Red Wing Public School District | Summer 2021

Assessment of HR Policies and Practices

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Assessment Date

Summer 2021

Location

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Assessment Summary Report

AEM Workforce Solutions recently conducted an in-depth Human Resources (HR) talent acquisition analysis for the Red Wing Public School District to assess the overall health of the HR talent acquisition function and identify whether the organization's practices and processes are adequate, effective, and compliant with state and federal regulations. The results obtained from this review help leadership identify gaps in HR talent acquisition practices to minimize lawsuits or regulatory violations, improve opportunities for quality hires, increase recruiting effectiveness, and achieve and maintain competitiveness in key areas.

The scope of the HR talent acquisition function includes establishing and administering a host of policies and practices—many of which involve compliance implications—that significantly influence the productivity and effectiveness of the organization.

The objective of the analysis was to perform:

- ✓ A comprehensive review of the Organization's Human Resources talent acquisition framework and core functions which include Recruiting Approvals, Requisitions and Job Postings, Candidate Screening and Selection, and Onboarding.
- ✓ A review of the overall talent acquisition policies, and processes, and procedures.
- ✓ An assessment regarding specific compliance with federal and state employment laws directly related to talent acquisition.
- ✓ The identification of procedures and practices which, if modified, would result in improved operations and/or direct time and cost savings.

While conducting the HR talent acquisition analysis for Red Wing Public School District, we were also specifically analyzing the hiring process, as outlined in the Administrative Procedures, to determine its effectiveness in the current recruiting landscape. Not only did we examine the process for compliance, we wanted to make sure the process allows RWPS to effectively attract and hire the best candidates possible.

In order to determine recommendations for effective talent acquisition processes, we spent time reviewing documents, including the Administrative Procedures, all forms associated with the talent acquisition process, and relevant union agreements. We also interviewed many hiring managers involved in hiring to determine how the process impacts each department and type of position. While all of those factors have been taken into consideration to form our recommendations, this report will primarily focus on future talent acquisition processes and goals.

The hiring process in its full form is thorough, detailed, and compliant. It is a well-written policy that covers all bases to ensure any necessary approvals are acquired and that candidate information is obtained and kept in a structured manner. Although we will outline some recommended changes to the full process, it is overall very strong and meets all necessary requirements.

Our recommendations are largely made in light of the current recruiting landscape and ensuring that the processes make it possible for RWPS to hire high quality candidates in a thorough and consistent manner while acknowledging the increased pace necessary to maintain a full workforce. We are currently experiencing what is being called "The Great Resignation", a reflection of a significant shift in the labor market where employers are seeing a trend of people quitting their jobs. According to Labor Department statistics, in April 2021 alone, 4 million workers resigned their positions. This is largely being attributed to burnout from the Covid-19 pandemic, combined with a shift in priorities post-pandemic. This has had a huge impact for employers, who are now experiencing a labor shortage. Additionally, organizations are struggling to compete for workers, forcing employers to re-evaluate their recruiting processes.

After reviewing the RWPS talent acquisition process in light of the current fast-paced, competitive recruiting landscape, the primary issue is speed. While the full process might have been effective in the past, the length of the process, particularly for seasonal and temporary workers, will likely turn candidates to other employers who are able to schedule interviews quickly and conveniently and even make job offers on the spot.

Processes for Different Types of Positions

Despite the speed necessary in recruiting today, we still want to make sure talent acquisition is done in a thoughtful manner, particularly for longer-term positions. For that reason, we recommend moving away from the "one-size-fits-all" process for recruiting. By creating processes for different types of positions, we can maintain the detail required for longer-term hires while significantly speeding up the hiring process for seasonal and temporary positions. We have provided three separate, yet consistent, processes: one for full- and part-time regular positions, one for full- and part-time seasonal positions, and one for temporary and transient positions.

Flexibility Within Processes

Within these three processes, it is still critical to maintain flexibility where possible. More specifically, technology is an area where flexibility can speed up the hiring process and also provide convenience for the candidate and for the organization. Due to the pandemic, it has become commonplace to conduct interviews online through video calls. Especially for initial interviews, this allows organizations to schedule time with candidates more quickly and also requires significantly less travel time and commitment from the candidate. At the same time, it still allows the interviewer the opportunity to ask thoughtful questions and observe how the candidate responds, similar to in-person. By offering the opportunity for virtual interviews during part of the process, RWPS can significantly speed up the hiring process and keep more candidates engaged.

