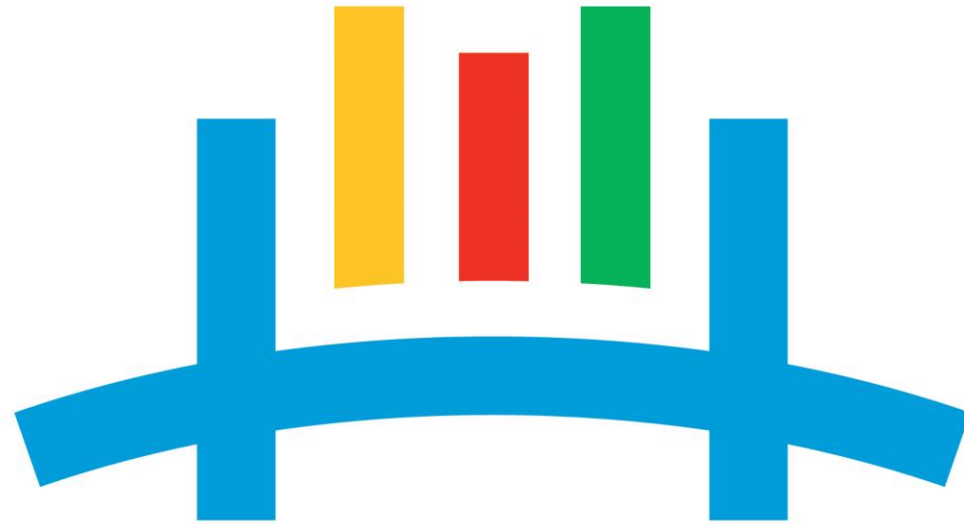


# Recruitment & Retention

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Human Resources  
March 2018





**D U V A L C O U N T Y**  
**P U B L I C S C H O O L S**

# Recruitment & Retention

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## GOALS

- To examine current trends in teacher recruitment and retention
- Review current retention strategies implemented by district and school-based leadership
- To examine continued impediments to local teacher retention
- Outline additional strategies to improve teacher retention rates and support improved teacher development



# TEACHER SHORTAGE IN THE UNITED STATES

The United States is facing its first major teacher shortage since the 1990s, one that could develop into a crisis for schools in many parts of the country.

The shortfall is a result of increased demand for teachers as class sizes and required programs grow, compounded by a dramatic decrease in the supply of new teachers entering the profession.

- FL ranks 45<sup>th</sup> in nation for teacher shortage
- 5000+ teaching openings in 2017 (Math, Science, ESE)
- 50% decrease in graduates from Alternative Certification Programs (ACP)
- Average tenure in 2008 was 10 years, now less than 2 years

*“Our analysis estimates that U.S. classrooms were short approximately 60,000 teachers last year ... annual teacher shortages could increase to over 100,000 teachers by 2018 and remain close to that level thereafter.”*

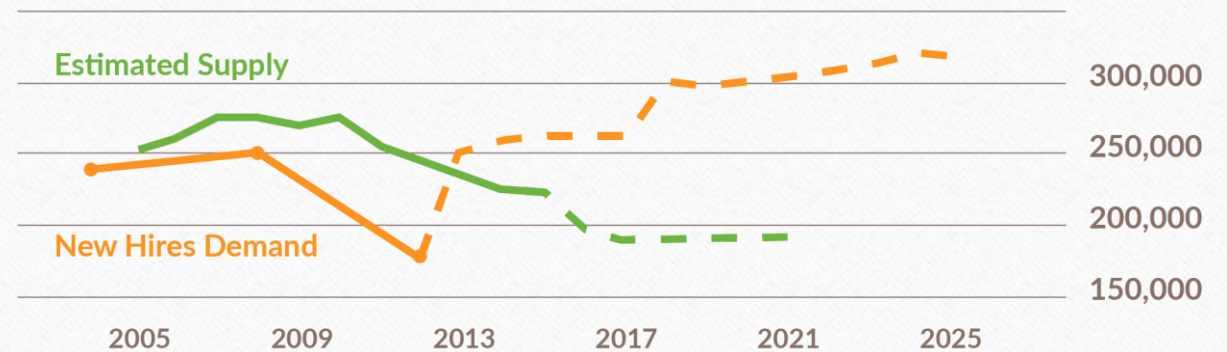
-- Leib Sutchter, Learning Policy Institute

