



Principal Webinar
February 27, 2023
1:00 p.m.

Upcoming Webinars and Contact Information

- Practicing Principal Webinars will be held on the following dates from 1-2 p.m.:
 - Monday, March 27 - Staffing and Scheduling
 - Monday, May 1 - New Teacher Experience
- Use [this link](#) to subscribe to the principal monthly newsletter.
- Email louisianaleaders@la.gov with any questions.



Principal's Role with Recruitment & Retention

*Louisiana Practicing
Principal Network*
February 27, 2023



Overall Goals for Today



Understand the importance of the Principal in attracting, developing and retaining great teachers and staff, and in providing more equitable access to effective teaching for students

Identify key strategies and actions that Principals should focus on to attract and retain great teachers and staff



Check-in

In the chat, please write

01 *Your school & LEA*

02 *In one word, what would you say to a teacher candidate as to why they should come to work at your district or school*



Role of the Principal as Human Capital Manager

The Research

Principals influence student achievement primarily through changes in the school climate

- Principals most influenced student learning by fostering safe supportive environments with high, consistent, and clear expectations for students
- Principals created a strong learning climate by supporting teacher leadership around school-wide goals

How Do Principals Influence Student Achievement? U Chicago Consortium on School Research (2019)

The Research

Replacing a below-average principal with an above average principal results in 2.9 months of additional math learning and 2.7 months of additional reading learning

- Engaging in instructionally focused interactions with teachers
- Building a productive school climate
- Facilitating productive collaboration and professional learning communities
- Managing personnel and resources strategically

This is the same effect size as teachers on student outcomes but, of course, principals affect the whole school

How Principals Affect Students and Schools - Wallace Foundation (2021)

The Research

Great interview experiences lead to accepted offers

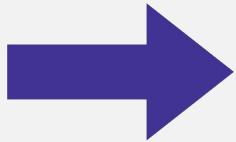
- 87% said a positive interview changed their mind
- 53% said most important interview is with **prospective manager**

“School administration” is the single greatest factor in teacher retention

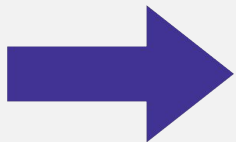
- 40% of teachers who left cited dissatisfaction with school leadership

So now we know...

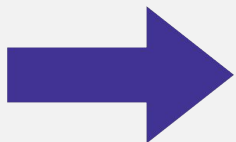
Human capital leadership precedes instructional leadership



Build a workforce

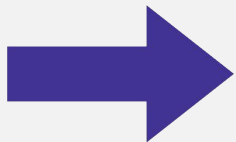


Deploy that workforce in the best interests of students



Develop & retain that workforce

- Focus on instructional interaction among teachers
- Foster collaborative structures that create shared accountability
- Create & sustain a supportive, but focused, school climate



