Hiring Right: Review of The Citizens Foundation Case Study

THE CITIZENS FOUNDATION

Introduction

HELLO, MY NAME IS Hira Nomani

designation

Senior Manager, Schools HR

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Pakistan

Number of Schools	Number of Students	Number of Teachers	Number of School Leaders
1,567	252,000	10,000+	1,000+

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ICE BREAKER

1) **What motivates you to do the work that you are doing?**
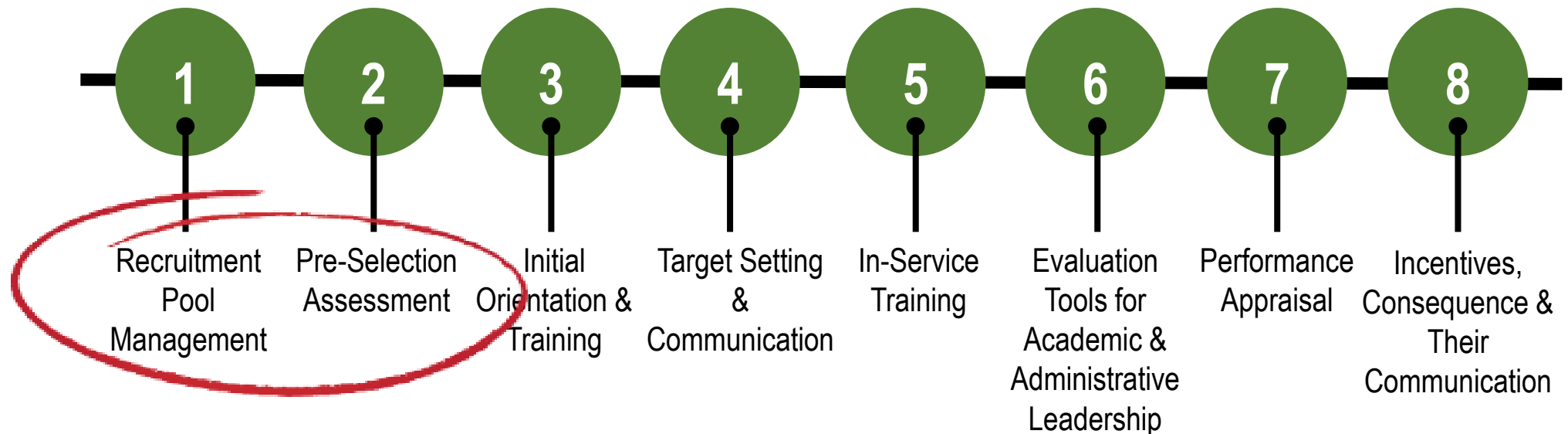2) **What is the one thing that you appreciate about your organization?**

