

*School Governance Team
Training for Personnel
Selection*



Selection of Personnel

- *"By definition, personnel selection is a decision-making process in which one individual is chosen over another one to fill a position on the basis of how well characteristics of the individual match the requirements of the position."*

William Castetter



Roles in the Selection Process

- The selection process by which applicants become employees involves the agreement of both superintendent and board of education.
- This shared decision-making responsibility is required for employment.
- The board **only** acts upon a recommendation of employment from the superintendent.



Roles in the Selection Process

- Leadership personnel along with input from School Governance Team (SGT) members often play a key role in interviewing, evaluating and assessing which applicants should be recommended for building principal positions. The superintendent seeks input from these sources in the selection process.
- Because the legal responsibility for hiring employees lies with the board and the superintendent, recommendations from staff and SGT members are considered but are non-binding.



Introduction

- The following information provided is designed to help you develop your interviewing skills, learn what you legally cannot ask and prepare you for the candidate interview situation.



Job Description

- Before the interview, read the the job description.

This will make you familiar with the requirements, qualifications and specific responsibilities of the job. It is important that you represent the position fairly and accurately to applicants. This will help the applicant understand what the position requires and help you match the right person to the job.



Before the Interview

- Before the interview, prepare by reading each application and/or resumé thoroughly so that you are familiar with each candidate's credentials and previous educational and work experiences.



Setting the Tone

- Once you have started the interview, the following suggestions can help make it successful:

Help make the applicant feel at ease. Introduce yourself. Be enthusiastic that the applicant is there.

Make the applicant aware of what you do and your role related to the position and the interview process.



Interview Questions

- During the interview session, the applicant's answers to your questions are a valuable source of information.
- Have a consistent interview format with structured questions.
- You should ask open-ended questions so that the answers given will determine which candidate is the "best fit" for the job.



Legal Overview - Avoid Discrimination

- The following slides are examples of questions that interviewers should not ask job applicants because they imply that you will discriminate based on applicants':
 - Sex
 - National origin or citizenship
 - Religion
 - Race or color
 - Age
 - Disability



Sex/Family Status

Topic: Sex/Family Status

Interviewers should not ask questions like these:

- Are you single/married/divorced?
- Do you have children?
- Do you have adequate child care?
- Are you planning to have a baby?
- Who are you living with?



Sex/Family Status

Topic: Sex/Family Status

Questions relating to sex/marital status shouldn't be asked in a job interview. Typically, interviewers ask only female applicants these questions. That implies that the interviewer is discriminating by holding men and women to different standards.



National Origin/Citizenship

- **Topic: National Origin/Citizenship**

Interviewers should not ask questions like these:

- What country are you from?
- Are you a U.S. citizen?
- Where were you born?
- That's an interesting last name. Where does it come from?
- I notice you have an accent. What country are you from?



National Origin/Citizenship

- **Topic: National Origin/Citizenship**

Title VII of the Civil Rights Act of 1964 prohibits discrimination based on national origin, which means the country where the applicant is from or the country where his ancestors are from.

Furthermore, the Immigration Reform and Control Act states that you can't discriminate because an applicant is not a U.S. citizen. You can ask applicants if they're authorized to work in this country, but ask everyone not just "foreign-looking" applicants.

If speaking a foreign language is relevant to the job, you can ask if they speak the required language.



Religion

- **Topic: Religion**

Interviewers should not ask questions like these:

- What religion are you?
- Do you go to church?
- I notice you're wearing a cross. Does that mean you're a Christian?
- Do you always wear a turban?



Religion

- **Topic: Religion**

Title VII prohibits you from considering applicants' religion (or lack thereof) unless you're hiring someone to be a minister or a similar religious job. For everyone else, don't ask questions that could make the applicant think your hiring decision will be illegally based on religion.

You can explain the required work hours and work days related to the job.



Race

- **Topic: Race**

Interviewers should not ask questions like these:

- Will you give us a picture of yourself?
- What's your ethnic background?
- What is your race?
- Have you ever complained about race discrimination with another employer?



Race

- **Topic: Race**

Title VII prohibits any questions about race. These questions raise the suggestion that you are using race as a factor in your hiring decision.

Asking an applicant to provide a picture can lead to a race discrimination claim. The applicant could claim that the employer used the picture to weed out minority applicants.



Age

- **Topic: Age**

Interviewers should not ask questions like these:

- How old are you?
- When were you born?
- What year did you graduate from high school?
- How old are your kids?
- How long have you been married?
- Do you have grandchildren?



Age

- **Topic: Age**

Age and date of birth are sensitive pre-employment questions because of the Age Discrimination in Employment Act protects employees 40 years old and above.

However, you may ask an applicant if he/she meets the job's minimum age requirement, such as being 18 years or older.

The birth date may be requested for internal reasons following employment, such as for insurance or pension information.



Disability

- **Topic: Disability**

Interviewers should not ask questions like these:

- Do you have a handicap or disability?
- Have you ever been injured on the job?
- Have you ever filed a workers' comp claim?
- Have you ever had to miss work due to medical illness or injury?
- How often do you miss work to care for a sick child or other family members?



Disability

- **Topic: Disability**

The Americans With Disabilities Act makes it improper for an employer to ask questions about physical or mental handicaps, medical matters, health problems, and the like before making a job offer.

You may ask if the applicant can perform the essential functions of the job with or without reasonable accommodation.



Disability

- **Topic: Disability**

Essential Functions

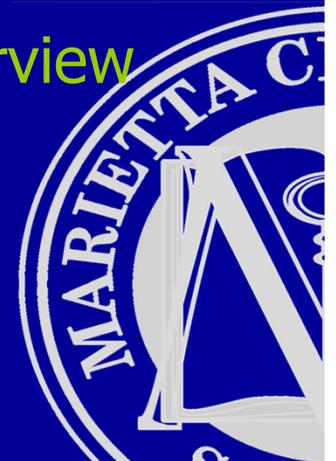
An essential function is a task that the job necessarily entails; it's basic or fundamental as opposed to incidental or marginal.

Key points to consider: Is it in the job description? How much time will the employee spend performing that function? If the answer is a vast majority, then the function is probably essential.



Interview Format

- You will have a structured format for interviewing applicants. This helps to ensure consistency and comparability of your information on each applicant.
- Using your time efficiently is very important.
- Ask each applicant the same set of legal interview questions based on the job description.



Interview Format

- Do not try to fill silences during the interview. It is important to allow silence for thinking and reflection by the applicant.
- Use a consistent interviewing format. This will help you to more accurately evaluate individuals and guard against discrimination and unfair hiring practices.



Closing the Interview

- When ending the interview, give the applicant a chance to add anything else he or she thinks may be important for you to know in making your recommendation.
- Give the applicant an opportunity to ask you any further questions about our school system or the job.



Closing the Interview

- Make the applicant aware of the next steps:

The SGT recommendation will go to the superintendent for consideration.

The Human Resources Director will contact the applicant regarding the time-frame for a hiring decision.

Thank the applicant for his/her time.



Documenting the Interview

- Use the standard form to document your evaluation of the applicant.
- It is a good idea to take brief notes during the interview. Let the applicant know from the start that you will be making notes as you talk together. This relays to the applicant that you are serious about gathering as much information as possible on his/her skill level and suitability for the job.



Documenting the Interview

- Your notes can be helpful in reflecting on individual applicants and in discussions with others who participated in the interview.
- After reaching SGT consensus complete the recommendation form and submit it to the superintendent for consideration.
- Thanks to our SGT's for playing an important role in the hiring process.

