



LITTLE ROCK SCHOOL DISTRICT

TEACHER AND ADMINISTRATOR RECRUITMENT AND RETENTION REPORT

2023-2024



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REPORT TEMPLATE PROVIDED BY ADE

ARKANSAS DIVISION OF ELEMENTARY AND SECONDARY EDUCATION TEACHER AND ADMINISTRATOR RECRUITMENT AND RETENTION PLAN

Pursuant to Ark. Code Ann. § 6-17-1901, *et seq.*, all school districts and open-enrollment charter schools must prepare and post to their website by August 1st of each year a three (3) year Teacher and Administrator Recruitment and Retention Plan. An employee must be designated to coordinate the implementation of the plan. Plans must be reviewed and updated annually and must include, but are not limited to, the following:

- Annual goals for
 - Recruiting and Retaining* teachers/administrators of minority races/ethnicities who increase diversity among staff and, at a minimum, reflect the racial/ethnic diversity of the district's students;
 - Increasing the number of students* who pursue careers in education with an emphasis on students of minority races/ethnicities;
- The actions and steps taken/will take to meet each of the goals;
- The progress in meeting each of the goals;
- The evaluative methods it will use to measure progress towards meeting the goals;
- If applicable, the reasons for not meeting previous goals and the steps it will take to overcome those reasons;
- Local data related to educator recruitment and retention

The plan **must include** the following local data:

Racial/ethnic composition of the

- Student body of the district or charter school (22-23 school year) - [LEA Insights >Enrollment](#)
- Teachers employed (previous 3 school years) - [LEA Insights > Human Capital > Overview > Certified Teaching Staff](#)
- Administrators employed (previous 3 school years) -[eFinance>Personnel>Job Assignment>Administrator Counts](#) or [LEA Insights > Human Capital > Overview > Staff Details > Search by Job Code](#)
- Residents of the district or charter school (most current data) - [State Census Data](#)

Note: Fillable data tables are provided in Appendix A. Districts can also download data from the locations provided above to meet the data requirements of the plan.

Districts are **encouraged** to review the additional data points below in order to justify goals or evaluate effectiveness of actions.

Racial/ethnic composition of the:

- Teacher and administrator applicant pool
- Teachers and administrators hired
- Teachers leaving the district (attrition)

Racial/ethnic composition of the:

- % of student population enrolled in DCTE Pre-Educator program-CTE Coordinator
- % of student population participating as active members of Educators Rising-CTE Coordinator
- % of student population who receive the Certified Teaching Assistant (CTA) credential-CTE Coordinator
- % of student population indicating education as a career choice in [Student Success Plans](#)

Data Related to Teacher Quality

- Years of experience
 - % of novice teachers-[LEA Insights>Human Capital>Overview](#)
 - Average years of experience- [LEA Insights>Human Capital>Overview](#)
- Teacher Attainment

- Teachers with master's degrees or higher- [LEA Insights>Human Capital>Public Educators](#)
- National Board Certified Teachers- [LEA Insights>Human Capital>National Board Certified Teachers](#)
- Teachers with Lead/Master designations- [LEA Insights>Human Capital>Public Educators](#)
- Licensure exception data- [LEA Insights>Human Capital>License Types and Exceptions](#)
- Overall attrition-[LEA Insights>Human Capital>Attrition](#)

Student Growth and Achievement Data

- Student assessment data-myschoolinfo.arkansas.gov>select district>custom report>student assessment

All plans must reflect data analysis.

The Little Rock School District does not discriminate on the basis of race, color, sex, age, marital status, sexual orientation, national origin, religion, or disability in matters affecting employment or in providing access to programs.

