

CLAY COUNTY DISTRICT SCHOOLS  
SCREENING, SELECTION AND APPOINTMENT  
OF  
SCHOOL ADMINISTRATORS

SCREENING, SELECTION, AND APPOINTMENT  
OF  
SCHOOL ADMINISTRATORS

The current program for the selection of principals and assistant/vice principals is a uniform, standardized system that includes predetermined decision points. It begins with entry into our Human Resources Management Development [HRMD] Program for candidates and provides for exiting options at predetermined points. It is reinforced and supported by School Board Policy and formal Board approval of these procedures.

The mission statement for the Division of Human Resource states: “The Division of Human Resources is committed to the employment of a well-qualified work force, supported by competent, responsive professionals who are dedicated to the realization of the full potential of all employees.”

Except in unusual situations (see sections regarding Out-of District Applicants), individuals who become principals or assistant/vice principals in Clay County begin the selection process by gaining entry into the HRMD program. Successful completion of the application, screening and initial training requirements of our HRMD program constitute a major eligibility criterion for all Clay County school-based administrative positions. Those who are successful in this candidate preparation phase of our HRMD program constitute the pool from which new principals and assistant/vice principals are selected.

SCREENING OF SCHOOL ADMINISTRATORS  
CANDIDATE PREPARATION PROGRAM OF THE  
HUMAN RESOURCES MANAGEMENT DEVELOPMENT PROGRAM

Recruiting Human Resources Management Development Program Participants

The Director of Instructional Personnel Services serves as the HRMD Director for Clay County. The HRMD Director is responsible for organizing and implementing strategies designed to motivate interest and to identify potential in educational leadership among our certificated employees. Annual recruiting efforts include:

- a. Surveying administrators for names of teachers who display outstanding leadership skills and potential who may be interested in enrolling in an educational leadership program;
- b. Meeting with teacher leaders to describe the HRMD Program and the district's needs for administrators;
- c. Visiting district staff development workshops to describe the HRMD program, encourage participation and identify employees already interested in leadership;
- d. Inviting interested parties to HRMD Orientation sessions as they are scheduled for new participants.

Additionally, the HRMD Director makes personal contact with outstanding minority teachers to encourage their application to the program. Efforts are made to assure that Clay County can attract applicants that reflect the diversity of the school district. Minority applicants for HRMD screening are encouraged to apply and are provided an opportunity to meet individually with the HRMD Director to discuss administrative opportunities in Clay County.

Principals and district office administrators are encouraged to provide leadership training for interested teachers. This may include opportunities for on-site training, school improvement training, and recommendations for these teachers to attend relevant leadership training available to administrators at the district and state level. Interested teachers are considered when offering attendance at leadership training workshops conducted by the Crown Consortium and other educational forums.

Posting/advertising of HRMD Program Participation Opportunities

The opportunity for entering the first phase of our HRMD program is posted at least twice each year in September and February. HRMD Program entry announcements are posted throughout the district for a period of two weeks. The posting includes a brief description of the HRMD

Program, eligibility requirements for program participation, EEOC information and directions for completing the application for program entry. Postings are sent throughout the district to schools and other Clay district departments.

Eligibility for Acceptance into the Human Resources Management Development Program

In order to be accepted into the HRMD Program and its initial Candidate Preparation phase, applicants must meet the following eligibility criteria:

- a. Complete the Clay County Administrators on-line application and the HRMD application
- b. Hold or be eligible to receive a Masters or higher degree in Educational Leadership or are currently enrolled in the final semester of a state approved Educational Leadership Program
- c. Hold or be eligible to receive a valid Florida Educator's Certificate with coverage in Educational Leadership or School Principal and/or hold a valid Statement of Eligibility in Educational Leadership issued by the Florida Department of Education
- d. Submit a letter of recommendation from a current or recent principal/supervisor describing the applicant's potential for becoming a successful school administrator
- e. Passing the Florida Educational Leadership Examination (FELE) or scheduled to take at the next administration (if required)
- e. Completed Clinical Education Training (CET) or enrolled in the next scheduled administration
- f. Completed Principal Insight or other approved screening instrument
- g. Completed Clay Assessment System training (C.A.S.) or enrolled in the next scheduled training

Application for Acceptance into the Human Resources Management Development Program

Current Clay County employees whose personnel files include the results of fingerprinting, background checks, completed reference forms, and annual Clay Assessment System reports are required to submit the following to the HRMD Director in order to apply for HRMD program entry:

- a. Standard HRMD application form

- b. Copies of current transcripts and Florida Educator's Certificate

Out-of-district applicants (non-Clay County employees) applying to Clay's HRMD Program must meet all eligibility application requirements above. In addition, the application process for out-of-district applicants will require:

1. The completion of fingerprinting and background check prior to employment as an administrator;
2. Completion of a Clay County on-line application for employment including appropriate transcripts and references;
3. Letter of recommendation from current principal/supervisor to include contact information.

#### Screening for Entry into the Human Resources Management Development Program

- a. The Human Resources Division will screen all applications for completeness and to certify that credentials meet minimum state and district eligibility requirements.
- b. The Principal Insight (PI) interview or other approved screening instrument is administered to applicants certified by the Human Resources Division.

An applicant not employed by the Clay District School System may submit results of a PI previously administered to him/her in order to be exempt from re-administration of the screening instrument.

- c. The HRMD Director notifies all HRMD Program applicants of their selection or non-selection to enter the Candidate Preparation phase of the HRMD Program. All applicants are invited to meet with the HRMD Director to review the results of the screening and to take advantage of career counseling.
- d. Applicants who are not accepted into the HRMD Program based on their scores from Principal Insight or other approved screening instrument are also notified of their right to appeal these results and /or to reapply for administration of the instrument. The PI or other approved screening instrument will be administered once, after at least one year, to an otherwise eligible applicant.

#### Orientation to the Human Resources Management Development Program

The HRMD Director conducts an orientation meeting with applicants who have been accepted into the HRMD Program. The orientation provides new HRMD Program participants with

descriptions and information regarding the following:

- a. The Pre-Candidate Preparation program, its purpose and the training required to successfully complete this phase;
- b. Procedures and requirements that comprise the screening, interview, and applicant selection processes for assistant principal, vice principal, interim principal, and principal positions;
- c. Training and development activities required by the HRMD program;
- d. Certification requirements for Educational Leadership and School Principal.

### Human Resources Management Development Candidate Preparation Phase

Applicants accepted into the HRMD Candidate Preparation Phase are required to successfully complete the following training activities:

- a. Clay Assessment System Training
- b. Clinical Educator Training

Pre-Candidate Preparation Program participants are expected to successfully complete the program requirements within two years of program entry. Unless extenuating circumstances justify the candidate's failure to do so, the candidate who does not meet this two-year deadline will be notified on his/her removal from the list of active HRMD program participants and will be required to reapply and be accepted into the program in order to pursue a school administrative position with the School District of Clay County.

Educators who successfully complete the Pre-Candidate Preparation phase of the HRMD Program constitute the "pool" of candidates eligible to apply for assistant principal, vice principal or principal positions within Clay County. When a candidate successfully completes this phase of the program, he/she is notified of his/her status and of his/her eligibility to apply for subsequently-posted school-based administrative positions.

## SELECTION AND APPOINTMENT OF SCHOOL-BASED ADMINISTRATORS

### Postings/Advertisements

All assistant principal, vice principal, interim principal and principal vacancies are posted on-line by the Assistant Superintendent for Human Resources when authorized by the Superintendent. It is the applicant's responsibility to check the available administrative vacancies on-line.

Vacancy announcements include information regarding the available position, eligibility requirements for the position, application procedures, and EEOC assurances. Additionally, if the Superintendent believes that unique skills, experience, expertise and/or minority representation are needed for a position to be filled, the vacancy announcement may be distributed to other school districts, included in professional publications and advertised in selected newspapers.