Another area to increase flexibility in the recruiting process is through the application. While candidates for regular positions may find the full application process necessary, a lengthy, inflexible application process will turn away candidates for seasonal, temporary, and transient positions. We highly recommend remaining flexible with the initial application process for those positions, including offering several options, such as paper applications for walk-in candidates and simple online forms without logins that ask only absolutely necessary information. While the desire to maintain as much information as possible in one system, Applitracks, makes sense for consistency, it's important to explore flexible options for shorter-term positions in order to not turn candidates away. Additionally, notifying candidates on the application page of how long the application will take to complete can be effective if the process is quick. For example, stating that the process takes just 5-10 minutes to complete will increase the likeliness that they follow through.

Review Necessity of Processes

In addition to providing flexibility within the processes, we recommend assessing the necessity of and revising or removing processes that are not providing sufficient benefit. A process that we highly recommend revising is the point system for the interviewing process. There are benefits to using a point system in the talent acquisition process, including increasing objectivity and reducing risk by utilizing a defendable system. What we discovered during our assessment, however, is that hiring managers are all using different pointing systems, which decreases consistency. Additionally, hiring managers are creating a new pointing system each time they hire, which decreases the goal of objectivity and is time consuming. For these reasons, we recommend a simplified, consistent point system that can be used by all hiring managers. By creating a more simplified point system, we can increase objectivity and provide hiring managers with a quick format to use when pointing all positions. We recommend the process allow hiring managers to score easily on the spot when an applicant applies and is interviewed at the same time. Additionally, we recommend training hiring managers on the updated point system so they feel confident in using it. More information about the updated, simplified point system is to come in future documents. Going forward, we recommend that all regular and seasonal positions will be pointed; temporary and transient positions will not be pointed, as reflected in the updated processes.

One process that we recommend removing is where a specific number of candidates are chosen to be interviewed prior to seeing the candidate pool and reviewing resumes. Instead, we recommend reviewing resumes against the new pointing system and then choosing to interview the most qualified candidates. Depending on the size of the candidate pool, the number of interviewees can and should vary. This change would still allow for an internal only posting or for a decision to be made to point an internal candidate more highly based on the needs of the position.

Another process we recommend removing from all processes is reference checks for candidates. In theory, reference checks should provide valuable information about a candidate's character for the organization. However, in practice, they end up not being very effective and are time consuming during a critical part of the hiring process. Candidates typically only provide names of references who they know will provide a positive review of them and, due to fear of lawsuits or other negative consequences, organizations will often only provide factual information, such as dates of employment and job title. Additionally, references often take a long time to respond, while the candidate is in a waiting period and potentially receiving offers from other organizations. Due to the critical timing of reference checks and the low likeliness to receive useful information, we recommend removing them from the process and instead relying on carefully selected interview questions, license checks where appropriate, and background checks.

Employee Pools for Temporary and Transient Positions

As detailed in the process for temporary and transient positions, we recommend creating an employee pool each year or season, depending on the organization's needs. The employee pool consists of applicants who are pre-approved through the talent acquisition process and are prepared to work as needed. Ideally, employees have a schedule and know when they will work. However, the employee pool is designed to resolve situations where positions need to be filled last-minute, such as concession or ticket-taker positions. In cases where people are pulled without going through a background process for these positions, there is increased risk, particularly where these positions involve working around children, money, and are active positions with an increased risk of injury. By having a process that creates a pool of employees who have completed the process and necessary checks, it is possible to greatly reduce risk while still have people available to fill positions at little notice.

Due to the different nature of temporary and transient positions, talent acquisition for positions in these job categories will not be pointed. Instead, they will follow a different process as outline in the recommended processes.

Training for Hiring Managers

In order to make the new processes as effective and efficient as possible, we recommend formal training for all hiring managers. Particularly as hiring managers adjust to an updated, simplified point system, training will help them become faster and more confident in identifying candidates who are the best fit for their positions. Additionally, formal training on legal interview questions and how to ask highly effective questions in a consistent manner will reduce risk as they learn to make quicker and better hiring decisions.

Further Considerations

In addition to providing updated talent acquisition processes, we also found some areas for further discussion and recommendations. One area is in how knowledge is transferred for some positions within the organization. It's not uncommon for organizations to have policies and processes in a handbook or similar document that stay the same, while in practice, employees adapt the policy and begin to follow a modified process. It's important to review these written policies and processes regularly to ensure they are being followed as expected or to update them as needed.

