

# E13 – HR for the New Business Manager

Michigan School Business Officials  
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# Agenda

1. Introduction & Purpose - RV
2. Compensation - TS
3. Professional Development - RV
4. Succession Planning - TS
5. Talent Management - RV
6. Employment Law - TS
7. Culture & Retention - RV



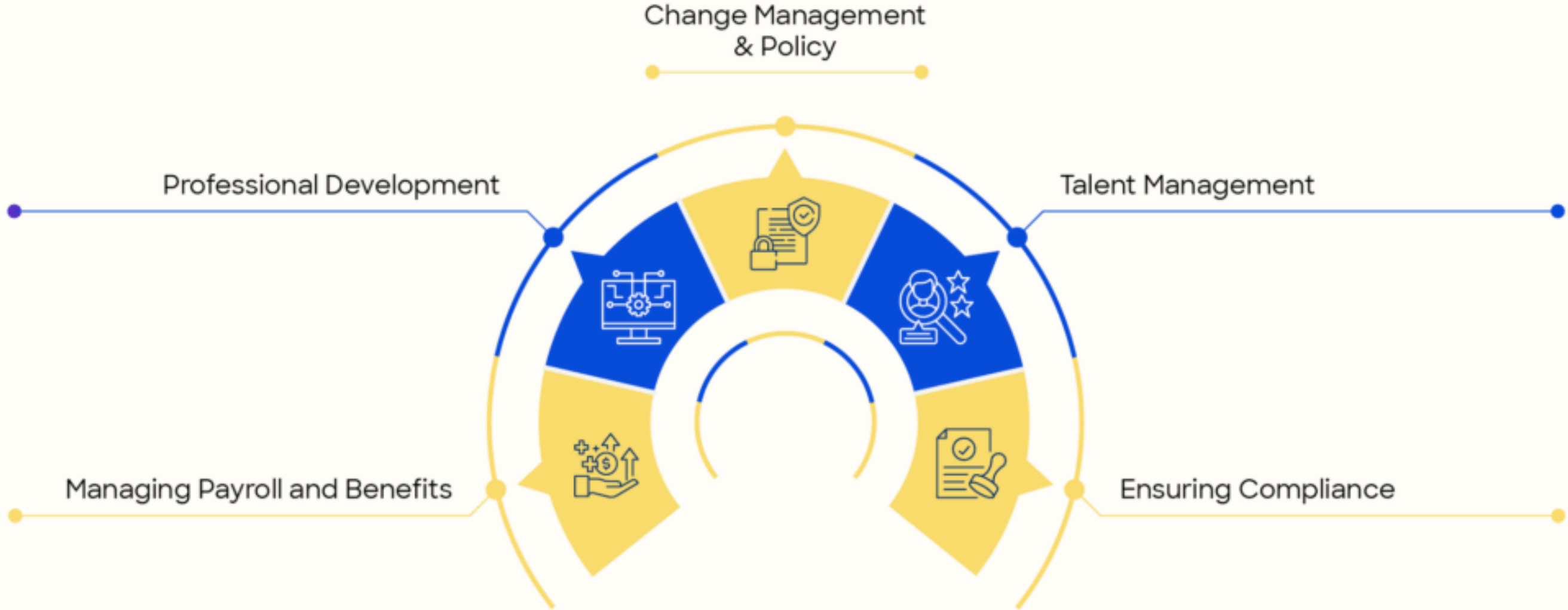
# Introduction

Human resource management in education is an essential function of any school district's business office. HR departments are responsible for implementing processes and strategies that effectively manage and support the district's workforce. This includes staff development, policy creation, compensation structures, and retention initiatives, all while ensuring compliance with federal, state, and local laws.

- Responsible for managing a large workforce
- Nuanced, involves more than just staffing
- Retention and staff satisfaction are current challenges
- The role of HR in schools is diverse and crucial
- Strong HR practices lead to a high-quality education



# Responsibilities of HR in Education



# Purpose of HR in Schools

Best practices in human resource management in education are essential for creating effective learning environments. The goal of HR in schools should be to support staff while promoting high-quality educational outcomes for students.



## **In educational settings HR:**

- Manages a diverse workforce
- Ensures legal compliance
- Promotes a positive school culture
- Supports staff development
- Manages recruitment
- Manages employee relations
- Drives performance management
- Administers payroll & benefits
- Implements fair pay scales
- And much more!

