



Board Report

Chief of Staff and Acting Director of Human Resources

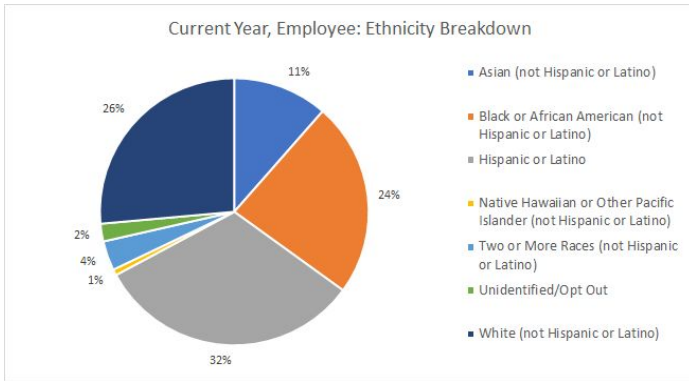
Elizabeth Martinez

Chief of Staff and Acting Director of Human Resources

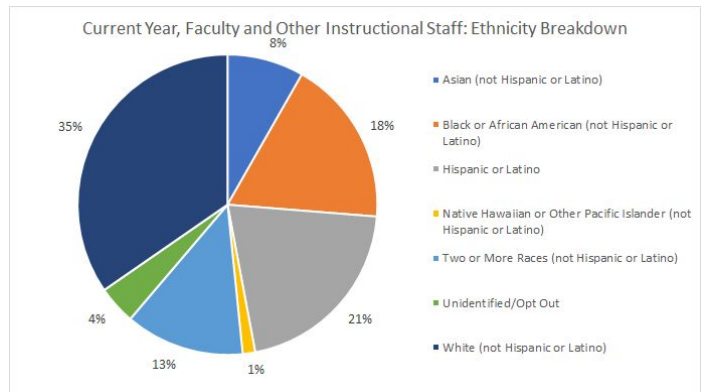
What?

Although we are only a couple of months into the new school year, we are beginning to think about planning for the upcoming school year. Effective workforce planning must start with a deep analysis of what currently exists. This report will focus on my initial analysis in two areas: employee demographics and turnover rates. The analysis was sparked equally by the national conversation and MWA’s internal focus on racial justice and equity. It is my personal belief and professional opinion that this very important work must be rooted in both individual experiences (qualitative data) and institutional metrics (quantitative data). The qualitative aspect will be, in part, addressed through the DEI Working Groups while the quantitative data will be collected through the systems we have available such as our Human Resources Information System (HRIS), Kronos which centrally houses employee information. Below you will find data charts for our current employees and a three-year comparison for retention rates.

