

The \$4MM+ Decision

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Don't EVER Forget.....

PEOPLE

Make the Biggest Difference!!



Presentation Agenda

- ▶ Personal Hiring History
- ▶ Brutal Facts
- ▶ Your Role and Importance
- ▶ Getting Started on the Right Foot—Critical Components
- ▶ Assessment and Evaluation

My hope is that you take *at least* **ONE** idea with you and integrate it

Hiring to make a **DIFFERENCE**

- ▶ Copy of Pwr. Pt?- email: dale.fortner@sandridge.com
- ▶ Don't have all the answers
 - ▶ 31 years in education (22 yrs. as an administrator)
 - ▶ 6 years in private sector (VP of HR, 700 employees)
 - ▶ Interviewed and 'hired' my first person 33 years ago
 - ▶ Coaching Staff --6 went on to be head coaches

Hiring to make a **DIFFERENCE**

- ▶ Simple Guidelines- 4 main Qualities
 - ▶ Work Hard
 - ▶ Intellectual Curiosity- Want to get better/aspirations
 - ▶ Communicates Well
 - ▶ Gets Along with other people
- ▶ Eventually, formalized a process
 - ▶ Started using-first administrative position
 - ▶ Doctoral dissertation in hiring teachers

The Brutal Facts

- ▶ Hiring takes work and takes time—start early
- ▶ \$4 MM + decision
- ▶ Have an OBJECTIVE and SYSTEMATIC process
- ▶ Hire Tough, Manage Easy

How Important is *YOUR* decision?

- ▶ *YOU* are the decision maker
- ▶ YOUR decision:
 - * May last for 35 years
 - * Will impact *thousands* of students
 - * Will cost taxpayers \$4 MM+ in salary *alone*
- ▶ CHOOSE WISELY!
- ▶ My 'first administrative decision'



Sample Process

- ▶ Have a STRATEGY to generate applicants
- ▶ Round One: Paper Screen
- ▶ Round Two: With 2+ administrators- keep same team
- ▶ Round Three: Micro Teaching Lesson
- ▶ Round Four: Reference Check calls
- ▶ Round Five: Superintendent

Getting Started--on the Right Foot (2 critical components)

▶ **GENERATE APPLICANTS!**

- ▶ Often hire from pool once application deadline closes or start interviewing
- ▶ How do you source?
- ▶ How do you ensure you have top candidates in that pool?

▶ **INTERVIEW TEAM SHOULD**

- ▶ Interview team consists of same people for each candidate
- ▶ Determine qualities you are seeking and evaluating
- ▶ Understand and align with Q and A (disciplined to listen for them)

The **Heart** of the Matter---What do *YOU* assess in a candidate?

- ▶ What **qualities** or **skills** are important to your district/position?
(questions could be unique to your district)
- ▶ What QUESTIONS do you ask?
- ▶ WHY do you ask that question?
- ▶ What information will you gain from that question to help you evaluate the candidate?

25 Researched-Based Teacher Skills Linked to Student Achievement

Verbal Ability	Communication Skills	Flexibility	Care and Patience
Use of Various Resources	Passion/Commitment	Knowledge of Subject Matter	Organizational Skills
Various Instructional Strategies	Lesson Planning	Interpersonal Qualities (attitude #1)	Setting Behavioral Expectations
Setting Academic Expectations	Various Learning Strategies	Questioning Techniques	Homework Practices
Work Ethic	Check for Understanding	Classroom Routines	Summarizing and Note Taking
Instructional Strategies	Positive Reinforcement	Writing Ability	Intervention Strategies
Inquiry-Based Approaches to Instruction/Progress Monitoring			

What about QUESTIONS?

- ▶ Develop Questions with **Targeted Answers** so ALL members of the interview team are listening for the desired response from the candidate
 - ▶ Example:
 - ▶ **If you were the principal and could hire all of the teachers in your building, what attributes would you look for in those candidates?** (*T.A.: listen for research-based traits, especially work ethic, compassion, interpersonal skills*)

What about **TARGETED ANSWERS?**

▶ Example:

▶ **Tell us why you decided on a career in teaching?**



What about **TARGETED ANSWERS?**

- ▶ Example:

- ▶ **Tell us why you decided on a career in teaching?** (T.A.-service-oriented, passion for teaching, interaction/rapport with students, make a difference, help others, etc.)

What about **TARGETED ANSWERS?**

▶ Example:

▶ **What would students say about you?** (T.A.- student-centered, inspirational, creative, energetic, compassionate/understanding, professional boundaries, communicate well, etc.)



What about TARGETED ANSWERS?

- ▶ Listen carefully and keep standards high
- ▶ EIQ/ Behavioral-based questions/ Situational questions
- ▶ **Self-Check**---Ask Yourself: What are you assessing with each question? How is the answer going to help me evaluate the candidate?
- ▶ Best questions are ones the candidate does not find on the internet OR does not know exactly what you are looking for in the answer

Interview Tips/ Reminders

- ▶ No board members—not their role
- ▶ Community members for INPUT (position integrated into community) but NOT for decision making
- ▶ What about the *WILD CARD*?
- ▶ Invest time to select your questions and targeted answers (thought you liked the first candidate???)

Interview Tips/ Reminders

- ▶ You can gather some GREAT intel on casual conversations PRIOR and AFTER the formal interview. Listen carefully
- ▶ Length of candidate's responses?
- ▶ Exiting a Bad Interview:
 - ▶ Can you give us an example of your organizational skills?
 - ▶ Jillions.....

Interview Tips/ Reminders



Interview Tips/ Reminders



Tips....

- ▶ Exiting a Bad Interview----**Skip a Question**

COMES DOWN TO....

- ▶ Have a **Process** to **Generate** applicants
- ▶ Have a **consistent, disciplined TEAM**
- ▶ Have a **structured** way to evaluate the qualities you value
 - ▶ Questions with **targeted answers**
 - ▶ **Micro-teaching** (It is a PERFORMANCE-BASED job)

COMES DOWN TO....

- ▶ INVESTING your time up front
- ▶ Hire Tough, Manage Easy
- ▶ Have a system to select the best candidates
- ▶ Your decision is an expensive one!



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THANK YOU!
Any Questions?

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(Presentation available)