



SCHOOL ADMINISTRATOR SELECTION PROCESS

🔗 INTRODUCTION 🔗

The selection process for principals and other certificated building administrators operates under the premise that the supervisory selection process is equitable and based on principles of merit, skill, professional knowledge and experience. The contractual agreement between ASAR and the RCSD contains provisions pertinent to the supervisory selection process. This process may apply to the transfer or re-assignment of administrators which may occur at the Superintendent's discretion. Internal candidates may apply for the vacancy by sending their application for transfer from the posting of the vacancy in the district bulletin. (*See Transfers section)

🔗 DEFINITION OF VACANCY 🔗

For purposes of the administrator's selection process, a vacancy is defined as a position that is newly created or that is unfilled due to the transfer, resignation, retirement, terminal leave, promotion or termination or the untimely death of the incumbent.

🔗 NOTIFICATIONS 🔗

- A) All vacancies shall be posted on the RCSD website and administrative bulletin. The Office of Recruitment may conduct additional outreach and place advertisements in newspapers and other media based on need. Advertisements must include the minimum eligibility requirements for the position.
- B) Administrative advertisement for ALL certificated positions will take into account RCSD/ASAR agreement for a minimum of two (2) week posting.
- C) Every effort will be made to update administrative job descriptions listing specific essential qualifications for the posted position.

🔗 APPLICATIONS 🔗

The office of Human Resource Director will maintain a list of all applicants for posted positions.

❧ LIST OF ELIGIBLES ❧

Minimum Eligibility Requirements

Masters Degree, Five (5) years of appropriate teaching experience, of Five (5) years of administrative experience, NY State certification in Administration (*SAS, SDA, *SBL, OR SDL) *Mandatory certificate in School Building Leadership. (**Appendix A**)

Internal Candidates Essential Qualifications

- Performance Evaluation Indicators - MPPR (All Administrators NYS)

External Candidates Essential Qualifications

- Performance/Evaluation Indicators - i.e. School Report Card, evaluations or other relevant documents

In addition to meeting minimum eligibility requirements, applicants for the **principal** position must meet the following educational, managerial and administrative qualifications and performance record criteria:

A. Uses data to set high learning goals and to develop plans for improving student learning.

1. Articulates a clear vision for high student achievement throughout the school community. Holds self and others accountable for student learning.
2. Demonstrates strong evidence of using data to understand trends and patterns in student learning, set goals, plan, allocate resources, implement plans, and monitor and modify instruction.
3. Demonstrates ability to develop school culture and practices that rely on data to inform adult learning, professional development, and decision-making at the school.

B. Leverages deep knowledge of curriculum, instruction, and assessment to improve student learning.

1. Demonstrates ability to evaluate and deploy curricula, instructional approaches, and assessment tools to accelerate student learning.
2. Demonstrates ability to improve classroom teaching by observing, evaluating, and coaching teachers and staff.

C. Develops and shares school leadership.

1. Demonstrates ability to build leadership capacity among staff and to build strong teams.
2. Demonstrates ability to stimulate high performers, coach and challenge low performers to improve, and dismiss poor performers who do not improve.
3. Demonstrates strong evidence of establishing systems that promote learning, collaboration, and communication.
4. Demonstrates strong evidence of effective listening to parents, students, and the school community. Demonstrable ability to proactively engage the school community around the school's learning goals.

D. Manages resources to improve student learning.

1. Demonstrates strong evidence of ability to allocate and manage budgets and resources effectively and to align youth development and support services in support of learning goals.

E. Fosters a culture of excellence through personal leadership.

1. Demonstrates strategic leadership and shows strong evidence of aligning stated goals and leadership behaviors. Demonstrates strong evidence of adapting appropriately in response to the situation, audience, and demands.
2. Demonstrates strong evidence of bringing projects to completion and managing time in relation to student learning goals.
3. Welcomes and acts on performance feedback.
4. Demonstrates emotional fortitude and perseveres in the face of obstacles.

🌿 TRANSFERS 🌿

*The current process includes an invitation to administrators to indicate their interest in a transfer, and desired location. Note: There is no contractual agreement for transfer of administrators, this process remains under the Superintendent's purview.

