

DIOCESE OF YAKIMA



PRINCIPAL SEARCH PROCESS

2015-2016

**A Manual Designed for Search Committees to
Help in the Recruitment and Selection of Qualified Principals
for Catholic Elementary Schools**

Principal Search Process Diocese of Yakima

Table of Contents

Principal Application Process	1
Applicants for Principal Minimum Qualifications	2
Sample Job Description for Catholic School Principal	3
Guidelines for Search Process	5
Search Committee Timeline	6
Synopsis of responsibilities for the Search Process	7
Advertising Open Principal Positions.....	8
Positive and Negative Candidate Qualities	9
Screening Applications.....	10
Interview Process and Procedures	11
Preparation for Interviews	12
Forming Interview Questions	13
Sample Interview Questions for the Search Committee	13
Faith Leader	13
Educational Leader.....	14
Personnel Selection / Evaluation	15
Planning & Management	15
Administrative Style / Decision Making	16
Discipline.....	17
Situational Questions for the Search Committee	18
The Interview.....	20
Lawful and Unlawful Interview Inquiries.....	21
Principal Search Committee Check List.....	22

Appendix (Sample forms)

- Creating a Qualities Profile
- Principal Profile (and/or) Input to the Search Committee Form
- Committee Member Worksheet for Evaluating Applications
- Interview Tally Sheet
- Guidelines to Checking Principal Candidate References
- Candidate Reference Check List
- Sample Letters
- Contacts for National Catholic Newspapers
- Prayers for Guidance



Diocese of Yakima Catholic Schools

TO: The Principal Search Committee

FROM: Joseph J. Tyson, Bishop of Yakima

Your task is to identify persons to fill the position of principal of your school. The person(s) you recommend to the Pastor of your parish, who is charged with making the final decision, will be called upon to direct and administer the total school program. I have enclosed a description of the duties and responsibilities of principal. This is the single most important position in the school. It is essential that the right person be selected as the leader of the program at your parish school.

You are being asked to make a judgment about people based upon the best information you can obtain. You will need to study carefully the material presented by the candidate, the information from the references presented and checked, and the information gained through the interview process that you will conduct. A good deal of your judgment will be based upon the impression you get and your feeling about each candidate during the interview.

What you are asked to do is not an exact science. You are qualified to render a judgment because you were thoughtfully selected to serve on this committee to represent your community.

Please remember that the Bishop of Yakima or his delegate must first approve all of the candidates for the position of principal. You will find notes of that approval on the front page of the candidate's online application.

Thank you for agreeing to serve on the Principal Search Committee. If I can be of any service to you, please, do not hesitate to contact me ~ (509) 965-7117.

PRINCIPAL APPLICATION PROCESS

Processing Applications

Applicant goes online to <http://www.applitrack.com/yakimadiocese/onlineapp> and logs onto AppliTrack to complete application.

The applicant completes and provides:

1. Letter of Application
 2. Diocese of Yakima Administrator Employment Application
 3. Background Check – Pre-Employment Authorization
 4. Background Check Request – Pre-Employment
 5. Copy of current Washington State Teaching Certificate
 6. Copy of current Washington State Administrative Certificate
 7. Educational background/References/University or College Placement File
 - OPTION A = Three current letters of reference and unofficial transcripts
 - OPTION B = University/College Placement File
- Applicant requests pastor, religious superior or lay religious, to send Ministry Reference Form: an immediate supervisor or person who has observed you in a leadership role, to send Administrative Reference Form; and two professional people to send letters of recommendation, to the Bishop of Yakima.
 - When all materials are received, the Vicar of Schools and the Bishop review the file for completeness and conducts a preliminary phone interview. Notes are made concerning candidates acceptance on AppliTrack form.
 - The applicant applies to local search committee: (Provides a letter of application and resume)
 - Local Search Committee reviews files on the Applitrack site, using password given to committee chairperson, and decides on candidates who will continue in process.
 - The Search Committee schedules applicants for interviews.
 - The Search Committee notifies all applicants of their status.

Interviewing Candidates at Parish Level

- Search Committee interviews approved applicants.
- The Search Committee conducts reference checks on final candidates.
- Following the interviews of candidates, the Search Committee reaches a consensus as to which candidate(s) could be recommended to the Pastor. (There should be a first and second choice offered).

Pastor Responsibility

- The Pastor accepts the recommendations of the committee.
- If the candidate is approved, the Pastor will offer the contract, negotiate salary and benefits.
(OR)
- The Pastor rejects the recommendation of the committee and the process is begun again.

Diocese of Yakima

Applicants for Principal: Minimum Qualifications

1. A knowledgeable and practicing person of faith who is an active, participating member of a Catholic faith community with a thorough understanding of and commitment to the Catholic philosophy of education, including current catechesis.
2. Demonstrated ability to share one's personal faith journey and enable others to do the same.
3. Demonstrated successful ability to manage staff, volunteers, budgets and programs.
4. A Master's Degree in an approved program. Consideration will be given to applicants who are working toward proper certification.
5. Valid Washington State Teacher or Administrative Certification.
6. Washington State Principal Certification, or eligibility to hold certification. Consideration will be given to applicants who are working toward proper certification.
7. Demonstrated successful experience as a teacher or administrator in Catholic schools preferred.
8. Demonstrated leadership ability exhibited through past or present educational assignments.
9. Five years of successful classroom teaching experience at the elementary school, middle school, or high school level (preferably in a Catholic School).
10. Ability to honor and maintain confidentiality.

(Sample)

Catholic School Job Description for Principal

Note: The following list of major duties and responsibilities may not fully represent the exact job responsibilities of any one principal. There may be additional/different elements of the job which are not included in this check list. Schools are encouraged to use this sample check list as a normative guideline in creating their individual job descriptions.

Position Purpose:

School: _____ City: _____

The purpose of this position is to ensure Christian leadership according to diocesan and local school policies, rules and regulations.

Major Duties and Responsibilities:

1. Collaborates with the pastor/parochial minister in implementing the mission of the Parish. This is accomplished by participating in the comprehensive planning, implementation and evaluation of the parish's program, goals and objectives with particular emphasis on the religious education/formation. Principal serves as a member of the pastoral staff and is a professional resource to the staff in all areas relating to the Catholic elementary school. Principal participates in regional and deanery program planning efforts.
2. Ensures the development and implementation of an overall learning environment which promotes Catholic faith formation/education, ethical decision-making, social justice and Christian leadership. This is accomplished by promoting a curriculum that integrates Gospel values; assuring the integration of the school as part of the parish faith community; enabling staff to serve as role models for students; promoting a leadership style compatible with Christian principles; and personally witnessing to the principles and values of the Catholic faith.
3. Ensures the development, implementation and evaluation of a comprehensive curriculum program which complies with Diocesan and state standards of curriculum requirements. This is accomplished by overseeing the implementation of instructional goals and objectives for each grade; evaluating current curriculum to determine strengths and weaknesses and collaborating with staff in selecting supplementary programs.
4. Ensures the supervision of certified and support staff. This is accomplished by overseeing the recruitment, hiring, training, motivation and evaluation processes. Incumbent is also responsible for terminating staff. Principal oversees the formulation and implementation of instructional goals and objectives for individual teachers; provide for instructional resources and professional development for teachers. Principal convenes staff to promote the integration of the school's mission, goals and policies; and to promote a working environment that incorporates the principle of collaboration, subsidiary and shared decision-making.
5. Ensures that learning standards are developed and maintained for students. This is accomplished by assuring that students are tested and evaluated regularly and appropriately, and that test results are shared with parents. Principal oversees the development and maintenance of accurate and current student records and files.
6. Ensures the development and maintenance of effective communication systems between parents, teachers and school administrators. This is accomplished through regular written communication to the parents; regularly scheduled meeting opportunities between teachers and parents; regularly reporting students' academic progress; and participation in Parents' Club activities and meetings.

