THE C-30 PROCESS IMPLEMENTATION GUIDE:

MAKING PRINCIPAL AND ASSISTANT PRINCIPAL SELECTION EASY

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__**About Appendices:**__ The appendices to this guide (forms, materials) are grouped together to be as useful as possible. Forms that we suggest completing electronically are available as Microsoft Excel Documents. The other resources are combined into Adobe PDF documents. Text from the PDF documents can be copied into Microsoft Word and edited if needed. These documents and this guide can be downloaded via **Supervisory Hiring Resources and Tools** web page at

http://schools.nyc.gov/Offices/DHR/Employees/PrincipalsApsSupervisory/SupervisoryHiring.htm

Introduction

The leadership that principals and assistant principals provide is critical to the success of our schools, teachers and students. Therefore, ensuring that all of New York City's public schools are led by high-quality principals and assistant principals is one of the most important tasks facing us.

This guide provides step-by-step instructions for hiring managers (Community School District and High School Superintendents for principal vacancies and principals for assistant principal vacancies) in conducting the selection process. In addition, designated HR staff in each ISC are prepared to help you.

Chancellor's Regulation C-30 governs the process for the selection, assignment and appointment of principals and assistant principals. In addition to making sure the best person possible is selected for a vacancy, the Regulation also ensures that the supervisory selection process meets the requirements set by New York State law and is equitable and based on principles of merit. Our shared task is to ensure that the C-30 process is completed quickly, correctly and fairly and, most importantly, that the best person is chosen for the position.

We hope you find this information helpful and wish you the best in finding an excellent candidate to fill your supervisory vacancy.

Section One: What is the C-30 Process?

Introduction to the C-30 Regulation

Chancellor's Regulation C-30 governs the selection, assignment and appointment of principals and assistant principals. It is intended to ensure that the supervisory selection process meets the requirements set by New York State law, is equitable and based on principles of merit and qualification, and make sure the best person is selected for the position. See Toolkit A.1 for the C-30 Regulation in its entirety.

The Hiring Manager (Community School District and High School Superintendent for principal vacancies and principal for assistant principal vacancies) is responsible for ensuring that the C-30 process is completed properly, fairly and on time.

The C-30 process is conducted whenever there is a principal or assistant principal vacancy. For the purposes of the Regulation, a vacancy is defined as "a newly created position or an existing position that has been vacated due to transfer, resignation, retirement, terminal leave, promotion, termination, or death of the incumbent." The entire C-30 process should be completed within 90 days of the vacancy posting date.

The C-30 Regulation does not pertain to the filling of vacancies pursuant to lawful excessing and reversion procedures which are governed by provisions of state law and union contract, or to transfers by Community Superintendents or the Chancellor.

The C-30 process is comprised of multiple steps:

1 **Posting the vacancy.** The vacancy will appear on the NYC Department of Education website for at least 15 days. During that time, candidates apply for the position via the online application and vacancy management system, OpenHire.

2 **Formation of the Level I Committee**. The Level I Committee is comprised of members of the school community, including parents and representatives of the United Federation of Teachers (UFT), the Council of School Supervisors and Administrators (CSA) and District Council 37 (DC 37). A member of the School Support Organization (SSO) and a Representative from the partnership organization (new partnership schools only) also participate. The SSO member will chair the Committee, except in the case of Partnership Support Organizations (PSOs). In those instances, the Talent Office or DHR provides a chair.

3 **The receipt and review of applications.** The Hiring Manager reviews applications of eligible applicants via the online vacancy management system, OpenHire, and chooses 3-5 candidates to be interviewed by the Level I Committee.

4 **Level I Interviews.** Level I Committee members are provided with an orientation on the C-30 process and conduct group interviews of the candidates.

5 **Level II Interviews.** The Hiring Manager considers the recommendations of the Level I Committee and then conducts one-on-one Level II interviews. The Hiring Manager is responsible for making the selection of a final candidate.

6 **Appointment.** The necessary appointment forms are completed and filed with designated Human Resources staff.

C-30 Process: Roles and Responsibilities

There are many people involved in implementing the C-30 process who work together to ensure its success.

Hiring Manager (Community School District and High School Superintendent for principal positions and principal for assistant principal positions)

- Notifies HR staff of anticipated vacancies;
- Forms the Level I Committee (with assistance from school or HR staff as needed);
- Sets the date for the Level I orientation and interviews;
- Reviews applications and chooses candidates for Level I interviews, via OpenHire;
- Serves as chairperson of the Level I Committee for assistant principal positions (a designee may also be used in certain circumstances);
- Reviews recommendations of the Level I Committee;
- Chooses candidates for Level II interviews, via OpenHire;
- Conducts Level II interviews;
- Makes a hiring decision, via OpenHire; and
- Signs the appointment paperwork.

