

STRATEGIC STAFFING

HOW TO BE UNCONVENTIONAL
IN UNCONVENTIONAL TIMES





PRESENTERS



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Today's presentation is **not** necessarily
NEW INFORMATION;
rather, an **ALTERNATIVE WAY OF THINKING...**



...and we hope to balance
the **CERTIFICATION REQUIREMENTS** of
our profession with **PRACTICAL IMPLICATIONS**
for our current in-demand needs.



We want to provide you tools for your toolbox...
... or perhaps, organize some of the tools that already exist for better use.

OBJECTIVE



1. Be willing to explore all options
2. Step out of your comfort zone
3. Focus more on your **LOCAL NEEDS**

Regular “strategic staffing” phone call:

“**HOW** do I **HIRE**
this person, who
ISN'T quite certified?”

This is a true
PROBLEM OF PRACTICE



Factors Contributing Educator Shortages

- Educators leaving the profession
- Population Growth in Texas
- Businesses aggressively recruiting educators

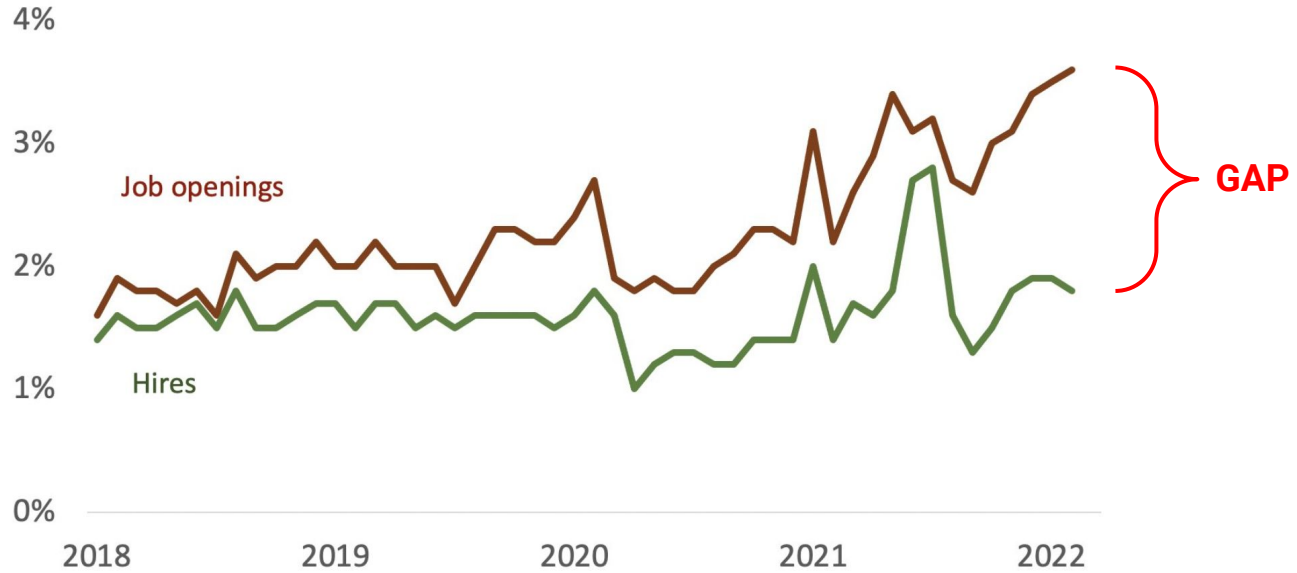
Role	Academic Year	Total	Female		Male	
			Number	Percent	Number	Percent
Regular Classroom Teachers	2021-22	376,086	285,444	75.90%	90,642	24.10%
	2020-21	375,222	285,709	76.14%	89,513	23.86%
	2019-20	368,284	280,604	76.19%	87,680	23.81%
	2018-19	364,019	277,402	76.21%	86,617	23.79%
	2017-18	362,229	276,092	76.22%	86,137	23.78%
	2016-17	358,551	273,569	76.30%	84,982	23.70%
	2015-16	352,683	269,490	76.41%	8,3193	23.59%
Substitute Teachers	2021-22	2,405	1,842	76.59%	563	23.41%
	2020-21	1,185	892	75.27%	293	24.73%
	2019-20	1,833	1,392	75.94%	441	24.06%
	2018-19	1,583	1,209	76.37%	374	23.63%
	2017-18	1,164	890	76.46%	274	23.54%
	2016-17	986	756	76.67%	230	23.33%
	2015-16	1,390	1,056	75.97%	334	24.03%



Highlights on Texas' Demographic Trends from the 2020 Census

- With **3,999,944** added population between 2010 and 2020, Texas ranked **1st** in numeric growth among all the states and was the only state that gained **two congressional seats**;
- Texas' growth rate of **15.9%** more than doubled the growth rate of the nation (7.4%);
- Over 95% of the state's growth were attributed to the **increase of persons of color**;
- The fastest growing areas in Texas are the suburban ring counties, the counties along the I-35 corridor and the "golden triangle" counties.
- 143 of the 254 counties in Texas have lost population between 2010 to 2020.

Job openings are outpacing hires in public education



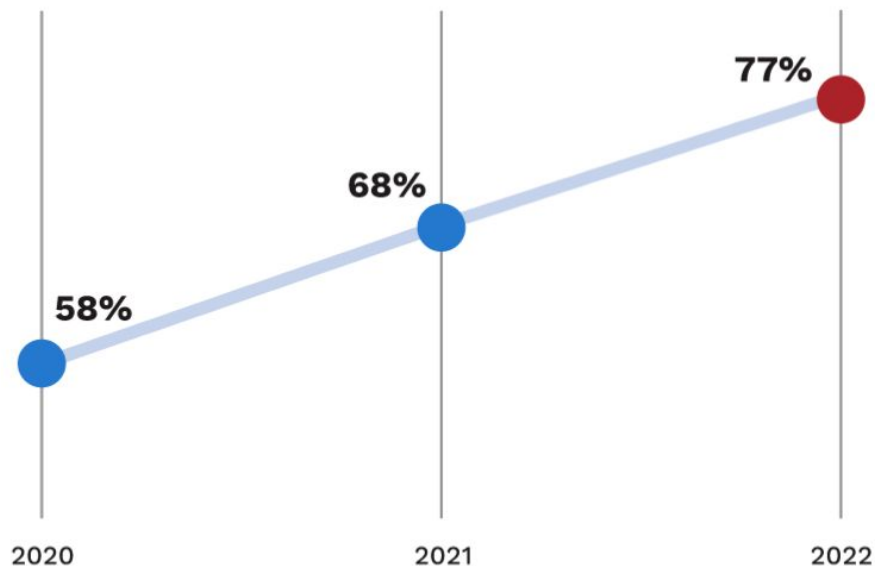
Source: BLS, Job Openings and Labor Turnover Survey

