



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.



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

A young boy with short curly hair is smiling and hanging from a blue metal playground structure. He is wearing a bright green t-shirt with the text "THE RUST OR PUBLIC LAND" printed on it in white, dark blue pants, and black sneakers. A yellow wristband is visible on his left wrist. The playground is set on a green lawn with other blue and green equipment in the background. A brick building is visible behind the playground. A man in a blue polo shirt is standing near another piece of equipment to the left. In the distance, a few other people are visible near a black fence. The image has a dark blue geometric overlay on the left side.

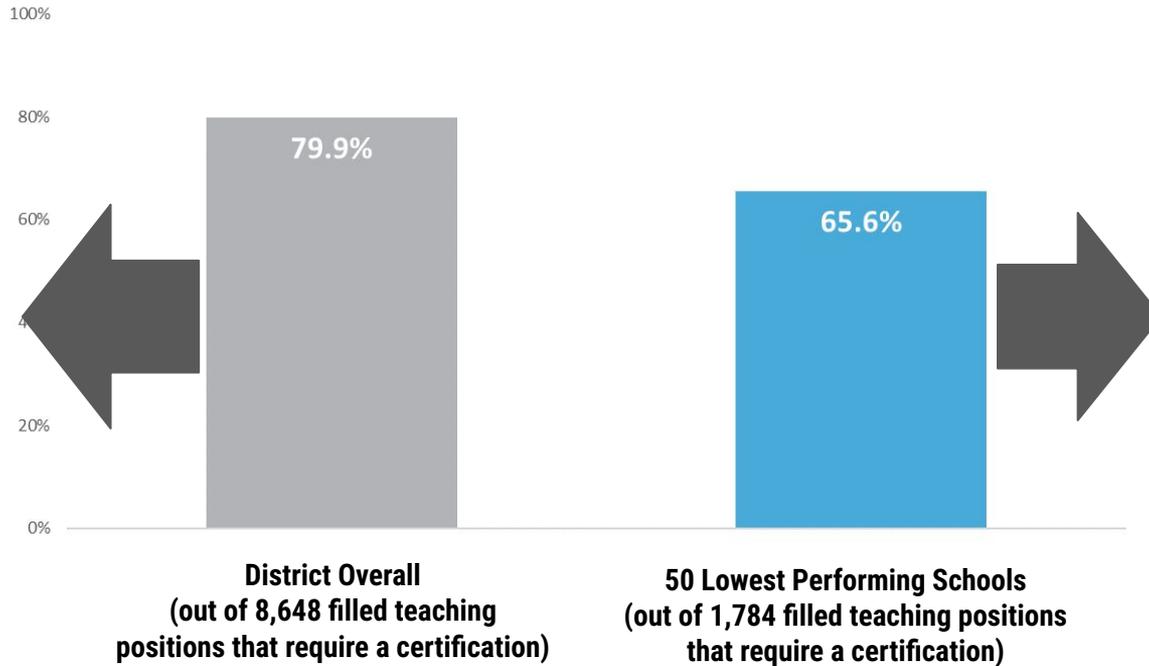
Where Are We Now?

Guardrail 1

School-based Positions with Standard Certifications

Percentage of Teaching Positions Filled by Employees with Standard Certifications

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.



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

Guardrail 1.1: School-Based Staffing

- In all schools, 79.9% of teaching positions are filled with a staff member that has a standard certification. The remaining 20.1% are filled with staff that have emergency permits.
- In the 50 lowest performing schools, 65.6% of teaching positions 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.
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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.





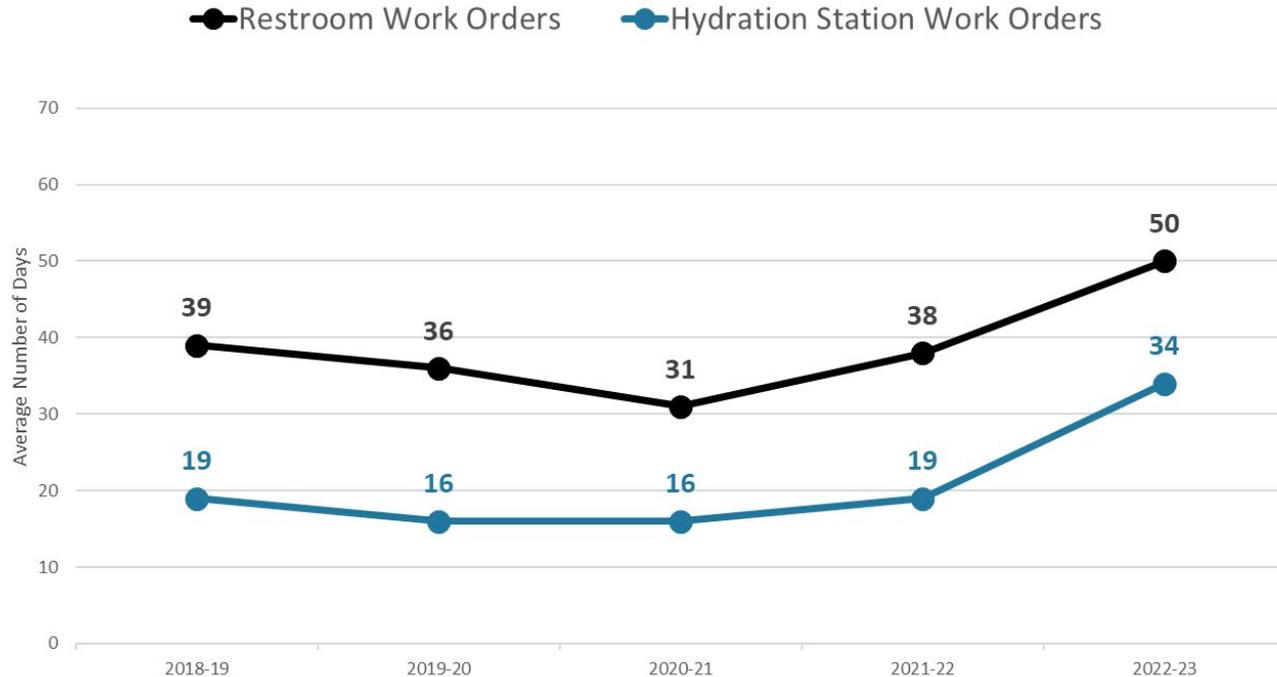
Where Have We Been?

Guardrail 1

Work Order Completion Restrooms and Hydration Stations

The average number of days it took to complete work orders for restrooms and hydration stations increased from 2021-22 to 2022-23.

Work Order Completion: Average Number of Days



A hand holding a black graduation cap with a gold tassel against a blue background with geometric shapes. The cap is held in the center-right of the frame. The background is a gradient of blue, with several dark blue diagonal lines and a large dark blue shape on the left side. A horizontal dark blue bar with light blue end caps is positioned across the middle of the image, containing the text.

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.



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PHILADELPHIA