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MANAGE. LEAD. SUCCEED.

The Challenges, Importance and Best Practices for Staff Retention in OST Programs

Today's Messages and Takeaways

- * Retaining high-quality staff takes commitment, intentionality and investment.
- * Investing in high-quality staff will save you time and money in the long run.
- * You cannot have high-quality programs without high-quality staff.
- * High-quality staff do not just happen- you have the power to help make them happen.
- * Hiring and retaining high-quality staff is as much about changing your mindset as it is about changing your behavior, methods, strategy, processes and systems.
- * Your staff are the most important component of your program's success. Treat them as such.

Questions to Consider

- * *What is your program's current rate of retention and turnover?*
- * *What have you tried that has been successful in retaining high-quality staff?*
- * *What have you done that has been unsuccessful in retaining high-quality staff?*
- * *What are the most significant consequences of your current staff retention?*
- * *What behavior(s) do you need to change to more effectively retain high-quality staff?*
- * *What mindset do you need to change to more effectively retain high-quality staff?*
- * *Who else in your organization needs convincing?*

High-Quality Staff by the Numbers

(from *The Nonprofit Employment Practices Survey*, Gallup's *Driving Engagement by Focusing on Strengths* and *Forum of Youth Investment*)

Match the statement with the correct numerical answer

1% **16%** **22%** **33%** **40%** **50%**
50% **50%** **50%** **80%** **20** **1 year**

- A. The percent of employee turnover that happens within the first 6 weeks _____
- B. The percent of people will leave a job at some point because of their supervisor _____
- C. The suggested number of annual hours of staff development for frontline workers _____
- D. The amount of time it takes for staff to reach full productivity _____
- E. The percent of grants that directly designate money for staff development _____
- F. The percent of OST staff considered high-quality _____
- G. The percent of programs that produce positive impact _____
- H. The percent of nonprofit staff who are burned out or in danger of being burned out _____
- I. The annual turnover rate in the OST field _____
- J. The percent of people who leave the nonprofit field and never come back _____
- K. The percent of nonprofits with an employee retention strategy _____
- L. Up to this percent of turnover that is due to poor hiring decisions _____

Mindset

* It is too expensive and time-consuming to hire and train high quality staff.



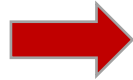
* Strong staff are born, not made.



* I shouldn't waste time and money training staff since they are going to leave anyway.



* Since the pay is so low, there's nothing I can do to hire and retain high-quality staff.



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Hiring

How I recruit now

How I can recruit better

Where I advertise now

Where I can advertise better

How I write job descriptions now

How I can write job descriptions better

What my interview process looks like now

How my interview process can be better

Who is involved in my interview process
now

Who can be involved in my interview process

What my interview questions are now

How my interview questions can be better

What my compensation package looks like
now

How my compensation package can be better

Retaining

How I welcome new staff now

How I can welcome new staff better

How I give feedback now

How I can give feedback better

How I recognize staff now

How I can recognize staff better

How I help develop staff now

How I can help develop staff better

How I provide promotion opportunities for
staff now

How I can provide promotion opportunities
better

How I give staff voice and input now

How I can give voice and input better

How I leverage staff strengths now

How I can leverage staff strengths better

Systems

What do you have control over today?

What are the most crucial things that need changing?

Who has control over what needs changing?

How can you effectively frame the conversation with those in control? What motivates them? What do they care about?
What language do they speak?

What Does Your Staff Need?

(From Gallup)- *In order of importance*

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last 7 days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.



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Hiring and Retaining High-Quality Staff Self-Assessment

1= Not yet

3= In full swing

2= Working on it

4= Could write the
book on it

Our organization attracts the candidates we are looking for.	1	2	3	4
Our organization advertises in a variety of places to attract our ideal candidates.	1	2	3	4
Our organization is able to articulate who our ideal candidates are.	1	2	3	4
Before interviewing, the hiring team comes to agreement about who we are looking for.	1	2	3	4
We include students in our hiring process.	1	2	3	4
We include parents in our hiring process.	1	2	3	4
We develop interview questions intentionally and reassess regularly.	1	2	3	4
We ask candidates to demonstrate the skills we are seeking.	1	2	3	4
We notify candidates of our hiring process from the beginning.	1	2	3	4
We differentiate between skills candidates can learn and those they must already have.	1	2	3	4
We are open and clear about our compensation package.	1	2	3	4
We offer a fair and competitive compensation package.	1	2	3	4
We notify both candidates we hire and those we do not hire.	1	2	3	4
We let new staff know about necessary logistics before their first day.	1	2	3	4
We welcome staff warmly on their first day.	1	2	3	4
We make sure our new staff's work station, keys, fobs, passwords and other necessary items are functioning on their first day.	1	2	3	4
We overlap our exiting staff with our incoming staff to help with training.	1	2	3	4
We have a clear plan in place for our new staff's first few weeks.	1	2	3	4
We check in with our new staff every day for the first 30 days and provide feedback.	1	2	3	4
We share all evaluation forms and processes with staff during orientation.	1	2	3	4
We allow new staff to observe before starting in program.	1	2	3	4
We give staff input into their own goal-setting.	1	2	3	4
We have regular one-on-one supervision with each staff member.	1	2	3	4
We provide ample professional development opportunities for staff.	1	2	3	4
We give staff input into their own professional development.	1	2	3	4
We recognize and acknowledge staff for their good work.	1	2	3	4
We provide staff with opportunities to be promoted.	1	2	3	4
We have an effective staff retention plan in place.	1	2	3	4
Our annual staff retention is higher than 80%.	1	2	3	4