

PPSD UNIVERSAL REQUEST TO POST AND HIRING PROCESS January 2017

Personnel Action Request Phase

- The Hiring Manager completes the Personnel Action Request (PAR) form through the online Providence Applicant Tracking System hosted by SearchSoft (“PATS”).
 - a. If a current job description does not exist, the Hiring Manager creates/updates/revises the job description in consultation with Human Resources, which entails:
 - i. Reviewing and identifying the role, responsibilities, and assignments;
 - ii. Reviewing and identifying required abilities, experience, and skills; and
 - iii. Reviewing and identifying education and training requirements.
- The PAR form is automatically sent to the Finance Office to determine if the funds are available. The Finance Office has 10 days to review the request and determine whether the funds are available. The Finance Office must respond in writing through PATS with a rationale and proposed alternate solution if the funds are not available. If no alternate solution, that must be documented.
- The PAR form is simultaneously sent to the Office of Human Resources (HR) to determine the staffing need. HR has 10 days to review the request and determine whether it meets the staffing need. HR must respond in writing through PATS with a rationale and proposed alternate solution, if one exists that does not violate a collective bargaining agreement and/or any applicable laws, if the request does not meet the need.
- If approval is not obtained from either the Finance Office or HR, a meeting may be convened to work through the rationale and alternative solution with the Hiring Manager. The Hiring Manager is responsible for scheduling this meeting.

Posting

- Once approval from the Finance Office and HR is obtained, HR creates the posting and posts the position through PATS.
- All positions will be posted for a maximum of fourteen (14) calendar days. Extensions to the posting period will be granted based on completion of a Request for Extension form, which must be submitted by the Hiring Manager to HR to explain why the current applicant pool does not meet minimum qualifications. If no request for extension is made, the posting will automatically expire by 11:59 p.m. on the 14th day.
- Interviews may commence after the posting period of fourteen (14) calendar days elapses.

Application Phase

Note: *The only official means of applying for a position in PPSD is PATS. Any applicant who does not apply via PATS will not be considered. Additionally, incomplete applications will not be considered by the Hiring Manager.*

- In order to be considered, applicants must provide all required documentation as outlined in the posting. For example, if a resume and cover letter are required according to the

posting, applicants must include both in order to be considered.

Qualification Phase

- The Hiring Manager screens all applications using the Application Screen Rubric and determines qualified versus non-qualified applicants benched against the requirements outlined in the job description and, when applicable, contractual and Criterion-Based Hiring process constraints by no later than five (5) days after the posting closes.
- From the list of qualified applicants, the Hiring Manager determines who will progress into the interview phase and documents the rationale for this decision.
- The Hiring Manager composes the list of predetermined questions that will be asked of all interviewed candidates at each interview phase. Candidates' responses to the questions will be scripted onto interview response sheets during interviews. Interview response sheet templates are available on the HR website.
- Depending upon the level and/or type of the position, interview exercises (including but not limited to a presentation, scenario-based assignment, problem of practice prompt, etc.) will also be created at this time for use at the appropriate interview phase(s). Hiring Managers are responsible for developing such exercises.
- The Hiring Manager develops a selection committee of no more than 3 to 4 members, in consultation with HR if necessary. The composition of the selection committee must be consistent during each phase of the interview process.

Interview Phase

Note: Depending on the position, Hiring Managers may determine that only some interview phases will be used.

- Interview Phase I: Phone Screens
 - The Hiring Manager creates a phone interview event for the position in PATS and uses the system to send invitations to selected candidates. Interviews should be scheduled such that they will be completed by no later than 10 days after the date invitations are sent to candidates. Candidates use PATS to reserve an available interview time. If needed, the Hiring Manager follows up directly with candidates as well to ensure they are aware of the invitation.
 - The Hiring Manager and, if needed, another member of the hiring team engage in 20- to 30-minute phone interviews with shortlisted candidates by no later than 10 days after the date on which the invitation is sent.
 - The Hiring Manager and any other interviewers present complete the Phone Screen Rubric for each interviewed candidate. Note that all application phase rubrics are available on the HR website.
 - The Hiring Manager determines candidates to move on to Phase II.
- Interview Phase II: Face-to-Face Interviews
 - No later than 5 days after phone screens are completed, the Hiring Manager creates an in-person interview event for the position in PATS and uses the system to send invitations to selected candidates. Interviews should be scheduled such that they will be completed by no later than 10 days after the date invitations are sent to candidates. Candidates use PATS to reserve an available interview time. If needed, the Hiring Manager follows up directly with candidates as well to ensure they are aware of the invitation.
 - The Hiring Manager and selection committee engage in interviews as scheduled with candidates moved forward from Phase I.
 - The Hiring Manager and each member of the selection committee complete Face-

