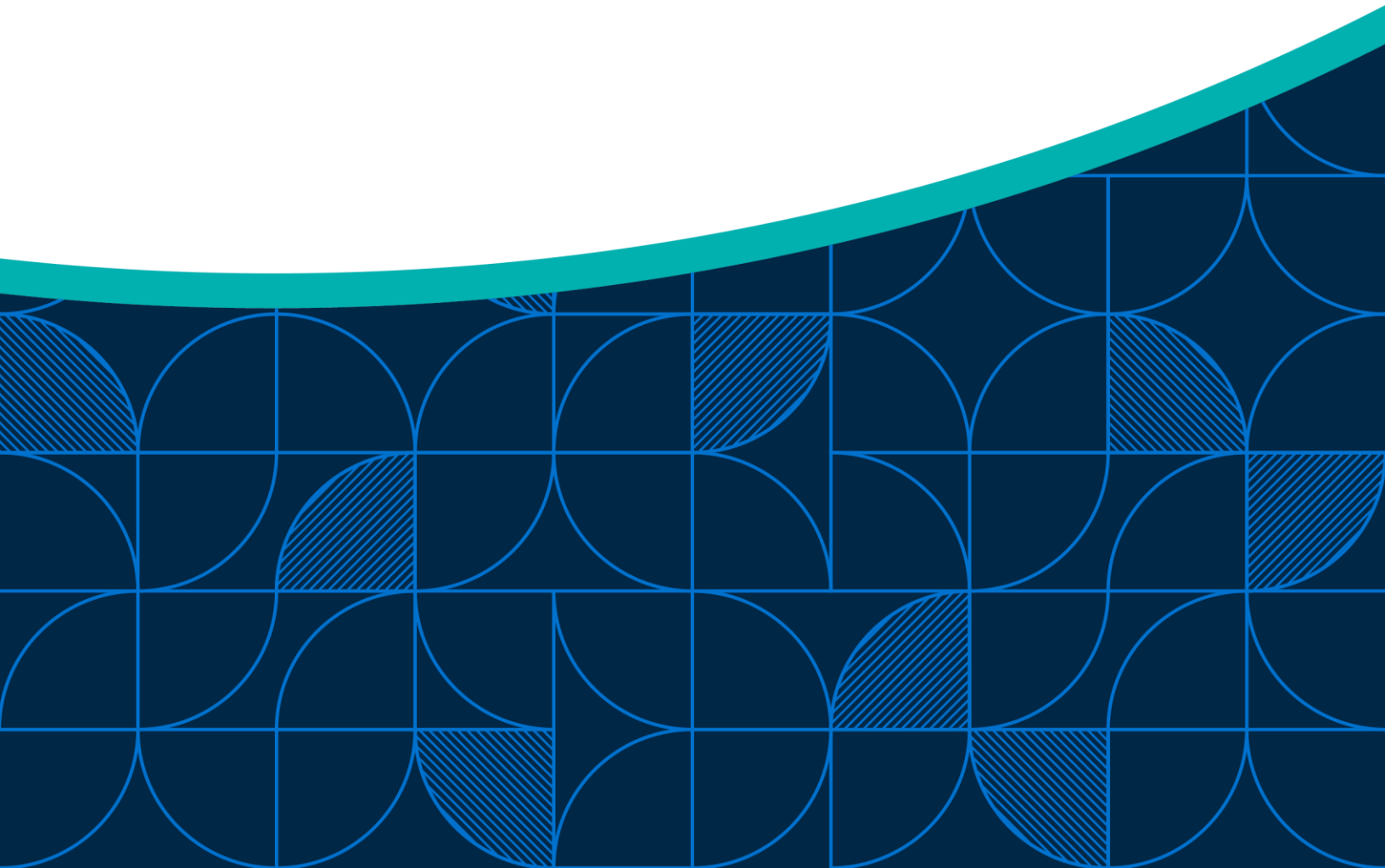# Educator Recruitment Strategies Toolkit

Four Strategies to Strengthen and Improve the Recruitment of Educators in School Districts

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Align District Actions to Key Candidate Decisions

A Structured Approach to Help Districts Secure Top Talent

This toolkit focuses on the "**Target**" stage of the recruitment funnel, when candidates have completed the credentialing process and are deciding where to apply. Many districts face a shrinking applicant pool and declining candidate quality, making it increasingly difficult to meet hiring needs across all roles. But even if more candidates were available, many districts would still struggle to attract high-quality applicants because they:

Fail to anticipate hiring needs early enough to plan targeted recruitment events

Lack clear, consistent recruitment messaging across their digital channels

Rely on limited or informal referral processes to reach candidates

Use application processes that are long or difficult for candidates to navigate

Using the recommended strategies, supporting tools, and implementation advice in this toolkit, districts can design a better hiring process to support candidates at the "Target" stage of the recruitment funnel and ensure more credentialed educators apply to their district. See the Table of Contents on **pg. 4** for a summary of each focus area and the resources included.

The Educator Talent Funnel helps districts address persistent recruitment challenges by targeting the key moments that influence whether someone chooses a career in education. It breaks the candidate journey into four critical decision points where strategic district action can shape potential talent's interest, engagement, and follow-through in becoming an educator. By applying targeted strategies at each stage, districts can build a stronger, more sustainable pipeline of future educators.

The Educator Talent Funnel

District Steps to Secure Talent
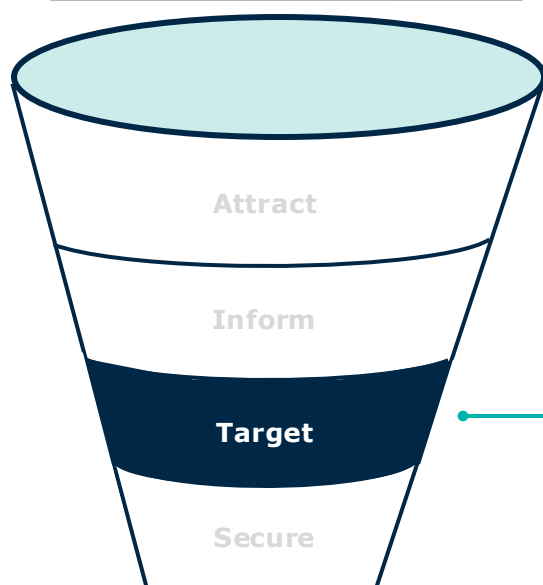
Key Decision Points for Prospects

Attract — *Am I interested in teaching?*

Inform — *Should I get credentialed?*

Target — *Should I apply to this district?*

Secure — *Should I choose this district over another?*

Source: EAB interviews and analysis.

   eab.com

Table of Contents

This toolkit supports district leaders to strengthen their recruitment strategies by addressing breakdowns across the hiring process. It offers actionable advice and tools to help districts better forecast staffing needs, plan effective recruitment events, activate trusted messengers, clearly communicate with candidates, and streamline the application experience. Each section includes resources designed to take action and drive immediate recruitment wins.

Use these tools to forecast hiring needs and launch early hiring efforts. Then, design targeted job fair resources and plan recruitment events to fill identified vacancies.

- *Teacher Vacancy Predictive Dashboard Starter Kit*

- *Early Hire Engagement Guide*

- *District-Hosted Meet and Greet Planner*

- *Candidate-Centered Job Fair Flyer Guide*

Use these tools to strengthen district recruitment campaigns and employee referral efforts by activating teachers, principals, and staff as authentic messengers.

- *Employee Referral Audit*

- *District-Wide Recruitment Campaign Messaging Templates*

- *Employee Referral Bonus Structure Guide*

Use these tools to review your current recruitment messaging and apply strategies to enhance districts' digital communication clarity and consistency.

- *Recruitment Website Audit*

- *Social Media Recruitment Audit*

Use these tools to streamline the application process and create a more user-friendly candidate experience.

- *Job Posting Audit*

- *Application Simplification Audit*

- *Hiring Timeline Communication Guidelines*

- *Hiring Readiness Checklist for Principals*

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Forecast Talent Needs to Power High-Impact Recruitment Events

Use these tools to forecast hiring needs and launch early hiring efforts. Then, design targeted job fair resources and plan recruitment events to fill identified vacancies.

PART I

Teacher Vacancy Predictive Dashboard Starter Kit

Tool Description

Waiting until late spring to identify teacher vacancies limits your ability to recruit and compete for top talent. Instead of delaying recruitment until teachers give formal notice of departures, use historical data (i.e., the past five years) to project likely vacancies. The sample teacher vacancy dashboard on the next page can help your district set early hiring goals and efficiently track progress towards meeting them.

Resources

Time: Time invested to create and maintain a teacher vacancy dashboard

Recommended Owner: HR team member

Materials: Excel spreadsheet or equivalent

Implementation Steps

1. **Create a teacher vacancy dashboard.** The dashboard should capture teacher turnover by grade level/subject area and school year. To project future vacancies, analyze teacher vacancy trends over the past five years. Include the following components:
   a) Add a 'minimum' column to determine the fewest number of teachers to hire based on trends from the last five years.
   b) Add a 'five-year average' column and calculate the average number of teacher vacancies by category for the past five years. Five-year averages are generally a good predictor of anticipated teacher vacancies for the following school year.
   c) Add an 'actual vacancies column' to fill out once teachers have formally notified the district of upcoming departures. This allows you to determine real-time hiring needs after early hiring has been completed.
   d) Add a 'current hires' column to track your district's hiring progress.
   e) Refer to the sample (**pg. 7**) to see each component in practice.

2. **Launch early fall recruitment efforts using the 'minimum' column as a baseline for each subject/grade.** Prioritize outreach to high-need areas (e.g., STEM, special education) where past vacancies have consistently exceeded the minimum.

3. **Adjust hiring goals in early spring (before formal notification of teacher vacancies) using five-year averages.** Once the minimum number of vacancies is filled, continue recruitment to reach five-year average goals.

4. **Once the district receives formal notifications of teacher departures, adjust actual vacancies.** In the rare case that the district has a surplus of hires in one category, consider allocating hires to fill other shortage areas, such as full-time substitute teacher positions.

5. **Notify recruiters, hiring managers, and school principals of targeted goals.** This helps coordinate efforts across departments and ensures alignment on priority vacancies and recruitment timelines.

Source: EAB interviews and analysis.

Sample Teacher Vacancy Dashboard

Teacher Vacancies
Each number in the table refers to the total number of teacher vacancies for the given school year

Fall Hiring Target
Use five-year minimum values as fall hiring goals

Early Spring Hiring Target
Use five-year average values as early spring hiring target

Position	Previous Vacancies					Early Hiring Goals		Current Progress	
Grades / Type	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Five-Year Minimum	Five-Year Average	Actual vacancies	Current Hires
Elementary K-2	8	5	8	10	6	6	7	TBD	1
Elementary 3-4	0	8	1	2	8	0	4	TBD	0
Elementary SPED	3	4	3	5	2	2	3	TBD	0
Middle School ELA	5	9	1	4	1	1	4	TBD	1
Middle School Math	2	2	2	1	1	1	2	TBD	0
Middle School Science	4	3	1	1	0	0	2	TBD	0
Middle School Social Studies	0	0	0	1	0	0	1	TBD	0
Middle School SPED	8	8	1	1	9	1	5	TBD	0
High School ELA	2	2	2	1	3	1	2	TBD	0
High School Math	2	2	2	2	2	2	2	TBD	1
High School Science	4	3	1	3	2	1	3	TBD	0
High School Social Studies	2	2	2	1	1	1	2	TBD	1
High School SPED	3	4	4	5	3	3	4	TBD	0
Specialized Positions Art	0	0	0	2	1	0	1	TBD	0
Specialized Positions Music	0	1	1	0	1	0	1	TBD	0
Specialized Positions P.E.	2	2	2	1	2	1	2	TBD	0

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Take Pandemic Variations Into Account

Consider analyzing the 2018-2019 academic year data to reflect pre-pandemic trends. Be cognizant of data variations from pandemic years (i.e., 2019-2020/2020-2021 academic years).

Source: EAB interviews and analysis.

eab.com

Early Hire Engagement Guide

Tool Description

A gap often exists between when a candidate signs their contract and when they officially start, making it harder to maintain their interest. This challenge is even greater for early hires who may wait months before day one. To prevent disengagement during this period, districts should create intentional opportunities to "keep candidates warm". Touchpoints between the early hire date and the start date help sustain enthusiasm, reinforce the decision to join the district, and build early connection to the district's culture and community. This guide offers ideas to keep new hires engaged throughout the pre-start window.

Resources

Time:

- 10-15 minutes to review the examples and identify ideas to implement
- Additional time investment to coordinate and execute selected touchpoints

Recommended Owner: Head of HR, School Leaders

Materials: N/A

Implementation Steps

1. **Review the list of sample "keep warm" activities (pg. 9)** and identify which ideas are most feasible for your district. Consider factors such as timing, staff capacity, and alignment with onboarding goals and plans.

2. **Determine a realistic timeline for outreach and engagement** between the early hire date and the start of the school year.
   a) Map out a timeline for when each activity will occur (e.g., optional summer events or monthly check-ins with the candidates) using the Planning Template (**pg. 10**).
   b) Assign ownership to each selected engagement touchpoint to ensure follow-through. Identify who will lead communication (e.g., HR lead, school leader, teacher mentor) and provide any necessary materials or talking points to make outreach easy.
   c) Communicate and share your early hire engagement plan with relevant staff so they are prepared to connect with early hires.

3. **Track early hire engagement and follow up as needed** to strengthen relationships, identify concerns early, and help new hires feel connected and confident heading into their first day.
   a) Monitor touchpoint progress using the Progress Tracker (**pg. 10**).
   b) Record when outreach occurs, note participation, and flag any follow-up actions.

Idea Menu to Keep Early Hires "Warm"

Strategies to Keep Early Hires Connected to District

After early hires sign a contract, it's critical to stay engaged with them to ensure they remain excited about joining your district. Use this guide to explore ideas for building early connection and momentum. The examples below include touchpoints to keep new hires "warm" and involved before the school year starts.

5-Day Paid Teacher Mentorship Program

Invite early hires to participate in a short summer mentorship experience where veteran teachers in the district share classroom strategies, school culture, and onboarding tips. Mentors and mentees are compensated for their time, and the district provides food/snacks to support engagement.

Benefits: Builds professional connections, jumpstarts onboarding, boosts confidence in a new setting and community

Summer School Teaching Opportunity

Offer early hires a paid summer school position so they get experience and join the district community at the beginning of the summer. Early hires will learn about the district community and culture, curriculum, and meet colleagues in a smaller setting before the school year starts. This will build early connection to the school district, help them feel more comfortable before the year kicks off, and provides an opportunity to start a salary earning sooner.

Benefits: Increases confidence in district classrooms, builds familiarity with district curriculum and materials, creates early team connections

New Hire Picnic or BBQ

Host a casual summer event for early hires to meet peers, district and school leaders, and their future grade or subject teams. These events help build connection and ease the transition into the year.

Benefits: Helps reduce first-day jitters, fosters relationships, increases sense of belonging

New Hire Teacher Buddy

Pair new hires with a current teacher soon after they sign their contract, and well before the school year begins. Sharing contact info early gives new hires a go-to person for informal insights, questions, and support throughout the summer.

Benefits: Builds early and trusting relationships, reduces new hire uncertainty, offers a go-to source for questions before onboarding begins

Source: EAB interviews and analysis.

eab.com

New Hire Engagement Planning & Progress Trackers

Use these trackers to plan your outreach and timeline for each hiring cycle. An example touchpoint is included below to illustrate how you might fill out each tracker. Adjust the templates based on your district's priorities and data collection goals.

