

**APPENDIX C  
BASIC SURVEY RESULTS**

**Table C-1. Summary of Survey Results  
Survey of Teacher Hiring Practices**

**1. How many new teachers did your district hire for the 2003-04 school year?**

mean= 15.9  
median= 8.0  
Responses (n)= 465

**2. How many teachers retired effective in the 2003-04 school year?**

mean= 8.0  
median= 4.0  
Responses (n)= 468

**3. How difficult has it been over the last 3 years for your district to recruit certified teachers in each of the following categories?**

	Number of Responses	Percent of Total				Mean--All Observations	Mean--Excludes "Not Applicable"
		Not Difficult	Somewhat Difficult	Very Difficult	Not Applicable		
Coding		1	2	3	0		
<b>Subject Area:</b>							
Mathematics	477	9.6	41.7	38.8	9.9	2.09	2.32
Science	478	9.0	41.2	36.6	13.2	2.01	2.32
English/language arts	470	64.0	19.8	2.3	13.8	1.11	1.28
Special education	475	49.5	30.3	10.5	9.7	1.42	1.57
Foreign language	474	3.4	24.5	57.6	14.6	2.25	2.63
Social studies/history	476	72.9	9.5	0.8	16.8	0.94	1.13
Computer science	469	14.7	19.0	6.8	59.5	0.73	1.81
Music or art	472	37.9	33.7	8.9	19.5	1.32	1.64
Vocational	468	9.8	19.9	22.7	47.7	1.18	2.24
ESL	469	12.6	16.2	18.1	53.1	0.99	2.12
<b>Type of School:</b>							
Elementary	439	90.9	2.5	0.2	6.4	0.97	1.03
Middle/junior high	426	35.7	53.1	4.7	6.6	1.56	1.67
High school	423	20.8	55.3	16.6	7.3	1.81	1.95
Low income	373	14.8	18.5	5.1	61.7	0.67	1.75
Minority students	368	8.7	6.8	2.2	82.3	0.29	1.63
<b>Demographics of Teachers:</b>							
Latino	417	4.6	12.2	33.1	50.1	1.28	2.57
African-American	416	3.6	12.5	37.0	46.9	1.40	2.63
Male	411	31.6	37.2	5.4	25.8	1.22	1.65

**4. How involved are each of the following in the recruitment process (developing job descriptions and soliciting applications)?**

	Number of Responses	Percent of Total				Mean--All Observations	Mean--Excludes "No Position"
		Not Involved	Somewhat Involved	Very Involved	No Position		
Coding		1	2	3	0		
Superintendent	480	8.8	31.9	58.8	0.6	2.49	2.50
Human resource manager	472	0.2	2.3	36.2	61.2	1.14	2.93
District-level curriculum dir.	469	6.0	22.6	30.1	41.4	1.41	2.41
School business official	477	63.5	21.2	4.4	10.9	1.19	1.34
Principals	486	1.4	13.0	82.7	2.9	2.76	2.37
Assistant principals	478	7.3	31.4	26.4	34.9	1.49	2.29
School department heads	478	5.9	25.3	36.2	32.6	1.65	2.45
Teachers	480	15.6	44.6	38.5	1.3	2.20	2.23

**Table C-1. Summary of Survey Results (cont.)  
Survey of Teacher Hiring Practices**

**5. What share of your advertisements for open teaching positions do you place in each of the following media outlets?**

	Responses	Percent of Total				Mean
		None	Some	Most	All	
Coding		0	1	2	3	
Local newspapers/periodicals (within 50 miles)	483	3.1	17.2	44.3	35.4	2.12
Other newspapers/periodicals in New York	468	26.5	48.7	17.1	7.7	1.06
Newspapers/periodicals in other states	453	83.2	15.5	0.9	0.4	0.19
Education trade publications/periodicals	458	61.1	35.4	2.6	0.9	0.43
Radio/television	453	96.0	2.9	0.0	1.1	0.06

**6. How effective at generating applicants are your advertising efforts in each of the following media outlets?**

	Number of Responses	Percent of Total				Mean--All Observations	Mean--Excludes "Do Not Use"
		Not Effective	Somewhat Effective	Very Effective	Do Not Use		
Coding		1	2	3	0		
Local newspapers/periodicals (within 50 miles)	483	0.4	27.7	68.9	2.9	2.63	2.71
Other newspapers/periodicals in New York	470	3.6	42.3	236.2	27.9	1.67	2.31
Newspapers/periodicals in other states	460	9.1	12.2	0.4	78.3	0.35	1.60
Education trade publications/periodicals	461	8.2	28.9	3.7	59.2	0.77	1.89
Radio/television	456	7.0	2.6	0.2	90.1	0.13	1.31

**7. When does the district begin advertising for most open positions (not including emergency hires)?**

	Mean
Beginning month	3.56
Ending month	3.73
Average	3.65

**8. How does the district use the internet to recruit teachers?**

	Mean--All Observations	Mean--Only If Using Internet
District does not use the internet to recruit teachers	24.6	
Posts job openings on school district website	57.0	75.0
Post job openings on online recruitment websites targeted to teachers	43.0	57.1
Posts job openings on general online recruitment websites	9.4	12.5
Searches for candidates on a recruitment website	17.4	22.8
Allows candidates to submit applications online	37.1	48.6

**Table C-1. Summary of Survey Results (cont.)  
Survey of Teacher Hiring Practices**

**10. Do you use recruitment and selection services provided by a BOCES?**

Percent using	52.5
Responses (n)=	484

<b>10a. Which BOCES do you use?</b>	Number of Districts	Number Use 4 or More Services	Using HR Services as Percent of Districts in BOCES
Putnam-Westchester	32	19	177.8
Washington-Saratoga-Warren-Hamilton-Essex	15	6	48.4
Rensselaer-Columbia-Greene (Questar III)	14	2	60.9
Nassau	13	2	23.2
Jefferson-Lewis-Hamilton-Herkimer-Oneida	12	4	66.7
Broome-Delaware-Tioga	11	6	68.8
Dutchess	9	7	69.2
Madison-Oneida	9	5	100.0
Oneida-Madison-Herkimer	9	4	75.0

**10b. What services do you receive from BOCES?**

	Percent receiving	
	All Districts	If Use BOCES
Online application system	24.4	46.9
Online placement of vacancy notices	27.0	52.0
Advertising	33.2	63.4
Recruitment fairs	31.1	59.8
Assistance with interviewing	2.0	3.9
Applicant screening	4.9	9.4
Fingerprinting	17.6	33.9

**11. Where are the colleges at which the district uses each of the following recruitment strategies?**

Strategy	Percent of All Responses			
	Colleges within 50 miles	Other Colleges in NY	Colleges in Other States	Not Applicable (not using)
Post job notices at the college	63.3	40.4	10.7	23.4
Visit campus to actively recruit job candidates	30.9	12.7	4.7	54.1
Advertise in placement newsletter distributed by college	26.4	18.0	3.3	57.0
Contact specific college faculty to identify potential job candidates	53.5	20.5	4.1	33.8
Supervise student teachers from the college	77.5	21.1	3.9	10.9

Strategy	Percent of Districts Using Strategy		
	Colleges within 50 miles	Other Colleges in NY	Colleges in Other States
Post job notices at the college	82.6	52.7	13.9
Visit campus to actively recruit job candidates	67.4	27.7	10.3
Advertise in placement newsletter distributed by college	61.4	41.9	7.6
Contact specific college faculty to identify potential job candidates	80.8	31.0	6.2
Supervise student teachers from the college	86.9	23.7	4.4

**Table C-1. Summary of Survey Results (cont.)  
Survey of Teacher Hiring Practices**

**12. Five colleges with greatest number of activities.** Number of  
Districts

**13. How many job fairs do district representatives typically attend in a year to recruit teachers?**

	None	1	2-3	4-5	More than 5
Percent of responses	37.0	24.6	30.4	5.2	2.9
Weighted average (use value of 8 for last category)	1.5				
Responses (n)=	484				

**14. Does your district have a recruiting brochure (and/or poster/other literature) that informs candidates about your district?**

Percent yes	42.8
Responses (n)=	484

**15. Which of the following does your district do to increase the supply of teachers?**

	<u>Percent Using</u>
Recruit teachers certified through alternative routes	43.2
Recruit substitute teachers	79.3
Recruit retired teachers	28.3
Recruit former teachers who have left teaching	7.4
Provide assistance to paraprofessionals to become certified teachers	27.7

**16. Which of the following are offered to prospective teachers as recruiting incentives?**

<u>Recruiting Incentives</u>	<u>Percent of All Respondents</u>	<u>Percent of Districts Using Incentives</u>
District does not offer recruiting incentives	27.25	
One-time compensation for new teachers (signing bonus)	2.25	3.10
Additional compensation for extra-curricular or administrative functions	49.59	66.76
Flexibility in crediting teaching experience in other districts or states	47.34	63.66
Flexibility in crediting job experience in non-teaching occupations	17.21	23.10
Additional compensation for National Board Certification	15.57	20.85
Subsidized tuition in local college	16.39	22.25
Additional compensation for teaching in hard-to-staff fields	7.58	10.42
Additional compensation for teaching in hard-to-staff schools	0.41	0.28
Help with purchase of a home	0.82	1.13

