



CITY OF SALEM SCHOOL DIVISION

The Salem City School Division has contracted Shaffer Evaluation Group of Williamsburg, VA, to conduct a former employee climate assessment and analysis for the Salem City School Board.

Some stakeholders have expressed a concern that employees are leaving the division at rates higher than state, national, and/or regional averages. While the division regularly conducts internal school climate surveys, stakeholders are quick to point out that the local survey process does not include former employees. These stakeholders feel that feedback from employees who have resigned or retired within the past five years might reveal valuable information related to school morale, school climate, and school culture.

The goals of this study are:

1. To analyze teacher attrition in the school division and compare Salem teacher attrition rates to attrition rates in the region, state, and the nation.
2. To identify the reasons why teachers leave the school division.
3. To provide a report with study findings to the school division, highlighting strengths, areas for improvement, and any recommendations.

Shaffer Evaluation Group, a small educational research and evaluation company, will conduct an independent climate assessment using the following methods:

- Provide a review of teacher/staff attrition literature and research, with an analysis of teacher attrition in Salem with national, state, and regional comparisons.
- Conduct individual interviews with a representative sample of former employees who resigned during the past five years to determine their satisfaction with the Salem City School Division, their reasons(s) for leaving the division, and any feedback they would provide regarding the division's strengths and opportunities for improvement.
- Develop survey questions based on themes from individual interviews and administer the survey to all professional employees who have left the division during the past five years.
- Provide a report to division leaders on the findings.
- Provide a report in January 2022 to the Salem City School Board of the findings, highlighting strengths, areas for improvement, and any recommendations.

Former employees who resigned during the past five years will be contacted using the most current contact information on file with the school division. If you have changed your phone number or email address, or if you would like to provide a preferred email address or phone number, please update your contact information using this online form: <https://forms.gle/q2uVuxttkkVqdwSd6>.

The study will begin in early September 2021 and conclude in January 2022. Questions about this study can be addressed by Dr. Curtis Hicks, Assistant Superintendent, Salem City School Division (chicks@salem.k12.va.us) or Dr. Patricia Moore Shaffer, Principal, Shaffer Evaluation Group (patricia.shaffer@shafferevaluation.com).