

**STATE OF HAWAII
DEPARTMENT OF EDUCATION
KA 'OIHANA HO'ONA'AUAO
P.O. BOX 2360
HONOLULU, HAWAII 96804**

OFFICE OF THE DEPUTY SUPERINTENDENT OF OPERATIONS

January 11, 2024

TO: The Honorable Shanty Asher
Chairperson, Human Resources Committee

FROM: Curt T. Otaguro 
Deputy Superintendent of Operations

SUBJECT: Presentation on Strategic Plan, Desired Outcome 2.1.1: All Teacher Positions are Filled with Qualified Hires; Desired Outcome 2.2.1: All School Support Staff Positions are Filled with Qualified Hires; Desired Outcome 2.3.1: All School Administrator Positions are Filled with Qualified Hires

1. EXECUTIVE SUMMARY

The Hawaii State Department of Education's (Department) long-term goal is to improve its recruitment and retention efforts to secure a high-quality educator workforce in all schools, which aligns with Priority II of the approved 2023-2029 Strategic Plan Phase II - Implementation Plan (Strategic Plan). These efforts include, but are not limited to:

- Transitioning from a pool-based to a community-based recruitment model;
- Implementing a modern applicant tracking system that aligns with best human resource practices;
- Exploring multiple strategies to attract highly qualified applicants to teacher, school support, and school administrator positions; and
- Gathering and monitoring recruitment and retention data from multiple sources, building measurable targets, and adjusting strategies as appropriate to ensure schools are adequately staffed with highly effective personnel.

2. DESCRIPTION

This presentation provides an update on the Department's efforts to fulfill the Strategic Plan Priority II desired outcomes related to qualified hires:

- Desired Outcome 2.1.1: All teacher positions are filled with qualified hires;
- Desired Outcome 2.2.1: All school support staff positions are filled with qualified hires; and
- Desired Outcome 2.3.1: All school administrator positions are filled with qualified hires.

The update includes the recruitment initiatives implemented and the modernization of the Department's application system to improve the application and hiring experience.

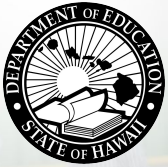
3. PRESENTATION

The presentation is attached.

Thank you for your continued support of our efforts to ensure all schools are staffed with highly qualified and highly effective teachers, support staff, and leaders.

CTO:sb
Attachment

c: Office of Talent Management



HAWAII STATE DEPARTMENT OF EDUCATION

Office of Talent Management

Presentation on Strategic Plan

Desired Outcome 2.1.1:

All teacher positions are filled with qualified hires

Desired Outcome 2.2.1:

All school support staff positions are filled with qualified hires

Desired Outcome 2.3.1:

All school administrator positions are filled with qualified hires

Presented to the Hawaii State Board of Education

Human Resources Committee

January 11, 2024

Sean Bacon

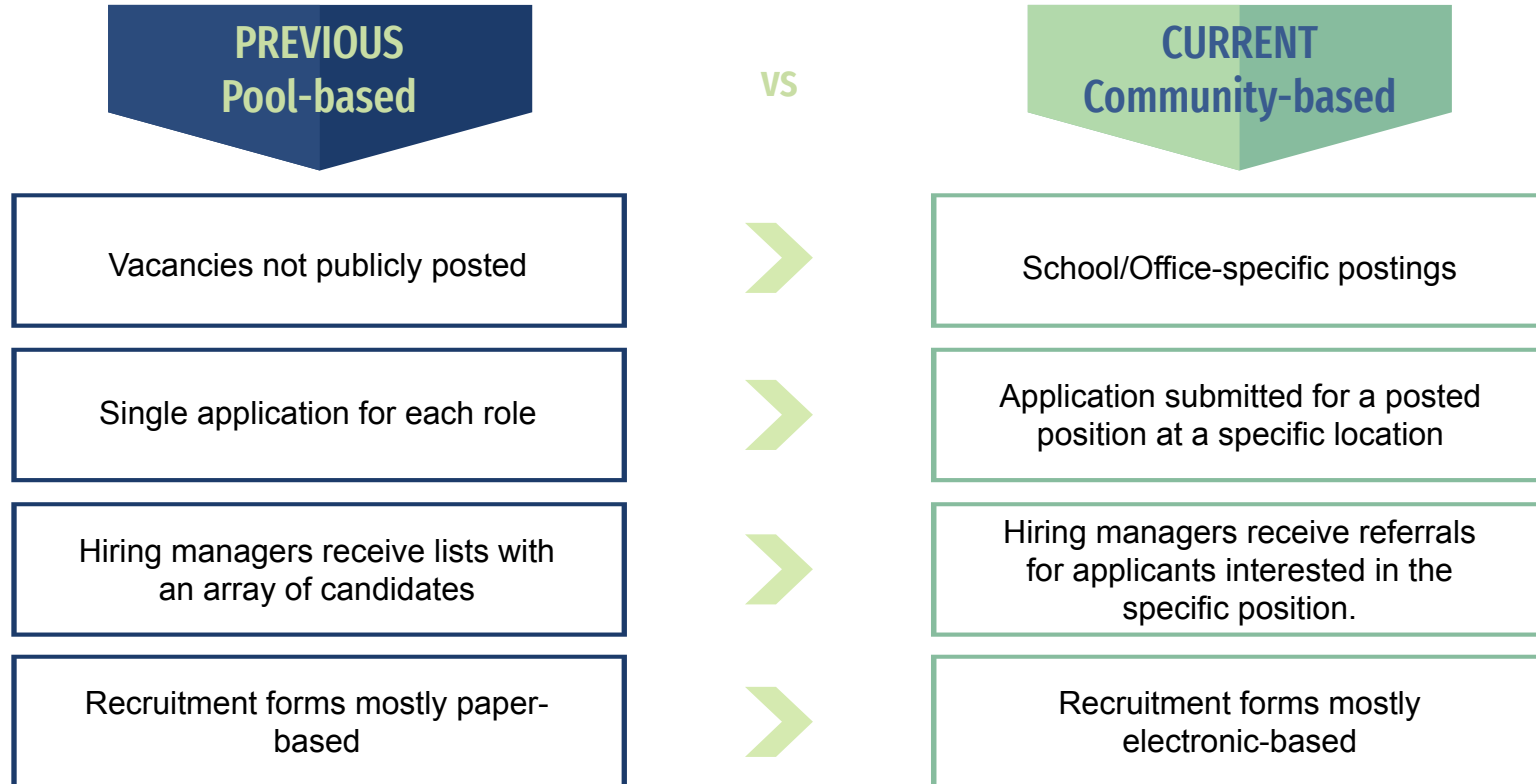
Assistant Superintendent, Office of Talent Management