7. Serves as staff and executive officer to the School Commission. Principal prepares agenda in collaboration with Commission Chair, ensures the preparation of information, research and other appropriate data as requested by the Commission. The principal collaborates with the Commission in preparing annual budget and modifying it as needed.
8. Oversees the development of an overall financial plan for the school. This is accomplished by convening a Development Committee (a committee of the School Commission) to develop a long range financial plan for the school, including fund solicitation, fund-raising, alumnus's association development, and endowment programs.
9. Collaborates with the Bishop of Yakima in administering the school. This is accomplished by developing annual school programs, plans, goals and objectives and participating in programs, meetings, etc. sponsored by the Diocese.
10. Ensures the development of policy and process for disciplining students. This is accomplished by incorporating the values of justice making and membership in a community in promoting positive discipline and its consequences.
11. Participates with other secular and private schools in the community in facilitating joint programs and/or the acquisition of joint supplies with the local school district.
12. Ensures the preparation and submission of all necessary reports to the state as well as the Diocese of Yakima. Principal also adheres to all applicable state and diocesan safety and health regulations.
13. Maintains a level of knowledge and skills required to function as a Principal. This is accomplished through reading, attendance at diocesan in-service training opportunities, participation in worships, conventions or convocations and through membership in local, state or national professional organizations, as approved and as appropriate.

CURRENT SALARIES OF ELEMENTARY SCHOOL PRINCIPALS

The range of salaries for lay elementary school principals is _____. If you would like information concerning the range for principals in your surrounding area public school district you should contact the local school district. Catholic School Principals have an even broader range of responsibilities than principals in public school. Since Catholic School Principals must be responsible for budgets, faith life and many other areas of governance not expected of public school principals, it is recommended that the salary reflect these increased levels of responsibilities.

GUIDELINES FOR SEARCH PROCESS

Administrative Opening Is Declared

- Principal informs the Pastor, in writing, of intent not to renew his/her contract on or before March 15th.
- Pastor notifies Bishop of Yakima and his delegate the superintendent of Catholic schools that there is an administrative opening.
- Principal informs the staff and parents of her/his decision.

A Search Committee Is Established

- Bishop of Yakima and/or Superintendent of Catholic Schools communicates with the Pastor regarding the search process.
- Pastor and School Commission Chairperson appoint the Search Committee and its chairperson.

Suggested members of Search Committee

- a. School Commission Members [1 or 2]
- b. Parent/Parish representatives [1 or 2]
- c. Representative of Diocese of Yakima [1] designated by the Bishop and/or his delegate – the superintendent of Catholic schools.

Responsibilities of the Diocese of Yakima member

- a. Reviews selection process
- b. Reviews diocesan policies/procedures
- c. Reviews responsibilities of Search Committee, the Pastor and Diocesan representative.
- d. Attends all Search Committee meetings.

Responsibilities of School Commission

- a. Reviews school philosophy/mission statement
- b. Reviews job description
- c. Sets priorities for hiring
- d. Establishes a salary range

Responsibilities of Search Committee

- a. Establishes time-line for search process
- b. Establishes dates and place of Search Committee meetings
- c. Decides on advertising in collaboration with the Diocese of Yakima representative.
- d. Prepares materials to be used by committee and to be sent to candidates to be interviewed:
 - ✓ Brief description of parish
 - ✓ Copy of school philosophy
 - ✓ School handbook
 - ✓ School Commission Constitution/role of the School Commission
 - ✓ Sample copies of faculty bulletin, parish bulletin, school newsletter
 - ✓ School brochure
 - ✓ Any pertinent information about the local school and community
- e. Updates school website and keeps it current.

The Search Is Advertised

The Advertising/Recruitment Search Committee decides on the extent of advertising. Advertising may include local universities, local papers, and other diocesan or educational newspapers. The position is listed on the Catholic Schools website (AppliTrack) and NCEA job line by the Office of the Bishop Department staff in the Diocese of Yakima.

Applicants are directed to request all materials for position opening from Diocese of Yakima and the local parish who are also responsible for gathering all information about the prospective candidate.

Timeline for Search Process

[Note: Allow up to 6 weeks to 2 months to complete this search process]

Meeting 1

Search committee in-service (Begin all meetings with prayer).

Assign tasks

- Gather input from faculty and staff
- Gather input from parents
- Prepare information packet for prospective principals and update school's website.
- Assign chairperson
- Prepare advertising and determine where to send it
- Publish opening
- Identify a communicator to see that faculty and parish are kept informed
- Determine: What can we report to our publics
- Set dates

Meeting 2 (about two weeks later)

- Report on input from parents and faculty/staff
- List themes from above reports and use this input to develop interview questions
- Before next meeting, print a rough draft of interview questions
- Review letters of application and determine which candidate files to review online

Meeting 3 (about two to three weeks later)

- Review and finalize interview questions
- Review applications on Appli Track (see review guide in Appendix)
 - All files are reviewed and evaluated by individual committee members (no consultation until all have completed the review)
- Make decision on which candidates to interview
- Contact applicants to invite *for interview*
 - Notify candidates if they will not be interviewed by letter or email
- Reserve place and time for interviews

Meeting 4- ?

- Interview (s)
- Critique candidates
- Determine if another interview is needed and with whom
- Check and document references

Meeting 5

- Report on reference checks. Sign and date reference checks and give to chairperson
- Rank order candidates; list strengths and areas for growth of each
- Either
 - Plan a 2nd interview only if necessary
- Or
 - Make recommendation to pastor/priest administrator. Offer at least two candidates

After Meeting 5

- Pastor/Priest Administrator extends contract
- Notify all candidates of your decision (*Another candidate has been chosen.*)
 - See Appendix for sample letters of notification

SYNOPSIS OF RESPONSIBILITIES FOR THE SEARCH PROCESS

DIOCESE OF YAKIMA SCHOOLS REPRESENTATIVE RESPONSIBILITIES

Facilitates the search process and participates in committee interviews. Publishes Principal Job Opening in Catholic Schools in the diocese. Communicates with Pastor regarding Search Process. Meets with Search Committee regarding process, policies, and time-lines, interview questions. Checks transcripts, credentials and background check. Provides information of qualifications of the candidate to the Search Committee prior to the interview. Facilitates the process with search committee for reaching a decision as to which candidate will be recommended to Pastor.

PASTOR RESPONSIBILITIES

Communicates with current principal regarding her/his resignation. Informs the School Commission of the resignation of the principal. Works with School Commission chairperson in selecting a Search Committee. Communicates with the Bishop of Yakima and/or his delegate regarding the hiring process and policies. Is a member of the Search Committee. Makes the decision as to the selection of the Principal from approved candidates (in consultation with Search Committee). Notifies the Bishop of Yakima and his delegate the Superintendent of Catholic Schools as to his choice of candidate. Notifies the selected candidate. Negotiates salary and benefits; signs the contract.

