



Teacher Recruitment + Retention

FEN Conference

May 4, 2023

Check-In: Which Disney ride captures how you feel?



It's a Small World
So far it has been smooth sailing!



Space Mountain:
Feel like I am navigating in the dark but it is exciting!



Spinning Teacups:
I am working with my team and growing, sometimes I am dizzy from everything.



Tower of Terror:
Moments of sheer panic mixed with moments of curiosity.

Meet Your Education Elements Team



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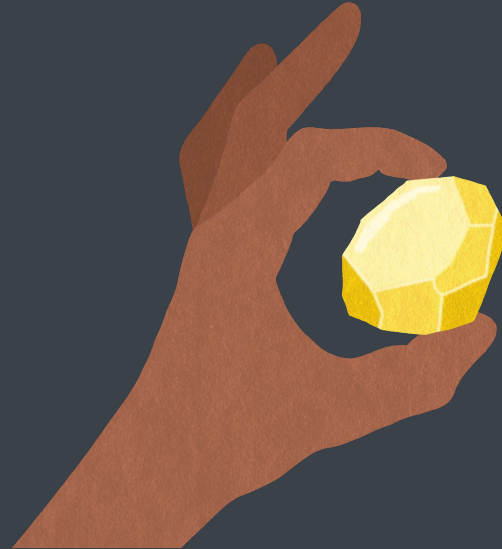
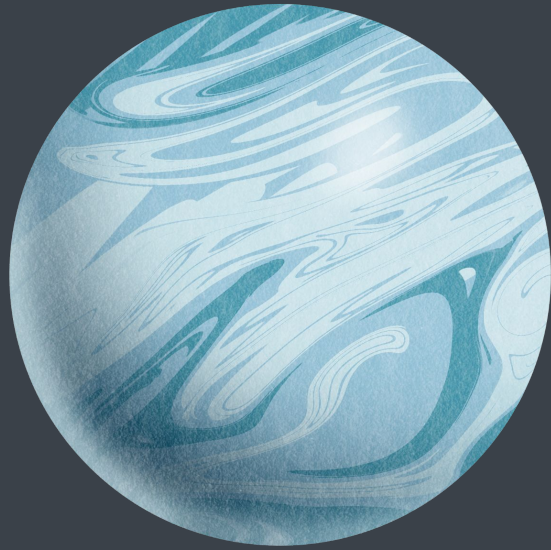
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OBJECTIVES

1. Define the challenge with teacher retention and recruitment on a national level and in our individual contexts
2. Explore the concept of EVP and how it can improve recruitment

Current State on a National and Local Level



Questions to Consider:

What trends stand out to you?

How do this data impact your retention efforts? How does it impact your recruitment efforts?

Approximately **300,000**
public-school teachers and
other staff left the field
between February 2020 and
May 2022, a nearly

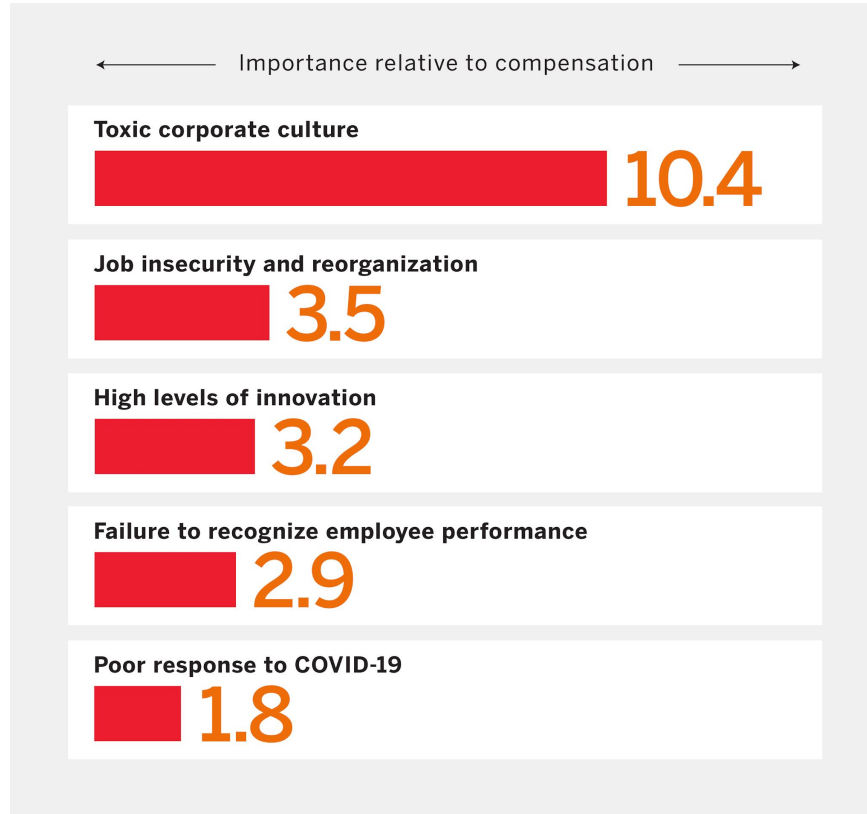
3% drop

in that workforce, according to
Bureau of Labor Statistics
data.

According to the FL
Department of Education
there are currently
10,771
vacancies in Florida alone.

Contributing Factors to Attrition

A toxic culture is 10.4 times more likely to contribute to attrition than compensation.



Teachers report stress and lack of safety

Teacher's stress and physical safety			
Strongly Agrees	All	Low Poverty	High Poverty
The stress and disappointments involved in teaching at this school aren't really worth it	4.9%	3.8%	5.9%
The level of student misbehavior in this school (such as noise, horseplay or fighting in the halls, cafeteria, or student lounge) interferes with my teaching	13.1%	7.2%	17.1%
Share of teachers who said that in their time at the school they have been:	All	Low Poverty	High Poverty
Threatened by a student .	21.8%	15.8%	25.8%
Physically attacked by a student	12.4%	9.5%	14.8%

Source: 2015–2016 National Teacher and Principal Survey (NTPS) microdata from the U.S. Department of Education's National Center for Education Statistics (NCES)

School climate is shaped by the relationships between teachers and administrators, colleagues, and parents

Teachers' perceptions of being supported by administrators, colleagues, and parents of students

