

THE CHARTER INSTITUTE AT

# ERSKINE

School Leaders Meeting  
January 11, 2023



# WELCOME



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*at* ERSKINE

# THE DO'S AND DON'TS OF HIRING

ASHLEY STORY

CHARTER INSTITUTE  
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# Do's and Don'ts for Hiring Employees

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# Road Map for Today

- General EEOC Principles
- Job Postings
- Interview Process
- Hiring Process
- Onboarding
- Employment, generally
- Documentation



# General EEOC Principles

Title VII

Title IX

Americans with  
Disabilities Act  
(ADA)

The Age  
Discrimination in  
Employment Act  
(ADEA)



# How Do I Hire?

- Prepare requirements for the job with some specificity.
- Review all applications (have applicant prepare it him/herself).
- Screen applications for criteria and requirements.
- Set-up interviews.
- Be upfront about your expectations.



# Before the Interview... Job Posting

## Do's

- Ensure job posting is an actual reflection of the work the employee will be doing.
- Requirements are up to date.

“If you don’t keep it up-to-date and you have [an employment] claim against you, that nonupdated job description can do as much damage as a good one could benefit you. It can work to help in your defense, or it can work to help the employee.” (Janet Flewelling, Director of HR Operations at Insperity).

## Don'ts

- Vague posting.
- Alter postings for friends.





# Interview Process

## Do's

- Prepare for interview with job-related questions.
- Employ panel interview processes.



## Don'ts

- Ask about marital status, children, religion, race, or sexual orientation.
- Write off applicants too soon.

# Interview Process Cont.

Panel Interviews are valuable!

- Ask same questions to each candidate.
- Take good notes.
- Use a rubric for scoring to ensure proper screening and avoid EEOC-issue liability.



# Hiring Process

## Do's

- Complete reference checks.
- Check application for accuracy.
- Complete background checks.
- Be consistent with screening potential employees.

When interview questions are used consistently across candidates to reduce hiring bias



## Don'ts

- Discriminate.
- Treat candidates differently.
- Offer preferential treatment.
- Make promises you can't keep.

# Onboarding

## Do's

- Follow procedures and policies.
- Make use of a handbook.
- Train new employees.
- Provide ongoing education.



## Don'ts

- Fail to train and assume new employee knows what to do.
- Refuse to monitor new employee progress and performance.

# Employment, generally

Have good practices and provide performance reviews!

## Yearly Evaluations

- Provide every year on annual date of employment.
- Have appropriate forms and relate content back to job description.
- Provide good and honest feedback that is measurable.



# Employment, generally cont.

Track tasks employees are actually performing.

- If job is shifting, expand job duties and responsibilities.
- Adapt with growth.
- Update job postings accordingly.



# Employment, generally cont.

## Misconduct v. Performance

### Misconduct

Intentional or negligent conduct.

For example: not showing up on time, lying, stealing.



### Performance

Inability to complete a job done or done at the employer's expectations.

For example: poor job performance.

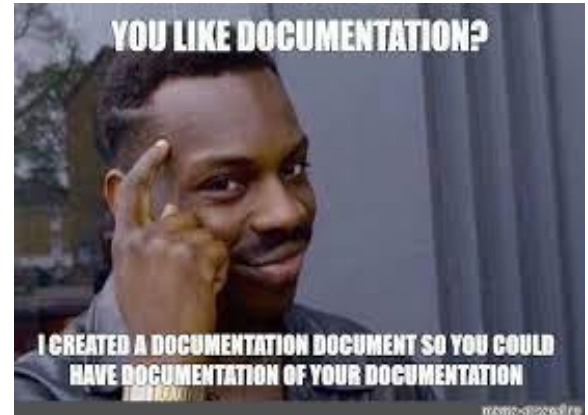


# Documentation

Documentation is important in order to create a record of employment, informs employee of expectations/consequences, and for performance management.

