

Hiring Practices and Procedures Eliminating Implicit Bias in Hiring

January 23, 2020

IASPA THIRTEENTH ANNUAL CONFERENCE

Joliet Township High School District 204



OUR TEAM TODAY

- Chris Olson, Director of Human Resources
- Dr. Karla Guseman, Asst. Superintendent Educational Services
- Dr. Ilandus Hampton, Asst. Superintendent Business Services
- Maureen Pulaski, Freshman Academy Coord., West Campus

Joliet Township High School District 204



ABOUT JT 204

- Joliet Central, Joliet West, Pathways Academy, Transition Center, River Valley Detention Center
- Total Enrollment – 6700
- Approximately 450 Certified Staff and 475 non-certified
- All employees are in-house with no outsourcing
- We are presenting JT Certified Staff Hiring Practices and Procedures

Community Meeting – March 3, 2016



- Enrollment Demographics vs. Teacher/Admin Demographics
 - Teaching Staff 86.24% white in 2015-16 (State 82.5%)
 - Administrative Staff 78.38% white
- Hiring Practices and Procedures
- Policy/Practice Review
- Hiring data
- Hiring Audit
- Opening of the Strategic Plan (Evolution of Strategy 6)

Board Policies

- Policy 5:10 --- Equal Employment Opportunity and Minority Recruitment
 - School District shall provide equal employment opportunities to all persons regardless of their race, color, religion, creed, national origin, sex, sexual orientation, age, ancestry, marital status, arrest record, military status, order of protection status, unfavorable military discharge, citizenship status, use of lawful products while not a work, victim of domestic/sexual violence, genetic information, physical or mental handicap or disability, pregnancy, childbirth, credit history, or other legally protected categories
- Non-Discrimination Coordinator --- Uniform Grievance Procedure

Board Policies

- Policy 5:10 --- Equal Employment Opportunity and Minority Recruitment
 - Minority Recruitment --- The District will attempt to recruit and hire minority employees
 - Advertising in minority publications
 - Participating in minority job fairs
 - Recruiting at colleges and universities with significant minority enrollments
 - Policy does not require or permit the District to give preferential treatment or special rights based on a protected status without evidence of past discrimination

Board Policies

- Policy 5:30 --- Hiring Process and Criteria
 - District hires most qualified personnel consistent with budget and staffing requirements
 - Compliance with School Board Policy 5:10
 - Superintendent is responsible for recruiting personnel and making hiring recommendations to the Board of Education
 - All applicants must complete a District application to be considered for employment
 - Superintendent shall develop and maintain a current, comprehensive job description for each position, however, a provision in a collective bargaining agreement or individual contract will control in the event of a conflict

Hiring Audit – August 2016



HSPRD reviewed the current JTAS hiring procedures through a variety of sources and from a range of perspectives. In examining the current hiring procedures, we did not identify evidence that any particular practice is intentionally or unintentionally preventing JTAS from hiring minority applicants. Nonetheless, this report articulates a number of suggested practices that JTAS can consider to further strengthen its hiring process, reflect its value of racial diversity, and promote inclusion in the hiring and promotion process. Change takes time, and change regarding racial or ethnic demographics is often a slow process. However, with continued and focused efforts, JTAS can demonstrate and develop leadership on advancing, developing and promoting the talent of educators from all racial backgrounds and bringing them within its ranks.

Periodic Update of Strategic Plan – August of 2016

Strategy 6 added to Strategic Plan – December 2016



Strategy 6

We will, in partnership with families and community, develop and implement plans to deliver a culturally responsive educational experience and expand the diversity of our faculty and administration in order to close the achievement gap.

- **Specific Result (6.3):**

- JTAS will implement comprehensive recruitment, hiring, retention and promotion policies and procedures to increase diversity of faculty and administration.

6.3 Action Steps

1. *Develop a robust diversity statement and publicize it prominently on all materials.*
2. *Ensure that a culturally diverse hiring team is established for the hiring process.*
3. *Expand recruitment opportunities for minority applicants by seeking applicants through a variety of resources such as Historically Black Colleges and Universities (HBCU), Hispanic Serving Institutions (HSI), student teaching, marketing, job fairs and outreach, and networks of current and former JTHS employees and alumni.*
4. *Establish and document written criteria for each step of the hiring process.*
5. *Implement a conflict of interest policy regarding hiring and promotional practices.*
6. *Formalize the rating of candidates and create a rubric for scoring.*
7. *Ensure each member of the hiring committee has an equal voice.*

6.3 Action Steps

8. *JTHS will consider both internal and external applicants for all positions.*
9. *Mandate implicit bias training to mitigate the impact of inevitable bias for anyone involved in the hiring process.*
10. *Establish and widely publicize the general requirements to be a strong candidate for administrative positions and promotion.*
11. *Track diversity data.*
12. *Strategize ways for the district to cultivate diversity allies, forging partnerships and building relationships across cultures internally and externally (e.g. NAACP or other groups).*
13. *Provide additional support for faculty and administrators of color (e.g. mentoring, support groups, etc.).*
14. *Summarize and communicate, in various modes, an annual progress report to the Board of Education.*
15. *Share periodic progress reports with various stakeholder groups.*

District Diversity Statement



- Developed through strategy 6.2 using a diverse group of community members, parents, students, teachers, administrators, etc.
- Facilitated by Troy Cicero
- Will be added to recruitment platforms

“Joliet Township High School District 204 is committed to cultivating an inclusive community that values and embraces diversity and respects the humanity of all people.”

Implicit Bias Training for Key Leaders

Objective – To create a culture of fairness in the JTHS hiring processes by acknowledging, challenging, and managing implicit bias

Implicit Bias Training All Administrators, Supervisors, Instructional Coaches (55 Individuals)

- -January 27, 2017 and February 3, 2017 – 4 hours
- -October 3, 2017 and October 12, 2017 – 4 hours
- -January 25, 2018 – 2 hours

- Individual and Group Trainings have continued for new administrators and supervisors

Hiring Practices Training for Administrators



Hiring Practices Training All Administrators (Team Leaders for Hiring)

- -April 7, 2017 and April 10, 2017 – 3 hours
- -March 22, 2017 – 3 hours
- -Each March the District Leadership team reviews the district hiring practices and procedures

Hiring Team Training

Hiring Team Training (Teachers)

- Multiple days throughout the year – 1 to 1 ½ hours each
- Small group and individual settings
- Over 180 Teachers have been trained on hiring practice
- All Administrators have been trained
- Two Trainers- Chris Olson and Maureen Pulaski
- Training is for certified staff hiring

Hiring Training for Interview Teams

- Conflict of Interest (also done pre-interview)
- Review Audit/Strategy 6.3
- Confidentiality
- Implicit Bias (resumes)
- Review of Hiring Procedures
 - Teacher
 - Administrative
- Practice Interview (previously)
- The importance of having a diverse hiring team

Hiring Practices/Procedures-Changes as a result of the Audit



- Co-leaders – work together vetting applicants based on criteria
- Phone screening
- Search back to January 1st
- Diverse hiring teams
- Hiring Training for all team member
- Team members will not see candidates until the interviews
- Conflict of interest statement at pre-interview meeting
- No resumes due to vetting by co-leaders – all applicants meet criteria (elimination of implicit bias based on previous employment, college, location, etc.)
- Rubric and Rubric Helper
- Mandatory to fill out Strengths and Areas of Improvement
- All positions require a second interview set of questions w/Principal or Director
- Letters of Recommendation-3- Printed From Applicant Tracking
 - *Internal candidates do not need letters of recommendation*
 - *Administrators should not write letters of recommendation for internal positions*