- to-Face Interview Rubric for each interviewed candidate.
 - If applicable, the candidate completes the performance task during this phase.
 - The Hiring Manager and selection committee determine candidate(s) to move on to Phase III, if applicable.
- Interview Phase III: Final Interviews (as needed)
 - Depending upon the level and type of the position, a small number of finalists may be interviewed by District and City leaders – potentially including but not limited to the Superintendent, School Board members, and the Mayor of Providence – after the completion of in-person interviews as outlined in Phase II above. In this case, the Hiring Manager proceeds as outlined below.
 - No later than 5 days after first-round in-person interviews are completed, the Hiring Manager creates a final interview event for the position in PATS and uses the system to send invitations to selected candidates. Interviews should be scheduled such that they will be completed by no later than 10 days after the date invitations are sent to candidates. Candidates use PATS to reserve an available interview time. If needed, the Hiring Manager follows up directly with candidates as well to ensure they are aware of the invitation.
 - Anyone conducting final interviews completes the Final Interview Rubric for each interviewed candidate and submits these rubrics to the Hiring Manager.
 - A candidate is recommended for hire no later than 5 days after the last final interview.

Selection Phase

- The Hiring Manager and selection committee identify a candidate recommended for hire by no later than 5 days after completion of the last phase of the interview process used. Once a candidate is selected by the Hiring Manager and interview committee, the Hiring manager prepares a memorandum articulating the hiring process and making a recommendation for hire. The memo includes:
 - The name of the position.
 - The names of the members of the selection committee at each phase and the date(s) on which each phase occurred.
 - The pool of candidates selected to participate in each phase with a rationale for the decision.
 - The name of the final candidate selected and recommended for hire and a summary of why that candidate is the most superiorly qualified.
- The Hiring Manager uses the Request to Hire form in PATS to generate an offer letter to the candidate. As part of the Request to Hire form, the Hiring Manager uploads the memo and scanned notes (from each phase) from all members of the selection committee.
- The candidate replies to the Hiring Manager accepting or rejecting the position in writing. If the candidate accepts the position:
 - The Hiring Manager uploads the candidate’s acceptance to the Request to Hire Form and sends the form to the Certification Analyst.
 - HR generates a detailed offer letter contingent upon verification of reported credentials and a Bureau of Criminal Investigation background check that contains no disqualifying information.
 - HR requests transcripts to verify reported credentials of the recommended candidate. HR contacts professional references.
 - Once the BCI check is complete and no disqualifying information is found, HR invites the candidate in to be onboarded. Once onboarding is complete, HR informs the candidate about the School Board appointment timeline and instructs

the candidate to contact the Hiring Manager for detailed information about starting employment.

- The HR Onboarding Specialist informs HR's departmental secretary that the candidate's hiring process is complete and the departmental secretary adds the candidate to the next School Board agenda.
- When appropriate, HR instructs the Hiring Manager to prepare a brief statement of the candidate's experience and qualifications for the position to be read at the School Board meeting.
- Once the School Board approves the new hire, the Hiring Manager uses PATS to generate regret letters to non-selected candidates.
- The Hiring Manager or direct supervisor works with all appropriate PPSD staff to arrange for the new employee's arrival (technology, building access, payroll, etc.).
- The Hiring Manager completes and submits a [System Access Form](#) for the candidate specifying access requirements.
- If the candidate does not accept the position, the Hiring Manager confers with the selection committee and either (a) extends a new offer or (b) restarts the interview process.
 - If necessary, the Hiring Manager works with the posting clerk in HR to reopen and/or extend the posting at this time.
 - Once a candidate has been identified and selected, the process is completed as outlined above.

JORGE O. ELORZA
Mayor

CHRISTOPHER N. MAHER
Superintendent



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Request for Extension

Hiring manager name:

Hiring manager position and title:

Posting for which extension is requested (include posting number):

Original posting period:

New posting period requested:

Rationale for extension:

This form must be submitted to Karin Leon (karin.leon@ppsd.org) in the Office of Human Resources by no later than the date on which the posting is set to expire.

