

Strategies for Engaging and Retaining Talented Employees

MASA Spring Conference 2019

8:30 am Malaga Room

Laura Nelson
Deputy Superintendent



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FOR a lifetime of success.

Focusing Questions

1. Why is employee retention is a growing concern for school leaders throughout our state and nation?
2. How do we retain our talented staff in a climate of increased competition for talent?
3. How do we create a working environment that people don't want to leave
4. What are **research-based key drivers** of employee engagement and aligned **strategies to build employee engagement**?

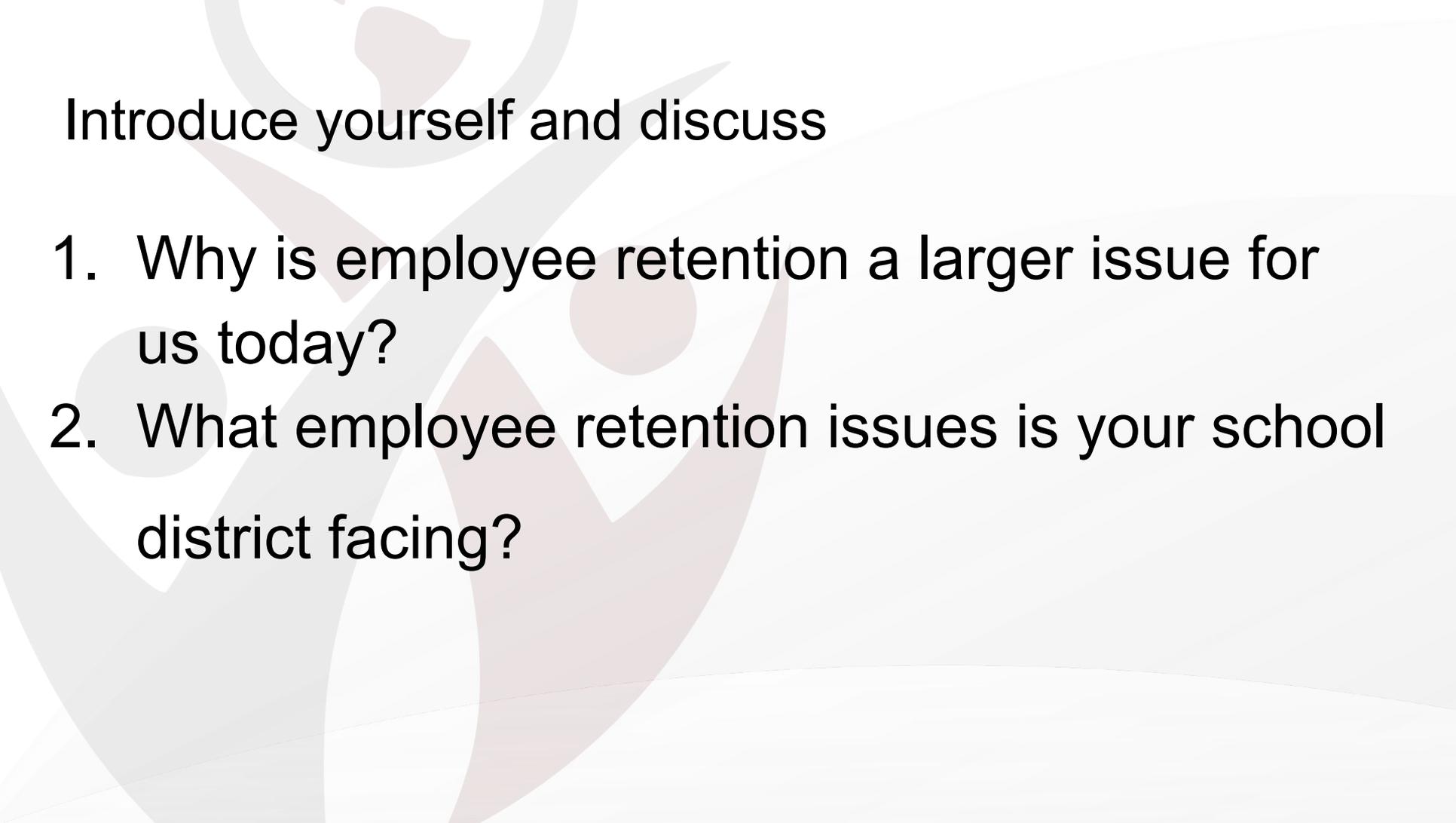
Who we are

- Location
- 80%(+)ish locally funded
- FRL 53%
- Enrollment 2,000(+) PK-12
- Commitment to mission
- Partnerships
- Impact of recent events



Session Goals

1. Participants will be able to identify 4 key drivers of employee engagement that positively impact employee retention.
2. Participants will learn strategies to build employee engagement that align with the four key drivers.

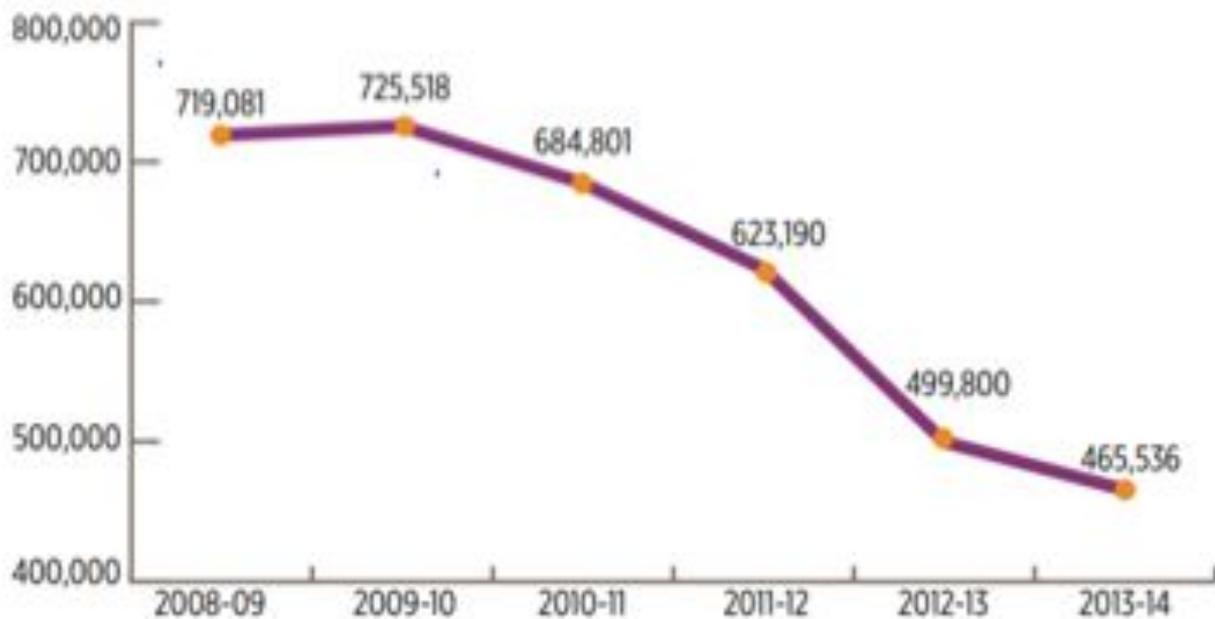


Introduce yourself and discuss

1. Why is employee retention a larger issue for us today?
2. What employee retention issues is your school district facing?

