



**Department of  
Education &  
Workforce**

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**Human Capital  
Resource Center**





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## WINNING THE RACE FOR TALENT: STRATEGIES TO INCREASE YOUR CANDIDATE POOL Networking Session

December 8, 2023



# WINNING THE RACE FOR TALENT: STRATEGIES TO INCREASE YOUR CANDIDATE POOL

December 8, 2023 (Virtual)

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In an era of shortages, it's important to have recruitment strategies that attract the best talent to your district. Join us and learn best practices for increasing your candidate pool.





# Department of Education & Workforce



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# ABOUT

Since 2018, the Ohio Human Capital Resource Center has been the source for helping Ohio educators make decisions about finding, supporting, and elevating the people working in our districts. In classrooms, offices, and school-related areas, a variety of caring, competent, and committed adults can and do make a difference for students.



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## OUR SUPPORTING PARTNERS

The Ohio Department of Education and Workforce relies on these partners to deliver training and networking, create and sustain resources, and provide the necessary supports for creating robust district- and school-level human capital management systems in our state:



At Experience Management Institute, we help organizations build more human workplaces. We are a woman-owned social enterprise with extensive experience in organization strategy, human-centered experience management design, people management, instructional design, and process improvement.



Established in 1946, with headquarters in Arlington, Virginia, the American Institutes for Research® (AIR®) is a nonpartisan, not-for-profit organization that conducts behavioral and social science research and delivers technical assistance to solve some of the most urgent challenges in the U.S. and around the world. We advance evidence in the areas of education, health, the workforce, human services, and international development to create a better, more equitable world.



Watch for updates to the HCRC website in 2024. We will be delivering a new look and feel with these features:

- Mobile- and tablet-friendly use
- A library of resources that you can sort and filter
- More lessons from the field
- New blog posts and video
- Updated checklists, toolkits, and other resources to support HC leaders

## Resources to Attract, Hire, and Support Excellent Educators in Ohio

**Are you looking for help to make decisions from attracting and recruiting educators to supporting them throughout their careers?**

You've come to the right place. Whether you are flying solo or working with a team, this Human Capital Resource Center can help you make day-to-day or bigger picture decisions that will benefit you, your schools, education colleagues—and most of all your students.

Take the first step in your journey—learn more about your role as a human capital leader in education.





# STEPHEN FUJII

Vice President

Experience Management Institute

- Former Army Officer
- 20+ year educator. Held roles from MS teacher and IS to MS Principal, HS Principal, Curriculum Supervisor, Assistant Superintendent and Superintendent
- 7 years consulting with districts and government agencies on continuous improvement and strategy





# TAYLOR TAMANG

Strategic HR Partner

Experience Management Institute

- Masters of HR
- 2+ years of experience supporting clients with HR Services, Compensation Studies, and Social Media Recruiting





# THE DINNER PARTY

What do you think about when planning a family gathering or dinner party?



# OUR DINNER PARTY APPROACH



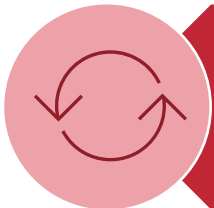
Who are we inviting?



What will they see when they arrive?



What food are we serving?



How can I ensure they want to come back again?



# APPROACHING RECRUITMENT THE SAME WAY

Who are we inviting?

Who are we looking for?

What will they see when they arrive?

What will they see as they begin to consider us?

What food are we serving?

What information are we giving them?

How can I ensure they want to come back again?

How can I ensure they apply (and accept?)

# STRATEGIES FOR INCREASING CANDIDATE POOL

The goal is to increase the number of *candidates*—those that meet actual qualifications — not just applicants.

Our strategies:

1. Identify ideal candidates (& target them!)
2. Ensure your “public face” is right for recruiting
3. Provide the right information to candidates
4. Ensure a positive experience that results in employment



# IDENTIFYING YOUR “GUESTS”



# BUILDING AN IDEAL CANDIDATE PROFILE

Define your ideal candidate:

- Which knowledge, skills, or abilities are required to do this job?
- What should the candidate possess now vs. what can be taught?
- What other industries or organizations might a candidate be from?
- What career stage am I looking for (early, mid, late)?
- What challenges might the role encounter?
- What responsibilities does the role have?
- What “special” requirements are needed for the role (licenses, certifications, training)?

Sources:

- Job Description
- Current employees and/or high performers
- Current managers/leaders

# TARGETING IDEAL CANDIDATES

Once you know who you're looking for, you're better able to find them!