Although performance reviews fall outside of the talent acquisition process, they have an impact on retaining employees and assessing employee engagement. Due to this, we recommend creating and implementing a formal performance review process at RWPS. Not only do performance reviews provide useful information about how employees are performing and provide documentation for discipline when necessary, they also offer the employer an opportunity to find out if employees are happy, if they have unmet needs that can be addressed, and if they have interests in a different area or department. By knowing that information, the organization can help develop and retain employees who might otherwise leave. It's important to note that performance reviews do not have to be cumbersome or lengthy to be effective. Rather, they come in many formats and can be customized to the organization to provide the most benefit.

Another area to check is that all persons working as Independent Contractors are classified correctly. This has been an area of high concern for employers recently, so we recommend regularly reviewing these classifications for accuracy.

We were unable to verify during the assessment if someone is monitoring and tracking the number of hours worked by minor employees. Since there are restrictions on the number and type of hours minors can work, it's important to verify that someone is monitoring this area.

Conclusion and Review of Recommendations

The current talent acquisition process is thorough and compliant. However, due to the significant changes in the recruiting landscape after the Covid-19 pandemic, we have made several recommendations to ensure that RWPS has the flexibility in their talent acquisition processes to attract and hire the best candidates. In order to accomplish this, we have made the following recommendations:

- The primary recommendation is to create separate talent acquisition processes for different types of positions, including full- and part-time regular, full- and part-time seasonal, and temporary and transient. This will allow for faster processes while still maintaining consistency and diligence where needed.
- Increase flexibility in all of the talent acquisition processes to better accommodate candidates. This can be done in several ways, including:
    - Utilize technology more for interviewing, particularly through video calls.
    - Provide flexibility in the application process, including offering options such as paper applications for walk-in candidates, offering a quick online form, or shortening the Applitracks application process.
    - Communicate the length of time required to complete the application to candidates, notifying them if the process will take 10 minutes or 30 minutes to complete.
- Consider revising or removing any unnecessary processes, including:

  - Revision of the point system. The current pointing process is time consuming and not effective in practice due to lack of structure and guidelines. Instead, we are recommending an updated, simplified pointing system that can be used consistently within the organization.
  - Removal of the requirement to select the number of candidates to be interviewed *prior to* removing resumes. The number of candidates interviewed should depend on the size of the candidate pool and the number of qualified candidates in that pool.
  - Removal of reference checks. These typically provide limited valuable information and are incredibly time consuming during a critical portion of the hiring process.
  - Speed up the candidate portion of the hiring process as much as possible. Move as many administrative processes to before posting the position and after offering the position. This allows the organization to still maintain necessary processes while keeping the process for the candidate quick.
- Provide formal training for hiring managers on the new processes to help improve their confidence and to increase effectiveness in decision making.
  - Train hiring managers on using the updated pointing system and making better, faster hiring decisions by increasing their confidence in using the new system.
  - Train hiring managers on legal interview questions and how to select interview questions to provide the most effective answers to help make confident hiring decisions.

The past year has impacted organizations in many ways, requiring that employers shift to accommodate the significant changes in recruiting to find and hire quality candidates. By increasing speed and flexibility in the hiring process, we are confident RWPS will not only have a smoother process for its hiring managers but will also increase opportunities to hire the best candidates possible.

Full Hiring Process Checklist (Full-Time and Part-Time Regular Employees)

- ☐ The administrator or department head completes online “Approval to Post” form (including additional questions that should be asked on Applitrack) and compiles background information if requesting a new position.
- ☐ The Superintendent approves or denies the online request form and notifies Human Resources.
- ☐ The administrator works with the Human Resources Coordinator to confirm budget for vacant position. The wage or salary must be in compliance with district contracts and policies.
- ☐ The administrator and hiring manager have a discussion to include the job description, needs of the department, preferred job skills, minimum qualifications, etc.
- ☐ Job is posted internally and externally. *Due to the speed and demands of the current recruiting environment, the goal is to do as much exchange and approval before posting the position. This will help speed up the process once candidates are involved.*
    - *Internal postings:*
        - All positions are posted internally, consisting of an email and/or paper posting in each building (in accordance with master agreements, if applicable).
        - Internal candidates for a posted position must submit an email message or letter of interest to the identified administrator in the job posting.
        - Candidate completes a shortened application in Applitracks.
    - *External postings:*
        - Determine if position will be posted externally. Confirm if this is a requirement for this position.
        - Completed through Applitrack.
        - Teaching and administrative positions will also be posted on EdPost, MASA job site, and other publications only if approved by the Superintendent.
        - Other positions are also posted in the Republican Eagle and other publications if approved by the Superintendent.
        - External candidates for any district position, including long-term substitutes, must submit a full online application through Applitrack and provide all required supporting documentation.
        - External candidate applications are accessed online by building administrators and department heads.
- ☐ Candidates are sourced by the administrator.
- ☐ The administrator ensures applicants have completed all required application forms, background check authorization forms and voluntary EEO Forms.
- ☐ Any applicants claiming Veteran’s Preference are assigned the appropriate points according to the point system.
- ☐ The administrator uses the point system to assess each applicant. Based on the candidate pool size and the number of candidates who meet the qualifications, the administrator selects the top

candidates to move forward for interviewing. The number of candidates interviewed will vary based on the size of the candidate pool and the number of qualified applicants.

- The administrator conducts first-round interviews for the most qualified candidates via phone or video call. Similar protocols, such as asking the same questions in the same order, will be used for each candidate during each round of interviews.
- The top candidates are then identified and presented to the hiring manager.
- The hiring manager conducts an in-person or video interview with each of the top candidates. An additional interviewer may be present with the hiring manager if it benefits the hiring decision and if the interviews can still be scheduled in a timely manner.
- The administrator and the hiring manager discuss candidates, and the top candidate is selected for the job. Based on the wage or salary range approved earlier in the process, they also determine the job offer specifics for the candidate.
- The administrator completes all necessary checks for the top candidate prior to offer.
  - For teaching positions, the administrator checks the Teacher Discipline Inquiry System to review any disciplinary action taken against the teacher's license.
  - For administrative positions, the administrator checks the Teacher Discipline Inquiry System and contacts the Minnesota Board of School Administrators for information about the disciplinary history of the applicant.
- The administrator verbally offers the position to the candidate contingent upon the results of a background check, verification of licensure and/or appropriate certification, and School Board approval.
- If accepted, the administrator formally offers the position in an offer letter still contingent upon the results of a background check, verification of licensure and/or appropriate certification, and School Board approval.
- Once the offer is formally accepted through a signed offer letter, the administrator requests a background check.
- The administrator collects all paperwork related to the interview process (applications, interview notes, etc.) for recordkeeping purposes.
- The administrator submits a "New Employees and/or Reassignment" form and all collected supporting documentation to the Human Resources Coordinator. If the background check is acceptable, copies of the "New Employees and/or Reassignment" form are sent to the:
  - Payroll Coordinator
  - Technology Specialist
  - Buildings, Grounds, and Technology Secretary
  - District Administrative Assistant
  - Appropriate union representative
- The Human Resources Coordinator verifies appropriate licensure and/or certification for teaching and administrative positions. If a Tier 1 license is needed, the Human Resources Coordinator assists the candidate in completing the required paperwork and submitting it to the Professional Educator Licensing and Standards Board (PELSB).
- The Human Resources Coordinator prepares a tentative contract for licensed staff members or notice of assignment for non-licensed staff members.

   - Two copies of the contract are signed by the candidate and returned to the Human Resources Coordinator for school board signatures.
   - Once both copies are fully signed, one copy is returned to the employee.
- The Human Resources Coordinator sets up an orientation session for the employee to complete a payroll packet, review contract and assignments, and review benefit information, if applicable.
- The building administrator or department head notifies the candidate of their start/end time, location, and other reporting information such as where to park, what to wear, and other expectations.
- After an acceptable background check has been received, the Human Resources Coordinator adds the individual's name to the School Board consent agenda.
- Unsuccessful candidates will be notified via phone or email as soon as possible after the selection is finalized. Emails may be sent to candidates who were not interviewed indicating that Veteran's Preference was included in the selection process. The administrator calls each interviewee. Statements may include "a candidate whose credentials were a better fit was selected" or "you were not selected for the current opening." Do not provide a detailed explanation.
- The administrator ensures that all new hire paperwork is completely correctly and timely by the candidate.
   - Payroll forms are then hand-delivered to the Payroll Coordinator or Community Education and Facilities Secretary who signs the verification of the I-9 documentation.
   - Once set up in the payroll software, the Payroll Coordinator will notify the individual of their SMART eR and ToC login information.
- The administrator will do a final check to ensure all information related to the interview process, including all handwritten notes, are provided to the Human Resources Coordinator who maintains them according to School District data retention schedules.
- New hire reporting to the appropriate state agency is completed.

Seasonal Process Checklist (Full-Time and Part-Time Seasonal Employees)

- ☐ The administrator or department head completes online “Approval to Post” form (including additional questions that should be asked on Applitrack) and compiles background information if requesting a new position.
- ☐ The Superintendent approves or denies the online request form and notifies Human Resources.
- ☐ The administrator works with the Human Resources Coordinator to confirm budget for vacant position. The wage or salary must be in compliance with district contracts and policies.
- ☐ The administrator and hiring manager have a discussion to include the job description, needs of the department, preferred job skills, minimum qualifications, etc.
- ☐ Job is posted internally and externally.
    - *Internal postings:*
        - Consist of an email and/or paper posting in each building in accordance with master agreements, if applicable.
        - Internal candidates for a posted position must submit an email message or letter of interest to the identified administrator in the job posting.
        - Candidate completes a shortened application in Applitracks.
    - *External postings:*
        - Determine if the position will be posted externally.
        - Completed through Applitrack or through paper application.
        - Determine what steps need to be taken for any re-hires from previous seasons.
- ☐ The administrator ensures applicants have completed all required application forms, background check authorization forms and voluntary EEO Forms.
- ☐ Any applicants claiming Veteran’s Preference are assigned the appropriate points according to the point system.
- ☐ The administrator uses the point system to assess each applicant. Based on the candidate pool size and the number of candidates who meet the qualifications, the administrator selects the top candidates to move forward for interviewing. The number of candidates interviewed will vary based on the size of the candidate pool and the number of qualified applicants.
- ☐ Top candidates complete an in-person interview by the hiring manager. Similar protocols, such as asking the same questions in the same order, will be used for each candidate during each round of interviews.
- ☐ In the event that there are further questions for the candidate(s), a follow-up call or second-round interview(s) may be conducted.
- ☐ The hiring manager selects the top candidate for the job and updates the administrator. Based on the wage or salary range approved earlier in the process, they also determine the job offer specifics for the candidate.
- ☐ The administrator verbally offers the position to the candidate contingent upon the results of a background check (with the exception of minor candidates).
- ☐ If accepted, the administrator formally offers the position in an offer letter still contingent upon the results of a background check (with the exception of minor candidates).

- Once the offer is formally accepted through a signed offer letter, the administrator requests a background check (with the exception of minor candidates).
- The candidate formally accepts the position through a signed offer letter.
- The administrator collects all paperwork related to the interview process (applications, interview notes, etc.) for recordkeeping purposes.
- The administrator submits a “New Employees and/or Reassignment” form and all collected supporting documentation to the Human Resources Coordinator. Copies of the “New Employees and/or Reassignment” form are sent to the:
    - Payroll Coordinator
    - Technology Specialist
    - Buildings, Grounds, and Technology Secretary
    - District Administrative Assistant
    - Appropriate union representative
- The Human Resources Coordinator prepares a notice of assignment.
- The Human Resources Coordinator sets up an orientation session for the employee to complete a payroll packet, review contract and assignments, and review benefit information, if applicable.
- The building administrator or department head notifies the candidate of their start/end time, location, and other reporting information such as where to park, what to wear, and other expectations.
- Unsuccessful candidates will be notified via phone or email as soon as possible after the selection is finalized. Emails may be sent to candidates who were not interviewed indicating that Veteran’s Preference was included in the selection process. The administrator calls each interviewee. Statements may include “a candidate whose credentials were a better fit was selected” or “you were not selected for the current opening.” Do not provide a detailed explanation.
- The administrator ensures that all new hire paperwork is completely correctly and timely by the candidate.
    - Payroll forms are then hand-delivered to the Payroll Coordinator or Community Education and Facilities Secretary who signs the verification of the I-9 documentation.
    - Once set up in the payroll software, the Payroll Coordinator will notify the individual of their SMART eR and ToC login information.
- The administrator will do a final check to ensure all information related to the interview process, including all handwritten notes, are provided to the Human Resources Coordinator who maintains them according to School District data retention schedules.
- New hire reporting to the appropriate state agency is completed.

