# Carroll Community School District Hiring Audit

***Principal Interviews***

Principal Name: Randy Bissen (Oct. 20), Tammy McKenzie (Oct. 22), Jerry Reymond (Oct. 22nd), Crystal , Jeff, Sara

Questions

1. What are the strengths of your current hiring process?

* No issues with the AD hiring coaches before the girls basketball
* Have few applicants for coaching positions
* Sometimes head coaches don’t want to be part of the process
* Resources from other AD’s and willingness to share
* I currently have full autonomy in the process and include others (community members, admin. other coaches)
* The electronic system of applicant pools works well
* We can use Applitrack to get reference information
* Timing of Morgan of Associates training was good. Having a process was a strength.
* I try to get input from other teachers/dept. on candidates which has went over well and is appreciated. The instructional coach is involved in the initial screening. All interviews are recorded.
* I’ve designed content specific questions that help us understand the candidates strengths.
* Worked with Sue Ruch hiring 4 new positions. I previewed and narrowed candidates down with her. Interviewed 8 for 2 4th grade positions. (added 2-3 that were coaches-no hired but gave Randy feedback on why, no knowledge ini reading). Did offer to a new teacher that went to Keumper.
* Hardly no candidates for special education candidates. Sue had her own set of elementary interview questions. Administration and the coach interviewed the candidates (no one else). She said, “we don’t include teachers.”
* People appreciate IPERS, health insurance and to have the same hours as their kids. 27 apps for a less than full time position. Normally 12-15 apps.
* Hire a lot of people from the hospital. We often have people picked for a job before we have an opening.
* Posted in house first. Normally no transfer. Advertise in local paper and online after that. Normally get 2-3 applicants.
* I don’t do an annual review. I am out with the employees everyday. If I get a report I’ll set up a meeting with them and take care of the issue. I don’t wait around to an annual review.
* I do give pay increases based on performance.
* Don’t have much turnover do to finding another job but do have retirements.

1. How are the hiring processes for certified and non-certified staff the same and different?

* Little guidance before Dr. Berlau, leaned on Mr. Stribe and other AD’s
* Randy gets all coaching apps
* Randy does reference calling
* No automated references as part of the application
* A little difference but not much. They still apply in Frontline. Post the job internally for 6 days then opened for external candidates. We advertise locally in the newspaper as well. MS/HS blend a list of question together. We don’t normally interview together but do share information about candidates after interviews.
* The Morgan and Associates questions are not as important as other questions more relevant to support staff. The supervising teacher is often part of a TA hiring process because they work closely together.
* Same to start the process reviewing the candidate process. TA positions have just been interviews with the principals. Have involved a teacher when it was a level 3 classroom.
* Once we decide who we want to hire, we email Mary and she runs background check, getting paperwork to new hire and getting it board approved. This happens after they have verbally accepted the position.
* Screen apps that have a food service background first. People like staying in a team by building. They like to cross-train by team. The high school kitchen manager will do the interview with Sara. We ask everyone the same questions. We also let them ask us questions. We informally discuss who would be the best fit after the interviews.
* I don’t have people leave. Some are food service and bus drivers, TA’s or Tiger Zone to pick up extra hours. We try to be flexible.
* Staff get benefits after 6 hours/day. Many wanted 40 hrs. per week. Staff can work ahead for the next day. Alleviates stress of the next day.
* Every year we have lowered the hours and not replaced staff because we are more efficient. Then we give staff raises from 40-75 cents. $16.50/hr. now.
* Food services hired a build in sub to cover sick days and vacations. They are trained and move where needed.
* The process is about the same but dig harder on the head custodians have more responsibilities.