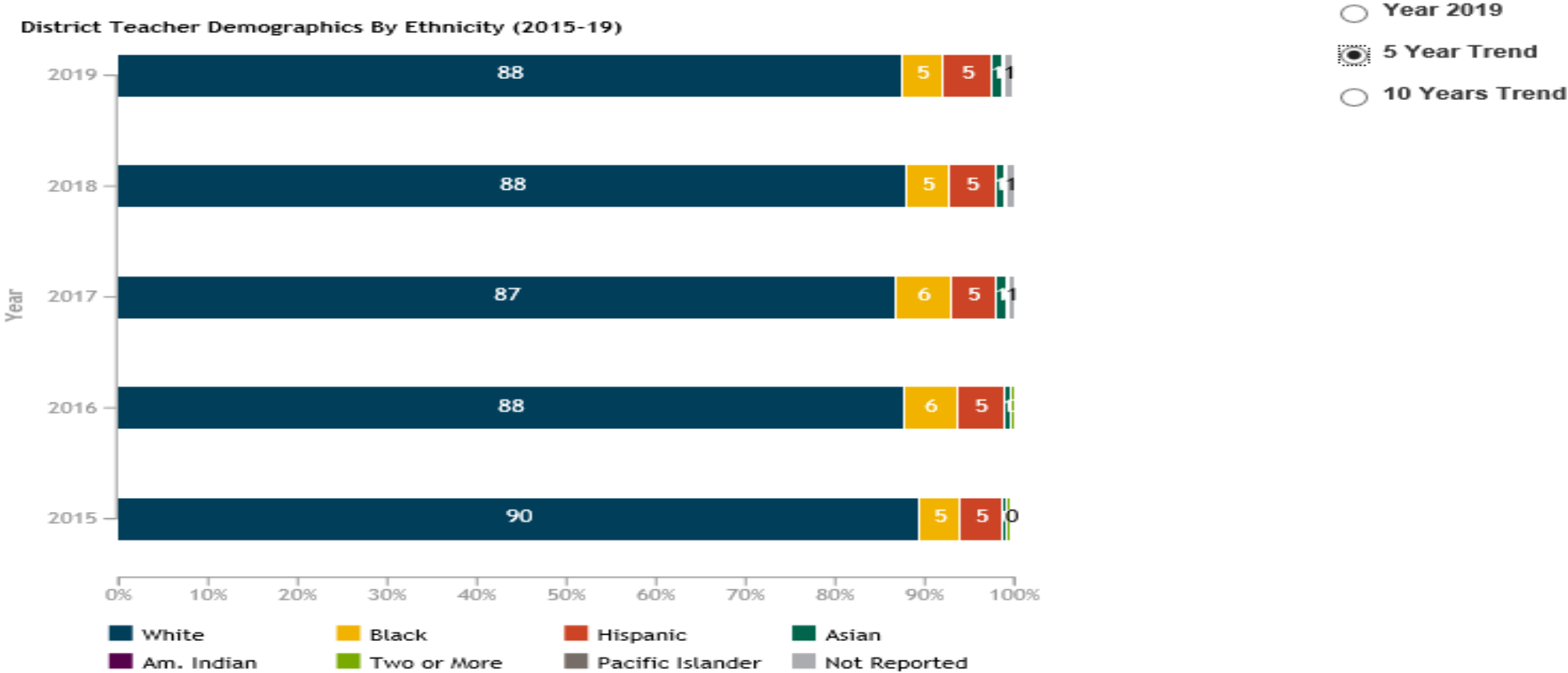
Joliet Township Teacher Demographics

5 year trend



Demographics

Displays the race/ethnicity and gender of teachers



Joliet Township Hiring Data 2016-2020

Recruitment & Hiring for the 2017-2018 School Year



Job Fairs

- Chamber of Commerce, Joliet, IL
- Eastern Illinois University, Charleston, IL
- Eastern Illinois Univ./University of Illinois, Charleston, IL
- Chicago State University, Chicago, IL
- Joliet Jr. College, Joliet, IL
- University of St. Francis, Joliet, IL
- Northern Illinois University, Dekalb, IL
- Illinois State University, Normal, IL
- DePaul University, Chicago, IL
- IRC Job Fair, Bilingual, ESL, Oak Brook, IL
- Joliet Chamber Spring Expo
- ISCPA Career Fest, Tinley Park, IL
- Workforce Center, Joliet, IL

| Categorical Number of Hires | | | | |
|-----------------------------|-------|-------|----------|-------|
| Year | Asian | Black | Hispanic | White |
| 2017-2018 | 2 | 4 | 3 | 25.6 |



