Recruitment and Hiring Procedures for Administrative Staff

ROSE TREE MEDIA SCHOOL DISTRICT

Recruitment and Hiring Procedures for Administrative Staff

The Rose Tree Media School District is an Equal Opportunity Employer and educational institution which does not discriminate in its educational programs, activities or employment practices on the basis of race, color, national origin, gender, age, religion, ancestry, disability or other legally protected classification. This policy is in accordance with state and federal laws, including Title VI of the Civil Rights Act of 1964; Title IX of the Educational Amendments of 1972; Section 504 of the Rehabilitation Act of 1973; the Age Discrimination Act of 1975; and the Americans with Disabilities Act of 1990.

This document outlines the procedures to follow when recruiting and hiring Administrative Staff:

1. Rose Tree Media School District has a rigorous and lengthy hiring process. The District is very careful and thoughtful in the selection process.

2. Recruiting will be conducted in order to locate candidates from a wide range of geographic, educational, ethnic, racial, social, religious and economic backgrounds.

3. This District will not accept unsolicited applications through the mail.

4. When recruiting, the District administration will comply with all District approved board policies not limited to policy number 304.

Job Description

1. When the incumbent resigns or retires, the Director of Human Resources and the hiring administrator will review the job description. If revisions are necessary, the job description is updated to reflect the new responsibilities. The Office of Human Resources makes the changes to the job description.

Advertising of position openings

1. Internal announcement - After staffing needs are determined, a vacant position will be announced internally for a period of twenty calendar days. The posting will be placed on the District Cable TV Channel and on the RTM Website and copies will be provided to all buildings.

2. External announcement – The announcement may be advertised outside the District through such media outlets as but not limited to, Penn Link, PSBA's School Leader News, PAREAP.net, college/university web sites, professional journals, newspapers, the District Cable TV Channel, and teacher job fairs. The appropriate response time for interested candidates will be set forth in the announcement as twenty calendar days.

3. The Office of Human Resources is responsible for announcements of all vacant positions. The Human Resources Secretary will prepare the internal posting and process it. The Director of Human Resources will prepare external postings and circulate them through the media outlets listed in paragraph two, above.

HR Doc Proc: #001

4. Referrals - In order to ensure that the District attracts a highly qualified pool of applicants, Administrators who have contacts within colleges and universities, such as deans, professors, or career placement officials should contact those individuals in order to seek referrals and recommendations of qualified candidates.

5. If the initial posting fails to attract a sufficient response, subsequent postings may be necessary.

Formal Application Packet

1. Internal applicants are required to submit a letter of interest and an updated resume. Internal applicants must submit their interest through the District's on-line application software program.

2. All external applicants are required to apply on-line through the District's application software program. They must submit a completed application packet. A complete application packet contains:

   For Administrative positions which require PA certification:
   a) letter of interest,
   b) resume,
   c) on-line application,
   d) copy of PA administrative/teaching certification,
   e) copy of Praxis test scores,
   f) college/university transcripts – undergraduate transcripts are required and if holding a graduate degree or have taken course work at the graduate level then those transcripts are required. If the applicant is hired, then official transcripts are required.
   g) copy of Act 34, Act 114, Act 151 clearances,
   h) three letters of recommendation.

   For non-certified Administrative positions:
   a) letter of interest,
   b) resume,
   c) on-line application,
   d) college/university transcripts – undergraduate transcripts (required) and graduate transcripts, if the person holds such a degree. Copies are acceptable. If the applicant is hired, then official transcripts are required.
   e) copy of Act 34, Act 114, Act 151 clearances,
   f) three letters of recommendation.

3. All applications must be completed before the initial screening occurs. If the application is not completed within the designated timeframe, said applicant will not be considered for employment with the District.

4. All applicants will receive an e-mail from the Office of Human Resources acknowledging receipt of the application packet.

