning Center Teacher Benefits & Compensation



## Salary

- Teacher Salary - \$15 / hour
- Annual performance increase (dependent upon performance)
- Overtime



## Paid Time Off

- 9 sick / personal days / year
- 5 vacation days year 1
- 10 vacation days year 2 - 4
- 15 vacation days year 5+



## Employer Subsidized Benefits

- Telemedicine/Docs by Phone for you & immediate family
- Group Health
- Group Dental / vision insurance
- Retirement/401k with 3% employer match



## Professional Development

- Job shadowing plan
- Leadership training
- NAEYC membership
- Paid attendance at 5 local training/pd events annually



## Onboarding & Engagement Success

- 90 day Orientation Plan
- One year on-going engagement success plan
- Mentor/partner assigned from day one



## Other

- VIP Teacher Mentor program
- Staff emergency /crises fund
- Flexible work schedule
- Paid planning time
- Longevity bonus - \$500 after 5 years; \$1,000 after 10 years of service



## Optional

- Workplace Safety Committee Participation
- Welcome Committee
- Staff Activity Committee
- Family Bulletin Board Leader

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# Acquire4Hire

## The Nuts & Bolts for Sponsors

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- Sponsoring organization receives state specific job board
- Monitoring dashboard
  - Businesses registered
  - Jobs posted
  - Jobs active and open
  - Job views
  - Applications received
- Built in job descriptions and option to add state specific

## The Nuts & Bolts for Businesses

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- Self service tools
- Built in ECE specific jobs
- FAQ tips to help job post stand out
- One click distribution to 15+ job boards
- Manage applicants in a single dashboard
- Customizable workflow = equity in the process
- Basic Level of Acquire4Hire is free to users in ECE Shared Resources Network

# Acquire4Hire - Georgia

IN THIS SECTION	
Becoming an HR Expert	
Becoming An Employer of Choice	
Compensation & Benefits >	
Child Care Jobs GA	
Discipline & Termination	
Employment Forms Tools & Postings >	
Employee Handbook	
Employee Orientation Toolkit	Job Descriptions
Employee Morale	More HR Forms, Policies & Templates
Goals	Organization Charts
HR Hotline	Payroll Practices
Interview Guides	Performance Appraisals
Job Ads	Resume Templates
	Workplace Culture >
	Workplace Safety

## CHILD CARE JOBS GA

The best place to find and post child care jobs in Georgia!

Powered by acquire4hire, Child Care Jobs GA is a free, all-in-one tool for both job seekers and employers who are looking to hire talented ECE program staff and support personnel.

### Benefits of using Child Care Jobs GA:

- **FREE TO POST:** Unlike most job boards, posting jobs is FREE for members of the Provider Resource Hub!
- **8 JOB BOARDS IN 1:** Each job post automatically appears across 8 other job sites including Indeed.com, LinkedIn, Jora, Job Rapido, Adzuna, Career Jet, Oodle, and Juju!
- **SHOW UP IN GOOGLE RESULTS:** Your job post automatically shows up in Google search results! This is one of the easiest way for job seekers to find information about your opportunity.
- **JOB DESCRIPTION TEMPLATES:** The platform provides ready-to-use job description templates specifically created for Georgia child care professionals (directors, assistant and lead teachers, caregivers, contractors, admin and support staff)!
- **ONLINE APPLICATIONS:** Job posters have the option of man:   
 paperwork or keeping track of email

[DOWNLOAD THE FLYER](#)

[WATCH A HOW-TO VIDEO](#)

### FOR EMPLOYERS

1. Register to post jobs
2. Create a job post using a set of pre-written job descriptions.
3. Distribute with one click to the most popular job sites across the w
4. Manage your hiring process using custom workflows and template:
5. And, finally, hire that talent!

[REGISTER](#)

[MANAGE ACCOUNT](#)

Hiring:  
Job Descriptions,  
Interview Guides,  
Job Posting Service

Retention: Building  
Staff Culture

Employee  
Handbook,  
Performance  
Appraisals

Mandatory HR  
Forms and  
Postings

Compensation &  
Benefits

# Aquire4Hire- Nevada

- Promote: Housed & Community Partners and Social
- 66 Current Users
- 241 Jobs Posted

## Donna Einspahar

Mountain View Lutheran

*I enjoy the convenience of the service. The process is easy, and I like the pre-set job templates. We advertise for teachers and aides and received several responses. I love the email notifications when people apply, it is a great time saver.*

# Acquire4Hire - Virginia

Hundreds of providers report hiring new staff through the job hub.



Cost savings allows programs to invest in better wages.

July 2023  
300 jobs posted  
209K job views  
9K+ applicants





## Find and Hire Staff Using the Virginia Child Care & ECE Job Hub

Simplify the hiring process so you can focus on finding the perfect applicant.

Child care and early childhood education programs can create job postings and manage the hiring process all in one place using Virginia Child Care & ECE Job Hub. This platform allows you to track interviews, monitor background checks, document notes, and send automatic emails to inform applicants of their status.

Virginia Child Care & ECE Job Hub allows programs to generate a job posting and automatically share it to 16 different job search websites simultaneously (including Indeed, Google, LinkedIn, etc.). Click the button below to sign up for a free account and get started finding the perfect applicants today!

