

Table of Contents

Foreword.....	8
Chapter 1. Applicant Screening Best Practices	9
1.1 Screening Best Practices Overview	10
1.2 Publicize the School District’s Protective Screening Practices	12
1.3 Background Checks.....	12
Social Security Number Trace.....	13
Sex Offender Registry Check.....	14
Verification of Application and Resume Information	16
Certification History Verification	16
Employment History Verification	17
1.4 In-House or Outsource Background Checks	18
1.5 Background Check Return on Investment.....	18
1.6 Reference Checks	19
Garner Insight from Application References	19
Elicit Insight from Independent References	20
Uncover Past Complaints of Misconduct	20
Passing the Trash.....	21
Confidentiality	22
Professional References	22
1.7 Industry Database Checks	22
National Educator Certification Clearinghouse	23
State Licensing Agencies	24
Internal School District Ineligibility Check	24
1.8 On-Line Profile Review	24
Social Media Check.....	26
Professional Networking Check	26
News Check.....	26
1.9 Criminal Background Checks	27
Value of Fingerprint-Based Criminal Background Checks as a Best Practice	28

1.10 County Court Criminal Record Check	32
1.11 Federal Court Criminal Record Check.....	32
1.12 Sexual Risk Screening.....	33
1.13 Compliance with Federal, State and Local Anti-Discrimination Laws.....	34
1.14 Interviews.....	34
Personal Communication Skills.....	35
Clarify Information	35
Character and Boundary Questions.....	36
Character Focused Questions.....	36
Boundary Focused Questions	36
Situational Scenarios.....	37
Follow-Up Questions	37
Receive Independent Feedback.....	38
Interviews Summary	39
1.15 Red Flags	40
1.16 Conclusion.....	40
Chapter 2. Staff/Student Boundary Policy	42
2.1 What to Include in a Boundary Policy	44
Romantic or Sexual Relationship Boundaries.....	44
Digital Media Boundaries	45
Gift Boundaries.....	46
On-Campus Boundaries.....	46
Off-Campus Boundaries.....	47
Off-Duty Boundaries	48
Maintaining Boundaries.....	48
Chapter 3. Management Strategies for Principals and Supervisors.....	50
3.1 Suspected Teacher/School District Employee Interactions with Students.....	51
3.2 Information Gathering.....	52
The Need for Observation and Inspection	52
Reviewing Current and Past Performance Evaluations.....	53
3.3 One Pre-Disciplinary Tool	53

Building Better Boundaries through Coaching	53
3.4 Taking Corrective Actions	54
Progressive Discipline and Terminations	54
3.5 Assessing the Campus Culture	57
3.6 The Value of Rumors and Gossip	57
3.7 Behavioral Warning Signs	58
3.8 The Paradox of Female Teachers Preying On Male Students	59
Chapter 4. SECTION I of Sexual Misconduct Investigations - Conducting Investigations of Title IX Complaints.....	61
4.1 Title IX Phases of an Investigation of Sexual Misconduct.....	64
4.2 Title IX Investigation Basics	65
Response and Investigation Must be Prompt	65
Investigation Must be Equitable and Impartial	65
Title IX Coordinator/Investigator.....	66
Informing of Reporting Options	67
Standard of Evidence/Burden of Proof.....	67
Writing the Investigative Report	68
Informal Resolution of Complaint	69
Student Request for Confidentiality.....	69
Relation to Criminal Investigation.....	70
Other Particulars of the Final Rule	70
Chapter 4. SECTION II of Sexual Misconduct Investigations - Conducting Investigations in School Districts and County Offices of Education	75
4.3 What Triggers a Duty for a K-12 District or County Offices to Conduct an Investigation?	76
Immediate Steps after Receiving Report or Complaint.....	77
The Importance of Confidentiality in Every Investigation	78
4.4 Basic Structure of an Investigation	80
Select an Investigator	80
Create and Follow a Plan for Each Investigation	80
Do Not Prejudge	80
Be Thorough	81

Make a Reasoned Conclusion	81
Thoroughly Document Every Step in the Investigation Process.....	81
The Role of the Investigator	81
Administrator Internal Investigation – Informal Inquiry.....	82
Elements of an Effective and Legally Defensible Investigation	83
Chapter 5. Managing Media Relations.....	84
5.1 Control the Message	85
5.2 Control the Entity Business Image	85
5.3 Responding Appropriately	86
5.4 Knowing What and When to Say Things.....	86
Chapter 6. Training.....	91
6.1 Sexual Abuse and Misconduct Prevention Training	92
Chapter 7. Documentation and Recordkeeping	95
7.1 Introduction	96
7.2 Potential Legal Claims Arising Out of Incidents of Childhood Sexual Assault.....	97
Criminal Lawsuits	97
Civil Lawsuits.....	97
Administrative Proceedings.....	98
Disciplinary Proceedings	98
7.3 Hiring Decisions	100
Why Document a School District’s Hiring Decisions?	100
What and How to Document?	100
Where to Maintain Subject Documents.....	101
For How Long Should Such Documents be Maintained	102
7.4 Prevention of Childhood Sexual Assault	102
Why Document?	102
What and How to Document?	103
Where to Maintain Subject Documents?.....	103
For How Long Should the Documents be Maintained?	104
7.5 Allegations of Childhood Sexual Assault	105
Why Document?	105

What and How to Document?	105
Where to Maintain Subject Documents?	107
For How Long Should the Documents be Maintained?	108
7.6 Internal Investigations into Complaints of Childhood Sexual Assault.....	108
Why Document?	108
What and How to Document?	108
Where Should an Internal Investigation File be Maintained?	110
Who Should Have Access to Internal Investigation Files?	111
How Long Should an Investigation File be Maintained?	111
7.7 Remedial/Corrective Action	112
Why Document?	112
What and How to Document?	113
Where Should the Documents be Maintained?	113
For How Long Should the Documents be Maintained?	114
Appendix A	115
Appendix B	118
Appendix C	123
Appendix D	127
Appendix E	134
Appendix F.....	141
Appendix G	144
Appendix H	147
Appendix I.....	150
Appendix J.....	154
Appendix K	172
Appendix L.....	175