

# ***Hiring Guidelines***

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# General Hiring Process

## *Introduction*

Everett Public Schools recognizes that the effectiveness of its educational program is directly related to the experience, dedication, ability and training of staff. Therefore, staff selection decisions have far-reaching educational effects and are of major importance in determining the quality and effectiveness of the district's educational program.

Staff selection and assignment should be based on skills and ability, education and training, experience and past job performance. The selection process is a cooperative effort between the administrator/supervisor and the human resources department and should result in the selection of staff members who are the best qualified and most competent to perform the tasks for which they are employed.

It is also important to remember that no employee will be placed in any position where administrative or supervisory authority is exercised by his/her spouse or other close relatives as outlined in School Board Policy 5210.

The general selection process consists of the following steps:

- Pre-Advertising
- Posting/Advertising
- Screening
- Assignment & Transfer
- Interview
- Reference Checks
- Administrator/Supervisor Recommendation
- Hiring and Placement

# ***General Hiring Process Checklist***

<p><b>Pre-Advertising</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> School/department completes and submits personnel action form (PAF) to human resources.</li> <li><input type="checkbox"/> If a position changes after the original PAF is submitted, i.e., 1.0 English changed to .8 English and .2 CE, a new PAF is required and the position will be reposted.</li> <li><input type="checkbox"/> School/department notifies human resources of any special advertising requests (newspaper, special locations posting is to be sent) and human resources determines the extent of advertising and recruiting.</li> </ul>
<p><b>Posting/Advertisement</b></p> <p>Human resources posts the position consistent with the appropriate collective bargaining agreement (CBA).</p> <ul style="list-style-type: none"> <li>• EAEOP – Positions will be announced for a minimum of seven workdays.</li> <li>• EAP – Positions will be announced for a minimum of seven business days.</li> <li>• ECEA – Positions are announced as far in advance of the date of the opening, but in any event not less than one week prior to the filling of the opening.</li> <li>• EEA – All openings are simultaneously posted internally and externally for at least five days.</li> <li>• ELNA – Positions will be announced for a minimum of three workdays.</li> <li>• PNWRCC – Vacancies will be announced for a minimum of seven business days.</li> <li>• SEIU – Voluntary transfer opportunities will be emailed to all employees in the same or higher classification within the department/division (regardless of FTE) for at least three workdays. Vacancies will be announced for a minimum of five workdays.</li> </ul>
<p><b>Screening</b> (utilizing the online application system which includes all necessary forms)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> School/department selects administrative screening team member(s).</li> <li><input type="checkbox"/> Each member of screening team signs confidentiality and ethics form after team discussion of confidentiality and ethics requirements. Administrators will only need to sign this one time per year.</li> <li><input type="checkbox"/> Print “candidate list for screener” report.</li> <li><input type="checkbox"/> Screening team considers all applicants for the position, applying the criteria consistently to each applicant utilizing the <u>screening sheet (Form 1-A, 1-B, 1-C)</u>.</li> <li><input type="checkbox"/> Screening team completes <u>screening tally sheet (Form 2-A)</u> indicating who will be interviewed.</li> <li><input type="checkbox"/> Screening team completes screening sheets, screening tally sheet in R&amp;H and returns confidentiality and ethics form to human resources.</li> </ul> <p><b><i>Please note: In-district applicants require screening of personnel file in human resources.</i></b></p>
<p><b>Interview and Assessment</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> School/department or human resources schedules <u>interviews in R&amp;H</u>/phone/email.</li> <li><input type="checkbox"/> School/department selects interview team.</li> <li><input type="checkbox"/> Human resources provides assessment/test or will work with the interview team if revisions are requested.</li> <li><input type="checkbox"/> Human resources provides interview questions or will work with the interview team if revisions are requested.</li> <li><input type="checkbox"/> Interview team conducts the interview; human resources administers the assessment/test, when applicable (e.g. admin, cert pool), building team administers the assessment/test if interview is conducted at the building level.</li> <li><input type="checkbox"/> Interview team completes interviewing scoring tally sheet in R&amp;H</li> </ul>
<p><b>Reference Checks</b></p> <p>Administrator(s) conduct two (2) telephone reference checks on the top candidate(s), one (1) telephone reference check for in-district candidates. A minimum of two supervisors for out-of-district candidates.</p>

**Recommendation, Hiring and Placement**

- ☐ Administrator/supervisor completes the hiring recommendation form in R&H (Form 4-A, 4-B, 4-C)
- ☐ Administrator/supervisor uploads in R&H all materials used in the selection process, including interview questions and completed score sheets, assessment/tests and completed score sheets, 'candidate list for screener' report for all eligible applicants and complete reference checks in R&H.
- ☐ Human resources reviews recommendation and hiring documents.
- ☐ Human resources contacts administrator/supervisor in R&H regarding authorization to offer position to successful candidate. Make conditional offer using script provided by human resources.
- ☐ Administrator/supervisor offers position to successful candidate subject to successful completion of criminal history, sexual misconduct checks, other required hiring documents, and Board approval.
- ☐ Administrator/supervisor notifies human resources in R&H of acceptance of position and desired start date.
- ☐ Human resources prepares and mails letter of intent/welcome letter to recommended candidate.
- ☐ Administrator/supervisor notifies unsuccessful candidates who were interviewed with uniform message.
- ☐ Human resources sends official communication to each candidate who was not interviewed.
- ☐ Human resources submits successful candidate to the board for final approval.

