



Who Should Read

Assistant Heads
of School

Division Directors

Hiring Leads

Faculty Hiring Data Compendium

How to Collect and Use Data to Measure Hiring Successes
and Areas for Growth

Three Ways to Use This Tool

- Develop a system for centrally collecting hiring data
- Select metrics to measure during the hiring process
- Review recent hiring cycle and foster discussion about hiring goals

Independent School Executive Forum

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The Independent School Executive Forum is EAB's first research program for Pre-K to 12 schools, focusing on the best strategies and practices to address the most critical challenges facing heads of school, including: ensuring financial sustainability, enhancing fundraising and alumni engagement, balancing academic rigor with attention to student wellness, and optimizing faculty recruitment and professional development.

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Faculty Hiring Data Compendium

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Executive Summary

Independent Schools need to build a strong foundation for recruitment and hiring to attract and hire top talent. One key piece of this foundation is data and data analytics. Currently, most schools fail to collect and analyze the limited data that they do have.

Independent schools lack data to inform recruitment and hiring process improvements.

While hiring data might exist on spreadsheets and computers across campus, schools often lack a central repository for this information.

The data that does exist is not used to inform the school's talent acquisition strategy. Even when this data is captured, schools fail to dedicate time to analyze their hiring data and track key metrics over time.

As part of the Independent School Executive Forum's study on faculty recruitment and hiring, *Hiring Top Talent*, our research team conducted a survey of member schools to collect information in areas like number of hires, sources of hires, sources of applications, and high-level demographics. While we learned some interesting things from the data that schools were able to provide, what stood out most was how many schools had difficulty compiling this data.

This resource will help independent schools collect and analyze hiring data in a more consistent and intentional manner. Outlined below are three steps, with associated resources, to help your school compile the data you need and then use that data to assess, and adjust, your recruitment strategy and hiring processes. All resources and tools included in this compendium are available for download at eab.com/HiringTopTalent.

Three Steps to Incorporate Data Analytics Into Your Hiring Process

1 Collect Hiring Data



Schools can create their own data management systems and use this information to identify recruitment and hiring trends, challenges, and successes. Use the **Post-Hire Data Form (excel)** to create a mechanism to collect data on each position filled in the hiring cycle. Use the data collected from this form to complete the **Hiring Data Collection Sheet (excel)**.

2 Select, Track Metrics



As schools centralize their hiring data, they can begin to more precisely measure their successes on key indicators and metrics. Use this **Faculty Hiring Metrics Picklist** to select recruitment and hiring metrics to track.

3 Analyze Data, Make Adjustments



After each hiring cycle, hiring managers and leads should compile and analyze the data to reflect on the hiring cycle and strategize for the coming year. Use the **Faculty Hiring Review and Discussion Guide** to assess the most recent hiring cycle and identify opportunities for improvement for the next cycle.



Post-Hire Data Form & Hiring Data Collection Sheet

Tool Description

Without a central data repository, it is difficult to identify trends, challenges, and successes related to recruitment and hiring. An applicant tracking system (ATS) allows schools to easily pull reports and collect data, but an ATS is not the only way to centrally compile hiring data. Schools can create their own data management systems and use this data to identify recruitment and hiring trends, challenges, and successes.

Use this form to collect data on each newly filled position and then compile the data in to one central spreadsheet. Schools that are already collecting data can use this form to determine whether to incorporate additional questions. Schools can add additional questions to this template as they see fit.

Recommended Owner(s): HR team member, hiring manager



Implementation Steps

1. Download the **Post-Hire Data Form** and **Hiring Data Collection Sheet (excel)** from eab.com/HiringTopTalent.
2. Use the **Post-Hire Data Form (excel)** (p. 6) to collect data on all newly filled positions. Adjust or add questions as needed to reflect your own hiring process. This form can also be replicated on an online platform like Google Forms.
3. Once an offer has been accepted for a position, **the hiring lead should complete and submit this information to a central hiring point person as the last step in the hiring process**. A form should be completed for each position filled.
4. Compile all responses for each hiring cycle into the **Hiring Data Collection Sheet (excel)** (p. 7). Use this information to complete the **Faculty Hiring Review and Discussion Guide** (p. 10).

Post-Hire Data Form

Complete this Form After Each Employment Offer is Accepted

This page includes a screenshot of the Post-Hire Data Form. Download the excel version of the form at eab.com/HiringTopTalent.

