Selecting the Hiring Team
Quick Start Guide

Hiring a new employee will have a wide-reaching impact on your organization. They accomplish a series of individual responsibilities and work and interact with various people in and outside the organization.

When a position is posted, several actions should be triggered. First, someone should be tasked with heading the selection committee or hiring team. During the process, this person will be known as the **Hiring Lead**. This person may be a district representative in human resources, a building principal, or the prospective employee's direct supervisor. The Hiring Lead has several responsibilities, such as screening applicants, forming a hiring team, and making a recommendation to the head of HR or superintendent for employment. The **Hiring Team** will be responsible for considering hiring criteria, maintaining confidentiality, establishing aspirational goals for the ideal candidate, and eventually serving as endorsers of the new employee.

Hiring Team Expectations

1. **Be as inclusive as possible without compromising efficiency and effectiveness.**
   Hiring processes that include many individuals have the advantage of including broad input. They also can be unwieldy.
2. **Make it clear—the team will have a hand in ensuring the new hire's success.**
   Everyone who participates is personally responsible for ensuring the success of the final candidate once hired.
3. **Everyone must commit.**
   Hiring efforts where team members drift in and out of the process are impacting the reliability of the process. Establish the dates/times and set the expectation that all team members must participate in all interviews.
4. **Stress the importance of multiple data points**
   Make it clear that while the face-to-face interview process is important, multiple other data sources must be equally valued. Committee members

should understand that the final decision will be made by weighing all the evidence.

5. **Remember that this is a great learning opportunity for the team.**
You have a chance to spend a lot of time with some of your key people making an important decision. Use that time! The hiring process should be viewed as a professional development opportunity for your team.

6. **What is discussed in the hiring process must stay in the hiring process.**
This is a critical issue. It is highly unprofessional to discuss anything said "behind closed doors" during or after the hiring process.

Roles & Responsibilities

Role	Responsibilities

Hiring Manager/ Lead	• Determine desirable Knowledge, Skills, and Attributes (KSAs) for the position. Consider the aspirational cultural goals for the building and any skills absent on the team or desirable traits that would complement the team/unit or building.
	• Be clear on the responsibilities of the position being hired.
	    o If hiring a teacher, consider the courses or grade level the new employee will be teaching.
	    o If hiring a classified employee, be clear on shift and area of responsibility.
	• Work with HR to review the Job Description and post position.
	• Establish the Hiring Team. In general, the team should not exceed seven people and should include at least one male and one female. Considerations:
	    o Vested participants in the new employees' role (could be teammates in an elementary or middle school setting or department colleagues in a high school setting)
	    o Non-department-related colleagues. For a diverse perspective, non-departmental/non-grade level or non-job classified individuals should be a part of the team.
	    o Members of the leadership team (assistant principal, counselor, supervisor from another department, or another school principal).
	• Identify interviewing schedule. Backward map <u>from the board meeting when action is intended</u>. Ensure that the timeline can support this goal.
	• Explicitly determine and articulate responsibility for the hiring process. Consider a tool such as a RACI chart to clearly define outcomes (see below).

	• Establish a bank of interview questions with the help of the Hiring Team. Collaboratively establish the associated scoring rubric and criteria. Hiring tools should be aligned to the KSAs for the position. • Prescreen candidates by application review and/or pre-interview. * • Conduct interviews with Hiring Team and convene after all interviews to review scoring. • Oversee all other levels of the hiring process and analyze results. • Make the recommendation to the approving authority (either HR director or superintendent). *Action may be done by Hiring Lead OR members of the Hiring Team.
Hiring Team	• Commit to confidentiality throughout the entire hiring process. To be considered, the member has demonstrated this throughout their career. • Be clear of the perspective you bring to the team. Members should represent a cross-section from the environment of the new hire (team, curriculum, classification, cross-classification). • Be present throughout the entire interview process. If a member cannot be at one or more of the interviews, notify the hiring manager and recuse themselves from the process. • Help develop interview questions and associated scoring tools based on selection criteria. Be mindful of legal guidelines about inappropriate questions. • Evaluate candidates during the interview and make recommendations to the Hiring Lead or hiring authority regarding the most appropriate applicant. Be mindful of how bias impacts our decisions and follow the established hiring process. For example, the same format (introduction, questioning, exit) should remain the same for all interviewees.

Possible RACI Chart: Who is responsible for the task, who is accountable, who should be consulted, and who should be informed.

Tasks of the Hiring Team	Responsible	Accountable	Consulted	Informed
Have a schedule and a process.				
Inform candidates of their status.				
Maintain confidentiality.				
Ensure candidates feel comfortable and valued.				
Monitor and improve Hiring Team performance.				