

Guide to SLOCOE Recruitment

We have a position that needs to be filled. What do we do?

1. Personnel Requisitions are required to fill a vacancy or for a supplemental position lasting longer than **15 work days**. The hiring manager submits a Personnel Requisition to the Human Resources (HR) office. Items 1-13 on the requisition must be complete before recruitment can begin.



PERSONNEL REQUISITION

Purpose: This form is to be used by the department to fill a vacancy.

To: Human Resources Department Date: _____
From: _____

POSITION INFORMATION

1. Replacement For: _____ 7. Suggested Recruitment Process: _____
2. Type of Position: _____ 8. Weekly Schedule: _____ Time: _____
3. Job Title: _____ 9. # of Hours per day: _____
4. Hiring Manager: _____ 10. Work Site & Room #: _____
5. Calendar: _____ Other: _____ 11. Proposed Start Date: _____
6. Work Days per year: _____ 12. Proposed End Date (if not ongoing): _____
Comments: _____

13. Proposed Funding Source: _____
14. Budget - Account Classification: _____ %
_____ %
_____ %
_____ %

(1) Hiring Manager Date (2) Assistant Superintendent Date
(3) HR Specialist Date (4) Position Control Date
(5) Fiscal Specialist Date (6) Cabinet Approval (for New Position) Date

To be completed by Human Resources: Position Control: Pay Cal: P-Schd:
Final Selection: DOE: FTE:
Salary Schedule: Column/Grade/Range: Step:
Hourly Rate: Daily Rate: Monthly Rate: Annual Salary:
Late Start FTE: Late Start Work Days: of Late Start Annual:
Comments: _____

HR Analyst Date Authorization to Employ - Chief HR Officer Date
Cc: Payroll * Position Control * SubFinder * HR Analyst (CE/Mgmt) * HR Specialist *
Benefits * Personnel File * Division Executive Assistant * Originator
S:\Forms\All HR\Personnel Requisition NEW 2008-09.doc Revised 11/20/08

Is your need for a replacement, or is a brand new position being created?

Use this section to fill in details about the requirements of the position. This information is essential for HR specialists who will do the recruiting.

For more information on types of positions, see "What types of positions do we have?" towards the end of this guide.

Account Classification provides funding information. Answer as completely as possible. If no funding is currently allocated, indicate proposed sources of funding.

Department signatures are required before submitting to HR.

2. If the position needs specific information listed in the advertisement (such as the specific responsibilities of a Coordinator), then a Supplemental Position Information form should be completed and attached to the personnel requisition. See Classified Positions Requiring Special Skills. This supplemental position form is particularly helpful to distinguish between positions with the same title.
3. An **HR Specialist** will check the requisition for completeness, accuracy, and employment/legal requirements. (The new position will be entered into position control, our computerized tracking system, after Cabinet approval, if needed.)

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(3) HR Specialist Date (4) Position Control Date
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Late Start FTE: Late Start Work Days: of Late Start Annual:
Comments: _____

HR Analyst Date Authorization to Employ - Chief HR Officer Date

4. Requisitions for new positions and those that require further approval (funding implications, etc) go to Cabinet for approval before advancing to the Business Department. This will increase the time of the recruitment. Typically, if the requisition is for an equivalent replacement, it goes directly to the next step. Any changes to an existing position go on the Position Change Form (located on the SLOCOE web site).
5. Human Resources will forward the requisition to the Business Department to verify funding. While Business reviews the requisition, a recruitment plan and timeline will be developed and shared with the hiring manager.

6. Human Resources will “fly” the position after receiving the requisition back from the Business Department. Depending upon the type of recruitment, this could mean creating advertisements, e-mailing notices to department sites and employees, notifying applicants on re-employment lists or classified eligibility lists, securing testing and interview locations, arranging for interviews, and working with the hiring manager on the timeline. Note: If an eligibility list exists for a classified position, the position will be advertised only for transfers and the current list.

The Recruitment Process!!

7. SLOCOE uses EdJoin, a web-based job posting and application system, for both classified and certificated positions. Hiring managers may request additional advertising by completing the [Additional Advertising Request](#) form. The costs for additional advertising will be billed back to the requesting department.