SCHOOL COMMISSION RESPONSIBILITIES

Reviews the Principal Job description; with input from the Principal, identify the specific priorities that are unique to the school at the time of the Principal search. Reviews Vision/Mission Statement of the school. Establishes a salary range and benefits.

SEARCH COMMITTEE CHAIRPERSON RESPONSIBILITIES

Arranges committee meetings; inform members of place, time, agenda, etc. Communicate with Bishop of Yakima and his delegate, the Superintendent of Catholic Schools regarding:

- Meetings
- Interviews
- Arrange for applicant's transportation, lodging, etc.
- Contact person for applicants

Provides each Search Committee Member with the philosophy of the school, the job description, and priorities identified by the School Commission. Prepares a budget of expenses for the search process. Notifies candidate to set up interview with local search committee. Be responsible for confidentiality of all candidate materials; collect information regarding candidate resumes, copies of committee comments, and recommendations of candidates and return to Bishop of Yakima and his delegate, the superintendent of Catholic Schools. Adhere to set timeline.

COMMITTEE MEMBERS' RESPONSIBILITIES

With input from the principal, identify the specific priorities that are unique to this school. Meet with the Bishop and/or the Vicar of Schools to review process, policies, formulate interview questions and procedures, set timeline - decide where to advertise. Establish the qualities desired for the position. Review the summary of educational background and experience for each candidate provided by Assistant Superintendent of School Personnel. Determine interview procedures and interview questions. Interview candidates recommended by the Bishop of Yakima and/or delegate the superintendent of Catholic Schools. Following the interviews, identify the characteristics and qualities of each candidate and discuss them in the light of the school's priorities. In prayerful discernment, the committee will be asked to reach a consensus opinion as to which candidate they will recommend to the Pastor.

Advertising Open Principal Positions

- A. In cooperation with the Diocese of Yakima, the Catholic Schools Department places your ad in the job listings for the Diocese of Yakima AppliTrack and NCEA websites

The Catholic Schools Department Position Openings Job List and NCEA

The Vice-Chancellor in the Diocese of Yakima publishes a job listing of open positions in the Diocese of Yakima. This list is distributed to all of the Catholic Schools in the Diocese of Yakima and Potential Principal Candidates. To submit an ad in this listing, e-mail the text to Diana Aparicio-Sosa at diana.aparicio@yakimadiocese.org. Your ad for principal will also be submitted to the NCEA website job listing. If you have questions please call the Diocese of Yakima at (509) 965-7117.

Standardized Job Description for AppliTrack & NCEA websites

Your School Name Here ~ K-8 Principal

Your Text Here

Salary and benefits compensatory with experience and education will be offered.

Visit our websites. School: **Your web address here** and the Parish: **Your web address here**

Deadline for applications: Open until filled. **[recommended statement]**

For more information or to apply on-line: Visit <http://www.applitrack.com/yakimadiocese/onlineapp>

Apply through AppliTrack. Additionally, send a letter of interest and resume to:

name
Principal Search Committee
address

phone: [optional]

Email:

Interested candidates should also forward their letter of interest and resume.

Bishop Joseph Tyson
Diocese of Yakima
5301-A Tieton Drive
Yakima, WA 98908

Rev. Thomas Kuykendall
Vicar for Catholic Schools
625 S. Elliott
Wenatchee, WA 98801

Email: bishop@yakimadiocese.org

frkuykendall@stjoewen.org

All candidates seeking principal positions within the Diocese of Yakima will have a preliminary interview with either the Bishop or the Vicar of Schools, before application is given final approval.

B. The Search Committee prepares an ad describing the position.

Sample Ad

St. Paul Cathedral School, in Yakima, Grades K-8 with an enrollment of 215 students is seeking a principal. We are looking for a strong Catholic leader certified and experienced. Excellent opportunity with strong support from pastor, parents, staff and parish. **Deadline date for applications** _____ . Please make application through the Catholic Schools Department on its website, <http://www.applitrack.com/yakimadiocese/onlineapp>. Send letter of interest and resume to: (Search Committee Chairperson)

***The Catholic Northwest Progress**

The weekly Catholic Newspaper for the Archdiocese of Seattle. Its publication is every other Thursday. To place an ad, phone (206) 382-2075. Call to confirm deadline for advertising in The Progress.

Be sure the ad directs all potential principals to contact the Catholic Schools Department for application procedures.

SCREENING APPLICATIONS

BE ALERT! Ask questions like the following.

1. Are there any gaps in the applicant's work history which are not explained?
2. Has the applicant been employed in several short term positions with no explanation of why he/she left the position?
3. Are the candidate's college grades average or better?
4. Are there inconsistencies in the application?
5. Are the reference letters fairly recent and written by someone who had close contact with the candidate in a similar work situation?
6. Is the reference written for a closed or open file?
7. If the reference is written for an open file, are there any phrases, which suggest that the source is, signaling you to get more information?
8. Does the reference speak to the important qualifications for this job or just to peripheral talents and abilities?
9. What is lacking in the reference --- What is not commented upon?
10. Do the reference letters describe specific abilities and precise job success indicators or are they general and bland?

INTERVIEW PROCESS AND PROCEDURES

INTERVIEWING APPLICANTS

One of the most difficult responsibilities of the Search Committee and the School Commission, working with the Pastor, is about finding the "right" administrator for the school. The screening and interviewing process are vitally important in selecting a strong Catholic school leader.

PURPOSE

The interview is probably the single most important phase of the entire administrator selection process and is generally the decisive step. The candidate to be interviewed will have been chosen on the basis of information from his or her application papers. The interview is an opportunity to supplement this data with information that is not readily available in order to achieve as complete a picture of the candidate as possible. The interview also affords the candidate an opportunity to ask any questions and to secure information needed for his or her decision regarding employment. The function of the interview is to reduce the element of chance in personnel selection and thus to improve the possibility of selecting the best possible administrator for our Catholic schools.

PRIOR TO THE INTERVIEW

Before you begin an interview, you must decide what you are looking for in each candidate. These characteristics must be firmly fixed in your mind before the interview begins.

- A. Faith and Vision ~ Seek a person with a strong faith and a sense of Church.
- B. Initiative and perseverance ~ Initiative and perseverance are vital to successful administration. Administrators have to be self-starters. They either make themselves work, or they don't.
- C. Question reliability ~ An administrative candidate must be reliable because you will have to trust that person to do the job. S/he must be a person upon whom the entire school team can rely.
- D. Seek mental ability ~The amount of brainpower an administrator needs is beyond question. Administration requires a high degree of imagination, intelligence, and educational information.
- E. Make sure the applicant is willing to work ~ Find out, through questioning, if s/he understands the responsibility for the work of the entire school. Because of the time commitment involved in this job, the applicant should demonstrate a willingness to spend time beyond the normally required 8:00 - 4:00 job.
- F. Look for a willingness to absorb pressure and select emotionally balanced people ~ Administration is tough. Every administrator will be required to take criticism and absorb punishment during the course of the year. If an administrator feels uncomfortable handling conflict, that person is in the wrong profession.
- G. Administrators must "live through" frequent discouragement ~ They have to be polite to a discourteous parent when they prefer not to be. Often they have to listen when they prefer to talk. A liking for people helps to cushion the pressures.

PREPARATION FOR INTERVIEWS

THE CANDIDATE'S EXPECTATIONS

A candidate should expect a School Commission to supply him/her with the following types of information:

- The school's philosophy
- Parent handbook
- The School Commission constitution
- The School Commission local policy book
- Strategic or Long Range Plan

THE SEARCH COMMITTEE'S EXPECTATIONS

The candidate should be prepared to hear the following requests of the search committee.