🌿 GENERAL PROCEDURES - HUMAN RESOURCES 🌿

The Human Resources Director shall conduct a preliminary review of applicant qualifications. Those meeting qualifications will be sent to the Central Screening Committee.

↻ CENTRAL SCREENING COMMITTEE ↻

Following the screening by Human Resources of the required minimum eligibility qualifications of all candidates, Human Resources will:

1. Construct or reconstitute an existing Central Screening Committee for Principals:
 - Team composition will be no less than four (4) tenured principals (chosen by ASAR), a Human Resource Director, Appointed (not acting) Chief(s) of Schools

Screening *out* of any candidates for Principal positions, whether internal or external should be completed by the Central Screening Committee.

.**Note - All Building Level Administrators, subordinate to the principal, will be appointed based on the recommendation of the School Principal from a list of Qualified Candidates generated by Human Resources.

After interviews have been completed at this level, the screening committee will discuss the merits of each candidate and come to consensus for individuals screened in and those screened out. Each member will complete an interview rating sheet (**Appendix B**) for each candidate and **arrive at consensus**. The Human Resources Director will maintain a record of the membership of the central screening committee, interview questions, and rubric summary. The Human Resources facilitator of the screening committee must submit a summary rating sheet to the Chief Human Resources Officer along with any other information or recommendations the team wished to make regarding applicants interviewed.

Notifications will be sent to all individuals who interviewed within 10 days of the screening interview. Candidates screened “in” will remain active on the list for the remainder of the school year. Candidates screened “out” can reapply for the new school year. This information will be included in the letter sent to ALL candidates.

The Chiefs of Schools and the Chief of Human Resources shall receive the application materials, along with ratings, evaluations and recommendations submitted by the Screening Committee for compiling a list of candidates to be interviewed at the building level by School Based Planning Team (SBPT). If the Chief, in consultation with the Superintendent or designee, determines that the candidate pool is not extensive enough, in terms of the number of candidates, a request can be made to re-advertise and reposted following the outlined process for advertising. This will occur prior to names being forward to SBPT.

All matters concerning applicants interviewing, selection of candidates and the deliberations and recommendations of the Central Screening Committee are of a highly confidential nature. Information concerning applicants that was learned outside of the selection shall not be revealed during the selection process. Information concerning applicants shall not be revealed except as may be required by law or regulation. All Central Screening members must sign the Human Resources Ethics, Confidentiality and Recusal form (**Appendix C**).

No one may serve on any committee if s/he is a close relative or member of the household of any applicant interviewed for the position. In addition, each committee member will affirm that there is no impediment to his/her serving on the committee in a fair and unbiased manner and that, to the best of his/her knowledge, he or she is not subject to an investigation by the District or any law and enforcement agency.

❧ SCHOOL BASED PLANNING INTERVIEW TEAM PROCESS ❧

The Chief Human Resource Officer will designate a member of the Human Resources staff to serve as facilitator for the SBPT.

Candidates will be interviewed according to the following procedures;

- The Facilitator from Human Resources will introduce each candidate to the Team.
- Team members will ask the agreed upon questions of each candidate in the same order.
- Any team member may ask the candidate a follow-up question to solicit information that will expand on the answer or clarify the question.
- After all candidates are interviewed and rated individually by the Team members, the Human Resources Facilitator will assist the committee in reaching a recommendation.
- By consensus or majority vote, the Team will select of three (3) unranked candidates for recommendation to the Superintendent of Schools.

❧ SCHOOL BASED PLANNING TEAM COMPOSITION ❧

The Rochester City School District standard composition for the SBPT is:

- Three (3) members of the RTA
- One (1) member of RAP
- One (1) member of BENTE
- One (1) to three (3) parents. If parents from the School-Based Planning Team and the Parent Teacher Organization are not available to serve, the Chief Human Resources Officer may waive the minimum number of requirements and/or may authorize use of alternative methods to designate parents to serve on the SBPT.
- A tenured Rochester City School District Principal (to be identified by ASAR)
- One building-based ASAR member (where at least one exists)
- One student (applies to secondary level) who is in good standing at all times
- Superintendent administrative designee, if recommended

No one may serve on any committee or team if s/he is a close relative or member of the household of any applicant interviewed for the position. In addition, each committee/team member will affirm that there is no impediment to his/her serving on the committee in a fair and unbiased manner and that, to the best of his/her knowledge, s/he is not subject to an investigation by the District or any law and enforcement agency.

