



# Child Care Benefits Journey Map for Employers

**Supporting Your Workforce.  
Strengthening Your Business.**

**Last Updated: May 23rd 2025**

**PHASE 1**

## Understand the Business Case

**PHASE 2**

## Assess Workforce Needs

**PHASE 3**

## Explore Solutions

**PHASE 4**

## Plan Internal and External Socialization

**PHASE 5**

## Measure the ROI



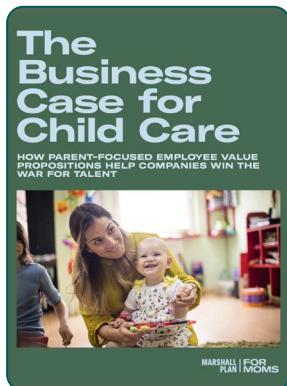
# Phase 1: Understand the Business Case

**Objective:** Build internal awareness that child care creates positive business outcomes for employers and employees.

**Timeframe:** 1-2 days

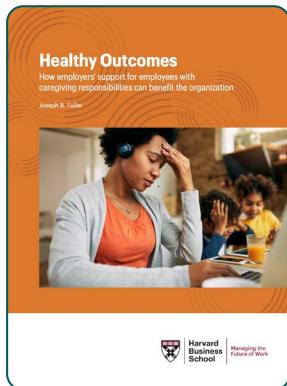
**Why is this important?** Like any business decision, understanding the benefit is a critical component to corporate buy-in. The resources below outline credible research that supports child care as a wise business investment.

## Top Resources



### The Business Case for Child Care Report

**Care Report:** Published in May 2022, this groundbreaking report by Moms First and McKinsey & Company made the business case for child care and launched the National Business Coalition for Child Care. Within this report, you'll find research and stats that articulate the benefits of providing child care to your company's employees and recommendations on where to start when you're ready to create child care benefits.



The Healthy Outcomes report by Harvard Business School outlines how employer-sponsored child care and family benefits contribute directly to healthier business outcomes; including improved retention, reduced absenteeism, and increased productivity. Drawing from real employer examples, the report makes a compelling economic case for investing in child care as a workforce strategy.

## Reflection

**How could child care create value for my specific business and workforce?** Reflecting on the following questions can help you prepare for the next step:

- Is there a specific business symptom we are hoping child care will solve? Retention? Absenteeism? Gender advancement?
- What is the company's workforce like? Are most employees salaried or hourly? Do they work traditional or nontraditional/shift hours? (Spoiler: You will find out more about their needs in the next steps!)
- How many employees can the company serve? Would the company roll out all benefits at once or a phased approach? Is there a specific group that we could test with a pilot program to gain more insights?
- Does the company have the capacity to build/administer benefits or would we be looking for a third party?

# Phase 2: Assess Workforce Needs

**Objective:** Understand how care responsibilities affect your employees and what would help them most.

**Timeframe:** 2 weeks

**Why is this important?** No one knows their needs better than the workforce. And there might be different employee types in the workforce (i.e. frontline vs corporate) with distinctly different needs. By conducting a survey, the company lays the groundwork for programming by understanding what benefits will be most meaningful to associates, therefore improving the ROI.

## Key Actions:

Collect data on employee needs through a survey

## Top Resources:

### Sample survey set up and questions

**APPENDIX B**

**HOW TO CONDUCT A CHILDCARE NEEDS ASSESSMENT**

**WHERE TO START**

Begin with a voluntary and anonymous survey to collect hard data about employees' sentiments and needs. If possible, also conduct focus groups or more expansive "Employee Voice Sessions" to dive deeper into attitudes, expectations, and behaviors related to childcare. Anonymized anecdotes elicited there can be a powerful means of communicating childcare challenges and needs with decision makers.

