

**High-Performance Hiring: A Guide to the Employee Selection
Process (Working Document)**
Human Resources
North Kitsap School District
Poulsbo, Washington

This document is designed to be a comprehensive guide to the employment process in the North Kitsap District. It is intended for use by administrators, supervisors, and screening and interview team members.

Goals of the North Kitsap Employment Process:

- **Create as diverse a pool of qualified candidates for each position as possible.**
- **Implement a process that is fair and consistent for each candidate and meets all legal guidelines and requirements.**
- **Hire the best possible candidate for each position!**

Administrators and supervisors need to keep in mind that all aspects of the employment process are inter-connected. ***Job descriptions*** that accompany the job posting must truly reflect the needs of a school or department for that particular position. ***Screening criteria, interview questions*** and subsequent ***scoring criteria*** need to align with the job description. Applicants, especially those who are not interviewed, or offered positions, need to know that all of the selection criteria were clearly based on the description of the job they applied for. It is the responsibility of administrators and supervisors to review job descriptions for positions being posted. The North Kitsap Human Resources Department will readily assist in working with staff to help create and maintain a consistent and inter-connected process.

High Performance Hiring: A Guide to the Employee Selection Process

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REMINDER: No candidate may be offered a position until the hiring packet has been approved by the Human Resources Department.

I. Posting Authorization (Appendix A). The purpose of this form is to initiate all new and/or replacement hirings. Please make sure you:

- Complete the appropriate section which includes hours/days for classified postings and FTE and endorsement for certificated postings. Is this less than a **full-time** contract? Are there any extended days? Be specific. Please refer to the appropriate c.b.a or contact HR if you need assistance.
- If this is a non-continuing (leave replacement) position, be sure to include accurate start and end dates.
- There is a five working day minimum posting length for all positions. Positions can also be posted as “Opened Until Filled” with a “for best consideration, apply by” date, or for other specified lengths.
- Be sure to specify as an “Outside Posting” vs. “Optional: IN-HOUSE Only” (as per specific c.b.a. language).
- Additional comments (aka: Posting Nuggets): This is where you can personalize your job posting with any specific needs. (See the Job Posting section below for more details).
- Screening Info: Identify who the head screener (the person who will be handling the paperwork) and any other screeners will be.
- Pay special attention to completing “Rationale and Position Control” and attach supporting documentation **if necessary**.

II. Job Posting

- **Check each qualification listed on the posting.** You will **screen, interview and** hire based on these criteria. Establishing accurate criteria is crucial for the entire process!
- **Core qualifications:**
Sample: certificated job postings for teaching positions:
 1. “Possess Washington State teaching certificate with appropriate endorsement(s).”

2. “Demonstrated ability to work with students from diverse backgrounds and academic abilities.”
 3. “Demonstrated ability to motivate students and successfully employ effective teaching methods.”
 4. “Genuine desire to work with all students to help them succeed.”
- Ask yourself, “Are there any additional qualifications* that are specific to my building/department or this position which need to be added to this posting?” If so, please add them to your Posting Authorization under “Additional Comments.”

*They must be identifiable through application paperwork and must not be established based on a specific candidate’s skills.

- **Demonstrated Duties & Responsibilities (aka: Essential Job Functions):**
Sample: the typical core set for teachers are as follows:
1. “To direct and evaluate the learning experience of the student in curricular work.”
 2. “To provide guidance to the student which will promote his/her welfare and proper educational development in keeping with accepted theories of student growth and development.”
 3. “To cooperate and participate in the planning and evaluation of the school programs.”
 4. “To communicate with parents the progress and adjustment of their student.”
- Again, ask yourself, “Are there any additional responsibilities specific to my building/department or to this position which need to be added to this posting?” If so, please add them to your Posting Authorization under “Additional Comments.”