HR Doc Proc: #001

Retention of the Application Packet
1. Retention of application materials –
   a) The District will retain an applicant's application for one year.
   b) If an applicant receives an interview, the District will retain the applicant's materials and interview notes for three years.
   c) The Office of Human Resources is responsible for record keeping.
   d) The hiring administrator must return all interviewing material to the Office of Human Resources so all documents from the interview can be retained in a central location.

Initial Application Screening of Professional Applications
1. Completed applications are screened to determine whether an interview will be offered.

2. The following criteria are required of all candidates for an administrative position in the District:

   a) Bachelor's degree,
   b) Active and valid Pennsylvania certification,
   c) Minimum undergraduate GPA of 3.0,
   d) Minimum graduate GPA of 3.0,
   e) Minimum On-line Interview Score of 70 – 80, dependent on area of certification,
   f) Record free Pennsylvania State Police Clearance, Pennsylvania Child Abuse Clearance and FBI Background Clearance

3. When a position becomes vacant whereas that vacancy has been filled by an acting administrator while the now departed administrator was on a leave of absence and that acting administrator has filled in successfully, the administration may alter the formalized interviewing process.
   - This will only be done on the occasion when the acting administrator who has been in that position or a similar position has performed at a high level.
   - In order for the formalized interviewing process to be altered, the acting administrator must have been through the District's recruitment and hiring practices before being hired as an acting administrator.
   - Additionally, the administration must have observed the acting administrator at least twice and those observations must be documented as satisfactory before the acting administrator is hired as a contracted or Act 93 employee.
   - This process will apply not withstanding contractual obligations.

HR Doc Proc: #001

The Interview Process

1. The hiring administrator will contact the applicants to inform them about the interview date, location, time and planned length of interview.

2. During the interview, the interview committee provides an overview of the assignment.

3. During the interview, the interview committee must assess the applicant's skills and ability for a specific assignment by asking a series of behavioral and situational questions.

4. The interview committee must allow the applicant a chance to ask questions of them so that the applicant can gather information about the position.

5. During the interview, the interview committee should look for characteristics of the applicant. Examples of these characteristics include, but are not limited to:
   a) Does the candidate speak clearly and distinctly and use well-chosen words when responding to questions.
   b) Did the candidate use good judgment in responding to the situational questions.
   c) Is the candidate a good fit for the position and the building.
   d) Did the candidate ask relevant questions.

6. The interview committee must conduct a business-like interview. The interview committee is courteous and allows the candidate to respond to questions without being hurried. The interview committee is punctual and each interview ends with a clear understanding of the next steps in the selection process. When discussing the next steps in the process, the interviewer is clear that he/she is not in a position to make an offer of employment.

First interview

1. Administrative interview – This interview committee will consist of administrative staff interviewing candidates for the position.
   A. Administrators who should participate
      1) On the secondary level, the following should be present:
         a. Building Principal
         b. Assistant Principal
         c. Central Office Administrator

      2) On the elementary level, the following should be present, if possible:
         a. Building Principals
         b. Central Office Administrator

      3) On the central office administrator level, the following should be present
         a. Superintendent
         b. Assistant Superintendent
         c. Director of Human Resources

HR Doc Proc: #001

d. Other Central Office administrators

2. The hiring administrator of the vacant position and the Director of Human Resources will work together to develop interview questions and evaluation criteria. Interview questions are informational, behavioral, situational, character and technical.
    a) Behavioral questions are the best indicators of how a person might react to a situation in the future. Well-constructed behavioral questions are an effective way to determine if the candidate possesses the skills required to do the job.
    b) Situational questions use a hypothetical situation to ask the candidate questions about that situation to see how the person would respond. These questions seek to test the candidate's thought processes and logical thinking.
    c) Character questions are designed to find out about a candidate's character. These questions are used to find out about the person's motivation, traits, honesty, leadership and goals.
    d) Technical questions are those questions which require the candidate to answer specific questions about a certain trade or field of work. These questions are used to measure the candidate's knowledge of the subject.