Strongly Agrees (feels fully supported)	All	Low Poverty	High Poverty
The school administration's behavior is supportive and encouraging.	49.6%	52.0%	47.9%
There is a great deal of cooperative effort among the staff members.	38.4%	41.0%	36.6%
In this school, staff members are recognized for a job well done.	32.4%	34.9%	31.3%
I receive a great deal of support from parents for the work I do.	13.3%	20.6%	9.4%

Source: 2015–2016 National Teacher and Principal Survey (NTPS) microdata from the U.S. Department of Education's National Center for Education Statistics (NCES)

School climate is shaped by the voice and influence teachers have in their schools and day-to-day work

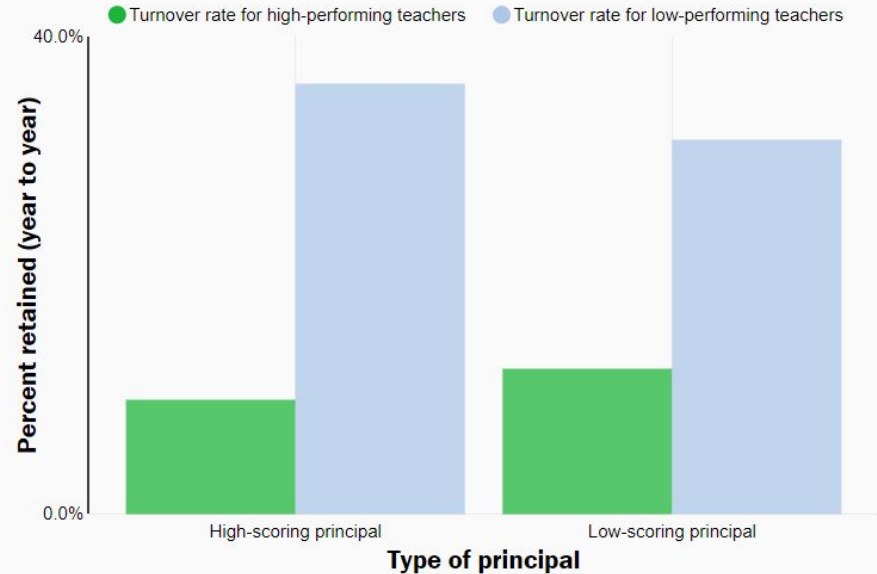
Teachers' influence over school policy and in the classroom

A great deal of influence	All	Low Poverty	High Poverty
Establishing curriculum	20.4%	21.4%	18.6%
Setting performance standards for students	17.6%	17.8%	17.5%
Setting discipline policy	8.9%	8.5%	9.7%
Hiring new full-time teachers	5.3%	6.2%	5.1%
Evaluating teachers	3.2%	2.9%	3.4%
Selecting contents, topics, and skills to be taught	28.7%	29.2%	27.0%
Selecting textbooks and other instructional materials	25.5%	27.3%	23.0%

Source: 2015–2016 National Teacher and Principal Survey (NTPS) microdata from the U.S. Department of Education's National Center for Education Statistics (NCES)

“the quality of a school’s leadership is among the most important predictors of teacher turnover.”

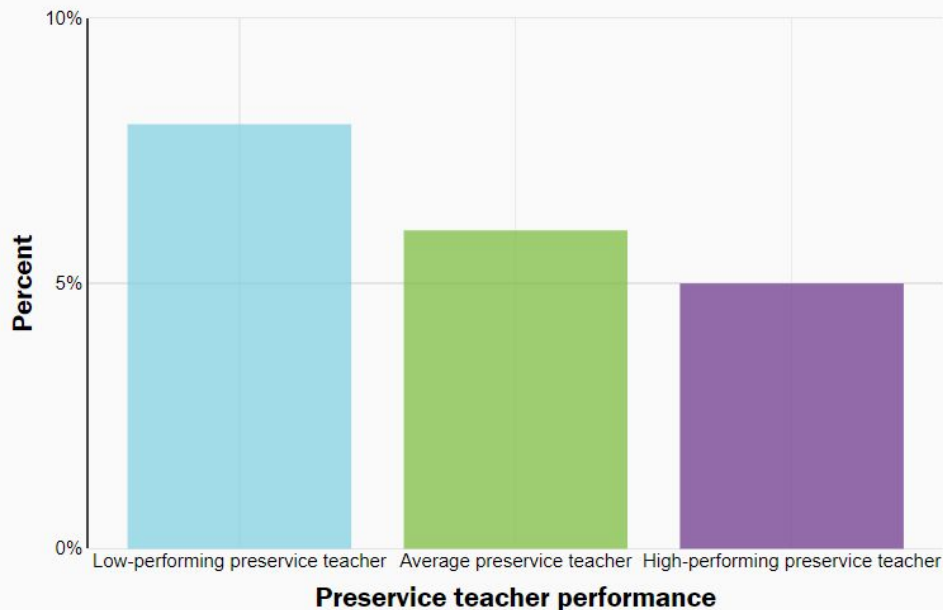
Percentage of high- and low-rated teachers retained by principals



Jason A. Grissom and Brendan Bartanen, "Strategic Retention: Principal Effectiveness and Teacher Turnover in Multiple-Measure Teacher Evaluation Systems." *American Educational Research Journal*.

“preparing and recruiting higher-quality preservice teachers into the profession may ultimately help reduce teacher turnover.”

Figure 2: Probability of leaving the teaching profession in the first 2 years of employment



High- and low-performing teachers are +/- 1 standard deviation from the mean. These represent unconditional predicted probabilities.

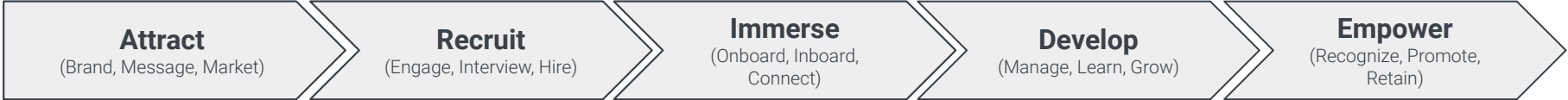
Authors' research.

