

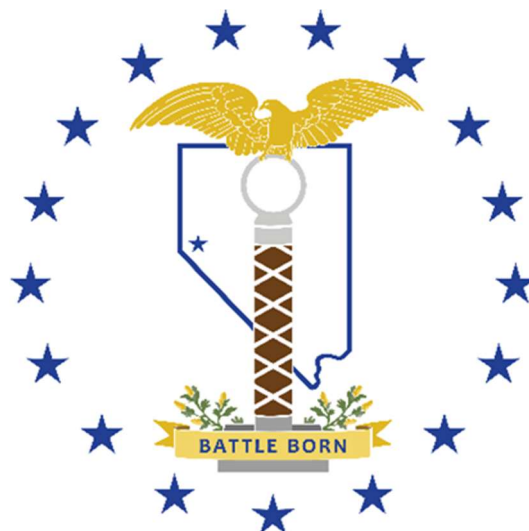
STATE OF NEVADA

Performance Audit

Recruitment and Retention Strategies

Clark County School District
Washoe County School District

2026



Legislative Auditor
Legislative Counsel Bureau – Audit Division

Audit Highlights



Highlights of performance audit report on the Recruitment and Retention Strategies, Clark County and Washoe County School Districts issued on August 20, 2026.

Legislative Auditor report # LA26-14.

Background

The Clark County School District (CCSD) is the largest school district in Nevada with a total of 377 schools and 301,697 students at the beginning of the 2024-25 school year. CCSD's mission is to have all students progress in school and graduate prepared to succeed and contribute to a diverse global economy. In addition, CCSD teaching professionals numbered 17,737.

The Washoe County School District (WCSD) was the second largest school district prior to the 2024-25 school year. The total number of schools for WCSD was 114 with 63,559 students and employed 3,624 teaching professionals. WCSD's promise to students is to know every student by name, strength and need so they graduate prepared for the future they choose, and will deliver on this promise in partnership with its families and community.

Purpose of Audit

The purpose of the audit was to evaluate the efficacy of CCSD and WCSD strategies and programs of recruitment and retention designed to ensure the availability of qualified teachers.

Audit Recommendations

This audit report contains 15 total recommendations to improve the efficacy of CCSD and WCSD strategies and programs of recruitment and retention designed to ensure the availability of qualified teachers and other support staff.

CCSD accepted the nine recommendations.

WCSD accepted the six recommendations.

Recommendation Status

Each district's 60-day plan for corrective action is due on November 17, 2026. In addition, the 6-month report on the status of the audit recommendations is due on May 17, 2027.

Recruitment and Retention Strategies

Clark County and Washoe County School Districts

Summary

Clark County School District and Washoe County School District (Districts) implement various strategies for the purpose of recruiting and retaining qualified staff. However, programs could be strengthened through strategic planning, collecting and analyzing data, and documenting expectations for the outcomes of these programs. Recruitment strategies include tuition assistance, assistance with access to Alternative Route to Licensure (ARL) programs, relocation assistance, and internship programs. Retention efforts include teacher and leadership mentoring, training, retention bonuses, satisfaction and exit surveys, and tuition assistance for advanced degrees or endorsements.

CCSD had weak controls to enforce program expectations and ensure effective use of public funds. Specifically, the district invested millions of dollars in programs intended to recruit and retain highly qualified teaching staff but did not consistently enforce program expectations or evaluate program outcomes to determine their success. In addition, CCSD spent more than \$50,000 on recruitment trips and the outcomes of the events led to minimal returns in recruitment of qualified staff. Considering education resources are limited, ensuring funds are spent wisely is critical.

Key Findings

- Districts implemented various strategies for the purpose of recruitment and retention of qualified staff, but improvement is needed in planning and evaluating recruitment and retention efforts. With inconsistent tracking of performance indicators, unreliable data, and limited analysis of strategies, CCSD and WCSD do not have the tools necessary to ensure that strategies are cost effective and achieve decreased vacancy rates. (page 5)
- Districts did not have a recruitment and retention plan in place during our audit scope. Establishing a recruitment and retention plan is essential to ensure stability in recruitment and retention efforts and should include key performance indicators to assess outcomes of recruitment and retention strategies. (pages 5-6)
- District policies and procedures for WCSD related to recruitment and retention were generally found to be outdated with 3 of 8 (38%) last being updated in 1998. Additionally, WCSD staff indicated there were no policies, procedures, desk manuals, or performance metrics in place for the ARL program, student internships, and recruitment trips. (page 6-7)
- Districts did not complete required statutory reports required in NRS 391.135(3), which includes information on data related to the ARL program participants. (page 7)
- CCSD spent approximately \$14.6 million on recruiting programs, and \$393 million on retention programs during our audit scope. However, the district failed to regularly analyze data to assess the efficiency of these recruitment and retention strategies, with 5 of 10 (50%) tested not having analyses completed. (page 7-8)
- CCSD did not consistently track key performance metrics for recruitment and retention programs. For example, CCSD collected data for only 233 of 461 (51%) in-person and virtual recruiting events. (page 8)
- WCSD did not always track key metrics for recruitment and retention programs. For example, staff attended recruitment events during the audit scope and 105 of 135 (78%) did not have a sign-up sheet to identify participant attendance. Additionally, WCSD could not identify which staff attended 26 of 135 (19%) recruitment events. (page 10)
- CCSD had weak controls over contractual obligations and did not always measure performance outcomes and incentives, including recruitment events. CCSD staff did not have processes in place to ensure recruitment incentive recipients met contractual obligations. Additionally, CCSD spent more than \$50,000 sending 25 staff on two recruitment trips and the outcomes of the events led to minimal returns in recruitment of qualified staff. (page 12)

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This report contains the findings, conclusions, and recommendations from our performance audit, *Recruitment and Retention Strategies – Clark County School District and Washoe County School District*. This audit was required of the Legislative Auditor by Assembly Bill 517 (Chapter 454, Statutes of Nevada, 2023). The purpose of legislative audits is to improve state government by providing the Legislature, state officials, and Nevada citizens with independent and reliable information about the operations of state agencies, school districts, programs, activities, and functions.

This report includes nine recommendations for Clark County School District and six for Washoe County School District to improve strategies related to recruitment and retention. We are available to discuss these recommendations or any other items in the report with any legislative committees, individual legislators, or other state officials.

Respectfully submitted,

A handwritten signature in black ink, reading "Daniel L. Crossman".

Daniel L. Crossman, CPA
Legislative Auditor

July 28, 2026
Carson City, Nevada

Recruitment and Retention Strategies

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Introduction

Background

In recent years, districts and schools across the nation reported facing staffing shortages, with higher vacancies in special education, elementary education, language arts, and career and technical education. Teacher shortages are primarily driven by teachers leaving the classroom and the profession including a reduction in the teacher pipeline due to declining interest. Teacher shortages impact student learning as schools must find alternative ways to staff classrooms with substitute teachers, increase class sizes, and add responsibilities to existing teachers. Students from low-income households are disproportionately impacted by teacher shortages. Additionally, the cost to recruit, hire, and onboard new teachers is expensive. Thus, effective recruitment and retention strategies are important for student outcomes and budgetary constraints.

