CARE INSTITUTE

JVS SKILLS . JOBS . CAREERS

Sharing Learnings from the Early Childhood Educator Talent Pipeline Pilot

Mandy Townsend | JVS Boston
Wayne Ysaguirre | The Care Institute
Kimberly D. Lucas, PhD | Independent Evaluator

Childcare in Crisis

Issue

- Lack of care workers has slowed MA economic recovery
- 2M women have not returned to work due to access to care
- The demand for childcare workers far exceeds the supply and educators are leaving faster than employers are hiring

Setup

- TCI was created to solve the care workforce shortage at scale; Care.com and MAPC informed the creation of a pilot to bring more women into paid labor market and improve childcare worker supply and job quality

Pilot

- 15 plus stakeholder interviews
- Identified significant weakness in sourcing, development, training & hiring
- Engaged JVS to design solution with employers & BHCC

Partnering for the Solution

	CARE INSTITUTE	JVS SKILLS . JOBS . CAREERS	Bunker Hill Community College	Employer Partners (nurtury, Mass General Brigham, the YMCA, little Sprouts)
Role	• Provide project oversight • Secure & distribute funding • Oversee evaluation • Recruit employers • Inform policymakers by disseminating results • Recruit Workforce & Higher Education partners	• Recruit, screen, train & coach participants • Coach trainees/employees during and after training • Offer Essential Skills training • Train mentors/mentees • Coordinate employer placements	• Provide Child Growth & Development Course • Coordinate enrollment into community college system	• Supervise in-classroom experience • Hire trainees • Mentor trainees • Identify & train mentors
Goal	**Project Oversight**	**Recruit, Screen, Train & Place 20 EECs**	**Ensure Trainees Pass CGD Course**	**Guarantee Full-Time Benefitted Positions**

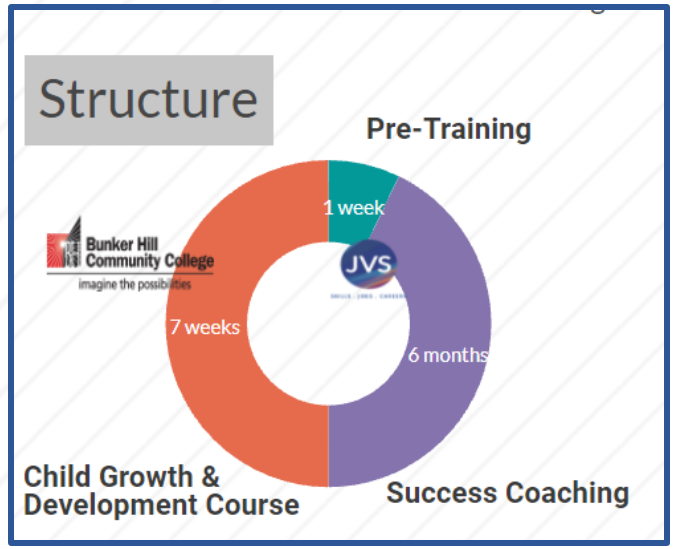
Pilot Timeline

Timeline & Logistics

Pre-recruitment meetings	Rolling Recruitment & Employment	BHCC Training	Success Coaching
Oct 2020	Nov - Feb 2021	Feb -April 2021	April - July 2021
1 month	4 months	8 weeks	4 months

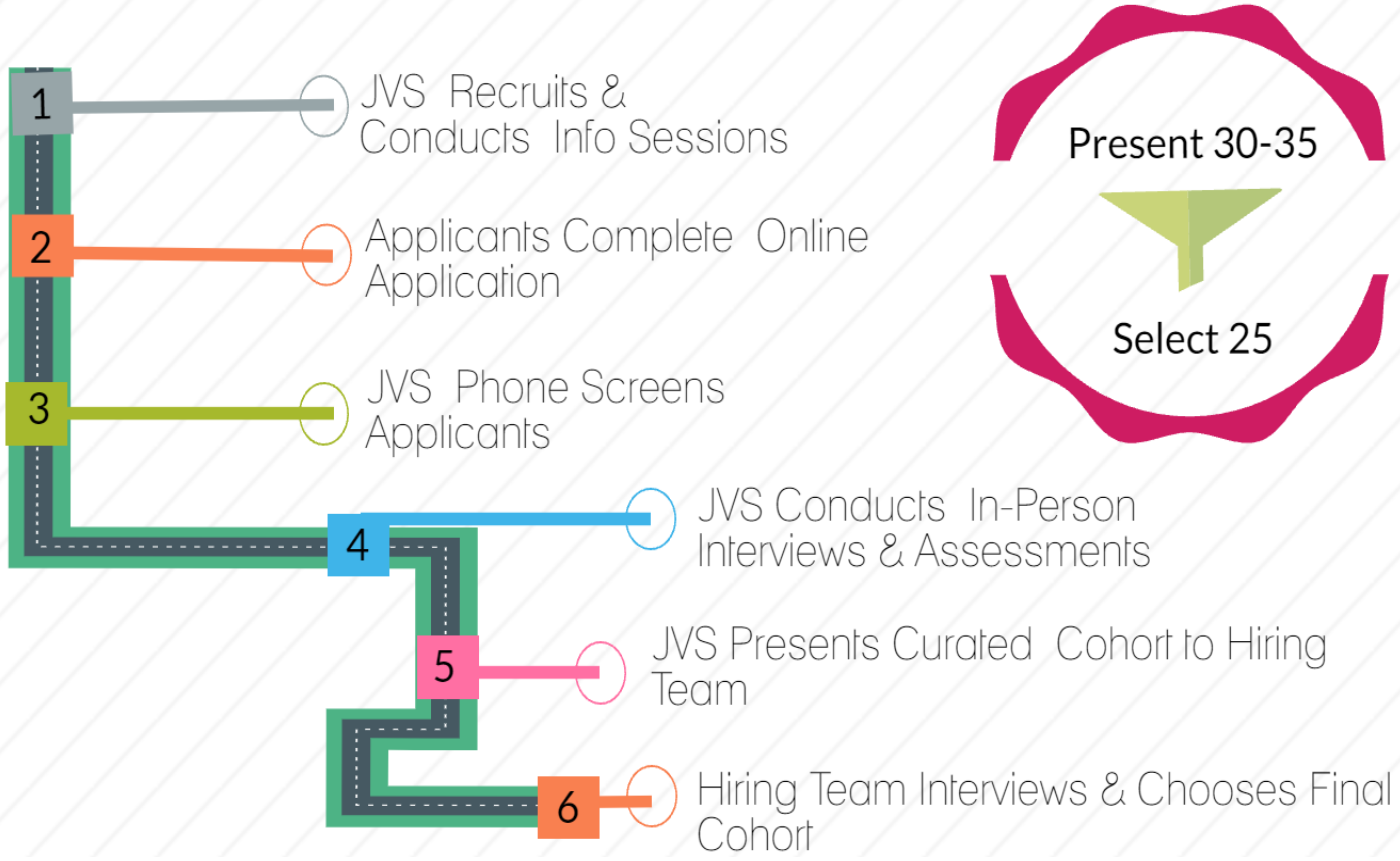
JVS Recruitment

- Launch online recruitment campaign
- Interview, Screen, Assess
- Final Interview & Selection by JVS then Individual Employers
- Weekly Info Sessions, Outreach & Intake



Pilot Structure

Recruiting & Screening



Talent Pipeline Components

- **Employer is a key part in selecting final participants, as those trainees will be their employees**
- **Mentoring was explicit and intentional**
- **JVS team deeply understands employer partner needs and vacancies before curating cohorts for their final selection**
- **Trainees were screened for mission fit, transportation feasibility, schedule accommodations and teaching philosophy**
- **Coordination with all partners is meant to be seamlessly run through JVS, making it a customer friendly experience for the employer**

