



NIEA Talent Management Best Practices

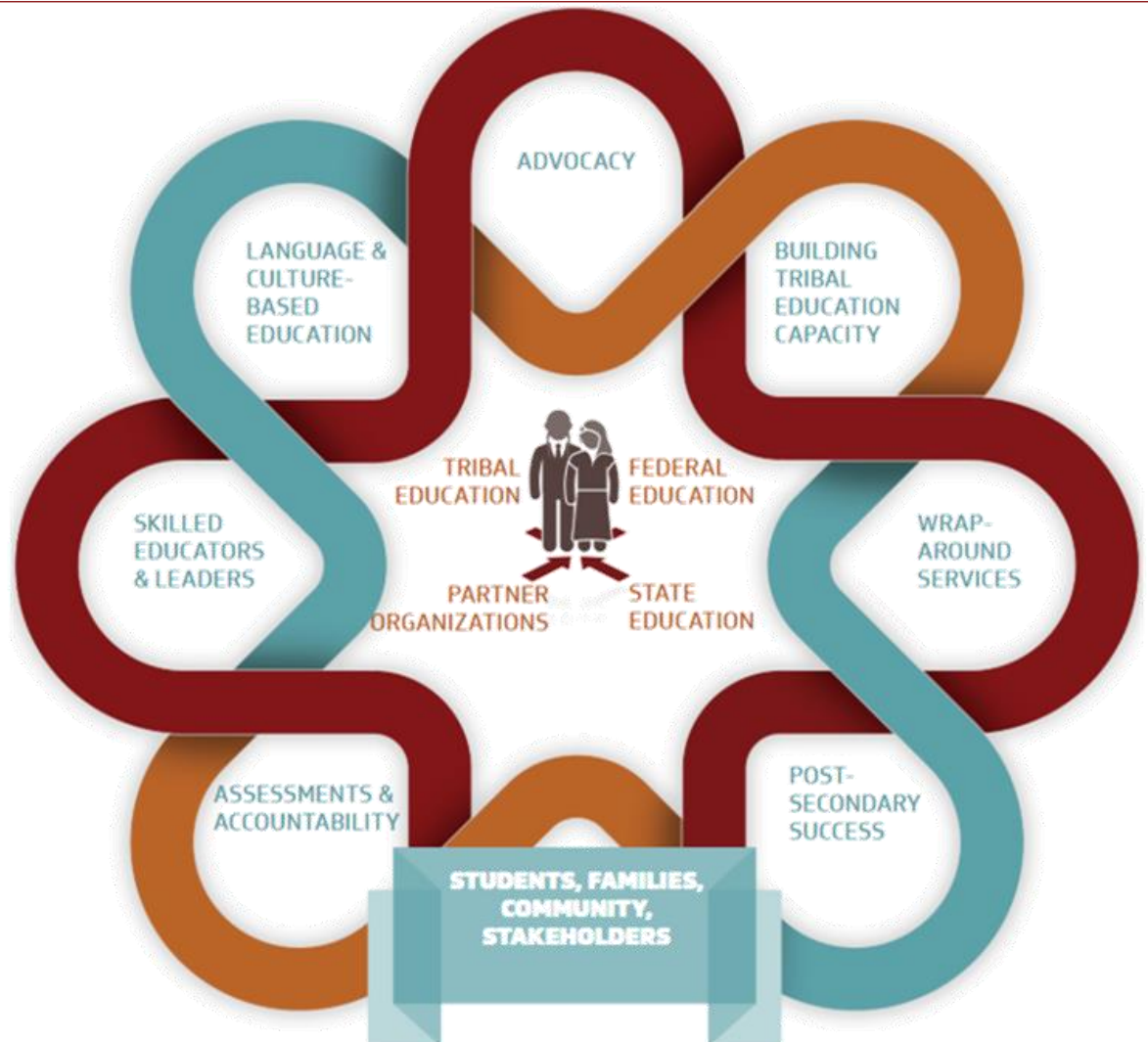


Who is NIEA?