Reflect + Discuss:

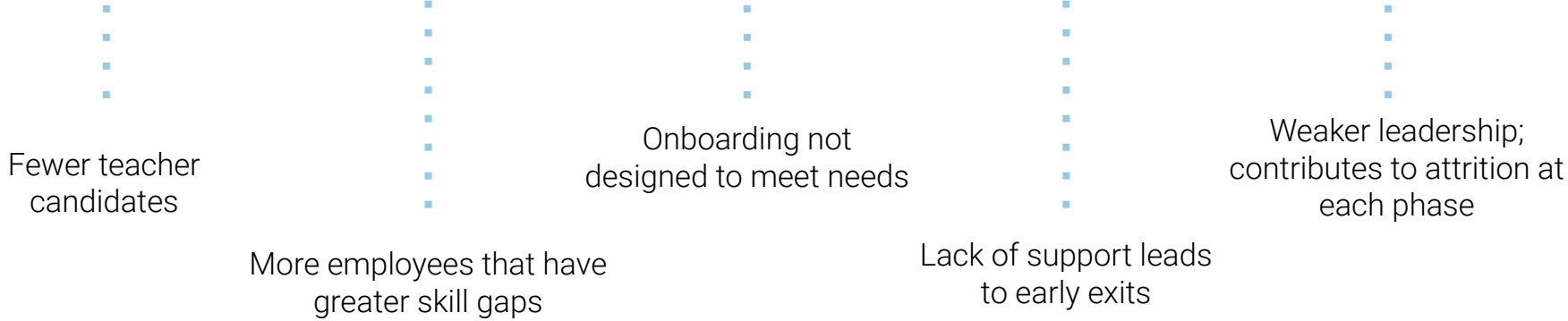
What trends stand out to you?

How do this data impact your retention efforts? How does it impact your recruitment efforts?

Compounding challenges of the Educator Lifecycle



Teacher Workforce



Strategies to Improve Recruitment and Retention

Recruitment

Retention

Short Term
(Tactical)

Communicating a EVP

- Improve hiring process and practices
- Referral bonuses
- Improve marketing and recruitment materials

- Stay conversations
- Increasing teacher voice
- Mentoring and coaching
- Wellness programs
- Redesigning Onboarding

Long Term
(Strategic)

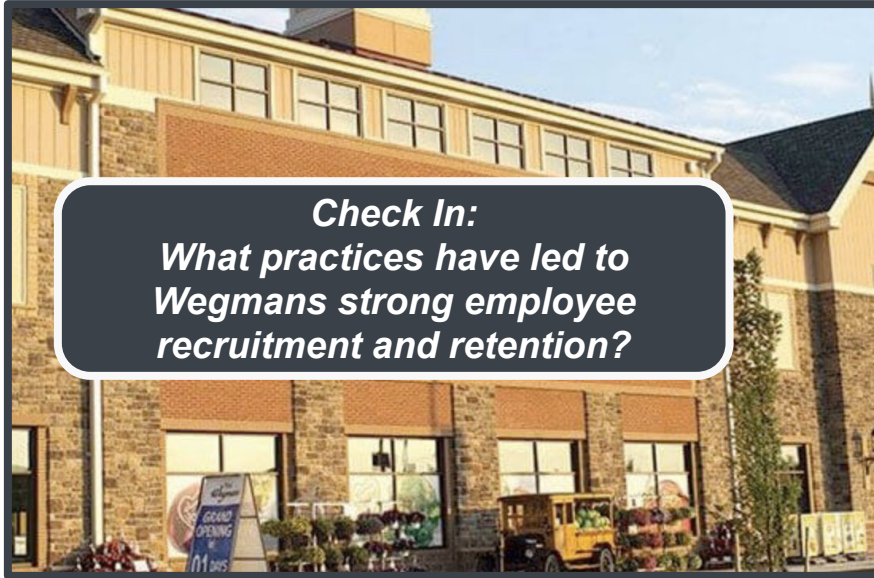
- Grow Your Own programs
- Apprenticeship and residency programs
- Offset costs of teacher preparation programs
- Improving teacher preparation programs through collaboration
- Subsidized housing

- Personalized growth plans
- Improving leadership practices
- Teacher salary increases, performance pay
- Improving school climate and culture



A Case Study

Case Study | Wegmans Grocery



< 2021 2020 2019 2018 2017 2016 2015 2014

Top 10

1	Cisco Systems
2	Salesforce
3	Hilton Worldwide Holdings
4	Wegmans Food Markets
5	Rocket Companies

< 2020 2019 2018 2017 2016 2015 2014

Top 10

1	Hilton
2	Ultimate Software
3	Wegmans Food Markets
4	Cisco
5	Workday

Wegmans' Current Landing Page



Stores Pharmacy Meals 2GO Recipes Digital Coupons Careers Sign In / Register

In Store AT FAIRFAX

What can we help you find?

\$0.00

Bakery • Cheese • Meat • Produce • Prepared Foods • Seafood • Wine, Beer & Spirits • Other Departments • EZ Meals • Catering • Gift Cards

Learn how to shop and place an order online. [Watch Video](#)

Welcome! Build your shopping list for:



CURBSIDE PICKUP



DELIVERY



IN STORE

MY ITEMS



Our Employees Are Our #1 Priority

Thank you to all of our customers for your support and encouragement. It truly makes a HUGE difference.

[SEE HOW WE ARE TAKING CARE OF OUR EMPLOYEES](#)

 We're here to help

For all the latest information on store hours, product purchasing limits, and more [click here](#). For general information from the CDC [click here](#).

community +
collaboration

community
focused

prioritizing
employees
first

Wegmans' Website: Working Here

Creating a Brand



Family-owned. Mission-driven. Values-based. Every Day You Get Our Best.

At Wegmans, we love coming to work every day. When you join us, we think you will too. But you don't have to take our word for it. Since 1998, our employees have put us on the FORTUNE magazine's list of the 100 Best Companies to Work For®. Join us and discover what it means to work for a family owned, mission-driven, values-based company that believes in caring, respect, empowerment, high standards and making a difference in the community. Because with a family-like atmosphere of shared support, leaders who have your best interest at heart and growth as part of everything we do, Wegmans is the place for you to do what you love—and love what you do.