**Certificated Pool Process Checklist****Pool Process**

Applicants for certificated non-supervisory positions are screened and interviewed utilizing a pool process.

- ☐ Applicants for certificated non-supervisory positions may have their applicant materials screened by a current Everett Public Schools administrator or a contracted administrator.
- ☐ Applicants who are screened into the pool will participate in an assessment and interview conducted by an administrative interview team.
- ☐ Candidates who score an 80 or above on the pool process will be listed in Frontline as 'pool eligible'
- ☐ Administrators must complete the telephone reference checks prior to submitting a hiring recommendation for that candidate.
- ☐ Note: the pool process may be replicated at the building level using the exact same protocols as above. The same interview questions and writing assessment must be administered in the same time allotment to ensure defensible hiring practices.

**School-level Interview for Pool Eligible Candidates**

- ☐ School reviews/selects pool candidates for interviewing (using the online application system).
- ☐ School selects interview team.
- ☐ School schedules interviews in R&H/phone/email
- ☐ Interview team develops building/program specific questions for interview.

**Hiring of Teachers with Location to Be Determined (TBD)**

- ☐ Each spring human resources will offer a limited number of contracts to strong certificated candidates as defined by pool interviews and references. These select few candidates are available to schools/programs after the transfer process is completed.

## ***Pre-Advertising***

It is the responsibility of the school or department that has a vacancy to initiate the necessary personnel action form (PAF) to fill the open position. When a position is declared open, the following procedures should be followed:

- When there is an opening due to resignation, retirement, transfer, leave of absence or new position, the department or school must complete a personnel action form.
- When the PAF is completed and signed by the appropriate administrator/supervisor, it should be forwarded to the human resources department for processing.
- Any specific criteria for the position should be listed on the PAF or an attachment, so that the required and desirable qualifications can also be included in the job advertisement. Since job criteria are very important and may change due to location or specifics of the position, do not rely strictly on the general information listed in the job description. Specific criteria will allow the administrator/supervisor or principal to list specific duties, responsibilities and requirements of the position and more carefully identify the best-qualified candidate.
- Any special instructions for advertisement distribution, such as newspaper advertisement or special locations distribution, should also be included on the PAF. Human resources determines the extent of advertising and recruiting. *Please note: outside advertising may be at the expense of the building/department.*
- If a position changes after the original PAF is submitted, i.e., 1.0 English changed to .8 English and .2 CE, a new PAF is required and the position will be reposted.

## ***Posting/Advertisement***

When the human resources department receives the completed personnel action form, the position will be posted/advertised consistent with the appropriate collective bargaining agreement. The length of the posting/advertising period depends on the collective bargaining agreement involved and the time of the school year.

Postings/advertisements will contain the closing date. NO screening or interviewing should take place before the closing date without prior approval from the appropriate director of human resources (certificated or classified) or the assistant superintendent of human resources.

## ***Posting Timelines At-A-Glance***

The length of the posting/advertising period depends on the collective bargaining agreement involved and the time of year.

### **Certificated**

Positions will be posted on Tuesdays and close on Sunday at 4 pm.

#### **EEA Requirements**

*October 1 through July 9* – Positions that become open during this period shall be simultaneously posted internally and externally for transfer requests for at least five (5) days.

*July 10 through September 30* – Positions that become open during this period are not required to be posted.

### **Classified**

Positions will be posted on Thursdays and typically are open for seven business days.

#### **EAP (Paraeducators & Paraeducators/Specialists)**

Position openings will be posted for a minimum of seven business days.

#### **EAEOP (Office Personnel)**

Position openings will be posted for a minimum of seven business days.

#### **PNWRCC (Trades)**

Typically, positions will be posted for a minimum of seven business days.

#### **SEIU (Custodians, Food Service, Grounds, Technicians)**

Position openings will be posted for a minimum of five workdays prior to filling.

#### **ELNA (Nurses)**

Position openings will be posted for a minimum of three workdays.

#### **ECEA (Coaches/Extracurricular)**

Position openings will be posted not less than one week prior to filling the position.

*Two weeks prior to starting date of the extracurricular activity* – Positions that become vacant within two weeks prior to the starting date of the extracurricular activity or which become vacant after the extracurricular program has started for the current school year are not required to be posted.

### **Non-Represented**

Positions are typically posted for seven business days.

## ***EEA Assignment and Transfer***

### SECTION 5.11 - ASSIGNMENT AND TRANSFER (per CBA expiring 8/31/20)

#### A. Definitions

For the purposes of this Section, the terms below shall be defined as follows:

1. Transfer - A "transfer" shall mean moving of an employee from one (1) building/program to another, except when an employee is assigned to a program that changes location and the employee moves with the program.
2. Voluntary Transfer - A "voluntary transfer" shall mean an employee-requested transfer.
3. Administrative Transfer - An "administrative transfer" may be initiated by the District due to an extraordinary and extreme disruption of the school's working environment caused solely by an employee. The specific and full reasons for such a transfer shall be provided to the employee and Association President prior to the assignment to another school in order to provide an opportunity for discussion and problem-solving before the transfer happens.
4. Surplus - A "surplus" shall mean any staffing exceeding the needs of a building or program as determined by the District. For example, an employee with a .700 FTE, the District may assign .400 FTE of his/her time in his/her current building and transfer .300 FTE to another building/program. This also included the case of when a program is closed or eliminated by the District.
5. Unassigned Employee - An "unassigned employee" shall mean any employee displaced from a particular building/program and any employee volunteering to transfer in response to a surplus at a particular building/program.
6. Assignment - An "assignment" shall mean the placement of an employee in a particular grade level, subject area or specialty area.
7. Reassignment - A "reassignment" shall mean a change in an employee's assignment. A reassignment may or may not involve a transfer, depending on whether the reassignment is to a different building/program.
8. Open Position or Opening - An "open position" shall mean any vacant or new position the District intends to fill through hire or voluntary transfer.

#### B. General Provisions

1. The District will endeavor to fill positions through the voluntary process, but it is understood that all reassignments and transfers are made at the sole discretion of the District and shall be in accordance with the provisions and criteria of this Section 5.11.
2. All employees shall be subject to transfer, assignment, and reassignment of duties by the Superintendent. To assure the pupils are assigned to employees working within their areas of competence, the administration will make a reasonable effort to assign employees to subjects, grades and/or classes covered by their certification/endorsement(s).
3. In the determination of reassignments and transfers, the needs of the District, as well as the desires of the employee, shall be considered.

4. During the school year, to avoid disruption of the educational program, letters of interest for openings shall only be considered with approval from the Assistant Superintendent of Human Resources.
5. The procedures in this Section shall not apply to employees on non-continuing contracts.
6. The District will have an early Special Education transfer window in January. After this transfer window, the District may hire special education teachers and specialists (e.g., SLP, OT, PT, school psychologists) before considering transfer requests under Section D.4 below.

C. Assignments Within Current Building/Program

1. The building principal and/or program manager shall assign employees within a building and/or program to a grade level, subjects(s) and/or specialty area, consistent with the employee's endorsement(s).
2. Requests for a change in assignment within a building and/or program are to be submitted to the building principal and/or program manager between March 1 and April 1 of each year. Assignments that offer additional compensation from outside third parties (i.e.: College in the High School) shall be publicized to all staff.
3. When changes in employee's assignments are made for the ensuing school years, the employee shall be notified as early as possible, but no later than the last day of the current school year. This does not preclude changes in assignments after this date. Elementary general education classroom teachers shall not be involuntarily reassigned more than two (2) times over five (5) years (not including split grade-level classes formed from a teacher's current assignment. Upon request, an employee shall be provided specific reasons, in writing, why a requested assignment was denied, why an employee was given an involuntary reassignment, or did not receive a continuing contract.
4. If a prospective change of assignment within a program also involves a change of buildings, the employee(s) affected shall have at least five workdays to notify the District, in writing, based on their interest and qualifications, what buildings/assignments are preferred. Employees may list up to six (6) building/assignment preferences as well as any buildings/assignments the employee would not prefer. The numerically ranked preferences will be considered by the District in determining the assignment of the employees.
5. The term "program" in this section shall mean the Special Services Department (by specific categories of teachers, school psychologists, SLPs and OT/PTs), Highly Capable and ELL programs. By March 1 each year, the anticipated classroom programs and locations, and projected itinerant FTE counts for buildings will be communicated to Special Services staff.
6. When a school's student service category is equal to or anticipated to be greater than the current year, the current employee(s) in the category assigned to the school shall, at his/her option, continue to be assigned at the same school for the following school year. The employee may accept a lesser FTE assignment at the current school and the balance of his/her assignment may be located at another school. When two (2) or more employees share the school's student service category and the total student service category is reduced for a succeeding year, the District will consult with the potentially



affected employees to consider the interests of the employee(s) and jointly determine the best possible alternative assignment. The first objective shall be to maintain consistency and continuity of services by assigning at least one of the affected employees at his/her current school.

7. All employees shall have an equal opportunity to promote their program.

D. Criteria for Transfer - Voluntary or as Unassigned Staff

1. All transfers will be based on qualifications for the position. Qualifications include having appropriate certification and may include, as determined by the District, such other criteria as:
  - a. having appropriate training;
  - b. having prior successful experience in a similar position;
  - c. having the ability to meet other program needs including but not limited to multi-age instruction, looping, inclusion and the ability to work with special education students, team teaching, interdisciplinary instruction, and assuming responsibilities for extra-curricular positions represented by the EEA under this Agreement;
  - d. endorsement(s); and
  - e. length of service with the District.
2. Employees on probationary status in accordance with Article 10 will not be considered for transfer, unless otherwise agreed to by the District and Association. Teachers in their first five years teaching with a final cumulative evaluation score of 'Basic' shall be considered for any position for which they are qualified.
3. A transferred or unassigned employee may request to transfer the year following their transfer.
4. Voluntary Transfers
  - a. Each year prior to March 1, the District shall solicit interest and preferences for voluntary transfers from all employees.
  - b. Employees seeking a voluntary transfer for the following school year shall submit a transfer request in response to an internal or external posting.
  - c. Any employee submitting a Transfer Request shall be considered by the building/program administrator making the transfer/hiring decision. No person from outside the District shall be hired unless it has been determined that no current employee who has submitted a transfer request is qualified by certification, endorsement, two most recent years of satisfactory evaluations (or, for classroom teachers, a final summative score of Proficient or Distinguished on a comprehensive evaluation, unless otherwise agreed to by the District and Association), and has not been granted a transfer the previous school year. The District may unilaterally decline up to five (5) voluntary transfers per school year. A list of affected employees shall be provided to the Association on an ongoing basis. Additionally, employees unilaterally declined a voluntary

transfer due to the exemption, shall be provide specific reasons, in writing, why the transfer was declined.

