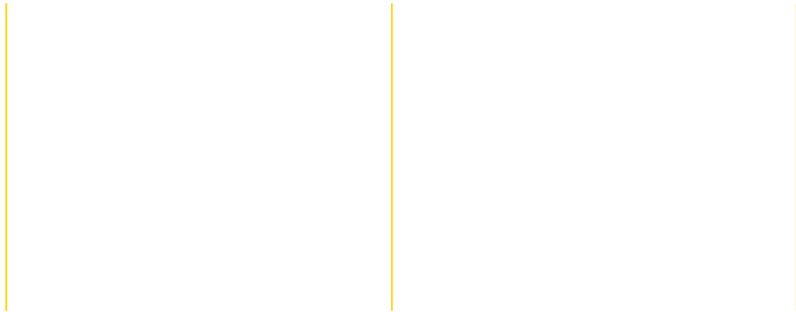
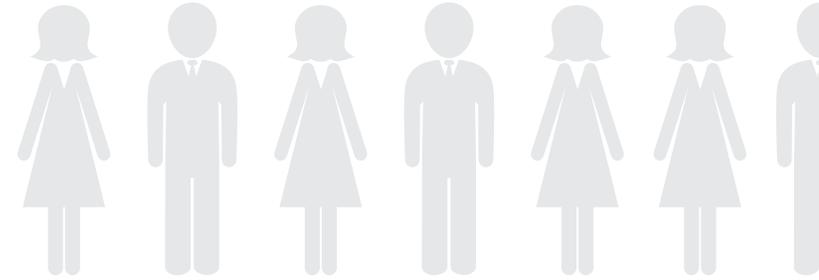


Contents





Introduction

What first attracted you to a career in education?

Every educator has his or her own personal story; it's a calling as much as it is a career. And more than most professions, it takes a consistently personal touch, patience, and the innate ability to forge very human connections with young people every day at work.

Since you were hired, what has motivated you to stay in your district? Again, educational professionals bring their own individual preferences to the workplace each day. But when examined more closely, the most prominent factors and influences tend to follow a pattern.

That's why Kelly® conducts a comprehensive survey of talent issues on a regular basis. Our latest surveys have featured tens of thousands of respondents who work in education, among many other industries, and work in disciplines across the United States and the world. It's one aspect of our proactive campaign to help school districts and other employers to better understand what truly attracts, engages, and motivates their workers.

These surveys shed light on your employees' priorities and desires for opportunity, satisfaction, and growth in the context of the current working climate—revealing actionable conclusions that can inform and improve your approach to talent. Each factor could impact you and your district in a number of ways. Regardless, with some insight into what's motivating educational professionals in our modern working environment, school and district leaders can better focus their initiatives for attraction and retention on the issues and efforts that will matter most.

Leaders in education need to understand the talent they have, and the talent they hope to attract. It's the foundation for creating effective strategies in your ongoing workforce planning activities that will ensure student achievement. It also keeps your human resources human.

Attraction and retention factors

As an educational leader, you've probably struggled with one of the following challenges related to your teacher and substitute teacher programs in the past couple of years:

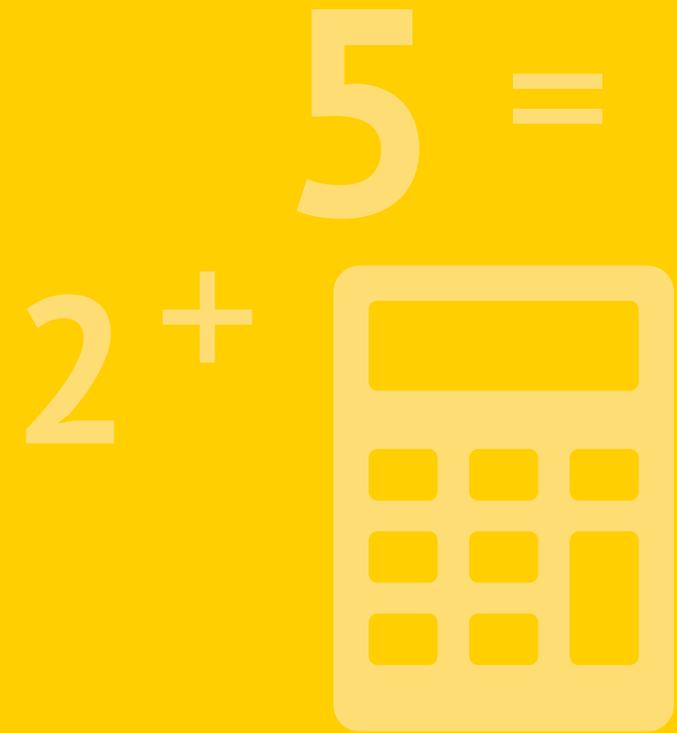
- **Getting the right quality and volume of teachers and substitute teachers from your recruiting efforts has become steadily more difficult.** As a result, you are spending more time on staffing issues than what's most important: student achievement.
- **High turnover or an unsteady pool of teacher talent has decreased or stagnated your classroom fill rates**, resulting in low morale among teachers or other staff. Those you hire don't stay active or engaged, so it's as much about attracting the right people to your pool as it is about keeping them working.