[Sign Up Now](#)



**In 2022...**

**55,000 job applications were submitted through the job hub and job postings received a combined 1.5 million views**



If you have any questions or need assistance, don't hesitate to touch base with us.

Sincerely,

**Child Care Aware of Virginia**  
804-285-0846  
vachildcare.com  
[jaclyn@vachildcare.com](mailto:jaclyn@vachildcare.com)

# Acquire4Hire

## Meaningful Impact

"I love the job board. I have hired several applicants who turned out to be awesome!"

*Tralana Keaton, VA*

"The Shared Services platform is vital to my success as a director. The last few hires for my center were found through the EC Jobs VT so I am incredibly grateful to be able to post jobs for free on this site."

*Beth Workman, VT*

"122 childcare programs posted 526 jobs saving an estimated \$315,000 they would have paid to post these jobs on other job boards."

*Jackie Cowell – NH*

"Helping our efforts in strengthening the workforce through the job board and the hiring tools."

*Robin Schotter, KY*

"Acquire4Hire has been a strong support for providers who are desperately looking for staff."

*Susanne Rakes, VA*

January - July 2023  
63K+ applicants  
More than double growth over 2022

# Acquire4Hire

## Hiring Features

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Everything from Basic Features plus:

- ▶ Prescreen Questions
- ▶ Personality Test for Candidates
- ▶ Expanded Automated Email Messages for:
  - Candidate communication updates (tied to workflow)
  - Pending job interviews
- ▶ Google Calendar Integration

## Onboarding Features

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Coming  
in 2024

Everything from Basic Features plus:

- ▶ SMS text messaging reminders
- ▶ Customizable Job Offer Letter and “What to Expect on Your First Day” Letter
- ▶ New Hire Documentation Dashboard
  - Hiring manager can upload preemployment forms and send them to candidate
  - Ability to create checklists so hiring manager can see what they have sent candidate

# Preparing for Onboarding & Orientation



# Onboarding

## Address New Employees Social & Emotional Needs

### IN THIS SECTION

Employee Orientation Toolkit

Best Practices in Onboarding

Communication to Staff & Families

General Care & Communication

Orientation Checklists >



#### HERE'S WHAT YOU SHOULD KNOW...

**Strong onboarding can significantly improve employee engagement and retention.**

The onboarding process begins before someone is hired and continues for up to developing your plan before you hire, the hiring process, the time before your first day and beyond. Those first impressions matter! Studies have shown a new (sometimes unconsciously) in the first few weeks if they will be sticking around, that great onboarding can increase retention of new employees by 80% or more.

**Did you know that additional benefits of a strong onboarding experience include:**

- Higher employee engagement
- Better employee retention
- Easier talent attraction
- Stronger company culture and
- Increased motivation and productivity



In a market with few candidates and job openings at an all-time high, your current employees have many opportunities available to them. You'll want to stand out! Creating a culture that embraces new staff into the team is going to set you apart from other businesses. A well-developed onboarding or staff orientation process can be a key point when you are discussing benefits with a potential candidate. Explaining this and how important their success is to the entire team. This will certainly

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### ONBOARDING BEST PRACTICES

#### HERE'S WHAT YOU CAN DO...

##### Tips and Strategies

- **Prepare your team for meeting new employee** - When everyone on the team is tuned in and greets the new employee with a smile/hello, it helps them feel welcome and it conveys "we are so glad you are here!"
- **Prepare the new employee** - Let the new employee know what their first few days will look like BEFORE they start on day one. It will be reassuring for them to know what they are walking into.
- **Assign a buddy** - A buddy provides social, emotional, and logistical support. This should be a staff member who is a colleague and not a supervisor. Informally every day or two in a friendly, caring way and answer questions. Care how this goes for you, you are important to us! Always be sure you are comfortable taking on this responsibility and that you've provided guidance as expected of them in this role.
- **Assign a mentor** - A mentor should be a high performing staff member who can provide guidance, learning and support. A mentor is a more formal relationship.
- **Post a welcome sign on the front door!** Imagine walking up to the front door and there is a big welcome poster!
- **Welcome card signed by entire staff team** - Have each member of your staff sign a card you give to the new employee on their first day.



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### RESOURCES & TOOLS

- [Onboarding Best Practices](#)
- [Best Practice Tips for Engaging New Employees](#)



The consensus among HR professionals is that orientation of a new employee should take **at least three months**. However, research suggests businesses can increase employee retention by extending onboarding throughout an employee's entire first year. Keep the onboarding process going well beyond the first few days/weeks to help your new employee succeed by:

- nurturing and welcoming your new employee,
- providing them with clearly defined responsibilities and expectations as well as support as they work to meet these expectations,
- asking frequently for feedback about how the orientation is going for them
- allowing them to learn at their own pace, and
- helping them build solid relationships with their coworkers and managers.



#### AT 3 MONTHS...

The "Orientation Checklist" on your shared resources website will help get you to 90 days which many consider to be a probationary period an employer uses to assess whether a new hire is a good fit for the position. As you approach the end of these first 90 days, be sure clear and ongoing communication has occurred throughout, that any performance concerns have been documented and discussed with the new employee and that you have been clear if performance changes are needed. And of course, be sure you are communicating all the things your new employee is doing well!