## SUPPLY AND DEMAND

# 35% Decline

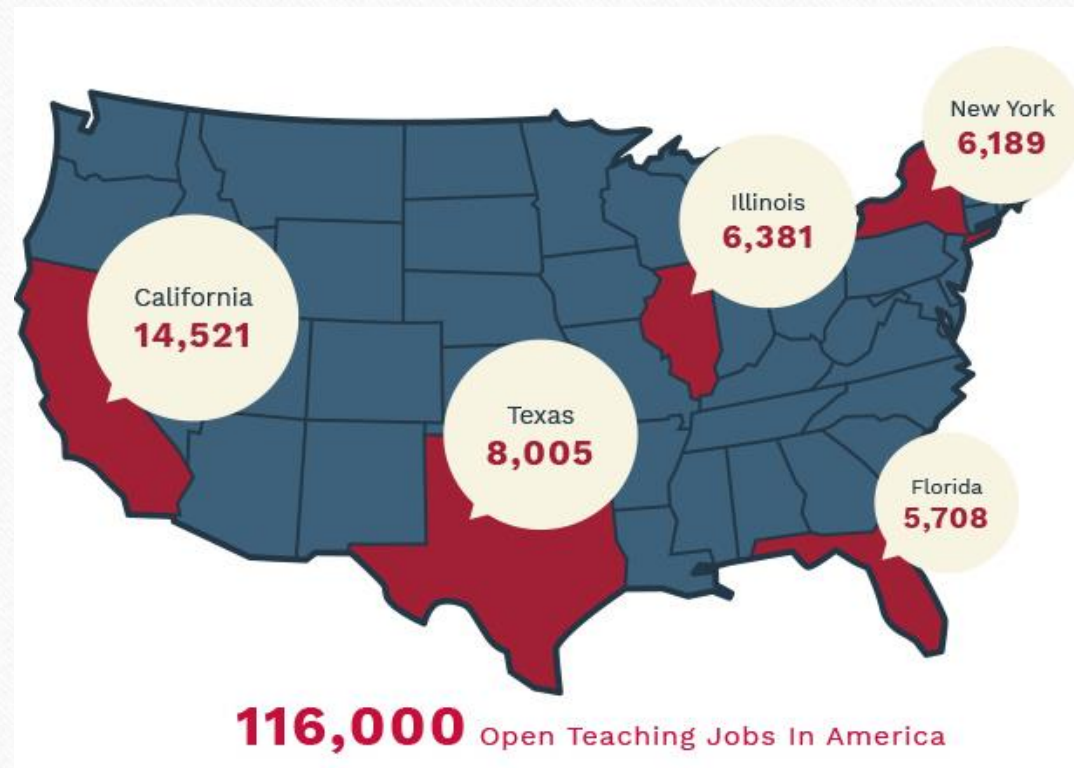
Enrollment in teacher-preparation programs dropped from 691,000 in 2009 to 451,000 in 2014, a 35 percent decline.

