

Public Impact Selection Process and Tools

Effective school leaders influence student learning and other aspects of school performance. This turnaround leader selection process comes from Public Impact, a national education policy and consulting firm. The following resources support the process of hiring a turnaround leader using:

- School Turnaround Leaders: Competencies for Success
- School Turnaround Leaders: Selection Toolkit

[School Turnaround Leaders: Competencies for Success](#) (2008) Public Impact

Competencies are consistent patterns of thinking, feeling, acting and speaking that cause a person to be successful in a job or role. The primary critical competencies for Turnaround Leaders are *Achievement and Impact Influence*.

- Each member of the interview team would begin by reading the first 10 pages of the guide.
- Next, the team leader would schedule time for discussion. The team should leave this discussion with a common understanding of turnaround leader competencies, the four competency clusters as well as actions that lead to success in the turnaround leader position.

[School Turnaround Leaders: Selection Toolkit](#) (2008) Public Impact

This toolkit is divided into sections which are used at the various stages of the selection process. Each member of the interview team should have a copy of the toolkit.

- **Background and overview of the Behavior Event Interview (BEI) process** are **MUST** read sections so team members have a clear understanding of BEI. During this part of the interview, the team will be asking the candidate to recall a past event or specific situation and spend about 15 minutes describing the event/situation. As the candidate describes the detail of the event/situation, what they did, said, thought and felt is clarified. The detail of their description provides insight into how they handled a past experience and helps to predict their future success at work. The interview team needs to have a clear understanding of this BEI goal.

- A script is provided to give candidates instructions about the BEI process (page 5)
 - “Choosing Questions to Ask” guides the team in BEI question selection (page 6).
 - Suggested “routes” provides three options for choosing questions.
- **Script for and Choosing Interview Questions** guides the team with an introduction script for the leader and guidance to support question selection.
- **Day-of-Interview Tools** include before, during and after the interview guidance for the team. In addition, the leader’s script is repeated.
 - Question menu
 - Interview notes recording format
- **Candidate Rating, Comparison and Decision Tools** provide the directions and forms for comparing and selecting the best turnaround leader for your school.
- **Leader Competency Rating Levels and Decision Tools** include definitions and rubric type descriptions to clarify a candidate’s strengths and weaknesses related to the competencies.
 - Three steps to guide selection process
 - Candidate Comparison Scoring Sheet (blank)