



Recruiting Strategies for Excellence and Equity

2019 Chicago Leadership Development Meeting

April 25, 2019



District Management Group | Helping Schools and Students Thrive

© 2018 DISTRICT MANAGEMENT GROUP

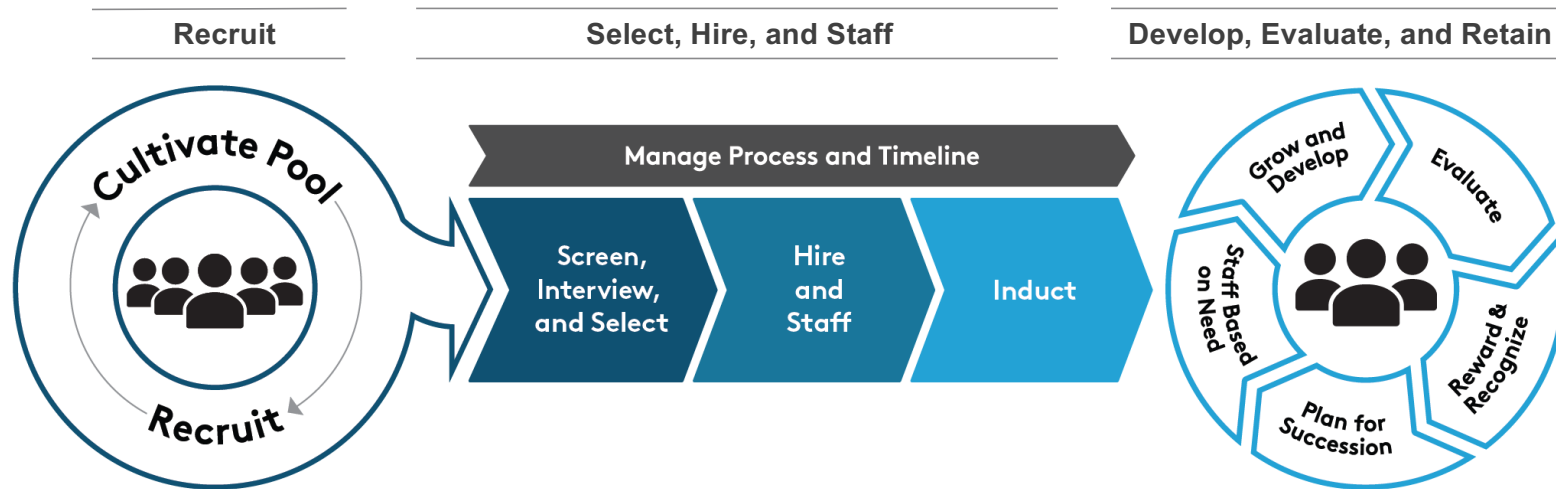
An effective organizational strategy includes human capital management and aligns with district strategy.



Source: Adapted from Becker, Huselid, Ulrich *The HR Scorecard 2001*; Boris Groysberg and Amanda Cowen, *Developing Leaders*, HBS Publishing

Strengthen your district by aligning HR activities around human capital strategy.

DMGroup's Human Capital Framework



Example areas where data should be used to answer crucial HR questions:

- **Cultivating a strong candidate pool:** What are our largest current sources of candidates and what is the hire rate from each source?
- **Screening and selecting:** What qualities does our interview process look for, and how well do those qualities predict future success?
- **Hiring and staffing:** What percent of offers made are accepted?
- **Development and retention:** What are the most common reasons for undesired departures? When in a teacher's career do they depart?

Hiring great teachers is hard, and just hiring any teacher is getting harder every year.

All 50 states and half of all districts report a teacher shortage



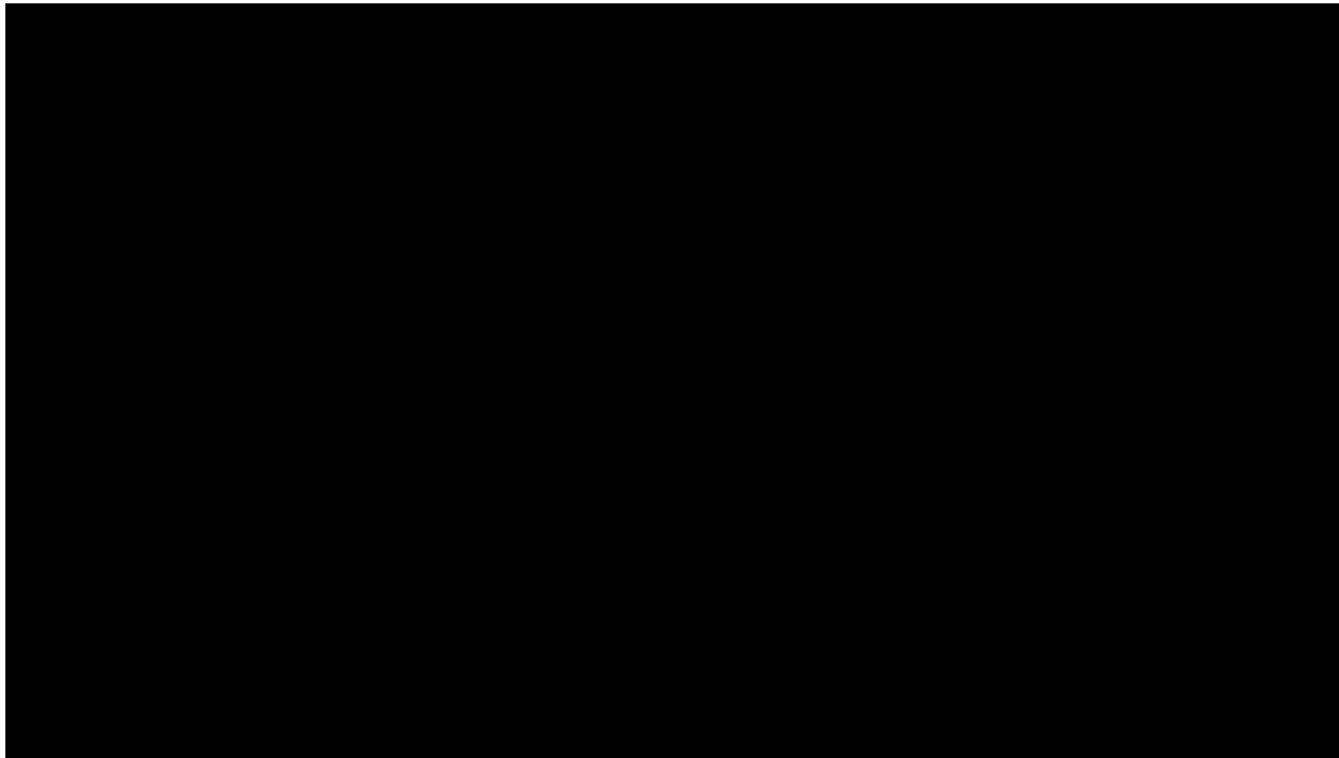
Extreme shortages in:

- ✘ Special education
- ✘ Math + STEM
- ✘ Foreign language
- ✘ Schools serving low SES students
- ✘ Teachers of color

Image Source: ThoughtCo

The challenge is big, and getting bigger.

Video



Source: NBC WYFF

Teachers want to want to stay.



Source: HBO- Vice News Tonight

A three-pronged approach can transform the recruiting and hiring process.

1. Reduce the need for new teachers

2. Win the competition for top talent

3. Make targeted, small investments

A systematic focus on revising the recruiting process can improve student outcomes and enhance equity.

1. Reduce the need for new teachers

1a Keep the talent you already have

1b Extend the reach of existing staff

2. Win the competition for top talent

2a Improve the hiring process

2b Make the job more attractive

2c Make the offer more attractive

3. Make targeted, small investments

3a Manage the recruiting funnel

3b Dedicate resources commensurate with the importance of the effort

Before improving the recruiting process, reduce the need.

1a

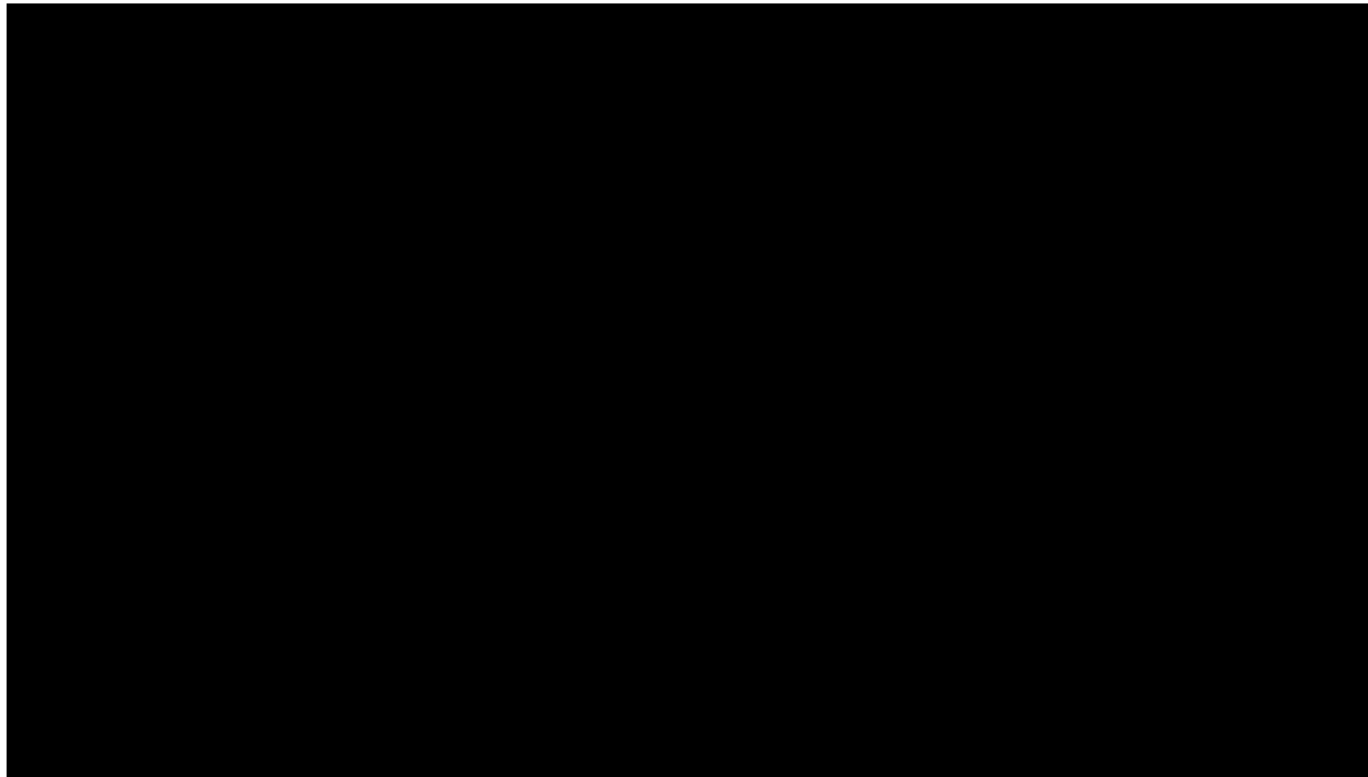


- **1** in **6** teachers leave their current job each year.
- **44%** of all new teachers quit teaching within their first 5 years!

Some staff are very energized.

Video

1a



Source: YouTube

Measuring and managing school climate helps students and teachers.

1a



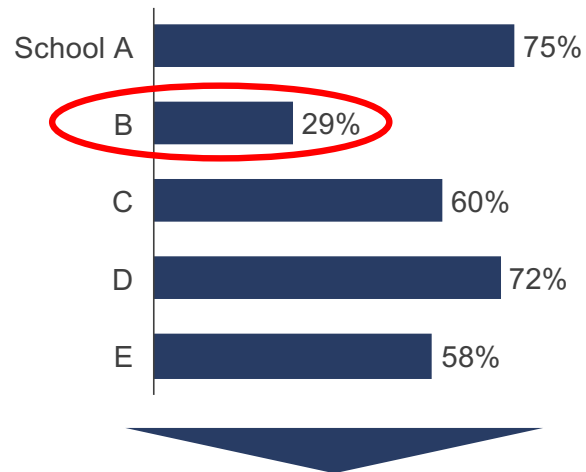
Possible data points:

- Net promoter score
- Staff surveys
- Staff focus groups
- New teacher, confidential feedback
- Exit interviews

Just asking can identify challenges that can be addressed.

1a

I would recommend to a friend to work in my school:



Cutting the data by years of teacher experience can add actionable insights

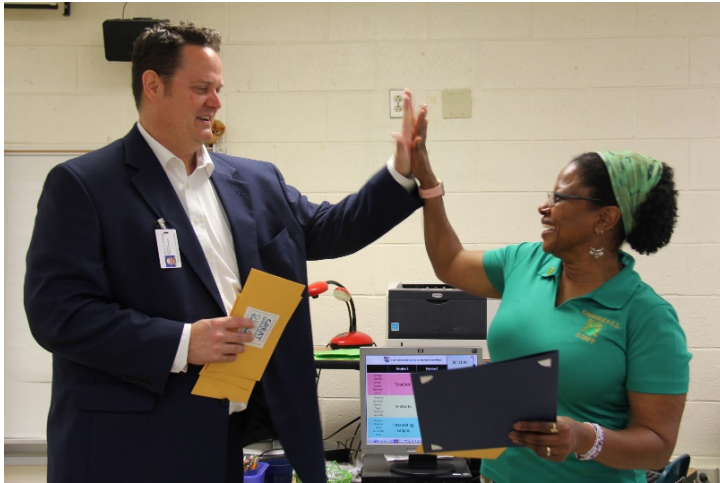
Exit Interview

“The principal only came to my class twice the entire year. The department head visited me just on the first day.”

- Former world language teacher

Informal recognition can make a powerful, lasting impact.

1a



Sample Tactics:

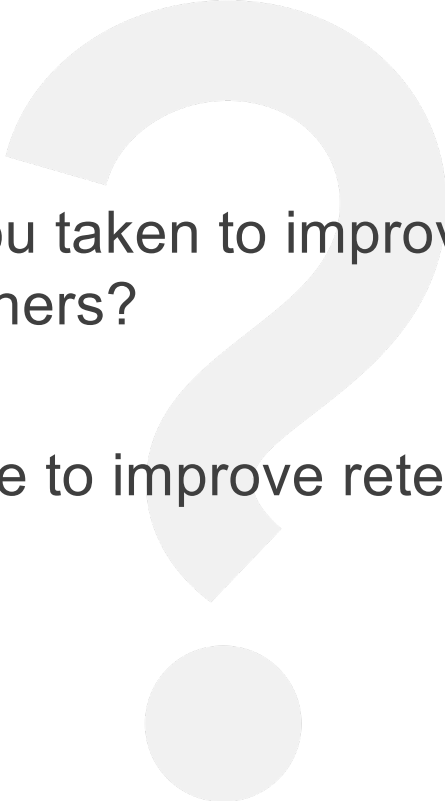
1. Drop by someone's office unannounced to say thank you or to give praise
2. Send a card with a hand-written note
3. Send an email, copying key team members or superiors
4. Extend an impromptu lunch or coffee invitation
5. Offer assistance with a burdensome job to say thank you

Image Source: Virginia Beach Public Schools

Please discuss the following questions with your neighbors.

Turn & Talk activity

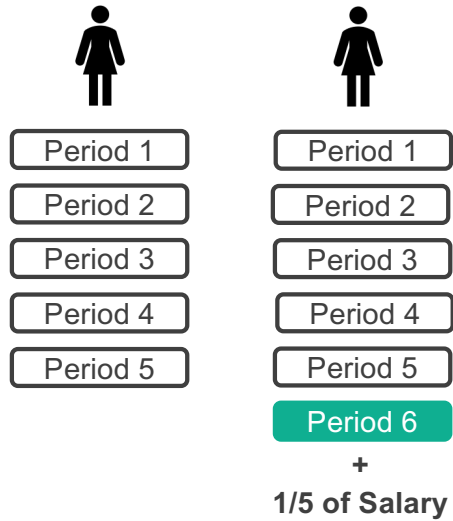
1a

- 
1. What steps have you taken to improve the working experience for teachers?
 2. What have you done to improve retention of new teachers?

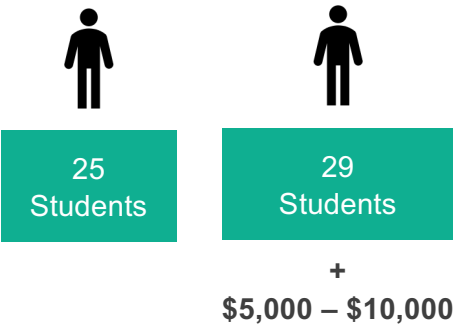
Extending the reach of existing staff reduces the number of FTE required.

1b

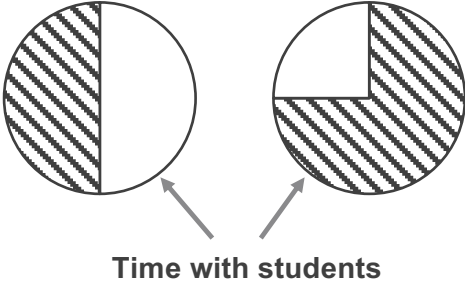
1. Secondary teachers adding a section for extra pay



2. Elementary teachers having larger classes for extra pay



3. Streamlining special education meetings and paperwork



If top performing staff expand their reach, achievement also increases

1. Reduce the need for new teachers

- 1a Keep the talent you already have
- 1b Extend the reach of existing staff

2. Win the competition for top talent

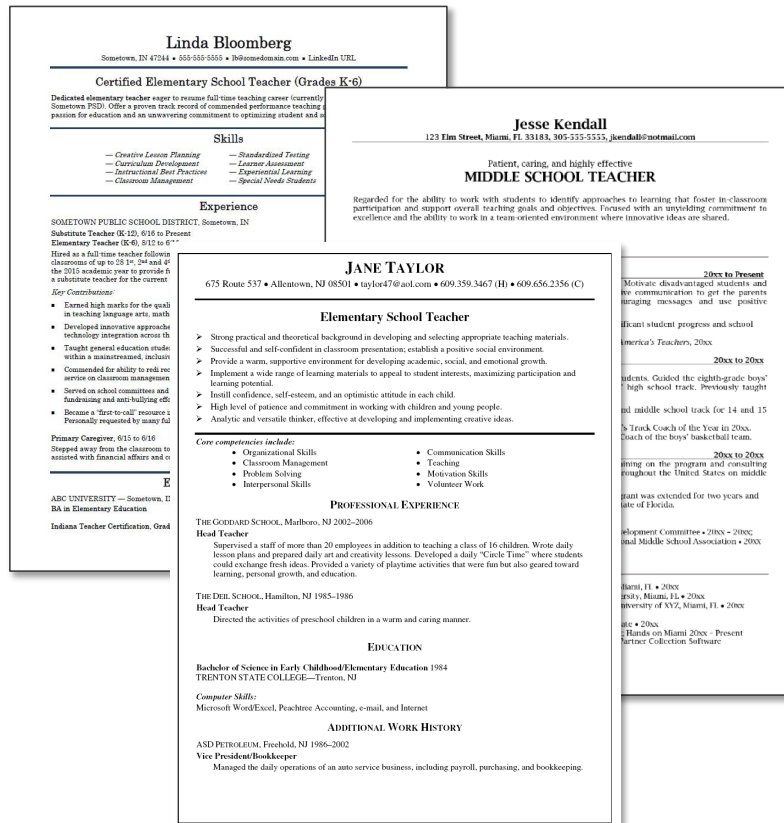
- 2a Improve the hiring process
- 2b Make the job more attractive
- 2c Make the offer more attractive

