



THE SELECTION OF TEACHING PERSONNEL FOR POSITIONS OF ADDED RESPONSIBILITY: CO-ORDINATOR, CONSULTANT

Responsibility:	<i>Superintendent, Human Resource Services Senior Manager, Human Resource Services</i>
Legal References:	
Related References:	
Revisions:	<i>January 2016</i>
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1. Preamble

- 1.1 The Waterloo County Board of Education strives to place the best-suited candidates in positions of added responsibility throughout the system. It is hoped that the criteria and selection procedures that follow will assist the Board in achieving its goal.
- 1.2 The purposes of the selection procedures are to ensure that leadership potential is identified in an open and systematic manner and to help teaching personnel in planning their careers. While the individual is responsible for career development, superordinates have an obligation to encourage and guide their junior colleagues.
- 1.3 The procedures have been designed to clarify the lines of communication concerning career development and to provide information needed by staff regarding the requirements and expectations of the Waterloo Region DSB. In addition, staff will receive information following involvement in a selection process that may be helpful in selecting career-related growth experiences.
- 1.4 The procedures should establish an open and equitable method of making selections for positions of added responsibility. The criteria for selection are set out in specific terms and will be applied to all teaching personnel seeking positions of added responsibility. Staff should be assured, therefore, of equal consideration. These procedures provide for comparable assessment of each candidate as the data is gathered from several sources.

2. Positions Involved

- 2.1 The procedures for the selection of teaching personnel for positions of added responsibility shall apply for the following positions:
 - 2.1.1 Co-ordinator
 - 2.1.2 Consultant
 - 2.1.3 and any other position(s) of added responsibility that the Director of Education identifies.
- 2.2 **NOTE:** When a department head or assistant department head is on a year's leave of absence, the principal and the Superintendent of Instruction may fill the vacancy created by recommending to the Director of Education or designate (s), the temporary appointment of a member of the same staff without recourse to the normal selection procedures.

3. Criteria Involved in the Selection Process

- 3.1 The candidate should have:
- 3.1.1 a record of successful professional experience;
 - 3.1.2 experience relevant to the position of added responsibility.
- 3.2 In addition, candidates will be assessed in the following areas:
- 3.2.1 *Knowledge*
This includes a knowledge of the work which the position of added responsibility requires (e.g. Legislation, Board Policies, Curriculum Guidelines, Current Educational Issues) and an aptitude and expressed desire for learning new knowledge, skills and attitudes which the position of added responsibility may require.
 - 3.2.2 *Skills*
 - **Communication**
This includes clarity in written and oral communication, active listening and interpreting communication accurately.
 - **Management**
This includes planning, organizing, motivating, directing, controlling and assessing.
 - **Problem-Solving**
This includes the ability to identify problems and problem ownership, to analyze complex situations, to generate alternative solutions and to implement solutions.
 - **Leadership**
This includes the ability to set goals, to initiate action, to generate co-operation in individuals and groups, to delegate tasks and responsibilities appropriately, to adapt to changing conditions and to assess levels of task direction and personal support needed by different individuals.
 - 3.2.3 *Qualities*
 - **Personal**
This includes integrity, stability, industry, creativity, adaptability, maturity, positive attitude and sound judgment.
 - **Interpersonal**
This includes empathy, tact, tolerance of different viewpoints and personalities, and ability to resolve conflicts.
- 3.3 This list should be helpful in assisting candidates to assess their own development over a period of time, and perhaps select growth experiences that will strengthen them on a particular criterion. In addition, the list should enhance the consistency with which criteria are applied from candidate to candidate and from selection committee to selection committee.

4. Eligibility

- 4.1 Teaching personnel entering the selection process must have the required certification for the position, according to the Ministry of Education and Training Regulations, at the time of making application.
- Notwithstanding the foregoing, the Board reserves the right to appoint a candidate who will be qualified on the effective date of appointment, if there is a shortage of qualified candidates.
- 4.2 Additional eligibility requirements may be stated in the posting for a position of added responsibility at the discretion of the Director of Education.

5. Postings

- 5.1 Normally, postings for the position of Co-ordinator and Consultant will be for a specific position. A 'Selected Leadership Pool' would not be created;

- 5.2 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.

6. Applications

- 6.1 Interested teaching personnel must submit to the Superintendent, Human Resource Services, prior to the closing date, a letter of application, including professional resume, and the completed (original) Leadership Evaluation Report, when applying for each position of added responsibility. Candidates are responsible for providing six (6) copies of all documents when making application.
- 6.2 If, after the closing date for a posting, a sufficient number of eligible candidates is not available to create a competition, the specific position may be posted internally again, as well as advertised externally, at the discretion of the Director of Education. Candidates who applied to the initial posting will have the opportunity to be interviewed in response to the second posting.

7. Leadership Evaluation Report

- 7.1 When making application for a position of added responsibility, a candidate must submit a Leadership Evaluation Report, Form HR-85-120, completed by the candidate's Principal in consultation with the appropriate Superintendent. Where the candidate is a resource staff member, the Leadership Evaluation Report will be completed by the appropriate superintendent.
- 7.2 If the candidate or the evaluator have been in a school/department for less than one school term, a candidate may use the previous principal/superintendent.
- 7.3 The leadership evaluation made by the evaluator will be based on the following criteria:
- Knowledge
 - Skills
 - a) Communication
 - b) Management
 - c) Problem-solving
 - d) Leadership
 - Qualities
 - a) Personal
 - b) Interpersonal
- 7.4 The Leadership Evaluation Report should be completed in consultation with the candidate. The evidence given for the criteria should reflect the Best Choice process.
- 7.5 The evaluator will write a recommendation on the Leadership Evaluation Report as to the candidate's suitability at this time, for the position of responsibility to which the candidate has made application.
- 7.6 It is the responsibility of the candidate to obtain the Leadership Evaluation Report from the school/department and have it completed by the designated evaluator. The evaluator will keep a copy of the completed Leadership Evaluation Report and give the signed original to the candidate. The candidate will submit the signed original (plus five copies) with the letter of application.

8. Screening

At the discretion of the Director of Education, the applicants may be screened, based solely on excessive numbers.

9. Selection Committees

- 9.1 Subject to the discretion of the Director of Education, the composition of the Selection Committee for the positions listed will be as follows:
- 9.1.1 Co-ordinator/Consultant
- Chairperson - Superintendent of Education or a designated member of Administrative Council (voting)
 - Superintendent of Schools for Subject Area
 - Representative from Principals' Association (appointed by Chairperson of W.C.P.A./S.S.P.A.)
 - Superintendent
 - Co-ordinator
 - Representative from the Subject Association (appointed by the Chairperson of Subject Association)
- 9.2 The Superintendent, Human Resource Services, in conjunction with the Chairperson of the Selection Committee, will arrange for the identification of the Selection Committee members from the groups involved (principals, teachers, etc.) and submit the Selection Committee to the Director of Education for approval.
- 9.3 Members appointed to the Selection Committee should serve a term of a minimum of two (2) years. The Chairperson of the Selection Committee should be appointed on a long-term basis. It is desirable that more than half of the members of a Selection Committee should be members from the previous Selection Committee.
- 9.4 The Chairperson of the Selection Committee is responsible for completing arrangements for the interviews. This includes identifying the date, time and place for interviews, as well as informing all candidates of these details. Normally, an interview will be of thirty (30) minutes in duration.
- 9.5 A listing of the candidates with their certification, education and experience will be prepared by the Superintendent, Human Resource Services. Copies of the list, with the applications, resumes and the Leadership Evaluation Reports, will be provided to the members of the Selection Committee at least two days prior to the interview date. All information is to be considered confidential by the members of the Selection Committee.
- 9.6 Prior to the interviews, the Selection Committee should:
- Read all material provided;
 - Review the procedures to be followed;
 - Ensure that they have a good understanding of the nature and duties of the position involved;
 - Discuss the criteria further to note what types of experience are most relevant or what constitutes reasonable knowledge for the position of added responsibility involved;
 - Determine the members of the Selection Committee who will be questioners and those who will be observers;
 - Develop questions for all candidates;
 - Determine the structure and length of interviews.
- 9.7 **NOTE:** It is the responsibility of the Chairperson of the Selection Committee to guarantee the rights of the candidates, when being interviewed, according to the terms and conditions of the Human Rights Code, 1981.

10. Interviews

- 10.1 The basic objective of an interview is to assess a candidate's skills, qualities, knowledge and potential in relation to the criteria for the position.
- 10.2 Each member of the Selection Committee will assess independently, each candidate on the Interview Assessment Form HR-85-121.
- 10.3 Appropriate questions are those which focus on a candidate's:
 - 10.3.1 Knowledge, skills and qualities as they relate to the position;
 - 10.3.2 Career goals and where the position fits into these;
 - 10.3.3 Interest in the position and suitability for it.
- 10.4 The interview should be structured so that the candidate does most of the talking. The use of some open-ended questions is also recommended. These allow the applicants to express their thoughts on a topic and enable interviewers to evaluate the candidate's verbal communication skills and ability to formulate ideas. An accurate understanding of the position should be known by the candidate prior to the interview so the candidate has an opportunity to ask any questions about the position and related terms and conditions.
- 10.5 The Best Choice Interview Process will be used by all interview teams. Members of the team will be inserviced in the process prior to the interviews.