Notes: Chart includes all public education employees. Figures capture job opening and hiring rates as a fraction of current employees. For example, if an employer has 100 employees, a job opening rate of 2% means it's trying to hire 2 new employees.

EDONOMICS LAB

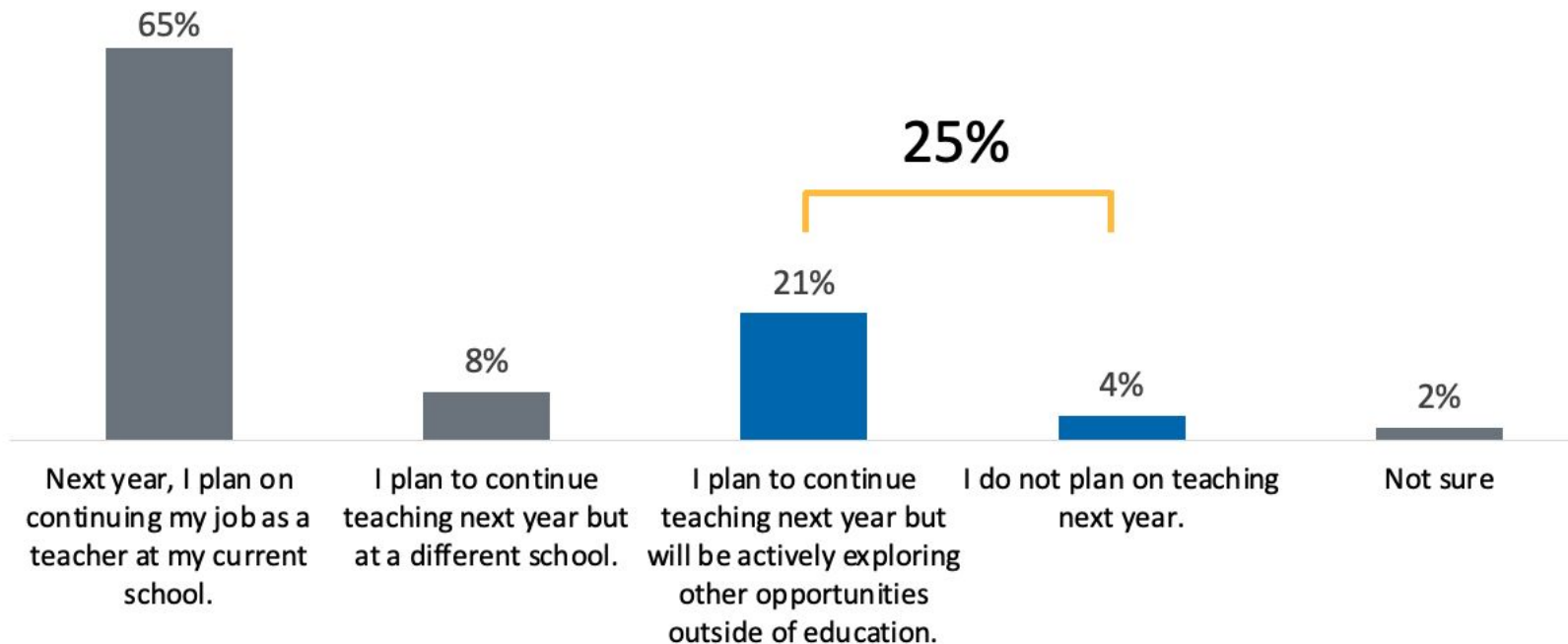
Percentage of Teachers Considering Leaving Reaches Highest Level in Three Years

% Texas teachers seriously considering leaving



Source: [Charles Butt Foundation 2022 Texas Teacher Poll](#)

Which of the following best describes your plans for next school year?



Source: [Texas 2036](#)

STRATEGY

We aren't telling you to strive toward hiring an entire workforce of uncertified teachers...

...but when a certified teacher isn't an option, we need to think more **STRATEGICALLY**, and perhaps **UNCONVENTIONALLY**, to staff our schools.

