

**SELECTION, APPOINTMENT AND PROFESSIONAL DEVELOPMENT OF SCHOOL-BASED
MANAGERIAL PERSONNEL**

THE PRINCIPLES AND PROCEDURES ESTABLISHED BY THIS POLICY PROVIDE A SYSTEMATIC METHOD OF IDENTIFYING EDUCATORS WHO POSSESS THE NECESSARY PERSONAL AND PROFESSIONAL ATTRIBUTES TO BECOME OUTSTANDING ADMINISTRATORS IN THE PUBLIC ELEMENTARY AND SECONDARY SCHOOLS IN BROWARD COUNTY. THE ADMINISTRATIVE UNITS COVERED BY THIS POLICY INCLUDE ELEMENTARY, MIDDLE, HIGH AND COMMUNITY SCHOOLS AND VOCATIONAL, ADULT AND EXCEPTIONAL STUDENT CENTERS. THE SUPERINTENDENT SHALL ESTABLISH AND MAINTAIN THE NON-INSTRUCTIONAL STAFFING DEPARTMENT FOR IMPLEMENTING THIS POLICY.

THIS POLICY ADDRESSES THE GUIDELINES OF THE SCHOOL COMMUNITY PROFESSIONAL DEVELOPMENT ACT TO DEVELOP AND SUSTAIN A COMPREHENSIVE PROGRAM FOR EDUCATIONAL MANAGEMENT DEVELOPMENT. THE POLICY FOCUSES ON THE ADVANCEMENT OF HIGH PERFORMING/ACHIEVING SCHOOLS THROUGH THE TRAINING, SELECTION AND CONTINUED DEVELOPMENT OF HIGHLY EFFECTIVE AND COMPETENT SCHOOL MANAGERS. THIS POLICY IS BASED ON THE DISTRICT'S HUMAN RESOURCES MANAGEMENT DEVELOPMENT PLAN.

DEFINITIONS:

Acting:	An appointment to a position for which an individual is qualified but is employed to temporarily replace an administrator. (See Policy 4002.11)
Interim:	An administrator appointed for the first time as an Assistant Principal or Principal pending successful completion of the appropriate Leadership Development Program.
Lateral Transfer:	An administrator appointed in the same position but at a different school
Comparable Program:	Participation in/completion of a Leadership Development training program in another Florida school district. If applicant is from another state or country, participation in/ completion of a Leadership Development training program for administrators conducted by an out-of state school district or by a nationally accredited university.
Intern Principal:	An individual who has been screened and selected to serve in the Intern Principal staff development program that will, upon completion of the program, qualify the individual for placement on the Principal Eligibility List.

RULES

1. **Positions Covered:** The positions and eligibility lists covered by this policy include all full-time school principals including vocational center directors, Exceptional Student Education Center principals, their assistant principals, community school administrators, and principal interns.
2. **Eligibility Lists and Position Vacancies:** Eligibility lists maintained by the ~~Division of Human Resources~~ Department of Non-Instructional Staffing shall contain the names of all qualified persons who are involved in, or, who have completed the LEAD program and/or the principal intern program along with out of district qualified assistant principal and principal applicants who have indicated an interest in being considered for positions covered by this policy.

A position vacancy shall be for a specific school or center. When a specific vacancy is identified, all schools/centers shall ~~be mailed~~ receive a copy of ~~said the~~ notice, ~~and shall post it,~~ along with any necessary procedural information. ~~During the summer months,~~ All vacancy announcements shall be placed on the School Board Web Page (Internet.) ~~and advertised in local newspapers.~~

~~Principal eligibility lists made up of those who have completed the principal internship shall be maintained and shall include the names of employees who have successfully completed the Principal Intern Program.~~

3. **Minimum Qualifications:** An applicant for an eligibility list, an intern principal position or a specific vacant position must hold the appropriate certification in the State of Florida before the application can be approved. (See rule 13 of this policy.) Beginning in August 2004, completion of the leadership development continuum including the Leadership Experiences and Administrative

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Development (LEAD) program or comparable program and/or Interim Assistant Principal program and, ~~either completion or participation in~~ the Intern Principal program ~~will be~~ has been required for eligibility for the principalship. Beginning in August 2002, active participation in or completion of the Leadership Experiences and Administrative Development Program (LEAD) or comparable program ~~will be~~ has been required to meet eligibility to become an Assistant Principal. ~~Beginning in~~ As of August 2004, completion of LEAD or comparable program ~~will be~~ has been a mandatory requirement for eligibility to become an Assistant Principal. The ~~Personnel~~ Non-Instructional Staffing Department will review all applications and reject those not meeting minimal qualifications or basic criteria.

