

Personnel

RECRUITMENT AND SELECTION

Hiring Protocol

The employment process is designed to select the most qualified individual(s) for each position. The employment process has been planned so as to operate in a fair, ethical, and humane fashion consistent with state and federal law. With the exception of day-to-day substitute positions, no employment recommendations will be taken to the Board of Education except on the basis of this hiring protocol.

It will be the purpose of this administrative regulation to set out provisions by which individuals are to be selected for employment. The provisions contained herein are to be understood within the context of the negotiated agreements with CSEA and WSCTA as well as existing Board of Education policies.

I. Establish Vacancy

The lead administrator will notify the Human Resources Office as to the specific position for which a vacancy notice is to be published by submitting a Request for Vacancy Notice. The Request for Vacancy Notice will include required and desirable qualifications for the position.

II. Develop Vacancy Notice

Classified Positions: Vacancy Notices shall be posted in accordance with bargaining unit requirements and shall be advertised at each district school site, in the local newspaper, over the internet, on the district web site, with neighboring districts, and in appropriate trade circulations. Notices may be posted inside and outside of the district simultaneously. The district reserves the right to fill a vacancy with the best qualified candidate. If candidates are equal in qualifications, the position shall be offered to the inside candidate. When an inside candidate is not selected for a position, the lead administrator will submit in writing the reasoning which was used in determining that an offer of employment would not be made to the inside candidate. If two or more inside candidates have equal qualification, the employee with the greatest hire date seniority shall be offered the position.

Certificated Positions: Vacancy Notice shall be posted in accordance with bargaining unit requirements and shall be advertised at each district school site, in the local newspaper, with college and university placement offices, over the internet, on the district web site, and with neighboring districts. Notices may be posted inside and outside of the district simultaneously.

III. Interview Committee

Administrative Regulation 4111(b)

The lead administrator is responsible for organizing the Interview Committee. HE/she should present the committee members with copies of the Hiring Protocol and should discuss it with the committee. In the case of a school site position, the composition of the Interview Committee will be determined by shared decision making with appropriate school site staff. In the case of a district level position, committee composition will be determined by the District Superintendent or Board of Education, realizing the need to have various constituencies represented.

IV. Position Criteria

The lead administrator, with input from the interview committee, will develop criteria for assessing the qualifications of the candidates. This criteria shall be based on job descriptions, evaluation criteria and input from constituencies. The criteria will form the basis for paper screening and oral interview questions.

V. Interview Questions

The Interview Committee will develop interview questions based on the position criteria. The committee may choose to include a simulation activity in the interview process. If so, the committee will determine what type of activity will be used.

VI. Simulation Activity

The Interview Committee or lead administrator may develop a simulation activity to accompany the oral interview. Some examples of simulation activities include: a mock evaluation conference; a mock committee meeting facilitated by the candidate; a brief oral presentation; or a sample lesson taught to the interview committee.

VII. Paper Screening

The Human Resources Office will conduct initial paper screening to ensure that all candidates have the potential to meet the minimum qualifications for the position and/or have submitted all required paperwork for the position.

Preliminary paper screening will be done by the lead administrator. He/she may choose to include members of the Interview Committee with paper screening, or to develop a separate paper screening committee.

Paper screening for both certificated and classified positions must be based upon criteria which pertain to the position in question. The Human Resources Office will provide a packet of required forms and applications after the position has been closed and interview questions have been submitted and reviewed.

VIII. Selection of Candidates for Interview

Administrative Regulation 4111(c)

Candidates will be selected for interview by the screening committee according to their ratings on the paper screening forms.

IX. Testing

Candidates for a certificated position may be asked to complete an essay question developed by the Interview Committee prior to the oral interview.

Applicants for classified positions may be required to pass pre-screening testing in areas applicable to the position.

Classified applicants in the following categories shall be required to pass a pre-employment, post-offer medical assessment:

- a. Custodian
- b. Groundskeeper
- c. Maintenance worker
- d. Special Education Behavioral Assistant
- e. Food Service worker

Successful candidates for district classified or certificated positions are required to be fingerprinted after employment offer is made and prior to beginning work.

X. Oral Interview:

The Process

It is the responsibility of the lead administrator to help the committee develop plans for the oral interview. Those plans will include the following:

- a. The exact question which will be asked of each candidate and the order in which they will be asked;
- b. Which committee member will ask each question;
- c. Instructions to committee members to complete and sign an interview rating sheet for each candidate. These sheets shall be submitted to the Human Resources Office at the conclusion of the interview process.
- d. Each hiring decision must be based upon a judgment as to the qualifications of an individual candidate for the position in question. In instances where one or more candidates are judged to be relatively equal, ties may be broken in favor of the candidate from an under-utilized racial, ethnic or gender group.

Committee Training

The lead administrator is responsible for training the Interview Committee in the interview process and in rating the candidates.

Prior to asking a candidate to answer any interview questions, it is the responsibility of the committee chairperson to see that the candidate is as relaxed and comfortable as possible. This will increase the chances that the interview committee will get to know the “real” capabilities of the candidate. Once inside

Administrative Regulation 4111(d)

the interview room the chairperson should take some additional time to allow for introductions prior to beginning the formal questioning process.

The general rules for interviews in the West Sonoma County Union High School District include:

- 1) All decisions concerning employment must be based on factors predictive of success in the position. During the paper screening process, only data which has been gleaned from the applicant's file/packet may be utilized. In the interview process, scoring must be based upon the answers given by the candidate. Committee members may not use "outside information" upon which to base a decision (i.e. a telephone call from a friend or prior experience with the individual).
- 2) The candidate may be given a copy of the interview questions at the start of the interview to assist in forming answers to the interview questions. Only questions which pertain to the criteria for the position may be asked. The same questions must be asked of each candidate and they must be asked in the identical manner. If a candidate does not understand a question, it may be restated or paraphrased.
- 3) In addition to asking only questions which pertain to the criteria, it is the lead administrator's responsibility to see that there are no questions which lead to legally questionable areas of discussion, e.g.:
 - Race
 - Age
 - Color
 - National ancestry
 - Marital status
 - Political party membership or activities
 - Gender (questions asked of one gender but not the other)
 - Sexual orientation
 - Religious affiliation
 - Citizenship
 - Physical characteristics (except when directly related to job performance)
 - Union activities
- 4) Following the oral interview, it will be the responsibility of the lead administrator, working with the Interview Committee, to arrive at an initial ranking of the top candidates. It will also be the responsibility of the lead administrator to contact two or more of the individuals who have been listed for reference and/or who have worked with the top candidate(s) in the past. Reference check forms will be included in the Hiring Documents Packet and shall be used for this reference check. Comments received during this contact may tend to confirm or open-to-

questions the impressions received during the interview process. The Human Resources Office will assist with reference checks if requested.

XI. Offers of Employment

Offers of employment are to be made only by the Superintendent or Human Resources Manager.

Once reference checks are completed, the lead administrator will submit to the Human Resources Office his/her recommendation for hire. The Superintendent and/or Human Resources Manager will conduct a final interview of the recommended candidate before an offer of employment is made to the candidate and a recommendation for hire is made to the Board of Education.

XII. Review Procedure

All persons involved in the employment process should be aware that scores for paper screening and the interview rating sheets are legal documents which will be used whenever an unsuccessful candidate requests a meeting with the Superintendent or Human Resources Manager in order to discuss the employment process. It is important that all scores be based upon the criteria identified for the particular position. In cases of all regulatory or judicial review, such correlation will be the chief defense of the district against possible claims of discriminatory, arbitrary or capricious decision-making.

XIII. Confidentiality

All persons involved in the employment process should be aware of the sensitive nature of the matter. It is important to maintain a high degree of confidentiality throughout the employment process.