

A decorative graphic on the left side of the slide. It features a large, light green circle at the top left, a smaller solid green circle at the top center, and three leaf-shaped cutouts arranged in a fan-like pattern. Each leaf contains an aerial photograph of a lush green landscape with palm trees and winding paths. The bottom left corner has a small, solid light green circle.

Retention: Is the Grass Always Greener on the Other Side?

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Why It's Important

While school leaders and policymakers might be tempted to solve shortages by focusing solely on teacher recruitment strategies, a better approach begins with understanding teacher attrition and turnover (Carver-Thomas & Darling-Hammond, 2017).

Teacher retention does not have a one-size-fits-all solution... each school division and individual school must work purposefully to devise plans to retain its most effective teachers (Holmes et al., 2019).





Objectives

- Use data to drive HR actions
- Analyze impact of actions
- Understand OSD's internal transfer process

Human Capital Leaders in Education Professional Standards

Professional Function	Standards	Competencies
Communications	P.CO.1 Use communications to ensure effective implementation of the HCMS.	2.1.1 Develop a communications plan, including goals, strategies, and tactics to ensure effective design and implementation.
Talent Management and Development	T.PM.3 Manage employee transitions.	11.3.1 Manage voluntary and involuntary employee role changes and exits.



What does the data say?





REASON	FY19	FY20	FY21
Career Advancement	1	0	1
Changing careers	6	6	3
Changing districts	31	21	
Family needs	12	9	1
Dissatisfied with job	0	1	
Medical/health	0	7	
Leave of Absence	0	1	
Moving/relocating	19	22	1
Non-renewal	22	21	
Not stated	10	13	3
Retirement	23	24	1
Other	3	5	1
Total	127	130	11
	16%	17%	

Resignations

Why do educators leave one district for another?

What reasons have you heard?

Put it in the chat 





Identify ways to meet their needs internally:

Needs a break from *hard school*.

Burnout is real. Changing environment can help. What school(s) would the employee get the change they are looking for?

Needs a new supervisor.

Personality differences are real. As long as the employee is in good standing, we are open to transfers for this reason.

Needs a new team.

Collaboration is key. If team members are not working well together, the employee's skills might not be leveraged to their full potential.

Needs to be closer to family.

Shortening a commute is big for families. Saving even 20 minutes a day (10 minutes to and 10 minutes from work) makes a big difference.



What does policy/procedure say?



Voluntary Transfers- Procedure 5-30 (II)

1. Teachers may apply, and interview, for a transfer any time during the school year.
2. When vacancies occur, vacancies will not be filled prior to the date specified on the posting.
3. Licensed employees must notify Human Resource Services **in writing** to request a voluntary transfer. District personnel will acknowledge requests promptly. It is the responsibility of the licensed employee to inform Human Resource Services of the specific position they are interested in voluntarily transferring.
4. The licensed employee's licensure, endorsements, extra duty assignments, special abilities, and quality of teaching performance, shall be the **primary factors** in determining transfer. It shall be the intent of the Ogden City School District for curricular needs to take precedence in filling vacancies within the District.

