

APPENDIX D
EXTRA TABLES

Table D-1. Difficulty Recruiting Teachers by Subject Area, Type of School, and Demographics of Teachers (percent of responses)

	Percent Recruiting Position in Last 3 Years ¹	All Responses		Without NA Responses ¹	
		Somewhat Difficult	Very Difficult	Somewhat Difficult	Very Difficult
Subject Area:					
Mathematics	90.2	41.7	38.8	46.3	43.0
Science	86.8	41.2	36.6	47.5	42.2
English/language arts	86.2	19.8	2.3	23.0	2.7
Special education	90.3	30.3	10.5	33.6	11.7
Foreign language	85.4	24.5	57.6	28.6	67.4
Social studies/history	83.2	9.5	0.8	11.4	1.0
Computer science	40.5	19.0	6.8	46.9	16.8
Music or art	80.5	33.7	8.9	41.8	11.1
Vocational	52.4	19.9	22.7	38.0	43.3
ESL	46.9	16.2	18.1	34.5	38.6
Type of School:					
Elementary	93.6	2.5	0.2	2.7	0.2
Middle/junior high	93.4	53.1	4.7	56.8	5.0
High school	92.7	55.3	16.6	59.7	17.9
Low income	38.3	18.5	5.1	48.3	13.3
Minority students	17.7	6.8	2.2	38.4	12.3
Demographics of Teachers:					
Latino	49.9	12.2	33.1	24.5	66.3
African-American	53.1	12.5	37.0	23.5	69.7
Male	74.2	37.2	5.4	50.2	7.2

¹ Respondents asked to check NA if district has "not recruited a teacher in a given category or the category does not apply.

**Table D-2. Involvement of Staff in Recruitment Process
By District Characteristics
(percent of responses with position)¹**

	Percent with Position			Percent of Responses with Position Very		
	Low	Medium	High	Low	Medium	High
Enrollment:						
Superintendent	100.0	100.0	100.0	85.3	61.9	29.1
Human resource manager	4.8	26.2	86.8	100.0	86.7	95.4
District-level curriculum director	23.4	59.1	94.5	50.0	57.7	46.7
School business official	78.9	92.7	95.3	5.2	6.6	2.8
Principals	90.8	100.0	100.0	91.3	88.3	76.2
Assistant principals	16.1	78.5	98.7	58.3	41.0	37.4
School department heads	29.1	79.1	92.0	55.8	52.9	53.6
Teachers	100.0	100.0	100.0	50.0	41.0	25.7
Combined Wealth Ratio (CWR):						
Superintendent	100.0	100.0	100.0	70.0	56.2	52.1
Human resource manager	17.6	39.1	59.6	91.7	93.3	94.0
District-level curriculum director	43.6	65.4	65.9	50.8	55.3	46.2
School business official	88.6	91.2	87.3	4.0	4.5	6.5
Principals	97.9	99.5	93.1	87.2	86.6	81.3
Assistant principals	49.3	71.4	73.0	38.6	40.1	42.7
School department heads	62.1	73.2	65.2	56.3	52.8	52.2
Teachers	100.0	100.0	100.0	40.7	39.8	36.2
Poverty (Subsidized Lunch):						
Superintendent	100.0	100.0	100.0	45.4	65.1	64.5
Human resource manager	63.6	27.8	28.8	94.5	92.3	92.5
District-level curriculum director	76.6	51.6	51.8	46.7	54.6	53.4
School business official	92.3	88.0	88.0	6.1	4.2	4.8
Principals	96.5	97.9	96.6	82.7	86.8	85.7
Assistant principals	83.6	61.1	52.8	45.3	37.3	38.7
School department heads	78.0	63.9	62.1	62.7	46.8	51.7
Teachers	100.0	100.0	100.0	37.6	38.9	40.6
Non-White Enrollment:						
Superintendent	100.0	100.0	100.0	77.1	60.1	39.7
Human resource manager	6.4	37.8	72.7	100.0	90.0	95.2
District-level curriculum director	35.3	58.8	83.5	55.1	49.1	51.7
School business official	86.5	89.0	92.3	5.7	4.7	4.6
Principals	93.1	97.9	100.0	90.3	89.5	75.0
Assistant principals	41.8	63.9	90.8	47.5	48.4	30.2
School department heads	54.2	71.1	76.8	62.3	57.8	42.2
Teachers	100.0	100.0	100.0	48.2	42.2	25.2

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

**Table D-3. Involvement of Staff in Recruitment Process
By Level Organizing Hiring Process¹
(percent indicating staff person is very involved out of all responses)**

	Hiring Process Organized At		
	District Level	School Level	Shared
Percent with Position:			
Superintendent	100.0	100.0	100.0
Human resource manager	<i>44.1</i>	<i>10.4</i>	<i>36.0</i>
District-level curriculum director	<i>62.2</i>	<i>59.2</i>	<i>49.5</i>
School business official	90.7	87.8	85.6
Principals	96.3	100.0	98.1
Assistant principals	68.1	54.2	61.3
School department heads	<i>67.4</i>	<i>79.6</i>	<i>62.3</i>
Teachers	100.0	100.0	100.0
Percent Very Involved If Have Position:			
Superintendent	61.4	49.0	57.4
Human resource manager	92.9	100.0	94.4
District-level curriculum director	54.1	34.5	50.0
School business official	4.8	7.0	4.5
Principals	<i>81.5</i>	<i>98.0</i>	<i>90.4</i>
Assistant principals	38.5	57.7	40.0
School department heads	54.0	48.7	56.1
Teachers	37.5	44.9	41.2

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). Combines questions 4 and 17.

