

APPENDIX IV – 8

Hiring Focus Group Questions @ Davis Elementary 1/25/16

1. Related to the hiring process (from recruitment to on-boarding) of certificated staff, what worked well?
 - Came from out of state – big hurdle (question on application – do you have an AZ teaching certificate?) Add option – currently hold certificate at which state. Add verbiage on how to attain AZ Certification and information on Fingerprint information.
 - Easy to apply on the website.
 - Can you be considered for a TUSD position if you do not have the AZ certification?
 - New Teacher induction – appreciate that! It’s a great model. Differentiate teachers of different backgrounds.
 - New Teacher
 - New Teachers from Out of State
 - Teachers from Out of State That are Not New Teachers
 - Teachers from Out of District from Tucson.
 - Feel that all teachers take the Teacher Induction.
 - Mentor program is part of the New Teacher Induction.
 - Grading software – It would help to train all the teachers how to use software for grades. Maybe through Employee Relations? Training Steps on-line.

2. Related to the hiring process (from recruitment to on-boarding) of certificated staff, what could be improved?
 - Second Teacher Orientation for training.
 - Teacher Mentor- new to the district; have one session at your site. Principal should be the lead on the process or the mentors.
 - Teacher Mentor- it is unorganized and unclear. Does not have check list of what teacher should need. Should be more framed.
 - Benchmarking with other school districts.

3. What are the top two things that played a factor in your ultimately accepted the offer from TUSD?
 - Not Salary! I love the principal (Connie Zepeda). Connie cared to make sure that candidate felt that this was the right position. Jennifer Silvas from HR was wonderful!
 - Public School supporter.
 - Tiffany McKee is a great Principal. She models what she wants her teachers to do. Jennifer Silvas from HR was wonderful.
 - More progressive than other school districts in the area. I can be myself at TUSD and people are being held accountable.
 - Wife is not offered health insurance. Contractor charges \$30.00 a pay check. TUSD has made it clear she is not eligible for benefits. Had 30 years of experience. Would like to understand why. (ESI). She is taking pension.

4. What are some recruitment strategies that you have seen from other recruiters that you feel TUSD could implement in its recruitment process?
 - Out of State- would like to see that TUSD Job Fairs add language that TUSD will hire on the spot.
 - 50% of people are coming from other states. Is TUSD attending job fairs in other states?
 - Have strong ties with universities for student teachers and internships. Pipe-line with universities.
 - Vail Unified School District had one person that was the contact for the Department of Education. Beth Torre works with candidates regarding Dept. of Education.
 - Add Contact information to application.

5. What information about TUSD and Tucson could be helpful to include in our recruitment materials?
 - There is nothing about Tucson itself to entice applicant to come and work for TUSD.
 - Add map to application.
 - Why do the positions you apply for disappear after a period of time and why can't I go back to see what I did apply for.
 - TUSD should have link to "what's happening in Tucson". It is a great resource.
 - Teach Town all new to the district and area (connect with restaurants, museums, events). Add a link for Tucson Relocation. (Forgiveness Act – 10 years -Research).
 - Link to buy/sell things in the District. Great resources for TUSD teachers.
 - TUSD- Mention how fast Tucson is growing and a need for teachers. Can move up in position.
 - Mention that the cost of living is a sellable thing!
 - Web page connects with teachers – connect with restaurants, museums, social relationships, chamber of commerce events to intergrade in the community. Find sponsors. Teachers can build a life and want to stay here. (REA, Tucson Hispanic Chamber of Commerce, Tucson Metro Chamber).

Hiring Focus Group Questions @ Catalina High School 1/26/16

1. Related to the hiring process (from recruitment to on-boarding) of certificated staff, what worked well?
 - Job Fair in July 2015. Was hired on the spot. Was also offered 4 other position.
 - Nothing worked for me. If you know other teachers and principals you are available to work at.
 - Moved from Utah and relocated. TUSD jobs were posted on-line verses other schools in the district.
 - TUSD on line application was more reasonable than other school districts.
 - Liked the AppliTrack system.
 - Started looking in June. Was looking to get hired without certifications. I applied on the website and had not done this process before. Have time for season teachers and separate new teachers. What are LSP's. What is the structure of departments?
 - If the job fair was one week earlier in July.

