

Date of Issue	June 2019
Original Date of Issue	September 1989
Subject	ADMINISTRATOR ELIGIBILITY PROCESS
References	APM A4460 – Interview and Selection Process APM A7510 – Transfer of Principals and Vice-principals Policy 3110 – Recruitment of Personnel Policy 3120 – Employment Equity Municipal Freedom of Information and Protection of Privacy Act Ontario Leadership Framework
Contact	Human Resource Services

1. Rationale

- 1.1 The Simcoe County District School Board (SCDSB) wishes to affirm its commitment to a selection and appointment process for principals and vice-principals.
- 1.2 The board is searching for a cohort of inclusive leaders that represent a diverse set of global identities who can lead schools in achieving the system goals. Within this framework the board undertakes to offer opportunities to applicants to apply for positions of added responsibility through an approved model.
- 1.3 SCDSB encourages both internal and external candidates to be part of this process.

2. Objectives

- 2.1 The objectives of the selection and appointment process are:
 - 2.1.1 to identify and select potential leaders who have an understanding of, and commitment to, the SCDSB's mission, Strategic Priorities and the diverse needs within its population and geographic areas;
 - 2.1.2 to provide opportunities to assist participants through self-assessment and reflection to determine their personal leadership competencies and to identify areas for growth and change;
 - 2.1.3 to expand each participant's understanding of, and appreciation for, the role of school leader in the SCDSB, and to emphasize the integrity of the role; and,
 - 2.1.4 to provide professional learning for future applicants through the Board Leadership Development Strategy (BLDS) opportunities.

3. School Administrator Process

- 3.1 Eligibility information and coaching sessions are held at various times throughout the year as dictated by SCDSB leadership needs. See APPENDIX A.
- 3.2 The applicant expresses an interest to be considered for the SCDSB eligibility process by requesting an application package through Human Resource Services.
- 3.3 Potential applicants must submit their application package to Human Resource Services electronically in one PDF document by the specified deadline.

- 3.4 Principal candidates must have documented acknowledgement from the area superintendent (FORM A7500 - 3) prior to beginning this process. This applies only to internal candidates. The superintendent will submit the form directly to Human Resource Services.
- 3.5 The applicant will require three individuals to complete a Leadership Assessment of Readiness Form (FORM A7500 - 1 and FORM A7500 - 2) which will be emailed confidentially by the individuals to Human Resource Services. The references will include:
- 3.5.1 immediate supervisor (principal) (FORM A7500 - 1);
 - 3.5.2 current professional reference of choice (FORM A7500 - 1); and,
 - 3.5.3 current personal/community reference of choice (FORM A7500 - 2).
- 3.6 The eligibility committee which consists of two supervisory officers and two administrators, meet to determine which applicants will move forward to the informal interview stage.
- 3.7 At least two members of the eligibility committee arrange for an informal interview with the applicant at their school or work location to observe evidence of their leadership as evidenced by one of their leadership initiatives from their Self-Assessment Tool. If the potential applicant is external, this meeting will take place at the SCDSB Education Centre, or preferably, the applicant's work location. The meeting will include a walk-through of the school with the applicant.
- 3.8 A formal interview will be scheduled once the members of the eligibility committee approve the applicant for the formal interview process. The formal interview will be 40-50 minutes in length and will include:
- 3.8.1 presentation – candidates will give a 10 to 15-minute presentation demonstrating their leadership in a school or system based initiative that is related to one or more of the four pillars of the SCDSB Strategic Priorities;
 - 3.8.2 contextual/scenario/behavioural questions – candidates will demonstrate their knowledge and skills in relation to the Ontario Leadership Framework; and,
 - 3.8.3 quick response – candidates will provide a response of no more than two minutes to each of several prompts given by the committee.
- 3.9 A member of the eligibility committee will contact the references provided with the applicant's submission to discuss the Assessment of Readiness Form if further clarification is required.
- 3.10 Applicants that have successfully completed all aspects of the eligibility process will receive placement on the appropriate eligibility list, and/or placement in a school, or system position.

4. Eligibility Lists

- 4.1 The board will establish eligibility lists for principals and vice-principals in both the elementary and secondary panels.
- 4.2 Candidates will remain, subject to item 4.3, on the appropriate list up to three years.
- 4.3 A candidate who declines to accept an appointment to an available position must accept the next offered appointment or be removed from the eligibility list.
- 4.4 Candidates removed from the eligibility list as per items 4.2 and 4.3 may re-apply to the eligibility process.

5. School Appointments

- 5.1 Candidates on the board eligibility lists will be considered for all known vacancies. Individuals will be appointed from the eligibility lists to meet the needs of the system.
- 5.2 Appointments will be determined by Administrative Council and presented for approval to the Board of Trustees.

