

# IMAGINE SCHOOLS

## HIRING PROCEDURES

The hiring process consists of the following components:

- The Application
- The Interview
- Checking References
- Extending an Offer

Note: It is important that you **keep a file for each applicant** to include all related paperwork and notes.

### THE APPLICATION FOR EMPLOYMENT

**Prior to the interview** each applicant must complete and sign the following documents:

- *Application for Employment*
- *Authorization for the Release of Information*
- *Disclosure of Intent to Obtain Consumer Reports or Investigative Consumer Reports*  
(only if the school uses a non-governmental agency to conduct background checks)  
OR authorization/disclosure forms required by your school board

**A resume alone, or an application that refers in part to a resume, is not acceptable.** Incomplete applications should be returned for completion.

**Prior to the interview** review the application to make sure that it has been filled out properly and completely. Make note of any of the following which may be cause for concern:

- Information scratched out.
- P.O. Box for an address.
- 800 number for a phone number.
- Question about criminal convictions left blank.
- Information missing from employment history.
- Gaps in employment history.
- “Victim-like” responses to question of why they left prior job.
- Failure to sign the application.

### THE INTERVIEW

This section deals with a hiring manager’s initial consideration of applicants with special emphasis on the interviewing process. It will also cover Title VII of the Civil Rights Act of 1964 that protects applicants from discrimination based on race, color, national origin, sex (including pregnancy) and religion. There are many pitfalls in this area. A working knowledge of interviewing techniques, including avoidance of traps that could cause charges of discrimination, is a must for every hiring manager.

1. Ask the applicant to explain gaps in employment.
2. Establish a rapport with the applicant by asking open ended questions to determine ability, desirability and compatibility such as:

ABILITY:                      What made you successful in your last job?  
                                      What decisions or judgment calls did you have to make?  
                                      Describe your previous employer’s review of your performance?  
                                      How accurately did your supervisor rate your performance?  
                                      What do you do when you have a lot of work to do in a short amount of time?  
                                      Tell me about a project that got you really excited?

DESIRABILITY: What personal qualities do you think are necessary to be successful in a job?  
What type of environment do you need to do your best work?  
What makes a job enjoyable to you?  
What are you best known for in your current position?  
What type of goals do you set for yourself?  
What is the most difficult decision you have had to make?

COMPATABILITY: What type of person do you have a difficult time working with?  
Have you ever had to make an unpopular decision?  
How do you react under stressful situations?  
Explain the characteristics of your favorite supervisor.  
In what areas could your supervisor have done a better job?  
How many levels of management have you worked with?  
Tell me about an occasion when your work or idea was criticized.

### **Questions to Avoid**

1. Race, Color or Ethnic Origin  
Questions regarding race, color or ethnic background are prohibited. The EEOC often takes the position that such questions are illegal. The EEOC information included on the Personnel Action Form should be completed only **after** the individual has been hired. This information should not be provided to anyone outside the company or any unauthorized person. When in doubt, contact your Regional Director or Regional Vice President. If you still have questions, contact the Company's General Counsel.
2. Age  
Age should not be discussed with an applicant during the interview process. Proof of age can be required to comply with state or federal child labor laws. It is also permissible to request proof of age **after** hire if needed for insurance or retirement purposes.
3. Marital Status & Child Care  
Female applicants should not be asked if they are pregnant or planning to have a family. Questions as to number of children and childcare arrangements may not be asked.
4. Female Applicants  
Avoid characterizing jobs as "male" or "female" or indicating that a particular job may be unsuitable for a female. Avoid questions that reflect sexual stereotypes, such as asking female applicants if they can type (unless the specific job in question requires typing), their thoughts on career vs. marriage, or about their spouse's job or career plans.
5. Religion  
Asking about the applicant's religion or indicating that the Company is "Christian", "Jewish", "Catholic", etc. is unlawful. Discussing work schedule requirements is allowable; as long as it is made clear that the Company is willing to reasonably accommodate the religious practices and beliefs of all employees. (If accommodation would result in undue hardship on the conduct of the Company, seek the advice of your Regional Director or Regional Vice President prior to making a decision on reasonable accommodation.)
6. Disability  
Questions as to handicaps or disabilities may not be asked before a hiring decision is made. Asking if an applicant can perform all of the duties of the job is permitted. (See *Reasonable Accommodation Info* for a list of questions to avoid.) If an applicant discloses the existence of a handicap, a decision as to whether the Company can reasonably accommodate the handicap must be determined. If an applicant can perform the "essential function" of the job, with or without reasonable accommodation, then the applicant cannot be discriminated against due to their disability. They are not, however, entitled to any preferential treatment. (Seek the advice of your Regional Director or Regional Vice President prior to making a decision.)

7. Financial Condition  
Questions as to home or car ownership, outstanding debts and the like are considered by the EEOC to be discriminatory. The key here, as in all other areas of the hiring process, is job relatedness. If such questions are not related to actual job requirements, they should be avoided.
8. Criminal Record  
Some courts have held that an employer must show prior convictions are related to job requirements in order to justify rejection on this basis. In addition, some states prohibit a company from rejecting applicants because of non-job-related convictions.
9. Notes and Records  
Do not make any note or record that could indicate bias on the basis of age, race, color, religion, sex, sexual orientation, national origin, marital status, disability or any other status protected by state or local law such as: “too old”, “too many children”, “militant”, “uppity attitude” or “macho”.
10. Record Objective Facts  
Refrain from recording subjective impressions such as “lacks self-esteem” or “sloppy appearance”. Record facts on which your impressions are based: “hesitant in answering questions”, “constant nervous laughter”, “uncombed hair, wrinkled clothes”.

### Checking References

1. Request a reference list from the applicant that should include previous employer’s name, supervisor’s name, title and phone number. (Application should include this information).
2. The hiring manager, or designee, should make calls to only those references that have been approved by the applicant. If the applicant has indicated not to contact a reference due to current employment or other reason, then a call will **not** be made to that reference until after an offer has been made and the applicant has authorized the Company to contact such reference. However, all offers are to be conditioned upon verification of references.
3. If the applicant has less than the three employment references, then requests for personal references should be made. These personal references should be from individuals who have worked with the applicant rather than friends or family.
4. Some facilities will not allow supervisors to respond to reference inquiries from prospective employers, and the reference check may be referred to the Human Resources department or the administrator. Every effort should be made, however, to speak to the applicant’s former supervisor first, as that individual will most likely respond with more detailed and candid information.
5. A Reference Check form should be completed on each reference. The appropriate form (either *Employee Reference Check* or *Teacher Reference Check*) should be completed with the name of the interviewer and date interviewed.
6. The EEOC requires that minority applicants be given the opportunity to explain or rebut adverse references from former employers. If this is a concern, check with your Regional Director or Regional Vice President and, if necessary, the Company’s General Counsel for clarification.
7. All applicants will be required to complete pre-employment screening prior to employment. (See *New Hire Processing* information.)

### EXTENDING AN OFFER

Once you are prepared to extend an offer to an applicant provide them with the following documents for their review and signature:

- *Offer Letter* (12 month employees)
- *Faculty Agreement* (10 month employees)
- *Confidentiality, Non-Disclosure and Ownership Statement*