

2022 Workforce Turnover Report



Dr. Steve Grubb

Chief Talent Officer

March 1, 2023 | Board Work Session



We begin by acknowledging that we are on the ancestral land stewarded since time immemorial by the Salish people of the Duwamish, Green, White, Cedar, and Upper Puyallup Rivers, many of these giving birth to the contemporary citizens of the Muckleshoot Indian Tribe. We honor and give thanks that we are able to collectively engage in this conversation on their sacred homelands about the future of teaching and caring for our sacred children and youth.



OUR PROMISE

Every student in Highline Public Schools is known by **name, strength and need**, and graduates prepared for the **future** they choose.

**HUMAN RESOURCES:
STRATEGIC
STAFFING THRU
WORKFORCE
DATA**

OUR TIME TODAY:

- Our Workforce Diversity: Racial Diversity Data
- The 2022 Workforce Turnover Report
- Community Café

Our Workforce Diversity

Highline is diversifying as a workforce, through recruitment and hiring practices.

Educational research is clear. A diverse workforce supports student success.

- ✓ improved test scores
- ✓ likelihood for selection into gifted and talented programs
- ✓ high school graduation
- ✓ enrollment in college
- ✓ course grades
- ✓ attendance
- ✓ grit and interpersonal self management
- ✓ working memory
- ✓ likelihood of taking an advanced math course

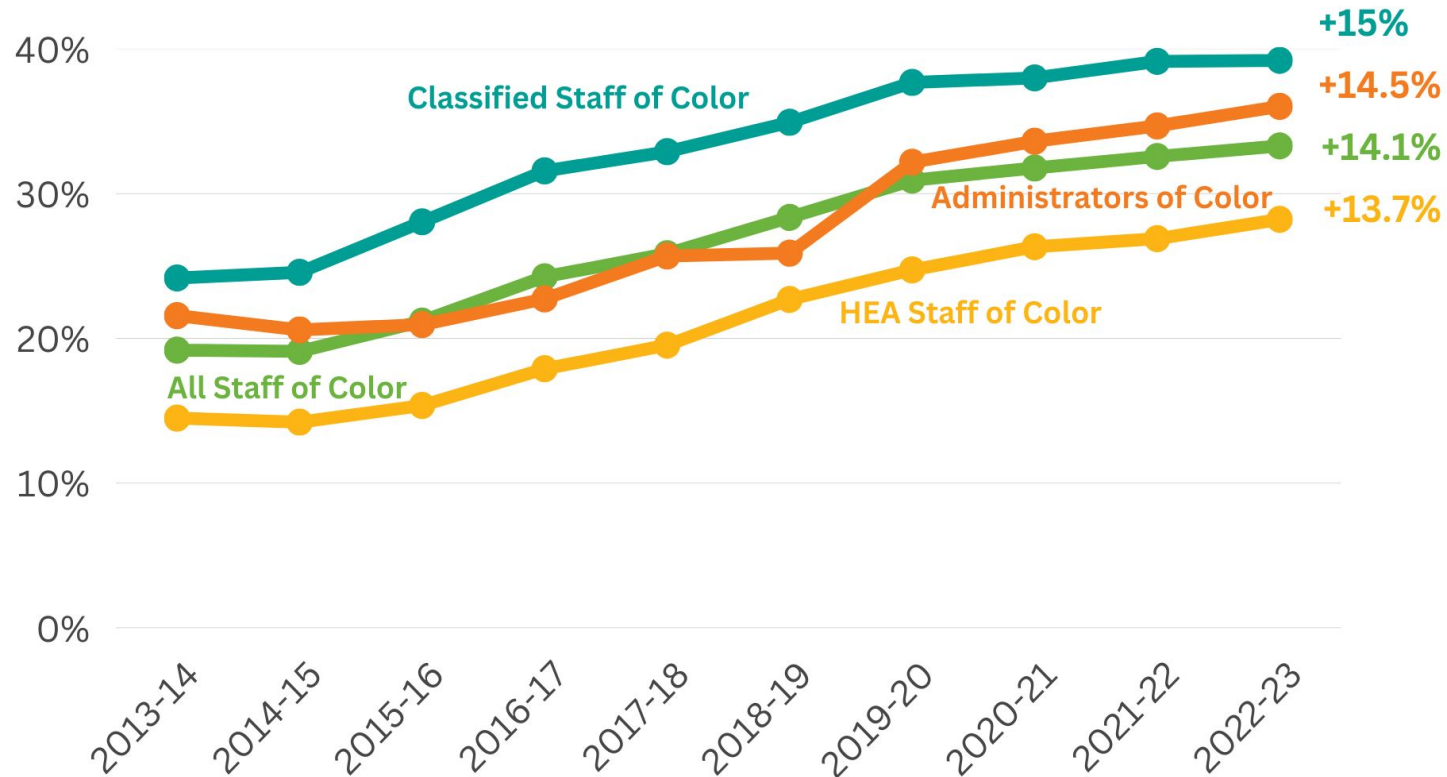
HR Recruitment Goal:

