

Background:

Yearly the HRD performs an environmental scan and SWOT analysis to set/reconfirm/revise strategic priorities. The SWOT analysis incorporates feedback from division partners and stakeholders. State and regional data show a decrease in the number of education graduates from colleges and universities. Due to a decrease in graduates, coupled with the increased demand for instructional staff, the HRD reconfirmed that retaining our instructional staff was a division strategic priority. The improvements in retention rates of instructional staff will support the district goal of being fully staffed and have a direct connection on student achievement.

Refer to Data Point Definitions for an explanation of the data.

Data:

Increase the retention rates of instructional staff

Retention rates of instructional staff

	Baseline	2015-16	2016-17	2017-18	2018-19	2019-20	Target
OCPS	89.5%	*88.3%	88.5%	89.0%	90.0%	91.9%	92%

Data Source: SAP

Increase onboarding engagement results

New hire engagement results

	Baseline	2015-16	2016-17	2017-18	2018-19	2019-20	Target
OCPS	92%	99.9%	99.9%	99.9%	99.9%	98.6%	96%

Data Source: New Hire Survey

* Retention strategies were implemented during the 2015-16 year and impacts will be realized during subsequent years.

Data Point Definitions:

Retention Rate	What is Retention Rate? The retention rate is the percentage of teachers retained from one school year to the next.
Onboarding Engagement Results	What is the Onboarding Engagement Results? These results are obtained from the New Hire Survey administered by the Human Resources Division. The Division tracks positive responses (agree and strongly agree) to questions on a new hires onboarding experience.

* Retention strategies were implemented during the 2015-16 year and impacts will be realized during subsequent years.

**Human Resources and Executive Services
Business Plan
2015 – 2020**

Goal: Intense Focus on Student Achievement	Division Priority: Improve Retention Rates of Instructional Staff				
Current Condition					
Yearly the HRD performs an environmental scan and SWOT analysis to set/reconfirm/revise strategic priorities. The SWOT analysis incorporates feedback from division partners and stakeholders. State and regional data show a decrease in the number of education graduates from colleges and universities. Due to a decrease in graduates, coupled with the increased demand for instructional staff, the HRD reconfirmed that retaining our instructional staff was a division strategic priority. The improvements in retention rates of instructional staff will support the district goal of being fully staffed and have a direct connection to student achievement.					
Theory of Action					
The HRD has developed short and long term action plans to achieve the desired outcomes listed below.					
Measurable Objectives					
	Baseline 2014 – 2015	Midpoint (3 Year) 2017 – 2018		Target (5 Year) 2019 – 2020	
	Actual	Target	Actual	Target	Actual
1. Increase retention rates of instructional staff.	89.5%	90%	89.0%	92%	91.9%
2. Increase onboarding engagement results.	92%	94%	99.9%	96%	98.6%

❖ **Represents BROAD strategies**

* Retention strategies were implemented during the 2015-16 year and impacts will be realized during subsequent years.

**Human Resources and Executive Services
Business Plan
2015 – 2020**

Year	Strategies	Owner
2015 – 2020	1. Analyze HR processes to retain high performing teachers. ❖ (HR-1) <ul style="list-style-type: none"> a. Streamline the reappointment timeline to retain non-reappointed and temporary contract teachers b. Internal transfer fair (non-reappointed and reappointed) 	Chief of Staff
2015 – 2020	2. Train hiring managers for retention and onboarding. ❖ (HR-1) <ul style="list-style-type: none"> a. (HR 101) Hiring Best Practices 1-3, Teacher Certification & Veterans’ Preference – Nov 2016 b. (HR 102) Retention of High Performing Teachers and Onboarding Strategies – March 2017 <ul style="list-style-type: none"> i. Survey new hires and work locations on onboarding ii. Benchmark against other organizations c. ER Best Practices – Development of effective improvement plans 	Chief of Staff
2015 – 2020	3. Document and categorize reason codes for terminations; analyze and implement strategies to mitigate and reduce teachers exiting OCPS. ❖ (HR-2) <ul style="list-style-type: none"> a. Reclassify non-leave related temporary contract teachers to probationary contracts b. Exit interviews c. Review probationary termination process 	Chief of Staff
2015 – 2020	4. Implement new applicant tracking and onboarding system. ❖ (HR-1) <ul style="list-style-type: none"> a. Provide a user friendly interface to simplify the application process b. Provides search, reporting and metrics to measure where applicants are in the process c. Onboarding directed at teacher and their school <ul style="list-style-type: none"> i. Video from leadership welcoming the teachers ii. Video from principal welcoming the teacher iii. Teacher can review documents pertinent to their position/location 	Chief of Staff
2015 – 2020	5. Implement Critical Shortage supplement, Targeted Schools supplement, Focus-Priority Schools supplement and other monetary incentives. ❖ (HR-2) <ul style="list-style-type: none"> a. Increased the Targeted Schools supplement in the 2016-2017 school year. b. Continue to work with Teaching and Learning leadership to determine additional funding available to increase the Targeted Schools supplement in future years. c. Implement a multi-year retention bonus plan that could be paid in multiple payments (Start of School, before spring break, end of school) if a teacher will stay at a targeted school. d. 2016-17 - Survey other school districts on critical shortage and targeted schools 	Chief of Staff

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