



*Keeping the **Human**
in **Human Resources***



HUMAN RESOURCES DIVISION
Classified Services/Substitutes/Substitute Teachers
Employee Selection, Processing, Guidelines and Procedures

The format, style, context and content is credited to and heavily copied from the Moreno Valley Unified School District's Onboarding Book (2014) located at <https://1.cdn.edl.io/LszbRDvYANDXzqbckYpSbe0WiMyrB5A9z0PGyI4gy4vbIMje.pdf>. On behalf of the Oxnard Union High School District, thank you to our personnel listserv partners for sharing.

This booklet is provided by Human Resources to acquaint you with the laws and procedures followed by the Oxnard Union High School (OUHSD) in the selection and hiring of employees. After reviewing this booklet, if you have any questions, please feel free to contact Human Resources at 805.385.2541.

Our Mission

The OUHSD Human Resources Department is committed to providing quality services in a professional, caring, and consistent manner by treating each person as a valued customer while contributing positively to the overall goals of the OUHSD. We are here to recruit, hire, assign, retain and support the most highly qualified personnel with all necessary resources, communication, and professional development to ensure all students receive the best education possible in a positive and safe environment.

Contents

Introduction

Equal Employment Opportunity Laws and Regulations

Human Resource Authorizations/Position Control

Transfer and Internal Promotions

Recruitment, Screening and Selection

Interview Procedures

Post-Interview Procedures

Other Employee Programs

Introduction

This booklet will provide you with an overview of the employee selection process including written and verbal guidelines and outlines responsibilities of participants. Whether you are the Assistant Superintendent of Human Resources, an Analyst, Clerk or an applicant applying for a position in the OUHSD, this booklet will guide you through our processes and procedures.

Equal Employment Opportunity Laws and Regulations

The Oxnard Union High School District does not discriminate on the basis of the actual or perceived race, ethnicity, religion, color, age, national origin, political affiliation, gender, gender identity, gender expression, sexual orientation, mental or physical disability, parental or marital status, or any other basis protected by the federal, state, or local law, ordinance, or regulation in its educational programs or employment. No person shall be denied employment solely because of any impairment which is unrelated to the ability to engage in activities involved in the position(s) or program for which application has been made

1. The OUHSD is an equal opportunity employer. No person is unlawfully excluded from consideration for employment because of race, color, religious creed, national origin, ancestry, sex, age, veteran status, marital status or physical challenges.
2. This policy applies not only to recruitment and hiring practices, but also includes affirmative action in the area of placement, promotion, transfer, rate of pay and termination.
3. Executive, management and supervisory levels have the responsibility to further the implementation of this policy and ensure conformance by subordinates.
4. Any OUHSD employee who engages in discrimination will be subject to suspension or termination.
5. Any supervisory or managerial employee who knows of such behavior and fails to take immediate and appropriate corrective action will also be subject to disciplinary action.
6. Any individual who is the target of discrimination is encouraged to discuss the matter with the Site Administrator, Supervisor or Manager.
7. Any individual who feels such a discussion would be or has been futile, unsatisfactory or counterproductive should contact the Human Resources Department at 805.385.2541.
8. A member of the Human Resource's staff will be designated to investigate the claim.
9. The accused individual may be suspended pending the outcome of the investigation.
10. Retaliation against claimants will not be tolerated.

The OUHSD is proud to be an equal opportunity employer. We are committed to providing equal employment opportunities to you and all other persons without regard to race, creed, color, religion, national origin, sex, marital status, citizenship status, age, veteran status or disability.

Furthermore, we will not tolerate any form of discrimination or harassment of our employees by co-workers, supervisors, customers, or vendors. This commitment extends to our policies on recruiting, advertising, hiring, placement, promotion, training, transfer, wages, benefits, termination and all other privileges, terms and conditions of employment.

Title VII of the Civil Rights Act of 1964 (Title VII)

This law makes it illegal to discriminate against someone on the basis of race, color, religion, national origin, or

sex. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit. The law also requires that employers reasonably accommodate applicants' and employees' sincerely held religious practices, unless doing so would impose an undue hardship on the operation of the employer's business.

The Pregnancy Discrimination Act

This law amended Title VII to make it illegal to discriminate against a woman because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

The Equal Pay Act of 1963 (EPA)

This law makes it illegal to pay different wages to men and women if they perform equal work in the same workplace. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

The Age Discrimination in Employment Act of 1967 (ADEA)

This law protects people who are 40 or older from discrimination because of age. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

Title I of the Americans with Disabilities Act of 1990 (ADA)

This law makes it illegal to discriminate against a qualified person with a disability in the private sector and in state and local governments. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit. The law also requires that employers reasonably accommodate the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or employee, unless doing so would impose an undue hardship on the operation of the employer's business.

Sections 102 and 103 of the Civil Rights Act of 1991

Among other things, this law amends Title VII and the ADA to permit jury trials and compensatory and punitive damage awards in intentional discrimination cases.

Sections 501 and 505 of the Rehabilitation Act of 1973

During an Interview

The interviewer may **not** inquire as to the existence, nature or severity of a candidate's disability.

The interviewer may **not** ask how many absences at a previous job were related to illness. Inquiries regarding a candidate's attendance record at a previous job may be made, because employees are absent for reasons other than illness.

The interviewer 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.

The interviewer may ask whether the candidate can perform the essential function of the job with or without reasonable accommodation. However, do **not** ask what accommodation is needed. That can be dealt with after a bona fide job offer is made.

This law makes it illegal to discriminate against a qualified person with a disability in the federal government. The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit. The law also requires that employers reasonably accommodate the known physical or mental limitations of an otherwise qualified individual with a disability who is an applicant or employee, unless doing so would impose an undue hardship on the operation of the employer's business.

The Genetic Information Nondiscrimination Act of 2008 (GINA) *Effective - November 21, 2009.*

This law makes it illegal to discriminate against employees or applicants because of genetic information. Genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about any disease, disorder or condition of an individual's family members (i.e. an individual's family medical

history). The law also makes it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

Sexual Harassment

It is unlawful to harass a person (an applicant or employee) because of that person's sex. Harassment can include "sexual harassment" or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature.

Harassment does not have to be of a sexual nature, however, and can include offensive remarks about a person's sex. For example, it is illegal to harass a woman by making offensive comments about women in general.

Both victim and the harasser can be either a woman or a man, and the victim and harasser can be the same sex. Although the law doesn't prohibit simple teasing, offhand comments, or isolated incidents that are not very serious, harassment is illegal when it is so frequent or severe that it creates a hostile or offensive work environment or when it results in an adverse employment decision (such as the victim being fired or demoted). The harasser can be the victim's supervisor, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a client or customer.

The Americans with Disabilities Act (ADA) became law in 1990. The ADA is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public. The purpose of the law is to make sure that people with disabilities have the same rights and opportunities as everyone else. The ADA gives civil rights protections to individuals with disabilities similar to those provided to individuals on the basis of race, color, sex, national origin, age, and religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, state and local government services, and telecommunications. The ADA is divided into five titles (or sections) that relate to different areas of public life.

In 2008, the Americans with Disabilities Act Amendments Act (ADAAA) was signed into law and became effective on January 1, 2009. The ADAAA made a number of significant changes to the definition of "disability." The changes in the definition of disability in the ADAAA apply to all titles of the ADA, including Title I (employment practices of private employers with 15 or more employees, state and local governments, employment agencies, labor unions, agents of the employer and joint management labor committees); Title II (programs and activities of state and local government entities); and Title III (private entities that are considered places of public accommodation).

California's **Fair Employment and Housing Act** is the principal California statute prohibiting employment discrimination covering employers, labor organizations, employment agencies, apprenticeship programs and any person or entity who aids, abets, incites, compels, or coerces the doing of a discriminatory act. It prohibits employment discrimination based on race or color; religion; national origin or ancestry, physical disability; mental disability or medical condition; marital status; sex or sexual orientation; age, with respect to persons over the age of 40; and pregnancy, childbirth, or related medical conditions. The FEHA also prohibits retaliation against for opposing any practice forbidden by the Act or for filing a complaint, testifying, or assisting in proceedings under the FEHA.

In addition, OUHSD Board Policy 4030 provided 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.

Moreover, OUHSD Board Policies 4112.8, 4212.8 and 4312.8 outline the District policies related to Employment of Relatives. The District has implemented these policies to make sure that employment decision are free of conflicts of interest 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 promotional responsibility and prohibits an employee from participating in any decision that singularly applies to one of his/her relatives. Person

related by blood or marriage to a District employee shall not be appointed to position where the district employee maintains supervisory or evaluation responsibilities for the position.

HUMAN RESOURCE AUTHORIZATIONS

The District's position control systems to track personnel allocation and expenditures and provides checks and balances between personnel decision and budgeted appropriation. In this system, the Business Office maintains board-authorized positions, Human Resources hires employees into authorized position only and the payroll office pays only personnel hired by human resources into authorized positions. In addition to tracking approved position, Full-time equivalents (FTEs), and funding sources, the system tracks, teaching assignments, status(probationary, permanent, temporary) credential and authorizations, classified certifications renewals, record of leaves of absences or other breaks in service, classification history, seniority dates and evaluation dates.

Staffing is generally done through formulas. Teacher are staff using a formula outlined in the Certificated Collective Bargaining Agreement (CBA), Article 8. Paraeducators are staff using formula applicable to Paraeducator I¹ and Paraeducators IV², Custodians and Grounds Persons are staff according to the CASBO formula and clerical/classified are staffed using a ratio. Staffing beyond what has been board approved requires a Human Resources Authorization (HRA). All positions and its funding must be approved by the Board of Trustees.

The Business Office maintains board-authorized positions. HR hires employee into authorized position only. Payroll pays only personnel hired by human resources in to authorized positions. In addition to tracking approved positions, full-time equivalents (FTE), and funding sources, the system also tracks:

Teaching Assignments	Status (probationary, permanent, temporary)
Credentials and authorizations	Classified certifications/renewals
Records of leaves of absences or	Classification history
Other breaks in service	Evaluations dates

¹ Paraeducator Is work under direct supervision of classroom or program resource teachers. The majority of the duties involve instructional tasks assigned on a one-to-one or small group basis in the classroom, lab or study center. In addition, duties shall include planning sessions with teachers and attendance at prescribed pre-service or in-service training to increase effectiveness with students. Para I Staffing Formula is, 80% of the site RSP.FTE. Add in 100% of the site Emotionally Disturbed and Autism FTE. Multiply the result by 5 (because it is based on the teacher FTE which is 5, divide the total by 6, which is the Para work day.

² Paraeducator IV assists the teacher in reaching prescribed teaching objectives and provides a smoothly functioning class environment. The majority of the duties involve working with individual students or small group in the classroom, lab, or study center to help them achieve their educational goals. Provides attendant services to physically handicapped students which allow them to access the educational environment and take full advantage of the instructional program and available resource materials. One Paraeducator IV is provided for every 6 students. Any additional staffing for ParaEducators must be processed through an HRA.

Procedures for Human Resource Authorizations

The Oxnard Union High School District is dedicated to “High Expectations” of our students and those we employ. For the Human Resources Division to begin the recruitment process for top quality employees, there must be a vacancy, which is created through a Human Resource Authorization (HRA). The division/site must complete and submit a HRA through ESCAPE.

The process of completing a HRA is illustrated below:

Site/Division Generates HRA

- The site supervisor is the originator of the electronic HRA. The originator needs to contact Fiscal Services for specific account information and/or Payroll to get total compensation for the position

Division Approval

- The HRA Form must be reviewed and approved by the Director/Coordinator and Division Head/Designee, then submit to Executive Cabinet. Once Executive Cabinet approves, the HRA is electronically queued for Fiscal Services/Position Control for a HRA number.

Human Resources Approval

- Once HR received the approved HRA, the Recruitment Process can begin, which includes opening the position for transfer and/or new hires.