Teacher Supply and Demand Projections



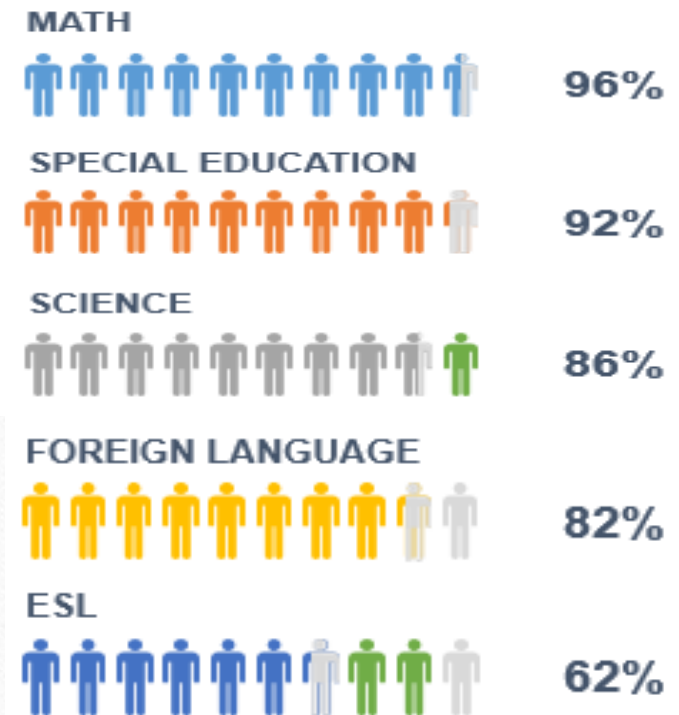
# TEACHER SHORTAGE

## TOP STATES IMPACTED BY TEACHER SHORTAGES



## SUBJECT SHORTAGES 2017-2018

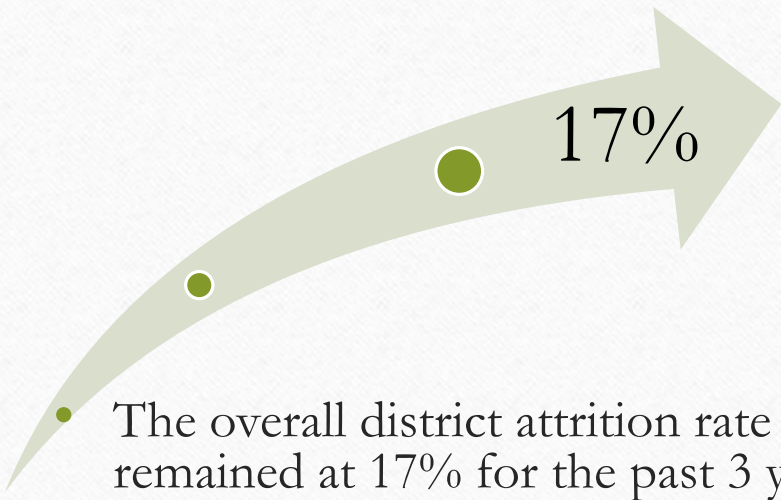
### TOP 5 SUBJECTS AND PERCENTAGE OF STATES REPORTING SHORTAGES





# DCPS Hiring Trends

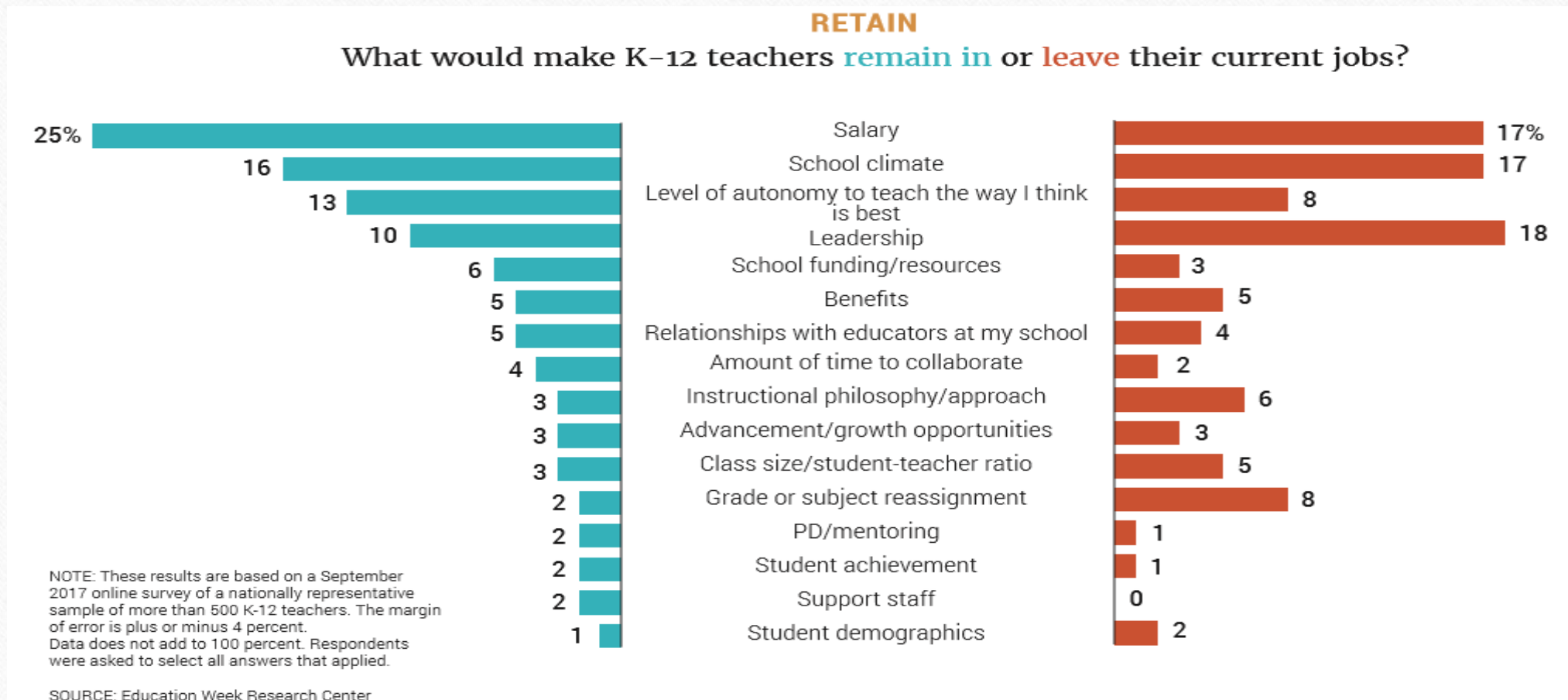
- Recruitment strategies have been stable over the past 5 years. We continue to recruit approximately 1,300 teachers annually, however our attrition rates have remained constant during the same period resulting in undesired vacancies. The solution is to either hire more teachers or to SUPPORT and RETAIN more teachers.



The overall district attrition rate has remained at 17% for the past 3 years.