FEWER ENTERING THE TEACHING PROFESSION

ENROLLMENT IN TEACHER PREPARATION PROGRAMS: 2008-2009 THROUGH 2013-2014



More leaving the teaching profession

1. Teachers are leaving their jobs for other careers at a rate that has grown steadily over the last three years.
2. Educators aged 25-34 are the largest cohort of existing teachers leaving the profession.
 - 29% of teachers left for personal reasons such as relocation or health reasons.
 - Of the remaining teachers who left for job-related reasons, 16% were terminated involuntarily and 84% left voluntarily.
3. Turnover can cost an organization anywhere from one half to 5 times the employee's salary.

Employee Engagement Defined

The extent of workforce members'

EMOTIONAL and INTELLECTUAL

commitment

to accomplishing your organization's work, mission and vision.

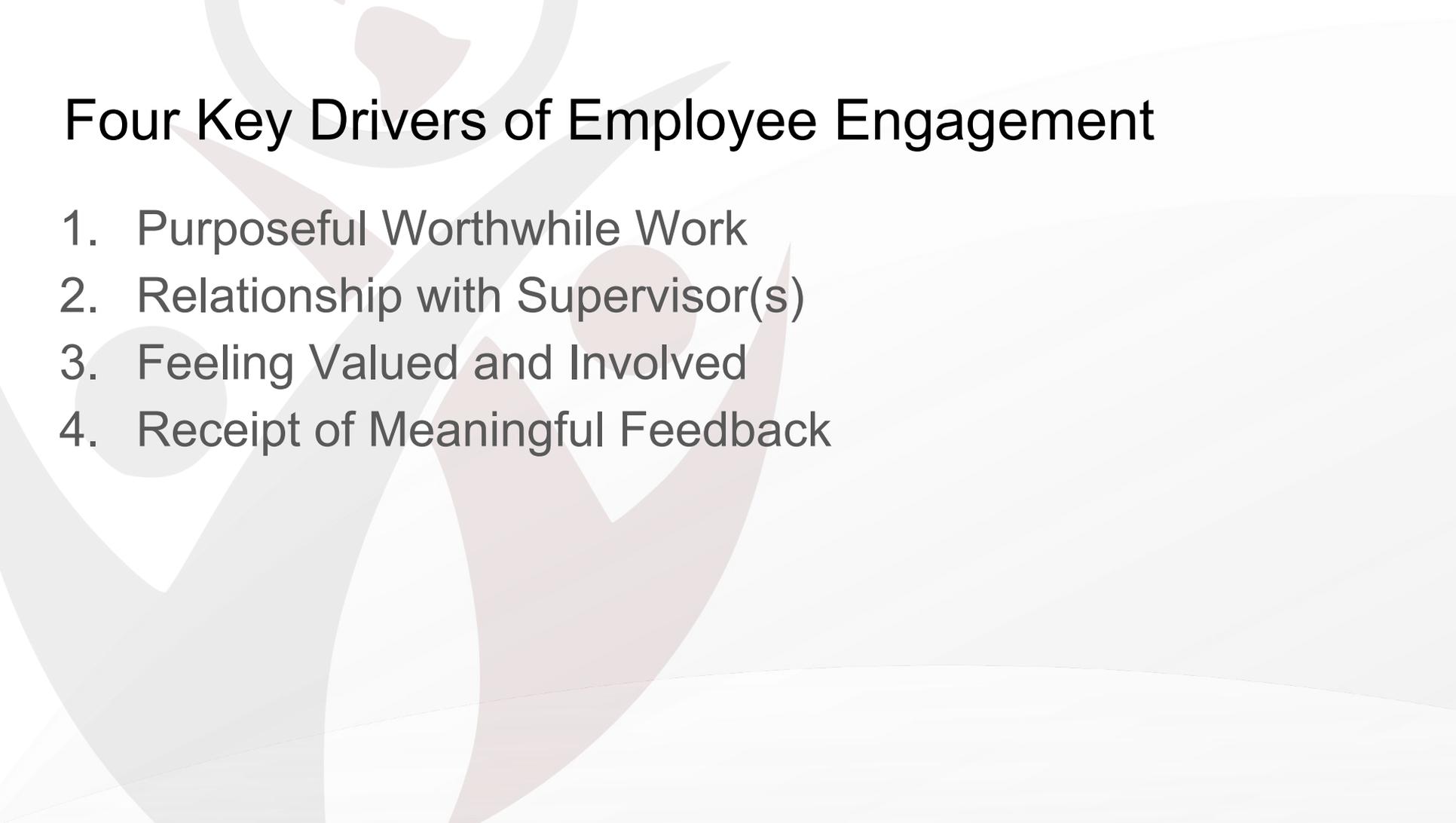
Engagement Impacts Retention

1. **Engaged Employees are less likely to leave their jobs.** If employees have no emotional commitment to their job, there is a greater chance they will leave to pursue a job that offers, for example, higher remuneration or more flexible work conditions (Haid & Sims, 2009; Schaufeli & Bakker, 2014).
2. **Engagement lowers an employees' intention to leave.** The Corporate Leadership Council (2014) found the most engaged employees are 87% less likely to leave their organization. The same study found that the 100 best places to work (according to their research) had an average voluntary turnover rate of 13% as compared with more than twice that of other businesses in the same industries.

The background features a stylized illustration of human figures in shades of gray and pink. The figures are composed of simple, rounded shapes, suggesting a group of people. One figure is in the foreground, and another is behind it, both with arms raised in a gesture of celebration or achievement. The overall aesthetic is clean and modern.