III. Screening

- **Screening is now done electronically through the Skyward/FastTrack system.**
- After the job is posted, you will receive an email from Human Resources containing:
- A DRAFT of the screening questions that are typical for your position. You may customize the standard district screening questions by using screening criteria that relates directly to the qualifications listed on your job posting. **All screening questions will use a scoring system with specific numeric values for each screening category.**

- (REVISED) Identify who the members of your screening team (**a minimum of 2 screeners w/ at least one administrator and/or supervisor is required**).
- Once the posting timeline has reached the screening phase, each member of the screening team will receive an email from HR reminding them that the applicant pool is confidential along with detailed instructions on electronic screening.
- Each member of the screening and/or interview team is required to read and sign the **Selection Committee Confidentiality and Ethics form (Appendix B)**.
- Check your list of candidates for current North Kitsap School District employees. Familiarize yourself with appropriate contract language regarding current employees who are seeking promotions and transfers.
- **Be sure to review the APPLICANT DISCLOSURE STATEMENT**, found in the attachment section of the applicant's electronic file. If you have *any* questions regarding information contained on this document, check with the Human Resources staff *prior* to offering this applicant an interview.
- (NEW) Review the posting for Union or Employee Association affiliation for the position (Appendix C)
- (REVISED) Review and be aware of collective bargaining language pertaining to open positions and / or hiring.

Example: NKEA Collective Bargaining Agreement Article III, Section 3:
 “The NKSD administration and teachers agree that it is both efficient and serves the best interests of students, teachers, and the district to provide for in-district professional transfers.” Transfers are encouraged, and a window of opportunity for in-district transfers exists from March 15 to June 1 of each year. After that time, there is no preference given.

- Double check: Do candidates have a Washington State certificate? Proper endorsements? Proper Highly Qualified Status?
- Watch for these red flags ☹: Long intervals between jobs; vague reasons for leaving jobs; switching jobs frequently
- You must screen everyone fairly, *using the same criteria*.
- **Once your team has selected interview candidates (based on a review your screening scores), you will need to categorize each applicants using the following status codes** (directions are found in FastTrack Hiring Admin Instructions (which was provided to you at the onset of screening)):

210 = Applicant selected for interview

215 = Applicant not selected for interview (*please be sure to document your rationale in the “Notes” section (when you assign the code)*).

220 = Declined invitation to interview

IV. Testing - (Optional)

- Make sure test site and procedures are fair and closely monitored (preferably monitored by the same person for each candidate).
- All testing must be job-related.
- Always use a specific numeric scoring system.
- Keep all documentation and forward to Josie Urie, Human Resources Secretary, with completed Hiring Packet.

V. Interviewing

- Develop a strong interview team with a diverse background. Consider including a parent/community member as well as a person representing cultural diversity.
- **(REVISED)** Ask your team to arrive at least 1/2 hour early. Review interview questions. All questions must relate to the job qualifications **and screening criteria**. *Please remember: No disability, age or gender-related questions* (see **Appendix D - Affirmative Action Statement**).
- Include at least one question reflecting knowledge of cultural and diversity issues and be clear as a team on how the interview questions used relate to the job description and screening criteria.
- Include general questions as well as specific content area questions. Good interview questions include: 1) those that are open-ended with no implied correct answers, and, 2) those that will elicit other job-related information not gathered elsewhere in the process. The NKSD Human Resources Dept. will share sample interview questions or assist in the development of questions upon request **and must review questions prior to the interview date**.
- **(New) The following questions are required to be a part of all NKSD employee interviews:**
 - 1. Do you meet minimum qualifications?**
 - 2. Can you perform all of the essential functions with or without accommodations?**

No scoring is required for these two questions. They are either Yes or No answers. It is suggested that these questions are used at the end of an interview. If “Do you have any questions for us” is used, ask these two questions prior to that.

- **(NEW) A Scoring Matrix for each question is encouraged.**
- **Before interviews begin, have all interview team members sign the Selection Committee Confidentiality and Ethics form and make another strong**

statement, reminding the interview team that the candidate pool and any information discussed in the interview process is confidential.

- Inform team members that all interview notes are public information--“don’t write it down unless you’re willing to read it in court.”

