

# Best Practice Framework New York

## National Center for Educational Accountability

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**Theme: Staff Selection, Leadership, & Capacity Building**  
**Level: District**

**Practice: Provide strong leaders, highly qualified teachers, and aligned professional development**

Administrative candidates are asked to respond to a series of questions that reflect the district's commitment to leadership qualities that are collaborative, community-based, and focused on instructional leadership.

### Sample Administrative Interview Questions

#### Interest/enthusiasm/initiative

- ❖ What interests you about this position?
- ❖ What is it about QUFSD that makes you want to work here?
- ❖ What makes you the best person for this job?
- ❖ What type of school environment are you looking for and/or looking to create?

#### Teamwork

- ❖ Describe to me a time when you had strong convictions about a course of action but were then convinced to try another approach. How did it work out?
- ❖ Describe to me an experience requiring a lot of flexibility on your part. How did you handle it?
- ❖ Describe your experience working as a team member – what makes you an effective team player?
- ❖ How do you collaborate with colleagues? Please give examples.

#### Problem-solving

- ❖ What was the most significant challenge you faced as an administrator or during your administrative internship? What did you do and how did it turn out? What lessons did you learn?
- ❖ Describe your theory of conflict resolution and explain how you have (or could) applied your theory in an educational setting.
- ❖ Give an example of a major conflict situation you faced and explain how you resolved it.
- ❖ As principal, what steps would you take to address a bomb threat in your building?
- ❖ How would you help staff members become better at resolving and/or de-escalating conflict?
- ❖ Give an example of a significant student management problem/challenge that you faced and explain how you handled it and what you might do differently in hindsight.

#### Affinity for children

- ❖ Tell us about a child who has influenced your work and/or influenced you as a professional.
- ❖ Describe your favorite child to us.
- ❖ How would the students in your classroom/building describe you?
- ❖ What is your approach to student management/discipline? How has this approach influenced student development positively?

#### Community/Parent Interaction

- ❖ Describe some of the ways in which you have been involved within your school community. Also, indicate how your school district benefited from those activities.
- ❖ How will you communicate regularly with parents about your building initiatives, goals/objectives, accomplishments, routine matters, etc? Please give specific examples.
- ❖ As an administrator, how would you encourage staff to become involved within your school community?
- ❖ How would you respond to a parent who calls to complain about a teacher?
- ❖ How would you respond to a parent who contacts you concerning a grade on his/her child's report card?

#### Communication

- ❖ Describe your communication style/approach. Give examples of your ability to communicate effectively orally and in writing.
- ❖ What makes you an effective communicator?
- ❖ Describe a time when you had to communicate with an upset parent who you had a difference of opinion with and how you handled the situation.
- ❖ In what ways would you go about establishing, improving, and maintaining open communications with various interest groups (community/parents, staff, students, employees)? Explain how you have applied these techniques in the past.
- ❖ How would you help a staff member become a better communicator? Provide a specific example.

#### Leadership (capabilities/experience)

- ❖ What role do you typically play in a group setting? Why?
- ❖ Tell me about an extra assignment you took on because no one else did.
- ❖ What are the characteristics of an effective leader? Which of those is the hardest for you to demonstrate?
- ❖ Give some specific methods you have successfully used to motivate faculty/staff in attaining their fullest potential.
- ❖ Describe your experience with promoting and implementing educational change.
- ❖ Frequently, educational change encounters opposition. How would you encourage support among community members, parents, staff, and students?
- ❖ What does strategic planning mean to you and why is it important to an organization's success?
- ❖ Describe your experience in budget development and some examples of your effectiveness in this role.

High expectations

- ❖ Describe a situation when you achieved more than was expected of you. What did you do to make that possible? What motivated you to go above and beyond?
- ❖ Describe one or two significant improvements that you made as an administrator and/or accomplished during your administrative internship.
- ❖ Tell me about a time when "good enough" was not good enough. How did you improve the situation?

