



SDNB Recruitment and Retention Plan

Recruitment and Retention Strategies from 2016 Forward

State of the State

- ▶ Wisconsin and the Nation seeing decline in teacher candidates since before 2010
 - ▶ Tougher training, licensure requirements, student loan debt
 - ▶ Enrollment levels fell 27.9% since 2008-09 school year (Yeado, 2016, p.28)
- ▶ Under the free-market system created by Act 10, new & veteran teachers are negotiating their own salary increases with districts.

Why Teachers are Leaving the State

1. Money

- a. *Low starting salary*
- b. *High college debt*

2. Family

- a. *Cost of childcare compared to income*

3. Burnout

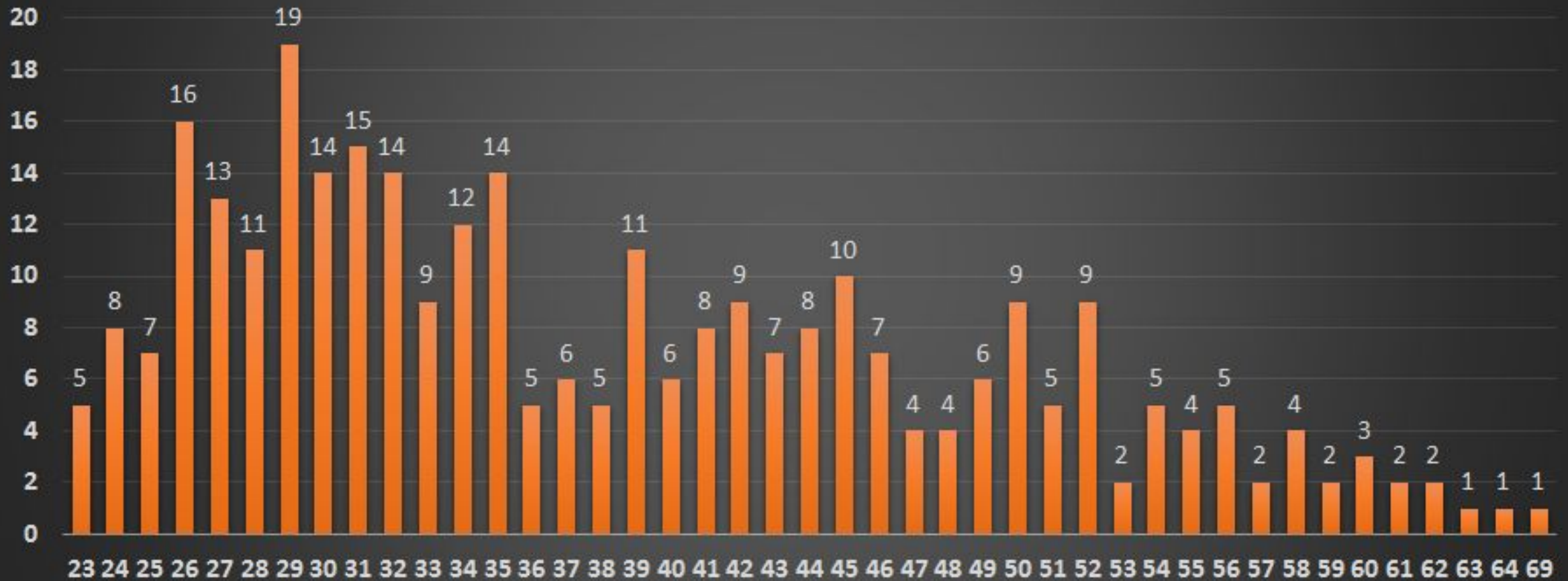
- a. *Increased changes to educational climate*
- b. Educator Effectiveness, grading policies, academic standards, technology, new assessments

Current State of SDNB

- ▶ SDNB experienced its “silver flight” earlier than local districts
 - ▶ 7 licensed educators eligible for retirement in 2017
 - ▶ Only 1 educator is retiring in 2017
- ▶ 2016: 38/46 departures were voluntary resignations/retirements
 - ▶ 18 of 38 (47%) Took the same or similar teaching positions in other districts
 - ▶ 8 of 38 (21%) Retired
 - ▶ 8 of 38 (16%) Relocated/had spouse relocate out of area/out of state
 - ▶ 4 of 38 (10%) Stayed home to raise his/her family

The Millennial Phenomenon in SDNB

EE Age in SDNB



What the Research Says About our Workforce (Manpower Group, 2016)

