Best Practices for Retention in High School Activities (Coaches, AD's, Directors)

NFHS Summer Meeting

Boston, MA

June 29, 2024

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Kansas State High School Activities Association

KSHSAA

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Learning Outcomes

- **Better understand retention influences.**
- **Identify and plan to implement strategies to embrace retention of educators.**
- **Reflect. Learn. Grow personally and professionally.**

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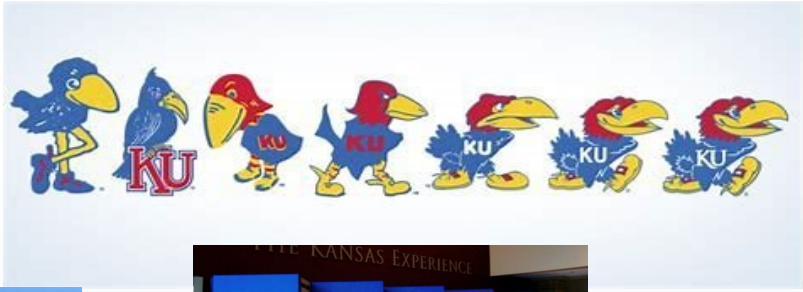
Tell me something good!

What do you bring to Boston?

- ❑ **What is your lens?**
- ❑ **What are your goals?**
- ❑ **What is your current work climate?**

My lens..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JAYHAWKS
KANSAS BASKETBALL
KANSAS JAYHAWKS

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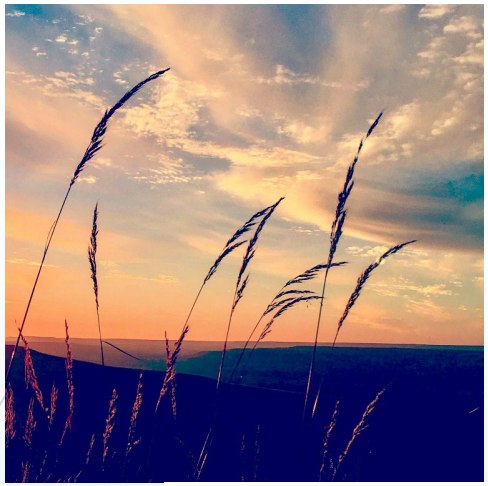

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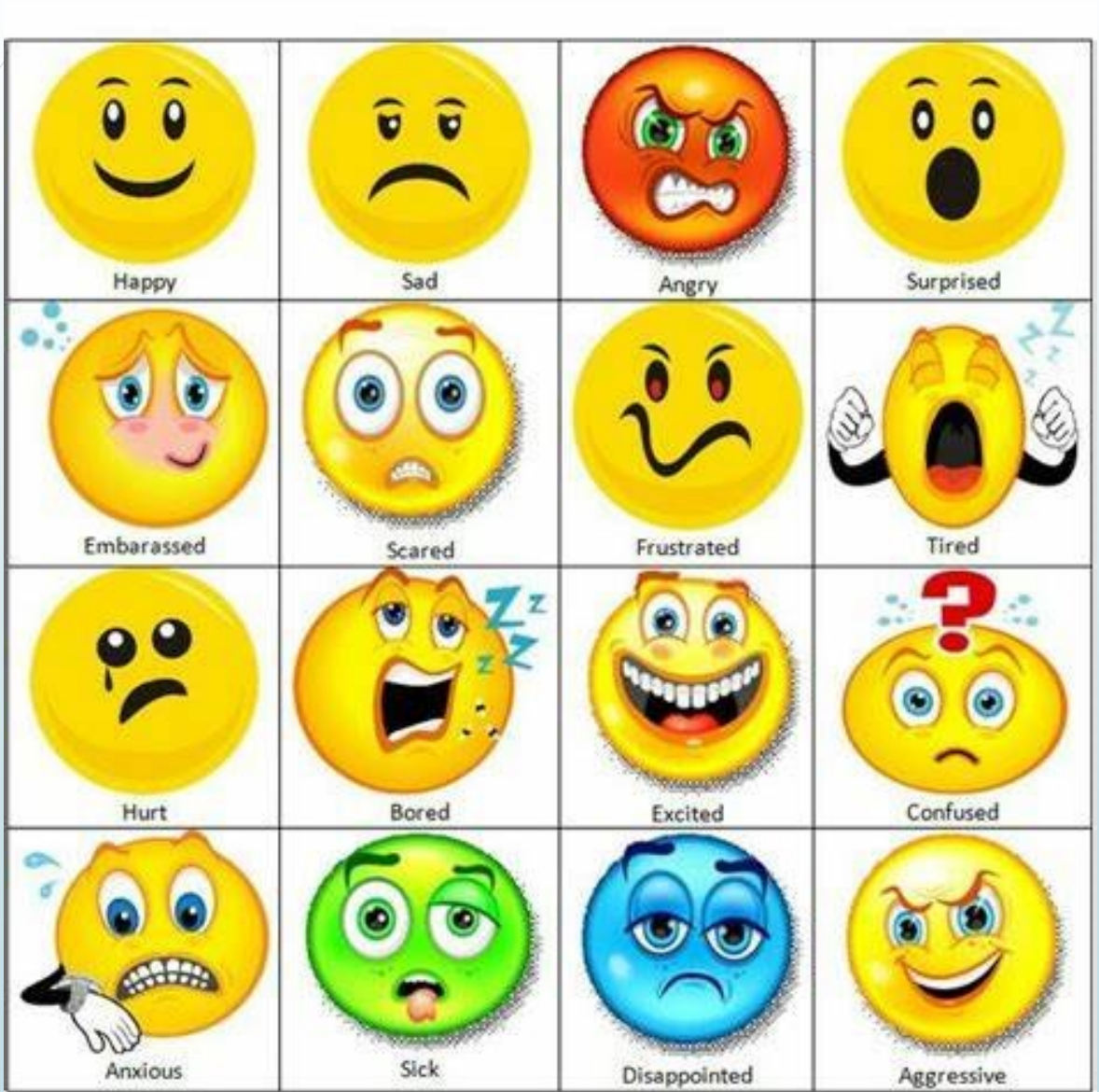
Are your employees…



