

Thank you for joining the Superintendent Leadership Forum's Teacher Recruitment Collaborative Final Webinar. We will begin the conversation at 12:03pm. (ET)



Teacher Recruitment Collaborative

Results Webinar and Discussion

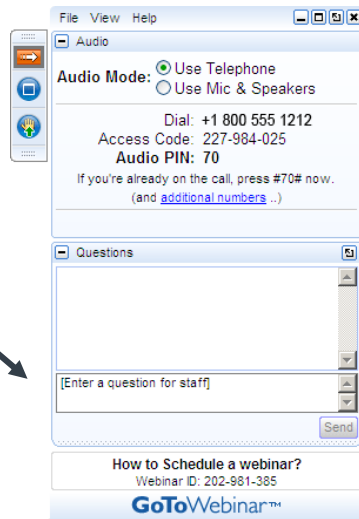
Superintendent Leadership
Forum

Managing Your Screen

Questions:

To ask the presenter a question, please type into the question panel and press send.

Questions panel



Managing Your Audio

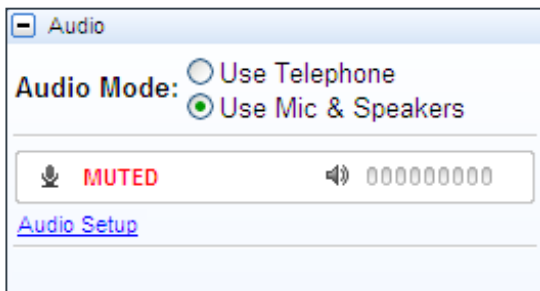
Use Telephone



The screenshot shows a window titled "Audio" with a minus sign icon in the top-left corner. Under "Audio Mode:", the "Use Telephone" option is selected with a green dot, and "Use Mic & Speakers" is unselected with a grey dot. Below this, the text "Dial: +1 800 555 1212" and "Access Code: 141-607-114 (and additional numbers ..)" is displayed. At the bottom, it says "You are connected to audio". A red diagonal line is drawn across the left side of the window.

If you select the "use telephone" option, please dial in with the phone number and access code provided.

Use Microphone and Speakers



The screenshot shows a window titled "Audio" with a minus sign icon in the top-left corner. Under "Audio Mode:", the "Use Mic & Speakers" option is selected with a green dot, and "Use Telephone" is unselected with a grey dot. Below this, there is a status bar with a microphone icon, the word "MUTED" in red, a speaker icon, and a volume level indicator showing 00000000. At the bottom, there is a link labeled "Audio Setup".

If you select the "mic & speakers" option, please be sure that your speakers/headphones are connected.



