

Recruiting and Retention in the New World of Education



MASS

MISSISSIPPI ASSOCIATION OF
SCHOOL SUPERINTENDENTS

Richard Hadden

SPEAKER, AUTHOR, CONSULTANT



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PREMISE

Creating a focused, engaged,
and capably led workforce is
one of the best things you
can do for your

BOTTOM LINE.

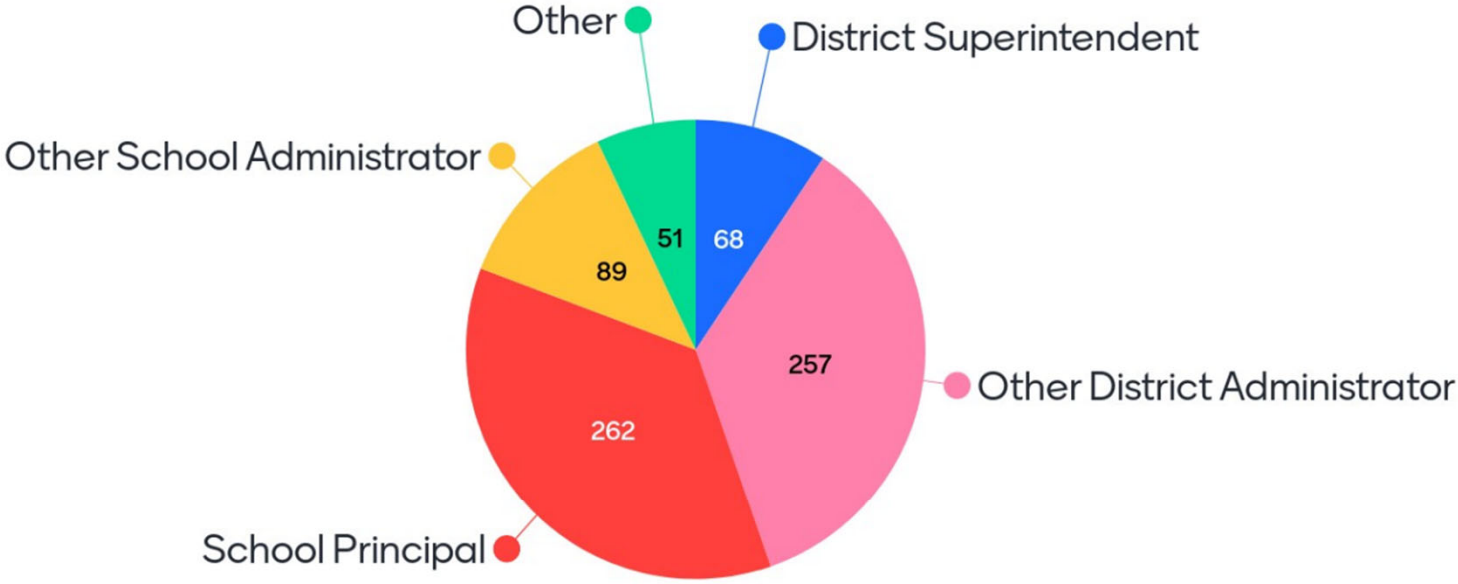
RESOURCES

Download these slides and a
Key Takeaways Summary

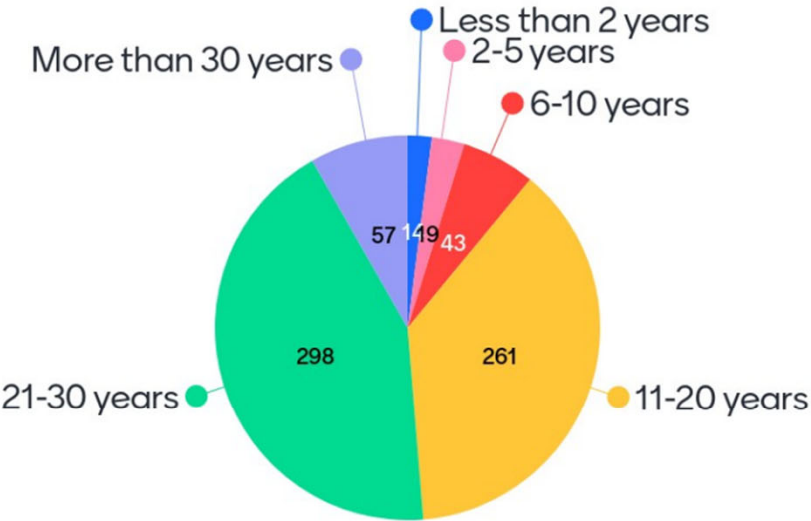


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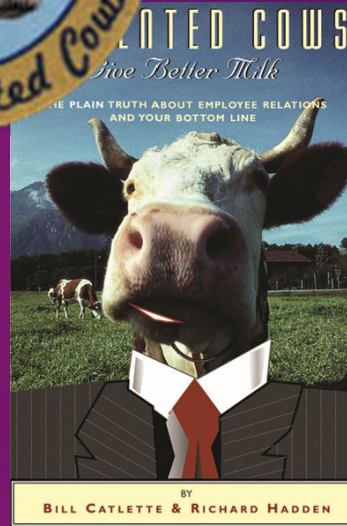
What best describes your role?



How long have you been a professional educator?



CONTENTED COWS??

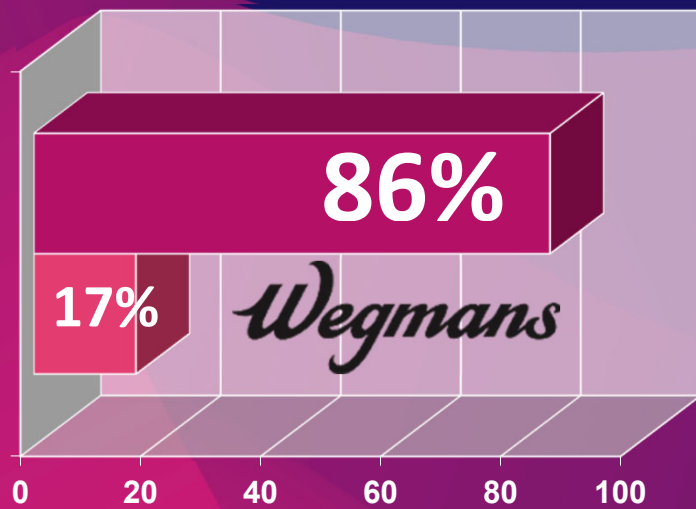


CONTENTED COWS

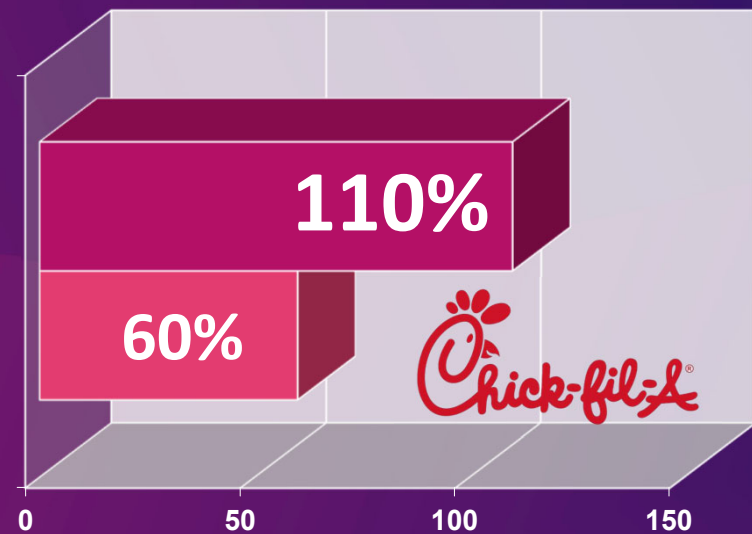
- **More productive and profitable**
- **Increased Employee Engagement**
- **Lower turnover**
- **Recruit more talented employees**
- **Overall healthier organizations**

TURNOVER

Supermarkets



Fast Food



COURSE OUTLINE

1. Current situation
2. Some reasons for it
3. What to DO about it



ASSIGNMENT

✓ Eliminate self-limiting thinking



ASSIGNMENT

✓ Focus on what you
CAN do!



CAN WE ALL
AGREE THAT IN
2015 NOT A
SINGLE PERSON
GOT THE ANSWER
CORRECT TO 'WHERE
DO YOU SEE YOURSELF
5 YEARS FROM NOW'

Brass Hanger Cleaners

**GONNA ASK MY MOM
IF THAT OFFER TO SLAP
ME INTO NEXT YEAR IS
STILL ON THE TABLE**



POST-PANDEMIC

Workplace Next

Post-COVID trauma drives elementary schools' challenges: 5 Things podcast



Alia Wong
USA TODAY

Published 9:24 a.m. ET July 2, 2023



USA TODAY

USA TODAY 5 Things

ART19

Normal school year: Post-COVID trauma continues to plagu

SHARE

SUBSCRIBE

DOWNLOAD

DESCRIPTION



00:00 / 16:05

Listen on

Privacy Policy

Are we back to normal yet?

NO!