Prevailing research suggests that the following strategies reduce teacher shortages:

- Invest in high-quality pathways into teaching.
- Provide mentoring support to new teachers.
- Provide competitive compensation and improve working conditions.
- Strengthen data accessibility and data system infrastructure.

Because recruitment and retention outcomes are influenced by multiple factors, the direct impact of any individual program or strategy cannot be isolated without rigorous research or studies. Therefore, this report does not assess outcomes but examines whether Clark County School District (CCSD) and Washoe County School District (WCSD) established plans and implemented recruitment and retention strategies pursuant of statutes, regulations, and best practices.

Overview of the School Districts

CCSD

Established in 1956, CCSD is the largest school district in Nevada and fifth largest in the United States. Overseeing more than 301,697 students at 377 schools, CCSD employed 17,737 teachers during the 2024-25 school year. CCSD's mission is to have all students progress in school and graduate prepared to succeed and contribute to a diverse global economy.

CCSD's Human Resources Unit¹ oversees several key administrative units responsible for talent acquisition, talent recruitment, and teacher retention pathways, as well as verification of teaching experience.

Recruitment programs and incentives include tuition assistance, relocation assistance, recruitment trips, J-1 Visa Program, principal ambassador, and internship programs. Additionally, CCSD offers various "grow your own" programs, such as Alternative Routes to Licensure (ARL), Paraprofessional Pathways Programs and English language learner endorsement. Elementary and Secondary School Emergency Relief (ESSER) grant comprised 99% of the funding for recruitment programs during the audit period.

Retention programs and incentives include teacher and leadership mentorship and training, retention bonuses, exit surveys, and tuition assistance for advanced degrees. Funds from Senate Bill 231 were used to increase salaries for hard to fill positions. The ESSER grant comprised 93% of the funding for retention programs during the audit period. See additional CCSD recruitment and retention strategies in Appendix B on page 18.

WCSD

Established in 1956, WCSD became the third largest school district in Nevada in school year 2024-25. WCSD oversees 114 schools, 63,559 students, and 3,624 teachers. WCSD, in partnership with school families and the community, pledges to

¹ During the audit period, CCSD restructured this unit, formerly known as the Human Resources Division/Employee Management Relations.

know every student by name, strength, and need, so students graduate prepared for their chosen futures.

WCSD's Department of Human Resources² performs oversight functions including recruitment and retention. This department seeks to recruit, select, support, develop, and retain a high-performing workforce and workplace environment.

Recruitment programs and incentives include offering sign-on bonuses for special education licensed teachers and educational support specialists, paying expenses for WCSD employees with a bachelor's degree to become licensed teachers, attending recruitment events, and hosting student internships. WCSD also offers ARL and Paraprofessional Pathway Programs. Retention programs and incentives include providing instructional coaching for the first year and incentive payments to special education licensed teachers and educational support specialists. See additional WCSD recruitment and retention strategies in Appendix C on page 20.

Scope and Objective

This audit was required of the Legislative Auditor by Assembly Bill 517 (Chapter 454, Statutes of Nevada, 2023), included in Appendix A beginning on page 15, and was conducted pursuant to the provisions of NRS 218G.010 to 218G.270 and NRS 218G.600 to 218G.625.

The scope of our audit included a review of CCSD and WCSD recruitment and retention strategies that were in place from July 1, 2021, through June 30, 2024. Our audit objective was to:

- Evaluate the efficacy of CCSD and WCSD strategies and programs of recruitment and retention designed to ensure the availability of qualified teachers and other support staff.

The Legislative Auditor conducts audits as part of the Legislature's oversight responsibility for public programs. The purpose of legislative audits is to improve state government by providing the Legislature, state officials, and Nevada citizens with independent

² During the audit period, WCSD restructured this department, formerly known as the Office of Talent and Professional Growth Systems.

and reliable information about the operations of state agencies, school districts, programs, activities, and functions.

Limitations

We conducted our audit in accordance with government auditing standards. Standards require we report constraints imposed on the audit approach by information limitations. We do not believe these limitations impacted our ability to conclude on our audit objective or affected our conclusions on internal controls.

Readers are encouraged to review our findings regarding recruitment and evaluation. The methodology section of this report (see Appendix D) provides further details regarding how evidence was obtained to support our audit conclusions.

The following are information limitations we identified during the audit:

- CCSD staff turnover was significant in the Human Resources Unit with existing staff having limited knowledge about recruitment and retention programs and processes in place during the audit period.
- During the course of this audit, much of the data requested from WCSD regarding recruitment and retention programs was not readily available. In instances where data was eventually provided, we identified reliability concerns that limited our ability to perform certain planned procedures. These data limitations constrained our ability to fully assess the efficacy of the recruitment and retention programs.

Improvement Needed in Planning and Evaluating Recruitment and Retention Efforts

CCSD and WCSD implemented various strategies for the purpose of recruiting and retaining qualified staff. However, for both districts, more robust planning and data collection and evaluation would support their ability to assess the efficiency of recruitment and retention efforts. Because there is a limited pool of qualified education and support staff, the lack of proper planning and program evaluation may further exacerbate vacancy rates for critical roles at CCSD and WCSD. Furthermore, with inconsistent tracking of performance indicators, unreliable data, and limited analyses of data or strategies, the districts do not have the information necessary to ensure that strategies are cost effective and achieve desired outcomes.

CCSD and WCSD implemented a range of strategies to support recruitment and retention. For example, both invested in developing pathways into teaching, such as teacher student internships and funding Alternative Routes to Licensure (ARL) programs. Both districts also developed a mentoring program to support new education professionals. Lastly, CCSD and WCSD increased compensation for teachers and provided recruitment incentives and retention bonuses when available. For a detailed list of the districts' strategies, see Appendices B and C on pages 18 through 20.

Districts Lack Recruitment and Retention Plans

CCSD and WCSD could improve program planning efforts by developing a recruitment and retention plan. Neither district had in place a formal, comprehensive recruitment and retention plan, between July 1, 2021, and June 30, 2024. Establishing a recruitment and retention plan is essential to ensure stability in

recruitment and retention efforts and should include key performance indicators to assess the outcomes of recruitment and retention strategies.

CCSD

While CCSD had district-level policies and plans related to human resources, its Human Resources Unit did not have a formalized recruitment or retention plan in place during our audit period. A review of the Board of Trustees' policies and procedures for human resources found them to be up-to-date and relevant. Additionally, the Focus 2024 Strategic Plan established in 2021 identified goals and objectives related to recruitment and retention; however, the Board of Trustees created this document independently of the CCSD Human Resources Unit. While this plan provided some direction, it did not include sufficient details for staff to effectively manage their recruitment and retention processes. CCSD's Human Resources Unit used the plan for information purposes, rather than to guide implementation of a specific plan of action for recruitment and retention.

