4020-R Recruitment, Selection, and Hiring: Nondiscrimination

~~I.~~ THE PRE-ADVERTISING PROCESS:

It is the responsibility of the school or department which has a vacancy to notify the Human Resources Department of the open position. Any additional essential functions, specific criteria, and additional other functions for the position should be included with the posting information so these required and desirable qualifications can also be included in the job posting. Since job criteria is very important and may change due to the location of the position, do not rely strictly on the general information listed in the job description. Additional functions will allow the supervisor or administrator to list specific duties, responsibilities, and requirements of the position and more carefully identify the best qualified candidate during screening.

Any special instructions for advertisement distribution, such as newspaper advertisement or special agency distribution, should also be included with the posting information.

~~II.~~ THE ADVERTISEMENT PROCESS:

When the Human Resources Department receives the completed posting information, the position will be advertised. Under normal circumstances, the posting will run from Wednesday a.m. until the following Tuesday at 11:59 p.m. However, the length of the advertising period may depend on the vacant position and the time of the school year. Some positions which are deemed critical by an associate superintendent and the Superintendent may be posted "until filled," in which case closing of the advertising period will occur when a successful applicant applies.

When the advertisement period closes, the administrator/supervisor will be notified by the Human Resources Department. No screening or interviewing should take place before that time.

~~III.~~ THE APPLICATION PROCESS

It will be the responsibility of the job applicant to complete all necessary forms and applications for the specific position or positions for which he or she is applying.

Classified applicants must complete and have on file the following items in order to be considered an active candidate:

- Completed online application
- Resume
- Two letters of recommendation, at least one of which should be from current or most recent employer

Certified applicants must complete and have on file the following items in order to be considered an active candidate:

- Completed online application
- College transcripts showing all work applicable to the position
- Placement file from college or three letters of reference
- Resume

~~IV.~~ THE SCREENING PROCESS

The screening process is a very important part of the selection process. Candidates to be interviewed will be selected on the basis of how well they meet the criteria established by the administrator/supervisor in the job description and job posting.

The screening may be done by the administrator/supervisor or by an entire interviewing team.

In the screening process, the screening criteria used will be applied consistently to each applicant.

The administrator/supervisor or team must consider all applicants listed on the screening criteria rating sheet by examining application forms, letters of recommendation and/or credentials, and resume. Qualifications, training, recommendations, and other screeners as determined will be considered during the screening process.

The administrator/supervisor should indicate on the screening criteria rating sheet all applicants who are to be interviewed.

The screening scores will reflect the reasons why candidates are/are not selected for an interview. When in doubt, check with the Director of Human Resources and/or conduct an interview.

~~V.~~ THE INTERVIEW PROCESS

The goal of an employment interview is to gather and exchange as much relevant information about a candidate as possible in a reasonable period of time in order to select the candidate who is best qualified to perform the job responsibilities and duties.

Preparing for the interview is as important as the interview itself. The following should be considered, but not limited to:

- Know the position
- Review all major duties and responsibilities of the position
- List the minimum qualifications needed to perform the duties of the position
- Plan each phase of the interview
- Preview the applicants' written information
- Establish a series of questions
- Provide for a private place for the interviews
- Avoid interruptions

The following should be considered when selecting questions for an interview:

- Questions may be chosen from a list of sample questions available from the Human Resources Department or may be developed by the administrator/supervisor or interview team for the specific position.
- Questions should be thorough, cover all the criteria for the position, and should follow the district guidelines for interview questions.

- Questions must be traceable back to a specific job function.
- All questions should be asked for each candidate interviewed.
- If an interview team is used, each member should complete a rating sheet for each applicant interviewed.
- Care should be taken to document the responses of each candidate accurately and to rate each candidate objectively.
- Each candidate will be asked questions that indicate the successful candidate's support for the district mission, vision, and philosophy.

Interview questions should contain a means of discriminating between each applicant's performance in the formal interview. The following two questions are required:

- Have you had the opportunity to read the job description for this position?
- Can you perform the essential functions of this position with or without accommodations?

If an interview team is to be used, each candidate should be interviewed by the entire team and under similar conditions. The team may be divided into small groups or conduct one-on-one interviews.

To close the interview, thank the applicants for their interest in the position and share with them the timeline for completing the selection process. Also be sure to allow an opportunity for the applicants to ask questions.

The administrator/supervisor may wish to have the top candidate or candidates perform tasks which are required for the position, such as teach a class, type a report, or cook a meal.

For positions requiring the pre-employment physical, administrators/supervisors must provide the chosen applicant with the necessary form and instructions for obtaining this physical, as well as any other testing and/or certification requirements.

Please remember that all placements need to be finalized by the Human Resources Department before informing any applicant.

~~VI.~~ REFERENCE CHECKS

Since former work experience is a valid criteria for future employment, reference checks must be made by the administrator/supervisor for the top candidate(s).

The telephone reference check form must be used and provides a guide for the reference checks.

~~VII.~~ ADMINISTRATOR/SUPERVISOR'S RECOMMENDATION

In evaluating each candidate, the following will be considered, but not limited to:

- The advertised criteria
- Experience
- Education and training
- Performance on the job

- Past and current responsibilities
- Former employer or supervisor's recommendation
- Interview ranking
- Personnel folders and evaluations for district employees

The following information must be forwarded to the Human Resources Department after all interviews have been completed:

- Completed recommendation for employment of personnel form
- A completed telephone reference check form
- The individual rating sheets for each candidate interviewed, including comments, ratings, and appropriate team member signatures
- Any other materials used in the selection process, such as responses to written questions, actual observation of job performance, or results of skill tests

~~VIII.~~ THE HIRING AND PLACEMENT OF THE SUCCESSFUL APPLICANT

The Human Resources Department will review the written recommendation and all supporting data provided by the administrator/supervisor.

The Human Resources Department will determine the appropriate salary for the successful applicant according to appropriate classification, salary schedules, education, certification, and guidelines.

After the selection process has been finalized, unsuccessful applicants must be notified. Administrators/supervisors may wish to notify unsuccessful candidates. If not, the Human Resources Department will notify applicant by phone or in writing.

The Human Resources Department will be responsible for submitting the name of the person selected to the Board of Trustees for approval for initial contract teachers and administrators.

The Human Resources Department will be responsible for initial contact with candidates, background checks, and onboarding paperwork.

The Human Resources Department will conduct orientation and initial training of new employees prior to them reporting for work. Exceptions may be made in certain circumstances by the Director of Human Resources.

DISTRICT GUIDELINES FOR INTERVIEW QUESTIONS

The following suggestions are designed to assist you in developing interview questions:

- Ask job-related questions
- Ask open-ended questions and not ones that can be answered "yes" or "no"
- Ask the candidate to elaborate on answers
- Paraphrase or rephrase the applicant's responses to be certain that you understand

Be sure to explore all potential problem areas by asking pertinent questions about:

- Long intervals between jobs
- Short length of time on previous job or jobs
- Vague reasons for leaving previous job or jobs
- Lack of sufficient work experience or skills for the position

Ask one question at a time. Be sure questions are clear and concise.

Avoid cross-examination or pressure techniques; be careful to keep personal opinions out of the interview.

Ensure fairness by asking all applicants questions developed from the established position profile for the position.

All applicants must be asked the same basic set of questions.

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LEGAL REFERENCE(S):

CROSS REFERENCE(S): 4020, **Example of Acceptable Interview Questions**

ADMINISTRATIVE REGULATION: