

**Pennsylvania State Board of Education -H. J. Heinz School
Survey of Public School Classroom Teacher Recruitment and Hiring Process**

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School District: _____
County: _____

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Position Notification and Recruitment

1. Does your collective bargaining agreement stipulate that new positions be advertised within the district?

- 1.375%** () Don't know
14.8% () No
0.4% () Yes

2. Does your collective bargaining agreement stipulate that interested current teaching staff be interviewed for open positions?

- () Don't know
72.0% () No
27.6% () Yes

3. Does your district require that applicants live in the district in order to apply?

- () Don't know
99.8% () No
0.2% () Yes

4. Does your district require that teachers live in the district while holding a teaching position?

- () Don't know
99.3% () No
0.7% () Yes

5. Of the new positions in the 1997-8 school year that are filled with current district staff approximately what percentage of were filled

		Mean	Median
By substitutes or part-time employees?	_____ %	39.6%	31.5%
By full-time teachers within the district?	_____ %	19.3%	5.0%

6. Of those who are not hired from current district staff, approximately what percentage of new positions are filled

		Mean	Median
By new teachers with no experience?	_____ %	48.1%	50.0%
By teachers with experience from other districts?	_____ %	37.8%	30.0%

*Note, if the above percentages do not represent 100% of the positions being filled, please explain where the other hires are coming from. _____

7. Does the district advertise for classroom teachers outside of Pennsylvania?

() Don't know

74.6% () No

25.4% () Yes

8. Some districts make a policy of advertising outside of their district to attract more teachers while others value having teachers who are familiar with the district and schools. Not considering cases where it is especially difficult to find someone to fill a position, in the previous 5 years, have you advertised outside your district for common positions?

() Don't know

17.4% () No

82.6% () Yes

87.2% said 1987

9. For the most recent year in which teachers were hired (indicate year 19__), how often were the following forms of **advertisement** used?

() Do not know much about where advertising occurs (Skip Question)

99.4% answered the question

	Never Used	Rarely Used	Sometimes Used	Often Used
PSBA-ILS Bulletin	20.4%	36.7%	10.1%	32.8%
Other Education Publications	53.0%	7.1%	25.9%	14.0%
District Hotline or Phoneline	75.4%	10.8%	8.0%	5.8%
Bulletin Board in District	13.3%	82.3%	0.8%	3.6%
Local Newspaper	3.4%	70.1%	4.4%	22.2%
Other Newspaper	14.3%	53.9%	7.9%	23.9%
Ed. School Placement Office	17.1%	41.5%	11.8%	29.6%
Word of Mouth	8.1%	56.6%	8.6%	26.6%
Job Fair	55.9%	17.1%	13.1%	13.9%
Internet	63.9%	6.9%	11.6%	17.6%
Other:				
Other:				

10. Does the district have a partnership program to help encourage and train potential teachers?

0.8% () Don't know

69.1% () No

30.1% () Yes - With whom? _____

11. Was the district contacted by teacher preparation program faculty or placement offices who were marketing their graduates for 1997-8?

9.0% () Don't know

39.0% () No

52.0% () Yes - Which Schools? _____

When? _____

With which certifications? _____

12. For 1997-8 teaching openings were particular areas of certification **easier** to recruit for?

3.0 % () Don't know

8.0 % () No

89.0% () Yes

Which ones? _____

74% said Elementary

20% said Social Studies

9.9% said English

13. For 1997-8 teaching openings were particular areas of certification more **difficult** to recruit for?

3.4% () Don't know

18.9% () No - Go to Question #19

77.7% () Yes

Which ones? _____

10.5% said Science

14.1% said Physics

11.1% said Chemistry

8.5% said Math

15.1% said Vocational Education

8.4% said Home Economics

17.4% said Foreign Language

14. What, if anything, did the district do to attract more applicants in these areas? _____

15. Has salary schedule been a limitation in attracting applicants to any of these areas?

79.6% () No

19.9% () Yes

16. Did the district request a waiver (temporary certification) from the PA Department of Education to fill a difficult-to-fill position for the 97-98 academic year?