The Human Resources Unit is in the process of creating a recruitment and retention plan developed by a committee comprised of licensed teachers, support professionals, and administrators. The primary objective is to attract talented employees, foster long-term engagement and commitment to the district by setting goals for recruitment and retention, and the proactive identification and solution of employee turnover. Such a plan will help ensure recruitment and retention efforts are aligned with strategic goals, establish an oversight process, and provide a framework to measure effectiveness of efforts.

WCSD

WCSD did not have a formalized recruitment and retention plan during our audit period. We also noted a lack of a plan during our 2004 audit of the district. Additionally, Board of Trustees policies and procedures related to recruitment and retention processes were generally outdated with 3 of 8 (38%) policies last updated in 1998. Management stated these outdated policies and procedures are still in effect. However, these policies and procedures do not provide sufficiently detailed guidance for

recruitment-specific activities and refer to an outdated strategic plan with recruitment goals that are no longer in effect.

Additionally, staff confirmed there were no policies and procedures in place for the following district recruitment programs:

- Alternative Routes to Licensure (ARL),
- student internships, and
- recruitment trips.

Recruitment and retention plans play a critical role in helping ensure that vacant positions, especially hard-to-fill positions, are given the attention needed. Without a formal recruitment and retention plan, CCSD and WCSD efforts may be focused on strategies with minimal impact resulting in an inability to hire needed employees. With a limited pool of qualified education and support staff, especially those in hard to fill positions, the lack of planning may further increase vacancy rates for critical roles at the districts.

Evaluation of Recruitment and Retention Data Can Be Improved at Both Districts

CCSD and WCSD did not regularly analyze recruitment or retention data, nor have they developed management information to identify which programs are most effective at recruiting or retaining staff. In some cases, CCSD and WCSD did not collect data related to program participation. Additionally, both districts did not complete all reporting required by NRS 391.135, which includes data related to the ARL program. Without collecting and analyzing data and completing reports related to recruitment and retention activities, the districts will be challenged to ensure the efficiency and efficacy of their efforts.

CCSD

CCSD spent approximately \$14.6 million on recruitment programs, and \$393 million on retention programs, mostly for salary increases, during the audit period. However, the district frequently failed to analyze data to assess the efficiency and efficacy of these recruitment and retention strategies. For example, the district did not analyze the results of employee satisfaction and exit surveys.

During our testing, we noted the following related to employee surveys:

- **Employee Satisfaction Survey:** CCSD implemented a one-time satisfaction survey with 6 open-ended questions and received over 1,000 unique responses. The district did not perform any significant analysis of this information to identify opportunities to enhance staff's job satisfaction.
- **Employee Exit Surveys:** During our audit period, the district collected over 2,600 survey responses but could not provide documentation showing how the data was utilized. As part of the survey, respondents are asked if they would like to be contacted to discuss general concerns, but CCSD could not provide documentation to show staff reached out to them. There was turnover in CCSD's Human Resources Unit and current staff were unaware if anything was done with survey information.

In addition to not evaluating retention information, CCSD did not always track key performance indicators for recruitment programs. This included indicators for recruitment events, timeliness of application processing, and student internship conversion rates. For example, CCSD collected data for only 233 of 461 (51%) in-person and virtual recruiting events. Also, CCSD did not track the timeliness of its hiring process, nor did it track candidates that did not receive an offer. Maintaining a list of qualified but unselected candidates could improve the efficiency of identifying candidates for future openings at other schools or in later hiring periods.

Furthermore, CCSD was unable to obtain a list of scholarship recipients for a CCSD-funded recruitment program and determine if they graduated with a teaching degree or went on to become teachers. To fund this program, the district used \$6 million of ESSER funds and entered into an agreement with a state university to pay for college credits specifically for education courses.

Finally, CCSD did not track data to determine what percentage of student interns converted to employees. In total, 5 of 10 (50%) recruitment and retention strategies tested did not have analyses

of related data to determine their efficacy, despite expenditures of over \$216 million. While a significant portion of these dollars were one-time ESSER funds, evaluating programs would help the district determine where to allocate limited resources in the future.

WCSD

During our testing of WCSD programs, we noted the district did not always collect recruitment and retention data, analyze data when available, and track key indicators. For example, WCSD did not analyze application data, nor did it regularly create reports to track timeliness of the application process. Although WCSD prepared some reports during our audit period to address our requests for data, this demonstrated the district did not consistently track and monitor data. Following our various inquiries regarding the availability of data, WCSD indicated it is in the process of developing a data needs assessment to help better manage its recruitment and retention efforts.

In addition to not collecting some data, WCSD did not always analyze data or have a process in place to identify outcomes of strategies. This is a repeat finding from our 2004 audit of the district. Related to our current audit, we noted the following:

- **Cost Benefit Analysis:** WCSD provided us with a spreadsheet to estimate the number of candidates recruited and total expenditures on recruitment and retention incentives; however, this spreadsheet was created at our request and WCSD did not regularly compile this information.
- **Student Internships:** The district did not have a process to compile student internship data during our audit period and were not evaluating the success of the student internship program. We requested student internship information and WCSD retroactively calculated the data. Once completed, the report indicated that student internships accounted for 262 new hires out of 428 internships during our audit period.

- **Mental Health Positions:** Testing identified that WCSD did not calculate attrition rates for mental health positions at the district.
- **Exit Interviews:** WCSD did not have an exit interview process in place. Best practices outline establishing an exit interview to help identify key areas to address reasons for staff leaving.

We also noted WCSD did not always track key indicators for recruitment events. For example, staff attended 135 recruitment events; however, 105 (78%) did not have a sign-in sheet to identify participant attendance. WCSD also could not identify which staff attended the event for 26 of 135 (19%) events tested.

During our audit period WCSD only attended cost-free recruitment events, but there are still personnel costs to have staff attend these events. In addition, best practices for recruitment events involve determining the most effective recruitment events based on historical outcomes, which include identifying and attending the events that attract the highest quality new hires. Without tracking the resources and outcomes of recruitment events, WCSD is unable to ensure limited resources are allocated most efficiently to recruit qualified staff.

For CCSD and WCSD, data is an essential tool to identify key areas for districts to allocate limited resources for recruitment and retention of qualified teachers, support staff, and mental health professionals. Tracking performance metrics for recruitment and retention efforts is essential to determine their effectiveness and identify areas for improvement.

Standards for internal controls state that management should obtain or generate relevant, quality information and use it to support important functions. In addition, recruitment and retention best practices identify the need to track and analyze data, such as the number of expected openings, candidate experience metrics, recruitment strategy outcomes, strategic hiring event tracking, and exit interviews.

CCSD Recommendations

1. Develop a recruitment and retention plan to help ensure continuity of efforts that include goals, objectives, strategies, key performance measures, and outcomes.
2. Develop and track key performance indicators to ensure a timely application process for candidates.
3. Evaluate the effectiveness and viability of recruitment and retention programs.
4. Analyze data collected through exit and satisfaction surveys to identify opportunities to improve staff experiences to encourage and enhance retention.
5. Comply with reporting requirements for NRS 391.135(3).

WCSD Recommendations

1. Develop a recruitment and retention plan to help ensure continuity of efforts that include goals, objectives, strategies, key performance measures, and outcomes.
2. Update written policies and procedures for recruitment and retention activities, including recruitment events, incentive programs, and student internships.
3. Finalize a data needs assessment to support evaluation of recruitment and retention programs.
4. Develop routine management reports for recruitment and retention programs.
5. Develop and track key performance indicators for recruitment and retention programs.
6. Comply with reporting requirements for NRS 391.135(2) and (3).

Opportunities to Improve Controls Over Program Implementation

CCSD had weak controls to enforce program expectations and ensure effective use of public funds. Specifically, the district invested millions of dollars in programs intended to recruit and retain highly qualified teaching staff but did not consistently enforce program expectations or evaluate program outcomes to determine their success. In addition, CCSD spent more than \$50,000 on recruitment trips and the outcomes of the events led to minimal returns in recruitment of qualified staff. Considering education resources are limited, ensuring funds are spent wisely is critical.

Program Expectations Not Enforced

Due to inadequate planning and oversight, CCSD did not properly monitor or enforce some program activities as would be expected. The district spent millions of dollars on the following programs and did not receive the anticipated return on its investments:

- **Tuition Assistance:** CCSD provided \$6 million to fund a tuition assistance program through a state university. Although the intent was that students would work for CCSD after graduation, a requirement to teach for a specified period did not exist and the agreement with the university did not include a data sharing component. Without a data sharing component, CCSD indicated it was unable to obtain the information from the university to assess the benefits to the district from the scholarships provided to students.
- **Alternative Routes to Licensure (ARL):** CCSD spent \$1 million on 250 scholarships for an ARL program with the expectation that scholarship recipients would work for the district for 3 years. Minimum requirements to participate in

an ARL program and begin teaching include having a bachelor's degree and passing competency tests in basic reading, writing, and mathematics. For this program, CCSD determined that only 31% of recipients remained employed by the district after completion. However, CCSD did not request reimbursement from those who left and the district cited legal complications as the reason for not obtaining reimbursement.

- **Relocation Bonuses:** CCSD offered a \$4,000 relocation bonus to 623 employees during the 2022-23 school year with the expectation that staff remain employed in the district for 3 years. However, the district indicated 88 of those employees left before fulfilling this obligation.

CCSD could improve program delivery by developing processes prior to implementation to ensure accountability. These processes should include mechanisms to collect data and collect reimbursement when practical and necessary. Additionally, management should verify the legality of enforcing expectations prior to program implementation. Poorly executed recruitment and retention programs can be costly and ineffective.

Some Recruitment Events Were Ineffective and Expensive

Some recruitment trips conducted by CCSD were ineffective, expensive, and did not follow established travel policy. Two of the five events tested contained evidence that CCSD staff wasted public funds. Additionally, neither of these events obtained the required approval prior to the event. Another event tested was determined to be more of a networking event than a recruiting opportunity, and the per diem for the room significantly exceeded the U.S. Government Services Administration (GSA) approved lodging rate. Below are details for some recruitment events we tested:

- **Miami, Florida:** Seventeen CCSD staff attended a recruiting event in Miami, Florida. Travel documentation demonstrated staff stayed in Miami for 6 days, including the July 4th holiday. The cost of the trip totaled about \$32,400. CCSD did not hire any teachers as a result of attending this recruiting trip.

- **Honolulu, Hawaii:** Eight staff participated in a recruiting event in a hotel in Honolulu, Hawaii. The cost of the trip totaled more than \$23,000. CCSD only hired two employees from attending this event. During a prior trip, 2 CCSD staff attended and 10 employees were hired for a total cost of about \$4,600.
- **Houston, Texas:** One recruiter attended a fraternal conclave event for 6 nights for a total of about \$4,700. This trip exceeded GSA per diem rates for lodging by 125%. Upon review, this was primarily a networking event, and there were no outcomes tracked to justify the benefits of this trip.

Waste in government is defined as the act of using or expending resources carelessly, extravagantly, or to no purpose. Although CCSD has a policy related to fraud, waste, and abuse, the policy does not clearly define waste or abuse. Additionally, without clear requirements for recruitment travel, the potential for funds to be poorly used significantly increases and exposes CCSD to waste and abuse.

CCSD Recommendations

6. Develop policies and procedures specific to recruitment and retention related contracts to ensure they contain essential components to measure outcomes.
7. Develop processes that consistently ensure participants meet contractual requirements.
8. Provide training to recruitment staff relating to fraud, waste, and abuse to ensure funds are spent in alignment with CCSD policy.
9. Develop policies that provide guidance for recruitment-related travel.

Appendix A

Excerpts From Assembly Bill 517, Chapter 454 From the 2023 Legislative Session

Assembly Bill No. 517—Committee on Ways and Means

CHAPTER 454

AN ACT relating to the Legislative Counsel Bureau; requiring the Legislative Auditor to conduct performance audits of certain school districts and the State Public Charter School Authority; authorizing the Chair of the Interim Finance Committee to request certain additional audits of school districts; establishing provisions governing such performance audits; and providing other matters properly relating thereto.

Legislative Counsel's Digest:

Existing law establishes the Legislative Counsel Bureau which consists of a Legislative Commission, an Interim Finance Committee, a Director, an Audit Division, a Fiscal Analysis Division, a Legal Division, a Research Division and an Administrative Division. (NRS 218F.100)

Existing law requires the Legislative Auditor, who is the chief of the Audit Division, to conduct certain audits of accounts, funds and other records of agencies of the State to determine certain information. (NRS 218F.100, 218G.200) **Section 5** of this bill requires the Legislative Auditor to conduct a performance audit of the two school districts with the largest number of enrolled pupils in this State and the State Public Charter School Authority not later than August 31, 2026, and not less than once every 4 years thereafter. **Section 5** authorizes the Legislative Auditor to evaluate certain matters as part of such a performance audit and to exercise his or her professional judgment in determining the scope and manner of work to be conducted and the objectives of each such audit. **Sections 5, 8 and 9** of this bill require the final written report of each audit to be presented to the Legislative Commission, the Interim Finance Committee or a subcommittee of the Interim Finance Committee and, under certain circumstances, the Audit Subcommittee of the Legislative Commission, by certain dates.

Section 6 of this bill authorizes the Chair of the Interim Finance Committee, not later than January 1, 2026, and every 4 years thereafter, to request that the Legislative Auditor conduct a performance audit of up to three additional school districts. **Sections 6, 8 and 9** of this bill require the final written report of each such audit to be presented to the Legislative Commission, the Interim Finance Committee or a subcommittee of the Interim Finance Committee and, under certain circumstances, the Audit Subcommittee of the Legislative Commission, by certain dates.