**WHO TO SURVEY**

Option 1: Survey employees caring for a child  
Option 2: Survey employees caring for a child OR who plan to do so in the near future  
Option 3: Survey employees caring for a child, those who plan to care for a child in the near future, and a random general population set

**Use Case:** Can be used to assess existing needs  
**Use Case:** Can be used to assess both existing needs and near future needs  
**Use Case:** Assesses existing and near-term needs but also provides an idea of how provision of services would affect general perception and behaviors toward the company

**HOW TO INCENTIVIZE PARTICIPATION**

Set an example: Executive team members should publicly express the need to learn more about childcare needs via this survey and can share a personal story about the importance of childcare, if applicable. Buy-in from the top is essential to motivating employee participation.

Make surveys anonymous: If possible, use a third party to host the survey or run an anonymous focus group to create an additional layer of distance between the survey and the comments of the employees, which can help garner more honest feedback.

Leverage employee resource groups (ERGs): ERG events can be a good forum to which to collect feedback from caregivers in a setting where they feel comfortable. ERG members can get the word out and enlist coworkers to participate in focus groups or complete the survey.

**WHAT TO DO WITH RESULTS**

Key findings should be shared with decisionmakers and staff, as relevant, with a corresponding action plan to address opportunities to close gaps revealed by the data. This leads to a sense of transparency with employees and holds the company accountable for progress on solutions.

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## Reflection

**What is my workforce telling me would be the most helpful?**  
Reflecting on the following questions can help you prepare for the next step:

- Is my workforce struggling with child care, elder care or both?
- Is cost, access or proximity most challenging?
- Are care needs year round or seasonal?
- If associates don't have care needs today, is there an indication that they might be needed down the road?

**APPENDIX B**

**HOW TO CONDUCT A CHILDCARE NEEDS ASSESSMENT**

**SAMPLE SURVEY QUESTIONS**

1. Do you have, or do you hope to have, children while working here?  
 a. I currently have children.  
 b. Yes, I hope to have children while working here.  
 (Skip to Question 8.)  
 c. No, I do not currently have children; nor do I plan to have any while working here. (Please only answer question 10.)

2. If you answered 'yes' to Question 1, what is the age range of your children? (Please fill in all that apply.)  
 a. 0-2  
 b. 3-5  
 c. 5-12  
 d. 13-15  
 e. 16-18

3. Are you currently paying for childcare services?  
 a. Yes, I am currently paying for childcare services.  
 b. No, I am not currently paying for childcare services.  
 c. No, I am not paying for childcare services, but I would want to plan to in the next year.  
 d. No, I am not paying for childcare services, and I do not want to plan to in the next year.

4. Pre-pandemic, did you consider any of the following due to a lack of childcare services benefits offered at your company?  
 a. Leaving the company  
 b. Cutting back on work hours  
 c. No

5. Since the onset of the pandemic, have you considered any of the following due to insufficient childcare services benefits offered at your company?  
 a. Leaving the company  
 b. Cutting back on work hours  
 c. No

6. Since the onset of the pandemic, did you ever experience reduced productivity at work due to a lack of childcare services benefits offered?  
 a. Yes  
 b. No  
 c. Why or why not?

7. Since the onset of the pandemic, have you experienced reduced productivity at work due to a lack of childcare services benefits offered?  
 a. Yes  
 b. No  
 c. Why or why not?

8. If you are paying or plan to pay for childcare services, is the cost of care so high you may consider leaving the workforce?  
 a. Yes  
 b. No  
 c. I am currently not paying or not planning to pay for childcare services

9. How would you rate the childcare related benefits offered by the company?  
 a. Insufficient  
 b. Adequate  
 c. More than adequate

10. Thinking about employees at this company as a whole, to what extent do you believe more company-provided childcare benefits would impact each of the following? (Rank each on a scale of 1 to 5 with 1 = Very Little Extent and 5 = Very Large Extent.)  
 a. Quality of work  
 b. Employee retention  
 c. Reputation  
 d. Productivity  
 e. Recruitment  
 f. Other (Please specify)

