

Carolyn Spaht, Chief of Staff

**SUBJECT: PROPOSED AMENDMENT OF SCHOOL BOARD RULES:  
FINAL READING**

**6Gx13- 4A-1.16, ASSIGNMENT, TRANSFER, AND  
APPOINTMENT -NON-SCHOOL SITE ADMINISTRATIVE  
POSITIONS;**

**6Gx13- 4A-1.161, ASSIGNMENT, TRANSFER, AND  
APPOINTMENT SCHOOL SITE ADMINISTRATIVE POSITIONS;  
AND**

**REPEAL THE DOCUMENT *MANAGEMENT SELECTION  
PROCEDURES MANUAL*, WHICH IS INCORPORATED BY  
REFERENCE IN SCHOOL BOARD RULES 6Gx13- 4A-1.16 AND  
6Gx13- 4A-1.161**

**COMMITTEE: SCHOOL SUPPORT ACCOUNTABILITY**

**LINK TO DISTRICT  
STRATEGIC PLAN: EVALUATE AND REDESIGN CURRENT DISTRICT-WIDE  
HIRING PROCESSES**

The School Board of Miami-Dade County, Florida, announced on December 13, 2006, its intention to amend School Board Rules 6Gx13- 4A-1.16, Assignment, Transfer, and Appointment – Non-School Site Administrative Positions, 6Gx13- 4A-1.161, Assignment, Transfer, and Appointment – School Site Administrative Positions, and to repeal the document, *Management Selection Procedures Manual*, which is incorporated by reference in School Board Rules 6Gx13- 4A-1.16 and 6Gx13- 4A-1.161.

The Notice of Intended Action was published in the *Miami Daily Business Review* on December 18, 2006, posted in various places for public information, and mailed to various organizations representing persons affected by the amended rules and to individuals requesting notification.

The time to request a hearing or protest the adoption of these rules has elapsed.

In accordance with the provisions of the Administrative Procedures Act, these amended rules are presented to The School Board of Miami-Dade County, Florida, for adoption and authorization to file the rules in the official records of The School Board of Miami-Dade County, Florida.

D-45

Attached are the Notice of Intended Action, the rules proposed for amendment, and the proposed repealed document, *Management Selection Procedures Manual*, which is incorporated by reference and is part of these rules. Changes from the current rules are indicated by underscoring words to be added and ~~striking through~~ words to be deleted.

- RECOMMENDED:** That The School Board of Miami-Dade County, Florida, adopt and authorize the Superintendent to file with The School Board of Miami-Dade County, Florida, the following rules:
1. 6Gx13- 4A-1.16, Assignment, Transfer, and Appointment – Professional and Technical Employees;
  2. 6Gx13- 4A-1.161, Assignment, Transfer, and Appointment – Managerial Exempt Personnel; and
  3. repeal the document, *Management Selection Procedures Manual*, which is incorporated by reference in School Board Rules 6Gx13- 4A-1.16 and 6Gx13- 4A-1.161, effective February 14, 2007.

## NOTICE OF INTENDED ACTION

THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA, announced on December 13, 2006, its intention to amend School Board Rules 6Gx13- 4A-1.16, Assignment, Transfer, and Appointment – Non-School Site Administrative Positions, 6Gx13- 4A-1.161, Assignment, Transfer, and Appointment – School Site Administrative Positions, and to repeal the document, *Management Selection Procedures Manual*, which is incorporated by reference in School Board Rules 6Gx13- 4A-1.16, and 6Gx13- 4A-1.161, at its meeting of February 14, 2007.

**PURPOSE AND EFFECT:** The purpose of amending the rules and repealing the document is to provide School Board employees and new employees updated hiring procedures that reflect best practices and to provide the community easier access to these procedures.

**SUMMARY:** School Board Rules 6Gx13- 4A-1.16, Assignment, Transfer, and Appointment – Non-School Site Administrative Positions and 6Gx13- 4A-1.161, Assignment, Transfer, and Appointment – School Site Administrative Positions, include clarified procedures for hiring administrators for non-school site and school site positions.

**SPECIFIC LEGAL AUTHORITY UNDER WHICH RULEMAKING IS AUTHORIZED:** 1001.41(1)(2); 1001.42(23); 1001.43(11), F.S.

**LAW IMPLEMENTED, INTERPRETED, OR MADE SPECIFIC:** 1001.42(5); 1012.01; 1012.22 F.S.; 6A-4.0083; 6A-4.0084 FAC

IF REQUESTED, A HEARING WILL BE HELD DURING THE BOARD MEETING OF February 14, 2007, which begins at 1:00 p.m., in the School Board Auditorium, 1450 N.E. Second Avenue, Miami, Florida 33132. Persons requesting such a hearing or who wish to provide information regarding the statement of estimated regulatory costs, or to provide a proposal for a lower cost regulatory alternative as provided by Section 120.541(1), F.S., must do so in writing by January 8, 2007 to the Superintendent of Schools, Room 912, at the same address.

ANY PERSON WHO DECIDES TO APPEAL THE DECISION made by The School Board of Miami-Dade County, Florida, with respect to this action will need to ensure the preparation of a verbatim record of the proceedings, including the testimony and evidence upon which the appeal is to be based. (Section 286.015, Florida Statutes)

COPIES OF THE PROPOSED AMENDED RULES are available at cost to the public for inspection and copying in the Citizen Information Center, Room 158, 1450 N.E. Second Avenue, Miami, Florida 33132.

Originator: Ms. Carolyn Spaht  
Supervisor: Dr. Rudolph F. Crew, Ed.D.  
Date: November 29, 2006

Permanent Personnel**ASSIGNMENT, TRANSFER, AND APPOINTMENT--NON-SCHOOL SITE ADMINISTRATIVE POSITIONS--PROFESSIONAL AND TECHNICAL EMPLOYEES**

This Board Rule establishes procedures for the selection of candidates for Professional and Technical positions in the ~~Manual of Administrative Personnel Procedures (MAPP)~~, other than principal, assistant/vice principal and executive level administrative positions as covered in Board Rules ~~6Gx13-4A-1.15 and 4A-1.161~~. Vacancies in these positions will be advertised except as stated in this Board Rule, and except when, at the discretion of the Superintendent of Schools, alternative selection procedures which are part of a Board-approved pilot program are instituted for a specified period of time.

~~The Superintendent of Schools shall establish a thirteen member citizens' advisory committee, known as the Management Selection Advisory Committee, to review and render advice to the Superintendent of Schools on the impact and implementation of this Rule and Board Rule 6Gx13-4A-1.161. The committee shall be comprised of Miami-Dade County residents with experiences such as selection procedures, management, equal employment practice, and/or assessment strategies and other citizens with broad interest/involvement in public education. Nine members are to be appointed by School Board members, one by each member, and four by the Superintendent of Schools. The members will serve staggered three-year terms.~~

**I. Procedures for Requesting a Vacancy to be Announced**

Administrative heads of bureaus, regions, offices, divisions and departments will use the following procedure to request that a vacancy be announced.

A. Complete a "Request to Advertise and Fill an Open Administrative Position" form and send it to the ~~Deputy Superintendent, Labor Relations and Personnel Management, Assistant Superintendent, Human Resources, Recruiting and Performance Management.~~

Revised  
subsequent to  
Initial Reading  
of 12/13/2006

B. Review and prepare recommendations for updating the job description of the position to be advertised, including qualifications, responsibilities and major duties, which must be forwarded to the ~~Division of Wage and Salary Administration the Office of Human Resources, Recruiting and Performance Management~~ for revisions, if necessary.

Revised  
subsequent to  
Initial Reading  
of 12/13/2006

- C. The Executive District Director, Management Selection Administrative/Professional and Technical Staffing, or designee, will be responsible for determining that the position to be filled is authorized and budgeted.

~~A Board approved procedures manual setting forth procedures and practices employed to implement this Rule shall be maintained by Management Selection in Labor Relations and Personnel Management. This manual, entitled **Management Selection Procedures Manual**, is incorporated by reference in this Rule and is a part thereof. This procedures manual is on file in the Board Office, the Citizen Information Center, and the Office of School Board Clerk and shall be available for review by any party interested in the Miami-Dade County Public Schools' management selection process.~~

## II. Formal Selection Procedures

- A. The announcement of vacancies will state job-related qualifications for the positions, including certification, education, and other experiential requirements. These announcements will be distributed to bureaus, regions, offices, school centers, divisions, and departments. When appropriate, announcements also will be sent to university placement agencies and to other sources outside the school system that are potential resources for recruitment of qualified personnel. The announcements will specify the application procedures.

Application forms specifying the data an applicant must submit shall be developed and updated, when necessary, by the Executive District Director, Management Selection Administrative/Professional and Technical Staffing, or designee. An applicant shall be any person submitting properly completed application forms and meeting the qualifications as stated in the announcement.

Security and credential checks will be made by the Executive District Director, Management Selection Administrative/Professional and Technical Staffing, or designee, on all persons scheduled to be appointed prior to the date of the School Board meeting.

- B. When a position is advertised nationally, there will be three levels of applicant screening.

- Level #1 There is a screening of applications to determine those applicants who meet the published qualifications.
- Level #2 There is a second screening of applications to determine those applicants whose combination of training and experience most closely match the published qualifications for the position and who will be included in the Level III telephone screening.
- Level #3 There is a screening of selected applicants by telephone, conducted by the Interview Committee.
- B. The Interview Committee will review the applications and results of the telephone screening and will select applicants for oral interviews.
- C. The ~~Executive District Director, Management Selection Administrative/Professional and Technical Staffing~~, or designee will be responsible for securing the nomination of persons to serve on pre-screening and oral interview committees for each position. Nominations shall be from a list of persons trained in selection and interview procedures. Each bureau or office head will designate persons to be trained for screening and interview committees. The immediate supervisor for the open position shall serve on the Initial Interview Committee, if available.
- D. ~~Management Selection Administrative/Professional and Technical Staffing~~ will convene the Initial Interview Committee. The Initial Interview Committee shall be constituted as follows:
- three members from the affected bureau, office, or division;
  - one school site administrator (principal or assistant principal according to the level of position);
  - one district or region office administrator selected by the Superintendent of Schools or designee; and
  - the ~~Executive Director, Management Selection District Director, Administrative/Professional and Technical Staffing~~, or designee (non-voting).
- E. The ~~Executive District Director, Management Selection Administrative/Professional and Technical Staffing~~, or designee will be responsible for notifying committee mem-

bers of the date, time, and place for pre-screening and interviews, scheduling the applicants to be interviewed, and conducting the interviews.

- F. At the conclusion of the interviews, the Initial Interview Committee will identify a minimum of two finalists. If the Interview Committee cannot identify a minimum of two finalists, the ~~Deputy Superintendent for Labor Relations and Personnel Management Assistant Superintendent, Human Resources, Recruiting and Performance Management~~ and Superintendent of Schools will be notified that an appropriate selection cannot be made. When a minimum of two finalists are identified, the names and records will be forwarded to the Review Final Interview Committee by Management Selection Administrative/Professional and Technical Staffing. If the Initial Interview Committee identifies one finalist, the name of the applicant will be maintained in the records for that position as a finalist. Upon completion of the re-advertised interview, when at least one additional finalist is identified, the names of all finalist applicants from both interviews will be forwarded to the Review Final Interview Committee.

The Review Final Interview Committee, consisting of the appropriate Deputy Superintendent (or paygrade equivalent) or designee, supervising bureau, office, division or department head, and at least two other ranking administrators, will examine all interview data and interview each finalist. The Review Final Interview Committee may select no more than one candidate to be recommended to the Superintendent of Schools. The name and records of the recommended candidate will be forwarded to Management Selection Administrative/Professional and Technical Staffing to initiate reference checks, fingerprinting and drug testing as necessary.

After clearance, ~~Management Selection~~ Administrative/Professional and Technical Staffing will forward the name and records of the recommended candidate to the Superintendent of Schools for review and approval. The Superintendent of Schools will approve the recommendation of the Review Final Interview Committee or select another finalist to be recommended to the Board for appointment. ~~Management Selection~~ Administrative/Professional and Technical Staffing will prepare the summary packet and submit it to the ~~Assistant Superintendent, Professional Development and Career Advancement Assistant Superintendent, Human Resources, Recruiting and Performance Management~~. After review, the summary

~~packet will be forwarded to the Senior Executive Director, Labor Relations and Personnel Management, who will be responsible for preparing the formal recommendation of the Superintendent of Schools for approval by the School Board.~~

- G. All applicants for the position are to be notified in writing within a reasonable time by the ~~Executive District Director, Management Selection~~ Administrative/Professional and Technical Staffing, or designee, of the results of the interviews. This notification will offer the applicant interviewed and not selected as a finalist an opportunity to schedule a career counseling conference. The purpose of this career counseling conference will be to provide the applicant with any available information that may assist in his/her future professional development.

Finalist applicants not selected for the position will be notified immediately by telephone by the ~~Executive District Director, Management Selection~~ Administrative/Professional and Technical Staffing, or designee and in writing within a reasonable time. The applicant selected will be apprised of the recommendation by the supervising administrator or designee.

### III. **Appointment of Temporary Administrators**

Subject to the approval of the School Board, the Superintendent of Schools may fill any administrative vacancy which occurs as the result of an emergency situation of an indeterminate length.

In the event of a sudden or unexpected vacancy in an administrative position, the Superintendent of Schools may fill the position immediately with a temporary appointment and report the action taken to the School Board for approval at the next regularly scheduled School Board meeting.

When an administrative position is open and formal selection procedures are anticipated, the Superintendent of Schools may make a temporary appointment to a position to assure continuity of services while the interview and selection process are being conducted.

When it is anticipated that an administrative position will be vacant for a specified period of time not to exceed one year, the position may be filled by a temporary administrator for the duration of the vacancy. At the termination of this period, the temporary administrator shall revert to his/her former status unless otherwise appointed or assigned.



Temporary appointments to administrative vacancies shall continue in effect until the return of the incumbent or until the position is filled through the formal selection procedures in this Rule. Temporary appointments may be made for an indeterminate time or a specified period of time not to exceed one year.

Administrators taking official leave for one year or less may return to the position to which they were previously assigned. When administrators on official leave extend their leave period beyond one year, the vacant position will be permanently filled.

**IV. Upon recommendation of the Superintendent of Schools and approval of the School Board, administrative vacancies may be filled by the following procedures:**

**A. Lateral Transfers**

Administrative vacancies may be filled by lateral transfer of a member of the staff providing that:

1. the staff member's position is of the same pay grade as the vacancy;
2. the staff member meets the qualifications of the vacant position;
3. the administrative head of the bureau, region, office, division, or department requests the position be filled by a lateral transfer; and
4. the Superintendent of Schools recommends and the School Board approves the lateral transfer.

**B. Career Re-direction**

Administrators who meet all qualifications for an administrative position may apply for career re-direction to a position at a lower pay grade. If approved by the Superintendent of Schools, it will be presented to the School Board for appointment as a request for "Career Redirection."

**C. Direct Appointments**

Upon the recommendation of the Superintendent of Schools, with the approval of the School Board, an administrative vacancy may be filled by a direct appointment of an individual who has demonstrated the specific qualifications and background applicable to the position.

The authority for direct appointments shall be exercised when necessary, i.e., as a result of reorganization, in cases of leaves or emergency needs, reassignment of personnel within region or district offices, or when the Interview Committee advises that it cannot make an appropriate selection or when the Superintendent of Schools deems it in the best interest of the school system.

D. Administrative Re-assignment

The Superintendent of Schools may recommend to the School Board administrative re-assignments for the most effective deployment of personnel.

V. ~~The Assistant Superintendent, Professional Development and Career Advancement~~ Assistant Superintendent, Human Resources, Recruiting and Performance Management shall monitor and regularly advise the Superintendent of Schools regarding the impact of these selection procedures on equal employment opportunity.

Specific Authority: ~~230.22(2); 230.23(17) F.S. 1001.41(1)(2); 1001.42(23); 1001.43(11)~~  
 Law Implemented, Interpreted, or Made Specific: ~~230.23(5)(a) and (f); 230.33(7)(a)~~  
 and ~~(e); 231.02 F.S. 1001.42(5), 1012.01; 1012.22 F.S.; 6A-4.0083; 6A-4.0084 FAC;~~

**History:** THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA  
 Repromulgated: 12-11-74  
 Amended: 3-8-78; 1-20-82; 7-11-84; 3-20-85; 1-8-86; 6-25-86; 6-10-87; 7-13-88; 5-17-89; 5-21-97; 8-25-99

Permanent Personnel**ASSIGNMENT, TRANSFER, AND APPOINTMENT - SCHOOL SITE ADMINISTRATIVE POSITIONS - MANAGERIAL EXEMPT PERSONNEL**

~~The principalship and assistant principalship (vice principalship as appropriate) Managerial Exempt Personnel (MEP) positions are key management positions essential to the operation of a responsive, effective, and efficient school district. The selection and development of the best available persons for these key positions are in the public interest. leaders are critical to meeting high standards of achievement.~~

~~School site MEP administrative vacancies will be filled through the procedures set forth in this Board Rule except in limited situations provided under this Rule and except when, at the discretion of the Superintendent of Schools, alternative selection procedures which are part of a Board-approved pilot program are developed and instituted for a specified period of time.~~

~~The Superintendent of Schools shall establish a thirteen member advisory committee, known as the Management Selection Advisory Committee, to review and render advice to the Superintendent of Schools on the impact and implementation of this Board Rule and Board Rule 6Gx13-4A-1.16. The committee shall be comprised of Miami-Dade County residents with experiences such as selection procedures, management, equal employment practice, and/or assessment strategies and other citizens with broad interest/involvement in public education. Nine members are to be appointed by School Board members, one by each member, and four by the Superintendent of Schools. The members will serve staggered three-year terms.~~

**I. Identification of Eligible Candidates for School Site Administrative Positions**

~~The Leadership Assessment Process (LAP) identifies eligible candidates for school site administrative positions through a comprehensive and objective system of screening, assessment, and selection. The LAP involves candidates in a highly structured interview as well as an in-basket activity. The Principal Preparation Program (PPP) and Assistant Principal Preparation Program (A3P) identify and prepare candidates to be placed on the Eligible Candidate Roster (ECR) for Principal and Assistant Principal, respectively. Candidates must be successful in meeting established standards in the structured interview and in the in-basket activity and complete the respective program requirements to be eligible to interview for an assistant principal position school site administrative position.~~

Application forms for the LAP PPP or A3P specifying the data an applicant must submit shall be developed and updated by Management Training the Office of Leadership Development in conjunction with Administrative/Professional and Technical Staffing. An applicant shall be any eligible person submitting properly completed application forms as set forth in this Rule.