**Table D-4. Advertising for Teachers in Media Outlets
By District Characteristics¹
(percent of responses with "most" or "all" advertisements)**

	Low	Medium	High	All Districts
Enrollment:				
Local newspapers/periodicals (within 50 miles)	86.6	81.0	71.1	79.7
Other newspapers/periodicals in New York	24.5	19.0	31.8	24.8
Newspapers/periodicals in other states	1.4	1.8	0.7	1.3
Education trade publications/periodicals	2.1	3.0	5.5	3.5
Radio/television	2.2	0.6	0.7	1.1
Combined Wealth Ratio (CWR):				
Local newspapers/periodicals (within 50 miles)	90.1	80.9	67.4	
Other newspapers/periodicals in New York	20.7	21.2	33.3	
Newspapers/periodicals in other states	0.8	2.2	0.7	
Education trade publications/periodicals	3.7	3.3	3.6	
Radio/television	1.5	1.7	0.0	
Poverty (Subsidized Lunch):				
Local newspapers/periodicals (within 50 miles)	71.5	83.9	81.8	
Other newspapers/periodicals in New York	32.1	16.4	28.7	
Newspapers/periodicals in other states	0.7	0.5	3.1	
Education trade publications/periodicals	3.6	1.6	6.0	
Radio/television	0.0	0.5	3.0	
Non-White Enrollment:				
Local newspapers/periodicals (within 50 miles)	86.1	80.7	71.3	
Other newspapers/periodicals in New York	23.6	20.5	31.7	
Newspapers/periodicals in other states	0.7	1.1	2.3	
Education trade publications/periodicals	1.5	3.8	5.3	
Radio/television	2.2	0.6	0.8	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

**Table D-5. Location of Colleges Where Districts Using Recruitment Strategies
By District Characteristics¹
(percent of responses using recruitment strategy)**

	Enrollment					
	Local Colleges			Non-Local Colleges		
	Low	Medium	High	Low	Medium	High
Enrollment:						
Post job notices at the college	77.7	83.6	86.8	54.5	50.7	54.4
Visit campus to actively recruit job candidates	42.6	63.0	82.5	23.4	17.8	42.7
Advertise in placement newsletter distributed by college	54.7	59.7	69.4	42.2	36.1	47.2
Contact specific college faculty to identify potential job candidates	76.3	80.7	84.5	31.2	26.9	37.3
Supervise student teachers from the college	84.4	86.1	90.0	18.0	21.2	37.1
Combined Wealth Ratio (CWR):						
Post job notices at the college	82.1	83.3	82.8	56.9	51.9	49.5
Visit campus to actively recruit job candidates	61.5	67.8	73.5	27.7	28.9	35.3
Advertise in placement newsletter distributed by college	64.2	61.6	58.2	47.8	41.9	34.5
Contact specific college faculty to identify potential job candidates	83.3	78.1	82.1	31.1	30.7	33.7
Supervise student teachers from the college	87.0	84.2	90.4	21.4	29.4	24.0
Poverty (Subsidized Lunch):						
Post job notices at the college	85.1	82.9	80.8	46.8	56.3	53.3
Visit campus to actively recruit job candidates	70.8	69.0	62.7	33.3	27.4	31.3
Advertise in placement newsletter distributed by college	60.0	61.3	63.0	27.3	51.3	42.5
Contact specific college faculty to identify potential job candidates	78.7	80.2	83.5	33.0	32.8	28.9
Supervise student teachers from the college	90.4	84.0	87.2	25.6	27.4	22.6
Non-White Enrollment:						
Post job notices at the college	81.7	82.1	84.9	53.9	58.3	44.3
Visit campus to actively recruit job candidates	57.4	68.3	73.6	20.4	29.3	37.9
Advertise in placement newsletter distributed by college	57.6	63.2	63.6	33.3	50.0	40.9
Contact specific college faculty to identify potential job candidates	79.8	77.3	85.6	27.0	38.3	27.9
Supervise student teachers from the college	86.8	85.1	89.6	18.6	29.8	25.9

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

**Table D-6. Location of Advertising and Colleges Involved With by
Whether District Has Human Resource Director
(percent of districts advertising in newspapers, or using strategy with college)**

Strategy	Local Only		New York Only		Outside New York State	
	Human Resource Director Yes	Human Resource Director No	Human Resource Director Yes	Human Resource Director No	Human Resource Director Yes	Human Resource Director No
Advertise in Newspapers	72.1	83.7	29.1	20.9	1.2	1.5
Involvement with College:						
Post job notices at the college	85.7	81.9	50.4	53.7	16.5	12.3
Visit campus to actively recruit job candidates	81.6	55.0	36.0	21.0	16.7	4.0
Advertise in placement newsletter distributed by college	70.0	58.8	42.5	44.5	11.3	5.9
Contact specific college faculty to identify potential job candidates	85.8	78.6	35.4	28.6	7.9	3.8
Supervise student teachers from the college	88.7	86.7	31.0	20.1	5.4	4.0

¹Bold and italics indicates that there is a statistically significant difference between the categories--have HR director or not (10% level).

**Table D-7. Use of Recruiting Brochures and Attendance
At Job Fairs By District Characteristics¹
(percent of responses)**

	Low	Medium	High	All Districts
Enrollment:				
Has recruiting brochure	<i>55.0</i>	<i>40.4</i>	<i>32.9</i>	42.8
Number of jobfairs:				
None	<i>54.2</i>	<i>38.3</i>	<i>16.4</i>	37.0
1	<i>28.8</i>	<i>27.2</i>	<i>16.4</i>	24.6
2 to 3	<i>14.4</i>	<i>30.6</i>	<i>46.1</i>	30.4
4 to 5	<i>0.7</i>	<i>2.8</i>	<i>12.5</i>	5.2
More than 5	<i>0.7</i>	<i>0.6</i>	<i>7.9</i>	2.9
Combined Wealth Ratio (CWR):				
Has recruiting brochure	41.7	42.5	43.8	
Number of jobfairs:				
None	37.2	35.9	36.6	
1	25.5	24.1	23.4	
2 to 3	30.3	30.8	29.7	
4 to 5	3.4	5.1	6.9	
More than 5	2.1	3.1	3.4	
Poverty (Subsidized Lunch):				
Has recruiting brochure	45.8	39.9	43.1	
Number of jobfairs:				
None	37.2	37.9	33.8	
1	19.3	27.7	24.8	
2 to 3	32.4	28.7	30.3	
4 to 5	5.5	2.1	9.0	
More than 5	4.8	2.1	2.1	
Non-White Enrollment:				
Has recruiting brochure	<i>51.7</i>	<i>38.3</i>	<i>38.9</i>	
Number of jobfairs:				
None	<i>49.7</i>	<i>39.7</i>	<i>19.3</i>	
1	27.6	24.2	20.7	
2 to 3	20.0	29.9	41.4	
4 to 5	0.0	4.1	11.7	
More than 5	0.7	2.1	6.2	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

