



Investment Partner in Renaissance 2010

2009 New Ventures in Education Seminar Series:
Human Capital: Teacher Recruitment

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Creating a New Market of Public Education

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Recruiting Excellent Teachers

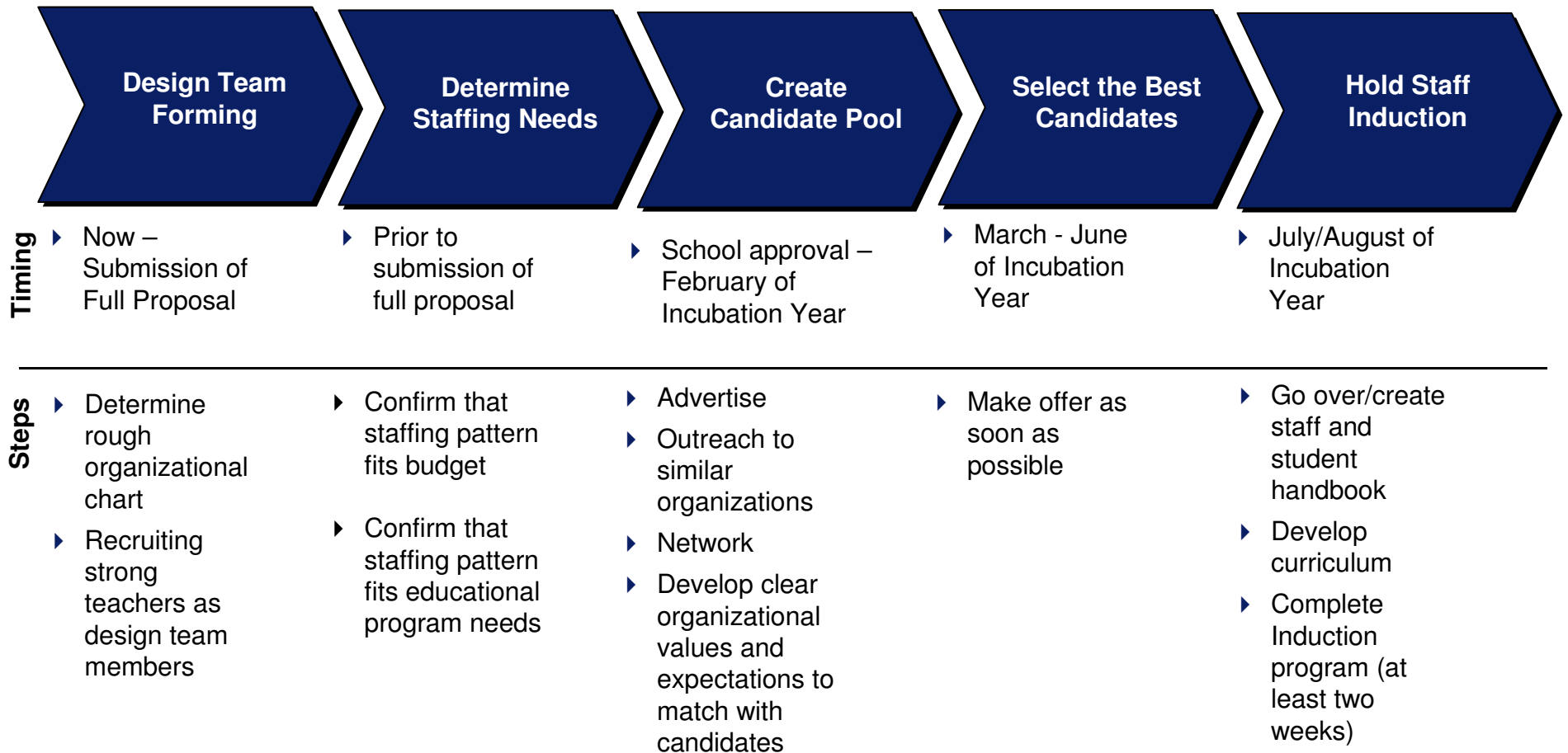
Agenda

- ▶ Introduction
- ▶ Design Team Formed
- ▶ Determining Staffing Requirements
- ▶ Creating a Strong Candidate Pool
- ▶ Selecting the Best Candidates
- ▶ Staff Induction

Nothing is more important than a strong staff

- ▶ The leadership and staff create the culture in your building
- ▶ Positive culture lowers turnover
- ▶ Teachers have a direct impact on student achievement and the success of the school