Advertisements for LAP applicants for PPP or A3P assistant ~~principal shall be for the generic position and shall occur at least once a minimum of two times per year.~~ Administrative/Professional and Technical Staffing shall organize and manage the interviews, and the names of the applicants who are successful in the interview process will be submitted by the District Director, Administrative/Professional and Technical Staffing, to the Assistant Superintendent, Leadership Development, to participate in the appropriate preparation program (PPP or A3P) for one year.

At the conclusion of the program year, [the Senior Executive Director, Management Training, Assistant Superintendent, Leadership Development, shall submit to the Executive District Director, Management Selection Administrative/Professional and Technical Staffing, the names and assessment results of all applicants who successfully completed the LAP Principal Preparation Program or Assistant Principal Preparation Program for placement on the Assistant Principal Eligible Candidate Roster (ECR) for Principal or Assistant Principal, respectively. The names and assessment results of those applicants who did not meet the established standards shall be maintained by Management Training.

Applicants who are not successful in meeting the established standards during the interview process for the PPP or A3P for assessing leadership potential through the LAP may reapply annually will be eligible for reassessment after two years if recommended professional development activities and follow-up career counseling have been completed. The Senior Executive District Director, Management Training Administrative/Professional and Technical Staffing, shall review LAP interview results with those applicants who did not meet the established standards, upon request by the candidate. Further assistance shall be provided by exploring alternate career paths and reviewing additional professional development opportunities available, e.g., Miami-Dade County Public Schools (M-DCPS) Management Academy classes, university courses, self study, attendance at relevant meetings, seminars, and/or conferences.

## II. Entry Level Requirements/Selection and Appointment Procedures for School Site Administrative Positions

~~The State Board of Education requires that principal appointees hold a School Principal certification. Pursuant to State Board of Education Rule 6A-4.0083, new principal appointees are assigned as interim subject to completion of the state and local required program for issuance of a School Principal Certificate. Interim principals will be selected/appointed pursuant to the procedures described in this Rule.~~

~~The district established as of July 1, 1986, a principalship internship program for Assistant Principals—the Executive Training Program (ETP), to ensure availability of qualified/certified principals. Participants in the ETP will be selected pursuant to the procedures described in this Rule.~~

M-DCPS entry requirements for the principalships, vice-principals, and the assistant principalship are comprised of the following:

### A. Assistant/Vice Principalship Applicants

1. ~~Earned Master's Degree or Vocational Education Director for Vice Principalship of Vocational Technical School positions.~~
2. Valid Florida Educator's Certificate in Administration or Administration/Supervision, School Principal at the appropriate level, i.e., elementary, secondary, adult, vocational, Vocational Education Director for Vice Principal of Vocational Technical School, or Educational Leadership, or School Principal as required by State Board of Education Administrative Rule.
3. Three complete years of successful instructional experience at a school-site.
4. Past performance as reflected in acceptable evaluations for the last three years (i.e., evaluation ratings of at least "meets standards" or equivalent for teachers being promoted to Assistant Principal or Vice Principal and/or evaluation ratings of at least "Commendable Performance Standards" or equivalent for Assistant Principals being promoted to Vice Principal) and recommendation for the position from the immediate supervisor.

5. Successful completion of Management Assessment Center or LAP, the Assistant Principal Preparation Program.

~~The Superintendent of Schools or designee shall have these requirements reviewed every three years.~~

B. Principalship Applicants

Pursuant to State Board of Education Rule 6A-4.0083, new principal appointees are assigned as interim subject to completion of the state and local required program for issuance of a School Principal Certificate. Principals will be selected/appointed pursuant to the following:

1. Earned Master's Degree or Vocational Education Director for Principalship of Vocational Technical School positions.
2. For appointment as an Interim Principal, valid Florida Educators Certificate, with certification in Educational Leadership, Administration or Administration/Supervision, Vocational Education Director for Principal of Vocational Technical School, or School Principal at the appropriate level, i.e., elementary, secondary, adult, vocational, as required by State Board of Education Rule.
3. For regular appointment to the position of principalship, a School Principal Certificate and a successful year of a-service in the dDistrict as an interim principal.
4. Three complete years of instructional experience at a school-site.
- 4.5. Three complete years of school site administrative experience or combination of school site and equivalent district experience. In the case of special technical centers where no applicants meet the administrative experience requirement, this requirement may be waived.
- 5.6. Last three years' evaluation ratings of at least "Exceeds Performance Expectations" before 1998 and Past performance as reflected in evaluation

ratings for the last three years of at least "Commendable Performance Standards" or equivalent, beginning with 1998-1999 school year and recommendation for the position from the immediate supervisor. Applicants who do not meet this requirement must have approval for a waiver from the Superintendent of Schools or designee.

- 6.7. Successful completion prior to appointment of one or both years of the State/Board Approved Executive Training Program/Principal Preparation Program.

When deemed by the Superintendent of Schools to be necessary and in the best interest of the students of the school, an individual who holds a certificate in educational leadership, administration or administration/supervision, school principal certificate, including experienced out-of-state and out-of-county principals as provided by Section 231.0861(4) Florida Statutes, , may, on the basis of objective screening and appointment procedures as provided in Section 231.0861, Florida Statutes, be appointed as an interim principal for a period not to exceed one year. During this year the individual must successfully demonstrate above average performance of the duties of the ship as provided in State Board of Education Rule 6A-4.0083.

- 7.8. Eligible applicants for the principalship must have all qualifications/credentials "in hand" by the established deadline.

### III. Entry Level Requirements for Non-School Site MEP Positions

Applicants for non-school site MEP positions must meet the minimum qualifications listed in the job description for the position to be eligible to apply.

#### III.IV. Formal Selection Procedures

- A. The generic announcement of opportunity for advancement to school site MEP administrative positions will state:
1. the minimum educational, certification, and experiential requirements;
  2. a list of the broad areas in which candidates will be assessed;
  3. the purpose of the assessments to be made and an explanation of the consequences of acceptable and unacceptable assessments as set forth in

~~this Rule; and 4. the application procedures and related information.~~

- B. ~~Generic announcements will be distributed to bureaus, regions, offices, school centers, divisions, and departments posted on the District's Bulletin Board for personnel and posted on the District's website under Employment Opportunities.~~ Announcements will be sent also to university placement agencies and other sources outside the school system that are potential resources for recruitment of qualified personnel.

~~A Board-approved procedures manual setting forth procedures and practices employed to implement this Rule shall be maintained by Management Selection in Personnel Management and Services. This manual, entitled **Management Selection Procedures Manual**, is incorporated by reference in this Rule and is a part thereof.~~

~~This procedures manual is on file in the Office of Board Recording Secretary, the Citizen Information Center, and the Office of the School Board Clerk and shall be available for review by any party interested in Miami Dade County Public Schools' management selection process.~~

- C. ~~Persons who meet the requirements as stated in this Rule may apply for principalship or assistant principalship MEP administrative positions. Applications should be forwarded to Management Selection, Attention: Executive Director the District Director, Administrative/Professional and Technical Staffing.~~

~~Upon receipt of an application, the Executive Director, Management Selection will verify the educational and experiential qualifications of the applicant. Persons with experiential, certification, and/or educational deficiencies will be notified in writing that they are not eligible for acceptance until the deficiency is remedied.~~

- ~~D. The Senior Executive Director, Management Training, shall gather objective information on the applicant's management potential through the LAP. Leadership Assessment Process cycles shall be scheduled by Management Training a minimum of twice each year. Additional cycles will be scheduled for any position when the Eligible Candidate Roster is depleted.~~



### For Assistant Principalship Applicants

~~The Assistant Superintendent, Leadership Development, Management Training shall submit names of applicants who complete the A3P program to the District Director, Administrative/Professional and Technical Staffing meet the established standards for the assistant principalship to Management Selection for inclusion on the Eligible Candidate Roster (ECR) for Assistant Principal. Separate rosters shall be maintained by Management Selection for each level of school site administration for which the candidate is certified.~~

Applicants are required to update their files annually by submitting a copy of their Annual Evaluation to Management Selection Administrative/Professional and Technical Staffing on or before July 1 each year that they are on the ECR. Applicants who fail to submit required annual evaluations shall have their names removed from the ECR until such annual evaluation is submitted.

Persons on the ECR are responsible for notifying Management Selection Administrative/Professional and Technical Staffing in writing when they have had a change of address and/or telephone number.

~~Applicants who meet the established standards shall be listed in alphabetical order on the Assistant Principal ECR for each type/level of school site administrative position for which they qualify. Opportunities for management training will be made available for candidates on this roster by Management Training.~~

Persons may remain on the ECR for Assistant Principal for a four-year period. The four-year period shall end on September 1, following the fourth complete year on the list. Persons not appointed shall be entitled to a career/interview counseling session. At the end of the four-year period, candidates not appointed to an school site assistant principal position must complete professional development designed to enhance leadership skills and address areas of weakness. Successful completion of this professional development entitles the candidate to be reinstated on the ECR for one additional year provided the candidate has maintained acceptable performance evaluations, reapply and be reassessed in management.

~~Persons included on the ECR shall have no guarantee of employment in managerial positions covered by this Rule.~~

~~When a vacancy in a school site position exists or is anticipated, that vacancy will be announced via electronic mail to all work locations. Eligible candidates wishing to be considered for a lateral transfer to the announced vacancy must notify Management Selection by telephone with a written request to follow within three working days of the announcement deadline. Lateral requests will be reviewed by the Superintendent of Schools or designee prior to initiating the selection process.~~

All applicants on the appropriate ECR for Assistant Principal will be notified of each vacancy as it occurs. Upon notification, the decision to apply ~~be interviewed or not to be interviewed~~ for that vacancy will be determined by the applicant.

~~When an ECR is depleted or fails to produce enough applicants to conduct an oral interview, the Executive Director, Management Selection, will consult with the Deputy Superintendent, Personnel Management and Services.~~

~~Assistant principalship applicants who are placed on prescription because of deficient performance or are under disciplinary restriction shall have their names removed from the Eligible Candidate Roster. Such applicants may be reinstated during the open assessment cycle of the following year if their annual evaluation is judged acceptable for that year. Applicants who receive an unacceptable evaluation at the end of that year shall be excluded from the assessment process until they have received acceptable annual evaluations for three consecutive years.~~

### **For Principalship Applicants**

The Assistant Superintendent, Leadership Development, shall submit names of applicants who complete the PPP to the District Director, Administrative/Professional and Technical Staffing for inclusion on the Eligible Candidate Roster (ECR) for Principal. Applicants who meet the established standards shall be listed in alphabetical order on ~~the ETP ECR~~ and will be eligible to interview for the ETP. Opportunities for management training will be made available for candidates on this roster by Professional Development and Career Advancement.

Persons may remain on the ~~ETP~~ ECR for Principal for a four-year period. The four-year period shall end on September 1, following the fourth complete year on the roster. Persons not ~~accepted into the ETP~~ appointed as a principal shall be entitled to career/interview counseling service. At the end of the four-year period, candidates not ~~accepted~~ appointed will be required to complete a professional development plan designed to enhance leadership skills and address areas of weakness before ~~reapplying for the LAP~~. Successful completion of the ~~this~~ professional development LAP entitles the candidate to be reinstated on the ECR for ~~four~~ one additional years provided the candidate has maintained "Exceeds Performance Expectations" before 1998 and/or "Commendable Performance Standards" beginning with the 1998-99 school year or equivalent on the performance evaluation.

All applicants on the ECR for Principal will be notified of each vacancy as it occurs. Upon notification, the decision to apply for that vacancy will be determined by the applicant.

~~Principalship applicants who do not meet performance standards and who are required to complete a written Performance Improvement Plan shall have their names removed from the ECR. Such applicants may be reinstated during the open assessment cycle of the following year if their annual evaluation is judged "Exceeds Performance Expectations" before 1998 and/or "Commendable Performance Standards" beginning with the 1998-99 school year. Applicants who receive a performance appraisal less than "Exceeds Performance Expectations" or "Commendable Performance Standards" at the end of the year shall be excluded from the assessment process until they have received "Exceeds Performance Expectations" or "Commendable Performance Standards" annual evaluations for three consecutive years.~~

### For Applicants For Non-School Site MEP Positions

Applicants for non-school site MEP positions must submit a complete application the first time they apply for a position. Applicants who have submitted an application within the previous year may submit a new cover sheet, position-specific letter of interest, and answers to the application questions in order to be considered for another position. If

appropriate, Administrative/Professional and Technical Staffing will utilize other documents from the previously submitted application to complete the candidates' application packet.

### For All Applicants

Applicants for MEP positions are required to have acceptable annual evaluations during the three years immediately preceding application for the position. Acceptable evaluation is reflected as "meets standards" or equivalent in teacher evaluations, or "Commendable Performance Standards" or equivalent in administrative evaluations. In the event an applicant does not have three years of evaluations, the applicant must offer documentation that no evaluations were administered.

#### D. Screening

The District Director, Administrative/Professional and Technical Staffing, or designee, will convene the screening committee that reflects the diversity of groups served by M-DCPS. The screening committee shall be comprised of the following:

#### For school site positions:

##### Assistant Principal

- Regional/Assistant Superintendent or designee
- Principal of the school with the opening
- A teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)
- Human Resources representative (non-voting)

##### Principal

- Regional/Assistant Superintendent or designee
- A teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)
- A principal from a different region
- Human Resources representative (non-voting)

#### For non-school site positions

- The immediate supervisor for the open position
- Two designees of the supervisor (one must be

- from a different bureau)
- Human Resources representative (non-voting)

Applications for MEP positions, including the resume and the answers to three position-specific questions, will be screened to determine those applicants who meet the minimum qualifications and whose combination of training and experience most closely match the needs of the specific position and worksite. The applicants who meet all of the minimum qualifications and receive the highest scores during screening will be scheduled to interview.

The District Director, Administrative/Professional and Technical Staffing, or designee, will notify applicants who were not selected to interview, by electronic mail, as soon as possible following screening.

E. Initial Interview Committee

Management Selection The District Director, Administrative/ Professional and Technical Staffing, or designee, will convene the Initial Interview Committee whose ethnic/gender balance shall be representative that reflects the diversity of groups served by M-DCPS. The Interview Committee shall be constituted as follows:

<del>for principal</del>	<del>for assistant principal</del>
<del>Region Operations representative</del>	<del>Region Operations representative</del>
<del>one principal</del>	<del>the school principal</del>
<del>one district office administrator selected by the Superintendent of Schools or designee</del>	<del>one district office administrator selected by the Superintendent of Schools or designee</del>
<del>two teachers elected by total faculty of affected school (must have satisfactory evaluations for the past three years)</del>	<del>two teachers elected by total faculty of affected school (must have satisfactory evaluations for the past three years)</del>
<del>the Executive Director, Management Selection, or designee (non-voting)</del>	<del>the Executive Director, Management Selection, or designee (non-voting)</del>

For school site positions:

Assistant Principal

- Regional/Assistant Superintendent or designee
- Principal of the school with the opening
- A teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)
- Human Resources representative (non-voting)

Principal

- Regional/Assistant Superintendent or designee
- A principal from a different region
- A teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)
- Human Resources representative (non-voting)

For non-school site positions

- The immediate supervisor for the open position
- Two designees of the above-mentioned supervisor (one must be from a different bureau)
- Human Resources representative (non-voting)

The Initial Interview Committee will meet at a time and place determined by Management Selection Administrative/Professional and Technical Staffing to review the records of all persons to be interviewed, develop interview questions and conduct the interview. The records shall include all assessment data, a letter of interest, answers to the application questionnaire, prior evaluations, references, and resumes of the candidates. All persons on the appropriate ECR who have expressed a desire to be interviewed shall be scheduled for oral interview. The structured oral interview shall include questions shall assessing the candidate's preparation and judgment regarding criteria relevant to the job vacancy.

The Executive District Director, Management Selection Administrative/Professional and Technical Staffing, or designee (non-voting) shall chair all oral interview committees and determine ensure that uniform interview procedures to be are used with all candidates.

The Initial Interview Committee for Assistant Principal vacancies will rank and recommend the top scoring candidates to the Regional Superintendent and the

Associate Superintendent, School Operations. The Associate Superintendent, School Operations, will recommend one candidate to the Superintendent.

~~The Initial Interview Committees for Principal and non-school site MEP positions will identify a minimum of two one or more finalists who will proceed to final interviews. If the Interview Committee cannot identify a minimum of two finalists, the Superintendent of Schools will then determine the method to be used to fill the open position. The Superintendent may elect to re-advertise the position from the ECR, districtwide or make a direct appointment. If the Interview Committee identifies one finalist, the name of that applicant will be maintained in the records for that position as a finalist. Upon completion of the re-advertised interview, when at least one additional finalist is identified, the names of all finalist applicants from both interviews will be submitted to the Superintendent's Review Committee.~~

~~Management Selection Administrative/Professional and Technical Staffing will forward the finalists' names and records to the Superintendent's Review Committee Final Interview Committee, consisting of the appropriate Deputy Superintendent or designee, the appropriate Region/Associate/Assistant Superintendent, and one teacher from the affected school.~~

#### F. Final Interview Committee

Administrative/Professional and Technical Staffing will convene the Final Interview Committee that reflects the diversity of groups served by M-DCPS. The final interview committee will consist of:

##### For principal positions

- the Deputy/Associate Superintendent or designee
- the appropriate Regional/Assistant Superintendent or designee
- one teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)
- Human Resources representative (non-voting)

##### For non-school site MEP positions

- the appropriate Cabinet member or designee
- Two designees of the appropriate Cabinet member (one must be from a different bureau)

- Human Resources representative (non-voting)

The Review-Final Interview Committee will examine all interview data, develop interview questions, interview each finalist and make a recommendation to the Superintendent of Schools.

~~F. Superintendent's Review Committee~~

~~Management Selection will convene the Review Committee whose ethnic/gender balance shall be representative of groups served by M-DCPS. The Review Committee shall be constituted as follows:~~

~~**for School Operations**~~

- ~~—Deputy Superintendent, School Operations (or designee)~~
- ~~—affected Region Superintendent(s), Region Operations~~
- ~~—one teacher elected by total faculty of the affected school (must have satisfactory evaluations for the last three years)~~

~~**for Education**~~

- ~~—Deputy Superintendent, Education (or designee)~~
- ~~—appropriate Associate/Assistant Superintendent~~
- ~~—one teacher elected by total faculty of the affected school (must have satisfactory evaluations for the past three years)~~

~~For Adult, Vocational, and Community School positions, the appropriate district director or supervisor will be a member of this committee.~~

~~Designees may be used when the absence of a committee member will result in an unreasonable delay in selection.~~

- G. The Superintendent of Schools will review all interview data and make the final recommendation to the School Board. All ~~new~~ principalship appointments will be interim (State Board of Education Rule 6A-4.0083). If the Superintendent deems it is in the best interest of the school system, s/he may place the recommended candidate immediately while awaiting Board approval.

