

Screening & Recommending Finalist Candidates:

A New Hope



pHCLE Standard Alignment

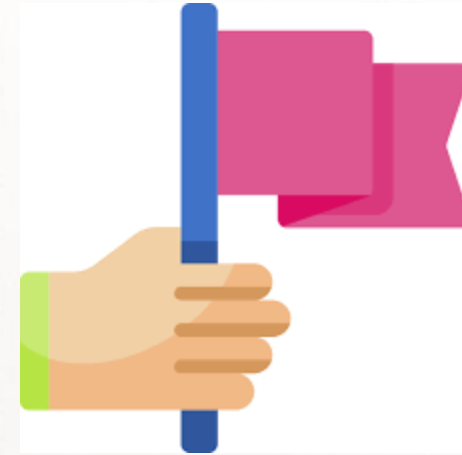
- Recruitment & Retention





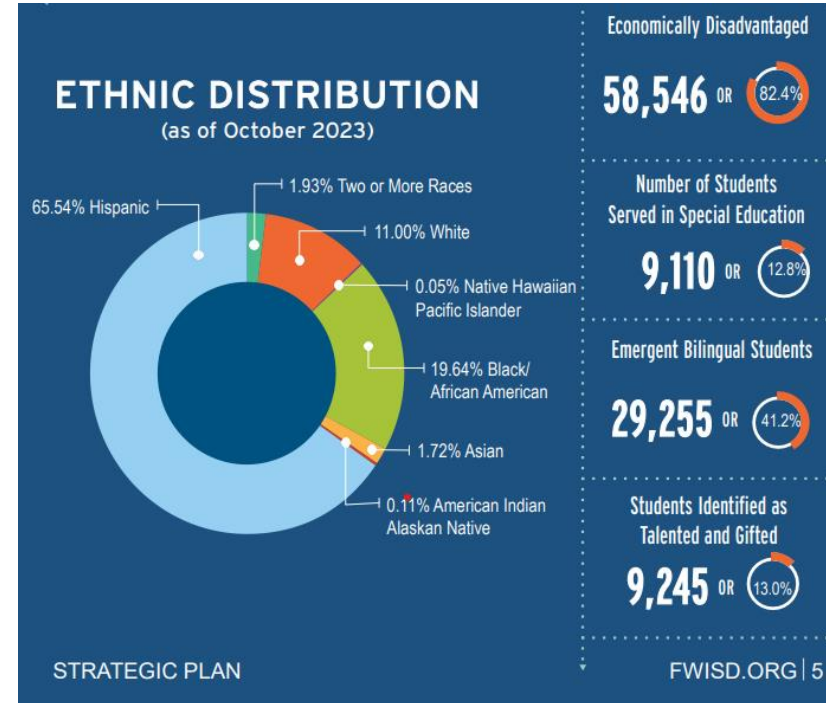
About Me

- U of MINN Carlson School of Business
- Hurst-Euless-Bedford ISD (Texas)
- Tsingua International School (Beijing, China)



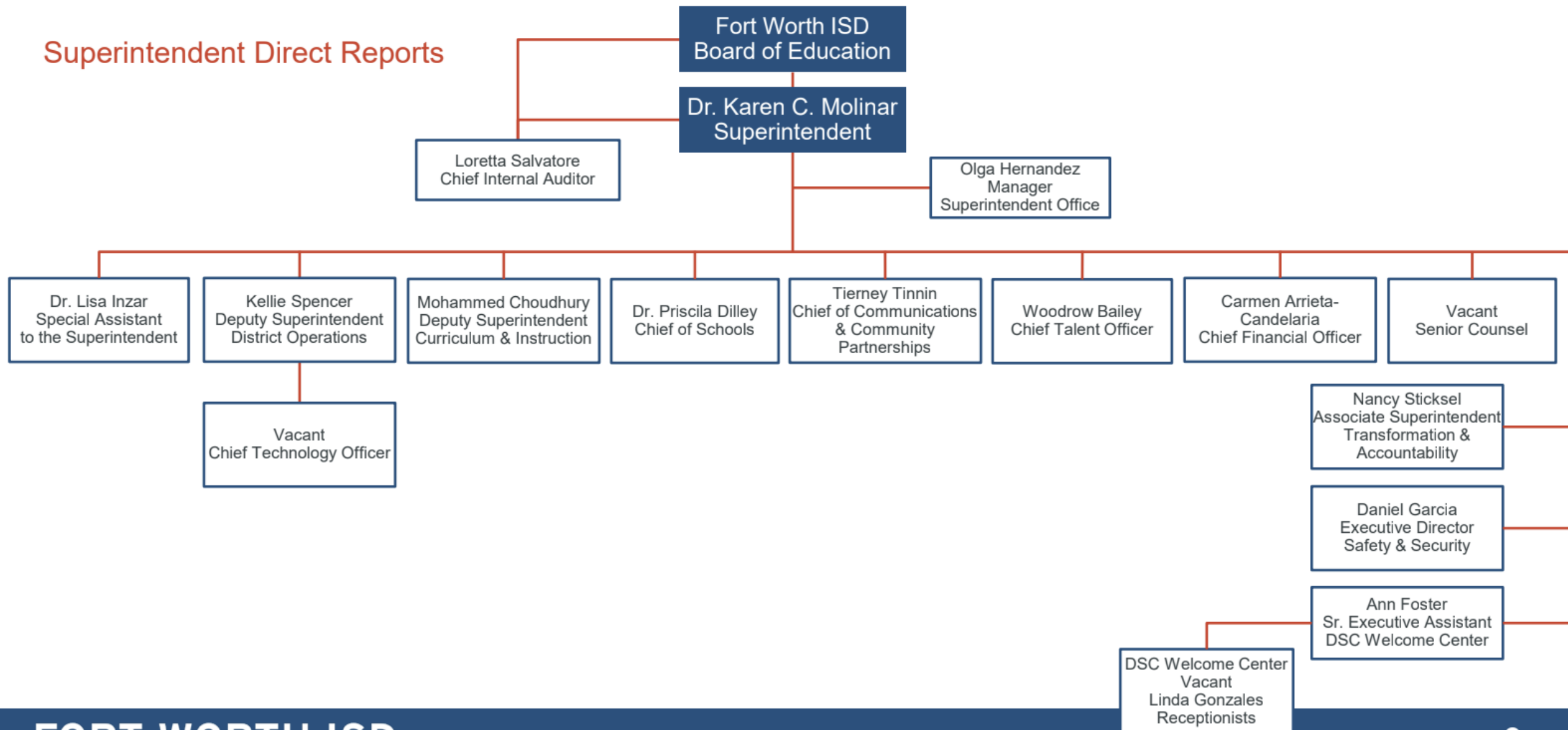
A Land Far Away...

