



**Retention Strategies  
Related to 5A  
January 10, 2023**

# Grounding the Work

## Board End Statement

- Outstanding Educators and Staff: Quality educators and staff have been recruited, developed, supported, retained and celebrated

## Superintendent Goals

- Culture and Climate: Continue to work to improve organization turnover

## Strategic Plan

- Theme #3: Positive and supportive culture
- Theme #6: Recruitment, retention, and development of high-quality employees

# Short-Term Retention: Areas Considered

- Employee Compensation
- Tuition Reimbursement
- Employee Benefits
- Employee Health and Wellness

# Short-Term Retention: Employee Compensation

## Current State

- The loss of 5A continues to limit our ability to be competitive across our system.
- Current pay structures remain in place (licensed and non-licensed) and we will award steps and lanes.

## Short-Term Change

- Retention Stipend of \$2,000 for regular, full-time positions with FTE of 0.75 or greater and \$1,000 for regular part-time positions with FTE less than 0.75. Paid in September 2023 (will now include 110 post-retirement employees) and is PERA-includable.
- Modest 2023-2024 pay raises based on new SFA revenue (specifics announced in spring\*).
- 2023-2024 raises will increase *ongoing base pay* for 110 employees AND those above cell/range.

## Impact

- Honors employees choosing to remain in DCSD and long-time employees.
- Includes a commitment that we will continue to work towards future funding for more competitive pay.

*\*Modest 2023-2024 pay increases with new revenue will not mitigate our need to pass 5A to be more competitive with other districts (other districts will also receive new revenue and will likely increase pay accordingly so the gap will not improve)*

# Short-Term Retention: Tuition Reimbursement

## Current State

- Employees can apply for up to a maximum of \$2,000 per school year with a 5 year max total of \$6,000 (178 total reimbursements provided this school year)
- Budget exhausted (October 2022)
- Growing demand for this resource than in former years

## Short-Term Change

- Add additional one-time monies to this year's budget
- Will provide reimbursement for growing wait list (114+ employees)

## Impact

- Avenue for Classified, Admin, Licensed and Pro Tech employees in continuing education, training, and refining their craft
- Allows teachers to horizontally advance on the salary schedule through financial assistance

# Short-Term Retention: Employee Benefits

## Current State

- Health Benefit Premiums - DCSD has historically prioritized absorbing health benefit premium increases for almost a decade to ensure little to no impact on employees.
- Annual Leave Time - Employees receive annual personal, sick, and/or PTO time (and PHEL).
- [Employee Discounts](#) - Negotiated discounts with cell phone carriers, healthy meal delivery, hotels, car rentals, movie and event tickets, gyms, restaurants, auto and home repair, mortgage fees, etc.

## Short-Term Change

- Commitment to keep benefits premiums flat for the 2023-2024 school year.
- Add one additional personal day to each eligible employee on July , 2023 (this is a one-time addition).

## Impact

- Shields employees from financial impact to ever increasing health benefit costs, essential goods and services, and added benefit to support personal needs.

# Short-Term Retention:Employee Health and Wellness

## Current State

- Promoting and supporting a focus of work-life balance for our employees, healthy habits and fun in the workplace (district-wide and building-specific)
- Difficult for employees to take time off for appointments, screenings, etc.

## Short-Term Change

- Develop new partnerships with Kaiser and UHC in DCSD exclusive appointment access for wellness screenings aligned to DCSD calendar
- Provide modest budget to promote team-building and fun in the workplace.
- Engage in conversations with leaders on the protection of teacher planning time and flexibility for designated teacher work days as appropriate.

## Impact

- Improvement in ease of access to healthcare, work-life balance, and climate and culture.

# Employee Council Feedback

Coming soon...



# Next Steps

## **Budget Approval**

- Short-term strategies are covered by first semester vacancy savings (\$3M allocated in revised budget for salaries, \$400K for tuition reimbursement).
- Any portion of the retention stipend not covered by second semester vacancy savings will come from fund balance.

## **Communication**

- Employee communications will go out to ensure staff know what we are doing and what to expect.

## **Long-term Retention Strategy Development**

- Will be presented at the February 28 BOE Meeting.
- Will include Equity Advisory Council recommendations.
- Will also include feedback from other employee groups.

## **Other Information**

- Benefits Open Enrollment information and HR spring timelines will be presented at the February 28 BOE Meeting.



# Questions