Project Participants

Albany County School District 1

Jubal Yennie

Auburn-Washburn Unified

Brian White

Blue Valley School District

Amy Dillon

Cedar Rapids

Community Schools

Brad Buck

Champaign Community Schools Unit District 4

Judy Wiegand

Charlotte-Mecklenberg Schools

Rakeda Leaks

Cleveland Public Schools

Lori Ward

Evansville Vanderburgh School

David Smith

Evergreen Public Schools

John Deeder

Fairfield City Schools

Katie Myers & Roger Martin

Fairfield South Elementary

Jason Hussel

Farmington Municipal Schools

Eugene Schmidt

Greenly-Evans Weld County School District 6

Annette Overton

Harrisonburg City Public Schools

*Andrew Ansoorian & Scott
Kizner*

Highline Public Schools

Steve Grubb

Iowa City School District

Stephen Murley & Jane Fry

Killeen ISD

John Craft

La Joya ISD

Anysia Trevino

Mesquite ISD

*David Vroonland & Lanny
Frasier*

Metro Nashville Public Schools

Sharon Pertiller

Metropolitan School District of Warren Township

Dena Cushenberry

Millard Public Schools

Mitch Mollring

Muncie Community School District

Steven Baule

Natomas Unified School District

Chris Evans & Angela Herrera

Osceola County School District

Tammy Otterson

Parkway School District

Keith Marty & Phil Ragusky

Phoenixville Area School District

Alan Fegley

Pine Bush Central School District

Tim Mains

Randolph Public School District

Thomas Anderson

Richardson ISD

Christopher Goodson

Salem-Keizer Public Schools 24J

Steven Nelson

Sioux Falls Unified School District

Becky Dorman

Smithtown Central School District

James Grossane

Spokane Public Schools

Kim Harmon & Mary Templeton

Tooele County School District

Scott Rogers

Twin Rivers Unified School District

David Robertson

William Floyd School District

Janet Gilmor

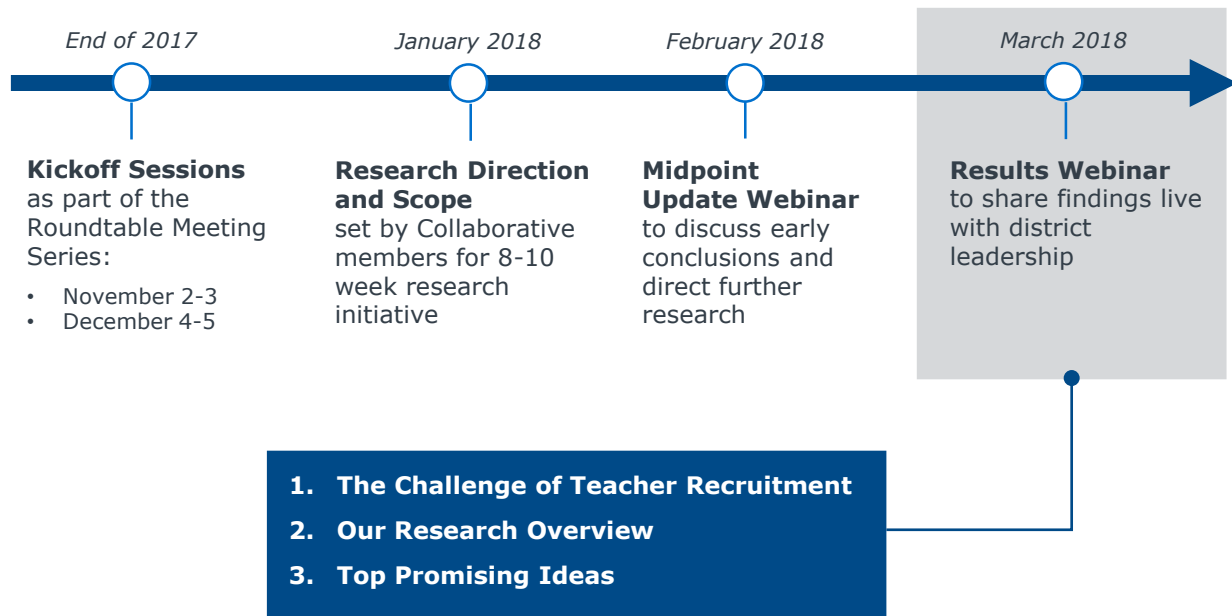
Portland Public Schools

Barbara Stoddard

Racine Unified School District

Lolli Haws

Project Timeline

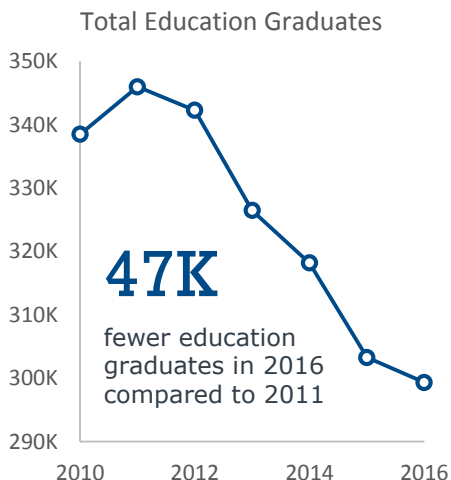




National Teacher Shortage Likely to Worsen

112K Projected National Teacher Shortage in 2018

Fewer Graduates Entering Teaching Professions



Sizable Teacher Departures



80K+

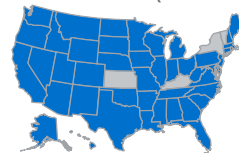
teachers projected to retire each year until at least 2025

143K

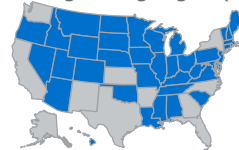
teachers leave the profession for voluntary non-retirement reasons

