

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

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- Red text for changes,
- ~~Strikeout~~ for deletions, and
- * note *, highlighted, for adding notes

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

Overview

Personnel Goals

TEACHER ~ Recruiting and Hiring

Advertising Guidelines

Required Application Materials:

Selection Committee

Review of Credentials and Application Materials

Interview Process

Interview Questions

Reference Checks

Communication Responsibilities

ATHLETIC COACHES ~ Recruiting and Hiring

HEAD COACH

Advertising Guidelines

Required Application Materials

Review of Credentials and Application Materials

Selection Committee

Interview Process

Interview Questions

Responsibilities of the Athletic Administrator/designee

ASSISTANT / MIDDLE SCHOOL COACH

Advertising Guidelines

Required Application Materials

Review of Credentials and Application Materials

Selection Process

High School Assistant Coaches –

Middle School coaches –

SUPPORT STAFF ~ Recruiting and Hiring

Advertising Guidelines

Required Application Materials

ADMINISTRATIVE STAFF ~ Recruiting and Hiring

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

Overview

One of the most important tasks of administrative personnel is the recommendation for hire of talented, accomplished, and effective professional staff. Hiring the best possible candidates makes a long term difference in school system quality. Good staff hiring should be done in stages involving various people in separate roles while employing a variety of information sources.

Through its employment policies, the board shall attempt to attract, hire and retain the best qualified personnel for all professional positions.

It shall be the duty of the superintendent to see that any person nominated for employment in the schools shall meet all certification requirements, health requirements and the requirements of the board for the type of position for which the nomination is made.

The following general guidelines shall be used in the selection of personnel:

- A. There shall be no discrimination in the hiring process due to age, sex, creed, race, color, national origin, marital status, physical handicaps or place of residence.

This shall be in accordance with Title 5, State of Maine Laws, Chapter 65, Code of Fair Practices and Affirmative Action. Additionally, it shall be in accordance with the latest Cape Elizabeth School Department Affirmative Action Plan.

All advertising shall state that the School Department is an Equal Opportunity Employer (EOE).

- B. The quality of instruction is enhanced by a staff with a wide variation in background, educational preparations and previous experience. Concerted efforts shall be exerted to maintain a variation in the staff.

- C. Advertising positions shall be over the largest appropriate geographical area. Unless approved otherwise by the Superintendent, advertising for professional positions will be **posted in-house and online**. In-house posting of positions shall include **e-mail distribution with** posting in the School Department office and prominently posted in each school building.

- D. During periods when in-house advertising is not possible, an announcement shall be mailed to the Cape Elizabeth Education Association president or his/her designee **or as specified within bargaining agreements**.

- E. ~~Staff shall be encouraged to submit a letter of interest in a possible transfer to be filed with the central office. These will be kept for a period of three years pending possible vacancies.~~

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

~~While these notices of interest will be considered at the time of a vacancy, the School Department shall still advertise the position. Inquiry will be made with those who have indicated an interest in a transfer. They will be notified of appropriate vacancies as they occur.~~

- F. Interviewing and selection procedures shall assure that the administrator who will be directly responsible for the work of a staff member has an opportunity to aid in the selection; however, the final selection shall be made or approved by the superintendent.
- G. No candidates shall be hired without a personal interview. A minimum of three (3) references shall be checked.
- H. No candidate is to be employed for, or assigned to, a position where his/her evaluation will be made in part or in whole by a person to whom he/she is related. No spouse of a board member shall be considered as an applicant.
- I. All candidates shall be considered on the basis of their merits, qualifications and the needs of the department. In each instance, the superintendent and others playing a role in the selection shall seek to hire the best qualified person for the job.

While the Board may accept or reject a nomination, an appointment shall be valid only if made with the recommendation of the Superintendent.

In all cases federal and state laws must be followed and the biases inherent in critical discernment must be controlled. The hiring procedures attached are established in order to create a consistent, relatively easy to follow format that will produce the desired high quality staff desired. Although there is room for flexibility at each school or department, certain procedures must be strictly adhered to as presented. These guidelines are to be provided for all professional staff hiring. Any exceptions must be approved by the Superintendent of Schools. The superintendent will be charged with the direct supervision of hiring for Building Principals, Facilitator of Professional Development and Curriculum, Director of Instructional Support, Business Manager, Director of Community Services(?), and District Technology Coordinator (?). Appropriate adjustments to the guidelines will be made by the Superintendent for those positions specifically in the areas of advertising, selection committee composition and timeline.

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

Personnel Goals

The School Board recognizes that a dynamic and efficient staff dedicated to education is necessary to maintain a constantly improving educational program. The School Board is interested in its personnel as individuals and it recognizes its responsibility for promoting the general welfare of staff.