RECRUITMENT AND RETENTION PROSPECTUS

Little Rock School District (LRSD) is committed to attracting, hiring, and retaining the highest quality educators to fill classroom, administrative, and support staff positions. The Department of Human Resources (HR) has the responsibility of assessing staffing needs, as well as planning and coordinating recruitment activities for the school district. The **Minority Recruitment Report** serves as a tool for budgeting and planning of recruitment efforts. In order to address staffing needs in critical shortage areas and remain competitive with other school districts within our region, we must continually re-focus our recruitment efforts. In general, LRSD focuses its recruitment efforts on six general targeted areas:

- ✱ Individuals to teach in critical need areas, including special education, mathematics (7-12), sciences (7-12 certified), Spanish, and other foreign languages.
- ✱ Minority candidates, especially African-American candidates, in all areas. Recruiting emphasis is also placed on Latino/Hispanic candidates (*a person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race*).
- ✱ Male candidates for elementary, middle, and high schools.
- ✱ Individuals with middle-grade certification and specific training, particularly core academic subjects.
- ✱ Underrepresented employee groups for specialty and administrative positions.
- ✱ Increase recruitment and retention rates of highly qualified employees and ensure compensation of all staff remains competitive in LRSD's market area.

For LRSD to successfully recruit and retain the highest-quality educators, our school community must continue to develop a culture in which everyone is a "recruiter."

Three Year Action Plan

After analyzing all relevant data, the district will use the spaces below to develop a three-year action plan to address identified needs. Refer to Appendix B for resources to support plan development.

Focus Area: Recruiting a diverse, representative educator workforce that meets the needs of all students

If multiple goals are created, copy and paste the template for each goal.

Recruitment Goal	<p>The goal of the Little Rock School District is that the recruitment and retention plan is strategic to hire highly qualified staff and develop staff to promote employee retention.</p> <p>Increase recruitment and retention rates of highly qualified teachers and administrators. Rank among Arkansas's top five school districts in teacher salaries at every educational level by August 2024 and remain there every year hereafter; ensure salaries of all staff remain competitive.</p> <p>LRSD staff composition will reflect the diversity of the student population.</p>
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Which of the following best describes the recruitment goal?

<input type="checkbox"/>	New Goal
<input checked="" type="checkbox"/>	Extension of a goal from previous year

Action Plan

Describe the steps your district will take over the next three years to meet the recruitment goal. (Lines can be added for additional Action Steps)

Description	Person(s) Responsible	Target Date
Action Step		
We will develop the framework for the three-year plan including foundational, strategic advancement, and transformational strategies including ways to sustain and evaluate recruitment and retention success.	Robert Robinson, Executive Director of Human Resources HR Directors and Supporting Staff Chief HR/Compliance Officer – Division Leader	December 2023 Ongoing

Action Step	<p>Develop a workforce planning system (a long-term look forecasting position openings for staff recruitment).</p>	<p>Robert Robinson, Executive Director of Human Resources</p> <p>Chief HR/Compliance Officer – general supervision</p> <p>Computer Information Services (selected staff)</p>	<p>Ongoing</p>
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Action Step	<p>Develop a recruitment and retention plan in alignment with the employee life cycle:</p> <p><u>ACTION ITEMS</u></p> <ol style="list-style-type: none"> 1) Talent Attraction <ul style="list-style-type: none"> -Website Enhancements -LRSD Marketing Recruitment -Active Candidate Strategy -Job Fairs/Recruitment Fairs -Alternative Certification Pathways -Future Teacher Programs/Collegial Connections 2) Talent Acquisition and Selection <ul style="list-style-type: none"> -Initial Reach-Out to Applicant -Applicant Screening -Interviewing Process and Team Training -Video Interviewing 3) New Employee Onboarding <ul style="list-style-type: none"> -Job Offer Process -Pre-First Day Welcome -New Hire Training Plan -Onboarding District/Site Activities 4) New Employee Integration <ul style="list-style-type: none"> -Core Value Activities -Student Activity Opportunities -New Employee 30/90 Day Surveys -Collegial Connections 5) Employee Retention and Engagement <ul style="list-style-type: none"> -Compensation Benchmarking -Total Employee Rewards -Time Off Enhancement -Employee Recognition -New Hire Employee Satisfaction Surveys -Job Description Right-sizing -Stay Interview Action Plans and Communication -Career Development Plans -Retention Bonuses 6) Employee Management and Separation <ul style="list-style-type: none"> -Off-boarding -Annual Performance Review <p>Note: Strategies for each phase of the employee life cycle must be included.</p>	<p>Robert Robinson, Executive Director of Human Resources</p> <p>HR Administrators</p> <p>Chief HR/Compliance Officer</p>	<p>December 2023 Ongoing</p>
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What evidence will be used to determine if the recruitment goal is met? (Include baseline data and expected outcome)