**Table D-8. Use of the Internet for Recruitment
By District Characteristics¹
(percent of responses)**

	Low	Medium	High	All Districts
Enrollment:				
District uses the internet to recruit teachers	64.1	77.2	85.5	75.4
Posts job openings on school district website	37.9	57.2	76.3	57.0
Post job openings on online recruitment websites targeted to teachers	37.9	43.9	47.4	43.0
Posts job openings on general online recruitment websites	9.2	7.2	12.5	9.4
Searches for candidates on a recruitment website	15.7	13.3	24.3	17.4
Allows candidates to submit applications online	24.8	37.8	48.7	37.1
Combined Wealth Ratio (CWR):				
District uses the internet to recruit teachers	72.4	80.0	73.1	
Posts job openings on school district website	53.8	61.0	55.2	
Post job openings on online recruitment websites targeted to teachers	41.4	45.1	42.1	
Posts job openings on general online recruitment websites	11.7	8.2	9.0	
Searches for candidates on a recruitment website	13.8	19.5	18.6	
Allows candidates to submit applications online	32.4	37.4	41.4	
Poverty (Subsidized Lunch):				
District uses the internet to recruit teachers	74.5	78.5	73.1	
Posts job openings on school district website	62.1	58.5	50.3	
Post job openings on online recruitment websites targeted to teachers	42.8	43.6	42.8	
Posts job openings on general online recruitment websites	9.0	9.7	9.7	
Searches for candidates on a recruitment website	19.3	16.4	17.2	
Allows candidates to submit applications online	42.1	37.9	31.0	
Non-White Enrollment:				
District uses the internet to recruit teachers	66.2	80.4	78.6	
Posts job openings on school district website	46.2	60.3	64.1	
Post job openings on online recruitment websites targeted to teachers	42.1	48.5	36.6	
Posts job openings on general online recruitment websites	9.7	10.3	8.3	
Searches for candidates on a recruitment website	11.7	17.5	22.8	
Allows candidates to submit applications online	29.7	39.7	40.7	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

**Table D-9. Use of Recruitment Services Provided by BOCES
By District Characteristics¹
(percent of responses)**

	Low	Medium	High	All Districts
Enrollment:				
Uses BOCES	49.3	52.8	55.0	52.5
Services (percent of districts using BOCES):				
Online application system	19.1	23.0	31.8	24.4
Online placement of vacancy notices	23.7	28.1	29.8	27.0
Advertising	30.3	36.0	33.8	33.2
Recruitment fairs	28.9	29.2	36.4	31.1
Assistance with interviewing	2.0	2.8	1.3	2.0
Applicant screening	7.2	5.6	2.0	4.9
Fingerprinting	17.1	19.7	15.9	17.6
Combined Wealth Ratio (CWR):				
Uses BOCES	51.4	53.8	51.4	
Services (percent of districts using BOCES):				
Online application system	14.8	26.7	31.3	
Online placement of vacancy notices	21.1	29.2	30.6	
Advertising	33.1	33.3	34.0	
Recruitment fairs	38.7	26.7	30.6	
Assistance with interviewing	2.8	1.5	2.1	
Applicant screening	7.7	5.1	2.1	
Fingerprinting	14.8	16.9	21.5	
Poverty (Subsidized Lunch):				
Uses BOCES	48.3	54.7	53.5	
Services (percent of districts using BOCES):				
Online application system	32.4	21.4	20.8	
Online placement of vacancy notices	26.9	27.6	27.1	
Advertising	31.0	31.8	38.2	
Recruitment fairs	26.2	30.7	37.5	
Assistance with interviewing	0.7	2.6	2.8	
Applicant screening	0.7	4.2	10.4	
Fingerprinting	18.6	18.8	15.3	
Non-White Enrollment:				
Uses BOCES	50.3	48.7	59.0	
Services (percent of districts using BOCES):				
Online application system	18.9	22.8	31.9	
Online placement of vacancy notices	27.3	28.0	26.4	
Advertising	30.8	32.6	37.5	
Recruitment fairs	27.3	27.5	40.3	
Assistance with interviewing	1.4	3.1	1.4	
Applicant screening	7.0	6.2	1.4	
Fingerprinting	16.8	17.1	19.4	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

Table D-10. Relationship Between BOCES Hiring Services and Use of Internet for Recruitment¹ (percent of responses)

	Use Boces for Recruitment		Use BOCES for Online	
	Use	Don't Use	Use	Don't Use
Uses Internet	82.9	67.7	90.9	68.6
Post job openings on:				
District website	59.5	54.6	59.7	55.9
Teacher recruitment website	53.6	31.9	65.6	32.6
General recruitment website	10.7	8.3	11.7	8.5
Search for candidates on recruitment website	26.6	7.4	35.7	9.1
Allows online submission of application	45.2	28.8	57.1	27.8

¹Bold indicates statistically significant differences in internet use by whether district used BOCES at 10% level.

²Includes using "online application system," or "online placement of vacancy notices" from BOCES.

