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Preschool Director's Guide to practical guide to hiring the best teachers: Recruitment, Retention and Burnout Reduction

If you want your preschool to thrive, it's crucial that you invest in the most important part of your childcare business: teachers. This is why hiring a teacher for your preschool should be done with care and consideration. Hiring the wrong talent can jeopardise the care and education provided to children while ruining the reputation of your preschool within the community.

It's no secret that hiring quality staff is an important factor in any childcare business, and it can be hard to find talented teachers. At TeachKloud, we've worked with thousands of early childhood professionals who have raised concerns about working conditions and retaining quality teachers. Unfortunately, the COVID-19 pandemic has made this process even more difficult for nursery directors, as they struggle with high turnover rates that negatively affect workforce stability.

When assessing potential candidates, it's essential to consider the unique characteristics of the individual and not just their qualifications. We may ask ourselves if they have an understanding of who we are and what we do as an early childhood setting? How do they cater to the diverse needs of children and their families? Do they work well under pressure or with a high workload? Importantly, research seems to indicate that qualifications coupled with skill

and a genuine love of working with children lay the foundations for quality practice.

For example, in a 2019 study, <u>Choose Your Words Wisely: Descriptions of a Professional Early Childhood Practitioner</u>, by TeachKloud's CEO, results indicated that "all of the practitioners sampled emphasised interpersonal skills as a core characteristic in their definitions of a professional practitioner; words such as "love," "creativity," "enthusiasm," "fun," and "dedication" took precedence" (Oke, 2019: 3052). However, burnout is a huge problem in the childcare industry, with stress-induced burnout being a major concern for nursery directors and teachers (Decker et al., 2002).

Now, we know that the pandemic has made it even more difficult for childcare directors to not only hire but retain qualified staff members. The after-effects of the COVID-19 pandemic are set to have an adverse bearing on the stability of the early childhood workforce for years to come. It's not all bad news though, as childcare professionals, we have every right to hold high hopes for the early education industry!

We've compiled a summary of proven tips to help you hire the best teachers for your business and retain them by creating a positive work culture and eliminating burnout.



Step up your recruitment game

Research indicates that quality early childhood education is dependent on the quality of the teacher and learning experiences afforded to young children. Having worked with thousands of childcare owners and teachers over the years using our preschool management app, we can attest to this as well. Whether or not your preschool is state-of-the-art and equipped with an array of learning materials won't matter, unless you have qualified and passionate teachers. But don't fret, the best preschool teachers are out there, and we're here to help you find them.

The Ideal Teacher

Before attracting the right candidate, it is important to have a clear picture of the ideal candidate. Can you compile a checklist of the most important skills and competencies (academic and interpersonal) that the right candidate should have? For example, you may have different headings in your checklist such as:

- Child Development and Holistic Care
- 2 Early Childhood Curriculum and Documentation
- 3 Communication Skills and Interpersonal Characteristics
- Early Childhood Regulations, Infection Control and Safety
- Time Management and Documentation Skills

Under these headings, you will add specific criteria. For example, if you're hiring an early childhood teacher who will be a leader in the preschool room, then the competencies and skills under the child development section may include the following:

Child Development, Play and Holistic Care

Under these headings, you will add specific criteria. For example, if you're hiring an early childhood teacher who will be a leader in the preschool room, then the competencies and skills under the child development section may include the following:

- Knowledge of major child developmental theorists (Example: Piaget, Vygotsky, Bruner)
- 2 Understanding of the role of play in children's development
- Can identify strategies to promote the voice of the child within the learning environment
- 4 Understanding of the holistic development of the child
- Can give examples of how they have previously promoted learning experiences that support the holistic development of children

Then list out the benefits of working for your early childhood service. Every candidate will be asking themselves why they should work for you. Ask your colleagues what they enjoy about

working in your specific preschool or nursery. This can also be a good time to get feedback from existing employees on areas in need of change.