A detailed recruitment and retention plan approved by the board will be in place in alignment with LRSD strategic plan for staff empowerment and student success.

Review Progress (After Baseline Year)

Describe progress made toward the recruitment goal and any improvements or adjustments that were made to the action plan to overcome barriers to plan success.

LRSD Recruitment Master Plan previously approved by the LRSD will be reevaluated in alignment with a revised plan reimagining LRSD. Please see appendix C.

Focus Area: Retaining a diverse, representative educator workforce that meets the needs of all students

If multiple goals are created, copy and paste the template for each goal.

Retention Goal	The Little Rock School District's retention goal for full-time staff will not be less than 93% for selected employee groups.
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Which of the following best describes the retention goal?



New Goal



Extension of a Goal from previous year

Action Plan

Describe the steps your district will take over the next three years to meet the retention goal. (Lines can be added for additional Action Steps)

	Description	Person(s) Responsible	Target Date
Action Step	Develop LRSD employee engagement and data input for recruitment and retention purposes, including staff engagement tools: 1) Employee engagement survey 2) Stay Interviews 3) New hire surveys 4) Exit Interviews 5) Day One-on-One Interviews End Result: Staff engagement data: sharing, feedback, and opportunities.	Robert Robinson, Executive Director of Human Resources Chief HR/Compliance Officer Computer Information Services (selected staff)	March 2024
Action Step	Provide recruitment and retention bonuses	Robert Robinson, Executive Director of Human Resources Chief HR/Compliance Officer Superintendent Deputy for Finance and Operations	November 2023

What evidence will be used to determine if the retention goal is met? (Include baseline data and expected outcome)

Staffing analysis annually will track retention success.

Review Progress (After Baseline Year)

Describe progress made toward retention goal achievement and any improvements or adjustments that were made to the action plan to overcome barriers to plan success.

Resolution of the LRSD Board of Education approved an employee compensation values and right-sizing district salaries resolution to strengthen employee recruitment and retention efforts. Also, LRSD Board of Directors approved a resolution on granting employee retention incentives.

LRSD resumed in-person teacher job fairs recruiting trips and the LRSD District Wide Employment Job Fair targeting certified and classified potential applicants for immediate and future position openings.

PRELIMINARY/PROPOSED Recruitment and Retention Incentives for school leaders and teachers: (a) finalized incentives for the 2023-24 school year funded via ESSER. (b) LRSD Foundation will be re-established and a development strategy will be implemented to secure funding for incentives for the 2024 school year and beyond. Incentive amounts and incentive criteria are subject to change at the district's discretion. Please see Appendix B for detailed list of incentives in alignment with Priority Schools and Non-Priority Schools as defined by LRSD.

Special Note: Incentive Initiatives must comply with Arkansas LEARNS Act Guidelines. Dean of Students in LRSD are not certified administrators.

Focus Area: Increasing the number of students who pursue careers in education with an emphasis on students of minority races and ethnicities

If multiple goals are created, copy and paste the template for each goal.

Student Goal	Develop and implement long range recruitment plan via career development and future teacher programs.
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Which of the following best describes the student goal?

