

## **SUPERIOR-GREENSTONE DISTRICT SCHOOL BOARD**

---

---

<i>Section</i>	PERSONNEL		
<i>Management Guideline</i>	RECRUITMENT, SELECTION & HIRING		
<i>Applicable Policy</i>	RECRUITMENT, SELECTION & HIRING		704
<i>Board Approved: October 18, 2016 March 22, 2011 February 20, 2007</i>		<i>Reviewed: September 6, 2016 February 28-2011</i>	<i>Review By: December 2021</i>

---

---

### **HANDBOOK**

See attached as parts:

- 1.0 Advertising
  - 2.0 Formation of Selection Committee
  - 3.0 Short List
  - 4.0 The Interview
  - 5.0 Notification to Successful and Unsuccessful Candidates
- Appendix A: Reference Check Form
- Appendix B: Short List Template
- Appendix C: Board Timed Interview Template

## **SUPERIOR-GREENSTONE DISTRICT SCHOOL BOARD**

---

---

<i>Section</i>	PERSONNEL	
<i>Management Guideline</i>	RECRUITMENT, SELECTION & HIRING	
<i>Applicable Policy</i>	RECRUITMENT, SELECTION & HIRING	704
<hr/>		
<i>Board Approved: October 18, 2016 May 9, 2000</i>	<i>Reviewed: October 18, 2016</i>	<i>Review Before: December 2021</i>
<hr/> <hr/>		

### **RATIONALE**

The Superior-Greenstone District School Board is an equal opportunity employer who will:

- Select the best candidate for the job;
- Establish clear, consistent, guidelines in the selection process;
- Ensure that a potential employee related to an existing employee, or a member of the Board, is neither prejudiced against, nor favoured in the hiring process;
- Collect all information requested under the *Freedom of Information and Protection and Privacy Act*

#### **1.0 Advertising**

- 1.1 All advertisements and postings for vacant positions will invite applications to be directed to the Human Resources Administrator unless determined otherwise.
- 1.2 The Human Resources Administrator will receive all notices of job vacancies.
- 1.3 Once notified of a job vacancy, the Human Resources Administrator will update the advertising template in consultation with the Supervisor responsible for the vacant position.
- 1.4. All job vacancies shall clearly state:
  - a due date for application
  - a smoke-free work place
  - an equal opportunity employer

#### **2.0 Postings**

- 2.1 The job vacancy will be posted as required by collective agreements
- 2.2 The Human Resources Administrator will make available to interested candidates an updated job description upon request.

#### **3.0 Applications**

- 3.1 All valid applications must be received, in the board office, by the Human Resources Administrator, on or before the due date. As determined by the Human Resources Administrator, some applications may be directed to the appropriate supervisor.

#### **4.0 Formation of Selection Committee**

Purpose: The Selection Committee will be responsible for the selection process, from the establishment of the Selection criteria through to the selection and recommendation to the Board of the successful candidate.

The Human Resources Administrator will be responsible for establishing the Selection Committee in consultation with the immediate supervisor.

The Selection Committee should consist of at least three (3) members and should include:

- the immediate supervisor, or designate, of the position being filled;
- an administrator from the Board who is not in the same work location as the opening.

All Selection Committees shall have male and female representation, when possible.

Once applications are received, should a declared conflict of interest be evident, an alternate member will replace the member in conflict until the conflict no longer exists.

#### **5.0 Short List**

Purpose: The Selection Committee shall ensure all applications are processed in a fair and consistent manner and ensure that those interviewed meet the minimum required qualifications for the position.

Only applicants to be considered for the interview process will be acknowledged by the Human Resources Administrator.

The Selection Committee will screen all applications based on the process developed by the Human Resources Department.

The same screening criteria and forms will be used for all applications.

The Selection Committee shall obtain a list of names and addresses for references and qualifications checks and a signed consent from the short listed candidates to contact those individuals and institutions listed. Reference checks for all short listed candidates shall be carried out by the Human Resources Department, or designate, at a time decided upon by the selection committee (Appendix A).

All forms and documentation used during the initial screening process will be filed with the resume, for three (3) months, and held by the Chair of the Selection Committee.

If, after initial screening, it is determined that no candidate meets the minimum requirements, the position will be re-advertised.

The individual conducting reference checks will refer to a list of questions or information that can be asked under the Human Rights legislation to avoid any legal problems (Appendix A).

## **6.0 The Interview**

The Chair of the Selection committee should be the immediate supervisor for the vacant position.

The Chair, along with the members of the Selection Committee, shall develop criteria for short-listing candidates based on a standard job description and a standard short-listing template

Once the short list has been established, the Selection Committee will create a set of interview questions with possible answers, based on, but not limited to, the board bank of interview questions. Following interviews, all questions will be filed with the Human Resources Department.

All jobs should have an appropriate standard practical assignment, developed from the Board pool, given as part of the selection process. Practical assignments will be filed with the Human Resources Department.

The selection criteria shall:

- be measurable;
- be documented;
- meet all legal requirements;
- be used consistently for all candidates;
- be valid, genuine, and reasonable for job requirements.

Each interview will have a preamble written by the chair based on the board timed interview template (Appendix C).

All candidates for positions of support staff and teaching staff will be given the opportunity to have a copy the questions given to them in written form at the beginning of the interview. Copies are returned at the end of the interview.

In all interviews, candidates will be provided with pen and paper.

All candidates will be asked the same questions and complete the same standard, practical assignments, if applicable.

The practical assignment will be conducted after the interview and will be the same for all candidates.

## **7.0 Notification to Successful and Unsuccessful Candidates**

1. The chair of the selection committee will notify the successful candidate.

2. The candidate will be asked to provide evidence of a recent criminal Reference Check.
3. The unsuccessful short-listed candidates will be notified by telephone by the Chair, (or designate) of the selection committee that the position has been filled.
4. The chair will be responsible for the recommendation in writing to the Human Resources Administrator by way of the "Recommendation for Appointment" form (Appendix D).

Superior-Greenstone District School Board

REFERENCE CHECK FORM

<b>Applicant Name</b>	
<b>Position Applied For</b>	
<b>Reference Name/Position</b>	
<b>Company Name</b>	
<b>Telephone Number</b>	

**Were/are you the candidate's immediate supervisor?**

- YES  NO  Other (pls. describe) \_\_\_\_\_

\_\_\_\_\_ indicates that he/she held the position of \_\_\_\_\_ from the period of \_\_\_\_\_ to \_\_\_\_\_ present \_\_\_\_\_ with the following duties (describe duties):

**Can you confirm this information?**  - YES  NO Comments: \_\_\_\_\_

Given the criteria "Excellent, Good, Average, Poor". please rate and comment on the following:						
	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Poor</i>	<i>N/A</i>	<i>Comments/Examples</i>
Quality of Work (compared to others doing a similar job)						
Quantity of work (compared to others doing a similar job)						
Written Comm. Skills						
Verbal Comm. Skills						
Capacity to learn						
Dependability						
Flexibility						
Attendance						

<b>With regards to supervision, would you say that (name) requires:</b>		
<input type="checkbox"/> - minimal supervision	<input type="checkbox"/> usual for the job	<input type="checkbox"/> closer supervision in some areas?
Comments:		

<b>How is (name) good at taking direction?</b>
Comments:

<b>What would you consider to be (name) strengths:</b>
Comments:

<b>How would you rate (name) ability to manage his/her time and workload?</b>		
<input type="checkbox"/> - excellent	<input type="checkbox"/> good	<input type="checkbox"/> poor
Comments:		

<b>What was (name) like in a team? How did he/she get along with other team members?</b>
Comments:

<b>How does (name) deal with conflict? Would you say he/she:</b>
A) <input type="checkbox"/> Problem solves to find a mutually beneficial solution B) <input type="checkbox"/> Avoids conflict C) <input type="checkbox"/> Forces others in an effort to win D) <input type="checkbox"/> Yields to others E) <input type="checkbox"/> Compromises to middle ground
Comments:

<b>Was there any area (s) where you felt (name) needed improvement?</b>
Comments:

<b>Would you rehire? <input type="checkbox"/> - Yes <input type="checkbox"/> No</b>
Comments:

<b>Are there any other comments you would like to make?</b>
Comments:

<b>Person requesting the Reference:</b>	
<b>Signature</b>	
<b>Title</b>	
<b>Date</b>	

**Superior-Greenstone District School Board**

**REFERENCE CHECK FORM FOR TEACHERS**

<b>Applicant Name</b>	
<b>Position Applied For</b>	
<b>Reference Name/Position</b>	
<b>Company Name</b>	
<b>Telephone Number</b>	

**Were/are you the candidate's immediate supervisor?**

- YES    NO    Other (pls. describe) \_\_\_\_\_

\_\_\_\_\_ indicates that he/she held the position of \_\_\_\_\_ from the period of \_\_\_\_\_ to \_\_\_\_\_ with the following duties (describe duties):

