

RECRUITMENT TOOLKIT

EXTENDING YOUR REACH TOWARD TOMORROW'S WORKFORCE



Performance
Excellence

**Strategic
Staffing**

Talent
Management &
Development

Culture &
Total
Rewards

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THE WHY

It is our common mission to ensure that all students have access to excellent educators who prepare them not only for academic success, but also to participate in an ever-changing society. Doing so requires us to attract, place, and retain those amazing educators through the implementation of high-quality [human capital management systems](#). In a sentence or two, what is the driving force behind your work in recruitment?

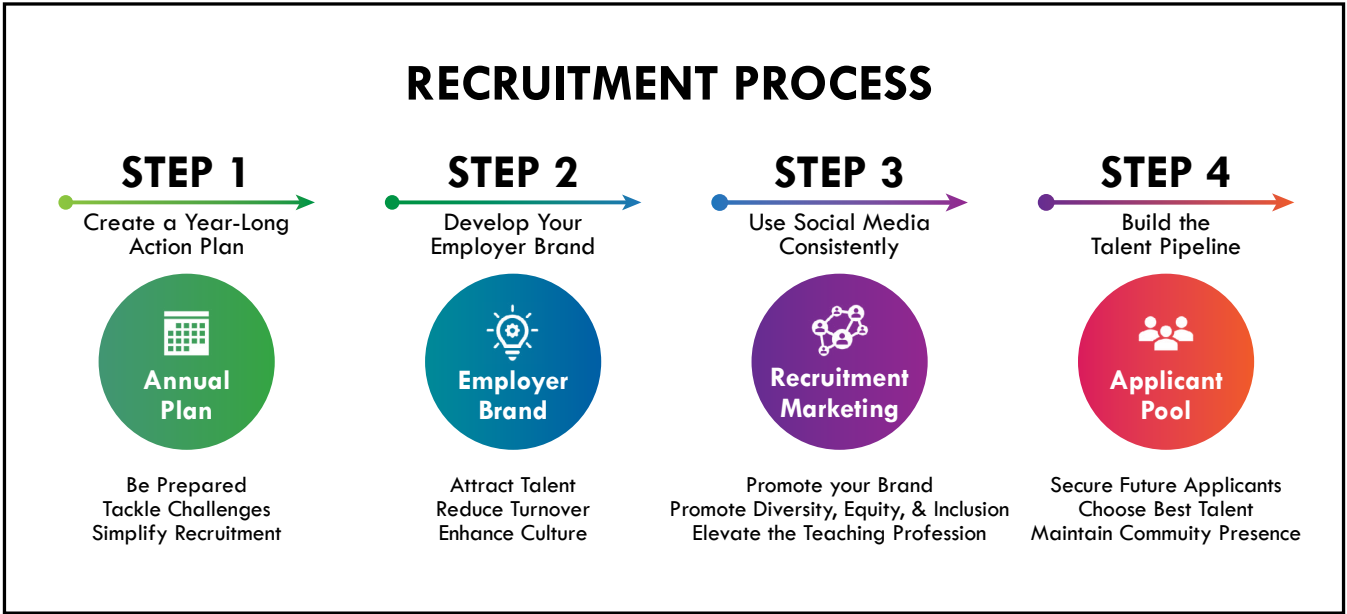
Simon Sinek TED Talk: Start with Why

What is your Why?

This guide aims to help you establish strategies to effectively communicate your district’s most compelling opportunities through intentional implementation of annual action plans, compelling branding, thoughtful social media usage, and long-term talent pipelines. You will learn more about how and why to prioritize recruitment as more than a seasonal task, best practices, and tools to keep you on track for full staffing each Fall.

To help you do this, we’ve created checklists of suggested activities for each section, but they are best when you make them your own! Feel free to input your district’s action items anywhere you see this Checklist:

Action Items Checklist



QUARTERLY CHECKLIST

Recruitment is a year-round process. Use this checklist to help identify and complete important tasks for each quarter of the year. Doing this will help you to be more prepared and have a more successful hiring season!

