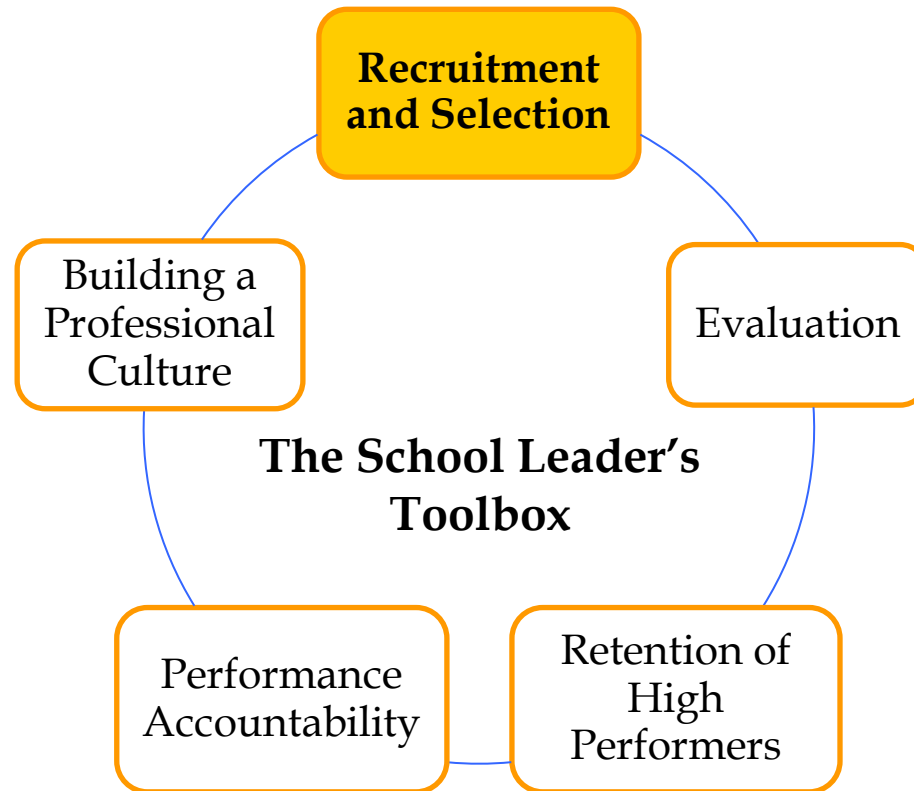


Teacher Recruitment and Selection

MARCH 2011

How a disciplined hiring process can help schools choose the right team.

Toolkit 1: Recruitment and Selection



The first step to creating a high performing school is choosing the right team. An effective recruitment and selection process brings in strong teachers and sets expectations for a school's unique culture.