- d. Positions filled after the start of the school year are subject to Section B.4 above.
- e. The Human Resources Department will notify employees who are granted a transfer in writing.
- f. The Human Resource Department will notify, in writing, employees who are not granted their requested transfer. Upon the request of the employee, he/she will be informed of the reason(s).
- g. Employees with at least 0.5 FTE are allowed to transfer to a position with a greater FTE under the provisions in paragraph c above,

#### 5. Unassigned Staff

- a. The District shall notify the Association when it determines that a potential surplus of staffing exists for a building or program. The District also shall notify the Association when an employee is identified as being unassigned. After the District determines a potential surplus of staffing exists for a building or program, the principal/program manager shall consult with the employees in that building/program to determine whether anyone is interested in a transfer as unassigned staff. Though the District shall consider any such interest, the decision as to accepting the employee's voluntary designation as an unassigned staff member belongs to the District.

Consultation during summer months when school is not in session will be by e-mail notification to employees of the school/program in order for any employee to express interest in a transfer as surplus staff.

- b. Unassigned employees subject to transfer the following school year shall have five workdays to notify the District, in writing, based on their interest and qualifications, what buildings/programs and assignments are preferred. The unassigned employee shall be informed of any known open positions at the time of his/her final designation as unassigned.
- c. Employee transfer preferences shall be limited to six buildings/programs and two assignments per building/program. The numerically ranked preferences will be considered by the District in determining the transfer assignment of the employee.
- d. The transfer application will also contain an area to indicate schools/buildings that the employee would not voluntarily transfer to, and the District will in good faith endeavor to honor that information when making its decision.
- e. If there are two or more qualified and interested unassigned employees for the same position, the District will assign the employee with the greater length of service with the District. An employee with twenty (20) or more years of service in the Everett School District at one instructional level (K-5, 6-8, 9-12) may decline an assignment to another level.
- f. The District will make a good faith effort to work with Principals to surface their openings as soon as possible and will attempt to confirm to the employees (in

writing) all placements completed prior to May 15 before the end of the school year.

- g. Employees transferred as unassigned staff, who are assigned to a school of preference, shall remain at that school through the following school year, unless there is an opportunity, consistent with the employee's certification, to return to their previously assigned building/program prior to the first work day of the unassigned transfer school year.
- h. Unassigned employees will be given priority consideration for three (3) years to return to their previously assigned position, if the position becomes open; provided the return can be accomplished at the beginning of a school term. These employees may also elect to voluntarily transfer to another school/building following their unassigned year.
- i. An employee will not be involuntarily unassigned and subsequently transferred more than once during the same school year and will not be involuntarily unassigned two consecutive school years.
- i. If it is no longer necessary to unassign an employee who has received notice of unassignment, it shall be the employee's choice to maintain the new assignment or return to their prior assignment.

#### E. Transfer Notice

For an employee voluntarily, or via unassigned status, or administratively transferred during a school year, he/she shall receive at least four (4) days verbal notice before reporting to a new building/program. In any case, the verbal notice shall be followed by a written notice confirming the transfer assignment. The employee, at his/her option, may waive the above notice requirements.

#### F. Posting of Open Positions

- 1. All open positions shall be posted internally and externally for at least five (5) days. Position postings shall be available on the District website and in a district-wide e-mail conference folder. An electronic copy will also be sent to the Association President. For posted positions any employee with the appropriate endorsement (except those previously surplus transferred) may apply for a voluntary transfer.
- 2. The posting requirement contained herein shall not be required for any position (a) to be filled by individuals in the layoff employment pool, (b) through an internal building/program reassignment, (c) for a leave replacement, or (d) that becomes open on or after July 10<sup>th</sup> through the end of September.

#### G. Assistance in Moving Materials and Preparing for New Assignments

- 1. Upon request, all transferred employees and employees changing teaching locations within a school that has been remodeled or subject to construction will receive assistance from the District in moving instructional materials. However, all personal items, including furniture and major appliances are the employee's personal responsibility to move and will not be moved by District moving crews. The move will be accomplished so that such materials are available at the new assignment location at least one (1) full working day prior to the new assignment.

