



# Seattle Public Schools



Photos by Susie Fitzhugh

## 2018 HR Recruitment and Hiring Report

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# Our Presentation:

- HR Vision
- HR Recruitment and Staffing Goals
- HR Recruitment and Staffing Strategies
- Recruitment and Staffing by the Numbers
- Our Outcomes
  - Pools/Candidates
  - Diverse hires
  - 1<sup>st</sup> Day of school
- Next steps

# Human Resources Vision

## Ensure educational excellence and equity for every student



*Attract, deploy and retain staff to ensure we support high levels of student learning for every child, in every classroom/school, each and every day.*

## Improve systems district-wide to support academic outcomes and meet students' needs



*Deliver effective and timely HR services to employees by improving operational processes, adopting new technologies and delivering timely and accurate data.*

## Strengthen school, family and community engagement



*Build a culture of caring, recognition and support for employees.*

# Recruitment and Staffing Goals



## HR Goals

We aligned HR goals to District goals, and focused our strategy and work efforts to achieving these goals.



Goal	Metric(s)
Build a robust, diverse pool of applicants so that principals have choice of multiple high-quality applicants.	Build an overall teacher pool of 1,500 applicants including <ul style="list-style-type: none"><li>• 125 SpEd</li><li>• 500 Elementary</li><li>• 150 Math</li></ul>
Increase the number and percentage of teachers and leaders of color recruited and hired to better reflect the students SPS serves.	24 percent of teacher hires will be teachers of color.
Implement the new NeoGov Onboarding module so that candidates experience a faster and more convenient process for hiring.	Project complete and delivered on time.
Students will have access to a high-quality teacher on the first day of school and every day.	<ul style="list-style-type: none"><li>• 100% of teacher vacancies identified by mid-August will have a teacher selected, staffed and onboarded (with access to systems) by the first day of school for students.</li><li>• Increase the fill rate of certificated subs to 90%</li></ul>

# 2018 Recruitment and Staffing Strategies:

- Focused on increasing the diversity of school leader and teacher candidates – Development of the Diversity Hiring Work Group
- Hired earlier to increase candidate quality – Worked with Start of School team to move hiring timeline up
- Reworked NeoGov applicant system, purchased the onboarding module and reduced the time to set up a new hire in the system to better serve candidates, hiring managers and HR
- Dramatically increased the number of Contingency Contracts issued to teachers
- Focused on candidate cultivation to keep candidates engaged during the hiring process – started Ambassador Program with STAR Consulting Teachers
- Continued implementation of the HR Business Partner Model

# Workforce Diversity Strategies

Strategy	Status	Next Steps
Convene cross-functional workgroup to examine and make proposal for increasing the diversity of the SPS teacher workforce	Group began meeting in August 2017 and concluded in May 2018. Developed list of strategies to enact.	Prioritize strategies, ID funding (if needed), began implementation.
Implicit bias training integrated into hiring processes for all positions	Implicit bias training embedded in interview training for SEA and PASS positions	Embed in central office/non-rep hiring by January 2019
Update SPS messaging to focus on EOG work and better reflect the district's strategic priorities	Met with SPS teachers of color to seek input on messaging/strategy; working with SPS communications team to update materials/language	Recruitment materials and website in process of being updated as of Mid-November. Target completion Dec. 1, 2018.
Develop Class to Cert roadshow to promote opportunities to become a teacher to diverse pool of existing SPS IAs	Road show completed; high interest resulting in 70% of C2C candidates being people of color	Roadshow continuing for 2019-20 Recruitment.
Engage with teachers of color to provide insights into conditions for retention of teachers of color	Met with teachers and did root cause analysis; recommendations fed back to cross-functional work group to inform recommendations	Enact recommendations
Develop application and interview questions that assess teacher mindset around equity	Complete	Add to bank of equity interview questions as they arise and share with hiring teams

# Workforce Diversity Strategies

Strategy	Status	Next Steps
<p>Develop an Ambassador program made up of current SPS teachers of color to engage with candidates of color to assist candidates through the hiring process, give feedback on resumes, interview tips, etc.; attend recruitment events to target candidates of color</p>	<p>Eight teachers are serving in this role and are center of marketing/branding campaign.</p>	<p>Schedule Ambassadors for recruitment events; Connect on using personal social media as tool for recruitment</p>
<p>Be explicit about make up of hiring teams to include diversity of race/ethnicity, gender affiliation, income level, etc.</p>	<p>Draft of principal/AP hiring team makeup developed;</p> <p>Will develop recommendations for central office by Jan. 2019</p> <p>Work with SEA on formalizing recommendations for SEA represented positions in hiring training and guidelines.</p>	<p>Enact principal/AP hiring team makeup for 2019 hiring.</p> <p>Enact central office non-rep hiring team makeup by Sept. 1.</p> <p>Finalize in fall 2018 for 2019 hiring.</p>

# Job and Career Fair Participation

National Alliance of Black School Educators (NABSE) Conference

Seattle University MIT Job Search Workshop

Clark Atlanta University Hiring Fair (HBCU)

Seattle University - Group Informational Session

University of Washington College of Education Danforth Educational Leadership Program HR Panel

Seattle Public School Early Hiring Career Fair

Seattle University Administrative Candidates Information Session

Pacific Lutheran University Education Job Fair

Western Washington University Communication Sciences Disorders & Education Career Fair

Eastern Washington University Partnership in Employment Career Fair

Seattle University - SpEd Teacher Interviews

Central Washington University Education Career Fair

WSPA Washington Educator Career Fair

City U-Seattle, Everett Teacher Certification Program Job Fair

WSPA Washington Educator Career Fair

University of Washington Special Education Interview Event

University of Washington-Seattle Puget Sound K-12 District Career Exploration & Recruitment Fair