**Can you confirm this information?**    - YES    NO   Comments: \_\_\_\_\_

Given the criteria "Excellent, Good, Average, Poor". please rate and comment on the following:						
	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Poor</i>	<i>N/A</i>	<i>Comments/Examples</i>
<b>Quality of Work (compared to others doing a similar job)</b>						
<b>Quantity of work (compared to others doing a similar job)</b>						
<b>Written Comm. Skills</b>						
<b>Verbal Comm. Skills</b>						
<b>Capacity to learn</b>						
<b>Dependability</b>						
<b>Flexibility</b>						
<b>Attendance</b>						

<b>With regards to supervision, would you say that (name) requires:</b>		
<input type="checkbox"/> - minimal supervision	<input type="checkbox"/> usual for the job	<input type="checkbox"/> closer supervision in some areas?
Comments:		

<b>How is (name) good at taking direction?</b>
Comments:



--

<b>What would you consider to be (name) strengths:</b>
--

Comments:
-----------

<b>How would you rate (name) ability to manage his/her time and workload?</b>
---

<input type="checkbox"/> - excellent
--------------------------------------

<input type="checkbox"/> good
-------------------------------

<input type="checkbox"/> poor
-------------------------------

Comments:
-----------

<b>What was (name) like in a team? How did he/she get along with other team members?</b>
--

Comments:
-----------

<b>How does (name) deal with conflict? Would you say he/she:</b>
--

A) <input type="checkbox"/> Problem solves to find a mutually beneficial solution
---

B) <input type="checkbox"/> Avoids conflict
---

C) <input type="checkbox"/> Forces others in an effort to win
---

D) <input type="checkbox"/> Yields to others
--

E) <input type="checkbox"/> Compromises to middle ground
--

Comments:
-----------

<b>Was there any area (s) where you felt (name) needed improvement?</b>
---

Comments:
-----------

<b>On a scale of 1-10 (1 being poor-10 being fantastic) how would you rate (name) ability in the following areas? Please elaborate</b>
--

Classroom Management:
-----------------------

Assessment of student learning:
---------------------------------

Curricular/lesson planning for curricular needs:
--

<b>Why did (name) leave their last position with you?</b>
---

Comments:
-----------

--

<b>Would you rehire? <input type="checkbox"/> - Yes <input type="checkbox"/> No</b>
Comments:

<b>Are there any other comments you would like to make?</b>
Comments:

<b>Person requesting the Reference:</b>	
<b>Signature</b>	
<b>Title</b>	
<b>Date</b>	

Short List Template

Point Count Explanation

---

Resume:	0	poor resume - spelling or no covering letter, not typed, etc.
	1	adequate resume - all components, no spelling errors
	2	good resume - all components, no spelling errors, well laid out
	3	excellent resume - all of the above plus excellent presentation
Experience:	0	no experience
	1	some experience
	2	meets/exceeds criteria
Education:		Define criteria based on advertisement, i.e.: post-secondary education preferred.
	0	no high school diploma
	1	minimum high school diploma
	2	some post-secondary education
	3	completed post-secondary education
	4	post graduate work
Skills:		Define skills required based on advertisement requirements, i.e.: computer.
Computer Skills:	0	no computer skills
	1	word processing experience
	2	word processing experience in a windows environment plus spreadsheet or database
	3	extensive computer skills
Advertisement:	0	did not apply in duplicate
	1	applied in duplicate
References:	0	no references
	1	at least two references
	2	at least two references plus written authorization



Short List Template

Applications for the position of \_\_\_\_\_

#	<i>INCUMBENT</i>					<i>TOTAL</i>
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						

**APPENDIX C**  
**Board Timed Interview Template**

(Name of School)

(Position Title) Interview - (Date)

**PREAMBLE BY: (Chair's Name)**

(Candidate's Name)

- 1.0 Introduce the candidate to the interview panel. Clarify position and school for which they are being interviewed.
- 2.0 You will have a maximum of \_\_\_\_ minutes for the formal portion of this interview.
- 3.0 There are a series of prepared questions - \_\_\_\_ in all -, which are the same for all candidates. Members will be recording your answers for later reference.
- 4.0 You are working within a time limit. It is important to keep this time limit in mind as you answer the questions.
- 5.0 At the conclusion of the formal questions, you will have an opportunity for a brief (maximum of two minutes) summary or closing statement if you wish.
- 6.0 The formal portion of this interview will now begin and will conclude at \_\_\_\_\_ whether or not all questions have been answered.

**CONCLUSION BY: (Chair's Name)**

(Candidate's Name)

- a) The formal questions are now concluded.
- b) You have an opportunity to make a brief summary statement to a maximum of two minutes, after which you will be provided with details regarding the selection process, etc.
- c) Position → Permanent \_\_\_\_\_ temporary \_\_\_\_\_  
→ Effective \_\_\_\_\_
- d) Process → Decision \_\_\_\_\_  
→ Recommendation to the Board on \_\_\_\_\_