APPLICATION SCREEN RUBRIC

	Below expectations	Meets expectations	Exceeds expectations
Cover letter/resume/application packet	<ul style="list-style-type: none"> • Poor formatting • Many spelling/grammar errors • Does not express enthusiasm for position • Does not demonstrate knowledge of PPSD and position requirements/expectations 	<ul style="list-style-type: none"> • Clear, reader-friendly formatting • Few, minor spelling grammar errors • Provides adequate level of detail about experiences • Expresses enthusiasm about position • Demonstrates some knowledge of PPSD and position requirements/expectations 	<ul style="list-style-type: none"> • No spelling/grammar errors • Concise but detailed description of experiences and skills that relate directly to position • Genuine enthusiasm for position is clear • Demonstrates deep knowledge of PPSD and position requirements/expectations
Educational background	<ul style="list-style-type: none"> • Does not hold all of the required educational credentials 	<ul style="list-style-type: none"> • Holds all of the required educational credentials 	<ul style="list-style-type: none"> • Exceeds the required educational credentials
Work history	<ul style="list-style-type: none"> • Does not have relevant and/or sufficient work experience 	<ul style="list-style-type: none"> • Has sufficient, relevant work experience 	<ul style="list-style-type: none"> • Exceeds the stated requirements for relevant work experience
Qualifications/experience	<ul style="list-style-type: none"> • Does not present evidence of possessing necessary skills to perform satisfactorily in the position 	<ul style="list-style-type: none"> • Presents evidence of possessing necessary skills to perform satisfactorily in the position 	<ul style="list-style-type: none"> • Presents evidence of being able to perform exceptionally well in position, based on prior experience and/or demonstrated competencies
Leadership ability	<ul style="list-style-type: none"> • Does not demonstrate history of and/or potential for positive leadership 	<ul style="list-style-type: none"> • Demonstrates history of leadership positions 	<ul style="list-style-type: none"> • Provides evidence of track record of successful, transformative leadership
Customer service skills	<ul style="list-style-type: none"> • Does not demonstrate and/or mention customer service orientation 	<ul style="list-style-type: none"> • Discusses importance of providing excellent service to internal and/or external customers 	<ul style="list-style-type: none"> • Provides specific, relevant examples of customer-service orientation and positive outcomes for internal and/or external customers
Overall impression	<ul style="list-style-type: none"> • Application does not required skills and/or experiences to perform satisfactorily in position 	<ul style="list-style-type: none"> • Application demonstrates that applicant has required skills and experiences to perform satisfactorily in position 	<ul style="list-style-type: none"> • Application demonstrates that applicant has required skills and experiences to likely excel in position

PHONE SCREEN RUBRIC

	Below expectations	Meets expectations	Exceeds expectations
First impressions	<ul style="list-style-type: none"> Does not answer phone at appointed time of phone interview 	<ul style="list-style-type: none"> Answers phone at the appointed time of phone interview 	<ul style="list-style-type: none"> Answers phone at appointed time of interview promptly, identifies self clearly, and demonstrates awareness of who is calling from PPSD
Oral communication skills	<ul style="list-style-type: none"> Does not consistently use proper grammar Does not consistently have good pronunciation and enunciation Does not consistently use a pleasant voice and tone 	<ul style="list-style-type: none"> Uses proper grammar at all times Has good pronunciation and enunciation Uses a pleasant voice and tone at all times 	<ul style="list-style-type: none"> Speaks clearly, concisely, and eloquently Has superior pronunciation and enunciation Uses exceptionally pleasant voice and tone at all times
General attitude	<ul style="list-style-type: none"> Demonstrates lack of interest in and enthusiasm about the position Appears passive and indifferent; provides short, closed responses to questions 	<ul style="list-style-type: none"> Demonstrates interest in and enthusiasm about the position. Provides complete responses to questions and makes appropriate connections between relevant experience/skills and questions 	<ul style="list-style-type: none"> Demonstrates interest in and enthusiasm about the position and evidence of research into position and PPSD Provides complete responses to questions and takes initiative to pose own questions when appropriate
Preparation	<ul style="list-style-type: none"> Does not demonstrate any knowledge about or research into position and PPSD 	<ul style="list-style-type: none"> Has at least a superficial understanding of the position and PPSD, and asks questions to fill in gaps in knowledge as appropriate 	<ul style="list-style-type: none"> Demonstrates significant knowledge about or research into position and PPSD Asks specific, highly relevant questions about position, context, and district
Responses	<ul style="list-style-type: none"> Provides incomplete and/or non-responsive answers to questions Does not demonstrate clear understanding of the position 	<ul style="list-style-type: none"> Responds with appropriate answers Demonstrates knowledge of potential position Demonstrates enthusiasm through responses 	<ul style="list-style-type: none"> Responds with detailed, specific, answers that provide direct evidence of how the candidate will excel in the position Demonstrates initiative through responses
Work history	<ul style="list-style-type: none"> Does not have sufficient relevant work experience 	<ul style="list-style-type: none"> Meets the minimum stated requirements for relevant work experience When prompted, makes connections between previous experience and the open position 	<ul style="list-style-type: none"> Exceeds the minimum stated requirements for relevant work experience Makes clear connections between previous experience and the open position on own initiative
Qualifications/experience	<ul style="list-style-type: none"> Does not demonstrate how prior experience has provided the 	<ul style="list-style-type: none"> Explains how prior experience has provided the appropriate 	<ul style="list-style-type: none"> Demonstrates how prior experience has provided the appropriate qualifications and