WORKPLACE NEXT

1

Workers are in the
driver's seat...
for now



WORKPLACE NEXT

2

You will have to hire from
a generation that totally

PERPLEXES
you



WORKPLACE NEXT

Integration

3

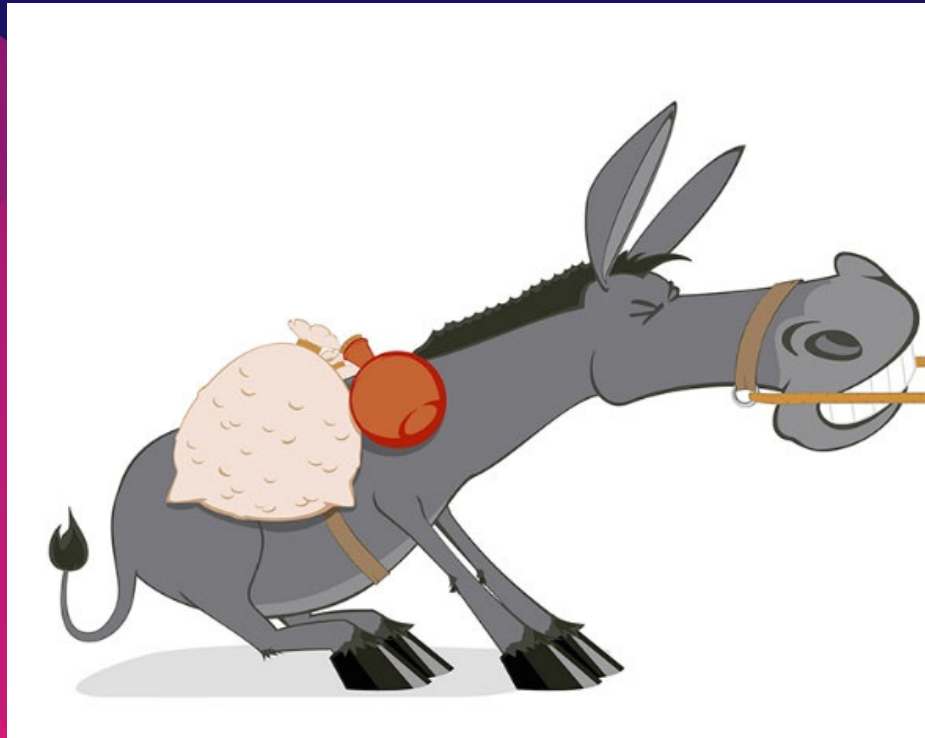
Work
Life



Personal
Life

YOU HAVE TWO OPTIONS

Adapt and
Succeed



Complain and Resist



WORKPLACE NEXT

**Does
NOT
Mean**

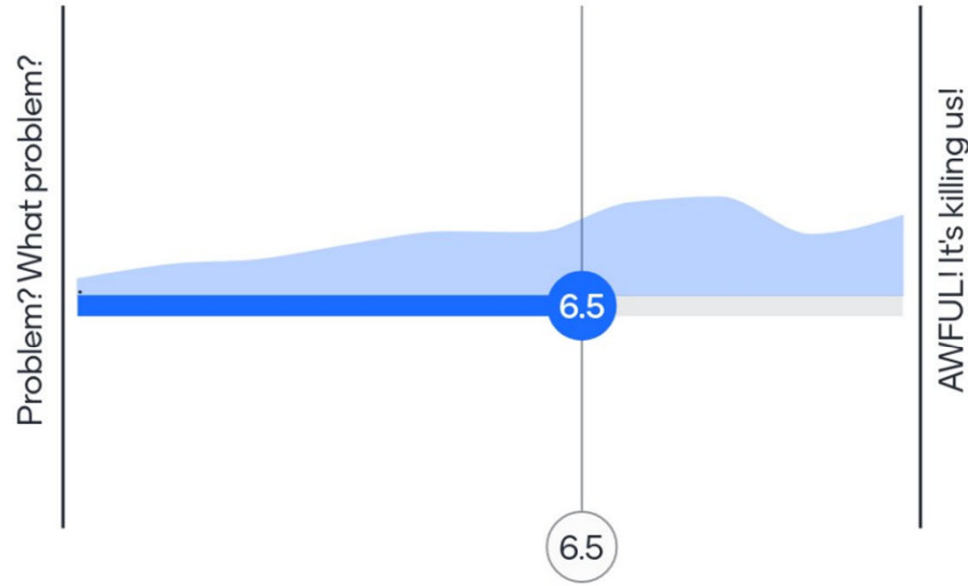


**LOWERING
STANDARDS**

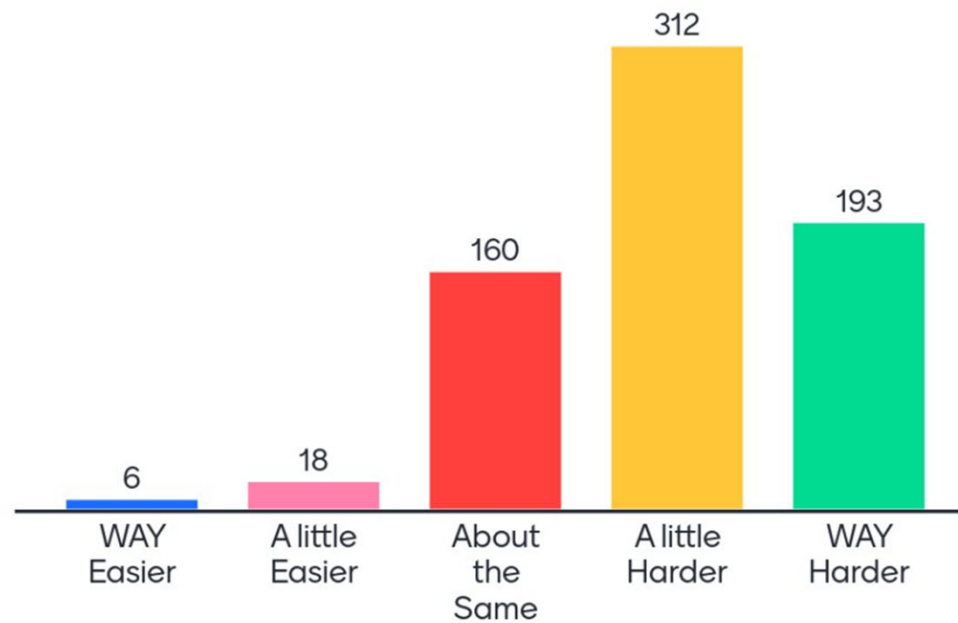


ANYTHING GOES

On a scale of 1 - 10, how serious is the problem of finding and keeping staff in your district or school these days?



OK, then how hard is recruiting and retention now, compared to 2019, before the pandemic?



May Jobs Report

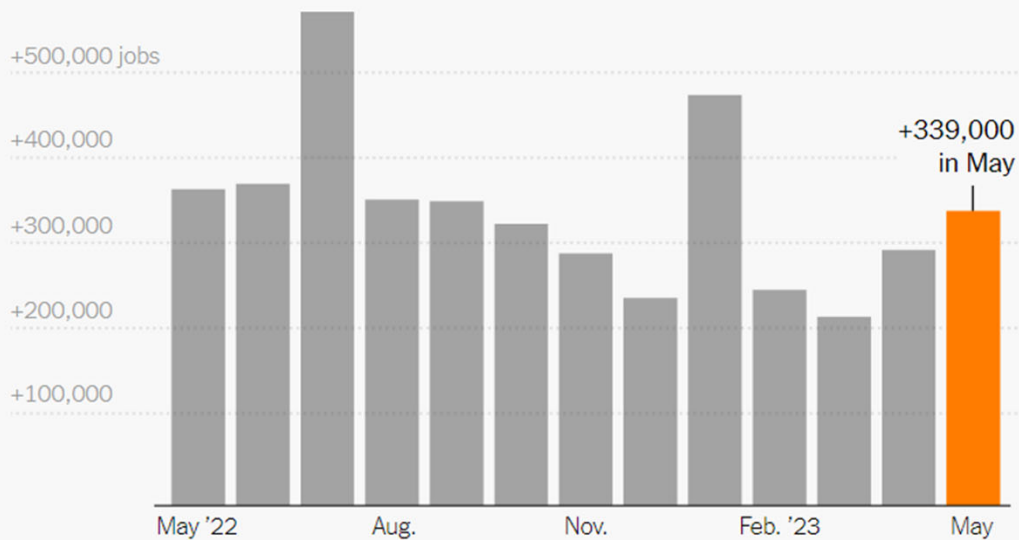
U.S. Job Growth Jumps

The labor market continued to show resilience in May, adding many more jobs than expected, despite efforts by the Federal Reserve to cool the economy.

June 2, 2023

U.S. employers added 339,000 jobs in May.

Monthly change in jobs




Note: Data is seasonally adjusted. • Source: Bureau of Labor Statistics

June Jobs Report

U.S. Job Growth Cooled in June

Hiring slowed last month, a sign that the Federal Reserve's inflation-fighting campaign is taking hold. But with rising wages and low unemployment, the labor market remains resilient.

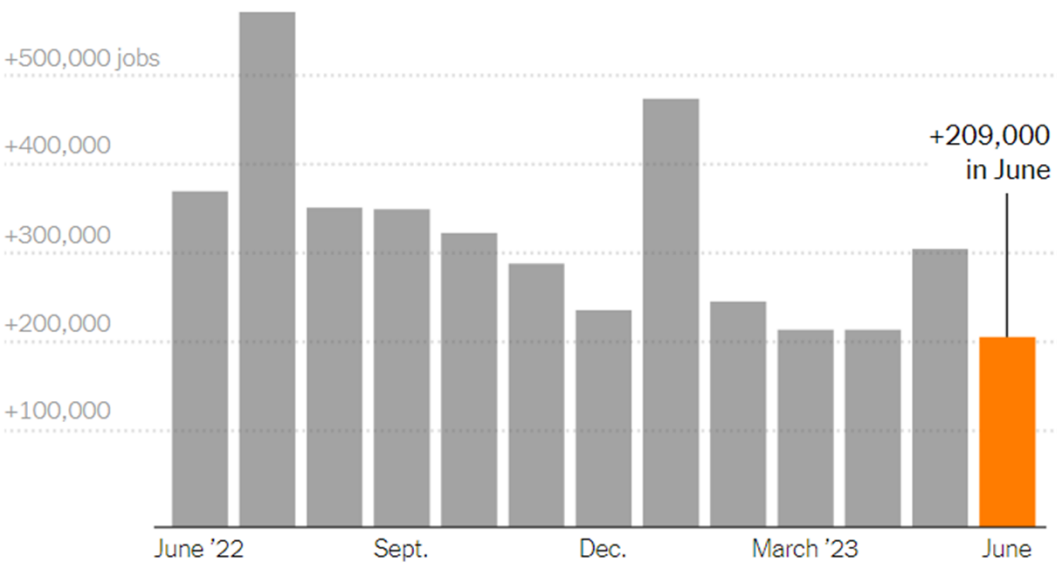
Published July 7, 2023 Updated July 8, 2023, 2:27 a.m. ET