To curate a *racially, culturally and linguistically diverse* workforce that engages in service of our district strategic plan and is committed to co-creating an anti-racist school system.

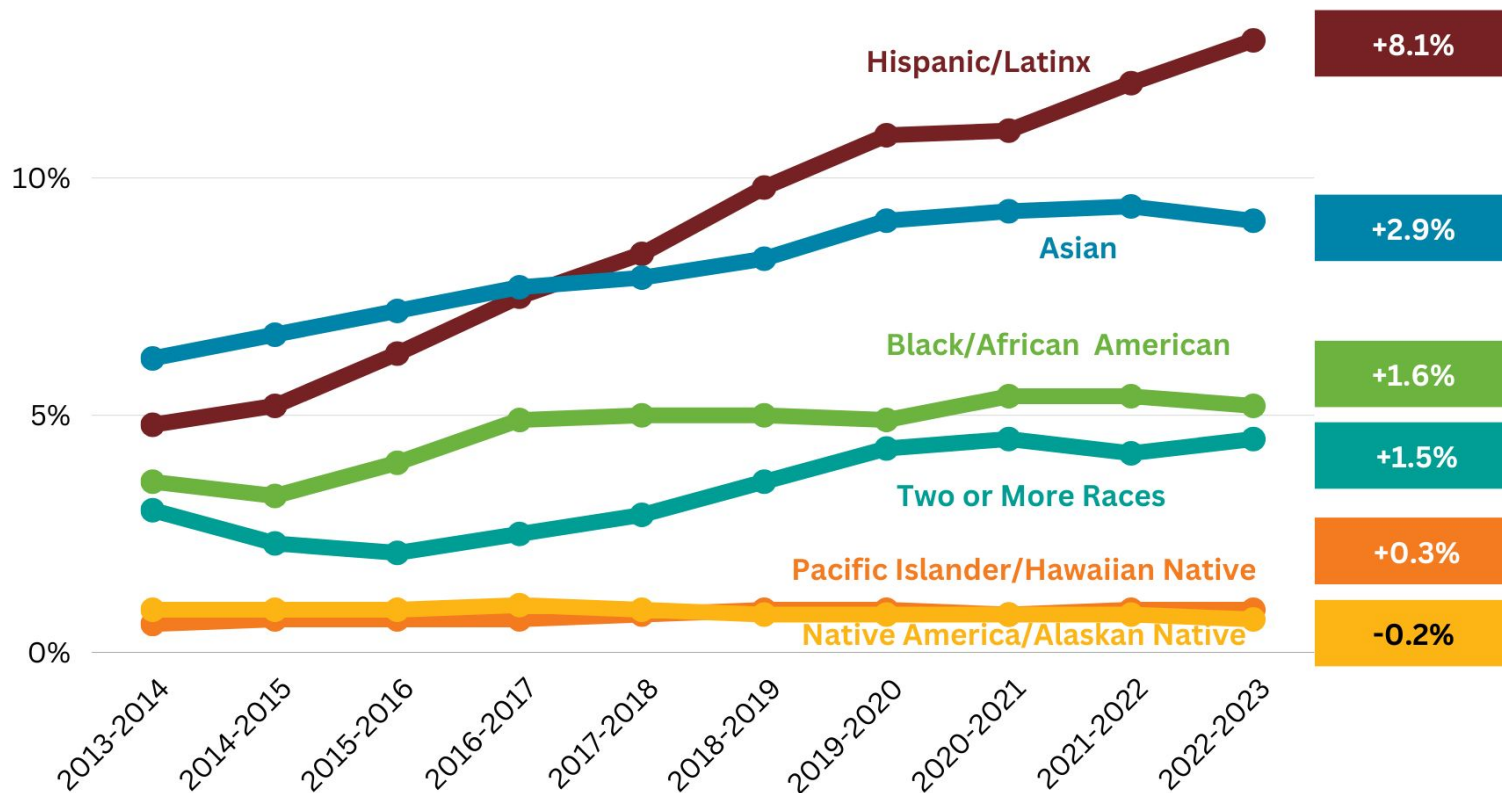
Our Human Resources Strategies:

- Labor Partnerships for Equity
- Transforming Systems and Supports for Human Dignity and Agency
- Strategically Staffing for Student Success
- Creating Culturally Affirming Work Environments

Highline is diversifying across all employee groups.

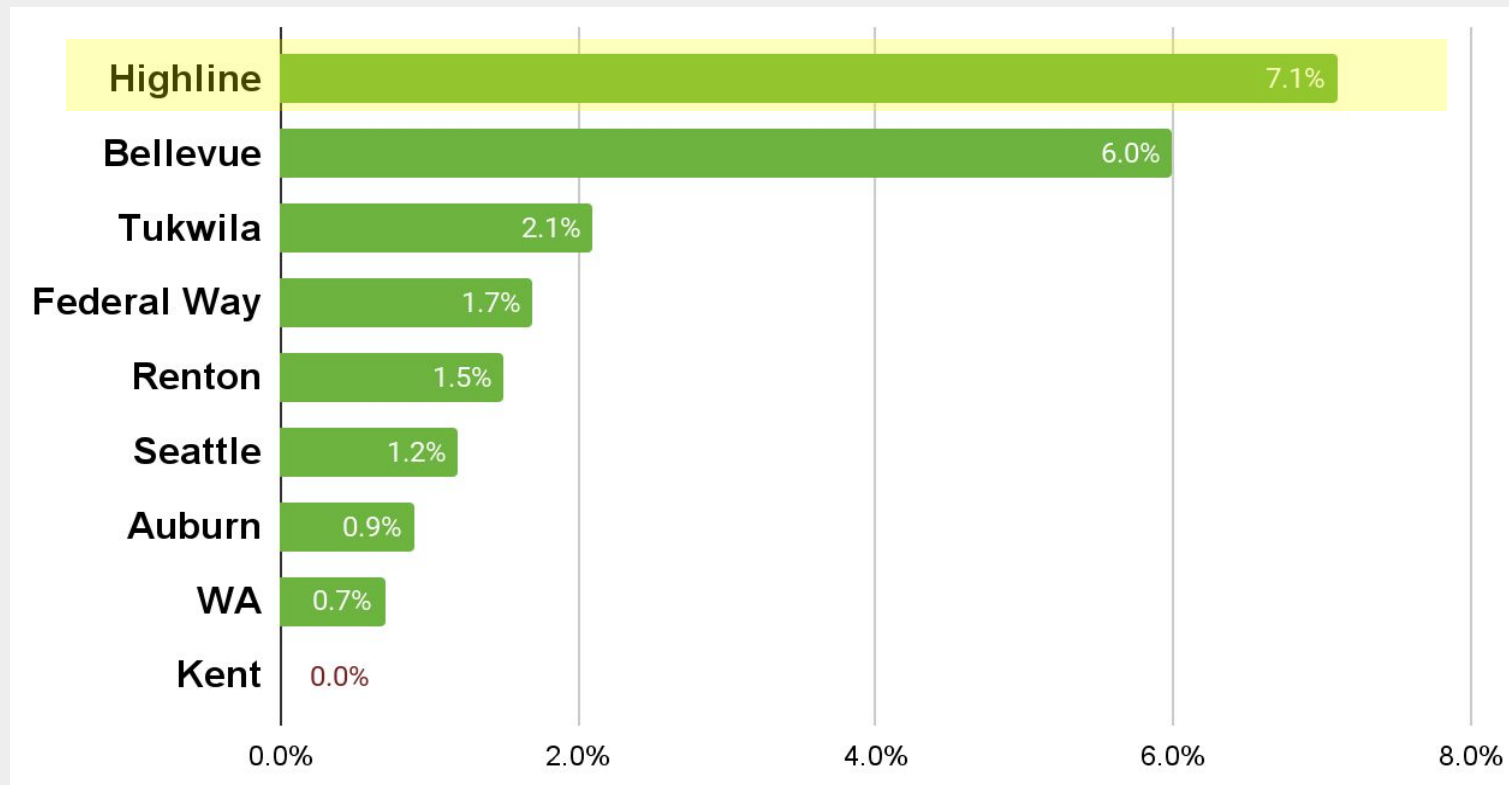


Highline is diversifying across nearly all communities of color.

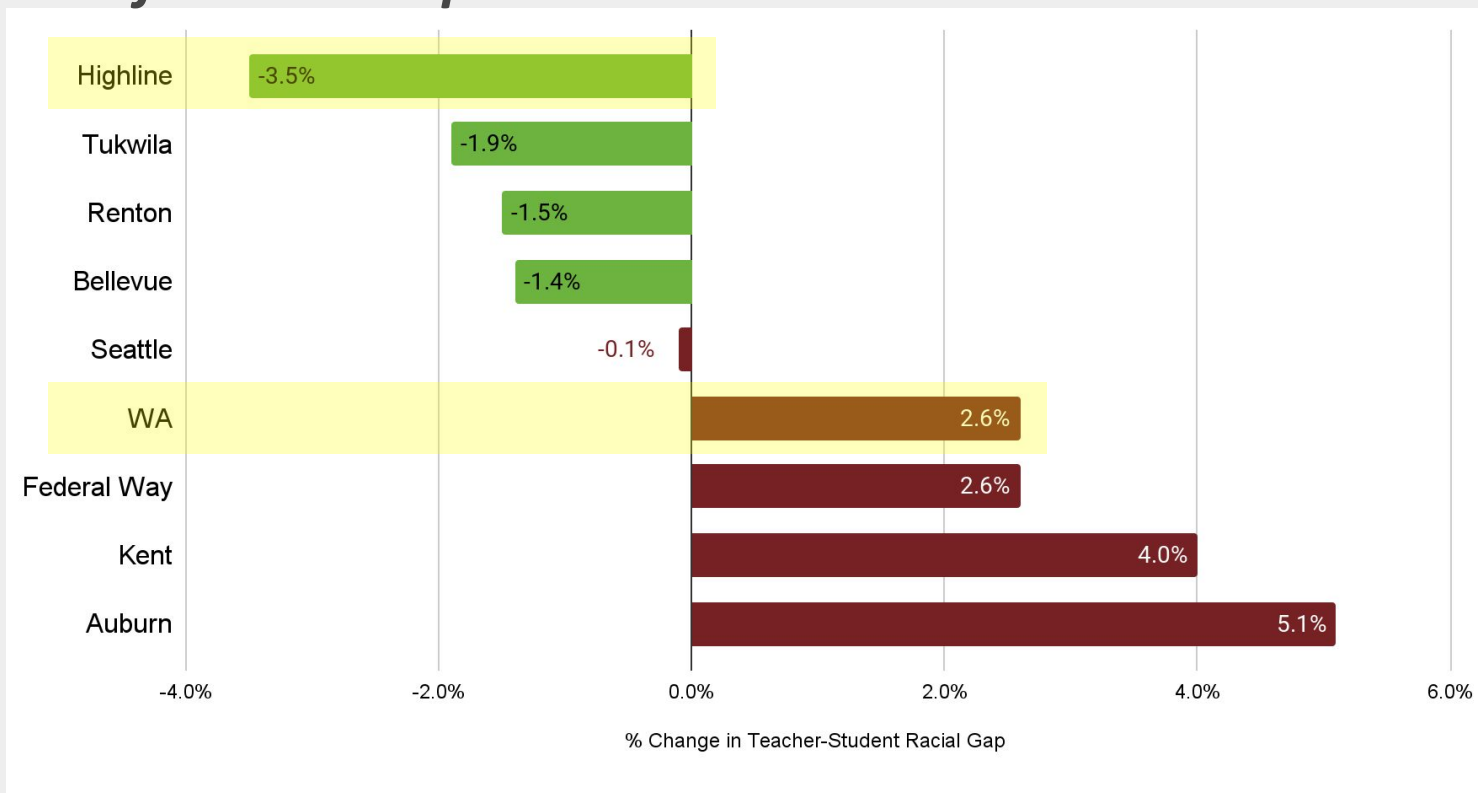


Alt text: Graph showing overall increases in diversity across communities of color, since 2013

Highline is diversifying the teacher workforce, *faster than peer districts and the state overall.*



Highline is closing the gap between students and teachers of color, *faster than peer districts and the state overall.*



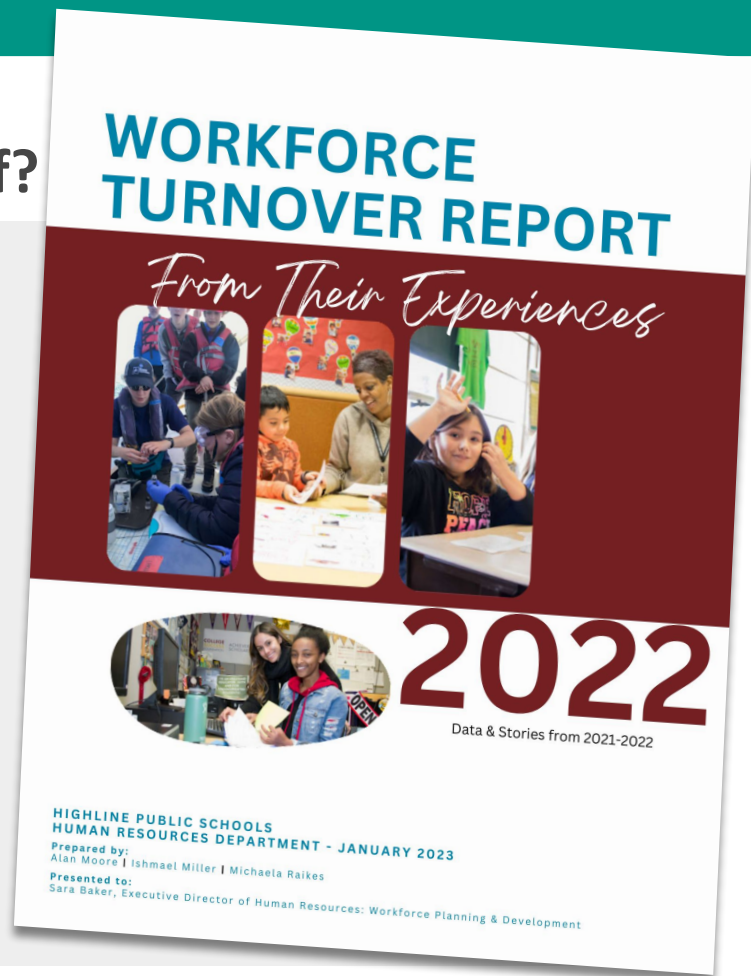
Our Workforce Diversity

Highline must increase retention, to maintain
or grow its diversity.

What can we learn from our former staff?