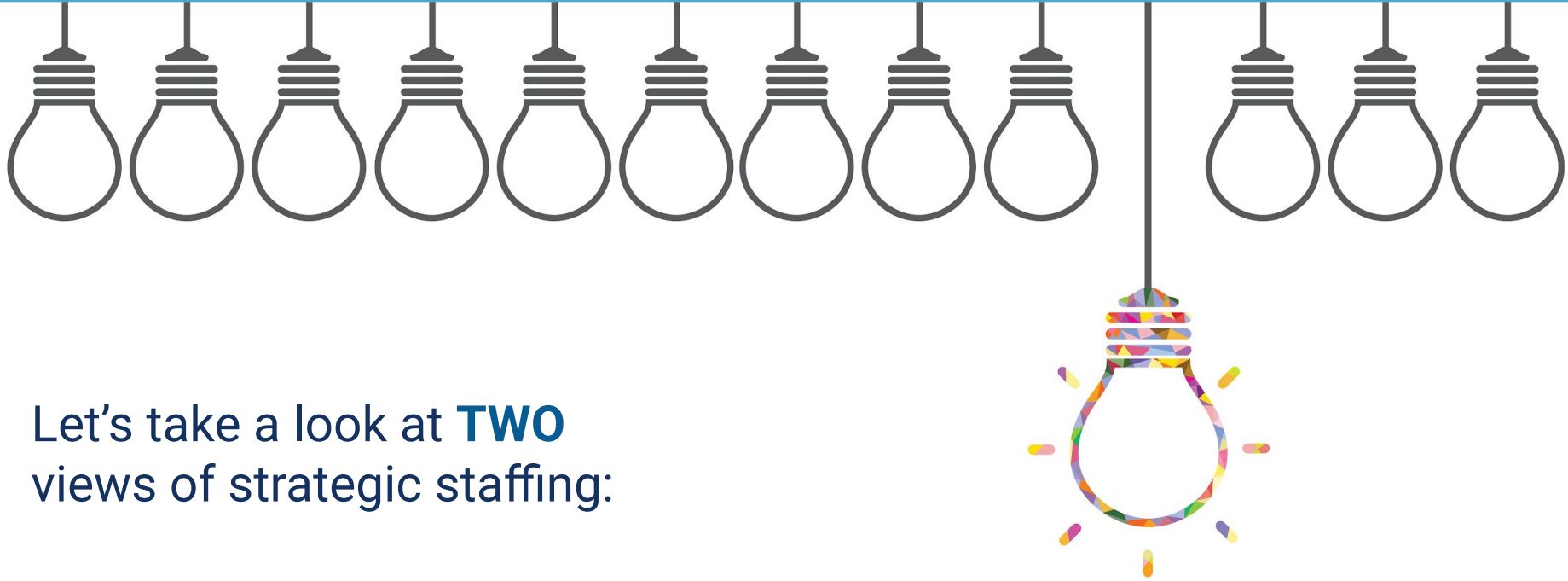


“**STRATEGIC MANAGEMENT** is not a box of tricks or a bundle of techniques. It is **ANALYTICAL THINKING** and **COMMITMENT OF RESOURCES** to action.”

– *Peter Drucker*



STRATEGIC STAFFING



Let's take a look at **TWO**
views of strategic staffing:

VIEW #1: “STRATEGIC STAFFING”

TEXAS STRATEGIC STAFFING is:

- **TWO-YEAR PROCESS**
- A **district** and **EPP** commit to **designing** and **implementing** a **PAID TEACHER RESIDENCY PROGRAM**
- **SUSTAINABLY FUNDED** by reallocating district resources to compensate teacher residents
- Teacher residents take on **additional instructional responsibilities** in the district, while completing a **YEAR-LONG TEACHER RESIDENCY PROGRAM**

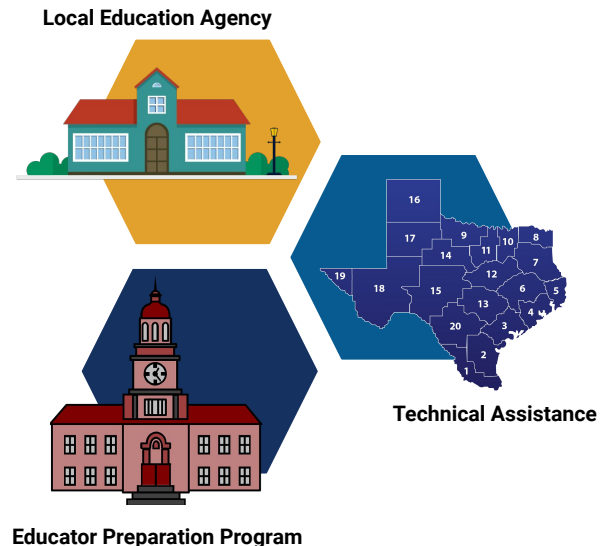


VIEW #1: “STRATEGIC STAFFING”

TSS was born out of **TCLAS D5**, and revolves around:

1. Paid year-long teacher residencies
2. Strategic instructional staffing models

This focuses on how we best prepare our educator workforce coming out of college and/or the alternative preparation environment (EPPs).



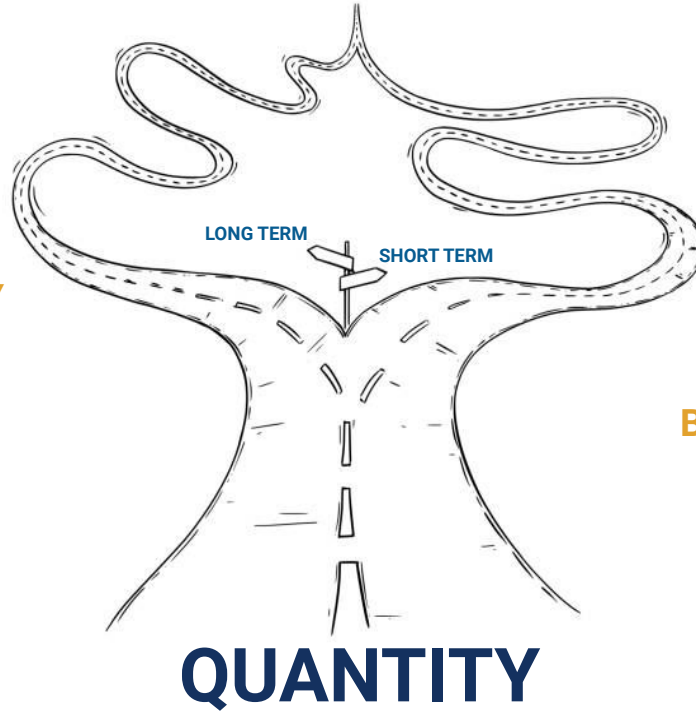
VIEW #2: “STRATEGIC STAFFING”

A more **UNCONVENTIONAL** interpretation of Strategic Staffing:

- Focus on how we get the best **QUALIFIED** people hired now
- Grow individuals toward their certification needs



CERTIFICATION



QUALITY

QUANTITY



No one in this room would disagree that we all want the best **QUALITY** educators in our classroom.

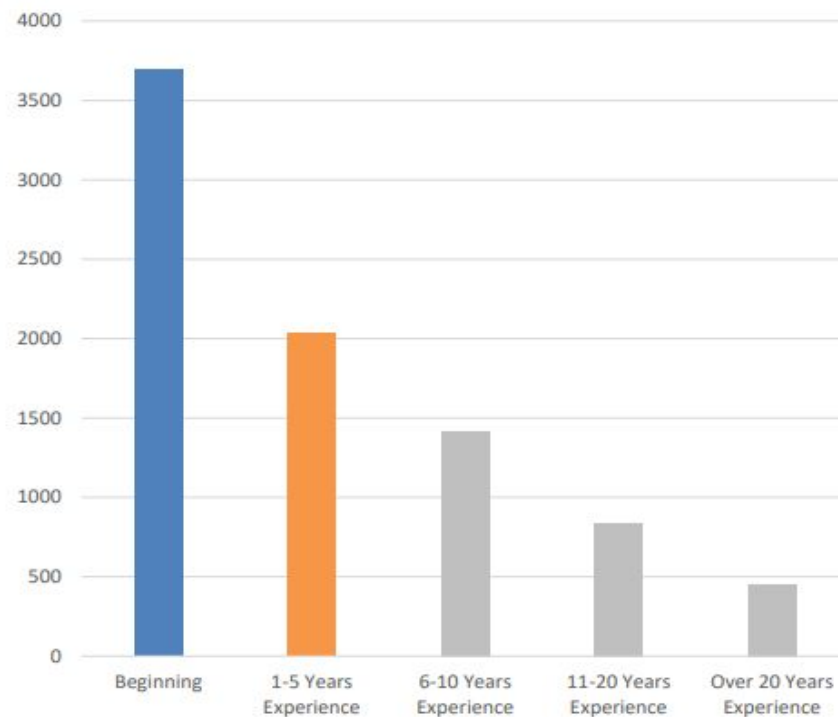
But what does that mean?

We automatically equate **QUALITY** with **CERTIFIED**, and our current environment has forced us to challenge that way of thinking.



We need to balance the “scales” until we get the quantity back up!

Average Count of Exiting Teachers by Experience Cohort



Teachers are leaving the profession

Source: TEA, March 2022
Educator Data

WHERE CAN WE FIND POTENTIAL TEACHERS

- **Within our schools, within our communities...**
 - Degreed
 - Are working on a degree
 - Long time/long term substitutes
 - Live in the school district/established residence
 - Former students
 - Have previous professional experience
 - Have previous job related experience

WHAT SHOULD WE CONSIDER

CERTIFICATION equals classroom training...
...while **QUALIFICATION** equals in the field training.

CERTIFICATION is completed through an outside body...
...while **QUALIFICATION** is completed through internal trainers.

CERTIFICATION occurs once...
...while **QUALIFICATION** is an ongoing process.

WHAT SHOULD WE CONSIDER

- My wife hasn't seen a doctor in years; instead, she sees a physician's assistant. **QUALIFIED vs. CERTIFIED**
(we still pay the same co-pay)
- My dad helped me navigate the sale of my house, even though his real estate license is expired. **QUALIFIED vs. CERTIFIED**
- My father-in-law installed all the electrical in his friend's barn, because he has been a school maintenance director for over 20 years; but, he's not an electrician. **QUALIFIED vs. CERTIFIED**

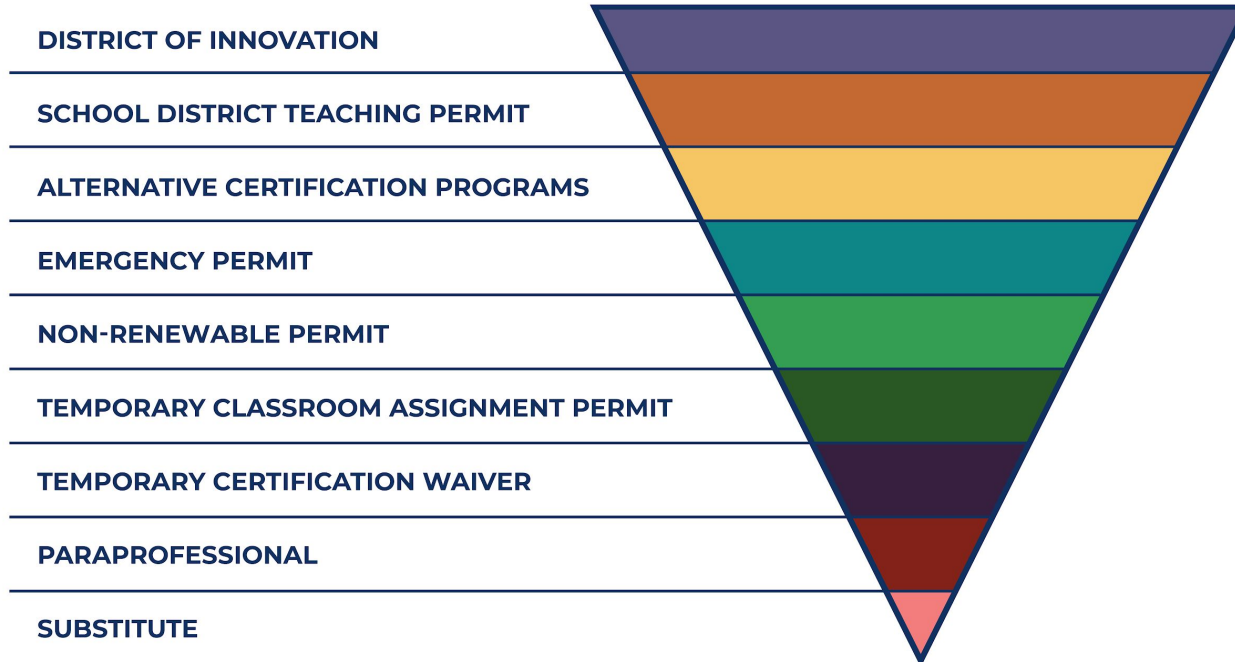
WHAT SHOULD WE CONSIDER

A **CERTIFIED** teacher in one content area can become certified in 85 of the current 119 certification areas, by examination only (CEO), as indicated by the most current Texas Educator Certification Test List (71%).

So, a teacher with a Core Subjects 4-8 certification can become certified to teach Secondary Math 7-12 by studying/passing the exam alone.