2. All employees transferred to a different school during a school year shall be offered at least two (2) release days to prepare for the new assignment. At employee discretion, these days can be taken as paid days at the substitute rate of pay.
3. All employees transferred to a different school between school years shall be offered at least one (1) day at per diem pay to prepare for the new assignment.
4. All employees changing their instructional location within a school during the school year or between school years due to the site's undergoing construction or remodeling shall be provided one (1) day released time or, at the employee's option, three (3) hours pay at per diem rate to prepare for his/her instruction at the new location.
5. All employees changing at least .5 FTE of their assignment or instructional location within a school after their first work day shall be provided one (1) day released time or, at the employee's option, three (3) hours pay at per diem rate to prepare for his/her assignment.
6. All employees notified of a change in their instructional location within a school after June 1 shall, at the employee's option, be provided one day release or a paid day at the substitute rate of pay. This language is in addition to other provisions of the CBA.
7. Employees will be provided sufficient boxes to pack all District-owned materials utilized in the instruction of students. Additionally, District-owned furniture will be moved for employees changing instructional location within a school.

#### H. Intra-District Voluntary Staff Exchange

1. With approval by both staff members and their administrators, two (2) staff members may exchange job positions for one (1) full school year. Such exchanges are temporary and each staff member will be placed at the staff member's original school for the following year's staffing.
2. After the year, if all four (4) parties agree, the transfers can become permanent placements, subject to all of the other transfer and assignment language of this Section 5.11 with the understanding the year of the initial exchange does not count as a transfer.

#### I. Shared Contracts

1. Shared contracts are defined as 1.0 FTE elementary general education classroom positions with two teachers assigned to one position. Shared contracts may occur either as a result of District staffing or when a written staff proposal has been approved by the supervising administrator. The terms and responsibilities of a shared contract assignment (including but not limited to the individuals involved, workdays, meetings, involvement in professional development, overload pay) shall be divided according to an annual plan developed by employees and approved by the District.
2. Certificated employees sharing a full-time contracted position shall share pro rata in one (1) leave and insurance benefit package as provided in the Collective Bargaining Agreement. Certificated employees sharing one (1) full-time contracted position may choose to each access a pro-rated portion of a health care allocation, as determined by their individual FTE (e.g. 0.5 FTE employee to receive 50% of the allocation). This Section I will reopen upon the request of the District or Association if the transition to the State Employee Benefits Board (SEBB) requires the funding of more than a 1.0 FTE benefits package for employees sharing one contracted position.

3. Shared contract employees may substitute for one another at the substitute rate of pay.
4. Employees proposing a shared contract assignment must have a plan in place no later than June 1 of the preceding school year. In the event that an employee proposed plan is not in place by June 1, the existing shared contract employee must decide to (a) work full-time if the employee holds a 1.0 entitlement, (b) take leave, (c) accept partial or full reassignment, or (d) resign from employment. In the event one shared contract partner is released from contract after July 1, the remaining partner will have ten (10) calendar days, but no later than August 10, to find a new acceptable shared contract partner before the existing shared contract employee must choose one of the four (4) options above.

I. Staffing for New Schools and Worksites

The District and the Association both strive for a clear, fair and transparent process to staff a new school or worksite. Procedures for staffing the new school or worksite shall be jointly developed in a shared leadership process and published to all staff. Both the District and the Association also strive to minimize disruptions to the current educational program by maximizing voluntary transfers and limiting involuntary transfers to the greatest extent possible.

## ***Retire / Rehire Policy***

### **Human Resources Hiring of Retired School Employees**

The district shall recruit, select and employ the best-qualified individuals as employees. The district may employ persons retired from the Teachers' Retirement System (TRS), the School Employees' Retirement System (SERS) or the Public Employees' Retirement System (PERS). A retired employee shall only be rehired pursuant to district policy. See District Policy 5131. All retirees are required to have a break in service before returning to active employment and the district may not promise future employment before retirement. The maximum number of hours that retirees are allowed to work before affecting their retirement benefit is determined by the Department of Retirement Systems (DRS).

## ***Screening***

The screening process is a very important part of the selection process. Candidates to be interviewed must be selected on the basis of how closely they meet the criteria established by the administrator/supervisor in the job description and job posting/advertisement.

- If an assessment/test needs to be administered for an administrative or certificated pool candidate, that function will be conducted by the human resources department or by the school/department with technical assistance/review by the human resources department. For all other positions, assessments/tests will be based on the qualifications stated in the job description and job posting/advertisement.
- Prior to beginning the screening process, the confidentiality and ethics form must be discussed and signed before the team begins the process.
- The administrator/supervisor/team must consider all applicants forwarded for the position by examining application forms, letters of interest, Frontline fit scores, other application materials and/or credentials and personnel files for district applicants. Qualifications, training and affirmative action goals must all be considered during the process.
- In the screening process, the criteria used must be applied consistently to each applicant. This is the cornerstone of defensible hiring practices.
- When the position closes, print the comprehensive list of candidates with complete applications through in Frontline Recruiting & Hiring "Candidate List for Screener" for each job you are screening. This will contain the names you'll transfer to the 'certificated or classified screening sheet'. Each candidate must be screened using identical criteria recorded on the screening sheet.
- For each applicant not interviewed, an appropriate reason for screening out the applicant must be given in writing on the screening sheet.
- The administrator/supervisor must indicate on the screening score tally sheet all applicants who are to be interviewed.

# ***Interview***

The goal of the 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 duties and responsibilities.