The School Board's specific personnel goals are:

- To recruit, select, and employ the best qualified staff for the school system.
- To provide staff compensation and benefits programs sufficient enough to attract and retain quality employees.
- To provide an in-service training program for all employees in order to improve their performance and to improve the overall rate of retention and promotion of staff.
- To conduct an employee appraisal program that will contribute to the continuous improvement of staff performance.
- To assign personnel so as to ensure they are utilized as effectively as possible.
- To effectively administer negotiated collective bargaining agreements to develop the quality of human relationships necessary to obtain maximum staff performance and satisfaction.

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

TEACHER ~ Recruiting and Hiring

Advertising Guidelines_

1. All advertising shall be conducted through the Office of the Superintendent.
2. Once a position has been designated as open by the Superintendent, the administrator in charge should contact the Superintendent's office for advertising ~~in the following~~:
 - a. In-house ~~posting~~ for a minimum of 5 school days
 - b. Externally (Online) for a minimum of two weeks time;
 - c. Portland area newspapers (as needed)
3. Upon approval of the Superintendent, advertising may include more nationally based publications ~~such as *The Boston Globe*~~ and/or other regional or national sources if a suitable pool is not obtained in initial in-state attempts.
4. A second round or expanded advertising may take place if suitable candidates are not found in initial attempts.

Required Application Materials:

- Letter of Interest
- Completed Cape Elizabeth application form
- Copy of Maine certification and Criminal History Record Check (CHRC)
- Current resume
- 3 current written letters of recommendation [current application form says "five (5)"]
- Copy of Academic transcript(s)
- ~~Writing sample (optional)~~

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

TEACHER HIRING

Selection Committee

A Selection Committee will be established for all professional positions. The role of the Selection Committee will be to serve as a source of input with regard to recommendations of candidates made to the Superintendent. A team approach to hiring will be utilized throughout the hiring process whenever possible. Modifications may be made when school is not in session or when time does not allow for these procedures to be followed in their entirety with the approval of the Superintendent. The following guidelines are provided for the Selection Committee.

1. The composition of the Selection Committee will include but not be limited to the following:
 - Building level administrator or special education supervisor
 - Teacher or team of teachers from designated teacher area
 - Enough teachers should be included to avoid placing one colleague in a position of making a final decision
 - Teacher from a different teaching area or a parent representative
 - Others as the building principal deems appropriate
2. A Selection Committee orientation will be held prior to any screening of applicants and will include the following:
 - A review of confidentiality laws
 - A review of affirmative action laws/policies
 - The creation of questions to be asked of all candidates
 - A review of district/school mission/vision/beliefs
 - Establish timelines
 - A review of the criteria established by the principal and teachers regarding priorities for hire
3. The Selection Committee will complete the following tasks:
 - Review and/or revise the present job description (All recommended changes to the job description will be presented to the Superintendent for approval.)
 - Establish selection criteria
 - Paper screen and select candidates for interview based on the established criteria
 - Interview selected candidates
 - Check references for finalists
 - Recommend finalist(s) to the Superintendent

4. Recommendation of the candidate

Utilizing a consensus format, the administrator in charge, along with the committee, will recommend a candidate to the Superintendent for nomination to the school Board. In cases where the committee is not in agreement, two candidates may be recommended to the Superintendent with the final decision resting with the superintendent. In all cases,

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

the final candidates shall be interviewed by the Superintendent prior to nomination to the School Board.

Review of Credentials and Application Materials

All candidates for professional level positions will be required to supply as part of the initial application process a cover letter stating their interest in the position, a completed Cape Elizabeth application form, evidence of certification, a copy of all academic transcripts, three current letters of reference ***current form says 5 letters***, a current resume, ~~and a writing sample if required~~. The Selection Committee is charged with reviewing initial application materials of all candidates. An application is not considered complete until all materials have been received. Suggestions for review of initial application materials are provided below:

Cover Letter Review

Cover letters should be included as part of the initial screening. Reviewers should be aware of proper spelling and grammar, correct formatting, statements specific to the advertised position which indicate extra effort and the candidate's overall professionalism and commitment to excellence.

Academic Transcript Review

Academic transcripts provide valuable information regarding the candidate's area of expertise and offer an overall notion of academic achievement and progress over time. Grades, although an important piece, should not be considered as a foolproof indicator of teaching skills. Grades can fluctuate greatly from institution to institution and offer too many variables for reviewers to place an inordinate emphasis on that as a criteria. That being said, a candidate with extremely high academic standing should gain credit for that achievement as it represents not only intellectual ability but a commitment to excellence. At the same time, extremely low grades should serve as a warning sign.

