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Memo

To Board of Education

From Kyla Johnson-Trammell, Superintendent
Tara Gard, Chief Talent Officer, Talent Division

Board Meeting Date January 13, 2021

Subject **Organizational Wellness Update**

Action Requested and Recommendation

Presentation to the Board of Education by staff on the status of the Organizational Wellness plan and teacher retention.

This presentation will serve as an update to the Board of Education on the status of programs implemented to address staff retention and wellness.

Background

In Fall 2017, the Talent Division invested in a Retention & Employee Development unit dedicated to the development of strategic Grow Our Own programming with an emphasis on providing an infrastructure of support to some of our most vulnerable educators: beginning teachers on emergency permits, disproportionately comprised of educators of color.

Starting in 2018, the Talent Division with support from OUSD Chief of Staff has raised over \$7.5 million to support Grow Our Own programming. During this time we have developed an Oakland Teacher Residency, developed and implemented a district-developed all staff retention survey to gather qualitative and quantitative data on push/pull factors for OUSD employees in partnership with labor unions, launched a cohort based support program at school sites with high numbers of teachers with emergency permits, developed collaborative partnerships with a number of local university partners invested in building a cohort approach for Oakland educators seeking licensure, and restructured the team to include recruitment and retention. Based on these efforts, we have observed the following:

10 Top Factors that Affect Retention (from Annual Retention Survey and Organizational Wellness Listening Campaign)

1. Professional Development
2. Mentorship and Support
3. Trauma Informed Care/Healing Centered Practices
4. Affordability/Salary
5. Sense of Connectedness to Students, Families, Peers, Supervisors
6. Access to Needed Resources to do Work Well



7. Systems that Support the Classroom (e.g. discipline)
8. Workload and Stress
9. Navigation through the Licensure Process
10. Sense of Feeling Valued and Ownership over One's Own Work

Additionally, in Spring 2018, the Health and Wellness Unit convened a cross-departmental Staff Wellness Subcommittee of the District Wellness Council to build upon and align efforts underway to improve employee well-being. This subcommittee conducted a data and landscape analysis to understand the key issues impacting staff wellness, and documented the relevant efforts and frameworks already being implemented across the organization. Additionally, this subcommittee engaged in a listening campaign with Principals, Teachers, and Central Office leaders to better understand wellness needs and to lift up the highest leverage strategies into a shared theory of action for staff wellness (strategies are integrated below). A second phase of the listening campaign is currently underway to hear from a broader range of stakeholders, including Custodians, School Nurses, School Security Officers, Para Professionals, Food Service Staff, and Clerical Staff. Key stakeholders in the design and implementation of staff wellness strategies include the following: Health and Wellness Unit and Behavioral Health Unit (Community Schools & Student Services), Talent Department, Social & Emotional Learning Unit (Academic and Instructional Innovation Department), Risk Management; Labor Unions, and community partners (e.g. The Teaching Well).

The Superintendent's Work Plan has provided strategic direction for the Oakland Unified School District to focus on three key areas: Thriving Schools, Thriving Students and Thriving District. In order to achieve our Mission and Vision, we must attract, develop, and retain highly effective employees. This work is primarily embedded within the Organizational Wellness priority.

Key strategies embedded in the Organizational Wellness Plan that are being implemented or developed to address organizational wellness, employee retention, and effectiveness.

Our students need equitable access to high quality teachers of color, OUSD needs to invest in growing our own local, diverse, representative educators.



Discussion

The Superintendent's strategic priorities has provided strategic direction for the Oakland Unified School District to focus on three key areas: Thriving Schools, Thriving Students and Thriving District. In order to achieve our Mission and Vision, we must attract, develop, and retain highly effective employees. This work is primarily embedded within the Organizational Wellness priority.

Key strategies embedded in the Organizational Wellness Plan that are being implemented or developed to address organizational wellness, employee retention, and effectiveness.

Our students need equitable access to high quality teachers of color, OUSD needs to invest in growing our own local, diverse, representative educators. Our primary areas of focus are to:

Fiscal Impact

Funds used to implementation and manage these current programs have been generated through philanthropic dollars and state grant funding.

Attachments

None