

structured process, such as the one outlined below by DPS, delineates roles, provides consistent hiring practices, and ensures fair employment procedures.

**Exhibit 1-9
A District’s Employment Procedures: A Model**

Stage of Process	Procedure	Person Responsible
Recruitment	Open positions are posted for 10 days on the bulletin board in the office, the SDE website, teacher.com, and in the local newspaper.	Finance clerk
Application	Individuals may apply by completing an application obtained from the school office. Resumes will be accepted, but applications are required for interviews. Application files are maintained in the school office.	School secretary
Screening of Applications	After the required posting period, the principal review applications and screen for interviews.	Principal
Interview	Administrative team will do a screening interview with selected applicants asking the same set of questions. Teachers are sometimes included in interviews for grade level vacancies, but they are more often involved in teacher assistant interviews.	Admin. Team = Superintendent and administrators
Reference Check	From the screen interviewing the two or three applicants are selected for further consideration. References are contacted by the superintendent.	Superintendent
Interview	Based on reference check, the administrative team interviews the top candidates a second time and makes their selection.	Administrative Team
Recommendation	After a background check is completed, the superintendent takes a recommendation to hire to the School Board for approval.	Superintendent

Source: Interviews with DPS superintendent, finance clerk, and school secretary, January 2009

RECOMMENDATION

GPS should develop written personnel procedures for recruitment and selection of certified and support staff.

The superintendent should meet with principals, the superintendent’s secretary, and accounts payable clerk to review existing employment practices and to develop a set of policies and procedures for recruiting and selecting certified and support staff. The proposed policies and procedures should include ways to document and monitor consistent implementation. A draft should be written by the team and presented to the district’s legal counsel for feedback and revisions if needed.

Once the written policies and procedures are finalized, the superintendent should forward them to the Board of Education. Such policies and procedures should be approved by the Board of Education to become a part of district policy.