To ensure uniformity in the process

To make the process more structured

To increase the rigor level to ensure better quality

Framework for the Selection Process

Capacity

Achievement

Relationships

Passion
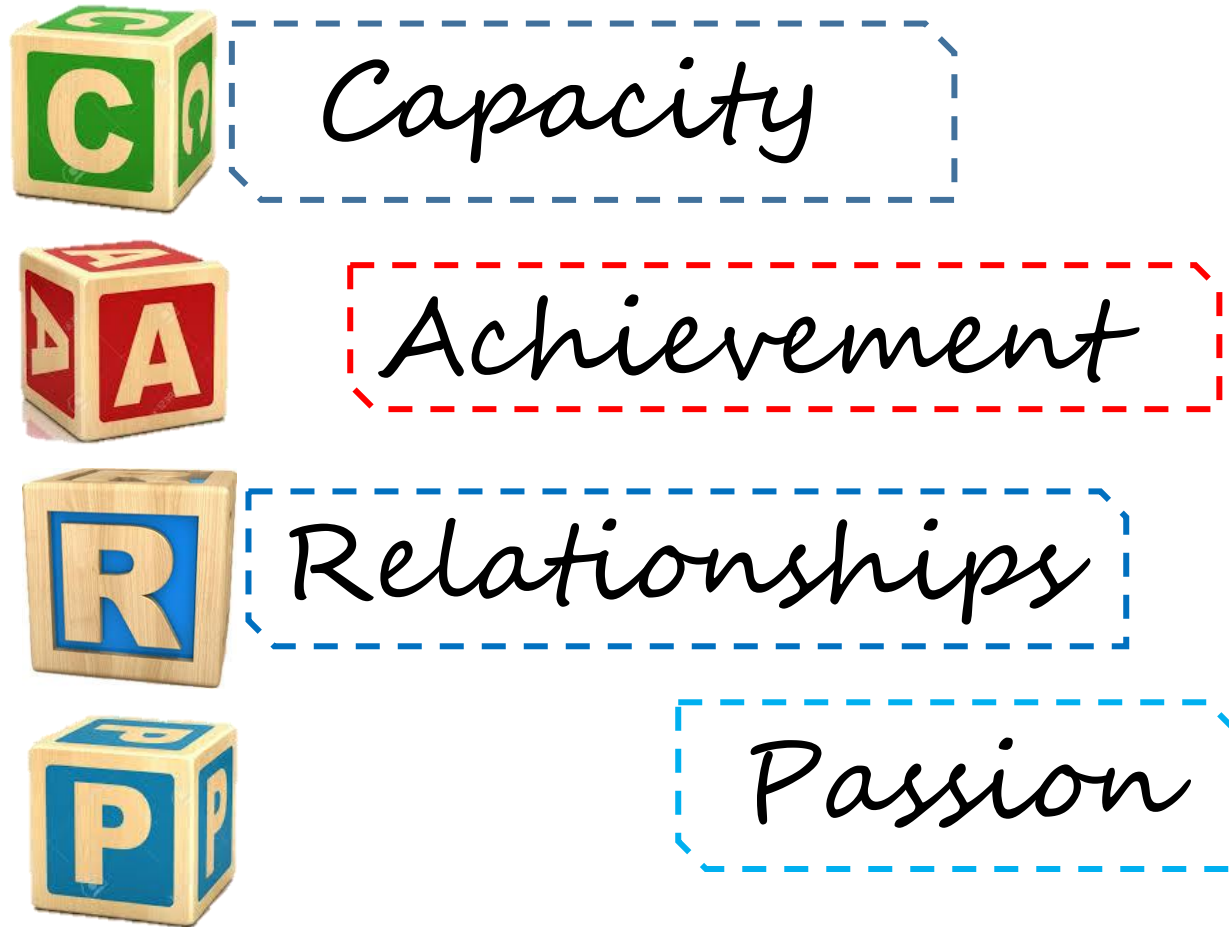
CARP	What does it take to be a TCF School Principal?	
	Competencies	Activity
Capacity	Subject knowledge	Induction Test
	Observation Skills	Observation Skills/Interview
	Clarity of Thinking	Group Discussion/Interview
	Problem Solving	Writing Activity/Interview
Achievement	Academic Achievement	Resume/Interview
	Leadership Skills	Interview/Group Discussion
	Perseverance	Interview
	Experience	Resume/Interview
Relationships	Respect for others	Group Discussion/Interview
	Conflict Resolution	Group Discussion/Interview
	Communciation Skills	Group Discussion/Interview
Passion	Fit with TCF	Interview