- ~~H. Refusal of an assignment shall constitute removal from the ECR. An applicant may appeal in cases of extreme hardship.~~

- ~~I.H. The Deputy Superintendent, Personnel Management and Services, through Management Selection Assistant Superintendent~~



Human Resources, Recruiting and Performance Management, will be responsible for preparing the formal recommendation of the Superintendent of Schools for placement before the School Board.

Candidates interviewed by the Initial Interview Committee and not selected as finalists will be notified in writing by Management Selection Administrative/Professional and Technical Staffing. Finalist candidates not selected will be notified in writing immediately by the Executive Director, Management Selection Administrative/Professional and Technical Staffing, or designee, and in writing within a reasonable time. The notification will offer the applicant an opportunity to schedule a career counseling conference session with the Executive District Director, Management Selection Administrative/Professional and Technical Staffing, or designee.

- I. Persons included on the ECR for Principal or Assistant Principal shall have no guarantee of employment in managerial positions covered by this Rule.

#### **IVV. Appointment of Temporary Principals, Temporary Assistant Principals**

When it is determined that a principalship or assistant principalship position will be vacant for either an indeterminate time or a specified period of time not to exceed one year, the position will be filled by a temporary principal or temporary assistant principal, respectively, for the duration of the vacancy. The selection shall be recommended to the Superintendent of Schools from the ECR by the appropriate Deputy or Associate Superintendent, when the vacancy is anticipated to be six months or less. If the temporary position is an assistant principalship position, the principal of the affected school shall be consulted.

When the vacancy is expected to extend over six months, but less than a year, the appropriate Regional/Associate/Assistant Superintendent shall examine the appropriate ECR and recommend to the appropriate Deputy/Associate Superintendent at least two persons to consider interview for appointment to the open temporary position. ~~The appropriate Region/Associate/Assistant Superintendent or designee will conduct a Review Committee interview.~~ The Review Interview Committee for temporary principal positions will consist of the following:

##### For assistant principal positions:

- the appropriate Regional/Assistant Superintendent or designee
- the principal from the affected school

- one teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)
- Human Resources representative (non-voting)

For principal positions:

- the Deputy/Associate Superintendent or designee
- the appropriate Regional/Assistant Superintendent or designee
- one teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)
- Human Resources representative (non-voting)

~~appropriate Associate Superintendent, the appropriate Assistant Superintendent, and one teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years). The Review Committee, whose ethnic/gender balance shall be representative of groups served by M-DCPS, for temporary assistant principal will include the previously cited positions and will also include the principal of the affected school. The committee shall send its recommendation to the Superintendent of Schools for consideration for recommendation to the School Board. If the Superintendent deems it is in the best interest of the school system, s/he may place the recommended candidate immediately while awaiting Board approval.~~

~~The Superintendent of Schools may fill the position immediately with a temporary principal or temporary assistant principal from the ECR, pending action at the next regular scheduled School Board meeting. Temporary appointments to principalship or assistant principalship vacancies shall continue in effect until the return of the incumbent, but no longer than a year, at which time the position shall be filled through the formal selection procedures stated in this Rule. Upon the return of the incumbent to his/her position the person appointed to the temporary principalship or assistant principalship position will revert to his/her former status unless otherwise assigned.~~

Assistant principal positions purchased from discretionary funds will be designated as a purchased annual temporary position. A person occupying a purchased annual temporary position will revert to his/her former status at the end of the fiscal year unless otherwise assigned. Purchased annual temporary positions will be filled using the formal selection procedures stated in this Rule, unless the position is for less

than a year, in which case the procedure stated above may be utilized.

#### **VVI. Appointment of Interim Principals**

All regular assignments of new principals will be interim appointments. Principals appointed as interim must be under the direction and observation of a designated supervisor and a principal serving as a mentor, serve a full calendar year as principal, and complete the state and district required training program specified in State Board of Education Administrative Rule 6A-4.0083, before being considered for regular assignment to the position as reflected in the ~~District Human Resource and Management Development Plan.~~

Pursuant to the interim principal's successful completion of requirements stipulated in ~~State Board of Education Rule 6A-4.0083, as supported by the District's performance appraisal system, and serving successfully as principal for a full calendar year,~~ the Superintendent of Schools shall recommend to the Florida Department of Education the issuance of a School Principal Certificate, and the position shall be reclassified changed to Principal.

Interim principals who are not recommended for a School Principal certification and consequently not eligible for appointment to a regular principalship position will be reassigned to the last position (or, if not available, a comparable position of the same pay grade) where acceptable performance was experienced.

#### **~~VI.~~ Selection of Principals (Interns)**

~~To ensure availability of qualified/certified principal applicants, the district has established a principal internship program — the Executive Training Program (ETP). Participants in the ETP are made up of Associate Interns and Interim Principals. They will be selected pursuant to the procedures described in this Rule.~~

#### **VII. ~~Principalship and Assistant Principalship~~ MEP Vacancies Will Be Filled by the Foregoing Procedures Except as Follows:**

- A. Lateral Transfers: Any permanently appointed administrator in the same or equivalent pay grade as the vacant position and who meets the qualifications of the vacant position may be considered for a lateral transfer. Lateral requests for ~~principal and assistant principal~~ vacant positions shall be accepted by Management Selection Administrative/Professional and Technical Staffing as openings are announced.

Principals at any school level (i.e., elementary/secondary/adult) may request reassignment to the position of principal at another school level. These requests will be considered at the same time as lateral requests are considered.

Lateral transfer requests will be considered prior to administering the interview process.

Except in instances when a lateral transfer is a direct recommendation of the Superintendent, an final interview committee shall be convened and will include the following: ~~appropriate Associate/Assistant Superintendent, Regional Superintendent or designee, the Lead Principal, one teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years), and the principal of the affected school for assistant principal positions.~~

For assistant principal positions:

- the appropriate Regional/Assistant Superintendent or designee
- the principal from the affected school
- one teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)
- Human Resources representative (non-voting)

For principal positions:

- the Deputy/Associate Superintendent or designee
- the appropriate Regional/Assistant Superintendent or designee
- one teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)
- Human Resources representative (non-voting)

For non-school site MEP positions:

- the appropriate Cabinet member or designee
- Two designees of the appropriate Cabinet member (one must be from a different bureau)
- Human Resources representative (non-voting)

The Deputy/Regional/Associate/Assistant Superintendent will make a recommendation through the designated administrative line of authority to the Superintendent.

~~In those instances when a lateral transfer is a direct recommendation of the Superintendent, the candidate being recommended will meet with the appropriate faculty representatives of the affected school. This meeting will be conducted to orient the Principal or Assistant Principal to the concerns of the faculty.~~

~~Upon the recommendation of the Superintendent of Schools and with the approval of the Board, lateral requests may be considered as follows:~~

### ~~For Principalship~~

- ~~1. a principal who has requested a lateral transfer;~~
- ~~2. district or region office administrators of the same pay grade and who have prior school site experience; and~~
- ~~3. an administrative reassignment (i.e., to a principalship of a school at another level).~~

~~B. Out-of-system experienced principals and assistant principals, with past three years' annual evaluation rating of above average "Commendable Performance Standards" or equivalent, shall be eligible to request and to be considered for lateral transfers to like positions and, when appointed, will be required to serve one calendar year as interim assistant principals or interim principals while the required performance assessments of basic and high performing competencies are completed.~~

### ~~C.B. Career Re-direction~~

~~Administrators who meet all qualifications for an administrative position may apply for career re-direction to a position at a lower pay grade. If approved by the Superintendent of Schools, it will be presented to the School Board for appointment as a request for "Career Re-direction."~~

### ~~D.C. Administrative Reassignment~~

~~The Superintendent of Schools may recommend to the Board administrative reassignments for the most effective deployment of personnel.~~

**E.D. Direct Appointment**

The Superintendent of Schools may recommend to the Board that a ~~principalship or assistant principalship~~ vacancy be filled by the direct appointment of an individual who has demonstrated the specific qualifications and background applicable to the position.

The authority for direct appointments shall be exercised where necessary, ~~i.e. e.g.~~, as a result of reorganization, in cases of leaves or emergency needs, reassignment of personnel from regional and district offices, career incumbents serving as interim when placed in positions permanently, when the Interview Committee advises that an appropriate selection cannot be made because the ECR has been exhausted, ~~or when~~ no applicant has applied to be interviewed or when the Superintendent of Schools deems it in the best interest of the school system.

~~District or region office administrators with prior school site experience may be directly appointed to open and budgeted assistant principal or principal positions.~~

**F.E. Career Alternative Assignments**

To promote the development of productive career alternatives, the Superintendent of Schools may authorize a temporary and voluntary exchange of assignments between school site, region and/or district office personnel. Such exchanges shall be special assignments for a time set by the Superintendent of Schools. There shall be no loss of compensation as a result of such special assignments.

**VIII. Assignment Priority**

~~Principalships and assistant principalships~~ Vacancies will be filled according to the following priorities before a vacancy is filled ~~from the ECR through the interview process:~~

- A. ~~principals or assistant principals~~ employees returning from official leave; and/or
- B. principals or assistant principals whose school assignment has been terminated because of a phase-out of the school or a decrease in enrollment, ~~including those assistant principals whose positions have been purchased from local school funds;~~
- C. ~~principals or assistant principals with satisfactory performance requesting lateral transfer; and~~

~~D. other qualified administrators of equal rank who have demonstrated satisfactory performance.~~

### **IX. Equal Opportunity Employment**

~~The Deputy Superintendent, Personnel Management and Services Assistant Superintendent, Human Resources, Recruiting and Performance Management, shall monitor and regularly advise the Superintendent of Schools regarding the impact of these selection procedures on equal employment.~~

### **X. Forms**

The following forms will be utilized as part of the application and screening process for all MEP vacancies:

- Administrative Reassignment and/or Request to Advertise Administrative Positions Form(FM-4465)
- Position Advancement Opportunity (FM-2743)
- Application Cover Sheet (FM-5916)
- Reference Evaluation Form (FM-2746)
- MEP Application Questionnaire (FM-TBA)
- MEP Application Screening Form (FM-TBA)
- MEP Interview Oral Presentation Assessment Form (FM-2806)
- Application for Administrative/Professional and Technical Personnel (FM-3164)
- Restricted Personal Data Form (FM-3505)
- Agreement for Designation of Change of Beneficiary (FM-5088)
- Reference Information (FM-6712)

Specific Authority: ~~230.22 (2); 230.23(17) F.S. 1001.41(1)(2); 1001.42(5)(b)(22); 1001.43(11), F.S.~~

Law Implemented, Interpreted, or Made Specific: ~~230.23(5)(a) and (f); 230.33(7)(a) and (c); 231.02; 231.085 F.S. 1012.01; 1012.22 F.S.; 6A-4.0082; 6A-4.0083; 6A-4.0084 FAC~~

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THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA

August, 1999

# Management Selection Procedures Manual

Administrative Pathways



**Miami-Dade County Public Schools  
Personnel Management and Services  
Management Selection**



# **The School Board of Miami-Dade County, Florida**

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*Superintendent of Schools***

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Personnel Management and Services***

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## INTRODUCTION

Florida Statutes authorize each Superintendent of Schools to make personnel recommendations to the District School Board. Quality education in Miami-Dade County Public Schools (M-DCPS) requires competent, qualified school site, region, and district administrators, who are by adopted practice the designated leaders of the M-DCPS workforce. All M-DCPS administrators are assigned, transferred, and appointed as set forth in School Board Rules 6Gx13- 4A-1.16, 6Gx13- 4A-1.15, and 6Gx13- 4A-1.161.

Management selection procedures are designed to be objective, fair and equitable for all applicants. Included in School Board Rules 6Gx13- 4A-1.16 and 6Gx13- 4A-1.161 are the procedures for:

- advertising all administrative positions;
- screening and interviewing the applicants;
- selecting and interviewing the finalists;
- making recommendations to the Superintendent of Schools of the candidates selected by the final review committees; and
- procedures for making other appointments.

Personnel Management and Services is charged with the responsibility of researching, initiating, implementing, monitoring, and updating the management selection process. This manual delineates the procedures and practices utilized to implement the management selection process as set forth by Miami-Dade County School Board Rules and is incorporated by reference and made a part of Board Rules 6Gx13- 4A-1.16 and 6Gx13- 4A-1.161.

## MANAGEMENT SELECTION ADVISORY COMMITTEE

The Management Selection Advisory Committee, formerly known as the Citizen's Oversight Committee, shall be comprised of 13 volunteers who are entrusted to review and render advice to the Superintendent of Schools on the impact and implementation of School Board Rules, practices, and procedures on management selection. This advisory committee, newly restructured in alignment with the recently elected Board, shall be primarily composed of parents and citizens who have experiences with selection procedures, management, equal employment practices, and/or assessment strategies and shall be appointed to serve in staggered three year terms. The committee shall also include citizens who have broad interest and involvement in public education. Nine members shall be appointed by the School Board, one by each member and four shall be appointed by the Superintendent of Schools.

By-laws of the Management Selection Advisory Committee shall be maintained on file in Management Selection and in the Citizen Information Center. The by-laws shall include items such as purpose and function, membership, meetings, officers, responsibilities, subcommittees, and amendment procedures. These by-laws shall be reviewed and updated, if necessary, at least once every two years.

**SECTION I**

**ASSIGNMENT, TRANSFER, AND  
APPOINTMENT—SCHOOL SITE  
ADMINISTRATIVE POSITIONS  
AS DESCRIBED IN BOARD RULE  
6GX13- 4A-1.161**

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## **IDENTIFICATION OF ELIGIBLE CANDIDATES FOR SCHOOL SITE ADMINISTRATIVE POSITIONS**

The identification of eligible candidates for school site administrative positions is a critical element in assuring that schools have knowledgeable, competent, and effective leaders. Candidates for these positions are identified through a comprehensive, objective system of screening, assessment, and selection.

### **Leadership Assessment Process**

Candidates who have met the necessary experiential and credential requirements become eligible to apply for the Leadership Assessment Process (LAP).

The main purpose of the LAP is to identify candidates who have the highest probability of success as school site administrators. The assessment process also identifies the training needs of prospective administrators. Selection of the best qualified administrators will assure the ultimate goal of Miami-Dade County Public Schools – the delivery of the best possible education to each student through an effectively managed school.

The LAP is a comprehensive system of screening, assessing, and selecting eligible candidates for school site administrative positions. The LAP involves candidates in a highly structured interview as well as an in-basket activity. Candidates must be successful in meeting established standards of the structured interview and the in-basket activity to be eligible to interview for an assistant principal position.

All candidates are interviewed and assessed by experienced principals, region directors, and/or district office administrators who have completed extensive training in the process and have been certified as "Perceiver Specialists" (assessors).

Application forms for the LAP, specifying the data an applicant must submit, are developed and updated by Management Training. Notification of the opportunity to apply for the LAP shall be advertised throughout the district twice each school year.

An applicant shall be any eligible person submitting properly completed application forms, as set forth in this Rule.

### **Leadership Assessment Process Results**

The Senior Executive Director, Management Training, shall submit to the Executive Director, Management Selection, the names and assessment results of all applicants who successfully complete the LAP for placement on the appropriate Eligible Candidate Roster (ECR). The names and assessment results of those applicants who did not meet the established standards shall be maintained by Management Training. Applicants who are not successful in meeting the established standards for assessing leadership potential through the LAP will be eligible for reassessment after two years if recommended professional development activities and follow-up career counseling have been completed. The Senior Executive Director, Management Training, shall



review LAP results with those applicants who did not meet the established standards. Further assistance shall be provided by exploring alternate career paths and reviewing additional professional development opportunities available, i.e., M-DCPS Management Academy classes, university courses, self study, attendance at relevant meetings, seminars, and/or conferences.

### **Assistant/Vice Principalship Requirements**

- earned Master's Degree or Vocational Education Director for Vice Principalship of vocational technical school positions
- valid Florida Educator's Certificate in Educational Leadership, Administration, or Administration/Supervision at the appropriate level, i.e., elementary, secondary, adult, or vocational, as required by State Board of Education Rule
- three complete years of successful instructional experience
- past performance as reflected in "acceptable" evaluations for the last three years and recommendation for the position from the immediate supervisor
- successful completion of the Management Assessment Center or the Leadership Assessment Process

### **Application for the Leadership Assessment Process**

By the specified deadline, interested eligible persons shall submit an application packet to the Senior Executive Director, Management Training. All eligible applicants for the assistant principalship must have all qualifications/credentials "in hand" by the established deadline, i.e., proper certification, appropriate level of performance evaluations as stated in Board Rule 6Gx13- 4A-1.161 and in this manual, except in limited situations provided under this Board Rule, and except when, at the discretion of the Superintendent of Schools, alternative selection procedures are instituted. The packet must include:

- letter of application;
- completed application form;
- resume -- including educational background, special training, school experience, non-school experience, experiences related to both generic and specific job competencies, and personal background;
- certification (copy of current Florida Educator's Certificate);
- acceptable performance evaluations for the past three years;
- immediate supervisor's reference evaluation form; and

- two sealed letters of recommendation (from persons other than immediate supervisor).

The Senior Executive Director, Management Training, will verify the educational and experiential qualifications, and the certification of each applicant. Applicants who complete the application packet and meet all listed qualifications will be scheduled for the LAP.

Generic announcements of the opportunity for eligible assistant principal applicants to apply for the LAP shall occur a minimum of two times per year. These announcements will be distributed to all principals and administrative heads of school centers, bureaus/offices, region offices, divisions, and departments. Announcements also will be sent to university placement agencies and other institutions outside the school system that are potential resources for the recruitment of qualified personnel, as appropriate.