Contents of the Recruitment and Selection Toolkit

ESSENTIAL QUESTIONS

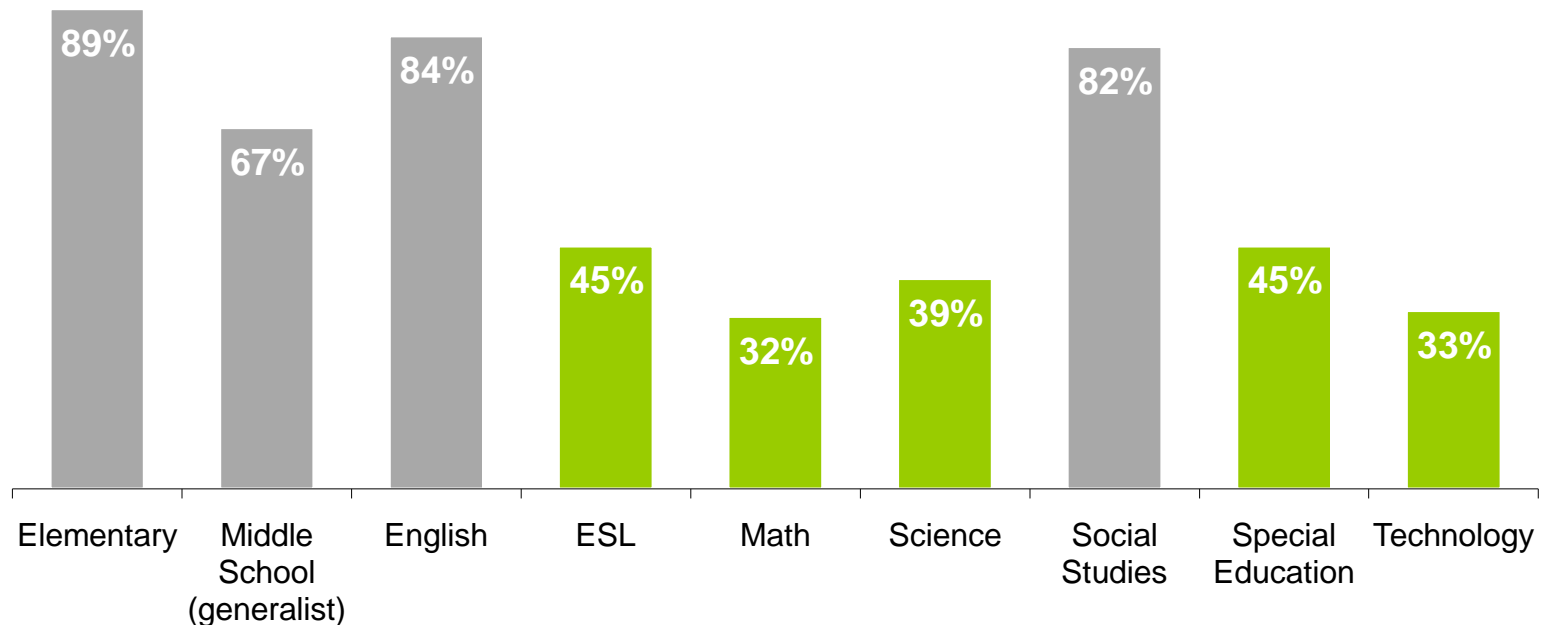
- Where can schools find candidates?
- What is the best way to structure a hiring process?
- How can schools determine and build the necessary capacity to support the process?
- How do you know if a candidate is a good fit for the school/network culture?
- How are expectations set for new hires?
- How can a hiring process be revised based on data?

TOOLS

- “Ideal Teacher” and job descriptions
- Hiring processes and timelines, including resume reviews, phone screens, interviews, and demonstration lessons
- Selection criteria and rubrics
- Sample staffing structures
- Systems for analyzing recruitment data to improve practice

School leaders struggle to find enough applicants in select subject areas...

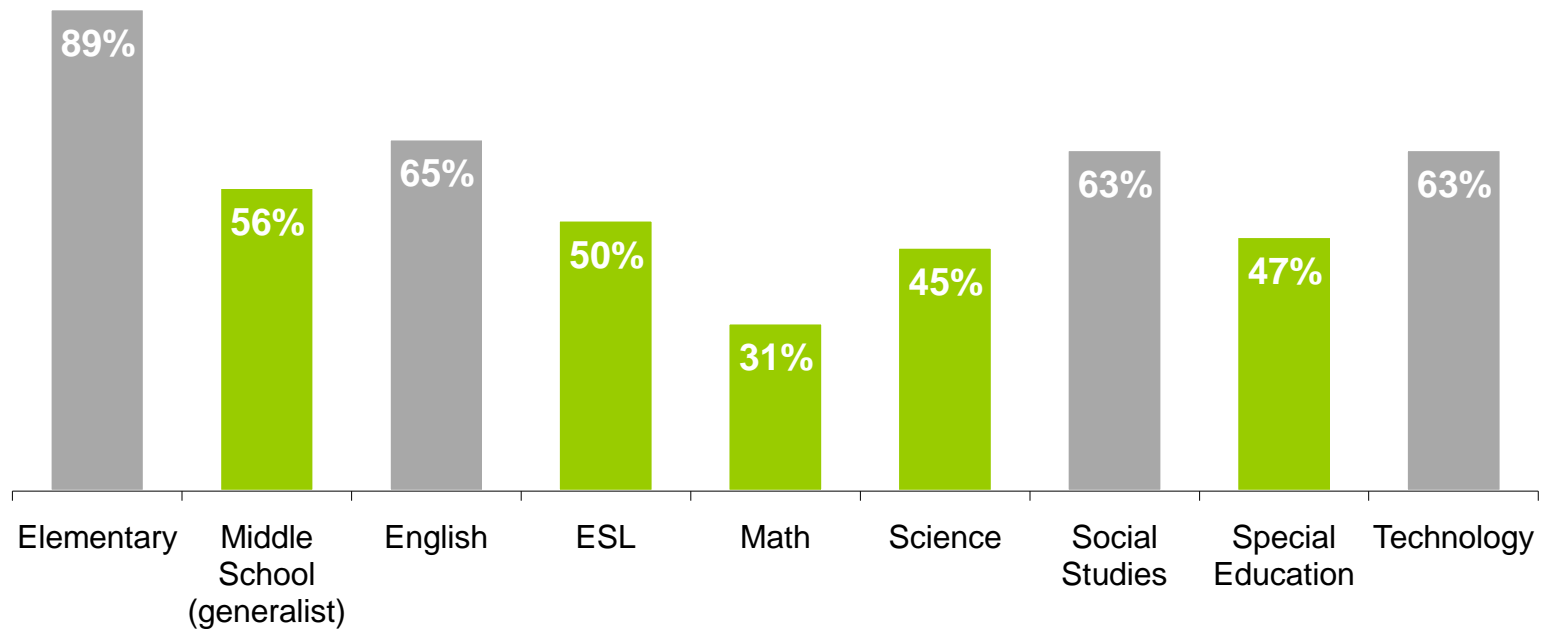
Percent of administrators “satisfied” or “very satisfied” with the QUANTITY of teacher applicants in the following subject areas