# Purpose of HR in Schools



## Compensation

HR departments in schools and ISDs typically oversee compensation structure and manage employee benefits.

## Professional Development

HR departments identify relevant growth opportunities for faculty and staff, addressing skill gaps and promoting continuous learning.

# Purpose of HR in Schools



## Change Management & Policy

HR teams plan and develop succession and staffing strategies to ensure stability. They establish policies and procedures, conduct risk assessments, and drive well-being programs for staff.

## Talent Management

HR teams drive recruitment and help identify qualified staff, ensuring alignment with district needs. They manage the hiring process, from recruitment to retention, while following legal and ethical standards.

# Purpose of HR in Schools



## Ensuring Compliance with Educational Employment Laws

HR departments navigate complex, education-specific employment laws. Staff must work to stay current with regulations and ensure district practices comply.

## Fostering a Positive School Culture

HR teams create a positive work environment to ensure staff satisfaction and retention. This leads high morale and productivity among staff. A supportive and engaged faculty improves student experience and district culture.



# Compensation



# Compensation

- Why is pay important?
- How do you determine new employee pay rates?
- How do you know where you stand in the market?
- What is your pay strategy?
- What are some of your most pressing compensation issues?
  - Pensions
  - Healthcare contributions



# General Compensation Review

## **Voluntary (19%)**

Medical, dental, vision, prescription plans, and flexible spending accounts.

## **Mandatory (18%)**

Unemployment, workers compensation, and social security.

## **Pay for time not worked (10%)**

Vacation, holidays, personal days, bereavement, and sick leave.

## What is “Total Compensation?”

- Why is this important?
- Do you share this with employees?
- According to SHRM, benefits account for 47% of payroll expenses

# Why conduct a labor market study?

1. **Internal Equity** - Appeals mechanism for employees.
  2. **External Equity** - Attract, retain, and motivate the best.
- What about position descriptions?
  - How frequently should one review their compensation structure?
    - Full scale review vs. benchmarking?
  - Types of pay systems:
    - Job Evaluation and Compensable Factors
      - Multiple tracks
    - Knowledge-Based Pay



# SAMPLE: External Labor Market Study – Exhibit I

Labor Market Summary  
Exhibit I  
Competitive Labor Market Salaries

Position Title	(A) SAMPLE Current Salary	Competitive Labor Market Salaries													(C) Published Salary Data					
		(B) Other School Districts													World@ Work	BLS	CompData	Salary.com	MSBO (Region 7)	
		Org 1	Org 2	Org 3	Org 4	Org 5	Org 6	Org 7	Org 8	Org 9	Org 10	Org 11	Org 12	Org 13						
Director of Business and Operations	\$70,263	\$134,317	\$111,249*	\$102,500	\$63,500	\$84,480*	\$143,500	\$129,600	\$80,000			\$95,068		\$123,741	\$110,960	\$101,280	\$102,700	\$106,607	\$125,620	
Elementary School Assistant Principal	\$75,000		\$104,786			\$71,680*		\$91,901	\$78,000		\$95,188	\$90,177		\$100,756*				\$96,315		
Elementary School Principal	\$90,000		\$116,271*	\$88,773	\$97,500	\$107,520*	\$107,439	\$100,410	\$97,000	\$95,000		\$102,717	\$106,944	\$103,868*		\$104,070		\$105,258		
Food Service Director	\$35,000			\$62,500	\$45,000		\$86,992	\$78,977	\$32,424	\$55,000	\$38,480			\$37,579*	\$36,810	\$65,310	\$48,200	\$94,834	\$71,765	
High School Principal	\$92,250		\$129,389	\$97,841	\$115,000	\$103,219*	\$115,374	\$115,508	\$98,422	\$95,000	\$99,639	\$105,448	\$124,930	\$113,702*		\$104,070		\$105,258		
Middle School Dean of Students/District Athletic Director	\$96,153		102,024*	\$53,750	\$85,000	\$80,058*	\$100,170	\$91,309	\$42,488	\$95,000	\$95,613		\$95,057	\$101,916*		\$103,460		\$115,119		
Middle School Principal	\$102,748		\$125,369*	\$88,343	\$97,500	\$107,520*	\$106,566	\$100,410		\$95,000		\$92,882	\$128,333	\$110,034*		\$104,070		\$105,258		
Director of Transportation	\$58,984	\$72,024*	\$69,468*		\$60,000	\$81,688*	\$57,784	\$64,047		\$47,500	\$71,067			\$103,286	\$93,530	\$89,000	\$84,900	\$101,633	\$69,286	
Location Information:	SAMPLE, Michigan	Regional	Regional	Regional	Regional	Regional	Regional	Regional	Regional	Regional	Regional	Regional	Regional	Regional	Regional	Regional	National	Midwest	Statewide	Regional

