

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

Responsibility:	Associate Director, Business Services Superintendents, Student Achievement & Well-Being
Legal References:	Education Act: Regulation 298; Ontario College of Teachers Act, 1996: Regulation 176/10; Ontario Human Rights Code, 1990.
Related References:	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; WRDSB Sovereignty Affirming and Equity Competencies Document Administrative Procedure 3340: The Selection of Personnel for Positions of Added Responsibility; Principal and Vice-Principal Administrative Procedure 3370: Recruitment and Selection Practices Board Policy 5000: Employment (Fair, Equitable, and Inclusive Hiring) Board Policy 5001: Appointment of Principals and Vice-Principals - Elementary and Secondary Board Policy 5010: Conflicts of Interest: Hiring and Placement of Relatives Board Policy 1017 - Human Rights
Revisions:	August 2015, January 2025, May 2025
Reviewed:	January 2016

1. Preamble

- 1.1 The following procedures provide an effective, equitable, inclusive 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 PAR Selection Process chooses the best possible leadership candidates to meet the present and future needs of our students, staff and communities.
- 2.2 The selection of leaders will be a supportive and professional process that will:
- 2.2.1 Be fair, equitable, inclusive 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 submitted evidence of leadership and lived experiences and impact on students, staff, families and community that best highlight assets and strengths that they would bring to the role applied for;
 - 2.2.4 Use triangulated assessment methods that provide an opportunity for observations, conversations and products;

- 2.2.5 Enable potential candidates to evaluate their readiness for positions of added responsibility over time via a reflection tool and potential feedback provided;
- 2.2.6 Recognize the role of current supervisors (of at least four months) as mentors and facilitators of leadership opportunities;
- 2.2.7 Equally recognize past supervisors who have supervised, overseen work, and mentored candidates as facilitators of leadership opportunities and professional references for candidates;
- 2.2.8 Allow for flexibility with the selection of professional supervisor references through conversations with the co-chair(s) of the selection committee in the event that a current supervisor has not been supervising the candidate for four (4) months or more OR in the event that a candidate does not have a third professional reference;
- 2.2.9 Ensure that at least three (3) submitted professional references are contacted (with potential exceptions as outlined in 2.2.8);
- 2.2.10 Provide quality information to candidates in the form of feedback (as outlined in section 3.10) that may relate to 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 to the following positions: Principal and Vice-Principal.

3.2 Considerations for Candidates in the Selection Process

- 3.2.1 Lived experience (as defined in Board Policy 5000 (4.1)) alongside successful professional experience relevant to the position of added responsibility to which they are applying is welcomed in order to demonstrate depth and breadth of experience.
- 3.2.2 Candidates are encouraged to engage in ongoing conversations with all professional references, updating them and their current supervisor [if less than four (4) months] of potential next steps, which may include application to the positions of Vice-Principal or Principal.
- 3.2.3 Candidates will be familiar with the Ontario Leadership Framework and WRDSB Sovereignty Affirming and Equity Competencies and will have engaged in appropriate self-reflection through the WRDSB Self-Reflection Tool to self-assess and self-determine their readiness relative to these visions of leadership.
- 3.2.4 Candidates for the position of Vice-Principal should participate in the WRDSB "Aspiring Leaders" program or a comparative program within the candidate's board (if external and if applicable).

3.3 Eligibility

- 3.3.1 Candidates for Vice-Principal must have successfully completed Part #1 of the Principals Qualification program. Prior to placement in a position of added responsibility, the candidate must have also completed their PQP practicum.
 - 3.3.1.1 Consideration will be given to those candidates who apply while completing Part #2 of the Principals Qualification Program

- 3.3.1.2 Successful candidates who have not completed Part 2 will be placed in the Leadership pool until such time as they have received their qualifications.
- 3.3.1.3 Candidates for which 3.3.1.1 and 3.3.1.2 apply must indicate in their application the status of completion for these requirements.
- 3.3.2 Candidates for Principal must have successfully completed Part #1 and Part #2 of the Principals Qualification Program.
- 3.3.3 Candidates for Principal must have a completed Principal Performance Appraisal (PPA) in their role as a Vice-Principal at the time of application.
- 3.3.4 Candidates who have previously applied for a Position of Added Responsibility (PAR) are eligible to re-apply no earlier than twelve calendar months after their previous submission. Candidates reapplying should incorporate evidence of feedback from the previous process into their practice and application package. Should a candidate apply to a posting prior to twelve calendar months from their previous application, it will not be accepted.
- 3.3.5 Additional, or amended, eligibility requirements and preferences may be stated in the posting for a position of added responsibility, at the discretion of the Associate Director.

