

Tamalpais Union High School District

Hiring Guide

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Introduction

In order to assure clarity and consistency of practice in hiring the highest quality staff for the Schools of the Tamalpais High School District, this Hiring Guide has been developed to serve as a resource for any person who is involved in the recruitment and selection of employees. This guide codifies effective practices from the past, clarifies required practices and adds new elements as policy, law or research indicate.

Thus, the Hiring Guide should be seen as a dynamic document that will require adjustment from time to time and that should be reviewed and updated annually.

The Hiring Guide follows a step-by-step format that includes definitions of terms within the text as well as the chronological process to be used in hiring for *certificated, certificated management, classified, classified management and miscellaneous positions including Teacher Leaders, Coaches, Student Teachers and Volunteers.*

SECTION 1: CERTIFICATED HIRING

Step 1: Open or Vacant Positions

An open position (or vacancy) is any position for which the District plans to employ a person in the immediate future, usually at or before the beginning of the next semester. Vacancies occur when a new position is created or when a current employee ends his or her employment for any of the following reasons:

- Approved leave
- Retirement
- Resignation
- Non-reelection
- Termination
- Death of the employee
- Non-renewal of a contract

Regardless of the reason for the employee ending his or her employment, the employee should fill out a *Separation Form* that will be provided by the Human Resources Office. (Appendix A)

Approved leaves are defined in the collective bargaining agreement (CBA hereafter). Each type of leave is subject to particular notification and approval requirements that may be found in Article IV or in Article V, section II (Willie Brown Act) of the CBA. Employees requesting leaves must notify the HR department before January 10 or by the variable deadline indicated for leaves such as maternity or child-rearing.

Retirement (or retirement / resignation) occurs when an employee chooses to end his or her employment in the District and applies for district-provided, post-employment benefits as defined in the CBA (Article V, section III). Employees who wish to retire must notify the HR office before December 10 of the year prior to the school year in which their service will end.

NOTE: Retirement with the State Teachers Retirement System (CalSTRS) is the prerogative of the employee and outside the scope of the hiring guide.

Resignation is the process by which an employee voluntarily terminates his or her employment with the District before he or she is eligible to retire as per the CBA. Although there is no contractual obligation to do so, employees who wish to resign should notify their site administrator as soon as possible before they end their service with the district. In most cases, the expectation is that resignations would be effective at the start of the following semester.

Non-reelection is the process by which the District terminates a teacher or counselor's employment without cause prior to that person completing his or her two-year probationary period. Principals should work closely with the HR department throughout the probationary period for each teacher and counselor in order to make an appropriate recommendation for non-reelection or for continued employment. The District must notify any certificated employee of his or her non-reelection before March 15 of the school year in which the term of employment will be ended.

Termination occurs when the District dismisses an employee for cause. That may occur at any time throughout the school year and must be preceded by due process and done only with the advice or other assistance of legal counsel.

Non-renewal of a contract occurs when the District does not offer an employee continuing employment after the term of his or her contract has ended. That occurs most often in the case of temporary teachers who are working in place of teachers on leave but also may occur with management employees who are employed under limited-term contracts.

Death of an Employee: When an employee dies while in active status, the site administrator should notify the HR department as soon as practical so that matters of compensation, life insurance and associated tasks can be completed.

New positions are created when the number of certificated staff is fewer than the FTE required to meet staffing needs for the following year. The creation of new positions is a function of the *Staffing Plan* and occurs only after all tasks associated with the *Staffing Plan* have been completed.

Step 2: Determining Qualifications

Once an administrator has determined that a position will be vacant, he or she should complete a *Staffing Requisition Form (Appendix B)* and submit it to the HR office as soon as possible.

The form will include:

1. Job Title
2. Job description*
3. Job qualifications including credential requirements
4. Special skills, demands and working conditions as needed.
5. Temporary or probationary status of the position.

The HR office will review the form and approve or amend job qualifications as needed.

* In many cases job descriptions are on file in the HR office and may be added when HR receives the form. In cases where there is no clear job description, HR will work with site administrators to develop one.