200%

Happy employees are 200% more productive than unhappy employees.

50%

Organizations with happy employees deliver 50% higher sales.

41%

Unhappy workplaces have a 41% higher turnover rate.

50%

One study concluded that only 50% of US workers are happy with their jobs.

Source: The Amazing workplace

Are your employees…

15 Effective Employee Retention Strategies In 2024 – Forbes Advisor

1. Offer Competitive Base Salaries or Hourly Wages
2. Let Your Employees Work From Home
3. Provide Flexible Scheduling and Reduced Workdays
4. Encourage and Promote a Work-life Balance
5. Recognize and Reward Your Employees for Their Work
6. Create a Culture That Employees Want To Be Part Of
7. Build Employee Engagement
8. Create an Emphasis on Teamwork
9. Reduce Employee Burnout
10. Provide Wellness Offerings
11. Give Other Job Perks
12. Foster Growth and Offer Professional and Personal Development
13. Hire for the Cultural Fit
14. Manage for Retention
15. Know When It's Time To Say Goodbye

Candy Introductions

(M&M's / Skittles)

ORANGE = 2 Family Facts

GREEN = Favorite Place on Earth

RED = Favorite Hobby

BLUE = Favorite Memory

YELLOW = Dream Job – Professional Goal

BROWN/PURPLE = Wildcard (anything about self)

Start at the beginning…

The Hiring Process

- ❑Establish cadence of communication
- ❑Who is needed?
- ❑What is needed?
- ❑Best fit vs. most qualified
- ❑Inclusive process
- ❑Skill set – who they are, not who they are replacing!
- ❑References

Best Practices for staff retention

Work flexibility

- Employees are prioritizing their mental health and flexible work schedules can help them achieve a healthy work-life balance.
- Options include offering
  - remote work
  - flexible scheduling
  - reduced workdays

Work from home – sample policy (cont.)

All full-time employees with job responsibilities that can be completed away from the physical office may choose to work from home under the following parameters:

1. Employees may choose to work from home up to eight (8) hours per week.
2. Employees shall request approval from their immediate supervisor and Director of Operations no later than Friday preceding the week in which they are requesting work from home time. Once approved, staff shall indicate work from home status on the staff calendar.
3. Work from home shifts shall be in minimum 2-hour increments.
4. At least 75% of work from home hours in a week shall take place during normal office hours.

Work from home – sample policy (cont.)

5. Employees working from home shall be available via phone and email during normal office hours. Adequate phone and internet service while working from home is the responsibility of the employee.
6. Employees working from home shall attend any scheduled staff meetings remotely.
7. A maximum of two (2) staff members in administrative assistant roles may work from home at the same time.
8. Requests to work from home in excess of eight (8) hours per week due to special circumstances shall be submitted to the Executive Director or Director of Operations.

Work from home – sample policy (cont.)