Here's the Truth

1. Employee Engagement **POSITIVELY** impacts employee retention.
2. So how can we increase employee engagement?

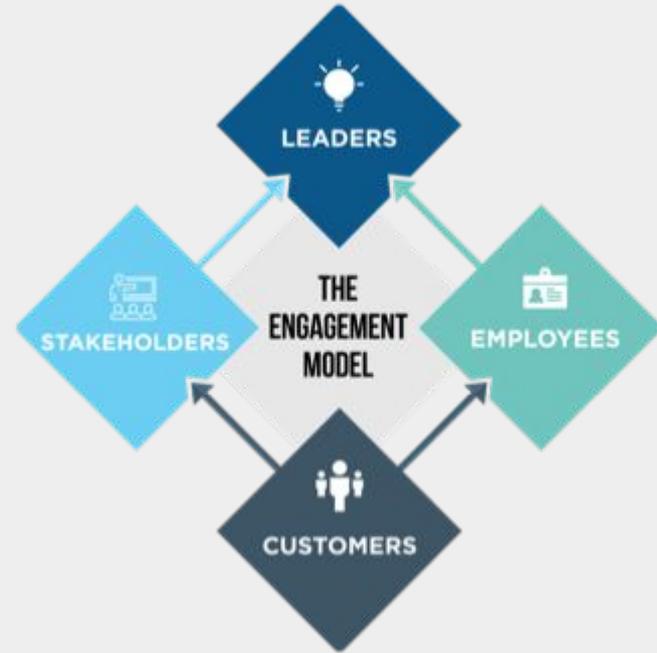


Four Key Drivers of Employee Engagement

1. Purposeful Worthwhile Work
2. Relationship with Supervisor(s)
3. Feeling Valued and Involved
4. Receipt of Meaningful Feedback

The Engagement Model

4 Key Drivers to Engagement

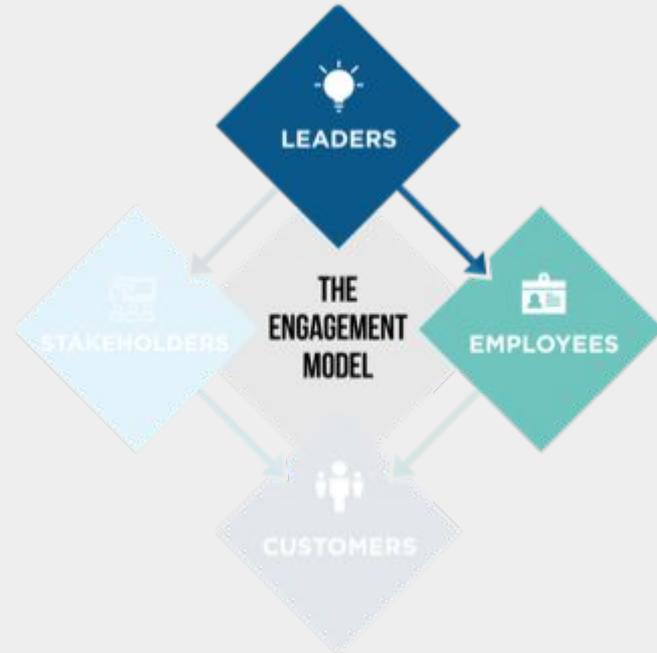


Engagement Model- property of Studer Education, used here with permission. To reproduce or for more information, contact Dr. JoAnn Sternke (info included on last slide).

THE ENGAGEMENT MODEL

EMPLOYEES:

- Purposeful, worthwhile work
- Relationship with supervisor
- Feeling valued and involved
- Feedback



Key Employee Engagement **Strategy** to Reinforce Purposeful Meaningful Work (driver 1)

- KEYS WORD AT KEY TIMES

Definition: A process used to agree upon key words that will be uniformly used (hardwired) by all leaders in explaining the why of an initiative, project or change prior to the what and how.

This strategy builds intentionality and a systematic approach to communication

OSAGE in Action- *Key Words at Key Times*

1. Branding
2. Lead with the Mission
3. Theme for the Year
4. Internal and External Communication (integrated communication team)
5. Shout Out culture

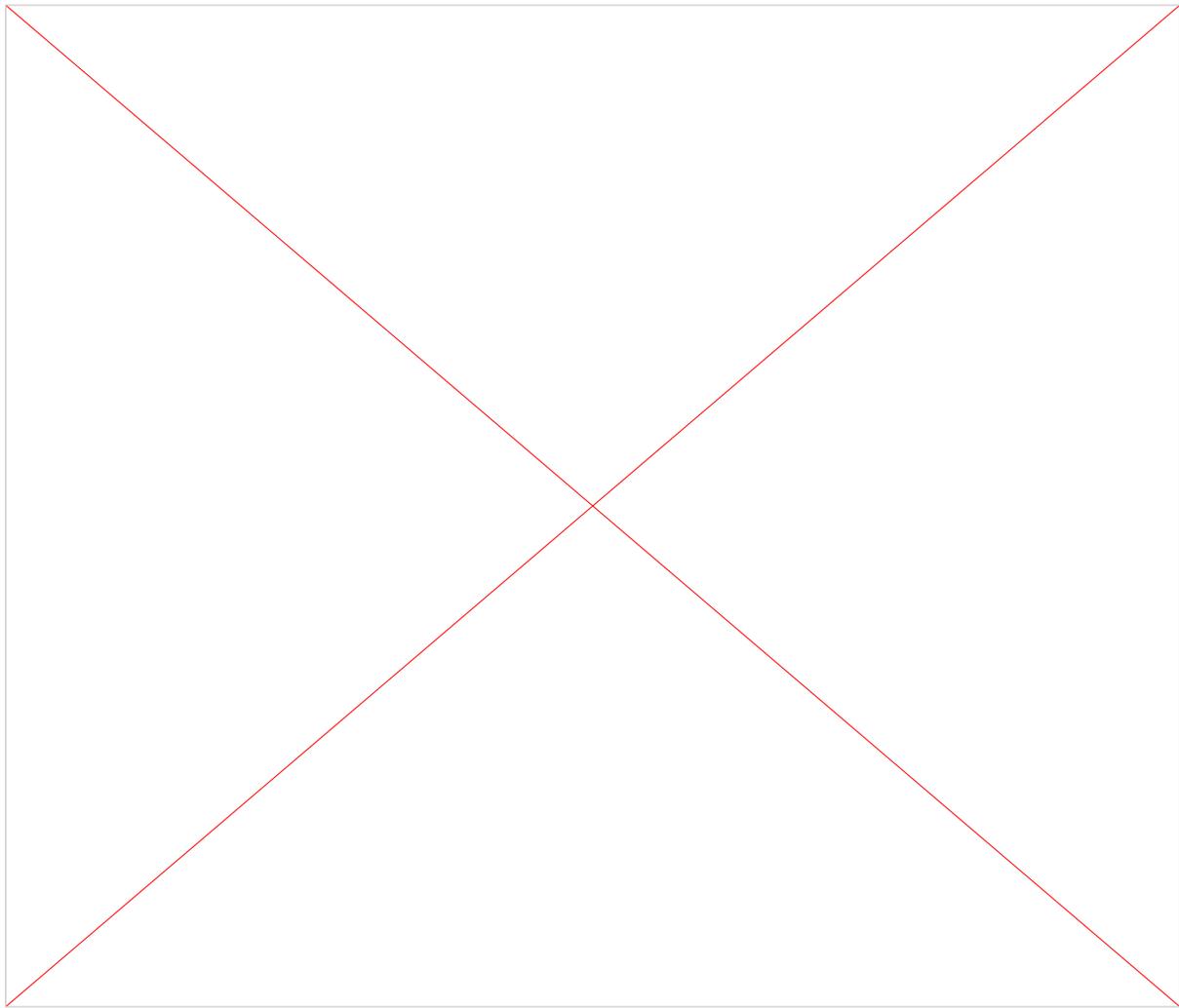
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OSAGE in Action- *Key Words at Key Times- Theme for the Year*