Be strategic in use of resources

Not an Add On to the Principal's Role

Human Capital Management Enables Instructional Leadership

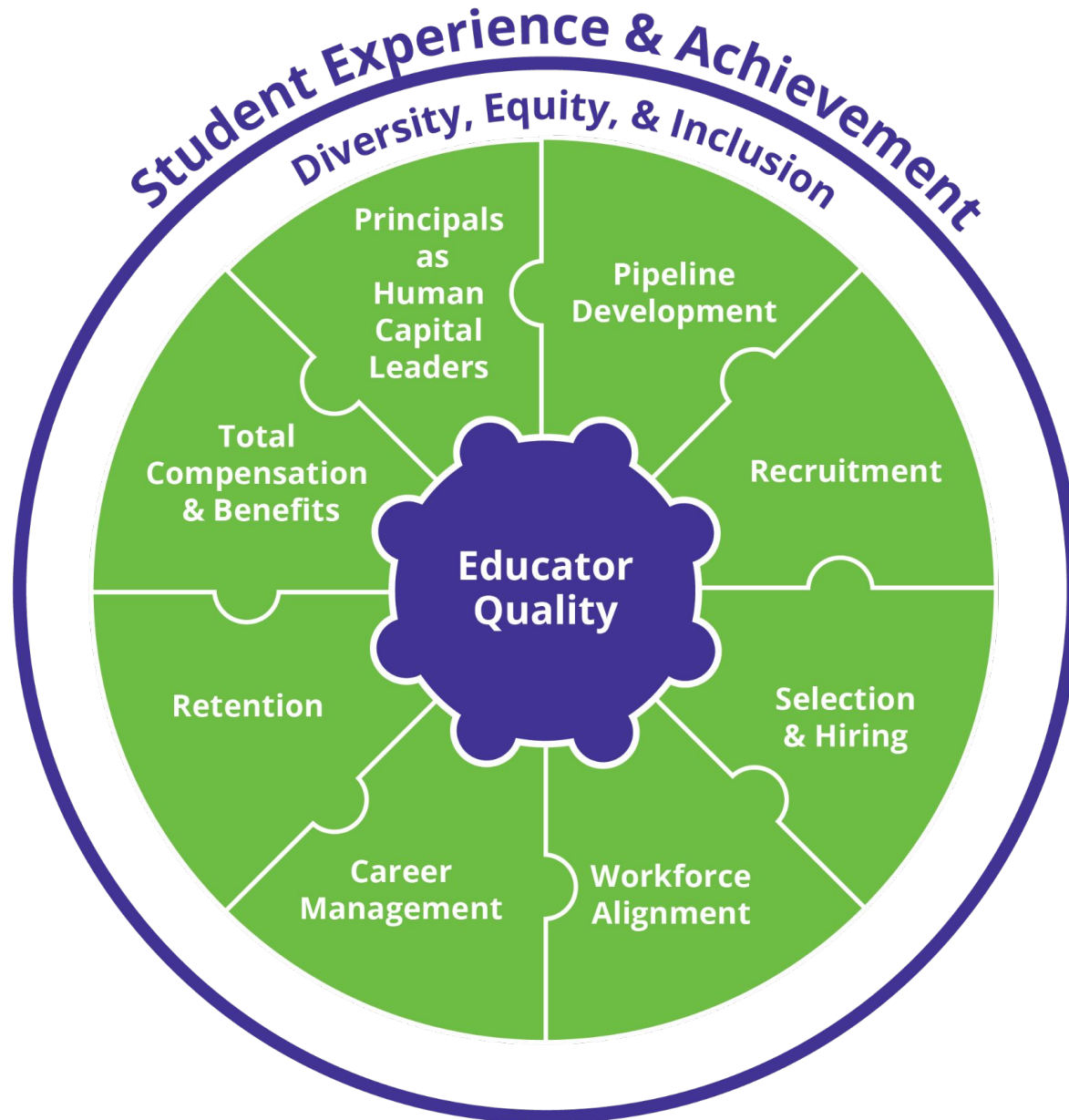
Principals who are Instructional Leaders:	Enabled by Great HC Management
Build & implement an instructional improvement vision	Recruit & select staff aligned to that vision
Allocate school resources	Assign teachers based on student needs
Develop adult learners	Oversee the design, development, and implementation of school PD
Monitor curriculum and instruction	Manage teacher performance using teacher evaluation and student outcome data
Foster distributive leadership and collaborative work teams	Create & select for leadership opportunities and arrange schedule to allow time for collaboration

Critical Roles in Talent Management

Codifying What You Do Already

Key Roles	Main Talent Responsibilities
School Leaders	<ul style="list-style-type: none">• Attract, select, develop & retain talent aligned with student needs and instructional priorities• Cultivate leadership in school-based team• Shape positive, inclusive school culture and working conditions
Central HR/Talent Team	<ul style="list-style-type: none">• Design and lead the strategies, systems, and structures to recruit, deploy, develop, & retain highly effective teachers, leaders, & staff• Create & source robust pipelines and applicant pools for all roles• Offer talent data, tools, & learning opportunities to leaders• In collaboration with Principal Supervisors, differentiate talent services and supports to schools and their leaders based on data and need
Principal Supervisors	<ul style="list-style-type: none">• Support principals – individually & as a group – in managing & developing school talent to meet instructional priorities• Select and grow school leaders aligned to competencies with HR

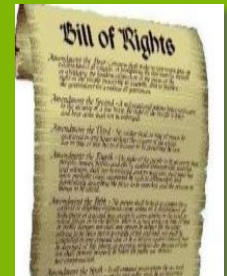
Puzzle Pieces: The Strategic Work of HR



What is one way that you see the role of the principal showing up in one of these other puzzle pieces?