Talent Office

- Posts vacancies online via OpenHire;
- Checks eligibility of candidates and reviews applications for principal positions to ensure applicants meet the criteria established by the Chancellor;
- Provides technical assistance on the C-30 process; and
- Finalizes appointments.

Human Resources' Designated Staff at the ISC

- Enters all vacancies in OpenHire and forwards them to the Talent Office for posting;
- Forwards applications of eligible candidates to Hiring Managers via OpenHire;
- Assists Hiring Managers with committee or interview logistics as requested (committee participation, candidate invitations, space, scheduling, etc.);
- Ensures that the Office of Special Investigations conducts a background check on all candidates recommended for selection;
- Processes and files all paperwork necessary for the appointment; and
- Ensures that the C-30 process is completed in 90 days and that other timeframes outlined in the C-30 regulation are followed.

Level I Committee Members *(Parents, UFT Representatives, CSA Representative, DC-37 Representative, SSO Representative, Representative from partnership organization (new partnership schools only))*

- Attend Level I interviews and make recommendations to Hiring Manager based upon the interviews.

Steps of the C-30 Process

The C-30 Process Implementation Guide: Making Principal and Assistant Principal Selection Easy provides Hiring Managers with step-by-step instructions for completing this process in accordance with the C-30 Regulation.

Below are the steps of the C-30 process. They have been detailed in 15 day increments to provide a manageable timeline for Hiring Managers to ensure that the C-30 process is completed in the mandated 90 days.

Steps	Time Limits
Notice of vacancy from Region to DHR	
Posting of vacancy by DHR	
Level I Committee is formed (consisting of a non-voting Chairperson, CSA, UFT (2), DC 37, SSO, new partnership organization (if applicable) and 4-7 Parents)	
Applications submitted	15 day period
Applications screened for eligibility	15 day period
Applications given to Hiring Manager for preliminary review; Hiring Manager chooses 3-5 candidates for further evaluation	15 day period
Level I Interviews scheduled and candidates invited	15 day period
Level I Orientation & Interviews	
Level II Interviews scheduled and candidates invited	15 day period
Hiring Manager conducts Level II Interviews and makes hiring decision	
Formal appointment (appointment paperwork is submitted to DHR)	15 day period

C-30 Process: Sample Timeline

Supervisory vacancies will typically be posted twice a month. The timeline below uses September 1st as a sample posting date. *See Toolkit A.2 for the 2007-2008 Vacancy Posting Calendar.*

Prior to September 1

- Hiring Managers notify their designated HR contact of anticipated vacancies in their schools or networks by mid-August
- Designated HR staff enter vacancy requisitions via the online application and vacancy management system, OpenHire, to post on the DOE website.

September 1- September 15

- Hiring Managers begin to form the Level I Committee (with assistance from school or Human Resources support staff as needed).
- Jobs are posted and applicants apply for jobs via the DOE website, http://schools.nyc.gov/Offices/DHR/CareerOpportunities/.

September 15

- Positions are removed from the website.

September 15- September 30

- Applicants are checked by the Division of Human Resources against the eligibility pool to make sure they have the proper Certificate of Eligibility (COE) and state certification (SAS, SDA or SBL). Applicants who do not meet the eligibility criteria are marked as ineligible and are e-mailed notification along with directions on how to become eligible. The Talent Office reviews principal applicants to ensure they meet the criteria established by the Chancellor.

Candidates must have their state certificate and COE issued to be considered part of the eligible applicant pool. Persons issued a COE based on a letter from a college can be considered eligible for interviews; however, candidates must possess a valid SAS, SDA or SBL in order to be eligible for final selection. Additionally, candidates who wish to supervise subject areas (e.g. Assistant Principal- Supervision of English) must also have New York State teacher certification in that area.

For information on state certification, visit the *Careers in School Leadership* web page at http://schools.nyc.gov/offices/dhr/applicants/schoolleadership.htm

October 2

- Eligible applications are forwarded to Hiring Managers via OpenHire. An e-mail is generated to Hiring Managers with instructions on how to access the applications.

October 3- November 15

- Hiring Managers do the following:
  - Choose candidates for Level I interviews, via OpenHire;
  - Confirm that the Level I Committee members are able to serve (with assistance from school or HR support staff as needed);
  - Schedule Level I orientation and interviews (with assistance from school or HR support staff as needed);

- Complete Level I orientation and interviews;
- Choose candidates for Level II interviews, via OpenHire;
- Schedule and complete Level II interviews; and
- Make a hiring decision, via OpenHire.

- Designated HR staff does the following:
  - Update OpenHire to reflect the Hiring Manager's decisions; and
  - Generate thank you letters for non-selected candidates via OpenHire.

Hiring Managers may decide to re-canvass positions based on the number of applicants or the quality of the applicant pool. More information on this is included in Section Two of this guide.

