

# Budgeting by Priorities: Budget Proposal

## Recruitment (Human Resources)

**Strategic Plan Goal:**

Academic Excellence

**Problem Statement:**

Currently the District hires an average of 120 new teachers a year. Positions such as special education, math, science, and world language are hard to fill. For the past three years, school has started in the fall with vacancies in these positions. Vacancies that occur during the school year, have been filled by substitutes because we are unable to hire permanent employees with the correct credentials. Additionally, SLPs, OTs, PTs, school psychologists, school nurses, wo and Montessori teachers may be hard to fill positions.

Our goal is to start the first day of school with 100% of identified positions filled with properly credentialed and highly effective teachers. Recruitment will become a year round activity based on past hiring trends and projected vacancies. Recruitment activities include university partnerships, campus visits, job fairs, use of social media, and a marketing plan with branded materials.

**Case Statement:**

The Tacoma School District is a highly diverse and innovative school system. Our recruitment plan must be strategic in order to not only hire highly effective staff who are an excellent match for the District, but to also develop pipelines of candidates for hard-to-fill areas.

The Bureau of Labor Statistics predicts that over 500,000 new teachers will be needed by 2018. This demand is due to growing student enrollments, class size reduction efforts, high turnover rates and teacher retirements. Education and policy experts suggest that the teacher shortage will create a higher than average number of vacancies in schools nation-wide.

In order to compete for the best teachers, our recruitment efforts will focus on building a diverse cadre of highly qualified candidates, not just for current vacancies, but also for future opportunities. We intend identify top quality candidates and hire early as part of HR best practices.

Without a strategic and aggressive recruitment plan, vacancies may go unfilled or be filled with unqualified individuals which will negatively impact student learning.

**Stakeholders:**

Our primary stakeholders are the students we serve who deserve highly qualified and effective teachers. Parents, the larger community, and district employees also have an investment in successful recruitment.

**Scope of Work: What does the immediate work entail?**

Our recruitment and marketing plan has been developed using research-based best practices and industry marketing strategies. Activities include, but are not limited to:

1. Targeted partnerships and recruiting plans with universities around the country specializing in these areas/certifications
2. National conference recruiting booths at expos (AOTA, ASHA, NASP, etc.)
3. Recruitment activities around the country to target these areas/certifications
4. Speaking opportunities at conferences and universities
5. "Grow our own" strategies and programs which includes capitalizing on the upper 5-10% of student teachers placed in our school district and utilizing the admin intern process as a means of recruitment
6. Attendance at job fairs, both regionally and nationally.
7. Social media and advertising campaign

**Success Criteria and Goal Statements:**

1. 100% of identified hard to fill vacancies will be hired by the first day of school.
2. The total number of calendar days that hard to fill teacher vacancies are open will be reduced by 10% annually.

3.

4.

5.

**Performance Measures:**

1. Total number of calendar days that hard to fill vacancies were open divided by number of teachers hired. (KPI)
2. Turnover rate: Number of full-time teachers who leave the district divided by the number of full-time teacher positions
3. Number of unfilled position at the start of school.

4.

5.

**What specific Board adopted benchmarks will be influenced by this work?**

Math, reading, graduation benchmarks will be influenced by this work.

**What do you predict your results will look like after:**

*9 Weeks of Implementation*

All positions will be identified. Recruitment activities will have been implemented.












*18 Weeks of Implementation*

Positions will be filled.

*27 Weeks of Implementation*

*36 Weeks of Implementation*

**Attach documents associated with this proposal here:**

 File Attachment	 File Attachment	 File Attachment	 File Attachment
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