



## THE SELECTION OF TEACHING PERSONNEL FOR POSITIONS OF ADDED RESPONSIBILITY: DEPARTMENT HEAD, ASSISTANT DEPARTMENT HEAD

Responsibility:	<i>Coordinating Superintendent, Human Resource Services Senior Manager, Human Resource Services</i>
Legal References:	<i>Human Rights Code</i>
Related References:	<i>HR-15-120 PAR Leadership Evaluation</i>
Revisions:	<i>January 2017</i>
Reviewed:	<i>January 2016</i>

### 1. Preamble

- 1.1 The Waterloo Region District School Board strives to place the best-suited candidates in positions of added responsibility throughout the system. The criteria and selection procedures, which follow, will assist the Board in achieving its goal.
- 1.2 The purpose of the selection procedure is to ensure that Department Heads and Assistant Department Heads are selected in an open, systematic and equitable manner, and to provide information needed by staff regarding the requirements and expectations of the Waterloo Region District School Board.
- 1.3 The criteria for selection are set out in specific terms and will be applied to all members of the teaching staff who are seeking positions as Department Head or Assistant Department Head.

### 2. Positions Involved

- 2.1 The procedures for the selection of members of the teaching staff for positions of added responsibility shall apply for the positions of Department Head and Assistant Department Head.
- 2.2 Members will apply to a posting to a particular school.
- 2.3 When a Department Head or Assistant Department Head retires or resigns from the position, the Principal will fill the vacancy created by the appointment of a qualified member through the normal selection procedures.
- 2.4 When a Department Head or Assistant Department Head is on a leave of absence of one to two years, the Principal may fill the vacancy created by the temporary appointment of a qualified member through the normal selection procedures.
- 2.5 When a Department Head or Assistant Department Head is on a leave of absence of less than one year, the Principal may fill the vacancy created by the temporary appointment of a qualified member of the same staff without recourse to the normal selection procedures.
- 2.6 Positions for the next year that become available after the second Friday in June will be filled internally from the same staff on a temporary basis, with a qualified member of staff if possible

(see Section 3: Qualifications). If this is not possible, the Principal will consult with the Manager, Human Resources (Secondary).

### **3. Qualifications**

- 3.1 Teaching personnel entering the selection process must have the required specialist certification for the position, according to the Ministry of Education 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.
- 3.2 Additional eligibility requirements may be stated in the posting for a position of added responsibility at the discretion of the Director of Education.

### **4. Criteria Involved in the Selection Process**

- 4.1 The candidate should have:
- 4.1.1 A record of successful professional experience;
  - 4.1.2 Experience relevant to the position of added responsibility.
- 4.2 In addition, candidates will be assessed in the following areas:
- 4.2.1 Knowledge  
This includes knowledge of the work that the position of added responsibility requires (i.e., Legislation, Board Policies, Curriculum Guidelines, Current Educational Issues) and an aptitude and expressed desire for learning new knowledge, skills and attitudes that the position of added responsibility may require.
  - 4.2.2 Skills
    - 4.2.2.1 Communication  
This includes clarity in written and oral communication, active listening and interpreting communication accurately.
    - 4.2.2.2 Management  
This includes planning, organizing, motivating, directing, controlling and assessing.
    - 4.2.2.3 Problem-Solving  
This includes the ability to identify problems and problem ownership, to analyze complex situations, to generate alternative solutions and to implement solutions.
    - 4.2.2.4 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.
  - 4.2.3 Qualities
    - 4.2.3.1 Personal  
This includes integrity, stability, industry, creativity, adaptability, maturity, positive attitude and sound judgment.
    - 4.2.3.2 Interpersonal  
This includes empathy, tact, tolerance of different viewpoints and personalities, and ability to resolve conflicts.
- 4.3 The list provided above in 4.2 should be helpful in assisting candidates to assess their own development over a period of time, and perhaps select growth experiences, which 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.

