You’re Doing it Wrong:
How to Use Technology, Data, and Behavioral Interviewing
to Hire Better Teachers, Faster

Part 2

Wednesday, September 27, 2017
Today’s Agenda

**Introduction**
Our Welcome Message for you

**Who We Are**
Meet Our Team

**The Evolution of Hiring + Recap**
Hiring is harder than ever. Use the right tools and techniques for success.

**Making Changes**
From Electronic to Analytic to Scientific

**PeopleAdmin Tools for Change**
How Our Tools Can Help

**Upcoming Sessions**
AASPA 2017
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Strategic Talent Management

Discover Analytics

- Job Board
- SchoolSpring
- EPI
- (Assessment)
- Hire
- Develop
- Perform
- Onboard
- SmartFind
- (Absence)
- Records & Contracts
- Onboard & Manage

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The Evolution of Hiring

Hiring is harder than ever. Use the right tools and techniques for success.
Teacher Candidate Trends

Teacher hiring in today’s tight labor market

In August 2015, The New York Times published “Teacher Shortages Spur a Nationwide Hiring Scramble”

The article stated that school districts across the U.S. are struggling to find and hire teachers and their applicant pools are “next to nothing.”

“The 2017-18 school year has started in many places across the country, and federal data shows that every state is dealing with shortages of teachers in key subject areas. Some are having trouble finding substitute teachers, too.”
Teacher-Prep Enrollment is Declining

* Difference over time in teacher-preparation program enrollment

- **2008**: 691,000
- **2014**: 410,000

* Learning Policy Institute, 2016
The Evolution of Hiring Processes

Which best describes the state of HR in your organization?

**Traditional**
- Manual posting
- Paper applications
- Sorting applications alphabetically or by date
- Informal interviews
- Hiring by network

**Electronic**
- National job-board + social media
- Electronic applications
- Auto-requirements checking
- Standardized phone/video screen + informal interviews
- Some hiring by network

**Analytic**
- Tracking performance statistics
- Tracking time to hire
- Tracking workflow utilization
- Aligning resources to peak needs
- Tracking system utilization

**Scientific**
- Predictive selection inventories + scoring applications by quality
- Tailored behavior-based and process interviews
- Connecting support > teacher > principal hiring and development
- Hiring highest quality
- Revising processes by success/outcome
The Evolution of Hiring Processes

Which best describes the state of HR in your organization?

- Traditional
- Electronic
- Analytic
- Scientific

Part 1
Efficiency + Data

Part 2
Use the Data + Improve Quality
RECAP
From Traditional to Electronic
Challenges and Successes
THE HIRING CHALLENGE

- **Quality**: It is hard to get quality candidates through the process
- **Efficiency**: It takes a long time to implement well

Odds of candidates rejecting offer 66% higher after 30 days
Timing is everything

Fast company

“The average interview process now takes 23 days, up from 13 days just four years ago.”

- **Washington, D.C.**: An average of 34.4 days.
- **Portland**: An average of 25.3 days.
- **Seattle**: An average of 25.0 days.
- **San Jose**: An average of 24.8 days.
- **San Francisco**: An average of 23.7 days.
Recruit with SchoolSpring Unlimited

SchoolSpring Unlimited allows you to post an unlimited number of jobs and enjoy full access to our ever-growing candidate pool, saving you time and money.

• #1 Google-ranked education job board
• Access to over 775k candidate profiles
• Customize search criteria
• Automatic email Job Alerts for candidates
• Attract broader, geographically diverse candidate pool with local & national visibility
• Partnerships with various job boards (see next slide)
TalentEd will improve transparency, communication and collaboration across your organization

- Easy management of more qualified candidates
- Customizable applications and onboarding forms to support multiple processes
- On-demand reporting

- Access multiple jobs in one place
- Complete and update a single profile

- Quick access to larger, better pool of candidates
- Streamline interview management
- Compliance with hiring protocol
ONBOARD WITH

Records
by PeopleAdmin

- Highly configurable
- Organization customization tools
- Action forms and process management
- Cloud based technology
- Mobile device agnostic
ASSESS WITH

EPI

by PeopleAdmin

Research-based
Teacher, Principal, Support Staff
Optimized
Behavior-based interview guides
Professional development profile
ANALYTICS WITH

Discover

by PeopleAdmin

Intuitive insight  Narrative-driven  Consultative partnership  Cross-product  Customizable
Electronic to Analytic
Now that you have this data
Job Statistics

Job Postings Over Time

Applications over Time

Job Postings by Category

Applications by Job Category
Hiring Statistics Across Jobs

Hires: 947

Hires by Job Category:
- Certified Teacher: 442
- Student Support Services: 138
- Teaching - TM Default: 115
- Substitute Teachers - Certificated Subs: 110
- Instructional Assistant-Special Education: 80
- Part-Time Hourly: 51
- Instructional Assistant-Other: 19
- Instructional Assistant-English Language Learner: 13

Time to Hire: 136.5 Days
Hired Wait Time: 72.36 Days

Hiring Trend:
- Average: 41.06
- Time Series Plot 2015-2016

Time to Hire Trend:
- Average: 109.8 Days
- Days from Last Activity to Hire

Apply to Hire Trend:
- Average: 109.8 Days
- Days from Application to Hiring Decision

Time to Hire by Job Category:
- Certified Teacher
- Student Support Services
- Teaching - TM Default
- Substitute Teachers - Certificated Subs
- Instructional Assistant-Special Education
- Part-Time Hourly
- Instructional Assistant-Other
- Instructional Assistant-English Language Learner
Hiring Statistics for a Single Job Type

**Special Education Instructional Assistants**

- **Hires**: 59
- **Time to Hire**: 206.8 Days
- **Hired Wait Time**: 139.8 Days

### Hires by Job Category

- **Certified Teacher**: 442
- **Student Support Services**: 138
- **Teaching - TM Default**: 115
- **Substitute Teachers - Certificated Subs**: 110
- **Instructional Assistant - Special Education**: 39
- **Part-Time Hourly**: 51
- **Instructional Assistant - Other**: 19
- **Instructional Assistant - English Language Learner**: 13

### Hiring Trend

- Average: 11.75 Hires Per Month

### Time to Hire Trend

- Average: 156.6 Days

### Apply to Hire Trend

- Average: 130.1 Days

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*PeopleAdmin*
School Performance Heat Map
Analytic to Scientific
Improve reliability and quality
Components of Scientific Hiring

Using reliable assessments to drive each step of hiring and improve outcomes

Measure + Prioritize

Interview + Select

Better Teachers = Student Growth

Induct + Focus

Evaluate + Optimize
Identify the Factors That Matter Most

The factors that predict high-performing teachers

**SUCCESS INDICATORS**

**TEACHING SKILLS**
- Planning for successful outcomes
- Creating a learning environment
- Instructing
- Analyzing and adjusting

**QUALIFICATIONS**
- Educational background
- Academic credentials
- Teaching positions
- Career accomplishments

**COGNITIVE ABILITY**
- Awareness perception
- Quantitative and analytical reasoning
- Problem solving
- Judgement

**ATTITUDINAL FACTORS**
- Motivation to succeed
- Persistence in the face of adversity
- Maintaining an positive attitude
- Orientation to learning
Reliably Assess Key Factors

Quickly assess all of your new candidates — interview only the candidates most likely to be an effective teacher.

<table>
<thead>
<tr>
<th>Job Title: High School Mathematics Teacher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidate</td>
</tr>
<tr>
<td>Linnea Garrett</td>
</tr>
<tr>
<td>Rachelle Ashford</td>
</tr>
<tr>
<td>Conor Lefere</td>
</tr>
<tr>
<td>Mary Rogers</td>
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<td>Angelito Balboa</td>
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<td>Mary Stafford</td>
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<tr>
<td>Alexia Wilson</td>
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<tr>
<td>Edward Kilfoy</td>
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<tr>
<td>Karen Breitenbach</td>
</tr>
<tr>
<td>Phoenix Pearson</td>
</tr>
<tr>
<td>Courtney Tomaino</td>
</tr>
<tr>
<td>Kristin Danielson</td>
</tr>
</tbody>
</table>
Prioritize Top Candidates