Report Features:

- Executive Summary
- National Research
- Study Methods
- Turnover Over Time
- Key Insights
- Lessons & Leverage Points
- **Workforce Spotlights**
 - Staff of Color
 - Language Learning
 - Special Education
 - Beginning Teachers



Our Promise: All students are known by name, strength and need, and graduate prepared for the future they choose.

Our HR Mission: We aim to support every HPS employee to **grow, learn and thrive** from onboarding to retirement.



Our guiding principles:

Staffing as the main lever of school improvement

Use an explicitly anti-racist approach

Build teacher teams

Use rich data to ensure fit and support learning

Eliminate and redesign systems to focus on strategy and support

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This report will be **accessible**.
Across our stakeholders; in it's language, how data is described, and in being shared broadly.

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Staff stories and experiences matched with clear data for system change.

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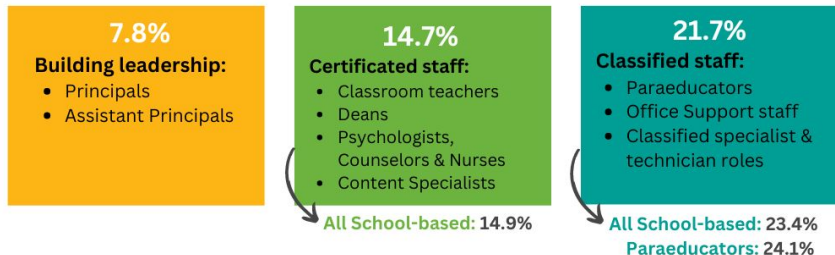
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This report will be **actionable**.

Sourcing regional context and national research to understand *what we can do*.

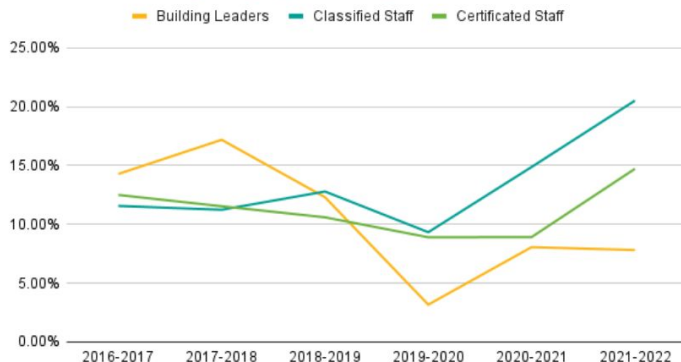
Executive Summary

Turnover Rates by Employee Group



17.4%
*Overall Employee
Turnover Rate
2021-2022*

HPS Turnover by Employee Group 2016-17 to 2021-22



Support

40% of **Special Education staff** cited dissatisfaction with district leadership, supervision or workplace culture as the primary reason for leaving.

Relationships

67.5% of **Black, Indigenous, Latinx, Asian, Pacific Islander and Multiracial staff** said they would recommend Highline as a place to work.

Equity

From 0-15 years of experience, the single highest reason teachers left is **commute or relocation**.

The greatest loss of educators was in teachers with 4-6 years of service, identified in research as peak years for instructional practice.

Instruction

"I love that Highline is multicultural. I am proud of our work in bilingual/Dual Language and promoting world languages in our schools."