Less than 60% of administrators are satisfied with quantity of applicants in five key subject areas

...and are dissatisfied with the quality of candidates in many areas.

Percent of administrators “satisfied” or “very satisfied” with the QUALITY of teacher applicants in the following subject areas

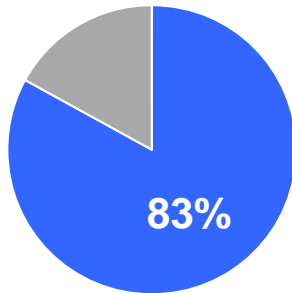


Less than 60% of administrators are satisfied with quality of applicants in most subject areas

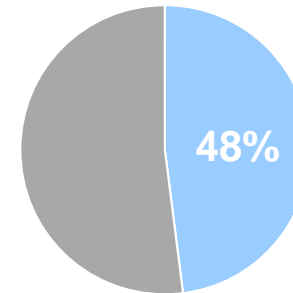
Teachers who feel prepared by the recruitment process are more likely to be satisfied with their school.



Only **half** of all teachers “agree” or “strongly agree” that the recruitment process effectively prepared them for what to expect in their roles.



- **83%** of teachers who felt prepared by the recruitment process are currently satisfied with their school choice...



- ...compared to only **48%** of teachers who did not feel prepared.

Even schools with established hiring processes can be susceptible to pitfalls.

Common Hiring Pitfalls

Late Hiring

Waiting until the end of the school year or summer to recruit and hire limits a school's ability to compete for top candidates, including the strongest teachers and those who teach high need subject areas.

Lack of Rigor

Not consistently implementing multiple steps in the selection process can lead to poor assessment of a candidate's "fit" and skill and result in candidates lacking a clear understanding of what is expected of teachers at the school.

Limited Data

Failing to track application and hiring data, or not differentiating information for important subgroups of teachers – whether high performing, high need subject areas, or diverse candidates - hinders efforts to revise the process from year to year.

Promising Recruitment and Selection Practices

- 1 Define The Ideal Teacher:** Align this description to your school's vision, culture, and performance expectations based on what type of teacher has been successful in your school.
- 2 Build a Recruitment Pipeline:** Engage in a variety of traditional and non-traditional recruitment strategies and then prioritize based on where you find your most effective teachers.
- 3 Invest in Hiring Throughout the Year:** Cultivate candidates early and hire by the spring to bring in the strongest candidates.
- 4 Establish a Hiring Process:** Specify what the process steps are, who is responsible, and what you are looking for.
- 5 Use the Hiring Process to Set Expectations:** Communicate what is exciting and challenging about working at your school so that candidates are prepared for the school's culture and unsuitable candidates self-select out of the process.
- 6 Assign Dedicated Staff to Hiring:** Centralize hiring tasks to keep a focus on selection while allowing school leaders and teachers to engage strategically.
- 7 Learn From Experience:** Track success of your recruitment strategies and revisit the process annually.

