Progress Monitoring Guardrail 1:
Staffing and Work Order Completion Time

November 9, 2023
Guardrail 1

Guardrail 1: Every school will be a safe, welcoming, and healthy place where our students, staff and community want to be and learn each day. This means that our schools will be: 1) environmentally safe and clean; and 2) spaces with inclusive climates that provide students with access to robust social, emotional, and mental health supports.

Indicator 1: The percentage of school-based positions filled each year by October by employees with standard credentials in the 50 lowest performing schools.

Indicator 2: The average completion time for work orders specific to restrooms and hydration stations.
Performance Highlights: Guardrail 1

Guardrail 1.1: School-Based Staffing

- Of teaching positions in all schools, 79.9% are filled with a staff member that has a standard certification. The remaining 20.1% are filled with staff that have emergency permits.

- Of teaching positions in the 50 lowest performing schools, 65.6% are filled with a staff member that has a standard certification. The remaining 34.4% are filled with staff that have emergency permits.

Guardrail 1.2: Work Orders

- The average number of days to complete work orders related to restrooms increased from 38 days in 2021 to 50 days in 2022-23.

- The average number of days to complete work orders related to hydration stations increased from 19 days in 2021-22 to 34 days in 2022-23.

- Most work orders are completed within 30 days.
Indicator 1: School-based Positions with Standard Certifications
Why are Standard Certifications Relevant?

- Requirements for standard certifications are designed to ensure educators have necessary knowledge, skills, and competencies to effectively teach and support students.

- Retention is higher among educators with standard certifications.

- Nationally, the most effective and highly certified teachers are less likely to teach in schools that serve economically disadvantaged, Black, and/or Latinx students.

- In SDP, higher percentages of teachers with emergency certifications teach in schools with the lowest levels of academic achievement and higher levels of student need.

Source: Berry & Eckert, 2012
Where Have We Been?
Previous Strategies for School-Based Staffing

- Annual recruitment campaign
- Targeted recruitment for hard-to-staff positions
- Retention bonuses
- Early Access Site Selection
- Paraprofessional Career Development Program
- Enhancement of school-wide climate approaches
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Where Are We Going?
Current and Future Strategies for School-Based Staffing

- **Further Understanding the Staffing Landscape**
  - Audit and analyze staffing data to make recommendations (Strategic Action 4.3)

- **Recruiting and Growing More Staff**
  - Host hiring fairs focused on 50 lowest performing schools
  - Expanding “Grow-Your-Own” programs (Strategic Action 4.7), learning from *Paraprofessional Career Development Program*
  - Building out the “emergency permit” teacher pathway
  - Streamline the onboarding process (Strategic Action 5.3)

- **Targeting Assignments of Staff**
  - Recruitment and retention incentives for hard-to-staff schools (Strategic Action 4.2) and positions (Strategic Action 4.4)
Indicator 2: Work Orders for Restrooms & Hydration Stations
Performance Highlights: Guardrail 1

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Why Restroom Conditions & Hydration Stations are Important

Restrooms

- Restroom conditions affect student perceptions of building conditions and feelings of safety and belonging.

- Students cited broken stalls and toilets, as well as a lack of adequate soap and toilet paper, as a factor in how comfortable they feel in their school buildings.

Hydration Stations

- Proper hydration is linked to improved cognitive function and concentration, and can contribute to more positive and focused classroom environments by reducing instances of student irritability.

- Hydration stations make it easier for students to access clean and safe drinking water throughout the school day.

Source: McCrossan & Pylvainen, 2023; Attendance Listening & Learning 2023
The average number of days it took to complete work orders for restrooms and hydration stations increased from 2021-22 to 2022-23.
Where Are We Now?
Challenges to improving restroom conditions and hydration stations

Staffing Challenges

- SDP maintains more than 2,000 restrooms and 1,800 hydration stations with 8 District plumbers.
- Plumbing vacancy rate is 62%.
- Maintenance Department overall vacancy rate is 38%.
- Licensed Building Engineer vacancy rate is 31%.

School Building Infrastructure Challenges

- Restroom and hydration station work orders require multiple work streams, which protract resolution.
- Aging piping infrastructure results in increased work orders.
- Increased “wear & tear” at over-enrolled schools results in more work orders.
Where Are We Going?
Improving restrooms and hydration stations maintenance

Staffing

- Maximize apprenticeship program - create a pipeline to increase staffing for the plumbing department.
- Increased contractor utilization to improve work order completion rate.

School Building Infrastructure

- Improved efficiency of resource management by consolidation of facility work orders.
- Increased hydration station inspections to proactively identify issues.