- A request that the candidate visit the school.
- A second interview as needed.
- An opportunity for the candidate to meet and talk with the incumbent principal.

Possible Candidate Questions about the School Commission

RELATIONSHIPS

- How do you view your role as a School Commission?
- As a commission, how do you perceive your relationship with the principal? With the pastor? With the staff? With the parent community?
- What provision do you make for School Commission In-service training?
- What is your understanding of shared decision-making?

COMMUNICATION

- How does the School Commission communicate with the principal, the parents, and the parish community?
- How do you handle parent complaints about teachers? About the curriculum? About the principal?
- Is the principal jointly responsible for the monthly agenda?
- What efforts have you made to support the staff?
- Why did the former principal resign?

PASTORAL INVOLVEMENT

- Are the priests involved in the school?
- In what way? Weekly religious instruction? Visible presence? In the liturgies

FUTURE PLANNING

- Do you have a long-range plan for the school?
- Do you perceive program changes in the near future? How do you determine parent satisfaction with the curriculum and/or programs?
- What are your financial plans/budget for future?

COMMUNITY

- How do you perceive the school? (Part of the Parish? Totally independent?)
- How might the School Commission be instrumental in developing faith community in the parish?

POSITIVE SKILLS AND QUALITIES IN A CANDIDATE

SKILLS TO BE ASSESSED:

PROBLEM ANALYSIS	Ability to seek out relevant data and analyze complex information to determine the important elements of a problem situation; searching for information with a purpose.
JUDGMENT	Ability to reach logical conclusion and make high quality decisions based on available information; skill in identifying educational need and setting priorities; ability to evaluate critically written communications.
ORGANIZATIONAL ABILITY	Ability to plan, schedule, and control the work of others; skill in using resources in an optimal fashion; ability to deal with a volume of paperwork and heavy demands on one's time.
DECISIVENESS	Ability to recognize when a decision is required (disregarding the quality of the decision) and to act quickly.
LEADERSHIP	Ability to get others involved in solving problems; ability to recognize when a group requires direction, to interact with a group effectively and to guide them to the accomplishment of a task.
SENSITIVITY	Ability to perceive the needs, concerns, and personal problems of others; skill in resolving conflicts; tact in dealing with persons from different backgrounds; ability to deal effectively with people concerning emotional issues; knowing what information to communicate and to whom.
STRESS TOLERANCE	Ability to perform under pressure and during opposition, ability to think on one's feet.
ORAL COMMUNICATION	Ability to make a clear oral presentation of facts or ideas.
WRITTEN COMMUNICATION	Ability to express ideas clearly in writing; to write appropriately for different audiences - students, teachers, parents, etc.
RANGE OF INTEREST	Competence to discuss a variety of subjects: educational, political, current events, economic, etc., desire to actively participate in events.
PERSONAL MOTIVATION	Need to achieve in all activities attempted; evidence that work is important to personal satisfaction, ability to be self-policing.
EDUCATIONAL VALUES	Possession of a well-reasoned educational philosophy, receptiveness to new ideas and change.

NEGATIVE QUALITIES TO BE AVOIDED IN A CANDIDATE

- Authoritarian or bossy
- Lacking human skills
- Poor organizational skills
- Lack of confidence ~ Fear of failure ~ Poor self-concept
- Rigid ~ Threatened by change/insecure
- Negative attitude
- Withdrawn ~ Inability to communicate
- Inability to discipline
- Impractical ~ Full of theory ~ Little common sense
- Does not understand role
- Poor instructional skills
- Uncommitted to teaching
- Resists suggestions to improve
- Loud or abrasive personality/gossipy
- Does not enjoy children

FORMING INTERVIEW QUESTIONS

QUESTIONS SHOULD BE WRITTEN TO:

- Fill in any gaps in the information provided in the application form.
- Clear up any contradictory information.
- Determine if the candidate's aspirations fit the job. Is this the kind of job s/he really wants or just the only job s/he can find?
- Determine the precise nature of the candidate's knowledge, abilities, and past experience.
- Determine if the candidate's philosophy of education will fit in this building.
- Determine the candidate's personal qualities. Is s/he really what you are looking for?
- Avoid asking questions which can be answered with a simple YES or NO.

SAMPLE INTERVIEW QUESTIONS FOR ADMINISTRATORS

FAITH LEADER

Ask questions about the candidate's faith life – DO NOT ASSUME!

- What has attracted you to the Catholic School system? What kind of school would you like to lead?
- How do you define a Catholic School? What do you consider quality Catholic education? What are the unique attributes of a Catholic education—how would a visitor know they had entered a Catholic school.
- Please share with us something of your own personal faith journey.
- What are some important changes that have taken place in the church in recent years? How do you feel about these changes?
- What are the two most significant challenges facing Catholic education today, and how would you address these issues?
- In your role as principal, what relationships would you establish with the parish staff?
- What steps would you take to encourage cooperation and growth between school and the parish religious education program? How can the school be integrated into the life of the Parish community?
- In your opinion, what forms of worship would you encourage for elementary children?
- What is your familiarity with the Catechism of the Catholic Church, and what do you consider its appropriate use within a Pre-K through 8th grade curriculum?
- What is your familiarity with the religious education curriculum of the Diocese of Yakima, and how do you propose to best incorporate it into the school curriculum?
- As principal, what would you do to assure that the school is in name and reality, a "Catholic School"? That is, how does a Catholic school model Gospel values?
- How would you, as the principal and Faith Leader of _____ School, bring a sense of a Catholic faith community within the school environment for faculty, students, parents and parishioners?
- What would you do to encourage parents to fulfill their obligation of both bringing their children to Sunday Mass and engaging in stewardship and supporting the Parish?
- What kind of school would you like to lead?
- * **Situation:** At some point in your tenure, a teacher is reported by parents to be teaching unorthodox religious doctrine not in conformity with diocesan principles. How would you proceed?
- * **Situation:** As you begin your first year, the Pastor tells you that he thinks the school is weak in fostering its Catholic identity. He wants you to make this one of your priorities this year as the new principal. What will you do?