Promising Practices in Action

- 1 DEFINE THE IDEAL TEACHER** →
 1. YES Prep has an “Ideal Teacher Description” that connects to its core values.
- 2 BUILD A RECRUITMENT PIPELINE** →
 2. Peak to Peak Charter School maintains an open door policy to cultivate potential candidates early.
- 3 INVEST IN HIRING THROUGHOUT THE YEAR** →
 3. Rocketship Education starts cultivating candidates in July and August the year before it plans to hire, and gives out offer letters in March and April.
- 4 ESTABLISH A HIRING PROCESS** →
 4. Achievement First diagrams its selection and hiring process, specifying each step, who owns it, and anticipated outcomes.
- 5 USE THE HIRING PROCESS TO SET EXPECTATIONS** →
 5. West Denver Prep provides feedback during the hiring process to gauge candidate receptiveness to a culture of feedback.
- 6 ASSIGN DEDICATED STAFF TO HIRING** →
 6. West Denver Prep employs a Human Capital Manager to coordinate the hiring process and focus on recruitment and selection.
- 7 USE DATA TO CONTINUALLY IMPROVE** →
 7. Citizens Academy Charter School tracks the source of every new teacher and uses the information to revise recruitment strategies for the following year.

An “Ideal Teacher” definition aligns with the school’s mission and drives selection rubrics and evaluation expectations.

YES Prep

- YES Prep’s description connects to their overall mission statement and core values
- Uses color-coding to connect key qualities of an ideal teacher to a narrative description of this teacher
- Description drives selection rubrics with specific ways to assess whether each candidate possesses these qualities
- Description aligns with evaluation expectations

“This description of the Ideal YES Teacher is based on personality traits – characteristics that each individual brings to the job, which remain stable throughout time, and which cannot be taught.”

DESCRIPTION OF THE IDEAL YES COLLEGE PREP TEACHER

produce a highly refined and polished product. In other words, this teacher epitomizes continual improvement philosophy, always looking for ways to set a higher standard.

Besides having great ambition, self-discipline and high quality in all endeavors, the Ide

Color Coding:

Drive, Perfectionism, Organization, Methodicalness

Taking Charge, Trust of Others, Energy Mode, Sociability, Enthusiasm, Tact

Agreement, Reserve, Deference, Reticence

Rebound Time, Sensitiveness, Intensity, Interpretation

Change, Scope

Targeted marketing strategies help establish an effective recruitment pipeline.

Effectiveness of recruitment sources varies by market and by school:

Achievement First

- Targets teachers with a record of student achievement, including Teach for America (TFA) teachers and alumni

Citizens Academy

- Finds best candidates from advertising in the local paper, word of mouth, and targeting Teach for America (TFA) teachers and alumni

Peak to Peak

- Maintains an open door policy to invite in visitors, including education students, in order to cultivate potential candidates early on and establish a good reputation in the community

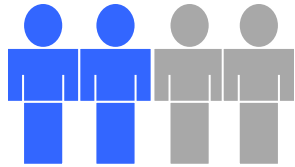
Consider:

- Internet sites
- Referrals, potentially with a bonus
- Emails/Letters
- College Campus Recruitment and Alumni Listservs
- Career Fairs
- Publicity
- Radio/TV Ads
- Flyers/Brochures/Postcards
- Community Organization Outreach
- Print Ads
- Billboards
- Transit Ads



Tracking the source of all candidates as they enter the recruitment pipeline allows schools to review that data at the end of the hiring season and revise the process.

A strategic recruitment campaign centers around the school's mission.



The number one factor that teachers report attracted them to their school was the “**philosophy/mission,**” with 53% of responses.

Urban Prep Academies

Aligns advertisements with mission:

- “The mission of Urban Prep is to provide a comprehensive, high-quality college preparatory education to young men that results in our graduates succeeding in college.”

