

# Staff turnover among professional, administrative & support staff

*How do we retain, motivate, & manage staffing in the tertiary environment through succession planning, promotion tracks, upskilling & building morale?*

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# Introduction

Let's start with a few questions to think about:

- Are you happy with your career and role at your institution?
- Do you feel valued?
- Why would you stay?
- What would make you leave?
- Would you recommend your institution to other people as an employer?



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# Higher Education (HEIs) as a specialised ecosystem

## What are eco-systems?

- Comprises of all factors & functions such as HR, Finances, IT, internal & external influences; competitors and customers.
- When it thrives, behaviour patterns & processes have been developed that streamline the flow of talent, ideas & capital.
- However, HEIs are unique in governance, funding, & approaching core business activities.
- The motivational factors center around knowledge creation & expansion, and the preparation of students for the world of work



# Higher Education as a specialised ecosystem (...continued)

- Traditionally not profit-driven and not motivated by the bottom line.
- There has been a shift in recent years, as institutional funding has become severely problematic.
- Institutions must remain financially feasible.
- The search for third-stream income has become increasingly important, as well as cost-saving measures.
- But what have been the trade-offs?



# Key Questions to be addressed:

- 1) Why do staff leave, and how does the vacancy impact the broader institution?
- 2) How do we retain and motivate our staff members?
- 3) What can be changed in management approaches?