In a tight labor market, or in more temporary roles that tend to turn over as a matter of course—such as with substitute teacher pools—strategic leaders must understand the dynamics of a proactive talent management strategy in order to thrive.

Often, this approach boils down to the HR fundamentals of attraction and retention. And while these essentials can shift to some degree, based on other prevailing trends, from one geographic area or state to another, educational professionals in the U.S. tend to show many common motivators and preferences about their careers and their ideal workplace.

1 billion

student learning days are affected by teacher absences nationwide each year.



Students will spend the equivalent of **one full year** of their academic lives with a substitute teacher by the time they graduate from high school.

What does this mean for your district?

What do educational professionals really want?

Above all other factors, money still talks to any employee. In fact, when selecting an employer, professionals in education (89 percent) are just as likely to mention salary/benefits as the top influencer as their professional or technical peers in other work categories such as engineering, IT, or healthcare (also 89 percent globally). While already high, this figure has actually increased from 84 percent since our preceding survey as reported by respondents in education, as well as by global participants (also 84 percent).

Yet contrary to popular belief, a salary/benefits package is not always the deciding factor in attracting or retaining workers. If you rely on competitive pay alone to lure new educational talent to your school district, you are fighting a steep uphill battle. Today, any school district attempting to lure candidates to accept employment can hold an advantage over other competing offers by also focusing on work-life balance and development opportunities.

According to the most recent in our series of Kelly Global Workforce Index™ (KGWI) reports—a regular worker opinion study that gathers hundreds of thousands of responses from around the globe—salary/benefits will remain a significant factor for educational professionals when considering an employment offer, but it does not stand alone.

The latest top three attraction factors for educational professionals:



ATTRACTION FACTORS



Take careful account of what educational professionals are **looking for**



Let's look at the motivators

While more flexible or remote work arrangements are not always plausible for teachers, there is great opportunity for districts to improve teachers' work-life balance, to lower stress levels, and to help them feel more valued.

Aside from simply concentrating on compensation and financial incentives, spending the time to comprehensively understand the motivators of all your educational team members will help you derive better meaning behind these two important levers of attraction.

For example, consider the first impression that your school district HR offices make. This may be an area that's easily improved to help attract new applicants who are considering your district. Does your office look and feel inviting, or reflect your district's culture? Does it look like a place you'd want to work? Incorporate pictures of your city, students, or staff. Feature free Wi-Fi access for applicants—this will especially appeal to your younger demographic, probably the largest segment of new talent in your teacher pool.

Consider some of these other ideas to improve the outlook of your educational professionals:

Work-life balance options:

- Allow employees to participate in community activities that appeal directly to them, while at the same time supporting the district's goals for social responsibility.
- Provide tickets to events of interest such as shows, sporting events, or weekend vacation trips. Ask for donations or discounts from local businesses to help offset the cost.
- Apply some of the same simple-but-cheap branding as detailed above to improve candidate perception in your school offices. Update to appeal more to Generation Y. Instead of a stand-in-line or cubicle area up front, feature a more inviting area to greet your visitors.
- Appeal to new applicants by selling your local area with pictures and brochures. Or, remind candidates why they are there by featuring pictures of students from your school.

Let's look at the motivators (continued)

- To improve general mental and physical well-being of your staff, also focus some enhancements on the teachers lounge.
- Tap local businesses for free services or employee perks for teachers, such as 10 percent off all purchases at Starbucks®.

