

Busting the Backlog & Licensure Updates

MASPA Meeting

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MASSACHUSETTS DEPARTMENT OF
ELEMENTARY AND SECONDARY
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Last year, Spring 2013: Our challenge

9,500 individuals waiting to hear from
ESE & 10,000+ applications awaiting
review.

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We responded: We dug in

1. Convened an “backlog busting” internal working group
2. Analyzed data
3. Proposed solutions
4. Brought in INSPIRE, an external consulting group (\$200/month for 4 months)
5. Reviewed INSPIRE’ s ideas (they confirmed our recommendations)
6. Implemented ideas



Formula for improvement

1. Decrease number of applications.
2. Increase the rate that an application is licensed upon review.
3. Increase number of applications we evaluate per month.



Decrease applications & Increase Licensure rate

- ★ Increase the percentage of licenses issued (right now, average is 34%, so 66% of applications reviewed *do not get licensed*).
- ★ Solutions:
 - ★ Alter the way some of the applications are triggered for a review
 - ★ Adjust some policies and procedures



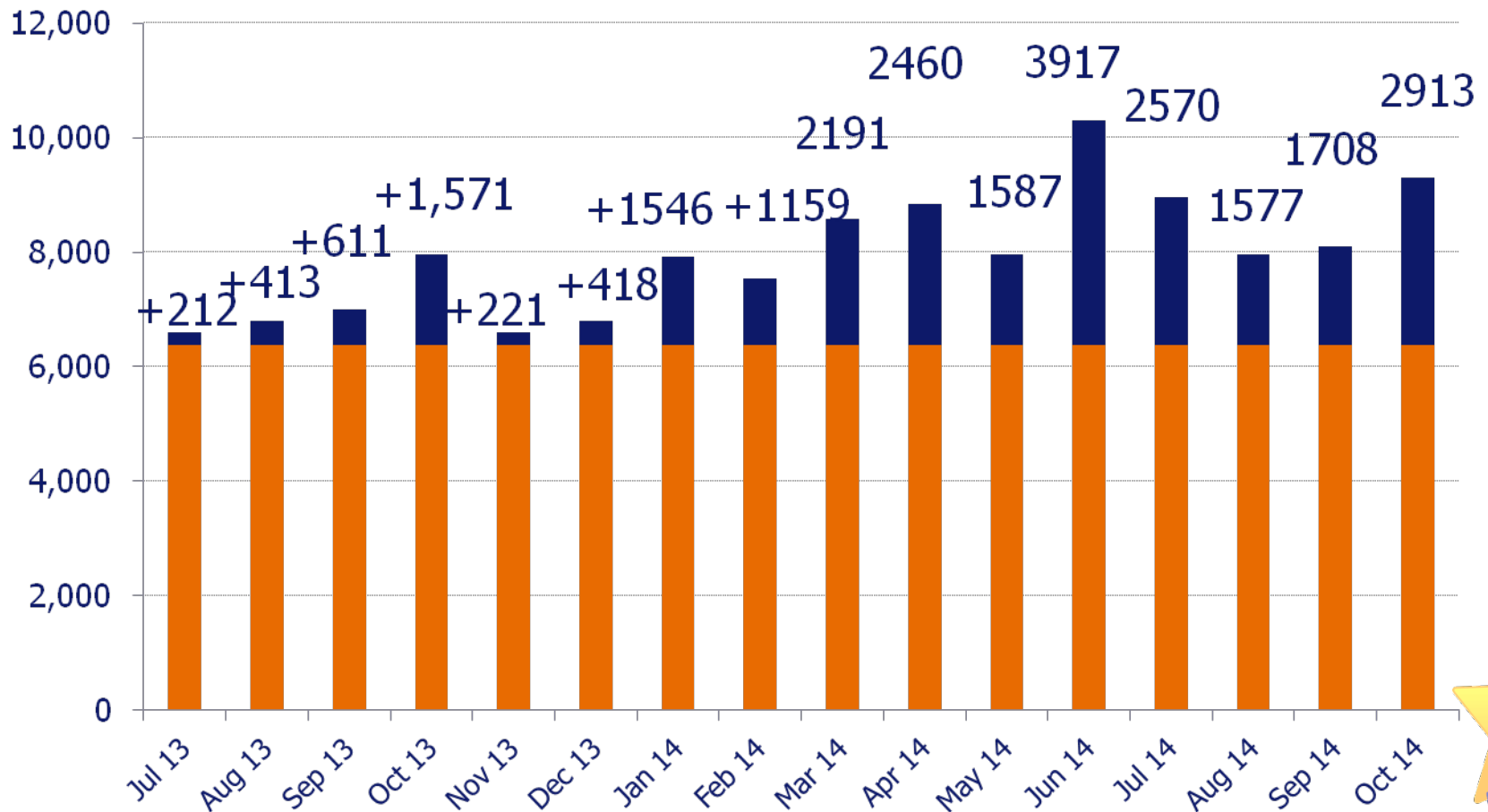
Increase number of applications we evaluate