SPU Education Job Fair

Oregon Professional Educator Fair

Teach for America Washington Alumni Hiring Fair

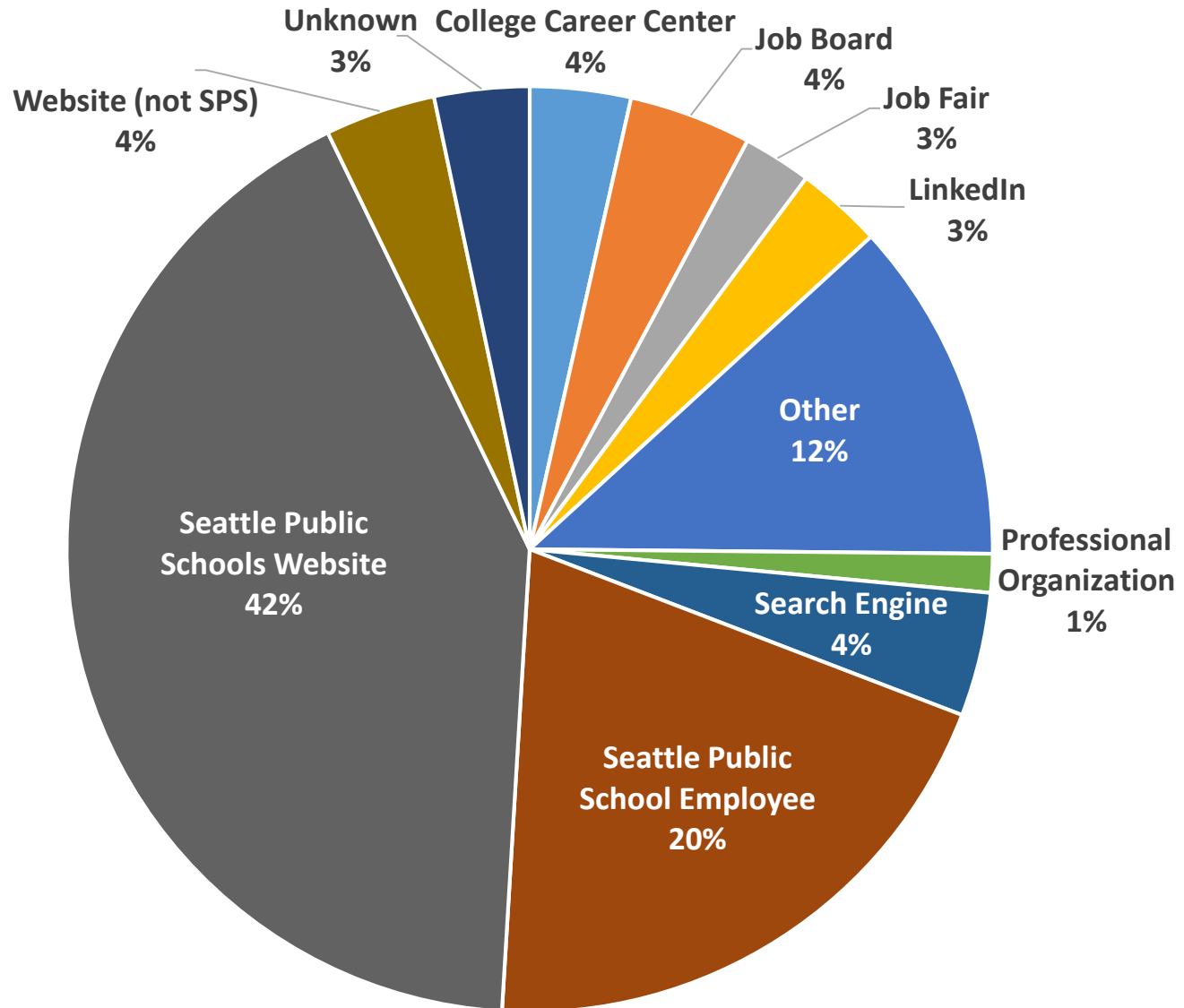
SPS Virtual Career Fair



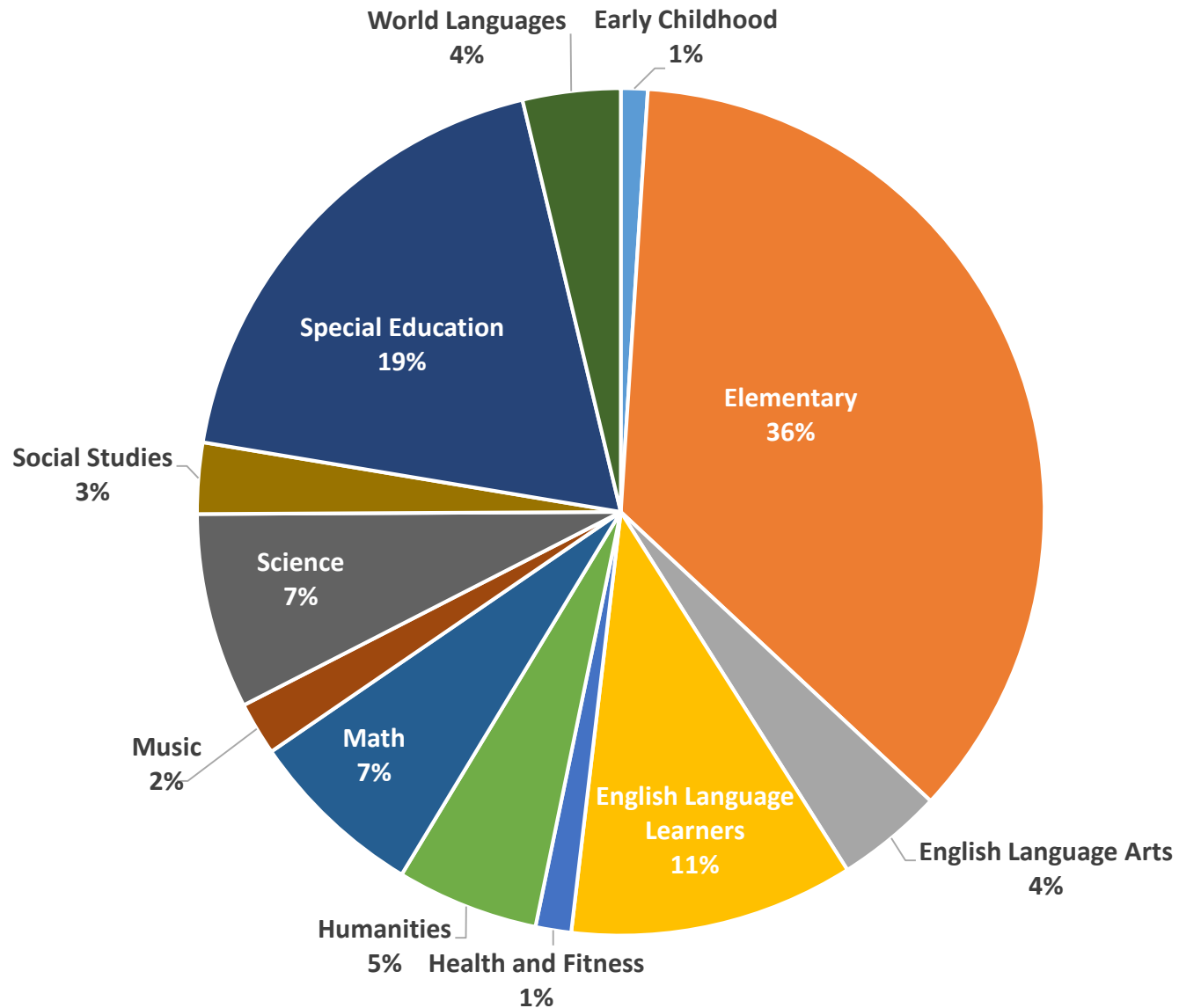
# 2018 Recruitment and Staffing by the Numbers:

<b>Total Applicants for All Jobs (external)*</b>	<b>7,470</b>
<b>Total Unique Applicants for Teaching Positions (external)*</b>	<b>1,793</b>
<b>Total New to District Teachers Hired for 2017-18/2018-19</b>	<b>380/455</b>
<b>Total Teaching Positions Posted for 2018-19</b> (as of Nov. 15, 2018)	<b>937</b>
<b>Teacher Transfers Processed</b>	<b>292</b>
<b>School Leader Positions Posted for 2018-19 (AP and Principals)</b>	<b>68</b>
<b>Total Unique Applicants for School Leader Positions 2018-19</b>	<b>262</b>
<b>Total Substitutes Hired (all classifications)</b>	<b>910</b>

