

**Items Needed For a Personnel File to Be Complete**

**CERTIFICATED STAFF**

**Completed current application (REAP preferred)**

**Final interview form**

**Green health form**

**Verification of Services**

**I-9 form & W-4s**

**Drivers License/Other Approved Identification**

**Social Security Card or Birth Certificate**

**Child Abuse Form**

**Criminal records & finger print checks**

**Original transcripts**

**Missouri Teaching Certificate (Superintendent's Copy)**

**NON CERTIFICATED STAFF**

**Completed current application**

**Final interview form**

**Green health form**

**I-9 form & W-4s**

**Drivers License/Other Approved Identification**

**Social security card or birth certificate**

**Child abuse form**

**Criminal records & finger print checks**

**Ferguson-Florissant School District**

**Human Resource Services Office**

**1005 Waterford Drive**

**Florissant, Missouri 63033**

**Phone: (314) 506-9158**

**CONDUCTING THE LAWFUL  
EMPLOYMENT INTERVIEW**



**FERGUSON-FLOISSANT  
SCHOOL DISTRICT**

**HUMAN RESOURCE  
SERVICES OFFICE**

## Foreword

This pamphlet is developed to help standardize the interview process, which plays an important role in the selection process. In addition, the information provided outlines various legal requirements for those participating in the interview process. As you are aware, individuals who interview job candidates have important responsibilities:

- we have an obligation to maintain confidentiality before, during, and after the process is complete;
- to interview applicants and select employees on the basis of job related qualifications in accordance with legal requirements and the policies and regulations of the Ferguson-Florissant School District;
- to carry out the school district's mission to hire the best qualified applicants to insure the academic achievement of all students.

Those charged with interviewing applicants for any position are aware that the Ferguson-Florissant School District, the State of Missouri, and Federal law prohibits discrimination on the basis of race, color, religion, sex, national origin, marital status, sexual orientation, disability, or age. Any charge of discrimination has the potential to cost our district substantial punitive and compensatory damages.

**BIRTHPLACE/CITIZENSHIP** -- Citizenship is not required for employment.

**NATIONAL ORIGIN** -- Ancestry, birthplace of applicants' parents or spouse are not "need to know" factors.

### Recording Applicant's Responses

When recording applicant's responses, be factual and objective. Be specific in your comments. Use quotation marks and include quotes as necessary to clarify a response.

### Pre-Employment Reminders

- ⇒ It is the responsibility of the principal or employee supervisor to make contact with the most recent supervisor and two other references prior to recommending a candidate for employment.
- ⇒ For **certificated staff**, be sure the candidate holds or is eligible for a valid certificate and/or endorsement for the area being considered.
- ⇒ Please do not make an offer of employment until the Human Resource Service Department has approved the recommendation.
- ⇒ Do not offer a salary quote. Please contact the Human Resource Services Department. Personnel will need all appropriate paperwork (transcripts, application, etc.) to determine the salary/wage.

If the person being hired is a replacement, it is important to name the person being replaced and the reason why. If it is a transfer, indicate the school and the position. The **receiving school of the person being transferred is responsible** for submitting a Final Interview Form regarding that change.

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**MARITAL STATUS** -- Whether a person is married, single, separated, divorced, engaged, or living with someone is not relevant to the ability to perform the job.

**EDUCATION** -- Education that is NOT related to job performance.

**FAMILY** -- Family size, children's ages, child care plans, spouse's employment or salary are not job related.

**DISABILITIES/HANDICAPS** -- General questions about whether a person has sensory, mental, or physical handicaps that do not relate to the ability to perform the essential functions of the job.

**RELIGION** -- Religious days observed or "Does your religion prevent you from working weekends and holidays?" are not subjects pertinent to job skills.

**PREGNANCY** -- Medical history concerning pregnancy and related health matters are not relevant to job requirements.

**MILITARY SERVICE** -- Service that is not job related or questions about service in a foreign military are not subjects for discussion during the job interview.

**ORGANIZATIONS** -- Organizations in which the applicant is active/hold membership, especially those that may indicate race, color, creed, sex, marital status, religion, or national origin are not to be discussed.

**DRUGS/ALCOHOL** -- Past problems with drugs or alcohol or about past rehabilitation.

### **Conducting the Lawful Interview**

#### *Interview Steps*

Planning the Interview

Explaining Purpose; Establish Rapport

Getting/Giving Information

Ending the Interview and Follow Up

#### *Questions/Subjects to Avoid*

#### *Interview Rating*

#### *Pre-Employment Reminders*

### Interviewing Steps

The following Interviewing Steps may assist you in obtaining the information you need to make a well informed decision.

#### **I. Planning the Interview**

- A. The committee chairperson, the assistant superintendent of Human Resource Services will develop questions for the interview. Committee members may also suggest questions to be added on the day of the interview. They may suggest questions to be deleted.
- B. Set aside a time and place, away from distractions and interruptions, for each interview.
- C. Ask all candidates for the position the same set of predetermined questions. Also familiarize yourself with the applicant's resume and/or application.
- D. Make sure the questions you intend to use are job-related and legal.

- E. Review the standard set of questions to be asked prior to the arrival of the candidate(s); document “look fors” or descriptors.
- F. Call Human Resource Services if you are uncertain as to the appropriateness of the questions.

## **II. Explain Purpose; Establish Rapport**

- A. Help the applicant feel comfortable and relaxed.
- B. Explain the interview/selection process to be used and the time allotted for the interview.
- C. Confirm the position for which you are interviewing.
- D. Listen carefully to the response of the candidate.

## **III. Getting/Giving Information**

- A. Use the 80/20 rule during the interview-the applicant should be doing most of the talking.
- B. Listen to the applicant and take notes during the interview.
- C. Remain objective, be cognizant of your nonverbal language, don't let first impressions cloud your judgment.
- D. Do not clarify the questions. Allow the candidate to interpret the questions based on his/her experiences.
- E. Allow time for the candidate to ask questions and gather information about the specific position.
- F. Document descriptions, not judgments; facts, not opinions.

## **IV. Ending the Interview**

- A. Thank the applicant and escort him/her to the door.
- B. Let the applicant know the hiring time frame and that they will be informed at a later date regarding a hiring decision.
- C. Make notes immediately following the interview and before the next applicant to insure the accuracy of the information.

- D. Avoid subjective comments.

## **V. Follow-up**

- A. Objectively determine which applicants best meet the job requirements.
- B. Contact a minimum of three references. One contact should be the applicant's former supervisor.
- C. Do not engage in discussions regarding “how the interview went,” “your preferences,” and/or “post-interview inquiries” with the candidate or with individuals not directly involved in the hiring decision.
- D. Return all paperwork, applications, and employee recommendation forms to Human Resource Services. After the recommendation form has been signed and approved by Human Resource Services, the successful applicant can be contacted.
- E. After the selected candidate has accepted the position, contact the candidates that were not hired.

## **Topics To Avoid**

**AGE --** Questions referencing any aspect of age/age group.

**ARRESTS --** A person is not judged guilty by an arrest. In addition, criminal convictions are not an absolute bar to employment but will be considered only in relation to specific job requirements.