



EDUCATOR RECRUITMENT AND RETENTION TASK FORCE

Logic models assist organizations in planning, implementation, and evaluation for a program or programs. Logic models serve as a graphical representation of the various parts of a program(s) and the expected outcomes.

Below are logic models designed by the Educator Recruitment and Retention Task Force focused on the three focus areas of recommendations. These Logic models were designed from a Local Education Agency (LEA) perspective to be used as examples in addressing retention concerns.

<p>Problem Statement: Schools and districts in Arizona struggle to retain teachers beyond three years. This turnover has a massive cost for students and school systems.</p> <p>Essential Question: <i>How do we keep educators in schools past 3 years?</i></p>					
Resources/Inputs	Activities	Outputs	Short-Term Outcomes	Mid-Term Outcomes	Long-Term Outcomes
<i>If you have these in place...</i>	<i>...and you do these things...</i>	<i>...then you will deliver this...</i>	<i>...achieve these knowledge changes ...</i>	<i>...shape these attitudes and behaviors...</i>	<i>...and achieve these systemic outcomes.</i>
<p>LEA Induction w/ Robust Mentoring</p> <ul style="list-style-type: none"> • AZ Induction Standards • AZ Induction Toolkit • Guidance documents and resources for developing and sustaining programs • Funding knowledge • Research-based training for mentors 	<p>LEA Induction w/ Robust Mentoring</p> <ul style="list-style-type: none"> • Develop a general system of operations • Purposeful match of mentors with mentees • Purposeful selection of mentors & ongoing training • Differentiate program for teachers • Provide onboarding, induction, and 	<p>LEA Induction w/ Robust Mentoring</p> <ul style="list-style-type: none"> • Differentiated support and guidance to teachers new to the profession and new to the organization • Support and guidance to teachers needing assistance (pathway) • Engaging in professional development based on the needs of teachers 	<p>LEA Induction w/ Robust Mentoring</p> <ul style="list-style-type: none"> • Common language with Induction and support for teachers • Evidence of a robust induction system w/ mentoring • Promotion of Induction & Mentoring program to all stakeholders 	<p>LEA Induction w/ Robust Mentoring</p> <ul style="list-style-type: none"> • System implementation with fidelity • Increased positivity in culture • Share positive attributes and successes of the program 	<p>LEA Induction w/ Robust Mentoring</p> <ul style="list-style-type: none"> • Increased retention rates overall, specifically with teachers in years 0-4 • Quality Induction & Mentoring programs add to being an Employer of Choice

	ongoing coaching & mentoring <ul style="list-style-type: none"> Complete self-assessment of the program against Induction Standards and complete regularly (Min. of 3x per year) 				
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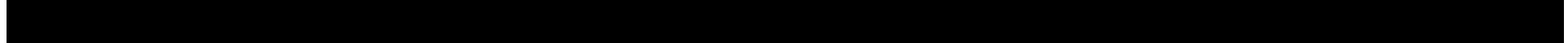


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LEA Teacher Voice <ul style="list-style-type: none"> Guidance documents and resources for systems designed to increase Teacher Voice (ADE/Task Force) Definitions of Teacher Voice from Task Force Training program of administrators in relational leadership and building cultures of high engagement Rationale for initiative (why?) 	LEA Teacher Voice <ul style="list-style-type: none"> Conduct self-assessments of utilizing the teacher voice Target <i>irreplaceable</i> teachers in building leadership and voice Develop a system of data gathering that is user/time friendly and captures ALL teacher voices Train site-based leaders 	LEA Teacher Voice <ul style="list-style-type: none"> Systems in place for teachers to have input on practices and initiatives that impact their daily work Teacher-led committees/work teams/leadership opportunities Opportunities for teacher input, feedback, and follow-up (Stay interviews, touchpoints, surveys) 	LEA Teacher Voice <ul style="list-style-type: none"> Knowledge of the definition of Teacher Voice Knowledge of the impact of increased teacher voice 	LEA Teacher Voice <ul style="list-style-type: none"> Administrators provide transparency in decision-making for site-based issues Teachers recognize their input is being heard and utilized when feasible. 	LEA Teacher Voice <ul style="list-style-type: none"> Retaining teachers past 3 years as a result of feeling valued within the workplace Improved decision-making as evidenced by data collection in priority areas Positive culture and climate within LEAs

	<ul style="list-style-type: none"> Aligning Teacher Voice to LEA mission and vision 	<ul style="list-style-type: none"> Protocols for soliciting teacher concerns, questions, and ideas 			
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<p>LEA Retention Plans</p> <ul style="list-style-type: none"> (ADE Task Force) Non-negotiable components of retention plans (ADE & WestED) Examples of retention plans (ADE & WestED) Resources for conducting stay interviews regularly (ADE & WestED) Working conditions surveys ADE & WestED) Staffing models for unfilled positions or underprepared teachers (ADE Task Force) Promising practices and action steps of 	<p>LEA Retention Plans</p> <ul style="list-style-type: none"> Develop a retention plan Use the Retention Priority Template to establish needed components Follow a model/example retention plan as a “starter” kit to meet your LEA needs Align the retention plan with the LEA strategic plan Utilize a common language/understanding of the process and desired outcomes Select a leadership team of stakeholders from 	<p>LEA Retention Plans</p> <ul style="list-style-type: none"> Deliver plan to stakeholders Ask for feedback and potential edits from stakeholders Reconvene to discuss feedback and edits Make the final retention plan available to develop transparency and awareness of the plan. 	<p>LEA Retention Plans</p> <ul style="list-style-type: none"> A communicated plan shares transparency and makes the plan real and formidable Understanding of the why before the how to develop stakeholder support 	<p>LEA Retention Plans</p> <ul style="list-style-type: none"> More transparency and involvement to lower attrition rates Creates new opportunities for varied sources of feedback and inclusion 	<p>LEA Retention Plans</p> <ul style="list-style-type: none"> LEA retention rate improves as a result of having a Retention Plan Codify the retention plan for ongoing updates and changes to maintain focus.

an effective Retention Plan • (ADE Task Force) Guidance documents on developing retention plans	as many different areas as possible for greater depth and insight				
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Source of Information:

- ERR Task Force Members 2023-2024