11. What childcare benefits would most help you? (Select up to five.)  
 a. Direct stipend to support childcare of my choice  
 b. Employer-subsidized childcare center near my home  
 c. Employer-subsidized childcare center near my work location  
 d. Funding/increased funding for backup (emergency) childcare  
 e. Parental leave/increased parental leave  
 f. Option to gradually phase back into full-time work after parental leave  
 g. After-school care (between the hours of 3 and 6 pm)  
 h. Extended hour care (between the hours of 6 pm and 8 am)  
 i. Summer care  
 j. Tutoring  
 k. Childcare resource and referral support  
 m. More flexible work schedule  
 n. More flexible work location  
 o. Other

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# Phase 3:

## Explore Solutions

**Objective:** Match your workforce needs to scalable benefit solutions.

**Timeframe:** 1 month

**Why is this important?** Deciding how to administer your benefits can be a big commitment. For a straightforward benefit like a monthly or annual stipend, your business might be able to manage this internally, though there are providers who can do this as well. For benefits like search and referral or partnerships with child care centers, a provider is likely needed. Moms First has direct relationships with many providers and would be glad to help you explore your options once you've narrowed down your needs.

Child care solutions exist for **all companies**, no matter the size.

Discover how the **Employer Child Care Navigator** is helping businesses like yours identify personalized child care support solutions.

## Key Actions:

- Review Moms First's Innovator Profiles to see which providers could be a good fit.
- Take [Employer Navigator Toolkit Questionnaire](#) to understand options suitable for you (It only takes 3 minutes!)
- Enter a contract with a provider that best serves your needs

## Top Resources:

- [M1 Innovator Partners](#):
- [National Vendor Directory](#):  
Executives Partnering to Invest in Children (EPIC) and the U.S. Chamber of Commerce Foundation have partnered to streamline employer access to information about child care solutions. Use the vendor directory to find partners that implement the solutions most relevant to your organization.

## Reflection

**What type of benefit and provider would serve my business best?** Reflecting on the following questions can help you prepare for the next step:

- Am I looking for a provider that will administer the benefit end to end? Is the company able to handle some of the benefit management internally?
- What benefits and providers are within my target budget?
- Can this benefit/provider serve multiple locations, if needed?

## Phase 4: Plan Internal and External Socialization

**Objective:** Share this exciting new benefit with employees and external stakeholders through planned communication moments.

**Why is this important?** Associates have typically responded very favorably to child care policies! However, the first step is letting them know about the new offering. Internal and external communications are important for informing associates about the upcoming changes. Externally, it is a positive press moment to share.



# Phase 5: Measure the ROI

**Objective:** Track the impact and value of your investment to enhance storytelling, engage in advocacy and justify the benefit.

**Timeframe:** 1.5 months

**Why is this important?** Measuring your ROI through Moms First's ROI calculator can help you quantify tangible outcomes and understand the impacts on your business. This can help you make decisions about the scale of your program and where more or less investment benefits your bottom line. It can encourage other businesses to pay attention to child care through case studies or other sharing opportunities.

## Key Actions:

- Read [Moms First and BCG's report, The Benefit That Pays For Itself](#) to understand how others have used this tool
- Use a simple ROI calculator
- Collect qualitative employee stories when possible



## Reflection

**What has our business learned throughout the process of offering a care benefit?** Reflecting on the following questions and sharing your story can help OTHERS learn:

- Was adopting a care benefit an advantage for our company? What are some quantitative and qualitative examples?
- What changes have I seen in my workforce since offering this support?
- Would our company be willing to share our story with others? Or advocate for better care support for all employees? If yes, please reach out to Moms First and we'll find a way to amplify your story!

## Top Resources:

- [ROI Measurement Guide + Calculator](#): In 2023 Moms First and Boston Consulting Group worked to document the return on investment when companies invest in child care benefits for their employees. This report underscores the undeniable correlation between robust child care benefits and a thriving workforce, highlighting how companies stand to gain immensely from investing in the well-being of working parents.

# MOMS FIRST

For more information on corporate sponsorship and giving, contact Atossa Movahedi, Director of Development, [atossa@momsfirst.us](mailto:atossa@momsfirst.us).

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