 Give this article



209,000 new jobs in June

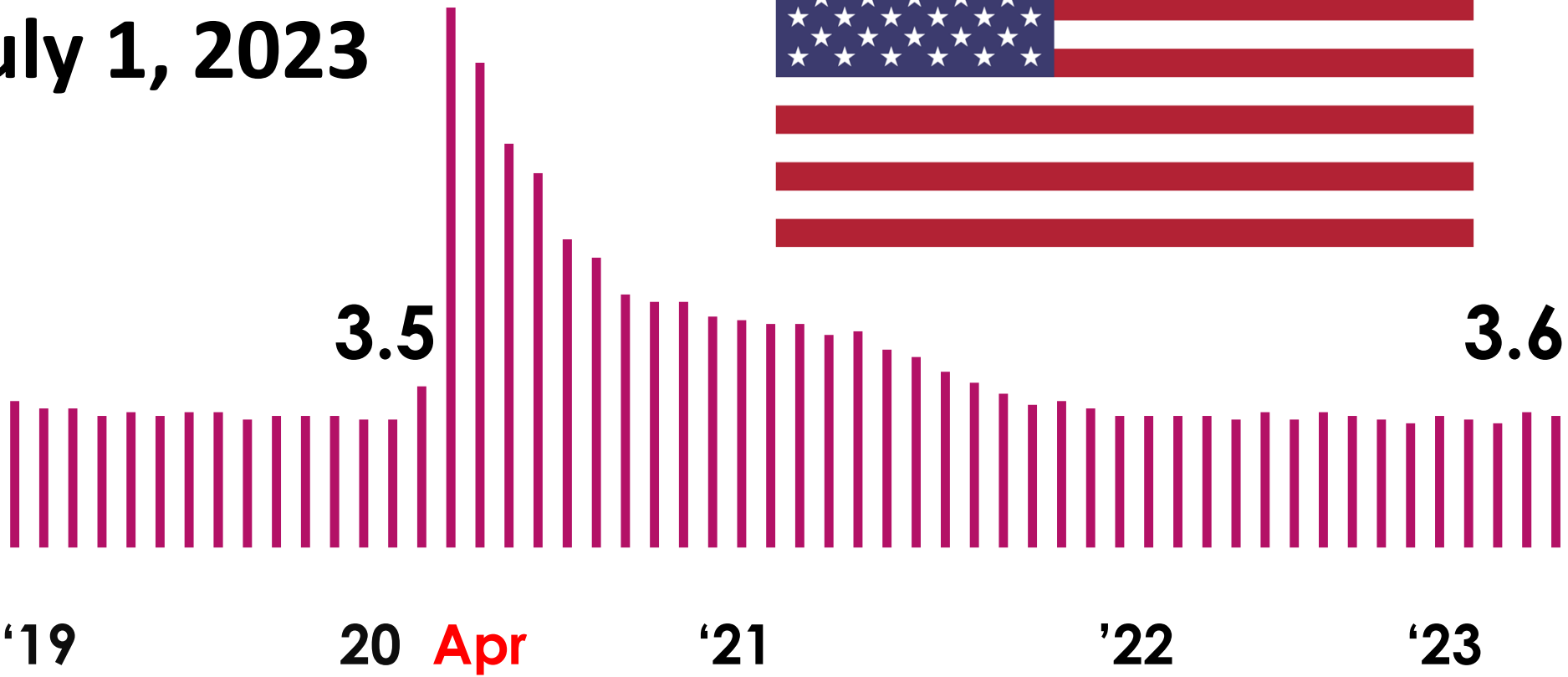
Monthly change in jobs



Fed: Wages are now growing faster than inflation, which was 4% in May

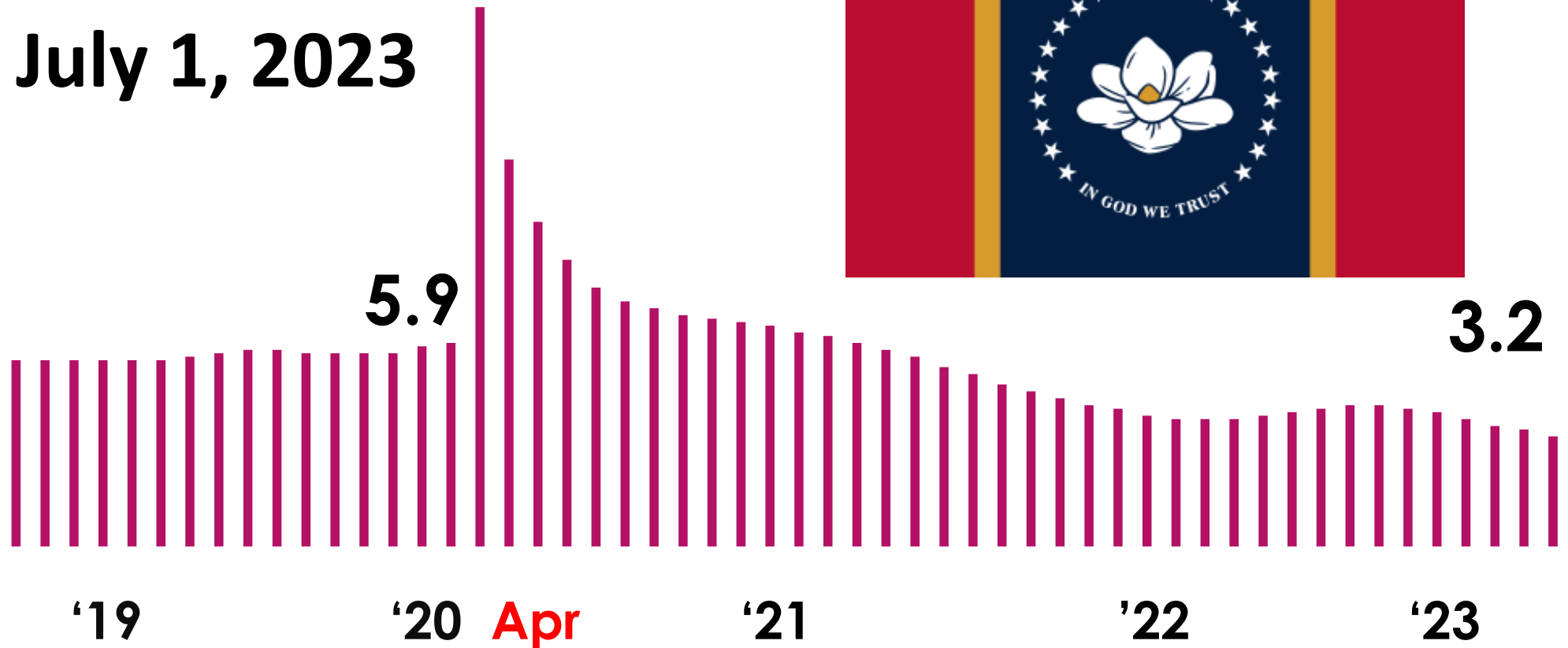
U.S. UNEMPLOYMENT RATE

July 1, 2023

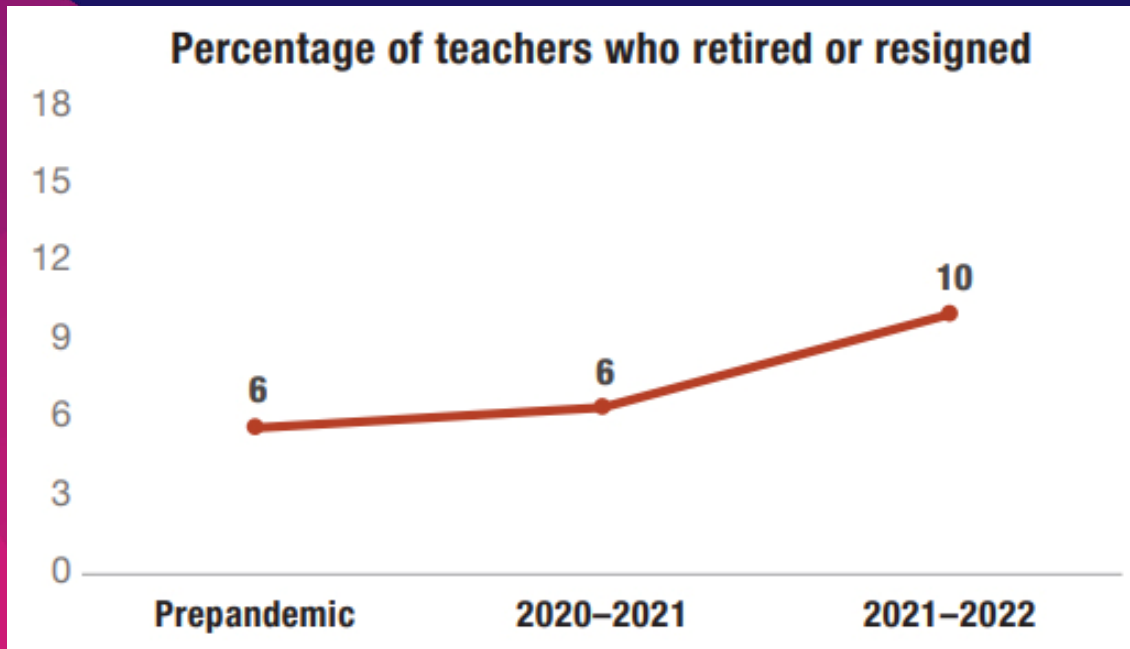


MISSISSIPPI UNEMPLOYMENT RATE

July 1, 2023



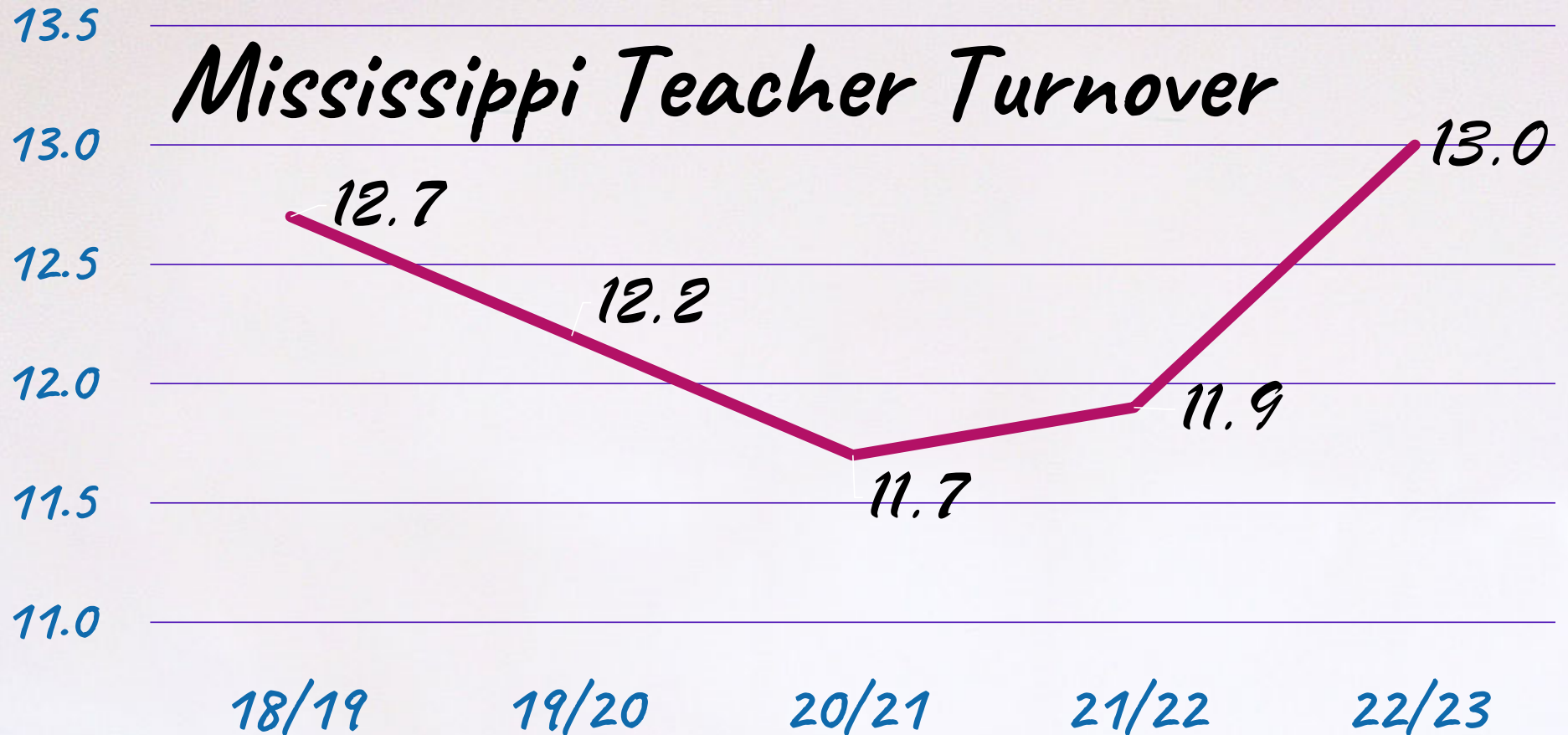
TEACHERS WHO'VE LEFT



- **12-14% - high poverty, students of color**
- **Improvement *projected* for 22/23**

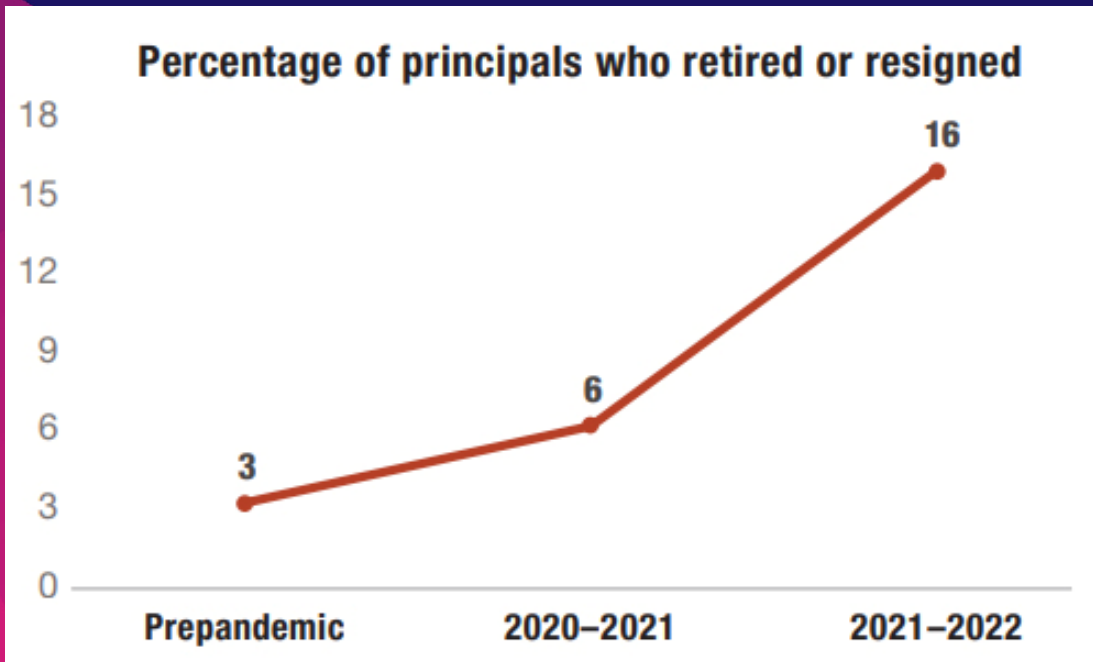
American School District Panel Survey

Mississippi Teacher Turnover



Source: Chalkbeat and MS Dept. of Education

PRINCIPALS WHO'VE LEFT



More than twice
pre-pandemic level

American School District Panel Survey

BOILING IT DOWN

RECRUITING

- **PAY**
- **PIPELINE**

RETENTION

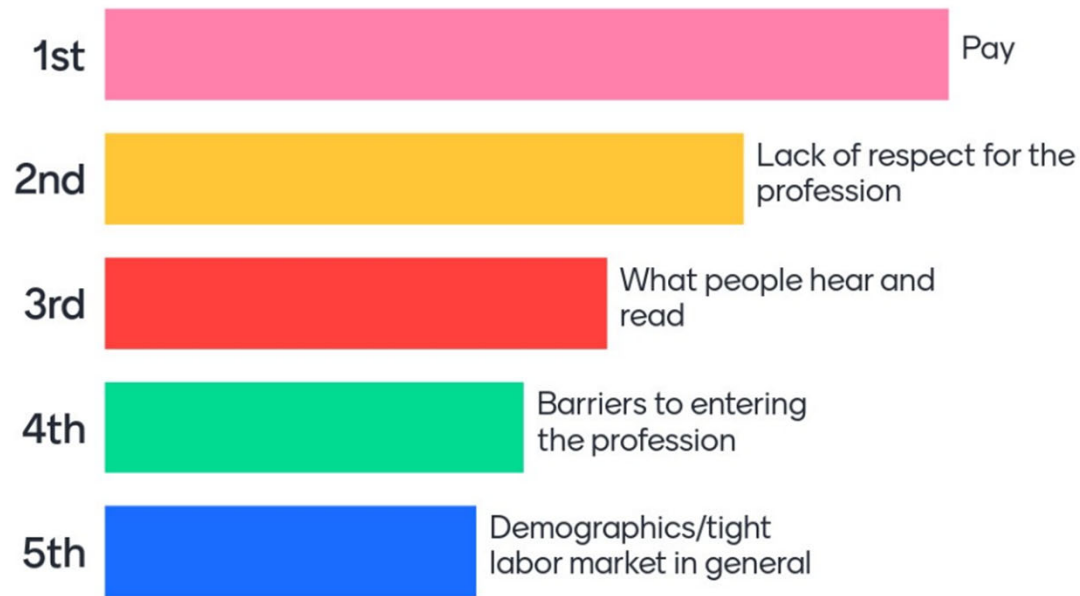
- **CULTURE**
- **WORKLOAD**
- **SUPPORTIVE
ADMINISTRATION**

RECRUITING



WE WANT YOU!

Why is it so hard to recruit educators?



Sometimes it IS
about the money.



By –
Emily
Wagster
Pettus,
Associated
Press

Mississippi Gov. Tate Reeves signs largest teacher pay raise in years

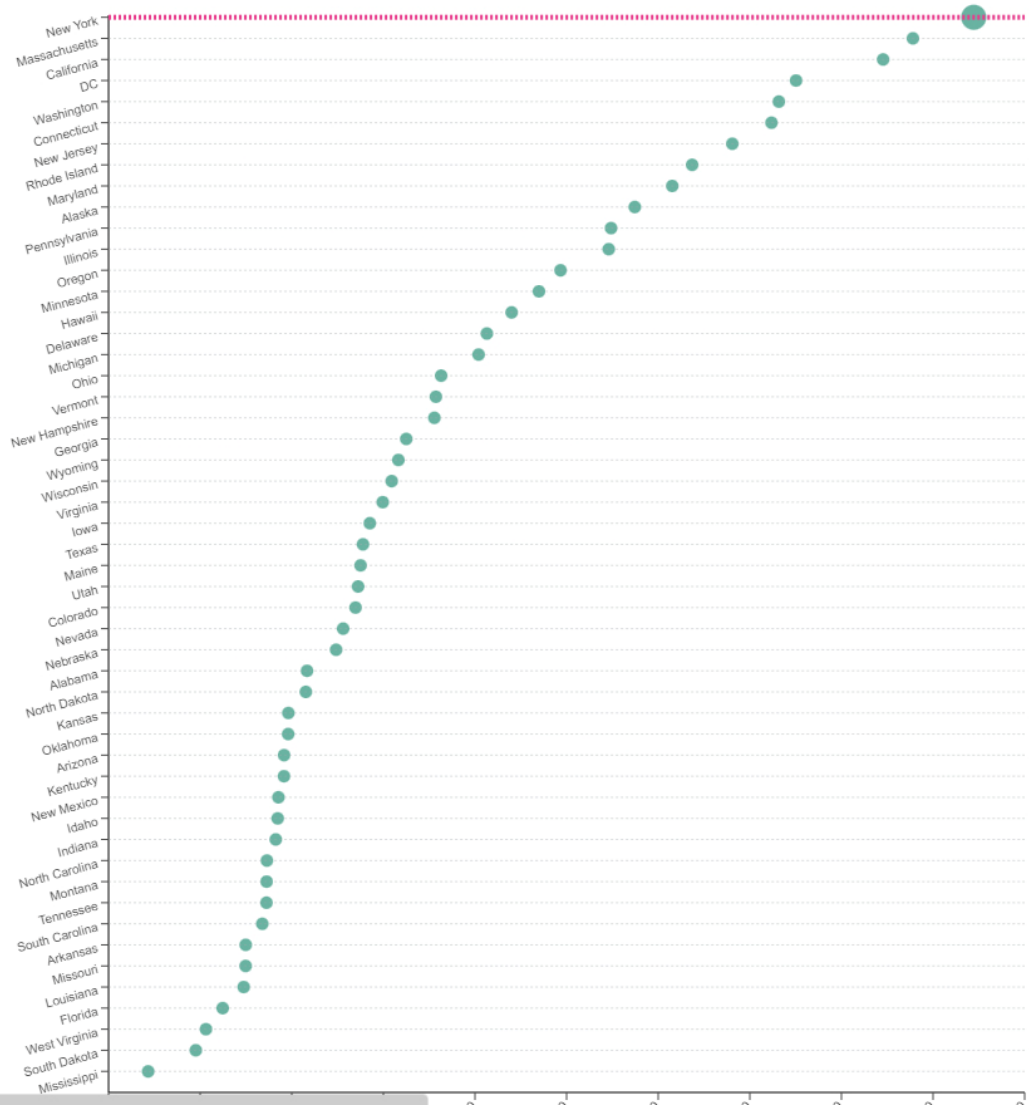
[Education](#) Mar 30, 2022 8:53 PM EDT

Leave your
feedback

Share ...

Teacher Salary ▾

World Population Review, Jan 2023



SOLUTIONS?

- ✓ Higher salaries (duh)
- ✓ Student loan relief



Beat the drum in Jackson



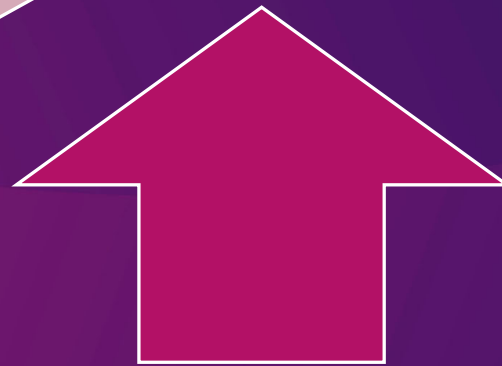


Tangible\$

Intangibles

Intangibles

Tangible\$



Intangibles



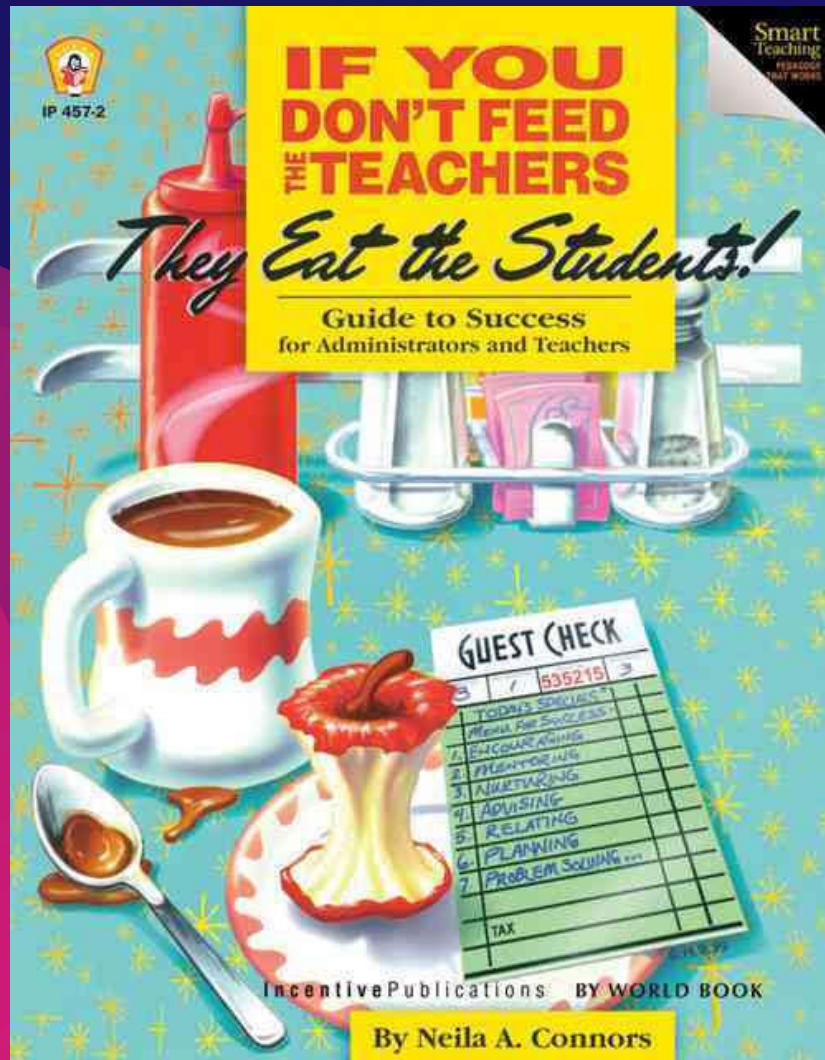
Tangible\$



SOLUTIONS?

- ✓ Higher salaries (duh)
- ✓ Student loan relief
- ✓ Focus on intangibles



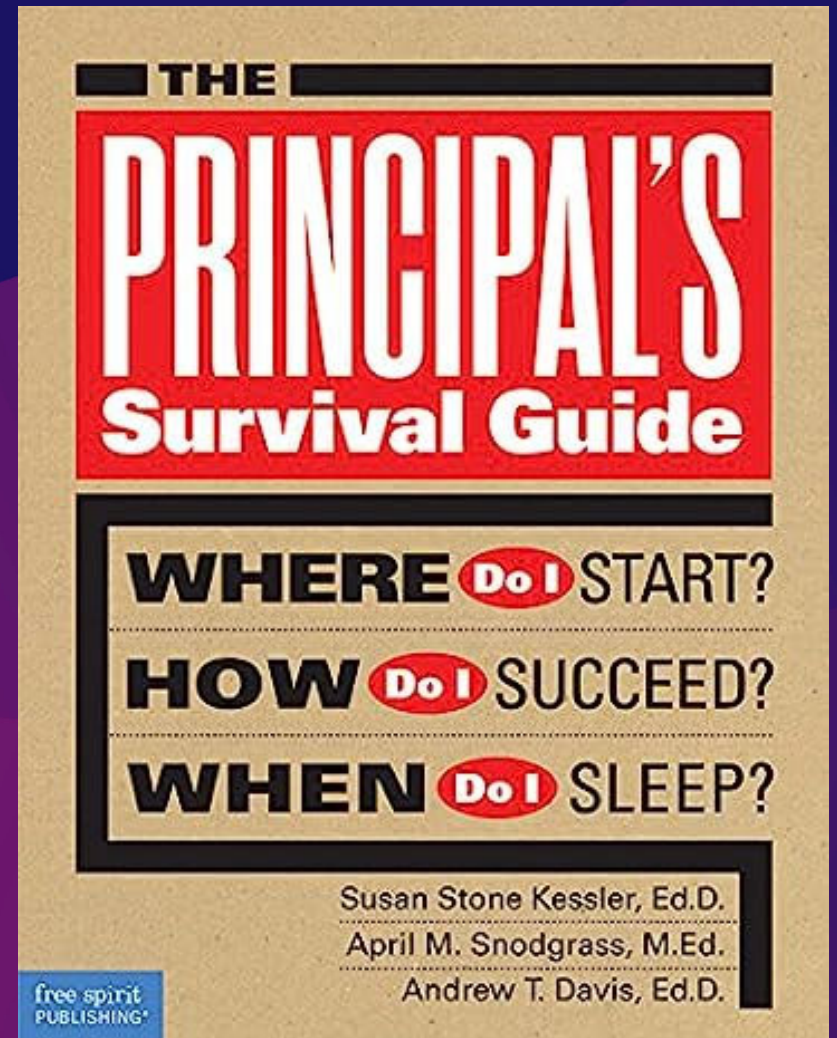


If You Don't
Feed the
Teachers, They
Eat the
Students!

By Neila Connors

The Principal's Survival Guide

By Kessler, Snodgrass,
and Davis



RECRUITING

RECRUITING = MARKETING

BEST RECRUITING TOOL

**YOUR REPUTATION AS
AN EMPLOYER**

REPUTATION

Recruits

REALITY

Retains

RECRUITING

Put in the work to become known as a talent magnet by taking an interest in every teacher and other staff member, giving them a fighting chance to succeed in a tough business.

SOURCES

✓ Look for boomerangs



RECRUITING

**Capture your future
stars' hearts and minds
before they ever even
apply.**

FILLING THE PIPELINE

Start with your students



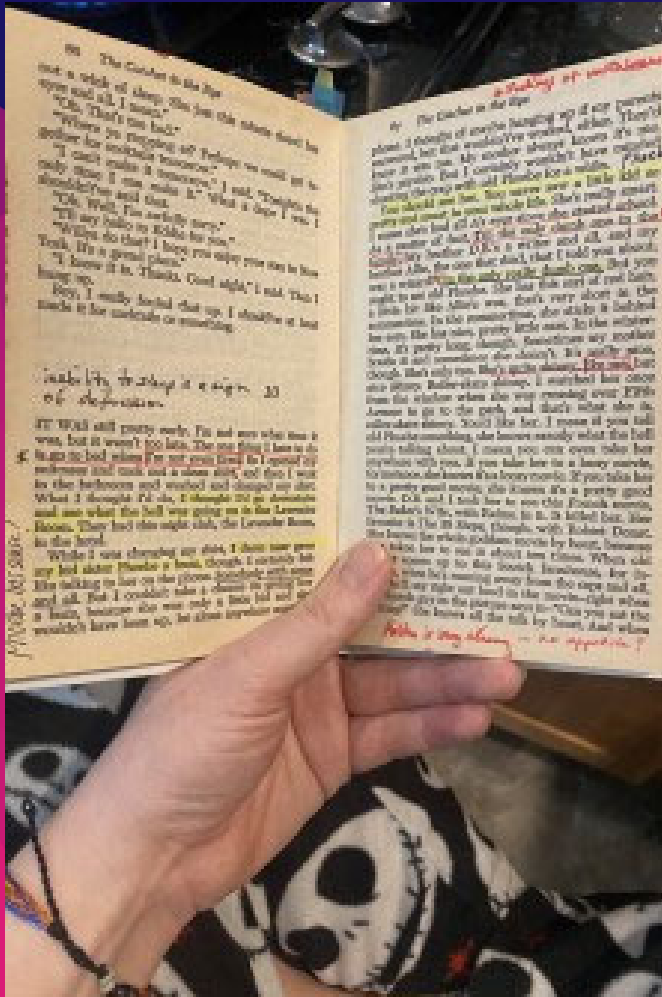
FILLING THE PIPELINE

Haley Lancaster

English/Language Arts Teacher

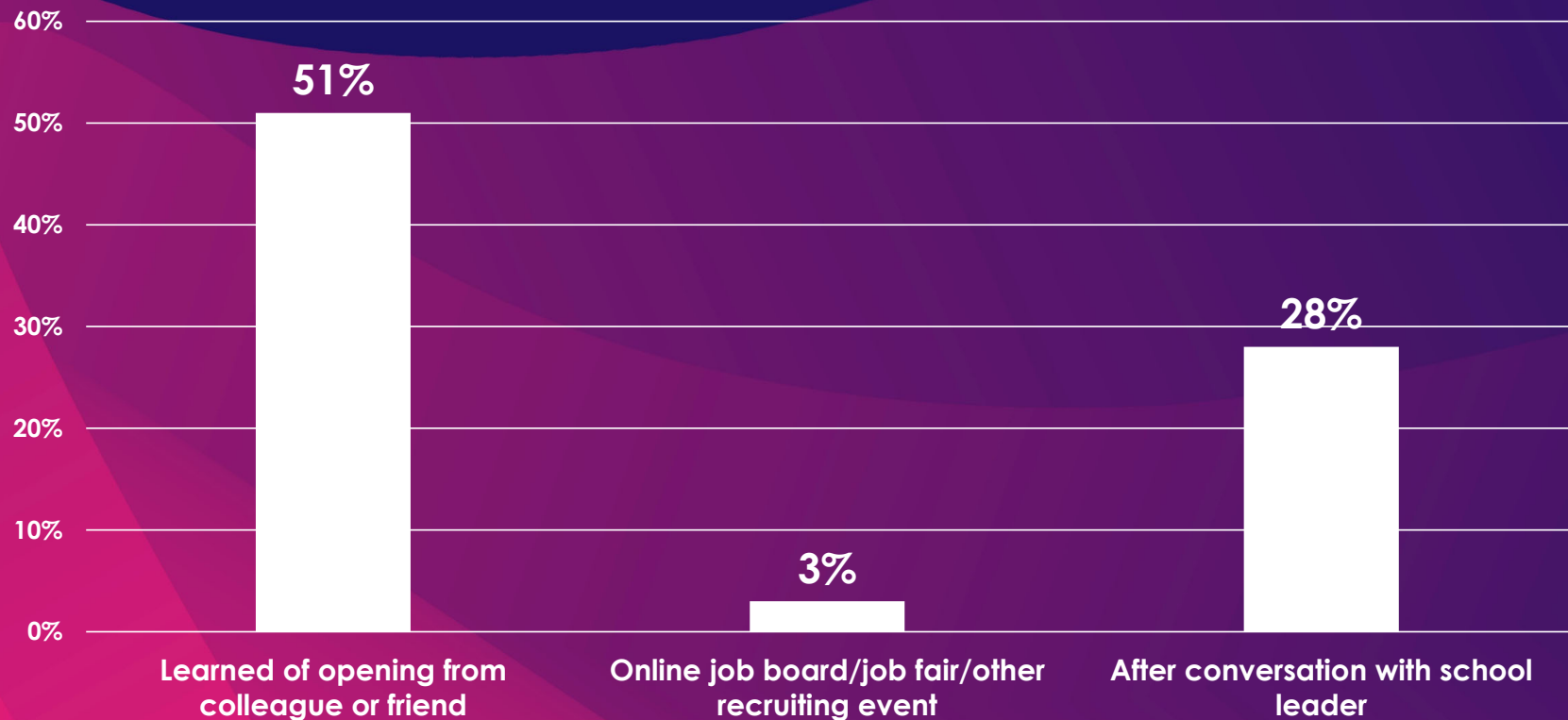
Lincoln High School

Vincennes, Indiana



WHAT PERSUADED YOU TO APPLY?

MS DOE Survey 2022



ASSIGNMENT

✓ Make your
requirements more
realistic



**THE MOST UNDERUTILIZED ASSET YOU
ALREADY OWN**

**YOUR
WEBSITE**

Career Opportunities

We are always accepting applications from potential career oriented team members.

Available Positions

At this time we have the following specific positions available:

> [Personal Banker](#)

We invite you to stop by our [nearest office](#) to fill out an application and present your resume. You may also email your resume to careers@wellsfargo.com

Vacancies

Categories Locations

- [Administration \(1\)](#)
- [Elementary School Teaching \(2\)](#)
- [Food Service \(1\)](#)
- [High School Teaching \(2\)](#)
- [Maintenance/Custodial \(2\)](#)
- [Middle School Teaching \(2\)](#)
- [Secretarial/Clerical \(1\)](#)
- [Support Staff \(8\)](#)
- [Teacher \(1\)](#)

[All Jobs](#) ▶

[FMLA notice](#)



Welcome!

To establish a complete pre-employment file, please complete the online application. Your application will be retained in active status for one school year. If your qualifications meet our needs, we will contact you for further information and a possible interview.

External Applicants



[Start an application for employment](#)

[Use passcodes sent to me](#)

[Log in](#) ▶

Internal Applicants



[Internal applicants only.](#)

[View internal positions](#)

[Submit an internal application/transfer form](#)

[Log in](#) ▶

Need Help?