Our People

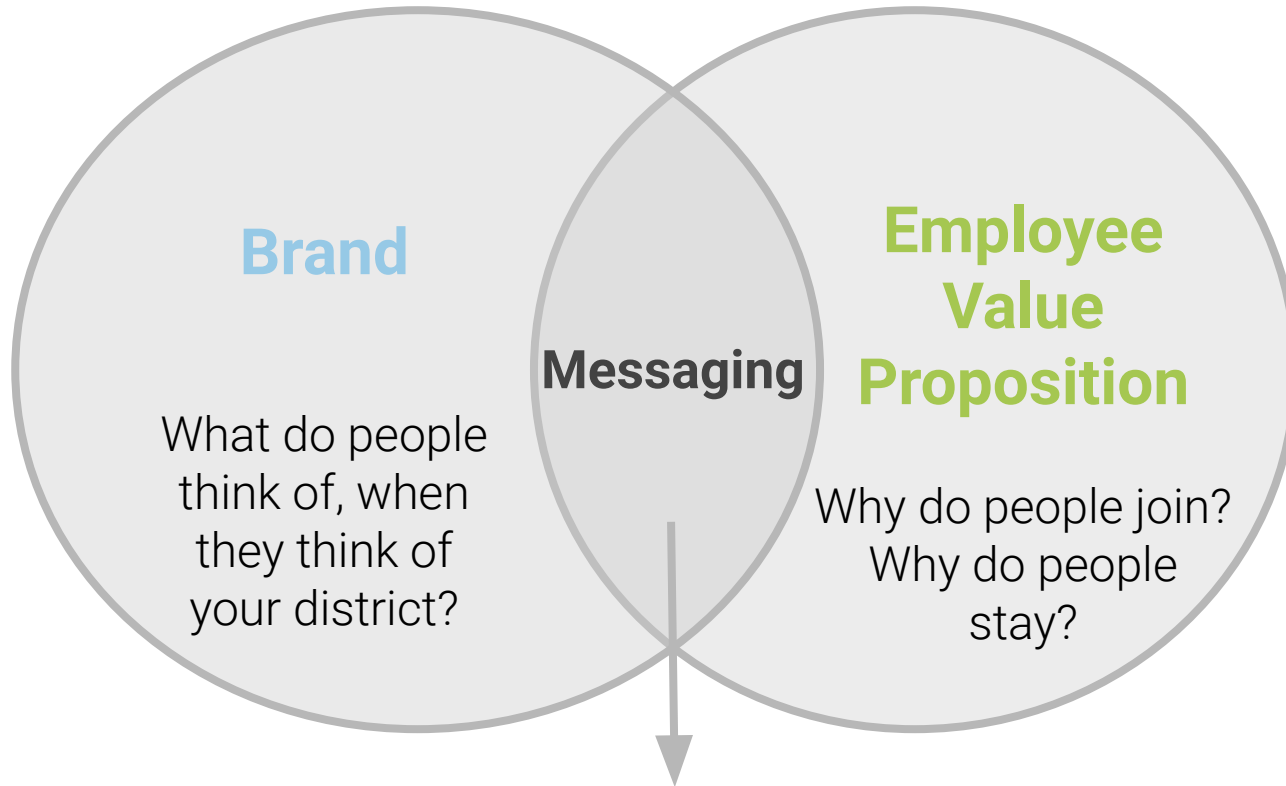


Current Employees Reasons (Development)

" It's exciting to work for a company that's growing! It helps to know there's so much opportunity for my career. At Wegmans, I feel like the possibilities to learn and grow are endless and that's very empowering. "

— JEN

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What messages will we send to potential employees to communicate our brand and EVP?

What is a company you love?

Think of a company you love or support.

On your device, search for their careers page.

Why do people join? Why might they stay?

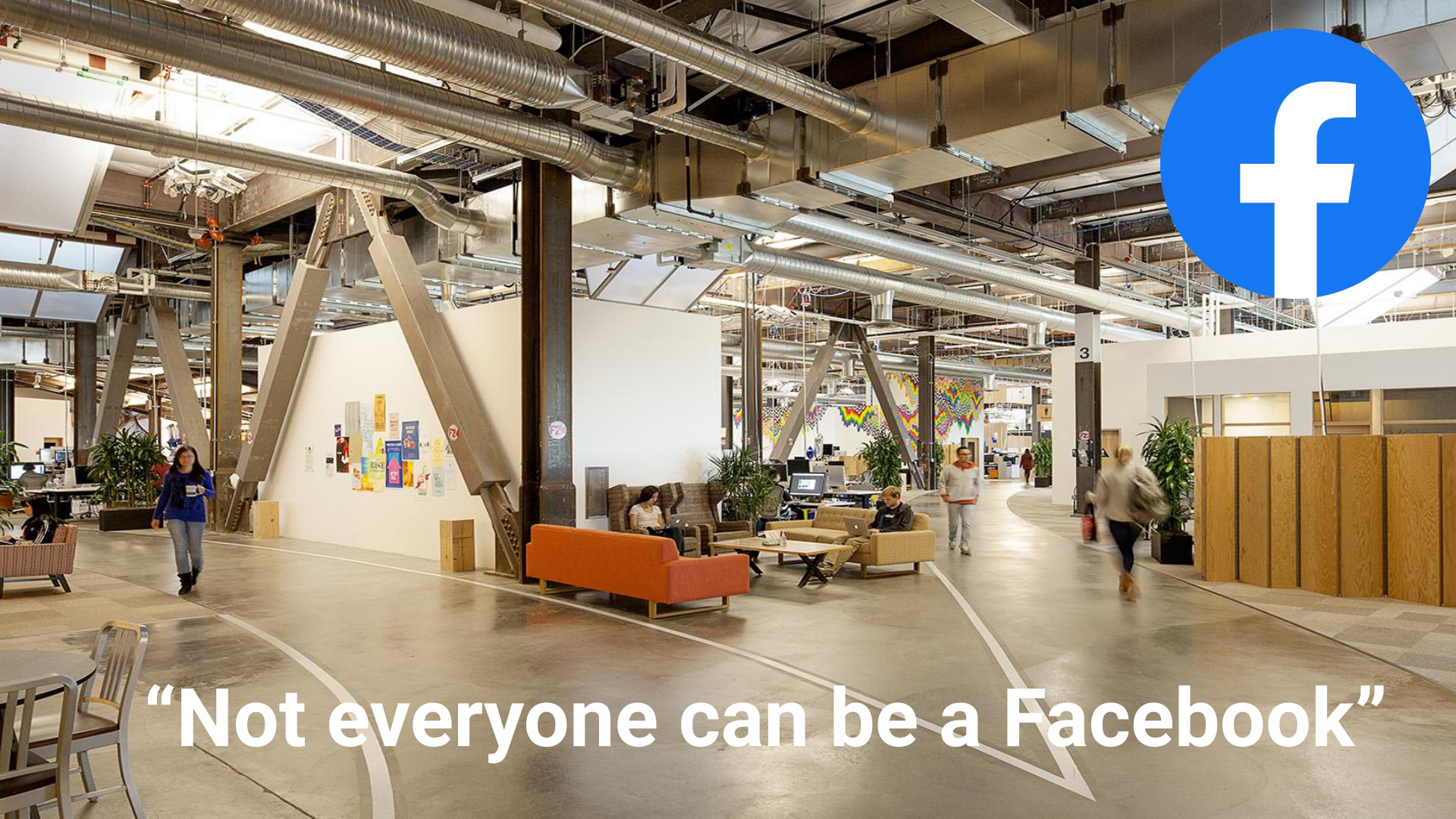
<https://jobs.wegmans.com/>

<https://jobs.disneycareers.com/>

<https://jobs-beta.publix.com/>

<https://jobs.newbalance.com/global/en>

Culture Matters



“Not everyone can be a Facebook”

Why should we embody our crushes?