Acute Shortages in High Needs Areas

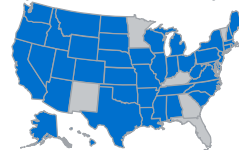
Mathematics ('17-'18)



Foreign Languages ('17-'18)



Special Education ('17-'18)



Systemic Issues Plague Teaching Profession

Persistent Challenges Contribute to Various Aspects of Teacher Shortage



Hard Work

Teaching is demanding, with average teacher working 53 hours per week



Low Salaries

Average starting salary for teachers is \$55,100; 65% of teachers say public school salaries not fair



Lack of Respect

In spite of credentials, skills required to teach, teachers do not receive the respect of other professions



Controversy in Education

Headlines about politics in education, high needs students, violence in schools, may deter new teachers from joining profession



Increased Student Enrollment

Continued increase in number of students enrolled in public schools



Retention Issues

90% of annual nationwide demand for teachers is created because teachers leave profession

Source: "The Nation's Teaching Force Is Still Mostly White and Female," Education Week, <https://www.edweek.org/ew/articles/2017/08/15/the-nations-teaching-force-is-still-mostly.html>; "Facts about the Teaching Profession," US Department of Education, <https://www2.ed.gov/documents/respect/teaching-profession-facts.doc>; "Where have all the teachers gone?" The Washington Post, September 18, 2017, https://www.washingtonpost.com/news/answer-sheet/wp/2017/09/18/where-have-all-the-teachers-gone/?utm_term=.eb16a6f4ad13; EAB interviews and analysis.

A Shrinking Pool, an Inefficient System

Many Barriers Exist to Recruiting, Hiring Teachers

Limited Recruitment Strategies



- Lack of data usage to inform recruiting practices
- Outdated recruitment methodologies
- Little to no use of social media
- Hard-to-navigate career webpages

Cumbersome Application Process



- Long application process may lead to candidate drop off
- Job applications complex, with many required documents

Wide Variation in Selection Efficiency



- Busy principals may be inefficient in interviewing, recommending candidates for hire
- Remaining available candidates may lack diversity, appropriate credentials

Difficult to Close the Deal



- Hiring process may be complex, involve multiple steps between HR, principals
- Districts may lose teachers to competitive offers from other districts



In Face of Larger, Systemic Challenges, Many Opportunities for Quick Wins

- Opportunities exist to immediately improve recruitment, hiring through quick wins

Many Ideas to Widen Pool, Improve Hiring

35 Promising Ideas to Immediately Address Hiring Needs

 Expand the Candidate Pool	 Simplify the Application Process	 Streamline Selection	 Entice Uncertain Candidates
1. Data-Driven Vacancy Predictions 2. Job Fair Survey 3. Early Fall Hiring 4. District Hosted Meet and Greet 5. Bonus Pay for Teacher Referrals 6. No Strings Attached Professional Development 7. Organization-Wide Recruitment 8. Community-Based Organization Job Fairs 9. No Strings Attached Professional Development 10. Expand Beyond Education Department Recruitment 11. "On Hold" Phone Advertising 12. Key Features of an Engaging Website 13. Job Posting Audits for Hard-to-Fill Positions 14. Tips for Leveraging Social Media 15. "Second-Choice" Candidate Sharing with Neighboring Districts	16. Eliminate PDFs for Easy Search 17. Simplify the Application 18. Request Documents as Needed, When Needed 19. Applicant Help Chat 20. Collect Pipeline Data in Application	21. First Round Interview Video Submissions 22. "Seal the Deal" at Career Fairs 23. Praise Principals for Hiring Success 24. Case Study Training for Principals 25. Integrate Business HR Resources into Interview Training 26. Data-Driven Principal In-Days	27. Data-driven Entrance Surveys 28. One-Hour Turnaround Notification Rule 29. Senior Leadership Touch 30. Market Career Ladders to Prospects 31. Teacher Stipends for Hard-to-Fill Roles 32. Professional Learning Salary Scales 33. Candidate Motivation Cheat Sheet 34. Early Contracts for Hard-to-Fill Positions 35. Seven Prospect Touchpoints to Cultivate Candidate Interests

