



WELCOME to Targeted Selection ►



Agenda

- ▶ Interview process for both the written and the verbal interview
- ▶ Scoring process and data integration session
- ▶ Interview criteria to be admitted into the Assistant Principal Pool

Logistics – Verbal Interview Dates

- ▶ Dec 7th **Mock** Interview Night
- ▶ December 14th & 15th 4pm – 6pm
- ▶ January 16th 8am – 2pm (*This is MLK day*)
- ▶ January 11th & 12th 4pm – 6pm

Venue



- ▶ PD Department Rooms
- ▶ Rotate four candidates per hour
- ▶ You will not necessarily begin with Domain 1
- ▶ You will have 10 minutes to preview the questions before you begin interviewing

Coverage Grid



Targeted Feedback

Coverage Grid for Assistant Principal Pool

Candidate Name:

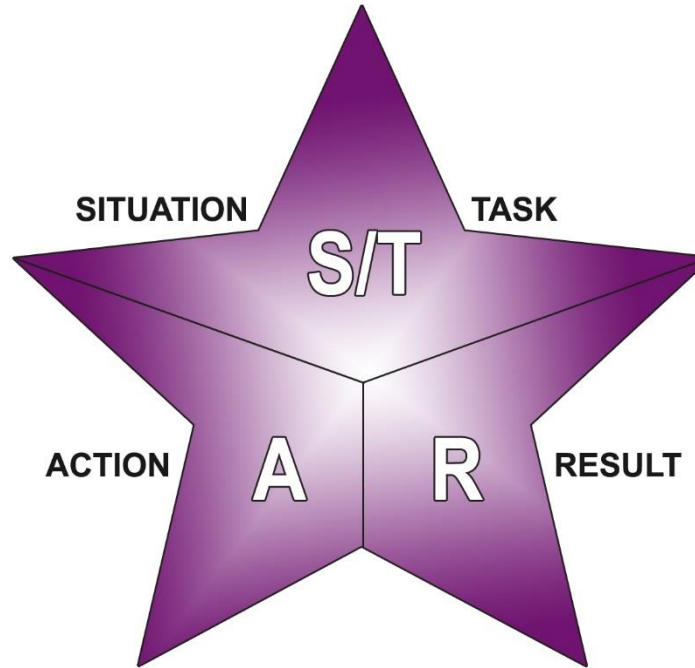


Targets	Domain 1 Student Achievement	Domain 2 Instructional Leadership	Domain 3 Organizational Leadership	Domain 4 Professional and Ethical Behaviors	Pass The Domains?	Communication (Must be 3 or higher to pass)	Pass Interview?
Written Interview							
Verbal Interview							

Targeted Selection is Based On...

Past Behavior
Predicts Future
Behavior

STAR



Situation/Task = Why?

Action = What done and how done?

Result = Effect of Action

Interview Panel Details



- ▶ Panel will use a technique – STAR – to gather complete examples of candidates past behaviors, experiences and accomplishments
- ▶ Panel will evaluate the behavioral data to determine effectiveness and relevance to the target job
- ▶ Panel will compare the data they collected with the data collected by other interviewers to reach consensus on a selection decision

Scoring Stars and Data Integration Session

- ▶ Please refer to this handout for criteria for admission into The Assistant Principal Pool and STAR scoring guidelines.
- ▶ After you have completed interviewing, you will be given a targeted feedback form that looks like this.



Coverage Grid for *Assistant Principal Pool*

Candidate Name:

	Domain 1 Student Achievement	Domain 2 Instructional Leadership	Domain 3 Organizational Leadership	Domain 4 Professional and Ethical Behaviors	Pass The Domains?	Communication (Must be 3 or higher to pass)	Pass Interview?
Written Interview							
Verbal Interview							

VERBAL INTERVIEW COMMUNICATION RUBRIC—Clearly conveying information and ideas to individuals or groups in a manner that engages the audience and helps them understand and retain the message. Organizes the communication; maintains audience attention; adjusts to the audience; ensures understanding; adheres to accepted conventions; comprehends communication from others. See ratings below.

WRITTEN INTERVIEW COMMUNICATION RUBRIC—Clearly conveying information and ideas through written communication to individuals or groups in a manner that engages the audience and helps them understand and retain the message. Writing is clear and focused with minimal grammatical and mechanical errors. See ratings below.

DOMAIN SCORES—Examples provided are aligned with the Florida Leadership Principal Standards. See ratings below.

CRITERIA FOR ADMISSION INTO THE ASSISTANT PRINCIPAL POOL—Candidates must receive a numerical rating of 3 or above in three out of the four Domains for **both** the written interview **and** the verbal interview. Candidates must **also** receive a 3 or above in **both** the written **and** verbal interview communication.

NUMERICAL RATINGS

- 5 **Much More Than Acceptable** (Significantly exceeds criteria for successful job performance) - Pass
- 4 **More Than Acceptable** (Exceeds criteria for successful job performance) - Pass
- 3 **Acceptable** (Meets criteria for successful job performance) - Pass
- 2 **Less Than Acceptable** (Generally does not meet criteria for successful job performance) - Fail
- 1 **Much Less Than Acceptable** (Significantly below criteria for successful job performance) - Fail

Coverage Grid



Targeted Feedback

Coverage Grid for Assistant Principal Pool

Candidate Name:



Targets	Domain 1 Student Achievement	Domain 2 Instructional Leadership	Domain 3 Organizational Leadership	Domain 4 Professional and Ethical Behaviors	Pass The Domains?	Communication (Must be 3 or higher to pass)	Pass Interview?
Written Interview							
Verbal Interview							

Rating Scale

3 = Acceptable—Meets criteria for successful job performance/motivational fit.

4 = More Than Acceptable—Exceeds criteria for successful job performance/motivational fit.

5 = Much More Than Acceptable—Significantly exceeds criteria for successful job performance/motivational fit.

2 = Less Than Acceptable—Generally does not meet criteria for successful job performance/motivational fit.

1 = Much Less Than Acceptable—Significantly below criteria for successful job performance/motivational fit.

Evaluate Interview Data



- ▶ Review each STAR to see if it is a complete STAR and in the right target.
- ▶ Determine whether each STAR is effective or ineffective.
- ▶ Weigh the STAR by considering **similarity, impact, and recency.**
- ▶ Rate each target using a numerical scale.

Integrate Data



- ▶ Each interviewer **posts** his or her target ratings.
- ▶ Interviewers **discuss** and **exchange** data to reach a consensus rating for each target.
- ▶ Based on the consensus ratings, interviewers **decide** whether to retain or reject each candidate.

Questionable Question #1



“If you were a tree (or animal), what kind would you be, and why?”

Questionable Question #2



“What would you do if I
gave you an elephant?”

Questionable Question #3



“What do you think of the artwork hanging on the walls?”

Planned Behavioral Question



Target: Planning and Organizing

Example #1

Tell me about a time when you needed to complete several things at the same time. What did you do to get the work done?

STAR #1

Every morning before the store opens, there's a lot to do to get it ready—restocking, cleanup, taking markdowns, things like that. Last week two people called off sick on the same day, so we had even more prep work than usual. So I prioritized the work based on what would have the greatest impact on customers—restocking, cleanup, things like that. Then we did the lower priority things during the day as we had time. The store was fully stocked and looking good when we opened.

STAR #1—Situation/Task

Every morning before the store opens, there's a lot to do to get it ready—restocking, cleanup, taking markdowns, things like that. Last week two people called off sick on the same day, so we had even more prep work than usual. So I prioritized the work based on what would have the greatest impact on customers—restocking, cleanup, things like that. Then we did the lower priority things during the day as we had time. The store was fully stocked and looking good when we opened.

STAR #1—Action

Every morning before the store opens, there's a lot to do to get it ready—restocking, cleanup, taking markdowns, things like that. Last week two people called off sick on the same day, so we had even more prep work than usual. So I prioritized the work based on what would have the greatest impact on customers—restocking, cleanup, things like that. Then we did the lower priority things during the day as we had time. The store was fully stocked and looking good when we opened.

STAR #1—Result

Every morning before the store opens, there's a lot to do to get ready—re-stocking, clean-up, taking mark-downs, things like that. Last week two people called off sick the same day, so we had even more prep work than usual. So I prioritized the work based on what would have the greatest impact on customers—re-stocking, clean-up, things like that. Then we did the lower priority things during the day as we had time. The store was fully stocked and looking good when we opened.

Planned Behavioral Question



Target: Planning and Organizing

Example #2

What have you done to make your team more efficient and organized?

STAR #2



I cross-trained the team in all the responsibilities of running the store, including opening and closing and balancing the register. The person I replaced had only trained the most experienced people in these things, so when one of them didn't make it to work, we had more tasks than people trained to do them. That made life miserable for me and the team. That hasn't happened since people have been cross-trained, and every team member has said that their jobs are more interesting now.

STAR #2—Situation/Task

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Candidate Provides/ Interviewer Asks



Candidate Provides

Interviewer Asks

- ▶ Partial STAR →
- ▶ False STAR →
- ▶ Complete STAR →

False STARs—Part 1



- ▶ I usually had no problems with the doctors. Some of the staff did, but I generally got along well with them.
- ▶ We really struggled when it came time to implement the new system. But, after a few days, we had all the problems worked out and everything was running smoothly.

False STARs—Part 1—Vague



- ▶ I **usually** had no problems with the doctors. Some of the staff did, but I **generally** got along well with them.
- ▶ **We** really struggled when it came time to implement the new system. But, after a few days, **we** had all the problems worked out and everything was running smoothly.

False STARs—Part 2



- ▶ I believe that people have an obligation to suggest new approaches, even if their ideas are controversial.
- ▶ I think if you asked anybody they would tell you that my goals are very difficult and that meeting them is one of my greatest sources of satisfaction in my job.

False STARs—Part 2—Opinions



- ▶ I **believe** that people have an obligation to suggest new approaches, even if their ideas are controversial.
- ▶ I **think** if you asked anybody they would tell you that my goals are very difficult and that meeting them is one of my greatest sources of satisfaction in my job.

False STARs—Part 3



- ▶ If it had been my decision, I wouldn't have started the work until I had the design specifications.
- ▶ The next time I get that kind of resistance, I'll know how to handle it.

False STARs—Part 3—Theoretical



- ▶ If it had been my decision, I *wouldn't have* started the work until I had the design specifications.
- ▶ The *next time* I get that kind of resistance, *I'll know* how to handle it.

Stay Out of the “Woulds”



Candidate Provides/ Interviewer Asks



Candidate Provides

Partial STAR →

False STAR →

Complete STAR →

Interviewer Asks

One or more follow-up questions.

Follow up to get a true STAR.

Ask for another STAR under the same planned question or ask another planned behavioral question for this target.

Follow-up Quick Quiz—Part 1



Behavioral? Theoretical? Leading?

You say you like working with others.
Does that mean you like working in a
team?

Leading—Signals the candidate
that teamwork is important.

Follow-up Quick Quiz—Part 2



Behavioral? Theoretical? Leading?

What happened as a result?

Behavioral—Seeks a result.

Follow-up Quick Quiz—Part 3



Behavioral? Theoretical? Leading?

You say their processes are inefficient.
How would you change them?

Theoretical—Asks how you would change; this is hypothetical.

Follow-up Quick Quiz—Part 4



Behavioral? Theoretical? Leading?

Why did you decide to do that?

Behavioral—Seeks Situation/Task, factors that led to the candidate's decision.