Preread

THINK

SHARE

Session Objectives

Significance of having robust Screening Process

Using PAR & STAR to ask Behavioral Questions

Using past behavior as a predictor of future behavior

Assessing Candidate Response based on Rubric

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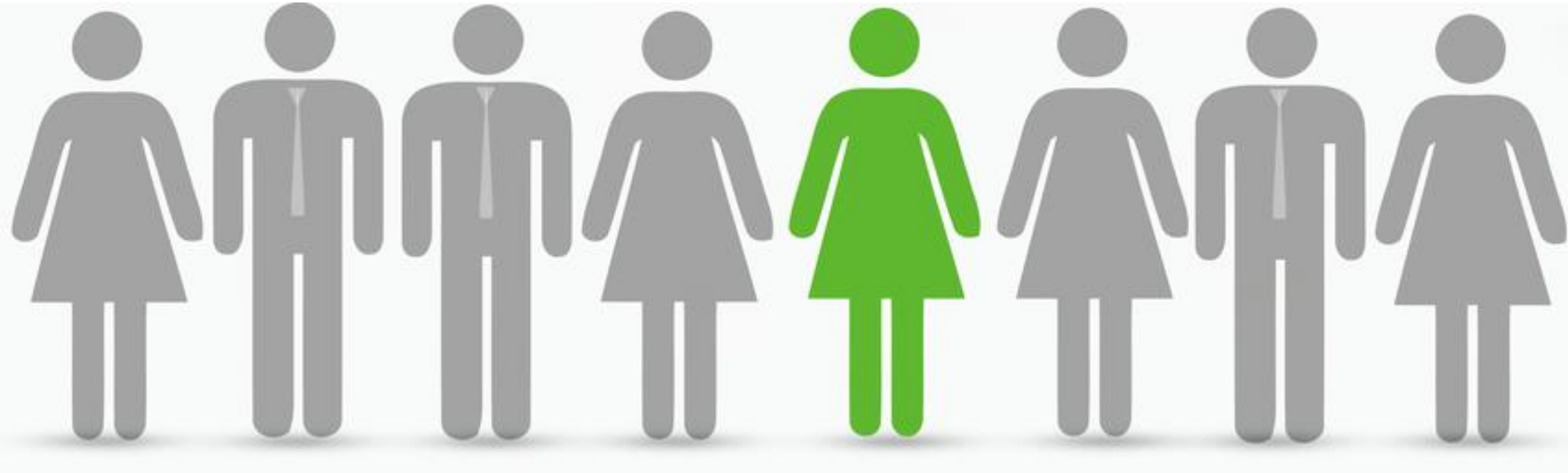
1. Overview of the Principals' Selection Process

2. Framework of the Selection Process

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CV Screening Grid

Entrance Form (a)

Induction Test (b)

RHR Screening Interview (c)