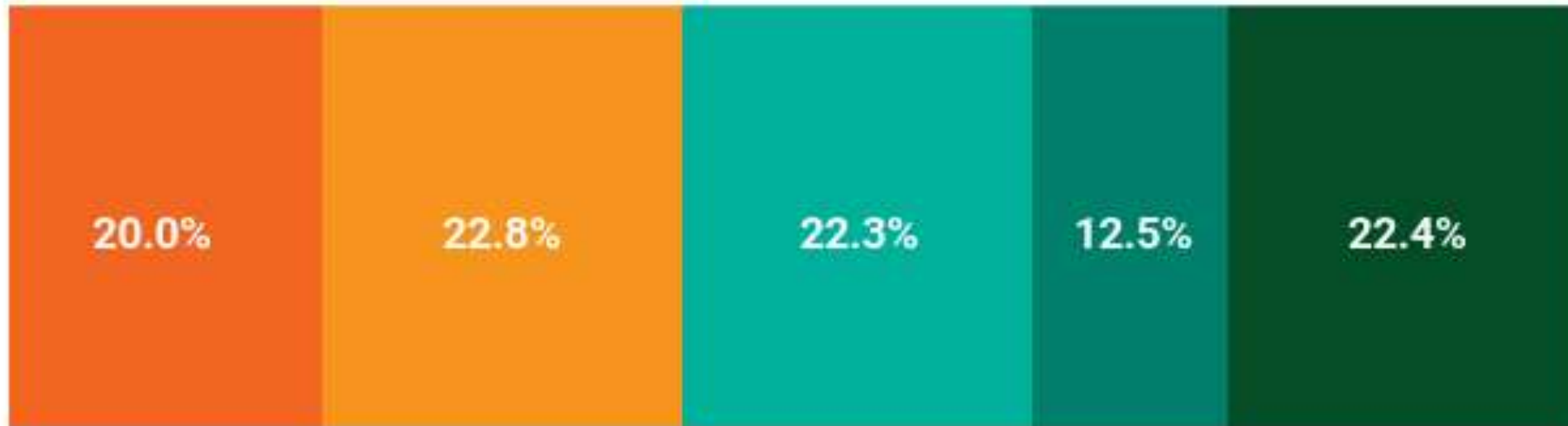


# Trends

2022 EMPLOYEE RETENTION SURVEY

## Likelihood of Looking for Other Employment Within the Next 12 Months

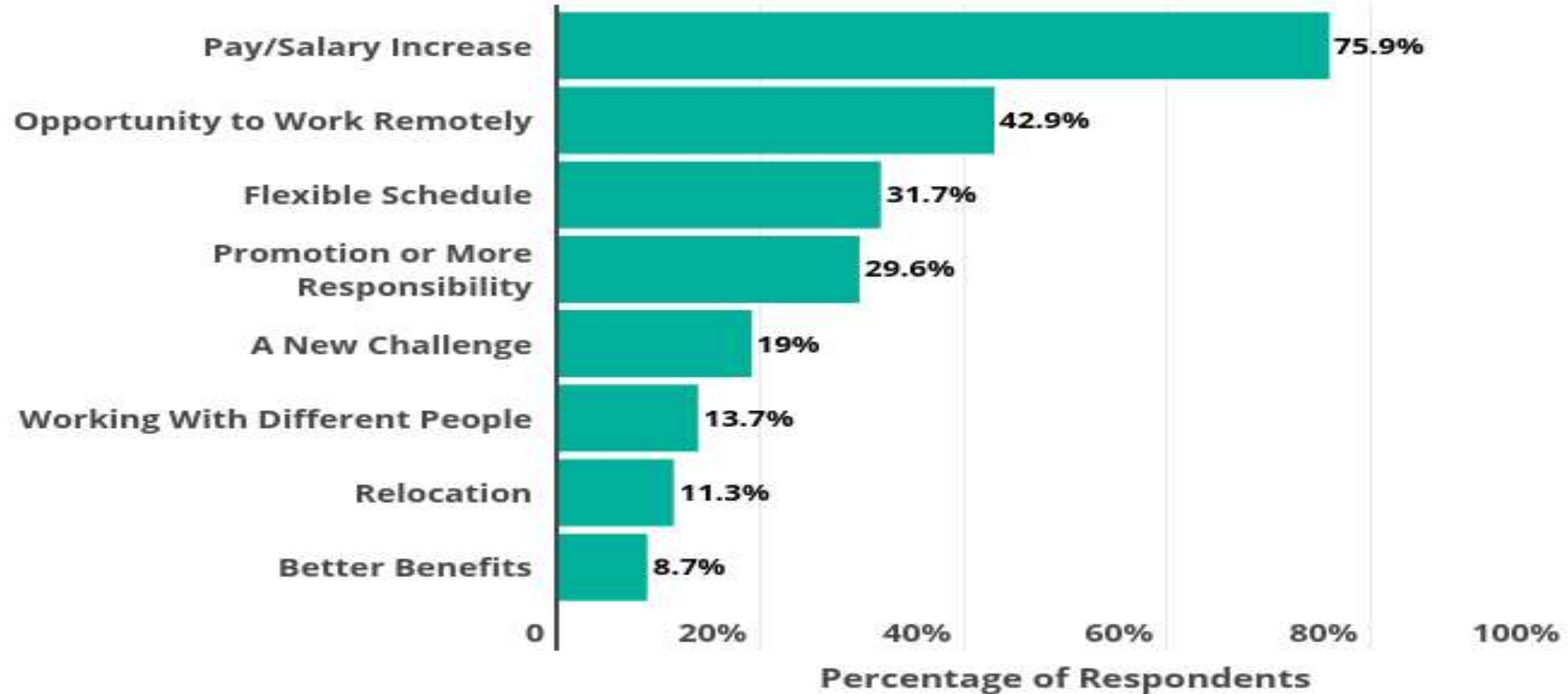
Very Unlikely Unlikely Somewhat Likely Likely Very Likely



# Trends (continued)

2022 EMPLOYEE RETENTION SURVEY

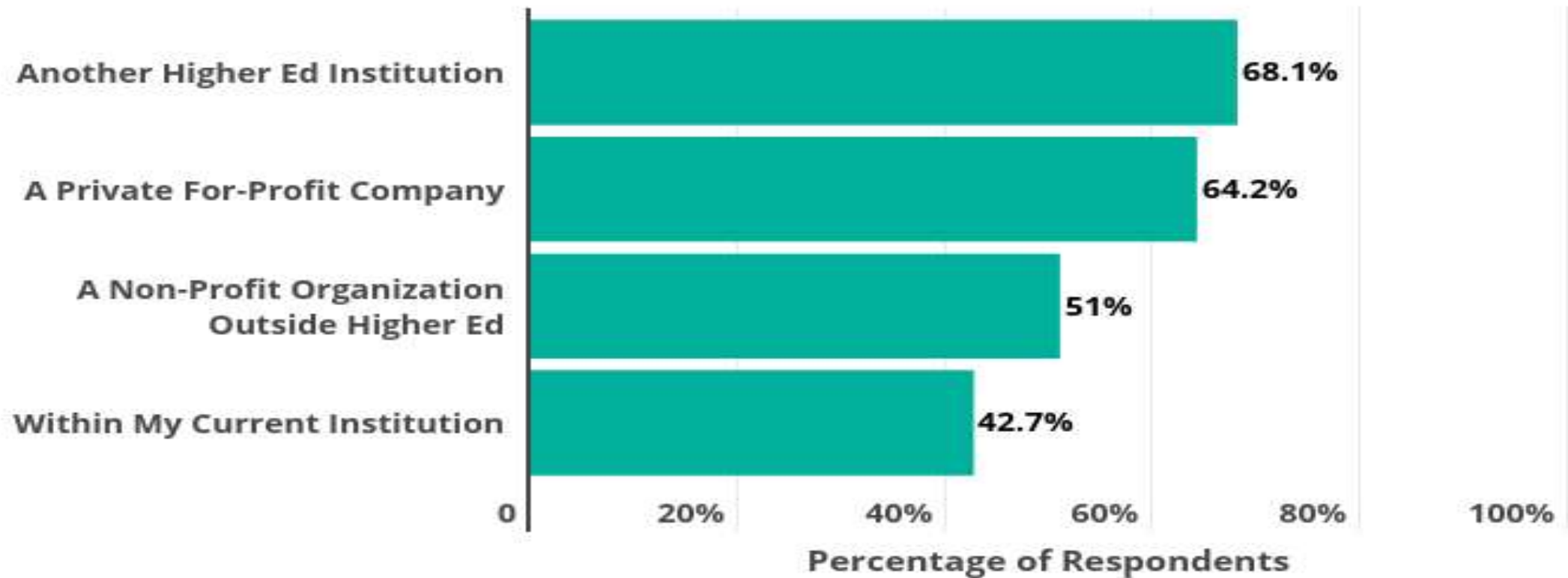
## Reasons Employees Are Seeking New Opportunities



# Trends (continued)

2022 EMPLOYEE RETENTION SURVEY

## Where Employees Plan on Looking for Other Employment Opportunities





# Q1: Why do staff leave, and how does a vacancy impact the broader institution?

- Categories of Turnover
- Financial Constraints vs Remuneration
- Workload Pressures
- Diversity & Inclusion
- Mental Well-Being & Physical Health



# Q1: Categories of Turnover

- Voluntary & Dysfunctional Turnover
- Involuntary & Functional Turnover
- Controllable Turnover
- Uncontrollable Turnover



# Q1: Financial Constraints vs Remuneration

- Government funding & subsidies
- NSFAS in Crisis
- Historical Debt & Student Fee Collection
- Third-stream Income



# Q1: Financial Constraints vs Remuneration (continued)

## ➤ Total Cost-to-Company Models

- ❖ Benefits (Medical Aid, Pension, Group Insurance)
- ❖ Bursaries

## ➤ Industrial Action

- ❖ Communication & Comprehension
- ❖ Transparency, disclosure & functional negotiation



**“I used to think that communication was the key until I realised  
comprehension is.**

**You can communicate all you want with someone, but if they do not  
understand you, it is silent chaos.**

**Getting people to listen is an art in itself.”**

**- Barry Maher -**

**(Author, presenter and principal at Barry Maher & Associates)**



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# Q1: Workload Pressures

- Human Assets & Human Capital
- Reduction of Posts
- Work Silos
- Internship Programmes
- Peak-time appointments



# Q1: Diversity & Inclusion

- Importance of understanding
- Kindness & Empathy
- Constitution & Employment Laws
- Conversations are needed
- Bias & Preconception



# Q1: Diversity & Inclusion (continued)

"We all should know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter their color."

Maya Angelou



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# Q1: Mental Well-Being & Physical Health – Quick exercise

- Close your eyes, no peeking, and raise your left hand if you have ever been in physical or mental pain or discomfort.
- Don't peek! Keep your hand up.
- Now, raise your right hand if you are in current physical or mental pain or discomfort.
- Now look around.
- We are all or have been in some form of pain, some ailment.



# Q1: Mental Well-Being & Physical Health

## ➤ EWP@UP (Employee Wellness Programme)

### □ Psychological Services

- ❖ Individual employee assessment and referral
- ❖ Consultation services for line managers
- ❖ Workshops
- ❖ Support groups



# Q1: Mental Well-Being & Physical Health (continued)

## ☐ Lunchtime Talks

### Lunchtime talks

Hearing loss awareness

Exercising through the years – physical activity, health and aging

Behavioural addictions

Voice and voice disorders

Mentally healthy work spaces

Health risk assessment – what it entails and why it is important

The connection between hypertension, stroke and dysphasia

Healthy eating is not expensive

How does my work schedule and tasks affect my fitness?

Men's health

Anxiety, sadness and depression

Busting the healthy eating myths



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# Q1: Mental Well-Being & Physical Health (continued)

## □ Health Screenings

- ❖ Cancer Risk
- ❖ Heart Disease Risk
- ❖ Diabetes Risk

## □ Fitness Classes

- ❖ Yoga
- ❖ Pilates
- ❖ Stretching



# Q2: How do we retain and motivate our staff members?

## ➤ Succession Planning

- ❖ Identify Key Positions
- ❖ Assess Current Talent
- ❖ Create Development Plans
- ❖ Provide Training & Development Opportunities
- ❖ Implement Mentorship Programmes
- ❖ Succession Planning & Review Meetings
- ❖ Continuous Monitoring



# Q2: How do we retain and motivate our staff members? (continued)

## ➤ Promotion Tracks

- ❖ Job Evaluation & Career Path Mapping
- ❖ Establish Promotion Criteria & Guidelines
- ❖ Encourage & Enable Professional Development
- ❖ Meaningful Performance Evaluation & Feedback
- ❖ Rewards & Recognition



# Q2: How do we retain and motivate our staff members? (continued)

## ➤ Motivation

- ❖ Foster trust through clear communication & comprehension
- ❖ Empowerment & Autonomy
- ❖ Work-Life Balance
- ❖ Respect & Value
- ❖ Team-building & Social Activities



# Q3: What can be changed in management approaches?

## ➤ Employee Engagement

### ❖ Qualifications vs Experience

- Qualification Requirements
- Limited Career Progression
- Flexible Requirements & Frameworks
- RPL





# Q3: What can be changed in management approaches? (continued)

## ➤ Employee Engagement

### ❖ Academics vs PASS

- ❑ Career Paths & Advancement
- ❑ Professional Identity & Recognition



# Q3: What can be changed in management approaches? (continued)

## ➤ Management Structures

- ❖ Bureaucracy
- ❖ Resistance to change
- ❖ Inequities & Power Dynamics
- ❖ Accountability



# Closing



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# Questions & Answers



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