HR Bill of Rights

- 1 One-stop shopping
- 2 HC data provided often on their staff
- 3 Visits at least twice a year
- 4 Collaboration between HR and Principal Manager
- 5 Online access to pool of strong candidates 24/7
- 6 No forced placements
- 7 All vacancies filled
- 8 Streamlined processes all online
- 9 Support to improve or exit low performers
- 10 Annual satisfaction surveys to get feedback



Reflection

Share via Chat

01

Something that you did not realize was a part of either HR's role or your role

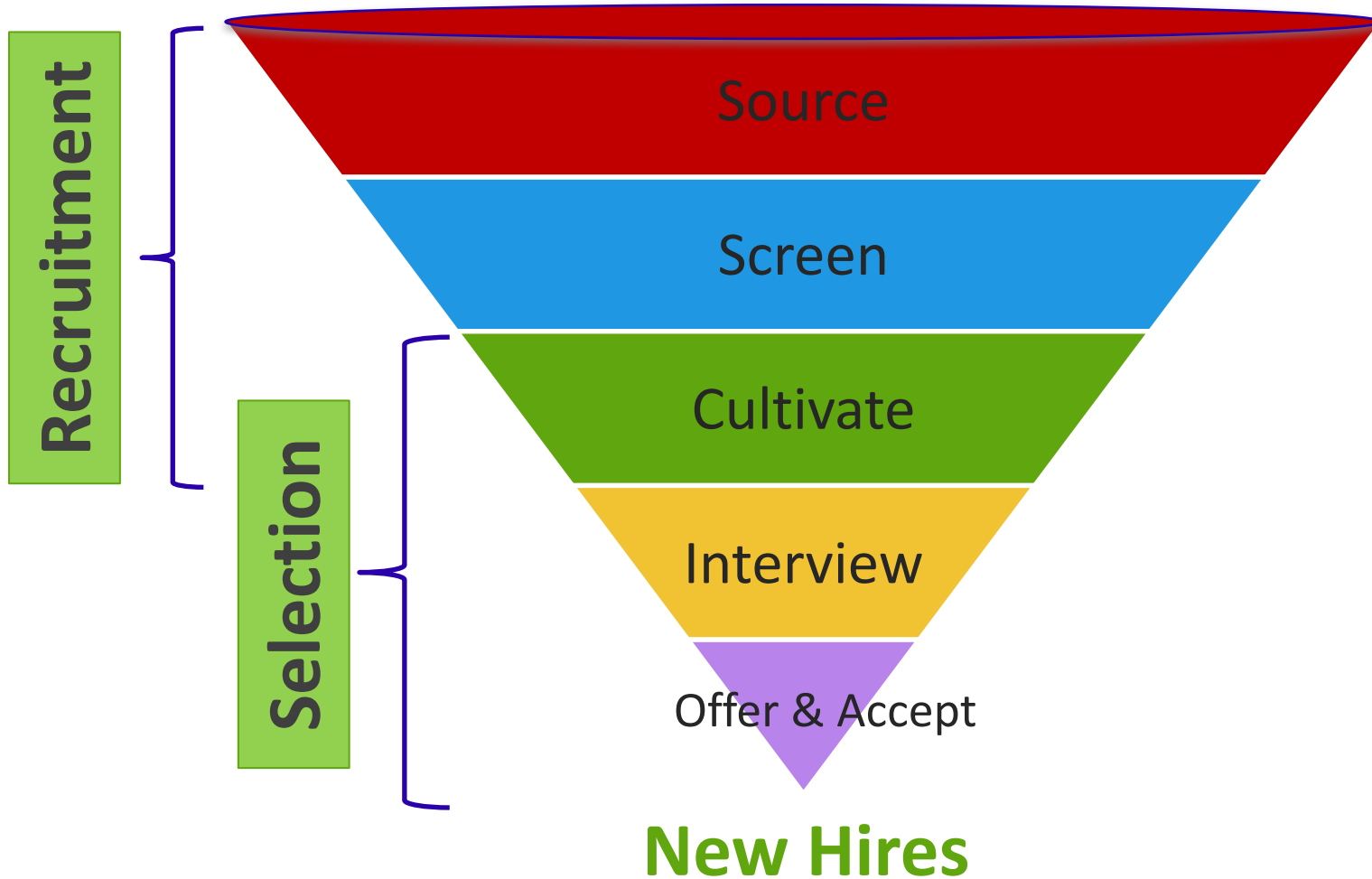
02

Any questions you have



Best Practices in Recruitment & Selection

Components of Recruitment & Selection



Review Strategies

Review strategies for recruitment
& selection shared via chat

01

What is one idea that you want to consider?

02

Any questions you have

Candidate Experience Matters

Candidates with positive experiences

- 97% refer others
- 95% apply again
- 55% tell social networks

Candidates with negative experiences

- 72% shared with others
- Multiplier effect

Interactions across the process have
an impact on your brand



Candidate Experience

A candidate's experience during the recruitment process plays an important role in whether or not they choose to accept a job offer.

Top 10 ways a principal can improve candidate experience

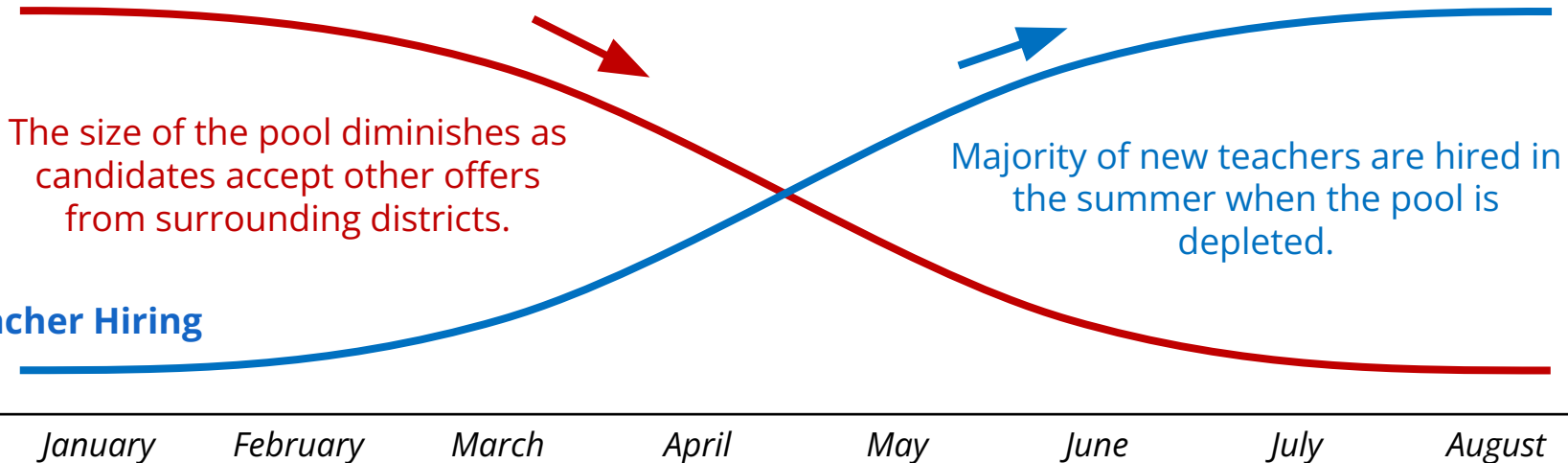


Share in the chat
which one your
school does best.

1. Communicate regularly with candidates – especially those you've already hired – to keep them warm. Call new hires the week before school starts to answer any questions.
2. Craft/ supplement a job description with the specific benefits of working at your school.
3. Keep your school's website updated so candidates can see what's happening.
4. Design an interview experience that reflects the unique culture of your school community
5. Engage other members of your school community in the hiring process.
6. Respect candidate's time. Only ask for one in-person interview, if possible.
7. Give candidate's an opportunity to tour your school and ask any questions they might have.
8. Make the verbal job offer yourself. Convey enthusiasm!
9. Be prompt in following up with a candidate's status. Give feedback, if requested, and tell them you'd like to consider them for future openings, if appropriate.
10. Keep track of your candidates and what matters most to them. Use that in your communications and offer.
11. BONUS: Welcome your new hires on their first day! Be prepared for them.

Typical school system hiring timeline

Candidate Pool



.... Which is further hindered by

- Voluntary / Involuntary Placements
- Promotions
- Return from leave
- Late resignations

Share in the chat when your district starts hiring for the next school year.