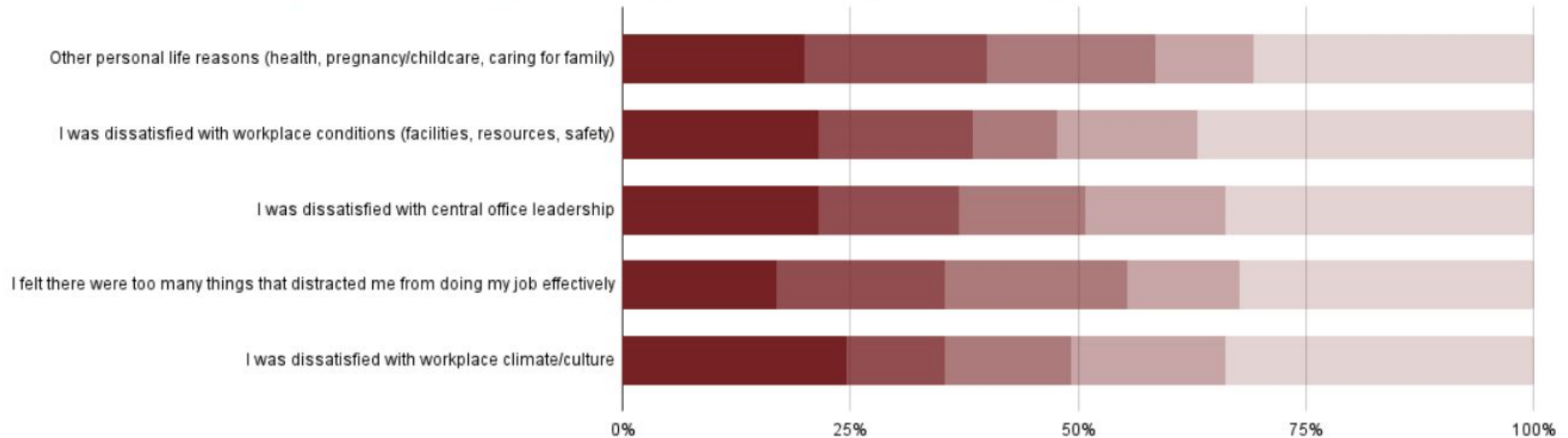
"Dual language teachers are set to the same expectations for curricular pacing guides with double the students and half the time."

Survey comments from two DL teachers

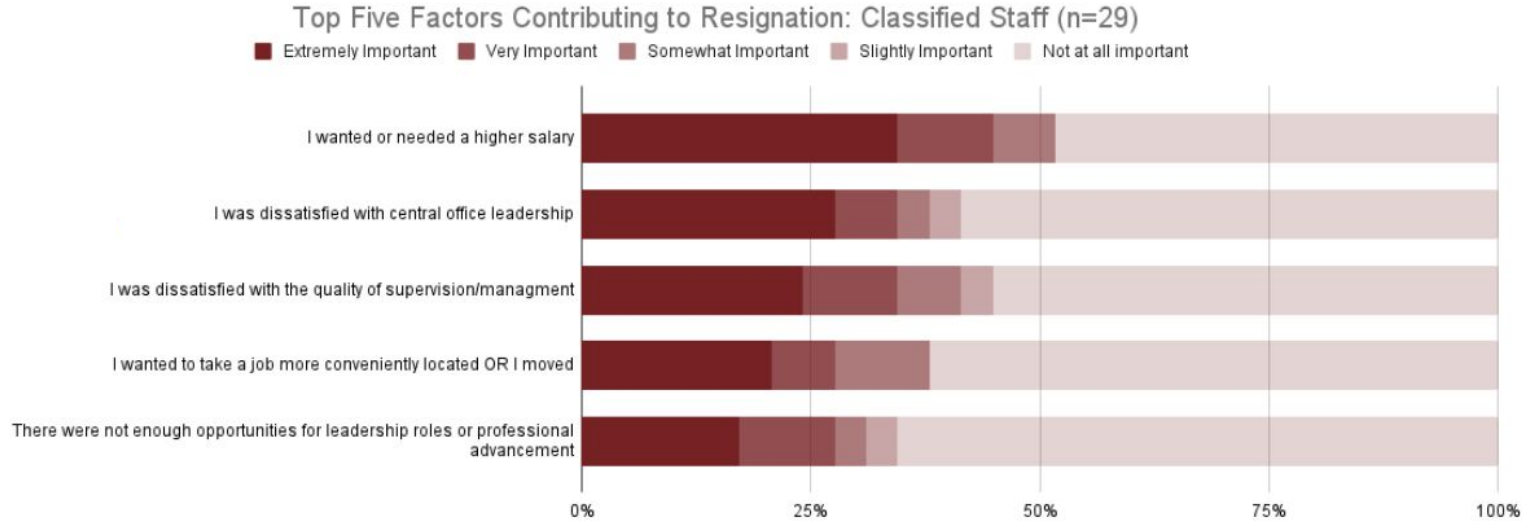
Certificated Staff

Top Five Factors Contributing to Resignation: Certificated Staff (n=65)