Q: Does this mean they are now **QUALIFIED** to do so?

HOW TO GET QUALIFIED PEOPLE HIRED

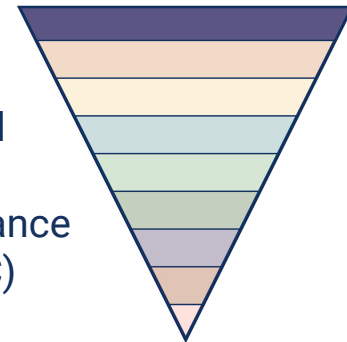


PATHWAY CRITERIA

- May or may not need a degree
- May or may not need certification
- No application or fee
- **No Commissioner Approval**
- Qualified for the life of the plan in your district
- May or may not require a Chapter 21 contract
- TRS Eligible
- TIA Eligible
- 087 PEIMS Code

POINTS OF INTEREST

- **Allows most flexibility and local control**
- Most recent academic performance must be at least “acceptable” (C)
- There is a process for adoption, amendment, and renewal
- Innovations can be written very narrowly or broadly
- **There are currently 925 of approximately 1204 schools that are DOI (77%)**



- **Teacher Certification**

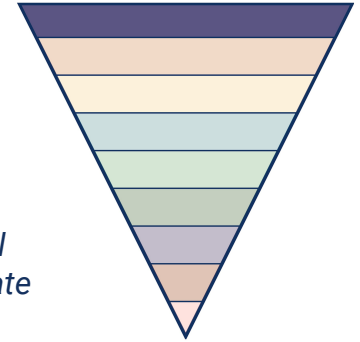
- (#1 Most Commonly Exempted)

- T.E.C. 21.003 Certification Required
 - (a) A person may not be employed as a teacher, teacher intern or teacher trainee, librarian, educational aide, administrator, educational diagnostician, or school counselor by a school district unless the person holds an appropriate certificate or permit issued as provided by Subchapter B.

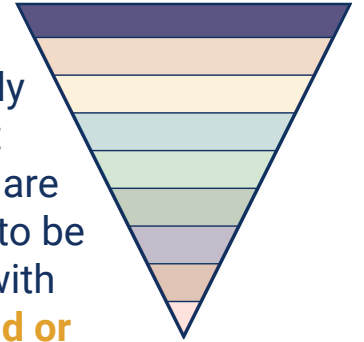
- **Teacher Certification**

- (#2 Most Commonly Exempted)

- T.E.C. 21.053 Presentation and Recording of Certificates
 - (a) A person who desires to teach in a public school shall present the person's certificate for filing with the employing district before the person's contract with the board of trustees of the district is binding.
 - (b) An educator who does not hold a valid certificate may not be paid for teaching or work done before the effective date of issuance of a valid certificate.



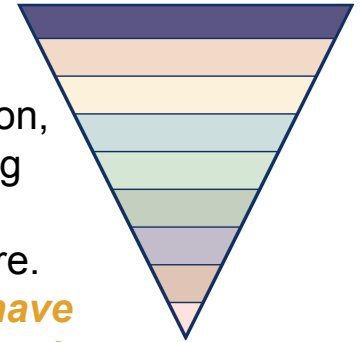
- **Narrow/Specific Exemption Language/Scope (Example #1)**
 - **Abbott ISD** would like to make decisions regarding certifications locally and based on the needs of the campus and students. In the event that the district cannot locate a certified teacher for a position or teachers are teaching a subject outside of their certification, Abbott ISD would like to be afforded the flexibility to consider entering into contract agreements with non-certified individuals that have field experience in a **CTE, STEM field or vocational skill** that would provide more options for students and flexibility in scheduling. Abbott ISD will continue to follow SBEC certification requirements for special education and bilingual/ESL.
 - **Abbott ISD** would also like to **allow a certified teacher to teach one, or two subjects outside of their certified field** in the event there is a need. Abbott ISD will locally document the reasoning for the request and the credentials the certified teacher possesses which qualify this individual to teach the subject.



- **Broad/General Exemption Language (Example #1)**

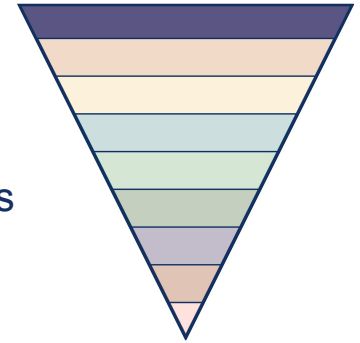
- **Abilene ISD** will maintain its current expectation for teacher certification, and continue to seek highly effective certified educators for all teaching positions. The district will make every attempt to hire individuals with appropriate certification for the position(s) in question at the time of hire.

However, where that is not reasonably possible, the district will have the flexibility to issue a local teaching permit and hire individuals who are knowledgeable in the area and are fully equipped to effectively perform the duties of the position in question based on local certification criteria without requesting a waiver from T.E.A.



- **Broad/General Exemption Language (Example #2)**

- Texas Education Code §21.003, and §21.053 limit the District's ability to hire instructors for hard-to-fill and high-demand courses when high quality, State Board of Educator Certification (SBEC) certified teachers are not available. This exemption will be **LIMITED** to the following:
- **Non-Certified Experienced Professionals**
 - 9-12th grade Career and Technical Education (CTE)
 - 9-12th grade Dual-credit
 - World Languages
 - Visual & Performing Arts
 - Out of State Standard Certified Professionals
 - ★ EC-6 Core-Subjects
 - ★ Secondary ELAR, Mathematics, Science, and Social Studies



- **Adopting**

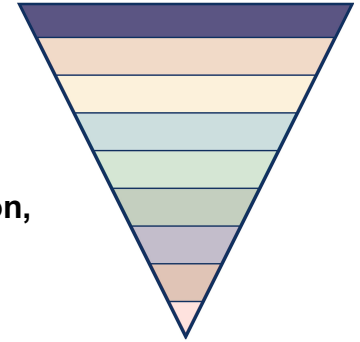
- **Timeline to implementation:** 3-4 months
- **Length of term:** 5 years
 - Board resolution, Public Hearing, Website Posting, Commissioner Notification, District Committee Vote, Board Approval, Commissioner Notification

- **Amending**

- **Timeline to implementation:** 2-3 months
- **Length of term:** Same as original adoption deadline
 - Can be amended at any time and does not require the entire adoption process

- **Renewing**

- **Timeline to implementation:** 2-3 months
- **Length of term:** Extended for another 5 years
 - Can be renewed at any time and does not require the entire adoption process



SITUATION

- The local youth minister in town has been substituting for you the past three years.
- He has filled two long term positions over that time, one in math and one in science.
- He is attending online classes to become a science teacher, and is currently in his final year of coursework.
- Over the July 4th holiday, your 7th grade science teacher informs you she is moving due to her husband's job.
- You hire the youth minister under **DOI**, with the middle school principal's recommendation.