**Table C-1. Summary of Survey Results (cont.)  
Survey of Teacher Hiring Practices**

**17. Which administrative level manages each of the following components of the district's hiring process?**

Components of Hiring Process	Percent of Total			Mean of All Responses
	District Level	School Level	Shared	
Coding	1	2	3	
Organizing the hiring process	67.1	10.5	22.4	1.6
Screening applicants	19.6	44.9	35.6	2.2
Interviewing applicants	9.1	25.6	65.4	2.6
Selecting candidates for hire	32.9	6.8	60.3	2.3

**18. How many applicants are required to submit each of the following as part of the application process?**

Material Submitted	Number of Responses	Percent of Total				Mean of All Responses
		No Applicants	Some Applicants	Most Applicants	All Applicants	
Coding		0	1	2	3	
Application form	481	3.12	4.37	2.29	90.23	2.80
College transcripts	478	3.35	5.86	4.18	86.61	2.74
Certification exam scores	439	25.97	7.52	5.24	61.28	2.02
Teaching portfolio	417	46.76	23.50	14.15	15.59	0.99
Letters of recommendation	470	5.32	5.11	3.62	85.96	2.70
Writing sample	440	19.55	18.41	10.45	51.59	1.94
Proof of certification	483	0.83	2.48	0.62	96.07	2.92
Letter of interest	477	2.73	1.26	3.98	92.03	2.85
Resume	484	1.03	0.41	1.65	96.90	2.94

**19. How important are each of the following criteria for choosing which applicants to interview?**

Coding	Percent of Total					Mean--All Observations	Mean--Excludes "Not Considered"
	Not Important	Somewhat Important	Important	Very Important	Not Considered		
Coding	1	2	3	4	0		
Experience	1.7	21.4	37.3	39.4	0.2	3.14	3.15
Grade point average	4.8	35.1	38.5	18.5	3.1	2.64	2.73
References/recommendations	0.8	2.9	21.4	74.4	0.4	3.69	3.70
Major in area of teaching	0.8	2.9	15.7	80.4	0.2	3.75	3.76
Certification in subject to be taught		0.2	3.5	96.1	0.2	3.95	3.96
Master's degree	17.2	40.0	33.4	7.9	1.5	2.29	2.32
Caliber of certifying institution	6.1	37.9	40.6	11.9	3.6	2.51	2.61
Quality of teaching portfolio	15.7	32.9	26.5	7.2	17.6	1.90	2.31
Residence in school district	54.0	15.4	5.1	1.3	24.3	1.05	1.39
Certification exam scores	17.4	33.0	28.4	7.6	13.7	1.99	2.30
Pre-screening tests	26.3	3.8	2.0	1.1	66.8	0.44	1.33

**20. Are these screening criteria determined prior to the review of the applicant pool?**

Percent predetermined 85.0

**20a. How involved are each of the following staff in selecting the screening criteria? (if predetermined)**

Coding	Number of Responses	Percent of Total				Mean--All Observations	Mean--Excludes "No Position"
		Not Involved	Somewhat Involved	Very Involved	No Position		
Coding		1	2	3	0		
Superintendent	405	15.3	33.9	50.3	0.5	2.34	2.35
Human resources manager	392	2.6	7.4	29.7	60.4	1.06	2.68
District level curriculum dir.	387	6.5	19.1	34.9	39.5	1.49	2.47
Principals	392	2.6	13.0	81.1	3.3	2.72	2.81
Screening/selection team	381	9.2	32.3	49.6	8.9	2.23	2.44

**Table C-1. Summary of Survey Results (cont.)  
Survey of Teacher Hiring Practices**

**21. How many interviews does the district typically conduct with a candidate before making an offer of employment?**

Average	2.37
Responses (n)	417

**22. Who typically participates in a candidate's first interview?**

Position	Percent Involved	
	All Districts	When District Has Position
Superintendent	14.1	14.2
Human resource manager	8.6	21.1
District-level curriculum director	17.0	27.6
Principals	90.6	93.3
Assistant principals	40.2	60.1
Teachers	76.2	76.4
School department heads	49.6	71.1
Parents/community members	23.8	

**23. Approximately how long is the first interview, in minutes?**

Average	39.8
Median	40.0

**24. What portion of interview questions is determined prior to the first interview?**

	Percent
All the questions	63.4
Some of the questions	34.3
None of the questions	2.3

