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## Office of Human Capital: Principal Recruitment and Selection

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### **Key Highlights**

1. The application for DCPS principal and assistant principal positions launched on January 31, 2013. Internal (current DCPS staff) and external candidates will be assessed and screened rigorously resulting in new school leaders for the 2013/2014 school year.
2. Over 100 central office and school-based DCPS staff are participating in the Principal interview process before the Chancellor interviews the candidates.
3. Recruitment activities have yielded over 2,000 prospects, which are in a DCPS recruitment database.

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### **Recruitment Strategy**

DCPS leverages a multi-faceted strategy to attract applicants to the principal role. In many cases, that strategy is executed in coordination with teacher and central office recruitment efforts. Key recruitment activities fall under the following categories:

**Marketing and Advertising:** DCPS brands the school leader role by running advertising on numerous on-line sites including school administrator association web sites (NAESP and NASSP, for instance) and posting job vacancies on the DCPS career site and numerous other sites that school leaders across the country visit regularly. Additionally, in conjunction with an outside vendor DCPS recently launched a recruitment website, [www.JOINDCPUBLICSCHOOLS.com](http://www.JOINDCPUBLICSCHOOLS.com), which targets candidates for roles across the school district including principal and assistant principal roles. DCPS may engage in limited print advertising but the majority of advertising volume will be web- or email-based.

**Proactive Sourcing:** The PE team relies heavily on proactively reaching out to current school leaders nationwide to identify those interested in leading a DCPS school. These school leaders, or prospects, are identified based on school district, level of experience, and publicly available performance of schools they lead. Prospects are contacted in the hopes that they will either apply for a DCPS principal vacancy or refer a friend or colleague to do the same.

**Partnerships and Events:** DCPS will continue to form partnerships with organizations of educators (such as Teach For America) and school administrators to target messaging to the their membership. This activity includes accessing, and outreach to, those members interested in school leadership roles. Additionally, the PE team (largely in coordination with the Teacher Recruitment team) will host events for both current DCPS staff and non-DCPS staff to communicate and brand the DCPS principal role.

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### **Selection Strategy**

The PE team ensures that all candidates ultimately hired to become DCPS principals undergo a rigorous, competency-based assessment process. The selection criteria used in assessing principal candidates maps directly to the same leadership framework (LF) used in the performance evaluation of sitting DCPS principals. The PE team conducts regular reviews of selection process data to ensure that each criterion (with a particular emphasis on Instruction, Talent, and Personal Leadership qualities) are measured adequately and effectively. This process, while managed by the PE team, requires the direct

involvement (mostly as interviewers) of scores of central office and school-based staff, up to and including the Chancellor and numerous departmental Chiefs, as well as community and parent stakeholders.

### **Competencies Assessed**

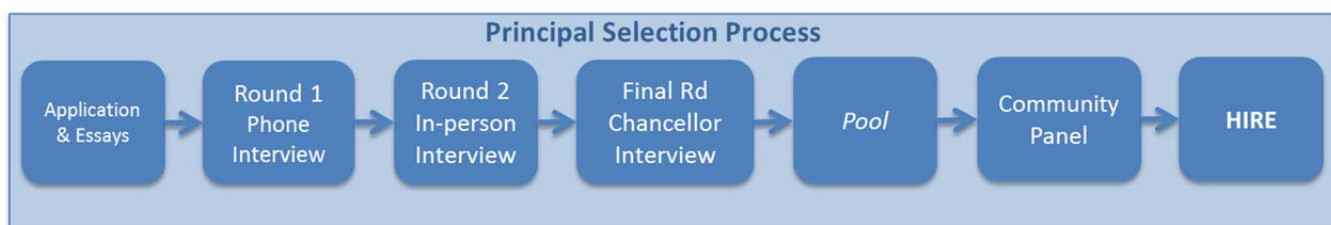
During the Principal recruitment and selection process, candidates are assessed on the following competencies as organized by the principal leadership framework categories (asterisk, “\*”, indicates a key area of focus in the selection process):

1. **Instruction \***- Leadership Vision, Instructional Expertise
2. **Talent \***- People Management, Shared Leadership
3. **Personal Leadership \***- Strategic Problem-Solving, Persistence & Resilience, Personal Development
4. **School Culture** - Student Achievement Focus
5. **Operations** - Systems & Resource Management
6. **Family & Community Engagement** - Family & Community Engagement

### **Selection Process**

The selection of principals is a rigorous, multi-phased process through which candidates are given numerous opportunities through a variety of activities to demonstrate the selection criteria. The process begins with the launch of the application and culminates with the recommendation of a community panel and ultimate appointment into a school by the Chancellor. Candidates are attracted to apply to this process via the recruitment strategies detailed in the previous section.

### **Process Map:**



### **Process Detail (by step):**

1. **Application & Essays:** All candidates apply by submitting an **Application and Essays** on-line. Through questions and essays, the online application assesses the following competencies: Student Achievement Focus, Instructional Expertise, Strategic Problem Solving, Shared Leadership Skills, Persistence, and Personal Development.
2. **First Round: Phone Interview:** Candidates who advance beyond the online application are invited for a **Phone Interview**. In preparation for this interview, candidates will observe a teaching scenario video. Their responses to questions regarding both about this video and the essays submitted with the application will form the basis of assessment in this interview. This interview measures



candidates’ capabilities against the following criteria: Instructional Expertise, Student Achievement Focus, People Management, and Personal Leadership.

3. **Second Round: In-Person Interview:** Candidates who advance beyond the phone interview are invited to DCPS for a series of **In-Person Interviews, including an interview with a current Instructional Superintendent**. This interview assesses all of the DCPS Principal Selection Competencies listed above through a combination of performance activities and behavioral interview questions.
4. **Final Round Chancellor Interview:** Candidates who advance beyond the in-person interview are invited to have an **interview with the Chancellor**. This interview also assesses all of the DCPS Principal Selection Competencies listed above.
5. **Pool:** Candidates who successfully advance beyond the Chancellor interview are placed in the principal pool. Candidates are not assessed as members of the pool; however, they are eligible to be assessed via the final step in the process: the **community panel** (*see next step*).
6. **Community Panel:** Based on the recommendations of the Chancellor, candidates may become eligible to participate in **Community Panel interviews** at schools with Principal vacancies. The Chancellor’s Office and the Office of the Chief Academic Officer determine which candidates are assigned to “panel” with particular schools. Community Panels include school community members, parents, faculty, staff, and students of schools with vacancies. After the panel, the school will make a recommendation to the Chancellor who is the sole hiring authority for DCPS Principals.

**Expected Numbers – 2013 Spring Selection Season**

The following table indicates the anticipated candidate volume reaching each stage of the selection process:

| Phase of Selection                | #   |
|-----------------------------------|-----|
| Online Application                | 300 |
| Round 1: Phone Interview          | 117 |
| Round 2: In-Person Interview      | 39  |
| Final Round: Chancellor Interview | 26  |

**Timeline of Key Milestones – 2013 Spring Selection Season**

