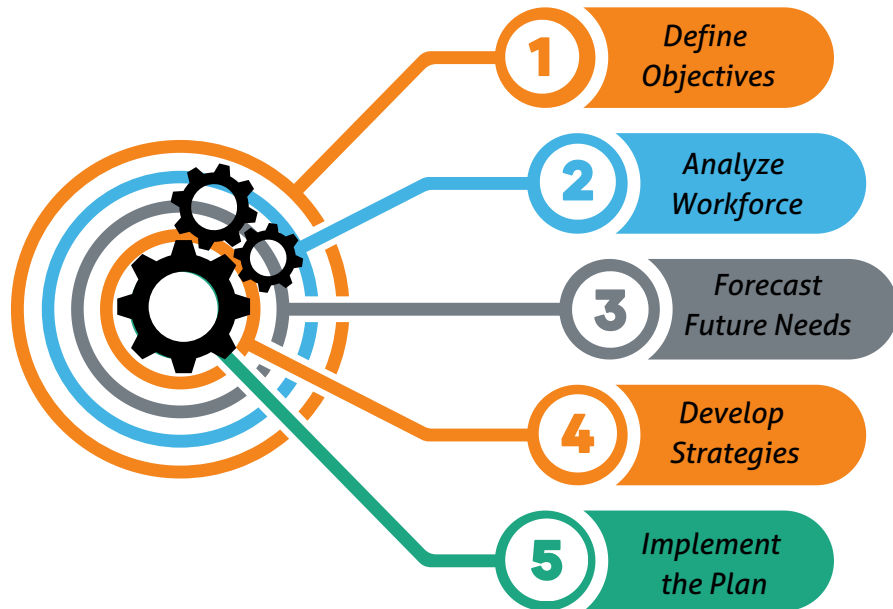


This document outlines a comprehensive workforce planning approach designed to help workplaces strategically align their staffing needs with their long-term goals. This approach ensures that child care businesses are prepared to meet evolving demands, maximize employee potential, and achieve sustainable success.



3

Forecast Future Workforce Needs

- Analyze business plans and market trends to forecast future staffing needs.
- Consider factors such as growth projections, technology advancements, and changes in service demand.
- Compare current workforce capabilities with future needs.
- Identify gaps in skills, roles, and numbers of employees required.

4

Develop Workforce Strategies

- Plan targeted recruitment strategies to fill identified gaps.
- Use data-driven insights to attract and retain qualified candidates.
- Implement training programs to upskill current employees.
- Create career development pathways to enhance employee growth and retention.
- Identify potential leaders and create succession plans for key roles.
- Develop internal talent to ensure a pipeline of qualified candidates for future vacancies.
- Develop initiatives to improve employee engagement and satisfaction.
- Offer competitive compensation, benefits, and work-life balance options.

5

Implement Workforce Plan

- Create a detailed action plan with specific tasks, timelines, and responsible parties.
- Ensure alignment with overall business objectives and available resources.
- Communicate the workforce plan to all stakeholders.
- Ensure transparency and buy-in from employees and leadership.

1

Define Business Objectives

- Align workforce planning with your mission, vision, and strategic goals.
- Determine specific workforce goals (e.g., improve staff retention, address skill gaps, plan for future growth).

2

Analyze Current Workforce

- Compile data on current employees, such as roles, skills, performance, and turnover rates. Use HR systems or other tools to gather accurate and up-to-date information.
- Evaluate the skills, competencies, and qualifications of the current workforce. Identify strengths and weaknesses within the team.

HOW DATA CAN GUIDE MORE EFFECTIVE RECRUITMENT & RETENTION STRATEGIES

In the competitive field of child care, where finding and keeping qualified staff is crucial, data-driven decision-making plays a pivotal role. By leveraging data, child care directors can move beyond intuition and guesswork, creating targeted and effective strategies for both recruitment and retention. Below outlines how data can guide these efforts:



1. Identifying Optimal Recruitment Channels

- **Data Collection:** Track where successful candidates are coming from—whether through job boards, referrals, social media, or other sources.
- **Data Analysis:** Evaluate which channels consistently bring in the most qualified candidates with the longest retention rates.
- **Strategy Adjustment:** Allocate more resources to the most effective recruitment channels, reducing time-to-hire and improving candidate quality.