YOUR WEBSITE SHOULD

1. Have a prominent careers tab



YOUR WEBSITE SHOULD

2. Sell your CULTURE



Join Our Talent Network

- HOME
- ABOUT
- DEDICATED ASSOCIATES
- LIFE HERE
- COMMUNITIES
- FEATURED CAREERS ▾
- ALL JOBS

Search Our Jobs:

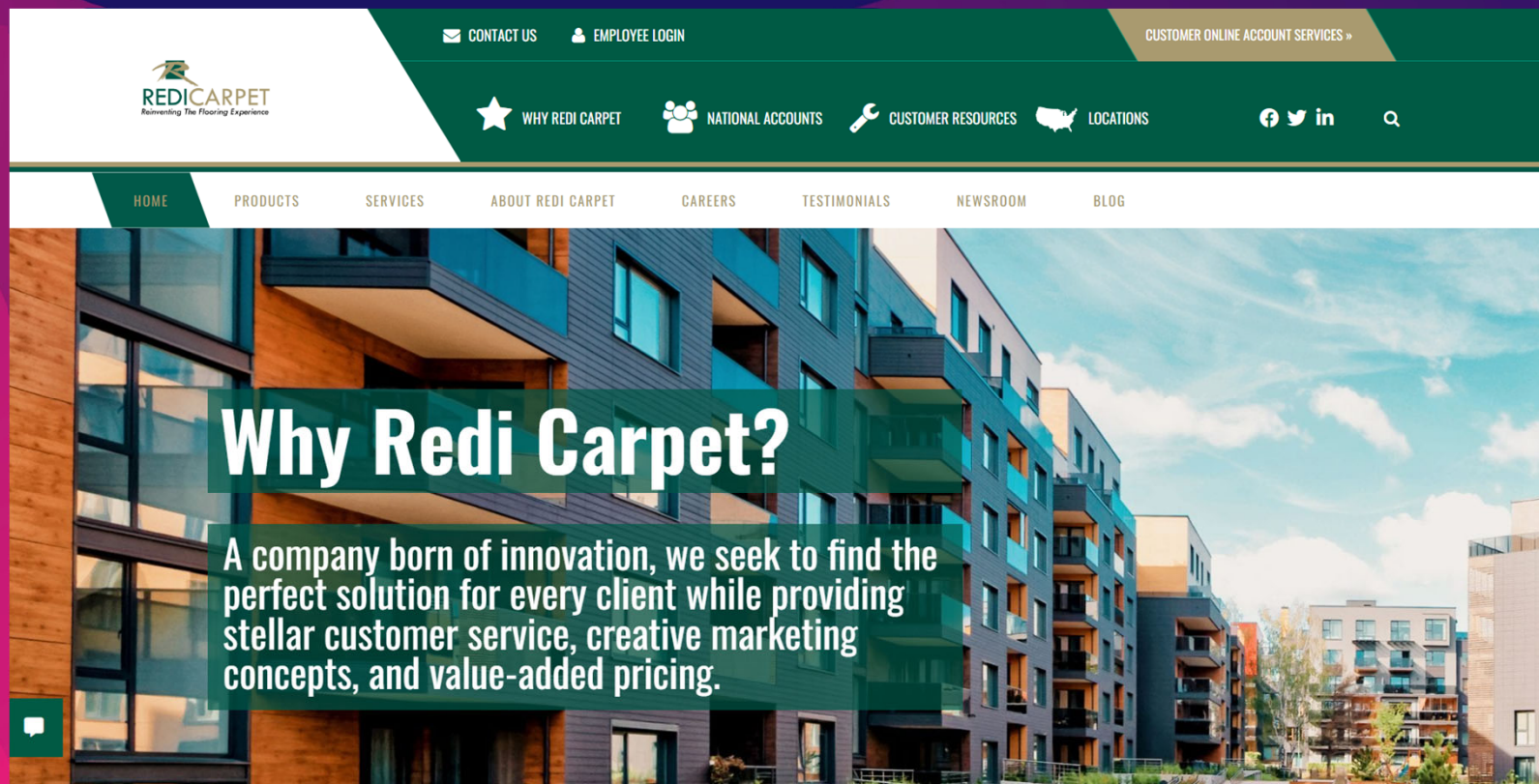
[View All Jobs](#)



Be more than an employee.
Be part of something bigger.

YOUR WEBSITE SHOULD

3. Give a look inside



WHAT'S IT LIKE WORKING AT REDI CARPET? LISTEN TO WHAT SOME OF OUR EMPLOYEES HAVE TO SAY:



YOUR WEBSITE SHOULD

3. Give a look inside




Overview

39
Reviews

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Jobs

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Salaries

5
Interviews

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Benefits

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Photos

Jan 10, 2017

Helpful (1)



"The best job I have ever had."



Current Employee - Account Executive in New York, NY

 Recommends

 Positive Outlook

 Approves of CEO

Jul 19, 2017



"Unless it is a choice between working here and starving to death, keep looking."



Current Employee - Anonymous Employee in Milford, NH

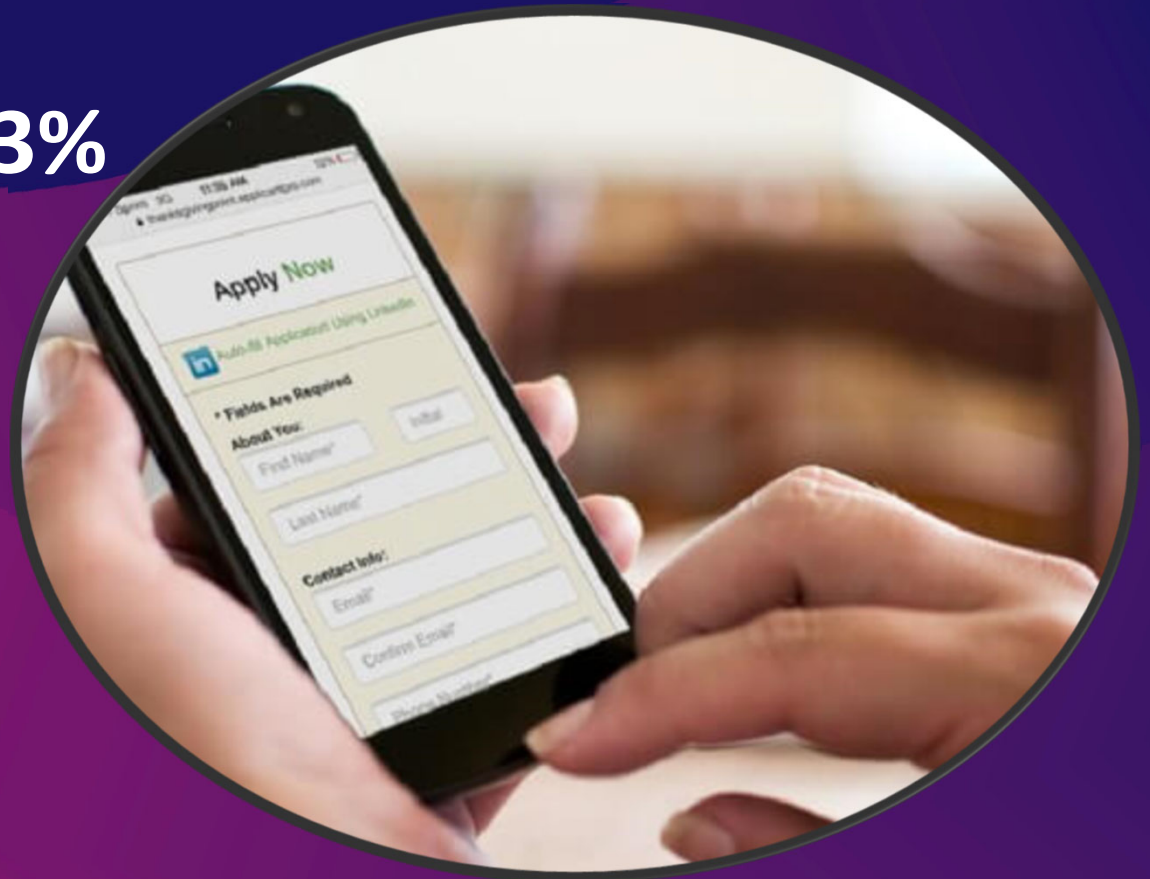
 Doesn't Recommend

 Negative Outlook

 No opinion of CEO

DOING THE WHOLE THING ON THEIR PHONE

- **ALL APPLICANTS: 53%**
- **KNOWLEDGE WORKERS 72%**
- **UNDER 30: 88%**



RECRUITING

SOCIAL MEDIA



RECRUITING

Your email signature

Thanks again. I look forward to meeting you.

Pat Goodson

Principal

Northstar Elementary School



1000 Main St.
Libertyville, WI 50239
408-555-5555

pat.goodson@wischools.k12.org

We're always looking for great people to join our team. [Explore the possibilities here!](#)

