A Study of Provider, Family, and Employer Child Care Needs in Weld County

PHASE III: WELD COUNTY EMPLOYER NEEDS FOR EMPLOYEE CHILD CARE

An In-Depth Look at Employer Needs for Child Care on Behalf of Employees

Written and Presented by

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With the assistance of

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Certified Quality Auditor
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For
United Way of Weld County
Weld County Department of Human Services
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Finally, without the time commitment of Weld County business leaders who completed the survey and provided important insight into the employee child care challenges faced by employers, this project would not have yielded meaningful results. Their dedication to improving access to child care for all Weld County employees is laudable.

Karen Traxler
Weld County, Colorado
Fall 2016
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Terminology

Construct: In survey research, a construct refers to an unobservable trait measured by a set of items
UWWC: United Way of Weld County
WCDHS: Weld County Department of Human Services
Executive Summary

Introduction
In March 2016, the Weld County Department of Human Services (WCDHS) contacted United Way of Weld County (UWWC) to arrange a comprehensive study to address the myriad of challenges facing child care providers, families, and employers in Weld County. UWWC contracted with Quantitative Measurement Strategies LLC to design and conduct the study from May 2016 to September 2016. The current study assessed employer needs regarding employee child care issues.

Purpose
The purpose of the current study was to better understand workplace productivity as it relates to child care accessibility. Using the results found in this study, UWWC, WCDHS, and the Weld County Board of County Commissioners can work together to implement programs targeted to increase access to child care services and decrease workforce absenteeism across Weld County.

Methodology
The Employer Needs Assessment survey was developed to examine employer need and willingness to address employee child care related issues in small, midsize, and large companies across Weld County. Using purposive nonprobability sampling techniques, 24 companies, representing 6,393 employees, responded to the online survey. Results are reported within.

Figure 1  Industries Represented by the Employer Survey

Limitations of the Current Study
The limitations to the current study include, but are not limited to:
- The current study used a self-report survey of employer needs related to employee child care issues. Therefore, the results reported are only a snapshot of the broader view of Weld County employer related child care issues.
- Twenty-four employers responded to the survey. While the respondents represent small, midsize, and large companies based on the number of employees, nonresponse bias may exist.
- Statistics represent estimates of underlying population parameters. As such, error exists in all estimates. Steps were taken to control for error.
Employer Child Care Benefits
Employers were asked to describe the types of child care benefits offered to their employees. Figure 2 shows the breakdown of these benefits.

Figure 2  Child Care Benefits Offered by Size of Company

Limited or No Child Care Benefits Offered to Employees
Of the companies surveyed: (a) one offered child care support and referral services as well as a flexible spending account, (b) one offered negotiated discounts with offsite providers along with a flexible spending account, (c) one offered subsidized offsite child care, and (d) five offered flexible spending accounts only. This means that 16 of the 24 companies surveyed (75%) offered no child care benefits to their employees.

Recommendations
1. Work closely with companies and child care providers to negotiate discounts for employees.
2. Offer tax incentives to companies providing child care benefits such as subsidized care, negotiated rates, and support and/or referral services.
3. Since there are far more home care providers in Weld County, offer home providers an assurance or small stipend for accepting children whose parent is employed by a specified company. The small stipend and/or the assurance of a set number of days per week that a provider can count on being paid for a child under care may increase access.
4. Many midsize and large employers felt onsite child care was an ideal solution. Design and implement a program for home care providers to move their businesses onsite with an assurance of a set number of children and days and hours per week and a possible subsidy (in the form of free rent, for example) to encourage participation.
Lack of Communication Between Employers and Employees Regarding Child Care Needs
The data suggest a lack of communication between midsize and large employers and employees regarding child care related needs. When midsize and large employers were asked about their perceived employee child care needs, the *I Don’t Know* response was often selected.

**Recommendations**
1. Work closely with employers to develop an employee focus group or survey regarding child care needs prior to implementing programs to address perceived needs.
2. Make child care resources part of any new employee training program.

