PEORIA UNIFIED SCHOOL DISTRICT oria Unified? Gold Medallion | Marketing Campaign | NSPRA Awards 2025 Danielle Airey, APR | Chief Communications Officer Peoria Unified School District | 623-486-6100 | DAirey@pusd11.net 6330 W. Thunderbird Rd. Glendale, AZ 85306 | 7 Communications Staff pK-12 Public School District | 35,000 Students | 3,500 Employees



Summary

Cstablished in Arizona's northwest valley, the Peoria Unified School District serves more than 35,000 pre-kindergarten through 12th-grade students and their families across 43 schools. Like many school districts in the state and nation, Peoria Unified schools and classrooms are impacted by the national teacher shortage.

While universities, state agencies and the federal government have created programs, task forces and initiatives to address the shortage for 15 years, the shortage continues to increase. In 2023, Governor Hobbs established the Educator Retention Task Force to research this growing crisis. One month into the 2023-24 school year, 68 percent of teaching positions throughout the state were unfilled or filled by individuals not meeting the standard requirements. While the impact of the teacher shortage disproportionately affects Arizona's rural schools, Peoria Unified also needed to find creative solutions.

The ongoing staffing deficit creates concerns about classroom disruptions and increased workloads for existing staff. This problem directly contradicts the district's vision of "Every student, every day, prepared to shape tomorrow," hindering its commitment to achieve the district's strategic goals. To address this concern and ensure that Peoria Unified continued to provide the same high-quality education, the communications and human resources teams began working together to develop a comprehensive recruitment strategy aimed at recruiting and retaining the best teachers possible.

The research underscores the urgent need for a targeted and strategic recruitment plan to address the identified staffing shortage effectively. The outlined goals and objectives for the recruitment campaign align well with the research, recognizing the shift in workforce demographics to Gen Z and emphasizing a digital marketing approach to highlight the district's core values.

# Problem Statement

Peoria Unified is currently facing staffing shortages across all employee groups. This staffing shortage leads to students not receiving the same high-quality instruction our community expects and adds an additional workload to the current staff leading to higher turnover. Peoria Unified needs to deploy a well-rounded marketing and communication plan to recruit and retain a highly trained and modern workforce.

Communication Goal

Peoria Unified will be recognized as the premiere public education employer in the Northwest Valley of Phoenix, Ariz.

# RESEARCH

# ANALYZING THE ORGANIZATION

### HISTORY OF RECRUITMENT IN PEORIA UNIFIED

In 2020, the HR and comms teams realized the need to pivot their strategy for recruiting new employees. The HR team researched recruitment trends for millennials, or those ages 28 to 43, who were thought to be a large segment of the current work force, and gathered information from the Society of Human Resource Management (SHRM). Gallup polls conducted on behalf of SHRM indicated that millennials focus more on their purpose, the difference they can make and the overall culture of the organization more than past generations. The goal of the 2020 campaign was to reinvest in the future workforce by creating a digital marketing campaign highlighting the district's core values.

Based on the research, the comms team developed the tagline, "Make a Difference, Be the Difference." The culmination of all marketing materials would be used in Peoria Unified's first Virtual Teacher Job Fair. Additionally, the comms team created advertisements for social media including LinkedIn, Twitter and Facebook.

To play a more active role in recruitment, the HR team purchased their own website in 2020 to publish information about the culture of Peoria Unified. While well-intended, the result was an inability to easily update the website, limited metrics, and limited use of marketing tactics.

Due to turnover in the HR team and changing needs for the district, the recruitment efforts for certified staff slowed in the following years.

# ► COMPETITIVE ADVANTAGE

On June 30, 2022, the comms and HR teams met to discuss the critical need to hire new teachers ahead of the 2022-23 school year. Through the meeting and interpersonal interviews with various employee groups, both human resources and the comms team identified a list of reasons that make Peoria Unified stand out from other peer districts:



This anecdotal feedback made Peoria Unified's competitive advantage clear: the people within the organization that dedicate their careers to continuing the district's legacy of success. For over 135 years, Peoria Unified has served the community and positioned itself as a leader in the state. This is because of the continued investment of the staff, families, and community throughout the district. The Peoria Unified difference, what makes Peoria Unified a public school district of choice, is that the whole community comes together to support the central mission: Every student, every day, prepared to shape tomorrow.

This competitive advantage is most notably seen in the number of district alumni who choose to work in Peoria Unified and send their children to one of the district's schools.

### OBSTACLES TO OVERCOME

One of the most significant barriers faced by the organization is the prevailing political climate coupled with substantial shifts in district leadership. During the fall of 2023, Peoria Unified found itself amidst a search for a Governing Board member and a new superintendent, alongside the task of filling other critical leadership positions, including the director of HR.

Furthermore, the comms team, in its ongoing efforts to craft strategic communication strategies, encountered a formidable challenge in effectively monitoring data.

For instance, the HR team did not track recruitment trends to determine peak hiring periods, the turnover rates of staff, the number of employees who signed their contract on time or the vacancy rate of positions.

### **2024 RECRUITMENT NEEDS**

Prior to launching this recruitment campaign, the HR team reviewed and adjusted their recruitment and reconciliation timelines with two goals in mind: assure the district's valued employees of their position with the district for next year; allow the HR team to better prepare for the upcoming school year by understanding where to focus recruitment efforts. As of February 13, 2024, 138 certified jobs were posted for the 2024-25 school year.

# ANALYZING THE EXTERNAL ENVIRONMENT

## ▶ OUTSIDE ORGANIZATIONS

Organizations including the U.S. Department of Education, the American Association of School Personnel Administrators and the Hunt Institute have attempted to address the national teacher shortage. One positive outcome of their efforts has been the implementation of targeted recruitment programs to attract individuals to the teaching profession. For instance, programs offer scholarships, loan forgiveness, or other financial incentives to encourage individuals to pursue teaching careers. Additionally, partnerships between schools, universities and community organizations have been established to create pipelines for aspiring educators.

### ▶ PEER DISTRICT REVIEW

Looking at current recruitment tactics, Peoria Unified researched four districts similar in size to determine if recruiting employees was a laser focus on their public-facing websites and found that only one out of four peer districts used marketing strategies on the home page of their website to try to recruit new employees.

While Deer Valley and Chandler Unified School Districts did not have any specific recruitment information for prospective employees on the home pages of their websites, each did share information regarding the workplace culture on the homepage. Dysart Unified School District did have a prominent call to action for those interested in working for Dysart.

