

 <b>Anglophone South School District</b>	<b>POLICY NO. ASD-S-225</b>
<b>RECRUITMENT</b>	

<b>Category</b>	<b>Human Resources</b>		
<b>Subject</b>	<b>Recruitment</b>		
<b>Adopted</b>	December 2015	<b>Revised</b>	June 22, 2021

### **Policy Statement**

Anglophone South School District recognizes staff as being fundamental to its success. A strategic and professional approach to recruitment processes help enable the District to attract and appoint staff with the necessary skills and attributes to fulfill its strategic aims and support the District's Ends Policies.

The Superintendent will ensure that the recruitment and selection practices for Anglophone South School District employees shall be transparent and fair in that they are clearly defined, systematic, efficient, and effective, promote equality of opportunity and are designed to recruit and hire high quality employees.

1. The hiring process will observe the Education Act, all of the pertinent collective agreements and the NB Human Rights Code. Anglophone South School District is an equal opportunity employer.
2. The advertising of vacant positions will be timely and use appropriate media.
3. The definitions of qualifications, screening procedures and reference checks are the responsibility of the Superintendent or designate.
4. The Superintendent, or a designate, will prepare the questions and/or alternate exercises appropriate to the position and the required qualifications. The selection committee will review and make adjustments to the questions.
5. Internal postings will be provided the same transparent guidelines as external postings.
6. Recruitment should be treated as a key public relations exercise as the way it is managed affects the District's image and consequently its ability to attract and appoint high caliber staff.
7. Professional advice and support is available at all stages of the recruitment process from the Human Resources Department.

### **Procedures**

#### **1.0 ADVERTISING**

##### **I. Internal Competitions**

 <b>Anglophone South School District</b>	<b>POLICY NO. ASD-S-225</b>
<b>RECRUITMENT</b>	

- a. Only employees of Anglophone South School District need to be informed of internal postings.
- b. Internal postings will be made via e-mail to schools requesting postings be placed on all applicable bulletin boards or emailed to employees directly. Internal postings will be placed on the District website, and will clearly indicate that they are internal postings.

## II. External Competitions

- a. The general public must be made aware of all external competitions.
- b. Newspaper advertisements may be placed in the Saturday edition of the Telegraph Journal directing individuals to postings on the District website for further comprehensive information. This will be mainly for 5 year Administrator positions or teaching positions remaining after qualified Ds for the roles have been placed. The Director of Human Resources must approve the use of other newspapers or more extensive advertisements given the recruitment circumstances. Newspaper advertisements should be very brief and contain the position or list of positions, deadline for the competition and refer to the District website.
- c. Comprehensive position advertisements will be posted in the Employment section of the District website.

Website advertisements should be very comprehensive, and contain all relevant information;

- i. Required, key and desirable skillsets for the position
  - ii. Deadline for applications
  - iii. Where to submit applications
  - iv. Requirements re: Criminal Record & Vulnerable Sector Checks and Policy 701
  - v. Request for references
  - vi. District facilities are scent and peanut free facilities
  - vii. Only those selected for an interview will be contacted
  - viii. Anglophone South School District is an equal opportunity employer.
- d. All advertisements should be reviewed by Human Resources prior to being posted.

## 2.0 APPLICATIONS & COMPETITION FILES

- a. Applications are accepted through email, regular mail or personal delivery, and must contain all relevant documents.
- b. All applications for positions are to be submitted to the Human Resources Department to the attention of the Director of Human Resources.

 <b>Anglophone South School District</b>	<b>POLICY NO. ASD-S-225</b>
<b>RECRUITMENT</b>	

- c. Competition files are to remain within the Human Resources Department, but may be temporarily removed by the Chair of the Selection Committee to review for screening purposes. Human Resources must be notified prior to a competition file being removed from the Human Resources Department.
- d. In no case should a competition file be removed from Education Centre or Office of the Superintendent.
- e. Only members of a selection committee or members of the Management Team are permitted to view a competition file.
- f. Any application received after the closing date/time, may not be considered.