AUGUST SEPTEMBER OCTOBER – Sourcing Season
Create a profile for new hires using a template to record recruitment source, competencies, accepted position, and other relevant information.
Conduct analysis to identify best sources of potential candidates for the coming year.
Establish relationships with colleges to create a pipeline for student teachers.
Identify aspiring educators (e.g., teachers' aids, paraprofessionals, non-certificated staff) to develop over the coming year.
Analyze online hiring portals and conduct a mock application run.
Analyze hiring portal for Diversity, Equity, and Inclusion.
Refine your brand and make sure it aligns with the Vision, Mission, and Goals of your district.
Create teacher recruitment videos to promote your district and brand.
NOVEMBER DECEMBER JANUARY – Pre-Hiring Season
Identify open positions and positions you expect will be vacated.
Conduct a compensation study and job analysis to determine hiring needs. This Hiring Matrix is a good example.
Review and update your job descriptions using the Job Description Redesign . Make sure they align with your brand, mission, vision, and goals.
Start researching and making arrangements to host and/or attend job fairs and recruitment events.
Strategize around virtual recruitment.
Determine the best places to post positions. (e.g., Indeed, ADE, LinkedIn. See Appendix C.)
Use social media to promote your brand. The Social Media Content Calendar can help you stay active and organized. Also available as a PDF .
FEBRUARY MARCH APRIL – Hiring Season
Post open positions. Remember, your job posting is different from your job description.
Attend college recruitment fairs virtually and in person.
Devise a plan for following up with potential candidates within 48 hours of introduction.
Develop an employee referral program for new recruits and send communications out to notify or remind your current staff about the program.
Stay current and active with social media posts. Share your job postings and continue to promote your brand.
Actively recruit from institutions and organizations that serve primarily underrepresented populations in order to diversify your candidate pool.
MAY JUNE JULY – Post-Hiring Season
Identify any remaining positions needing to be filled and focus your efforts here.
Target hard-to-fill positions and explore different avenues for recruitment. (e.g., For math and science positions, identify STEM hiring portals.)
Facilitate emergency certification if needed.
Determine options for recruiting from alternative sources.
Arrange an event to help inform individuals who want to become educators about the resources available to them.

BRANDING AND EMPLOYEE EXPERIENCE

Back in the mid-1970's, there was a car produced in the former nation of Yugoslavia call the Yugo. This car was designed by Fiat and Zastava engineers from a design that mirrored the Fiat 127, the European Car of the Year in 1972. You would think this history would propel the Yugo to be a quality name brand, but instead the car gained the branding of being poorly engineered, ugly, and cheap. Branding is powerful, and an established opinion about a brand can be tough to change! It helps us identify the qualities, value, and design we desire from products and businesses. The Yugo to this day holds onto what it was known for decades ago, so make sure you communicate your ideal branding as you look to hire new employees.

Why you need Employer Branding now!

Decrease time to fill positions and increase candidate quality

Reduce your turnover by bringing in the right talent

Improve your culture and increase employee engagement

- Recruiting.com

Who are you?

List your top 3 qualities that will attract top talent:

Every interaction you have with people inside and outside of your organization contributes to your brand and influences how others see you and respond to how they feel about who you are based on that interaction. Being intentional about your brand is a strategic imperative as you aim to attract and retain the most talented employees.

Inquiry and Authenticity

You already have an established brand: people interact with your organization and perceive you in a certain way. So, what is that perception? Take an honest look at what you stand for as a district and as a member of your community, know what makes you truly unique, capitalize on what makes you special, and present what makes you good for your community. Be open to what you find out about how you are perceived, be vulnerable, and use this time to address opportunities to rebuild or enhance your brand.

Phoenix Elementary School District

At Phoenix Elementary School District #1, we are Inspiring Every Child to Achieve, educating the future leaders of Phoenix! We're looking for passionate people who want to shape the future to join in our mission. The education of our children is a shared responsibility among our community, and we encourage you to apply for the opportunity to be part of that.

Every member of our Phoenix #1 family—from our top leadership team to our bus drivers, our nutrition team to our nurses, and our teachers to our technology gurus is shaping the lives of our students every day. It's not just our work; it is our passion!

Sonoran Science Academy

We are a free, public charter K-8 school with a family-like feel, and our staff members have worked together for many years. We frequently host parent and family events, and pride ourselves on creating a caring, supportive environment that also asks for the best from our students.

Developing Your Brand and Employer Value Proposition (EVP)

Developing a strong and effective brand leads to crafting your employer value proposition (EVP): a brief statement of the values and beliefs you want to be at the core of how an employee or candidate views your organization. The EVP is fundamental to establishing the bridge to attract individuals who share those values and beliefs. Your EVP should include what you offer, and what you aim to accomplish. As people experience your brand, they do more than just see what you do, they develop feelings about *who you are*. Consider this intangible reaction when crafting your EVP. Letting your brand tell your story showcases the pride and passion your district has for what you are accomplishing every day.

