

Appendix E.1

Level I Committee Orientation Script

- 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 multiple 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).
 4. Hiring Managers (Superintendent for principal positions and principals for assistant principal positions) choose 3-5 candidates to invite to Level I interviews. For principal positions, HMs consult with SSOs at every step of the process.
 5. Level I interviews are held and the Level I Committee members rate candidates.
 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 appendix E.3 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 appendix E.4 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 s/he 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.

V. Proper Interviewing Techniques (10 minutes)

See appendix E.5 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 appendix E.6 for sample interview questions.

- As part of the initial applicant review process, the Hiring Manager (in consultation w/ the SSO for principal positions) may have developed a list of preferred criteria for the position. If that is the case, committee members should receive these criteria to review. The committee should understand these criteria were previously set and cannot be changed.
- Distribute selection criteria (if applicable) and sample questions (some ISCs may also have a set list of interview 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: Level I Committee Chairs can have a prepared list of interview questions for the Committee to discuss, modify and approve.

- VII. Overview of Schedule and Candidates (*5 minutes*)
See appendix E.7 for the Interview Schedule Form
- Hand out the interview schedule.
 - The interviews should be about 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 at 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.
- VIII. Conclusion
Review candidates' applications (*10-20 minutes*)
See appendix E.8 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!

Appendix E.2

Materials Checklist for Level I Committee Orientation and Interviews

The committee should get at least one copy of the following:

	Candidates' applications (circulate among committee)	Collect for ISC
	Copy of the C-30 Regulation (circulate among committee)	
In this toolkit	Composite Rating Sheet (for Chairperson to complete at end of process)	Collect for ISC

Every committee member should get a copy of the following:

In this toolkit	Orientation Agenda	
In this toolkit	Expectations for Level I Committee Members	
In this toolkit	Agreement of Confidentiality/Certification form	Collect for ISC
In this toolkit	Proper Interviewing Techniques	
	Preferred selection criteria developed by principal/LIS (if applicable)	
In this toolkit	A list of sample interview questions	
In this toolkit <i>(must have names and times filled in)</i>	Interview Schedule Form	
In this toolkit	Rating Sheet (each committee member completes one for each candidate)	Collect for ISC

Appendix E.3

Level I Committee Orientation

Agenda

- IX. Introductions (5 minutes)
- X. The C-30 process overview (10 minutes)
- XI. The role of the Level 1 Committee (5 minutes)
- XII. Confidentiality of Process (10 minutes)
Members sign Agreement of Confidentiality/Certification Forms
- XIII. Proper Interviewing Techniques (10 minutes)
Review Proper Interviewing Techniques sheet
- XIV. Set questions for interview (20-30 minutes)
Review preferred selection criteria (if applicable) and sample questions
- XV. Overview of Schedule and Candidates (5 minutes)
Review interview schedule
- XVI. Conclusion and review of candidates' applications (10-20 minutes)
Circulate applications and distribute rating sheets

Appendix E.4

Level I Committee *Expectations and Responsibilities*

Thank you for agreeing to become a member of the Level I Committee, which is the group that will make recommendations for a principal or assistant principal position at this school. The participation of the committee members in the interview process is integral to making sure that the best candidate is selected.

The selection of principals and assistant principals is governed by Chancellor's Regulation C-30 and the process outlined in this regulation is referred to as the **C-30 process**. The following is critical information about your role in this process and what you should expect as a member of the committee.

The C-30 process must be completed within ninety days of when the position was advertised. If there is someone in the position acting on an interim acting basis, he or she will apply and be evaluated with the other applicants.

Committee Composition: Committee members provide *advisory* recommendations to the Hiring Manager (superintendent for principal positions and principal for assistant principal positions). Committee members cannot make decisions as to who will be interviewed or ultimately selected for the position, either individually or as a group.

The members of the Level I Committee are:

- Principal (chair for AP committees only)
- One supervisor (CSA) from the school, district, or borough (supported by same SSO)
- Two UFT members (teachers)
- One DC 37, Local 372 member (support staff)
- Four to seven parents
- One to two students (high schools only)
- School Support Organization representative (ESO and LSO representatives chair principal committees. An HR designee will chair principal committees for schools with PSOs although PSO will still sit on committee)
- Representative of intermediary organization if school has one

Orientation

Before interviews occur, the Chairperson will provide an orientation for the committee members. The chairperson will cover the following topics:

- Overview of Chancellor's Regulation C-30
- Confidentiality of the C-30 Process. *As a committee member you must sign a form ensuring that you will respect the confidentiality of the process.*
- Proper Interviewing Techniques
- Interview questions for the candidates. *The Chairperson may bring additional selection criteria and sample questions for your review.*

You should be provided a copy of the C-30 Regulation (may be shared among committee members) and copies of the candidates' applications.