**Incorporate elements of your performance appraisal** to help ensure there are no surprises for your new employee when you get to the 12-month performance appraisal. If you haven't already, share your performance appraisal documents. Be sure continued training and feedback incorporates expectations regarding the core competencies and responsibilities outlined in your job description such as:

- interactions with children including guiding behavior,
- interactions and relationship building with families,
- interactions with co-workers including contributing to strong team environment,
- exhibiting program philosophy and curriculum planning,
- being reliable and on time to work, and
- understanding and adhering to program policies and procedures and licensing regulations.

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**Tips for Checking In**  
- At 3 months  
- At 6 months  
- At 12 months

# Orientation

## Check All the Boxes

### IN THIS SECTION

Orientation  
Checklists

Day 1-HR & Workplace Safety  
Requirements

General Care & Communication

Health

Program Operations &  
Professionalism

Supervision & Safety

### RESOURCES

The following resources align with the subjects in the Human Resources portion of the orientation.

- Benefits for ECE Professionals - Sample [\(English\)](#) [\(Spanish\)](#)
- [Compensation / Salary](#)
- [Goals](#)
- [Health Risk Disclosure Form](#)
- [Occupational Safety & Health](#)
- [OSHA Hazard Communication Fact Sheet](#)
- [Organizational Chart – Chain of Command](#)
- [Performance Appraisals](#)
- [Staff ID Template](#)
- Affordable Care Act
  - [FAQ on the Affordable Care Act Notice to Employees](#)
  - Model Notice for employers who do not offer a health plan
    - [\(English\)](#) [\(Español\)](#)
  - Model Notice for employers who offer a health plan to their employees
    - [\(English\)](#) [\(Español\)](#)
- [Workplace Safety Plan & Compliance Resources](#)

[\[Click to Enter Center Name\]](#)

### Staff Orientation Checklist – Before Day 1

#### Staff Member Information

Name: \_\_\_\_\_ Start Date: \_\_\_\_\_

Position: \_\_\_\_\_ Supervisor: \_\_\_\_\_

#### Directions to the Hiring Supervisor

This checklist and related materials provide a toolkit to implement a comprehensive orientation for a new employee. It will require your careful review and revision to include policies and procedures unique to your center or as required by State laws and licensing requirements. This checklist is designed to be edited, deleted, and customized as needed. Implementation of the checklist is intended to be delivered over several weeks and additional qualified staff may assist in the process.

#### Before the New Staff Member's First Day

Complete the following items as soon as possible or at least one week before the arrival of your new employee.

- Review Transition / Teacher / Staff Change Policy and follow accordingly
  - Inform current staff of new hire
  - Inform families of new hire
- Have new employee write a letter to families introducing themselves
- Arrange time for families to meet new employee
- Send a welcome letter including key information about the job, benefits, and their first day (when to arrive, location, dress code, etc.)
- Schedule time on your calendar for the staff member welcome and one-on-one meeting
- Set up email account, password, etc. (if applicable)
- Prepare Orientation:
  - Prioritize the checklist sections
  - Set a timeline for completion
  - Assign appropriate staff to assist with the Orientation if appropriate (for example, a Buddy and/or Mentor)
  - Notify all staff of new staff member including start date, classroom assignment, etc.
  - Download materials from your ECE website
  - Sign and date each checklist, and file in employee folder completed
  - [\[Click to Enter New or Delete\]](#)
- Begin an Employee Folder to include the following documents:
  - Employment Documents (W-4, background check, State Forms etc.) (Note: 1-9 Forms must be maintained separate from Employee Folder.)
  - Job Description
  - Letters of Reference/Recognition
  - Policy acknowledgements and agreements
  - Orientation Materials
  - Records relating to job offer, promotion, transfer, rates of pay, education and training records
  - Goal setting and performance appraisal documents
  - State licensing, criminal records release, finger print records, etc.
  - [\[Click to Enter New or Delete\]](#)
  - [\[Click to Enter New or Delete\]](#)

#### DISCLAIMER

CCA For Social Good is not engaged in the practice of law, nor can it advise you on legal matters. These resources are comprehensive but may not be all inclusive, it is recommended that you review the provisions of this document with a qualified local

## 5 Records Required for Every New Hire

In order to comply with certain federal and state laws, an employer must complete new hire paperwork when bringing a new employee on board. ADP provides an overview of what new hire forms are required, and how employers can satisfy these requirements.

[SEE OVERVIEW](#)

# In Practice - Virginia

## CCAoVA PROFESSIONAL DEVELOPMENT OPPORTUNITIES

We offer a variety of learning opportunities including free [live virtual and in-person training](#), low-cost [on-demand classes](#) for more than 160 topics, and one-on-one [technical assistance](#) for a variety of issues your program may be facing.

## BECOME A SUBSIDY VENDOR

Grow your business and make a difference by becoming a subsidy vendor. Get started [here](#).

## STAFF VACANCIES? FIND QUALIFIED CANDIDATES

Post vacancies and manage job applications all in one place AT NO CHARGE on the [Virginia Child Care & ECE Job Hub](#).