### **5. Postings**

- 5.1 Postings for specific positions of Department Head and Assistant Department Head will be posted electronically on the Staff Opportunities Waterworks conference. The qualification

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 Manager, Human Resources (Secondary), 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 one (1) original and three (3) additional packages of all documents when making application.

## **7. Leadership Evaluation Report**

- 7.1 When making application for a position of added responsibility, a candidate must submit a PAR Leadership Evaluation, Form HR-15-120, completed by the candidate in consultation with the Principal. Where the candidate is a resource staff member, the appropriate system administrator/superintendent will participate in the completion of the PAR Leadership Evaluation.
- 7.2 If the candidate or the evaluator has been in a school/department for less than one school term, a candidate may use the previous principal/system administrator/superintendent.
- 7.3 The PAR Leadership Evaluation should be completed by the candidate in consultation with the principal/system administrator/superintendent. The evidence given for the criteria should cite specific behaviours and/or experiences.
- 7.4 The principal/system administrator/superintendent will write a summary statement on the PAR Leadership Evaluation as to the candidate's suitability at this time, for the position of responsibility to which the candidate has made application.
- 7.5 It is the responsibility of the candidate to obtain the PAR Leadership Evaluation, complete the evaluation and have their principal/system administrator/superintendent complete the summary statement. The principal/system administrator/superintendent will keep a copy of the completed PAR Leadership Evaluation and give the signed original to the candidate.

## **8. Selection Process**

- 8.1 If there are more than three applications from properly qualified individuals for a single position, the applications may be screened for a minimum of three interviews.
- 8.2 If there is one qualified applicant, the Selection Committee will interview the candidate.
- 8.3 If there is no qualified applicant to the first posting, a second internal posting will occur.
- 8.4 If there is no qualified applicant to the second posting, an external posting may occur.

## **9. Selection Committees**

- 9.1 The composition of the Selection Committee will be as follows:
  - 9.1.1 Chairperson – Secondary School Principal with responsibility for the subject area.
  - 9.1.2 Principal or designate from each school with the available position.
  - 9.1.3 Additional Administrator from the school(s) with the available position, if required.
  - 9.1.4 Coordinator or consultant for the subject/division if available and as observer only.
- 9.2 In situations where the Principal who would normally serve as Chairperson of the selection committee has a position available, another Principal will be identified to act as the Chairperson.

- 9.3 The Manager, Human Resources (Secondary), is responsible for establishing the Selection Committee and completing arrangements for the interviews. This includes identifying the date, time and place for interviews, as well as informing all candidates of these details.
- 9.4 A listing of the candidates will be prepared by the Manager, Human Resources (Secondary). Copies of the list, with the applications, resumes and the PAR Leadership Evaluation will be provided to the members of the Selection Committee prior to the interview date. All information is to be considered confidential by the members of the Selection Committee.
- 9.5 Prior to the interviews, the Selection Committee should:
  - 9.5.1 Read all material provided.
  - 9.5.2 Review the interview and selection procedures to be followed.
  - 9.5.3 Ensure that they have a good understanding of the nature and duties of the position involved.
  - 9.5.4 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.
  - 9.5.5 Determine the members of the Selection Committee who will be questioners and those who will be observers (if any).
  - 9.5.6 Develop questions for all candidates.

## **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 Normally an interview will be 25-30 minutes in duration. All candidates will be asked the same questions.
- 10.3 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.

## **11. Candidate Feedback**

- 11.1 Internal candidates will be provided with an opportunity for feedback from the Chairperson. 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.
- 11.2 One copy of all material submitted by the candidates for the use of the Selection Committee and all materials generated by members of the Selection Committee will be kept by the Manager, Human Resources (Secondary) for a period of one (1) year after which the materials will be destroyed.

## **12. Appointment**

- 12.1 The Chairperson of the Selection Committee will inform the Manager, Human Resources (Secondary) of the decision of the committee.
- 12.2 The Chairperson of the Selection Committee will advise the successful candidate of the appointment and will inform all unsuccessful candidates.