2. Related to the hiring process (from recruitment to on-boarding) of certificated staff, what could be improved?
 - Living in Utah at the time. Emailed principal at different schools except for the one I was hired at.
 - ESI – Retired from TUSD. Decided to go back and teach in late July. Went on-line to apply; it was 20 pages long. I had all my certifications, fingerprint card. Applied for 3 high schools and 1 middle school for a Math Teacher. Because the district was desperate to hire teachers, I was surprised I did not get called. The first day of school, I was called by all the schools. Was interviewed 5 weeks into the process by a high school and wanted to interview with another school. I was offered a job at the second school. What was the hold up with the schools and why they waited until 7 weeks into the hiring process?
 - Orientation – was Tuesday – Friday. I was supposed to attend teacher induction. The state informed me that my certification was in the mail and did not have it ready before school started. I did not have a mentor and would have liked a mentor assigned. I was allowed to attend the teacher induction without pay. I rate the Teacher induction with a D-. 1. Where was the transparency of the administrators? PBIS is a joke. Nobody informs me. Superintendent needs to let the teachers know what is going on. Administrators do not want to tell the Superintendents what is going on in the class rooms.
 - There has been no training with PBIS. There were suspendable behaviors, but not anymore?
 - There is a child in 8th grade who has 50 behavior cases has not been punished. Administrators are burnt out. Found out through the Union about this troubled child.

The training is so weak and there was no-one to train me. It would have been helpful to be trained in classroom management.

- Support manuals need to be supplied to teachers. No information was shared to help teachers.
- I've been hired with TUSD twice and have never been offered information regarding PBIS and other support organizations.
- Discipline at the high school level is a mess. January 6th editorial in the Arizona Daily Star by Ron Shuppman. Reported that more than 50% of teachers do not stay with the district. Primary reason why teachers leave is lack of support from administrators. Why behavior is so much worse this year is because they know how the system works. Kids know how far they can go before any minor consequence is put in place. The district has removed the consequence for kids to follow due to the lawsuit.
- Teacher induction was not a good training. Had to sit in the Math curriculum when I'm in Language Arts. Most teachers had to sit for hours on the curriculum that does not pertain to them. Four days was too many days. We only need two days.
- Need to break out teachers to their specific curriculum at different dates.
- EDI training is great. However, I don't have time to put it to use.
- Using School City Press. The kids were not able to read or understand.
- The most common place that teachers learn is not from District; we learn from colleagues.
- Information needs to be concise and break out with mentors. Orientation should help teachers specialize their curriculum. Career Ladders is something TUSD should consider.

3. What are the top two things that played a factor in your ultimately accepted the offer from TUSD?

- I focused on TUSD because they were posted before other schools and the school that hired me; the principal reached out to me and offered me a position. I was able to interview at the job site, which many of the other schools did not.
- Worked at private charter schools with low pay and no benefits. TUSD has a union and better pay and offered benefits.
- TUSD paid more than the other school districts.
- \$80K of pay in the Chicago area and teachers want to leave Chicago School District.
- Worked at a charter school. TUSD offers higher salary and benefits. I took the position because I was intrigued and wanted to be part of it. Have my masters in Leadership and want to pursue that.
- When job was posted, I felt that it took too long to hear back from the school. I was not hearing back from the sites. I heard from HR immediately.
- I did not know what iVisions was and did not have my contract and computed 3 different salaries until Janet Rico Uhrig had to fix it.

