



Child Care Demand Study

Results and Findings

Presented by Taproot Consulting, August 2022

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OVERVIEW

Background & Purpose

Smart Start Partnership for Children and the Chamber of Commerce of Henderson County partnered to conduct this study to understand the landscape and scope of child care needs for the Henderson County workforce. With support from the Community Foundation of Henderson County, this study sought to assess the demand for child care and identify workplace policies and practices that could be implemented by employers to address the impact of child care needs. The study gathered and analyzed data from employers and employees, including:

- In-depth one-on-one interviews with leaders of Henderson County employers including manufacturers, hospitals, schools, and other businesses.
- Surveys of employees of businesses operating in Henderson County, including public and private sector employers, nonprofit and for-profit employers, locally-owned businesses and national and multinational corporations.
- Employee focus groups with small groups of people employed in Henderson County who are parents of children ages 0-5.

The mission of Smart Start Partnership for Children is to support, educate, and advocate to build a strong foundation for young children in our community. Smart Start's work is based on the understanding that between birth and five years old is a critical period of growth and development for children when brain architecture forms, creating a foundation for all future learning. For optimal development and a strong foundation, children need good health, strong families, and high-quality early learning experiences between the time they are born and when they enter kindergarten. The Chamber of Commerce of Henderson County advocates for business through public policy and new business recruitment by providing opportunities to network, learn, and succeed.

This report summarizes learnings from surveys, interviews, and focus groups, documenting the impact of child care demands on employees and employers in Henderson County. The intention of this demand study is ultimately to inform a comprehensive plan to address the issues identified and create solutions.

Process & Methodology

This study included surveys, focus groups, and interviews. A mixed method approach strengthens the validity of findings and allows for gathering both quantitative and qualitative, in-depth data. Incorporating diverse perspectives and providing broad community input, methods and participants in this Demand Study included:

Employer Interviews	13 employers; 14 participants (21 major employers invited to participate)
Employee Surveys <i>Surveys distributed from employers via text or email; surveys and survey invitations were available in Spanish and English.</i>	324 participants employed in Henderson County 143 survey respondents are parents of children 0-5
Employee Focus Groups	14 participants in 3 focus groups (2 conducted in English and 1 conducted in Spanish)

- Three 1-hour employee listening sessions were conducted via videoconference, including 2 sessions in English and 1 session in Spanish. Employees were invited to participate via text or email invitation from their employers. Participants were compensated with \$50 cash cards and provided with a resource list after the session.
- Survey, interview, and focus group questions were developed with input from Smart Start staff members.
- Respondents to surveys and interviews and participants in focus groups did not have to answer every question.
- The content of open-ended questions was analyzed to identify overarching themes and group similar ideas.
- Throughout this report, direct quotes from surveys, interviews and focus groups are indicated with quotation marks; interview and listening session responses may be paraphrased.

SUMMARY OF KEY FINDINGS

1. **A shortage of child care in Henderson County is creating significant challenges for the workforce and employers in the County.**
 - 45% of those responding to our survey of people employed in Henderson County are parenting children between the ages of 0 and 5.
 - Of survey respondents with children 0-5, 62% are not satisfied with their child care arrangements. Less than half reported that their children were in licensed child care facilities.
 - A large majority of survey respondents with children 0-5 reported challenges with availability of child care (73%), affordability (85%), and matching child care to work schedules (51%).
 - Employees reported that child care challenges were affecting their performance in the workplace, including punctuality, productivity, morale, quality of work, and likelihood of quitting.
 - Employers are feeling the impact of the child care shortage, reporting a lack of affordable and available child care options matching employee needs.
 - Employers named multiple effects of the unmet child care demand on their business, including staffing shortages, turnover, absenteeism, productivity, and the ability of employees to advance or build skills.
2. **Employers are interested in solutions and want to support their employees. Within the workforce and among employers, there are innovative ideas about how to address the challenges.**
 - Participating employers are witnessing the impact of the child care crisis on their workforce, including reduced earning potential and financial strain, mental health, and performance on the job.
 - The employers we spoke with are looking for ways to remove barriers for employees with small children. Some are exploring innovative approaches such as on-site childcare and partnerships with child care providers.
 - Many employers advocated creativity and flexibility to support employees with young children and named specific practices and policies that they had found helpful or were considering.
 - The majority of employers we reached out to were interested in being part of the study and learning from results. 8 employers (38%) declined to participate or did not respond to requests to participate.
 - Employees parenting small children are financially strained and at risk for burnout. They have clear ideas about how employers can support them in continuing to work.
3. **Child care availability does not match workforce demand for child care in specific ways.**
 - Parents employed in Henderson County detailed the gaps in child care availability including location, hours of operation, cost, number of providers, and wait time.
4. **The COVID-19 pandemic resulted in employers shifting practices and experimenting with solutions. Lessons can be carried forward out of the pandemic to address ongoing challenges.**
 - The pandemic required many employers to consider practices and approaches they had not tried before, including remote and work-from-home options, flex time, and partnering with child care providers to ensure that essential workers could be at work. Both employers and employees noted the opportunities for learning from, continuing, or adapting these practices going forward.
5. **The impact of the pandemic continues to be felt by employers and employees, and continues to call for creative solutions.**
 - The ongoing impact from the pandemic and the disruptions it has caused in businesses, schools, and families continue to ripple through Henderson County. Lost work time due to illness, school and child care center closures, changing workplace norms, mental health needs, and economic instability were themes repeated in conversations with employers and employees.

Survey Participants

Profile of Survey Participants



45%

are currently parenting
children 0-5



33%

have a household income
of under \$50,000

*Median household income in Henderson
County in 2020 was \$58,928 (in 2020 dollars)*



3%

speak Spanish as their
primary language



78.5%

describe their race or
ethnicity as white



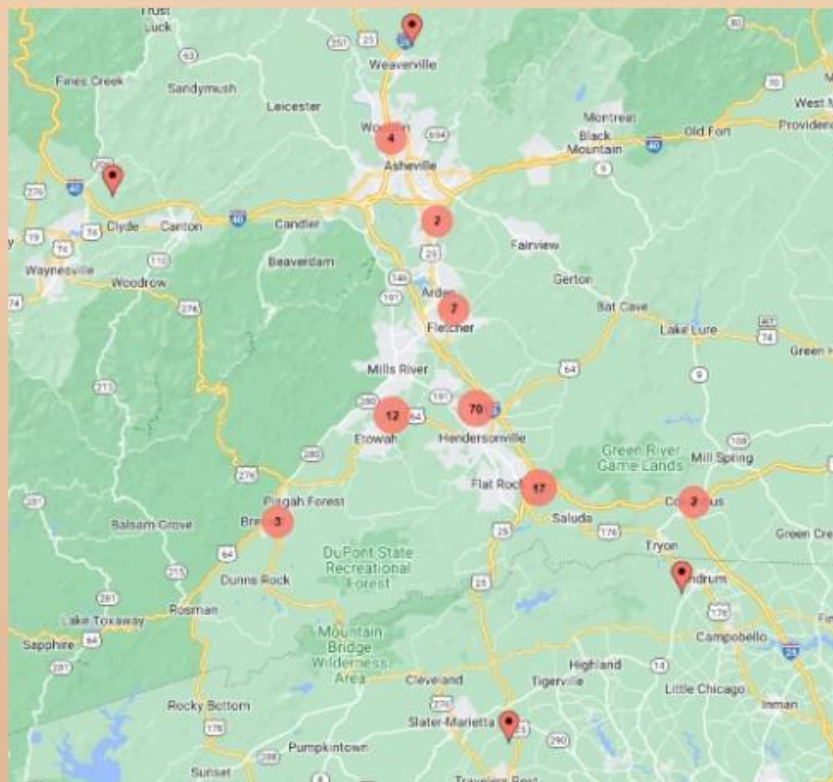
21.5%

describe their race or
ethnicity as other than white

Includes participants identifying as:

- Black or African-American: 2.5%
- American Indian or Alaskan Native: 1%
- Biracial or multiracial: 8%
- Hispanic or Latino/a/x: 9%
- Asian or Pacific Islander: 1%

Survey Participants by Zip Code



*Home zip codes of
survey participants*

*All survey
respondents are
employed in
Henderson County*

EMPLOYEE SURVEY FINDINGS

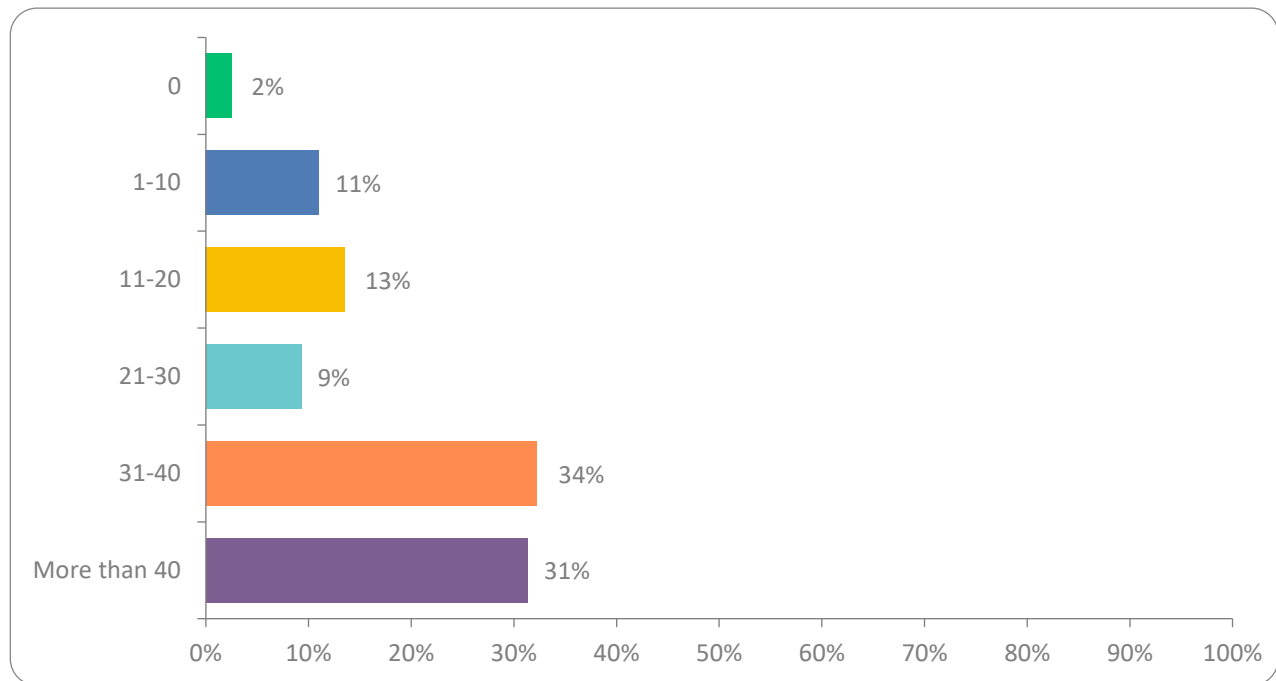
1. Employee Child Care Needs

Survey respondents provided the following information about their child care needs:

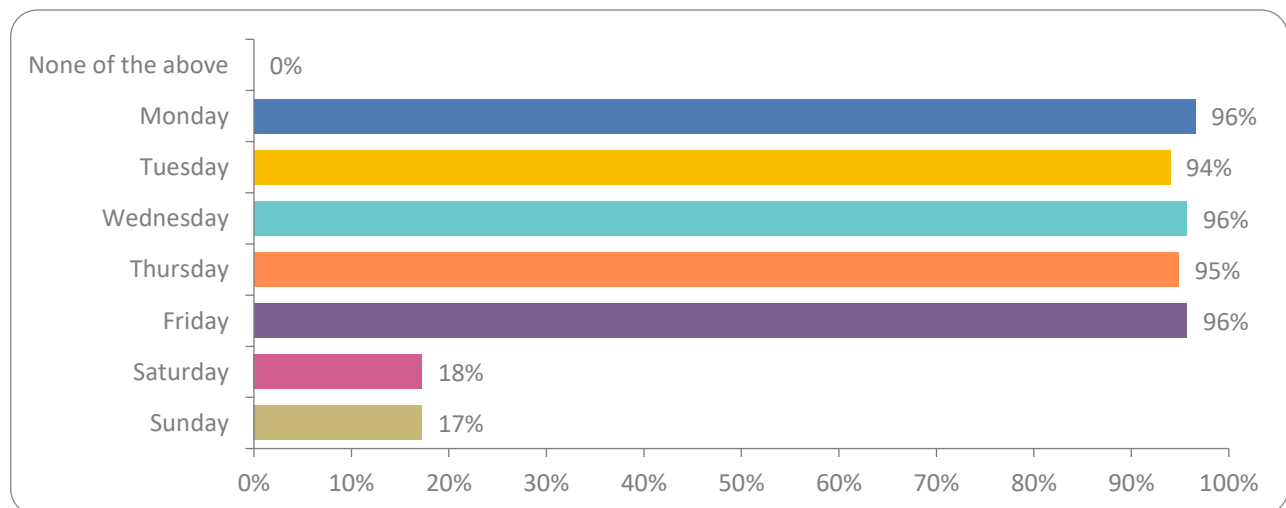
Number of children

- Employees who are parenting children 0-5 are raising 1, 2, or 3 children under the age of 5.
- Most have only one child under the age of 5 (74%).