All member of the SBPT will be required to attend all training, meetings and interviews to ensure consistency in the process. The facilitator will ensure the team has been trained in proper interview techniques. The members of the team will each receive a copy of the Principal Selection Handbook, which will include attachments for proper interview techniques.

All members of the SBIT shall be required to sign a confidentiality and affirmation statement that they are a School Base Planning Member of that school. (**Appendix D**)

All parent representatives must be parents, guardians, or person in parental relation to children currently attending a public school where the vacancy occurs and must be members of the School Leadership Team. However, if parents from the School Leadership Team are not available to serve on the SBPT Interview Team, the Chairperson of the SBPT Interview Team shall offer the officers of the school's Parent Association the opportunity to serve. If parents from the School Leadership and Parent Association officers are not available to serve, the appointing superintendent (or principal or assistant principal positions) may waive the minimum number requirement and/or may authorize use of alternative methods or designate parents to serve on the Committee.

The Screening Committee and the SBIT reviews the District's selection criteria as the basis for the assessment and recommendation of candidates.

The SBPT may develop additional written building specific selection criteria to be applied to the assessment process. This would need to be submitted for approval and before the onset of SBPT interview to Human Resources Director.

The SBPT will review/develop interview questions and will ask the agreed upon questions to each candidate selected for interview.

Each member of the SBPT will rate the candidate interviewed and participate in the discussion and recommendation process.

After interviews have been completed, the committee will discuss the merits of each candidate and each member will complete a rating sheet for each candidate. The facilitator must submit a summary final recommendation form (**Appendix E**) to the Chief of Human Resources, who will then forward to the Chief of Schools for review with the Superintendent, along with any other information or recommendations the SBIT wished to make regarding applicants interviewed.

↻ CANDIDATE SELECTION ↻

*Should the Superintendent find none of the candidates acceptable, the candidate search will resume. If necessary, the Superintendent may make an interim appointment to the principalship, while the selection process continues. **Ultimately, the Superintendent has the full authority to appoint his/her selected designee as principal.**



Appendix B

INTERVIEW RATING SHEET

Name of Candidate: _____

Interview Time: _____

Maximum Score Possible is: _____

Total Score: _____

Signature of Interviewer: _____

Five (5) is the highest rating. Please circle one number on each line.

1. Committee Member: _____ 0 1 2 3 4 5

2. Committee Member: _____ 0 1 2 3 4 5

3. Committee Member: _____ 0 1 2 3 4 5

4. Committee Member: _____ 0 1 2 3 4 5

5. Committee Member: _____ 0 1 2 3 4 5

Appendix C



Confidentiality Statement

FROM: Harry Kennedy
Chief of Human Resources

DATE:

SUBJECT: Human Resources Ethics, Confidentiality and Recusal Statement

The Department of Human Resources recognizes you as a valued member of our interviewing team. As such, you have access to confidential employee information. It is important to remember that any personnel information to which you have access must not be divulged to anyone without an employees written consent. To do so is in direct violation of the Rochester City School District's Code of Conduct and will result in disciplinary action up to and including termination.

By signing this statement, you are indicating your understanding of this information and that you have received a copy of the District's Code of Conduct policy.

Signature: _____

Date:

Appendix D



SBPT - Confidentiality Statement

FROM: Harry Kennedy
Chief of Human Resources

DATE:

SUBJECT: Human Resources Confidentiality and Affirmation Statement

The Department of Human Resources recognizes you as a valued member of our school based planning team and one willing to serve on the interview team. As such, you have access to confidential employee information. It is important to remember that any personnel information to which you have access must not be divulged to anyone without an employees written consent. To do so is in direct violation of the Rochester City School District's Code of Conduct and will result in disciplinary action up to and including termination.

By signing this statement, you are indicating that you understand the above information.

Signature: _____

Date:

Appendix E

Hiring Manager:

Date:

Part III:

Final Selection/Recommendation to Hire:

Candidate

Selected:

Rationale: