

STABILIZATION OF THE EARLY LEARNING WORKFORCE IN DUVAL COUNTY



Presented to:



**Early Learning Coalition
of Duval Board**

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About Performance Evaluation and Improvement LLC



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Overview

- **Funded by Rice Family Foundation**
- **Purpose and Methods**
- **Findings**
 - Potential retention strategies
 - Business management needs
 - Interest in a professional association for child care directors
- **Next Steps**



Purpose



- Identify extent of turnover problem and identify potential strategies to address workforce stabilization



1: Identify Potential Retention Strategies—

Learn from providers about turnover in centers, how they promote retention, and what measures can minimize turnover.

2: Improve Business Management—

Identify professional development needs of center directors relating to business management.

3: Establish Professional Association for Child Care Directors—

Explore needs met and not met by professional organizations and the possibility of one unified membership organization for all child care professionals and possibility of Voluntary Pre-K providers' organization.

Survey Process and Distribution

- Four surveys distributed May – June 2006
 1. *Staff Turnover and Retention Survey* (directors)
 2. *Job Satisfaction and Retention Survey* (staff)
 3. *Business Management Professional Development Needs Survey* (directors)
 4. *Professional Organization Participation Survey* (directors)
 5. *Surveys sent to 3 samples of 125 providers each – randomly selected; 25 Voluntary Pre-K centers; 25 Quality Rating System sites; 75 from the remaining pool of providers in Duval serving school readiness children*
 6. *Staff survey distributed to all teaching staff in the sampled centers*



Findings from Retention Survey

Turnover Rate

Key Findings

51 directors (41%) reporting on 458 positions

Good News: Overall turnover rate of 28 percent – lower than the 41 percent reported in the National Child Care Staffing Study

Bad News: 42% turnover for Teacher Aides and 40% for Assistant Directors are consistent with the study



Concern about staff turnover is founded

Overall turnover rate – 28%

Teacher Aides turnover – 42%

Assistant Directors turnover – 40%

Lead Teachers (largest group) and Assistant Teachers – 28%

Job Satisfaction

○ Key Findings

256 staff responding

Most staff have high degree of job satisfaction

Potential turnover:

56% predict that they will still be working in child care 3 years from now, and 35% more say they may be.

Only 7% indicated that they would not be in child care 3 years from now.



Reasons for Turnover

129 positions with turnover

- Reasons for turnover:
 1. Termination
 2. Personal health problems
 3. Low salary
 4. No or inadequate health insurance
 5. Not enough vacation time
 6. Interpersonal problems with director
 7. Interpersonal problems with other staff
 8. Returned to school



QRS vs. Non-QRS Turnover

- Non-QRS staff were 1.5 times more likely to voluntarily leave their positions as QRS staff.
- Non-QRS Assistant Directors left at twice the rate as QRS Assistant Directors.
- QRS staff were twice as likely to be terminated as non-QRS staff.
- QRS Lead Teachers were twice as likely to be terminated as non-QRS staff.

Conclusion: Higher job satisfaction and higher standards for employment in QRS centers

Strategies to reduce turnover or recruit

- 82% of directors have strategies in place
- 18% have no strategies
- Effective strategies from the directors' perspective:
 - Wage supplements based on education — 89% use or consider
 - Conference or workshop participation — 45% use or consider
 - Bonus for educational attainment — 37% use or consider
 - Stipend, scholarship for education — 33% use or consider
- More QRS centers report use of retention strategies than non-QRS centers

Most effective strategies to reduce turnover

○ From staff perspective

Higher wages	— 81% agreement
Better health insurance	— 56% agreement
More recognition for accomplishments	— 46% agreement
Better retirement benefits	— 41% agreement
More vacation time	— 41% agreement
More opportunity for professional growth	— 37% agreement
Improved communication/relations with instructional staff	— 36% agreement
Improved communication/relations with director	— 34% agreement
More time to work with colleagues	— 31% agreement

Findings from Business Management Survey



Business management survey

63 directors responded (50%)

9 categories of needs

- Human Resources Development
- Personnel Cost and Allocation
- Center Operations
- Family Partnerships
- Child Assessments
- Fiscal Management
- Program Planning and Evaluation
- Marketing and Public Relations
- Technology



Out of 34 topics, 13 topics were identified by over half as high or moderate need for professional development

Areas of need for professional development

- 13 topics rated as high or moderate need by at least 50% of directors
- 1. **Benefits (58%)**
 2. **Compensation (57%)**
 3. **Technological resources (57%)**
 4. **Use of Technology (55%)**
 5. **Staff Recruitment (54%)**
 6. **Family Support and Involvement (54%)**
 7. **Supervision (53%)**
 8. **Staff Development (53%)**
 9. **Performance Appraisal (53%)**
 10. **Program Quality (53%)**
 11. **Selecting Screening and Assessment Tools (53%)**
 12. **External Communication (52%)**
 13. **Community Outreach (51%)**



Unexpected finding re: professional dev. needs

- Contrary to general perceptions, fewer than half of the directors indicated that any of the Fiscal Management topics were high or moderate needs

Percent high or moderate need:

- Tuition (48%)
- Budget planning (42%)
- Accounting practices (36%)
- Managing for profitability (30%)
- Basic record-keeping (30%)

Findings from Professional Organizations Survey



Professional Organizations Survey

- 33 center directors responded (26%)
- 55% did not belong to any professional organizations and 30% belonged to only 1
- Reported membership in 16 different professional organizations
- Memberships mentioned most frequently were:
 - National Association for the Education of Young Children (NAEYC)
 - Florida Association of Child Care Management (FACCUM)
 - Early Childhood Association of Florida (ECA)
- No perception of redundancy of organizational purpose or competing interests among early childhood professional organizations.
- *Almost all (90%) were in favor of joining a VPK-focused organization.*

Next Steps