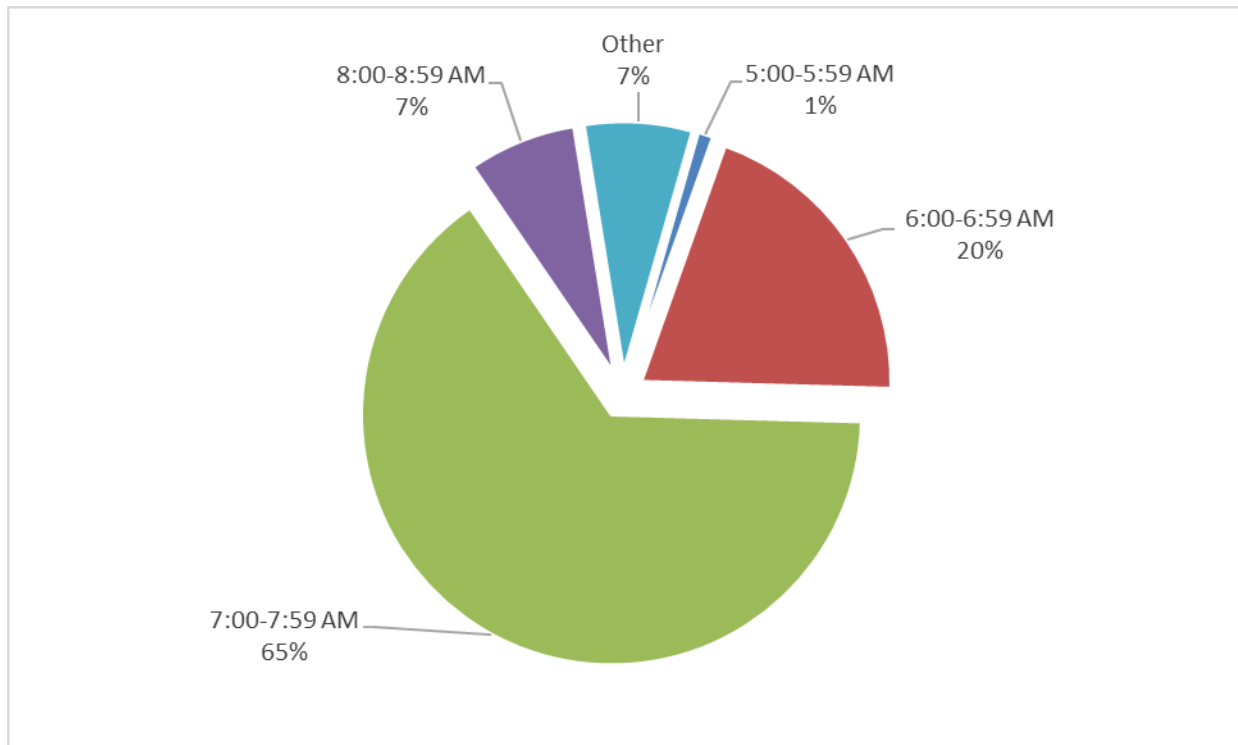
Over the last 12-months, about how many hours per week has your family needed someone other than a member of your household to care for your child(ren) (ages 0-5) while you are at work?



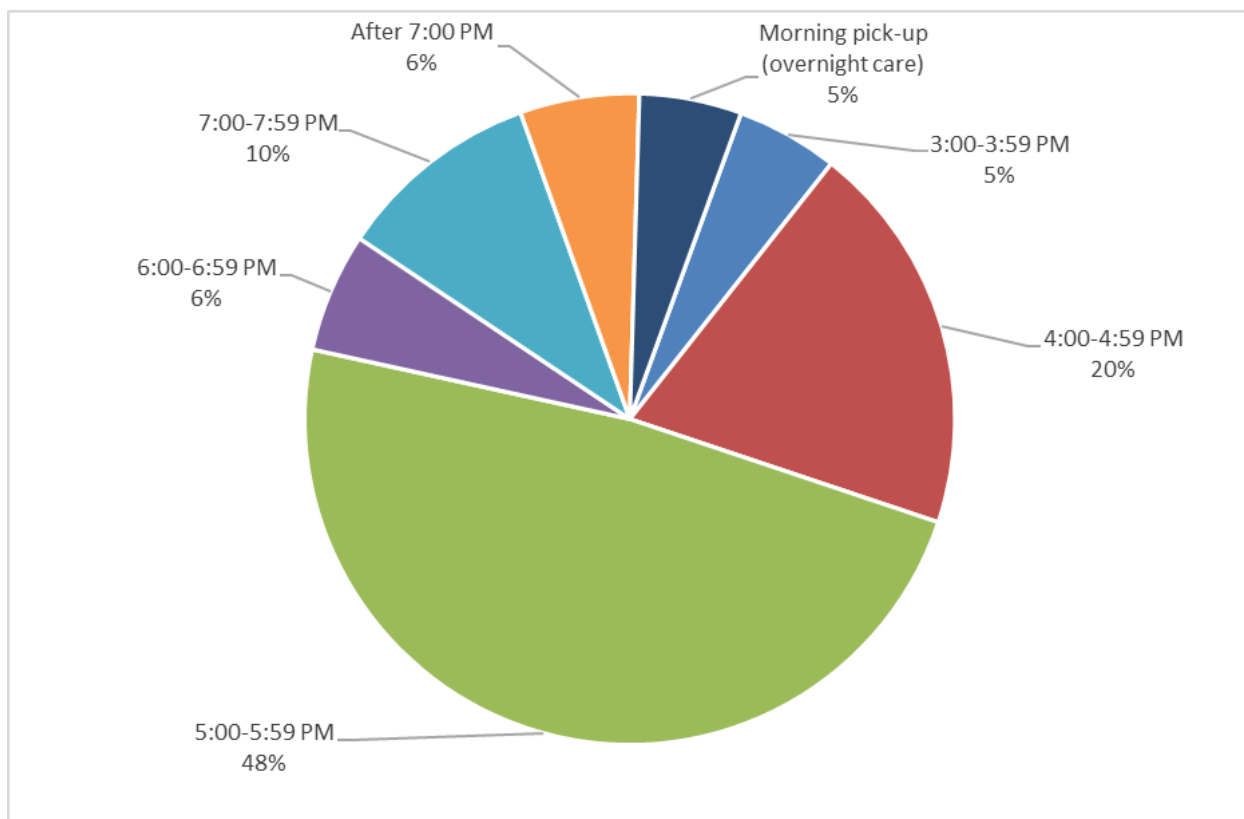
What days of the week do you need child care so that you can work?



What time do you need to drop your child(ren) ages 0-5 at child care to make it to work on time?

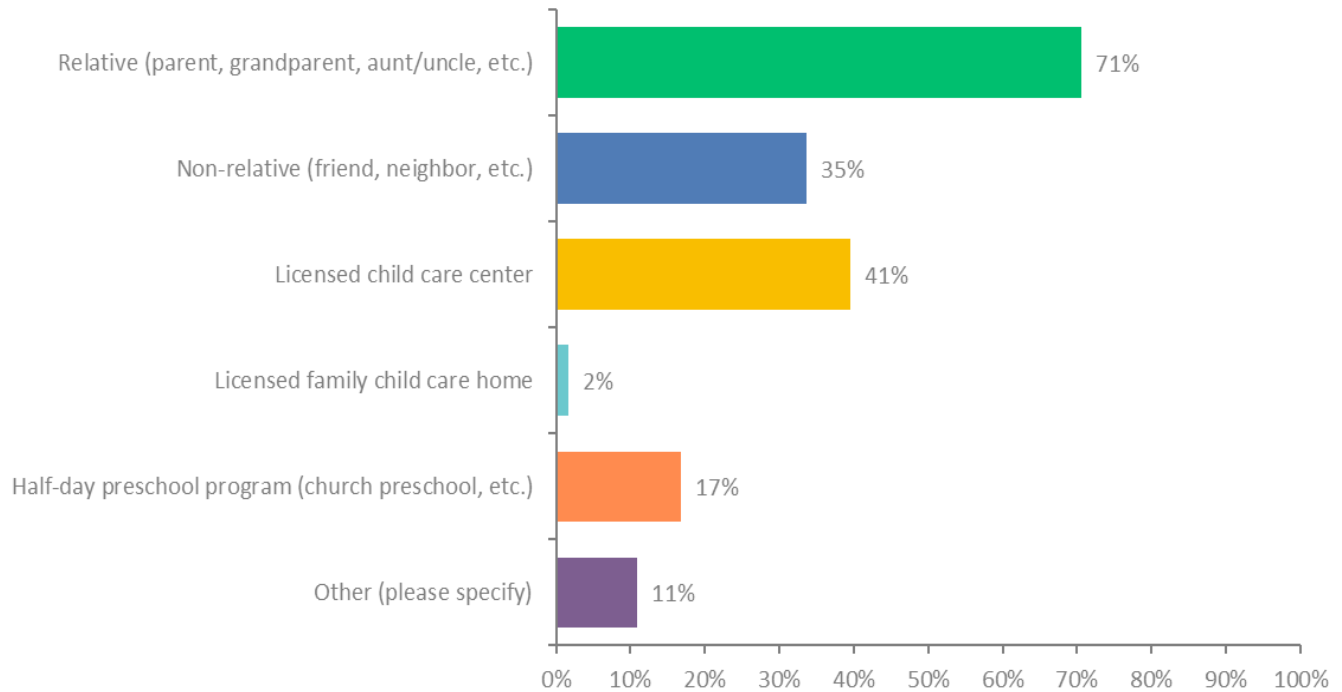


What time do you need to pick your child(ren) ages 0-5 up from child care after work?



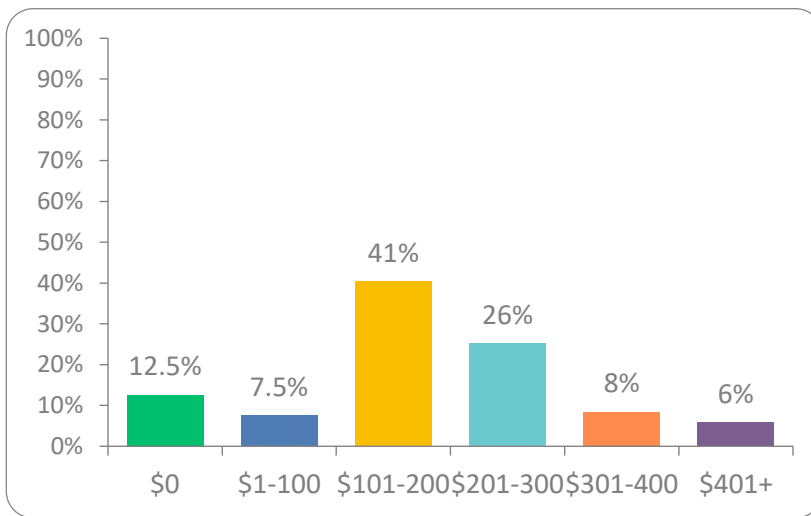
2. Current Child Care Arrangements

*Check all the ways care is currently being provided to your child(ren) ages 0-5 while you are at work.
Check all that apply.*



**Note that families are combining multiple ways of providing child care, so percentages total more than 100%.*

What is the average amount per week you pay for child care (please include all children residing in your household)?



\$100/week = \$434.50/month

\$300/week = \$1,303.50/month

\$200/week = \$869/month

\$400/week = \$1,738/month

Note: Market rates for full-time 3-, 4-, or 5-star licensed child care centers in Henderson County range from \$616 to \$909 per month.¹ However, a recent study has shown that the costs of quality child care are higher than NC's Market Rate Survey indicates, revealing the gap between market rates and true costs of child care.²

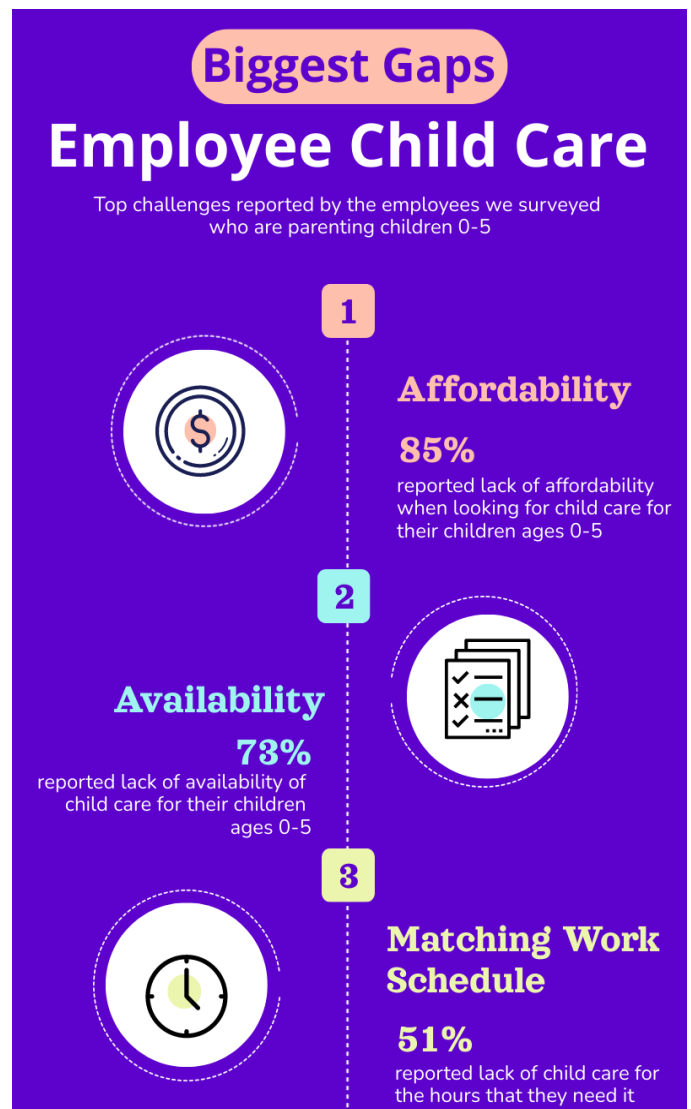
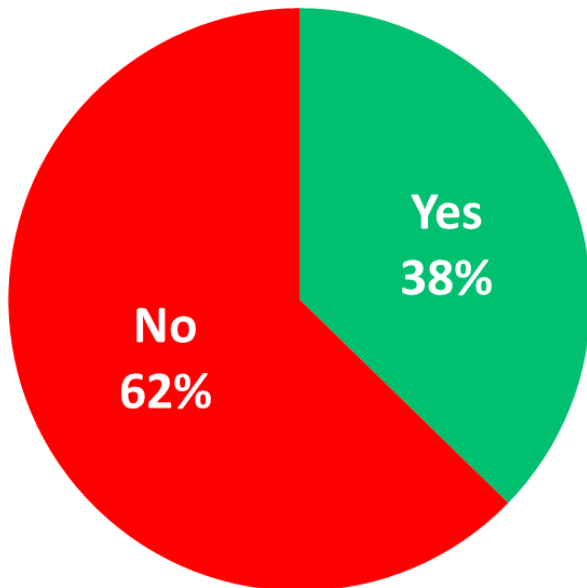
As a percent of monthly income, \$100/week is 9% of the average pre-tax monthly income in Henderson County; \$400/week in child care costs is 35% of average pre-tax monthly income.

¹ [NC Department of Health and Human Services Division of Child Development and Early Education Market Rates Overview](#)

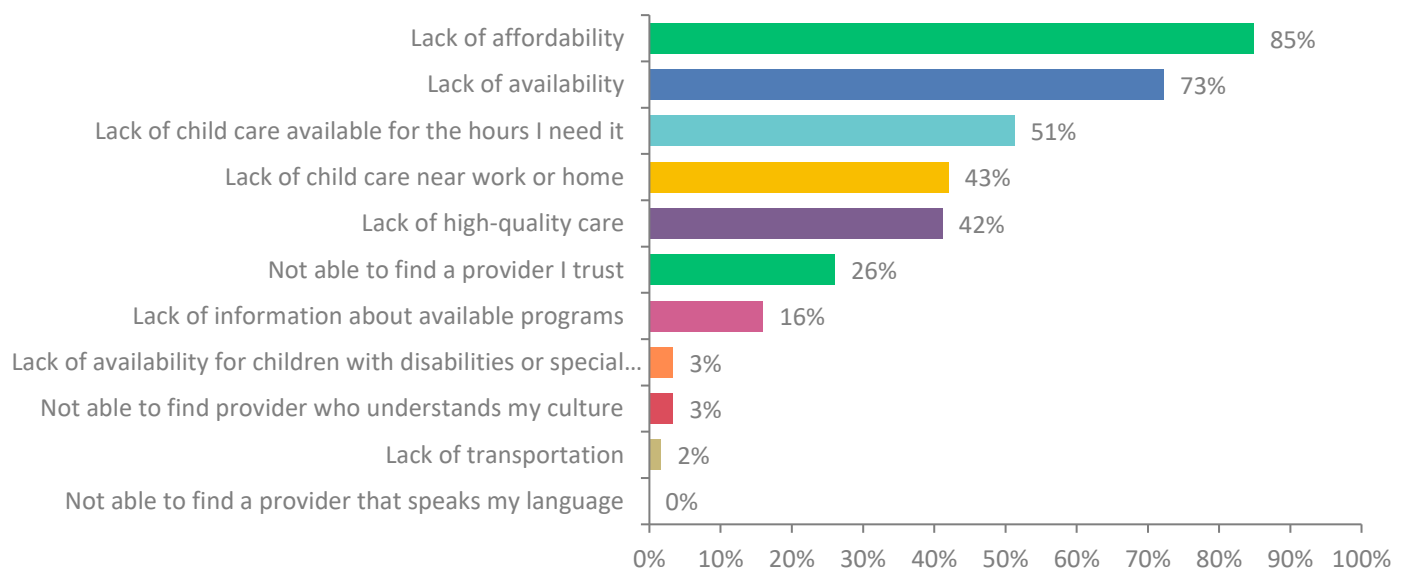
² According to Education NC, "The mismatch between the price and the cost is often referred to as a market failure. Child care prices are too high for many families but not high enough to pay living wages to teachers or meet the needs of children and families. The result is instability for providers — whether they are charging parents privately or serving children with subsidized care — as well as for teachers, children, families, and workplaces." (See [North Carolina researching how to remedy model for child care subsidies](#) and [North Carolina Cost of Quality Childcare Study](#) from the North Carolina Division of Child Development and Early Education (DCDEE).

3. Gaps and Challenges

Are you satisfied with the child care arrangement you have for your child(ren)?



*Which of the following have you experienced when looking for child care for your child(ren) ages 0 to 5?
Check all that apply.*



4. Impact of Child Care Needs on Employment

Impact of Child Care Needs on Employees

Employees with children 0-5 responding to our survey say the needs of their children and their caregiving responsibilities affect . . .

88%

PUNCTUALITY
at work



85%

PRODUCTIVITY
at work



79%

MORALE at work



89%

MISSING WORK



50%

QUALITY OF WORK

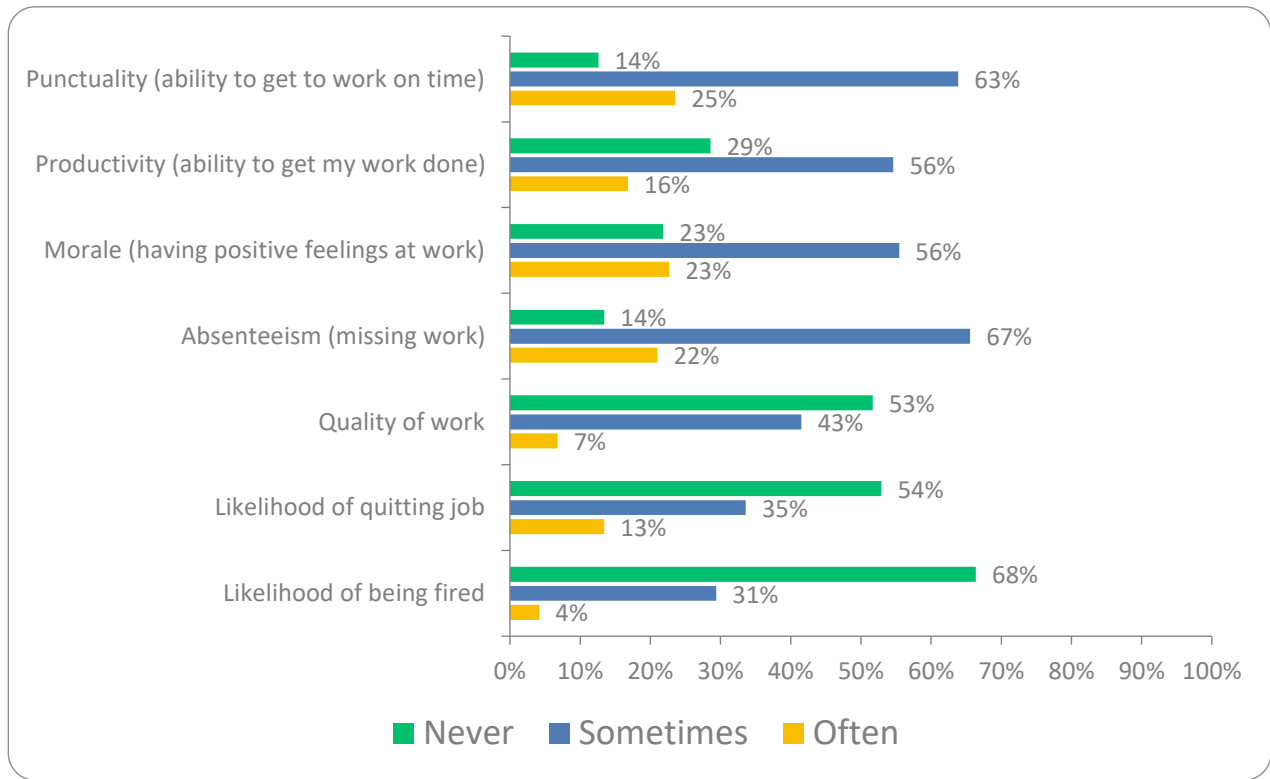


48%

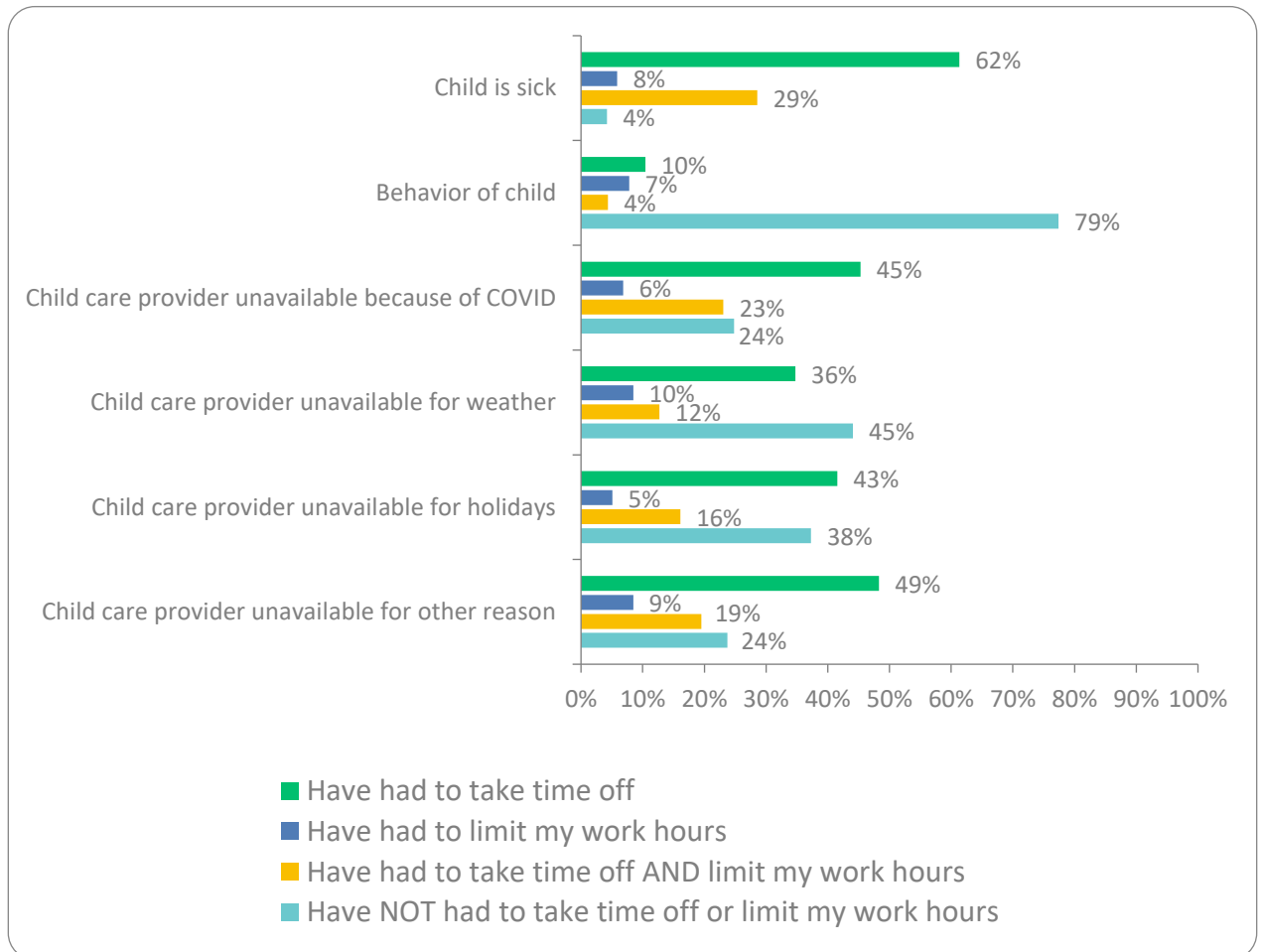
LIKELIHOOD OF QUITTING



Balancing work and family: how often do needs of your children 0-5 and caregiving responsibilities affect . . .



Have you had to take time off from your job or limit your work hours because of any of the following reasons?



5. Potential Solutions

Types of Child Care Needed by Employees



Employees surveyed who are parenting children between the ages of 0 and 5 said these were the things that they would utilize the most if available:



