

GALLUP®



# Creating Thriving Schools During a Teacher Shortage

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# Employees Are Looking and Leaving

51%

are actively looking for a new job or watching for openings.

35%

report changing jobs within the past three years.

91%

left their employer the last time they switched jobs.



# Why do teachers leave their job?

# How Districts Can Learn Why Their Teachers Are Leaving

## Ask the right questions about teacher turnover:

- Is this a recruitment issue?
- Is there something we can do during onboarding to improve retention?
- Can we identify teachers who are at a high risk of turnover?
- What alternatives or “talent competitors” do teachers in my district have?



# Why Teachers Leave Their Job

In a nationally representative survey, we asked 716 K-12 teachers about why they left their last job and coded the content of their responses.

**29%**  
PERSONAL

- Location/commute/move
- Children
- Retired
- Going back to school
- Health
- Military duty

**20%** for non-teachers

**71%**  
JOB-RELATED

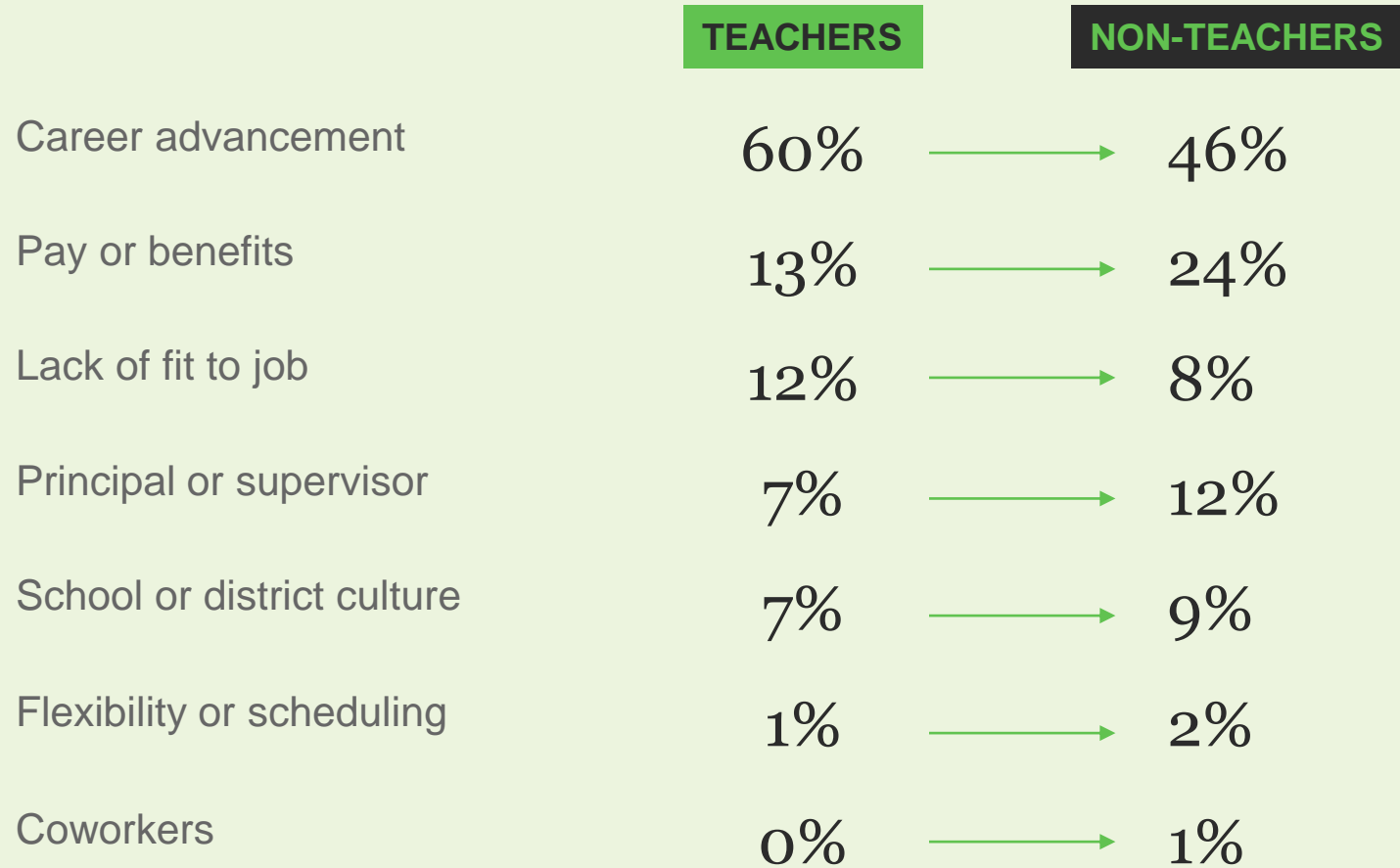
**84% voluntary** (specified on next slide)  
**16% involuntary**

- Location closed
- Reorganization
- Got fired
- Contract ended

**80%** for non-teachers

# Why Teachers Leave Their Job Voluntarily

Of those teachers who left their district voluntarily for job-related reasons ...



