UNFINISHED HIRING

Danielle Carter with Co-Stars Curt Gladstein & Jim Bolton

Grayslake High School District 127

UNFINISHED HIRING



OUR "UNFINISHED" MINDSET

CURIOUS & COLLABORATIVE

Asking 'what if' and seeking innovation. Valuing growth over being 'right'.

RESILIENT & ADAPTABLE

Viewing setbacks as growth opportunities. Comfortable with the discomfort of new approaches.

LIFELONG LEARNER

Embracing the journey of learning, not a final destination. Actively pursuing professional development.

REVOLUTIONIZING THE PROCESS

1. EQUITY-FIRST SCREENING

Screening candidates IN, not unintentionally out, to reflect our diverse student body.

2. INNOVATION IN ACTION

"Walk and Talk" & "Coffee and Conversations" for natural engagement.

3. PERFORMANCE-BASED INSIGHTS

Presentation Round interviews to see content mastery and cultural alignment.

4. THE "FEEDBACK ROUND"

Testing for coachability by giving real-time feedback.

NON-NEGOTIABLES

- ☑ **The 'Unfinished' Mindset:** Hiring for Portrait of a Learner attributes.
- ☑ **Speed is a Strategy: 'Hire EARLY'** for top talent.
- ☑ **Holistic Review:** Reference checks, SPB data, and performance rounds.

JOIN OUR TEAM: WE HIRE UNAPOLOGETICALLY FOR TALENT

CURATING A CULTURE OF EXCELLENCE

We aren’t just filling vacancies; we are moving beyond the stale, traditional “interrogation” style of interviewing.



INNOVATION IN ACTION

Based on our Hiring 101 guide and our **Portrait of a Learner** values, here is a quick snapshot of how we are currently revolutionizing our process:



Beyond the Round Table

We are leaning into 'Walk and Talk' interviews and 'Coffee and Conversations' to see how candidates naturally engage with our community.



Performance-Based Insights

We value Presentation Round interviews to see content mastery and cultural alignment (DEI, growth mindset) in action.



The "Feedback Round"

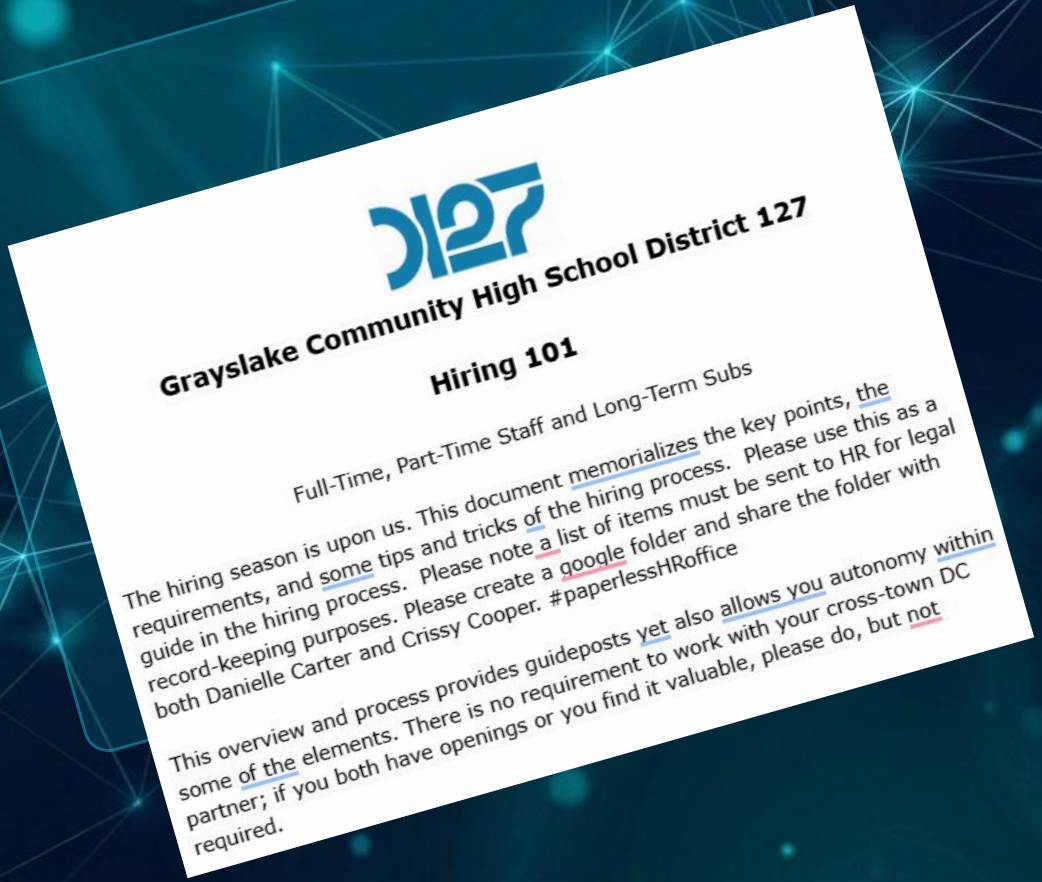
This is a game-changer. We specifically test for coachability by giving feedback and watching how the candidate accepts and integrates it in real-time.



Psychometric Precision

We use the Style Profile Builder (SPB) to understand an applicant's attitudes and behaviors before they even step into the building.

STANDARDS WITHIN HIRING



Grayslake Community High School District 127

Hiring 101

Full-Time, Part-Time Staff and Long-Term Subs

The hiring season is upon us. This document memorializes the key points, the requirements, and some tips and tricks of the hiring process. Please use this as a guide in the hiring process. Please note a list of items must be sent to HR for legal record-keeping purposes. Please create a google folder and share the folder with both Danielle Carter and Crissy Cooper. #paperlessHRoffice

This overview and process provides guideposts yet also allows you autonomy within some of the elements. There is no requirement to work with your cross-town DC partner; if you both have openings or you find it valuable, please do, but not required.

OUR NON-NEGOTIABLES



Equity-First Screening

We screen candidates of color IN, not unintentionally out, to ensure our staff begins to reflect our diverse student body.



The “Unfinished” Mindset

We hire for the Portrait of a Learner attributes—seeking staff who are curious, collaborative, and embrace being “unfinished” lifelong learners.



Speed is a Strategy

We “Hire EARLY” and turn processes around fast because top talent doesn’t stay on the market long.

HIRING UNAPOLOGETICALLY FOR TALENT

Finding the “Unicorns” Our Students Deserve



Our Mission

Curating a staff that reflects the excellence, diversity, and innovation our community expects.



The Philosophy

We don’t just fill vacancies; we find the perfect fit for our students.



The Goal

Moving beyond the “canned question” era to a dynamic, talent-first approach.

GROUNDED IN THE D127 PORTRAIT OF A LEARNER

Hiring for Habits of Mind, Not Just a Resume

We hire educators who model the same attributes we expect from our students.



Curious

Asking "what if" and seeking innovation.



Resilient

Viewing setbacks as growth opportunities.



Unfinished

Embracing the journey of a lifelong learner.

THE INNOVATION: WALK-AND-TALK CONVERSATIONS

Seeing the “Real” Candidate in Real-Time



Breaking the Table

Moving away from formal round-table interviews toward informal, movement-based dialogue.



Observation in Motion

We watch how candidates engage with students and staff in the hallway.



Authentic Connection

Creating a space for candidates to show their true personality and energy.

PERFORMANCE-BASED INTERVIEWS

Show, Don’t Just Tell



Presentation Rounds

Candidates present on content knowledge, their “Why,” and their commitment to DEI (Diversity, Equity, and Inclusion).



Action-Oriented

We prioritize seeing a candidate’s growth mindset and cultural alignment in practice.



Beyond the Script

Highlighting the ability to communicate complex ideas with passion.

THE FEEDBACK ROUND: TESTING COACHABILITY

Identifying the "Unfinished" Educator



The Ultimate Test

We provide real-time feedback to the candidate on a task or presentation.



Coachability Focus

We prioritize candidates who can accept, process, and integrate feedback immediately.



Collaborative Spirit

Ensuring the candidate values growth over being 'right'.

Precision Tools: The Style Profile Bulder (SPB)

Data-Driven Insights into Beliefs and Behaviors

- **Psychometric Insight:** Every candidate completes a composite profile showing their attitudes and beliefs.
- **Tailored Inquiry:** We use the SPB to generate personalized interview questions based on the candidate's unique results.
- **High Standards:** We look for scores that meet or exceed our recommended cut score of 57%.



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SCREENING CANDIDATES “IN”



Our Commitment to Equity and Diversity

- **Representation Matters:** 50% of our students are of color, while 96% of our teachers are white; we are working to bridge that gap.
- **Intentionality:** We actively screen candidates of color *into* the process rather than unintentionally out.
- **Diverse Lenses:** Our interview teams are intentionally built to include diverse perspectives (gender, race, role) to minimize bias.







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Agility as a Strategy

Hiring Early to Secure the Best

- **Speed is Key:** We turn processes around FAST because top talent doesn't stay on the market long.
- **Strategic Timing:** We "Hire EARLY" to secure the best educators before our competitors.
- **Contractual Awareness:** Understanding the July 15th "drop date" to protect our district's talent pool.



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The 'Unfinished' Mindset in Hiring

Seeking Growth Over Perfection



Continuous Growth

We want staff who actively pursue professional development and seek feedback.

Adaptability

We value those who are comfortable with the discomfort of trying new approaches.

Lifelong Learners

Hiring people who recognize that learning is a journey, not a final destination.

Our Non-Negotiable Standard

Because Our Students Deserve the Best

- **The "Unicorn" Standard:** We encourage hiring leads to ask for the "unicorn"—the perfect blend of experience and talent.
- **Holistic Review:** Every hire is vetted through reference checks, SPB data, and performance rounds.
- **Quality Control:** We reserve the right to overrule a hire if "red flags" appear; we will never settle for less than the best for our students.



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The Feedback Round – Testing for 'Coachability'

Identifying the 'Unfinished' Educator



The Goal

To move beyond the static interview and see the candidate's ability to process, pivot, and implement change in real-time.

The Philosophy

We believe that the best educators are "Unfinished." If a candidate is defensive or rigid during an interview, they likely will be the same in a PLC or a coaching observation.

The Protocol

After a performance task (like a demo lesson or a presentation), the interview team provides specific, constructive feedback and asks the candidate to reflect or re-do a portion of the task.

WHAT WE ARE LOOKING FOR:



Emphasize Resilience

"We aren't looking for the person who gives the "perfect" lesson; we are looking for the person who isn't afraid to fail, learn, and try again in front of us."

The "Coachability" Red Flag

"If a candidate justifies their mistakes or becomes defensive during the feedback round, that is a "bright red flag.' Our students deserve teachers who model the "Unfinished" mindset every day."

Cultural Alignment

"This round ensures that our new hires will thrive in our collaborative culture, where peer-to-peer feedback is the norm, not the exception."

SOOO HOW DID IT GO?

Tales from a recent hire

> *Firsthand reflections, candidate experience, and key takeaways from navigating our interview process.*

THANK YOU FOR YOUR TIME!

We welcome your questions and feedback

? **Questions & Discussion**