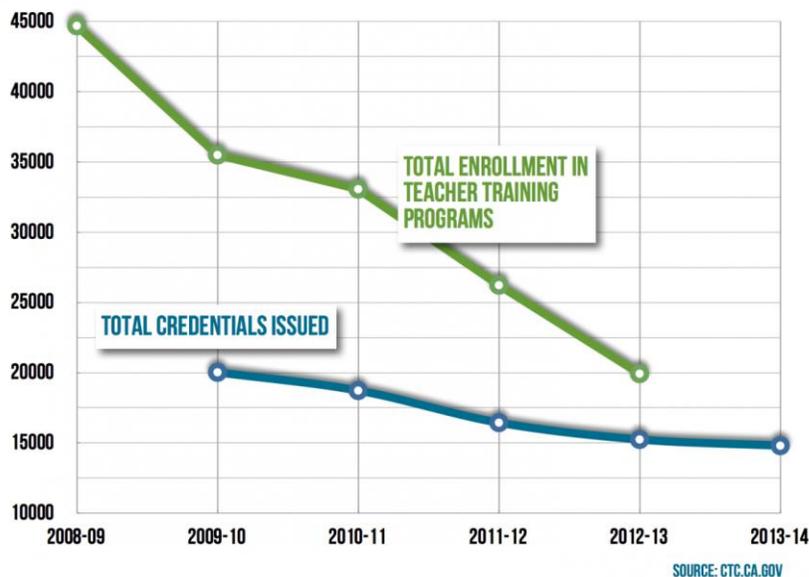


To: DJUSD Board of Education  
 CC: Winfred Roberson, Superintendent  
 From: Matthew Best, Associate Superintendent of Administrative Services  
 Re: Employee Shortage Report 03/03/2016

### Employee Shortages

Districts across the state of California and the nation are experiencing a considerable shortage of employees in a variety of disciplines and job types, unfortunately Davis is no exception. The recent recession coupled with the large number of veteran employee retirements has caused a depletion of an already low supply of educators. As the economy has recovered there are more jobs available for potential employees and fewer teachers and staff available in the workforce to fill them. The chart below, from the latest CTC annual report, demonstrates the critical area of diminishing teacher credential candidates resulting in fewer and fewer potential applicants for teaching jobs.



Special education paraeducators and paraeducator substitutes, certificated teacher substitutes, and teachers in the areas of mathematics, special education, science CTE courses, and multiple subjects with BCLAD authorization are all in high demand. Over the past two years DJUSD has consistently had long term openings in these key areas due to low supply. The district is also seeing a low number of applications for speech-language pathologist, psychologist and school nurse positions as school districts are competing with higher paying private sector vacancies.

## **Our Mission**

The DJUSD Strategic Plan outlines that a key mission for our district is to maintain a *team of talented, resourceful, and caring staff*. The district ensures that all new employees possess the talent, experience, strong qualifications and appropriate credentials that have historically characterized a “DJUSD staff member.” One way DJUSD makes this happen is to launch the annual recruitment and hiring process as early as possible to capitalize on the largest hiring pool possible.

## **Recruitment**

In the area of recruitment of employees the district advertises all positions on *Edjoin* and through in-district postings. Teaching positions are advertised at the local universities job boards. Personnel Department staff and site administrators attend local recruitment events at regional universities. We have also begun to promote our openings on social media as well as other traditional job advertising sites. Principals and department heads are already screening and interviewing qualified candidates who have applied for positions in our district for 2016-17. In normal hiring years this process begins in mid-March.

## **Attracting Quality Employees**

### **Incentives**

To meet our mission, the district must continue to attract and retain the best employees to provide the highest quality instruction and support services to students. We do this through financial and other incentives. Attracting and retaining the best employees is a common goal shared with our bargaining group partners, CSEA and DTA. As such, over the last two years, our district has made compensation increases a high priority despite slightly lower than average funding from the state. Also, the district and DTA increased the beginning teacher pay on our salary schedule in 2015 in order to attract teachers new to the profession and compete regionally.

Our district provides other incentives to employees. For example, DJUSD, unlike many other districts, pays for all new teachers to participate in BTSA (Beginning Teacher Support and Assessment, which costs around \$2500 per year for two years thus removing this financial burden from the employee. DJUSD also values and maintains good working conditions for teachers and support staff, providing a variety of professional development opportunities. In Davis we also benefit greatly from the support from local community. Parents, community businesses and members come together to value and support our schools and employees in a variety of ways, including volunteering time and money to support classrooms, student organizations, and other school need as well as by supporting 32 years of school parcel taxes. All of these positive attributes of our district are shared with potential employees via our recruitment materials.

### **Process Improvements**

DJUSD is committed to making improvements in our interview process to decrease the time between application and board approval. We are considering centralized interviews and using videoconference and/or videotaping technology to allow principals and committee members interview candidates from various sites or to allow for a decision maker to watch an interview at a later time.

### What Others Are Doing

While our efforts to recruit high quality staff to DJUSD are significant, other districts in our region are taking more aggressive approaches to recruitment and placement. These include offering monetary incentives for new teachers and for teachers in hard to hire areas, or incentivizing teachers to declare retirement and resignation earlier with a lump sum payment, in order to begin the hiring calendar earlier. DJUSD has not used these methods in the past as each of these types of recruitment activities would need to be negotiated.

### Retaining Quality Employees

In order to retain employees in DJUSD, we pride ourselves in many excellent benefits of employment in Davis. In the last few years, we have made two important changes. First, our teachers now have a 25th step on the teacher salary schedule. This is structured to allow for a relatively rapid advancement in pay, increasing lifetime earnings of an employee above that of other districts on a different salary structure. Second, our classified employees enjoy a very generous professional growth provision in their contract that allows employees to earn up to 25% in additional salary for continuing and completing on-going professional development. In addition, as negotiated, all employees will receive an additional 2% on the salary schedule in 2016-17.

Working conditions in Davis are also positive for employees. The district strives to recognize employees for their excellent contributions through our #Love4DJUSDstaff campaign and districtwide retirement celebration, which is an integral part of LCAP Goal 8. As stated above, locally supported parcel taxes provide an enriched experience for teachers and students, including, among other supports, science prep for teachers and lower class sizes. Staff of DJUSD also enjoy an amazing community willing to support our schools monetarily and with their time as volunteer hours. In addition DJUSD strives to maintain and continue to improve positive labor relations with our association partners in order to create a harmonious district culture. Teachers, staff and administrators also enjoy safe campuses with relatively low levels of student discipline.

Teachers and staff also enjoy a wide variety of school models (Montessori, Immersion, Dual Immersion, AIM (GATE) and Project Based Learning) that broaden and deepen our connection with the curriculum and school culture. We also enjoy the expertise of community members from many different disciplines and economic sectors looking to share their expertise with staff and students, which improves the educational experience for all.

Employees also receive robust employee assistance benefits that aid staff in coping with the inevitable ups and downs of life, but also the challenges that may be associated with educating students or working with other adults. In addition, the district has, as part of its Strategic Plan, committed itself to restorative practices, which provide a mechanism to repair relationships that may have been damaged amidst conflict.

Finally, professional growth of all employees (certificated, classified and administrative) is a top priority for our district as articulated in our Strategic Plan and LCAP. There are many high quality professional growth opportunities from common core implementation, to differentiation, to an aspiring administrator cohort. Over the last few years, many improvements have been made in the area of professional growth including increased and more relevant offerings, an upgraded system to promote and track offerings and the increased collaboration and feedback from employees to grow and advance our professional growth system.