

RETAINING QUALITY EMPLOYEES



Retaining Quality Employees

Board of Education Retreat

April 2024

Presented by the
Dr. Tekshia Smith, Interim CHRO

Disrupting
for Excellence



New Hire Data

- 2020-2021 **1076**
- 2021-2022 **1673**
- 2022-2023 **2266**
- 2023-2024 **2921**

Total Hired in last 4 Years-7,936

Total Hired in last 2 years-5,187

14,607 Total Employees



Our 2024 New Hires

- 1016 Teachers
- 92 Bus Drivers
- 303 Paraprofessionals
- 169 Custodians
- 154 Food Service Employees
- 363 Substitutes
- 25 Nurses





Total Overall Resignations

	CERTIFIED	CLASSIFIED	TOTAL
2021	649	459	1108
2022	852	618	1470
2023	894	651	1545
2024	398	296	694*
Total	2793	2024	4817

Reasons Employees Leave



Over the course of the last 4 years, more than **2500 teachers have exited** the DeKalb County School District. From a cursory review of separation data:

- 16.9% retired
- 9% left for an involuntary reason (Termination, certification issues, assignment complete)
- 74% left for a voluntary reason

Teacher Retention Incentives

Districtwide Employee Appreciation Events: Employee Appreciation Day, and 2 New Employee Mixer (one in Oct and one in February)

A 6% raise for all eligible full and part time District employees

A step increases for all eligible employees employed at least 63% of the calendar year for their position.

\$2000 retention incentive for full-time employees who return to DCSD in FY24

\$2500 new hire incentive for Bus Drivers and School Resource Officers who join the DCSD family in FY24

\$3000 - \$4,000 new hire incentive for Teachers who join the DCSD family in FY24

