Title: Procedure for Hiring an Executive Director

Control Information

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Revision History

Revision	Date	Revision Description	Originator
A	June 2008	Initial release	Hazelton
B	July 2009	Revision to non-start up mode	Christine Horning
C	Sept. 2009	Refinements to hiring process	Christine H. Horning
D	8/14/2014	Numbering and format revision	Melissa Harris

1.1.   Objective:

 The objective of this procedure is the following:
1. Provide the steps for hiring an Executive Director. Many steps can be done concurrently.
2. Define composition of hiring committees.
3. Define ranking and decision-making votes.

The Screening Committee:

The Screening Committee has a maximum of 3 members: up to two members from the ICP Board and the Head Teacher or his/her licensed MCCS staff designee.

The function of the Screening Committee is to create the long list of qualified applicants and then reduce it to a short list through phone interviews to be forwarded to the Hiring Committee.

1.2.   The Hiring Committee:

The Hiring Committee is made up of a maximum of seven (7) members, with a minimum of five (5), appointed by the ICP Board: 1 ICP Board member from the Screening Committee, a second ICP Board member, the Head Teacher or his/her MCCS certified staff designee, and a maximum of 4 additional ICP Board members, MCCS staff, parents, or members of the MCCS community selected by the ICP Board. There must be at least two (2) "pass through" members from the Screening Committee on the Hiring Committee.

The Hiring Committee conducts the interviews of selected candidates and creates a ranked list to recommend to the ICP Board after closed session deliberation with all evaluation materials on hand. ICP Board Members may attend, but may not deliberate, unless the member is also a member of the Hiring Committee.

1.3.   Ranking and decision making:

Task	Description
Resume Screening	Performed by the Screening Committee
Creation of Long List	By consensus of the Screening Committee based on qualifications and application packet review: 10-20 names.
Creation of Short List	By consensus of Screening Committee based on short phone interviews, solicited letters of reference, and qualifications. Recommends the top candidates, unranked.

Task	Description
Ranking of Short List	By consensus of Screening Committee based on longer in-person interview as evaluated by writing sample, Q & A Tool, and Sample Day Tool. Conducted during 1 closed session. Members of the Screening Committee and Board who are not not members of the Hiring Committee may observe, but not participate in the deliberations. The community at large may not participate in the formal interview process. Hiring Committee will provide a ranked list of recommend candidates to the ICP Board from this deliberation.
Final Decision	Final decision to offer position to top-ranked candidate made by ICP Board. Deliberations conducted in closed session with access to all candidate files and evaluation materials, followed by open session vote.

1.4.   Consideration of In-house Candidates

When there is an internal candidate from within MCCS for the open position of Executive Director, our concern is to create the most equitable process possible given the fact that an in-house candidate is known by more members of the community compared to a candidate who is applying from outside the community. Therefore, this section requires these additional steps be followed in addition to the regular process outlined in this procedure.

1. An internal candidate will complete each step of the hiring process as described in Section 1.6.

2. Writing a letter of recommendation for any candidate renders one ineligible to serve on either the Screening or the Hiring Committees.

3. When the Hiring Committee is in its confidential deliberation process, the qualifications of all candidates for the position with an internal candidate will be discussed with equal thoroughness, regardless of where they fall in the initial ranking produced by the Hiring Committee. (In other words, everyone gets a full hearing.)

4. A higher level of circumspection will be observed regarding all comments about the position and/or candidates at every level of the process, in both confidential and non-confidential forums, such as ICP Board meetings, Screening Committee sessions, and Hiring Committee deliberations. The goal is to avoid influencing the process and/or outcome through unintentional advocacy or, conversely, opposition to any particular candidate.

1.5.   Procedure:

#	Step	Who	Detail
1.	Make the decision to hire.	ICP Board	Review finance projections.
2.	Vote to initiate search	ICP Board	An official vote should be recorded in the minutes.
3.	Prepare job description	ICP Board	The job description should be reviewed and updated.
4.	Set schedule for activities.	ICP Board	
5.	Advertise	ICP Board	Write advertisement and post on EdZapp, MCCS website, Craigslist.
6.	Fill positions on Screening and Hiring Committees.	ICP Board	Screening and Hiring Committees are established by the ICP Board
7.	Appoint a Hiring Coordinator	ICP Board	Select a person to run the hiring process for the Board.
8.	Conduct committee orientations	ICP Board	10-minute meeting to discuss laws and method used for interviewing and confidential personnel files.
9.	Establish interview questions. (phone and formal)	ICP Board	Create list of questions with space for notes during interview process.
10.	Write "Sample Day" simulation exercise	ICP Board	Prepare the interview exercise for candidates to complete.
11.	Correspond	Hiring Coordinator	Answer questions from applicants. Send materials and instructions to applicants. Inform candidates once if packages are incomplete. Arrange tours if requested.
12.	Collate and distribute applicant materials to Screening Committee	Admin Asst. or Hiring Coordinator	Provide copies of application materials to Screening Committee.
13.	Creation of Long	Screening	Distills all qualified applicants by ranking and

	List	Committee	consensus into long list to be interviewed by phone. Goal is ten to twelve candidates.
14.	Notify candidates and coordinate phone interviews	Admin Asst. or Hiring Coordinator	
15.	Phone Interview "Long List"	Screening Committee	10-minute conference interview for initial evaluation
16.	Create "Short List" of top candidates	Screening Committee	List of top unranked candidates created by consensus based on resume, phone interview, and references.
17.	Collate materials for Hiring Committee	Admin Asst. or Hiring Coordinator	
18.	Notify candidates and set up interviews	Hiring Coordinator	Coordinate with schedule set by ICP Board. Also notify candidates not selected to move forward.
19.	Set up facilities for interviews	Admin Asst. or Volunteer	Establish locations for receiving applicants, for interviews, and simulation exercise.
20.	Interview	Hiring Committee	Written questions, interview, Sample Day simulation
21.	Ranking of Short List. Present to ICP Board with recommendation	Hiring Committee Hiring Committee	Rank the candidates by consensus in a closed session. See above description of ranking method. Board designee will facilitate and record.
22.	Vote to offer	ICP Board	Deliberations conducted in closed session; vote to offer in open session, contingent upon reference check. Consensus required
23.	Make Job offer	ICP Board	This is fun as the dream goes from nothing, to paper, to people!
24.	Notify unsuccessful applicants	Hiring Coordinator	By letter or phone.
25.	Offer letter	ICP Board	Offer letter should include salary, benefit package, schedule of days worked.
26.	Announce hire to the community	ICP Board	