A central hiring point person can edit the form, prior to distribution, to reflect the steps in the school’s hiring process and to include any additional questions on which they would like to gather additional information.

This form should be shared with each position’s hiring lead and should be completed as the last step in the process. The position’s hiring lead is responsible for completing and submitting the form.

Certain cells are formatted to display preset dropdown menus to help ensure data consistency. You can change the options for this dropdown menu in the excel sheet. Dropdown menus are included for questions related to new hire’s source of application, primary race/ethnicity, years of teaching experience, most recent place of employment, and relocating for the position.

		Position Details
Position Information	Title	
	Division	
	Position Hiring Lead Name	
	New Hire Name	
	Position Posted Date	
	Offer Accepted Date	
	Days to Hire (<i>Offer Accepted Date - Position Posted Date</i>)	0
	Source of New Hires Application	
	<i>If placement firm, which one?</i>	
	<i>If employment website, which one?</i>	
	<i>If referral, who submitted?</i>	
	<i>If other, what was the source?</i>	
Position Funnel Metrics	Total Number of Applications Received for Position	
	Number of Screening Interviews Conducted	
		<i>If anyone was offered a screening interview but declined, what was the reason for declining?</i>
	Number of Candidates Invited to Interview On Campus	
		<i>If anyone was offered an on-campus interview but declined, what was the reason for declining?</i>
	Number of Candidates Who Interviewed On Campus	
	Number of Offers Made	
	<i>If offers were declined, what was the reason(s) for declining?</i>	
New Hire Background and Demographic Information	New Hire Primary Race/Ethnicity <i>(based on reported EEOC information)</i>	
	New Hire Number of Years of Teaching Experience	
	New Hire Most Recent Place of Employment	
		<i>If other, where?</i>
Total Number of Applications By Source	School's Career Website	
	Placement Firms	
	Independent School Assoc. Job Boards	
	Employment Websites	
	Referral	
	Other	

This cell is formatted to calculate days to hire based on the position posted and accepted dates.

The preset dropdown menu in this cell contains the options like school career website, placement firm, referral, etc.

The preset dropdown menu in this cell contains the following options: independent school, public school, full-time student, other.

Hiring Data Collection Sheet

Consolidate Information from Post-Hire Data Forms

This page includes a screenshot of the Hiring Data Collection Sheet . Download the excel version of the sheet at eab.com/HiringTopTalent.

A central hiring point person should collect all Post-Hire Data Forms and input the information into one, centrally owned, spreadsheet. Add any additional columns or rows as needed to reflect additional questions or number of positions.

This spreadsheet includes functions to calculate metrics like days to hire, total number of applications, and source of applications.

		Position 1	Position 2	Position 3	Position 4	Position 5	Total
Position Information	Title						
	Division						
	Position Hiring Lead Name						
	New Hire Name						
	Position Posted Date						
	Offer Accepted Date						
	Days to Hire (Offer Accepted Date - Position Posted Date)	0	0	0	0	0	0
	Source of New Hire's Application						
	<i>If placement firm, which one?</i>						
	<i>If employment website, which one?</i>						
<i>If referral, who submitted?</i>							
<i>If other, what was the source?</i>							
Position Funnel Metrics	Total Number of Applications Received for Position						0
	Number of Screening Interviews Conducted						0
	<i>If anyone was offered a screening interview but declined, what was the reason for declining?</i>						
	Number of Candidates Invited to Interview On Campus						0
	<i>If anyone was offered an on-campus interview but declined, what was the reason for declining?</i>						
	Number of Candidates Who Interviewed On Campus						0
	Number of Offers Made						0
<i>If offers were declined, what was the reason(s) for declining?</i>							
New Hire Background and Demographic Information	New Hire Primary Race/Ethnicity (based on reported EEOC information)						
	New Hire Number of Years of Teaching Experience						
	New Hire Most Recent Place of Employment						
	<i>If other, where?</i>						
New Hire Relocating for Position?							
Total Number of Applications By Source	School's Career Website						0
	Placement Firms						0
	Independent School Assoc. Site Job Boards						0
	Employment Websites						0
	Referral						0
	Other						0

The first two columns include the exact same information, in the same order, as the Post-Hire Data Form . This allows you to simply copy from the individual forms and paste the data into the sheet.

Insert or delete "position" columns based on the number of positions hired that year. Copy the data from each completed form into a new column.

This column includes built-in formulas to calculate metrics.



Faculty Hiring Metrics Picklist

Tool Description

Independent schools have traditionally focused on one main metric related to recruitment and hiring: “was the position filled?”. Siloed hiring processes and a lack of centralized data have made it difficult for schools to meaningfully collect and analyze data. Without data, hiring leads are left to rely on anecdotal evidence when assessing the school’s recruitment and hiring processes and successes. Centralizing hiring data allows schools to more precisely measure their successes on key indicators and metrics.

Use this guide to select recruitment and hiring metrics to track. These metrics can be measured at the school, division, and department level.

Recommended Owner(s): HR team member, hiring manager



Implementation Steps

1. **Select recruitment and hiring metrics to track** from the list on the next page. These metrics can be measured at the school, division, and department level.
2. Use data from the **Hiring Data Collection Sheet** (p. 6) or your applicant tracking systems to **measure your performance on key metrics**.
3. **Determine any additional metrics to track** based on your school’s hiring goals or priorities.

Faculty Hiring Metric Picklist

Select Recruitment, Hiring Metrics to Track for Faculty Positions

Category	Hiring Metrics
Annual Hiring Overview	<input type="checkbox"/> Total number of hires <input type="checkbox"/> Total number of hires by division <input type="checkbox"/> Total number of applicants <input type="checkbox"/> <i>Other Metric:</i> _____
Source of Applicants	<input type="checkbox"/> Number of applicants from school website <input type="checkbox"/> Number of applicants from placement firms <input type="checkbox"/> Number of applicants from independent school association job boards (regional, national) <input type="checkbox"/> Number of applicants from general employment website (ex. Indeed, Craigslist) <input type="checkbox"/> Number of applicants from referrals <input type="checkbox"/> Number of applicants by primary race/ethnicity (based on reported EEOC information) by application source <input type="checkbox"/> <i>Other Metric:</i> _____
Source of Hires	<input type="checkbox"/> Number of hires from school's career website <input type="checkbox"/> Number of hires from placement firm <input type="checkbox"/> Number of hires from independent school association job boards (regional, national) <input type="checkbox"/> Number of hires from general employment website (ex. Indeed, Craigslist) <input type="checkbox"/> Number of hires from referrals <input type="checkbox"/> <i>Other Metric:</i> _____
Applicant Demographics	<input type="checkbox"/> Number of applicants who provided EEOC information <input type="checkbox"/> Number of applicants by primary race/ethnicity (based on reported EEOC information) <input type="checkbox"/> <i>Other Metric:</i> _____
New Hire Demographics	<input type="checkbox"/> Number of hires by primary race/ethnicity (based on reported EEO information) <input type="checkbox"/> Number of hires by gender <input type="checkbox"/> Number of hires by years of teaching experience (ex. 0-1, 1-2, 3-6, 7-10, etc.) <input type="checkbox"/> Number of hires by most recent experience (ex. public school teacher, independent school teacher, full-time student, other) <input type="checkbox"/> Number of hires relocating for the position <input type="checkbox"/> <i>Other Metric:</i> _____
Process Efficiency	<input type="checkbox"/> Offer acceptance rate (# of offers accepted/ #of offers made) <input type="checkbox"/> Time to hire (time between date of posting and date of offer acceptance) <input type="checkbox"/> Reason candidate declined offer (ex. accepted offer elsewhere, pay, staying in current role, etc.) <input type="checkbox"/> Candidates per hire (number of candidates interviewed for a position) <input type="checkbox"/> Average candidates per hire (total # of candidates interviewed/ total # hires) <input type="checkbox"/> <i>Other Metric:</i> _____



Faculty Hiring Review and Discussion Guide

Tool Description

The hiring season can be a sprint; faculty and administrators across campus work feverishly to fill positions in a short period of time. Once offers are accepted and positions are filled, it is easy for those involved to move on to other responsibilities and to not think about hiring until the next year. As schools look to attract new talent to their pool, they need to first gain a deeper understanding of where their current applicants and hires are coming from. Collecting data on recruitment and hiring is just the first step. After each hiring cycle, hiring managers and leads should compile and analyze the data to reflect on the hiring cycle and strategize for the coming year.

Use this guide to assess the most recent hiring cycle and identify opportunities for improvement for the next cycle.