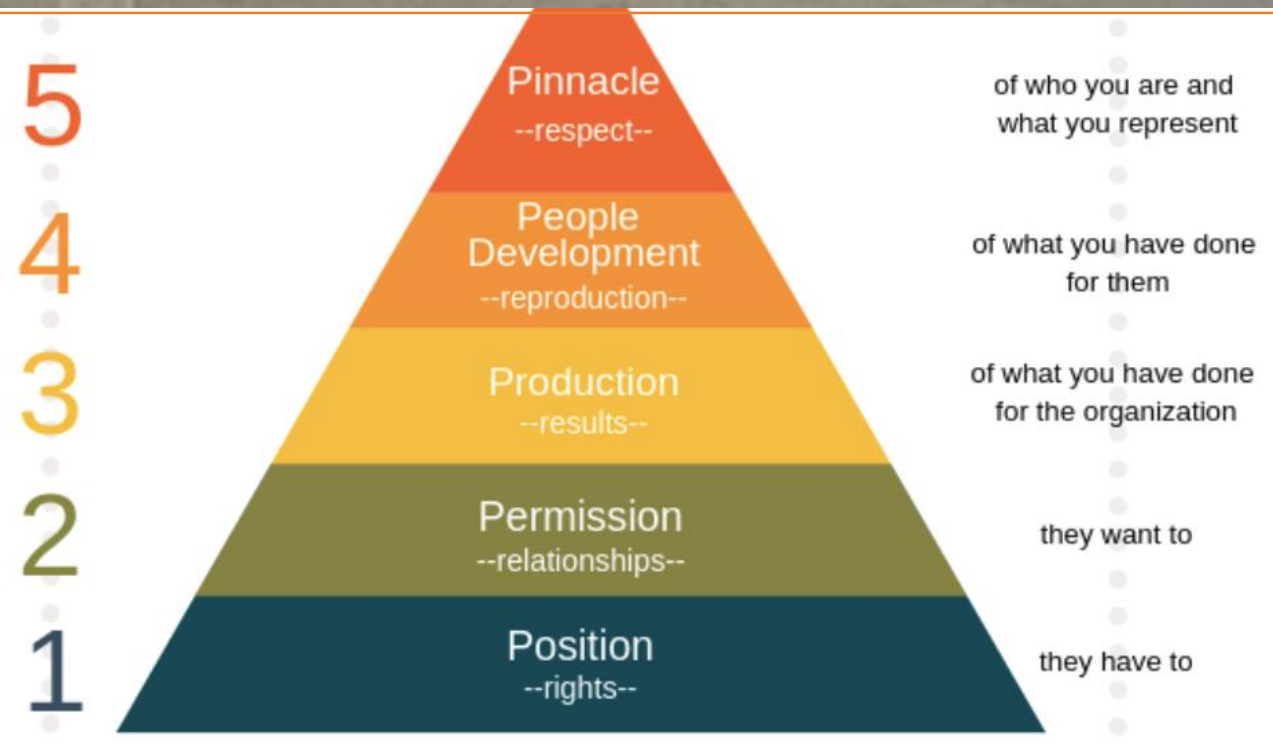
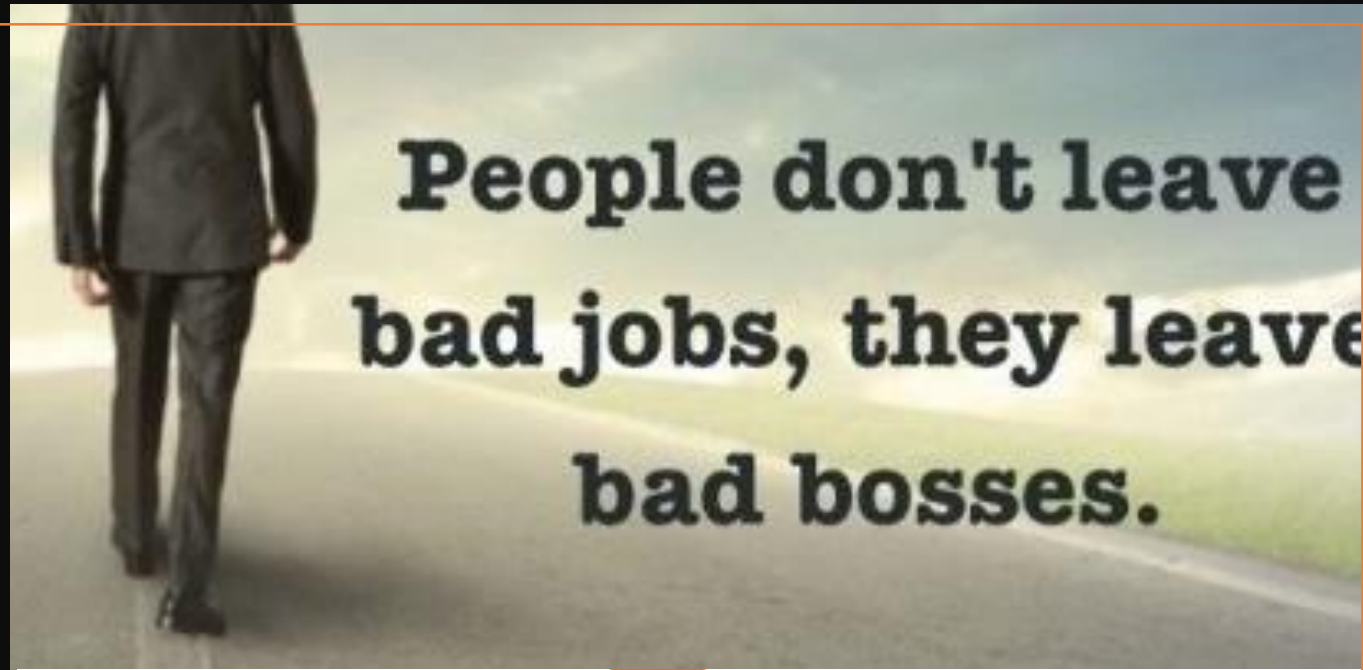
Employee Referral Program of up to \$450 per new applicant (\$300 from district/plus an additional \$150 Transportation)

Meritorious Attendance Recognition Program of up to \$1000 per year for full-time employees who are employed at least 90% of their workday calendar

Substitute and Part-time Employee Attendance Incentive- \$500 per year

- 2% Supplemental Retirement employer matched 403(B) after 5 years of consecutive employment (TRS/ERS)
- 2% Supplemental Retirement employer matched 403(B) after 2 years of consecutive employment (PSERS)
- Districtwide Professional Development Days
- New Teacher Induction Program (NETwork Program)
- Free Gifted and ESOL Endorsement Programs
- DCSD's TAPP Program-DCSD's in-house Teacher Certification Program
- DCSD Partnerships with Program Providers
- DCSD Teacher Residency- Launched January 2024
- GACE Reimbursement for eligible teachers/paras-*Exam dates: Sept 1 – Aug. 31, 2024*
- Employee Assistance Program
- Districtwide HR Open House- accessibility/communication

People are loyal to leaders...



