

Indicator: The LEA selects and hires qualified principals with the necessary competencies to be change leaders. (5136)

Evidence Review:

Candidate Comparison and Decision Tools

Guidelines for Choosing Among Candidates

Once you have conducted your interviews, the process of selecting candidates will depend on a number of variables, many of which are unique to your district. The following guidelines are offered for your consideration, with the understanding that each interview team will determine what works best given their circumstances.

Step 1: Determine What Competencies Have Been Assessed and Scored

As an interview team, look over your notes and rating sheets and determine whether you have enough data to assess each of the competencies. In cases where you do not have enough data, note this on the *Candidate Comparison Scoring Sheet*. In cases where you do not have enough information, note each candidate's zone (and level, if available) for each competency.

Step 2: Compare and Select Candidates

- Compare the strengths of the candidates, particularly in the critical competencies.
- Highlight top tier candidates.
- Compare extreme weaknesses (Red Flags on any competency, Neutrals on critical competencies) that might keep a candidate from succeeding despite strengths.
- Few candidates will have all of the competencies and skills needed at the highest levels.
- Make a note of the top candidate. Select a second or third choice, if possible, for specific positions.

Other considerations:

- If someone appears to be in the Superior Zone on all or most high priority competencies with no obvious red flags, a rapid, personal recruiting effort is appropriate.
- If some is a mix of Threshold and Superior Zones, consider the candidate for second tier recruiting.
- A red flag on any competency is a "no hire" even if the person has other great strengths.
- If you have only candidates who score consistently in the Threshold Zone, give priority to those who score at higher levels within that.

Step 3: Plan for Induction

Immediately following the interview process is an ideal time to begin the larger induction process, because the candidate's strengths and weaknesses are fresh in everyone's mind. Consider spending a few minutes as an interview team taking initial notes on the types of support and guidance each candidate will need to be successful in his or her new position. Are there particular supports, guidance and/or resources that would help the candidate prepare to hit the ground running? Take note of these immediately.

(see *Turnaround Leader Toolkit* for more details & forms)

The Candidate Comparison and Decision Tools provide a template and systematic means of comparing candidates on key characteristics of turnaround leadership.

► **Candidate Comparison and Decision Tools**, *School Turnaround Leaders: Selection Toolkit*,
http://www.publicimpact.com/publications/Turnaround_Leader_Selection_Toolkit.pdf

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