Female Employee Work Productivity Affected Significantly More Than Male Employee Productivity
The data show that female employees are far more likely than male employees to be late to work, leave early, miss work, or be considered unreliable due to child care related issues.

**Recommendations**
1. Have WCDHS and UWWC work closely with women-focused nonprofit groups and companies across Weld County to tailor a program specifically targeted to assist women in the workforce. Issues important to address are sick day child care, transportation, and affordability. Work closely with Promises for Children: Weld County’s Early Childhood Council to design and implement any program.
2. Provide property tax incentives to employers who bring in onsite child care providers or offer sick child care services.

Increase Access to Child Care Services
If employers are engaged in finding solutions for their employees, research shows that work productivity and employee morale will increase and employee turnover will decrease, which will positively affect a company’s operations and probability. With this in mind, UWWC and WCDHS are in a unique position to have these conversations with employers.

1. Educate employers about the many benefits of offering a variety of child care benefits and offer subsidies or tax incentives for employers choosing to participate.
   - Host a series of focus groups for business leaders, based on company size, to learn about the child care challenges they face and work together to develop and implement programs to address these needs. The main issues are child care affordability, caring for a sick child, transportation, and providing flexible work schedules.
   - Work with the Small Business Association and Weld County business associations such as chambers of commerce to identify and recruit employers for programs targeted to increase child care access.
Comprehensive Study of Provider, Family, and Employer Child Care Needs in Weld County

In March 2016 Weld County Department of Human Services (WCDHS) contacted United Way of Weld County (UWWC) to arrange a comprehensive study to address the myriad of challenges facing child care providers, families, and employers in Weld County. UWWC contracted with Quantitative Measurement Strategies LLC to design and conduct the study from May 2016 to September 2016. To meet the needs of all stakeholders, this study was conducted in three phases:

Phase I: Child Care Provider Market Rate Audit
Phase I captures the “true market rates” of licensed child care providers in Weld County by (a) developing and sending an online and/or paper-form survey to licensed child care providers in Weld County, and (b) conducting on-site market rate audits with randomly selected providers to confirm private pay rates, discounts, fees, and meal reimbursements through access to accounting software, billing statements, and/or invoices. As part of the survey and on-site audit process, CCCAP enrollment and child care availability across Weld County was thoroughly evaluated.

Phase II: Weld County Family Child Care Needs and Livelihood Survey
The Weld County Family Child Care Needs and Livelihood Survey assesses the many needs of Weld County families and address the challenges they face regarding finding and maintaining affordable and quality child care services. The survey collects information on three key factors identified by UWWC as critical to reach self-sustainability: employability, community engagement, and a stable support system.

Phase III: Weld County Employer Child Care Needs Survey
The Weld County Employer Child Care Needs Survey assesses Weld County child care needs from an employer perspective. 20+ large and mid-size employers were surveyed.

Weld County Study Goals
The goals of this extensive study are five-fold:
1. To prepare for the 2016 through 2018 changes in the rules regulating child care facilities proposed by the Colorado Division of Early Care and Learning, it is critical to advance the understanding of the child care related issues and challenges facing providers, families, and employers in Weld County.
2. To assess the “true market rates” for child care services in Weld County to inform the State of Colorado Office of Early Childhood and WCDHS regarding reimbursement rates.
3. To highlight provider, family, and employer needs and concerns to design processes and programs to better meet the diverse child care needs of Weld County.
4. To gauge current levels of family self-sustainability across Weld County and develop processes and/or programs to increase self-sufficiency.
5. To appraise employer needs regarding employee child care issues and establish processes and/or programs to decrease employee absenteeism due to child care related issues and increase employee productivity and stability.
Introduction
Weld County is one of the 345 largest counties in the United States and the third largest county in Colorado (U.S. Bureau of Labor Statistics, 2016: www.bls.gov/news.release/cewqtr.t01.htm). Weld County has a diverse economy, hosting businesses related to agriculture, energy, technology, healthcare, education, and manufacturing. Thirty percent of the jobs in Weld County are associated with the production of livestock and livestock products as well as grain production. The other 70% of jobs are in the energy industry, healthcare, education, and government sectors, with a majority of jobs offered in small businesses (Upstate Colorado, 2016).