Coming Soon



Teacher Recruitment Collaborative Toolkit

Many Ideas to Widen Pool, Improve Hiring

35 Promising Ideas to Immediately Address Hiring Needs

 Expand the Candidate Pool	 Simplify the Application Process	 Streamline Selection	 Entice Uncertain Candidates
1. Data-Driven Vacancy Predictions 2. Job Fair Survey 3. Early Fall Hiring 4. District Hosted Meet and Greet 5. Bonus Pay for Teacher Referrals 6. No Strings Attached Professional Development 7. Organization-Wide Recruitment 8. Community-Based Organization Job Fairs 9. No Strings Attached Professional Development 10. Expand Beyond Education Department Recruitment 11. "On Hold" Phone Advertising 12. Key Features of an Engaging Website 13. Job Posting Audits for Hard-to-Fill Positions 14. Tips for Leveraging Social Media 15. "Second-Choice" Candidate Sharing with Neighboring Districts	16. Eliminate PDFs for Easy Search 17. Simplify the Application 18. Request Documents as Needed, When Needed 19. Applicant Help Chat 20. Collect Pipeline Data in Application	21. First Round Interview Video Submissions 22. "Seal the Deal" at Career Fairs 23. Praise Principals for Hiring Success 24. Case Study Training for Principals 25. Integrate Business HR Resources into Interview Training 26. Data-Driven Principal In-Days	27. Data-driven Entrance Surveys 28. One-Hour Turnaround Notification Rule 29. Senior Leadership Touch 30. Market Career Ladders to Prospects 31. Teacher Stipends for Hard-to-Fill Roles 32. Professional Learning Salary Scales 33. Candidate Motivation Cheat Sheet 34. Early Contracts for Hard-to-Fill Positions 35. Seven Prospect Touchpoints to Cultivate Candidate Interests

Early Bird Catches the Worm

Dip Into Candidate Pool Early to Maximize Teacher Hiring

Move Up Hiring Season to Fall

Secure 70% of Hires by December



Project Vacancies (*Summer*)

- Estimate hiring targets for upcoming teacher vacancies using five-year data trends, teacher demographics



Engage Prospects Early (*Early Fall*)

- Attend fall job fairs
- Attract December graduates by sending out fall hiring notifications to education schools



Make Offers (*Late Fall*)

- Hire 70% of new teachers for following year, prioritizing hard-to-fill positions



Offer Guaranteed Early Contracts to Secure In-Demand Teachers



Broadens pool of promising prospects for perpetually hard-to-fill vacancies, such as STEM, Special Education



Builds pipeline of high-quality substitute teachers to fill year-round substitute teaching shortages

“Early hiring not only allows us to access top candidates before they get countering offers, but it also allows us to build in time to address any other hiring barriers, such as getting in contact with hard-to-reach references or transferring out-of-state credentials.”

*Associate Superintendent of HR
Midwest School District*

Improving Candidate Recruitment Efforts

Elevate Traditional Strategies, Adopt New Methods to Recruit Applicants

OPTIMIZE TRADITIONAL RECRUITMENT



Expand Beyond Education Department Recruitment

Reach out to faculty in subject areas related to hard-to-fill positions



“On the Spot” Job Fair Hiring

Conduct full hiring cycles at job fairs, extend contingent offers to qualified candidates



Target High-Yield Job Fairs

Use applicant data to determine new-hire yield results of each job fair

UTILIZE NON-TRADITIONAL RECRUITMENT



Bonus-Driven Referral Campaign

Award teachers \$1,000 for referrals who are hired by the district and perform well at the 90-day review



Organization-Wide Recruitment

Employees identify, personally contact prospective candidates to build candidate pool for future job placements



Community-Based Organization Job Fairs

Host job fairs at community-based organizations for non-traditional candidates, such as churches, or nonprofits

Engaging District Websites Attract Candidates

Enhanced Websites Help Districts Encourage Teachers to Apply



Markets Benefits of District Employment

- Share student outcomes, demographics
- Highlight employee benefits, district culture
- Showcase local community

Engaging, Visually Appealing

- Provide enticing district photos
- Embed 1-2 minute videos on website



Website Easy to Find

- Replace PDFs of job descriptions with hyperlinks on website
- Use search engine optimization to drive visitors to website

