Learning from Other "People-Driven" Industries

Mark Tully & Carl Nordgren, founding partners:
Being Better than Before

Session Objectives:

Attendees will:

- Learn more about how other industries successfully use factors beyond test scores and GPAs – such as aptitude – to screen, recruit, and hire quality candidates

- Explore the ways in which North Carolina can use the tools of other industries to reimagine the way it screens and recruits teaching candidates

POLL

Are teachers born, or made?

Born

Made

Recruitment Trends

Technology

The candidate experience

Fairer recruitment practices

Analytics to support decision-making

Onboarding reimagined

Increasing application of assessment

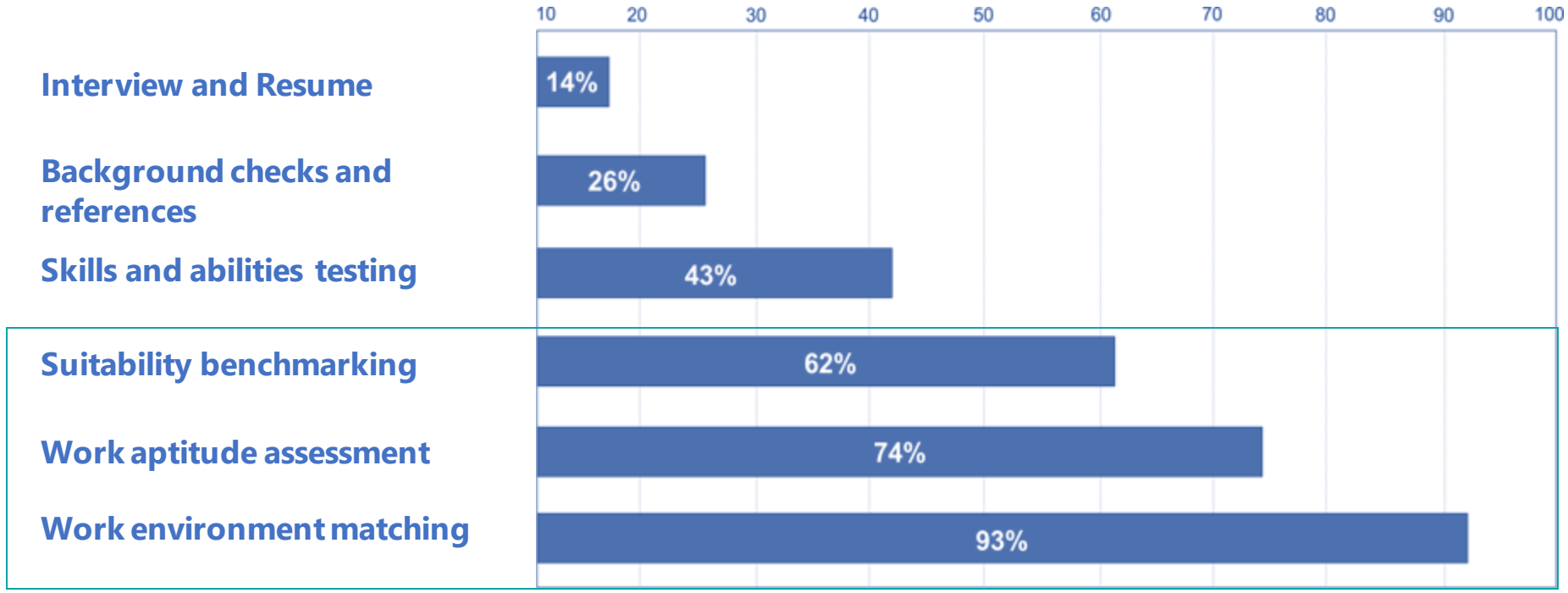
Which candidate do you choose?