Recommended Owner(s): HR team member, hiring manager, division directors



Implementation Steps

1. Complete the **Post-Hire Data Form** (p. 6) for each new hire to **centrally collect information on all new hires in excel in the Hiring Data Collection Sheet** (p. 7).
2. Use the **Hiring Data Collection Sheet** (p. 7) to complete sections 1–3 on the following pages. For this section you will need information on each position, sources of hires, and sources of applications.
3. Gather hiring managers, division directors, and other relevant stakeholders to **review and discuss the most recent hiring cycle**. Use the questions provided to foster discussion and set the strategy for the next hiring cycle.
4. **Agree on 2-3 hiring goals for the coming years and select metrics** from the Faculty Hiring Metrics Picklist (p. 8) to measure progress on those goals.

Faculty Hiring Review and Discussion Guide

Reflect on Recent Hiring, Brainstorm Recommendations Going Forward

I Review of Faculty Hiring

Use information gathered from the **Hiring Data Collection Sheet** (p. 6) to fill in blanks below. Add any other metrics to the "additional metrics" section. Use this information and the questions below to review this year's faculty hiring.

Total Number of Hires	<input type="text"/>	Total Number of Applications	<input type="text"/>
Number of Screening Interviews	<input type="text"/>	Number of On-Campus Interviews	<input type="text"/>
Number of Offers Made	<input type="text"/>	Number of First Offers Accepted	<input type="text"/>
Average Time to Hire (Time to Hire/# of Hires)	<input type="text"/>	Offer acceptance rate (# offers accepted/ # offers made)	<input type="text"/>

Additional Metrics

_____	<input type="text"/>	_____	<input type="text"/>
_____	<input type="text"/>	_____	<input type="text"/>
_____	<input type="text"/>	_____	<input type="text"/>

Questions to Discuss

- Which position took the longest to fill? Why do we think that was?
- What positions had the lowest number of applicants? The highest?
- What "other" sources did we get applications from?
- What might have caused the variations in number of applications? Did we post all jobs in the same locations?
- Which position had the highest number of screening interviews? Why did it require so many?
- For positions that had an offer declined, were there common reasons? If yes, how can we combat this in the future?
- How many new hires are relocating for this position? Is there a common source of applications for that group?
- Where did our new hires recently work? Are there any trends in where applications came from depending on previous employment?

1) Number of days between date of posting and date of offer acceptance.

Faculty Hiring Review and Discussion Guide

Reflect on Recent Hiring, Brainstorm Recommendations Going Forward

2 Sources of Faculty Applications

Use information gathered from the **Hiring Data Collection Sheet** to fill in the columns below. Use this information and the questions below to review sources of all faculty applications.

What were our top 3 sources of applicants? How many applicants from each source?

1) _____	<input type="text"/>
2) _____	<input type="text"/>
3) _____	<input type="text"/>

Questions to Discuss

- What was our largest source of applicants? Is this surprising?
- What is the cost associated with each source? Are there sources that we are paying for but that are not yielding a large number of candidates?
- What strategies could we use to increase the number of applicants from each source?

3 Source of Faculty Hires

Use information gathered from the **Hiring Data Collection Sheet** to fill in the columns below. Use this information and the questions below to review sources of faculty hires' applications.

What were our top 3 sources of hires? How many hires from each source?

1) _____	<input type="text"/>
2) _____	<input type="text"/>
3) _____	<input type="text"/>

Questions to Discuss

- Are any of our top sources of hires also our top sources of applicants?
- Are there sources that are yielding a high number of hires that we should be prioritizing or investing in more? Any that are not yielding hires?
- Is there a specific placement firm that is sourcing most hires?

Faculty Hiring Review and Discussion Guide

Reflect on Recent Hiring, Brainstorm Recommendations Going Forward

4 Faculty Hiring Goals in Next 3 years

What are 2-3 things that went well this hiring cycle?

What are 2-3 things that did not go as planned this hiring cycle?

What are 2-3 faculty hiring goals for the next 3 years?

For each goal identified above, what is one metric we could measure to track progress?

Questions to Discuss



- Are there sources of candidates or hires that are providing a high number of candidates that align with one of our goals?
- Are there additional places we should be posting to reach candidates that align with our goals?
- How can we anticipate and prepare for future openings? How many retirements are likely in the coming years?
- What are lessons learned from this hiring cycle? How can we alter our strategy for next year?



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