Consider looking outside of typical sources and turn to:

- Social Media
- Radio
- Billboards
- Mailings
- Current employee personal networks



# SOURCING ON SOCIAL MEDIA

## The What:

Using social media as a tool to source candidates can increase your candidate pool.

## The Why:

In the U.S. over 70% of adults use social media.

Almost 50% of Gen-Z and Millennial workers have applied for a job on social media.

## The How:

Regular posting of videos, images, and other content on social media helps districts to reach a broader audience.

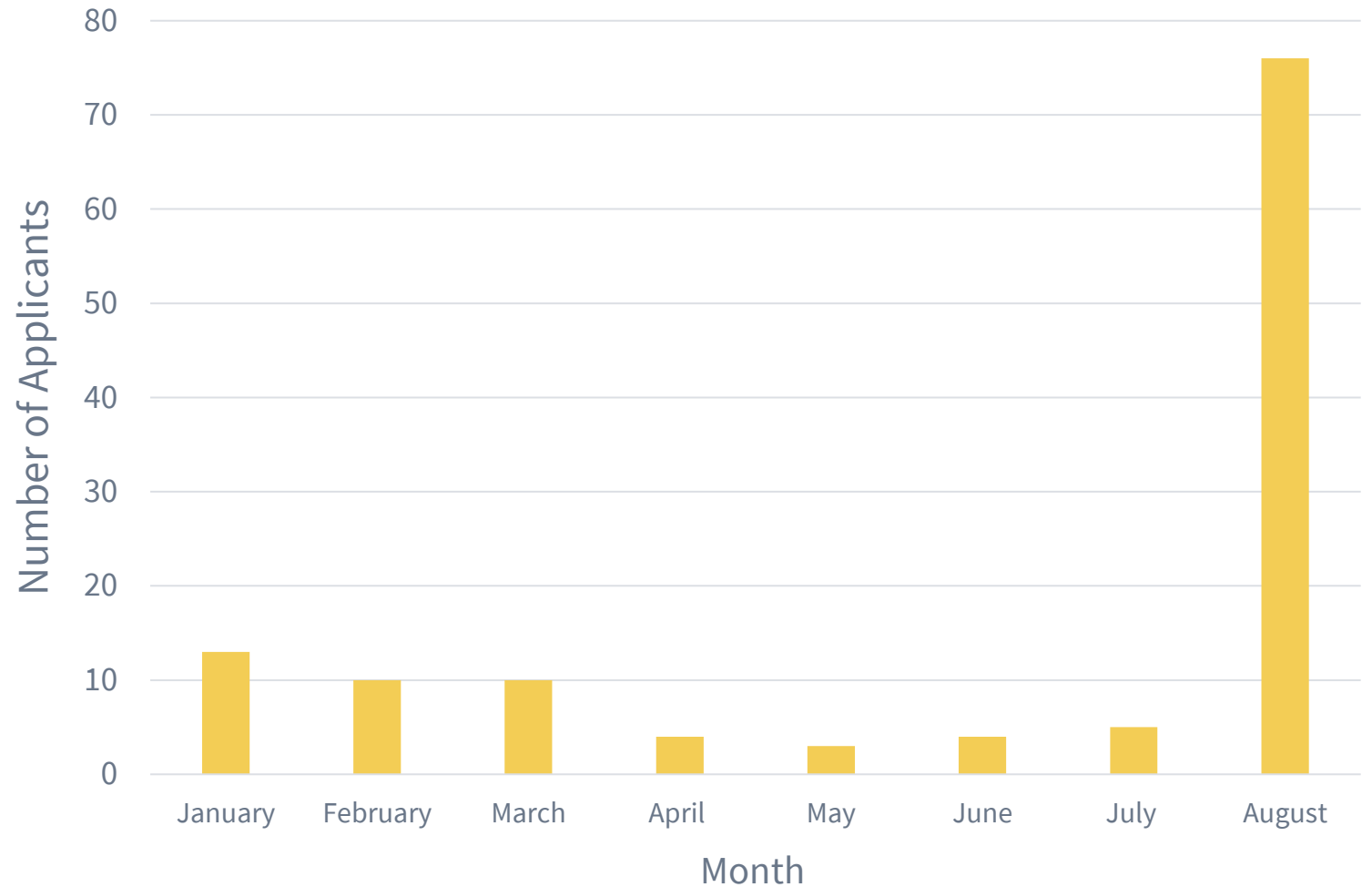


# REAL WORLD EXAMPLE: SOCIAL MEDIA RECRUITING

One of our clients received an average number of ~7 applicants from social media per month in 2022.

With a renewed social media strategy, emphasis on regular engagement and showcasing their employer brand, the district received **76 applicants** from social media in August 2022 alone.

