



# HUMAN RESOURCES RECRUITMENT AND SELECTION UPDATE

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# AGENDA



- Background Information**
- Initiative Overview: Build internal and external pipelines to recruit diverse and qualified candidates**
- Initiative Overview: Build brand and marketing strategy**
- Initiative Overview: Design equitable, competency-based selection tools and process**
- Initiative Overview: Empower school leaders to lead recruitment and selection**

# RECRUITMENT TEAM

## Recruitment Team:

- Comprised of Director of Recruitment, Customer Service Representative, Five Teacher Leader Fellows, and School Leader Teams
- Formed in July 2017 to address the on-going teacher shortage with the tasked with recruitment and selection work streams for all district positions with a focus on teachers and other school-based staff

## Mission:

To empower school leaders to find and select diverse and talented teachers and staff who drive academic gains for our students and to build recruitment and selection processes that support all schools and all students equitably.

# INTERNAL AND EXTERNAL SOURCING



## Initiatives to Build Internal Pipelines

- Grow Your Own program (in development)**
  - Program to recruit SLPS high school students into education programs to ultimately come back to teach in SLPS
- Teacher Residency program partnership (in development)**
  - Program to develop internal and external candidates into teachers
- Student Teacher Pathways**
  - More than 55 student teachers or practicum students currently in SLPS buildings
- Pathway opportunities clarified and messaged to employees**
  - Pathways towards certification messaged clearly and posted on website to support current employees in accessing certification options
  - Survey distributed to gauge employee need and interest in certification support

# INTERNAL AND EXTERNAL SOURCING



## Initiatives to Build External Pipelines

- On-going attendance at spring 2018 career fairs and virtual job boards**
  - New partnership with HBCUCareers.com for unlimited job postings with 95 HBCUs
- Online campaigning and social media presence**
  - LinkedIn views increased 70% with average addition of 36 new followers per month
  - 29, 647 users reached through targeted Facebook campaign between Jan.-Feb. 2018
  - 221 applications received between 1/16/2018 and 3/1/2018 compared to 169 during this window in 2017
- Employee referral program (under consideration)**
  - Program to encourage current employees to refer talented teachers to apply for positions in SLPS
- On-going partnerships with colleges of education**
  - Recruitment team speaking in college classrooms and on university panels
- International recruitment**
  - Exploring partnership organizations for facilitation of recruitment, visa processing and certification processing and/or facilitation of virtual instruction
  - Via job boards and platforms, engaged with candidates in more than 35 countries
  - Closely monitoring political climate around immigration and visa regulations

# BRAND AND MARKETING STRATEGY

- **Build SLPS brand**
  - New infographics with Benefits and Incentives highlighted
  - Use of intentional messaging on all paraphernalia to brand
- **Build SLPS school-specific brand**
  - Marketing one-pagers for each school (31 complete) and addressing specific school site needs
- **Social media campaign and presence**
  - Active presence on LinkedIn, Facebook, Instagram, etc. (see data on previous slide)
  - Campaigning via advertisements on Facebook, Instagram, YouTube, radio, etc.
- **Website redesign**
  - Application accessible in one-click from main page
  - <sup>6</sup> Short links to access webpage ([www.slps.org/careers](http://www.slps.org/careers) and [www.slps.org/jobs](http://www.slps.org/jobs))

# COMPETENCY-BASED SELECTION PROCESS AND TOOLS



- **Coordinated process for selection:**
  - Created selection process to ensure each candidate moves through appropriate interview stages efficiently
  - Created selection tools to ensure each interview is assessing for district-wide competencies
- **Competency-based selection process:**
  - Via principal committee, defined the process each applicant goes through in order to interview with SLPS
  - Teachers involved in the selection process
- **Competency-based selection tools (i.e. interview guides for each step in process):**
  - Identified and defined competencies based on principal survey feedback
  - Built item banks aligned to each competency
  - Built final selection tools for sites and district
- **Create practices to support struggling schools:**
  - Targeted cohort of schools has access to early talent along with ability to hire for anticipated, but not official, vacancies
  - Targeted cohort schools receive support scheduling interviews, marketing their schools, and connecting with candidates

# PROGRESS UPDATE



**As of Sunday, March 4, 2018:**

- 233: Number of Teaching Applications Screened
- 150: Number of Phone Interviews Completed
- 99: Number of In-Person Panel Interviews Completed
- 23: Number of Candidates Selected for Individual Schools for 2018-2019
- 46: Number of Candidates Recommended for Hiring Pool for 2018-2019

**Initiatives to improve staffing processes:**

- Electronic submission and tracking of selections of candidates
- New electronic signing platform (DocuSign) for contracts and on-boarding documents

**Initiatives to improve pre-service teacher preparation:**

- Committee working on Culturally Responsive Pedagogy and Leadership (multi-year project)
- Continued partnership with St. Louis Plan to support first-year teachers

# EMPOWER SCHOOL LEADERS TO LEAD RECRUITMENT AND SELECTION



- **Train school leaders in high-leverage talent practices:**
  - Retention strategies (e.g. celebrating specific teachers and having intentional retention conversations with high-performing teachers)
  - Marketing and branding techniques (e.g. developing talking points)
  - Competency-based selection process design
- **Support school leaders in creating site-specific, competency-based selection tools:**
  - 95% of schools have created a competency-based selection tool for use in 2018-2019 teacher hiring
- **Increase communication and recruitment support between HR and schools:**
  - Weekly talent memo initiated to inform school leaders of talent updates
  - Candidate trackers updated in real-time to give school leaders access to available candidates' information and applications