








PERRIS UNION
HIGH SCHOOL DISTRICT

Employee Selection Guidelines And Procedures

HUMAN RESOURCES DIVISION

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PERRIS UNION
HIGH SCHOOL DISTRICT
HUMAN RESOURCES

We Are PUHSD



PURPOSE

Pursuant to Perris Union High School District Board Policy 4111/4211/4311, this Selection Guide has been established by the Human Resources Department to establish clear, unbiased, legal, and transparent procedures for recruiting, screening, interviewing, selecting, and hiring employees to the Perris Union High School District (PUHSD). This guide also applies to the process of hiring employees for the California Military Institute (CMI), a dependant charter school. The guide includes the standardized forms and checklists used by the Human Resources Department throughout the selection process.

VISION

Perris Union High School District will be a caring, diverse, and supportive learning environment in which all are committed towards working in relationships to foster innovative and creative learning opportunities.

MISSION

The mission of Perris Union High School District is to create high quality relevant learning opportunities for all in a safe and caring environment. We will develop a high quality, caring staff who will be dedicated to learning, and connect students to their education and potential goals. We will care for all students while developing a growth mindset through collaboration, creativity, communication, and critical thinking.

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“ The Perris Union High School District is a great group of individuals to work with. We are always looking out for individual students to be successful. ”

~ PUHSD EMPLOYEE



INTRODUCTION

The Perris Union High School District (PUHSD) strives for greatness! Selecting and hiring the best employees is a crucial part in providing our students, district, and community with quality service for success. The process also impacts both the candidates who are hired and the applicants who are not hired. Therefore, when filling a position, we must dedicate our time to carefully review each candidate to find the best qualified individual for PUHSD or the California Military Institute (CMI).

District and Charter administrators are performing an important and valuable service for our organization as they screen and interview potential employees.

In addition to selecting candidates to be new employees, the interview is an opportunity for the candidates to consider PUHSD or CMI as an employer, so we want to use the interview process to make a good impression on candidates.

As a result, this guide provides district administrators with an overview of the employee selection process and outline of their responsibilities as a panel members. Administrators and applicants are also encouraged to contact the Human Resources Department if they ever have a question about the recruitment and selection process.

EQUAL EMPLOYMENT OPPORTUNITY LAWS AND REGULATIONS

It is the Perris Union High School District's policy to ensure equal employment opportunity for all persons regardless of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older) or physical or mental disability. It is the policy of the District to continue to make positive efforts to upgrade the recruitment, hiring, and promotional practices with the goal of achieving a diverse workforce in all levels of employment.

As an equal opportunity employer, PUHSD must comply with the following laws and regulations in order to meet current equal employment regulations. They include:

Title VII of the Civil Rights Act of 1964 as amended prohibits discrimination in hiring, promotion, discharge, pay, fringe benefits, and other aspects of employment on the basis of race, color, religion, sex, or national origin. Applicants to and employees of most private employers, state and local governments, and public or private educational institutions are protected. Employment agencies, labor unions, and apprenticeship programs are also covered.

Civil Rights Act of 1991 facilitates proof of disparate impact by protected group members.

The Equal Pay Act of 1963 as amended, prohibits sex discrimination in payment of wages to women and men performing substantially equal work in the same establishment. The law covers most private employers, state and local governments, and educational institutions. Many employers that are not covered by Title VII, because of size, are covered by the Equal Pay Act.

Sexual Harassment is a form of sex discrimination prohibited under Title VII of the Civil Rights

Act of 1964, 42 U.S.C.2000e, et. seq. Title IX of the Educational Amendments Act of 1972, 20 U.S.C. 1681 et. seq., and prohibits unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, is used as the basis for employment decisions, or creates a hostile or offensive working environment. It is also prohibited under California Education Code sections 200 et. seq.

*Please refer to PUHSD Board Policies and Regulation 4119.1 for additional information about sexual harassment prohibitions.

The Age Discrimination in Employment Act of 1967 as amended, prohibits age discrimination and protects applicants and employees age 40-70 from discrimination in hiring, promotion, discharge, pay, fringe benefits, and other aspects of employment. The law covers most private employers, state and local governments, educational institutions, employment agencies, and labor organizations.

California Administrative Code, Title 2, Division 4, Chapter 5, Section 8101 et seq. provides the employer shall not discriminate against any employee or applicant for employment on the basis of race, religious creed, color, national origin, ancestry, physical handicap, medical condition (cancer related as defined in Government Code 12990), marital status, sex, or age (over 40).

Executive Order 11246 as amended, prohibits job discrimination on the basis of race, color, religion, sex, or national origin and requires affirmative action to ensure equality of opportunity in all aspects of employment.

Section 402 of the Vietnam-era Veterans Readjustment Act of 1974 prohibits job discrimination and requires affirmative action to employ and advance in employment qualified Vietnam-era veterans and qualified disabled veterans.

Applicants to and employees of companies with a federal government contract or subcontract are protected under the authorities above.

Section 503 of the Rehabilitation Act of 1973: as amended, prohibits job discrimination because of handicap and requires affirmative



action to employ and advance in employment qualified handicapped individuals who, with reasonable accommodation, can perform the functions of a job.

Section 504 of the Rehabilitation Act of 1973 as amended, prohibits employment discrimination on the basis of handicap in any program or activity which receives federal financial assistance. Discrimination is prohibited in all aspects against handicapped persons who, with reasonable accommodation, can perform the essential functions of a job.

Americans with Disabilities Act of 1990 (ADA) prohibits discrimination against qualified applicants and employees with disabilities and requires reasonable accommodations be made for applicants or employees with disabilities if such accommodations do not impose an “undue hardship” on the operation of the employer’s business.

In addition to the protection of Title VII of the Civil Rights Act of 1964, Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color, or national origin in programs or activities receiving federal financial assistance. Employment discrimination is

covered by Title VI if the primary objective of the financial assistance is provision of employment or where employment discrimination causes or may cause discrimination in providing services under such programs.

California’s Fair Employment and Housing Act expands the protections of the federal ADA by defining a handicap as a condition which interferes with the person’s ability to perform an essential life activity.

In addition, PUHSD Board Policy 4030 provides for non-discrimination in hiring on the basis of race, color, national origin, ancestry, religious creed, age, marital status, pregnancy, physical or mental disability, medical condition, veteran status, gender, and actual or perceived sexual orientation.

Employment of Relatives: PUHSD Board Policies 4112.8, 4212.8, and 4312.8 outline the District’s policies related to Employment of Relatives. The District has implemented these policies to make sure that employment decisions are free of conflicts of interests or the appearance of impropriety. Specifically, the Board prohibits the appointment of any person to a position for which his/her

relative maintains management, supervisory, evaluation, or promotion responsibility and prohibits an employee from participating in any decision that singularly applies to one of his/her relatives. Persons related by blood or marriage to a District employee shall not be appointed to positions where the district employee maintains supervisory or evaluation responsibility for the position.

Fair Employment Recruitment and Selection: The District’s recruitment, selection, and employment practices provide a concerted effort to hire and promote qualified individuals of ethnic minority background and women so that the total district staff is representative of an availability pool determined by the district. The administration also makes an effort to assign staff to each school so that a reasonable representation of ethnic minorities and women is available to students as positive role models.



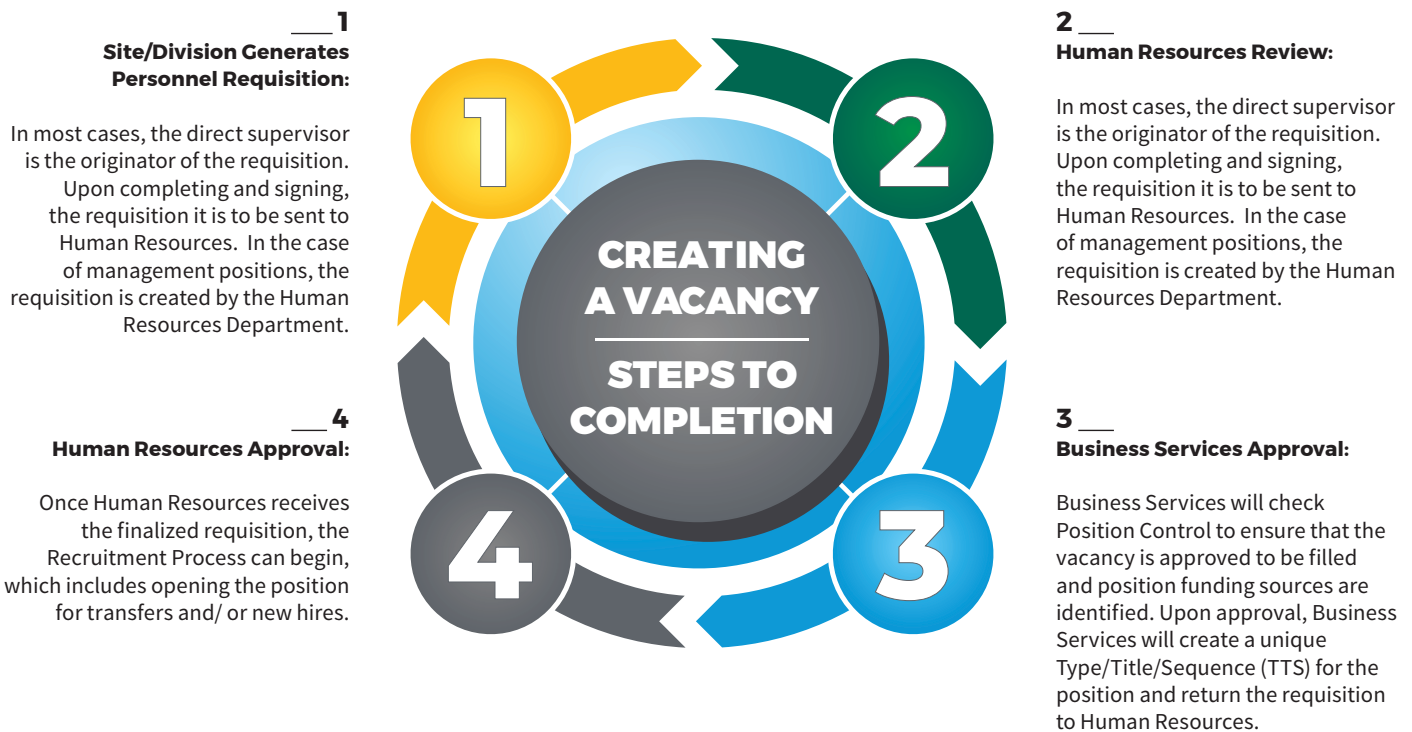
CREATING A VACANCY

Personnel Requisition

The Perris Union High School District is dedicated to hiring and retaining outstanding individuals who can adapt to the multifaceted, changing world of a high school district. Excellence at PUHSD is to be maintained through careful, methodical selection processes with the goal of assembling a distinguished employee population, varied in background and fully engaged in personal and professional development and enrichment.

In order for the Human Resources Department to begin the recruitment process for top quality employees, there must be a vacancy, which is identified through the submission of a Personnel Requisition (see “Human Resources Forms”). The division/site must complete and submit a Personnel Requisition to the Human Resources Department. Once reviewed, the requisition must then be approved by the Business Services Department. Once the approved requisition is returned to the Human Resources Department, the recruitment process can begin!

The process of completing a Personnel Requisition is illustrated below:



The Board of Education reserves to itself the authority to approve the hiring of District personnel. To be effective all personnel appointments, including short-term and temporary appointments, must be approved by the Board of Education before work begins, or ratified by the Board of Education after work begins within thirty (30) days, or at the next regular Board of Education meeting, whichever is sooner.

RECRUITMENT PROCEDURES

Transfer and Internal Promotions

The Perris Union High School District is committed to offering opportunities for upward mobility to its full time, highly qualified employees in a manner that provides equal opportunity.

The purpose of this section is to provide for a consistent internal promotional procedure for highly qualified classified and certificated employees to expand and reach their potentials through career advancement with the district.

Certificated Employees:

The process for transferring and filling vacancies for certificated employees is addressed in Article XI of the Certificated Employees Collective Bargaining Agreement. A “transfer” is the movement of a bargaining unit member from one school site or facility to another school site or facility. A “voluntary transfer” is a transfer initiated by the certificated employee.

Permanent certificated employees must send a letter of request to be considered for transfer to another school site for the ensuing school year to the Human Resources office by March 30 of the prior school year. If an opening is anticipated and the certificated employee has met the timeline above and the criteria set forth below, then they will be considered for voluntary transfer. If the permanent certificated employee misses the timeline above, they may apply and compete for any vacant position available after April 15th by submitting a Letter of Interest to Human Resources prior to the deadline for the position.

Requests for voluntary transfers shall be considered on the basis of (1) appropriate credentials; (2) District-wide seniority with appropriate subject matter experience; (3) recentness of subject area preparation. If a voluntary request is denied, the District must, upon request, provide specific written reasons for the denial to the unit member.

Consideration will be given to all permanent certificated employee applicants for any vacancies which are submitted to the Human Resources office within ten (10) unit workdays after placement of the notice of vacancy (or up to 21 calendar days prior to the start of school, whichever is sooner), except that from 21 calendar days prior to the start of school to 30 calendar days after school has started, vacancies need only be posted until the position is filled. The final selection to fill the vacancy is within the sole discretion of the District management.

Any certificated vacancy, which is part of the exclusive bargaining unit, shall be filled by giving preference to qualified certificated

bargaining unit members over non-unit member applicants.

“Preference” means that special weight shall be given such factor, but not that such applicant shall be guaranteed such assignment.

Permanent certificated employees must be provided first consideration in the selection process for filling vacancies that occur or are identified on or before April 30 of each year. After April 30 of each year and up to the day before the duty year of the bargaining unit begins, all qualified applicants who have applied for the vacancy at the school shall have access to the selection process for filling the vacancy.

There are no special provisions for certificated employees who apply for a promotional position. Certificated employees may apply for promotional opportunities similar to any other applicant.

RECRUITMENT PROCEDURES, CONT.

Classified Employees:

The process for transferring for classified employees is addressed in Article 17 of the Classified Employees Collective Bargaining Agreement. “Transfer” is defined as a change of classified employee’s assignment that results in a change of the assigned work site or work shift without a change in classification. A “voluntary transfer” is one which is sought by the classified employee.