**Table D-11. Use of Teacher Recruitment Incentives by District Characteristics
(percent of responses)¹**

	Enrollment Size			All Districts
	Low	Medium	High	
Enrollment:				
District offers recruiting incentives	66.0	75.6	76.3	72.8
One-time compensation for new teachers (signing bonus)	1.3	2.8	2.6	2.3
Additional compensation for extra-curricular or administrative functions	45.1	48.9	55.9	49.9
Flexibility in crediting teaching experience in other districts or states	41.8	49.4	50.7	47.4
Flexibility in crediting job experience in non-teaching occupations	19.0	15.0	18.4	17.3
Additional compensation for National Board Certification	8.5	13.3	25.7	15.7
Subsidized tuition in local college	15.7	16.1	17.8	16.5
Additional compensation for teaching in hard-to-staff fields	9.2	6.1	7.2	7.4
Additional compensation for teaching in hard-to-staff schools	0.7	0.6	0.0	0.4
Help with purchase of a home	0.7	1.1	0.7	0.8
Combined Wealth Ratio (CWR):				
District offers recruiting incentives	76.6	74.4	66.9	
One-time compensation for new teachers (signing bonus)	4.1	2.1	0.7	
Additional compensation for extra-curricular or administrative functions	53.8	50.8	44.8	
Flexibility in crediting teaching experience in other districts or states	44.8	47.7	49.7	
Flexibility in crediting job experience in non-teaching occupations	15.9	16.9	19.3	
Additional compensation for National Board Certification	9.7	17.9	18.6	
Subsidized tuition in local college	22.8	16.9	9.7	
Additional compensation for teaching in hard-to-staff fields	12.4	4.6	6.2	
Additional compensation for teaching in hard-to-staff schools	0.7	0.0	0.7	
Help with purchase of a home	1.4	1.0	0.0	
Poverty (Subsidized Lunch):				
District offers recruiting incentives	70.3	74.4	73.1	
One-time compensation for new teachers (signing bonus)	1.4	1.5	4.1	
Additional compensation for extra-curricular or administrative functions	46.2	53.3	49.0	
Flexibility in crediting teaching experience in other districts or states	46.9	49.2	45.5	
Flexibility in crediting job experience in non-teaching occupations	17.2	17.4	17.2	
Additional compensation for National Board Certification	22.1	12.3	13.8	
Subsidized tuition in local college	13.1	20.5	14.5	
Additional compensation for teaching in hard-to-staff fields	4.8	6.7	11.0	
Additional compensation for teaching in hard-to-staff schools	0.7	0.5	0.0	
Help with purchase of a home	0.0	0.5	2.1	
Non-White Enrollment:				
District offers recruiting incentives	70.3	73.2	74.5	
One-time compensation for new teachers (signing bonus)	2.1	1.5	3.4	
Additional compensation for extra-curricular or administrative functions	50.3	49.5	50.3	
Flexibility in crediting teaching experience in other districts or states	44.1	44.8	53.8	
Flexibility in crediting job experience in non-teaching occupations	12.4	19.6	18.6	
Additional compensation for National Board Certification	7.6	18.0	20.7	
Subsidized tuition in local college	15.9	19.1	13.8	
Additional compensation for teaching in hard-to-staff fields	7.6	6.7	8.3	
Additional compensation for teaching in hard-to-staff schools	0.7	0.5	0.0	
Help with purchase of a home	0.7	1.0	0.7	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

**Table D-12. Use of Strategies to Increase Supply of Teachers
By District Characteristics¹
(percent of responses)**

	Low	Medium	High	All Districts
Enrollment:				
Use Strategy to increase supply	83.0	87.8	89.5	86.8
Recruit teachers certified through alternative routes	40.5	40.0	50.0	43.3
Recruit substitute teachers	73.2	81.1	83.6	79.4
Recruit retired teachers	27.5	27.2	30.3	28.2
Recruit former teachers who have left teaching	9.2	5.0	8.6	7.4
Provide assistance to paraprofessionals to become certified teachers	24.2	24.4	35.5	27.8
Combined Wealth Ratio (CWR):				
Use Strategy to increase supply	89.0	87.2	84.1	
Recruit teachers certified through alternative routes	45.5	43.6	40.7	
Recruit substitute teachers	80.7	80.5	76.6	
Recruit retired teachers	30.3	25.1	30.3	
Recruit former teachers who have left teaching	9.0	5.6	8.3	
Provide assistance to paraprofessionals to become certified teachers	24.1	28.2	31.0	
Poverty (Subsidized Lunch):				
Use Strategy to increase supply	82.8	89.7	86.9	
Recruit teachers certified through alternative routes	38.6	44.1	46.9	
Recruit substitute teachers	75.2	85.1	75.9	
Recruit retired teachers	27.6	26.7	31.0	
Recruit former teachers who have left teaching	5.5	8.2	8.3	
Provide assistance to paraprofessionals to become certified teachers	31.0	23.6	30.3	
Non-White Enrollment:				
Use Strategy to increase supply	86.2	86.6	87.6	
Recruit teachers certified through alternative routes	40.0	45.4	43.4	
Recruit substitute teachers	80.0	76.3	82.8	
Recruit retired teachers	27.6	29.4	27.6	
Recruit former teachers who have left teaching	5.5	7.7	9.0	
Provide assistance to paraprofessionals to become certified teachers	20.0	27.3	36.6	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

**Table D-13: Materials Required For Application
(percent of responses)¹**

	Low	Medium	High	All Districts
Enrollment:				
Application form	94.0	92.2	91.9	92.5
College Transcripts	94.7	88.2	90.5	90.8
Certification Exam Scores	69.6	73.1	55.2	66.5
Teaching Portfolio	32.6	28.0	28.9	29.7
Letters of Recommendation	93.2	89.7	86.2	89.6
Writing Sample	54.9	56.6	75.4	62.0
Proof of Certification	99.3	93.9	98.0	96.7
Letter of Interest	96.0	98.3	94.0	96.0
Resume	99.3	99.4	97.3	98.6
Combined Wealth Ratio (CWR):				
Application form	94.4	93.8	89.5	
College Transcripts	95.8	90.6	86.5	
Certification Exam Scores	75.6	67.1	57.0	
Teaching Portfolio	28.7	31.5	28.5	
Letters of Recommendation	95.0	90.4	83.5	
Writing Sample	53.1	58.1	75.6	
Proof of Certification	97.9	97.4	95.1	
Letter of Interest	97.9	97.4	93.0	
Resume	98.6	100.0	97.2	
Poverty (Subsidized Lunch):				
Application form	90.8	93.3	93.8	
College Transcripts	85.0	93.2	93.7	
Certification Exam Scores	52.6	70.8	75.4	
Teaching Portfolio	28.6	29.6	31.0	
Letters of Recommendation	85.1	90.9	92.9	
Writing Sample	72.7	57.8	56.8	
Proof of Certification	93.7	97.4	99.3	
Letter of Interest	93.0	97.4	97.9	
Resume	97.2	100.0	98.6	
Non-White Enrollment:				
Application form	94.4	94.3	88.7	
College Transcripts	94.4	91.1	87.3	
Certification Exam Scores	69.2	66.3	64.0	
Teaching Portfolio	27.8	30.9	30.1	
Letters of Recommendation	90.7	95.8	80.4	
Writing Sample	43.9	66.7	74.0	
Proof of Certification	96.5	97.4	96.5	
Letter of Interest	97.9	95.8	95.1	
Resume	99.3	99.0	97.9	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

