



Montana Child Care
Business Connect Summit

PIONEERING NEW FRONTIERS: INNOVATIVE STRATEGIES FOR RECRUITMENT & RETENTION IN CHILDCARE

Wednesday, August 7th, 2024

MONTANA CHILD CARE BUSINESS
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ZEROTOFIVE
MONTANA

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BETH BRANAM

Workforce Business Consultant Zero to Five Montana

- 12 years of experience in Human Services and Early Childhood Education ranging from Case Management to Program Operations, Data Analysis and Quality Assurance
- Bachelors of Science in Social Psychology with a concentration in Cultural, Organizational, and Institutional
- 11 years of experience in Management and Leadership
- Acorn Evaluation Data Literacy Credential
- Acorn Evaluation Data Analyst Certificate
- 5 under 35 KRTV Recipient (2021)



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Small Business Support. Big Community Impact.

LEADERS REVITALIZING RECRUITMENT & RETENTION COHORT

- 23 Programs (*30 Child Care Leaders*)
- 1 Year Cohort
- 3 Main Components



CHALLENGING OUR ASSUMPTIONS

“The hardest assumption to challenge is the one you don't even know you are making.”

— Douglas Adams



FACT

or



MYTH

1

A higher salary is the primary factor in employee retention. MYTH

While salary is important, factors such as job satisfaction, work-life balance, and company culture often play a more significant role in retaining employees.

2

Employee referrals are one of the most effective methods for recruitment. FACT

Employee referrals often lead to higher quality hires, quicker onboarding, and better retention rates.

3

Millennials and Gen Z employees are primarily motivated by job stability. MYTH

Millennials and Gen Z employees often prioritize factors such as meaningful work, career development opportunities, and flexibility over job stability.

4

High employee turnover is always a sign of poor management. MYTH

While poor management can contribute to high turnover, other factors such as industry standards, economic conditions, and company-specific issues can also play a role.

5

Employee engagement surveys are a waste of time and do not contribute to retention. MYTH

When conducted and acted upon properly, employee engagement surveys provide valuable insights that can help improve job satisfaction and retention.

6

Offering competitive benefits packages is just as important as offering competitive salaries for retention. **FACT**

Benefits such as health insurance, retirement plans, and paid time off can significantly impact employee satisfaction and retention.

THE REAL COST OF TURNOVER

It costs more than you think...

Direct Costs

- Recruitment Expenses
- Training & Onboarding
- Administrative Costs

Indirect Costs

- Productivity Lost
- Impact on Morale
- Quality & Consistency Issues
- Reputation & Trust



LONG-TERM COSTS

- Continuous Turnover Cycle
- Loss of organizational knowledge

WHERE WE ARE: THE CURRENT LANDSCAPE

- Balancing Inflation & Talent Needs
- Training an Evolving Workforce/Skills Shortage
- Realizing the Full Potential of AI/Technology
- Persistent Mental Health Challenges
- Struggles with Engaging Workers
- The 4 day work week is becoming more common
- Career Paths are changing



2023-24 SHRM State of the Workplace Report

The 2023-24 SHRM State of the Workplace Report finds businesses caught between the talent challenges of the past few years and an AI-powered future. This report examines five critical issues organizations ...

 SHRM / Feb 8

RECOMMENDATIONS FOR 2024 & BEYOND

- Build & Expand your employees knowledge of career paths
- Lean into strengths to attract and retain workers (communicate benefits well)
- Make use of AI/Technology as a solution to workforce issues
- Consider Benefits Responsive to your Workforce