Section 7 of this bill requires the Legislative Auditor or the authorized representative of the Legislative Auditor to furnish a copy of the preliminary report of a performance audit to the superintendent of the respective school district or the Executive Director of the State Public Charter School Authority, as applicable. **Section 7** requires the superintendent of the respective school district or the Executive Director of the State Public Charter School Authority, as applicable, to submit to the Legislative Auditor a written statement of explanation or rebuttal concerning any findings for inclusion in the final report. **Section 8** of this bill requires the Legislative Auditor to furnish copies of the final written report to certain persons and prohibits the Legislative Auditor from disclosing the contents of an audit before it has been presented to certain legislative bodies. **Section 8** authorizes the Legislative Commission to adopt certain regulations regarding the presentation and distribution of the final written report.



82nd Session (2023)

Appendix A

Excerpts From Assembly Bill 517, Chapter 454 From the 2023 Legislative Session (continued)

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Section 9 of this bill requires the Legislative Commission or Audit Subcommittee to notify the respective school district or the State Public Charter School Authority, as applicable, of its acceptance of a final written report of an audit that contains a recommendation for corrective action and requires the school district or the State Public Charter School Authority, as applicable, to submit a plan for corrective action to the Legislative Auditor. **Section 9** requires a person who submits a plan for corrective action to submit to the Legislative Auditor a report regarding the implementation of any recommendations of the Legislative Auditor.

Section 10 of this bill requires the officers and employees of a school district or the State Public Charter School Authority to provide certain assistance to the Legislative Auditor or the authorized representative of the Legislative Auditor in the inspection, examination and audit of books, accounts, records, reports or other documents. **Section 10** requires each school district or the State Public Charter School Authority to cooperate fully with the Legislative Auditor or the authorized representative of the Legislative Auditor in the performance of his or her duties with respect to a performance audit conducted pursuant to **sections 5-10** of this bill.

EXPLANATION – Matter in *bolded italics* is new; matter between brackets ~~[omitted material]~~ is material to be omitted.

THE PEOPLE OF THE STATE OF NEVADA, REPRESENTED IN
SENATE AND ASSEMBLY, DO ENACT AS FOLLOWS:

Sections 1-3. (Deleted by amendment.)

Sec. 4. Chapter 218G of NRS is hereby amended by adding thereto the provisions set forth as sections 5 to 10, inclusive, of this act.

Sec. 5. 1. *The Legislative Auditor shall, not later than August 31, 2026, and not less than once every 4 years thereafter, conduct a performance audit of each of the following entities:*

(a) *The school district in this State with the largest number of pupils enrolled;*

(b) *The school district in this State with the second largest number of pupils enrolled; and*

(c) *The State Public Charter School Authority.*

2. *As part of a performance audit conducted pursuant to this section, the Legislative Auditor may evaluate, without limitation:*

(a) *Compliance with statutory requirements concerning annual reports of accountability, as well as consistency, or lack thereof, in the methodology used for such reporting;*

(b) *Compliance with state or local laws relating to contracting with outside entities to provide goods or services;*

(c) *Whether any plans presented by the school district or the State Public Charter School Authority to the Legislature or the Interim Finance Committee, including, without limitation, any subcommittee of the Interim Finance Committee, have been*



82nd Session (2023)

Appendix A

Excerpts From Assembly Bill 517, Chapter 454
From the 2023 Legislative Session (continued)

– 3 –

implemented and whether any such plan is achieving or has achieved the desired outcome;

(d) The efficacy of any strategy or program implemented at one or more schools to:

(1) Improve the proficiency of pupils in the subject areas of reading, mathematics, science or writing;

(2) Improve the educational outcomes of pupils who are English learners, at-risk pupils or receiving special education;

(3) Improve the academic performance of pupils enrolled in a Title I school, as defined in NRS 385A.040; or

(4) Increase parental involvement and family and community engagement in public schools.

(e) The efficacy of any strategy or program of recruitment or retention designed to ensure the availability of qualified teachers and other educational personnel and support staff, including, without limitation, mental health professionals.

(f) The efficacy of any strategy or program implemented by a school district or the State Public Charter School Authority to reduce class sizes.

(g) Any other matter which the Legislative Auditor is requested to evaluate by the Interim Finance Committee.

3. The Legislative Auditor, in performing his or her duties pursuant to this section and section 6 of this act, may exercise his or her professional judgment in determining the scope and manner of work to be conducted and the objectives of each audit.

4. The Legislative Auditor shall, on or before September 1, 2026, and every 4 years thereafter, present to the Legislative Commission a final written report of each audit conducted pursuant to this section during the immediately preceding 4 years.

5. The Legislative Auditor shall present a final written report of each audit conducted pursuant to this section to the Interim Finance Committee, or the appropriate subcommittee of the Interim Finance Committee, as directed by the Chair of the Interim Finance Committee, after the report is presented to the Legislative Commission but in no event later than December 31 of the year in which the final report was presented to the Legislative Commission.

6. As used in this section, “at-risk pupil” has the meaning ascribed to it in NRS 387.1211.

Sec. 6...



82nd Session (2023)

Appendix B

Clark County School District Recruitment and Retention Strategies

Recruitment Strategies

Recruitment Strategy	Description
J-1 Visa Program	The J-1 Visa Program allows foreign nationals the chance to come teach in the United States.
Paraprofessional Pathway Program	The Paraprofessional Pathway Program is a fast-track grow-your-own educator pipeline intended to cultivate support professionals to pursue teaching licenses in Nevada.
Relocation Bonus	During the 2022-23 school year, CCSD offered a \$4,000 relocation bonus to teachers that met the relocation criteria.
Student Internships	Partner with universities to provide students with hands-on experiences. These partnerships often act as a recruitment mechanism.
Recruitment Events	Staff attend recruiting events throughout the country.
Principal Ambassador Program	Twenty-two principals signed up to attend recruitment events with the Human Resources Department.
University of Nevada, Las Vegas Alternative Route to Licensure Program	One-year accelerated program to become a licensed teacher, partially funded by CCSD.
iteach Alternative Route to Licensure Program	CCSD provides scholarships for employees with a bachelor's degree to obtain a teaching license.
Nevada State University (NSU) Tuition Assistance Program	CCSD partnered with NSU to provide scholarships to education students.

Appendix B

Clark County School District Recruitment and Retention Strategies (continued)

Retention Strategies

Retention Strategy	Description
Teacher Leadership Pathway	Eight-week leadership development program.
Urban Leader Pathway	The Urban Leader Pathway for the career advancement of educators into administration seeks to improve teacher and leader quality by investing in a diverse group of equity-centered, highly effective educators through opportunities for tuition assistance, professional learning, mentoring, and career advancement to support the current needs of their students.
Management Leadership Academy	Two-year program for managers in the district to network and collaborate with other leaders. The purpose is to help them grow as leaders and create more retention in the district.
New Teacher Pathway Program	Provides new and experienced teachers with 2 years of support and professional development opportunities.
Project PUEBLO	The program provides elementary and second-level teachers with tools and strategies to support the learning, content, and language development of students from multi-ethnic communities.
School-Based Mental Health Services Grant	Increase number of counselors, psychologists, social workers (mental health professionals) that provide school-based services, professional learning, and memberships.
Senate Bill 231	Salary increases for teachers and education support professionals in hard-to-fill, special education positions.