Examples of matters to document:

- Discipline
- Medical leave (FMLA)
- Accommodations (such as ADA)
- Performance feedback
- Harassment claims
- Layoffs
- Work/life balance
- Trainings/Career development
- Pay policies
- Recruiting practices



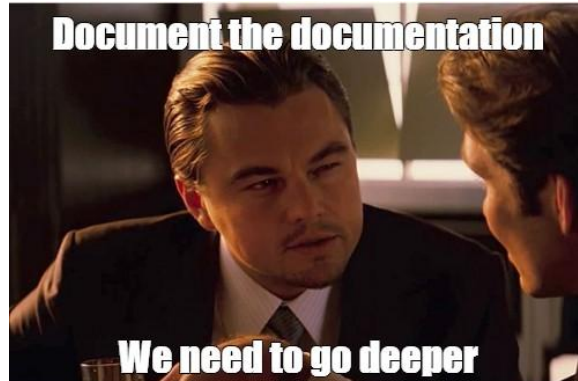


# Documentation Cont.

Documentation is key but needs to be done appropriately.

## Do's

- Document when you have a clear mindset.
- Document important details – who, what, where, when.
- Make notes in writing.



## Don'ts

- Document when angry or upset.
- Focus on intent or perception.
- Don't put anything in writing that you wouldn't want to see in the paper!

# Documentation Cont.

Failure to document can lead to the following:

- No improvement for employee.
- Misunderstandings and different interpretations of conversation.
- No equitable treatment; can lead to discrimination claim.
- Unfair treatment; can lead to wrongful termination claim.
- Lack of evidence for defense.



# HIRING BEST PRACTICES

ELIZABETH WEST

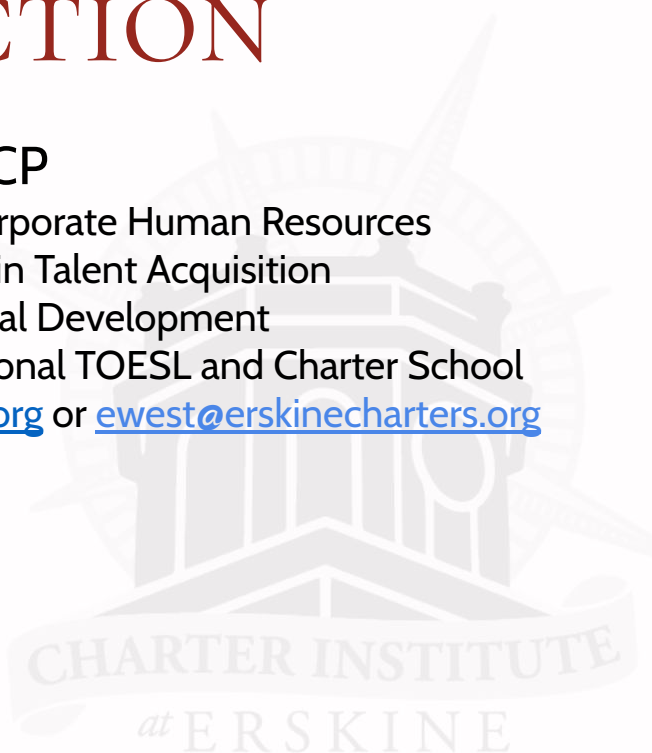


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# INTRODUCTION


## Elizabeth West, SHRM-CP

- 15 years of experience in Corporate Human Resources
- 10 plus years of experience in Talent Acquisition
- 5 plus years of Organizational Development
- Former Educator – International TOESL and Charter School
- Email: [HR@erskinecharters.org](mailto:HR@erskinecharters.org) or [ewest@erskinecharters.org](mailto:ewest@erskinecharters.org)



# AGENDA

- Hiring Trends
- Attracting Talent
- Interviewing Effectively
- Hiring the Best People
- Hiring for Culture
- Onboarding
- Retention Strategies
- Closing Questions & Comments



Now Hiring!

# HIRING TRENDS

A red rectangular sign with the words "HELP" and "WANTED" in white, bold, sans-serif capital letters, stacked vertically. The sign is set against a light blue background with a subtle grid pattern.

**HELP  
WANTED**

## **Turnover is on the rise**

“Most teachers report that burn-out is the main reason behind this mass exodus.” – [Linq.com](http://Linq.com)

## **Compensation is Increasing**

“In the past year, wages have increased by 1.5 percent for the last five years.” – [Bureau of Labor Statistics](http://Bureau of Labor Statistics)

## **Reputation is key**

“It’s a Candidate Market” – [Recruiting.com](http://Recruiting.com)

# HIRING TRENDS

In 2022 job vacancies increased significantly, however applications fell significantly. Jobseekers became empowered and Employers had to invest more time and energy into recruiting great employees.