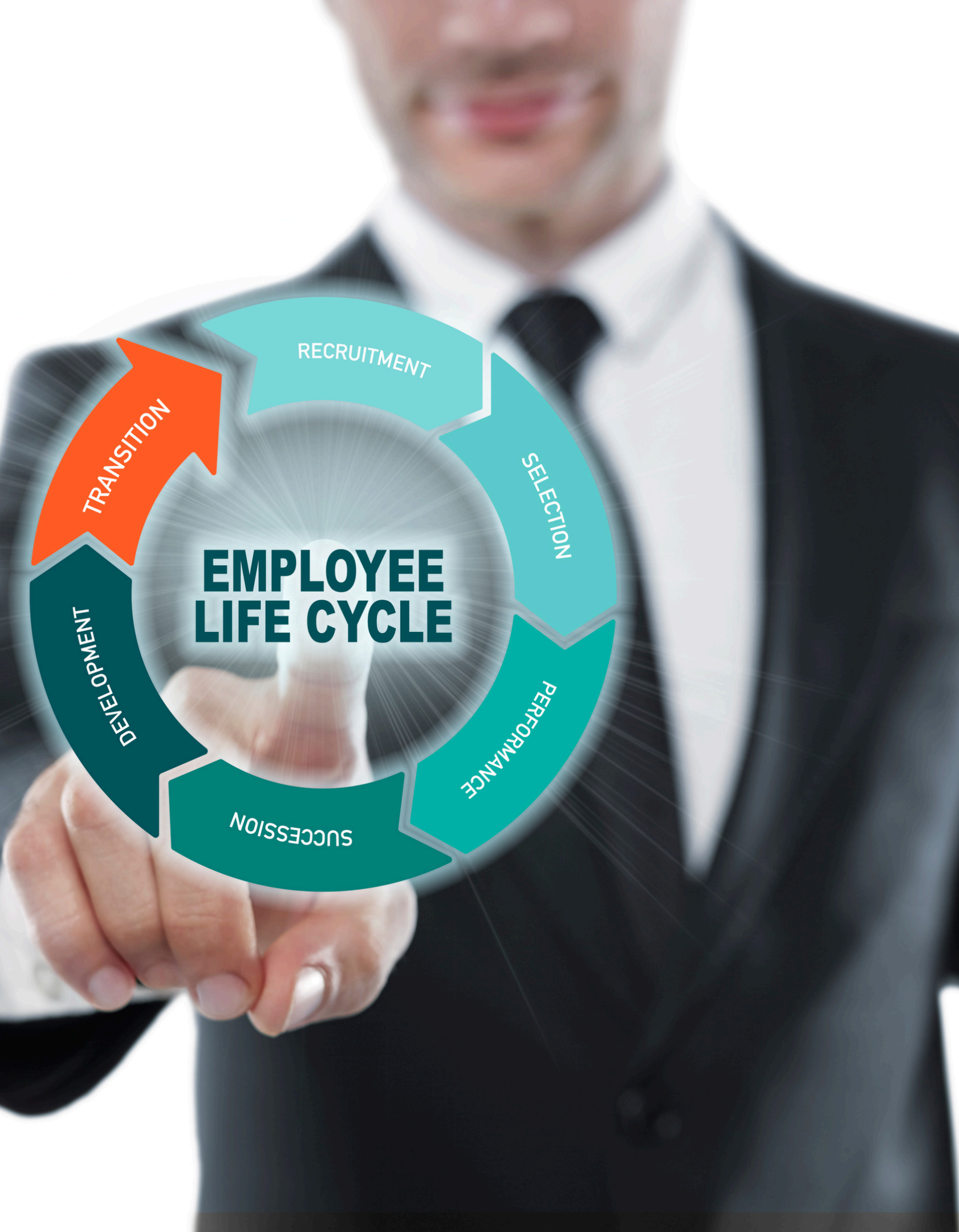
**THINKING
IN A NEW
WAY...**

**“If the only tool you have is
a hammer, you tend to see
every problem as a nail.”
- Abraham Maslow**



BUT...

"We've always done it this way"



THE EMPLOYEE LIFE CYCLE

What is the employee life cycle?

What does this look like in my child care?

