

LEVERAGING R&R

A Recruitment & Retention Series

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5 Shifts to Address the National Educator Shortage

PURPOSE

To examine what has been learned on the national level about the educator shortage and what actions might be taken to address the shortage

DESIRED OUTCOME

**Translate national trends to
align with local priorities**

National Educator Shortage Summit

What did we discover...

Moves beyond surface-level action to examine deeper, systemic issues that contribute to mismatches between educator supply and demand.

1. Create pathways to careers in education.
2. Provide educators with more resources.
3. Increase educator pay.
4. Support employee wellness.
5. Promote the profession.



5 Shifts

1. Reduce barriers to careers in education .
2. Design comprehensive human capital management systems.
3. Establish transparent and equitable total rewards systems.
4. Strengthen educators' sense of purpose, belonging, and connection.
5. Deliver exceptional employment experiences.

5 Shifts to Address the National Educator Shortage

Traditional Call to Action  Comprehensive and Systematic Action

- 1** Create pathways to careers in education. Reduce barriers to careers in education.
- 2** Provide educators with more resources. Design comprehensive human capital management systems.
- 3** Increase educator pay. Establish transparent and equitable total rewards systems.
- 4** Support employee wellness. Strengthen educators' sense of purpose, belonging, and connection.
- 5** Promote the profession. Deliver exceptional employment experiences.

1

Create pathways to careers in education.

Reduce barriers to careers in education while preserving standards of excellence.

Data-Driven Career Counseling

- Provide career counseling to help future educators understand high-demand career opportunities in education that align to their interests by leveraging resources such as O*NET Online.

Licensure & Certification

- Offer tutoring and study resources for passing licensure exams.
- Assist individuals with understanding and completing licensure requirements.
- Become an educator preparation provider (state approval required).
- Sponsor visas for international candidates.

Increased Affordability

- Assist employees with applying for federal, state, or association student loan forgiveness or scholarship programs to pursue licensure/certification.
- Compensate individuals during preparation experiences (e.g., student teaching, administrator residency, driver-in-training)
- Offer part-time positions for prospective educators who are in school that provide on-the-job learning experiences (e.g., substitute teaching or education aide positions).
- Guarantee positions to prospective educators who complete their clinical experiences in the district.

2 Provide educators
with more resources.

Design comprehensive human capital
management systems.

Organizational People Strategy

- Develop an HR strategic plan and/or ensure the organization's overall strategic plan includes a people strategy and goals for talent management and development.
- Align human capital practices with the organization's mission, vision, and strategy.
- Conduct stay interviews or surveys to understand why employees choose to stay with your organization. Use this feedback to help define your competitive advantage.
- Include the top Human Resources Officer on the executive leadership team.

Strategic Leadership

Develop and monitor key performance indicators for HR processes.

People Managers

- Communicate expectations for managers as leaders of people, and provide training and provide support to help them successfully manage others.
- Ensure education organization leaders are selected, developed, and held accountable as human capital leaders.
- Ensure supervisors are equipped to provide career management support to their staff.

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Talent Acquisition

- Analyze the effectiveness of recruitment strategies and talent sources. Adjust tactics as needed.
- Strengthen partnerships with preparation programs, local businesses, and community groups to develop mutually beneficial opportunities to address talent shortages.
- Examine application and hiring processes to identify factors that unnecessarily narrow the talent pool (e.g., inflated job requirements, unnecessarily burdensome application, bias, process inefficiencies).
- Engage candidates all year.
- Work with other districts to share educators in shortage areas or allow students without access to advanced coursework to take those courses virtually with teachers in another school or district.

Talent Development

- Develop a comprehensive onboarding program that supports employees throughout their first 6 months-1 year with the organization.
- Provide growth and development opportunities to all employees that align with the current roles and/or prepare them for career advancement opportunities.
- Improve employee transfer and exit practices to facilitate transitions.

Promising Practices

*ODE created the Human Capital Resource Center to provide state-level resources for establishing comprehensive, human capital management systems...

3 Increase educator pay.

Establish transparent and equitable total rewards systems.

Employee-Centered Total Rewards Strategy

- **Ask staff about their satisfaction with total rewards options. Track and monitor total rewards utilization and return on investment (ROI).**
- Design total rewards programs that match staff needs and requests.
- Provide a variety of health insurance packages for staff and allow them to select the package that best matches their needs.
- Provide equitable and adequate opportunities for career advancement.

Transparent Offerings

- Develop an employee value proposition.
- Communicate compensation and total rewards offerings on job postings and websites. Share information about the value of total rewards provided to staff.
- Utilize technology to provide information and training on total rewards options, and/or self-service centers for staff to manage their benefits.
- Provide employees with information about career advancement opportunities.