Source: Gallup Representative Panel (2015)

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# What can districts do about teacher retention?



# Focus on Teacher Engagement: The 12 Items That Measure Teacher Engagement

<b>ENGAGEMENT ITEM</b>		<b>TEACHER'S NEEDS</b>
Knowing What's Expected	→	Focus Me
Materials and Equipment	→	Free Me From Unnecessary Stress
Opportunity to Do Best	→	Know Me
Recognition and Praise	→	Help Me See My Value
Someone at Work Cares	→	Care About Me
Someone at Work Encourages Development	→	Help Me Grow
Opinions Count	→	Hear Me
Connection to the Organization Mission	→	Help Me See My Importance
Committed to Quality Work	→	Help Me Feel Proud
Best Friend at Work	→	Help Me Build Trust
Talking About Progress	→	Help Me Review My Contribution
Opportunities to Learn and Grow	→	Challenge Me

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# Higher Engagement Leads to Better Improvements

When compared with business units in the bottom quartile of engagement, those in the top quartile realize improvements in the following areas:

**41%**  
LOWER  
**Absenteeism**

**24%**  
LOWER  
**Turnover**  
(High-Turnover Organizations)

**59%**  
LOWER  
**Turnover**  
(Low-Turnover Organizations)

**17%**  
HIGHER  
**Productivity**

**70%**  
FEWER  
**Employee Safety Incidents**

**40%**  
FEWER  
**Quality Incidents (Defects)**

**28%**  
LESS  
**Shrinkage**

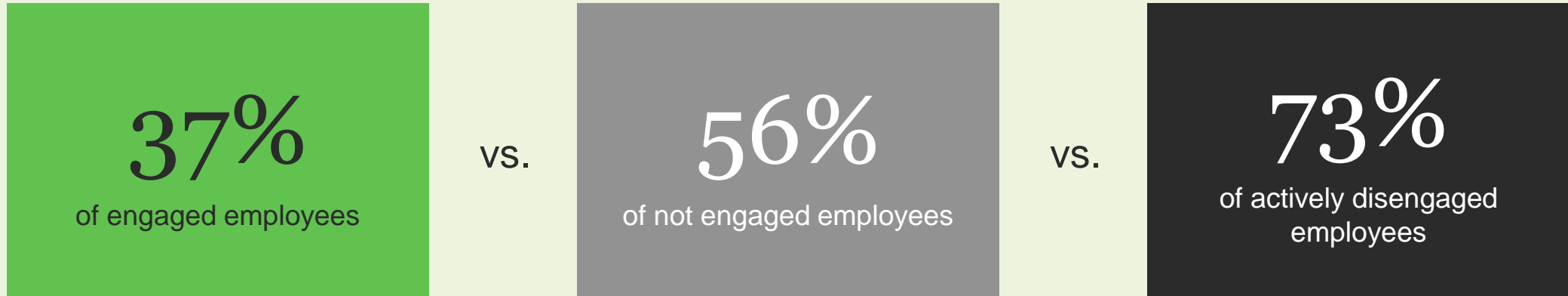
**20%**  
HIGHER  
**Sales**

**21%**  
HIGHER  
**Profitability**

## Case Study With a Large U.S. School District

Schools with higher employee engagement  
had an average of  
**10%**  
more students  
who were engaged at school.

# Actively Disengaged Employees Are Almost Twice as Likely as Engaged Employees to Seek New Jobs



say they are looking for a new job or watching for openings

# Case Study With a Large Suburban District

**3.3x**

Compared with engaged teachers, actively disengaged teachers are 3.3 times more likely to leave the district for any reason (including resigning and retiring).

**1.8x**

Actively disengaged teachers are 1.8 times more likely than engaged teachers to miss more than four days of work due to illness.

# Teacher Engagement

69%

of K-12 teachers are  
not engaged in their job.

- K-12 teachers are the least likely among 12 occupational groups studied to agree that, “At work, my opinions seem to count.”
- Teachers’ average engagement level drops significantly in their first few years on the job, a likely factor in low retention rates among new teachers.

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# How can districts respond to a changing workforce?

# What Millennials Are Most Attracted to in a Workplace

		SAY "EXTREMELY IMPORTANT"
1	Opportunities to <b>learn and grow</b>	59%
2	Quality of <b>manager (school leaders)</b>	58%
3	Quality of <b>management (district leaders)</b>	58%
4	Interest in <b>type of work</b>	58%
5	Opportunities for <b>advancement</b>	50%



# Changing Workforce Needs

## PAST

## FUTURE

My Paycheck



My Purpose

My Satisfaction



My Development

My Boss



My Coach

My Annual Review



My Ongoing Conversations

My Weaknesses



My Strengths

My Job



My Life

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# Questions?

For more information on how Gallup can partner with your district or to set up a briefing with your leadership, contact us at [inquiries@gallup.com](mailto:inquiries@gallup.com) or 1-800-204-1192.

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