EDUCATIONAL LEADER

- As principal, what do you see as some of your major responsibilities in your role in the Catholic School?
- Could you describe and evaluate the extent of your experience and skill as related to your teaching background and your administrative qualifications?
- Describe an educational situation in which you have exercised a leadership role.
- Explain a positive program you have used designed to encourage good student behavior/leadership.
- With your previous experiences, what areas of curriculum development do you see as requiring the most attention in a K-8 school? Where do you find the areas yielding the best gains for the effort involved?
- How would you prioritize the following subjects/activities: music, art, drama, and sports? How would you integrate these areas into the base curriculum and to what extent?
- What do you see as the role of technology in the elementary grade levels—where is it the most effective as a teaching tool and where as a learning vehicle?
- What experience do you have with state-mandated learning assessment tests? What are some effective ways in which to integrate these assessments into the existing curriculum without creating simply a “test preparation course”?
- Do you see Curriculum Mapping as a good technique for unifying instruction? What other tools would you use to upgrade curriculum?
- Name two or three ways you would encourage your staff to participate in curriculum development within the building.
- When introducing a major change in policy, procedure, and methodology into the organization, what steps would you take to gain “buy-in” or increase the level of receptivity of all stakeholders?
- Describe your personal experience with the accreditation process. What value do you see in this process?
- We serve a population of children from 3 to 14 years old. How do you go about interacting with a variety of ages and stages? Could you provide examples?
- Research on learning styles, intelligence types, and brain development indicate that the classroom teaching styles we experienced as children are outdated and often harmful. What do you hope to initiate at _____ school to address the new understanding of how people learn?
- What new teaching techniques, materials, equipment, or programs are you hoping to introduce at _____ school? Describe one current educational trend and how you implemented it at a previous school.
- What kind of learning environment would you like to create for students, teachers, and parents?
- What evidence would you look for in the school to assure that students are learning? What questions might you ask to get good information about the curriculum?
- What is your goal and vision for the students’ education at _____ school that will help them advance to higher education? How will this be accomplished and what are the steps and tools that would be implemented?
- What are your long term professional goals?
- * **Situation:** In your school, you find that the Science scores are not meeting expectations. You find some teachers are not teaching comprehension skill at their grade level and others have brought in supplementary books that do not provide a sequential order between grade levels. Where would you begin working on a solution to rectify this situation?
- * **Situation:** Some parents call you saying their child does not get enough homework. Other parents are calling you complaining of too much homework. Give us the scenario you would use to bring this problem to the attention of your staff.
- * **Situation:** We have a number of special needs students in our school (both below grade level and gifted students) and funds are not available to set up special education classrooms and gifted classrooms in the building. How would you make sure these youngsters get the help they need?

PERSONNEL SELECTION AND EVALUATION

- Can you describe your idea of the most important characteristics of a strong teaching staff? What are the major differences between the team needs at the primary grades and those required at the middle school level?
- Describe your idea of a good, effective teacher, and how you would make sure they are meeting your expectations? What are some key ways to evaluate their effectiveness both short term and long term? How would you address a teacher who is not meeting your expectations?
- What are the characteristics and attributes that you would look for in hiring a staff member? Have you interviewed and hired staff before?
- How would you go about building relationships of trust, respect, and collaboration with the staff as a new principal?
- Upon a visit to a classroom, what are your first clues that learning is taking place? What are the steps you would take to address a negative observation?
- You will be supervising classrooms. What will you be looking for during informal visits and formal observations to ensure a balanced literacy program is in place? A balanced mathematics program is in place? A balanced religious program is in place?
- What are some of your ideas on professional growth/in-service training for beginning teachers? Veteran teachers?
- What are your ideas on developing a united, cohesive, and harmonious staff consisting of veteran teachers, beginning teachers, and new hires?
- What process would you use for non-renewal of a teacher's contract?
- How would you deal with a parent who is dissatisfied with a teacher because of a problem with discipline, grading, or achievement? How would you handle a difficult student?
- Have you handled a grievance from a staff member? Explain the steps you followed.
- What role should continuing education play in faculty professional development? Should it be done during the academic year, in the summer, on the teacher's own time, etc.?
- How would you evaluate your own performance?
- * **Situation:** You are receiving pressure from several parents who want you to fire a veteran teacher, or they will withdraw their children from the school. You have observed the teacher in the classroom, and as the teacher supervised the children, in your judgment, she is generally competent. However, she has reached her sixties, is careless about her personal appearance, and has lost some of her zip and enthusiasm. How do you think you would handle this situation?
- * **Situation:** In the course of your first year as a principal, you discover that some of your teachers are themselves deficient in Language Arts skills. What do you do? What assessments should be made and how often?

PLANNING AND MANAGEMENT

- What background and/or experience do you have in curriculum development? As principal, how would you monitor and supervise curriculum development?
- How would you involve the faculty in program/curriculum development?
- What do you believe to be the best model for consultative bodies between the school and the parish in order to facilitate the greatest cooperation and interaction?
- What kind of learning environment would you like to create?
- How do you view the Religious education program in the school?
- To what extent have you been involved in financial decision making and/or business decision making?
- What long-range changes do you see in education?
- Have you had experience in developing and/or managing a long-range plan?
- Our parents are expert fundraisers. What additional sources of funding are you hoping to draw on?
- What is the role of the School Commission, as you perceive it?
- What is your experience with developing, monitoring, and implementing budgets? What was the size of the budgets and what were the results? How do you view the role of the principal in development/fundraising/managing budget?

- What knowledge and experience do you have in fundraising and with endowments? How would you describe your fundraising skills? Please describe in detail the fundraising efforts you have implemented and overseen at other agencies or institutions. Based on your experience, what has been successful in bringing in additional funds? What hasn't worked well?
- What are some of the creative ways you would use to help families seeding financial help?
- What has been your experience with regards to monitoring the monthly financial activities of the school?
- How could our School Commission be of assistance to you?
- * **Situation:** The School Commission approves the change in school uniforms and several parents object to the change. What would you do?
- * **Situation:** How would you respond to the following scenario: Because of potential budget cuts, you have been directed to seriously consider the discontinuation of the highly reputable Fine Arts program at _____ school, which includes music and drama. Please discuss the steps you would follow to comply with this mandate.

ADMINISTRATIVE STYLE/DECISION MAKING

- How would you describe your management style as regards decision making, problem solving, and staff involvement?
- Once you make a decision, what steps do you take to implement your decision?
- Who do you think is important to involve in the decision making process and how would you involve them?
- What style of leadership from a Pastor would you work with the best?
- What do you think are the two or three most important components of a principal's role? How do you assess yourself in terms of performing each of those components?
- Describe the role of principal in relationship to parents, teachers, staff, students, and the parish community. How would you foster a sense of community at an appropriate level of relationship to the parish?
- Of the following attributes of a Catholic School Principal, which are strengths for you and which would you delegate?
 - Administrative skill
 - Ability to provide spiritual direction for school community
 - Able communicator in both written and spoken form
 - Accommodate needs of those with learning differences
 - Good stewardship of financial resources, experienced fund-raiser
 - Balanced approach to discipline
 - Charismatic teacher
 - Understands both boys and girls
 - Develop curriculum strong on basics that does not neglect arts
- Can you tell us about the methods you might use to maintain and strengthen communications among various groups in the school community (teachers, parents, students, clerical help, community people, Advisory Councils, clergy, maintenance people)?
- Describe your working relationship with pastor, school commission, faculty/staff, parents, students and the Catholic schools office.
- What does a collaborative decision-making process look like in your school? Is it your preferred method?
- How would you deal with a parent who is dissatisfied because of some problem that has come up over discipline, grading, or achievement? Can you provide an example of a situation in which you handled a parent in this way, and how you resolved the problem?
- Parents are the primary educators of children. What do you expect from the parents of the students? How would you involve or engage them in the education of their children and how would you include the students and the administration in this?
- Tell us about some recent idea you have successfully implemented with a staff.
- What do you consider your special strengths? Weaknesses? What have others said about you in regards to these qualities?