Extremely Important Very Important Somewhat Important Slightly Important Not at all important



Classified Staff



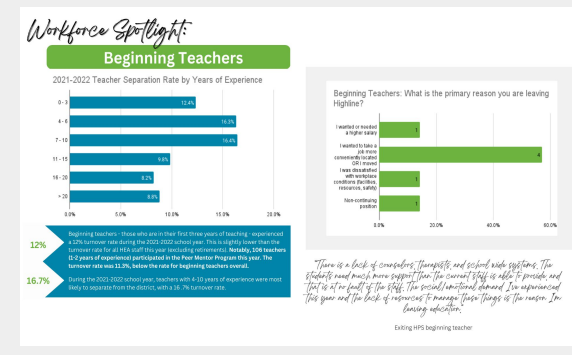
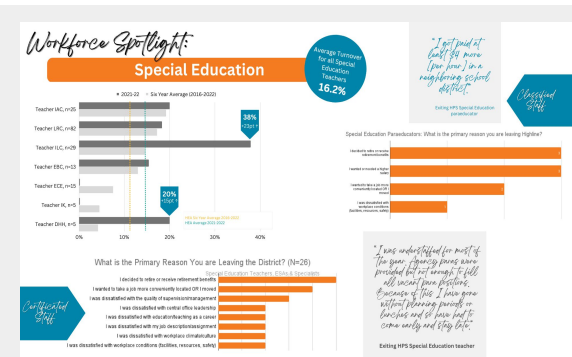
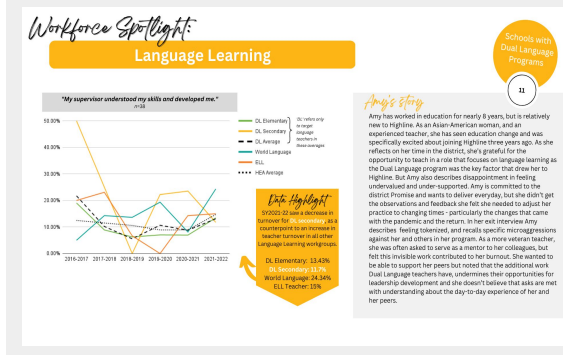
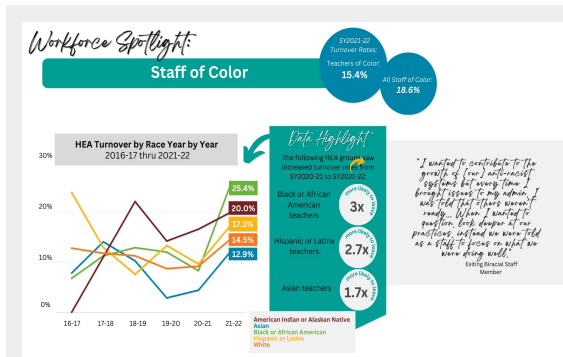
“I absolutely enjoyed working for Highline and especially the school I am at. If the salary was higher I would definitely retire from Highline.”

- Exiting Special Education Paraeducator

Workforce Spotlights Community Café

What's Included in the Spotlights?

- Highlighted quotes from employees
- Key data points from group
- Vignettes based on stories across the group
- Key findings
- Opportunities for intervention



Workforce Spotlights Community Café Debrief & Next Steps

What did you think?

- **Report structure:**
What worked and what didn't?
- **Report content:**
What questions do you have for future reports, or about workforce data/staffing?
- **General feedback**

Next Steps for Stakeholder Engagement:

- Former staff will receive a copy of the report, with a note of gratitude for sharing their stories.
- Former and current staff, leaders and community members will be invited to community conversations to share the report and offer feedback. *March 6 & 7*
- *Student engagement within existing leadership structures TBD*
- After Action Review & Planning for next year's report