## Summer breeze

We're here to help make running a child care and early childhood education business a **breeze**.

Child Care Aware of Virginia aims to increase the accessibility, availability, and quality of child care in Virginia through services for families, child care professionals, and the community. We are here to help you start or sustain a thriving child care business. This summer we are providing you with a variety of resources that will assist you in achieving your goals.

[Read more about us](#)

## VIRGINIA SHARED SERVICES NETWORK

This web-based platform is available to assist all child care centers and family day homes. Access customizable templates for policies and procedures, lesson plans, business support, discounts on every day items and more by becoming a member today.

### NEW AND NOTEWORTHY FEATURES:

**An Employee Orientation Toolkit is available as well onboarding best practices to assist you with training and onboarding your new staff.**

[Learn more here](#)



# Orientation

## Editable Tools, Templates & Policies

[Click to insert your Organization's Logo here or delete]

### The Organization

### EMPLOYEE HANDBOOK

Effective [Click here and enter Month and Year]

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### RESOURCES & TOOLS

- [Employee Handbook - Acknowledgement & Release Form](#)
- [Performance Appraisal](#)
- [Employee Warning Notice Form](#)
- [Workplace Safety Plan](#)
- [Workplace Survey](#)

#### ACKNOWLEDGEMENT AND RELEASE FORM - Employee Copy

(Employee's Copy—to Remain in Handbook)

I understand that I am an at-will employee, and I therefore understand that my employment may be terminated at any time, with or without prior notice, and with or without cause or reason by **The Organization**. Likewise, I understand that I am free to resign at any time, for any reason. No employee, agent, or representative of **The Organization** other than its executive officers has authority to enter into any agreement guaranteeing employment for any specified period of time, or to make any representations, promises or agreements contrary to the foregoing. I further understand that any such agreement authorized by executive officers shall not be enforceable unless it is in writing and signed by both an executive officer and myself.

No employee handbook can anticipate every circumstance or question about policies. As **The Organization** changes, the need may arise to change policies described in this handbook. **The Organization** reserves the right to revise, supplement, or rescind any policies or portions of the handbook from time to time as it deems appropriate in its sole and absolute discretion. As soon as practical, **The Organization** will notify all team members of such changes, and they will be applicable even if I have not signed a new Acknowledgment and Release Form for them. This Handbook supersedes any previous Employee Handbook.

I understand and acknowledge that violation of the Employee Handbook or any other workplace rule may result in immediate disciplinary action against me, up to and including termination of employment.

My signature below indicates that I have read and understood this statement and have received a copy of the Employee Handbook. My signature further acknowledges and agrees that I will read and familiarize myself with its contents and follow the policies and rules indicated.

\_\_\_\_\_  
Employee Printed Name

\_\_\_\_\_  
Employee Signature

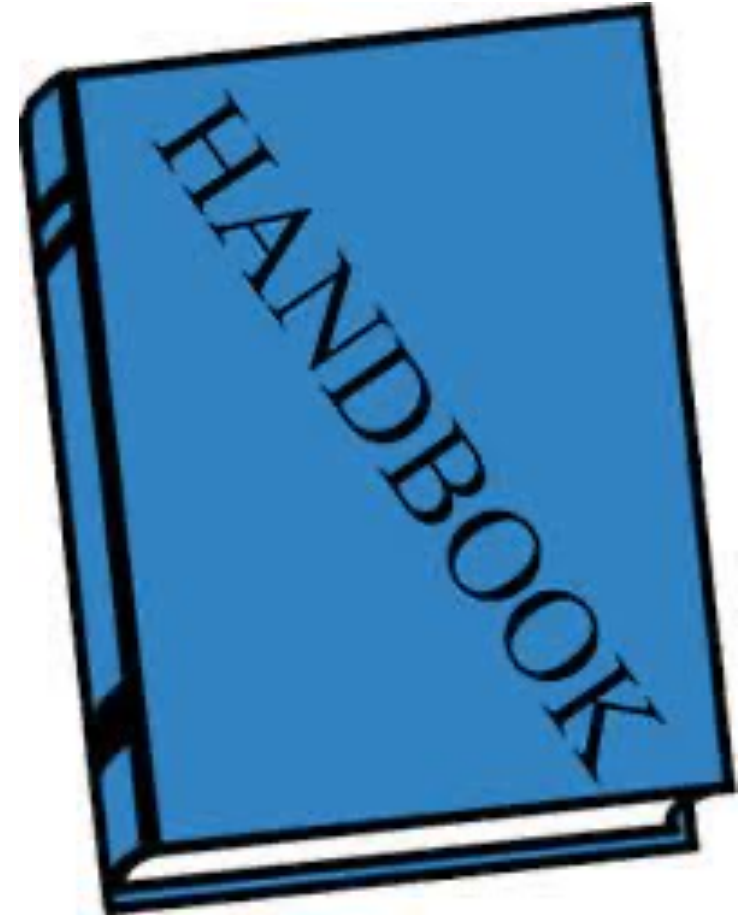
\_\_\_\_\_  
Date



# In Practice - Nevada

## Training Aide

- Office of Early Learning & Development identified a gap
- NE Nevada AEYC (Association for Education of Young Children) mini conference
- Templates