Source: Auditor prepared from CCSD data provided to document programs.

Appendix C

Washoe County School District Recruitment and Retention Strategies

Recruitment Strategies

Recruitment Strategy	Description
Special Education Sign-On Bonus	Special education teachers and education support professionals received \$2,500-\$5,000 sign-on bonuses.
Recruitment Events	Staff attended 135 recruitment events between July 2021 and June 2024.
Alternative Route to Licensure	WCSD provides funding for district employees with a bachelor's degree to obtain a teaching license.
Student Internships	Partner with universities to provide students with hands-on experiences. These partnerships often act as a recruitment mechanism.

Retention Strategies

Retention Strategy	Description
New Teacher Center Program	WCSD partnered with the New Teacher Center to provide training in instructional coaching for 101 site-based coaches of first-year teachers.
Special Education Retention Bonus	Special education teachers and education support professionals received \$1,500-\$2,500 retention bonuses.

Source: Auditor prepared from WCSD data provided to document programs.

Appendix D

Audit Methodology

To gain an understanding of recruiting and retention activities at Washoe County School District (WCSD) and Clark County School District (CCSD), we interviewed human resources staff to identify best practices, reviewed state and federal laws, regulations, and policies and procedures significant to the districts' operations. We also reviewed their processes and procedures for hiring, evaluating, training, and compensating. In addition, we interviewed data analysts and program coordinators to ascertain how the districts collected data and prepared reports. We interviewed Nevada Department of Education staff, along with administration from local colleges and universities, to understand their role in the processes.

Our audit included a review of the districts' internal controls significant to our audit objective. Internal control is a process effected by an entity's oversight body, management, and other personnel that provides reasonable assurance that the objectives of an entity will be achieved. Internal control comprises the plans, methods, policies, and procedures used to fulfill the mission, strategic plan, goals, and objectives of the entity. The scope of our work on controls related to recruitment and retention include the following:

- Use quality information and communicate internally (Information and Communication).
- Perform monitoring activities and remediate deficiencies (Monitoring).

Deficiencies and related recommendations to strengthen CCSD and WCSD internal control systems are discussed in the body of this report. The design, implementation, and ongoing compliance with internal controls is the responsibility of CCSD and WCSD management.

To determine internal best practices for recruitment and retention we met with CCSD and WCSD human resources leadership and staff. Additionally, we discussed written internal policies and procedures specific to recruitment and retention.

To identify the districts' progress regarding recruitment and retention, we submitted an Interim Letter for the period July 1, 2021, through June 30, 2024, to CCSD and WCSD requesting information on district sanctioned recruitment and retention programs. In addition, we requested a list of recruitment events attended, a list of agreements in place with universities and colleges, a list of routine human resource reports, information regarding internal review of data reliability, and a recruitment and retention plan.

We reviewed all identified recruitment and retention programs and incentives at WCSD. We discussed each program and incentive with staff and requested all data metrics that WCSD used to track the success of the program. We reviewed data and metrics to determine the reliability of the information and reviewed source documentation for the creation of data sets provided by districts where applicable.

We judgmentally sampled 10 out of 16 recruitment and retention programs at CCSD, based on the number of individuals in the program, amount spent, and funding source. We discussed the programs with CCSD and asked for data that was tracked to determine the success of the programs. We also reviewed the contracts in place for these programs to ensure funds were spent within the terms of the contracts and enforcement of contract terms was conducted.

For each WCSD recruitment event, we reviewed available sign-up sheets. We also performed analysis of the recruitment events to gather statistics during our audit period.

We judgmentally sampled 5 of 266 in-person recruitment events CCSD attended during our audit period based on distance from Las Vegas, number of CCSD employees, number of attendees, and the total cost of the trip. For these events, we reviewed each

recruitment event comparing the cost with receipts, justification for the trip, and confirmed the number of attendees. Additionally, we aggregated information on all recruitment events, which included the number of events without data, total number of events attended, average number of attendees per event, number of employees hired, and total cost for recruitment events.

We also requested reports from CCSD and WCSD regarding the biennial report for Alternative Route to Licensure employees required in NRS 391.135.

We also requested exit surveys and stay surveys for both CCSD and WCSD. For CCSD, we reviewed information regarding exit and stay surveys, and requested evidence for CCSD's follow-up with exiting employees who requested human resources contact them after leaving the school district.

We used nonstatistical sampling for our audit work, which was the most appropriate and cost-effective method for concluding on our audit objective. Based on our professional judgement, review of authoritative sampling guidance, and careful consideration of underlying statistical concepts, we believe that nonstatistical sampling provided sufficient, appropriate audit evidence to support the conclusions in our report. We did not project exceptions to the population because our samples were judgmentally selected.

Our audit work was conducted from August 2023 to June 2026. We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

In accordance with NRS 218G.610, we furnished a copy of our preliminary report to the districts. We met with district officials to discuss the results of the audit on the following dates: CCSD on July 17, 2026; and WCSD on July 9, 2026, and requested a written response to the preliminary report. Those responses are

contained in Appendix E and Appendix F, which begins on page 25.

Contributors to this report included:

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Chief Deputy Legislative Auditor

Appendix E

Response From Clark County School District



Clark County School District
Recruitment and Retention Strategies
Performance Audit #LA26-14 Response

DATE: July 24, 2026

TO: Daniel Crossman, Legislative Auditor
Legislative Counsel Bureau

FROM: Jesse Welsh, Deputy Superintendent of Teaching and Learning
RoAnn Triana, Chief Human Resources Officer

SUBJECT: Performance Audit #LA26-14, CCSD Response

Dear Legislative Auditor Crossman and Members of the Legislative Counsel Bureau,

On behalf of the Clark County School District (CCSD or the District), we appreciate the opportunity to respond to the recommendations contained in Performance Audit #LA26-14 regarding Recruitment and Retention Strategies. We thank you and your staff for the professionalism, collaboration, and diligence demonstrated throughout the audit process. Performance audits play an important role in strengthening accountability, promoting transparency, and supporting continuous improvement in public education.

CCSD has carefully reviewed each recommendation and concurs with the opportunities identified to further strengthen the District's recruitment and retention practices. The recommendations align with the District's commitment to developing a comprehensive, data-informed Human Capital strategy that attracts, develops, supports, and retains a highly qualified workforce in service of our students, schools, and community.

The District believes it is important to provide context regarding the audit period, which evaluated activities occurring between July 1, 2021, and June 30, 2024. Since that time, the Human Resources Unit has undergone significant organizational, operational, and strategic transformation. Many of the initiatives reflected in the audit recommendations were already underway prior to receipt of the preliminary audit report and continue to be implemented as part of the District's long-term strategic direction.