Game Changers vs. Game Managers

- "Game Changers" performs at a high-level despite being on bad teams in a way a "Game Manager" simply can't. A game-changer significantly alters the way things are done. Game-changing individuals often use their personality traits and attitude to spark change.
- "Game Manager" is not a difference maker. Their style has a higher performance ceiling, when on good teams, than a "Game Changer"



Game Changers vs. Game Managers in the Principalship

Game Changers	Game Managers
Collaborative	Controlling
Engaging	Supervises and maintains status quo
High level of caring	Maintains distance/Non-interactive
Accessible beyond school hours	Doesn't intentionally connect with the staff/community
Inspires	Compliance focused
Encourages/Motivates	Evaluator
Develops Relationships (shared trust & respect)	Transactional

A Dive Into the Data

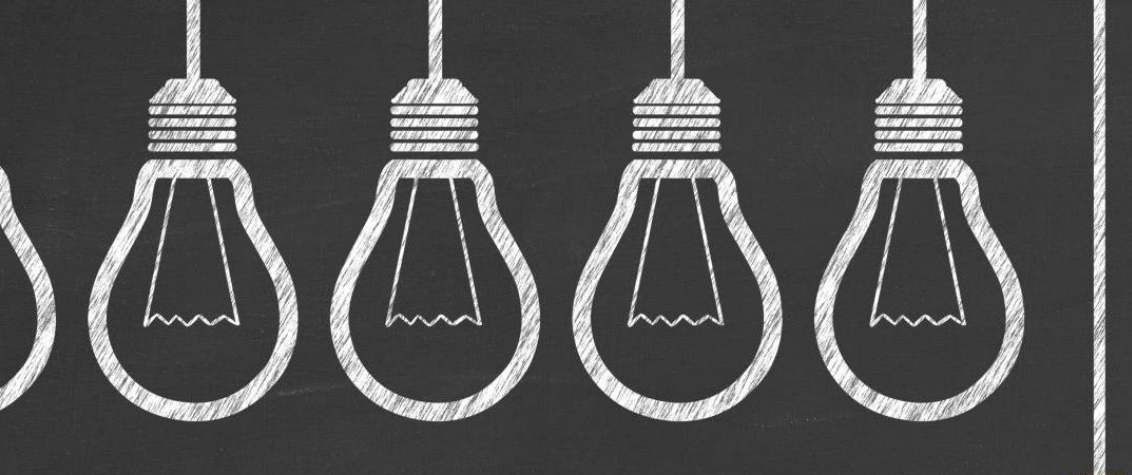
- Resignation Data Last 3 Years
- Request for Transfer Data (2023)
- Gallup Q-12 Results
- Review by school and Identify trends
- Breakdown certified and classified
- 14/60 vs. 14/120



Plan for Retaining Staff

- Written Action Plan -July 1, 2024
- Please Stay Conversation
- Support of New Area Office-
Impact on Retention
- Districtwide and School Based
Employee Retention Events
- Accountability for actions/results
- Different students/Different staff
- Goal 85%- “Strive for 85”





“Strive for 85”



What's to Come

- 2025-2026- Site Engagement Specialist
- Leadership Development Collaboration
- Incentives- Show Me The Money

- Retention Tool Kit
- Focus Groups
- Action Plan July 1, 2024
- What gets monitored and measured- gets done



Recruitment and Retention Requires Intentionality and Effort

Strategically- What's to come?

- Create and implement Employee Satisfaction Surveys
- Review overarching themes found in exit surveys data and use feedback to update policies and procedures that may influence staff members to stay.
- Partner with Professional Development to create job embedded professional learning for all staff- Motivational Mondays; Talent Screening Thursdays.
- *Our goal is to create and invest in a diverse and highly qualified workforce to ensure DCSD is the place where employees CHOOSE to work and GROW.*

Additional HR Updates

- Job Fair April 27, 2024 at Miller Grove High School 9-12
- Employee Wellness Program
- Sick Leave Bank- Restored August 2024

- IGNITE Teacher Residency Program
 - Cohort I- Middle Ga State University- 50 Residents (Secondary Math, Science, ELA) **January 2024**
 - Cohort II- Kennesaw State University- 25 Residents (Special Education)
 - Cohort II- TBD- 25 Residents (Elementary Education) **June 2024**

- Para Apprenticeship Program-
 - Cohort I- Bloomboard/Point Park University – 18 Residents **March 2024**
 - Cohort II- Bloomboard/Point Park University – 18 Residents **September 2024**



Questions