




Teacher Onboarding in the New Normal

A decorative graphic consisting of several curved lines in shades of blue, yellow, and white, converging towards a central point on the right. This point is marked by a series of small dots in the same color palette, creating a sense of motion and focus.

July 15, 2020




Daniel Johnson

Associate Partner
daniel@edelements.com
 @danielzjohnson




Lauren Acree

Design Principal
lauren@edelements.com
 @LKMilam



Justin de Leon

Partner
justin@edelements.com
 @justndLeon



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Agenda

Teacher Onboarding in the New Normal

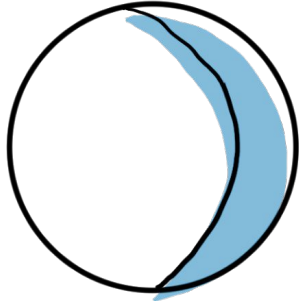
Spark - Explore new conditions and mindsets for onboarding

Expand - Discuss the roles of belonging; knowledge and skills; growth and reflection

Practice - Strategies for adapting onboarding

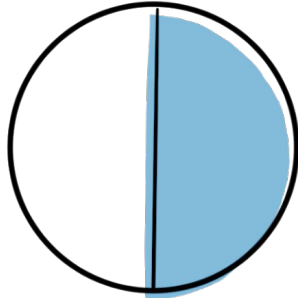
Apply - Share learnings and close out

Elements of Building Knowledge



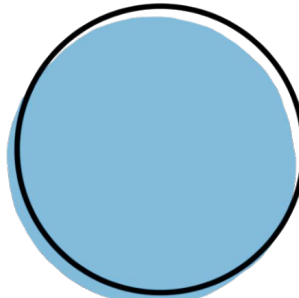
SPARK

Inspiration to illustrate why the habit needs to change



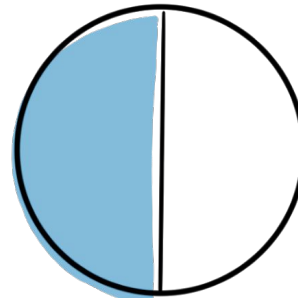
EXPAND

Resource or tool to build understanding of the habit



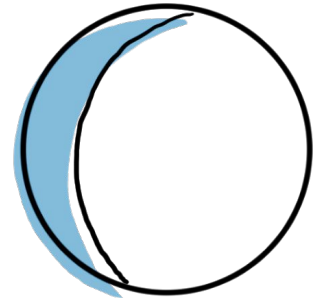
PRACTICE

Activity to practice the habit in a safe environment



APPLY

Plan for trying the habit in the real world



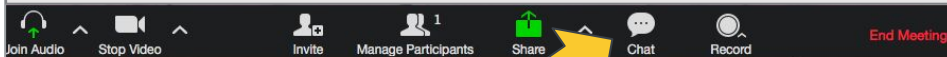
DEBRIEF

Reflection on trying the habit + future iterations

Spark: Explore new conditions and mindsets for onboarding

Check-in

Think back to your most recent onboarding experience. What do you remember most?



Chat

To: Everyone

More ▾

Type message here...

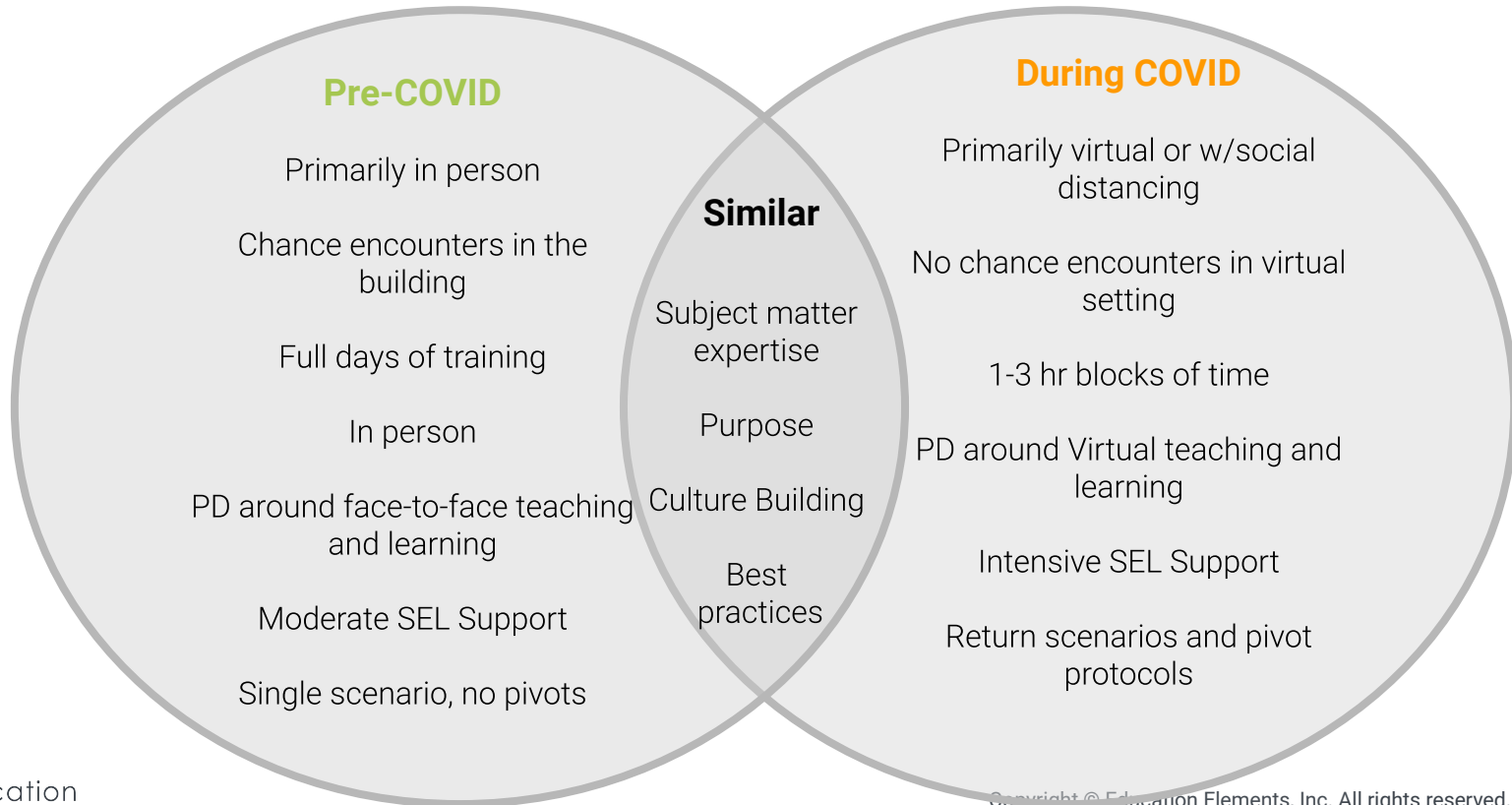
Sound onboarding strongly influences retention