Prior to opening any classified vacancy to new applicants, the vacancies must be opened to classified employees for voluntary transfers. Among eligible unit members, the most senior classified employee shall be granted the transfer opportunity. However, prior to accepting the transfer, Human Resources Department will notify the immediate supervisor of the transfer request. The supervisor should meet with the classified employee no later than seven (7) days after the unit member has been notified of the transfer. During the meeting, the supervisor must review the supervisor’s expectations for the assignment. The classified employee may withdraw the transfer request within twenty-four (24) hours of the meeting with the supervisor by providing written notice of such withdrawal to Human Resources.

A classified employee seeking a voluntary transfer may be denied the transfer on the basis of poor job performance as evidenced by an overall below average or unsatisfactory rating on the two (2) most recent performance

evaluations, unjustified excessive absenteeism as determined by the Human Resources Administration Officer and/or disciplinary action taken against the classified employee within the last year of the date of the posted vacancy.

A classified employee accepting a voluntary transfer shall not be eligible to transfer for six (6) months from the effective date of the transfer.

In approximately June of each school year, classified employees will be sent an “interest form,” in lieu of individual notices to all incumbents, where they can indicate any transfers for which they would like to be considered. Classified employees must promptly return these forms to the Human Resources Department.

If there are no transfers, the vacancy shall be open to all applicants, including classified employees who are interested in a promotion. The process for promotions and filling vacancies for classified employees is addressed in Article 18 of the Classified Employees Collective Bargaining Agreement. A “promotion” is a change in the assignment of a unit member from a position in one classification to a position in another classification with a higher maximum salary rate, or to a position with a greater annual salary (e.g., an increase in hours and/or days worked in a year) even if there is no change in classification.

The vacancy notices for any classified positions must be posted on EDJOIN, as well as displayed on bulletin boards in prominent locations at each District job site.



The job vacancy notice must remain posted for a minimum of six (6) full working days, during which time classified employees may apply for the vacancy. The job vacancy notice must include at least the job title, salary range, a brief description of the position, duties, the assigned work hours and intended initial job site. Any classified employee may apply for the vacancy by complying with the application procedures used for all applicants. Any unit member on leave or vacation may authorize his/her CSEA Representative to apply on the employee's behalf.

In considering a classified employee for a promotional vacancy, skills, experience, abilities, test results and job performance records must be the deciding factors.

The District shall select an interview panel that will include at least one (1) person in the same or related classification as the position for which the promotion is available. In selecting the interview panel the District will, whenever possible, consider choosing panel members from list of three (3) names that the CSEA President has provided to the Human Resources Department. The panel will review the promotional process prior to the interview. All employees who submit complying with the application procedures used for all applicants and pass the test must be interviewed. If there are no appreciable distinguishing differences between candidates, preference shall be given the senior classified employee applicant.

Following all classified interviews, the hiring manager must complete a Candidate Select Form (see

“Human Resources Forms”). If an outside candidate or less senior classified employee is selected rather than the most senior classified employee, the administrator must include a justification for the recommendation on the form.

Following completion of the recruitment period, the Human Resources Department will notify each applicant of his/her standing. If a classified employee was not selected for a vacancy, the employee may request a meeting with a Human Resources administrators to review why the employee was not chosen for the promotional position.

Every employee selected for promotional opportunities through the internal selection process shall serve a probationary period in his/her new position as described in the respective collective bargaining agreement, District policy and practices, and California Education Code.

California Military Institute (CMI) Transfers & Promotions:

All CMI employees are encouraged to apply for any vacancies within CMI or PUHSD; however, employees of the CMI may not transfer to/from PUHSD. Similarly, there are no special provisions for employees at CMI who are interested in transferring to other positions.



Once a Personnel Requisition has been approved, the Human Resources Department begins the recruitment process. The purpose of the Recruitment /Screening Process is to invite the most highly qualified candidates to fill our vacancies, while eliminating weaker candidates. The steps to this process are illustrated in the table below:

Develop Recruitment Timeline

- Review job description and position title
- Design job announcement (include minimum qualifications and testing requirements)
- Confirm minimum qualifications for first level screening, along with desired qualifications
- Develop recruitment process timeline, including closing date
- Outline advertising plan (methods, dates)
- Select paper screening date/time
- Work with hiring manager to select interview dates/time



Launch/Monitor Recruitment Process

- Post on EDJOIN for a minimum of six (6) days
- Post on HR's Twitter and District's Facebook for a minimum of six (6) days
- Post other advertisement, as required (example: newspaper, trade magazines, LinkedIn, etc)
- Send email notification of recruitment to Cabinet, leadership team members, bargaining units, and employees groups when recruitment opens



Screening (within 3-5 days of closing date)

- Initial screening will be conducted by the designated Human Resources representative
- Screen for minimum qualifications, include required credential(s), letters of recommendation, education, and any other requirements
- Review application's "Legal Information" section
- Verify completion of application, including signature and attachments
- Notify disqualified applicants



Conduct Testing (if applicable)

- Invite qualified applicants for testing, as required
- The testing protocol varies by position: (example: written, performance, technical interview, or supplemental questions)
- Following testing, results will be shared with the hiring managers for Secondary Screening



Secondary Screening (within 3-5 days of closing date or 1-2 days after testing)

- Secondary screening will be conducted by either the hiring manager or Human Resources representative
- Establish objective screening criteria
- Complete Supplemental Screening Criteria form
- Screen for supplemental qualifications
- Validate screening for supplemental qualifications with Human Resources representative
- Discuss and reconcile screening for supplemental qualifications, if required
- Invite qualified applicants for interview
- Notify disqualified applicants





Prior to beginning a recruitment, the Human Resources representative will consult with the hiring manager to develop a timeline for the recruitment. This timeline must be considerate of both the needs of the site/department and other current recruitments.

The Human Resources representative will create a job announcement. The job announcement must match the information included in the approved job description. The announcement shall include a detailed description of the position responsibilities, skills, knowledge, and abilities necessary for successful job performance, as well as minimum qualifications (e.g. experience, education, etc.). Statements regarding equivalent experience/education shall be specifically included when appropriate. When desirable qualifications are used, these qualifications shall be stated separately from minimum qualifications. Requirements for applying will also be clearly provided on the announcement. Conditions of employment, salary, benefits, working conditions, and application deadlines shall also be cited in job announcements.

All announcements, applications, and screening shall be conducted

through EDJOIN. The Human Resources representative will also post the vacancy on the Human Social social media accounts (i.e. Twitter, Facebook, etc.). All recruitments must be open for a minimum of six (6) days. For hard to fill positions, the recruitment timeline may be longer. The Human Resources representative must consult with the Human Resources administrator on additional postings, such as newspapers, trade magazines, LinkedIn, etc. Once posted, the Human Resources representative must announce the posting of via email to Cabinet, leadership team members, bargaining units, and employees groups.

Following the announcement, if an applicant needs any assistance with the EDJOIN application process, Human Resources representatives will assist applicants. In addition, a computer kiosk is available in the Human Resources office to allow applicants to complete the application.