Curt T. Otaguro

Deputy Superintendent of Operations

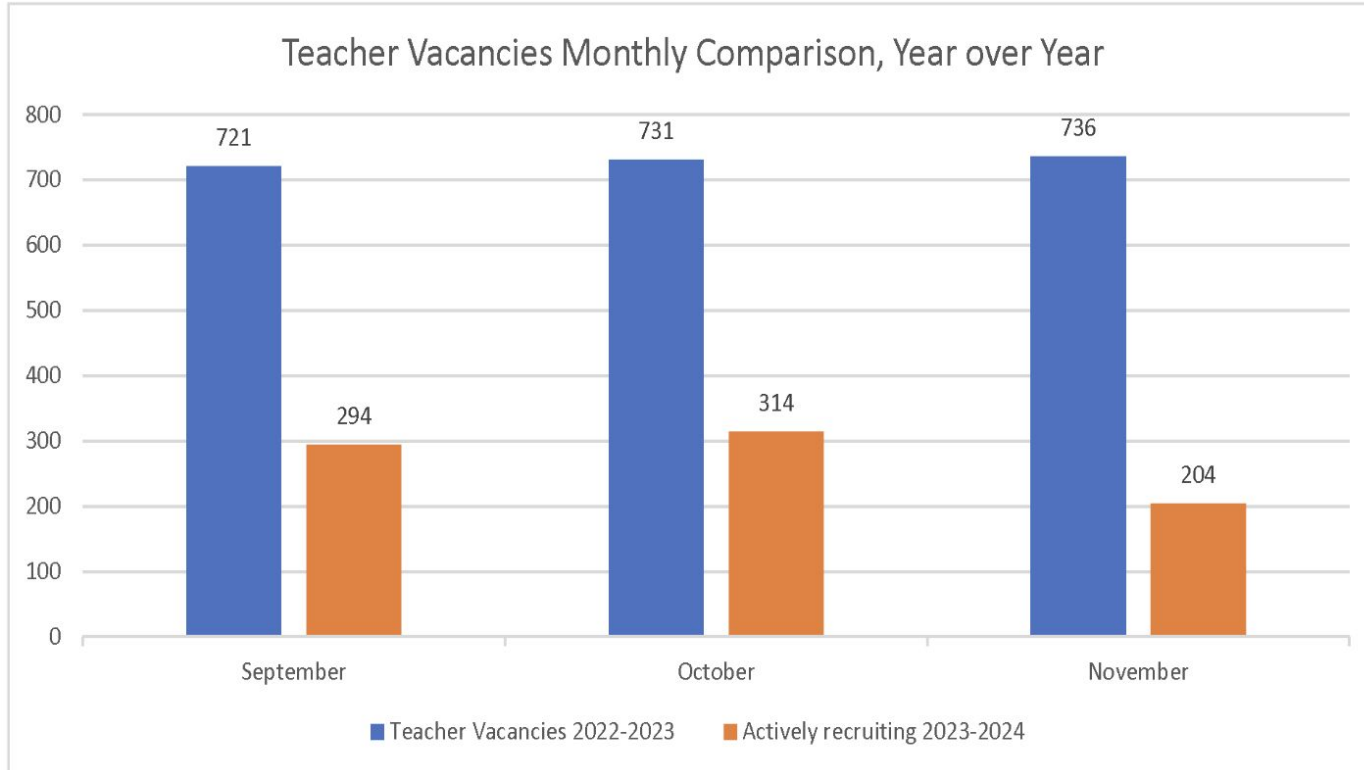


Recruitment Process Journey





Teacher Recruitment Progress





Dr. Douglas Boyer, Principal

**Recruitment initiatives are
making a difference!**



LĀNĀ I HIGH AND ELEMENTARY SCHOOL

Refining the Recruitment Process



ASSUMPTIONS

What attracts people?
What makes people stay?
What makes people leave?



DATA

Year of data collection



BUILD TARGETS

Build targets based on data

Strategic Plan Implementation Plan



Priority II: High Quality Workforce in all Schools

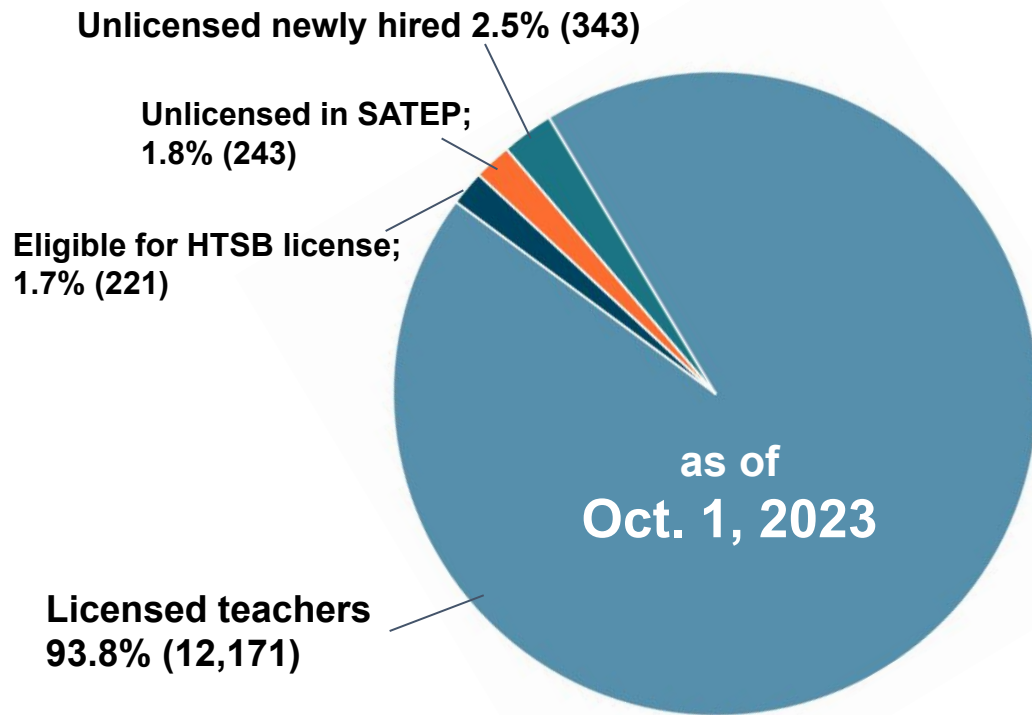
Goal 2.1: All students are taught by effective teachers who are committed to quality teaching and learning for all.