Did you know that "EMPLOYEES ARE LESS LIKELY TO LEAVE FOR A 10% PAY RAISE ELSEWHERE IF THEIR ORGANIZATION HAS A PURPOSE BEYOND PROFITS?" Even if they're offered a better salary at another company, employees are more likely to stay if they have a professional purpose. So, how do you attract the right candidates, while considering the role of professional purpose in the retention of quality teachers?

Attracting and finding the right candidates

Hiring teachers for your preschool is a task that should not be taken lightly. It can take time and effort to find the right fit. This can also be an expensive process, especially if it takes longer than first anticipated. The first step in finding great teachers starts by advertising locally or through social media – whichever outlet reaches more of the potential candidates, is where you should start. However, referrals from trusted local partners or friends is always a great choice. You can also share job posts in many childcare Facebook groups for free. Child care job fairs or social media forums related to early childhood education are also a great way to get the word out there. If this doesn't work, try asking friends and neighbours for referrals from current employees who would make good additions to the staff.

Don't forget about local teaching colleges or universities. For example, many undergraduates in their last year of college will be looking for entry-level positions, while the admissions team or administrators can usually share career opportunities with students. You may also find more mature students with years of experience in undergraduate and postgraduate degree courses.

Creating a job posting

A well-written job posting will greatly reduce unqualified candidates and encourage qualified professionals to apply. Conversely, poorly written job descriptions can result in having to sort through hundreds of unqualified applicants and even deter highly skilled teachers from applying. We would also recommend that you make submitting a cover letter mandatory. Cover letters are a great way for applicants to show their passion, potential and ability to summarise their best attributes.

"Sometimes passion can trump experience and a cover letter gives potential candidates with average or less experience to explain why they believe that they are a perfect fit for your organisation."

When writing your job post, don't feel pressured to make it overly formal. Try to reflect the unique tone of your childcare to attract like-minded individuals who are looking for an environment where they can be themselves.

Did you know that <u>research</u> shows that 88% OF EMPLOYEES BELIEVE A STRONG COMPANY CULTURE IS KEY TO BUSINESS SUCCESS? On the other hand, positive work culture is linked to higher rates of employee engagement, which has been shown to improve productivity and profitability.

Top Tip:

It's important to put time and energy into finding the best people for your company. Searching only when you're desperate can often lead to bad hires!

Qualifications you should target

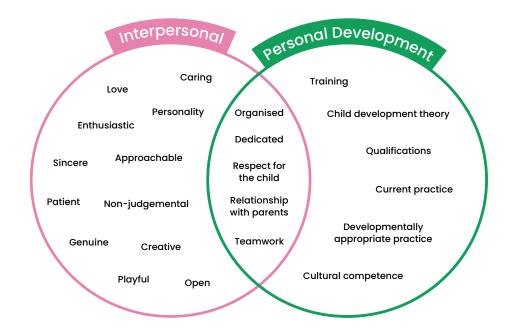
Early Childhood Education professionals are lifelong learners. They must be committed to ongoing professional growth, and they should never stop learning. This supports teachers in providing the best learning experiences for all children. In order to have a successful career in this field, patience, strong communication skills and creativity with children's abilities in mind when creating learning opportunities are vital. Here are some qualities that you want your potential hire to have:

- Passion and love for educating and caring for young children
- Qualifications in early childhood education or related fields, such as a Bachelor's Degree in early childhood education and care
- Health and safety training in areas like First Aid, Fire and Food Safety
- Knowledge of early learning philosophies/frameworks
- Patience
- Problem-solving skills
- Communication skills
- Creativity
- People skills
- Versatility
- Dedication/loyalty

- Time management skills
- Judgment & decision-making
- Understanding diversity
- Critical thinking

<u>A recent study</u> identified the key characteristics of a professional practitioner, categorized by interpersonal and professional development skills:

Figure 2 Characteristics of a Professional Practitioner: Practitioners Perspectives



