

## Recruitment and Selection of Staff

### Responsible Governance

Staff are recruited and selected to assure that students grow and meet their full potential in district programs. Staff are highly effective, and have the necessary skills and experience to meet the learning needs of all students. The district works with teacher preparation programs, communicating the teaching skills, competencies, and experiences it considers of primary importance in its staff, and providing field experiences designed to train teachers to be able to improve student learning. Decisions about hiring, assigning, or transferring staff are based on maximizing the effectiveness of that staff member within the district's programs.

### Creating Conditions for Student and Staff Success

Staff positions are established by the board to provide the district's comprehensive program of education. New positions are established by the board as needed. The superintendent establishes the necessary skills, competencies, qualifications, education, experience, and past performance levels for each position, as it relates to the district's comprehensive program of education, and the goal of continued improvement in student learning. Selection of staff is based on which candidate is the most qualified for the position, and is made pursuant to the district's standard screening, interview, and reference check process, and equity requirements.

### High Expectations for Student Learning

Positions are created within budget parameters, and legal requirements. Part of the district's strategic and short-term planning processes analyzes current and projected staffing requirements. The filling of individual positions is done with consideration to salary issues, budget parameters, and legal requirements. The superintendent regularly evaluates the effectiveness of the district's staff recruitment and selection processes, and reports the findings and recommendations from the evaluation to the board.

### Community Engagement

The board and district regularly communicate to staff, professional associations, employee bargaining units, teacher and professional preparation programs in higher education, students, parents, and the larger community the district's commitment to hiring those people best prepared and able to improve student achievement.

Cross References: Board Policy 5005

Board Policy 5610

Employment: Disclosures, Certification  
Requirements, Assurances and  
Approval  
Substitute Employment

Legal References:

RCW 28A.400.300 Hiring and discharging employees — Written leave policies — Seniority and leave benefits of employees transferring between school districts and other educational employers

RCW 28A.405.210 Conditions and contracts of employment — Determination of probable cause for nonrenewal of contracts — Nonrenewal due to enrollment decline or revenue loss — Notice — Opportunity for hearing

RCW 43.43.830 Background checks — Access to children or vulnerable persons — Definitions

RCW 43.43.832 Background checks —Disclosure of information - Sharing of criminal background information by health care facilities

RCW 49.44.200 Personal social networking accounts – Restrictions on employer access - Definitions

RCW 49.44.205 Violations of RCW 49.44.200 – Civil action - Remedies

Chapter 162-12 WAC Preemployment Inquiry Guide (Human Rights Commission)

P.L. 99-603 (IRCA)Immigration Reform and Control Act of 1986

Title 8 USC, Ch. 12 1324a and 1324b

WAC 392-190-591 Public school employment and contract practices

--Nondiscrimination

Management Resources:

*Policy & Legal News*, December 2014

*Policy News*, February 2012

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Washougal School District  
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## Procedure - 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. Decisions about hiring, assigning, or transferring staff are based on maximizing the selected skills of staff members within programs and schools. A focus on the employment of a diverse workforce is desired and consistent with the District's Commitment to Equity, Diversity and Inclusion. Applicable collective bargaining agreement language will be followed when hiring, assigning, or transferring staff.

Under the direction of the Superintendent, and subject to School Board approval, all offers of employment shall be made by Human Resources staff after the screening, interview, and reference check process, subject to the recommendation of the Superintendent and the approval of the School Board. This includes offers of promotion to existing employees or changes in assignment of existing employees either among bargaining units or to exempt positions. There may be times based on collective bargaining agreements, unique circumstances, and/or timing of the hiring process, in which the superintendent has the latitude to temporarily re-assign staff (per policy 5005) and their duties that directly support the needs of the District. In such cases, the superintendent will present the hiring recommendations to fill the vacancy or vacancies at the school board's next regular meeting.

### 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 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. Develop job description for each necessary position, including salary range.
- B. Develop job announcements using information from job description; experience, preparation, salary range and other related information.

- C. 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 teams.
- 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 applicants not selected.

### **Interviewing**

Prepare for interview by:

- Reviewing all duties and responsibilities of the position;
- Reviewing the minimum qualifications needed to perform the duties of the position;
- Developing a series of questions to be used in interviewing candidates, including guidelines for what to look for in response to questions; and
- Reviewing the candidate's application folder.
- Meet with the interview team to review interview questions and evaluation procedure.
- Ask each candidate to respond to a predetermined set of questions.
- Record the responses of each candidate.
- Give the candidate an opportunity to ask any question(s).
- Inform the candidate regarding the approximate timeline for hiring.
- Rate the candidate on a scale for each response to each question.
- Ask one clear and concise question at a time.
- Avoid cross-examination or pressure techniques.
- Ensure fairness by asking the same questions developed from the established criteria for the position.

### **Verifying References**

- A. Contact candidate's previous supervisor(s). Ask a prepared list of job-related questions.
- B. Visit and/or observe candidate on site (if necessary).
- C. Contact any personal acquaintances who would know about the qualifications of the candidate.
- D. Rate the candidate on a scale for the response to each question.

### **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. Submit screening evaluation, interview evaluation, and reference check reports in a file for possible future reference to Human Resources.

### **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 criminal investigation system 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;
  4. Be expected to present documents which establish his/her identity, and attest, in writing, his/her eligibility to work in this country; and
  5. (Classified staff) may be subjected to a background check with the Washington State Patrol in accordance with RCW 43.43.830.
- C. Present recommendation to school board and employee candidate at official board meeting, noting the type of contract to be issued.
- D. 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, Temporary (less than one year), Supplemental.
- D. Issue appropriate contract - Replacement, Provisional, Temporary (less than one year), Supplemental.

**Washougal School District**

**Date: 09.22**