The Board of Education reserves to itself the authority to approve the hiring of District personnel. To be effective all personnel appointments, excluding short-term and temporary appointment, 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.

TRANSFER AND INTERNAL PROMOTIONS

The Oxnard Union High School District is committed to promoting from within whenever possible to full-time, non-probationary, highly qualified employees in a manner to provide equal employment opportunity. The purpose of this section is to provide for a consistent internal promotional procedure for full-time, non-probationary, highly qualified classified and certificated employees to expand and reach their potential through career advancement with the district.

In accordance with bargaining agreements with classified, paraeducators and certificated employees, all positions are posted for transfer³. Positions available for promotional opportunities shall be advertised internally for five (5) working days in a similar manner as external advertisements for all classified vacancies. In addition, a permanent employee may submit a transfer request for to the Human Resources Division at any time during the school year. A listing of certificated tentative vacancies for which the District will interview shall be posted annually in each school on or about March 30 and April 15. The transfer or reassignment date closing date will be April 30. These employees applying within this window shall receive placement prior to consideration of outside applicants (Certificated CBA, 2015-2018, Article 12.3.1).

Transfers are processed as outlined in each perspective CBA. For certificated employees, Article 12.3.5 reads, "Possession of appropriate credentials, major or minor, extracurricular skills and willingness to serve, employee preference and career goals, specified adjunct duty needs, and competence within a targeted program area shall be considered in request for voluntary transfer." Each advertisement of advancement vacancies will set time deadlines for submitting applications. The advertisement will spell out screening procedures and approximate dates. An interview may be held by a site administrator to assess whether applicants meet the above criteria. If more than one (1) applicant is fully qualified for the position, then the applicant with seniority in the district shall be selected

Non-certificated transfers are processed and based on the following,

- The needs and efficient operations of the District
- The qualification including the experience and recent training of their staff member, compared to those other candidates
- The length of (seniority) of the service rendered to the District by the employee.
- Quality of services

The internal promotional selection process shall be conducted in accordance with the District's selection policy described in this document and the applicable CBAs, however, permanent employee must meet the minimal qualifications outlined in the job description.

³ CSEA CBA, Article 12, Classified CBA Article 14, Paraeducator CBA Article 12, Certificated CBA Article 12.

RECRUITMENT AND SCREENING

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

Develop a Recruitment Plan

- Consult with HRA originator to develop a timeline for the recruitment.
- Review job description and position title.
- Design job announcement (include minimum qualification and testing requirements)
- Confirm minimum qualification for first level screening
- Confirm supplemental qualifications for second level screening, if required.
- Develop recruitment process timeline
- Outline advertisement plan (methods, dates)
- Develop first level interview questions and “look fors”.
- Select paper screening date/time.

Launch/Monitor Recruitment Process

- Post on EDJOIN for a minimum of 5 days for internal candidates.
- Post other advertisement, as required (example: written, performance, technical interview, or supplemental questions)
- Notify HRA Originator and Bargaining Unit by email when recruitment opens.

Conduct Testing (if applicable)

- Human Resources staff may pre-screen all applications for minimum requirement and invite to testing.
- The testing protocol varies by position: (example, written performance technician interview, or supplemental questions). The District currently uses CODESP, an online test item bank that includes multiple choice questions in a variety of education and public agency subject areas.

Screening (within 3-5 days of closing date)

- Screening will be conducted by the screening committee
- Screen for minimum qualifications, including required credentials(s), letters of recommendation, education and any other requirements.
- Verify completion of application, including signature and attachments.
- Notify disqualified candidate [Exhibit B}
- Validate screen for supplemental qualification with division/department representative
- Discuss and reconcile screen for supplemental qualification, if required.

Recruitment of Substitutes (teachers, paraeducators, campus supervisors,) and Walk-on Coaches

- Ongoing Posting and Monitoring of the Recruitment Process
- Onboarding of substitutes and new employees

Substitute Teacher	Paraeducator	Campus Supervisor	MOT Personnel (custodial/grounds maintenance)	Walk on Coach	Clerical/Classified/Administrative
Complete EdJoin Application					
Upload CBEST ⁴ , 30 day Substitute ⁵ Permit or Valid Teaching Credential. ⁶ Long term subs may be subjected to site interview.	Upload evidence of completion of 40 college credits (original sealed transcripts must be submitted upon job offer) CPR and First Aid (if applicable)		Take and complete required examination	Complete coaches packet that is issued by site athletic director (Exhibit)	Take required examination and pass with 75% or better. HR Analyst- Classified manages all test.
Attend orientation	Attend orientation	Attend Orientation	Attend Orientation	N/A	Attend Orientation
Complete all employment paperwork including evidence of TB clearance and live scan Complete mandatory training that include, online sexual harassment - Armatus and mandated reporter training.					
Receive Frontline password and follow directions to receive substitute calls	Receive Frontline password and follow direction to receive substitute calls	Receive Frontline password and follow direction to receive substitute calls	Receive Frontline password and follow direction to receive substitute calls	Receive badge from HR to participate in practices.	HR will contact you for substitute assignments. Must sign a substitute agreement with HR.
	Maintain CPR and First Aid requirements as they are required for employment		Complete mandatory trainings to maintain status Integrated Pest Management Blood borne pathogens IIPP	When coach is clear, HR will notify Athletic Director	
Mandated Reporter is an annual requirement.					

⁴ <http://www.ctcexams.nesinc.com/>

⁵ If a candidate does not have a valid credential or a 30 days substitute permit, s/he may apply for one through the Ventura County Office of Education at <http://www.vcoe.org/Credentialing/Advice-and-Assistance>.

⁶ Check the California Commission on Teacher Credentialing website for additional information on various substitute credentials at <https://www.ctc.ca.gov/credentials/req-substitute>

All announcements, applications and screening shall be conducted through EDJOIN. The Human Resources staff will assist applicant who need help with the EDJOIN system.