3.5

3.0

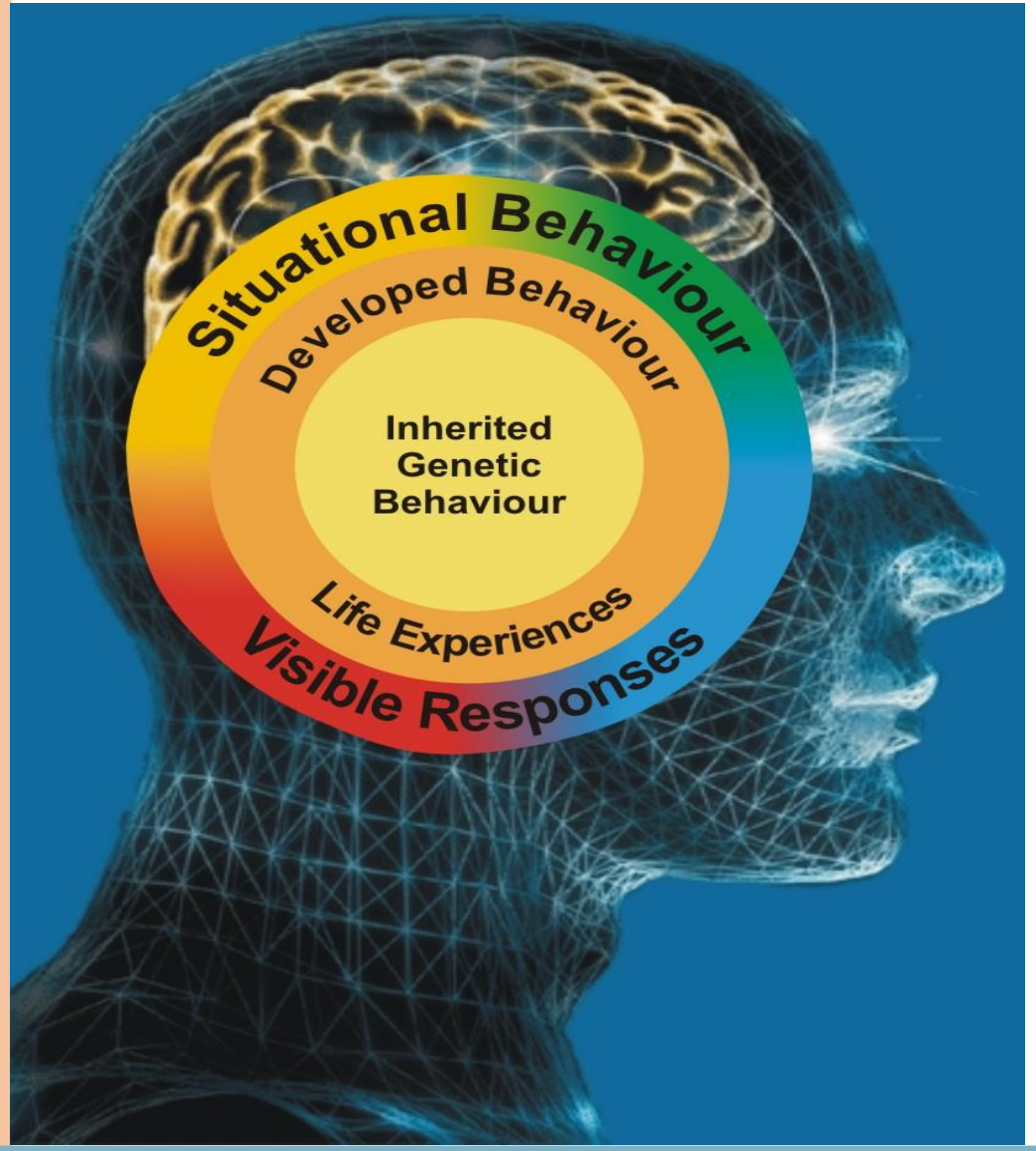
4.0

Success Probability



The Psychological Bulletin Vol 96 No1 Michigan State University – School of Business

All Behavior is Brain-Based



when behaviors align with the job:

- INTRINSICALLY MOTIVATED
- PRODUCTIVE
- DISCRETIONARY EFFORT
- PERSIST FOR LONGER
- QUALITY OUTPUT
- CREATIVE CAPACITY

Behavioral Match to the Role – case study

Recruitment Using *PRISM* in Suitability Benchmarking

	FINANCIAL SERVICES	RETAIL SALES	IT SERVICES	PUBLIC SECTOR
Ratio of screened candidates matched to success profile	32%	28%	41%	65%
Candidates matched and employed from interview	76%	87%	86%	67%
Retained for at least one year*	88%	85%	86%	92%
Ranked as a "strong performer" after the first year	90%	86%	88%	94%

* *PRISM* accurately predicted success over 84% of the time

POLL

Creativity and Collaboration: How important are they going to be?

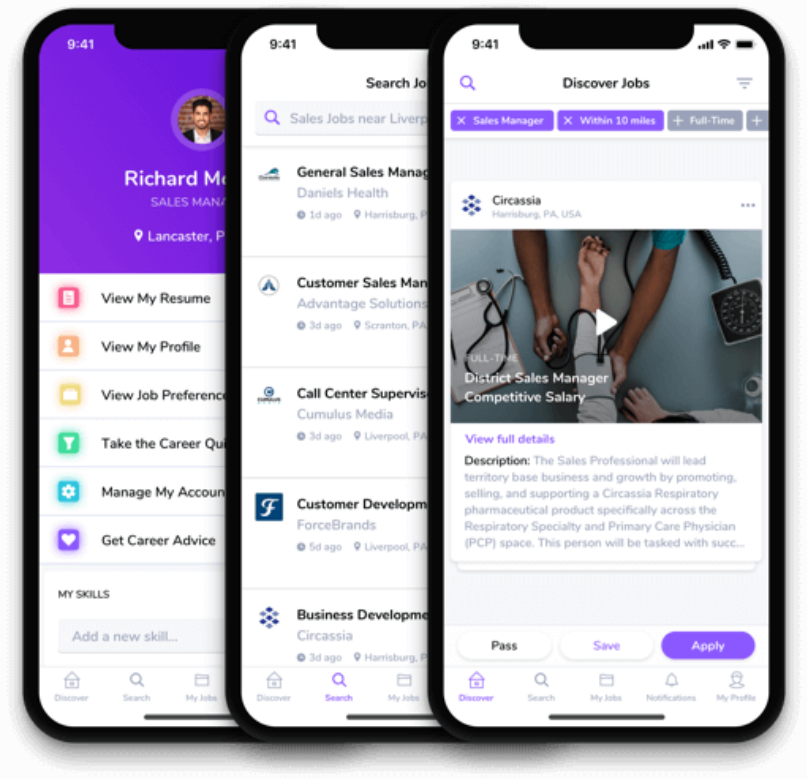
1. Not Important
2. Somewhat Important
3. Very Important
4. Highly Important

Behavioral Match to the Role – case study

Current Indeed.com job advert, high school teacher post, Raleigh

Job Description:	….the teachers demonstrate the competencies, **energy and positive attitude** needed to encourage and teach all students' academic and **social preparedness.**
Skills, Duties, and Responsibilities:	Establishes a safe and **orderly environment** and a culture to **empower students.** **Works collaboratively** with school personnel to create a **professional learning community** Develops goals and strategies through the school improvement plan. **Collaborates with colleagues to mentor** and support teachers to improve effectiveness of department or grade level. Selects materials and **develops lessons** that counteract stereotypes and incorporate contributions of all cultures. Appreciates differences and **values contributions** of each student by **building positive, appropriate relationships.** **Incorporates life skills**: leadership, ethics, accountability, adaptability, personal productivity, **personal responsibility, people skills, self-direction**, and social responsibility. **Regularly assess students**, both formative and summative. Demonstrate technology/instructional media competency in order to enhance learning. **Work with parents and guardians** to promote positive behavioral support and respectful-yet-**nurturing learning environment** for students. Communicate and interact with others during **academic planning** and committee activities.