RECRUITING

PAY FOR EMPLOYEE REFERRALS



RECRUITING

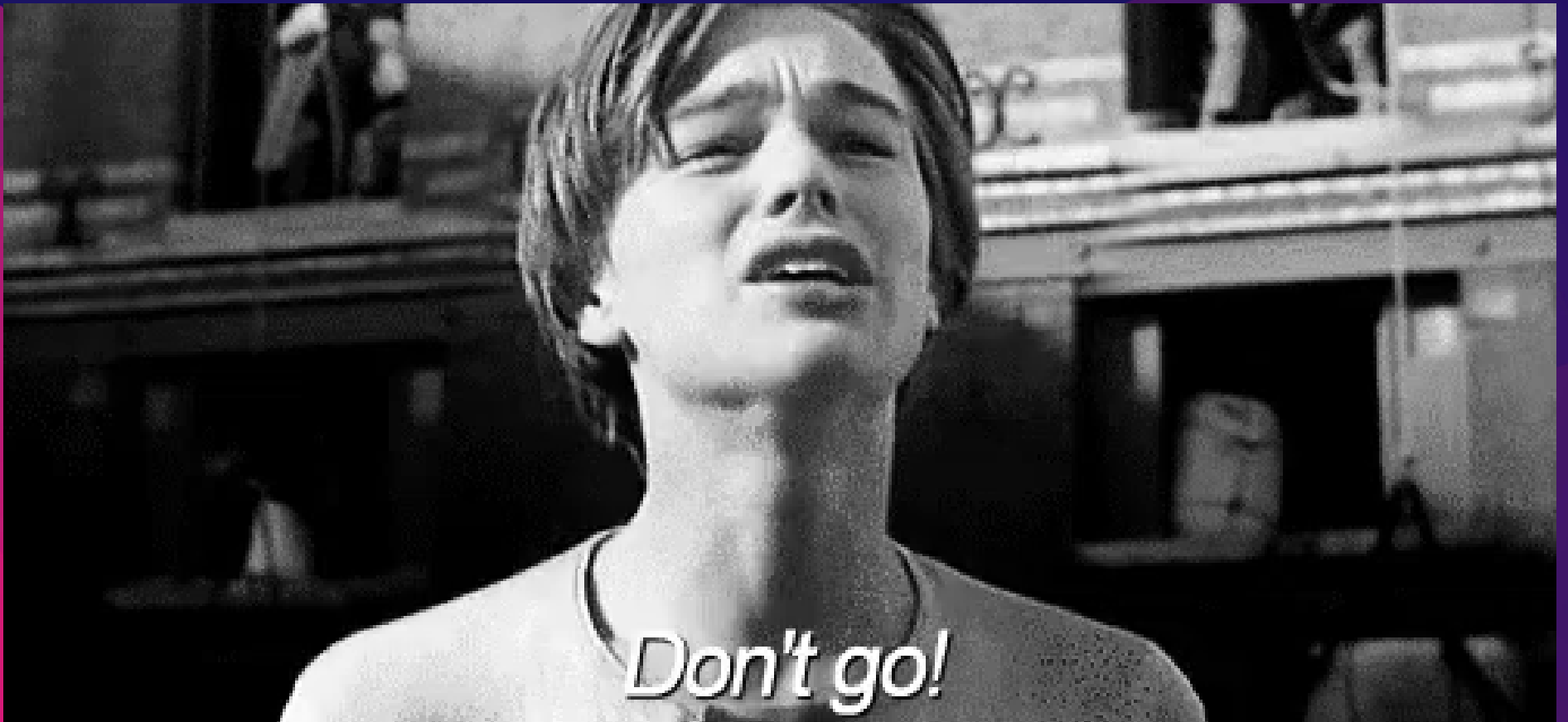


**NEVER STOP
RECRUITING**

GO BIG IN JAN/FEB

SUMMER IS TOO LATE

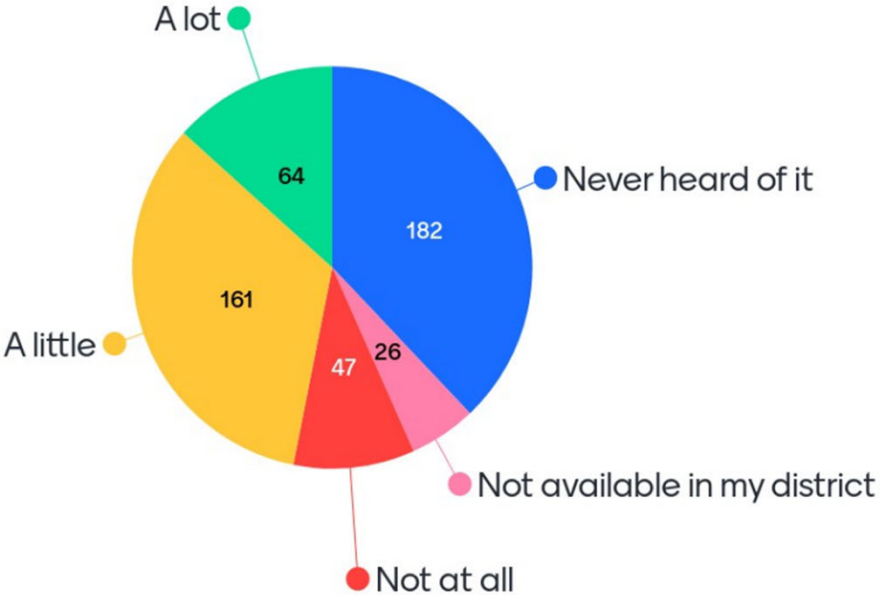
RETENTION



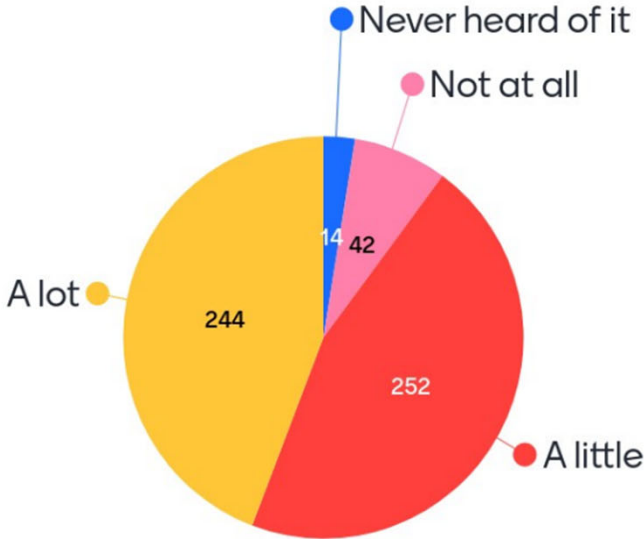
Why are educators leaving?



To what degree are you taking advantage of Mississippi's "Grow Your Own" program?



To what degree are you using "Alternate Route" programs for recruiting?



BOILING IT DOWN

RECRUITING

- PAY
- PIPELINE

RETENTION

- CULTURE
- WORKLOAD
- SUPPORTIVE
ADMINISTRATION



CULTURE

THE FASTEST ROUTE

Leadership

The earned consent of followers

LEADERSHIP



SCREEN FOR IT



HIRE FOR IT



TRAIN FOR IT



COACH IT



REWARD IT

ASSIGNMENT

- ✓ Make leadership a primary qualification for every person in a leadership role.



People
stay
when
they
have

- ▶ Something to **commit** to
- ▶ An **even chance** to do their best work
- ▶ **Caring Leadership**

ONBOARDING



ONBOARDING



Dr. Debra Burson
MS State Director,
Educator Preparation

“What business hires a new employee, sticks them in a cubicle and says ‘See you in 9 months. And oh, by the way, we’re putting you in a room with 30 kids?!’”

ONBOARDING



Sink or swim is not an onboarding plan

ONBOARDING

WELCOME

EDUCATE

CELEBRATE

CHECK IN

ONBOARDING

Theodore Roosevelt Middle School

Meredith MacDonald
Principal



November 2, 2021

Dear Martin,

On behalf of everyone here at Roosevelt Middle School, I want to personally welcome you to our family, and congratulate you on being selected to join our amazing faculty!

As you know, we interviewed more than a dozen highly qualified candidates for this position, and while all were impressive, you stood out from the rest. And here's why:

We believe that it is our culture that has made our school successful, and everyone on the interview panel agreed that you brought not only the right experience and qualifications, but that you would be the best fit for who we are here at [RMS](#)

We're excited to have you join us, and we look forward to a long and mutually fulfilling relationship with you.

If I can ever be of help to you in any way, I invite you to let me know.

Welcome aboard. See you next week!

Warmly,

A handwritten signature in blue ink that reads "Meredith".

Meredith MacDonald
Principal

Welcome letter from the principal

ONBOARDING



ONBOARDING
BUDDY

ONBOARDING



Hold a
welcome
celebration
for them on
their first day

ONBOARDING

Check-in end of Day One

- Any surprises?
- Who was helpful?
- What do you need?



RETENTION



Mentoring

RETENTION

MS Dept. of Education Mentoring/Induction Toolkit

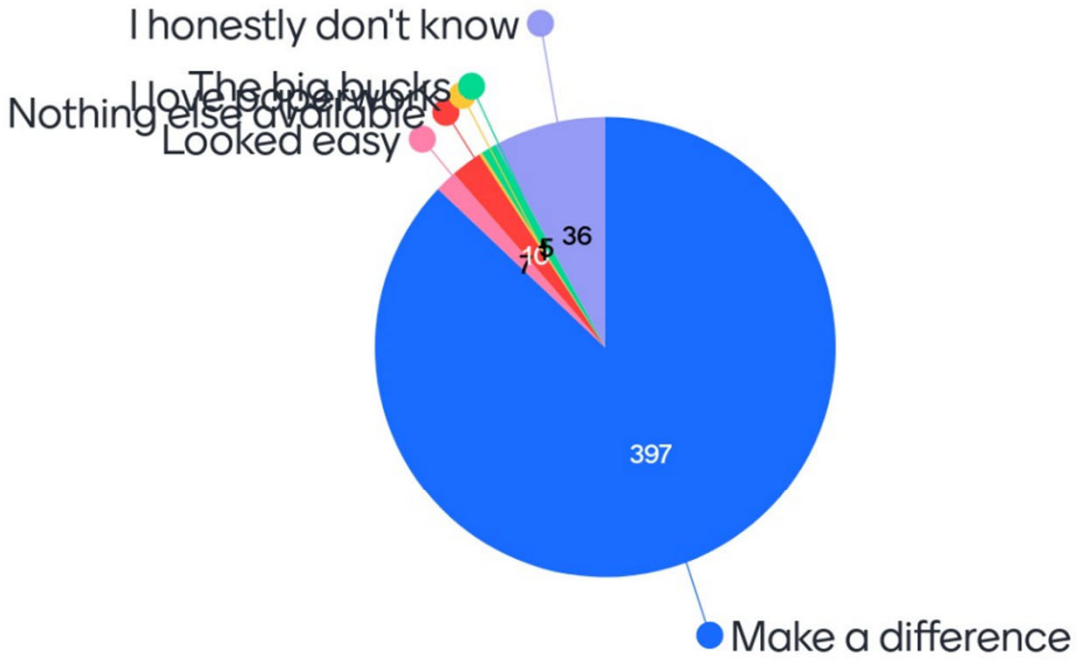
mdek12.org/OTL/OTC/TMP

RETENTION



Celebrate
wins –
even small
ones

Why did you pursue this profession?



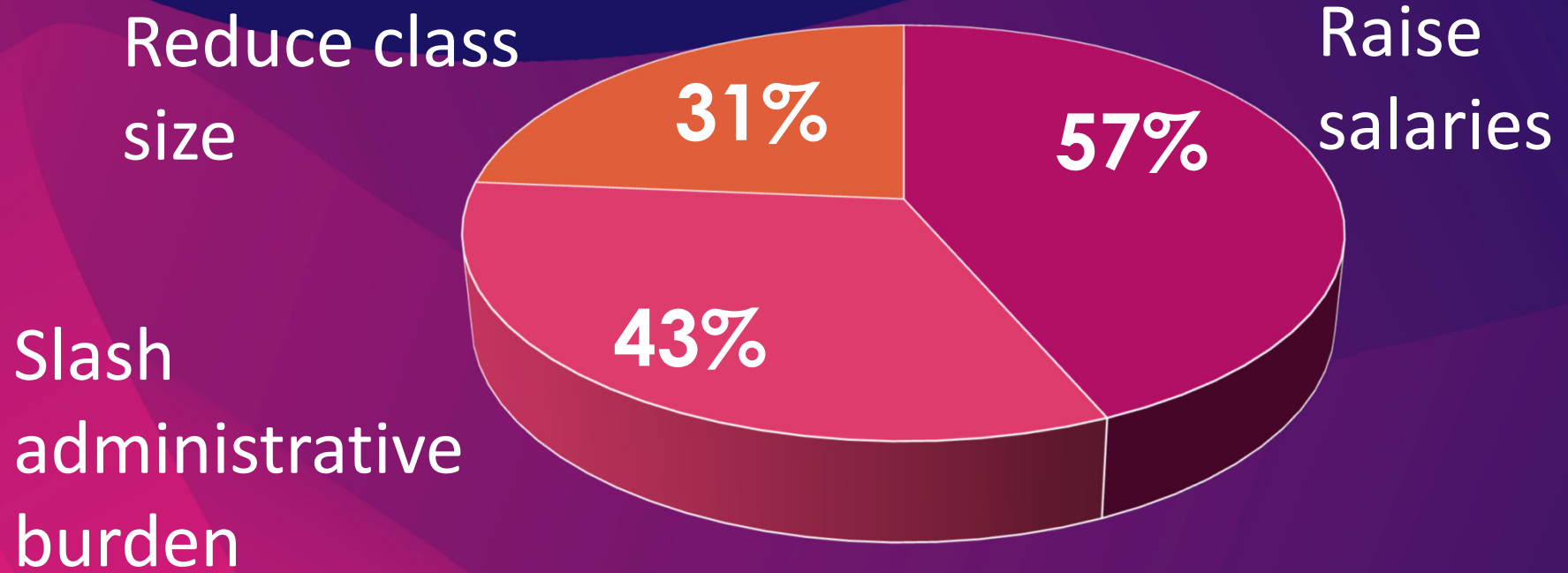
WORKLOAD and PAPERWORK



“If I did not have to deal with administrative things and just have my students, I would stay in teaching for a lifetime.”

Howard Hill
Agriculture Teacher
Virginia

What would have made you stay?



*Paperwork, meetings, hall duty

MISSISSIPPI DEPT. OF EDUCATION

63%: not enough
has been done to
reduce
administrative
work not directly
related to teaching





SUPPORT
from
ADMINISTRATION

SUPPORT ON DISCIPLINE



SUPPORT ON DISCIPLINE



“Student behavior is out of control.”

SUPPORT

Don't let anyone abuse or humiliate your teachers. If someone has to get tough with a parent or administrator, let it be you.

