TRANSFORMATIONAL ONBOARDING FOR FACULTY RETENTION

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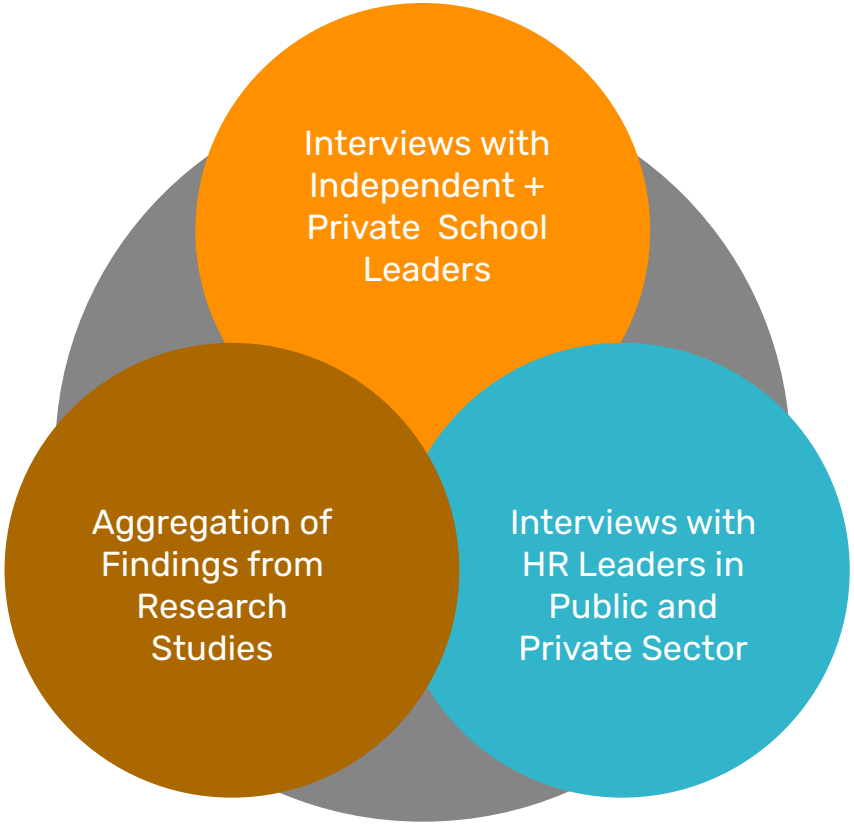
EXPLO ELEVATE
INNOVATIVE SCHOOLS COOPERATIVE


Interviews with Independent + Private School Leaders
Aggregation of Findings from Research Studies
Interviews with HR Leaders in Public and Private Sector

Why is Onboarding Important?

1

Strong employee onboarding programs can improve retention by 82%

2

The percent of teachers who leave annually is 8% in public schools and 16% in private schools

3

Costs associated with teacher turnover range from $9,000 to $21,000

1. https://b2b-assets.glassdoor.com/the-true-cost-of-a-bad-hire.pdf
2. https://nces.ed.gov/surveys/sass/tables/tfs0809_022_cf2n.asp
3. https://learningpolicyinstitute.org/product/the-cost-of-teacher-turnover

“Events and processes like preboarding, orientation day, compliance training and informal lunches with team members are important initial steps for new employees, but on their own, they are not sufficient mechanisms for preparing employees to excel in their new roles.

Exceptional, journey-based onboarding programs help employees learn and grow throughout their first year on the job, placing special focus on check-ins and key experiences that matter most.”

https://www.gallup.com/workplace/247076/onboarding-new-employees-perspective-paper.aspx

