

MONTANA CHILD CARE BUSINESS
CONNECT

Small Business Support. Big Community Impact.

Staffing Pattern & Wage Scale Template

USER GUIDE

To Accompany Staffing Pattern & Wage Scale Version 1.0, current 6/30/2025

Prepared by Jason Nitschke, Senior Child Care Business Advisor

Current as of: June 30, 2025

Introduction.....3

Objective3

Quality Rating Systems (QRS)4

Components of the Staffing Pattern & Wage Scale Template5

 Name, Data Sources, & Multipliers.....5

 Licensing Roles6

 Non-Licensing Roles.....8

Using the Staffing Pattern9

Using the Wage Scale..... 10

Conclusion 13

Introduction

There are many wage scales out there for early childhood businesses. Some are more complex than others. There are also various descriptions of the types of staffing roles a childcare program may or may not need.

In Montana, the Montana Department of Public Health and Human Services (DPHHS) and the Montana Early Childhood Project (ECP) have defined many of the teaching and care giving staff role types. These definitions are also accompanied by the required academic achievement qualifications needed for a teacher to adequately meet the needs of a defined role and corresponding job title.

Meanwhile, Quality Recognition Systems (QRS) and Environmental Rating Scale (ERS) either directly recommend or hint at the types of roles and responsibilities that need to be included in a childcare program.

Montana Child Care Business Connect's (MCCBC) own Cost of Care Modeling tool will even help recommend a staffing pattern based on a program's enrollment size.

This tool, the MCCBC Staffing Pattern and Wage Scale Template, is designed to bring many of those recommendations together into a functional living document designed to assist a childcare program in creating their own staffing pattern.

The intention is to also comprehensively illustrate 100% of the jobs, duties, and tasks that need to be done in a childcare program's day to day operations. Therefore, this template separates Licensing Roles from Non-Licensing Roles. The intent is to show program owners, boards of directors, and administrators, how to comprehensively complete all the necessary tasks in a high-quality childcare business.

Additionally, the template defines each of the standard position titles, connects those standard position titles to the corresponding Standard Occupation Classification (SOC) title and its individual code defined by the U.S. Department of Labor Statistics (USBLS). With these official SOC titles and codes, we can then turn to the actual hourly wage data paid to these positions across the United States, in Montana, and in some cases to localized regions or communities within Montana.

Objective

It is the goal of this Staffing Pattern and Wage Scale Template to be customized by individual childcare programs to their unique needs and enrollment sizes. As such, it is designed to be subtracted from and customized. The sample data within it is sourced from the Montana Department of Labor and Industry's (DLI) Occupational Employment Wage Statistics (OEWS) publications. The Montana OEWS Publication data is sourced directly from the U.S. Department of Labor Statistics historic data by Standard Occupation Code (SOC).

In most ways, the template is designed to enable critical thinking and manual design of an individual program's necessary staffing patterns.

This tool will require the designer of the staffing pattern to understand the roles, responsibilities, and daily tasks needed within its program. Again, it is intended to be used by a program's administrator, board of directors, owner, or director to determine and select which position titles are necessary and subtract the rest.

The tool will also require the designer to customize the years of service and academic achievement of all Licensing and Non-Licensing Roles to meet their individual expectations.

In many cases, it will be necessary to combine multiple Position Titles into one role to create a custom role and job description for that unique position.

The tool will also require the user to have some basic knowledge of Microsoft Excel regarding how to create formulas.

In short, Columns A through D are the Staffing Pattern, illustrating all the in-classroom and out-of-classroom roles, responsibilities, and tasks to be completed in the business. Columns E through Q is the corresponding Wage Scale for each Position Title.

Quality Recognition Systems (QRS)

This template is designed, primarily, with Program Administration Scale (PAS) for center-based programs and Business Administration Scale (BAS) for family child care programs in mind. PAS and BAS assessments are the basis for Montana STARS to Quality QRS program. Therefore, utilizing this tool should assist a program in achieving the highest rating when assessed.

In PAS for center-based programs, please reference Personnel Cost and Allocation, Compensation, 5.1 through 7.3.

In BAS for family child care programs, please reference Provider as Employer, 7.3.

To achieve the grades of 5 or 7, each of these QRS items require a provider to not only have a written wage scale, but also provide clarity and differentiation on wage growth opportunities based on three things: job responsibilities, education or training, and experience. PAS takes the requirement to achieve the grade of 7 to an additional step by requiring clarity on compensation growth based on merit increases and annual, time-based seniority, increases.