Training/development possibilities:

- Professional development is key to most educators. Again, consider Generation Y: make Wi-Fi connections readily available for online coursework, as well as web-based training applications.
- Offer district-sponsored training and developmental courses, seminars, or conferences.
- Engage your most valuable teachers and staff in formal or informal mentorship programs or activities. Schools can also build upon this model by tapping younger talent to help mentor their older peers on newer technologies and tools.
- Proactively suggest and support the pursuit of any relevant job-specific certifications.

Along with these top factors, 62 percent of educational professionals cited “opportunities for advancement” as another aspect in their attraction to a particular school or district. While this number is trending up significantly since our last survey (53 percent), it still markedly trails the influence that advancement presents as a factor in other job categories (66 percent globally). Further, of all the generations at work today, Gen Y is not necessarily looking for promotional opportunities—but more for a sense of meaning in their work.



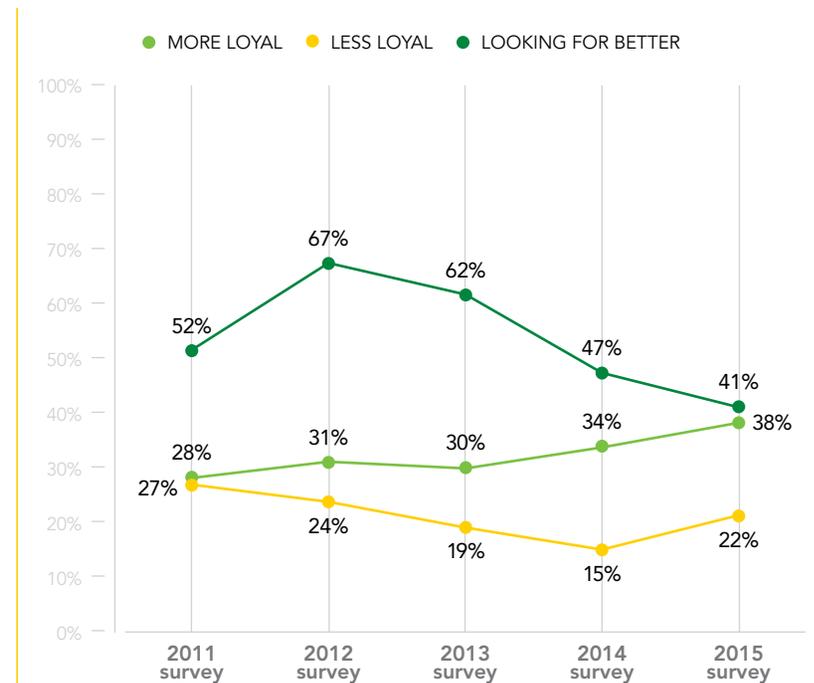
Looking for advancement

Thankfully, the percentage of employees in education who feel more loyal to their employer has steadily increased in all of our last three surveys (from 30 percent to 34 percent to 38 percent), which also leads most other occupations. Yet overall commitment levels still remain low. Another 22 percent said that they were **less** loyal in our most recent results. This number was also trending in a positive direction over time, from 27 percent to as low as 15 percent in recent surveys, before jumping again to 22 percent. This is still lower than employees in other work categories (25 percent global average).

From our most recent results, workers globally are feeling empowered to spread their wings and explore “better” job options, with six in 10 workers intending to look for a new job. But a significantly smaller portion of educational professionals (41 percent) intends to do so. And like other indicators, this number has trended in a positive direction for school districts, down from as high as 67 percent during recessionary times.

Furthermore, job satisfaction alone is not always linked to loyalty or engagement. Today, even happily employed educational workers are searching for better job opportunities (39 percent)—many of them more than once or twice per week (55 percent). Surprisingly though, these numbers are still much lower than the average worker: with 47 percent happy but looking, and 68 percent looking weekly.

However, when they do find a better job opportunity, less and less educational workers feel they are in a good bargaining position to change jobs—trending from 66 percent to 64 percent to 58 percent in consecutive surveys. Districts can help with more active engagement in performance management discussions to help guide career development actions, which can provide additional opportunities for growth or advancement.

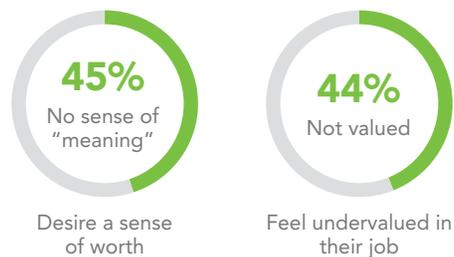


Why do they leave?