Simple to Search, Navigate

- Provide no more than five tabs
- Require only 2-3 clicks to navigate
- Allow searching by credential

Social Media Provides New Ways to Recruit

Utilize Social Media to Market Vacancies, Build Awareness of District

5 Ways to Optimize Social Media Presence

35%

Percent of social media users who use social media platforms to research, apply for jobs

30%

Percent of school districts post job openings on social media sites

1 Post Consistently

Stay on prospective candidates' radars, attract more followers by posting at least weekly

2 Circulate Post Across Platforms

Post the same content on multiple platforms to spread message

3 Mix Up the Content of Posts

Help prospective candidates get to know your organization beyond your open positions

4 Include Links to Original Job Posting

Spread your employer brand by linking post back to career opportunities on district website

5 Mine Linked In for Teaching Credential Holders

Use Linked In Premium to search candidates by teaching credentials and degree

Know the Source of Your Pipeline

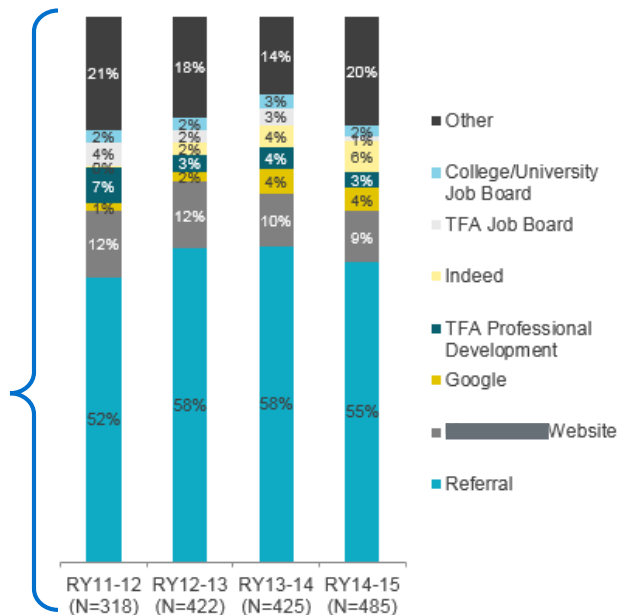
Ongoing Data Collection Enables Districts to Refine Approach

Five Recommended Data Collection Categories

- 1 **Five-Year Trends of Teacher Vacancies by Category**
Allows districts to calculate number of expected openings
- 2 **Current Teacher Age**
Allows districts to anticipate upcoming retirements, vacancies
- 3 **Applicant Demographics**
Helps districts determine the appropriate mix of recruitment strategies, such as social media
- 4 **Recruitment Strategies that Led to Applicants**
Promotes strategic investment of recruitment time, resources
- 5 **University Partnerships that Led to Applicants**
Identifies partnerships that yield applicants

Dashboard Illustrates Pipeline Trends

Sample Recruitment Strategy Dashboard



Many Ideas to Widen Pool, Improve Hiring

35 Promising Ideas to Immediately Address Hiring Needs



Expand the Candidate Pool

1. Data-Driven Vacancy Predictions
2. Job Fair Survey
3. Early Fall Hiring
4. District Hosted Meet and Greet
5. Bonus Pay for Teacher Referrals
6. No Strings Attached Professional Development
7. Organization-Wide Recruitment
8. Community-Based Organization Job Fairs
9. No Strings Attached Professional Development
10. Expand Beyond Education Department Recruitment
11. "On Hold" Phone Advertising
12. Key Features of an Engaging Website
13. Job Posting Audits for Hard-to-Fill Positions
14. Tips for Leveraging Social Media
15. "Second-Choice" Candidate Sharing with Neighboring Districts



Simplify the Application Process

16. Eliminate PDFs for Easy Search
17. Simplify the Application
18. Request Documents as Needed, When Needed
19. Applicant Help Chat
20. Collect Pipeline Data in Application



Streamline Selection

21. First Round Interview Video Submissions
22. "Seal the Deal" at Career Fairs
23. Praise Principals for Hiring Success
24. Case Study Training for Principals
25. Integrate Business HR Resources into Interview Training
26. Data-Driven Principal In-Days



