

## Reflections and Questions: Steps Three through Six of the “High Quality Hiring Process”

### **Step Three: Interview Do’s and Don’ts**

Looking through the CHECKLIST provided in the above mentioned document it appears we followed the protocol precisely. Candidates were met by our receptionist and allowed to sit in a comfortable, friendly atmosphere while waiting to be interviewed. I, as Dean of Students, walked out to introduce myself and welcome each to our school. Together we walked into the Superintendent’s office and sat down. The interview format began very non-threatening and conversational. We covered job duties, hours, and reviewed each applicant’s past experience before getting into the set 10 questions. Which turned out to actually be 12 questions because we thought of a couple more when interviewing the first person. We made note of those new questions so as to make sure we asked them of each subsequent interviewee to be fair.

Looking further through the resources provided in our class content list it appears that many of the questions used were developed in the interests of fairness. It was clear from the candidates we interviewed that the school had done well in promoting the position in a way to garner a diverse pool of potential hires. Each was treated with respect before, during, and after the interview process. Each interview ended, following any interviewee questions for us, with a timeline for the hire and a check of the best way to contact each individual.

### **Step Four: You’ve Made the Decision. What to do BEFORE you Make the Job Offer**

While we hit each of the items in this step’s CHECKLIST, it appears we did them in a slightly different order. References were called as part of the hiring pool development process earlier, licenses or in this case education or field-related test scores were checked. And the beginning salary was discussed during the interview. Following the interview we briefly discussed each candidate and how we thought each might fit into the specific roles we were looking to fill. It’s like a giant puzzle. All candidates had their strengths but determining which ones really fit each need was a challenging process. We decided to reconvene our discussion the following day. After an evening to reflect, we both agreed to which three we would offer the open jobs.

### **Step Five: All Your Homework is Complete- The Job Offer**

Looks like we got back on track with our class reference on this step. Once my superintendent and I had placed the applicants in the order in which we thought made the most sense for our current needs, I was asked to call each candidate to officially offer them the respective jobs. My superintendent warned me not to call the “others” on the list until I received a verbal commitment by our first choices. And even when I made the calls to those who did not make the cut, he advised me to say the positions had been filled “pending background checks” and school board approval so as not to burn any bridges should our initial hire fall through.

### **Step Six: Professional Follow-Up- Forms/Paperwork**

Like I said above, the three candidates offered a position were asked to complete a background check ASAP and were signed up for our next available CPI (Conflict Resolution) training. All documents related to the process (applications, interview notes, reference letters, etc) were turned over to our HR clerk in four separate folders; accepted the position, not offered but willing to substitute in the school, not offered and not willing to sub, not interviewed. The new hires were placed immediately on the next school board meeting agenda for official approval.