

Date: December 1, 2017
For ACTION _____
For INFORMATION X
Board Agenda: Yes ___
No _____

FROM: Joseph Makolandra, Chief Human Resources Officer

THROUGH: Lois Berlin, Ed.D., Interim Superintendent of Schools

TO: The Honorable Ramee Gentry, Chair, and
Members of the Alexandria City School Board

COPY: Executive Staff

TOPIC: Employee Retention

BACKGROUND: In June 2013 an exit survey process was put into place to gain better insight as to the reasons for position turnover. This insight will be used to guide future actions to address concerns and reduce turnover. Attachment 1 is a chart that provides school-by-school licensed staff turnover trends for the last 5 years. Total turnover including retirements for 2016-2017 was 15%, which was a 2% increase from 2015-2016, but less than the historical rate of 16% from the previous two years (2013-2014 and 2014-2015).

All departing employees were contacted to complete the exit survey. Multiple options are provided to complete the survey including telephone, web and by mail. Of those names forwarded to ExitRight, over 80% of those contacted completed surveys this past year. Attachment 2 is a bar chart that depicts the reasons licensed employees identified as contributing to their departure and compares results with the prior year. Each shaded column reflects the percentage of employees by year that identified each cause as a reason for their leaving. Please note that more than one reason could be identified.

Attachment 3 provides school-by-school information from the exit survey, for each exit interview question, as reported by licensed employees. Two elementary schools, Lyles-Crouch and Charles Barrett, are not included in this data because they did not meet the threshold of number of employees leaving the school. The data capture period for the exit interview data is from October 1, 2016 through September 30, 2017. Attachment 4 combines four summaries: (1) all licensed staff only (2) support staff only (3) administrators only and (4) all ACPS staff. Included in both reports are comparisons as to how turnover responses for each employee group compare to district averages and the national norms of all ExitRight clients. Please note that the national norm data primarily pertains to businesses and only two K-12 districts use the exit survey instrument at this time.

SUMMARY: On a district wide level, the following reasons were identified as contributing causes for turnover in order of percentage of responses. The values in the chart below represent the percentage totals for the last four school years.

| Reason for Leaving ACPS | '13 -'14 | '14 -'15 | '15 -'16 | '16 -'17 |
|--|----------|----------|----------|------------|
| 1. Reasons unrelated to ACPS | 15% | 19% | 24% | 26% |
| 2. Principal or manager | 13% | 11% | 11% | 9% |
| 3. Lack of recognition, appreciation and respect | 12% | 12% | 10% | 10% |
| 4. Excessive workload or work hours | 9% | 8% | 9% | 9% |
| 5. District policies and or practices | 12% | 11% | 8% | 10% |
| 6. Job duties – disliked the type of work | 5% | 6% | 7% | 6% |
| 7. Training, development or continuing education required | 5% | 5% | 6% | 4% |
| 8. Concerns about personal safety | 4% | 6% | 6% | 3% |
| 9. Required teaching methods and curriculum | 7% | 8% | 5% | 5% |
| 10. Lack of promotional opportunities | 4% | 3% | 5% | 4% |
| 11. Concerns about job security, position elimination or performance | 7% | 5% | 4% | 3% |
| 12. Compensation, pay | 4% | 3% | 3% | 3% |
| 13. Parent or student conflicts | 3% | 3% | 3% | 3% |
| 14. Benefits | 3% | 1% | 1% | 2% |

IMPACT: Discussions will be held, both individually and collectively, with principals and program managers to generate ideas and share best practices to improve retention and continue our work toward building and maintaining a great workplace that attracts and retains employees.

- ATTACHMENTS:**
1. Turnover Separations 2016-2017
 2. Contributing Causes Graph
 3. Turnover Detail by School
 4. Summaries—Licensed/Support/Administrators/All Staff

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