Course Content:

Reviewers need to examine the types of courses taken and the relationship those courses have to the teaching area sought. For a teacher, the student teaching experience and success in that phase of training is crucial.

Degrees Earned/Institutions Attended:

Reviewers shall make note of degrees earned and the circumstances relative to work experience and time. Reviewers should note where there are huge gaps of time and question whether the gaps seem to make sense. Reviewers should note whether the applicant is involved in a degree program at the present time, for example commitment to continuous improvement is evident for an individual working towards a master's degree.

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

Recommendations

The Selection Committee should review and comment on the letters of reference provided. The most helpful recommendations are from those individuals who have firsthand knowledge of the candidate's ability in working with students. The reviewers should not eliminate a candidate solely on the basis of one tepid reference. A poorly written letter of reference is more the fault of the writer than the applicant. Although one would question the placement of such a letter in the candidate's file. Overall, the letters of reference are just one piece of the complete applicant review.

Resume Review

Unlike other application material, the resume allows candidates the ability to express themselves as they feel appropriate. Careful review of the resume is critical in getting a good overall picture of the candidate and helps the members of the Selection Committee begin to format questions to be asked of the applicant. The following checklist should assist members of the Selection Committee as they review candidate resumes:

- Information is well organized, easy to read and understand.
- Specific success and accomplishments are highlighted.
- There is evidence of versatility and variety of experience.
- There is evidence of initiative and team membership.
- Includes enumeration of specific credentials such as licenses, diplomas, and certificates.
- Goals and priorities are clearly defined and match the applicant's experience and training.
- Experience listed is pertinent to the open position.
- Previously held positions indicate scope of applicant's responsibility.
- Skills, talents, and education are confirmed by track record.
- Evidence of continuous, self-initiated professional development are present.
- There is attention to detail/no mistakes.
- There are no gaps in timeline of professional experience and education.
- List of teaching credentials or licenses include specific names, levels, and locations.
- Experience listed indicates potential strengths and past successes.
- Affiliations and activities listed are relevant to the position and reflect genuine accomplishments.
- Every reference listed includes a description of the person's relationship to applicant and contact information.

As reviewers examine resumes, the following examples should be kept in mind:

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

1. Job relevancy – How pertinent is the applicant’s previous experience to the open position? How recent is the experience?
2. Job match – Visualize the applicant in the open position. If the position is in a second grade classroom, does the candidate have experience with younger children? If it’s a high school drama program, does the applicant appear interested in theater?
3. Assumptions – Be wary of hidden truths. Four years of college attendance does not indicate completion of a degree. Co-chair of a committee may refer to a council of 2.
4. Red flags – Be on the alert for vagueness, qualifications (familiar or acquainted with), padding of experience with trivial information.
5. Be reasonable and flexible – Resumes are inherently restrictive. Look for outstanding details.

Written Statement (if required) ***NOT REQ ON CURRENT APPLIC FORM***

The written statement offers the reviewers an opportunity to check a variety of areas. An overall understanding of the candidate’s knowledge of our district and their philosophy of education relative to the question asked. The major component of a teacher’s job is communicating with students, parents, and colleagues. The written statement allows the reviewer to ascertain the applicant’s ability to make his/her point in a succinct, easy to read manner.

Interview Process

The Selection Committee will establish a group of 3-7 candidates to be invited for initial interviews. The number of candidates will vary depending on the size and quality of the applicant pool. The interview is an extremely important piece of the hiring process but should always be considered in conjunction with other application credentials including reference checks and other information before a final decision is made. A candidate’s ability to create a good impression during an interview doesn’t necessarily translate into effective teaching. However, interviews help clarify data from other sources, provide additional information about the applicant, and tend to eliminate the candidates who cannot answer basic questions. Interviews help reveal a candidate’s level of calm under pressure, mastery of language, familiarity with current issues, knowledge of content, and some intellectual qualities. A candidate who can thoroughly and precisely explain a concept to an interview team, will more likely be able to also explain that concept to students and parents.

Interview Questions

The Selection team will devise a set of predetermined standard questions for topic areas to be asked of all candidates. Each candidate should be afforded the same opportunity to answer similar questions or react to the same topics. Additional personalized questions for a specific candidate should serve as a means to clarify issues that surfaced during the paper screening. In all cases, the purpose of the questions should assist the Selection Committee with the

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

following:

- Determine candidate's skill level;
- Decide whether the applicant fits the criteria;
- Compare the candidates to each other;
- Identify red flags;
- Assess communication skill;
- Fill in applicant profile with information lacking in paper screening phase;
- Decide applicant's fit with district, building, and department/grade level goals.