C. Willits

- Begin each interview with introductions of team members. Try to make the “hot seat” a little cooler and more comfortable.
- Remember: we’re not hiring good interviewers, we’re hiring good staff members--keep this in mind if you have a solid candidate with a proven track record who blows an interview.
- (NEW) No “follow up” questions can be asked that each interview candidate doesn’t have the opportunity to answer.
- Avoid impulsive, hurried decisions! Under pressure to hire? Take a step back and give yourself permission to review carefully. Beware of personal biases (see **Appendix E - Beware!**)

VI. Confidential Reference Checks

- Call one reference (**Appendix F– Certificated Telephone Reference Check, Appendix G- Classified Telephone Reference Check, Appendix H- Administrator Telephone Reference Check**); ask for a referral, call another...then another...
- (REVISED) The interview team should be informed that any recommendations they make for hire are dependent upon completion of the confidential reference checks. In other words, the administrator or supervisor in charge of the process **has the responsibility for making** the final decision on which candidate the position is offered to.
- At least three current reference checks must be completed before a position can be offered to a candidate (contact the Human Resources Department if circumstances prevent you from performing all three reference checks). **At least one must be from a current or former supervisor.**

VII. Follow-up - This entire process must be legally defensible!

- Make sure the selection process has been fair, systematic, and comprehensive, assuring that all applicants have been treated with respect and confidentiality.
- (NEW) Ensure there is a link between the job description/posting, the screening criteria and the interview questions.

- **(REVISED)** Complete the **Hiring Recommendation** form (which is a customized form that is emailed to you before you begin your screening process) – (Samples: **Appendix I – Certificated**, and **Appendix J - Classified**) and attach it to your “**Hiring Packet**” (which should include all screening notes, interview questions and notes, scoring data and any test results, and reference check information - **see Appendix K – Hiring Packet Checklist**).
- Forward your “Hiring Packet” on to the Human Resources Department for review, and once approved, you’ll be given the go ahead to contact the applicant and offer the position. This documentation, along with the job posting, becomes the “Posting Log”, which is saved in the human resources department.

REMINDER: No candidate may be offered a position UNTIL the hiring packet has been approved by the Human Resources Department.

- **(REVISED)** *After* your selected candidate has accepted the position, notify the Human Resources department. The candidate who has accepted the position will be contacted by the Human Resources Certificated Specialist (Katie Austin), or the Classified Specialist (Koleen Kelley) prior to their first day of work to complete all applicable paperwork. Their name will also be submitted for Board approval. *No employment process is final until the Criminal History Background check has been received and cleared by the district and the Board has approved the recommendation to hire.*
- **Call all interviewed candidates** to thank them for interviewing and inform them that a job offer has been extended to someone else (getting directly to the point and keeping this conversation short is generally a good idea).
- Be prepared to answer questions like, “What qualifications did I lack?” or, “What improvements can I make?” Answer questions of this nature carefully. In most cases, the less information that is shared the better. A typical response might be, “While you were an excellent candidate, the interview team felt that another person was a better fit for our needs”. Members of the Human Resources Department are available to discuss with you ways to respond to these types of questions.
- If a candidate contacts the human resources office with questions regarding the screening, interviewing, or hiring of a specific position, they will be referred back to the administrator or supervisor in charge of the employment process for that position.

All feedback and questions regarding employment process may be directed to Chris Willits and are appreciated.

Appendix A

**North Kitsap School District #400
POSTING AUTHORIZATION
OR CHANGE IN EMPLOYMENT PAY STATUS**

School/Department:

Account code:	Hours:	Code:
(CTE; SpEd; Grants, etc)		
	Hours:	Code:
	Hours:	Code:

CERTIFICATED POSITION TITLE:

FTE:

TYPE: CONTINUING ☐

LEAVE REPLACEMENT ☐

Endorsements required:

Anticipated Start date:

Anticipated End date (LR only):

CLASSIFIED POSITION TITLE:

Current Assignment:

TYPE: REGULAR ☐

LEAVE REPLACEMENT ☐

TEMPORARY ☐

Hours/Day:

Hours/Week:

Days/Year:

Schedule: to

OR Schedule to be determined (TBD) ☐

Anticipated Start Date:

Anticipated End date (LR/Temp only):

If no posting required, ASSIGNED TO:

Start date:

POSTING INFORMATION:

(minimum 5 working days)

☐ **Outside Posting
days:**

☐ **Open Until Filled (outside postings only)
Screening begins after:**

☐ **OPTIONAL
IN-DISTRICT ONLY**
(must be approved by HR)

days:

ADDITIONAL COMMENTS (aka: Posting Nuggets):

SCREENING INFO:

Rating Scale: ☐ 1-5

☐ Yes/No

Head Screener's Name:

Other Screeners:

RATIONALE/POSITION CONTROL

Letter of resignation or Leave-of-Absence

☐ is attached

☐ is on file in HR

☐ **Budgeted allocation:**

☐ **Resignation of:**

☐ **Leave-of-absence for:**

☐ **Transfer of/Other:**

**Approval by
Personnel Specialist**

Requesting Administrator:

Signature

Date

Assistant Superintendent or designee

Signature

Date

Announcement #

Post date:

Close date:

Applicant Recommended:

Start date (from Hiring Recommendation form):



NORTH KITSAP SCHOOL DISTRICT

A Great Place to Live and Learn!