Therefore, the tool is designed to help a program potentially adjust the wage scales based on Years of Service as well as annual inflationary and merit-based adjustments. These variations in the tool can be used to compound a position's compensation based on Years of Service, Practitioner Registry or Academic Achievements, national inflation numbers, and merit-based multipliers.

Components of the Staffing Pattern & Wage Scale Template

Name, Data Sources, & Multipliers

[COMPANY NAME] Employee Staffing Pattern & Wage Scale										
Version: 1.0, current 8/26/24										
Current Date of Employee Wage Scale: 01/01/202										
Market/Community Location: [name of community/regional data location]										
Merit-Based Adjustment Multiplier: 1.03										
3%										
Consumer Price Index (CPI): Source for Data-based inflationary adjustments: https://www.bls.gov/cpi/										
12-Month CPI Adjustment Multiplier: 1.029 CPI as of: 7/1/2024 2.9%										
Additional Data Source - Montana Department of Labor - Informational Wage Rates by Occupation: https://dm.lmi.gov/occupation										
Additional Data Source - Montana DPHHS Licensing Program Staff Role Types: DPHHS Licensing Program Staff Role Types										
Additional Data Source - Occupational Employment and Wage Statistics, US Bureau of Labor Statistics - May 2023 - Montana: https://www.bls.gov/oes/current/oes_mt.htm										
Additional Data Source - Montana Early Childhood Project (ECP): Montana ECP: The Montana Career Path										
See also: For Center-based programs - Program Administration Scale (PAS) Compensation - Item # 4, 7.2 & 7.3; For Family/Group-based programs - Business Administration Scale (BAS) Provider as Employee - Item # 10, 7.3										
Note: This template primarily provides "Median Hourly" wage values for "Montana Statewide" based on the Montana Department of Labor Informational Wage Rates by Occupation publication, dated May 2024. This publication is based on Occupational Employment and Wage Statistics data from the US Bureau of Labor Statistics for Montana data from May 2023. All wage rates should be determined by market comparisons for individual communities. Additionally, individual business should base wage rates on budgets and the ability of the business to generate sufficient revenue to cover wages and other operating expenses. Wage rates may vary by program type and size.										
Note: *All wages reflected are negotiable at the discretion of the [OWNER/DIRECTOR/BOARD] due to the financial status of the center, job duties and responsibilities, education, additional achievements, performance, etc.*										

The top of the template includes the ability for a user to customize the title by adding their organization's name. s

Line 4 allows a user to add their local community.

Lines 5 through 8 link to data sources and create multipliers to be used for increasing hourly wages based on merit or an employee's longevity with the company.

Lines 9 through 11 are additional, relevant notes pertaining to the tool as a whole.

Licensing Roles

Staffing Pattern & Wage Scale Template - with Practitioner Registry Scale & SOC codes

File Home Insert Draw Page Layout Formulas Data Review View Automate Help

N73

Note: *All wages reflected are negotiable at the discretion of the [DIVER/DIRECTOR/BOARD] due to the financial status of the center, job duties and responsibilities, education, additional achievements, performance, etc. *

Licensing Roles													SOC Code: Median Hourly Wage: May 2023, Montana (statewide)			
Position Title	Standard Occupation Classification (SOC) Title	Standard Occupation Classification (SOC) Code	In Classroom, or Out-of-Classroom	Years of Service	Practitioner Membership	Practitioner Registry Level 1	Practitioner Registry Level 2	Practitioner Registry Level 3	Practitioner Registry Level 4	Practitioner Registry Level 5	Practitioner Registry Level 6	Practitioner Registry Level 7		Practitioner Registry Level 8	Practitioner Registry Level 9	Practitioner Registry Level 10
Bureau of Labor Statistics, Montana DPHHS, and Montana																
Owner	Executive, Administrative, and Managerial Occupations	11-9031	Varies by Program Type and Size	5+ years 4 years 3 years 2 years 1 year Less than 1 year	N/A	\$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81 \$ 24.91 \$ 24.81	\$ 27.22 \$ 26.66 \$ 24.91 \$ 24.81 \$ 24.91 \$ 24.81	\$ 28.04 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 28.88 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 29.75 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 30.64 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 31.56 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 32.51 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 33.48 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 34.48 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	40.88
Director	Childcare Administrator	11-9031	Varies by Program Type and Size	5+ years 4 years 3 years 2 years 1 year Less than 1 year	N/A Qualifications for Director begin at Level 1 for FGSx	\$ 26.66 \$ 24.91 \$ 24.81 \$ 24.81 \$ 24.91 \$ 24.81	\$ 27.22 \$ 26.66 \$ 24.91 \$ 24.81 \$ 24.91 \$ 24.81	\$ 28.04 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 28.88 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 29.75 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 30.64 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 31.56 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 32.51 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 33.48 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 34.48 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	22.80
Assistant Director	Childcare Administrator	11-9031	Varies by Program Type and Size	5+ years 4 years 3 years 2 years 1 year Less than 1 year	N/A	\$ 26.66 \$ 24.91 \$ 24.81 \$ 24.81 \$ 24.91 \$ 24.81	\$ 27.22 \$ 26.66 \$ 24.91 \$ 24.81 \$ 24.91 \$ 24.81	\$ 28.04 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 28.88 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 29.75 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 30.64 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 31.56 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 32.51 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 33.48 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	\$ 34.48 \$ 27.22 \$ 26.66 \$ 24.81 \$ 24.91 \$ 24.81	22.80
Classroom Teacher	Education, Training, and Library Occupations	25-2011	Varies by Program Type and Size	5+ years 4 years 3 years 2 years 1 year Less than 1 year	N/A	\$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 19.55 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 20.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 21.00 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 22.46 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.92 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 24.94 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 25.98 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	18.71
Early Childhood Lead Teacher (ECLT)	Teacher	25-2011	In Classroom	5+ years 4 years 3 years 2 years 1 year Less than 1 year	N/A	\$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 19.55 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 20.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 21.00 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 22.46 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.92 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 24.94 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 25.98 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	18.71
Early Childhood Co-Teacher (ECLT)	Teacher	25-2011	In Classroom	5+ years 4 years 3 years 2 years 1 year Less than 1 year	N/A	\$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 19.55 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 20.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 21.00 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 22.46 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.92 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 24.94 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 25.98 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	18.71
Early Childhood Assistant Teacher (ECAT)	Teaching Assistant, except Postsecondary	25-9045	In Classroom	5+ years 4 years 3 years 2 years 1 year Less than 1 year	N/A	\$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 19.55 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 20.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 21.00 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 22.46 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.92 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 24.94 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 25.98 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	16.25
Aide	Teaching Assistant, except Postsecondary	25-9045	In Classroom	5+ years 4 years 3 years 2 years 1 year Less than 1 year	N/A	\$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 19.55 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 20.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 21.00 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 22.46 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.92 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 24.94 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 25.98 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	16.25
Floater	Teaching Assistant, except Postsecondary	25-9045	In Classroom	5+ years 4 years 3 years 2 years 1 year Less than 1 year	N/A	\$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 19.55 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 20.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 21.00 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 22.46 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.92 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 24.94 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 25.98 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	16.25
Apprentice	Teaching Assistant, except Postsecondary	25-9045	In Classroom	5+ years 4 years 3 years 2 years 1 year Less than 1 year	N/A	\$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 19.55 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 20.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 21.00 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 22.46 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.92 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 24.94 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 25.98 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	16.25
Substitute	Teacher	25-2011	In Classroom	5+ years 4 years 3 years 2 years 1 year Less than 1 year	N/A	\$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 19.55 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 20.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 21.00 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 22.46 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.17 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 23.92 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 24.94 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	\$ 25.98 \$ 18.95 \$ 18.21 \$ 18.21 \$ 18.21 \$ 18.21	Varies based on job responsibility description. See pay scale for position the substitute is replacing. *Must meet the qualifications of the staff for which they are "Substituting" for. *

The middle table in the template is designed to inform positions, jobs, roles, and responsibilities specific to Licensed Roles within a childcare program.

Column A provides a list of Position Titles or typical names related to jobs to be done within a childcare program. Each field has a red flag in the top right corner that can be opened to see a definition of the standard role, responsibilities, and qualifications for the position in an average childcare business.

Throughout this User Guide, the term "Pay Band" will be used to represent each individual Position Title represented from left to right in the template.