November 15- December 1

- Hiring Manager extends a verbal offer to the selected candidate pending a final background check.
- The name of the selected candidate is forwarded to the Office of Special Investigations (OSI) for a final background check.
- Once the designated HR staff person confirms that OSI has checked the person's background, a selection letter is generated via OpenHire. This letter is sent to the Hiring Manager for his/her signature and is also shared with the candidate.
- Appointment paperwork is completed and filed with the Talent Office. The position is then considered filled.
- If no decision is made, the position is re-advertised to elicit a new pool of applicants and the process begins again.

Frequently Asked Questions

Question: I have conducted a C-30 process in the past. Are there changes to the Regulation or process I should know about?
Answer: Yes. Significant changes were made to the C-30 Regulation and the process in November 2003, February 2006 and September 2007. This guide outlines the current process and reflects any changes made during those three revisions. If you have done a C-30 before either of those dates, you should read the guide and Regulation carefully to ensure that you conduct the process properly.

Question: I am a Superintendent and I would like to conduct the C-30 for the assistant principal position at one of my schools. Can I do this?
Answer: No. Only a principal has the authority to appoint an assistant principal. However, under certain circumstances, such as a principal being on extended medical leave, a Superintendent may request a waiver from the Talent Office to conduct the C-30 process for the absent principal.

Question: An appointed principal from another school has been moved to a school within my district. Do I need to conduct a C-30?
Answer: Yes. Unless the supervisor was moved due to an excess situation or an intra-district transfer under the CSA contract, appointed principals and assistant principals must go through a C-30 at their new school placements.

Section Two: What Do I Do When I Have a Vacancy?

What is a Vacancy?

A vacancy is defined as a position that is newly created or that is unfilled because of the transfer, resignation, retirement, promotion, termination or death of the incumbent. Vacancies must be advertised as they occur regardless of whether the position is temporarily filled by an interim acting supervisor.

Posting a Vacancy

The Talent Office posts all supervisory vacancies on the Department of Education's Career Opportunities website: http://schools.nyc.gov/Offices/DHR/CareerOpportunities/.

To enable potential candidates to learn of vacancies and have reasonable time to submit applications, vacancies are generally posted twice a month. Every posting has a minimum filing period of fifteen (15) calendar days and vacancies are posted on the first and sixteenth of every month (or the following workday if the first or sixteenth falls on a non-workday).

It is the responsibility of the Hiring Manager to anticipate vacancies and notify their designated HR contact at the ISC when a vacancy occurs. For assistant principal vacancies, interim acting principals **must** request that a vacancy be advertised as it occurs. However, the C-30 process must be completed for the principal position before the C-30 process can begin for the assistant principal position.

Designated HR staff members create and submit requisitions via OpenHire to be approved and posted on the Career Opportunities site. All requisitions for a given circular must be submitted at least one week before the circular's posting date. Therefore, posting requests must be received by the designated HR contact from Hiring Managers **at least two weeks prior** to the posting date.

Hiring Managers should check with their designated HR contact person to determine what format posting requests should be submitted. At the least, HR will need to know the following:

- School Name and Number;
- District;
- License that is being advertised (e.g. Assistant Principal- Supervision of Mathematics);
- Type of posting (e.g. new posting, re-canvass or re-advertisement);
- Reason for vacancy (e.g. new position, retirement/resignation, etc.);
- Name of prior incumbent;
- Name of interim acting assignee (if applicable); and
- Interim acting assignee's effective date (if applicable).

While the C-30 process must be fair and equitable, the intent of the C-30 Regulation is to ensure that a rigorous process is used to select the best candidate available. Hiring Managers should feel free to encourage **all** possible candidates to obtain supervisory certification and apply for positions.

Assigning an Interim Acting

Whenever possible, Hiring Managers should anticipate, post, and complete the selection process before the vacancy actually occurs. If this is not possible, an interim acting supervisor may be assigned temporarily by the Superintendent for principal positions or by the principal for assistant principal positions. The process used to place a supervisor in an interim acting assignment is not to be used to substitute for the interview and selection process outlined in the C-30 Regulation. Hiring Managers should consider all qualified applicants for the position and engage in a genuine search to find the most qualified person. In many instances the Chancellor must approve the assignment of Interim Acting Principals. Please check with the Talent Office to ascertain the appropriate procedures for assignment of Interim Acting Principals.

Interim acting supervisors must possess the appropriate state certification and meet any experience requirements for the position. Hiring Managers must notify their designated HR contact of all interim acting assignments prior to the commencement of service. A Commencement of Interim Acting Service Form, signed by the employee and the Hiring Manager must be signed **prior** to the start date and submitted to DHR. See Toolkit B.1 for the Commencement of Interim Acting Service Form.

Re-posting a Vacancy

There are a few circumstances that may require re-posting a vacancy.

Insufficient Number of Applicants: Re-canvass
If a Hiring Manager is unsatisfied with the pool of applicants, he/she may request to have the position re-canvassed to elicit additional applications. When the C-30 process is conducted, **all** applicants who applied when the position was originally posted and when it was re-posted will be considered.

