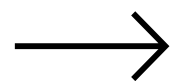
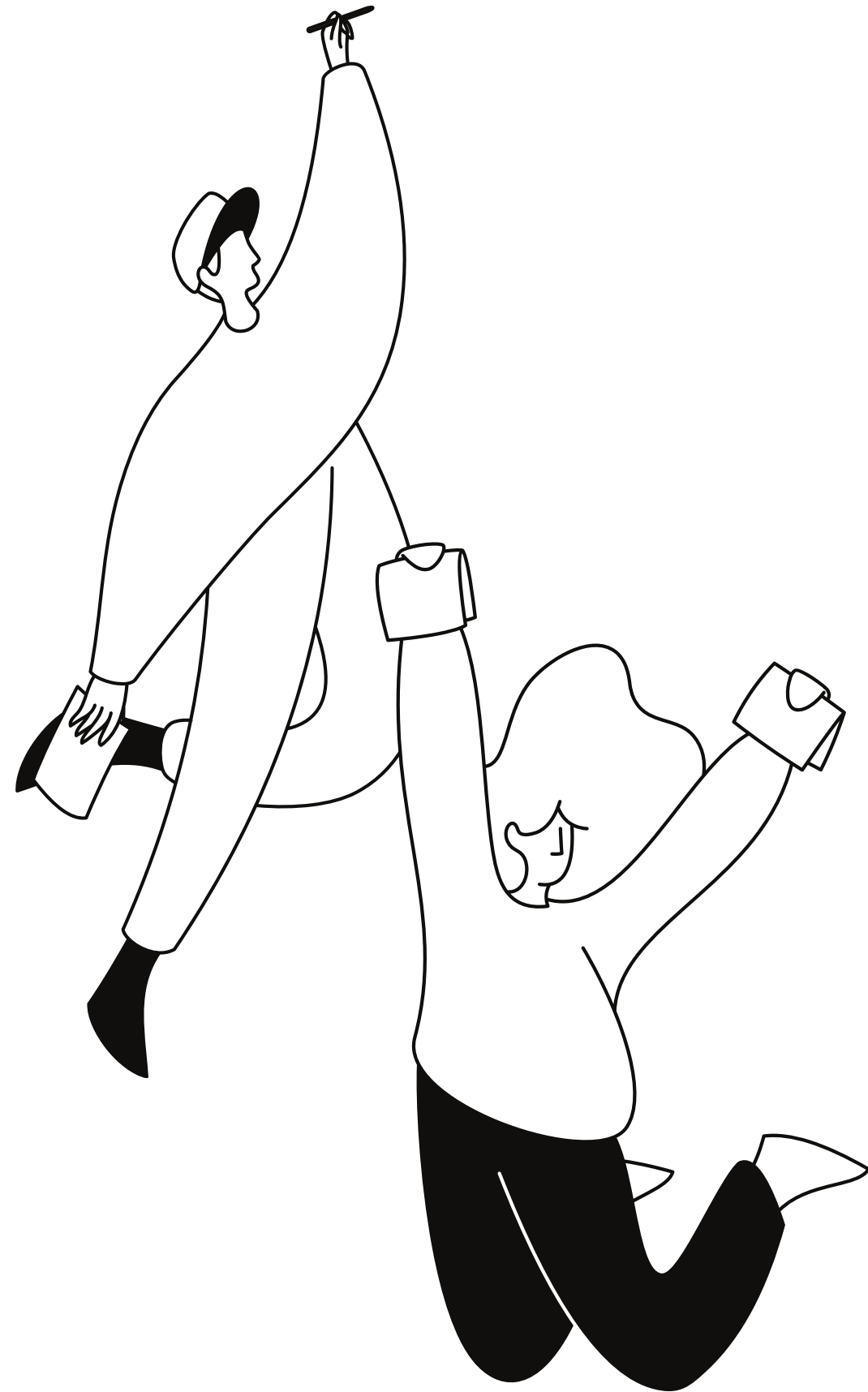