Preparing for the interview is as important as the interview itself. It is necessary to:

- Know the job.
- Review all major duties and responsibilities of the job.
- List the minimum qualifications needed to perform the duties of the position.
- Plan each phase of the interview.
- Preview the applicants' written information.
- Establish a series of questions in writing including indicators or "look fors"; a copy of the interview questions, without the indicators, is to be given to the candidate during the interview.
- Provide for a private and comfortable place for the interview.
- Avoid interruptions.

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

- The interview team must utilize standard interview questions on file with human resources. Questions may be developed by the administrator/supervisor/interview team for the specific position as an add-on or second interview opportunity.
- Questions should be thorough, cover all the criteria for the position, and should follow district guidelines and be reviewed by human resources.
- The same questions should be asked of each candidate interviewed.
- Each member of the interview team should complete a set of interview ratings on each applicant interviewed and sign the interview forms.
- Care should be taken to document the responses of each candidate accurately and to rate each candidate objectively.
- All selection material must be submitted to the human resources department for review and approval.

If an interview team is used, each candidate should be interviewed by the entire team and under similar conditions.

The administrator/supervisor may wish to have the finalist candidates perform job-related tasks that are required for the position, such as teach a class, prepare a lesson plan, type a report, etc.

The administrator/supervisor/team must maintain strict confidentiality regarding all information gathered during the hiring process, including both screening and interviewing.

**A candidate should not be given assurance that they have been selected for the position after the interview.**

Please remember that all recommendations need to be reviewed and authorized by the human resources department before an offer is made to the applicant.

## ***Instructions to Interviewers***

The purpose of a job interview is to obtain appropriate information about the background qualifications and other personal qualities of an applicant in relation to the requirements of a specific job. State and federal law make it unlawful to make any inquiry of a job applicant with regard to race, color, national origin, creed, religion, sex, sexual orientation including gender expression or identity, marital status, age, honorably discharged veteran or military status, the presence of any sensory, mental, or physical disability, or the use of a trained dog guide or service animal by a person with a disability.

It is unlawful to make any pre-employment inquiries about a disability or about the nature or severity of a disability. The prohibition is necessary to assure that qualified candidates are not screened out because of their disability before their actual ability to do a job is evaluated.

The way to obtain appropriate information from a job applicant without violating this prohibition is to focus on the applicant's individual ability to do the particular job.

You may ask questions to determine whether an applicant can perform certain job functions. The questions should focus on the applicant's ability, not disability. Attach a job description to the application form or describe the functions of the job. It is extremely important that all job interviews be conducted in a nondiscriminatory manner. Please review these questions carefully.

Questions that MAY be asked during an interview:

- Are you able to perform these tasks with or without an accommodation?
- Where an applicant has an obvious disability, and the employer has a reasonable belief that s/he will need a reasonable accommodation to perform specific job functions, the employer may ask (1) whether the applicant needs a reasonable accommodation and, (2) if so, what type of accommodation. These same two questions may be asked when an individual voluntarily discloses a nonvisible disability or voluntarily tells the employer that s/he will need a reasonable accommodation to perform a job.
- You may also tell a job applicant about the district's attendance requirements and ask if he/she will be able to meet those requirements.

Examples of questions that MAY NOT be asked during an interview:

- Are there any health-related reasons you may not be able to perform the job for which you are applying?
- Have you ever had or been treated for any condition or disease?
- Have you ever been hospitalized? If so, for what condition?
- How many days were you absent from work because of illness last year?
- Do you have any physical defects that preclude you from performing certain kinds of work?
- Do you have any impairment that may affect your performance in this job?
- Are you taking any prescribed drugs?
- Have you ever been treated for drug addiction or alcoholism?
- Have you ever filed for worker's compensation insurance?
- Do you plan to have a family? Are you pregnant?
- How old are you?



## ***Reference Checks***

Since former work experience is valid criteria for future employment, reference checks must be made by the administrator/supervisor for the top candidate(s).

The telephone reference check form provides a guide for the reference checks and must be completed on the top candidate(s).

### **Teacher & Other Non-Supervisory Certificated Staff**

Out-of-district = Two certificated telephone reference checks of former supervisors

Non-continuing teachers=One certificated reference check of a former supervisor  
(Unless currently in your building, department and/or program)

### **Classified Staff**

Out-of-district = Two classified telephone reference checks of former supervisors

In-district = One classified reference check of a former supervisor  
(Unless currently in your building, department and/or program)

See Appendix A for telephone reference tips.

## ***Frontline Recruiting & Hiring Workflow***

1. Submit PAF to HR identifying vacancies
2. Position is posted in Frontline Recruiting & Hiring (R & H)
3. Screen applicants
  - a. Create the candidate list for screening and upload in R & H
  - b. Complete rubric & screening form for each applicant (**R & H forms 1-A or 1-B**)
  - c. Complete screening tally sheet (**R & H Form 2-A**)
4. Create an interview series in R & H (optional) to invite candidate or call applicants and invite to interview
  - a. Complete interview tally sheet (**R & H Form 2-B**)
  - b. Upload scanned copy of interview questionnaires and assessment materials
5. Complete telephone reference checks (**R & H Form 3-A-D**)
6. Complete hiring recommendation form (**R & H Form 4-A-D**)
  - a. Hiring administrator submits this form
  - b. Employment specialist will approve recommendation and forward to HR director
  - c. HR director will approve or deny recommendation
  - d. If approved, you will receive an email with “okay to offer” for the position. A link to continue the hiring recommendation form will be included in this email.
  - e. Call applicant to offer position
  - f. Return to the hiring recommendation form, specify that the applicant has accepted or denied the position, enter anticipated start date.
  - g. Employment specialist finalizes your recommendation and will contact the applicant for next steps in process.