# SOCIOCULTURAL FACTORS

### STATEWIDE DATA \*Accompanying charts & graphics are located on page 7.

Since 2018, Arizona has been above the national average when it comes to the number of educators planning to leave the profession. To track this, the Arizona Department of Education monitors teacher turnover rates by school district. Peoria Unified's turnover rate is consistently below the state average and similar to other unified school districts in the Pheonix metro. Additionally, Peoria Unified's current average teacher salary is \$58,414 for the 2023-24 school year which is higher than the state's average.

### ENVIRONMENTAL FACTORS \*Accompanying charts & graphics are located on page 8.

Environmental and economic factors also play a crucial role in addressing the teacher shortage. Positive economic conditions, such as robust job markets and competitive salaries for educators, attract individuals to the profession.

At a national level, the 2020 Census indicates Arizona is one of the fastest growing states in the country with a population increase of 11.9 percent, nearing almost 7 million new citizens. ABC15 reported that most people who have recently relocated are from California, Washington, Texas, Colorado, and Oregon. Given this large migration from these states coupled with the small educator pipeline in Arizona, it is important that the district targets individuals in these states.

Looking more closely to the school district boundaries, north Peoria remains one of the fastest growing areas in metro Phoenix. Additionally, there is continued migration of families from the central and southern portions of the district to the northern portion. This has led to decreased enrollment in southern schools along with more difficulty hiring and retaining staff. In a heat map of the district's open positions, it is evident that schools in the central and southern areas of the district have higher demands in terms of recruitment. It is important to note that most of these schools receive Title I funding, meaning that more than half of their families live below the poverty line.

### STRENGTHS

**Clear Mission and Vision:** Peoria Unified has a well-defined mission and vision focused on preparing students for success, supported by a committed leadership team.

**Community Engagement:** Peoria Unified has strong community support, with involvement from district leaders, parents and stakeholder groups.

**Competitive Advantage:** The district offers competitive compensation, benefits, and professional growth opportunities, making it an attractive employer in the region.

Innovative Communication Strategies:

The comms team employs strategic communication plans and utilizes various platforms to engage with stakeholders effectively.

### WEAKNESSES

Budgetary Constraints: Financial limitations and state legislation pose challenges to resource allocation and operational sustainability.

### Data Monitoring Challenges:

The comms team encounters difficulties in accurately tracking data, hindering its ability to assess the effectiveness of communication strategies. This is evident in the current jobs page managed by third party company on behalf of the HR team.

### Leadership Transitions:

Substantial shifts in district leadership, including the search for governing board members and a superintendent, may disrupt continuity and strategic implementation.

### Outdated Webpage:

The district needs an updated career landing page to be utilized for advertisements. The existing webpage is managed by a third-party company which means the district cannot pull data and the page cannot be updated regularly.

## **OPPORTUNITIES**

**ANALYSIS OF PEORIA UNIFIED** 

Recruitment Initiatives: Opportunities exist to implement targeted recruitment programs and partnerships to attract individuals to the teaching profession, addressing the employee shortage. This includes revamping the job fairs hosted by the district. In 2023, only 40 individuals attended a teacher job fair.

### **Community Connection**

Enhancement: Strengthening connections with the community through innovative communication strategies can foster greater trust and support for district initiatives.

### **Regional Migration Trends:**

Leveraging the influx of individuals relocating from states with larger educator pipelines presents an opportunity to recruit qualified personnel.

### **THREATS**

Political Climate:

Shifting political landscapes, budget cuts, and policy changes may pose threats to educational funding, teacher autonomy, and workforce stability.

#### Competitive Recruitment Environment:

Competition from other districts and regions for qualified educators, necessitating strategic recruitment efforts.

#### **Retention Challenges:**

Retention issues, including low salaries and challenging working conditions, may contribute to turnover and hinder long-term sustainability.

# PRIMARY RESEARCH

### **ANNUAL CLIMATE SURVEY\*:** Quantitative, Formal

The Peoria Unified climate survey results show that staff satisfaction with their school or department has generally been high. In the 2022-23 survey, 82 percent of staff reported being satisfied, which is consistent with previous years, such as 84.09 percent in 2020-21 and 84.29 percent in 2018-19. However, there were slight dips in satisfaction in 2021-22 (80.65 percent) and 2019-20 (79.58 percent).

Overall, the survey results indicate a generally high level of satisfaction and a positive work environment among staff, with some fluctuations.

### INTERVIEW WITH HUMAN RESOURCES DIRECTOR JANUARY 2024: Qualitative. Informal

### Positions with the Greatest Need:

The director of human resources highlighted that the positions with the greatest need in the district are middle school teachers, particularly in math and science. Additionally, there is a significant demand for psychologists, resource teachers, and self-contained special education teachers. Interestingly, high school positions are easier to fill compared to these other roles.

### **Barriers to Hiring at Recruiting Events:**

When discussing the barriers faced during recruiting events, the director noted several challenges. One major issue is the reluctance of candidates to work in middle schools, primarily due to behavior issues and the cultural shift required. Another significant barrier is the imbalance between the number of hiring managers and the available candidates. For instance, at a recent event, there were 285 districts represented but fewer than two hundred candidates from Northern Arizona University. This discrepancy makes it difficult to match candidates with the right positions. Additionally, there is an ongoing struggle to balance the quality and quantity of applicants, ensuring that the best candidates are selected without compromising on the number of hires needed.

\*Accompanying charts & graphics are located on page 7. \*\*Accompanying charts & graphics are located on page 8. \*\*\*Accompanying charts & graphics are located on page 9.

### **EMPLOYEE EXIT SURVEYS**\*\*: Quantitative, Informal

From January 1, 2020, to July 1, 2023, the Peoria Unified School District gathered data from employee exit surveys to understand their reasons for leaving. The most common reasons cited by certified staff were retirement, job opportunities with another employer, and dissatisfaction with the job. Certified staff frequently mentioned increased pay and a more positive working environment as reasons for leaving.

Overall, the data suggests that retirement, job opportunities elsewhere, and dissatisfaction with the job were the primary reasons for leaving, with increased pay and a more positive working environment being key factors that could have influenced their decision to stay.

### APPLICANT SOURCE\*\*\*: Quantitative, Informal

The data on how employees learned about job opportunities at Peoria Unified School District indicates that the district website was the most common source, with 37.9 percent of respondents citing it. Job boards like LinkedIn were the next most popular at 24.6 pecent, followed by word of mouth at 21.3 percent. Social media platforms such as Facebook accounted for 16 percent, while district job fairs barely contributed to any hires, with less than one percent of respondents mentioning them.

### **EMPLOYEE LONGEVITY**\*\*\*: Quantitative, Formal

The HR team shared a report which included the birth date of each employee and their years of service. This data indicates that while 13 percent of the workforce is comprised of individuals born in 1996 or later, 47 percent of employees hired after 2019 are a part of Gen Z.

By reviewing employee hire dates, the district can determine that the average certified employee has worked in the district for 10 years and began working in Peoria Unified at the age of twenty-three. Interestingly, the average high school teacher has worked in Peoria Unified for 14 years and the average elementary school teacher has only worked in the district for 11 years. This could be a result of the difference in compensation structure for these two employee groups. Additionally, junior high teachers will often seek positions in one of Peoria Unified's eight high schools as an opportunity for career advancement.

3

# SECONDARY RESEARCH

### UNDERSTANDING THE CHANGING NEEDS OF COLLEGE GRADUATES

While the 2020 campaign was created to meet the needs of millennials entering the workforce, it is imperative to note that 47 percent of incoming employees are a part of Gen Z (born between 1996 and 2012). Additionally, upon review of data from HR, the communications teams found that most candidates have one to three years of experience at the time of application.

This means that the target audience has different core values and priorities they bring to a job search. According to yello.co, 54 percent will not complete a job application if recruitment methods are outdated. Likewise, an astounding 87 percent would prefer to learn about a company from someone who is less than five years older than them.

## GEN Z DEMOGRAPHICS: Qualitative, Informal Sourced from pewresearch.org

- Well-educated, with a higher percentage of educated parents than previous generations
- Similar political and social views to millennials
- Less likely to enter the workforce in late teens/early twenties.
- Although salary is the number one factor in a job decision, they value salary less than other generations

### They are looking for:

- Opportunities for professional development, mentorship and growth
- Supportive leadership
- They want to be engaged and inspired
- Meaningful roles and responsibilities
- They crave more face-to-face interactions than millenials
- They rank their relationship with the recruiter as a top factor in their decision to accept a job

According to Indeed.com, employers should consider these five core values which are important to Gen Z when recruiting:



# COMMUNICATIONS GOAL

PLANNING

# PEORIA UNIFIED WILL BE RECOGNIZED AS THE PREMIERE PUBLIC EDUCATION EMPLOYER IN THE NORTHWEST VALLEY OF PHOENIX, ARIZ.

### **OBJECTIVES**

- By August 7, 2024, 423 qualified candidates will sign contracts with the district, decreasing the number of open positions by 89 percent.
- Eighty-six percent of all Peoria Unified certified staff will sign their contract by April 1, 2024, an increase of three percent compared to the previous school year.
- Individuals who take the annual climate survey will reflect a two percent increase from 82 percent to 84 percent satisfaction working for the district by May 1, 2024.
- During employee recruitment events in the spring of 2024, 100 potential applicants, a 60 percent increase from 2023, will attend and learn more about the district.

KEY MESSAGES					
KEY PUBLICS	INSIGHTS	ACTIONS	KEY MESSAGES		
<b>Potential Teachers:</b> Recent college graduates with degrees in education in Arizona, Washington, Oregon, Texas, and California.	When looking for a place to begin their career, college graduates are more interested in opportunities for professional development, mentorship and growth.	Sign teaching contracts with Peoria Unified by Aug. 1.	"Invest in your future: Join the Peoria Unified Family! From competitive compensation to potential career growth, Peoria Unified has something to offer you in every stage of your career. In Peoria Unified, each employee is known, valued, cared for, and challenged to reach their fullest potential."		
Peoria Unified Administrators: Employees with the Peoria Unified School District in leadership positions. In 2024, all newly hired school principals were promoted internally.	These experienced administrators value stability and are not looking to make a lot of changes after a few years of organizational upheaval and share feelings of being overburdened.	Fill all open teaching positions by Aug. 1 and function as a brand ambassador.	"We need you to help spread the word, so we can continue to recruit and retain the best employees possible."		
<b>New Peoria</b> <b>Unified Staff:</b> Peoria Unified employees with less than four years of experience.	Gen Z employees, being the most diverse and well-educated generation yet, bring a unique blend of perspectives to the district. They value professional development, supportive leadership and meaningful roles.	Advocate for the school district to their peers and others looking to begin a career in public education.	"We see you. We value you. Your unique perspectives enrich our district. We are committed to providing you with opportunities for professional development, supportive leadership, and meaningful roles. Let us grow together, making every role impactful and every interaction count."		
Mid-Career Peoria Unified Certified Staff: Due to the low turnover rate in the Peoria Unified compared to surrounding school districts, most of the district's certified staff are loyal to the district's employer brand.	These individuals are likely to be highly committed and have a deep understanding of the district's culture and values.	Function as a brand ambassador to potential employees and mentor to new employees.	"Why do we choose Peoria Unified? The investment you make in the lives of our students in turn becomes an investment in our future and community. Without people like you supporting our students, being a listening ear, helping them to reach their full potential, our tradition of excellence would be a memory."		

# **COMMUNICATION STRATEGIES**

### ▶ PRIMARY AUDIENCE, POTENTIAL TEACHERS

EMPOWER THE FUTURE \*Accompanying charts & graphics are located on page 10.

This strategy focuses on highlighting the support and growth opportunities available in the district, emphasizing the potential teachers' role in shaping the future of education.

- Key Component Tactic: A comprehensive digital campaign detailing the district's support and mentorship programs.
- Awareness Tactics: Social media campaigns, in-person job fairs, and email blasts.

• ROI/CTA Tactics: Routine tracking of the number of open positions, and follow-up emails with personalized information.

INVEST IN YOUR FUTURE \*Accompanying charts & graphics are located on page 11 & 12.

This strategy aims to present teaching in the district as a rewarding and impactful journey, where potential teachers can make a real difference.

- Key Component Tactic: Updating digital and web presence to better articulate Peoria Unified's Employer brand.
- Awareness Tactics: Update jobs website, Virtual Job Fair, podcasts, email blasts and targeted online ads.
- ROI/CTA Tactics: Invitations to district events, applicant tracking and tracking open positions.

## SECONDARY AUDIENCES

LEAD THE CHANGE | PEORIA UNIFIED ADMINISTRATORS \*Accompanying charts & graphics are located on page 12.

- This strategy emphasizes the administrators' crucial role in driving positive change and innovation within the district.
- Key Component Tactic: A recruitment development program tailored for administrators.
- Awareness Tactics: Internal newsletters, principal toolkits, and professional development.
- ROI/CTA Tactics: Feedback surveys, social media audits and tracking readership of the Weekly Whistle.

WHY PEORIA UNIFIED | PEORIA UNIFIED STAFF \*Accompanying charts & graphics are located on page 13.

- This strategy highlights the varied reasons individuals choose to work in the district and aims to foster a sense of community among the staff.
- Key Component Tactic: Provide opportunities where staff can voice their reasons for choosing a career in public education.
- Awareness Tactics: Highlighting the Pride of Peoria, launch employee engagement group and staff spotlights in internal communications.
- ROI/CTA Tactics: Annual Staff Survey, readership of the Peoria Insider, monitor social media.

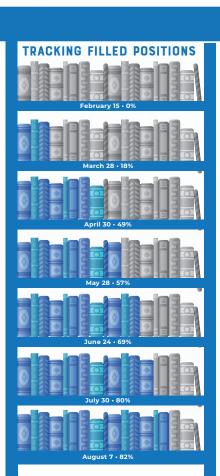
UNIFIED EMPOWERMENT | PEORIA UNIFIED STAFF \*Accompanying charts & graphics are located on page 14. This strategy is a comprehensive approach designed to emphasize the value of the staff's contributions to the students and the community, promoting a tradition of excellence within Peoria Unified.

- Key Component Tactic: Provide staff with the knowledge and tools to expertly share information.
- Awareness Tactics: #PRoTips in the Peoria Insider, Communication Toolkits, Pride of Peoria Social Media Campaign.
- ROI/CTA Tactics: Annual staff survey, monitoring social media.

# IMPLEMENTATION

The timeline for this campaign comes in multiple stages based on the strategies previously outlined. To be successful, the district must first deploy strategies for the secondary audiences as they serve as ambassadors in reaching the primary audience.

STRATEGY	TACTICS	BUDGET	DATES
Empower the FutureDigital Advertising, Email Blasts, In-Person Job Fair, Flyers sent to local universities		\$17,000	Jan. 1 to May 17
Invest in your FutureUpdate Jobs page for SEO, Update job description template for SEO, Social Media Campaign, Virtual Job Fair		\$4,000	Feb. 1 to July 1
Lead the ChangeMessaging in the Weekly Whistle, Communication Toolkits, Professional Development		-	Jan. 12 to Aug. 1
Why Peoria UnifiedTrending Peoria Podcast Episodes, My Why announced at Opening of Schools, Staff Spotlights in the Peoria Insider, Signage in prominent areas		\$400	Aug. 8 to Aug 1
Unified Empowerment	Marketing toolkits shared in the Peoria Insider, Spotlight Pride of Peoria, social media campaign	-	Jan. 15 to June 1



# EVALUATION

# **COMMUNICATION GOAL**

# Peoria Unified will be recognized as the premiere public education employer in the Northwest Valley of Phoenix, Ariz.

# **OBJECTIVES**

By Aug. 7, 2024, 423 qualified candidates will sign contracts with the district decreasing the number of open positions by 89 percent.

This can be assessed by the percentage of positions filled by the deadline and comparing it to the set goals.

The district is proud to share that as of the first day of school, **96 percent of the district's 2,014 certified positions were filled**. Additionally, of the 475 positions that were open due to turnover, 82 percent were closed. It is important to note that some of these positions were opened as certified staff moved positions within the district. Anecdotal feedback from principals indicated their appreciation for the toolkits and messages were seen when auditing social media platforms. During their professional development, leaders crafted their employee value propositions and began preparing for how they will recruit employees in the future.

Furthermore, data indicates that the peak hiring season occurs in March and April. As a result, the district should plan large-scale recruiting events during this period in future years. More than allowing the district to better recruit external applicants, this would allow the HR team the capacity to host an internal job fair in the future where current employees could learn more about potential openings within the district.

# 86 percent of all Peoria Unified certified staff will sign their contract by April 1, 2024, an increase of three percent compared to the previous school year.

The rate of contract signing can be tracked against the target date to determine if the objective has been

As of April 12, the district had an **89.26 percent retention rate**. The district is planning to introduce stay interviews to determine why the retention rate is so high compared to other school districts. By the first day of school, the retention rate fell to 85.4 percent. This was in part because the Governing Board voted to wave liquidated damages for teachers who canceled their upcoming contract. Future policy revisions may be considered to address this.

# Individuals who take the annual climate survey will reflect a two percent increase from 82 percent to 84 percent satisfaction working for the district by May 1, 2024.

Success can be measured by comparing the survey results year-over-year to see if there is an improvement of at least two percent.

This year's survey shows an overall decrease in employee satisfaction. However, in a focus group conducted at a similar time, there was notable angst amongst employees regarding the changes in the curriculum. With two new core adoptions and a new learning management system, staff felt overburdened and burned out.

The comms team in partnership with the superintendent and the HR team are working to develop a more robust employee wellness and retention strategy in the coming school year. This includes the establishment of effective employee feedback systems via an employee engagement council, and channels for good two-way communication. Additionally, the district will be reviewing and expanding comprehensive employee wellness and efforts and assessing existing compensation protocols and conducting market analysis to update salary schedules. In reviewing exit survey data at the end of the 2023-24 school year, the top reason employees left the district was increased pay.

During employee recruitment events in the spring of 2024, 100 potential applicants, a 60 percent increase from 2023, will attend and learn more about the district.

This can be measured by the actual number of attendees at the events.

From February 13 to June 12, **128 potential new hires attended recruitment events hosted by the school district**. In the future, the district will continue to expand virtual offerings and explore internal job fairs prior to the issuance of contracts.

At the Job Fair on February 13, 2024, the HR team was able to issue 20 letters of intent to candidates with a total investment of \$583.93 in digital advertising on LinkedIn. This event was under budget and exceeded the goal of sixty attendees.

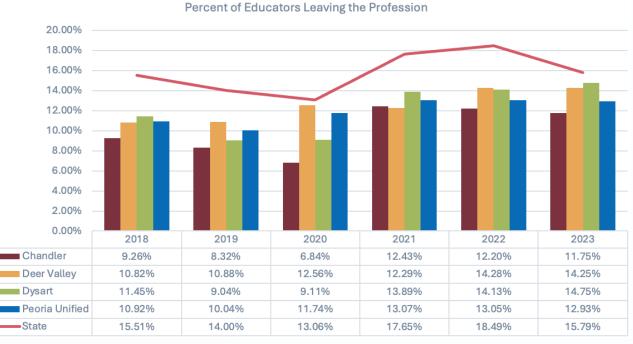
Additionally, the HR team partnered with the comms team to develop a virtual job fair. The goal for this virtual job fair was eighty registrants and was surpassed with a total of 118 potential new hires registered for the event. HR scheduled 45 interviews later that week for those who attended the event which resulted in nine applications. Based on the success of this event, the district chose to host a second virtual job fair. For the second virtual job fair, 60 people registered, 10 attended live and 45 interviews were scheduled. Fifty-eight percent of attendees heard about the job fair through the digital campaign.

# SUPPLEMENTAL MATERIALS

# RESEARCH

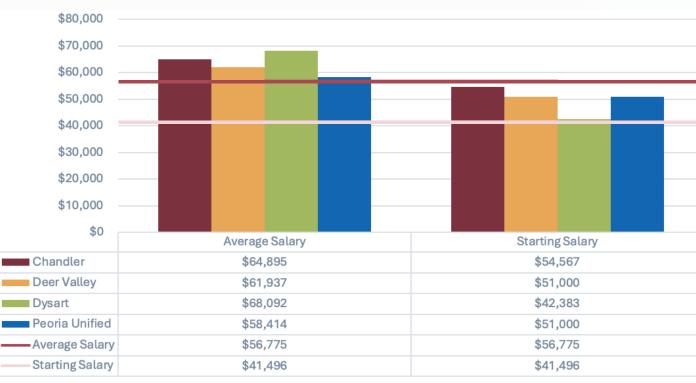
# **PEER DISTRICT REVIEW | TURNOVER RATE**

Since 2018, Arizona has been above the national average when it comes to the number of educators planning to leave the profession. To track this, the Arizona Department of Education monitors teacher turnover rates by school district. Peoria Unified's turnover rate is consistently below the state average and similar to other unified school districts in the Pheonix metro. Additionally, Peoria Unified's current average teacher salary is \$58,414 for the 2023-24 school year which is higher than the state's average.



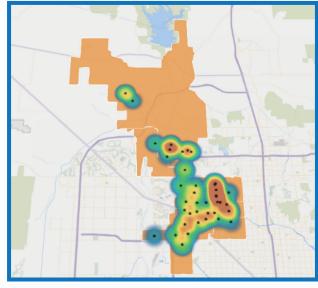


# PEER DISTRICT REVIEW | SALARY INFORMATION



# HEAT MAP OF OPEN TEACHING POSITIONS

In a heat map of the district's open positions, it is evident that schools in the central and southern areas of the district have higher demands in terms of recruitment. It is important to note that most of these schools receive Title I funding, meaning that more than half of their families live below the poverty line.



# **EMPLOYEE EXIT SURVEY DATA**

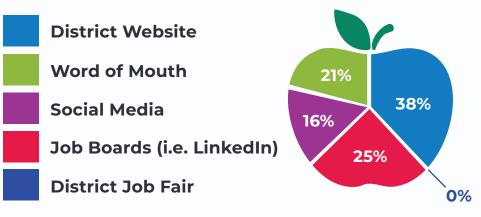
### What is your reason(s) for leaving the district? (Please select all that apply)

	Health	Job opportunity with another employer	Dissatisfied with job	Retired	Moved
Certified	72	191	121	215	144
Classified	28	134	50	141	46
Admin.	1	15	4	16	7
2023	25	57	32	57	40
2022	16	69	40	68	34
2021	18	65	36	83	40
2020	22	68	22	78	35
	Professional growth	Increased pay	Better benefits	More positive working environment	Issues with leadership
Certified	70	597	72	133	67
Classified	40	220	25	50	25
	40	330	35	52	35
Admin.	5	24	35	52	4
Admin. 2023				23c6-22	
	5	24	3	5	4
2023	5 23	24 168	3 12	5 33	4 13

# What could the district have done to prevent you from leaving? (Please select all that apply)

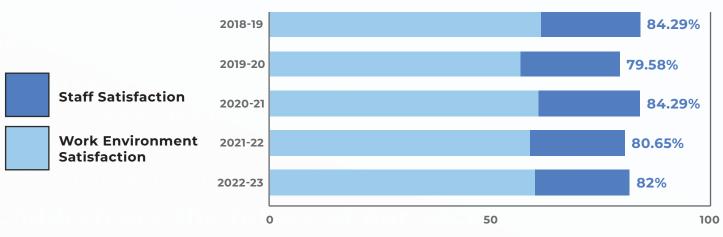
	Increased pay	Provided more time for collaboration	Provided more tools and resources	Nothing
Total	596	131	216	607
Certified	380	107	158	344
Classified	204	21	54	236
Admin.	12	3	4	27
2023	106	26	35	117
2022	114	23	41	104
2021	128	27	41	111
2020	103	20	39	142

# **APPLICANTS BY REFERRAL SOURCE**



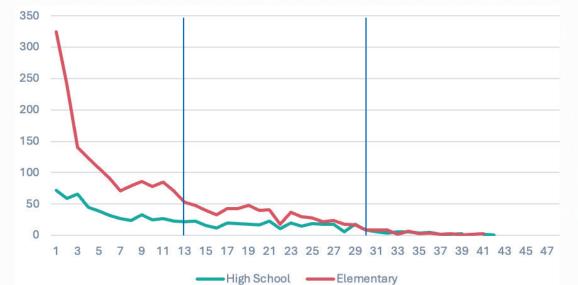
# **ANNUAL CLIMATE SURVEY**

The Peoria Unified climate survey results show that staff satisfaction with their school or department has generally been high. In the 2022-23 survey, 82 percent of staff reported being satisfied, which is consistent with previous years, such as 84.09 percent in 2020-21 and 84.29 percent in 2018-19. However, there were slight dips in satisfaction in 2021-22 (80.65 percent) and 2019-20 (79.58 percent). Regarding the work environment, 78 percent of staff in 2022-23 felt that their work environment was positive and professional. This is in line with the 79.13 percent in 2020-21 and 80.18 percent in 2018-19. There were lower percentages in 2021-22 (76.6 percent) and 2019-20 (73.96 percent), indicating some variability over the years. Overall, the survey results indicate a generally high level of satisfaction and a positive work environment among staff, with some fluctuations.



# **CERTIFIED EMPLOYEE LONGEVITY IN PEORIA UNIFIED**

The Human Resources team shared a report which included the birth date of each employee and their years of service. This data indicates that while 13 percent of the workforce is comprised of individuals born in 1996 or later, 47 percent of employees hired after 2019 are a part of Gen Z. By reviewing employee hire dates, the district can determine that the average certified employee has worked in the district for 10 years and began working in Peoria Unified at the age of 23. Interestingly, there is a 22 percent difference between high schools and elementary schools with more high school teachers staying in the district. This could be a result of the difference in compensation structure for these two employee groups. Additionally, junior high teachers will often seek positions in one of Peoria Unified's eight high schools as an opportunity for career advancement.



# **IMPLEMENTATION**

**EMPOWER THE FUTURE** 



### 4 - 7 P.M. | TUESDAY, FEB. 13 | CENTENNIAL HIGH SCHOOL GYM 14388 N. 79TH AVE. PEORIA, AZ 85381

### 



"I am proud to be a part of the esteemed Peoria Unified School District. I joined this district in 2016 and was welcomed wholeheartedly. This district values and recognizes the diversity both in staff and students. Working at Cheyenne is my best decision as I feel valued, respected and supported in all aspects..."

