

Category: **PEDAGOGICAL PERSONNEL**

Issued: 9/16/10

Number: **C-30**Subject: REGULATION GOVERNING THE SELECTION, ASSIGNMENT AND APPOINTMENT OF  
PRINCIPALS AND ASSISTANT PRINCIPALS

Page: 1 of 1

**SUMMARY OF CHANGES**

This regulation governs the process of selection and appointment of principals and assistant principals, and supersedes Regulation C-30 dated November 13, 2009.

**Changes:**

- References to ISC have been changed to CFN. (p. 4, section XI(B)(1))
- References to School Support Organizations have been changed to Clusters. (p. 5, sections XI(C)(1), (2); p. 6 sections XI(E)(1), (2))
- Selection procedure for Executive Principals has been added. Executive Principals must meet additional selection criteria. The hiring manager will identify a minimum of two qualified candidates for Level I review. The composition of the Level I Committee has been changed to include all members of the School Leadership Team, except the principal. (pp. 7-8, section XI(G))
- The list of investigations that will disqualify an individual from serving on a Level I Committee has been expanded and now includes investigations by the Office of Special Investigations, the Office of Personnel Investigations, the Office of the Special Commissioner of Investigation, and the Office of Equal Opportunity. (p. 8, section XI(I)(1)(b)) In addition, suspended staff may not serve on a Level I Committee. (p. 8, section XI(I)(1)(b))
- Language is added to reflect existing practice that the UFT chapter chair is not a required member of the Level I Committee. (p. 9, section XI(I)(2)(a))
- The selection process for Executive Principals may be conducted during school hours. (p. 10, section XIII(B))
- Level I Committee questioning of candidates has been clarified. It is suggested that the Level I Committee ask candidates at least 4 or 5 questions that yield evidence of the selection criteria set forth in section VII of the regulation and that the same approximate amount of time be allotted for each interview. (p. 10, section XIII(F))
- The list of offices that must review candidates' backgrounds prior to appointment has been expanded and now includes the Office of Special Investigations, the Office of the Special Commissioner of Investigation, and the Office of Personnel Investigations. (p. 11, section XV)
- The reference to the Office of Portfolio Development has been changed to the Division of Portfolio Development. (p. 6, footnote 2)

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 Subject: REGULATION GOVERNING THE SELECTION, ASSIGNMENT, AND APPOINTMENT OF PRINCIPALS AND ASSISTANT PRINCIPALS Page: 1 of 2

## **TABLE OF CONTENTS**

<b>Section</b>	<b>Topic</b>	<b>Page(s)</b>
I.	INTRODUCTION	1
II.	DEFINITION OF VACANCY	1
III.	LICENSURE/QUALIFYING ELIGIBLE LISTS	1
IV.	NOTICE OF VACANCY	1
V.	FILING PROCEDURES	1
VI.	APPLICATIONS	1
VII.	SELECTION CRITERIA FOR PRINCIPALS AND ASSISTANT PRINCIPALS	1-3
VIII.	PRINCIPALCANDIDATE POOL	3
IX.	RECRUITMENT	3
X.	TRANSFERS	3
XI.	SELECTION PROCESS	3-10
	A. Delegations of Authority	3-4
	B. General Procedures	4-5
	C. Level I Committee for Community School District Positions	5-6
	D. Level II and Appointment Process for Community School District Positions	6
	E. Level I Committee for High School, District 75, and District 79 Positions	6-7
	F. Level II and Appointment Process for High School, District 75, and District 79 Positions	7
	G. Executive Principal Selection Process	7-8
	H. Confidentiality of C-30 Process/Required Certification Forms	8
	I. Staff Involvement	8-9
	J. Parent Involvement	9-10
	K. Student Involvement (High Schools Only)	10
XII.	INTERIM-ACTING ASSIGNMENTS	10
XIII.	GENERAL PROCEDURES FOR IMPLEMENTATION	10-11
XIV.	TIME LIMIT FOR COMPLETION OF SELECTION PROCESS	11
XV.	APPOINTMENT AND ASSIGNMENT	11
<b>Section</b>	<b>Topic</b>	<b>Page(s)</b>