20% of teachers say they're leaving next year in response to the COVID-19 pandemic. blogs.edweek.org

12% of employees strongly agree that their organization does a great job of onboarding new employees. <https://www.gallup.com/workplace>

50% of employees leave in the first 18 months of a new role.

How will onboarding look different? How will it look the same?

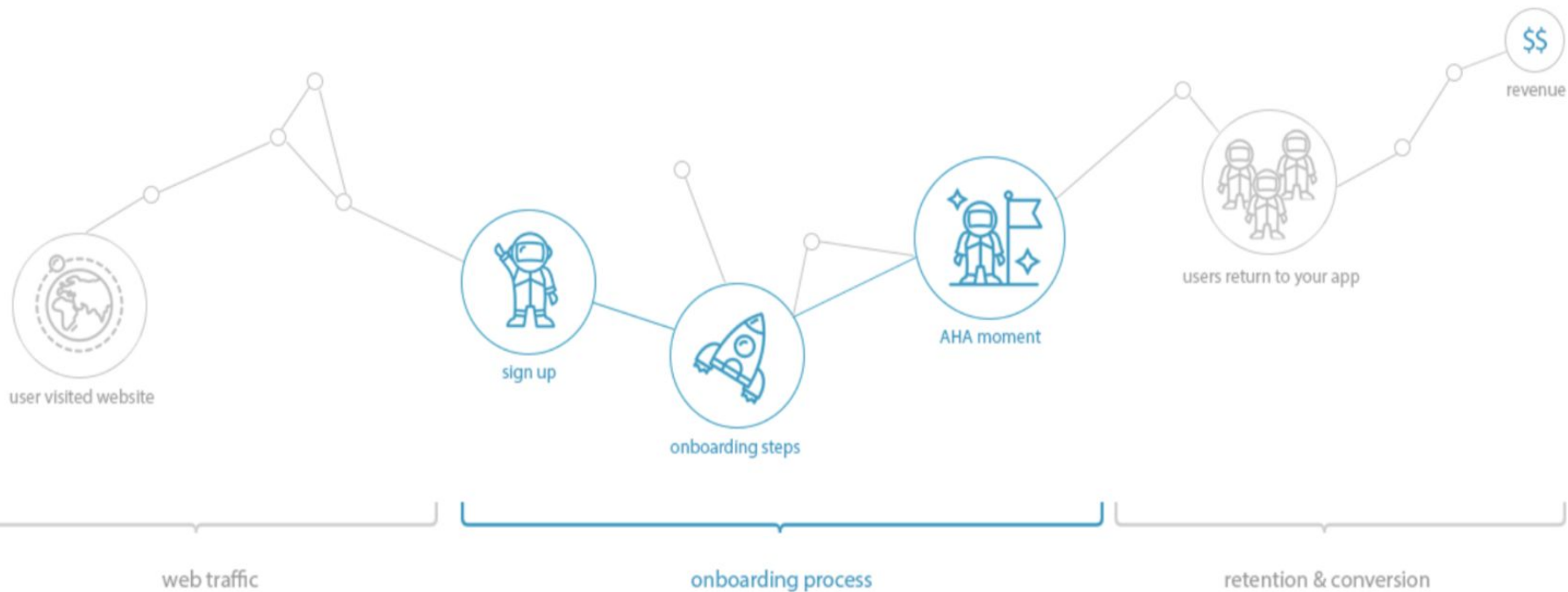


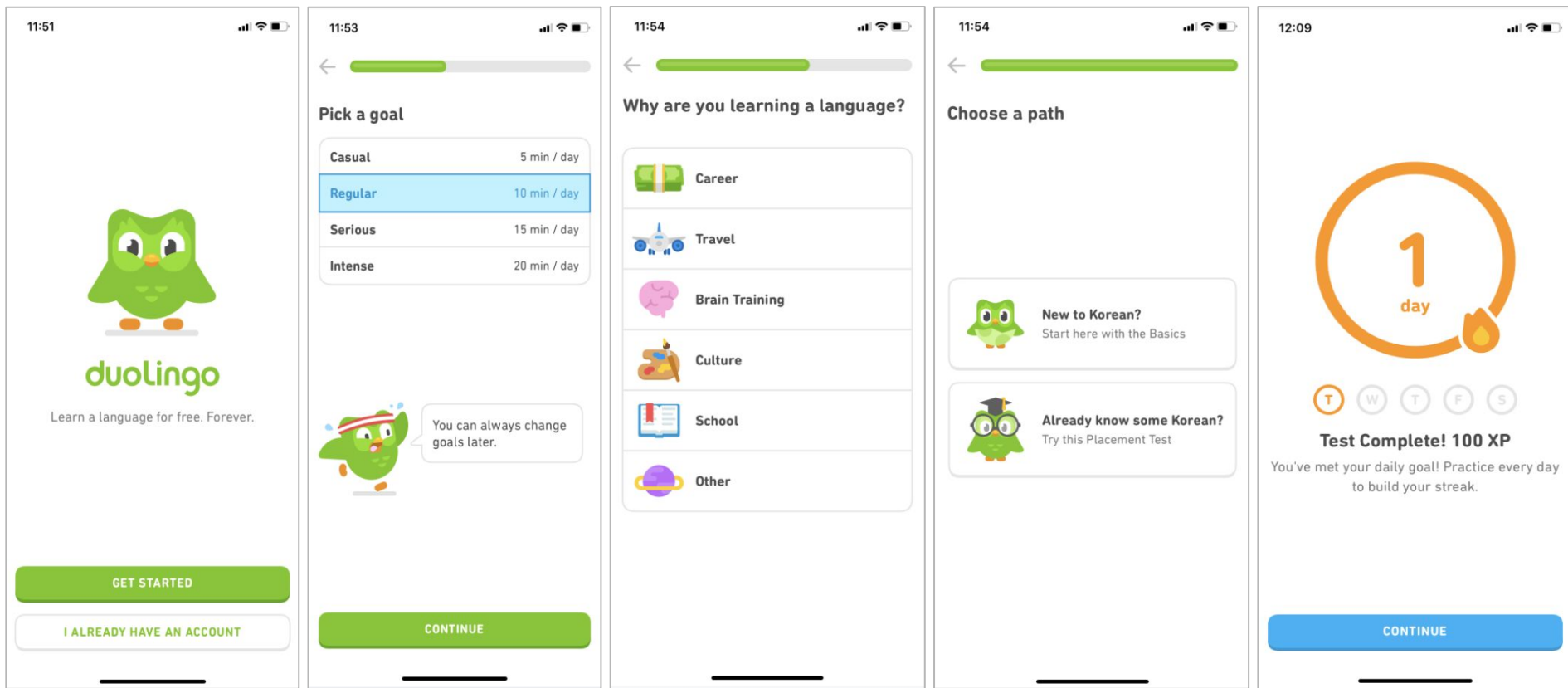