8. Classified positions have a single pool of qualified applicants for each job title or classification. This pool is called the ‘eligibility list’. Classified positions are advertised externally only when no adequate eligibility list exists for the position. The eligibility list is good for six months as long as there are at least three “ranks” or candidates on the list. In order to get placed on an eligibility list, screened candidates, along with any qualified internal applicants, must qualify through an interview process and/or exam completed by HR. The hiring manager cannot be part of the panel interview (or first interview). The purpose of this step is to determine if candidates are qualified beyond the paper screening. The manager requesting the recruitment is involved in the hiring interview (second interview). The manager is given three “ranks” of eligible candidates to interview, and must choose one of the candidates. (The manager is responsible for scheduling the hiring interviews and reserving a room. The hiring manager may select the interview questions from a bank of questions provided by HR or create new ones and should submit to HR for legality approval.) Candidates not selected may remain on the eligibility list for as long as six months, to be considered for other openings in the same job classification.

Managers may request a position requiring special skills (such as bilingual abilities or sign language) by noting this on the personnel requisition. When a special skill is required, a 5% stipend will be added to the salary. Applicants applying for positions designated as needing special skills or competencies will be required to pass a specialized test in that particular skill in order to meet the minimum qualifications.

9. Certificated positions do not draw from eligibility lists, and are most often advertised both internally and externally. Because there are no eligibility lists, the hiring manager makes the decision as to which qualified candidates will be invited for an interview. All certificated positions must be announced to all in-house employees who might want to transfer. In house candidates must be considered (interviewed) but are not guaranteed a position. Certificated job classifications that are likely to have multiple vacancies over a period of a few months may come from a single pool of applicants. The position might be posted on EdJoin with a notation such as "This recruitment is for a pool of applicants to fill one known opening and possible future openings during the next six months. Applicants will be considered for each open position as it occurs. This applicant pool may not be exclusive and additional applicant pools may be created within the same time period." The hiring manager may choose to create a new applicant pool if the current pool is not adequate by requesting that the position be advertised outside.

10. A Human Resources representative will assist interview teams for all hiring interviews. This includes providing a bank of questions if needed and being part of the interview team if requested.

How do I appoint a certificated non-management employee to a position if s/he is not probationary or permanent yet?

11. The hiring manager can appoint an incumbent to the position if ALL the following have been met:

- The incumbent has the appropriate credential for the assignment.
- The incumbent went through a competitive process before being placed in the assignment.
- The incumbent has strong evaluations in the personnel file. If the employee worked less than 50% of the year and, therefore, has no evaluations on file, but has demonstrated strong performance, a supervisor may also appoint if the above conditions have been met.

What if I can't find a suitable credentialed candidate?

12. Each year SLOCOE fills out a declaration of need for hard to fill teaching positions. This form is board approved and sent to the California Commission on Teacher Credentialing (CCTC). According to CCTC regulations, we are obligated to perform a diligent search for a suitably credentialed candidate. After a diligent search is performed and no suitable candidates can be found, documentation must be provided to the HR department on why each qualified candidates was not suitable for hire. Should this occur, the hiring authority can move on to Option 1 listed below:

- 1) Select a candidate who is scheduled to complete their initial credential requirements and receive a recommendation for their credential within six months.

If no suitable candidate is found using Option 1, documentation must again be provided to the HR department on why each candidate under option 1 was not suitable for hire. Then the employer can move on to Option 2 listed below:

- 2) Select a candidate who qualifies and agrees to participate in an approved University Internship program.

What are the time requirements for recruitments?

13. Human Resources typically requires 10-12 workdays for in-house recruitments, and four weeks for inside/outside recruitments. The minimum requirement for internal posting is six business days (e.g., Thursday – Thursday). The minimum requirement for outside posting is ten business days.

14. All positions are posted with a closing date, beyond which no additional applications may be accepted for consideration, unless the closing date is extended for all prospective applicants. Hiring managers should allow at least one week after the close of posting to allow time for screening and scheduling.

We have a candidate we feel good about, and we're anxious to make an offer. What do we do?

15. Great! You're in the home stretch of the recruitment process. After completing a minimum of two reference checks using the [Reference Check](#) form, the hiring manager completes a [Notification of Hire](#) form recommending the candidate for hire. A complete packet containing the original completed reference checks, Notification of Hire form, and interview material must be returned to Human Resources before an offer can be made. However, managers are encouraged to call the top candidate and say that they are being recommended to HR for hire.

How are reference checks done?

16. A minimum of two reference checks for each outside candidate is required. Reference checks should be done by the supervisor or manager, except in the cases of Instructional Assistants and Behavioral Health Specialists. Reference checks for these two classifications may be done by an Administrative Assistant III or Executive Assistant who has received training from the Human Resources department. (If you have difficulty in obtaining references, please discuss with the Human Resources department.) If the candidate is a current SLOCOE employee, but is not currently being supervised by you, please verify that you have reviewed the personnel file and/or spoken to the current supervisor before making your recommendation on the Notification of Hire form provided. Reference checks should be professional references and not family or friends. For more information, see [Reference Check](#) guide.
17. Human Resources will make the job offer after the Chief HR Officer and/or Human Resources Analyst reviews the paperwork and salary placement is determined. An HR Specialist will meet with the candidate to go over new hire paperwork and information.
18. A hire date is set once all employment requirements have been met. These include TB testing and fingerprint clearance. **Under no circumstances shall an employee begin working for SLOCOE prior to their orientation being conducted, payroll paperwork completed, and TB and fingerprint clearances received.**

How are candidates and SLOCOE staff notified?

19. After HR notifies the hiring manager that the person has accepted the position, the hiring manager may talk with unsuccessful internal candidates or anyone that should hear immediately from the hiring manager before regret notifications (by letter, phone call and/or e-mail) are made by HR. Once all internal candidates have been notified, the hiring manager is then free to announce the candidate selection as he/she wishes.
20. HR will send an announcement by e-mail to all divisions for main office employees after all candidates have been notified and the orientation is complete. This generally takes one week or more to allow time for acceptance of the position, notification of in-house candidates, and signing of contracts. The e-mail serves as an announcement and notice to those needing to follow up with next steps (i.e. phones, computers, department orientations).
21. The supervisor or designee is encouraged to contact the new hire to welcome them to the organization and confirm the start time, location to which they will report to work and any other information that may make their first day more comfortable.
22. Within ten days, an orientation will be scheduled between the employee and the department manager to which the employee reports. The [New Employee Orientation Checklist](#) will be used to establish that the employee is provided standardized information that will help to support them in a successful start in their new position.

Can we select a person from a different candidate pool?

23. If an applicant has applied for one job classification and the hiring panel would like the applicant to apply for a different job classification that is currently open for applicants, the hiring panel may request Human Resources to contact the applicant for the purpose of encouraging the applicant to apply for a different job classification. This allows the applicant to be considered for the second job classification along with the other applicants. The hiring manager may also encourage the applicant to apply for any other positions in SLOCOE.

What types of positions do we have? What else do I need to know?

24. Job Titles (Classifications)

For a complete list of job titles and salaries, see the SLOCOE website. Please note that the salary schedules and job descriptions are updated frequently. Listed below are the general types of positions in our organization:

- Classified Management and Non-Management
- Certificated Management and Non-Management
- Confidential

All positions are noted in the categories listed above and have different rules outlined in the Education Code, association contracts, and employee handbooks. Guidelines for employment policies can be found in our employment handbooks and contracts.

25. Certificated Employees

Certificated employees are those who are required to hold certification qualifications issued by the California Commission on Teacher Credentialing. Occupational Therapists are also included in the certificated employee bargaining unit.

26. Classified Employees

Classified employees are not required to hold certification qualifications.

27. Full vs. Part Time

Full-time employees work the established number of hours and/or days required for the position. For budgeting and payroll purposes, full-time positions are assigned a 1.0 FTE (Full Time Equivalent).

Full Time = 1.0 FTE (Full Time Equivalent)

Part-time positions are assigned a percentage of an FTE, such as 0.5 FTE for a half-time position.

Distinctions between full-time and part-time depend on what is established or required for various positions.

- Management Positions are based on days. These positions are exempt from earning overtime pay.

If 1.0 FTE = 190 Days per year
then

0.5 FTE = 95 Days per year

- Classified Non-Management Positions are based on hours.

1.0 FTE = 8 hours per day (Full- Time)

0.5 FTE = 4 hours per day (Part-Time)

- Certificated Non-Management Positions are based on contracted days and hours/day for an annual salary. Extra pay for additional duties is covered in the CTA contract, under Hours of Employment, Article V.

