

THE ELEMENTARY PRINCIPAL'S ROLE IN THE SELECTION OF TEACHERS

by

GARRY LEE ROWSON

B. A., Calvary Bible College, 1961  
B. A., Kansas Wesleyan University, 1963

2148  
S-C-85

---

A MASTER'S REPORT

submitted in partial fulfillment of the

requirements for the degree


MASTER OF SCIENCE

College of Education

KANSAS STATE UNIVERSITY  
Manhattan, Kansas

1974

Approved by:

  
\_\_\_\_\_  
Major Professor

LD  
2668  
R4  
1974  
R69  
C.2  
Document

TABLE OF CONTENTS

	PAGE
ACKNOWLEDGEMENT . . . . .	i
INTRODUCTION AND STATEMENT OF THE PROBLEM . . . . .	1
PURPOSE OF STUDY. . . . .	3
JOB ANALYSIS. . . . .	4
SELECTION CRITERIA. . . . .	9
RECRUITMENT . . . . .	12
SCREENING PROCESS . . . . .	17
INTERVIEW . . . . .	23
FINAL SELECTION AND NOMINATION. . . . .	32
CONCLUSION. . . . .	37
RECOMMENDATIONS . . . . .	41
BIBLIOGRAPHY. . . . .	42

## ACKNOWLEDGEMENT

Sincere thanks and appreciation are expressed to Associate Professor Alfred P. Wilson of the Department of Administration and Foundations at Kansas State University for his guidance and encouragement in the preparation of this report.

## INTRODUCTION AND STATEMENT OF THE PROBLEM

One of the major responsibilities of the elementary principal is the selection of teachers. The importance of this responsibility is exemplified in the development of an elementary school's educational programs. Many times the elementary principal's opportunity to initiate change in the various functions of the school or to strengthen the curriculum, depends upon the decisions he makes concerning the selection of teachers.

A function for which elementary principals are assuming more responsibility is staff selection. Many principals are finding they can no longer rely on the superintendent to solve all their staffing problems. Most superintendents have been forced to concentrate their time and energy almost entirely on budgets, building programs, public relations, and other community aspects of the school system. This trend has placed new emphasis on the staffing function of elementary principals.<sup>1</sup>

The elementary principal is held responsible, according to many school policies, for the teachers in his building as he works with them. Most local school board policies have statements to the effect that the elementary principal is to supervise and evaluate all employees under his direction. It may be equally true that he should have an important part in the selection of elementary teachers.

Since the elementary principal must provide leadership in order to improve the quality of his staff, he should view replacement

---

<sup>1</sup>Fred A. Snyder and Duane R. Peterson, Dynamics of Elementary School Administration (Boston: Houghton Mifflin Co., 1970), p. 110.

as an opportunity to improve the skills and abilities that the staff lacks.<sup>1</sup> The addition of new teachers is an opportunity to strengthen the school. It is an opportunity to analyze the skills and abilities of the teachers and to secure the types of leadership that are lacking and needed.

The effectiveness of the school in achieving its objectives is largely dependent upon the professional competence of the staff. Much of the elementary principal's impact upon the operation of the school is achieved through his work with the staff.<sup>2</sup> If quality school programs are to be developed and maintained, careful attention must be given to the selection of the staff.

The term selection refers to the process of assessing candidates for teaching positions; handled either by the central administration or by selection committees, of which the school principal is often a member, frequently with staff participation in evaluation of professional candidates.

---

<sup>1</sup>Kimball Wiles, Supervision for Better Schools (Englewood Cliffs: Prentice-Hall Inc., 1967) , p. 209.

<sup>2</sup>Henry J. Otto and David C. Sanders, Elementary School Organization and Administration (New York: Meredith Publishing Co., 1964) , p. 251.

## PURPOSE OF STUDY

The purpose of this report was to make a study of the available literature on the elementary principal's role in staff selection. The books used in this review were dated 1964 through 1973 and the periodicals used were dated 1968 through 1973. The literature was studied to see the principal's role in the following areas; job analysis, selection criteria, recruitment, screening process, interview, and final selection and nomination. Using this literature the writer developed the importance of the elementary principal in the entire selection process. Based on this review of literature, the writer made some recommendations where additional research needs to be done.