OUR MISSION

The National Indian Education Association advances comprehensive, culture-based educational opportunities for American Indians, Alaska Natives, and Native Hawaiians.



TNTP works at every level of the U.S. public school system to help our partners end educational inequality and achieve their goals for students. We focus on three areas to ensure teachers succeed and students thrive:



Rigorous Academics

Are students studying challenging, engaging and relevant content?



Talented People

Are educators in the right roles with the right skills to help students thrive?



Supportive Environments

Are policies, systems and communities supporting great schools for all?

Best Practice in Talent Management





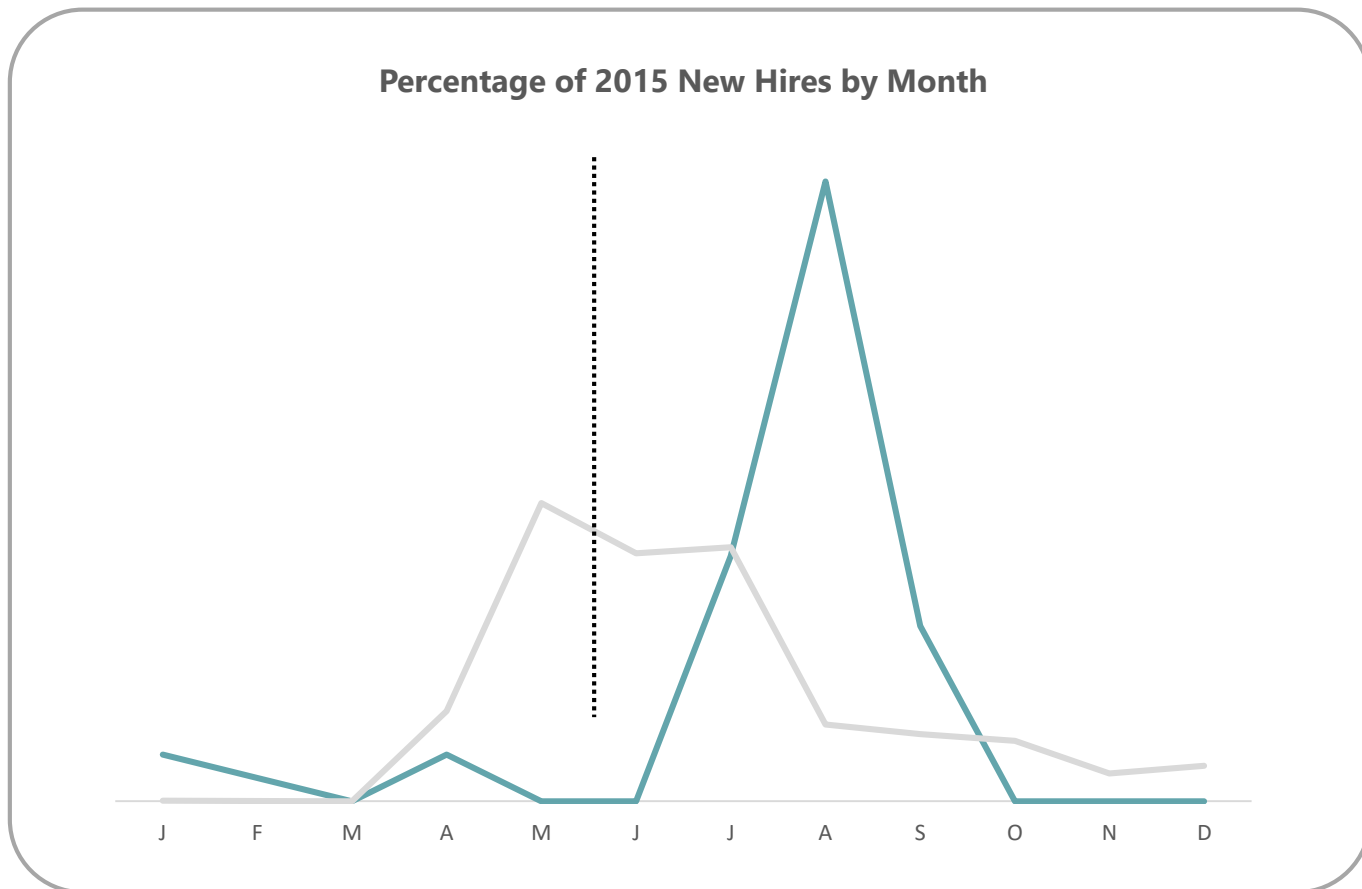
Talent Management

When faced with teacher shortages, schools and districts must implement strong talent management practices to attract, hire, and keep high-performing teachers.

