

## 10 Steps for Hiring Effective teachers

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## A little about me

- Professor of teacher education at Berry College in GA
- I teach students to be teachers and principals.



## Berry College is Unique

- 2,100 students
- 2,000 deer
- Eagles can be viewed on our website.
- [www.berry.edu](http://www.berry.edu)



## What was my career path?



- High school foreign language teacher in Illinois.
- Doctorate from University of Illinois
- Directed the Beginning Teacher Program at Eastern IL University

## At Eastern IL...

- I taught seminars for beginning teachers – how survive and thrive.
- I was asked, why don't you teach us how to hire?
- I taught seminars for administrators on how to induct and support new hires.
- Almost 75% of principals have had no training in how to hire.

## All about you...

- Former/current principals or superintendents?
- Do you see the issues of job shortage as listed by AAEE?
- Charged with hiring over 100 new teachers a year?
- - special ed?
- - math and sciences?
- - bilingual? Spanish?

## On your card...

1. Write the one question on your mind that you would like answered today.
2. Write the one question you ALWAYS ask a teacher candidate in every interview (your favorite question).

## Now, the steps



- Just like climbing the Great Wall of China, we will go one step at a time.
- 2015: I spent two weeks training teachers for Chinese Christian Schools

## Step 1: The need for best practice in hiring

- “Today it is considered common knowledge that a classroom teacher is probably the single most powerful influence on student achievement THAT IS WITHIN THE CONTROL OF THE EDUCATIONAL SYSTEM” Marzano

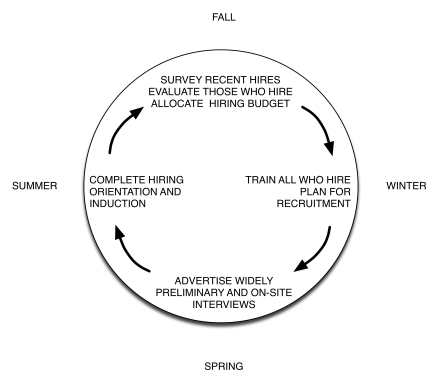
## To quote Clement

- Retention begins with hiring.
  - Who leaves teaching? Those who say, “This is not at all what I expected” leave.
- It's about “cash and culture.”

## Best Practice

- Hiring has year-round responsibilities.
- Hiring uses multiple assessments.
- Uses objective criteria – experience and expertise
- Involves teachers
- Hiring is recruiting.
- Good hiring leads to retention.

FIGURE 2.1: THE YEAR-LONG HIRING CALENDAR



## Step 2: Your Blueprint



- What is your blueprint for hiring?
- Is it written down like a map?
- Do all the stakeholders know who does what when?

## Have a philosophy

- 1. Commit to having the most effective teachers possible.
- 2. How will our hiring process help us to hire diverse candidates for our faculties?
- 3. How can we make our process both thorough and user-friendly for today's millennial teachers?

## Two more questions

- 4. How will we make our hiring based on objective criteria?
- 5. How will we commit to an interview process that is welcoming while still maintaining the highest selection standards?

## A word about high-needs teaching fields

1. Collaborate with colleges and universities
2. Bring teacher candidates to your schools for practicum experience
3. Consider doing what international schools do – appeal to the candidates' sense of “make a difference.”

## Step 3: Recruiting and Advertising

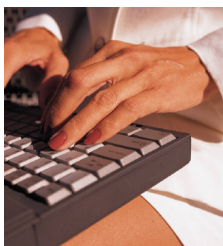
- Before I share strategies, I have a question.
- What is your biggest, most successful recruiting line?
- Who has the best sales pitch? (Prize awarded)

## Recruiting Millennials

- The millennial generation was born between 1980 and 2000.
- Much has been written about them:
  - - they all won a trophy
  - - the “me” generation
  - - tied to their technology

## As fast as amazon.com

- Your district and school websites must be up-to-date.
- What about  
teachers-teachers.com  
schoolspring.com  
www.doe.mass.edu/jobs/



## Information-rich job ads

- 1. Truth in advertising
- 2. As specific as possible – information rich
- 3. Clarity in cut-off dates
- 4. Link to the website

## To help you...

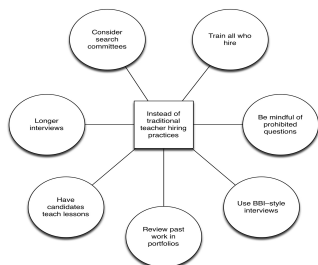
- 1. Clear list of what constitutes a complete application
- 2. Directions for how to apply
  - -applitrack
  - \*Is there a contact person/email/phone?
  - \*Put a statement in the ad about contacting or not.

## Do's and Don'ts

- Do not glorify the position. Appeal to the teachers' sense of "make a difference."
- Do not rely only on local candidates.
- Do build a budget for recruitment.
- Do advertise and recruit year round.