- Tell us about a goal that you failed to meet in your last or current job. Why did you not succeed? What would you do differently?
- What does it mean to you to be approachable and would you describe yourself that way?
- What about the principal for _____ school position caught your imagination and compelled you to apply? How might this position fit your strengths and personality style?
- What is your vision / mission as a new principal at a Catholic school with set ideas and customs, and how will you go about making it a reality? How would you deal with opposition to your vision? How would you get your vision across to the parish community?
- The transition to a new administration can be rocky. How will you implement change smoothly? How will you deal with resistance?
- Please describe a difficult decision you've made or problem you've had to solve as a leader or school administrator. How did you respond to the negative ramifications / reactions?
- Have you ever worked with budgets, salaries, benefits, etc.?
- As a principal at _____ school, you are required to make important decisions such as tuition increases, budget cuts, school renovations, etc. These decisions are crucial to both the school and the parish. Who do you think it would be important to involve in the decision-making process and how would you involve them?
- In what type of school organization have you worked? Self-contained/middle/open classrooms?
- Administrators in all schools are called upon to address diversity. What is your understanding of diversity, and how will you address issues of diversity in your school?
- What experience have you had in working with a diverse / multi-cultural student population? What unique challenges did that experience present, or what would you anticipate?
- Please explain to us any work you've done around cultural competence and what the "look for's" are that you would expect to see during classroom visitations that would signal the teacher recognizes the need for culturally responsive teaching?
- How would you establish effective communication with parents that are English Language learners? What strategies would you use to ensure that these families do not feel excluded from the parish and school community?
- Recognizing that our community has little diversity, how do you see your role in teaching, fostering, and promoting respect and acceptance of racial, cultural, religious, and socioeconomic differences?

DISCIPLINE

- Describe your approach to discipline in general in the elementary school. What is your discipline philosophy and experience dealing with discipline issues? What do you expect of classroom teachers and parents in the process?
- What do you consider the role of the teacher in discipline problems?
- How would you deal with the more serious discipline problems?
- Under what conditions would you dismiss a student from school?
- What qualities would you like reflected in the students of this school upon graduating?
- How do you assess the effectiveness of Steps to Respect and other programs aimed at creating a safer school environment? What makes it difficult for the school to identify, monitor, and correct the behavior of bullies?
- * **Situation:** The School Commission approves the change in school uniforms and several parents object to the change. What is your response?

Last questions:

- Is there anything else that would help us to know you and contribute to our decision?
- Is there anything else about us that you should know before we consider offering you a contract that would prevent you from accepting it?
- As you know, this is a significant leadership position for the Church in Eastern Washington. Given the public nature of this position, is there anything the Bishop and the Superintendent need to know about you personally or professionally that, if known, would compromise your ability to successfully serve in this position? (Document and sign the response to this; place in their file)

THE INTERVIEW

OPENING THE INTERVIEW

The first few minutes of the interview should be devoted to establishing a warm, friendly relationship with the applicant. Little information can be obtained from the applicant unless she/he is comfortable and at ease.

WHAT DO I ASK?

- Plan your interview ahead of time. Base questions on established criteria.
- Write questions addressing all aspects of Catholic school leadership.
- Make the questions open-ended.
- Ask stress free questions that give the interviewees a chance to tell you what they believe, feel, do, etc. If you want specific information, ask them.

HOW DO I ASK?

- Determine who asks what questions. Divide up committee responsibilities. Find a quiet, comfortable (but not too) room.
- Move into the structured, planned questions as soon as the interviewee is ready.
- Ask the same questions of each interviewee. You have no point of comparison if you do not ask each interviewee the same questions.
- Don't ask similar questions too close together. Mix up the questions so the interviewee can come at the same issue from many angles.
- Ask your questions, and then just listen. If you talk more than 10% of the time, you are probably talking more than is necessary.
- As you listen, be accepting, responsible (nonverbal), and non-judgmental.
- Do not interpret the terms in your questions to the interviewee. It's their interpretation that is important.
- Do not probe or cross-examine. If you have developed good job related, straightforward, thought provoking, open-ended questions, they will reveal the interviewee's thoughts and feelings.

HOW DO I LISTEN?

- Know what you are listening for.
- Listen with both ears.

SUMMARY

- In evaluating the applicant's replies, try to be objective and unbiased. If you have a **personal prejudice, don't** allow that feeling alone to be the cause or reason for rejecting the applicant.
- After the interview is completed, immediately note your impressions. Avoid hiring on the first interview if the committee feels the need to clarify issues or further interact with the candidate.
- **Never** hire a person without checking and verifying the references. In most cases, the best source of information is the prior employer. The worst sources are personal friends.
- As you know, the selection of an administrator is one of the most important decisions the School Commission will make. It is a difficult function. The Search Committee needs to rely on the action of the Spirit in their discernment, the gifts of the Search Committee members, and careful assessment.

LAWFUL AND UNLAWFUL INTERVIEW INQUIRES

	Lawful	Unlawful
Asking the applicants if they have ever worked under another name	X	
Asking the applicant for his/her religious affiliation, name of church, or religious holidays observed	X	
Asking the applicants if they are citizens of the U.S. their citizenship	X	
Asking the applicants if they have ever been arrested for any crimes and to indicate when and where	X	
Asking the applicants to indicate what foreign languages they can read, write, or speak fluently	X	
Asking the applicants about their past work experience.	X	
Asking the applicant is there any belief or reason why they could not work in a position that required them to publicly support the decisions of the office of the archbishop?	X	
Asking the applicants to name their birthplace		X
Asking for the birthplace of the applicant's parents, spouse, or other close relative		X
Asking the applicants to submit proof of age by supplying birth certificate or baptismal record		X
Asking the applicants if they are naturalized citizens		X
Asking the applicants how they acquired their ability to read, write, or speak a foreign language		X
Requesting the applicant to provide names of three relatives other than one's father, husband or wife, or minor-age dependent children		X
Asking the applicant for wife's maiden name		X
Asking for the maiden name of the applicant's mother		
Asking for full names of the applicant's brothers/sisters		X
Asking the applicant for a list of all clubs, societies, and lodges to which s/he belongs		X
Asking the applicant to include a photograph with the application for employment		X
Asking the applicant to supply addresses of relatives (cousins, uncles, aunts, nephew, grandparents) who can be contacted for reference		X
Asking about marital status, ages of children, and spouse's occupation.		X

PRINCIPAL SEARCH COMMITTEE CHECK LIST

_____ **Form the Committee:** The Pastor/Parochial Minister should appoint the Search Committee.

No more than 9 members (more people complicate meeting arrangements, etc.)

Pastor/Parochial Minister

Representative of Diocese of Yakima (May be a principal selected by the Bishop or the Vicar for Schools.

School Commission Members

Parish Representative

Parent Club Representative

You also need to determine what role the pastor/parochial minister will play. Will the pastor/parochial minister be on the interview team, in the consultative position or in the final decision process? Also choose one person on the committee to be the foreman to run the committee meetings and the interviews.

_____ **Notify the Diocese of Yakima**

_____ **Establish a Time Line:** Establish a time line with dates to include the following:

a. Acceptance of applications.

All applicants **must** be approved by the Bishop of Yakima and his delegate.

b. Interview dates.

c. Final recommendations.

_____ **Determine the Needs of the School**

_____ **Advertise the Position:**

_____ **Request Principal Application Files:** Confidentiality of all Applicant files **must** be maintained.

_____ **Select Applicants to Interview**

_____ **Contact Applicants to Interview**

_____ **Hold Initial Interview Meetings for Several Viable Candidates**

_____ **Check References:** Although the Catholic Schools Department processes the Principal applications, the individual **Search Committees are responsible for checking the references of the candidates** they are interested in. Assign this job to one or more of the committee members.

_____ **Clarify Interview Responses:** After each interview session, have the committee spend a few minutes in quiet reflection and then clarify any questions about candidates' responses. Select the top two or three candidates.

