



# RECRUITING & RETAINING EMPLOYEES

David White & Bobby Kimmons  
NC Head Start Association  
March 16, 2022

# MEET THE PRESENTERS

David White & Bobby Kimmons





**David White, CEO**  
**WNCSource**  
**Community Services**

- *National Head Start Assoc. Treasurer since 2019*
- *Region IV Head Start Assoc. Board Member since 2005*
- *Region IV Head Start Assoc. Treasurer 2012-2016*

David White has been with WNCSource (formerly WCCA) for over 31 years. He currently oversees programs in Children's Services, Transportation, Housing, and Older Adult Services that operate in four Western NC counties.

David was voted 2021 "Best Boss" by Best of the Blue Ridge. He's a proud Grandpa who enjoys playing music with his band The East Flat Rockers and has a surprise for you at the end of today's presentation!



**Bobby Kimmons, Jr.,**  
VP of Human Resources  
and Inclusion

- *Senior Professional in Human Resources*
- *Master of Human Resource Development*
- *Certified Diversity Executive*

Bobby Kimmons has over 20 years experience in Human Resources. He graduated from Clemson University with a Masters in Human Resource Development and continued his studies to become a Certified Diversity Executive and Senior Professional in HR.

His favorite vacation spot is Tybee Island, GA and he enjoys taking day trips to Asheville, NC.



**wncsource**  
Community Services

Empowering people, transforming lives



*17 HS/EHS Childcare Centers in  
four WNC counties*

*Serving over 600 children  
annually!*



**wncsource**  
Children's Services



**wncsource**  
Transportation Services



**wncsource**  
Housing Services



**wncsource**  
Older Adult Services

# AGENDA – RECRUITING & RETAINING EMPLOYEES

- **The Problem**
- **The Task Force**
- **Recruiting Ideas**
- **Retention Ideas**
- **R&R Survey**
- **Other New Ideas and Key Takeaways**
- **Q&A**

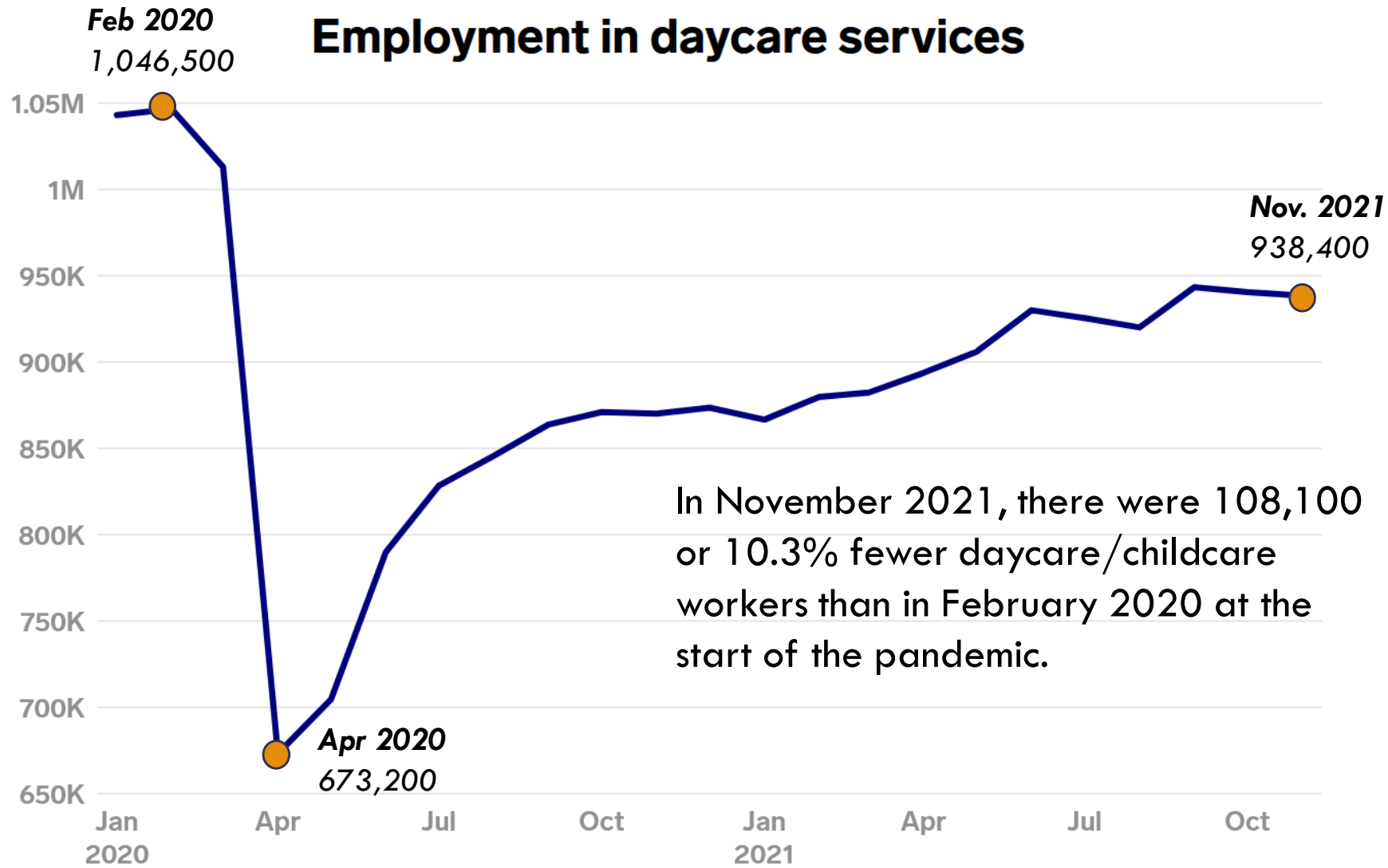




## THE PROBLEM

***Why is there a shortage of early childhood workers and educators?***

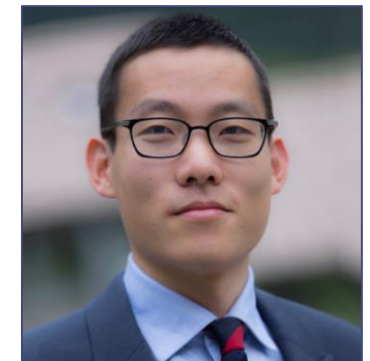
## Employment in daycare services



In November 2021, there were 108,100 or 10.3% fewer daycare/childcare workers than in February 2020 at the start of the pandemic.