STRATEGIC SOLUTION

- You place him in the 7th grade teaching position.
- You provide him with a mentor and the professional development/support he will need as a first year teacher.
- **Make sure you send a letter home to the parents with 30 days of the first day of instruction explaining the situation, and although the teacher is currently uncertified he is on a path to certification.**
- Once he finishes his degree/course work he enters an ACP to complete certification.
- He is locally certified
- He is an At-will employee

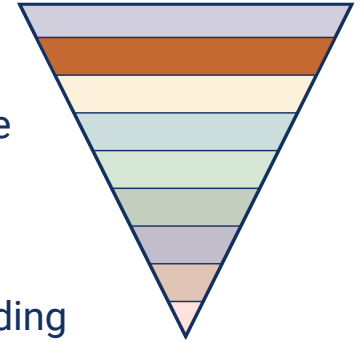
SCHOOL DISTRICT TEACHING PERMIT

PATHWAY CRITERIA

- Degree required
- Do not need to be certified
- There is an application but no fee
- **Needs Commissioner approval**
 - Unless for non-core CTE
- Qualified for the life of the plan in your district
- At-will employee
- TRS Eligible
- TIA Eligible
- 087 PEIMS Code

POINTS OF INTEREST

- Need to have subject experience
- Never taught before
- **Never taken/failed certification exam**
- No certification application pending
- Core academic classes
- Does not apply to librarians, administrators, Sp.Ed., Bilingual, or ESL



SITUATION

- You have a campus secretary who has a Master's Degree in English.
- You aren't DOI, so you apply for a **SDTP**.
(*More of a Notification*)
 - Indicate she has a Bachelor's Degree
 - Indicate related college coursework in the area she will teach
 - Demonstrate subject matter experience through previous jobs, trainings, etc. (*Over explain*)
- No additional supporting documents other than the application need to be submitted.
 - The Commissioner approves it
- You retain proof/documentation.
- **She is now qualified in your district for life.**

STRATEGIC SOLUTION

- You place her in Freshman English.
- She was previously making \$25,000
- Now she makes \$40,000 (Step 0)
 - ◆ \$15,000 can be applied to an alternative certification program to earn certification
- A team teacher in the English department can serve as her on-site mentor
- She can participate in the district's In-house professional development platform (Eduhero) and fulfill the required 20 hours of classroom management training
- Make sure you send a letter home to the parents with 30 days of the first day of instruction explaining the situation.
- She is an At-will employee

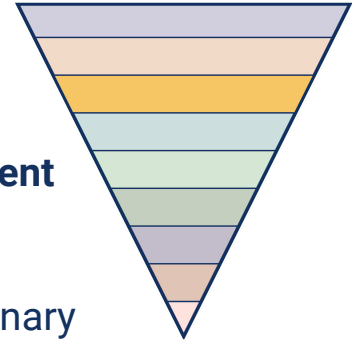
ALTERNATIVE CERTIFICATION PROGRAMS

PATHWAY CRITERIA

- **Degree required**
- Certification in process
- No application or fee
- No Commissioner approval
- **Intern and Probationary Certificates**
- Chapter 21 contract
- TRS Eligible
- TIA Eligible
- 087 PEIMS Code

POINTS OF INTEREST

- Need to be content proficient
- **Enrolled in an ACP w/a “Statement of Eligibility”**
- Offered a contract
- Applies for an Intern or Probationary Certificate
 - ◆ Intern = passed content only (1yr NR)
 - ◆ Probationary = passed content and PPR (1 yr renewable once)
- Completes ACP
- Applies for Standard Certification



SITUATION

- You have had a high school math position posted all spring, and you only have one applicant.
- He has a degree
- He is enrolled in an **Alternative Certification Program**
- **He has a Statement of Eligibility**
- He has passed his content exam (math)

STRATEGIC SOLUTION

- You offer him the job
- He applies for an **Intern Certificate**
- He has one year to pass his PPR and complete the ACP.
- He is placed on a Chapter 21 contract

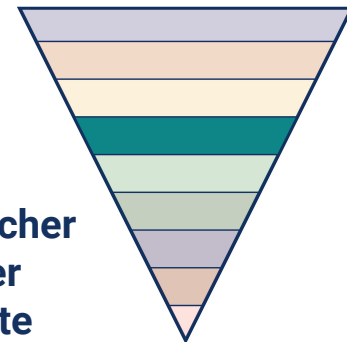
EMERGENCY PERMIT

PATHWAY CRITERIA

- Degree required
- Certified or in progress
- There is an application (\$57)
- Needs Commissioner approval
- **1 year non-renewable**
- At-will employee
- TRS Eligible
- TIA Eligible
- 087 PEIMS Code

POINTS OF INTEREST

- Two purposes
 - ◆ **First: Can't secure an appropriately certified teacher**
 - ◆ **Second: A certified teacher can't secure the appropriate certification**
- Elementary Assignments requires:
 - ◆ 12 hrs of elementary education
- Secondary Assignment requires:
 - ◆ 24 hrs secondary subject specific
 - ◆ 24 hrs subject composite w/ 12 hrs specific
- A hardship also exists



EMERGENCY PERMIT SCENARIO

SITUATION

- You have had a high school math position posted all spring, and you only have one applicant.
- He has a degree
- He is enrolled in an **Alternative Certification Program (or EPP)**
- But he HAS NOT passed any certification exams
 - **Eligible** for a Statement of Eligibility with a Deficiency/Certification Plan
- You apply for an **Emergency Permit** because he is your best option
 - The Commissioner approves it

STRATEGIC SOLUTION

- You place him in the position
- You provide him a mentor and professional development support
- He is an At-will employee, until he passes his content exam and can then apply for an Intern Certificate
- Make sure you send a letter home to the parents with 30 days of the first day of instruction explaining the situation.