Each business faces unique challenges with employee absences due to child care related issues. While employers are not to blame for child care-related employee absences, employers are severely impacted through lost productivity and increased employee turnover. According to the Early Care and Learning Council (2015), U.S. companies lose over $3 billion annually as a consequence of child care related absences. When employee child care related issues are addressed and affordable quality child care options are supported by employers, over 49% of employers report increased productivity and 85% of employers report a significant decrease in employee turnover rates.

Purpose
The purpose of the current study was to better understand workplace productivity as it relates to child care accessibility. Using the results found in this study, UWWC, WCDHS, and the Weld County Board of County Commissioners can together implement programs targeted to increase access to child care services and decrease workforce absenteeism across Weld County.

Limitations of the Current Study
The limitations to the current study include, but are not limited to:
• The current study used a self-report survey of employer needs related to employee child care issues. Therefore, the results reported are only a snapshot of the broader view of Weld County employer related child care issues.
• Twenty-four employers responded to the survey. While the respondents represent small, midsize, and large companies based on the number of employees, nonresponse bias may exist.
• Statistics represent estimates of underlying population parameters. As such, error exists in all estimates. Steps were taken to control for error.

Guiding Questions
1. What is the demographic information for the recruited Weld County employers?
2. What types of employee child care benefits are offered by employers across Weld County?
3. What employee child care needs do companies find essential (i.e., shiftwork, transportation, subsidies, onsite child care, etc.)?
4. How has employee job performance been affected by unresolved child care issues?
5. What type of workplace actions have been taken with employees due to absenteeism related to child care?
6. What types of programs or policies could be put in place to (a) alleviate challenges faced by employees, (b) reduce absenteeism, and (c) increase productivity and morale?
**Methodology**

**Sampling Design and Sampling Frame**
The sampling design used purposive nonprobability sampling techniques. A list of 586 employer emails across Weld County was obtained from UWWC and the Greeley Chamber of Commerce and divided into small and large businesses. The goal was to sample 10 small businesses, 10 midsized businesses, and 10 large businesses, based on the number of employees. Small businesses were defined as those with up to 10 employees, midsized businesses were defined as having between 11 to 50 employees, and large businesses were defined as those with 51 or more employees.

**Participants**
Twenty-four businesses responded to the survey, representing 6,393 employees, which translates to a 4.1% response rate, and 4.2% of the total labor force in Weld County. See Table 1 below.

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Company Size</th>
<th>Number of Companies</th>
<th>Total Number of Employees</th>
<th>Number of Part-time (less than 36 hours per week)</th>
<th>Number of Full-time (more than 36 hours per week)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 10</td>
<td>Small</td>
<td>6</td>
<td>31</td>
<td>14</td>
<td>17</td>
</tr>
<tr>
<td>11 to 50</td>
<td>Medium</td>
<td>8</td>
<td>183</td>
<td>33</td>
<td>150</td>
</tr>
<tr>
<td>51 and above</td>
<td>Large</td>
<td>10</td>
<td>6179</td>
<td>947</td>
<td>5232</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>24</strong></td>
<td><strong>6393</strong></td>
<td><strong>994</strong></td>
<td><strong>5399</strong></td>
</tr>
</tbody>
</table>

**Figure 1** *Industries Represented by the Employer Survey*
**Shiftwork and Business Hours**

Tables 2 and 3 provide information on shiftwork and business hours for the 24 companies surveyed, based on the size of the company. It is important to note that large companies represent a majority of the shiftwork which requires employees to work overnight and/or during the weekend.