2. Enhancing Candidate Selection Processes

- **Data Collection:** Gather data on the performance and retention of candidates hired through different selection processes (e.g., interviews, assessments).
- **Data Analysis:** Identify patterns that predict successful hires, such as specific interview responses or test scores.
- **Strategy Adjustment:** Refine the candidate selection process to focus on the attributes and skills that data show lead to long-term success and retention.

3. Understanding and Reducing Turnover

- **Data Collection:** Track turnover rates by department, role, and tenure, along with reasons for leaving gathered through exit interviews.
- **Data Analysis:** Identify common factors that contribute to turnover, such as inadequate onboarding, lack of career progression, or work-life balance issues.
- **Strategy Adjustment:** Develop targeted retention strategies based on data insights, such as enhancing onboarding processes, offering professional development opportunities, or improving work conditions.

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4. Improving Employee Satisfaction and Engagement

- **Data Collection:** Use regular employee surveys to gauge satisfaction, engagement, and areas of concern.
- **Data Analysis:** Analyze survey results to identify trends, such as common dissatisfaction with management support or workload.
- **Strategy Adjustment:** Implement changes to address specific issues highlighted by the data, such as increasing communication, offering more support, or adjusting workloads to better meet employee needs.

5. Monitoring the Effectiveness of Retention Initiatives

- **Data Collection:** Track the impact of retention initiatives (e.g., mentorship programs, benefits enhancements) on turnover rates and employee satisfaction.
- **Data Analysis:** Compare pre- and post-initiative data to determine which efforts are most effective.
- **Strategy Adjustment:** Continue, modify, or discontinue initiatives based on their measured impact, ensuring resources are focused on what works best.

6. Predicting Future Staffing Needs

- **Data Collection:** Monitor trends in staff departures, seasonal hiring needs, and enrollment fluctuations.
- **Data Analysis:** Use predictive analytics to forecast staffing needs based on historical data.
- **Strategy Adjustment:** Proactively recruit or adjust staffing levels based on predicted needs, minimizing the impact of staff shortages or overstaffing.

7. Supporting Continuous Improvement

- **Data Collection:** Regularly update and refine data collection methods to capture the most relevant and useful information.
- **Data Analysis:** Continuously analyze data to stay ahead of trends and emerging challenges.
- **Strategy Adjustment:** Adopt a flexible approach to strategy development, using data to guide continuous improvement in both recruitment and retention.

By systematically collecting and analyzing data, child care directors can develop recruitment and retention strategies that are both evidence-based and highly effective. This approach leads to better hiring decisions, lower turnover, and a more engaged and stable workforce, ultimately benefiting the quality of care provided to children and their families.

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CREATING DATA PROCESSES

Creating data processes around workforce recruitment and retention as a child care leader involves systematically collecting, analyzing, and using data to make informed decisions that improve your staffing strategies. By following the steps in this simple guide you can create a systematic approach to managing recruitment and retention, allowing you to make informed decisions that improve the stability and quality of your childcare staff.

1. Define your Objectives

- **Identify Key Questions:** What do you want to learn from the data? For example, "What are the main reasons staff leave?" or "Which recruitment sources yield the best candidates?"
- **Set Goals:** Establish specific, measurable goals such as reducing turnover by 10% or increasing the number of qualified applicants by 20%.

2. Identify Key Metrics *(See attachment 1)*

- **Recruitment Metrics:**
 - Time to Hire: The average time it takes to fill a position.
 - Source of Hire: Where your successful candidates are coming from (job boards, referrals, etc.).
 - Application-to-Hire Ratio: The number of applications needed to make a hire.
- **Retention Metrics:**
 - Turnover Rate: The percentage of employees who leave within a specific period.
 - Retention Rate: The percentage of employees who stay for a specified period.
 - Exit Interview Feedback: Common reasons why staff leave.