Job Announcements must match the information included on the approved job description. The announcement shall include a detailed job description. The announcement shall include a detailed job description of the position responsibilities, skill, knowledge and abilities necessary for successful job performance, as well as minimum qualification (e.g., experiences education, etc.). Statements regarding equivalent experience, education shall be specifically included when appropriate. When desirable qualifications are used, these qualification shall be stated separately from minimum qualification. Requirements for applying will also be clearly provided on the announcement. Condition of employment, salary, benefits, working condition, and application deadline shall also be cited in the job announcement.

For some positions, applicants will be tested for minimum qualification, prior to screening. In these cases, an applicant will be “pre-screened” for minimum qualifications and invited to testing. A skill—related test can help determine whether candidate (s) has (have) the minimum requirements necessary to successfully fulfill the duties of the position. Only the candidates with passing scores will be invited to interview.

Screening 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 Trustees for the recruitment, screening and selection of personnel, including the selection of a Superintendent, are agents of the District and shall adhere to all board policies, state and federal laws related to employee selection.

All applicants will be screened by a minimum of two individuals, which includes a representative from the site/division and a representative for the Human Resources Division. Human Resources staff may conduct “pre-screening” of the applicants, to ensure that each applicant has submitted the material required for the committee prior to reviewing any of the application. 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.

Interview Procedures

The HR office will provide to the panel/interview team the following,

- Applications
- Letters of recommendation
- Interview questions
- Response sheets
- Confidentiality Agreement
- Reference check sheets

The purpose of a job interview may seem fairly obvious: Identify a qualified candidate to fill a specific position. 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 based on their verbal interview and hire excellence.

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

Each panel member has an obligation to conduct fair, job-related information gathering interviews. Candidates should leave the interview feeling they have been given friendly, skillful help in presenting their qualification. Any information you receive during interview proceedings (e.g., candidate's name, qualification, information volunteered and rating score) is to be kept confidential and is not to be discussed outside the interview room at any time.

The information needed to make a good hiring decision can be obtained from the candidate by using the structured verbal interview format. During the interview, all candidates are asked the same pre-established set of questions. Each panelist must use these questions. Supplemental or clarifying questions are typically reserved to the end of the interview and are not used to score or rate an individual. Candidates can only be rated on their response during the interview, not from application documents or your personal knowledge.

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 the applicant, or are involved in an intimate relationship with the applicant.

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

Before the interview begins

- Chairperson should explain interview process to all panel members
- Each panel member must review and sign panel member statement of confidentiality and Norms.
- Chairperson and panel members should review all forms and questions.
- The chairperson will mention to the panel that all written material will be retained by the Human Resources Division as part of the recruitment file and may be subject to subpoena and review by compliance agencies, so panelist must use good judgements regarding what they write.

- Panel members should make sure they have the applicant information from EdJoin (if outside applicants)
- Panel member should make sure they have the applicant’s resume and completed job flyer (if inside candidate).
- Questions and “look fors” will be reviewed for understanding, and panel members will decide who will ask what questions.
- Chairperson will assign reading question to individual panel members
- Chairperson will review evaluations and rating with all panel members

During the interview

- The interview chairperson should help make the candidate comfortable and have the panel members introduce themselves.
- Chairperson will read the Interview Panel Chairperson Script provided.
- The chairperson should describe the interview and selection process, including that the panel will interview several candidates, conduct reference check , 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 had read their recruitment documents and are aware of their qualification; they should elaborate as much as they feel necessary to answer each interview question.
- The chairperson will ask the candidate for any questions prior to beginning the interview.
- The panel members then ask specific questions as previously determined. During the interview, panel members should make written notes on the form provided for this purpose. However, do not allow your note writing to become too involved, as you will have time following the interview to complete your notes.
- 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. Personnel will notify all candidates of the outcome.

Interview Chairperson Script

At the beginning of each interview, the Interview chairperson will issue 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. OUHSD is an equal opportunity employer; so we use a structured interview process to assure that all candidates have the same questions and interview experience. At times, panel members may ask follow-up questions to gain further clarity or understanding of your responses. Also, panel members may be writing during the interview; they will be 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 question within that time frame.

“The responsibility of the panel is to interview a number of candidates, conduct reference check on top candidates, and to make a recommendation to the (Human Resources)”.

FOLLOW- UP QUESTIONS

Panel members must remember not to ask questions about or suggest consideration of the following areas:

- Arrest Records
- 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

The position you have applied for is (name of position) located in the (city, school, etc.). The assignment is in the (department) 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 questions:

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 recommendation to Human Resources. 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 voice message and/or email, if you are unavailable via phone.

Thank you for meeting with us today.

Evaluation and Rating

Ratings are an estimate of a candidate's potential success in a new position, not a judgement of effectiveness in his/her current position. Rating are objective and must be based solely on information brought out during the interview or on the candidate's observed behavior in the interview. Rating must be justifiable on the basis of performance dimension 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 type of biases exist such as race, age, and sex. As a result, ratings can be lower on the performance dimension 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 qualification and responses to each question in relation to the "look fors". Appropriate response "look fors") are not necessarily the exact answer that a candidate should give, the response should include several of those stated. Rate each question on a scale of one to 1. For scoring purposes, credit can only be given based on what the candidate says in his/her responses to question during the interview. Do not give credit if the candidate address a question in his/her application or supporting material or you know or believe the candidate knows the answer but did not articulate it in the interview. Calculate the scored question to determine the final score for each candidate. The final score must be a minimum of 75 percent (75%) of the total possible score. Only those candidates whose scores fall within the "Recommend or "Strongly" recommend range may be considered as finalist in the interview process.

Each panel member should give his/her final scores to the chairperson to be recorded on the Interview Rating sheet. Scores will be tallied, and the chairperson will review scores for correctness and consistency. If the scoring pattern shows a high level of inconsistency, the chairperson will review scoring with panel members. Typically no more than three (3) candidates should be recommended for each position. Recommended candidate must attain a minimum of at least 75 percent (75%) of the total possible for the interview questions. Discuss job-related strengths and/or weaknesses of the top candidates to assist the division representative in determining which will be the most successful candidate in this particular position.

