Leadership Series: *BE INSPIRED!*

Session II

Look Beyond Recruitment:
Successful Retention Strategies to Reduce Staff Turnover!

Brought to you by:

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Our presenters

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Today's Objectives

DISCOVER
Discover the difference between staff turnover and staff retention.

ESTABLISH
Establish the true cost of turnover.

EXPLORE
Explore multiple successful staff retention strategies.

Staff Recruitment

Hiring the right staff ♦ Resources ♦ Setting the stage

WE ARE HIRING

Turnover

"People left their employers at the fastest pace in 16 years. Federal government data reveals that **3.22 million Americans said, "I quit"** in January 2018. This was up 11% from the previous January, and was the nation's single highest monthly quit count since 2001."

-Harvard Business Review

Early Childhood Programs

The term **'employee turnover rate'** refers to the percentage of employees who leave an organization during a certain period of time. People usually include voluntary resignations, dismissals, non certifications and retirements in their turnover calculations.

Turnover in Early Childhood Programs 30%-40%	What makes ECE programs different from other businesses?

The Cost of Turnover

The Cost of Turnover
Forbes estimates the cost of turnover to be between **30-50%** of the annual salary of a low paying position

$8.00 per hour

- $8.00 X 40 hours per week = $320 per month
- $320 X 50 weeks a year = $16,000 annual salary
- 30% of $16,000 = **$4,800**

Real Cost of Turnover

- Hiring
- Training
- Productivity Loss
- Staff Impact
- Loss of Families
- Impact on Children

- Review hiring records
- Document reason for leaving
- Establish turnover reporting
- Perform exit interviews

Retention

Employee retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain the employees in their workforce. In this sense, retention becomes the strategies rather than the outcome.

Retention is Not a One Time Event

Hiring	Orientation
• Advertisements • Social Media • The Interview • Expectations	• First day - Welcome • Orientation • Training • Probation • Expectations

Ongoing Feedback	The Workplace
• Evaluations • Observations • Frequent • Expectations	• Atmosphere • Celebrate • Listen! • Awards / Rewards • Attach to goals/ expectations

Why Create Retention Plans?

Critical to hiring and retention

Reduce turnover and related costs

Impacts productivity and child outcomes

Strategies for Retention

Before First day of work

First day of work

Orientation

Professional Learning

Evaluation

Bonuses / Benefits

Staff Appreciation

Before the First Day of Work

Introductory letters to the families and staff.

First Day of Work

How to Make Your New Employee's First Day a Huge Success

1. Introductions
2. Prepare your team
3. Have a plan

Orientation / Onboarding

Target goals

Celebrate the new hire

Make new hire productive

Not boring, rushed or ineffective

Feedback and continuous improvement

Professional Learning

Developing a Plan

- When do you develop a plan?
- What is included in a plan?
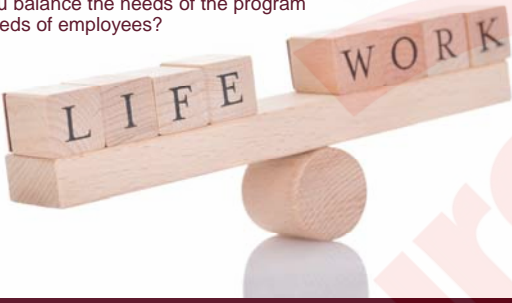
Coaching and Mentoring

What is coaching?

What is mentoring?

Evaluation

- Goal
- Implementation
- Results

How do you balance the needs of the program with the needs of employees?

Succession Planning

What is succession planning?

Why is it beneficial?

How is it implemented?

Career Goals

- What aspect of your job gives you the greatest satisfaction?
- What aspect of your job is most frustrating?
- What keeps you from being as effective as you would like to be in your job?
- If you had the power to change one thing about your job, what would you change?
- What do you see yourself doing five years from now?
- What new skills or knowledge would you like to learn this year?

If Your Employee Is Not a Good Fit

- Be clear with expectations
- Be brave and direct
- Document issues
- Written improvement plan
- Help with any training, document progress
- If it isn't working, end the relationship quickly

Review Policies

How do you work with your management to review hiring, retention policies?