3.4 Postings

- 3.4.1 Postings for the position of Principal and Vice-Principal will be for a 'Selected Leadership Pool'. At the discretion of the Associate Director, a posting may occur for a specific position of Principal or Vice-Principal.
- 3.4.2 Postings for positions of added responsibility will be available on the WRDSB website at all times. The eligibility requirements, closing date and any other necessary information such as conditions of appointment, will be stated in the posting. Postings will also be advertised through other media outlets.
- 3.4.3 The WRDSB will aspire to review applications and complete the selection process twice per year for each pool. Dates for the following year will be posted as per 3.4.2 after the completion of the current year's process (e.g., once final process has been completed in 20X4/20X5, the two dates for 20X5/20X6 are posted).
- 3.4.4 Postings may not be made in years where the 'Selected Leadership Pool' holds enough successful applicants from past postings to cover potential Principal or Vice-Principal openings.

3.5 Selection Process – Principal/ Vice-Principal

- 3.5.1 Process
 - STEP 1 Applicant Package Submission (see section 3.6.4)
 - STEP 2 Screening by Human Resource Services for completeness
 - STEP 3 Scoring by Selection Committee (as per section 3.7-not a barrier to STEP 4)
 - STEP 4 Interview*
 - (a) thirty (30) minutes - pre-interview preparation*
 - (b) twenty (20) minutes - ten (10) minute opportunity* from the candidate to verbally expand on their application package and the Self-Reflection Tool beyond the Letter of Application with ten (10) minutes follow-up queries
 - Teacher to Vice-Principal Candidates should focus on

evidence of impact in the areas of Building Relationships & Developing People and Improving the Instructional Program with evidence of embedded practices in the Sovereignty Affirming and Equity Competencies.

- Vice-Principal to Principal Candidates should focus on evidence of impact in the areas of Setting Directions, Developing the Organization to support Desired Practices, and Securing Accountability with evidence of embedded practices in the Sovereignty Affirming and Equity Competencies as well as other areas of the Ontario Leadership Framework as appropriate.

(c) twenty (20) minutes - three (3) questions* [two (2) of which are job scenarios]

* Props, pre-prepared presentations, electronic devices and/or pre-prepared notes created outside of the pre-interview presentation period are not permitted as part of the interview process.

- STEP 5 References checked (with reference to sections 2.2.6-2.2.9)
- STEP 6 Final Selection and Pool Appointment
- STEP 7 Feedback

3.6 Applications

3.6.1 An Applicant Package is a purposeful collection of the candidate's leadership experiences, lived experience and attributes. It has been designed to reflect the candidate's knowledge, skills and values.

3.6.2 Through the use of the WRDSB Self-Reflection Tool the submission of the Package requires the candidate to identify specific evidence of their lived and professional 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 Through the lens of the Ontario Leadership Framework and the WRDSB Sovereignty Affirming and Equity Competencies, the required information utilizes a common, consistent framework that provides each candidate the opportunity to demonstrate their knowledge, skills and values.

3.6.4 Candidates must submit to Human Resources, at the time of submission, one original and an identified number of copies of the Applicant Package (as specified in the posting) in no less than 10pt font size which includes:

- Resume, Curriculum Vitae, or Timeline of Experience (lived and professional) the format of which is at the discretion of the candidate
- Written intent of application (as specified in the posting)
- Completion of a WRDSB Self-Reflection Tool (as specified in the posting)
- Freedom of Information and Privacy Statement
- References (as specified in the posting)
- Ontario College of Teachers Qualification Record Card
- Most recent Performance Appraisal. Candidates for Principal must have a completed Principal Performance Appraisal (PPA) in their role as a Vice-Principal at the time of application.

3.7 Selection Committee

3.7.1 The composition of the Selection Committee for the positions of Principal will be:

- 2 Superintendents
- 1 Associate Director

The composition of the selection Committee for the position of Vice-Principal will

be:

- 1 Superintendent
- 2 Principals

3.7.1.1 At the discretion of the Associate Director, HR designate(s) may be present throughout the process giving careful attention to fairness, transparency, inclusion, equity, consistency and documentation. This representative will also consider potential professional development opportunities in consultation with IEHR and the Associate Director for selection committee(s) as needs arise.