### Table 2  Proportion of Shiftwork Based on Size of Company

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Company Size</th>
<th>No Shiftwork</th>
<th>Shiftwork</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 10</td>
<td>Small</td>
<td>83.30%</td>
<td>16.70%</td>
</tr>
<tr>
<td>11 to 50</td>
<td>Medium</td>
<td>50.00%</td>
<td>50.00%</td>
</tr>
<tr>
<td>51 and above</td>
<td>Large</td>
<td>30.00%</td>
<td>70.00%</td>
</tr>
</tbody>
</table>

### Table 3  Average Number of Hours and Proportion of Days Open Based on Company Size

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Average Number of Hours Open per Day</th>
<th>Company Size</th>
<th>Monday - Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 10</td>
<td>9</td>
<td>Small</td>
<td>100.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>11 to 50</td>
<td>10</td>
<td>Medium</td>
<td>100.00%</td>
<td>25.00%</td>
<td>12.50%</td>
</tr>
<tr>
<td>51 and above</td>
<td>16</td>
<td>Large</td>
<td>100.00%</td>
<td>30.00%</td>
<td>30.00%</td>
</tr>
</tbody>
</table>

### Estimate of Primary Caregivers Represented

Surveyed companies estimate that 1,361 primary caregivers (parents, legal guardians, foster care parents, etc.) are employed. Table 4 shows the average number of primary caregivers based on the size of the company. Note that for large companies, the standard deviation is high. This means the data are quite spread out, ranging from 5 to 1,000 primary caregivers. This result suggests the individual completing the survey may have been guessing as to the actual number of primary caregivers employed.

### Table 4  Average Number of Primary Caregivers Based on Size of Company

<table>
<thead>
<tr>
<th>Number of Employees</th>
<th>Company Size</th>
<th>Mean # Primary Caregivers (Average)</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 10</td>
<td>Small</td>
<td>2.33</td>
<td>1.75</td>
</tr>
<tr>
<td>11 to 50</td>
<td>Medium</td>
<td>3.86</td>
<td>4.74</td>
</tr>
<tr>
<td>51 and above</td>
<td>Large</td>
<td>223.33</td>
<td>87.88</td>
</tr>
</tbody>
</table>
Survey Instrument
The Employer Needs Assessment Survey consists of 18 items across four sections developed to measure employer needs related to employee child care challenges. The four constructs measured are in Table 5 below and the full survey is in the Appendix.

Table 5    Four Constructs Measured by the Employer Needs Assessment Survey

<table>
<thead>
<tr>
<th>Section</th>
<th>Number of Items</th>
<th>Construct Being Measured</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10</td>
<td>Detailed company information</td>
</tr>
<tr>
<td>2</td>
<td>1- with subcategories</td>
<td>Employee Child Care Benefits</td>
</tr>
<tr>
<td>3</td>
<td>3 - with subcategories</td>
<td>Perceived employee child care needs</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td>Workplace actions related to employee absenteeism</td>
</tr>
<tr>
<td>Total Items</td>
<td>18</td>
<td></td>
</tr>
</tbody>
</table>

Steps to Survey Development
The survey was developed through a collaborative process between evaluators and stakeholders using the four steps outlined below:

Step 1: Stakeholders from UWWC and WCDHS met to discuss the scope of work and desired outcomes.

Step 2: An initial set of items to measure each of the outcomes outlined in Step 1 were written. A focus group of employers, child care providers, parents, and community leaders was convened to discuss each item.

Step 3: The items on the survey were modified based on feedback from Step 2.

Step 4: The modified instrument was posted on Google Docs and opened for comments from the original focus group. The survey instrument was then updated and released online for data collection.

Reliability and Validity
Reliability refers to the consistency of responses and content validity is one form of validity referring to whether the items measured what they were designed to measure (the four constructs outlined previously). The four steps outlined above helped ensure the reliability of the scaled responses and content validity.
Data Collection Procedures
Data were collected online using Qualtrics (Provo, UT, 2016), an online data collection platform. A list of company emails was provided by UWWC and the Greeley Chamber of Commerce. UWWC sent 586 emails to companies across Weld County informing the employers of the survey and including a link for the online survey. An incentive of the chance to win one of two $50.00 restaurant gift certificates was offered to increase response rates.

