



Reducing staff turnover and increasing job satisfaction, loyalty, and productivity depend on a favorable workplace. Try a few of these and see what happens!

Employee-Oriented Environment

Create an environment that clearly tells employees that they are welcome and valued. Some ideas:

- An employee lounge/ break room
- Functional workspaces with necessary tools, equipment, and supplies
- Open-door policy to manager’s office
- Occasional employee functions

Job Description/ Standard Operating Procedures

Employees who have clear information about what they are supposed to be doing, and how to do it creates stability and security. Some ideas:

- Each position in the company must have a job description, and reviewed upon hire, and during performance reviews
- Standard Operating Procedures describe how tasks are expected to be done. This helps to maintain standards and can be used during training and re-training

Hiring Practices

- Involve current employees in the hiring process, as is appropriate for the position, like try out days or participation in interviews
- Use the same hiring procedures/ payroll scale for all new hires

Training Opportunities

- Provide regular and relevant training opportunities for your employees. Short workshops are great!
- Use specialists in your field to present training to your employees
- Create annual professional development plans to build skills and develop talent

Decision-Making Involvement

- Use staff meetings and one-on-one meetings to open up your decision-making process. Teachers should be allowed to participate in the decisions that directly affect their daily lives in the classroom
- Set parameters for the involvement in decision making, and initially, provide several choices and ideas for teachers to consider.

Incentive-Based Goals

Create incentives that are meaningful to the group as a whole, and to individuals specifically. If you have a Teacher of the Month program, make sure the criteria are clear and the ‘prize’ is valuable to each. This may mean having a choice. If a great parking spot is the prize, but the winner doesn’t drive to work, then that is not an incentive!

- Incentives/ prizes/ rewards should not be awarded for simply ‘doing the job’ as described in the job description.
- Incentives should motivate teachers to go above and beyond and should not be linked to pay increases.
- Consider rewards that are meaningful to the individual, and vary throughout the school year

Ratios

While it can be/ is impossible to change ratios in your program, you are able to do things to alleviate the stress teachers feel throughout the day when working with large groups of children.

- Use your floaters wisely. Train them in being HELPFUL in the classroom, and not simply stepping in to give breaks. Send them in to be an additional pair of hands in crucially busy times in classrooms.
- Be available during ‘Hot Times’. Management teams who are visible and available during the pre- and post nap times, diapering & toilet times to support, motivate, coach, and even lend a hand (on occasion) show the classroom staff that they are not alone.
- Avoid shuffling children from classroom to classroom to maintain ratios in a random manner. If you do need to do this, discuss with each teacher that this will happen, how it will happen, and when. This allows the teachers to get ready for the transitions and the children coming in.

Management Connection

One of the top ten reasons teachers move on is because they feel that they are unsupported and invisible to their managers. Build a strong management connection that is professional and supportive, but does not create dependence or overly-familiarity:

- Be available in a planned way. You can schedule times into your daily schedule for staff to ‘chat’ with you, so that you are not always at the mercy of everyone’s need for attention.
- Have regular, scheduled one-on-one meetings with every staff member who reports to you. Create an agenda for these meetings, and spend time really talking through work-related topics
- Find opportunities for teachers to problem-solve their own needs. Don’t spend time taking supplies to classrooms whenever you are called. Coach staff continuously – this helps them do better at their jobs, and stops you from doing it for them.