PEORIA UNIFIED TEACHER JOB FAIR



EDUCATING

**OUR FUTURE** 

opportunity to succeed in and beyond high school Whether its in the cullnary arts kitchen or the robotics program, skills students learn on a daily basis will cultivate them to become lifelong learners and valuable members to our community in whatever they choose to do after high school." - Adam Shrayer Cullnary Arts & Robotics Teacher

PEORIA

PEORIA UNIFIED TEACHER JOB FAIR 4 - 7 P.M. | TUESDAY, FEB. 13 | CENTENNIAL HIGH SCHOOL GYM



EDUCATING

**OUR FUTURE** 

"My why is the students. I love seeing how they grow every year as young aduits and learners. Providing the support and teaching students ELA gives me a sense of satisfaction and happiness I didn't have with my previous employment." • Negele Woodyear Shi Gride Tasker

... PEORIA

10

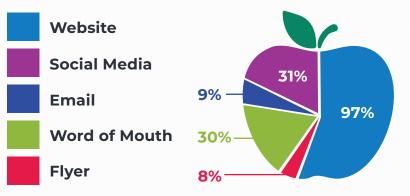
PEORIA UNIFIED TEACHER JOB FAIR 4 - 7 P.M. | TUESDAY, FEB. 13 | CENTENNIAL HIGH SCHOOL GYM

# **PEORIA UNIFIED JOB FAIR TIMELINE & BUDGET**

Date	Action	Responsible Party	Budget	Cost	Results
Dec.1	Planning Meeting	HR & PR	-	-	Goal: 60 attendees
Jan. 1	Update Jobs page	HR & PR	-	-	-
Jan. 11	Recruitment Check-In	HR, PR & AS	-	-	-
Jan. 12	Principal Toolkit Shared	PR	-	-	-
Jan. 12	Flyers shared with universities	PR & HR	-	-	-
Jan. 13	Launch LinkedIn Ads	HR & PR	\$1,500	\$583.93	54,145 lmp; 497 Clicks
Jan. 15	Teacher Toolkit Shared	PR	-	-	-
Feb.1	Round two LinkedIn Ads	HR & PR	-		-
Feb. 6	New Release Shared	PR	-	-	-
Feb. 9	Recruitment Check-In	HR, PR & AS	-	-	Task Force in development
Feb. 12	Job Fair Reminder Email	PR	-	-	98 notified, 89 viewed
Feb. 13	Ads End	HR & PR	-	-	108 attendees registered
Feb. 13	Job Fair	HR	-	-	90 attendees; 39 walk-ins
Feb. 22	Job Fair Follow-Up Email	PR	-	-	116 views; 18 clicks
Feb. 23	Send internal survey	HR	-	-	

**Result:** The HR team was able to issue 20 letters of intent to candidates with a total investment of \$583.93 in digital advertising on LinkedIn. Marketing came in under budget and exceeded the goal of 60 attendees.

# How did you hear about the Teacher Job Fair?



# INVEST IN YOUR FUTURE DIGITAL ADVERTISING TIMELINE & BUDGET

Date	Action	Target	Cost	Results
Feb. 8	Ads Launch	Certified & classified	<u> </u>	
Feb. 15	Week one	Certified & classified	\$1,383.84	9,019 Imp; 201 clicks; twenty-nine events
Feb. 22	Week two	Certified & classified	\$1,383.84	29,724 Imp; 189 clicks; twenty-eight events
Feb. 29	Week three	Certified & classified	\$1,383.84	62,843 Imp; 178 clicks; seventy-six events
March 7	Week four	Certified & classified	\$1,383.84	34,162 Imp; 156 clicks; 105 events
March 14	Week five	Certified & classified	\$1,383.84	91,800 Imp; 297 clicks; 442 events
March 21	Week six	Certified & classified	\$1,383.84	51,102 Imp; 225 clicks;271 events
March 28	Week seven	Certified & classified	\$1,383.84	61,385 Imp;178 clicks;187 events
April 4	Week eight	Certified & classified	\$1,383.84	53,440 Imp; 223 clicks; 249 events
April 11	Week nine	Certified & classified	\$1,383.84	171,725 Imp; 228 clicks; 234 events
April 18	Week ten	Certified & classified	\$1,383.84	49,793 Imp; 161 clicks; 127 events
April 25	Week eleven	Certified & classified	\$1,383.84	34,619 Imp; 153 clicks; 164 events
Total			\$15,222.30	729,805 lmp; 2,456 clicks; 2,087 events



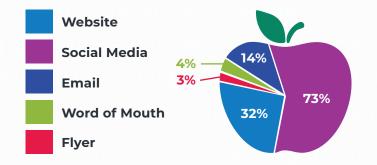


# **VIRTUAL JOB FAIR TIMELINE & BUDGET**

Date	Action	Target	Cost	Results
April 15	Planning Meeting	Certified	-	Goal: eighty registrations
May 1	First Email Blast	Certified	-	246 notified; 178 viewed
May 2	Ads Launch	Certified	-	-
May 3	News Release Shared	Certified	-	-
May 4	Second Email Blast	Certified	-	245 notified; 158 viewed
May 8	Third Email Blast	Certified	-	242 notified; 147 viewed
May 9	Week two	Certified	\$1,383.84	80,641 Imp;167 clicks; 35 events
May 10	Fourth Email Blast	Certified	-	240 notified; 152 viewed
May 13	Fifth Email Blast	Certified	-	240 notified; 133 viewed
May 15	Virtual Job Fair	Certified	-	118 registered; 38 attendees
May 16	Week three	Certified	\$1,383.84	41,591 Imp; 125 clicks; four events
May 17	Final Email Blast	Certified	-	Sixty-eight reached; 54 viewed
Total			\$3,767.69	131,768 lmp; 345 clicks; 39 events

**Results:** The goal of 80 registrants was surpassed with a total of 118 potential new hires registered for the event. The HR team scheduled 45 interviews later that week for the Virtual Job Fair attendees and registrants which resulted in nine applications. Based on the success of this event, the district chose to host a second virtual job fair on Wednesday, June 12. For the second virtual job fair, 60 people registered, ten attended live and 45 interviews were scheduled.

## How did you hear about the Virtual Job Fair?



11

Virtual Job Fair Presentation



# **UPDATING THE CAREERS WEBPAGE**



After updating the jobs page to better align with SEO and the terms prospective applicants search for when looking for jobs, there was a thirty percent increase in page traffic. Noting that the third-party jobs page cannot yet be removed, the comms team completed an audit of the website in January and provided the feedback, key messages, graphics, and images to the HR team; these updates were reflected on the external webpage in March.

