Douglas County School District

TURNOVER AND HIRING REPORT
HUMAN RESOURCES

September 12, 2023

Agenda

Grounding the Work

Board End Statement: Outstanding Educators and Staff

- II-A: Quality educators and staff have been recruited, developed, supported, retained and celebrated.

Turnover Data

Recruitment and Hiring Data SY 2023-24

Equity Advisory Council (EAC) Recommendations and Continued Long Term Development

CDE Turnover Calculation Process

- CDE takes a headcount snapshot of employees by the job code they hold effective December 1 and compares that snapshot to the prior December 1 snapshot.

- CDE considers all employees regardless of contract type.

- Charter School employees are included in CDE's district numbers.

- Movement between different jobs within a district, even a promotion within district, is represented as turnover.

- For teacher turnover, CDE separates out the licensed and classified groups into subgroups.

- This data represents the difference between the 2021-2022 school year and the 2022-2023 school year (December to December of each year).

Source: Colorado Department of Education

CDE Historical Turnover - DCSD
Published each January for the Prior Year

Position (Job) Categories	2017 - 2018 Turnover Rate 12/2016-12/2017	2018 - 2019 Turnover Rate 12/2017-12/2018	2019 - 2020 Turnover Rate 12/2018-12/2019*	2020 - 2021 Turnover Rate 12/2019-12/2020	2021 - 2022 Turnover Rate 12/2020-12/2021	2022- 2023 Turnover Rate 12/2021-12/2022
Administrators	37.6%	16.2%	71.4%	25.0%	12.5%	18.5%
Crafts/Trades/Services	23.2%	23.1%	20.0%	22.1%	22.6%	25.1%
Instructional Support	21.5%	23.2%	18.1%	17.8%	18.4%	23.5%
Office/Administrative Support	12.6%	15.8%	17.3%	20.5%	20.1%	23.8%
Other Support	13.0%	12.4%	14.3%	14.2%	19.5%	19.9%
Paraprofessional	25.0%	27.3%	22.9%	22.8%	27.0%	32.3%
Principals	7.8%	12.6%	11.0%	10.0%	12.4%	18.9%
Professional-Other	15.8%	17.3%	14.5%	15.6%	18.1%	20.2%
Teachers	13.8%	13.8%	13.7%	13.7%	16.5%	19.5%
Total Staff	**17.6%**	**18.4%**	**17.3%**	**18.0%**	**19.7%**	**23.20%**

Source: Colorado Department of Education
*Reclassification of district admin into another category to align with state reporting.

CDE Metro Area District Comparison
Published each January for the Prior Year

| Position (Job) Categories	APS	CCSD	DCSD	DPS	JeffCo	LPS	State Average
Administrators	17.0%	7.8%	18.5%	39.4%	32.1%	18.2%	27.1%
Crafts/Trades/Services	18.6%	21.2%	25.1%	20.3%	22.1%	26.6%	21.9%
Instructional Support	29.0%	24.0%	23.5%	33.5%	19.6%	28.1%	25.6%
Office/Administrative Support	20.7%	22.1%	23.8%	26.3%	24.3%	19.7%	22.9%
Other Support	21.4%	18.4%	19.9%	23.8%	21.2%	17.7%	23.3%
Paraprofessional	32.6%	31.6%	32.3%	34.1%	28.3%	28.0%	31.9%
Principals	21.6%	8.7%	18.9%	22.7%	18.3%	12.1%	19.0%
Professional-Other	18.9%	19.6%	20.2%	33.8%	20.4%	22.0%	24.6%
Teachers	21.4%	12.7%	19.5%	21.4%	15.7%	14.3%	19.1%
Total Staff	**23.3%**	**19.2%**	**23.2%**	**26.1%**	**20.3%**	**20.20%**	**22.90%**