Moves to Assessment Centre

Meets Mandatory Criteria

To capture Candidate's profile

Scored >50%

Step 1

Step 2

Step 3

Assessment Centre

Writing Activity

Observation Exercise

Group Discussion

Structured Panel Interview

Scored >48 on CARP rubric

Step 4

SELECTION PROCESS
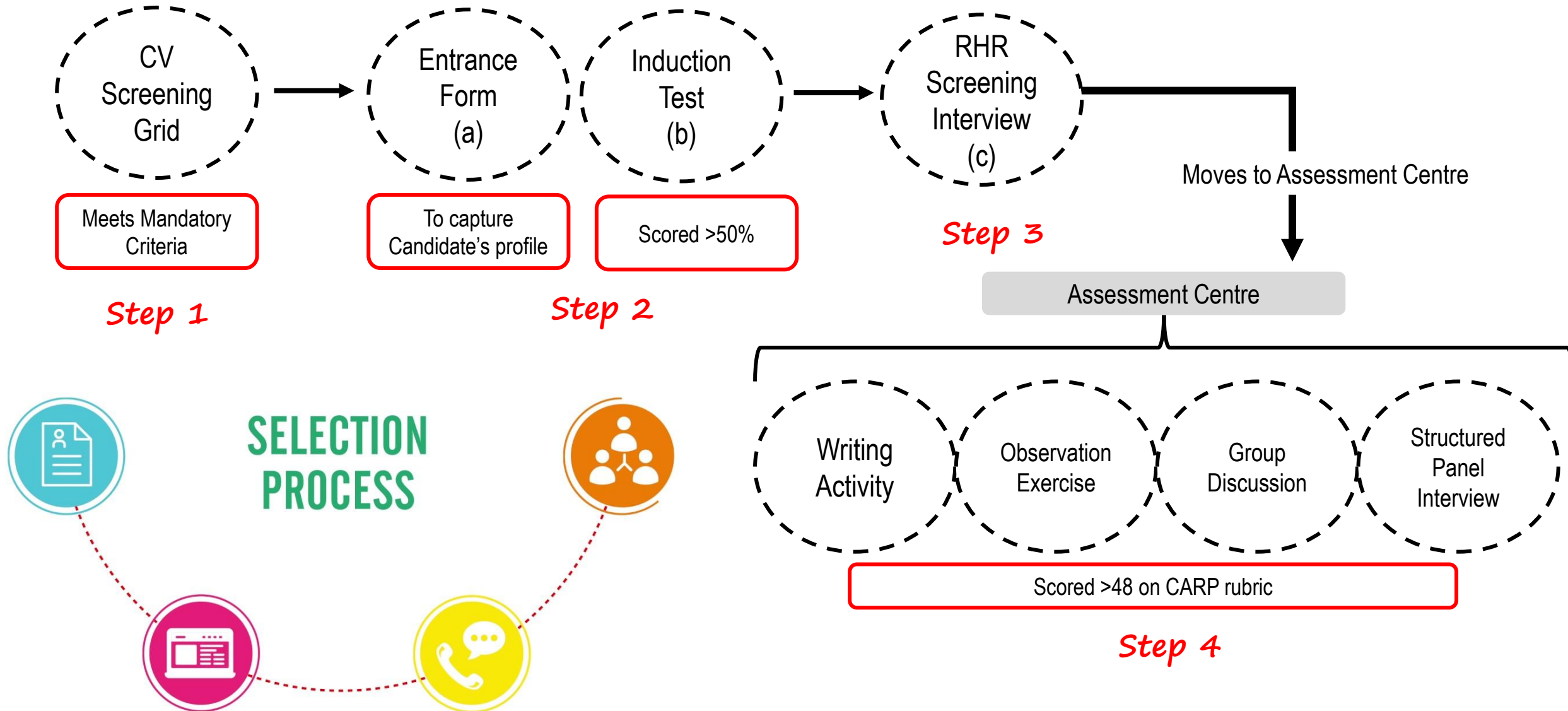
Principal CV Screening Grid 2018–For External Candidates

Note: An external candidate can apply for the principal position once in a year only. She must not undergo an AC twice in a year.

