



# **Criterion- Based Hiring**

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# **Transfer & Assignment Procedures**

**2019-2020 School Year**

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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

<b>Phase I: Pre-Planning</b>	
12/13/19	Meeting with principals and lead counselors to review scheduling guidelines for the 2020-21 SY. (MS & HS)
1/10/20	Schools determine their schedule structure. (MS & HS)
1/10/20	Schools to vote on proposed schedule, if necessary. (MS & HS)
1/10/20	School capacities determined by Executive Directors & Supervisor of Scheduling and Guidance. (ES, MS & HS)
1/10/20	School counselors begin scheduling current students to create course tallies in Skyward. Principals receive the HS Program of Studies, staffing forms, staffing directions and 2020-21 capacities. (MS & HS)
1/10/20	School capacities determined by Elementary Executive Directors. (ES)
1/11/20	Principals and staffing sheets to Executive Directors and Supervisor of Scheduling and Guidance for review. (MS & HS)
1/10/20 – 1/15/20	Executive Director and Supervisor of Scheduling and Guidance meet with principals and lead counselors to review staffing sheets and student scheduling requests to determine the staff needed. (MS & HS)
2/5/20 – 2/13/20	Executive Directors and Supervisor of Scheduling and Guidance meet with Human Resources and Principals to verify staffing needs to be posted for CBH. (ES, MS & HS)
3/1/20 & 5/26/20	Layoff notifications, if necessary
3/11/19 & 5/27/19	Layoff recommendations presented to School Board, if necessary
<b>Phase II: Identification of Vacancies, Displaced Teachers and Interview Committees</b>	
Jan. 14- Feb 7	Identify Interview Committee Members
Jan. 23-28	Dept. Teacher Leader Opt-out
Jan. 27 & 30	Preference sheets distributed (Middle & Secondary) Jan. 27 Preference sheets distributed (Elementary) Jan. 30
Jan. 23-27	Mutual Consent Process for eligible positions
Feb. 3 & 6	Preference sheets due (Middle & Secondary) Feb. 3 Preference sheets due (Elementary) Feb. 6
Feb. 19	Completion of staffing/Displaced teachers notified
Feb. 10 – Feb. 20	Interview Committee Training
<b>Phase III: Tenured/Probationary Teacher Criterion-Based Hiring</b>	
Feb. 21	Vacancies posted after clearing Recall Layoff list, candidates begin application process and teams begin application screening process
Feb. 28	Application deadline
March 2	Most senior applicant identified
March 6	Deadline for extending interview invitations

March 9	Deadline for scheduling interviews
<b>March 10, March 12 &amp; March 16</b>	<b>Internal Hiring Fair</b>
March 16	Offers/Acceptance process begins at the conclusion of the last interview
March 23	Deadline for extending offers
24 hours from date of offer/March 25	Deadline for accepting offers
<b>Phase IV: Criterion-Based Hiring</b>	
March 27	Identify vacancies after the internal hiring fair and clearing of Recall Layoff list.
Feb. 21 – Last Day of School	Utilization of school-based hiring committees
July 1	Teacher Placement by Human Resources

**\*Note: All deadlines are effective midnight.**

## **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.

### **Phase I: Pre-Planning**

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.

### **Phase II: Identification of Vacancies, Displaced Teachers and Hiring Committees**

Departmental Teacher Leaders will have an opportunity to opt-out from their Departmental Teacher Leader position during Phase II. Any Departmental Teacher Leader choosing to opt-out will relinquish his/her Departmental Teacher Leader position effective the last day of the current school year. A Departmental Teacher Leader who does not opt-out during Phase II is not precluded from participating in Phase III or applying for positions with additional compensation throughout the school year.