2.1% () Don't know

72.2% () No

25.7% () Yes - Please list the area(s) of certification _____

17. Did the district obtain it/them?

25.8% () Don't know

8.8% () No

65.4% () Yes

18. Did the district need a waiver because the applicants were:

17.5% () uncertified

26.9% () not fully qualified

55.6% () both

19. For 1997-8, how important was it to attract an ethnically diverse personnel?
40.3% **16.4%** **22.5%** **20.8%**
 Not important Slightly important Somewhat important Very important
 If important, how have you worked to attract a racially diverse applicant pool? _____

20. For 1997-8, how important was it to attract a staff with balanced gender representation?
41.2% **18.9%** **31.4%** **8.5%**
 Not important Slightly important Somewhat important Very important
 If important, how have you worked to attract a gender diverse applicant pool? _____

Selection Process: Generating an Interview List and Interviewing

21. Did you request any additional information not included in the mandatory PA application for teaching positions in 1997-8 to aid in the initial screening of applicants?
 Don't know
20.2% No
79.8% Yes - What additional information did you solicit?
36.2% NTE exam scores
23.3% Praxis scores
64.1% Written recommendations
70.8% Transcript
72.1% Copy of certification
26.4% Essay questions
 List the topic(s) _____

 Other _____

22. For the 97-8 school year how many **open elementary** positions were there ? _____ **Mean - 3**

23. For the 97-8 school year how many **applications** were received for **elementary** positions? **Mean - 150**

24. For the 97-8 school year how many open positions did the district have in each of the following **secondary** areas:

Code	Position:	Number of Open Positions	Number of Applicants
6800	Mathematics	.86	39.4
3200	English	1.04	51.4
8800	Social Science	.87	73.4
8410	Biology	.31	23.5
8420	Chemistry	.25	13.0
8470	Physics	.20	8.7
8450	General Science	.37	29.3
4410	French	.16	8.0
4430	Spanish	.40	11.9

2300	Art	.38	23.2
7200	Music	.40	24.2
5600	Home Economics	.24	6
6000	Industrial Arts	.35	7.1
1600	Business Education	.24	17.3
4800	Phys. Ed./Health	.65	37.2
9230	Mental/Phys. Handicap	1.35	36.3
	Other _____		
	Other _____		

25. Did the local teachers association play a formal role in the selection process which is defined in the collective bargaining agreement?

() Don't know

85.7% () No

14.3% () Yes What role? _____

26. Did it play an informal role?

2.4% () Don't know

65.3% () No

32.3% () Yes What role? _____

27. **Before** applicants were screened, was a profile of desirable characteristics and attributes agreed upon?

.2% () Don't know

24.1% () No

28.5% () Yes - for positions requiring this certification in general

42.9% () Yes - on a position-specific basis

4.3% () Both

How was the profile developed? _____

28. For 1997-8 hires, how important was it that an applicant had teaching experience in your district?

() Not Important () Somewhat Important () Very Important () Mandatory

49.7%

39.8%

10.1%

.4%

29. In reading the applications, **who** determined which applicants move on to the interview stage of the selection process? If a group of people made the decision, please check all that apply.

Of those answering:

39.6% () Superintendent

28.7% () Assistant Superintendent

91.4% () Principal

39.8% () Assistant Principal

19.0% () Personnel Director

30.0% () Head of Department

8.6% () Members of the School Board

22.8% () Other Teachers

2.8% () Community (Parents)
 () Other _____

30. **Before an interview was conducted**, what qualities were important in narrowing the applicant pool under consideration? Please rank the qualities used on a scale of 1 to 10 (where 1 is not important and 10 is extremely important) in selecting applicants. If the quality was not considered at this stage, please circle the “NA” to the left of the number choices.