3. Make targeted, small investments

- 3a Manage the recruiting funnel
- 3b Dedicate resources commensurate with the importance of the effort

If a great teacher isn't interviewed, they will never be hired, but who will make a great teacher is hard to determine from a resume.

2a



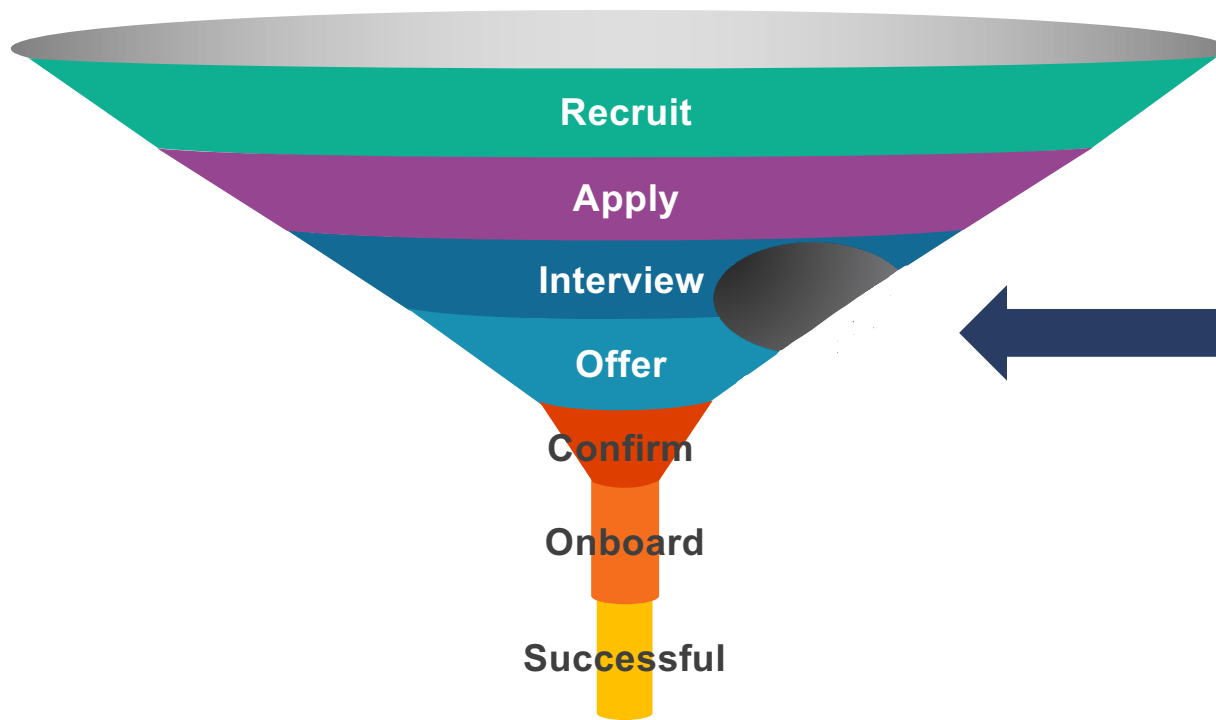
What do you look for?

- GPA
- Undergraduate major
- Prior experience
- Lives in town
- Friend of a friend
- Worked in district
- Resume font
- Last name

Image Source: Monster

Variation from principal to principal and unconscious bias drive much of the selection process.

