

Staff, Staff, Staff

Tools for Recruiting, Retaining & Engaging Staff

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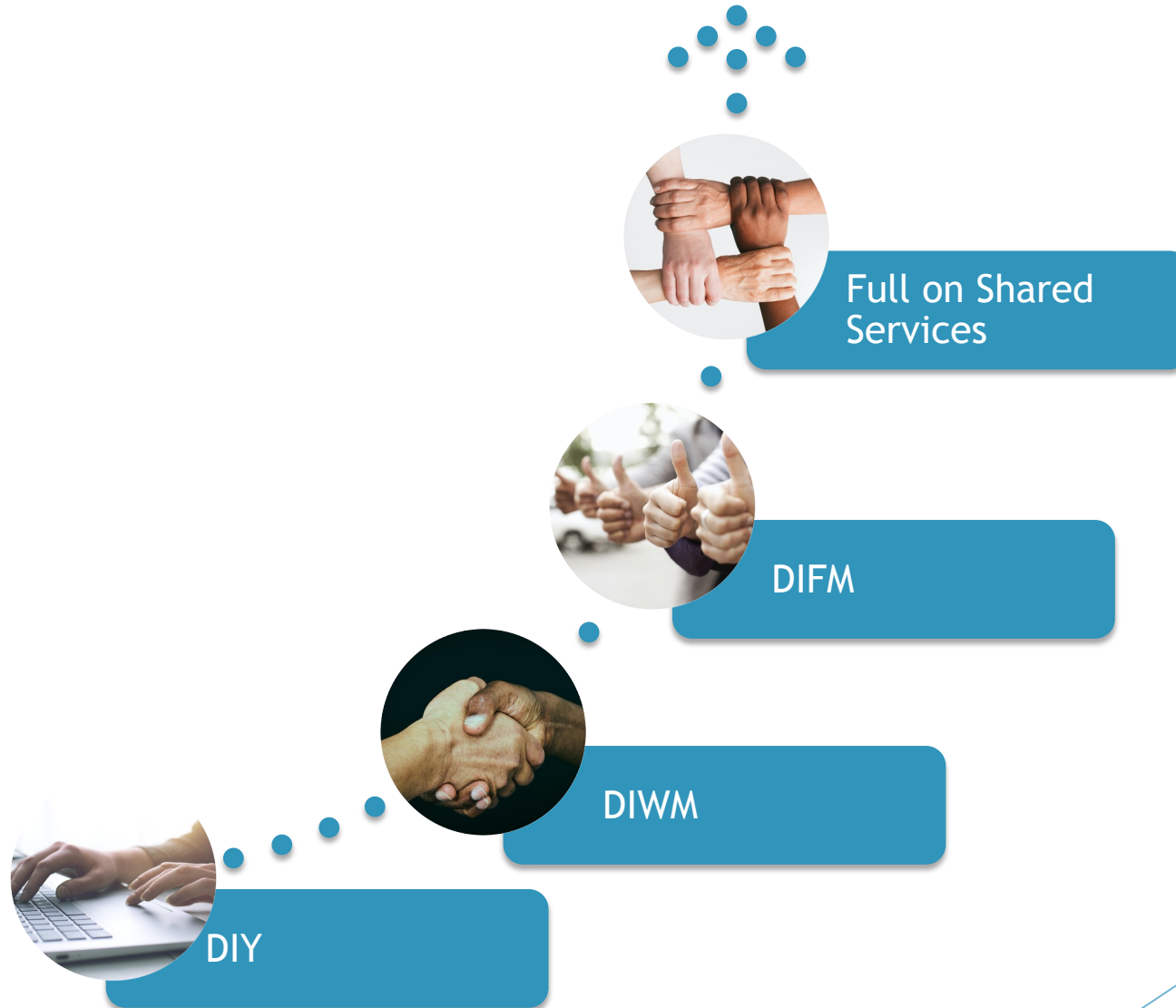


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Two Different Approaches Micro vs Macro Level Implementation



Meeting People's Needs Where They Are



Exploring the Shared Services Models

Overview & Goals

EARLY LEARNING SHARED SERVICES ALLIANCE ELSSA

- DIFM / DIWM
- Team of dedicated staff
- Recruiting for ECE Alliance members
- Intake, screen, identify, schedule appointments for qualified candidates
- Check references, background checks
- Embeds resources from Shared Resources FL

SHARED RESOURCES FLORIDA (ECE Shared Resources)

- DIY
- Online toolkit of business pedagogical resources
 - Job Descriptions / Job Ads
 - Behavioral-based interview guides
 - EEOC guidance for interview process
 - Phone screen, reference check guides
- Job posting, Applicant Acquisition, Candidate Management Service

Real World Experiences

ELSSA

- ▶ HR services
- ▶ Market analysis
- ▶ Host ECE Job Fairs for alliance members
- ▶ Business coaching
- ▶ Benefits solutions
- ▶ Budget modeling
 - Run wage increase scenarios
 - Utilize Federal Grant dollars for recruiting & retention initiatives
- ▶ Share qualified candidates across providers
- ▶ Provider experiences - meeting people where they are

ECE Shared Resources

- ▶ Acquire4Hire
 - Self service tools, built in ECE specific job descriptions
 - Fully customizable
 - Posts jobs to 8 most popular job sites & manages applicants in a single dashboard
 - 2020 over 900K applicants!
 - Free to users in the ECE Shared Resources Network
 - Meeting people where they are
- ▶ Reducing costs
 - Pre-negotiated savings
 - NH examples

#1 Get Your Ducks In Order



Preparation for Recruitment

- ▶ Job Descriptions
 - Do you know what your ‘teacher’s’ actually do?
 - Do job descriptions align with the actual job?
 - How frequently do you verify/validate?
- ▶ Salary Scale
 - How do you align salary to experience or to the job?
 - Does current world pressure create out-of-whack compensation?
 - Or, if a candidate is particularly persuasive, will you compensate them above your salary scale?
- ▶ Benefits & Compensation strategy
 - Put it in writing & make it concrete
 - Shows real world value of the actual total compensation
 - Salary analysis - understanding the competition



Equity in the Recruitment & Retention Journey

Equity in the Workplace

ELSSA

- ▶ Advocate for fair wages for ECE providers
- ▶ Financial modeling to demonstrate feasibility and affordability of increasing staff wages
- ▶ Aggregate cost of care data across providers
 - Utilize to advocate for state subsidy increases
- ▶ “Hands on” training and coaching to access ECE Shared Resources tools and templates

Equity in the Workplace

ECE Shared Resources

- Demonstrated consistency throughout entire process
- Acquire4Hire - Candidate 'Workflow' process
- Salary Scale & Benefits
 - Equitable, well-supported compensation
- Two-way dialog with staff
 - Quarterly one-on-one meetings
 - Annual performance evaluation
 - Assessment of actual job vs. job description

Workflow Steps

- 1 Entry Exam/Test
- 2 Schedule Phone Interview
- 3 Schedule In Person Interview
- 4 Perform In Person Interview
- 5 DPS Background Check
- 6 Reference Check
- 7 Confirm Fingerprint Clearance Card
- 8 Extend Offer

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
Classroom Aide	21,000	21,500 - 22,000			
1-2 years experience	21,000	21,500	N/A	N/A	N/A
3-5 years experience	21,000	22,000			
Assistant teacher	21,000 - 22,500	21,000 - 23,500			
1-2 years experience	21,000	21,000	N/A	N/A	N/A
3-5 years experience	22,500	23,500			
Classroom Teacher			26,500 - 27,000	30,500 - 31,000	32,500 - 33,500
1-2 years experience	N/A	N/A	26,500	30,500	32,500
3-5 years experience			27,000	31,000	33,500
Lead Teacher			28,500 - 29,000	29,500 - 32,000	32,500 - 35,000
1-2 years experience	N/A	N/A	28,500	29,500	32,500
3-5 years experience			29,000	32,000	35,000
Master Teacher				32,000 - 34,000	34,000 - 36,000
1-2 years experience	N/A	N/A	N/A	32,000	34,000
3-5 years experience				34,000	36,000
Program Director				35,000 - 38,000	38,000 - 42,000
1-2 years experience	N/A	N/A	N/A	35,000	38,000
3-5 years experience				38,000	42,000
Assistant Director				35,000 - 45,000	45,000 - 60,000
1-2 years experience	N/A	N/A	N/A	35,000	45,000
3-5 years experience				45,000	60,000
Executive Director					45,000 - 85,000
1-2 years experience	N/A	N/A	N/A	N/A	45,000
3-5 years experience					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