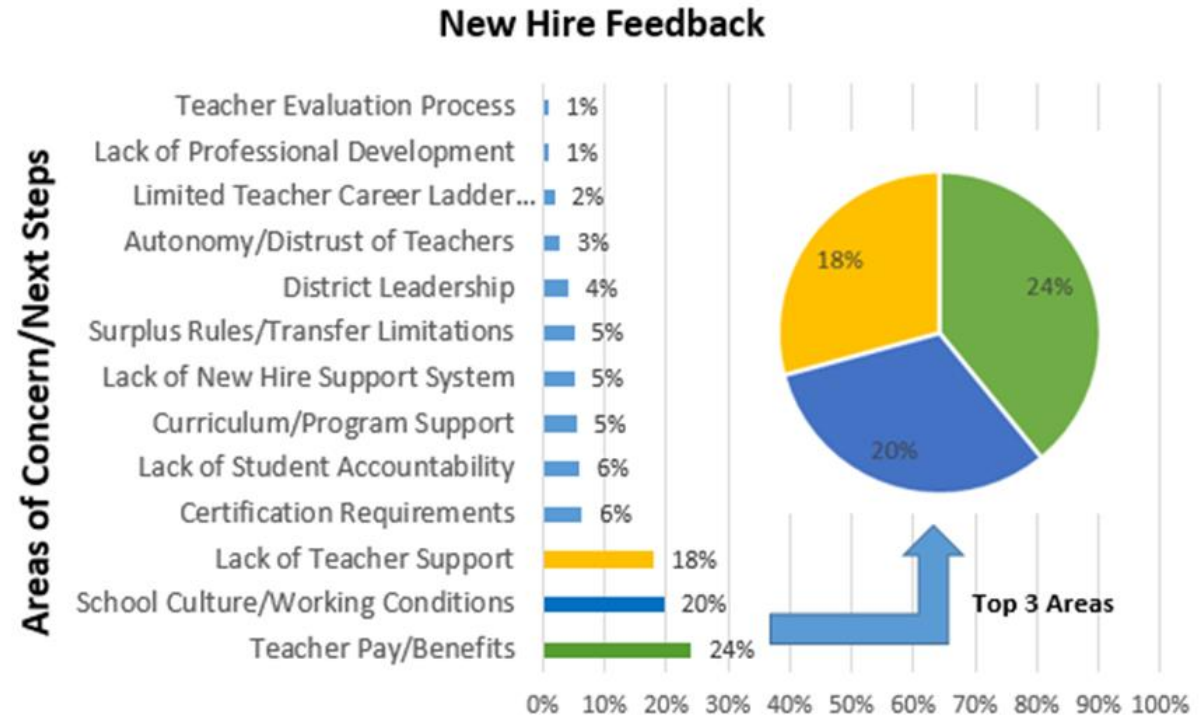
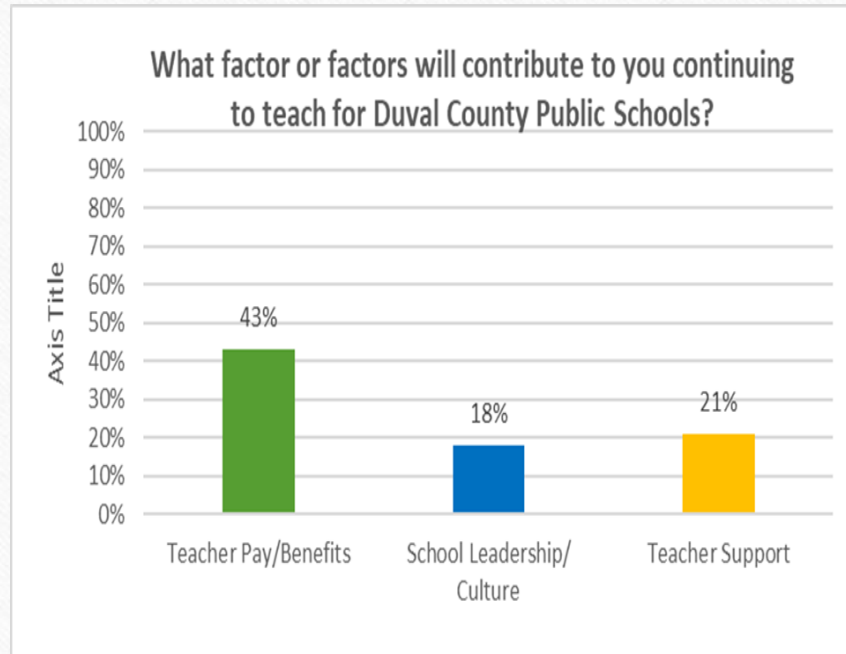
An Education Week survey of a nationally representative group of 500 teachers suggests that leadership may be even more important than salary in keeping teachers on the job. Eighteen percent of respondents saw leadership as a key factor in any decision about whether to go or stay on the job, while 17 percent cited salary considerations. School climate was also named by 17 percent of teacher-respondents.





