

<b>Date of Issue</b>	December 2011
<b>Original Date of Issue</b>	September 1989
<b>Subject</b>	<b>SELECTION PROCESS – SCHOOL ADMINISTRATORS</b>
<b>References</b>	Administrative Council APM A7400 Interview and Selection Process APM A7510 Transfer of Principals Ontario Leadership Framework
<b>Links</b>	FORM A7500 - 1; FORM A7500 - 2; FORM A7500 - 3; FORM A7500 - 4, FORM A7500 - 5, FORM A7500 - 6; FORM A7500 – 7; APPENDIX A; APPENDIX B
<b>Contact</b>	Human Resource Services

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## 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 leaders 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

The objectives of the selection and appointment process are:

- 2.1 To identify and to select potential leaders who have an understanding of and commitment to the Simcoe County District School Board's mission, system goals and the diversity within its population and geographic areas.
- 2.2 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.
- 2.3 To expand each participant's understanding of and appreciation for the role of school leader in the Simcoe County District School Board and to emphasize the integrity of the role.

**3. The Selection Process**

- 3.1 For each eligibility list selection process, a call for applications outlining the specific application process will be issued.
- 3.2 All principal candidates must have the support of their area superintendent prior to proceeding through the process.
- 3.3 To be selected to one of the four eligibility lists the applicants must successfully complete all parts of the eligibility process outlined in APPENDIX A.
- 3.4 A structured feedback session by a member of the Eligibility Committee is available to all applicants upon request, once the eligibility list process has been completed.

**4. Eligibility Lists**

- 4.1 The board will establish eligibility lists for principals and vice-principals in both the elementary and secondary panel.
- 4.2 Candidates will remain, subject to 4.3, on the appropriate list for three (3) 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 4.2 or 4.3 may re-apply to the eligibility list process.

**5. Composition of the Principal's Eligibility Committee**

The committee shall consist of up to four members including: superintendents and principals. The committee shall operate in keeping with APM 4460, Interview and Selection Process.

**6. Composition of the Vice-Principal's Eligibility Committee**

The committee shall consist of up to four members including: superintendents and principals. The Committee shall operate in keeping with APM 4460 - Interview and Selection Process.

**7. Responsibilities of the Eligibility Committee**

- 7.1 The chair of the eligibility committee shall ensure that each member receives all of the materials submitted by each applicant.
- 7.2 Based on the Ontario Leadership Framework (APPENDIX B) the committee shall:
  - 7.2.1 evaluate the application package;
  - 7.2.2 determine which applicants are to be invited to the interview;
  - 7.2.3 evaluate the results of the reference checks which have been completed by a member of the team.
- 7.3 At the conclusion of the interviews the committee shall determine the recommended eligibility list of candidates.
- 7.4 The recommended eligibility list shall be presented for approval of the Board.
- 7.5 The committee shall ensure that all applicants receive a telephone call indicating their status after the eligibility list is presented to the Board.
- 7.6 Candidate packages and debriefing information will be retained in the Human Resource Services department for one year.

**8. School Appointments**

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

**First Issued** September 1989  
**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

***Issued under the authority of the Director of Education***

**PRINCIPAL, VICE-PRINCIPAL ELIGIBILITY LIST PROCESS**

Advertisement re: Applications for Eligibility List for  
Principalships and Vice-Principalships



Principal candidates seek support of area superintendent



Application Package sent to Candidates:  
Ontario Leadership Framework  
The Eligibility Process Outline  
Principal Checklist  
Vice-Principal Checklist  
Request for Letter of Reference (3)  
Permission for Reference Check



Information Evening



Principal Applicants submit 4 Copies of the Application Packages  
Vice-Principal Applicants submit 4 Copies of the Application Packages  
Principal and Vice Principal submit completed "Permission for Reference Check" Form



3 Confidential Reference Letters sent to Human Resource Department  
Selection of Candidates for Interview



Interview



Reference Checks



Eligibility List and Recommendation to Administrative Council



Board Approval



Candidates Notified

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**Ontario Leadership Framework**  
**For Principals and Vice-Principals****Practices and Competencies**

1. **Setting Directions:** The principal builds a shared vision, fosters the acceptance of group goals and sets and communicates high performance expectations.
2. **Building Relationships and Developing People:** The principal strives to foster genuine trusting relationships with students, staff, families and communities, guided by a sense of mutual respect. The principal affirms and empowers other to work in the best interests of all students.
3. **Developing the Organization:** The principal builds collaborative cultures, structures the organization for success, and connects the school to its wider environment.
4. **Leading the Instructional Program:** The principal sets high expectations for learning outcomes and monitors and evaluates the effectiveness of instruction. The principal manages the school effectively so that everyone can focus on teaching and learning.
5. **Securing Accountability:** The principal is responsible for creating conditions for student success and is accountable to students, parents, the community, supervisors and to the board for ensuring that students benefit from a high quality education. The principal is specifically accountable for the goals set out in the school improvement plan.

(on letterhead)

Dear Candidate:

Welcome to the Simcoe County District School Board's (SCDSB) Leadership In-Service for aspiring school administrators.

Thank you for your interest in the Eligibility Process for administrative roles in SCDSB. We are committed to selecting individuals who possess high quality personal and professional skills and have demonstrated leadership toward student achievement.

The process for selection of SCDSB school administrators is grounded in the Ontario Leadership Framework (APPENDIX B). The several elements of the SCDSB Eligibility process incorporate evaluation of the candidate's skills and experiences as they relate to the Ontario Leadership Framework.

There are five components in the Eligibility Process:

- Application Package
- Information Evening
- Confidential Letters of Reference
- Interview
- Reference Checks

Each component of the Process is detailed below making reference to the various forms which appear as appendices in this package.

Your contact person during this Eligibility Process is

_____	_____
Name & Title	Phone
_____	
Email	

Important dates in this Process are:

_____	Information Evening
_____	Packages to _____
_____	Confidential letters of reference due
Week of _____	Candidates will be considered and contacted for interviews
Week of _____	Interviews

Once again, thank you for your interest in the Eligibility Process for school administrators in SCDSB.

Sincerely;  
Eligibility Committee

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**INFORMATION FOR CANDIDATES****Written Submission****Vice-Principal Candidates** (Checklist FORM A7500 - 3)

1. Candidates are required to submit four copies of each of the following. Electronic submissions will not be accepted.
2. Letter of Application - The brief letter of application should indicate the candidate's interest in a specific eligibility list.
3. Resume - The resume will provide information regarding the candidate's qualifications and experiential background.
4. Proof of completion of Principals Qualification Program (PQP) Part I. Applicants understand that they are willing to commit to the completion of PQP Part II within two years of an appointment to a vice-principal position.
5. Copy of last two Annual Learning Plans.
6. Portfolio - The portfolio must include five artifacts which provide evidence of the candidate's experience as it relates to The Dimensions of Leadership.

**Principal Candidates** (Checklist FORM A7500 - 2)

1. Principal candidates must have documented support of their area superintendent (FORM A7500-7) prior to proceeding through this process.
2. Candidates are required to submit four copies of each of the following. Electronic submissions will not be accepted.
3. Letter of Application - The brief letter of application should indicate the candidate's interest in a specific eligibility list.
4. Resume - The resume will provide information regarding the candidate's qualification and experiential background.
5. Proof of completion of PQP Parts I & II.
6. Professional Growth Plan of no more than two pages based on Ontario Leadership Framework
7. Précis - A one page précis of the candidate's presentation (Section 9.2) including a summary of the content of the presentation and the format of the presentation.

**Interviews****Vice Principal Interviews**

Interviews will be 40-50 minutes in length and will include:

1. Presentation - Candidates will present one portfolio artifact of his/her choice and one artifact of the committee's choice which will be made known at the time of the request for an interview. Electronic presentations will be given for this presentation.
2. Behavioural Questions - Candidates will demonstrate their skills in relation to the Ontario Leadership Framework through evidence of experience.
3. Contextual Responses - Candidates will provide a response no more than two minutes to each of several prompts given by the Committee.

**Principal Interviews**

Interviews will be 50-60 minutes in length and will include:

1. Presentation - The candidate will provide a twenty minute presentation demonstrating his/her school leadership in an area related to student achievement. Electronic presentations may be used.
2. Behavioural Questions - Candidates will demonstrate their skills in relation to the Ontario Leadership Framework through evidence of experience.
3. Contextual Responses - Candidates will provide a response no more than two minutes to each of several prompts given by the Committee.

**References – Principal and Vice-Principal Candidates****Letters of Reference**

Candidates will use the "Request for Letter of Reference" form (FORM A7500 - 4) to request three confidential letters of reference from the following:

1. Immediate Supervisor (Principal or Superintendent)
2. Reference of Choice (Professional Reference)
3. Reference of Choice (Personal/Community Reference)

Letters are to be emailed or faxed by the referee directly to the Simcoe County District School Board Human Resource Services Department who will acknowledge receipt of each reference letter.

**Permission for Reference Check**

Candidates must complete and submit the “Permission for Reference Check” form. (FORM A7500 -5) The names of the individuals who have provided the confidential letters of reference will appear on this form.

**Information Session**

This program will give applicants an overview of current operational and program directions, issues, policies and procedures, and administrative expectations. Attendance at this program is strongly recommended for all applicants.

**REQUIREMENT CHECKLIST**  
**PRINCIPAL CANDIDATES**

**Principal candidates must have documented support of their area superintendent (FORM A7500-7) prior to proceeding through the process.**

- Covering Letter
- Proof of completion of PQP Parts I & II
- Resume
- Professional Growth plan of no more than 2 pages based on the Ontario Leadership Framework.
- A one page précis of the 20 minute presentation. The précis must include a summary of the **content** of the presentation and an outline of the **format** of the presentation.

**\*\* Candidates are required to make four copies of each of the above.**

- Three Confidential Letters of Reference from the following:
  1. Immediate supervisor – (Principal)
  2. Reference of choice (professional reference)
  3. Reference of choice (personal/community reference)

Letters are to be emailed by the referee directly to \_\_\_\_\_ at (e-mail address) by \_\_\_\_\_. \_\_\_\_\_ will acknowledge receipt of each reference letter.

- “Permission for Reference Check” form

**REQUIREMENT CHECKLIST**  
**VICE-PRINCIPAL CANDIDATES**

- Covering Letter
- Proof of completion of PQP Part I. Applicants understand that they are willing to commit to the completion of PQP Part II within two years of an appointment to a vice-principal position.
- Resume
- Copy of last two Annual Learning Plans
- Portfolio – minimum of five artifacts based on the Ontario Leadership Framework – No electronic portfolios.

**\*\* Candidates are required to submit four copies of each of the above.**

- Three Confidential Letters of Reference from the following:
  1. Immediate supervisor – (Principal)
  2. Reference of choice (professional reference)
  3. Reference of choice (personal/community reference)

Letters are to be emailed by the referee directly to \_\_\_\_\_ at  
(e-mail address) by \_\_\_\_\_. \_\_\_\_\_ will acknowledge receipt of  
each reference letter.

- “Permission for Reference Check” form

<b>Name of Candidate</b>	<b>Position Sought</b>
<b>Name of Referee</b>	<b>Relationship to Candidate</b>
<b>How long have you known the candidate?</b>	<b>Referee Phone Number</b>

To Whom It May Concern:

The Simcoe County District School Board is conducting an eligibility process for potential Principals and Vice-Principals. A request has been made for you to provide confidential input to this process on behalf of the candidate named above.

In a letter of no longer than **ONE PAGE**, please comment on the candidate's abilities under the Leader Practices and Competencies as set out in the Ontario Leadership Framework for Principals and Vice-Principals

1. **Setting Directions:** The principal builds a shared vision, fosters the acceptance of group goals and sets and communicates high performance expectations.
2. **Building Relationships and Developing People:** The principal strives to foster genuine trusting relationships with students, staff, families and communities, guided by a sense of mutual respect. The principal affirms and empowers other to work in the best interests of all students.
3. **Developing the Organization:** The principal builds collaborative cultures, structures the organization for success, and connects the school to its wider environment.
4. **Leading the Instructional Program:** The principal sets high expectations for learning outcomes and monitors and evaluates the effectiveness of instruction. The principal manages the school effectively so that everyone can focus on teaching and learning.
5. **Securing Accountability:** The principal is responsible for creating conditions for student success and is accountable to students, parents, the community, supervisors and to the board for ensuring that students benefit from a high quality education. The principal is specifically accountable for the goals set out in the school improvement plan.

Thank you for taking the time to complete this. Please be sure to reference the candidate's name, your relationship to the candidate and the position to which the candidate is applying in your letter. Please email your letter to the attention of \_\_\_\_\_; \_\_\_\_\_ by \_\_\_\_\_. If you have any difficulties in forwarding your email, please contact \_\_\_\_\_ at 705-734-6363 ext. \_\_\_\_\_. You will receive an email from \_\_\_\_\_ acknowledging receipt of your letter.