Q1: What are the
top three
companies you
want to work for?

TOP 50 COMPANIES YOUNG PEOPLE WANT TO WORK FOR

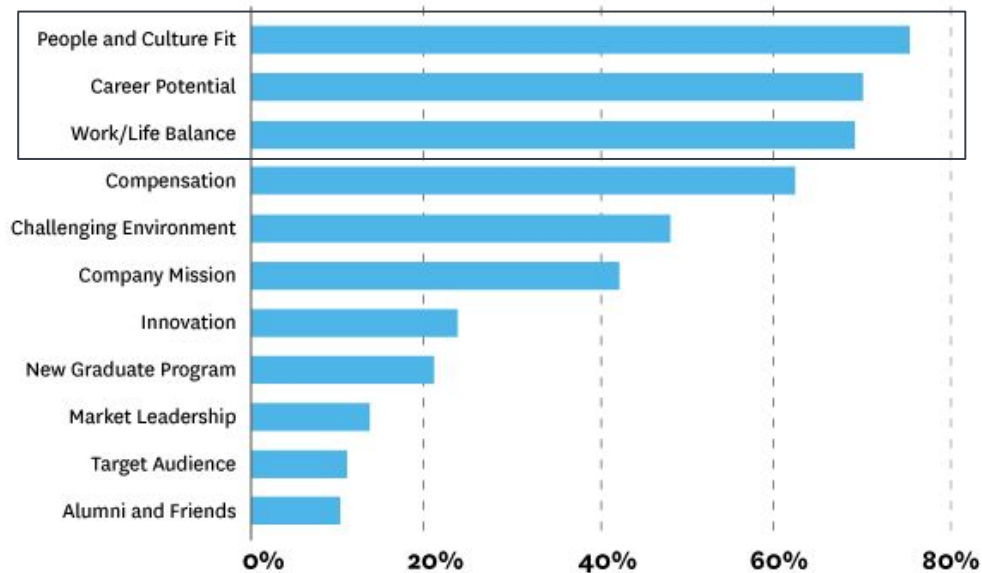
1	Google	40.28%	18	Salesforce	2.99%	35	ESPN	1.32%
2	Apple	23.14%	19	Morgan Stanley	2.81%	36	Price Waterhouse Coopers	1.32%
3	Facebook	14.96%	20	The Walt Disney Company	2.46%	37	Dropbox	1.21%
4	Microsoft	12.24%	21	Nike	2.16%	38	Verizon	1.21%
5	Amazon	11.36%	22	Accenture	2.16%	39	Proctor and Gamble	1.18%
6	eBay	8.50%	23	Palantir Technologies	2.14%	40	Genetech	1.17%
7	LinkedIn	6.09%	24	Bain & Co.	2.13%	41	Credit Suisse	1.14%
8	Yahoo!	5.90%	25	Boeing	2.10%	42	Schlumberger	1.12%
9	Goldman Sachs	5.66%	26	Groupon	2.07%	43	Lockheed Martin	1.11%
10	IBM	5.19%	27	Tesla Motors	1.92%	44	Texas Instruments	1.08%
11	Intel	4.94%	28	NBC Universal	1.92%	45	Sony	1.05%
12	Cisco	4.44%	29	Samsung Electronics	1.84%	46	Ernst & Young	1.04%
13	McKinsey & Company	4.20%	30	HP	1.80%	47	Bank of America	1.03%
14	Twitter	4.18%	31	Boston Consulting Group	1.66%	48	Citrix	1.00%
15	JP Morgan	3.49%	32	Dell	1.59%	49	Space X	0.97%
16	Deloitte	3.27%	33	General Electric	1.55%	50	Bank of America Merrill Lynch	0.92%
17	Qualcomm	3.23%	34	Netflix	1.43%			

SOURCE COLLEGEFEED

HBR.ORG

Why should we embody our crushes?

Q2: What are the **top three things you look for** when considering employers?



SOURCE COLLEGEFEED

HBR.ORG

Two fundamental questions

Employers need to effectively answer:

“What is it like to work here?”

“What kind of growth can I expect?”