# New Hire Feedback

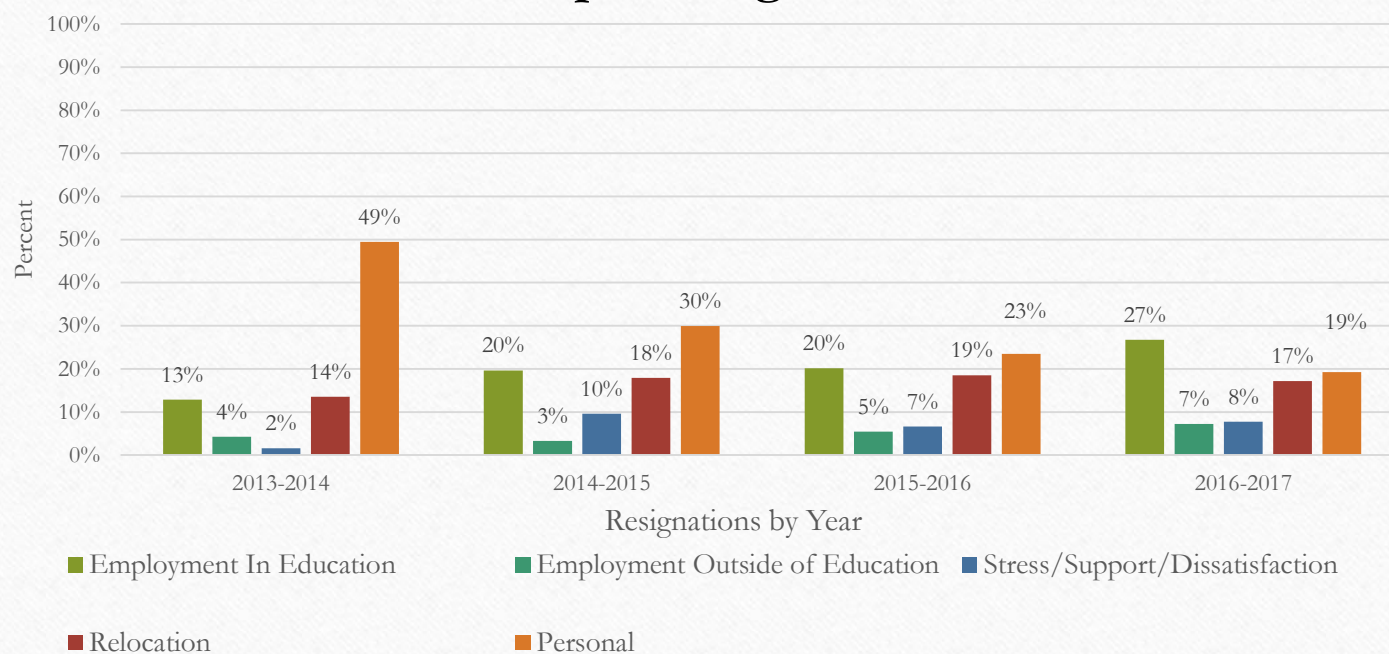
## Factors that Contribute to Resigning at Years' End