Principal Best Practices: A Tool



Strategic HR to recruit & retain the best teachers and principals for best student results

District Site

State Site

Find resources, tools & more



Examples: teacher recruitment, job descriptions, metrics

Visioning & Assessing

Planning & Organizing

Implementing Strategies

Reference Materials

Section: [School-Level Tools](#) > Principal Best Practices in Recruitment & Selection

Principal Best Practices in Recruitment & Selection

This tool outlines best practices for principals in each component of effective recruitment and selection. Principals can use this document to obtain new ideas as well as audit their current work to recruit and select teachers.



DOWNLOAD RESOURCE



Strategic Retention Overview

Why focus on retention?

Every effective educator you retain is a vacancy you don't have to fill

Turnover Drives Much Demand - A Leaky Bucket

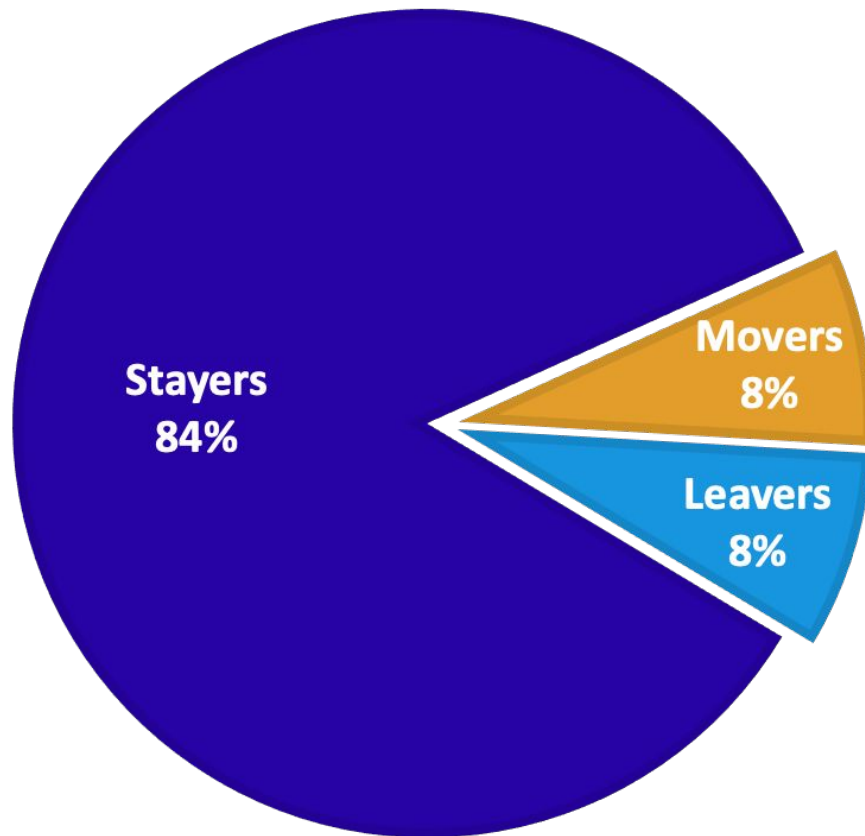
90% of teacher demand is driven by teachers leaving the profession