- 140 schools
- 300+ hiring managers
- 9,000+ full time employees
- 68,000 students

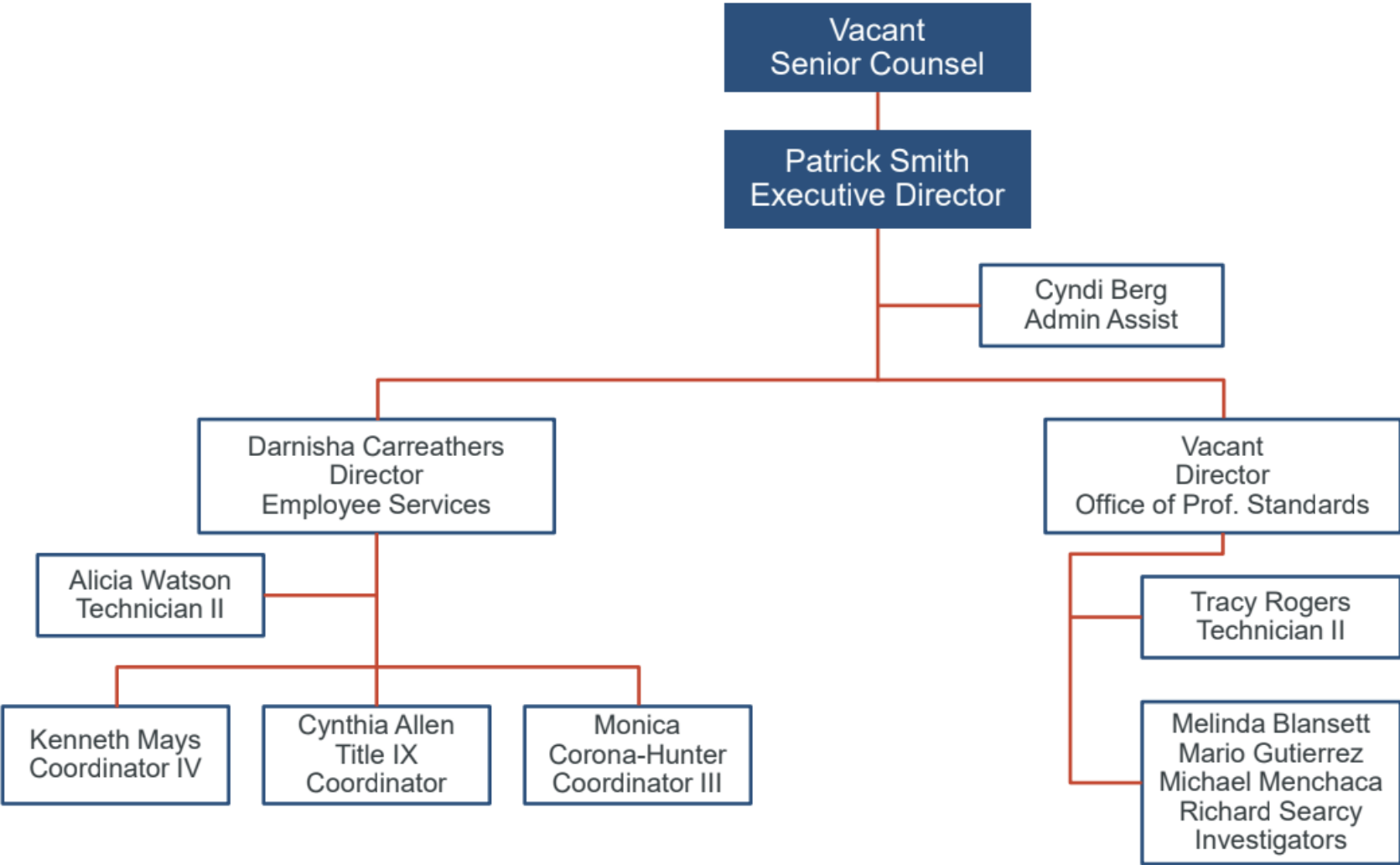


Superintendent

Superintendent Direct Reports



Employee Services; Office of Professional Standards



Case Review Committee

- Senior District Administrators (three – five members)
- Facilitated by OPS Administrator
- Advised by Legal Services
 - Not substantiated
 - Substantiated, without malice
 - Substantiated, to a lesser degree
 - Substantiated



ACUTE and CHRONIC SEPARATIONS 1/2020 - 12/2024



165 separations (at-will and contract)

33/year

300 Investigations/year

100 Result in Separations

The Hiring Dilemma

Urgency v. due diligence





Curiosity...

- What would happen if we have better information when making hiring decisions?
- What would happen if fewer new hires had performance concerns that required redirection, or even employment action decisions?