The finalist names will be ranked in alphabetical order on the Recommendation to Hire form. The division representative will be responsible for obtaining division head approval on the Recommendation to Hire form. 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

Rating Rubric

The appropriate response (look fors) is not necessarily the exact working of an answer that a candidate should give, but satisfactory responses should include several "Look Fors" elements.

4 Mentions all Look Fors and additional good responses. Cite most Look Fors and 2 or more good responses.

3 Satisfactory Scores: Specific response that include 2-3 Look fors and 1-2 other good responses.

2 Comprehensive response, but it lacks specificity; 2 Look Fors.

1 Provides minimal response to question. Does not respond to question.

The Chairperson will remind panel members that all information obtained from the candidate's and the entire interview process is CONFIDENTIAL.



If it is decided to fail or disqualify a candidate, the panel must make sure the decision is well justified and documented. Comment should be specific. They may be used to provide feedback to candidates by Human Resources staff. However, if the rating sheet are confidential and not shared unless they become part of litigation or compliance process. Individual rating sheet are to be completed with the total score /rating and signature in ink. Scores are entered on the summary sheet by the chairperson, who computes averages and identified finalist for reference checking. 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 part of the selection process. The interview team will also be considering the actual application information and letters of reference (See Post Interview Procedures). 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, appearances, conversational skills, and nonverbal behavior, so we 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 avoid this effect.

Position Effect – Some people have a tendency to apply their own values when rating others. This say, in effect, that on a “person like me” can be a successful candidate for the position. This can lead to rating that are unfair, discriminatory, and illegal. WE are hiring employee for the OUHSD, so the interview should avoid an overemphasis on personal compatibility rating than competence.

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

Contrast Effect – An average person can look extremely good in extremely poor 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 leave 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 rating/rankings. It is important to consider the input and perspective of other panel members, but the interviewer’s rating must be his or

her own. Panel member should be careful not to indicate to the candidate whether s/he is going to be considered further for the position. It is better to say that notification of results will be made in a timely fashion by Human Resources.

After the Interview

Panel Members should give their total score to the chairperson to be recorded in the Interview Rating Summary Report.

- Scores will be tallied, and the chairperson will review score for correctness and consistency. If the scoring pattern shows a high level of inconsistency, the chairperson will review scoring with the interview panel members.
- No more than three (3) candidates should be recommend for each position, unless there are extenuating circumstances.
- Recommended candidates must attain a minimum score of at least 75 percent of the total possible for the interview questions; their names will be ranked in alphabetical order on the interview candidates form. It should be noted that the highest-ranking candidate is not always the candidate that will be offered employment.
- Disqualify all candidate who are clearly not in the running and fill out a Section Committee Report – Unsuccessful Candidate Form for each, indicating the area in which they were deficient or not as competitive as other candidates still in the running. All panelist will initial a form for each unsuccessful candidate.
- The chairperson will review the Interview Procedure Evaluation Form with the panel and verify the integrity of the interview process.
- The chairperson must remind panel members that all information obtained from the candidates and the entire interview process is CONFIDENTIAL.

The committee is charged with recommending no more than the top three finalists, per position, who were rated “recommend” or highly recommended”. The name(s) of finalists shall be presented to the Director of Human Resources or designee who along with the chairperson, will review the committee’s evaluations. They may also interview the finalist in order to make a recommendation to the Board of Trustees to hire, if deemed necessary.

Reference Checks

Reference checks of the top candidates will be conducted by the site, department or division representative or Human Resources. References will be checked using the format and process provided on the reference check form in EDJOIN. A minimum of two (2) references must be completed for each candidate.

Employment reference check are usually done only for candidates under serious consideration.

- All reference checks are completed through EDJOIN. 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 references, attempt to contact a recent immediate supervisor or a person who has the 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 if the candidate's listed any comments, if any.
- Use reference data as a component in final selection. Remember, you generally do not know the person who is providing your information, and therefore, the validity of data (good or bad) could be questionable.
- Listen for concern, specifically if the reference is vague or only provides hire dates, these may be red flags which may require further investigation.
- When making a reference check:
 - Use the reference check form to validate the information the candidate provided on the application. (place of employment, title of position, duties and responsibilities, length of service, and reason for leaving).
 - Ask the supervisor how long s/he has supervised the candidate
 - 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 of essential skills, knowledge, and abilities required for the position.
 - If the supervisor gives negative information, attempt to pin point specifics. Follow-up with calls to other employers. If data is still negative, you must weigh the data received from reference check against the positive data received from the interview.
 - Remember, past patterns or failures are not always indicators of future success. The candidate may not have been properly motivated or challenged on the job, etc.

Administrators are not solely limited to the individuals listed as references. A recent immediate supervisor may also be contacted for references. All concerns related to references should be referred to Human Resources. A little extra time conducting reference checks will allow us to make sure we are hiring the very best person for the position. For management level position, it is often appropriate to also conduct a site visit to ensure that we are always recommending the best candidate.

Other Employee Programs



Bus Driver recruitment and screening process are the same as all other positions. However, Bus Drivers must undergo a performance exam, which is coordinated with the Transportation Department. The performance exam included a safety check of a school bus, as well as driving a bus. Bus Drivers must successfully pass the oral interview and bus safety check/driving performance exam.

Campus Supervisors are recruited directly through the existing substitute pool or generally begin as substitute or recruited directly through the school site. Once a completed application is received and processed, the candidate must successfully complete a background check, fingerprinting, mandated reporter, armatus and orientation. After cleared by Human Resources, candidates will be placed on the Campus Supervisor Substitute List.

AVID Tutors are also recruited directly by the school site. AVID tutors must complete an AVID application packet, which included payroll information. Completed application/letter from the site are forwarded to Human Resources for fingerprint and Risk Assessment paperwork and processing. Once cleared, the tutor may begin working.

Substitute employee are recruited through the same process as other positions. For example, substitute teachers are obligated to submit an application through EDJOIN along with letters of recommendation. After screening, interviews, background checks, and orientation successful candidates are processed and added to the Frontline Sub Caller System.