9. Employees are responsible to ensure any in-office responsibilities are covered while they are working from home.
10. Non-exempt employees: Unless approved by the Executive Director or Director of Operations, employees shall not work in excess of 8 hours per day (onsite and WFH time combined), and work from home time may not be used to earn flex time or overtime

Best Practices for staff retention

Effective onboarding

- Best time to start is at the beginning.
- Research shows that onboarding can improve retention by 82%
- Employees who have a great onboarding experience are 69% more likely to stay with the company for three years.

Best Practices for staff retention

Competitive compensation

- Paying employees a competitive salary based on their skills and experience can increase retention and productivity.
- According to a Paychex study, 63% of employees named low salary as their top reason for resigning.

Best Practices for staff retention

Create a positive work culture

- Make sure employees feel valued and respected, and that they have the opportunity to have their voices heard and do meaningful work.

Best Practices for staff retention

Employee engagement

- Show up. Engage. Produce.
- When employees are engaged, they are more likely to stay with the company, which can reduce turnover and recruitment costs.

Best Practices for staff retention

Recognition and rewards

- Proper recognition can motivate employees to keep up the good work and stay with the company longer.
- Research shows that employees who are recognized are 63% more likely to stay in their job for the next 3-6 months than those who receive no recognition.

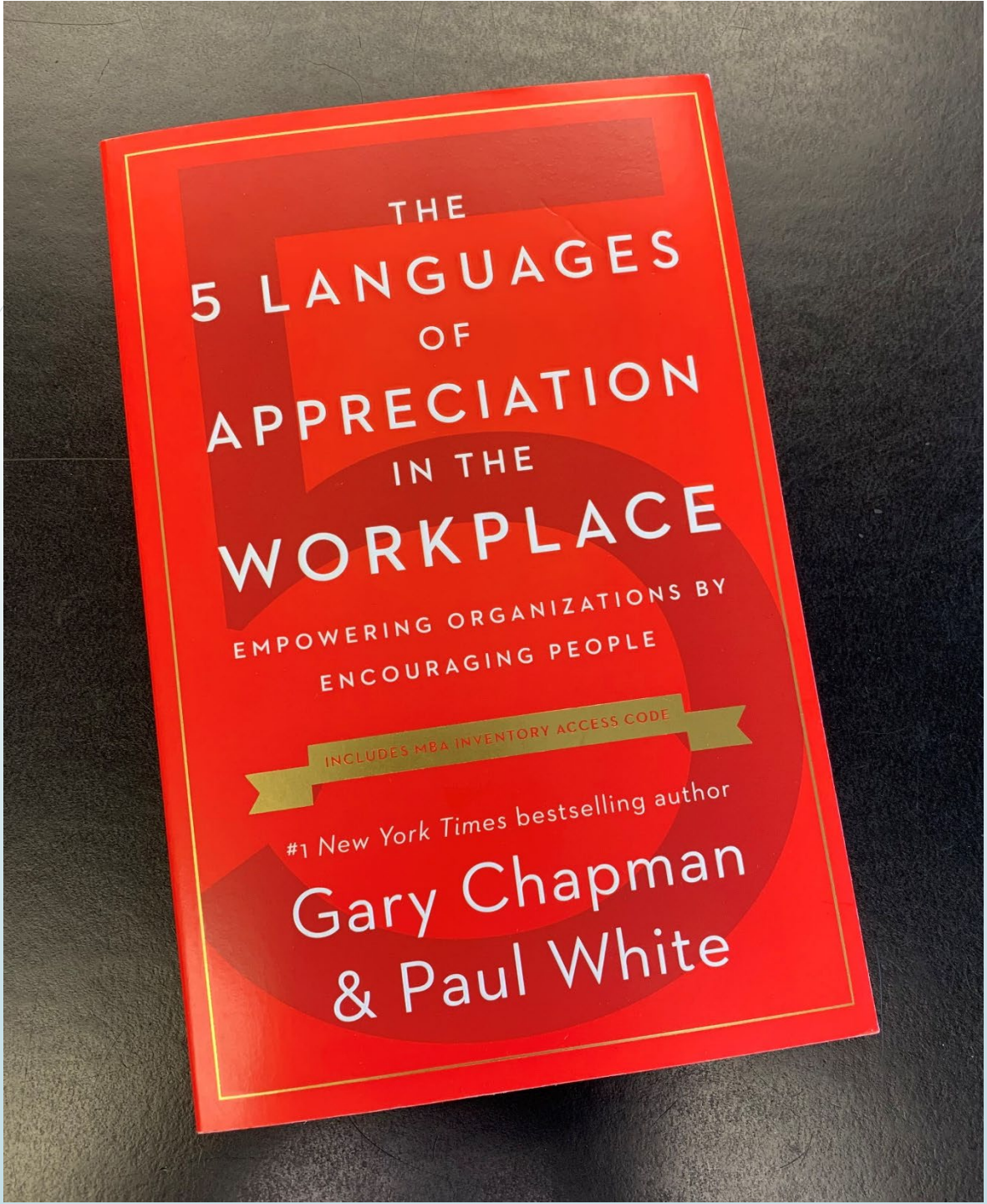
Best Practices for staff retention

Establish mentorship programs

- Mentoring and coaching programs can encourage promotion from within, teamwork, and personal and professional growth
- External v. internal mentors

Basic Assumptions

- **We are individuals**
  - Different skills
  - Different values
  - Different strategies
- **School is a people business**
- **Positive relationships positively impact team/school/office**
- **Leaders are "coaches"**
- **Communication is critical**
- **People Matter**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ENCOURAGING PEOPLE
INCLUDES MBA INVENTORY ACCESS CODE
#1 New York Times bestselling author
Gary Chapman
& Paul White

Impact of Engagement

High engagement in work yields…

- ❑ **Better attendance (27%)**
- ❑ **Less staff turnover (51%)**
- ❑ **Fewer accidents on the job (62%)**
- ❑ **Less employee theft (51%)**
- ❑ **Higher customer ratings (12%)**
- ❑ **Greater productivity (18%)**
- ❑ **Increased profitability (22%)**

Words Matter

- **Highest performing 5.6 : 1 (+ : -)**
- **Lowest performing 2.8 : 1 (- : +)**

5 Languages….

- ❑ **Relationships**
- ❑ **Relevance**
- ❑ **Words matter**
- ❑ **Actions are remembered**
- ❑ **Appreciation ➡ Engagement**

1. Words of Affirmation

Praise for accomplishment

- ❑ **Affirmation of Character**
- ❑ **Spoken or written**
- ❑ **Tell me something good**
- ❑ **Letter home**
- ❑ **Notes on desk**
- ❑ **Public, work setting, private**

2. Quality Time

Personal, focused attention

- ❑ **Quality conversation**
- ❑ **Walk through**
- ❑ **Attend events/meetings**
- ❑ **Work collaboratively**

3. Acts of Service

Doing for others

- ❑ **Service with, service for**
- ❑ **Take over a duty**
- ❑ **Find support**
- ❑ **Ask first**
- ❑ **Do it their way!**
- ❑ **Prerequisite – your work!**

4. Tangible Gifts

Appreciation with assets

- ❑ **SWAG**
- ❑ **Meals**
- ❑ **Time**
- ❑ **Gift cards**
- ❑ **Favorite treat**

It is the thought that counts!

5. Physical Touch

Limited appropriate application

- ❑ **Pat on the back**
- ❑ **Firm Handshake**
- ❑ **Eye contact**
- ❑ **High five**
- ❑ **Hugs/presence**

Considerations…

When team members begin to communicate authentic appreciation to one another:

- ❑Relationship quality ⬆
- ❑Attendance ⬆
- ❑Productivity ⬆
- ❑Internal conflict ⬇
- ❑Employee turnover ⬇
- ❑Customer satisfaction ⬆
- ❑Supervisor/manager work enjoyment increases

(Peer ⟷ peer and supervisor ⟷ peer)

Morale Boosters

- ❑ **Personnel**
  - **Hire for the culture you desire**
  - **Maintain expectations**
- ❑ **Communication**
- ❑ **Consistency**
- ❑ **Presence**
- ❑ **Collaboration**
- ❑ **Value diversity**
- ❑ **Establish norms**
- ❑ **Learn how to agree to disagree respectfully**
- ❑ **Celebrate success**
- ❑ **Common learning (book studies and more)**

Team Building Activities

"Coming together is a beginning. Keeping together is progress. Working together is success." - Henry Ford

- **Inclusive staff meetings**
- **Minute for mission**
- **Social Climate Committee**
- **Activities / Challenges / Contests**

  Tug of War, Scavenger Hunt, Amazing Race, Minute to Win It, Bracket Challenges, Jersey Days, Ugly Christmas Sweater, Charades / Guesstures, Heads Up (on cell phone)
- **Offsite Retreats / Activities**

  Bowling, Putt-Putt, Lazer Tag – incorporate team building
- **Celebrations (holidays, birthdays, weddings, births, retirements)**
- **Book studies**
- **Crisis**

Positive Messages & Treats in mailboxes / on desks

- ❑ "Pop'n with Pride" - package of microwave popcorn
- ❑ "Give yourself a hand! You're worth a grand!" - 1,000 Grand Candy Bar
- ❑ "Can't be beat! Enjoy a treat!"
- ❑ "Twizzler Tuesday"
- ❑ "Be sure to allow time for SNICKERS! - Snickers Candy Bar
- ❑ "You deserve an additional PAY DAY!" - Pay Day Candy Bar
- ❑ "Because you're a shining star!" - Starburst Candy
- ❑ "For the Mounds of praise you deserve!" - Mounds Candy Bar
- ❑ "For being so much fun to work with!" - Laffy Taffy Candy
- ❑ "For being so helpful in a crunch!" - Crunch or Kit Kat Candy Bar
- ❑ "Thank you for your commit-mint!" - Peppermint Patty or Any Mint

Morale Busters

- Silence
- Inconsistency
  - Policy
  - People
  - Stakeholders
- Lack of Support
- Isolation/Silos
- Lack of Feedback
- Micro-managing
- Social Media

Kansas Commitment

Listen

Learn

Lead

Achieve the desired result!

Leaders *Listen*…

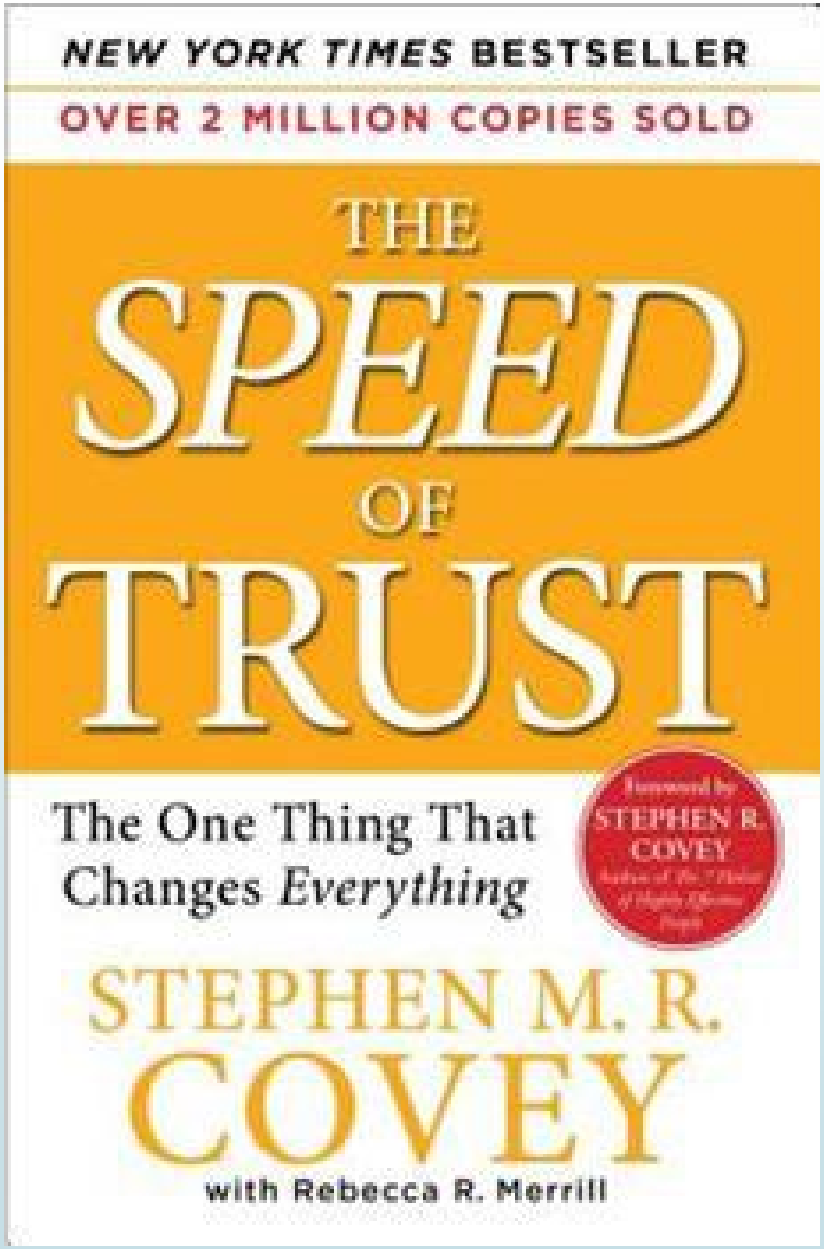
- Horizontally
- Vertically
- Internally