How do we design an onboarding experience that **delights teachers** and **fosters belonging**, **builds knowledge and skills** and promotes **growth through reflection**?

What can we learn from onboarding in the software world?

Growth Ignition: Improve Your User Onboarding

We help SaaS companies get the business intelligence required to improve user onboarding and increase growth





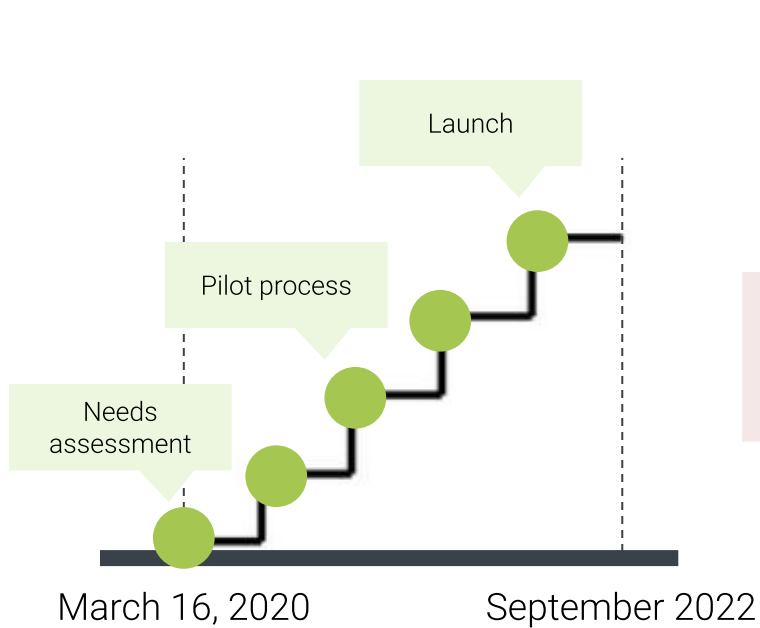
A different way to think about onboarding