The following are types of questions that may be used during the interview:

- Closed (short answer)
- Open (extended answer)
- Standard (asked of all candidates)
- Custom (candidate specific)
- Competency based
- Opinion based
- Situational
- Factual
- Hypothetical
- Past performance questions
- Balancing questions (used to balance negative or positive responses with opposites, e.g. "What about a time when things did not go so well?" or, "Tell me about a success in that area.")
- Negative confirmations (used to solicit a second example to confirm a negative impression)
- Reflexive statements (used to guide and pace the direction of the questioning, e.g. "I think it's time to move on.")
- Reflexive mirroring statements (used to clarify what has been said. e.g. "So your opinion is that ...")
- Half right reflexive questions (used to assess candidate's ability to speak their own mind, e.g. "I've always thought that teachers should never negotiate with students about assignments or topics. Do you agree?")

Off Limits Interview Questions

The following are examples of questions that should not be asked in an interview:

- How old are you?
- What is your race?
- Tell me about your accent.
- How tall are you?
- What is your native language?
- What is your marital status?
- How many children do you have?
- What is your sexual orientation?
- Tell me about your religious beliefs.

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

- Have you been treated for any conditions or diseases?
- Do you have additional outside income?
- What are your retirement plans?

Interview Guidelines

The initial interview for the candidate selected is the beginning of what will hopefully be a long relationship. First impressions are important for both the candidate and the Selection Team. It is the responsibility of the Selection Team to set a positive tone from the very beginning. The following general logistical points are crucial to the process:

- Select and review questions beforehand.
- Control interruptions.
- Secure a pleasant setting.
- Base questions on specific knowledge, skills, and abilities necessary for the open position.
- Keep in mind district and building goals.
- Keep an objective perspective.
- Be sensitive to the candidate's anxiety.

Reference Checks

Once the finalists have been selected, permission to contact the references and superiors should be obtained. The individuals contacted should have first hand knowledge of the candidate's performance. ~~An attempt should be made to contact~~ A minimum of three (3) references for each finalist should be checked. In all cases ~~at least 2~~ telephone reference checks should be made utilizing the district telephone reference check form(?). Some suggested questions include, but are not limited to:

- What do you think of a candidate as a teacher?
- Can you provide any outstanding examples of the candidate's behavior?
- What are the candidate's strong points?
- What are the candidate's limitations?
- How long have you been familiar with the candidate's work?
- How would you describe the candidate's work ethic?
- What is the candidate's relationship with the school community?
- How does the candidate compare with other teachers you have worked with?
- Does the candidate foster student learning?
- Would you hire this person yourself?
- What did the candidate do if anything that was unexpected or out of the ordinary?
- Please comment on the candidate's:
 - subject matter knowledge
 - pedagogical knowledge
 - track record of student achievement

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

- efficiency with instructional materials
- classroom management skills
- Can you site any examples demonstrates the candidate's commitment to his/her own personal professional development?

Communication Responsibilities

Administrator in Charge

1. Communication to those candidates who have been selected for an interview which will include:
 - time date and duration of the interview
 - directions to the interview site
 - information about the district and school
 - format of the interview
2. Communicate at the end of the interview the next steps in the selection process
3. Communication to all candidates selected for an interview within 2 weeks regarding the present status of the position
4. Recommend finalist to Superintendent with the following:
 1. Candidate's application materials ~~including completed Cape Elizabeth application form~~
 2. Obtain permission (verbal or written) from candidate for a secondary (district) criminal background check form by obtaining their full date of birth;
 - Completed Employment Checklist (hiring) Form and
 - Written rationale from Selection Committee

Administrative Assistant to the Superintendent

~~Notification to applicants regarding receipt of materials and to what extent all required information has been received.~~

1. Official communication to candidates who were not selected ~~for an interview.~~

HIRING PROCEDURE: 10 STEPS TO FOLLOW

1. Advertise position (1 week in-house minimum / 2 weeks outside)
2. Establish a Selection Team
3. Schedule and conduct Selection Team orientation
4. Determine selection criteria
5. Paper screen all applicants
6. Schedule and conduct interviews

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

7. Recommend finalist(s) to the Superintendent
8. Superintendent interviews candidate(s)
9. Hiring administrator completes Hiring Recommendation form, including district criminal background check form
10. Superintendent nominates to the School Board
11. School Board takes action
12. Superintendent hires the candidate

Suggested Hiring Timeline

Advertising	1-2 weeks
Selection Committee selection and orientation to take place during advertising period	
Paper Screening	5-10 days
Schedule and conduct interviews	1-4 weeks after paper screen
Schedule meeting of finalist with Superintendent	1 week after final interview
Superintendent recommends to School Board	1-4 weeks after Supt. Interview
Total Time	Minimum 3 weeks/Maximum 12 weeks