FIGURE 1: Potential Value Proposition Elements⁷

Best Practice: What are you offering in the way of incentives? Consider signing bonuses, student loan payoff assistance, affordable housing placement and rent assistance, or programs for matching up new teachers in shared affordable housing.	Compensation: Direct Pay	Compensation: Benefits	Recognition	Development and Career Opportunities	Working Conditions (work/life balance)
<p>Building your EVP to attract high performing teachers can include compensation with pay and benefits, recognition programs, professional development and career opportunities, and working conditions such as work/life balance. In considering your EVP, remember you are seeking to meet your organizational needs by finding high quality staff that you will be able to retain; you are also seeking to meet the staff's needs and expectations for climate and culture, teaching environment, and other rewards that enrich their employee experience.</p>	Salary (Min, Max, Potential/Expected Trajectory, COLA) District-Priority Premiums • High-needs area and schools Market-Incentive Premiums • Math and science teachers Roles and Responsibilities • Leadership • Contribution/ • Additional responsibilities • Stipends for additional hours Monetary Rewards • Individual and group performance	Health and Welfare • Medical plans • FSAs • Life insurance • Disability insurance • Discounts for fitness clubs, etc. Retirement • Pension • Accumulated leave • Health insurance Pay for Time Not Worked • Summer/winter breaks • Vacation • Holidays • Religious holidays • Sick leave • Bereavement leave • Maternity/paternity leave Financial • Transit subsidies • Employee discounts • Financial planning services • Mortgage/housing programs	Service Awards Peer-recognition awards Performance/appreciation/innovation awards—individual and school	Learning Opportunities • Tuition reimbursement • Sabbaticals • Professional development • Opportunities for collaboration with peers/on-the-job learning time • Coaching and mentoring • Performance reviews • Certification renewal • Average actual teacher improvement Instructional Supports • Curriculum supports • Formative Assessment Tools Advancement Opportunities • Career ladders and pathways • Leadership opportunities	Job Structure • Flex time • Part-time • Job-sharing • School schedule (day and year) • Load, number of preps, and duties Working Conditions • Safe and clean environment • Collegial working conditions • Opportunities for input, participation, and impact • Strong school leadership • Job protection

ERS - Rethinking the Value Proposition to Improve Teaching Effectiveness by Regis Anne Shields and Christopher Lewis – December 2012 <https://www.ersstrategies.org/cms/files/1378-value-proposition.pdf>

What are your top value proposition elements? List 5 values elements to attract highly performing teachers

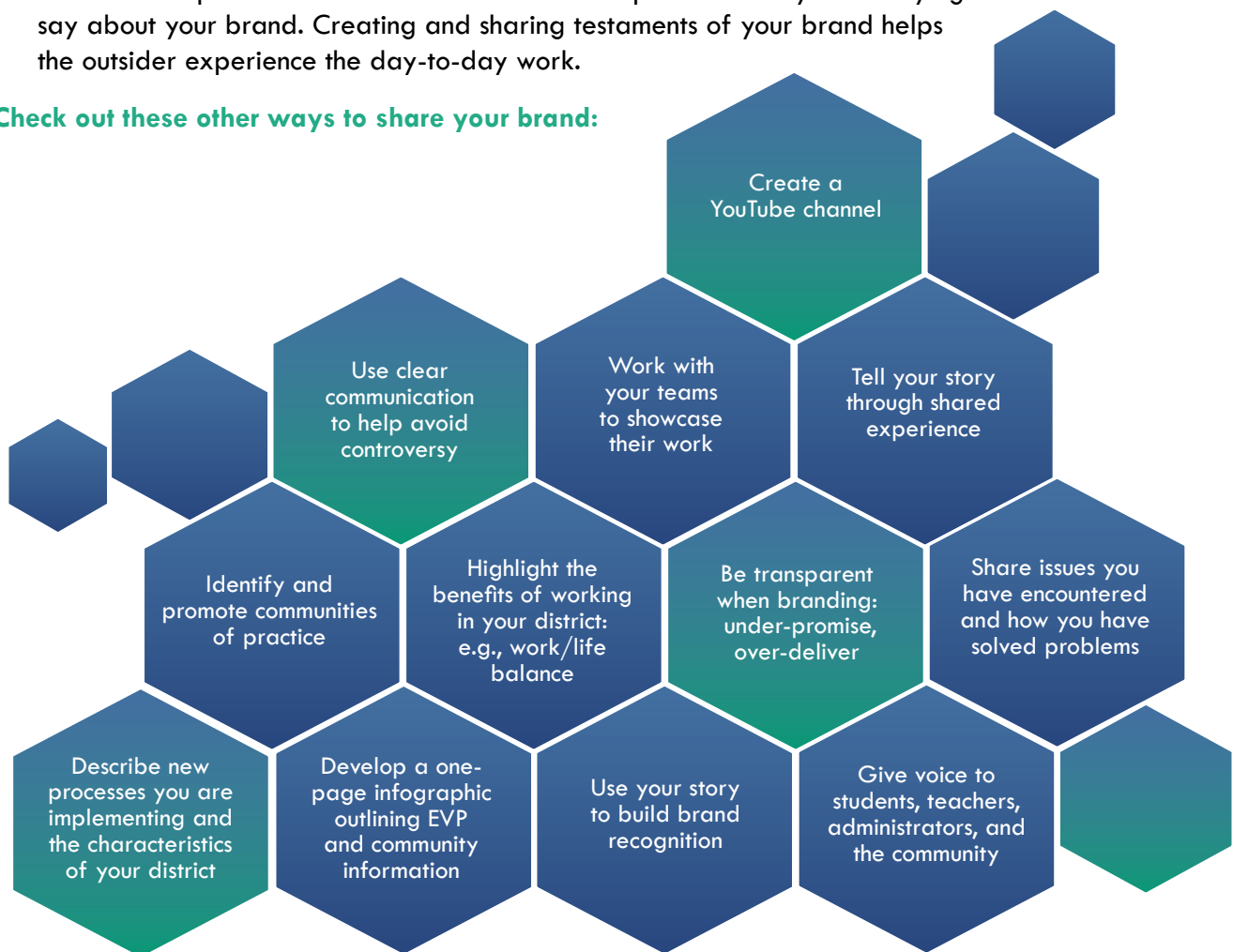
3 Ways School Districts Can Improve Talent Acquisition
 Make a lasting first impression
 Showcase your culture
 Flaunt your location
 - Recruiting.com