Hiring Audit



CARROLL COMMUNITY SCHOOLS





Overview of Audit



Overview of information gathered

Strengths of hiring process highlighted

Areas of improvement highlighted

Recommended focus areas to improve
district hiring process

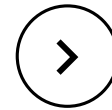
Recommended timeline for process improvements

Proposed invoice for on-going services



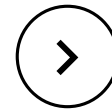
Overview of information gathered

DOCUMENT REVIEW



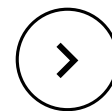
GLS was provided multiple document from the district including school board policies, Morgan and Associate interview protocols and hiring manuals. Each document was compared to the others to look for alignment. The contents of the document review and processes outlined were compared to interviews with building principals for strengths of current processes and inconsistencies.

PROCESS REEVIEW



The district's hiring process was primarily outlined in the the Morgan & Associates interview protocols and board policies. Interviews with building principals confirmed traditional hiring practices and how interviews in each building were similar and different.

INTERVIEWS



Interviews were conducted with each building principal (Tammie, Jerry and Crystal). The Food Service (Sara) and Building and Grounds Directors (Jeff) were also interviewed. Principals and Directors were asked about strengths of the current hiring process, how current documented hiring/interview processes were followed, concerns they had about current hiring practices and how they felt the hiring process could be improved in the future.



Strengths of the current hiring process

01

CONSISTENT
USE OF
APPLITRACK



02

TENURE OF
EMPLOYEES



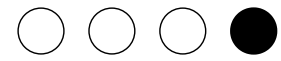
03

CLEAR
HIRING
PROCESS





Strength 1



CONSISTENT USE OF APPLITRACK

01

All principals and directors report using Applitrack. Leaders have access to see all applicants that apply and all references on candidates.



02

Although the hiring process is different between buildings and jobs, the process to start and end the process is clear to all involved and includes Applitrack for job postings, screening, and references. Records are also maintained in Applitrack.





Strength 2



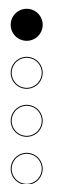
TENURE OF EMPLOYEES

01

According to the Iowa Department of Education BEDS information, the district retained 88% of the staff from 2017-2018 to 2018-2019. In 2019-20 8 staff took early retirement. This indicates many staff (certified and non-certified) have a long tenure with the district.

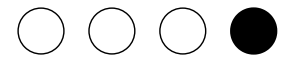
02

Food Services workers have a clear track record of tenure. This seems to be based on work hours conducive to their family schedules, increases in pay, value of the team they work with and support from their supervisor. No food services workers have left the district in the last 10 years for other employment opportunities.





Strength 3



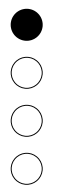
CLEAR HIRING PROCESS

01

Interviews all confirmed the the process to post a position is clear. Principals and Directors report being able to see all candidates that apply. References normally accompany candidate applications.

02

The process to run the formal background check and get a new hired approved by the school board is clear. Mary Kohorst is reported as the contact to both start and end the hiring process regardless the position



Areas of improvement highlighted

01

INCREASING CANDIDATE POOLS

02

FEEDBACK FOR FORMAL INTERVIEWS

03

LEVERAGING APPLITRACK

04

CONSISTENCY BETWEEN BUILDNIGS





Improvement Area 1



INCREASING CANDIDATE POOLS

01

It is clear that many teaching and coaching positions do have the depth of candidates as administrators would like. Interestingly, there seems to be plenty of non-certified candidates who have a long tenure with the district. There is nothing formally being done to increase the candidate pools except a recent hiring bonus for a science teacher.

02

Each principal reported multiple teaching positions that will be open in the next couple of years due to retirements. The district could be strategic about marketing the district and community to potential candidates to increase the candidate pools. Timing of replacing retirees and filing open positions will also assist in increasing pools.





Improvement Area 2



FEEDBACK FOR FORMAL INTERVIEWS

01

Some buildings seek feedback from stakeholders during the screening or formal interview process. Others do not and cite barriers for getting input. Fit and success of a new hire may depend on support from their colleagues.