Step 3: Recruiting Process

General Pool- Building

Throughout the year the District will work to expand the pool of potential applicants through a variety of means. Whether or not specific vacancies exist at a given time, the Human Resources office will work to increase and improve the district's profile as an employer by

- Participating in regional or university job fairs.
- Working with university teacher-placement offices throughout the U.S.
- Maintaining active relationships with university staff who work with or train new teachers

- Participating in Human Resources forums and events such as those offered by AASPA or ACSA.
- Posting all positions on EdJoin.org and the Marin County Office of Education job board as soon as possible.

Specific positions

The District recruits for certificated openings by using the following resources

1. Posting each vacancy on EdJoin.org. (EdJoin serves over 1,800 school districts and is a primary starting place for teachers and administrators who are looking for jobs.)
2. Posting each vacancy on the district website.
3. Posting each vacancy on the MCOE website / job hotline
4. Using on-line services such as university job boards HBCU, etc.
5. Posting each vacancy at all sites.
6. Sending postings for particular positions to administrators in other districts
7. Contacting subject matter associations or consultants for recruiting positions that are difficult to hire.
8. Using social media associated with professional organizations such as AASPA.
9. Posting in industry-specific print media such as EdCal as needed.
10. Word of mouth.

Step 4: Posting Openings

Certificated job openings are subject to the transfer process as defined in the CBA (Article III). If a teacher transfers into a vacant position, his or her former position will likewise become open to transfer. That process will continue until a vacancy remains or until it is determined that the transfer process has eliminated the need for a position without hiring a new employee. (For example: If a teacher transfers from one site to another and the former site realizes a drop in enrollment and does not need to fill a position.)

After the transfer process has been completed in accordance with the CBA, the district will open vacant positions to the general public. As soon as it is determined that a vacancy should be posted publically, the HR office will post it on EdJoin.org, the district web site and the MCOE job board using the information from the *Staffing Requisition Form*. A printed version of the posting will also be placed at each site and in the HR office.

NOTE: All certificated vacancies regardless of subject matter, temporary, probationary or long-term substitute status will be posted by the HR office on Edjoin.org.

Step 5: Application Review

The District contracts with Target Success for our primary screening tool, the *Sketch Screener*. All certificated applicants must complete an on-line survey as part of the EdJoin.org application process. The *Sketch Screener* is research-based and provides a numerical score that indicates an applicant's long-term likelihood of success as an educator. The tool is not used to select final candidates but as a preliminary tool to screen applicants based on their relative likelihood of success. The HR office will collect and review scores from all applicants and share them with site administrators as they review applications.

The HR office will also review all applications to ensure that candidates possess requisite credentials, transcripts and other documents necessary to be considered for employment.

The HR office will screen and reject applications that do not meet the minimum qualifications for the particular position. Site administrators will then be provided with access to EdJoin and will further screen remaining applications by reviewing letters, experience, education and supporting documents.

Site administrators will submit to the HR office lists of candidates for interviews for each vacant position. The HR office will then arrange first-round interviews.

Step 6: Interviewing Candidates

We want to remain mindful that when we interview candidates that we are providing (in many cases) their first impression of our schools and our district. Not only are we assessing their suitability for employment in the district but we are also communicating to them the values that underpin our work. Our goal is for all candidates, regardless of outcome, to conclude the process recognizing that we treat people professionally, respectfully and fairly and that our work is driven by a shared desire to assure that all students learn.

Preliminary Interview

Beginning in spring of 2012, the District will be using the *Target Success Structured Interview* as the primary way to determine candidates' suitability for employment in the district. The HR office will appoint trained administrators to conduct the structured interviews one-to-one with each interview candidate.

The *Structured Interview* is a research-based method of determining a candidate's likelihood for long-term success as an educator. It provides objective information on candidates' focus, attitude toward students, orientation toward creating a learning environment and likelihood of continuing to improve his or her practice. Combined with thorough application screening, the *Structured Interview* will provide us with groups of finalists who meet or exceed the level of quality we seek in newly-hired teachers.