Branding Action Items Checklist
Organize stakeholder meetings to develop your brand
Identify unique value proposition elements
Pull together diverse teams to develop your Employer Value Proposition
Add your Employer Value Proposition to recruitment material and social media
Organize a branding meeting for each quarter

Share Your Brand

- Post a position with your brand in mind and communicate in the post the position's impact. Recruiting for your district with a strong brand statement in the position details will help the candidates self-identify with the needs of your district and provides a vision toward how they can make an impact. Check out the [Job Description Redesign Guide](#) to assist you.
- Communicate your brand by developing tools that allow internal and external communities to experience what you are about.
- Expand the reach of who is telling your story by adding layers to your communications and sharing teacher experience, coach experience, and leader experience.
- Intentional leaders can tell great stories about their schools by focusing on the culture and positive outcomes of their leadership.
- Communicating in today's multi-channel streams has become more complex and varied with new avenues of approach coming every day. Telling your story via many of these active channels becomes even more impactful with the use of videos that represent what you are trying to say about your brand. Creating and sharing testaments of your brand helps the outsider experience the day-to-day work.

Check out these other ways to share your brand:



SOCIAL MEDIA

Social media is one of the most popular and powerful means of communication in people’s lives today. This makes it an ideal place to promote your school or district and to share your brand. The content you post will be viewed by your current staff and students as well as potential employees and prospective students and parents. It is important to remember that every interaction you have, even those that occur virtually, is an opportunity to communicate your brand and help you attract top talent.

Social media should be used to share and promote your school’s mission, vision, goals, culture, and community. This helps people gain insight into who you are, what you value, and what you have to offer. Use social media to promote diversity and inclusion among your students and staff. Your posts should reflect all facets of your school’s or district’s population by reflecting diversity in race, gender, age, and ability. This is also a valuable tool that can be used to elevate the teaching profession by celebrating current teachers and new hires and by sharing student and teacher success through inspirational stories. Last but not least, use social media to boost recruitment by sharing job postings, employee testimonials, recruitment marketing material, and again by promoting your brand.

Platforms to Use

There are a huge variety of social media platforms to choose from, including but not limited to:



Facebook



Instagram



Twitter



YouTube



LinkedIn



Pinterest

Many platforms appeal to a specific audience. For example, Instagram is more popular among young college graduates and LinkedIn appeals more to professionals. Identify which platforms are most popular within your community and among the individuals you are working to attract. Choose 3-5 sites you would like to use to build an online community and interact with regularly.