# LEAD THE CHANGE

Date	Action	Responsible Party	Cost	Results
Jan. 12	Principal Toolkit Shared	PR	-	-
May 24	Principal Toolkit Shared	PR	=	17 <b>-</b> 1
June 18	Comm Camp	PR	-	110 attendees
July 1	Creation of customized toolkits	PR	8	

Anecdotal feedback from principals indicated their appreciation for the toolkits and messages were seen when auditing social media platforms. Additionally, the communications teams surveyed principals to gauge their satisfaction with key aspects of the Weekly Whistle. Leaders shared that the newsletter is overall effective, and 86 percent indicated that the communication toolkits were effective.

At Comm Camp 110 administrators attended and created their employee value proposition as well as reviewed their school's survey data to determine adjustments that need to be made to better retain staff.

# CUSTOMIZING SUPPORT

By July 1, 2024, the district still needed to fill 124 positions and identified eight schools that had four or more openings. The average number of openings per campus at that time was three. The comms team drafted custom communication toolkits for each of these schools which **Principal Toolkit** 



### Teacher Job Fair | Feb. 13 Principal Toolkit

Overview

In alignment with Why Peoria Unified communications plan, the Comms Team has developed the following toolkit for the Job Fair on Feb. 13. To increase awareness the Comms Team plans to strategically place messages where potential new teachers are most likely to look including Linkedin, Facebook, Instagram and the district's website. Outside of the following copy and timeline, the Comms Team will be sharing a <u>Teacher Toolkit</u> with similar messaging to be shared on school websites and social media platforms. Additionally, the Comms Team plans to leverage partnerships with the news media to share information with a broader audience.

#### Social Media Posts

- Invest in Your Future! Solin the Peoria Unified Family! Competitive compensation, career growth, and personalized support at every stage. Your journey starts here.
  Learm more at our Teacher Job Fair from 4 to 7 p.m. on Feb. 13 at Centennial High School register now:
- Learn more at our Teacher Job Fair from 4 to 7 p.m. on Feb. 13 at Centennial High School register now: https://bit.ly/3Trpskv. Ready to Begin Your Pathway to Teaching? <sup>®</sup> Peoria Unified partners with local universities, offering unique
- Ready to Begin Your Yathway to leaching; Peoria Unimed partners with local universities, offering unique support for every teacher. Attend New Teacher Orientation, connect with expert coaches, and thrive in your teaching career!
- Learn more at our Teacher Job Fair from 4 to 7 p.m. on Feb. 13 at Centennial High School register now: https://bit.ly/3Trpsku. Career Change Ahead? © Peoria Unified has openings at all levels! Enjoy outstanding benefits, state retirement
- n 023 / JUCKY / HIGHNAM Build your teaching career with Peoria Unified! From new teacher orientation to expert coaches, we prioritize your success. Learn more at our Teacher Job Fair from 4 to 7 p.m. on Feb. 13 at Centennial High School register now: httm://hit/WTrnsky
- Discover the Peoria Unified Difference! Ongoing professional development and tailored support for new teachers. Your journey starts with us! Learn more at our Teacher Job Fair from 4 to 7 p.m. on Feb. 13 at Centennial High School register now: https://bit.hy/3Trpskv

#### Newsletter to Families

Explore Exciting Opportunities at Peoria Unified! 🍑

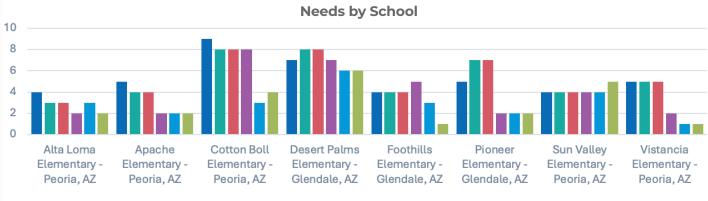
Are you, or some you know, ready to invest in your future? Peoria Unified is inviting passionate educators to join the team. From competitive compensation to potential career growth, we have something to offer at every stage.

### (INSERT EITHER WHY YOU LOVE WORKING IN PEORIA UNIFIED OR WHY ONE OF YOUR TEACHERS DOES)

Begin your pathway to teaching with our unique support system. New Teacher Orientation, expert coaches and partnerships with local universities await you in the Peoria Unified School District. Learn more at our Teacher Job Fair from 4 to 7 p.m. on Feb. 13 at Centennial High School register now: https://bit.lv/3Trpsky.

Marquee INVEST IN YOUR FUTURE | TEACHER JOB FAIR FEB. 13 | JOBS.PEORIAUNIFIED.ORG

included: custom graphics, emails for their staff, emails for their parents and social media posts for each open position. The schools that leveraged these toolkits saw a decrease in the number of open positions. Interestingly, of the eight schools that needed additional support, seven were Title I schools.



### ■1-Jul ■8-Jul ■16-Jul ■22-Jul ■30-Jul ■ 7-Aug

# WHY PEORIA UNIFIED

**PEORIA** 



My Why Posters - Customized & gifted to staff members



day means every single student, every day. From my first day of kindergarten, to today, seven years into working for the Peoria Unified School District, I have been challenged to reach my full potential by teachers, peers and mentors. More so, I am grateful to be able to continue this tendition of averallment in more memory



### Why choose Peoria Unified?

For instance, it could be our amazing benefits or working close to home or continued professional growth. The list goes and is filled withs o many god reasons as to why people choose Peoria Unified. Some could say that there are over 36,000 reasons, but in reason for working in public education and we are so grateful you chose to do that here. Peoria Unified is leader in deucation heads we are so grateful you chose to do that here. Peoria Unified is leader in deucation because of you. We cannot do this work alone, nor dowe expect you to do this work alone. The Peoria Unified difference, what makes us the Peoria Unified at mink, is that we all come toother to support the rand a central source and the source and the source alone.

nat investment you make in the lives of our students becomes an investment in our ture and community. Without people like you supporting our students, our **tradition of ccellence** would be a memory. As we continue to invest in our students, we make our smmunity stronger and contribute to that tradition.

Please continue to share your reason why with your friends, families and neighbors. The eason behind what you do moves people and makes a far more profound impact when it's a personal story told from the heart.

Thank you for your commitment to student success, thank you for choosing

# WHY PEORIA UNIFIED TIMELINE & BUDGET

Date	Action	Responsible Party	Cost	Results
Aug. 7	Opening of Schools	PR	12	4,500 attendees; 173 reasons shared
Aug. 14	Reasons Why begin being shared	PR	3	
Sept. 19	My Why posters sent to staff	PR	-	÷
Nov. 13	First Trending Peoria Ep. Shared	PR	-	2
Jan.1	#WhyPeoriaUnified Posts begin	PR	-	5
Mar. 6	Second Trending Peoria Ep.	PR	-	-
April 4	Third Trending Peoria Ep.	PR	-	- 41
April 17	Signage Placed at the DAC	PR	\$345	-
April 30	Ad sent to local universities	HR	-	Shared with education graduates from Arizona's major universities

# UNIFIED EMPOWERMENT

### Exerpt from the district's internal newsletter

PEORIA THE PEORIA

#### ANJELICA SANDEFUR'S REASON WHY



To help every student feel welcome, valued, and loved. To inspire every student to become lifelong learners that positively and effectively contribute to their communities.

