



Criterion- Based Hiring

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Transfer & Assignment Procedures

2011-12

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Introduction

The Criterion-Based Hiring, Transfer and Assignment procedures represents the manner in which teachers are newly-hired or assigned to a teaching position as a result of a consolidation, voluntary transfer, rescission from layoff, or return from an unpaid leave of absence.

The Providence Public School District and the Providence Teachers Union recognizes the value to students of having qualified, certified, experienced and effective teachers in every classroom as well as continuity of instruction. The Union and the district are committed to working together to provide a quality teacher in every classroom by implementing a fair, reliable and transparent teacher hiring and transfer system. As such, Criterion-Based Hiring, Transfer and Assignment Procedures shall be an evolving and dynamic process that will be jointly developed by the Providence Teachers Union and the Providence Public School District. This manual will guide you through the various phases of the hiring process.

Scope of this Plan

This Plan provides a mechanism and establishes the processes for placing qualified candidates (internal and external) in teaching vacancies and assignment of displaced teachers. It does not address intra-building assignment changes. Intra-building assignments shall be made in accordance with Article 13, Teacher Programs, of the PTU Collective Bargaining Agreement. This document also does not address positions for which additional compensation is provided and school based positions (e.g. athletic coach, school treasurer, etc) as defined and detailed in Article 11 of the PTU Collective Bargaining Agreement.

Transfer, Assignment & Hiring Timeline

Phase I: Identification of Vacancies, Displaced Teachers and Interview Committees	
January 2-31	Identify interview committee members Interview Committee Training Completion of staffing at all schools
Phase II: Tenured/Probationary Teacher Mutual Consent Hiring	
January 23 – March 1	Vacancies posted as they are identified, candidates begin application process and teams begin application screening process
March 1	Application deadline to be considered for most senior applicant interview slot
March 6 & 10	First Hiring Fair
March 10	Offers/Acceptance process begins at the conclusion of the last interview
March 10 – March 19	Round II of postings (previously unfilled/new vacancies)
March 19	Deadline to apply to be considered for most senior applicant slot
March 24 & 27	Second Hiring Fair
March 27	Offers/acceptance process from Round II begins at the conclusion of the last interview.
Phase III: Match	
March 30	Match ranking process begins
April 5	Match assignments
Phase IV: Criterion-Based Hiring	
March 27 (Innovation Schools) April 9 (all others)	Criterion-Based Hiring begins

Infrastructure/Communication/Training

The majority of information, workflow, and communication associated with the transfer and hiring processes will be managed via the Providence Applicant Tracking System (PATS).

Access to PATS via the internet and the ability to receive e-mail notifications (e.g. notification of all new Postings) from PATS will be available to all candidates. Candidates will receive the opportunity to attend training on hiring & assignment procedures and PATS.

Phase I: Identification of Vacancies, Displaced Teachers and Hiring Committees

Phase I will consist of a review of programmatic requirements and current staff at each building. This phase will conclude when each building has a final staffing structure identified and each building teacher expected to remain in the building for the subsequent school year is paired with an identified position.

Hiring Committees for the Tenured/Probationary Teacher Mutual Consent Hiring (Phase II) will be identified at each school prior to the commencement of Phase II.



Phase II: Tenured/Probationary Teacher Mutual Consent Hiring

The Tenured/Probationary Teacher Mutual Consent Hiring is the transfer and assignment process for full-time teachers either seeking a voluntary transfer or seeking a new assignment as a result of a displacement.

Postings

Phase II begins with all known vacancies (including vacancies at the Innovation schools, central office and teacher leader positions) posted for tenured and probationary teachers. Vacancies will be identified based on building staffing plans developed jointly by Level Directors, Principals and the Office of Human Resources. All identified vacancies will be published in the form of

Postings in PATS. Postings will be created jointly by the Office of Human Resources and Principals/Hiring Managers. All Postings will set forth the duties and responsibilities of the position and will specifically identify any RIDE requirements and qualifications for the position. Postings will remain open until the conclusion of Phase II. Multiple positions at the same school requiring the same Qualifications may be covered under one Posting. In addition to responsibilities, qualifications and requirements, Postings shall also identify the specific position, number of positions available, location, Hiring Manager, and any materials that must be brought to the interview.

Application Process

Any tenured or probationary teacher may apply for any posted position provided he or she meets the qualifications enumerated in the posting. All applications will be submitted via PATS. Application materials will include a resume and cover letter. Any applicant who successfully submits an application for a position will have his/her application reviewed by the Hiring Committee. Incomplete applications will not be reviewed by Hiring Committees.

