# Board Report

Chief Operating Officer

## Elizabeth Martinez
Chief Operating Officer

For the December MWA Board of Directors Meeting, I am providing the first annual report dedicated to talent data. We set October 1st as the data close out date; that is when we will look at our recruitment data for the previous year.

**What?**
**Making Waves Academy Recruiting and Hiring Data**
Data Collected: 02/10/23-10/01/23

### *Candidate Pipeline by Role*

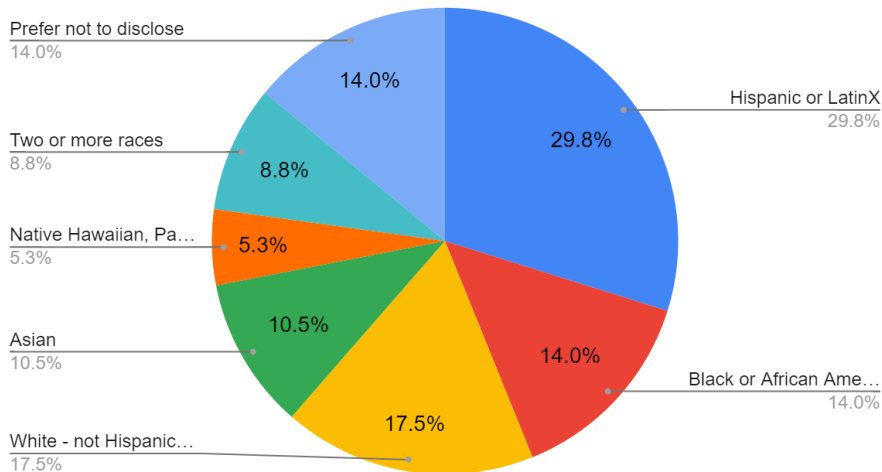|  | Hired | Hired % | Not Hired | Total Candidates |
|---|---|---|---|---|
| **Faculty (does not include SPED)** | 18 | 3.04% | 574 | 592 |
| **Special Education** | 4 | 9.09% | 40 | 44 |
| **Other roles** | 23 | 3.47% | 639 | 662 |
| **Leadership** | 4 | 0.89% | 444 | 448 |
| **TOTAL** | 49 | 2.81% | 1697 | 1746 |

- Nearly 50% of candidates who are eventually offered a job at MWA actively sought us out and applied via our job board (vs. recruitment or passive sourcing)

### *Days to Hire*
- From Feb. 10 - June 1, average time from initial application to offer was 52 days
- From June 1 - November 17, we were able to decrease this to an average of 30 days
  - During the most critical hiring season (June 1 - August 1), this was decreased to 25 days!

### *Diversity of New Hires*

New Hire Diversity (2023-2024)



- Prefer not to disclose 14.0%
- Two or more races 8.8%
- Native Hawaiian, Pa… 5.3%
- Asian 10.5%
- White - not Hispanic… 17.5%
- Hispanic or LatinX 29.8%
- Black or African Ame… 14.0%

**So What?**

After reviewing the data, here are some key takeaways:
- _The candidate pool is healthy_ - there are a lot of candidates out there who want to work at MWA!
- _Speed to hire is increasing despite a more rigorous hiring process_.
    - There is _room for improvement in cutting down the time between interview and offer_, the average is 28 days - the longer the time frame, the more likely it is that we lose strong candidates.
- _Candidate pool is diverse_
    - 64.4% of applicants identify as people of color
    - 13.3% of applicants identify as white
    - 22.2% declined to share race/ethnicity at time of application
- _Robust systems help us do more with less,_ we currently have one full-time MWA employee and two contractors who work an average of 25-30 hours per week combined. This puts our personnel at an equivalent of 1.75 FTEs, the previous iteration of the team operated with 3 FTEs and seasonal temps.
- Although we reduced our recruitment budget significantly (we cut down costly services, we did not attend recruitment fairs, etc), _we saw a significant increase in applicants by using technology appropriately and to its full potential as well as modifying subscriptions to a level that correlates with our size_ (Indeed, LinkedIn, etc).