Entice Uncertain Candidates

27. Data-driven Entrance Surveys
28. One-Hour Turnaround Notification Rule
29. Senior Leadership Touch
30. Market Career Ladders to Prospects
31. Teacher Stipends for Hard-to-Fill Roles
32. Professional Learning Salary Scales
33. Candidate Motivation Cheat Sheet
34. Early Contracts for Hard-to-Fill Positions
35. Seven Prospect Touchpoints to Cultivate Candidate Interests

Simplify Teacher Application to Prevent Drop Off

Eliminate Unnecessary Steps, Ask for Documents Only as Needed

“Applicants were telling me, ‘it takes too long to fill your application.’ Some expressed that they were more anxious about the application process than the interview process.”

Assistant Superintendent of HR School District in Kansas

Common Barriers to Application Completion

Applications Require Unnecessary Steps

Long, cumbersome job applications repetitive, can take hours to complete

Too Many Documents Up Front Creates More Work

Districts require too many documents in initial application (e.g. transcripts, references) even before candidate screened



Quick Solutions

Collateral Elimination Audit Shortens Application



Audit application process to identify redundancies (e.g. resume and experience form)



Remove steps that are unnecessary or repetitive

Documents Requested As Needed, When Needed



Ask for documents only on an as-need basis during application process (e.g. copy of credentials before hiring)



Wait to request additional information as candidate progresses through application process

Many Ideas to Widen Pool, Improve Hiring

35 Promising Ideas to Immediately Address Hiring Needs

 Expand the Candidate Pool	 Simplify the Application Process	 Streamline Selection	 Entice Uncertain Candidates
1. Data-Driven Vacancy Predictions 2. Job Fair Survey 3. Early Fall Hiring 4. District Hosted Meet and Greet 5. Bonus Pay for Teacher Referrals 6. No Strings Attached Professional Development 7. Organization-Wide Recruitment 8. Community-Based Organization Job Fairs 9. No Strings Attached Professional Development 10. Expand Beyond Education Department Recruitment 11. "On Hold" Phone Advertising 12. Key Features of an Engaging Website 13. Job Posting Audits for Hard-to-Fill Positions 14. Tips for Leveraging Social Media 15. "Second-Choice" Candidate Sharing with Neighboring Districts	16. Eliminate PDFs for Easy Search 17. Simplify the Application 18. Request Documents as Needed, When Needed 19. Applicant Help Chat 20. Collect Pipeline Data in Application	21. First Round Interview Video Submissions 22. "Seal the Deal" at Career Fairs 23. Praise Principals for Hiring Success 24. Case Study Training for Principals 25. Integrate Business HR Resources into Interview Training 26. Data-Driven Principal In-Days	27. Data-driven Entrance Surveys 28. One-Hour Turnaround Notification Rule 29. Senior Leadership Touch 30. Market Career Ladders to Prospects 31. Teacher Stipends for Hard-to-Fill Roles 32. Professional Learning Salary Scales 33. Candidate Motivation Cheat Sheet 34. Early Contracts for Hard-to-Fill Positions 35. Seven Prospect Touchpoints to Cultivate Candidate Interests

Expedite Hiring Through Ongoing Principal Support

Principal Training, Best-Practice Sharing Improve Hiring Skills

Lack of Principal Hiring Expertise Creates Wide Variation in Process Efficiency

“Most principals have never had any training in HR and they have so many things on their plate that it is hard to stay on top of it...I have principals who take one day to decide who they hire and others that sit on hiring decisions for three weeks.”

Assistant Superintendent of HR
Northern California School District

22%

Of candidates decline offers because employers 'didn't offer the job quickly enough and they were hired elsewhere'



Suggested Interview Questions



District Hiring Process Training



Coach Struggling Principals



HR-led Training



Principal-led Training



Data-Driven Hiring Trends

Collect data on principal efficiency to determine district hiring leaders

Publically Praise Hiring Success
Praise principals who excel at expedient teacher hiring

Principal-Led Idea Sharing
Provide forum for principals to exchange strategies for efficient hiring

Source: Sullivan J, "Adopt Same-Day Hiring or Lose Your Top Candidates With Multiple Offers" ERE Recruiting Intelligence, February 2018; EAB interviews and analysis.

