

Date: November 18, 2016

For ACTION _____

For INFORMATION

Board Agenda: Yes ___

No

FROM: Joseph P. Makolandra, Chief Human Resources Officer

THROUGH: Alvin L. Crawley, Ed.D., Superintendent of Schools

TO: The Honorable Karen Graf, Chair, and
Members of the Alexandria City School Board

COPY: Executive Staff

TOPIC: Employee Retention Report

SUMMARY: 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. Attached is a chart that provides school by school licensed staff turnover trends for the last 5 years. Total turnover including retirements for 2015-2016 was 13%, which was a reduction from the rate of 16% from the previous 4 years (Attachment 1).

BACKGROUND : All departing employees were contacted to complete the exit survey. Multiple options are provided to complete the survey including telephone, web and by mail. The survey has an overall response rate of 72%. 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. The blue, red and green shaded columns reflect 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 for the time period from October 1, 2015 through September 30, 2016. Support staff results are not included because only 2 locations met the minimum of 3 responses which are required to generate data. Included in this report 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 primarily pertains to businesses and only two K-12 districts use the exit survey instrument at this time.

On a divisionwide 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, and the last number indicates the most recent year, 2015-2016:

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

ATTACHMENTS:

Attachment 1 – Turnover Summary

Attachment 2 – Contributing Factors

Attachment 3 – Exit Interview Data

CONTACT: Joseph P. Makolandra, 703-619-8168