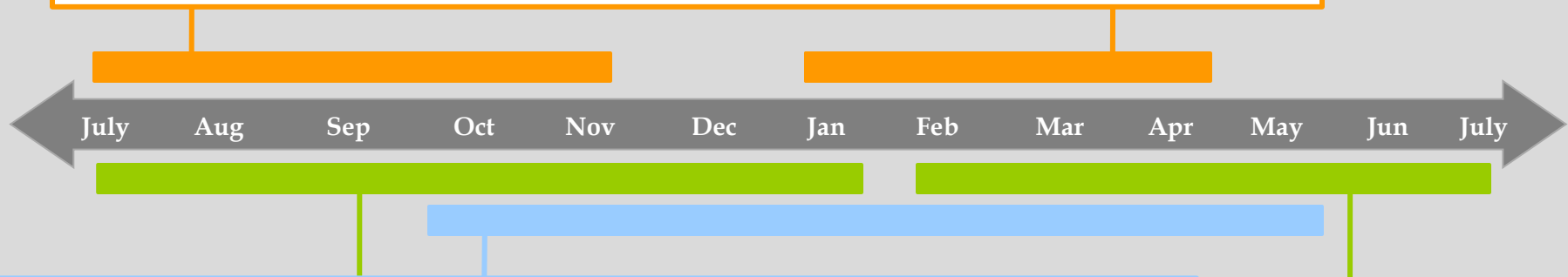


Research shows that only 1 in 40 African American boys will complete college.
At Urban Prep, we believe all of our graduates will.

Investing in hiring throughout the year allows schools to compete for the strongest candidates.

Example 1: Cultivate candidates early - Rocketship Education

- July/August - identify and meet with candidates
- September to November - meet with candidates, host on site, build relationships
- January/February - interview days/selection
- March/April - offer letters



Example 2: Complete hiring by the summer - DSST Public Schools

- October - start recruitment and hiring season
- February to April - best candidates are hired
- May - finish all hiring

Example 3: Hire on a rolling basis - Achievement First

- July/August - build pipeline of candidates
- September/October - identify and cultivate potential candidates
- November to January - begin resume review and initial phone interviews
- February to June - confirm school vacancies, complete selection process
- June - complete 75% of hiring

A disciplined hiring process ensures consistency and thoroughness in selection.

Initial Screen	Fit	Ability
<ul style="list-style-type: none"> • Resume Review • Phone Screen 	<ul style="list-style-type: none"> • Interview • School Tour • References 	<ul style="list-style-type: none"> • Sample Lesson • Writing Sample • Portfolio

West Denver Prep

- West Denver Prep looks at resume for experience with urban populations, not necessarily in teaching.

Citizens Academy

- Citizens Academy Charter School relies on multiple people – such as teachers in the same subject area as the candidate, instructional coach, and administrators – giving input into the interview and sample lesson selection activities before making an offer.

Brighter Choice for Girls

- Brighter Choice for Girls asks candidates to teach a sample lesson and interviews students after the lesson to see what they think.

This process specifies each step, what competencies are being assessed, and what tools are used in the process.

Achievement First					
	Outreach	Application Resume	Phone Interview	Finalist Interview	Reference Check
Competencies Measured	<ul style="list-style-type: none"> Mindsets Strength of Character 	<ul style="list-style-type: none"> Breakthrough Student Achievement Classroom Culture Mindsets Personal Effectiveness 	<ul style="list-style-type: none"> Breakthrough Student Achievement Strength of Character Mindsets Personal Effectiveness Data Driven Instruction Classroom Culture 	<ul style="list-style-type: none"> Effective & Strategic lesson planning Effective Core Instruction Academic Rigor Classroom Culture Intervention and Differentiation 	<ul style="list-style-type: none"> Classroom culture Mindsets Strength of Character Personal Effectiveness
Activities	<ul style="list-style-type: none"> Webinars PD Open House Cultivation conversations 	<ul style="list-style-type: none"> Written Application Essay Questions Resume 	<ul style="list-style-type: none"> Phone Interview 	<ul style="list-style-type: none"> School Tour Demo Lesson Principal/Recruiter Interview 	<ul style="list-style-type: none"> Reference Check
Tools	<ul style="list-style-type: none"> Best practices documents 	<ul style="list-style-type: none"> Written Application 	<ul style="list-style-type: none"> Phone Interview Template Effective follow up questions 	<ul style="list-style-type: none"> Demo lesson debrief template Interview questions Candidate Summary Sheet 	<ul style="list-style-type: none"> Reference Check Questions

The hiring process can be leveraged to set expectations about the school's culture.