Screening must occur within five (5) days of the close of the recruitment and is the first step in recruiting excellent employees. The purpose of screening is to review the application materials and invite the most highly qualified candidates to the interview process. Any individual

or group of individuals acting on behalf of the Board of Education for the recruitment, screening and selection of personnel, including the selection of a Superintendent, are agents of the District and shall adhere to all state and federal laws related to employee selection, including District policies related to confidentiality.

Within five (5) days of the close of the recruitment, designated Human Resources representatives will conduct initial screening or “pre-screening” of the applicants, to insure that each applicant has 1) completed the application, 2) submitted the materials required for applying, 3) meets the minimum qualifications, and 4) checks “Legal Information” to ensure that the candidate is not legally disqualified from the position. Following the screening, the Human Resources representative will invite candidates for testing and notify disqualified candidates via EDJOIN.

For positions that include testing, applicants must be screened for a completed application and minimum qualifications, prior to testing. A skill-related test can help determine whether candidates have the minimum requirements necessary to successfully fulfill the duties of the position.

1

CLASSIFIED TESTING

Candidates for classified positions must earn a score of 75% or higher to successfully pass the test. Only the candidates with the top scores will be invited to interview. In the case of permanent classified employees, all who pass the test must be invited to interview.

2

CERTIFICATED TESTING

All classroom teaching candidates are required take the Educators Professional Inventory (EPI). This assessment evaluates candidates in Teaching Skills, Attitudinal Factors, and Cognitive Ability. There is no passing score for EPI; however, hiring managers should only consider the top candidates.

3

MANAGEMENT TESTING

All principal and assistant principal candidates are required to take the Principal Educators Professional Inventory (Principal EPI) — a 120-question assessment that allows district leaders or administrators to predict which principal candidates are most likely to be successful. There is no passing score for EPI; however, hiring managers should only consider the top candidates.

A maximum of ten (10) qualified candidates may be scheduled for interview for a single position vacancy. Additional candidates may be invited if there are multiple vacancies or upon authorization by a Human Resources administrator.

Within 3-5 days of closing date or 1-2 days after testing, the hiring manager or Human Resources administrator will conduct a secondary screening by reviewing the eligible applicants and identify those who will be invited to interview. If multiple administrators are reviewing the same pool of applicants prior knowledge of applicant's skills, knowledge and abilities shall not be discussed during screening or interviewing processes, since such discussion could not transpire in the same manner regarding all applicants. In conducting the secondary screening, the hiring manager or Human Resources administrator must use objective supplemental criteria, such as test scores, years of experience, education, specific training, special skills or abilities, and recommendations by immediate supervisor. Prior to screening the applicants, the hiring manager or Human Resources administrator must establish the criteria and indicate the supplemental criteria on the Supplemental Screening Criteria form. If, after conducting the initial secondary screening, the hiring manager or Human Resources administrator may increase or decrease the supplemental criteria if too many or too few candidates were screened in/out. If any adjustments are made to the supplemental criteria, the criteria must be accurately reflected on the Supplemental Screening Criteria form. Following the secondary screening, the Human Resources representative will invite candidates to interview by EDJOIN and/or phone and notify disqualified candidates via EDJOIN.

INTERVIEW PROCEDURES

The purpose of a job interview may seem fairly obvious - identify qualified candidates to fill specific positions. However, there are other equally important purposes to the competitive interview process, which include identifying the candidate's ability to communicate, problem solve, and think critically. Most importantly, the interview process allows the District the opportunity to recommend only the highest qualified candidates for hire. Any deviation to the procedures outlined in this section must be approved by a Human Resources administrator.

The oral interview portion of the selection process provides an opportunity for personal evaluation of the applicant. In addition to the actual responses to the interview questions, the applicants are able to demonstrate their presentation skills, poise, attitude, and professional demeanor.

The designated Human Resources representative shall work with the hiring manager and/or the Human Resources administrator to 1) select interview questions, 2) identify the day/time of the interviews, and 3) determine who will serve on the interview panel. In all cases, an interview panel will include a minimum of three (3) members. Human Resources will make a reasonable effort also secure a job alike to serve as a member of the interview panel. In the case of classified employees, the District will, whenever possible, consider choosing panel members from list of three (3) names that the CSEA President will provide District Administration pursuant to provisions the Classified Employees Collective Bargaining Agreement.

Each panel member has an obligation to conduct fair, job-related information gathering. Candidates should leave the

interview feeling they have been given friendly, skillful help in presenting their qualifications. Any information a panel member receives during interview proceedings (e.g., candidate's name, qualifications, information volunteered, and rating score) is to be kept confidential and is not to be discussed outside the interview room at any time. All panel members are obligated to sign a confidentiality agreement to serve on the interview panel (see "Human Resources Forms").

The information needed to make a good hiring decision can be obtained from the candidate by using the structured oral interview format. During the interview, all candidates are asked the same pre-established set of questions. Each panelist must use these questions. It is critical that questions be posed the same during each interview and that no clarification or additional information is provided to one if it was not provided to all. Panel members may ask supplemental or clarifying questions that specifically relate to the candidate's response. For example, a candidate may mention experience as a math teacher. It would be appropriate to ask the candidate to elaborate

on what specific math classes he/she taught. It is important to remember that panel members may not ask questions about or suggest consideration of the following areas: Arrest Record; Citizenship; Country of Origin; Ethnicity; Marital Status; Children or Child Care; Sexual Orientation; Gender Identity; Political Beliefs; Union Participation/Membership; Disabilities/Pregnancy; Attendance Record; Military Discharge; Residence; Credit/Debt/Finances; or Religious Affiliation or Practices.

Disqualification of Panel Members
- To make sure the process is fair and unbiased, panel members shall disqualify themselves from the panel if they cannot fairly and objectively evaluate a candidate for whatever reason, are related to any applicant by blood, marriage or adoption, are residing with an applicant, or are involved in an intimate relationship with an applicant.



INTERVIEW OUTLINE

The interview panel should set the proper interview atmosphere. A friendly, easy going, positive approach will usually produce more useful information about a candidate than a series of rapid, direct questions that may likely cause candidates to be put on the spot. A standard interview procedure is commonly used. A brief outline of a typical interview follows:

Before The Interview Begins

- The Interview Panel Chairperson shall explain the interview process to all panel members.
- The chairperson will mention to the panel that all written material will be retained by the Human Resources Department as part of the recruitment file and may be subject to subpoena and review by compliance agencies, so panelist must use good judgment regarding what they write.
- All members shall review the candidates being interviewed and verify there is no conflict of interest.
- All members will review the predetermined questions, make sure they understand the questions, and determine who will read which questions.
- All members must review and sign the Procedures and Norms for Interview Panel Members (see “Human Resources Forms”).