### **Principalship Requirements**

- earned Master's Degree or Vocational Education Director for vocational positions
- valid Florida Educator's Certificate, with certification in Educational Leadership, Administration, Administration/Supervision, or School Principal, at the appropriate level, i.e., elementary, secondary, adult, vocational, as required by State Board of Education Rule
- successful completion, prior to appointment, of one or both years of the State/Board approved Executive Training Program (ETP)
- past three years' evaluation ratings of at least "Exceeds Performance Expectations" before 1998 and/or "Commendable Performance Standards" beginning with the 1998-99 school year and recommendation for the position from immediate supervisor. Applicants who do not meet this requirement must have approval for a waiver from the Superintendent of Schools or designee
- three complete years of school site experience. In the case of special technical centers where no applicant meets the administrative experience requirement, this requirement may be waived
- regular appointment to the principalship requires successful completion of the State/Board approved Executive Training Program and successful completion of one year as an interim principal, leading to a recommendation from the Superintendent for a School Principal Certificate
- newly appointed principals who have successfully completed the ETP prior to their appointment must successfully complete one year as an interim principal prior to appointment as regular principal

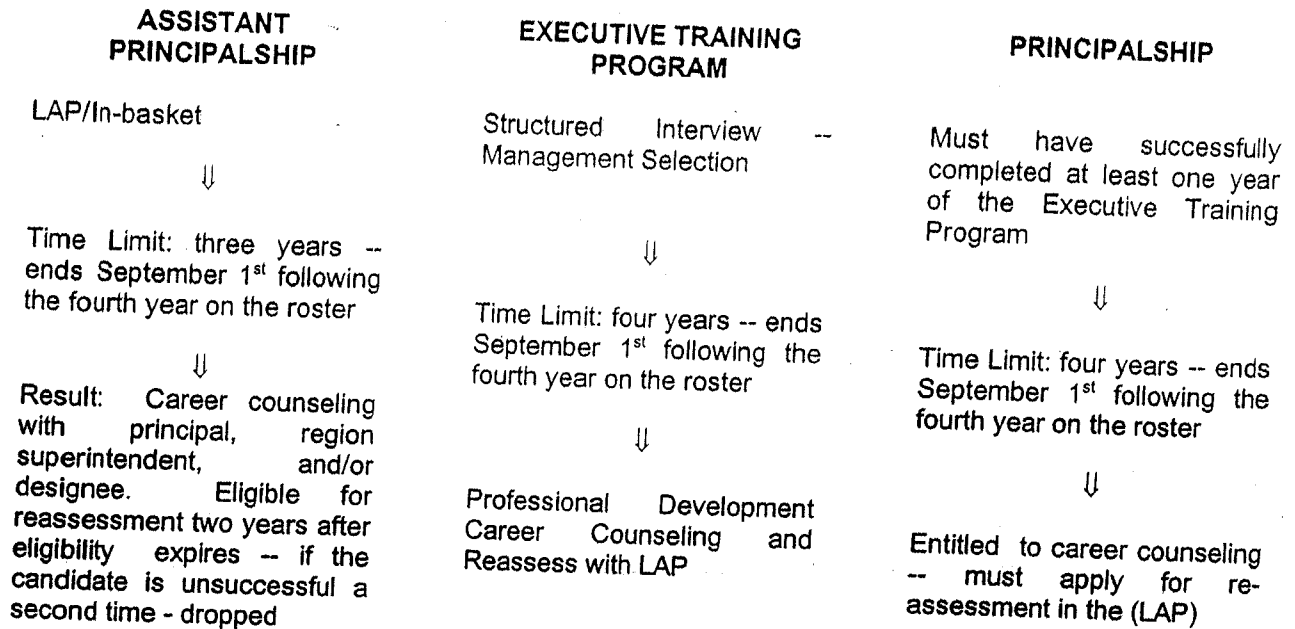
Eligible applicants for the principalship must have all qualifications/credentials "in hand" by the established deadline, e.g., proper certification, appropriate level of performance evaluations as stated in Board Rule 6Gx13- 4A-1.161.

### **Eligible Candidate Roster (ECR)**

Applicants who meet the established standards of assessed leadership potential through successful completion of the LAP shall have their names placed in alphabetical order on the appropriate ECR. Separate rosters shall be maintained by Management Selection for the Assistant Principalship, the ETP, and the Principalship, at the candidate's appropriate level of certification.

The Eligible Candidate Rosters are updated on a regular basis. Candidates' names are added and deleted, as appropriate, to assure that the rosters accurately reflect those candidates who are eligible to be contacted for interviews when positions become available.

## Eligibility For...



### Executive Training Program (ETP) Eligibility, Application and Interview Process

Candidates who have completed three years of service as assistant principals and earned a rating or at least "Exceeds Performance Expectations" before 1998 and/or "Commendable Performance Standards beginning with the 1998-99 school year on their annual evaluation for the past three years are eligible to submit an application to interview for the ETP. Candidates will be in their fourth year when submitting applications.

Management Selection staff will send notification to all locations listing the criteria for application to the ETP. Eligible applicants will be scheduled for a structured interview by staff in Management Selection. If successful in the initial interview process, candidates will be scheduled for the final interview level. Individuals who are successful in the final interview become participants in the ETP.

Most participants in the ETP are in the program for two years and are classified as Associate Interns. Others who are directly appointed to the principalship after one year in the ETP are classified as Interim Principals. Interim Principals in the ETP complete the requirements of the program while functioning as first year principals.

#### Associate Interns

Associate Interns are at their home schools during the regular school year. In addition to regular assistant principalship duties, participants will receive training and on-the-job assignments in accordance with the Professional Development Plan each participant is expected to complete.

Associate Interns are also assigned to two different school sites, for two consecutive summers, to function as the "administrator-in-charge." After successfully completing one year of the ETP, Associate Interns are eligible to apply for principalship positions.

### **Interim Principals**

All regular assignments of new principals will be interim appointments unless the applicant is an individual who, prior to July 1, 1986, was a principal in the district for three or more years, received satisfactory evaluations, and is a current employee.

As reflected in the District Comprehensive Human Resource Management Development Plan, principals appointed as interim must be under the direction and observation of a designated mentor principal and a supervising administrator. They serve a full calendar year as principal, and complete the state and district required training program, specified in State Board of Education Rule 6A-4.0083, before being considered for regular assignment to the position.

#### *Common Features of the ETP for Interim Principals and Associate Interns:*

- maintain the required levels of performance evaluations of at least "Exceeds Performance Expectations" before 1998 and/or "Commendable Performance Standards" beginning with the 1998-99 school year;
- have an assigned Support Team which includes, as a minimum, the Supervising Administrator, a Mentor Principal, the Region Superintendent, and an Associate Mentor;
- develop a personal Professional Development Plan with the help of the Support Team;
- meet formally with the Support Team a minimum of two times a year to apprise team members of the participant's current status toward goal achievement in the Professional Development Plan. A third meeting will be a site visit conducted by the Support Team;
- participate in orientation, leadership, managerial and technological training, sharing and networking, individualized activities, and on-the-job training;
- observe other principals and develop a working relationship with all members of the Support Team;
- perform an initial self-assessment using the M-DCPS School Site Administrator Performance Planning and Assessment System and definitions of the Florida Principal Competencies;
- "shadow" the Associate Mentor and the Mentor Principal for a full day;

- participate in a District Review; and
- deliver an oral presentation at the District Review outlining the school improvement project(s) and the impact on student achievement.

*Successful completion of the ETP will be based upon the following:*

- performance which at least "Exceeds Performance Expectations" before 1998 and/or "Commendable Performance Standards" beginning with the 1998-99 school year in the School Site Administrator Performance Planning and Assessment System;
- satisfactory demonstration of the 19 Florida Principal Competencies;
- performance which at least "Exceeds Performance Expectations" before 1998 and/or "Commendable Performance Standards" beginning with the 1998-99 school year in the ETP. The participant will be responsible for completing a Performance Planning and Assessment System Planning Form for the ETP which includes pre-determined job targets. The supervising administrator will be responsible for completing the ETP participant's checklist at each team meeting with input from members of the Support Team; and
- positive recommendation from the District Review Committee.

## **SELECTION PROCEDURES AND APPOINTMENTS**

Procedures for the development and selection of candidates for the principalship, vice principalship, and assistant principalship are covered in this section. These key management positions are essential to the operation of a responsive, effective, and efficient school district. Principal, vice principal, and assistant principal vacancies will be filled through the procedures set forth in Board Rule 6Gx13- 4A-1.161 and in this manual, except in limited situations provided under this Board Rule, and except when, at the discretion of the Superintendent of Schools, alternative selection procedures are instituted.

### **Vacancy Announcement**

When a vacancy in a school site position exists or is anticipated, the administrative head or designee of the offices of School Operations or Education will notify the Executive Director, Management Selection. The vacancy and requests for lateral transfer will be announced via electronic mail to all work locations. This announcement for requests for lateral transfer shall include:

- title and pay grade of the position;
- name of school;
- region or bureau;
- dates of deadline; and
- procedures to apply.

Lateral requests will be reviewed by the Superintendent of Schools or designee prior to initiating the selection process. The Executive Director, Management Selection, will then be notified of the decision to fill the vacancy with eligible administrators requesting lateral transfers or with applicants on the Eligible Candidate Roster.

### **Eligible Candidate Roster (ECR)**

When a vacancy in a school site position is to be filled from the ECR, all applicants on the appropriate roster will be notified of each vacancy as it occurs. Upon notification, the decision to be interviewed or not to be interviewed for that vacancy will be determined by the applicant.

When the ECR is depleted or does not contain enough names of candidates to conduct an oral interview, the Executive Director, Management Selection, will consult with the Deputy Superintendent, Personnel Management and Services.

### **Interview Committee**

The Executive Director, Management Selection, or designee will be responsible for the nomination of persons to serve on the Screening and Interview Committees for each

position. The persons serving on these committees shall be at the same or higher administrative level than the position being announced. When the absence of a member of the Interview Committee will result in an unreasonable delay in the selection, other designees may be used. The ethnic/gender balance of the Interview Committee shall be representative of groups served by M-DCPS.

The Executive Director, Management Selection, or designee will be responsible for:

- notifying committee members of the date, time, and place for interviews;
- scheduling the applicants to be interviewed; and
- conducting the interviews.

The **Interview Committee** shall be constituted as follows:

<b>FOR PRINCIPAL</b>	<b>FOR ASSISTANT PRINCIPAL/ VICE PRINCIPAL</b>
One Region Director	One Region Director
One Principal	Principal of affected school
One district office administrator selected by the Superintendent of Schools or designee	One district office administrator selected by the Superintendent of Schools or designee
Two teachers elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)	Two teachers elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)
The Executive Director, Management Selection, or designee (non-voting member)	The Executive Director, Management Selection, or designee (non-voting member)

The Interview Committee will meet at a time and place determined by Management Selection to review the records of all to be interviewed. The records shall include all pertinent documents such as assessment data, prior evaluations, references, and resumes of the candidates. The structured oral interviews shall include questions assessing the candidates' preparation and judgment regarding criteria relevant to the job vacancy. The Executive Director, Management Selection, or designee shall chair all oral interview committees and determine uniform interview procedures to be used with all candidates.

At the conclusion of the interviews, voting members of the committee will report the overall assessment of each applicant to the Executive Director, Management Selection, or designee who will tabulate the votes to determine the finalists. Applicants receiving an "outstanding" overall assessment by 80 percent or more of the Interview Committee will be identified as finalists and will be scheduled for the final review. If the Interview Committee cannot identify a minimum of two finalists, the Deputy Superintendent, Personnel Management and Services, and the Superintendent of Schools will be notified that an appropriate selection cannot be made. When a minimum of two finalists



are identified, the names and records will be forwarded to the Superintendent's Review Committee by Management Selection. If the Interview Committee identifies one finalist, the name of that applicant will be maintained in the records for that position as a finalist. Subsequent to a readvertisement of the position and upon completion of another interview when at least one additional finalist is identified, the names of all finalist applicants from both interviews will be forwarded to the Superintendent's Review Committee. The ethnic/gender balance of the Review Committee shall be representative of groups served by M-DCPS.

**Review Committee**

The Superintendent's Review Committee shall be constituted as follows:

FOR SCHOOL OPERATIONS	EDUCATION
Deputy Superintendent	Deputy Superintendent
Appropriate Region Superintendent	Appropriate Associate/Assistant Superintendent
One teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)	One teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years)

When the absence of a member of the Review Committee will result in an unreasonable delay in the selection, designees may be used.

The Executive Director, Management Selection, will notify all finalists and will schedule them to be interviewed by the Superintendent's Review Committee. The Executive Director, Management Selection, or designee will notify the appropriate Deputy or Associate Superintendent of the date, time, and place where the finalists will be interviewed.

Once convened, the Superintendent's Review Committee will examine all previous interview data and will interview each finalist. The Superintendent's Review Committee will select no more than one candidate to be recommended to the Superintendent of Schools for approval.

Finalist applicants who are not selected for the position will be notified immediately by staff from Management Selection. The candidate selected by the Superintendent for the position will be apprised of the recommendation by the supervising administrator. Management Selection staff will forward the Superintendent of Schools' recommendation, with the candidate's records and interview data, to the Assistant Superintendent, Professional Development and Career Advancement. The Deputy Superintendent, Personnel Management and Services, will be responsible for preparing

the formal recommendation of the Superintendent of Schools for placement before the School Board.

### **Formal Notification**

Within a reasonable time, all applicants not selected for the position will be notified in writing of the results of the interviews by Management Selection. This notification will offer the applicants not selected an opportunity to schedule a career counseling conference. The purpose of this career counseling conference will be to provide the applicant with any available information that may assist in his/her future professional development. The candidate selected for the position will receive written notification of his/her appointment subsequent to the approval of the School Board.

### **Maintenance of Records**

All records of applicants, interview data, and recommendation of Review Committees are maintained by Management Selection. Resumes and copies of credential documentation are non-returnable.

### **Interim Principal Appointments**

All regular assignments of new principals will be interim appointments unless the applicant is an individual who, prior to July 1, 1986, was a principal in the district for three or more years, received satisfactory evaluations, and is a current employee. Principals appointed as interim must be under the direction and observation of a designated supervisor and a principal serving as mentor, serve a full calendar year as principal, and complete the requirements of State Board of Education Rule 6A-4.0083, as supported by the district's performance appraisal system. After the individual serves successfully as interim principal for a full calendar year, the Superintendent of Schools shall recommend to the Florida Department of Education the issuance of the School Principal Certificate, and the position shall be reclassified to Principal.

Interim principals who are not recommended for School Principal certification, and consequently are not eligible for appointment to a regular principalship, will be reassigned to the last position where acceptable performance was experienced or, if applicable, a comparable position of the same pay grade.

### **Out-of-System Candidates**

Out-of-system Florida certified and experienced principals and assistant principals, with the past three years' annual evaluation ratings of above average or equivalent, shall be eligible to request and to be considered for lateral transfers to like positions. When appointed, these administrators will be required to serve one calendar year as interim assistant principals or interim principals while performance assessments of basic and high performing competencies are completed. Out of state experienced principals and

assistant principals must first acquire certification in Florida and successfully complete the LAP prior to determining eligibility for the ECR.

### **Lateral Transfers**

Lateral transfer requests for assistant principal, vice principal, and principal positions will be accepted by Management Selection as openings are announced. These requests will be considered prior to administering the interview process.

Upon recommendation of the Superintendent of Schools and approval of the School Board, administrative vacancies may be filled by lateral transfer requested by permanently appointed administrators with the provisions listed below.

1. The permanently appointed administrator is of the same pay grade as the vacancy, such as:
  - a principal who has requested a lateral transfer to another principalship;
  - a vice principal who has requested a lateral transfer to another vice principalship;
  - an assistant principal who has requested a lateral transfer to another assistant principalship;
  - a district or region office administrator of the same pay grade who has had prior school site experience; or
  - a district or region office administrator who has not had prior school site administrative experience must successfully complete the LAP.
2. The permanently appointed administrator meets the same qualifications of the vacant position.
3. The appropriate Deputy or Associate Superintendent requests the position be filled by a lateral transfer.
4. An interview committee, whose ethnic/gender balance shall be representative of groups served by M-DCPS, is convened to interview all qualifying candidates who requested the lateral transfer. This interview committee will be constituted as follows:
  - Region or appropriate Associate/Assistant Superintendent or designee;
  - the Lead Principal, if applicable;

- the principal of the affected school (for assistant principal/vice principal positions); and
- one teacher elected by the total faculty of the affected school (must have satisfactory performance).

The Region or appropriate Associate Superintendent will make a recommendation through the corresponding administrative lines of authority to the Superintendent of Schools.

### **Administrative Reassignment**

The Superintendent of Schools may recommend to the School Board administrative reassignments for the most effective deployment of personnel.

In those instances when a lateral transfer is a direct recommendation of the Superintendent of Schools, the candidate being recommended will meet with the appropriate faculty representatives of the affected school. This meeting will be conducted to orient the principal, vice principal, or assistant principal to the concerns of the faculty.

### **Direct Appointment**

Upon the recommendation of the Superintendent of Schools and with the approval of the School Board, a principalship, vice principalship, or assistant principalship vacancy may be filled by the direct appointment of an individual who has demonstrated the specific qualifications and background applicable to the position.

The authority for direct appointment shall be exercised where necessary, e.g., as a result of reorganization, in cases of leaves or emergency needs, reassignment of personnel from region and district offices, career incumbents serving as interim when placed in positions permanently, or when the Interview Committee advises that an appropriate selection cannot be made because the ECR has been exhausted or no applicant has applied to be interviewed or when the Superintendent of Schools deems it in the best interest of the school system.

District or region office administrators with prior school site experience may be directly appointed to open and budgeted assistant principal, vice principal or principal positions.

### **Temporary Appointment**

When it is determined that a principalship, vice principalship, or assistant principalship will be vacant for either an indeterminate time or a specified period of time not to exceed one year, the position will be filled by a temporary principal or temporary assistant principal, respectively, for the duration of the vacancy.

When the vacancy is anticipated to be six months or less, the selection shall be made from the ECR by the Region or appropriate Associate Superintendent, who will make a recommendation through the appropriate administrative line of authority to the Superintendent of Schools. If the temporary position is a vice principal or an assistant principal, the principal of the affected school shall be consulted.

When the vacancy is expected to extend over six months, but less than a year, the appropriate Region or Associate/Assistant Superintendent shall examine the appropriate ECR and recommend to the appropriate Deputy Superintendent at least two persons to consider for appointment to the open temporary position. The appropriate Region or Associate/Assistant Superintendent or designee will conduct a Review Committee interview. The ethnic/gender balance of the Review Committee shall be representative of groups served by M-DCPS.

The Review Committee for temporary principal shall be constituted as follows:

- Region or Associate Superintendent;
- appropriate Assistant Superintendent or Region Director; and
- one teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years).

The Review Committee for temporary vice principal or assistant principal shall be constituted as follows:

- Region or Associate Superintendent;
- appropriate Assistant Superintendent or Region Director;
- Principal of the affected school; and
- one teacher elected by the total faculty of the affected school (must have satisfactory evaluations for the past three years).

The Superintendent of Schools may fill the position immediately with a temporary principal, temporary vice principal, or a temporary assistant principal from the ECR, and report the action taken to the School Board for confirmation, if necessary, or as a recommendation at the next regularly scheduled School Board meeting. Temporary appointments to vacancies shall continue in effect until the return of the incumbent, but no longer than a year, at which time the position shall be filled through the formal selection procedures stated in this Rule. Upon return of the incumbent to his/her position, the person appointed to the temporary principalship, vice principalship, or assistant principalship will revert to his/her former status unless otherwise assigned.

Assistant principal or vice principal positions purchased from discretionary funds will be designated as a purchased annual temporary position. A person occupying a purchased annual temporary position will revert to his/her former status at the end of the fiscal year unless otherwise assigned. Purchased annual temporary positions will be filled using the formal selection procedures stated in the Board Rule and this manual, unless the position is for less than a year, in which case the procedure stated above may be utilized.

