Recruitment and Selection of Staff

Current and projected staff needs provide the basis for staff recruitment and selection. Once needs are identified, the recruitment and selection process should result in employing a staff member who is the most qualified to fulfill the need based upon the candidate's skill, training, experience and past performance.

Identifying Needs

A. Collect enrollment projections from each school building (use birth data to estimate "K" enrollment).

B. Compare building projections with long-range district projections using the cohort survival ratio.

C. Establish staffing needs using the lowest projections.

D. Identify returning staff members, including returns from leave of absence and excluding retirees.

E. Identify openings, recognizing the new requirements, goals and priorities of the district and including possible co-curricular assignment needs.

F. Review voluntary transfer requests in relation to the provisions of the collective bargaining agreement.

G. Identify possible involuntary transfers in relation to provisions of the collective bargaining agreement.

Recruiting

A. Review affirmative action plan and goals.

B. Develop job description for each necessary position, including salary range.

C. Develop job announcement using information from job description; experience, preparation, salary range and other related information.

D. List vacancies with intention to reach potential applicants from protected employment groups in order to achieve affirmative action goals.

Screening

A. Identify screening and interviewing team with alternates prior to announcing the vacancy.

B. Review criteria for screening.

C. Compile a screening summary report for each candidate to be considered, including specific reasons for eliminating candidates.

D. Select candidates to be interviewed. (Note: Findings should be stated on the screening summary report for each candidate that was considered.)

E. Notify rejected applicants.

Interviewing

A. Prepare for interview by:
1. Reviewing all duties and responsibilities of the position;
2. Reviewing the minimum qualifications needed to perform the duties of the position;
3. Developing a series of questions to be used in interviewing candidates, including guidelines for what to look for in response to questions; and
4. Reviewing the candidate's application folder.

B. Meet with team to review interview questions and evaluation procedure.
C. Ask each candidate to respond to a predetermined set of questions.
D. Record the responses of each candidate.

E. Give the candidate an opportunity to ask any question(s). F. Inform the candidate regarding the time line for hiring.
G. Rate the candidate on a scale for each response to each question
H. Ask one clear and concise question at a time.
I. Avoid cross-examination or pressure techniques.
J. Insure fairness by asking the same questions developed from the established criteria for the position.
K. Abide by the Human Rights Commission's published list of fair and unfair questions.
For example:
For Personal Information, ASK questions such as:
1. What are your specific goals in a job?
2. What is your overall career objective?
3. What specific job characteristics are important to you? Why?
4. What job characteristics would you like to avoid? Why?
5. Do you have any commitments which would prevent you from working the scheduled hours for this position?
6. Do you have any specific health conditions which would prevent you from performing all the duties of this job?
7. Describe the best supervisor you have had.
8. Describe the worst supervisor you have had. DO NOT ASK questions such as:
1. Is it Miss, Mrs. or Ms? Are you married? Do you have children?
2. What does your husband/wife do? Where do you live?
3. What is the origin of your name?
4. Do you mind working for a female or a minority supervisor?
5. Are you handicapped?
For Education Information, ASK questions such as:
1. Which subjects did you excel in at school?
2. How did you happen to select as your major?
3. Did you work at a part-time job while at school?
4. Are you interested in continuing your education? Why? When? Where?
5. Do you feel your education prepared you for the job you are seeking with us? In what ways?
6. Were you involved in any extracurricular activities? DO NOT ASK questions such as:

1. Did you go to school on a scholarship?
2. Where did you live while attending college?
3. What organizations did you belong to in school?

For Military Information, ASK questions such as:

1. What other kinds of training or schooling have you received?
2. In what ways do you feel your training will help you in performing this job?
3. What did you find challenging about your assignment? DO NOT ASK questions such as:
1. Were you drafted?
2. Where were you stationed?
3. What type of discharge did you receive from the United States military service?

For Employment and Experience Information, ASK questions such as:

1. Tell me about your last job and your major responsibilities.
2. What were some of the more challenging aspects of your job?
3. Describe the training you received on your last job.
4. In what ways do you feel your previous employment will help you in performing this job?
5. If we were to contact your previous employer, what would he/she describe as your strengths? What areas might he/she suggest for improvement?
6. Which of your past jobs did you enjoy the most? Least? Why?
7. What were your reasons for leaving your last job?
8. May we contact your present employer? DO NOT ASK questions such as:
1. Why have you had so many jobs?
2. Why are you coming back to work after so many years?
3. How do feel about working with younger/older people?

Verifying References

A. Contact candidate's previous supervisor(s). Ask prepared list of job-related questions.
B. Visit and/or observe candidate on site (when possible).
C. Contact any personal acquaintances who would know about the qualifications of the candidate.
D. Rate the candidate on a scale for the response to each question.

Recommending

A. Review available information:
1. Credentials - training, experience and recommendations
2. Letters of application, responses to topics on supplementary application,
3. Responses to interview questions,
4. Contact with previous supervisors and personal acquaintances.

B. Select candidate to be recommended to superintendent.
C. Prepare supporting statements on behalf of the candidate to be recommended.
D. Place screening evaluation, interview evaluation, and telephone reference check reports in a file for possible future reference.

Employing

A. Review the written recommendation and supporting information from the interviewer(s).
B. Inform candidate that he/she will:
1. Be recommended for the position, provided that the records of the Washington State Patrol criminal investigation systems reveal that the prospective staff member is free of any convictions of offenses against children and other persons. (rcw43.43.832);
2. Receive a general statement about the type of contract that will be issued (letter of intent);

3. Be expected to verify in writing his/her willingness to accept a contract if offered;
4. Be expected to present documents, as per p.l. 99-603, which establish his/her identity, and attest, in writing, his/her eligibility to work; and
5. (Classified staff) may be subjected to a background check with the Washington State Patrol in accordance with RCW 43.43.830.

C. Present recommendation to board in executive session (supervisor may be requested to attend).
D. Employ candidate at official board meeting noting the type of contract to be issued. E. Advise unsuccessful candidates.

Issuing Contracts

A. Secure official statements regarding the work experience from previous employers.
B. Evaluate transcript in terms of salary schedule placement criteria.
C. Issue appropriate contract — Replacement, Provisional, Temporary (less than one year), Supplemental.
D. Issue appropriate business forms and payroll information, register teaching certificate.