

Essential Elements: Recruitment and Retention of High Quality Staff

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AASPA has been in existence since 1938 and is the only organization that specifically targets and represents school human resource professionals.

AASPA provides leadership in promoting effective human resource practices within education through professional development activities and a broad-based resource network.

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Today's Presentation

Outline:

- Why are we here?
- What have I seen
- What can we do about it?

Presentation Alignment to Human Capital Leaders in Education (HCLE) Standards:

- S.WP.1 Analyze staffing requirements to meet strategic goals.
- S.BR.1 Present a consistent organizational brand.
- S.SR.1 Identify sources of high-quality candidates.

For more information on the HCLE standards, visit:

<http://www.HCEdLeaders.org>



Why are we here?

1. Declining Interest in the profession

- According to a survey by the American Association of State Colleges and Universities, as noted in the report, deans of colleges of education said the No. 1 reason for the enrollment drop was the perception of teaching as an undesirable career.

2. Declining enrollment in teacher training programs

- Between the 2008-2009 and 2012-2013 school years, enrollment in teacher preparation programs decreased by more than 30% (Special Education, Math, Science...)
- Between 2005-2006 and 2014-2016 degrees in education declined by 15%
- Disconnect between training and districts' needs



The Chronicle of Higher Education

Developed by researchers at UCLA over five decades to survey of the nation's incoming freshmen class.

Year	Probable field of study (Education)
1973	13.2%
1983	6.5%
1993	9.9%
2003	10.01%
2013	5.2%
2015	4.2%
2016	4.6%

Source: <https://www.chronicle.com/interactives/freshmen-survey>



Why are we here?

3. Teacher Retention/Turnover

- In 2012 about 16% of teachers (500,000) left their district. Half of these folks left the profession all together.
- About 30% of new teachers leave the occupation within their first five years
- Teacher turnover is highest in the South (16.7%) and lowest in the Northeast (10.3%)
- Teachers of color have higher turnover rates (19% vs 15%)
- 51% of teachers report more manageable workloads and 53% cited better working conditions as primary reasons
- 91% of Millennials expect to stay in a job for less than three years. That means they would have 15 – 20 jobs over the course of their working lives.

Source: <https://files.eric.ed.gov/fulltext/ED579971.pdf> and <https://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2018144>



Why are we here?

Let's Talk What is Cost's to Replace...

National Data

- \$2.2 Billion per year on teacher attrition
- \$4.9 billion per year for replacing teachers who transfer schools

District Data

- \$4,366 per teacher in a small rural district
- \$17,872 per teacher in a very large district

The Learning Policy Institute as a list of Separation Costs, Recruitment and Hiring Costs and Training Costs associated with Replacement: <https://learningpolicyinstitute.org/about-teacher-turnover-calculations>



Why are we here?

- **4. Teacher Pay – Will money solve all our problems?**
- How does your state compare / How does your school compare?
 - <https://www.vox.com/policy-and-politics/2018/3/9/17100404/teacher-salary-underpaid-database>
 - <https://learningpolicyinstitute.org/product/understanding-teacher-shortages-interactive>
- What about your healthcare costs?
- Data is clear that we have a problem, but the solution is slow.
- Does not help with class size, no supplies etc.



2018's Best and Worst

Highest Annual Salaries (Adjusted for Cost of Living)

1. Michigan
2. Illinois
3. Pennsylvania
4. Ohio
5. New York

Lowest Projected Teacher Turnover

1. Kentucky
2. Montana
3. Missouri
4. New York
5. Alabama

Lowest Annual Salaries (Adjusted for Cost of Living)

47. Vermont
48. West Virginia
49. South Dakota
50. Maine
51. Hawaii

Highest Projected Teacher Turnover

44. Indiana
45. Virginia
46. Arizona
47. Vermont
48. District of Columbia

<https://wallethub.com/edu/best-and-worst-states-for-teachers/7159/#main-findings>



Legislation

Oklahoma

- Cut 850 Classes (2014-2015)/Planned to add \$400 million to raise teacher pay \$10,000 annually (didn't happen)
- 4-Day school week in some districts/Still planning for pay increases even with a 1.3 billion deficit for 2017 (didn't happen)
- 2017 Bill passed that allows retired teachers to return to the classroom after one year with no salary caps and retain retirement benefits
- 1,429 Emergency Certificates for 2017-2018 School Year
- Teacher Walk Out / Bill proposal that increases teacher pay by 5% in 18-19 / after year 6 overall raises of 34.18%-50.85%
- Petition to overturn the tax increase (Oklahoma Supreme Court) – Ruled Invalid



