

Toronto District School Board

Policy P.052 EMP: Selection, Promotion and Placement of School Principals and Vice-principals

Statement

The Toronto District School Board has approved a procedure for the selection, promotion and placement of school principals and vice-principals for each of the following aspects of the process:

1. The Application Process
2. The Screening Process
3. The Interview Process
4. The Promotion List
5. Promotion Process From the Promotion Lists
6. Transfer and Placement Process
7. Human Rights, Antiracism and Ethnocultural Issues
8. Review of the Procedure

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Administrative Procedure

1. The Application Process

1.1 Purpose

The purpose of the application process is for potential candidates to identify their interest in the school administrative positions of principal and/or vice-principal and for the principals and school supervisory officers to establish a leadership relationship with potential candidates for those positions.

1.2 Procedure

1.2.1 In October, postings for principal and vice-principal positions will be distributed to schools and Education Offices across the Toronto District School Board.

1.2.2 Information sessions on the entire process will be held for potential candidates at several locations.

1.2.3 A complete package, including full descriptions of, and timelines for, each stage of the process, as well as dates for information sessions and in-service opportunities, will be given to potential candidates. This information will eventually also be available on the Board's Web site.

1.2.4 Candidates will be required to complete a School Principal/School Vice-Principal Application form, a Resume Highlights form, a Readiness Statement and a Reference form. These forms will be available in the Education Offices and electronically.

1.2.5 The signature of the candidate's principal/supervisor will indicate that the candidate has the necessary Ministry qualifications to enter the selection/promotion process.

1.2.6 School superintendents will meet with their candidates to begin developing a leadership relationship with them.

2. The Screening Process

2.1 Purpose

The purpose of the screening process is to select, from the pool of applicants, candidates with strong track records, problem-solving skills and presentation skills and to identify those candidates who will proceed to the interview process

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and those who will be encouraged to participate in the Leadership Growth Track for Principals and Vice-Principals.

2.2 Procedure

2.2.1 Candidates who hold the necessary Ministry qualifications are eligible for the screening process.

2.2.2 There are three components to the screening process:

- In each Education Office, a team of principals, under the supervision of a supervisory officer, will assess the candidates' Resume Highlights and Readiness Statements forms and conduct reference checks to assist in the assessment, in accordance with established criteria and guidelines.
- All candidates will be scheduled to meet individually with a team of principals and supervisory officers.
- The purpose of the Screening Process meeting is to identify candidates with strong track records, problem-solving skills and presentation skills.

2.2.3 The Screening Process meeting will consist of two parts. The first part will be a prepared response that focuses on a candidate's experience/track record. The second part will be a problem-solving scenario for which the candidate will have time to prepare a response.

2.2.4 The schedule will be structured so that all candidates for the position of elementary principal will have their Screening Process meeting on the same day, all candidates for elementary vice-principal on another day, etc.

2.2.5 The team will be composed of three members, selected from principals and supervisory officers from the candidate's Education Office, central principals and/or central supervisory officers.

2.2.6 School superintendents in each Education Office will meet to review the results of the Resume assessment and Readiness Statement, the reference checks and the assessments from the Screening Process meeting. They will, in accordance with established criteria and guidelines, evaluate candidates as follows:

- ready for the interview process

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- not yet ready for the interview process but encouraged to participate in the Leadership Growth Track for Principals and Vice-Principals.

3. The Interview Process

3.1 Purpose

The purpose of the interview process is to select, from the screened applicants, candidates who are able to articulate clearly, with poise, confidence and good judgement. These candidates will be placed on the Elementary Principal Promotion List, the Elementary Vice-Principal Promotion List, the Secondary Principal Promotion List and the Secondary Vice-Principal Promotion List. The interview process will also provide specific recommendations for professional development for candidates who are not yet selected for those lists.

3.2 Procedure

3.2.1 Interview teams may be composed of supervisory officers, principals and trustees.

3.2.2 Interview teams will not interview candidates from their own Education Office, or, in the case of candidates who have central positions, from their own central department.

3.2.3 Interviews will consist of an opening statement, related to the candidate's resume, followed by an individual question specifically related to the candidate's opening statement and a common series of experience-based questions.

3.2.4 Interview teams will be given copies of the candidate's Resume Highlights form and the results of the screening process assessment.

3.2.5 In accordance with established criteria and guidelines, the interview teams will evaluate the candidates as follows:

- candidates are added to the appropriate Promotion List;
- candidates will not be included on the Promotion List. They are encouraged to participate in the Leadership Growth Track for Principals and Vice-Principals. These candidates, if they reapply for principal or vice-principal in the following school year, will go directly to the interview process stage of the selection/promotion process.

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4. The Promotion List

- 4.1 The names of candidates will be placed on the appropriate Promotion List, in alphabetical order; candidates will not be ranked.
- 4.2 Candidates may remain on the Promotion List for 3 years. If candidates are not appointed in that time period, they will have to reapply.