**25. In what share of your first interviews do the following occur?**

Interview Activities	Number of Responses	Percent of Total				Mean of All Responses
		In No First Interviews	In Some First Interviews	In Most First Interviews	In All First Interviews	
		0	1	2	3	
Coding						
Discussion of teaching philosophy	477	1.9	8.4	36.3	53.5	2.41
Discussion of experience	482	0.4	2.5	22.2	74.9	2.72
Questions about subject related knowledge	479	0.8	5.0	20.0	74.1	2.67
Questions about curriculum	480	1.0	4.6	27.1	67.3	2.61
Questions about discipline	478	0.8	4.2	22.2	72.8	2.67
Questions about diversity	466	15.5	30.9	23.0	30.7	1.69
Questions about learning styles	479	1.7	15.9	34.9	47.6	2.28
Questions about willingness to serve on school/district committees	470	21.3	29.8	24.9	24.0	1.52
Discussion of professional/career goals	474	5.5	24.5	30.0	40.1	2.05
Questions about willingness to be involved in extra-curricular activities	472	11.7	29.7	29.5	29.2	1.76
Teaching sample lesson	465	50.8	23.4	14.0	11.8	0.87

**Table C-1. Summary of Survey Results (cont.)  
Survey of Teacher Hiring Practices**

**Percent of districts with second interview**

Percent	92.6
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**26. Who typically participates in a candidate's second interview?**

Position	Percent Involved	
	All Districts	When District Has Position
Superintendent	57.4	57.4
Human resource manager	15.3	34.2
District-level curriculum director	24.8	38.9
Principals	60.8	62.2
Assistant principals	20.3	28.8
Teachers	31.1	31.4
School department heads	23.4	32.7
Parents/community members	11.7	

**27. Approximately how long is the second interview, in minutes?**

Average	40.9
Median	37.5

**28. What portion of interview questions is determined prior to the second interview?**

	Percent
All the questions	40.6
Some of the questions	52.9
None of the questions	6.5

**29. In what share of your second interviews do the following occur?**

Interview Activities	Number of Responses	Percent of Total				Mean of Responses With 2nd Interview
		In No Second Interviews	In Some Second Interviews	In Most Second Interviews	In All Second Interviews	
Coding		0	1	2	3	
Discussion of teaching philosophy	428	3.3	11.2	26.4	59.1	2.41
Discussion of experience	432	3.0	6.7	19.4	70.8	2.58
Questions about subject related knowledge	431	3.0	9.3	19.7	68.0	2.53
Questions about curriculum	432	3.2	9.3	24.8	62.7	2.47
Questions about discipline	432	3.0	13.4	25.2	58.3	2.39
Questions about diversity	425	14.1	30.6	24.0	31.3	1.72
Questions about learning styles	430	4.0	20.9	27.7	47.4	2.19
Questions about willingness to serve on school/district committees	424	11.3	29.7	23.1	35.9	1.83
Discussion of professional/career goals	428	4.2	17.5	26.9	51.4	2.25
Questions about willingness to be involved in extra-curricular activities	420	9.8	31.2	22.6	36.4	1.86
Teaching sample lesson	407	40.5	18.4	16.5	24.6	1.25

**Table C-1. Summary of Survey Results (cont.)  
Survey of Teacher Hiring Practices**

**Percent of districts with third interview**

Percent	46.9
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**30. Who typically participates in a candidate's third interview?**

Position	Percent Involved	
	All Districts	When District Has Position
Superintendent	77.2	77.2
Human resource manager	31.1	54.6
District-level curriculum director	21.8	29.1
Principals	19.2	19.4
Assistant principals	5.7	7.2
Teachers	7.8	7.8
School department heads	4.7	6.3
Parents/community members	3.6	

**31. Approximately how long is the third interview, in minutes?**

Average	33.6
Median	30.0

**32. What portion of interview questions is determined prior to the third interview?**

	Percent
All the questions	27.5
Some of the questions	57.7
None of the questions	14.8

**33. In what share of your third interviews do the following occur?**

Interview Activities	Number of Responses	Percent of Total				Mean of Responses With 3rd Interview
		In No third Interviews	In Some third Interviews	In Most third Interviews	In All third Interviews	
Coding		0	1	2	3	
Discussion of teaching philosophy	175	7.4	12.0	19.4	61.1	2.34
Discussion of experience	178	4.5	6.7	19.1	69.7	2.54
Questions about subject related knowledge	175	7.4	17.1	20.0	55.4	2.23
Questions about curriculum	176	5.7	17.6	21.6	55.1	2.26
Questions about discipline	173	11.0	19.1	19.1	50.9	2.10
Questions about diversity	170	18.2	27.7	20.6	33.5	1.69
Questions about learning styles	170	8.2	24.1	27.7	40.0	1.99
Questions about willingness to serve on school/district committees	171	14.0	31.6	17.0	37.4	1.78
Discussion of professional/career goals	175	5.1	16.0	26.3	52.6	2.26
Questions about willingness to be involved in extra-curricular activities	172	12.2	27.9	18.6	41.3	1.89
Teaching sample lesson	163	59.5	9.2	7.4	23.9	0.96