**Always Follow
Policy/Procedures**



January



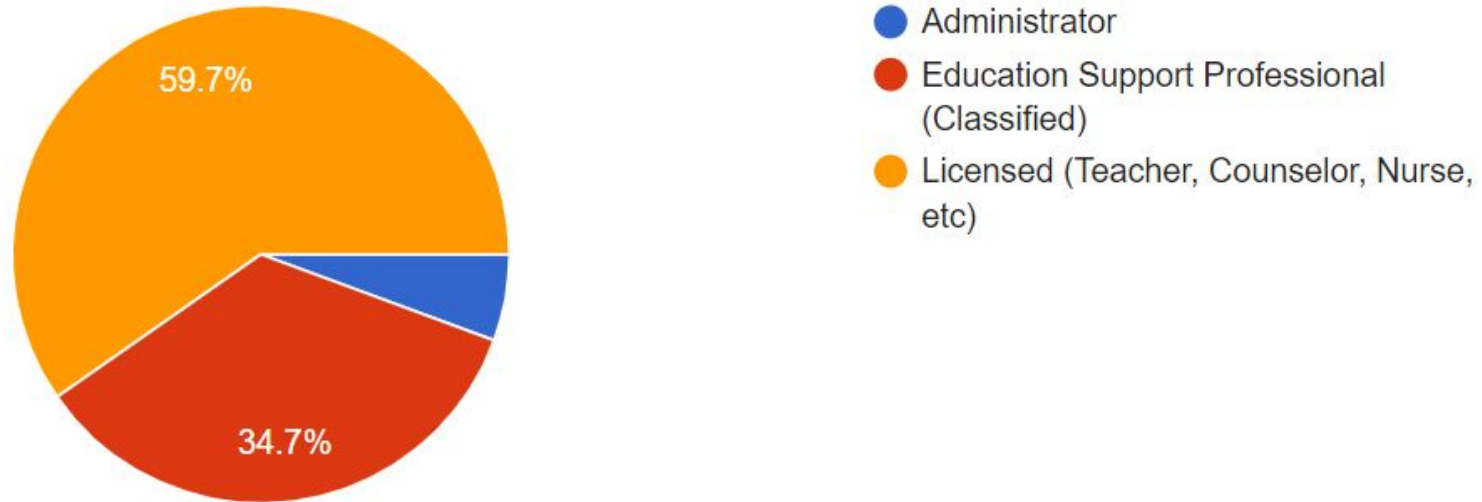
Employee Intent Survey:

- ☒ I plan to remain in my current position and school for the coming year.
- ☒ I would consider a grade/subject change within my current school.
- ☒ I would like to transfer to another school within Ogden School District.
- ☒ I will be resigning my position with Ogden School District.
- ☒ I will be retiring (Deadline is March 1st for formal paperwork)

Results FY20

Current Position

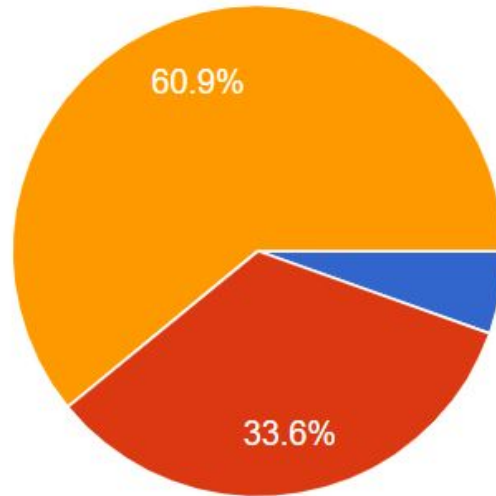
819 responses



Results FY21

Current Position

847 responses

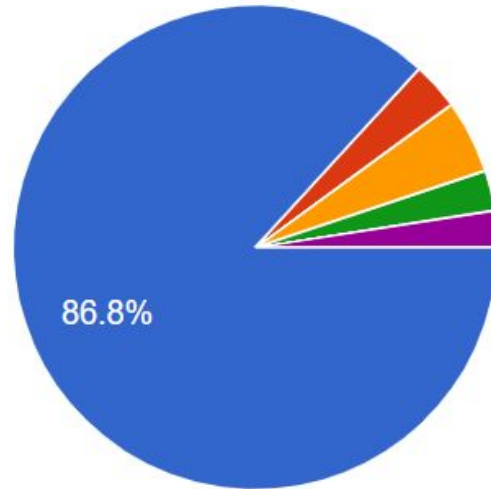


- Administrator
- Education Support Professional (Classified)
- Licensed (Teacher, Counselor, Nurse, etc)

Results FY20

Please select the option below that indicates your intentions for next school year. Choose only one. (NOTE: Selecting an option and submitting this form indicates YOUR preference and does not guarantee the specific option chosen).

