



FCPS TEACHER RETENTION

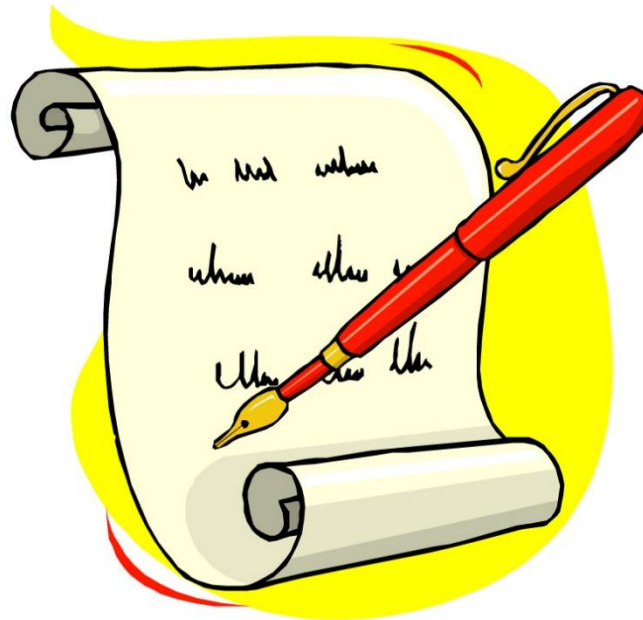
Human Resources Advisory Committee Meeting

November 26, 2018

Agenda

- FCPS Policies Related to Retention
- FCPS Teacher Turnover Rates
- FCPS Exit Survey Data
- FCPS Engagement Survey Results
- Summary

FCPS Policy



School Board Policy 4110

Policy 4110.3
School Board

HUMAN RESOURCES

Recruitment, Selection, and Appointment

Responsibility for Employment

This policy supersedes Policy 4110.2.

I. PURPOSE

To authorize the assistant superintendent, Department of Human Resources, or his or her designee, to recruit, select, and employ personnel.

II. SUMMARY OF CHANGES SINCE LAST PUBLICATION

This policy has been reviewed, and there are no changes at this time.

III. RESPONSIBILITY TO REPORT TO THE SCHOOL BOARD

The assistant superintendent, Department of Human Resources, shall present to the School Board on a quarterly basis a report of all persons employed during that quarter.

FCPS Strategic Plan-Goal 3: Premier Workforce

Aspirational Statement: Employee retention rates will be within the National Average (85 percent).

Metric: FCPS employee retention rates

	Teachers	Administrators	Support
3-Year baseline	83%	N/A	N/A
SYs 18-20 Target	85%	85%	85%

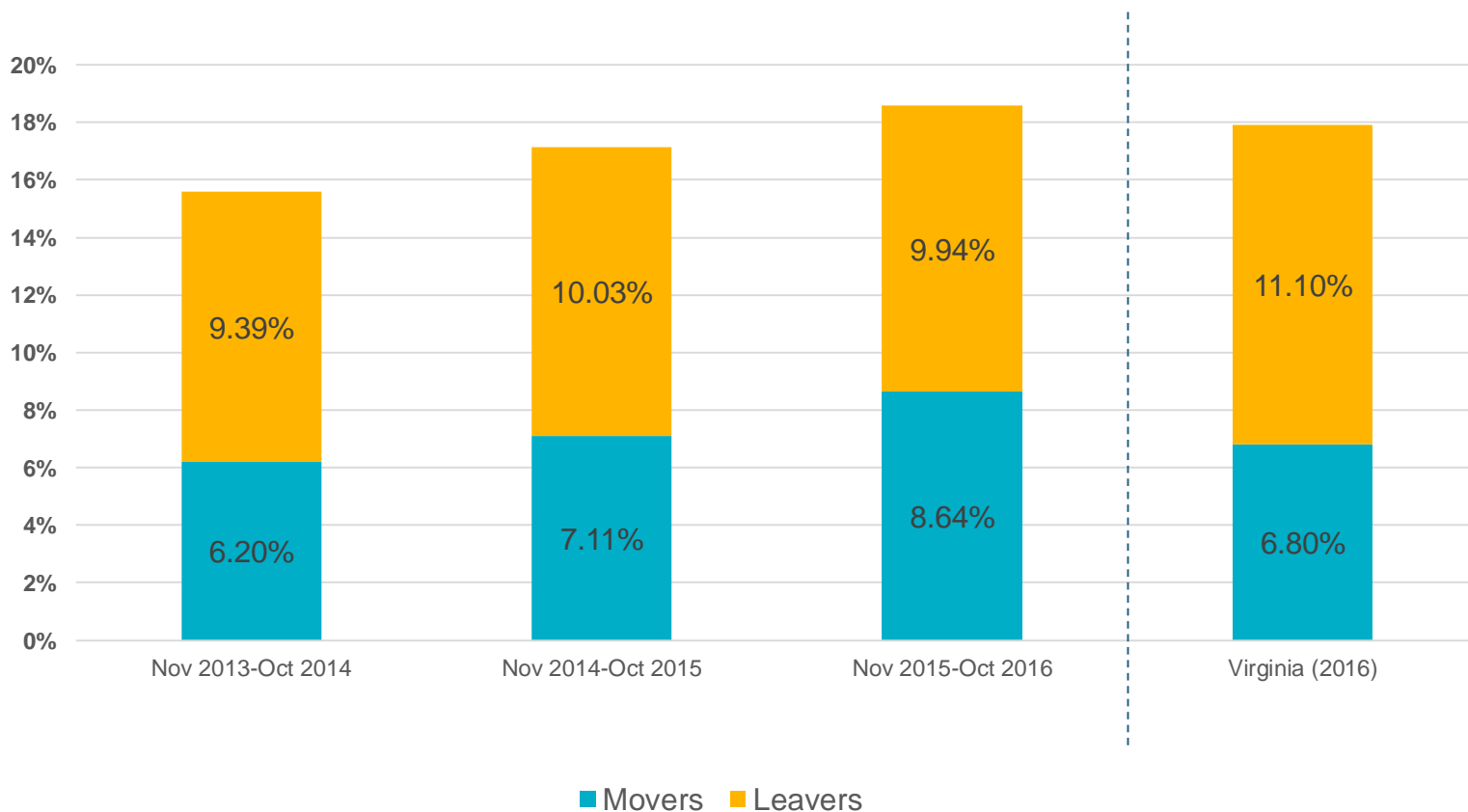
Note: FCPS has not previously collected retention data on Administrators and Support staff.

