



## THE SELECTION OF PERSONNEL FOR POSITIONS OF ADDED RESPONSIBILITY: PRINCIPAL AND VICE-PRINCIPAL

Responsibility:	<i>Superintendent, Human Resource Services Superintendents, Student Achievement &amp; Well-Being</i>
Legal References:	<i>Education Act: Regulation 298; Ontario College of Teachers Act, 1996: Regulation 176/10; Ontario Human Rights Code, 1990.</i>
Related References:	<i>The Ontario Leadership Framework: A School and System Leader's Guide to Putting Ontario's Leadership Framework into Action (2013); Administrative Procedure 1640 – Notifying Administrators Regarding Transfers, Retirements and New Appointments; Fair, Equitable Hiring Practices Document.</i>
Revisions:	<i>August 2015</i>
Reviewed:	<i>January 2016</i>

### 1. Preamble

- 1.1 The following procedures provide an effective, equitable and transparent process for identifying and selecting candidates for positions of added responsibility (Principals and Vice-Principals).

### 2. Beliefs

- 2.1 The Waterloo Region District School Board P.A.R. Selection Process chooses the best possible leadership candidates to meet the present and future needs of our students, staffs and communities.
- 2.2 The selection of leaders will be a supportive and professional process that will:
  - 2.2.1 be fair, equitable and consistent;
  - 2.2.2 provide candidates with information for their professional development plans;
  - 2.2.3 provide a demonstration of a candidate's competency through his or her track record;
  - 2.2.4 use a variety of assessment methods;
  - 2.2.5 enable potential candidates to evaluate their readiness for positions of added responsibility;
  - 2.2.6 recognize the role of the supervisor as a mentor and facilitator of leadership opportunities;
  - 2.2.7 provide quality information for future appointments.

### 3. Procedures

- 3.1 Positions
  - 3.1.1 The procedures for the selection of teaching personnel for positions of added responsibility shall apply for the following positions: Principal, Vice-Principal.
- 3.2 Considerations for Candidates in the Selection Process

- 3.2.1 Candidates will have a record of successful professional experience relevant to the position of added responsibility to which they are applying.
- 3.2.2 Candidates applying for the position of Principal should have at least two years of experience as a Vice-Principal in the panel in which they are applying. Ideally, this should include Vice-Principal experience at more than one site.
- 3.2.3 Candidate's record of professional experience will demonstrate depth and breadth of experience.
- 3.2.4 Candidates will discuss, with their supervisor, their intention to apply. Candidates for the position of Principal should also discuss their intention to apply with their Superintendent, Student Achievement and Well-Being.
- 3.2.5 Candidates will be familiar with the Ontario Leadership Framework and will have engaged in appropriate self-reflection and feedback to assess their readiness relative to this vision of leadership.
- 3.2.6 Candidates for the position of Vice-Principal are encouraged to participate in the board's "Aspiring Leaders" program.

### 3.3 Eligibility

- 3.3.1 Candidates must have successfully completed Part #1 and Part #2 of the Principals Qualification program. Prior to placement in a position of added responsibility, the PQP practicum must also be completed.
- 3.3.2 Notwithstanding the foregoing, the Board reserves the right to appoint a candidate who will not be qualified on the effective date of appointment.
- 3.3.3 Additional, or amended, eligibility requirements and preferences may be stated in the posting for a position of added responsibility, at the discretion of the Director of Education.

### 3.4 Postings

- 3.4.1 Normally, postings for the position of Principal and Vice-Principal will be for a 'Selected Leadership Pool'. At the discretion of the Director of Education, a posting may occur for a specific position of Principal or Vice-Principal.
- 3.4.2 Postings for positions of added responsibility will be sent to all schools and resource departments. The eligibility requirements, closing date and any other necessary information such as conditions of appointment, will be stated in the posting. It will also be available in the "Staff Opportunities" folder of the "News" conference on WaterWorks and posted in the Employment Opportunities section of the Board's website. Postings may be advertised in the media.

### 3.5 Selection Process – Principal/ Vice-Principal

- 3.5.1 Process
  - STEP 1 Portfolio Submission
  - STEP 2 Screening by Human Resource Services
  - STEP 3 Screening by Selection Committee
  - STEP 4 First Interview (Supervisor and candidate)
  - STEP 5 Screening
  - STEP 6 Final Interview (Candidate)
  - STEP 7 Final Selection and Pool Appointment
  - STEP 8 Feedback

### 3.6 Applications

- 3.6.1 A Portfolio is a purposeful collection of the candidate's leadership experiences and attributes. It has been designed to reflect the candidate's knowledge, skills and values.
- 3.6.2 The submission of the Portfolio requires the candidate to identify specific examples of his/her experiences, knowledge, skills and values, and to reflect on them as they relate to the Waterloo Region District School Board leadership profile, and specifically to the position to which the candidate is applying.

- 3.6.3 The required information establishes a common, consistent framework that provides each candidate the opportunity to demonstrate the candidate's knowledge, skills and values.
- 3.6.4 Candidates must submit to the Human Resources, by the closing date, one original and a number of copies of the Portfolio (as specified in the posting) which includes:
- Section One
    - a) Candidate Information Sheet
    - b) Freedom of Information and Privacy Statement
  - Section Two
    - a) References (as specified in the posting)
  - Section Three
    - a) Resumé
    - b) Ontario College Teacher's Qualification Record Card
    - c) Performance Appraisal
  - Section Four
    - a) Leadership Activities (two required)
  - Section Five
    - a) Personal Vision of Leadership
    - b) Emotional/Social intelligence Reflection
  - Section Six
    - a) Supervisor's Summary
- 3.6.5 Supervisor's Summary
- Candidate will have worked with a Supervisor for a minimum of 4 months.
  - In the case of Principal applicants, Superintendents, Student Achievement and Well-Being, will discuss the Supervisor Summary with the Supervisor of the Principal Candidate.

### 3.7 Selection Committee

- 3.7.1 The composition of the Selection Committee for the positions of Principal/Vice-Principal will be:
- 2 Superintendents (The number is subject to change by the Director of Education);
  - 2 Principals (The number is subject to change by the Director of Education);
  - HR designate (HR will identify a representative who will be present throughout the process giving careful attention to fairness, transparency, equity, consistency and documentation).
- 3.7.2 Members of the Selection Committee will be asked to identify any "Conflict of Interest" with regard to their past or present association or knowledge of any candidate. Where any "Conflict of Interest" is declared, the chairperson will determine if the member will need to be replaced. Examples may include relationship to candidate, currently supervising candidate, or personal friendship with candidate.
- 3.7.3 Principal members appointed to the selection committee should be rotated on an ongoing basis. Ideally, members should anticipate serving for no more than three consecutive (3) years. The Chairperson of the Selection Committee will be a Superintendent, Student Achievement and Well-Being.
- 3.7.4 Human Resource Services will conduct an initial screening of applicants. Mandatory criteria must be present to move forward in the selection process. Mandatory criteria include:
- 3.7.4.1 Member of OCT
  - 3.7.4.2 PQP completed (Parts #1 and #2)
  - 3.7.4.3 Signature of Supervisor indicating readiness
  - 3.7.4.4 Complete package as described in posting
- 3.7.5 Human Resource Services will send an email to unsuccessful candidates at this stage of the process indicating which mandatory criteria were missing in the candidate's package.
- 3.7.6 A listing of the candidates who have met initial screening requirements will be prepared by the Human Resource Service's designate. Copies of the list along with candidates' Portfolios will be provided to the members of the Selection Committee.

All information is to be considered confidential by the members of the Selection Committee.

3.7.7 The Chair of the Selection Committee will ensure selection teams:

- read all material provided;
- review the procedures to be followed;
- determine the questions and format to collect data at interviews, thus ensuring consistency and fairness of process and alignment with the “Leadership Profile”;
- have a good understanding of the nature and duties of the position involved;
- discuss the screening and selection.

3.7.8 NOTE: It is the responsibility of the Chairperson of the Selection Committee to ensure a fair, equitable and transparent process and to guarantee the rights of the candidates, throughout the selection process, according to the terms and conditions of the Ontario Human Rights Code, 1990.

### 3.8 Selection

3.8.1 The candidates will be rated by the Selection Committee.

3.8.2 The Selection Committee will provide information to be given to each candidate during the feedback interview.

3.8.3 The Chairperson of the Selection Committee will present recommended candidate(s) to the Senior Superintendent, Student Achievement and Well-Being, who will take forward to the Director of Education the candidate(s) nominated for the appointment to seek Board approval.

3.8.4 Following Board approval, the Director of Education will appoint the candidate(s) to the ‘Selected Leadership Pool’ and will inform the Superintendent, Human Resource Services.

3.8.5 Following the completion of the selection process, one copy of all material submitted by the candidate for use of the Selection Committee will be maintained for sixty (60) teaching days by the Chairperson of the Selection Committee. After sixty (60) teaching days, the material will be forwarded to the Superintendent, Human Resources, or designate. The Human Resources Department will maintain this material for one (1) year following the completion of the selection process unless the candidate is appointed into the ‘Selected Leadership Pool’, in which case the material will be maintained in the candidate’s Human Resources file. All other copies of material submitted by the candidate will be shredded.

### 3.9 Selected Leadership Pool: Principals and Vice-Principals Appointed to Pool

3.9.1 Normally, a ‘Selected Leadership Pool’ will be created for the positions of: Principal, Vice-Principal.

3.9.2 A ‘Selected Leadership Pool’ consists of one or more candidates deemed to be ready to assume the position of added responsibility anywhere in the system schools.

3.9.3 At the discretion of the Director of Education, the ‘Selected Leadership Pool’ will be opened as required to allow candidates to apply and to be considered for selection to the ‘Selected Leadership Pool’.

3.9.4 Following the appointment of candidates to the ‘Selected Leadership Pool’, the candidates who have been added to the pool will be notified of their status via telephone, by the Chairperson or designate of the Selection Committee.

3.9.5 Candidates will remain in the ‘Selected Leadership Pool’ for up to three (3) consecutive school years, including the school year in which they are selected, whether or not the pool opens during that time. Candidates will be required to reapply for admission to the ‘Selected Leadership Pool’ after three years. Candidates who are required to reapply after three years may have a revised application process.

3.9.6 Candidates may occupy more than one pool at the same time. When candidates are appointed to a position of added responsibility and that appointment is made permanent, candidates will be asked whether they wish to remain in the other ‘Selected Leadership Pool’ or to remove their name.

3.9.7 Candidates who, for whatever reason, relinquish a position of added responsibility must reapply for admission to the 'Selected Leadership Pool' if they wish consideration for a position of added responsibility in the future.

3.10 Feedback

3.10.1 At each step in the selection process, unsuccessful candidates will be provided the opportunity for feedback from a Superintendent on the Selection Committee. Feedback will focus on strengths, opportunities for growth, and next steps relative to the selection criteria.

3.11 Appointment

3.11.1 The PAR Selection Committee chair will bring forward the committee's recommendation for information to the Student Achievement and Well-Being Team. Once approved, the Senior Superintendent, Student Achievement and Well-Being will bring forward the recommendation to Coordinating Council for information. The Director of Education will authorize the Senior Superintendent, Student Achievement and Well-Being to take the recommendation regarding appointments into the pool forward to the Board.

3.11.2 The Chairperson of the Selection Committee will insure communication with the candidates regarding appointments.