- 16-17 Year of **Hope**
- 17-18 Year of **Strength**
- 18-19 Year of **Gratitude**
- 19-20 Year of **Success**

Benefits: consistent message, focus, unification, commitment, development of self, calibration, revitalization, simplification, personalization, reification, partnership branding

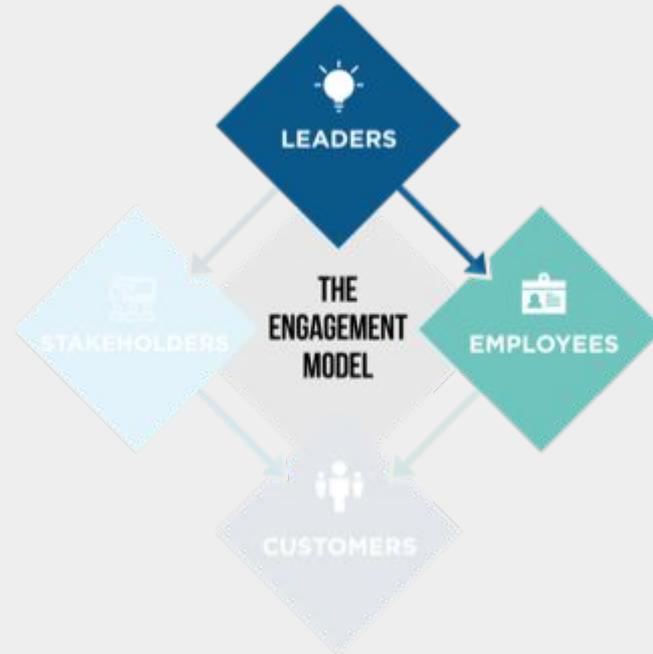
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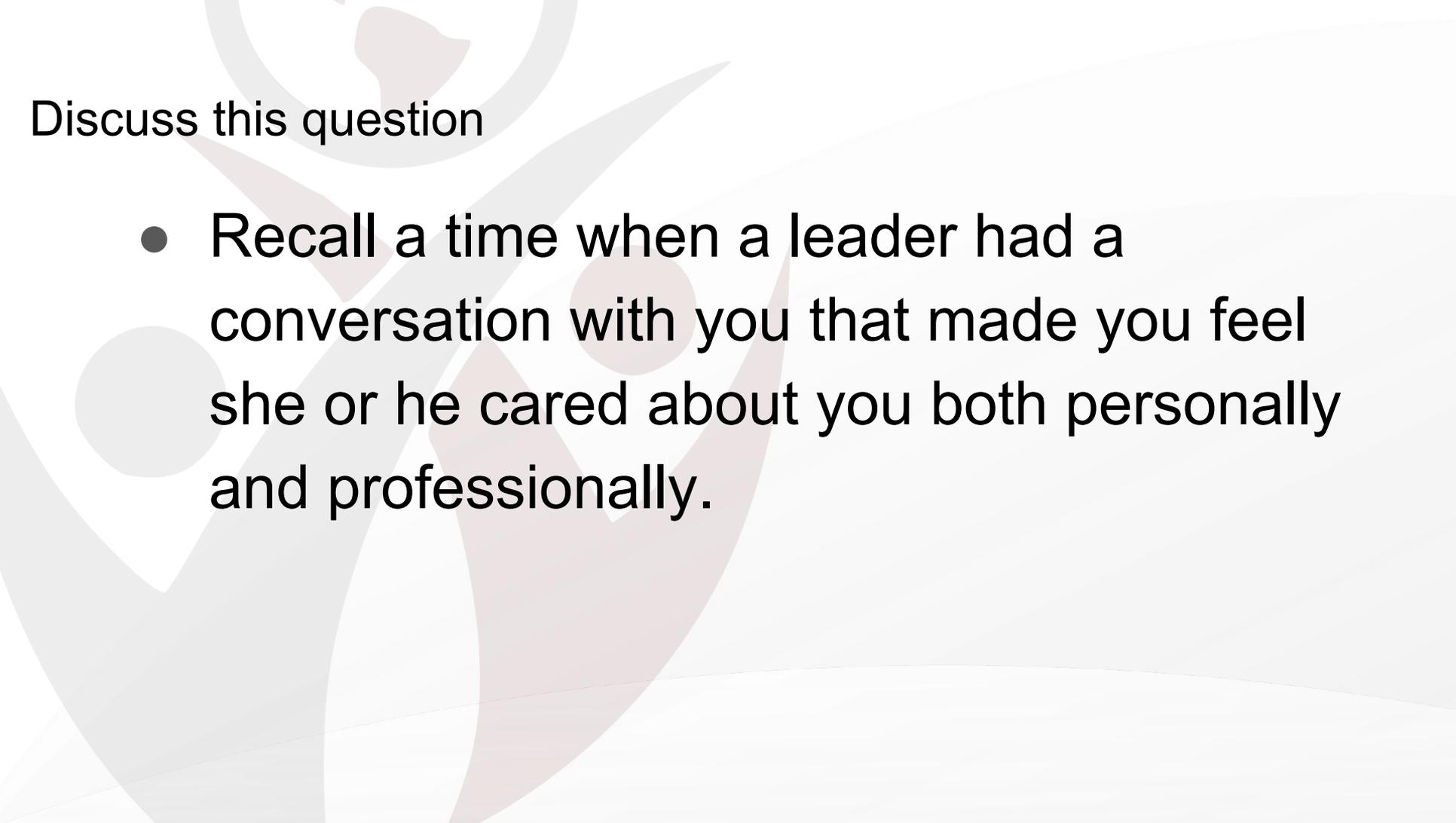


THE ENGAGEMENT MODEL

EMPLOYEES:

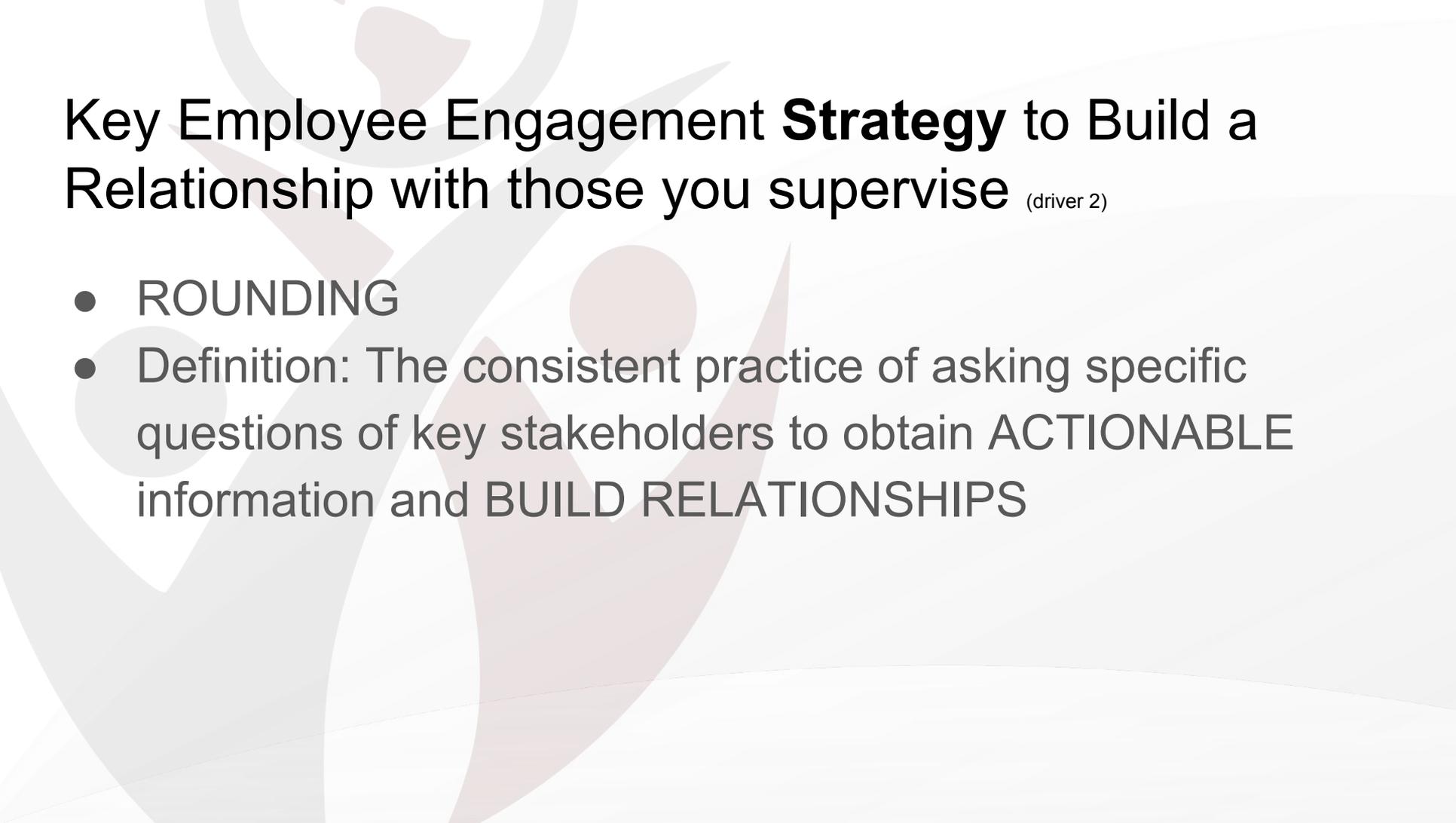
- Purposeful, worthwhile work
- Relationship with supervisor
- Feeling valued and involved
- Feedback





Discuss this question

- Recall a time when a leader had a conversation with you that made you feel she or he cared about you both personally and professionally.



Key Employee Engagement **Strategy** to Build a Relationship with those you supervise (driver 2)

- ROUNDING
- Definition: The consistent practice of asking specific questions of key stakeholders to obtain **ACTIONABLE** information and **BUILD RELATIONSHIPS**

Studer Research: Why ROUND

- ▶ **Build relationships** - you demonstrate you are approachable and you care
- ▶ **Harvest "wins"** – you learn what is going well and who has been helpful
- ▶ **Identify process improvement areas**
- ▶ **Ensure that key values of the organization are "hardwired"** (or being consistently executed) to reward those who are living the values - and coach those who are not

OSAGE in Action- *Rounding*

1. 4 Basic Questions
2. Weekly Shout Outs Published
3. Monthly Rounding Report to BOE
4. Monthly Publication in Smoke Signal

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Four **Key Tips** from Studer Education

1. •**Communicate** the “why” and then the “what” and “how” – so employees know what to expect
2. •**Schedule** rounding at convenient times but commit to it and get them done
3. •**Listen**, process and record
4. •**Stick to the purpose** of the rounding conversation