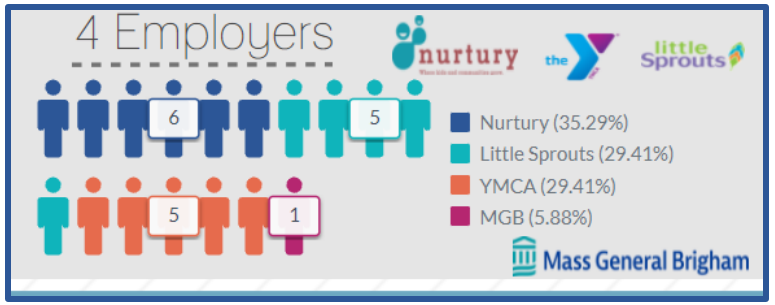
Pilot Iterations & Final Outcomes

Recruited cohort on a rolling basis due to shifting vacancies

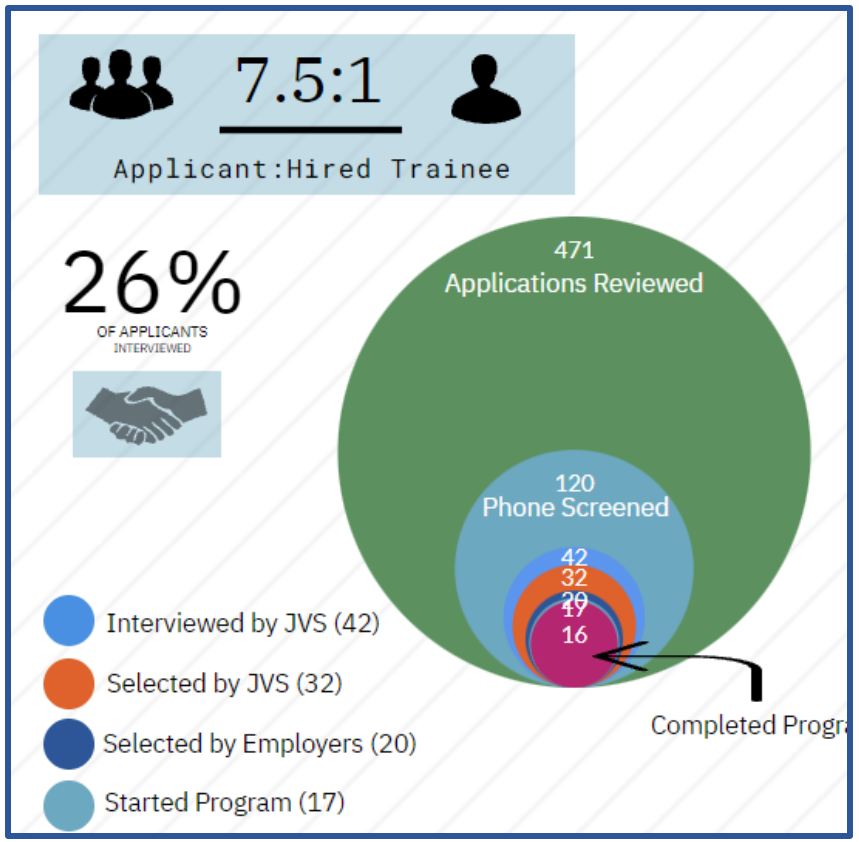
Average Wage: $14.80

Pilot Cohort
100% offered 40 hours and full benefits

Trainees hired as teachers assistants as cohort was finalized. Began earning money and eligible for promotion upon training completion.



Cohort started together at BHCC. Mentoring continued and upon completion, success coaching began.



Job Quality Benchmarking Element

Incentives

- **Free Summary Reports for companies**
- **Increasing levels of access to talent pool and JVS resources based on JQ score**
- **Marketing & amplification through JVS website & staff for companies making improvements**

Pilot Evaluation

Successes

- The **framework of the program is good** and meets the collective stakeholders' (trainees, employers, other partners) vision of success
- Onsite (and more specifically in-classroom) **mentoring** was welcomed by all

Challenges

- Extremely **low wages** for the level of knowledge and skills required for this work place the program in an incredibly discouraging context—within 2-3 months, participants noted low morale, difficult working conditions, and no pay increases on the horizon

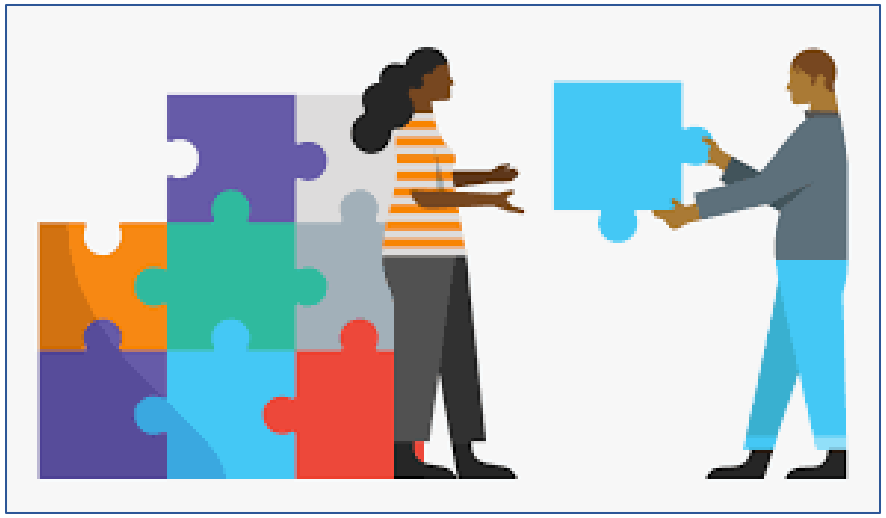
Key Takeaways

- **Supportive relationships** are a lynchpin to the success of this program
  - Participants and employers *both* need support and coaching
  - Stakeholder values need to be stated clearly and need to be agreed upon *prior* to implementation
  - Pay attention to the balance between scale and quality
- Successful **scale** hinges upon depth of relationships
- Instead of focus on children & families, the 'workforce development' lens from the **employee perspective** is underexplored in early childhood, but may yield promising and innovative pathways

Replication, Next Steps and Getting to Scale

Replication Project

- Replication & Expansion in Boston, Lawrence, Lowell & Western Mass.
- Fundraising for Fall launch
- Course work in Spanish and English with additional Community College partners
- Additional Workforce Boards/MassHire Centers partnerships
- Connecting graduates to EEC Career Pathways Program (free additional education)
- Interested in getting involved? Reach out to Kelly @ (krandlett@careinstitute.com)
- Provide data to inform statewide scaling



Pipeline Academy

- JVS to offer a Pipeline Academy
- Academy Participants:
  - Professionals from other areas interested in launching a pipeline
- Academy Structure:
  - 6-8 part workshop series on what it takes to develop and implement a successful talent pipeline
- Academy Timeframe:
  - Winter 2022?

Policy Work

- ARPA: incoming & existing staff
  - Statewide campaign
  - Hiring bonus
  - Loan forgiveness
- Common Start Legislation
- Federal legislation & DOL

CARE INSTITUTE

JVS SKILLS . JOBS . CAREERS

Questions? Thoughts?

Mandy Townsend | mtownsend@jvs-boston.org
Kelly Randlett | krandlett@careinstitute.com
Kimberly D. Lucas, PhD | klucas@brandeis.edu