Table D-14. Application Materials Required and Importance in Screening by Administrative Level Managing the Screening of Applicants (percent of responses)

	District Personnel Only		School Personnel	Shared	
	HR Director			HR Director	
	Yes	No	Only ¹	Yes	No
Application Materials:					
Application form	92.1	89.1	93.5	92.0	93.8
College Transcripts	97.4	89.1	90.1	89.3	92.6
Certification Exam Scores	60.0	69.2	66.5	62.9	70.1
Teaching Portfolio ³	36.0	41.2	23.0	35.3	31.3
Letters of Recommendation	91.7	90.9	89.5	86.5	91.3
Writing Sample ^{4,5}	82.9	57.1	57.6	72.2	57.8
Proof of Certification ²	100.0	94.4	94.9	100.0	99.0
Letter of Interest	97.2	96.4	95.3	97.4	96.8
Resume	97.4	100.0	98.6	98.7	99.0
Importance in Screening:					
Experience ^{3,5}	79.5	80.0	77.9	80.3	68.4
GPA	66.7	60.0	54.0	57.3	57.4
References/Recommendations	97.4	94.5	95.8	93.3	97.9
Major in subject to be taught	94.9	94.5	97.2	94.7	96.8
Certification in subject to be taught	100.0	100.0	99.1	100.0	100.0
Master's degree	41.0	52.7	40.7	39.5	36.8
Caliber of certifying institution	59.5	50.0	48.1	63.2	52.1
Quality of Teaching portfolio ⁵	36.1	38.2	31.3	43.8	29.0
Residence in school district	7.9	7.4	5.2	4.1	8.6
Certification exam scores ⁴	31.6	49.1	35.0	36.5	30.9
Pre-screening tests	5.4	3.9	1.5	7.2	2.3

¹There are not enough districts with HR directors and where the screening of applicants is managed at

²Statistically significant difference (10% level) between administrative levels managing the screening

³Statistically significant difference (10% level) between administrative levels managing the screening

⁴Statistically significant difference (10% level) between having an HR director or not when screening is

⁵Statistically significant difference (10% level) between having an HR director or not when management

Table D-15. Importance of Screening Criteria in Deciding Whom to Interview
(percent of responses)¹

	Low	Medium	High	All Districts
Enrollment:				
Experience	70.4	83.8	74.8	76.7
GPA	46.4	58.0	66.2	57.0
References/Recommendations	94.7	96.6	96.0	95.8
Major in subject to be taught	96.1	97.2	95.4	96.1
Certification in subject to be taught	99.3	99.4	100.0	99.6
Master's degree	41.7	41.8	39.7	41.3
Caliber of certifying institution	44.2	51.7	61.3	52.5
Quality of Teaching portfolio	32.0	31.4	39.0	33.8
Residence in school district	9.4	4.6	4.7	6.3
Certification exam scores	30.4	40.3	35.6	35.9
Pre-screening tests	2.8	1.8	5.1	3.1
Combined Wealth Ratio (CWR):				
	L	M	H	
Experience	77.1	77.8	75.0	
GPA	53.8	58.1	58.3	
References/Recommendations	96.5	95.9	95.1	
Major in subject to be taught	95.8	96.4	96.5	
Certification in subject to be taught	98.6	100.0	100.0	
Master's degree	35.2	38.9	50.0	
Caliber of certifying institution	50.7	49.7	57.7	
Quality of Teaching portfolio	33.6	34.4	33.8	
Residence in school district	7.1	7.3	3.5	
Certification exam scores	38.0	37.0	31.7	
Pre-screening tests	3.8	3.8	1.5	
Poverty (Subsidized Lunch):				
Experience	76.4	77.2	76.6	
GPA	64.3	56.5	50.0	
References/Recommendations	94.4	97.4	95.2	
Major in subject to be taught	96.5	96.4	95.9	
Certification in subject to be taught	100.0	99.5	99.3	
Master's degree	43.8	43.0	35.9	
Caliber of certifying institution	60.1	53.9	42.6	
Quality of Teaching portfolio	34.0	32.6	35.7	
Residence in school district	2.1	6.9	9.2	
Certification exam scores	28.4	41.5	35.4	
Pre-screening tests	0.8	2.7	6.0	
Non-White Enrollment:				
Experience	76.2	75.3	79.3	
GPA	56.0	54.9	60.4	
References/Recommendations	96.4	95.9	95.2	
Major in subject to be taught	95.1	97.9	95.2	
Certification in subject to be taught	99.3	99.5	100.0	
Master's degree	38.0	35.9	51.0	
Caliber of certifying institution	46.1	53.1	57.7	
Quality of Teaching portfolio	22.9	39.2	38.1	
Residence in school district	5.0	6.8	6.4	
Certification exam scores	31.9	39.3	34.8	
Pre-screening tests	0.8	3.3	5.3	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