Number of Applicants from Social Media By Month in 2022



# MEET CANDIDATES WHERE THEY ARE



Early- and Mid-Career

Teachers, Administrators,  
Professional positions



Younger, Diverse

Pipeline, Substitutes, Teachers



Older, Community-Focused

Substitutes, Bus Drivers,  
Part-time



Professional positions, degree  
holders, experienced or seasoned  
professionals, active job seekers

Professional positions,  
Administrators

# PERFECTING YOUR “CURB APPEAL”



# THE BIG 3: WHAT CANDIDATES WANT TO KNOW

1. About the position
2. About the organization
3. What's in it for them

This is information people will get **without talking to you**. Think of this as your curb appeal. Put this information front and center!



# YOUR DIGITAL “FACE”

Menu

Home › Departments › Human Resources › Careers

## CAREERS

Join our  
ama  
tea

TUCSON UNIFIED SCHOOL DISTRICT

Overview Careers ▼ HR Website Jobs



TUCSON UNIFIED SCHOOL DISTRICT CAREERS

SEARCH ALL JOBS

▲ Get Email Updates for Jobs





# OHIO EDUCATION JOB BOARD

OHIO'S RESOURCE FOR JOBS IN EDUCATION

Reach out to your Information Technology Center (ITC) to get a FREE account for your school or district.

SchoolSpring Sign In / Register

All 3664 results Sort by Date: ▾

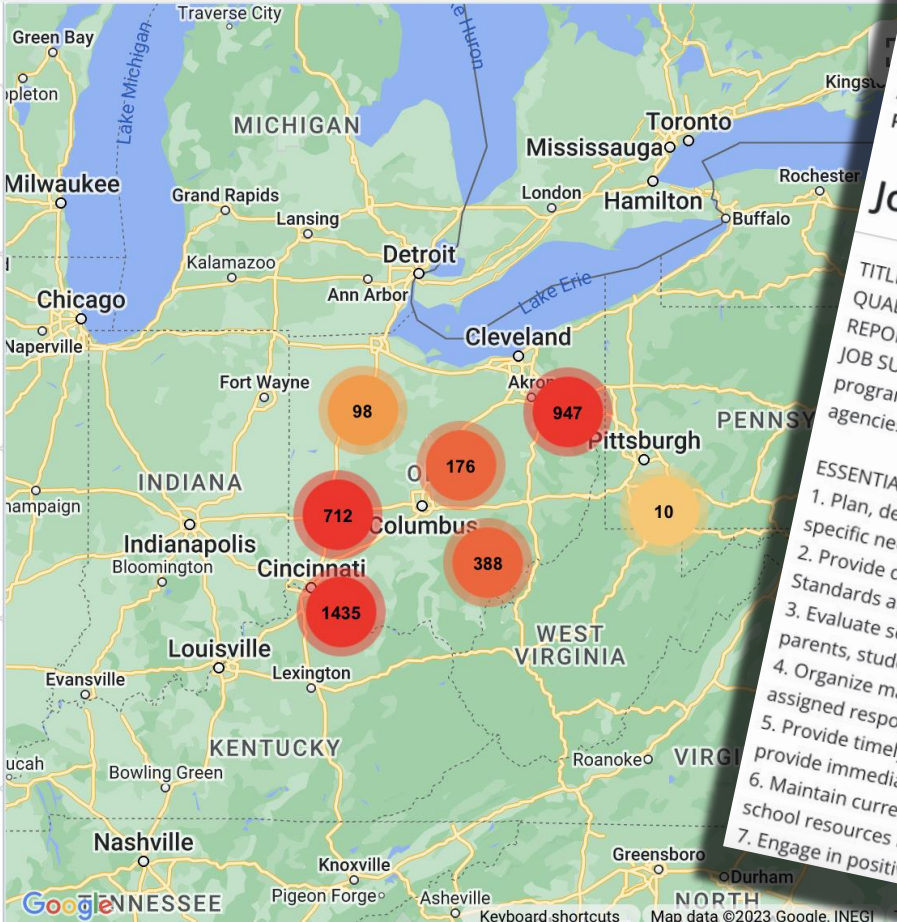
Middle School Science (4-9) or (7-12)  
North College Hill City Schools  
Cincinnati, Ohio  
Today

School Counselor- COVID Impact- Full Time and Part Time Casual  
Hamilton County ESC  
Cincinnati, Ohio  
Today

Assistant Varsity Wrestling Coach  
Northwest Local School District  
Cincinnati, Ohio  
Today

2024-25 School Psychologist  
Dublin City Schools  
Delaware, Ohio  
Today

2024-25 Intervention Specialist (Moderate/Intensive Licensure)  
Dublin City Schools  
Delaware, Ohio



**Job Details**  
Job ID: 4472679  
Application Deadline: Posted until filled  
Posted: Today

**Job Description**

TITLE: School Counselor- COVID Impact- Full Time and Part Time Casual  
QUALIFICATIONS: Ohio Certification/Licensure, School Counselor  
REPORTS TO: Center Supervisor  
JOB SUMMARY: To provide a comprehensive, developmental school counseling program involving students, parents, teachers, administrators, and community agencies. This is a position being funded by federally provided COVID Relief monies.

ESSENTIAL FUNCTIONS:

1. Plan, develop, and provide comprehensive school counseling services which meet specific needs and expectations of students, parents, and administration.
2. Provide direct services in alignment with Ohio Social and Emotional Learning Standards and researched-based best practices.
3. Evaluate services through input from a variety of sources which could include parents, students, faculty, and administration.
4. Organize materials and time; establish priorities and action steps related to assigned responsibilities.
5. Provide timely follow-through on commitments to students, parents, and faculty; provide immediate and consistent follow-up on individual cases.
6. Maintain current files of community resources; make outside referrals only when school resources have been exhausted and provide follow-up.
7. Engage in positive, professional behaviors which are student-centered and free of



# THE “MEAL” YOU SERVE



# THE APPLICATION PHASE

You've made it to the point that the candidate is ready to apply! Your job isn't done... what information are they getting on the "final frontier"?

More opportunities to win talent:

- Job posting (or job description)
- The application itself



# JOB POSTINGS OVERVIEW

**Job Posting:** Ad employers use to share that they are seeking to hire someone to fill a role

## What should postings include?

- Summary of the position tasks
- Information on the organization
- Minimum requirements (education, years of experience, licensure, etc.)
- Required documentation
- Physical and/or mental requirements
- Compensation, hours, benefits information
- How to apply!



# JOB POSTINGS

## Best practices:

1. Only post for jobs you're actually hiring for
2. Use inclusive language
3. Share clear, concise information (that candidates actually want to know)
4. Post salary information
5. Carefully differentiate between minimum and preferred qualifications.

## WANTED

**EVIL GENIUS** seeks minions to sacrifice their lives in world domination attempt. Must be prepared to work 24-7 for fascist psychopath for no pay. Messy death inevitable but costumes and laser death rays provided. No weirdos.

Call: 1-900-MWAH-HAHA



# MINIMUM VS. PREFERRED REQUIREMENTS

- Minimum qualifications are those that an applicant must possess in order to be considered a candidate for the position.
  - Can include:
    - Degree requirements
    - Years of service
    - Certifications
    - Experience
- Preferred qualifications are those that are “good to have” but are not required for consideration for the open position.

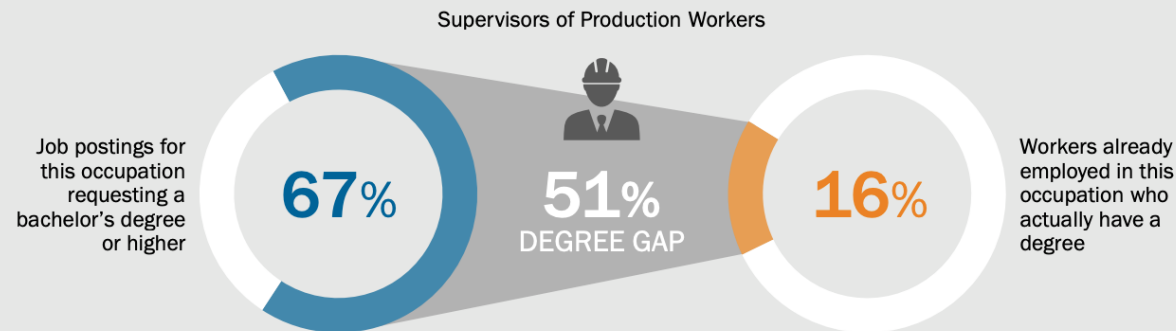


# BE MINDFUL OF DEGREE INFLATION

- “Degree inflation” refers to the rising demand for four-year degrees for jobs that had not historically required one.
  - Postings for many middle-skills jobs (those that require employees with more than a high school diploma but less than a college degree) now demand a college degree as a minimum education requirement.
  - FACT: Only 1/3<sup>rd</sup> of the adult population (over the age of 25) in Ohio possess a Bachelor's degree.

