



Capital School District

Board of Education Policy

Section: Human Resources
Title: Recruitment, Selection and Hiring of Personnel
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Mission Statement

The mission of the Capital School District Human Resources Department is to facilitate the identification, recruitment and selection of quality personnel that will meet the needs of all students in a dynamic organization.

Objectives

1. Modern management practice places an emphasis on sound Human Resources procedures. The underlying philosophy recognizes that people are an organization's most important asset. Recruitment and selection procedures must ensure that asset is protected and enhanced. Organizations must exercise a positive commitment to developing, implementing, and maintaining procedures that are consistent with good management if they are to achieve district objectives.
2. Fairness, equity, and legislation require that all selection decisions be based on merit. The Equal Opportunity Act of 1984 makes it unlawful for an employer to discriminate against a person on specific grounds in the recruitment and selection process, the selection decision and in access to internal promotion.
3. To ensure that selection decisions are based on merit, the best person for the job, recruitment and selection processes determine job relevant selection criteria and base all information gathering and decision-making processes on these criteria. This ensures that the focus remains on the job requirements and the individual's ability to meet these requirements, rather than on extraneous, non-relevant and potentially discriminatory criteria.

Statement of Policy

1. The Human Resources Office is responsible for coordinating the recruitment, selection and appointment process for all district staff. Appointments shall be based on merit as assessed by selection panels in accordance with agreed relevant selection criteria and according to provisions outlined in bargaining unit agreements approved by the Board of Education.
2. All permanent positions subject to promotion shall be advertised, and those positions not subject to promotion shall normally be advertised. Advertisements for such positions shall be lodged in public postings (this may include press advertisements) regularly for a minimum of ten (10) days. Time exceptions may be made as per the needs of the District as directed by the Superintendent and/or Board of Education, and/or negotiated contract requirements.
3. All information associated with the selection process shall remain confidential. This includes applications, referee reports, short lists, selection proceedings and appointment decisions. Individuals selected to serve on the screening/selection panels must agree to sign a confidentiality statement before proceedings.
4. Screening/selection panels shall reflect the diversity of the school district and community as much as is possible. They should incorporate a varied group based on educational experience as well as including the various distinct employee groups as applicable. The Supervisor of the Human Resources Office will oversee all panels, committees and processes.

Guidelines

APPLICATION OF PROCEDURES

1. The following policy and procedures apply to recruitment, selection and appointment of all staff of the District, excluding some casual (part-time) staff members.
2. Casual (part-time) staff may be appointed directly by the Superintendent of schools, Assistant Superintendents, Directors of Departments and Supervisors of Departments who are provided with a budget for casual (part-time) staff with the proviso that these appointments be approved by the Board of Education prior to appointment.
3. Casual (part-time) staff are:
 - Employees that work irregular hours;
 - Employees who regularly work a set number of hours but less than 29 hours a week;
 - Employees who work less than fulltime and who work outside the normal spread of hours;
 - Employees who are engaged to work for any period less than four weeks.

Administrative Procedures

The procedures associated with the recruitment, selection and appointment process are:

Identification of a Vacancy

Review of a Vacancy

Recruitment Process

Selection

Offer of Appointment

Post-selection Process

IDENTIFICATION OF A VACANCY

1. To initiate any recruitment process, a vacancy must be identified. A vacancy may result from:
 - a. the resignation, termination, retirement or death of a staff member;
 - b. the transfer or promotion of a staff member;
 - c. the absence of a staff member on extended leave or workers compensation;
 - d. the creation of a new position.
2. A vacancy may be either permanent or temporary.
3. The responsibility for identifying the vacancy rests with the principal, Supervisor of department, superintendent or (designee) nominee.
4. Once a vacancy has been identified, the principal, Supervisor of department, superintendent or (designee) nominee shall initiate a review of the vacancy.
5. Any newly created position must be approved by the superintendent prior to posting.

REVIEW OF A VACANCY

1. The vacancy shall be reviewed to determine:
 - a. the requirements for the position to be filled;
 - b. the adequacy and accuracy of the duty statement (job description), job analysis (evaluation) and selection criteria.
 - c. The review shall be conducted by the Superintendent, Supervisor of Department, Principal or nominee, in conjunction with the Assistant Superintendent, Supervisor of Human Resources or nominee or in the event of a newly created position, the Board of Education.
 - d. The duty statement (job description), job analysis record (evaluation) for permanent positions only, and selection criteria must be developed if not available.
 - e. The Principal, Department Supervisor or nominee, is responsible for ensuring that the position is within budget prior to commencing further recruitment procedures.

INTERVIEW AND RECRUITMENT PROCESS (Non-Administrator)

1. Initiation
 - a. The Principal or Department Director, in conjunction with the Superintendent, Assistant Superintendent, and Human Resources Office, shall determine the most appropriate method of filling the position in consideration with the nature of the contract i.e., permanent, fixed term or casual (part-time).
 - b. Methods that may be utilized to fill a position vacancy include: advertising internal/external; transferring a current staff member; use of "hold files"; Reduction in Force lists as per contractual agreements; recruiting and on campus interview files; targeting of identified disadvantaged groups.
 - c. The director, supervisor, or principal shall initiate the application packet to obtain authorization to fill the position as reviewed.
2. Authorization
 - a. The completed application packet provides the authority to advertise and/or fill a vacancy.
 - b. The application packet shall provide/contain:
 - job analysis record (evaluation);
 - reviewed/revised job description;
 - reviewed/revised selection criteria;
 - draft advertisement plus placement details;
 - recommended selection panel members (if applicable).
3. The application packet is complete when signed by the appropriate administrator and the Human Resources Administrator or nominee. It shall contain all required information including the authorization for the expenditure of funds and the identification of the relevant cost.
4. Composition of Screening/Selection Panels
 - a. The Supervisor of the Human Resources Office shall establish the screening/selection panels on the recommendation of the District Administrator or building Principal using the the following guidelines:
 - For non-administrative positions the building principals, department Supervisors and/or supervisors may act exclusively as the screening agent.
 - The screening/selection panels should consist of at least three persons.
 - At least one panel member shall have a detailed knowledge of the requirement of the position.
 - At least one panel member shall a working knowledge of selection techniques and all members shall be familiar with staff selection guidelines.
 - District personnel serving as panel members for non-administrative positions shall generally be of an equal or higher classification than the position under consideration.
 - In most instances, the screening/selection panels for administrative openings shall consist of a principal, department director, supervisor, parent and/or PTO representative, teacher's union representative, and any technical expert as determined by position or need. Additional members could include secretaries, custodians, and/or additional teachers or community members.
 - Applicants for the position are precluded from the membership of the screening/selection panels.
 - The screening/selection panel membership is recommended as part of the authorization process and approved by the Superintendent or Department Director and the Supervisor of the Human Resources Office.
5. Advertising
 - a. If there is a requirement to advertise the position, a draft advertisement is to be provided

with the application packet. It is to be checked by the Human Resources Office to ensure adequacy, accuracy, and equity of content. Any amendments to the draft are to be referred to the originator for agreement.

- b. All permanent promotional positions must be advertised for a minimum period of ten (10) days or for whatever contractual considerations require. The District may adjust the minimum period to accommodate the needs of the District. Temporary appointments of less than six months duration may, when circumstances indicate, be made without advertisement.
 - c. Copies of advertisements are to be placed on the appropriate notice boards in all schools and departments. Applications for such positions may be open to all applicants or restricted to current staff members as specified in the advertisement. When restricted to current staff members, this applies to persons employed by the District in a permanent or temporary capacity as of the closing date of the advertisement.
 - d. The approved format requires advertisements to appear under the District Logo and to contain the following details:
 - An initial statement encouraging women and men to apply;
 - relevant information only (including title, brief description of duties, essential criteria, and salary range);
 - closing date/time;
 - where to obtain the application format, selection criteria and duty statement;
 - District contact address for receipt of applications;
 - Equal Opportunity statement.
 - e. Advertisements shall be printed in blocked display where possible in publications to maximize impact and contain costs.
6. Receipt of Applications
- a. All inquiries and applications are confidential and no information regarding applicants may be given to unauthorized persons. These applications are to be stored as confidential information in the Human Resources Office.
 - b. Intended applicants, on request, shall be provided with: a format of application; a duty statement; selection criteria; any additional information advised available in the advertisement.
 - c. All inquiries regarding advertised positions are to be directed to the Supervisor of the Human Resources, Recruitment or a nominated District contact officer.
 - d. Receipt of applications shall be formally advised and the date of acknowledgement recorded. Applications shall be acknowledged within five days of receipt.
 - e. Applications received after the closing date shall not be accepted. Any possible exceptions will be made after appeal to and with the concurrence of the Superintendent or nominee, based on extenuating circumstances.