A recent survey conducted by the National Education Association (NEA), the nation's largest union, indicated that 55% of teachers now plan to resign or retire from the profession they love earlier than expected.

# HIRING TRENDS

## Unemployment Rates – South Carolina

Location	January 2022	June 2022	November 2022
South Carolina	3.5%	3.2%	3.3%
Columbia	3.5%	3.3%	2.6%
Spartanburg	3.7%	3.5%	2.7%
Charleston	3.2%	3.0%	2.2%



# ATTRACTING TALENT

In order to access, attract, engage and retain the best talent, organizations will need to be strategic.

Consider implementing the following:

- Build relationships in and outside the school walls to market your sense of community
- Clearly outline role expectations in the job description
- Develop a sense of security within your culture through realistic job previews and a consistent interview process
- Develop your people within through training and programs – promote internally
- Allow for more flexibility in the role – i.e. remote work
- Develop a strong Onboarding strategy (30, 60, 90 days) to set employees up for success
- Focus on mental health solutions

# INTERVIEWING EFFECTIVELY



# INTERVIEWING EFFECTIVELY

## Interviewing Best Practices

- Develop a clearly defined interview plan that is achievable and consistent for all applicants
- Review applicants as soon as they apply
- Conduct a minimum of two interviews before making an offer
- Conduct one on site in person interview – realistic job preview
- Keep a record of questions and responses
- Ensure consistency in each step for hiring
- Communicate timely

# INTERVIEWING EFFECTIVELY

## How to's - Tip #1

Have at least 3-5 questions already prepared that you want to ask, beforehand.

**\*Never start an interview with “so what questions do you have for me?”**

Questions can be anything that you want to ask that are related to the job.

1. Tell me about yourself?
2. Why do you feel you would be a fit for this position?
3. Tell me about a time where... (insert example) ...
4. What did you enjoy most about your last position?

# INTERVIEWING EFFECTIVELY

## How to's - Tip #2

Communicate expectations for this position throughout the interview process.

Let the candidate know what it is you hope for the candidate to achieve.

Explain the:

1. Goal
2. Purpose

Then:

3. Check for enthusiasm and their non-verbals

# INTERVIEWING EFFECTIVELY

## How to's - Tip #3

Highlight the items in the candidate resume you want to discuss

This gives the candidate the opportunity to:

1. Showcase their value
2. Discuss what they can do for you
3. What experience they have

**Green Flag:**

Clear Details and examples of achievements

**Red Flag:**

Stumbling over words, not sure what they are talking about



# INTERVIEWING EFFECTIVELY

## How to's - Tip #4

Give a fair chance to every candidate you interview.

Don't equate nervousness with inexperience - Candidates may be nervous but that doesn't mean they aren't qualified, unless you've done a good job to help them feel comfortable.

Don't discount candidates based on bias.



vs



# INTERVIEWING EFFECTIVELY

## How to's - Tip #5

Communicate expectations in a timely manner, via email and phone

**“No” Candidates** - Follow up with candidates you don't wish to move forward within **a few days** after interviewing, thank them for their time.