Qualifications

Applicants applying for positions during Phase II must possess appropriate certification and qualifications at time of application. Emergency certified applicants may not apply for positions utilizing the Emergency certificate but may apply for positions for which they possess full certification.

Hiring Committee

Recognizing the value of experience and the recommendations of potential future colleagues in the process of selecting teachers for a given position, a Hiring Committee consisting of teachers currently working in the relevant building (home based) will be established and utilized. All teachers working in a building will be given the opportunity to volunteer their service as a member of the Committee. A Hiring Committee will be comprised of a Principal/Hiring Manager and two (2) teachers selected by building staff vote. The Committee members must be the same for each position hired. The Committee's term of service will expire at the

conclusion of the hiring season. Compensation for participants shall be the subject of collective bargaining.

If a school has a large number of positions open, the Assistant Principal may serve as a Hiring Manager and/or administration may designate a hiring manager other than the Principal or Assistant Principal to lead supplemental interview teams (roughly one hiring manager for every five positions).

Each Committee will designate one member as the Committee's Representative. The Representative will be responsible for compiling the Committee's feedback and entering the Committee's feedback and recommendations into PATS.

The Principal/Hiring Manager shall be present at all interviews. Committee feedback and recommendations shall reflect the consensus views of the Committee.

The Hiring Committee may request advisory support (e.g. the participation of a teacher or administrator with relevant expertise such as a content area supervisor) in the application review and/or interview process. A subject area specialist shall serve in an advisory capacity only.

School-based teams may be staffed or supplemented by certified PPSD teachers and administrators designated by the Superintendent from outside the school in instances such as the opening of a new school or other circumstances where staffing a complete school-based team would be impractical.

In the event a building Principal is unable to perform hiring manager duties, the Superintendent shall designate an alternative Hiring Manager.

Hiring Committees not headed by a Principal will include the Principal in final deliberations including final screening and in offer decision meetings.

The Hiring Committee for Central Office positions and Departmental Teacher Leader positions will be comprised of an appropriate administrator acting as the Hiring Manager and a committee of teachers serving in assignments similar to the position being filled.

Committee Application/Selection Process

Hiring Committees will review applications, conduct interviews, and make selections. Screening and hiring decisions will be by hiring team consensus.

Scheduling an Interview

Principals will extend interview invitations to selected candidates. Interview invitations will be extended electronically via email and interviews will be scheduled electronically via PATS by the teacher. The most senior qualified applicant for each position submitting an application by March 1 (Round I) or March 19 (Round II) will be invited to interview and a minimum of three candidates per position will be interviewed unless fewer than three people apply. Principals may not invite more candidates than interview schedules permit.

Hiring Fairs/Interviews

Hiring fairs will take place on designated dates and times and at a central location where interviews can be held in suitable private spaces. Interviews will be scheduled at half-hour intervals utilizing the following format:

- (a) 20-minute question and answer format. Primary thematic interview questions will be chosen prior to the interview and will come from a centrally-approved interview question bank of questions pre-approved by the district. Secondary questions are permissible provided that they expand upon primary thematic questions.

- (b) 10-minute deliberation and short break before next interview

Candidates may bring whatever materials they feel are appropriate to the interview. At a minimum, a copy of their teaching certificate demonstrating full certification for the position for

which they are interviewing must be provided. Candidates will be interviewed once per school and will be considered in that interview for all positions at that school for which they are certified. In the event that the Joint CBH Committee deems it appropriate, an administrator and a union representative, may be present at any interview as an observer.

Extending/Accepting an Offer

The Principal/Hiring Manager may extend an offer as soon as all interviews are completed at each round of hiring.

Offers will be communicated via PATS and followed-up with phone calls by Principals/Hiring Managers. Within 72 hours after receiving the Offer via PATS, the teacher may accept the offer by contacting the Principal/Hiring Manager by e-mail. Principals/Hiring Managers will document candidate acceptance in PATS. The Office of Human Resources will follow up with teachers accepting positions and successful candidates will receive an official award letter from the Office of Human Resources.

A candidate's acceptance of an offer will trigger automatic email notification to unsuccessful candidates. Principals/Hiring Managers may rescind the offer and make an offer to another candidate in the event of no response from the initial candidate after 72 hours. Candidates accepting positions in Phase II may not engage in further job seeking in Phase II but may engage in further job seeking during Phase IV, Criterion-Based Hiring. Assignments shall be effective the first day of the subsequent school year.

New vacancies that arise from first Hiring Fair (either as they are vacated by teachers accepting other offers or from unforeseen retirements, resignations, etc.) will be posted as they arise and will be available during the second Hiring Fair.