Thank you to Anjelica Sandefur from Sun Valley for sharing. What is your why? Join us as we share our reasons why we are committed serving the students and families of Peoria Unifled.

#### WE NEED YOUR HELP! | TEACHER RECRUITMENT

In partnership with Academic Services and Human Resources, the Communications Team is implementing a recruitment campaign aimed at hiring new teachers. However, we need your help!

Research shows that nearly 20 percent of new hires hear about open positions via word of mouth. Throughout the school year, staff in Peoria Unified have shared their reasons why they choose to work for the district. These reasons could be our amazing benefits, or that you work close to home, or that Peoria Unified supports your continued professional growth. The list goes on and is filled with so many good reasons as to why people choose to work in Peoria Unified. Some could say that there are over 36,000 reasons, but in reality, there is just one: our students.

We ask that you continue to share your reasons for choosing Peoria Unified. If you would like to take it a step further, our team has drafted social media posts to help promote our upcoming Teacher Job Fair from 4-7 p.m. on February 13 at Centennial High School, If you would like to review our communications toolkit, you can do so here

### Teacher Toolkit linked in the Peoria Insider

# PEORIA

Teacher Job Fair | Feb. 13

#### Teacher Toolkit Overview

In alignment with Why Peoria Unified communications plan, the Comms Team has developed the following toolkit for the Job Fair on Feb. 13. To increase awareness the Comms Team plans to strategically place messages where potential new teachers are most likely to look including Linkedin, Facebook, Instagram and the district's website. Additionally, the Comms Team plans to leverage partnerships with the news media to share information with a broader audience.

- er, we need your help! Research shows that nearly 20 percent of new hires hear about open positions via word of mouth. Throughout the school year staff throughout Peoria Unified have shared their reasons why they choose to work for the district. These reasons could be our amazing benefits or that you work close to home or that Peoria Unified supports your continued professional growth. The list goes on and is filled with so many good reasons as to why people choose to work <u>in</u> Peoria Unified. Some could say that there are over 36,000 reasons, but in reality, there is just one: our students. Each day, you come to work to support the success of every single student in the Peoria Unified School District. Each day, you have the opportunity to live out your reason for working in public education and we are so grateful you chose to do that here.
- We ask that you continue to share your reasons for choosing Peoria Unified. If you would like to take it a step further, elow are draft social media posts that you can share to help promote our upcoming Teacher Job Fair from 4-7 p.m. on February 13 at Centennial High School.



Invest in Your Future! 🌞 Join the Peoria Unified Family! 🎃 (INSERT WHY YOU CHOOSE TO WORK IN PEORIA

- Learn more at our Teacher Job Fair from 4 to 7 p.m. on Feb. 13 at Centennial High School register now: https://bit.ly/3Trpskv
- Build your teaching career with Peoria Unified! Throughout my time Peoria Unified [INSERT HOW YOU HAVE BEEN SUPPORTED] Learn more at our Teacher Job Fair from 4 to 7 p.m. on Feb. 13 at Centennial High School register now: https://bit.ly/3Trpsky

SOCIAL MEDIA GRPHICS





Peoria Unified School District is excited to announce a variety of open positions for the upcoming 2024-25 school year. We're seeking dedicated individuals who are passionate about shaping the future of our students.

Why Peoria Unified? At Peoria Unified, we're committed to preparing every student for the future, every single day. It takes every staff member in Peoria Unified to make this happen. From classroom teachers to bus drivers, maintenance staff and nurses and more, it takes experts in their areas to best support student success. Joining us means more than just a job—it's an opportunity to thrive.



Award-Winning Wellness Programs

#### TRANSPORT STUDENTS TO SUCCESS

Help drive our future! Our bus drivers play a crucial role in transporting our students to success. With competitive compensation, state retirement eligibility, hands-on training, and a supportive team, there is something for every driver at every stage of their career. Ready to get behind the wheel and help transport our students to success? Peoria Unified is here to support you! Apply today!

#### **BECOME AN EDUCATIONAL CHAMPION**

As an instructional assistant, you'll play a vital role in shaping young minds and helping students achieve their full potential. Empower students to succeed every day by providing support and guidance. Join a caring community where every member is valued, supported, and challenged to grow. Ready to make a difference? Apply today and become part of our team of educational champions

#### NOURISH YOUNG MINDS

As a food service worker at Peoria Unified, you'll play a crucial role in ensuring that students have access to healthy and delicious meals that support their learning and well-being. Join us in providing nutritious meals for student success! If you're passionate about food and supporting student well-being, we invite you to apply today to join our culinary team at Peoria Unified.

#### **BUILD A SAFER FUTURE**

Without our maintenance workers, our schools wouldn't be the safe and welcoming places they are. Our team of dedicated maintenance workers ensures that our facilities are safe and conducive for learning. If you're seeking to make a difference and receive top-notch support and training, look no further than Peoria Unified. Ready to join our team and help create an environment for our students to succeed? Peoria Unified is here to support you!

#### **TEACHING IN PEORIA UNIFIED**

Join us in shaping young minds! Peoria Unified is seeking passionate teachers to join our team for the upcoming school year. With unparalleled support, benefits, and opportunities for growth, your teaching journey with us promises fulfillment at every turn.

Whether you're considering a career change or are an experienced educator, we have job openings at all levels of the organization. We're proud to partner with local universities and support educators as they enter the classroom. From day one, all teachers are provided with a level of support that is unique to Peoria Unified, All new teachers attend New Teacher Orientation and are partnered with instructional and curriculum coaches that are experts in their fields.

If you're passionate about teaching and shaping young minds, we want you on our team! Discover the exceptional benefits and supportive community waiting for you at Peoria Unified.

Spread the word and visit jobs.peoriaunified.org to explore current job opportunities.

# **INTERNAL COMMUNICATION TIMELINE & BUDGET**

Date	Action	Responsible Party	Cost	Results
Jan. 14	Job Fair Toolkit shared with staff	PR	-	-
Feb. 23	Contracts become available	HR	-	89.26 percent retention rate
April 18	Pride of Peoria Social Campaign begins	PR	-	(
April 29	Second Toolkit Shared	PR	0.00	1-1
May 8	Pride of Peoria Social ends	PR	-	231,961 Imp.; 12,341 Clicks