

## **RECRUITMENT AND SELECTION OF STAFF**

Current and projected staff needs provide the basis for staff recruitment and selection. Once these 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 and district-wide.
- B. Compare building projections with long-range district projections using the cohort survival DATA and other relevant demographic information.
- C. Establish staffing needs using the lowest reasonable 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 equal employment opportunity requirements and responsibilities.
- 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 meet equal employment opportunities requirements.
- E. Distribute vacancy announcements through a variety of strategies designed to secure the highest quality applicants.
- F. Include job fairs and college/university visits in the recruitment process.

### **Screening**

- A. Identify screening and interviewing team with alternates.
- 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.
- 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, as available through the district's Human Resources Department.

**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 based on responses to the reference questions.

**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. Forward to the Human Resources Department.

**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 and Federal Bureau of Investigation criminal investigation systems reveal that the prospective staff member is free of any convictions of offenses against children and other persons (RCW 43.43.832), and that all Sexual Misconduct forms sent to previous employers reveal no instances of sexual misconduct;
  - 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, which establish his/her identity, and attest, in writing, his/her eligibility to work; and
  - 5. Classified staff will be subjected to a background check with the Washington State Patrol in accordance with RCW 43.43.830.
- C. Present recommendation to board in written personnel report and/or, as necessary and appropriate, an executive session.
- D. By Board action, 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, Retire/Rehire, Continuing, Supplemental.
- D. Issue appropriate business forms and payroll information, register teaching certificate.