Flexible Staffing Models

- Investigate flexible or non traditional work arrangements (work from home, virtual classroom, etc.) for positions/jobs the organization has strategically selected.

3

Increase educator
pay.

Establish transparent and equitable total
rewards systems.

Pay Equity

- Monitor for pay equity internally and make corrections when pay is not equitable. Review total rewards policies and practices ensuring practices are inclusive and equitable.
- Ensure compensation for educators is market competitive by reviewing market data every three to five years.

Incentives for Education Careers

- Support educators to apply for federal, state, or association student loan forgiveness.
- Work with the community to create a listing of discount or rewards programs for educators.
- Recognize previous relevant work or military experience when determining starting salaries.

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Support employee wellness.

Strengthen educators' sense of purpose, belonging, and connection.

Meaningful Work

- Cultivate a collective, shared organizational purpose.
- Encourage managers to learn what their employees find meaningful.
- Reduce bureaucratic workloads and maximize the amount of time employees have to engage in meaningful work.
- Help educators see their daily impact.

Autonomy

- “Re-recruit” current employees by expressing appreciation for their work and inviting them to participate in leadership opportunities.
- Provide opportunities for employees to exercise greater creativity and ownership over their work.
- Engage staff in identifying innovative solutions to local issues.

Community Building

- Explore team teaching models to look for opportunities to reduce isolation when educating students.
- Examine educators’ schedules and provide protected time for them to collaborate with peers.
- Create partnerships with community organizations to help educators increase their impact.
- Establish employee resource groups.

4

Support employee wellness.

Strengthen educators' sense of purpose, belonging, and connection.

Diversity, Equity, & Inclusion

- Create stakeholder committees to provide a voice to all stakeholders. Include diverse thoughts, ideas, and perspectives in decision making.
- Develop onboarding and mentoring programs to provide support to educators of color early in their careers.
- Review current employee programs and policies for bias and inequities. Identify processes that may impede diversity and inclusive excellence.
- Invest in opportunities for educators of color to grow and develop in their abilities and their qualification for leadership roles.
- Invest in programs or processes that improve workplace culture.

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5

Promote the
profession.

Deliver exceptional employment experiences.

Customer Service

- Increase transparency by making information readily accessible.
- Utilize technology-enabled processes, such as self service, to eliminate wait time and improve data sharing.
- Design processes from the point of view of your employees and the experiences that you want them to have.

Work-Life Integration

- Engage educators to understand how to serve their need for work-life integration.
- Normalize the use of employee assistance programs and other supports for wellbeing by promoting them and embedding them in school systems.
- Offer support for childcare, elder care, or adoption.
- Offer comprehensive, on-site health clinics for staff that offer low-cost or free physical or mental health care services.
- Create policies and job arrangements that enable employees to work while still meeting their personal responsibilities (e.g., boundary exceptions for students of employees, child ride-along programs for bus drivers, reduce hours for benefits eligibility, combine part-time roles to create full time positions).

5 Promote the profession.

Deliver exceptional employment experiences.

Data-driven Improvements

- Collect data to understand the needs and desires of key talent groups. Create personas that represent specific employee or candidate segments to guide the design of employee programs and processes.
- Create candidate and employee journey maps to better understand their current experiences and pain points.
- Conduct stay interviews and exit surveys to understand why employees choose to leave your organization and what keeps them there.
- Examine trends in transfers within the organization.
- Identify opportunities to better serve employees by reallocating spending to programs that match employee preferences.

Employee Value Proposition (EVP)

- Engage staff to define your employee value proposition.
- Ensure hiring managers and recruiters understand your EVP and communicate it to candidates.
- Hold leaders and supervisors accountable for fulfilling the promise of your EVP to current employees.

Internal Ambassadors for the Profession

- Implement an employee referral program.
- Empower employees with the information and resources to become ambassadors for your organization.

SHIFT #1:

Create pathways to careers in education. → **Reduce barriers to careers in education.**

Data-Driven Career Counseling /Licensure & Certification/Increased Affordability

General Ideas

- Develop a School Education CTE program.
- Incorporate elements to strengthen teacher-resident/Grow Your Own programs including:
 - Create a community of learning practice with mentors and on-the-job learning that is financially supported with an expectation for the educator-in-training to live and give-back to the community
 - Leveraging AVID as a pathway for students of color to be a part of the community of learning practice with mentors with mentors and on-the-job learning that is financially supported with the same expectation
 - Is there a way to model the military GI bills who receive monthly stipends and paid books?
- Provide a system of support for international candidates to be successful including:
 - Community partnerships
 - Statewide collaboration and infrastructure
- Shorten the timeline for educator preparation which is especially long when enrolled in out-of-state programs.
- Identify what kind of support unlicensed teachers need; their roles are often a heavy lift and prone to burnout.
- Create an alternative route for teacher preparation like in Washington:
 - Washington ESD's have taken on the role of teaching educator-paraeducator preparation
 - Teachers-in-training take one class at a time
 - Attracts non-traditional, adult learner