This requires a new mindset and approach

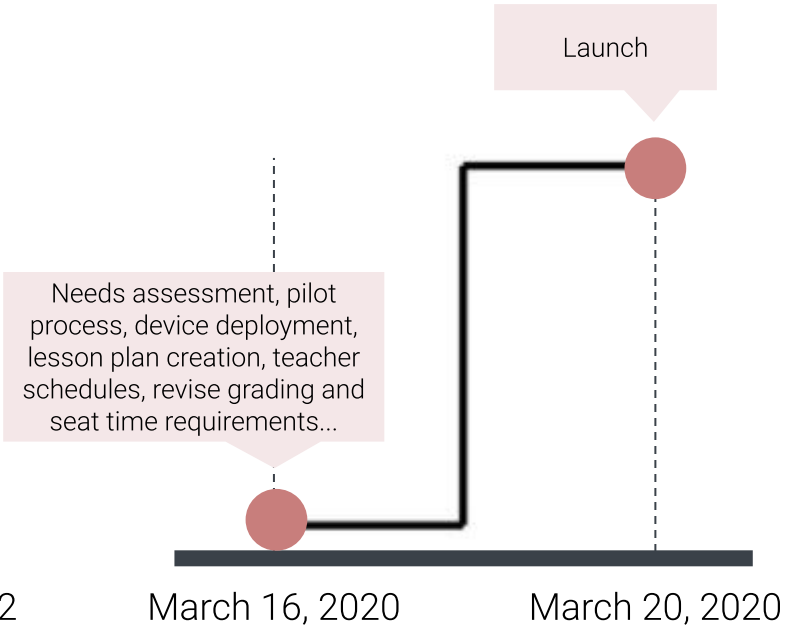
For each aspect of the onboarding experience, planning teams must ask themselves:

- **recreate** what we have always done?
- **evolve** and work toward a new approach?
- **revolutionize** the way we approach it?

Evolutionary vs. Revolutionary Change



Evolutionary Change
"Why?"



Revolutionary Change
"Why not?"

Recreate, Evolve, Revolutionize

What will it look like to help new teachers understand expectations, norms and practices around classroom management?

Recreate

We will share our classroom management guidelines so that teachers can read them in preparation for a Zoom meeting where we will add details and field questions.

Evolve

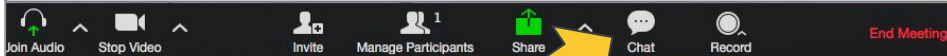
New and veteran teachers will be paired together to discuss classroom management guidelines, the apply them to a few case study like scenarios.

Revolutionize

We will design a simulation around a range of classroom management challenges and realities. Veteran teachers will model techniques and responses, then new teachers will practice w/prompting and then reflect on new learning.

Share-Out

What might you
recreate, evolve or
revolutionize when it
comes to new teacher
onboarding?



EXPAND: Belonging, Knowledge + Skills, Growth + Reflection

Level Set

What it is...	What it is not...
At least a year long process	2-3 days of new teacher orientation
A process for assimilating a new hire to the values, culture and practices of a new organization	A checklist of activities that a new hire must complete
A collection of intentionally facilitated and self-directed experiences	Workshops before school starts and a few follow up workshops during the year.

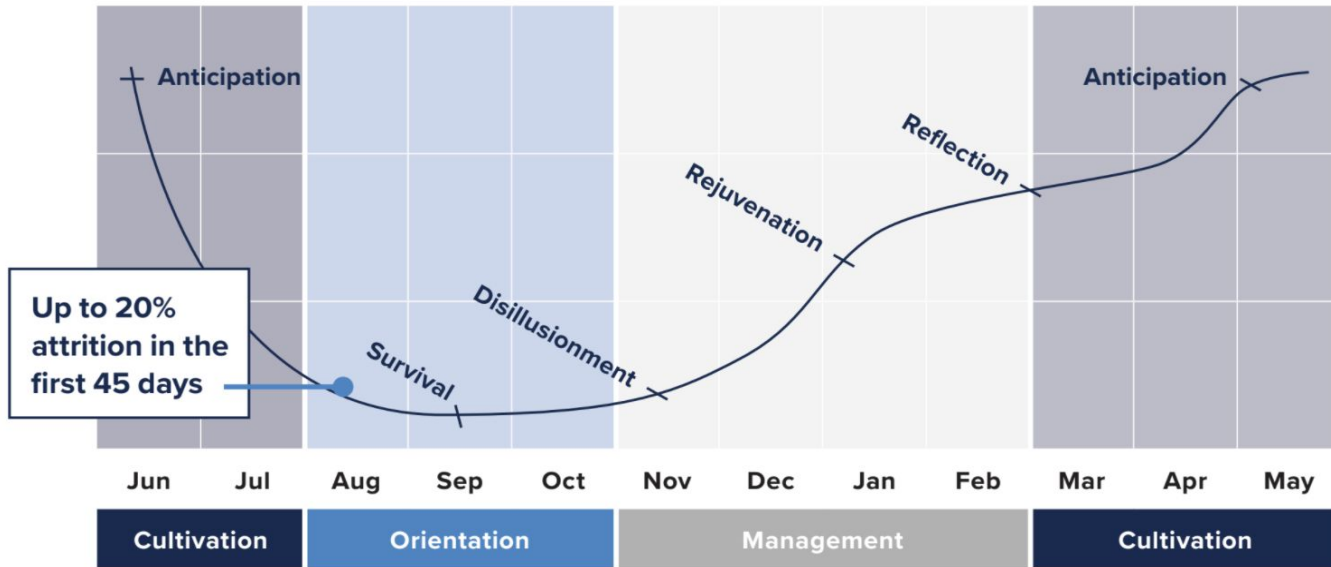


Figure 2 : Adapted from "New Teacher Development for Every Inning," by Ellen Moir. Copyright 2016 by New Teacher Center