# How Applicants Learn About Us



# Cert Contingency Offers by Subject

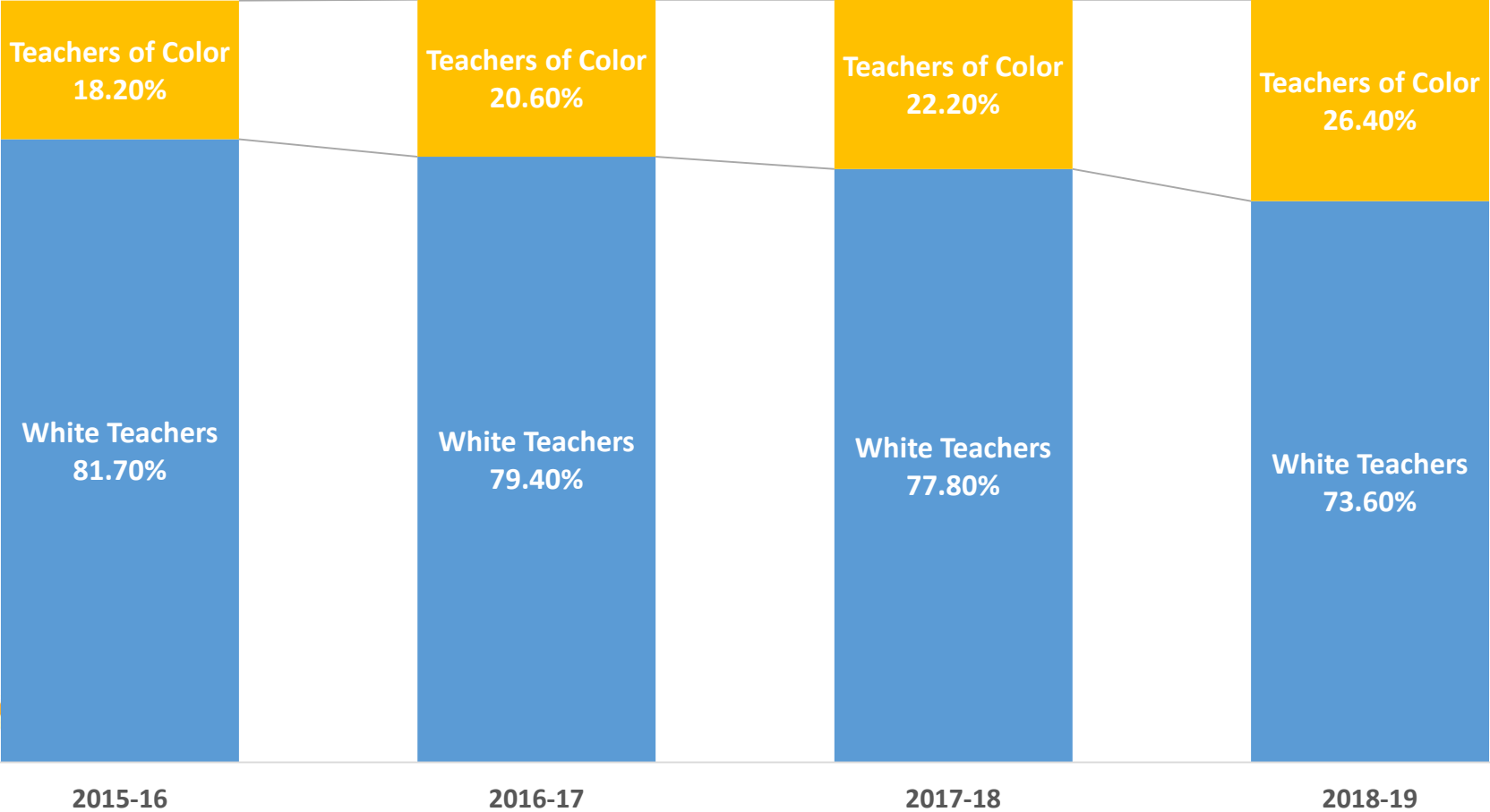




# Diversifying the Teacher Workforce



**THE PERCENTAGE OF TEACHERS OF COLOR HIRED HAS INCREASED 8% POINTS IN FOUR YEARS**

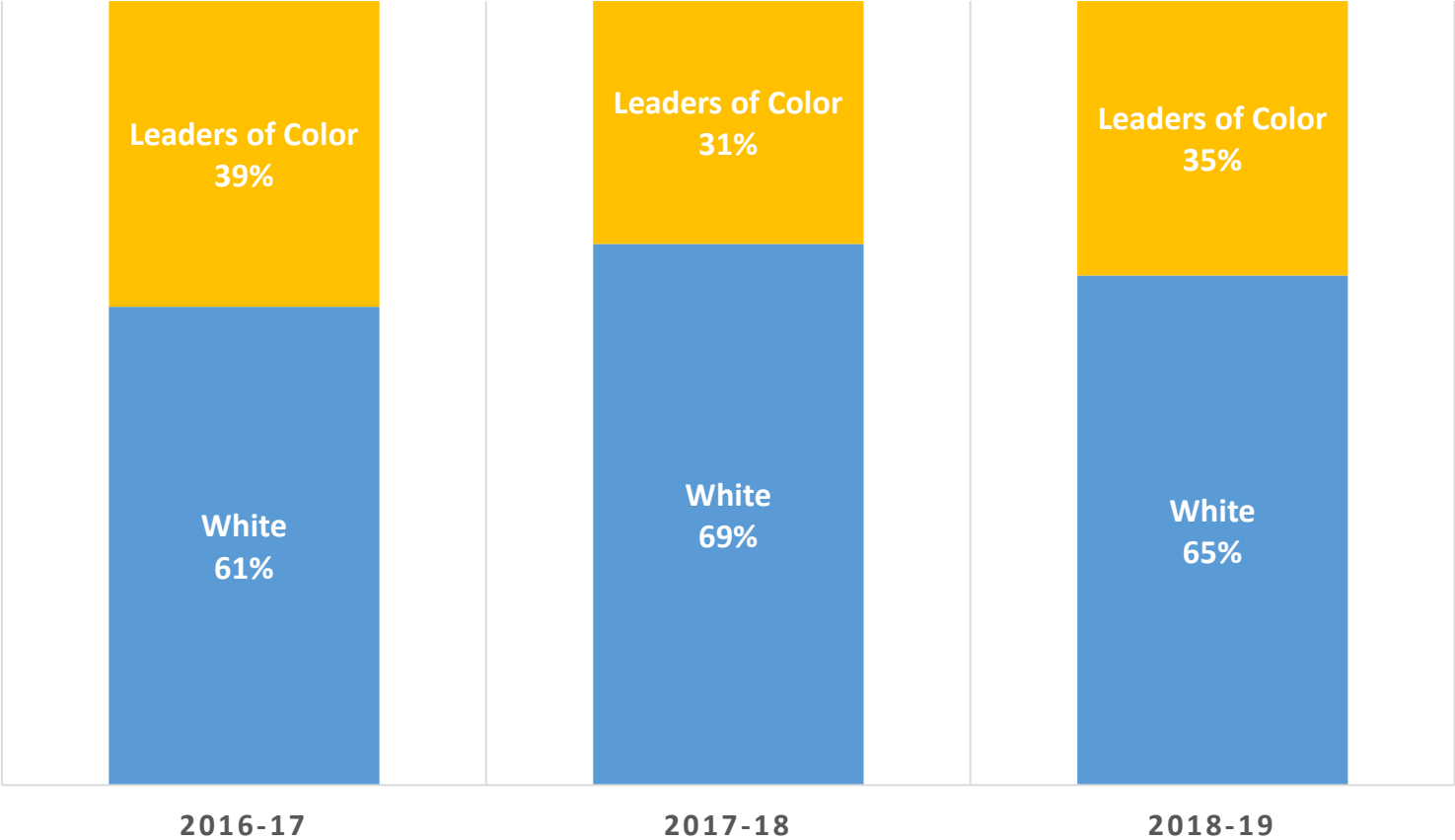


Source: *Employment Services Vacancy Trackers*  
Data As Of: *Start of School 2015, 2016, 2017, 2018*