28. Temporary/limited term employees – Paperwork Required

Positions with clearly defined end dates are further categorized by the length of service and whether they are certificated or classified. Personnel Requisitions are required to fill a vacancy or for a supplemental position lasting longer than 15 business days. Limited term

(Classified) and temporary (Certificated) positions with clearly defined days do not require timecards if information is submitted on a requisition. If the hours and days fluctuate a timecard may be required. Categories for temporary or limited-term positions are identified and defined below:

Certificated

- Substitutes serve during the authorized absence of a regular employee. Timecards are required for payroll purposes.
- Long-term substitutes complete 20 consecutive days or more in the same classroom, but less than 50% of the work year. Timecards are required for payroll.
- Temporary positions are authorized by the Education Code in specific circumstances. The most commonly used Education Codes are those for a categorical or contract program, University Intern, Retiree, and Leave Replacement working greater than 50% of the work year. Upon hire, a temporary contract is created, no time cards are completed.

Classified

Below are the terms and conditions that apply to classified employee coverage assignments:

- Limited Term assignments may be used for short-term supplemental assignments not to exceed six months in duration. Limited term assignments are also used to replace an employee on leave, not to exceed the length of the authorized absence. If a list exists, the eligibles shall be certified in accordance with their position on the appropriate employment list and their willingness to accept a limited term position.
- Provisional Appointments are used to fill vacant positions. Provisional appointments can be made when no eligibility list exists, or no one on the eligibility list is interested in the vacancy. Provisional appointments may last up to 90 working days and can be extended if a recruitment is in progress. Provisional Appointments may be filled in the following ways, at the discretion of the COE:
 1. Substitute employees who have successfully completed testing
 2. Employees who have retired from SLOCOE
 3. Current employees wishing to substitute in a higher classification (called “working out of class”)

Limited-term and temporary positions should include an end date on the requisition and are subject to funding availability. Check with the Business Department to make sure funds are available to determine the appropriate paperwork that should be submitted to Human Resources if rehiring a limited-term or temporary employee into the same position.

29. Emergency Appointments (also called Substitutes) are allowed for up to 15 business days to prevent the stoppage of business (regardless of whether or not an eligibility list exists)

30. Employment of Relatives

SLOCOE will not employ someone in a position where he/she is directly or indirectly supervised by a relative or member of his/her household. Additionally, SLOCOE will not employ relatives or members of the present household of a County Board of Education member or the County Superintendent of Schools. A relative is defined as a husband, wife, son or daughter (including in-laws), father or mother (including in-laws), brother or sister (including in-laws), grandchild or grandparent.

31. Students as Employees

According to the California Education Code, SLOCOE can hire minors ages 16 - 18 for classified assignments if they meet the job qualifications. If the minor is still in high school, s/he may not be employed during the school year, but can be employed for summer hours.

Supplemental Position Information

Please use this form to identify and describe the program/service; education, experience and license(s) required of the position you are hiring. This form should contain supplemental information to the job description, providing an opportunity to identify desirable education and experience specific to the position. This information will be provided along with the generic job description, providing potential candidates a more specific view of the position available.

Job Title: _____

Essential Duties:

(Identify and describe the specific program/service assigned to the position:

Education:

Experience:

License(s):

Completed By _____ Date: _____
(Please Print)



Recruitment Plan

Date:

To:

From:

Position:

Please complete yellow highlighted items and return to me ASAP.

Job vacancy posted in-house:

Job vacancy posted outside:

Testing:

Panel Interview:

Panel Members:

Date of hiring interviews:

Location:

Starting time:

Duration of Each Interview

Break Between Interviews (if any)

Panel Members:

Date of hiring interviews:	
Location:	
Starting time:	
Duration of Each Interview	
Break Between Interviews (if any)	
Panel Members:	

It is your department's responsibility to reserve the interview room for your hiring interview. However, I'm happy to assist if needed. I will notify the candidates of their interview appointments. Your department's staff should also select and notify the hiring interview team and prepare the questions to be asked at the hiring interview. I have a bank of questions you can choose from if need be. Please let me know if you need any assistance.

Reference Checking



The purpose of reference checking is to ensure the candidate is a good fit for the position, obtain additional information regarding the applicant's work ethic, initiative, interpersonal skills and performance. Reference checking also helps avoid the risk of negligent hiring. Employment decisions can be challenged legally on a variety of bases. The best defense is to show that a reasonable decision was made. Checking references and verifying credentials is part of making an informed decision.

Reference checks should be conducted in compliance with all federal and state laws and regulations including the Americans with Disabilities Act (ADA), Title VII of the Civil Rights Act. The American with Disabilities Act prohibits asking *non-job related* information from previous employers or other sources. Examples of questions to avoid include those regarding marital status, religion, age, race, health-related issues, child care, transportation, worker compensation claims, and other non-job related questions.

A minimum of two (2) references are required for each candidate. Reference checks should be done by the supervisor, except in the cases of classroom Instructional Assistants and Behavioral Health Specialists. Reference checks for these two classifications may be done by an Administrative Assistant III or Executive Assistant who has received training from the Human Resources department.

References should be a former supervisor or people who have knowledge of the candidate's work performance. References must be people that know the candidate in a professional capacity. Family, friends or employees of the candidate are not acceptable references. Only contact the references provided by the candidate. If you are unsuccessful in obtaining two professional references, please discuss this with the Human Resources department and we will assist you in obtaining additional references.

A few things to remember.....

When conducting reference checks be friendly and appeal to human nature. Introduce yourself and that you work at the San Luis Obispo County Office of Education. Tell them "we have been talking to (candidate's name) about a position with us and s/he has given us your name because you know them so well." Let the reference know you need just a few minutes and ask if this is a good time to talk. If it is not, reschedule a telephone appointment.

Reword a question in response to vague answers. Ask follow up or clarification questions if something isn't clear. Ask if the reference could elaborate. Listen "between the lines" to the tone of voice, inflection, and word choice. Take good notes. Document! Document! Document! Capture the "between the lines" conversation in your notes. Was the reference hesitant to provide information? Were the carefully chosen words or tone indicating there are additional concerns about the candidate? Include documentation of reference checks that produce no information. Do not ask questions "off the record" – no answers can be treated as "off the record."

All information obtained from a reference check is to be used only as part of the employment process and kept strictly confidential.

Reference Check # _____ of 2

Note: Please type, write legibly or re-write this upon completion so that the information obtained is clear to others who will be reading this.

Name of Candidate: _____

Position Applying For: _____

Describe the nature of the position:

Person Doing the Check: _____

Reference Name: _____

Relationship to Candidate: _____

(Should be **professional** – not family/friend)

Note : You do not have to ask every question. Select those that are applicable to the vacancy.

QUESTIONS

Personal Knowledge

1. How do you know this person? How long have you known them?
2. Tell me why you would /would not recommend this person for this position.
3. Give an example of a significant contribution to the organization? Is a great deal of supervision needed?
4. Technical questions applicable to person's performance, qualifications (job specific)
5. Why did this person leave your company?
6. Is there any reason why your company would not re-hire this individual?
7. Is there anything you would like to add that I did not ask?

Organization

8. Is s/he well organized? Can s/he prioritize their work?
9. Can s/he adapt easily to change? Are they flexible?
10. Were there any problems with attendance, tardiness, excessive use of sick time?
11. Does s/he teach in an effective manner? How is s/he viewed by (students)?

Attitude:

12. How does s/he get along with coworkers, including peers, supervisors?
13. Give some examples of how this person has worked independently and collaboratively.
14. Give an example of how this person has faced a crisis and how they handled it.
15. Is this person coachable and willing to improve?
16. How has this person responded to specific personal/professional growth objectives.

Document the responses to the above questions here. Use the back of the paper, if necessary.

Type in the answers if possible:

Additional Space for documenting answers to questions:

“Thank you for taking the time to talk with me. The conversation has been very helpful.”

Name of person checking the reference: _____

Signature of person checking reference: _____

Date: _____

NOTE: If you are aware of vague answers or if you suspect that the applicant may have left under less than the best circumstances, and you think an agreement may have been reached about what the former employer will say on a reference check, you might ask this question.....

19. Are you under any restriction to limit your discussion of the terms of his/her separation?

{If the employer says ‘yes”, we need to contact the applicant to obtain a release to the former employers }