Importance of emphasizing culture

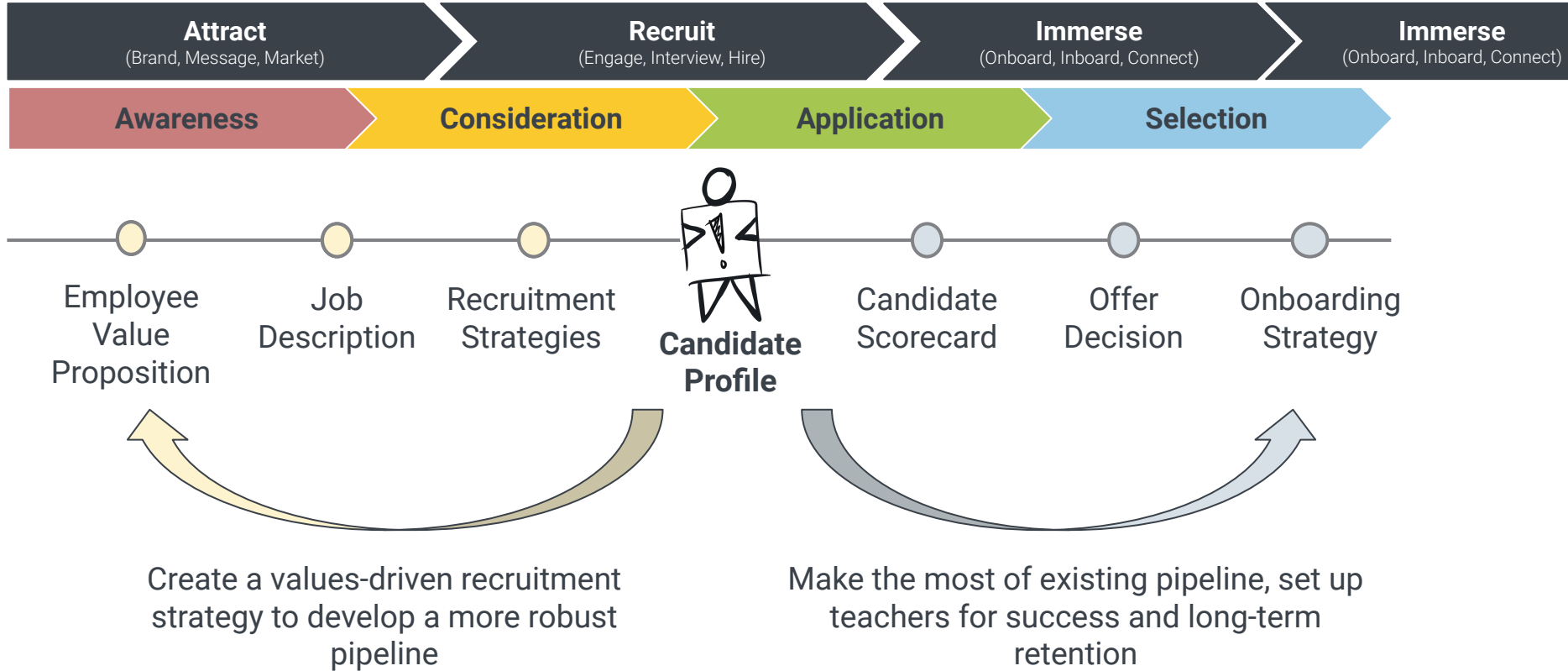
Can you compete with peer orgs on other components?
(i.e. pathways, benefits, culture, mission, flexibility)

Can you compete with competitive orgs on compensation?

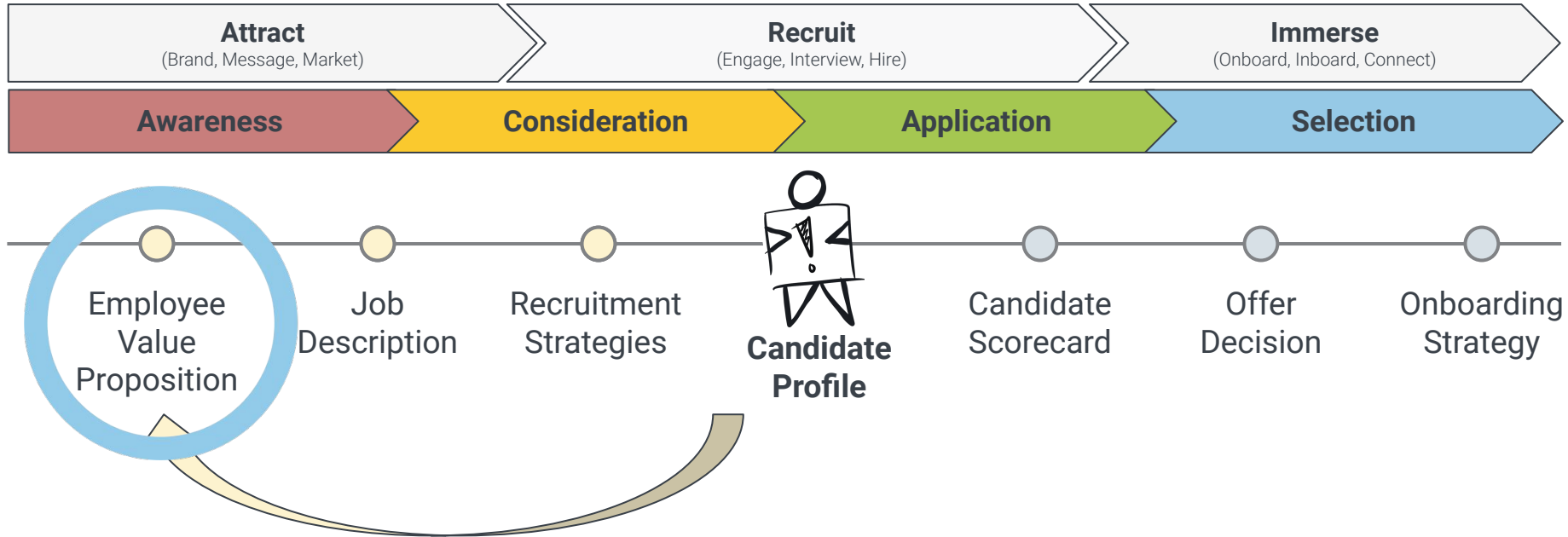
	Yes	No
Yes	Prioritize investments to maximize retention	Educate on strengths and emphasize culture
No	Highlight compensation and define company EVP	Design for attrition and define desired future state

What is an Employee Value Proposition?

Candidate Journey



The Role of the Candidate Profile



Create a values-driven recruitment strategy to develop a more robust pipeline

What is an Employee Value Proposition?