### **Career Alternative Assignment**

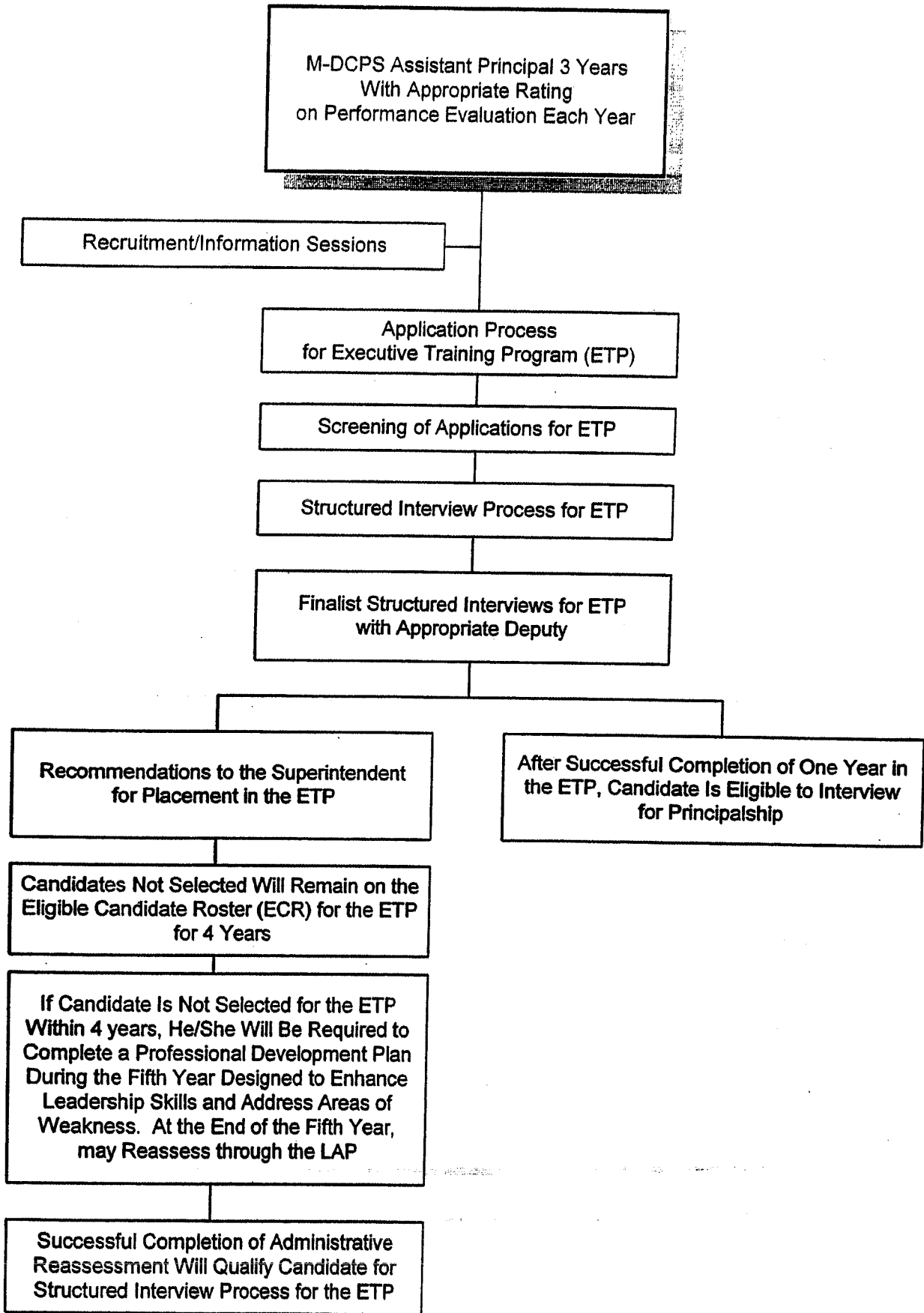
To promote the development of productive career alternatives, the Superintendent of Schools may authorize a temporary and voluntary exchange of assignments between school site, region, and/or district office personnel. Such exchanges shall be special assignments for a time set by the Superintendent of Schools. There will be no loss of compensation as a result of such special assignments.

### **Career Re-direction**

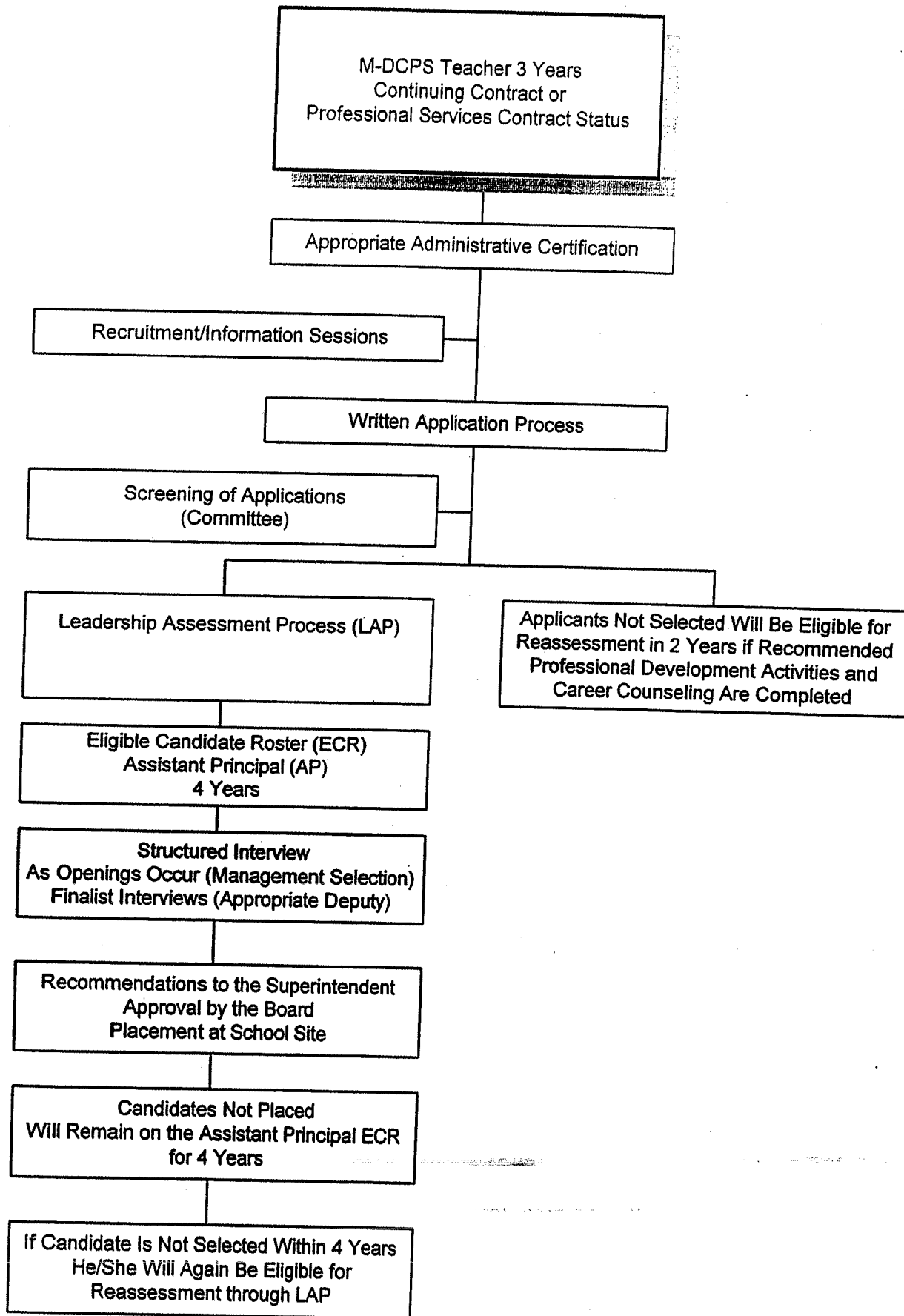
The Superintendent of Schools may recommend to the School Board the assignment of administrators who request career re-direction to an administrative position of a comparable or lower pay grade, e.g., movement from a non-school to a school site positions. This request may result from a career development conference between the employee and supervising administrator, or may be initiated by the employee after careful consideration of career opportunities and the career goals of the individual.

A written request for career re-direction shall be made by the affected employee to the employee's supervisor. The request shall be forwarded through the appropriate Region/Associate Superintendent and Deputy Superintendent, School Operations, to the Deputy Superintendent, Personnel Management and Services, who shall make a final disposition and forward a recommendation for consideration by the Superintendent of Schools.

# PATHWAY TO THE PRINCIPALSHIP



# PATHWAY TO THE ASSISTANT PRINCIPALSHIP





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**SECTION II**

**ASSIGNMENT, TRANSFER, AND APPOINTMENT  
NON-SCHOOL SITE  
ADMINISTRATIVE POSITIONS  
AS DESCRIBED IN BOARD RULE  
6GX13- 4A-1.16**

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## **IDENTIFICATION AND SELECTION OF ELIGIBLE CANDIDATES FOR NON-SCHOOL SITE ADMINISTRATIVE POSITIONS**

Procedures for the selection of candidates for positions in the Manual of Procedures for Managerial Exempt Personnel (MEP), other than principal, assistant/vice principal, and executive level administrative positions, are covered in this section.

### **Vacancy Announcement**

Administrative heads of bureaus, regions, divisions, offices, and departments shall request that a vacancy be advertised and filled. A "Request to Advertise and Fill an Administrative Position" memorandum form and a "Non-School Site Administrative Positions Authorization to Advertise" form shall be completed in full and forwarded to the Deputy Superintendent, Personnel Management and Services. The Superintendent of Schools must approve all requests to advertise and fill open positions.

Management Selection staff shall verify that the position to be filled is authorized and budgeted, shall request the job description from Wage and Salary Administration, and shall write the "Professional Advancement Opportunity" announcement to advertise the vacancy.

The vacancy announcement shall include:

- dates for lateral transfer requests, submission of the application, screening, and the oral interview;
- minimum qualifications;
- major duties;
- salary range; and
- physical requirements.

Revisions of the job description shall be coordinated by Wage and Salary Administration and completed prior to finalization of the vacancy announcement. The vacancy announcement shall be submitted first to the Deputy Superintendent, Personnel Management and Services, and to the Assistant Superintendent, Professional Development and Career Advancement, for approval. It is then sent to the responsible administrative head of the work location for signed approval prior to being sent to the newspapers for advertising, if applicable, and prior to being sent to the Graphics Department for duplication and dissemination of the announcement to the various work locations. Announcements will be distributed to all work locations a minimum of ten days prior to the application deadline date. Management Selection staff shall be responsible for distributing vacancy announcements to university placement services and other sources, as appropriate for the position, and for placing

advertisements in local and national newspapers and professional journals when requested by the administrative head of the work location that has the vacancy. An open managerial position hotline, (305) 995-7272, maintained by Management Selection staff is updated on a weekly basis.

### **Applications, Screening, Interview and Review Committees**

Application procedures are specified in job announcements, as well as in any other type of advertisement utilized. The procedures require that each applicant assess his/her background and apply for the position for which credentials and experiences are most appropriate. An applicant must submit the following items for each position for which he/she is applying:

- cover sheet;
- letter of application stating the title of position sought;
- resume --include certification (if applicable);
- copy of diploma or official transcript;
- two sealed letters of recommendation dated within current calendar year;
- copies of annual evaluation forms from the previous three years Miami-Dade County Public Schools(M-DCPS) [M-DCPS employees only]; and
- reference evaluation form from immediate supervisor (M-DCPS employees only).

If any of the required information is not submitted, the application will not be processed by the Screening Committee. Application materials are not returnable; therefore, the applicant is to make the necessary copies for his/her records before submission. It is the applicant's responsibility to collect and submit the data required. It is the applicant's responsibility to document his/her background, experience, and credentials in the resume so that the screening committee can determine if he/she meets the minimum qualifications as advertised.

The Executive Director, Management Selection, or designee will be responsible for the nomination of persons to serve on the Screening and Interviewing Committees for each position. The persons serving on these committees shall be at the same or higher administrative level than the position being announced.

The Executive Director or designee shall be responsible for:

- notifying committee members of the date, time, and place for screening and interviews;

- scheduling the applicants to be interviewed; and
- conducting the interviews.

The **Screening Committee** shall be constituted as follows:

- three members from the affected bureau, office, division, or department;
- Executive Director, Management Selection, or designee.

The immediate supervisor for the open position shall serve on the Screening Committee, if available. The ethnic/gender balance of the Screening Committee shall be representative of groups served by M-DCPS.

The **Interview Committee** shall be constituted as follows:

- three members from the affected bureau, office, division, or department;
- one school site administrator, principal or assistant principal, according to the level of the open positions and selected by the appropriate Deputy Superintendent;
- one district or region office administrator selected by the Superintendent of Schools or designee; and
- Executive Director, Management Selection, or designee shall serve in a non-voting capacity.

The ethnic/gender balance of the Interview Committee shall be representative of groups served by M-DCPS.

At the conclusion of the interviews, voting members of the committee will report the overall assessment of each applicant to the Executive Director, Management Selection, or designee who will tabulate the votes to determine the finalists. Applicants receiving an "outstanding" overall assessment by 80 percent or more of the Interview Committee will be identified as finalists and will be scheduled for the Final Review. When two or more finalists are identified, the names and records will be forwarded to the Review Committee by Management Selection and the names of the finalists will be submitted to Professional Standards and the School Police (for non-M-DCPS employees) for a records check. If the Interview Committee identifies only one finalist, the name of the applicant will be maintained in the records for that position as a finalist.

Subsequent to a readvertisement of the position and upon completion of another interview, when at least one additional finalist is identified, the names of all finalist applicants from both interviews will be forwarded to the Review Committee.

The **Review Committee** shall be constituted as follows:

- Deputy Superintendent or designee of supervising bureau, office, division, or department head; and
- a minimum of two other ranking administrators.

The ethnic/gender balance of the Review Committee shall be representative of the groups served by M-DCPS.

The Executive Director, Management Selection, will notify all finalists and will schedule them to be interviewed by the Review Committee. The supervising bureau, office, division, or department head will notify the members of the Review Committee of the date, time, and place where finalists will be interviewed. All material pertaining to the interview procedure will be compiled by Management Selection and submitted to the supervising administrator of the bureau, office, division, or department where the open position is located.

Once convened, the Review Committee will examine all interview data and will interview each finalist. The Review Committee will select no more than one candidate to be recommended to the Superintendent of Schools. The name and records of the recommended candidate will be forwarded to Management Selection.

Finalist applicants not selected for the position will be notified immediately by telephone by Management Selection. The hiring process, including drug testing for the selected candidate if not employed by M-DCPS, will be initiated. After clearance, Management Selection will forward the name and records of the recommended candidate to the Superintendent of Schools for review and approval. The Superintendent of Schools will approve the recommendation of the Review Committee or select another finalist to be recommended to the Board for appointment. Management Selection will forward the Superintendent of Schools' recommendation with the candidate's records, interview data, and summary sheet to the Assistant Superintendent, Office of Professional Development and Career Advancement. This office will forward the information to the Senior Executive Director, Personnel Management and Services, who will be responsible for preparing the formal recommendation of the Superintendent of Schools for approval by the School Board.

### **Formal Notification**

Within a reasonable time, all applicants not selected for the position will be notified in writing of the results of the interviews by the Executive Director, Management Selection. This notification will offer the applicants not selected an opportunity to schedule a career counseling conference. The purpose of this career counseling conference will be to provide the applicant with any available information that may assist in his/her future professional development. The candidate selected for the position will receive

written notification of his/her appointment subsequent to the approval of the School Board.

### **Maintenance of Records**

All records of applicants, interview data, and recommendations of Review Committees are maintained by Management Selection. Resumes and copies of credential documentation are non-returnable.

### **Lateral Transfer**

Upon the recommendation of the Superintendent of Schools and approval of the School Board, administrative vacancies may be filled by lateral transfer of a staff member providing that:

- the staff member's position is of the same pay grade as the vacancy;
- the staff member meets the qualifications of the vacant position;
- the administrative head of the bureau, office, division, or department requests the position be filled by a lateral transfer; and
- the Superintendent of Schools recommends the School Board approve the lateral transfer.

### **Administrative Reassignment**

The Superintendent of Schools may recommend to the School Board reassignments of administrators for the most effective deployment of personnel.

### **Direct Appointment**

Upon the recommendation of the Superintendent of Schools, with the approval of the School Board, an administrative vacancy may be filled by a direct appointment of an individual who has demonstrated the specific qualifications and background applicable to the position.

The authority for direct appointment shall be exercised when necessary, e.g., as a result of reorganization, in cases of leaves or emergency needs, for the reassignment of personnel within district or region offices, or when the Interview Committee advises that it cannot make an appropriate selection.



## **Temporary Assignment**

Subject to the approval of the School Board, the Superintendent of Schools may fill any administrative vacancy which occurs as the result of an emergency situation of an indeterminate length.

In the event of a sudden or unexpected vacancy in an administrative position, the Superintendent of Schools may fill the position immediately with a temporary appointment and report the action taken to the School Board for approval at the next regularly scheduled School Board meeting.

When an administrative position is open and formal selection procedures are anticipated, the Superintendent of Schools may make a temporary appointment to a position to assure continuity of services while the interview and selection process is being conducted.

When it is anticipated that an administrative position will be vacant for a specified period of time not to exceed one year, the position may be filled by a temporary appointment for the duration of the vacancy. At the termination of this period, the temporary administrator shall revert to his/her former status unless otherwise appointed or assigned.

Temporary appointments to administrative vacancies shall continue in effect until the return of the incumbent or until the position is filled through the formal selection procedures in this Rule. Temporary appointments may be made for an indeterminate time or a specified period of time not to exceed one year.

## **Career Alternative Assignment**

To promote the development of productive career alternatives, the Superintendent of Schools may authorize a temporary and voluntary exchange of assignments between school site, region, and/or district office personnel. Such exchanges shall be special assignments for a time set by the Superintendent of Schools. No loss of compensation shall be made as a result of such special assignments.

## **Career Re-direction**

The Superintendent of Schools may recommend to the School Board the assignment of administrators who request career re-direction to an administrative position of a comparable or lower pay grade, e.g., movement from a non-school to a school site position. This request may result from a career development conference between the employee and supervising administrator, or may be initiated by the employee after careful consideration of career opportunities and the career goals of the individual.

A written request for career re-direction shall be made by the affected employee to the employee's supervisor. The request shall be forwarded through the appropriate Region

Superintendent and Deputy Superintendent, School Operations, to the Deputy Superintendent, Personnel Management and Services, who shall make a final disposition and forward a recommendation for consideration by the Superintendent of Schools.

### **Security and Reference Checks**

Security and reference checks shall be conducted on all finalists for administrative positions. Management Selection shall be responsible for submitting the "Security Check Authorization and Waiver of Confidential Records" forms to the Division of School Police in order for security checks to be conducted on those finalists who are not employees of M-DCPS. The names of finalists who are employees of M-DCPS shall be forwarded to Professional Standards to determine if there is a record of incident(s) regarding the finalist which would prohibit the recommendation of him/her for the open position. In the event there is a record, it shall be reviewed by the Executive Director, Management Selection, the Assistant Superintendent, Office of Professional Development and Career Advancement, and the Deputy Superintendent, Personnel Management and Services, if necessary, to determine if the candidate should be recommended for appointment.

Reference checks shall be conducted by the Assistant Superintendent, Office of Professional Development and Career Advancement, on the candidate who is recommended for the open position by the Review Committee and is not an employee of M-DCPS. Current and prior employers of the candidate shall be called to verify dates of employment, position(s) held, duties, and responsibilities and to obtain an evaluation of the candidate's work performance. Employers shall be called who have employed the candidate within the last ten years. Depending upon the circumstances, i.e., the need to verify years of experience, prior employers of current M-DCPS employees may be called for reference checks.

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# APPENDICES

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## PROCEDURES TO FILL OPEN ADMINISTRATIVE POSITIONS

### SCHOOL SITE

#### Advertisement Process

- **Lateral/Administrative Reassignment and Request to Advertise Open School Site Administrative Positions (Form #1)** originates in School Operations. Region Superintendents use Section I of this form to request approval for reassignment of school site administrators. Section II is used to request to advertise a position, normally as a result of the reassignment listed in Section I.
- The Executive Director, Management Selection, announces school site administrative openings by electronic mail and hard copy to all work locations and invites requests for lateral transfers from qualified individuals. (**Lateral Transfer Request Announcement-Administrators Form #2**)
- Lateral applicants respond to announcement by telephone call to Management Selection by established deadline, followed by written confirmation.

MIAMI-DADE COUNTY PUBLIC SCHOOLS  LATERAL/ADMINISTRATIVE REASSIGNMENT AND REQUEST TO ADVERTISE OPEN SCHOOL SITE ADMINISTRATIVE POSITIONS	SCHOOL OPERATIONS
--	-------------------

SUBMITTED BY \_\_\_\_\_ DATE \_\_\_\_\_

SIGNATURE \_\_\_\_\_ REGION/OFFICE \_\_\_\_\_

**SECTION I**

ADMINISTRATOR	EMPLOYEE #	POSITION	CURRENT ASSIGNMENT	NEW ASSIGNMENT	EFFECTIVE DATE

APPROVED <input type="checkbox"/>	DENIED <input type="checkbox"/>	_____ <i>Deputy Superintendent</i>	_____ <i>Date</i>
APPROVED <input type="checkbox"/>	DENIED <input type="checkbox"/>	_____ <i>Deputy Superintendent</i>	_____ <i>Date</i>

**SECTION II**

**REQUEST TO ADVERTISE OPEN POSITIONS**

LOCATION NAME & NUMBER	OPEN PAC LISTING	REASON FOR OPEN POSITION

APPROVED <input type="checkbox"/>	DENIED <input type="checkbox"/>	_____ <i>Deputy Superintendent</i>	_____ <i>Date</i>
-----------------------------------	---------------------------------	---------------------------------------	----------------------

After approval please send copies to: Region/Associate/Assistant Superintendent(s)  
 Mr. Nelson E. Diaz  
 Ms. Vera Hirsh  
 Ms. Carolina Naveiras

PLEASE POST

## MEMORANDUM

DATE

TO: All Work Locations

FROM: Executive Director  
Management SelectionSUBJECT: LATERAL TRANSFER REQUEST ANNOUNCEMENT  
ADMINISTRATORS

Management Selection, following the procedures for lateral transfer requests in Board Rule 6Gx13-4A-1.161, announces the following open positions for lateral requests. All assistant principal positions are pay grade 44.

SCHOOL SITE NAME AND POSITIONREGION

SCHOOL NAME

REGION NUMBER

If you wish to apply for a lateral transfer to the above position, you must:

1. Call Management Selection, 305-995-7060, by 2:00 p.m., DATE.
2. Follow call with a written request stating name, lateral move requested, current position, and contact numbers. The Management Selection mail code is 9306, 1500 Biscayne Boulevard, Suite 144.
3. Call Management Selection, 305-995-7060, after 9:00 a.m., DATE, to determine if lateral requests are being considered.

No lateral requests for this position will be accepted after 2:00 p.m., DATE.

CFN/km



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## MEMORANDUM

March 4, 1999  
NED 1998-99/191  
NED 995-7008

TO: All Work Site Supervisors

FROM: Nelson E. Diaz, Deputy Superintendent  
Personnel Management and Services

SUBJECT: **APPLICATION FOR ASSESSMENT FOR SCHOOL SITE LEADERSHIP  
POSITIONS: LEADERSHIP ASSESSMENT PROCESS**

WORK LOCATION ADMINISTRATORS ARE REQUESTED TO DUPLICATE, POST AND/OR CIRCULATE THE FOLLOWING INFORMATION AS APPROPRIATE. COPIES SHOULD BE PROVIDED TO U.T.D. STEWARDS AND MEDIA SPECIALISTS.

Effective 1996-97, the Leadership Assessment Process (LAP) replaced the Management Assessment Center as the process for assessing leadership potential. The LAP is a comprehensive system of screening, assessing, and selecting eligible candidates for assistant/vice principal positions. The main purpose of the LAP is to identify candidates who have the highest probability for success as school site administrators. Selection of the most qualified administrators will assure the ultimate goal of the Miami-Dade County Public Schools - the delivery of the best possible education to each student through effective school management and leadership.

There will be a LAP scheduled in April for the assistant principalship. Candidates who meet the necessary experiential and credential requirements are eligible to apply. Successful completion of the LAP is one requirement for placement on the Eligible Candidate Roster for assistant principals. LAP requirements and application procedures are indicated below:

### Minimum Requirements:

1. Earned Master's Degree or Rank II for Vice Principalship of Vocational Technical School positions.
2. Valid Florida Educator's Certificate showing certification in Educational Leadership (Pre-K through 12), Administration, Administration/ Supervision, Administration Adult, or Vocational Education Director, as required by State Board Rule.
3. Three years of successful full time instructional experience in the Pre-K through 12 program or three years as a successful full time instructor in the adult program.
4. Past performance as reflected in acceptable evaluations for the last three years and recommendation for the position from immediate supervisor (principal/site supervisor).

### **Application Package Must Include:**

1. School Site Administrator Application Form (see attached)
2. Personal Letter of Application
3. Resume — including educational background, special training, school site experience, non-school site experience, experiences related to both generic and specific job competencies, and personal background
4. Certification — copy of current Florida Educator's Certificate showing certification in Educational Leadership (Pre-K through 12), Administration, Administration/Supervision, Administration Adult, or Vocational Education Director, as required by State Board of Education Rule
5. Copies of Performance Evaluations for past three years (1995-96, 96-97, 97-98)
6. Immediate Supervisor's Reference Evaluation Form to be completed and sealed by the Principal or the Site Supervisor
7. Two sealed letters of recommendation from persons (M-DCPS administrators) other than immediate supervisor

### **PLEASE NOTE:**

- **APPLICANT MUST BE ON CONTINUING CONTRACT OR PROFESSIONAL SERVICE CONTRACT STATUS AT THE TIME OF APPLICATION**
- **TEMPORARY/PROVISIONAL CERTIFICATES WILL NOT BE ACCEPTED NOR WILL INCOMPLETE OR LATE APPLICATIONS BE PROCESSED.**

### **Leadership Assessment Process:**

Applicants completing the application and meeting all listed qualifications will be scheduled for the Leadership Assessment Process by the Senior Executive Director, Management Training. All eligible applicants for the LAP must have all qualifications "in hand" by the established deadline. It is the applicant's responsibility to provide all of the information requested in the application package. Qualified candidates who have submitted complete applications will be scheduled to be assessed the week of April 26-30, 1999.

### **Eligible Candidate Roster:**

All applicants who successfully complete the LAP for assistant principal positions will have their names placed on the appropriate Eligible Candidate Roster (ECR). All candidates on the ECR will be notified of each vacancy for which they qualify, as vacancies occur. Eligible candidates have the option to participate in a structured interview process for the specified vacancy; the decision to participate in the interview for the vacancy will be made by the candidate.

Applicants who are not successful in meeting the established standards for assessing leadership potential through the LAP will be eligible for reassessment after two years, if the recommended professional development activities and follow-up career counseling have been completed.

Additional questions or concerns should be directed to Mrs. Angela M. Macrina, Senior Executive Director, Management Training, at (305) 995-7441.

**Procedures for Applying:**

1. Complete School Site Administrator Application Form
2. Attach all requested data/required information
3. Return completed application packet on or before 3:00 p.m. on April 2, 1999, to:

**Mrs. Angela M. Macrina  
Senior Executive Director  
Management Training  
1500 Biscayne Boulevard, Suite 221  
Miami, Florida 33132**

OR

**Mrs. Angela M. Macrina  
Senior Executive Director  
Management Training  
Mail Code: 9316**

NED:ay

Attachments

cc: Mr. Roger C. Cuevas  
Superintendent's List B  
Region Directors  
Mrs. Patricia Parham  
Mrs. Angela M. Macrina  
Ms. Carolina F. Naveiras  
Mr. Bryan Kleiman (DASA)  
Mr. Pat L. Tornillo, Jr. (UTD)

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**APPLICATION COVER SHEET**  
**LEADERSHIP ASSESSMENT PROCESS**

The application packet submitted for the Leadership Assessment Process (LAP) has been reviewed for completeness. The following required documentation specified on page two (2) of the application packet is included. Please check:

- \_\_\_\_\_ School Site Administrator Application Form
- \_\_\_\_\_ Personal Letter of Application
- \_\_\_\_\_ Resume
- \_\_\_\_\_ Copy of current Florida Educator's Certificate
- \_\_\_\_\_ Copies of Performance Evaluation for past three (3) years
- \_\_\_\_\_ Immediate Supervisor's Reference Evaluation Form
- \_\_\_\_\_ Two sealed letters of recommendation

\_\_\_\_\_  
Applicant's Signature



SCHOOL SITE ADMINISTRATOR  
APPLICATION FORM

PROFESSIONAL DEVELOPMENT AND CAREER ADVANCEMENT  
1500 Biscayne Boulevard, Suite 221  
Miami, Florida 33132

LAST NAME	FIRST NAME	MIDDLE NAME OR INITIAL
EMPLOYEE #		SOCIAL SECURITY #
STREET ADDRESS		
WORK LOCATION NAME AND NUMBER ADDRESS		
CURRENT POSITION		
WORK PHONE	HOME PHONE	PAGER
AREAS OF CERTIFICATION		

FOR OFFICE USE ONLY

YEAR ASSESSED: \_\_\_\_\_

LAP RESULTS: \_\_\_\_\_ PASSED \_\_\_\_\_ FAILED

ELIGIBLE FOR THE FOLLOWING LEVELS – PLEASE CHECK:

- ELEMENTARY
- MIDDLE SCHOOL
- SENIOR HIGH
- ADULT/COMMUNITY EDUCATION
- VOCATIONAL/TECHNICAL SCHOOL

MIAMI-DADE COUNTY PUBLIC SCHOOLS  
PERSONNEL MANAGEMENT AND SERVICES  
REFERENCE EVALUATION FORM

Applicant's Name \_\_\_\_\_ Supervising Administrator \_\_\_\_\_ Date \_\_\_\_\_

The above applicant is applying for an administrative position in our school district. Please assist us in our efforts to evaluate his/her past performance by completing this form

Please indicate by a (✓) your rating of the applicant in each of the areas below. Thank you for your assistance in this matter.

ADMINISTRATIVE POSITION SOUGHT \_\_\_\_\_

	OUTSTANDING	GOOD	NEEDS IMPROVEMENT	UNSATISFACTORY	UNABLE TO RATE
Leadership Ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizing & Planning Ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judgment & Decision Making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dependability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpersonal Relationships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical Skills & Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oral Communication Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written Communication Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaptability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Length of Association \_\_\_\_\_ years \_\_\_\_\_ months, in capacity of \_\_\_\_\_

Comments \_\_\_\_\_

\_\_\_\_\_

Signature \_\_\_\_\_ Title \_\_\_\_\_

Location Name \_\_\_\_\_

Use additional sheet if necessary.



## School Site

### Interview Process – Lateral Applicants

- After Management Selection compiles list of eligible lateral transfer applicants, Region Superintendent considers all requests and either convenes a committee to interview these applicants or advises Management Selection to proceed with the interview process of applicants on the Eligible Candidate Roster (ECR).
- After lateral applicants are interviewed at the Region level, or by the appropriate Associate/Assistant Superintendent at the District level, Section I of Form #1 will be completed to indicate the name of the applicant selected to be recommended for appointment. After appropriate approval, a copy is sent to Deputy Superintendent, Personnel Management and Services for inclusion in the School Board Agenda. Copy is also sent to the Executive Director, Management Selection.

### Interview Process – Eligible Candidate Roster Applicants

- When lateral applicants are not interviewed for the open position, Management Selection proceeds with the interview process of applicants on the Eligible Candidate Roster.
- Interview Committees for Assistant Principal and Principal vacancies follow precise Management Selection guidelines and are representative of the ethnic/gender groups served by Miami-Dade County Public Schools.
- Applicants on the appropriate ECR will be notified by Management Selection of each vacancy as it occurs. Management Selection advises applicants of interview location, date, and time, and prepares interview schedule.
- The Executive Director, Management Selection, or designee chairs all interviews and determines uniform procedures.
- Interview Committee develops a set of questions and rates applicants on **Professional Growth Experiences and Strengths, Instructional Program Management, Job Knowledge and Professional Awareness, Ability to Reason Clearly and Make Sound Judgements, and Ability to Present Ideas Clearly and Effectively.** An emphasis is placed on scoring applicant responses in **Instructional Program Management and Job Knowledge and Professional Awareness** because of the importance curriculum and technical skills mastery have in assuring success for school site administrators.

- Each voting member completes the **School Site Managerial Oral Presentation Assessment (Form #6)** for each candidate and rates each one at the end of the interview process as **Outstanding, Good, or Fair** according to a numerical scale. Candidate must receive **Outstanding** ratings from four of the five interviewers to be considered a finalist.
- Interview Committee recommends a minimum of two finalists to the Superintendent of Schools. In the event that two finalists cannot be identified, the Deputy Superintendent, Personnel Management and Services will be notified that an appropriate selection cannot be made.
- Management Selection forwards all finalists' names to Professional Standards for records check.
- Management Selection prepares interview schedule for Review Committee and informs finalists of date, time and place of interview.
- Review Committee interviews each finalist and transmits recommendation to the Superintendent of Schools.

### **Selection Process**

- The Superintendent of Schools reviews all interview data and makes final recommendation to the Board.
- The candidate selected will be apprised of the recommendation by the supervising administrator or designee. Finalist candidates not selected will be notified immediately by the Executive Director, Management Selection, or designee, and in writing within a reasonable time. All candidates interviewed and not selected as finalists will also be notified in writing by Management Selection and given an opportunity to schedule a career counseling conference.

MIAMI-DADE COUNTY PUBLIC SCHOOLS  
SCHOOL SITE MANAGERIAL ORAL PRESENTATION ASSESSMENT

CANDIDATE \_\_\_\_\_

DATE \_\_\_\_\_

POSITION \_\_\_\_\_

LOCATION \_\_\_\_\_

**RATINGS**

Outstanding has the numerical value of three (3) points. Assign a rating of outstanding if the applicant is considered to have the quality, diversity of experiences, and strengths identified in the areas assessed and if the applicant is considered to have mastered most areas assessed.

Good has the numerical value of two (2) points. Assign a rating of good if the applicant is considered to have above average knowledge and professional strengths and partially fulfills certain requirements, but is short of mastering each of the areas assessed. Additional training and/or experience needed.

Fair has the numerical value of one (1) point. Assign a rating of fair if the applicant is considered to have less than average knowledge or ability as related to each of the areas assessed. Substantial intense training and/or experience needed.

These assessments should correspond both to the minimum qualifications and the major duties established for the position. Members of the Interview Committee are requested to note any areas where perceived qualifications/abilities of the applicant appear strong or deficient; such notations will be considered in relation to the position for which the applicant is being interviewed. The applicant will be rated using the terminology "outstanding," "good," or "fair," as defined. A candidate must receive outstanding ratings from four of the five interviewers in order to be considered a finalist.

RATING SCALE:      OUTSTANDING = 30 AND ABOVE                      GOOD = 17-29                      FAIR = 11-16

RATING AREAS

OBSERVATIONS

1. Professional Growth Experiences and Strengths	Multiply Factor (2) x	= Rating
<p>The candidate's background should be considered in terms of the diversity and quality of professional growth experiences in which the applicant has participated. The candidate's experience should be considered, not only in terms of time, but of broad exposure to all major areas of the work, and of pertinence to the duties and responsibilities to be performed. Evidence of potential should be evaluated.</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	
2. Instructional Program Management	Multiply Factor (3) x	= Rating
<p>The candidate should evidence the ability to plan, implement and evaluate the instructional program as part of the school improvement process and within the parameters set by the Pupil Progression Plan.</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	
Subtotal from Rating Areas 1 and 2		

**RATING AREAS**

**OBSERVATIONS**

3. Job Knowledge and Professional Awareness	Multiply Factor (2) x	= Rating
<p>The candidate should evidence an understanding of current labor contracts and the procedures for monitoring personnel actions; an understanding of the fiscal responsibilities related to school site administrators; and should evidence the ability to involve parents/community in implementation of an effective school-site learning environment.</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	
<p>4. Ability to Reason Clearly and Make Sound Judgement</p>	Multiply Factor (2) x	= Rating
<p>The candidate should show ability to recognize the ramifications and implications of questions or problems that might arise on the job and should demonstrate resourcefulness and imagination in dealing with them. The candidate must be able to comprehend problems, to elicit and evaluate pertinent facts, to develop or recognize possible alternative solutions, and to arrive at sound conclusions.</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	
<p>5 Ability to Present Ideas Clearly and Effectively</p>	Multiply Factor (2) x	= Rating
<p>The candidate must be able to present ideas in a clear, direct, and logical manner, with conviction and persuasiveness. Oral presentation should show ability to select pertinent facts without dwelling on unimportant details, get to the heart of the matter, and provide a relevant response. The candidate should, in addition, demonstrate appropriate qualities of voice, diction, grammar and vocabulary.</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	
Subtotal from Rating Areas 3, 4 and 5		
Grand TOTAL for Rating Areas 1-5		

INTERVIEWER \_\_\_\_\_

TITLE \_\_\_\_\_

OVERALL ASSESSMENT \_\_\_\_\_

TOTAL POINTS \_\_\_\_\_

## NON-SCHOOL SITE

### Advertisement Process

- Appropriate administrative heads request that a vacancy be advertised and filled by submitting a Request to Advertise and Fill Open Position (Form #6) and a Non-School Site Administrative Positions Authorization to Advertise (Form #7).
- Management Selection prepares to advertise the position in **Professional Advancement Opportunity** fliers (Form #8), job hotline (305-995-7272 – updated weekly), and newspapers if so requested, providing all information necessary for applicants.
- Appropriate administrative heads review and approve advertisement documents.