One week following the initial email, a follow-up email was sent to all non-respondents. Fifteen days following the initial email, phone calls were made to every company asking that the employer either complete the survey online or schedule a time to complete it over the phone or in person. The overall response rate was 4.1%.

Data Analysis
Data were imported into SPSS 24.0 (PASW, 2015) for cleaning, coding, and analysis. Descriptive statistics were examined by the size of the company, and when applicable, gender of the employee. Crosstabs were used to elucidate trends.
Results

The results of the survey are presented in the following order:

- Employer Child Care Benefits Currently Offered
- Employer Needs for Employee Child Care
- Employee Workplace Productivity Related to Child Care
- Employer Workplace Actions Related to Child Care
- Employer Ideas to Improve Child Care Access

Employer Child Care Benefits Currently Offered

Employers were asked to describe the types of child care benefits offered to their employees.

Figure 2  Child Care Benefits Offered by Size of Company

It is noteworthy that none of the employers surveyed, regardless of the number of employees, offered paid child care benefits, and a majority of employers (90%) did not offer subsidized child care benefits or support/referral services. Seven percent of all employers surveyed negotiated discounts for their employees with local child care providers and 21.4% of all employers offered flex-spending accounts to help offset child care expenses.
Employer Needs for Employee Child Care
Employers were asked what they believe to be important to their employees regarding child care related issues. Their responses were recorded on a scale of 0 to 5 with 0 being not at all important, and 5 being essential. Two additional response options: Not Applicable and I Don’t Know were offered. Figure 3 shows the proportion of employers who responded to an item as either important, very important or essential based on company size.

Figure 3  Employer Perceived Needs of Employee Child Care

The I Don’t Know response regarding employee child care needs was not selected by small companies, selected 12.5% of the time by midsized companies, and 20% of the time by large companies, suggesting a possible lack of communication between employees and employers in companies with more than 10 employees.
**Employee Workplace Productivity Related to Child Care**

Employee productivity due to child care related issues over the past month was assessed by determining four factors:

1. How often an employee arrived at work late.
2. How often an employee left work early.
3. How often an employee was absent.
4. Whether an employee could be relied upon to complete her/his work.

The results are shown in Table 6 by the gender of the employee and size of the company.

<table>
<thead>
<tr>
<th>Company Size</th>
<th>Gender</th>
<th>Arrived Late</th>
<th>Left Early</th>
<th>Absent</th>
<th>Unreliable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>Male</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Medium</td>
<td>Male</td>
<td>2</td>
<td>2</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>6</td>
<td>9</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Large</td>
<td>Male</td>
<td>11</td>
<td>11</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>69</td>
<td>77</td>
<td>61</td>
<td>41</td>
</tr>
</tbody>
</table>

Note that female employees are disproportionately represented regardless of the size of the company. In other words, female employee workplace productivity is 7.5 times more likely to be affected by child care related issues than male workplace productivity, and females are 4 times more likely to be considered unreliable employees.

Often companies offer flexible work schedules to accommodate employee’s family responsibilities and avoid lost employee productivity. Employers were asked to respond to the level of their work flexibility. Fifty percent of small companies, 12.5% of midsized companies, and 40% of large companies reported work that required employees to be on location during their shift (i.e., product manufacturing), while other employers allowed for flexible work schedules with managerial approval. See Table 7.

<table>
<thead>
<tr>
<th>Company Size</th>
<th>Make up Lost Work</th>
<th>Come in Early or Leave Late</th>
<th>Work from Home</th>
<th>No Flexibility: Lost Time Equals Lost Productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>50.00%</td>
<td>50.00%</td>
<td>50.00%</td>
<td>50.00%</td>
</tr>
<tr>
<td>Medium</td>
<td>87.50%</td>
<td>87.50%</td>
<td>25.00%</td>
<td>12.50%</td>
</tr>
<tr>
<td>Large</td>
<td>60.00%</td>
<td>60.00%</td>
<td>40.00%</td>
<td>40.00%</td>
</tr>
</tbody>
</table>
Employer Workplace Actions Related to Child Care

Employers were asked how many employees had been either counseled or terminated over the past year due to lost productivity resulting from child care related issues. Forty-five percent of the participating companies chose not to respond and results for those that did respond are in Table 8 below.