A strategic and intentional talent management plan includes, but is not limited to:

- Early Hiring
- Strong Recruitment Practices
- Informative Teacher Selection Processes
- Proactive Retention Plans

Early Hiring



Early vacancy identification is critical to a successful early hiring strategy. Research from across the country shows that new hire quality significantly declines after May.



Early Hiring

EARLY HIRING STRATEGIES

- Have intent conversations with your teachers before the winter holiday break. If high-performing teachers are planning to retire or resign, principals should ask if there is anything they can do to convince the teachers to stay
- If employees do not return their contract renewal letter indicating that they will be returning, work with HR to post their positions as soon as possible.

Early vacancy identification is only half of the battle. In order to truly impact hiring timelines, schools need to **engage candidates and make new selections as early as possible.**



Recruitment Timeline

Time of Year	Key Activities
August-September	<ul style="list-style-type: none">• School begins• Observe and support all teachers through evaluation process (year round activity)• Analyze recruitment data and conduct stepback on hiring for this school year
October-December	<ul style="list-style-type: none">• Identify and implement retention strategies for top teachers• Have “stay conversations” with teachers to be retained
January-March	<ul style="list-style-type: none">• Identify potential vacancies for the upcoming school year; encourage teachers who will not be returning to submit paperwork early• Recruit and cultivate potential candidates• Make dismissal decisions; collect documentation for teachers who will be non-renewed
April-May	<ul style="list-style-type: none">• Send out intent forms; post positions that will be opening• Interview and make new hire decisions
June-July	<ul style="list-style-type: none">• Fill any late vacancies

Recruitment Strategies



Job Boards	Job boards enable recruiters to cast a wide net and expand their applicant pool. Examples of job boards include Indeed, K12JobSpot (formerly Teachers-Teachers), NativeAmericanJobs.com, and NIEA’s job board.
Social Media	Social media is a low-cost strategy for reaching both a broad or targeted audience with regular updates and key messaging.
Referrals	Requesting referrals is a cost-effective way to tap into more local resources.
College & University Partnerships	College and University partnerships help create a pipeline directly to schools or districts, and provide a direct line to recruiting graduates outside of education.



CANDIDATE CULTIVATION

- When leads are sent, reach out to all of the candidates proactively and encourage them to apply to the posted position.
- Make sure you have compelling and unique language to use when talking about the opportunity.
- Invite applicants to join upcoming events involving the school.
- Be transparent about anticipated turn around time.

Strong candidate cultivation provides a personal touch for candidates and makes them more likely to be engaged in the hiring process.

Selection or Hiring Committee



Committee Lead

Often the Principal, this role is responsible for ensuring open positions are properly posted, facilitating the interview, and leading committee discussion when selecting a candidate.

Interview Coordinator

The Interview Coordinator oversees scheduling interviews, communicating with candidates, and preparing any resources needed prior to, during, or after the interview. The business tech or school secretary often fills this role.

Content Area Specialist

The Content Area Specialist is a teacher or leader in the building who effectively teaches or has taught the subject area for which the candidate is interviewing. The grade chairperson or subject chairperson often fills this role.

A hiring committee helps interviews run more efficiently, and enables multiple people to assess a candidates potential.