SELECTION COMMITTEE CONFIDENTIALITY AND ETHICS

The issues of confidentiality and ethics are extremely important when participating in the selection of new staff. Each member of the selection team must commit to maintain complete confidentiality with regard to the process and the participants. The following are not for public dissemination:

- Names or number of applicants
- Documents developed by the committee or submitted by applicants
- Statements made by the team members or applicants
- Deliberations of the selection team
- References given for applicants
- Ranking of the applicants

It is our obligation to protect the rights and preserve the dignity of the candidate.

The only individuals authorized to give information are the administrator(s) officially appointed to announce the hiring decision and those officially appointed to give feedback during the post-interview conference, if requested by the candidate.

YOU MAY BE ASKED by co-workers or community members to share information about finalists, the process, etc. You MAY NOT RESPOND to these questions, other than to affirm that we are proceeding and hope to be finished soon. If someone is insistent, refer him/her to the accountable administrator.

All materials will be collected and filed. Remember this is a professional process.

Confidentiality is the obligation of the team, not the candidate.

_____ Signature of Chairperson	_____ Print Name	_____ Date
_____ Signature	_____ Print Name	_____ Date
_____ Signature	_____ Print Name	_____ Date
_____ Signature	_____ Print Name	_____ Date
_____ Signature	_____ Print Name	_____ Date
_____ Signature	_____ Print Name	_____ Date
_____ Signature	_____ Print Name	_____ Date
_____ Signature	_____ Print Name	_____ Date

Appendix C

Union/Employee Association Affiliation

NEA-WEA

- Bus Drivers
- Driver Trainer
- Transportation Assistant Specialist
- Mechanics

NKAAA

- Coaches
- Activities/Club Advisors

NKCASA

- Classified Administrators
 - Director of Transportation
 - Director of Maintenance
 - Director of Food & Nutrition Services
 - Assistant Director for Finance
- Supervisors
 - Accounting Supervisor
 - Benefits/Payroll Supervisor
 - Custodial Supervisor
 - Facilities Coordinator
 - Pool Coordinator
 - Transportation Shop Supervisor

NKEA

- Certificated Classroom Teachers
- Certificated Support Personnel

NKSAA

- Certificated Principals
- Certificated Assistant Principals
- Director, Career Technical Education
- Assistant Director, Special Education

PSE of NK

- Paraeducator
 - Campus Security
 - Instructional Paraeducator
 - Special Education Paraeducator
 - Support Specialist
 - Computer Tech I
 - Computer Tech II
- Secretary
 - Secretary
 - Program/Department Office Coordinator
 - School Office Manager
 - Information System Specialist
 - Information System Specialist – Lead
- Accountant
 - Accountant

SEIU

- Maintenance
- Grounds
- Custodial
- Food & Nutrition Services

Non-Bargained

- District Office Support Staff

APPENDIX D

Affirmative Action Statement

The North Kitsap School District believes in fostering respect and recognition of diversity, human dignity, and individual rights. In this regard, the district complies with all federal and state rules and regulations and shall provide equal employment opportunity and treatment for all applicants and staff in recruitment, hiring, retention, assignment, transfer, promotion and training. The North Kitsap School District will provide equal educational opportunity and treatment for all, in all aspects of the academic and activities program without discrimination based on sex, race, creed, religion, color, national origin, immigration status, age, veteran or military status, sexual orientation, gender expression or identity, disability, or the use of a trained dog guide or service animal and provides equal access to the Boy Scouts and other designated youth groups. Questions or complaints of alleged discrimination can be directed to the Civil Rights Compliance Officer Rachel Davenport, Executive Director of Human Resources, rdavenport@nkschools.org (360) 396-3003 and/or the district's Title IX/RCW 28A.640 Officer Michael Olsen, Director of Student Services, molsen@nkschools.org (360) 396-3093 and/or the ADA and 504 Compliance Coordinator, Lori Buijten, Director of Special Education, lbuijten@nkschools.org (360) 396-3072; address - 18360 Caldart Ave NE, Poulsbo WA 98370.

Beware!

Beware of the following:

- ▶ **Prior Selection:** “_____ has been subbing in this position for two weeks and he/she already knows the job.”

“After looking over the applications, only _____ and _____ have a chance as I see it.”

“If _____ isn’t available for the interview, as far as I’m concerned we’ll just have to wait or re-open the position.”

- ▶ **The Halo Effect:** “_____ would be perfect for the job. He/she has the kind of personality we’re looking for.”

“I liked _____’s answers. He/she goes right along with my way of thinking.”

“He/she seemed to be just too quiet--too hard for me to talk to.”

- ▶ **Impulsive Decisions:** “Let’s forego the reference check at this time. I need _____ as soon as possible. I know he/she will do a good job.”

“None of the candidates seem to have the qualifications we’re looking for, but I hate to open the position again. Let’s just go ahead with _____. There’s always the probationary period to fall back on.”

- ▶ **Biases:** “_____ seems to be well-qualified, but I just can’t see a woman really wanting this job or being able to fit in.”

“_____ is well-qualified but isn’t the type of person I like to hire.”

“_____ is definitely the best qualified but I’m sure he/she wouldn’t stay in this position long, and I hate to keep re-training people.”

- ▶ **Over-Emphasis on Personal Appearance:** “_____ was the best qualified candidate, but I can’t hire anyone who dresses like that.”

compiled by the Renton School District

CONFIDENTIAL

North Kitsap School District
Certificated Telephone Reference Check

Candidate _____ Position _____

Person Providing Reference _____ Title _____

Organization _____ Phone () _____

1. Screening check must be done on the final candidate prior to recommendation to Human Resources.
2. All comments must be legible and complete.
3. All reference checks must be performed uniformly.
4. Note to caller: If the person declines to answer the reference check questions, ask if he/she would please respond to the following brief statement:

It is the policy of this company/district to only verify basic information such as length of employment, job title, etc. ☐ Yes ☐ No

Period employed from _____ *to* _____.

Job Title _____

-
1. How long and in what capacity have you known the applicant?
Look for: Knows candidate in a professional or work capacity for at least a six-month period.
 2. How would you rate the applicant's knowledge and application of appropriate instructional techniques? What is the basis of your rating?
 3. How would you rate the applicant's ability to work as a member of an educational team? What is the basis of your rating?

4. Please identify this candidate's greatest asset as an employee. *Look for: Assets that match specific skills needed for position. Strong interpersonal skills, dependable, flexible, quality worker, team player.*

5. Please identify any concerns. *Look for: No concerns.*

6. If this person no longer works for you, what was the reason for leaving, and would you rehire him/her? *Look for: Positive reason for leaving. Positive response to rehire; no hesitation.*

7. Do you know of any reason why the applicant should not be employed to work around students? *Look for: No reasons.*

8. Is there anything I should have asked, but didn't--anyone else I should speak with, or additional information you would like to share with me? *Look for: No negative comments.*

References checked by _____ Date _____

This information is being gathered solely for the purpose of determining appropriate hiring for the specified position. All responses shall be regarded as confidential and shall not be used for any other purpose.

**Confidential
Reference Check
Classified Applicants**

Name of Classified Applicant: _____

Name of Reference: _____

Relationship to Applicant: _____

Phone Number: _____

1. How long and in what capacity have you known this individual?

2. Please identify the individual's greatest asset.

3. Realizing that nobody is perfect can you identify any concerns.

4. Do you know of any reason why the applicant should not be employed to work with children?

5. If this person no longer works for you, what was the reason for leaving, and would you rehire him/her?

6. Is there anything I should have asked, but didn't—anyone else I should speak with or additional information you would like to share with me?

7. (Additional questions pertaining to specific position)?

