

Administrative Hiring Process

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This document describes the processes and procedures by which candidates (both internal and external) to Charlotte County Public Schools can become qualified for consideration for administrative positions and apply for specific openings.

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Administrative Pool

The Administrative Pool is the prequalified group of candidates who have been pre-vetted by the District and authorized to apply for Administrative openings in Charlotte County Public Schools. Any candidate, internal or external, without administrative experience, who is interested in being considered for an administrative opening, must first earn acceptance into the Administrative Pool. All current Charlotte County Public Schools administrators are considered to be members of the Administrative Pool. There is a singular pool, and while candidates may prefer a school type or level there are not separate pools by school level. A member of the Administrative Pool is permitted to apply for any Assistant Principal vacancy. A member of the Administrative Pool is permitted to apply for any Principal opening if they have also completed a Florida Department of Education approved Preparing New Principals Program (PNP) and have acquired the School Principal certification.

HR Posts Pool Openings

Twice a year or as needed, the Human Resources department will post an opening to invite interested applicants to the Administrative Pool. The postings will run for a period of two weeks and will include a clear list of prerequisites for consideration. The prerequisites for consideration in the general administrative pool are:

1. Completion of a Master's Degree
2. Certification in Educational Leadership from the Florida Department of Education
3. 5 years of Teaching Experience
4. Three Letters of Recommendation (including one from Current Supervisor)

Prerequisite Screening by HR

The Human Resources department will screen all applications submitted for consideration for entry into the General Administrative Pool. Any applicants who fail to meet the prerequisites will be removed from further consideration and notified in writing of their non-selection. Those applicants who pass the screening process will be forwarded to the Administrative Pool Committee for interview.

Three Part Interview

Following the screening by Human Resources, the Administrative Pool Committee, comprised of six Principals, will meet to interview all pre-qualified candidates and to further review the candidates' submitted application materials. The committee will develop the components of the three-part interview and adjust these parts in each subsequent series of interviews. The points for the three-part interview will be divided as follows:

<u>Interview Component</u>	<u>Points</u>
Comprehensive Interview	50
Prioritization Activity	30
Writing Sample	20
Total	100

Comprehensive Interview by Administrative Pool Committee

The Committee will author questions that address the most relevant and meaningful topics for each round of interviews for applicants to the Administrative Pool. The questions will focus on components of the Florida Principal Leadership Standards (FPLSs). Applicants should construct answers that include practical examples from the applicant's personal professional experience. The Committee will determine

a rubric for each question and score individual responses as a group.

Prioritization Activity

The Committee will develop a prioritization activity (also referred to as an “In-Basket”) that will require applicants to prioritize a number of important tasks in a short period of time in an attempt to simulate leadership decision-making in a school setting. The tasks will range in severity, complexity, and importance. Applicants should be able to provide a well-reasoned order and strategy for each of the emergent items and explain their approach to the committee. Applicants will have thirty minutes to read and organize each of the issues in a coherent approach prior to providing an explanation to the committee.

Writing Sample

The Committee will develop a written response activity that will require thoughtful professional writing in a time-constrained environment. Responses must be typed and only 30 minutes will be allowed to complete the sample. The sample may take a wide range of forms including, but not limited to: a letter regarding a student disciplinary matter, a summary of student performance data, a memorandum to the superintendent regarding a scandal at the school, or other such application-based writing task. The samples will be scored by Human Resources, without personal identifiers to support objective scoring.

Scoring and Scale-Setting by Principal Committee and HR

At the conclusion of the three-part interviews, the Committee will meet with Human Resources to combine the points for each of the sections of the interviews. Committee members shall provide specific feedback for each applicant for each portion of the interview in written form. Total Combined scores will be examined against a normal distribution curve and a natural break (should one exist) shall serve as guidance for identifying the minimum number of points required to gain entrance into the Administration Pool.

Notification and Feedback to Applicants

Once the cut score has been identified, Human Resources shall notify all applicants of their selection or non-selection. The detailed feedback, by interview section, shall also be provided to the applicants. Additionally, applicants seeking additional feedback may do so from a representative from the Committee or Human Resources and arrange an appointment.

Update to General Administration Pool by HR

Those candidates who score at or above the cut score shall be added to the Administration Pool roster by Human Resources, and the updated roster shall be communicated to all directors, principals, and executive staff. The roster represents the total list of all names that shall be considered for any assistant principal openings.

CCPS/FGCU LEADS+ Candidates

Those candidates currently enrolled in the CCPS LEADS+ program must complete one qualifying interview process to be admitted to the CCPS Administrative Pool.

Denial of Admittance to the Pool

If there are two consecutive denials of admittance to the administrative pool, the applicant must seek feedback and have a lapse of a year for growth before being granted another interview.

Applicants from Outside the Administrative Pool

While all candidates for Administrative openings are encouraged to become a member of the Administrative Pool prior to application for a specific job, Charlotte County Public Schools may consider candidates outside the Administrative Pool for Administrative Positions as follows:

Assistant Principal Openings

Candidates who are not members of the Administrative Pool may be considered for an Assistant Principal opening if they meet the following requirements:

1. Verified previous experience as an Assistant Principal or Principal of at least two years
2. Florida Certification in Educational Leadership
3. Superintendent permission to seek Applicants from outside the qualified pool

Principal Openings

Candidates who are not members of the Administrative Pool may be considered for a Principal opening if they meet the following requirements:

1. Verified previous experience as Principal of at least two years
2. Completion of a Florida Department of Education Approved Preparing New Principals Program (PNP)
3. Florida Certification as a School Principal

District-Level Openings

Candidates who are not members of the Administrative Pool may be considered for a District-Level opening if they meet the following requirements:

1. Verified previous experience as an administrator in a relevant position
2. Florida Certification as a appropriate

Assistant Principal Openings

When an Assistant Principal position becomes open, the following procedures will be utilized to fill the position.

Principal Communicates Opening to HR

Upon learning that an Assistant Principal position is open or will become open due to the planned severance of a current Assistant Principal, the Principal will communicate the opening to the Human Resources administration in writing. The Principal will also ensure that the appropriate Requisition is completed at the school for the opening, if necessary.

Superintendent Authorizes Posting

Human Resources will request to post the position from the Superintendent. The Superintendent will have the opportunity to appoint, transfer, and/or otherwise fill the opening prior to the posting. Otherwise, the Superintendent may approve the posting of the position.

HR Posts Opening

If the Superintendent approves the posting of the Assistant Principal position, Human Resources will post the position to invite applications from those individuals currently in the Administrative Pool or who qualify for eligibility as a non-pool applicant as described above.

HR Facilitates Screening of Applicants

Once the Assistant Principal posting closes, the Human Resources Director will assist the Principal in screening the applications and identifying a list of applicants to be interviewed. Human Resources will

notify those applicants not earning an interview of their non-selection.

Principal and HR Assemble Interview Committee

The Principal and HR Director shall work together to assemble an interview committee for the position, appropriately representative of the school and the critical needs to be addressed by the ideal candidate.

School-Level Interview

The Interview Committee, serving as advisory to the Principal, assist in the interviewing of those candidates identified in the screening process for further consideration. Human Resources facilitates compliance with best hiring practices. Numerical scoring shall be used, but is not binding in the making of a recommendation. Following the interviews and scoring, the committee shall discuss the candidates and members shall share their opinions with the principal. The Director of Human Resources serves as a facilitator to the interview and does not score the candidates.

Principal Recommendation to Superintendent

Following the interviews and discussion with the interview committee, the Principal shall make a recommendation for selection to the Human Resources Director who assembles the interview and screening file and writes a memo to the Superintendent on behalf of the Principal.

Superintendent Identifies Winning Applicant

The superintendent, upon receipt of the memo, shall either accept, reject, or modify the recommendation of the Principal for the winner of the Assistant Principal position. The Superintendent may authorize the principal to offer the position to the recommended candidate. If the Principal offers the position to the identified candidate and the candidate accepts, the principal notifies the Director of Human Resources. The principal will make sure that the appropriate Personnel Action Form is completed at the school to affect the hiring or transfer of the candidate into the opening.

Principal/District-Level Administrative Openings

When a Principal position becomes open, the following procedures will be utilized to fill the position.

Superintendent Authorizes Posting

Upon learning that a Principal position is open or will become open due to the planned severance of a current Principal, the Assistant Superintendent for Human Resources will communicate the opening to the Superintendent in writing. Human Resources administration will also ensure that the appropriate Requisition is completed at the school for the opening, if necessary. Human Resources will request to post the position from the Superintendent. The Superintendent will have the opportunity to appoint, transfer, and/or otherwise fill the opening prior to the posting. Otherwise, the Superintendent may approve the posting of the position.

HR Posts Opening

If approved by the Superintendent, Human Resources will post the position to invite applications from those individuals currently in the Administrative Pool or who qualify for eligibility as a non-pool applicant as described above.

Stakeholder Surveys

Once the opening is posted, the Assistant Superintendent for Human Resources will assemble a survey to identify the preferred characteristics of the new Principal. The survey will be given to members of the

instructional and support staffs to gather opinions on the type of leader is desired by the employees at the school. A special meeting will also be called for gathering input by giving the survey to parents and members of the community. The results of the survey will be tabulated and organized for consideration by both the screening team and the interview committee.

HR Facilitates Screening of Applicants

Once the Principal posting closes, the Assistant Superintendent for Human Resources, in concert with other members of the Superintendent's Staff will screen the applications with consideration for the survey results gathered from the stakeholders and identify a list of applicants to be interviewed. Human Resources will notify those applicants not earning an interview of their non-selection.

HR Assembles Interview Committee

The Assistant Superintendent for Human Resources will assemble an interview committee including representation from the Division of Learning, instructional and support employees from the school staff, community stakeholders, and other district administrators. At the high school level, a student may be invited to sit on the committee.

HR Facilitates School-Level Interview

The Assistant Superintendent for Human Resources will assemble a list of questions and scoring rubrics to be used in the interview. The interview committee will review the survey results and scoring rubrics provided. The Assistant Superintendent serves as a facilitator and does not score the candidates. Following the interviews, the individual applicants are scored and the scores are reviewed by the committee, but the scores are not binding in making a recommendation.

Interview Committee Recommendation to Superintendent

The Interview Committee will deliberate and consider the stakeholder survey results and the interview scores, as well as the candidate's other application materials. The committee will decide which name or names to forward to the Superintendent as a recommendation for the Principal position. The Assistant Superintendent for Human Resources will assemble the application and interview file and will write a memo to the Superintendent with the recommendation of the Interview Committee.

Individual Interview with Superintendent

Upon the receipt of the memo, the Superintendent may accept, deny, or modify the recommendation. The Superintendent may also elect to delay any decision until after an additional interview with one or more of the candidates for the position.

Superintendent Identifies Winning Applicant

The Superintendent will offer the job to the candidate identified to be the best fit for the Principal position. If the candidate accepts, the Superintendent will communicate the offer and acceptance to Human Resources. Human Resources will complete the necessary steps to affect the hiring or transfer of the candidate into the opening.