NOTE: There is not a *Structured Interview* for counselors.

Final Interviews

Composition of the committee: The site Principal will convene a committee to participate in interviews for each vacancy at his or her school site. The committee should ideally be comprised of no fewer than three people and should include an administrator, a teacher leader from the department with the vacancy, a teacher with knowledge specific to the assignment, a representative from the Collective Bargaining Unit, and any other person with knowledge that may pertain to the vacancy.

Location: In most cases, interviews should be conducted at the site with the vacancy and in a location that is indicative of the school culture to the greatest extent possible. In cases when openings exist at more than one site, the HR office will work with sites to determine the most appropriate location. The goal is to provide a setting that gives the candidate as accurate a perception of the work environment that can be provided in the course of an interview.

Ground Rules: All participants in interviews must understand and agree to the following:

1. Interviews are confidential. Neither their content nor the committee member's opinion is to be discussed outside of the interview setting.
2. Interviews are consistent. Committee members must adhere to pre-determined questions and not ask questions of one candidate that another did not have a chance to answer.
3. Interviews are legal. Committee members must understand and abide by laws that restrict the type of questions that may be asked. In addition, members must also avoid giving the impression that the District is in any way trying to gather information that we cannot legally obtain through an interview. The HR office will provide legal guidelines to interview committees. (Appendix C)

Interview goals and strategies: The primary goal of the interview is to predict how likely it is that the candidate will be successful in the position. In order to make such a prediction, our focus should be on things related to the position rather on extraneous factors. That seems obvious, however research shows that many well-intended interviewers are consciously or unconsciously distracted by irrelevant details such as the candidates' mannerisms, style of dress, attitudes about unrelated matters or how much the candidate reminds them of someone else. It is, in fact, a monumentally difficult task to make a judgment about someone's suitability for a job without letting one's prejudices influence the decision.

The usual format for employment interviews is as follows:

1. Create a setting that is comfortable and that allows the candidate to relax to the extent possible.
2. The interview chair says something to put the candidate at ease as much as possible.
3. Introduce committee members.
4. Questions that allow candidates to speak about something they know very well.
5. Questions that demonstrate their attitudes, likely behaviors and responses.
6. An opportunity to ask questions of the committee or chair.
7. A description of how the interview process will conclude including an estimated timeline
8. A writing sample based on a meaningful prompt related to the opening.

Determination of Interview Questions: The HR office maintains copies of interview questions for various positions. Before an interview, the committee chair may review the questions with the committee and edit them as necessary for the particular position. Questions may be added, deleted or changed prior to the first interview but must remain unchanged after the first candidate has been interviewed.

Normally in a 30-minute interview, a candidate can be expected to answer approximately 10 to 12 questions. The questions should not require the candidate to speculate about future events nor should they be focused on details of the candidate's experience and training. Instead questions should be designed to allow the candidate to reveal his or her attitudes, beliefs and behaviors. Questions about past experience are permissible but should be framed so as to be indicative of the person's way of assessing and responding to situations or issues.

The District prohibits asking any question that would be likely to encourage a candidate to reveal information pertaining to:

- Race, ethnicity, lineage, national origin, nationality and citizenship
- Marital status, marriage plans, domestic partnership, divorce

- Parenthood, pregnancy or family planning
- Sexual orientation or sexual identity
- Religion or spiritual inclination
- Disability
- Financial or housing status
- Political affiliation or beliefs

Step 7: Determining Qualified Candidates

After final interviews have been conducted, the committee chair (usually the Principal) will discuss each candidate with the committee. The conversation will center on each candidate's perceived strengths, weaknesses and any questions that remain about his or her suitability for the position. **Candidates will not be rated or compared with one another.** The committee chair will remind the committee members that their input is advisory and that the final recommendation will come from the chair and that all appointments are pending board approval.

The Principal will then make two determinations, first which if any of the candidates are qualified to fill the open position and then which of those qualified candidates should be considered the first choice. He or she will then inform the HR office of those two determinations.

Step 8: Checking Background and References

Once a final candidate has been selected, the District will conduct a thorough reference check by calling three recent references including the candidate's current supervisor. In addition, the District will make an effort to call a reference that the candidate did not name.

A district administrator (in most cases the Assistant Superintendent for Human Resources) will call the current supervisor and ask about the candidate's general job performance, relations with other employees, community members and supervisors, ability to work as a member of a team and his or her focus on student growth and learning.

The HR office may also complete an on-line background check to gather additional information.

In the event the reference and background check does not indicate that the candidate should be hired, the Assistant Superintendent for HR will inform the Principal, discuss other qualified finalists, if any, and conduct additional reference and background checks for subsequent final candidates.

If, after step 7 in the hiring process, no final candidates have been chosen, the Assistant Superintendent for HR and the Principal will meet to determine next steps and re-post the position as necessary.

When a background and reference check supports hiring the candidate, a job offer (see next section) will be made.

Candidates not selected will be notified through the EdJoin.org system that the position has been filled.

(Job offers will be made pending a Department of Justice and FBI fingerprint screening and a TB test.)

Step 9: Offers of Employment

NOTE: Only the Superintendent and the Assistant Superintendent for Human Resources are authorized to make offers of employment. Under no circumstances will offers be made by other members of the organization.

After all subsequent steps have been completed and a final candidate has been selected, the Assistant Superintendent for Human Resources (or in some cases the Superintendent) will meet with or call the candidate and offer the position. The offer will include the following:

- Position title
- Location
- FTE
- Temporary, Probationary or Long-term sub status
- Anticipated support to be provided (BTSA, etc.)
- Anticipated pay range pending transcript review and verification of years of service
- Benefit summary
- Solicitation of further questions
- Formal offer of employment contingent on approval by the Board of Trustees, successful criminal background check and TB test
- Contact information for the site (if offer is accepted)
- An appointment to visit the HR office to fill out paperwork.

Step 10: Finalizing Selection

Once a candidate has accepted an offer of employment, the HR office will add his or her name to the Board of Trustees agenda for approval. The candidate will come to the HR office and complete all necessary paperwork including:

- Employment contract
- Health care enrollment paperwork if eligible (mandatory for new employees)
- Vision and Dental enrollment paperwork if eligible
- BTSA induction paperwork if needed
- Signature page verifying receipt of various notifications (attached)

The HR office will review all paperwork, determine the necessary level of new-teacher support and communicate with the Education Services Department to arrange that support in advance.

The appointment of new employees will be announced (pending Board approval) at the site where the employee will work and then district-wide at an appropriate time. Site announcements may be made by the Principal pending Board approval and after being cleared by the Assistant Superintendent for Human Resources.

SECTION 2: CLASSIFIED HIRING

Step 1: Open or Vacant Positions

An open position or a vacancy is any position in which the District plans to employ a person in the immediate future. Vacancies occur when a new position is created or when a current employee ends his or her employment for any of the following reasons:

- Approved leave
- Retirement
- Resignation
- Dismissal / release during probationary period
- Death of the employee

When a supervisor determines that a classified vacancy exists, he or she will complete a Staffing Requisition Form (Appendix B) and submit it to the HR office.

Step 2: Determining Qualifications and Classification

The Assistant Superintendent of Human Resources will discuss the vacancy with the management team member in whose department or school site the vacancy occurs and will determine the classification of the position and any other special qualifications that would be desirable in a candidate who fills it. The Assistant Superintendent of Human Resources will discuss the vacancy with other district office administrators, as needed, to determine when and if the position would be filled.

Step 3: Posting and Recruiting

As necessary, the HR office will advertise employment opportunities on the District website, MCOE job hotline and by posting openings at sites. The HR office will also maintain a list of substitute employees that may be contacted personally when an opening occurs in their area of interest.

When a vacancy occurs, the HR office will implement the requirements and time lines of the Collective Bargaining Agreement as follows:

- Consult the 39 and 64 month re-employment lists and offer the position to qualified employees on those lists in order of seniority.
- If no laid-off employees are reemployed, current qualified employees in the same classification will be offered the position in order of seniority.
- If no employee wishes to transfer, the position will be open to current employees to apply through the promotion or voluntary demotion process. Those employees will be interviewed and offered the new position if qualified.
- If no laid-off, transferred, promoted or demoted employees are selected to fill the vacancy, the position will be posted to the general public.