*"We've seen a very slow recovery in the daycare industry, and that has a significant impact on the rest of the economy because it means that parents can't return to work."*

*~ Daniel Zhao, Senior Economist, Glassdoor*







# THE PROBLEM

- Fewer people looking at early childhood education as a career
- Increased competition from other employers
- Vaccine mandates





# THE PROBLEM

- The “Great Resignation”
- Lack of childcare options for workers
- Concerns about personal health and safety during the pandemic





# THE TASK FORCE





## ***Why form a recruitment and retention task force?***

- Ten heads are better than one!
- Foster communication across the organization
- HR, Finance, Development and Hiring Managers all have different skill sets and perspectives





# ***Who should be on the Recruitment & Retention Task Force?***

- Human Resources
- Finance
- Head Start Director
- CEO
- Head Start Hiring Mgr.
- Development/Marketing
- Social Media/Web design
- Executive Assistant or good note taker/organizer

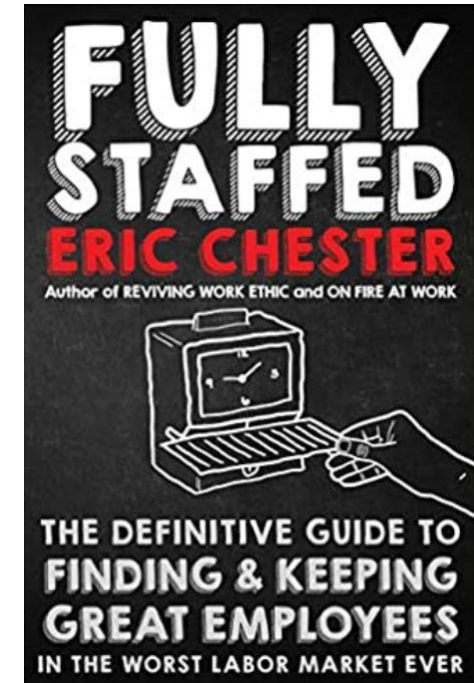
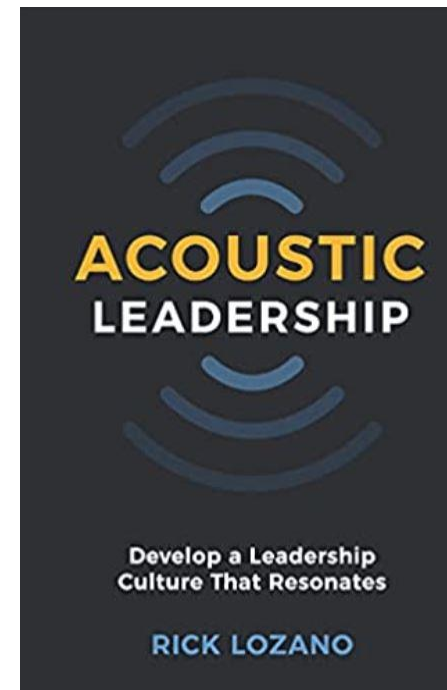
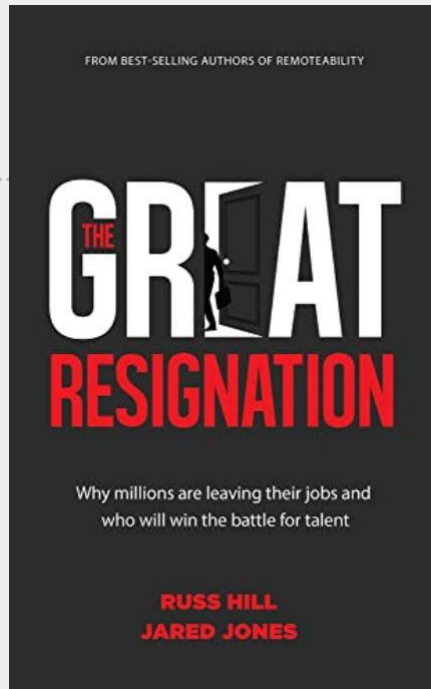
# *How do we start?*

- Set a meeting date
- Bring DayGlow post-it notes
- Brainstorm ideas for at least 20 minutes
- Give reading and viewing assignments

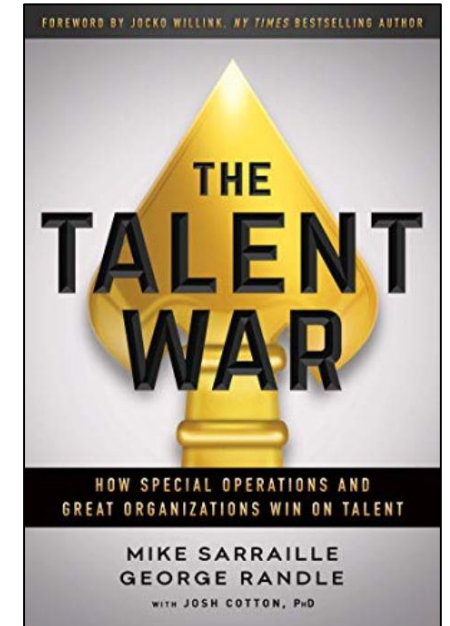
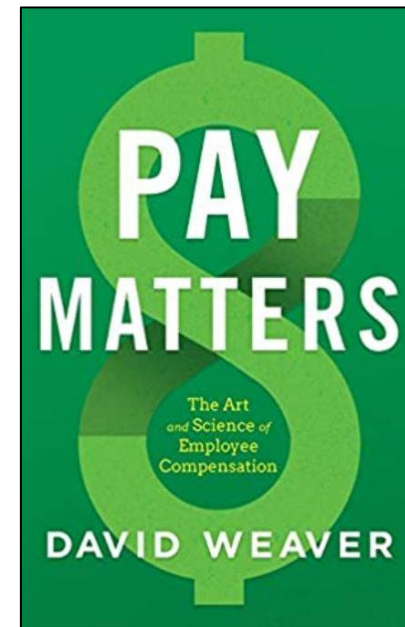
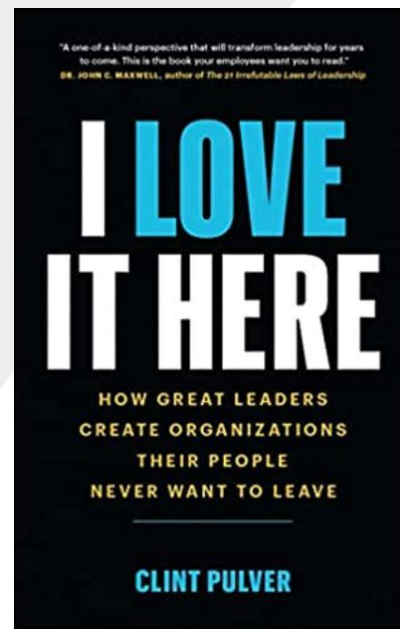
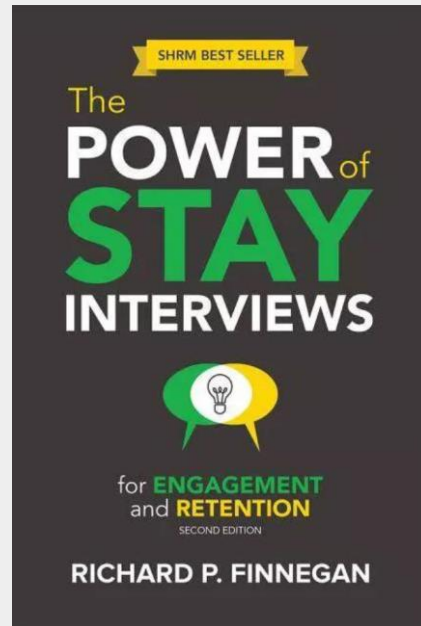
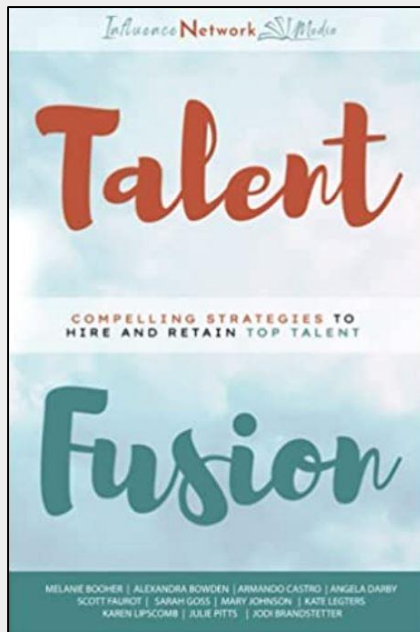


# WORTH THE READ...

R&R Task Force members were assigned a book to read from the following selections:



# WORTH THE READ...







# RECRUITMENT IDEAS WE TRIED



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# Increased Social Media Outreach



## Estamos Contratando Personal Bilingüe

Seguro Medico, Dental, Vida, Jubilacion, Pago de Vacaciones, Tiempo Libre Pagado, Programa de Bien Estar, Clinic Medica para Empleados...etc.

Posiciones Disponibles de **Tiempo Completo**

- Bilingual Home Visitor
- Bilingual Family Advocate
- Bilingual Family Services Coach
- Bilingual HV- Early Intervention Specialist

Aplica Online: | [WNCSOURCE.ORG/CAREERS/](http://WNCSOURCE.ORG/CAREERS/)

## WE ARE HIRING!

Our company is searching for high quality individuals.

### CDL DRIVERS

- Full Time
- Part Time



Hendersonville, NC  
November 2021

**APPLY NOW!**

[WWW.WCCA.ORG/CAREERS](http://WWW.WCCA.ORG/CAREERS)

December 2021

## WE ARE HIRING!



- NC Pre-K Teachers
- Head Start Teachers
- Teacher Assistants
- After School Teachers
- Early Head Start Teachers
- Center Floaters
- Center Substitutes

Henderson, Transylvania, Polk & Rutherford  
Counties in Western North Carolina

**APPLY NOW AT [WWW.WCCA.ORG/CAREERS](http://WWW.WCCA.ORG/CAREERS)**



Follow us on  
**Instagram**



# Creating Recruitment Videos



WNCSource Recruitment video

Watch later Share

[Click to watch Video](#)

MORE VIDEOS

2:53 / 4:12

cc YouTube

A video player interface showing a recruitment video. The video content depicts a woman in a dark suit sitting at a table with several young children, who are engaged in a puzzle activity. The table is covered with puzzle pieces and a box labeled 'First Puzzle 3 Feet'. The video player includes a play button, a volume icon, a progress bar showing 2:53 / 4:12, a Creative Commons license icon, the YouTube logo, and a full-screen icon.



# Internship Programs



Partner with local college or tech schools to offer paid internships to ECE Majors.

Students gain valuable experience and possible job offer upon graduation!



# Hiring Bonuses



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**WE'RE  
HIRING!**



**WE'RE  
HIRING!**

**\$1,000 – Early Head Start Teachers**  
**\$1,000 – Head Start Teachers**  
**\$1,500 – NC Pre-K Teachers**

Hiring Bonuses are paid upon the employee's 6-month Anniversary – 50% and 1-year Anniversary – 50%



# Attending Job Fairs



## HIRESOUTHCAROLINA





# Hosting Job Fairs

**TODAY'S THE DAY!**



**WCCA'S JOB FAIR!**





*Increased use of online recruiting*

**Linked** 







**WHAT HAVE YOU  
TRIED AT YOUR  
HEAD START  
PROGRAM?**





# IDEAS FOR RETAINING QUALIFIED STAFF





# CURRENT BENEFITS



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- **Medical, Dental & Vision Plans**
- **403(B) Retirement Plan**
- **Education Assistance**
- **Wellness Program with PTO**
- **24/7 Teladoc Healthcare**
- **Pardee @ Work Employee Clinic**
- **Long Term & Short Term Disability**
- **Accident Insurance**
- **Life Insurance**
- **Cancer Policy**
- **PTO – Up to 176 hours per year**
- **17 Paid Holidays per year**



# ***PTO for Vaccines & Booster Shots***





## ***Holiday Bonuses***

'TIS THE SEASON  
TO GIVE BACK!



- ***Based on Employee Longevity***
- ***Average \$400.00***
- ***Offered PTO Buyback Option***



## ***Increased Flexibility***

- ***Offered Tele-Commuting Options for Long Distance Employees***
- ***Work from Home on Days/Weeks that Schools Closed***
- ***Build a large Substitute Pool***





## ***Pay Increases***

- ***Perform a Wage Comp Study***
- ***Reduce Funded Enrollment***
- ***Offer Sign-on Bonuses***
- ***Advocate – Advocate – Advocate Call or write your Congressman***





**WHAT HAVE YOU  
TRIED AT YOUR  
HEAD START  
PROGRAM?**







**R&R**

**TASK**

**FORCE**

**SURVEY**




# 6 GOALS REVEALED FROM R&R TASK FORCE BRAINSTORMING SESSION



**BUILD OUR  
EMPLOYER  
BRAND**



**DIVERSIFY &  
EXPAND OUR  
CANDIDATE POOL**



**NURTURE OUR  
CANDIDATE  
RELATIONSHIPS**



**ELEVATE OUR  
EMPLOYEE  
EXPERIENCE**

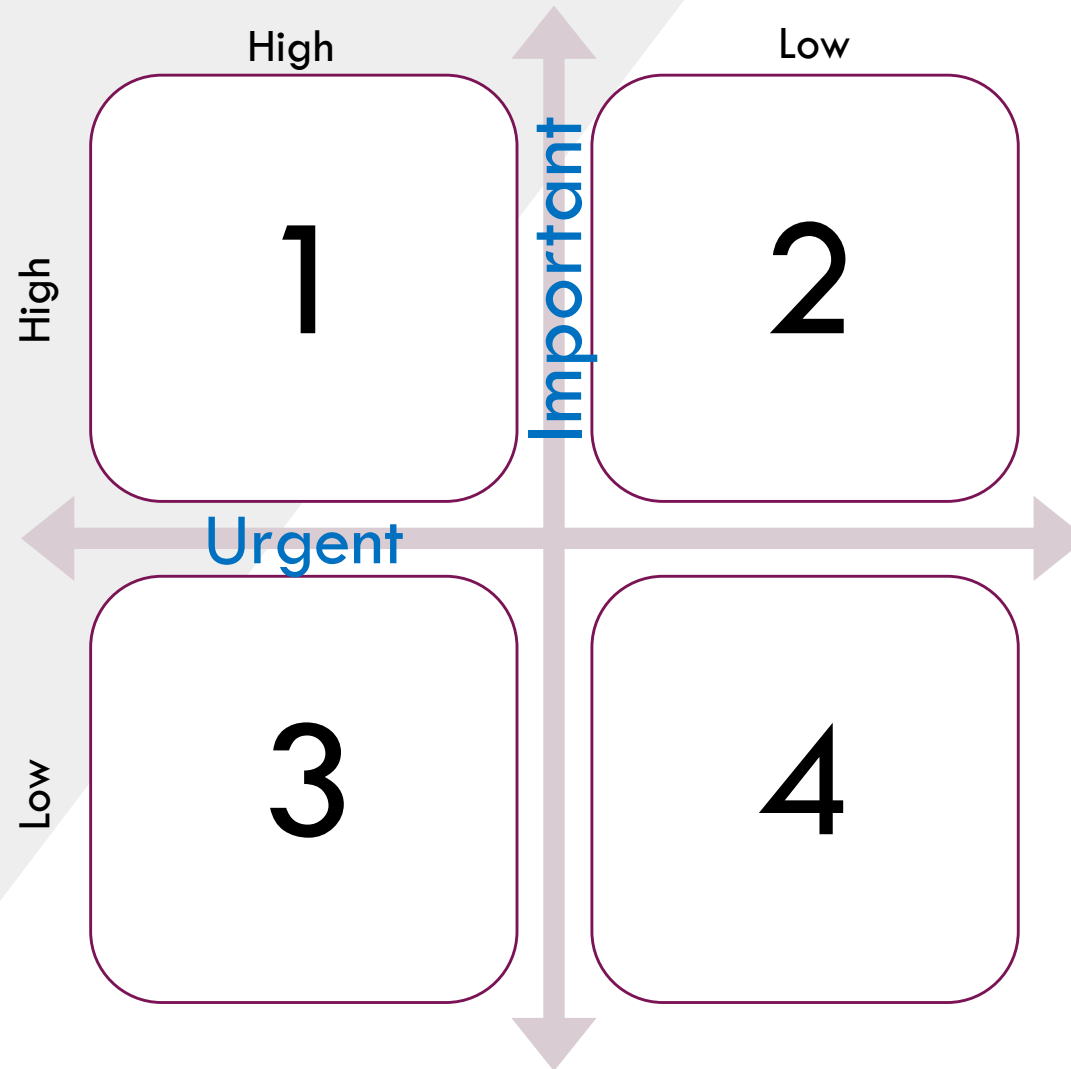


**IMPROVE  
COLLABORATION  
BETWEEN HR &  
HIRING MGRS.**



**BREAK DOWN  
FINANCIAL  
BARRIERS TO  
RECRUITING &  
RETENTION**

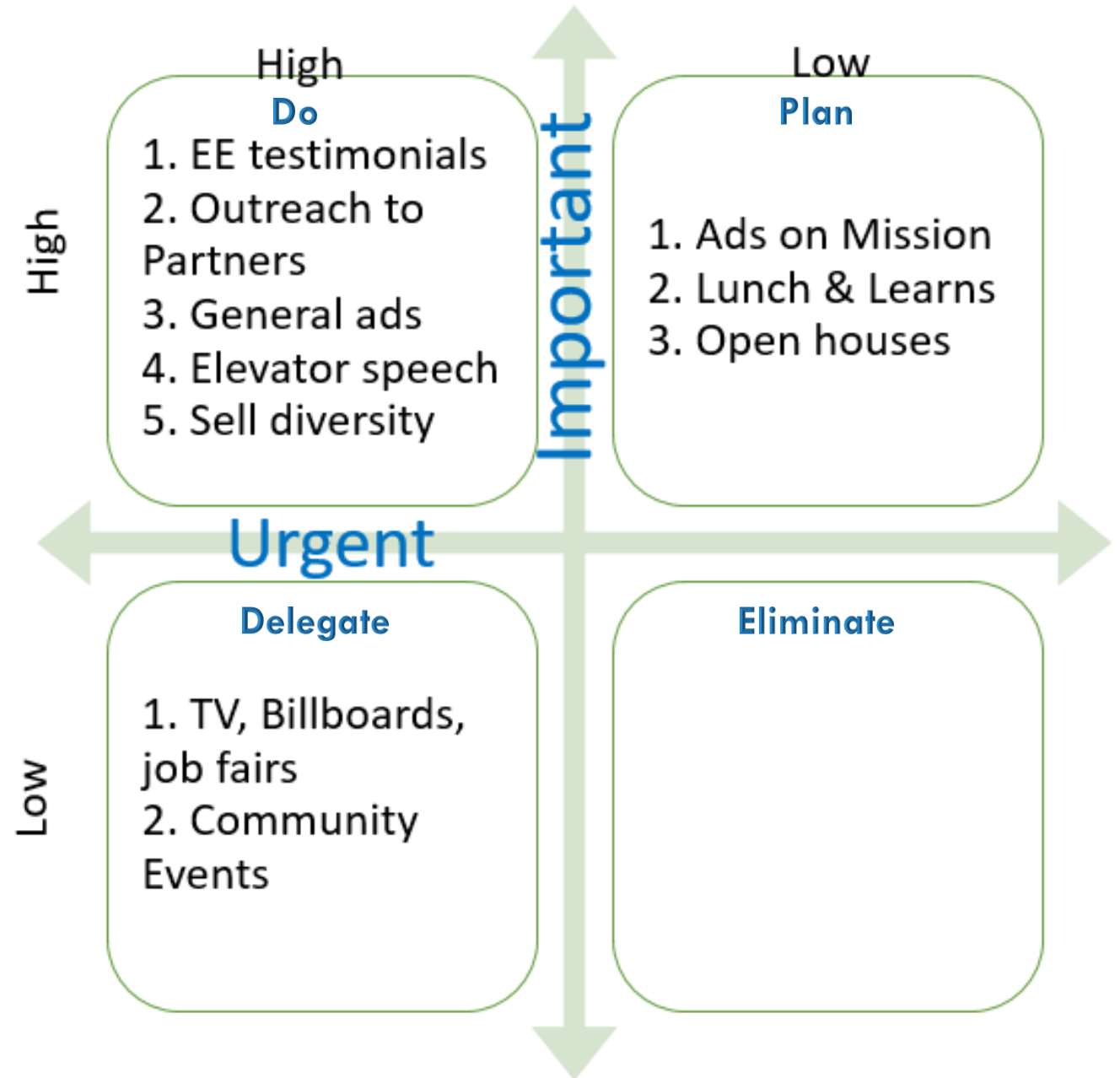
WE ASKED SURVEY PARTICIPANTS TO RANK EACH SUGGESTION IN ORDER OF IMPORTANCE AND HOW URGENT IT WAS TO IMPLEMENT



1. Important and Urgent = **DO**
2. Important but not Urgent = **PLAN**
3. Not Important but urgent = **DELEGATE**
4. Neither Important nor Urgent = **ELIMINATE**

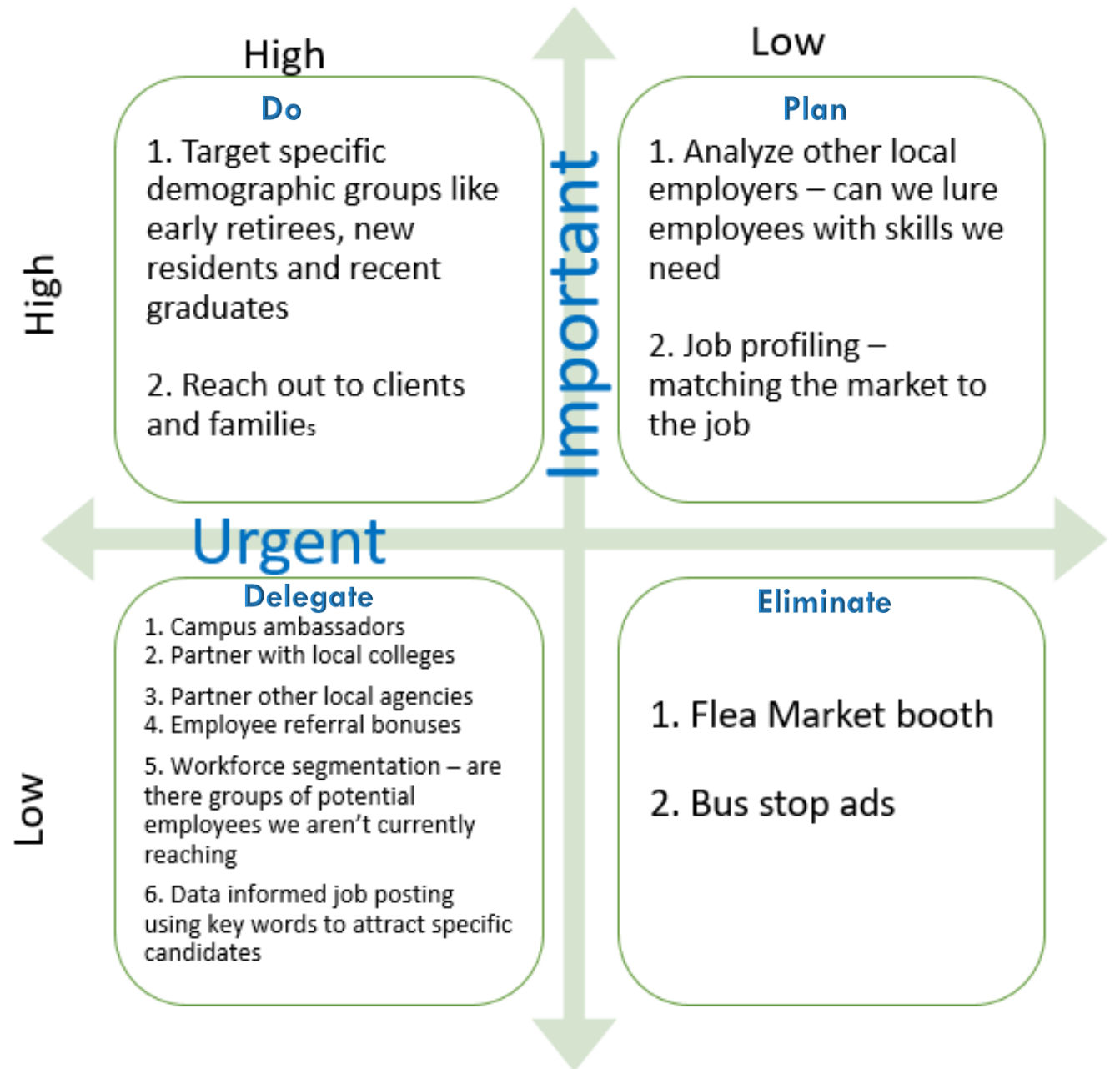
# BUILD OUR EMPLOYER BRAND

Our employer brand emphasizes the meaningful experience of working for WNCSource. It speaks to our shared values and inspire potential candidates to join our team or follow us on social media and other media outlets.



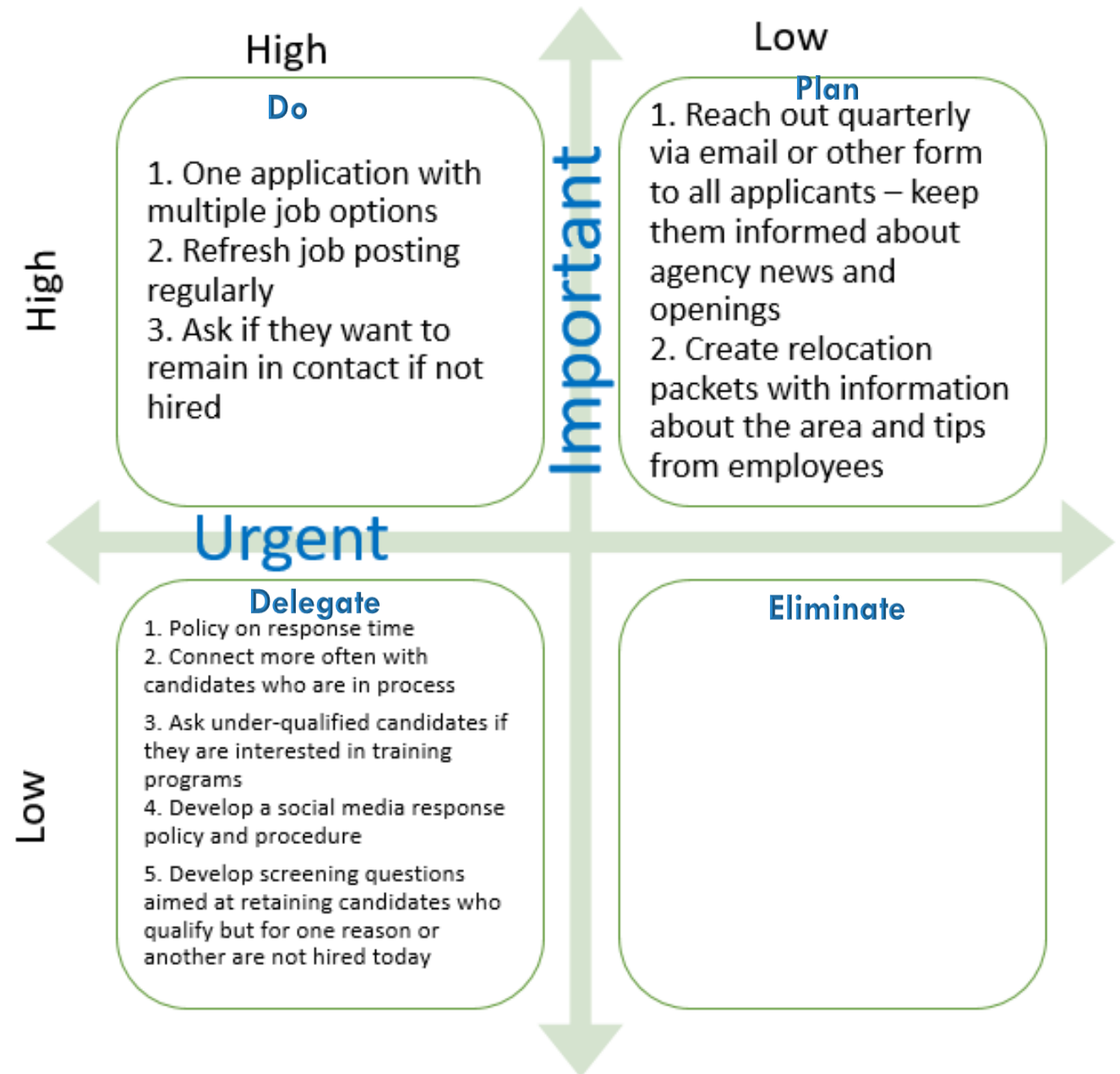
# DIVERSIFY AND EXPAND OUR CANDIDATE POOL

Candidate pools allow us to form relationships with all types of qualified individuals and maintain those relationships for the future. By increasing the size and diversity of our candidate pool we will be able to identify potential candidates even before we have openings.



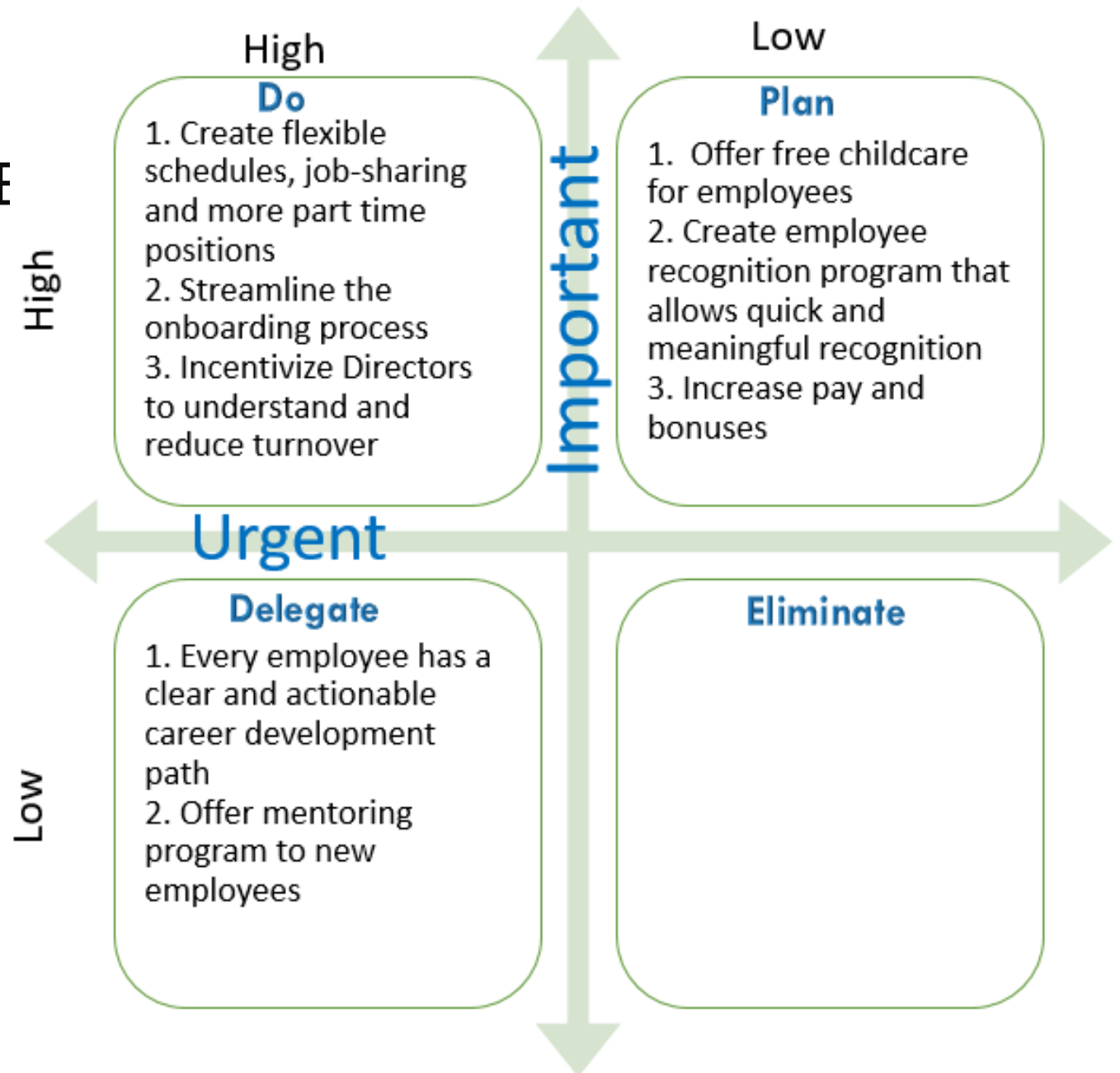
# NURTURE CANDIDATE RELATIONSHIPS

It's important to keep candidates engaged throughout every stage of the hiring process. We want to form strong, early attachments with qualified people and we want to create a pool of talented people we can reach back to for future openings.



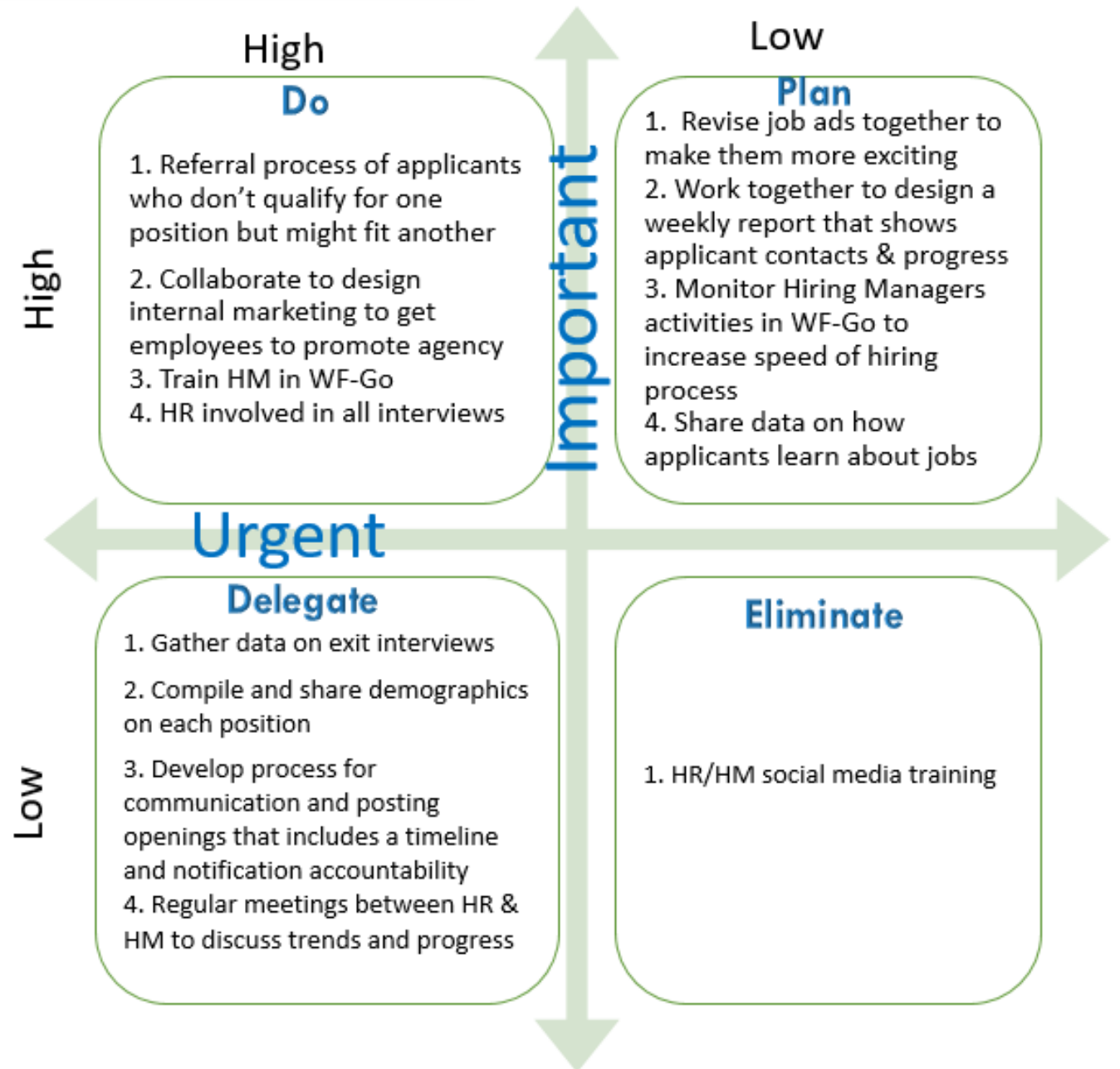
# ELEVATE OUR EMPLOYEE EXPERIENCE

People want to belong to an organization that employees praise. Creating positive employee experiences (community, diversity, flexibility, well being and growth) directly impacts the probability that employees will help us attract additional talent.



# IMPROVE COLLABORATION BETWEEN HR & HM'S

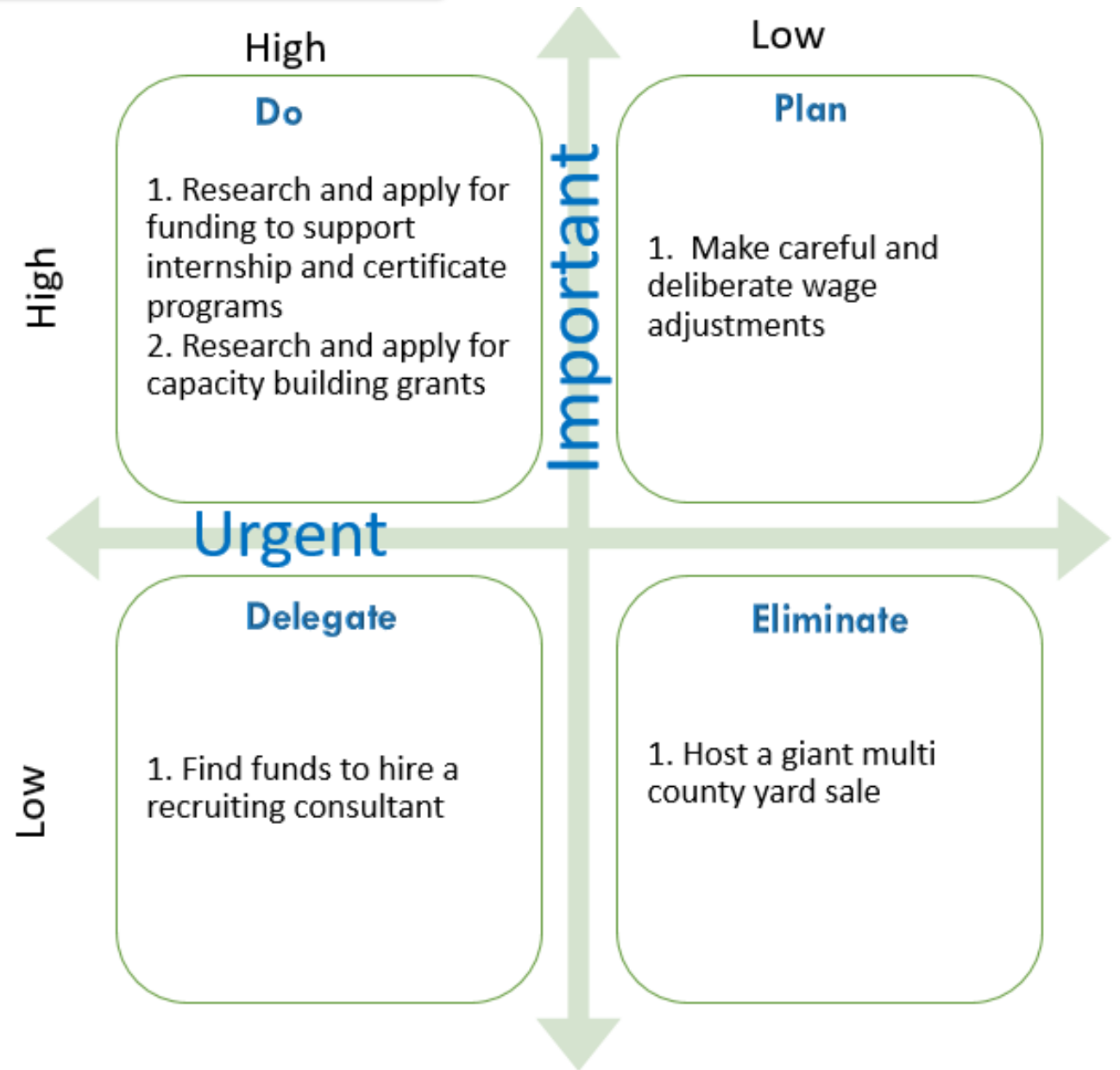
HR and Hiring Managers work together to create job ads, and then engage, interview, hire, and onboard new employees. Improving this relationship should decrease the time it takes to get staff hired and increase the pool of qualified candidates.





## BREAK DOWN FINANCIAL BARRIERS TO RECRUITING & RETENTION

One of the top five reasons organizations fail at recruiting and retention is not having the funds to support new initiatives. Partnering with Finance and Development teams, our HR and Hiring Managers should be able to find the resources they need to meet hiring plan goals.



# OTHER BIG TAKEAWAYS AND NEW IDEAS

- Turn-around time to applicants needs to be fast – within 48 hours
- Applicants need a phone call or personalized email – not an automated response
- Hire people as extra hands (not counted in ratio) while they earn their CDA
- Being understaffed means you may have more money for training
- Teamwork and flexibility are key!





David



Bobby



THANK YOU



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