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5 Related Entries: ACA, ACH, ACI, GAA, GCA-RA, GFB-RA, GEA-RA
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7 Responsible Offices: Board of Education; Office of Human
8 Resources and Development
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10 Board Appointment of MCPS Leaders
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13 A. PURPOSE
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15 To encourage applications to leadership positions from
16 candidates of the highest quality, integrity, experience, and
17 commitment to the success of all MCPS students and staff
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19 To establish criteria for leadership positions subject to
20 appointment by the Montgomery County Board of Education
21 (Board) upon the recommendation of the superintendent of
22 Montgomery County Public Schools (MCPS)
23

24 To require due diligence in vetting prospective candidates,
25 transparency in information provided to the Board, and
26 appropriate and effective communication with applicants and
27 candidates
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29 To affirm the Board's commitment to efficient interview and
30 appointment processes that appoint leaders in a timely manner
31 thereby providing continuity of leadership that is responsive
32 to systemwide needs

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To ensure effective and informed Board decision-making by establishing criteria for candidate information to be included in the superintendent of schools' recommendation for Board

B. ISSUE

Maryland law establishes the authority -

1. of each Maryland county board of education to appoint personnel upon the written recommendation of the county superintendent of schools; and
2. of the county superintendent to assign staff to their positions in the schools and transfer them as the needs of the schools and school system require.

C. POSITION

1. The Board affirms its commitments¹ to the success of all MCPS students and staff by attracting, actively recruiting and appointing highly qualified leaders with the integrity and experience needed to create educational communities in which -
 - a) every school and worksite embodies a culture of respect, grounded in core values of the Board to promote understanding, respect, civility,

¹ Board Policy ACA, *Nondiscrimination, Equity, and Cultural Proficiency*; Policy GAA, *Positive Work Environment in a Self-renewing Organization*; Policy ACF, *Sexual Misconduct and Sexual Harassment of Students*; Policy ACI, *Sexual Harassment of MCPS Employees*; Board Policy ACH, *Workplace Bullying*

62 acceptance, and positive interaction among all
63 individuals and groups;

64
65 b) leaders reflect the diversity of the community and
66 are committed to the success of all students and
67 staff;

68
69 c) leaders are supported in professional learning
70 communities that foster excellence in teaching,
71 learning, and operations and provide opportunities
72 for engagement and leadership development; and

73
74 d) MCPS is a positive, collaborative environment with
75 the highest quality staff in every position.

76
77 2. Leadership positions subject to Board approval shall be
78 those positions classified "O" and higher on the MCPS
79 salary schedule.

80
81 3. The Board is committed to efficient interview and
82 appointment processes throughout the calendar year to
83 ensure continuity of leadership that is responsive to
84 systemwide needs, as follows:

85
86 a) For those positions classified "O" and higher on
87 the MCPS salary schedule, the superintendent of
88 schools shall establish an Appointments Committee
89 composed of MCPS leaders of associate
90 superintendent level or above, for the purpose of
91 making recommendations to the superintendent of
92 schools.

93 b) To facilitate interview processes that locate
94 suitable candidates and hire leaders to open
95 positions in a timely and efficient manner, the
96 hiring process shall commence upon notice of
97 vacancy or vacancy of a position, whenever feasible
98 and appropriate.

99
100 (1) The Appointments Committee shall meet
101 regularly throughout the year. If a Committee
102 member is unable to attend a Committee meeting
103 for unforeseen circumstances, a designee from
104 within the Appointment Committee shall be
105 appointed temporarily to represent that
106 Committee member.

107
108 (2) Any position anticipated to be occupied in an
109 acting capacity for more than 45 days shall be
110 approved by the Board in closed session.

111
112 c) The superintendent of schools shall establish
113 guidelines for the following:

114
115 (1) identify eligible candidates based on an
116 initial screening for minimum and preferred
117 qualifications;

118 (2) establish safeguards to provide for the
119 impartiality of individuals involved in the
120 initial screening of applications, interview
121 panels, and the Appointments Committee;

122 (3) engage stakeholders who reflect the
123 community's diversity and experiences to

124 participate in interview panels, as
125 appropriate to the position, consistent with
126 Board Policy ABA, *Community Engagement*;

127 (4) communicate, in a timely manner, with
128 candidates, as well as applicants not
129 selected, to be transparent about timelines,
130 progress, and/or feedback, as appropriate.