**Note:**

- The Competitive Labor Market Average was calculated using a weighted approach: 70% from other school district data and 30% from published salary survey data.
- All data has been adjusted to align with the working days of █████ Community Schools.
- Data marked with an asterisk (\*) has been aged to reflect current conditions.
- Data highlighted in green was excluded from calculations due to being identified as outliers and not comparable to other data points.
- Blank cells indicate no comparable data available.
- The data presented here is on an annual basis.

# SAMPLE: External Labor Market Study – Exhibit II

Labor Market Summary  
 Exhibit II  
 Competitive Labor Market Averages & CompaRatios

Competitive Labor Market Salary and CompaRatio					
Position Title	(A) SAMPLE	(B) Other School Employers	(C) Published Salary Data	(D) Competitive Labor Market Average	Market Average Compa-Ratio (A/D)
Director of Business and Operations	\$70,263	\$89,466	\$105,387	\$94,242	75%
Elementary School Assistant Principal	\$75,000	\$87,950	\$96,315	\$90,460	83%
Elementary School Principal	\$90,000	\$102,131	\$104,664	\$102,891	87%
Food Service Director	\$35,000	\$45,164	\$50,107	\$46,647	75%
High School Principal	\$92,250	\$105,915	\$104,664	\$105,540	87%
Middle School Dean of Students/District Athletic Director	\$96,153	\$94,016	\$109,290	\$98,598	98%
Middle School Principal	\$102,748	\$102,625	\$104,664	\$103,237	99%
Director of Transportation	\$58,984	\$65,447	\$81,062	\$70,132	84%

**Note:**

- The Competitive Labor Market Average was calculated using a weighted formula: 70% from other school district data and 30% from published salary survey data.

# SAMPLE: External Labor Market Study – Exhibit III

Labor Market Summary  
Exhibit III  
Recommended Salary Ranges

Competitive Labor Market Range				
Position Title	Salary Range <i>Minimum</i>	Salary Range <i>Midpoint</i>	Salary Range <i>Maximum</i>	Width of Range
<i>Director of Business and Operations</i>	N/A	\$70,263	N/A	N/A
<b>Competitive Labor Market Range</b>	<b>\$80,106</b>	<b>\$94,242</b>	<b>\$108,379</b>	<b>30%</b>
<i>Elementary School Assistant Principal</i>	N/A	\$75,000	N/A	N/A
<b>Competitive Labor Market Range</b>	<b>\$76,891</b>	<b>\$90,460</b>	<b>\$104,029</b>	<b>30%</b>
<i>Elementary School Principal</i>	N/A	\$90,000	N/A	N/A
<b>Competitive Labor Market Range</b>	<b>\$87,457</b>	<b>\$102,891</b>	<b>\$118,325</b>	<b>30%</b>
<i>Food Service Director</i>	N/A	\$35,000	N/A	N/A
<b>Competitive Labor Market Range</b>	<b>\$39,650</b>	<b>\$46,647</b>	<b>\$53,644</b>	<b>30%</b>
<i>High School Principal</i>	N/A	\$92,250	N/A	N/A
<b>Competitive Labor Market Range</b>	<b>\$89,709</b>	<b>\$105,540</b>	<b>\$121,371</b>	<b>30%</b>
<i>Middle School Dean of Students/District Athletic Director</i>	N/A	\$96,153	N/A	N/A
<b>Competitive Labor Market Range</b>	<b>\$83,808</b>	<b>\$98,598</b>	<b>\$113,388</b>	<b>30%</b>
<i>Middle School Principal</i>	N/A	\$102,748	N/A	N/A
<b>Competitive Labor Market Range</b>	<b>\$87,751</b>	<b>\$103,237</b>	<b>\$118,722</b>	<b>30%</b>
<i>Director of Transportation</i>	N/A	\$58,984	N/A	N/A
<b>Competitive Labor Market Range</b>	<b>\$59,612</b>	<b>\$70,132</b>	<b>\$80,651</b>	<b>30%</b>