11. Selection

- 11.1 The candidates will be rated by the Selection Committee, after the interviews, against the criteria.
- 11.2 A Selection Committee assigned the responsibility to nominate the candidate for a specific position will identify the candidate to be nominated and the information to be given to each candidate during the feedback interview.
The Chairperson of the Selection Committee will present to the Director of Education, the candidate nominated for the position.
- 11.3 Following the completion of the interviews, all material submitted by the candidates for the use of the Selection Committee will be destroyed by the Chairperson of the Selection Committee.
- 11.4 If, after interviewing the candidates, the Selection Committee cannot nominate any candidate(s) to the position, the specific position may be advertised externally, as well as posted internally again, at the discretion of the Director of Education.
- 11.5 Candidates who were interviewed after the initial posting will have the opportunity to request a further interview after the second posting.

12. Candidate Feedback

Candidates will be provided with an opportunity for feedback from the Chairperson or designated member of the Selection Committee who is a superordinate of the candidates. This opportunity permits the candidates to assess their interview techniques, qualifications (skills, knowledge and qualities) and future career plans. It is the responsibility of the candidates wishing feedback to request an interview within two weeks, with the Chairperson of the Selection Committee.

13. Appointment

- 13.1 The Director of Education will make appointments to the positions of Co-ordinator, Consultant.

The Director of Education will inform the Superintendent, Human Resource Services of the candidate(s) to be appointed. The information going to the Board will be prepared by the Manager of Personnel.

The Director of Education will present the information to the Board, in-camera. Normally, by noon of the day following the Board meeting, all candidates for the positions of Co-ordinator, Consultant will be notified of the appointments via telephone by the Chairperson of the Selection Committee, pending the Board's approval.

After notification of the Board, the appointments will be announced to the system by a memo from the Associate Director.

13.2 Usually, the Chairperson of the Selection Committee will call the candidates regarding appointments. If numbers so warrant, the Chairperson of the Selection Committee may delegate members of the Selection Committee, who are subordinates of the candidates, to assist in this task.

14. Procedural Steps

<i>Step 1</i>	<u>Director of Education</u>	a) declares openings for positions of added responsibility
<i>Step 2</i>	<u>Executive Superintendent of Human Resources and Organizational Development</u>	a) in conjunction with the Chairperson of the Selection Committee, initiates the formation of a Selection Committee b) informs the system, via a posting, of the opening declared by the Director of Education
<i>Step 3</i>	<u>Qualified Candidates Interested in Making Application</u>	Prior to the closing date, submit to the Manager of Personnel, six copies of: a) a letter of application b) a professional resume c) a Leadership Evaluation Report
<i>Step 4</i>	<u>Executive Superintendent of Human Resources and Organizational Development</u>	Forwards to all members of the Selection Committee: a) a listing of the candidates, including certification, education and experience b) copies of the letters of application, professional resumes and Leadership Evaluation Reports
<i>Step 5</i>	<u>Selection Committee</u>	a) reads data provided b) reviews procedures to be followed c) interviews candidates d) assesses all information against the criteria e) selects candidate(s) for nomination to the Director of Education f) presents the nominated candidate(s) to the Director of Education
<i>Step 6</i>	<u>Director of Education</u>	a) makes appointments to positions of Co-ordinator, Consultant, Department Head

<i>Step 7</i>	<u>Chairperson of Selection Committee</u>	<ul style="list-style-type: none"> a) notifies, via telephone, by noon of the day following the Director's appointments, all candidates for positions of Co-ordinator, Consultant of the appointments b) interviews any candidates who request feedback for career planning
<i>Step 8</i>	<u>Executive Superintendent of Human Resources and Organizational Development</u>	<ul style="list-style-type: none"> a) prepares the agenda item to inform the Board of the appointments to positions of Co-ordinator, Consultant
<i>Step 9</i>	<u>Director of Education</u>	<ul style="list-style-type: none"> a) informs the Board of appointments to positions of Co-ordinator, Consultant
<i>Step 10</i>	<u>Chairperson of the Selection Committee</u>	<ul style="list-style-type: none"> a) interviews any candidates who request feedback for career planning
<i>Step 11</i>	<u>Director of Education</u>	<ul style="list-style-type: none"> a) after notification to the Board, announces the appointments to the system