Developing Content to Share

Share a wide variety of content when posting to social media to keep people interested and engaged. The majority of your posts should be informative, some should be inspirational, and some should actively market your school or district and recruitment activities. Content should always add value and align with your school’s brand, mission, vision, and goals.

Types of Content to Post:

- General information
- District and school news
- Important calendar dates
- Honor a wide range of diverse holidays
- School activities and programs
- School events: before, during, and after
- Job postings
- Welcome new hires
- Celebrate teacher and student success
- Relevant articles from other sites (give credit)
- Original blog posts or newsletters
- Posts designed to build cultural competency

What is something about your school/district you can share that emphasizes your commitment to cultural inclusivity?

Boost Engagement:

Be authentic, keep your post short, and include visuals. Share pictures of your school, students, and staff as often as possible, or better yet, create short videos that will engage your viewers. Build community by encouraging engagement with your audience. Pose questions, ask people to share pictures or helpful tips relevant to education. Remember to stay positive, regularly monitor activity, and address any negative engagement quickly.

Diversity, Equity, and Inclusion

Your social media posts should celebrate the diversity of race, gender, age, and ability present among your staff and students. Use social media to highlight (but not tokenize) the work and accomplishments of teachers and students of color. When recruiting for a more diverse staff, it is important to create marketing material specifically designed to invite and attract underrepresented individuals to work with your district. Additionally, to create a culture of belonging for a diverse group of individuals, they need see themselves, their contributions, and their culture and values consistently and authentically represented through your social media posts.

How Often to Post

When posting, focus on **quality** over **quantity**. You want to post often enough to remain active and keep your community engaged without overwhelming them. Set a goal for how many times per week you would like to post and develop a plan that works for you. Remaining active, consistent, and original when sharing social media content can be a challenge, especially when you are managing multiple platforms. Using a social media content calendar can be very helpful in developing content, posting consistently, and keeping things fresh and interesting.

Helpful Tools and Tips

- This Social Media Content Calendar is designed to help you develop your brand, brainstorm content for social media posts, and create an actionable plan to help you remain consistent and engaging on the platforms you choose. This is available as an [excel workbook](#) or as an [interactive PDF](#).
- Use [Canva](#), an easy-to-use graphic design platform that can be used to create social media banners and posts, event flyers, and more. They offer an extensive collection of free templates, photos, and vector graphics as well as additional content for a small fee. Take time to explore how Canva can help you develop professional looking content!
- Link to your social media platforms on your school and district websites!
- Consider a contest or giveaway to drive extra traffic to your page!

Successful Social Media Video Marketing Strategy

- Set goals for video marketing
- Decide on your platforms
- Select your video types
- Plan content production
- Know what post-production entails
- Schedule & Promote the videos
- Understand & analyze metrics

Best Practice:

Share information in other languages, especially if you have a significant population of students or community that speak a language other than English.

August Week 1						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
Facebook	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher
LinkedIn	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher
YouTube	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher
Instagram	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher	Post a video from a new teacher
All Platforms	Check for and respond to @mentions, replies, comments and messages	Check for and respond to @mentions, replies, comments and messages	Check for and respond to @mentions, replies, comments and messages	Check for and respond to @mentions, replies, comments and messages	Check for and respond to @mentions, replies, comments and messages	Check for and respond to @mentions, replies, comments and messages

Social Media Action Items Checklist

- Choose 3-5 social media platforms you want to interact with
- Update existing accounts and create new ones where needed
- Download and set up the Social Media Content Calendar
- Develop your brand and brainstorm a variety of content to share
- Plan, create, and schedule your post!