**Note:**  
Salary ranges were calculated using the following formulas:

- Minimum = Midpoint – (Midpoint × 0.15)
- Maximum = Midpoint + (Midpoint × 0.15)

# Salary Schedule 2025-2026

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Level 1 - High School Principal	Base	\$89,709	\$92,400	\$95,172	\$98,027	\$100,968	\$103,997	\$107,117	\$110,331	\$113,641	\$117,050	\$120,561
	Longevity	\$2,691	\$2,772	\$2,855	\$2,941	\$3,029	\$3,120	\$3,214	\$3,310	\$3,409	\$3,511	\$3,617
Level 2 - Middle School Principal	Base	\$87,751	\$90,384	\$93,095	\$95,888	\$98,765	\$101,727	\$104,779	\$107,923	\$111,160	\$114,495	\$117,930
	Longevity	\$2,633	\$2,712	\$2,793	\$2,877	\$2,963	\$3,052	\$3,143	\$3,238	\$3,335	\$3,435	\$3,538
Level 3 - Elementary School Principal	Base	\$87,457	\$90,081	\$92,783	\$95,567	\$98,434	\$101,387	\$104,428	\$107,561	\$110,788	\$114,112	\$117,535
	Longevity	\$2,624	\$2,702	\$2,783	\$2,867	\$2,953	\$3,042	\$3,133	\$3,227	\$3,324	\$3,423	\$3,526
Level 4 - Middle School Dean of Students/District Athletic Director	Base	\$83,808	\$86,322	\$88,912	\$91,579	\$94,327	\$97,156	\$100,071	\$103,073	\$106,165	\$109,350	\$112,631
	Longevity	\$2,514	\$2,590	\$2,667	\$2,747	\$2,830	\$2,915	\$3,002	\$3,092	\$3,185	\$3,281	\$3,379
Level 5 - Director of Business and Operations	Base	\$80,106	\$82,509	\$84,984	\$87,534	\$90,160	\$92,865	\$95,651	\$98,520	\$101,476	\$104,520	\$107,656
	Longevity	\$2,403	\$2,475	\$2,550	\$2,626	\$2,705	\$2,786	\$2,870	\$2,956	\$3,044	\$3,136	\$3,230
Level 6 - Elementary School Assistant Principal	Base	\$76,891	\$79,198	\$81,574	\$84,021	\$86,541	\$89,138	\$91,812	\$94,566	\$97,403	\$100,325	\$103,335
	Longevity	\$2,307	\$2,376	\$2,447	\$2,521	\$2,596	\$2,674	\$2,754	\$2,837	\$2,922	\$3,010	\$3,100
Level 7 - Director of Transportation	Base	\$59,612	\$61,400	\$63,242	\$65,140	\$67,094	\$69,107	\$71,180	\$73,315	\$75,515	\$77,780	\$80,114
	Longevity	\$1,788	\$1,842	\$1,897	\$1,954	\$2,013	\$2,073	\$2,135	\$2,199	\$2,265	\$2,333	\$2,403
Level 8 - Food Service Director	Base	\$39,650	\$40,840	\$42,065	\$43,327	\$44,626	\$45,965	\$47,344	\$48,764	\$50,227	\$51,734	\$53,286
	Longevity	\$1,190	\$1,225	\$1,262	\$1,300	\$1,339	\$1,379	\$1,420	\$1,463	\$1,507	\$1,552	\$1,599

# SAMPLE: Internal Labor Market & Classification Study – Compensable Factors

## Compensable Factor: Group #2 Labor Market and Classification Study

### Points, Weight, and Level by Factor:

Compensable Factor	Relative Weight	Total Points	Minimum Point Value	Levels
I. Education	15%	150	25	5
II. Experience	25%	250	50	5
III. Fiscal Responsibility	10%	100	25	4
IV. Complexity	15%	150	25	5
V. Communication	10%	100	25	4
VI. Decision Making Authority	15%	150	25	4
VII. Interactions and Interpersonal Skills	10%	100	25	4
<b>Total</b>	<b>100%</b>	<b>1000</b>		