### Eligibility Criteria for School-Based Administrative Positions

#### A. Assistant/Vice Principal

1. Successful completion of Clay's Pre-Candidate Preparation Program of the HRMD Program. A chart detailing the process of Assistant/Vice Principal selection is contained in this section's appendix.
2. An applicant who is Florida certified in school principal or is certified in educational leadership, has passed the screening instrument utilized in the Pre-Candidate Preparation Program and/or has completed another district's HRMD Program may apply for vacant principal positions. An applicant who has completed another Florida district's HRMD Principal Program must participate in Clinical Educator Training and the Clay Assessment System at the next available scheduled training. In the event training requirements listed above are not satisfactorily completed the Superintendent may choose not to recommend renewal of the administrator's contract.
3. Applicants must have documented three years of successful teaching experience

#### B. Principal

1. Successful completion of Clay's *HRMD Candidate Preparation Program* and School Principal certification is required. An applicant from another Florida school district may substitute evidence of successful completion of that district's HRMD Program for this requirement. An applicant outside of Clay County may also substitute three years of successful experience as a principal in a public school for this requirement. However, applicants must submit and on-line application passed the required approved screening instrument, and complete Clinical Educator Training and Clay Assessment System training at the next available opportunity. A chart detailing the process of Principal selection is listed in this section's appendix.
2. Florida certification in School Principal or Educational Leadership accompanied with verification of completion of another Florida district or another state's principal certification program.
3. A candidate who is level II certified as a school principal, has passed the screening instrument utilized in the candidate preparation phase and has completed another

district's HRMD Program may apply for a Principal, Vice Principal, or Assistant Principal position. If selected, the candidate must be trained in the Clay Assessment System and in Clinical Educator Training at the next available scheduled opportunity.

4. Documentation of three years of successful teaching experience
5. Documentation of a minimum two years of successful school-based administrative experience.

### C. Interim Principal

As a general rule, only individuals who meet the job description requirements for Principal may be appointed to the position of Principal. Clay County presently requires an individual selected as a Principal must have Florida certification in "School Principal" or have "Educational Leadership" certification with verification of having completed a district/state principal preparation program. The Principal also must have three years of successful teaching experience and a minimum of two years of successful school-based administrative experience.

However, the Superintendent in making a recommendation to fill a Principal vacancy may, under certain conditions, select an "interim Principal" for a school if the applicant being considered best meets the identified leadership needs for the specific school. The Superintendent may recommend an experienced out-of-state Principal or an experienced Florida certified Assistant/Vice Principal for a specific Principal vacancy if the applicant meets all other selection requirements without having Florida certification as school Principal.

After appointment the interim Principal must successfully meet the required district/state Principal performance standards and either successfully meet the required district/state Principal performance standards and either gain Florida certification as school Principal or complete the district's Principal training program within two years of his/her hire date unless due to extraordinary circumstances judged by the Superintendent.

### Applications for School-Based Administrative Positions

#### Clay County Employees

Current Clay County employees who meet the eligibility criteria outlined above are required to submit the following documentation to the HRMD Director in order to apply for a posted school-based administrative position:

1. Complete the on-line administrative application for the position which includes submitting the on-line Teacher Professional Reference form.



2. Copies of an updated resume, Florida Educator's Certificate, and transcripts if changes have occurred since admission into the HRMD Program.

#### Out-of-District Applicants

In addition to documents listed above, applicants not currently employed in Clay County must submit the following documents to the HRMD Director prior to being considered for placement into the Clay County HRMD pool:

1. A completed on-line Clay County Administrative Application for Employment which includes submitting the on-line Teacher Professional Reference form.
2. A letter of recommendation from the applicant's present or most recent supervisor.

#### Screening of Applicants for School-Based Administrative Positions

The Human Resources Division verifies the completeness of all application and credential compliance with eligibility requirements for the position. An applicant who is found immediately ineligible for the position, based on this review, will be notified in writing of his/her application's deficiencies.

#### Selection, Recommendation, and Appointment of School-Based Administrators

The administrator charged with the responsibility of selection gathers and summarizes data readily available on eligible applicants from the following sources:

- information provided from the on-line administrative application
- resume (if submitted)
- references
- letters of recommendation
- ratings and scores from an approved screening instrument

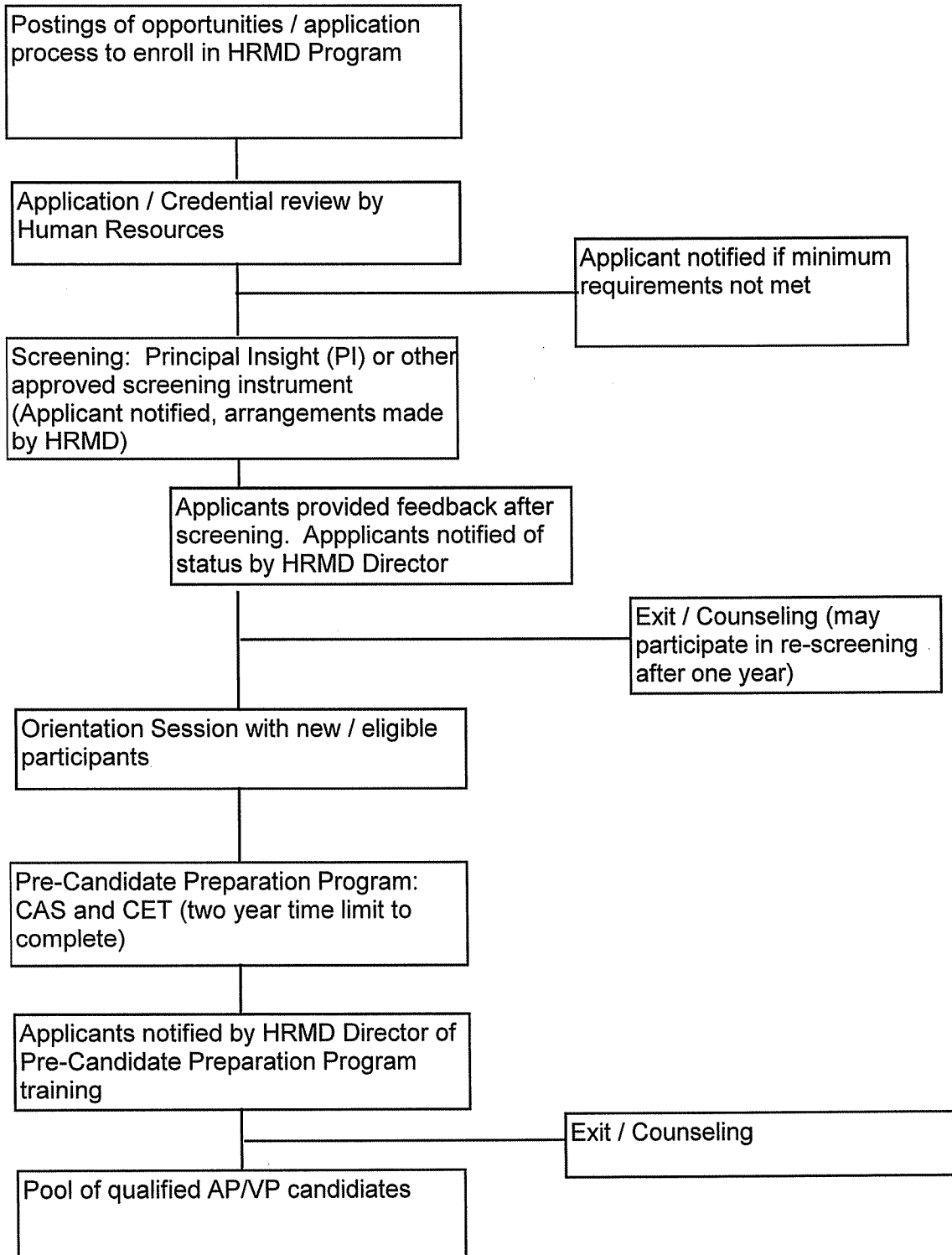
The Superintendent or Principal may choose to interview all candidates personally. The Superintendent may authorize the formation of a committee to interview applicants. If a school-based committee is formed, participants may include the school's staff, parents, current administrators, and the School Advisory Council members. Questions asked during the interview will be job-related and will reflect the Florida Leadership Standards and the specific needs of the school.

The Principal/Superintendent may screen the application materials submitted and select a smaller number of finalists to be interviewed. If this occurs, the Principal/Superintendent or designee shall notify all applicants whether or not they have been selected for a final interview for the position. The screening procedure is based on a standardized and fair review of the applicant's credentials, training, and experience and the match between these factors and the needs of the school.

Principals or other district administrators must submit the names of the final candidates in rank order to the Superintendent for his/her approval prior to offering the position to any applicant. The Superintendent makes the final selection from among the candidates and submits the selection to the School Board for approval and formal appointment. The Superintendent may, if, at any time, fill administrative vacancies through a lateral transfer from other administrative positions. The Superintendent will consider the diversity of the district/local school as one factor in the selection and appointment process for school-based administrators.

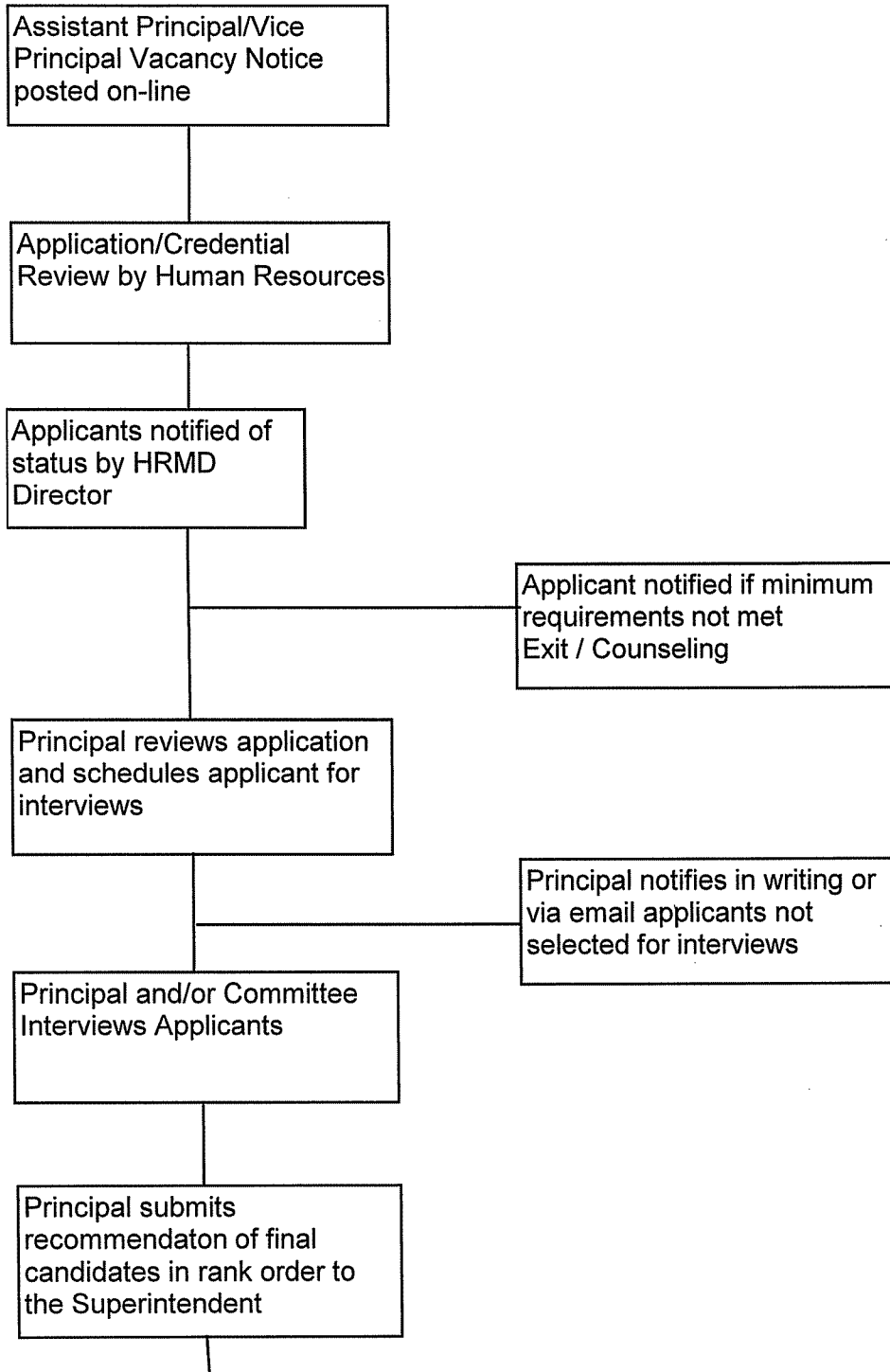
The Superintendent and/or Principal notifies all applicants not selected for the position. These applicants are advised of the opportunity to receive career counseling and professional development planning based on the information gathered during the HRMD participation and application process. They are also reminded of their rights to appeal screening results and to apply for re-screening.

SCREENING, SELECTION AND APPOINTMENT OF SCHOOL ADMINISTRATORS  
HRMD PRE-CANDIDATE PREPARATION PROGRAM  
(Aspiring AP's)



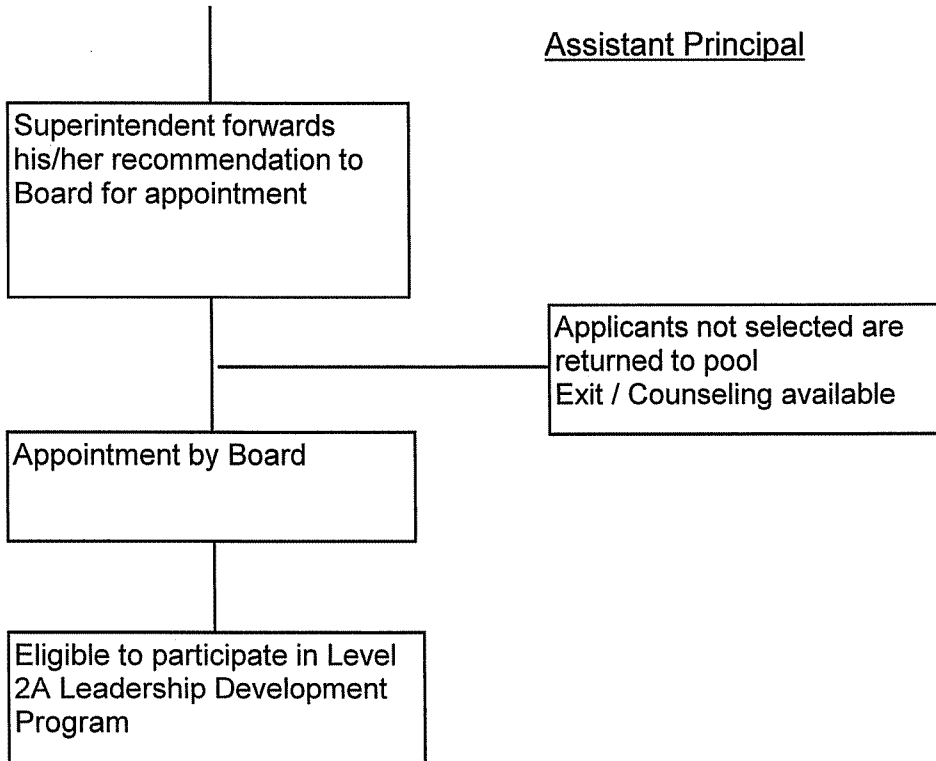
SELECTION OF CANDIDATES  
for

Assistant Principal



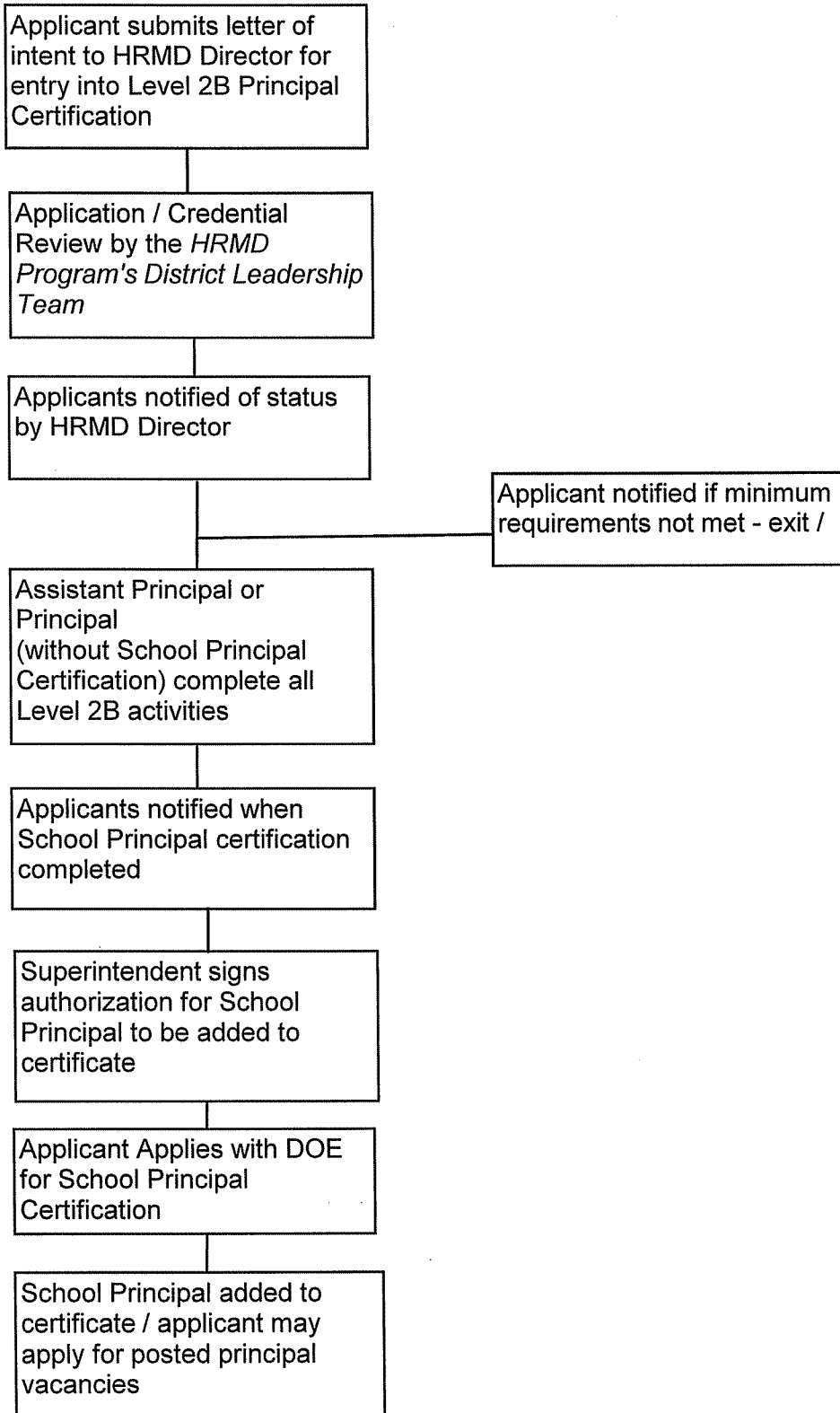
SELECTION OF CANDIDATES  
for

Assistant Principal



# SCHOOL PRINCIPAL CERTIFICATION

## Principal



SELECTION OF PRINCIPAL

Principal Vacancy Notice posted on-line

Application / Credential Review by Human Resources

Applicants notified

by Human Resources if minimum requirements not met - exit / counseling

Summarized data on applicants forwarded to Superintendent

Superintendent may require a committee interviews finalists. Results of interviews then forwarded to Superintendent

Superintendent interviews, selects, and recommends to Board

All Finalists notified of candidate selection by Superintendent

exit / counseling (return to pool)

Appointment by Board