The 4 C's

Transactional

Relational

Compliance

Clarity

Culture

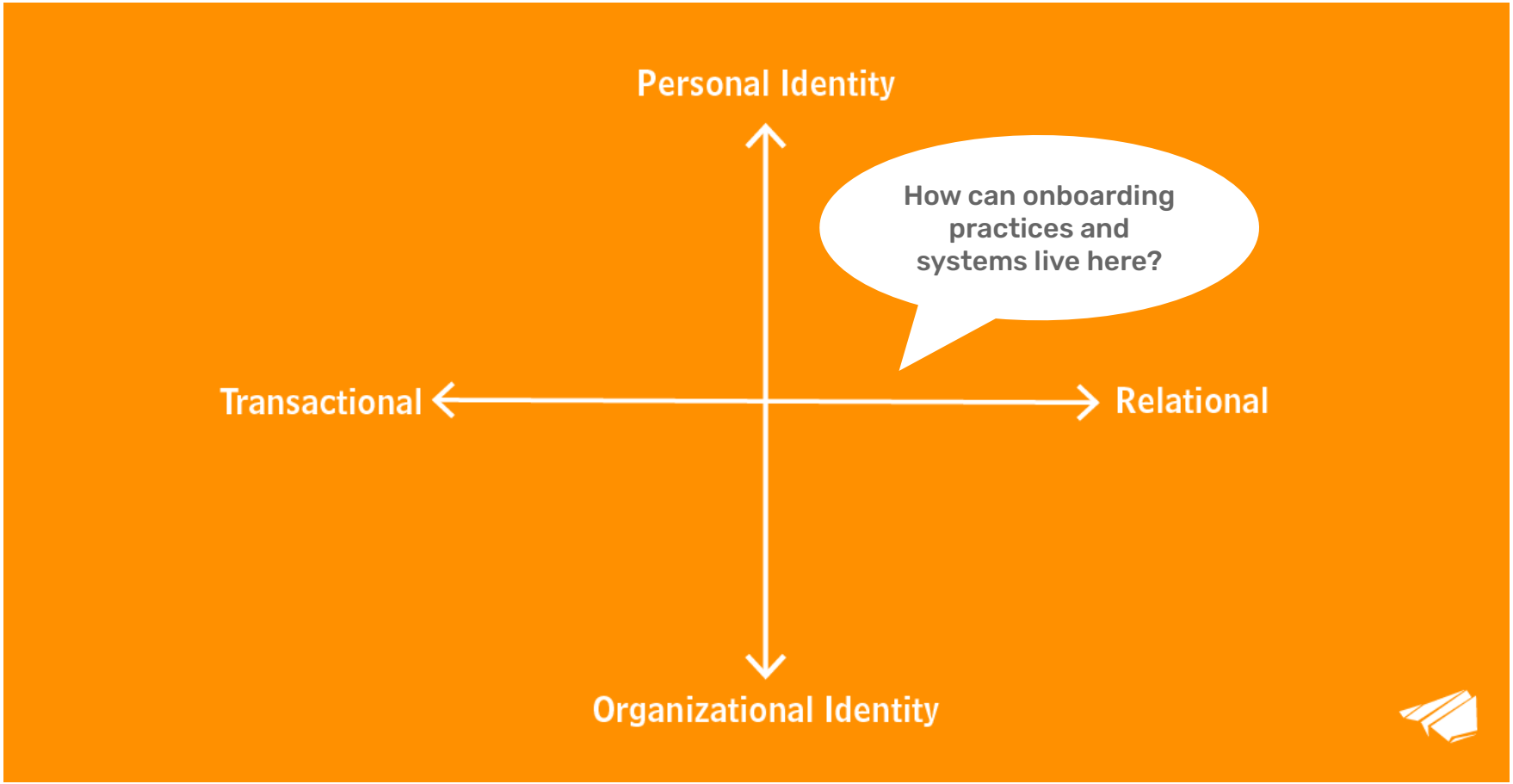
Connection

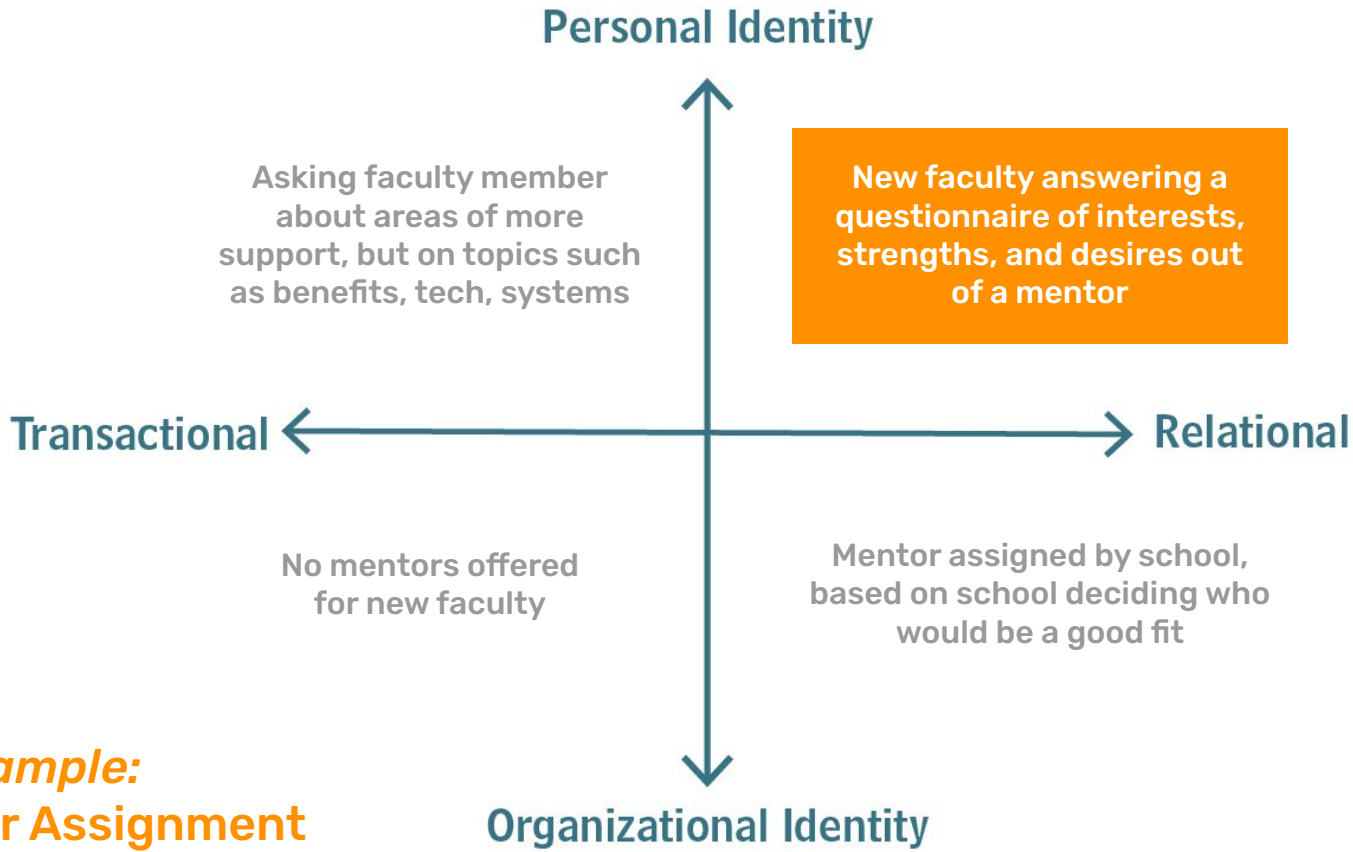
Society for Human Resource Management (SHRM)

TRANSACTIONAL ONBOARDING	RELATIONAL ONBOARDING
Immediate, short-term	Long-term learning
Corporate Policies	Role relevance to the organization
Benefits	Job and Department Goals
Technology Set-up	Coaching & Support
Company Vision & Resources	In-house networking

An experiment conducted in India and then replicated at a U.S. university found that initial socialization focused on **personal identity** led to greater employee retention after six months than socialization which focused on organizational identity.

Cable, D. M., Gino, F., & Staats, B. R. (2013). Breaking Them in or Eliciting Their Best? Reframing Socialization around Newcomers' Authentic Self-expression. *Administrative Science Quarterly*, *58*(1), 1–36. https://doi.org/10.1177/0001839213477098


Personal Identity
How can onboarding practices and systems live here?
Transactional
Relational
Organizational Identity



