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A national campaign from the  
 Office of Head Start

**Safe Foundations,  
 Healthy Futures**



**Systems to Recruit and Retain  
 RESPONSIVE Staff**  
 March 20, 2019

*Safe Children, Thriving Staff, Strong Programs*

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Let's Take a Look Back... 

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### What We Mean by a Culture of Safety



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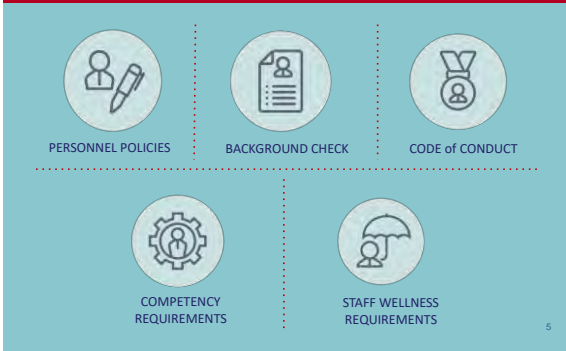
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### Strengthening Human Resources – 1302 Subpart I



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### What Is RESPONSIVE?



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Let's Reflect 



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Let's Chat 



**Talent Acquisition and Recruitment**

- Review the handout
- Circle the recruitment or talent acquisition statement that "caused you pause" or was an "aha moment" for you
- Write at least one of your choices in the chat

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Poll: Recruiting Metrics 



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### Exercise: Possible Ideas for Recruiting

Data and Evaluation Results	Change Made	Other Possible Changes
Newly recruited employees who quit said they did not understand what the job involved.	Target individuals who previously worked for the organization or who worked in a similar job to provide a realistic job preview.	

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### Exercise: Possible Ideas for Recruiting

Data and Evaluation Results	Change Made	Other Possible Changes
Several applicants withdrew during the recruitment process.	Start the recruitment process earlier, and make timely job offers.	

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### Re-Recruit Your Workforce

#### Personal Support / Emotional Strategies

Instill a positive culture

Create better work/life balance (aka lower stress)

Communicate

Show appreciation for achieving program goals

Make employees feel valued

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MORE...Re-Recruit Your Workforce 

**Professional Support/  
Career Strategies**

- Training .....
- Coaching/  
feedback .....
- Mentoring .....
- Provide growth  
opportunities .....



Foster trust and confidence in senior leaders<sup>13</sup>

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“The old adage about people being your greatest asset is not true. People aren’t your greatest asset. The *right* people are!”  
—Jim Collins,  
Author of *Good to Great*



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Check-In 



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Employee Engagement and Retention 



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Let's Chat 



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Reasons for Staff Retention and Engagement 



"People will forget what you said, people will forget what you did, but people will never forget how you made them feel."  
— Maya Angelou

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### 7 Major Reasons for Staff Turnover



- 1. THE JOB IS NOT WHAT THEY EXPECTED** 
- 2. MISMATCH BETWEEN THE JOB AND PERSON** 
- 3. TOO LITTLE COACHING AND FEEDBACK** 
- 4. TOO FEW GROWTH OPPORTUNITIES** 
- 5. FEELS DEVALUED/ UNRECOGNIZED** 
- 6. DISLIKE STRESS AND WORK/ LIFE IMBALANCE** 
- 7. LOSS OF CONFIDENCE IN SENIOR LEADERS** 

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### Major Retention Drivers



- 1. Exciting / challenging work**
- 2. Career growth, learning, and development**
- 3. Working with great people / being part of a team**
- 4. Being valued and respected**
- 5. Great boss / supportive manager**

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### One Key to Staff Retention



**Priority One: Hire the Right People**



- Clear job descriptions and expectations
- Focus on career-minded, not job-oriented
- Embrace the mission
- Check for cultural compatibility
- Hire from within and through referral

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Child  
Family  
Teacher  
Supervisor  
Director

*"Treat others as you would have others treat others."  
— Jeree H. Pawl, Ph.D., Clinical Professor and  
Past Board Member of ZERO TO THREE*

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Let's Talk 

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Questions and Comments 

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