SHIFT #1:

Create pathways to careers in education. → **Reduce barriers to careers in education.**

Data-Driven Career Counseling

- Strengthen school-to-educator pipeline in Oregon by developing a set of indicators from an early age.
- What if we were to survey high school students about their perceptions of education as a career choice to uncover myths and promote the profession?
- How might we research and communicate/promote evidence-based proof points that support choosing a career in education?

SHIFT #1:

Create pathways to careers in education. → **Reduce barriers to careers in education.**

Licensure & Certification

- Streamline the licensure process and improve clarity about licensure requirements.
- Initiate a movement towards universal licensing.
- Allow educators to earn more than one endorsement while earning their degree and with additional expense eligible for financial aid.
- Develop educator classes to certify people who already have a bachelor's degree to fast-track educator preparation.

SHIFT #1:

Create pathways to careers in education. → Reduce barriers to careers in education.

Increased Affordability

- ESD's offer prerequisite courses towards a degree in education.
- Improve communication and provide clarity about tuition reimbursement.
- Increase classified staff tuition support to strengthen Grow Your Own programs.
- Education costs for adding endorsements do not qualify for financial aid unless it is part of a degree program.
- Grand Canyon University offers a 25% discount to students seeking a degree in education. What are the possibilities in Oregon?
- Consider zero-cost tuition for educators who devote themselves to serving others.
- Offer paid fellowships for teachers similar to medical education.
- Stronger REN communication with districts at-large to learn about, leverage and activate designated REN funds towards meaningful change.
- Create job flexibility and flexible learning options for instructional assistants who want to become teachers so they can work and take the courses they need to become certified instead of having to stop working to become a full-time student, creating debt.
- Turnaround Teacher-Residency Program example:
 - Participants were paid to be a teacher-resident in a model school with two residents and two mentor teachers.

SHIFT #2:

Provide educators with more resources. → **Design comprehensive human capital management systems.**

**Organizational People Strategy/Strategic Leadership/People Managers/Talent Acquisition
Talent Development**

Organizational People Strategy

- Develop and **implement stay interviews** or surveys, 30-60-90-day check in.
- Develop and **implement engagement surveys** from Fall to Spring.
- Develop and implement building administration pre-exit interview survey, to address issues before an exit interview survey.

SHIFT #2:

Provide educators with more resources. → **Design comprehensive human capital management systems.**

Organizational People Strategy/Strategic Leadership/People Managers/Talent Acquisition

Talent Development

Talent Acquisition

- **Auditing hiring processes and systems** used for hiring that may be creating barriers for applicants. Work with vendors to change our hiring systems to allow for customization.
- **Reviewing our minimum qualifications** to ensure that they align with the actual needs for the position, reflection of where we are in the state.
- Barriers to applications for a position, what is relevant vs. what is actually needed at each stage. When do we need information and how is it submitted and does that align with actual needs?
- **Work with other smaller districts to share staff.** Look at job sharing opportunities for staff. Allow CTE to remain in industry while teaching part time.

SHIFT #2:

Provide educators with more resources. → **Design comprehensive human capital management systems.**

**Organizational People Strategy/Strategic Leadership/People Managers/Talent Acquisition
Talent Development**

Talent Development

- **Change the image of the teaching profession** for future educators, college credit.
- Develop Grow Your Own programs that are REN-wide instead of District by District.
- Develop and implement **onboarding and mentoring programs for all staff** to engage during their first year, at a minimum, and lengthen the onboarding and mentoring programs for teachers to 3 years.
- Create cohorts and communities with new staff.