# SAMPLE: Internal Labor Market & Classification Study – Factor Descriptions for Assigning Points:

## Factor Descriptions for Assigning Points:

Factor I: Education			
Low	Level	Description	Points
↓ High	1	Associate's Degree or 2-year equivalent.	25
	2	Bachelor's Degree or 4-year equivalent.	50
	3	Bachelor's Degree or 4-year equivalent and extensive training or advanced certification / licensing.	100
	4	Master's Degree (or equivalent)	150

Factor II: Experience			
Low	Level	Description	Points
↓ High	1	Requires less than 12 months of related experience.	50
	2	Requires one to three years of related experience.	100
	3	Requires three to five years of related experience.	150
	4	Requires five to seven years of related experience.	200
	5	Requires seven to ten years (or more) of related experience.	250

Factor III: Fiscal Responsibility			
Low	Level	Description	Points
↓ High	1	Little to no responsibility for financial transactions.	25
	2	May have some responsibility for processing financial transactions, completing purchase orders, tracking financial transactions, or assisting with other financial matters.	50
	3	Manages or oversees the authorization of expenditures or assists with financial matters in accordance with established organizational policies and procedures. May be responsible for budget planning, monitoring budget adherence, and / or purchasing.	75
	4	Has significant responsibility for financial activities such as setting the budget, preparing or monitoring financial activities and managing other fiscal functions. The incumbent has the authority to make recommendations in the absence of detailed written procedures and often exercises independent judgement.	100

Factor IV: Complexity			
Low	Level	Description	Points
↓ High	1	Tasks are multiple and focus more on single processes. Work is sometimes standardized and sometimes varied. Past experiences and available resources are used to identify issues and solve problems.	25
	2	Job duties allow for noticeable contributions to the organization and the incumbent employs multiple troubleshooting techniques to resolve situations.	50
	3	Tasks are multiple and diverse with some interrelationship across processes. Handles some unrelated functions and work requires the direct application of a variety of procedures and policies to solve challenging problems.	100
	4	Job duties and responsibilities are complex, varied, and require extensive analysis and problem-solving skills. Work tasks require the utilization of cross-functional teams to solve varied and complex problems.	150

## SAMPLE: Internal Labor Market Study – Compensable Factor Ranking by Position with Assigned Point Values

Group #2 Positions								
Position Title	Education	Experience	Fiscal Responsibility	Complexity	Communication	Decision Making Authority	Interactions and Interpersonal Skills	Total Points
Senior Meeting & Event Planner	50	200	100	150	100	150	100	850
Senior Examinations Administrator	50	200	100	150	100	150	100	850
Board Governance Administrator	50	200	50	100	100	100	75	675
Medical Affairs Administrator	50	200	50	100	100	100	75	675
Strategic Initiatives & SysTech Projects Administrator	50	200	50	100	100	100	75	675
Strategic Initiatives & Board Governance Administrator	50	200	50	100	100	100	75	675
Executive Administrator	50	200	50	100	100	100	75	675
Examination Development Specialist	50	150	50	150	100	100	75	675
Equipment and Facilities Specialist	50	150	75	150	75	100	75	675



# Professional Development



# Implementing Effective Professional Development Programs

## Challenges:

- Lack of time and resources to provide staff with ongoing.
- Relevant training while minimizing disruption to classroom activities.
- Aligning professional development with both district goals and individual teacher needs.
- Staff are often at different stages in their careers.
  - Need for tailored learning opportunities.
- Budget constraints.
- Measuring the long-term impact of professional development.

# Identifying Skill Gaps

- Determine what skills staff have.
  - What skills they will need in the future.?
- Conduct a skills gap analysis:
  - The process used to identify specific skills required to perform a certain task or role.
  - Compare those skills against the actual skills employees have.
  - Identify the gaps and work to close them.
  - Ensure the district is ready for changes and challenges.
- The analysis will:
  - Prompt essential management questions.
  - Expose latent staffing problems.
  - Promote increased efficiency and productivity.
- Yearly evaluations are necessary, or when new positions are created or new people come on board.

# Skill Gaps Analysis

- Consult with senior leaders and managers.
  - What are the business goals?
  - What are the trends in the industry?
  - What skills will workers need to keep up with those trends?
- Examine current staff functions and skills.
- Review HR records that contain:
  - Accident and safety reports
  - Exit interview notes
  - Performance evaluations
- Conduct individual interviews with staff and managers, as this may reveal a need for new training.