### **3.0 SELECTION COMMITTEES**

- I. There will be a minimum of two people for any Selection Committee, consisting of one representative of District Office, and one School/Operational representative.
- II. The District Office representative will be responsible for being the Chair of the Selection Committee.
- III. The Chair of the selection committee is responsible for:
  - a. Ensuring that requests for advertisements are submitted to Human Resources prior to above deadlines.
  - b. Ensuring that committee members are contacted and available, rooms/facilities are booked, and once that is confirmed, the candidates are contacted and are aware of what is needed and what the process will be (see Appendix D which pertains to Administrator competitions).
  - c. Verifying that all applications have been received (verify with Human Resources).
  - d. Ensuring the screening process is transparent ([see section 4.0](#))
  - e. Ensuring that questions and activities are appropriate ([see section 5.0](#))
  - f. Ensuring the interview process runs smoothly and is transparent ([see section 5.0](#))
  - g. Contacting references ([see section 6.0](#))
  - h. Ensuring that all candidates that were interviewed were contacted as soon as possible subsequent to the interviews communicating the results of the interview and offering the opportunity for a debriefing.
  - i. Ensuring that all materials relating to the competition file are returned to Human Resources immediately upon completion of the competition.

 <b>Anglophone South School District</b>	<b>POLICY NO. ASD-S-225</b>
<b>RECRUITMENT</b>	

#### **4.0 SCREENING/SHORTLISTING**

- a. Criteria for shortlisting must be determined prior to opening competition file.
- b. Criteria must be established based on the qualifications from the advertisement, utilized and documented.
- c. Should be a minimum of 3 candidates interviewed. If there is a need to interview more or less than this amount, reasons should be documented.

#### **5.0 INTERVIEWS & ACTIVITIES**

- a. Questions are to be created by the Selection Committee Chair in conjunction with the School/Operational Representative.
- b. Questions should reflect the skillsets sought for the position. Once the skillsets for the position are determined, questions that seek examples of past experience in the area of the given skillset are a good indicator of future performance and should be utilized.
- c. Activities are to be created by the Selection Committee Chair in conjunction with the School/Operational Representative.
- d. Activities should reflect the everyday situations a person in the position will face. An in-basket type activity is a good opportunity to see how candidates will prioritize tasks and deal with some of the more difficult situations they may face in the position. While it is important to use realistic scenarios for activities, it is also important when creating scenarios based on actual events, that confidentiality is maintained. An interview activity could be a timed presentation that candidates have the opportunity to prepare in advance, outlining their skillset for the role.
- e. The Selection Committee Chair will ensure that committee members have all necessary materials, are informed how the process will proceed, understand the expectations regarding transparency and confidentiality, and sign the Selection Committee – Terms of Agreement form (see Appendix A).
- f. The Selection Committee Chair will ensure that committee members know what questions they will be asking.
- g. The Selection Committee Chair will ensure that interview and activity rooms are adequate (private, quiet, adequate space, technology in order).
- h. The Selection Committee Chair will greet each candidate and introduce committee members.

 <b>Anglophone South School District</b>	<b>POLICY NO. ASD-S-225</b>
<b>RECRUITMENT</b>	