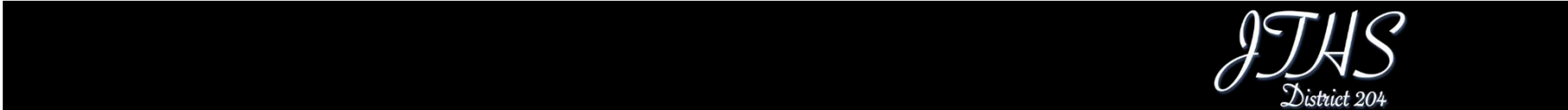
High School Teaching (922 applicants)

| Race/Ethnicity | |
|---|---------|
| American Indian or Alaska Native | 1 0.1% |
| Asian or Pacific Islander | 16 1.7% |
| Black/African-American | 72 7.8% |
| Chose No Response | 53 5.7% |
| Did Not Respond | 76 8.2% |
| Hispanic | 53 5.7% |
| Native Hawaiian or Other Pacific Islander | 1 0.1% |
| Two or more races | 14 1.5% |
| White | 636 69% |

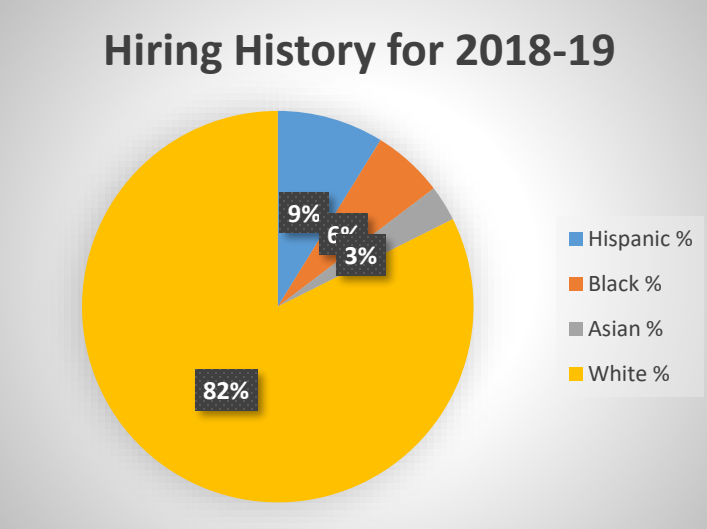
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- Joliet Chamber Spring Expo
- ISCPA Career Fest, Tinley Park, IL



| Categorical Number of Hires | | | | |
|-----------------------------|-------|-------|----------|-------|
| Year | Asian | Black | Hispanic | White |
| 2018-2019 | 1 | 2 | 3 | 28 |



High School Teaching (733 applicants)

| Gender | | Race/Ethnicity | |
|-------------------|-------------|----------------------------------|-------------|
| Chose No Response | 14 (1.9%) | American Indian or Alaska Native | 2 (0.3%) |
| Did Not Respond | 49 (6.7%) | Asian or Pacific Islander | 9 (1.2%) |
| Female | 375 (51.2%) | Black/African-American | 54 (7.4%) |
| Male | 295 (40.2%) | Chose No Response | 29 (4%) |
| | | Did Not Respond | 52 (7.1%) |
| | | Hispanic | 55 (7.5%) |
| | | Not Hispanic | 1 (0.1%) |
| | | Two or more races | 11 (1.5%) |
| | | White | 520 (70.9%) |

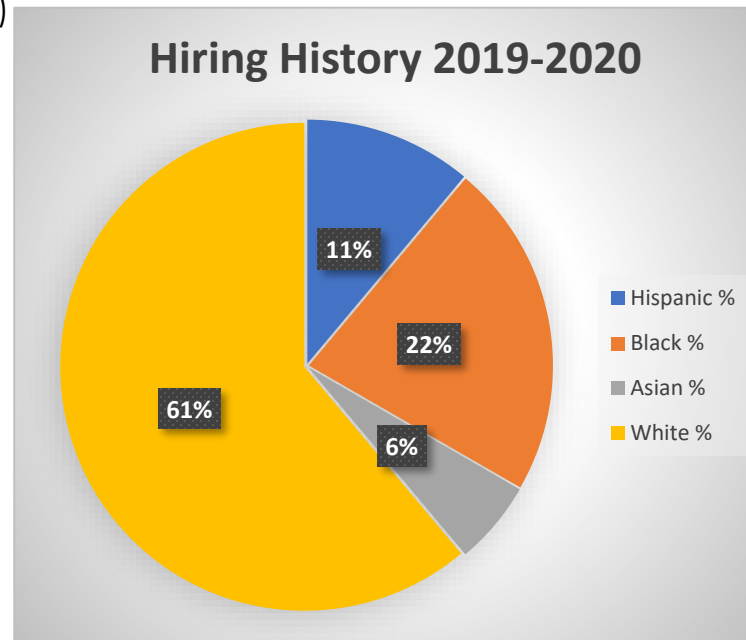
Recruitment & Hiring for the 2019-2020 School Year