# Closing the Gap

- Implement
  - Keeping your budget in mind
  - Determine necessary training resources
  - Plan for staff coverage while they're learning new skills
- Measure
  - Give opportunities to use new skills
- Repeat
  - Completing a skills gap analysis should become a part of the culture
  - Continue to update staff skills
- Communicate
  - Let staff know how it will help them and the district
  - Goal is to build strengths and address weaknesses



# Succession Planning



# Succession Planning – Why is this such a ‘hot topic’ in schools?

- Difficult topic to discuss.
- Lack of internal employee development.
  - Managers feel employees are not ready.
  - Employees feel they don’t have promotional opportunities.
- Increased Turnover
  - Retirements
  - Burnout
  - Pursue new career opportunities
  - Work-from-Home
  - More money



# Current Trends

- Shifting demographics
  - Mobile society = higher turnover
- Increasingly specialized positions
  - Position-specific knowledge
- Talent shortages
  - Lack of qualified candidates
  - Competition with other organizations
- Economic instability
  - Limited resources/downsizing
- Reduced employee loyalty
  - “Job hopping” no longer a stigma



# Succession Planning

1	2	3	4	5	6	7
Identifying legal issues to consider.	Establishing present and future leadership roles and objectives.	Selecting key employees.	Evaluating the strengths, weaknesses and readiness for succession in key employees.	Planning for the individual development of and ways to retain key employees.	Identifying emergency positions without successors.	Planning for positions that cannot be filled internally.

# Keeping the Plan current

- How will the plan be kept current?
- Develop a recurring time frame, whether semiannually or annually.
- Determine the effectiveness of the existing plan.
- Determine whether the current plan still meets the organizational objectives.
- Determine whether the candidates have changed and make necessary adjustments in the plan.
- Assess and develop new candidates.



# Talent Management



# What is your EVP?

- The balance of rewards and benefits that are received by employees at work.
- Employer branding.
- What do your employees say?
  - Employee engagement / satisfaction survey.
  - Exit interviews.

Rank	Attraction Drivers	Retention Drivers
1	Base pay/salary	Base pay/salary
2	Job security	Career advancement opportunities
3	Career advancement opportunities	Physical work environment
4	Challenging work	Job security
5	Opportunities to learn new skills	Ability to manage work-related stress
6	Reputation of the organization	Relationship with supervisor/manager
7	Health and wellness benefits	Trust/confidence in senior leadership

Source: Willis Towers Watson, 2016 *Global Talent Management and Rewards*, and *Global Workforce Studies*.

# Talent Acquisition Best Practices

1. Up to date position description(s)
2. Identify and execute a successful sourcing campaign
3. Credential review
4. Telephone screens
5. On-site interviews
6. Assessments
7. Hiring department interview
8. Background / reference checks
9. Employment offer



# Job Descriptions

- Legal reasons
- Simplifies the hiring process
- Provides guidelines for what is expected from the position
- Communicates major duties / responsibilities
- Establishes a basis for performance evaluations
- Assists in benchmarking jobs for compensation purposes
- Improves employee onboarding and training / development opportunities.

# Onboarding

- Provide employees with the knowledge and tools necessary to succeed in a new position.
- The bridge between the hiring process and productivity.
- Pre-employment through the end of the first year.
- Manager to take charge of the onboarding process.
- Employees are deciding if they like the company, culture, and position.



# The Benefits of Best-in-Class Onboarding

Best-in-class onboarding has a host of proven benefits.

- ✓ **Increased retention**
  - ✓ **Increased productivity**
  - ✓ **Higher employee engagement**
  - ✓ **Shorter time-to-productivity**
- Subpar onboarding can lead to problems.
    - Employees need onboarding to properly acclimate to their new work environment.
  - This process is critical for retention
    - 91% of new hires say they will quit a new job in the first month if it doesn't align with their expectations



# Common Causes of Weak Onboarding

## 1. Limited resources

- Lack of time, money, or personnel to spare for a yearlong onboarding process.
- Onboarding doesn't require much after the first few months.

## 2. Lack of leadership support

- Poor onboarding experience leads to higher employee turnover, which in turn leads to higher recruiting costs.
- Investments in onboarding can save the company money.

## 3. Pressure to perform

- New hires tend to reach their full potential faster if they go through formal onboarding.
- Throwing new staff into the deep end sets them up for failure.