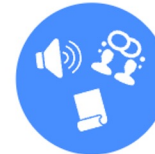
Professional Development

- 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

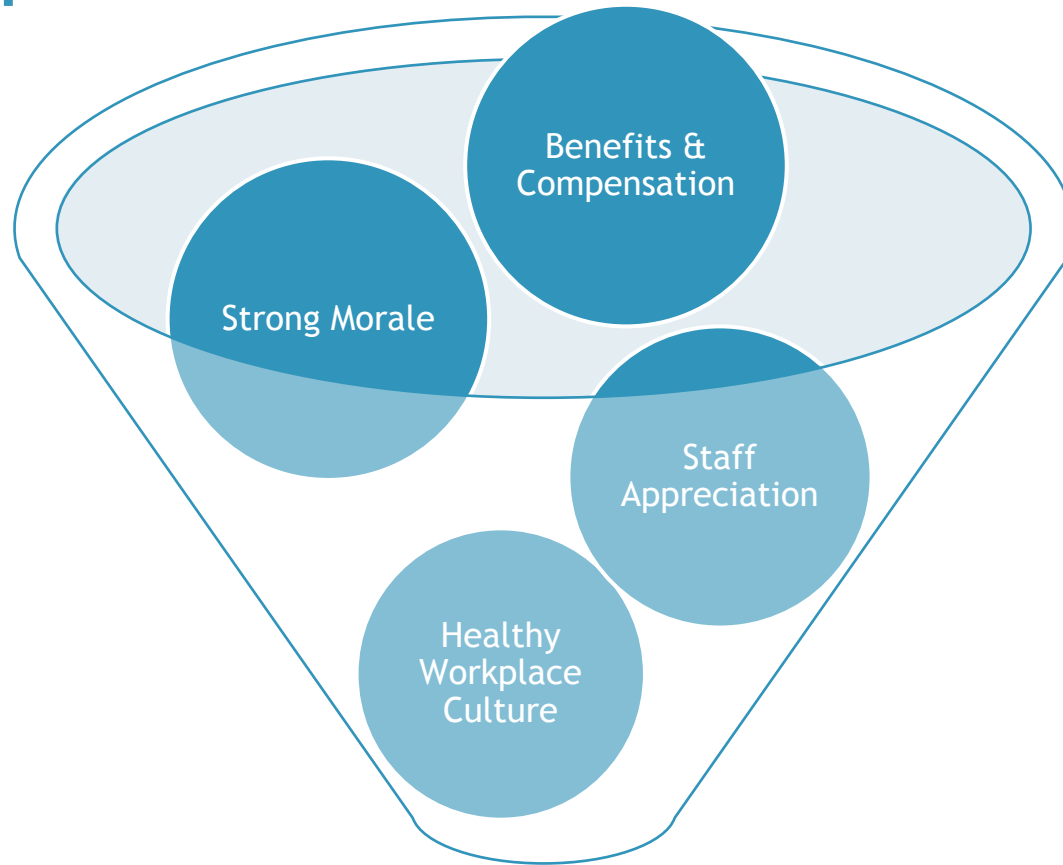
- Workplace Safety Committee Participation
- Welcome Committee
- Staff Activity Committee
- Family Bulletin Board Leader

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Creating a Workplace Where Staff Want to Stay



Retention



**Staff come to work every day
ready to deliver
best of their abilities**

Onboarding

IN THIS SECTION

Employee Orientation Toolkit

Before You Get Started

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 some or all employees
 - ([English](#)) ([Español](#))
- [Workplace Safety Plan & Compliance Resources](#)

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.