Selection Rubric

Knowledge of Students	Assesses a candidate's understanding of the challenges faced in Native education, as well as his or her sensitivity to the unique culture of individual tribes. This assesses a candidate's ability to respond to cultural differences, while upholding the belief that all children can learn.
Instructional Practice	Assesses a candidate's knowledge of the subject area he/she is applying to teach, and his/her ability to differentiate instruction for all students and teach for understanding.
Manage and Monitor Student Learning	Assesses a candidate's ability to set expectations for student behavior and manage a classroom; assesses a candidate's ability to set expectations and goals for student performance and his/her ability to track progress toward the set goals.
Reflect and Adjust	Assesses a candidate's ability to receive and implement feedback to improve instructional practice. It also assesses a candidate's ability to be self-reflective in how their practice could be improved.
Professionalism	Assesses a candidate's past leadership experience, either in the classroom or in the community. A focus is also placed on a candidate's ability to collaborate with other teachers and parents to engage everyone in the learning community.

Based on which competencies are most valued by the committee, hiring activities should be selected that highlight those skills.

Selection Exercises



Question Bank

Bank of questions that are aligned to pre-screen rubric; also includes questions for new teachers.



Role Play

Activity for candidate to demonstrate culturally and professionally appropriate interactions.



Data Analysis

Sample data set for candidate to analyze and consider how it impacts future instruction.



Demo Lesson

Brief lesson that candidate teaches to students, demonstrating instructional skills.

Using multiple measures of assessment enables hiring committees to observe candidates in action, resulting in a more accurate and thorough analysis of their abilities.

Consistent Selection Practices



- A full selection process communicates to candidates that hiring is taken seriously and there are high expectations within the school and/or district.
- A full selection process also enables school leaders to identify candidate strengths and areas of development, providing insight into where support will need to be offered as soon as the candidate enters the classroom.
- Implementing a full selection process when the pool is small provides hiring committees with the experience needed to effectively assess multiple candidates should the pool significantly increase.

Retention Strategies



Mutual Consent

When hiring for vacancies across multiple schools, it's imperative to provide principals and candidates with the opportunity to meet and determine the best fit for employment. As opposed to older, direct placement processes, mutual consent ensures principals maintain autonomy in determining who is best positioned to teach their specific students, and candidates are positioned to pick the school environment in which they feel most supported.

New Teacher Onboarding

Hiring new teachers often happens quickly and after the beginning of the school year. Regardless of when a teacher is hired, he or she should be provided with thorough, intentional onboarding so that he or she is familiar with the culture of the school and community, as well as expectations of the position.

Early Vacancy Identification

When possible, ensure budget policies don't prevent early vacancy identification. The budget and allocation process often delays being able to inform principals of their available positions for the upcoming school year, postponing hiring and missing the top candidates.



Retention Strategies

Track Top Performers

Document which teachers are high performing and why. Record the date of any “stay conversations” and what retention strategies will be used.

Conduct “Stay Conversations”

“Stay conversations” should be conducted to inform the teacher they are an effective and valued member of the team and that you would like to keep them at your school.

Implement Retention Strategies

Retention strategies should be implemented to actively retain the high performing teachers. These strategies can be cost and time-effective.

Rate and Reward Performance

Document an employee’s strong performance to ensure they’re eligible for pay increases, promotions, or teacher leader roles within the school or district.



Post Positions at teach.niea.org

The screenshot shows the homepage of the National Indian Education Association's job board. The header is dark red with the NIEA logo on the left and navigation links for HOME, JOBS, RESUMES, and CONTACT US in the center. On the right, there are search and user profile icons, and a 'POST A JOB' button. Below the header is a large banner image of a Native American headdress with the text 'TEACH IN NATIVE SCHOOLS' and 'EMPOWERING STUDENTS, EMPOWERING COMMUNITIES'. A search bar is positioned below the banner, containing two input fields for 'Keywords' and 'Location', and a red 'SEARCH' button. Below the search bar, there are two columns: 'RECENT JOBS' and 'FEATURED JOBS'. The 'RECENT JOBS' column shows a listing for 'SUPERVISORY SCHOOL NURSE, SANTA FE INDIAN SCHOOL' at Santa Fe Indian School, posted 5 days ago. The 'FEATURED JOBS' column shows a listing for 'Chief Taylor' with a corresponding logo.

Connect with Kurrinn Abrams at kabrams@niea.org for more on NIEA's Educator Initiative and job board.