When mapping out an attraction strategy, it's also good to understand why your best employees tend to leave. According to recent KGWI data, the top six reasons cited by educational professionals for leaving (after salary/benefits) include:



And that's not all. When specifically asked to what degree they feel their employers provide a sense of "meaning" in their work, or that they feel valued by their employers, educational workers responded that:



Although there is common ground across most sectors related to the key factors that pull educational professionals towards accepting one job over another, there is still the challenge of understanding the unique differences across geographical boundaries. Networking with industry peers and leveraging workforce insight data—such as the data found in the KGWI report—is a great start for most educational leaders.

RETENTION FACTORS



The tools of **retention**

Why do they stay?

Chances are you've lost, or had to fight hard to retain, an "A" employee within the last year. If this is the case, the following information may not be a huge shock. We've heard for years that employees don't leave organizations: they leave their direct management.

And while a greater percentage of educational respondents named these factors on page 11 as the ones most likely to cause them to leave, are education leaders and managers in control of these leading factors? Maybe not to the full extent possible—but in many cases, they do hold the reigns and can control a portion of the outcome tied to each.

Retention is a key lever that educational leaders within any district must control to enable increased quality and student achievement. If your organization is experiencing increased turnover, a closer look at the key factors causing your employees to leave is critical. While salary, benefits, and financial incentives sit on top of the list, the desire for better work-life balance follows closely behind across all sectors. Only in education is a "major life-changing event" cited as a major factor for employees leaving.

Research supports that

**teacher
morale**

has a direct impact on
student achievement.

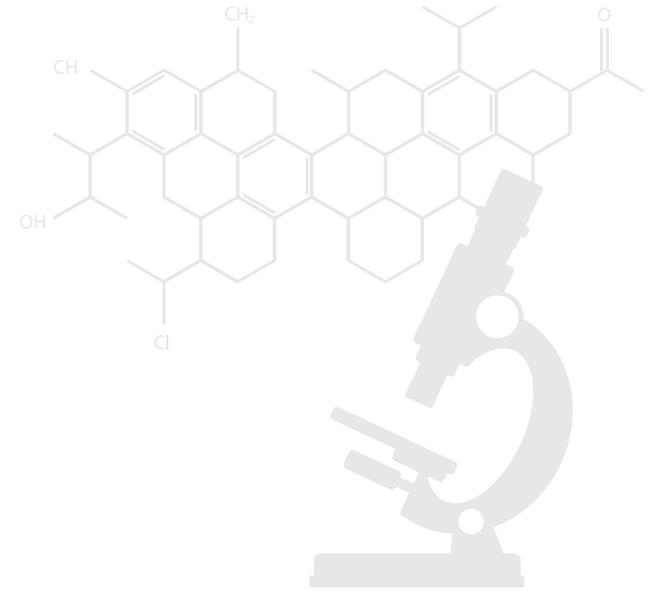
Acting on the motivators

Instead of relying on compensation and financial incentives as a one-dimensional, singular tactic to attempt to retain top talent within your district, take careful account of the other leading factors that educational professionals are seeking. Your current team will take notice—and it may be the difference between keeping and losing an “A” employee.

As an administrator in education, you can build a stronger retention strategy that goes beyond compensation by engaging these motivators:

Work-life balance:

- Consider offering more flexible scheduling where possible.
- Engage in community activities as a means to help outside of the organization.
- After an exhausting project or milestone, reward the team with extra time off, a lunch party, or other nonmonetary rewards.
- Document your team members’ preferences for flexibility and rewards, and then leverage these preferences to individualize recognition for a job well done.
- Consider some of the same improvements suggested on page 8 for attracting new talent, such as improvements to the teachers lounge, or discounts for teachers contributed by local businesses.



Acting on the motivators (continued)

Advancement opportunities:

- If team members derive information from conferences or training opportunities, give them the opportunity to share what they've learned upon return, or lead a special project based on their new knowledge.
- Provide mentorship opportunities for both younger and more experienced staff members to share their areas of expertise.
- Have a good understanding of what type of advancement team members want to pursue, and support a plan to achieve it. It may not be official advancement they're looking for, but rather a more lateral move from school to school, or grade to grade.
- Discuss career aspirations, and offer proactive ideas on how to help your team achieve their short- and long-term goals.