New Hire Touchpoint Planning & Preparation Tracker

Touchpoint	Event Timing	Owner	Notes	Prep Needed
Example: Monthly check-in email	*May-August*	*HR or School leader*	• *Plan outreach for ~10–15 early hires who signed contracts between November-January.* • *These check-ins are a low-lift way to stay on early hires' radar and reinforce their excitement to join.* • *Use each check-in to highlight one important district resource or onboarding step.*	• *Schedule reminders to send emails or set up calls.* • *Prepare email agenda and message template. Keep tone warm, personal, and encouraging.* • *Identify district resource to highlight: For May, onboarding checklist* • *Track completion in early hire engagement tracker.*

New Hire Touchpoint Progress Monitoring Tracker

Touchpoint	Planned Date	Date Completed	Participation (# / Total)	Notes (Add context, feedback, or issues for next time)
Example: Monthly check-in email	*May 15*	*May 17*	• *13/15 emails sent*	• *2 bounced emails (Jane Doe and John Doe). Add these contacts to call follow-up list.* • *9 early hires completed the onboarding checklist linked in the email.* • *One hire responded and asked for details about curriculum access. Do we have a potential resource to share in June related to this?*

eab.com

District-Hosted Meet and Greet Planner

Tool Description

Jobs fairs are crowded with competing districts that make it challenging to showcase your district's unique strengths. To stand out, consider inviting candidates to your district for a meet-and-greet with district leadership, staff, and teachers, in which you present the benefits of working at the district and cultivate relationships with prospects.

Resources

Time: One day for meet-and-greet logistics planning; several hours per event for attendance by district leadership, staff, and teachers

Recommended Owner: Head of HR

Materials: Refreshments for events, printed district marketing materials, optional transportation between campuses

Implementation Steps

1. **Schedule a district meet and greet** during a weekday evening or weekend to increase the likelihood that teachers, principals, and members of district leadership, such as assistant superintendents, are able to attend. Note: *This event is highly effective when hosted in-district, but it can also be adapted and hosted at local partner schools of education.*

2. **Identify target audience.** Compile a list of teacher applicants, as well as potential applicants from the community. Market the event on your district website and social media accounts and send an email announcing the upcoming meet and great to identified prospects.

3. **Plan and communicate the agenda.** Include time for a presentation that highlights the benefits of working at the district and living within the local community.

4. **Decide which campus will host** the main event and consider expanding the district tour to other campuses/schools. If applicable, reserve transportation for candidates to move between campuses and see multiple schools.

5. **Include a Q&A session** to provide opportunities for candidates to learn more about the district and the application process. As an alternative, provide opportunities for teachers and school leadership to speak about what it is like to work as a teacher in their schools.

6. **Follow up with attendees** by sending a thank-you email. Additionally, track whether attendees complete applications and accept positions with the district.

Sample District Meet and Greet Agenda

Use the sample agenda below to create an agenda for the Meet and Greet so candidates know what to expect during the event.

District Meet and Greet Overview

Get a sneak peak of what it is like to work at [*district*]. Learn about current teaching opportunities at the district as well as application and interviewing tips.

10:30 a.m. **Arrival**

Light breakfast provided

10:45 a.m. **Introductions**

Brief introductions by director of HR, district and school leadership.

11:00 a.m. **HR Presentation**

Director of HR provides overview of district facts, teacher application process, employee benefits, advantages of working as a district teacher, and information about local community and attractions.

11:30 a.m. **Q&A Session**

Candidates are provided time to ask questions of HR director, district leadership, school principals, and teachers about any aspect of the hiring process and what it is like to work in the district.

Noon **Networking Lunch**

Candidates informally meet with and talk to district and school leaders. Lunch will be provided and will include vegetarian options.

1:00 p.m. **District Tour (Optional)**

Join school leaders on a tour of school facilities.

1:00 p.m. **Application Workshop (Optional)**

Receive personalized feedback on your district application, resume, or cover letter from HR staff.

2:00 p.m. **Job Interviews (Optional)**

Interview with school leaders for open positions if prior experience aligns.

▶ **Tips for Hosting a Successful Recruitment Event**

- **Assign clear roles.** Make sure HR staff, district leadership, and teachers know when and how they're expected to participate. Prepare them with the agenda and district resources.
- **Keep it candidate-focused.** Leave space for authentic conversations in the agenda. Let candidates ask questions and connect with staff informally beyond the Q&A.
- **Make it personal.** Encourage staff to share personal anecdotes about their experiences with the district and why they have chosen to stay.

Candidate-Centered Job Fair Flyer Guide

Tool Description

Districts often attend job fairs with generic flyers and pamphlets that highlight district offerings but fail to address what candidates are actually wondering. As a result, recruitment materials can feel one-sided and disconnected from candidate priorities. Including a candidate-centered job fair flyer in your district's recruitment materials helps you stand out by shifting from simply promoting the district to proactively answering the critical questions candidates are asking. Candidates are already thinking about these questions, and this candidate-centered job fair flyer helps you meet them where they are, guide them toward what they should consider to make an informed decision, and demonstrate that your district is ready to support their needs and make it easy to apply.

Resources

Time: 30 minutes to create job fair flyer

Recommended Owner: HR Recruiter or Job Fair Representative

Materials: Flyers for a community job fair

Implementation Steps

1. **Create a customized district flyer for a community job fair.**
   a) Reflect on the most common questions candidates ask at job fairs.
   b) Create an FAQ document based on previous applicant conversations and the common questions. Answer those questions with your own district offerings.
   c) Continue to source and update questions and answers for each job fair flyer based on new district offerings or trending topics among candidates.

2. **During job fairs, pass out fliers to attendees**. While the primary focus should be on candidates that engage with staff at the table, ensure one staff member is handing out flyers to all attendees that pass by. Expand your reach and capture community members or students that don't initiate on their own.

3. **Follow up with job fair attendees** that engage with district staff to reduce drop off and encourage them to continue the application process.
   a) Send a follow up email to attendees with relevant links (i.e., career page, job postings, district social media) and a personal invitation to continue the application process with the district.
   b) Consider inviting attendees to future district recruitment events (e.g., district-hosted meet and greet, open house) to continue engagement and offer more district-specific exposure.

Sample Job Fair Flyer

Use the sample below to create a district flyer with the most common questions applicants want answered. Add specific information about your employee offerings to stand out from competitor districts and appeal to prospective candidates.

Frequently Asked Applicant Questions

1. What positions are open at your district?

Our district has open positions in elementary education (1st grade, 4th grade), special education (middle school), and hourly support roles.

2. When are the open positions available?

Immediate openings: 1st grade, 4th grade, middle school special education, hourly support roles (e.g., paraprofessionals)

Upcoming school year: 7 full-time teaching positions across grade levels

3. What benefits does your district offer to employees?

Our district offers tuition stipends for continued education, a free clinic for medical and mental health services, and 18 days of Paid Time Off.

4. What professional development does your district have?

Our district offers a structured teacher loyalty bonus program for up to 10 years of service. Additionally, we provide a yearlong professional development series for future principals.

5. What are my next steps in the process?

Visit our district careers page at district.com/careers or contact our HR rep to learn more about the district and apply for an open position!

District HR Point of Contact

email@district.com

111-222-3333

Highlight specific district openings so attendees walk away knowing what positions the district is seeking, reducing confusion and streamlining follow-up.

List unique district benefits beyond health insurance and retirement plans to appeal to candidates.

Include contact information and social media links for easy follow-up.

Activate School-Based Advocates to Reach More Applicants

Use these tools to strengthen district recruitment campaigns and employee referral efforts by activating teachers, principals, and staff as authentic messengers.

PART II

Employee Referral Audit

Tool Description

Many districts struggle to realize the full potential of their employee referral program because employees are either unaware of or forget about the referral program. Some referral programs are too complicated to administer efficiently and consistently. This employee referral audit will help you to establish and streamline your referral program to harness employees a source.

Resources

Time: 5 minutes to compete audit

Recommended Owner: Head of HR

Materials: Implementation of changes will likely require the creation of additional communication materials.

Implementation Steps

1. **Gather all existing information and documents** on the structure and process of your current referral program.
   a) Identify who currently manages the referral program, how it is tracked, and how often it is advertised to employees.
   b) Compile any existing documentation, such as referral forms, communication templates, incentive policies, and tracking documents.
   c) Collect data from the past three years on the number of referrals submitted, hires made from referrals, and payouts or incentives granted.
   d) Speak with HR staff and past participants to surface any pain points or gaps in the process.

