



School Governance Councils

Principal Interview Guidelines

The following guidelines align with the belief of the Hartford Board of Education (HBOE), as stated in HBOE Policy No. 1211 that, “the success of the school and the students it serves is the shared responsibility of the school staff, parents or legal guardians, and community members.”

Consistent with that policy, the School Governance Council will participate in the process for the hiring of the school principal “**by conducting interviews of candidates and reporting on such interviews to the Superintendent of Schools**” and completing the Office of Talent Management (OTM) form stating the Council’s recommendation/s and comments.

Conflict of Interest:

School Governance Council (SGC) members who believe they may have a conflict of interest with respect to the principal interview process are obligated to fully disclose the nature of the conflict prior to participating in the principal interview process. Conflicts of interest can include but are not limited to:

- interest in applying for the position
- relation to a potential candidate
- possibility of serving in more than one capacity on the SGC

The Chief of Schools, the Office of Talent Management, and the Office of Outreach, Community Partnership, and Family Engagement will evaluate and assess the conflict and, within 48 hours, decide on how to proceed prior to the SGC interview.

Principal Interview Process and Requirements for School Governance Councils:

At the sole discretion of the Superintendent of Schools, and in consultation with the School Governance Council, the Superintendent may recommend the appointment of an acting principal to the Board of Education for consideration of placement as principal.

Consultation will include an interview of the acting principal by the SGC. OTM will provide the SGC with the four (4) interview questions, including two (2) developed by the SGC, and a rubric {a rating scale of one (1) to four (4)} to be used during the interview. The interview will be facilitated by the Executive Director of School Leadership, an OTM representative, and the SGC Parent/Legal Guardian Chair. Each member of the SGC scores the acting principal’s answers to the questions, and the scores are recorded and tallied by a representative from OTM at the end of the interview.

The School Governance Council and the advisory board representative (if applicable) provides areas of strength and growth of the acting principal, as well as recommendations. This information will be recorded by an OTM representative. The Council’s scores, feedback, and recommendations will be forwarded to the Superintendent. The Superintendent of Schools and/or the Deputy Superintendent will review the information and determine whether the acting principal will be recommended to the Board of Education. **The Superintendent has the final decision to recommend a candidate for consideration to the Board of Education (BoE).**

Principal Interview Process & Timeline

Once a principal vacancy is known, the Office of Talent Management (OTM), in collaboration with the Chief of Schools and the Executive Director of School Leadership, will immediately implement the Principal Interview Process to fill the vacancy. The hiring timeline will include posting of the position, screening of applications at Central Office, date for SGC interview training (if necessary), and SGC date for interviewing.

If a principal vacancy occurs without adequate time to complete the selection process, the Superintendent will appoint an acting or interim principal. At the time of the appointment, the SGC will be notified regarding the reason for the delay and the anticipated length of the temporary appointment.

Nondiscrimination Policy

The conditions or privileges of employment in the school district, including the wages, hours, terms and benefits, shall be applied without regard to race, color, religious creed, national origin, ancestry, age, sex, sexual orientation, gender identity or expression, genetic information, disability, marital status, present or past history of mental disorder, intellectual disability, learning disability or physical disability, or abilities unrelated to the performance of the duties of the position. The board of education seeks to extend the advantages of public education with full equality of educational opportunity to all students and personnel. The board, any employee, or any other person may not aid or compel the performance of an unfair labor practice as defined by law.

The board will not make employment decisions related to hiring, assignment, compensation, promotion, demotion, disciplinary action and terminations on the basis of race, color, religion, age, sex, marital status, sexual orientation, gender identity or expression, national origin, ancestry, disability or genetic information, except in the case of a bona fide occupational qualification.

School Governance Council Interview Training

Prior to participation on the principal interview team, each member of the team must attend a training on the principal interview process. Only SGC members who have participated in this training will be qualified to serve on the interview team, either as primary or substitute members. The Office of Talent Management will provide the mandatory training to all SGCs each fall and spring. Should there be an SGC member who was not a member at the time of those trainings, OTM will provide training to those individuals within twelve (12) days of the posted principal vacancy.

In the event that the current principal is not a candidate for the position, he or she may participate in the principal interview process training. The degree of continued participation in the remainder of the interview process is at the discretion of the SGC, as evidenced by consensus or a two-thirds majority vote. *

***Definition of Consensus**

For the purpose of the principal interview process, consensus means that every member of the Council can support the group's recommended decision, even if the decision is not each member's first choice.

***Lack of Consensus**

If the group is unable to reach consensus, two-thirds majority vote of the present voting members will prevail with the vote recorded. Voting is recommended to be by secret ballot.

School Governance Council Guidelines

Within five (5) days of the posted school-specific principal vacancy, an OTM representative will contact the SGC's Parent/Legal Guardian Chair to provide three (3) possible interview dates for the SGC to host principal candidate interviews. The SGC Parent/Legal Guardian Chair will have five (5) days to confer with the SGC members and confirm the interview date with the OTM representative. The SGC Parent/Legal Guardian Chair will also survey the SGC members to determine and develop two (2) interview questions (specific to the context of the school) to ask of

candidates on the day of the interviews. The SGC's interview questions and rubric must be prepared prior to the date of the interviews.

If the school has a professional advisory board, and a member of that board is not an SGC member, a representative from the advisory board will be invited to attend the SGC interviews in an advisory role.

Process Guidelines

1. The Executive Director of School Leadership, Office of Talent Management designee, and SGC Parent/Legal Guardian Chair will facilitate the principal interview. Each candidate will be allowed 30-minutes to interview with the SGC interview committee.
2. Only individuals who have participated in the SGC interview process training will be able to serve on the interview committee.

Principal Interview Process

1. OTM will provide the SGC with the four (4) interview questions, including the two (2) developed by the SGC, and a rubric {a rating scale of one (1) to four (4)} to be used during the interview.
2. The interviews of all prescreened candidates are facilitated by the Executive Director of School Leadership, an OTM representative, and the SGC Parent/Legal Guardian Chair. Before the interviews begin, the representative from OTM has each member of the SGC interview team sign the confidentiality agreement, then, provides a brief overview of each candidate's background and reviews the four (4) interview questions and scoring rubric.
3. During the interviews, each member of the SGC scores each candidate; the scores are recorded and tallied by a representative from OTM at the end of each candidate's interview.
4. After the interviews have concluded and the scores are tallied, the School Governance Council and the advisory board representative (if applicable) provide areas of strength and growth for each candidate, as well as recommendations. This information will be recorded by an OTM representative. As a reference point, the SGC will also be provided the candidates' interview scores from the central office screening interview panel.
5. At this point, the Council's scores, feedback, and recommendations will be forwarded to the Superintendent. Included on this form is the signed commitment of all team members regarding the candidates who have been interviewed, the scores of each candidate, the areas of strength and growth for each candidate, and the SGC's recommendations.
6. The Superintendent of Schools and/or the Deputy Superintendent will review the information provided by the central office screening interview panel and School Governance Council and determine which candidates to interview or if further information is to be sought, i.e., site visit of candidates' current school/district. **The Superintendent has the final decision to recommend a candidate for consideration to the Board of Education (BoE).**

Communication Protocols and Guidelines

1. All communication regarding process and procedures must be initiated by OTM. Any questions regarding process/procedures will be directed to both the Parent/Legal Guardian Chair and OTM.
2. During the principal interview process, SGC sessions are considered executive level search committee meetings and, therefore, are not open to the public. Only matters related to the principal interview process may be discussed during these sessions.

3. All individuals involved in the principal interview process will sign an agreement to maintain confidentiality regarding the interview process and may not share information regarding interviews with anyone outside the SGC and OTM during or after the process of hiring the principal.
4. A violation of the confidentiality agreement will result in disqualification of a team member.