References checked by _____ Date _____

CONFIDENTIAL

North Kitsap School District
Administrator Telephone Reference Check

Candidate _____ Position _____

Person Providing Reference _____ Title _____

Organization _____ Phone () _____

1. Screening check must be done on the final candidate prior to recommendation to Human Resources.
2. All comments must be legible and complete.
3. All reference checks must be performed uniformly.
4. Note to caller: If the person declines to answer the reference check questions, ask if he/she would please respond to the following brief statement:

It is the policy of this company/district to only verify basic information such as length of employment, job title, etc. ☐ Yes ☐ No

Period employed from _____ *to* _____.

Job Title _____

1. How long and in what capacity have you known the applicant?
Look for: Knows candidate in a professional or work capacity for at least a six-month period.

2. How would you rate the applicant's knowledge and application of the responsibilities related to their current position? What is the basis of your rating?

3. Do you think this person has the knowledge, skills and abilities to be our district's _____? Where do you think they might excel?
Where do you think them might need help? (Be prepared to share some specifics regarding the responsibilities of the position if necessary).
4. How would you rate the applicant's ability to work as a member of an educational team? What is the basis of your rating?
5. Please identify this candidate's greatest asset as an employee. *Look for: Assets that match specific skills needed for position. Strong interpersonal skills, dependable, flexible, quality worker, team player.*
6. Please identify any concerns. *Look for: No concerns.*
7. If this person no longer works for you, what was the reason for leaving, and would you rehire him/her? *Look for: Positive reason for leaving. Positive response to rehire; no hesitation.*
8. Do you know of any reason why the applicant should not be employed to work around students? *Look for: No reasons.*
9. Is there anything I should have asked, but didn't--anyone else I should speak with, or additional information you would like to share with me? *Look for: No negative comments.*

References checked by _____ Date _____

This information is being gathered solely for the purpose of determining appropriate hiring for the specified position. All responses shall be regarded as confidential and shall not be used for any other purpose.

APPENDIX I

NORTH KITSAP SCHOOL DISTRICT
CERTIFICATED HIRING RECOMMENDATION

[000000000] DO NOT USE
Bargaining Group: XXXX

Board Meeting
Location: XXXX

Interview team members:

Applicants interviewed:

Applicant recommended:

Date to begin working: _____

☐ Reference checks are attached. (Required)

☐ All copies of application materials attached. (Required)

(includes back-up documentation, screening forms, list of interview questions used, all interview notes, reference check notes, and any other documentation used during the hiring process.)

Administrators Name: _____ Signature: _____

Date

APPROVAL:

Assistant Superintendent of Human Resources

Date

NORTH KITSAP SCHOOL DISTRICT CLASSIFIED HIRING RECOMMENDATION

[000000000] DO NOT USE
2.00 hours/day x 171.00 days/year

Board Meeting: _____
Bargaining Group: XXX
Location: XXX

Interview team members:

Applicants interviewed:

Date:

Applicant recommended:

Date to begin working: _____

☐ Reference check are attached. (Required)

☐ All copies of application materials attached. (Required)

(includes backup documentation, screening forms, list of interview questions used, all interview notes, reference check notes, and any other documentation used during the hiring process.)

Administrator's Name: _____ Signature: _____

APPROVAL:

Assistant Superintendent of Human Resources

Date

Hiring Packet Checklist

Please be sure to include the following paperwork
in the packet that you send up to HR for approval

- ☐ **Notify HR of Interview Date**
 - ☐ **Hiring Recommendation Form** Completed and signed (including anticipated "date to begin working")
 - ☐ **Reference Checks (3)**

Must include at least 1 current or former supervisor
*If no supervisors are listed in the **References** section of the applicant's FastTrack, please refer to the **Employment History** section instead.*
3 reference checks are required for ALL recommended hires (including current substitutes)
1 reference check, from current supervisor, is recommended for regular employees who are recommended hires
 - ☐ **Confidentiality & Ethics Form** Signed by all screeners/interviewers
 - ☐ **Interview Questions** 1 complete set for each person on the interview team A scoring matrix is encouraged
 - ☐ **All Application Materials printed off for interviews**
 - ☐ **Any other miscellaneous items created during this process**
Including interview schedule, testing materials, etc...
- The step below should also have been completed in FastTrack*
- ☐ **FastTrack Coding**

Prior to submitting this packet all applications must have one of the following codes:
210 – Selected for interview
215 – Not selected for interview (*including rational, entered into the notes section*)
220 – Declined invitation to interview