



# **Recruitment Guidelines**

**Prepared  
by  
The Office of Human Resources**

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## **GENERAL INFORMATION**

The goal of this document is to provide uniform procedures in the recruitment and selection of employees. The procedures described are designed to ensure the application of sound professional practices in the recruiting and screening of candidates for vacancies in Dutchess BOCES. Emphasis is placed on broad-based advertising and recruitment activities, and on carefully planned and conducted interviews leading to recommendations for employment of those candidates who have potential for excellence. The District Superintendent or Designee can authorize appropriate changes in procedures.

## **RECRUITMENT PROCEDURE**

### **Posting of Vacancies**

- All instructional and non-instructional vacancies must be posted as they arise throughout the school year. Postings will include specific information requested on the **Posting Request Form**. Postings must comply with collective bargaining agreements.

### **Creation of Interview Committee**

- For every instructional and administrative search, an Interview Committee must be assembled.
- A Director, Principal or Coordinator, will serve as Chair of the Interview Committee and will be responsible for the steps outlined in the guidelines.
- Interview committee participant names must be submitted to Office of Human Resources. See **Interview Committee Form**
- Each interviewer of the Dutchess BOCES must read, sign and return the **Confidentiality Statement Form** to the Interview Committee Chair or requesting supervisor prior to conducting any application review and/or interviewing on behalf of the BOCES.
- When appropriate, an interview committee will be used for non-instructional vacancies as well.

## **Securing Applicants**

- Efforts will be made to recruit a balanced staff. In every case, the successful candidate will be the individual who demonstrates the greatest potential to be an outstanding employee.
- Recruitment information can be widely distributed to colleges and universities, professional publications, newspapers and at recruitment conferences.

## **Application**

- Every candidate applying for a position must complete an application. All applications must be dated. Applications are available on the Dutchess BOCES website under the Office of Human Resources Forms or by contacting a Personnel Assistant at 845-485-4800 x2258.

## **Procedures for Sorting and Screening of Applicants**

- After a vacancy is posted, the initial screening will occur in the Office of Human Resources.
- Applications from appropriately qualified candidates will be forwarded to the Interview Committee Chair or requesting supervisor.

## **Interviewing**

- Interviews should begin as soon as possible after the posted closing date.
- Interview questions may be selected in advance by the Chair and given to the committee before meeting with the candidate.
- For professional certified staff, uniform questions should be designed around the elements of the **Selection Criteria Rubric**.

## Selection Criteria

- As a general guideline, administrative/supervising personnel and interview committees shall apply the following criteria in determining the qualifications of candidates for positions as noted in the **Selection Criteria Rubric**.
- Instructional positions will take the following qualifications into consideration:
  - Classroom Management
  - Collaboration with staff and/or other agencies
  - Communication Skills
  - Content Knowledge and Instruction
  - Parent Involvement
  - Student Development
  - Student Assessment
  - Technology Knowledge
- Non-instructional positions will take the following qualifications into consideration:
  - Communication Skills
  - Collaboration with staff and/or other agencies
  - Dependability
  - Experience
  - Experience with Children, if appropriate
  - Knowledge of Position/Content
  - Potential for Growth
- The BOCES will assess candidates by reviewing data which may include information obtained from the personal application form, student teaching, transcripts, prior employment history, reference checks, personal interview, demonstration lesson, writing sample, background checks and fingerprinting.

## Selecting Finalists

- The Chair will, after screening the designated pool of candidates, select candidates for an initial interview.
- The Chair should maintain a file that includes resumes, interview forms and, when used, rating sheets.

- At the conclusion of all *instructional* interviews, the committee's top candidates will be selected and invited back to the BOCES to conduct a demonstration lesson. The Chair shall be responsible for arranging demonstration lessons. Administrative members of the Interview Committee should serve as observers at the demonstration lesson.
- *Instructional* finalists will also be requested to complete a writing sample. The content of this writing sample should be determined by the Principal/Chair and should be part of the materials sent to the Office of Human Resources. Candidates should be given an appropriate place to complete the writing sample. See **Sample Written Response Forms**

## References

- References are an important part of the vetting process. Phone references are required and should be done by someone in a supervisory capacity.
- Two professional references and one personal reference must be completed. See **Telephone Reference Forms**

## RECOMMENDATION FOR APPOINTMENT OF STAFF

### Role of the Chairperson

- Upon completion of all above procedures and processes, The Chair, in consultation with the Director, will determine the top two finalists as decided by the input of the committee.
- The Chair will complete a **Employment Recommendation Form** and assemble a complete packet for each finalist and forward to the Office of Human Resources.
- The Chair should inform the finalists that they have been recommended for further consideration and the District Superintendent or Designee will make a decision on their employment. It is important not to give the impression to the candidate that he/she is hired for any position at this point.