90%

would use
full day
child care



64%

would use
backup/
emergency
child care



30%

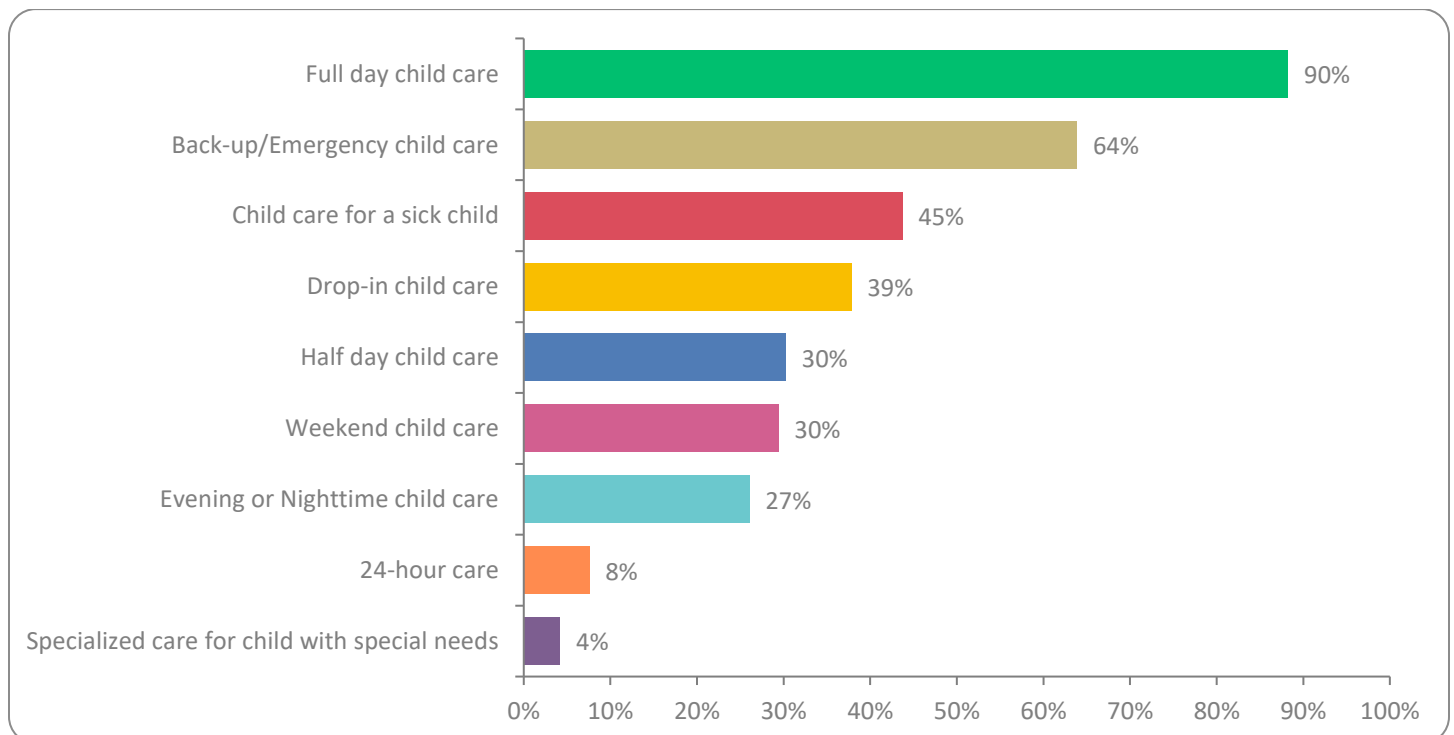
would use
weekend
child care



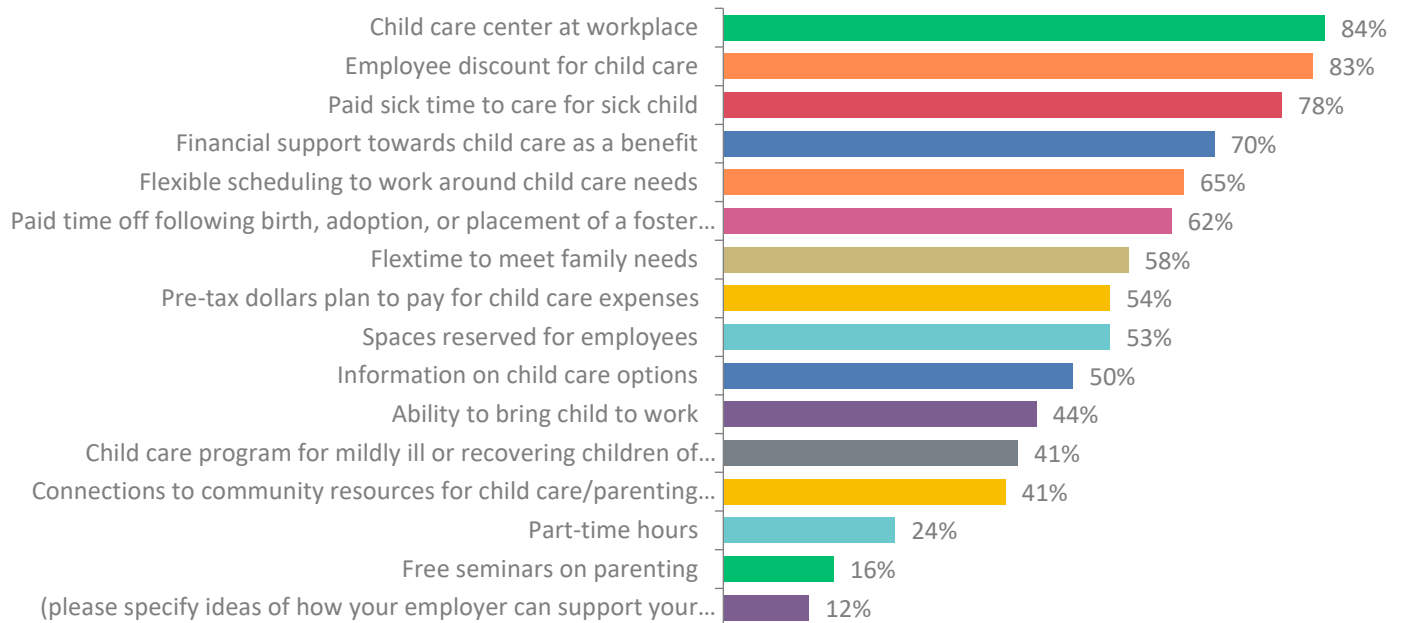
30%

would use
half day
child care

Which of the following would you use for your child(ren) ages 0 to 5 if available to you:



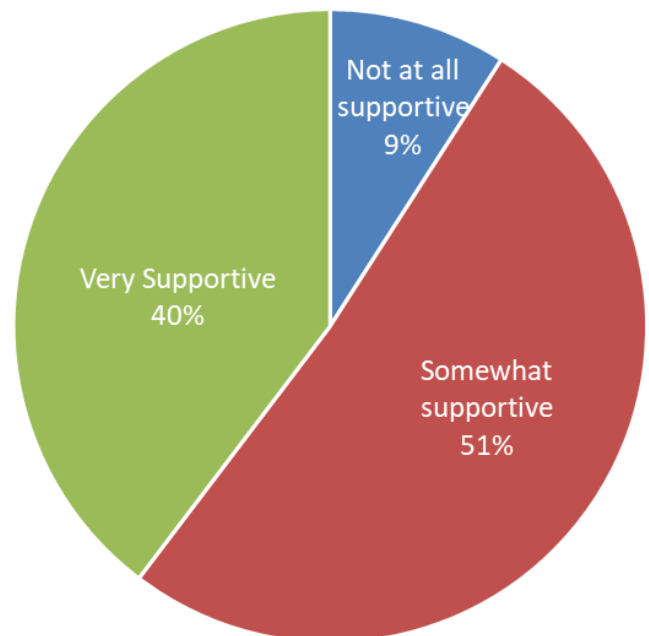
Check all that you would use if offered by your employer:



Other ideas offered by survey participants:

- Work-from-home; “flexibility for remote work”
- Flexible hours “working with hours for child care pick up and drop off along with having to be out with the children”
- Part-time hours/PRN; “part time hours with benefits”
- Workplace childcare (“Having workplace-based childcare would be HUGE! It would help many more moms to be able to work.”)
- Childcare facility for city and/or county employees (“Childcare facility operated by the county exclusively for county employers – this encourages longevity with the county and supports workers in having to take off less time with childcare/county schedules do not align;” “I’m a county employee. I have always felt the county should. . .either create a daycare program or provide a subsidy for its employees. I have to pay \$200 per week for childcare and it is extremely financially difficult to sustain on the salary paid by the county.”)
- Childcare facility for first responders
- “Cost of living wages increased and childcare expenses paid”
- Parental leave (“The county also needs to offer TRUE parental leave. I was lucky to have saved up enough sick leave to take time off after the birth of my child but others are not so lucky. It leaves staff with very little sick/annual leave when they return, and young babies are often sick in the first year so more time off is usually needed. It should not be this difficult to be a working parent, especially as an employee of the county.”)

How much does your employer/work environment support you in balancing work and family



EMPLOYER INTERVIEW FINDINGS

Employer Interview Background

Interview overview

One-on-one interviews allowed for the collection of qualitative, in-depth information from major employers in Henderson County. The 21 largest employers in the County were invited to participate over the course of five months in 2022, and during this time, we conducted 13 interviews that ranged from 20-45 minutes depending on the responses of the interviewee. Most companies were represented by their Human Resources (HR) lead. All interviews were 1-on-1 except one interview that included two interviewees from the same company, so a total of 14 individuals participated. Each interview included 11 open-ended questions and a request to share an online survey with employees.

Eight employers either declined to participate or did not respond to multiple invitations to participate. Some offered reasons for declining, including not having authorization from corporate leadership based elsewhere (for national and multinational corporations based outside of Henderson County) and not wanting to create a perception among employees that the company would be able to help solve child care challenges.

Interview participants

Employers interviewed included locally-owned businesses, multinational corporations operating in Henderson County, hospitals, educational institutions, seasonal agricultural businesses, and the public sector (City of Hendersonville and Henderson County).

Participating employers provided background on their companies and workforces.

- The 13 employers interviewed include a range of sectors: restaurant and food service, senior living, education, health care, manufacturing, construction, home services and repair, agriculture, retail trade, automotive, and public sector workers.
- Their number of employees ranged from 54 to over 500.
- Employees included full-time, part-time, and seasonal workers; hourly wage workers, contract workers, and salaried employees.
- Employees of companies participating included a wide range of ages and backgrounds.
- Two employers said that their workforce was dominated by one gender (one company's workforce was predominantly male and the other's was predominantly female).
- One employer said that guest workers and non-US-citizens made up a significant part of their workforce.
- Several employers mentioned that members of their workforce were considered "essential workers."

Interview limitations

The purpose of interviews is to gather in-depth information. Interviewees speak only for themselves from their own unique perspectives, based on their lived experiences, and including their own biases and subjective opinions. Interviewees were selected by Smart Start and Henderson County Chamber of Commerce staff with the intention of gathering input from a broad range of employers, but represent only a small selection of perspectives and opinions.

Interview analysis and reporting

Because the purpose of interviews was to gather in-depth information, it is not common practice to quantify this data (i.e., 10 people out of 30 people think 'x' is the most important issue"). This report synthesizes themes mentioned by multiple participants. Concepts are paraphrased; direct quotes are noted with quotation marks. We have removed any identifying information from employer comments to maintain confidentiality.

1. Employee child care needs

We asked, “what childcare needs are you aware of for your current employees?” The predominant themes that emerged were:

Difficulty finding child care

- “I’ve heard from several employees that it’s very difficult to find daycare, especially for people moving here for a position. One gentleman was on a waitlist for 6 months to a year.”
- “Employees struggle in general with finding high quality childcare. . . . There is a lack of affordable quality childcare in general.” Makes for a difficult time getting to work, managing work because of “lack of financial and childcare resources that are available.”
- Several employers mentioned their own experiences or those of family members (“I had someone. . . keeping my daughter and I had to take her out. I had to stay home until she could get into daycare.”)

Difficulty matching child care schedule to work schedule

- Night shifts
- Shifts longer than 8 hours
- “We don’t have an 8:00am to 5:00pm start and stop time.”
- We hear a lot about after school care.
- We hear employees talk about getting their kids to childcare and getting to work on time.

Absenteeism because of sick children

- “We have a lot of call outs for sick child.”

Challenges due to the COVID-19 pandemic

- “We lost people with COVID – employees who just left and we haven’t seen them return.”
- “Related to the pandemic we heard a lot from employees because of the challenges related to daycares being closed. We remained open for the entirety of the pandemic. We offered a good deal of flexibility, but the challenges were great for people who had children. When daycares were closed, children who couldn’t stay with caregivers because of risk level.”
- “We heard a lot about it during COVID, with the pandemic and school closures and parents still trying to work.”
- “We used FMLA for the parents when children were out of school and daycares were closing, but what did parents have an option to do? I know that we are trying economically to bounce back but we haven’t bounced back.”

Employee Child Care Needs

Identified by Henderson County Employers



Difficulty Finding Care



Difficulty Matching Child Care and Work Schedules



Illness and effects of COVID-19 pandemic

** Note: Gender, race, age, ethnicity, and immigration status affect employee child care needs and child care options (see page 15).*

Gender, age, race, ethnicity, and immigration status are factors

- A few employers said that child care needs were not directly affecting their workforce because of the demographics of their workforce.
- The one business we spoke to that employs predominantly men reported few challenges related to employee child care needs, noting that “the majority of the times it is the women who are taking care of it.”
- For employers with an older workforce, it is not as much of a challenge (“Issues come up mostly for parents of younger children, younger employees.”)
- Seasonal agricultural workers, migrant workers, and guest workers are “not able to get qualified for subsidies.”³
- An HR Director reflected on generational norms: “I’ve been in HR for 25 years. Early on it was more the norm that women would take the minimum time off – I was one of them- and return to work after maternity leave. Now in the past 8 years that has shifted dramatically and most women are taking full 12 weeks off and we are seeing more fathers taking paternity leave off as well. Many will exhaust their FMLA and then decide not to return to work or go to part time or temporary status. That just wasn’t the case early on in my career. The culture is much different now. It’s just the way it is currently.”
- One employer noted that within immigrant communities (from the Philippines, Micronesia, or within the Hispanic community) households may be large and include extended family. With multiple adults in the household “they may be able to figure out family childcare by shifts, or some people not working. You see that predominately within Hispanic and Asian immigrant communities.” She noted that with white and African-American employees, “I haven’t seen that a lot, instead I’m getting asked for verification of employment for vouchers for the limited amount of childcare that’s available.”

2. Gaps and Challenges

We asked, “What are the biggest needs or challenges that you hear about from employees related to balancing family and work?” And, “What barriers do you see to potential employees who have young children joining and staying in the workforce or meeting employer expectations in the workplace?” We also included an open question, “Anything else that comes up with employees with young children that affects your business?” Employers outlined several major themes:

Lack of child care

- “The 0-5 childcare is the big thing. Folks are always looking for flexibility and [our industry] is not really built for flexibility or working from home. A few, very small minority of jobs allow this.”
- “Overall employment is a disaster because there is no one to watch the children. There is no one to work – what option do people have if they don’t have childcare? If people don’t outright tell us that’s why they quit, they did.”

Child care to match work schedule

- “We have single moms who can’t work weekends. . . . Weekend childcare.”
- [With longer shifts] “people just can’t find an opening and the length of time it takes to get the child in there, long waiting lists.”
- “The challenge is the longer span of hours”
- “We are flexible but if people take off they are not there to make sales. We have to sell things, that’s how we stay in business. People are thankful for the flexibility but then they have to choose how is that going to affect my family and our budget. It’s a quandary.”

³ In several instances, employer and employee perceptions of guidelines and regulations for subsidies and licensed child care centers were incomplete or inaccurate. We did not fact-check participant comments, and this study reports participant perceptions. For example, in this case: some seasonal agricultural workers qualify for free child care through Migrant Headstart if they meet eligibility requirements. Families must demonstrate that more than 50 percent of family income comes from agricultural work and that they live at or below poverty level.

Sick and backup childcare

- “Sick care and regular day care are really needed.”
- Snow day care, closures
- “If they have to be out with a sick child, that really does present a problem. Daycares have strict rules about sick kids at daycare. If you’re a single parent and you don’t have a backup, you have to stay out. That cuts into their pay when they have to be out.”

Cost of living, Cost of housing

- “Housing needs – housing is really expensive, that can be a barrier.”
- “Cost of living is really high.”
- “People can’t afford a house, can’t afford to live in Henderson County, can’t find childcare if they want to move here to take a job. A majority of the people we end up hiring have connections here, family here, family connection so that they have support here.”

Pandemic-related challenges

- Virtual schooling – that was a big challenge. “People don’t want their kids’ education to be compromised ... after school care being what it is, that is an added financial burden, logistical burden.”
- “One of the things that happened during the pandemic is that if people don’t have a family member available who is not working, shut downs really impact employees, especially people who can’t work from home.” What do parents do when they burn through all of their PTO and can’t go to work?
- Lack of childcare – how has that impacted their ability to take time off for leisure, for their own illness? “You can’t have a flat tire or get sick yourself or take a vacation;” using up PTO to manage childcare.

“Overall employment is a disaster because there is no one to watch the children. There is no one to work – what option do people have if they don’t have childcare? If people don’t outright tell us that’s why they quit, they did.”

- HR Director

3. Impact on Employees

In response to questions about employee child care needs, gaps, and challenges, employers discussed the impact they have observed on their employees:

Reduced earning potential

- If they don’t have childcare and have to reduce their hours, they can’t increase their pay or get the bonus pay which is pretty significant (\$2-3/hour).

Financial strain

- “A big concern is people spending their whole paycheck on childcare – does it pay me to go to work?”
- “Expense associated with childcare. I don’t think there is enough pay for people that provide childcare – it is more than babysitting and a lot of people have a misconception of what childcare workers do. They are preschool teachers if they are qualified and they earn every penny that they get!”
- “Financially – the cost of childcare – if you have two children it’s almost pointless to work. That’s tough.”