Interviews

Candidates will be pre-scheduled. You must ask the questions established by the committee during orientation and no other questions. You must spend the same amount of time interviewing each candidate.

Providing Information on Candidates

At the conclusion of the interviews, you will discuss the candidates as a group and then be asked to provide individual ratings. While the Hiring Manager will use all of the information provided by the committee, he or she will make the final decision on who moves to the next stage. In most cases, candidates who have successful interviews with the Level I Committee will be asked back for one-on-one interviews with the person who is making the final selection.

Grievances

In almost all cases, the C-30 process is implemented efficiently and effectively. However, if you feel that the process was not followed correctly, you can file a complaint with the Chancellor's office within 15 days of the violation or 15 days from when you became aware of the violation.

NEW YORK CITY DEPARTMENT OF EDUCATION
65 COURT STREET
BROOKLYN, NEW YORK 11201

AGREEMENT OF CONFIDENTIALITY/CERTIFICATION FORM

Position Title

School

District

Agreement of Confidentiality: I understand that all matters regarding the selection procedure are of a highly confidential nature. By agreeing to serve as a committee member, I accept full responsibility for maintaining complete confidentiality and will not reveal any information concerning applicants to any person either during or after the selection process. Any breach of this agreement will disqualify me from membership on this committee and may disqualify me from participating on future committees.

Certification Statement: In accordance with C-30, no one may serve on a Level I Committee if s/he is a close relative or member of the household of an applicant.

Are you a close relative* or member of the household of any applicant referred for evaluation to the Level I Committee for this position? Yes ____ No ____

Note: If you answered YES, you will be disqualified from serving on this selection committee.

ATTESTATION:

1. I have reviewed the list of applicants referred for evaluation to the Level I Committee.
2. I understand that should any circumstances change regarding my relation to a candidate, I will immediately notify the Chairperson of the Level I Committee and withdraw from the selection process.
3. To the best of my knowledge, there is no impediment to my serving on the Level I Committee in a fair and unbiased manner.
4. I affirm that to the best of my knowledge, I am not the subject of an investigation by the Office of Special Investigations, Office of the Special Commissioner of Investigation for the City of New York City School District, or any law enforcement or other agency.
5. I affirm that I have been rated satisfactorily for the prior three years and am not the subject of any disciplinary proceeding. (For employees only)
6. I hereby certify that my statements contained herein are to the best of my knowledge and belief, true and correct.

WARNING: A person knowingly making false statements will be disqualified from serving on this Level I Committee and may be disqualified from serving on future committees.

Signature of Committee Member

Date

(Check Affiliation) CSA ____ UFT ____ Parent ____ DC 37 ____ HS Student ____ SSO ____ Int Org ____

*Close relative shall mean a parent, spouse, child, brother, sister, aunt, uncle, niece, nephew, grandparent, grandchild, or the spouse or child of any of them or a person bearing the same relationship to the employee's spouse.

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PROPER INTERVIEWING TECHNIQUES

Age

- **Do not** ask the candidate's age or birth date.
- **Do not** ask the candidate to produce documents that contain his/her age (e.g., birth certificate, passport, driver's license).

Birth Control

- **Do not** ask the candidate about his/her capacity to reproduce, or advocate any form of birth control or family planning.
- **Do not** ask the candidate whether s/he is planning to have children soon.

Citizenship

- **Do not** ask the candidate of what country s/he is a citizen.
- **Do not** ask the candidate when s/he acquired citizenship in this country.
- **Do not** ask the candidate to produce naturalization papers.
- **You may** ask whether the candidate is a United States citizen or whether s/he has the legal right to remain in the United States.

Classes of Individuals

- **Do not** ask about actual or perceived age, race, religion, creed, color, national origin, alienage, citizenship status, disability, sex, sexual orientation, or marital status.
- **Do not** ask about the candidate's relationship with an individual in any of the above classes.

Criminal Record

- **Do not** ask whether the candidate has been arrested.
- While it is legally permissible to ask whether a candidate has been convicted of a crime, or about an arrest that is pending, **do not** ask these questions during the interviews, as they are covered in the fingerprint/background check process.