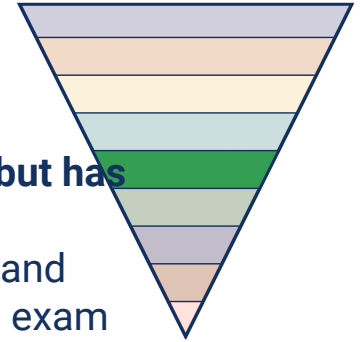
NONRENEWABLE PERMIT

PATHWAY CRITERIA

- Degree required
- Certification in progress
- There is an application (\$57)
- Needs Commissioner approval
- 1 year only
- At-will employee
- TRS Eligible
- TIA Eligible
- 087 PEIMS Code

POINTS OF INTEREST

- Completed all University Degree/Program requirements but has not passed certification exams
- Certificate prior to Feb. 1, 1986, and hasn't revalidated by passing an exam



NONRENEWABLE PERMIT SCENARIO

SITUATION

- You have had a high school math position posted all spring, and you only have one applicant.
- He has a degree
- He completed all of his Texas university program requirements prior to graduation.
- Has he not taken any certification
- You apply for a **Nonrenewable Permit** because he is your best option
 - The Commissioner approves it

STRATEGIC SOLUTION

- You offer him the job
- He has 1 year to complete all of his certification exams.
- He is an At-will employee
- Make sure you send a letter home to the parents with 30 days of the first day of instruction explaining the situation.

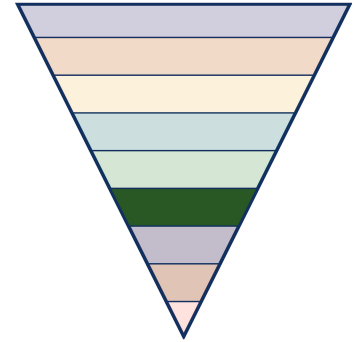
TEMPORARY CLASSROOM ASSIGN. PERMIT

PATHWAY CRITERIA

- **Degree required**
- **Certification required**
- No application or fee unless a hardship is needed
- No Commissioner approval
- 1 year only unless within 90 of the last day of school
- Chapter 21 contract
- TRS Eligible
- TIA Eligible
- 087 PEIMS Code

POINTS OF INTEREST

- **Secondary level only**
- **Up to 4 classes outside certification**
- 12-15 hrs. subject/content experience
- **Must register for next available content exam**
- A hardship also exists



SITUATION

- Your High School Government/Economics teacher/coach just left to take another position with the Athletic Director after Christmas Break.
- He taught four sections, two Government and two Economics.
- You utilize the **Temporary Classroom Assignment Permit** (locally document in personnel file) on two of your other History teachers in order to finish up the school year.

STRATEGIC SOLUTION

- You would still want to notify parents within 30 days that their child's teacher is a certified teacher, but not specifically certified in Government/Economics. It would also be a good idea to share a little information regarding their qualifications (previous work related experience).
- They remains on a Chapter 21 contract

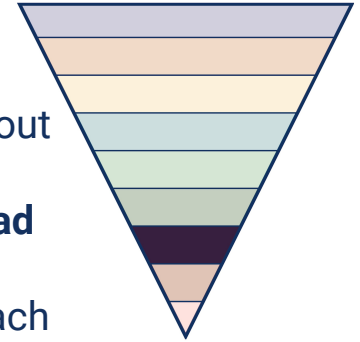
TEACHER CERTIFICATION WAIVER

PATHWAY CRITERIA

- Degree required
- Certification required
- Application in TEAL (no fee)
- Needs Commissioner approval
- 1-3 years in length
- Chapter 21 contract
- TRS Eligible
- TIA Eligible
- 087 PEIMS Code

POINTS OF INTEREST

- Allows individuals to teach without the necessary certification requirements (**this is a very broad description**)
- Allows qualified individual to teach outside their areas of certification in CTE, a course with no state assessment, Alternative Education and ROTC
- Does not allow for Bilingual/ESL or SPED



TEACHER CERT. WAIVER SCENARIO

SITUATION

- You have a 3rd grade Math/Science teacher vacancy that you cannot fill.
- Your only applicant is a 4-8 Math certified teacher.
- They have 29 years of experience teaching 4th grade math.
- **They are not interested in taking any additional certification exams.**
- You apply for a **Teacher Certification Waiver**
 - The Commissioner approves it

STRATEGIC SOLUTION

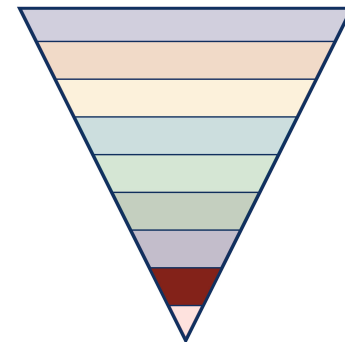
- You would still want to notify parents within 30 days that their child's teacher is a certified teacher, but not specifically certified in 3rd grade. It would also be a good idea to share a little information regarding her qualifications (previous work related experience).
- You can employ them under the waiver for up to 3 years.
- You will place them on a Chapter 21 contract

PATHWAY CRITERIA

- Degree not required
- Will need to complete **Educational Aide Certification (I,II,III) (Title I: 48 Sem Hrs or Local Academic Assessment)**
- There is an application (\$17)
- Requires fingerprints (\$42.50)
- **Must reapply every two years**
- At-will employee
- TRS Eligible
- NOT TIA Eligible
- 033 PEIMS CODE

POINTS OF INTEREST

- This can be a great avenue to “grow your own”
- Strategic Staffing Models (TSS) could be used to improve instructional needs under a certified teacher
- Pay a “living wage” that supports tuition or tuition reimbursement
- Earn up to two years of creditable service once certified



PARAPROFESSIONAL SCENARIO

SITUATION

- You have a **paraprofessional** who has worked in your Kindergarten department for 5 years, and is from/living in the community.
- She has a high school diploma, but never attended college.
- Your Kindergarten department usually consists of 3 teachers with an average class size of about 18 students.
- Now you only have 2 and one paraprofessional.
- She is your best candidate.