4. What are some recruitment strategies that you have seen from other recruiters that you feel TUSD could implement in its recruitment process?
 - District people need to go to universities for the new teachers.
 - In 2002, UA was center of retention and recruitment for math teachers. TUSD does go to UA to recruit teacher. It does not work because students want to teach at other states.
 - In previous times you would hear from the administrator. I did not feel welcomed from administrators in Tucson Unified School District. When the school welcomes you to visit their school, it gives you a sense if you will fit within the school.
 - I did not get introduced to the Assistant Principal until 6 weeks after school started.
 - I chose the school that I am working with because I knew people in the school
 - I chose my position because I knew the people in the department and wanted to be a part of that movement.

5. What information about TUSD and Tucson could be helpful to include in our recruitment materials?
 - As long as we have the lawsuit, no one will want to come to TUSD.
 - There is opportunity to grow within TUSD for younger teachers. Make it explicit about benefits and salary compared to charter schools.
 - I think TUSD is competing against Cat Foothills and other charter schools because of smaller classes and more 1-1 learning with children. University HS is able to compete against some of those schools.
 - Younger teachers may not care about benefit until they get married and have children. Arizona State Retirement is a great incentive.
 - Charter schools do not have regulations. Compare the district to charter schools!
 - Put multi – groups in front of public in the website. Show how students are involved.
 - The place where I have received the most support has been HR. HR has gone out of its way to resolve my issue.
 - Mention in our website that TUSD has invested a lot of money in technology.
 - Manual for Teacher Induction.

Hiring Focus Group Questions @ Tucson High School 1/27/16

1. Related to the hiring process (from recruitment to on-boarding) of certificated staff, what worked well?
 - The website was easy to use and was able to find job openings very easily. The problem was trying to upload the files that were required to attach.
 - Teacher Induction- there was a lot of good information. Some of the information could have been shorter. It was well presented. Teacher conduct, the laws was great information.
 - It was hard to attend the Teacher Induction for 4 days before I got started. I needed more time to set up my classroom.
 - Turn around was quick and heard back from all the positions I applied to.
 - Applied for positions and heard back from all of the sites one week later, which was great. I was hired immediately after my interview. I like the process and it was clear. I liked that I would get email notifications after applying for positions. It was very professional and great collaboration from the site and HR. I liked the order of step by step procedure. I felt secure with the process.

2. Related to the hiring process (from recruitment to on-boarding) of certificated staff, what could be improved?
 - The 4 days for Teacher Induction were long days. The things that I needed to learn were Mohave, Report Card Builder, and tools that I need to know about. That would have more beneficial to me. I did not know about iVisions.
 - Maybe a designated person at each school to help with training on iVisions, Report Card Builder and Mohave.
 - Received calls from other schools after I was hired. I was not sure if I needed to inform HR or if the Principal was to report to HR.
 - I was asked to attend the Teacher Induction.

3. What are the top two things that played a factor in your ultimately accepted the offer from TUSD?
 - I am a TUSD Alumni. The School site and philosophy matched with my needs.
 - I wanted a challenge. My mom was a teacher and I wanted to follow that path.

4. What are some recruitment strategies that you have seen from other recruiters that you feel TUSD could implement in its recruitment process?
 - Most familiar with TUSD. Pay scale with TUSD is better than the other school districts in Tucson. I heard about the Job Fair. GCU sent me information about the job fairs that were scheduled.
 - On-line reservation to visit schools. Sunny Side and Vail offer this to teachers.

5. What information about TUSD and Tucson could be helpful to include in our recruitment materials?

- Tucson sells itself with the weather, Tucson Museum, cost of living. It would be handy to have relocation information for out of state applicants.
- New Teacher Mentor. I think it is a great thing for new teachers.
- EEI Training was well presented. However, I would have liked more information on iVisions, Report Card Builder and Mohave.
- Came from Texas and was raised in Europe. TUSD implements its values and has diversity.
- Tucson is beautiful with the back drop mountains and it is family oriented. It is a good place to raise a family.