Staffing and intra-building assignments shall be completed by February 19 at which time displaced teachers shall be notified. Teachers with one-year temporary placements shall be considered displaced and shall also be notified. Any emergency/expert residency certified teacher who is not assigned to a one-year temporary placement and who demonstrates to the Office of Human Resources by February 4, 2020 that he/she has complied with RIDE certification requirements for either full certification or renewal of emergency/expert residency certification or who can demonstrate that he/she will have complied with certification requirements prior to the beginning of the 2020-21 school year, shall not be displaced from his/her position as long as said position exists for the subsequent school year. Any

emergency/expert residency certified teacher assigned to a one-year only position, in a hard-to-fill certification area, and who demonstrates to the Office of Human Resources by February 4, 2020 that he/she has or will attain full certification prior to the commencement of the 2020-21 school year, will be allowed to participate in the internal hiring fair for any hard-to-fill position for which he/she will be fully certified to teach prior to the commencement of the 2020-21 school year. The Office of Human Resources shall provide each emergency/expert residency certified teacher with written notice prior to the beginning of Phase III.

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



## **Phase III: Tenured/Probationary Teacher Criterion-Based Hiring**

The Tenured/Probationary Teacher Criterion Based 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. **At the conclusion of the last day of the school year, tenured/probationary teachers who have a full-time assignment for the subsequent school year may not seek an internal transfer except for positions with additional compensation such as academic coaching, central office or school-based leadership positions.**

### **Postings**

Phase III begins with all known vacancies (including vacancies at the Carnegie 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. Positions classified as “one-year only” will be cleared via in-house preference sheets. 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 be open for seven (7) calendar days and will set forth the duties and

responsibilities of the position and will specifically identify any RIDE requirements and qualifications for the position. In addition to responsibilities, qualifications and requirements, postings shall also identify the specific 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 (review the qualifications section for details). All applications will be submitted via PATS. Application materials will include a current 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 III must possess appropriate certification and qualifications at the time of application. Except that any emergency/expert residency certified teacher who demonstrates to the Office of Human Resources by February 4, 2020 that he/she has satisfied the renewal requirements for the 2020-21 school year, will be allowed to participate in the internal hiring fair for any hard-to-fill position for which he/she will be certified to teach prior to the commencement of the 2020-21 school year and any teacher that possess the content specific certification agreeing to become certified in ESL prior to the commencement of the 2020-21 school year may participate during Phase III.

### **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.

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 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.

### **Hiring Committee Compensation**

Teachers serving on a school based Criterion Based Hiring Committee (Phase III & IV) shall receive an annual stipend of \$500 payable in a lump sum at the conclusion of the annual CBH process. Payment shall be made no later than thirty (30) days after the last day of the school year. Compensation shall be pro-rated between a hiring committee member that is substituted by an alternate hiring committee member.

### **Committee Application/Selection Process**

Hiring committees will review applications, conduct interviews, and make selections. Screening and hiring decisions will be made by a fair and transparent process as identified by the Joint PTU/PPSD CBH Committee. Said process shall be communicated by the Office of Human Resources to hiring committees and candidates prior to the commencement of Phase III

### **Scheduling an Interview**

Principals will extend interview invitations to selected candidates by designated dates per the Transfer, Assignment & Hiring Timeline. 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 will be invited to interview. 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. In the event that a hard copy is not available, candidates may demonstrate full certification utilizing an electronic device.** Any teacher applying for an ESL position for which he/she is not fully certified to teach, must provide the hiring committee with a signed ESL Agreement Form at the time of the interview. 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 at the conclusion of the last internal hiring fair but no later than the designated deadline. If there are extenuating circumstances preventing a principal/hiring manager from extending offers by the designated deadline, the principal/hiring manager must notify the Office of Human Resources as soon as possible. Any deadline extension must be mutually agreed to by the day-to-day CBH oversight committee

Offers will be communicated via PATS and followed-up with phone calls by principals/hiring managers. Within twenty-four (24) hours after receiving the Offer via PATS, the teacher may accept the offer via PATS. 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 twenty-four (24) hours. Assignments shall be effective the first day of the subsequent school year.