Top Priorities for Job Seekers

1. 92% Money
2. 87% Security
3. 86% Holidays/time off
4. 80% Great people
5. 79% Flexible working

Top Reasons Millennials stay

1. Pay increase
2. New challenges/promotions
3. Good work/life balance
4. Clear career path
5. Recognition from managers and colleagues

Areas of strength as identified by 15-16 stay and exit Interviews

- ▶ Great students, supportive and involved families
- ▶ Collaborative environment: Positive relationships with colleagues
- ▶ Supportive leadership
- ▶ Vision of innovation, forward thinking, high expectations
- ▶ Access to technology

Areas of growth as identified by 15-16 Stay and Exit Interviews

- ▶ Timing and amount of changes (EE, ACP, grading, schedules, digital learning, assessments, curriculum, standards)
 - ▶ Communication of changes
 - ▶ Training to support changes
- ▶ **Work/life Balance**
- ▶ **Compensation Model**
- ▶ **Opportunities for growth and recognition**
 - ▶ Special ed.: Management of paperwork
 - ▶ Flexible time/work time on PL days & time to collaborate
 - ▶ **Valuing employee voice**



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Addressing Key Areas of Identified Growth


Compensation



- ▶ 2016-17 School Year Implementation of New Compensation Model
 - ▶ Recognizes employee engagement in 3 keys areas
 - ▶ Leadership
 - ▶ Professional Growth
 - ▶ Educator Effectiveness
 - ▶ Provides clearer path to salary growth
 - ▶ Begins to address paths to leadership roles

Work/Life Balance



- ▶ Review how we implement major initiatives and timeline
 - ▶ Increase Flexible Professional Learning Days
 - ▶ Revision of calendar to address need for family time around holidays
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Valuing Employee Voice

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- ▶ Annual Staff Culture Survey
- ▶ Superintendent Suggestion Box
- ▶ Stay & Exit Interviews
- ▶ Engagement of educators in initiatives/decisions
- ▶ Implementation of new benefit offerings

Opportunities for Growth and Recognition

- ▶ Staff Connection
 - ▶ Feature stories celebrating successes in the classroom
- ▶ Research of additional leadership opportunities/roles in district
- ▶ Future Strategies
 - ▶ Educator recognition through digital signage
 - ▶ Intranet site communications
 - ▶ Increased classroom visits by district office admin

Support of New Employees

The slide features a decorative background. On the right side, there are overlapping geometric shapes in shades of teal, blue, and gold. In the center-left, there is a faint, light gray illustration of a person with arms raised, surrounded by several five-pointed stars of varying sizes.

- ▶ 1:1 mentoring program
 - ▶ Supports growth of new educators
 - ▶ Provides leadership opportunities for veteran staff
- ▶ Improved relevance of Orientation Days
- ▶ Personalized new teacher learning opportunities


Recruitment Strategies



- ▶ Examination of ways to increase hiring efficiency
 - ▶ Video Interviewing
 - ▶ Employee “Fit” assessments for all job areas
 - ▶ Electronic onboarding to replace paper process
- ▶ Reach a wider audience
 - ▶ National Job Sites (K-12 job spot)
 - ▶ Social media recruitment strategies (LinkedIn, Facebook, Twitter)
 - ▶ Job fairs
 - ▶ University Partnerships

General Complexities of Retention



- ▶ Challenges our ability to build/maintain effective collaborative teams
 - ▶ Cost of retraining new staff/loss of professional learning & experience
 - ▶ Time/energy/cost spent on on-boarding large groups of new staff
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A Perceived Problem?

- ▶ District continues to achieve at the highest level.
- ▶ Graduate composite ACT scores rank in the top-10 of 30 comparable schools.
- ▶ All schools “significantly exceeds” or “exceeds” expectations.
- ▶ District “significantly exceeds” expectations per Wisconsin DPI report cards.
- ▶ Elmwood one of eight schools nominated by state superintendent for National Blue Ribbon Schools Program.
- ▶ Students continue to perform well in activities / clubs such as DECA, Academic Decathlon, the spelling bee, Scholastic Art & Writing competitions, Science Bowl ...



QUESTIONS?

Works Cited

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- ▶ Umhoefer, D. & Hauer, S. (2016) Schools face tougher task in finding teachers. *Journal Sentinel. Retrieved from <http://projects.jsonline.com/news/2016/12/21/schools-face-tougher-task-in-finding-teachers.html>*
- ▶ Yeado, J. (2016). Help wanted: An analysis of the teacher pipeline in Metro Milwaukee. *Public Policy Forum. Milwaukee, WI*