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“So raise your hands if you are, involved in the hiring process at your school and your school last year in any capacity, not making the final decision to involve in the process. So my pearl is based on your experience more than that. And so it's a chance for you to reflect on what happened a few months back and then maybe anticipate what will happen again. More and more on the process as the pearl is going to be about leadership and about ethical leadership. What I would like for you to ask yourself is, ask the question, at our school, are our practices, our hiring practices in line with our values. And oftentimes when schools deviate from the values, it starts with the hiring process for a simple reason. It's because you're dealing with outside, right?

So that leads me to the first, take away, which is a quote that you probably know, but it's good to keep in mind. You can easily judge the character of a person by how they treat those who can do nothing for them. And that's the case of the candidates you reject where you don't really care about them. That doesn't mean that they're not human beings, you know, and valuable, right? So hopefully you hold yourself to high standards. And that is true when you deal with your parents, your teachers, your students, all candidates, right? And your school could be looking at the IB on a profit, right? And even if you're not an IB school, just look into. and so we'll go

through all the different, um, aspects of their profile. But some of them, I think what happened to the hiring process. The first one is being caring, right? If you've ever looked for a job in a day, it's a very stressful time. You know that people might be in a very difficult situation and you need to know they are full of hopes that maybe they very hopeful to get that position at your school. So the second take away is I talk to you cause you have those spires of resumes where we try to keep in mind the human life behind every single document. Right? So the next, takeaways are how do you do that? How do you respect your candidates? So we want our students to be skillful, knowledgeable, that means we have to be professional. Right? So maybe you ask yourself, did we have, when we started this hiring process, did we have a clear process and a clear timeline planned ahead and communicate it to the candidate? Often times you sort of guess as you go and you've informed candidates yeah, we'll make a decision at some point because



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you'll get back on it. So the next one is being contacted right. And so the takeaway here is if you're a candidate, no news is not good news.

So you want to give your candidates regular updates. Don't just let them hang on four months, do regular updates and make frequent decisions. Even if you have a pool of like 50 resumes, once you eliminated the first 40, maybe let them know all the time, schools say, Oh we will only be speaking to the ones that are good that we have. So we will be only responding to the ones that sort of qualify. That just shows that you are not as technical as you said. Just ask your IT department, easy ways to do mailing needs. It takes five minutes to answer everybody, respond to everybody and say thank you for your application, but we're just not interested at the moment. And just the last two, are be open minded and being open. It means, being equitable in your process and make sure that in your process there is something that you come to about your own biases. We all have those biases. And if you don't structure your team well then nobody's going to have this critical friend who tells you maybe we didn't make the correct choice. And, and my favorite, the last one is we always tell our kids be risk takers. You have to be a risk taker and in the first thing you see when schools advertise job is you at least needs 45 years of experience.

that's how we take it. So if you haven't been in a school for 45 years, just don't quite know. Sometimes even a random number like you need seven years or 12 years of experience. Like when you have 11 outside, you're missing that 12th year. That is so critical.

Um, so having studied that, this technology, in college, I can tell you that there's actually very little that you know, from experience alone. And, just as a final takeaway, just two examples. Uh, J.K had no experience when she wrote the first podium of Harry Potter. Jeff Bezos had no experience when he created the amazon.com. They both did fine."