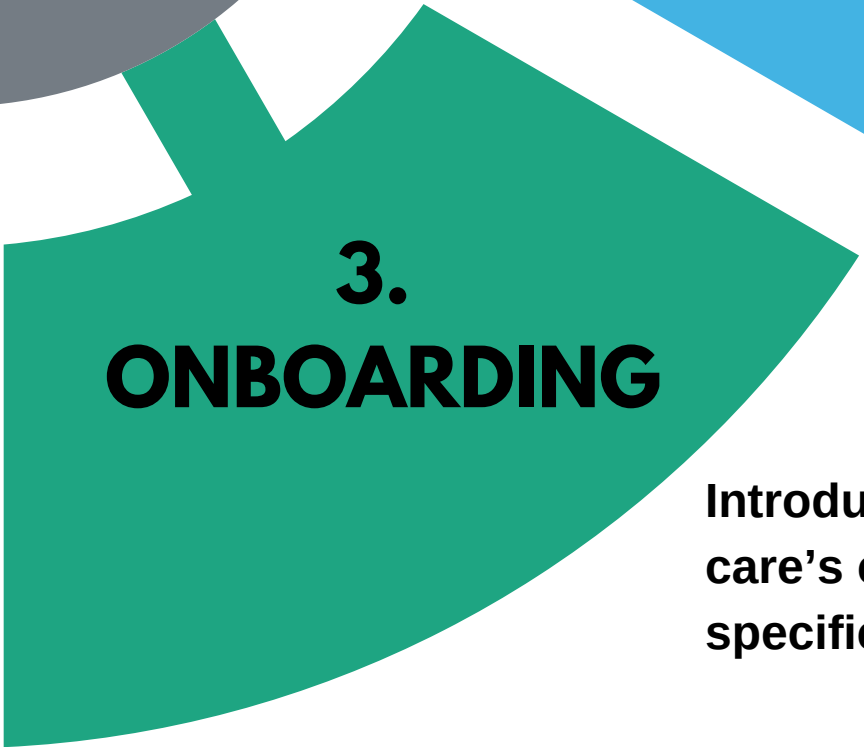
**THE
EMPLOYEE
LIFE CYCLE**



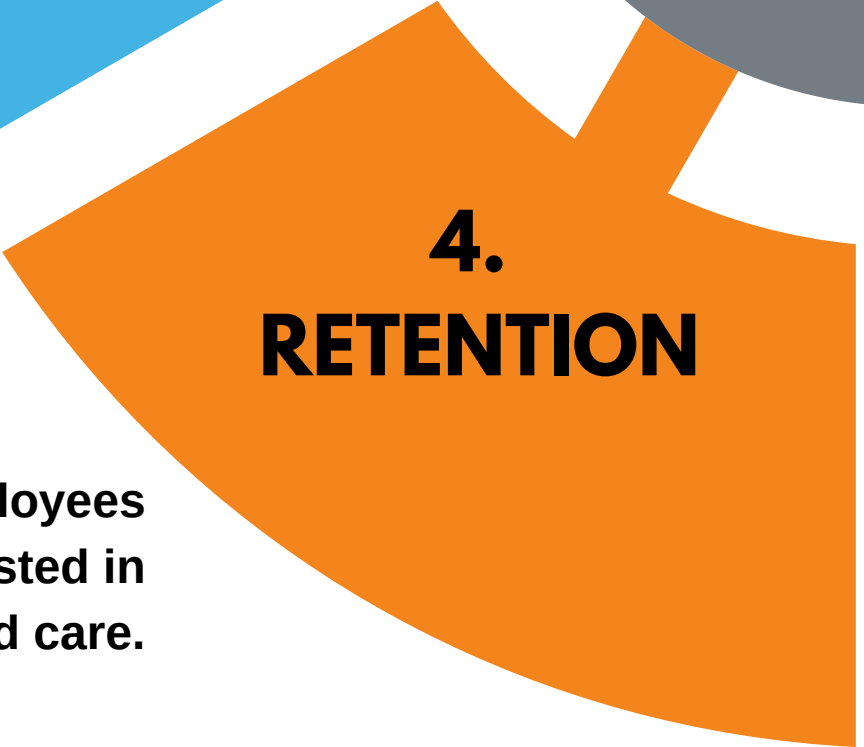
Drawing in potential candidates to work at your child care through various channels.