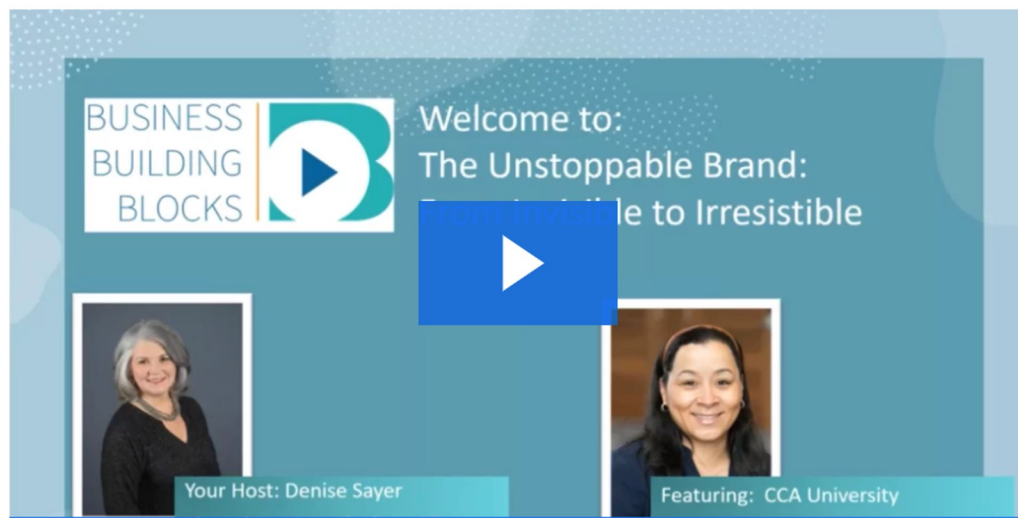
[SEE OVERVIEW](#)

Coaching

COACHING YOUR TEAM FOR HIGHER PERFORMANCE

A Success Focused Framework

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



G oal

- What is the goal?
- What is it that you need or would like to accomplish?
- What do you want from this discussion?
- Is this goal a **SMART** Goal?

R eality

- Briefly tell me what's happening with...?
- What have you tried so far? What were the results?
- Where should you be? What is your sense of your obstacles?
- Tell me your thoughts on your performance and what is the desired performance? What is the gap?

O ptions

- What do you think you can do? What options do you have?
- If you were the other person, what would you have to hear/see to get your attention?
- If you were watching this conversation, what would you recommend?
- What else can you think of?
- Would you like a suggestion from me?

W ay Forward

- What options do you want to proceed with?
- How will you go about it? (Think SMART)
- What might get in the way? How might you overcome that?
- What and when is the next step?
- What seems realistic?

Healthy Workplace Culture

BUILDING A POSITIVE WORKPLACE CULTURE

Positive Workplace Culture

- [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 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 culture is its best accomplishment when each member of the team is engaged, they will also be more productive. Employees who feel they will not only be more engaged, they will also be more productive. They will help you build a strong and positive workplace culture.

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

Developing and Living by Core Values
 Developing and living by core values in how we work with children and families is equally important. It directly impacts staff morale, overall 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 Expectations
 Developing and living by core values in how we work with children and families is equally important. It directly impacts staff morale, overall staff retention. Our attitude and behavior all contribute to our core values need to be real and incorporated into our day-to-day work.

STEP ONE: Agreement about WHAT kind of work environment we want to create
 Ask everyone to reflect and brainstorm their own phrases or statements that describe the work environment they want to do this individually first.
 Ask staff to take turns sharing their ideas
 Reflect together on the big list and consensus
 Rank together and get the list to the top (dots and giving people time to walk around votes).



DEVELOPING CORE VALUES AND COMMUNICATION

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 approaching this work but also on following through on it. Leading by example ("walking the talk"), good behaviors.

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

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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 Date]** in the envelope provided to the dropbox 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

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

B. Supervisor and Communication

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

Workplace Morale

BOOSTING MORALE

Appreciation is the Key to Engagement

- [Boosting Staff Morale - How to Guide](#)
- [Boosting Morale Quick Start Guide](#) - Simple ideas organized from low cost/effort to high cost/effort
- [27 Ideas to Recognize Staff](#)



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

Sincere Appreciation is Key to Engagement Simple and sincere gestures of appreciation can go a long way.

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 exhibiting 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 feel 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 thoughtful ideas to build a workplace culture of appreciation. Typical thinking is that monetary rewards are strong drivers of job satisfaction, however, studies have found monetary rewards have limited effect. Instead, it has been shown that simple and sincere acts of appreciation can substantially increase employee retention, productivity, and long-term engagement. Timely expressions of heartfelt appreciation can deliver outsized returns on modest investments of dollars and time. Have you ever heard the expression "Pay it Forward?" Implementing practices that recognize and appreciate staff can result in staff actually treating each other better, too!