- i. The Selection Committee Chair will open the interview by explaining the process to the candidate (attempt to incorporate a minute or two of small talk to put the candidate at ease).
- j. If an unforeseen event necessitates the removal of a member of the selection committee, the interview will be paused during this time. It is not ideal to interrupt a candidate, therefore, any interruptions are to be limited to a situation of absolute necessity.
- k. Candidates will be provided the opportunity to ask questions at the end of the interview.
- l. Candidates will be informed when they can expect to be contacted with the results of the competition.
- m. Scoring processes are to be utilized and documented (see appendix B). A scoring process should be based on the skillsets sought for the position. A score should be measured for each skillset for each candidate based on their application package, their interview, and their activity. It is advisable to allow for some time at the end of each interview to complete the scoring process while it is fresh in the mind of the selection committee. From discussion, the committee comes to consensus on each individual score and adjustments may be necessary to ensure final scores accurately reflect differences between candidates. The overall scores will provide a good indication of the top candidate(s) as well as a great guide for discussion. If two or more candidates are very close with total scores, the decision should be made considering the most suitable candidate based on the skillsets identified as critical to the position. If possible, the decision should be made by the committee through consensus and documented, however, the ultimate decision rests with the Superintendent.
- n. The equality of opportunity for candidates must be maintained at all times. A member of the selection committee must question any discussions that they feel create an advantage or disadvantage for one candidate over another. If it is deemed that the information creates an unfair advantage or disadvantage, it should not be considered.

## **6.0 REFERENCE CHECKING**

- a. Candidates will be requested to either provide three references or three letters of reference one of which should be a recent working reference or professional reference.
- b. Utilize reference check forms provided by Human Resources, and place in competition file.
- c. Only ask questions from the reference check form (see Appendix C).
- d. References may be contacted for any applicant but may be particularly important in situations where; you are attempting to differentiate between two very closely qualified candidates for a position, where there is more knowledge necessary to solidify a decision, where there are any question marks about a candidate, or for the out of District candidates.
- e. Only contact those references provided by the candidate.

 <b>Anglophone South School District</b>	<b>POLICY NO. ASD-S-225</b>
<b>RECRUITMENT</b>	

- f. If the candidate does not provide adequate references (for example failed to provide most recent supervisor, or work related references) they should be contacted and asked to provide this information. If the candidate fails to provide this information, they will no longer be considered for the competition.
- g. If a candidate fails to provide references or letters of reference as indicated in the advertisement, they may not be considered for the competition.
- h. Only contact references in advance of an interview if it is indicated in the advertisement that this may occur. Many candidates do not contact their reference until the last possible moment, as they may not wish to inform their current employer they are looking elsewhere.

## **7.0 DEBRIEFINGS**

- a. As a means of providing feedback that a candidate could utilize positively to improve their ability to present themselves in any future competitions, all candidates have the opportunity to be debriefed on a one-time basis.
- b. Upon being contacted and being informed whether or not they are successful in a competition, candidates may be offered the opportunity to meet with a member(s) of the selection committee to be provided with input regarding what they have demonstrated throughout the selection process.
- c. The same processes as above apply for the removal of a competition file from Human Resources.
- d. The strengths, as well as the areas for improvement should be discussed with candidates.
- e. The documentation from the selection process file is crucial for this process and another reason why it is important to ensure that a great deal of effort is put into note taking and scoring.
- f. This process is meant to be a positive process and should be treated as such by candidates. Should a candidate treat this opportunity in a negative manner, they will no longer be afforded this opportunity.

## **8.0 RECORD KEEPING**

- 1. All records will be kept in the Human Resources Department.
- 2. Files will be kept for:
  - a. Teaching competitions - a period of one year
  - b. Administrator competitions – a period of two years
  - c. District Office competitions – indefinitely
  - d. CUPE competitions – ten years
  - e. General competitions – six months

 <b>Anglophone South School District</b>	<b>POLICY NO. ASD-S-225</b>
<b>RECRUITMENT</b>	

3. Files will contain:

- a. Advertisement
- b. All applications
- c. Shortlisting scoring
- d. Terms of Agreement (confidentiality sheet)
- e. Activities and results from activities for each candidate
- f. Questions and written notes from each committee member for each candidate
- g. Scoring for interview and activity and discussion notes
- h. Reference check forms

**9.0 GENERAL**

- 1. Confidential information which is to be only shared amongst the Selection Committee or the Management Team.
  - a. Names of applicants
  - b. Number of applicants for a given competition
  - c. Number of candidates being interviewed
  - d. Any information contained in the candidate's application package (experience, education)
- 2. It is very important to keep in mind that any competition may be challenged to:
  - a. Human Rights Commission or Ombudsman
  - b. Through Collective Agreements