Lengthy Offer Process Risks Loss of Candidates

Candidates Left Waiting May Pursue Alternative Offers

Teachers Left in the Dark About District's Interest to Hire



Increases Risk of Candidate Drop Off

Lengthy process to formally hire applicants opens opportunity for competing offers from other districts

Quick Notifications, Transparency Help to Close the Deal



1-Hour Notification of Recommendation

Principals must notify candidates of recommendation to hire within one hour of decision



Process Transparency

Candidates are informed of next steps in process and estimated time to complete each step



Encourage Candidates to Disclose Competing Offers

Consider asking candidates to inform HR if they receive another offer, so that HR can expedite offer process for high-quality candidates

Many Ideas to Widen Pool, Improve Hiring

35 Promising Ideas to Immediately Address Hiring Needs



Expand the Candidate Pool

1. Data-Driven Vacancy Predictions
2. Job Fair Survey
3. Early Fall Hiring
4. District Hosted Meet and Greet
5. Bonus Pay for Teacher Referrals
6. No Strings Attached Professional Development
7. Organization-Wide Recruitment
8. Community-Based Organization Job Fairs
9. No Strings Attached Professional Development
10. Expand Beyond Education Department Recruitment
11. "On Hold" Phone Advertising
12. Key Features of an Engaging Website
13. Job Posting Audits for Hard-to-Fill Positions
14. Tips for Leveraging Social Media
15. "Second-Choice" Candidate Sharing with Neighboring Districts



Simplify the Application Process

16. Eliminate PDFs for Easy Search
17. Simplify the Application
18. Request Documents as Needed, When Needed
19. Applicant Help Chat
20. Collect Pipeline Data in Application



Streamline Selection

21. First Round Interview Video Submissions
22. "Seal the Deal" at Career Fairs
23. Praise Principals for Hiring Success
24. Case Study Training for Principals
25. Integrate Business HR Resources into Interview Training
26. Data-Driven Principal In-Days



Entice Uncertain Candidates

27. Data-driven Entrance Surveys
28. One-Hour Turnaround Notification Rule
29. Standardized Notification Script for Principals
30. Market Career Ladders to Prospects
31. Teacher Stipends for Hard-to-Fill Roles
32. Professional Learning Salary Scales
33. Candidate Motivation Cheat Sheet
34. Early Contracts for Hard-to-Fill Positions
35. Seven Prospect Touchpoints to Cultivate Candidate Interests

Ideas to Entice, Help Seal the Deal

Money, Career Growth, Personal Appeals Persuade Undecided Candidates



One-Time Bonus for Hard-To-Fill Positions

Applicants in in-demand fields eligible to receive bonuses each school year (as funding permits)



Career Ladders Entice Prospective Administrators

District leadership pathways mapped, posted prominently on career page, shared during recruiting sessions



Professional Learning Salary Scales Promote Growth

Showcase opportunities for prospects to augment salaries by participating in professional development



Motivation Cheat Sheets Uncover Candidates' Goals

For each candidate encounter, recruiter and hiring manager exchange notes on candidate priorities to leverage when closing the deal

Collect Data to Understand New Hires' Priorities

Entrance Surveys Help Districts Identify Factors that Attract New Teachers

Entrance Survey Asks New Hires What Attracted Them to District, Why They Chose to Work There

Sample New Hire Entrance Survey

1 What factors did you prioritize when looking for a job?

2 What factors enticed you to join our district?

3 What aspects of the hiring process could be improved?



District Benefits

Isolating district characteristics attractive to new teachers clarifies how to emphasize unique district value in a crowded market



Job Priorities

Identifying important factors such as salary, location, culture, help districts to know what to emphasize



Process Improvement

Collecting information on the hiring process allows districts to further prevent candidate drop-off

Other Ideas?

Questions and Discussion



Maria Wahlstrom
Research Consultant
mwahlstrom@eab.com



Sharon Rosenfeld
Research Consultant
srosenfeld@eab.com

Next Steps



Teacher Recruitment Collaborative Toolkit



Washington DC | Richmond | Birmingham | Minneapolis

P 202-747-1000 | **F** 202-747-1010 | eab.com