No Candidate Selected: Re-advertisement If no candidate is selected at the completion of the C-30 process, the position must be **re-advertised** on the next available posting date and the C-30 process must be conducted again. **No** applicants who previously applied can be considered. If there was an interim acting supervisor serving in the position, he/she must be immediately reverted to their last appointed license.

Withdrawing a Vacancy

The Division of Human Resources can withdraw a posted vacancy under two circumstances.

There was an error in the vacancy posting.
If a vacancy was accidentally posted for the wrong school location or under the wrong license area, the vacancy must be withdrawn. Candidates who applied for the position will be notified of the withdrawal via OpenHire.

The position is being eliminated.
Occasionally, a Hiring Manager may decide to eliminate an already advertised position from a school's budget. In this circumstance, the position cannot be advertised again for one calendar year and if there was an interim acting supervisor serving in that position, he/she must be immediately reverted to their last appointed license. Candidates who applied for the position will be notified of the withdrawal via OpenHire.

Frequently Asked Questions

Question: How many applications should I expect to receive for a posted vacancy?

Answer: The number of applications for each position varies by district and license area. Elementary, JHS, and high school assistant principal positions can attract anywhere from 15 to 50 applications. Principal positions, and those in the supervision of subject areas, will attract fewer candidates. Three to five applicants are needed to conduct interviews.

Question: I would like to postpone advertising a position and conducting a C-30 at my school to give the interim acting candidate a chance to get used to the school. Can I do this?

Answer: <u>No.</u> Unless an interim acting is filling in for someone on leave, or another rare circumstance approved by the Talent Office, the vacancy must be posted. There is no provision in the C-30 Regulation to delay the C-30 process.

Question: I conducted the C-30 process and I want hire a candidate who is not the interim acting employee. Is that okay?

Answer: <u>Yes.</u> The interim acting candidate does not have any claim to the position and should not be given any preference over other qualified candidates. Hiring Managers who are not selecting the interim acting candidate are strongly encouraged to inform that candidate that they are not being selected before they receive the official rejection notification.

Section Three: How Do I Set Up the Level I Committee?

Overview

The Level I Committee is a representative group from the school community. The Level I Committee should be formed as soon as the vacancy is posted. The Level I Committee should be ready for orientation and interviews fifteen days after the posting's closing date.

The Level I Committee membership is selected by the School Leadership Team and should have the following members:

- Chairperson

  The Chair should generally be the principal for assistant principal positions. For principal positions the Chair should be the Network Leader or other representative from the SSO, except in the case of PSOs in which case the Talent Office or DHR will provide the Chair.

- One SSO representative

- One supervisor (CSA) from the school or region

  The CSA must be consulted to appoint a designee for the Level I Committee. Anita Gomez-Palacio, Executive Director, CSA (anita@csa-nyc.org), is responsible for assigning ***all*** *CSA reps for Level I Committees. Interim acting supervisors are not eligible for the committee unless they were previously appointed as a supervisor.*

- Two UFT members

  UFT members should come from the School Leadership Team. If they are unavailable, the UFT Chapter Leader must be consulted for alternate delegates. Occasional substitutes are ineligible to serve.

- One DC 37, Local 372

  Parent Coordinators cannot serve on the Level I Committee.

- Four to seven parents

  Parents should come from the School Leadership Team. If they are not available, officers of the Parent Association can serve. If there is still insufficient parent representation, the Hiring Manager can authorize contacting other parents, or authorize waiving the minimum number of parents required. Parents who are employees of the school are ineligible to serve.

- One to two students, high schools only

  Students must be on the School Leadership Team and in good standing.

- Representative from partnership organization; new partnership schools only

All members of the committee must have satisfactory ratings for at least three prior years and not be the subject of an investigation by the Office of Special Investigations or any other agency.

Setting Up the Level I Committee: Step-by-Step

Coordinating everyone's time to allow the Level I Committee to convene for orientation and interviews is a challenge. The following step-by-step procedures should help Hiring Managers accomplish this goal quickly. If needed, designated HR staff or school based support staff can offer assistance in setting up the Level I Committee.

1. **Review Chancellor's Regulation C-30 regarding the make-up of the Level I Committee.**
   The requirements of the committee's composition are outlined in this section's overview. However, it is a good idea to read the Regulation to get a full understanding of the process. See Toolkit A.1 for the C-30 Regulation.

2. **Set a date for the Level I Committee orientation and interviews.**
   Hiring Managers set the date for the interviews, but must provide reasonable notice (7-10 days) for the committee members. It is recommended that Level I orientation and interviews be scheduled concurrently. Scheduling the Level I orientation and interviews when the School Leadership Team regularly meets will also help ensure the availability of the committee members.

3. **Contact the chairperson of the School Leadership Team.**
   Most representatives of the Level I Committee come from the School Leadership Team. Get all of the contact information for the members likely to serve on the committee to confirm their availability to serve.