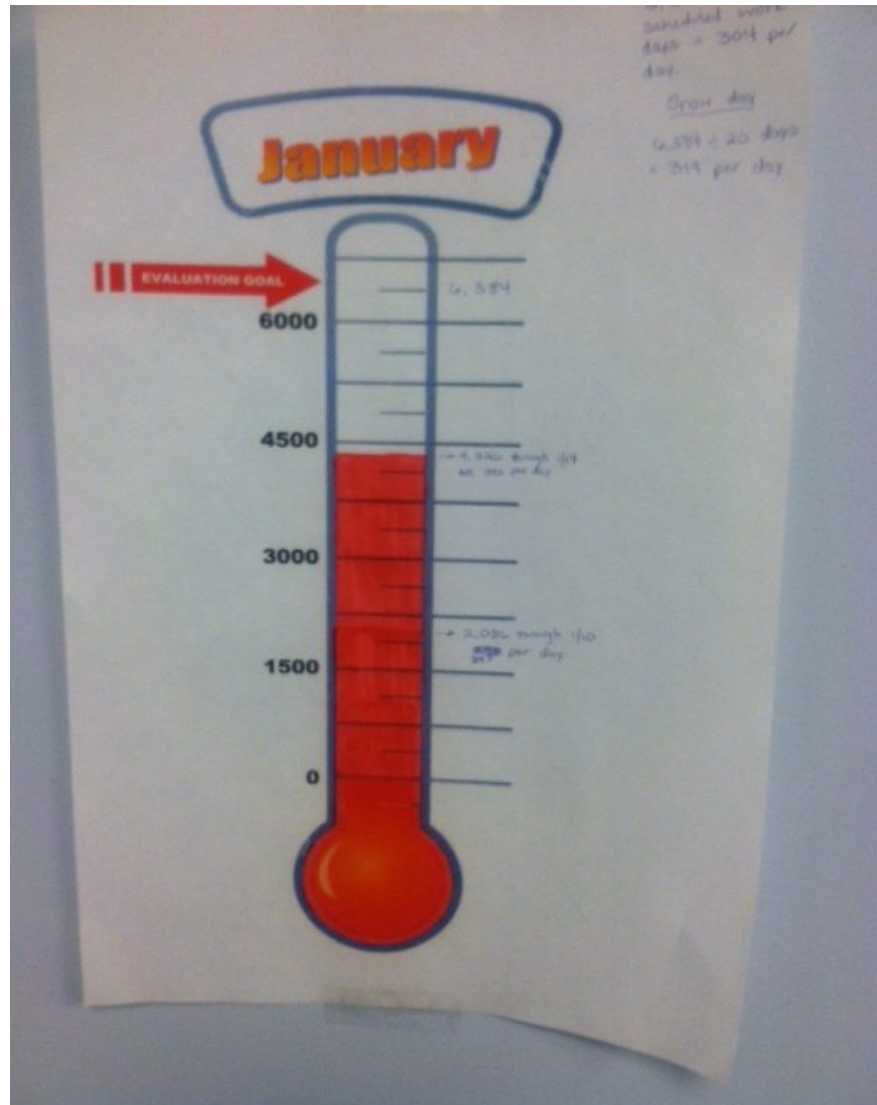
- ★ Solutions: Redeploy staff
- ★ Solution: Work toward clear targets (what would it take to bust the backlog by a certain date?)
- ★ Solution: Very limited overtime



Monthly targets: 6,384 evals

Target Number Above Target





Data as of December 10, 2014

- ★ Backlog: What backlog! Application turnaround had generally been less than two weeks since 10/31/14;
- ★ 143,855 applications reviewed in Since 6/1/13 & a new record of over 96,000 (and counting) in 2014.
- ★ Issued a record 26,504 licenses in 2013 and 25,701 in 2014.



Data as of December 10, 2014

- ★ Renewed over 50,000 licenses for over 30,000 educators.
- ★ Issued over 13,000 SEI Endorsements
- ★ Answered over 28,000 calls to the Licensure Call Center
- ★ Entered over 74,000 documents into ELAR: 8,262 were uploaded.



Where do we go from here?

- ★ Maintain a rapid turnaround time - <2 weeks during none peak periods.
- ★ Expand Call Center hours
- ★ Redesign Website
- ★ Reformat documents for consistent look & feel
- ★ Redesign & restructure evaluation letters
- ★ An overall focus on quality & consistency



Need to know information

- ★ Critical Shortage Waivers are now done in the Licensure Office – Sarah Daniels.
- ★ Deaf & Hard of Hearing – There is no longer a “generic” TDHH license and new applicants must select ASL/TC or Oral/Aural. Those with an “undesigned” TDHH license can keep it and/or obtain a new license with the ASL/TC or Oral/Aural designation.
- ★ Performance Assessment for Leaders (PAL)
- ★ Renewal Addendum



Thanks for your time!

Questions, Discussion, Conversation

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