2. **Complete the Employee Referral Audit (pg. 17)** to identify opportunities to improve your employee referral program.
   a) Use the checklist to assess how well your current program encourages participation, tracks outcomes, and aligns with district hiring goals.
   b) Identify specific areas of strength and areas of growth.

3. **Adjust the referral program as needed and communicate any changes.**
   a) Prioritize high-impact improvements to simplify the referral process, increase visibility, and improve tracking efforts.
   b) Update materials as needed to make then clear and easy-to-follow.
   c) Communicate changes broadly to staff and district leadership so they are equipped to support the updated program.
   d) Continue to monitor outcomes to assess the effectiveness and make ongoing improvements.

Source: EAB interviews and analysis.

Employee Referral Audit

Question	Yes	No	If no:

1. **Are candidates responsible for identifying which employee referred them?**			• Streamline the district referral program by asking candidates to submit the name of the employee who referred them. This has at least two benefits:
			  ○ It helps ensure recruiters can notify a referring employee when the candidate is hired
			  ○ It allows applicants to credit employees who referred them

2. **Do you introduce new hires to the referral program in their onboarding?**			• Ensure new hires receive information about the employee referral program during their onboarding and orientation • Consider having recruiters send an email to new hires providing concrete, actionable suggestions for how to make referrals
3. **Do you track employee referrals, hires, payout, and retention?**			• Track employee referrals to monitor participation and successful hiring of new employees • Use data analysis to find trends among referrals and understand areas of strength and growth
4. **If current district referral participation is low, have you planned district-wide recruitment campaigns to promote referrals?**			• Consider planning a district-wide recruitment campaign to help the referral program gain traction among employees (see **pg. 18** for more details). ○ For example, you could host a quarterly raffle, where each referral counts as an entry into the raffle and the prize is an additional bonus (on top of the regular referral bonus) • Scale back the extra incentives once the program is well-established, or after an acute need for candidates is met
5. **Do you send out ongoing reminders to keep referrals top-of-mind?**			• Include reminders about the district referral program in employee newsletters and regular emails • Call out individuals who have the largest number of referrals • Consider offering principals talking points to remind their staff about the referral program
6. **Is there a consistent, straightforward bonus structure and payout timeline across the district?**			• Standardize the bonus structure and payout timeline across the entire district to ensure that employees know exactly how much they will be paid (see **pg. 20** for more details). • If the bonus structure and timeline are too variable or complex, staff may lose interest in the referral program

Source: EAB interviews and analysis.

eab.com

District-Wide Recruitment Campaign Messaging Templates

Tool Description

To better find candidates from your employee network, consider hosting a district-wide recruitment campaign in which all employees serve as recruiters and broadcast district openings to people in their personal networks. By leveraging the individual networks of every employee in the district, districts can expand their reach and increase the likelihood of finding more qualified candidates.

Resources

Time: 2 hours to review recruitment needs and plan next steps

Recommended Owner: Head of HR

Materials: Templates for promoting the campaign, relevant referral-related training materials for employees, prizes for campaign winners (if relevant)

Implementation Steps

1. **Determine which positions you will likely need to fill.** Use the teacher vacancy dashboard (**pg. 7**) to predict position vacancies and set early recruitment targets.

2. **Establish a timeframe for the recruitment campaign to take place.** Timeframes create a sense of urgency and boost enthusiasm among employees to engage in recruitment. Additionally, they help to foster a district "team" culture in which all employees are simultaneously working toward the same goal.

3. **Consider offering an incentive for the employee who brings in the greatest number of hires.** Creating a sense of competition makes the campaign more fun and keeps employees engaged. Examples of incentives include free lunch from leadership or coverage for an afternoon.

4. **Notify all employees to prepare them for the campaign.** Share details about the campaign during staff meetings and create an opportunity for staff to ask questions to the lead staff members.
   a) Send an email to district staff with additional details about the campaign and continue to send reminders in weekly emails.
   b) Provide employees with a list of desirable characteristics and qualifications that make up a high-quality candidate to help employees efficiently target their outreach.

5. **Create and disseminate outreach templates for all employees (pg. 19).** To reduce time spent on the recruitment campaign for employees, provide them with an email, text, or social media template that they can quickly customize and share with their personal networks during the campaign.

Candidate Outreach Templates

Social Media Post Template

Looking to inspire young minds and make a difference in your community?

[*District*] is seeking outstanding candidates for [*subject or grade level*] teachers for [*school year*].

I have found my work to be incredibly rewarding. [*Insert any relevant stories or examples*].

Message me if you are interested and I'd be happy to talk more about my experience with [District (insert website link)]!

Insert district link to career page to encourage prospects to visit your website.

Email Template

Subject line: Thought you might be interested in this opportunity at [*District*]

Hi [*Name*],

I hope you are doing well! I'm reaching out because [*District*] is seeking outstanding candidates for [*subject or grade level*] teaching positions for [*school year*]. Given your work at [*relevant work experience or organization*], I immediately thought you would be an ideal candidate, and I wanted to let you know!

[*Optional paragraph*]
Personally, I have found my work at the district to be incredibly rewarding. [*Insert any relevant stories or examples*].

Would you be interested in the opportunity? If so, please send me your resume, and I will personally forward it on to our hiring manager. If you are not interested in the position to apply, please let me know if you know anyone else that may be interested in the opportunity. Your recommendations would be helpful as we look to find enthusiastic and qualified teachers.

Thank you!
[*Name]*

[*School District*]

[*Location*]

[*Website*]

Encourage positive testimonials so employees can share experiences about working at the district to personalize the message.

Employee Referral Bonus Structure Guide

Tool Description

Although many districts encourage employees to refer teacher candidates, they often do not provide any referral incentives and may therefore receive a small pool of referrals. If your district has not already done so, consider establishing a one-time bonus pay incentive for employees using the tiered bonus structure and the suggested payout timelines on the next page to help get you get started.

Resources

Time: 15 minutes to review structures and plan next steps

Recommended Owner: Head of HR

Materials: Communication materials to promote messaging around bonus pay

Implementation Steps

1. **Determine the feasibility of a bonus pay program for teacher referrals by reviewing your budget and consulting with district leadership.**

2. **Determine the maximum amount of funding from your budget that your district would be able to use for bonus pay for teacher referrals.** If the district is concerned about limited fund availability, consider the option of a pilot year to test whether the bonus pay program for teacher referrals is worth continuing each year.

3. **Identify the right bonus structure and payout timeline** for your district using the examples and considerations (**pg. 21**).

1. **Work with relevant members of your team and the finance team** to establish next steps for rolling out the initiative.

5. **Identify the best way to communicate the new initiative to current and incoming district employees.** Consider creating and disseminating collateral that outlines your district's bonus pay structure and timeline.

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Bonus Pay Options and Payout Timeline

Bonus Pay Options

Bonus Eligibility: One-time bonuses are paid out to employees for each candidate referral that is (1) hired and, (2) meets performance goals in the first 90 days of teaching.

Bonus Structure Options	Description
Flat-rate model: *Standard bonus for each role*	• A simple payout model will encourage a high level of employee participation, since employees know that any successful referral will result in a one-time bonus
Premium model: *Bonus only for specific roles*	• A useful option if the budget for referrals is limited • Could potentially yield less employee participation, since only certain referrals will result in a bonus
Tiered model based on role: *Different bonus levels for different roles*	• A higher payout for hard-to-fill roles will incentivize employees to refer for these positions • It's best to keep the tiered model simple (no more than three levels) so employees know exactly what a successful referral will earn

Payout Timeline

Timeline: Determine the length of time the new hire must be in seat before the referring employee receives the bonus.

Time New Hire Is in Seat Before Payout	Key Considerations
90 days	• Minimum time period • A quick payout will likely generate a high level of employee participation, and a quick turnaround may result in bonuses paid out for referred staff who ultimately leave in their first year
1 year	• Maximum time period, especially attractive for districts struggling with first-year retention • A one-year delay before receiving a bonus may discourage employees from participating in the referral program

Source: EAB interviews and analysis.

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Deliver Strong Communication Across Digital Channels

Use these tools to review your current recruitment messaging and apply strategies to enhance districts' digital communication clarity and consistency.