Job Fairs

- Eastern Illinois University, Charleston, IL (Fall)
- Chicago Teacher Fair, Oak Brook, IL
- ISPA Job Placement Bureau (Psychologist) Convention
- Aurora University School of Social Workers
- Eastern Illinois Univ./University of Illinois, Champaign, IL (Spring)
- University of Illinois at Chicago, DePaul, Loyola, Chicago, IL
- Illinois Small Colleges Career Fest at Moraine Valley Community College
- Joliet Jr. College, Joliet, IL
- University of St. Francis, Joliet, IL
- Joliet Chamber, Joliet, IL
- Northern Illinois University, Dekalb, IL
- Illinois State University, Normal, IL
- Olivet Nazarene- Education Career Fair
- South Suburban Human Resources/Administrator Job Fair for Teachers

| Categorical Number of Hires | | | | |
|-----------------------------|-------|-------|----------|-------|
| Year | Asian | Black | Hispanic | White |
| 2019-2020 | 2 | 8 | 4 | 22 |

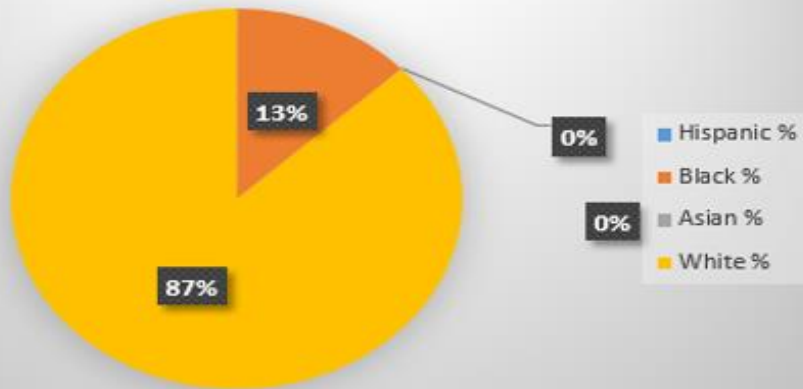


High School Teaching (1009 applicants)

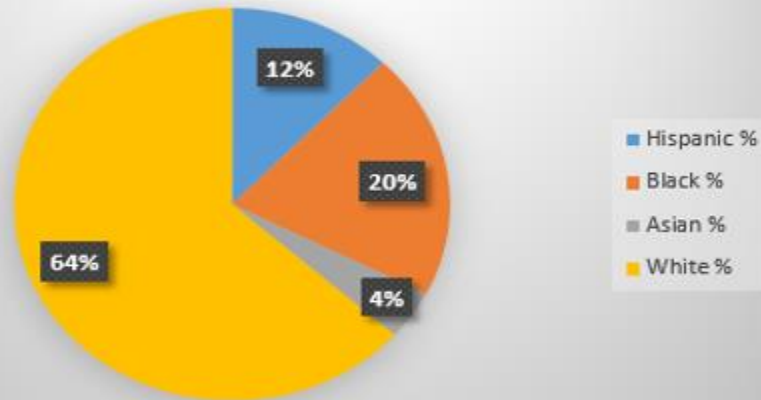
| Race/Ethnicity | | |
|---------------------------|-----|-------|
| Asian or Pacific Islander | 19 | 1.9% |
| Black/African-American | 169 | 16.7% |
| Chose No Response | 34 | 3.4% |
| Did Not Respond | 157 | 15.6% |
| Hispanic | 102 | 10.1% |
| Not Hispanic | 2 | 0.2% |
| Two or more races | 14 | 1.4% |
| White | 512 | 50.7% |

Hiring Demographics- Yearly Comparison

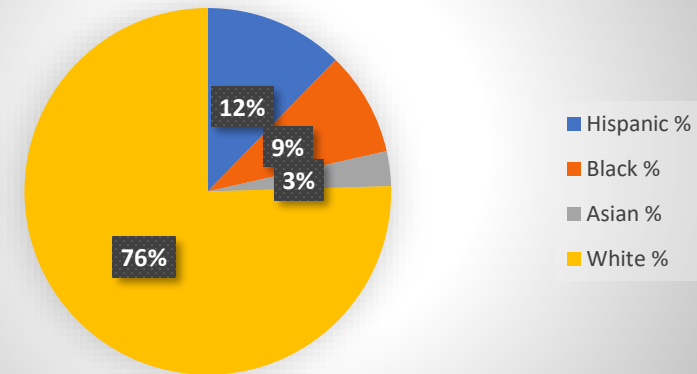
Hiring History for 2014-2015



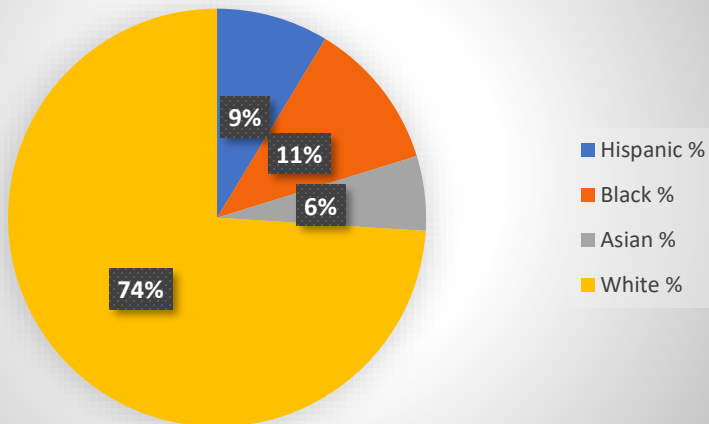
Hiring History for 2015-2016



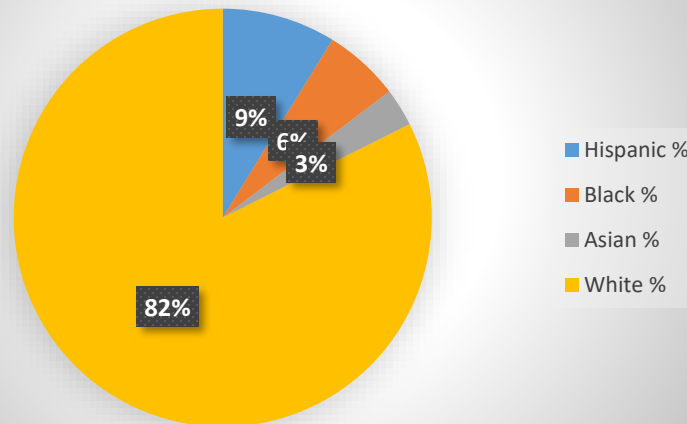
Hiring History for 2016-17



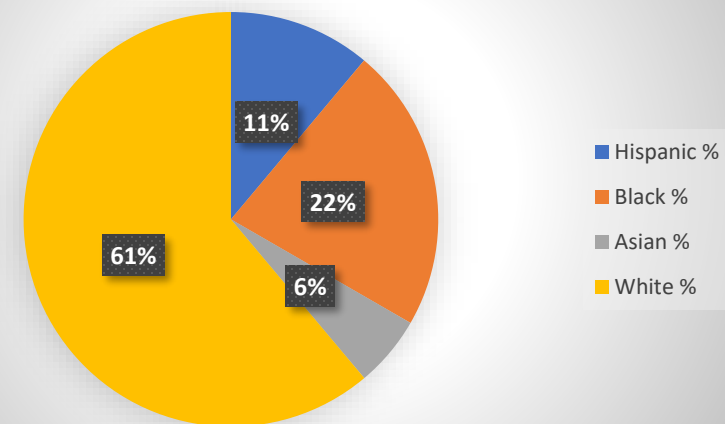
Hiring History for 2017-18



Hiring History for 2018-19



Hiring History 2019-2020



Demographic Breakdown of Applicants of color last 3 years- by percentage



| Year | Black | Hispanic | Asian | Other |
|-----------|-------|----------|-------|-------|
| 2017-2018 | 7.6 | 4.7 | 1.5 | 1.1 |
| 2018-2019 | 7.8 | 5.7 | 1.7 | 1.6 |
| 2019-2020 | 16.7 | 10.1 | 1.9 | 1.6 |