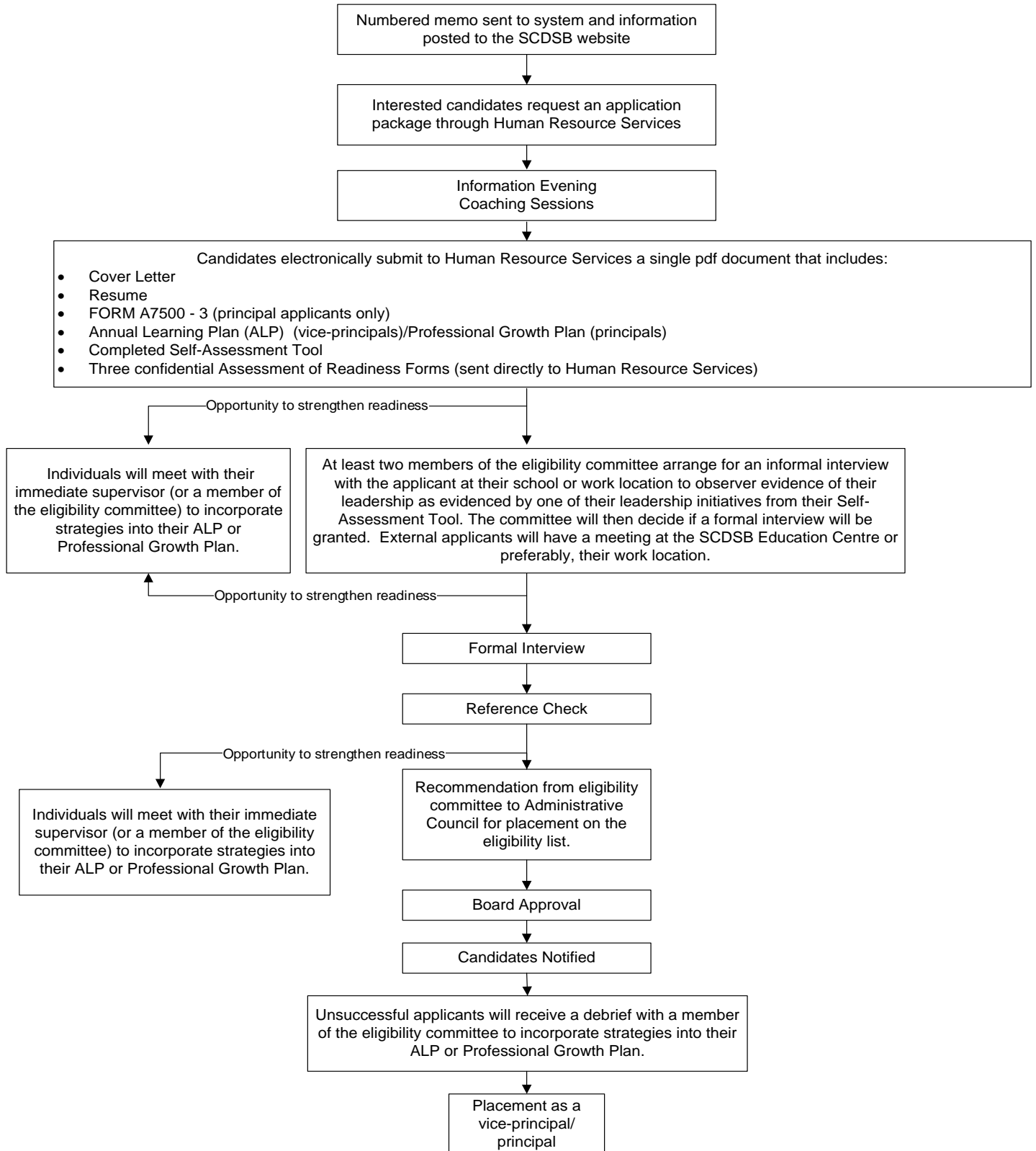
6. Acting Positions

- 6.1 Candidates external to the SCDSB will not be placed in an acting position.
- 6.2 It will be made clear at the time of offer whether the position has an acting designation. This distinction is also stated in the offer letter.
- 6.3 Vice-principals with an acting designation remain in their respective teacher bargaining unit (ETFO or OSSTF). Vice-principals with an acting designation are not to perform performance appraisals or participate in the discipline or hiring of a teacher.
- 6.4 Administrators with an acting designation are compensated according to the Terms and Conditions for principals and vice-principals.
- 6.5 Acting designations are removed at various points during the school year as the need arises and are presented for approval to the Board of Trustees. A letter will be issued from Human Resource Services acknowledging the removal of the acting designation. At this point, vice-principals will not have the option to return to their bargaining unit.