# In Practice - Virginia

## Director Forums

Gather routinely  
Discuss what works  
in daily practice  
Platform solutions &  
ECE Job Hub  
embedded




A focus on best  
practices in hiring  
& retaining  
quality teachers

# In Practice - Virginia

## Embedding the “How” into Training


**Training of Trainers**  
Strengthening Business Practices



**NATIONAL CENTER ON**  
Early Childhood Quality Assurance

---

**Training of Trainers**  
Strengthening Business Practices for Child Care Programs



The National Center on Early Childhood Quality Assurance is pleased to offer a new training-of-trainers curriculum series, **Strengthening Business Practices for Child Care Programs**. Through this series, trainers in the early childhood field will have the tools to deliver business training to center-based and family child care providers. The training content and activities are designed to strengthen providers' foundational knowledge of sound fiscal management and business operations.

The training-of-trainer series contains four modules of business practices content:

- Budgets, Projections, and Planning
- Financial Reports and Internal Controls
- Marketing for Child Care Programs
- Staff Recruitment and Retention for Center-based Child Care Programs

### Module 4: Staff Recruitment & Retention - Objectives:

- Understand best practices related to recruiting, interviewing, and hiring new employees.
- Have a framework for building an effective orientation plan for new employees. Be familiar with the components of a staff handbook.
- Identify strategies for providing feedback to employees.

### ECE Shared Resources Companion Tools to Support Implementation - The How:

- Becoming an Employer of Choice
- Recruitment & Retention Tips & Strategies
- Coaching Your Team for Higher Performance
- Compensation & Benefits
- Job Ads
- Job Descriptions
- Job Posting Tool
- Behavioral-Based Interview Questions
- Interview Guide on What You Legally May/May Not Ask
- Employee Handbook
- Employee Orientation Toolkit
- Onboarding Best Practices
- HR Hotline – guidance to address HR questions or challenges
- Performance Appraisal Tools
- Mindology Fitness – Emotion Regulation Tools
- Workplace Survey – Guide, Tips and Template
- Workplace Culture – Guides & Tip Sheets for Beating Burnout, Boosting Morale, Honoring Strengths as Differences, Tapping Team Wisdom

# In Practice - Georgia

## Promotion of the Provider Resource Hub



# In Practice - Georgia

## Member's Feedback

"As a high-quality early learning educator, we often seek resources from the community and the best tools are those that help us simplify our efforts while also extending our impact. The PRH has helped us with cost savings, provided simple and easy to use forms and policies (saving us the time in drafting them) and is one of our top resources for both the business and programmatic side of our work."

*Executive Director, Scottdale Early Learning Inc.*

"The Provider Resource Hub is an essential tool for directors, administrators, and owners. You get the benefits of support you would have when working for a larger organization, but the freedom to work the way you want to. We at GAAEYC think that PRH addresses a need in our field that will ultimately lead to programs being able to provide higher quality care for children."

*GAAEYC*

# Strong HR Management & Strategies that Support Retention



# Building Workplace Culture

## Where Staff Want to Stay

### IN THIS SECTION

Workplace Culture

Beating Burnout

Boosting Morale

Conducting a Workplace Survey

Honoring Differences as Strengths

Tapping Team Wisdom

### RESOURCES & TOOLS

- [Leadership Essentials – Building a Positive Workplace Culture](#)
- [Workplace Culture – A Step-by-Step Process for Engaging Your Team](#)
- [Healthy Workplace Survey](#)
- [Tips for Conducting a Workplace Survey](#)
- [Comprehensive Guide to Conducting and Analyzing a Staff Survey](#)
- [Healthy Workplace Survey - Memo to Staff](#)



#### BUILDING YOUR WORKPLACE CULTURE

A positive workplace culture is one that values its precious resource. Building a great workplace and it's best accomplished when each member is creating a great place to work. Employees who will not only be more engaged, they will also be more productive and will help you build a strong and positive workplace.

**A Step-by-Step Process for Engaging Your Team**  
A team through the process of developing expectations that support those values is on the same page.

**Developing and Living by Core Values**  
In how we work with children and our environment is equally important. Our attitude and even staff retention. Our attitude and behavior all contribute to our core values need to be real and incorporated into our day-to-day work.

**Healthy Communications and a Respectful Environment**  
A respectful communication expectation about how you want to work together. Workplace gossip can be very serious cause turnover of good employees. When developing core values and expectations that address and manage these issues.

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#### DEVELOPING CORE VALUES AND COMMUNICATION EXPECTATIONS

**Building a positive and fulfilling workplace culture is a process that takes time as well as ongoing attention and nurturing. It starts by identifying strong core values related to the work environment and the way people work together. Employees need to know about and buy into these core values. Leaders must be genuine in not only modeling this work but also on following through on effective behaviors.**

Developing and working by core values is a process to ensure each member of the team is great place to work. If you already have core values, reflect on how well they are working. It may be a process in the niches and most meaningful process to engage in with your team.

- STEP ONE:**
- Agreement about WHAT kind of work environment**
- Ask everyone to reflect and brainstorm phrases or statements that describe the work environment.
  - Ask staff to take turns sharing their ideas.
  - Reflect together on the big list and condense.
  - Rank together and get the list to the top dots and giving people time to walk and vote.