3. Collect the Data

- **Automate Where Possible:** Use HR software to track applications, hires, and exits automatically.
- **Surveys and Interviews:** Regularly conduct staff satisfaction surveys and exit interviews to gather qualitative data on employee experiences.
- **Track Manually:** In the absence of software, use spreadsheets to manually track key metrics.

4. Analyze the Data

- **Regular Reporting:** Set up regular intervals (monthly, quarterly) to review your data.
- **Identify Trends:** Look for patterns, such as high turnover in certain positions or successful hires from specific sources.
- **Benchmarking:** Compare your data against industry standards or past performance to gauge how well you're doing.

5. Make Data-Driven Decisions

- **Adjust Recruitment Strategies:** If data shows that referrals yield better candidates, focus more on referral programs.
- **Improve Retention Efforts:** If turnover is high in the first six months, consider onboarding improvements or early engagement initiatives.
- **Test and Iterate:** Implement changes based on your data analysis, and continue to collect and analyze data to see if the changes have the desired effect

6. Communicate Findings

- **Share with Stakeholders:** Regularly update your team and leadership on recruitment and retention data, highlighting successes and areas for improvement.
- **Use Visuals:** Present data in a clear, visual format (charts, graphs) to make it easier to understand and act upon.

7. Review and Refine

- **Continuous Improvement:** Regularly revisit your data processes to ensure they are still aligned with your goals and make adjustments as needed.
- **Stay Informed:** Keep up with industry trends and new tools that can enhance your data processes.



Tools and Methods for Collecting and Analyzing Data:

- **HR Software:** Use software like ADP, BambooHR, or Paycor to track metrics like turnover, retention, absenteeism, and cost-per-hire.
- **Surveys:** Tools like SurveyMonkey or Google Forms can help you conduct employee satisfaction and well-being surveys.
- **Spreadsheets:** Use Excel or Google Sheets to manually calculate ratios and track metrics over time.
- **Performance Management Systems:** Implement systems that integrate with your HR software to monitor training participation, engagement, and succession planning.

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ANALYZING DATA

Analyzing key data effectively is crucial for making informed decisions in recruitment and retention. Here are some practical tips for child care leaders on how to analyze this data:

1. Start with Clear Objectives

- **Define Your Goals:** Before diving into the data, clarify what you want to achieve. Are you trying to reduce turnover, identify the best recruitment sources, or improve employee satisfaction?
- **Focus on Key Metrics:** Align your data analysis with these objectives, focusing on metrics that directly impact your goals (e.g., turnover rates, time-to-hire, retention rates).

2. Organize Your Data

- **Clean Your Data:** Ensure your data is accurate and consistent. Remove duplicates, correct errors, and ensure that all data is in a usable format.
- **Use Data Management Tools:** Utilize tools like spreadsheets, HR software, or databases to organize and store your data. This will make it easier to sort, filter, and analyze information.

3. Identify Trends and Patterns

- **Use Visualizations:** Create charts and graphs to help identify trends over time, such as a line graph showing turnover rates or a bar chart comparing the effectiveness of different recruitment channels.
- **Look for Correlations:** Analyze relationships between different data points. For example, is there a correlation between employee satisfaction scores and turnover rates?

4. Segment Your Data

- **Break Down Data by Categories:** Segment your data by relevant categories such as department, job role, tenure, or source of hire. This can reveal insights that are hidden in aggregated data, like higher turnover in specific roles or more successful hires from certain recruitment sources.
- **Compare Across Time Periods:** Analyze how metrics change over time, such as comparing turnover rates year-over-year or pre- and post-implementation of a new retention strategy.