**“Yes” Candidates** – Follow up **as soon as** you have offer **approval** to let them know of next steps.

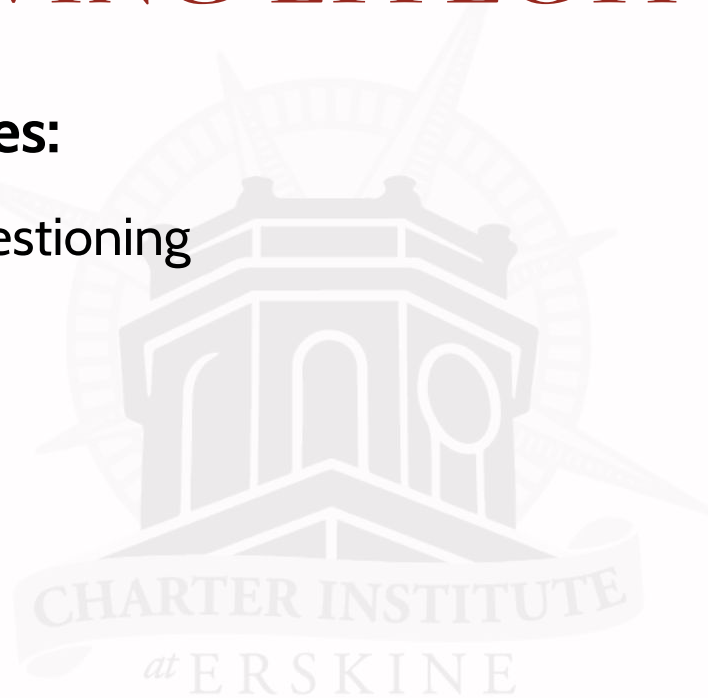
**“Maybe Candidates”** – Follow up **as soon as possible** to let them know you are still interviewing and provide a timeline for a decision.



# INTERVIEWING EFFECTIVELY

## Avoiding Stereotypes:

- Inconsistency in questioning
- First Impressions
- Negative emphasis
- Halo/Horn effect
- Cultural Noise
- Nonverbal bias
- Contract effect
- Unconscious bias



# LEGAL VS. ILLEGAL

## Protected Categories Against Discrimination

- Race
- Religion
- Ancestry
- Marital Status
- Color
- Sex
- Gender
- Age
- Disability
- Citizenship
- National Origin
- Sexual Orientation
- Medical condition
- Genetic information
- Veteran status
- Pregnancy
- Gender expression
- Gender identity



# LEGAL VS. ILLEGAL

NO	YES
Are you a member of the Army Reserve?	Do you have military experience?
What is your maiden name?	What is your name?
Do you go by Ms. or Mrs.?	What is your name?
What is your date of birth? How old are you?	Are you over the age of 18?
What language did you speak as a child?	Do you speak any languages other than English that could prove useful in this position?
Are you married? Are you pregnant? Do you have children? Are you plan on having children? Have you arranged for childcare?	Do you have any conflicts with the work schedule for this position?
Are you a United States citizen?	Are you eligible to work in the United States?
How tall are you? What is your weight? Do you have a disability? Do you suffer from chronic illness? What prescription medications are you currently taking?	Can you perform the physical tasks relevant to the job duties with reasonable accommodations to your particular needs?
Which religious holidays do you observe? What church do you belong to?	Do you have conflicts with the work schedule for the position?

# INTERVIEWING REMINDERS

## **Realistic Preview**

- Clearly articulate what it's like to work for your organization

## **Keep questions job related**

- Ask Questions that give you insight, not to trick/trip up the candidate

## **Legally Compliant**

- Ask the same questions to all candidates.
- If a candidate volunteers information that could be related to a protected category, do not ask follow up questions or note information.

# HIRING THE BEST PEOPLE

## How to Hire the Best People



# HIRING FOR CULTURE

Culture is the character and personality of your organization. It's what makes your organization unique and is the sum of its values, traditions, beliefs, interactions, behaviors, and attitudes.



# HIRING FOR CULTURE

## Why culture?

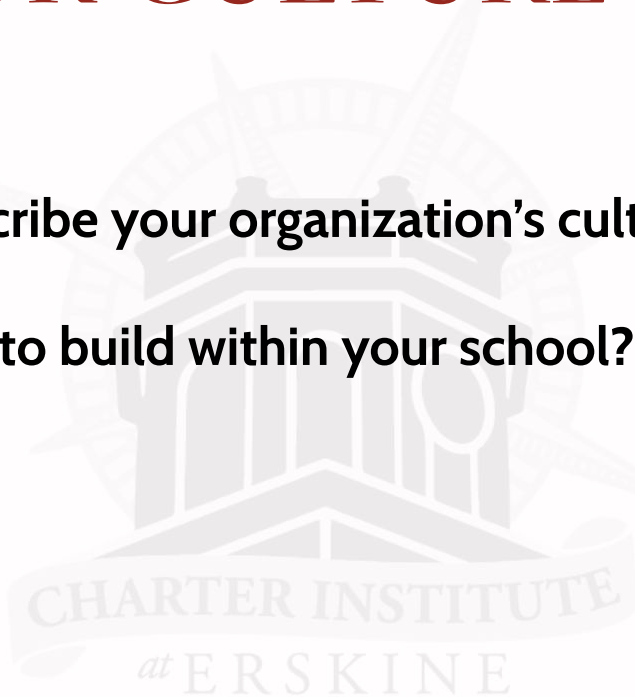
- **Attracts talent.** Potential job applicants evaluate your organization and its climate.
- **Impacts Turnover.** Culture creates a work environment that either strengthens or weakens employee engagement and retention.
- **Impacts happiness and satisfaction.** Research shows that employee happiness and satisfaction is linked to a strong workplace culture (Source: Deloitte).
- **Affects performance.** Organizations with stronger culture outperform their competitors in financial performance and are generally more successful.