Step 4: Application and Review

All applicants for classified vacancies will submit an application and provide any other background material necessary for the position. Applications are available in the HR office and are accepted during regular business hours.

The Assistant Superintendent for Human Resources will review applications and provide the position supervisor with applications from candidates who meet the minimum qualifications. The supervisor will screen the applications and develop a list of candidates to interview.

The HR office, in cooperation with sites and departments, will arrange interviews and contact candidates. In general, classified interviews should be held at the location where the vacancy exists and must include the following people on the interview committee:

- The position supervisor
- An employee in the same classification
- An employee from another school site
- A representative of CSEA Chapter 549
- The Director of Special Education (for paraeducator interviews)

Other members of the committee may include as needed:

- Additional site or district administrators
- Teachers
- Students
- Classified employees who lead or work with people in the vacant position.

Step 5: Interviewing Candidates

We want to remain mindful that when we interview candidates we are providing (in many cases) their first impression of our schools and our district. Not only are we assessing their suitability for employment in the District but we are also communicating to them the values that underpin our work. Our goal is for all candidates, regardless of outcome, to conclude the process recognizing that we treat people professionally, respectfully and fairly and that our work is driven by a shared desire to assure that all students learn.

Ground Rules: All committee members must understand and agree to the following:

- Interviews are confidential. Neither their content nor the committee member's opinion is to be discussed outside of the interview setting.
- Interviews are consistent. Committee members must do their best to adhere to pre-determined questions and not ask questions of one candidate that another did not have a chance to answer.
- Interviews are legal. Committee members must understand and abide by laws that restrict the type of questions we can ask. In addition, members must also avoid giving the impression that we are in any way trying to gather information that we cannot legally obtain through an interview. The HR office will supply guidelines to interview committees that will serve to guide their questioning. (Appendix C.)

Interview Goals and Strategies: The primary goal of the interview is to predict how likely it is that the candidate will be successful in the position. In order to make such a prediction, our focus should be on information related to the position rather on extraneous factors. It is a difficult task to make a judgment about someone's suitability for a job without letting one's prejudices influence the decision. Thus, committee members must do their best to keep their prejudices in check.

The usual format for employment interviews is as follows:

1. Create a setting that is comfortable and that allows the candidate to relax to the extent possible.
2. The interview chair says something to put the candidate at ease.
3. Introduce committee members.
4. Ask a question that allows candidates to speak about something they know very well.
5. Ask job-related questions that demonstrate attitudes, likely behaviors, skills and knowledge base.
6. Provide an opportunity to ask questions of the committee or chair.
7. A description of how the interview process will conclude including an estimated timeline
8. A writing sample based on a meaningful prompt related to the opening (if appropriate).

Determination of Interview Questions: The District maintains copies of interview questions for various positions in the HR office. Before an interview, the committee chair may review the questions with the committee and edit them as necessary for the particular position. Questions may be added deleted or changed prior to the first interview but must remain unchanged after the first candidate has been interviewed.

Normally in a 30 minute interview, a candidate can be expected to answer approximately 10 to 12 questions. The questions should not require the candidate to speculate about future events nor should they be focused on details of the candidate's experience and training. Instead questions should be designed to allow the candidate to reveal his or her attitudes, beliefs and behaviors. Questions about past experience are fine but should be framed so as to be indicative of the person's way of assessing and responding to situations or issues.

The District prohibits asking any question that would be likely to encourage a candidate to reveal information pertaining to:

- Race, ethnicity, lineage, national origin, nationality and citizenship
- Marital status, marriage plans, domestic partnership, divorce
- Parenthood, pregnancy or family planning
- Sexual orientation or sexual identity
- Religion or spiritual inclination
- Disability
- Financial or housing status
- Political affiliation or beliefs

Step 6: Determining Qualified Candidates

After final interviews have been conducted, the committee chair (usually the Principal) will discuss each candidate with the committee. The conversation should center on the candidate's perceived strengths, weaknesses and any questions that remain about his or her suitability for the

position. The committee chair should remind the committee members that their input is advisory and that the final recommendation will come from him or her and that all appointments are pending Board approval.