	NA	1	2	3	4	5	6	7	8	9	10	Mean
Experience	NA	1	2	3	4	5	6	7	8	9	10	5.4
Grade point average overall	NA	1	2	3	4	5	6	7	8	9	10	7.4
Grade point average in major	NA	1	2	3	4	5	6	7	8	9	10	7.7
Dual certification	NA	1	2	3	4	5	6	7	8	9	10	6.0
Past performance in teaching	NA	1	2	3	4	5	6	7	8	9	10	8.2
References/Recommendations	NA	1	2	3	4	5	6	7	8	9	10	8.1
Major in area of teaching (math major to teach math)	NA	1	2	3	4	5	6	7	8	9	10	8.6
Caliber of certifying institution	NA	1	2	3	4	5	6	7	8	9	10	5.8
Advanced degrees	NA	1	2	3	4	5	6	7	8	9	10	5.1
Essay(s)	NA	1	2	3	4	5	6	7	8	9	10	5.3
Test scores	NA	1	2	3	4	5	6	7	8	9	10	5.9
Community involvement/leadership	NA	1	2	3	4	5	6	7	8	9	10	5.8
Willingness to coach/chaperone/direct extracurriculars	NA	1	2	3	4	5	6	7	8	9	10	5.7
Contribution to Diversity of Staff	NA	1	2	3	4	5	6	7	8	9	10	5.8
Non-teaching work experience	NA	1	2	3	4	5	6	7	8	9	10	4.1
School district resident	NA	1	2	3	4	5	6	7	8	9	10	2.8
School district teacher	NA	1	2	3	4	5	6	7	8	9	10	3.0
Other _____	NA	1	2	3	4	5	6	7	8	9	10	

31. How was the applicant list narrowed to an interview list? _____

32. Did the district use more than one interview team to interview the same applicant?
 () Don't know
55.7% () No
44.3% () Yes

First Interview

33. Who participated in a first interview? Please **check** all that apply. **Circle** the person who chaired the interview.
30.1% () Superintendent
24.7% () Assistant Superintendent
94.4% () Principal
46.4% () Assistant Principal
12.3% () Personnel Director
40.7% () Head of Department
10.9% () Members of the School Board

- 39.1% () Other Teachers
- 4.9% () Community (Parents)
- () Other _____

34. What was the average length of an initial interview? _____min. **42.5 minutes**

35. What occurred in initial interviews?

- 17.2% () Essay
Please list the topic _____
- 26.5% () Practice Teaching
- 90.6% () Discussion of reaction to possible classroom problems
- 94.3% () Discussion of Experience
- 92.4% () Questions about Subject Matter
- 88.0% () Questions about Curriculum
- 97.2% () Questions about Discipline
- 37.9% () Questions about Diversity
- 85.6% () Questions about Learning Styles
- 68.1% () Discussion about Group Interactions
- 79.9% () Discussion of Professional/Career goals
- () Other _____

36. Were there differences in the interview for a first-time teacher as opposed to one with experience?

- () Don't know
- () No
- () Yes - Please explain. _____

37. Did anyone, who had not interacted with the applicant in the interview, play a role in the hiring decision-making?

- 1.2% () Don't Know
- 65.1% () No
- 33.7% () Yes
Who? _____
How did they learn about the applicant? _____

38. After the first interview, **who** determined which applicants move on to the next stage of the selection process? If a group of people made the decision, please check all that apply.

- 33.7% () Superintendent
- 25.7% () Assistant Superintendent
- 88.4% () Principal
- 37.5% () Assistant Principal
- 12.7% () Personnel Director
- 33.2% () Head of Department
- 9.0% () Members of the School Board
- 26.3% () Other Teachers
- 3.8% () Community (Parents)
- () Other _____

Narrowing the List

39. **After an initial interview was conducted**, what qualities were important in narrowing the applicant pool under consideration? Please circle the rank of qualities used on a scale of 1 to 10 (where 1 is not important and 10 is extremely important) in selecting the candidates. If the quality was not considered at this stage, please circle the “NA” to the left of the number choices.

