

THE LIGHTHOUSE SCHOOL

Hiring Process

(originated 3/2019)

(Revised 6/2019) added the application screening rubric

(Revised 10/2019) made language corrections

(Revised 5/2020) added exceptions to select interview team section

(Revised 6/2020) revised interview question rubric from 5 categories to 4

(Revised 7/2021) added character trait rubric

(Revised 7/2023) removed Board Member participation per OSBA

(Revised 11/2023) made language corrections



"Lighting the way to a brighter future."

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Recruitment

The Lighthouse School understands that it has a unique rural community that requires that we hire individuals that are interested in the opportunities it provides. With its rural nature it is often difficult to find qualified staff who are well matched for our area and school. In addition, the hiring market in education is an especially difficult one. As a result, the school must be thoughtful and strategic with its recruiting practices and timely with its processes.

Establishing Need:

It is important to establish the need and parameters of the position required to ensure that recruiting practices are targeted and the school follows all applicable laws and union agreements. The process includes:

1. Determining position type (Administrative, Confidential, Licensed, Hourly)
2. Consideration of the Union contract language (as applicable)
3. Establish position parameters (schedule, calendar, hours, salary range)

Recruiting Practices:

Recruiting strategies must be targeted to the individual position and yield the most qualified candidates for the position. This process should consider the following when recruiting:

1. Best methods to recruit for the position (Website, Word of mouth, Cosa, Ads, Job Fair, Agency etc.)
2. Ensure that the job posting/description are up to date and in line with current industry standards
3. Consideration for professional relationships already established (subs, other educators, school personnel, and internal candidates)

Recruitment Strategies:

Based on the desired start date the timeline should include:

- a. At least 10 days of job posting
- b. 2 days to determine an interview panel
- c. 1 day to screen & score applications
- d. 1 day to verify references (if applicable)
- e. 2-5 days to determine interview questions
- f. 2 days to coordinate an interview schedule depending on the number of qualified applicants
 - i. (5 or less) one day to conduct interviews
 - ii. (6-10) two days to conduct interviews
- g. 1 day to evaluate the applicants scores
- h. 2 days to check references (if this has not been done before interviews)
- i. 1 day to notify the panel of the selected applicant(s)
- j. 1 day to notify all applicants
- k. Report to the board at the next regularly scheduled meeting the applicant selected

Screening

The purpose of the screening process is to obtain the necessary information from potential candidates to see if they are properly qualified to be considered for the posted position.

Letters of Interest:

Will be acceptable from internal candidates

1. At least two members of the Admin team will review Letters of Interest
2. An updated Resume will be requested with all letters of interest

Resumes:

Resumes will be acceptable in place of the formal application when a professional relationship between the candidate and the school already exists

1. At least two members of the Admin team will review incoming Resumes
2. Each candidate will be scored using the screening rubric
3. Scores will be recorded on the evaluation score card
4. A scoring threshold will be determined for each position to determine candidate selection

Applications:

The formal Application is an important piece of information gathering and is required for candidates unknown to the school

1. At least two members of the Admin team will review incoming applications
2. Each application will be scored using the screening rubric
3. Scores will be recorded on the evaluation score card
4. A scoring threshold will be determined for each position to determine candidate selection

Interview

The Lighthouse School has spent a great deal of time developing a hiring process and determining the best practices that will successfully apply to our environment. We believe that the first interaction with the potential employee must be organized, professional and welcoming if we are to attract the best candidates. In addition, for those candidates that are selected it begins the employment relationship in a positive manner and sets the stage for future professional engagements.

The interview process takes a great deal of time and investment. There are times when an interview is not an appropriate use of the hiring team's time, nor the candidate's time, especially when an existing professional relationship already exists. When a formal interview is necessary, it is important to have the right people at the interview table.

Develop Interview Questions:

Good interview questions are the key to obtaining the right information necessary to make informed decisions about the candidate. It is important to dig in to what we really want to know and design questions that get to the heart of that concept. Yes/No or regurgitation of information that the candidate has learned as a result of their training does not reveal how they use and apply the knowledge they have.

Interview questions should meet current best practices as follows:

1. A minimum of two non-scored "getting to know you" questions
2. 10 -25 scored questions
 - a. Questions should be directly related to each segment of the Essential Functions of the job description.
 - b. Questions should be scored based on an established rubric
3. An aptitude test or follow up questions will be scored and based on the duties reasonably expected and generally recognized by the profession (when applicable).
4. Interview questions will be advanced in nature.