## ***The Hiring and Placement Process***

The human resources department will review the hiring recommendation form and all supporting data provided by the administrator/supervisor.

The human resources department will contact the administrator/supervisor regarding whether the recommendation is approved and appropriate notification of the successful candidate.

After the selection process has been finalized, unsuccessful applicants must be notified. The administrator/supervisor will notify unsuccessful candidates who have been interviewed. The human resources department will send an official communication to each candidate who was not interviewed.

The human resources department will be responsible for submitting the name of the person selected to the school board for approval.

**The school board is the official hiring agent for Everett Public Schools. A person is not hired until approved for hire by the board. The board may choose not to approve a recommendation for hire.**

#### ***WHY*** do we conduct reference checks?

Checking references is one of the best ways to establish fitness for the position and is one of the best defenses to a negligent hiring claim. The reference check is an important source in uncovering both positive and negative information about a recommended candidate. Positive statements may help confirm the hiring decision and assist in differentiating among candidates.

School districts have an obligation to protect children from potential harm. This obligation includes checking references to ensure their safety.

If you do not seek reference information, the district could be at risk legally. An employer may be held liable for actions of an employee, even if the employee's act was clearly outside the scope of his or her employment. The employer may be held liable in cases where the victim can establish that the employer did not take reasonable steps to investigate the employee's background and fitness before hiring.

#### ***WHERE*** can reference information be found?

One does not need to only contact the references the employee provides. Reaching out to other resources or looking at other parts of the application is completely acceptable. For example:

- References provided by applicant and listed on application.
- Past and current employers (if the applicant does not want the current employer notified, contact applicant to get permission to call).
- Request additional names of possible references from the listed references or current employers with whom you speak.
- If you know someone at the current employer, you may call them even though they are not listed as a reference.
- If applicant is a volunteer in the district, call principal(s) of school.
- If applicant is a substitute in the district, call the substitute office to determine recent job assignments and call administrator or secretary at those locations.
- Call the director of human resources in the district or organization for which they worked.

#### ***TIPS*** when conducting references:

- Two references must be completed, at least one from current or recent supervisor.
- Reference checks should be completed by an administrator.
- Introduce yourself to the reference, stating your name and position.
- Tell them whom you are calling about and why.

- Ask if this is a good time to talk to them.
- Briefly explain the position for which the candidate is being considered.
- Establish a rapport with the person.
- Tell him/her that you have a number of specific questions you would like to ask and explain the rating scale (1-5, 5 = high, 1 = low).
- Listen for hesitations when reference is answering the questions. If there is a hesitation, ask why. Follow up and probe when you feel there is a reluctance to discuss certain factors.
- Ask factual, job-related questions only.
- Do not lead or manipulate the question to get the answers you want.
- Record all responses accurately, in detail and legibly.
- Treat all reference information as strictly confidential.
- Information collected from a reference is never “off the record.”

If you are unable to make contact with references, contact the candidate to ask their assistance in getting additional contact information.

### ***HOW to handle resistance to providing information:***

Reference checks are becoming increasingly difficult as many organizations now have a policy of only confirming basic employment information, such as the start and end dates of a candidate’s employment, their last salary or wage, their reason for leaving and whether they are considered eligible for rehire. More and more companies are refusing to provide information about a candidate’s job performance, making reference checks more challenging to conduct than they were in the past.

One strategy to get more information is to politely acknowledge the company’s policy, confirm that you too are careful when providing references, but indicate when working in a school district, we want to ensure our students are safe and employees are appropriate. Tell them without being able to confirm details about the candidate, it may hurt the applicant’s chances of being offered a position. Even if the reference continues to hesitate in providing detailed information, if there were no issues, they will likely indicate everything was okay, even though they won’t discuss details. If you don’t hear some kind of positive statement once you explain the candidate might not get the job without it, you should consider whether there is a negative reference hidden behind the ‘no comment’ curtain. You could also ask whether the employer entered an agreement with the applicant that limits what the employer may say to others about the applicant.

Another way is to offer observations about the candidate and listen for comments and confirmation, as opposed to simply asking questions. For example, you may say, “in our interview, we felt <the candidate> would be strong at <specific skill, task, competency>, would you agree?” Through using a few of these, you will be able to confirm some of your thoughts and opinions and clarify at least some questions that you may have had about the candidate. You may also succeed in getting the reference to open up and volunteer more information.

Listening for subtle verbal clues and the tone of voice of a hesitant reference can provide great insight into whether the person is simply sticking to company policy or avoiding negative feedback.