The Theory



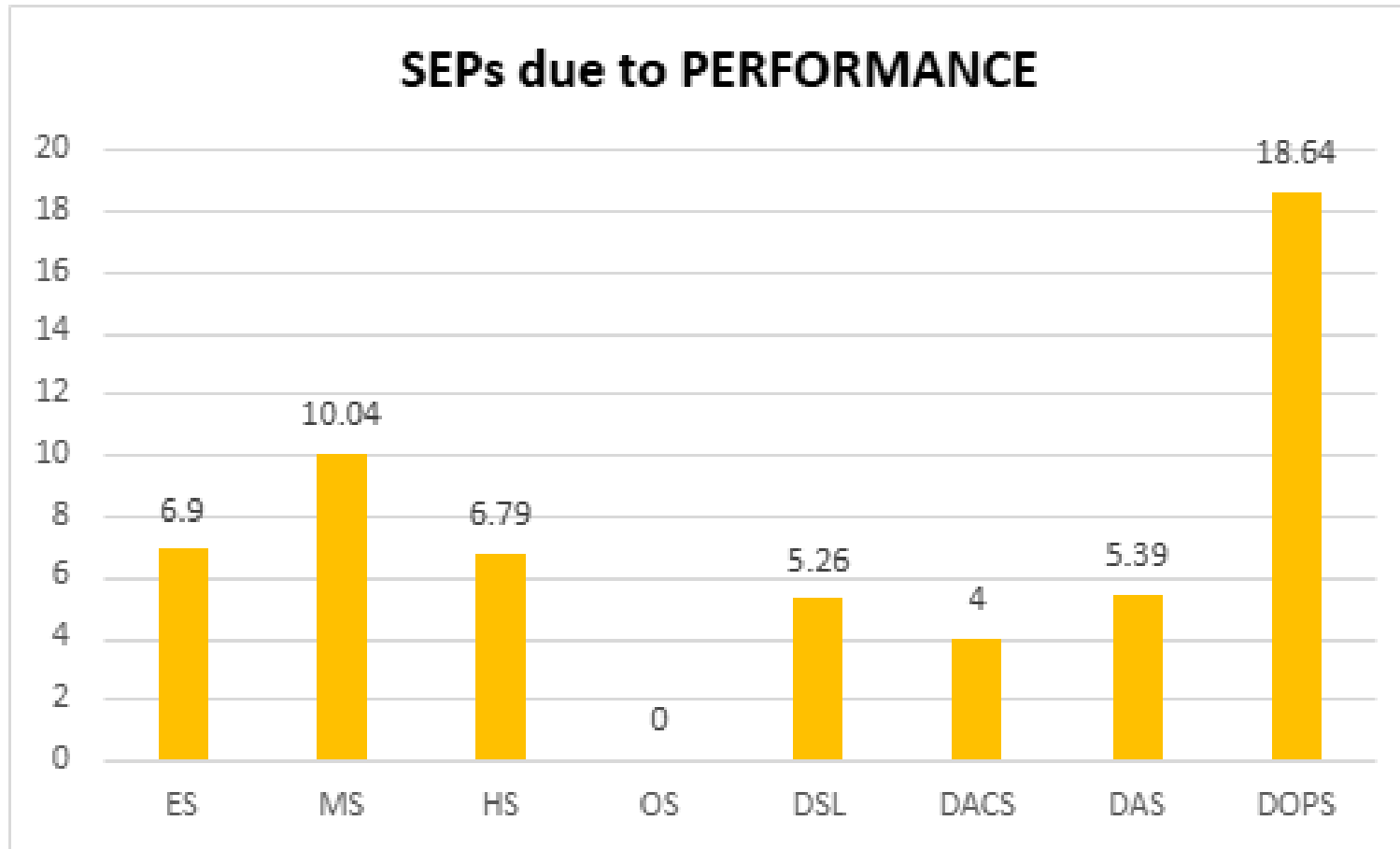
- Employees who separate from the District due to chronic (addressed through progressive discipline) or acute (addressed through alleged misconduct District-level investigation) often have “red flags” in their job application:
 - Frequent job changes at 12 or less months
 - Often/always lists “Human Resources” as the reference
 - Rarely/never lists a supervisor as a reference

The Data: 60 Month Review

- All separations reviewed 01/01/2020 – 12/31/2024
- 10,348 separations (full and part-time employees)
- 3,809 were hired within the same time period (36.8%)
- 327 separated due to a performance concern (8.6%)



Separation for Performance % by Hiring Manager Group



The Survey: 60 Month Review

- 305 invited participants
- 123 responses
- 40% response rate



Eight Identified Hiring Manager Groups

- (ES) Elementary Schools
- (MS) Middle Schools
- (HS) High Schools
- (OS) Other Schools

- (DOPS) District Operations
- (DSL) District School Leadership (campus administration, supervisors)
- (DCS) District Academic Services (instruction, SPED, bilingual)
- (DAS) District Administrative Services (legal, financial, employee relations, HR, parent & community partnerships)

Critical Questions:

When Recommending a Finalist, ...

- How often do you review the stability (jobs of 12+ months) of a candidate's work history?
- Do you review written references (FWISD form and/or attached reference letter) provided by candidates?*
- Do you speak with current and/or past supervisor references directly at the time of the final recommendation process?
- Do you ask references about the candidate's suitability for the position for which you are hiring?