# Diversifying the Admin Workforce



**SCHOOL LEADER HIRING HAS MORE CLOSELY REFLECTED OUR STUDENT POPULATION**

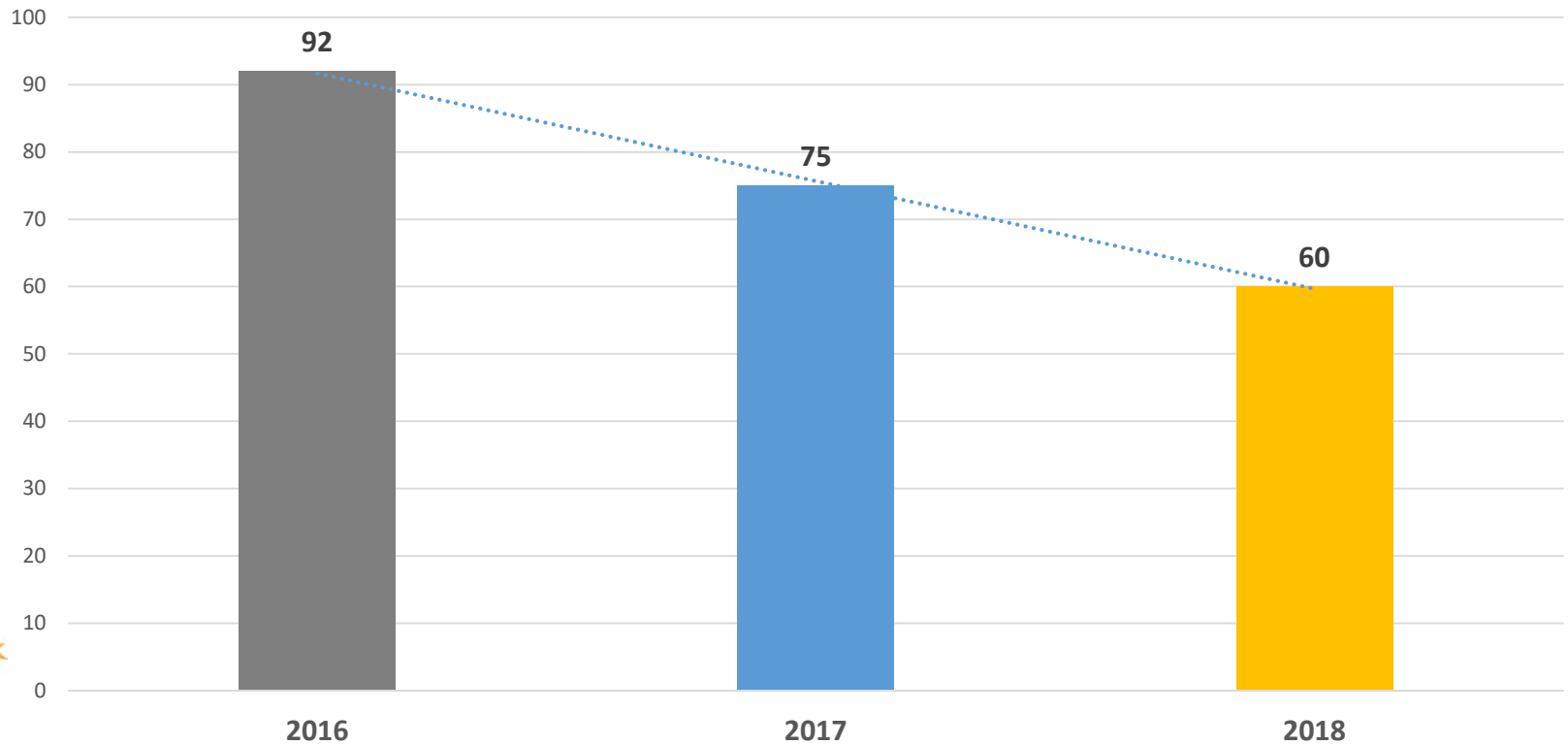


# First Day Teacher Vacancies



**REDUCE THE NUMBER OF TEACHER  
VACANCIES ON THE FIRST DAY OF SCHOOL**

Actual Vacancies on First Day – All Known Positions



Source: *Employment Services Vacancy Trackers*  
Data As Of: *First Day of School in 2016, 2017, 2018*

# First Day Teacher Vacancies

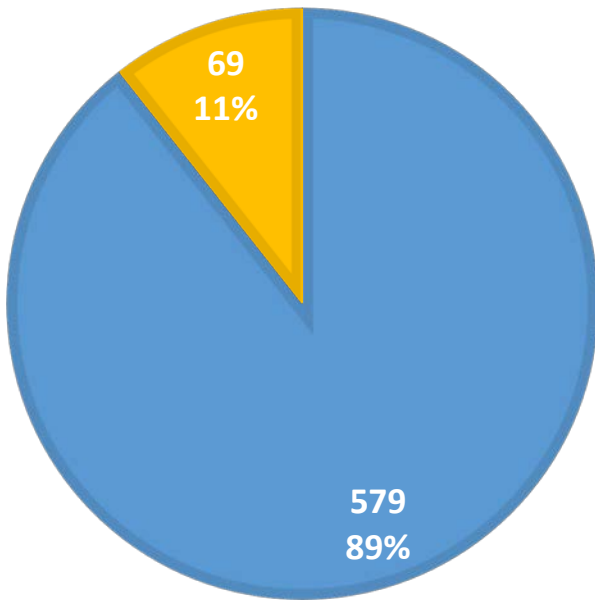


**FILL ALL VACANCIES IDENTIFIED BY AUG 15  
BY THE FIRST DAY OF SCHOOL**

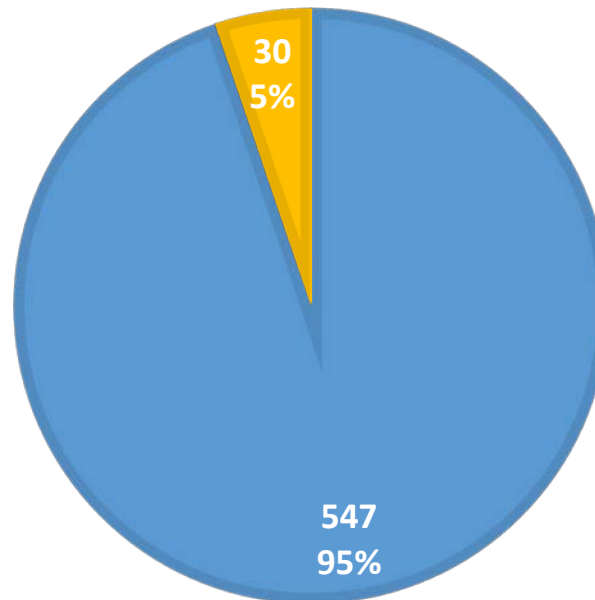
■ Filled by First Day ■ Unfilled by First Day

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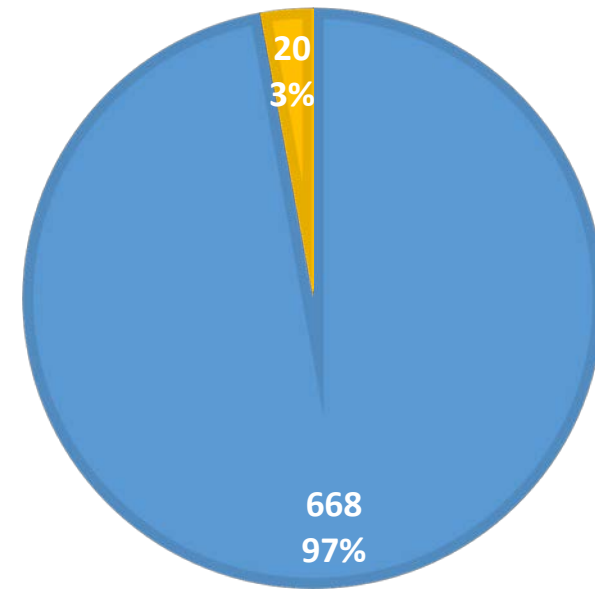
■ Filled by First Day ■ Unfilled by First Day



**2016**



**2017**



**2018**



Source: *Employment Services Vacancy Trackers*  
Data As Of: *First Day of School in 2016, 2017, 2018*

