

Managing Change: Tools for Managing Turnover



During the multi-year grant implementation process, all teams experience some amount of turnover within their project staff and shifting stakeholder priorities.

To keep your project on track, it is crucial to develop a concise reference guide. This guide is a resource to navigate through these changes. The following outline presents a strategic approach to create and sustain vital materials to support a healthy staffing structure.

Step 1. Determine the target audience(s).

Who are your primary audiences?

- Project staff
- District staff
- Parents/caregivers
- School administration
- Participating teachers/staff
- Community stakeholders

Step 2. Define and describe key project elements.

Sending a gift bag that includes the project one-pager and candy, treats, or project swag is a great way to engage people new to the project. It can help recruitment efforts, too!

The information you include in your materials may vary by the type of dissemination mechanism you choose. Below are some examples of key project elements.

- Project Goal
- Project description
 - How does the project work toward its goals?
- Project roles and responsibilities
 - Who is involved and what do they do?
 - Include team contacts, partners, and stakeholders
- Procedures
 - Guidance on any processes, trainings
 - Ways to share materials
- Deliverables
- Project timelines
- Partners
- Key stakeholders



Step 3. Select the most effective mechanisms/media for sharing each project element.

Think about the needs of your audience. Using multiple sharing methods will allow you to meet those needs and preferences of all intended audiences. Consistent branding will help, too!

- One-Pager – distribute at meetings or via email
- Slide Deck / Infographic – present during meetings or share as reference
- Shared Folder – share multiple key documents
- Website – professional way to share materials or store files
- Video – great for storytelling and dissemination

Remember, there is great value in meeting one-on-one with your new team member as they acclimate to your project.

The accompanying worksheet and examples on the following pages may help you identify key project elements and the method of sharing that best fits your goal for each element.

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Audience: school administrators

Project Elements	Key Elements to Include	Preferred Sharing Method
Project Goal <ul style="list-style-type: none"> Intended outcomes for the project “Elevator pitch” – Why is the project important? 	[highlight how project outcomes align with or support the school’s current initiatives or priorities]	[project one-pager before in-person meeting with administrator(s)]
Project description <ul style="list-style-type: none"> How does the project work toward its goals? 	[Succinct overview]	[slide deck so administrator can use to share/present]
Project roles and responsibilities <ul style="list-style-type: none"> Who is involved and what do they do? Include a contact list 	[specific needs from teachers/ school staff and -accurate estimates of hours/days]	[tailored project guidelines- specific to this school]
Procedures <ul style="list-style-type: none"> Guidance on any processes, trainings Ways to share materials 	[share specifics as an FYI]	[tailored project guidelines- specific to this school]
Deliverables	[specifics not necessary - share annual report dates or presentation dates]	[project one-pager]
Project timeline	[highlight specific dates for this school’s involvement, as well as key overall events]	[website link]
Partners	[just as an FYI]	[website link]
Key stakeholders A few examples: <ul style="list-style-type: none"> Project finance director ED contact Communications staff 	[just as an FYI]	[website link]

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Audience: community stakeholders

Project Elements	Key Elements to Include	Preferred Sharing Method
Project Goal <ul style="list-style-type: none"> Intended outcomes for the project “Elevator pitch” – Why is the project important? 	<p>[parts of the project plan that benefit families and community]</p> <p>[ways the community can support/participate]</p> <p>[positive outcomes the benefit family/community]</p>	<p>[flyers/newsletter]</p> <p>[booth/table at community event]</p> <p>[email marketing campaign (Smores, Mail Chimp etc.)]</p>
Project description <ul style="list-style-type: none"> How does the project work toward its goals? 	<p>[brief overview w/ visuals and highlighted community benefits]</p>	<p>[flyers/newsletter]</p> <p>[booth/table at community event]</p> <p>[email marketing campaign (Smores, Mail Chimp etc.)]</p>
Project roles and responsibilities <ul style="list-style-type: none"> Who is involved and what do they do? Include a contact list 	<p>[community members or orgs involved]</p> <p>[ways parents/caregivers/comm. members can help]</p>	<p>[flyers/newsletter]</p> <p>[booth/table at community event]</p> <p>[email marketing campaign (Smores, Mail Chimp etc.)]</p>
Procedures <ul style="list-style-type: none"> Guidance on any processes, trainings Ways to share materials 	<p>[share specifics to those directly involved]</p>	<p>[info packet or one-pager]</p> <p>[informational email]</p>
Deliverables	<p>[specifics not necessary - share annual report dates or presentation dates]</p>	<p>[project one-pager]</p>
Project timeline	<p>[high level timeline]</p>	<p>[website link]</p> <p>[included w/ project description and goals]</p>
Partners	<p>[share partners relevant to families/communities]</p>	<p>[website link]</p> <p>[included w/ project description and goals]</p>
Key stakeholders A few examples: <ul style="list-style-type: none"> Project finance director ED contact Communications staff 	<p>[not needed]</p>	<p>[not needed]</p>

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Audience: _____

Project Elements	Key Elements to Include	Preferred Sharing Method
<p>Project Goal</p> <ul style="list-style-type: none"> • Intended outcomes for the project • “Elevator pitch” – Why is the project important? 		
<p>Project description</p> <ul style="list-style-type: none"> • How does the project work toward its goals? 		
<p>Project roles and responsibilities</p> <ul style="list-style-type: none"> • Who is involved and what do they do? • Include a contact list 		
<p>Procedures</p> <ul style="list-style-type: none"> • Guidance on any processes, trainings • Ways to share materials 		
<p>Deliverables</p>		
<p>Project timeline</p>		
<p>Partners</p>		
<p>Key stakeholders A few examples:</p> <ul style="list-style-type: none"> • Project finance director • ED contact • Communications staff 		