The Principal will then make two determinations. First, which if any of the candidates are qualified to fill the open position based on the job description and then which of those qualified candidates should be considered the first choice. He or she will then inform the HR office of those two determinations.

Step 7: Checking Background and References

Once a final candidate has been selected, the District will conduct a thorough reference check by calling three recent references including the candidate's current supervisor if possible.

The HR office may also do an on-line background check to gather additional information.

Step 8: Offers of Employment

NOTE: Only the Superintendent and the Assistant Superintendent for Human Resources are authorized to make offers of employment. Under no circumstances will offers be made by others members of the organization.

After all subsequent steps have been completed and a final candidate has been selected, the Assistant Superintendent for Human Resources or in rare cases, his designee will meet with or call the candidate and offer the position. The offer will include the following:

- Position title
- Location
- FTE
- Pay range
- Benefit summary
- Solicitation of further questions
- Formal offer of employment contingent on approval by the Board of Trustees, successful criminal background check and TB test.
- Contact information for the site (if offer is accepted)
- An appointment to visit the HR Office to fill out paperwork.

Step 9: Finalizing Selection

Once a candidate has accepted an offer of employment, the HR office will add his or her name to the Board of Trustees agenda for approval. The candidate will come to the HR office and complete all necessary paperwork including:

- Employment contract
- Health care enrollment paperwork if eligible (mandatory for new employees)
- Vision and Dental enrollment paperwork if eligible

The appointment of new employees will be announced (pending Board approval) at the site where the employee will work and then district-wide at an appropriate time. Site announcements may be made by the Principal pending Board approval and after being cleared by the Assistant Superintendent for Human Resources.

SECTION 3: ADMINISTRATIVE HIRING

NOTE: The Superintendent and the Board of Trustees reserve the right to make any administrative appointment as provided by law and policy, including the unilateral appointment of qualified candidates.

Step 1: Administrative Vacancies

The Superintendent, in collaboration with District Office administrators will determine certificated or classified administrative vacancies.

Step 2: Determining Qualifications and Process

The Superintendent will discuss open administrative positions and desired qualifications with District Office administrators. The HR office will create a hiring timeline for each vacancy.

Step 3: Recruiting Process

General Pool- Building

Throughout the year the District will work to expand the pool of potential applicants through a variety of means. Whether or not specific vacancies exist at a given time, the HR office will work to increase and improve the District's profile as an employer by:

- Participating in regional or university job fairs.
- Participating in Human Resources forums and events such as those offered by AASPA or ACSA.
- Posting all positions on EdJoin.org and the Marin County Office of Education job board as soon as possible.

Specific positions

The District recruits for administrative openings by using the following resources:

1. Posting each vacancy on EdJoin.org. (EdJoin serves over 1,800 school districts and is a primary starting place for teachers and administrators who are looking for jobs.)
2. Posting each vacancy on the District website.
3. Posting each vacancy on the MCOE website / job hotline
4. Using on-line services such as university job boards.
5. Posting each vacancy at all sites.
6. Sending postings for particular positions to administrators in other districts
7. Using social media associated with professional organizations such as AASPA or ACSA.

8. Posting in industry-specific print media such as EdCal as needed.
9. Word of mouth.

Step 4: Posting Openings

Administrative positions are not subject to collective bargaining and are, therefore, not open to a lateral transfer process. However, qualified internal candidates will be encouraged to apply for open positions.

Vacancies will be posted on EdJoin.org, the District website, at sites and in appropriate trade publications such as *EdCal* and *EdWeek*. In some instances, the Board may elect to retain a search firm to manage or assist with the process.

All applications will be submitted through EdJoin.org.

Step 5: Application Review

Applications for certificated administrative positions will be accepted through EdJoin.org.

