

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:

1. 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 12:00 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.

2. 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

1. 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.

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

i. Completed on-line application

ii. Resume

iii. Three Two letters of recommendation, at least one of which should be from current or most recent employer

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

- i. Completed on-line application
- ii. College transcripts showing all work applicable to the position
- iii. Placement file from college or three letters of reference
- iv. Resume

IV. THE SCREENING PROCESS

1. The screening process is a very important part of the selection process. Candidates to be interviewed should 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.
2. The screening may be done by the administrator/supervisor or by an entire interviewing team.
3. In the screening process, the screening criteria used should will be applied consistently to each applicant.
4. 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 should will be considered during the screening process.
5. The administrator/supervisor should indicate on the screening criteria rating sheet all applicants who are to be interviewed.
6. 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

1. 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.

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

- a. Know the **job position**;
- b. Review all major duties and responsibilities of the **job position**;
- c. List the minimum qualifications needed to perform the duties of the position;
- d. Plan each phase of the interview;
- e. Preview the applicants' written information;
- f. Establish a series of questions;
- g. Provide for a private place for the interviews; and
- h. Avoid interruptions.

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

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

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

a. Have you had the opportunity to read the job description for this position?

b. Can you perform the essential functions of this position with or without accommodations?

5. 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.

6. 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.

7. 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.

8. 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.

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

VI. REFERENCE CHECKS

1. 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).

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

VII. ADMINISTRATOR/SUPERVISOR'S RECOMMENDATION

1. In evaluating each candidate, the following **should** **will** be considered, but not limited to:

a. The advertised criteria;

b. Experience;

c. Education and training;

- d. Performance on the job;
- e. Past and current responsibilities;
- f. Former employer or supervisor's recommendation;
- g. Interview ranking; and,
- h. Personnel folders and evaluations for district employees.

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

- a. Completed recommendation for employment of personnel form.
- b. A completed telephone reference check form.
- c. The individual rating sheets for each candidate interviewed including comments, ratings, and appropriate team member signatures.
- d. 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

1. The Human Resources Department will review the written recommendation and all supporting data provided by the administrator/supervisor.
2. The Human Resources Department will determine the appropriate salary for the successful applicant according to appropriate classification, salary schedules, education, certification and guidelines.
3. 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.
4. The Human Resources Department will be responsible for submitting the name of the person selected to the Board of Trustees for approval.

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

5. 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.

1. Ask job-related questions.
2. Ask open-ended questions, not ones that can be answered "yes" or "no".
3. Ask the candidate to elaborate on answers. Paraphrase or rephrase the applicant's responses to be certain that you understand.
4. Be sure to explore all potential problem areas by asking pertinent questions about:
 - a. Long intervals between jobs;
 - b. Short length of time on previous job or jobs;
 - c. Vague reasons for leaving previous job or jobs; and
 - d. Lack of sufficient work experience or skills for the position.
5. Ask one question at a time. Be sure questions are clear and concise.
6. Avoid cross-examination or pressure techniques; be careful to keep personal opinions out of the interview.
7. Insure fairness by asking all applicants questions developed from the established position profile for the position.
8. All applicants must be asked the same basic set of questions.

For example:

AGE

Don't ask: What is your date of birth? What is your age? What year did you graduate from high school?

You can ask: If hired, can you provide proof that you are of legal age?

BIRTHPLACE

Don't ask: Where were you born? Where were your parents born?

You can ask: Will you be able to provide a birth certificate, resident alien card or other proof of employment eligibility upon being hired?

RESIDENCE

Don't ask: Do you own or rent your residence? How long have you resided at that address? What was your former address and how long did you reside there?

You can ask: What is your present address?

RACE/COLOR

Don't ask: What is your race? What color are your hair, eyes, or skin?

You can ask: None.

RELIGION

Don't ask: What is your religious affiliation or denomination? What church do you belong to? What is the name of your pastor, minister or rabbi? What religious holidays do you observe?

You can ask: None. (If you wish to know if an applicant is available to work Saturday or Sunday shifts, ask: "Are you available to work on Saturdays or Sundays, if needed?" Make sure you ask this question of all applicants.)

GENDER

Don't ask: Are you male or female? (Or any other inquiries that indicate gender.)

You can ask: None.

PHOTOGRAPHS

Don't ask: Submit a photograph with your application form or after the interview.

You can ask: A photograph may be required after hire for identification or other ID purpose.

EDUCATION

Don't ask: Are you a high school graduate? (Unless having a high school diploma is a bonafide occupational qualification, asking whether an applicant has one may violate the law.)

You can ask: List your academic, vocational or professional education and the public and private schools you attended.

CITIZENSHIP

Don't ask: Of what country are you a citizen? Are you or other members of your family naturalized citizens? If so, when did you or they become citizens? Do you intend to become a U.S. citizen? Attach a copy of your naturalization papers to your application form.

You can ask: Are you a citizen of the United States? If not, are you prevented from becoming legally employed because of visa or immigration status?

NATIONAL ORIGIN/ANCESTRY

Don't ask: What is your lineage, ancestry, national origin, descent, parentage or nationality? What is your native language? What is the nationality of your parents and spouse?

You can ask: What languages do you read, speak or write fluently? (Only if another language is necessary to perform the job.)

HEIGHT AND WEIGHT

Don't ask: What is your height and weight?

You can ask: None, unless employer proves that a bonafide occupational qualification is involved.

ARRESTS AND CONVICTIONS

Don't ask: Have you ever been arrested? Have you ever been charged with any crime?

You can ask: Have you been convicted of any crime? (If the application form asks for information on convictions, the employer would indicate that a conviction itself does not constitute an automatic bar to employment, and that the seriousness of the crime and date of conviction will be considered.)

MARITAL OR FAMILY STATUS

Don't ask: What is your marital status? What is your spouse's name? What was your maiden name? How many children do you have? Are you pregnant? Do you plan to have children? What day-care provisions have you made for your children?

You can ask: None. (An employer may ask all applicants, male and female, if they have any commitments or responsibilities that might prevent them from meeting attendance requirements or if they anticipate lengthy absences from work.)

MILITARY RECORD

Don't ask: What type of military discharge did you receive? Were you ever disciplined while in the service?

You can ask: Are you a veteran of the Armed Forces? If yes, what type of training or education did you receive while in the military.

ORGANIZATIONS

Don't ask: List all social organizations, clubs, societies, and lodges to which you belong.

You can ask: List any professional, trade, or service organizations in which you are a member.

REFERENCES

Don't ask: What is the name of your pastor, minister, or rabbi?

You can ask: Who referred you for a position here? List the names of persons willing to provide professional or character references for you.

HANDICAPS

Don't ask: Are you handicapped? Are you disabled?

You can ask: Are you capable of performing the necessary assignments of this position in a safe manner?

ADOPTION DATE:

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LEGAL REFERENCE(S):

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

ADMINISTRATIVE REGULATION: