

Total Reward Case Study – Ministry of Education (foreign)

Recruitment and Retention of Teachers

Background to Organisation

Our country has an excellent record in educating our citizens but the role of a teacher has not been highly rated. With demographic changes the supply of teachers is expected to decline markedly in the next few years and teachers already in the profession have been leaving in droves.

Issues

We identified the competitiveness of pay and conditions as areas that needed to be addressed to stop teachers leaving our country. There were concerns over the career paths of teachers, appraisals and so on. However, there were other issues such as:

- Is outsourcing was acceptable?
- Could sabbaticals be used?
- Is pay was below expected levels?

Actions

We needed external assistance for a project of this size and importance, so we commissioned Hay Group to undertake a comprehensive investigation into the views of stakeholders and to examine international practices. Hay used their Engaged Performance® model discover and leverage those aspects of work that employees value the most in order for their total engagement, involvement and motivation and the resulting impact on behaviour.

The solutions were spilt into three types:

- Tools for attraction
- Tools for recognising performance
- Tools for retention

These covered:

- pay and incentives;
- new grading structures with different job families;
- recognition plans aimed at improving work-life balance;
- introducing a new sports and recreation club to encourage a healthy lifestyle;
- back-up childcare schemes;
- flexible working;
- additional leave arrangements for personal needs during termtime;
- a Healthy Lifestyle incentive award;
- counselling services and more.

Outcomes, Learning Points and Future Projects

We have introduced a total reward package encouraging teachers to look at the wider aspects of reward used in the Hay Group Engaged Performance® model. This has included a communication programme to accompany the innovations selected.

It is still too early to measure the real impact but loss of teachers overseas has been successfully reduced and retention within the profession is anticipated.