Do you tie staff evaluations into the retention picture?

How do you implement changes?

Bonuses / Benefits

What can a program do to help beyond compensation?

- Bonus or other rewards
- Continuing Education
- Rewards for existing staff
- Building a sense of community

Staff Appreciation

"Only one in three workers in the U.S. strongly agree that they received recognition or praise for doing good work in the past seven days."

— Gallup, *Employee Recognition: Low Cost, High Impact*

Keys to Success

- Staff appreciation = staff engagement = staff retention
- How does your staff prefer to be appreciated?
- Tool: The 5 Languages of Appreciation in the Workplace by Gary Chapman

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What is your Business Love Language?

ACTS OF SERVICE
- Help in the classroom
- Keep supplies full
- Change diapers

QUALITY TIME
- Greet faculty in the mornings
- Commit to a regular meeting schedule

Business Love Language
Service? Time?

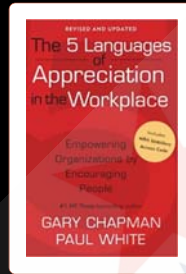What is your Business Love Language?

GIFTS
- Small gift on payday
- Schedule providing appropriate breaks and planning time

WORDS OF AFFIRMATION
- Face-to-face feedback
- Leave unexpected notes

Business Love Language
Gifts? Affirmations?

Principals of Languages of Appreciation

- There are different ways to communicate appreciation and encouragement to others.
- An individual will value a certain language more than another.
- The most effective communication of appreciation and encouragement occurs when the message is sent in the language of appreciation most valued by the receiver.
- Message of appreciation and encouragement in languages not valued by the recipient will tend to miss the mark.

REVISED AND UPDATED

The 5 Languages of **Appreciation** in the Workplace

Empowering Organizations by Encouraging People

GARY CHAPMAN
PAUL WHITE

http://www.appreciationnetwork.com/

Stay Conversations

WHAT?
What are Stay Conversations?

Why?
Why are Stay Conversations important?

When?
How often should Stay Conversations take place?

Involving Board Members
In Staff Retention

Resources

1. Johnsen, Jessica, and Lisa Sadar. "The True Cost of Employee Turnover - Child Care Marketing Articles and News, Child Care Online Marketing, Staff Development, Teachers and Staff as Professionals, Uncategorized." *Child Care Marketing Solutions*, 2 June 2016, www.childcare-marketing.com/child-care-marketing-blog/true-cost-employee-turnover/.

2. Chapman, Gary D., and Paul E. White. *The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People.* Northfield Pub., 2012. http://www.appreciationnetwork.com/

NEXT webinar

Solve 5 Common Relationship Barriers Through Effective Communication Approaches

**Thursday, November 8, 2018
1:30-2:30 PM Eastern Time**

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NEW

The Virginia Early Childhood Administrator Professional Credential (VA-ECAP)

ONLINE CREDENTIALING PROGRAM

The program is a joint offering with Northern Virginia Community College (NOVA) that is recognized by NAEYC. Participants earn a combination of credit hours and CEUs.
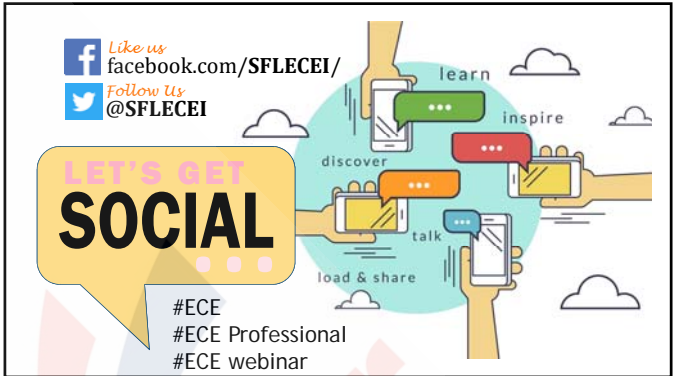
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