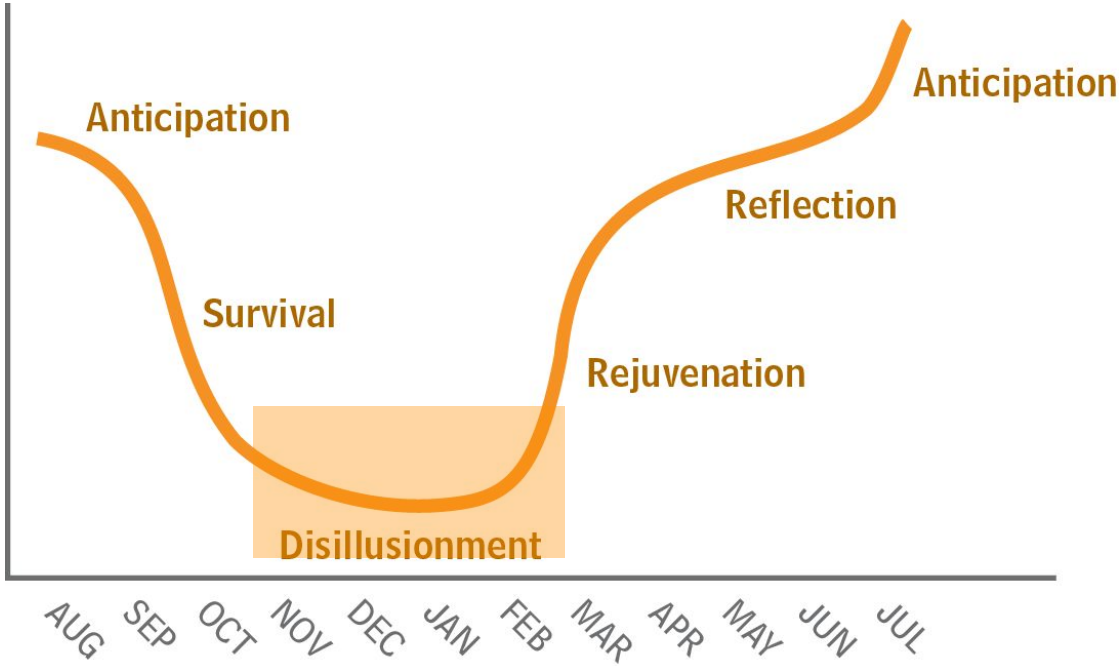
An Example:
Mentor Assignment

The Three Roles in Onboarding

Key Stages and Phases of Onboarding

Pre-Orientation	Orientation	Day One	Semester 1	Year One	Years 2-3
*After offer letter signed *Create a warm welcome	*Manage flow of information *Prioritize relationship building	*Set up first day for success *Check in and meet immediate needs	*Get and give feedback *Gradual flow of information	*Year long mentorship programs *Formal and informal opportunities to connect	*Longer term induction *Understanding teachers' goals