HPS Principal Interview Timeline

Step		Description	Timeline	v
1	Principal Vacancy is Known	The Office of Talent Management (OTM), in collaboration with the Chief of Schools and the Executive Director of School Leadership, will immediately implement the Principal Interview Process to fill the vacancy.	Day 1	
2	Post Vacancy	OTM will post the specific principal vacancy for 10 days.	Day 2 to Day 11	
3	Schedule SGC Interview & Training Date(s)	OTM representative will contact the SGC's Parent/Legal Guardian Chair to provide three (3) possible interview dates for the SGC to host principal candidate interviews.	Day 2 to Day 6	
		OTM representative will also schedule a training for the SGC member(s) who was not a member(s) at the time of the mandatory fall and spring trainings.		
		Within twelve (12) days of the posted principal vacancy, OTM representative will train SGC member(s) who was not a member(s) at the time of the mandatory fall and spring SGC trainings.	Day 2 to Day 12	
		The SGC Parent/Legal Guardian Chair will have five (5) days to confer with the SGC members and confirm the interview date with the OTM representative.	Day 5 to Day 10	
		The SGC Parent/Legal Guardian Chair will also survey the SGC members to determine and develop two (2) interview questions (specific to the context of the school) to ask of candidates on the day of the interviews. The SGC's interview questions and rubric must be prepared prior to the date of the interviews.		
4	Schedule & Host Central Office Screenings	A team of central office personnel including the Chief of Schools (or designee), the Chief Academic Officer (or designee), the Executive Director(s) of School Leadership (or designee), the Executive Director of Human Resources (or designee), the Senior Talent Recruiter, and other personnel as deemed appropriate will complete the candidate screening and interviews. Qualified candidates will be screened in the areas of Instructional Leadership, Talent Management, Organizational Systems, and Climate & Culture. Note: If the Office of Talent Management and the Chief of Schools determine that the pool of qualified candidates is limited in number or lacking in depth at any point in the process, the position will be reposted, thereby extending the hiring timeline to assure an adequate pool of high-quality candidates.	Day 12 to Day 20	

5	Superintendent's Review of Candidates	Profiles of candidates who successfully complete the screening process will be reviewed by the Superintendent and/or the Deputy Superintendent, prior to the recommendation to the SGC interview team. Up to five (5) candidates will be referred to the SGC for interview.	Day 21 to Day 24	
6	SGC Interviews	<p>Only individuals who have participated in the SGC interview process training will be able to serve on the interview committee. The Executive Director of School Leadership, or a designee, will serve as a voting member of the SGC interview team.</p> <p>If the school has a professional advisory board, and a member of that board is not an SGC member, a representative from the advisory board will be invited to attend the SGC interviews in an advisory role.</p> <p>The interview packet, including OTM's two (2) interview questions, SGC's two (2) interview questions, scoring rubric {a rating scale of one (1) to four (4)}, and process requirements, including a confidentiality agreement, will be provided by OTM to the SGC on the date of the interview.</p> <p>Each candidate will be allowed 30-minutes to interview with the SGC interview committee. After the interviews have concluded and the scores are tallied, the Council provides areas of strength and growth for each candidate, as well as recommendations. This information will be recorded by an OTM representative.</p> <p>At this point, the Council's scores, feedback, and recommendations will be forwarded to the Superintendent.</p>	Day 25	
7	Superintendent's Review, Interview(s), & Recommendation to the BoE	The Superintendent of Schools and/or the Deputy Superintendent will review the information provided by the central office screening interview panel and School Governance Council and determine which candidates to interview or if further information is to be sought, i.e., site visit of candidates' current school/district. The Superintendent has the final decision to recommend a candidate for consideration to the Board of Education.	Day 26 to Day 30	
8	Board of Education	BoE considers the Superintendent's recommended candidate for appointment to principal position.	Next Scheduled Regular Board Meeting	