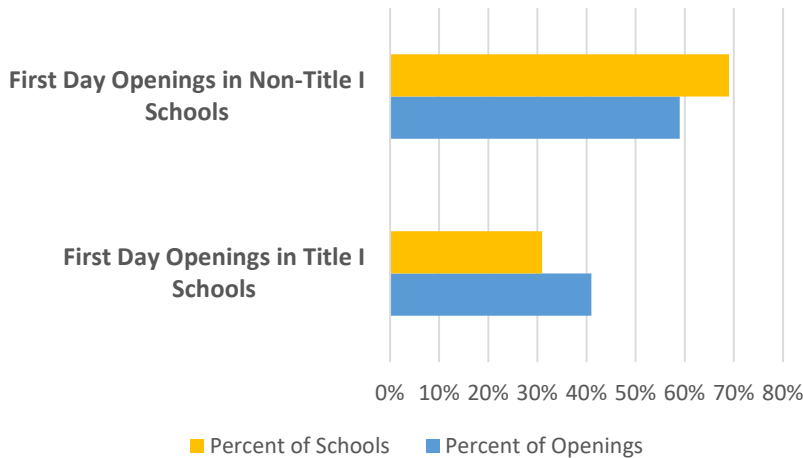


# Ensuring Access to Effective Teachers

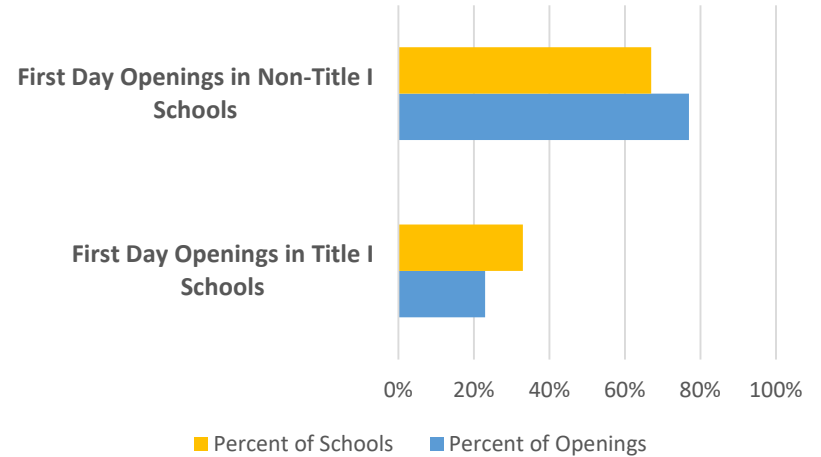


## DECREASE THE DISPROPORTIONATE NUMBER OF VACANCIES IN TITLE I SCHOOLS

2017 First Day of School Vacancies



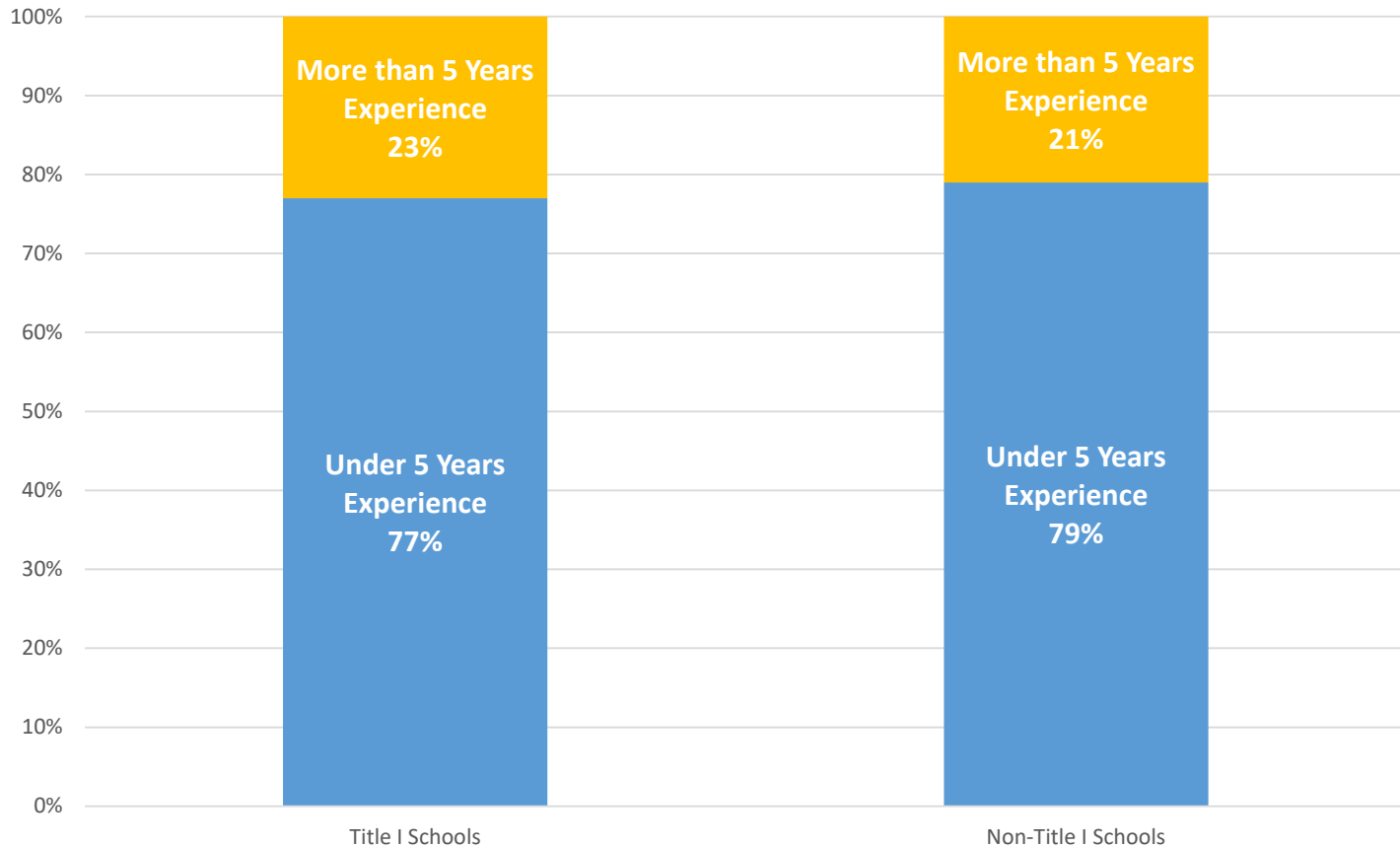
2018 First Day of School Vacancies



# Ensuring Access to Effective Teachers



## EQUITABLE PERCENTAGE OF EXPERIENCED TEACHERS HIRED IN TITLE I AND NON-TITLE I SCHOOLS



# Fully Staffed with System Access



**TEACHERS WILL BE FULLY STAFFED IN OUR SYSTEMS AND BE ABLE TO ACCESS EMAIL AND OTHER CRITICAL SOFTWARE BY THEIR FIRST DAY OF WORK**

**It was a “norm” to expect new teachers and staff to participate in new hire orientation, trainings, and to get through their first few weeks of school with no access to email, student systems, Employee Self Service, etc.**

**This year, through new business processes and with system updates in HR and DoTS, teachers started their career with SPS on a better note, able to log into our systems and begin their work.**

**99% of Teachers who were selected by their hiring teams had access to systems by the first day of school.