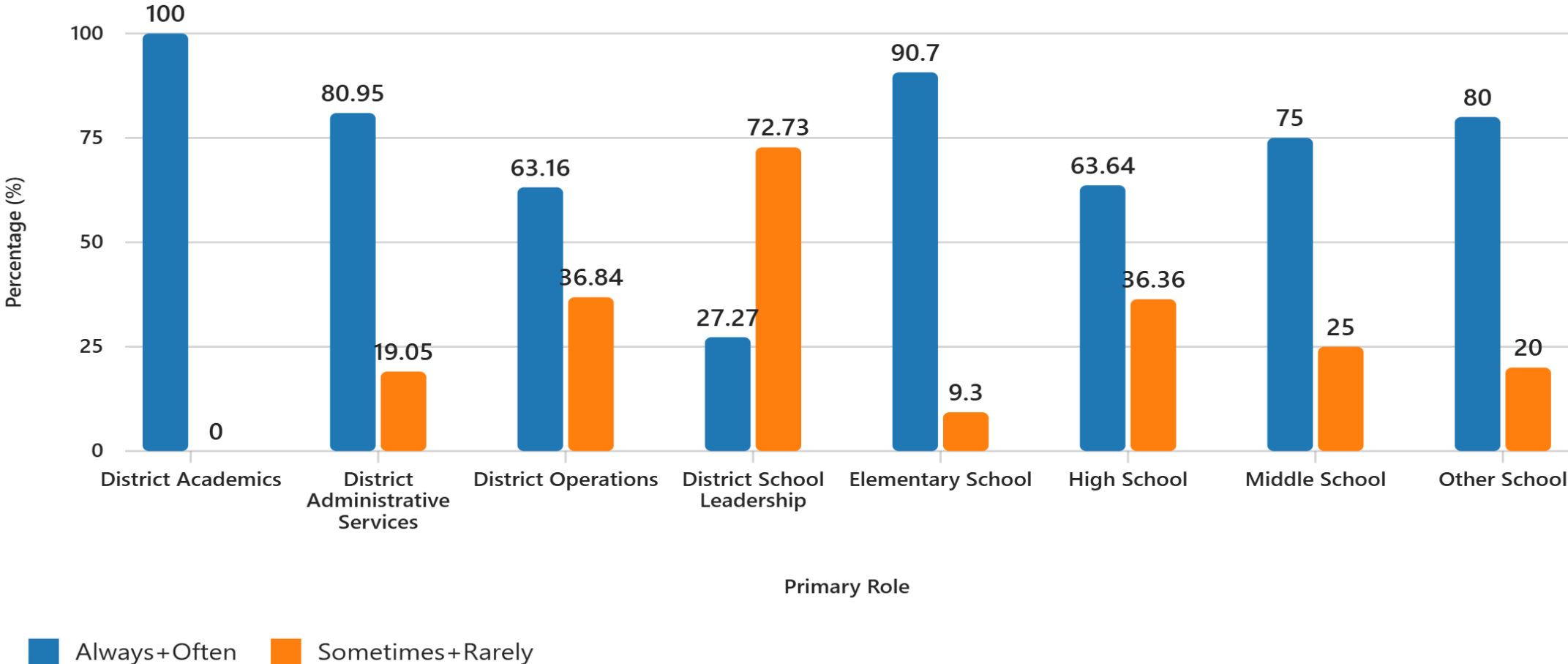
Current Practices in Your District

When poll is active
respond at

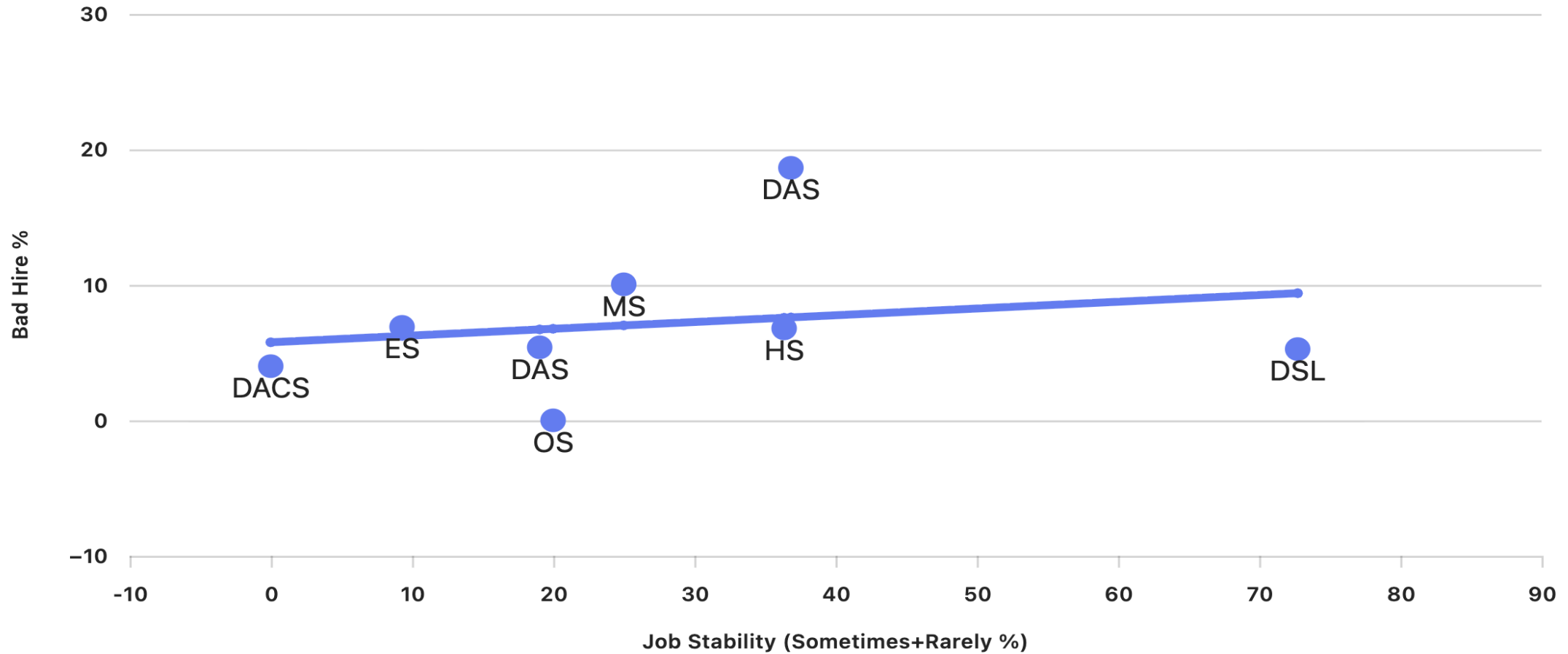
PollEv.com
/patricksmith660