Legislation

Colorado

- Bill in Senate to waive tuition for teachers who work in rural areas. Killed
- Bill to provide financial assistance to teacher pursuing alternative certification. Passed
- Funding for Rural School Recruiters at Colorado Colleges.
- Dept. of Higher Education gave \$300,000 to 7 Colleges and Universities to fund programs aimed at fighting teacher shortage in rural areas.
- Guaranteed admission now offered to high schoolers who study education (CU Boulder)
- Denver Teacher Strike in February - \$25.2 million towards teacher pay/starting salary for new teachers will be \$45,800

South Carolina

- Bill in Senate to give Loan Forgiveness to teachers who will teach in rural and poor areas. Passed
- \$9 million for poor districts to use as one-time teacher signing or performance bonuses.
- \$32 Million in next years budget to move starting salary from \$30,000 to \$32,000 annually.
- South Carolina school employed 546 foreign exchange teachers in 2016/2017 through a state run program.



Legislation

California

- Enrollment in college education programs dropped more than 70 percent over the last decade
- Bill to give loan forgiveness for new teachers who teach for four year at a school with large numbers of disadvantaged students or a rural school or a school with large number of emergency permits.
- Another bill would create matching grants for school districts to create or expand teacher residency programs (designed for para's earning teacher credentials)
- In 2017 only bill to be signed into law – Encourages school districts to turn surplus property into employee housing (Vetoed teacher rental housing & 6 weeks paid maternity leave for teachers)
- Two Teacher Strikes this year (LA Unified & Oakland)



Legislation

Indiana

- They are rewarding "current college" students who commit to teaching five years in any public school up to \$30,000 off their college tuition.
*Encouraging high school students & minorities
- Bill to make it easier to get licensed from other states (bachelor's degrees in the subject areas they teach and at least a 3.0 college grade point average)
- March 2018 – Bill PASSED to allow schools to fill up to 10% of their teaching staff with unlicensed teachers (yes a degree/yes student teaching/no passed test)
- Bill also would target particular hard-to-staff positions (SpEd) to receive additional pay



Legislation

Washington

- In April 2017, the state legislature passed House Bill 1115 that created a minimum set of criteria for employment standards for all paraeducators — Helping to streamline efforts to become certified teachers.
- Washington Supreme Court's decision in the *McCleary vs. Washington* case. The court ruled in 2012 that the state was not adequately funding education, but it has taken six years for the legislature to fully comply. In 2017, the Democratic-held Washington legislature allocated \$7.3 billion to schools over a four-year period, and this year allocated an additional \$1 billion to go to teacher salaries.
- The Washington Policy Center says the statewide average salary for a teacher is about \$71,000.
- Many teacher unions are seeking around a 15% pay hike



Legislation

Arizona

- New legislation signed into law (May 2017) will allow teachers to be hired with no formal teaching training, as long as they have five years of experience in fields “relevant” to the subject they are teaching.
- Aspiring Teacher Academy introduced last year – For every year they promise to teach they get a year off of their tuition.
- 6-day teacher walkout – 20% teacher pay raise over the next 3 years.
- An additional initiative to fund both salaries and operations (petition)



Legislation

Only 6 states – Arizona, Florida, Hawaii, Mississippi, Missouri, and Nevada offer full teacher license reciprocity for all eligible, fully licensed teachers. In these six states, fully licensed out-of-state teachers, regardless of experience, are immediately eligible to receive a standard teaching license and are subject to few if any additional requirements.



What can we do about it?

- **Seven Strategies for Recruitment and Hiring**

1. Embrace Data
2. Grow Your Own Teachers and Leaders
3. Expand Online Recruiting Efforts
4. Leverage Partnerships
5. Recruitment Stipends
6. Leadership Training
7. Building and Communicating a Brand



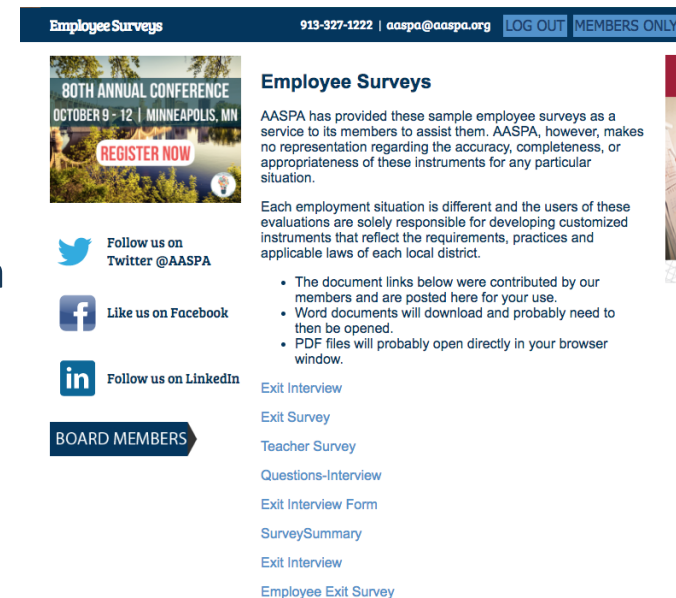
1. Embrace Data

- **Data is Key - You need a system in place to identify shortage areas/district strengths**

- Market Analysis of the local labor market – Principals need to know what your teachers can make next door.
- Compensation studies with surrounding districts
- Compensation studies with local non-teaching jobs
- Satisfaction Surveys
- Track what types of candidates are applying
- Where are your teachers going (simple Exit Interview)

- **Data Driven Screening Systems**

- Vital to help you pick the best candidates = Good Teacher Retention



The screenshot shows the 'Employee Surveys' page of the American Association of School Personnel Administrators (AASPA). At the top, there is a navigation bar with the text 'Employee Surveys', a phone number '913-327-1222', an email 'aaspa@aaspa.org', and links for 'LOG OUT' and 'MEMBERS ONLY'. Below the navigation bar is a banner for the '80TH ANNUAL CONFERENCE' held from 'OCTOBER 9 - 12 | MINNEAPOLIS, MN', with a prominent 'REGISTER NOW' button. The main heading is 'Employee Surveys'. The text explains that AASPA provides sample employee surveys as a service to its members, but it does not guarantee the accuracy or completeness of the instruments. It also states that each employment situation is different and that users are responsible for developing customized instruments that reflect local requirements and laws. A list of links is provided, including 'Exit Interview', 'Exit Survey', 'Teacher Survey', 'Questions-Interview', 'Exit Interview Form', 'SurveySummary', 'Exit Interview', and 'Employee Exit Survey'. On the left side of the page, there are social media links for Twitter (@AASPA), Facebook, and LinkedIn. A 'BOARD MEMBERS' link is also visible.



2. Grow Your Own Strategies

- **Examples:**

- Tuition assistance to help paraprofessional or parent volunteers earn teaching licenses
- Help current teachers earn certifications for hard-to-fill areas (math, science, SpEd) or leadership roles (Principals)
- Utilize early graduates to serve as tutors (December graduates need something to do...)
- Incentive programs for high school students who will come back and teach at your district

*Idaho State Board of Education's Grow Your Own Teacher Scholarship Program

<http://www.boardofed.idaho.gov/scholarship/gyo.asp>

*Illinois' Grown Your Own Teacher Education Initiative

<http://www.growyourownteachers.org/AboutUs/>

*Shenandoah/Woodstock, VA Tuition Assistance

http://www.shenandoah.k12.va.us/departments/finance/tuition_assistance

*Missouri/Partnered with both community college and university

<https://www.educationdive.com/news/grow-your-own-program-gives-missouri-high-school-students-pathway-into-teac/503689/>

*Guaranteed admission to high school students

<https://www.colorado.edu/today/2018/10/18/guaranteed-admission-now-offered-high-schoolers-who-study-education>



3. Expand Online Recruiting Efforts

- **Social Media** - Love It/Hate It/Do It – It helps in recruiting younger generation and diverse candidates
- Virtual Career Fair *\$\$
- You MUST tie all of this back to your brand

How Fortune 500 Companies Engage Talent on Twitter:
<https://www.softwareadvice.com/resources/how-fortune-500-companies-engage-talent-on-twitter-update/>
How to Use Twitter as a Recruiting Tool:
<https://www.inc.com/guides/2010/05/using-twitter-for-recruiting.html>

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[@YukonDistrict](#) / [@YPSCareers](#)



4. Leverage Partnerships

- Discover Your Strengths and Challenges – Engage business and community leaders (invite them to your school)
- Alternative Certification Programs: <https://www.alternativecertification.org/>
- Work with your benefits provider on hiring incentives, referrals, etc
- Leverage support from regional service centers

Approximately 18% of public school teachers in 2015-2016 had entered teaching through an alternative route to certification program.

- ❖ Higher percentage of alternative route teachers were Black (13 vs. 5 percent), Hispanic (15 vs 8 percent)



5. Recruitment Stipends

- Funded by School District Foundations / TIF Money
If you have it! Say it!
- Substitute Incentive Pay: <https://www.usnews.com/news/best-states/nebraska/articles/2017-11-25/nebraska-school-district-creates-substitute-incentive-pay>
- If you can't/don't offer a signing bonus try an alternative incentive (allow teachers to enroll their children in your school – Okla.)
- Housing Discounts, Interest Free Loans, Discounted Technology, Security Deposit Waivers
*Goes back to Leveraging Partnerships
- Fairfax, VA: <https://www.fcps.edu/node/31928>
- San Francisco, CA: <http://sfmohcd.org/teacher-next-door-program-tnd>
- Fayetteville, NC: <http://hr.ccs.k12.nc.us/incentives-2/>



6. Leadership Training

- Build your Teacher Leaders / The research is out there it is key to your retention efforts
- If you have great PD available tell people about it.
- Support your Principals as Human Capital Managers/Leaders
 - Ability to Hire Early – Know your needs early (September)
 - Bring the data to the table
 - 24/7 Access to Application Pool
 - Stop moving your poor teachers around
- Training your HR Staff and Principals on effective recruiting and interviewing



7. Building and Communicating a Brand / Marketing

- **Establishing a brand can help:**
 - Highlight Districts Accomplishments/Increase an organization's visibility
 - Boost recruitment efforts
 - Improve the odds of attracting a diverse and qualified pool of applicants
- **The brand should help potential employees understand the organization's culture and values**
 - You ARE your district – Everything you do/Everything that comes out of your office needs to be branded with:
 - Slogan, Twitter Handle, Website

If you are not telling your employment story, then someone else is!



7. Building and Communicating a Brand / Marketing

Let's Talk Website!

- Is there a Job's Tab on the Home Page of your Website?
- Do you share a mission statement or vision statement?
- Do you clearly list job openings? Are they easy to apply for?
- Do you have a checklist of other application needed items?
- Do you share information about the community/directions?
- Do you share housing information?
- Do you share the salary schedule?
- Are your key people easy to reach?
- Do you share testimonials?

Find internal champions that can help reinforce the brand. For example, asking high-performing employees to:

- Represent the organization at job fairs
- Be available to answer applicants' questions
- Open up their classrooms for potential new hires to visit

Examples:

- <http://jobs.phxschools.org>
- <https://district.bluevalleyk12.org/Employment/Pages/Employment.aspx>



HC Leaders in Education Standards

- The HC Leaders in Education Standards were designed *specifically* for PK–12 education.
- Focusing on four main sections:
 - Strategic Staffing,
 - Talent Management & Development,
 - Culture & Total Rewards, and
 - Performance Excellence