The HR office will review applications to ensure that candidates possess requisite credentials, licenses, letters, transcripts and other documents.

The HR office will screen all applications, reject those that do not meet the minimum qualifications and notify those applicants electronically through EdJoin.

Step 6: Developing a Profile

The HR office will solicit input from stakeholder groups including students, staff, community, district administration and the governing board and use that information to create a profile that will serve as the standard by which candidates will be evaluated throughout the entire hiring process. The profile will be the anchor of a criteria-based hiring process; forced rankings or any other type of norm-based decision making will not be used.

Step 7: Interviewing Candidates

Interviews provide (in many cases) the candidate's first impression of our schools and our district. Through interviews we communicate the values that underpin our work. Our desire is for all candidates, regardless of outcome, to conclude the process recognizing that we treat all people professionally, respectfully and fairly and that our work is driven by a shared desire to assure that all students learn.

Preliminary Interview

Preliminary interviews will be conducted by a team of District Office and site administrators selected by the Superintendent and the Assistant Superintendent of Human Resources for the purpose of developing a small pool of final candidates all of whom fulfill the minimum requirements for the position and meet the criteria established in the candidate profile.

In most cases the preliminary interview will be conducted in the District Office and under conditions similar to those described in the Certificated Hiring section of the Hiring Guide (Page 7).

Final Interviews

Final candidates for administrative positions will participate in one or two final interviews depending on the type of vacancy.

- Minimally, each candidate will be interviewed by the district Management Team as a group chaired by the Superintendent.
- Candidates for certificated management and some classified management positions will also participate in a large-group interview with a variety of stakeholders appointed by the Superintendent including teachers, classified staff, students, community members as well as representatives appointed by both bargaining units.

Determination of Interview Questions:

The HR office will develop a list of questions based on the candidate profile and will provide those questions to the committee members prior to the interview.

Normally in a 30-minute interview, a candidate can be expected to answer approximately 10 to 12 questions. The questions should not require the candidate to speculate about future events nor should they be focused on details of the candidate's experience and training. Instead, questions should be designed to allow the candidate to reveal his or her attitudes, beliefs and behaviors. Questions about past experience are permissible but should be framed so as to be indicative of the person's way of assessing and responding to situations or issues.

The District prohibits asking any question that would be likely to encourage a candidate to reveal information pertaining to:

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Step 8: Determining Qualified Candidates

After final interviews have been conducted, the chair will discuss each candidate with the committee. The conversation will center on each candidate's perceived strengths, weaknesses and any questions that remain about his or her suitability for the position. **Candidates will not be rated or compared with one another and a forced ranking will not be used.** The committee chair will remind the committee members that their input is advisory and that the final recommendation will come from the Superintendent and Assistant Superintendent of Human Resources who will then make two determinations. First, which if any of the candidates are qualified to fill the open position and then which of those candidates should be considered the first choice.

Step 9: Checking Background and References

If no final candidates have been chosen, the Assistant Superintendent for Human Resources and the Superintendent will meet to determine next steps and re-post the position as necessary.

If a final candidate has been selected, the District will conduct a thorough reference check by calling three recent references including the candidate's current supervisor and at least one reference not provided by the candidate.

A District administrator (in most cases the Assistant Superintendent for Human Resources) will call the current supervisor and ask about the candidate's general job performance, relations with other employees, community members and supervisors, ability to work as a member of a team, focus on student growth and learning and any other factors that may influence a decision.

The HR office may also complete an on-line background check to gather additional information.

In the event the reference and background check does not indicate that the candidate should be hired, the Assistant Superintendent for Human Resources and the Superintendent will discuss other qualified finalists if any and conduct additional reference and background checks for subsequent final candidates.

When a background and reference check supports hiring the candidate, a job offer will be made (see next step).

Candidates not selected will be notified through the EdJoin.org system that the position has been filled.

(Job offers will be made pending a Department of Justice and FBI fingerprint screening and a TB test.)