Sample Onboarding Week 1: Mission, Vision and Culture

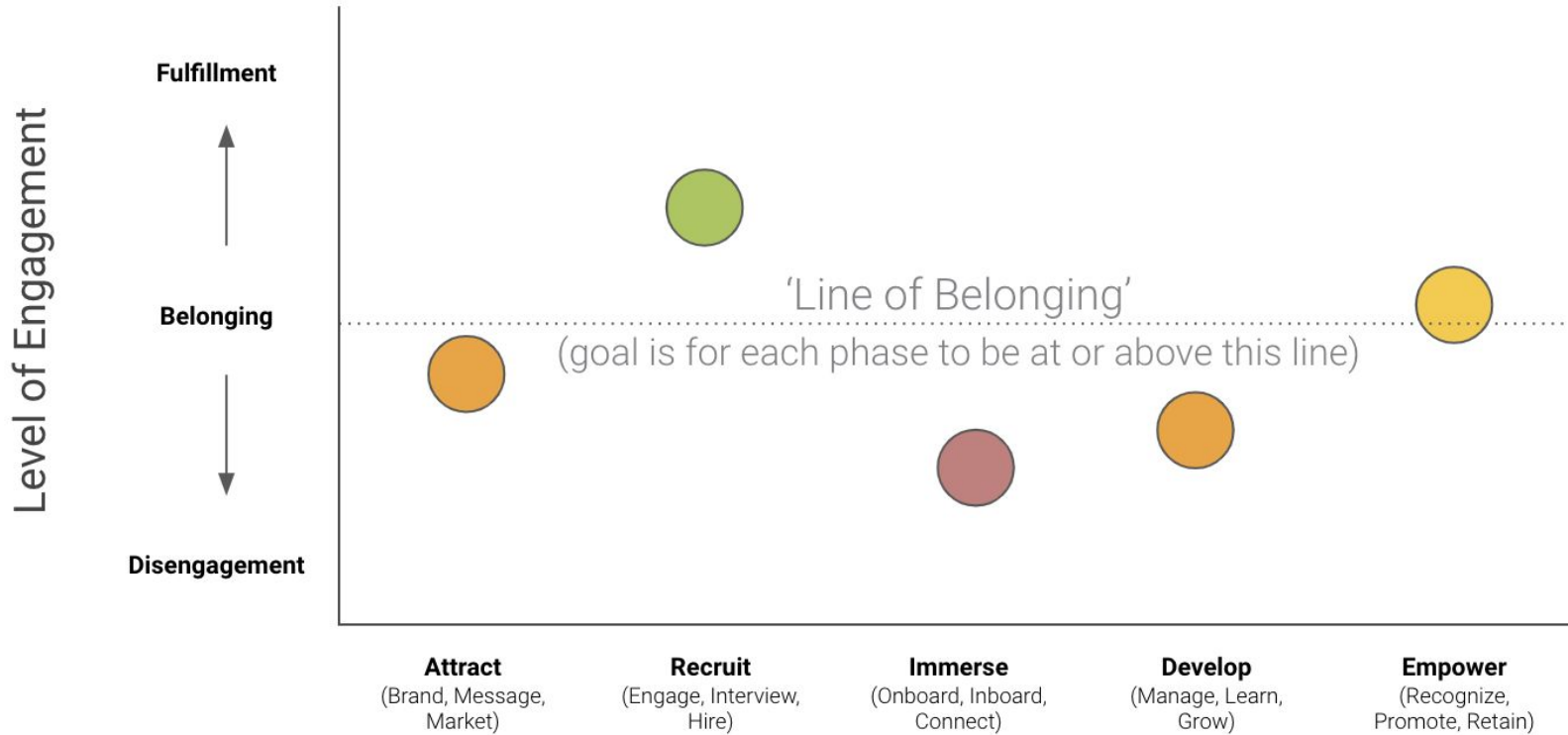
	Tuesday	Wednesday	Thursday	Friday	
7:30 AM	Breakfast	Breakfast	Breakfast	Breakfast	
8:00 AM	Welcome, Agenda, Logistics	Welcome, Agenda, Logistics	Welcome, Agenda, Logistics	Welcome, Agenda, Logistics	
8:30 AM	Introduction to the school Mission, Vision, Values	Introduction to XYZ Mission, Vision, Values	Community Building Exercise: DEI Focus	Professional Growth: Behavioral Management	
9:00 AM					
9:30 AM	Community Building Exercise	Overview: School Academic Goals	HR Compliance		
10:00 AM					
10:30 AM					
11:00 AM	School Tour / Visit Classroom	HR Housekeeping (paperwork, etc.)			
11:30 AM					
12:00 PM	Lunch	Lunch	Lunch		Lunch
12:30 PM					
1:00 PM	Overview: School Academic Goals	Community Building Exercise	Academics		Academics: Planning
1:30 PM					
2:00 PM	Other Basic Needs (class schedule, etc.)	Professional Growth: PD Pathways	Academics	Academics: Planning	
2:30 PM					
2:30 PM					
3:00 PM	Other Basic Needs (class schedule, etc.)	Professional Growth: PD Pathways	Academics	Academics: Planning	
3:30 PM					
4:00 PM	Wrap & Reflection	Wrap & Reflection	Wrap & Reflection	Wrap & Reflection	



Ensure each level of Maslow's Hierarchy of Needs is met over the course of formal onboarding

Continue to monitor how each layer is met through weekly and monthly structures

Teacher Engagement by Phase (Sample District)



Phases of Teacher Engagement

How Education Elements thinks about onboarding

Build Knowledge
and Skills

Facilitate Growth
and Reflection

Foster a Sense of Belonging

Foster a Sense of Belonging

Aspects of belonging:

- Developing relationships
- Strong mission fit
- Supportive culture

Belonging is the most important factor in why employees stay.