Interview team:

Each year employees are invited to sign up for teams and committees, including the interview team. Having multiple members on the team allows the school flexibility in scheduling interviews with candidates. Depending on the open position(s), the appropriately knowledgeable panel of team members to interview the candidate will be selected. No more than 6 panelists will be selected for an interview. The Lighthouse School interview panel will include the following when possible:

1. Director
2. One Member of the Union
3. Up to 3 additional members of the Administration depending on position type
4. Business Manager/Human Resources will sit as the facilitator of each interview, but will have no voting rights in candidate selection

EXCEPTIONS:

- a. *If the open position is for the director role*
 - i. The Executive Board will sit on the interview panel along with:
 1. Human Resources who will facilitate each interview, but will have no voting rights in candidate selection
 2. No union staff members will sit on the interview panel
- b. *If an internal candidate has applied for another open position and an interview is necessary*
 - i. Existing coworkers or union members will not sit on the interview panel
- c. *If a relative of someone on the interview panel applies for an open position*
 - i. That individual will not sit in on that specific interview and their scores will be subbed out with an alternative
- d. *If a member of the interview panel has a personal relationship with an applicant*
 - i. That individual's scores will be subbed out with an alternative

Interview Day Procedures:

1. All panel members will be trained on interview tools
2. In person interviews:
 - Questions will be asked by HR
3. Virtual Interviews:
 - Questions will be asked by HR and an alternative will be chosen in advance in cases of technical issues
4. During and after the interview, panelist will score the questions using the scoring rubric
5. In addition, the panelists will score character traits
6. Panelists will discuss the candidate and determine what (if any) follow up questions would assist them in making a final determination for hiring
7. At the conclusion of the interviews, HR will gauge the panelists for their impressions of all candidates fit for the position.

Reference checks:

References are collected at two points in the process and verification checks are completed for specific purposes to include:

1. **Pre Interview References:** Applicants are asked to submit references with their resume, transcripts and completed application at the time they apply for a position with The Lighthouse School. The idea is to get the basic reference information to help us determine quality interview candidates and save the detailed questions for after we have interviewed the candidates. Pre-existing professional rapport or working history with a candidate counts as pre-interview reference.
2. **Post Interview References:** State and Federal laws have made reference checking much more difficult for organizations in recent years. Questions are limited to yes/no answers and often leave potential employers with more questions than answers. That is why it is important to consider questions asked of previous employers carefully. The goal is to get information about lingering questions from the interview and/or specific information that would assist the team in determining if the candidate is the best fit for the position and the school.

Candidate Selection Process

The Lighthouse School strives to select the best candidate for the position and the school. The selection process is a culmination of various scoring rubrics and personal interaction with each applicant.

1. All candidates scores will be put into the scoring rubric
2. Human Resources will then share the candidates scoring with the hiring panel
3. The team will consider, based on the unique circumstances of each candidate, the best fit for the position
4. Human Resources will use the candidate's experience and education, along with applicable laws, to determine salary placement.
5. The Director in collaboration with Human Resources will determine/confirm the compensation package, before it is presented to the candidate.
6. Human Resources will prepare and send the offer letter and speak with the candidate.
7. After confirmed acceptance of the offer, Human Resources will reach out to the candidate to schedule onboarding, with the Director.

The Lighthouse School Candidate Screening Rubric

Hiring Rubric		Possible Points	Points
Pre-qualified conditions	<ul style="list-style-type: none"> • Veteran's preference per the Veteran's preference guidelines. (5) Veteran - (10) Disabled Veteran • Internal Candidate preference (10) 	10	
Writing Sample	Cover letter Letter of Interest <ul style="list-style-type: none"> • Should be professional • Written in an easy readable format • Conveys personal message of interest • No more than a page long • Should be free of spelling, grammatical and punctuation errors 	15	
Resume'	<ul style="list-style-type: none"> • Should be professional • Designed in an easy readable format • Details work history • No more than two pages long • Should be free of spelling, grammatical and punctuation errors 	15	
References	<ul style="list-style-type: none"> • Should be supplied with application • Should be relevant to the position the applicant is applying for 	1	
Applications (when received)	<ul style="list-style-type: none"> • Should be filled out completely • Should be legible • Should contain complete sentences or a bullet point method to convey information effectively • Should contain detailed work history and previous job duties performed • Should be free of spelling, grammatical and punctuation errors 	10	
Experience & Qualifications	As indicated on the job posting and application <ul style="list-style-type: none"> • Previous experience: has the applicant held a prior position that is equal to the posted position • Applicable experience: has the applicant acquired experience in performing the job duties related to the position they are applying for • Does the applicant meet all of the requirements listed on the job posting • Does the applicant have any prior or pending litigations that could hinder a background check, licensing or employment 	14	
Total points		65	

Score card

65

PRE-INTERVIEW EVALUATION SCORE CARD

Pre-qualified conditions:

1. Veteran:	yes (5)	no (0)	_____ 10
2. Disabled Veteran:	yes (5)	no (0)	
2. Internal Candidate:	yes (10)	no (0)	

Cover Letter/Letter of Interest

4. Neatness and professionalism:	1	2	3	4	5	_____ 15
5. Spelling/Grammar/Punctuation:	1	2	3	4	5	
6. Length & Relevant Content:	1	2	3	4	5	

Resume' Provided:

7. Neatness and professionalism:	1	2	3	4	5	_____ 15
8. Spelling/Grammar/Punctuation:	1	2	3	4	5	
9. Length & Design:	1	2	3	4	5	

10. References provided:	yes (1)	no (0)	_____ 1
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Application submitted:

11. Neatness and professionalism:	1	2	3	4	5	_____ 10
12. Spelling/Grammar/Punctuation:	1	2	3	4	5	

Experience & Qualifications:

13. OR TSPC Licensed:	yes (1)	no (0)	(in process)	(expired)	(out of state)	(needs education)	_____ 14	
14. CPR Certified	yes (1)	no (0)	Willing to become certified					yes (1)
15. Previous experience:	yes (1)	no (0)						
16. Applicable experience:	yes (1)	no (0)						
17. Previous or Pending litigation:	yes (0)	no (5)						
18. Does the applicant meet the job requirements?	Yes (5)	partially: 1 2 3 4				no (0)		

Interview candidate: YES NO Not interested letter sent: ____/____/____

Reasons: _____

Interview score: _____

Knowledge test score: _____

Employment offered: ____/____/____

Phone Email In Person

Accepted: ____/____/____

Declined: ____/____/____

Interview Question Rubric				
	Highly Qualified	Qualified	Minimally Qualified	No Experience/Not Qualified
	3	2	1	0
Screening				
<p>Each interview question answer should be gaged with the following criteria in mind. The panelists should ask themselves which box best fits the applicant's answers. When an answer is between two categories, choose the category where there are the most similarities.</p> <p>For example: the question hits 5 points under minimally qualified but the applicant broke HIPPA or FERPA laws giving their answer, the score for that question should be zero.</p>	<ul style="list-style-type: none"> • Answers are complete and give the panel additional details not anticipated • Applicant not only understood the question but provided additional information • The answer exceeded the school's goals and expectations • The answer was correct, comprehensive and well supported • The answer is well organized, coherently developed, and easy to follow • Answers demonstrate that the applicant has more experience than is required for the position • Answers indicate the applicant is ready to assume the responsibilities of the position and exceeds the essential functions of the job description 	<ul style="list-style-type: none"> • Answers are complete • Key points were addressed and adequately stated • Answer meets the school's goals and expectations • The question was answered correctly • The answer indicates the applicant has experience pertaining to the question • Answers indicate the applicant meets the minimum requirements for the position as listed under the essential functions of the job description 	<ul style="list-style-type: none"> • Answers are not comprehensive or completely stated • Key points are addressed, but not adequately answered. • The answer only partially meets the school's goals and expectations • The question was answered only partially correct • The answer indicates minimal experience pertaining to the question • The applicant answered the question, but the answer was unorganized and not easy to follow • The answer does not demonstrate knowledge of the essential functions of the job description 	<ul style="list-style-type: none"> •Answers are incomplete or vague •Applicant has provided little to no understanding of the question asked •The answer does not meet the school's goals or expectations •The question was answered wrong •The applicant admitted not having experience pertaining to the question •The applicant gave an answer that breaks HIPPA or FERPA laws as they pertain to education •The applicant did not provide a clear and coherent answer to the question
<p>Overall a qualified candidates answers should score some place in the following percentages</p>	<ul style="list-style-type: none"> • Candidate successfully answers/displays at least 95% of the expected skills required for the position. 	<ul style="list-style-type: none"> • Candidate successfully answers/displays at least 75% of the expected skills required for the position. 	<ul style="list-style-type: none"> • Candidate successfully answers/displays 50%-75% of the expected skills required for the position. 	<ul style="list-style-type: none"> •Candidate successfully answers/displays less than 50% of the expected skills required for the position.

CHARACTER TRAIT RUBRIC FOR INTERVIEWS

In each of the Character Trait categories there are 5 possible points an applicant can earn.

Using the Rubric below please score each applicant.

LEADERSHIP STYLE	PROFESSIONALISM	COMMUNICATION SKILLS	PROFESSIONAL APPEARANCE	PASSION FOR WORK
Category 1	Category 2	Category 3	Category 4	Category 5
<ul style="list-style-type: none"> • Answers indicate the applicant is ready to assume the responsibilities of the position • Demonstrated or expressed flexibility and the importance of it pertaining to the position • Demonstrated empathy for others • Demonstrated self-awareness • Demonstrated respect for the position or other positions of leadership 	<ul style="list-style-type: none"> • Demonstrated appropriate body language • Responded well to questions posed • Demonstrated understanding of the position applying for • Was precise, comprehensive and well spoken • Demonstrated they were experienced for the position applying for 	<ul style="list-style-type: none"> • Spoke clearly and distinctly • Expressed ideas in standard professional English • Answers were complete and in full sentences • Vocabulary was mature and included terms related to the position applying for • Key points were addressed and adequately stated 	<ul style="list-style-type: none"> • Self was clean • Well groomed • Clothing was clean, free of holes, tears and other signs of wear • Attire was professional and appropriate • Accessories were professional and appropriate 	<ul style="list-style-type: none"> • Verbally expressed passion for the work • Expressed a desire to make a difference • Exhibited enthusiasm for a change in employment opportunity • Expressed the desire to be a part of a team • Was genuinely passionate about their work/role in the organization applying for
5 possible points	5 possible points	5 possible points	5 possible points	5 possible points