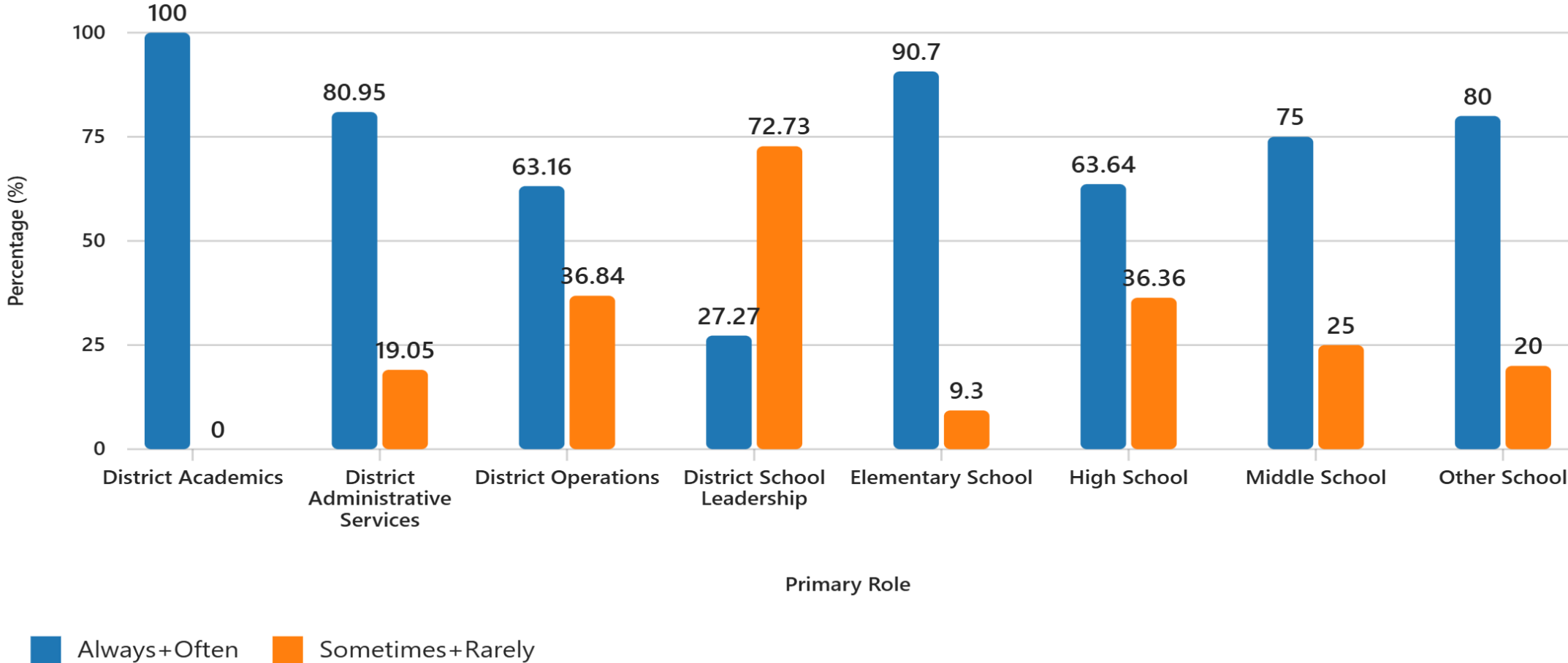
Looks at Job Stability...



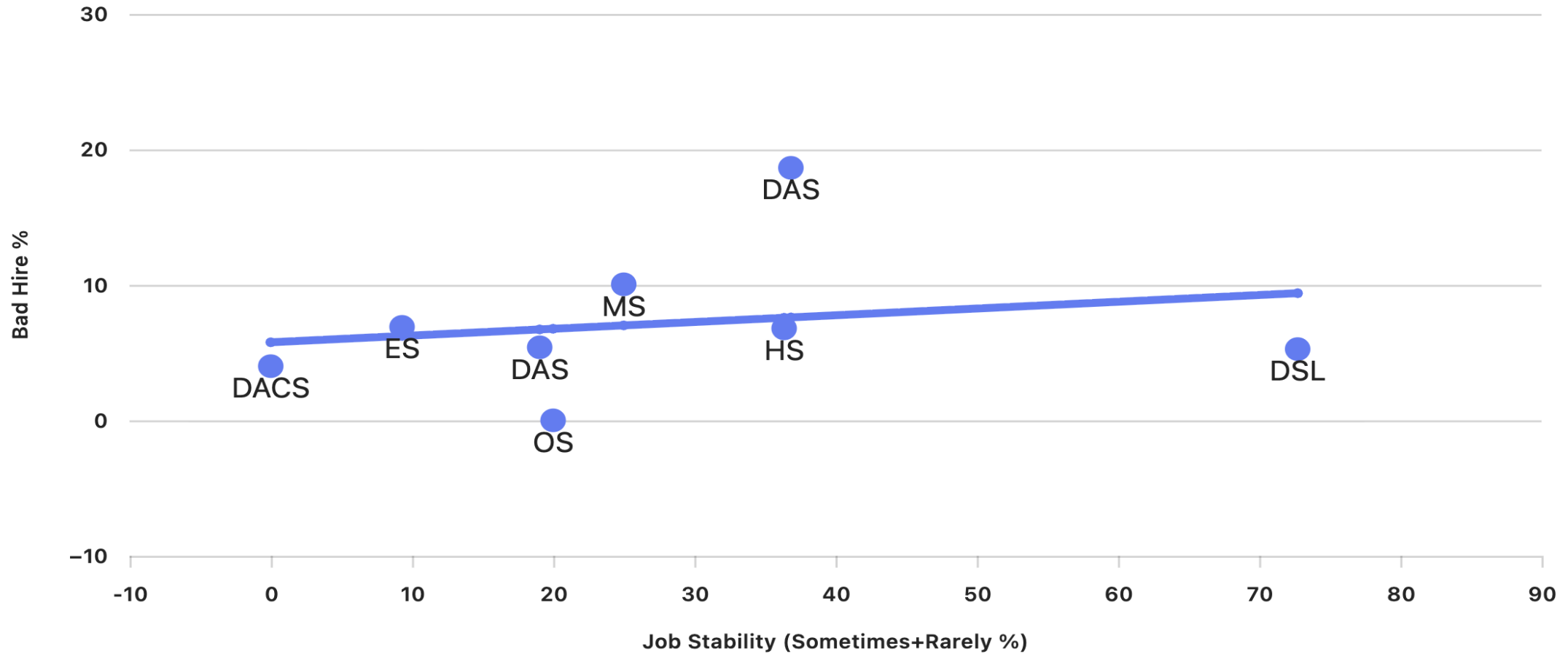
Correlation Analysis: ~~Employment Stability Review = Bad Hire~~