3. Each candidate who is interviewed must be evaluated using the Administrative Interview Evaluation Form. Before the interview, the hiring administrator and the Director of Human Resources will develop this form.

Writing Prompt

1. As part of the first interview, each candidate will provide a response to a writing prompt.

2. The hiring administrator scores the writing prompt. The scoring rubric is based on the Pennsylvania writing rubric. The candidate is presented with the writing prompt and given one-half hour to write his/her response.

3. The writing sample is written with the support of a computer.

4. The writing prompt is subject specific. Based on the scoring rubric, each candidate receives a score between one (1) and eight (8), with eight (8) being the highest score.

Constituent interview

1. This interview provides those employees who report to the vacant position a chance to interview the candidates. The hiring administrator and the Director of Human Resources will work together to develop interview questions and evaluation criteria.

2. The hiring administrator and the Director of Human Resources will select those employees who should participate in the constituent interview. The interview is conducted in the same manner as the first interview.

3. Prior to the interview, the constituents will receive a copy of the candidate's cover letter, resume, application and letters of recommendation so they can review the person's credentials.

Parental input
1. When interviewing for certain administrative positions, parents will be invited to meet with and ask questions of the candidates. After the interviews, parents will provide the administrative team with feedback on the candidates. Parents are selected by the administrators on the first interview committee.

Site Visits
1. Finalists for cabinet level positions, the hiring administrator and his/her team will visit the employer of the candidate in order to interview the candidates' coworkers and supervisor.

Superintendent interview
1. The Superintendent and/or the Director of Human Resources will interview the leading candidate for any administrative position so that the Superintendent or his/her designee can recommend the candidate to the Board of School Directors for employment.

2. The Superintendent reserves the right to decline a candidate after the final interview and to direct the interview committee to re-open the search.

Board of School Directors
1. The Board of School Directors will interview the following positions but not limited to: Assistant Superintendent, Director of Management Services, Director of Technology, Director of Pupil Services/Special Education and Building Principals.

2. The Superintendent and/or Director of Human Resources will develop the questions that the Board of School Directors will ask the candidates. Following the interview, the Superintendent and Director of Human Resources will debrief with the Board.

Checking references and what to do when checking references
1. The hiring administrator must, at a minimum, call three references for each candidate considered for a position.
    a) The references are to be conducted with an individual who has knowledge of the candidate's work history. Whenever possible, a principal for whom the candidate has worked or in whose building the candidate has student taught will be one of the references. When a building administrator is not available, the Human Resource Department of the district where the candidate has taught will be contacted for a reference.
    b) In no case will the person recommending hire serve as a reference.
    c) When speaking with the candidate's current supervisor, the reference checker must ask the supervisor if he/she would hire that person if he/she had the chance to do so again.
    d) Reference check forms will be completed for each reference conducted.

2. The hiring administrator will prepare a Personnel Transaction Form to recommend the candidate for hire. The hiring administrator will return all documentation to the

HR Doc Proc: #001

Office of Human Resources including but not limited to, references checks and application of employment.

Credential Check
1. The Director of Human Resources will complete a final credentialing check on the recommended candidate for hire. The Director will conduct a social media check, certification check (for certified administrative positions), Act 48/Act 45 credit check (for certified administrative positions), and a Megan's law check.

2. All three clearances must be current and included in the application packet before going before the Superintendent.

Offer of employment
1. The hiring administrator makes recommendations to hire.

2. The Superintendent or designee will make official offers of employment. If the candidate accepts the offer, the candidate's name is placed on the Board agenda for approval by the Board of School Directors.

3. A candidate is hired officially when the Board of School Directors vote to approve the recommendation.

Beginning employment
1. All pre-employment paperwork must be completed prior to the candidate starting work. When the paperwork has been completed, an Authorization to Begin Work will be sent to the hiring administrator.

2. The hiring administrator will contact the candidate and informs the person of his/her start date. The building principal notifies the office of Human Resources of the person's start date so accurate records can be maintained.

HR Doc Proc: #001