You belong here

Foster a Sense of Belonging

Example strategy: Explicitly teach your core values

- Recreate: Core Value Webinar
- Evolutionary: Core Value Shoutouts








Knowledge and Skills

Job specific knowledge + skills

- *What tools do we use to do our jobs?*
- *Why am I doing this?*
- *What do we do and how do we do it?*
- *What should I do tomorrow?*
- *Who do I go to for help?*

Curate learning experiences

- *Scaffolded learning of job related information*
- *Resource bank of tools/strategies easily accessible*
- *Allow new hires to observe for learning experiences*
- *Track learning experiences to ensure new hires have the learning experiences needed to successful.*

Mentor Jill Thompson	First Week Buddy Justin Toomer	Office Manager Pam Nichols	DI Caretaker Monica Shah
Ensure new hires have a successful first 90 days with EE Mentor Check-In	This person will check in with you on your first day in the office (or first day working remotely.) They will continue to check in that week and beyond as fit.	Supports with all new hire paperwork, setting up accounts, and all things EE.	Serves as <u>communications link</u> for D&I team and keeps a pulse on team needs.
			
Allocations Amy Jenkins & Monica Shah		Learning & Development Leads Megan D'Ambrosio & Monica Shah	
Determines project assignments <u>for consulting</u> team based on expertise, interests, and capacity.		These people will check in with you on Fridays for Learning and Development for your first 3 months- others from the team will also join to share the latest and greatest, tips and tricks, and dive deeper into specific areas.	
			
Looking to get to know the rest of the team? Check out these 2x2 Profiles of Teammates .			

Onboarding Experiences Tracker | Onboarding 2019

File Edit View Insert Format Data Tools Add-ons Help Accessibility Last edit was made on March 2 by Kelly Freiheit

		Person A							Person B						
		PLAYLIST/MODULE			ONSITE				PLAYLIST/MODULE			ONSITE			
		Build Knowledge	Learning Session 101	Implement Learning	Onsite Status	Observed	Supported	Co-Led	Led	Build Knowledge	Learning Session 101	Implement Learning	Onsite Status	Observed	Supported
P L A N & A L I G N	Create Project Plan or Calendar	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Scheduled	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Project Kickoff Calls	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Scheduled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Project Kickoff Meeting (in-person)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Scheduled	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Feedback to Meth Team: Plan & Align														
F O U N	Readiness Assessment Visits	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Scheduled	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Need to Prioritize	<input type="checkbox"/>	<input type="checkbox"/>
	Readiness Assessment Readout	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Scheduled	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	All Hands: Foundations Workshop	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Scheduled	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	District PL Council I (initial strategy)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Scheduled	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
D E S I G N L A	Feedback to Meth Team: Foundations														
	PLA I: Design	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Scheduled	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	District PL Council II: Design + Launch	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Scheduled	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Design Review Call - District	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ed to Prioriti	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Evolutionary: provide quick reference guide of who to go to for what and when

Revolutionary: rather than scheduling fixed sessions, new hires can go through experiences as it is relevant to them

Growth and Reflection

Mentorship

- Assigned during the first 90 days. The go-to person for new hires.
- Responsible for making sure new hires get the knowledge, skills, and learning experiences they need to be successful.

Reflection

- Self evaluation and peer evaluation on key competencies.
- Celebratory presentation to reflect on fit, core values, performance, and future goals and directions.

90 day reflection



Gabrielle Hewitt

To: Lauren Acree

Monday, Aug 5, 2019, 9:04 AM



Hi Lauren,

I hope you had a great weekend and are getting to enjoy some family time before the new school year begins. Even though it is not for a few weeks, you asked about what you can expect on your 90-day review call. I wanted to share a brief overview of the call below since we don't have a formal check-in before then. Let me know if you want to discuss any of this!

90-Day Reflection Call Agenda:

- Check In
- Keara to review Purpose + Agenda
- Lauren will share slides and Keara will ask questions (repeat for each section/slide)
- Discussion of next steps
- Debrief of the 90-day reflection process

Quick next steps for you:

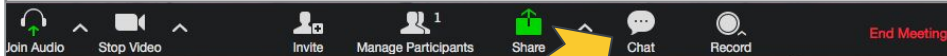
- Have you given any thought to who might be a good fit for your PDA? As a reminder, we try to look at someone two "levels" above, so anyone on the AP, P, or MP teams can be considered (although some PDAs may be at capacity). Let me know your thoughts.
- Be ready to send your final slides to everyone who will be on your 90-day review call, with enough time for them to review.
 - Megan C., Keara, and myself are all on your invite, so you can send to the 3 of us when they are final.
 - Since your call is on [August 22](#), you might try to send these about a week in advance ([Thursday, August 15](#))

Stepping back

MONTH	Back to school	October	December	February	April	End of Year
Sense of Belonging <ul style="list-style-type: none"> • Back to school events • Informal conversations • Mentor assignment • End of year celebrations 	Back to school		Winter celebrations			End of year celebration
Knowledge + Skills <ul style="list-style-type: none"> • Onboarding week • PD Days 	onboarding		PD Day	PD Day		PD Day
Reflection + Growth <ul style="list-style-type: none"> • Teacher evaluations • End of year retrospective 			Principal observes		Principal observes	End of Year

Share-Out

How might we need to change this calendar in a during-COVID school year?