Candidate Experience: *ATTRACT - SCREEN - HIRE - ONBOARD*



Teaching: Critical Behaviors

Strong attention to detail and accuracy.
Conscientious, painstaking and orderly.
Good at communicating complex data.
Focuses on accuracy and high standards.

Outgoing, animated and entertaining.
Establishes rapport easily.
High-spirited, jovial
and light-hearted.

Blunt, outspoken, forceful and dominant.
Authoritative, assertive and challenging.
Copes well with adverse conditions.
Driven to win and achieve status.

Kindhearted, harmonious and caring.
Handles repetitive or routine work well.
Good natured and accommodating.
Considerate, kindly and compassionate.

POLL

Which behavior quadrant is most suitable for high school teaching?

Single choice:

1. Green
2. Blue
3. Red
4. Gold

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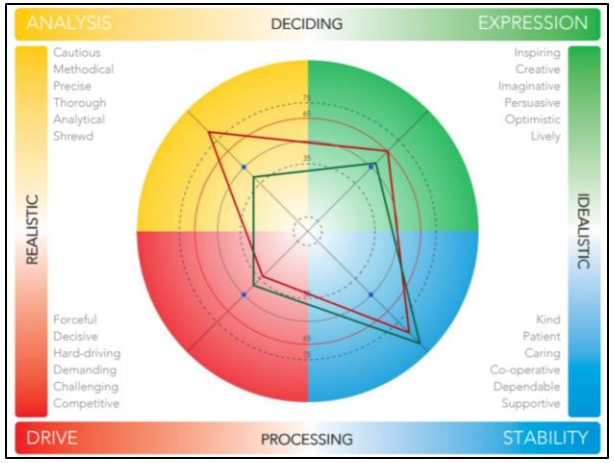
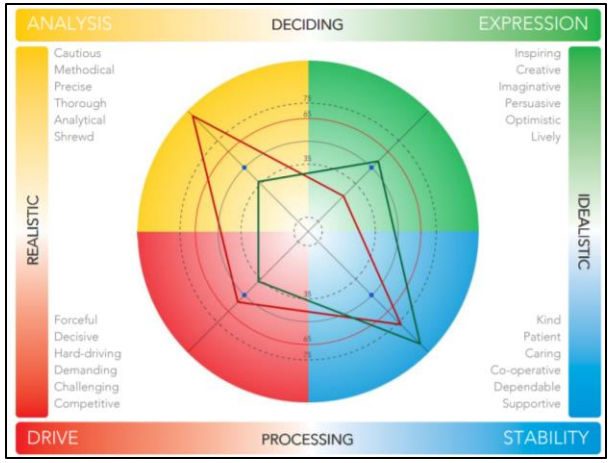
Teaching Posts Profiled Through o.net