Implement goal setting with all staff, not limited to licensed teachers. Ask all staff what their future plans are and how to support them

SHIFT #3:

Increase educator pay. → **Establish transparent and equitable total rewards systems.**

Employee-Centered Total Rewards Strategy/Transparent Offerings/Flexible Staffing Models Pay Equity/Incentives for Education Careers

General ideas around collaborative rebuilding of an equitable total rewards system in education
(thinking about how HGTV re-imagines the possibilities as inspiration) **that include:**

- Access to affordable, safe, high-quality childcare
- Paid maternity/paternity leave
- Innovative flexibility in educators' schedules
- Overtime compensation for evenings, weekends, and summers
- Teacher-centered, strategic, and targeted professional development – for example, funding, CTE teachers, teachers with a different type of license
- Job-embedded professional development from instructional coaches and mentors
- Allocation of \$7,000 to new educators to invest at their discretion, with autonomy to choose from a list of vetted and approved options
- Evaluation of educator workloads to determine which roles and responsibilities require more than one person
- Health insurance that is more equitable in the field of education, for example:
 - HSA in the educator's name that the district funds
 - Options for alternative care
- Mental health care support that might include a stipend and provider availability that aligns with educators' schedules

SHIFT #4:

Support employee wellness. → **Strengthen educators' sense of purpose, belonging, and connection.**

Meaningful Work/Autonomy/Community Building/Diversity, Equity & Inclusion

Meaningful Work

- Are surveys enough to learn what employees find meaningful?
- Develop a strategic marketing campaign promoting educators' meaningful work and the impact that teachers have on changing lives
 - Focused on telling teachers' stories
 - Targeted to reach the broader community
- Despite meaningful work, some staff choose to move into other positions because of precedence of harm they see caused to others in that position.

SHIFT #4:

Support employee wellness. → **Strengthen educators' sense of purpose, belonging, and connection.**

Meaningful Work/Autonomy/Community Building/Diversity, Equity & Inclusion

Autonomy

- Are there creative ways to offer a **sabbatical or flexibility** with pay to develop practice which might include utilizing a long-term sub?
- Who is invested in the visioning? Who are the gatekeepers of the vision?
- Create **collective mission and vision statements with input from teachers**.
- Create pathways for employees to be heard and for two-way conversations.
- What is the **role of the union in teacher belonging**? What happens if the district and the union don't have a good relationship? If there is not a good relationship, it stands in the way of cultivating a sense of teacher belonging.
- Is there a way to **re-think teaching schedules** – early release, late start, 4-day student week with Fridays for intervention needs and common planning time
- How might we balance teaching schedules with family needs?

SHIFT #4:

Support employee wellness. → **Strengthen educators' sense of purpose, belonging, and connection.**

Meaningful Work/Autonomy/Community Building/Diversity, Equity & Inclusion

Community Building

- How can employee engagement become everyone's responsibility instead of siloed into one person's job?
- How might we address that administrators can feel isolated

Diversity, Equity & Inclusion

- Create affinity groups.
- Include people from the community to work on equity to strengthen external support.
- Collaborative leadership: consider ways to create greater synergy and alignment with less silos.

SHIFT #5:

Promote the profession. → **Deliver exceptional employment experiences.**

Customer Service/Work-Life Integration/Data-driven Improvements/Employee Value Proposition/Internal Ambassadors for the Profession

Customer Service

- Develop and implement regular communication from HR about employee benefits
 - Newsletter
 - Short explainer video segments
 - Communication is emailed AND easily accessible online
- Develop and implement systems of support for new hires that continue throughout the year.

Work-Life Integration

- Leveraging benefits, create a robust, localized employee wellness program.
- Vet and communicate community services and resources with new employees at orientation.

SHIFT #5:

Promote the profession. → **Deliver exceptional employment experiences.**

Customer Service/Work-Life Integration/Data-driven Improvements/Employee Value Proposition/Internal Ambassadors for the Profession

Data-driven Improvements

- Develop and implement data-driven improvements:
 - Update antiquated electronic systems that require input from multiple systems
 - Address how tradition can be a barrier – the way it has always been done and fear of change
 - Is data enough to change minds, processes, and procedures?
 - Also need people's hearts!
 - Huge need for courage and support from leaders to make change
 - Relationships are key to making change
 - Build trust with people in the system
- Recognize and reward employees who respond to survey (data collection) with small token of thanks such as a \$10 gift card.

SHIFT #5:

Promote the profession. → **Deliver exceptional employment experiences.**

Customer Service/Work-Life Integration/Data-driven Improvements/Employee Value Proposition/Internal Ambassadors for the Profession

Employee Value Proposition

- Plan time for sit-down employee meals to build connection and trust.
- Develop and implement a childcare program for employees.

Internal Ambassadors for the Profession

- Create a monthly building visit schedule that includes meeting time.
- Utilize Recruitment & Retention Specialists to:
 - Schedule regular check-ins with new hires
 - Plan social gatherings
 - Invite businesses to create partnerships
- Develop and implement active recruitment throughout the year:
 - Offer food to attract interest/people
 - Share information about the district and employment opportunities

TAKING PROPER ACTION

Ground in
data

Pull the
right lever

Take
action

Implement