Highlight professional development opportunities

In order for our preschools to be successful, it's important to hire qualified educators who want more than just a paycheck. Quality early childhood educators deserve to be paid in proportion to the vast array of skills they possess. However, quality teachers also seek out opportunities for personal and professional growth as one way of staying up to speed with the best practices in early childhood education. We know that university level or professional development courses can be time consuming and expensive. This is why we created the Kloud Academy Initiative. At Kloud Academy, thousands of teachers have enrolled in free and subsidised high-quality, certified, short courses on a diverse range of early childhood topics. Kloud Academy will provide

professional development opportunities for your staff while aiding your childcare setting with retention and quality practice.

Mentioning that you offer professional development opportunities to successful candidates has two major benefits.

- It will help you attract the right type of teachers who are always looking to further their knowledge
- You will empower your teachers to continue honing their skills, thereby improving the quality of care and education afforded to children in your preschool. Everyone wins!

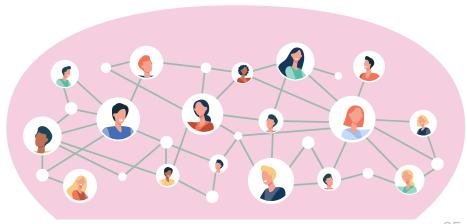
Did you know that EMPLOYEES WHO REPORT FEELING A LACK OF SUPPORT FOR THEIR PROFESSIONAL DEVELOPMENT ARE THREE TIMES MORE LIKELY TO LOOK FOR ANOTHER JOB? 94% OF EMPLOYEES WOULD STAY IN THEIR CURRENT ROLE LONGER IF THEY FELT THE ORGANIZATION INVESTED IN THEIR PROFESSIONAL DEVELOPMENT (source).

Leverage your existing network

Networking is more than just handing out business cards at a conference. Your daily interactions with other people are all forms of relationship-building and can be useful for hiring purposes. Reach out to your network of friends and colleagues to let them know you're hiring. LinkedIn can be a great platform for online networking and expanding your network to include those that you may never have met. In saying this, don't forget about the people whom you trust (or have a good working relationship with) within the childcare industry. They're more likely than anyone else to be able to recommend a perfect fit for your organisation.

Have you ever thought of a referral scheme? Why not encourage existing employees to recommend highly qualified teachers that they know and offer a bonus to these employees if the teacher is hired and passes the probation period. It may seem like an extra cost initially but when you measure it against the time and effort spend dealing with staff turnover, it will be worth every penny.

Did you know that according to research by <u>Oxford Economics and Unum,</u> the average cost of turnover per employee (earning 25K a year or more) is 30K? What would you do with an extra 30K?





Find out how well they get along with children

Caring for and educating young children is a career that is described as many as a calling. It requires great experience, qualifications and specific interpersonal skills. It is not an overnight skill. When hiring, it's important to make sure that the teacher's own philosophy is aligned with that of your organisation and they will work well with the existing team.

More importantly, you can learn a lot about preschool teachers by watching them in action. If possible, watch how they interact with children on their own without any distractions. This should give you the most accurate picture of who they are and whether or not this is someone you want to work with children in your setting for years to come. Observe their interactions with children. How responsive are they to the needs of individuals and groups of children?

Where to publish your job post

A job posting in a forest is like a tree falling without sound, or writing on the wall with no one around to read it. If you want your message to be seen and heard, put an advertisement for your job post where job seekers spend their time - online!

The days of job hunting in person are over. Nowadays, the best way to find new opportunities is through online job boards. Post your opening on all major websites that teachers visit to find their next role and you'll be sure to get some bites.

The following are a few places where you can post to give your job post the much-needed visibility:

Monster

Indeed

Glassdoor

- Workopolis
- LinkedIn

With automated job-posting services like ZipRecruiter, it's easy to post your job listing just once and see the results across major sites. These tools can become expensive but having a detailed and targeted job description, will reduce time spent during the hiring process.