Source: Colorado Department of Education
Key: **Green**= above state avg, **Orange**=below state avg
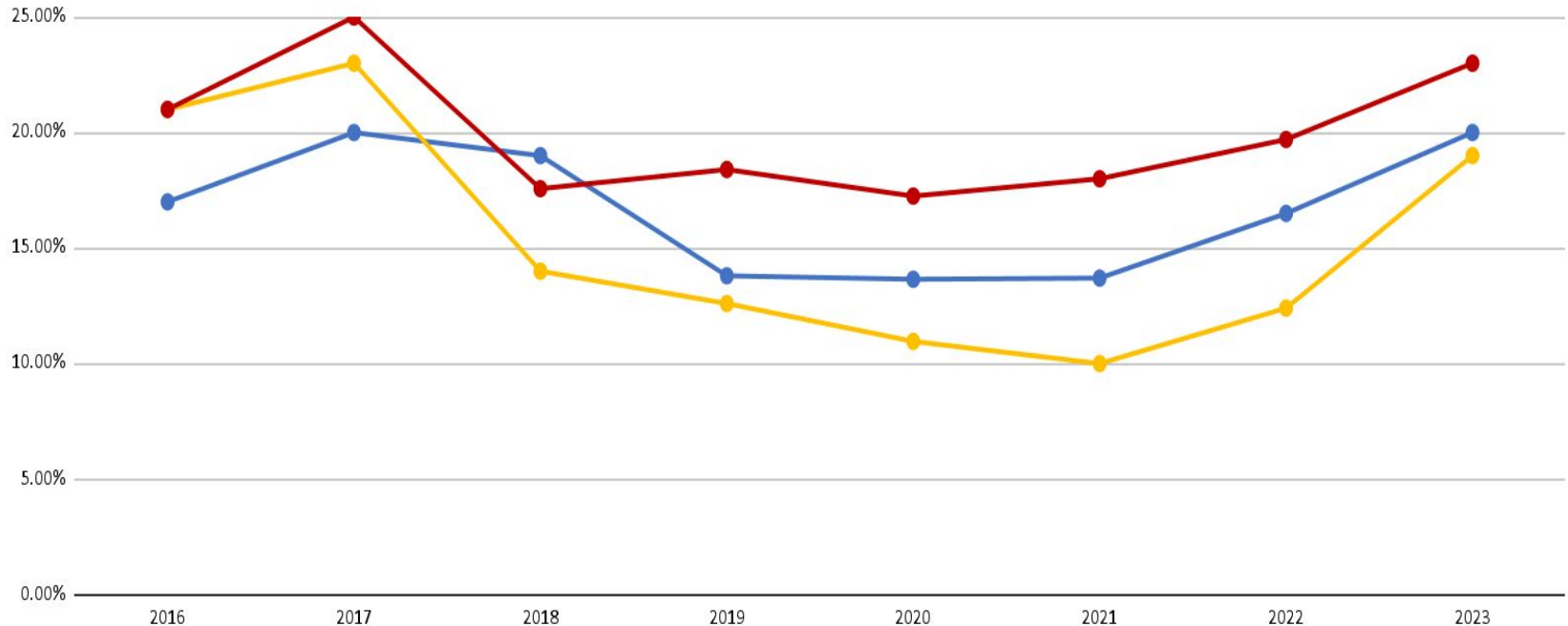Date Range: December 2022-December 2023

Douglas County School District

CDE Metro Area District Comparison
Published each January for the Prior Year
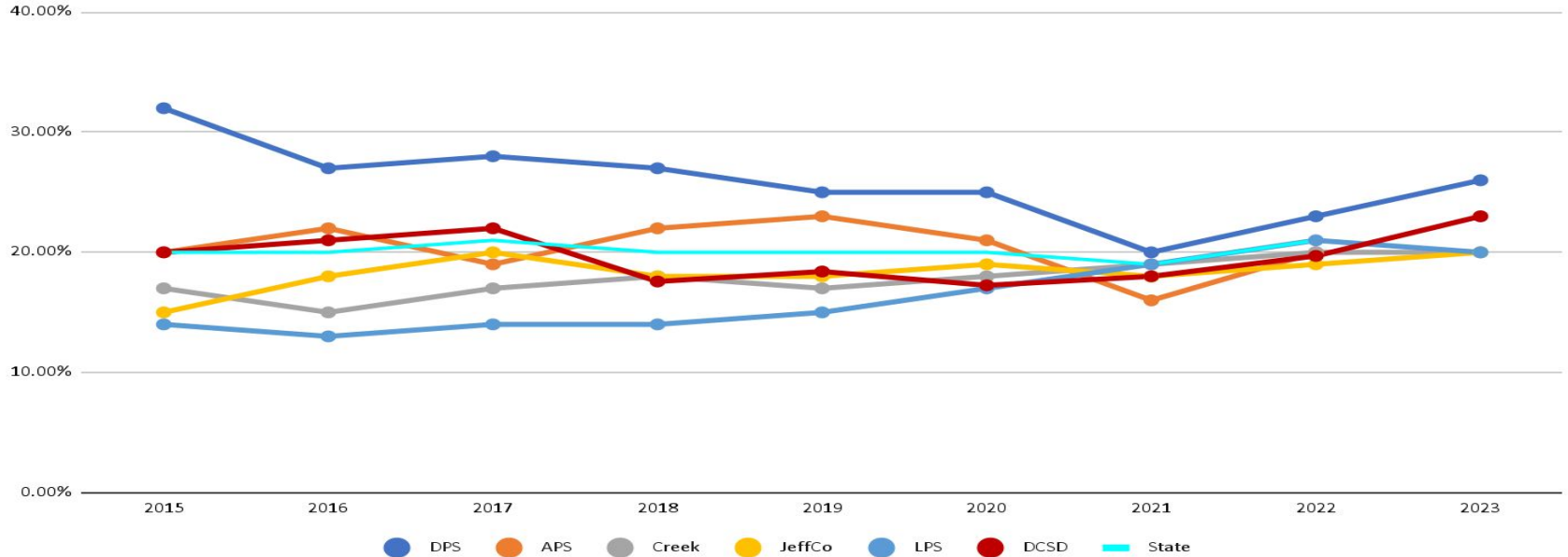
CDE Historical Turnover - DCSD
Published each January for the Prior Year