Game Plan

We all must …

Learn

- Collaborate
- Read
- Reflect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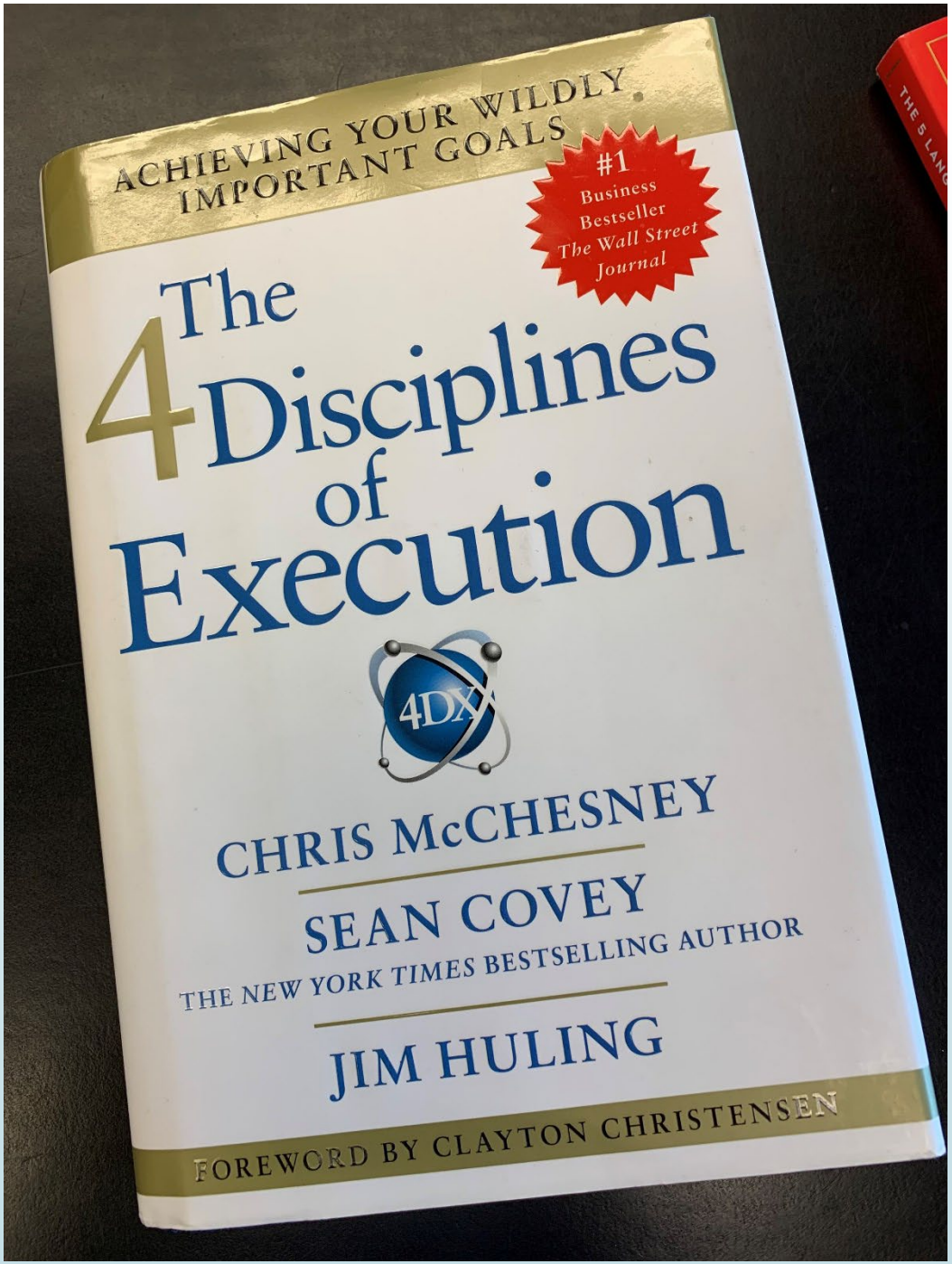
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Achieve the desired result!