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

ATHLETIC COACHES ~ Recruiting and Hiring

HEAD COACH

Advertising Guidelines

- ~~All advertising shall be conducted through the Office of the Superintendent. Advertisement will be placed and received by the superintendent's administrative assistant.~~ *MENTIONED BELOW*
- Once a position has been designated as open by the Superintendent, the athletic administrator should contact the Superintendent's office for advertising in the following:
 - In-house posting for a minimum of 5 school days
 - Externally (Online) for a minimum of two weeks time;
 - Portland area newspapers (as needed)
- A second round of advertising may take place if suitable candidates are not found in the initial attempt.
- The Athletic Administrator should contact area Athletic Departments if initial advertising does not produce a suitable pool of candidates.
- All head coaching positions will be advertised in-house at a minimum and online and in area news publications as needed.

Required Application Materials

- Completed Cape Elizabeth Coaching Application
- Current resume *NOT REQ ON CURRENT APPLIC FRM*
- Two current written letters of reference *NOT REQ ON CURRENT APPLIC FRM*
- Letter of interest *NOT REQ ON CURRENT APPLIC FRM*
- State Department of Education required Criminal History Records Check (CHRC) – proof of fingerprinting

Review of Credentials and Application Materials

DO YOU WANT TO DIFFERENTIATE INTERNAL VS EXTERNAL APPLICATION PROCESS HERE?

All candidates for a head coaching position will be required to supply a letter of interest stating their interest in the position *SEE NOTES ABOVE*, a completed Cape Elizabeth coaching

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

application form, two letters of reference, and an up-to-date resume. ~~The Coaching Selection Committee is charged with reviewing initial application materials of all candidates.~~ An application is not considered complete until all materials have been received. * NO NEED FOR COACHING SELECTION CMTE*

“NO NEED FOR CHECKLIST” The Athletic Administrator will provide a checklist scoring guide that will assist the Selection Committee members in their review of materials (~~Appendix C~~). Candidates selected for an interview will be those who score the highest in the initial paper screening portion. In all cases, application materials should be reviewed and scored even in the event that all eligible candidates are interviewed.

Selection Committee

”NO NEED FOR COACHING SELECTION CMTE”

A Selection Committee will be established for all head coaching positions. The role of the Selection Committee will be to serve as a source of input with regard to recommendations made to the Superintendent. In all cases a team approach will be utilized throughout the hiring process.

The following guides are provided for the Selection Committee:

1. Composition of the Committee:
 - Athletic Administrator (Chairperson)
 - ~~Faculty~~ Coach from same or similar coaching area of expertise
 - ~~Building level administrator~~
 - ~~Coach from another area~~
 - ~~Parent not of that sport~~
 - ~~Student athlete (optional)~~
 - Coach committee member cannot be a candidate
 - ~~Optional: Student involvement in process, but not formal committee member~~
2. The Selection Committee will complete the following tasks:
 - Review and/or revise the present job description (All recommended changes to the job will be presented to the Superintendent for approval.)
 - Establish the selection criteria
 - Paper screen and select candidates for interview based on established criteria
 - Interview selected candidates
 - Check references for finalists
 - Recommend finalist to the Superintendent
3. A Selection committee orientation will be held prior to any screening of applicants and will include the following:

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

- A review of need for confidentiality
- A review of affirmative action laws/policies
- The creation of questions to be asked of all candidates
- A review of relevant athletic policies and procedures (Appendix C)
- District/school mission, vision, and beliefs

4. Recommendation of a candidate

~~Utilizing a consensus format, the Athletic Administrator along with the committee, will recommend a candidate to the Superintendent. ? In all cases, the final candidate shall be interviewed by the Superintendent prior to his/her recommendation to the School Board.?~~

Interview Process

The Selection committee will establish 3-5 candidates to be invited for initial interviews. The actual number of candidates will vary depending on the size and quality of the applicant pool.

Interview Questions

The Selection Committee will develop a set of predetermined standard questions to be asked of all candidates. Each candidate should be afforded the same opportunity to answer similar questions or react to the same topics. Additional personalized questions for a specific candidate should serve as a means to clarify issues that surfaced during the paper screening. In all cases, the purpose of the questions should assist the Selection Committee with the following:

- Determine candidate's knowledge of the sport;
- Compare candidates to each other;
- Identify red flags;
- Determine candidate's ability to relate positively with young people in an athletic team environment;
- Assess communication skills;
- Fill in applicant profile with information lacking in paper screening phase;
- Determine applicant's fit with district and athletic philosophy and goals of the Cape Elizabeth program.

Off Limits Interview Questions

The following list includes the type of questions that should not be asked in an interview:

- How old are you?
- What is your race?
- Tell me about your accent.
- What is your native language?
- What is your marital status?