During The Interview

- The interview chairperson should help make the candidate comfortable and have the panel members introduce themselves.
- The chairperson should describe the interview and selection process, including that the panel will interview several candidates, conduct reference checks, and make a recommendation of final candidates to the division head and Human Resources.
- The chairperson should indicate the amount of time planned for the interview. Candidates will be provided with the printed questions, but they may not take them out of the interview room.
- The chairperson will explain to the candidate that they should not assume the panel has read their recruitment documents and are aware of their qualifications.
- The chairperson will ask the candidate for any questions prior to beginning the interview.
- The panel must ask all candidates the same questions in the same manner. The process must be followed even if the candidate is known to all panel members.
- Panel members may not deviate from the established questions; however, panel members may ask follow-up questions that specifically relate to the candidate’s response. For example, a candidate may mention experience as a math teacher. It would be appropriate to ask the candidate to elaborate on what specific math classes he/she taught. It is important to remember that panel members may not ask questions about or suggest consideration of the following areas:
 - Arrest Record; Citizenship; Country of Origin; Ethnicity; Marital Status; Children or Child Care; Sexual Orientation; Gender Identity; Political Beliefs; Union Participation/Membership; Disabilities/Pregnancy; Attendance Record; Military Discharge; Residence; Credit/Debt/Finances; or Religious Affiliation or Practices.
 - If a candidate voluntarily discloses a disability, do not make follow-up disability-related inquiries. Prior to making a bona fide offer, a representative from HR will work with the candidate to determine if the candidate can fulfill the essential functions of the job with or without reasonable accommodations.
- Panel members should make written notes on the form provided. Notes must be specific, describing actual responses or quotes from the candidate. Panel members may not write “descriptions” or drawings of the candidate (i.e. gender, ethnicity, appearance, attire, age, hygiene, etc.).
- When all job-related questions have been asked, the candidate should be thanked for participating and informed of the next steps in the process, including the anticipated timeline for a decision. A representative from the Human Resources Department will notify all candidates of the outcome.



Important Things NOT To Do During An Interview

- Panel members may not inquire as to the existence, nature, or severity of a candidate's disability.
- Panel members may not ask how many absences at a previous job were related to illness.
- Panel Members may not ask about prior job-related injuries or workers' compensation history.
- If a candidate voluntarily discloses a disability, do not make follow-up disability-related inquiries. However, the interviewer may ask whether the candidate can perform the essential functions of the job with or without reasonable accommodation. However, the panel member may not ask what accommodation is needed. That can be dealt with after a bona fide job offer is made.
- FOLLOW-UP QUESTIONS: Panel members must remember not to ask questions about or suggest consideration of the following areas:
 - Arrest record;
 - Citizenship, country or origin of ethnic status;
 - Marital status, marital plans, spouse's employment, children or child care needs;
 - Handicaps not directly related to the ability to do the job;
 - Military discharge;
 - Pregnancy;
 - Home, car, or furniture ownership or debts; or
 - Religion or religious practices.

Interview Panel Norms



Honor the integrity of the district's selection process.



Act professionally at all times.



Be personable in dealings with other panelists and all candidates.



Avoid side discussions regarding the candidates at any time during the interview process.



Make sure not to discuss candidates with anyone during the interview process until all candidates have been interviewed and the panel begins its deliberation.



Treat all information, conversations, and interviews with the highest degree of confidentiality.



Violation of any of these norms will result in panelist removal from the selection process and restrict the individual from all future processes. Furthermore, employees who violate the process of the interview panel may be subject to disciplinary action.

Panel members must be especially mindful to stay equally attentive and alert for each candidate being interviewed; avoid negative body language that could unsettle candidates; avoid excessive “validation” of candidate responses - this sends mixed messages; use consensus when making final recommendations, and consider each panel member’s assessment when making decisions; and portray a friendly, yet professional demeanor toward each candidate and panel member.



SAMPLE INTERVIEW CHAIRPERSON SCRIPT

At the beginning of each interview, the Interview chairperson will use the following script as a guide for the chairperson's comments:

"Welcome. Thank you for coming in today for this interview. I am (name) and I will be chairing the panel today. I will let my fellow panel members introduce themselves."

"We will begin the interview in just a moment, but first I would like to explain our process. PUHSD is an equal opportunity employer; so we use a structured interview process to assure that all candidates have the same questions and interview experience. Also, panel members may be writing during the interview. They are taking notes to help them with their decision-making after all candidates have been interviewed."

"We have scheduled the interview for (number of minutes) and have found that candidates can adequately cover the questions within that time frame."

"The responsibility of the panel is to interview a number of candidates, conduct reference checks on top candidates, and to make a recommendation to the (division head title) who has final hiring authority."

"The position you have applied for is (name of position) located in (city, school, etc.). The assignment is in the (unit) in the (division). The position is supervised by (name)."

"Before we get to the interview questions, do you have any questions about the position or the process?"

Proceed through the questions in accordance with the guidelines.

After the final question:

"That concludes the questions we have for you. As I mentioned earlier; we have a number of candidates to consider and the panel will make recommendations and move on to reference checks for the top candidates. We anticipate that it will take (a week, or whatever the anticipated time will be) to complete the process. You will be notified by Human Resources regarding the outcome. Please check your EDJOIN account."

"Thank you for meeting with us today."



Candidate Conduct

To help ensure that all candidates have the same advantages, interview candidates may not be allowed to utilize notes or any documents during the interview process. If a candidate brings any items to the interview, the chairperson must inform the candidate that he/she must put the notes to the side. If a candidate has a handout that he/she would like to present to the panel, the chairperson must direct the candidate to provide the handout to a Human Resources representative.

Demonstration Lessons/ Performance Tasks

For some positions, the hiring manager may want to get a sense of how the employee may actually perform. Certificated employees may be asked to conduct a demonstration lesson. This may be especially important for Teacher on Special Assignment candidates. Similarly, candidates for classified positions, particularly classified management positions, may be asked to do performance tasks as part of the interview process. Hiring managers must contact a Human Resources administrator prior to scheduling interviews to discuss potentially including a demonstration lesson/performance task as part of the selection process. The final decision related to including a demonstration lesson or performance task shall be with the Human Resources administrator. If it is determined that the selection process shall include a demonstration lesson/performance task, all candidates shall be provided the same information and shall be treated equally.



EVALUATION AND RATING

Ratings are an estimate of a candidate's potential success in a new position, not a judgment of effectiveness in his/ her current position. Ratings are objective and must be based solely on information brought out during the interview or on the candidate's observable behavior in the interview. Ratings must be justifiable on the basis of performance dimensions only and should accurately reflect an estimation of how well a candidate will perform on the job.

Panel members should be aware of biases when ratings are assigned. Many types of biases exist such as race, age, and sex. As a result, ratings can be lower on the performance dimensions due to one characteristic rather than being based on a composite of the candidate's character. It is important to be aware of these things and make an effort to set them aside when evaluating candidates.

The rating forms should be completed as follows:

- *Consider the candidate's qualifications and responses to each question in relation to the "look fors". Appropriate responses ("look fors") are not necessarily the exact answer that a candidate should give, but the response should include several of those stated.*
- *Each panel member should give his/ her final ratings to the chairperson to be discussed in identifying the top candidates for reference checks or further participation in the selection process. Typically no more than three (3) candidates should be recommended for each position. Discuss job-related strengths and/or weaknesses of the top candidates to assist the division representative in determining which will be the most successful candidates in this particular position.*
- *After completing references, the hiring manager is responsible for completing a Recommendation to Hire form (see "Human Resources Forms"). It should be noted that the highest ranking candidate is not always the candidate that will be offered employment. The chairperson will review the Interview Procedure Evaluation Form with the panel and verify the integrity of the interview process.*

The chairperson will remind panel members that all information obtained from the candidates and the entire interview process is CONFIDENTIAL.