Category: **PEDAGOGICAL PERSONNEL** Issued: 9/16/10 Number: **C-30**  
Subject: REGULATION GOVERNING THE SELECTION, ASSIGNMENT, AND APPOINTMENT OF PRINCIPALS AND ASSISTANT PRINCIPALS Page: 2 of 2

XVI.	COMPLAINT PROCEDURES	11
XVII.	PENALTIES FOR INAPPROPRIATE ACTION/MISCONDUCT	11
XVIII.	INQUIRIES	12

### **ATTACHMENTS**

1. Level I Committee Form
2. Proper Interviewing Techniques
3. Agreement of Confidentiality/Certification Form

## **ABSTRACT**

This regulation governs the process of selection, assignment, and appointment of principals and assistant principals. It supersedes Chancellor's Regulation C-30 dated November 13, 2009.

### **I. INTRODUCTION**

This regulation sets forth procedures to be followed in the selection, assignment, and appointment of principals and assistant principals. It is intended to ensure that the supervisory selection process is equitable and based on principles of merit and fitness. Collective bargaining agreements also may contain provisions pertinent to the supervisory selection process. This regulation does not pertain to the filling of vacancies pursuant to lawful excessing and reversion procedures which are governed by provisions of state law and union contract, or to transfers by community superintendents or the Chancellor pursuant to state law or collective bargaining agreement.

### **II. DEFINITION OF VACANCY**

For purposes of this regulation, a vacancy is defined as a position that is newly created or that is unfilled because of the transfer, resignation, retirement, terminal leave, promotion, termination, or death of the incumbent.

### **III. LICENSURE/QUALIFYING ELIGIBLE LISTS**

Only those applicants who are on qualifying supervisory eligible lists based on possession of a Certificate of Eligibility for Supervisory Placement issued by the Division of Human Resources may apply for supervisory positions.

### **IV. NOTICE OF VACANCY**

A. All vacancies shall be posted on the Department of Education's ("DOE's") website. These postings shall constitute the required notice of vacancy. The Department of Education's Talent Office may conduct additional outreach and place advertisements in newspapers and other media. Advertisements must include the minimum eligibility requirements for the position.

B. To enable potential candidates to learn of vacancies and have reasonable time to submit applications, vacancies will be posted a minimum of fifteen (15) calendar days.

### **V. FILING PROCEDURES**

Candidates must apply for vacancies using the DOE website. An e-mail address will be required to apply.

### **VI. APPLICATIONS**

The Talent Office will maintain a list of all applicants for posted positions.

### **VII. SELECTION CRITERIA FOR PRINCIPALS AND ASSISTANT PRINCIPALS**

In addition to meeting minimum eligibility requirements established by law and in Chancellor's regulations, applicants for positions of principal and assistant principal must meet the following educational, managerial, and administrative qualifications:

- A. **Personal Leadership** – Fosters a culture of excellence through personal leadership
1. Believes all students can achieve at high levels. Articulates a clear vision and goals for high student achievement.
  2. Holds self and others accountable for student learning.
  3. Strategically aligns leadership behaviors with stated values and goals to drive required change. Develops strategic plans with effective solutions. Adapts

appropriately to situation, audience, and needs.

4. Influences others to achieve results. Builds strong relationships based on mutual respect, trust, and empathy.
  5. Communicates clearly and appropriately for the audience and message.
  6. Demonstrates self-awareness and a commitment to ongoing learning. Welcomes and acts on performance feedback.
  7. Demonstrates emotional fortitude and perseveres in the face of obstacles.
- B. Data** – Uses data to set high learning goals and increase student achievement
1. Demonstrates ability to understand and analyze data from multiple sources.
  2. Uses data to identify student learning trends, set goals, monitor and modify instruction, and increase student achievement.
  3. Develops school culture and practices that rely on data to inform adult learning, professional development, and decision-making.
- C. Curriculum and Instruction** – Leverages deep knowledge of curriculum, instruction and assessment to improve student learning
1. Develops, implements, and evaluates rigorous curricula to accelerate learning for all students.
  2. Supports teachers in using effective instructional strategies to meet students' diverse learning needs.
  3. Regularly assesses student learning and ensures the provision of specific, timely feedback to teachers and students.
  4. Aligns standards, curricula, instructional strategies, and assessment tools.
- D. Staff and Community** – Develops staff, appropriately shares leadership, and builds strong school communities
1. Recruits and selects effective teachers.
  2. Improves classroom teaching by setting clear expectations and observing, coaching, and evaluating teachers and staff.
  3. Supports the development of all teachers. Stimulates and retains high performers, mentors early career teachers, challenges low performers to improve, and dismisses poor performers who do not improve.
  4. Builds strong teams, develops leadership capacity among staff, and shares responsibilities appropriately.
  5. Establishes systems that promote learning, collaboration, and communication throughout the school.
  6. Listens effectively to families, students, and the school community. Proactively engages the school community around the school's learning goals.
- E. Resources and Operations** – Manages resources and operations to improve student learning
1. Develops and implements systems and processes to ensure effective operations that support student learning.
  2. Manages time in relation to student learning priorities. Brings projects to completion.
  3. Allocates and manages budgets and resources effectively in support of learning goals.

4. Aligns youth development and support services around academic goals.

Candidates must meet educational requirements established by the State Education Department. In addition, candidates' record of performance in comparable positions will be evaluated via methods such as review of resume, review of past performance evaluations, and reference checks.

### **VIII. PRINCIPAL CANDIDATE POOL**

The Talent Office will evaluate principal candidates to determine whether they meet the selection criteria set forth in Section VII. Applicants who meet selection criteria will be placed into a pool of eligible candidates who may apply for advertised positions (Principal Candidate Pool).

### **IX. RECRUITMENT**

- A. To expand recruitment of principals, parents and staff may recommend qualified individuals to the Talent Office for inclusion in the Principal Candidate Pool. The Talent Office will contact the individuals and provide information on the process for applying to the Principal Candidate Pool.
- B. To expand recruitment of assistant principals, parents and staff may recommend qualified individuals to principals for consideration as assistant principal candidates.

### **X. TRANSFERS**

- A. Application for Inter-District Transfer to Advertised Vacancy in License Area  
The Level I Committee must interview the five (5) most senior supervisors who apply for transfer to an advertised vacancy in the license area in which they are serving. This transfer provision is governed by Article IX-A of the Agreement between the Board of Education and the Council of Supervisors and Administrators (CSA).
- B. Supervisory-Pedagogical Intra-District Transfer Plan  
Article IX-C of the Agreement between the Board of Education and CSA permits the establishment of a voluntary pool of supervisors who may be transferred within their districts. Supervisors must have completed probation to be eligible for inclusion in the pool. The pool lasts for a two (2) year period, and is renewable for additional two (2) year periods. Supervisors may reject a transfer only once during the two (2) year period and may opt out of the pool only at the time they reject a transfer. Transfers pursuant to Article IX-C of the Agreement are not subject to the procedures set forth in this regulation.
- C. Transfers of Principals by Superintendents or the Chancellor  
Pursuant to State Education Law, in certain circumstances the Chancellor and the Community Superintendent may transfer principals without a C-30 process.

### **XI. SELECTION PROCESS**

- A. Delegations of Authority
  1. The following delegations of authority have been made via memoranda:
    - a. The Chancellor has delegated the authority to reject for cause the appointment of all principals and assistant principals to the Chief Talent Officer.
    - b. The Chancellor has delegated the authority to appoint principals of high schools to high school superintendents.
    - c. The Chancellor has delegated the authority to appoint principals of District 75 schools to the District 75 Superintendent.
    - d. The Chancellor has delegated the authority to appoint principals of District 79 programs to the District 79 Superintendent.

- e. The Chancellor has delegated the authority to appoint assistant principals in high schools, District 75 schools, and District 79 programs to the principals of those schools.
  - f. The Chancellor has delegated the authority to consult with school leadership teams prior to the appointment of principals to the high school superintendents, District 75 superintendent and District 79 superintendent for schools and programs under their respective jurisdictions.
  - g. The Chancellor has delegated the authority to consult with school leadership teams prior to the appoint of assistant principals in high schools, District 75 schools and District 79 programs to the principals of those schools and programs.
2. Where community superintendents delegate to principals the authority to appoint assistant principals, principals will be the appointing authority; where they do not, superintendents will be the appointing authority.

#### B. General Procedures

1. The Children First Network (CFN) teams will maintain records of membership on the Level I Committee on a Level I Committee Form (see Attachment No. 1).
2. The appointing authority (superintendent for principal positions/principal for assistant principal positions<sup>1</sup>) shall serve as the "Hiring Manager".
3. The selection process for positions under the jurisdiction of community school districts consists of two steps: Level I and Level II. For principal positions, the appointment is made by the community superintendent as more fully set forth below. For assistant principal positions, the selection and appointment are made by the principal.<sup>1</sup>
4. The selection process for high school positions consists of two steps: Level I and Level II. For principal positions, the selection and appointment is made by the high school superintendent. For assistant principal positions, the final selection and appointment is made by the principal.
5. The selection process for District 75 positions consists of two steps: Level I and Level II. For principal positions, the selection and appointment is made by the District 75 superintendent. For assistant principal positions, the final selection and appointment is made by the principal.
6. The selection process for District 79 positions consists of two steps: Level I and Level II. For principal positions, the selection and appointment is made by the District 79 superintendent. For assistant principal positions, the final selection and appointment is made by the principal.
7. The Hiring Manager should form the Level I Committee within thirty (30) days of the date the Hiring Manager receives the list of eligible applicants, and sets the date for interviews. The constituent groups on the School Leadership Team shall select their representatives for the Level I Committee. However, if parents from the School Leadership Team are not available to serve on the Level I Committee, the Chairperson of the Level I Committee shall offer the officers of the school's Parent Association the opportunity to serve. If parents from the School Leadership Team and Parent Association officers are not available to serve, the Hiring Manager may waive the minimum number requirement and/or may authorize use of alternative methods to designate parents to serve on the Committee. Upon receipt of applications, the Hiring Manager shall conduct a preliminary review of all applicants from the pool of eligible

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<sup>1</sup> Community superintendents who do not delegate to principals the authority to appoint assistant principals shall serve as the hiring manager for assistant principals.

candidates. The Hiring Manager shall review the applications submitted, and may consult with the appropriate Network Leader or other DOE employees. The Hiring Manager will identify 3-5 candidates for evaluation by the Level I Committee and may conduct interviews. If a minimum of three candidates cannot be identified, the position may be reposted on the DOE website.

8. The Level I Committee interviews the candidates submitted by the hiring manager. Attachment No. 2, "Proper Interviewing Techniques," must be consulted for guidance on appropriate interviewing techniques. A copy of this regulation along with Attachment No. 2 must be made available to all committee members at the orientation meeting of the committee.
9. After interviews have been completed, the Level I Committee, as a whole, must discuss the merits of each applicant interviewed and each member must complete rating sheets for all candidates. The Chairperson of the Level I Committee must submit the rating sheets to the Hiring Manager along with any other information/recommendations the Level I Committee wishes to submit regarding applicants interviewed. The Level I Committee shall complete its deliberations, including rating candidates, within sixty (60) days of the date the Committee was formed by the Hiring Manager.
10. The Hiring Manager shall consider the application materials, along with ratings, evaluations, and recommendations submitted by the Level I Committee when determining which candidates to interview at Level II.
11. If the Hiring Manager evaluates the candidates and determines that no selection can be made, a request may be made to readvertise the position, and it will be reposted on the DOE website.