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

- How many children do you have?
- What is your sexual orientation?
- Tell me about your religious beliefs.
- Have you been treated for any conditions or diseases?

Interview Guidelines

The initial interview for the candidate selected is the beginning of what will hopefully be a long and positive relationship. First impressions are important for both the candidate and the Selection Committee. It is the responsibility of the Selection Committee to set a positive tone from the very beginning. The following general logistical points are crucial to the successful hiring:

- Select and review questions beforehand;
- Control interruptions;
- Secure a pleasant setting;
- Base questions on specific knowledge, skills, and abilities necessary for the open coaching position;
- Keep in mind district and athletic philosophy and goals;
- Keep an objective perspective;
- Be sensitive to the candidate's anxiety;
- Always keep the ability to relate to students as a top priority

Responsibilities of the Athletic Administrator/designee

1. Notification to applicants regarding receipt of materials and to what extent all required information has been received.
2. Official communication to those candidates who were not selected for an interview.
3. Communication to those candidates who have been selected for an interview which will include:
 - Time, date and duration of interview
 - Directions to the interview site
 - Information about the position and athletic program
 - Format of the interview
4. Communicate at the end of the interview the next steps in the selection process.
5. Communication within two weeks to all candidates selected for an interview the present status of the position.
6. Recommend a finalist to the Superintendent with the following:
 - Candidate's completed application materials including candidate's acknowledgment on a (district) criminal background check form
 - date of birth and full legal name(s) required;

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

- Completed co curricular nomination form.
- ~~Written rational for selection from committee.~~

~~10 STEPS TO FOLLOW~~

1. Advertise position (~~1 week in-house minimum / 2 weeks outside~~)
2. ~~Establish a Selection Committee.~~
3. ~~Schedule and conduct Selection Committee orientation.~~
4. ~~Determine selection criteria.~~
5. ~~Paper screen all applicants.~~
6. ~~Schedule and conduct all interviews.~~
7. ~~Recommend finalist to Superintendent.~~
8. ~~Superintendent recommends to School Board.~~
9. ~~School Board takes action.~~
10. ~~Superintendent hires the candidate.~~

Suggested Hiring Timeline

Advertising	1 week in-house minimum/2 weeks outside
Selection Committee selection and orientation to take place during advertising period	
Paper Screening	5-10 days
Schedule and conduct interviews	1-4 weeks after paper screen
Schedule meeting of finalist with Superintendent	1 week after final interview
Superintendent recommends to School Board	1-4 weeks after Supt. Interview
Total Time	Minimum 3 weeks/Maximum 12 weeks

ADD statement to effect of ****IN THE EVENT OF SMALL APPLICANT POOL - DISCRETION TO STREAMLINE PROCESSES. ****

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

****highlighted info below duplicative/mentioned earlier****

Communication Responsibilities

Administrative Assistant to the Superintendent

1. Notification to applicants regarding receipt of materials and to what extent all required information has been received.
1. Official communication to those candidates who were not selected for an interview.

Administrator in Charge

1. Communication to those candidates who have been selected for an interview which will include:
 - time date and duration of the interview
 - directions to the interview site
 - information about the district and school
 - format of the interview
2. Communicate at the end of the interview the next steps in the selection process
3. Communication to all candidates selected for an interview within 2 weeks regarding the present status of the position
4. Recommend finalist to Superintendent with the following:
 - Application materials including completed Cape Elizabeth application form,
 - Written rationale from Selection Committee

EMPLOYMENT

1. The Superintendent will make the decision to offer a position to the recommended candidate.
2. Candidates for custodial and maintenance positions will be offered the position contingent on successfully passing a physical exam.
3. Candidates for bus driver positions will be offered the position contingent on:
 - Successfully passing physical exam,
 - Background check,
 - Required drug testing.

ASSISTANT / MIDDLE SCHOOL COACH

Advertising Guidelines

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

1. All advertising shall be conducted through the Office of the Superintendent. Advertisements will be placed and received by the Superintendent's Administrative Assistant.
2. Once a position has been designated as an open position the High School Athletic Administrator or Middle School Athletic Supervisor should contact the Superintendent's Office for advertising ~~in the following~~:
 - In-house **posting for a minimum of 5 school days**
 - **Externally (Online) for a minimum of two weeks time;**
 - Portland area newspapers (**as needed**)
3. A second round of advertising may take place if suitable candidates are not found during the initial posting.