4. **Contact the members of the School Leadership Team to confirm their interest and availability.**
   Make sure to track their confirmations.

5. **Contact the CSA to get a designee.**
   The CSA representative is designated by Anita Gomez-Palacio, Executive Director. Ms. Gomez-Palacio can be reached via email at anita@csa-nyc.org. If there is a CSA member from the school that is on the School Leadership Team and would like to serve on the committee, the name should be suggested for approval.

6. **If a DC 37 member is not available from the School Leadership Team, contact the DC 37 District Representative to find a DC 37 member.**
   If the DC 37 Representative does not respond in a timely manner, the committee can move forward without their representation.

7. **Contact the Network Leader to obtain School Support Organization representation.**
   The Network Leader can serve as the designee, or choose an alternate representative from the SSO. For principal selection only, contact the Talent Office if the SSO is a PSO.

8. **If additional teachers or parents are needed, contact the school UFT Chapter Leader and Parents Association officers, respectively.**
   Contact the people in the school directly.

9. **If applicable, contact the representative from partnership organization (new partnership schools only).**

Once the Level I Committee is formed, the Level I Committee Form is forwarded to the designated HR contact. *See Toolkit C.1 for the Level I Form.*

Frequently Asked Questions

Question: What if someone drops out of the Level I Committee after the selection process has begun?
Answer: Per the C-30 Regulation, no alternate committee members are authorized to serve once the selection process has begun. No substitution of representatives is permitted. The existing committee can continue the selection process.

Question: What if a committee member is unable to attend Level I interviews?
Answer: The committee must proceed as scheduled provided that reasonable notice was given to all committee members of the date and time.

Question: What is reasonable notice?
Answer: Reasonable notice is 7-10 days.

Question: What if the School Leadership Team has not been formed at the time of the vacancy?
Answer: Even if the School Leadership Team has not yet been established when the vacancy occurs, the process must proceed within the timeline set forth in the C-30 Regulation. Level I Committee participants can be found by contacting each of the constituencies through their representative organizations (e.g. contact the PTA to find parents, contact the UFT to find teachers, contact the CSA to find a supervisor and contact DC 37 to find a support-staff person).

Question: Can Level I interviews be conducted over the summer?
Answer: Yes. If the Level I Committee members are available, then the Level I interviews can occur during the summer.

Question: Are there any times when Level I interviews cannot be scheduled?
Answer: Yes. Level I interviews cannot be scheduled during school hours, at times of religious observance or on weekends.

Question: I have not been able to obtain the four to seven parents required for the Level I Committee. How can I request a waiver for this requirement?
Answer: The C-30 process cannot take place without parent representation. However, if the Hiring Manager would like to waive the minimum number of parents required, he/she should email his/her Human Resources designee. The Hiring Manager will need to state in writing that they consulted the School Leadership Team and the Parent's Association, as well as provide a copy of the communication sent to the general parent population of the school to solicit interest. The request will be forwarded to the Talent Office.

Section Four: How Do I Review Applications and Choose Candidates for Level I Interviews?

Overview

As of September 2005, applications for supervisory positions have been submitted, reviewed and tracked via an online system, OpenHire. Paper applications are not accepted. Hiring Managers will access, review and communicate hiring decisions for principal and assistant principal vacancies via OpenHire. Recording the C-30 stages directly in OpenHire ensures that all actions regarding a vacancy are tracked, reportable, and shared with the individuals who need access to the data. *See Toolkit D.1 for a copy of the application form as it appears in Open Hire.*

For detailed instructions on using OpenHire to review applications and select candidates for interviews and appointment, please see The OpenHire User's Manual: Hiring Manager Guide for the Selection of Principals and Assistant Principals. This Guide can be accessed via the Supervisory Hiring Resources and Tools page of the DHR website:
http://schools.nyc.gov/Offices/DHR/Employees/PrincipalsApsSupervisory/SupervisoryHiring.htm.

Section Five: How Do I Conduct a Level I Committee Orientation?

Overview

The Level I Committee orientation is a critical step in the C-30 process that should occur directly before the Level I interviews. The Level I Committee's chairperson must conduct a clear and concise orientation that spells out the role and responsibilities of the Level I Committee, so that all committee members understand what is expected of them.

The chairperson must ensure that materials are available for the Level I Committee members, including an agenda, necessary forms, and applications of the candidates. Human Resources and school-based support staff may be asked to assist with the organization of materials.

The orientation topics must include:

- Confidentiality of the process;
- Overview of the interview schedule;
- Proper interviewing techniques;
- Setting the interview questions; and
- Circulation of printed copies of the applications for each candidate invited to Level I interviews. **Applications can be printed from OpenHire.**
- For principal positions only, a copy of the DOE School Leadership Competencies. *See Toolkit E.8*

The forms that need to be collected are:

- Agreement of Confidentiality/Certification Form;
- Candidate's resumes and applications;
- Rating sheets; and
- Anything else Human Resources has requested.

Level I Committee Orientation Script

Toolkit E includes the materials needed to conduct Level I Committee orientations. The chairperson can choose to print the PDF and use the forms as designed, or copy and paste the text into Microsoft Word to customize as appropriate. The materials in Toolkit E include:

• *Level I Orientation Script*	*E.1*
• *Level I Orientation Materials List*	*E.2*
• *Sample Level 1 Orientation Agenda*	*E.3*
• *Expectations for Committee Members*	*E.4*
• *Agreement of Confidentiality/Certification Form*	*E.5*
• *Proper Interviewing Techniques*	*E.6*
• *Sample Questions*	*E.7*
• *DOE School Leadership Competencies (for principal positions)*	*E.8*
• *Interview Schedule Form*	*E.9*
• *Rating Sheet*	*E.10*
• *Composite Rating Sheet*	*E.11*

This script is also included in Toolkit E. Toolkit E can be found at [http://schools.nyc.gov/Offices/DHR/Employees/PrincipalsApsSupervisory/SupervisoryHiri ng.htm](http://schools.nyc.gov/Offices/DHR/Employees/PrincipalsApsSupervisory/SupervisoryHiring.htm). See Toolkit E.1.

I. Introductions *(5 minutes)*
   - Welcome the committee members and thank them for agreeing to participate in the C-30 process.
   - Have the committee members introduce themselves and state the role they fill on the committee.

II. The C-30 Process *(10 minutes)*
   - Briefly describe the C-30 process as the manner in which assistant principals and principals are appointed. This process is governed by the C-30 Regulation, which is a legally binding directive established to ensure that the selection process for principals and assistant principals is both rigorous and fair.
   - The C-30 process involves eight steps
     1) Vacancies are determined and positions are publicly advertised via the New York City Department of Education's website.
     2) Applicants apply for positions via an online application system.
     3) Candidates are screened for eligibility (e.g. possession of supervisory state certification and the appropriate certificate of eligibility). Principal applicants are reviewed to ensure they meet the qualifications established by the Chancellor.
     4) Hiring Managers (Superintendents for principal positions and principals for assistant principal positions) choose 3-5 candidates to invite to Level I

interviews.

5) Level I interviews are held and the Level I Committee members make recommendations.
6) The Hiring Manager conducts Level II interviews.
7) The Hiring Manager makes a decision on whom to hire.
8) Appointment paperwork is completed. Once this is completed, there is a highly qualified, appointed principal or assistant principal in place.

III. The Role of the Level 1 Committee (*5 minutes*)

See Toolkit E.4 for a copy of the handout.

- Hand out the Expectations for Committee Members handout.
- Go over the expectations for committee members to ensure that everyone understands the role of the Level I interviews in the hiring process: to provide input into the selection made by the Hiring Manager.
- Ask if there are any questions on the role of the Level I Committee and its members.

IV. Confidentiality of Process *(10 minutes)*

See Toolkit E.5 for a copy of the Confidentiality/Certification Form.

- It is of utmost importance that the sensitive information shared during the Level I interviews and orientation be kept 100% confidential.
- The following is what the C-30 Regulation states about the confidentiality of the process. **Please read the text below in its entirety to the Level I Committee members.**

Confidentiality of C-30 Process/Required Certification Forms
All matters concerning applicants, interviewing, selection of candidates, and the deliberations and recommendations of the Level I Committee are of a highly confidential nature. Information concerning applicants that was learned outside of the selection process shall not be revealed during the selection process. Information concerning applicants shall not be revealed except as may be required by law or regulation. All Level I Committee members must sign the Agreement of Confidentiality/Certification Form.

No one may serve on a Level I Committee if he/she is a close relative or member of the household of any applicant for the position. In addition, by executing the Agreement of Confidentiality/ Certification Form, each committee member affirms that he/she has reviewed the list of candidates, that there is no impediment to his/her serving on the committee in a fair and unbiased manner, and that to the best of his/her knowledge, he/she is not the subject of an investigation by OSI, SCI or any law enforcement or other agency.

- To help ensure the confidentiality of the Level I interviews, all committee members MUST sign the Agreement of Confidentiality/Certification Form, which is collected and sent back to the ISC. **Note: The chairperson must also sign an Agreement of Confidentiality/Certification Form.**

V. Proper Interviewing Techniques (*10 minutes)*
See Toolkit E.6 for a copy of the Proper Interviewing Techniques handout.

- Distribute the Proper Interviewing Techniques handout.
- It is important that committee members understand that there are many topics that cannot be covered in the interviews. Please read through Proper Interviewing Techniques with the entire Level I Committee.