Share away on social media

After your job posting has been created, share it on social media and encourage others to share it with qualified teachers. If you have a company page on Facebook or LinkedIn, use this as the platform for sharing.

LinkedIn is the perfect tool to find early childhood educators in your area. You can search for qualified professionals, send them a private message with more information about you and invite them to a phone interview by connecting on LinkedIn or ask their friends who might be interested as well.



The best hiring practices for preschool directors

Now that you've weeded out the applications from your pool, it's time to book them in for a phone or on-demand video interview.

A phone or on-demand video interview can help you identify if a candidate is actually qualified or if it's worth it to go ahead with a full in-person interview. On-demand video interviews enable you, the employer, to add predefined questions. For example, you can set up the on-demand interview to ask 10 questions, where the candidate has 1 minute to answer each question. Prospects join via an automated link and answer these questions. As of 2021, automated video interviewing platforms like Willo allow up to 25 interviews for free. Whichever method you choose, try to make the conversation as high level as possible and find out what their interests are for this specific job opportunity. Using the phone interview method, you will be able to clear up any inconsistencies or gaps in employment and even salary expectations.

Keep the call to 15 minutes maximum, but be sure that either you or your team knows how much time they can give. As the first test of their interest and ability to follow instructions, arrange for them to call you. Were they able to follow your instructions and call you on time?

Reflect on the interview, noting down important points. The hiring process can be demanding. Be sure to take a break for yourself but also to reflect on how the interview went before making a decision. This will give you time to form an objective perspective and help you avoid overlooking red flags or forgetting what was discussed.

Going ahead with an in-person interview

The in-person interview is the most important stage in the hiring process. To get a complete picture of what this person will be like, you need to make good use of your time during the interview, so that you can find out exactly who they are and how well they'll fit into their role in your team.

Before you start interviewing, create a list of questions to ask all candidates. This will help you to compare them fairly.

Here's a list of foundational questions to get you started:

Remember to encourage the candidate, at the start of the interview, to provide examples when answering questions.

- What do you like most about working with young children and their families? Look for a positive attitude, passion and joy when they explain what they like most]
- What led you to pursue a career in early childhood education? [this will help you ascertain their motivations for working with children. Can they give a sincere and concrete reason as to why they pursued this role]?
- What are 2-3 accomplishments that make you proud? [what have they done in a professional capacity that has made them proud? Can they give examples of where they have gone above and beyond for a child, parent caregiver or colleague or professional academic achievement?]
- Can you tell me about a time that you followed the children's lead?

 [Depending on your philosophy, this question may be incredibly important in assessing the teacher's ability to follow children's interests within the learning environment. How do they create a balance between teacher and child-led learning opportunities?].

- What are your best tips for helping children to settle in? [Look for their ability to focus on the individual child and the importance of creating safe environments where children feel a sense of identity and belonging].
- What are the top three qualities that a [insert role name, example, preschool leader] should have and how do you embody these?

 [You'll learn what they think a good early childhood educator should embody and how they meet this criterion]
- What would your previous manager say about you? [how would their last employer describe them? Where applicable, be sure to get at least two references from previous employers].
- What are some of the best things that you had to say about your previous job? [If they have worked in the industry, this may give you insights into what they like about their role. This is almost akin to asking them what they believe to be their strengths as we usually like things that we are good at or feel adept in]
- What is your least favourite part about your previous job? [If they have worked in the industry, this may give you insights into what they disliked about their role or what they may potentially need guidance in]
- What is the best way to handle confrontation from a parent, give an example of how you have done this in the past? [how do they handle conflict? In life, we are sure to be met with uncomfortable situations].

An alternative to this question would be to give a scenario.

Example scenario: A parent has stormed into your classroom, they are shaking and visibly angry. They scream your name and demand to speak to you now. There are five children in the room with you and your colleague is on break. What do you do?