131
132 (a) Candidates will be informed ahead of time
133 of the necessary steps and timeline
134 expected when applying for a Board-
135 appointed position.

136
137 (b) MCPS will establish a standard for the
138 composition of each interview panel, and
139 candidates will be informed of the panel
140 membership prior to the interview.

141
142 (c) MCPS will establish a standard for and
143 clearly communicate to prospective
144 candidates the expected time-in-process
145 from application to appointment.

146
147 (5) assign responsibility for following up on any
148 significant concerns that arise as a result of
149 reference or background checks;

150
151 (6) limit, whenever possible, the number of
152 interview panels to two. The superintendent
153 of schools conducts the second panel
154 interview.

155 d) The Board shall meet in closed session at regular
156 intervals throughout the calendar year to consider
157 candidates recommended by the superintendent of
158 schools and provide for continuity of leadership.

159
160 5. The Board requires appropriate and effective
161 communication with applicants and candidates, due
162 diligence in vetting prospective candidates,
163 transparency in information provided to the Board about
164 interview processes and finalists, as follows:

165
166 a) The Board shall be provided the following materials
167 during closed session of the Board:

168
169 (1) Interview panel(s) - the composition of the
170 interview panel, each panelist's top
171 preferences among candidates interviewed, and
172 the panelists' evaluation of the interview
173 process.

174
175 (2) Appointment Committee - the interview panel's
176 recommendation; qualifications of candidates
177 reviewed by the Committee (i.e., documentation
178 of academic preparation, work experience, and
179 professional development), Committee
180 "debrief" notes, including any concerns or
181 questions raised about interviewees during the
182 Committee's deliberations.

183
184 (3) Attestation letters from the chief of the
185 Office of Human Resources and Development and
186 other executive staff designated by the

187 superintendent of schools, attesting that the
188 candidate recommended to the Board was
189 discussed at Appointment Committee meetings,
190 appropriately vetted as set forth in section
191 C.5.b, and that the information provided to
192 the Board is true, accurate and complete to
193 the best of their knowledge.

194

195 b) Vetting

196

197 Information provided to the Board about recommended
198 candidates shall be reviewed for accuracy. Such
199 information will include essential information for
200 effective Board decision-making as follows:

201

202 (1) Qualifications for eligibility have been met
203 (e.g., academic preparation, work experience,
204 and professional development).

205

206 (2) Background checks have been completed
207 consistent with best practices and available
208 offender registries, including
209 fingerprinting.

210

211 (3) In collaboration with the appropriate
212 investigation unit, the finalist(s) has been
213 determined to be clear of any pending or open
214 investigations.

215

216 D. DESIRED OUTCOMES

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218 1. The Board shall have timely opportunities for effective
219 Board deliberation and informed decision making about
220 MCPS leaders recommended to the Board for approval.

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222 2. The MCPS community shall have the utmost confidence in
223 the integrity of selection and appointment processes,
224 and MCPS leaders shall be of the highest quality,
225 integrity, experience, and commitment to the success of
226 all MCPS students and staff.

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228 E. IMPLEMENTATION STRATEGIES

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230 The superintendent of schools will establish regulations or
231 other administrative procedures necessary for carrying out
232 the objectives outlined in this policy, to include -

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234 1. timely identification of qualified candidates to fill
235 "acting" positions within three months, whenever
236 feasible; and

237
238 2. efficient interview and appointment protocols that
239 appoint MCPS leaders in a timely manner thereby
240 providing continuity of leadership that is responsive to
241 systemwide needs and time-in-process of no more than two
242 months, whenever possible.

243
244 3. Any employee alleging employment discrimination in the
245 Board appointment process may file a complaint with the
246 Maryland Commission for Civil Rights or the Equal
247 Employment Opportunity Commission.

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249 F. REVIEW AND REPORTING

