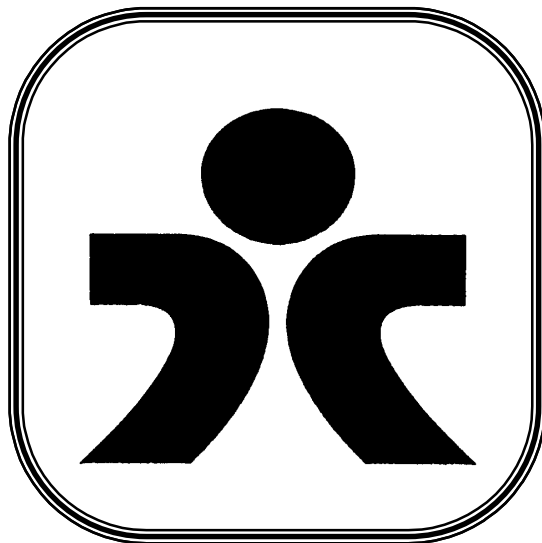


**HUMAN RESOURCES
PROCEDURAL GUIDE
FOR
CLASSIFIED STAFF**



Douglas County Schools

CLASSIFIED STAFF

Hiring Process

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Hiring Process

Overview

With the shift from centralized to site-based management, it becomes the responsibility of site administrators or supervisors to take on the liability and accountability associated with fair, equitable, and quality hiring standards and practices.

This section is intended to provide site-based administrators and supervisors with important information and procedures which will help ensure that the above requirements are met.

Common sense backed by research suggests that our efforts in finding the most qualified applicant for the position saves enormously in hours of training, remediation, and the potential costs associated with termination. In the same vein, adhering to policies and regulations established by Federal and State law, as well as District policy and the negotiated contract, can prevent headaches associated with lawsuits and grievances.

Posting Positions

In the past, the practice of posting positions by the District was strictly governed by adherence to the negotiated contract/classified handbook and was a practice generally perceived by administrators and supervisors as bureaucratic and a roadblock to efficient and timely hiring. In compliance with not only Federal and State requirements regarding equal employment practices, but in keeping with guidelines of Title VII, Civil Rights Act of 1964 as amended by the Equal Employment Act of 1972 and Americans with Disabilities Act of 1972, we have become less liberal in our willingness to forgo the posting of generic positions and, in most cases, exceed the requirements as outlined in the above mentioned guidelines.

The intent of posting our vacant positions is not intended to hamstring administrators and supervisors, but is intended to protect them from potential legal action as a result of inconsistent practices, as well as, to ensure that an adequate and qualified pool of applicants can be generated for their consideration.

When a vacancy occurs, we require that you fill out a Personnel Requisition Form. This form will be used to set in motion the posting and eventual selection process.

The standard postings were created from specific information extracted from the classified job descriptions. When completing the Personnel Requisition Form, select the title of the position to be filled from one of the job descriptions. With the standardization of the postings, it is unnecessary to complete the "Brief job description" section of the Personnel Requisition Form.

If you are creating a new classified position that does not have a current job description, please call Human Resources for a copy of the Job Description Form. A new job description must be written and approved before the posting can occur in this incidence.

Request to Hire

When you have decided whom you wish to hire for a position, the administrator will need to provide Human Resources with copies of the following in order to initiate the hiring process:

- Interview Report Form (EEOC Form)
- Three (3) Reference Check/Phone Inquiry Forms
- Questions Asked in Interview
- Recommendation for Hire Form

Reference Checks

Colorado law mandates that certain questions be asked as part of the hiring process. A minimum of **three** reference checks must be made. One of these must be a **supervisor** who has evaluated the performance of the candidate.

In some circumstances, it may be difficult to obtain three reference checks for classified employees. Be creative. If an employee has not been in the workforce for many years, ask for references from an organization he/she performed volunteer work, or a neighbor for whom the applicant provided childcare periodically.

A thorough reference check on an applicant includes two or three individuals who are familiar with the quality of the applicant's work. Work-related references should be checked for at least the past five years of an applicant's work history.

The reason for conducting reference checks is to verify and validate that the applicant possesses the skills and knowledge to succeed in the position for which he/she is being considered. The best references are those who have directly supervised the applicant. In almost all cases, the person most familiar with an applicant's performance is the direct supervisor. Individuals who work with the applicant are also good sources for references. These people are in a position to observe if the applicant is an outstanding worker, possesses positive personal attributes, and fosters a sense of sharing and collegiality. Conversely, if a former co-worker was a poor performer, the others around him/her will know from firsthand experience.

- The Phone Reference Check Form developed by the District is designed to provide a minimal means to ensure and document that references have been checked and the appropriate legal questions have been asked.

Paper Screening

The purpose of paper screening is to help us identify two important issues regarding applicants:

- What they know
- What they are able to do

Of importance to the process of selecting quality candidates is the identification of the general base of knowledge and skills one must possess in order to be considered as a potential employee in the Douglas County School District.

In addition, qualified applicants must also be perceived as supportive of, and able to adhere to, the District's **Core Values and Mission**.

Evaluating The Paper Work

We require a prospective classified employee to submit only an application, but our cover letter, recommends the inclusion of a resume and three letters of reference.