Building a strong staff should start when the school is in the planning phase



Staffing Requirements

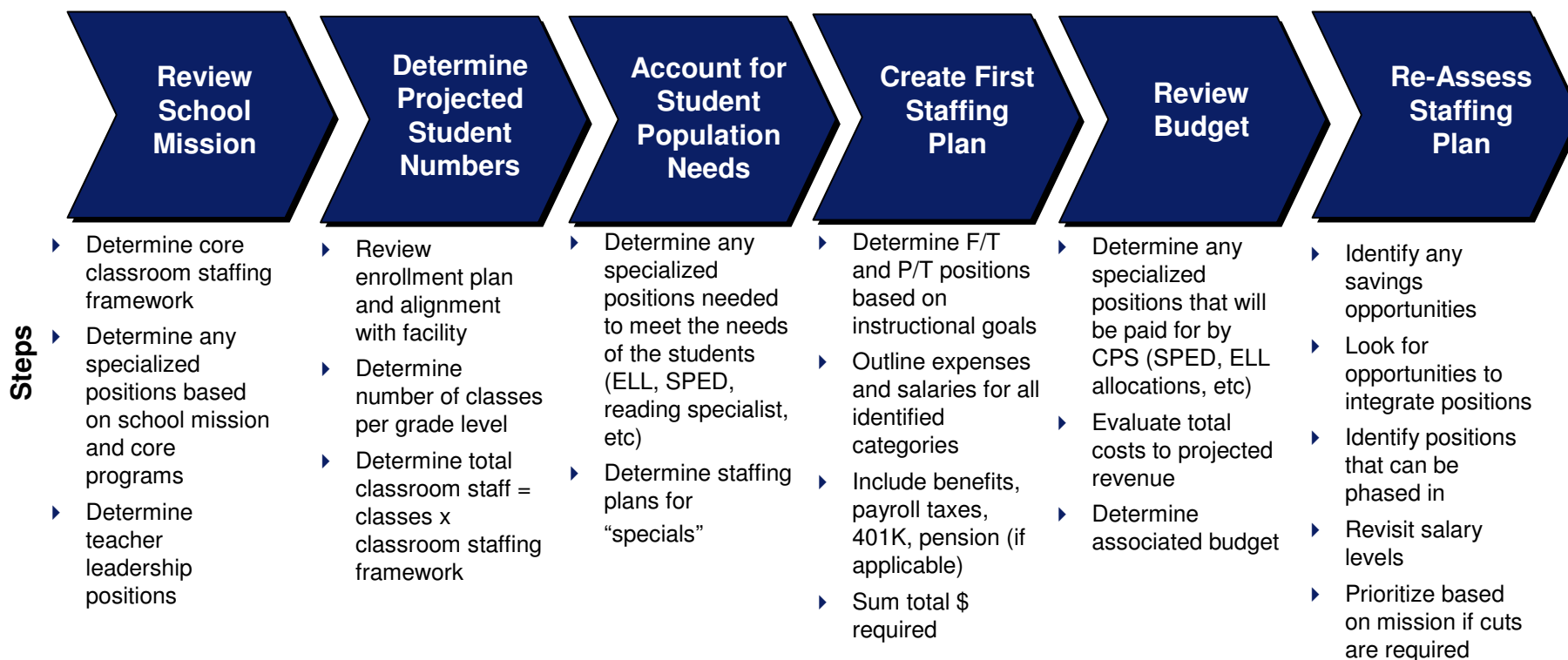
The first step to creating a strong candidate pool is to identify the characteristics critical to success at your school

- ▶ Key Characteristics of Effective Teachers
 - Desire to work with at-risk students
 - Ability to use a variety of teaching methods
 - Ability to use data to drive student achievement
 - Experience working on a team
 - Commitment to professional development

- ▶ Potential School Unique Requirements
 - Project Based Learning Expertise
 - Arts Infusion
 - Socratic method

It is also essential to have a correct projection of the school's staffing needs

Process for Determining Staffing Needs



Sample Staffing Plan (K-8 Elementary)