	NA	1	2	3	4	5	6	7	8	9	10	Mean
Experience	NA	1	2	3	4	5	6	7	8	9	10	6.4
Grade point average overall	NA	1	2	3	4	5	6	7	8	9	10	6.6
Grade point average in major	NA	1	2	3	4	5	6	7	8	9	10	6.8
Dual certification	NA	1	2	3	4	5	6	7	8	9	10	5.7
Past performance in teaching	NA	1	2	3	4	5	6	7	8	9	10	8.0
References/Recommendations	NA	1	2	3	4	5	6	7	8	9	10	8.1
Major in area of teaching (math major to teach math)	NA	1	2	3	4	5	6	7	8	9	10	7.6
Caliber of certifying institution	NA	1	2	3	4	5	6	7	8	9	10	5.0
Advanced degrees	NA	1	2	3	4	5	6	7	8	9	10	4.9
Essay(s)	NA	1	2	3	4	5	6	7	8	9	10	4.9
Test scores	NA	1	2	3	4	5	6	7	8	9	10	5.1
Community involvement/leadership	NA	1	2	3	4	5	6	7	8	9	10	5.6
Willingness to coach/chaperone/direct extracurriculars	NA	1	2	3	4	5	6	7	8	9	10	5.7
Contribution to diversity of staff	NA	1	2	3	4	5	6	7	8	9	10	5.4
Non-teaching work experience	NA	1	2	3	4	5	6	7	8	9	10	3.9
School district resident	NA	1	2	3	4	5	6	7	8	9	10	2.7
School district teacher	NA	1	2	3	4	5	6	7	8	9	10	2.9
Other_____	NA	1	2	3	4	5	6	7	8	9	10	

40. What **method** was used to make decisions about applicants after the initial interview?

41. How often did a second interview occur?

1.2 % () Don't know

51.7% () Always

11.3% () Never

35.9% () Sometimes

Under what circumstances? _____

* If, in the selection, no further interviewing was performed, please move to Question # 48.

42. Who participated in the second interview? Please check all that apply. Circle the person who chaired the interview.

70.8% () Superintendent

35.7% () Assistant Superintendent

74.2% () Principal

23.4% () Assistant Principal

17.4% () Personnel Director

- 23.7% () Head of Department
- 25.2% () Members of the School Board
- 16.7% () Other Teachers
- 1.5% () Community (Parents)
- () Other _____

43. What was the average length of a second interview? _____min. **45 minhutes**

44. What occurred in the second interview?

- 11.2% () Essay
Please list the topic. _____
- 35.7% () Practice Teaching
- 74.3% () Discussion of reaction to possible classroom problems
- 79.4% () Discussion of Experience
- 76.7% () Questions about Subject Matter
- 75.3% () Questions about Curriculum
- 74.8% () Questions about Discipline
- 39.9% () Questions about Diversity
- 74.1% () Questions about Learning Styles
- 64.3% () Discussion about Group Interactions
- 69.2% () Discussion of Professional/Career goals
- () Other _____

45. After a second interview, **who** determined which applicants will move on to the next stage of the selection process? If a group of people made the decision, please check all that apply.

- 69.1% () Superintendent
- 30.4% () Assistant Superintendent
- 67.9% () Principal
- 21.5% () Assistant Principal
- 13.6% () Personnel Director
- 17.3% () Head of Department
- 20.6% () Members of the School Board
- 11.7% () Other Teachers
- () Other _____

46. **After a second interview was conducted**, what qualities were important in narrowing the applicant pool under consideration? Please circle the rank for qualities considered on a scale of 1 to 10 (where 1 is not important and 10 is extremely important) in selecting the candidates. If the quality was not considered at this stage, please circle the “NA” to the left of the number choices.