3.7.1.2 Any new members of all potential Selection Committees will receive additional training at the discretion of the Associate Director and from HR and/or IEHR representatives (or designates) regarding fairness, transparency, inclusion, equity, consistency, and documentation in hiring practices.

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 & 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 as per sections 3.3.1 and 3.3.2)
Candidates for Principal must have a completed Principal Performance Appraisal (PPA) in their role as a Vice-Principal at the time of application.

3.7.4.3 Candidates who have previously applied for a Position of Added Responsibility (PAR) are eligible to re-apply no earlier than twelve calendar months after the previous submission. Candidates reapplying should incorporate evidence of feedback from the previous process into their practice and application package. Should a candidate apply to a posting prior to twelve calendar months from their previous application, it will not be accepted.(as section 3.3.4).

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 Co-Chair(s) of the Selection Committee will ensure selection teams:

- read all material provided;

- review the procedures and associated policies to be followed;
- determine the questions and format to collect data at structured interview(s), thus ensuring consistency and fairness of process and alignment with the Ontario Leadership Framework and WRDSB Sovereignty Affirming and Equity Competencies
- have a good understanding of the nature and duties of the position involved as outlined in the Ontario Leadership Framework, WRDSB Sovereignty Affirming and Equity Competencies, and WRDSB Self-Reflection Tool;
- discuss the screening and selection.

3.7.8 NOTE: It is the responsibility of the Co-Chair(s) 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.

3.8 Selection

3.8.1 The candidates will be rated by the Selection Committee using predetermined rubrics and success criteria reviewed by all members of the Selection Committee(s) prior to engaging in the process.

3.8.1.1 The Selection Committee will use the following point system to determine success:

Application package = 40 points
Interview = 40 points
References = 40 points
Total 120 points

3.8.1.2 Applicants will need to receive 90 minimum points to be considered successful.

3.8.1.3 Each step will be individually scored by members of the Selection Committee and then brought forward for deliberation.

3.8.2 The Selection Committee will provide feedback information to each candidate upon request or upon completion of the process (whether the candidate is successful or unsuccessful) (see 3.10.1).

3.8.3 The Chairperson of the Selection Committee will present recommended candidate(s) to the Associate Director 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 by 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 Executive Manager, Human Resources and Equity Services, or designate. The Human Resources and Equity Services 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 until the candidate is appointed to a Principal or Vice-Principal position. All other copies of material submitted by the candidate will be destroyed.

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 Associate Director, outside of the two postings referred to in section 3.4.3, 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 for placements during that time.
- 3.9.5.1 At the discretion of the Student Achievement & Well-Being Team, specific training, development, mentorship, and conversations will be provided to ensure those in the 'Selected Leadership Pool' are kept up to date with ongoing requirements of Principals and Vice-Principals in the system.
- 3.9.5.2 At the discretion of the Associate Director, considerations of specific school needs such as a diverse student body will be made to ensure better proportional representation and/or diverse thinking of staff when making recommendations for appointment.
- 3.9.6 Candidates may occupy more than one 'Selected Leadership Pool' at the same time (i.e., Secondary Principal, Secondary Vice-Principal, Elementary Principal, Elementary Vice-Principal).
- 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, all 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, the Ontario Leadership Framework and the WRDSB Sovereignty Affirming and Equity Competencies.
- 3.10.2 During feedback with candidates, Superintendents will also seek reflections on the process from the candidates that can support future iterations.

3.11 Appointment

- 3.11.1 The PAR Selection Committee (Co-)Chair(s) will bring forward the committee's recommendations for information to the Student Achievement & Well-Being Team. Once approved, the Associate Director will bring forward the recommendations to Leadership Council for information. The Director of Education will authorize the Associate Director to take the recommendation regarding appointments into the

pool forward to the Board.

3.11.2 Student Achievement & Well-Being Team will ensure communication with the candidates regarding appointments.

3.12 Review

3.12.1 After each iteration of this procedure, the PAR Selection Committee will review the efficiency, effectiveness and efficacy of the process utilizing their own reflective notes and reflections from candidates during feedback (as outlined in 3.10.2) and report to the Student Achievement & Well-Being Team.

3.12.2 At the discretion of the Student Achievement & Well-Being Team, amendments to this Administrative Procedure will be made based on this reflective process.