02

Even if there is one applicant who applies for a position there is no clear criteria to know if that candidate is the right fit for the job, team or building. A more thorough formal interview process could ensure buy-in from the teaching staff and school board and offer benefits to the candidates in regard to answering their questions and building relationships with future colleagues.

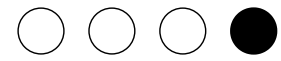
03

Salary and benefit information is not formally presented to candidates until after an offer has been made. This information could be shared early in the hiring process to ensure time is not wasted by the candidate or district.





Improvement Area 3



LEVERAGING APPLITRACK

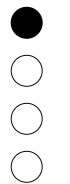
01

Applitrack is used to post jobs and track references but could be further leveraged to recruit candidates, get automated references, schedule interviews and update job descriptions.



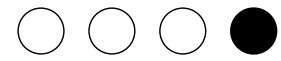
02

How each principal and directors uses Applitrack is unique. Adding notes about candidates, sharing materials, filtering by coaching experience and maintaining records could be ways to save time and be more effective across the district.





Improvement Area 4



CONSISTENCY BETWEEN BUILDINGS

01

Some buildings use the Morgan & Associates screening and formal interview protocols and others do not. Not all administrators were trained on the protocol. Many screening and formal interview questions are developed individually and there is no consistent or objective scoring approach.

02

Some buildings seek feedback from stakeholders during the screening or formal interview process. Others do not and cite barriers for getting input. Fit and success of a new hire may depend on support from their colleagues.



Recommended timeline for process improvements

01

NOVEMBER 2020

Review hiring audit with the school board and administrative team and set spring workshop dates

02

EARLY SPRING 2021

Conduct 2 workshops with principals and directors. The first on updating forms and processes in Applitrack. The second with principals and AD to formulate a plan to increase teacher and coaching candidate pools.

03

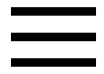
MID SPRING 2021

Work with principals to develop consistent screening and hiring protocols across buildings. Get board support for process. Plan for July 1 Qualified Talent software to replace Applitrack.

04

SUMMER 2021

Conduct 1 day Hiring Calibration training with administrative team on site and review new hiring protocols.



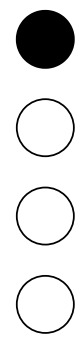
Proposed Invoice for on-going services

GLS looks forward to continuing to support the districts hiring process with updates and improvements. The below proposed invoice provides options and associated costs for future hiring workshops or ongoing consultation.

Customized options are also available as the district identifies needs and works to update documents and processes.

Hiring Audit	Review all current hiring protocols and documents shared by the district. Interviews with principals. A final report highlighting gaps and areas of potential process improvement shared back with the district.	\$1200.00
Hiring Calibration Session (4-6 hrs.)	Using the EEOC compliant Advanced Insights Inventory, participants will gain insights about their leadership style, biases in candidates and preferences for personality types. This session is informative and interactive. Participants receive the What's Your Genius book by Jay Niblick (2009).	\$2750.00
Hiring Workshop (1/2 day)	The focus of the hiring workshop is determined by the district. Model policies, procedures and protocols are shared and the GLS consultants guide the administrative team in updates and improvements. The work is done outside of the scheduled workshop time.	\$1400.00
Hiring Workshop (1 full day)	The focus of the hiring workshop is determined by the district. Model policies, procedures and protocols are shared and the GLS consultants guide the administrative team in updates and improvements. Much of the work is done during the scheduled workshop time with support from the consultants.	\$2800.00
Hiring Consultation (Phone or Zoom)	The GLS consultant will guide the hiring process behind the scenes coaching principals on important steps through the hiring process. Consultants are available by phone and review documents as requested.	\$100/hr. (Free for 1 year after 2 Hiring Workshops)
Travel Costs	Mileage and meals	Waived
Total		\$4000.00





Reflection Worksheet

USE THIS PAGE FOR YOUR NOTES OR QUESTIONS FOR THE GLS CONSULTANTS

01

REFLECTION

After reviewing the hiring audit, what are your reactions?

ANSWER

02

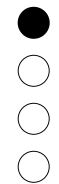
QUESTION

ANSWER

03

QUESTION

ANSWER





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