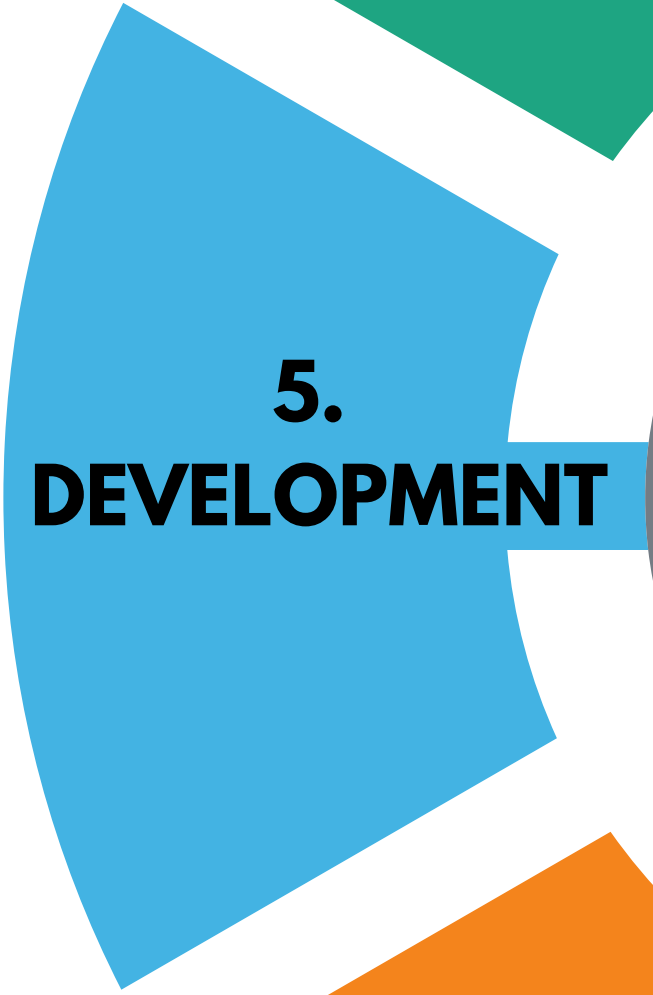
The process of finding, screening, selecting and offering positions to qualified candidates.



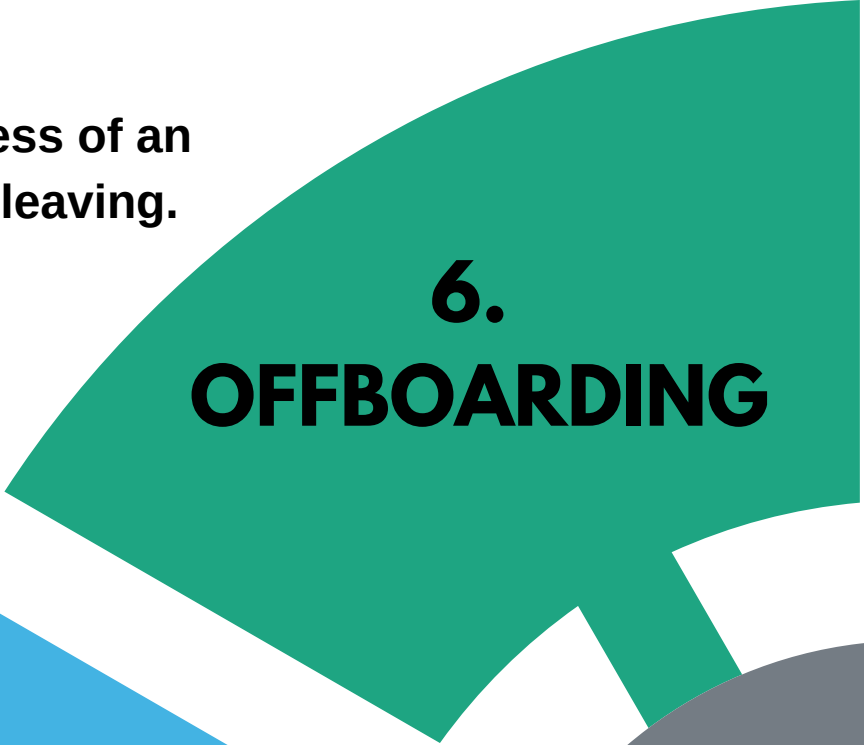
Introducing new hires to your child care's culture, expectations and their specific role.



Strategies to keep employees engaged and interested in working at your child care.



Providing employees with opportunities to gain new skills, and knowledge with the ability to advance their careers.



Managing the process of an employee leaving.



Workplace
Culture



TOP 6 REASONS FOR LACK OF RETENTION ISSUES

According to the 2024 Talent Trends, of the employers that did not experience turnover in 2023, they cite these factors being the reason:

- **70% A Positive Work Culture**
- **68% Benefits Package is Competitive**
- **61% Positive Work-Life Balance**
- **58% Salaries are Competitive**
- **54% Good Managers/Leaders**
- **51% Offering Flexible Work Arrangements**



This survey was fielded to a sample of HR professionals via SHRM's Voice of Work Research Panel.