	appropriate qualifications and/or skills for the position	qualifications and/or skills for the position	skills for the candidate to excel in the position
Leadership ability	<ul style="list-style-type: none"> Does not provide evidence of leadership ability 	<ul style="list-style-type: none"> Demonstrates qualities that contribute to leadership ability 	<ul style="list-style-type: none"> Provides detailed, specific examples of leadership ability in action
Customer service skills	<ul style="list-style-type: none"> Does not mention customer service orientation voluntarily When asked, provides substandard evidence of customer service skills 	<ul style="list-style-type: none"> Mentions customer service orientation when appropriate and/or when asked 	<ul style="list-style-type: none"> Through responses, clearly demonstrates customer service orientation
Overall impression	<ul style="list-style-type: none"> Phone screen does not demonstrate that applicant should move on to next phase of selection process 	<ul style="list-style-type: none"> Phone screen demonstrates that applicant meets the minimum requirements to continue in the selection process 	<ul style="list-style-type: none"> Phone screen demonstrates that applicant is likely to excel in the position and should continue in the selection process

FACE-TO-FACE INTERVIEW RUBRIC

	Below expectations	Meets expectations	Exceeds expectations
First impressions	<ul style="list-style-type: none"> • Arrives late and/or unprepared for interview • Does not shake hands and/or make eye contact • Demonstrates poor hygiene • Is dressed overly casually and/or inappropriately 	<ul style="list-style-type: none"> • Arrives on time for interview with all required materials • Shakes hands and makes eye contact with all interview committee members 	<ul style="list-style-type: none"> • Arrives early or on time for interview with all required materials • Provides additional materials that are relevant and helpful • Offers firm handshake, eye contact, and genuine smile to all interview committee members
Preparation	<ul style="list-style-type: none"> • Does not demonstrate adequate preparation for interview 	<ul style="list-style-type: none"> • Demonstrates adequate preparation for interview 	<ul style="list-style-type: none"> • Demonstrates superior preparation for interview
Communication skills	<ul style="list-style-type: none"> • Candidate mumbles, mispronounces terms, and makes serious and persistent grammatical errors throughout interview • Candidate speaks too quietly to be heard by many interview committee members • Candidate's body language is negative and/or inappropriate 	<ul style="list-style-type: none"> • Candidate speaks clearly • Candidate makes relatively few grammatical errors, stumbling on uncommon or unfamiliar PPSD-specific terms • Body language is neutral or positive and appropriate 	<ul style="list-style-type: none"> • Candidate speaks clearly and makes appropriate eye contact with all members of the interview committee • Candidate makes no grammatical or pronunciation errors • Body language is appropriate and demonstrates candidate's active listening skills
Critical thinking ability	<ul style="list-style-type: none"> • Lacks careful thought • Makes weak or unsupported arguments • Shows closed-mindedness and inflexibility 	<ul style="list-style-type: none"> • Makes appropriate connections • Provides evidence to support arguments • Shows open-mindedness and flexibility 	<ul style="list-style-type: none"> • Makes useful connections • Demonstrates ethical approach to problem-solving and is consistently fair-minded • Justifies assumptions and arguments • Demonstrates awareness of alternate points of view and their strengths/weaknesses
General attitude	<ul style="list-style-type: none"> • Demonstrates lack of interest in and enthusiasm about the position 	<ul style="list-style-type: none"> • Demonstrates interest in and enthusiasm about the position 	<ul style="list-style-type: none"> • Demonstrates interest in and enthusiasm about the position and evidence of research into position and PPSD
Responses	<ul style="list-style-type: none"> • Candidate provides yes/no or short, closed answers to questions • Candidate uses slang or general words like "things," "stuff," etc. • Candidate's hiring exercise is poorly written and/or presented, 	<ul style="list-style-type: none"> • Candidate provides appropriate responses but may sometimes need to expand on/clarify answers at interview committee's prompting • Candidate's hiring exercise meets expectations and is 	<ul style="list-style-type: none"> • Candidate provides well-constructed, confident responses that include relevant and specific examples • Candidate's hiring exercise is exceptional, demonstrating a superior understanding of the

