

MODULE 1

STRATEGIC HIRING

Roadmap of Strategic Hiring



5 Principles of Strategic Hiring

- 1) Start Early:** Begin and complete the hiring process as early as possible.
- 2) Set and Manage Goals:** Establish clear goals for hiring and define what successful candidates will look like to meet those goals.
- 3) Ask Strategic, Targeted Questions:** Use interview questions that align with the hiring criteria and TEAM domains.
- 4) Include Current Teachers:** Include current teachers in the hiring process to gain insight and create buy-in.
- 5) Observe Candidate Teaching:** Observe candidates' teaching and assess it using district observation tool.

12 GOOD INTERVIEW QUESTIONS

Deep Content Knowledge

- Can you identify a curriculum goal or standard that students find especially difficult to master? How might you go about teaching this standard differently?
- Describe a portion of curriculum where the sequencing of the learning is crucial.
- Is there any curriculum you'd like to teach if there was more time in the school year?
- As you think about a future episode of teaching, talk about specific learning goals that are most important to you.

Pedagogical Skills

- Describe some strategies you've found effective in increasing students' ability to remember what they have learned. (Follow-up: How do you think that strategy works? or, Why is that approach so successful?)
- Are there strategies that you've found successful in accelerating learning, actually causing students to learn faster?
- Describe a time that the classroom environment either helped or hindered the learning in your classroom.
- Can you describe any other principles of effective teaching that you rely on for successful learning?

Compelling Nature

- For you personally, what is the most fulfilling and satisfying thing about teaching?
- Describe one of your favorite teachers...what made them especially successful?
- Describe a time when you found yourself so wrapped up in something that you lost track of time.
- Teachers who establish a personal connection with students seem to be more effective in teaching them. Why do you think this is so?

STRATEGIC SUPPORT AND PROFESSIONAL DEVELOPMENT

4 Principles of Strategic Support and Professional Development

- 1) Identify Teacher Needs:** Use multiple sources of data to identify what supports and/or development teachers need to reach the school goals you have articulated.
- 2) Align with Standards and Resources:** Develop teacher support and professional development plans that align with the teacher evaluation domains and indicators and also draw upon school personnel's expertise and your district's strategic plan.
- 3) Set Expectations:** Establish clear expectations with teachers for how they will implement what they learn in classroom practice and what outcomes they will achieve.
- 4) Monitor and Assess:** Use data and observation to monitor and assess progress towards professional development goals.



Nobori, M. (2011). How principals can grow teacher excellence. Edutopia. Retrieved from: <https://www.edutopia.org/stw-school-turnaround-principal-teacher-development-tips>.

STRATEGIC ASSIGNMENT

2 Principles of Strategic Assignment

- 1) Set Assignment Goals:** Identify priorities and create assignment goals. Assignment goals should be aligned with the school's vision, mission, and long-term goals. Assignment should also be data-driven. Data could include:
 - Teachers' years of experience
 - Teachers' overall effectiveness score
 - Teachers' indicator-level observation scores
 - Teacher's value-added scores
 - Classroom composition information, like percent of economically disadvantaged students or prior test scores
- 2) Ensure Equity:** Use data to ensure there is not an uneven distribution of effective teachers throughout the school.

Research indicates that schools often assign novice or less effective teachers to classrooms with higher numbers of low-performing students, contributing to the achievement gap. Studies have also shown that schools move less effective teachers to untested classrooms, which can impact students' later performance.

Having an equitable distribution of teachers:

- Ensures lower-performing students have access to effective teachers
- Avoids concentrating teachers with the lowest performing students in particular grades or subject areas

Questions to consider:

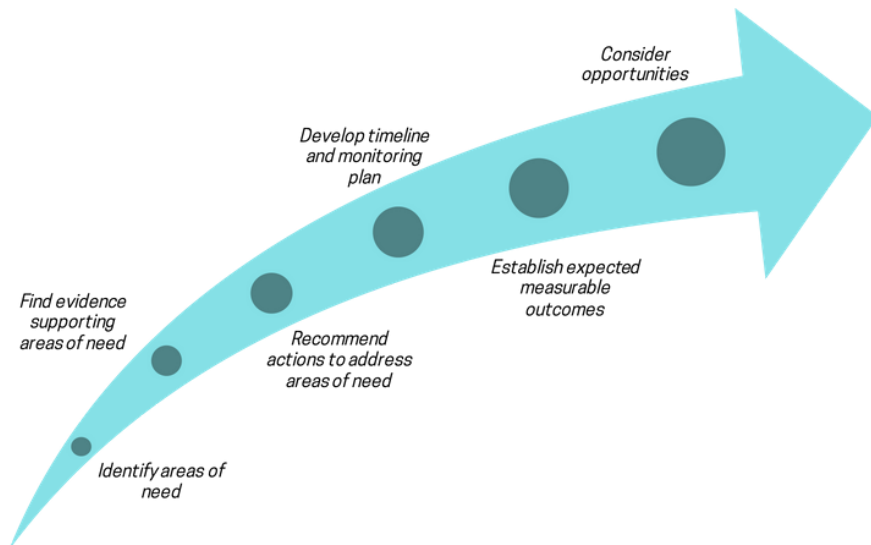
- How are teachers assigned to grade-levels, subject areas, and/or students in your school?
- What types of data do principals generally use when making teacher assignment decisions?
- How do principals and leadership teams evaluate teacher assignment decisions?

STRATEGIC INTERVENTION AND RETENTION

4 Principles of Strategic Retention and Intervention

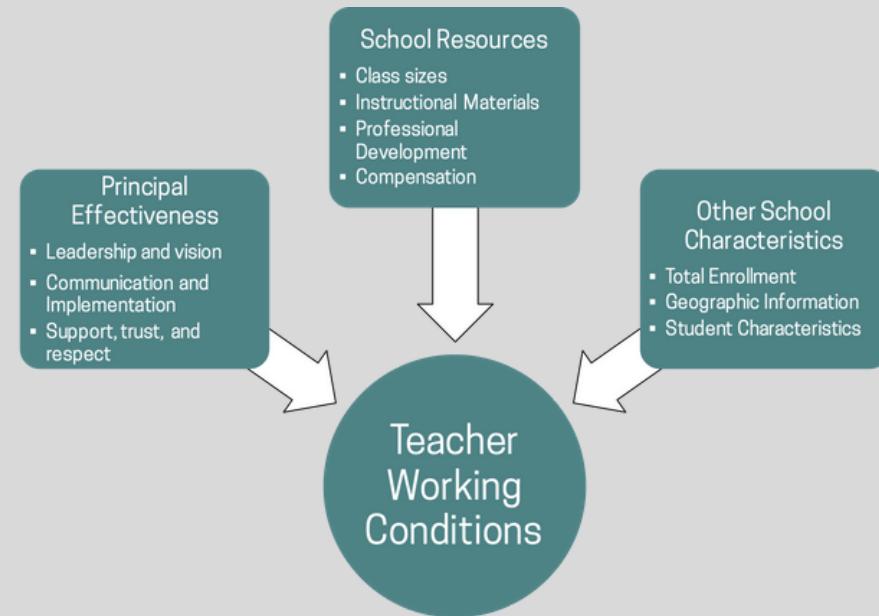
- 1) **Start Early:** Begin thinking about teacher retention and intervention early in the school year. For struggling teachers, start a growth or intervention plan as early in the school year as possible to ensure sufficient time to implement it and to monitor progress.
- 2) **Monitor Multiple Data Sources:** Monitor multiple sources of data to identify high performers and struggling teachers.
- 3) **Provide Regular Feedback:** Provide teachers with ongoing, appropriately positive or constructive feedback on their performance, which is important for both high performers and struggling teachers and for creating a culture of excellence.
- 4) **Develop Specific Strategies:** Once high-performing and struggling teachers have been identified, work with them individually to make sure they have what they need to feel supported in your school.

Recommendations for Struggling Teachers



STRATEGIES FOR RETENTION

Research has indicated that teacher working conditions impact more so than student achievement or student characteristics. There are three components of teacher working conditions: *Principal Effectiveness, School Resources, and Other School Characteristics.*



Fuller, E., Pendola, A., and Young, M. (2018). The Role of Principals in Reducing Teacher Turnover and the Shortage of Teachers. University Council for Educational Administration.

Additional strategies that improve teacher working conditions:

- Identifying needs of individual teachers, groups by subject or grade-level, and the whole school
- Defining and recognizing exceptional teaching
- Effective professional development
- High-quality induction and mentoring programs
- Professional learning communities
- Leadership coaching and peer coaching
- Teacher leadership roles