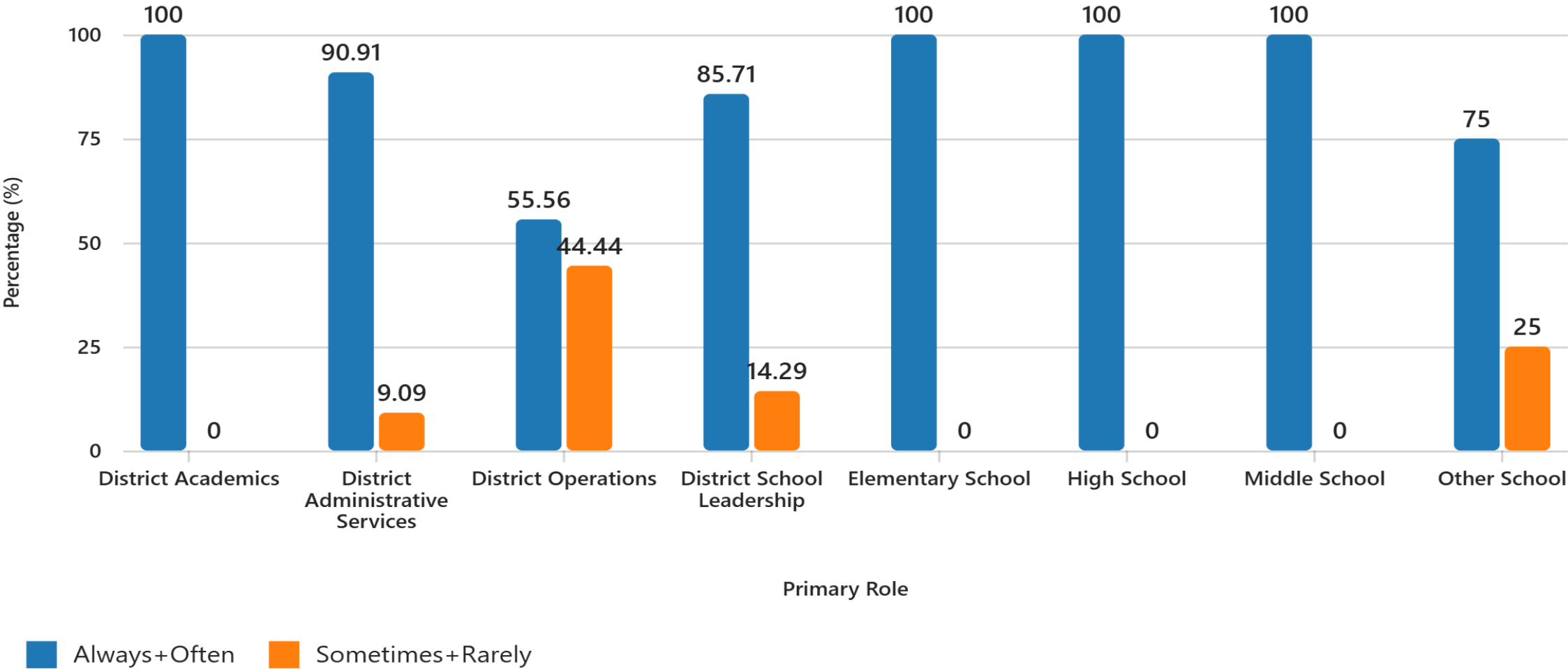
Reviews Written References



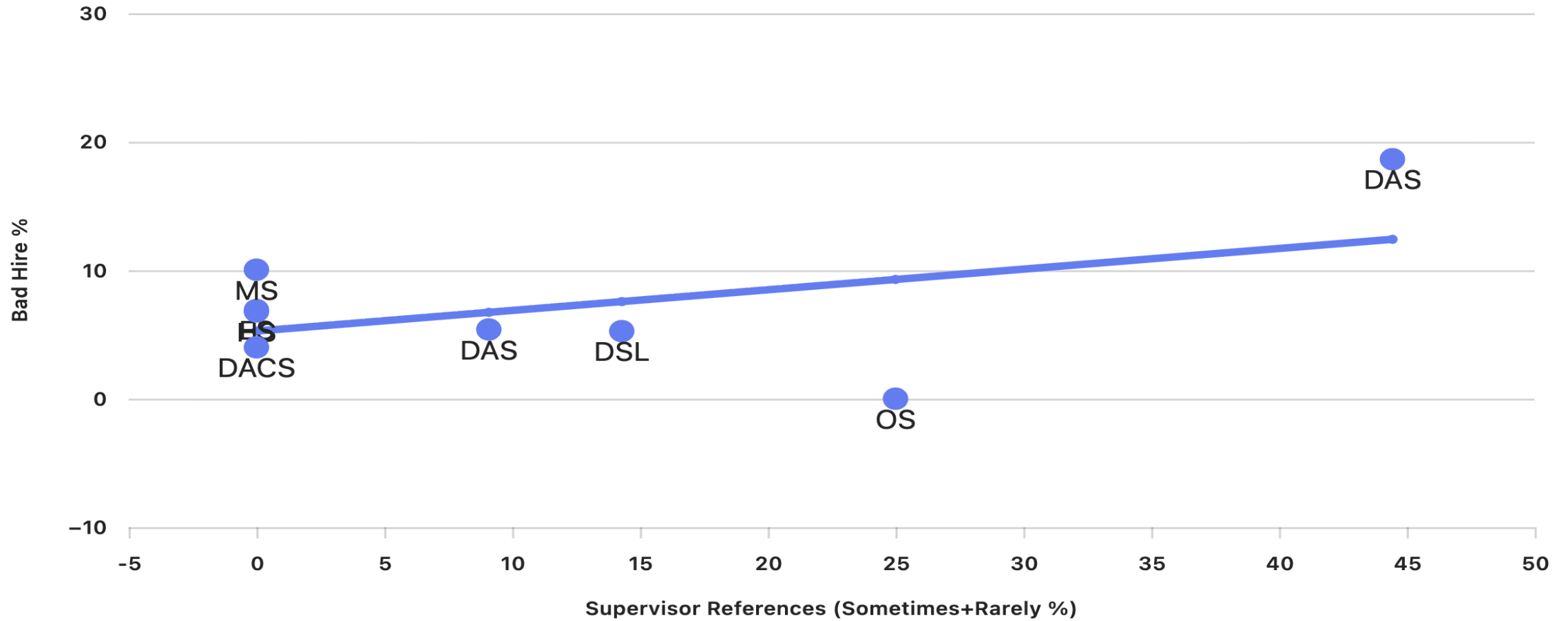
Correlation Analysis: ~~Written Reference Review = Bad Hire~~