MIAMI-DADE COUNTY PUBLIC SCHOOLS  
 Personnel Management and Services  
 Management Selection

Date \_\_\_\_\_

TO: Executive Director, Management Selection

FROM:

SUBJECT: REQUEST TO ADVERTISE AND FILL AN ADMINISTRATIVE POSITION

Title of Open Position \_\_\_\_\_ Job Code \_\_\_\_\_  
 Pay Grade \_\_\_\_\_ Fund \_\_\_\_\_ Program \_\_\_\_\_ Function \_\_\_\_\_ PAC \_\_\_\_\_  
 Location Name \_\_\_\_\_ Number \_\_\_\_\_

**POSITION HISTORY:** (Check one)

- This new position was approved by the Board on \_\_\_\_\_, Board Item \_\_\_\_\_.
- This position was or will be, vacated by \_\_\_\_\_.
- This position was upgraded from \_\_\_\_\_ to \_\_\_\_\_ (Attach documentation authorizing the upgrade.)
- Other (Explain) \_\_\_\_\_

**SUGGESTED TIME SCHEDULE:**

- Please process for the (Date) \_\_\_\_\_ School Board Meeting.
- Please process so that the position is filled by (Date) \_\_\_\_\_.

Advertise In:	Desired Date (s)	Estimated Cost	P.O. No.
_____ The Miami Herald	_____	\$ _____	_____
_____ El Nuevo Miami Herald	_____	\$ _____	_____
_____ The Miami Times	_____	\$ _____	_____
_____ Diario Las Americas	_____	\$ _____	_____
_____ Gazette Newspapers	_____	\$ _____	_____
_____	_____	\$ _____	_____
_____	_____	\$ _____	_____
TOTAL		\$ _____	

You are authorized to "charge back" the above costs to the following accounting structure:

Code Number \_\_\_\_\_  
 Fund \_\_\_\_\_  
 Object \_\_\_\_\_  
 Location \_\_\_\_\_  
 Program \_\_\_\_\_  
 Function \_\_\_\_\_

Signature of Authorizing Official \_\_\_\_\_

Date \_\_\_\_\_

**FOR MANAGEMENT SELECTION USE**

PAC: Open \_\_\_\_\_ None \_\_\_\_\_  
 PAC: filled by: \_\_\_\_\_  
 Eff. Date: \_\_\_\_\_

**FOR BUDGET USE**

PAC: Authorized # \_\_\_\_\_  
 Unauthorized \_\_\_\_\_

**FOR PERSONNEL MANAGEMENT USE**

Advertised in \_\_\_\_\_  
 on \_\_\_\_\_  
 Actual Cost \_\_\_\_\_  
 P.O. # \_\_\_\_\_

MIAMI-DADE COUNTY PUBLIC SCHOOLS  
PERSONNEL MANAGEMENT AND SERVICES  
MANAGEMENT SELECTION  
NON-SCHOOL SITE ADMINISTRATIVE POSITIONS  
AUTHORIZATION TO ADVERTISE

Submitted by: \_\_\_\_\_ Region/Office: \_\_\_\_\_

<u>JOB TITLE</u>	<u>PAY GRADE</u>	<u>SUPERVISING ADMINISTRATOR</u>	<u>WORK LOCATION</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
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_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Approved  Denied

\_\_\_\_\_  
*Superintendent of Schools (Signature) (Date)*

**This form is to be submitted with the request to advertise.**



# PROFESSIONAL ADVANCEMENT OPPORTUNITY

IN THE

MIAMI-DADE COUNTY PUBLIC SCHOOLS

POSITION:

**MANAGERIAL EXEMPT**

DATE:

DEADLINE FOR LATERAL TRANSFER REQUESTS: \_\_\_\_\_

**\*SALARY:**

Pay Grade: MAPP, 12 Mths

Minimum: \_\_\_\_\_ Maximum: \_\_\_\_\_

APPLICATION DEADLINE: \_\_\_\_\_

SCREENING: \_\_\_\_\_

ORAL INTERVIEW ON OR ABOUT  
\_\_\_\_\_

Please call (305) 995-7085 after 3:00 p.m. on \_\_\_\_\_ for screening results and scheduling.

**LATERAL TRANSFER REQUESTS:** Management Selection announces this open position for lateral requests. If you wish to apply for a lateral transfer, you must:

3. Call Management Selection, (305) 995-7085, by 4:00 p.m., \_\_\_\_\_.

Follow call with a complete application as indicated below.

If this position is filled by a lateral transfer, the oral interview will not be conducted and applicants will be advised.

## PROCESSING AND APPLICATIONS PROCEDURES

Applicants are requested to submit an Application Cover Sheet (attached); a letter of application; a resume (included in the resume should be your home and business phone numbers); a transcript, diploma, or certificate and two letters of reference written within this calendar year. These references will be checked. In addition, school system employees are to submit copies of performance evaluations for the previous three years and a Reference Evaluation Form (attached) from the immediate supervisor.

It is the responsibility of the applicant to submit sufficient information to enable the Screening Committee to effectively evaluate education, training, and experience. **Incomplete applications will not be processed.**

A veteran of active military service during World War II, Korean Conflict, Vietnam War or Persian Gulf War or the spouse of a veteran killed or disabled by such service should include a copy of the DD 214 Form or similar statement of service. Drug screening and fingerprinting are required prior to employment.

### SUBMIT RESUME TO:

MIAMI-DADE COUNTY PUBLIC SCHOOLS

Management Selection

Ms. Carolina F. Naveiras, Exec. Dir.

1500 Biscayne Boulevard, Suite #144

Miami, Florida 33132

\*Miami-Dade County Public Schools employees appointed to a position in the Manual of Administrative Personnel Procedures (MAPP) from another non-managerial M-DCPS position shall be placed on the first step that provides an increase in salary above the incumbent's current base pay, provided that the initial compensation rate under this provision shall not exceed step 5.



## NON-SCHOOL SITE

### Application Process

- For all vacancies, applicants must submit:
  - **Application Cover Sheet (Form #9)**
  - letter of application stating title of position sought
  - resume
  - copy of diploma or official transcript
  - two sealed letters of recommendation dated within current calendar year
  - copies of annual evaluation forms from the previous three years (M-DCPS employees only)
  - **Reference Evaluation Form (Form #4)** from immediate supervisor ( M-DCPS employees only)
- Incomplete applications are not processed.
- Screening Committee reviews applications to determine if applicants meet minimum qualifications to be scheduled for interview.
- The Executive Director, Management Selection, or designee schedules the applicants for interview and informs those not meeting minimum qualifications of the screening committee's determination, including qualifications(s) not met.
- Applicants selected to be interviewed are advised that:
  - they will be interviewed by a panel of five members and a chairperson
  - they will be asked to respond to a written question
  - they are to bring \$11 for fingerprinting if not M-DCPS employees
  - they need to bring all original diplomas/degrees/certificates and identification such as passport, driver's license, social security card, work permit, and/or alien/resident card.

MIAMI-DADE COUNTY PUBLIC SCHOOLS

MANAGEMENT SELECTION

APPLICATION COVER SHEET

FOR


NAME: _____		
(LAST)	(FIRST)	(MIDDLE)
EMPLOYEE NO. _____	CURRENT POSITION _____	
CURRENT WORK LOCATION NAME AND NUMBER _____		
WORK PHONE _____	HOME PHONE _____	ALT. CONTACT # _____

DIRECTIONS TO APPLICANT

*ITEMS TO BE ATTACHED (in order):*

1. COVER SHEET
2. LETTER OF APPLICATION
3. RESUME-INCLUDE CERTIFICATION (if applicable)
4. COPY OF DIPLOMA OR OFFICIAL TRANSCRIPT
5. TWO SEALED LETTERS OF RECOMMENDATION
6. COPIES OF ANNUAL EVALUATION FORMS FROM PREVIOUS THREE YEARS (M-DCPS EMPLOYEES ONLY)
7. REFERENCE EVALUATION FORM FROM IMMEDIATE SUPERVISOR (M-DCPS EMPLOYEES ONLY)

It is the applicant's responsibility to collect and submit the above data. If any of the required information is not submitted, the application will not be considered for review. A separate package for each position must be submitted. Each applicant should assess his/her background and apply for the position for which credentials and experience are most appropriate. Application materials are not returnable, therefore, please make the copies you wish before submission.

**FOR STAFF USE ONLY**

FM-2450 Rev. (05/99)

## NON-SCHOOL SITE

### Interview Process

- Applicants to be interviewed are required to complete a **Security Check Authorization and Waiver of Confidential Records form (Form #10)** for security/records check as well as to be fingerprinted.
- Interview committees for non-school site administrative positions follow precise Management Selection guidelines and are representative of the ethnic/gender groups served by Miami-Dade County Public Schools.
- The Executive Director, Management Selection, chairs all interview committees and determines uniform interview procedures.
- Interview committee develops a set of questions and rates candidates on **Quality and Pertinence of Experience, Job Knowledge and Professional Awareness, Reasoning and Decision Making Skills, Ability to Present Ideas Clearly and Effectively, and Ability to Communicate in Written Form.**
- Each voting member completes a **Non-School Site Managerial Assessment form (Form #11)** for each candidate and rates each one at the end of the interview process as **Outstanding, Good, or Fair**. Candidate must receive Outstanding ratings from four of the five interviewers to be considered a finalist.
- Management Selection submits the names of the finalists to Professional Standards and School Police (for non M-DCPS employees) for records/security check.
- Management Selection prepares interview schedule for Review Committee and informs finalists of date, time, and place of interview.
- Review Committee interviews each finalist and transmits recommendation to the Superintendent of Schools by completing **Review Committee Recommendation (Form #12)**.

# MIAMI-DADE COUNTY PUBLIC SCHOOLS

## SECURITY CHECK AUTHORIZATION AND WAIVER OF CONFIDENTIAL RECORDS

Permission is hereby given any agency of the government of the United States, and of any other agency, person, firm or corporation, holding records considered confidential, concerning me, to furnish Miami-Dade County School Police all information desired involving me in any way, upon request. Included in this grant of authority is my permission to former employers and other persons acquainted with me or in possession of information concerning me, to supply such information to the Miami-Dade County School Police.

Such records, I understand, may include reasons for termination of employment, reasons for discharge from military service, criminal history, on the job performance, complete history of injuries suffered, including disability, remaining educational records, or any other personal information which may not otherwise be obtained without any prior agreement.

\_\_\_\_\_  
(Signature)

FULL NAME \_\_\_\_\_ SOC. SEC. NO. \_\_\_\_\_ DATE \_\_\_\_\_

POSITION APPLIED FOR \_\_\_\_\_

DATE OF BIRTH \_\_\_\_\_ PLACE OF BIRTH \_\_\_\_\_  
(MONTH/DAY/YEAR)

HEIGHT \_\_\_\_\_ WEIGHT \_\_\_\_\_ COLOR OF HAIR \_\_\_\_\_ EYES \_\_\_\_\_ ETHNICITY/RACE\* \_\_\_\_\_ SEX \_\_\_\_\_

Have you ever been convicted, found guilty, entered a plea of nolo contendere (no contest), or had adjudication withheld a criminal offense other than a minor traffic violation (DUI is NOT a minor traffic violation); or are there any criminal charges now pending against you? SEALED or EXPUNGED records must be reported pursuant to ss. 943.0585 and 943.059, F.S. Failure to answer this question accurately could cause denial of employment. A YES or NO answer is required by Florida Law. If you check the YES box, you must give the information requested for each charge. Please attach a separate sheet if you need more space.

YES  NO

(If "YES", list in remarks section the date, nature of offense or penalty imposed or other disposition of each case.)

DATE	OFFENSE	CITY/STATE	PENALTY	DISPOSITION

List below your current employer and two additional employers.

EMPLOYER	SUPERVISOR'S NAME	PHONE NUMBER

I certify that the above entries are true, complete and correct to the best of my knowledge and belief and are made in good faith. I understand that a knowing and willful false statement on this form may result in immediate dismissal.

\*Please read definitions on back of this page to assist you in choosing the appropriate racial/ethnic category.

\_\_\_\_\_  
(Signature)

In order to comply with federal guidelines accurate information must be maintained in the record of each employee & student as regards SEX and RACIAL/ETHNIC classification.

### **RACIAL/ETHNIC CATEGORY DEFINITION**

<b>White (Non-Hispanic)</b>	A person having origins in any of the original peoples of Europe, North Africa, the Middle East, or the Indian subcontinents.
<b>Black (Non-Hispanic)</b>	A person having origins in any of the original peoples of sub-/Saharan Africa.
<b>Hispanic</b>	A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
<b>Asian/Pacific Islander</b>	A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Pacific Islands.
<b>American Indian/Alaskan Native</b>	A person having origins in any of the original peoples of the Western Hemisphere.
<b>Multi-Racial</b>	A person having parents of different racial/ethnic categories.

Miami-Dade County Public Schools

INTERVIEW COMMITTEE PROCEDURES

NON-SCHOOL SITE MANAGERIAL ASSESSMENT

Each candidate is to be assessed in each of the five areas of the interview process. The candidate's performance is to be assessed using the following ratings:

**Outstanding:** Assign a rating of outstanding if the applicant is considered to have the quality, diversity of experiences, and strengths identified in the areas assessed and if the applicant is considered to have mastered most areas assessed.

**Good:** Assign a rating of good if the applicant is considered to have above average knowledge and professional strengths and partially fulfills certain requirements, but is short of mastering each of the areas assessed. Additional training and/or experience needed.

**Fair:** Assign a rating of fair if the applicant is considered to have less than average knowledge or ability as related to each of the areas assessed. Substantial intense training and/or additional experience needed.

Each committee member is required to give a support statement after each of the five categories.

1. **Quality and Pertinence of Experience:**

Each committee member should consider the resume of the candidate along with the oral responses given to assess the candidate in this category.

2. **Job Knowledge and Professional Awareness:**

Each committee member should make judgments on oral responses to those questions that are job related. The candidate should have a good understanding of the duties and the technical knowledge required in the performance of that position.

3. **Reasoning and Decision Making Skills:**

Each committee member must judge the ability of the candidate to use logical reasoning when attempting to answer hypothetical job related questions. The solutions given by the candidate must also stay within School Board rules and regulations.

4. **Ability to Present Ideas Clearly and Effectively:**

Each committee member must judge the ability of the candidate to communicate orally. Candidates should demonstrate the ability to effectively communicate and must possess a vocabulary appropriate to function in the position.

5. **Ability to Communicate in Written Form:**

Each committee member must examine the written response to the given question and judge the candidate's ability to:

- a. Respond to questions with factual information;
- b. Use proper grammar when expressing ideas;
- c. Produce a document free of spelling errors;
- d. Use proper punctuation; and
- e. Use proper sentence structure.

CANDIDATE: \_\_\_\_\_

POSITION: \_\_\_\_\_

LOCATION: \_\_\_\_\_

INTERVIEWER: \_\_\_\_\_

DATE: \_\_\_\_\_

**ASSESSMENT AREAS**

**QUALITY AND PERTINENCE OF EXPERIENCE**

The candidate's experience should be considered, not only in terms of time, but of broad exposure to all major areas of the work, and of pertinence to the duties and responsibilities to be performed. Evidence of potential as reflected in previous activities and of job or professional growth must also be evaluated.

**JOB KNOWLEDGE AND PROFESSIONAL AWARENESS**

The candidate should evidence a command of the technical aspects of the work, familiarity with the latest concepts in the field, and an understanding of approved methods and procedures essential to the successful performance in the position.

**REASONING AND DECISION MAKING SKILLS**

The candidate should show ability to recognize the ramifications and implications of questions or problems that might arise on the job and should demonstrate resourcefulness and imagination in dealing with them. He/She must be able to comprehend problems, to elicit and evaluate pertinent facts, to develop or recognize possible alternative solutions, and to arrive at sound conclusions.

**ABILITY TO PRESENT IDEAS CLEARLY AND EFFECTIVELY**

The candidate must be able to present ideas in a clear, direct, and logical manner, with conviction and persuasiveness. Oral presentation should show ability to select pertinent facts without dwelling on unimportant details, get to the heart of the matter, and provide a relevant response. He/She should, in addition, demonstrate qualities of voice, diction, grammar, and vocabulary appropriate to the position.

**ABILITY TO COMMUNICATE IN WRITTEN FORM**

The candidate must be able to communicate effectively in writing. Sentence structure should be correct and free of grammatical and spelling errors. The written report must respond to questions given as assignment.

**ASSESSMENTS**

Outstanding ( )      Good ( )      Fair ( )

Support Statement: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Outstanding ( )      Good ( )      Fair ( )

Support Statement: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Outstanding ( )      Good ( )      Fair ( )

Support Statement: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Outstanding ( )      Good ( )      Fair ( )

Support Statement: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Outstanding ( )      Good ( )      Fair ( )

Support Statement: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

OVERALL ASSESSMENT

OUTSTANDING / /

GOOD / /

FAIR / /

SUPPORT STATEMENT: \_\_\_\_\_

\_\_\_\_\_

Signature \_\_\_\_\_

MIAMI-DADE COUNTY PUBLIC SCHOOLS  
PERSONNEL MANAGEMENT AND SERVICES  
MANAGEMENT SELECTION

REVIEW COMMITTEE RECOMMENDATION

POSITION: \_\_\_\_\_ DATE: \_\_\_\_\_

BUREAU, OFFICE, OR DIVISION: \_\_\_\_\_

THE REVIEW COMMITTEE CONSISTED OF:

<u>NAME</u>	<u>ETHNICITY/GENDER</u>
_____	_____
_____	_____
_____	_____
_____	_____

THE REVIEW COMMITTEE INTERVIEWED:

<u>NAME</u>	<u>ETHNICITY/GENDER</u>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

The committee selected \_\_\_\_\_ for the following reasons:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

APPROVALS

Office or Division Head Signature \_\_\_\_\_ Date \_\_\_\_\_

Bureau Head Signature \_\_\_\_\_ Date \_\_\_\_\_

Superintendent of Schools Signature \_\_\_\_\_ Date \_\_\_\_\_



## NON-SCHOOL SITE

### Selection Process

- The candidate selected will be apprised of the recommendation by the supervising administrator or designee. All finalist not selected for the position are notified by telephone by Management Selection.
- The name and records of the recommended candidate are forwarded to Management Selection.
- If from outside the system, the candidate is scheduled to complete application package, including **Restricted Personal Data (Form 13)**, **Personal-Educational-Employment for Administrative and Technical Support Personnel (Form 14)**, and **General Drug Test Authorization (Form 15)** for subsequent security/reference checks and drug testing.
- After security/records, reference checks and drug testing clearance, Management Selection forwards the name and records of the recommended candidate to the Superintendent of Schools for review and approval.
- After School Board approval, all applicants not selected for the position are notified in writing by the Executive Director, Management Selection and given the opportunity to schedule a career counseling conference.
- The Executive Director, Management Selection congratulates appointed candidates in writing and invites employee to participate in Management Training inservice activities.