IMPACT ON RECRUITMENT

**Employer
Branding**

**Talent
Attraction**



**Recruitment
Strategy**

**Selection
Process**

IMPACT ON RETENTION

**Employee
Engagement
&
Recognition**

**Job
Satisfaction**

**Professional
Development**

**Work
Environment**

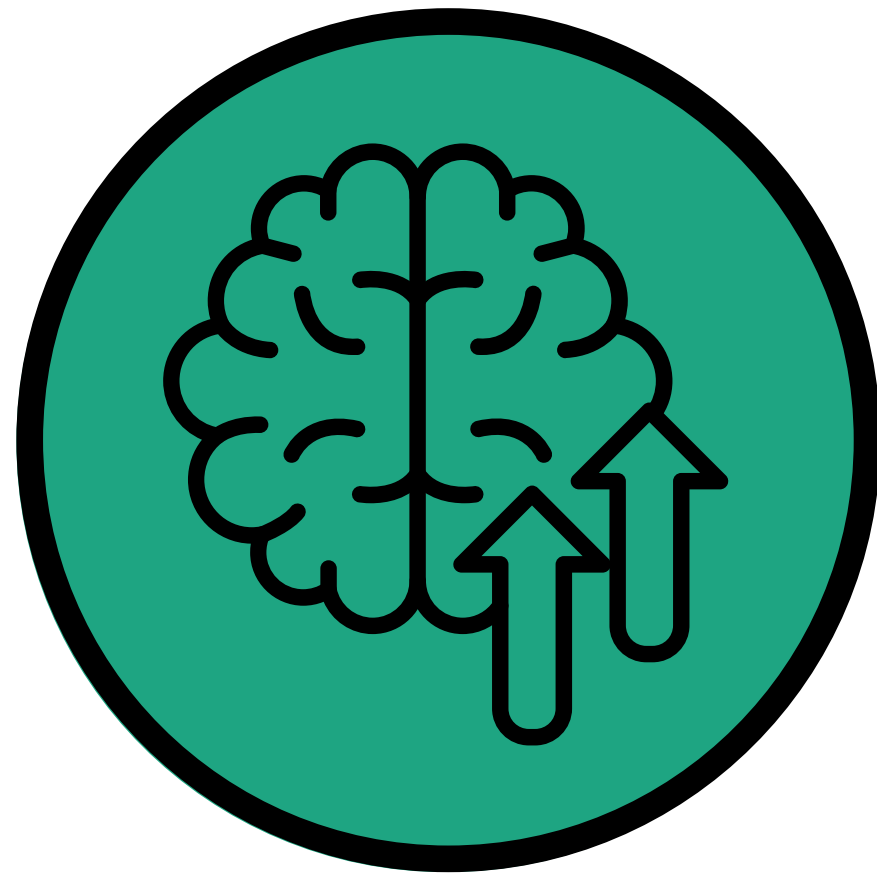
**Leadership
&
Management**

**Work-Life
Balance**

BUILDING OUR IDEAL WORKPLACE



CREATING A POSITIVE CULTURE



**Emotional
Intelligence**

+



**Psychological
Safety**

=



**Positive Impact on Culture
& your Workforce**



Emotional intelligence (EI) refers to the ability to recognize, understand, manage, and influence one's own emotions and the emotions of others. It encompasses a set of skills that contribute to effective interpersonal interactions and personal well-being.

EMOTIONAL INTELLIGENCE

**PERSONAL
COMPETENCE**



*SELF-
AWARENESS*

*SELF-
MANAGEMENT*

**SOCIAL
COMPETENCE**



*SOCIAL-
AWARENESS*

*RELATIONSHIP
MANAGEMENT*

4 STAGES OF PSYCHOLOGICAL SAFETY

Psychological safety refers to an environment where employees feel comfortable expressing their thoughts, asking questions, and taking risks without fear of negative consequences. It is a critical aspect of healthy and productive work environments, fostering a culture where team members feel safe to take risks and be vulnerable in front of each other.

