

# Recruiting and Hiring Career and Technical Education Instructors

*Dr. Michael Erny  
Dean of Career Education,  
Northwest Florida State College  
ernym@nwfsc.edu*



# Background of the Problem

The State of Florida seeks to grow and diversify its economy and a skilled workforce is needed to propel this effort (Northwest Florida Forward, 2017). There is a shortage of CTE instructors and reducing this shortage at the post-secondary level will allow for high quality CTE instruction to meet the needs of industry and society (Jacobson, 2007).



# Key Discussion Point 1

## What are the Current Challenges for Recruiting and Hiring Post-Secondary CTE Instructors in Florida?

- Pay and compensation.
- Credentials and Qualifications.
- Hiring Processes.
- Shortage in Workforce.
- Classroom Management.

# Key Discussion Point 1

## What are the Current Challenges for Recruiting and Hiring Post-Secondary CTE Instructors in Florida?

- Pay and Compensation.
  - Pay does not match industry (Allegretto & Mishel, 2016).
  - Institutions cannot resolve this on their own.
  - Scarcity pay can be an option.

# Key Discussion Point 1

## What are the Current Challenges for Recruiting and Hiring Post-Secondary CTE Instructors in Florida?

- Credentials and Qualifications.
  - Credentials lacking (Sharma & Pandher, 2017).
  - Each institution determines their credential and qualification, SACSCOC does not specify CTE faculty have to have a Master's degree.
  - Typically at least one degree higher than being conferred. A Variance is an acceptable way to justify exceptions to the established qualification.
  - Research has indicated faculty with at least a four-year degree perform better in the classroom especially with teaching applied academics.

# Key Discussion Point 1

## What are the Current Challenges for Recruiting and Hiring Post-Secondary CTE Instructors in Florida?

- Hiring Processes.
  - Enacting strong hiring processes (Myung, Martinez, & Nordstrum, 2013).
  - Length of time to complete the process.
  - Poor resume development.
  - Poor computer skills, sometimes struggle to get transcripts.

# Key Discussion Point 1

## What are the Current Challenges for Recruiting and Hiring Post-Secondary CTE Instructors in Florida?

- Shortage in Workforce (Skills Gap).
  - Shortage in Workforce (Gross & Marcus, 2018).
  - Skilled trades are seeing fewer workers.
  - New technologies are emerging so fast the workforce does not have enough trained workers to support industry and education.

# Key Discussion Point 1

## What are the Current Challenges for Recruiting and Hiring Post-Secondary CTE Instructors in Florida?

- Classroom Management.
  - Pedagogy, management, and technology (Scott, 2014).
  - CTE faculty need industry skills and experience.
  - CTE faculty will lack classroom management skills, basic curriculum development, and assessment knowledge.
  - Some potential faculty will not have LMS or even basic computer skills.



# My (non-traditional) Story

- Grew up around mechanical things: family grain terminal, family industrial fertilizer plant, family farming, family trucking company.
- AAS degree in Automotive Service.
- Worked as automotive and diesel technician for 20 years.
- Started teaching as program chair and started baccalaureate degree.
- Statewide lead for automotive and diesel.
- Master's degree, department chair.
- Doctor of Education degree, Dean.

# Key Discussion Point 2

## What are Successful Recruiting and Hiring Practices for Post-Secondary CTE Instructors in Florida?

- Recruitment and Hiring Process.
- Work Environment.
- Regional Community.
- Compensation Package.
- Finding the Right Person.
- Grow Your Own.

# Key Discussion Point 2

## What are Successful Recruiting and Hiring Practices for Post-Secondary CTE Instructors in Florida?

- Recruitment and Hiring Process.
  - Structured hiring processes (Flannigan, Jones, & Moore, 2014).
  - Job Description, explains duties, qualifications, and pay range.
  - Interview Process, ask a variety of questions, do not just focus on technical skills.
  - Do not be afraid to fail searches. A no hire is better than a bad hire.

# Key Discussion Point 2

## What are Successful Recruiting and Hiring Practices for Post-Secondary CTE Instructors in Florida?

- Work Environment.
  - Sell the work conditions.
  - Time off.
  - Hours per week.
  - Working weather conditions.



