

DENVER PUBLIC SCHOOLS



PRINCIPAL SELECTION PROCESS

STATEMENT OF PURPOSE:

The District recognizes that the achievement of all students is directly linked to the qualifications and experience of building principals. The Principal is the central link in recruiting and retaining qualified school personnel. As such, the process and resources dedicated to the recruitment and selection of Principals must be based on high expectations and standards, and consistent with the District goals and Board policies.

The Superintendent may suspend the Principal Selection Process when it is in the best interest of the District and the school(s).

VACANCY NOTIFICATION

The District will post high school, middle school, K-8, and elementary principal positions generically by January of each year. This will assist in the early recruitment process.

All vacant Principal site positions will be posted as they occur, unless otherwise determined by the Superintendent. The Instructional Superintendent, with Human Resources, will post the vacancy. In the case of retirement or resignation of the current principal, notice must be received prior to posting.

The Instructional Superintendent will notify the HR Generalist of a vacant Principal position. Information posted will include:

- Position description including the needs of the school
- Preferred and required qualifications so that the applicants can self-select
- Qualifications that relate to the district goals and priorities

Note: Current DPS Principals who are interested in being considered for a specific principal position should follow the instructions on the HR website regarding application procedures for a specific school.

A job requisition that has been approved by both the Instructional Superintendent and the Budget Office will be e-mailed to the HR Generalist along with the position description and job posting details.

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POSTING FORMAT

1. The format should contain the following information and in this order (determined by the site unless otherwise stated):
 - a. Position Number (issued by HR)
 - b. Job Title
 - c. Department/School
 - d. Salary Range (salary is commensurate with experience and qualifications)
 - e. Work Year (determined by job classification)
 - f. Applications received by (provide date) will receive first consideration (no closing date to be used).
 - g. Position Start Date
 - h. School Website Address
 - i. HR Contact (HR Area Generalist—determined by HR)
 - j. Position Description (characteristics/attributes)
 - k. Required Qualifications (specific/tangible). Specific leadership requirements to be defined.
 - l. Preferred Qualifications (specific/tangible)

The electronic job requisition form and position description with required and preferred qualifications are forwarded electronically to the HR generalist. All postings received in HR will be posted to the DPS website within two working days of receipt.

2. Generic national ads for principals and assistant principals will be placed in Education Week at least twice per year, normally between December – March.
3. Decisions regarding additional ads will be made by HR based on budget allocation and timing of posting.
4. HR will place ads on regional and national websites at the request of the Instructional Superintendent or the Superintendent's Designee. HR will maintain a list of websites.

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APPLICATION PROCESSING/REVIEW

1. Applicants are directed to apply on-line using the District's web-based employment application system <https://secure.recruitingcenter.net/Clients/dps/PublicJobs/Canviewjobs.cfm>
2. HR prescreens the application for required qualifications.
3. In accordance with the provisions of the District's hiring practices, the following steps are followed:
 - a. All candidates who meet required qualifications will be forwarded from Human Resources to the Instructional Superintendent using the on-line system.
 - b. The Instructional Superintendent will review all candidates moved forward and follow the process as identified in Level 1 on page 4.
 - c. Only those applicants who are moved forward in the process will be notified.

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Level I:

1. The appropriate HR Generalist screens all applicants who meet the required qualifications and gives them to the appropriate Instructional Superintendent.
2. The Instructional Superintendent selects the appropriate candidates to be interviewed after screening their applications and may interview approximately 6-10 applicants. The applicants may go on a Learning Walk as part of the screening process.
3. The Instructional Superintendent determines 3-5 candidates to be forwarded to the School Principal Selection Advisory Committee (SPSAC) for interviews at the school and shares that slate of candidates with the CAO for review.

Level II

The Instructional Superintendent will meet with the Collaborative School Committee (CSC) to review the process for selecting members of the School Principal Selection Advisory Committee (SPSAC) and principal selection.

1. School Principal Selection Advisory Committee (SPSAC):
 - a. The Committee will be composed of nine to eleven members as follows:
 - i. The Instructional Superintendent will serve as a chair/facilitator.
 - b. The remaining eight to ten members, representative of the diversity of the school population, will be selected by the Collaborative School Committee (CSC) as follows:
 - i. Five building staff members (must include three teaching staff members and one non-teaching staff member; the fifth member may be any member of the school staff). The current building principal is not eligible to serve on the committee.
 - ii. Three to five parent/guardian and community members. The members must include one parent or guardian of a student currently enrolled in the school, and one CSC representative.
 - c. The Instructional Superintendent reserves the right to refer the composition of the Committee back to the SPSAC to ensure adequate representation from the entire school community.
2. The Instructional Superintendent will convene the SPSAC to explain the task to be completed. Human Resources will be available to provide recruiting support and advice and to train the Committee on interviewing procedures and the hiring process.
3. The SPSAC will develop 2-7 interview questions to add to the three standard questions used for all principal interviews and use a standardized rating sheet (Appendix A – Interview Questions, Appendix B – Rating Sheet, Appendix C – Strengths/Concerns). The Instructional Superintendent will approve the questions submitted by the Committee. The questions must not be in conflict with any applicable state or federal laws or statutes and should directly correspond to the district goals and objectives.