1

**INCLUSION
SAFETY**

*We feel included and
like we belong.*

2

**LEARNER
SAFETY**

*We can ask questions.
We can give and
receive feedback.*

3

**CONTRIBUTER
SAFETY**

*We can give ideas,
suggestions and
raise concerns*

4

**CHALLENGER
SAFETY**

*We can question
each other.
(including authority)*

THE IMPACT ON CULTURE

Workplace psychological safety has a profound impact on organizational culture, influencing various aspects of employee behavior, engagement, and overall organizational performance.



**ENHANCED
COMMUNICATION**



**IMPROVED LEARNING
& DEVELOPMENT**



**BETTER
DECISION-MAKING**



**INCREASED
INNOVATION,
RESILIENCE &
ADAPTABILITY**



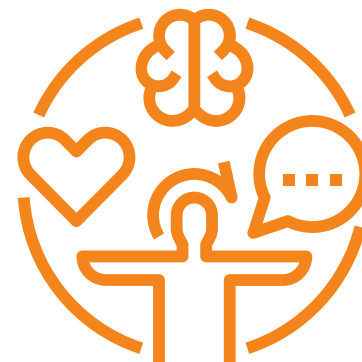
**BETTER TEAM
DYNAMICS**



**REDUCED
TURNOVER**



**HIGHER ENGAGEMENT
& MOTIVATION**



**POSITIVE ATTITUDE
& WELL-BEING**



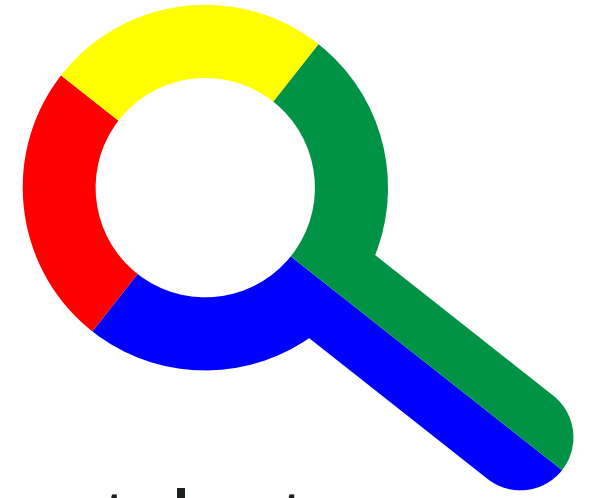
**ETHICAL
BEHAVIOR**

BELONGING

“Fitting in is about assessing a situation and becoming who you need to be to be accepted. Belonging, on the other hand, doesn’t require us to change who we are; it requires us to be who we are.”

BRENE BROWN, THE GIFTS OF IMPERFECTION

LEADING BY EXAMPLE: COMPANIES WITH EXEMPLARY WORK CULTURE



Google: Known for its innovative and employee-centric culture, Google attracts top talent and has high retention rates due to its focus on employee well-being, continuous learning, and inclusive environment. Google constantly refines its work culture and environment.

(Nap Pods, Video Game Stations, Free Food, Open Collaborative Space, Internship Program, Services on Site, Clear Core Principles)

(<https://www.linkedin.com/company/google/life/lifeatgoogle/>)

Netflix: Promotes a culture of freedom and responsibility, attracting candidates who thrive in an autonomous environment and retaining those who value high performance and innovation. **(no vacation policy, very clear goals, high performance expectations, people over processes)***(<https://jobs.netflix.com/culture>)*



CLEAR GOALS AND CORE PRINCIPLES



Together, we can create nurturing environments where passionate educators thrive, children flourish, and the child care sector leads the way with innovative recruitment and retention practices.

Let's transform our challenges into opportunities and build a brighter future for all!



GOAL SETTING

MCCBC RESOURCES

- *Cost of Turnover Calculator*
- *Tiny Training Webinars: HR Series*
- *Four Steps in the Employee Onboarding Journey*
- *How to Promote Your Open Positions*
- *Social Media Best Practices*



Questions?

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CONNECT WITH US!

CHILDCAREBUSINESSCONNECT.COM

Email me if you have any questions or need workforce support: bethb@zerotofive.org



@zerotofivemt



@ZeroFiveMT



@zerotofivemt



@zerotofivemontana

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