Candidate's Name:_____ Region: _____ Area_____

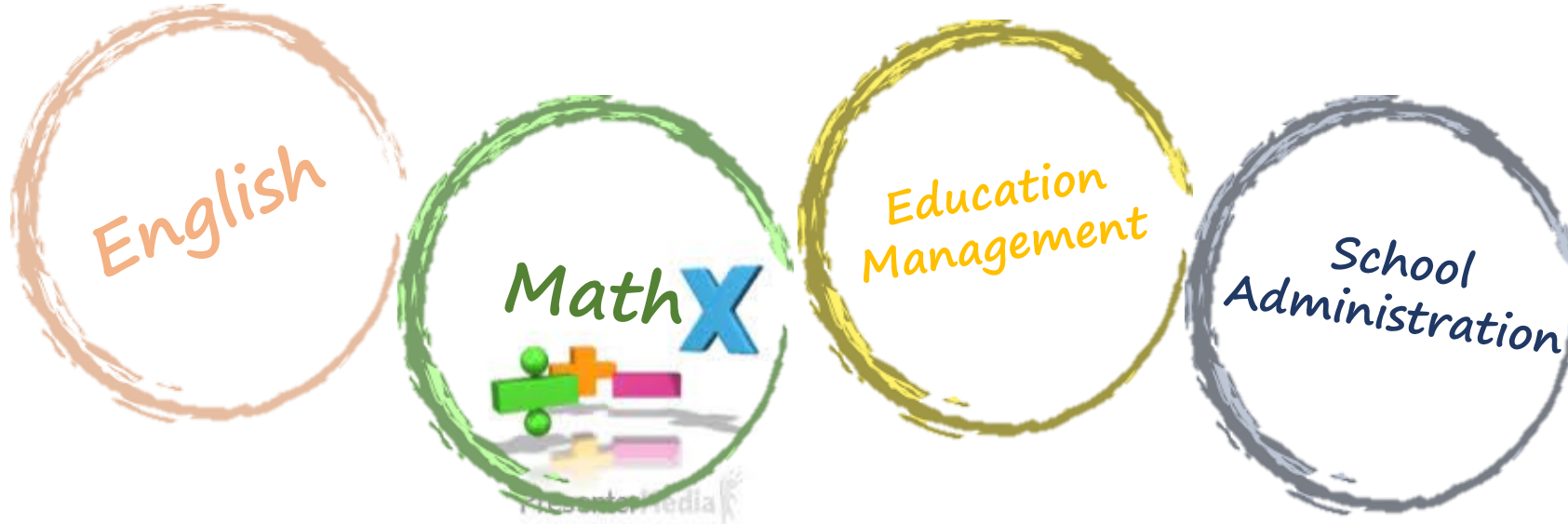| Principal Screening Grid			
Mandatory Evaluation/Eligibility Criteria		YES	NO
Age	23 & Above		
Qualification	Graduation		
Experience	At least 2 years of teaching experience **OR** 1+ years of experience as a Principal/Administrator/Vice Principal **OR** 1+ years of experience in non-school management		
Candidate's Location/Residence			
Additional Points (used only if the candidate meets above mentioned criteria)		SCORE	
Qualification	Masters in Science/Arts	1	
	B.Ed./M.Ed.	1	
Experience	3+ years of teaching experience	1	
	2+ years as a Principal/Vice Principal/Senior Teacher/Administrator/Non-School Management	1	
TOTAL SCORE		4	
TO BE APPROVED BY AREA MANAGER (If Screening is done at Area Level) AND REGIONAL HR			
Next Step		Yes	No

English

Math X

Education Management

School Administration

Test Duration: 1:00 Hour
Passing Criteria: 50% Marks or above

Local to School Location

Communication Skills

Preference for Morning or Afternoon Shift

Preference for Primary or Secondary School

STEP 4: Assessment Center

| Writing Activity | Observation Exercise | Group Discussion | Panel Interview |

Full-day Activity

Capacity

Achievement

Relationships

Passion

CARP	Competencies	Activity
	What does it take to be a TCF School Principal?	
Capacity	Subject knowledge	Induction Test
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	Perseverance	Interview
	Experience	Resume/Interview
Relationships	Respect for others	Group Discussion/Interview
	Conflict Resolution	Group Discussion/Interview
	Communication Skills	Group Discussion/Interview
Passion	Fit with TCF	Interview

2. Framework for the Selection Process

Activity 1) Writing Activity

Competency to look at

A scenario is given to gauge the problem solving ability of the candidate

Problem Solving

Score from Rubric

Activity 2 & 3) Observation Exercise & Group Discussion

Observation Skills

Clarity of Thinking

Respect for Others

Conflict Resolution

Communication Skills

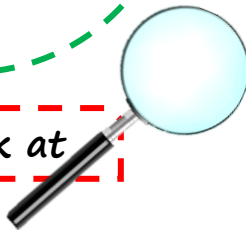Score from Rubric based on probing Q/A

Score from Rubric

Score from Rubric

Competency to look at

Capacity

Relationships

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Activity 4) Panel Interview

Structure of Interviews			Time
a	Unstructured Part	Questions from Resume, Competency Test, Previous work Experience	10 minutes
b	Sturctured Part	Structured questions related to leadership, perseverance & passion	20 minutes
c	Questions based on Candidate's	Questions from the Writing Activity & Observation Exercise	10 minutes
d	Panel Discussion about the Candidate	Based on CARP scores and panel discussion	10 Minutes

Activity 4) Panel Interview

Leadership Skills

Perseverance

EXAMPLE

Tell us about a time when you had to lead a team or take up the role of a leader. The example can be from your academic or co-curricular or personal setting.

Describe a situation where you had to deal with the difficult situation or challenge?

- Role & Responsibilities
- What was the goal?
- How many team members you had and how did you manage them?
- Was there conflict? How did you manage?
- Big achievements in the role?
- What was the result?

- What was the GOAL that you wanted to achieve and the CHALLENGE you faced?
- How did you FEEL when you faced this challenge?
- What STEPS did you take to address it?
- What was the RESULT?

How do we score the response?

How do we know that the process is working?
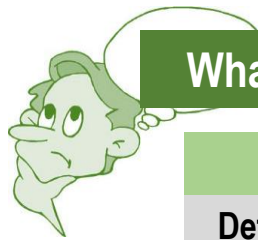
What are the Principal Quality Indicators?

STRUCTURE = ASSESSMENT CENTRE (AC)

Definition: The Assessment Centre has been designed such that the most competent individuals are hired for the position of Principal based around the CARP (Capacity, Achievement, Relationship, Passion) framework

OUTCOME INDICATORS

Definition: Clear, specific & objective quantitative measures of the impact of the Assessment Centre on Quality of Principals

1. VACANCY RESOLUTION RATE

Definition: No. of Vacancies closed against no. of vacancies open

2. LOCALIZATION RATE

Definition: No. of local candidates overall & in localizable schools

3. CONFIRMATION RATE

Definition: No. of Candidates confirmed after 90 days against total no. of candidates hired

. TIME TO FILL

Definition: Time to fill vacancy

PROCESS INDICATORS

Definition: The quantity and quality of the activities that are being delivered through the Assessment Centre to achieve outcomes

1. No. OF CANDIDATES PER VACANCY

Definition: No. of Candidates per vacancy that attended the Assessment Centre

2. ASSESSMENT CENTRE QUALITY

Definition: No. of Candidates attending the AC divided into Selected, Reserve Hire, Selected for teaching Positions & Rejected

3. % OF JOB SHADOWING COMPLETED

Definition: No. of candidates selected as Principals who have done through the Job Shadowing Program

GOOD TO HAVE INFORMATION

Definition: The indicators which will serve as a proxy of quality of candidates being hired.

1. INDUCTION TEST SCORE

Definition: Induction test score of the candidates appearing in the AC and getting selected as principal

2. CARP SCORE

Definition: Average CARP Score of candidates being selected as a principal

% OF INTERNAL CANDIDATES

Definition: No. of internal candidates selected against total no. of selected candidates