Table 8  Number of Employees Counseled or Terminated for Child Care Related Issues in the Past 12 months by Size of Company

<table>
<thead>
<tr>
<th>Company Size</th>
<th>Counseled Once</th>
<th>Counseled More than Once</th>
<th>Terminated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Medium</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Large</td>
<td>36</td>
<td>24</td>
<td>5</td>
</tr>
</tbody>
</table>

While Table 8 is only a snapshot of employer actions taken regarding child care related issues, it does demonstrate the challenges faced by all employers. For example, in a sample of 24 employers, in the past year both small and large companies were impacted and seven employees lost their jobs due to issues related to child care.

Quotes from Employers

Two employers shared their reasons for counseling or terminating an employee due to child care related issues:

“[the employee] often did not show up and could not be counted on to get the work done”

“[the employee] could not commit to working and brought her children in too many times”

Employer Ideas to Improve Child Care Access

Employers shared their ideas about how to improve employee access to child care services. Large companies suggested onsite providers covering 6:00 a.m. through 11:00 p.m. and offering onsite discounts to employees. Small and midsize companies suggested providers offer evening (6:00 p.m. to 11:00 p.m.) and Saturday hours. The ideas were sorted thematically and represented by Figure 4 below. The proportions do not add to 100% as employers were able to share more than one idea.

Figure 4  Employer Suggestions for Improvement (Proportionally)
Conclusions and Recommendations

Employer Challenges
In the current study (Phase III), employers shed light on the myriad of challenges they and their employees face regarding child care related issues. Highlighted in the results are three important details and recommendations are included for each result:

Limited or No Child Care Benefits are Offered to Employees
Of the companies surveyed: (a) one offered child care support and referral services as well as a flexible spending account, (b) one offered negotiated discounts with offsite providers along with a flexible spending account, (c) one offered subsidized offsite child care, and (d) five offered flexible spending accounts only. This means that 16 of the 24 companies surveyed (75%) offered no child care benefits to their employees.

Recommendations
1. Work closely with companies and child care providers to negotiate discounts for employees.
2. Offer tax incentives to companies providing specified child care benefits such as subsidized care, negotiated rates, and support and/or referral services.
3. Since there are far more home care providers in Weld County, offer home providers an assurance or small stipend for accepting children whose parent is employed by a specified company. The small stipend, and/or the assurance of a set number of days per week that a provider can count on being paid for a child under care may increase access.
4. Many midsize and large employers felt onsite child care was an ideal solution. Design and implement a program for home care providers to move their businesses onsite with an assurance of a specified number of children and days and hours per week and a possible subsidy (in the form of free rent, for example) to encourage participation.

Lack of Communication Between Employers and Employees Regarding Child Care Needs
The data suggest a lack of communication between midsize and large employers and employees regarding child care related needs. When midsize and large employers were asked about their perceived employee child care needs, the I Don’t Know response was often selected.

Recommendations
1. Work closely with employers to develop an employee focus group or survey regarding child care needs prior to implementing programs to address perceived needs.
2. Make child care resource awareness part of any new employee training program.
Female Employee Work Productivity is Affected Significantly More Than Male Employee Productivity

The data show that female employees are far more likely than male employees to be late to work, leave early, miss work, or be considered unreliable due to child care related issues.

Recommendations

1. Have WCDHS and UWWC work closely with women-focused nonprofit groups and companies across Weld County to tailor a program specifically targeted to assist women in the workforce. Issues important to address are sick day child care, transportation, and affordability. Work closely with Promises for Children: Weld County’s Early Childhood Council to design and implement a program.

2. Provide property tax incentives to employers who bring in onsite child care providers or offer sick child care services.