APPLICATION MANAGER

-- Select a Saved Search --

Search

Start typing to search on First Name, Last Name or Position Title

ACTIVE DEACTIVATED ALL

VIEW: Default View

Results 1-7 of 7

<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Status</th>
<th>App Date</th>
<th>EPI</th>
<th>Position Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phelps</td>
<td>Karl</td>
<td>Application Received</td>
<td>04/25/2015</td>
<td>61</td>
<td>5th Grade Teacher</td>
</tr>
<tr>
<td>Kim</td>
<td>Rita</td>
<td>Hired</td>
<td>10/05/2015</td>
<td>50</td>
<td>Academic Coach</td>
</tr>
<tr>
<td>Moran</td>
<td>Stacey</td>
<td>Hired</td>
<td>09/27/2015</td>
<td>51</td>
<td>1st Grade Teacher</td>
</tr>
<tr>
<td>Chavez</td>
<td>Al</td>
<td>Application Received</td>
<td>06/22/2015</td>
<td>40</td>
<td>Physics Teacher</td>
</tr>
<tr>
<td>Nguyen</td>
<td>Jonathan</td>
<td>Application Received</td>
<td>08/08/2015</td>
<td>28</td>
<td>1st Grade Teacher</td>
</tr>
<tr>
<td>Horton</td>
<td>Clifton</td>
<td>Application Received</td>
<td>09/04/2015</td>
<td>N/A</td>
<td>Bus Driver</td>
</tr>
<tr>
<td>Allen</td>
<td>Janice</td>
<td>Application Received</td>
<td>08/14/2015</td>
<td></td>
<td>Chemistry Teacher</td>
</tr>
</tbody>
</table>

PeopleAdmin
Objectively Interview Candidates

*Use behavior based interview techniques to standardize interviews based on candidate strengths and weaknesses*

### Creating Redirect Questions

How does the interviewer create redirect questions on-the-fly? Liken the listen-redirect cycle to taking a temperature several times throughout the interview, trying to ensure that the most accurate rubric score is assigned using several spot checks. Interviewers might follow a process like this:

- The interviewer asks the provided question and listens, internally asking “Did this person give a very specific example from their past practice?”

- If the interviewer concludes that the candidate’s example was not specific but was a good theoretical answer, the redirect question might be: “Sounds like you are quite familiar with this skill theoretically. Can you tell me a specific story from your past where you actually put this into action with real students in a real classroom?”
Candidates you offer positions to will also receive a **Professional Development Profile (PDP)**. Based on their EPI results, it provides specific, actionable steps they can take to advance their teaching skills and set them up for success in the classroom. It also includes a template with guidelines for preparing a customized plan that will enhance your existing PD programs.

- **Our toolset for new teacher and principal induction**
- **Use EPI results to customize PD for each new candidate**
- **Use the district summary report to create cohorts of new hires needing similar PD**
Adjust to Cohort Patterns

Professional development profile

This report provides a summary of the overall strengths and weaknesses of recently hired employees. Using the results of candidates taking the Educators Professional Inventory (EPI), districts can design comprehensive training plans for their new employees at the point of hire, even prior to these employees working in classrooms.

Domain Scores for Hired Candidates

<table>
<thead>
<tr>
<th>Domain Name</th>
<th>Avg. Domain Norm Score</th>
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</thead>
<tbody>
<tr>
<td>Atitudinal Factors</td>
<td>47.7</td>
</tr>
<tr>
<td>Cognitive Ability</td>
<td>51.8</td>
</tr>
<tr>
<td>Teaching Skills</td>
<td>55.3</td>
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</tbody>
</table>

EPI Candidates

494 EPI Candidates

49 Hired

EPI by Hiring Status

<table>
<thead>
<tr>
<th>Hired Status</th>
<th>Hired</th>
<th>Distinct</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hired</td>
<td>49</td>
<td>52.3</td>
</tr>
<tr>
<td>Non-Hired</td>
<td>473</td>
<td>51.0</td>
</tr>
</tbody>
</table>