SOURCING CANDIDATES AND ESTABLISHING A TALENT PIPELINE

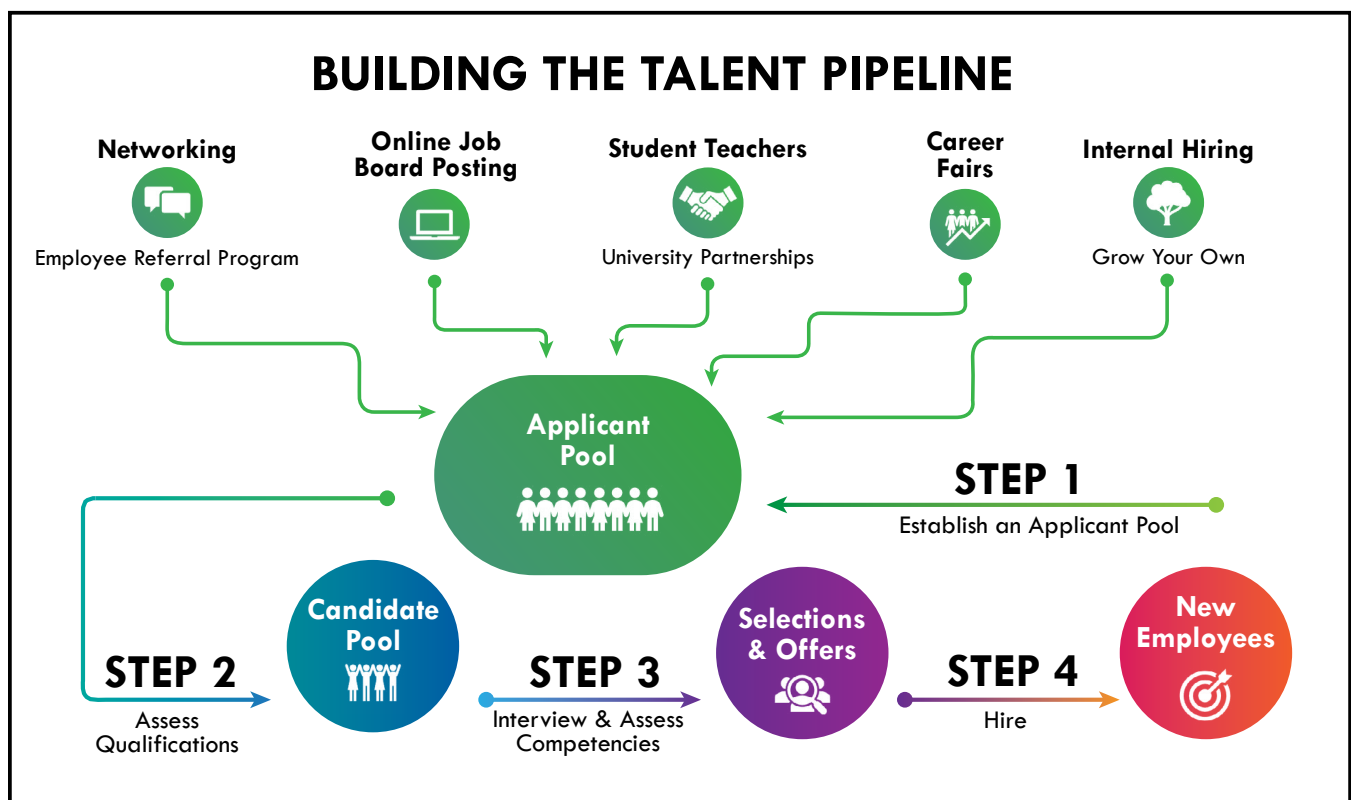
Sourcing Candidates refers to the process of identifying populations that may one day enter your Talent Pipeline. You can source candidates in two ways:

Active Recruiting means you're actively hunting for qualified candidates. For example, you may be searching for candidates on LinkedIn.

Passive Recruiting means you're waiting for candidates to come to you. For example, you can post your vacancy on a job board or career page.

Ideally, passive recruiting throughout the year will reduce the amount of active recruiting necessary for Fall. Remember, not every possible candidate is actively looking for a new job! Some of your networking-focused recruitment will introduce you to people who are a great fit, and you didn't even know you needed each other!

A **Talent Pipeline** refers to the established pool of potential candidates who are qualified and prepared to step up and fill relevant key roles within the organization as soon as they fall vacant. A healthy pipeline will mean that you have the ability to promote from within, or bring in new individuals when a need arises. Building and maintaining a Talent Pipeline, though it may take time, is critical to the long-term success of annual recruitment efforts.



Gather Data: Take a look at who your district has hired in the last three years and collect data points.

- Are there any common demographics?
- Do new hires have any common background or experience?
- Where were these hires sourced?
- Did you have enough high-quality candidates to select from?
- Were the best candidates hired, or is it possible that some slipped through the cracks?

Best Practice

Collect data on how a new hire found out about the position, and track those trends to determine which pipeline is the most active.

A Note on Diversity, Equity, and Inclusion: This is a great time to review applicant and new hire data for indications of diverse, equitable, and inclusive recruitment practices. Actively recruit from institutions and organizations that serve underrepresented populations in order to diversify your candidate pool.

For even better insight, take a look at retention rates for those new hires, benchmarked against your overall retention rate. This will give you an idea of how well your hiring process selects candidates who have been able to integrate into the school culture. In the table below, you will find examples of how to get candidates into your Talent Pipeline, but this needs to be a continuous process in order to work. Remaining engaged with each of these methods throughout the year will help ensure you have that candidate pool at the ready when it's time to hire.