## Step 4 - Training Those Who Hire

4.1 THINK OUTSIDE OF THE BOX



## Which of the following questions/ comments is not prohibited?

- A. You look so familiar. Haven't I seen you at my son's daycare center?
- B. Your accent is unique. Where do you call "home?"
- C. We start school the Tuesday after Labor Day. Are you available then?
- D. What pretty jewelry. (Or, what a pretty scarf.)



## Support staff need training

- Small talk is not small talk.
- I have been asked an “illegal” or prohibited question in every interview I have been in where I got the job.

## What about appropriate dress?



- You may, and should, state dress codes for your district's teachers.
- Wet hair in the interview?
- Tattoos?

## Which question is best?

- Tell me about yourself.
- Tell me about your best teaching experience.
- What would you do if a student fell asleep in your class?
- Describe a lesson you have taught recently and why it went well.

## Step 5 – Applications and Paperwork

- What is your biggest complaint or question about applications and paperwork?



## Two things...

- Past behavior is the best predictor of future performance.
- RED flags matter
  - - poor spelling, grammar, punctuation
  - - late or incomplete
  - - weak (or old) recommendations
  - - no experience with grade or subject

## Sort objectively...

- See the template.
- How many of you have support staff complete the first sort for certification and grade/subject match?
- Why? Why not?
- Create a form (electronic or on paper) to review the ones that are the closest match.
- Tally the numbers.

## Practice Activity

- You need a new middle grades science teacher.
- You have already chosen 2 finalists and need to select a third person for the on-site interview. Three candidates remain for that one last interview slot.
- Rate the following candidates' paperwork on a scale of 1 to 5. (5 is high.)
- Which candidate gets the interview at your office from these three? Why?
- (p. 34) Vote with your letter.

## What about social media?

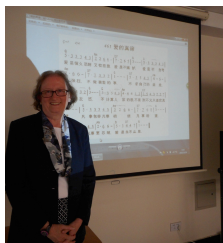


How many of you do a search on Facebook about a candidate before contacting them?

Google?

What do you find???

## Step 6 – Behavior-Based Interviewing



- Past experience is the best predictor of future performance.
- When can ONLY hire based on education, experience, expertise.

## More than a gut feeling

- "Use open-ended questions that ask for specific examples of past job behavior." Deems, 1994
- BBI came to education where it has been used for decades.
- An engineering example
- Don't circumvent the obvious. (higher ed example)

## Once performance skills are identified

- Interviewer must prepare questions that can ascertain if candidate has the knowledge and can apply it
- A candidate who can articulate skills must also be able to describe past experiences with their skills.

## An effective teacher is a professional

- Knows subject matter
- Knows curriculum
- Can plan, organize, and manage classroom
- Can assess and grade students
- Meet individual needs
- Communicate with parents

## Sample questions for the BBI interview



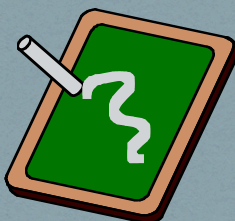
- Create a master list of questions that can be asked of each candidate.
- Modify for grade- and subject areas.

## Write questions about

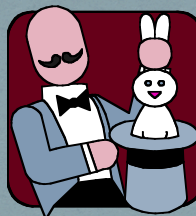
- Curriculum
- Describe the experiences you have had in implementing a mandated or standards-based curriculum.
- Describe a two-week unit of curriculum that you have taught.
- Tell me about an individual lesson plan that went well.

## Methods and Planning

- How have you divided large amounts of material to be covered?
- How do you write a plan and what is included in each plan?



## Classroom organization and management



- Describe classroom management plans that you have used.
- What rewards have worked well to motivate your students?

## Homework and Grading

- Describe a grading system that has worked well for you in the past.
- How have you dealt with students who do not complete homework?



## Meeting individual student needs

- How have you modified assignments for gifted or special education students?
- Can you describe an experience where you have worked with ESOL students?
- What are some approaches to teaching your subject matter that have helped all students achieve success?

## Communication and professionalism

- Describe how you conduct a parent conference.
- Share an example of a communication with a parent that helped you to help the child.
- What have you read/ studied recently that led to a change in your classroom?
- What parts of your teacher training do you use the most?

## To review...

TRADITIONAL QUESTIONS	BBI-STYLE QUESTIONS
1. Tell me about yourself.	1. Tell about the most effective teaching you have done.
2. What would you do if a student fell asleep in class?	2. How have you handled sleeping or non-attentive students?
3. What would you do if a student called you a foul name?	3. Describe your experience with a disruptive or rude student.
4. How might parents be able to help you?	4. Tell about a positive interaction you have had with parents.
5. What are your feelings about discipline?	5. Describe, or show from your portfolio, a classroom management plan that you have used.
6. Where do you see yourself in five years?	6. Tell about a past success indicative of your work ethic or commitment.

## Quick Stop!

- Questions
- Break