	NA	1	2	3	4	5	6	7	8	9	10	Mean
Experience	NA	1	2	3	4	5	6	7	8	9	10	6.7
Grade point average overall	NA	1	2	3	4	5	6	7	8	9	10	6.2
Grade point average in major	NA	1	2	3	4	5	6	7	8	9	10	6.6
Dual certification	NA	1	2	3	4	5	6	7	8	9	10	5.6
Past performance in teaching	NA	1	2	3	4	5	6	7	8	9	10	8.0
References/Recommendations	NA	1	2	3	4	5	6	7	8	9	10	7.6
Major in area of teaching (math major to teach math)	NA	1	2	3	4	5	6	7	8	9	10	7.1
Caliber of certifying institution	NA	1	2	3	4	5	6	7	8	9	10	4.7

Advanced degrees	NA	1	2	3	4	5	6	7	8	9	10	4.7
Essay(s)	NA	1	2	3	4	5	6	7	8	9	10	3.9
Test scores	NA	1	2	3	4	5	6	7	8	9	10	4.8
Community involvement/leadership	NA	1	2	3	4	5	6	7	8	9	10	5.5
Willingness to coach/chaperone/direct extracurriculars	NA	1	2	3	4	5	6	7	8	9	10	5.6
Contribution to diversity of staff	NA	1	2	3	4	5	6	7	8	9	10	5.1
Non-teaching work experience	NA	1	2	3	4	5	6	7	8	9	10	3.8
School district resident	NA	1	2	3	4	5	6	7	8	9	10	2.8
School district teacher	NA	1	2	3	4	5	6	7	8	9	10	2.8
Other _____	NA	1	2	3	4	5	6	7	8	9	10	

47. What **method** was used to make decisions about applicants after the second interview?

48. Did candidates teach a sample class for evaluation/observation?

- 0.3%** () Don't know
- 56.7%** () No
- 43.0%** () Yes - How often?
 - () Always
 - () Sometimes -

When? _____

Who evaluated it? _____

49. Please describe any differences in the application process of currently employed full-time teachers compared to new applicants. _____

50. Please describe any differences in the application process of currently employed part-time teachers compared to new applicants. _____

Selection Process : Approval of Candidates

51. Did a list of approved teacher candidates go to a person(s) other than the school board for approval (for instance, the superintendent) ?

- 1.5%** () Don't know
- 61.9%** () No (Skip to Question #54)
- 36.6%** () Yes - To whom? _____

For each open position how many names were offered? _____

77.8% said 0 names

11.5% said 1 name
2.2% said 2 names
6.1% said 3 names

52. How many times did this party reject the candidate(s) offered for approval in a particular position for the 1997-98 academic year? _____

83.3% said 0 names
12% said 1 names
2.8% said 2 names

53. Can this party add additional names to the list of candidates for approval by the school board?

- Don't know
- No
- Yes

How many times for the 1997-98 academic year has this occurred ? _____

54. For a given **elementary** position, how many candidates are typically on the list sent to the school board for approval ? _____

71.9% said 1 name
4% said 2 names
17.2% said 3 names

55. For a given **secondary** position, how many candidates are typically on the list sent to the school board for approval ? _____

71.9% said 1 name
5.1% said 2 names
18.2% said 3 names

56. How do members of the school board learn about teacher candidates they will vote on? _____

57. How many times did the school board reject the candidate(s) offered for approval in a particular position for the 1997-98 academic year? _____

58. How many times for the 1997-98 academic year did the school board add another candidate to the list? _____

Special Hiring Circumstances

59. Does the district advertise for positions vacated because of late minute or emergency situations?

- Never
- Rarely
- Sometimes
- Usually
- Always

If ever, where do you advertise? _____

60. Did the district make any late hires of classroom teachers (around August of this year)?

- Don't know
- No

() Yes - How many? _____ **Mean - 1.66**

From what pool(s) do you choose the late hires? Check all that apply.