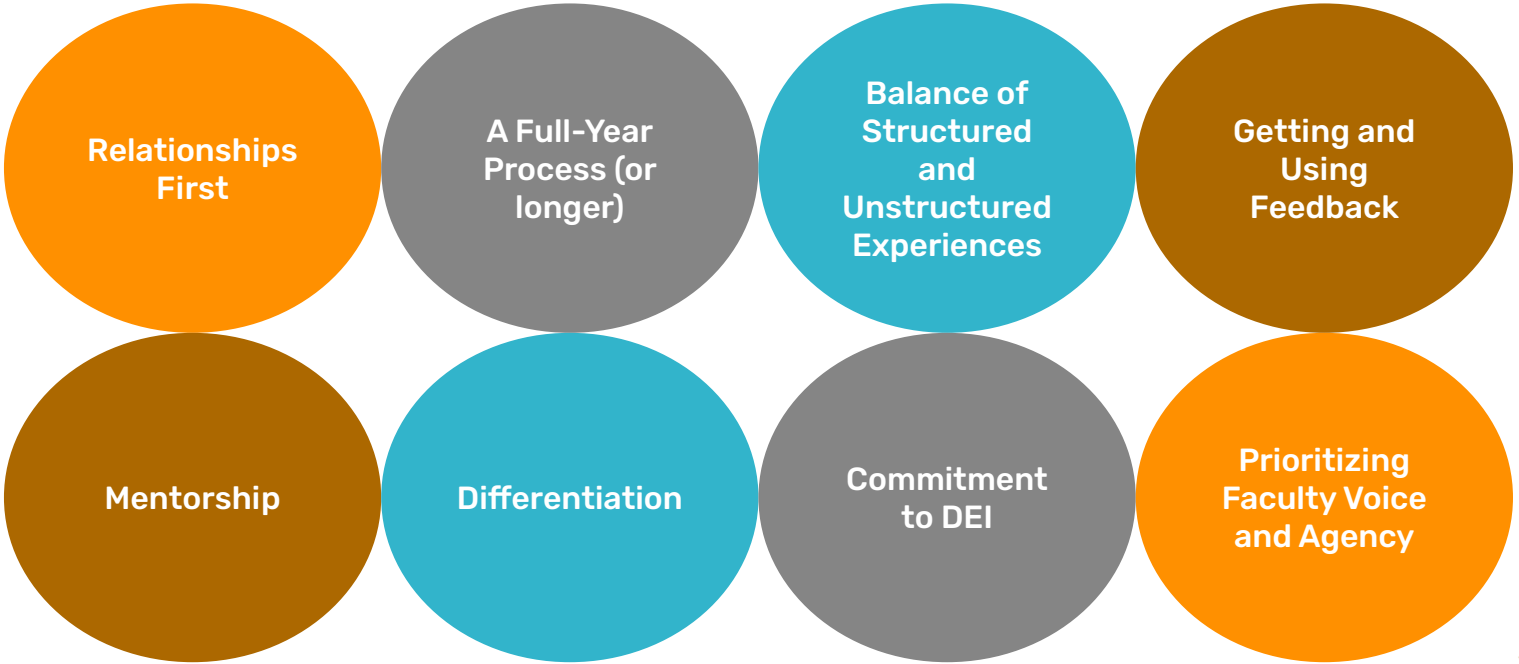
PHASES OF FIRST-YEAR TEACHERS' ATTITUDE TOWARDS TEACHING



How can onboarding systems help support this year long arc?

Nov-Feb may be the most important moments to focus on connection

Key Similarities from School's Interviewed



A Path Forward

Gather Data and Feedback	What have been the honest experiences of recent faculty who have joined the school?
An Audit of Current Onboarding Practices	What currently exists in terms of both formal and informal onboarding structures at the school?
Identify Goals and Leaders	What would the school like the goals of the onboarding process to be? And who are the key people involved in crafting and tracking those goals?
Identify Quick Wins	What informal structures could easily be written down and formalized?
Identify More Complex Changes	What are the more complex changes to the onboarding process that the school wants to prioritize?

The Potomac School

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Potomac: Old vs. New

Information given to new hires

New hires bring their full selves and contribute right away

Key Aspects of Potomac's Onboarding Process
Role of Mentor/Affinity Mentor in Onboarding
Orientation Day
Divisional Cohort Lunches
Fall Retreat
Spring Reception

Goals of Pine Crest's Onboarding

1. Give a warm welcome to teachers; make sure they are glad they chose to join our school
2. Connect new teachers to the community by providing mentors -- people to ask questions of, to check-in with
3. Encourage collaboration with other new hires; enhance that web of connections
4. Acculturate new hires with training sessions that review how the school does things
5. Help new teachers become confident in their new school
6. Form strong connections with their colleagues so that they can contribute to the school community early on

Pine Crest's TEAM Approach

1

Intentional Mentoring Matches

2

Communication and PC Welcome Box

3

Teacher/Mentor Monthly Meetings

Pine Crest's Resources

Swag Up
https://www.swagup.com/

Pine Crest's Resources

- New Teacher Welcome Brochure
- Mentor Handbook
- Mentoring Strategies
  - Meet with mentee frequently and seek them out rather than waiting for questions to arise.
  - Check on mentee and ask what might be needed tangibly as well as emotionally.
  - Explain what motivates Pine Crest students and how to engage our students in learning.
  - View the mentoring relationship as PD for both the mentor and mentee.
  - Remind your mentee that conflict or tension can be opportunities for personal growth
  - Make suggestions about other ways to get involved at school so teachers can define themselves beyond their subject matter or content knowledge.
  - Have ongoing conversations to encourage frequent reflection on professional practice.
  - Maintain a positive outlook by demonstrating enthusiasm, encouragement, patience, kindness, and attention to high standards for teaching and learning.
  - Express confidence in your mentee and celebrate successes.
  - Be easily accessible, trustworthy, and understanding...a good listener!
- New Teacher/Mentor Checklist
- Sample Email to New Teachers

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