**Reference**

- Human Rights
- Collective Agreements or Management and Non-Union Policies, Part II

**Appendices**

- Appendix A – Terms of Agreement
- Appendix B – Sample Grid
- Appendix C – Reference Check Form
- Appendix D – Information for PSSC



Anglophone South School District

## APPENDIX A

### SELECTION COMMITTEE – TERMS OF AGREEMENT

FOR POSITION COMPETITION \_\_\_\_\_

LOCATION \_\_\_\_\_

DATE \_\_\_\_\_

As a member of the interview selection committee, I hereby acknowledge that I am aware of my responsibility under the Protection of Personal Information Act and the Right to Information Act.

Due to the candidates' right to privacy, all information which comes to my knowledge by reason of my involvement with the selection process will not be discussed by me without due authority.

I am furthermore not aware of any conflict of interest or appearance of bias that would prevent me from fulfilling my role on the selection committee equitably and fairly.

I have been informed of my responsibilities and have been an active participant in the selection process.

#### SUCCESSFUL CANDIDATE \_\_\_\_\_

Name (please print)	Support Final Decision?		Signature	Name of Witness
	YES	NO		
	YES	NO		
	YES	NO		
	YES	NO		
	YES	NO		
	YES	NO		
	YES	NO		

SUPERINTENDENT (OR DESIGNATE) APPROVAL: \_\_\_\_\_

Note: All Interview Selection Committee members are required to sign this form.





Anglophone South School District

## APPENDIX B

### SAMPLE GRID

			Candidate #1	Candidate #2	Candidate #3	Candidate #4	Candidate #5
Principals Certification		R	6	6	6	6	6
Teaching Experience (min 5 yrs)		R	6	6	6	6	6
Mgmt/Admin Experience		R	6	6	6	6	6
Communication Skills	Written	R	6	6	6	6	6
	Spoken	R	6	6	6	6	6
Team Skills (collaboration)	Part of	R	6	6	6	6	6
	Leading	R	6	6	6	6	6
Problem Solving Skills		R	6	6	6	6	6
Conflict Resolution Skills		R	6	6	6	6	6
Education (M Ed)		K	4	4	4	4	4
Computer Literacy		K	4	4	4	4	4
Curriculum / Teaching Strategies		K	4	4	4	4	4
School Improvement Plans		K	4	4	4	4	4
Professional Development	Part of	R	4	4	4	4	4
	Leading	R	4	4	4	4	4
Organizational Skills		D	2	2	2	2	2
Staff Evaluations / Professional Growth Plan		D	2	2	2	2	2
Flexibility		D	2	2	2	2	2
Community / Parental Involvement		D	2	2	2	2	2
<b>TOTALS</b>			<b>86</b>	<b>86</b>	<b>86</b>	<b>86</b>	<b>86</b>
<b>In Basket Activities</b>			<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
			<b>98</b>	<b>98</b>	<b>98</b>	<b>98</b>	<b>98</b>
R	Required Qualification						
K	Key Qualification						
D	Desired Qualification			Interviewer:			



Anglophone South School District

## APPENDIX C

### REFERENCE CHECK FORM

<b>Candidate</b>		<b>Referee</b>	
<b>Position</b>		<b>Phone Number</b>	

1. How long have you known the candidate?	Less than 1 year <input type="checkbox"/>	1-2 years <input type="checkbox"/>	More than 3 years <input type="checkbox"/>
2. In what capacity are you acquainted with the candidate?	Supervisory <input type="checkbox"/>	Co-worker <input type="checkbox"/>	Friend <input type="checkbox"/>
3. Have you ever formally evaluated the candidate?	Yes <input type="checkbox"/>		No <input type="checkbox"/>
4. Describe the applicant's primary job responsibilities?			
5. On what activities did the applicant spend most of his/her time?			