It is highly recommended that positions requiring advanced training and experience include a second-level interview. This is particularly true if the process includes a writing sample, presentation, or demonstration of the candidate's knowledge.

Forced Ranking - The forced ranking system provides a subjective method to rate applicant placement after each interview by ranking the candidates after each subsequent interview session. A sample of a forced rating sheet may look like the example below.

Forced Ranking Sample:

NAME					
CANDIDATE A	1	2	3	4	4
CANDIDATE B		1	1	2	2
CANDIDATE C			2	3	3
CANDIDATE D				1	1
CANDIDATE E					5

If it is decided to fail or disqualify a candidate, the panel must make sure the decision is well justified and documented. Comments should be specific. They may be used to provide feedback to candidates by Human Resources representative. However, the rating sheets are confidential and not shared unless they become part of a litigation or compliance process. Individual rating sheets are to be completed with the rating and signature. All written materials are collected and returned to Human Resources following the completion of the selection process.

It is important to remember that the interview is only one part of the selection process. The interview team will also be considering the actual application information and letters of reference (See Post-Interview Procedures). Testing results, if available, may also be considered during the interview session. The interview team is looking for the most highly qualified person to fulfill the unique program needs.



Common Rating Problems

In evaluating candidates, panel members should be aware of a few common problems that may occur. Whenever one person judges another, it is easy to fall into the following practices without even being aware of it. We tend to be highly influenced by first impressions, appearance, conversational skills, and nonverbal behavior, so panel members should be aware of those tendencies in order to be open to the more substantive factors a good interviewer considers.

Halo Effect - Panel members should guard against the very common tendency of allowing excellence in one factor to overshadow other factors in determining an overall score. Careful attention to the “look fors” to justify a rating will help to avoid this effect.

Projection Effect - Some people have a tendency to apply their own personal values when rating others. This says, in effect, that only a “person like me” can be a successful candidate for the position. This can lead to ratings that are unfair, discriminatory, and illegal. The interviewer should avoid an over-emphasis on personal compatibility rather than competence.

Leniency, Severity, and Central Ratings - Leniency, severity, and central ratings are all common tendencies in scoring. “Leniency” is rating everyone high; “severity” is rating everyone low; and “central” is when all ratings are “middle of the road” or average. The panel chairperson will provide a “rubric” to help guide panelists in their scoring.

Contrast Effect - An average person can look extremely good or extremely poor in contrast to a very “low” or very “high” person. Keep in mind that you are rating the actual interviewee’s responses, observed behavior, and the actual qualifications of each candidate as they relate to the classification qualifications

POST-INTERVIEW PROCEDURES

After the candidate leaves the room, panel members should finish their notes and complete the rating and/or ranking forms. After all candidates have been interviewed, the panel members can share their ratings/rankings. It is important to consider the input and perspective of other panel members, but the panel member's rating must be his or her own. Panel members should be careful not to indicate to the candidate whether he/she is going to be considered further for the position. It is best to say that notification of results will be made in a timely fashion by Human Resources.

Post-Interview Procedures:

- *After the candidate leaves the room, panel members should finish their notes and complete the ranking forms. Rankings must be objective and based solely on information brought out during the interview. Rankings should accurately reflect an estimation of how well a candidate will perform on the job.*
- *After all candidates have been interviewed, the Chairperson shall ask panel members to share their rankings. Panel members may consider adjusting their rankings after considering the input and perspective of other panel members; however, each panel member must attest to their final rankings.*
- *While sharing rankings, panel members may not share "other information" about the candidate that was not part of the candidate's specific answers. For example, panel members may not share a concern about the candidate's physical appearance, union membership/participation, attendance, etc.*
- *The interview panel is charged with recommending no more than three (3) finalists per position. The Chairperson will help gain consensus on the top three (3) finalists. Consensus means that all panel members accept and support the decision.*
- *The chairperson must review the Interview Panel Procedure Verification form with the entire panel and have all panel members sign the form. If a member refuses/fails to sign the form, the entire panel may be voided, requiring a entirely new round of interviews with a new panel. This may also result in disciplinary action.*
- *The chairperson must remind panel members that all information obtained from the candidates and the entire interview process is CONFIDENTIAL..*

The interview panel is charged with recommending no more than the top three (3) finalists, per position. The names(s) of finalists shall be presented to the Human Resources administrator who, along with the chairperson, will review the committee's evaluations. If deemed necessary, additional interviews may be held prior to making a recommendation to the Board of Education to hire.

An Eligibility List may be established for some positions requiring larger recruitments (i.e., Secondary Teachers, Paraeducator, Custodian, etc.). Following the interview, all eligible candidates will be placed on the list in unranked order. Vacancies will be filled through this list. The eligibility list will remain active, until the list is exhausted; the school year ends; or the Human Resources administrator authorizes the list to be closed.

Interview Panel Irregularities

In very rare cases, the interview panel may have difficulty reaching consensus. If, after exhaustive discussion, the panel still cannot reach consensus on the final three (3) candidates, the Chairperson must contact a Human Resources administrator for guidance. The Human Resources Administrator may meet with the panel in a final attempt to gather consensus. In extraordinary cases, the Human Resources administrator may invalidate the interviews and schedule a different round of interviews with a different interview panel.

At the conclusion of every interview panel, all panel members must confirm that all panel members have adhered to the established norms by completing the Interview Panel Exit Survey (see “Human Resources Forms”). Any interview panel irregularities must immediately be reported to a Human Resources representative. If it is determined that an interview panel member failed to adhere to the established norms, the panel member may be subject to disciplinary action and shall not be allowed to serve as an interview panel member for any future panels.

Reference Checks

Reference checks of the top candidates will be conducted by the hiring manager or Human Resources representative prior to making a recommendation to hire. References will be checked using the format and process provided on the reference check form. A minimum of two (2) references must be completed for each candidate, one of whom should be the candidate’s immediate supervisor. If a candidate is a current permanent employee of the district only one (1) reference check is required and must be obtained from the employee’s current supervisor.

When conducting a reference check, it is best to attempt to contact a reference from an individual who recently supervised the applicant. A colleague of an applicant may not have the same insight as a supervisor.

Reference Check Process

- Employment references checks are usually done for candidates under serious considerations. (Top three candidates, at most.)
- The person conducting the reference check must utilize the questions provided, but may ask follow-up questions to any of the answers provided.
- In checking reference, the hiring manager must attempt to contact a recent immediate supervisor or a person who has best knowledge of the candidate’s duties, responsibilities, performance level, and job behavior.
- Prior to contacting the candidate’s present employer, check the application to see the candidate’s comments, if any. If the employee has listed “Do Not Contact” for the current supervisor, the hiring manager should speak with a Human Resources Administrator, who may contact the candidate or direct the hiring manager to contact the candidate.
- The person obtaining the reference must listen for concerns, specifically if the reference is vague or only provides hire dates, there may be a “red flag” which may require further investigation. If respondent provides vague answers, describe the critical job elements of the position for which the candidate is applying. Ask the supervisor to describe (rather than rate) the candidate in terms essential skills, knowledge, and abilities required of the position.
- If the reference person gives negative information, the hiring manager must speak with a Human Resources Administrator, who will provide additional guidance.
- Reference data is a component in the final selection.