	FY10	FY11	FY12	FY13	FY14
Leadership	Principal	Principal	Principal	Principal	Principal
	Lead Teacher/Literacy Coach	Lead Teacher/Literacy Coach	Asst. Principal/Literacy Coach	Asst. Principal/Literacy Coach	Asst. Principal/Literacy Coach
	Business Manager	Business Manager	Business Manager	Business Manager	Business Manager
	Counselor	Counselor	Counselor	Counselor	Counselor
Teaching Staff	Special Ed Teacher	Special Ed Teacher	Special Ed Teacher	Special Ed Teacher	Special Ed Teacher
	Pre-K Teachers(2)	Pre-K Teachers(2)	Pre-K Teachers(2)	Pre-K Teachers(2)	Pre-K Teachers(2)
	Pre-K assistants(2)	Pre-K assistants(2)	Pre-K assistants(2)	Pre-K assistants(2)	Pre-K assistants(2)
	Primary Teachers (6)	Primary Teachers (6)	Primary Teachers (6)	Primary Teachers (6)	Primary Teachers (6)
			Intermediate Teachers (2)	Intermediate Teachers (2)	Intermediate Teachers (2)
	Physical Ed./Health Teacher	Physical Ed./Health Teacher	Physical Ed./Health Teacher	Physical Ed./Health Teacher	Physical Ed./Health Teacher
			Library Media Specialist/Tech Teacher	Library Media Specialist/Tech Teacher	Library Media Specialist/Tech Teacher
Back-Office	Clerk	Clerk	Clerk	Clerk	Clerk
				School Assistant	School Assistant
	Total = 17	Total = 19	Total = 22	Total = 25	Total = 28

Class size: Average Class size: 28
Pre-K: 20 K-2 28

Student/teacher ratio: 16:1

Creating a Strong Candidate Pool

Advertising positions at multiple locations will ensure that the leadership team has a strong pool of candidates

	Benefits	Key Tips	Examples
Advertising	<ul style="list-style-type: none"> ▶ Allows the School Leader to clearly articulate what the school is looking for in staff members ▶ Easy way to mass advertise positions 	<ul style="list-style-type: none"> ▶ Include the following in each job description: <ul style="list-style-type: none"> – School mission – Expectations – Professional Development – Positives 	<ul style="list-style-type: none"> ▶ Local Papers ▶ Careerbuilder.com or Monster.com ▶ Schools of Education ▶ Golden Apple ▶ Teach for America
Job Fairs	<ul style="list-style-type: none"> ▶ Allows school leader to screen a large number of candidates 	<ul style="list-style-type: none"> ▶ Remember to bring the following: <ul style="list-style-type: none"> – Brochures – Job Descriptions – List of Vacancies 	<ul style="list-style-type: none"> ▶ Mid-America ▶ NEIU for Chicago ▶ CPS Fairs
Partnering with Urban Education Programs	<ul style="list-style-type: none"> ▶ Allows the school to establish relationships with key organizations to create a teacher pipeline ▶ Organizations often focus on placing candidates in urban schools ▶ Organizations are familiar with start-up and charter schools and often attract candidates interested in these settings 	<ul style="list-style-type: none"> ▶ Partner with organizations that align with the mission of your school ▶ Sustain relationships throughout the school year, not only during recruiting season 	<ul style="list-style-type: none"> ▶ Northeastern Illinois University ▶ Northern Illinois University ▶ University of Illinois ▶ RISE ▶ Golden Apple ▶ Teach for America

There should be opportunities for candidates to determine their “fit” with the school mission prior to submission of an application

Methods	Purpose	Structure	Tips
Hosting Open Houses	<ul style="list-style-type: none"> ▶ Allows candidates to see the “day-to-day” life of the school 	<ul style="list-style-type: none"> ▶ Give School Tours ▶ Hold teacher and student panels ▶ Best scheduled between March and May 	<ul style="list-style-type: none"> ▶ Have staff and students network with candidates ▶ Have students and staff provide feedback on the candidates
Leveraging Referrals	<ul style="list-style-type: none"> ▶ Have those who are familiar with your mission advertise to friends, family, and professional colleagues 	<ul style="list-style-type: none"> ▶ Reward current staff for successful referrals ▶ Thank/reward friends ▶ Hire good connectors 	<ul style="list-style-type: none"> ▶ Evaluate the quality/record of the referring person ▶ Be aware of ulterior motives

Selecting the Best Candidates

Finding the right staff members requires having the right team involved in the selection process

