





Recruiting Staff: A New Shared Services Alliance is Making an Impact

By Louise Stoney

The past two years have been extremely challenging for child care directors and owners. The Covid pandemic made predicting enrollment and revenue extremely challenging, and the **Great Resignation** made finding classroom teachers almost impossible. The rewards of running a child care program were quickly disappearing under the stress of just keeping the program afloat. So, when child care leaders in Central Florida learned about a new organization designed to offer administrative support—the **Early Learning Shared Services Alliance of Central Florida** (ELSSA)—it felt like a breath of fresh air.

ELSSA was created by former management consultant and business owner, **Kate Byrne**, to help child care programs achieve three key goals: Increase

enrollment and revenues, automate back-office administrative work and boost program quality. Programs that join ELSSA commit to using child care management software (Procare), accounting software (Quickbooks), automated marketing and enrollment (LegUp) and targeted business coaching. They also receive site-based Human Resource support in the form of an ELSSA recruiter (to help recruit, hire and retain staff) and access to a health benefits package.

ELSSA works closely with a staff recruitment company that is focused on creating a job pipeline for participating programs and has gotten to know the industry well. The recruiter works closely with site leaders to ensure that they are able to attract and retain qualified employees—which has taken a huge burden off their shoulders. Directors receive guidance around starting salary and position descriptions from the recruiter, who also checks in with each candidate placed at 30, 60, and 90 days to ensure that the new employee feels oriented and comfortable in the position. "The recruiter is able to take information from the new staff back to the site leaders and make sure that they follow-up with regard to any issues raised," Byrne reports. "In some cases, the new staff have asked the recruiter for information about training and certification programs as they begin to see themselves pursuing teaching as a career."

While some ELSSA services are standard, others are optional. For example, some sites need help boosting enrollment, which may also involve help setting up a website, search engine optimization or enabling on-line inquiry and application. Others may need a comprehensive financial review or support with tax preparation. The primary focus is on business supports, but ELSSA also keeps a keen eye on quality measures by tracking CLASS scores and maintaining a strong relationship with the local Early Learning Coalition quality team when additional support is needed.

ELSSA began one year ago as a pilot project and has grown to include 20 providers—14 centers and 6 family child care homes. The non-profit organization was recently awarded expansion funding from the State's Preschool Development Grant to serve a total of 50 Central Florida providers over the next 18 months. (Participating programs must be located in Orange, Seminole, Osceola or Brevard County, Florida.)

It is too early to measure outcome metrics—although plans are in place to track participating member improvements—however, given the current ECE staffing challenge, programs are already feeling the positive benefit of ELSSA membership thanks to the recruitment service.

Increasingly, Shared Services initiatives are helping participating programs find affordable Human Resource support, including staff recruitment, which may

ultimately make the difference for program sustainability in this rapidly changing environment. Click **HERE** (recorded workshop) or **HERE** (PPT Presentation) to learn more about how Shared Services can support staffing.





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