In an effort to glean substantive information from these documents, we need to focus our attention on the following:

Communication:

- Well-written
- Clear/concise/complete
- Attractive presentation

Experience:

- Up-to-date
- Gaps in employment
- Frequency of change/reasons for change
- Variety
- Actual work in the classroom/school setting
- Related experiences

Abilities:

- Breadth of knowledge and skills
- Understanding of learning and learning styles
- Teaching strategies/techniques
- Delivery models
- Knowledge of assessment strategies and usage

Letters of recommendation:

- Up-to-date
- Quality (“the best”, “exceptional”, etc.)
- Content
 - Strengths related to our expectations
 - Areas for growth
 - Examples
- Variety
 - Colleagues
 - Supervisors
 - Friends/community/parents/students
 - Number (minimum of three)

Interviewing

Planning Prior to the Interview

It is important that you plan for the interview process. A clear and concise picture of the interview process and your anticipated outcomes will provide you with an enhanced opportunity to secure the “most qualified” person for the position.

Use the following guidelines in planning your interview process.

Decide What You Want To Know

- Work from job descriptions and your own knowledge base.
- Decide what is “essential” vs. “would be great if”.
- Specific skills.
- Specific knowledge.
- Current instructional strategies/best practices.
- Specific experiences.
- What qualities do successful candidates in this job have?
- When candidates have failed in this job - why?
- Specific Colorado license, authorization, and endorsements.

Relate All To The Job

- What can they do?
- What have they done?
- They must give examples of this!

The Plan

- Have written questions available for each interviewer.
- Plan the circumstances (no interruptions - room layout and seating).
- Timing.
- Materials (notepads, pencils, copies of resumes, etc.).
- Water - coffee.

Tips In Conducting The Interview

- Explain the interview process.
- Give time parameters.
- Set a tone of openness and comfort to get the applicant talking freely.
- Help the applicant relax by discussing school and job experiences.
- Use open-ended questions with follow-up clarifying questions.
- Find out what they know.
- Find out what they can do.
- Have them share examples to prove their knowledge and skills.
- Ask all applicants the same interview questions.
- Give them an idea of when you will be selecting your candidate.
- Let them know you will keep them apprised of where you are in the selection process.

Interview Profile/Structure

Introduction	Interviewer/s and candidate get acquainted; candidate put at ease.	3-5 min.
Structure	Outline interview procedures with the candidate.	1 min.
Body (assessment)	Gather productive information to determine if you would recommend the applicant for consideration. Such as: <ul style="list-style-type: none">• academic background• work experience• special training• career goals• response to job-related questions	20 -30 min.
Wrap-up	Applicant should be given the opportunity to ask questions.	5 min.
Summary	Encourage the applicant with information regarding next steps to possible employment and what they can expect in terms of follow-up.	2 min.

Questioning Techniques

Open-ended Questions

Open-ended questions cannot be answered with a “yes” or “no”. These questions invite the applicant to express his/her opinions and feelings.

- Describe your working relationship with your last principal or supervisor.
- What will you be doing five years from now?
- What would your last supervisor or principal say about you?
- Give me five (5) one word adjectives that your colleagues would use to describe you or your work.

Probing Questions

Probing questions are usually not developed before the interview. They are developed during the interview in order to clarify an answer, obtain additional information, or to pursue an opinion.

- Could you give me examples of how you would implement those strategies?
- Could you further explain why you feel that way?
- Can you think of other situations in which that analogy might apply?

Problem Solving or Situational Questions

Problem solving or situational questions use a typical work-related situation and ask the applicant to explain how they would go about implementing or handling that situation. When used, this technique would be directly related to the specific job for which the applicant has applied.

Direct Questions

Direct questions are answered with short, informative responses, i.e., yes or no. These responses will be factual, not opinions or feelings of the applicant.

- Can you follow the track we would assign you?
- Where did you receive your undergraduate degree?
- When would you be available to start work?

Helpful Hints

- **Do not** discuss salary issues with prospective employees.
- **Do not** promise things which have not been discussed and agreed upon with Human Resources in advance.
- **Do** send all necessary paperwork to Human Resources as a complete hiring packet.

Douglas County School District Re. 1

Phone Inquiry Reference Check

APPLICANT'S NAME: _____

POSITION APPLIED FOR: _____

NAME OF REFERENCE: _____

DATE OF INQUIRY: _____ PHONE #: _____

NAME OF PERSON MAKING REFERENCE CHECK: _____

- What is the nature of your association with the applicant?
- How long have you known the applicant? _____
- If you had to use a few words that you feel would accurately summarize this applicant, what would you say?
- When providing initial training, what should we focus on and what kind of support will he or she need to perform successfully in the job?
- How would you compare the applicant's skills with others performing the same or similar jobs?

Examples:

- How would you evaluate the applicant's ability to take suggestions?

- How would you evaluate the applicant's ability to take criticism?
- To your knowledge, has the applicant been convicted of, pled nolo contendere to, or received a deferred sentence for a crime involving sexual behavior or unlawful behavior involving children?

Yes _____ No _____

- To your knowledge, has the applicant been dismissed by, or resigned from a school district as a result of an allegation of unlawful behavior involving a child, including sexual behavior, which was supported by credible evidence?

Yes _____ No _____

- Do you have any other information that would reflect upon the applicant's fitness for employment with the Douglas County Schools?

Yes _____ No _____

If yes, explain.

- Would you rehire this person? Yes _____ No _____

Legislation recently passed in the State of Colorado requires that we contact previous employers to obtain the above information before we employ any person to work in a school district in this state.

It is also important for you to know that, under this same law, any previous employer who makes a recommendation concerning an applicant is immune from civil liability unless the information is false and the previous employer knows it to be false or acts with reckless disregard concerning the veracity of the information, and the school district acts upon the information to its own detriment or to that of the applicant.

We are required by this same law to keep confidential any information we obtain from previous employers because of this process.

Classified Hiring Procedure Flow Chart