<input type="checkbox"/>	New Goal
<input checked="" type="checkbox"/>	Extension of a Goal from previous year

Action Plan

Describe the steps your district will take over the next three years to meet the student goal. (Lines can be added for additional Action Steps)

	Description	Person(s) Responsible	Target Date
Action Step	A key concept in addressing future staffing needs is the proposed Career Opportunity Program (COP): an organized, formalized, planned effort to achieve a balance between non-certified employees' career needs and LRSD's teacher workforce requirements.	Robert Robinson, Executive Director of Human Resources HR Directors Instructional Leadership Ad Hoc Teams	Ongoing

Action Step	Develop Future Teacher Clubs and Programs	Robert Robinson, Executive Director of Human Resources HR Directors Principals and Sponsors	Ongoing
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What evidence will be used to determine if the student goal is met? (Include baseline data and expected outcome)

Prospects will be tracked throughout the education pipeline (from high school to college and return to LRSD teaching).

Review Progress (After Baseline Year)

Describe progress made toward student goal achievement and any improvements or adjustments that were made to the action plan to overcome barriers to plan success.

N/A

Appendix A

Required Data

Districts must include the data below as part of their Teacher and Administrator Recruitment and Retention Plan. Districts may complete the template below or download data from locations outlined on the title page in order to meet plan requirements.

SY 22-23 Data	% American Indian	% Asian	% Black/African American	% Hawaiian/Pacific Islander	% Hispanic/Latino	% Two or More Races	% White
Student Body	0.5065%	3.4318%	59.2252%	0.134%	16.6277%	0.6754%	19.399%
Teachers	0.0000%	0.00400%	43.0000%	0.0000%	0.01125%	0.0000%	57.000%
Administrators	0.0000%	0.0200%	60.0000%	0.0000%	0.0000%	0.0000%	39.5000%
Residents	0.4%	3.1%	41.2%	0.1%	7.8%	3.3%	45.1%

Previous Yrs Data	% American Indian	% Asian	% Black/African American	% Hawaiian/Pacific Islander	% Hispanic/Latino	% Two or More Races	% White
21-22							
-Teachers	0.0000%	0.00460%	41.1800%	0.0000%	0.01125%	0.0000%	58.800%
-Admin	0.0000%	0.0200%	60.4800%	0.0000%	0.0000%	0.0000%	39.5000%
20-21							
-Teachers	0.0000%	0.0067%	0.3016%	0.0000%	0.0082%	0.0000%	0.4733%
-Admin	0.0000%	0.0000%	0.6071%	0.0000%	0.0000%	0.0000%	0.3928%

Appendix B
PRELIMINARY/PROPOSED Recruitment and Retention Incentives
LRSD Tiered Support Plan Excerpt

School Staff Incentives (Preliminary/Planning Proposal)

A. Tiered Support Plan Theories of Action:

1. The most effective strategy to significantly transform and sustain improvement in a low performing school is ensuring that schools are led by a **highly effective** instructional and organizational leader and ensuring that every classroom has a highly effective teacher providing instruction and support to students.
 - New process to select and place principals in LRSD schools (principal pool process)
 - Improved and targeted systems in place to support and develop school leaders and teachers
 - **New recruitment and retention incentives for school leaders and teachers***
 - Addressing and ushering in a culture of accountability and empowerment in LRSD
2. Significant and sustained transformation of student learning outcomes in all LRSD schools will not occur unless and until we at least double the percentage of students reading proficiently by 3rd grade districtwide (currently at 30% proficient) and at least 50% 3rd grade reading proficiency benchmark at each LRSD school.
 - Prioritizing supports and resources to our highest need elementary schools while ensuring tier II and autonomous elementary schools do not regress and continue making progress
 - Refining, defining, and implementing an early literacy strategy districtwide
 - Revising and improving literacy related curricular and assessment strategy

B. *New PRELIMINARY/PROPOSED recruitment and retention incentives for school leaders and teachers*

- a. Finalized incentives for 2023-24 to be funded using ESSER
- b. The LRSD Foundation will be re-established and a development strategy will be implemented to secure funding for incentives for 2024 and beyond.
 - i. Incentive amounts and incentive criteria for leaders and teachers MAY change after 2023-24

	Priority Schools	Non-Priority Schools
Leadership Incentives	<ol style="list-style-type: none"> 1. Three year principal contract 2. \$10K principal salary supplement potential. <ul style="list-style-type: none"> • 6K base salary supplement. • Additional performance incentive up to 4K if the schoolwide growth goal is achieved. • ESSER funded in FY24. • Future incentive amount and funding source for FY25 and beyond TBD. <p>Estimated costs: 13 priority school principals = \$88,000 - \$175,500.00</p> 3. \$2.5K performance incentive for other priority school leaders (i.e. AP, Dean, etc.) if schoolwide growth goal achieved <ul style="list-style-type: none"> • ESSER funded in FY24. • Future amount and funding source for FY25 and beyond TBD. <p>Estimated costs: \$83,000</p> 	<ol style="list-style-type: none"> 1. \$2.5K performance incentive for all non priority school leaders (i.e. Principal, AP, Dean, etc.) if schoolwide growth goal achieved <ul style="list-style-type: none"> • ESSER funded in FY24. • Future amount and funding source for FY25 and beyond TBD. <p>Estimated costs: \$222,000</p>
Teacher/Certified	<ol style="list-style-type: none"> 1. \$5K retention stipend for teachers in priority schools tied to domain 4 and attendance 	<ol style="list-style-type: none"> 1. \$1.5K <u>minimum</u> performance incentive if schoolwide growth goal achieved

	Priority Schools	Non-Priority Schools
Staff Incentives	<ul style="list-style-type: none"> ESSER funded in FY24. Future amount and funding source for FY25 and beyond TBD <p>Estimated costs: 2.5 million</p> <p>2. \$1.5K <u>minimum</u> performance incentive if schoolwide growth goal achieved</p> <ul style="list-style-type: none"> ESSER funded in FY24. Future amount and funding source for FY25 and beyond TBD. <p>Estimated costs: \$750,000</p>	<ul style="list-style-type: none"> ESSER funded in FY24. Future amount and funding source for FY25 and beyond TBD. <p>Estimated costs: \$3.3 million</p>
Teacher Assistant Incentives	<p>1. \$1.5K <u>minimum</u> performance incentive if schoolwide growth goal achieved</p> <ul style="list-style-type: none"> ESSER funded in FY24. Future amount and funding source for FY25 and beyond TBD. <p>Estimated costs: TBD</p>	<p>1. \$1.5K <u>minimum</u> performance incentive if schoolwide growth goal achieved</p> <ul style="list-style-type: none"> ESSER funded in FY24. Future amount and funding source for FY25 and beyond TBD. <p>Estimated costs: TBD</p>
All other school-based Classified Staff Incentives	<p>1. \$1K performance incentive if schoolwide growth goal achieved</p> <ul style="list-style-type: none"> ESSER funded in FY24. Future amount and funding source for FY25 and beyond TBD. 	<p>2. \$1K performance incentive if schoolwide growth goal achieved</p> <ul style="list-style-type: none"> ESSER funded in FY24. Future amount and funding source for FY25 and beyond TBD.
PreK Teacher Incentives		<p>1. \$1.5K <u>minimum</u> performance incentive if schoolwide growth goal achieved</p> <ul style="list-style-type: none"> ESSER funded in FY24. Future amount and funding source for FY25 and beyond TBD.

	Priority Schools	Non-Priority Schools
		<p>Need to determine what metric we would use to determine school wide growth for an early childhood center.</p> <p>Estimated costs: TBD</p>
Estimated Incentive Totals	<p>Totals per employee group are being reassessed in light of recent changes and staff additions to the incentive proposal</p> <p><i>All school wide growth goal incentive estimates are based on 100% of schools and personnel meeting the criteria. In 2022, only 12 of 37 eligible schools actually met the growth goal. A more realistic estimate for incentive costs will be less than 50% of the total estimate indicated.</i></p>	

Appendix C

LRSD HR Strategic Plan

(previously approved by the LRSD currently under review)

Little Rock School District Human Resources Department

STRATEGIC PLANNING

HR Strategic Plan Progress Report

WHAT WE'VE ACHIEVED



GOAL 1: PIPELINE DEVELOPMENT AND TALENT MANAGEMENT

- ✓ HR has developed an Employer Value Proposition that is becoming a consistent communication method of the “why” of LRSD - defines how the District wants to be perceived by its employees and the value that employees get from working for the District. This is a foundational strategy.
- ✓ The District currently attends a variety of university job fairs
- ✓ To combat the teacher shortage, HR employs a variety of alternative certification pathways to teacher licensure.
- ✓ Human Resources is partnering with Teaching and Learning to develop strategies to maximize student participation with the Future Teachers program promoting authentic experiences for students.
- ✓ HR has implemented PowerSchool Unified Talent solution reducing duplication of data entry, faster hiring to onboarding, providing a single source for employee information, easy-to-use application design, etc.
- ✓ Review the evaluation status of any employee in real-time. Complete and view evaluations easily with a centralized location to review, approve, and sign documents. Employees can also complete tasks online.
- ✓ Stay interviews and Exit Interviews are currently in use.
- ✓ ON THE HORIZON: Strategies for each phase of the employee life cycle will be enhanced: Talent Attraction, Talent Acquisition and Selection, New Employee Onboarding, New Employee Integration, Employee Retention & Engagement, and Employee Management & Separation.



GOAL 2: STAKEHOLDER RELATIONSHIPS

- ✓ Collaborative partnerships to plan, anticipate, and respond cost-effectively to priorities in position classification, recruitment, and selection, including staffing

trends -safeguarding against working in silos and role confusion in the workplace are in place, increasingly productive, and promising.

- ✓ HR Website encourages assisted self-service for staff and supervisors looking to access people-related information.
- ✓ Key policy and procedural communications are in place.
- ✓ *ON THE HORIZON:* Sick Leave Bank and Sick Leave Management Plan are under review.



GOAL 3: WORKFORCE CULTURE

- ✓ *ON THE HORIZON:* Create a system-wide program to increase a sense of belonging, a feeling of value and contribution, and a positive culture in each school/department.



GOAL 4: CAREER AND PERFORMANCE MANAGEMENT STRATEGY

- ✓ We now manage and conduct employee evaluations online or in person, providing constructive feedback and recommending professional development in any setting - turning evaluations into growth plans. Further, the system can manage and supervise every staff position evaluation, from teachers and principals to bus drivers and librarians. Job Descriptions have been updated.
- ✓ Proactively provides templates, documentation support, and dedicated legal assistance to principals and supervisors addressing low performers, streamlining processes to make it possible to terminate low performers.
- ✓ *ON THE HORIZON:* Revised Career Development is currently under review.



GOAL 5: HR COMPLIANCE AND POLICIES

- ✓ Uniformed district staffing allocation plan with a mechanism to track approved exceptions specific to site needs is in place.
- ✓ *ON THE HORIZON:* Refine or create personnel policies that balance the interests of both management and staff. Revise or create personnel policies that meet state, local, and federal requirements.



GOAL 6: HR SYSTEMS AND DATA

- ✓ *ON THE HORIZON:* Develop a systematic approach that aligns with Human Resources and Payroll operations throughout the employee lifecycle.



GOAL 7: COMPENSATION PROGRAMS AND STRATEGY

- ✓ A Three-Year Comprehensive Compensation Plan approved by the Board is in operation.

Looking Ahead

A Recruiting Specialist and Performance Evaluations Specialist are warranted to right-size the HR Department.