EPI Score

40 45 50 55 60

EPI by Job Category

<table>
<thead>
<tr>
<th>Job Category Name</th>
<th>EPI Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certified/Instructional</td>
<td>53.0</td>
</tr>
<tr>
<td>Teaching - TM Default</td>
<td>52.2</td>
</tr>
</tbody>
</table>
Evaluate + Optimize Selection

*Measures of attitude and teaching skills predict teacher performance above and beyond experience*

Charts reflect findings from a TeacherMatch District optimization and re-validation from 2015
Evaluate Results

District retention improved after implementing EPI in the hiring process

Retirement Trend

<table>
<thead>
<tr>
<th>School Year</th>
<th>% of Total Number of Teachers</th>
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<tbody>
<tr>
<td>2012-2013</td>
<td>76.3%</td>
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<td>2013-2014</td>
<td>80.9%</td>
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<td>2014-2015</td>
<td>88.8%</td>
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<tr>
<td>2015-2016</td>
<td>89.2%</td>
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</tbody>
</table>

Caption


% of Total Number of Teachers for each School Year. Color shows details about Leave Reason (group).
Evaluate Results by Site

<table>
<thead>
<tr>
<th>NORTHWESTERN</th>
<th>ELEMENTARY SCHOOL</th>
<th>HOMESTEAD</th>
<th>DR.</th>
<th>NORTH</th>
<th>HOLMES</th>
<th>CORAL</th>
<th>GEORGE</th>
<th>FELIX</th>
<th>MANDARIN</th>
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<td>SOUTH</td>
<td>WASHINGTON SENIOR HIGH (49.3)</td>
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The Impact of EPI

The EPI provides powerful sorting criteria, improved visibility and greater effectiveness.

- Sorting by predicted effectiveness leads to better hires
- Spend your time interviewing top candidates and accelerating them through the system
- Prepare teachers for success on day 1 through PDP

“Our old model was very involved. We had to review resumes by hand, sift through the information that wasn’t relevant, and try to identify the strongest candidates ... Using the EPI, we have been able to streamline our recruitment and applicant processing.”

Victoria Frye, Director of Employment & Systems, Columbus City Schools
Standardize Process

Assess All Educators

**for TEACHERS**
The Teacher Educators Professional Inventory (Teacher EPI) is a data-driven platform that predicts how teaching candidates will impact students based on four core areas that indicate classroom success, teaching skills, cognitive ability, attitudinal factors and qualifications.

**for PRINCIPALS**
The Principal Educators Professional Inventory (Principal EPI) is a data-driven platform that predicts how principal candidates will impact schools based on four core areas that indicate principal success: leadership skills, leadership dispositions, principal responsibilities and qualifications.

**for SUPPORT STAFF**
The Support Educators Professional Inventory (Support EPI) is a data-driven platform that predicts how support staff candidates will perform in the school environment based on three core areas that indicate success: personality attributes, values and cognitive ability.
Strategic Talent Management

Discover Analytics

- Recruit & Hire
  - EPI (Assessment)
  - Hire
  - Onboard

Develop & Retain
- Develop
- Perform
- SmartFind (Absence)
- Records & Contracts

PeopleAdmin
The Evolution of Hiring Processes

Each stage builds upon the previous

Part 1
Efficiency + Data

Part 2
Use the Data + Improve Quality
Questions?
See You in Phoenix!

**Wednesday, Oct 18. 3:15pm**
Complete the Circle: Data You Can Use to Connect Evaluation and Professional Development for Better Outcomes.

**Friday, Oct 20. 8:00am**
Principal Patterns: Characteristics of Effective Principals and the Data You Can Use to Identify and Support Them

Visit Our Booth!

**PeopleAdmin**
461 North Ravenswood, Suite 101
Chicago, Illinois

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Twitter.com/PeopleAdmn

**Contact**
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800.490.9686
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