1. What concerns or ideas for improvement would you offer for your current hiring process?

* Biggest concern-hiring quality teacher/coaches
* The quality and depth of the pool seems to dwindle each year.
* We don’t have a dedicated HR person. I wish we had a communication and human resources point person. This person could help advertise and recruit for positions. They could also help screen applicants if we have deeper pools.
* Getting larger candidate pools would be helpful. All teachers candidates we hired had family ties to the community. We have very few TA and teacher substitutes. We have hired many of them.
* PLC (1 per grade level plus specials and Title I). SPED Teachers are part of the grade level PLC. Schedule for their meetings. Two TLC leaders on the oversight committee. Two days were added to PD this year. Ask them to reapply and they showcase what they have done as part of interview. Some they rotate the position every year and other departments stick with the same person. They all have to have 3 letters of recommendations. So far it was just principals interviewing for these teachers.
* Mentor teachers use the same process for annual review who also get a stipend. Same application, interview and references.
* Evaluations
* Paying out personal time.
* Initial screening includes review of what job they actually want, if they have applied before, references and ask current team about them.
* Normally bring 1-2 in for formal interviews which includes just Jeff. Sometimes I do more than one interview with the applicants. Uses his own questions and interview process isn’t formally structured. Work history and job needs are often the focus. Often they are people I know to some degree.
* The main thing that is an issue for my staff is rate of pay and hours. I’ve been working with Gary to increase the wage. Not many people like to work the 3:30-12:30 shift. Some people do like it though.

1. Are you able to see all applicants for positions in your building? Who narrows the candidate pool for screening and formal interviews?

* Randy reviews all coaching applicants and asks principals to review good coaches
* Principals don’t always care about coaching needs
* I see anyone who applies for a specific position.
* Yes, I see the entire pool and narrow the pool for screening and formal interviews. When Rob was the Supt. he was part of offering the contract to the successful candidate. Mary then created a cheat sheet to share with candidates. After offering a position, give them a deadline, and send Mary back their application materials and would put it on the board agenda. Mary would then get background check done and send the contract to the new hire.
* Principals both review and narrow the candidate pool. With teachers we reviewed the pool separately and compared our lists. With limited numbers with applicants we often interview all the candidates or am able to rule some out right away.
* Yes, I see them all and sort them by experience, fit, and references.
* I see all applicants.

1. Do you utilize the Morgan & Associates teacher phone interview protocol for screening interviews?

* Knows nothing about it
* We are expected to follow this protocol-I’m not sure how important the questions (22 questions) are for the actual decision to hire. I think the questions about the specific position are more helpful to identify the right candidate.
* The questions were all provided by Morgan and Associates. We ask them verbatim and try to score them objectively. I’m not sure they are used across the district. I do record all interviews and sometimes go back to the video.
* Never used Morgan & Associates protocol.
* Not used.
* Not used.

1. Do you utilize the Morgan & Associates teacher interview questions?

* He generates his own from Keith and other AD’s
* Yes but not the screening questions. I use some of their questions and add them to other questions we need to ask relative to the actual grade or subject level.
* I follow it to a T and do my best to fairly score each candidate. I also add some subject specific questions to each interview. Candidates tend to relax after the formal Morgan questions are asked.
* Never used Morgan & Associates protocol.
* Not used.
* Not used.

1. How are screening and formal interviews normally scheduled in your building? How do you decide who to include on the interview teams?

* Depends on how many applicants
* Makes sure he has superintendents support about candidates to interview
* If only 1 applicant-background, references, charges, are key indicators for if they are a good fit or not
* Even if only 1 applicants they are interviewed
* Nothing in place for protocol for screening
* We have used references but not screening interviews. We used to use a group of teachers to help interview but substitute teachers are so hard to get that we cannot fill the teaching needs to free up teachers to do this.
* I ask those who may work closely with the new hire and provide feedback.
* I interview candidates for the teaching role first and do check to see what coaching opportunities are open. I do make Randy aware when a new hire is willing to coach. I know Randy gets frustrated we don’t hire more teacher/coaches. We also don’t want to overwhelm a new teacher with coaching responsiblities.
* No screening process normally. We do send out references through Appliitrack. Not having many candidates doesn’t always make screening necessary. References are not always back before interviews. TA references are phone calls.
* Always two of us that do the interviewing. We always seem to agree on the best person for the team. I have not lost anyone in 10 years.
* After I decide to hire, it goes to Mary for a background check and then to the school board. The head custodians at the building works with them to train them.

1. Do you (or others) call references or get any references from Applitrack? How many references do you normally contact?

* Yes depending on if I know people in the area or previous jobs
* Yes. We start with the letters and references in Applitrack. I sift some references out if they are friends of the candidate and call others.
* I do a phone reference form that is helpful. I call them but also review the one in Applitrack.
* We do send out references through Appliitrack. Not having many candidates doesn’t always make screening necessary. References are not always back before interviews. TA references are phone calls.
* Yes, they all apply in Applitrack but if they don’t have a computer we let them fill out a paper application.
* Hispanic lady was hired and also used an interpreter. ($20.00/hrs)
* Some put references in Applitrack. Others I have to call from a previous job.
* Normally, I get some references in Applitrack but I like to call them too. I don’t put too much weight into references but sometimes the jobs are so different that you wonder if the last employer wants to get rid of them.