Source: Colorado Department of Education
Note: CDE data represents the difference between the two prior school years (December to December of each year)

7

DCSD Turnover Calculation Process

- Timeline - July 1st to June 30th.

- For licensed turnover, we reflect all licensed staff including teachers, mental health, nurses, counselors, among others.

- We exclude charter employees, temporary employees, one-year only contracts, movement, and promotions.

- This data represents the difference between the 2022-2023 school year and the start of 2023-2024 school year (CDEs calculations will not be published until January).

DCSD Historical Turnover By School Year

	SY 17-18	SY 18-19	SY 19-20	SY 20-21	SY 21-22	SY 22-23
Principal/AP	8.4%	7.1%	9.0%	4.6%	12.8%	8.6%
Licensed	11.2%	9.7%	9.0%	12.3%	14.3%	12.7%
Classified	23.4%	20.4%	19.7%	21.9%	26.8%	23%
All Staff	**16.5%**	**14.1%**	**13.4%**	**16.2%**	**19.2%**	**16.3%**

This data set excludes, Charters, 110s, Coaches, Substitutes, & OYO Contracts

DCSD Historical Turnover By School Year
Number of Positions

Position (Job) Categories	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Principals	7	4	6	8	5
Assistant Principals	5	10	4	14	10
Licensed*	333	322	440	519	433
Classified	563	554	616	618	535
Other	28	28	45	52	27
All DCSD	**936**	**918**	**1111**	**1183**	**1010**

*This data set includes all licensed staff- teachers, special service providers. These numbers exclude, subs, coaches, 110s, and Employees on One Year Only contracts.