Increase Access to Child Care Services

If employers are engaged in finding solutions for their employees, research shows that work productivity and employee morale will increase and employee turnover will decrease, which will positively affect a company’s operations and profitability. With this in mind, UWWC and WCDHS are in a unique position to have these conversations with employers.

1. Educate employers about the many benefits of offering a variety of child care benefits and offer subsidies or tax incentives for employers choosing to participate.
   - Host a series of focus groups for business leaders, based on company size, to learn about the child care challenges they face and work together to develop and implement programs to address these needs. The main issues are child care affordability, caring for a sick child, transportation, and providing flexible work schedules.
   - Work with the Small Business Administration and Weld County business associations such as chambers of commerce to identify and recruit employers for programs targeted to increase child care access.
WELD COUNTY EMPLOYER CHILD CARE NEEDS SURVEY

While employers are not to blame for employee absences due to child care issues, it is usually the employers who are severely impacted through lost productivity and increased turnover rates. According to the Early Care & Learning Council, U.S. companies lose over $3 billion annually as a result of child care-related absences (2015). However, when employee child care-related issues are addressed and affordable quality child care options are supported by employers, over 69% of employers report increased employee productivity and 85% of employers report a significant decrease in employee turnover rates.

United Way is working with Quantitative Measurement Strategies LLC (QMS) to conduct a survey of Weld County employers. Your responses to the survey will contribute to a conversation about child care in Weld County and how it relates to employee attendance, productivity, and morale. Your responses will help United Way of Weld County measure and address the myriad of child care needs in our community.

Please complete the survey online at: www.unitedway-weld.org/employer

If you prefer to take the survey by interview please contact Karen Traxler with Quantitative Measurement Strategies at quantitativevmtstrategies@gmail.com or 970-420-5155.

The below version of the survey is provided for your convenience.

Section 1

What is the name of your company? ________________________________

What is your position in your company?
☐ CEO/CFO ☐ Manager ☐ HR Manager ☐ Supervisor ☐ HR Staff
☐ Other (please describe) _______________________________________

How many people do you employ who work under 20 hours per week? ______

How many people do you employ who work between 21 and 35 hours per week? ______

How many people do you employ who work full time (36+ hours per week)? ______

How many employees have exempt status? ______

How many employees have non-exempt status? ______

Please estimate how many employees are primary caregivers for a child or children under 13 years old. ______

☐ I don’t know

Does your company offer any of the employee child care benefits listed below? (check all that apply)
☐ 100% Employer Paid On-site Child Care
☐ 100% Employer Paid On-site Child Care
☐ 100% Employer Paid Off-site Child Care
☐ Support Services to Help Employees Find Affordable Quality Child Care
(i.e., referral services and/or community resource information)
☐ Employer Subsidized On-site Child Care
☐ Employer Subsidized Off-site Child Care
☐ Employer Negotiated Discounts with Specified Child Care Providers
☐ Employee Flexible Spending Accounts for Child Care
☐ Other (please explain) ________________________________
☐ None of the Above
Do your employees work in scheduled shifts?  ☐ Yes  ☐ No
If your employees work in shifts, please specify the various shifts below, otherwise, just put in your regular hours.

<table>
<thead>
<tr>
<th>Days</th>
<th>Regular Hours (No Shift Work)</th>
<th>1st Shift</th>
<th>2nd Shift</th>
<th>3rd Shift</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXAMPLE</td>
<td>8:00 am to 5:00 pm</td>
<td>8:00 am to 4:00 pm</td>
<td>4:00 pm to Midnight</td>
<td>Midnight to 8:00 am</td>
<td>☐</td>
</tr>
<tr>
<td>Monday</td>
<td></td>
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<td>☐</td>
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<tr>
<td>Tuesday</td>
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<td>☐</td>
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<tr>
<td>Wednesday</td>
<td></td>
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<td>☐</td>
</tr>
<tr>
<td>Thursday</td>
<td></td>
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<tr>
<td>Friday</td>
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<tr>
<td>Saturday</td>
<td></td>
<td></td>
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<td>☐</td>
</tr>
<tr>
<td>Sunday</td>
<td></td>
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</tr>
</tbody>
</table>

On a scale from 0 to 5, with 0 being not at all important to 5 being absolutely essential, please respond to the following statements about your employee’s child care-related needs by checking the most appropriate response category. Our Employees NEED...