Of those who leave, **only ~1/3 are due to retirements**

Replacement costs = **\$20,000/teacher** or **about \$1.2 billion nationally**



16% Annual Teacher Turnover

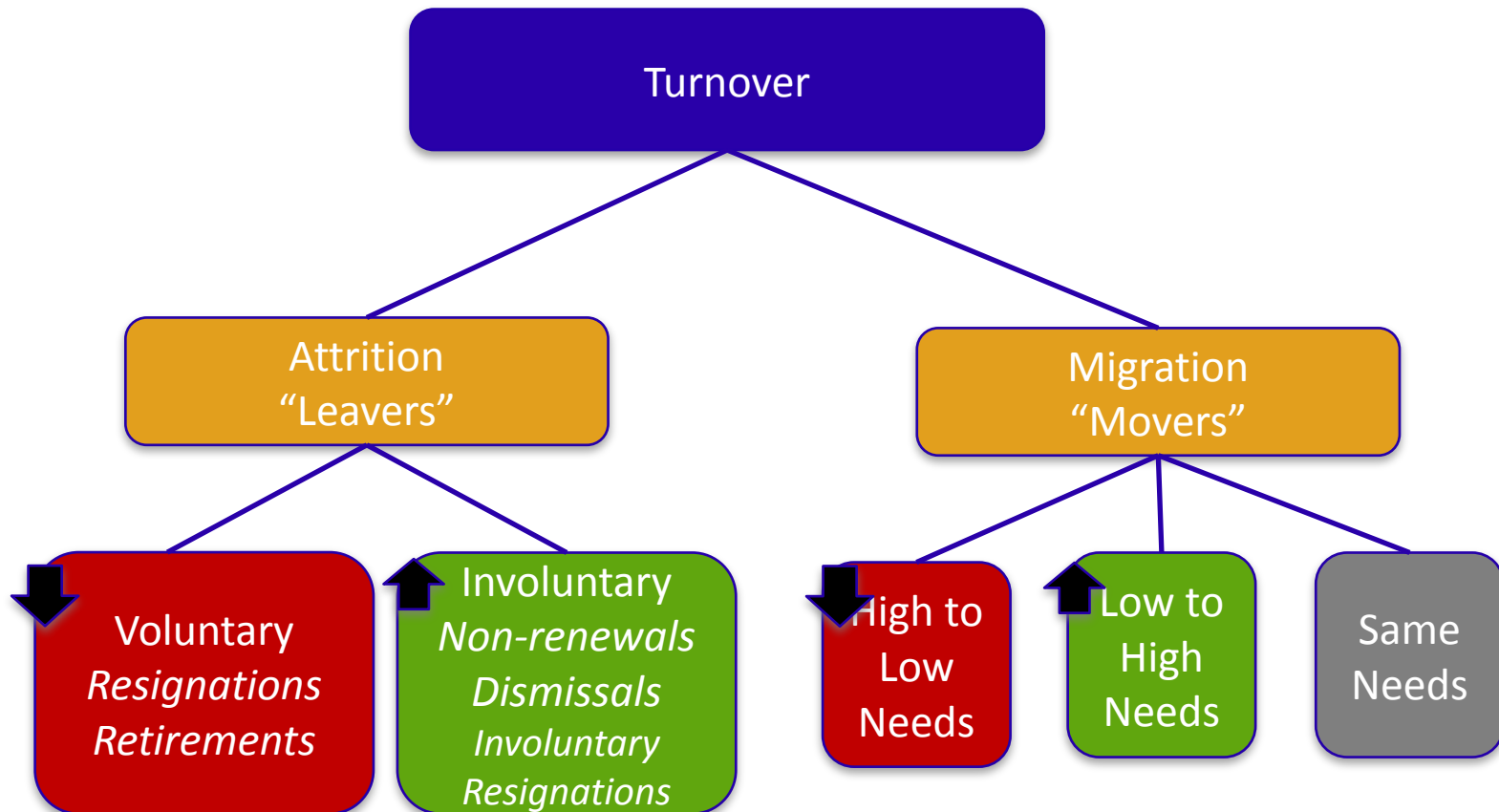


- 30% changed schools involuntarily
- 23% school factors
- 23% personal factors
- 16% other factors
- 5% assignment and classroom
- 4% salary and job benefits
- 1% student performance factors

- 38% retired
- 29% still in K12 ed; just not teaching
- 9% caring for a family member
- 8% other occupation + military
- 10% other factors
- 6% unemployed

NCES

Turnover can be Good or Bad



What We Know Great Teachers Seek

Great leaders
to work for

Growth in their
profession

Recognition for
quality work

Meaningful
compensation

Collaborative
work
environment

A school
leader has
the
greatest
impact on
whether a
teacher
stays or
goes

Practice Strategic Retention by Performance

Top educators produce stronger gains for students

- Top teachers 5-6 more months of learning/year
- Top principals 2-7 more months of learning gains

Low performers don't always opt out

- Most ineffective teachers had 9+ years of experience and planned to stay for another decade