Top Reasons For Leaving - All Employee Groups
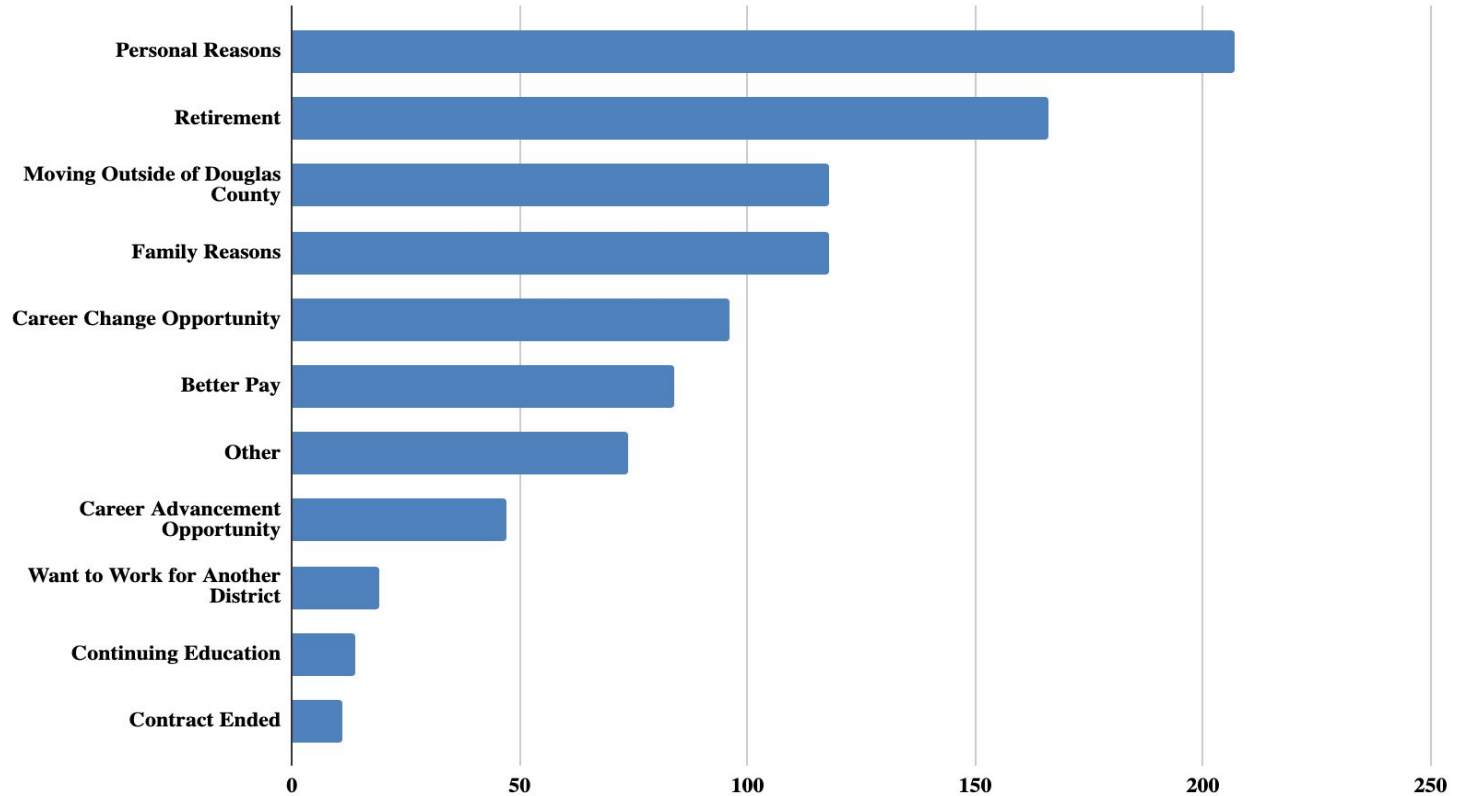
Source: Workday
†These numbers exclude subs, coaches, 110s, and Employees on One Year Only contracts. Optional and self-reported.

Hiring

Hiring Data SY 23-24*

	Admin	ProTech	Licensed	Classified
New to DCSD	10	5	310	242
Returning	6	1	68	32
Total	**16**	**6**	**378**	**274**
Position Changes	18	20	527	211
Open Posted Positions†	0	7	30	209

Data is limited to Regular positions with a hire date on or after 7/1/2023.
† Data is based on open, posted Regular positions as of 8/29/2023.

Postings and Advertising

In Person Career Fairs
- Face to face connection* with candidates at both in and out of state fairs.
- We also participate in classified careers fairs in various counties, military bases, and DCSD career showcase (for DCSD students).