Again, individual administration style and the appropriate balance of the ideas listed above can lead to better team cohesion and results.

Conclusion

Make your attraction and retention a strength

Technological advancements alone are propelling our society forward at a dizzying pace. School districts must keep pace. With or without a solid talent strategy, it's only a matter of time before your organization is faced with an attraction or retention scenario that it will be challenged to overcome.

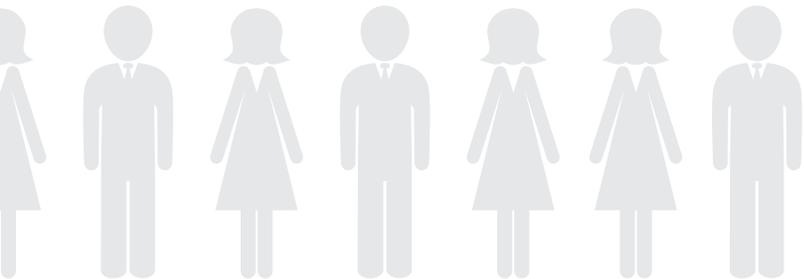
As leaders in education, you must continue to pursue strategic support and actionable data that can drive your overall operational strategy forward. Your talent strategy must be directly linked.

Take time to truly understand what motivates and inspires your current team, and consider what attraction components—whether large or small, formal or informal—will enable you to be more competitive when you need to bring in new talent. The preparation will help you weather the inevitable storms that lie ahead and keep you focused on what truly matters: your students and their continued achievement.

The latest Bureau of Labor Statistics reports show that employment of teachers is expected to grow 6% by 2024: creating more than

180,500 new positions.

Demand will vary greatly depending on location and subject.





About the author

Debbie Pearson is senior director of sales for Kelly Educational Staffing, a specialty service of Kelly Services. In her role, Ms. Pearson directs the strategic educational sales of the KES regional sales teams, which span market areas across the U.S. and many of the largest urban school districts.

With more than 19 years of experience in the educational staffing industry, she is a leading voice in the field of education—focusing on workforce trends and efficiencies for school environments. In addition, Ms. Pearson is in demand as a speaker at top educational conferences and industry events. She has successfully consulted with large urban districts to determine substitute trends and solutions resulting in cost savings and increased efficiencies. Ms. Pearson holds a bachelor's degree in organizational behavior management and a master's degree in education, curriculum, and instruction from the University of Houston.

About Kelly Educational Staffing

Kelly Educational Staffing (KES®) is a specialty service of Kelly Services®, a leader in workforce solutions for 70 years. Launched in 1997, KES is the largest provider of substitute teachers nationwide, with 100 percent success improving substitute placement rates in all our partner districts. In addition to the staffing of non-instructional positions, KES proudly offers our partner districts unique value, unparalleled experience, and expertise with dedicated and engaged local staff embedded in the community.

KES is committed to bringing best practices, thought leadership, and emerging workforce trends to our customers through a variety of forums, including this e-book. We consistently analyze data and benchmarks to share insight from our position of industry leadership for your consideration, featuring topics in education and recruitment as well as labor market research.

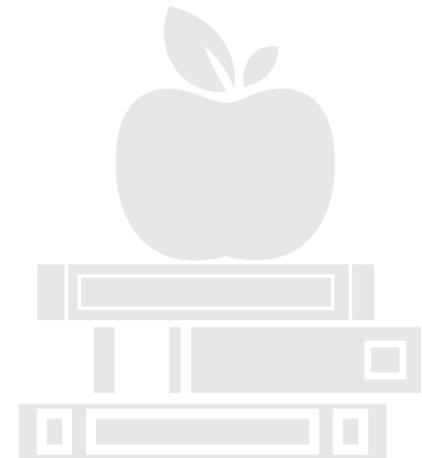
About the Kelly Global Workforce Index (KGWI)

The annual KGWI brings together work and workplace insights sourced from hundreds of thousands of respondents from countries across the Americas, EMEA, and APAC regions. It takes the form of a regular survey that canvasses a wide spectrum of opinions on issues impacting the contemporary workplace, with a particular focus on the perspectives from different generations, industries, occupations, and skill sets. Topics covered include:

- Career development and upskilling
- Workplace performance
- Employee engagement and retention
- Social media and technology

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To date, more than a
**quarter
billion**
student learning days
have been taught by a
Kelly Educational Staffing®
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