

Addendum: Fall 2015- Codify the Hiring Practices for K-12 Teachers

The purpose of the DLT subcommittee (Fall, 2015) was to suggest additional ideas to ensure consistency in the K-12 Staff Interview Process. The sub-committee suggests the following items be reviewed by district administration and the RHFA, and when finalized incorporated into the current RHCS D Faculty Hiring Protocol.

Mission: It is the mission of the Red Hook Central School District to hire the best-qualified person for each position in the district. Successful candidates will exhibit qualities that underscore district goals. Finding the best candidate for a position is critical to the success of a school organization.

Introduction: In *Good to Great* (HarperCollins, 2001), author Jim Collins includes a chapter about the leader's role in getting "the right people on the bus" and in the right seats on the bus before figuring out the best path to greatness. It's a path that Collins says is particularly relevant to education, which is "perhaps the single-most important sector that must be great, if we hope to have a great society."

In an effort to get the very best staff "on the bus," the hiring process for the Red Hook Central School District should begin with clarity of goals. A dialogue must occur among Board members, the Superintendent, the administrative team and District Coordinators/Department Chairs (or grade level faculty representatives) on the needs of the district and the desired qualifications. The following are step-by-step procedures in the hiring process.

Establish Need: The need for new staff will be determined by the Board of Education. A description of the necessary and desired qualities of the applicants will be developed by the Board in consultation with representatives of faculties, administrators, and shared decision-making teams. When the need arises for additional teachers, teacher aides, and substitute teachers, the building administrators and/or program directors will present a brief proposal to the Superintendent who, in turn, will make a recommendation (for or against) to the members of the Board of Education.

Recruitment/Job Posting: In addition to the current postings of new positions on the website, in the Main Office of each building, the BOCES recruitment site and newspapers when needed, we are suggesting sending out the hiring notification through the global distribution list to all staff members. Using the global distribution list will allow the district to notify all staff members throughout the year, and give them an opportunity to apply for an internal transfer, recruit candidates and volunteer to be on the interview committee.

Screening of Possible Candidates: Screening candidates can be an extensive process that may vary according to the position posted. The number of applications and specific skillsets are only two of the variables to be considered when screening resumes.

- Staff members and department chairs are encouraged to share their input on the job criteria with the building administrator.
- Department chairs or grade level leads are encouraged to gather input from colleagues on new hire criteria to share with administrators.

Interview Committee Make up: Past practice for hiring staff members has been to ask BLT members to serve on interview committees. However, at times, the vacant position may not align with committee members' skillsets and/or BLT members are not available to participate. In this situation a building administrator may use but are not limited to some of the resources below:

- A building administrator can ask staff members that have shown an interest and/or have the prerequisite subject/grade level skills.
- Since all staff members will be notified of the position through email, all staff members will have the opportunity to serve on the committee and/or give input in the process.
- Department chairs can be asked to be on the committee and are encouraged to give their personal insight into the needs of their department.
- Overall, in the event that BLT members do not have the requisite skills or experience for the position being posted, administration will make effort to recruit department chairs and grade/subject representation to serve on the hiring committee.

Interview process: Consistency in interviewing is important to minimize bias. The following items are to be considered, but not limited to, when recruiting an interview committee:

- Staff members on the committee must be available for all days of the interview process.
- Committee members can suggest to the building administrator possible questions to ask the candidate. It is preferable that this input and discussion is given prior to the day of the interviews.
- Questions asked by the committee must be the same for each candidate. However, extension questions can be used to clarify a candidates' response.
- Committee members should be aware of the appropriate interview protocol. Therefore, an **Interview Training document** will be created by the Assistant to the Superintendent for Curriculum and Instruction and made available on the district website (staff only). Interview chairpersons should make committee members aware of the document through staff access or by emailing the document to committee members prior to interviewing. The document will be in the form of a PowerPoint.
- In order to be better prepared for the interviews, candidate resumes will be available for review prior to the day of the interview. Due to confidentiality, they must be reviewed and kept in the administrator's office. If available, they can also be posted on a district secure site for committee member review.

Selection Process: The interview committee will choose two or more semi-final applicants to be sent to the Superintendent for a final interview. Reference checks should be completed by the building administrator prior to the Superintendent's interview. In addition to the references provided by the applicant, several other references will be sought.

Fingerprinting: All successful candidates will make arrangements to be fingerprinted in the personnel office or to complete "previously fingerprinted" paperwork. All Board of Education appointments will be made contingent on obtaining clearance.