No
Show

BOOTH FICKETT

5/10/16

Hiring Focus Group Questions

1. Related to the hiring process (from recruitment to on-boarding) of certificated staff, what worked well?
2. Related to the hiring process (from recruitment to on-boarding) of certificated staff, what could be improved?
3. What are the top two things that played a factor in your ultimately accepted the offer from TUSD?
4. What are some recruitment strategies that you have seen from other recruiters that you feel TUSD could implement in its recruitment process?
5. What information about TUSD and Tucson could be helpful to include in our recruitment materials?

PUEBLO HIGH SCHOOL

5/11/16

Hiring Focus Group Questions

1. Related to the hiring process (from recruitment to on-boarding) of certificated staff, what worked well?
 - **Checked Pima first, but had not opening so made up my mind to teach high school. Was directed to Dr. Morado who assisted me in finding the right fit for me. Dr. Morado offered several options, and I chose to interview with Pueblo High. The process was very easy and welcoming. The pay is awful, and I have to pay for my students supplies. It's sad to be at poverty level especially when one has to work 50 hour or more a week.**
 - **Had to take an SEI class even though I had a degree in math. I then had to pay for another certification aside of math. US Constitution class.**
 - **Asked to take a Spanish class to help my students, however was denied. I was asked to take another provisional test which costs more money. The District does not make it easy.**
 - **To get an employee pass is difficult and are docket if you have to go down to key control.**
 - **I don't feel that you need 4 days for new teacher induction. It should be 1 day.**
 - **Mohave and Making The Grade process was difficult and did not have adequate training.**
 - **Synergy training – teachers had to take training on a Saturday on specific times. Would be nice to have an opportunity during the week. Maybe send a trainer to go to a school. I never got a response.**

2. Related to the hiring process (from recruitment to on-boarding) of certificated staff, what could be improved?
 - **Student Internship- Marana is offering a \$10K bonus for math, and TUSD does not.**
 - **Increase salary and less teachers would leave**
 - **Proper behavior – there does not seem to be support when students misbehave in class, there are no consequences.**
 -
 - **Technology – had a smart board and it was removed from my class. I was given a Promethium board. No one has trained me. I wrote to Mr. Butler to show us how to use it. Mr. Butler informed teacher that they would have training by the end of the**

year. Never heard back, so called Mr. Butler back and he explained that techs were going to be hired for each department to help in training. I still have not heard back. It's been 2 years and still don't know how to use it and I really want to learn it. I'm missing out on reaching more students.

- Process for a field trips is a lengthy process and very expensive. I feel if students could take a trip and get a hands-on experience, this might encourage a student what trade they would like do. It would be a huge impact.
 - TUSD will only go back 10 years to pay someone on the "ladder" used for salary. So, even though I started teaching high school in the 1980's, and then proceeded to teach at the College level (and then did leave teaching for a few years to be a Social Worker and then an Investment Broker), I was told by the Human Resources person on my contract signing day that TUSD only goes back 10 years even if someone had taught continuously for longer. So, I was given Ladder Step 5. 18 years of teaching, but TUSD pays me for 5 (and then poorly, at that).
 - I was pretty aghast at the premise of not paying a person for their entire experience – never heard of that happening in any other field or place.
 - From the beginning of the contract procedure, I did not feel respected at all. Then came the information about 4 days of Mandatory New Teacher Training/Induction that I had to attend. Then came the information about SEI, and US Constitution/AZ Constitution & AZ History, and continuing to pay for a license every year after each licensing class, and having to go to two different places downtown to get the license authenticated, and then having to go to the Key Building – the only times those three places are open is when I am at school, so by taking off early to get there prior to any of the places closing, my pay was docked.
 - If it had not been for meeting Dr. Abel Morado, Vivi Watts, and, then Dr. Auggie Romero, Math Dept. Head, Steve Lopez, and the other math teachers at Pueblo, I do not know if I would have stayed.
3. What are the top two things that played a factor in your ultimately accepted the offer from TUSD?
- Love of high school kids. Help shape their morals and value. Help them start to understand and like math. Have a big impact on students. I support students in their activities by attending their events.
 - It was not the pay for sure.
 - I didn't check any other place for work. I like Dr. Morado, he was kind and helpful.
 - I like it at Pueblo. I see more kids engaging in academics, athletics and outside school activities.
 - It was nice to visit other TUSD Schools to see their work.