5. Use Benchmarking

- **Internal Benchmarking:** Compare current data against your past performance to see if your strategies are improving metrics like retention or time-to-hire.
- **External Benchmarking:** Compare your data against industry standards or data from similar organizations to understand how your child care center is performing relative to others.

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ANALYZING DATA CONTINUED...

6. Perform Root Cause Analysis

- **Ask 'Why' Multiple Times:** If you notice a spike in turnover, dig deeper by asking "Why?" multiple times to uncover the root cause. For example, if turnover is high, ask why people are leaving, and then ask why those reasons exist.
- **Use Qualitative Data:** Combine quantitative data with qualitative insights from exit interviews, surveys, or one-on-one meetings to get a fuller picture of the underlying issues.

7. Apply Predictive Analytics

- **Forecast Future Trends:** Use historical data to predict future staffing needs or potential turnover. This can help in planning proactive strategies to address issues before they arise.
- **Scenario Analysis:** Run different scenarios (e.g., "What if turnover increases by 10%?") to understand potential impacts and prepare appropriate responses.

8. Regularly Review and Adjust

- **Ongoing Monitoring:** Set up regular intervals (e.g., monthly, quarterly) to review your key metrics. This allows you to spot changes or trends early.
- **Continuous Improvement:** Use the insights from your analysis to refine your strategies. Data analysis should be an ongoing process where you continuously learn, adapt, and improve.

9. Collaborate and Communicate

- **Involve Your Team:** Share data and insights with your team to get their input. They may have additional insights or ideas on how to address the issues revealed by the data.
- **Simplify Findings:** When presenting your analysis to stakeholders, use clear visuals and straightforward language to ensure that everyone understands the key takeaways.

10. Leverage Technology









- **Use Analytics Tools:** Consider using specialized HR analytics software that can automate data analysis and provide more sophisticated insights, such as predictive analytics or dashboards that track key metrics in real-time.
- **Stay Updated on Best Practices:** Keep learning about new tools and techniques in data analysis to ensure that your methods remain effective and up-to-date.













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WORKFORCE PLANNING METRICS

Attachment: 1

For child care leaders, effective workforce planning relies on tracking specific metrics that help in managing staffing needs, recruitment, retention, and overall employee satisfaction. Here are the most important workforce planning metrics, as well, why they matter, methods of measure and examples.