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4. The Instructional Superintendent will schedule the candidates for interviews and facilitate the interviews on the scheduled interview day(s).
5. The SPSAC shall interview the candidates, rate the candidates on the ratings sheets and submit to the Instructional Superintendent. Additionally, the SPSAC will complete a strengths and concerns summary sheet on each candidate.

Level III

1. The Instructional Superintendent will review the rating sheets with the CAO and select the top 2 candidates.
2. **Background Checks:** HR and Security will complete background checks (CBI) on the two principal finalists. This process normally takes 24-48 hours. If any “red flags” are uncovered, the HR director immediately contacts the Instructional Superintendent and/or the Chief Academic Officer with relevant information.
3. The final candidates will engage in a Learning Walk with the Instructional Superintendent and the Chief Academic Officer in a school that is determined to be similar in demographics to the school where the principal vacancy exists, unless the candidate has previously participated in a Learning Walk.
4. **Site Visits:** Coordinated site visit(s) may be made by the Superintendent, and/or Chief Academic Officer, and/or Instructional Superintendent.
5. The Instructional Superintendent and the Chief Academic Officer will make a final selection recommendation to the Superintendent.
6. The Superintendent will make the final recommendation to the DPS School Board

*****When a new school opens:**

1. In lieu of SPSAC, the Instructional Superintendent will convene a group of interested potential parents, community members, and DPS teachers to interview 3-5 principal candidates.

In a newly constructed school, the group may come from the Citizens Advisory Committee (CAC) and the Program Development Advisory Committee (PDAC). In a school that has been redesigned or is implementing a new program design, the Instructional Superintendent will determine who will be on the SPSAC.

2. Continue with the process on page 4, Level II.

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INTERVIEWS/SELECTION

1. The School Principal Selection Advisory Committee (SPSAC) members receive training from Human Resources and Instructional Superintendent in the interviewing and selection process. Committee members finalize interview questions and the process. A slate of three to five candidates (as determined by the Instructional Superintendent and the Chief Academic Officer) will be forwarded to the SPSAC for interviews. The interview should include questions that are related to district goals and priorities.
2. Interviews are scheduled by the Instructional Superintendent. Throughout the process, every effort is made to maintain confidentiality.
3. **Out-of-Town Applicants:** A telephone or in-person interview will be set up for out-of-town applicants who are selected for an interview. If feasible, a teleconference will also be scheduled through district resources. If the Instructional Superintendent determines that a face-to-face interview is recommended, the District may choose to cover expenses for one interview during the process.
4. **Reference Phone Calls:** The Instructional Superintendent, will conduct reference phone calls on the slate of three to five principal candidates. At least three professional phone call references must be completed on each of the final two candidates. The Instructional Superintendent maintains completed reference check templates along with interview notes for one year.
5. **Ratings Sheet:** The SPSAC utilizes a rating sheet to include strengths and concerns on each finalist in preparation for the candidate's final interview.
6. **Background Checks:** HR and Security will complete background checks (CBI) on the two principal finalists. This process normally takes 24-48 hours. If any "red flags" are uncovered, the HR director immediately contacts the Instructional Superintendent and/or the Chief Academic Officer with relevant information.

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7. **Salary Placement:** HR, determines salary based on existing salary.
8. The Superintendent, Chief Academic Officer, and/or Instructional Superintendent make a job offer (contingent on a current Colorado Principal's License, or alternative licensure program, and approval by the Superintendent and Board of Education).
9. The Instructional Superintendent notifies the SPSAC of the successful candidate chosen. The Instructional Superintendent uses the on-line application system to notify HR of the successful candidate.
10. The Instructional Superintendent will send a memo to the Superintendent for approval, with a copy to HR. Once signed, the Superintendent will forward the approved memo to HR. This memo authorizes HR to include this personnel transaction on the Board Report for approval by the Board.

The Instructional Superintendent electronically submits a PACE form to e-mail to

Pr&BusServ@dpsk12.org

- 11.. HR enters data for "pending action" into Lawson.
12. **Notification to unsuccessful candidates:** The Instructional Superintendent personally notifies the unsuccessful candidate(s) by phone or with a letter.
13. The Instructional Superintendent introduces the successful candidate to the school staff. Various methods and processes may be used by the Instructional Superintendent to fully integrate the principal into the school and community. These may include community forums, parent forums, etc.
14. When individuals are selected from outside the district, an orientation meeting is initiated by HR.