HC Leaders in Education Standards



www.HCEdLeaders.org

Battelle for Kids

AASPA

Human Capital Leaders in Education Professional Standards

Performance Excellence

PROFESSIONAL FUNCTIONS	STANDARDS	COMPETENCIES <i>Individuals should be able to:</i>
1. Strategic Alignment	PSA.1 Develop an organizational strategy.	1.1.1 Perform analyses to inform the strategic planning process. 1.1.2 Participate in the development of the organization's vision, mission, core values, goals, and success metrics. 1.1.3 Align department strategic plans with the organization's strategic plan. 1.1.4 Determine an organizational structure and decision-making model that support the organization's strategy.
	PSA.2 Align the human capital management system (HCMS) to the organizational strategy.	1.2.1 Understand the responsibilities of human capital professionals, including transactional and strategic functions. 1.2.2 Create a human capital strategic plan that includes a vision, mission statement, core values, goals, and success metrics. 1.2.3 Align the HCMS with the organization's vision of instructional improvement.
	PSA.3 Embed ethical principles across the organization.	1.3.1 Lead discussions about what ethical behavior means in education. 1.3.2 Make decisions that align with identified ethical principles. 1.3.3 Communicate policies and reporting protocols that minimize the risk of unethical practices and uphold confidentiality.
2. Communications	PCO.1 Use communications to ensure effective implementation of the HCMS.	2.1.1 Develop a communications plan, including goals, strategies, and tactics to ensure effective design and implementation. 2.1.2 Craft messages, consistent with the brand, that inform and resonate with stakeholders. 2.1.3 Enlist diverse groups to capture stakeholder voice and build buy-in. 2.1.4 Identify and leverage the right communications channels to reach each stakeholder group.
3. Sustainability & Risk Management	PSR.1 Apply knowledge of relevant law and regulations to education organizations.	3.1.1 Apply knowledge of education law and regulations to ensure compliant practices in the organization. 3.1.2 Understand employment law, regulations, and case law to inform decisions and policy changes. 3.1.3 Monitor adherence to workplace safety law. 3.1.4 Implement records retention and data privacy policies that align with legal requirements.
	PSR.2 Manage risk.	3.2.1 Conduct a risk analysis to identify possible threats to the workplace. 3.2.2 Establish policies and protocols that mitigate potential risks. 3.2.3 Manage risk incidents.

Developed by Battelle for Kids in collaboration with the American Association of School Personnel Administrators (AASPA)

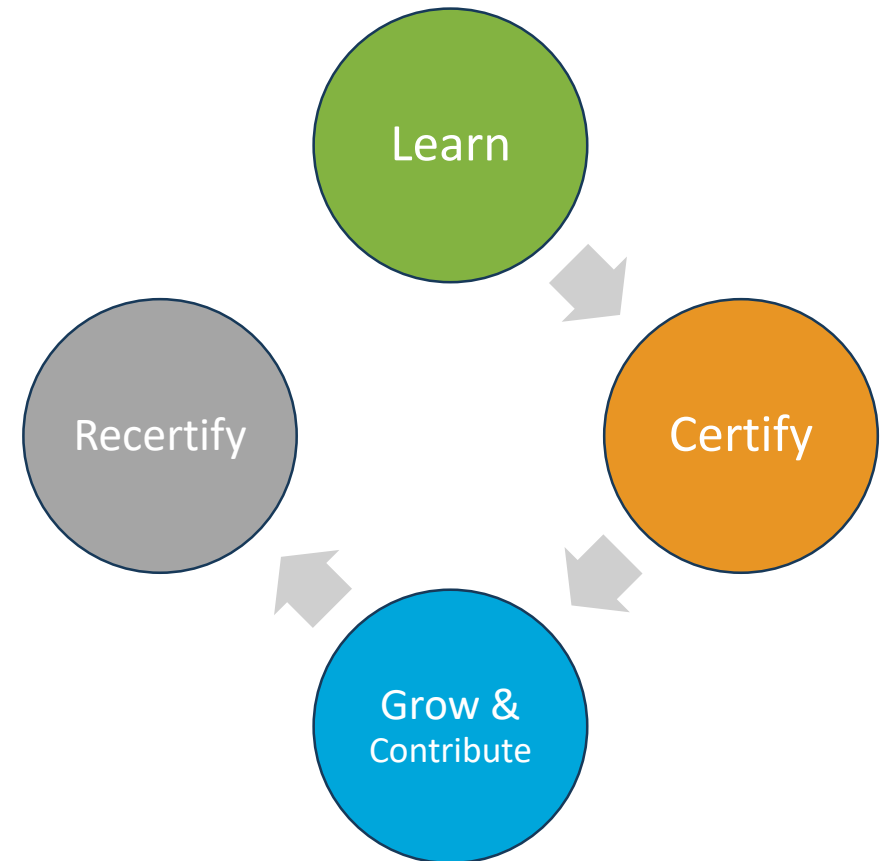
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American Association of School Personnel Administrators

Learning and Recertification Process

- **Learn:** Professional development (64 hrs) based on the HCLE standards. Two learning options:
 1. Blended: in-person and online instruction = 3 days or 21 hrs in person, 43 hrs are online or working virtually with classmates
 2. Virtual Instructor: 64 hours online total = 16hrs are synchronous (scheduled and instructor led) 48 are asynchronous or working with classmates
- **Certify:** Assessment test available – we are exploring an online option as well as a paper-based testing center option.
- **Recertify:** Every three years, individuals will share how they have grown and contributed to the field to gain recertification.



Questions?

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