BOOSTING MORALE QUICK START GUIDE

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<p>Simply say thanks</p> <p>It's a simple gesture, and most likely the most powerful one. Watch for opportunities to recognize staff. Offer sincere compliments "in the moment" to let them know when they've done a great job or gone beyond the call of duty.</p> <p>Ask for advice</p> <p>Even if your budget is stretched thin, you can still invest in boosting morale by asking staff for low-cost improvement ideas, such as a procedural adjustment, a scheduling tweak, or creative ways for recognizing peers.</p> <p>Throw a party</p> <p>Celebrate your team with recognition events held at regular intervals throughout the year. Depending on your budget and imagination, the options range from in-house potluck to a night on the town courtesy of the boss.</p>	<p>Get involved personally</p> <p>Scribble on a sticky note and write personal notes of appreciation to members of your staff. Get to know them well and custom-fit your recognition based on individuals' interests, including their non-work achievements.</p> <p>Share decision-making power</p> <p>Divvy up small portions of your instructional materials budget — perhaps \$10/month or \$100 per year — so teachers can direct the spending on special projects or activities with the children their classrooms.</p> <p>Go public with your praise</p> <p>Invite children's families and other stakeholders to take part in a staff appreciation day during Week of the Young Child. Highlight the work of individuals on your team in media releases that publicize how your program is serving your community.</p>	<p>Hand out cool swag</p> <p>Branded apparel, tote bags, water bottles, notebooks, and other gear perform double duty as effective ways of promoting your program. So if you do it, be sure to invest in high-quality products and craftsmanship.</p> <p>Make-over the breakroom</p> <p>Apply a fresh coat of paint, update the décor, and add soft furniture to pamper your staff during break times. Install a single serve hot beverage maker and stock the cupboard with a variety of coffee and tea flavors.</p> <p>Green is always the right color</p> <p>Set up an outdoor seating area for team members to take in some fresh air and cool shade, all at a comfortable distance from the hustle and bustle of center life.</p>

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27 IDEAS TO RECOGNIZE STAFF

With employee recognition, a little creativity goes a really long way. As Maya Angelou said, "People will forget what you said. People will never forget how you made them feel."

Most leaders understand that recognizing employees really pays off in terms of engagement, productivity, retention, and creating a place where people generally feel good about going to work. Here are creative, budget-conscious ways to make someone's day.

- 1 Rock their world**
Say thanks to the rock stars in your office by transforming an ordinary rock into a fun and unique recognition memento. [Download the free printable](#) to create your own "rock star."
- 2 Double the recognition**
When you recognize someone, give them two treats and two thank you notes. Ask them to keep one set and use the other to recognize another employee. A great way to encourage peer-to-peer recognition using the "Pay it Forward" approach.
- 3 Say it with food**
Decorate a jar of salsa for an employee who is "on fire" with whatever their tasks or goals are. Or give jelly and a thank you message to someone who always helps out in a "jam."
- 4 Thanks for the memories**
Celebrate achievements by creating a team scrapbook to keep in a common area. If you're not crafty, ask employees to pitch in.
- 5 Every day counts**
Show employees you're paying attention by recognizing their days of service. So instead of celebrating a five-year milestone, say thanks for 1,825 days of service.
- 6 Getting to know you**
Implement a "Get to Know You" program by spotlighting a different employee each week. Send out a group email, or reserve a space on a bulletin board to post photos of the person and fun facts about them.
- 7 Coffee, anyone?**
Perk up your team in the afternoon with a surprise coffee break! Bring in lattes for everyone, make some cards that say "Thanks a Latte!" (or simply write this on the coffee cups), and deliver your recognition.

Conclusion



NO SUCH THING AS
'ONE SIZE FITS ALL'
SOLUTION



FLEXIBILITY &
ABILITY
TO
MEET PROVIDERS
UNIQUE NEEDS

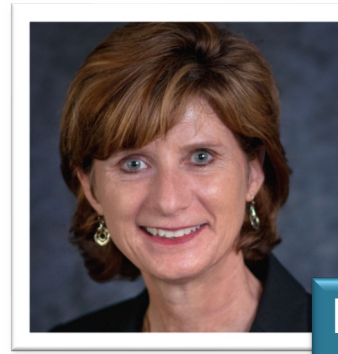


ALLIANCES
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TOGETHER

Interested in learning more? Reach out:



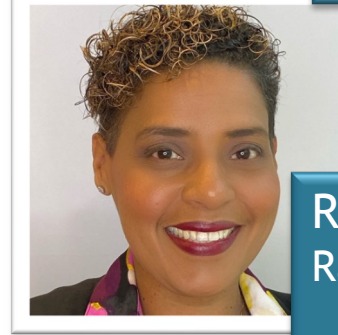
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