Desired Outcome 2.1.1. All teacher positions are filled with qualified hires.



Teacher Positions Filled

Desired Outcome 2.1.1.



Comparison Data

	2019	2023
Licensed teachers	95.5%	93.8%
Eligible for HTSB license	0.5%	1.7%
Unlicensed in SATEP	2.0%	1.9%
Unlicensed newly hired	2.0%	2.6%

Teacher Recruitment Initiatives

Desired Outcome 2.1.1.

Two
Educational
Officers
dedicated to
teacher
recruitment



Increased
teacher base
salary
\$51,835



Teacher Intern
Pilot Project



Improved website
TeachinHawaii.org



Grow Our
Own and
SPED
stipend
programs



J-1
International
Visa
Exchange
Program



Strategic Plan Implementation Plan



Priority II: High Quality Workforce in all Schools

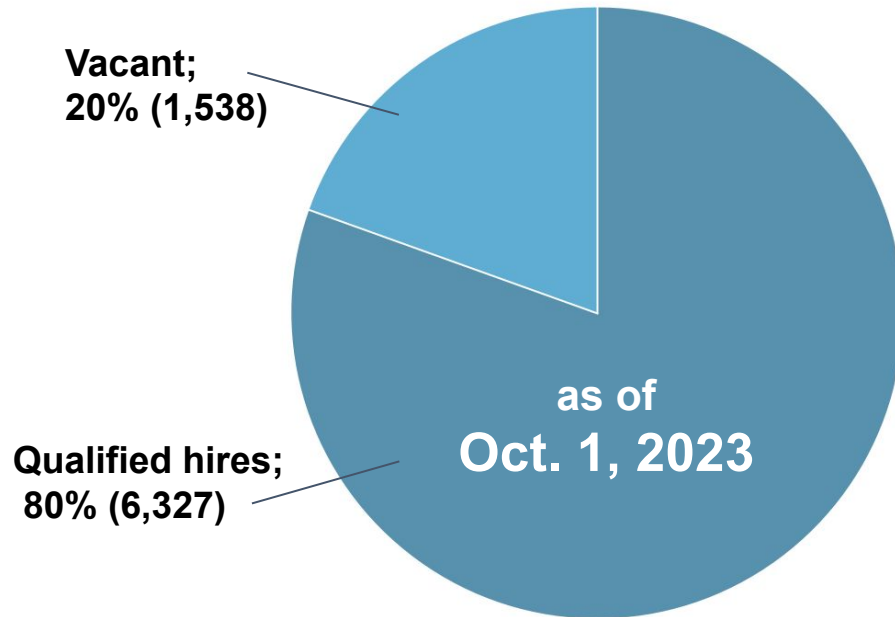
Goal 2.2: All schools are fully staffed by effective support staff who are committed to providing quality services to support students.

Desired Outcome 2.2.1. All school support staff positions are filled with qualified hires.



Classified Positions Filled

Desired Outcome 2.2.1.