From Pipeline to Pool: Turning Interest into Application					
	Networking	Student Teaching	Online Postings	Internal Hiring	Career Fairs
Ideas:	Social Media, newsletters, community fliers, Employee Referral Programs	University Partnerships, National Center for Teacher Residencies	Job Boards, State Education Agency Job Boards (teachinaz.com) Check out the JDR Guide	Grow Your Own from aid and substitute staff	AAEE Job Fairs , ASPAA Career Center , virtual career fairs with live breakout rooms
Your Action Plan:					

Best Practice

Keep un-hired applications in mind for open positions they didn't apply for, but have the potential to succeed in.

Stay in touch with people who were not hired to start a feedback loop. Inform them of why they were not hired and offer feedback for future employment opportunities in order to keep that individual in your Talent Pipeline. Remember, investment has to go both ways: both the candidate and the hiring manager need to be equally engaged in order for a future job match to be successful.

A Note on National Board Certification:

Arizona teachers can pursue National Board Certification with nearly all expenses covered! Through funding from the Arizona Teacher Academy, the [Arizona K12 Center](#) has the resources available to cover the cost of all four components of the National Board process for eligible teachers.

Sourcing Action Items Checklist

Establish and communicate Employee Referral Program
Identify and list online job boards for every position to be posted to
Engage with universities to establish student teaching programs
Register for Career Fairs (or plan your own)
Identify potential internal candidates for promotion
Gather historical data on candidates and hires
Examine practices for evidence of Diversity, Equity, and Inclusion

APPENDIX A

ACTION ITEMS AND CHECKLISTS

What is your Why?

Who are you? List your top 3 qualities that will attract top talent:

What are your top value proposition elements? List 5 values elements to attract highly performing teachers

What is something about your school or district you can highlight on social media that emphasizes your commitment to cultural inclusivity?

Branding Action Items Checklist
Organize stakeholder meetings to develop brand
Identify unique value proposition elements
Gather diverse teams to develop your Employer Value Proposition
Add your EVP to recruitment material and social media
Organize a branding meeting for each quarter

Social Media Action Items Checklist
Choose 3-5 social media platforms you want to interact with
Update existing accounts and create new ones where needed
Download and set up the Social Media Content Calendar
Develop your brand and brainstorm a variety of content to share
Plan and schedule your post!

Sourcing Action Items Checklist
Establish and communicate Employee Referral Program
Identify and list online job boards for every position to be posted to
Engage with universities to establish student teaching programs
Register for Career Fairs (or plan your own)
Identify potential internal candidates for promotion
Gather historical data on candidates and hires
Examine practices for evidence of DEI

From Pipeline to Pool: Turning Interest into Application					
	Networking	Student Teaching	Online Postings	Internal Hiring	Career Fairs
Ideas:	Social Media, newsletters, community fliers, Employee Referral Programs	University Partnerships, National Center for Teacher Residencies	Job Boards, State Education Agency Job Boards (teachinaz.com) Check out the JDR Guide	Grow Your Own from aid and substitute staff	AAEE Job Fairs , ASPAA Career Center , virtual career fairs with live breakout rooms
Your Action Plan:					

APPENDIX B

SUPPORTING DOCUMENTS

We have developed a few supporting documents to aid you as you develop your branding and recruitment strategy!

Hiring Matrix

This Excel workbook provides a detailed example of how a school district might determine hiring needs and it includes a template.

Social Media Content Calendar

This is a template that can be edited to meet your needs and help you stay active and original as you promote your brand and use social media to boost your recruitment.

[Excel Workbook](#) or [Interactive PDF](#)

ADDITIONAL PUBLICATIONS

Check out additional publications developed by REIL-Extend to aid you in all areas of Human Capital Management in Education!

Job Description Redesign

This document provides detailed information and guidance in how to redesign your job descriptions.

All Aboard! The Conductor's Guide to Educator Onboarding

Learn strategies for successful onboarding that will help to boost retention and employee engagement!

Click the covers to  view each document !

APPENDIX C

DIVERSITY, EQUITY, AND INCLUSION JOB BOARDS

Social Recruiting Examples: Job Boards

Several professional organizations for educators have job boards, including:

- **Ability Jobs: The Largest Job Site for People with Disabilities**
<https://abilityjobs.com>
- **Ability Links: Putting Disability Inclusion to Work**
<https://abilitylinks.org>
- **American Association of Hispanics in Higher Education**
<http://www.aahhe.org>
- **Association for Women in Mathematics (AWM)**
www.awm-math.org
- **Center for the Advancement of Hispanics in Science and Engineering Education**
<http://cahsee.org>
- **NEA Gay, Lesbian, Bisexual, Transgender Caucus**
<http://www.nea-glbtc.org/foundation.html>
- **National Alliance of Black School Educators**
<http://www.nabse.org>
- **National Association of Bilingual Education**
<http://nabe.org>
- **National Indian Education Association**
<http://www.niea.org>
- **Quality Education for Minorities Network (QEM)**
www.qem.org
- **Society for the Advancement of Chicanos & Native Americans in Science (SACNAS)**
www.sacnas.org
- **Society of Hispanic Professional Engineers (SHPE)**
www.shpe.org
- **Society of Mexican American Engineers & Scientists (MAES)**
www.maes-natl.org
- **United Negro College Fund (UNCF)**
www.uncf.org

APPENDIX D

ADDITIONAL SOURCES REVIEWED TO INFORM THIS DOCUMENT

Sourcing and Recruitment

- **Arizona Teacher Academy:**
<https://www.azed.gov/teach/enter-the-profession/arizona-teachers-academy>.
- **Recruitment & Retention Playbook**
https://drive.google.com/file/d/1DpgaUyBJ7_xEPEETLJnmFnnL4yAJ4m4/view
- **ASPAA Annual Survey**
<https://drive.google.com/file/d/1r9dEm0NIXlLodz-sjpCFV7C-PPY-Lz51/view> -
- **ShapEd my Life: Video series focused on how education has changed lives:**
https://www.youtube.com/playlist?list=PLxypWlbZY_Xc1DyG9rWeqhdIWPsD9voNn

Branding and Employee Experience

- **Articulating Your Institution's Employer Brand, By Rob Zinkan March 20, 2018,**
<https://www.insidehighered.com/blogs/call-action-marketing-and-communications-higher-education/articulating-your-institution%E2%80%99s>
- **Is Marketing Your School District a Thing? Part 1: Branding by Yosr Najjar – Guest Author on Mary 30th, 2018**
<https://www.edelements.com/blog/marketing-your-school-district-part-1-branding>
- **3 Ways School Districts Can Improve Talent Acquisition By Recruiting.com**
<https://www.recruiting.com/blog/3-ways-school-districts-can-improve-talent-acquisition/>



- **Does Your Employee Experience Strategy Improve Performance? By Vipula Gandhi**
<https://www.gallup.com/workplace/244769/employee-experience-strategy-improve-performance.aspx>

Social Media

- **Teacher & Staff Recruitment Using Social Media**
<https://www.socialschool4edu.com/teacher-staff-recruitment/>
- **7 Steps to a Successful Social Media Video Marketing Strategy** By Jenn Chen on June 17th, 2020
<https://sproutsocial.com/insights/video-marketing-strategy/>
- **8 Effective Ways to Promote Your Business on Social Media**
<https://www.businesswest.co.uk/blog/8-effective-ways-promote-your-business-social-media>
- **Telling Our Stories: Changing the Narrative About Teaching**
<https://youtu.be/YOUI8gAX2-k>

Diversity, Equity, and Inclusion

- **PeopleFluent - Instilling DEI in Your People Strategy**
https://pf-customers.kzoplatfrom.com/player/medium/1892818256910095411?utm_source=pardot&utm_medium=email&utm_campaign=peoplefluent-2021-q1-event-ready-set-dei-230221&utm_content=thank-you&utm_term=watch-recording
- **EducationWeek - The Challenging, Often Isolating Work of School District Chief Equity Officers**
<https://www.edweek.org/leadership/the-challenging-often-isolating-work-of-school-district-chief-equity-officers/2019/10>
- **The Educator Diversity Playbook - 5 Steps Every New York School District Can Take to Improve Diversity, Equity, and Inclusion**
<https://seeourtruth-ny.edtrust.org/wp-content/uploads/sites/4/2019/05/Educator-Diversity-Playbook.pdf>
- **National Association of Independent Schools - A 5-step Approach to Aligning Hiring and Diversity Goals**
<https://www.nais.org/magazine/independent-school/fall-2018/a-5-step-approach-to-aligning-hiring-and-diversity-goals/>
- **REL Northwest - Human Resources Practices for Recruiting, Selecting, and Retaining Teachers of Color**
<https://ies.ed.gov/ncee/edlabs/regions/northwest/pdf/human-resources-practices.pdf?>