University School of Education Panels*
- DCSD participates and collaborates with universities through frequent face to face engagement with school of education candidates throughout the duration of their teacher prep program. We also work closely with our DCSD Teacher Cadet Program to support our high school students seeking a career in teaching.
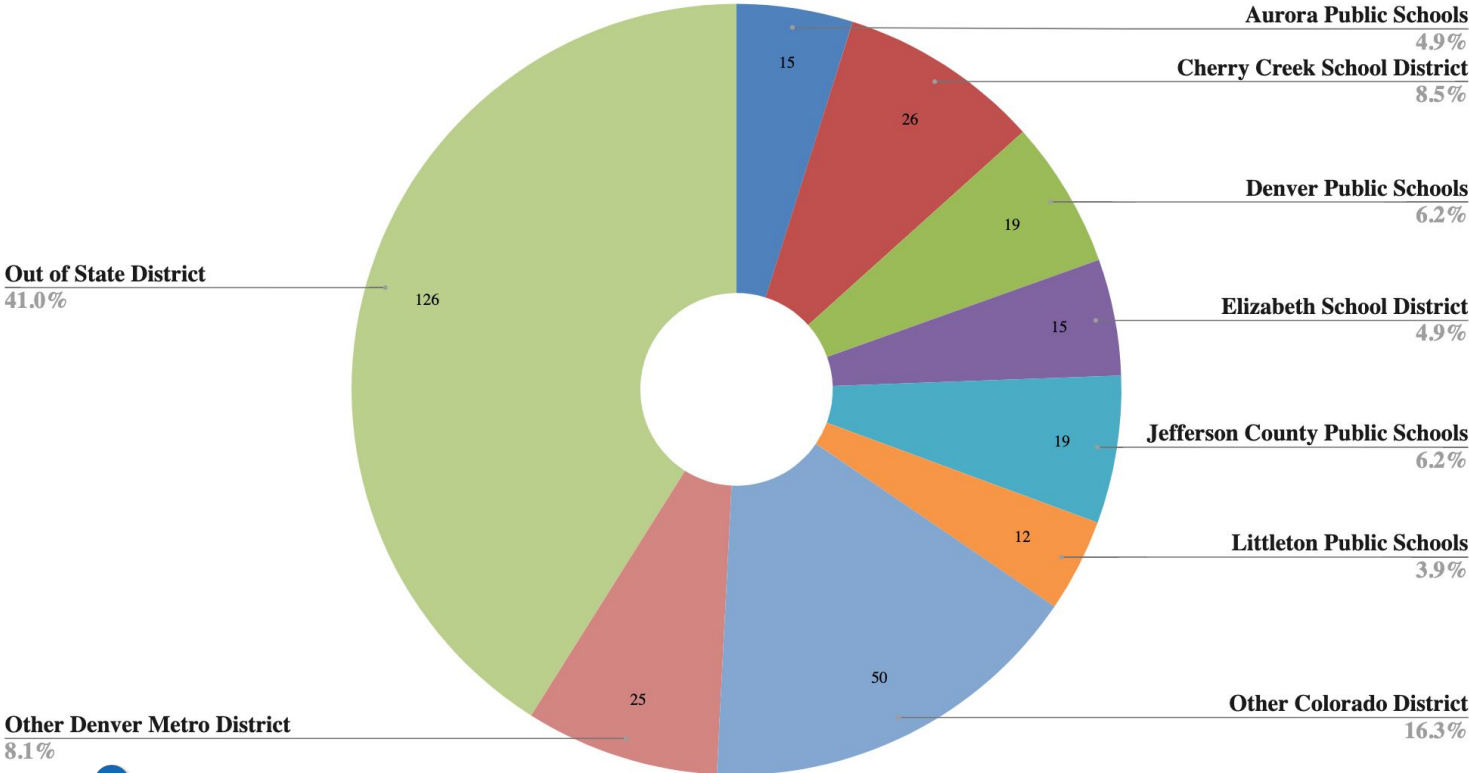
Social Media Job Boards and Ads
- Colorado Association of School Executives (CASE)*, Monster, Connecting Colorado, Craig's List, Linked In, Facebook, Ed Week, Education America, Job Search Handbook, signage, school newsletters, district newsletters, DCSD website, DCSD social media…

Other Sources
- Referrals* by our employees , informal day to day connections and also coming back as a former employee* are other ways in which we successfully recruit candidates.

Represents highest number of applicants yielded outside of DCSD job posting site.

2023-2024 DCSD Licensed Hires

Aurora Public Schools
4.9%

Cherry Creek School District
8.5%

Denver Public Schools
6.2%

Elizabeth School District
4.9%

Jefferson County Public Schools
6.2%

Littleton Public Schools
3.9%

Other Colorado District
16.3%

Other Denver Metro District
8.1%

Out of State District
41.0%

15
126
26
19
15
19
12
50
25

2023 - 2024 DCSD Licensed Hires - Out of State

16

Other Hiring Data

Student teachers for the 2022-2023 school year - **37**

Student teachers from the 2022-2023 school year, hired for the 2023-2024 school year - **18**

