

HUMAN RESOURCES RECRUITMENT AND SELECTION UPDATE

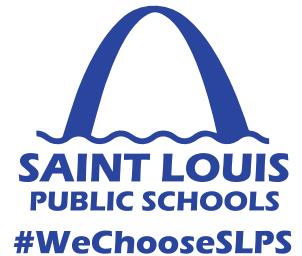
Charles K. Burton, Chief Human Resources Officer

Anna Westlund, Director of Recruitment

April 2019



AGENDA



- Priorities
- 2017-2018 Progress and Results
- Current Year Progress-to-Date
- Current Initiatives: Strategy and Progress
- On-Going Challenges

RECRUITMENT TEAM BACKGROUND

- ❑ Formed in July 2017 to address on-going teacher shortage
- ❑ Comprised of Director of Recruitment, Customer Service Representative, Generalist, Six Teacher Leader Fellows, and School Leader Teams
- ❑ Tasked with recruitment and selection work streams for all District positions except school and District leadership, with a focus on teachers and other school-based staff

RECRUITMENT & SELECTION PRIORITIES



Build brand and market

- Design new infographics and materials
- Mobilize branding via new and current employees
- Leverage online and print media (e.g. LinkedIn, HBCUcareers.com) to reach national and local networks

Ensure rigorous, equitable selection process

- Competency-based selection tools and process, including performance tasks
- Support hardest-to-staff schools with early access to teacher hiring
- Involve current teachers in initial interview stage
- Hire earlier in season

Develop strong sources of diverse, committed teachers

- Expansion of St. Louis Teacher Residency partnership (pending renewal)
- Tutoring support for current employees to pass certification exams
- New accelerated program for non-certificated employees to obtain certification (pending)
- Continued partnership with universities to increase student teacher pipelines

Empower school leaders to lead their talent work

- Train principals to develop site-specific tools
- Equip principals to retain talent and market their schools
- Provide appropriate tools and resources to simplify hiring processes

YEAR ONE (2017-2018): PROGRESS AND RESULTS



Pre-hire cohort to promote equity in our hardest-to-staff schools

- Vacancy gap eliminated
- 50% reduction in vacancies

Alternative sourcing for diverse talent and hard-to-staff areas

- Partnership with St. Louis Teacher Residency launched.
 - Cohort of residents composed of 58% persons of color. Half of residents will teach math or science
 - Program trains SLPS teachers to coach residents, a leadership opportunity for current teachers
- RFPs released to increase diversity in applicant pool and internal pipelining
 - Teacher certification for non-certificated employees
 - Tutoring for licensure exam
 - International recruitment

YEAR ONE (2017-2018): PROGRESS AND RESULTS



Significant shift in *when* and *how* we hire

- Applicants go through four screening phases.
- We empowered school leaders to hire talent earlier:
 - At the end of March 2017, we had no teachers under contract with us. At the end of March 2018, we had 45 teachers with signed offer letters.
 - At the end of June 2017, we had 134 teachers under contract with us. At the end of June 2018, we had 200 teachers with signed offer letters (49% increase in hires by June 30).
- On 8-30-18, 95.2% of teaching positions were filled. In 2017, the comparable fill rate was 94.6% and in 2016, it was 90.4%.

Improvement in principal satisfaction with Recruitment Team

- Principals rated their satisfaction with the Recruitment Team's support in filling their teacher vacancies as an average of 4.1/5 [survey given fall 2018].

PERCENTAGE OF TEACHING POSITIONS FILLED ANNUALLY FOR LAST SIX YEARS



School Year	Number of Teaching Vacancies on September 1 Annually	Percentage of Teaching Positions Filled on September 1 Annually
2013-2014	150	92.6%
2014-2015	138	93.0%
2015-2016	134	92.9%
2016-2017	187	90.1%
2017-2018	105	94.4%
2018-2019	82*	95.2%

CURRENT YEAR: PROGRESS-TO-DATE

- Establishment and expansion of teacher pipelines**
 - New partnership to provide licensure exam tutoring
 - International recruitment
 - Accelerated non-certificated pipeline to teacher certification (pending)
 - Expansion of St. Louis Teacher Residency
 - Increased accountability and alignment with Teach For America
- Continuation of pre-hire cohort**
 - 24 schools based on historical staffing data and academic status
- Presence on more than 18 university campuses (including five HBCUs)**
- Continuation of teacher referral incentive**

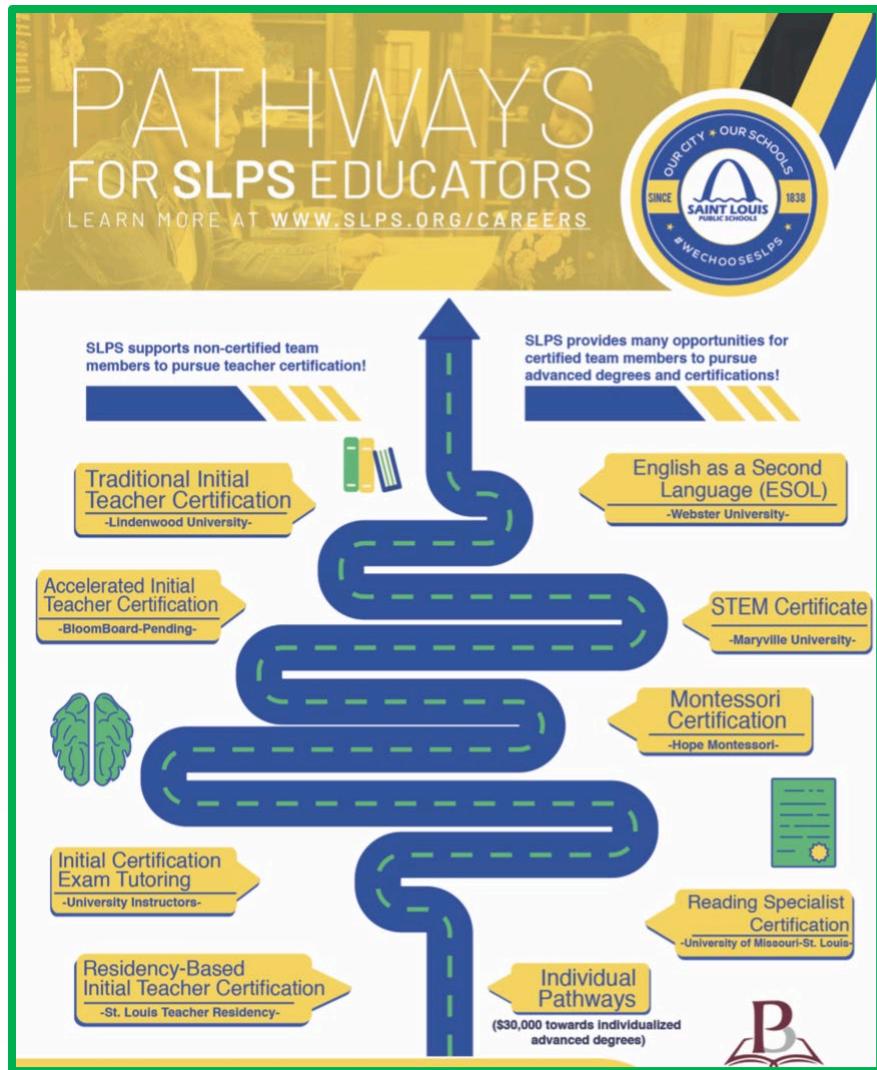
CURRENT YEAR: SELECTION PROGRESS



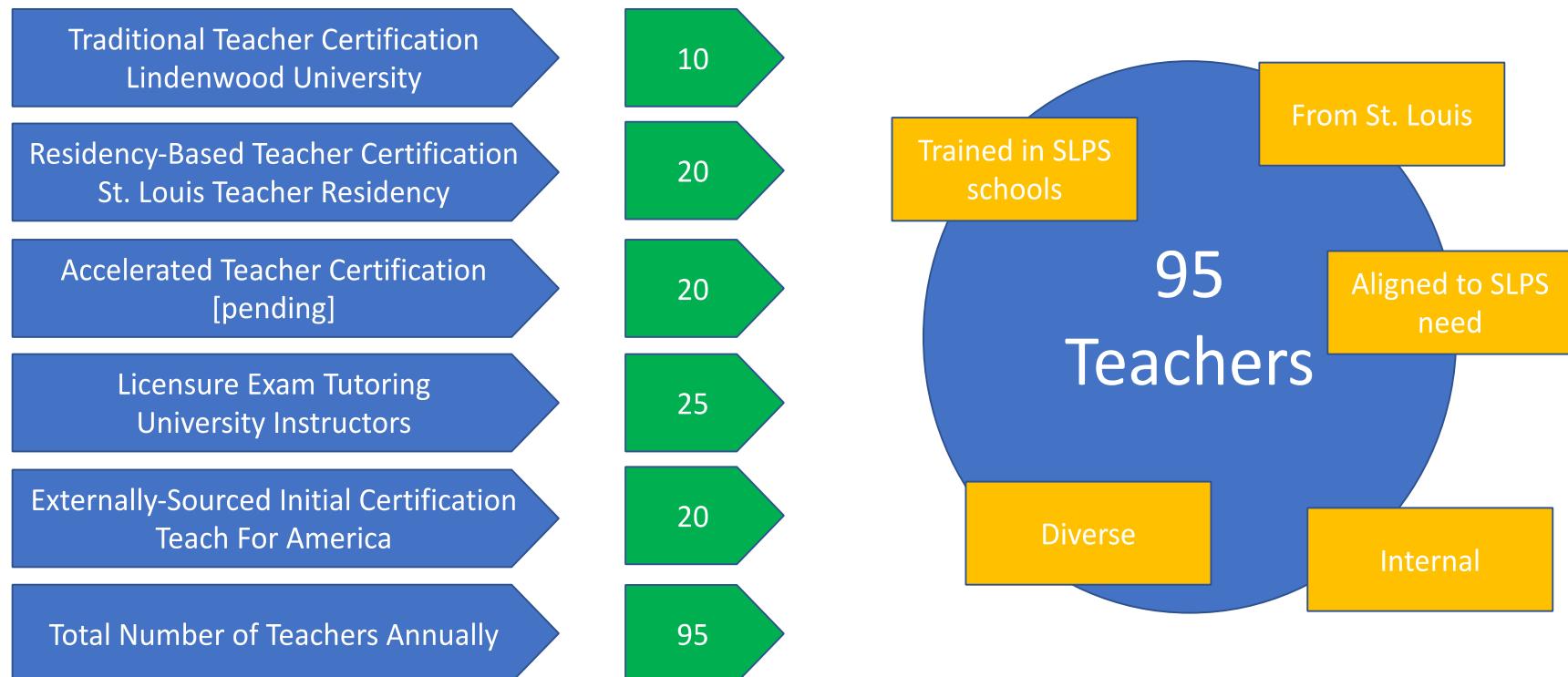
As of Friday, April 5, 2019:

- 654: Total Number of Applicants Screened
- 341: Number of Formal (AppliTrack) Teaching Applications Screened
- 239: Number of Phone Interviews Completed
- 206: Number of In-Person Panel Interviews Completed
- 92: Number of Candidates Selected for Individual Schools for 2019-2020
- 129: Number of Candidates Recommended for Hiring Pool for 2019-2020

CURRENT PIPELINES FOR SLPS EDUCATORS



Pipelines Strategy: Annual Yield



ON-GOING CHALLENGES

- Teacher shortage, locally and nationally
- Shrinking diversity in applicant pool
- Burden of cost and operational capacity to finance and facilitate alternative pipelines
- Retention of current teaching workforce
- Readiness of incoming teachers for SLPS classrooms