

### **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 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 (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 openings, recognizing the new requirements, goals and priorities of the district and including possible extra-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 affirmative action plan and goals.
- 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 achieve affirmative action goals.

Screening

- A. Identify screening and interviewing team.
- B. Review criteria for screening.
- C. All screening will be done in the Human Resources office.
- D. Compile a screening summary report for each candidate to be considered, including specific reasons for eliminating candidates.
- E. Select candidates to be interviewed. (Note: Findings should be stated on the screening summary report for each candidate that was considered.)
- F. 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 pre-determined 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 1-5 scale for each response to each question.
- H. Interviews are to be held at the district office, whenever possible.

- I. Ask one clear and concise question at a time.
- J. Avoid cross-examination or pressure techniques.
- K. Insure fairness by asking the same questions developed from the established criteria for the position.
- L. Abide by the Human Rights Commission's published list of fair and unfair questions.

#### Verifying References

- A. Contact candidate's previous supervisor(s). Ask prepared list of job-related questions.
- B. May visit and/or observe candidate on site.
- C. Contact any personal acquaintances who would know about the qualifications of the candidate.
- D. Rate the candidate on pre-determined questions on telephone reference check form.

#### Recommending

- A. Review available information:
  - 1. credentials - training, experience and recommendations,
  - 2. letters of application, responses to questions on application,
  - 3. responses to interview questions,
  - 4. contact with previous supervisors and personal acquaintances.
- B. Select candidate(s) 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.

#### 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 criminal records (State Patrol and FBI) reveal that the prospective staff member is free of any convictions of 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 (by signing Letter of Intent), and
  4. be expected, if necessary, to present documents, which establish his/her identity, and attest, in writing, his/her eligibility to work in this country.
- C. Approve employment of candidate at official board meeting noting the type of contract to be issued.
- D. Advise unsuccessful interviewed 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, Temporary (less than one year), Supplemental.
- D. Issue appropriate business forms and payroll information, and register teaching certificate.
- E. Issue staff handbook, curriculum guides, standards, expectations, responsibilities, performance evaluation materials, payroll information.

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