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#### Staff Survey

[\[Click here to enter Name of Program\]](#)

##### Instructions:

1. Please select the best answer for each question.
2. Please return the survey by [\[Click here to Enter Code\]](#) in the envelope provided to the address located [\[Click here to Enter Location\]](#).
3. Thank you. We sincerely appreciate your feedback. It is crucial to our commitment and goals to create a great work environment for you and the entire staff team.

##### A. Culture and Philosophy

1. Staff agree on program philosophy and educational goals and objectives.  
 Strongly Agree  Agree  Neither  Disagree  Strongly Disagree
2. Staff share a common vision on what the workplace culture should be like.  
 Strongly Agree  Agree  Neither  Disagree  Strongly Disagree
3. Staff are adequately updated about what is going on organizationally.  
 Strongly Agree  Agree  Neither  Disagree  Strongly Disagree
4. The organization implements change as needed.  
 Strongly Agree  Agree  Neither  Disagree  Strongly Disagree
5. Staff are free to express their opinions.  
 Strongly Agree  Agree  Neither  Disagree  Strongly Disagree
6. Staff help make decisions about things that directly affect them.  
 Strongly Agree  Agree  Neither  Disagree  Strongly Disagree
7. Morale is high; there is good team spirit.  
 Strongly Agree  Agree  Neither  Disagree  Strongly Disagree

##### B. Supervisor and Communication

8. My supervisor and program leadership communicates with me on a regular basis.  
 Strongly Agree  Agree  Neither  Disagree  Strongly Disagree
9. My supervisor cares about my concerns.  
 Strongly Agree  Agree  Neither  Disagree  Strongly Disagree

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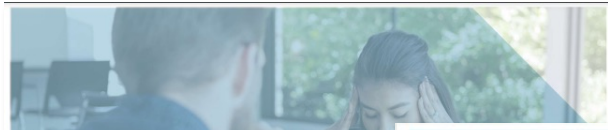
# Workplace Culture Leadership Essentials

## Enhancing Retention

For each topic

- How to Guide

- Tips from Low Time/Cost to More Time/Cost



### BEATING BURNOUT

With greater understanding and a well-stocked toolbox, early childhood directors can empower their teams by becoming burned out. This guide provides useful basic strategies for better organizational health.

**Preventative Care is Key to Team Wellness**  
Early childhood professionals find fulfillment in their work through the lives of young children and the families in their care. While rewarding and program resources are typically stretched thin, a debilitating amount of employee burnout.

**According to researchers, employee job burnout affects the workplace in the following ways:**

- Employee withdrawal, which leads to absenteeism and turnover
- Lower productivity
- Ineffectiveness
- Decreased job satisfaction
- Reduced commitment to the job and organization
- Greater levels of personal conflict among team members
- Disruption of coworkers' capacity to perform their work

**Burnout is more likely when employees:**

- Expect too much of themselves and never feel that the work they are doing is good enough
- Feel under-appreciated for their work efforts
- Are placed in roles that are not a good job fit
- Lack adequate information or training to do their jobs
- Receive inconsistent or insufficient feedback
- Perceive unfairness in the workplace
- Have limited participation in decision making or otherwise feel excluded

**Most managers don't recognize that an employee is burned out.** Burnout afflicts the most highly engaged members of the team: those who are most dedicated employees can eventually burn out and leave their jobs. And burnout leads to lower productivity, negatively impacts the rest of the team, even lives and ultimately potentially affecting the children they support.

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### BOOSTING STAFF MORALE


Staff are a precious gift. This guide will provide you with quick and easy methods of acknowledgment and recognition that will help keep your team happy, healthy and engaged.

**Sincere Appreciation is Key to Engagement**

A 2020 worldwide survey by Gallup which included more than 25,000 individuals working in center-based child care, found a close and sweeping relationship between employee engagement and business performance. Organizations with high levels of engagement enjoyed up to 23% higher profitability, 81% lower absenteeism, and employee turnover rates 18% less than those scoring the lowest levels of employee engagement. Unfortunately, only 36% of U.S. employees are engaged in their workplace.

Simply put, employees want to know that their efforts are appreciated, and employees who are not recognized become disengaged. Early childhood directors can gain the edge by exercising intentional leadership and implementing the ideas to build a workplace culture of appreciation. Typical thinking is that rewards are strong drivers of job satisfaction, however, studies have found that rewards have limited effect. Instead, it has been shown that simple and sincere expressions of appreciation can substantially increase employee retention, productivity, long-term engagement. Timely expressions of heartfelt appreciation can deliver outsized returns on modest investments of dollars and time. Have you ever experienced "Pay it Forward"? Implementing practices that recognize and appreciate staff can result in staff actually treating each other better, too!

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### TAPPING INTO TEAM WISDOM

Staff are a wellspring of knowledge and ideas, and a resource worth tapping to its fullest. Involving employees in the decision-making process empowers them to contribute to a positive workplace culture, job in turn to increased program performance, enhanced program reputation, and a more engaged and effective team.

**High-Performing Workplaces Are Built on Team Insight and Imagination**

Including staff in the decision-making process boosts morale by giving them a voice, recognizing, and embracing their valuable ideas and incorporating their suggestions into day-to-day operations. When staff feel safe to voice concerns and contribute honestly, teams can better leverage the strength of their natural diversity. Most importantly, when staff are sought out to help with decisions, it affirms that they are trusted and their ideas are valued, even if they only give input for consideration in making a final decision.

The decision-making structure of a business indicates the amount of influence staff have on program or operational direction through their participation in strategic, budgetary, and program planning, and the implementation of employment policies and everyday practices. While not all decisions can be made collaboratively, many can be. By seeking input from staff members and ensuring they weigh in on as many key decisions as possible, administrators promote growth and strengthen workplace culture in the following ways:

- ✓ **They run a well-managed program.** Engaging front-line players in the decision-making process provides input from those with intimate understanding of goals and processes, and this "insider" knowledge can result in impressive savings of money, time, and frustration. Many challenges can be solved most effectively together.
- ✓ **They attract a loyal following.** Positive change happens when staff are invited to offer ideas and work with the director to refine them. Done well, these experiences strengthen goodwill between employer and employees, and by extension the program's public reputation and capacity to recruit new staff and new clients.
- ✓ **They experience increased retention of staff.** When asked in an effective and sincere manner, staff can provide feedback on what they like, what they wish was different and what can be improved, which opens opportunities to try new things, adopt new measures and refine existing ones that improve job satisfaction and lower rates of employee turnover.
- ✓ **They coach stronger teams.** Participation in the decision-making process gives each employee the opportunity to voice their opinions and to share their knowledge with others. This encourages tighter bonds among colleagues, showcases how they work together and points to opportunities for next level training, all of which can lead to more effective teamwork.

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### BEATING BURNOUT QUICK START GUIDE

\$

**Give feedback in real time:** Make the most of impromptu moments to celebrate day-to-day successes as well as high achievement with each employee. When the opportunity arises, use these situations to provide additional learning.

**Play relaxing music:** Start the day playing soft music in the entry area & classrooms.

**Have dance breaks:** These can be adult only times or for adults & children in the classroom together.

**Create a Love Walk:** Fill the wall with the pictures & notes of wonderful & amazing things that happen.

\$\$

**Share the wealth:** Set aside a regular segment of your staff meeting agenda for team members to share what they are doing for self-care.

**Coloring poster or adult coloring books:** Lay out colored pencils and supplies in staff room.

**Potluck lunch:** Pick a day every few months when everyone brings a dish to share & set it up in the staff break room.

**Provide healthy snacks:** Kick off the week right by setting up health snacks in the staff break room once a month.

\$\$\$

**Take mental health seriously:** Teletherapy is a new service on your shared resources platform that can be added to Telemedicine (part of Docs by Phone). Employees have 24/7 access to board certified doctors for common health concerns and to experienced behavioral health practitioners. Both can be provided for less than \$200 per year per employee.

**Build in collective time off in your calendar:** While some childcare businesses have long done this, it's a growing trend as the staffing shortage makes it increasingly difficult to accommodate staff's time off. Establish 2-3 days a year the business closes for professional development or just to ensure everyone has time off to recharge.

**"Take 5":** Encourage the team to help and support one another when a colleague is in the midst of an especially challenging moment so they can "Take 5" to regroup and recharge.

**Model healthy habits:** Incorporate yoga in the classroom with children & teachers. Recruit a staff member, parent, or volunteer to lead for 10-15 minutes a couple times a week. Eventually, some teachers may end up feeling comfortable leading short yoga sessions themselves.

**Define roles clearly:** Ensure that all staff members have a formal job description, know their role, and are aware of their expected responsibilities to the team. See your ECE shared resources platform for sample job descriptions and other useful tools.

**Acknowledge the hard stuff:** Build in a regular check in time during staff meetings to talk about one hard thing staff are experiencing and together brainstorm strategies to manage it.

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# Workplace Morale

## Working with Multi-Generational Teams



### Leading with Intentionality

Intentional leaders create environments that honor and embrace employee's unique qualities and individuality. They are open minded and even allow for everyone not to be on the same page at times. Finding ways to share, celebrate and incorporate everyone's experiences and uniqueness will enriches the program deeply and in ways we could not have imagined, not just for children and families b

- ✓ **Lead by example.** Be willing to share what you are p; you can create a culture where staff feel comfortabl easy and fun for some staff while others value privac this sharing is not sought after. Never expect every "would anyone like to share?". Be sure to respect th
- ✓ **Lead with curiosity.** Build a culture of authentic curic you are curious about someone, you honor their opi as a person. Curiosity builds trust and stronger relati
- ✓ **Adapt your approach.** Each member is a unique indi communicating. Instead of treating everyone the sar take a custom approach with each employee. Tailori time and attention to understand what makes each well worth the payoff in stronger working relationsh



### Putting it into Practice

By valuing and appreciating employees' differences as strengths, directors increase their ability to lead teams more effectively, so the entire program benefits from the contributions of each individual. Engage with your staff and prepare to be surprised by what a difference a few basic steps can make. The following strategies will create opportunities for employees to learn from one another, increase their cultural sensitivity and see one-another's differences as true strengths.