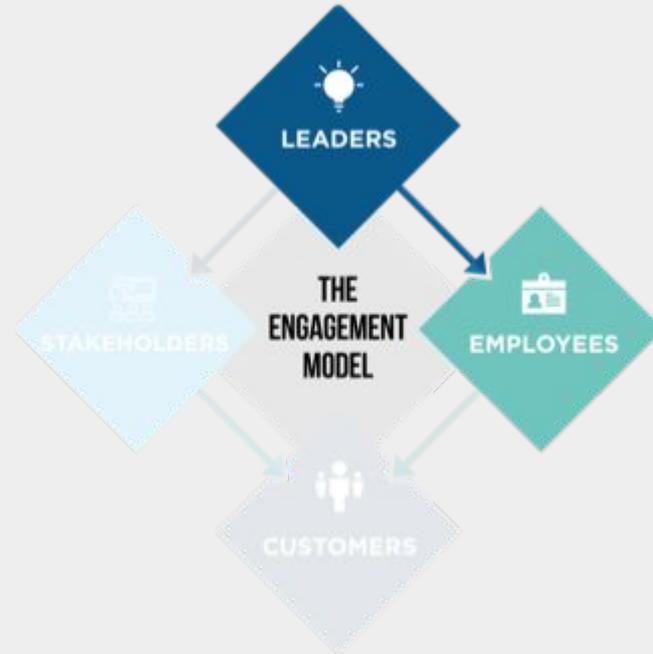
Consider

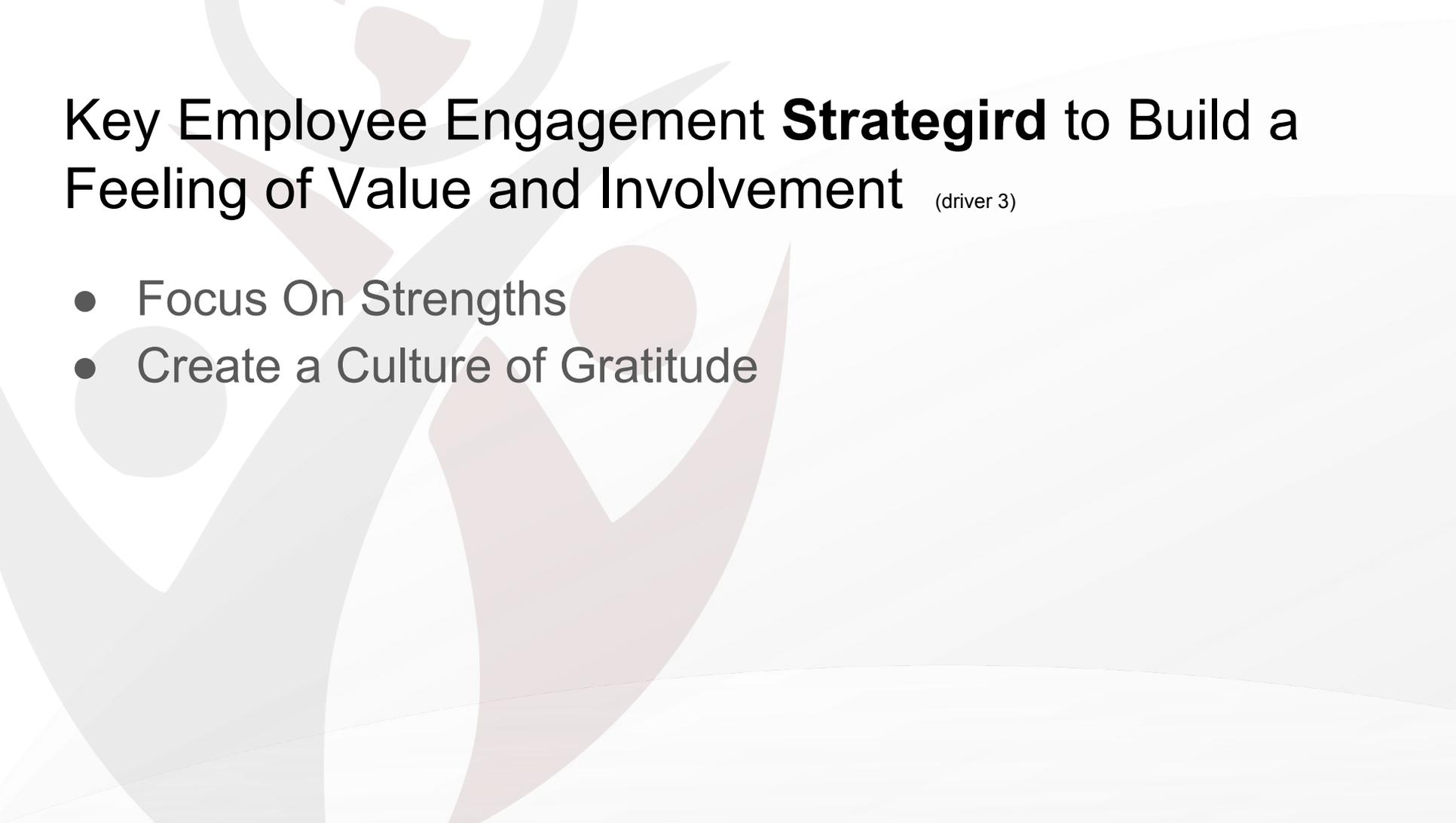
- What change would you see if you rounded with 3 people a week?

THE ENGAGEMENT MODEL

EMPLOYEES:

- Purposeful, worthwhile work
- Relationship with supervisor
- Feeling valued and involved
- Feedback



The background features several stylized human figures in shades of grey and light red, with their arms raised in a gesture of celebration or achievement. The figures are semi-transparent and overlap each other, creating a sense of movement and energy.

