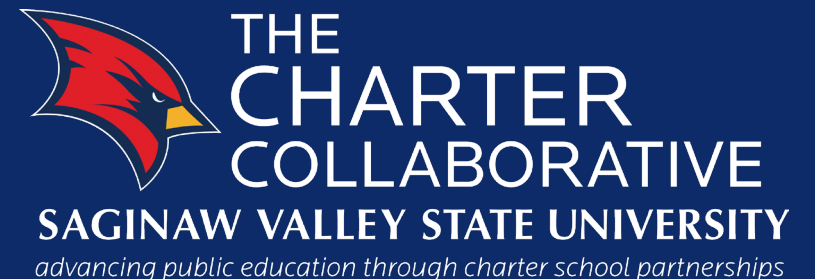




# Board of Directors Professional Development Hiring/Evaluating School Leadership



# BOARD DUTIES-THINGS TO KNOW ABOUT HIRING A SCHOOL LEADER

- A process should be developed that provides sufficient time for board members to obtain applications, review applications, determine candidates to interview, hold a second round of interviews (if desired or needed), hold discussions on who to select, make a selection, and work with the ESP and candidate to establish an employee contract.
- Second rounds of interviews are not required but are a best practice. There are instances where additional rounds might be used depending on the situation. Normally each round narrows the number of candidates until a finalist is determined. These interviews are useful in that board members can ask additional and even deeper level questions, and board members, staff, and the public have additional opportunities to learn about candidates.
- The full school board should interview candidates, discuss whom to hire, and vote on the candidates to be interviewed in each round AND for the vote that selects the school leader.
- All candidate interviews should be held in public including interviews by a board subcommittee.

# BOARD DUTIES-THINGS TO KNOW ABOUT HIRING A SCHOOL LEADER

- A board can task a subcommittee with reviewing applications and can recommend candidates to be interviewed by the full board.
- The full board must vote to accept, reject, or modify any recommended candidates from a subcommittee.
- When reviewing applications, a board or subcommittee can hold the names of applicants confidentially during discussions ( i.e. refer to Candidate A, Candidate B, etc.). However, at the point where candidates are selected for interviews, the names are part of the public discussion.
- If board committees are used to make decisions regarding applicants, the Open Meetings Act must be followed, such as with open meetings, notices, minutes, and public comment.
- Know that there is a difference between DECIDING AND RECOMMENDING when it comes to subcommittee requirements with the Open Meetings Act.
- All interviews should be conducted with a standard slate of interview questions. Appropriate follow-up questions can be asked as long as they are appropriate and relevant.
- When possible, work with an HR specialist in hiring.
- Be sure to do a thorough review of credentials, past work history, and references.
- Consult with and keep SVSU Informed.

# EXAMPLES OF GOOD INTERVIEW QUESTIONS

- Why do you want to work for this school district?
- Why do you want this job?
- Have you done this kind of work before?
- What kind of training or qualifications do you have?
- Tell us about yourself. Why should we hire you?
- How do you react to instruction and criticism?
- Why did you choose this line of work?
- How well do you work under pressure or tight deadlines?
- What are your long-term goals?

# EXAMPLES OF GOOD INTERVIEW QUESTIONS

- What are your strengths and weaknesses?
- Why have you not worked in a while or why are there gaps in your employment?
- What is your education and work experience?
- Why did you leave your last job?
- How would you describe your last employer?
- What kind of salary are you looking for?
- How would you describe yourself?
- Hypothetical situations where you test how a candidate would handle a situation.

# EXAMPLES OF ILLEGAL JOB INTERVIEW QUESTIONS

(or as I would say not so smart questions)

- How old are you?
- Are you married?
- How many times have you been married?
- Are you in a committed relationship right now?
- How does your spouse feel about you working here?
- Do you rent or own your home?
- Whom do you live with?
- What is your sexual orientation?
- Are you pregnant?
- Do you have children?
- Do you have any disabilities?

# EXAMPLES OF ILLEGAL JOB INTERVIEW QUESTIONS

(or as I would say not so smart questions)

- Have you had any recent illnesses or surgeries?
- Do you work out regularly?
- Do you smoke?
- Have you ever been addicted to drugs?
- What is your political affiliation?
- What organizations do you belong to?
- What's your ethnicity/nationality?
- What is your first language?
- Were your parents born in this country?
- What is your racial background?
- What are your childcare arrangements?

# BOARD DUTIES-THINGS TO KNOW ABOUT HIRING A SCHOOL LEADER

## KEY STEPS IN PROCESS:

- Establish Timelines Working Backwards
- Approve Posting for Position and Deadline for Accepting Applications
- Determine Criteria for Qualities Desired in School Leadership Position
- Full Board Reviews Applicants or Board approves Subcommittee to Review – Applicants may be identified by number or letter during the review process for applicant confidentiality if so desired
- Full Board Would Discuss and Vote on any Subcommittee Recommendations
- Full Board Discusses, Develops, and Votes on Interview Questions
- All Board Interviews, Discussions, and Decisions Must be in Posted Public Meetings and allow at least 1 or perhaps 2 public comment sections of the meetings
- Full Board votes on motion to hire the school leader
- Board works with school leader candidate on employment contract, and such is approved by the full board.

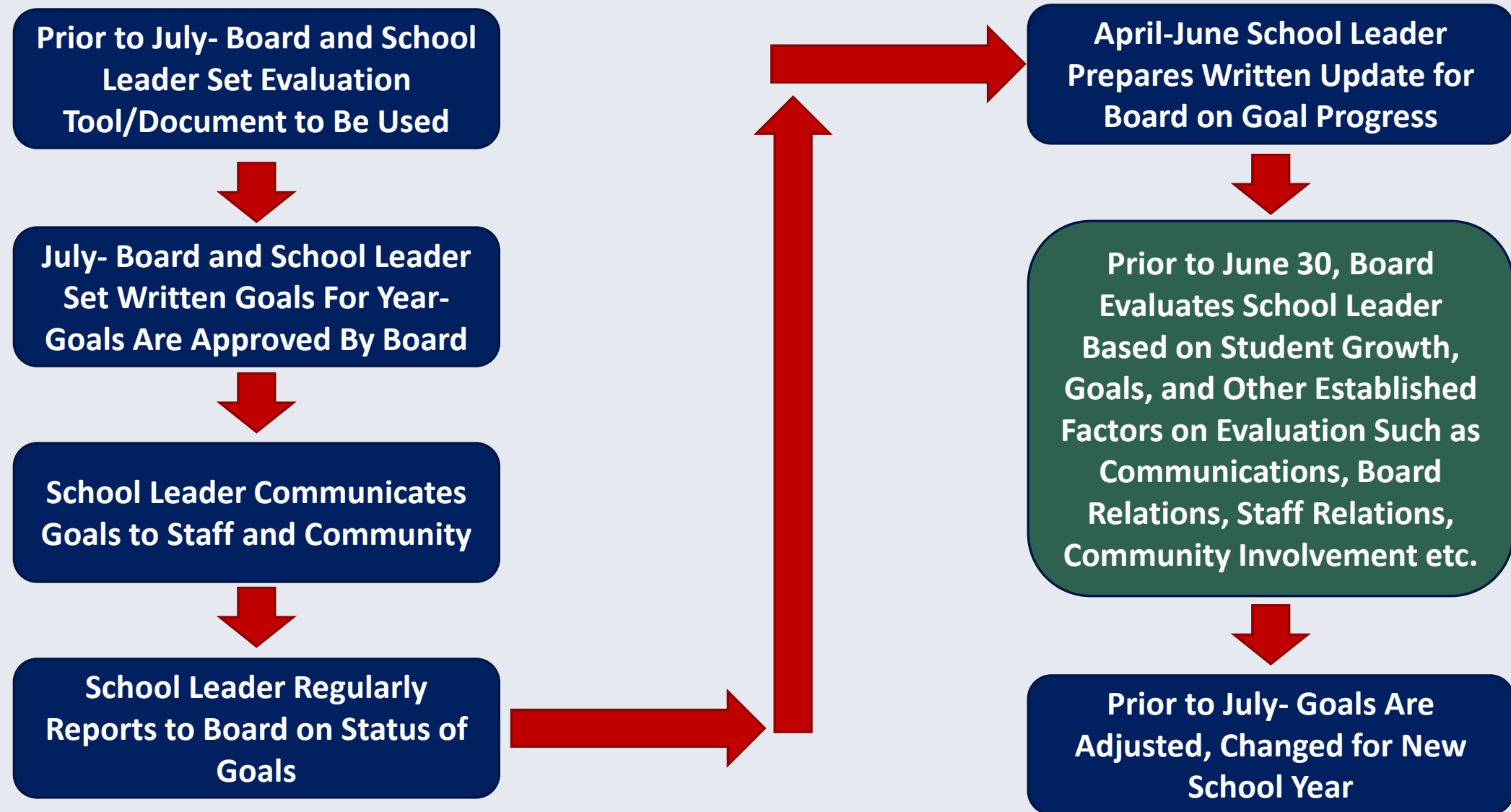


# EVALUATIONS

## **Michigan law requires: ( This is changing for teachers and administrators starting in 2024)**

- That local and intermediate school district boards of education (including charter schools) ensure that a performance evaluation system is in place for teachers, as well as building and central-office-level school administrators.
- Evaluation model used can be one identified by the Michigan Council on Educator Effectiveness, School ADvance Administrator Evaluation System, Reeves Evaluation Model, one on MDE's list, a local tool such as MASB's superintendent evaluation tool, or a modification of one of the tools mentioned above.
- The school leader evaluation must include a rating of effective, developing, or needing support effective July 1, 2024.
- The evaluation must include a student growth component, which is currently weighted to not greater than 20% effective July 1, 2024.

# EVALUATIONS – SAMPLE FLOW CHART FOR PROCESS



# Questions

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