Recommendation to Hire

Once the Recruitment/Screening/Interview/Reference Check Process have been completed, then the supervisor who has submitted the original HRA can submit an Recommendation to Hire from to the Director of Human Resources. Human Resources will contact the employee and extend an offer of employment. An employee shall not be notified by another administrator.

After the 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.

Employee brings social security card and driver's licence. In return the applicant receives new employee paperwork, TB Test, physicals, verify education, fingerprinting, Department of Justice & Oath of Allegiance.

↓
Input employee information into all District databases, including ESCAPE, Frontline, Synergy.

↓
Create Personnel File. Secure Emergency Contact information. Information Technology creates Internet access and email account from the board consent sheet.

↓
Establish salary, process payroll & retirement, including PERS and CalSTRS. Arrange for direct deposit and deferred payment. Generate HRA.

↓
Notify site of hire and invite employee to new employee orientation

↓
Place employee information on Board Agenda for Board Approval

Human Resources will also notify all unsuccessful applicants/candidates of their status in writing in no more than ten (10) days of the decision made at each phase of the selection process.

Employees may not being in their new position until they are approved by the Board of Trustees. Human Resources will assign an effective date typically two (2) days after a scheduled Board Meeting.

Emergency hires may be conducted only with the approval of the Superintendent and subject to Board approval a the next regularly scheduled Board of Education meeting.

In the event an employee is hired under emergency condition, 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

Management Selection Process for Classified, Substitute Teacher and Student Process (EXHIBIT A)
How to apply for Employment with Oxnard Union High School District on EdJoin (EXHIBIT B)
Procedures for screening (EXHIBIT C)
Interview Process checklist (EXHIBIT D)
Procedures for Norms for Interview Panelist (EXHIBIT F)
Confidentiality Form (EXHIBIT G)
Interview for Chairperson Script (EXHIBIT H)
Rating Tally Sheet (EXHIBIT I)
Reference Sheet - Certificated (EXHIBIT J)
Reference Sheet - Non-Certificated (EXHIBIT K)

Oxnard Union High School District
Human Resources- Classified and/Substitutes

Classified Selection Process
EXHIBIT A

Task	Responsible Party
Human Resource Authorization (HRA)	Site/Division Representative/Business Services
Approval of HRA (new, revised, vacant) position and position control	Business Services/Human Resources
HRA received in Human Resources and entered into Recruitment Log/Tracking	Human Resources
Review 39 - month rehire list and transfer log	Human Resources
Development Recruitment Plan	
Meet with division/site representative	Human Resources/Site/Division Representative
Review job description and position title	Human Resources/Site/Division Representative
Design job announcement(include minimal qualifications and testing requirements)	Human Resources/Site/Division Representative
Confirm minimum qualifications for first level screening	Human Resources/Site/Division Representative
Confirm supplemental qualification for second level screening, if required	Human Resources/Site/Division Representative
Develop testing material (i.e. subject matter, performance, written exercise _ CODESP only)	Human Resources/Site/Division Representative
Develop recruitment process timeline	Human Resources/Site/Division Representative
Outline advertisement plan (methods, dates)	Human Resources/Site/Division Representative
Develop first level interview questions (CODESP generated only)	Human Resources/Site/Division Representative
Select Paper screening date/time	Human Resources/Site/Division Representative
Launch/Monitor Recruitment Process	Human Resources

Post on EdJoin, if necessary	Human Resources
Post on OUHSD website, if required	Human Resources
Post internally via electronic mail, if necessary	Human Resources
First Level Screening (within 3-5 days of closing date)	Human Resources
Review applications “Legal Information” section	Human Resources
Verify completing of application, including signature and attachments	Human Resources
Invite qualified applicant for testing	Human Resources
Notify disqualified applicants	Human Resources
Conduct Testing Process	
CODESP issued test only. Varies by position	Human Resources
Second Level Screening (if necessary)	
Screen for supplemental qualifications	Human Resources/Site/Division Representative
Validate screening for supplemental qualification with division/site representative	Human Resources
Discuss and reconcile screening for supplemental qualifications, if required	Human Resources
Notify disqualified applicants	Human Resources
Interview Process	
Confirm interview date and panel members	Human Resources/Site/Division Representative
Invite qualified applicants to interview	Human Resources
Convene first level interviews and conduct interview procedures orientation with panel members (see written guidelines)	Human Resources/Site/Division Representative
Review outcome of the interview with site/division representative	Human Resources/Site/Division Representative
Notify disqualified applicants 3-5 days	Human Resources
Determine and schedule second level interview, as required	Human Resources/Site/Division Representative
Develop second level interview questions and look fors	Human Resources

Select second level interview panel	Human Resources/Site/Division Representative
Convene second level interview, and conduct interview procedures orientation with panel members (see written guidelines)	Human Resources/Site/Division Representative
Provide division representative with finalist application, reference check forms, and Recommendation to Hire	Human Resources
Conduct Reference Checks	
Site/Division representative to conduct reference checks	Site /Division Representative
Two references required if external candidate. Current employer or last employer required	Site /Division Representative
Division representative returns reference checks within 3 to 5 days	Site /Division Representative
Review candidates reference checks	Human Resources
Offer of employment - Position Accepted	
Determine salary placement	Human Resources
Office the selected candidate the position	Human Resources
Notify unsuccessful candidates within 10 days	Human Resources
Notify site/division of acceptance by email pending (meeting all requirements DOJ, Armatus, etc.)	Human Resources
Schedule sign up for new hire paperwork	Human Resources
Schedule new employee orientation date	Human Resources
Offer of Employment - Position Declined/Rescind	
Notify site/division that candidate declined	Human Resources
Discuss with division representative if there is a second choice identified.	Human Resources/Site/Division Representative
If second choice, verify reference and offer position to and candidate	Human Resources
If no second choice, discuss with division representative their recruitment options.	Human Resources/Site/Division Representative
Hiring Process	
Livescan/Fingerprint for DOJ	Human Resources