<table>
<thead>
<tr>
<th>Types of Child Care</th>
<th>Not at all important 0</th>
<th>Of little importance 1</th>
<th>Of average importance 2</th>
<th>Important 3</th>
<th>Very Important 4</th>
<th>Absolutely essential 5</th>
<th>N/A</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evening hours for child care (6:00 pm to 10:00 pm)</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Overnight hours for child care (10:00 pm to 6:00 am)</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Pick up/drop off children at place of employment</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Weekend hours for child care (Saturday-Sunday)</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Child care for sick children</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Last-minute child care if employee is called into work</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>On-site child care</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Off-site subsidized child care</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Off-site discounted child care</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Child care providers willing to contract with your company to cover unforeseen child care services (overtime, early arrival, late leaving, and so on)</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Transportation solutions for employees (to/from child care and work)</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Temporary child care (before or after scheduled work hours)</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Child care providers available during scheduled and unscheduled school closures</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Other child care services (please describe)</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
</tbody>
</table>
In a typical month how many employees have had child care related issues affect their work? (please choose all that apply and write in the number of employees by gender)

<table>
<thead>
<tr>
<th></th>
<th># Employees (Female)</th>
<th># Employees (Male)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee late to work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee early to leave</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee did not show up to work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee cannot be counted on to come in early, stay late, or cover another shift</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Regarding workplace expectations related to employee time and productivity, on a scale from 0 to 4, with 0 = No flexibility at all to 4 = Very flexible, please select responses that best fit your company’s workplace environment.

<table>
<thead>
<tr>
<th>With managerial approval...</th>
<th>No flexibility (0)</th>
<th>Minimal flexibility (1)</th>
<th>Of average flexibility (2)</th>
<th>Flexible (3)</th>
<th>Very flexible (4)</th>
<th>N/A</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees have the flexibility to make up lost time or productivity with managerial approval</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Employees are allowed to complete their work at home with managerial approval</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Employees are allowed to come in early or stay late to complete their work with managerial approval</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>The nature and scope of our employees’ work does not allow for flexibility. Lost time equals lost productivity (if true, select “0 = No flexibility”)</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Employees have the flexibility to take time off for scheduled school closures</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Employees have the flexibility to take time off for unscheduled school closures such as unforeseen “snow days”</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

Please select the most appropriate response.
The nature and scope of our employees’ work does not allow for flexibility. Lost time equals lost productivity.
- True
- False

If you could do something to improve an employee’s child care situation, what would you do and why?
Section 2

These questions cover workplace actions taken with an employee or employees due to their missing hours/days of work because of their child care issues.

**In the past year, have you or other supervisors/managers counseled one or more employees regarding their work attendance related to child care?**

- ☐ Yes
- ☐ No

If yes, how many employees were counseled in the past year?

___

If yes, how many employees have been counseled more than once?

___

**In the past year, have you terminated an employee or employees regarding their work attendance due to child care issues?**

- ☐ Yes
- ☐ No

If yes, how many employees were terminated in the past year due to child care-related issues?

___

If you had to terminate an employee or employees due to child care related issues, please provide more information about the termination(s) below.

________________________________________________________________________________________________________________________________________________________
________________________________________________________________________________________________________________________________________________________
________________________________________________________________________________________________________________________________________________________
________________________________________________________________________________________________________________________________________________________
________________________________________________________________________________________________________________________________________________________
________________________________________________________________________________________________________________________________________________________

Thank you for taking the time to complete this important survey! Please provide your first name and phone number if you would like to be entered into a drawing for a chance to win one of three $50 gift cards to a local restaurant of your choice. You will only be contacted by United Way of Weld County if you win one of the gift cards.

First Name ___________________________ Phone # ___________________________