A Tale of Two States: Turnover in Illinois and California

For more than a decade, research has documented the relationship between compensation and the quality and stability of the early childhood workforce. Compensation levels for teaching staff have consistently surfaced as a strong predictor of staff turnover. Recent research conducted in Illinois and California provides additional insight into the nature of turnover and possible remedies to reduce the alarmingly high rate of turnover in the field.

Defining Turnover

There are three types of turnover in early childhood settings. Job turnover occurs when a teacher leaves a center to take a position in another early childhood program either voluntarily or involuntarily; Position turnover occurs when a teacher takes a different position within the same center either through a promotion or because of staff changes; and Occupational turnover occurs when a worker leaves the early childhood field altogether. While job turnover and position turnover do not involve a loss of talent to the field, all three types of turnover can have a detrimental effect on children by undermining the stability and consistency so important in caregiver relations.

The Illinois Picture

The Center for Early Childhood Leadership and the Illinois Network of Child Care Resource and Referral Agencies (INCCRA) recently conducted research on the status of the early childhood workforce in Illinois. The results published in the final report Who’s Caring for the Kids? provide turnover data on more than 1,100 early childhood programs in the state.

Turnover of teaching staff varies by both program type and position. Overall, annual turnover rates average 24% for assistant teachers and 15% for teachers. These averages, however, mask the enormous variation that exists among programs. Some programs are very stable and experience no turnover during the course of a year, while other programs have a constant influx of new staff and experience 150% turnover of staff annually. Turnover in Illinois is lowest in ISBE State-funded Pre-K programs.

An analysis of the Illinois turnover data reveals that the least qualified and lowest paid staff leave the field in higher numbers than more qualified staff receiving higher salaries. Teachers tend to make a commitment to the field if they have at least an associate's degree, but will leave for better paying jobs within the field as they obtain higher degrees and credentials. For example, a classroom teacher who pursues and acquires a bachelor's degree may leave a Head Start program to seek employment in an ISBE Pre-K program.

In Illinois, programs that have achieved accreditation experience lower levels of turnover than nonaccredited programs. Turnover of assistant teachers in accredited programs is 13% lower than in nonaccredited programs. For teachers, the difference in turnover between accredited and nonaccredited programs is 8%. This differential may be related to compensation levels. Lead teachers in accredited programs make 10% more than those with similar positions and credentials in nonaccredited programs.
The California study found that between 1996 and 2000, NAEYC-accredited programs continued to demonstrate higher overall quality than other nonaccredited programs. However, unlike in Illinois, accredited programs in California did not experience significantly lower turnover among staff nor did they pay higher levels of compensation.

One of the goals of the Then & Now study was to determine which variables predict whether or not a program will be able to sustain a high level of quality over time. The researchers concluded that programs that have a greater percentage of highly trained, consistent staff are better able to sustain high levels of program quality. The authors conclude highly skilled teachers are more likely to remain at their jobs if they earn higher than average wages, and work with a higher percentage of well-trained teaching staff who also remain on the job.

Lessons Learned from Illinois and California

The Illinois study provides a panoramic snapshot of the status of the early childhood workforce in the state; the California study provides a close-up picture of a select group of programs over time. Together, both studies provide compelling evidence as to why turnover exists and how it can be reduced.

- There are wide disparities in the qualifications required and the compensation paid for comparable work in different early childhood settings. These disparities, fueled by funding and regulatory inequities, are major contributors to turnover.
- Accreditation has a positive impact on overall program quality by reducing staff turnover and creating a more stable workforce provided that the staff is paid higher than average wages.
- Training incentives and salary bonuses can help expand the pool of qualified personnel who work with children in the same program over an extended period of time.


For further information about research conducted by the Center for Early Childhood Leadership, call 800-443-5522, ext. 7703. Funding for the Center’s Research Notes is provided by the McCormick Tribune Foundation and the Illinois Department of Human Services. Individuals may photocopy and disseminate freely.