Urbana School District #116
Recruitment, Retention & Hiring
August 2018

Mission   Urbana School District #116 strives to recruit, retain, and develop highly-qualified teachers, faculty, and staff, especially those who reflect the demographics of our student population in race, ethnicity, and spoken languages.

In December 2017, the Recruitment & Retention Committee was formally established to develop clear goals to meet USD #116's hiring, recruitment, and retention mission. A total of 17 active members meet monthly to discuss the district's efforts, review research and data, and to develop and improve upon strategies to meet the district's recruitment and retention mission and goals.

Goals   Reflect the race and ethnicity of our student population in the race and ethnicity of our faculty, staff, and administrators.

Reflect the top three languages spoken by our student population in the languages spoken by our faculty, staff, and administrators.

Improve and increase the hiring pool for difficult-to-fill positions, such as Special Education, Early Childhood with ESL/Bilingual Approval, Bilingual Speech Therapists, and Career & Technical Education.

Implement clear pathways to develop our current employees and USD #116 students into future teachers, teacher leaders, and administrators.

Research   A growing body of research exists that demonstrates that students of color perform better on tests, have better attendance, and are suspended less when they have teachers who look like them.

> Dee, Thomas S. "Teachers, Race and Student Achievement in a Randomized Experiment." The Review of Economics and Statistics 86, 1 (February 2004): 195-210. Retrieved from http://www.nber.org/papers/w8432

> Egalite, A. J., Kisida, B. & Winters, M. A. (2015). "Representation in the classroom: The effect of own-race teachers on student achievement." Economics of Education Review, Volume 45, pp. 44 - 52. Retrieved from https://open.bu.edu/handle/2144/27019

> Gershenson, S., Hart, C. M. D., Lindsay, C. A., & Papageorge, N. W. (2017). "The Long-Run Impacts of Same-Race Teachers." Institute of Labor Economics, IZA DP No. 10630. Retrieved from http://ftp.iza.org/dp10630.pdf

Groupthink and bias in interview and hiring practices is also well documented.

> Moore, O., Susskind, A. M., & Livingston, B. (2016). "Do you look like me? How bias affects affirmative action in hiring." Cornell Hospitality Report, 16(27), 3-9. Retrieved from https://scholarship.sha.cornell.edu/chrpubs/233/

> Tormala, Zakary L, and Derek D. Rucker. "How Certainty Transforms Persuasion." Harvard Business Review, September 2005. Retrieved from https://hbr.org/2015/09/how-certainty-transforms-persuasion

> Paradigm. "Managing Unconscious Bias. Strategies to Address Bias & Build More Diverse, Inclusive Organizations." White Paper. Retrieved on July 30, 2018. https://www.washington.edu/diversity/files/2016/08/Paradigm.pdf

USD #116 INTERVIEW & HIRING PRACTICES

Posting
UEA positions (Teachers & Teaching Assistants) are posted for a minimum of seven days. (CBA 17.01, pg. 20) All non-UEA positions typically follow these same parameters as well. Job descriptions state whether the position is/is not part of the collective bargaining unit.

Advertising
All jobs are posted on the Employment Opportunities page on the Urbana School District's website at https://usd116.tedk12.com/hire/index.aspx All job postings are emailed out to USD116@usd116.org and are automatically posted on SchoolSpring, Indeed, and Monster.

Administrative positions (Principals, Assistant Principals, Directors, Superintendents) are also posted on IASA, the Illinois Education Job Bank. IASA is the top site for Illinois administrators to look for job opportunities.

Some specialized positions are further advertised based on need, position, and the timeline, including but not limited to the News-Gazette (online and in the paper), College Job Boards, Handshake, IASBO, LinkedIn, and Facebook.

Screening
All UEA internal applicants who complete an internal application for a UEA position prior to the screening and scheduling of interviews and who meet the minimum requirements of the job are offered an interview, as per the guidelines of the CBA (CBA 17.01, pg. 20).

Hiring Administrators screen applicants to determine whom else, in addition to applicable internal applicants, will be offered an interview. The screening process might include a small team of employees who have a direct connection to or expertise in the position.

When selecting applicants for interviews, we look for candidates who 1) meet the basic requirements of the position (i.e., degree, licensure, endorsements, work experience); 2) demonstrate excellence through qualifications, certifications, merit and ability, relevant experience and other relevant factors (CBA 17.01, pg. 20); and 3) help us meet our recruitment & retention goals.

Interviews
Interview teams include the Hiring Administrator and a small team of employees who have a direct connection to or expertise in the position. Across all interviews for a specific position, the environment, including questions and team members, is highly consistent.

Following each interview, all team members complete a written score sheet and submit individual notes on strengths and areas for growth, as well as to provide an overall written recommendation for each candidate. Team members are instructed to not discuss interviews or recommendations as a group in order to minimize groupthink. Individual written thoughts and recommendations are then valued equally when selecting a candidate to hire.

References & Hiring
The Hiring Administrator reviews all of the written feedback from interview and screening teams and checks references of the top candidate(s). A determination is made whether a second interview is necessary depending on the interview results and the position.

Every new external hire must have two good references before offered a job, one of which must be from a current or recent supervisor. Among other questions, every reference must respond to two questions: 1) If given the opportunity, would you reemploy this person? and 2) Do you have any reason to believe that this applicant is unfit for employment in a public school district? The Human Resources department reviews all hires and reference checks before finalizing the hire.