Find your differentiator

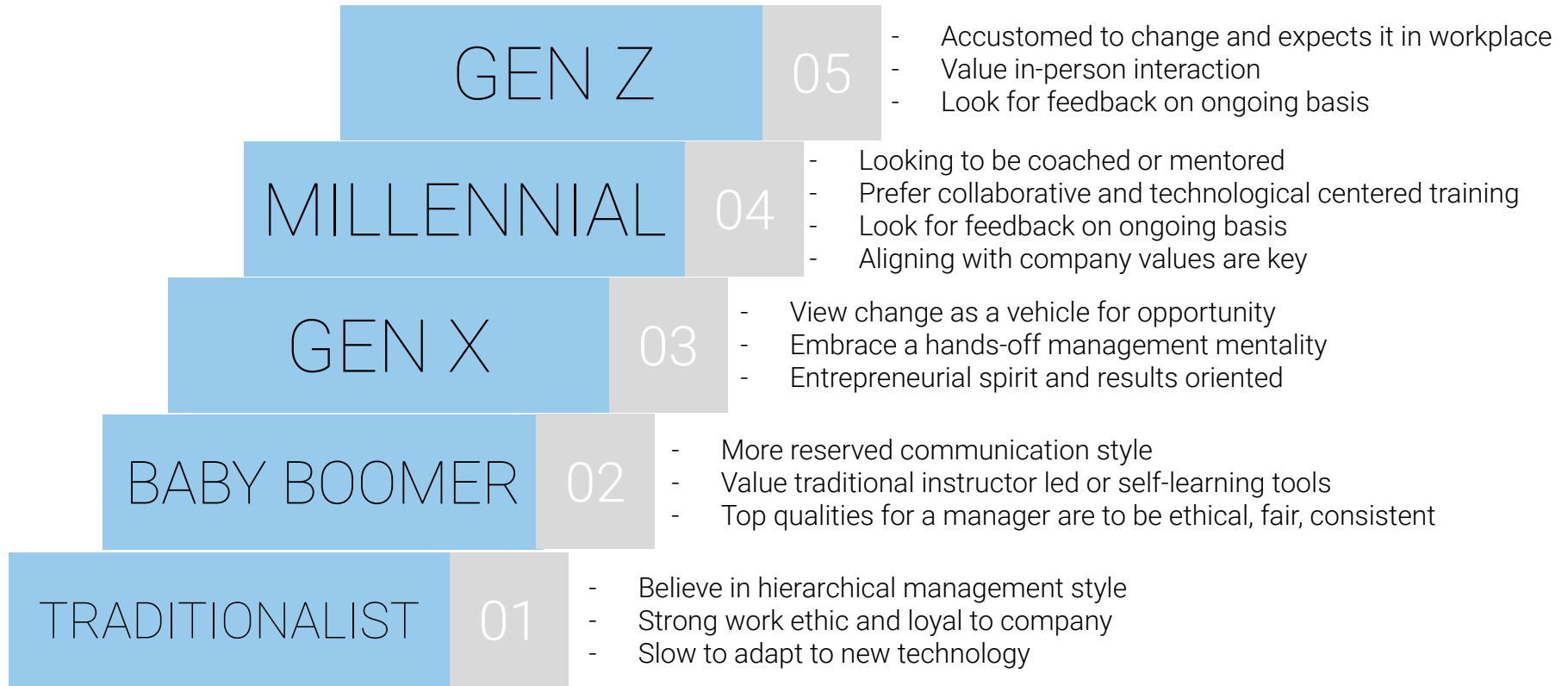
- Why should I work at your district?
- What's in it for me?
- Why is your school a great place to work?
- What is better here than elsewhere?

Internally

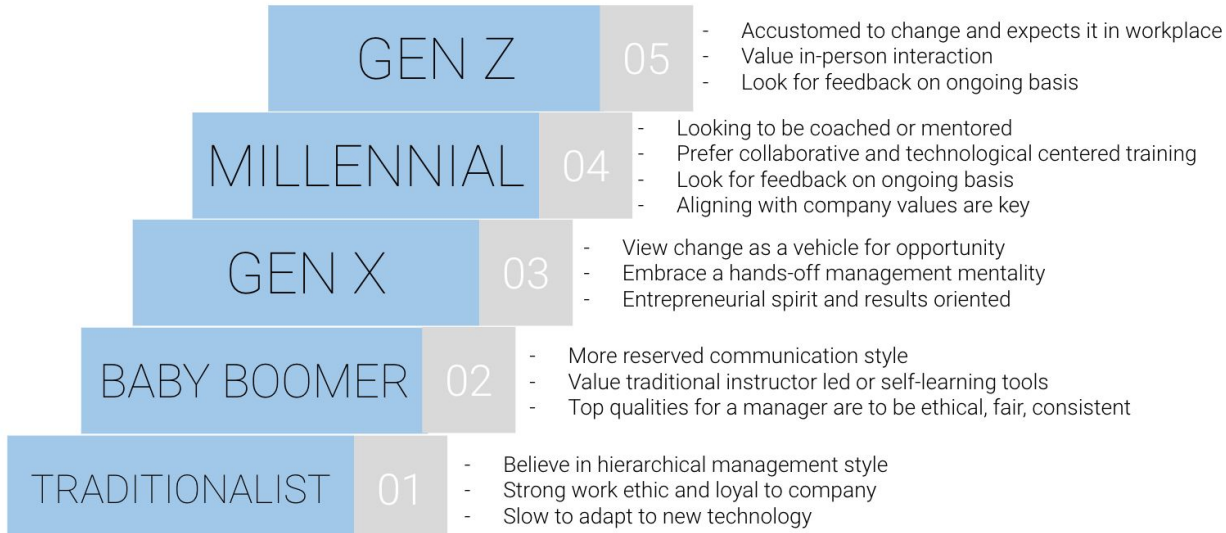
- Reflects what your employees value most about working at your organization
- Positions your organization as unique among competing employers
- Should be checked in on and potentially refreshed every 2-3 years *

Externally

- Communicates to potential candidates what you could offer them in employment
- Differentiates your organization in contrast to competing employers
- Should be an aligned set of core messages that resonate across engagement platforms *

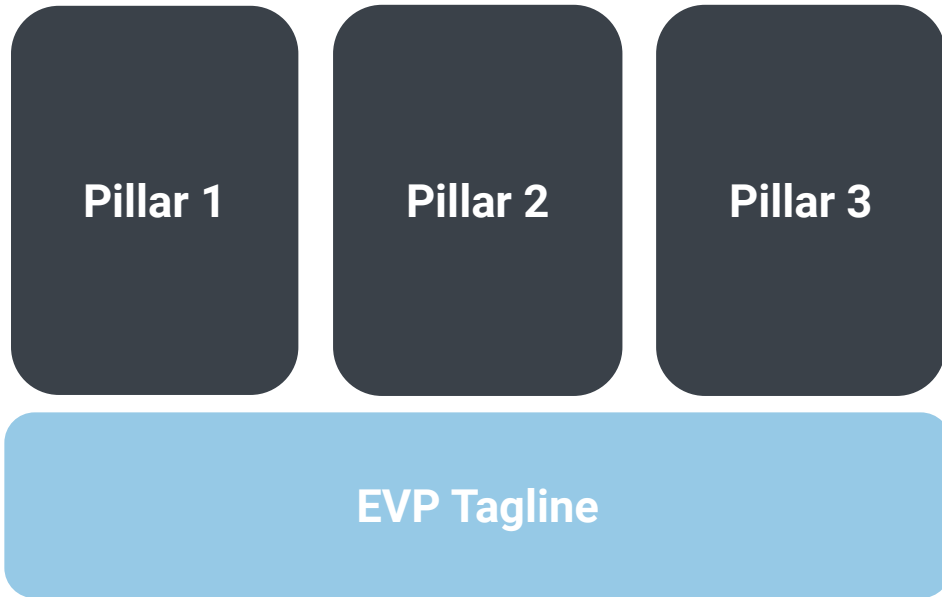


Generations value different experiences



SHARE:
What generations are you hiring?
How does this impact your message/EVP?