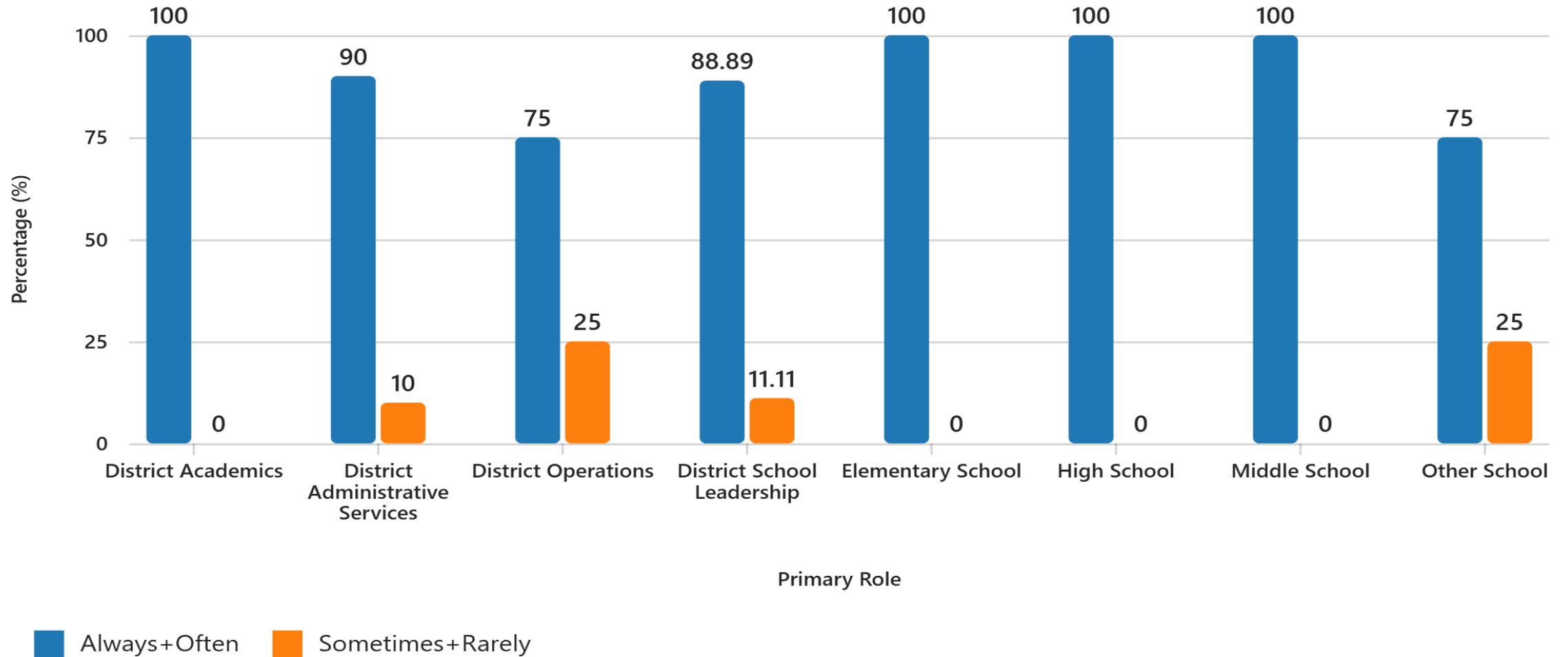
Speaks with Supervisor References



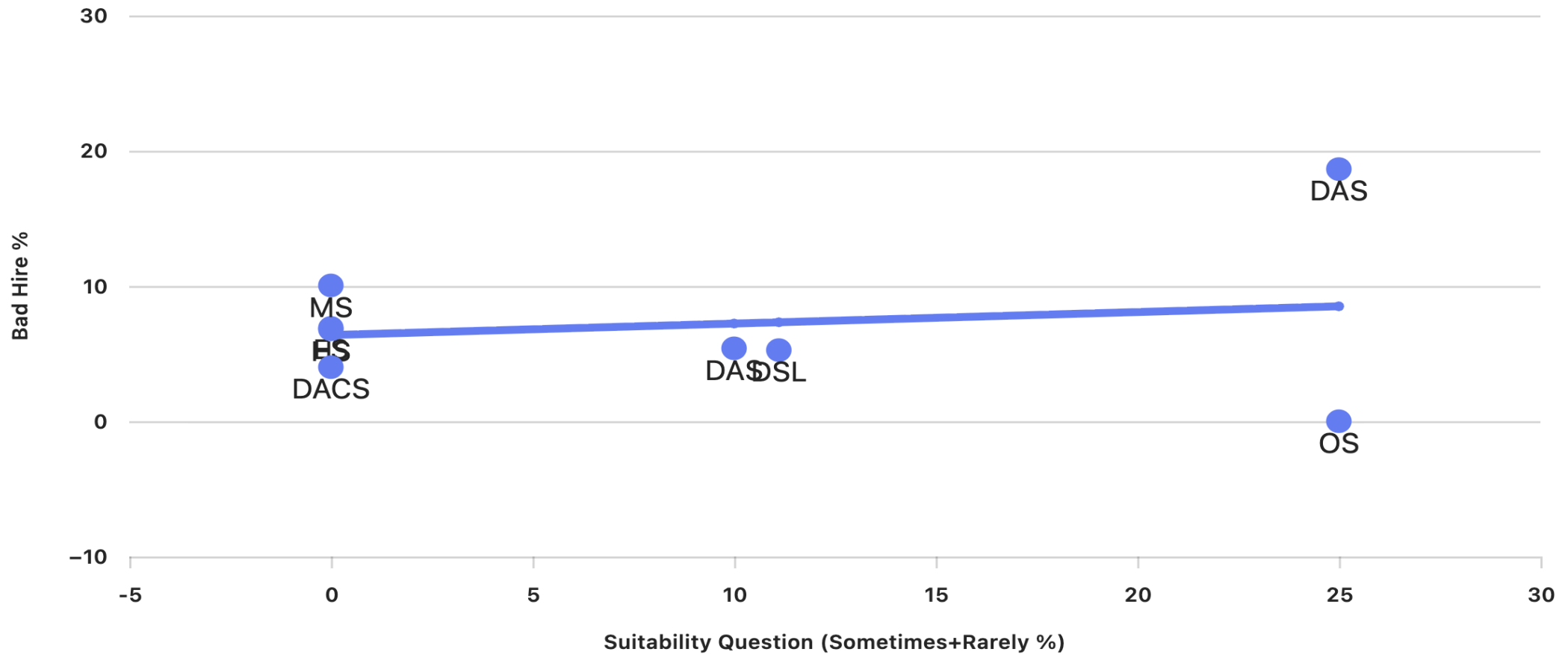
Correlation Analysis: Supervisor Reference Check = Bad Hire



Asks About Suitability for the Position



Correlation Analysis: ~~Job Suitability Question = Bad Hire~~



Summary of All Four Factors (Sometimes + Rarely):

Factor	Pearson	Spearman	Significance
Job Stability	+0.2023	+0.3095	Not significant
Written References	+0.2023	+0.3095	Not significant
Supervisor References	+0.4739	-0.0761	Not significant
Suitability Question	+0.1708	-0.1660	Not significant

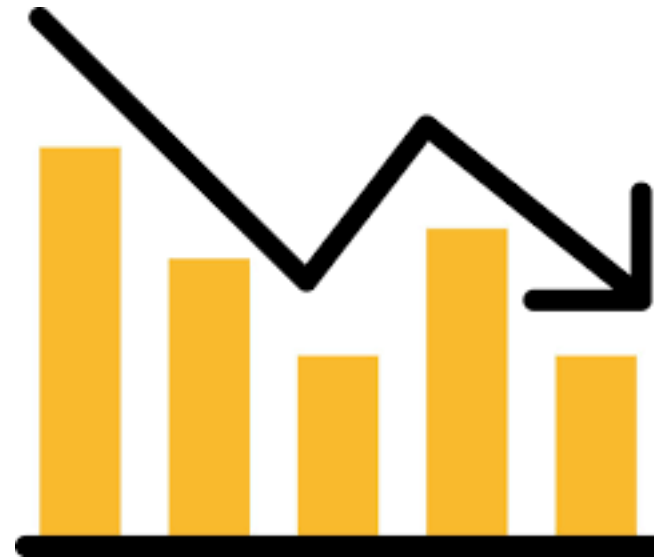
What About Combined Effects?

Predictor	Coefficient	p-value	Interpretation
Job Stability	-0.0021	0.929	No effect
Written References	-0.0021	0.929	No effect
Supervisor References	+0.9243	0.006	Strong positive effect
Suitability Question	-1.1876	0.010	Strong negative effect