4. NO. OF MULTIPLE ACs
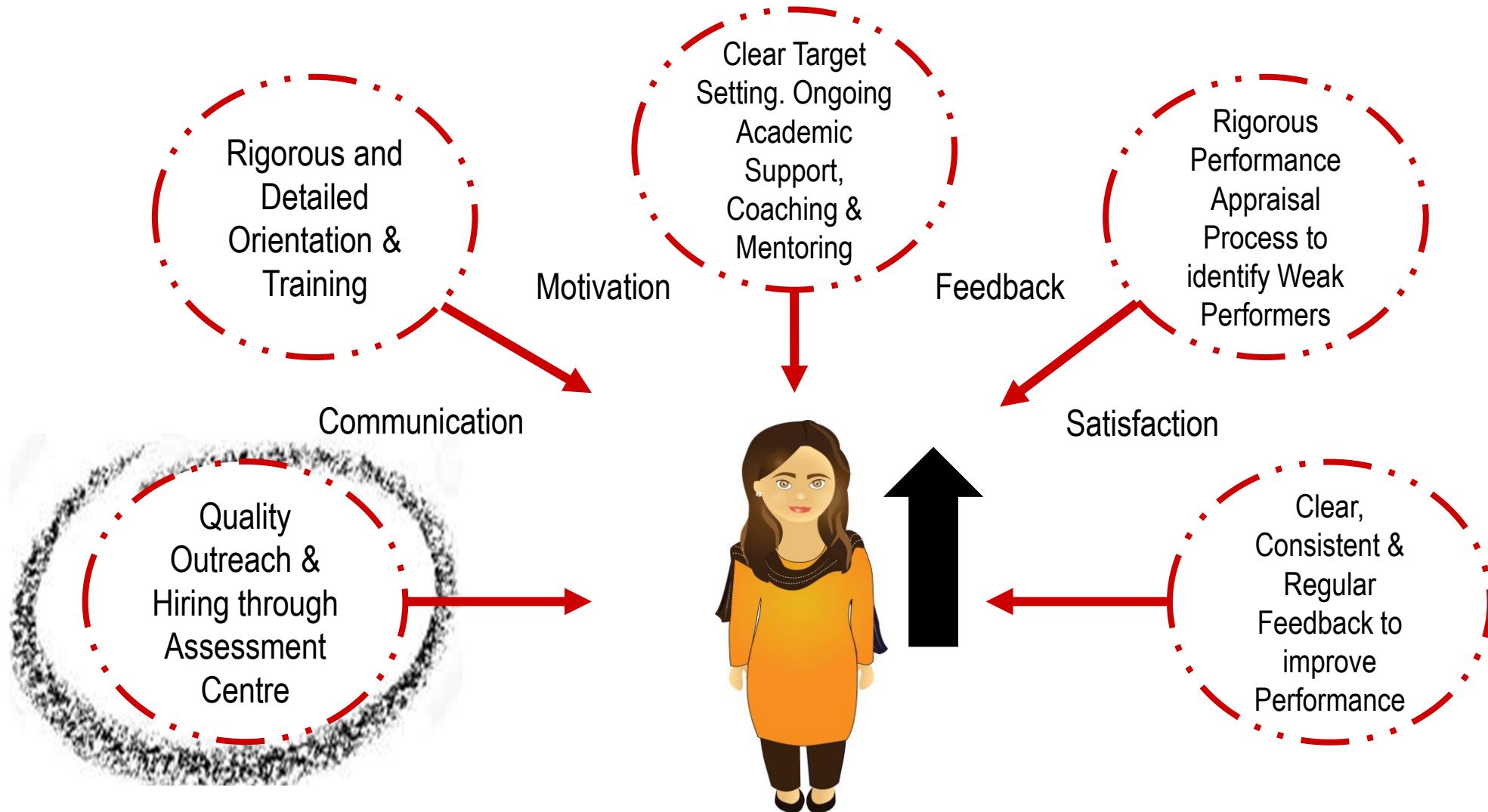
Definition: No. of vacancies with multiple ACs

Impact on Quality of Principals in Future

What do we Envisage?

Rigorous and Detailed Orientation & Training

Clear Target Setting. Ongoing Academic Support, Coaching & Mentoring

Rigorous Performance Appraisal Process to identify Weak Performers

Motivation

Feedback

Communication

Satisfaction

Quality Outreach & Hiring through Assessment Centre

Clear, Consistent & Regular Feedback to improve Performance

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Spotlight Stories

Name	Qualification	Years of Experience	CARP Score	Principal Quality Index
Sadia Kazmi	MA History & B.Ed	10	78	85
Uzma Zulfiqar	MA Islamiat & B.Ed	9	84	94
Shama Malik	M.A / B.Ed	8	68	86
Arfa Bibi	BSc	7	68	82

Outreach   Selection   Evaluation

Let's Wrap Up!!!

How would you apply the new learning to your own context?