Vacancies from Innovation schools and central office not filled during Phase II will proceed directly to Phase IV, Criterion Based Hiring.



Phase III: Match (Displaced Teacher Assignment Process)

Teacher displacement reflects changes to the programmatic needs of the district and does not reflect on teacher quality, performance, or effectiveness. Clear communication of this fact shall be included in all interview committee training.

Staffing and intra-building assignments shall be completed by January 31 at non-innovation schools at which time displaced teachers shall be identified. Teachers with one-year temporary placements shall be considered displaced.

Displaced teachers who are not successful in obtaining a position during Phase II, will participate in Match (Phase III) in accordance with the following process:

- (1) All remaining non-innovation school-based vacancies (except for Departmental Teacher Leader Positions) unfilled in Phase II will be posted for Match via PATS.
- (2) A list of displaced teachers and their certifications will be distributed to all Principals.
- (3) Teachers will have access to an electronic tool which they can use to record their Match preferences by the ranking deadline.
- (4) Principals will simultaneously rank teachers.
- (5) Teacher and Principal preferences will be processed using a deferred acceptance algorithm.

At the conclusion of Phase III, teachers and principals will be notified of their assignments. Match assignments will be permanent assignments except that teachers may continue to seek positions in Phase IV, Criterion-Based Hiring.

Vacancies remaining or arising following the conclusion of Match will be posted for Criterion-Based Hiring unless a fully certified displaced teacher exists. Such assignments will be made by administration and will be for the subsequent school year only.



Phase IV: Criterion-Based Hiring

Criterion Based Hiring positions will be open to internal and external candidates. Internal candidates will include all Providence Schools employees who have current RIDE teaching certificates including substitute teachers (LTSP/LTS).

Postings

Vacancies will be identified based on building staffing plans developed jointly by Level Directors, Principals and the Office of Human Resources. All identified vacancies will be published in the form of Postings in PATS. Postings will be created jointly by the Office of Human Resources and Principals/Hiring Managers. All Postings will set forth the duties and responsibilities of the position and will specifically identify any RIDE requirements and qualifications for the position. Postings will be open for seven (7) calendar days. Multiple positions at the same school requiring the same Qualifications may be covered under one Posting. In addition to responsibilities, qualifications and requirements, Postings shall also identify the specific position, number of positions available, location, Hiring Manager, and any materials that must be brought to the interview.

The Office of Human Resources may choose to also advertise some or all Postings for CBH positions through other means including print and online media as well as online employment sites but Posting via PATS is an absolute requirement.

Application Process

All candidates (internal and external) will use PATS to create and submit all applications. Application materials may include any or all of the following if appropriate: essay, resume, professional artifacts, certification information, transcripts and assessments (where applicable). Applicants may be required to complete language, technology and/or subject-related assessments. Any qualified applicant, who successfully submits an application for a position, will have his/her application reviewed and scored by the Hiring Committee. If the total number of applications for a given closed Posting is less than five (5) at any time, the Principal may

chose to reopen the Posting for an additional seven (7) days. Incomplete applications will not be reviewed by Hiring Committees.

Qualifications

Applicants applying for positions during Phase IV must possess appropriate certification and qualifications at time of application or have reasonable assurance of certification by the position's start date.

Hiring Committee

A standing Hiring Committee consisting of two (2) teachers elected by the faculty, one (1) teacher selected by the Principal from a pool of volunteers from the building's teaching staff, and one (1) parent recommended by the Principal will be utilized.

All teachers home based in a building will be given the opportunity to volunteer their service as a member of the Committee. The Committee's term of service will expire at the conclusion of the hiring season. The Committee members must be the same for each position hired.

Compensation for participants shall be the subject of collective bargaining.

Each Committee will designate one member as the Committee's Representative. The Representative will be responsible for compiling the Committee's feedback and entering the Committee's feedback and recommendations into PATS.

A quorum is achieved when one (1) teacher elected by the faculty, an administrator and either the teacher selected by the principal or the parent is present. The Principal/Hiring Manager shall be present at all interviews and all meetings of the Committee.

School-based teams may be staffed or supplemented by certified PPSD teachers and administrators designated by the Superintendent from outside the school in instances such as the opening of a new school or other circumstances where staffing a complete school-based team would be impractical.

The Hiring Committee may request advisory support (e.g. the participation of a teacher or administrator with relevant expertise such as a content area supervisor) in the application review and/or interview process. A subject area specialist shall serve in an advisory capacity only.

The Hiring Committee for Central Office positions and Departmental Teacher Leader positions will be comprised of an appropriate administrator acting as the Hiring Manager and a committee of teachers serving in assignments similar to the position being filled.

In the event a building Principal is unable to perform hiring manager duties, the Superintendent shall designate an alternative Hiring Manager.

Hiring Committee Training and Support

Committees and Principals/Hiring Managers shall receive training and support that facilitates the goals of the hiring, transfer and assignment processes including the importance of teamwork, tools for conflict resolution, Committee responsibilities (to include professionalism, confidentiality, legal and EEO considerations), PATS, and evaluation criteria. Effective the 2012-13 hiring season, completion of training is a mandatory precondition to serving on a Committee. The Office of Human Resources shall designate personnel to manage and conduct training and to serve as a resource to Committee members and Principals throughout the process.

Committee Application Review

Upon completion of the application questionnaire, applications submitted by qualified applicants shall be scored by the Hiring Committee. The four (4) highest scoring internal applicants, including substitute teachers (LTSP/LTS), shall be invited to interview. The scoring rubric shall be made available in advance to candidates. The Principal/Hiring Manager will enter each qualified candidate's application score and Interview/Do Not Interview recommendations into PATS. Committees will extend no fewer than seven (7) interview invitations, unless fewer than seven (7) applications are received in which case all qualified applicants will be invited to interview.

Scheduling an Interview

Principals/Hiring Managers will develop plans and allocate staff time to ensure scheduling proceeds smoothly. Principals may choose to handle this personally or may train and instruct clerical staff to perform this function provided that candidates receive a reasonable level of customer service (e.g. candidates should be able to call/e-mail to confirm or request a change to an interview timeslot and receive a timely, accurate response.)

The Principal will extend interview invitations to candidates via PATS. Candidates who are invited to interview and who schedule interviews within 72 hours of the PATS generated invitation to interview will be interviewed. If a candidate has not scheduled an interview within 72 hours of invitation, the candidate will be presumed to be uninterested in interviewing and may be rejected. Committees will make reasonable attempts to accommodate a candidate's schedule and circumstances but the Committee is not obligated to interview all invited candidates if such an accommodation cannot be reasonably made.

Interviews

For Criterion-Based Hiring positions, the interview process shall include a 15-minute lesson demonstration and a 30-minute question and answer interview.

Fairness and adequacy of the interview process is the responsibility of the Principal/Hiring Manager. Primary thematic interview questions will be chosen prior to the interview and will come from a centrally-approved bank of questions and criteria pre-approved by the district. Secondary questions are permissible provided that they expand upon primary thematic questions.

The interview process for certain Arts and Technical positions designated by the Chief Academic Officer may require an additional technical interview in the application process where no more than three (3) candidates are called back following the interview. The purpose of such session shall be limited to demonstration of technical proficiency to the Committee.

In the event that the Joint CBH Committee deems it appropriate, an administrator and a union representative, may be present at any interview as an observer.

Recommendation for Offer

Hiring decisions will be made by hiring team consensus. The Committee Representative shall enter Committee consensus and supporting rationale notes for each candidate.

Final Offers

Within 72 hours following completion of all interviews for a specific position, the Principal/Hiring Manager may extend an offer. Principals/Hiring Managers will extend offers verbally (either by telephone or in person). All offers will be logged into PATS by Principals/Hiring Managers. Principals/Hiring Managers may rescind the offer and make an offer to another candidate in the event of no response from the initial candidate after 72 hours.

Assignments shall be effective the first day of the subsequent school year. Newly-hired candidates will be presented as soon as is practical to the Providence School Board for official appointment. Candidates who accept positions for a subsequent school year will have the first day of the fiscal year (July 1) as their effective date of hire; the effective date of hire for candidates who accept positions after the commencement of the fiscal year will be the date they accepted their offers (as documented in PATS by the Principal following acceptance of their offers). Candidates hired through CBH are obligated to serve in their positions for the duration of the 2012-13 school year.

Offer Acceptance

Within 72 hours after receiving the Offer via PATS, the candidate may accept the offer by contacting the Principal/Hiring Manager by e-mail. Principals/Hiring Managers will document the candidate's acceptance in PATS. The Office of Human Resources will follow up with candidates accepting positions and successful candidates will receive an official award letter from the Office of Human Resources.

Acceptance of an offer will automatically withdraw any of the teacher's other in-progress applications and end the teacher's participation in the CBH process for the year and commit the teacher to serve in the new position for at least one (1) full school year; however, a teacher who obtains a teaching position through CBH may continue to seek and accept positions with additional compensation, such as academic coaching, central office or school-based leadership positions. Teachers who accept positions through the Probationary/Tenured Teacher Assignment Process may also accept an offer through the CBH process and continue to seek and accept positions with additional compensation, such as academic coaching, central office or school-based leadership positions.

Acceptance of an offer by a current teacher constitutes relinquishing the teacher's current position (if applicable) and will trigger appropriate notification to the teacher's current Principal.

Offer Rejection/Withdrawal

Immediately upon receiving the Offer, the teacher must respond by accepting or rejecting the offer in writing or by withdrawing his/her application. If the offer has not been accepted or rejected, or the application withdrawn within 72 hours, the Principal/Hiring Manager may rescind the offer, provided that the Office of Human Resources has made reasonable attempts to contact the teacher by telephone if no response is indicated on PATS. A record shall be kept of all attempts to contact the teacher. When an offer is rescinded, all on-hold applications for the position will be reinstated.



Appeals

The Office of Human Resources shall monitor the processes described in this document. Complaints related to the process will be logged and investigated in a timely manner. Data on complaints will be compiled and regular reports on the process will be provided to the Superintendent and the Union President. An applicant may appeal the procedural basis of a hiring decision. The Office of Human Resources shall immediately forward a copy of such appeals to the PTU. Internal applicants shall make their appeals through the PTU, with a copy to

the Office of Human Resources. A description of the alleged procedural flaw must be filed with the Office of Human Resources or the PTU within seventy-two (72) hours of the alleged process violation or official notification of not being selected for the position and must contain a detailed description of the circumstances under which the alleged procedural violation occurred, a description of what would have been done differently had procedure been followed, a description of how the candidate making the appeal was harmed, and what specific remedy is being sought. The district and the Union shall have access in advance to all pertinent information relating to the appeal.

Within forty-eight (48) hours of the complaint being received by the PTU and Human Resources, the PTU shall file, on behalf of the teacher, a copy of the complaint with a two-member Appeals Committee (one member selected by the district and one member selected by the Union). Within two (2) business days of receipt of the complaint, the Appeals Committee shall render its decision and such decision shall be binding and not subject to further appeal. If the Appeals Committee cannot reach an agreed upon decision on the validity of the teacher's claim (procedural flaw) within two (2) business days of receipt of the complaint, the Superintendent shall render a decision and such decision shall be binding and not subject to further appeal or review. In no event will an actual teacher placement be altered unless the Appeals Committee or Superintendent finds that the process was seriously flawed and warrants such action.

Objections related to the CBH, Transfer and Assignment process shall be addressed using the procedure outlined herein.

Objections alleging discrimination based on race, age, gender, sexual orientation, gender identity or expression, national origin, color, disability, or veteran status, or which challenge the fundamental integrity of the CBH, Transfer and Assignment process, such as allegations of nepotism, favoritism or fraud, may be filed under Article 15, Grievance Procedure of the Collective Bargaining Agreement.

Committee notes and recommendations shall be made available to the PTU, on a confidential basis, in the event of an appeal pursuant to the Appeals process, to the Joint CBH Committee or to the Neutral Third Party pursuant to the Third Party Reporting process.

Layoffs

The manner in which laid-off teachers will participate in any phase of the hiring, transfer and assignment process will be determined by the parties prior to March 1, 2014.

Oversight

Day-to-day process oversight will be monitored by one (1) PPSD staff member and one (1) representative of PTU who will meet regularly to discuss the process and any issues that may arise in implementation of the CBH, Transfer and Assignment procedures. These individuals will make recommendations for any necessary modifications to the process through regular updates to a larger joint PPSD/PTU oversight committee (the Joint CBH Committee). These individuals will also collect feedback from process participants (including applicants, Committee members, and Principals) when the process concludes in a given school year.

Neutral Third Party Reporting

Selection: Both PPSD and PTU, by and through the Superintendent and President of the PTU, shall submit a list of no more than five (5) names of individuals or organizations to the Joint CBH Committee from which the Committee will select a neutral third party. The neutral third party shall not be employed by, or otherwise associated with, RIDE, the PPSD or the PTU. RIDE shall provide a grant sufficient to cover the costs of the individual or organization and will therefore establish reasonable cost parameters for the work. To the extent common names appear on each party's list, the selection of the neutral shall come from the common names or if there is only one common name, the Committee shall select that person to serve.

Duties and functions: This individual or organization shall evaluate how well the CBH is functioning, determine how many teachers have been displaced, and evaluate the impact, if any, of seniority on the CBH protocol. An objective evaluation of these factors in the implementation of the process should assist the parties in what will be an ongoing refinement of the CBH. A confidential written report by the neutral shall be issued, at least annually, and shall be shared only with the Commissioner of Elementary and Secondary Education, the Superintendent, President of the PTU, and members of the Joint CBH Committee.