## Appendix B Long-term Certificated Substitutes Process Checklist

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EEA Collective Bargaining Agreement Section 12.01 - Substitutes Represented by Association

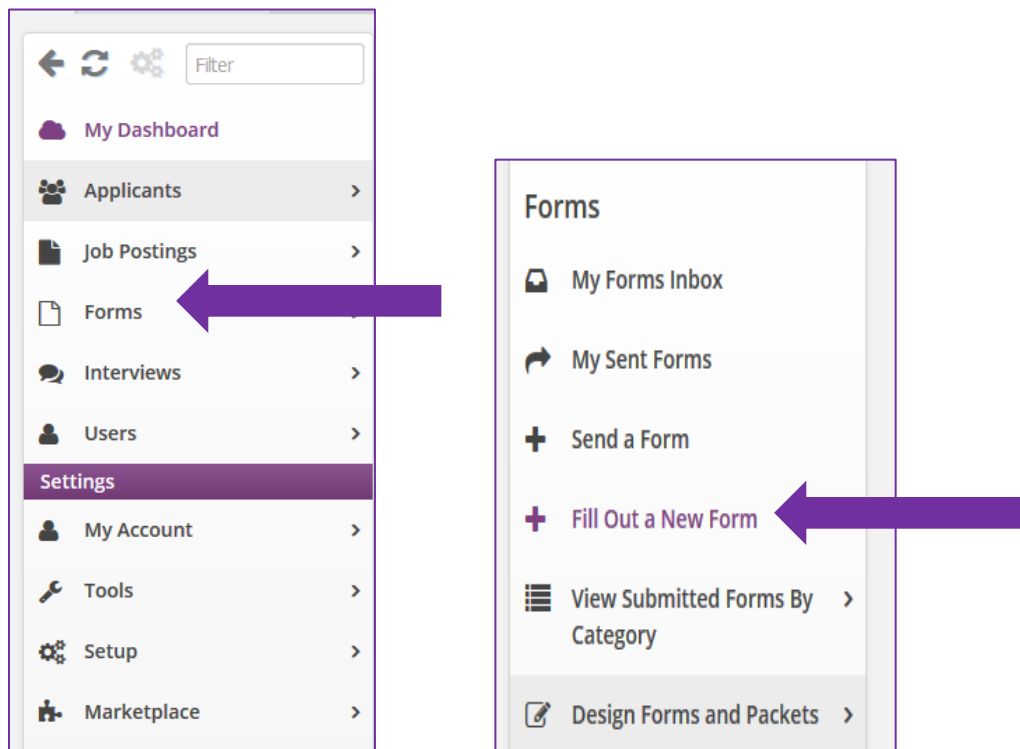
*B. Long-term substitute certificated employees shall be defined as:*

- 1. Substitute certificated employees employed by the District in one (1) teaching assignment for a period in excess of twenty (20) consecutive work days until completion of that long-term assignment; or,*
- 2. Substitute certificated employees employed by the District to replace a regular certificated employee when, at the start of the assignment or during the first twenty (20) consecutive work days in the assignment, it is clear to the District (because of the nature of the regular employee's leave such as, but not limited to a maternity leave, major operation, or other approved leave) that the absence of the regular certificated employee will continue for more than twenty (20) consecutive work days from the first day that the substitute certificated employee is assigned to the position until completion of the long-term assignment.*

### **Process Checklist:**

- ☐ Need for vacancy identified. Employee submits leave of absence request form and supporting documents to benefits desk or vacancy is identified by building administrator.
- ☐ Leave of absence approved by HR Talent, Acquisition & Retention Director
- ☐ Principal contacts HR Talent, Acquisition & Retention Director to discuss replacement needs
- ☐ HR Talent, Acquisition & Retention Director requests list of qualified substitutes from substitute coordinator
- ☐ HR Talent, Acquisition & Retention Director reviews list of qualified substitutes and provides list to principal
- ☐ Principal interviews qualified candidate(s) using long-term certificated substitute interview questions
- ☐ Principal completes 2 reference checks on recommended candidate
- ☐ Principal submits hiring recommendation form and hiring materials to HR Talent, Acquisition & Retention Director

Most forms referred to in this document are in Frontlines Recruiting & Hiring



### Fill Out a New Form

- ☐ 1-A: Rubric & Screening Form - Certificated (including Substitutes)
- ☐ 1-B: Rubric & Screening Form - Classified
- ☐ 1-C: Principal/Administrator Screening Form
- ☐ 2-A: Screening Tally Sheet
- ☐ 2-B: Interview Tally Sheet
- ☐ 4-A: EPS Telephone Reference Check - Certificated
- ☐ 4-B: EPS Telephone Reference Check - Classified
- ☐ 4-C: EPS Telephone Reference Check - Administrative
- ☐ Upload Paper Telephone Reference Survey

All forms referred to in this document are also located in Docushare:

Location: [Home](#) » [Everett Public Schools Documents](#) » [Departments](#) » [Human Resources](#) » [Staffing forms Listing](#)

Whom to call?

Employment questions:

- Linda Conti, x4113
- Shawnacy Smith, x4112

Frontline System questions:

- Ingrid Stafford, x4114
- Susan McCoard, x4127
- Linda Conti, x4113
- Shawnacy Smith, x4112

Administrative and hiring help:

- Randi Seaberg, Director of Human Resources Talent Acquisition, Recruitment and Retention, x4104
- Mary O'Brien, Director of Human Resources, Certificated Staff, x4106
- Mandy Benson, Director of Human Resources, Classified Staff, x4129
- Debbie Kovacs, Assistant Superintendent of Human Resources, Equity and Access, x4103