- A child in your care is showing signs of behaviours that concern (biting, hitting and screaming), just before circle time almost every day. What do you do? [How do they guide behaviour? Do they understand the ABC model in understanding triggering events for behaviours that are of concern? Do they acknowledge that all behaviour is communication? What type of strategies do they discuss to help this child?]
- Tell me about a time you worked well within a team? [Working in early childhood education means working with a diverse range of people, including the ability to work within a team. How well do they handle team situations?]

Cross-check all references

No matter who the new hire may be, it will be of utmost importance to check at least two references before making a final decision. Reference checks can be challenging because candidates may only refer you to individuals that they trust. This is why it's important for employers to pay close attention not just to what they say, but how he or she sounds when saying it. Listen closely and try to tell if someone's being genuine in their answer versus giving an obligatory response. Where applicable, ask the referee for examples of good performance or practice.

Align questions from the reference checks and formal interviews to see if they match up. For instance, you might have asked the candidate how their previous manager would describe them, now ask the manager how they would describe their former colleague.

When compiling a list of questions to ask the referee, consider what you want to know about this potential hire? For example, you may want to know, how long the candidate worked in their previous position, in what capacity the

referee worked with them, how the referee would describe them, how parents in their previous role would describe them, how well they worked with children in their care or if the candidate dependable? The aforementioned questions are just to get you started. Tailor the questions to the role and what you need to know to make an informed decision.

Conduct a criminal background check

In order to be the best early childhood educator possible, we need to make sure that they are as trustworthy and professional. In this profession where children's safety and emotional development is at the forefront of our minds, a criminal background check may seem superfluous; but in truth, it could save lives by protecting children from potential predators who would have otherwise slipped through unnoticed because of their impeccable CV or good references. In some countries, conducting a criminal background check is mandatory and should be conducted in a meticulous manner.



Preschool teacher retention starts on day one

As soon as you hire a teacher, they should feel valued. That's why recruiting and retaining your employees is so important. It starts on day one, by making sure that teachers are happy at work. If an employee feels appreciated for their efforts, you increase retention and automatically reduce common stressors (e.g. employee's feeling underappreciated etc) in the workplace.

Retention takes time and is made up of big and small efforts, which at times could be something as simple as giving recognition or praise for the teacher's efforts. This can take the form of verbal/written praise or be by way of financial remuneration.

This <u>study</u> from Research Connections shows that more than one-third of teachers leave their existing teaching role every year and the vast majority of teachers who will leave this year, will not be leaving to teach in another preschool. We're losing quality teachers every day, burnout, low pay and a lack of recognition are some of the main culprits.

The benefits of employee retention are well known, but many employers believe they can't do much to retain staff because budgets are tight.

Remember, recognition does not have to be a financial incentive and the costs of replacing quality and responsive teachers, far outweigh the costs of retaining them.

Building core values at your childcare setting

Your company's core values should be your shared guide to working together. They will help attract new talent and keep the focus on children and their families, as well as fostering a capable and effective teaching team. For example, if one of your core values is giving back in some way, like volunteering or donating money for a good cause, then you can encourage all employees to participate by organizing an event with them as a team-building activity.

Give them the recognition they deserve

The most productive preschool teachers are the ones who know how much their director or manager appreciates them. They feel valued in the workplace and supported by management in their daily role. Facilitate this by having regular check-ins with your team where you'll get a chance to focus on one employee at a time while praising any great things they've done during the week or project milestones reached. If possible, try including acknowledgement of anything noteworthy. The best directors and managers set aside time every single week to give praise or organise an employee of the month.

Work anniversaries are important because they're a time to show gratitude for all the hard work your employees have done. Job searching tends to rise when anniversaries approach, so it's crucial at this juncture in an employee's tenure with you that their anniversary is not overlooked and is acknowledged by thanking them or presenting them with gifts.