# Key Discussion Point 2

## What are Successful Recruiting and Hiring Practices for Post-Secondary CTE Instructors in Florida?

- Regional Community.
  - Social media and personal contacts (Daniel, 2014).
  - Use intentional and direct electronic advertising.
  - Sell your institutional and community environment.
  - If you have a beach use it, this is Florida. We have tourists, market to them.

# Key Discussion Point 2

## What are Successful Recruiting and Hiring Practices for Post-Secondary CTE Instructors in Florida?

- Compensation Package.
  - Explain the entire pay and compensation package. If pay is the only motivator, probably the wrong fit.
  - Retirement and insurance.

# Key Discussion Point 2

## What are Successful Recruiting and Hiring Practices for Post-Secondary CTE Instructors in Florida?

- Finding the Right Person.
  - Finding the right fit (Odden, 2013).
  - You don't get into education for the money, you do it because you are looking for something more (me).

# Key Discussion Point 2

## What are Successful Recruiting and Hiring Practices for Post-Secondary CTE Instructors in Florida?

- Grow Your Own.
  - Professional development and mentors (Love, Love, & Love, 2016).
  - Invest in your people consider moving up from lab technicians or coordinators.
  - Consider previous students.
  - Professional development helps to retain CTE faculty.



# Conclusions

My goal was to identify things for consideration and start discussion at your institution.

# Questions

?

Thank You

# References

- Allegretto, S. A., & Mishel, L. (2016). The teacher pay gap is wider than ever: Teachers' pay continues to fall further behind pay of comparable workers. *Economic Policy Institute*. Retrieved from [epi.org/110964](http://epi.org/110964)
- Brann, V., & Clark, V. (2012). Thematic analysis. In Cooper, H. (Ed.). *The handbook of research in psychology*, 3, 77-101.
- Daniel, C. (2014). *8 effective strategies to recruit teachers this spring: (and is strategy #5 acceptable strategy)? K12 HR Solutions Podcast*. Retrieved from: [www.k12hrsolutions.com](http://www.k12hrsolutions.com)
- Flannigan, S., Jones, B., & Moore, W. (2004). An exploration of faculty hiring practices in community colleges. *Community College Journal of Research and Practice*, 28(10), 823-836. doi:10.1080/10668920390276894
- Glaser, B., & Straus, A. (1967). *The discovery of grounded theory: Strategies for qualitative research*. Chicago, IL: Aldine
- Gross, A., & Marcus, J. (2018, April 25). High-paying trade jobs sit empty, while high school grads line up for university. *NPR*. Retrieved from <https://www.npr.org/sections/ed/2018/04/25/605092520/high-paying-trade-jobs-sit-empty-while-high-school-grads-line-up-for-university>

# References

- Jacobson, L. (2007). California could tap industry for teachers. *Education Week*, 26(42), 26-28.
- Love, T., Love, Z., & Love, K. (2016). Better practices for recruiting T&E teachers. *Technology & Engineering Teacher*, 76(1), 10-15.
- Myung, J., Martinez, K., & Nordstrum, L. (2013). A human capital framework for a stronger teacher workforce. Carnegie Foundation for the Advancement of Teaching. Retrieved from: [www.caregiefoundation.org](http://www.caregiefoundation.org)
- Northwest Florida Forward: A regional strategy for economic transformation, (2017)
- Odden, A. (2013). Getting the best people in the toughest jobs: Changes in talent management in education. *Center for American Progress*. Retrieved from: [www.americanprogress.org](http://www.americanprogress.org)
- Scott, J. (2014). *Overview of career and technical education* (5<sup>th</sup> ed.). Orland Park, IL: American Technical.
- Sharma, P., & Pandher, J. (2017). Faculty competence and development methods in higher education: A critical analysis. *Journal of Strategic Human Resources management*, 6(1), 12-23.
- Yin, R. (2018). *Case study research and applications: Design and methods* (6<sup>th</sup> Edition). Thousand Oaks, CA: Sage Publications