

## Site Manager, Recruitment and Selection – Sample Hiring Exercise

*Please note that this exercise is a sample – all embedded documents have been removed.*

Thank you for your interest in TNTP. A characteristic of our organization's hiring process is a focus on exercises that are similar to the day-to-day work for the open position. We feel that these exercises give candidates an opportunity to make a meaningful assessment of how a role will fit them and allow us to observe a candidate's skills first-hand. We are looking for excellent critical thinking, organizational skills, attention to detail, and the ability to communicate clearly and effectively. The information below is realistic, but includes some invented details.

### Background

The Teacher Talent Initiative (TTI) collaborates with our clients to supply high-quality teachers, support effective matches between candidates and schools, strengthen hiring practices, and ensure that all of the district's principals can choose the best teachers for their classrooms from among multiple strong candidates. TTI services include working directly with school leaders to strengthen their staffing approaches, market their schools to high-quality teacher candidates and institute early vacancy identification processes. Through aggressive recruitment and selection, the TTI team amasses a large pool of teacher applicants – both traditionally certified and alternate route candidates – from which principals can hire the best candidate who most closely fits their school's needs. The Site Manager will manage a team to support effective staffing practices in 60-70 schools, lead recruitment and selection projects, and coach school leaders and district staff and effective hiring practices.

### Exercise

Every year, TTI sets a series of goals for teaching vacancies to be filled by key dates. This year, assume your goals are:

- 30% of vacancies filled by May 15
- 60% of vacancies filled by June 1
- 95% of vacancies filled by July 15

It is the week of June 4 and you run a report on the status of vacancies in the schools that one of your direct reports, Mary Parker, oversees (see embedded excel spreadsheet, below). As you examine the data, keep in mind the following points:

- If there is a name in the 'Intended Hire' column, that vacancy has been filled. If there is not a name in this column, the vacancy has not been filled.
- The column '# Candidates Referred to Principal' contains the number of high-quality candidates who Mary has referred to the principal for that specific vacancy. Principals typically invite one or more of these candidates to interview for the vacancy.
- The column '# Candidates Interviewed by Principal' contains the number of candidates that the principal has interviewed for the vacancy to-date.

You are concerned about the status of these schools, so you ask Mary to review the data and submit her plan for making sure the remaining vacancies are filled before the final staffing goal. The plan she submitted during the afternoon of June 4 is embedded below.

**Assignment**

1. In no more than one page, summarize your analysis of the data.
2. Draft the feedback you will give Mary on her plan. If you choose to give it in writing, please draft the message in a memo or use track changes/comment boxes to give feedback in the word document; if you choose to discuss, please draft your talking points. In addition, please include the next steps you would take (this might include in the immediate and long term) after delivering your feedback to Mary.

*Please note any assumptions you are making in your response, as well as any questions, if any, that arise for you as you complete the exercise.*

SAMPLE