

Process for Calculating Staffing Needs

1. The School Committee sets class size guidelines through policy.
2. Enrollment projections are calculated each year for each school and grade and are used to determine staffing needs.
3. Preliminary class registration projections are used to determine staffing needs at the high school by department.
4. Based upon the above data, preliminary staffing needs are determined by the Superintendent and Leadership Team.
5. For operating budget purposes, the Superintendent, the Assistant Superintendent of Finance and Administration, and the Leadership Team identify new staffing costs by setting a target step and column for hiring.

Process for Attracting Candidates for Vacant Teaching Positions

1. Every effort is made to attract highly qualified applicants in various ways including the following, but not limited to:
 - a. Posting open positions within the Westford Public Schools.
 - b. Advertising in newspapers.
 - c. Posting open positions, including a description and required qualifications, on the web.
2. As soon as staffing needs can be reasonably projected, a job fair may be planned, widely advertised, and scheduled.
3. Candidates should bring all required application materials to all interviews.
4. Principals/administrators conduct interviews for the purpose of identifying candidates to formally interview according to established guidelines.
5. Principals/administrators may visit college campuses to actively recruit strong candidates.
6. Interested candidates can schedule appointments with principals/administrators through their college placement office.
7. Principals/administrators conduct interviews for the purpose of identifying candidates to formally interview according to established guidelines.

Process for Initially Screening Candidates for Vacant Teaching Positions

1. Required application materials include:
 - a. Cover letter of interest
 - b. Resume
 - c. Transcripts of academic work
 - d. Three (3) letters of recommendation
 - e. Verification of certification including teacher test results where applicable
 - f. Completion of the Westford Public Schools application obtainable from the web site.
2. In-house transfer candidates should send a letter requesting consideration for the position.

3. Application materials is sent to central office, checked for completeness and recorded in a database.
4. Applications are filed alphabetically by certification.
5. The Superintendent reviews and screens applications and forwards an acceptable list of candidates to the Principal/administrator.
6. The Principal/administrator reviews and screens applicants and forwards an acceptable list to the screening committee.

Initial Review of Applications and Screening: Criteria/Qualifications

1. Elementary K - 5: Strong academic preparation in a wide variety of liberal arts courses including: English, history, science and mathematics.
2. Secondary 6-12: Strong academic preparation in a wide variety of liberal arts courses with particular focus in the academic area of the position.
3. Intelligent
4. Energetic
5. Certified or certifiable including successful completion of the teacher's test where applicable.
6. Evidence of strong technology interests and skills.
7. Teaching experience in the domain of the position including grade level/subject.
8. Knowledge of current instructional practices such as balanced literacy, standards based instruction and state frameworks.

Interview Screening Criteria

1. Writing sample to measure writing ability and to measure thought processes when solving a typical educational problem.
2. Communications skills including ability to dialogue and to speak and listen with colleagues, students, parents and administrators.
3. Evidence of the strong interpersonal skills necessary for fostering academic achievement and working collaboratively with parents and colleagues.
4. Capable of setting high standards for student achievement and able to support students in meeting them.
5. Bright and Creative.
6. Cognizant of differences in learning styles among children and capable of meeting these differences.
7. Evidence of classroom management and organizational skills
8. Sensitive to intellectual, social, economic and emotional differences between students and committed to valuing them.
9. Personable, confident, poised, and motivational.
10. Committed to continued personal and professional growth.

Interview Screening Process

1. The hiring Principal/administrator forms the screening committee.
2. The screening committee reviews the screening criteria and develops a timetable for screening applicants.
3. The Principal/administrator provides the screening committee with an acceptable list of candidates and supporting documents.
4. The screening committee extends interviews to all current employees of the Westford Public Schools who meet the criteria and formally apply, including transfer candidates.
5. The screening committee interviews at least five (5) candidates with at least three (3) non-prioritized finalists recommended to the Principal/administrator.
6. The Principal/administrator independently interview the finalists and may add one (1) additional candidate not recommended by the screening committee.
7. The Principal/administrator observes a demonstration lesson of those candidates still under consideration whenever possible.
8. The Principal/administrator checks the references of those candidates still under consideration.
9. The Principal/administrator may reject all finalists and start the process over again or recommend a candidate(s) to the Superintendent.
10. The Principal/administrator completes and forwards the Personnel Action Form, along with the candidate's supporting documentation to the Superintendent.
11. The Superintendent then interviews candidate(s) forwarded by the Principal/administrator.
12. The Superintendent may reject all candidate(s) and start the process over again.
13. The screening and interviewing continues until position is filled.
14. The Superintendent presents a formal contract offer to the successful candidate contingent upon a CORI (Criminal Offense Record Investigation) check, proof of certification and/or formal budget approval and establishes the salary level.
15. The Principal/administrator is responsible for notifying all unsuccessful candidates who were interviewed.
16. Unexpected vacancies may be resolved through alternative processes as determined by the Principal and Superintendent.

Support Staff hired at the building level

1. Support staff is screened and interviewed by the supervising administrator.
2. Principals/Administrators sends his/her recommended candidate to the Assistant Superintendent of Finance and Administration or Director of Curriculum to be interviewed along with a completed Personnel Action Form.
3. The successful candidate receives a formal job offer contingent upon a CORI (Criminal Offense Record Investigation) check.
4. The successful candidate is sent to the payroll department with a completed Personnel Action Form.

STAFF HIRING

<u>Position</u>	<u>Appoints Screening Committee and Chair</u>	<u>Screening Committee</u>
Principal	Superintendent	Appointed Chair Staff (2) from school Parents (2) from school Citizens or Administrators (2)
Assistant Principal/ Academic Dean	Superintendent/ Principal	Appointed Chair Staff (2) from school Parents (2) from school Citizens or Administrators (2)
Classroom Teacher Elementary K-5	Principal	Appointed Chair or Principal Staff (2) from same school Parents (2)
Classroom Teacher Secondary 6-12	Principal	Appointed Chair or Department Chair Staff (2) from same academic area Parents and/ or Students (2)
SPED Teacher	Principal/ SPED Director	Appointed Chair, Principal or Director of area Staff (1) from same specialist area Classroom Teacher (1) Parents (2)
Reading Resource Facilitator	Principal/ Reading Resource Coordinator K-8	Principal Reading Resource Coordinator Staff (1) from same specialist area
Math Tutor	Principal/ Math Tutor Coordinator	Principal Math Tutor Coordinator
Library Media Specialist and Technology Integration Specialist	Principal/ Technology Director	Principal Director of Technology Staff (1) from same specialist area Classroom Teacher (1) Parent (1)
Guidance Counselor	Principal/ Directors of Guidance	Principal Director of Guidance Staff (1) from same specialist area Parent (1)

STAFF HIRING

Position	Appoints Screening Committee and Chair	Screening Committee
Specialist for Art, Music, PE K - 5	Principal	Principal Coordinator of Subject Area Staff (1) from same specialist area Classroom Teacher (1) Parent (1)
Nurse	Principal/ Director of Nurses	Principal Director of Nurses Staff (1) from same specialist area Parent (1)
Support Staff	Principal	Principal Area Coordinator if applicable Staff and/or Parents (2)
Coach/ Assistant Coach	Athletic Director	Appointed Chair or Director Head Coach Parent (1) Student (1) (optional)
Curriculum Department Head/ Director	Principal(s)/ Director of Curriculum	Principal Director of Curriculum Teacher (1) from Content Area
Curriculum Specialist K-8	Director of Curriculum/ Principal(s)	Director of Curriculum Principal Teacher (1) from Content Area
Custodial Service/ Buildings and Grounds/ Food Service/ Business Office	Assistant Superintendent of Finance and Administration	Assistant Superintendent of Finance and Administration Building Principal where applicable

Regulations Adopted:
Regulations Reviewed:
Regulations Revised:

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