- ✓ **Short on time and money?** Incorporate icebreakers into team meetings to help staff learn about one another. Be clear this can be casual like a favorite summer activity or a favorite recipe or holiday tradition or deeper and more personal such as sharing what makes you tick. Incorporate open ended questions into check in meetings with staff and in performance reviews such as "What are three things that are important to you in your role at work?"
- ✓ **Can afford to invest a little more?** Start a mentoring program that offers employees an opportunity to teach one another or work on a project together. Besides making a way for senior staff to support their younger co-workers, consider a "reverse mentoring" program where newer employees help older ones grow in their awareness of new perspectives and gain cross-cultural understanding. This not only helps employees build new skills, it also improves how they work alongside each other and deepen relationships with one another.



## RESOURCES & TOOLS

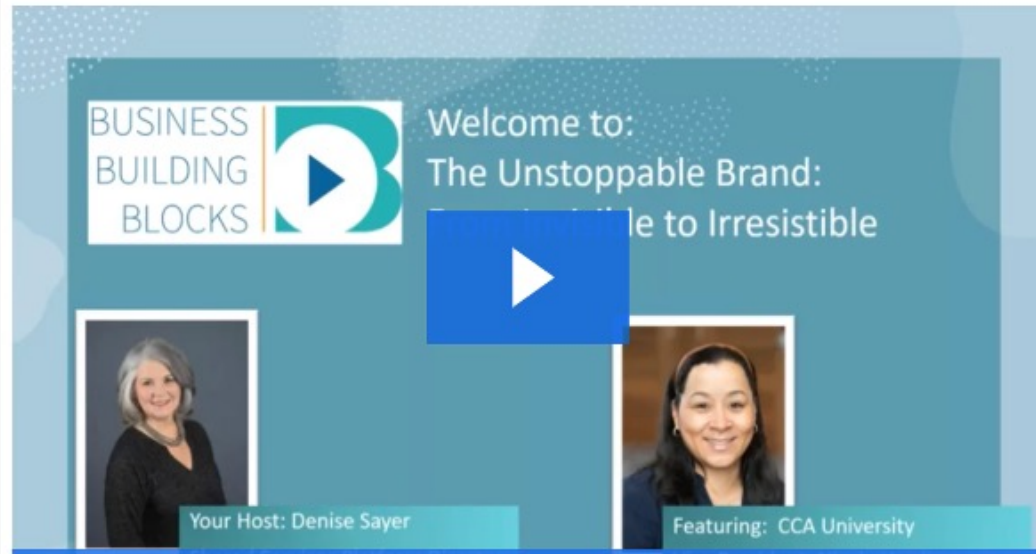
- [How To Guide](#)
- [Tip Sheet](#)
- [Tactics for Leading Across Generations](#)
- [Leading with Generational Differences in Mind](#)
- [6 Important Cultural Differences in Teams](#)
- [15 Tips for Building Stronger Relationships](#)
- [Understanding and Adapting Your Leadership Style](#)

# Coaching

## Coaching Your Team for Higher Performance

### A Success Focused Framework

- [Grow Coaching Workbook](#)
- [Grow Coaching Webinar slides](#)



**G**oal

**R**eality

**O**ptions

**W**ay Forward

# HR Hotline

## Unlimited HR Support for Everyday HR Challenges

HR management is a complicated part of managing a business. HR laws and regulations are extensive and complex. Having support from an HR expert will help ensure you respond appropriately when personnel matters and questions arise. This can help protect the business from liability and risk that occurs from mishandling an HR related issue.




### THE CHALLENGE

Think about how many times in a week you are faced with HR questions that you could use guidance  
Where do you go for guidance?

Here are common issues that child care administrators frequently address:

- Have a conversation regarding job performance which is sensitive and can be difficult;
- Take disciplinary action regarding a performance concern which is serious;
- Handle an employee's safety concern which can be complex and must be addressed correctly.



"The HR Hotline is truly a game changer for us. We always seem to run into issues whether employee related, payroll, labor or just anything that may need a second opinion to ensure we are handling a situation properly. The answers we are provided over the phone are always followed up with a written response, most of the time with direct verbiage from the state or fed to address our needs. Can't imagine running a business without this support!"

Darla B, Medium sized child care business



### HR Hotline

Accessible HR Support for your everyday HR challenges!

#### The Challenge

- Having difficult conversation regarding job performance is sensitive.
- Taking disciplinary action is serious .
- Handling an employee's safety concern is complex.
- And HR laws and regulations are complicated.

#### The Solution

**HR Hotline**  
Direct and unlimited access to an HR professional to answer your HR questions.

**Compliance Email Updates**  
Receive the latest compliance and regulatory information based on your location and company size.

#### Save time and money!

**Just \$300 per year gets you access to:**

- Unlimited access to an HR expert
- Reliable and comprehensive answers you need, when you need them.
- Automatic updates when State and/or Federal Regulations change
- Peace of mind you deserve!
- Protecting your business, you and your employees

#### Get started today!

**Denise Sayer**  
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dsayer@ccaglobal.com

**Cellissa Hoyt**  
603-626-2109  
choyt@ccaglobal.com



# Different States. Different Needs. A Platform for Everyone.



# Interested in learning more? Reach out:



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