FCPS Teacher Turnover



FCPS Teacher Turnover Rates

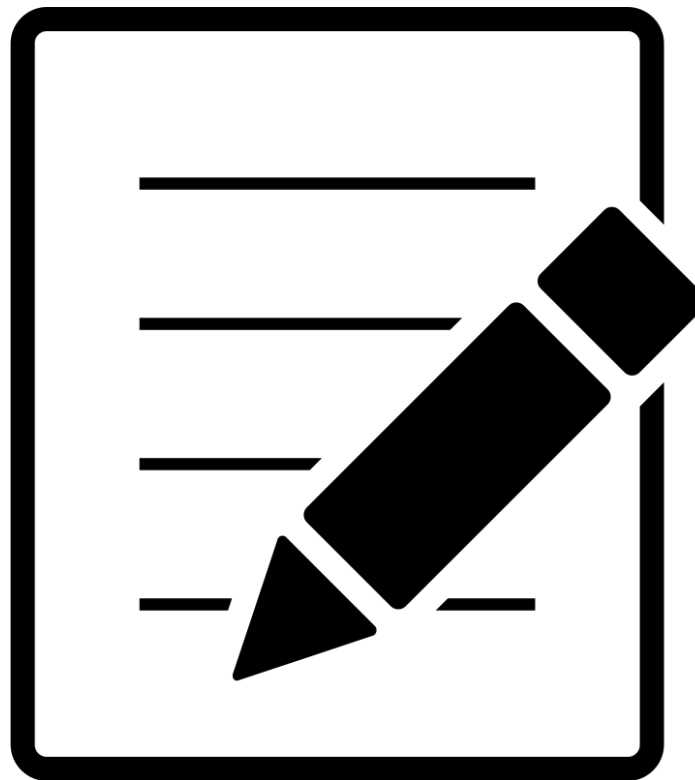
FCPS Teacher Turnover Rates



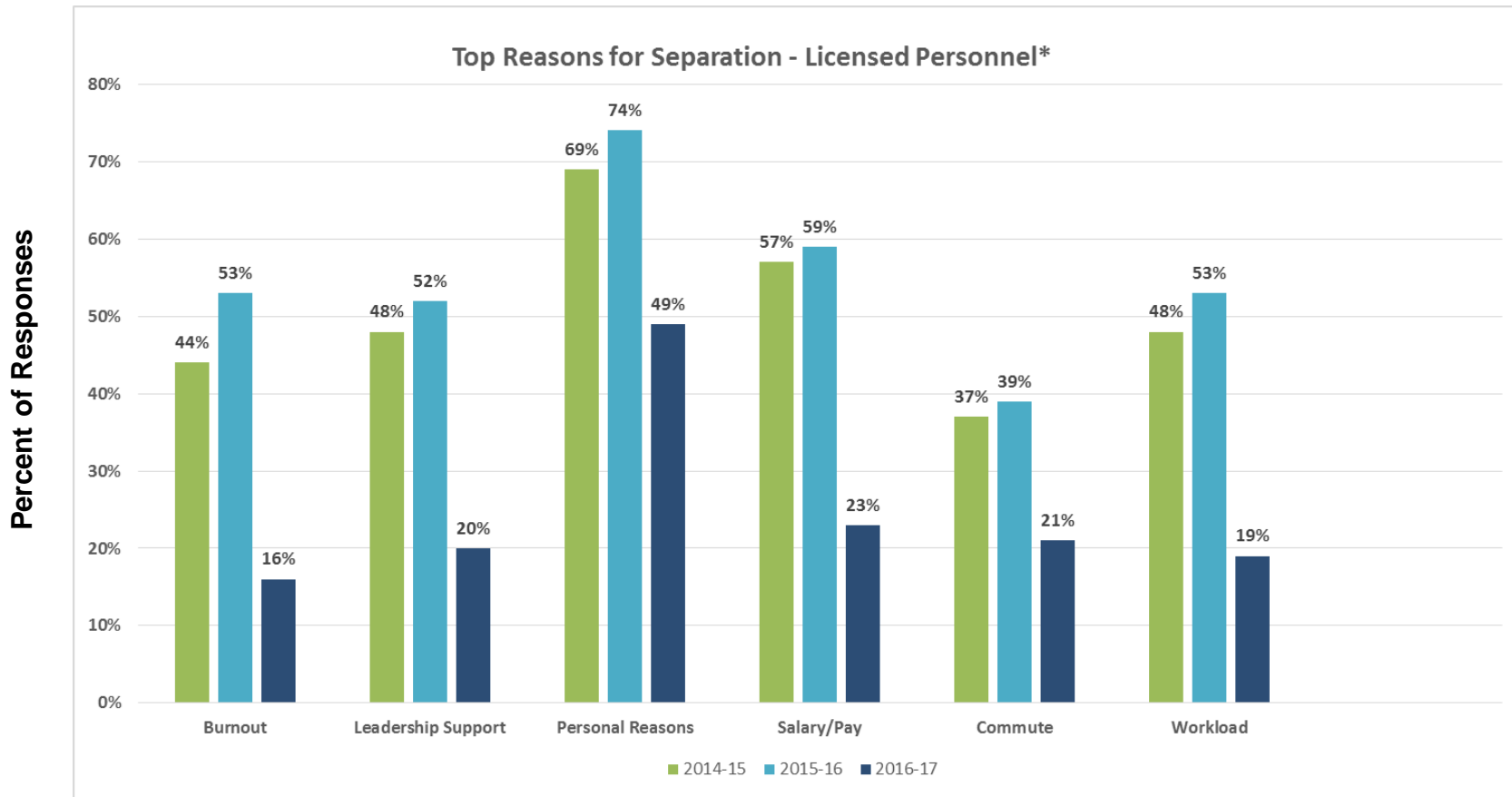
School Profiles: Highest and Lowest Turnover