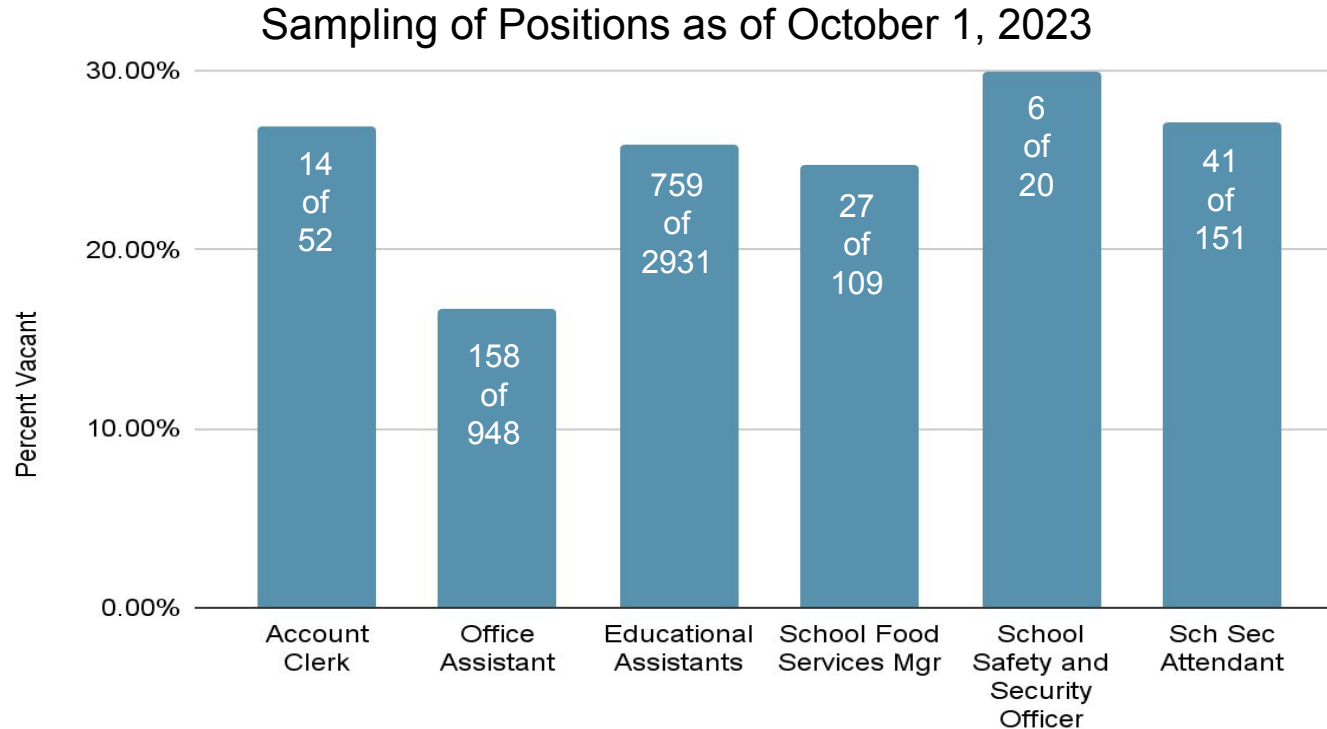
Comparison Data

	2019	2023
Qualified hires	86%	80%
Vacant	14%	20%



Vacant Support Staff Positions

Desired Outcome 2.2.1.



School Support Staff Recruitment Initiatives

Desired Outcome 2.2.1.



Recruitment

A dedicated recruiter has been hired for Classified Recruitment



Community

Moved to community-based recruiting on Dec 16, 2023



Navigator Program

Staff assisting prospective people with the application process



Bonuses

Starting bonuses offered for Hard-to-Fill positions



Repricing

Repriced Educational Assistant positions; implemented a leveled series for School Security Attendants

Strategic Plan Implementation Plan



Priority II: High Quality Workforce in all Schools

Goal 2.3: All schools are led by effective school administrators who are committed to supporting all staff and students.

Desired Outcome 2.3.1. All school administrator positions are filled with qualified hires.