PRACTICE: Strategies for Onboarding in the New Normal

Strategy 1: Fostering a Sense of Belonging

Strategy: Use a cohort model

How to...

- Build a cohort of roughly 3-10 new hires
- Create regular meetups for the cohort
- Use this time for direct instruction, answering questions, and

Why: provides a community experience with a much greater focus on a shared learning experience throughout the first year.

■ New Hire check in calls

Friday, March 13, 2020 · 1:30 – 3:00pm

Weekly on Friday, 13 times



Join Zoom Meeting



<https://edelements.zoom.us/j/477318021>



7 guests

4 yes, 2 no, 1 awaiting

You should use this if...

- You want to extend onboarding beyond the one week learning experience
- You have a group of new hires going through onboarding at similar times

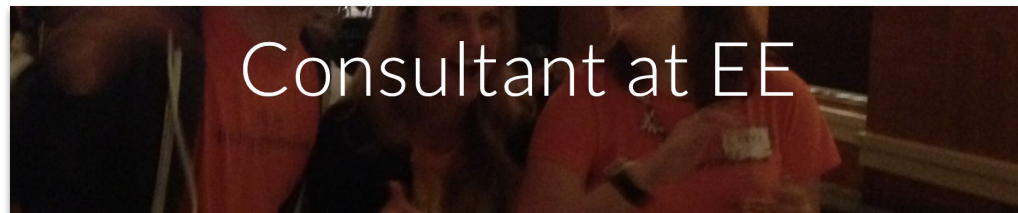
Strategy 2: Knowledge and Skills

Strategy: Build a best practices toolkit for face-to-face and remote learning

How to...

- Elevate teachers and ask them to share high quality resources like lesson plans, resources
- Organize resources into a website

Why: provide resources for new teachers to access and have at the ready for if/when we transition between contexts



MISSION: Our mission is to work with districts to build and support dynamic school systems that meet the needs of every learner, today and tomorrow.

We are a team of seasoned educators, designers, technologists and change management experts with a proven track record in our work with districts. Together, we build and support dynamic school systems so that all learners can thrive now and be ready for their life tomorrow. We take the time to understand the unique challenges school leaders face, and then customize the Education Elements approach for each district. We bring deep expertise, design thinking, expert facilitation and the spirit of collaboration with our extensive toolkit of resources and technology to deliver sustainable results.

 Communication

Planning
for Onsites

 Tools for
Consultants

 Knowledge
Building

You should use this if...

- You have a culture for self-directed learning
- You want to share best practices district-wide

Strategy 3: Knowledge and Skills

Strategy: Create a flexible and personalized Onboarding Playlist

How to...

- Determine required vs. optional components
- Allow for different ways to engage with key learnings and experience (observe, plan, read, watch)
- Work with coaches to develop individualized approach over a given timespan

Why: provides onboarding pathway for teachers to onboard in ways that are most effective for their individual needs

		Person A							
		PLAYLIST/MODULE			ONSITE				
		Build Knowledge	Learning Session 101	Implement Learning	Onsite Status	Observed	Supported	Co-Led	Led
P L A N & A L I G N	Create Project Plan or Calendar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	▼	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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F O U N	Readiness Assessment Visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	▼	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	Feedback to Meth Team: Foundations				▼				

You should use this if...

- You want to provide ownership over path/pace
- You have a coaching structure to hold teachers accountable

Strategy 4: Growth and Reflection

Strategy: Use mentors specifically to support new teachers

How to...

- Identify current teachers who have a strong grasp on teaching practices/ competencies, school culture, and are willing to share time with new teachers
- Clearly define the purpose of the mentorship and goals or deliverables for each month

Why: the first few months at a new job are particularly stressful. Having a specific support person to ask questions and oversee growth can be comforting

First & Last Name Check In Doc

DI Consultant Development

1

MILESTONES AT ED ELEMENTS			
1st Day: January 13, 2019	3 Months: April 13, 2019	6 Months: June 13, 2019	1 Year: January 13, 2020

CLIENTS			
Project 1	Project 2	Project 3	Project 4

INTERNAL PROJECTS

Core 4 Refresh (TBD) with option to explore other internal projects

Resource: [DI Roles Marketplace](#)

INTERESTS		
Regions I lived in and/or want to travel to:	Types of projects, focuses, and learning opportunities I want:	People Preferences: team structures I prefer + anyone I would like to work with:

GOALS

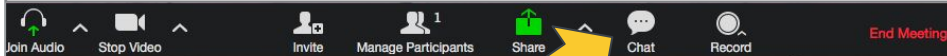
My short and long-term goals:	Current areas of strength:	Areas I'd like to focus on for growth:

You should use this if...

- You're looking for ways to elevate teacher leaders
- You can build in ways for teachers to connect

Share-Out

What additional ways
might your school or
district adapt onboarding
strategies in the year
ahead?



Chat

To: Everyone

More ▾

Type message here...

APPLY

Apply: Share-Out

What is one action step you will take next week to share or advance the ideas from today?
(Share in the Zoom Chat)

Join us!

Return To School

RETURN PLANNING FOR K-12



COFFEE CHAT:

Reimagining What Professional Learning Looks Like

July 27th @ 12pm PT/ 3pm ET

Appendix: Chat Transcript

Appendix-Chat

- making it more interactive- not sit and listen
- Revolutionize so teachers have voice/choice in the onboarding process
- more modeling from veteran teachers
- what will feedback and assessment look like virtually
- Using Zoom vs. Zoom webinar and how to make it personal
- It would be revolutionary to ask new hires where they are in terms of readiness to learn? Asking folks to take a path of onboarding would be pretty huge
- Shelley (also on here) and I are leading our first virtual learning tomorrow on the Learning Environment and we now want to add scenarios for them to discuss!!!
- How can these techniques work with lower elementary? I have only heard how it works for middle school upper learning?
- Best Practices (as we learn them) for Online Teaching and Learning.
- Teaching but having students doing.
- our mindset to put kids' social emotional needs
- Asynchronous virtual book clubs for all teachers (and a specific one for new teachers)

- Social/Emotional Learning/Instruction; PBIS implementation to encourage student engagement
- providing our new teachers CHOICE learning sessions over the summer so they can self select
- I agree I am wondering for Special education as well
- I think something evolutionary...just and adaptation would be to go from in person paper work to digital versions
- I think we also evolve learning to include discussions for virtual, f2f, and hybrid learning situations
- Training new staff on Digital Citizenship will be helpful.
- As well as the students~!
- This is very eye opening. I think we are all the what it is not. So glad I am here.
- Self-Actualization was the goal for Teachers and Students
- Jane—thanks for that question. That is its own discussion for sure. But it can start by creating space to help people share about themselves, their background and also think about how the onboarding experience can be differentiated based on readiness.
- The other piece to consider is making sure new hires have a chance to connect with others in the organization who identify similarly.
- Happy to talk about this separately too.
- That is excellent! self paced!
- Are mentors paid? voluntary? What training/support do you provide to mentors?

- Channing, I like this even/over exercise for organizational values
<https://academy.nobl.io/how-to-write-a-strategy-your-team-will-remember/>
- Nancy - mentors are existing teammates within our org
- Usually people are only mentoring 1 person at a time
- Angela, here is the research
<https://hbr.org/2019/12/the-value-of-belonging-at-work#:~:text=Belonging%20is%20good%20for%20business,75%25%20reduction%20in%20sick%20days> .
- This First Nations Perspective on needs helps thing more deeply about teacher needs and beyond Maslow (which is deeply problematic as he “generously borrowed” aka stole much of his ideas from Indigenous people...) and connects to what y’all are discussing better anyways.
<https://barbarabray.net/2019/03/10/maslows-hierarchy-of-needs-and-blackfoot-nation-beliefs/>
- did your school do any social activities?
- I think the calendar could change to add some SEL check-ins and strategies for adults
- zoom happy hour
- more flexibility for families and assessment shouldn't be the priority instead the interactions with our children
- It might be helpful to have teacher support groups that cross campus lines. I’m the only 1-3 SDC grade teacher on site, so it’s hard to find someone to really relate to. That kind of support would be really nice.
- build in some celebratory times

- Perhaps even more celebrations to keep people positive
- great minds, Rhonda!
- Surveying teachers to see what they're interested in for social activities and what times work best for them (we hosted "care cafes" for teachers 2x a week for teachers and varied topics based on their self-identified needs
- More zoom collaboration among staff within a school and cross district to share highs and lows
- Jill - this is a great time to establish and strengthen those cross-campus relationships - PLCs
- weekly or biweekly standing appointment check-ins
- This is probably more evolutionary but is there a central instant messaging platform?
- Love seeing the incorporation of a good teaching practice (playlist) as something we can mirror in the adult experience
- Tour Digital Natives , our Students can mentor our Staff in all the latest This Distant Learning is new to most of us So we all need On Boarding !!
- BONUS POINTS IF YOU SHARE YOUR REFLECTION ON TWITTER! TAG @EDELEMENTS
- useful to understand the new ways of teaching virtually
- I like the playlist idea
- regular support sessions for mentors - maybe those Care Cafes for mentors
- Develop a tool kit. Putting everything in one place.
- weekly and biweekly check ins

- We have used quarterly new teacher meetings but I think we would include virtual check ins for new hires across the division
- I really like the more structured year long plan. We have improved overall but this layout makes it seem less overwhelming for staff
- Playlist ideas and ideas for virtual teaching
- More of a long term and ongoing plan with pathways and more specific check-ins.
- I love the idea of the weekly- bi weekly check ins not with a supervisor but instead just to get the, Are you ok conversation from peers.
- we wont have new staff but we do have a new principal - onboarding for all of to his expectations and visions and our existing culture
- More check ins for new teachers as well as veteran teachers since things are so unstable
- I think our school does a pretty good job, new teachers have mentors, they have weekly meetings in the beginning and then move to monthly. We have happy hours, potlucks and other meet-ups that are put together by any staff member like a kick-ball game.
- Do we have a survey to complete to get the attendance certificate?
- Adding scenarios for discussions as new teachers always put class management as their top need
- A better system for checking back in with teachers - refining my process!!!

- I'm pitching the playlist to our principal.
- I came late so I have to rewatch this webinar
- "No Child Left Behind "" required Mentoring of new teachers ! Don't know if ESSA does but it is very helpful along our journey !
- regular coffee chats with new teachers on various topics we know they want to discuss.
- our new teachers are so full of creative ideas, lets give them a voice.
- incorporate calendar in science department for new teachers
- Will there be a certificate for this workshop? Thank y'all...
- I lead classified staff. I haven't thought about mentors amongst the classified. Makes sense.
- Sharing what was learned over the summer in one document - give ideas how one uses them
- setting up an "award" system maybe like fitbit does for accomplishments- ex. perfect quiz, homework in
- More time invested in building relationships so all work as a team and feel we are in a safe supportive work environment.