

## **Procedure - 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, meets the requirements of NCLB and one will become an asset to the district. A candidate's skill, training, experience and past performance will be considered in filling a vacancy.

### **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 where possible openings may occur by consulting with Principals, reviewing all questionnaires and considering new programs. Consider openings that may occur in all extra and co-curricular programs.
- 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.
- H. Review all vacancies with the Superintendent/designee prior to beginning a search.

### **Recruiting**

- A. Review affirmative action plan and goals prior to beginning of a search.
- B. Develop a comprehensive job description for each necessary position, including salary range. If a job description already exists, the Program Administrator/Principal will review this for possible additions or deletions. Any changes to a job description shall be reviewed with the Superintendent/designee and union.
- C. The Personnel Office will develop and post all job announcements. The Program Administrator/Principal will coordinate dates with the Personnel Office.
- D. Send postings to institutions with the intention to reach potential applicants from protected employment groups in order to achieve affirmative action goals. Posting will take place on the district web page, sent to area colleges and universities, posted on web sites reaching including WAteach.

### **Screening**

- A. All applicants will be screened against the posted job description and those traits identified as most Desirable by the Program Administrator/Principal, using the Personnel Office form (see form #3).
- B. Only completed applications will be considered.
- C. A screening committee will consist of at least three members. Screening of applications will be done separately by each committee member then discussed by the screening committee as a whole. A district screening tool is to be used by each committee member that reflects components of the

district application process and desired traits. All finalists must meet the NCLB requirement of being "Highly Qualified." Candidate files must remain in the District Office throughout the hiring process.

- D. The top candidates will be considered for interviews. The Program Administrator/Principal shall make preliminary reference calls on the top candidates. Once a list of candidates is determined, finalists will be invited for interviews.
- E. Schedule on campus interviews for the top candidates.
- F. All screening materials are to be saved and submitted intact to the Personnel Office.
- G. The Personnel Office will notify candidates who were not selected for an interview in writing.

Interviewing:

- A. The Program Administrator/Principal is responsible for the interview process. Each shall prepare for the 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 "Look Fors" for each question (Example: What constitutes an effective lesson? "Look Fors" would include: learning target, anticipatory set, objective, guided practice, engaging students, alignment with the GLE, closure) and 4. Reviewing the candidate's completed file.
- B. Select at least 3 interview team(s) members. More than one committee may be formed – i.e. student led team, coaching led team, or staff team.
- C. Train all team members in the legality and appropriateness of questions (refer to examples Provided). Review desired outcome. Remind all team members that their role is "advisory" and they do not make the final hiring decision.
- D. All candidates are to be asked the same questions, scored in the same manner by all committee Members and given the same opportunity to ask questions at the completion of the interview.
- E. It is also advisable that the Program Administrator/Principal assign someone to take the candidate on a walking tour of the facility or school campus. The interview is "never over until it's over".
- F. Each interview committee member will record the candidate's responses.
- G. Once the interview process is completed, the Program Administrator/Principal shall discuss with the committee members the performance of each candidate.
- H. All committee paper work and response sheets are to be collected and submitted to the Personnel Office.
- I. Remind the committee members that their work is confidential and not to be shared with others.

Reference Calls:

- A. The Program Administrator/Principals shall contact, by phone or email, a minimum of three references. Make calls "off the resume" – that is those not listed as a reference. Complete form 5 and submit to the Personnel Office. Ask, "Would you hire this individual again – why or why not".
- B. Keep a written record on all reference calls and submit to the Personnel Office.
- C. If a top candidate is not to be recommended it may be necessary to reconvene the interview team for further discussion.

Recommending a Candidate:

- 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.
  - 5. Is the candidate "Highly Qualified"?
- B. Select the candidate to be recommended and schedule a meeting with the Superintendent/designee.
- 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 and submit to the Personnel Office.
- E. If needed, FAX a letter of intent to the candidate to informally secure services until a formal board meeting is held to confirm hire.
- F. The Program Administrator/Principal will make a personal phone call to all candidates that interviewed and did not get the job.

Employment:

- 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 system reveals that the prospective staff member is free of any convictions or offenses against children and other persons. (RCW 43.43.832).
  - 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.
- C. Prepare recommendation and submit required paperwork to the Personnel Office, (Payroll Status – Form 6-7 and 8).
- D. Candidate will be recommended at the next official board meeting and issued the appropriate contract.

Contracts:

The Personnel Office will:

- 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.
- D. Complete appropriate forms and consult with the Payroll Office.
- E. Work with the Superintendent to assure the candidate will be recommended for hire at the next available school board meeting.

The Principal/Program Administrator and District Office will insure that each candidate will receive:

- A. A staff handbook
- B. Grade book and curriculum guide
- C. An orientation regarding the evaluation process to be used to assess performance
- D. An Orientation on Sexual Harassment, safety, the district's HIV and infectious disease policy
- E. An orientation from the supervisor/principal on building level expectations of staff
- F. Other mandatory training as required by law or required by the district
- G. A collective bargaining agreement if a member of a union

Recruitment and Selection of Coaches:

The Building Principal or designee will be responsible for the recruitment and selection of each school coach or advisor within their building. The process will follow board Policy 5000. Selection of a Head Coach:

1. The Principal/designee will confirm with the Superintendent/designee that a vacancy exists before a search begins.
2. A current job description will be reviewed and in place before a search begins.
3. Once a vacancy is confirmed, the Principal/designee will work with the district Personnel Office to advertise the vacancy in and outside the district using all available outlets (WIAA web site, WA Teach, etc.)

Selection of Assistant Coaches/Advisors:

1. When an open position exists on a school coaching staff, the Principal/designee will confirm the vacancy with the Superintendent/designee.
2. A current job description for that position including desired qualifications, skills and experience will be in place before a search begins
3. When an open position is confirmed by the Superintendent the following will take place: a) Advertise within the district and within the surrounding community for a minimum of five calendar days using the district web site and local school e-mail A volunteer, approved by the Athletic Director, Head Coach and Personnel Office, may be used until a permanent coach is secured.  
b) If a suitable candidate is not found, the vacancy will be advertised using all available outlets (WIAA, newspaper, etc.)
4. All candidates for the open position will be screened, interviewed and recommended to the Superintendent.

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