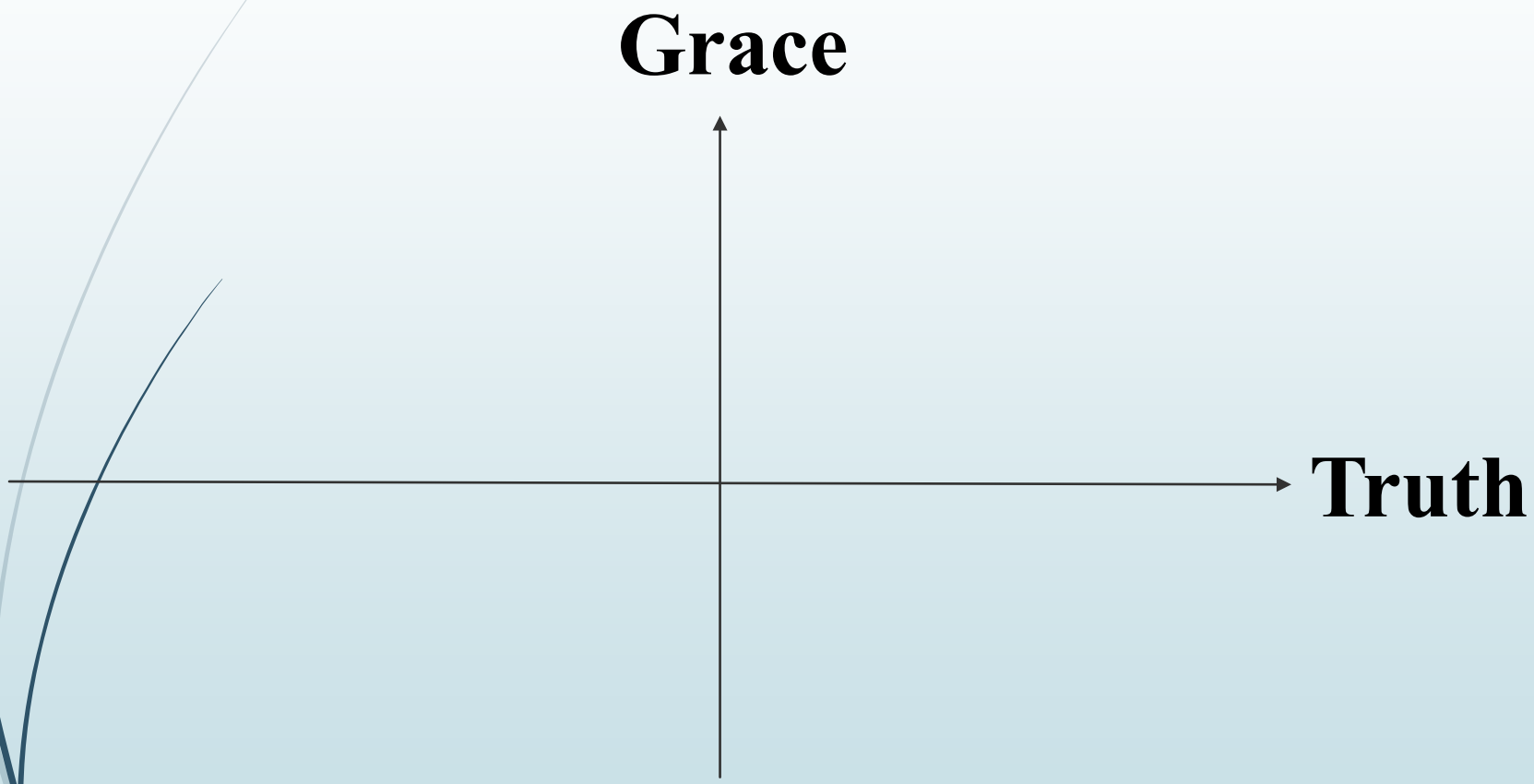
Leaders *Communicate*…

- Honest
- Direct
- Timely

Growth…

- ❑ **Leaders are not perfect**
- ❑ **Staff are not perfect**

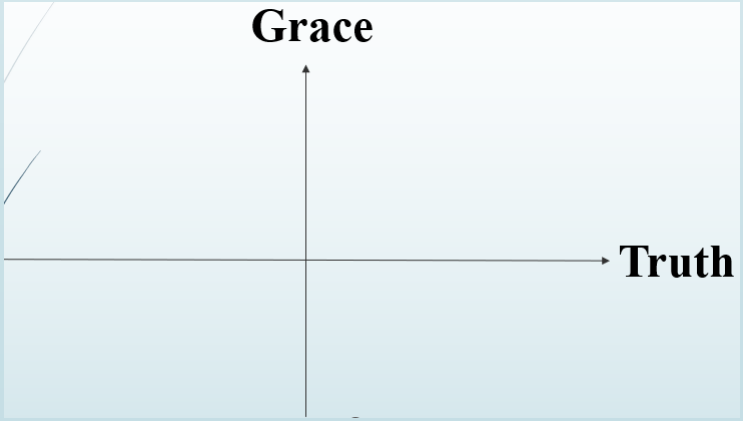
High Grace/High Truth

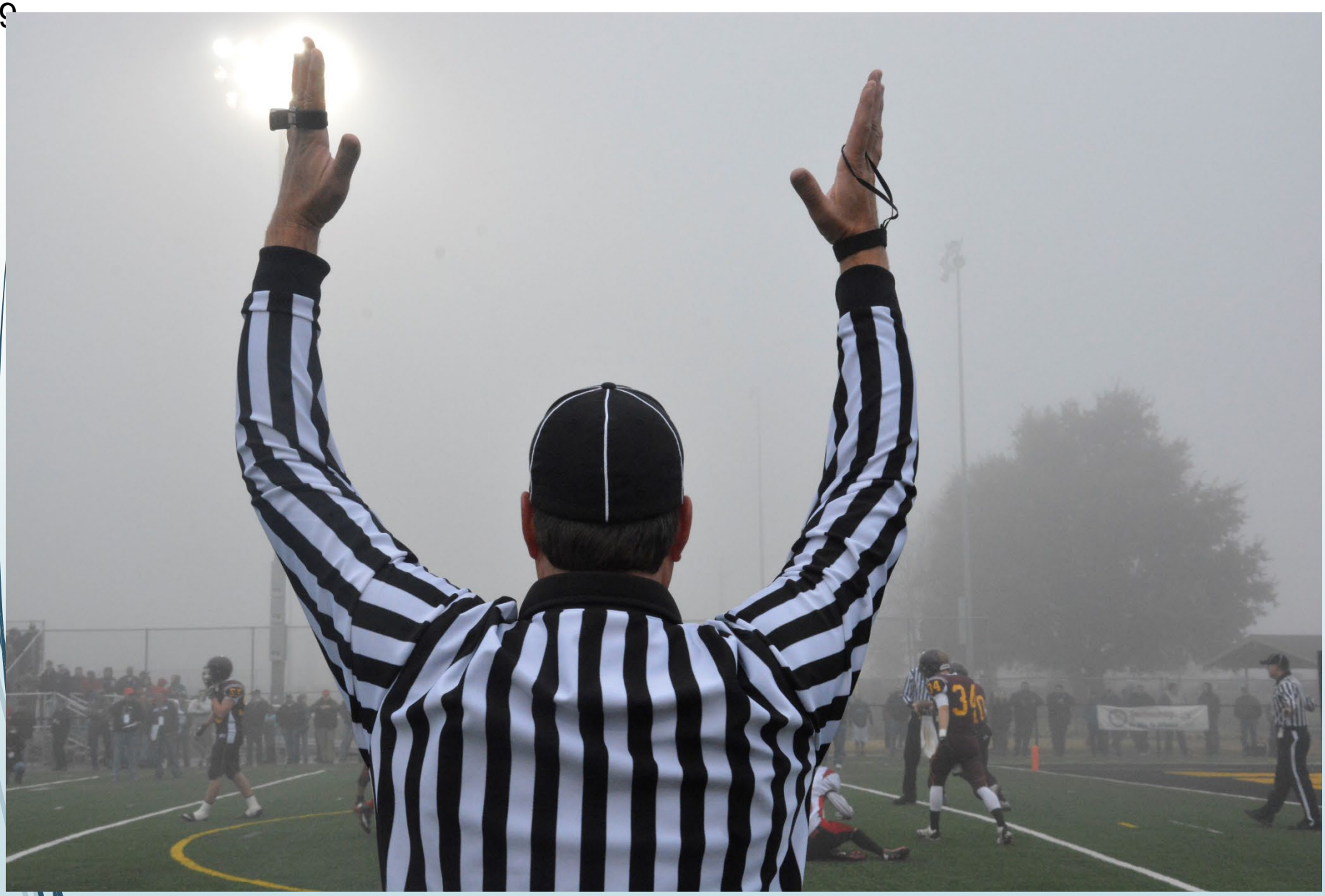


High Grace/High Truth

Which is your leadership quadrant?

- ❑High grace + high truth
- ❑High grace + low truth
- ❑Low grace + low truth
- ❑Low grace + high truth





THANK YOU

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