# Why Teachers Leave

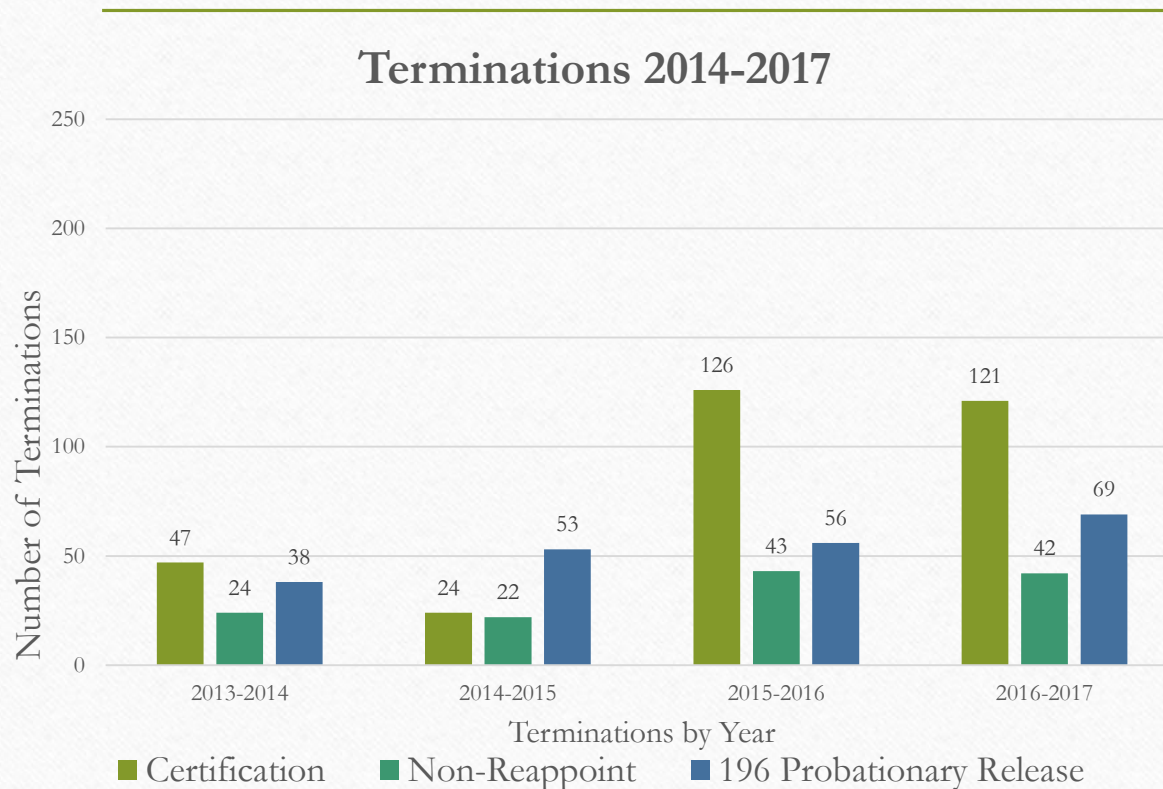
## Top 5 Resignation Reasons



“The constant teacher churn costs school districts more than \$2.2 billion annually”  
~ Richard Ingersoll



# Separations Impacted by Certification & Teacher Quality



The number of teacher separations has increased since 2014 based on:

61%



Certification

42%



Non Reappoints

44%



196  
Probationary  
Release



# Commitment to Retaining Quality Teachers

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- Board – Set Teacher Retention as Priority
- Superintendent – Recommended programmatic changes and funding increases to support retention efforts
- Principals – Provided school-specific attrition data and jointly plan with appropriate district staff ways to increase teacher retention
- Teachers – Provided opportunities to communicate satisfaction results through Teacher Development and Support (TDS) and Staffing Surveys

# Ongoing Teacher Recruitment Strategies

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- Participation in regional, virtual, and national events representing 125+ Colleges & Universities
- Open Contract Offers - On average 63% of the 400 annual open contracts given to candidates honor their contract and are hired to teach in schools.
- Year-round one way video interview platform – Spark Hire
- Job Boards Posting
  - National: NeoGov, EdWeekly's Top School Jobs, DiversityInEd,
  - College – 115 +universities through Handshake, Purple Briefcase and Simplicity
- Collaboration with local universities – Meet & Greet, Mock Interview practice sessions, Information Sessions, and priority entrance at district sponsored events.
- Targeted Marketing – Facebook, LinkedIn, [recruitment videos](#), and advertisements
- Use of principals, region and district leadership and Teacher Ambassadors (TOY Finalists)
- Weekly Open Interviews at the district level



# Teacher Retention Strategies

## Summer Support Sessions

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- Goal – Provide monthly (3) touchpoints with Year 2 and Year 3 teachers to decrease number of losses over summer break
- 259 Participants attended all 3 sessions; received \$225 stipend
- 251 of the 259 Participants (97%) came back by the first day of school
- 238 of the 259 Participants (92%) are still in classroom as of today (13 resigned/terminated between first day of school and today)
- 86% of Participants agree/strongly agree that “The knowledge, skills, and ideas learned will enable me to improve my teaching practice.” for all 3 sessions.
- 87% of Participants agree/strongly agree that “I believe the newly acquired knowledge and skills will change my instructional practice, have a positive impact on student learning in my classroom, and lead to student performance gains.”