Administrators are not solely limited to the individuals listed by the applicant as references. A recent immediate supervisor may also be contacted for references. All concerns related to references should be referred to a Human Resources administrator. A little extra time conducting reference checks may help make sure we are hiring the very best person for the position. For management level positions, the Human Resources administrator may also conduct a site visit to ensure that the very best candidates are being recommended for appointment.

There are times when the Human Resources Department may utilize an electronic reference form; however, live references are always preferred.

Site Visits

For administrative positions, a Human Resources administrator may schedule a visit to the candidate's current work site prior to making a final recommendation. The purpose of the visit is to meet with individuals who supervise the candidate, are supervised by the candidate, or who work with the candidate. This may also include students, parents, district-level staff, or other members of the school community.

OTHER POSITIONS

Athletic Coaches

Temporary Athletic Team Coaches are unique positions and are subject to different laws compared to most other positions. As a result, PUHSD must comply with the Equal Employment Opportunity laws and regulations identified earlier, as well as the following federal and state laws and regulations in order to meet the requirements of these positions.

Title IX:

Title IX of the Education Amendments of 1972, 20 U.S.C. §1681 et seq., prohibits discrimination on the basis of sex in any federally funded education program or activity. In the Perris Union High School District, sports are to be offered to boys and girls alike. For example, if a girls' JV tennis team is eliminated, then there can be no boys' JV tennis team either. If a sport is eliminated, Cabinet may be receptive to moving the number of coaches around to other sports, contingent upon the rationale provided. The amount of difference in the stipends between the sports would also be taken into consideration under these circumstances, as the amount budgeted for coaching will be set for the year. The site should not assume that the number of coaches allocated will be changed, and should not hire more than their allotted coaching staff prior to Cabinet approval.

Title 5 of the California Code of Regulations:

Title 5 of the California Code of Regulations §§ 5590-5596 defines the Duties of Temporary Athletic Team Coaches. The laws that apply to athletic coaches, including supervision requirements, qualifications and competencies of coaches, Board certification, and the Code of Ethical Conduct for Athletic Coaches are included in this regulation.

Education Code section 44919:

Education Code section 44919 requires K-12 school districts to give current teachers a hiring preference for athletic coach positions. (Ed. Code 44919(b); California Teachers Assn. v. Governing Bd. of Rialto Unified Sch. Dist. (1997) 14 Cal. 4th 627, 652.) However, Education Code section 44919 does not create “a guarantee of the [coaching] job” to current credentialed employees of a school district. (California Teachers Assn. v. Governing Bd. of Rialto Unified Sch. Dist (1997) 14 Cal. 4th 627, 636.)

While Education Code section 44919 is intended to give teachers employed in the school district “some tangible advantage in the hiring process not shared by walk-on candidates,” the applicant must meet the qualifications set by the District. (Governing Bd. of Rialto Unified Sch. Dist., 14 Cal. 4th at 635.) Only if a current teacher applicant for a coaching position is found to be unqualified under applicable qualifications standards promulgated by the District may the District consider a walk-on coach. (Governing Bd. of Rialto Unified Sch. Dist., 14 Cal. 4th at 652.)

PUHSD Board Policies & Administrative Regulations:

As indicated in Board Policy 4127, 4227, and 4327, “The Board of Education desires to employ highly qualified coaches for the district’s sports and interscholastic athletic programs in order to enhance the knowledge, skills, motivation, and safety of student athletes.” The corresponding Administrative Regulations help detail the processes for ensuring that our coaches are highly qualified.

Athletic Coaching Vacancies/Stipends

Each comprehensive high school is allocated athletic coaching stipends to cover the year. Athletic Directors, under the direction of their Principal, have the discretion of utilizing the stipends to meet the unique needs of each site's athletic program. Sites may also choose to pay additional stipends from their site athletic budget. In addition, sites may elect to split stipends between athletic coaches. For example, an Athletic Director may choose to split an assistant coach stipend 50%/50% between two coaches. A single stipend can be split up to three (3) ways; however, no one (1) person can receive stipends per sport totaling more than 100% of the value of the stipend with the lowest value. (ex. A coach is receiving two split stipends. One portion is coming from a stipend with total value of \$100 and another portion from a stipend with a total value of \$75. The total of both splits cannot exceed \$75.) Sites must notify Human Resources prior to splitting any stipends. Likewise, sites must obtain an approved Personnel Requisition prior to offering any additional stipends paid by the site. Each athletic coaching position is issued a specific Type/Title/Sequence (TTS) through the District's position control representative. Athletic Directors must work directly with the designated Human Resources representative to verify stipends and vacancies as identified on the site's TTS sheet.



Recruitment & Selection Procedures For Athletic Coaches

If an athletic coaching position is held by a certificated employee, the Athletic Director may choose to keep the certificated employee in the position for the subsequent school year. However, if an athletic coaching position is staffed by non-certificated employees, the position is considered “vacant” at the conclusion of each athletic season and shall be offered to certificated employees in the district. If there are no certificated employees who are interested or qualified to fill the coaching vacancy, the Athletic Directors may choose to offer the position to a “walk-on” coach.

1. Once the site has identified an athletic coaching vacancy, the Athletic Director shall notify certificated employees of the vacancy. This may occur through email notification. The Athletic Director may, at his/her discretion or the discretion of the Principal, choose to first notify certificated employees at the site, prior to sending the notification to the remaining employees within the district. The notification must include a copy of the athletic coaching job description, which includes the minimum qualifications for the position, and the deadline for responding to the notification. Interested certificated employees are obligated to forward a letter of interest that includes a coaching resume to the Athletic Director.
2. If there is only one (1) certificated candidate interested in the position, the candidate shall be considered qualified for the position if he/she meets the minimum qualifications. The Athletic Director shall meet with the candidate to determine the candidate meets the minimum qualifications for the position. If the certificated candidate meets the minimum qualifications, then the Athletic Director shall offer the position to the certificated employee and notify Human Resources.
3. If there are more than one qualified certificated employees interested in the position, the Athletic Director shall notify Human Resources, and the Human Resources representative shall schedule interviews pursuant to the procedures in this Selection Guide.
4. If there are no interested or qualified certificated candidates, the Athletic Director may consider any “walk-on coach” candidate. A “walk-on” coach is any candidate other than a certificated employee. This may include classified employees, substitute employees, certificated employees from other school districts, parents, or other members of the community.
5. Prior to opening the position to any interested candidates, the Athletic Director may, at his/her discretion, offer the position to the “walk-on” coach who previously held the position.
6. If there are not interested or qualified certificated candidates and the Athletic Directors chooses to consider new candidates, the Athletic Director must contact the Human Resources representative to post the athletic coaching position on EDJOIN. The position should be posted for a minimum of six (6) working days, but may be increased or reduced upon approval from a Human Resources administrator.
7. After the closing date, the Human Resources representative shall schedule interviews pursuant to the procedures in this Selection Guide.

Once an Athletic Coach candidate has been selected, the candidate must complete all the necessary on-boarding procedures prior to working with students. Only after the candidate has been cleared by Human Resources shall the candidate be allowed to work with students.

Volunteers

Frequently, sites will enhance their programs through the use of volunteers. The Perris Union High School District Governing Board recognizes that volunteer assistance in schools can enrich the educational program, increase supervision of students, and contribute to school safety while strengthening the schools' relationships with the community. The Board encourages parents/guardians and other members of the community to share their time, knowledge, and abilities with students.

A volunteer is a person who is at least 18 years old and who willingly performs a service to the District without pay. Volunteers may assist in the supervision of students; may assist students; help supervise students during lunch, breakfast, or other nutritional periods; help work on short-term facilities projects; help serve as an unpaid athletic coach; or perform other duties in support of district or school operations as approved by the Superintendent or designee.

The Human Resources Department shall determine whether volunteers possess the qualifications, if any, required by law and administrative regulation for the types of duties they will perform. The Human Resources Department may choose to recruit for volunteers via EDJOIN. All volunteers must complete the Application for Volunteer (see "Human Resources Forms"). Once complete, the designated administrator must contact the Human Resources representative. The Human Resources representative shall review the application. If approved, the volunteer shall be contacted by the Human Resources Representative to begin the clearance procedure.

Prior to assuming any volunteer position working with students in a district-sponsored student activity program, all volunteers must be cleared through the Human Resources Department. In most cases, this simply means obtaining fingerprinting clearance through the Department of Justice, tuberculosis (TB)/drug screening, and an orientation. (NOTE: The criminal background check requirement shall not apply to volunteer supervisors for breakfast, lunch, or other nutritional periods or to volunteer non-teaching aides under the immediate supervision and direction of certificated personnel pursuant to Education Code 35021, including parents/guardians volunteering in a classroom or on a field trip or community members providing non-instructional services.) Athletic coach volunteers shall be subject to the same requirements as all other athletic coaches. Site administrators and athletic directors must work with the Human Resources Department to ensure volunteers have met all of the requirements prior to allowing the volunteers to work with students.

The Board prohibits harassment of any volunteer on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, or military and veteran status (Government Code 12940). Volunteers shall act in accordance with district policies, regulations, and school rules. The Superintendent or designee shall be responsible for investigating and resolving complaints regarding volunteers. The District may terminate volunteer clearance at any time.



Guest Teachers & Substitute Employees

Guest Teachers and Classified Substitutes must apply through EDJOIN. Screening and recruitment are done through the Human Resources Department. Candidates must complete New Hire Packet and complete all clearance and training required prior to beginning. An abbreviated interview process, that includes a substitute orientation/training is typically utilized for Guest Teachers and Classified Substitutes.

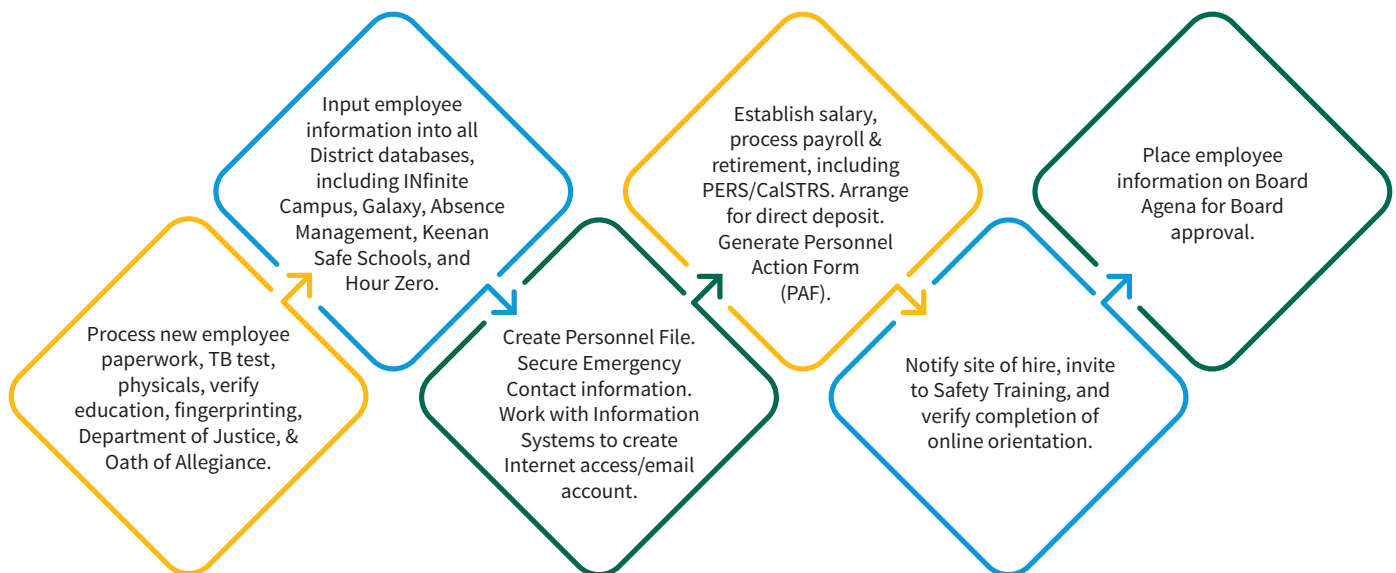
AVID Tutors/College Tutors

All AVID and College tutors must apply for the position through EDJOIN. Interviews and recruitment are done by AVID Coordinators and approved by Human Resources. AVID and College tutors must complete a New Hire Packet and complete all clearance and training required for the position.

RECOMMENDATIONS TO HIRE

Once the Recruiting/Screening/Interview/Reference Check Processes have been completed, the hiring manager must submit a Recommendation to Hire form to Human Resources. A Human Resources representative will contact the candidate and extend an offer of employment. The candidate shall not be notified by any other administrator or staff member unless authorized by a Human Resources administrator.

After a candidate has accepted an offer of employment, Human Resources will process the employee. Below is an overview of some of the tasks involved in this process.



Human Resources will also notify all unsuccessful applicants/candidates of their status in writing in no more than five (5) days of the decision made at each phase of the selection process.

Employees may not begin in their new position until they are approved by the Board of Education. Human Resources will assign an effective date typically the Monday after a scheduled Board Meeting. Emergency hires may be conducted only with the approval of the Assistant Superintendent of Human Resources and subject to Board ratification at the next regularly scheduled Board of Education meeting. In the event an employee is hired under emergency conditions, and if the Board of Education does not ratify the hiring, such individual shall be compensated for time worked, which time shall not exceed thirty (30) days.





HUMAN RESOURCES FORMS

Attached are the following Forms utilized by the Human Resources Division:






- A: Personnel Requisition
- B: Candidate Select Form
- C: Recruitment Plan and Timeline
- D: Supplemental Screening Criteria Form
- E: Certificated Selection Process
- F: Classified Selection Process
- G: Management Selection Process
- H: How to Apply for Employment with PUHSD on EDJOIN
- I: Procedures for Screening
- J: Interview Process Checklist
- K: Procedures and Norms for Interview Panelists
- L: Interview Chairperson Script
- M: Interview Panel Tally Report
- N: Interview Forced Ranking Summary Report
- O: Selection Committee - Unsuccessful Candidate Report
- P: Interview Panel Exit Survey
- Q: Employee Reference Form
- R: Recommendation to Hire
- S: Procedure Guide for Hiring Athletic Coaches and Club Advisors



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