- () Candidates from the final stages of the selection process this year
- () Candidates from the final stages of the selection process in previous years
- () Substitutes
- () Other _____
- () Teachers for whom you obtained waivers

For what certifications did you obtain waivers? _____

61. Did you request a waiver because the applicants were:

- () uncertified
- () not fully qualified
- () both

62. In the case of late hire(s), what position(s) was offered?

- 33.2%** () Full time contract position
- 16.4%** () One year full-time Substitute
- 6.3%** () Six months Substitute
- () Other _____
- 20.8%** () Depends on situation

63. During the 96-7 academic year, did the district make any emergency hires (because of illness, death, quits, and other unexpected situations)?

- () Don't know
- () No
- () Yes - How many? _____

From what pool(s) do you choose the late hires?

- 18.4%** () Candidates from the final stages of the selection process this year
- 6.8%** () Candidates from the final stages of the selection process in previous years
- 25.9%** () Substitutes
- () Other _____
- 3.8%** () Teachers for whom you obtained waivers

For what certifications did you obtain waivers? _____

64. Did the district request a waiver because the applicants were:

- 58.3%** () uncertified
- 29.3%** () not fully qualified
- 12.4%** () both

65. What position was offered in these situations?
11.9% () Full time contract position
10.3% () One year full-time Substitute
7.9% () Six months Substitute
 () Other _____
11.5% () Depends on situation
66. In the case of late or emergency hires for a permanent position, how often is the current substitute first offered the position on a temporary basis?
 () Never () Rarely () Sometimes () Usually () Always
 5.5% 7.4% 54.1% 27.9%
67. Is there a separate review process for persons hired due to a late or emergency hire situation (i.e. after six months in the position they are evaluated and if competent are given the position full-time)?
 () Don't know
 () No
 () Yes
 What percentage of the time are they offered the position on a permanent basis ____%
68. How did the district obtain its substitute pool? _____

Offers and Salaries

69. What is the approximate ratio of the number of offers to acceptances for 1997-8? _____
70. What is the length of your current collective bargaining agreement ? (Or what is the range?)____ yrs.
71. What was the length of the previous collective bargaining agreement? _____ yrs.
72. Was the current agreement reached **1 year or more** before the end of the old agreement?
 () Yes
 () No
73. Have you hired any teachers without prior teaching experience and placed them above the first rung of the salary schedule for special circumstances such as a hard to fill positions?
 () Don't know
 () No
 () Yes
74. In the case of experienced hires, does the district typically have a set formula for the value of X years of experience in another district?
 () Don't know
 () No
 () Yes

75. What is the salary value of prior teaching experience in candidate's prior district?
 Don't know
 Considered to be worth half as much as experience in your district
 (6 years of experience elsewhere earns salary of 3 years experience in your district)
 Other _____
76. Is the salary value of prior experience in other districts negotiable?
 Don't know
 No
 Yes
77. Is there a limit on the number of years of experience that is transferable?
 Don't know
 No
 Yes
 How many?_____
- Is it negotiable?
 Don't know
 No
 Yes

Current Teacher Information

78. What percent of current teachers attended a public high school in your district? _____%
79. What percent of current teachers hold Master's degrees? _____%
80. Of your out-of-state teachers, which universities did they attend? _____

Written Procedures and Role of the State

81. Does your district have written hiring procedures?
 Don't know
 No
 Yes - Please attach a copy to this survey

Please attach any written material used in the hiring process including :

Addendum to the application _____

Sample Essay questions _____

Evaluation forms or matrices for interviews _____

Evaluation forms or matrices for sample teaching session, _____

Qualification sheet which describes a candidate for the school board _____

What could the State do to assist you in the teacher selection process? _____

This survey was filled out by : _____ **Title** _____
Person to be contacted for clarification about the responses to the survey:
_____ **at** _____ - _____ - _____

Please return in the self addressed envelope.

Thank you very much for your assistance.