

BOARD BRIEF

Date: March 1, 2019

For ACTION _____

For INFORMATION X

Board Agenda: Yes ___

No X

FROM: Betty Hobbs, Ed.D., Acting Chief Human Resources Officer

THROUGH: Gregory C. Hutchings, Jr., Ed.D., Superintendent of Schools
Jim Loomis, Director of Employment Services

TO: The Honorable Cindy Anderson, Chair, and
Members of the Alexandria City School Board

TOPIC: Teacher Retention

BACKGROUND:

This is an annual update on the turnover of licensed staff which was experienced in ACPS in 2017-2018.

Attachment 1 is a chart that provides school by school licensed staff turnover trends for the last 5 years. Total turnover including retirements for 2017-2018 was 14%, which was a 1% decrease from 2016-2017.

In June 2013, an exit survey process was put into place to gain better insight as to the reasons for position turnover. Employees who depart ACPS on good terms are contacted and asked to complete the exit survey. Multiple options are provided to complete the survey including telephone, web and by mail. Of the names forwarded to ExitRight this past year, over 70% of those contacted completed surveys.

Attachment 2 is a chart that depicts the reasons licensed employees identified as contributing to their departure and compares results with prior years. The blue shaded column reflects the percentage of employees 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. The data capture period for the exit interview data is from October 1, 2017 through September 30, 2018.

Attachment 4 combines two summaries: (1) all licensed staff and (2) all ACPS staff. Included in both reports are comparisons as to how turnover responses for each school compare to district averages and the national norms of all ExitRight clients. Please note that the national norm data pertains to all types of businesses and the five K-12 school districts which use the exit survey instrument at this time.

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SUMMARY:

On a district wide level, the following reasons were identified as contributing causes for turnover in order of percentage of responses. The first percentage value represents the 2013-2014 school year results, the second value the 2014-2015 results, the third value the 2015-2016 results, the fourth value the 2016-2017 results, and the last number in bold indicates the most recent year.

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

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. Similarly, ACPS will begin to use stay interviews in an effort to gather more data to assist in the effort of reducing turnover.

RECOMMENDATION: The Superintendent recommends School Board review.

ATTACHMENTS: 190301_TurnoverSummary
190301_TurnoverCauses
190301_ExitRightDetail
190301_ExitRightSummaries

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