**Now What?**

This is the _first year that we have access to quantitative data_ from Talent that was _pulled from a system_. Although we do not have a full 12-month cycle of data to look at, the data we have seen is supporting me in making critical decisions about the upcoming hiring season.
- _Faculty applications for SY24-25 will launch December 5, 2023_. Like last year, we will be posting all subject areas, regardless of whether or not there is a vacancy in order to build pools of qualified talent. The launch was moved up to align with the Intent to Return process.
- This year, we are continuing to _refine the hiring process based on feedback from candidates, hiring managers, and interviewers_. Some changes include:
    - _Implementing review deadlines_ to allow for a more competitive process, better comparison of candidates, and to get offers to candidates sooner.
    - _Clarifying and streamlining candidate communications_ so that they communicate with one person throughout their process.
    - _Updating faculty hiring tasks_ to be better aligned with school leader needs and expectations
- Goal is to have at least 90% of known/anticipated vacancies filled by July 1, 2024
    - Working closely with HR on the Intent to Return process in order to identify potential vacancies as soon as possible.
- _Increased training for Hiring Managers on the "art" of hiring as well as the process_. Last year the team focused on getting Hiring Managers to use the new ATS, now that the system is being used fairly consistently we are focused on creating consistency across Hiring Managers so that everyone is screening for the same qualities/competencies/flags (these are set by MWA and not individuals).

Overall, I am excited about year 2 and the upcoming hiring season. More to come!

# Appendix

**Quarter 3 Priorities for COO Team**

| Compliance | **School Systems**<br>● Semester 2 grades distribution (progress reports)<br>● Student-Parent Handbook Revision Cycle Kickoff<br>**State Reporting**<br>● CALPADS Fall 2 Submission<br>● School Accountability Report Card<br>● Civil Rights Data Collection<br>**Assessments & Diagnostics**<br>● Launch and finalize CAASPP project planning with Assessment Working Group<br>● Monitor ELPAC progress and compliance; monitor/support winter IABs and related data dives; Produce mid-year report on semester 1 data dives (including new formative assessment work); create initial drafts and gather feedback on assessment calendar.<br>**Compliance Monitoring**<br>● LCAP: Manage completion of first drafts of all LCAP sections; support with LCAP educational partner events and integrate feedback;<br>● Compliance misc: check in to make sure that all new laws that go into effect in January are being handled;  Monitor/support compliance manager with county Annual Oversight visit in March; set up Williams inspection for next year (including making sure Ops self/pre-inspection occurs). |
| --- | --- |
| **Talent** | **Systems**<br>● Kick off meetings with hiring managers for SY24-25 (including any additional training)<br>**Staffing**<br>● Begin active recruiting and selection (peak season for teachers and school-based staff!). |
| **Attendance and Enrollment** | **State Reporting**<br>● Completing student transfers to balance attendance reporting<br>● P-1 Attendance Submission<br>**Attendance Monitoring**<br>● Attendance training for teachers<br>● Daily attendance tracking |
| **Human Resources** | **Employment**<br>● Review staff-voted priorities during a scheduled professional development session, with a focus on addressing top concerns and improving school culture<br>● Announcing Intent to Return: Distribute survey, conduct follow-up meetings, and send out renewal letters<br>● Collaborate with the Talent team to post job openings for non-returning staff on job boards following the intent to return notification deadline<br>**Compliance**<br>● In collaboration with school leaders, HR will coordinate teacher credential plan meetings<br>● Collaborate with the general counsel to revise the employee handbook and submit it for approval at the May board meeting<br>● Compile the CTC declaration and EdCode options for necessary approval at the May board meeting |

| | **Performance** <br> ● Boosting Supervisor Skills: Review Q2 building blocks and proactively collaborate with supervisors seeking extra support in effectively engaging with their direct reports. <br> ● Disseminate additional 15Five data to showcase tool utilization progress and provide individual training as necessary |
|---|---|
| **School Operations** | **Systems** <br> ● Lottery/Enrollment activities <br> ● Mock Facilities Inspection (FIT) <br> ● Complete Comprehensive School Safety Plan - Annual Process <br> ● Continue Master Calendar of Events Process <br> ● Begin 24-25 Bell Schedule changes process <br> ● Finish Standard Operating Procedure <br><br> **Planning** <br> ● Begin Summer and Summer School & 24-25 Marlin Academy Planning <br> ● Begin EOY activities process <br> ● Begin assessment for Summer Moves |
| **Student Support and Special Education** | **Monitoring & Consultation** <br> ● Meet with the Assistant Principal of Student Support and Special Education Director on a monthly basis to provide consultative support but direct supervision will be provided by Dr. Jackson, MWA Principal |