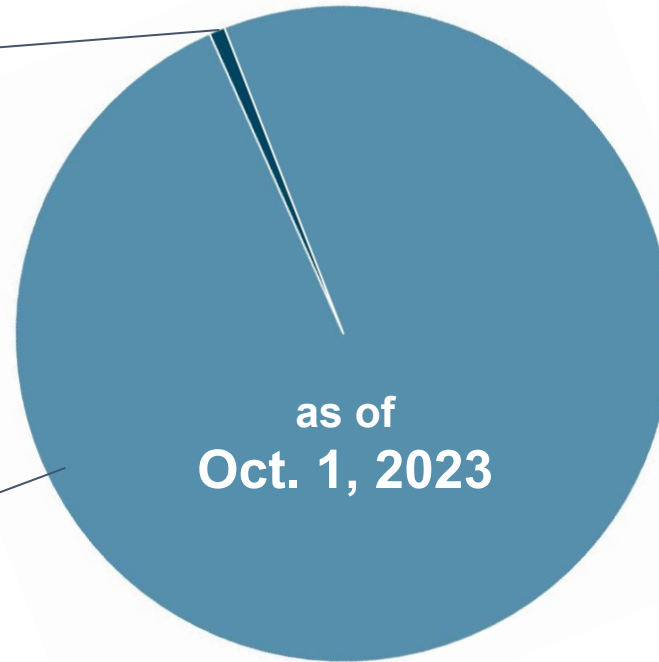


Principal Positions Filled

Desired Outcome 2.3.1.

Temporarily
assigned
principals;
1% (2)

Qualified
principals;
99% (256)



Comparison Data

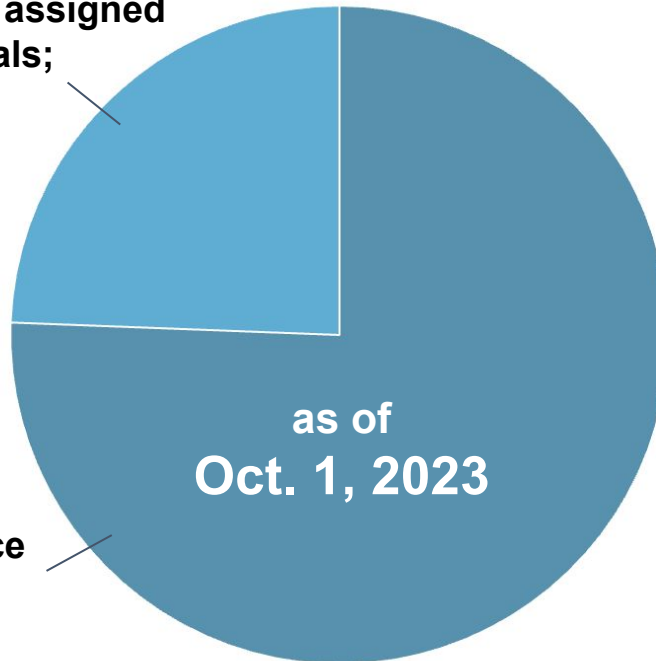
	2019	2023
Qualified principals	96.5%	99.0%
Temporarily assigned principals	3.5%	1.0%



Vice Principal Positions Filled

Desired Outcome 2.3.1.

Temporarily assigned
vice principals;
24% (91)



Qualified vice
principals;
76% (282)

Comparison Data

	2019	2023
Qualified vice principals	79%	76%
Temporarily assigned vice principals	21%	24%
Vacant	9	32

School Administrator Recruitment Initiatives

Desired Outcome 2.3.1.

Increased Compensation



Increased base salary of VPs by increasing work year from 10 months to 12

Increased financial assistance for candidates participating in the department administrator certification program.

New Programs



Homegrown Leaders

- 31% of participants in new leadership roles
- 5 participants are now TA VPs

Aspiring Administrator Program

School Administrator Recruitment Initiatives

Desired Outcome 2.3.1.

Pipeline



Continue to build alignment between Teacher Leader Academy and Hawaii Certification Institute for School Leaders to strengthen leadership pipeline into administration.

Recruitment



Increased out-of-state recruitment

Communication



Develop clear administration information on HIDOE website and establish information hub on NEOED.

Moving Forward

1



**Monitor Teacher
Intern Pilot Program**

2



**Monitor West Maui
recruitment and
retention**

3



**Develop
off-boarding process**

4



**Continue building
local and national
partnerships**

5



**Continue to build
data to analyze and
guide efforts**