More effective teachers are available to hire

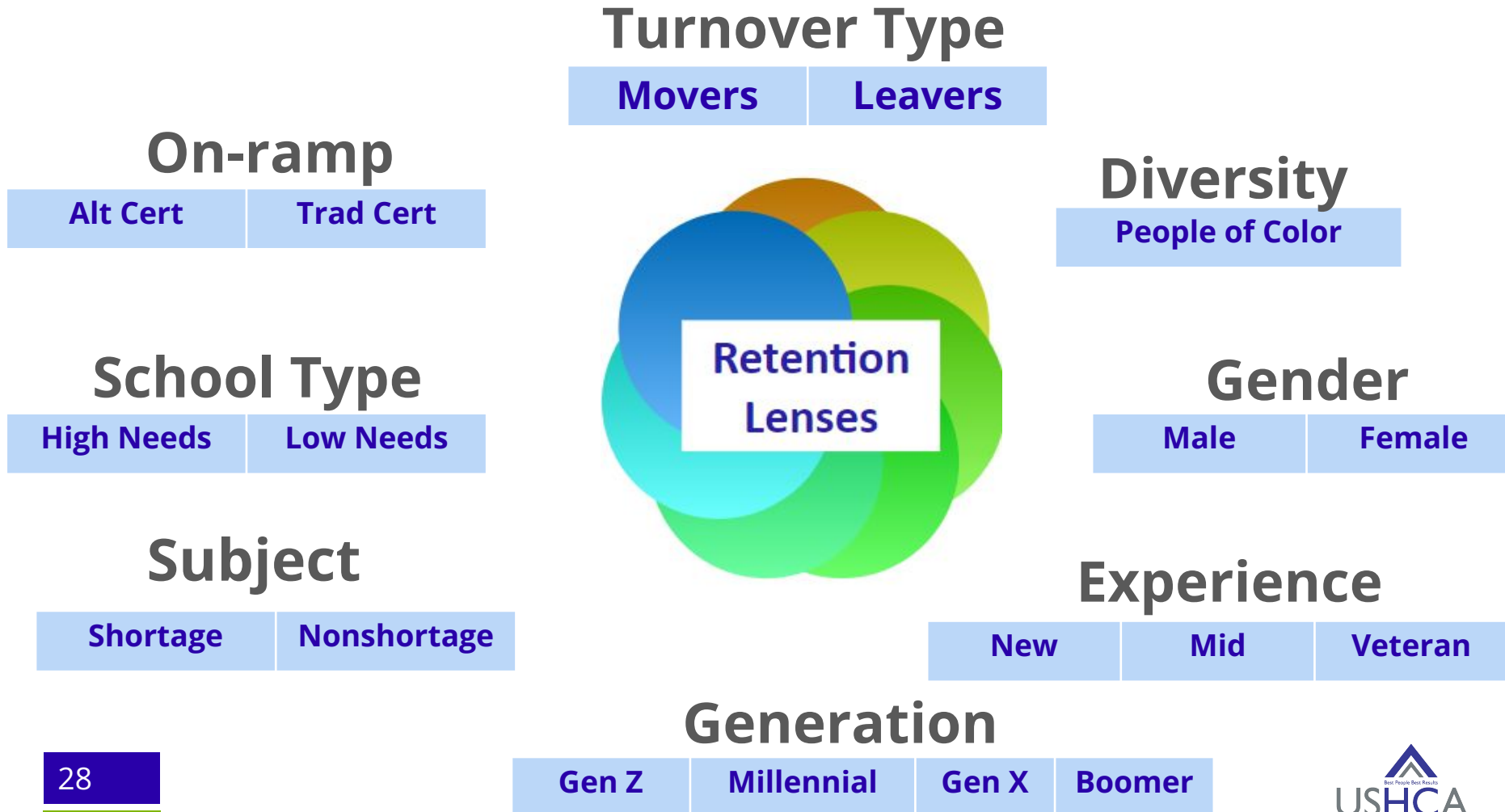
- 75% chance of replacing an ineffective teacher with a more effective one

Turnover is expensive

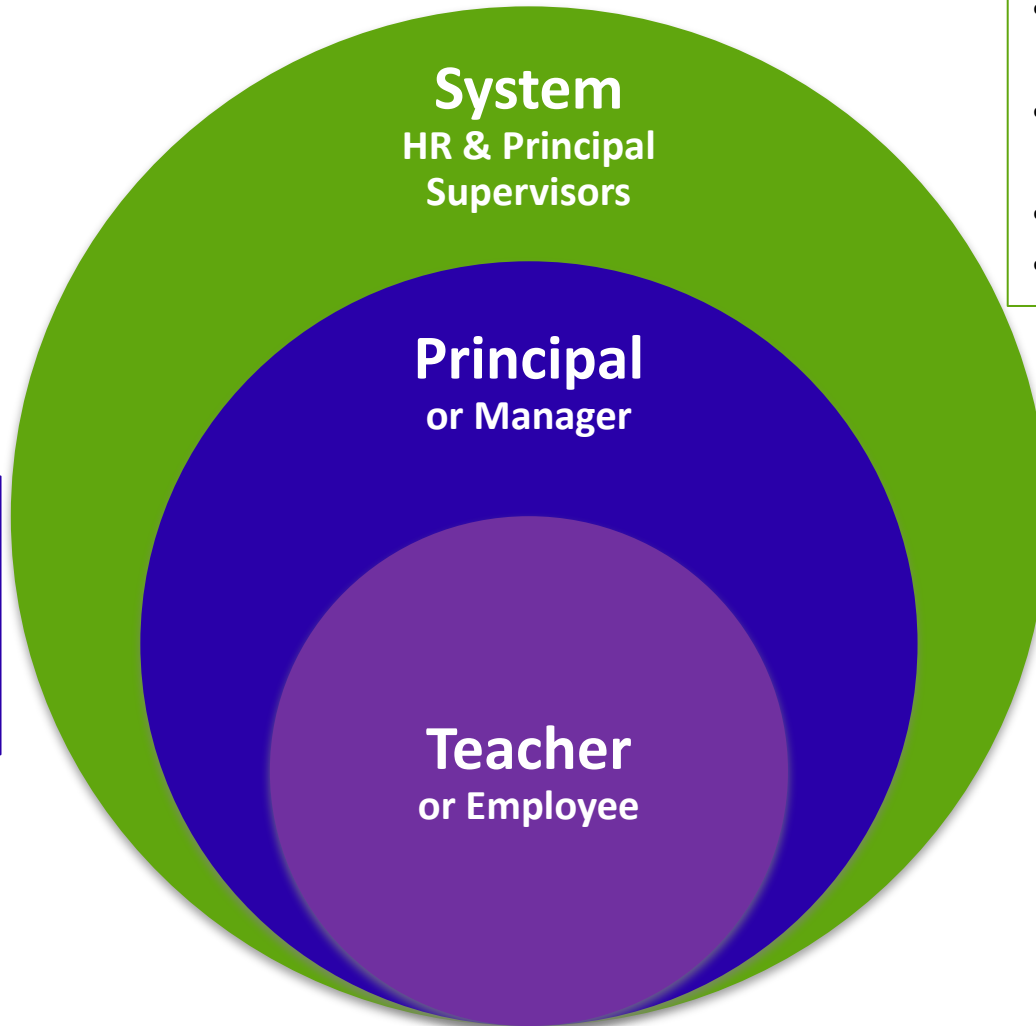
- On average, it costs about \$20,000 to fill each vacancy

Lenses for Understanding Retention

Insight into HOW to Retain Employees



Co-Ownership of Retention



- Create structures & policies
- Collect & analyze data
- Marshal resources
- Build capacity

Create and execute individual retention plans aligned with school/team needs

Communicate what matters to them

Broad Roles in Retention

School Leader	HR Dept.	Executive Directors
<ul style="list-style-type: none">▪ Uses performance to identify who to retain▪ Keeps high performers: Holds stay conversations; celebrates successes; and develops individual retention strategies▪ Removes low-performers: Documents and seeks support to remove/non-renew low-performers	<ul style="list-style-type: none">▪ Trains school leaders on retention▪ Provides data at the school-level▪ Collects and analyzes system data for trends▪ Designs system strategies to address trends▪ Offers guidance and support to remove/non-renew low performers▪ Differentiates supports for high-needs schools	<ul style="list-style-type: none">▪ Reviews all retention data for assigned schools, noting trends▪ Reviews transfer data among schools▪ Facilitates retention learning between schools▪ Provides input to HR on strategies

What Would You Do?

What would it take to retain these two high performers? Share in chat.

Rockstar A - Chemistry

- 45 years old
- Female
- African-American
- Prior career as a chemical engineer
- Career switcher

Rockstar B - Special Ed

- 24 years old
- Male
- Caucasian
- Strong Tech Skills
- First Job

Seek Employee Voice: Two Tools



Exit Survey

*Understand why people
leave*

Stay Survey

*Understand why people
stay*





Closing & Planning

Reflection

Share via Chat

01

As you reflect today, what are your key takeaways?

02

Are there specific actions that you have already identified?



Thank you!