Verify criminal background/TB test/ physical clearances	Human Resources
Verify update Mandated Reporter and Armatus	Human Resources
Complete new hire paperwork verify with employee before accepting packet (HR cannot accept incomplete packets)	Human Resources
Take photo ID	Receptionist/HR
Notify division representative and employee of clearance and establish start date	Human Resources
Input new hire information into ESCAPE, Synergy, Frontline and any other applicable programs.	Human Resources
Create Internet profile and Email Account	Information Technology
Invite to new employee/Substitute orientation	Human Resources
Generate HRA	Human Resources
Place on Board of Education Agenda	Human Resources

Oxnard Union High School District
 Human Resources
 Classified, Substitutes and Substitute Teachers

How to apply for a position with the Oxnard Union High School District
 EXHIBIT B

New staff/employees and substitutes are required to attend the half day face-to-face New Employee Orientation program held here at the district office. Currently new employee onboarding, with the exception of the employment packet is online and should be completed as follows,

- Online Application completed and required documents uploaded through EdJoin
- After the selection process is complete, you will receive an email inviting you to the next regularly scheduled orientation.
- Complete Employment Package (must present official photo identification card and social security card) which include forms for Live Scan and TB Risk Assessment
- Complete online Mandated Child Abuse Reporter Training and Armatus

HR does not accept incomplete packets. Please make sure all required information is submitted at least one week after your orientation date or the hiring and/or processing will be delayed.

New staff/employee and substitute orientation is offered twice per month with the exception of July, August, November and June. Orientation dates for 2018-2019 are scheduled as follows,

Date	Time	Location
Thursday, July 26, 2018	9:00 AM – 12:00 PM	Hueneme Conference Room
Thursday, August 9, 2018	1:00 PM – 4:00 PM	Hueneme Conference Room
Thursday, September 13, 2018	9:00 AM – 1:00 PM	Hueneme Conference Room
Thursday, September 27, 2018	1:00 PM - 4:00 PM	Hueneme Conference Room
Thursday, October 11, 2018	9:00 AM – 12:00 PM	Hueneme Conference Room
Thursday, October 25, 2018	1:00 PM – 4:00 PM	Hueneme Conference Room
Thursday, November 8, 2018	9:00 AM – 12:00 PM	Hueneme Conference Room
Thursday, December 6, 2018	1:00 PM – 4:00 PM	Hueneme Conference Room
Thursday, December 20, 2018	9:00 AM – 12:00 PM	Hueneme Conference Room
Thursday, January 10, 2019	1:00 PM- 4:00 PM	Hueneme Conference Room
Thursday, January 24, 2019	9:00 AM- 12:00 PM	Hueneme Conference Room
Thursday, February 7, 2019	1:00 PM – 4:00 PM	Hueneme Conference Room
Thursday, February 21, 2019	9:00 AM – 12:00 PM	Hueneme Conference Room

Thursday, March 7, 2019	1:00 PM – 4:00 PM	Hueneme Conference Room
Thursday, March 21, 2019	9:00 AM – 12:00 PM	Hueneme Conference Room
Thursday, April 4, 2019	1:00 PM – 4:00 PM	Hueneme Conference Room
Thursday, April 25, 2019	9:00 AM – 12:00 PM	Hueneme Conference Room
Thursday, May 9, 2019	1:00 AM – 4:00 PM	Hueneme Conference Room
Thursday, May 23, 2019	9:00 AM- 12:00 PM	Hueneme Conference Room
Thursday, June 6, 2019	1:00 PM – 4:00 PM	Hueneme Conference Room

Oxnard Union High School District
Human Resources
Classified, Substitutes and Substitute Teachers

Procedures for Screening
(EXHIBIT C)

Chairperson: Please review the following with Panel members prior to screening process

Paper Screening

1. The Screening Committee must review the announcement bulletin and identify the minimum/desirable qualification. Loose terms must be defined; e.g., “knowledge of”, “expertise in”, “proven success”, “demonstrated commitment”, etc.
2. All selected criteria must be established by the committee before reviewing any of the applications.
3. Develop criteria that is absolutely necessary for predicting successful job performance and submit the criteria in writing to Human Resources for review and approval at least three (3) days prior to interviews.
4. Applicants that are eliminated in the paper screening process must have an Unsuccessful Candidate Form completed by the Chairperson indicating which specific area the applicant/candidate was deficient or not as competitive as other candidates. The form must be initiated by all panel members and by the chairperson, who is the Fair Employment Practice Representative for the process.
5. If there is an excessive number of applicants that meet the minimum qualification, the committee can establish desirable criteria.
6. All Applicants/candidate must be given three (3) day prior notice to an interview.

Screening Committee Member

Comments:

Oxnard Union High School District

Human Resources
Classified, Substitutes and Substitute Teachers

Interview Process Checklist
EXHIBIT D

Position: _____ Date: _____

Interview Panel Chairperson: _____

Check

- Procedures for and Norms for Interview Process - Facilitator review and receives signed form from each panel member.
- All Interview question sheet are complete, points totaled, and form is signed by each panel member.
- Selection Procedures Evaluation is reviewed with the panel and completed by the Chairperson
- Committee Tally Sheet is complete per instructions.

Signature of Chairperson

Date



**INTERVIEW PANEL
CONFIDENTIALITY STATEMENT
EXHIBIT G**

Interview Panel:

Thank you for agreeing to participate in the interview process for **Site Administrative Secretary** positions. Your input will be a valuable piece of the process to help ensure that the best candidate possible is hired.

CONFIDENTIALITY STATEMENT:

I certify that I understand that as a condition of my participation in the interview process, I cannot discuss the names of the applicants, how applicants ranked, who was selected for interview or the final results outside of the committee structure. Any questions I receive regarding this process must be redirected to the Oxnard Union High School District Human Resources office.