New vacancies that arise from the internal Hiring Fair (either as they are vacated by teachers accepting other offers or from unforeseen retirements, resignations, etc.) shall be made available to any teacher who was consolidated from his/her building should said teacher remain displaced at the conclusion of the last day of the school year. The position must be in the same building and certification area from which the teacher was displaced.



### **Itinerant/Support Staff Positions**

An itinerant teacher is a teacher who services two or more schools. The itinerant teacher's home-base shall be that school with the greatest amount of assigned time. In the event that the greatest amount of service is the same in two or more schools, the itinerant teacher shall elect the home-base school from among said schools.

Vacant itinerant positions (i.e. Physical Education, Art, and Music, etc.) will be filled by the principal/hiring manager from the school with the majority teaching assignment in accordance with the Criterion-Based Hiring Transfer and Hiring Procedures. Postings for itinerant positions shall identify each school location, percentage of assignment and home-base.

The Office of Specialized Instruction and Services shall be responsible for designating percentages at each school/work site for support staff positions (i.e. Speech Pathologists, School Psychologists, and Social Workers). Vacant itinerant support staff positions shall also be filled by the principal/ hiring manager from the school with the majority assignment in accordance with the Criterion-Based Hiring Transfer and Hiring Procedures, except that a representative from the Office of Specialized Instruction and Services shall be present for all support staff interviews and shall serve on hiring committees in an advisory capacity only.



## **Displaced Teachers**

Following consultation with the union, fully certified teachers that remain displaced after the last day of the school year will be placed into an assignment by the Office of Human Resources for which they are certified. This process will begin on July 1, 2020. Positions filled by displaced teacher assignments will be mutual consent eligible unless said position is designated as a one-year only position.



## **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 including substitute teachers (LTSP/LTS). As indicated on the Transfer, Assignment & Hiring Timeline, the Criterion-Based Hiring period will begin March 27 and conclude by the last day of the school year.

### **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. In addition to responsibilities, qualifications and requirements, postings shall also identify the specific position, location, hiring manager, and any materials that must be brought to the interview. There shall be no hiring decision made while a posting remains open.

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. If the total number of applications for a given closed posting is less than five (5) at any time, the Principal may choose 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 the time of the application or have reasonable assurance of certification (including emergency certification) by the position's start date.

## **Hiring Committee**

The same members of the hiring committee selected for the internal hiring fair will be utilized during Phase IV.

A quorum is achieved when one (1) teacher elected by the faculty and an administrator 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 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. 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, as needed.

### **Committee Application Review**

Upon completion of the application questionnaire, applications submitted by qualified applicants shall be reviewed by the hiring committee. Committees will extend no fewer than three (3) interview invitations, unless fewer than three (3) 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 48 hours of the PATS generated

invitation to interview will be interviewed. If a candidate has not scheduled an interview within 48 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**

Interviews will be scheduled at half-hour intervals utilizing the following format:

(c) 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.

(d) 10-minute deliberation and short break before next 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**

At the completion of all interviews for a specific position, the principal/ hiring Manager may extend an offer. All offers must 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 twenty-four (24) hours.

Assignments shall be effective the first day of the subsequent school year. 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 Phase III and Phase IV are obligated to serve in their positions for the duration of the 2020-21 school year.

## **Offer Acceptance**

Within twenty-four (24) 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 by the last day of the school year will 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.

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 via PATS or by withdrawing his/her application. If the offer has not been accepted or rejected, or the application withdrawn within twenty-four (24) 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.

## **Layoffs**

In the event layoffs are necessary, teachers shall be notified no later than March 1, 2020.

Except that, any emergency or expert residency certified teacher who fails to demonstrate to the Office of Human Resources by February 4, 2020 that he/she will be eligible to obtain either full certification or renewal of his/her emergency certification prior to the commencement of the subsequent school year, may be subject to layoff no later than June 1, 2020.



## **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.