5. Promotion Process From the Promotion Lists

- 5.1 Twice each year, in late November and in February, an information session will be held for candidates on the Promotion Lists, to help them complete a Candidate Information form. This form will assist in achieving the best match of candidates and schools.
- 5.2 The promotion process for candidates on the Promotion Lists will take place as part of the Transfer and Placement Process, described below.
- 5.3 The Board approves all appointments to positions of principal and vice-principal.

6. Transfer and Placement Process

6.1 Principal/Vice-Principal Profiles and School Profiles

Vacancies for principal and vice-principal can occur at any time during the year. As a result, it is vital that the profiles and other documents referred to below are reviewed and updated annually.

- 6.1.1 Each fall the School Council will facilitate a meeting whereby parents in the school will develop or review the Principal/Vice-Principal Profile and a list of the skills and abilities desired in these administrators. These will be used as part of the criteria in selecting administrators for the school should a vacancy occur during the school year. At this meeting, a parent representative will be selected to be involved further in the process.
- 6.1.2 Guidelines on suggested content of these profiles will be made available to communities at their request.
- 6.1.3 Each principal will, with input from the school council, develop or update a School Profile: a description of the school's program and important school/community information for potential school administrators.
- 6.1.4 Trustees will be consulted about these Profiles and their input solicited. Trustees may choose to facilitate and attend the profile setting meetings.

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- 6.1.5 In secondary schools, students, through their Student Council, will be asked to develop a Principal/Vice-Principal Profile.
- 6.1.6 School staffs may also submit a Principal/Vice-Principal Profile.
- 6.1.7 These profiles will be submitted annually to the school superintendent and the trustee by November 1st .
- 6.1.8 School superintendents will discuss the profiles with the trustee(s) in advance of the Transfer and Placement meetings.
- 6.2 Transfer Requests From Principals and Vice-Principals
- 6.2.1 Each fall, school superintendents will discuss with their principals and vice-principals their career plans and their preferences regarding transfer/placement.
- 6.2.2 Principals and vice-principals wishing to be considered for a transfer will complete a Transfer and Placement Request form, which will include resume details, and forward it to the Executive Officer – Human Resources by November 1st (for December/January transfers) and by March 1st (for September transfers).
- 6.2.3 Input on potential transfers will also be sought from trustees and school superintendents.
- 6.3 Information Binders
- 6.3.1 Transfer and Placement binders will be prepared for each trustee and supervisory officer. Each binder will contain:
- A copy of each Promotion List;
 - The Candidate Information form and Resume Highlights form, for each candidate on a Promotion List;
 - A list of current principals and vice-principals requesting transfer;
 - The Transfer and Placement Request forms, for each of the current principals and vice-principals requesting transfer;
 - Timelines for the Transfer and Placement process.
- 6.3.2 The binders will be available prior to the commencement of the Transfer and Placement meetings.

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6.4 Transfer and Placement Meetings

When most openings are known, the Executive Officer – Human Resources, will convene meetings of school superintendents to draft plans for transfers of current principals and vice-principals and for promotions and placements of candidates on the Promotion Lists. These draft plans will:

- 6.4.1 Involve consultation with the trustee(s) in whose ward(s) the affected schools are located as well as with the parent representative at the school where the vacancy occurs. Consultation with the trustee(s) and with the parent representative will take place prior to the completion of the draft plans for transfers and placements. School superintendents will bring back to the Transfer and Placement meetings feedback from the trustee(s) and the parent representative regarding the draft plan for their school(s).
- 6.4.2 Take into account the Profiles, identified needs across the system and the career plans and transfer/placement requests from the school administrators and those on the Promotion Lists.
- 6.4.3 Involve consultation, in confidence, with individuals affected by the draft plan. Principals will be consulted about the vice-principal member(s) of their school teams; vice-principals will be consulted about the principals with whom they will be working.
- 6.4.4 The Director and the Executive Officers will have input into the draft transfer and placement plans.

6.5 Promotion Announcements

- 6.5.1 School superintendents will communicate promotions to their successful candidates on the Thursday immediately following the Board meeting at which the appointments were approved.
- 6.5.2 Communications will be made to the system shortly thereafter.
- 6.5.3 Trustees and school superintendents will issue written communications to their affected communities.

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7. Human Rights, Antiracism and Ethnocultural Equity Issues

Staff who have a range of experience in human rights, antiracism and ethnocultural equity issues will be involved in each step of the Selection, Promotion and Placement Procedure to ensure a fair and bias-free process, and to assist trustees, supervisory officers and principals involved in the administration of the procedure.

8. Review of the Procedure

The procedure will be reviewed and brought back to the Board for consideration in the winter of 2001-2002.