2a

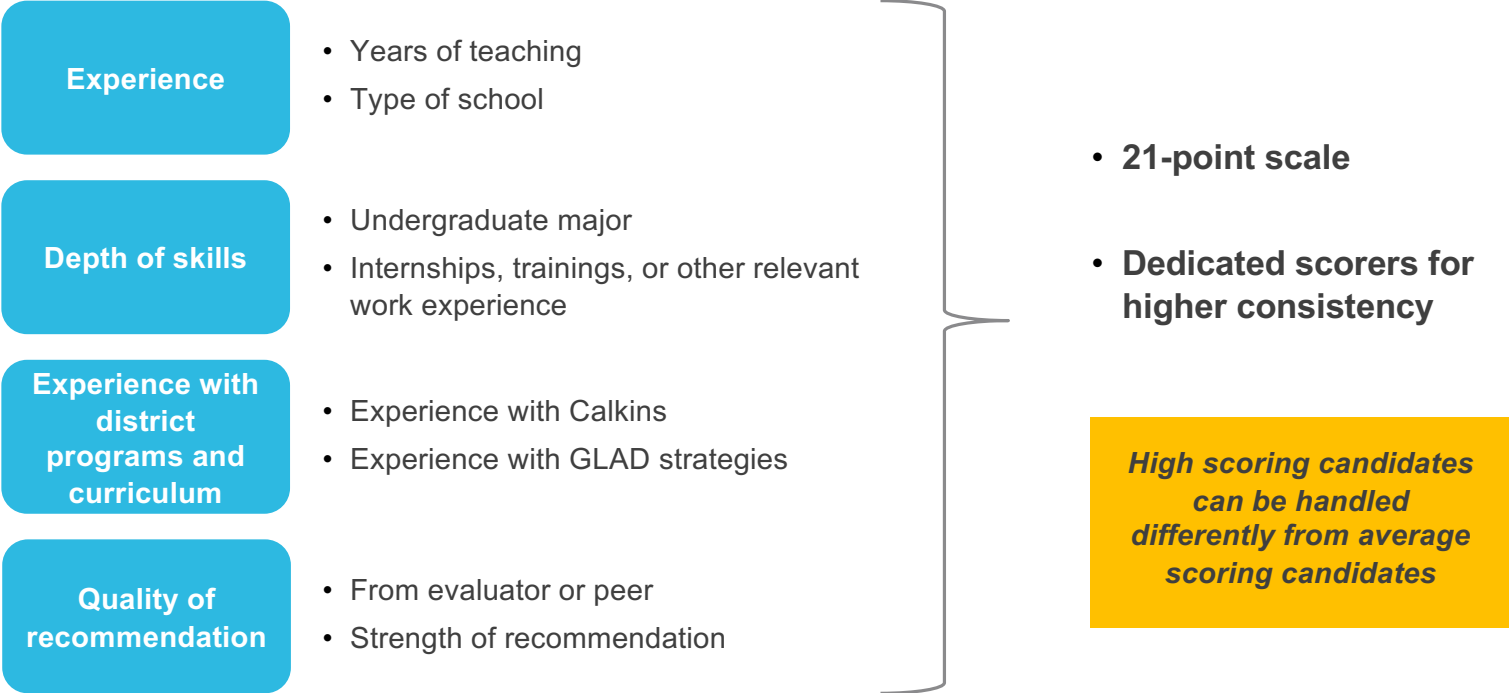


How many great teachers never get a chance to work in your district?

Some districts have taken a very stratified, often centralized approach to screening applicants.

2a

Example: Spokane, Washington



Careful screening criteria can backfire, unintentionally.



Resumes and interviews are a poor predictor of teacher quality or likelihood of staying in the district.

2a

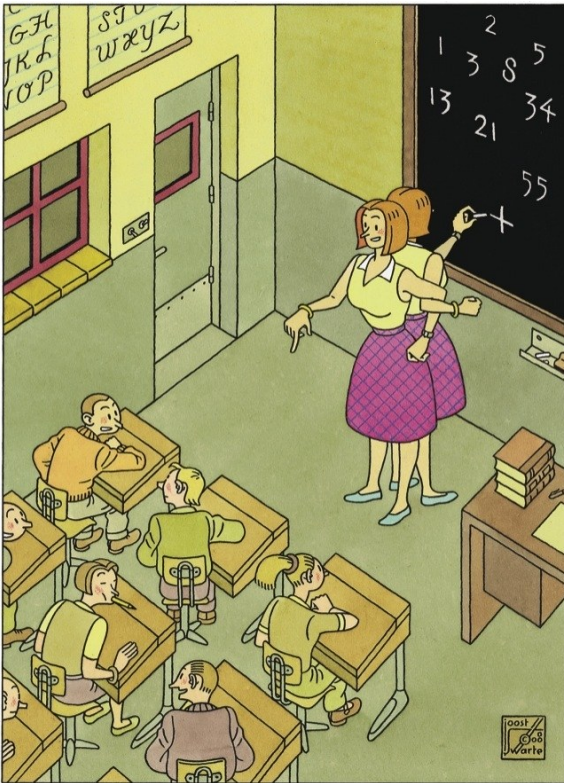


Image Source: The New Yorker

Great teachers have a gift for noticing - what one researcher calls “withitness.”

Q: How can you assess “withitness” from an interview or resume?

Real world performance tasks can be a more predictive indicator of success.

2a

Tasks

- Teach a model lesson
- Teach a real lesson
- Write a lesson plan on the spot
- Analyze student data
- Watch a video of a challenging situation and ask what they would do
- Student teach

Other Indicators

- Myers Briggs or other personality profile
- Portfolio
- Student growth scores from previous school

Activity

2a

Activity:
Screening Criteria

What do you look for when hiring a new teacher?

Before Granting an Interview	Not Important	Nice to Have	Important	Deal Breaker-Must Have
Certification				
GPA				
SAT scores				
Undergraduate major				
Masters degree				
Content expertise				
Letters of reference				
Lives in town				
Referral from current employer				
Prior teaching experience				
Prior teaching experience in similar district				
Appearance of resume				
Diversity				
Student growth scores				

Question to Consider:

What do you look for throughout the hiring process to ensure you are selecting high quality candidates?

1. **Individually assess** the criteria in the activity. Add important criteria that are missing.
2. Discuss the **2 most impactful criteria** for each phase of the hiring process.

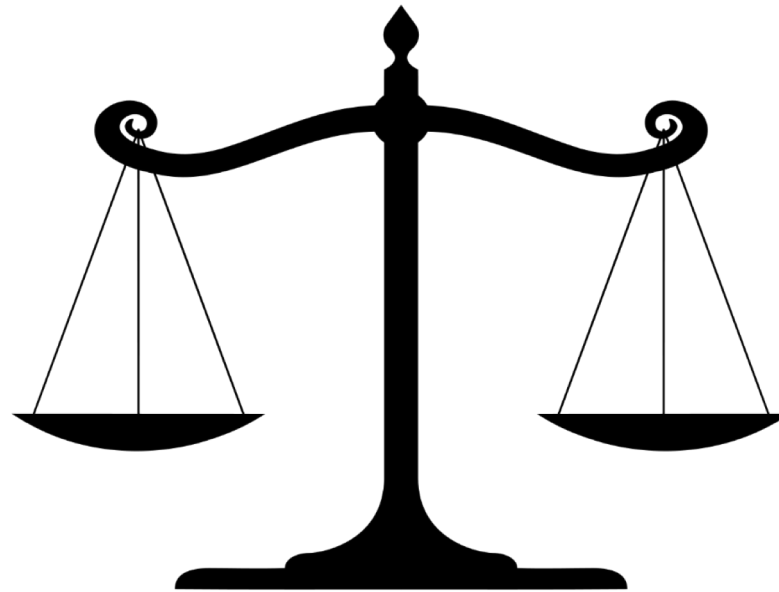
Carefully fine tuning the hiring experience to woo candidates can increase how many teachers ultimately accept an offer.

2a

	District First	Candidate First
Schedule	<ul style="list-style-type: none"> • Staff availability 	<ul style="list-style-type: none"> • Multiple choices • Remote • Asynchronous video
Interview	<ul style="list-style-type: none"> • What we want to know 	<ul style="list-style-type: none"> • Explain the appeal of the district • Probe + address their concerns
Timing	<ul style="list-style-type: none"> • Offers when budget is certain 	<ul style="list-style-type: none"> • Offers ASAP
Application	<ul style="list-style-type: none"> • Everything required for hiring 	<ul style="list-style-type: none"> • Just the basics for screening

Candidates with choices consider many factors when deciding where to work.

2b



- Job design
- The full package – “perks”
- Compensation

Other districts aren't the only competition.



2b

Source: HBO- Vice News Tonight

The job of a teacher can be crafted to be more appealing.

2b



Image Source: Food and Wine

Key levers for more “attractive” job design:

- ✓ Guaranteed coaching
- ✓ Guaranteed face time with principal
- ✓ Guaranteed new teacher support group
- ✓ Part time
- ✓ Remote teaching
- ✓ Reduce workload in year 1 (sheltering)
- ✓ Allow special educators to play to strengths

Narrowing the focus to what candidates want to do can help kids and attract and retain staff.

2b

Special Education Focus

Reading

Math

Assessment

IEPs

Behavior

Case Management

STEM Focus

- Networking
- Website design
- Coding
- Graphic design
- Gaming

Similar,
but not
really

Today's workforce expects more freedom and accommodation than in the past.

2b



Some very talented teachers can't / won't work a traditional schedule:

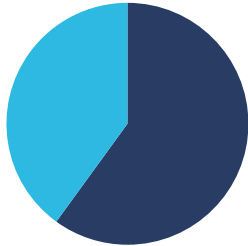
- Part time
- Remote
- Work at home
- Vacation during school days



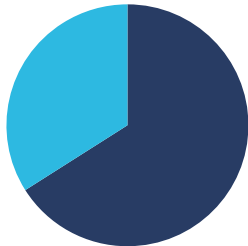
It takes more than just shortening work hours to make alternative schedules successful.

Image Source: Grad School

Onsite daycare is highly desired and can be cost neutral or better.



60% of teachers leave because of work-life balance



1 in 3 teachers asks about the availability of childcare during the hiring process



In one district, a full 20% of teachers utilized in-district childcare



- ✓ School hours
- ✓ School schedule
- ✓ Cover all costs
- ✓ Charge rent

Schools can offer childcare at much lower costs than other providers (180 days vs. 260 days)

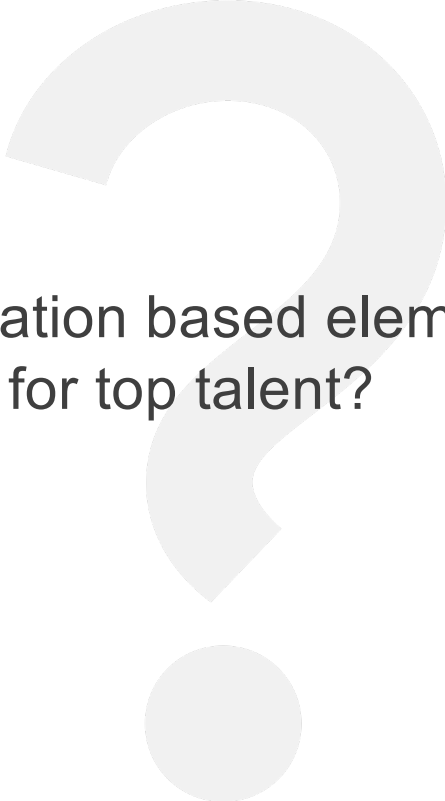
2c

Image Source: Mother Nature Network

Please discuss the following questions with your neighbors.

Turn & Talk activity

2d

- 
1. What non-compensation based elements can you utilize to win the competition for top talent?

1. Reduce the need for new teachers

- 1a Keep the talent you already have
- 1b Extend the reach of existing staff

2. Win the competition for top talent

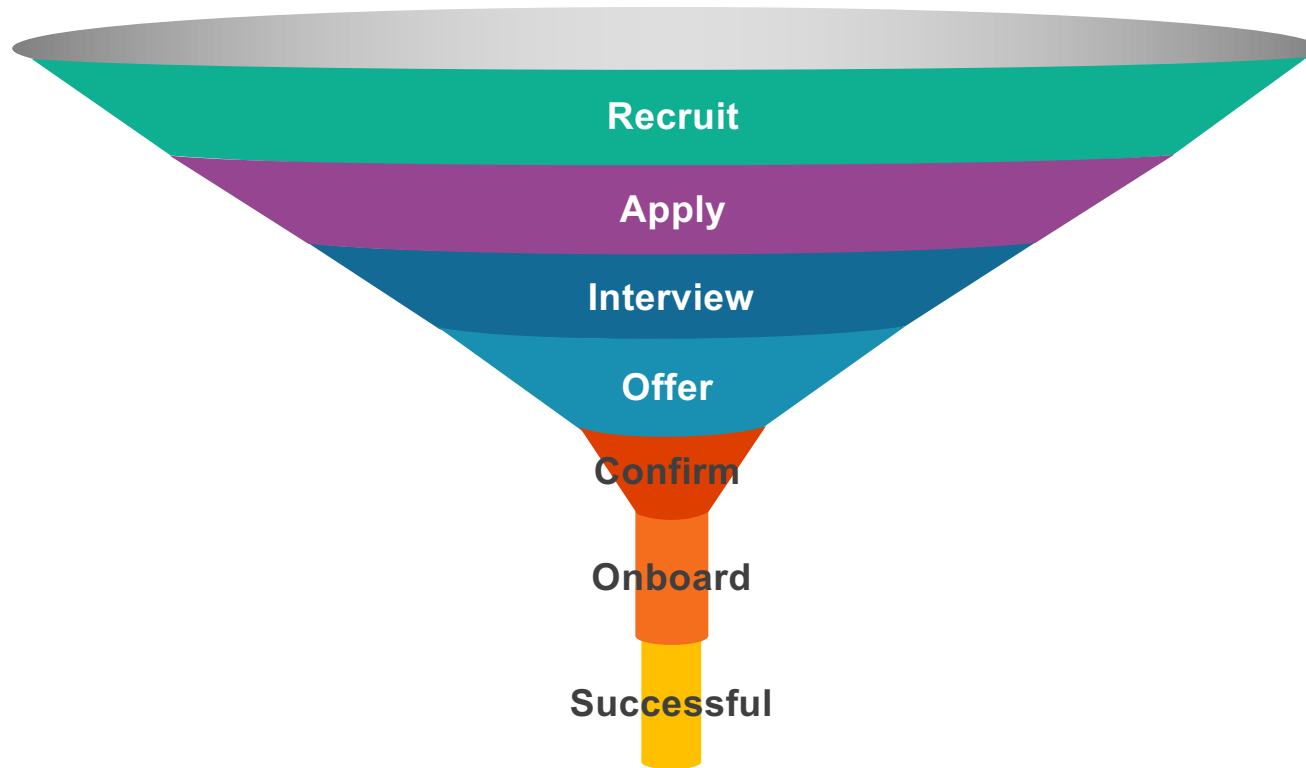
- 2a Improve the hiring process
- 2b Make the job more attractive
- 2c Make the offer more attractive

3. Make targeted, small investments

- 3a Manage the recruiting funnel
- 3b Dedicate resources commensurate with the importance of the effort

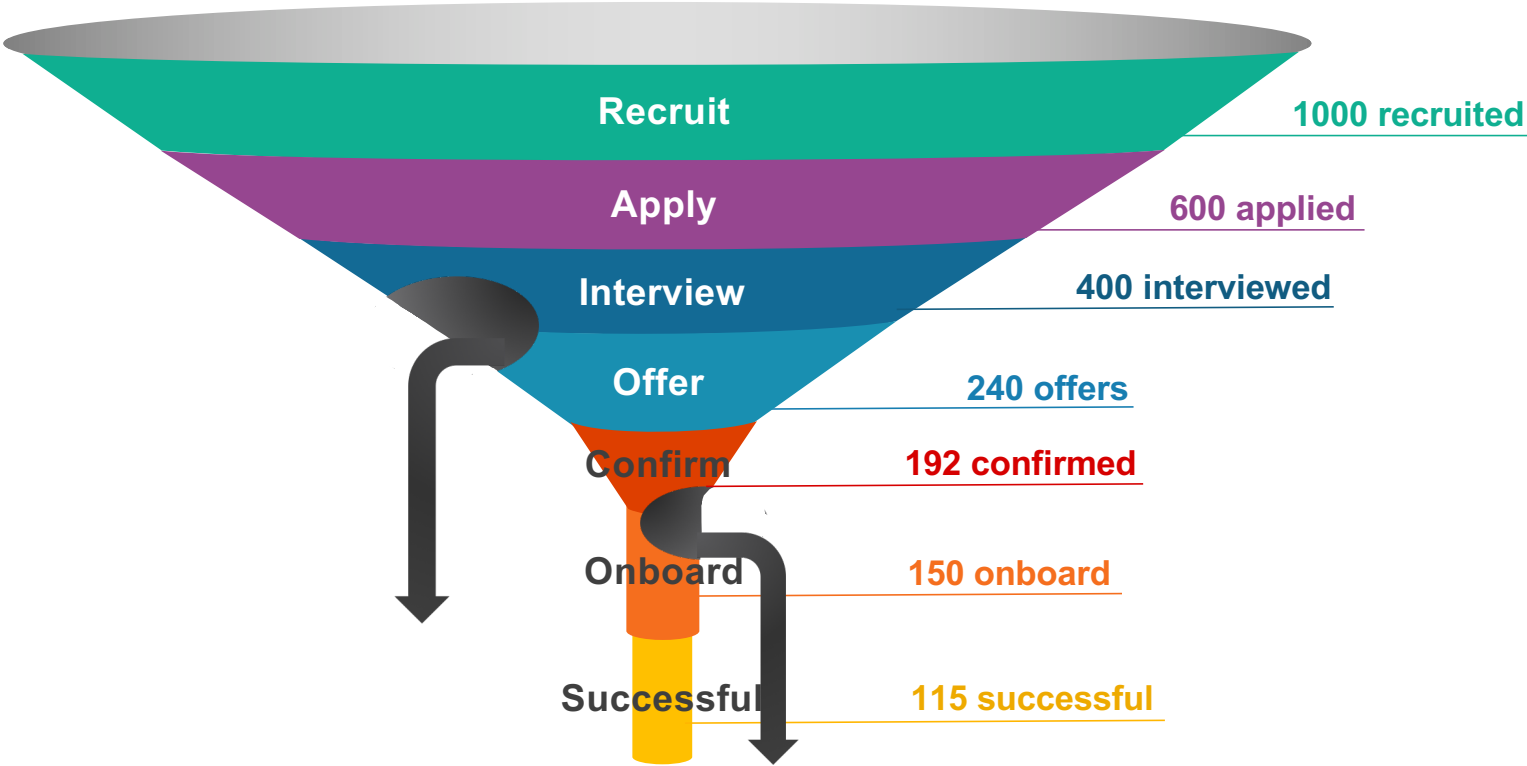
A targeted approach is best.

3a



Holes in the funnel can happen at any spot.

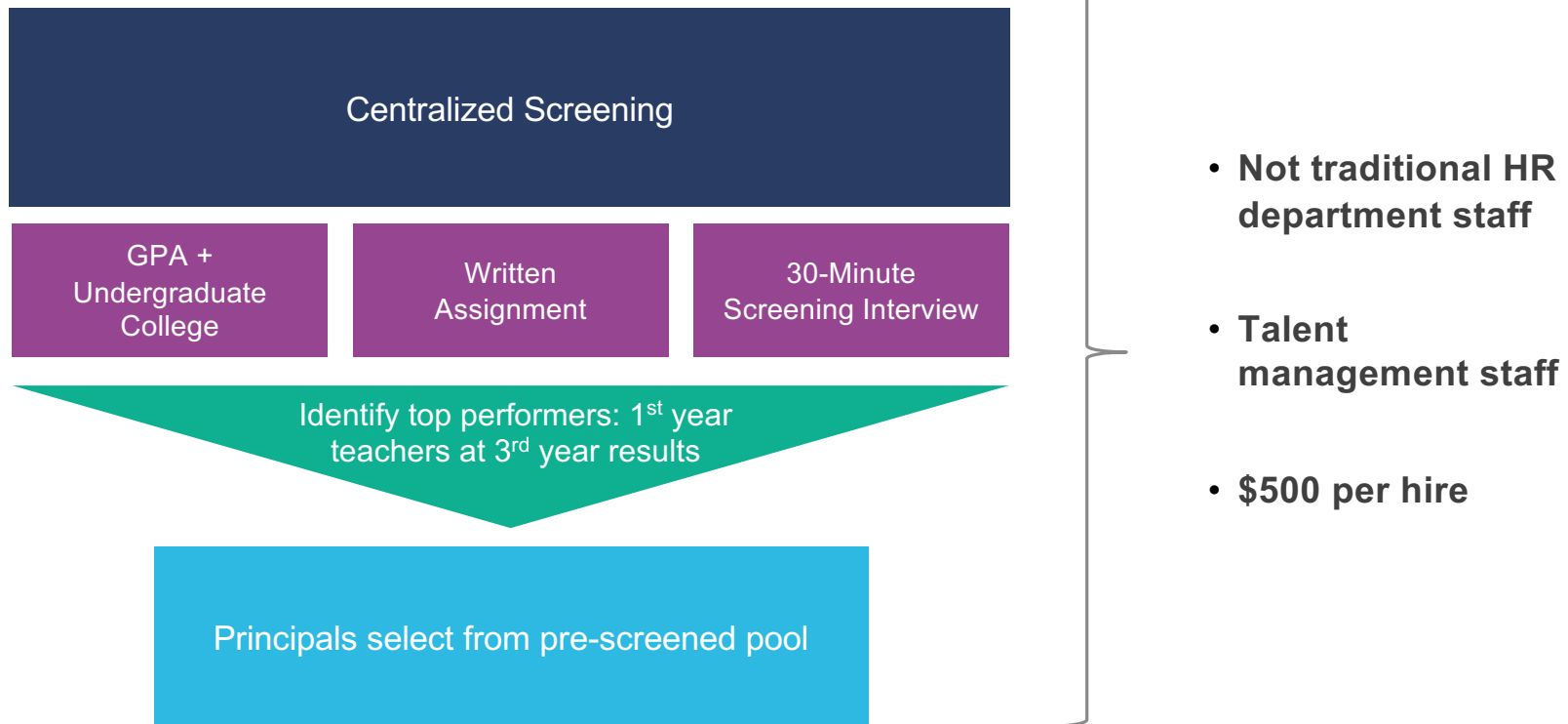
3a



Small investments in improving the recruiting process can have a big impact.

Teach DC (Washington D.C. Example)

3b



Nothing matters more than great teachers.

3b



Strategically managing recruiting and hiring can greatly enhance excellence and equity.

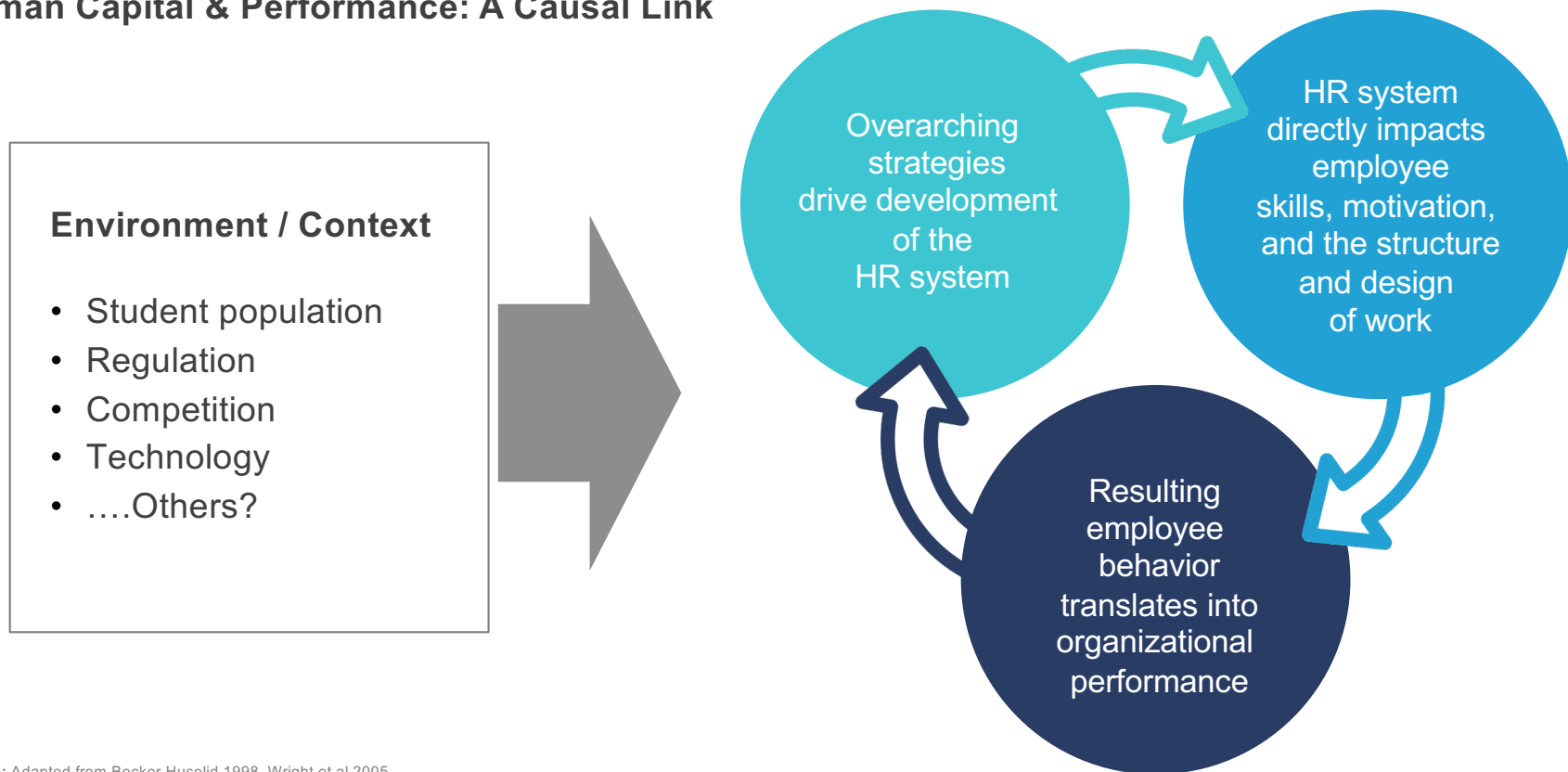
1. Reduce the need for new teachers

2. Win the competition for top talent

3. Make targeted, small investments

Changing environment and context necessitates (re)evaluating human capital strategy.

Human Capital & Performance: A Causal Link



Source: Adapted from Becker Huselid 1998, Wright et al 2005



District Management Group

Helping Schools and
Students Thrive

If you have any comments or questions about the contents of this document, please contact District Management Group:

Tel: (877) 362-3500

Email: info@dmgroupK12.com

Fax: (617) 491-5266

Web: www.dmgroupK12.com

Mail: 133 Federal Street, Boston, MA 02110