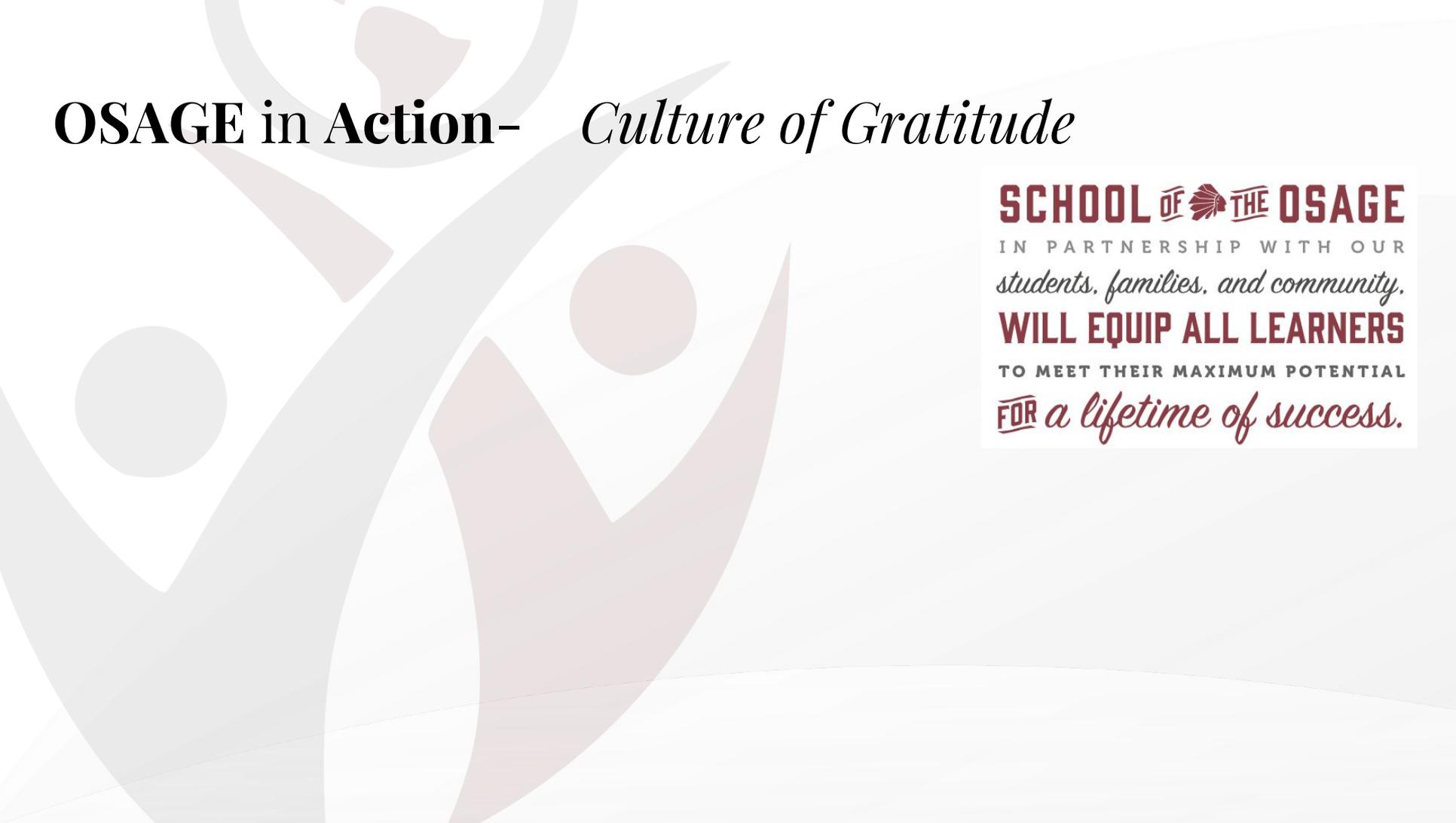
Key Employee Engagement **Strategird** to Build a Feeling of Value and Involvement (driver 3)

- Focus On Strengths
- Create a Culture of Gratitude



OSAGE in Action- *Focus on Strengths*

- ALL STAFF Strengthsfinder
- Posting of annual connection to mission
- Students (Strengths Spotting, Strengths Explorer, Strengths Finder)
- Parents
- Messaging/ Smoke Signal



OSAGE in Action- *Culture of Gratitude*

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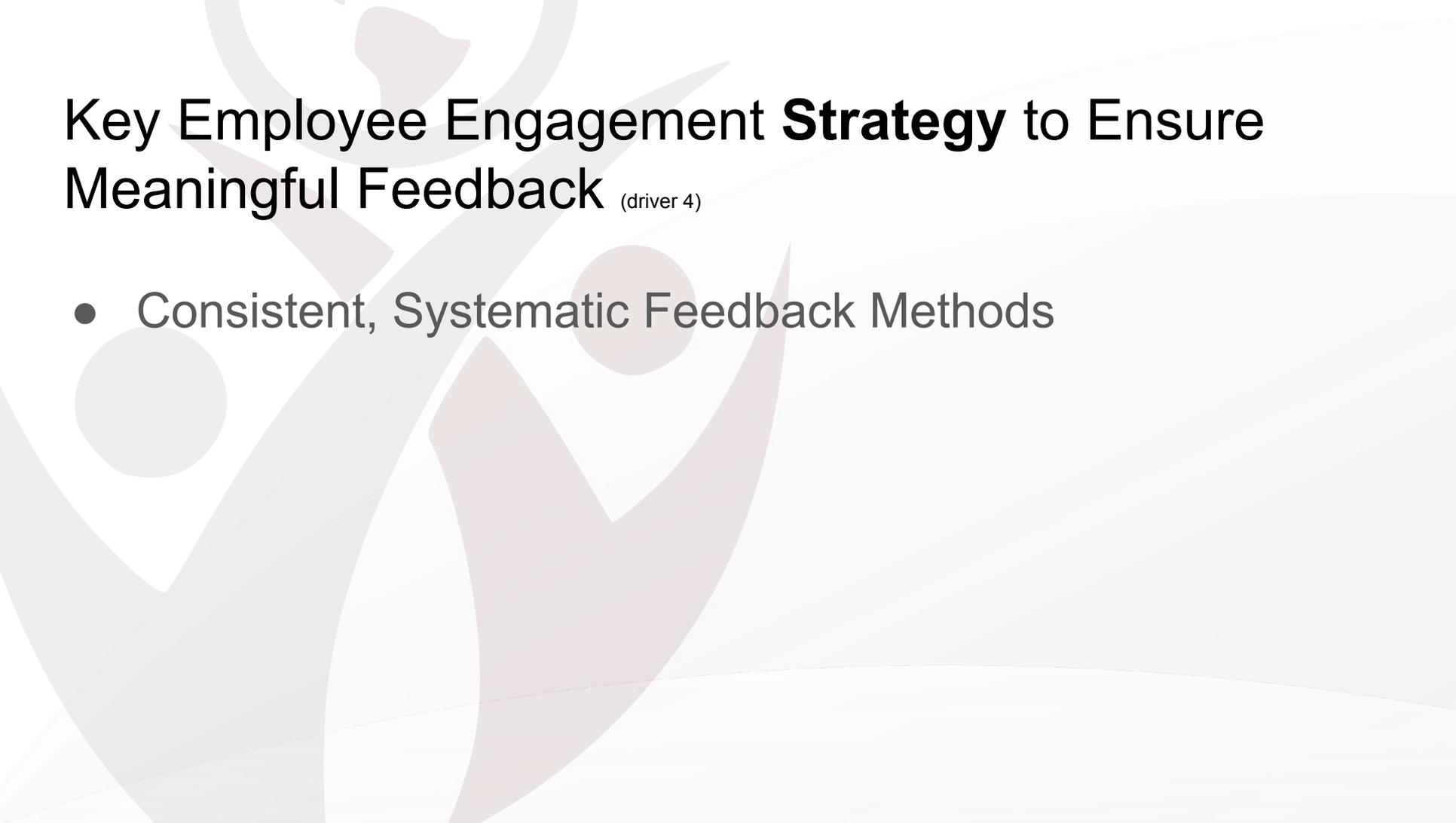
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Why Being Systematic About Gratitude Matters

- To Others
- To Self

A person who
feels
appreciated
will always
do more than
what is expected.