### **Certification**

- All instructional candidates must be appropriately certified in New York State, and must presently hold a valid teaching certificate.
- Under no circumstances will a candidate be recommended for employment if he or she does not possess the appropriate valid certificate.
- All candidates recommended for hire will be fingerprinted in accordance with the State Education regulations.

### **Central Office**

- When a completed employment recommendation packet is received, the Office of Human Resources will verify previous employment and check credentials.
- Upon satisfactory verification, the Office of Human Resources will interview the candidate. After completion of a successful interview, a recommendation will be made to the District Superintendent for employment. At the discretion of the District Superintendent an additional interview may be scheduled.
- Upon approval of the District Superintendent, the Office of Human Resources will place the candidate's name on the next Board of Trustees Meeting Agenda for appointment.

### **Timeline for Appointment**

- Please allow at least three weeks for this process. It is important to understand that sufficient time is needed for applicants to be interviewed and placed on the board agenda.

### **Salary**

- No reference to salary or step should be made to any candidate during the selection process. The District Superintendent or Designee will make final position and salary offers.

## **GENERAL PROCEDURES FOR RECRUITMENT OF CIVIL SERVICE EMPLOYEES**

- Dutchess County Civil Service designated positions will be filled in accordance with governing laws and regulations.
- The Office of Human Resources will work with Dutchess County Civil Service to determine whether the position is considered competitive, non-competitive, labor or other class. If the position is deemed a non-competitive position, candidates for such positions can apply provided that they meet the criteria as outlined in the posting. If the position is deemed to be competitive, the Office of Human Resources will request the eligibility list from Civil Service and canvass the applicants. A qualified list of candidates will be sent over to the Interview Committee Chair or requesting supervisor.
- Open positions will be posted in accordance with the district's process and procedures.

## **FORMS**

Posting Request Form  
Interview Committee Form  
Confidentiality Statement Form Sample  
Written Response Form (1) Sample  
Written Response Form (2) Sample  
Written Response Form (3) Sample  
Written Response Form (4) Sample  
Written Response Form (5) Telephone  
Telephone Reference Form – Professional  
Telephone Reference Form – Personal  
Selection Criteria Rubric  
Employment Recommendation Form





**Posting Request Form**

Is this a current vacancy?      Yes              No

If yes, name of last person in position:

Professional:

Civil Service:

FTE:    1.0              .5              Other

**VACANCY NOTICE – ANTICIPATED**

Job Title:

Building:

Room:

Grade Level:

Start Date:

Qualifications/  
Certifications:

Job Description:

\_\_\_\_\_  
Supervisor - Signature

\_\_\_\_\_  
Director - Signature

\_\_\_\_\_  
Executive Director for Human Resources - Signature

**Interview Committee Form**

**To:** Office of Human Resources

**From:**

**SCHOOL:**

**POSITION:**

**MEMBERS OF INTERVIEW COMMITTEE**

Name/Title

Committee Chair

Member/Title

Member/Title

Member/Title

Member/Title

Member/Title

Member/Title

Member/Title

RECEIVED BY THE OFFICE OF HUMAN RESOURCES: \_\_\_\_\_

DATE



**Confidentiality Statement Form**

Position:

Vacancy Posting #:

Each interviewer of the Dutchess BOCES must read, sign and return these statements to the Interview Committee Chair or requesting supervisor prior to conducting any application review and/or interviewing on behalf of the BOCES.

I, \_\_\_\_\_, hereby agree that all information obtained and/or reviewed by me regarding any and all candidates, as well as discussions about candidates with other members of the interview team, shall be kept strictly confidential. I understand that disclosing any such information including candidate name, may subject me to legal liability. I further understand that I may be removed from my position as an interviewer for the BOCES if it is determined that I have disclosed any confidential information during the course of or following the interview process.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date

**Interview Questions Statement**

I, \_\_\_\_\_, hereby agree to refrain from asking candidates questions regarding their family, commuting distance, race, religion, age, marital status, children or plans to have children, sexual orientation, or any other factor that could be deemed “personal”, as I understand that such questions are, or may be, illegal.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Date



**Sample Written Response Form (1)**

**Name:**

*\*Please write your response to the following question in 200 words or less:*

**Describe the components of an ideal literacy program.**

**Sample Written Response Form (2)**

**Name:**

*\*Please write your response to the following question in 200 words or less:*

**Describe how you will use assessment to inform your instruction.**

**Sample Written Response Form (3)**

**Name:**

*\*Please write your response to the following question in 200 words or less:*

**What will you do to encourage the reluctant learner?**

**Sample Written Response Form (4)**

**Name:**

*\*Please write your response to the following question in 200 words or less:*

**How will you encourage parent involvement in your program or classroom?**

Sample Written Response Form (5)

Name:

*\*Please write your response to the following question in 200 words or less:*  
**A student in your classroom is not doing well on assignments or tests. You speak with the student who assures you that he will do his assignments. He does somewhat better, but his quarterly grade dropped ten points. His parents are upset that they did not know there was a problem. How would you respond and what will you do in the future?**



**Telephone Reference Form (For Professional Reference) page 1 of 2**

Candidate's Name:

Position applying for:

Reference Contacted:

Title of Reference:

Individual Checking Reference:

Date of Call:

Time of call:

Phone:

- Job knowledge: understands and effectively utilizes job related information, technical skills and procedures.
- Dependability and quality of work: reliable in following instructions and in accurately completing work with minimum supervision and follow-up.
- Initiative: demonstrates self-reliance and resourcefulness; regularly makes innovative contributions.
- Adaptability and flexibility: grasps and adjusts to new ideas, procedures, and situations comfortably.
- Communication Skills: clearly and effectively communicates to others through written and oral expression.
- Working relationships: willing and successful as a team worker, develops a rapport with others.
- Attendance - regular and punctual in attendance.

**Telephone Reference Form (For Professional Reference) page 2 of 2**

- Planning and Organization - determines priorities and maintains a systematic approach in carrying out assignments.
  
- Problem analysis and decision making - diagnoses problematic situations or conditions; evaluates alternatives; develops and recommends realistic solutions.
  
- Personal Development - initiates or accepts additional responsibility; utilizes opportunities for training and development; displays interest in career growth.
  
- Would you rehire this person?
  
- Other comments.

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

**Telephone Reference Form (For Personal Reference)**

Candidate's Name:

Position applying for:

Reference Contacted:

Title of Reference:

Individual Checking Reference:

Date of Call:

Time of call:

Phone:

- How long have you known this person?
  
  
  
  
  
  
  
  
  
  
- How would you describe this person?
  
  
  
  
  
  
  
  
  
  
- Helpfulness/Cooperation?
  
  
  
  
  
  
  
  
  
  
- Responsibility to obligations?
  
  
  
  
  
  
  
  
  
  
- What do you consider as his/her strong points?
  
  
  
  
  
  
  
  
  
  
- Other comments.

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

### Selection Criteria Rubric

Domains	Qualities	Application Packet	Interview		Comments/ Score
		<i>Look for</i>	<i>Ask the applicant to:</i>	<i>Listen for the applicant to:</i>	
<b>Prerequisites of effective teachers</b>	<ul style="list-style-type: none"> <li>~ Verbal Ability</li> <li>~ Knowledge of teaching and learning</li> <li>~ Certification status</li> <li>~ Content knowledge</li> <li>~ Teaching experience</li> </ul>	<ul style="list-style-type: none"> <li>~ Certification Status</li> <li>~ Major or minor in subject area</li> <li>~ Education coursework</li> <li>~ Work experience</li> </ul>	“Explain how your coursework and/or participation in professional development offerings have been useful in your instruction of students.”	Integrate the actual experience with what was done in the classroom in a clear and logical explanation.	
<b>The teacher as a person</b>	<ul style="list-style-type: none"> <li>~ Caring</li> <li>~ Fairness &amp; Respect</li> <li>~ Interaction w/students</li> <li>~ Enthusiasm</li> <li>~ Motivation</li> <li>~ Dedication to Teaching</li> <li>~ Reflective Practice</li> </ul>	<ul style="list-style-type: none"> <li>~ Letter of interest in the position</li> <li>~ Comments from references alluding to evidence of the qualities</li> </ul>	“Share with me an experience dealing with students that student teaching or other professional development opportunities had not prepared you for. What did you do, and what would you do differently now?”	Share a substantive issue, examples of resources used, and reflection in dealing with the experience. Discuss ways and means of demonstrating sensitivity, caring, and respect for students.	
<b>Classroom management and organization</b>	<ul style="list-style-type: none"> <li>~ Classroom Mgmt</li> <li>~ Organization</li> <li>~ Disciplining Students</li> </ul>	<ul style="list-style-type: none"> <li>~ References addressing the qualities with specific examples</li> <li>~ Appearance of the application packet materials (complete; legible)</li> </ul>	“Describe how you establish a positive and productive learning environment in your classroom.”	Explain how the applicant uses time at the beginning of the school year to establish routines, communicates and reinforces classroom expectations and introduces new students to the classroom procedures.	
<b>Organizing for instruction</b>	<ul style="list-style-type: none"> <li>~ Importance of Instruction</li> <li>~ Time allocation</li> <li>~ Teacher Expectations</li> <li>~ Instructional Planning</li> </ul>	<ul style="list-style-type: none"> <li>~ Writing sample about the applicant’s education philosophy or beliefs</li> <li>~ Positive comments from references about time management</li> </ul>	“Tell me about how you plan and organize substitute lesson plans. Describe the key components in your development of a lesson, beginning with the lesson planning and moving through student assessment.”	Incorporate a description of continuity of instruction and how lessons accommodate individual abilities.	
<b>Implementing instruction</b>	<ul style="list-style-type: none"> <li>~ Instructional Strategies</li> <li>~ Content and expectations</li> <li>~ Complexity</li> <li>~ Questioning</li> <li>~ Student engagement</li> </ul>	<ul style="list-style-type: none"> <li>~ Specific examples illustrated during the demonstration lesson.</li> <li>~ High ratings from references on effective instruction</li> </ul>	“Describe a specific instructional setting in which you differentiated instruction.”	Discuss why individual student accommodations were needed (such as gifted, a learning disability, or a physical limitation), the instructional strategies used, and the outcome of instruction.	
<b>Monitoring student progress and potential</b>	<ul style="list-style-type: none"> <li>~ Homework</li> <li>~ Monitoring learning</li> <li>~ Differentiation</li> </ul>	<ul style="list-style-type: none"> <li>~ Courses and/or professional development on assessment strategies</li> <li>~ Positive comments about professional qualifications from references</li> </ul>	“Tell me about the homework you assign and what you do with the students’ work.”	Explain the alignment of learning objectives with the homework assignments. Explain the appropriateness of the homework to the students. What feedback is given on the homework?	