6. The candidate's knowledge and skills:	Above Average	Average	Below Average	Not Known
• Creates an environment of respect and rapport				
• Communicates clearly and accurately				
• Communicates well with parents and/or colleagues				
• How would you rate the applicant's technical skills?				
• Maintains accurate records				
• Shows growth and development professionally				
• Demonstrates professionalism				
• Contributes to the work environment				

7. Please rate the candidate from the perspective of your general, overall view:	Above Average <input type="checkbox"/>	Average <input type="checkbox"/>	Below Average <input type="checkbox"/>
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8. Willingness to hire this individual:	Without Reservation <input type="checkbox"/>	With Reservation <input type="checkbox"/>	Would Not Hire <input type="checkbox"/>
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9. Knowledge of Inappropriate Conduct or Criminal Action	Yes <input type="checkbox"/>	No <input type="checkbox"/>
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10. Additional Comments: (Additional comments on reverse side)

Reference Completed by:	Date:
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The candidate will provide a copy of this form to their referee and instruct the **referee to complete the form and fax or mail it to: Director of Human Resources, Anglophone School District - \_\_\_\_ (Address).**

All responses will remain confidential. This form must be returned by \_\_\_\_\_.



Anglophone South School District

## APPENDIX D PARENT SCHOOL SUPPORT COMMITTEE

### INFORMATION ON THE INTERVIEW PROCESS FOR ADMINISTRATOR POSITIONS

Thank you for participating on the selection committee for an Administrator position. The role of the Parent School Support Committee is important in collaboratively selecting the best suitable applicant for the administration of the school.

When you arrive for the competition, you will be provided with an “interview package” which will contain the following documents: *(please note, it is recommended that you arrive at least 30 minutes prior to first interview to familiarize yourself with the documents and the resumes of the candidates to be interviewed)*

1. **Terms of Agreement Form** - There will also be a confidentiality form that will signed by the selection committee. This form is used to ensure discussions are kept in strict confidence and not discussed outside of the interview room. This document is also used to establish the successful candidate and whether consensus was reached.
2. **Leadership Qualities from School Staff** - For five year Principalship competitions only, there may be a document in the file that has been submitted to the Superintendent on what the staff at the school are looking for in the Principal of their building.
3. **Resumes** - The resumes of the candidates that have been shortlisted for the position of responsibility will be included. Keep in mind, some applicants may not be interviewed based on the depth of the applicants who have applied for the position.
4. **Questions** - During the interview process, the interview questions will be asked of each candidate by one member of the interview panel or shared by all. Members of the interview panel will keep notes about the responses. Human Resources will manage the time allocation for each section of the interview. *(Please note, each candidate may be given time prior to the interview to review the interview questions and add notes that may be helpful during the interview process).*
5. **Scoring Grid** - You will notice that within the interview package there is a grid which will be used as a guide towards a further deliberation at the end of the interviews to help support the selection of the most suitable candidate. After the interview process has been completed, the interview panel will deliberate on each candidate's presentations and responses to the interview questions. The grid will be used as a guide to focus the deliberation. Suitability of the best candidate will also involve the information collected from school staff and information from the individuals resume.

All members of the interview panel have equal importance in determining the recommended candidate for the position of responsibility. The preference is always that the recommended candidate be decided upon through consensus. However, if consensus cannot be reached, there is an opportunity to indicate why the individual panel member is not in agreement and the Superintendent will have the final decision on the recommended candidate as per section 47.1 (1) of the Education Act.

Once final approval has taken place, the Director of Schools will contact the successful applicant and the unsuccessful applicants. All candidates who were interviewed will have the opportunity to debrief their interview.

A call or email will be sent to the PSSC representative to allow them to contact their PSSC members to inform them of the decision. It is possible to share with the PSSC how the process works but not the number of candidates nor the names of the candidates or details of the discussions.

Please feel free to ask any questions you may have and thank you once again for participating in this important process.