**(This letter will not be shared with the candidate.)**

Sincerely,

Eligibility Committee

*Personal information on this form is collected under the authority of the Municipal Freedom of Information and Protection of Privacy Act 1988, and will be used to determine the suitability of the applicant for an eligibility list.*

I hereby give permission to the Simcoe County District School Board to make contact with the references noted below in order to help the Board in its assessment of my suitability for a position of added responsibility.

\_\_\_\_\_  
Printed Name of Applicant      Signature of Applicant      Date

**REFERENCE NO. 1 – Immediate Supervisor – Principal or Superintendent**

\_\_\_\_\_  
Name      Position

\_\_\_\_\_  
Phone No.

**REFERENCE NO. 2 – Reference of Choice – Professional Reference**

\_\_\_\_\_  
Name      Position

\_\_\_\_\_  
Phone No.

**REFERENCE NO. 3 – Reference of Choice – Personal/Community Reference**

\_\_\_\_\_  
Name      Position

\_\_\_\_\_  
Address      Phone No

This original document is to be attached to the application package.

Note      Personal information on this form is collected by the Simcoe County District School Board under the authority of the *Education Act* ss. 58.5, 265, and 266 as amended, and will be used to determine the suitability of the applicant for an eligibility list. This information will be retained for a period of one year in School Services for unsuccessful applicants and up to four years or when an appointment occurs for successful candidates.

**PRINCIPAL/VICE-PRINCIPAL ELIGIBILITY PROCESS**

Name of Candidate: \_\_\_\_\_ Position: \_\_\_\_\_

Eligibility Committee Member: \_\_\_\_\_

**INCLUSIONS:**

**All Candidates:** Cover Letter  Resume  Reference Letters  Reference Checks

**VP Candidates:** Annual Learning Plan  Portfolio

**P Candidates:** Professional Growth Plan  Précis

<b>RESUME: Breadth &amp; Depth of Experience</b>	<b>COMMENTS</b>
<ul style="list-style-type: none"> <li>• experience – number of years</li> <li>• teaching – variety of grade levels</li> <li>• subject specialty experience</li> <li>• consulting</li> <li>• positions of responsibility – Lead Teacher</li> <li>• other Boards</li> <li>• Ministry of Education</li> <li>• number of schools</li> <li>• types of schools</li> <li>• additional degrees, qualifications</li> <li>• other related qualifications</li> </ul>	
<b>WRITTEN COMMUNICATION:</b>	<b>COMMENTS</b>
<ul style="list-style-type: none"> <li>• grammar, spelling</li> <li>• ability to structure a written response</li> <li>• clarity</li> <li>• coherence</li> <li>• language usage</li> <li>• engagement, interest</li> </ul>	

**ADDITIONAL COMMENTS:**

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ONTARIO LEADERSHIP FRAMEWORK	EVIDENCE
<p><b>Setting Directions:</b> The principal builds a shared vision, fosters the acceptance of group goals and sets and communicates high performance expectations.</p>	
<p><b>Building Relationships and Developing People:</b> The principal strives to foster genuine trusting relationships with students, staff, families and communities, guided by a sense of mutual respect. The principal affirms and empowers other to work in the best interests of all students.</p>	
<p><b>Developing the Organization:</b> The principal builds collaborative cultures, structures the organization for success, and connects the school to its wider environment.</p>	
<p><b>Leading the Instructional Program:</b> The principal sets high expectations for learning outcomes and monitors and evaluates the effectiveness of instruction. The principal manages the school effectively so that everyone can focus on teaching and learning.</p>	
<p><b>Securing Accountability:</b> The principal is responsible for creating conditions for student success and is accountable to students, parents, the community, supervisors and to the board for ensuring that students benefit from a high quality education. The principal is specifically accountable for the goals set out in the school improvement plan.</p>	

**COMMITTEE DECISION**

Interview       Do Not Interview

Date: \_\_\_\_\_

**SUPERINTENDENT CONFIRMATION OF SUPPORT  
PRINCIPAL ELIGIBILITY PROCESS**

Applicant's Name: \_\_\_\_\_  
(Please print)

Current Position: \_\_\_\_\_

Work Location: \_\_\_\_\_

Superintendent of Education Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

Superintendent's Name: \_\_\_\_\_  
(Please print)

Superintendent's Signature: \_\_\_\_\_