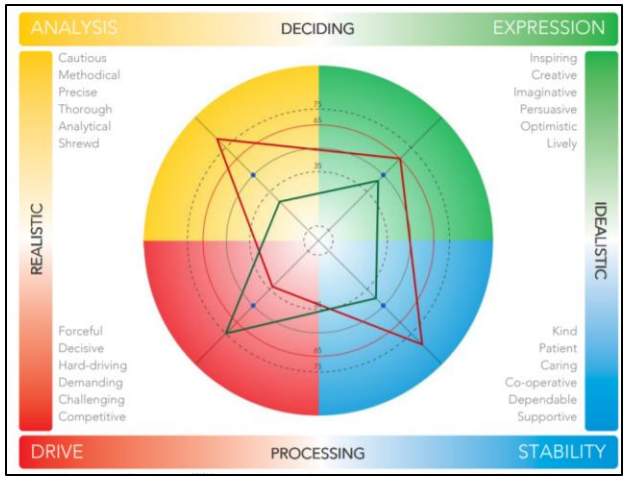
Chemistry Teacher



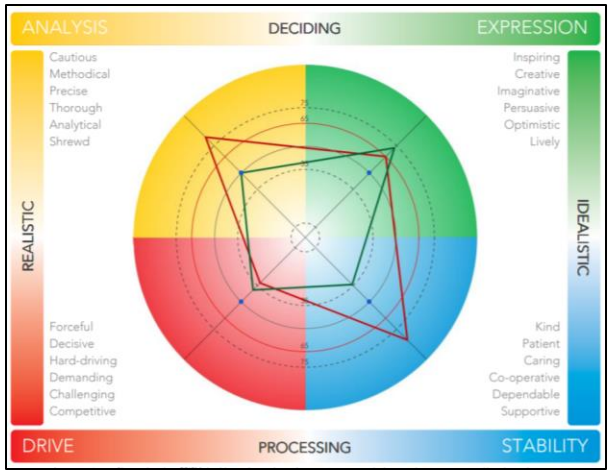
Kindergarten Teacher



Athletics Coach Teacher

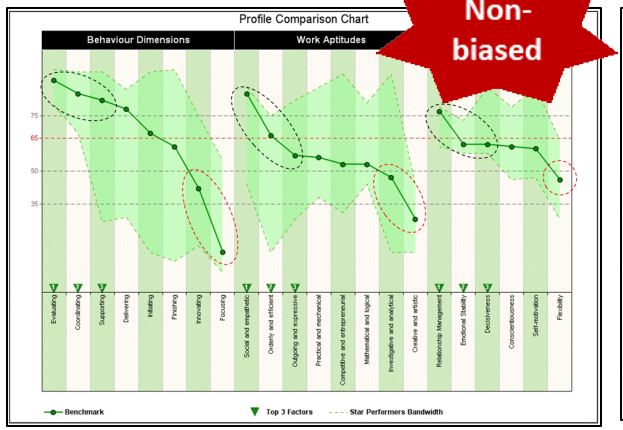


Creative Writing Teacher



Factual, analytically-driven decision-support

Benchmark



Non-biased

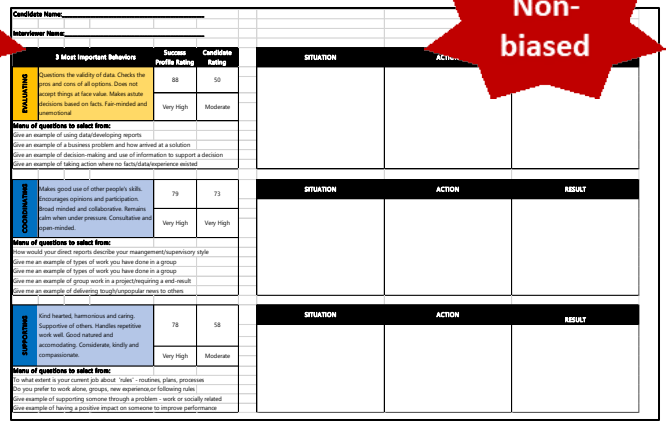
Parameters:
district, school, subject

Best-fit reporting

Non-biased

Blind decision making

Interview guide



Non-biased

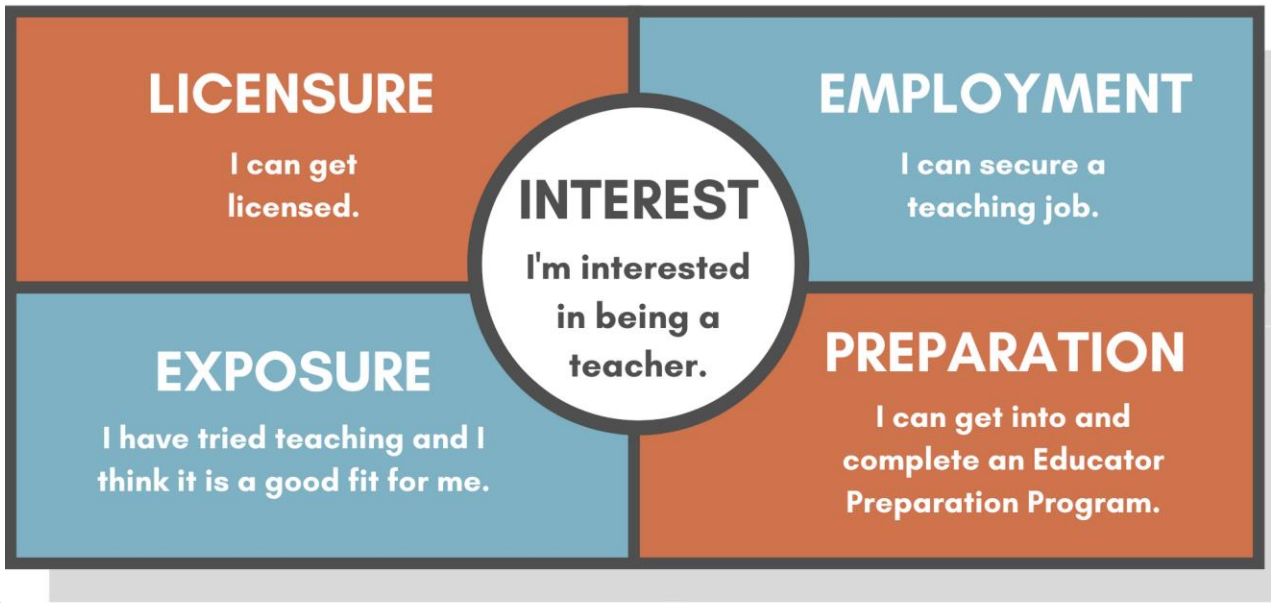
Behavior-based interview

Onboarding & personal development

Speed to performance and tracking

Student Engagement & Recruitment

Articulate 'my' suitability as well as my eligibility



Create the conversations

Demonstrate 'fit'

Key Performance Indicators (KPI's)

what gets measured, gets managed

2020 NORTH CAROLINA EDUCATION INNOVATION VIRTUAL LAB

Private sector KPI's

B2C: Customer Service Metrics

B2B: Service Quality Metrics

Market Share

Product Quality

Time-to-Market

Customer Churn