“We have a rigorous selection process, and we talk about feedback a lot during the process. After the candidate's sample lesson, they get feedback on it. Then the candidate observes another class, and we ask what they thought of the lesson and how they would compare the two. **At every level, we want to simulate what it looks like to work here.**”

-Human Capital Manager, West Denver Prep

“We always give feedback on a candidate's sample lesson to see how they take it. **It's a culture fit indicator** if they're open to it and excited to try something new.”

-Executive Principal, Peak to Peak

The hiring process can communicate school expectations through documents, modeling and conversations with current staff.

Key messages	Ways to convey in hiring process
“Our core values are...”	Customize your job description language and marketing materials to incorporate your school’s core values.
“We value teachers’ time.”	Value the candidates’ time by cultivating them early and getting back to them quickly.
“Our teachers’ job is demanding.”	Conduct a demanding interview and selection process.
“We require staff to be open to feedback.”	Deliver feedback as part of the interview process and see how candidate reacts and incorporates it.
“We use student data to drive instruction.”	Have the candidate review a sample student data report as part of the interview.
“We value teachers’ input in leadership decisions.”	Include current teachers in the interview process.
“We integrate parents into our school.”	Schedule a conversation with parents as part of the teacher interview process.
“Our staff work long hours,” and other cultural expectations.	Connect the candidate with a current teacher outside of the interview process to discuss the realities of the position.

Schools and networks use different approaches to centralize hiring based on their size and needs.

Noble Street

CMO network expanding from 10 to 16 campuses

Centralized HR strategically supports school-based hiring

- Centralized software, managed by HR, ensures thorough interview process (phone screens, demo lessons, interviews, offers, etc.) and consistent communication
- Centralized staff coordinates a single offer when two campuses want to hire the same candidate

West Denver Prep

Expanding from 2 to 4 campuses

School-based Human Capital Manager drives hiring

- Founder led all teacher hiring for four years with first and second campuses.
- With the expansion to four schools, brought on dedicated HC Manager.
- HC Manager drives hiring process for all candidates, travels for out of state recruitment events, and develops new candidate cultivation strategies.

Peak to Peak

Independent charter school

School staff members coordinate hiring

- Training on the full hiring process is part of induction for every staff member to prepare everyone to participate in hiring.
- Three staff members have hiring as a formal part of their jobs.

Centralizing hiring activities allows school leaders and teachers to engage more strategically.

HIRING PROCESS	Principal	Other Admin	HR Director/ Team	Teachers	Parents	Students
Recruit and cultivate candidates			X			
Collect applications (via email, online system)			X			
Resume screen			X			
Phone screen			X			
Interview		X	X		X	X
Review of writing sample			X			
Observation of sample lesson	X	X	X	X		X
School tour		X	X	X		
Check references			X			
Final job offer/ decision	X	X	X			



HR Director drives most aspects of the hiring process so Principal and other staff can be involved in selective aspects

Tracking data throughout the hiring process enables schools to learn from experience.



Data collection:

- Where did candidates first hear of your school?
- Where did they get their information about your school (website, brochure, etc)?
- What source did each candidate come from (not just new hires)?
- Demographics that you want to consider in hiring, such as certain subject areas, years of experience, or diversity.
- How many candidates advance to each round of the hiring process?

Factors to consider:

- How do these data points differ for your most effective teachers?
- How much time and money did each source of candidates cost?
- Are there sources where you get higher quality candidates, even if you recruit fewer in total?

Data drive strategic improvement of the hiring process.

Citizens Academy

- The HR Director tracks the source of every new teacher and uses this information to revise recruitment strategies for the following year:

Method	# of hires	# of great hires	cost	Analysis	Try Again?
Word of mouth	3	2	0	Best results, best candidates, pursue all angles!	Yes
Plain Dealer (local newspaper)	4	2	700+	Best local resource, hit or miss, receive hundreds of resumes for a small number of good candidates	Yes
ODE Website	0	0	0	It's free, keep using it	Yes
Teacher – Teachers	0	0	\$750/ year	We have paid through April, keep using until then	Yes
HBCU Connect Site	0	0	~\$250/ post	Expensive, not education focused enough	No
Idealist.org	0	0	~\$60/ post	Not commonly used in Midwest, not effective	No

- Track all methods
- Differentiate by teacher quality
- Track cost
- Use data to revise process in the future