

Proposed list of incentives to retain intervention workforce

Staff retention has been cited as a major challenge in a few of the Reach Up implementation sites, especially those programmes engaging the services of volunteers, staff on a temporary basis and staff already employed/paid by government agencies.

So, how do programme implementers keep the intervention workforce on board for as long as the programme runs? Here are some incentive ideas to keep the workforce motivated and engaged and thus lower turnover. Some are actual measures taken by various programme managers to combat turnover.

MONETARY

- Wages/salary comparable to other sectors and other programmes
- Additional payments or bonuses that are linked to the achievement of performance outcomes assessed as part of the supervision process - for example if they are part of the program for a minimum amount of time (length of service)
- Paid leave
- Provide financial services/assistance:
 - access to fellowships, loans, etc.
 - stipend to facilitate attendance at training sessions
 - reimbursement/stipend for telephone expenses
 - travelling allowance for home visits and supervision



NON-MONETARY

- On-going Reach Up training - e-learning and/or other digital approaches
- Exposure to other ECD child health/nutrition, protection, and quality improvement training, opportunities
- If staff is already working with existing services, add ECD components to job descriptions
- Mentoring and coaching - workshops, one-on-one, team meetings
- Opportunities for advancement/promotion within the programme (e.g. home visitor to senior home visitor, supervisor to regional coordinator)
 - Annual awards ceremony, including certificates (recognition of work and achievement)
 - Provide resources and tools -smart phones, tablets, programme material, toys, flyers, bulletins, support staff, etc
 - Access to/support for training and education
 - Praise/Acknowledgement - gift baskets, tokens, worker of the month, seasonal gifts; yearly get-togethers.
- Allow flexibility in working time, where possible
- Create a system that facilitates feedback and streamline processes - team meetings, host learning circles, face-to-face meetings, one-on-one meetings
- Recognition - Reach Up certification; possible link to credentials or credit towards professional certification
- Create WhatsApp Groups with motivating messaging and exchange of successes
- Provision of work autonomy or less supervision after x months
- Peer mentorship program - development of a buddy system for new home visitors