INTERVIEW PROCESS - ADMINISTRATORS

1. Hiring of administrators will follow the interview process as detailed through the hiring procedures documented within this policy. These procedures will apply to administrative positions as follows: Assistant Superintendent, Directors, Supervisors, Principals and Associate Principals.
2. The process begins at which time the position is posted and applications are received in the Human Resources office. The Human Resources Director/Supervisor, along with appropriate district level administrators, e.g., for principal position – Assistant Superintendent and/or Instructional Supervisors; for associate principal position – Assistant Superintendent, School Principal and/or Instructional

Supervisors, will screen applications for necessary credentials and required application materials and determine the list of applicants for interview.

3. The first round of interviews will be coordinated by the Human Resources Director/Supervisor and conducted by a committee representing a cross-section of membership defined within this policy. The committee will conduct interviews and submit a group of finalists (normally three) to the Superintendent.
4. The Superintendent will enact an interview process which includes the Board of Education and Superintendent. The interview will comprise a standard set of questions asked to all candidates. Once all interviews are completed, the Superintendent will provide the Board his/her recommendation and assessment of candidates. The Board will evaluate this recommendation and assessment with the option to approve the commendation or consider other finalists interviewed for the position. Upon agreement by the Board, an offer of hire will be extended to a candidate and placed on the Board agenda for hire.
5. As part of the Board's responsibility to conduct a fair and unbiased interview process, board members may not submit letters of recommendation or promote any candidate through the interview process. Board members, Superintendent and any others comprising the interview committee will sign a statement of confidentiality.
6. Once hired under an administrative contract, reassignment may be made to another administrative position upon recommendation by the Superintendent and approval by the Board of Education.

SELECTION

1. Vacancy File
 - a. After the advertisement has closed, the Vacancy File is to be passed to the Human Resources Office or nominee. The file shall contain:
 - b. All applications for the position.
 - c. A list of applicants.
 - d. The Job Description or Duty Statement.
 - e. The selection criteria.
 - f. The screening/selection panel composition.
 - g. The advertisement.
 - h. The short-listing of applicants.
2. For non-administrative positions the principal or department supervisor, through the Human Resources Office, shall screen or establish a screening panel to decide the short list for interview.
3. The Supervisor of Human Resources or nominee shall convene a meeting of the screening panel for administrative positions to decide the short-list for interview. All applications must be assessed against the selection criteria, correct information and other pre-determined criteria as applicable.
4. Copies of all material in the vacancy file are to be given to screening panel members to review. Members shall individually consider and short-list all applicants.
5. Applicants who do not meet the screening criteria or who are less competitive based on pre-determined criteria should not be interviewed.
6. Current staff members shall receive due consideration but the short list for interview must be determined on merit and need not include noncompetitive staff members.
7. Panel records shall be kept to justify the short list decision. These shall be retained by the Human Resource Office and shall form part of the screening /selection documentation.
8. At the short list selection panel meeting(s) the chairperson shall be determined by the panel members or the Supervisor of the Human Resource Office shall act as a chairperson/facilitator and as a non-voting member. The role of the chairperson is detailed in the interview committee section # 5.

INTERVIEW PANEL

1. The Interview panel shall be notified of times and places to meet to prepare for interviews.
2. At the preliminary interview panel meeting the panel shall determine how the interview questions are to be developed for the short list candidates. They may be written jointly by all panel members or may be assigned to individuals to prepare.
3. Questions must relate to the selection criteria and are intended to provide a consistent and equitable assessment of a candidate. They are not intended to preclude further probing or supplementary questions. All applicants must be asked the same key questions; however follow-up questions for clarification are acceptable. It is not acceptable to ask key questions to some applicants and not of others, or to treat some applicants more favorably than others because of variations in key questions.
4. Prior to interview the panel members must agree to the question list. The questions should be straightforward and should examine situations where the applicant has carried out activities relevant to the criteria or should test the applicant's knowledge. Questions shall require that the applicants describe how they would undertake the various duties of the position by outlining how they have done similar duties in the past. Questions shall focus on past behavior, the process of doing tasks/duties, and the level of understanding of the process. In addition, requesting relevant writing samples may be a part of the overall questioning process.
5. The purpose of the questioning should determine if the applicant meets the selection criteria and how well the applicant could perform the duties of the job.
6. Interview Schedule
 - a. The interview panel shall determine a suitable date and venue for interviews together with the preferred interview duration. This shall not normally be less than twenty (20) minutes.
 - b. These details are to be recorded by the Human Resources Office, recruiter or nominee who ensures that the short list applicants are contacted and invited for interview.
 - c. All panel members are to be provided with a full set of documents prior to interview. These documents shall include:
 - the interview timetable/program;
 - the curriculum vitae of short-list applicants;
 - the question list;
 - the selection criteria/score sheet;
 - the job description;
 - the advertisement.
 - d. The original documents are retained by the Human Resources Office or nominee.
 - e. Any further arrangements or additional requirements are the responsibility of the Human Resources Office, recruiter or nominee. This includes advice to relevant reception points of the interview program.
7. Role of the Chairperson/Facilitator.
 - a. The Chairperson/Facilitator shall coordinate the selection interview and ensure, prior to commencing interviews, that panel members are aware of their role in the interview process.
 - b. The Chairperson/Facilitator shall ensure that:
 - the applicant is greeted and introduced to panel members;
 - the purpose and structure of the interview is clearly explained;
 - the applicant understands that notes may/shall be taken;
 - the applicant understands that standard questions relevant to the selection criteria shall be asked of all applicants;

- the applicant understands that there shall be the opportunity to ask questions;
 - conditions of services are discussed;
 - the next step in the selection process is outlined together with a time estimate regarding anticipated outcome;
 - copies of the advertisement, selection criteria, and duty statement are available for all applicants.
- c. These responsibilities may be undertaken by any member of the selection panel as arranged prior to the interview, with the proviso that the Supervisor of Human Resources, recruiter or nominee shall discuss and answer questions on conditions of service. It is the responsibility of the chairperson/facilitator to ensure that the above requirements are fulfilled.

8. Selection Interview

The interviews are to be conducted ensuring that:

- a. all applicants are questioned using the same selection criteria;
- b. there is no discrimination;
- c. panel members individually record the evidence presented during the interview to illustrate how the applicant meets the criteria. Emphasis must be placed on determining if the applicant does or does not meet the criteria and recording this information on the selection criteria score sheet. Each panel member shall complete a selection criteria score sheet for each applicant. At the completion of each individual interview, panel discussion may take place to clarify, review and reflect on the applicant's answers.

9. Recommendation

- a. At the conclusion of interviews, the applicants are discussed to ensure that all panel members are working on the same information base.
- b. If the interview indicates that the applicant does not fully meet the selection criteria, the applicant is not to be further considered.
- c. Each panel member individually ranks or scores applicants. These rankings or scores shall then be compared or totaled and the top applicants agreed upon by the panel in order of merit. The objective is to identify the most competitive applicant(s) for recommendation.
- d. The selection recommendation may be any of the following:
 - 1) Recommendation of a single applicant to the Human Resources office (non-administrative positions).
 - 2) Recommendation of a single applicant or a group of finalists for Superintendent and/or
 - 3) School Board interviews.
 - 4) Recommendation of applicants in rank order of merit, in random selection, judge there to be no short-list applicants suitable (this would be sent with a proposal that the vacancy be re-advertised), or defer filling that position or reexamine nonshort-listed applicants.

10. Selection Report

- a. The Chairperson or Human Resource office, or nominee (designee), generally prepares the Selection Report for administrative positions however; any panel member as agreed may prepare it. This report is a formal recommendation and must be signed by all panel members. Panel members are accountable for the contents of the Selection Report and responsible for justifying the recommendation. Should any panel member disagree with the recommendation or any aspect of the selection process, he/she may provide a written minority report, which is to be maintained with the Selection Report.
- b. For non-administrator selections the Principal, Supervisor and/or Department Supervisor will complete the Capital School District's Recommendation for Hire form and send it to the Human Resources Office for Board of Education approval.
- c. The Selection Report details the reasons for the recommendation. It provides materials on all applicants interviewed and evaluates their performance in relation to the selection criteria with emphasis on strengths and weaknesses as based on interview committee individual opinions.

- d. The Selection Report and recommendations, together with all supporting documentation, is to be referred to the Supervisor of the Human Resources Office for consideration. For administrative positions this documentation shall be included in the Board of Education interview packets.
- e. The Supervisor of the Human Resources, Recruiter or nominee is responsible for ensuring that all documents are collected to maintain confidentiality. The Human Resources Department shall retain the Selection Report and supporting documentation for a period of 12 months when it shall be destroyed as confidential waste.

OFFER OF APPOINTMENT

1. Once the recommendations have been interviewed and/or approved by the Board of Education through the Superintendent of Schools, the Supervisor of Human Resources, or designee is responsible for making a verbal offer of appointment to the recommended applicant.
2. The verbal offer shall be made subject to a satisfactory medical examination, TB test and the production of required documents; i.e., criminal background check as required by State of Delaware, Title 11, Subchapter VI, § 8570 and 8571, copy of social security card, driver's license, qualifications/transcripts, etc.
3. All salaries shall be determined by Salary Schedules. If negotiation on the offer arises, the Superintendent of Schools shall be consulted. The Supervisor of Human Resources or designee must ensure that the School Board is fully informed of progress at all times.
4. The verbal offer is followed by written confirmation. This written offer of appointment details the terms and conditions of the offer, the pre-appointment arrangement including medical examination, and the commencement and induction details. A copy of the offer must be signed and returned by the applicant to signify formal acceptance. All conditions of appointment must be met prior to this offer being binding.

POST SELECTION PROCESS

Unsuccessful Applicants

The Assistant Superintendent, Human Resources Office (designee), or nominee is responsible for advising applicants of the selection decision as follows:

Non-District Staff / District Staff

1. Unsuccessful interviewed applicants shall be formally advised of the outcome of their application.
2. Feedback regarding their performance at the interview shall be given verbally if requested.

District Staff only

3. Staff members, whether short-listed or not, may seek the opportunity to receive post interview counseling. This serves to discuss their application in relation to the selection criteria and provides constructive guidance for future applications. It may also assist in identifying training and developmental needs.
4. Any feedback shall avoid discussion of particular applicants and shall focus on the staff member concerned. The Supervisor of Human Resources or nominee (designee) shall generally provide this feedback.

TRANSFERS

- The transferring of employees is the sole responsibility of the district and the principal criterion for consideration of a request for transfer is whether or not the request will result in the best educational program for the district.

- The best educational program results from the selection of a school staff which is well balanced in terms of employees' experience, general background, and competence. Careful consideration will be given to each of the above when filling vacancies.
- Transfers between buildings may be requested in writing by an employee to the Director of Human Resources. For further information regarding transfers, consult the Master Agreement.

NOTIFICATION OF VACANCIES

The Human Resources Office will post a list of all known vacancies through its web-based application system. All employees will be notified by electronic means.

PROMOTIONS

Promotional positions are defined as those positions paying a salary differential and for positions on the administrative-supervisory levels of responsibility. Selection procedures will be based upon merit, with preference being given to persons presently employed by the school district in the case of equally qualified applicants.

RESIGNATION

An employee who finds it necessary to resign during the school year should submit a written resignation to the Superintendent through the Supervisor of Human Resources no less than thirty days prior to the date it is desired to have such resignation take effect. The Board's decision whether to accept the resignation and the date it is to be effective will be based upon the availability of a suitable, qualified replacement. The same condition applies to a resignation tendered after July 1, when it is desired to have such resignation take effect at the beginning of the school year.