**Table D-16. Participation in the Interview Process
(percent of responses with position)¹**

	Low	Medium	High	All Districts
Enrollment:				
Average number of interviews	2.14	2.42	2.52	2.37
Superintendent	94.7	88.9	45.4	77.1
Human resource director	40.0	49.1	72.6	64.5
District level curriculum director	55.3	64.6	56.6	59.5
Principal	98.6	99.4	97.4	98.5
Assistant principal	60.7	64.1	76.8	100.0
Teachers	91.4	89.4	84.1	88.4
School department heads	66.0	82.9	82.8	80.2
Parents/Community members	22.9	33.9	34.9	30.7
Combined Wealth Ratio (CWR):				
Average number of interviews	2.21	2.34	2.56	
Superintendent	84.7	76.9	69.7	
Human resource director	63.0	62.4	67.0	
District level curriculum director	51.5	65.6	56.6	
Principal	99.3	98.5	97.8	
Assistant principal	68.9	65.7	75.7	
Teachers	89.6	87.6	88.3	
School department heads	79.6	81.0	79.8	
Parents/Community members	26.2	30.3	35.9	
Poverty (Subsidized Lunch):				
Average number of interviews	2.59	2.31	2.21	
Superintendent	64.1	85.1	79.3	
Human resource director	63.3	67.2	63.6	
District level curriculum director	55.7	62.6	60.8	
Principal	97.1	100.0	97.9	
Assistant principal	74.8	65.0	69.2	
Teachers	84.7	92.3	86.9	
School department heads	85.7	78.0	76.3	
Parents/Community members	35.9	29.7	26.9	
Non-White Enrollment:				
Average number of interviews	2.18	2.38	2.53	
Superintendent	91.0	80.4	58.9	
Human resource director	41.2	64.4	68.2	
District level curriculum director	58.0	56.7	62.7	
Principal	100.0	98.4	97.3	
Assistant principal	56.5	77.5	68.4	
Teachers	91.0	92.3	80.7	
School department heads	77.1	84.4	77.5	
Parents/Community members	28.3	29.9	34.2	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile. Percent of districts with this position where this staff person participated in any of the interviews.

**Table D-17. Topics Covered in the Interview Process
(percent of responses)¹**

	Low	Medium	High	All Districts
Enrollment:				
Teaching philosophy	95.4	99.4	96.1	97.1
Experience	98.0	100.0	98.0	98.8
Subject related knowledge	95.4	99.4	98.0	97.7
Curriculum	94.8	99.4	98.0	97.5
Discipline	99.3	98.9	97.4	98.6
Diversity	61.4	61.1	71.1	64.3
Learning styles	88.9	93.9	89.5	90.9
Willingness to serve on committees	72.5	73.9	61.2	69.5
Professional/career goals	94.8	86.7	84.2	88.5
Willingness to be involved in extra-curricular activities	85.6	77.8	55.3	73.2
Teaching sample lesson	37.9	51.7	60.5	50.1
Combined Wealth Ratio (CWR):				
Teaching philosophy	96.6	96.9	97.9	
Experience	97.9	99.0	99.3	
Subject related knowledge	97.2	97.4	98.6	
Curriculum	96.6	97.4	98.6	
Discipline	99.3	98.5	97.9	
Diversity	60.7	62.1	71.0	
Learning styles	89.0	93.8	89.0	
Willingness to serve on committees	75.2	71.3	61.4	
Professional/career goals	93.1	87.7	84.8	
Willingness to be involved in extra-curricular activities	82.8	73.3	63.4	
Teaching sample lesson	45.5	46.2	60.0	
Poverty (Subsidized Lunch):				
Teaching philosophy	97.9	96.4	97.2	
Experience	98.6	99.5	97.9	
Subject related knowledge	97.2	98.5	97.2	
Curriculum	97.9	98.5	95.9	
Discipline	97.2	98.5	100.0	
Diversity	64.8	61.0	68.3	
Learning styles	89.7	90.3	93.1	
Willingness to serve on committees	58.6	71.8	77.2	
Professional/career goals	84.1	87.2	94.5	
Willingness to be involved in extra-curricular activities	62.1	73.8	83.4	
Teaching sample lesson	61.4	42.6	49.0	
Non-White Enrollment:				
Teaching philosophy	97.9	96.4	97.3	
Experience	99.3	98.5	98.6	
Subject related knowledge	97.2	97.9	97.9	
Curriculum	96.6	99.0	96.6	
Discipline	97.9	99.5	97.9	
Diversity	57.2	56.7	81.5	
Learning styles	90.3	91.2	91.1	
Willingness to serve on committees	72.4	74.2	60.3	
Professional/career goals	91.7	88.1	85.6	
Willingness to be involved in extra-curricular activities	84.8	77.8	55.5	
Teaching sample lesson	36.6	56.7	54.8	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile. Percent of districts where this topic was covered in any of the interviews.

**Table D-18. Interview Topics Covered by Presence of Human Resource Director
(percent of responses)¹**

Topics	Human Resource Director	
	Yes	No
Teaching philosophy	97.5	96.8
Experience	98.5	98.9
Subject related knowledge	98.0	97.5
Curriculum	97.5	97.5
Discipline	97.5	99.3
Diversity	70.0	60.4
Learning styles	91.5	90.5
Willingness to serve on committees	62.5	74.4
Professional/career goals	85.5	90.5
Willingness to be involved in extra-curricular activities	59.0	83.2
Teaching sample lesson	60.0	43.2

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level).

**Table D-19. Interview Staff Who Watch Teaching of a Sample Lesson
(percent responses with sample lesson)¹**

Staff Member(s)	Low	Medium	High	All Districts
Enrollment:				
Superintendent	70.7	40.9	16.3	38.7
Human resource director	50.0	25.0	35.4	33.3
District level curriculum director	42.1	56.9	38.6	45.9
Principal	96.2	89.2	92.4	92.0
Assistant principal	35.7	54.5	64.1	57.9
Teachers	74.1	68.8	73.6	71.9
School department heads	38.1	68.9	69.3	65.6
Parents/Community members	15.5	25.8	26.1	23.5
Combined Wealth Ratio (CWR):				
Superintendent	48.5	37.8	32.2	
Human resource director	50.0	36.0	27.6	
District level curriculum director	47.1	48.6	42.2	
Principal	98.5	86.5	92.7	
Assistant principal	61.9	58.9	54.4	
Teachers	78.8	67.4	71.3	
School department heads	70.2	61.1	67.2	
Parents/Community members	21.2	20.0	28.7	
Poverty (Subsidized Lunch):				
Superintendent	28.1	44.6	45.1	
Human resource director	28.8	31.4	46.2	
District level curriculum director	40.8	53.4	44.2	
Principal	89.4	91.6	95.7	
Assistant principal	59.2	50.8	66.7	
Teachers	63.6	71.1	83.1	
School department heads	69.0	55.6	73.5	
Parents/Community members	25.8	24.1	19.7	
Non-White Enrollment:				
Superintendent	60.4	40.9	21.3	
Human resource director	25.0	29.8	36.9	
District level curriculum director	54.5	45.5	43.8	
Principal	96.1	94.3	86.3	
Assistant principal	48.1	65.4	53.3	
Teachers	75.5	74.5	65.8	
School department heads	69.7	69.5	58.8	
Parents/Community members	22.6	24.6	23.5	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile. Shares calculated as percent of districts that employ each respective position .

Table D-20. The Effect of Having a Human Resource Director on the Structure of the Interview Process¹

	Average Number of		Average Length of		Average Number of	
	Human Resource Director		Human Resource Director		Human Resource Director	
	Yes	No	Yes	No	Yes	No
Enrollment:						
Low	2.50	2.12	38.6	43.5	2.4	2.3
Medium	2.62	2.34	38.6	44.9	2.9	2.7
High	2.55	2.29	34.1	37.2	3.0	2.6
Combined Wealth Ratio (CWR):						
Low	2.19	2.21	32.7	40.3	2.8	2.5
Medium	2.47	2.24	38.3	44.1	3.1	2.4
High	2.77	2.23	38.5	44.7	2.8	2.5
Poverty (Subsidized lunch):						
Low	2.69	2.38	36.0	44.9	2.7	2.5
Medium	2.55	2.21	38.6	43.4	3.2	2.5
High	2.30	2.17	32.4	42.0	2.7	2.4
Non-white Enrollment:						
Low	2.35	2.16	35.9	43.5	2.8	2.4
Medium	2.53	2.28	36.9	44.8	3.0	2.5
High	2.62	2.28	34.6	40.8	2.8	2.5

¹Bold and italics indicates that there is a statistically significant difference between having an HR director and not (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

Table D-21. Importance of Criteria in Selection (percent of responses)¹

Criteria Rated as Important or Very Important	Low	Medium	High	All Districts
Enrollment:				
Experience	82.4	84.4	84.9	83.9
Grade point average	49.0	59.4	64.5	57.7
References/recommendations	95.4	97.8	97.4	96.9
Pre-screening tests	10.5	6.7	8.6	8.5
Contribution to workforce diversity	34.6	40.6	65.1	46.4
Performance in teaching sample lesson	48.4	58.9	74.3	60.4
Professional/career goals	66.0	60.0	55.3	60.4
Major in area of teaching	98.0	97.2	96.1	97.1
Certification in subject to be taught	99.3	98.9	100.0	99.4
Master's degree	45.8	43.9	44.1	44.5
Caliber of certifying institution	41.2	48.9	52.6	47.6
Quality of teaching portfolio	34.6	40.6	38.8	38.1
Residence in school district	13.1	8.9	9.9	10.5
Certification exam scores	38.6	43.3	38.2	40.2
Subject knowledge demonstrated in interview	96.1	92.8	98.7	95.7
Willingness to be involved in extra-curricular activities	66.0	63.9	47.4	59.4
Poverty (Subsidized Lunch):				
Experience	83.4	86.2	81.4	
Grade point average	63.4	59.5	49.7	
References/recommendations	97.9	95.4	97.9	
Pre-screening tests	7.6	7.2	11.0	
Contribution to workforce diversity	53.1	41.5	46.2	
Performance in teaching sample lesson	77.9	52.8	53.1	
Professional/career goals	57.9	61.5	61.4	
Major in area of teaching	94.5	97.4	99.3	
Certification in subject to be taught	99.3	99.0	100.0	
Master's degree	46.2	45.6	41.4	
Caliber of certifying institution	56.6	47.7	38.6	
Quality of teaching portfolio	35.9	41.0	36.6	
Residence in school district	5.5	9.2	17.2	
Certification exam scores	29.7	48.2	40.0	
Subject knowledge demonstrated in interview	95.9	95.4	95.9	
Willingness to be involved in extra-curricular activities	51.7	64.6	60.0	
Combined Wealth Ratio (CWR):				
Experience	81.4	85.1	84.8	
Grade point average	56.6	55.4	62.1	
References/recommendations	97.9	96.4	96.6	
Pre-screening tests	9.7	8.7	6.9	
Contribution to workforce diversity	35.2	47.2	56.6	
Performance in teaching sample lesson	50.3	53.8	79.3	
Professional/career goals	69.7	54.9	58.6	
Major in area of teaching	99.3	96.4	95.9	
Certification in subject to be taught	98.6	99.5	100.0	
Master's degree	43.4	37.9	54.5	
Caliber of certifying institution	46.2	42.1	56.6	
Quality of teaching portfolio	43.4	34.9	37.2	
Residence in school district	15.2	9.2	7.6	
Certification exam scores	46.2	39.0	35.9	
Subject knowledge demonstrated in interview	96.6	94.9	95.9	
Willingness to be involved in extra-curricular activities	60.0	63.6	53.1	
Non-White Enrollment:				
Experience	82.1	79.9	91.1	
Grade point average	51.7	58.8	62.3	
References/recommendations	97.2	96.4	97.3	
Pre-screening tests	6.2	10.3	8.2	
Contribution to workforce diversity	30.3	38.7	72.6	
Performance in teaching sample lesson	49.0	59.3	73.3	
Professional/career goals	66.9	56.7	58.9	
Major in area of teaching	97.2	96.9	97.3	
Certification in subject to be taught	100.0	98.5	100.0	
Master's degree	41.4	40.2	53.4	
Caliber of certifying institution	38.6	53.1	49.3	
Quality of teaching portfolio	31.7	43.8	37.0	
Residence in school district	9.7	9.3	13.0	
Certification exam scores	41.4	40.7	38.4	
Subject knowledge demonstrated in interview	97.9	93.8	95.9	
Willingness to be involved in extra-curricular activities	67.6	59.8	50.7	