Required Application Materials

- Completed Cape Elizabeth Coaching Application
- Two current letters of reference
- Letter of interest
- State Department of Education required Criminal History Records Check (CHRC) – proof of fingerprinting

Review of Credentials and Application Materials

Selection Process

INTERVIEW TEAM

High School Assistant Coaches –

At a minimum, the Athletic Administrator and the Head Coach (if available) will interview all candidates for assistant level positions. [In all cases, the procedures outlined under the Interview Process for Head Coaches should be followed to the greatest extent possible.](#)

Middle School coaches –

At a minimum, the individual designated as the Middle School Athletic Supervisor and/or a Middle School Administrator will interview candidates for coaching position at the Middle School. High School Head coaches may be included as deemed appropriate by the Middle School Administration.

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

SUPPORT STAFF ~ Recruiting and Hiring

SUPPORT STAFF POSITIONS INCLUDE:

Educational Technicians

Food Service Workers

Custodians

Transportation Drivers (drivers with/out “P” endorsement)

Maintenance Mechanics

Community Services Staff

Advertising Guidelines

1. All advertising shall be conducted through the Office of the superintendent.
2. Once a position has been designated as an open position by the superintendent, the administrator in charge should contact the Superintendent’s Office for advertising in the following:
 - In-house posting for a minimum of 5 school days
 - Externally (Online) for a minimum of two weeks time;
 - Portland area newspapers (as needed)
3. A second round of advertising may take place if suitable candidates are not found in the initial attempt.
4. All support staff positions will be advertised at least at an in-house level. *mentioned above*

Required Application Materials

Organize as matrix for different employee positions (perhaps Ed Tech vs. non-Ed Tech) and Internal or not

- Completed Cape Elizabeth Employment Application
- Proof of Dept of Ed authorization (if Educational Technicians)
- Current employment record and/or resume *NOT CURRENTLY REQ ON ALL APPLIC FRMS*
- Two current letters of recommendation *NOT CURRENTLY REQ ON ALL APPLIC FRMS*
- Academic transcripts for all Educational Technicians
- Letter of interest
- Maine Department of Education Criminal History Records check (CHRC) – proof of fingerprinting

Review of Credentials and Application Materials

All candidates for support staff positions will be required to supply a letter stating their interest in the position, a Cape Elizabeth employment application, two letters of reference, and an up to date

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PROFESSIONAL STAFF HIRING PROCEDURES

employment history and/or resume. An application is not considered complete until all materials have been received.

SELECTION PROCESS

Interview Teams:

Educational Technicians – Supervising administrator and a minimum of two staff members;
Custodians – ~~Business manager~~ **Director of Facilities and Transportation** and Head Custodian;
Food Service Workers – ~~Business Manager and School Nutrition Director~~ **and kitchen manager**;
Bus Drivers – **Director of Facilities and Transportation**
Maintenance Workers – ~~business Manager and Director of Maintenance~~ **Director of Facilities and Transportation and Maintenance Supervisor**
Community Services Staff - Director of Community Services and a minimum of two staff members.

INTERVIEW PROCESS

* Missing process for getting to interview (i.e. screening applications, etc.) *

* Are these Interview Questions and Guidelines standard for all positions (i.e. should be an addendum, not part of this section)? *

Interview Questions

Those conducting interviews will develop a set of predetermined standard questions to be asked of all candidates. Each candidate should be afforded the same opportunity to answer similar questions or react to the same topics. Additional personalized questions for a specific candidate should serve as a means to clarify issues which surfaced during the screening of the applications. In all cases, the purpose of the questions should assist the interviewers with the following:

- Determine the candidate’s knowledge of the job
- Compare candidates to each other;
- Identify red flags;
- Determine the candidate’s ability to relate positively to fellow employees and students where appropriate;
- Assess communication skills;
- Fill in applicant profile with information lacking in initial employment credentials;
- Determine the applicant’s fit with district and departmental goals.

Off Limits Interview Questions

The following list includes the type of questions that should not be asked in an interview:

- How old are you?
- What is your race?
- Tell me about your accent.

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PROFESSIONAL STAFF HIRING PROCEDURES

- What is your native language?
- What is your marital status?
- How many children do you have?
- What is your sexual orientation?
- Tell me about your religious beliefs.
- Have you been treated for any conditions or diseases?

Interview Guidelines

The initial interview for the candidate selected is the beginning of what will hopefully be a long and positive relationship. First impressions are important for both the candidate and the interviewers. It is the responsibility of the supervisor to set a positive tone from the very beginning. The following general logistical points are crucial to the successful hiring:

- Select and review questions beforehand;
- Control interruptions;
- Secure a pleasant setting;
- Base questions on specific knowledge, skills, and abilities necessary for the open position;
- Keep in mind district and departmental goals;
- Keep an objective perspective;
- Be sensitive to the candidate's anxiety;
- Always keep the ability to relate to people and function as a team member as a top priority.