Step 10: Offers of Employment

NOTE: Only the Superintendent and the Assistant Superintendent for Human Resources are authorized to make offers of employment. Under no circumstances will offers be made by others members of the organization.

After all subsequent steps have been completed and a final candidate has been selected, the Assistant Superintendent for Human Resources (or in some cases the Superintendent) will meet with or call the candidate and offer the position. The offer will include the following:

- Position title
- Location
- Work year
- Permanent, Probationary or interim status
- Anticipated pay range pending transcript review and verification of years of service
- Benefit summary
- Solicitation of further questions
- Formal offer of employment contingent on approval by the Board of Trustees, successful criminal background check and TB test.
- An appointment to visit the HR office to fill out paperwork.

Step 11: Finalizing Selection

Once a candidate has accepted an offer of employment, the HR office will add his or her name to the Board of Trustees agenda for approval. The candidate will come to the HR office and complete all necessary paperwork including:

- Employment contract
- Health care enrollment paperwork if eligible (mandatory for new employees)
- Vision and Dental enrollment paperwork if eligible
- Signature page verifying receipt or various notifications (attached)

The appointment of new employees will be announced (pending Board approval) at the site where the employee will work and then district-wide at an appropriate time. Site announcements may be made by the Principal pending Board approval and after being cleared by the Assistant Superintendent for Human Resources.

SECTION 4: MISCELLANEOUS POSITIONS

Teacher Leaders:

- Teacher Leader positions will be filled in accordance with the Collective Bargaining Agreement (Article II, Section IV).
- When a site principal becomes aware of a Teacher Leader vacancy, he or she will complete a Staffing Requisition Form and forward it to the HR office.
- The HR office will notify the Assistant Superintendent of Education Services and send postings to all members of the department in which the vacancy occurs.
- The vacancy will be posted at each site.
- Within the posted deadline, applicants will submit a letter of interest to the site principal.
- The principal will work collaboratively with the HR office to arrange interviews. The interview committee will include at a minimum, the Principal, one member from the district department in which the vacancy occurs, a person appointed by TFT, a District Office Administrator.
- The Principal will serve as the interview chair and will make a decision after considering input from the other members of the committee. Upon making the decision, he or she will forward a recommendation to the HR office.

Volunteers & Guest Artists

- A volunteer or a guest artist is any person who works with students on an on-going basis. All volunteers must receive permission from the Principal and from the HR office.
- All volunteers and guest artists must pass a criminal background investigation *prior* to working with students. (Those volunteers who hold valid California Teaching Credentials or Student Activity Credential may in some cases be exempt from further screening.)
- One-time guest speakers selected by individual staff members may make presentations to classes or teams provided the instructor is present for the duration of the presentation and provided that the Principal has granted permission.

Coaches

- Coaches will be hired in accordance with TFT collective bargaining agreement
- Coaching vacancies will be posted district-wide
- Applications will be made by letter of interest to the site Principal.
- The Principal will consult with the Athletic Director and (for assistant coach positions) the head coach of the sport in which the vacancy occurs and determine which candidates are to be interviewed.
- The Principal will arrange interviews with qualified candidates and (minimally) the Athletic Director and head coach if the opening is for an assistant coach. Interview committees may also include other assistant coaches, players, and school staff as determined by the Principal. The interview committee chair will make a recommendation to the Principal who will notify the HR office.
- Before being appointed, candidates must pass a criminal background investigation and a TB screening.
- HR will add coach appointments to the Board of Trustees agenda for approval.

Student Teachers

- Student teachers will request placement from the Principal for both the observation and practice teaching phases of their student teaching assignment.
- The Principal will interview the student teaching candidate to determine if he or she would be a suitable student teacher at the particular site.
- Principals will consult with the Assistant Superintendent for Human Resources to determine the following: (a) whether a suitable supervising teacher is available at the site, (b) whether the student teacher is enrolled in a university that has a current signed agreement with the District that would allow student teaching and (c) whether the presence of a student teacher in the proposed position would create significant difficulty for students or other stakeholders.
- Upon approval from the HR office, the Principal will propose a specific placement to the student teacher who may accept or reject the position.