Column B converts the Position Title listed in Column A to the U.S. Bureau of Labor Statistics' (US BLS) Standard Occupation Classification (SOC) Title. For example, the "Director" of the program is likely to be referred to by the USBL as a "Childcare Administrator." Column B provides USBL's formal definition for the SOC Title and links out to the USBL website for that SOC specific SOC Title.

Column C provides the USBL's Standard Occupation Classification (SOC) Code for the position. For example, a "Director" falls into the SOC Code 11-9031. The red flag at the top right corner of the cell, if hovered over, pops out a definition of for that SOC Code's standard job duties.

Column D allows the user to indicate if the position is primarily located in a classroom or outside of it. This becomes relevant for small and micro programs in which owners, directors, and assistant directors may spend part or all their work day working directly with children.

Column E allows the user to build in Years of Service. In its basic form, this template is itemized by Years of Service ranging from Less than 1 Year through 5+ Years of Service. For annual cost of living adjustments, this column can be used to illustrate annual compensation increases for employees achieving longevity milestones.

Columns F through P link out to the Montana ECP's Career Path definitions for providers on the Practitioner Registry, Membership through Level 10. The red flag in the top, when hovered over, pops out a definition of that individual registry level's academic achievement requirements.

It is critical for the user in Columns F through P to base their hourly wage rates on Montana or location derived data, not national data.

Column Q is currently filled with median, hourly wage rate data sourced from the Montana Department of Labor and Industry's (DLI) Occupational Employment Wage Statistics (OEWS) publication for the current publication year of the OEWS report.

In effort to illustrate how the Wage Scale can be used, Column Q's median hourly wage rates for each specific SOC Code is duplicated in the Position Title's Less than 1 Year line. For example, for the Position Title "Director," cell G27 (Less than 1 year, Practitioner Registry Level 1, is populated with the Median Hourly Wage for Montana, for the SOC Code 11-9031. This cell could be referred to as the "starting pay" for the position. Cells above and to the right could be modified as the employee in that position achieves Years of Service and/or increased levels on the Practitioner Registry.

Non-Licensing Roles

Staffing Pattern & Wage Scale Template - with Practitioner Registry Scale & SOC codes													Search
File Home Insert Draw Page Layout Formulas Data Review View Automate Help													
L122													
A	B	C	D	E	F	G	H	I	J	K	L	M	
	except Post Secondary	25-3045		1 year									
				Less than 1 year									
Non-Licensing Roles													
Position Title	Standard Occupation Classification (SOC) Title	Standard Occupation Classification (SOC) Code	In Classroom/Out of Classroom	Years of Service	High school/GED/HS EI	Some college/Apprenticeship	Associates Degree/Apprenticeship	Associates Degree plus credits/Apprenticeship	Bachelors Degree	Masters Degree	Doctorate Degree	SOC Code: Median Hourly Wage: May 2023: Montana (statewide)	
Standard Roles/Titles/Codes based on definitions from the US Bureau of Labor Statistics				Use Montana-Specific Wage Data, Not National Wage Data									
Administrative Staff: Human Resources	Human Resources Specialist	13-1071	Out of Classroom	5+ years \$ 32.63 4 years \$ 31.68 3 years \$ 30.76 2 years \$ 29.86 1 year \$ 28.99 Less than 1 year \$ 28.15	\$ 33.61 \$ 32.63 \$ 31.68 \$ 30.76 \$ 29.86 \$ 28.99	\$ 34.62 \$ 33.61 \$ 32.63 \$ 31.68 \$ 30.76 \$ 29.86	\$ 35.66 \$ 34.62 \$ 33.61 \$ 32.63 \$ 31.68 \$ 30.76	\$ 36.73 \$ 35.66 \$ 34.62 \$ 33.61 \$ 32.63 \$ 31.68	\$ 37.83 \$ 36.73 \$ 35.66 \$ 34.62 \$ 33.61 \$ 32.63	\$ 38.97 \$ 37.83 \$ 36.73 \$ 35.66 \$ 34.62 \$ 33.61	\$ 39.11	\$ 28.15	
Administrative Staff: Marketing	Market Research Analysts and Marketing Specialists	13-1161	Out of Classroom	5+ years \$ 39.83 4 years \$ 38.67 3 years \$ 37.55 2 years \$ 36.45 1 year \$ 35.39 Less than 1 year \$ 34.36	\$ 41.03 \$ 39.83 \$ 38.67 \$ 37.55 \$ 36.45 \$ 35.39	\$ 42.26 \$ 41.03 \$ 39.83 \$ 38.67 \$ 37.55 \$ 36.45	\$ 43.53 \$ 42.26 \$ 41.03 \$ 39.83 \$ 38.67 \$ 37.55	\$ 44.83 \$ 43.53 \$ 42.26 \$ 41.03 \$ 39.83 \$ 38.67	\$ 46.18 \$ 44.83 \$ 43.53 \$ 42.26 \$ 41.03 \$ 39.83	\$ 47.56 \$ 46.18 \$ 44.83 \$ 43.53 \$ 42.26 \$ 41.03	\$ 47.70	\$ 33.36	
Administrative Staff: Finance	Bookkeeping, Accounting, and Auditing Clerks	43-3031	Out of Classroom	5+ years \$ 23.81 4 years \$ 23.12 3 years \$ 22.44 2 years \$ 21.79 1 year \$ 21.16 Less than 1 year \$ 20.54	\$ 24.53 \$ 23.81 \$ 23.12 \$ 22.44 \$ 21.79 \$ 21.16	\$ 25.26 \$ 24.53 \$ 23.81 \$ 23.12 \$ 22.44 \$ 21.79	\$ 26.02 \$ 25.26 \$ 24.53 \$ 23.81 \$ 23.12 \$ 22.44	\$ 26.80 \$ 26.02 \$ 25.26 \$ 24.53 \$ 23.81 \$ 23.12	\$ 27.60 \$ 26.80 \$ 26.02 \$ 25.26 \$ 24.53 \$ 23.81	\$ 28.43 \$ 27.60 \$ 26.80 \$ 26.02 \$ 25.26 \$ 24.53	\$ 28.57	\$ 20.54	
Administrative Assistant	Office Clerks, General Secretaries and Administrative Assistants	43-3061 43-6014	Out of Classroom	5+ years \$ - 4 years \$ - 3 years \$ - 2 years \$ - 1 year \$ - Less than 1 year \$ -	\$ - \$ - \$ - \$ - \$ - \$ -	\$ - \$ - \$ - \$ - \$ - \$ -	\$ - \$ - \$ - \$ - \$ - \$ -	\$ - \$ - \$ - \$ - \$ - \$ -	\$ - \$ - \$ - \$ - \$ - \$ -	\$ - \$ - \$ - \$ - \$ - \$ -	\$ - \$ - \$ - \$ - \$ - \$ -	\$ - \$ - \$ - \$ - \$ - \$ -	\$ 13.46 \$ 18.57
Nutritionist	Dietitians and Nutritionists	29-1031	Out of Classroom	5+ years \$ 35.74 4 years \$ 34.70 3 years \$ 33.69 2 years \$ 32.71 1 year \$ 31.75 Less than 1 year \$ 30.83	\$ 36.81 \$ 35.74 \$ 34.70 \$ 33.69 \$ 32.71 \$ 31.75	\$ 37.92 \$ 36.81 \$ 35.74 \$ 34.70 \$ 33.69 \$ 32.71	\$ 39.05 \$ 37.92 \$ 36.81 \$ 35.74 \$ 34.70 \$ 33.69	\$ 40.23 \$ 39.05 \$ 37.92 \$ 36.81 \$ 35.74 \$ 34.70	\$ 41.43 \$ 39.05 \$ 37.92 \$ 36.81 \$ 35.74 \$ 34.70	\$ 42.68 \$ 41.43 \$ 39.05 \$ 37.92 \$ 36.81 \$ 35.74	\$ 42.82	\$ 30.83	
Prep Cook	Cooks, Institution and Cafeteria	35-2012	Out of Classroom	5+ years \$ 19.48 4 years \$ 18.91 3 years \$ 18.36 2 years \$ 17.82 1 year \$ 17.30 Less than 1 year \$ 16.80	\$ 20.06 \$ 19.48 \$ 18.91 \$ 18.36 \$ 17.82 \$ 17.30	\$ 20.66 \$ 20.06 \$ 19.48 \$ 18.91 \$ 18.36 \$ 17.82	\$ 21.28 \$ 20.66 \$ 20.06 \$ 19.48 \$ 18.91 \$ 18.36	\$ 22.06 \$ 21.28 \$ 20.66 \$ 20.06 \$ 19.48 \$ 18.91	\$ 22.93 \$ 22.06 \$ 21.28 \$ 20.66 \$ 20.06 \$ 19.48	\$ 23.82 \$ 22.93 \$ 22.06 \$ 21.28 \$ 20.66 \$ 20.06	\$ 23.97	\$ 16.80	
Janitorial	Janitors and Cleaners Except Maids and Housekeeping Cleaners	37-2011	Out of Classroom	5+ years \$ 20.95 4 years \$ 19.75 3 years \$ 19.18 2 years \$ 18.62 1 year \$ 18.08 Less than 1 year \$ 17.55	\$ 20.96 \$ 20.35 \$ 19.75 \$ 19.18 \$ 18.62 \$ 18.08	\$ 21.58 \$ 20.96 \$ 20.35 \$ 19.75 \$ 19.18 \$ 18.62	\$ 22.23 \$ 21.58 \$ 20.96 \$ 20.35 \$ 19.75 \$ 19.18	\$ 22.93 \$ 22.23 \$ 21.58 \$ 20.96 \$ 20.35 \$ 19.75	\$ 23.59 \$ 22.93 \$ 22.23 \$ 21.58 \$ 20.96 \$ 20.35	\$ 24.29 \$ 23.59 \$ 22.93 \$ 22.23 \$ 21.58 \$ 20.96	\$ 24.44	\$ 17.55	

Every child care program, regardless of size, has administrative or operating functions that are not necessarily the roles or responsibilities of teachers providing direct care and education services to children. These roles and responsibilities fit into the category of “no money, no mission.” If they are not done, and done at a high level, the business itself may fail to meet basic business functions.

In general, these administrative and operating functions fit into three primary categories: market-facing activities, operational activities, and financial activities.

Market-facing activities may include promoting and selling the services of the business. Operating functions may include staff management, policies and procedures, internal controls, administrative reporting obligations, food preparation for staff and students, and cleaning of the facility. Financial activities relate to the financial implications of decisions made in the day-to-day operation of the organization. These likely include budgeting, financial management, paying bills, and quarterly and annual tax filings.

Depending on the size of a program, each of these necessary non-classroom operating functions may or may not be part of the primary job description, roles, and responsibilities of in-classroom

staff. For larger programs, these roles, responsibilities, and tasks may be completed by the owner, the director, the assistant director, or outsourced to third party contractors in whole or in part.

Like the above Licensing Roles table, Column A provides standard Position Title.

Column B connects that Position Title to the USBLS's SOC Title. Hovering over the cell pops up a definition for that position.

Column C converts the SOC Title to the USBLS' SOC Code.

Column D locates the position as in-classroom or outside of it.

Column E creates a schedule for Years of Service.

Columns F through L illustrate the academic achievement of the Position Title.

Column M is currently populated with sample data for the median hourly wage for the specific SOC Code in Montana. To illustrate how the table can be used, the median hourly wage is indicated as the position's "starting pay" in the "Less than 1 Year" cell for the lowest end of the pay range.

Using the Staffing Pattern

Every program should start their use of this template by determining, comprehensively, which roles, responsibilities, and tasks need to be completed or are being completed every day.

- Step 1: Determine your program type, Center or Family/Group. This will be relevant when identifying Licensing Roles and qualifications on the Practitioner Registry.
- Step 2: Moving top to bottom in columns A through D, review the definitions and qualifications for each Position Title and Standard Occupation Classification (SOC) Title by hovering over each cell in Columns A and B through the Licensing Roles and Non-Licensing Roles.
- Step 3: For each Position Title, determine what that role's day-to-day, primary objectives are. For Position Titles such as Owner, Assistant Director, Administrative Assistant, and any other relevant titles, determine which SOC Title (Column B) are most relevant to the position's day-to-day work.
- Step 4: Delete any irrelevant SOC Titles and Codes for the Position Title that do not accurately reflect the position's day-to-day, primary objectives. Change columns B and C to accurately reflect that position's day-to-day, primary objectives.
- Step 5: If there is a need to duplicate a Position Title because, for example, one Assistant Director has administrative functions and another Assistant Director has teaching functions and their compensation band will be different, do so.
 - In some programs, an Assistant Director has the same day-to-day primary objectives as an Administrative Assistant. If that is the case, the Administrative Assistant Position Title listed in Non-Licensing Roles, could be deleted.
- Step 6: For Substitutes, it will likely be necessary to create two types of Substitute Position Titles. According to Montana Child Care Licensing, to be eligible to work as a substitute, the person must meet the minimum qualifications for the position they are substituting for. For

example, if a sub only meets the qualifications of an assistant teacher but not a lead teacher, they will not be able to substitute as a lead teacher. Lead teachers (ECLT) and teaching assistants (ECAT) will be on separate compensation bands.

- Step 7: For Non-Licensing Roles, determine which roles, duties, and tasks will be done internally by staff or outsourced to a third party. Delete any Non-Licensing Roles Position Titles that are not intended to be included in the company's formal Staffing Pattern.
 - For example, if the primary role and responsibility of managing the company's finances is outsourced to an accounting firm, the role of Administrative Staff: Finance, can be deleted. If Janitorial work is done at the end of the day by assistant teachers, aides, or floaters, the Position Title Janitorial can be deleted. If a program has a cook who also manages nutrition, the role of nutritionist could be rolled into the Position Title of Prep Cook.

Of note, if a Position Title is required to take on additional tasks that are above and beyond their primary duties, and the corresponding Position Title is typically compensated at a higher rate, it may be necessary to create a unique Position Title and higher pay band.

For example, if a Lead Teacher is also in charge of the company's marketing, the Position Title, job description, and pay band could be modified to accurately represent the difference in responsibilities, pay for those additional duties, and difference in median wages from Lead Teacher to Marketing Specialist.

Using the Wage Scale

With an outline of the company's formal Staffing Pattern, the user can now start to define its Years of Service hierarchy, calculate starting wages, build formulas that include annualized adjustments based on inflationary, cost of living measures and/or the Position Title's Registry Level or academic achievements.

At this stage, the outline of the Staffing Pattern is complete. From here on, the intent is to move from left to right, by Position Title, through the pay band.

As a reminder, the current Wage Scale is populated in most pay bands with Montana's median hourly wage for each individual SOC Code.

- Step 1: Add, subtract, or modify how many Years of Service to address in this Wage Scale. If there is a desire to stretch out Years of Service from Less than 1 year through 5+ Years, to more or less than six lines, do so.
- Step 2: Determine how to use Column Q for Licensing Roles and Column M for Non-Licensing Roles. These columns are currently populated with the Montana median hourly wage for each SOC Code. This field could be left as it is to illustrate Montana's median hourly wage for each SOC code, or as a variable to determine starting pay.
- Step 3: Pick the first Position Title to begin modifying. If the Owner is not the Director, begin entering the hourly wage in the corresponding Practitioner Registry column. If the Owner is not the Director, he or she could start in the Practitioner Registry – Membership column. If

the Owner is the Director and the program is a Family-Group Child Care, the hourly wages would start in Practitioner Registry – Level 1.

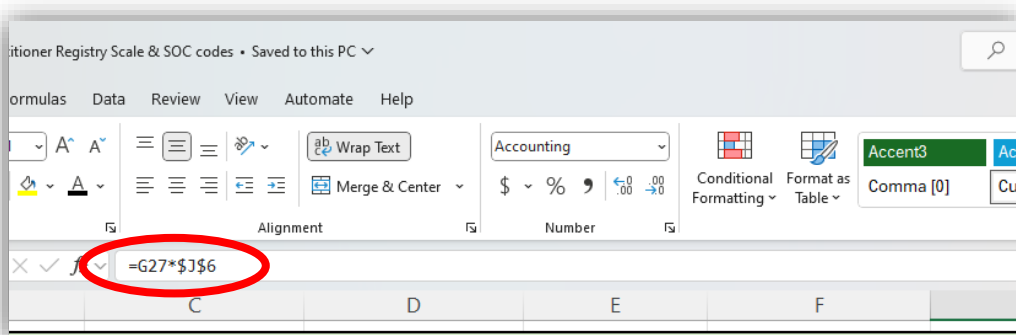
- Step 4: Start each pay band with the lowest, starting pay for each position. In each Position Title pay band, this would be Less than 1 year field. Enter the hourly wage as a dollar amount.
 - For example, if the Owner is the Director of a Family-Group, and the Montana median hourly wage for SOC Code 11-9031 is the correct code, the amount \$22.80 would be entered as the starting pay in the Practitioner Registry – Level 1 column, corresponding with the Less than 1 year row.


Position Title	Standard Occupation Classification (SOC) Title	Standard Occupation Classification (SOC) Code	Is this position In-Classroom or Out-of-Classroom?	Years of Service	Practitioner Registry - Membership	Practitioner Registry - Level 1
Standard Roles/Titles/Codes based on definitions from the US Bureau of Labor Statistics, Montana DPHHS, and Montana Early Childhood Project						
Owner	General and Operations Manager	11-1021	Varies by Program Type and Size	5+ years	\$ -	\$ -
				4 years	\$ -	\$ -
	3 years	\$ -		\$ -		
	2 years	\$ -		\$ -		
	1 year	\$ -		\$ -		
Childcare Administrator	11-9031	Less than 1 year	\$ -	\$ -		
Director	Childcare Administrator	11-9031	Varies by Program Type and Size	5+ years		\$ 26.43
				4 years	N/A - Qualifications for	\$ 25.66
				3 years	Director begin at Level	\$ 24.91
				2 years	1 for F/G & Level 2 for	\$ 24.19
				1 year	Center	\$ 23.48
Less than 1 year		\$ 22.80				

- Step 5: Determine how to scale wages as percentages or dollar amounts.
 - Annual inflation ranges between 2%-4% annually and is often used as a guide.
 - Some employers use the USBL metric, Consumer Price Index (CPI) for the 12-month period preceding their calendar or fiscal year adjustment period.
 - Some programs increase wages based on dollar terms such as \$0.50 increases per year.
- Step 6: If wage increases are a standardized percentage or a dollar amount across all position types, the amount can be standardized in the Merit-based Adjustment Multiplier or the 12-month CPI Adjustment Multiplier fields, HI5/J5/K5 or HI6/J6/K6.

	I	J	K
ME] Employee Staffing Pattern & Wage Scale			
Version: 1.0, current 8/26/24			
unity/regional data location]			
Merit-Based Adjustment Multiplier:		1.030	3.00%
12-Month CPI Adjustment Multiplier		1.029	2.90%

- Step 7: With a baseline starting pay for each pay band set, incremental increases can be calculated based on merit achievements, such as stepping up on the Registry or getting a bachelor's degree in early childhood or surpassing a longevity milestone. Determine your methodology for quantifying the increases.
 - If, as in the example above, the company determines an employee will receive a 3% pay increase for stepping up on the Practitioner Registry, the percentage can be converted to a multiplier to increase the hourly rate by that percentage. Therefore, $\$22.80 \times 1.030$ (3% increase) by moving from Level 1 to Level 2 would equal $\$23.48$.
 - In this example, the formula in H27 is $G27 \times J5$ or $\$22.80$ (G27) $\times 1.030$ (J5).
 - To stretch the same formula across the subsequent Practitioner Registry levels, add dollar signs to before and in the middle of the multiplier cell. Instead of J5, it would replicate as $\$J\5 . The user can then select the modified cell, grab the small green box at the bottom right of the cell and drag it out to Column P.
 - If an inflationary measure, like a 12-Month CPI Adjustment is the preferred multiplier method, enter the CPI as a percentage in K6 and pull the Years of Service multipliers upward.



-	\$	-	\$	-	\$
-	\$	-	\$	-	\$
-	\$	-	\$	-	\$
ns for Level 2 for	\$	26.30	\$	27.09	\$
	\$	25.56	\$	26.33	\$
	\$	24.84	\$	25.59	\$
	\$	24.14	\$	24.87	\$
	\$	23.46	\$	24.17	\$
	\$	22.80		23.48	\$
-	\$	-	\$	-	\$
-	\$	-	\$	-	\$
-	\$	-	\$	-	\$

Step 8: Repeat these formulas or calculations for all Position Titles, Years of Service, and Practitioner Registry (for Licensing Roles) or academic achievements (for Non-Licensing Roles).

Conclusion

This scale does not include low/medium/high ranges percentiles within each Years of Service pay band or by Practitioner Registry or academic achievements to account for academic achievements coupled with years of service. This template is primarily designed to simplify and provide wage-specific data from across Montana to better inform wage rates in early childhood programs.

As with any of MCCBC's tools, forms, or resources, there is a business advisor who can provide one-on-one, customized assistance to help create a comprehensive, data-driven Staffing Pattern and corresponding Wage Scale based on information available through public data sources.

For assistance, please contact MCCBC's Senior Child Care Business Advisor, Jason Nitschke at JasonN@ZeroToFive.org.

###