819 responses

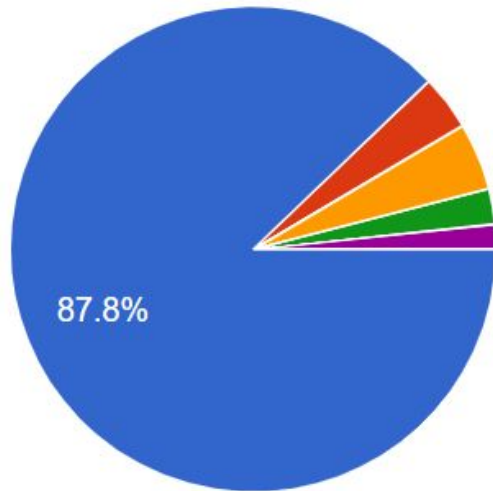


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Results FY21

Please select the option below that indicates your intentions for next school year. Choose only one. (NOTE: Selecting an option and submitting this form indicates YOUR preference and does not guarantee the specific option chosen).


847 responses



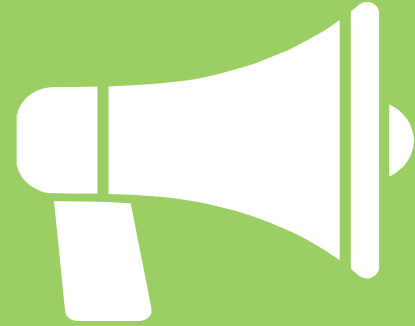
23 LIC

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- # of Licensed Teachers wanting a Transfer: 20 out of 40 employees
- In 2020, We were able to transfer ten of them and retain them in our schools.
- We saw a decrease in 10 teachers leaving to another district.



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Communication Plan

Administrator Training Prior to Message Going Out

Purpose: Retain employees and plan for potential vacancies

Message employees see:

In an effort to get a jump start on meeting our current employees desires (transfers), and recruiting new employees to fill the positions of those leaving (retiring or resigning), we are conducting a very short survey. If you indicate an intent to make a change, our office will remain confidential with this information until we have had a conversation with you. During that conversation, we will discuss whichever option you have selected to determine how we can support you. In addition, we will ask you for your preferred timing and method of communication with your supervisor (for all intended changes).

TRANSFERS: We recognize employees may want to transfer locations for multiple reasons (proximity to home, want a new challenge, had a hard year and need a less challenging location, etc.). We would rather work with you on a transfer within our district than lose you! Please let us know so that we can be in contact with you.

RESIGNING/RETIRING: This is not considered a formal resignation or notification of retirement. If you select this option, someone from our Human Resources office will be in contact with you to support you with the paperwork process.

Stay Conversations

Between Admin Meeting the first week in January, and the Employee Intent Survey going out the last week in January, Admin are encouraged to have “Stay Conversations”

“I really appreciate you being on our team, what are your thoughts regarding next year (i.e., grade/subject, department head, School Leadership Team)? What are your goals and how can I support you?”



Survey is sent, last week in January

HR monitors the responses and takes action:

- 1) Those wanting a transfer are contacted to discuss their needs/desires.
- 2) HR talks about their timeline for letting their admin know of their intent.
 - a) Professionalism
 - b) “How to”, don’t burn bridges
 - c) Some don’t want to tell unless it’s confirmed they can transfer

Staffing sheets, by school, are critical in order to monitor vacancies by subject/grade level and quickly identify possible transfer options.

Communication:

- 1) Talk with the teacher (desires)
- 2) Talk with receiving admin
- 3) Talk with teacher, support with how it will be communicated
- 4) Talk to admin of the school losing the teacher



Formal Letter

“This letter is notification that you voluntarily transferred from your current assignment as a Teacher at [school] to be a Teacher at [school].”

“We appreciate your dedication to students and your profession and want to do all we can to support you through this transition. We look forward to your continued contributions to Ogden students.

Thank you for your cooperation and service to make the lives of our students a top priority!”

*Cc: Principal
Personnel File*



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Did We Meet Our Objectives?

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References

Carver-Thomas, D., & Darling-Hammond, L. (2017). Teacher Turnover: Why It Matters and What We Can Do about It. *Learning Policy Institute*.

Holmes, B., Parker, D., & Gibson, J. (2019). Rethinking teacher retention in hard-to-staff schools.



Thank You!

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