**RESTRICTED PERSONAL DATA**  
**MIAMI-DADE COUNTY PUBLIC SCHOOLS**  
**PERSONNEL MANAGEMENT AND SERVICES**  
**OFFICE OF HUMAN RESOURCES**

NAME (LAST) (FIRST) (MIDDLE)			SOCIAL SECURITY NO.		BIRTHDATE (YR.) (MO.) (DAY)	
ADDRESS (CITY) (STATE) (ZIP)			TELEPHONE NO. ( )		RACE/ETHNIC INFORMATION (See definitions on back.) (CHECK ONE) <input type="checkbox"/> WHITE/NON-HISPANIC <input type="checkbox"/> BLACK/NON-HISPANIC <input type="checkbox"/> HISPANIC <input type="checkbox"/> ASIAN/PACIFIC ISLANDER <input type="checkbox"/> AMERICAN INDIAN/ALASKAN NATIVE	
PLACE OF BIRTH (CITY/STATE/COUNTRY)	HEIGHT	WEIGHT	COLOR OF HAIR	COLOR OF EYES		

POSITION DESIRED \_\_\_\_\_

**PLEASE BE ADVISED THAT YOUR FINGERPRINTS SHALL BE USED BY THE FLORIDA DEPARTMENT OF LAW ENFORCEMENT AND THE FBI TO CHECK FOR A CRIMINAL HISTORY. EMPLOYMENT IS PROBATIONARY UNTIL THE RESULTS OF THE FINGERPRINT CHECKS HAVE BEEN FINALIZED.**

- Yes  No  Are criminal charges other than minor traffic violations currently pending against you? (DUI is not a minor traffic violation)
- Yes  No  Have you ever pled guilty to a criminal offense?
- Yes  No  Have you ever been convicted in a criminal proceeding?
- Yes  No  Have you ever been fined as a result of criminal action?
- No  Have you ever pled "no contest" and/or nolo contendere in a criminal proceeding?
- No  Have you ever been placed on probation for a criminal offense?
- Yes  No  Have you ever had adjudication withheld (withholding of guilt or innocence by a judge) in a criminal proceeding?
- Yes  No  Have you ever failed to appear in court and thereby forfeited bond in a criminal proceeding?
- Yes  No  Have you ever had a sealed or expunged record as a result of a criminal proceeding?

**If you answered YES to any of the above questions, you must provide an original/certified copy of the disposition(s) for each charge and attach to this form.**

City Where Arrested/Charged	State	Date of Arrest(s)/Charge(s)	Charge(s)	Disposition(s)

Have you ever been dismissed from any position? Yes  No   
 If Yes, explain and include name and address of employer(s).

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

In order to comply with federal guidelines, accurate information must be maintained in the record of each employee and student as regards SEX and RACIAL/ETHNIC classification.

### RACIAL/ETHNIC CATEGORY DEFINITION

**White (Not of Hispanic Origin)** A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.

**Black (Not of Hispanic Origin)** A person having origins in any of the Black racial groups of Africa.

**Hispanic** A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

**Asian or Pacific Islander** A person having origins in any of the original peoples of the Far East, Southeast Asia, the Pacific Islands or the Indian subcontinent. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and the Samoa.

**American Indian/Alaskan Native** A person having origins in any of the original peoples of North America and who maintains cultural identification through tribal affiliation or community recognition.

Are you eligible for veterans preferential treatment? Yes  No

Veteran Status:  Peacetime Service  Vietnam Service  Other \_\_\_\_\_

Total years of military service \_\_\_\_\_

Permission is hereby given to any agency of the government of the United States, and/or any other agency, person, firm or corporation holding records considered confidential to furnish the Miami-Dade County Public Schools Police all information desired involving me in any way, upon request. Such records, I understand, include reasons for termination of employment, reasons for discharge from military service, criminal history, on the job performance, educational records, and any other information which may not otherwise be obtained without prior agreement. Included in this grant of authority is my permission to former employers and other persons acquainted with me or in possession of information concerning me, to supply such information to the Miami-Dade County Public Schools Police.

I certify the above entries are true, complete, and correct to the best of my knowledge and are made in good faith. I understand that any omission and/or false statement on this form may result in immediate dismissal from employment.

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

#### PLEASE RETURN THIS FORM TO:

Name \_\_\_\_\_

W. Loc. # \_\_\_\_\_ Room # \_\_\_\_\_

APPROVED \_\_\_\_\_

*Signature*

*Date*

NOT APPROVED \_\_\_\_\_

*Signature*

*Date*

MIAMI-DADE COUNTY PUBLIC SCHOOLS  
1500 BISCAYNE BOULEVARD, SUITE 144  
MIAMI, FL 33132

PERSONNEL MANAGEMENT  
AND SERVICES

MANAGEMENT SELECTION

"Compliance with State Statutes on Veterans Preference  
and Federal Statutes on nondiscrimination on basis of  
religion, race, national origin, color, sex, age or handicap."

PERSONAL - EDUCATIONAL - EMPLOYMENT DATA FOR  
ADMINISTRATIVE AND TECHNICAL SUPPORT PERSONNEL

PERSONAL DATA

POSITION APPLYING FOR: (Please check)

Name \_\_\_\_\_  
(Last) (First) (M.I.)

- A.  Full Time Administrative Position
- B.  Interim Administrative Position
- C.  Full Time Technical Position
- D.  Interim Technical Position
- E.  Contract Administrative Position
- F.  Consultant Under Contract

Social Security Number \_\_\_\_\_

Local Address \_\_\_\_\_  
(Number and Street)

(City) \_\_\_\_\_ (Zip) \_\_\_\_\_

Permanent Address \_\_\_\_\_  
(Number and Street)

(City) \_\_\_\_\_ (State) \_\_\_\_\_ (Zip) \_\_\_\_\_

Telephone Numbers: Local \_\_\_\_\_ Permanent \_\_\_\_\_ Position Title \_\_\_\_\_  
(Area Code) (Number)

Have you ever been employed by Miami-Dade County Public Schools? No  Yes  When? \_\_\_\_\_ Employee No. \_\_\_\_\_

What position(s)? \_\_\_\_\_ Under what name? \_\_\_\_\_

Have you ever been convicted or had adjudication withheld for anything other than a minor traffic violation? No  Yes   
If answer is YES, a detailed explanation MUST be filed with this application.

Have you ever been removed or dismissed from any position? No  Yes  If YES, explain \_\_\_\_\_

Do you hold a Florida Educator's Certificate? No  Yes  Number \_\_\_\_\_ Valid until \_\_\_\_\_

Subject(s) \_\_\_\_\_ Type:  Regular  Substitute  Temporary  Other

Have you ever taken the Florida Teacher's Examination? No  Yes

Are you or have you been a member of the Florida Retirement System? No  Yes

College/University Training

NAME AND LOCATION OF INSTITUTION	MAJOR	HOURS	MINOR	HOURS	DEGREE	DATE

**EMPLOYMENT HISTORY**

**LIST PLACES OF EMPLOYMENT FOR THE PAST FIVE (5) YEARS.** *(This information is not for purposes of salary adjudicati.*

POSITION	DATES		FIRM, ORGANIZATION, SCHOOL OR COLLEGE	ADDRESS	TOTAL EMPLOYMENT	
	FROM	TO			YEARS	MONTHS

**REFERENCES**

NAME AND TITLE	ADDRESS (NUMBER AND STREET) (CITY) (STATE) (ZIP)	TELEPHONE NUMBER

**PLEASE STATE BRIEFLY WHY YOU CHOSE THIS POSITION**

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**PLEASE STATE THE REASON FOR CHANGE OF EMPLOYMENT**

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**OATH AND DECLARATION**

I declare that if I am employed by The School Board of Miami-Dade County, Florida, and am a recipient of public funds as such employee, I do hereby solemnly swear or affirm that I will support the Constitution of the United States and of the State of Florida.

I agree that any omissions or false statements anywhere in this application will constitute reason for dismissal. I also understand that unless this application is completed in detail, it will not be considered.

I have received a copy of Board Rule 6Gx13-4A-1.01 - Equal Opportunity Employment and Assignment.

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date)



MIAMI-DADE COUNTY  
PUBLIC SCHOOLS

PERSONNEL MANAGEMENT  
AND SERVICES

AUTHORIZATION NO.  
\_\_\_\_\_

# GENERAL DRUG TEST AUTHORIZATION

EXPIRATION DATE

MO. / DAY / YR.

NAME OF APPLICANT/EMPLOYEE \_\_\_\_\_

DATE MO. / DAY / YR.

SOCIAL SECURITY NO. \_\_\_\_\_ EMPLOYEE NO. \_\_\_\_\_

WORK LOCATION NO. \_\_\_\_\_ WORK LOCATION NAME \_\_\_\_\_

AUTHORIZING ADMINISTRATOR'S NAME \_\_\_\_\_ (Signature)

### APPLICANT / EMPLOYEE INSTRUCTIONS

1. You must appear at one of the location sites listed below prior to the expiration of this authorization form. At that time, you must present current valid photo identification (i.e., driver's license, passport, M-DCPS identification badge, etc.). **FAILURE TO COMPLY WITH THE EXPIRATION DATE REQUIREMENT WILL RESULT IN DISQUALIFICATION OF EMPLOYMENT ELIGIBILITY OR FURTHER EMPLOYMENT CONSIDERATION.**
  2. Applicants may NOT report to work until the work location administrator receives notification of a negative test result. "NOTIFICATION" IS PROVIDED THROUGH THE ADMINISTRATOR'S ELECTRONIC SUMMARY SCREEN.
  3. Applicants confirmed as testing POSITIVE will be notified by the Medical Review Officer and be ineligible for employment for one year. Employees who test positive for alcohol or drugs shall be subject to disciplinary action, up to and including dismissal. (School Board Rule 6GX13-4-1.05)
- HIS GENERAL DRUG AUTHORIZATION FORM IS VALID FOR ONLY TWO WORK DAYS - NO EXTENSIONS.**
5. Specimens collected will not be used to conduct any other analysis or test unless otherwise authorized by law.

#### APPROVED LABCORP COLLECTION SITES

#### APPROVED PHLEBOTOMY LAB SERVICES

100 N. W. 170TH STREET  
SUITE 306  
MIAMI, FL. 33169  
HOURS: M - F 8:00 - 12:00 &  
12:30 - 4:00  
SAT: CLOSED  
(305) 651-2788

2750 S. W. 37TH AVENUE  
MIAMI, FL. 33134  
HOURS: M - F 7:30 - 4:00  
SAT: 7:30 - 12:00 NOON  
(305) 443-6886

9000 S.W. 152TH STREET  
SUITE 205  
MIAMI, FL. 33157  
HOURS: M - F 8:00 - 5:00  
SAT: CLOSED  
(305) 255-4602

7150 WEST 20TH AVENUE  
SUITE 303  
HIALEAH, FL. 33016  
HOURS: M - F 8:00 - 4:00  
SAT: CLOSED  
(305) 826-7784

9000 S. W. 87TH COURT  
SUITE 114  
MIAMI, FL. 33176  
HOURS: M - F 8:00 - 12:00 &  
12:30 - 4:00  
SAT: 9:00 - 11:00  
(305) 270-1217

1301 WEST 68TH STREET  
SUITE #1  
HIALEAH, FL. 33014  
HOURS: M - F 8:00 - 5:00  
SAT: CLOSED  
(305) 825-1400

BREATH ALCOHOL \*\*REASONABLE SUSPICION ONLY

I have read and understand all the conditions stated above.

Signature of Applicant/Employee \_\_\_\_\_

Date \_\_\_\_\_

## GENERAL DRUG TESTING EFFECTIVE PRACTICES

IN ORDER TO AVOID COMMON PROBLEMS AT THE SITES AUTHORIZED FOR SPECIMEN COLLECTION, PLEASE ADHERE TO THE FOLLOWING:

1. IDENTIFICATION MUST BE STATE ISSUED I.D. OR DRIVER'S LICENSE THAT IS NOT EXPIRED. A U.S. PASSPORT, GREEN CARD OR NATURALIZATION PAPERS ARE ACCEPTABLE.
2. THE NAME ON THE AUTHORIZATION FORM AND I.D. **MUST** MATCH. THOSE WHO HAVE MARRIED OR DIVORCED MUST BRING A MARRIAGE LICENSE OR DIVORCE PAPERS.
3. THE DRUG TEST AUTHORIZATION FORM **MUST** HAVE AN ORIGINAL ADMINISTRATOR'S SIGNATURE; NO PHOTOCOPIES WILL BE ACCEPTED.
4. **UNDER NO CIRCUMSTANCES** WILL A FORM WITH CROSSOUTS OR WHITE OUT BE ACCEPTED.
5. **DRUG TEST AUTHORIZATION FORMS MUST BE COMPLETELY FILLED OUT WITH THE APPROPRIATE EXPIRATION DATE.**
6. **NO FAXES OR PHONE CALLS WILL BE ACCEPTED AT THE CENTER FROM ANYONE OTHER THAN MR. WILLIAM BEVAN, DIRECTOR, APPLICANT RECORDS (305-995-7294), OR HIS APPOINTED DESIGNEE TO AUTHORIZE ANY TESTING OUTSIDE OF THE ESTABLISHED GUIDELINES.**
7. ANY IDENTIFICATION APPEARING TO BE TAMPERED WITH WILL **NOT** BE ACCEPTED.
8. **NO CHILDREN WILL BE ALLOWED IN THE COLLECTION AREA AND THE COLLECTION SITE CANNOT PROVIDE CHILDCARE SERVICES.**
9. **ONLY THE APPLICANT IS ALLOWED IN THE COLLECTION AREA. ANY COMMUNICATIONS REGARDING THE TESTING, PROCEDURES OR DECISIONS WILL BE COMMUNICATED TO THE APPLICANT ONLY.**

# PROCEDURES FOR PROCESSING OUT OF SYSTEM MANAGERIAL APPLICANTS

## APPLICATION PROCESS

### School Site Positions

- Out of system Florida certified assistant principals and principals may apply for a similar open position with M-DCPS by submitting the following documents:
  - copy of Florida certificate with required areas of certification;
  - resume;
  - two sealed letters of recommendation written within the calendar year;
  - letter of recommendation from immediate supervisor;
  - copies of past three years' annual evaluation; and
  - out of state experienced principals and assistant principals must first acquire certification in Florida and successfully complete the LAP.
- Upon approval, these applicants are placed on the appropriate Eligible Candidate Roster.

### Non-School Site Positions

- Qualified out of system applicants may apply for an open administrative position by submitting the following documents by the established deadline:
  - **Application Cover Sheet (Form #9);**
  - letter of application indicating the name of the position for which they are applying;
  - resume including home and business phone numbers;
  - transcript, diploma, or certificate; and
  - two letters of reference written within calendar year.

## INTERVIEW PROCESS

### School Site and Non-School Site Positions

- Out of system applicants meeting minimum qualifications for a managerial position are scheduled for an interview.
- At the time of the interview, all out of system applicants are required to complete a **Security Authorization and Waiver of Confidential Records form (Form #10)** for security/records check.
- Interview procedures follow the established guidelines for either school site or non-school site position regardless of whether the applicants are from outside the system or are M-DCPS employees.



- If selected as finalists, out of system applicants are scheduled for and interviewed by the Final Review Committee following the same procedures as for M-DCPS employees.
- **Security Check Authorization and Waiver of Confidential Records** form is sent to M-DCPS Police for any out of system finalist for security/record check.
- Final Review Committee interviews each finalist, and may recommend for appointment an out of system finalist applicant.

## **Selection Process**

### **School Site and Non-School Site Positions**

- An out of system candidate selected will be apprised of the recommendation by the supervising administrator or designee.
- Management Selection will schedule out of system candidate to complete application package and initiate the hiring process, including drug testing.
- Upon completion of application packet, security/records and reference checks, and drug testing clearance, Management Selection forwards the name and records of the recommended out of system candidate to the Superintendent of Schools for review and approval.
- After School Board approval of appointment, all applicants not selected for the position, including those from outside the system, are notified in writing by the Executive Director, Management Selection, and given the opportunity to schedule a career counseling conference.
- The Executive Director, Management Selection, congratulates appointed candidate in writing and invites employee to participate in Management Training activities.

The School Board of Miami-Dade County, Florida adheres to a policy of nondiscrimination in educational programs/activities and employment and strives affirmatively to provide equal opportunity for all as required by:

**Title VI of the Civil Rights Act of 1964** - prohibits discrimination on the basis of race, color, religion, or national origin.

**Title VII of the Civil Rights Act of 1964**, as amended - prohibits discrimination in employment on the basis of race, color, religion, gender, or national origin.

**Title IX of the Education Amendments of 1972** - prohibits discrimination on the basis of gender.

**Age Discrimination in Employment Act of 1967 (ADEA)**, as amended - prohibits discrimination on the basis of age with respect to individuals who are at least 40.

**Section 504 of the Rehabilitation Act of 1973** - prohibits discrimination against the disabled.

**Americans with Disabilities Act of 1990 (ADA)** - prohibits discrimination against individuals with disabilities in employment, public service, public accommodations, and telecommunications.

**Florida Educational Equity Act** - prohibits discrimination on the basis of race, gender, national origin, marital status, or handicap against a student or employee.

**School Board Rules 6Gx13-5D-1.10, 6Gx13-4A-1.01, and 6Gx13-4A-1.32** prohibit harassment and/or discrimination against a student or employee on the basis of gender, race, color, religion, ethnic or national origin, political beliefs, marital status, age, sexual orientation, social and family background, linguistic preference or disability.

*Veterans are provided re-employment rights in accordance with P.L. 93-508 (Federal Law) and Section 295.07 (Florida Statutes), which stipulate categorical preferences for employment.*