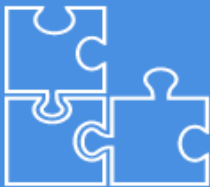
Mental health

- “It’s hard to remember a time pre-COVID. . . People have never experienced anything like this. We need to support people – people need mental health days, how can we help get back to some normalcy?”
- If employees are worried about personal things they aren’t able to focus on their jobs – we worry about that.

Impact of Child Care Needs on Employers

Challenges identified by employers due to lack of child care and family demands

Hiring



“We have had a staffing shortage.”

Availability



“Our employees’ availability is based on their childcare needs – some have limited hours because of needing to pick up their kids, not having childcare.”

Turnover



“We have seen a number of resignations from staff due to childcare.”

Productivity



“If a couple of people call in one night it causes us to have to stop machines and not produce.”

Absenteeism



“It's mostly been attendance.”

Advancement



“It presents a problem if they have limited availability if they want to get into management. It also affects their payscale.”

4. Impact on Employers

We asked, “has your business been impacted by the lack of childcare providers in the area? In what ways?” Deepening this line of questioning, we asked, “How have family demands or lack of childcare gotten in the way of employees developing their skills or advancing within your company?” Employers named several key challenges:

Hiring/Filling Positions

- It’s definitely been a struggle. . . .We brought in H-2A workers because we didn’t have enough people.”
- “We have had a staffing shortage. That’s pretty much a nationwide thing, I think it’s directly related to COVID. I don’t know all of the reasons why, but it has gotten a lot worse.”
- “Definitely when we’ve tried to get people to come back, we have had people who couldn’t find childcare and didn’t do the season because of it.”

Availability

- “Our employees’ availability is based on their childcare needs – some have limited hours because of needing to pick up their kids, not having childcare.”
- It affects availability and whether somebody can work full time. “They’re working around what they have to do for their kids.”
- “Even two or three years ago people’s children were on wait lists for a long time.”

Productivity

- “If a couple of people call in one [shift] it causes us to have to stop machines and not produce.”

Punctuality

- “Punctuality. Delays. I have an employee who can’t drop her kid off ‘til whatever time so that means she gets here at 9:00.”

Ability to advance

- “It presents a problem if they have limited availability if they want to get into management. It also affects their pay scale. It. . . determines how much vacation they get.”
- “We do have cases where people turn down a promotion because [of the hours required]. That’s rarer. But we hear about it. We do see people just not even bother to apply for promotions
- “I don’t think it has impacted people *wanting* to advance their skills or advance. People are still very interested in those things, however . . . flexibility might outweigh a promotion.”
- “We hear, ‘my kids are little I can’t go back to school’ – some of that, mostly from women.”
- “It could be that they are not able to be a manager because of that. . . It limits their options for advancement, benefits, and pay. But we don’t have anything in place like a childcare stipend, no childcare benefit in place at all.”

Turnover

- “We have recently been having some conversations about this very thing. We have seen a number of resignations from staff due to childcare.”
- Some people decided to look for something else because of needing a better match with their family’s needs.
- “In one week we had probably five people . . .who left because of childcare. That was an unusual week but it really spoke to the problem – we really do have a problem.”
- “With turnover, we have had a number of turnovers where it is related to family commitments. . .”
- I do know that finding affordable and available childcare is a challenge. One current instance: we have an employee who does not want to resign and is on every waiting list available within the county, and will have to resign their position if they can’t get a spot.
- One employer said that turnover was not impacted by child care needs. (“We do exit interviews for separating full time employees – our retention rates are fairly good, I can only recall one employee who listed childcare as a reason who left. We do provide that as a choice on exit interview.”)

Absenteeism

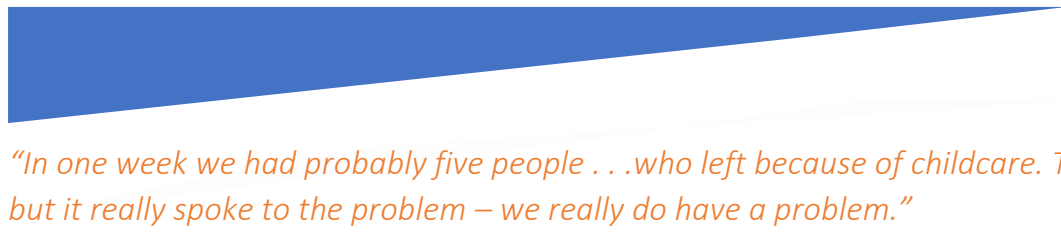
- “Absenteeism. I’ve recently met with 3-4 employees going through the counselling [disciplinary] process.”
- “It’s mostly been attendance.”

Existing challenges exacerbated by pandemic

- “It had been an issue prior to the pandemic, and then the pandemic exacerbated that issue. Schools in and out, quarantine, very difficult for employees to have consistent childcare. Some assistance they had with parents, grandparents, they were protecting them by not having them care for their children. We found a number of people who one of the parents stayed home because childcare was unavailable or in and out or hours weren’t available. That has been very challenging since the pandemic.”
- “Maybe more so during COVID. Remote learning was a challenge for a lot of parents. We have a lot of single parents and that was a challenge for parents to do that and work.”
- “A lot of employees can work from home with a flexible schedule, but their daycare may be closed. We have to trust that employee, and we do. But some employees can’t work from home. They have to be there on the job. It is difficult to manage family and work.”
- “Sometimes we were utilizing paid leave – the federal government mandated it early on in the pandemic –if an employee had to stay out we had to give them leave. There was no budget for this. As the pandemic continued, we tried to get a little creative – flexing schedules, allowing employees to telework if their job would allow it, alternate schedules. If an employee is not at work the work is not getting done or it’s being passed on to someone else which is not efficient or productive. Not getting the work done. Also, the impact is to the mental health of the employee. What am I going to do? All of those things related to the worry of not having someone to take care of your children, disengages the employee.”

Existing family-friendly practices and policies mean it’s not a challenge

- A few employers noted that they did not feel challenged by employee child care gaps because of existing policies and practices that allowed employees to balance work and family needs.
- “. . .we are all about training, growth, and development and we have opportunities for hourly and salaried employees based on their career goals – they have scheduling options to choose from. Some of our positions are day and others are rotating day and night – they have to decide which schedule would work for them.”
- “We have always tried to be family oriented, try to revolve our schedules around family and let people put family first – it’s not really a big challenge.”



“In one week we had probably five people . . .who left because of childcare. That was an unusual week but it really spoke to the problem – we really do have a problem.”

- HR Director

“I do know that finding affordable and available childcare is a challenge. One current instance: we have an employee who does not want to resign and is on every waiting list available within the county, and will have to resign their position if they can’t get a spot.”

- HR Director

“Since schools have been back we have still seen employees leave the workforce because of childcare. They have found other jobs – working remotely, better hours, flexible schedules, different types of jobs. Cost and availability have been factors and we have continued to see the rise of this being an issue and a reason for exit and availability of people applying for positions.”

- HR Director

5. Potential Solutions

We asked, “how has your business responded to the challenges employees face due to the lack of childcare in the area?” and “What ideas do you have about how to remove these barriers?” We also asked more broadly, “What benefits are you providing that are helping you recruit and retain people?” and “Are there any policies or practices that your company is exploring or considering implementing to better support your employees and their families?”

Most employers wanted to support employees, and expressed frustration with the limited range of options in their toolkit. One asked, “How can we assist our employees and others with this problem?” Interviewees offered information about policies and practices they have in place currently, and ideas they have considered or are exploring:



Work-from-home/remote work

- “This past year we’ve moved some people to home because of childcare and schools closing, adjusted schedules.”
- We had some people working at home, we had a transition plan and now everyone is back to working on site. The company as a whole offers a flex time schedule with remote option for some positions, a WFH option.
- “The working from home option has become more interesting because it provides more options and creativity. Particularly for certain services – healthcare, government – that is more challenging because you need to be face to face with patients and available face to face with the citizens. We have gotten more creative over the pandemic with changing services.”
- We’ve tried to be as flexible as possible with employees, if they have to stay home, departments work with them.
- Flexible schedule and remote work is a consideration, where that might be beneficial.
- “We used a telework policy as an emergency policy through the pandemic. This helped in the childcare arena and also when we had exposures. We got people equipment to work from home, that was beneficial to the employee and. . .to keep as much going as possible, working remotely. We are entertaining a policy that would cover us, it would be up to departments whether they can do that within their scope of practice.”

Flex time, flexibility

- “Flex time, working from home or hybrid positions, moving people to different jobs. We really want to retain our workforce and we want people to have a career.”
- “We are flexible where we can be.”
- “We really try to be flexible. I have people who come in at 8:30 instead of 7:30 and that’s fine, missing a day is fine.”
- “Just providing flexibility of schedule – encouraging through policy and practice our managers to work with employee on work life balance.”
- Adjusted start times to be more family friendly and accommodating when we can.
- “If kids get sick at school or daycare, I don’t make a big deal about them leaving for that.”

"I think. . . it needs to be on the employer to turn the no into a yes, working with flex scheduling, working from home if possible. COVID taught us that there are positions that can flex. Employers have to be open to that. It would be a crying shame for someone to lose a career opportunity because they are a parent. We are in a day and age where people were encouraged to go to college and continue to grow and if employers don't jump on board with that, that is sad."

- HR Director

Shifting employees to different positions, offering limited hours or part-time

- "We have had employees have to change departments because they couldn't find childcare for the hours they need. Moved people to online sales."
- "When someone fills out an application, they put down their availability. We will work with whatever availability they have. We try to accommodate every employee we can."
- We have accommodated people who have custody agreements (these are the weekends they have their kids) we have worked with them on scheduling.

Paid and unpaid time off

- "We have a benefit where employees who don't have childcare and have to stay home get paid time off. I'm so glad we were able to offer that during the pandemic. We also offer unpaid approved time off for childcare needs."
- "A lot of our employees work from early in the morning to 3:30 or 4:00 in the afternoon, but if an employee has to work late one night . . . we encourage them to take off later or take comp time."
- The most we can offer is that our employees accrue PTO, they can use that for sick children."
- "We allow people to take an unpaid leave of absence if they have a sick child or a chronic situation, surgery, we had a manager who had a teenaged son who had to be out with him in the hospital. And your job is secure."

Counselling employees

- "We try to work with employees around 'what it is that you need and how can we help you?' That does impact what they can earn, though."
- "When I meet with them, I tell them I had two boys, I had to come up with a neighborhood grandmother who could be a plan B, I counsel them about how to find someone who might be available at the drop of a hat. If you don't have family around, you have to find someone. You have to figure it out, you have to pay someone, you have to have plans for coverage."
- "Early on in the pandemic we did work to compile a list of childcare resources for employees . . . a clearinghouse list of childcare places if they were in school or at work. There weren't that many places available. . . . I think because of the lack of ready resources, folks have been left to fend for themselves!"

Mental Health Support

- "We are actually getting ready to bring a therapist in for employees to just go and see her freely. None of us – unless we were seeing a therapist already – have been able to access that. We don't even know what our job descriptions are any more since everybody stepped in to do anything and everything with COVID. Now structure has to come back, people need an outlet to go in and release, tell somebody about their anxiety. We are bringing on someone to help, I'm working with a leadership coach about how I can better assist our employees with balancing work and life."

Childcare reimbursement

- We don't do a childcare reimbursement. I've worked places where we did reimburse a quarter of their childcare expenses.
- "We have looked at what part we can play and. . . there are some clear guidelines about what we can and can't provide. So how can we – is it some sort of subsidy we can provide if we can't provide the service?"

On-site childcare facility

- “We have actually thought about the idea of a daycare here. We would love to, I wish we could, but there’s a lot of factors involved in that.”
- “We’ve batted around on-site childcare, partnering with a childcare provider that would hold spots - that would have to come down from corporate, it would be out of our hands. But we just had the onsite childcare conversation again yesterday.”
- “Many organizations could do daycare on their own.”
- “I actually contacted a company that does put centers in for companies and it was cost-prohibitive and we didn’t have enough employees.”
- “On-site childcare. One of our . . . biggest dreams is . . . to encompass on-site day care . . . Obviously that would take funding for a building project and the guidelines for childcare are so strict, it’s just another set of guidelines that we have to make sure that we met if we owned it. If we could build it and have the campus and subsidize it for employees here, and someone else could run it – I’ve heard about companies having childcare on site – would love to know more about that and return on investment.”
- “Childcare is always needed. In places I’ve worked before, hospitals put up childcare centers and there were referral centers for childcare where background screening was done and people, usually grandmothers, would offer services.”

Partnering with a childcare center

- “We do have a benefit that we partner with a local vendor where they provide daycare services to our employees. It’s a benefit that they can use with a small fee and the hours work with ours.”
- “We looked at what it would cost to open a childcare center here but it would be hard to put that much money into it and only run it for a half a year. Seasonal is hard. We would prefer to partner with someone who knows how to run a center.”

Paid Parental Leave

- “Paid parental leave at new birth and adoption.”
- “We have a 6-week paid family leave, that is absolutely awesome.”

Other Benefits

- “We pay 75% of dependent insurance coverage – that is unheard of! That helps retain people. I talked to a new employee today that was so impressed with the insurance and the paid family leave.”
- “We offer a tuition program where we pay part of your tuition if you’ve worked a certain number of hours, we’ve had several that have done that and gone to school.”
- “A robust medical plan and premiums for dependents are very, very competitive. I saved thousands on premiums when I moved employment here. That’s not new but it is effective.”

Bonuses

- “We have a referral program, a referral bonus if they refer someone who comes to work with us and stays.”
- “We offered bonuses for overtime because we were so short staffed.”
- “We have a sign on bonus of \$4,500.”

Wages

- “Raises twice a year, regular raises. Wage is competitive.”
- We are in the middle of a compensation and classification study, increasing most salaries.

Sponsoring activities for children

- “We sponsor a summer camp, on site for children of employees. We take them on field trips. Keeping the kids engaged, being a part of the relief to the parents so they can drop kids off at camp at work on site and then pick them up after work.”

Allowing employees to bring children to work

- “I have an older child and a younger child – I could rely on family or bring my kid in. We don’t have a lot of foot traffic so it works for kids to be here if they need to.”

Other policies and practices

- One thing that is loosely related is that employees can come in on their off time and get half price meals, that is probably really helpful to some of the families with kids.
- “We work with individuals with thinking about their financial future, we match retirement contributions, understanding generational change, encouraging leadership to have a different mindset about finding hours that match people’s lives – thinking outside of the box, being flexible about hours. We are working toward benefits that can put more money in their pockets.”
- “After school care is a big need – I have worked places where they had busses that collect kids and bring them to an afterschool site where they can stay until 6:00 or so.”