COMMUNICATION RESPONSIBILITIES

Administrative Assistant to the Superintendent

1. ~~Notification to applicants regarding receipt of materials and to what extent all required information has been received.~~
2. **For Ed Techs**, official communication to those candidates who were not selected for an interview.

Administrator in Charge

1. **For non-Ed Tech positions, official communication to those candidates who were not selected for an interview.**
2. Communication to those candidates who have been selected for an interview which will include:
 - Time, date and duration of interview
 - Directions to the interview site
 - Information about the position

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

- Format of the interview
3. Communicate at the end of the interview the next steps in the selection process. Communication within two weeks to all candidates selected for an interview the present status of the position.
 4. Recommend a finalist to the Superintendent which will include the following:
 - All application materials including completed Cape Elizabeth application form;
 - Written rationale for selection of the candidate.

EMPLOYMENT

1. The Superintendent will make the decision to offer the position to the recommended candidate.
2. Candidates for custodial and maintenance positions will be offered the position contingent on successfully passing a physical examination.
3. Candidates for bus driver positions will be offered the position contingent on:
 - Successfully passing a physical exam;
 - Background check;
 - **Vehicle operating record; and**
 - Required drug testing.

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

ADMINISTRATIVE STAFF ~ Recruiting and Hiring

These procedures implement School Board 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 Board in a Superintendent search) is to:

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

B. Recruitment

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

1. Posting notice of the vacancy internally for a minimum of 5 school days and externally for a minimum of two weeks time;
2. Placing a display advertisement in appropriate online and/or print media; and,
3. **Optional:** Identifying and notifying other possible sources of potential candidates, such as national publications, professional associations, educational administration programs and placement offices at colleges and universities in Maine and other states.

C. Screening

To ensure that a fair and efficient screening process will occur, the Superintendent/designee is to:

1. Appoint a screening team with representation from stakeholders appropriate to the particular vacancy, e.g., parent, school board member, other administrator, teacher and/or student;
2. Eliminate all candidates who do not meet the minimum qualifications;
3. Provide orientation on confidentiality and equity issues to screeners;
4. 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; and,

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

5. 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;
Conduct preliminary reference checks, as appropriate.

D. Interviewing

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

1. Appoint an interview panel (may be the same persons who serve the screening function) with representation from stakeholders appropriate to the particular vacancy;
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:

4. Design interview questions which match the criteria and the duties/responsibilities outlined in the job description;
5. Provide equal opportunity for the candidates to respond to the same questions/questioners; and,
6. **Ensure that ALL interview materials** including rating forms **are collected and forwarded to the District Office for retention/destruction.**

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 question/criteria; and
2. **Submit names of the candidate(s) recommended to move forward for the position, usually two or three, to the Superintendent along with any issues/concerns to be considered.**

The Superintendent/~~designee~~ is to:

1. Review the material on the finalist candidates to determine whether additional information is needed;
2. Conduct final interviews of any or all finalists, as deemed necessary;
3. **Check a minimum of three (3) references for each candidate, asking references a minimum of ___ questions** to check perceived strengths and weaknesses; and
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

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

those of the interview panel (or, reject all finalists, reopen the position, and begin the process anew).

F. Nomination/Employment

The Superintendent is to:

1. Notify and obtain agreement of the successful candidate, pending Board approval;
2. Obtain candidate's date of birth for a secondary (district) criminal background check;
3. Inform the interview panel;
4. Complete the hiring form with the approval of the Business Administrator; and
5. Nominate ~~and employ~~ the candidate in accordance with state law, local policies and the bargaining agreement.

G. Notification

The Superintendent/designee may:

1. Notify the nominee of the board approval and employ the administrator; and,
2. Notify the candidates interviewed;
3. Notify applicants who were not selected to interview; and
4. Provide nominee's information to the Certification Coordinator and Personnel Office.

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 two (2) years.

J. Confidentiality

To ensure that confidentiality is maintained throughout and permanently following the hiring process, the Board, all employees involved, and any other participants are to maintain absolute confidentiality about candidates, including names, in accordance with state law (20-A MRSA ¶ 6101).

K. Hiring of Current Employees

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

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 search determines that the following circumstances exist:

1. All recruitment procedures were satisfied (unless interim);
2. The board in consultation with the Superintendent may _____ alter all or part of this procedure in extraordinary circumstances;
3. The currently employed candidate is exceptionally well qualified for the position; and,
4. The decision to forego all or part of the recruitment and screening process will not detract from the goals of this policy.

~~ADOPTED: March 12, 1996~~

~~REVISED:~~

CAPE ELIZABETH SCHOOLS
PROFESSIONAL STAFF HIRING PROCEDURES

< District STANDARD TELEPHONE REFERENCE CHECK FORM HERE ? >