Set aside dedicated time for onboarding to support new staff. This helps staff learn their roles effectively and begin contributing meaningfully to district operations.



# Employment Law



# Governance

1. State and Federal Laws, MDE/USDE Rules and Regulations, Federal and State Court Decisions
2. Board of Education Policy
3. Administrative Guidelines, Forms
4. Employee Handbook, Student Handbook, Athletic Handbook, Transportation Handbook, Student Code of Conduct



# Freedom of information act (FOIA)

- What is FOIA?
  - Law of disclosure
  - Protected information
- What this means:
  - Upon proper notice, requires the disclosure for inspection or copying of most public records.
  - Predates email, texting, “tweets,” cell phones and other modern communication equipment.
  - Does not require the district to create reports or projections which did not exist prior to the request.
- You have five days to reply but can extend to ten if needed.
- If denying a request, declare a reason (i.e. student names and addresses).
  - Provide the right to repeal your denial.
- Keep all requests and responses on file for one year.
- You can charge for employee time and for copies to assemble a response.
  - Advise the person in advance.
  - May request up to 50% in advance for a large request.



# Public Employment Relations Act (PERA)

- Mandates that a public employer must bargain collectively with representatives of its employees
  - Must be selected by most of the employees in an appropriate unit
  - Can be voluntarily recognized
  - Typically, a union
- Can request information that must be compiled by the employer so the union can prepare or continue to bargain.
- Within 30 days, employer must provide:
  - ✓ Name, address, phone number
  - ✓ Classification
  - ✓ Work email
  - ✓ Hire date
  - ✓ Status (full/pt time)
  - ✓ ID #



# Staying Current

## Top Resources for HR Best Practices and Employment Law:

- **Government & Official Agencies:** The U.S. Department of Labor (DOL) and Equal Employment Opportunity Commission (EEOC) sites provide, direct, and authoritative updates on federal regulations.
- **MSBO:** Supports the ongoing professional development of school business officials. Provides access to information and training that is specific to Michigan law and regulation; and provides a basis for advancing professionalism of Human Resource Specialists in Michigan schools.
- **Professional Associations:** SHRM (Society for Human Resource Management) offers compliance resources, conferences, and a Multi-State Law Comparison Tool.
- **Newsletters & Publications:** Subscribing to sources like HR Brew, Panther Workforce Solutions, and law firm bulletins keeps professionals updated on emerging trends and regulatory changes.
- **Educational Resources:** Attending webinars from employment attorneys, utilizing the DOL E-laws advisor tool, and participating in specialized seminars.



# Employee Retention



# Retention

Regularly soliciting employee feedback allows districts to identify gaps and address issues early.

- Common feedback methods include:
  - Pulse surveys
  - One-on-one meetings
  - Exit interviews
  - Stay interviews
- Exit interviews:
  - Provide valuable feedback from departing employees
  - Often occur too late to prevent turnover
- Stay interviews:
  - Offer proactive insight from current employees
  - Allow organizations to address issues before they impact retention



# Teacher Retention

Teacher shortages and retention challenges are critical issues affecting schools across Michigan.

- Teachers often feel overwhelmed by:
  - Working conditions
  - Low salaries
  - Insufficient administrative support
  - Large class sizes
  - Excessive administrative duties
  - Lack of professional development opportunities
  - High stress
  - Burnout
- Focus improving working conditions and providing better support systems for teachers.
  - Offer mentorship programs for new teachers
  - Create pathways for professional growth
  - Fostering a positive work culture
  - Administrative support is key

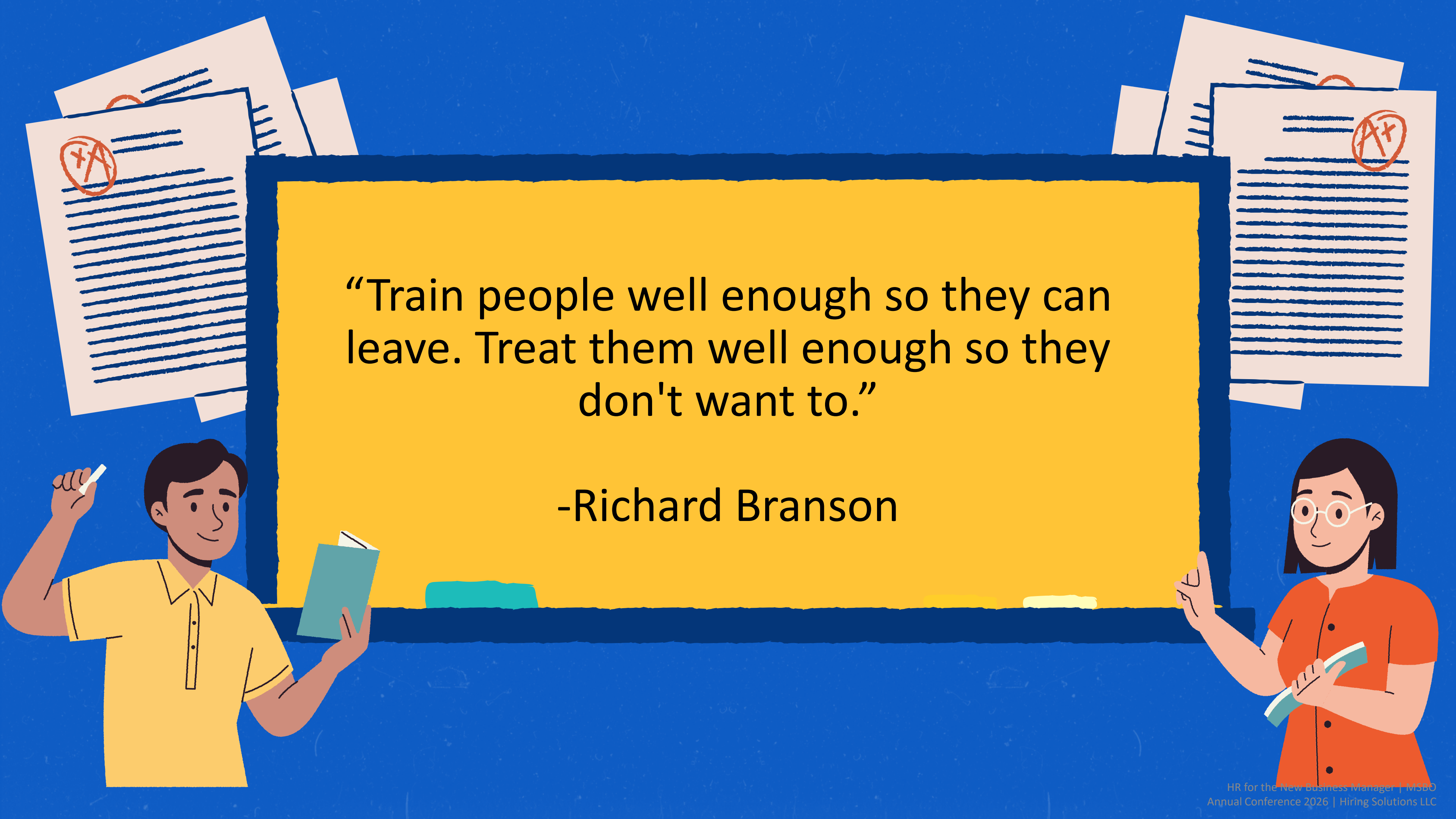
Teachers who feel valued and supported are more likely to remain in their positions.



## 5 Strategies for HR Leaders to Enhance Employee Retention

1. Don't rely solely on salary as a retention tool
  - Adopt comprehensive retention strategies that emphasize flexibility and foster a positive work environment
2. Prioritize work/life balance and flexibility
3. Foster a positive environment and an inclusive culture
4. Offer advancement and growth opportunities
  - Provide professional development workshops and access to e-learning courses
5. Empower employees to use AI and other new technologies
  - Train staff on best practices and set clear AI policies



An illustration of a classroom setting. A large yellow whiteboard with a dark blue border is the central focus. On the whiteboard, a quote is written in black text. Below the quote, the name '-Richard Branson' is written. To the left of the whiteboard, a man with dark hair, wearing a yellow polo shirt, holds a white marker in his right hand and a blue folder in his left. To the right, a woman with dark hair and glasses, wearing an orange short-sleeved shirt, holds a blue folder and a pen. The background is a solid blue color. In the top corners, there are stacks of papers with horizontal lines and a red 'X' mark on each. The whiteboard has a small blue eraser on the left and a yellow eraser on the right.

“Train people well enough so they can leave. Treat them well enough so they don't want to.”

-Richard Branson

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**Thank you for being here!**

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