	and/or is non-responsive to the question/task posed	responsive to the question/task posed	question posed and possible responses
Work history	<ul style="list-style-type: none"> • Candidate does not refer to applicable strengths/skills 	<ul style="list-style-type: none"> • Candidate refers to applicable strengths/skills multiple times throughout interview 	<ul style="list-style-type: none"> • Candidate consistently demonstrates strengths/skills relevant to the position
Qualifications/experience	<ul style="list-style-type: none"> • Does not demonstrate how prior experience has provided the appropriate qualifications and/or skills for the position 	<ul style="list-style-type: none"> • Provides evidence of how prior experience has provided the appropriate qualifications and/or skills for the position 	<ul style="list-style-type: none"> • Provides detailed, specific evidence of how prior experience will allow the candidate to excel in the position
Leadership ability	<ul style="list-style-type: none"> • Does not provide evidence of leadership ability 	<ul style="list-style-type: none"> • Demonstrates qualities that contribute to leadership ability 	<ul style="list-style-type: none"> • Provides detailed, specific examples of leadership ability in action
Customer service skills	<ul style="list-style-type: none"> • Does not mention customer service orientation voluntarily • When asked, provides substandard evidence of customer service skills 	<ul style="list-style-type: none"> • Mentions customer service orientation when appropriate and/or when asked 	<ul style="list-style-type: none"> • Through responses, clearly demonstrates customer service orientation
Performance Task, <i>if applicable</i>	<ul style="list-style-type: none"> • Performance task does not respond to question posed and/or demonstrates lack of mastery of topic 	<ul style="list-style-type: none"> • Performance task responds to question posed • Performance task shows adequate understanding of topic 	<ul style="list-style-type: none"> • Performance task responds to question posed • Performance task shows mastery of topic • Candidate anticipates and addresses next steps and follow-up questions
Overall impression	<ul style="list-style-type: none"> • Interview does not demonstrate that applicant should move on to next phase of selection process 	<ul style="list-style-type: none"> • Interview demonstrates that applicant meets the minimum requirements to continue in the selection process 	<ul style="list-style-type: none"> • Interview demonstrates that applicant is likely to excel in the position and should definitely continue in the selection process

