Recruitment & Retention Initiatives Justification

One of LCPS’s strategic goals is to cultivate a high performing team of professionals focused on our mission and goals. The work of the Department of Personnel Services provides a vital function in the recruitment and retention of highly qualified employees to the school division, and the Department consistently strives to meet and exceed the high expectations of the school division, students, parents, and members of the community that LCPS serves. The purpose of this document is to outline a request for resources in support of Department of Personnel’s key role in support of this strategic goal of the school division.

National Data
Recent nationally published articles have pointed out an increasing shortage of teachers in public school districts across the country (Henderson, 2015; Mckenna, 2015; Newton, 2015; Rich, 2015; Westervelt, 2015). The growing teacher shortage problem has caused significant hiring hardships particularly in hard-to-fill vacancies such as Math, Science, ELL, and Special Education across the country (Henderson, 2015; Mckenna, 2015; Newton, 2015; Rich, 2015; Westervelt, 2015). Many districts are concerned that the problem will continue to get worse, due to teacher preparation programs enrolling and credentialing fewer teachers (Title II Higher Education Act Report, 2014). Nationally the decrease in the number of people entering teacher preparation programs was 30 percent from 2010 to 2014 according to federal data (Title II Higher Education Act Report, 2014).

According to federal data (Title II Higher Education Act, 2014), Virginia, Pennsylvania, West Virginia, New York, and North Carolina have all seen a decrease in teacher preparation enrollment from 2011-12 to 2012-2013. Additionally, the number of people earning Masters Degrees in Education has dropped by approximately 14,000 from 2011-12 to 2012-13, reflecting an 8% decrease nationally (National Center for Education Statistics, 2015). According to federal data from 2011-12 to 2012-13, Virginia experienced a 4.23 percent decrease in teacher preparation enrollment (Title II Higher Education Act Report, 2014).

Below are graphs that show the number of students who were enrolled in teacher preparation programs from 2009-10 nationally; and in Virginia, Maryland, and the District of Columbia.

![Graph showing National Data on Teacher Preparation Program Enrollment 2009-10 to 2012-13](image)
Source for Virginia, Maryland, and D.C. graphs: Department of Education Title II Higher Education Website
Teacher Shortage Impact to LCPS

While LCPS has no dedicated recruitment staff, the Department of Personnel Services has begun several new programs at little or negligible cost in an effort to recruit and retain high quality staff members:

- Hosted a job fair exclusively for both special education and ELL candidates
- Hosted a job fair for only ELL candidates
- Hosted a job fair exclusively for student teachers
- Hosted a job fair exclusively for elementary candidates
- Developed and hosted a recruiting event for the Dominion and Park View Clusters

Despite our ongoing efforts, the national teacher shortage data presented above has begun to impact recruitment and hiring for LCPS. Since July 1, 2015, LCPS has seen an increasing number of vacancies compared to the past two years’ data. As of August 28, 2015, the Friday before school started, LCPS had 28 vacancies; which meant that 28 classrooms were staffed with either long-term substitutes or short-term substitutes for the first day of school.

Based on vacancy trends from the past two years, LCPS should be seeing vacancies decrease and level off this time of year. Last year, LCPS had 14.9 vacancies the third week in October. In the 2013-14 school year, LCPS had 11 vacancies. Currently, LCPS is seeing the opposite as the number of vacancies has been rising weekly. As of October 16, 2015, LCPS had a total of 39 vacancies.

Below is an LCPS comparison of the number of vacancies by week. Compared to last year and the 2013-14 school year, LCPS has seen increased vacancies every week since July 1, 2015. Surrounding school divisions have stated anecdotally that this is occurring in their divisions as well. While these vacancies represent less than 1% of our classrooms, LCPS now has a two-year trend of higher vacancy numbers.

<table>
<thead>
<tr>
<th>Week</th>
<th>Number of Vacancies 2015-16 SY</th>
<th>Number of Vacancies 2014-15 SY</th>
<th>Number of Vacancies 2013-14 SY</th>
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<tbody>
<tr>
<td>7/3/15</td>
<td>135.5</td>
<td>116</td>
<td>115.8</td>
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<td>7/10/15</td>
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<td>95</td>
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<td>7/17/15</td>
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<td>7/24/15</td>
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<td>14.9</td>
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**Resources Needed**

As the data indicates, the lower number of teacher education candidates is a national issue, and the Department of Personnel Services seeks to limit the local impact. The Department requests a 1.0 FTE Level 1 administrator and a 1.0 FTE 212-day licensed employee to provide specialized recruiting and staffing support to the Department’s recruiting initiatives. The slowdown in graduates seeking positions as teachers or in other licensed positions combined with LCPS’s continued growth and diverse student population make the addition of dedicated recruiting resources timely. By comparison, the competitor division closest to the size of LCPS has two administrative positions dedicated to recruiting as well as a 223-day licensed position.

The recruitment of principals and other hard-to-fill (and often high profile) positions is another area that would be greatly served by targeted recruitment efforts. Hiring managers in central office departments regularly experience difficulty sourcing for their positions, as they are often competing with private-sector employers who may be able to offer higher salaries to attract the most highly sought after candidates.

**Level I Administrator – Personnel Specialist, Staffing & Recruiting**

The role of this Personnel Specialist would be to provide expertise in sourcing candidates and building upon LCPS’s established recruitment initiatives.

The anticipated duties of this position include the following:

- Coordinating LCPS job fair participation (*Such events would include LCPS-sponsored, college/university, and industry specific job fairs.*)
Creating a sourcing plan for all LCPS recruitment needs. (This duty would include researching and building a network of recruiting sources within colleges/universities, internal referrals and other external resources, such as social media outlets, websites, industry associations, and print and radio advertisements.)

Using developed resources, engage in specialized sourcing of the following:
  - Highly qualified teacher and other licensed candidates
  - Principals and some hard-to-fill positions
  - Senior staff searches

Creating marketing materials aimed at recruitment, to include materials and other advertisements that target diverse candidates

Educating personnel attending job fairs on high yield recruitment strategies

212-Day Licensed Position
The role of this licensed position would fill two long-standing needs of the Department of Personnel Services: providing candidate care and building upon the resources already within the school division.

The anticipated duties of this position include the following:

- Instituting a candidate care program (The goal of this research-based recruiting strategy is to influence candidates to accept offers with LCPS over those of other organizations and to mitigate the impact of declined offers and resignations prior to the start date of school.)
- Networking with current LCPS teachers, with emphasis on recent college graduates, to create a flow of new teachers to LCPS
- Creating employee referral initiatives that encourage employees to refer candidates to LCPS (Research shows that employee referrals are often stronger sources of candidates than advertisements.)
- Building upon the Teacher Cadet and Educator Rising (formerly Future Educators of America) programs that function as a potential source of future teachers (This year LCPS hired 100 LCPS graduates as new licensed employees.)
- Facilitating roundtable discussions with current LCPS teachers on recruitment and retention, to include discussions focusing on minority recruitment and retention
- Coordinating current LCPS teacher participation in job fairs and other recruitment and retention activities

These requested resources would allow the Department of Personnel Services to greatly enhance its recruitment and retention initiatives, which is critical in a time of a national teacher shortage and an issue that is currently affecting LCPS.