**

# Accurate Pay



**TEACHERS WILL BE PAID THE CORRECT AMOUNT BY THE FIRST PAY CHECK ON OCT. 1**

**Similar to the previous slide, teachers would be hired at the lowest step and lane of the teacher salary schedule, and even when submitted proof of education and experience, would remain there while HR worked to catch up on salary placements. This often took until late November, causing anger and frustration among new employees. New technology and processes changed that.**

**100% of Teachers were properly placed on the teacher salary schedule by their first pay checks!**

# Online Onboarding

✓ IMPROVE NEW HIRE EXPERIENCE, INCREASE TIMELINESS AND DECREASE ERRORS BY MOVING FROM PAPER TO ONLINE

The screenshot displays the NEOGOV Onboard interface. At the top, the user is identified as Katherine Abraham, a TEACHER-ELEMENTARY. The main content area features a large image of three children in a classroom, with the text 'Welcome to Seattle Public Schools, Katherine'. Below this is a 'Seattle Public Schools Onboarding Portal' section. On the left, a 'Welcome to Seattle Public Schools!' message is followed by instructions to read information carefully and a welcome message from the Seattle Public Schools family. On the right, a 'Checklist' section shows a progress bar at 72% and two tasks: 'Review New Teacher Intake Forms' (2 months past due) and 'Complete Online Orientation (Click Link Under Required)' (1 week past due). A 'FEEDBACK & HELP' button is visible on the far right.