Temporary and Transient Process Checklist

- ☐ Temporary and transient positions should be processed in bulk where applicable. Additionally, this process provides an employee pool where several applicants are pre-approved through the process each year to be called upon at short notice, if necessary. This employee pool provides pre-approved workers when there is an urgent need.
- ☐ In advance of the timeframe in which the temporary and transient positions will be needed, the administrator or department head completes an online “Approval to Post” form (including additional questions that should be asked on Applitrack) and compiles background information if requesting a new position.
    - For temporary and transient positions, this should be completed in advance and include all positions that will be needed.
    - Included in this process is a determination of whether the positions should be classified as employees or independent contractors.
- ☐ The Superintendent approves or denies the online request form and notifies Human Resources.
- ☐ The administrator works with the Human Resources Coordinator to confirm budget for vacant position. The wage or salary must be in compliance with district contracts and policies.
- ☐ The administrator and hiring manager have a discussion to include the job description, needs of the department, preferred job skills, minimum qualifications, etc.
- ☐ Determine if the position should be posted and, if so, whether the posting will be internal and/or external. Depending on that determination, the process is as follows:
    - *Internal postings:*
        - Consist of an email and/or paper posting in each building in accordance with master agreements, if applicable.
        - Internal candidates for a posted position must submit an email message or letter of interest to the identified administrator in the job posting.
        - Candidate completes a shortened application in Applitracks.
    - *External postings:*
        - Determine if the position will be posted externally.
        - Completed through Applitrack or through a paper application.
- ☐ The administrator ensures applicants have completed all required application forms, background check authorization forms and voluntary EEO Forms.
- ☐ Top candidates complete an interview, either in person or via video call, by the hiring manager. Similar protocols, such as asking the same questions in the same order, will be used for each candidate during each round of interviews.
- ☐ In the event that there are further questions for the candidate(s), a follow-up call or second-round interview(s) may be conducted.
- ☐ The hiring manager selects the top candidate(s) for the job and/or employee pool. Based on the wage or salary range approved earlier in the process, the hiring manager and administrator also determine the job offer specifics for the candidate(s).
- ☐ The administrator verbally offers the position to the candidate(s) contingent upon the results of a background check (with the exception of minor candidates).

- If accepted, the administrator formally offers the position in an pre-drafter offer letter still contingent upon the results of a background check (with the exception of minor candidates).
- Once the offer is formally accepted through a signed offer letter, the administrator requests a background check (with the exception of minor candidates).
- The candidate formally accepts the position through a signed offer letter.
- The administrator collects all paperwork related to the interview process (applications, interview notes, etc.) for recordkeeping purposes.
- The administrator submits a “New Employees and/or Reassignment” form and all collected supporting documentation to the Human Resources Coordinator. Copies of the “New Employees and/or Reassignment” form are sent to the:
    - Payroll Coordinator
    - Technology Specialist
    - Buildings, Grounds, and Technology Secretary
    - District Administrative Assistant
    - Appropriate union representative
- The Human Resources Coordinator prepares a notice of assignment.
- The Human Resources Coordinator sets up an orientation session for the employee to complete a payroll packet, review contract and assignments, and review benefit information, if applicable.
- The Human Resources Coordinator compiles a list including people in the pre-approved employee pool and provides that list, along with necessary contact information, to any necessary parties so that candidates can be called upon with late notice if required.
- The building administrator or department head notifies the candidate of their start/end time, location, and other reporting information such as where to park, what to wear, and other expectations.
- Unsuccessful candidates will be notified via phone or email as soon as possible after the selection is finalized. Emails may be sent to candidates who were not interviewed indicating that Veteran’s Preference was included in the selection process. The administrator calls each interviewee. Statements may include “a candidate whose credentials were a better fit was selected” or “you were not selected for the current opening.” Do not provide a detailed explanation.
- The administrator ensures that all new hire paperwork is completely correctly and timely by the candidate.
    - Payroll forms are then hand-delivered to the Payroll Coordinator or Community Education and Facilities Secretary who signs the verification of the I-9 documentation.
    - Once set up in the payroll software, the Payroll Coordinator will notify the individual of their SMART eR and ToC login information.
- The administrator will do a final check to ensure all information related to the interview process, including all handwritten notes, are provided to the Human Resources Coordinator who maintains them according to School District data retention schedules.
- New hire reporting to the appropriate state agency is completed.