Teacher Recruitment Team

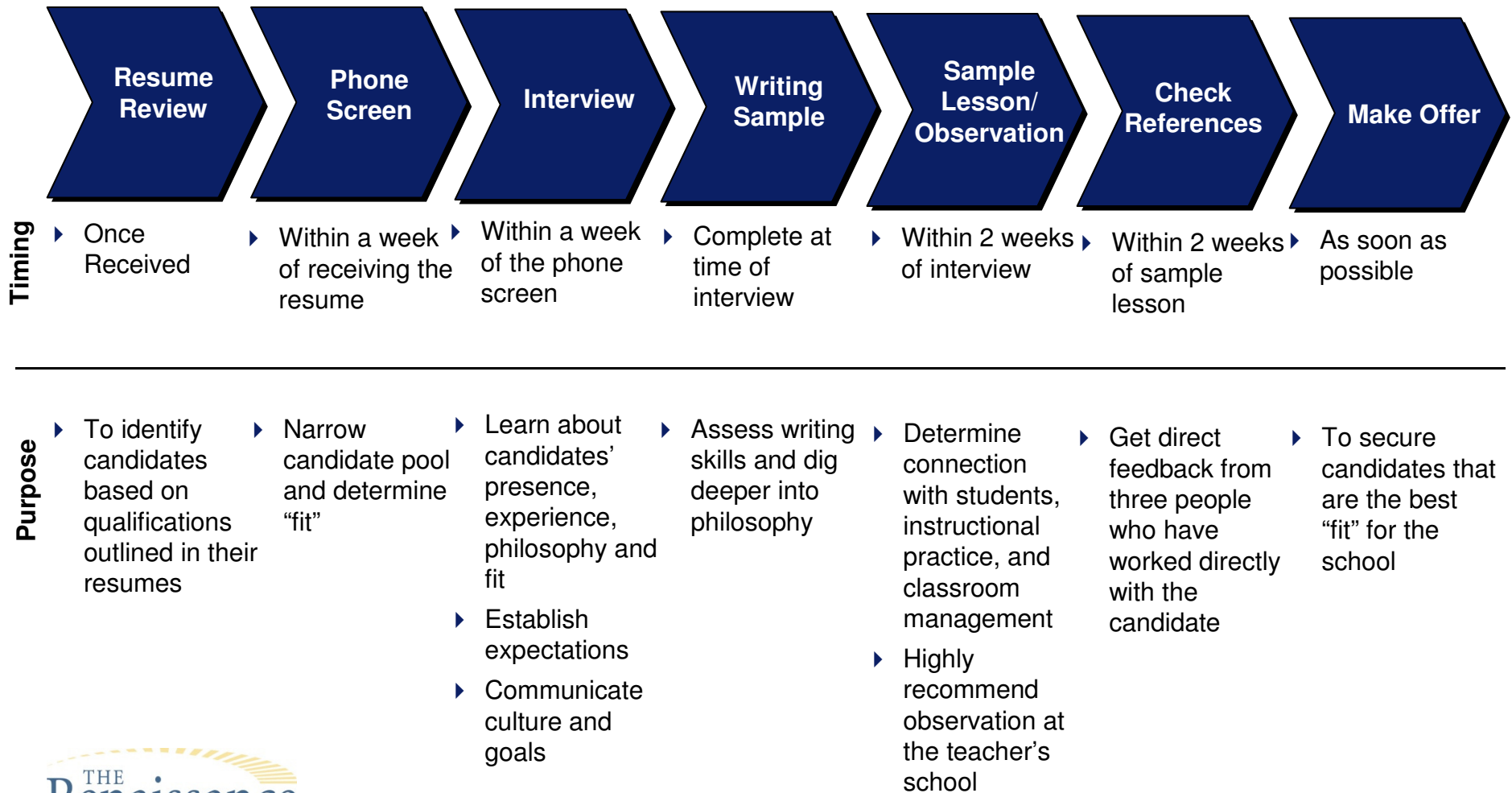
- ▶ Principal
- ▶ External Experts
- ▶ Other Design Team Members
- ▶ Early Hires

To successfully recruit high caliber teachers, who will thrive in your school, you must be prepared to communicate your vision

- ▶ Key tenants of your school's mission
- ▶ Unique skills critical to your school
- ▶ Operating expectations
- ▶ Evaluation and Professional Development plans
- ▶ Expected needs of the population that you will be serving

A clear process for vetting candidates will ensure that a well informed decision is made when hiring staff members

Staff Member Selection Process



Critically reviewing resumes will help you pare down your candidate pool to a manageable size

Resume Review

- ▶ **Purpose:** To identify candidates based on qualifications outlined in their resumes
- ▶ **Structure:** Review as soon as possible after receipt of the resume
- ▶ **Look for the following:**
 - A good cover letter
 - Relevant teaching experience
 - Experience as an Resident Advisor, camp counselor or coach
 - Evidence of data-driven instruction
 - Evidence of successfully leading students to academic gains
- ▶ **Beware of the following:**
 - Not well proofed
 - Job hopping
 - Too long or detailed