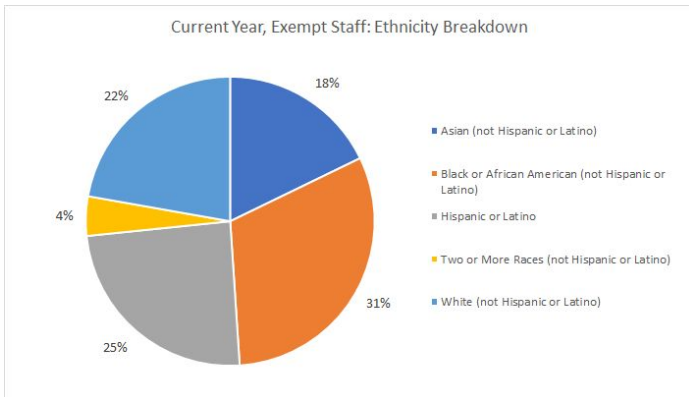
Graph A



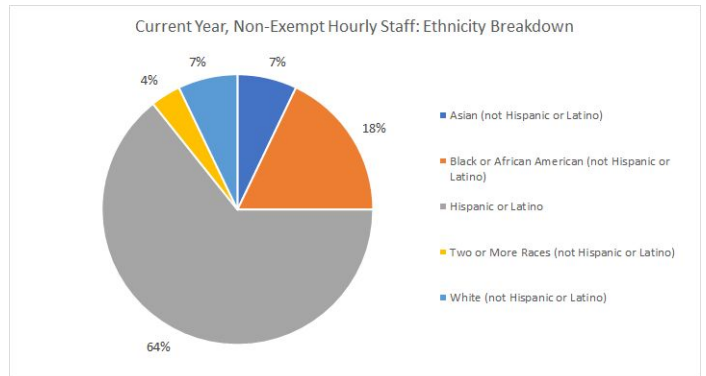
Graph B



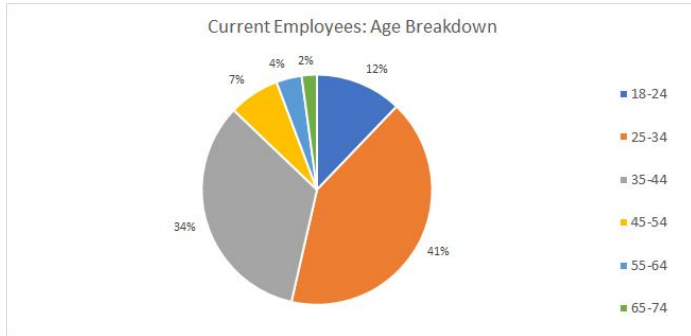
Graph C



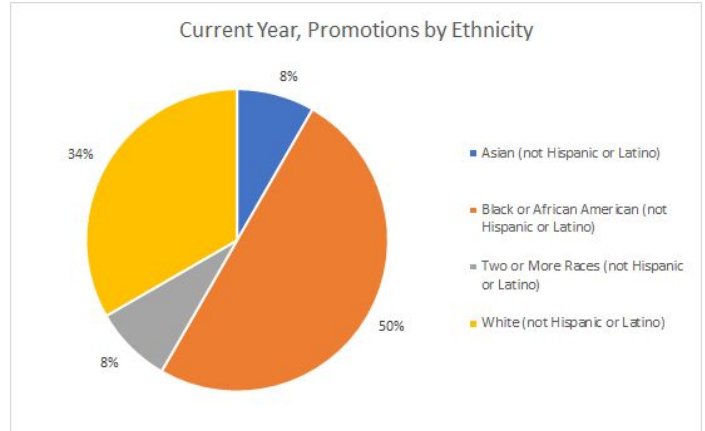
Graph D



Graph E

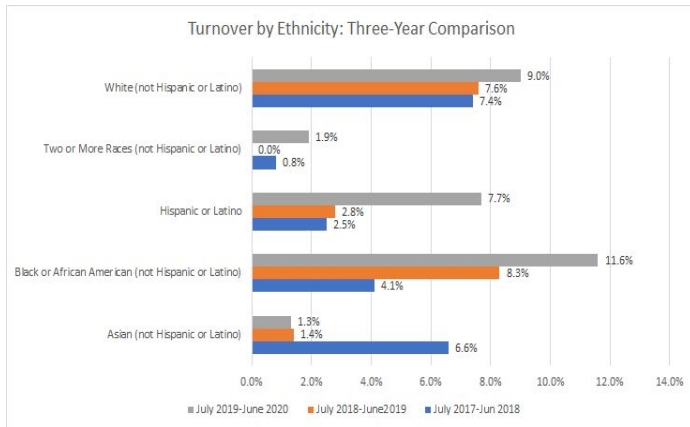


Graph F

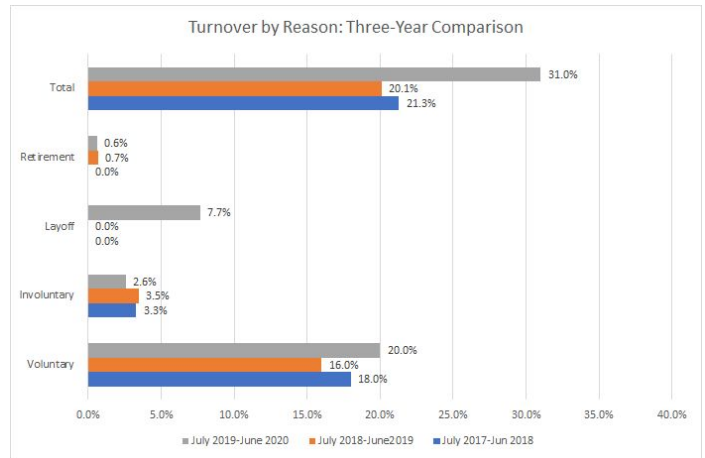


Graph G

Percent of overall turnover.



Graph H



So What?

Since the beginning of my time at MWA (Aug 2016) I've observed a swath of diversity in our employees and leadership. We often tout that there is diversity in our workforce and the data (Graphs A-E) showcase that we are in fact diverse across different layers -- ethnicity overall, ethnicity in different employee classifications, and age. According to the last U.S. Census ([US Census Bureau QuickFacts: United States](https://www.census.gov/quickfacts/US)), people who identified as White constitute 76.3% of the US population, 13.4% as Black/African-American, and 18.5% Hispanic or Latino compared to MWA employees at 26%, 24%, and 32% respectively. Additionally, our data shows that the majority of our exempt staff (Executive Leadership, Leaders, and Coordinators) identify as non-white. This is an important data point to consider when looking at our turnover. As a stand-alone data point, our turnover rates could be interpreted as disproportionately impacting staff who do not identify as White but when considered among the other data points you can begin to see that our rates for turnover are reflective of the overall composition of our staff. Additionally, when you look at our promotion rates (Graph F) you see the same reflection with the majority (66%) of promoted employees identifying as Black/African American, Two or More Races, and Asian.

Now What?

While our data suggests consistency across our overall ethnic composition, promotions, and turnover there are some areas that will require additional probing.

Voluntary Separations

Data shows that voluntary separations make up the majority of our turnover for the last three years. As a next step, I would like to look at this data in more depth to identify trends/themes that could support MWA in reducing these numbers.

Turnover Growth by Ethnicity

While our turnover rates are reflective of our overall composition, I would like to further analyze the data by position type and department to identify root causes for departures within groups that are showing an upward trend over three years.

You have seen a lot of data related to our demographics and our turnover but I would like to end by offering you the following. While turnover rates are featured in these reports, it is important to note that our turnover rates are *well below* the national average for educational services which hovered around 29.3% in 2019 ([Table 16. Annual total separations rates by industry and region, not seasonally adjusted](#)) in years that do not include layoffs. Our retention rate has remained at or above 80% in years where we did not have layoffs. In the year 2019-2020, we had to administer a couple of rounds of layoffs as a result of the halt in growth and the budget implications related to the pandemic. We have some work to do but I am encouraged to see the immense diversity of our staff who show up for our students at a time when representation matters so much. I look forward to reporting back on future learnings.