Work is contractual

Engagement is

PERSONAL

EXTRA MILER - PHILIP




Wegmans

ASSIGNMENT

- ✓ Show up – in person
– when people are
having a hard time

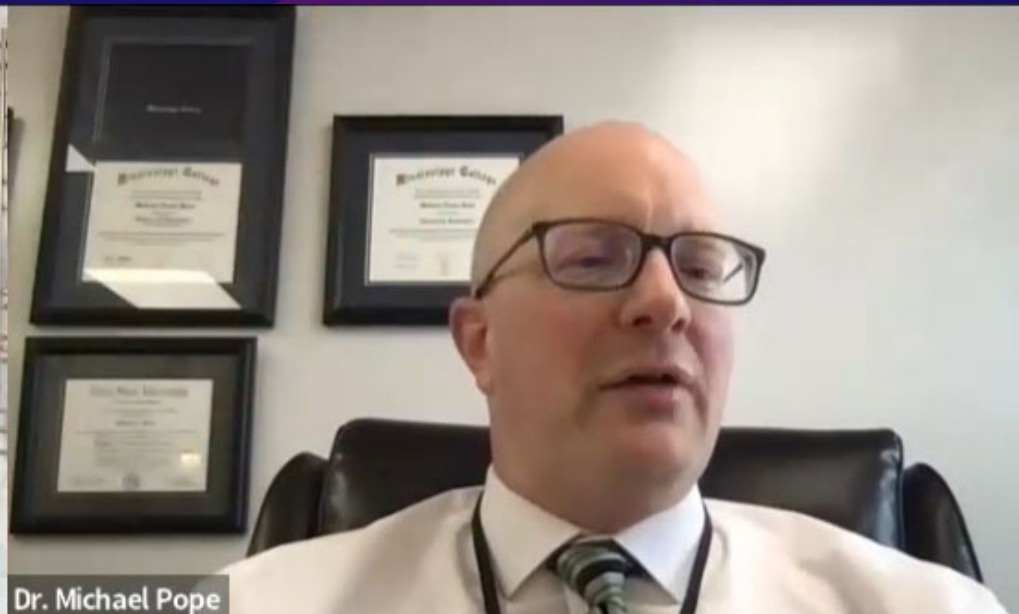




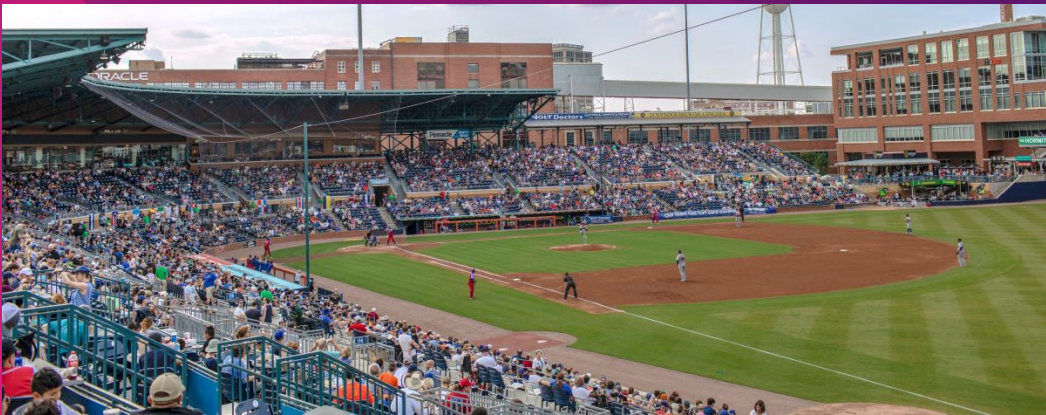
When a team member is enduring a personal hardship, we want you to go above and beyond for that person. When you do, you will have their full attention when you talk about going above and beyond for our customers.

Dan Cathy
President, Chick-fil-A

Dr. Michael Pope, Principal Lovett Elementary School, Clinton



SUPPORT FOR CREATIVITY



RETENTION

Conduct periodic “stay” interviews



“Sit on the footlocker”



Eleven Questions



contentedcows.com/mass

**Create a
community, not
just a workplace**

plantronics







LABOR SHORTAGE?

**APPRECIATION
SHORTAGE!**



“A place of peace
and magic...”

Walt Sutterlin

Principal, Washington Woods Middle School
Holt, Michigan

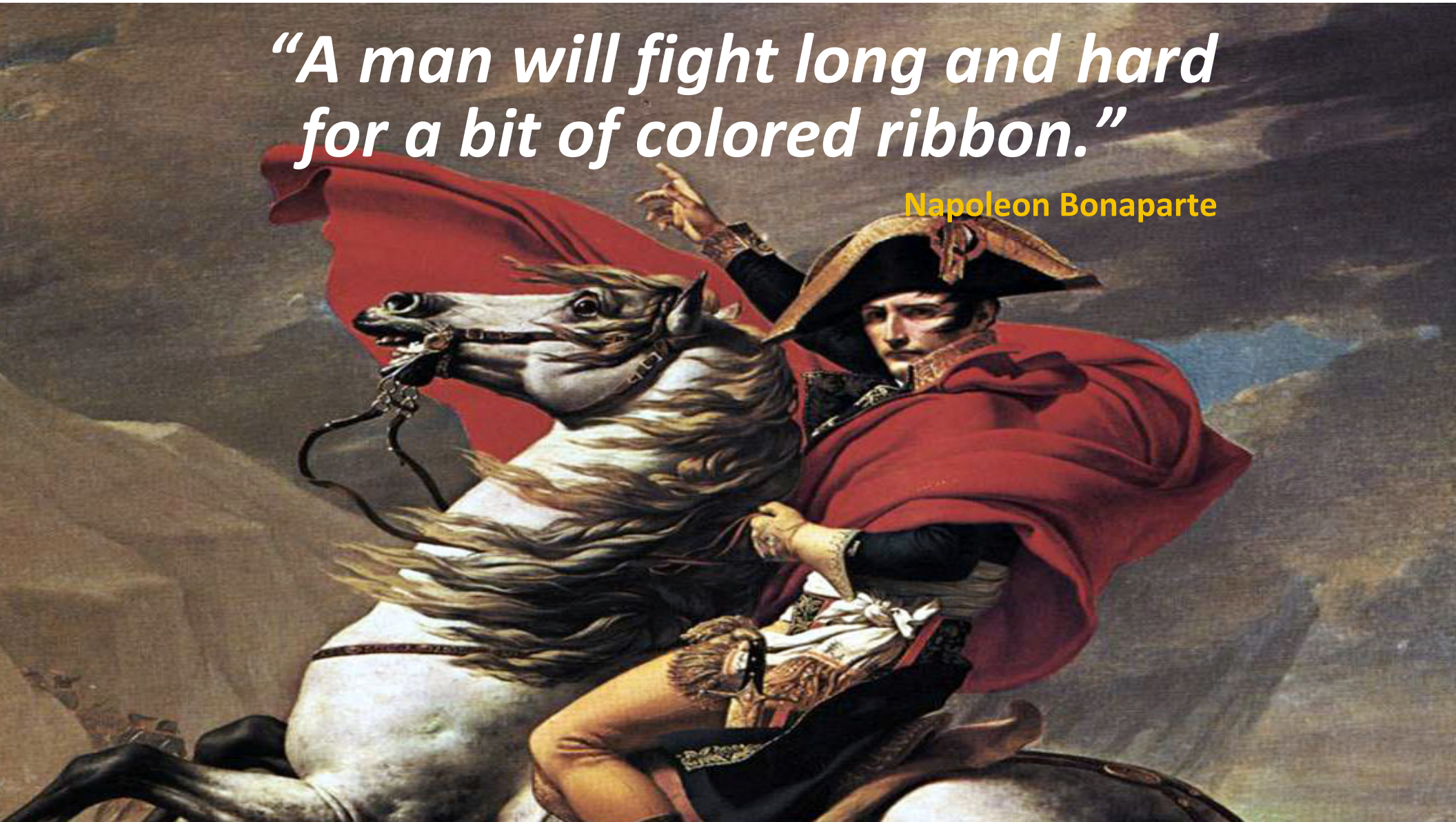
ASSIGNMENT

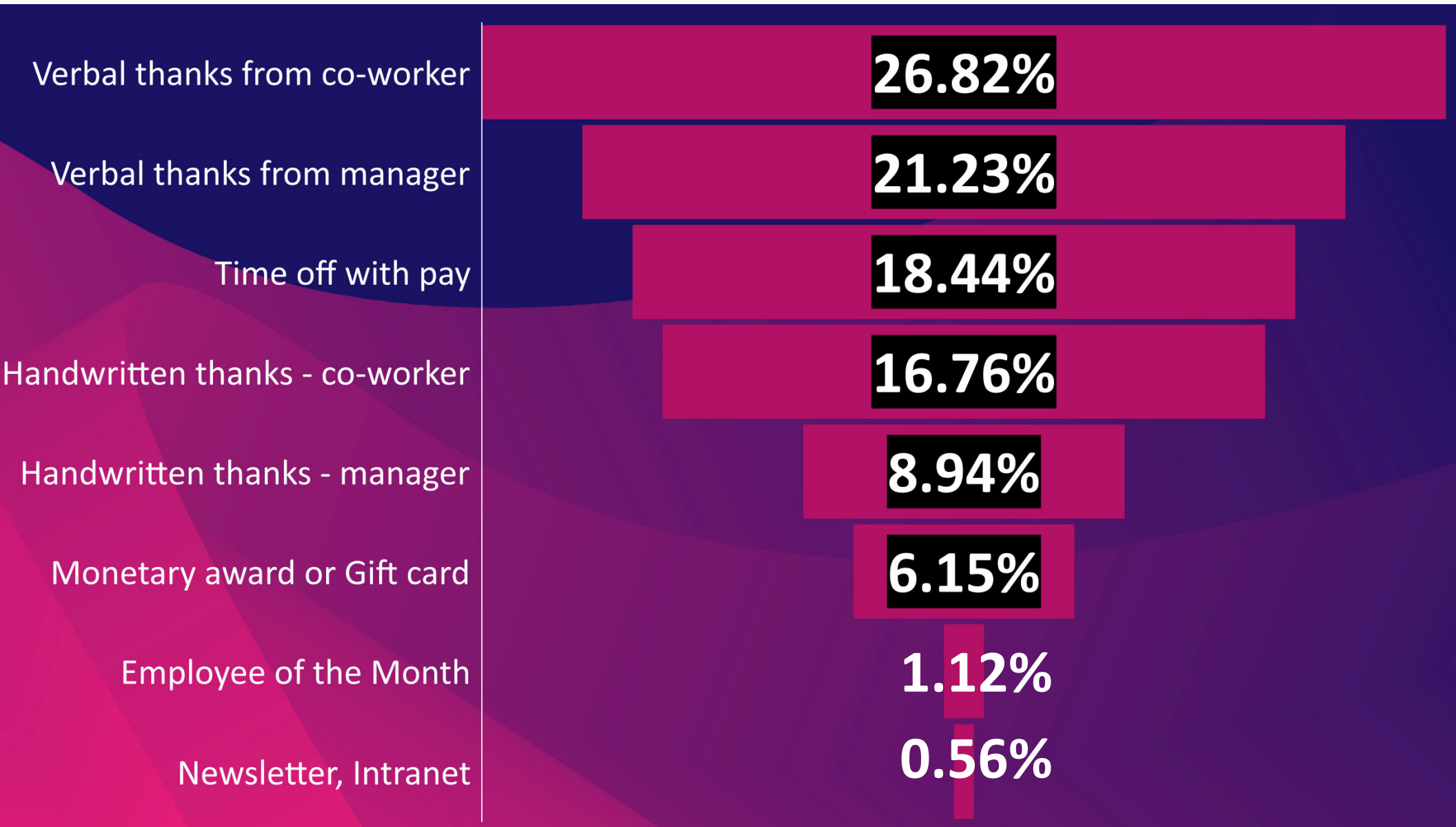
✓ SAY THANK YOU A LOT!



*“A man will fight long and hard
for a bit of colored ribbon.”*

Napoleon Bonaparte





SAYING THANKS

Handwritten
thank you
note, mailed
to their
home.



SAYING THANKS

FOOD!

SAYING THANKS

Include families



SAYING THANKS

Recognize personal events:

- Weddings
- Births
- Birthdays
- Family deaths
- Child's graduation
- Child's 18th birthday



SAYING THANK YOU

Have dinner delivered to an employee's home



IF YOU CARE, YOU...

**Feed the
troops first**



ContentedCow Partners
Connecting People and Profit

Richard Hadden
SPEAKER, AUTHOR, CONSULTANT

contentedcows.com