

"The essence of education is that it be religious."



"There is only one subject matter for education, and that is Life in all its manifestations."  
*Alfred North Whitehead*

"Good administration is one part supervision and two parts ministry."  
*Paul Grasek*

"The word 'administer' comes from the Latin word *administrare* meaning to help or assist - to 'minister to.'  
*Grasek*

Joe Elmore points out that effective administrators in educational institutions still 'teach, in the most powerful way anyone teaches - by example.'  
*Grasek*

"Humility, honesty, trust and integrity are good works to describe any teaching especially the best teaching by administrators."  
*Joe Elmore*


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### Objectives for Thursday, July 8

- Job Description
- Discussion of "qualified" teachers
- Chapter 5, *Architects of Catholic Culture*
- Guidelines for interviewing
- Mistakes to avoid for interviews
- Interviews
- Selection techniques
- Reference checks
- Contracts


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### Job Description

end product of job analysis

- Observation
- Individual interviews
- Group interviews - esp. if new position
- Job Questionnaire
- Consulting
- Supervisor Analysis
- Diary Method

Need to keep job descriptions current

on asking teachers to write job desc - not too much -

for teachers, job desc should be general  
↳ include extra duties though

See Tim Cook's job description  
↳ little longer  
↳ headings are important  
↳ some could be in handbook instead

by Jim Collins

**Good to Great**

- Get the right people on the bus ... and the wrong people off the bus
- Get the right people in the right seats
- When in doubt, don't hire - keep looking
- When you need to make a people change, act
- Put your best people on your best opportunities, not your biggest problems

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**Hiring High Quality Teachers**  
- Roseanne Williby

- Team up with Diocesan offices
- Team up for visitation or job fairs at colleges
- Teacher recruitment materials
- Applicants - send appropriate material
- Provide testimonials from teachers
- Identify qualities for the teacher - important
- Validate selection process
- Interview most promising
- Make decisions promptly

1<sup>st</sup> round - application, cover letter, resume  
2<sup>nd</sup>/3<sup>rd</sup> - other materials

know what you want in a teacher

Sometimes you'll be asked interview friends of friends

moving from teacher to principal in a building is difficult

**Pre-Interview Paperwork**

- Cover Letter - look at carefully, writing skills
- Resume
- Letter of Recommendations - target, acceptable, unacceptable - who wrote letter also
- Transcripts
- Application

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introduce prospectives to group of students - watch interaction

Hiring Timeline

Jan/Feb - project needs for following year  
Mar/Apr - put feelers out  
April/May/June - all staff hired by end of school year

**Interview Candidates**

- What is an interview?
- Types of interviews
- Role of interviewer
- Legal implications of interviewing
- Art of Questioning
- Group interviewing

← structured  
← unstructured

← what to ask, what not to ask - use same questions for every candidate - can go off script

← NO "yes/no" answer questions

6 or 8



a structured conversation

running the show, conducting the actual conversation

listening for fit to school community

get to questions you have  
Behavior Based Questions - put person in a situation  
Situational questions are good

**Planning the Interview**

- Know the job for which you are interviewing
- Identify the information you wish from the applicant
- Outline the interview
- Develop a form to record observations
- Prepare for the interviewee
- Hints for the interview
- Notification of the interview
- Review of the applicant's history, employment background and other material

← teaching exp, extracurricular involvement

← provide sample questions & record observations to group interviewers

← greet person at door

← let person know if going to be committee conducting the interview



committee has copy of job desc / updated job desc

← Facebook  
Google

**Structured interviews**



- Structured interviews are generally more valid than a non-structured interview
- Can also help inexperienced interviewers to ask questions and conduct useful interviews.



Blank lined writing area for notes on structured interviews.

### During the interview

- LISTEN
  - Work experience
  - Education
  - Outside interests
- Take notes
- Improving techniques
  - Listen
  - Echoing
  - Level of language


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*look into PowerSchool*

### Conducting the interview

- Introduction *- feel at ease*
- Review the application/resume
- Describing the job *- brief & create context*
- Self-assessment by the interviewee
- Clarify
- Concluding the interview *↳ get back in 2 weeks*


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### Increase the standardization of the interview

- Base questions on actual job duties
- Use job knowledge, situational, or behaviorally oriented questions and objective criteria to evaluate the interviewee's responses
- Train interviewers
- Use the same questions with all candidates
- Use rating scales to rate answers
- Use multiple interviewers or panel interviews
- Take brief notes during the interview

*BBased - what would you do if?*

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### Behavior-Based Interviewing

"Behavior-based interviewing is based on the premise that past behavior is the best predictor of future performance. ... Interviews that probe for past job behavior have been found to be more reliable than ones that focus on personality traits."

- Clement, *Recruiting and Hiring Effective Teachers*



What would you do if

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### Behavior-Based Questions

- Tell me a time when ...
- Describe an example ...
- What have you implemented ...



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### Assessment and Rubrics

- Problem, Action, Result (PAR)
- Situation, Task, Action, Result (STAR)
- Acceptable Answers
- Unacceptable Answers



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### Interviewing Tips

- Control interruptions
- Avoid interviewer bias
- Note taking
- Difficult interviewees



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### Do's and Don'ts

- Don't ask questions that can be answered "yes" or "no"
- Don't put words in the applicant's mouth or telegraph the desired answer
- Don't interrogate the applicant as if the person is a criminal, and don't be patronizing, sarcastic, or inattentive.
- Don't monopolize the interview by rambling



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### Do's and Don'ts

- Do ask open-ended questions
- Do listen to the candidate to encourage him or her to express thoughts fully
- Do draw out the applicant's opinions and feelings by repeating the person's last comment as a question
- Do ask for examples



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### To ask and not to ask ...

- Personal information
- Address
- Country of origin
- Age
- Relatives
- Marital Status
- Sexual Orientation
- Political beliefs
- Social and Professional Organizations
- Health problems




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### To ask and not to ask ...

- Disability
- Pre-employment medical exams
- Credit Record
- Military Record
- Criminal offenses
- Fluency in English or another language
- Education background
- Gender and/or age of supervisor or other workers
- References
- Stigma




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### Common Interviewing Mistakes

- Not knowing the job
- Snap Judgments
- Negative Emphasis
- Pressure to Hire
- Candidate Order (Contrast) Error
- Influence of Nonverbal Behavior




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### Ethical and Legal Questions in Testing

- You must be able to prove that your tests were related to success or failure on the job
- You must prove that your tests don't unfairly discriminate against either minority or non-minority subgroups



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### Checking References and Credentials

- Credentials/References
- Letters of Reference
- Criminal Background Investigation
- Unlawful employment of immigrants



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### Reference Checks

- Employment and character references
- Reference from current employer
- Compare your impressions with that of former employers
- Ask probing questions
- Do not discount a candidate because of some difficulties
- Conflicting references



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### Reference Checks

- How long did he/she work with you? What was her/his attendance record?
- What are his/her strengths? Areas of growth?
- What were his/her responsibilities?
- Could you discuss his/her relationship with the students? Parents? With other teachers?
- Would you hire this person for a similar position?
- Is there anything else that would be helpful for me to know?




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### Making a Decision

- Selecting the best candidate
- Job offer and acceptance
- Notification of other candidates




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### Case Study 2 - Due Friday, July 9

- Chapter 6: Jan Moore
  - Mark Hopkins
  - Lauran Knaus
  - Fernanda Becker
- Interviews:
  - Matt Reichert
  - Anthony VanGessel
  - Sean Foster
  - Justin Ross, OFM
  - Fernanda Becker




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