VI. Setting Questions for the Interviews *(20-30 minutes)*
See Toolkit E.7 for sample interview questions.

- As part of the initial applicant review process, the Hiring Manager may have developed a list of preferred criteria for the position. If that is the case, the committee members should receive these criteria to review. The committee should understand that these criteria were previously set and cannot be changed.
- Distribute selection criteria (if applicable) and sample questions.
- After the committee has reviewed the criteria, the committee should then develop 4-5 interview questions that they will ask all candidates. Each question should be assigned a number so that they can be referenced on the rating sheets.
- The following is what the C-30 Regulation states about the development of interview questions and the actual interviews. **Please read the text below in its entirety to the Level I Committee members.**

> The committee must decide on specific subject areas to be covered during interviews and each candidate must be allowed the opportunity to speak to each subject area. It is suggested that 4 or 5 questions be the maximum number asked. Follow-up questions may be asked but they must relate to the responses given and not be leading questions that give hints about the appropriate answer to the question. The same amount of time must be allowed for each interview. Committee members should determine acceptable key answers at the time they set the questions.

Note: Hiring Managers can conduct this portion of the orientation by having a prepared list of interview questions for the committee to discuss, modify and approve.

VII. For principal positions only—Overview of the DOE School Leadership Competencies *(5 minutes) See toolkit E.8 for a copy of the Leadership Competencies.*

- Explain that these are the Leadership Competencies that the DOE expects of all principals.

VIII. Overview of Schedule and Candidates *(5 minutes)*
See Toolkit E.9 for the Interview Schedule Form.

- Hand out the interview schedule.
- The interviews will be 20 minutes each with 10 minutes between each interview

to discuss and rate the candidate.

- Each committee member should complete a rating sheet for each candidate. On the rating sheet, they should take notes of how the candidate answered each question and rate them on a scale of 1-4, provide overall comments and an overall rating for each candidate.

IX. Conclusion Review candidates' applications *(10-15 minutes)*
See Toolkit E.10 for a copy of the rating sheets.

- Circulate paper copies of the applications of the candidates being interviewed and distribute rating sheets.
- When handing out the candidates' applications please again stress that the applications are confidential and should not be spoken of outside of that Level I interview session.
- Ask the committee members if they have any additional questions.
- Thank the committee members again for playing such a valuable role in the C-30 process.

After the interviews, the Level I Committee will have an opportunity to discuss the candidates and the rating sheets. This is covered in Section Six of the Guide.

Section Six: How Does the Level I Committee Conduct Interviews?

Overview

The following are the major steps that occur as part of the Level I interview stage of the C-30 process:

Pre-Interview Day

- Review the interview schedule. Interviews should be scheduled 30 minutes apart; this provides 20 minutes for each interview and 10 minutes after each interview for the Level I Committee to complete the rating sheets and discuss the candidate.

Interview Day

- Conduct orientation for the committee members 90 minutes prior to the first interview;
- Interview the candidates;
- Have the Level I Committee members each complete a rating sheet for each candidate;
- Complete the Composite Rating Sheet; and
- Collect all forms that must be returned to Human Resources.

Interviewing by the Level I Committee: Step-by-Step

Committee Chairs should follow the steps below when conducting Level I interviews. HR and school-based support staff can offer assistance to Hiring Managers in setting up the Level I interviews as it is needed.

<u>Interview Logistics</u>

1. **Make arrangements for interviews with appropriate staff.**
   HR or school based staff can assist with this, but to conduct orientation and interviews, someone must:
   - Schedule and invite the candidates;
   - Arrange for space with the custodial staff;
   - Arrange for security for the extended use of the building; and
   - Arrange for someone to greet candidates (optional).

2. **Schedule Level I Committee orientation for the 90 minutes prior to the first interview.**
   Details on the specifics of orientation are included in Section Five of this Guide.

<u>Schedule Candidate Interviews</u>

3. **Schedule candidates for 20 minute interviews (see OpenHire User's Manual for specific instructions on selecting candidates for Level I interviews).**
   Chancellor's Regulation C-30 requires that candidates are given reasonable notification prior to their interview. Most candidates should be able to rearrange their schedule with proper notice. Indicate the interview times on the schedule

provided to the committee members. Most schools will find it helpful to schedule interviews every 30 minutes so that there are 10 minutes between candidates to discuss the interviews. Written confirmation should be sent to candidates via e-mail or by letter. Emails and letters can be sent by designated HR staff via Open Hire.

4. **Confirm the date and time of the Level I orientation and interviews with committee members.**
Inform committee members of the scheduled meeting by email, mail or phone.

Conduct Orientation for the Level I Committee

5. **Ensure materials are available for the interviews.**
The materials needed are outlined in Section Five of this Guide.

6. **Conduct the Level I Committee orientation.**
See Section Five of this Guide for an orientation script.

Interviewing the Candidates

7. **Interview the candidates.**
As noted in the C-30 Regulation, interviews must be the same amount of time for each candidate. A stopwatch should be used to keep time.

Completing Rating Sheets for Candidates

8. **Each Level I Committee member should complete a rating sheet for each candidate interviewed.**
Each Level I Committee member should complete a rating sheet for each candidate. On the rating sheet, they should take notes regarding how the candidate answered each question and rate them on a scale of 1-4. They should then provide overall comments and an overall rating for each candidate.

9. **Discuss the candidates as a group.**
The chairperson should facilitate a discussion of the candidates without inserting his/her opinions of the candidates. The Hiring Manager should take the committee's recommendations and other feedback into consideration when interviewing candidates at the Level II stage and making the final selection.

Collect forms to return to the designated HR staff

10. **Collect the rating sheets and complete the Composite Rating Form.**
The Composite Rating Form is completed by the chairperson. Ratings from each committee member are averaged. Each candidate must be rated on the Composite Rating Form. Again, this is a tool for Level II interviews. *See Toolkit E.11 for a copy of the Composite Rating Form.*

11. **Collect the necessary forms to return to the designated HR contact and send them the following day.**
The following forms need to be collected and returned to HR (if requested) the day following the interviews.
    - Agreement of Confidentiality/Certification Forms;
    - Rating sheets;
    - The candidates' resumes and applications; and
    - Anything else the HR has requested.

Section Seven: How Do I Conduct Level II Interviews?

The Level II interviews are an opportunity to have an additional meeting with some or all of the candidates interviewed by the Level I Committee. At the end of the Level II interviews, the Hiring Manager should be prepared to select a candidate.

Follow the steps below when conducting Level II Interviews.

1. **Log onto OpenHire and recommend continuing candidates for Level II interviews (see *OpenHire User's Manual* for specific instructions).**

2. **Schedule the Level II interviews soon after the Level I interviews.** This will expedite the process and allow the Hiring Manager to remember as much detail about candidates as possible.

3. **During Level II interviews, Hiring Managers may use a variety of techniques to assess candidates.**
   Per the C-30 Regulation, the Hiring Manager may interview the candidates and/or utilize other professional evaluation techniques other than written tests. For example, an in-person writing sample or an observational walk-through of the candidate's school may be used.

4. **Level II interviews must be equitable for each candidate interviewed.**
   Like the Level I interviews, Hiring Managers must determine their questions and evaluation techniques in advance and use the same ones for each candidate. For example, if a building walk-through is used to evaluate one candidate, then a building walk-through must be used to evaluate every candidate. *See Toolkit F.1 for a sample Level II interview rating sheet.*

Frequently Asked Questions

Question: Must I conduct Level II interviews? **Answer:** All Hiring Managers are encouraged to conduct Level II interviews. However, a principal selecting an assistant principal may choose not to conduct Level II Interviews if he/she serves as the chairperson of the Level I Committee and feels he/she has enough evidence to make a final decision after observing all of the interviews of the candidates.

Section Eight: How do I Appoint a Candidate?

Once a Hiring Manager has made a final selection and the candidate's background is checked by the Office of Special Investigations (OSI); the selection process can be finalized. The appointment process is managed by the Talent Office and HR via OpenHire.

The Office of Special Investigation Background Check

Once the Level II interviews have been completed, the Hiring Manager should log into OpenHire to select a candidate (see OpenHire User's Manual for specific instructions). Once the candidate has been selected in OpenHire, the Hiring Manager can make a verbal offer to the selected candidate pending a final background check by the Office of Special Investigation. The selected candidate is then forwarded to OSI for a final background check, also in OpenHire.

The Office of Special Investigations background check will be completed quickly. In the meantime, the Hiring Manager should not make any formal announcements or send out any selection letters. If the selected candidate has any issues on file, OSI will notify the designated HR contact with the relevant information, and then the designated HR staff will share that information with the Hiring Manager. The Hiring Manager will review the information presented and then decide if he/she still wants to continue with the appointment.

Appointment

Once the candidate's background check has been completed, the appointment process can begin. The selection letter is generated by OpenHire and signed by the relevant supervisor(s).

Designated HR staff generates selection letters in OpenHire and forwards them to Hiring Managers for their signatures. The following signatures are required on the selection letter, depending on the position:

- Community School District Superintendent for elementary and junior high school principal appointments;
- High School Superintendent for High School principal appointments;
- Supervising Superintendents for District 75 or Alternative Programs; or

. Principal for assistant principal appointments. When the selection letter has been received by designated HR staff, they will forward it to the Talent Office.

The selected candidate must also complete two forms: **Notification of Employment Relationship with Family Member Form** and **Conflict of Interest (Chapter 68 Certification) Form**. These forms can be emailed to the selected candidate by the HR staff in the ISC. The completed forms will be kept on file at the ISC. *See appendices G.1 and G.2 for the Notification of Employment Relationship with a Family Member and Conflict of Interest (Chapter 68) forms.*

Once the above steps are completed, there will be a highly qualified, appointed principal or assistant principal in place!