Personal Performance Appraisal

Education KPI's

Student Surveys

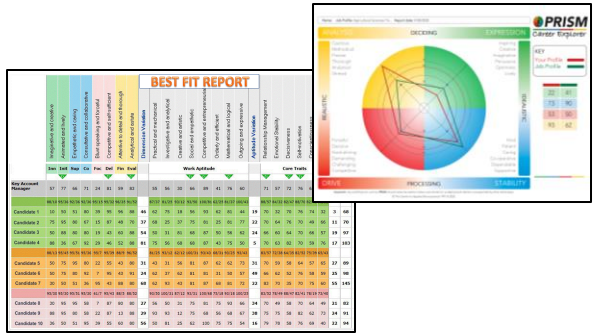
Grade Averages

Learning Design

Delivery Mechanisms

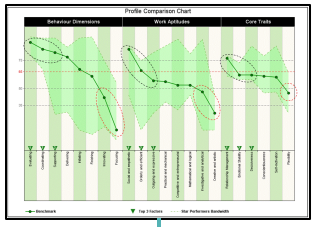
Assessment techniques

Project work output



Assess and Learn about Factors that Drive Performance

Success Profiling



- STUDENT AGE GROUP
- SUBJECT
- DISTRICT/ SCHOOL
- STUDENT CHARACTERISTICS
- LEADERSHIP

Conclusions: Learning from Private Sector

- People who behaviorally match the job-role will deliver better business (student) outcomes
- People who behaviorally match the job-role will be better placed to embrace changing demands
- Identify the nuances between districts, schools, and student characteristics for targeted recruitment
- Attracting the right talent requires a candidate-centric approach: *attract - screen - hire - onboard*
- Adopting modern recruitment practices and tools will improve diversity
- Start the career conversations early, build relationships to build the talent pipeline