



Shelby County Schools

Principal and Principal/Hiring Manager Toolkit

This quick-reference guide will assist Principals and Hiring Managers with specific employment-related tasks. The Human Resources Business Partner (HRBP) assigned to you will discuss these options with you, and establish a plan designed to meet your specific needs.

Instructional (Principals)

- Creating a New Position
- Submitting a Position Vacancy in iCIMS
- Identifying Candidates
- Preparing for Candidate Interviews
- Recommending a New Hire
- Onboarding a New Hire
- Beginning of Employment
- Staffing through Sub-Services and Temporary Staffing
- Hiring a Retired Annuitant

Non-Instructional (Principal/Hiring Managers)

- Departmental Reorganization and Restructure
- Creating a New Position
- Submitting a Position Vacancy in iCIMS
- Identifying Candidates
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- Recommending a New Hire
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Departmental Reorganization and Restructure

Departmental reorganization and restructuring are often the result of re-evaluating business processes and service delivery due to the changing needs of the District. The goals of any departmental restructure should include:

- Alignment to District goals and objectives
- Improved customer and stakeholder satisfaction
- Improved efficiency
- Reduced cost and risk

Proper planning and execution are critical in the reorganization or restructure process. The HR team should be a strategic partner throughout the process, working with departments to provide the necessary support, ensuring the desired organizational and operational goals of the department are achieved.

Please consult with Human Resources Business Partner (HRBP) as soon as a [Departmental Restructure and Reorganization](#) is being considered. Your HRBP will assist with planning for staffing changes that involve redefining positions, downsizing, or expanding areas of expertise.

Creating A New Position

Principals/Hiring Managers must complete a [Position Budget Request Form](#) and submit to the Budget Department at <mailto:SCSBudget@SCSk12.org> for funding approval. The form requires appropriate signatures, including the departmental Chief.

- If funding is available, the Budget Manager will approve and forward to the SCS Compensation team to assist the Principal/Hiring Manager with reviewing the current job description.
- If funding is not available, the request will be denied and returned to the Principal/Hiring Manager.

In order to create a position that does not exist, the Principal/Hiring Manager must follow the [JAQ Process](#). The process includes the following steps:

1. Complete the [Position Budget Request Form](#) for verification of funding.
2. Complete [Job Analysis Questionnaire \(JAQ\) Form](#).
3. Create a Department Organizational Chart with new position.

An assigned Compensation staff member will begin evaluating the completed JAQ Form and respond within 30 business days to determine if the position is approved or denied and share next steps.

Submitting a Position Vacancy in iCIMS

Principals/Hiring Managers will login into [iCIMS](#), SCS's applicant tracking system, to submit a vacancy. Click here to access the [Submitting a Vacancy Request](#) guide. If you need to reset your access to iCIMS, please contact HR Customer Service at askHR@scsk12.org.

Recruitment and advertising efforts are coordinated by Human Resources to ensure compliance with the Shelby County Schools and the Board's policy on equal employment opportunity, affirmative action, and applicable federal and state regulations.

A variety of methods can be used to develop both internal and external candidate pools when recruiting for specific positions. In addition to the Shelby County Schools job board postings, a variety of external resources are used to fulfil your hiring needs.

Advertising Resources

- **Shelby County Schools**
All positions are posted on the <http://www.scsk12.org/choosescs/#/> web site. Both internal and external applicants apply through the on-line application system.
- **External Advertising**
To expand and diversify the candidate pool, various advertising resources are utilized to identify qualified candidates. Print ads and internet postings include but are not limited to:
 - Indeed
 - K12Jobspot
 - LinkedIn
 - Teach 901
 - Teach for America
 - Top Schools Jobs
- **Diversity Recruitment Resources**
Shelby County Schools will facilitate recruitment of minorities and women via various means. This may include advertising in minority focused publications, providing local organizations with University job listings, various alumni associations.

- **Recruitment Initiatives**

Human Resources participates in a variety of career fairs and additional recruiting events to identify candidates.

All vacancies submitted in iCIMS will be reviewed and approved within 48 business hours. Approved positions will be posted to the [SCS Careers page](#).

All positions are posted for a minimum of 10 business days. If additional posting time is needed, please consult with your HR Business Partner to determine extended time.

Identifying Candidates

The Principal/Hiring Manager will receive resumes and/or cover letters of candidates via iCIMS for review, to begin the interview process. Principals/Hiring Managers are expected to interview a minimum of three (3) qualified candidates for each posted position.