Phone screens will give you a feel for the candidate's fit with the school's culture and mission

Phone Screen

- ▶ **Purpose:** To narrow candidate pool and determine “fit”
- ▶ **Structure:** Could be as short as 10 minutes, or as long as 30 minutes
- ▶ **Possible questions:**
 - What makes a good teacher?
 - Why are you interested in this position/school?
 - Why are you leaving your current position?
 - What do you think will likely be the needs of our students?
- ▶ **Look for the following:**
 - Enthusiasm
 - Mission fit
 - Content knowledge
 - Teaching knowledge
- ▶ **Beware of the following:**
 - Lack of knowledge of your school or the position

A formal interview will allow you to probe deeper into a candidate's abilities and expectations of the school

Interview

▶ Purpose:

- Learn about their presence, experience and philosophy
- Mutually evaluate fit for model

▶ Structure: Suggested time is 20 minutes, or longer as needed to achieve your goals

▶ Key questions:

- Give examples of how you reach kids who are hard to reach
- What is your philosophy of education?
- How do you keep your students engaged and ensure that they are learning?
- How do you reach children at varying levels?
- What types of creative teaching strategies have you used in the past?

▶ Look for the Following:

- Specific examples of instructional strategies or teamwork
- Positive Attitude
- Professional demeanor
- Knowledge of and enthusiasm for learning
- Strong answers give evidence of enthusiasm and proven results
- Alignment with the school's mission/vision
- Demonstration of unique skills relevant to school's educational plan

▶ Beware of the Following:

- Poor presence in an interview usually means poor presence in front of students
- Unprepared about school or position
- Poor mission fit

The writing sample can allow you to gauge a candidate's communication skills and technical expertise

Writing Sample

- ▶ **Purpose:** Assess writing skills and dig deeper into philosophy
- ▶ **Structure:** Suggested length is 1 to 2 pages
- ▶ **Suggested topics:**
 - Professional Development: What area of PD would be most valuable to you in improving your teaching?
 - Collaboration: Give an example of when you worked well on a team.
 - Differentiating Instruction: Give examples of how and why you have differentiated instruction in a classroom.
- ▶ **Look for the following:**
 - Passionate writing
 - Understanding of your mission
 - Excellent writing skills
- ▶ **Beware of the following:**
 - Poor writing skills
 - Poor mission fit

Observing a candidate conduct a lesson will provide you insight to a candidate's teaching and classroom management style

Sample Lesson Observation

- ▶ **Purpose:** To see candidates connection with students, instructional practice, and classroom management
- ▶ **Structure:** Observation should last for a full lesson
- ▶ **Key Tips:**
 - Observation should be conducted by principal or others on the hiring team
 - Can take place at the teacher's school or your school
- ▶ **Look for the following:**
 - Good classroom management and confronting of negative behavior
 - Strong presence
 - Productive interaction with students
 - Actively engaging students in the learning
- ▶ **Beware of the following:**
 - Poor classroom management
 - Poor presence/interaction with students

Talking to previous employers can provide first-hand accounts of a candidate's past performance

Check References

- ▶ **Purpose:** To get direct feedback from those who have worked with candidates
- ▶ **Structure:** 10-15 minute call
- ▶ **Questions to ask:**
 - What are the candidate's strengths and weaknesses?
 - Why are they leaving?
 - Do they have good classroom management skills?
 - Are they good team players?
- ▶ **Look for the following:**
 - Unsolicited praise
 - Strong familiarity with the candidate
 - Weaknesses that are not major
 - Mission fit of candidate and reference
- ▶ **Beware of the following:**
 - Reference not getting back to you
 - Faint praise

Making a competitive offer within a day of your decision will help ensure you hire quality staff

Making the Offer

- ▶ **Purpose:** To secure top candidates as staff members at your school
- ▶ **Key Components:**
 - Salary
 - Vacation
 - 401K Benefits
 - Responsibilities
 - Acceptance data
- ▶ **How do you get teachers to accept:**
 - Be responsive to their communications
 - Make a good offer
 - Issue contracts early to prevent the competition from poaching talent
 - Make an offer as soon as you know (March is good time to make offers)
- ▶ **Issues teachers consider when deciding:**
 - Location
 - Other teaching staff
 - Salary
 - Workload