Metric	Why it Matters	Measurement	Example
 Time to Fill The average # of days it takes to fill an open position from the time the job is posted until an offer is accepted.	Longer time-to-fill can lead to staffing shortages, increased workload on existing staff, & potential loss of service quality.	Track the number of days from when a job is posted to when a candidate accepts the offer.	If it takes 30 days to hire a new teacher after the position is posted, your time-to-fill is 30 days.
 Time to Hire The # of days from when a candidate applies until they accept the job offer.	Shorter time to hire can help you secure top talent before they accept other offers & minimize the time positions remain vacant. A long time to hire can lead to operational inefficiencies & increased recruitment costs.	$\text{Time to Hire} = \text{Date of offer acceptance} - \text{Date of application}$	If a candidate applies on June 1 and accepts the job offer on June 21, the time to hire is 20 days.
 Cost per Hire The total cost involved in hiring a new employee, including advertising, recruiting, and training.	Understanding the cost-per-hire helps in budgeting and evaluating the efficiency of recruitment strategies.	$\text{Cost-per-Hire} = \frac{\text{Total recruitment expenses}}{\text{Number of hires}}$	If recruitment costs (advertising, interviewing, onboarding) total \$5,000 and you hire 5 people, the cost-per-hire is 5000 divided by 5 = \$1000
 Quality of Hire A measure of how well new hires perform in their roles, often evaluated through performance reviews or other feedback.	High-quality hires are those who perform well, fit into the company culture, & stay long-term. This metric helps you evaluate the effectiveness of your hiring process in bringing in employees who contribute positively to the organization.	Typically measured by assessing new hires' performance, cultural fit, and retention during their first year. This can involve combining several metrics, such as performance scores and retention rates.	For performance score-based: $\text{Quality of Hire} = \frac{\text{Total performance score of new hires}}{\text{Number of new hires}}$ If 10 new hires have an average performance score of 4.2 out of 5, your quality of hire score is 4.2.
 Source of Hire The channel (s) successful candidates are coming from, such as job boards, referrals, or social media.	Knowing where your best hires come from allows you to optimize your recruitment budget and focus on the most effective channels. It can also help you understand where your talent pool is strongest.	$\text{Source of Hire} = \frac{\text{Number of hires from a specific source}}{\text{Total number of hires}} \times 100$	If 30 out of 100 hires came from employee referrals, the source of hire for employee referrals is 30 divided by 100 x 100 = 30%.
 Offer Acceptance Rate The percentage of job offers accepted by candidates compared to the total number of offers made.	A high offer acceptance rate suggests your job offers, including compensation and benefits, are competitive and attractive to candidates. A low rate may indicate issues with your offer packages or candidate experience.	$\text{Offer Acceptance Rate} = \frac{\text{Number of offers accepted}}{\text{Total number of offers made}} \times 100$	If 90 out of 100 job offers are accepted, your offer acceptance rate is 90%, indicating that your offers align well with candidate expectations and market standards.
 Applicant to Hire Ratio The # of applicants for each position compared to the number of hires.	This metric helps you assess the effectiveness of your recruitment efforts. A very high ratio may suggest many applicants are unqualified, while a very low ratio might indicate not enough candidates are applying.	$\text{Applicant to Hire Ratio} = \frac{\text{Total number of applicants}}{\text{Number of hires}}$	If you received 100 applications for a teaching position and hired 2 candidates, the ratio is 50:1. This may suggest a need to refine your job descriptions or sourcing strategies to attract more qualified applicants.
 Candidate Experience Feedback from candidates about their experience during the recruitment process.	Positive candidate experiences can enhance your employer brand and attract top talent, while negative experiences can deter candidates from accepting offers and damage your reputation.	Often measured through surveys/feedback forms given to candidates after the hiring process. Scores are typically averaged on a scale (e.g., 1 to 5). $\text{Candidate Experience Score} = \frac{\text{Total score from all candidates}}{\text{Total number of respondents}}$	If 50 candidates rate their experience and the total score is 220 out of a possible 250, the average candidate experience score is 220 divided by 50 = 4.4 out of 5.