***Approximately 15% of Applicants Chose Not to Respond in the previous 3 years

Teaching Interest Statistics



- National Governor's Association Report

- From 2000-2015 enrollment in Bachelor's level teachers prep programs dropped from 24,206 to 14,679, a 39% decrease

- Illinois Educational Research Council Data-2014

- Of the 143,356 white, high school juniors expressing interest in teaching, 12,943 became certified and 6,104 were hired at a public school

- Of the 28,199 African American high school juniors expressing interest in teaching, 877 became certified and 241 were hired at a public school

- Of the 23,042 Hispanic high school juniors expressing interest in teaching, 703 became certified and 356 were hired at a public school

- In total **194,597** high school juniors expressed interest in teaching, **14,523** became certified and **6,701** were hired at a public school

Teacher Recruitment

- Teacher Fairs
- Emailing HBCU and Hispanic Serving Institutions
- Remind 101
- Advertising Openings (National Minority Update, NAACP)
- Social Media- Facebook, Twitter, LinkedIn
- Attended NEMNET (New England Minority Network) Recruitment event at Lake Forest Academy
- St. Francis Multicultural Education Recruitment in Teaching (MERIT) – April 2019
- EEOC Training Institute in August of 2018

Recruitment and Hiring 2020-2021



- November 5, 2019 – Illinois State University Fall Teacher Fair
- November 6, 2019 – Eastern Illinois State University Fall Teacher Fair
- December 3 & 5, 2019- IRC Job Fair (ESL/Bilingual), Oak Brook
- January 31, 2020- ISPA Conference Job Fair (Psychologists)- Springfield
- February 7, 2020- Aurora Univ School of Social Workers
- February 22, 2020- Joliet Chamber of Commerce Job Fair
- February 24, 2020- Northern Illinois University Teacher Fair
- February 27, 2020- University of St. Francis Career Fair
- March 2, 2020- Eastern Illinois/University of Illinois Education Career Fair
- March 3, 2020- Illinois State University Education Career Fair
- March 4, 2020- UIC/Loyola/DePaul Education Career Fair
- March 14, 2020- South Suburban HR/Admin Education Job Fair (Homewood- Flossmoor)
- March 14, 2020- IRC Spring Job Fair (ESL/Bilingual), Oak Brook
- TBA- Olivet Nazarene University Education Career Fair
- TBA- Illinois Small College Career Fest 2019- Moraine Valley CC

Growing our own JT Teachers

- University of St. Francis
 - Exploring the Teaching Profession (transitioning to a 2 semester course)
 - ISBE featured story as a model for other districts to model
 - Mentoring Students
- Recruitment of Students by teachers and administrators
- Student Teacher Model (St. Francis/St. Cloud)

Teacher/Administrator Retention Rates



- 2016-2017 33 Teachers and Administrators Hired
 - 24/33 currently remain in district 72.7 %
(2 out of teaching, 1 took job at school he graduated from, 3 non-renewal, 1 one-year contract, 1- admin new job, 1- resigned during year)

- 2017-2018 35 Teachers and Administrators Hired
 - 27/35 currently remain in district 77.1%
(1 took head coaching job, 3 took position closer to home, 3 non-renewal, 1 took promotion as administrator in another district)

- 2018-2019 34 Teachers and Administrators Hired
 - 30/34 currently remain in district 88.2%
(1 one-year contract, 1- semester contract, 1- reduction in force, 1- relocation)

OVERALL TEACHER RETENTION RATE- 91.4%

Why is a diversified staff important to JT?

The Need for a Diverse Teaching Staff

"It is also important to expose children to a diverse teaching staff within each of our schools. Every child has a basic right to a great public school with a qualified and caring staff, including educators who look like them, who share similar cultural experiences, and who can serve as role models demonstrating that education and achievement are things to be respected..."



Where do we go from here?

- Implicit Bias Training of the entire staff to create a culture of fairness
- Constant review of hiring practices using feedback
- Hiring training continues
- Ramp up recruitment efforts
- Continue to grow our own and expand those efforts
- Support our teachers of color with professional development
- Track hiring data
- Embrace diversity as something that strengthens society by making it part of how we operate
- Aggressive Hiring Timelines- Retirees/Staffing
- Continue to work in partnership with local universities
- **Brag about our profession and how rewarding it is to be a teacher**