School	Average Turnover (5 year period- Oct 2012-Oct 2017)	FRM (17-18)	Title I (17-18)	Project Momentum- Intensive	Project Momentum- Targeted	Number of Principal Changes (5 year period- Oct 2012-Oct 2017)	Diversity (% students of color) (17-18)	ELL (17-18)	Special Education (17-18)
High Turnover									
A	38.23%	28.23%			x	1	47.63%	4.53%	21.66%
B	32.59%	84.72%	x	x		2	96.51%	50.07%	13.10%
C	31.36%	2.68%				0	41.95%	15.85%	17.56%
D	29.24%	46.88%	x			1	64.31%	30.10%	15.95%
E	28.75%	77.39%	x			1	84.70%	66.61%	16.17%
F	28.57%	26.53%				1	54.92%	1.30%	20.96%
G	27.73%	31.89%			x	1	51.00%	15.95%	14.95%
H	27.59%	74.83%	x			1	83.54%	52.70%	13.55%
I	27.37%	43.76%	x	x		1	71.07%	25.84%	19.09%
J	26.06%	45.16%	x		x	0	72.08%	35.47%	22.08%
K	25.69%	56.14%				1	54.39%	19.30%	100%
L	25.63%	81.54%	x	x		1	89.86%	62.48%	15.58%
M	25.30%	80.17%	x			1	91.76%	71.09%	13.38%
N	25.26%	31.84%				0	58.72%	24.32%	16.00%
O	24.98%	77.31%	x			0	68.07%	60.32%	13.35%
Low Turnover									
P	11.91%	4.80%				0	60.20%	7.30%	10.00%
Q	11.85%	16.60%				1	48.48%	13.97%	12.12%
R	11.83%	12.92%				2	68.01%	4.26%	6.76%
S	11.78%	17.43%				0	50.13%	8.18%	11.01%
T	11.71%	5.96%				1	35.40%	7.15%	16.57%
U	11.68%	11.66%				1	49.75%	5.17%	14.53%
V	11.51%	6.56%				1	45.77%	8.98%	16.06%
W	11.37%	4.98%				1	51.96%	16.27%	8.90%
X	11.25%	13.57%				0	51.58%	9.94%	11.25%
Y	10.42%	26.49%				0	60.88%	22.28%	18.07%
Z	10.04%	16.17%				1	54.26%	16.00%	18.61%
AA	9.60%	5.53%				0	74.97%	13.71%	9.94%
BB	9.35%	17.32%				0	59.33%	6.06%	15.77%
CC	9.19%	13.17%				0	47.34%	13.01%	12.85%
DD	8.63%	2.09%				0	78.86%	N/A	1.30%

FCPS Exit Survey Data



FCPS Exit Survey Data: All FCPS Schools



Teacher Engagement



Teacher Engagement: Research

“The context, culture, and policies of schools have all been associated with teacher attrition.”

Source:

Katz, V. (2018). *Teacher Retention: Evidence to Inform Policy*. EdPolicyWorks at University of Virginia.
<https://curry.virginia.edu/policy-virginia>

Teacher Engagement: Research

“Collectively, [surveys/data] identify several malleable aspects of schools relevant to policies intended to improve teacher retention, including: the quality of school leadership, the sense of trust and collective responsibility that administrators and teachers share, teacher self-efficacy, as well as student behavior and related disciplinary policies.”

Source:

Katz, V. (2018). *Teacher Retention: Evidence to Inform Policy*. EdPolicyWorks at University of Virginia. <https://curry.virginia.edu/policy-virginia>

Teacher Engagement: Research

“Across surveys, school leadership typically emerges as the most salient factor, while collegial relationships among staff and resource considerations are also significant predictors of teacher turnover.”