Set up professional development opportunities

Let's say you've got a team of people who are all working hard together. They want to grow but they also need the opportunity. You're able to keep these employees around if your company offers mentoring opportunities that pair senior staff with their junior colleagues. This helps newer workers develop more skills and provides senior teachers with the chance to become better

leaders, while boosting positive relationships among co-workers. Don't forget about online

continued professional development opportunities for your teachers that enable them to upskill. E-learning platforms like Kloud Academy offer specialised short courses for preschool teachers.

Whatever route you take, developing a plan for the future in alignment with your staff is key to their development. In this plan, do your best to ensure that your goals are achievable. For example, if you want someone to aspire towards being the director of a second preschool branch within five years, then start preparing them now, so that when an opening arises, they'll already be qualified for the position. However, hiring the best person for the task, regardless of if they are already working for you or applying from a different organisation, should always be at the forefront of our minds.

Conduct team-building activities

The childcare setting is an often stressful and exhausting environment. However, it can be a lot more fun with the help of fun social activities. You'll find that staff morale improves, as employees get to know each other through these shared experiences.

To keep your staff happy, it's important to do something different from their usual work routine. The best activity will depend on what suits the interests of your employees and meets any budgetary restrictions you may have. We recommend that if possible, you host this event outside of where they usually work so that there is a break in the day-to-day monotony; new surroundings also help them forget about how much time has passed since lunch when they're having fun. It's hard for people to get together with others during long days at an office desk.

Choose an activity that is engaging enough for everyone but not overwhelming so they can have a great time.

Remember, building sincere relationships with colleagues, taking an interest in their professional and personal development will always be the best type of retention activity.

Offer rewards and incentives

When it comes to building professional relationships, a reward can be the cherry on top of an already successful relationship. For example, you may want to award a gift card to your teacher who works really hard on compiling learning journals or beautiful scrapbooks for parents every year. This not only motivates teachers but will improve communication with parents as well. Try to praise strengths in all of your teachers. Remember to also praise groups of teachers for team efforts. A reward for working together will encourage each individual's best work and provide an incentive for effective cooperation.

Conduct anonymous surveys

While some employees may never be comfortable giving you a complete overview of what is on their minds, there are ways to keep them around for longer. One way would be by providing an anonymous channel that they can use when something's bothering them or if they have suggestions on how things could improve at work. You can create free surveys and questionnaires using tools like Google Forms. Encouraging staff to give feedback will improve morale because they will feel like it's safe to speak up without fear of reprisal. A suggestion box can be a great tool. However, teachers may fear that their handwriting will be identified. As mentioned previously, a great alternative is to use a free online survey tool like Google Forms. This is an easy way to create and customize your form (without giving out any identifying information).

In order to provide continuity of quality care for children, it's important that you do everything in your power to keep hold of your best teachers. However, at some point, if they're going to leave, you should be prepared to look back and reflect on their time with you.

Next up we will look at one of the major reasons why preschool teachers leave.





Tips for keeping teacher burnout at bay

Childcare professionals love children and are committed to helping them grow, but this career path is not an easy one. To do it right, you need a lot of patience, a love for children and professional development.

This <u>study</u> from NCBI shows that burnout syndrome among teachers is very high in pre-schools. Burnout is detrimental to teachers' mental health. To avoid burnout and encourage teachers to enjoy their work environment, it is important that proven strategies are put into place early on so that you don't lose sight of what really matters when working in such an intimate setting.

There are many roles that educators take on in their daily routines. They need to wear many hats, including that of a guardian, friend, first responder, counsellor and even sometimes, cleaner, while making sure children under their care are learning in a safe environment with plenty of playtimes. Childcare can be exhausting! Here's why burnout is so common:

Lack of training resources and support

When you think about all the tasks a childcare professional must handle, it's easy to understand why continuous training and support are vital. Teachers are under immense pressure. They are juggling many tasks and doing so, without having the right knowledge can result in negative consequences. Despite these challenges, professionals keep going for the sake of the children in their care

Unfortunately, teachers are often isolated, so they need strong support from others. When teachers feel unsupported by colleagues or administrators and overworked, morale can plummet across the board and cause burnout quickly.