PART III

Recruitment Website Audit

Tool Description

Your district website is one of the first opportunities to convince candidates they should work at your school district. Many district websites are difficult to navigate and lack the information that candidates care most about, leading to candidates not applying to vacancies. This website audit will help you ensure your careers page engages prospects, stands out from the rest, and leads to more applicants.

Resources

Time:

- 10 minutes to complete audit
- Additional time to implement necessary changes

Recommended Owner: HR recruiter

Materials: Website audit document

Implementation Steps

1. **Complete the Recruitment Website Audit (pg. 24)** to determine how much opportunity your organization has to build a more candidate-centric careers page.

2. **For each 'no' answer, explore ideas for how to improve.**
   a) Review the areas of strength and areas of growth based on the audit questions with your district leadership team.
   b) Prioritize updates that are quick wins and likely to improve the candidate experience and draw applicants in (e.g., add graphics to webpage).
   c) Assign next steps to relevant team members (e.g., IT, marketing) to implement updates and track completion.

3. **Review the sample careers page (pgs. 27-28)** to see how one district improved its careers page on its district website.
   a) Identify specific elements that could be adapted to your own site (e.g., media, testimonials, community highlights).
   b) Discuss potential changes with your team to decide what is feasible to replicate and which ideas align with your district goals and mission.

Source: EAB interviews and analysis.

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Recruitment Website Audit

Question	Yes	No	If no:
1. **Do you use search engine optimization (SEO) to ensure that your website careers page is easily searchable online?**			• Work with your district team (e.g., IT) to optimize your website for search engines so that your careers page and job postings appear when candidates conduct an online job search
2. **Is your careers page mobile friendly (i.e., can candidates search for jobs and apply on their phones)?**			• 94% of job seekers use their mobile device to searching and research job listings; if a district's careers page isn't mobile-friendly, applicants may avoid applying • Work with your district team (e.g., IT, marketing) to ensure candidates can use their mobile device to view the careers page easily, apply to jobs on-the-go, and save jobs to apply to later
3. **Is there a prominent "Careers" or "Employment" link featured on your district's homepage?**			• Work with your district team (e.g., IT, marketing) to feature your career page prominently at the top of the district's main homepage
4. **Does your careers page include social networking links?**			• Work with your district team (e.g., communications) to integrate your organization's social media accounts into your careers page (e.g. LinkedIn, Twitter)
5. **Does your careers page contain engaging content and photos of students and teachers?**			• To set your district apart from others, be sure to include visually appealing and engaging content that will appeal to prospective teachers
6. **Does your careers page feature teacher testimonial videos?**			• Work with your marketing department to create or repurpose video content featuring employees • You can ask employees to share their favorite part of working at your district (e.g. their colleagues or the culture), or ask experienced employees to discuss their career path

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Recruitment Website Audit (cont.)

Question	Yes	No	If no:
7. Does your careers page highlight available career pathways and development programs for prospective employees?			• Advertise available pathways and programs (e.g., alternative certification, professional development) offered within the district to attract non-traditional candidates and widen the pool of prospective employees.
8. Can candidates easily find benefits information on your careers page?			• Add an employee benefits link to highlight compelling aspects of your benefits package on the careers page (e.g. parental leave benefits, tuition assistance), since this can be a large draw for many applicants
9. Does your careers page clearly articulate why applicants should work at your institution apart from the value provided to students (e.g., work culture, community)			• Spotlight unique district practices to set yourself apart from other employers. • Add community facts and information to show candidates what it would be like to live at the district.
10. Does your careers page highlight your organization's diversity and inclusion efforts[1]?			• Add a section that highlights the diversity and inclusion efforts underway at your district, such as resource groups, recruiting efforts, and other programs available to underrepresented groups
11. Does your careers page a have an option for candidates to sign up for organizational updates and new job postings?			• Offer an option for candidates to join a newsletter that shares organizational updates such as new open positions, new technologies, or awards the district has won
12. Does the search function on your careers page allow candidates to filter by specific job type, credentials, or other relevant job search criteria?			• Add a filter function to your careers search tool to allow users to easily see how many job openings are available in different content areas, grade levels, schools, and credential types

Recruitment Website Audit (cont.)

Question	Yes	No	If no:
13. Does your careers page display important information, such as HR contact information, prominently "above the fold"?			• The most valuable real estate on any website is the space before a viewer needs to scroll. Make sure to put the most important information such as contact information, school district contact information, and other calls-to-action in the top third of the page.
14. Does your careers page include an FAQ section that includes information (as relevant) on the application, notification, timeline, and upcoming recruitment events?			• Some information can get lost across various subpages on a website. Make sure to include detailed FAQs so that applicants can easily find answers to their specific questions about your district all in one place. • Example questions: Who can I talk to if I need more information on the job I want to apply to? I want to update my application documents; how do I do that? How long does it take departments to review applicants? How can I check the status of my application?
15. Does the careers page include an events calendar that applicants can access easily?			• Applicants should be able to easily find information on upcoming events of all modalities such as job fairs, college visits, and meet and greets. Be sure to include important hiring timelines.

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Sample Careers Page

Call to Action Links

- Highlight a few jump links to key pages
- Require only 2-3 clicks to navigate

Benefits of District Employment

- Spotlight employee benefits and district culture
- Showcase local community
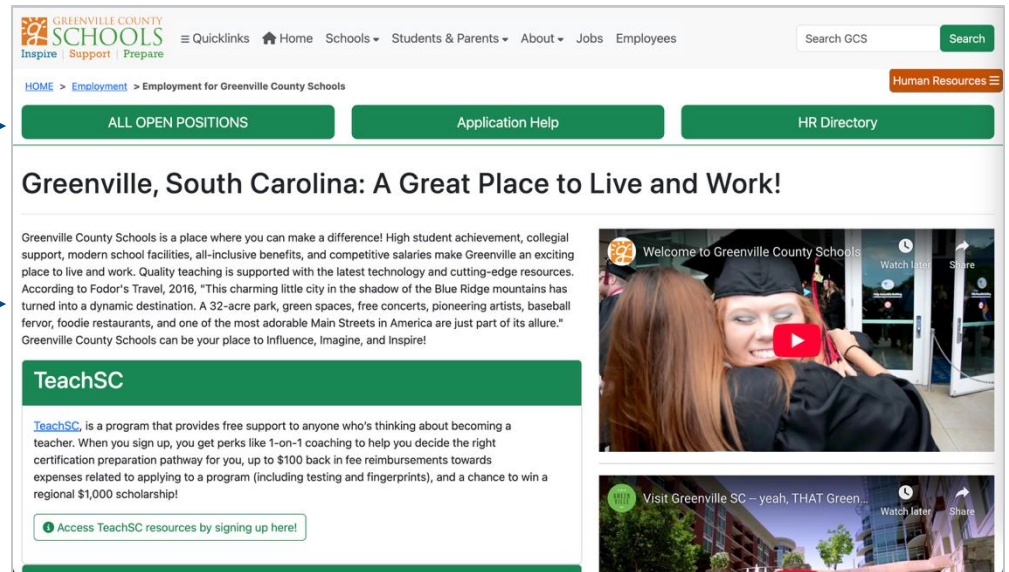
Visual Engagement

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

District Pathway Program

- List available employee pathway programs
- Link relevant information about the program

