

## **RECRUITING AND HIRING OF ADMINISTRATIVE STAFF REGULATION**

These regulations implement School Committee policy GCFB and are designed to establish a thorough, efficient and nondiscriminatory practice for the recruiting and hiring of the most qualified candidates for administrative positions.

### **A. Job Description Development/Review**

To ensure that a written role description of the vacant position accurately represents the current functions and needs, the Superintendent/designee (the School Committee in a Superintendent search) is to:

1. Conduct a review of (if none exists, develop) the job description, with input from persons affected by the position;
2. Include the criteria (skills, knowledge, abilities) required to perform the duties/responsibilities of the position; and
3. List the minimum qualifications (training, education and experience) for the position.

### **B. Recruitment**

To attract a strong pool of qualified candidates, the Superintendent/designee (the School Committee in a Superintendent search) is to advertise (except in the circumstances described in K below) by:

1. Posting notice of the vacancy within the unit;
2. Placing a display advertisement in appropriate print media, considering at least one appearance in a major Maine weekend or Sunday newspaper;
3. Identifying and notifying other possible sources of potential candidates, as deemed appropriate, such as professional associations, educational administration programs and placement offices at colleges and universities in Maine and other states, and the Maine Department of Education; and
4. The services of consultants may be utilized to assist in the recruiting process for the Superintendent at the discretion of the School Committee.

C. Screening

To ensure that a fair and efficient screening process will occur, the Superintendent/designee (the School Committee in a Superintendent search) is to:

1. Ensure that all applications are reviewed by more than one individual with attention given to an unbiased regard for the criteria and qualifications in the job description;
2. Appoint a screening panel with representation as deemed appropriate to the particular vacancy.
3. Provide orientation on confidentiality and equity issues to screeners;
4. Eliminate all candidates who do not meet the minimum qualifications;
5. Conduct preliminary reference checks, as appropriate;
6. Select candidates for interview based on the degree to which they meet the criteria and demonstrate the skills, knowledge and abilities outlined in the job description; and
7. Notify applicants not selected for interview.

D. Interviewing

To ensure that the interview process will be conducted in a legal and proper manner, the Superintendent/designee (the School Committee in a Superintendent search) is to:

1. Appoint an interview panel (may be the same persons who serve the screening function) with representation as deemed appropriate to the particular vacancy; (In the case of a Superintendent search, preliminary interviews may, at the discretion of the School Committee, be conducted by a subcommittee of the School Committee or the full School Committee.)
2. Provide orientation on the process including the function and extent of responsibility of the panel, the weighting of criteria and the nomination/hiring procedure; and

3. Conduct training to ensure that panel members are aware of the legal aspects of interviewing, including confidentiality and equity issues.

The interviewing panel is to:

1. Design interview questions which match the criteria and the duties/responsibilities outlined in the job description; and
2. Provide equal opportunity for the candidates to respond to the same questions/questioners.

E. Selection

The interview panel is to:

1. Individually assess the candidates according to their answers to the job description-related questions, rating and commenting on each using a specially prepared form corresponding to the questions/criteria; and
2. Submit a report to the Superintendent, including the individual rating forms as well as a list (usually 2 to 4) of candidates to be considered further for the position.

The Superintendent/designee (the School Committee in a Superintendent search) is to:

1. Have reference contacts made, as appropriate, to check perceived strengths and weaknesses of the candidates;
2. Review the material on the finalist candidates to determine whether additional information is needed;
3. Conduct final interviews of any or all finalists, as deemed necessary; (In the case of a Superintendent search, all School Committee members shall have the opportunity to participate in finalist interviews.)
4. Select the most qualified candidate who fits the criteria and the duties/responsibilities outlined in the job description, based on his/her own professional judgment along with those of the interview panel (or, reject all finalists, reopen the position and begin the process anew); and
5. Have any further reference checks made, as appropriate.

F. Nomination/Employment

The Superintendent is to:

1. Notify and obtain agreement of the successful candidate, pending School Committee approval;
2. Inform the interview panel; and
3. Nominate and employ the successful candidate in accordance with state law and local policies.

(In the case of a Superintendent search, employment of the Superintendent requires a majority vote of the full School Committee.)

G. Notification

The Superintendent/designee (the School Committee in a Superintendent search) may:

1. Notify the nominee of the School Committee approval and employ the administrator; and
2. Notify the other candidates interviewed.

H. Orientation and Support

To ensure that the new administrator is provided with the proper information about the system and job expectations, the Superintendent/designee is to provide an orientation that includes expectations of the duties/responsibilities of the position along with the policies and procedures of the local school unit.

I. Record Keeping

To ensure that the confidentiality of employee and applicant records are properly maintained, the Superintendent is to provide for the maintenance in secure files of all applications and documentation of the hiring, screening and interviewing process for a period of three (3) years.

J. Confidentiality

To ensure that confidentiality is maintained throughout and following the hiring process, the School Committee, all employees involved, and any other participants are to maintain absolute confidentiality about candidates, including names, in accordance with Maine state law (Title 20A-6101). The School Committee is to assume responsibility through the Superintendent for providing adequate orientation at appropriate stages of the process, including at the completion.

K. Hiring of Current Employees

The school unit may forego one or more of the steps set forth in sections B-E of this procedure and appoint a person who is currently employed by the unit to fill an administrative position only if the Superintendent, after consultation with the

School Committee, or the School Committee in a Superintendent search, determines that the following circumstances exist:

1. The currently employed candidate is exceptionally well qualified for the position; and
2. The decision to forego all or part of the recruitment and screening process will not detract from the goals of this policy.

Adopted: April 27, 1999

Based largely on "Model Administrative Hiring Procedure," published by the Commissioner of Education in the *Final Report of the Equity Committee*, April 22, 1991.