Reducing services

- Maybe we have to close [specific] services down on the weekend so we can fully staff five days a week?

Universal childcare

- “People can’t make enough money to cover childcare. Some people just have the job for the health insurance – that’s all that balances it out. I’m a conservative by nature but universal childcare would be good for our overall economy. Incentivize that at the state or federal level.”

No data or not offering benefits

- “We are limited in what we can provide. We are not a social service agency. I wish we could do more.”
- “We haven’t surveyed our people about that – I don’t have any data.”
- “We don’t have any benefits that pay out any funds for childcare.”
- We don’t have the resources to offer anything.



“People can’t make enough money to cover childcare. Some people just have the job for the health insurance – that’s all that balances it out. I’m a conservative by nature but universal childcare would be good for our overall economy. Incentivize that at the state or federal level.”

- HR Director

SOLUTIONS toolkit

The employers we spoke with named specific policies and practices that support people with children joining and staying in the workforce or meeting employer expectations in the workplace. Some are already utilizing family-friendly practices and policies. Here are the ideas we heard about how to remove barriers for employees with children 0-5.

Flexibility

- "Flex time, working from home or hybrid positions, moving people to different jobs. We really want to retain our workforce and we want people to have a career."
- "We have had employees have to change departments because they couldn't find childcare for the hours they need. Moved people to online sales."
- "We are flexible where we can be."
- "We really try to be flexible – I have people who come in at 8:30 instead of 7:30 and that's fine, missing a day is fine."
- "Adjusted start times to be more family friendly and accommodating when we can."

Remote + Work-From-Home Options

- "We've moved some people to home because of child care. . ."
- Remote option for some positions
- "Working from home option has become more interesting because it provides more options and creativity."
- Telework policy, equipment

Benefits

- "We have a benefit where employees who don't have childcare and have to stay home get paid time off. I'm so glad we were able to offer that during the pandemic. We also offer unpaid approved time off for childcare needs."
- "A robust medical plan and premiums for dependents are very, very competitive."
- "Paid parental leave."

Child Care Support

- "We do have a benefit that we partner with a local vendor where they provide daycare services to our employees – it's a benefit that they can use with a small fee and the hours work with ours."
- "I've worked places where we reimbursed a quarter of their child care expenses."
- "We've batted around on-site childcare, partnering with a child care provider that would hold spots. . ."

Get Creative

"For employers it is much more difficult to get employees that have families. You have to be creative."

Part-Time Positions

Mental Health Support

Competitive wages

EMPLOYEE FOCUS GROUP FINDINGS

Focus Group Overview

Employee Focus Groups allowed for the collection of qualitative, in-depth information directly from people employed in Henderson County who are parents of children 0-5. Employees who responded to surveys distributed by their employers volunteered to participate in listening sessions, and offered their perspectives in their own words in 1-hour facilitated small group conversations. We conducted three employee listening sessions by videoconference in June of 2022. Listening sessions were facilitated by Magaly Urdiales and Beth Trigg. A Smart Start staff person attended one session as an observer. Participants were compensated for their time at a rate of \$50/hour.

14 individuals employed in Henderson County attended the sessions. Participants were parents of a total of 38 children ranging in age from newborn to 18 years old. All participants were currently caring for children ages 0-5. In total, participants were parenting 20 children between the ages of birth and five. One listening session was conducted in Spanish with facilitation by a native Spanish speaker, allowing all participants to speak in the language in which they were most comfortable. Listening sessions were conducted on various days of the week and at various times of day to allow the greatest participation.

Focus Group Limitations

The purpose of focus groups is to gather in-depth information from individuals. The participants do not represent the entire population of people employed in Henderson County parenting children ages 0-5. Participants were recruited via an online survey distributed by eight major employers in the County. Sessions were only offered in Spanish and English, and interpretation was not offered for speakers of any other languages. Sessions were conducted by videoconference, so were limited to people able to access Zoom via smartphone, tablet, or computer.

Focus Group Analysis and Reporting

Because the purpose of focus groups is to gather in-depth information, it is not common practice to quantify this data. This report synthesizes themes mentioned by participants, grouping related comments together. Concepts are paraphrased; direct quotes are noted with quotation marks.

Family Listening Sessions included the following questions:

1. What are your biggest challenges in balancing work and family?
2. What has helped you do your best in your job while also being a parent or caregiver?
3. What would help you as a parent to support your children? What kind of support do you wish you had as a parent?
4. What would you change to create a workplace and a community that is family-friendly and supports working parents?

Employee Listening Session Participants

Listening session participants included 14 parents, all parenting children between the ages of birth and 5 years old. In total, the parents who participated were caring for 38 children ranging from newborn to 18 years old, including 20 children between the ages of birth and 5.

Date	Number of participants	Number of children	Language
7/18/22	4 parents	10 children	English
7/20/22	5 parents	11 children	English
7/21/22	5 parents	17 children	Spanish
TOTAL	14 participants	38 children	

1. Gaps & Challenges

We asked, “What are your biggest challenges in balancing work and family?” We followed up this question by asking more specifically, “How have childcare needs and family demand impact your ability to get and keep a job, develop skills on the job, or advance in a job?” The key themes voiced by participants were:

Lack of Child Care

- “There are very few teachers, and many centers have closed. That. . .leaves us with few options to find child care for our kids while we work. This caused me to be unable to work because I couldn't find a place to leave my children.”
- “Facilities are not staffed, they can't find staff.”
- Long wait lists for childcare; high demand and no availability; “no spaces”
 - “Finding childcare around here – my two youngest kids have been on a waitlist for a full-day daycare for about a year and a half. “You have to sign up before your child is born – I’m still waiting.”
 - “I put my child on a waiting list at a childcare center when he wasn’t even born yet. [We have not been offered a spot yet] and he is almost four.”
 - “My kids are not in daycare. And my son is two and a half and I would love for him to be in daycare because of the socialization, and we are on a waiting list.”
 - “With an infant, I called when I got pregnant to put her on a waiting list because I heard from so many people that wait lists are so long. Fortunately we got into a half-day church program which is wonderful except my husband and I both work full time with jobs that don’t really allow a lot of flexibility or working from home. I’m fortunate to have in-laws in the area.”

Cost of Child Care relative to Wages

- “I pay much more than I do for my housing in daycare costs.”
- “When I got pregnant, I was so happy, but your immediate thought next is – how? The cost is exorbitant and unfortunately the people working there aren’t even making what they should be making for doing it.”
- “Wages aren’t commensurate with care costs, particularly for infant care.”
- “It’s not cost effective when care is more than pay.”
- “Because I have a decent-paying job, the cost of full-time childcare would make it so that it’s not really beneficial for me to work. Because the amount that I would pay out for the two kids that would need daycare or preschool would be so much that it would take away the majority of the income that I would be able to make.”
- “For nurses, teachers, public service jobs – people can’t live and work here, it just doesn’t make sense when you do the math, it doesn’t add up with the cost of living here, the cost of childcare here. It doesn’t add up.”
- “When we had two in daycare, we weren’t even breaking even and we had to get financial help. The wages in this area are not commensurate with how much childcare costs, especially infant care. We continue to find that to be the biggest challenge. We question whether we are working to pay childcare or need childcare so that we can work and it just doesn’t seem to be that financially beneficial to have both of us working, even now when we only have one in childcare and one in school.”
- “There is no balance between what we pay to care for our children and what we earn. Many of the after-school programs have to be paid for. The cost can range from 25 to 40 dollars, which is no longer sustainable if I have four children. When I asked the school for help to apply to an after-school program, the person in charge told me: “for you, there is none because you will not be able to meet the requirements.”
- “I know so many that – they can’t make it work. The cost of childcare with the low pay and the lack of flexibility, they’re just like, ‘you know what, we’re going to struggle for a few years, only one of us is going to work, one of us can’t work. So in terms of finding people, that’s a huge part of it. We have kids.”

Lack of Child Care Near Where I Live or Work

- “I drive thirty minutes in the morning and thirty minutes in the evening to and from childcare. And the facility only allows him to be there for nine hours. And then they charge extra. So on top of having to pay almost as much as a mortgage for my husband and me to both work, I have to pay extra fees and extra in gas.”

Hours of Child Care Availability

- “I am a nurse and also a full-time student and I have my three kiddos. So the hardest thing for me is that I work – my shifts typically start between 6:30 and 6:45. Any available childcare that I’ve found, I can’t find anywhere that starts that early. And then I work 12-hour shifts. So I have to get there earlier than childcare starts.”
- “Finding childcare and flexible hours for us who work. For example, if we work from seven in the morning to three in the afternoon, finding childcare during those hours.”
- “I get childcare vouchers, thankfully. And there was only one daycare that opened early enough that accepted the vouchers for me to be able to get to work at 7:00 – and I even go in at 7:00 when everyone else that I work with starts at 6:30, so they allowed me to do that and take a shorter lunch but if they hadn’t allowed that I couldn’t have worked there. And I know a lot of people who work 12-hour shifts run into that.”
- “My daycare closes at 5:30 and the clinic was open ‘til 5:30. So when I got pregnant my biggest fear was, ‘I can’t work the hours that they have here because I don’t know one daycare around me that closes at 6:00, all of them close at 5:30. So if we’re open ‘til 5:30 what am I supposed to do? My boss did work with me on that but with another boss it wouldn’t have worked.”
- “There was one daycare I looked at sending my child but it was way across town and by the time I got there to pick him up – they had a 9-hour limit. So if I work eight hours and I have a one hour lunch there’s no way for me to get my kid within nine hours. That’s quite a few daycares around here that have time limits – I don’t know if it’s a daycare regulation?”⁴

No Parental Leave/Insufficient Parental Leave

- “My daughter is almost a year old and I had to use all of my sick and vacation time because you know I didn’t have any maternity leave, paid maternity leave, so I used pretty much all of it. And then a few months later, of course we all got COVID and I didn’t have the sick time to take off of work. At that point I think it was ten days you had to take off work to quarantine. So I didn’t have the sick time so I had to work at home quarantining while I was sick. And I mean I used up all of my sick hours and the rest of the time I had to work. I didn’t have a choice.”
- “Because of the cost of living and the way my employer’s human resources policies worked at the time when I had my second child, I had to go back to work way before I felt like I was ready and my infant was ready. So I think I went back to work around six or eight weeks postpartum. And sure enough, I think I had my baby in care for about a week and my 8-week-old baby got RSV. And I was out for two or three weeks. And I just – I was so angry at that time at a lot of things, but I think what I was most angry at was it was these policies around maternity leave that pushed us into having to go back I think way earlier than was safe and healthy and I work in healthcare, so. And then I ultimately had to be out even more time, because I couldn’t bring my sick baby to daycare and I didn’t want to. So ultimately it didn’t help anyone. And I just feel like if there had been more generous policies in place, paid maternal leave, that would have allowed me to return to the workplace healthy, and at an appropriate time rather than coming back and going out again.”

Insufficient Sick Time for Family Needs

- “We had COVID last week for the first time in two years. But I didn’t have any sick time because every time I got enough for a whole day, I would have to take it off because one of my kids was sick. So then I had only a few hours sick time to cover me for a week and a half. Thankfully I can do some work from home but I can’t with two sick kids. It’s impossible to work from home and be on the phone with people with a sick two-year-old right there. If I actually want to take time off and be with my family, I can’t anymore. I have to spend all of it with sick time.”
- “With my husband’s job, if he doesn’t work, he doesn’t get paid. So we tried to have me be the one, if they’re sick, I stay home because I can use my [paid time off]. But then I use it all. So once it’s gone, at that point, it’s unpaid leave. You have to use up all of your vacation and sick time for children being sick time.”

⁴ There is no federal or state regulation limiting child care providers to nine hours of care during a day. Parents report that many providers set a 9-hour limit, but this is not because of any legal or regulatory limit.

Lack of Flexibility in Scheduling

- “Job descriptions are really rigid – number of hours required and schedule – and so there is no flexibility to change schedules.”
- “My supervisor is super-understanding of having to leave early. My job right now is a little more flexible than it has been in the past. In the past I’ve worked in a clinic where – I have patients, I can’t just leave, someone has to be there.”
- County job description requires to work within a specific timeframe and offers no flexibility

Lack of Family-Friendly Policies

- “My employer does not have family-friendly policies. We are not allowed to work from home unless- it’s really on the supervisor to employee basis, like one on one challenges we might face, but I do feel really fortunate to have a supervisor who’s willing to help me do what’s necessary to return to work [after having a baby] but there are definitely limits to what she’ll allow just due to the fact that our employer doesn’t have any policies that allow remote work. And the same challenges about taking leave. I’ll be taking a couple of weeks of leave without pay here at the end of my [parental] leave because I will have burned through all of my vacation and sick time.”

No Backup Child Care

- When childcare falls through (holidays, caregiver is sick, childcare closed due to illness), no other options
- “My husband watches our kids during the day while I’m at work and then he works evenings. If he has a doctor’s appointment, what do I do? I have to miss work.”
- “If I get a call to come get my kid up because he has a runny nose, I can’t leave my job because of patient abandonment. I don’t have anybody to pick him up. The way my job works with call outs, you can only miss two or three days a year before you get written up and potentially lose your job. The schools are shutting down because of COVID, or a teacher is sick, I’m a nurse, I understand we are in a public health crisis but as a parent that I find out on Tuesday that they are going to be shut down for a week, it’s really hard because I can’t call out and I don’t have backup childcare in this area. It makes it really hard to keep working and to do what I need to do.”
- “I’m a single parent. So the biggest challenge is when my child is sick, it’s hard to find a sitter for a sick child, particularly with COVID and I have to be out of work. I’m lucky enough now to have a job where I have sick time but before I got this job last year I would have to miss work, and miss pay.”

Working While Caring for Children

- “I have often had to take my children to work with me in the fields. I worked a little bit, took care of them, and returned home with the children. There is nowhere to turn for help.”
- “They did offer us a work from home option when his school shut down due to COVID but it’s difficult to work at home when you are the only person home with your child and he’s three, or two! He’s trying to climb over the couch and tear things up and you’re trying to focus on work. My other kids would be there trying to do E-learning and virtual school, they’re trying to focus. He’s not getting the attention that he needs or the structure that he needs, but I had to work because I didn’t have any time available to take off and I could not afford to take it unpaid.”