EVP Framework



- Typically composed of **3-5 pillars** that create one **tagline**.
- Pillars share specific information about the unique value your organization provides to employees
- Speaks directly to the people you hope to recruit **and** retain

EVP Examples



Learn New Skills

Amazon is investing \$700 million to train 100,000 US employees with new skills so they can access in-demand, higher-paying jobs at Amazon or elsewhere

Range of Benefits

Our benefits support you and eligible family members, including domestic partners and their children – starting with healthcare from day one.

Commitment to Sustainability

We are making big, bold commitments in sustainability because it's a win all around - it's good for business, the planet, our customers, and our communities.

Amazon employees are striving to delight our customers and make their lives easier.

Personal Growth

Autonomy and range of work and growth experiences allow for continuous self-directed learning.

Team and Community

Opportunity to work with smart, passionate, and supportive team committed to a common mission.

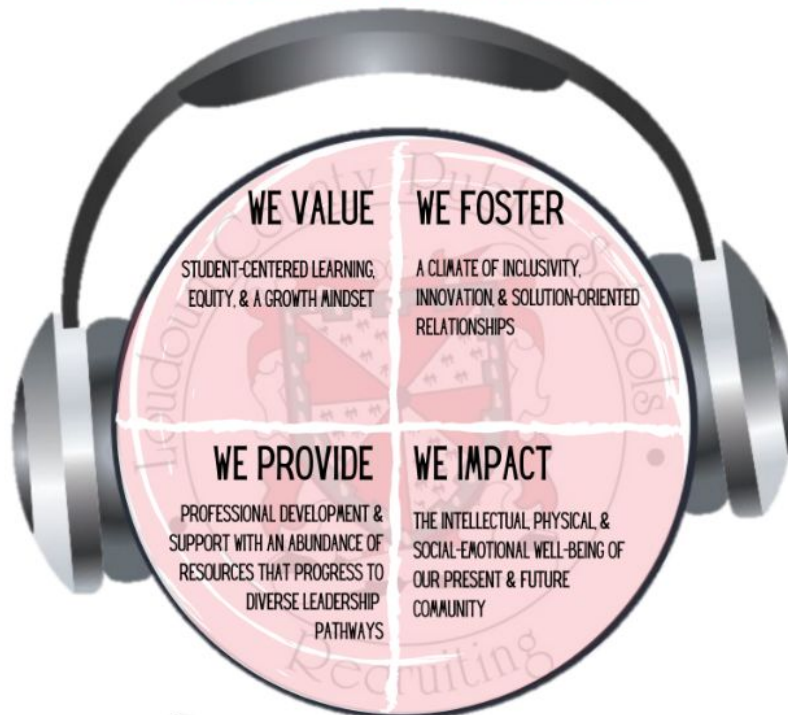
Mission and Purpose

Work on innovative projects that lead to impactful outcomes for school systems and the students they serve.

Education Elements is a learning organization growing the students we serve, the partners we support, and the teammates we develop.

LCPS EVP

BUILDING A HIGH-PERFORMING, DIVERSE WORKFORCE TO EMPOWER STUDENTS TO MAKE MEANINGFUL CONTRIBUTIONS TO THE WORLD THROUGH AN EQUITABLE AND CULTURALLY-RESPONSIVE APPROACH



 **PlayItLOUD**

Common Pillars + Values

Common attributes organizations highlight as pillars

Social

Is it a fun place to work, with talented people and a great culture?

Interest

Is it an interesting place to work, with challenging but achievable goals?

Development

Are there opportunities to grow and advance professionally?

Leadership

Are leaders good, honest people, who inspire, trust, protect, enable and respect employees?

Application

Is the work meaningful and does it invite the application of knowledge and skills?

Work/Life Balance

Are work arrangements flexible enough to achieve success on and off the job?



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SHARE:

If created, what is the EVP in your district? How is it used to recruit and retain new employees?

Application

Your unique EVP should embody staff responses to the following guiding questions:

- Why did you **join**?
- Why do you **stay**?
- Why might you **leave**?

Take a few moments to answer these questions about your district/school.

Next Steps:

Make a plan to uncover, confirm or amplify your EVP

UNCOVER → ask your community about your EVP


Consider: Who and how should I ask?

CONFIRM → Share your insights from today's session with a few people.

Consider: Do they agree with your reflection? What would they add?

AMPLIFY → You EVP is clear but you might want to highlight it on your website or social media to attract the right prospects

Consider: How do you applicants find you most often? What are they looking for?



Employee Value Proposition (EVP) Audit Tool

Teams can revisit and clarify their employee value proposition (EVP) - the unique sum of the benefits that your employees receive. One simple way to develop this EVP is to ask your staff three questions about your school or district: 1.) Why did you join? 2.) Why do you stay? 3.) What would make you leave?

The collective answers can be used to form the headlines you should amplify, and will allow you to audit existing marketing materials using these headlines. By conducting this audit, you can begin to brainstorm ways to incorporate your EVP headlines.

COMPONENT	TREND SUMMARY	SOURCE
Key Question	Trends or Headlines from Employee Interviews	Where do these live?
Why did you join?	•	<input type="checkbox"/> Website <input type="checkbox"/> Social media <input type="checkbox"/> Job Posting <input type="checkbox"/> Brochures <input type="checkbox"/> _____
Why do you stay?	•	<input type="checkbox"/> Website <input type="checkbox"/> Social media <input type="checkbox"/> Job Posting <input type="checkbox"/> Brochures <input type="checkbox"/> _____
What would cause you to leave?	•	<input type="checkbox"/> Website <input type="checkbox"/> Social media <input type="checkbox"/> Job Posting <input type="checkbox"/> Brochures <input type="checkbox"/> _____

Highlighted Resource: *After conducting a similar audit at Education Elements, we created a [one-pager](#) and [Day in the Life](#) video to explicitly communicate what new team members might expect. In the absence of in-person moments for candidates, schools and districts must determine opportunities to bring the best parts of the job to them.*

I **used to** think ...

But **now** I...

Tomorrow will be successful if...