Personal Characteristics

There are many preschool teachers in the world, and they each have their own personalities. Some of these personalities work better than others when it comes to being a preschool teacher. For example, someone who is nacturing with a big heart may constantly want to give 110% and so, burnout may be inevitable if they don't take care of themselves too. We have given some strategies here but offering additional services like mindfulness classes, like this one, can help teachers implement strategies to reduce stress and burnout.

Sense of being underappreciated at work

Despite all of their hard work, teachers can be one of the most underappreciated professionals in the world. They're given the responsibility of helping children grow and learn, but are oftentimes paid less than they deserve for their work. The problems don't stop there – they also have to deal with an incorrect association between value and identity. This can lead to feelings of apathy at work or low professional self-esteem.

Working as an educator during a pandemic poses some health risks. In addition to wearing personal protective equipment and regular cleaning, sanitizing, and disinfecting, there is the risk of contracting diseases just by being around sick people all day long in close quarters. This combined with other factors, like extended hours, can result in an anxious emotional state for educators who are also performing their daily duties often outside of what they're trained or qualified to do.

Helping teachers avoid burnout

Now that we've touched on the critical reasons behind burnout, let's look at some practical ways to possibly prevent teachers from burning out. Let these tips help turn your team into a healthy and high-functioning unit that can provide better quality care with minimal employee turnover.

Build a support-based culture for teachers

A supportive team will always be able to pull through in a pinch. They are the ones who get their teammates back on track when they fall and cheer each other on during tough times.

Investing in your team through mentoring, praising colleagues when they do good work and giving constructive criticism can make a huge difference. Encourage everyone to take pride in being part of an engaged community, that is composed of professionals, who are committed to the betterment of childcare.

Keep your work environment more organised

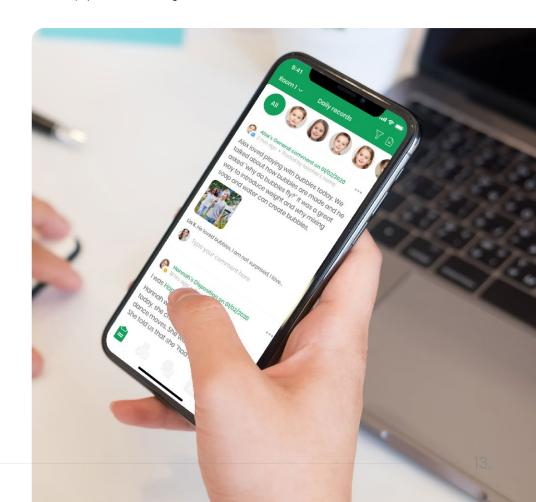
Child care administration and management routines are crucial when it comes to preventing burnout. Putting the right tools into place can make a world of difference, as professionals need more than just hours from their day to be successful. Using a proper preschool management app to streamline the manual tasks and paperwork could help teachers save lots of time and keep things running smoothly. Remember to set boundaries so that they have a balance between work life and family life as well. Communicate expectations clearly with them.

Teachers are often so busy that they forget to take care of themselves. Clear expectations and mentorship schemes will help teachers maintain some work-life balance, as well as make sure that new hires know what they're getting into before stepping foot in a classroom for the first time. Having a set career track gives anyone who works at your preschool an opportunity to learn from their coworkers, grow professionally by taking on new responsibilities or move into management positions.

Running a preschool can get tricky, and TeachKloud is here to help you:

Now you know how to hire and retain the most important people for your childcare business. We also touched upon the role technology plays in streamlining day-to-day activities, saving time and helping childcare businesses grow.

Over the years, with an easy-to-use preschool management app, TeachK-loud has helped 1000's of preschool directors run their childcare businesses successfully and profitably. Get in touch with us to learn more about how we can help your business grow.











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