Social Media Links

- Display social media links to district pages

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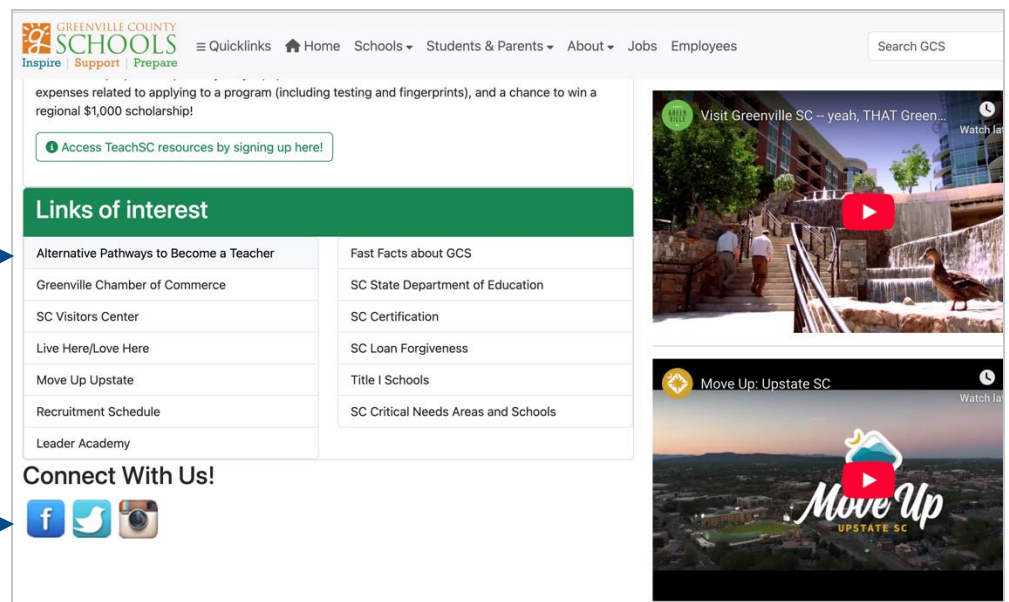
Sample Careers Page (cont.)

Contact Information

John Doe, Professional Employment Specialist
123-456-7891 | j.doe@district.com

Jane Doe, Professional Employment Specialist
987-654-3210 | j.doe@district.com

Application Technical Assistance

456-123-7890 | appissues@district.com

[Employee Salaries and Pay Schedules]

Contact Information
- Name, title, phone number, and email of position specific contacts
- General contact information for application support

Position Pages
- Ability to search by position
- Individual subpage with specific information on each position

Schedule of Events
- Full schedule of recruitment events and their locations
- Each upcoming event is also linked on the district calendar

GREENVILLE COUNTY SCHOOLS
Inspire | Support | Prepare
SOUTH CAROLINA

| 2024-2025 Recruitment Events	Location	Date
Benedict	Columbia, South Carolina	9/13/2024
University of Louisville	Louisville, Kentucky	10/01/2024
SC State University	Orangeburg, South Carolina	10/03/2024
Auburn University	Auburn, Alabama	10/09/2024
Francis Marion	Florence, South Carolina	10/14/2024
Anderson University Networking Day	Anderson, South Carolina	10/21/2024
Lander University	Lander, South Carolina	10/22/2024
Clemson University	Clemson, South Carolina	10/23/2024
USC Upstate	Spartanburg, South Carolina	10/25/2024
Anderson University Interview Day	Anderson, South Carolina	10/29/2024
University of Alabama at Birmingham	Birmingham, Alabama	11/07/2024
SC Alliance of Black School Educators Conference	Charleston, South Carolina	1/17/2025
Winthrop Education Career Fair	Winthrop, South Carolina	1/22/2025
GROW Symposium and Job Fair	Newberry, South Carolina	1/24/2025
University of North Georgia	UNG Campus, Georgia	1/28/2025
USC Ed Recruitment Day	Columbia, South Carolina	2/05/2025
Benedict Spring Career Fair	Columbia, South Carolina	2/07/2025
Converse University Educator Expo	Spartanburg, South Carolina	2/08/2025
Maryland Metro Education Expo	College Park, Maryland	2/11/2025
UGA Education Fair	Athens, Georgia	2/11/2025
NC A&T	Greensboro, North Carolina	2/19/2025
Clemson	Clemson, South Carolina	2/20/2025
Claflin University	Orangeburg, South Carolina	2/02/2025
Radford University Education Fair	Radford, Virginia	2/21/2025
College of Charleston	Charleston, South Carolina	2/28/2025
CEC Council for Exceptional Children Conference	Charleston, South Carolina	2/28/2025

Sources: Greenville County School District, South Carolina; EAB interviews and analysis.

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Social Media Recruitment Audit

Tool Description

Social media is a powerful recruiting tool: 79% of job applicants use social media platforms to search for a job. However, only 30% of school districts post job openings on social media. Districts can leverage social media to attract more candidates online. The social media recruitment auditing tool will help your district pinpoint opportunities to optimize your district's social media presence to increase the number of district applicants.

Resources

Time: Ongoing time investment to update and monitor social media platforms

Recommended Owner: HR or marketing team member

Materials: N/A

Implementation Steps

1. **Determine which social media platforms align best with your recruitment goals.** While the list of social media platforms below is far from exhaustive, it represents platforms often used for recruiting purposes.

	Instagram	Facebook	LinkedIn
Description	Social media platform; users post pictures or videos to stay connected with friends, family, and extended networks	Social media and networking service; users post pictures, share news articles, and stay connected with friends, family, extended networks	Business and employment-oriented social networking service; users can look for jobs, build and engage their professional network
Recruiter Usage	37% of recruiters use Instagram to showcase their institution	60% of recruiters across industries use Facebook to showcase their organization	97% of recruiters use LinkedIn to recruit candidates
Job Seeker Usage	15% of job seekers use Instagram to help them find work	40% of job seekers use Facebook to help them find work	75% of job seekers use LinkedIn to help them find work

Sources: Pew Research, _Searching for Work in the Digital Era_, 2015; InsightGlobal; _19 Social Recruiting Statistics_, 2023; Better Team, _Social Recruiting Tips_, 2023; EAB interviews and analysis.

Social Media Recruitment Audit

Use the audit to help you assess how you can use social media more effectively to support recruiting and reach district hiring goals.

Question	Yes	No	If no:
1. Do you post content on each of your social media platforms at least once per week?			To attract a larger audience, it is important to post consistently. Here are a few tips: • Whenever you post content on one social media platform (e.g. LinkedIn), immediately post it on other platforms you are using (e.g. Instagram) • Mix up the content you post: re-purpose stories shared in other media, feature teacher and student stories, and market organizational events to help prospective candidates get to know your district • Whenever a post is directly related to a job opportunity, be sure to include a link to your district's careers page and use relevant hashtags to help job seekers find your post
2. Do you advertise your careers page on social media?			• Use content aimed at prospective teachers to spread your district brand by linking posts back to career opportunities • For example, if you post a story about impressive student outcomes, add a line to attract potential job seekers (e.g. "if you want to work on a team like this, consider a career at our district")
3. Do you share successful internal events externally?			• Review internal marketing materials to see what might be appropriate to share with an external audience • For example, talk about your community service campaigns, celebrate staff who win awards, and post write-ups of successful internal events, such as those that highlight teacher appreciation

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Social Media Recruitment Audit (cont.)

Question	Yes	No	If no:
4. **Do you connect with your employees on social media?**			• Encourage employees to connect with your organization through their social media accounts to allow employees to re-post content you share to their networks
5. **Have you determined whose responsibility it is to monitor your platforms and respond to recruitment or job-related questions?**			• Have recruiters monitor social media and be prepared to answer any recruitment or job-related questions in a timely manner, and respond to any feedback • To share the work, assign one recruiter to monitor each social media platform
6. **Do you mine LinkedIn for teaching credential holders?**			• Create a LinkedIn account, if you do not already have one • Upgrade to LinkedIn Premium to search for candidates with teaching credentials to outreach to new leads

7. **Do you track the effectiveness of your social media recruiting strategy?**			• There are different metrics to consider based on two different audiences—passive audiences (those not currently looking for a job) and active audiences (active jobseekers):
			  o To understand how you are engaging passive audiences, track visits to social media platforms and social interactions (e.g. comments, likes, reposts, etc.)
			  o For active audiences, track page traffic to your career portal, job detail views, and completed applications that originated from social media posts
			  o On your job application, ask candidates how they heard about the job, so you can evaluate which channels are most effective

Source: EAB interviews and analysis.

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EAB

Simplify the Application Process to Improve Candidate Experience

Use these tools to streamline the application process and create a more user-friendly candidate experience.

PART IV

Job Posting Audit

Tool Description

The typical candidate spends an average of 30 seconds looking at a job posting so your description needs to stand out. A compelling job posting includes three components: what it takes to succeed in the role, what makes the district stand out and why the candidate should choose them, and how candidates can connect with HR to learn more. This job posting audit will help you ensure your job posting inspires more candidates to apply to your district.

Resources

Time:

• 5 minutes to audit each job posting

• Additional time to update each job posting as needed

Recommended Owner: Head of HR

Materials: N/A

Implementation Steps

1. **Determine which job postings to audit.** Consider starting with positions that have longer time-to-fill rates than the district average, positions with limited talent availability, or positions that require special skills or training.

2. **Complete the Job Posting Audit (pg. 34)** to determine how much opportunity you have to create a more candidate-friendly job postings.

3. **For each answer, review the areas of strength and areas of growth.**
   a) Prioritize updates that are quick wins and likely to improve the candidate experience and draw in applicants in (e.g., reduce number of qualifications listed).
   b) Assign next steps to relevant team members (e.g., IT, communication) to implement updates and track completion.

4. **Review the sample job posting (pg. 35)** to see the essential components for a clear and compelling job posting.
   a) Identify specific elements that could be added to your own postings (e.g., staff testimonies, transferable skills).
   b) Consider drawing transferable skills from the compendium (**pg. 36**) to expand the applicant pool and connect with more potential candidates.
   c) Discuss potential changes with your team to decide what is feasible to replicate and which ideas will draw in the largest candidate pool.

Job Posting Audit

Question	Yes	No	If no:
1. Can I read the full job posting on a computer screen or mobile device without lengthy scrolling?			Cut down the job posting to include only the most salient information; the job posting should not be the full job description. • Group information into scannable sections (such as what's required to succeed in the role, district culture, minimum qualifications) so that candidates can easily find all information needed to assess fit. • Use bulleted text, rather than lengthy paragraphs, to help make information digestible for interested applicants.
2. Did I include the competencies and/or behaviors that it takes to succeed in the role beyond technical skills?			• Consult with principals to determine the competencies or behaviors required to succeed in the role • Highlight no more than five different competencies and/or behaviors. You may also be able to pull the competencies and/or behaviors from role-specific teacher evaluations.
3. Did I highlight the distinctive value of working at our school district (i.e. is it clear why a candidate should take this position here, versus at another district)?			• Include information that differentiates your district from others. • If a candidate applies to the same positon at multiple districts, they should be able to get a sense of how your district differs. o For example, consider including links in your job posting to short teacher testimonial videos on your career page to highlight the benefits of working at your district.
4. Did I directly link the job posting to social media (e.g. LinkedIn) to help candidates find the people they know who already work at the district?			• Include links to your district's social media platforms. If you have not already done so, we recommend establishing a district social media page across platforms, starting with LinkedIn. o Include a LinkedIn widget on your job postings to help candidates make connections to people they know who work at your district. (See **pages 29-31** for information on leveraging social media in recruitment.)

Source: EAB interviews and analysis.

Sample Job Posting

Role: Special Education Elementary Teacher

▶ **Minimum Qualifications**

- State teaching certification required
- At least one year of relevant teaching experience
- Track record of improving student outcomes

> Use bullet points to list and organize minimum qualifications and make the section easier to scan

▶ **Skill Competencies to Succeed in the Role**

Role-Specific Competencies and Transferrable Skills*
1. Project management
2. Effective communication
3. Problem solving and critical thinking

> Emphasize role-specific skills and transferable competencies relevant to career changers. See **pg. 36** for a compendium of transferable skills

This table offers example transferable skills. Be sure to include any additional skills and competencies most relevant to the role, prioritizing clarity and quality over quantity.

▶ **Why Our District Stands Out**

At [District]*, we pride ourselves on our collaborative work environment, high-tech school facilities, and our employees' unwavering commitment to ensuring that every student reaches their full potential. We host a series of professional development sessions to equip each teacher with the tools and support they need to best serve our population of students.*

> Highlight your district's unique value proposition to show value to candidates and stand out from competition

▶ **What Our Staff Says**

"The teachers that I work with are incredibly dedicated to their students and the district has a familial culture: Teachers regularly collaborate on lesson planning and exchange resources. Additionally, the district hosts monthly professional development sessions to support teachers in building their skillsets. Not only am I making a difference in students' lives, but I am also growing as a professional."

~Third Grade Special Education Teacher

> Incorporate testimonials and district-specific details to provide social proof and build credibility

> Embed widgets to your organization's social media platforms so potential candidates can connect further

Source: EAB interviews and analysis.

eab.com

A Compendium of Transferable Skills

Use the table below to identify transferable skills that are valuable for roles in education but come from outside of the profession that you can use in your job postings to attract career changers. These examples are especially useful when crafting job postings that aim to attract career changers or individuals who may not have classroom experience but bring relevant, high-impact skills from other sectors.

The list below is not exhaustive. Adapt or expand it based on the specific skills your district values in candidates and the roles you're hiring for.

Skills	Professions
• People management • Communication (written and verbal) • Crisis communication • Leadership • Prioritization • Public speaking • Relationship building	• Advertising professional • Athlete • Counselors • Customer service or relationship manager • Event planner • Political campaign director • Public relations professional
• Critical thinking • Problem solving • Negotiation • Project management • Time management	• Community or corporate relations professional • Urban or regional planner • Hospitality professional • Journalist • Market researcher
• Ability to prioritize for others • Case planning • Discussion facilitation • Document review • Marketing • Translator of complex ideas into simple ones	• Accountant • Financial planner analyst • Sales professional • Lawyer • Mediator • Social worker

▶ **Reflection Questions for Districts to Consider**

Use the following questions to help your team consider which transferable skills to emphasize across roles and ensure your job postings speak to a broader, more diverse pool of candidates.

- What skills are essential for success in this role, regardless of prior experience in education?
- Which transferable skills would help someone adapt quickly and contribute effectively?
- Are there any skills from outside industry that could add unique value to this position or role?
- Which of these skills should we highlight in the job posting to attract a broader pool of candidates?

Source: EAB interviews and analysis.

Application Simplification Audit

Tool Description

Long, cumbersome applications can deter some candidates from completing their applications. To shorten the application process without minimizing high standards, audit your application process to remove unnecessary documents and requirements. In addition, rather than asking for all materials up front, distribute document requests throughout the hiring stages so that you only ask for critical documents when they are needed. By taking these steps, you can shorten the length and complexity of the initial application process to help increase the likelihood that candidates will complete applications in full.

Resources

Time:

- 1 hour+ to complete application audit
- Additional 1-2 hours to adjust online applications

Recommended Owner: HR Recruiter

Materials: Current job applications

Implementation Steps

1. **Use the Application Simplification Audit (pg. 38) to review your existing application process.** Find areas where you can remove unnecessary steps in the application and reorder the timing for when materials are requested.

2. **Update your online job application** once you have determined which steps in your application process to eliminate or reorder.
   a) Review the areas that are cumbersome or extraneous and discuss potential changes with the district team.
   b) Prioritize changes that are quick wins and likely to improve the candidate experience and draw applicants in (e.g., remove cover letter requirement).
   c) Test the updated process internally (e.g., with HR staff or mock applicants) to ensure clarity, functionality, and alignment with your intended experience.
   d) Assign next steps to relevant team members (e.g., IT, HR staff) to implement updates and track completion.

3. **Communicate updates to hiring managers and principals** so all stakeholders are aligned on process changes and rationale.

4. **Set a regular review cycle (e.g., annual audit)** to ensure the application process remains streamlined and responsive.

Application Simplification Audit

Question	Yes	No	If yes:
1. Does your application take more than 15 minutes to fill out (excluding the time it takes to write a resume)?			• 70% of job seekers will not fill out a job application that takes longer than 15 minutes to complete.
2. Do you request that applicants provide a resume in addition to filling out a form about their experience?			• Consider reducing this to one step in the process, as it is redundant to ask for both a resume and for information about an applicant's past professional experience. • Some online application platforms allow applicants to upload their LinkedIn profiles, which auto-populates the experience section in the application, which can decrease the time that candidates spend on the experience section.
3. Do you request more than one writing sample from an applicant (e.g., cover letter and essay)?			• Since either a cover letter or an essay will provide you with an example of the candidate's written communication skills, both documents may not be necessary.
4. Do you request any other documents or information that could be requested at a later stage in the hiring process?			• Asking candidates for documents as needed, when needed, minimizes the amount of initial effort required by a candidate and may encourage more candidates to apply. • Wait to request additional information, such as references and transcripts, as candidates progress through the application process.
5. Is your application "mobile-friendly"?			• Applications labeled "mobile-friendly" attract 12% more applicants to start the application. Difficult mobile application processes that take more time may result in less interest. • Indicate "mobile friendly" on the job posting to attract more applicants. • Minimize the display of unnecessary text and speed up navigation with clear organization menus.

Hiring Timeline Communication Guidelines

Tool Description

To maintain candidate engagement throughout the application process, communicate regularly with application updates and next steps. The longer a candidate waits to hear back from a district, the more time they have to receive offers from other districts. 58% of candidates decline offers because it took longer than two weeks to hear back from an employer, and as a result, they accepted an offer elsewhere. This tool provides guidance on when to send outreach to a candidate and at what frequency.

Resources

Time: 15 minutes per candidate across the application process

Recommended Owner: HR and Hiring Manager

Materials: N/A

Implementation Steps

1. **Create a file on each candidate or an excel sheet for all candidates** to track their progress in the application process and manage their communication touchpoints. Consider adding filters for easy search to see where candidates are in the process, how many candidates are in each stage, and what communication has been sent out.

2. **Identify which steps in the application process** you will send communication to the candidate using the Sample Communication Timeline for Candidates (**pg. 40**). Decide who will own communication (e.g., hiring manager, principal, automated) at each stage and provide the corresponding staff with resources.

3. **Provide outreach templates for staff members** to save time and standardize the outreach to each candidate.

4. **Send regular communication to candidates at the identified touchpoints and follow up** with candidates that respond with questions or request additional information. Follow up within 48 hours of all candidate communication to maximize engagement and reduce drop off.

Sample Communication Timeline for Candidates

Use the sample timeline to track candidates and provide communication updates about their next steps. As candidates progress through the timeline, personalize the outreach with specific feedback or names of staff they've interacted with, and encourage them to ask any questions they may have. This example reflects a candidate who has progressed through the entire hiring process. Customize the timeline to suit your district's specific interview procedures.

Contact Form Submitted

Connect with candidates that fill out a contact form and send them more information about open positions, the district community, and upcoming recruitment events.

Applicant Account Created

Send candidates more detailed information about open positions, the application process, and hiring timelines.

Application Submitted

Email candidates a confirmation once their application has been submitted with explicit next steps they can expect, contact information for the hiring manager, and a link to their account to check their status.

Mid-Process Check In

Consider reaching out to the candidate to ask how the process is going, if they have any questions, if they would like to connect with any staff members and update them on their application status.

Interview Scheduled

Provide detailed information on the interview time, location, expectations, dress code, materials to bring, people they may speak to, and tips to impress.

Interview Completed

Send a personalized thank you email to the candidate and highlight any positive feedback they may have received. Provide explicit next steps and the expected timeline for notification.

Job Position Offer Sent

Congratulate the candidate on their job offer and provide some guidance on their next steps to accept. Offer contact information of staff members to connect with if they have further questions.

Source: EAB interviews and analysis.

eab.com

Hiring Readiness Checklist for Principals

Tool Description

While most building leaders are in charge of hiring high-quality candidates, many have varied experiences and capacity to complete the task. Oftentimes, this leads to delayed offers and extended applicant timelines. HR teams should develop a system to support principals in the hiring process to streamline the process and lead to high-quality offers. This checklist will help you establish a comprehensive support system for principals to enhance the hiring efficiency in your district.

Resources

Time:

- 10 minutes to complete the checklist
- Additional time investment to integrate support components as needed

Recommended Owner: Head of HR

Materials: Resources to support principals in hiring high-quality candidates

Implementation Steps

1. **Review all existing HR-related support systems and trainings** that the district provides to its principals for recruitment and hiring. Consider the frequency that principals access or engage with each support component. Gather staff feedback on the usefulness of these systems and trainings as additional input for your review.

2. **Complete the Hiring Readiness Checklist for Principals (pg. 42)** to determine opportunities for the district to adjust and enhance its principal support systems.

2. **For each item, consider any adjustments as needed.**
   a) Prioritize high-impact improvements to increase support for principals to quickly and directly address identified problems.
   b) Update materials as needed to make them clear and easy-to-follow.
   c) Communicate changes broadly to staff and district leadership so they are equipped to support the updated program.
   d) Continue to monitor outcomes to assess the effectiveness and make ongoing improvements.

Hiring Readiness Checklist for Principals

Complete the checklist by checking the box next to each step or process you currently have in place. If a box is left unchecked, refer to the bullet points below each item as guidance for taking next steps.

Training

Train principals on using the district's approach to hiring. ☐

- Ensure new principals are trained on the district's hiring process from recruitment to onboarding, what the district expects from principals in the hiring process, and how to use the district's hiring platforms.
- If there are any changes to the hiring process, ensure that you communicate these changes to principals to reduce confusion and delays.

Offer principal training on general HR practices and interview techniques. ☐

- Many principals have limited expertise in hiring practices and may be unfamiliar with HR topics. Host training sessions for principals around various HR topics, such as "tips on reviewing teacher resumes" and "interviewing techniques."
- Given that many principals have limited time to attend training, consider leveraging webinars or integrating these sessions into existing principal PD days.

Use surveys to receive feedback from principals on HR training and support. ☐

- Use survey questions to get feedback directly from principals on the district's HR training and support systems in place for hiring.
  - Ask for feedback on the efficacy of each training and support system.
  - Ask for feedback on what kind of training or support they would like to receive.

Engagement

Provide principals (or other key decision-makers) with early and meaningful opportunities to help match candidates to school-specific needs. ☐

- If you come across stellar candidates or applicants for hard-to-fill roles, immediately forward or flag these resumes for principals to provide them the opportunity to quickly secure interviews and decrease the likelihood of losing candidates to other districts.
- Consider involving principals in district-wide pool hiring processes to provide principals with a pool of candidates that may fit school-specific vacancies.

Ensure principals participate in recruitment events (e.g., job fair, district-wide pool hiring, district meet and greet). ☐

- Engage principals in district recruiting events to embed them in the process and enable them to meet candidates face-to-face.
- Consider allowing principals to interview candidates directly on the spot or encourage principals to share contact information for follow up with a high-quality candidate.

Hiring Readiness Checklist for Principals (cont.)

☑ **Data Analysis**

Use hiring data to help principals understand and improve the candidate experience. ☐

- The district can gain insight into hiring strengths and areas of growth by analyzing hiring data and identifying trends. Trends may include:
  - Number of candidates interested in each position
  - Number of candidates recruited by a principal or hiring manager
  - Time it takes for a candidate to move through the process
- Share these trends with principals to increase transparency and provide opportunities for principals to grow from them (e.g., improve hiring efficiency, strengthen candidate outreach).

☑ **Recognition**

Publicly praise principals on their hiring success. ☐

- Praise principals who excel at expedient hiring to positively reinforce their efficiency.
- Using public praise either through a district-wide newsletter or during staff training days can help encourage other principals to make efficiency one of their hiring goals.

Provide opportunities for principals to share ideas on efficient hiring with one another. ☐

- Allot time for principals who are effective during staff meetings to share their wins and strategies with other district staff.
- This encourages principals to be mindful of their efficiency and allows them to exchange ideas that HR may overlook.

Source: EAB interviews and analysis.

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ABOUT EAB

At EAB, our mission is to make education smarter and our communities stronger. We work with thousands of institutions to drive transformative change through data-driven insights and best-in-class capabilities. From kindergarten to college to career, EAB partners with leaders and practitioners to accelerate progress and drive results across five major areas: enrollment, student success, institutional strategy, data analytics, and diversity, equity, and inclusion (DEI). We work with each partner differently, tailoring our portfolio of research, technology, and marketing and enrollment solutions to meet the unique needs of every leadership team, as well as the students and employees they serve. Learn more at eab.com.