FIGURE 3: DEGREE GAP: THE DIFFERENCE BETWEEN THE PERCENT OF JOB POSTINGS REQUIRING A COLLEGE DEGREE AND THE PERCENT OF INCUMBENT WORKERS WITH A COLLEGE DEGREE

In the Supervisor of Production Workers occupation, 67% of employers request a college degree in postings, but only 16% of the current workforce has a college degree. This amounts to a 51% degree gap.



Source: Burning Glass Labor Insight 2015 Summary Table. See also Appendices 1, 2 and 3.





# THE REALITY ABOUT APPLICATIONS

- 60% of job seekers quit in the middle of filling out online job applications because they're too long. The shorter the application, the more likely it will be completed!
- 86% of candidates use their smartphones to begin a job search. Ensure your application is mobile friendly. Limit the amount of information that needs to be retyped.
- Having candidates create multiple accounts to apply is another barrier to completion.
- Asking for too much information at first contact (like references) can be a deterrent!

**You can improve job application experience by keeping candidates in mind. Only ask what is truly necessary for the first interview on the application. The rest, you can ask later!**

Source: SHRM



# ENSURING YOUR GUESTS WILL RETURN

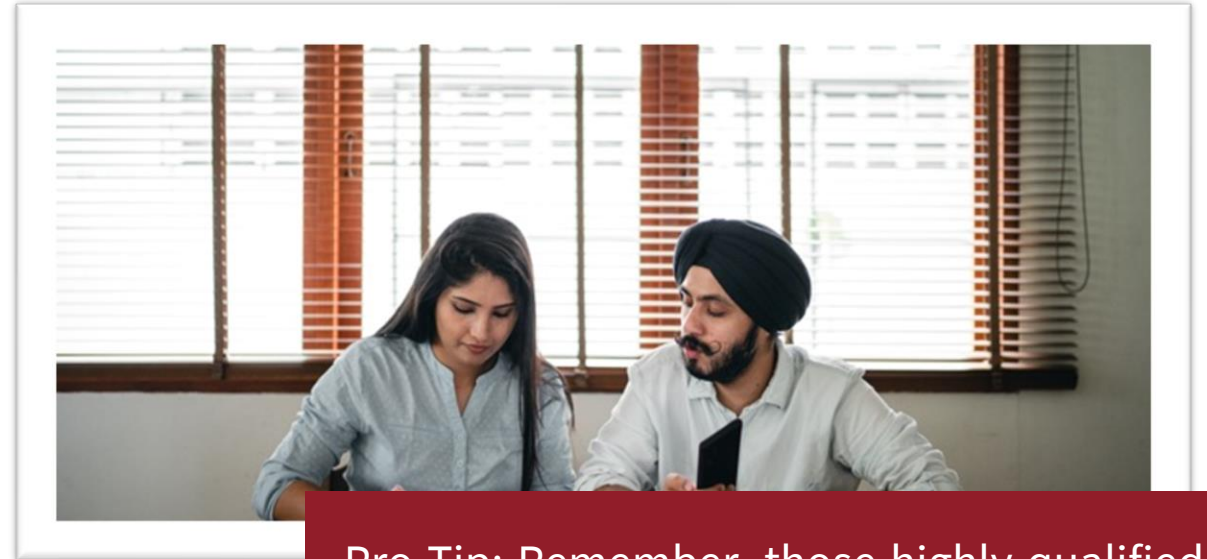
# FOCUS ON PROVIDING AN EXCEPTIONAL EXPERIENCE

Focus on providing a good experience for candidates.

- Answer questions.
- Be hospitable.
- Be transparent.

Overall, a positive experience means that candidates are more likely to stay in the hiring process.

A negative experience can lead to candidates dropping out of the process.



**Pro Tip:** Remember, those highly qualified individuals that you ultimately don't select to fill your current open position could be options for other positions down the line. Remain positive and keep the door open!

# AUDIT YOURSELF: THINK LIKE A CANDIDATE



Using the handout shared in the chat, complete an audit of your current recruitment practices on your own in breakout rooms.

Once you have completed the audit, discuss your answers to the discussion questions with the other members of your breakout room.

You will have 20 minutes in your breakout room. Once we return to the larger group, we will discuss takeaways.



# WRAP UP



# KEYS TO INCREASING YOUR CANDIDATE POOL

- ❑ Know who you're looking for and target them
- ❑ Expand your sourcing horizons (including social media!)
- ❑ Allow current employees to make referrals
- ❑ Provide relevant information to candidates
- ❑ Evaluate/improve your curb appeal
- ❑ Share widely what's in it for the candidates
- ❑ Keep applications short and mobile friendly
- ❑ Keep the door open for highly qualified candidates that you don't select
- ❑ Provide an exceptional experience





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**THANK YOU!**