_____ **Conduct Second Interviews for Final Candidates**

_____ **Make Recommendations to the Pastor/Parochial Minister.**

_____ **Make Final Contacts:** Notify the following of the final selection:

a. Phone and write all interviewed applicants regarding final decision.

b. Notify the Bishop of Yakima of selection (509) 965-7117.

c. Notify the School/Parish Community of selection (via Parent Newsletters and Parish Bulletin).

_____ **Review:** Review selection process for future reference and make any comments regarding Evaluation of the Search Committee Process to the Bishop of Yakima and his delegate the Vicar for Catholic Schools. Comments or suggestions are welcome.

APPENDIX

Sample forms

Creating a Qualities Profile.....	I
Principal Profile (and/or) Input to the Search Committee Form.....	II
Committee Member Worksheet for Evaluating Applications.....	V
Interview Tally Sheet.....	VI
Guidelines to Checking Principal Candidate References.....	VII
Candidate Reference Check List.....	VIII
Sample Letters.....	IX
Contacts for National Catholic Newspapers.....	X
Sample Ads.....	XI
Prayers.....	XII

CREATING A QUALITIES PROFILE

Before a committee even begins the search process, it needs to determine the type of candidate it is looking for or the "ideal" profile of the new administrator. Realizing that no one person can fulfill the ideal, the committee searches for someone who bests "measures" up to it.

One way for developing this profile is for the committee (including the Chair) to spend about 30-45 minutes at the meeting "brainstorming" qualities desired. The process for this brainstorming looks something like this:

- | | |
|----------------|---|
| 10 minutes | Individual thought on "What qualities, skills or knowledge do I feel are the most important in the new administrator?" List on paper. |
| 15-20 minutes | Sharing: Ask each member to share one item on his/her list. Members continue to share additional items until all lists are exhausted. Members should state qualities on their list even if another member(s) has also stated it. One member should act as a recorder who writes the member responses on chart paper for all to see. |
| 10- 15 minutes | Reach consensus on desirable qualities, if possible categorize into possible themes: <ul style="list-style-type: none">• administrative style• creativity• level/type of experience• leadership• level/type of education |

The use of an outside facilitator to assist with this brainstorming session may be helpful.

Once the profile is completed, the committee is encouraged to present it at a School Commission meeting to assure agreement between the School Commission and the Search Committee.

You are a valuable source of information for the Search Committee as we prepare to recommend candidates for principal. Please take some time to complete the questionnaire below. Your answers will help us shape the questions we will ask prospective candidates and make the best choice for _____ School

Thank you,
THE SEARCH COMMITTEE

PRINCIPAL PROFILE

I. GENERAL

- A. What do you consider the strongest aspects of this school?

- B. What areas (religious, managerial, curricular, etc.) need the most attention?

- C. What type of personality would best serve the needs of this school? Why? (e.g. Outgoing? Strong? Mild-mannered? People-person? Etc.)

II. SPIRITUAL LEADER

- A. What expectations do you have of a principal as spiritual leader?

- B. What expertise should the principal have in the area of religious education?

II

III. EDUCATIONAL LEADER

- A. Is there any expertise needed in the area of curriculum? (Wa. State essential learnings? Wa. State assessment? Special needs students? Bilingual? Multi-cultural?)

- B. Is there any area of expertise that is needed for this particular school? (drug/alcohol consultant, musical ability, knowledge of sports, etc.)

IV. MANAGERIAL LEADER

- A. What administrative characteristics do you see are needed in this school?

- B. What style of leadership do you think works best in this school? Why?

IV. RECOMMENDATION

- A. Is there someone you would like to recommend for this position?

- B. Are there any other comments you would like to add?

*Input to the Search Committee

Keeping in mind the role of the Principal in a Catholic school; please list below in priority order; the strengths you feel are necessary and most desirable in a person who will become the principal at

School: _____ City: _____

1.

2.

3.

4.

• Can be adapted and used for faculty, parent and parish input.

Committee Member Worksheet for Evaluating Applications

(Copy one form per member - per candidate)

CANDIDATE: _____ **DATE:** _____

PREVIOUS EXPERIENCE:

CATHOLIC SCHOOLS: (circle answer) Principal YES NO Vice Principal YES NO Teacher YES NO

Principal School: _____ Grades: _____ Years: _____

Principal School: _____ Grades: _____ Years: _____

Vice Principal School: _____ Grades: _____ Years: _____

Vice Principal School: _____ Grades: _____ Years: _____

Teacher School: _____ Grades: _____ Years: _____

Teacher School: _____ Grades: _____ Years: _____

CERTIFICATION:

WASHINGTON STATE CERTIFIED (circle answer) YES NO

Title: _____ Type: _____ Issued _____ Expires: _____ Pending: YES NO

Title: _____ Type: _____ Issued _____ Expires: _____ Pending: YES NO

Title: _____ Type: _____ Issued _____ Expires: _____ Pending: YES NO

ACTIVE MEMBER OF PARISH: (circle answer) YES NO **Name of Parish:** _____

EDUCATION: (circle all that apply) BA BE BS MA ME MRE MIT ME Ed.D Ph.D

School: _____ Major: _____ Minor: _____

School: _____ Major: _____ Minor: _____

School: _____ Major: _____ Minor: _____

Reason for Application: _____

Availability: _____ **Commitment:** _____

Strengths: _____

Areas of Concern: _____

Comments: _____

Management Style: _____

Experience:	Very	Some	None	Comments
Capital Campaign	_____	_____	_____	_____
School Fundraising	_____	_____	_____	_____
Marketing	_____	_____	_____	_____
Grant Writing	_____	_____	_____	_____
Charitable Foundations	_____	_____	_____	_____

Interview Tally Sheet

(Copy one form per member - per candidate)

Applicant Name: _____ Date: _____

Principal as Faith Leader

Comments:

(circle your rating) **Low** 1 2 3 4 5 **High**

Philosophy of Education:

Comments:

(circle your rating) **Low** 1 2 3 4 5 **High**

Professional Qualifications:

Comments:

(circle your rating) **Low** 1 2 3 4 5 **High**

Management/Leadership Style:

Comments:

(circle your rating) **Low** 1 2 3 4 5 **High**

Instructional Leadership:

Comments:

(circle your rating) **Low** 1 2 3 4 5 **High**

Supervision/Evaluation of Staff:

Comments:

(circle your rating) **Low** 1 2 3 4 5 **High**

School Management and Communication:

Comments:

(circle your rating) **Low** 1 2 3 4 5 **High**

Application:

Comments:

(circle your rating) **Low** 1 2 3 4 5 **High**

Summary: Total Points _____ divided by 8 equals = Overall Rating _____

GUIDELINES TO CHECKING PRINCIPAL CANDIDATE REFERENCES

It is extremely important to check the references of applicants. The more references, the better. Be sure to contact the previous employer. In most cases, this will be a school. If the applicant has been a teacher, be sure to talk to the principal of the last few schools if possible. If there is a principal on the Search committee, principal to principal contacts are very effective. Pastor to pastor contacts are also very effective if the candidate has been a principal in a Catholic School.