# Teacher Retention Strategies

## Enhanced PDF Training

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- Strategically reviewed PDFs roles & responsibilities
  - Communicated importance of role to Principals
  - PDF & Principal choice whether to continue in PDF role
  - Accountability goals for PDFs
- Increased pre-planning training and scheduled Quarterly Trainings to monitor impact
- PDF Surveys: 72.7% agreed/strongly agreed that they were satisfied with their role as PDF (Quarter 1), 77.3% agreed/strongly agreed (Quarter 3)
- 79.3% agreed/strongly agreed that they felt supported by the TDS Specialist (Quarter 1), 86.6% agreed/strongly agreed that they felt supported by the TDS Specialist (Quarter 3)



# Teacher Retention Strategies

## New Teacher Induction

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- Approximately 2,000 novice teachers (Year 1-2)
- Hiring Windows with differentiated deadlines for each window decreases overwhelmed feeling and provides more time
- CHAMPS requirement fulfilled earlier in novice career
- Work with HR to move compliance components to onboarding for 2018-19
- Leads to increased time for training and coaching
- Completion rates indicate teacher is on track to move from Temporary to Professional certification
  - January 2017: 19% completion rate at checkpoint
  - January 2018: 76% completion rate at checkpoint

# Florida Teacher Certification Examinations

## First-Time Examinees and Percent Passing Report by Field (2013-2016)

FIELD/SUBTEST TITLE	2013		2014		2015		2016	
	Number Tested	Percent Passed	Number Tested	Percent Passed	Number Tested	Percent Passed	Number Tested	Percent Passed
<b>FLORIDA TEACHER CERTIFICATION EXAMINATIONS (FTCE)</b>								
<b>GENERAL KNOWLEDGE (GK) TEST*</b>								
GK ESSAY	13,320	96%	14,243	93%	14,259	63%	13,827	69%
GK ENGLISH LANGUAGE SKILLS	13,273	89%	14,608	89%	14,389	67%	13,889	65%
GK READING	13,294	84%	14,979	85%	14,471	56%	13,954	60%
GK MATHEMATICS	13,333	80%	15,422	80%	14,720	57%	14,017	57%

Source: Florida Department of Education, Division of Accountability, Research, and Measurement, Office of Assessment, Postsecondary. Data are provided by Evaluation Systems group of Pearson February 2017.

\* The new generation General Knowledge (GK) test administration began on May 1, 2014



# Teacher Retention Strategies

## General Knowledge Prep Sessions

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- Began Teacher Support Sessions in March 2017 (Spring Break Camp)
  - In-Person or Online Options
  - Begin approximately every 8 weeks
  - HR webpage with resources/videos (differ from instructional resources)
- Priority given to those that have been flagged for not yet completing GK requirement
- Reimbursement for successful results (per section)
- Beginning 2018-2019 GK prep session embedded in induction requirements

# General Knowledge Prep Sessions Graduate Record Examination Pilot

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- Targeted teachers who have been unsuccessful on GK exam
  - 30 teachers
  - 6 week in-person training
- FLDOE: 147 Math, 151 English Language Skills, 4 Writing
- Goal: 80% Pass Rate
- Kicked Off: January 29, 2018



# Ready, Set, Teach (Recruitment and Retention)

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Ready, Set, Teach is an educator entrance program designed for professionals who earned a Bachelor's Degree from a non-college of education program, but have the skills to and interest in beginning a career in education as an elementary school teacher.

- Cohort 1 & 2 teachers **hired & teaching**
- Revamped training schedule
- Enhanced screening process
- Cohort 3 applications out now
  - 104 applicants for approximately 50 spots

# Teacher Celebrations

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- Baby Come Back Breakfast at select schools
- Holiday Break treats for new teachers
- We're So LUCKY to Have You – Spring Celebration
  - Approximately 120 teachers (plus family) attended on March 9<sup>th</sup> at Jacksonville Landing
  - 13 Local Vendors
- Spring Forward New Teacher Conference on April 14<sup>th</sup>
- Monitoring of School-Based Celebrations by Region Superintendents



# Next Steps

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- Continue to Review and Analyze Data from Initiatives
- Explore Additional High Yield Strategies (Council of Great City Schools)
  - Exploration of HR Academy
  - Better Use of Screening Tools to Inform Placements and Professional Development
- Explore Incentives for Early Satisfaction of Professional Requirements

# Teacher Retention

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- Questions