C. Level I Committee for Community School District Positions

1. Principal Positions

- One (1) supervisor from the school or another school within the same community district supported by the same Cluster, but if none is available, a supervisor from a school within the same borough supported by the same Cluster, but if none is available, a supervisor from a school within the same borough;
- Two (2) UFT members;
- One (1) school support staff member represented by D.C. 37, Local 372;
- Four (4) to seven (7) parents
- One (1) designee of Cluster (chairperson);
- One (1) designee of Partnership Support Organization (only for schools that are supported by the Partnership Support Organization);
- One (1) designee of intermediary organization as appropriate (see footnote 4, p. 6).

2. Assistant Principal Positions

- One (1) supervisor from the school or another school within the same community district supported by the same Cluster, but if none is available, a supervisor from a school within the same borough supported by the same Cluster, but if none is available, a supervisor from a school within the same borough;
- Two (2) UFT members;
- One (1) school support staff member represented by D.C. 37, Local 372;
- Four (4) to seven (7) parents:

- One (1) designee of the Cluster;
- One (1) designee of intermediary organization as appropriate<sup>2</sup>;
- Principal (chairperson).<sup>3</sup>

The Level I Committee must interview and evaluate the candidates submitted to it by the Hiring Manager.

#### D. Level II and Appointment Process for Community School District Positions

- At Level II, the Hiring Manager should consider the ratings, evaluations, and recommendations submitted by the Level I Committee and may interview the candidates and/or utilize other professional evaluation techniques other than written tests.
- Prior to the appointment of a principal, the superintendent must consult with members of the school leadership team. Prior to the appointment of an assistant principal, the principal must consult with members of the school leadership team.<sup>4</sup> The Talent Office will establish procedures and timeframes for such consultations.
- Assistant principal and principal appointments are subject to rejection for cause by the Chief Talent Officer on behalf of the Chancellor.

#### E. Level I Committee for High School, District 75, and District 79 Positions

##### 1. Principal Positions

- One (1) supervisor from the school or another school within the same borough supported by the same Cluster, but if none is available, a supervisor from a school within the same borough (for high schools only);<sup>5</sup>
- Two (2) UFT members;
- One (1) school support staff member represented by D.C. 37, Local 372;
- Four (4) to seven (7) parents;
- One (1) to two (2) students (for high schools only);
- One (1) designee of the Cluster (chairperson);
- One (1) designee of Partnership Support Organization (only for schools that are supported by the Partnership Support Organization);
- One (1) designee of intermediary organization as appropriate (see footnote 4, p. 6).

##### 2. Assistant Principal Positions

- One (1) supervisor from the school or another school within the same borough supported by the same Cluster, but if none is available, a supervisor from a school

<sup>2</sup> An intermediary organization is an organization that serves as the lead partner (such as a university, youth development agency, non-profit or other educational organization) in the development and ongoing support of new schools or small learning communities, as recognized by the Division of Portfolio Development. The intermediary organization may delegate its seat to a local community-based organization (known as CBO partner) that maintains an ongoing working relationship with an individual school. In the event that the intermediary organization is affiliated with or part of the Partnership Support Organization, only one designee will represent both the Partnership Support Organization and the intermediary organization. Questions regarding intermediary organizations should be directed to the Talent Office.

<sup>3</sup> Community superintendents who do not delegate to principals the authority to appoint assistant principals shall serve as the chairperson.

<sup>4</sup> Community superintendents who do not delegate to principals the authority to appoint assistant principals must consult with the school leadership team prior to the appointment of an assistant principal.

within the same borough (for high schools only);<sup>5</sup>

- Two (2) UFT members;
- One (1) school support staff member represented by D.C. 37, Local 372;
- Four (4) to seven (7) parents;
- One (1) to two (2) students (for high schools only);
- One (1) designee of the Cluster;
- One (1) designee of intermediary organization as appropriate (see footnote 2, p. 6);
- Principal (chairperson).

The Level I Committee must interview and rate the candidates submitted to it by Hiring Manager.

F. Level II and Appointment Process for High School, District 75, and District 79 Positions

At Level II, the Hiring Manager should consider the ratings, evaluations, and recommendations submitted by the Level I Committee, and may interview candidates and/or utilize other professional evaluation techniques other than written tests prior to making an appointment.

Prior to the appointment of a principal, the high school, District 75, or District 79 superintendent, as appropriate, must consult with the members of the school leadership team. Prior to the appointment of an assistant principal, the high school, District 75, or District 79 principal, as appropriate, must consult with the members of the school leadership team. The Talent Office will establish procedures and timeframes for such consultations.

G. Executive Principal Selection Process

1. Eligibility Criteria

In addition to the criteria set forth in section VII of this Regulation, candidates for Executive Principal also must meet the following selection criteria:

- a. Has a minimum of three years' experience as principal of an established school or four years' experience as a founding principal of a new school and
- b. Demonstrates a sustained record of significant, broad-based increases in student achievement, as shown by progress report metrics (for current NYC principals) as well as other quantitative indicia of student achievement growth (for all applicants).

2. Application Process

An Executive Principal posting will be on the DOE's website throughout the year. Applicants for Executive Principal should submit their resume via the DOE's website. Applications will be reviewed and evaluated by the Talent Office and the Division of Performance and Accountability for evidence that they meet eligibility criteria. Only applicants determined to be qualified by the Talent Office will be eligible for Executive Principal positions.

3. Level I for Executive Principal

- a. The hiring manager will identify a minimum of two (2) qualified candidate(s) to participate in Level I interviews, and may conduct interviews.
- b. The composition of the Level I Committee for Executive Principal position is:

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<sup>5</sup> Supervisors for District 75 and District 79 vacancies may come from any school within the District.

- One (1) supervisor from the school or another school within the same community district supported by the same Cluster (for community district positions) or same borough (for high school positions);
  - Members of the School Leadership Team, except the principal;
  - One (1) designee of Cluster (chairperson);
  - One (1) designee of Partnership Support Organizations (only for schools that are supported by a Partnership Support Organization);
  - One (1) designee of intermediary organization, as appropriate (see footnote 2, page 6)
4. Level II for Executive Principal
- The hiring manager should consider the ratings, evaluations, and recommendations submitted by the Level I Committee and may interview the candidates and/or utilize other professional evaluation techniques other than written tests.
5. Appointment process for Executive Principal
- a. Prior to the appointment of an Executive Principal, the superintendent must consult with members of the School Leadership Team.
  - b. Executive principal appointments in community district schools are subject to rejection for cause by the Chief Talent Officer on behalf of the Chancellor.

#### H. 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 (see Attachment No. 3).

No one may serve on a Level I Committee if s/he is a close relative or member of the household of any applicant interviewed 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 selected for interview, 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, s/he is not the subject of an investigation by the Office of Special Investigations, Office of Personnel Investigation, the Special Commissioner of Investigation, the Office of Equal Opportunity, or any law enforcement or other agency.

Members of the School Leadership Team also must sign an Agreement of Confidentiality Form. This form can be obtained from the Talent Office.

#### I. Staff Involvement

##### 1. General

- a. Staff members may not serve on Level I Committees or participate in the selection of faculty who will serve on the Level I Committee for specific positions for which they are applicants.
- b. UFT, CSA, and DC 37 staff members on the School Leadership Team who are full-time employees of the school and have received annual satisfactory ratings for the prior three years are eligible to serve on Level I Committees. Staff who

are the subject of an investigation by the Office of Special Investigations, the Office of Personnel Investigation, the Special Commissioner of Investigation, the Office of Equal Opportunity, or any law enforcement or other agency, or who are suspended or the subject of disciplinary proceedings, are ineligible to serve.