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Revised January 11, 1992; November 11, 1993; August 18, 1994; March 27, 1995; January 27, 1997; March 24, 1998; April 16, 1998; October 4, 2001 (INTERIM); May 12, 2003; August 19, 2008, February 2011; September 2011; December 20, 2011, May 2014, December 2014, December 2017, June 2019

Issued under the authority of the Director of Education

Administrator Eligibility Process



Assessment of Readiness Form

(To be used by Principal and Professional Reference)

Click or tap here to enter text.
Name of CandidateClick or tap here to enter text.
Position Applied ForClick or tap here to enter text.
Name of ReferenceClick or tap here to enter text.
PositionClick or tap here to enter text.
Reference email address

Please comment on the candidate's demonstration of the following Dimensions of Leadership:

Setting Directions:

Building a shared vision: Choose an item.

Identifying specific, shared short-term goals: Choose an item.

Creating high expectations: Choose an item.

Communicating the vision and goals: Choose an item.

Comments

Click or tap here to enter text.

Building Relationships and Developing People:

Providing support and demonstrating consideration for individual staff members: Choose an item.

Stimulating growth in the professional capacities of staff: Choose an item.

Modelling the school's values and practices: Choose an item.

Building trusting relationships with and among staff, students and parents: Choose an item.

Establishing productive working relationships with teacher federation representatives: Choose an item.

Comments

Click or tap here to enter text.

Developing the Organization to Support Desired Practices:

Building collaborative cultures and distributing leadership: Choose an item.

Structuring the organization to facilitate collaboration: Choose an item.

Building productive relationships with families and the community: Choose an item.

Connecting the school to the wider environment: Choose an item.

Maintaining a safe and healthy environment: Choose an item.

Allocating resources in support of the school's vision and goals: Choose an item.

Comments

Click or tap here to enter text.

Improving the Instructional Program:

Staffing the instructional program: Choose an item.

Providing instructional support: Choose an item.

Monitoring progress in student learning and school improvement: Choose an item.

Buffering staff from distraction to their work: Choose an item.

Comments

Click or tap here to enter text.

Securing Accountability:

Building staff members' sense of internal accountability: Choose an item.

Meeting the demands for external accountability: Choose an item.

Comments

Click or tap here to enter text.

Personal Resources

- **Cognitive Resources** – Problem-solving expertise and knowledge about conditions which have direct effects on student learning and which can be influenced by schools
- **Social Resources** – The ability to understand the feelings, thoughts and behaviours of persons, including oneself, in interpersonal situations and to act appropriately on that understanding
- **Psychological Resources** – The characteristics that enable leaders to be productive and effective in the highly complex environment of school leadership – optimism, self-efficacy, resilience and proactivity

Comments

Click or tap here to enter text.

- I recommend this individual for the position of vice-principal/principal in Simcoe County District School Board.
- I do not recommend this individual for the position of vice-principal/principal, at this time, in Simcoe County District School Board. Please comment below.

Comments

Click or tap here to enter text.

Thank you for taking the time to complete this form. This confidential form will not be shared with the candidate and is to be sent via email to Human Resource Services by <insert date and time>. If you have any difficulties in forwarding your email, please contact Human Resource Services at extension 11418. You will receive an email acknowledging receipt of your form.

Personal information on this form is collected under the authority of the Municipal Freedom of Information and Protection of Privacy Act 2017, and will be used to determine the suitability of the applicant for an eligibility list.

Assessment of Readiness Form

(To be used by Personal and/or Community Reference)

Click or tap here to enter text.
Name of CandidateClick or tap here to enter text.
Position Applied ForClick or tap here to enter text.
Name of ReferenceClick or tap here to enter text.
PositionClick or tap here to enter text.
Reference email address

Leaders draw upon the Personal Leadership Resources to effectively enact leadership practices. Please comment on the candidate's demonstration on each of the following three Personal Leadership Resources:

1. Cognitive Resources (Problem-solving expertise and knowledge about conditions which have direct effects on student learning and which can be influenced by schools.)Comments
Click or tap here to enter text.

2. Social Resources (The ability to understand the feelings, thoughts and behaviours of persons, including oneself, in interpersonal situations and to act appropriately on that understanding.)Comments
Click or tap here to enter text.

3. Psychological Resources (The characteristics that enable leaders to be productive and effective in the highly complex environment of school leadership – optimism, self-efficacy, resilience and proactivity.)Comments
Click or tap here to enter text.

-
- I recommend this individual for the position of vice-principal/principal in Simcoe County District School Board.
- I do not recommend this individual for the position of vice-principal/principal, at this time, in Simcoe County District School Board. Please comment below.

Comments
Click or tap here to enter text.

Thank you for taking the time to complete this form. This confidential form will not be shared with the candidate and is to be sent via email to Human Resource Services by <insert date and time>. If you have any difficulties in forwarding your email, please contact Human Resource Services at extension 11418. You will receive an email acknowledging receipt of your form.

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**SUPERINTENDENT ACKNOWLEDGEMENT OF PARTICIPATION IN
PRINCIPAL ELIGIBILITY PROCESS**

Applicant's Name:

Current Position:

Work Location:

Superintendent's Name:

 I acknowledge this individual's participation in the principal eligibility process.

Superintendent's Signature: _____

SAMPLE