Disability

- **Do not** ask the candidate if s/he is disabled.
- **Do not** ask the candidate if s/he has been treated for certain diseases, either physical or mental.
- **Do not** ask the candidate whether s/he has had a drug or alcohol problem.

Drivers License

- **Do not** ask the candidate to produce a driver's license.

Education

- **You may** ask the candidate about his/her education (including whether s/he graduated) and which schools s/he attended.
- **Do not** ask dates of attendance or date of graduation.

Foreign Language

- **Do not** ask the candidate what his/her native language is or how s/he acquired the ability to read, write or speak a language other than English.
- **You may** ask the candidate what languages s/he speaks and writes, if it is relevant to the position.

Marital Status

- **Do not** ask the candidate whether s/he is married, single, divorced, or separated.
- **Do not** ask a female candidate whether she would prefer to be called Ms., Mrs., or Miss.

Miscellaneous

- **Do not** ask for information regarding the candidate's spouse.

Military Experience

- **Do not** ask the candidate about his/her experience other than in the Armed Forces of the United States or in a State Militia.
- **You may** ask the candidate about his/her military experience in the Armed Forces of the United States or in a State Militia.
- **You may** ask whether the candidate received a dishonorable discharge, but you must indicate that a dishonorable discharge is not an absolute bar to employment.

Name

- **Do not** ask the maiden name of a married woman or of a woman who may be married.
- **Do not** ask the original name of someone whose name has been changed by court order or otherwise.
- **You may** ask whether additional information regarding a candidate's name is required to enable a check on the candidate's work record.
- **You may** ask whether the candidate has worked for the New York City Department of Education under a different name.

National Origin

- **Do not** ask about the candidate's ancestry, lineage, national origin, descent, parentage, or nationality.
- **Do not** ask the candidate about his/her birthplace, or the birthplace of his/her relatives.

Notice in case of emergency

- **Do not** ask the candidate for a contact in case of an emergency.

Organizations

- **Do not** ask the candidate to list all clubs and organizations of which s/he is a member.
- **You may** ask whether the candidate is a member of any organization that is relevant to the position.

Photograph

- **Do not** ask the candidate to submit a photograph in order to be considered for the position.

Race/Color

- **Do not** ask any questions about the candidate's race or color.

Relatives

- **Do not** ask the candidate for names, addresses or ages of relatives not employed by the New York City Department of Education.
- **You may** ask the candidate for names of relatives who are employed by the New York City Department of Education.

Religion

- **Do not** inquire into the candidate's religious denomination or affiliations, parish, church, synagogue or religious holidays observed.
- **Do not** ask the candidate to forego any religious practice (including any aspect of the candidate's appearance) as a condition for employment with the New York City Department of Education.

Sex

- **Do not** ask the candidate's sex.

Work Experience

- **You may** ask the candidate about his/her work experience.

Appendix E.7

Sample Interview Questions

1. Discuss a plan to successfully implement differentiation of instruction in mathematics or literacy.
2. Our school has been implementing staff development focusing on best practices in mathematics (or literature). Discuss your familiarity with current innovative programs utilizing best practices.
3. What would you do if you encountered teachers who are resistant to change?
4. You have observed a teacher giving an unsatisfactory math lesson. What steps would you take to remedy the situation?
5. What is your vision for parent participation in the school and what steps will you take to achieve this vision?
6. What is the single most important quality a principal (or assistant principal) should have, and why?
7. How do you envision the principal (assistant principal) relating to the students?
8. What are the most important ways that you will help the teachers? How do you bring out excellence in others? How do you deal with mediocrity?
9. What is the role of support staff, specifically secretaries, custodians, parent coordinators and classroom aides in a school and how would you integrate the support staff with the instructional team?
10. How would you develop a supervisory relationship with a teacher who has 25 years of experience and sees you as having relatively little experience?
11. What do you feel your relationship should be like with your superintendent (principal)?
12. How would you handle a decision made from higher up that was against your personal/professional philosophy?

Interview Schedule Form

Position:

Date:

	Name	Interview Time
1		
2		
3		
4		
5		

Appendix E.9

C-30 Rating Sheet: Level I Committee Member

Position: _____

Candidate: _____

Date: _____

Question #	Notes	Rating
Overall Comments:		Overall Rating

Committee Member's Signature _____

Appendix E.10

C-30 Rating Sheet: Composite Rating Sheet (Chairperson)

Position: _____

Date: _____

Candidate Name	Notes	Overall Rating
Overall Comments:		Overall Rating

Chairperson's Signature _____