Bottom Line...

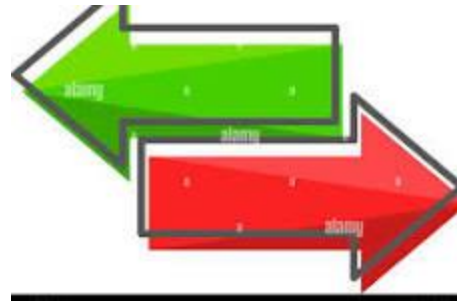
- ***Speaking with supervisor references***

is the most critical factor for reducing bad hires.



A Design Flaw : (

- *Which employees separated who were hired by supervisors who answered the survey?*



Reference Form

- Require with fidelity as part of recommendation process
- Archive in confidential records
- Use as a foundation for onboarding, coaching, and employee engagement

Reference Questions

- Probe for understanding of strengths
- Probe for understanding of opportunities for support

The Hiring Dilemma

Urgency



v.

due diligence =

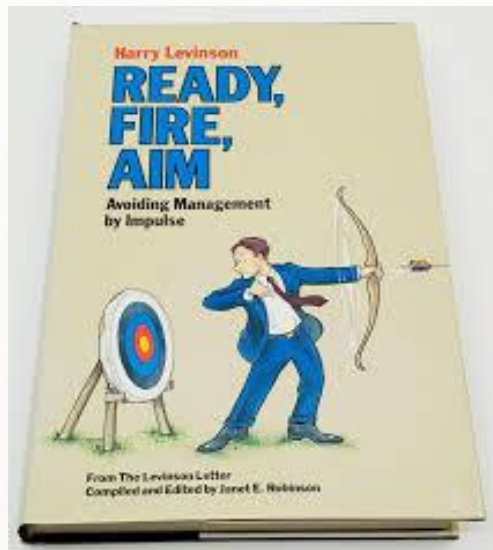
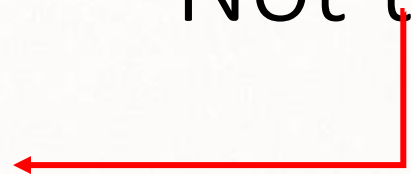


When Recommending a Finalist, ...

Do This



Not this!!!!!!



*Sometimes It might work
Out like this!*



Questions

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