

APPENDIX IV - 25



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School Administrator Hiring Process

Introduction

The District will follow the process outlined below to hire Principals (P).

Selection processes that are structured and driven by leadership standards can help ensure that schools and departments are consistently staffed with effective administrators. This guide illustrates the selection process that follows best practices and can assist administrators in ensuring their process is in accordance with District guidelines ([TUSD Board Policy GCAB](#)) and applicable State and Federal non-discrimination laws and requirements.

Candidates will be notified of their progression at each stage of recruitment by Human Resources (HR).

Identification of Need

Need is identified when an outgoing Principal notifies Regional Assistant Superintendent (RAS) of a resignation/retirement by the deadline specified in the Education Leaders Inc. (ELI) Agreement. RAS notifies HR Executive Director of departure. HR begins district process for principal hiring.

Recruitment

Posting for the Principal Pool goes live for Principal Applicant vacancies prior to Winter Break. Vacancies for district leadership positions will be made available as outlined in the [USP's Outreach, Recruitment and Retention Plan](#) for a minimum of 30 days.

Screening for Minimum Requirements

The TUSD [Applicant Tracking System](#) will automatically screen for desired minimum requirements as outlined in Job Description. Candidates meeting all of the identified minimum requirements, will move forward to a secondary screening.

Secondary Screening

A team of qualified Human Resources Leadership Team members will conduct a secondary screening of all applicants who the system screened as meeting the minimum qualifications. The secondary screening will look at the list of preferred minimum requirements, years of prior experience, education level, and desired traits for a school leader. Those scoring highest on the secondary screening will move forward to participate in the One-Way Video phase of the hiring process.

One-Way Video Submission

Candidates who have successfully passed through the first and second screening levels, will be invited (within 7 days of position closing) to participate in the One-Way Video phase of the hiring process via the [SparkHire](#) system. *This step requires applicants to utilize a webcam, microphone, smartphone, or tablet. Any applicants who do not have access to these items, should contact Human Resources for assistance.*



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Submitted Videos will be reviewed and scored by a team consisting of RAS and HR leadership who will score submissions against a rubric. High scores from this round will move forward to the District leadership Interview.

District Leadership Interview Process

Applicants who successfully pass the One-Way Video screening will be invited to participate in the live District Interview Process. The HR Executive Director and RAS will select a diverse team of individuals from ELI and TEA bargaining groups, Superintendent Leadership Team, School Certified Staff, Diversity & Equity staff to conduct the interviews. All interviews are proctored by a Sr. HR Program Coordinator.

- 1 - HR Executive Director/Director
- 1 - Diversity, Equity & Inclusion Director (Mexican American Student Services/Native American Student Services/African American Student Services, Asian Pacific American Student Services)
- 1 - Curriculum & Instruction Director (Multicultural Curriculum/Culturally Relevant Pedagogy & Instruction)
- 1 - ELI Representative
- 1 - TEA Representative
- 1 - HR Proctor
- Regional Assistant Superintendents

Interviews provide valuable information on each candidate - information beyond the basic answer to the asked questions. An in-person interview may show:

- The ability to connect with strangers (how easy is the candidate able to make connections with themselves to the school and the panel)
- Presence/self-confidence (how the candidates present themselves by making eye contact and using appropriate gestures)
- Credibility (how the candidate provides additional evidence to support items in a resume or an application)
- Interpersonal communication skills (the candidate uses complete sentences with correct grammar; the candidate answers the question completely)
- Ability to think under pressure (how the candidate forms answers to the questions in a logical, concise format; the candidate does not puff themselves up or appear to be self-important)
- How candidate thinks about issues (how the candidate addresses issues relating to teaching and learning).

At the end of the interview, if time permits, the candidate will be allowed time to ask questions and/or share any other relevant information.

Top scoring candidates from the District Leadership Interview will be selected to move forward to the School Council interview.

School Council

In preparation for the School Council interviews, HR meets with members of the School Council to review the Principal hiring process and provide required documents. At end of meeting, School Council members are assigned tasks including, but not limited to, developing panel composition, providing a list of desired



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Principal qualities, creating interview questions, and suggesting possible topics for School Community Forum presentation.

The HR Leadership team in collaboration with the RAS, will review the candidate interview scores and the desired Principal qualities to match candidates to sites.

School Councils will interview three candidates. The two top ranking candidates will move forward to School Community Forum.

School Community Forum

Candidates selected to move forward to the School Community Forum, will be required to share a 10-minute presentation on a topic chosen by a collaborative team made up of District Leadership and the School Council. Prior to attendance at the Forum, HR will conduct reference checks on the selected candidates to ensure they qualify for appointment if selected.

Candidates will be provided with presentation topics and parameters that could include budget, student demographics, student discipline, academic achievement, and/or mobility rates.

- *Presentations assess a candidate's ability to present information clearly and effectively. For example, a candidate can be provided with specific expectations and be asked to develop and/or provide a presentation of material such as a teaching exercise or professional development training for staff. All candidates will present on the same topic.*

At the end of the presentation, candidates will have 10-minutes to take audience questions on their presentation and 10-minutes to take audience questions on any other topics.

Forum attendees will be offered an opportunity to provide feedback on candidate presentations and Q&A's.

Superintendent Final Interview

After forum, the two candidates and community feedback will be presented to the Superintendent for final selection.

Board Recommendation

Executive Director of Human Resources (or designee) will gather all interview materials, be responsible for safekeeping of the hiring packets, and compile the necessary documentation for presentation to the Governing Board for approval of the Administrative Appointment.

Principal Hiring Process Flow