2. UFT Representation

- a. The two (2) UFT representatives must be from the school's School Leadership Team. The UFT Chapter Chair is not a required member of the Level I Committee. However, if such representatives are not available, the UFT may designate other UFT representatives from the school at which the vacancy exists to serve on the Level I Committee.
- b. Substitutes may not serve on Level I Committees;
- c. If no designee is appointed after fifteen (15) calendar days of the request for participation, the committee may move forward with the Level I interview process without UFT representation.

3. School Support Staff Representation

- a. The DC 37, Local 372 representative must be from the school's School Leadership Team.<sup>6</sup> However, if there is no representative on the School Leadership Team, the DC 37 District Chair shall designate another representative from the school at which the vacancy exists.
- b. If no designee is appointed after fifteen (15) calendar days of the request for participation, the committee may move forward with the Level I interview process without DC 37 representation.

4. Supervisory Representation

- a. The CSA shall designate supervisors to serve on Level I Committees.
- b. Only properly selected supervisors who are appointed in their positions are eligible to serve on Level I Committees. Interim-acting supervisors are ineligible to serve on Level I Committees.
- c. If no designee is appointed after fifteen (15) calendar days of the request for participation, the committee may move forward with the Level I interview process without CSA representation.

J. Parent Involvement

1. All parent representatives must be parents, guardians, or persons in parental relation to children currently attending a public school where the vacancy occurs and must be members of the School Leadership Team. However, if parents from the School Leadership Team are not available to serve on the Level I Committee, the Chairperson of the Level I Committee shall offer the officers of the school's Parent Association the opportunity to serve. If parents from the School Leadership Team and Parent Association officers are not available to serve, the appointing superintendent (or principal for assistant principal positions) may waive the minimum number requirement and/or may authorize use of alternative methods to designate parents to serve on the committee.
2. Parents may not serve on a committee if they are the subject of an investigation by the Office of Special Investigations, the Office of Personnel Investigations, the Special Commissioner of Investigation, the Office of Equal Opportunity, the Office for Family Engagement and Advocacy, or any law enforcement or other agency.

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<sup>6</sup> Parent Coordinators are not eligible to serve on the School Leadership Team in the school at which they are employed.

3. Parents may not serve on a committee in any school in which they are employed. Parents who are employed in other schools are eligible to serve on screening committees unless the parent's immediate supervisor is a candidate for the position.

K. Student Involvement (High Schools Only)

All student representatives must be students currently attending the high school at which the vacancy exists and must be on the School Leadership Team. They must be at all times students in good standing.

**XII. INTERIM-ACTING ASSIGNMENTS**

Hiring Managers should anticipate, post, and complete the selection process by the time a vacancy actually occurs. If this is not possible, an interim-acting supervisor may be assigned temporarily by the Hiring Manager, in accordance with procedures promulgated by the Chief Talent Officer. The process used to place a supervisor in an interim-acting assignment is not to be used to substitute the interview and selection process outlined in the regulation.

Interim-acting supervisors must possess the appropriate state certification and meet any experience requirements for the position. In addition, interim-acting principals must be in the Principal Candidate Pool. Parent associations should be notified concerning the person assigned on an interim-acting basis.

Hiring Managers must notify the Talent Office of all interim-acting assignments prior to the effective date of the assignment.

**XIII. GENERAL PROCEDURES FOR IMPLEMENTATION OF THE C-30 PROCESS**

- A. Interviews must not be scheduled during periods when applicants or committee members are unavailable because of religious observance.
- B. Except for Executive Principal interviews, Level I interviews must be conducted after school hours.
- C. Written records must be kept of interviews, attendance at meetings, and ratings.
- D. Interviews may be scheduled during the summer provided that all committee members and those applicants to be interviewed are available.
- E. Résumés must be maintained in a secure location to ensure confidentiality.
- F. 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 at least 4 or 5 questions that yield evidence of the selection criteria set forth in Section VII be asked. Follow-up questions may be asked but they must relate to the responses given and not be leading questions which give hints about the appropriate answer to the question. The same approximate amount of time should be allowed for each interview. Committee members should determine acceptable key answers at the time they set the questions.
- G. Reasonable notification must be given to the committee members and to applicants regarding the date, time, and place of meetings.
- H. A standardized rating sheet must be utilized by all Level I Committee members during each Level I process.
- I. No alternate committee members are authorized to serve once the selection process has begun. No substitution of representatives is permitted.
- J. Where a Level I Committee meeting has been scheduled with reasonable notification provided to committee members, the Level I Committee may proceed with its work even if a member(s) of the committee is absent.

- K. References indicated on applications of candidates may be checked only by the Hiring Manager or the Talent Office.
- L. The Talent Office shall provide technical assistance and interpretation on the implementation of this regulation. In its discretion, the Talent Office may assign a non-voting observer to the committee to ensure that the selection process comports with the regulation and is fair and equitable. No other observers are permitted.
- M. The Chancellor reserves the right to waive this regulation or any portion(s) thereof if he determines it to be in the best interests of the school system. Requests for waivers from the Chancellor shall be directed to the Chief Talent Officer, 65 Court St., Room 405, Brooklyn, NY 11201.

**XIV. TIME LIMIT FOR COMPLETION OF SELECTION PROCESS**

Vacancies should be filled within three months of the date of the posting.

**XV. APPOINTMENT AND ASSIGNMENT**

The Talent Office must ensure that all candidates' backgrounds and performance levels meet all necessary qualifications and criteria and that the names of candidates recommended for appointment are submitted to the Office of Special Investigations, the Office of the Special Commissioner of Investigation, and the Office of Personnel Investigations for clearance.

**XVI. COMPLAINT PROCEDURES**

These procedures are not intended to modify or waive any grievance procedures that are part of collective bargaining agreements.

- A. Any complaint concerning the selection process shall be referred to the Chancellor.
- B. Time-Frame for Filing Complaints
  - 1. Any complaint concerning the selection process must be filed within fifteen (15) days of the date of the alleged violation or within fifteen (15) days of the date that the complainant became aware of the violation.  
  
If the complaint is not filed on time, the complainant must show good cause as to why it was not filed in accordance with the established time-frame.
  - 2. Complaints should be filed in writing with supporting evidence/documentation of the alleged violation.
  - 3. Upon receipt of a complaint, the Chancellor or designee will initiate an appropriate investigation into the matter and issue a ruling in writing within twenty (20) days of the completion of the investigation.

**XVII. PENALTIES FOR INAPPROPRIATE ACTION/MISCONDUCT**

- A. There will be strict penalties for any retaliation against committee members or their children by DOE personnel on the basis of their participation or rating on C-30 selection committees.
- B. Any perceived attempt to influence committee members involved in supervisory selection committees must be reported immediately to the Office of the Special Commissioner of Investigation for the New York City School District, 25 Broadway - 8th Floor, New York, NY 10004.
- C. Any member of a Community or Citywide Education Council who attempts to interfere or become involved in the selection and appointment process of supervisors will be subject to removal from office. This interference must be reported immediately to the Office of the Special Commissioner of Investigation for the New York City School District at the above address.

**XVIII. INQUIRIES**

Inquiries pertaining to this regulation should be addressed to:

Telephone:  
718-935-5226

*Chief Talent Officer*  
N.Y.C. Department of Education  
65 Court Street – Room 405  
Brooklyn, NY 11201

Fax:  
718-935-5291



## PROPER INTERVIEWING TECHNIQUES

### Age

- **Do not** ask the candidate's age or birth date.
- **Do not** ask the candidate to produce documents that contains 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.

### Driver's 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 of 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.

**ISC HUMAN RESOURCES**

**AGREEMENT OF CONFIDENTIALITY/CERTIFICATION FORM**

Position Title	School	District
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**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
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(Check Affiliation)    CSA \_\_\_    UFT \_\_\_    Parent \_\_\_    DC 37 \_\_\_    HS Student \_\_\_

\*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.