Student teachers for the **fall 2023** semester - **21**
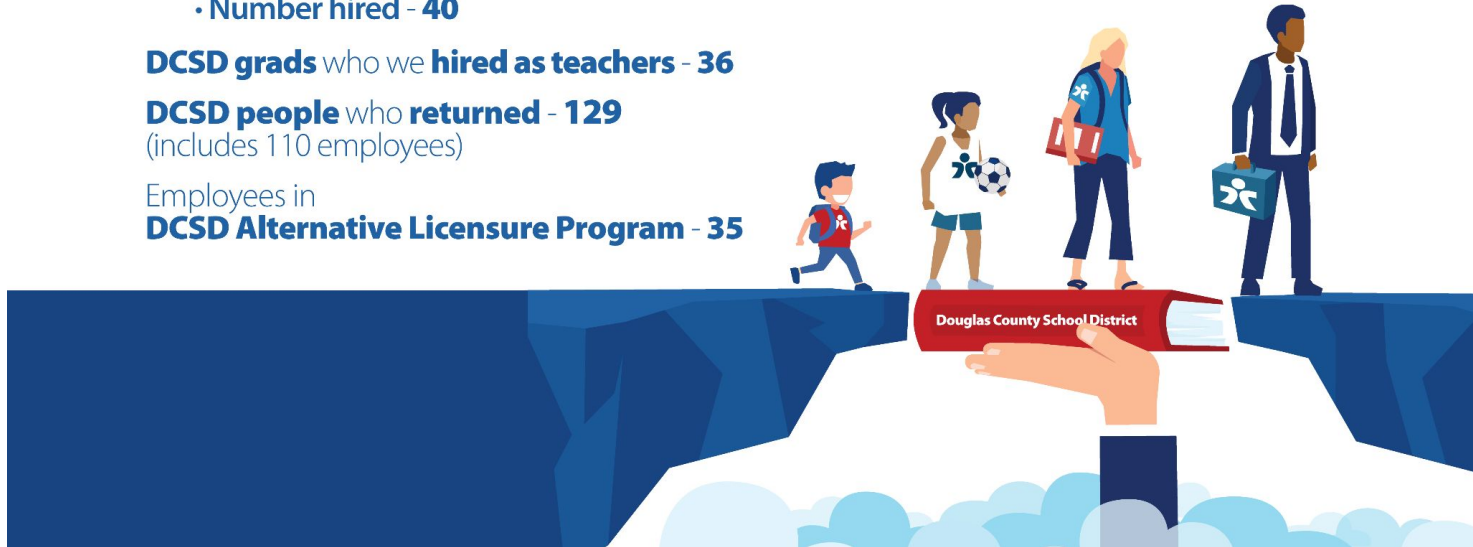
Job fairs attended - **28** (in and out of state)
- **Candidates**/resumes - approximately **300**
  - **Number hired** - **40**