**Table C-1. Summary of Survey Results (cont.)  
Survey of Teacher Hiring Practices**

**Percent of districts with more than three interviews**

Percent	3.89
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**35. How involved are each of the following staff in the final selection of teaching candidate(s), who are offered jobs?**

	Number of Responses	Percent of Total				Mean--All Observations	Mean--Excludes "No Position"
		Not Involved 1	Somewhat Involved 2	Very Involved 3	No Position 0		
Coding							
Superintendent	466	6.2	12.0	81.6	0.2	2.75	2.75
Human resource manager	421	5.5	5.9	29.7	58.9	1.06	2.45
District-level curriculum director	421	10.9	14.7	33.0	41.3	1.39	2.21
School business official	394	64.0	12.9	3.6	19.5	1.01	1.10
Principals	456	5.0	13.6	78.3	3.1	2.67	2.74
Assistant principals	394	20.3	24.4	19.0	36.3	1.26	1.94
School department heads	408	20.8	27.2	21.6	30.4	1.40	1.79
Teachers	408	36.3	35.5	23.3	4.9	1.77	2.00
Others							

**36. How important are each of the following criteria in the final selection of teaching candidate(s), who are offered jobs?**

	Percent of Total					Mean--All Observations	Mean--Excludes "Not Considered"
	Not Important 1	Somewhat Important 2	Very Important 3	Very Important 4	Not Considered 0		
Coding							
Experience	2.1	14.7	35.4	47.8	0.0	3.29	3.29
References/recommendations	0.4	2.2	12.5	84.2	0.7	3.79	3.82
Pre-screening tests	25.1	4.3	2.1	2.4	66.2	0.49	1.46
Contribution of workforce diversity	8.8	35.0	30.1	14.1	12.0	2.26	2.56
Performance in teaching sample lesson	11.1	19.5	39.4	21.2	8.8	2.47	3.14
Professional/career goals	35.1	43.5	15.0	1.5	4.9	2.66	2.70
Major in area of teaching	2.1	20.7	76.3	0.4	0.4	3.72	3.74
Certification in subject to be taught	0.0	3.8	95.6	0.6	0.0	3.94	3.96
Master's degree	39.9	33.8	8.9	1.5	15.9	2.33	2.36
Caliber of certifying institution	42.5	34.0	11.7	3.4	8.5	2.42	2.51
Quality of teaching portfolio	33.3	26.1	9.8	15.1	15.7	3.00	2.35
Residence in school district	16.5	5.6	1.3	23.7	53.0	1.08	1.42
Certification exam scores	28.1	28.6	9.6	13.0	20.7	2.01	2.31
Subject knowledge demonstrated in interview	3.4	14.0	81.5	0.9	0.2	3.75	3.78
Willingness to be involved in extra-curricular activities	32.9	38.9	18.6	2.4	7.3	2.64	2.70

**Table C-1. Summary of Survey Results (cont.)  
Survey of Teacher Hiring Practices**

**37. When are most job offers extended to candidates (not including emergency**

	<u>Mean</u>	
Beginning month	5.68	
Ending month	6.05	
Average	5.87	May or June

**38. How many hires did the district make after the first day of school for the 2003-04 school year?**

Average	2.6
Median	1.0

**39. Would you be interested in training and/or support regarding recruitment and**

Percent yes	29.7
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**39a. If yes, what type of training and/or support would you like?**

	<u>Percent Indicating</u>	
	<u>All Districts</u>	<u>Districts Interested in Training</u>
Training and materials on recruitment practices	19.3	64.8
Training and materials on selection practices	21.9	73.8
A common statewide teaching application	10.5	35.2
A statewide online recruitment website where districts could post job openings and prospective teachers could search for jobs	21.1	71.0
A website dedicated to providing information about teacher recruitment and selection practices	16.4	55.2
Information regarding existing recruitment websites	17.6	59.3
Organized conferences for sharing practices and training in teacher recruitment and selection	17.8	60.0

**40. How do you get assistance with teacher recruitment and selection issues from the State Education Department (SED)?**

	<u>Percent of All Districts</u>
I contact SED staff member directly	27.7
I use SED's website	35.0
I use training materials supplied by SED	9.2
I do not presently use SED when I need help with teacher hiring issues	52.1