Having time for both family and work

- “For my job for public health emergencies I’m required to give my time, whatever they need I have to give it. . .so when COVID started, I was working a lot of weekends in addition to five days a week. So there was one month where I had two full days at home. . . that’s something that’s happened that was not OK for me. I only had one kid at the time but she was under one year old, I was breastfeeding. Like – how? Those are the times that I’m like, ‘it’s the benefits that keep me here,’ and – I don’t know. Not family friendly.”
- “I have a hard time fitting everything in with the hours that I work.”
- [Because of lack of child care] “my husband works Monday through Friday and I work on the weekends. And that’s been awful, because we never see each other, but that’s pretty much the only way we can make the schedule work.”

Inability to work overtime

- “I’m in the middle of a big project at work . . . and my boss approved me for overtime and she basically said, ‘whatever it takes to get this done.’ And I don’t really have the time to put in overtime. Last night, I brought my laptop home from work and after the kids went to bed, after I did the dishes, after I switched the laundry, after I did all the things that I have to do every night, I was able to put in an hour of work. But I was up until midnight.”

Inability to advance within a company or pursue education to develop skills

- “I personally have wanted to go back to school – I’m not completely qualified for the job that I have. I have some skills but I could definitely grow in my position. But it’s just not realistic for me to be able to go to school – even online. . . it’s almost impossible. I’ve taken a few courses and – I took one and I didn’t pass it because I couldn’t get the time in to really study. . . I would love to grow and learn more but it’s difficult to do it while you are working with little ones.”
- “[Before my current job] I worked for a fast food restaurant. And at the time, for the majority of that time, I was single, it was just myself and my children. So, trying to advance from say an hourly manager who can only work Monday through Friday because of childcare needs – I could have potentially gone to assistant manager or to a salaried manager, which would have of course gotten me more income. I would have been able to get more financially stable. But unfortunately because of the childcare needs - there was not weekend availability of childcare. It was not an option for me. I had to stay where I was in my little Monday through Friday, which also affected my bonuses. Because you had to work more hours and be available more time in order to qualify for higher bonuses and higher pay raises, and for even insurance. You have to give them more in order to get more from them, and when you can only offer Monday through Friday from the daycare and school hours . . . you have to choose. Which was why I changed positions, to have a Monday through Friday job and not to feel like the only reason I couldn’t advance was due to childcare obstacles.
- Not able to take a promotion because of hours/demands of job and lack of child care

Lack of access to vouchers or other assistance

- “We make slightly too much for vouchers”
- “When I was a single parent, with the earnings that I had I was able to utilize vouchers. But now that I’m married the dual income puts us over the income for us about any program.”
- “. . . Many times, when you go to social services and ask for help with vouchers, they ask you for many requirements, and sometimes we cannot comply with all of them, and we are left without help.”
- “I am a seasonal worker. When the work season ends, depending on the season, I go to work painting, and I don’t have proof of work because they pay me in cash. I asked the painting boss to write me a letter, and the boss didn’t want to. He doesn’t like it because he knows they will be calling him, ‘bothering’ him to check the information I shared with them.”
- “If I didn’t work at all, I think we would qualify for – at least the voucher program or something that would help us with childcare. . . but it kind of negates needing childcare at that point, and it would drive our income way down. Either way, we’re at a loss.”⁵

“I had the opportunity to go to a Monday through Friday job from the three twelves that I’m doing, but I wasn’t going to have time to sit on a waiting list and find placement for my kid and so it just ended up not being an option for me. Even though it would have been way better for our family life to have weekends off together. There was just no way to work it.”

- Focus Group Participant

⁵ Many parents and their employers had inaccurate or incomplete understandings of eligibility for child care subsidies. In North Carolina, child care assistance is funded by federal and state dollars and administered by counties and is primarily available to income-eligible parents who are working, attempting to find work, or in school or in a job training program.

2. Potential Solutions

We asked, “What has helped you do your best in your job while also being a parent or caregiver?” This question was designed to learn what employer are already doing that is supporting working parents of young children in overcoming some of the challenges outlined above. We also asked employees what kind of support would be helpful that they do not currently have, inviting them to identify new ideas and potential solutions to the challenges. We asked “What would help you as a parent to support your children? What kind of support do you wish you had as a parent?” And followed up with, “What would you change to create a family-friendly workplace/community?” Participants responded as follows:

Caring, Flexible Supervisors

- “I’m really fortunate that my boss is also a mom, and she is super-understanding and really flexible. But every department is different. And if I were working in a different department, it would be a totally different story.”
- “I’ve been in my job for 13 years. And had all three of my kids while I worked there. Me and my husband have always alternated our schedules. They paid for my school to go be promoted and so now I’m the boss and I make those decisions. And the people that I bring in – they have a life, and I understand stuff happens. So I’m the lenient one, I’m the one who says, ‘yeah, go leave, go pick up your kids.’ But I don’t think everyone is as fortunate because companies are focused on their business, not their employees.”
- My boss has helped me a lot. When I have had an emergency with the children, I have been able to go out with the permission of my employer, and I have had no problems.

Flexible Hours; Flexibility

- Offering flexible hours – “daycare hours do not match work hours.”
- Ability to adjust working hours for appointments, sick children, child care provider closings
- Flex time: “If I can leave two hours early on this day can I work an hour extra on these days? It’s not really encouraged where I am now. Making your own hours a little bit more.”
- “Having my employer offer options for scheduling and we were able to pick the one that was best for our family – there were options within a timeframe, you could come in early, work through lunch.”
- Could employers change hours? For example, a tourism-based business or department that could be open fewer days or hours per week in the winter, or a clinic that could operate four days a week instead of five.
- [Employer] “is hiring 45 positions they can’t fill or something insane – all businesses are seeing this. If they had more flexibility, and if they paid better, maybe they wouldn’t have such a tough time finding people.”
- “A little more grace for employees with families. My job operates 24/7 – someone has to be there. So when there’s bad weather I try to pull the individuals who don’t have families, I would be required to be there and I would tell my boss you know, ‘where am I going to take my kids at 5:00 in the morning when it’s snowing outside?’ I understand being fair in the workplace, but also being rational. I mean there’s nobody who’s going to come to my house at 5:00 in the morning when it’s snowing to watch my kids.”
- “Having flexibility at work has helped me a lot. I am a seasonal worker and having flexibility in the schedule helps. Flexible work hours that allow you to leave when you have an emergency or an appointment, especially in seasonal, temporary jobs, help immensely.”
- “The flexibility I have in my work. If I have an emergency, I can confidently tell my employer that I will be late or that I will not be able to arrive that day. I feel that in my work, they support mothers a lot. So that flexibility and ease have helped me enormously to give my best in my job because I can do my best at work and at the same time not neglect my family.”

“I really like my job and I don’t like the thought of leaving my job. But looking for more flexible positions has been something that I’ve done. That’s the reason people are losing employees. There’s more remote options now that offer more flexibility. I think that just needs to be said.”

- Focus Group Participant

Part-Time Positions

- Offering part-time or a 3-day work week that includes benefits
- Having a part time position and having childcare that's a few days a week – “first having a part time position, with benefits would be amazing and then having three days childcare which doesn't exist.”

Expand Paid Parental Leave

- Paid parental leave
- Expand FMLA to all parents with small children – “If everybody was offered six weeks off during the year, they would probably never complain about working. If you could get six weeks paid FMLA per year that you could use for your family, that would be amazing.”
- “Extend maternity leave – in some countries they offer 12 months and allow fathers to also have time off. Better policies for mothers and fathers when children are born versus feeling like you immediately have to come back to work.”



Matching Work Hours to Child Care Hours

- Having a job that is the same as school hours (8:00-3:00 or 8:00-2:30)
- Flexibility with daycare time limits – some have a 9-hour limit
- “I have to take my child to school at 7:30 am, and I can get to work at 8 am. [With some employers] if you have a lot of absences or tardiness, they . . . don't give you any more work.”

Child Care Facilities with Expanded Hours

- “When I think about law enforcement, nurses, teachers, expanded hours – opening before 8:00, later than 4:00 or 5:00 would be helpful.
- For parents who work 12-hour shifts, extending the amount of time that a child can be at child care
- “To have a place where my children are cared for from 7:00am to 5:00pm. . . . I work from 7:30 to 4:00 in the afternoon and that would give me time to pick them up.”

Children Allowed at Work

- Being able to bring my child to work for an hour or two, “usually there's someone who wants to watch them. What would be more helpful is if there was actually someone who was there to watch them.”
- “Kind of like they do at a gym where there is a drop off and there are one or two people there to hang out with the kids while you do what you need to do. A space where you could come when your kids were out of school and they would be safe and you could do your job.”
- “If there's a day when they don't have school and we have work, I'd like to be able to bring my child in and it not be like 'hide him in your office and don't let him out of the room.' We do have supervisors who are willing to work with us, but I'd rather my child be with me than at home alone . . . with my 14-year-old. . . . In order for me to be at work I'm having to leave my 3-year-old at home with my 14-year-old and I'm concerned about it all day.”

Work From Home Option

- When “things were shut down due to COVID, they allowed us to work from home. That was helpful. That is no longer an option now that COVID is not as crazy – unless of course the daycares shut down again. So allowing us to do that for that period of time was very helpful. I could still show up for work and get paid even with the obstacles.”

Additional Sick Time/Leave Time for Children’s Needs

- Offer “hours for family sickness . . . that doesn’t tie into your own personal sick time.”
- “More benefits that would fit the needs of people who have childcare challenges. For example, a pool of leave time for sick kids, or when you miss work because daycare is closed.”
- Offering additional sick time instead of taking personal or vacation time
- “I have friends who work in IT in other countries and they have unlimited PTO.”

On-Site Child Care

- “Could my employer legally have childcare on site? It would be great – I would love that.”
- “. . . if the company where we work had childcare and we could contribute to the payment.”
- I have to take time off when my childcare center is closed for whatever reason. “If we had a daycare at work that would be amazing.”
- “A job that had a childcare service for our children. And even if they deducted something from our check, we would have peace of mind knowing they are close and being cared for.”
- Having a job that has a childcare center would be ideal.

Partnership with Child Care Provider; Designated Spots for Employees

- “Early in the pandemic, the hospital I work for had a partnership for child care. They had a certain amount of spots that were reserved for us that we could take our kids to so that . . . we would have guaranteed childcare so that we could continue to work.”
- “I’ve thought about if there could be some kind of partnership between child care providers and the larger employers in our county to have a certain number of spaces held or prioritized for children of employees from these larger employers like the County or City or School System. All of these places that are hiring, people could actually accept positions because there’s a place for their children to be taken care of.”

Larger Workforce

- “Bring in more people, have more employees so that the business is not in a crunch if someone has to call out from work. It’s unrealistic to think people are not going to have to call out with a sick child. Businesses need to be more practical.”

Subsidies/vouchers/public assistance for families

- “I get vouchers for childcare. If I didn’t get those it would be \$800 a month for my one child to be in daycare and there’s absolutely no way I could afford that. That has been an absolute blessing – especially as a single parent. I had to have that to be able to put him in daycare and to be able to work. . . I pay about half of what it would cost otherwise, and it is a lifesaver. I can’t imagine people who have multiple kids in daycare. How do you even do it? It’s more than your mortgage.”
- Offer more vouchers for daycare (some pay more for childcare than housing)
- Raise income eligibility for assistance – “if daycare costs are still going to be outrageously high, think about higher income limits so more people can use it.”
- “More support for families.”

Support from Employer Finding Child Care

- It isn’t easy to find help and navigate the system. It would be ideal if our work would help us with a letter of recommendation to put our children in daycare.

Free/Universal Child Care

- “Completely free child care”
- “Blue Ridge has free college. You can go to Blue Ridge and not pay a penny to get an education. Which is amazing. So why can we have that but we can’t have daycare that doesn’t cost us an arm and a leg? It seems very backwards to me.”
- “The government could help subsidize the cost as it does with schools.”

Support from Employer Paying for Child Care

- “Employer-provided child care would be helpful.”
- Support from employer to pay for childcare and afterschool, summer programs
- Employer contributions to costs of child care – “that would be beneficial for them as well.”
- Discount for specific child care facility near employer or on-site

Employer Policy Changes

- “An end to policies that make you use all of your vacation time before you can use unpaid leave. That just robs quality time with our families and burns us out so quickly. In the health care field we would never ask our patients to care for themselves like that.”

Increased Wages

- Better pay “jobs that were slightly higher paid have not kept up with wage increases.”
- Opportunity to make more money, receive vouchers, have less financial stress
- Increase pay for higher-level jobs, opportunities to advance
- “. . .balance what we spend for the care of our children and what we earn to cover our needs.”

Elevate and compensate early educators

- “It has to start with the child care centers and child care workers. We face challenges as working parents because our child care workers really are not treated like a profession, it’s more like babysitting. They work long hours, they don’t get vacation, they’re not making any money. If we take better care of child care workers, maybe more people might want to be child care workers. To make it easier for us, first it has to be better for our child care workers.”
- “If they are unhappy, they’re overworked and underpaid, that’s when children get mistreated.”
- Subsidize pay of child care workers and “increase the pay across the board for those workers and that would increase the spots and take some of the stress off of the parents.”

Adjust my immigration status, change policies that affect immigrants and undocumented workers

- Having a work permit would help me a lot.
- Having a driver's license.⁶
- Amnesty for us as farm workers.
- Legalization / Immigration status.
- “Help with complicated requirements” that undocumented families cannot meet
- Opportunities for parents and children to learn English. “As children get older, they need more help. Although there are English classes in the area, the class schedules do not fit our work schedules.”

⁶ Undocumented immigrants cannot obtain a Drivers License in North Carolina.



APPENDIX: EMPLOYEE SURVEY INSTRUMENT

Employee Child Care Demand Survey

Preferred Language/Idioma de Preferencia

(Si desea realizar esta encuesta en español, haga clic en "En español" a continuación)

- ☐ English
- ☐ En Español

Employee Child Care Demand Survey

* Do you have any children in your household between the ages of 0 and 5 years old?

- ☐ Yes
- ☐ No

Employee Child Care Demand Survey

RESPONSES ARE ANONYMOUS.

Individual responses are confidential and will not be shared with employers.

This survey is for employees who are parents or caregivers of children ages 0-5. All questions are focused on children ages 0-5 ONLY unless otherwise specified.

How many children ages 0-5 are you currently raising?

Over the last 12-months, about how many hours per week has your family needed someone other than a member of your household to care for your child(ren) (ages 0-5) while you are at work?

- | | |
|-----------------------------|------------------------------------|
| ☐ 0 | ☐ 21-30 |
| ☐ 1-10 | ☐ 31-40 |
| ☐ 11-20 | ☐ More than 40 |

What days of the week do you need child care so that you can work? Select all that apply.

- ☐ Monday
- ☐ Tuesday
- ☐ Wednesday
- ☐ Thursday
- ☐ Friday
- ☐ Saturday
- ☐ Sunday
- ☐ None of the above

What time do you need to drop your child(ren) ages 0-5 at child care to make it to work on time?

Time

Time		AM/PM
hh	mm	-

What time do you need to pick your child(ren) ages 0-5 up from child care after work?

Time

Time		AM/PM
hh	mm	-

Check all the ways care is currently being provided to your child(ren) ages 0-5 while you are at work. **Check all that apply.**

- ☐ Relative (parent, grandparent, aunt/uncle, etc.)
- ☐ Non-relative (friend, neighbor, etc.)
- ☐ Licensed child care center
- ☐ Licensed family child care home
- ☐ Half-day preschool program (church preschool, etc.)
- ☐ Other (please specify)

Are you satisfied with the child care arrangement you have for your child(ren)?

- ☐ Yes
- ☐ No

Which of the following have you experienced when looking for child care for your child(ren) ages 0 to 5? **Check all that apply.**

- | | |
|---|---|
| ☐ Lack of affordability | ☐ Lack of information about available programs |
| ☐ Lack of availability | ☐ Lack of transportation |
| ☐ Lack of child care near work or home | ☐ Not able to find provider who understands my culture |
| ☐ Lack of child care available for the hours I need it | ☐ Not able to find a provider that speaks my language |
| ☐ Lack of availability for children with disabilities or special needs | ☐ Not able to find a provider I trust |
| ☐ Lack of high-quality care | |

What is the average amount **per week** you pay for child care (please include all children residing in your household)?

- | | |
|---------------------------------|---------------------------------|
| ☐ \$0 | ☐ \$201-300 |
| ☐ \$1-100 | ☐ \$301-400 |
| ☐ \$101-200 | ☐ \$401+ |

Balancing work and family: how often do needs of your children 0-5 and caregiving responsibilities affect . . .

	Never	Sometimes	Often
Punctuality (ability to get to work on time)	☐	☐	☐
Productivity (ability to get my work done)	☐	☐	☐
Morale (having positive feelings at work)	☐	☐	☐
Absenteeism (missing work)	☐	☐	☐
Quality of work	☐	☐	☐
Likelihood of quitting job	☐	☐	☐
Likelihood of being fired	☐	☐	☐

Have you had to take time off from your job or limit your work hours because of any of the following reasons?

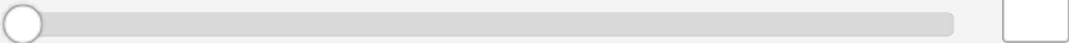
	Have had to take time off	Have had to limit my work hours	Have had to take time off AND limit my work hours	Have NOT had to take time off or limit my work hours
Child is sick	☐	☐	☐	☐
Behavior of child	☐	☐	☐	☐
Child care provider unavailable because of COVID	☐	☐	☐	☐
Child care provider unavailable for weather	☐	☐	☐	☐
Child care provider unavailable for holidays	☐	☐	☐	☐
Child care provider unavailable for other reason	☐	☐	☐	☐

Which of the following would you use for your child(ren) ages 0 to 5 if available to you:

- | | |
|--|--|
| ☐ Full day child care | ☐ Specialized care for child with special needs |
| ☐ Half day child care | ☐ Weekend child care |
| ☐ Drop-in child care | ☐ Back-up/Emergency child care |
| ☐ Evening or Nighttime child care | ☐ Child care for a sick child |
| ☐ 24-hour care | |

How much does your employer/work environment support you in balancing work and family responsibilities?

Not at all supportive	Somewhat supportive	Very supportive	☐
-----------------------	---------------------	-----------------	--------------------------



Check all that you would use if offered by your employer:

- | | |
|---|--|
| ☐ Free seminars on parenting | ☐ Paid sick time to care for sick child |
| ☐ Information on child care options | ☐ Child care program for mildly ill or recovering children of employees |
| ☐ Connections to community resources for child care/parenting support | ☐ Child care center at workplace |
| ☐ Part-time hours | ☐ Financial support towards child care as a benefit |
| ☐ Flexible scheduling to work around child care needs | ☐ Pre-tax dollars plan to pay for child care expenses |
| ☐ Ability to bring child to work | ☐ Spaces reserved for employees |
| ☐ Paid time off following birth, adoption, or placement of a foster child | ☐ Employee discount for child care |
| ☐ Flextime to meet family needs | |
| ☐ (please specify ideas of how your employer can support your caregiving responsibilities) | |

What is your total household income?

- | | |
|---|---|
| ☐ Under \$15,000 | ☐ Between \$75,000 and \$99,999 |
| ☐ Between \$15,000 and \$29,999 | ☐ Between \$100,000 and \$150,000 |
| ☐ Between \$30,000 and \$49,999 | ☐ Over \$150,000 |
| ☐ Between \$50,000 and \$74,999 | |

Which race/ethnicity best describes you?

- | | |
|---|---|
| ☐ American Indian or Alaska Native | ☐ Black or African American |
| ☐ Native Hawaiian or other Pacific Islander | ☐ White |
| ☐ Asian or Asian American | ☐ Bi-Racial or Multiracial |
| ☐ Hispanic or Latino | |
| ☐ Multiple ethnicity/other (please specify) | |

What is your home zip code?

What is the name of the company where you work?

(Responses are anonymous and your individual responses will not be shared with your employer)

Are you interested in participating in a listening session about what support you need as a working parent of a young child? If so, please provide your email address.

(Everyone who participates in a listening session will be compensated at a rate of \$50/hour)

- ☐ No
- ☐ Yes (please provide email address)

Please provide your phone number if you would like to register for a chance to win \$100 - winner will be notified by text.

Make sure to click through to the "complete survey" button and click "complete survey" to submit your responses and register to win \$100.

Employee Child Care Demand Survey

Encuesta sobre la exigencia de empleados para el cuidado infantil

* ¿Tiene niños viviendo en su hogar entre las edades de 0 y 5 años?

- ☐ Sí
- ☐ No

Employee Child Care Demand Survey

Encuesta sobre la exigencia de empleados para el cuidado infantil

LAS RESPUESTAS SON ANÓNIMAS.

Las respuestas individuales son confidenciales y no se compartirán con los empleadores.

Esta encuesta es para empleados que son padres o cuidadores de niños de 0 a 5 años. Las preguntas se centran SOLAMENTE en niños de 0 a 5 años a menos que se especifique lo contrario.

¿Cuántos niños de 0 a 5 años está criando actualmente?

En los últimos 12 meses, ¿cuántas horas por semana ha necesitado su familia de alguien que no sea un miembro de su hogar para cuidar a su(s) hijo(s) (de 0 a 5 años) mientras usted está en el trabajo?

- ☐ 0
- ☐ 1-10
- ☐ 11-20
- ☐ 21-30
- ☐ 31-40
- ☐ Más de 40

¿Qué días de la semana necesita cuidado de niños para poder trabajar? Seleccione todo lo que corresponda.

- ☐ Lunes
- ☐ Martes
- ☐ Miércoles
- ☐ Jueves
- ☐ Viernes
- ☐ Sábado
- ☐ Domingo
- ☐ Ninguno de los anteriores

¿A qué hora necesita dejar a su(s) hijo(s) de 0 a 5 años en el cuidado infantil para llegar al trabajo a tiempo?

Hora

Time

AM/PM

hh

mm

-

¿A qué hora necesita recoger a su(s) hijo(s) de 0 a 5 años de edad del cuidado infantil después del trabajo?

Hora

Time

AM/PM

hh

mm

-

Marque todas las formas en que se le brinda cuidado a su(s) hijo(s) de 0 a 5 años mientras usted está en el trabajo. **Marque todo lo que corresponda.**

- ☐ Un Pariente (padre, madre, abuelo/a, tío/a, etc.)
- ☐ Alguien sin ningún parentesco (amigo/a, vecino/a, etc.)
- ☐ Centro de cuidado infantil con licencia
- ☐ Hogar de cuidado infantil familiar con licencia
- ☐ Programa preescolar de medio día (un programa preescolar de la iglesia, etc.)
- ☐ Otros (especifique)

¿Está satisfecho con el arreglo del cuidado de niños que tiene para su(s) hijo(s)?

- ☐ Sí
- ☐ No

¿Cuál de los siguientes ha experimentado al buscar cuidado infantil para su(s) hijo(s) de 0 a 5 años? **Marque todo lo que corresponda.**

- | | |
|---|--|
| ☐ Falta de asequibilidad/accesibilidad | ☐ Falta de información sobre los programas disponibles |
| ☐ Falta de disponibilidad | ☐ Falta de transporte |
| ☐ Falta de cuidado infantil cerca del trabajo o del hogar | ☐ No puede encontrar a un proveedor que entienda su cultura |
| ☐ Falta de cuidado infantil disponible durante las horas en que lo necesita | ☐ No puede encontrar a un proveedor que hable su idioma |
| ☐ Falta de disponibilidad para niños con discapacidades o necesidades especiales | ☐ No puede encontrar a un proveedor en quien confíe |
| ☐ Falta de atención/cuidado de alta calidad | |

¿Cuál es la cantidad promedio por semana que paga por el cuidado infantil (incluya a todos los niños que residen en su hogar)?

- | | |
|---------------------------------|---------------------------------|
| ☐ \$0 | ☐ \$201-300 |
| ☐ \$1-100 | ☐ \$301-400 |
| ☐ \$101-200 | ☐ \$401+ |

Equilibrando el trabajo y la familia: con qué frecuencia las necesidades de sus hijos de 0 a 5 años y las responsabilidades de cuidado afectan a....

	Nunca	A veces	Frecuentemente
La puntualidad (capacidad de llegar al trabajo a tiempo)	☐	☐	☐
La productividad (capacidad de hacer su trabajo)	☐	☐	☐
La moral (tener sentimientos positivos en el trabajo)	☐	☐	☐
El absentismo (falta de trabajo)	☐	☐	☐
La calidad del trabajo	☐	☐	☐
La probabilidad de dejar el trabajo	☐	☐	☐
La probabilidad de ser despedido	☐	☐	☐

Ha tenido que tomarse un tiempo libre de su trabajo o limitar sus horas de trabajo debido a alguna de las siguientes razones?

	Ha tenido que tomarse un tiempo libre	Ha tenido que limitar sus horas de trabajo	Ha tenido que tomarse un tiempo libre Y limitar sus	NO ha tenido que tomarse un tiempo libre o limit
Su niño se enfermó	☐	☐	☐	☐
Debido al comportamiento del niño	☐	☐	☐	☐
Su proveedor de cuidado infantil no está disponible por cuestiones de COVID	☐	☐	☐	☐
Su proveedor de cuidado infantil no está disponible por cuestiones del clima	☐	☐	☐	☐
Su proveedor de cuidado infantil no está disponible por estar de vacaciones	☐	☐	☐	☐
Su proveedor de cuidado infantil no está disponible por otra razón	☐	☐	☐	☐

¿Cuál de los siguientes usaría para su(s) hijo(s) de 0 a 5 años si estuviera disponible para usted?

- ☐ Cuidado infantil de día completo
- ☐ Atención especializada para niños con necesidades especiales
- ☐ Cuidado infantil de medio día
- ☐ Cuidado infantil del fin de semana
- ☐ Cuidado infantil sin cita previa
- ☐ Respaldo/Cuidado infantil de emergencia
- ☐ Cuidado infantil por las tardes o nocturno
- ☐ Cuidado infantil cuando el niño está enfermo
- ☐ Atención las 24 horas

¿Cuánto lo apoya su empleador/trabajo para equilibrar las responsabilidades laborales y familiares?

Nada de apoyo

Algo de apoyo

Mucho apoyo

Verifique todo lo que usaría si su empleador le ofreciera lo siguiente:

- ☐ Seminarios gratuitos sobre la crianza de los hijos
- ☐ Licencia por enfermedad pagada para cuidar de un niño enfermo
- ☐ Información sobre las opciones de cuidado infantil
- ☐ Programa de cuidado infantil para los hijos de empleados, quienes se encuentran levemente enfermos o en recuperación
- ☐ Conexiones con recursos comunitarios para el cuidado infantil/apoyo para los padres
- ☐ Centro de cuidado infantil en el lugar de trabajo
- ☐ Horas a tiempo parcial
- ☐ Apoyo financiero para el cuidado infantil como beneficio
- ☐ Programación flexible para evitar las necesidades de cuidado infantil
- ☐ Paquetes de dinero antes de los impuestos para pagar los gastos de cuidado infantil
- ☐ Permiso para llevar al niño al trabajo
- ☐ Tener espacios reservados para los empleados
- ☐ Tiempo libre pagado después del parto, apoyo con adopción o colocación de un niño de crianza temporal
- ☐ Descuento para cuidado de niños de los empleados
- ☐ Horario flexible para satisfacer las necesidades de la familia
- ☐ (especifique ideas de cómo su empleador puede apoyar sus responsabilidades de cuidado)

¿Cuál es el ingreso total de su hogar?

- ☐ Menos de \$15,000

☐ Entre \$75,000 y \$99,999
- ☐ Entre \$15,000 y \$29,999

☐ Entre \$100,000 y \$150,000
- ☐ Entre \$30,000 y \$49,999

☐ Más de \$150,000
- ☐ Entre \$50,000 y \$74,999

¿Cuál raza/etnia lo describe mejor?

- | | |
|---|--|
| ☐ Indio americano o nativo de Alaska | ☐ Negro o Afroamericano |
| ☐ Hawaiano nativo o de otra isla del Pacífico | ☐ Blanco |
| ☐ Asiático o Asiático Americano | ☐ Birracial o multirracial |
| ☐ Hispano o Latino | |
| ☐ Etnia múltiple/otra (especifique) | |

¿Cuál es el código postal de su casa?

¿Cuál es el nombre de la empresa donde trabaja?

(Las respuestas son anónimas y sus respuestas individuales no se compartirán con su empleador)

¿Está interesado en participar en una sesión de escucha sobre qué apoyo necesita como padre trabajador de un niño pequeño? De ser así, proporcione su dirección de correo electrónico.

Todos los que participen en una sesión de escucha serán compensados con \$50 por hora.

- ☐ No
- ☐ Sí (proporcione la dirección de correo electrónico)

Proporcione su número de teléfono si desea registrarse para tener la oportunidad de ganar 100 dólares - el ganador será notificado por mensaje de texto.

Asegúrese de hacer clic en "Complete Survey" a continuación para enviar sus respuestas.