FINAL INTERVIEW RUBRIC

	Below expectations	Meets expectations	Exceeds expectations
First impressions	<ul style="list-style-type: none"> Arrives late and/or unprepared for interview Does not shake hands and/or make eye contact Demonstrates poor hygiene Is dressed overly casually and/or inappropriately 	<ul style="list-style-type: none"> Arrives on time for interview with all required materials Shakes hands and makes eye contact 	<ul style="list-style-type: none"> Arrives early or on time for interview with all required materials Provides additional materials that are relevant and helpful Offers firm handshake, eye contact, and genuine smile
Preparation	<ul style="list-style-type: none"> Has not integrated information from previous steps of interview process in order to prepare for final interview 	<ul style="list-style-type: none"> Demonstrates understanding of position, expectations, and PPSD context and has used that information to prepare for final interview 	<ul style="list-style-type: none"> Demonstrates superior understanding of position, expectations, and PPSD context and has used that to craft a compelling case for hire
Critical thinking ability	<ul style="list-style-type: none"> Lacks careful thought Makes weak or unsupported arguments Shows closed-mindedness and inflexibility 	<ul style="list-style-type: none"> Makes appropriate connections Provides evidence to support arguments Shows open-mindedness and flexibility 	<ul style="list-style-type: none"> Makes useful connections Demonstrates ethical approach to problem-solving and is consistently fair-minded Justifies assumptions and arguments Demonstrates awareness of alternate points of view and their strengths/weaknesses
General attitude	<ul style="list-style-type: none"> Demonstrates lack of interest in and enthusiasm about the position 	<ul style="list-style-type: none"> Demonstrates interest in and enthusiasm about the position 	<ul style="list-style-type: none"> Demonstrates interest in and enthusiasm about the position and evidence of research into position and PPSD
Responses	<ul style="list-style-type: none"> Provides yes/no or short, closed answers to questions Language often obscures meaning Grammar, syntax, or other errors are distracting and/or repeated 	<ul style="list-style-type: none"> Provides appropriate responses but may sometimes need to be prompted to expand on/clarify answers Language does not interfere with communication Errors of grammar or syntax, if present, are not distracting or frequent 	<ul style="list-style-type: none"> Provides well-constructed, confident responses that include relevant and specific examples Nuanced and elegant language clearly and effectively communicates ideas Errors of grammar or syntax are not present
Work history	<ul style="list-style-type: none"> Candidate does not refer to applicable strengths/skills 	<ul style="list-style-type: none"> Candidate refers to applicable strengths/skills multiple times throughout interview 	<ul style="list-style-type: none"> Candidate consistently demonstrates strengths/skills relevant to the position
Qualifications/experience	<ul style="list-style-type: none"> Does not demonstrate how prior experience has provided the appropriate qualifications and/or skills for the position 	<ul style="list-style-type: none"> Provides evidence of how prior experience has provided the appropriate qualifications and/or skills for the position 	<ul style="list-style-type: none"> Provides detailed, specific evidence of how prior experience will allow the candidate to excel in the position

Leadership ability	<ul style="list-style-type: none"> Does not demonstrate understanding of leadership or potential to lead successfully 	<ul style="list-style-type: none"> Demonstrates personal voice and mentions goals, but has lack of depth regarding leadership experience/potential 	<ul style="list-style-type: none"> Provides detailed, specific examples of leadership ability in action Has point of view, confidence, maturity, recognizes the benefits of teams, and demonstrates trustworthiness
Customer service skills	<ul style="list-style-type: none"> Does not mention customer service orientation voluntarily When asked, provides substandard evidence of customer service skills 	<ul style="list-style-type: none"> Describes customer service orientation and recognizes the primacy of providing superior customer service 	<ul style="list-style-type: none"> Through responses, clearly demonstrates customer service orientation and the primacy of providing superior customer service to internal and external stakeholders
Performance Task, <i>if applicable</i>	<ul style="list-style-type: none"> Performance task does not respond to question posed and/or demonstrates lack of mastery of topic 	<ul style="list-style-type: none"> Performance task responds to question posed Performance task shows adequate understanding of topic 	<ul style="list-style-type: none"> Performance task responds to question posed Performance task shows mastery of topic Candidate anticipates and addresses next steps and follow-up questions
Overall impression	<ul style="list-style-type: none"> Interview does not demonstrate that applicant is an appropriate candidate to fill the position 	<ul style="list-style-type: none"> Interview demonstrates that applicant is an appropriate candidate to fill the position 	<ul style="list-style-type: none"> Interview demonstrates that applicant is the most superiorly qualified candidate to fill the position

JORGE O. ELORZA
Mayor

CHRISTOPHER N. MAHER
Superintendent



Providence Public School District
School/Department Name
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INTERVIEW PHASE Note-Taking Sheet
Position: POSITION TITLE

Candidate's Name: _____ **Date:** _____

Interviewer: _____

Position Overview:

- TO BE COPIED FROM KEY DUTIES/RESPONSIBILITIES OUTLINED IN JOB DESCRIPTION/POSTING

1. Question 1
2. Question 2

3. Question 3

4. Question 4

5. Question 5

6. Question 6

7. Question 7

8. Question 8

9. Question 9

10. Do you have any questions for us?

JORGE O. ELORZA
Mayor

CHRISTOPHER N. MAHER
Superintendent



Providence Public School District
School/Department Name
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Memorandum of Hiring Process

Hiring manager (name, title):

Position being hired for (include posting number):

Selection committee members (names, titles):

Results of initial application/resume review:

Date(s) phone interviews were conducted:

Summary of selection/de-selection process following phone interviews:

Date(s) face-to-face interviews were conducted:

Summary of selection/de-selection process following in-person interviews:

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If applicable, date final interviews were conducted:

[Empty rectangular box]

Summary of selection/de-selection process following final interviews:

[Large empty rectangular box for summary]

Signature of Hiring Manager

Date