Note: All candidates must go through the appropriate hiring process via iCIMS prior to interviewing with the Principal/Hiring Manager.

Preparing for Candidate Interviews

Your first impression of the candidates who have applied for your open position will generally come from the employment application, resume, and other written materials submitted by the candidate. Interviews provide the opportunity to focus on specific details surrounding experience and background and are, therefore, a critical step in your process to hire the best person for your opening.

Interviewing Candidates

A strong interview team should consist of 3-5 panel members, that are acclimated to tasks that are directly related to the specific job you are hiring for. Job specific tasks (e.g., hiring exercise, data analysis, presentation, writing sample, sample teaching lesson, etc.) are available for the candidate to demonstrate during the interview process.

Consider utilizing the following:

- Establish a time frame that allows ample time to engage the candidate (typically 30-60 minutes)
- Create a strong hiring committee and assign responsibilities
- Distribute resumes to hiring committee along with interview schedule prior to the interview
 - Make sure all candidates are asked the same questions during the interview process
- Inform your HR Business Partner once a recommendation has been determined

Optional Interview Resources

- The [Sample Interview Questions](#) guide includes the following resources:
 - **Behavioral-based Interview Questions**—Questions centered around past work experiences to determine if the candidate has the skills needed for the job. Behavioral interview questions focus on how you handled various work situations in the past. Their response will reveal their skills, abilities, and personality.
 - **Traditional Interview Questions**—Questions that enable the interviewer and candidate to establish a rapport and to get to know each other in a less stressful environment

- **Interview Questions to Avoid**—These questions should be avoided in order to minimize the risk of litigation.
- **Reference Checks**-- Prior to making a recommendation, hiring managers are encouraged to contact the candidate's previous and/or current employer to ascertain his or her work performance.
- [Candidate Rating Form](#)
- [Employment Reference Checks](#)
- [Interview Tips for Principal/Hiring Managers](#)
- [Acceptable vs. Non Acceptable Interview Questions](#)

Recommending a New Hire

When a Principal/Hiring Manager makes his or her final selection, the recommendation should be submitted in iCIMS. Click here for detailed instructions on [How to submit a recommendation for hire](#).

A recommendation is a request to hire a candidate and begins the onboarding process. Please know, however, that the request to hire **is not an official offer of employment**.

Once the recommendation is received, Human Resources will review the candidate's credentials for eligibility, and the onboarding process will begin after all eligibility requirements have been met.

Onboarding a New Hire

After a recommendation has been made, the HR Recruiter will confirm that the candidate meets the job requirements and contact the him or her to verbally extend a conditional job offer. During the conditional offer call, the HR Recruiter will cover the following:

- Job offer specifics (e.g., salary, scheduled start date, etc.)
- The offer of employment is contingent on successful completion of a background screening and employee file
- The candidate has 3 business days to accept or decline the offer

What are some common issues that may delay the recommendation process?

Once the identified candidate accepts an offer with the Recruiter, a Staffing Associate will share onboarding process next steps with the candidate, schedule the candidate for HR Orientation, and confirm their start date. Throughout the process the Business Partner will keep you informed of where the candidate is in the process.

Beginning of Employment

Managers play an important role in helping new employees become an integrated part of Shelby County Schools. Relationships, skills, and positive attitudes established in the first few weeks are critical to success.

[The Manager's Onboarding Guide](#) will provide guidance and training for your new hire. Topics include:

- **Preparing for Arrival**—What to communicate to your new hire before arrival, what resources to gather and share on the first day.
- **The First Week**—A checklist to guide you through setting up system privileges, securing building access, and more.
- **The First Month**—Topics related to benefits, training and development, Performance Management, and other resources to help your new hire get connected to your team and SCS.
- **Ongoing Onboarding**—Guidance to help you keep your employee’s skills and career at SCS moving forward.

Staffing Through Substitute Services and Temporary Staffing

Shelby County Schools hires in-house substitutes for the following substitute classifications:

- Teachers
- Educational Assistants (*Special Education Assistants & Early Childhood Assistants only*)
- Principals and Assistant Principals
- Clerical
- Warehouse and Grounds Crew

This document outlines the [Substitute Qualifications by Classification](#)

The Substitute Teacher position is posted quarterly (every 3-months) on the SCS Careers webpage <http://www.scsk12.org/uf/webadmin/foundation/careers/>

SmartFind Express System

When a substitute is needed to cover a teacher, educational assistant, or clerical’s absence, the employee enters a substitute request in SmartFind Express (SFE). SmartFind Express is the substitute services automated system used for entering and accepting substitute assignments with the district. Its technology integrates database records with telephone Interactive Voice Response (IVR) and Internet browser-based technology. [SmartFind Express Guide](#)

Certified Substitute Teacher –vs- Regular Substitute Teacher

What is the difference between a certified substitute teacher and a regular substitute teacher?

A certified substitute teacher must hold an active Tennessee teaching license. Certified substitute teachers are eligible for a higher rate of pay effective the twenty-first consecutive day in the same classroom. The certified substitute must have an endorsement on their license in the subject area in which he or she is subbing. A regular substitute teacher does not have to hold a Tennessee teaching license.

When should a certified substitute teacher be assigned to an assignment?

- A certified substitute teacher should be secured for a position that is vacant for 20 or more consecutive instructional days.
- Follow the [Certified Substitute Guidelines](#) to secure a certified substitute teacher. As outlined in the guidelines, the [Certified Substitute Teacher Recommendation Form](#) must be emailed to Substitutes@scsk12.org prior to the 21st consecutive day in the assignment.

Substitute Secretary Request Process

All requests for substitute secretaries are made via Smart Find Express (SFE). School personnel or Substitute Services may enter requests. Substitute Services should always enter requests from Administrative offices. Administrative offices must provide Substitute Services with an appropriate funding code. This funding code should be entered in the budget code field on the job in SFE. If a school is requesting for a substitute secretary for “extra help” they will be responsible for providing funding for the substitute. The appropriate budget codes should be entered on the job in SFE in the budget code field.

All substitute clerical requests must have prior approval from Human Resources before entering the job request in SmartFind Express.

Substitute Warehouse & Grounds Crew

All requests for substitute warehouse and/or grounds crew must be submitted to the HR Substitute Services Office by calling 901-416-5304. Substitute Services will enter the requests in SmartFind Express or contact available substitutes by phone. Substitute Services should always enter requests from Administrative offices. Administrative offices must provide Substitute Services with an appropriate funding code. This funding code should be entered in the budget code field in APECS when submitting payroll.

All substitute warehousemen requests must have prior approval from Human Resources. □

Temporary Staffing

Shelby County Schools utilizes temporary agencies to fill requests for professional positions that cannot be filled by utilizing our current substitute pool. As needed, there may be requests for other positions such as: grounds, maintenance, truck drivers, and general labors.

Human Resources will assist departments in filling temporary employment needs when the following circumstances occur:

- Temporary absences of regular employees due to vacation or leaves
- During the recruitment of vacant positions
- When additional help is needed during peak or seasonal time periods or on special projects

To initiate the temporary hiring process, the Principal/Hiring Manager must submit a [Temporary Staffing Request Form](#) to his or her HRBP. Once the request is received and the following information is confirmed (i.e., specific skills, desired qualifications, reporting information, and the anticipated duration of the temporary position), a recruiter from an approved SCS staffing agency will assist the department in securing a qualified temporary employee.

Hiring a Retired Annuitant

A **retired annuitant** is a former participant in a public retirement system, who is rehired by the same employer or by a different public employer that maintains a position under the same retirement system.

A "**retired annuitant**" of SCS is a TCRS retiree who, without applying for reinstatement from retirement, returns to work with Shelby County Schools in a designated position. A retiree doesn't need TCRS approval to work as a retired annuitant, however, the retiree and Shelby County Schools have equal

responsibility to ensure that potential employment is lawful by meeting all of the conditions of temporary employment for TCRS.

The requirements are based on Tennessee Consolidated Retirement System conditions for temporary employment.

Basic requirements include:

- Retired annuitant must wait 60 days after his/ her retirement date before he/she can return to work for Shelby County Schools.
- Compensation cannot exceed 60% of the retiree's final year's salary plus 5% compounded annually since retirement.
- Retired annuitant should not be paid any other compensation or benefits in addition to the pay rate.
- Without exception, a maximum of 120 days can be worked within a calendar year. Non-paid or volunteer hours can't be used in order to exceed 120 days.
- Retired annuitant will not accrue service credit or any additional retirement rights or benefits.