Source:

Katz, V. (2018). *Teacher Retention: Evidence to Inform Policy*. EdPolicyWorks at University of Virginia. <https://curry.virginia.edu/policy-virginia>

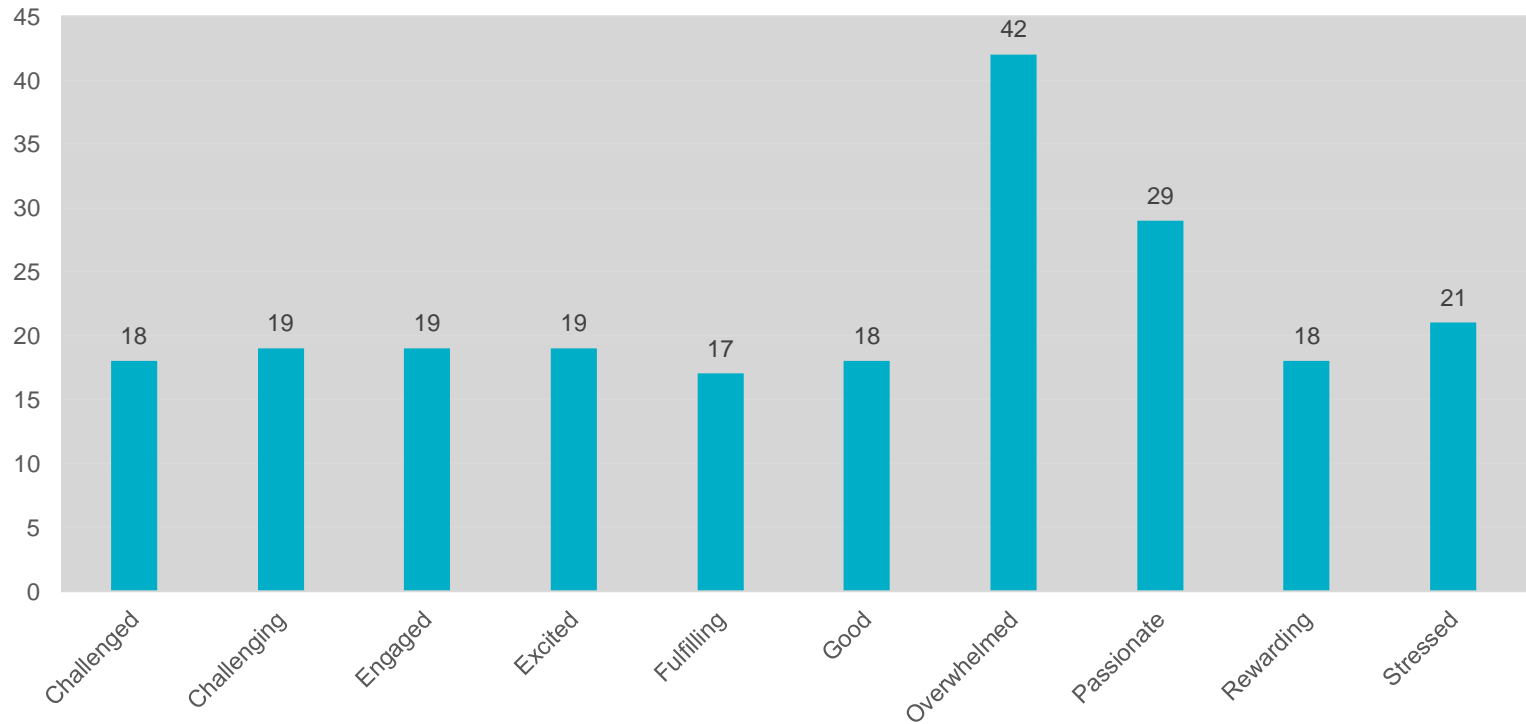
FCPS Engagement Survey: 15 Schools with Highest Turnover

- When teachers at the 15 schools with the highest 5 year average turnover rate were asked:

“What word best describes how you feel about your work?”