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Key Employee Engagement **Strategy** to Ensure Meaningful Feedback (driver 4)

- Consistent, Systematic Feedback Methods

OSAGE in Action- *Feedback*

- 3 Note Challenge
- 30 Second Feedback-
John Edgar Coaching
- Survey result roll-out processes
- Re-recruit High Performers

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HIGH PERFORMANCE COACHING CONVERSATION

Recognize the person for the best practice; coach by gaining input on continued needs and support: let the person know how valuable they are to the organization

Recognize

Let them know how their level of performance represents a best practice, and outline an aspect of a skill they have performed well.

Value

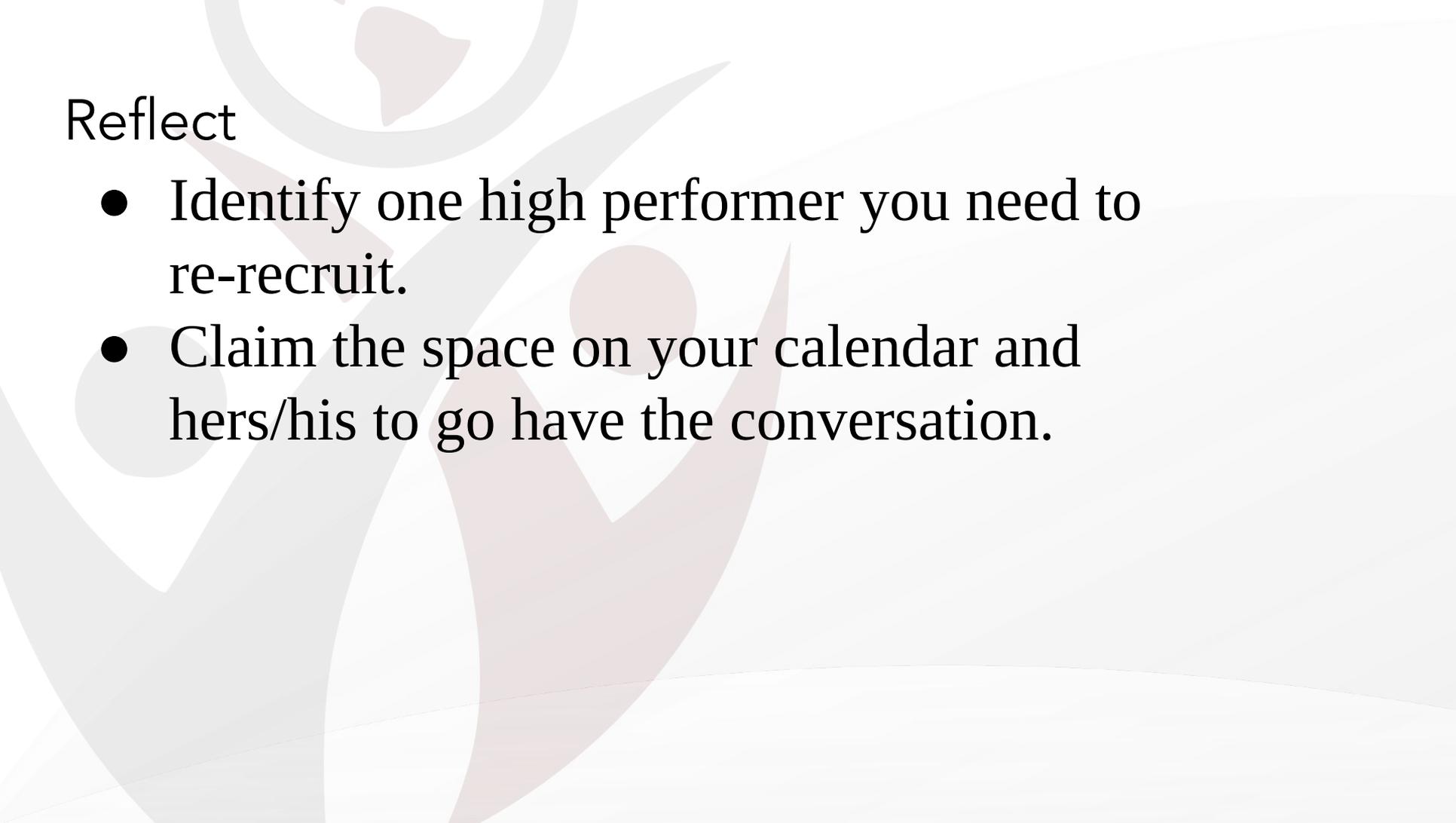
Let them know why their performance is important to the organization and that they are a valued team member.

Gain Input

Ask them one thing they would like to improve to continue to grow and develop to reach their highest performance potential.

Support

Reinforce that you want to retain them and ask what you can do to support them to continue to grow and develop.

The background features a large, faint, stylized graphic of two human figures in shades of light brown and grey. They are positioned in a circle, with their arms raised and hands held together, suggesting a supportive or collaborative relationship. The overall aesthetic is clean and professional.

Reflect

- Identify one high performer you need to re-recruit.
- Claim the space on your calendar and hers/his to go have the conversation.

RECAP- Session Goals

1. Participants will be able to identify 4 key drivers of employee engagement that positively impact employee retention.
2. Participants will learn strategies to build employee engagement that align with the four key drivers.

The background features a stylized illustration of human figures. On the left, there are two figures in shades of gray, one larger than the other, with circular heads. To their right, there are two figures in shades of pink, also with circular heads. The figures are composed of simple, flowing shapes. The background is white with light gray wavy lines on the right side.

Thank you!

RESOURCES:

Studer Education

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