¹Bold and italics indicates that there is a statistically significant difference between the categories

**Table D-22. Diversity in Interviewing and Selection
(percent of responses)¹**

	Discuss Diversity Issues in Interviews			Consider Workforce Diversity in Selection		
	None	Some	All	Somewhat Important	Important	Very Important
Enrollment:						
Low	17.0	37.3	45.8	39.2	22.2	7.8
Medium	12.2	53.3	34.4	37.8	28.3	10.0
High	7.2	48.0	44.7	23.7	36.2	23.7
Poverty (Subsidized lunch):						
Low	15.2	42.8	42.1	32.4	34.5	14.5
Medium	11.8	50.8	37.4	35.4	24.1	13.8
High	9.7	44.8	45.5	33.1	29.7	12.4
Combined Wealth Ratio (CWR):						
Low	14.5	43.4	42.1	38.6	22.8	8.3
Medium	11.3	51.8	36.9	34.9	30.8	13.3
High	11.0	42.8	46.2	27.6	32.4	19.3
Non-white Enrollment:						
Low	19.3	42.8	37.9	42.1	21.4	4.8
Medium	11.9	51.0	37.1	37.6	26.3	8.8
High	5.5	44.5	50.0	20.5	39.7	28.8

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

**Table D-23. Use of SED for Assistance Teacher Hiring Issues
By District Characteristics
(percent of responses)¹**

	Enrollment Size			All Districts
	Low	Medium	High	
Enrollment:				
Use SED for teacher hiring issues	35.9	47.8	61.2	48.2
Contact SED staff member directly	20.3	24.4	39.5	27.8
Use SED's website	24.2	32.8	49.3	35.3
Use training materials supplied by SED	9.8	6.7	11.8	9.3
Combined Wealth Ratio (CWR):				
Use SED for teacher hiring issues	46.9	49.7	47.6	
Contact SED staff member directly	24.8	29.7	28.3	
Use SED's website	35.9	36.4	33.1	
Use training materials supplied by SED	11.0	8.2	9.0	
Poverty (Subsidized Lunch):				
Use SED for teacher hiring issues	50.3	46.7	48.3	
Contact SED staff member directly	27.6	27.2	29.0	
Use SED's website	37.2	31.8	37.9	
Use training materials supplied by SED	7.6	12.8	6.2	
Non-White Enrollment:				
Use SED for teacher hiring issues	41.4	49.0	53.8	
Contact SED staff member directly	24.1	28.4	31.0	
Use SED's website	26.9	35.6	42.8	
Use training materials supplied by SED	9.7	10.8	6.9	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.

**Table D-24. Interest in Training and Support in Teacher Hiring Practices
By District Characteristics
(percent of responses)¹**

	Low	Medium	High	All Districts
Enrollment:				
Interested in training	24.2	30.6	34.2	29.7
Training and materials on recruitment practices	17.6	16.7	24.3	19.4
Training and materials on selection practices	17.6	22.8	25.0	21.9
A common statewide teaching application	8.5	8.3	14.5	10.3
A statewide online recruitment website where districts could post job openings and prospective teachers could search for jobs	17.0	20.6	26.3	21.2
A website dedicated to providing information about teacher recruitment and selection practices	11.1	16.7	21.7	16.5
Information regarding existing recruitment websites	13.1	17.2	23.0	17.7
Organized conferences for sharing practices and training in teacher recruitment and selection	13.1	14.4	26.3	17.7
Combined Wealth Ratio (CWR):				
Interested in training	29.0	35.4	22.8	
Training and materials on recruitment practices	16.6	25.6	13.8	
Training and materials on selection practices	21.4	26.2	16.6	
A common statewide teaching application	8.3	12.8	9.0	
A statewide online recruitment website where districts could post job openings and prospective teachers could search for jobs	21.4	27.2	13.1	
A website dedicated to providing information about teacher recruitment and selection practices	15.9	20.0	12.4	
Information regarding existing recruitment websites	16.6	22.1	13.1	
Organized conferences for sharing practices and training in teacher recruitment and selection	16.6	21.0	14.5	
Poverty (Subsidized Lunch):				
Interested in training	26.9	31.8	29.7	
Training and materials on recruitment practices	15.9	21.5	20.0	
Training and materials on selection practices	17.9	22.6	24.8	
A common statewide teaching application	10.3	9.2	11.7	
A statewide online recruitment website where districts could post job openings and prospective teachers could search for jobs	17.2	22.6	23.4	
A website dedicated to providing information about teacher recruitment and selection practices	13.8	15.4	20.7	
Information regarding existing recruitment websites	16.6	19.0	17.2	
Organized conferences for sharing practices and training in teacher recruitment and selection	18.6	18.5	15.9	
Non-White Enrollment:				
Interested in training	34.5	27.8	27.6	
Training and materials on recruitment practices	21.4	17.0	20.7	
Training and materials on selection practices	25.5	19.1	22.1	
A common statewide teaching application	10.3	8.8	12.4	
A statewide online recruitment website where districts could post job openings and prospective teachers could search for jobs	24.8	19.6	20.0	
A website dedicated to providing information about teacher recruitment and selection practices	15.2	16.5	17.9	
Information regarding existing recruitment websites	17.2	16.0	20.7	
Organized conferences for sharing practices and training in teacher recruitment and selection	15.9	18.0	19.3	

¹Bold and italics indicates that there is a statistically significant difference between the categories (10% level). "Low" is below 30th percentile, "medium" is 30th to 70th percentile, and "high" is above the 70th percentile.