FCPS Engagement Survey: 15 Schools with Highest Turnover

Top 10 Responses Schools With Highest Turnover

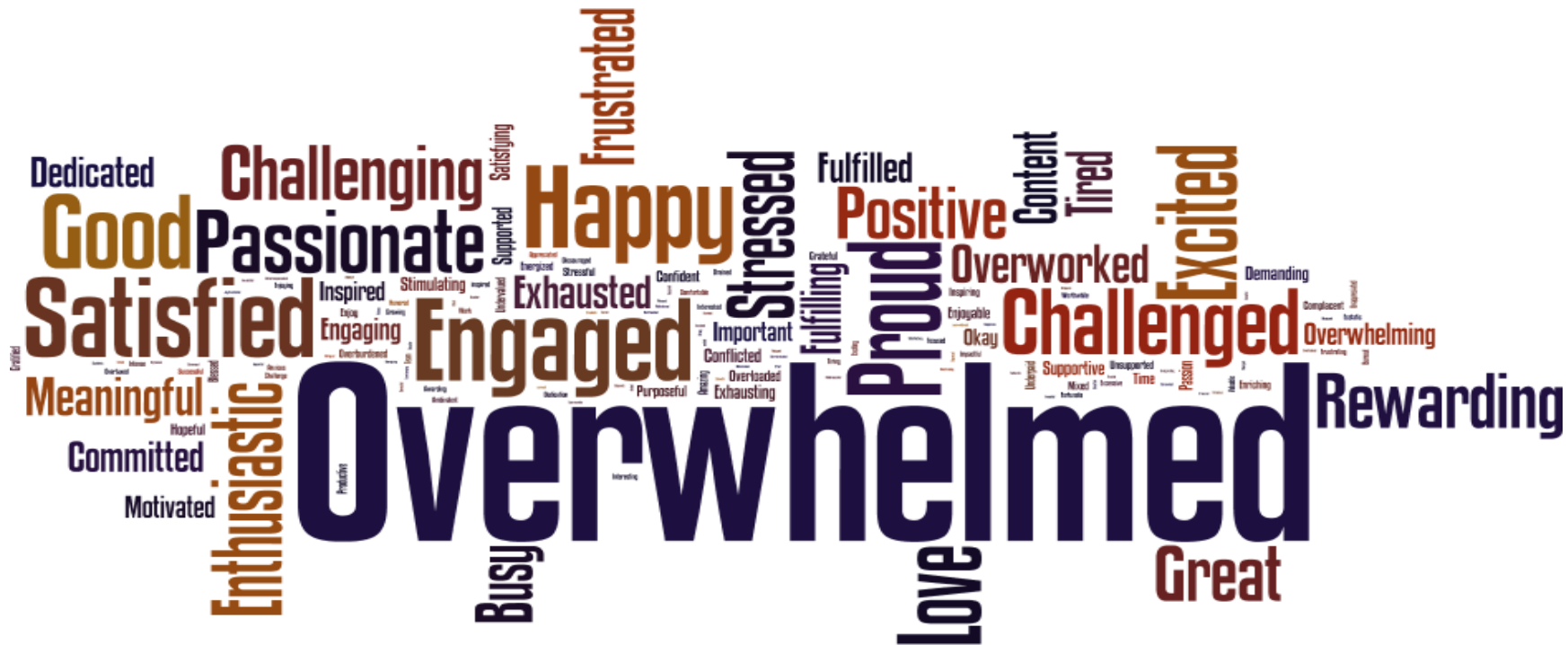


FCPS Engagement Survey: 15 Schools with Lowest Turnover

- When teachers at the 15 schools with the lowest 5 year average turnover rate were asked:

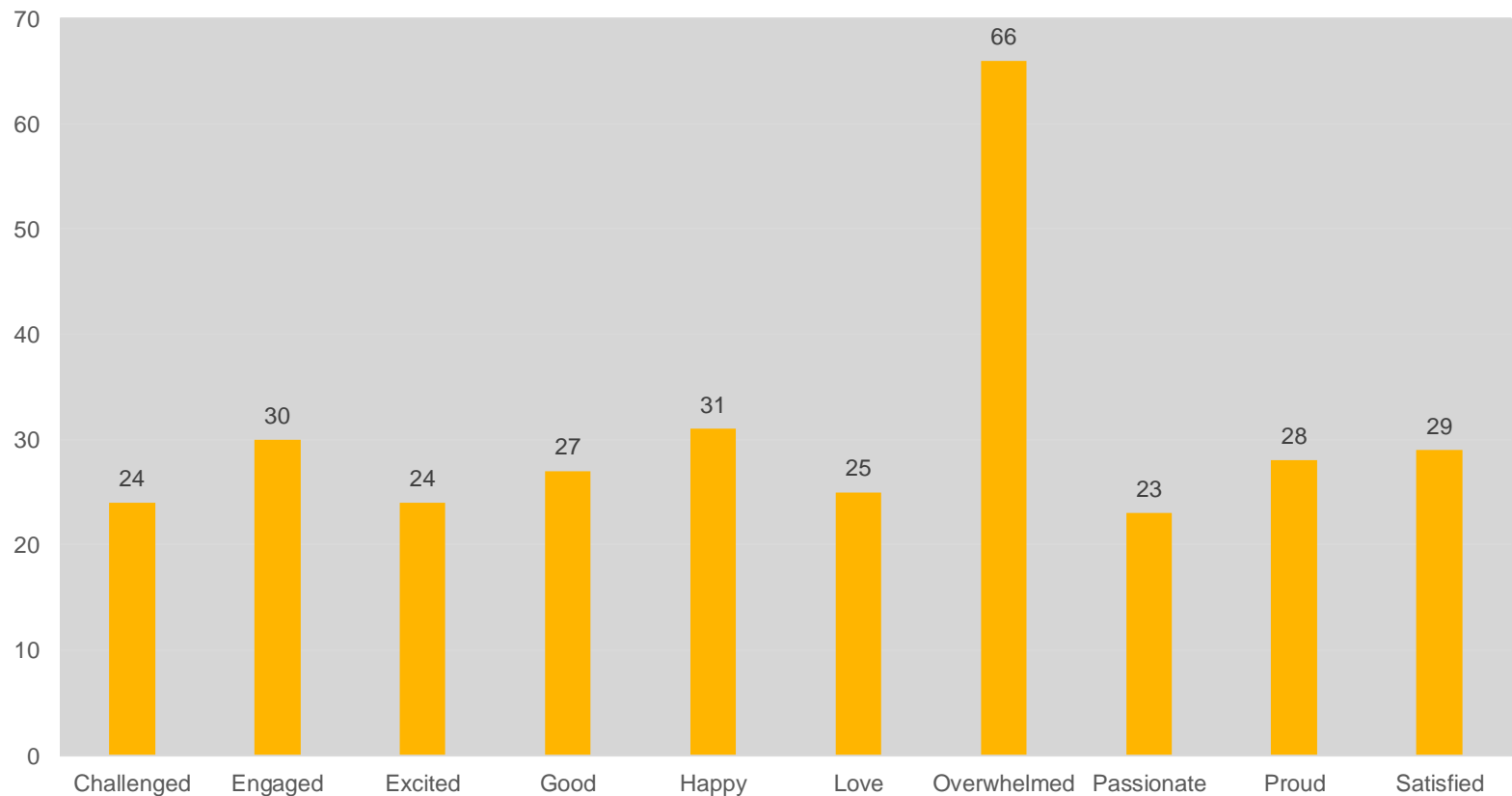
“What word best describes how you feel about your work?”

FCPS Engagement Survey: 15 Schools with Lowest Turnover



FCPS Engagement Survey: 15 Schools with Lowest Turnover

Top Ten Responses Schools with Lowest Turnover



FCPS Engagement Survey: Results

2017-2018 Employee Engagement Survey Results: Highest and Lowest Turnover Schools							
	15 Schools with Lowest Turnover			15 Schools with Highest Turnover			
	Disagree/Strongly Disagree	Agree/Strongly Agree	Neither	Disagree/Strongly Disagree	Agree/Strongly Agree	Neither	
I am engaged in my work.	1.39%	96.02%	2.59%	2.37%	94.73%	2.90%	
I see professional growth and long-term career opportunities with FCPS.	12.82%	69.61%	17.57%	9.22%	73.65%	17.13%	
I enjoy working with my school leadership.	7.22%	82.76%	10.02%	18.05%	68.91%	13.04%	
My school has clear goals.	7.25%	81.48%	11.27%	15.62%	72.19%	12.19%	
My school leadership team is effective.	9.28%	80.24%	10.48%	24.21%	62.83%	12.96%	
The actions of my school leadership team are consistent with their words.	11.76%	76.16%	12.08%	25.76%	58.52%	15.72%	
I can count on the support of my school leadership team when addressing problems or issues.	10.67%	77.69%	11.64%	23.74%	62.01%	14.25%	
I trust my school leadership team to make good decisions.	9.28%	75.62%	15.10%	23.12%	59.84%	17.04%	
My school leadership team clearly communicates their expectations of my job performance.	7.99%	81.97%	10.05%	19.68%	69.49%	10.83%	
My school leadership team effectively communicates about important issues that affect me.	9.93%	76.59%	13.48%	23.75%	61.08%	15.17%	
My school leadership team implements policies fairly in my school.	11.10%	74.46%	14.44%	22.95%	60.21%	16.84%	
My school leadership team ensures staff morale is high in my school.	18.44%	62.90%	18.66%	30.43%	52.44%	17.13%	
FCPS recognizes employees for their high-quality work and accomplishments.	24.68%	49.57%	25.75%	20.77%	52.25%	26.98%	
My school leadership team regularly gives me constructive feedback to improve my performance	17.48%	61.38%	21.14%	26.24%	55.55%	18.21%	
Staff members are recognized for good performance at my work site.	13.47%	65.41%	21.12%	25.20%	52.77%	22.03%	
I am recognized for my accomplishments.	19.95%	56.64%	23.41%	27.21%	46.63%	26.16%	
I feel appreciated for my work.	17.45%	61.86%	20.69%	26.75%	53.62%	19.63%	
I have sufficient independence in my work.	5.94%	90.28%	3.78%	11.62%	79.79%	8.59%	
My colleagues help create a positive work environment.	6.25%	85.13%	8.62%	7.00%	82.04%	10.96%	
My colleagues are held to high professional standards.	8.66%	80.41%	10.93%	8.61%	77.48%	13.91%	
I have the materials I need to do my job.	7.98%	82.85%	9.17%	16.34%	73.12%	10.54%	
My colleagues support me.	2.70%	89.17%	8.13%	3.96%	87.57%	8.47%	
My workload is reasonable.	37.79%	49.68%	12.53%	36.64%	48.28%	15.08%	
My work environment is clean and well maintained.	9.55%	81.23%	9.22%	10.61%	78.91%	10.48%	
My school leadership team encourages collaboration within and across teams in my school.	4.52%	83.61%	11.87%	12.67%	75.06%	12.27%	
I work in an atmosphere where there is mutual respect among staff.	9.40%	79.57%	11.03%	16.37%	68.04%	15.59%	
The division's training helps me be effective in my job.	15.91%	62.34%	21.75%	7.28%	79.10%	13.62%	
My school leadership team identifies opportunities for my professional growth and improvement	10.02%	71.34%	18.64%	15.17%	67.15%	17.68%	
There are leadership opportunities for me in my school.	9.72%	73.11%	17.17%	14.38%	67.81%	17.81%	
There is high staff morale in my school.	21.60%	60.15%	18.25%	37.74%	43.45%	18.81%	
I feel comfortable sharing ideas and opinions with my school leadership team.	12.43%	77.41%	10.16%	23.47%	63.00%	13.53%	
My school leadership team trusts me to make good decisions.	5.71%	85.13%	9.16%	12.30%	72.09%	15.61%	
My school leadership team is willing to listen to new ideas.	9.17%	76.59%	14.24%	19.81%	61.44%	18.75%	
I can influence decisions in my school.	13.61%	66.52%	19.87%	24.43%	53.13%	22.44%	

Reflection