- a. School-based Managerial Position: To be eligible for an appointment to a school based managerial position, an applicant shall be involved in or have completed appropriate training program(s) as noted above and the Administrative Screening process ~~and have a completed portfolio on file with the Division of Human Resources outlined in the vacancy posting by the Department of Non-Instructional Staffing.~~ Procedures shall be established by the Superintendent and implemented accordingly. Lateral transfer applicants and applicants from outside the district may be exempt from this process by the Superintendent. (See Rule 3c)

Individuals already placed on the Principal Eligibility lists may participate in the Administrative Screening Process in order to provide more comprehensive data for the selection committees.

- b. Assistant Principal: The Superintendent shall recommend that ~~an employee newly appointed as an assistant principal~~ a newly appointed assistant principal be board-approved in an interim capacity. Successful completion of the applicable interim program by the employee within a specified period of time shall be necessary before reappointment; the specific amount of time shall be identified at the first meeting of the professional team assigned to supervise the Interim Assistant Principal's Program. The interim program ~~shall~~ can be up to three (3) years in length, depending upon the entry-level skills of the newly appointed interim assistant principal. Determination of skill level shall be based upon mastery of entry-level performance based objectives. ~~The~~ This program shall be monitored by the Human Resource Development Department (HRD).
- c. Principal: All applicants for a principal vacancy must have ~~successfully completed the required internship prior to being Board approved~~ completed the LEAD or comparable training program, and be a participant in, or have completed, the Intern Principal program, or a similar leadership training program in another district/state, or serve as a current principal. The Superintendent shall recommend that a newly employed principal be appointed in an interim capacity for one year during which time the individual must complete the approved Human Resource Management Interim Principal Staff Development Program. ~~This provision may only be waived for an out of county applicant with principal experience or in other special circumstances as determined by the Superintendent. For example, there may be an exceptionally talented assistant principal as identified by his/her principal, Area Superintendent, Associate Superintendent for Human Resources, and the Superintendent of Schools. In such cases, the employee shall be appointed in an interim capacity until successful completion of the appropriate interim inservice program, after which the employee shall be confirmed and notified of his/her status as principal without further Board action.~~ An applicant for a principal position shall meet the minimum qualifications as indicated in Rule 13(a-f) of this policy.

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- d. Intern Principal: To be eligible for an appointment to an intern principal position, an applicant shall have completed the Administrative Screening process for the Intern Principal Program. Procedures shall be established by the Superintendent and implemented accordingly. An applicant for an intern principal position shall meet the minimum qualifications as indicated in Rule 13 (a-f) of this policy except for 5(b) below.

The Intern Principal program assists the Board in identifying and training potential administrators. Applicants to the program shall be open to all who qualify with regard to administrative training programs. Such service shall count toward their regularly accrued credit for the position they held prior to entering the Intern Principal program. Compensation of interns shall be based on their regular salary as an Assistant Principal or district level employee.

4. Applicant: To be considered as an applicant, one must apply for a position by completing the proper form(s) established by the District before an advertised deadline. All vacancies shall be advertised for a minimum of ~~seven (7) days~~ four (4) days. Qualified persons from inside the District and outside the District shall be encouraged to apply.

5. Intern Principal Application Procedures

- (a) A listing of qualified applicants for the Intern Principal ~~Intern~~ Program will be developed through the application, screening and interview procedures established by the Superintendent.
- (b) An individual may apply for the Intern Principal Program during his/her third year in an assistant principal position or an equivalent district level position.
- (c) ~~Candidates will complete the Principal Intern Application process and have served for a minimum of three (3) years as an assistant principal or an equivalent district level position and must have received effective performance evaluations as revealed on the end of the year administrative evaluation process assessments for the past last three (3) years in order to be considered for the intern program. Applications will be maintained in the Division of Human Resources until the individual is appointed to a permanent principal position. Applicants may update their applications once per year. In order to be considered as a candidate for various school levels of principalship within the Principal Intern Program, individuals will submit a letter memo of intent for each advertised position for which they wish to be considered. The application process will take place a minimum of one time per year with participants entering the program as a group. Individuals will not be added once the program has begun.~~
- (d) Applications will be maintained in Non-Instructional Staffing until the individual is appointed to a permanent principal position. Applicants may update their applications once per year.
- (e) The application process will take place a minimum of one time per year with participants entering the program as a group. Individuals will not be added once the program has begun.
- (f) All qualified applicants for the Intern Principal ~~Intern~~ Program will be screened by a trained cadre of screeners who will rate the applicants according to the procedures developed by the Superintendent who will make the final recommendation for appointment to the Board.
- (e) ~~All qualified applicants for the Principal Intern Program will be screened by a process established by the Superintendent who will make the final recommendation for appointment to the Board.~~
- (f) (g) A systematic evaluation process shall determine satisfactory completion of the Principal Intern Principal Program. Each intern shall be evaluated semi-annually as part of the Intern Professional Development Team meetings. The Professional Development Team shall be made up of the Area Superintendent or designee, the supervising principal of the school in which the intern is working, ~~a district level administrator as appointed by the Superintendent~~ and the administrator of the Intern Principal ~~Intern~~ Program.
- (g) (h) The district shall maintain a sufficient number of qualified candidates who have completed the Intern Principal ~~Intern~~ Program and are considered eligible for available principal vacancies. Annually, the Superintendent will identify the number of principal intern positions by school level based upon projected retirements and school system growth.

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- (b) (i) The training procedures and length of the Intern Principal ~~Intern~~ Program for the various school levels will be developed and coordinated by the Human Resource Development Department, as approved by the Superintendent and as outlined in the Florida State Department of Education Guidelines for Human Resource Management and Development.
6. Continued Professional Growth and Development for Individuals on the Principal Eligibility List: The Human Resource Development Department will provide ongoing professional development activities for individuals on the Principal Eligibility List. They will be strongly encouraged to participate in these activities which will be designed to enhance their leadership and interpersonal skills as potential principal candidates.
7. Lateral Transfers: A principal in any capacity, e.g., elementary, middle, high or center, may be laterally transferred to another principalship in any other category provided the individual meets the minimum certification and course-work requirements for the position. When a principal is transferred to a school level in which he/she has not completed the appropriate intern program, a support team will be established by the Area Office to provide assistance/support to the principal. An assistant principal in any capacity, e.g., elementary, middle, high, center or community school, may be laterally transferred to an assistant principalship at another school level provided the individual meets certification and course work requirements for the position.
8. Criteria Objectivity. For each position vacancy, the Personnel Office shall establish designated criteria including, but not limited to, a job site analysis, a review of the past job performance, demonstration of mastery of the state identified competencies and dimensions, etc.
- 9- 8. Vacancy Screening Committee for ~~Specific School Based Managerial Positions~~ Assistant Principal Pool and Intern Principal:
- a. A vacancy screening committee shall be established by the ~~Human Resources Division~~ Department of Non-Instructional Staffing and shall include a representative from the ~~Division of Human Resources, an Area Director, a Superintendent's designee (staff from another area or principal at same level).~~ No one may serve on a vacancy screening committee who is the immediate superior for a specific vacancy or who is an applicant for the specific vacancy supervisor of an applicant. No one shall serve on both the vacancy screening committee and interview committee for the selection of the same position process without the permission of the Superintendent. Members of the Vacancy Screening Committee shall be trained in rating behavior on the evaluation resume rating form by the ~~Human Resource Development Department Non-Instructional Staffing Staff.~~
- b. ~~The vacancy screening committee shall be instructed by the Associate Superintendent for Human Resources as to the forms and process to be used in rating the applicants from the appropriate eligibility list. The committee members shall independently rate, on the instrument supplied by the Personnel Office, all applicants from the list. The data developed as a result of the Administrative Screening Process and the applicants' resume will also be used as a basis for screening and data gathering.~~
- e. ~~Based upon the results of the screening process, the Associate Superintendent for Human Resources will identify a minimum of three to eight most qualified applicants to be interviewed. When there are fewer than three (3) qualified applicants, the Committee will recommend all those that are qualified.~~
- b. The interview phase of the selection process will be conducted by school-based administrators who will be trained in the use of the interview rating instrument.
- c. ~~The Associate Superintendent for Human Resources~~ Non-Instructional Staffing Department shall notify those applicants who were not selected by the screening committee. Unsuccessful applicants may arrange a conference with a personnel administrator for career counseling. Any documents developed in the Administrative Screening Process that contains evaluation ratings are available to the candidate ~~but are not considered public records.~~
- 10- 9. Interview Committee for ~~Specific School Based Managerial Positions~~ Principals Screening and Selection of School-Based Managerial Positions – Assistant Principal:
- a. Vacancies for Assistant Principal positions are posted on the internet and electronically transmitted to the individual school sites to inform qualified candidates of the opening. Those

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qualified candidates who wish to be considered for a lateral transfer must submit an application packet to Non-Instructional Staffing by the deadline of the posted vacancy.

- b. Applications of those who wish to be considered for a position are reviewed by the Non-Instructional Staffing Staff to determine qualification.
- c. Names of qualified applicants will be submitted to the principal with the vacancy who will review the applicants' memos of intent and resumes.
- d. The principal with the vacancy will submit a list consisting of a minimum of six (6) candidates to be interviewed to Non-Instructional Staffing. This list of candidates is to reflect the District's diverse population.
- e. Interviews will be conducted by an interview panel of at least three (3) members. The panel should consist of the principal with the vacancy, the area director of the school, and a representative of Non-Instructional Staffing or designee and must reflect the District's diverse population.
- f. The interview shall be at least 20 minutes in length and consist of a minimum of four (4) behavioral questions. All candidates are to be asked the same questions. Interview scores will be maintained on a score sheet provided by Non-Instructional Staffing and maintained for a minimum of three (3) years.
- g. The top candidate from these interviews shall be presented to the Area Superintendent who will make a recommendation to the Superintendent.
- h. The Superintendent will make the final recommendation to the Board.

10. Screening and Selection of School-Based Managerial Positions – Principal:

- a. Each applicant must submit a site specific memo of intent for the open principal position.
- b. The area director, principal or the immediate supervisor of the applicant will complete a Site Specific Leadership Profile for each candidate making application. The Site Specific Profile will be approved by the Area Superintendent before submission to Non-Instructional Staffing.
- c. Based on site specific leadership profile scores, candidates proceed from the screening phase of the selection process to the community forum. A ~~interview committee~~ community forum shall be established by the ~~Human Resources Division with input from the Area Superintendents~~ Area Superintendent or his/her designee.
- d. At the conclusion of the interviews, the ~~interview team~~ community forum scores shall submit three (3) be rank ordered and the list of names submitted to the Area Superintendent who will submit the ~~finalists~~ list to the Superintendent for approval of candidates to move forward to the final interview. If fewer than three (3) individuals were interviewed, the committee shall submit the names of the individuals who were interviewed. ~~Then +~~ The Area Superintendents with the open position will submit ~~three (3) the names of all candidates~~ to the Superintendent. ~~The Superintendent will make the final recommendation to the board.~~
- e. The Superintendent will make the final recommendation for ~~appointment to the Board~~ candidates for the final interview.
- f. The selected candidates are interviewed by the Superintendent, the Area Superintendents, the Associate Superintendent of Human Resources, and the appropriate Deputy Superintendent(s) or their designees. Following this interview, the Superintendent will make the final recommendation to the Board.

- 11. The Director, Equal Educational Opportunities shall monitor the screening and application process to insure equal opportunity. Internal compliance review by the Equal Educational Opportunities Department shall include a report, at least annually, which has (1) a summary of applicants and candidates by sex, and race and ethnic classifications; (2) recruitment sources used and (3) commentary as to the recommendations in light of the Equal Employment Plan goals and utilization for the employment category.

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12. Candidates or applicants who believe that they did not receive objective consideration in the selection process may appeal to ~~the Associate Superintendent for Human Resources~~ to the Director of Non-Instructional Staffing.

13. Minimum Qualifications for Initial Appointments to Permanent Positions (1) (2) (3)

a. Elementary School Principals (1) (2) (3)

An applicant applying for an elementary school position shall hold a master's degree (or higher) with certification in school principal, or professional school principal. However when deemed necessary and in the best interests of the students of the school, an individual who holds a certificate in educational leadership, administration or administration and supervision (K-6 or K-12) may be recommended for appointment. as an interim principal for a period not to exceed one (1) year during which the individual must complete the Human Resource Management applicable interim principal program. See rule 3(c) of this policy. Also, an applicant shall have had a minimum of five (5) years of school experience as defined by F.S. 1001.01. Three years of successful experience as a principal, assistant principal or district administrator experience is required.

b. Middle School Principals (1) (2) (3)

An applicant applying for a middle school principal position shall hold a master's degree (or higher) with certification in one of the following: school principal or professional school principal; however when deemed necessary and in the best interests of the students of the school an individual who holds a certificate in educational leadership, administration or administration and supervision (K-6, 7-12, or K-12) may be recommended for appointment as an interim principal for a period not to exceed one (1) year during which the individual must complete the Human Resource Management applicable interim principal program. See rule 3(c) of this policy. Also, an applicant shall have had five (5) years of school experience as defined by F.S. 1001.01. Three years of successful experience as a principal, assistant principal or district administrator is required.

c. High School Principals (1) (2) (3)

An applicant applying for a high school principal position shall hold a master's degree (or higher) with certification in one of the following: school principal or professional school principal; however when deemed necessary and in the best interests of the students of the school an individual who holds a certificate in educational leadership, administration or administration and supervision (K-12 or 7-12) may be recommended for appointment as an interim principal for a period not to exceed one (1) year during which the individual must complete the Human Resource Management applicable interim principal program. See rule 3(c) of this policy. Also, an applicant shall have had a minimum of five (5) years of school experience as defined by F.S. 1001.01. Three years of successful experience as a principal, assistant principal or district administrator is required.

d. Vocational Center Directors (1) (2) (3)

An applicant applying for a vocational center director position shall hold a master's degree (or higher) or an advanced vocational certificate, must meet the requirements for certification in a vocational subject, be eligible for a certificate covering Director of Vocational Education and shall have had a minimum of five (5) years of vocational educational experience as defined by F.S. 1001.01. Three years of successful experience as a principal, assistant principal, or district administrator is required.

e. Adult Center Principals (1) (2) (3)

An applicant applying for an adult center principal position shall hold a master's degree (or higher) with certification in administration of adult education and shall have had a minimum of five (5) years of school experience as defined by F.S. 1001.01. Three years of successful experience as a principal, assistant principal or district administrator is required.

f. Principals - Exceptional Student Centers (1) (2) (3)

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An applicant applying for an exceptional student center principalship shall hold a master's degree (or higher) with certification in one of the following: school principal or professional school principal; however when deemed necessary and in the best interests of the students of the school an individual who holds a certificate in educational leadership, administration or administration and supervision (K-6 or K-12) may be recommended for appointment as an interim principal for a period not to exceed one (1) year during which the individual must complete the Human Resource Management applicable interim principal program. See rule 3(c) of this policy. Also, an applicant shall have master's degree level certification in any area of exceptional student education and shall have had a minimum of five (5) years of school experience as defined by F.S. 1001.01, with assistant principal, district administrator or principal experience preferred. At least two (2) of those five (5) years of school experience must be in exceptional student education. Three years of successful experience as a principal, assistant principal, or district administrator is required.

g. School Assistant principals - Elementary, Middle, High, Center and Community School

An applicant applying for an assistant principal position shall hold a master's degree with the same certification as indicated in Rule 13, (a-f) of this policy and shall have had three (3) years of school experience as defined by F.S. 1001.01, or district administrative experience. Three (3) year's experience at the level at which the position exists is preferred. Beginning in August 2002, active participation in or completion of the Leadership Experiences and Administrative Development Program (LEAD) or comparable program will be required to meet eligibility to become an Assistant Principal. Beginning in August 2004, completion of LEAD or comparable program will be a mandatory requirement for eligibility to become an Assistant Principal. In addition, an applicant applying for a community school vacancy shall have had at least one (1) course in community school administration or must complete this course during the first year of appointment to this position.

These requirements will be considered the minimum requirements of the district and the district will continue to search for the most qualified person for each position.

14. This policy supersedes all other related policies, which appear in conflict except as specifically excepted.

(1) In addition to the qualifications listed above, all applicants must have successfully completed the required internship program as described in rule #3, c, above. The principal internship may be waived for an out- of- county applicant with principal experience or in other special circumstances as determined by the Superintendent. Appointments under these circumstances will be as interim principals.

(2) In recognition of the established district intern training program, preference will be given to assistant principals and district administrators.

(3) In special circumstances, individuals appointed may be exempted by the Superintendent from qualification provisions.

AUTHORITY: F.S. 1012.01; 1001.42; 1012.22; 1006.07; 1006.28; 1012.23; 1012.33; 1012.98; 1012.01

RULES ADOPTED: 9/5/95

RULES AMENDED: 7/29/97; 8/7/01;