# HIRING FOR CULTURE

## Reflection

**How would you describe your organization's culture?**

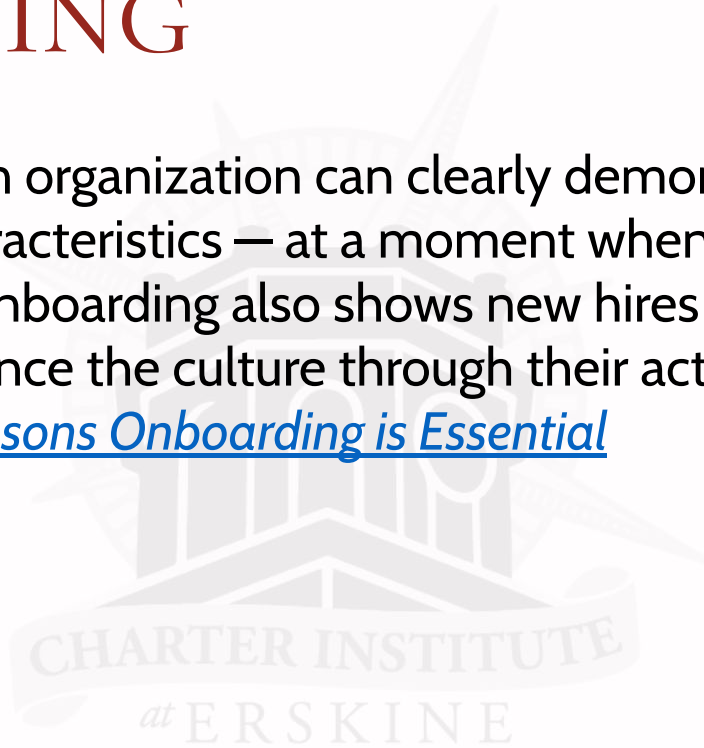
**What are you trying to build within your school?**





# ONBOARDING

Through onboarding, an organization can clearly demonstrate its mission, values, and unique characteristics — at a moment when employees are at their most receptive. Onboarding also shows new hires how they can interact with and influence the culture through their actions and attitudes at work. — [Hireology, 8 Reasons Onboarding is Essential](#)



# ONBOARDING

## 5 C's of Onboarding

- **Compliance** with organizational roles and standards
- **Clarification** of organization roles and responsibilities
- **Culture** Introduction to Attract and Retain Required Talent
- **Connections** Building for Optimal Outcomes
- **Check Back** during Transition Period

# RETENTION

The cost of losing top talent is great. SHRM estimates that it costs \$20,000 to \$30,000 in recruiting and training expenses to replace a manager making \$40,000 a year. - Achievers

- **Recruit** the right people
- Create an exceptional **Onboarding** experience
- Provide avenues for Professional **Development**
- Build employee **engagement**
- Recognize and **reward**
- **Incentivize** with compensation/benefits
- Build a **culture** employees want to be a part of
- **Manage** to retain through relationship building
- **Prevent** burnout and focus on employee wellness

# HIRING EFFECTIVELY

It can be done!



# QUESTIONS & COMMENTS

Email – [ewest@erskinecharters.org](mailto:ewest@erskinecharters.org)



**#MoveTheNeedle**

# INSTITUTE UPDATES



# WELCOME, AL BOGAN!



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# SCHOOL SUPPORT UPDATE



**Bill Roach**  
Chief of Special Projects



**Janie Neeley**  
Director of Authorization





# CLOSING



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