These efforts include the development of a comprehensive Recruitment and Retention Plan, expanded strategic workforce planning, modernization of recruitment practices through enhanced Candidate Relationship Management technology, strengthened recruitment partnerships, improved workforce analytics, and continued enhancements to onboarding, mentoring, leadership development, and employee retention strategies. Collectively, these initiatives have contributed to measurable improvements, including a significant reduction in licensed teacher vacancies and strengthened systems that support workforce planning and talent management across the District.

CCSD views the audit recommendations as an opportunity to further institutionalize these improvements through enhanced governance, performance measurement, and program evaluation. Accordingly, the Human Resources Unit has incorporated the recommendations into its ongoing strategic planning and implementation efforts, ensuring they are integrated with broader Human Capital initiatives, supported by performance measures, and monitored through established accountability processes.

The following responses outline CCSD's position on each recommendation and the actions the District will take to further strengthen recruitment and retention practices while supporting long-term organizational sustainability and ensuring every school is staffed with exceptional employees.

Performance Audit #LA26-14 Response

July 24, 2026

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Recommendation #1: *Develop a recruitment and retention plan to help ensure continuity of efforts that include goals, objectives, strategies, key performance measures, and outcomes.*

Response: CCSD accepts this recommendation. CCSD is currently refining and scaling its existing recruitment and retention plan, originally implemented in 2025, to further align our ongoing strategies, the 2026-2031 Strategic Plan, key performance measures, and documented outcomes for long-term continuity.

Recommendation #2: *Develop and track key performance indicators to ensure a timely application recruitment engagement process for candidates.*

Response: CCSD accepts this recommendation. CCSD developed and continues to track and optimize existing key performance indicators that measure the effectiveness of our sourcing channels and candidate engagement efforts, keeping applicants actively connected throughout the recruitment cycle. Recruitment tracks candidate, campaign, and user insights through Beamery, the CRM platform. KPI's include campaign insights (reach, conversions, and click rate), contacts created, global tags added, notes added, and tasks completed.

Recommendation #3: *Evaluate the effectiveness and viability of recruitment and retention programs.*

Response: CCSD accepts this recommendation. CCSD is operationalizing routine evaluation processes to more deeply measure the long-term effectiveness and fiscal viability of our active recruitment and retention initiatives.

Recommendation #4: *Analyze data collected through exit and satisfaction surveys to identify opportunities to improve staff experiences to encourage and enhance retention.*

Response: CCSD accepts this recommendation. CCSD developed processes to analyze data collected through exit and satisfaction surveys to identify trends, inform continuous improvement efforts, and enhance staff experiences to support employee retention.

Recommendation #5: *Comply with reporting requirements for NRS 391.135(3).*

Response: CCSD accepts this recommendation. CCSD will implement procedures to ensure timely, accurate, and complete reporting in accordance with NRS 391.135(3).

Recommendation #6: *Develop policies and procedures specific to recruitment and retention related contracts to ensure they contain essential components to measure outcomes.*

Response: CCSD accepts this recommendation. CCSD will strengthen contract management by adhering to purchasing guidelines, policies, and procedures, and ensure all contracts include clearly defined, measurable outcomes and performance expectations.

Recommendation #7: *Develop processes that consistently ensure participants meet contractual requirements.*

Response: CCSD accepts this recommendation. CCSD will implement standardized processes to monitor participant compliance with contractual requirements, promptly address instances of noncompliance, and document corrective actions in accordance with District procedures and contract terms.

Recommendation #8: *Provide training to recruitment staff relating to fraud, waste, and abuse to ensure funds are spent in alignment with CCSD policy.*

Performance Audit #LA26-14 Response

July 24, 2026

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Response: CCSD accepts this recommendation. CCSD is expanding and delivering continuous training for the recruitment staff to further embed waste, fraud, and abuse prevention protocols into the workflow.

Recommendation #9: *Develop policies that provide guidance for recruitment-related travel.*

Response: CCSD accepts this recommendation. CCSD is updating and formalizing our existing travel guidelines that provide guidance for recruitment-related travel.

Clark County School District's Response to Audit Recommendations

<u>Recommendations</u>	<u>Accepted</u>	<u>Rejected</u>
1. Develop a recruitment and retention plan to help ensure continuity of efforts that include goals, objectives, strategies, key performance measures, and outcomes.....	<u>X</u>	<u> </u>
2. Develop and track key performance indicators to ensure a timely application process for candidates	<u>X</u>	<u> </u>
3. Evaluate the effectiveness and viability of recruitment and retention programs	<u>X</u>	<u> </u>
4. Analyze data collected through exit and satisfaction surveys to identify opportunities to improve staff experiences to encourage and enhance retention	<u>X</u>	<u> </u>
5. Comply with reporting requirements for NRS 391.135(3)	<u>X</u>	<u> </u>
6. Develop policies and procedures specific to recruitment and retention related contracts to ensure they contain essential components to measure outcomes.....	<u>X</u>	<u> </u>
7. Develop processes that consistently ensure participants meet contractual requirements	<u>X</u>	<u> </u>
8. Provide training to recruitment staff relating to fraud, waste, and abuse to ensure funds are spent in alignment with CCSD policy	<u>X</u>	<u> </u>
9. Develop policies that provide guidance for recruitment-related travel	<u>X</u>	<u> </u>
TOTALS	<u>9</u>	<u> </u>

Appendix F

Response From Washoe County School District



Washoe County School District

425 East Ninth Street * P.O. Box 30425 * Reno, NV 89520-3425
Phone (775) 348-0200 * Fax (775) 348-0304 * www.washoeschools.net

Board of Trustees: Adam Mayberry, President * Alex Woodley, Vice President * Christine Hull, Clerk
Diane Nicolet * JJ Phoenix * Beth Smith * Colleen Westlake * Tiffany McMaster, Superintendent

July 27, 2026

Mr. Daniel Crossman, Legislative Auditor
Nevada Legislative Counsel Bureau, Audit Division
401 S. Carson St.
Carson City, NV 98701

Subject: Washoe County School District's Response to Performance Audit Report of Recruitment and Retention Strategies

Dear Mr. Crossman:

Thank you for the opportunity to respond to the Legislative Counsel Bureau's performance audit report on Recruitment and Retention Strategies. Washoe County School District (WCSD) appreciates the work of the Legislative Counsel Bureau (LCB) and the effort undertaken to evaluate recruitment and retention strategies intended to ensure the availability of qualified teachers and other educational professionals.

WCSD recognizes the importance of effective recruitment and retention practices in supporting student success and maintaining a highly qualified workforce. We appreciate the audit's identification of opportunities to further strengthen the District's planning, data collection, reporting, and evaluation processes. WCSD accepts all six recommendations and has either initiated or plans to initiate actions to address each recommendation.

Please accept this letter as the District's formal response to the audit recommendations.