STRATEGIC SOLUTION

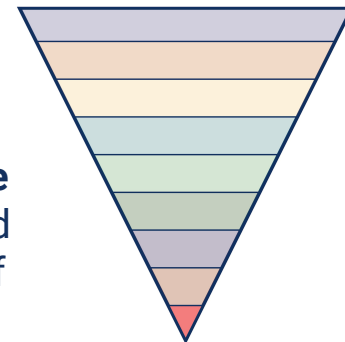
- Since she is hired as a paraprofessional already, make her the classroom instructor for the vacant position.
- Utilize a classroom rotation whereby T1 and T2 are the teachers of record and provide Math/Sci and ELA/SS.:
 - ◆ T1 - Math/Sci
 - ◆ T2 - ELA/SS
 - ◆ P - enrichment/small groups/specials
- Pay her an extra duty/tuition reimbursement stipend with a commitment/contractual agreement upon completion.
- Notify parents within 30 days of her placement, and explain that **she is under the direct supervision of another certified teacher**, and this placement allows for the best teacher/student ratio and instructional environment given current circumstances.

PATHWAY CRITERIA

- **HS Diploma or GED minimum**
- EPP or LEA Training
- Experience
- Requires fingerprints (\$42.50)
- **No expiration date**
 - Meaning you can always hire subs
- At-will employee
- NOT TRS Eligible
- NOT TIA Eligible
- 047 PEIMS Code

POINTS OF INTEREST

- Temporary Employee
 - ◆ **Definite start and end date**
 - ◆ Should be for a time period less than four and one-half months, and/or less than one-half time, and not paid at a comparable rate as your classroom teachers.
 - ◆ Optional 15 hours credit toward certification



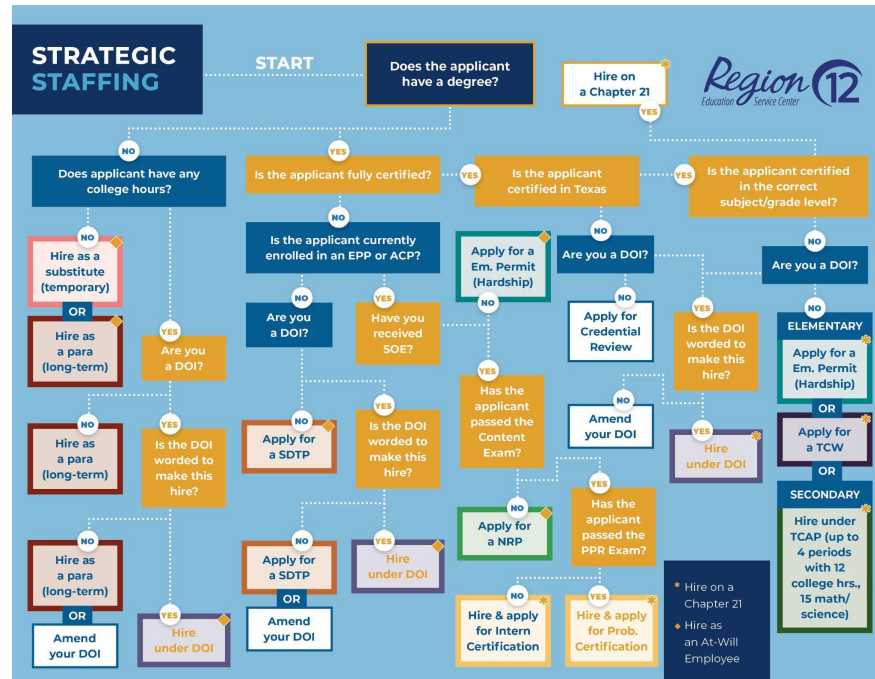
WHAT IS YOUR SCENARIO?

STEP #1: FLOW CHART

- Start here to map your best method for hire

STEP #2: SPREADSHEET

- Use this tool to learn what parameters are included



HUMAN RESOURCE QUESTIONS

- Who is TRS Eligible?
- What type of contract do you offer?
- What is considered applicable years of service?
- Can you consider retire-rehire applicants?
- What are the legal student-teacher ratios?
- What is the proper PEIMS coding?
- How/When you need to notify parents of an uncertified teacher?
- How will this impact the Teacher Incentive Allotment?
 - HB 1525

SO NOW THAT YOU HAVE THEM HIRED...

WHAT ARE YOUR SPECIFIC INSTRUCTIONAL NEEDS?

- Teacher Vacancy
 - Elementary
 - Secondary
- Instructional Specialist Support
- Lack of Paraprofessionals
- Lack of Substitutes

HOW CAN WE WORK TOWARD CERTIFICATION?

- What method did you use to hire?
 - ◆ Some College
 - ◆ No College
- What instructional need are they fulfilling?
- What extra duties can they fulfill?
 - ◆ Stipends = Tuition
- Create an investment strategy/agreement
 - ◆ Apprenticeship opportunity?

This is where you begin working toward your long term plan toward certification.

WHY

- Help retain **quality** personnel.
- Invest in your teacher workforce.
- **Grow your own** candidates.
- Provide opportunities for your community members.
- Place the **best available** instructors in front of your students...face to face.

- You must know your school board
- You must know your community
- **You should always aspire to employ certified personnel 1st, while understanding the tools you have at your disposal when that is no longer an option.**
- You should always confer with your legal council before making an unconventional hire.
- You should always provide quality mentor support for new hires

KEEP THE “I” IN YOUR...

ISD

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Access the following:

- Strategic Staffing Guide
- Strategic Staffing Flowchart
- Strategic Staffing Spreadsheet
- This Presentation
- Presenter Contact Information