1. What process do you use to maintain formal hiring records for 7 years as the board policy requires?

* Does not keep notes from interviews after the hire
* Assuming candidate info is stored in Applitrack
* We assume that Applitrack maintains records we need to keep.
* This has not been discussed but hopefully Applitrack saves the right info.
* After each interview, notes from the interview went into a file.
* After a hire, I give all the information to Mary.
* I keep a file from the interview process for each hire.

1. What would be most helpful to you to improve the hiring process and make sure it is consistent across the district?

* The board trusting the AD
* Better communication between administrators
* More teacher/coaches hired
* Clear expectations about the hiring process and how it should be structured
* Screening process if we could free teachers up to help interview candidates.
* Trying to increase our candidate pool. I go to job fairs.
* TLC Instructional Coaches and PLC leaders-(no formal process right now) – Instructional coaches (reapply annually) and PLC leads (annually with 3 references and interviews)
* The district could use someone to come in and talk about equity and discriminatory practices (WestWood, Iowa City and Issiah Magee)
* Having a larger and more diverse interview team. I think we have hired good people but we could build culture if we had an interview team. I think it is important to get teacher voice as part of the hiring process.
* We had our PE candidates teach a lesson that was helpful to see.
* There is nothing give candidates (benefits, calendar) nor a tour when we hire people. This could be better to answer questions and sell the district.
* I think the school should have some type of evaluation for food service. If we ever do have a problem with an employee we need documentation. Raises could be tied to the evaluation.
* Rate of pay increase. One part time custodian also works for food services and another a bus driver.

**For Dr. Berlau…**

1.  We do not still charge $1500 for leaving the district.  That needs to be changed.

2.  402 is a policy we are in the middle of making revisions to right now.  We will have a second reading at our November board meeting.  I will make sure that we get 416 on our November agenda so we can get it updated.

3.  I haven't tracked turnover rate and we do not have any formal processes in place to recruit and retain quality staff other than what the DE reports on the attendance center ratings.  They show that we retained 88% of our staff from 2017-2018 to 2018-2019.  Last year, we had 8 staff take early retirement (teachers, administrators and support staff).  We did give a signing bonus to our science teacher that we hired last year but that is about it.  We also do not have a good exit survey in place right now.  I am told Rob used to do one but stopped doing it.

**Considerations:**

1. Update automated reference form that is customized to district needs
2. Develop clear hiring process for certified and non-certified hires
   1. Allowing teacher/staff feedback
   2. Screening down to fewer finalists (in needed)
   3. Techer leadership (TLC) and compensation positions
   4. Being clear on committee selection
   5. Create an evaluation for grounds and food service, etc. (absence management, fills teachers but not bus, TA or food service)
      1. Trade in sick days for pay or health ins.
      2. Teachers paid for not using sick days
      3. Would be helpful if performance is an issue
      4. Use or lose personal days (why not pay the employee)
   6. There is nothing give candidates (benefits, calendar) nor a tour when we hire people. This could be better to answer questions and sell the district.
3. Identify ways to increase the candidate pool
   1. Use Applitrack to recruit candidates
   2. Provide teacher incentives to take a hard to fill job
   3. Promote the district and community - All teachers candidates we hired had family ties to the community.
   4. HR person to help marketing the district and screen candidates (no formal process right now) – Instructional coaches (reapply annually) and PLC leads (annually with 3 references and interviews)
   5. Food service- Not lost anyone in 10 years. (includes managers and takes them with)
   6. Rate of pay would be biggest incentive for custodians (not sure about signing bonuses).
   7. Overall-Fall beds shows 88% retention foor teachers
4. Consider how to formally collaborate to hire good teacher/coaches (Randy asks principals to interview candidates with coaching endorsement right now)
5. Consider electronic screening interview process and update uniform questions
   1. We tend to lose the younger staff and retain the more veteran teachers. We seem to have less turnover at the MS/HS than the elementary. Tammie agreed with this trend.
   2. There will be an explosion of staff retiring in the next 5 years (elementary, middle and high school)