Metric	Why it Matters	Measurement	Example
 Turnover Rate The % of employees who leave the organization during a specific period, usually calculated annually.	High turnover can indicate issues with job satisfaction, compensation, or work environment. It also impacts continuity of care for children.	$\text{Turnover Rate} = (\text{Average number of employees during the period} \div \text{Number of employees who left during the period}) \times 100$	If 5 employees leave during the year, and the average staff size is 50, the turnover rate is 5 divided by 50 x 100 = 10%.
 Retention Rate The percentage of employees who remain with the organization over a specific period.	A high retention rate suggests that employees are satisfied with their jobs and that the organization is successful in maintaining a stable workforce.	$\text{Retention Rate} = (\text{Number of employees at the start of the period} \div \text{Number of employees remaining at the end of the period}) \times 100$	If you start the year with 50 employees and 45 remain at the end, the retention rate is 45 divided by 50 x 100 = 90%.
 Employee Satisfaction & Engagement Metrics derived from employee surveys that gauge job satisfaction, engagement, and overall morale.	Satisfied and engaged employees are more likely to be productive, committed, and stay with the organization longer.	Conduct regular employee surveys to assess job satisfaction and engagement levels. Use Likert scales (e.g., 1 to 5) and calculate the average score.	If the average satisfaction score from the survey is 4 out of 5, this indicates generally high satisfaction.
 Succession Planning Coverage The % of key roles within the organization that have identified potential successors.	Effective succession planning ensures continuity in leadership and reduces the impact of sudden departures or retirements.	Identify the number of key roles with a documented succession plan and compare it to the total number of key roles.	If 3 out of 5 key roles have identified successors, the coverage rate is 3 divided by 5 x 100 = 60%.
 Longevity The average length of time employees stay with the same workplace.	Longevity indicates employee satisfaction & engagement. Employees who stay longer are often more productive & contribute to organizational stability. High longevity reduces the costs associated with recruiting & training new employees.	Calculate the average length of time (in years or months) that employees stay with your organization.	If the average tenure of your staff is 7 years, this suggests that your organization is a place where employees feel valued and supported. This can also lead to higher levels of expertise and a more consistent quality of care.
 New Hire Retention Rate The % of new employees who stay with the company for a specified period, such as six months or one year.	A high new hire retention rate shows your onboarding process and initial employee experience are effective, leading to a more stable workforce. A low rate may indicate new hires are not integrating well, which could be due to unmet expectations or poor fit.	$\text{New Hire Retention Rate} = (\# \text{ of new hires retained after a period} \div \text{Total \# of new hires}) \times 100$ If 45 out of 50 new hires are still with the organization after one year, the new hire retention rate is 45 divided by 50 x 100 = 90%.	If 90% of your new hires stay with the organization after their first year, it suggests that your recruitment and onboarding processes are successfully identifying and integrating the right candidates.
 Absenteeism Rate The average # of days employees are absent from work, which can indicate job dissatisfaction or personal issues.	High absenteeism can indicate low morale, burnout, or health issues, and it can disrupt care schedules and increase stress on other staff.	$\text{Absenteeism Rate} = \text{Total number of absent days} \div \text{Total number of work days} \times 100$	If employees are absent for a total of 30 days in a month with 1,000 total workdays, the absenteeism rate is 30 divided by 1000 = 3%.
 Internal Mobility Rate The % of employees who are promoted or transferred to new roles within the workplace, indicating career development opportunities.	A high internal mobility rate indicates that your organization provides growth opportunities and values promoting from within. This can boost morale, retain talent, and reduce the costs of external hiring.	$\text{Internal Mobility Rate} = (\# \text{ of internal moves (promotions, transfers, etc.)} \div \text{Total \# of employees}) \times 100$ If 10 out of 100 employees received promotions or transfers in a year, the internal mobility rate is 10 divided by 100 x 100 = 10%.	If 20% of your staff received promotions or transferred to different roles last year, it shows that your organization is committed to developing and retaining talent internally.
 Staff-to-Child Ratio The ratio of staff members to children at any given time.	Maintaining appropriate ratios is crucial for meeting regulatory requirements and ensuring quality care and safety for children.	Count the number of staff members present compared to the number of children.	If there are 2 staff members for 10 children, the staff-to-child ratio is 1:5.
 Utilization Rate The % of staff time that is spent on direct child care versus admin or other non-care-related tasks.	Ensuring that staff are effectively utilized for their primary role in child care can improve service quality and employee satisfaction.	$\text{Utilization Rate} = (\text{Time spent on direct child care} \div \text{Total available working hours}) \times 100$	If a staff member spends 35 out of 40 hours on child care, their utilization rate is 35 divided by 40 x 100 = 87.5%.
 Training & Development Participation The percentage of staff who engage in professional development or training activities.	Continuous training ensures that staff are up-to-date with the latest best practices and regulatory requirements, contributing to higher quality care.	Track the percentage of employees who participate in training and development activities.	If 40 out of 50 employees attend a professional development workshop, the participation rate is 40 divided by 50 x 100 = 80%.
 Staff Well-being & Burnout Indicators Measures of staff well-being, including burnout, stress levels, and work-life balance.	Monitoring and addressing these indicators can help prevent burnout, reduce turnover, and maintain a positive work environment.	Conduct regular surveys focused on well-being and burnout, using established scales (e.g., Maslach Burnout Inventory).	If 70% of staff report high stress levels, this would indicate a need for interventions to reduce burnout.