RECOMMENDATIONS AND RESPONSES

1. *Develop a recruitment and retention plan to help ensure continuity of efforts that include goals, objectives, strategies, key performance measures, and outcomes.*

Washoe County School District accepts the audit recommendation.

WCSD agrees that a comprehensive recruitment and retention plan is important to provide strategic direction and continuity of efforts. The District has already begun work on the development of a formal Recruitment and Retention Plan that will establish goals, objectives, strategies, performance measures, and desired outcomes for recruitment and retention initiatives.

The plan will incorporate data-driven decision making and align with the District's broader strategic priorities. WCSD anticipates completing and formally adopting the Recruitment and Retention Plan by July 2027.

2. *Update written policies and procedures for recruitment and retention activities, including recruitment events, incentive programs, and student internships.*



WCSD Response to Performance Audit Report of Recruitment and Retention Strategies
July 27, 2026
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Washoe County School District accepts the audit recommendation.

WCSD acknowledges that certain policies and procedures related to recruitment and retention activities require updating and modernization. The District is currently engaged in a broader effort to review and update policies, administrative regulations, procedures, and operational guidance documents across multiple functional areas.

As part of this initiative, WCSD will update and formalize policies and procedures related to recruitment events, incentive programs, student internships, and other recruitment and retention activities. The District anticipates completing this work by March 2027.

3. *Finalize a data needs assessment to support evaluation of recruitment and retention programs.*

Washoe County School District accepts this audit recommendation.

WCSD agrees that a comprehensive data needs assessment is necessary to support the meaningful evaluation of recruitment and retention programs and to ensure that workforce data is available to inform strategic decision-making.

As discussed with the auditors, the District's current human resources system of record, BusinessPLUS, in conjunction with our talent acquisition system, SearchSoft, has significant limitations related to data integration, reporting functionality, workforce analytics, and accessibility of recruitment and retention information. As a result, many workforce reports and analyses currently require substantial manual effort, and the District has determined that investing significant resources to redesign processes or develop additional reporting functionality within BusinessPLUS and SearchSoft is not prudent given the system's planned replacement.

During the audit period, WCSD completed portions of a data needs assessment; however, that work occurred outside the scope of the audit period and was performed in support of the District's future system modernization efforts. Accordingly, the assessment activities underway today were not available to support recruitment and retention reporting during the timeframe reviewed by the auditors.

WCSD is currently implementing Oracle Fusion Human Capital Management (HCM), with a planned go-live date of July 2027. As part of the Oracle HCM implementation project, the District is conducting a comprehensive data needs assessment to identify future reporting requirements, workforce analytics needs, key performance indicators, data governance requirements, and information necessary to support recruitment and retention decision-making.

The District's current efforts are focused on Oracle readiness and ensuring that the required workforce data, reporting capabilities, and analytics are incorporated into the new system's configuration. WCSD anticipates finalizing the data needs assessment as part of the Oracle HCM implementation process and leveraging the assessment results to improve the evaluation and management of recruitment and retention programs following implementation.

WCSD Response to Performance Audit Report of Recruitment and Retention Strategies
July 27, 2026
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4. *Develop routine management reports for recruitment and retention programs.*

Washoe County School District accepts the audit recommendation.

WCSD agrees that routine management reporting is necessary to evaluate recruitment and retention efforts and support informed decision making.

Currently, many recruitment and retention reports are generated manually due to limitations within BusinessPLUS and SearchSoft. While the District has the ability to produce non-routine reports through significant staff effort, the current system does not provide efficient access to many of the workforce metrics desired by management.

As part of the Oracle Fusion HCM implementation scheduled for July 2027, WCSD has required the development of standardized workforce reporting and dashboarding capabilities. These reports and dashboards will provide management with routine access to recruitment, hiring, retention, vacancy, turnover, and workforce planning information. The District will continue to improve reporting capabilities during the implementation process and expects routine management reporting to be fully supported upon implementation of Oracle HCM.

5. *Develop and track key performance indicators for recruitment and retention programs.*

Washoe County School District accepts this audit recommendation.

WCSD agrees that establishing and monitoring key performance indicators (KPIs) is essential to evaluating the effectiveness of recruitment and retention programs.

As discussed with the auditors, the District's current technology platform limits the ability to automate the collection, monitoring, and reporting of many workforce metrics. Consequently, several indicators currently require manual compilation and analysis.

To address this concern, WCSD has incorporated KPI development and reporting requirements into the Oracle Fusion HCM project. The District has required that workforce dashboards, recruitment metrics, retention measures, and other key performance indicators be identified during the design phase and configured during implementation.

The Recruitment and Retention Plan described above will also identify target performance measures that will be monitored and evaluated on an ongoing basis once Oracle HCM is fully implemented.

6. *Comply with reporting requirements for NRS 391.135(2) and (3).*

Washoe County School District accepts the audit recommendation.

WCSD will review its processes related to Alternative Routes to Licensure (ARL) reporting and take appropriate steps to ensure compliance with the reporting requirements established under NRS 391.135(2) and (3).

WCSD Response to Performance Audit Report of Recruitment and Retention Strategies

July 27, 2026

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As part of the Oracle Fusion HCM implementation, the District expects improved access to workforce and licensure data, which will facilitate the collection and reporting of information required under statute. WCSD will establish procedures and assign responsibility for preparing and submitting the required reports to ensure future compliance.

CONCLUSION

Thank you for the opportunity to meet and discuss the audit findings. WCSD appreciates the Legislative Counsel Bureau's review and recommendations and accepts all six recommendations contained in the report. The District is committed to strengthening recruitment and retention planning, updating policies and procedures, improving workforce data and reporting capabilities, establishing meaningful performance measures, and enhancing compliance with statutory reporting requirements.

Many of the improvements identified in the audit align with the District's ongoing implementation of Oracle Fusion HCM, which is scheduled to go live in July 2027 and will significantly enhance WCSD's ability to collect, manage, analyze, and report workforce data.

Should you require any additional information or clarification regarding these responses, please do not hesitate to contact District personnel.

Sincerely,



Tiffany McMaster,
Superintendent

Attachment

Washoe County School District's Response to Audit Recommendations

<u>Recommendations</u>	<u>Accepted</u>	<u>Rejected</u>
1. Develop a recruitment and retention plan to help ensure continuity of efforts that include goals, objectives, strategies, key performance measures, and outcomes.....	<u>X</u>	<u> </u>
2. Update written policies and procedures for recruitment and retention activities, including recruitment events, incentive programs, and student internships	<u>X</u>	<u> </u>
3. Finalize a data needs assessment to support evaluation of recruitment and retention programs.....	<u>X</u>	<u> </u>
4. Develop routine management reports for recruitment and retention programs	<u>X</u>	<u> </u>
5. Develop and track key performance indicators for recruitment and retention programs.....	<u>X</u>	<u> </u>
6. Comply with reporting requirements for NRS 391.135(2) and (3)	<u>X</u>	<u> </u>
TOTALS	<u>6</u>	<u> </u>