Instruction and Curriculum (attitude towards/understanding)

- ❖ Describe one or more major accomplishments you've made in the area of curriculum development.
- ❖ What is your experience and/or knowledge of curriculum mapping?
- ❖ When approaching curriculum development and alignment, describe the process you would use. Indicate in your response who should be involved, how existing curriculum should be reviewed for relevance, how new curriculum should be introduced, and what process should be used to ensure implementation and effectiveness.
- ❖ How have you used educational research in curriculum development?
- ❖ What approach would you take to improve the instructional process? How have you applied those methods and what results did you obtain?
- ❖ How do you feel that educational performance should be assessed? Describe your experience with assessment, including alternative assessment, and indicate how you have used assessment data to make changes in the instructional process.
- ❖ What is your experience and comfort level with NYS testing (English/Math at all levels, Science at 4<sup>th</sup> grade and Social Studies at 5<sup>th</sup> grade) at the intermediate level?

Growth and Professional Development

- ❖ Tell me about an innovation you were about to introduce in a work setting.
- ❖ Describe your experience with the concept of life-long learning. How can this behavior be promoted among students, staff, and the community?
- ❖ What skills/areas might you need to work on to best prepare for this position?
- ❖ How do you stay current in your knowledge and skills? Please give specific examples of how you will strive to constantly improve.
- ❖ Tell us about a time when you were criticized. What was the issue involved, who made the criticism and how did you respond?
- ❖ What are your areas of strength for this position? What are areas you want to work on or improve upon? Be specific.

Observations/Evaluation/Supervision (capabilities/experience)

- ❖ Describe your experience doing observations and evaluations of instructional and non-instructional staff.
- ❖ Describe the techniques you used to observe and evaluate staff. Which techniques were the most successful and why?
- ❖ Describe your experience supervising staff. What have you found to be most challenging?
- ❖ Tell us about a time when you had to give constructive feedback to a teacher, what did you say, how was it received, what would you do differently?
- ❖ What are some unique concerns related to the evaluation of beginning teachers? Veteran teachers? How have you dealt successfully with those differences?
- ❖ How have you used the evaluation process to improve the performance of experienced teachers?
- ❖ How would you motivate staff who are feeling overwhelmed and/or burned out?

Planning, Organizational, & Prioritization Skills

- ❖ What would your entry plan be if you were the candidate of choice?
- ❖ What would your short and long term goals be for the 2006-07 school year if you were hired for this position? How would you establish those goals and assess your achievement of them?
- ❖ Describe your system/process for setting priorities. Outline how you have used that system/process successfully.
- ❖ What is your approach to managing multiple priorities? Provide some examples of how you'd applied your approach on a daily basis in this position.
- ❖ Give an example of a time you were faced with a high-pressure situation and how you dealt with it.
- ❖ Tell us about your administrative experiences with scheduling.
- ❖ As an administrator, what do you believe should be our major priorities? How would you allocate your time among those priorities?

Technology:

- ❖ How have you successfully integrated technology into the classroom?
- ❖ What is your position on the importance of technology in schools?

Date \_\_\_\_/\_\_\_\_/\_\_\_\_

**Administrative Interview Rating Sheet**

Candidates Name: \_\_\_\_\_ Position: \_\_\_\_\_ Location: \_\_\_\_\_

Name(s) of interviewer(s): \_\_\_\_\_

	Poor		Satisfactory		Excellent
	1	2	3	4	5
1. Professionalism/General Appearance	1	2	3	4	5
2. Interest/Enthusiasm/Initiative	1	2	3	4	5
3. Teamwork/Flexibility	1	2	3	4	5
4. Problem Solving Abilities	1	2	3	4	5
5. Affinity for Children	1	2	3	4	5
6. Communication Skills	1	2	3	4	5
7. High Expectations of Self & Others	1	2	3	4	5
8. Growth & Professional Development	1	2	3	4	5
9. Technology – Integration into Classroom	1	2	3	4	5
10. Leadership Capabilities/Experience	1	2	3	4	5
11. Curriculum (attitude towards/understanding)	1	2	3	4	5
12. Planning and Prioritization Skills	1	2	3	4	5
13. Student Mgt/Discipline	1	2	3	4	5
14. Observations/Evaluation Experience	1	2	3	4	5
15. Community/School Connections	1	2	3	4	5
16. Organizational Skills	1	2	3	4	5
17. Overall Impression of Candidate	1	2	3	4	5

Total Points: \_\_\_\_\_ (add scores 1-17)

Comments: \_\_\_\_\_

Status:     Move forward as finalist     Hold in applicant pool     Remove from applicant pool