Some questions that need to be asked:

- What position did the candidate have at the school? (Listen for leadership roles, principal, vice-principal, etc.)
- Could you describe how the candidate worked with the teachers at the school? (Listen for respected, participates cooperatively in groups, leader etc.)
- How did the candidate relate to students, parents? (Listen for popular, well liked, enthusiastic, etc.)
- Please comment on the candidate's:
 - Knowledge of Curriculum development
 - Collaborative skills
 - Independent skills
 - Administrative skills
 - Leadership skills
 - Managerial skills
 - Budgetary Skills
 - Motivational skills
 - Abilities in Interfacing with Boards and Committees

If the Candidate was a teacher:

- Could you tell me or describe the person's teaching style as a teacher? (Listen for well organized, good control of the classroom, stimulating, motivating, knowledgeable, perceived as a leader on the staff, etc.)
- How was this candidate involved with the religious education program? (Listen for involvement in faculty prayer group, planned retreats, worked on liturgy committees, is comfortable being the leader of prayer, etc.)
- Do you think they would make a good principal within the Catholic schools?

Ask about weak areas; things that need to be worked on.

**Please note that no one is perfect.
We all have our strengths and weaknesses and unique personalities.**

CANDIDATE REFERENCE CHECK LIST

Reference's Name: _____ Applicant's Name: _____

Reference's Relationship to Candidate: _____ Date: _____

Indicate strengths as Catholic School Leader
Comments:

Ask about these areas if not addressed above:	YES	NO	UNKNOWN
• Strong personal faith life: COMMENTS	_____	_____	_____
• Builds Catholic School Faith Community	_____	_____	_____
• Provides leadership in liturgy, prayer, catechesis	_____	_____	_____
• Promotes strong curriculum/instruction	_____	_____	_____
• Supervises/evaluates teachers	_____	_____	_____
• Promotes/assists board development	_____	_____	_____
• Handles budgets effectively	_____	_____	_____
• Manages effectively	_____	_____	_____
• Motivates people positively	_____	_____	_____

Indicate concerns/weaknesses as Catholic School Leader?

Would you hire this person again as a Catholic School Principal? YES NO
Comment:

Other Comments:

SAMPLE LETTERS

SAMPLE TO ALL INQUIRIES

Dear

Thank you for your inquiry regarding the position of Principal for (name of School)

To make a formal application, please go to the Catholic Schools Department website, <http://www.applitrack.com/yakimadiocese/onlineapp>. The application will include a transcript of credits or a placement file. Early application would greatly assist our Search Committee. For your information, we have also enclosed a description of the position.

The salary scale for a lay person is negotiable, and benefits are included.

We will request a personal interview with the candidates who appear most qualified and they will be informed about transportation arrangements. All others who have submitted applications will be notified when the selection is completed.

If you have any further questions, please call. Thank you for your interest in (name of school)

SAMPLE LETTER TO APPLICANTS

Dear

We have received your application and resume and wish to apprise you of the dates in process so you will be aware of our timeline. The Search Committee will meet to complete the work on the applications on _____.

Three final applicants will be selected for personal interviews at that time. You will be notified beginning the week of _____.

Thank you for considering the Diocese of Yakima and (name of school).

SAMPLE LETTER OF REGRET TO APPLICANTS

Dear

We are nearing completion of the selection process for principal at (name of School), and want you to know that regretfully you were not one of the final candidates. I speak for the Search Committee in extending appreciation for your application and interest in the position. Your resume and credentials are excellent and your particular background, though carefully considered, was not chosen at this time.

I know such a valuable background as yours will be called to service elsewhere and I offer you every good wish as you search for the next phase of your ministry,

SAMPLE LETTER OF REGRET TO FINALISTS

Dear

We have completed our selection for principal of (name of School) and want you to know that you were one of the finalists. Your particular background, though carefully considered, was not chosen at this time.

I know such a valuable background as yours will be called to service elsewhere and I offer you every good wish as you search for the next phase of your ministry.

Sample Ads

**ELEMENTARY
SCHOOL PRINCIPAL
City, State**

St. Paul is a Catholic school drawing students from (list the area). It currently is at maximum enrollment of 260, K-8. The State of _____ has recognized St. Paul School for its program of excellence and extensive parental involvement. It is currently looking for a principal for next school year.

The successful candidate must be a practicing Catholic who is able to continue the spirit of academic achievement and provide essential leadership in maintaining a vigorous Christian environment. Public relations skills are especially desired.

Request application from:

Name

St. Paul Search Committee

Address

State, City, Zip

Applications must be completed by April 1, _____ or until the position is filled with the appropriate candidate.

**PRINCIPAL - CATHOLIC
ELEMENTARY SCHOOL**

St. John Fisher Catholic School is a K through 8th grade school located in (areas of the city). St. John Fisher enrolls 200 students with a professional staff of 13, and is fully accredited by the (Accrediting agency). Candidates for principal must be willing to assume responsibility for the day-to-day administration of the school as well as assist in developing long range goals for the school. Excellent communication skills and enthusiasm for developing and maintaining a top grade academic and religious oriented school are a must. Candidate must be a practicing Catholic and hold a master's degree in educational administration or related field and a minimum of five years educational experience.

Salary will be competitive and is negotiable, depending on qualifications and experience. Position is available for the _____-_____ school year. Send for application to:

Request application from:

Name

St. John Fisher Search Committee

Address

State, City, Zip

Applications must be completed by: _____

ELEMENTARY PRINCIPAL: The _____ School. A K-8 Parish School with 75 years of quality Catholic education seeks a candidate for principal who is a practicing Catholic with dynamic teaching, development and leadership skills. Inquiries must be postmarked by March 1, _____ and mailed to Name, The _____ School Search Committee, Address, City, Zip.

Principal – Catholic Grade School: Sacred Heart School, a Catholic Pre-K through 6 grade is accepting applications for principal for the state of the art facility, enrolling 200 students. It is located in the beautiful (Area of the State). (City name) is near a state college, a regional medical center, and has unlimited access to outdoor activities such as skiing, hiking, fishing, and white water rafting.

Our school has a warm, caring atmosphere, an involved parish and parent group, and encourages openness to expanding the role of the Catholic school to meet the needs of today's families.

We require applicants to have a Master's degree, or the equivalent, and at least 5 years teaching experience, part of which is in the Catholic system. Send application request by April!, _____ to: Name, Sacred Heart Search Committee, Address, City, Zip.

A Collaborator's Prayer

**I have been asked to serve, Lord, and
I have agreed.**

**Help me to know my brothers and sisters:
their gifts, their concerns, their lives.
I am doing your work, Lord, and
your love for me and them is above all, personal.**

**Help me to welcome conflict
as a sign of the diversity in this group,
as an opportunity to reach for creative solutions.
Help me to recognize this diversity as a sign
of your capacity to love us all and
help me to cherish it as a great strength.**

**Help me to approach issues with an open,
inquiring mind, free from prejudice,
with my spirit depending on yours
for the strength to make hard decisions.**

**Help me to listen,
to know when and to whom I should listen.**

**Help me to learn to use my own gifts
to promote thorough, thoughtful discussion
of important concerns in our Catholic community.**

**Help me to develop my skills as a peacemaker,
to know how and when to mediate, to conciliate, to negotiate.**

**Help me to enjoy doing your work and
to remember your promise:
whenever two of us are gathered in your name,
you are with us.
Sit with me now.**

Amen.



Prayer of the Servants of God's People

Leader: Grace and peace be yours from our gracious God and from the Lord Jesus Christ!

All: And also, yours.

Leader: Let us pray.

All: Lord God, you have called us to serve you in the midst of your people. We pray that we may serve with understanding hearts that we may know what is right. Trusting in your guidance, we reach out to you with our talents and our inadequacies. Strengthen us that we may do your will. Gift us with wisdom and understanding so that all that we do in this committee may be in the best interest of the community of school name.

For this we pray in the name of our Lord, Jesus Christ.