Signature

Date: _____

Print Name:

Oxnard Union High School District
Human Resources
Classified, Substitutes and Substitute Teachers

Procedures and Norms for Interview Panelists (EXHIBIT F)

Prior to the Interview

1. Chairperson shall explain interview process and norms to all panel members.
2. Chairperson and panel members shall review all forms and questions
3. Questions will be reviewed for understanding and panel members will decide who will ask questions.
4. The panel shall ask all candidates the same questions in the same manner. The process shall be followed even if you know the candidate.

Interview Panelist Norms

1. Treat all information, conversation ,and interviews with the highest degree of confidentiality by not divulging anything that transported in the process to anyone.
2. Act professionally at all times.
3. Be personable in dealings with other panelist and all candidates.
4. Avoid side discussion at any time during the interview process
5. Make sure not to discuss candidate with anything during the interview process until all candidates have been interviewed and the panel begins it deliberation.
6. Honor the selection process during and after the interviews as explained to me by the Human Resources representative.
7. Violations of any of these norms will result in panelist removal from not only this selection process but also all future processes and may result in disciplinary action.

Post Interview

1. Each panel member should give their total score to the Chairperson to be recorded on the Committee Tally Sheet.
2. Scores will be tallied and the Chairperson will review scores for correctness and consistency. If the scoring pattern shows a high level of inconsistency, the Chairperson will review scoring with panel members.
3. The best candidates shall be recommended to move to the second level of interview. It should be noted that the highest ranking candidate is not always the candidate that will do well at the second level.
4. The Chairperson is the Fair Employment Practice Representative for the panel and must initial each Unsuccessful Candidate Form. All other panel members must also initial the form with an indication of which specific area the candidate was deficient or not as competitive as other candidates.
5. The Chairperson shall remind panel members that all information obtained from the candidates and the entire interview process is CONFIDENTIAL.

Interview Panelist Signature

Oxnard Union High School District
Human Resources
Classified, Substitutes and Substitute Teachers

Interview Chairperson Script (EXHIBIT H)

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 fellows panel members introduce themselves.

We will begin the interview in just a moment, but first I would like to explain our process. OUHSD is an equal opportunity employer; so we use a structured interview process

Sample Interview and Rating Sheet
(EXHIBIT I)

Applicant's Name: _____

Date: _____

1 2 3 4 _____
Overall Rating (1 low to 4 high)

Interviewer

Rate each applicant based on their responses using:

1= Not Recommend 2 = Adequate 3 = Recommend 4 = Strongly Recommend

-
1. Describe your educational background and experience that directly relates to the position of Administrative Secretary II.

Rating (1 low to 4 high) 1 2 3 4

2. What do you believe are the essential skills of an Administrative Assistant? Can you provide at least one example of how use exercised this/these skill (s)?

Rating (1 low to 4 high) 1 2 3 4

3. Describe your knowledge and experience in working with budgets?

Rating (1 low to 4 high) 1 2 3 4

4. What sort of information did you have to keep confidential in your last job?

Rating (1 low to 4 high) 1 2 3 4

5. What interests you about this position and/or why do you feel you should be selected?

Rating (1 low to 4 high) 1 2 3 4



Oxnard Union High School District

TELEPHONE REFERENCE CHECK (EXHIBIT J)

CERTIFICATED

Applicant's Name _____ Date _____

Reference _____ Relationship to Applicant _____

Interviewed by _____ Position _____

How long did the applicant work for you? _____

Would you rehire the applicant? Yes No

What was the applicant's teaching assignment(s)? _____

	Outstanding	Satisfactory	Unsatisfactory	Not Observed	Comments
How were the applicant's relations with the other staff members?					
How did the applicant react to supervision?					
How well did the applicant get along with students?					

How would you describe the candidate's abilities as a teacher?					
How were the applicant's relations with parents? Did he/she have any problems with parents?					
Can you think of any outstanding instructional techniques or methods the applicant used?					
What subject matter strengths did the applicant have? (What was his/her specialization?)					
Did the applicant participate in extra assignments or extracurricular duties? If so, which ones?					
Was the applicant absent frequently?					
Overall rating?					

ADDITIONAL QUESTIONS:

Why is the applicant wishing to leave the position?	
Describe the position being sought. Would the applicant fit?	
What were the applicant's outstanding strong points?	
What were the applicant's outstanding weak points?	
Are there any other references that would help our district check out the applicant?	



Oxnard Union High School District

EXHIBIT K

The form below is intended to be used as a guide and can be modified to meet our particular needs. Remember to give candidates advanced notice that you will be checking their references. Use the following guidelines when you are conducting all telephone reference checks, whether the candidate is an internal employee or an external applicant:

1. Introduce yourself and state the purpose of your call
2. Confirm that it is a convenient time to talk
3. Briefly describe the position for which the applicant has applied
4. Confirm the relationship between the person giving the reference and the applicant
5. Verify basic duties such as job title, duties, salary, dates of employment
6. Be consistent! Ask the same questions about all final candidates and weigh the information equally; what disqualifies one should be the basis for disqualifying any others.

SAMPLE REFERENCE CHECK QUESTIONS

Candidate's Name:

Reference Check provided by:

Organization:

Title: Supervisor:

Phone Number:

Date:

1. What was the nature and length of your relationship with the candidate?
2. How would you describe the candidate's institutional and personnel leadership skills?
3. Please describe the candidate's political acumen and ability to work with senior leadership?
4. Why did he/she leave the position? (if relevant)

5. In stressful situations, describe how the candidate reacted. Be specific.
6. Additionally, how does s/he handle difficult people? What is his/her conflict resolution protocol?
7. From your observation, has the candidate mainly been in the role of an implementer or initiator of projects and proposals?
8. How independently does the candidate work as oppose to checking in with stakeholders and supervisor? I did not ask this question
9. Does the candidate always conduct his/her dealings with others in a tactful manner? Explain. I did not ask this question
10. What are the candidate's key accomplishments or impact on the organization?
11. What area of development could the candidate focus on?
12. If you were going to provide advice on how to best guide this person, what would it be? It is best to be direct with her. You don't have to be subtle.
13. Would you hire or want to work with this individual again? ____ Yes ____ No (If No, Then Why?)

Reference conducted by: _____