New employees sign forms from home that used to require driving through traffic and signing in person.

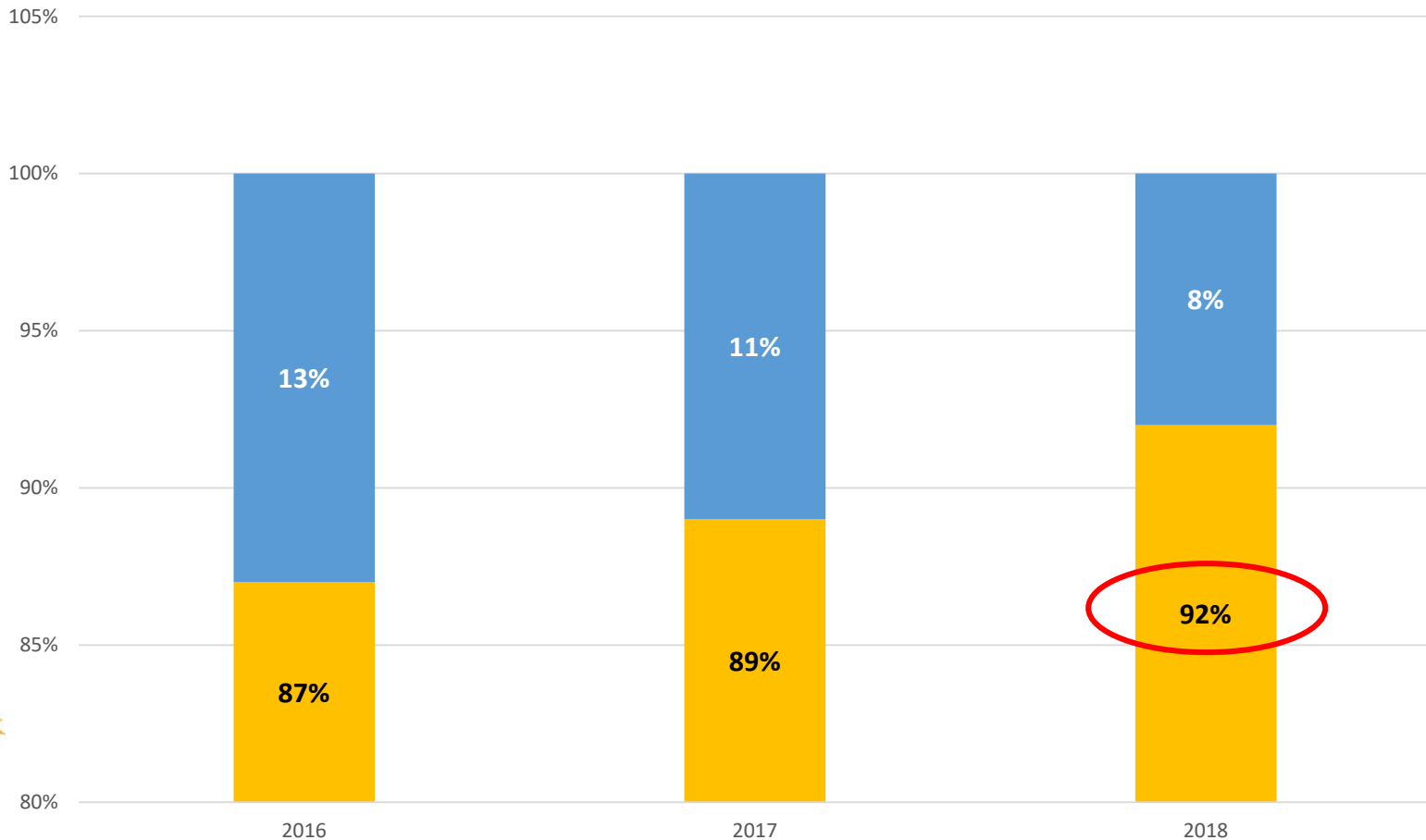


# Substitute Fill Rates



**INCREASE THE CERTIFICATED SUB FILL RATE TO 90%**

Certificated Sub Fill Rates



# Next Steps



**WHILE PROGRESS HAS BEEN MADE, MORE WORK IS NEEDED TO ENSURE EQUITABLE ACCESS TO A HIGH-QUALITY TEACHER FOR ALL STUDENTS IN SPS.**

**Finalize comprehensive pipeline strategy to ensure SPS continues to diversify its teaching workforce. Strategies include:**

- Academy for Rising Educators (high-school student pipeline program)
- Targeted recruitment of IA's to move through class to cert program
- Ongoing expansion of Seattle Teacher Residency as key pipeline partner
- Continuation and expansion of class to cert program
- Focus on retention!

# Next Steps



**WHILE PROGRESS HAS BEEN MADE, MORE WORK IS NEEDED TO ENSURE EQUITABLE ACCESS TO A HIGH-QUALITY TEACHER FOR ALL STUDENTS IN SPS.**

**Continue ongoing process and working with SEA partners for improvements to hiring.**

- Continue early hiring and contingency contracts for high-need and high-volume teaching positions
- Work with SEA to continue hiring process exceptions for Title I schools to give them access to the best talent early in the process
- Implement the deadline for internal transfers negotiated in the new CBA to continue to improve our first-day fill rates
- Identify other process barriers that get in the way of effective teachers in every classroom and address those.





# Seattle Public Schools: Every Student. Every Classroom. Every Day.