4. What are some recruitment strategies that you have seen from other recruiters that you feel TUSD could implement in its recruitment process?
 - **Besides money? Higher ups need to talk to some teachers. Many teachers work summer school and after school programs to make ends meet.**
 - **Job Fairs – Universities, teachers who have interns.**
 - **STEM- Ask teachers to give names of students who might want to teach.**
 - **Start at middle school program to start a new teacher. Have a student go to different schools and sit in and evaluate the teacher. This would be great 1 day a month to learn how to be a better teacher.**

5. What information about TUSD and Tucson could be helpful to include in our recruitment materials?
 - **Include a pamphlet of highlighted events that go on in Tucson. Mention the weather, concerts, and animal rights.**
 - **Have a pamphlet that will relate to everyone.**
 - **Money is a big factor. Cost of living is still is very high.**

CATALINA HIGH SCHOOL

5/12/16

Hiring Focus Group Questions

1. Related to the hiring process (from recruitment to on-boarding) of certificated staff, what worked well?
 - **Being able to apply on-line.**
 - **I liked how positions were posted with an open to till filled.**
 - **Great communication from the site reaching out to teacher with a contract.**
 - **Knew of an employee who had problems with start date.**
 - **Like that I can sign the contract on-line.**
 - **When I have applied for other positions within the district, HR has notified me right away if position was filled.**

2. Related to the hiring process (from recruitment to on-boarding) of certificated staff, what could be improved?
 - **Bonuses for Exceptional Ed. There should be more than a one time Stipend. There are other districts that give yearly Stipend.**
 - **I've seen other districts give yearly Stipend for hard ship schools. Like a title one school.**
 - **Would like to see graduates from UofA.**
 - **Entice new young teachers to work for TUSD.**

3. What are the top two things that played a factor in your ultimately accepted the offer from TUSD?
 - **Was impressed with department chair at the time.**
 - **Felt welcomed and comfortable and felt that Catalina was the right fit for me.**
 - **I felt that Pueblo was the right fit for me.**

4. What are some recruitment strategies that you have seen from other recruiters that you feel TUSD could implement in its recruitment process?
 - **Email list: receive information from other schools on open positions, but not TUSD. Is TUSD is participating with ADE for positions? Mailing list at www.arizona.educationjobs.com.**

- I like the job fairs. They have improved.
 - 4 years ago job descriptions did not give adequate information about minimum qualification.
 - I like that when I apply for a position, I can contact an HR Associate assigned to the school.
5. What information about TUSD and Tucson could be helpful to include in our recruitment materials?
- **Weather.** Tucson is a small town and family oriented; grass roots.
 - Have a lot of students from group homes.
 - Is there any option in the recruitment process where a candidate can speak with an HR recruiter to help place the teacher with the right school?
 - More seasoned experienced teachers. Tucson is a great place to retire.
 - Go above the 10 years, they should get paid for all the years of experience.
 - I was able to negotiate for over 10 years.
 - If teacher has retired from another state, they can apply and receive AZ retirement plus the state that they retired.
 - Fully vested is 10 years.
 - HR is more receptive when you call than from 5 years ago.
 - No experience of high mobility of teachers. Salaries is what drives teachers to different schools and do not stay.
 - The pay is different. Sahuarita gives a \$6K more a year for Ex ED.
 - Advertising: how different the Charter Schools are from public schools. You worked at their back and call at Charter Schools. It was mandatory to be at meetings.
 - Charter Schools – at their slightest desire, they could walk you off campus. There was no added value to teachers.
 - Basis is for profit charter school.
 - Charter schools can deny student at school and dismiss the child.