**Employment Recommendation Form**

**SECTION 1 (to be completed by Hiring Administrator)**

Candidate Name: \_\_\_\_\_ Address: \_\_\_\_\_  
Vacancy Posting #: \_\_\_\_\_  
Job Title: \_\_\_\_\_ Home Phone: \_\_\_\_\_ Cel: \_\_\_\_\_  
Supervisor Name : \_\_\_\_\_ Building: \_\_\_\_\_ Room: \_\_\_\_\_  
Division: \_\_\_\_\_  
Budget Information:  
Code: \_\_\_\_\_ FTE: \_\_\_\_\_ Code: \_\_\_\_\_ FTE: \_\_\_\_\_  
Code: \_\_\_\_\_ FTE: \_\_\_\_\_ Code: \_\_\_\_\_ FTE: \_\_\_\_\_

**Please make sure the following items are all included when you submit this form. Check boxes.**

Completed Application	Copies of Degree (if applicable)
Resume (if applicable)	Copies of Transcripts (if applicable)
Phone reference-Professional (2)	Copy of Certification (if applicable)
Phone reference-Personal(1)	Writing samples (3) if applicable

**Immediate Supervisor** \_\_\_\_\_ **Division Administrator** \_\_\_\_\_ Date \_\_\_\_\_  
*Approval Signature* *Approval Signature*

**SECTION 2: (this portion will be completed in the Office of Human Resources)**

Anticipated Board Date \_\_\_\_\_ Start Date \_\_\_\_\_ Approval to pay current \_\_\_\_\_  
Step: \_\_\_\_\_ Base Salary: \_\_\_\_\_ Addl Info: \_\_\_\_\_ Prorated: Yes \_\_\_\_\_ No \_\_\_\_\_  
Probationary Period: From: \_\_\_\_\_ To: \_\_\_\_\_ Tenure Area: \_\_\_\_\_  
New Position? \_\_\_\_\_ Previous person in position: \_\_\_\_\_ Needs Mentor?: \_\_\_\_\_  
Prior Tenure? \_\_\_\_\_ If Yes, where \_\_\_\_\_ FTE: 1.0 \_\_\_ 0.5 \_\_\_ Other \_\_\_ 12 MO \_\_\_ 10MO \_\_\_  
Longevity \_\_\_\_\_ Years of Service \_\_\_\_\_ ASA \_\_\_\_\_ BFA \_\_\_\_\_ BFAA \_\_\_\_\_ SSA \_\_\_\_\_ Other \_\_\_\_\_  
Employee type: FT \_\_\_\_\_ PT \_\_\_\_\_ Grant \_\_\_\_\_ Transfer in Position \_\_\_\_\_ Recall \_\_\_\_\_ ESY \_\_\_\_\_ RAS \_\_\_\_\_ Other \_\_\_\_\_  
TEACH ID \_\_\_\_\_ Degree \_\_\_\_\_ School \_\_\_\_\_  
Certification Title: \_\_\_\_\_ Certification Effective Date \_\_\_\_\_

Approved: \_\_\_\_\_  
Executive Director for Human Resources \_\_\_\_\_ Date \_\_\_\_\_

Approved: \_\_\_\_\_  
District Superintendent \_\_\_\_\_ Date \_\_\_\_\_

**SECTION 3: (this portion will be completed in the Office of Human Resources)**

Routing: Att Pay Ben SB VS PC JG Date: \_\_\_\_\_ Initials \_\_\_\_\_ 21  
KACE: Date: \_\_\_\_\_ Initials \_\_\_\_\_