DCSD grads who we **hired as teachers** - 36

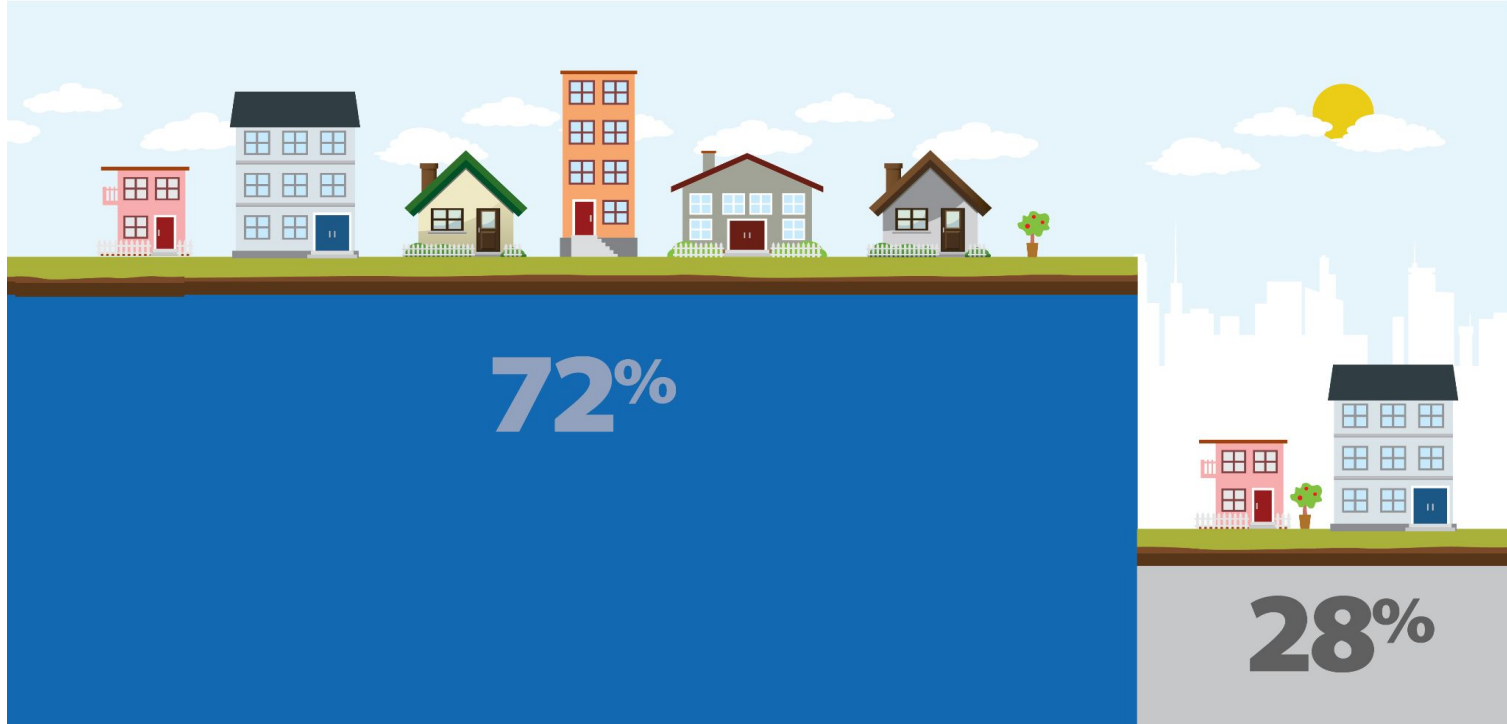**DCSD people** who **returned** - **129**
(includes 110 employees)

Employees in
DCSD Alternative Licensure Program - **35**

Douglas County School District

DCSD Residency
All Employee Groups

72%

28%

All Employee groups, excludes Contingent Workers, includes Charters

Years of DCSD Service
All Employee Groups

< 5 Years of Service
3994

5-10 Years of Service
1995

>10 Years of Service
1667

Equity Advisory Council Recommendations

On April 12, 2023, the DCSD Equity Advisory Council (EAC) approved their recommendations for recruitment, hiring and retention strategies for the Douglas County School District. The EAC recommendations are in the following four categories: Human Resources, Recruitment, Hiring, and Retention.

Per EAC, these recommendations were not intended to be exclusionary of other evidence-based and emerging best practices that the District may engage in to support equitable recruitment, hiring, and retention. Rather, they are presented as a complementary tool to further our shared goal of hiring and supporting the best qualified staff while ensuring a diverse, equitable, and inclusive educational environment that meets the needs of all students, and particularly those who have been historically underserved and marginalized.

Incorporating EAC Recommendations

✓ Free, reduced, or compensated child care (BASE).

✓ Free, reduced, or compensated school meals.

✓ Maintained Healthcare Benefits.

✓ Continuing Education and Professional Development grants and scholarships.

  • Tuition Reimbursement expanded and exhausted this month.

  • Capitalizing on state level grants available.

✓ Recruit outside of job fairs, meet with individuals in college groups, and provide coaching to candidates through their individual processes, beyond those found in traditional teacher education programs.

✓ Increase social media and online job board presence.

✓ Increase in added duty pay.

✓ Expand Teacher Cadet Programs.

Douglas County School District

21

Continued Long Term Development

Expansion of Grow our Own programs
- Bachelors seeking, Special Education, secondary content specific areas.
- Securing our student teachers for future open positions and exploration of potential residency programs.

Continued partnership with the Colorado Department of Education (CDE)
- We will continue to work closely with CDE for opportunities in reducing barriers in the areas of licensure for new and experienced teachers.

Further development of retention and recruitment strategies
- <u>Priority:</u> Reviewing, revising and streamlining systems of data collection (exit surveys, hiring data, etc.).
- Further expansion of employee discounts and other offerings. For instance, we have served over 26,000 employee meals served to date.
- Continuing to evolve our online job board presence despite our struggle to pay competitively and during a labor shortage.