

Principal Selection Process

Information Session
September 20th, 2023



Land Acknowledgement

We affirm that we are all treaty people and acknowledge that the York Region District School Board is located on the lands of two treaties. These treaties have been signed with the Mississaugas of the Credit First Nation and the First Nations of the Williams Treaties who are: the Mississaugas of Alderville, Curve Lake, Hiawatha, Scugog Island; and the Chippewas of Beausoleil, Rama, and Georgina Island who is our closest neighbour and partner in education.

To honour this agreement we will take up our responsibility to be respectful of their traditions, knowledge and inherent rights as sovereign nations. We will respect their relationship with these lands and recognize that our connection to this land is through the continued relationship with these First Nations, and we acknowledge our shared responsibility to respect and care for the land and waters for future generations.



Agenda

- Welcome
- An Overview of YRDSB
- The YRDSB Leadership Framework for School Administrators
- Principal Selection Process Stages Overview
- Leadership Development & Engagement: Professional Support
- Deeper into the Application
- Final Thoughts
- Questions

Welcome

Neil Gunathunge

Coordinating Superintendent of Education, Human Resources,
People and Culture

Steve Gardner

Superintendent of Leadership Development and Engagement

Our Board

The York Region District
School Board



Mission, Vision and Values

Mission

- To advance student achievement and well-being through public education, which motivates learners, fosters inclusion, inspires innovation and builds community.

Vision

- To be a leader in public education by empowering all students to become engaged and caring citizens of the world.

Values

- Our School Board operates based on a set of values which guides our actions: Inclusivity, Relationships, Innovation, Engagement, Responsibility and Optimism

YRDSB Inspires Learning!

We are looking for dynamic leaders to be **Ethical System Change Agents.**

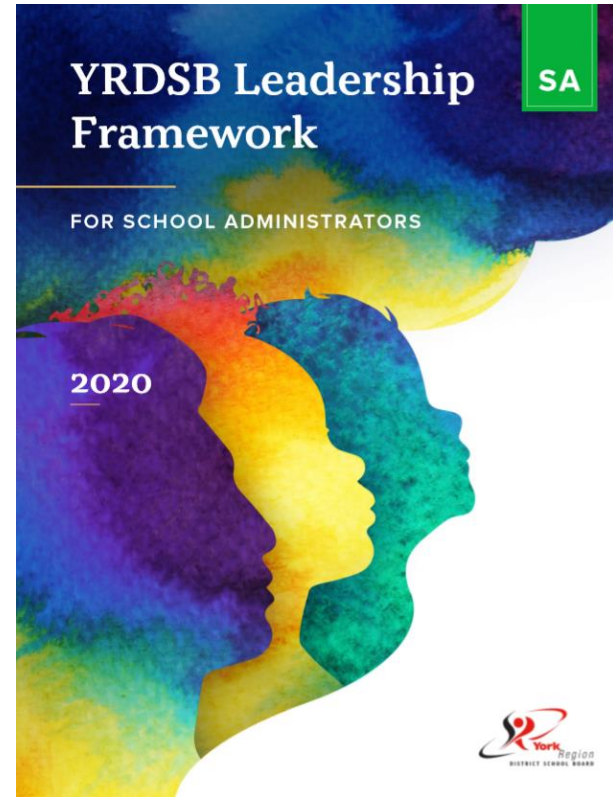
We are guided by our Trustees **Multi-Year Strategic Plan** that identifies **four priority areas:**

- Fostering Well-Being and Mental Health
- Championing Equity and Inclusivity
- Building Positive Relationships
- Empowering Ethical Leadership



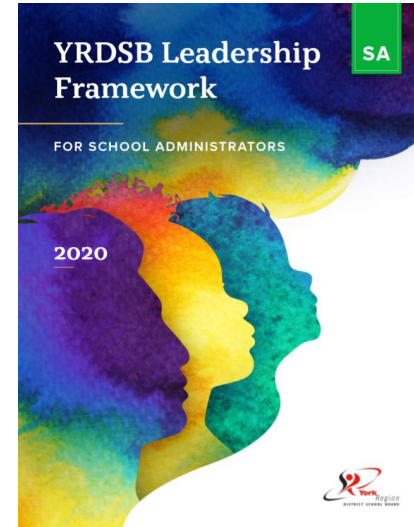
The YRDSB Leadership Framework

Our Vision of Leadership

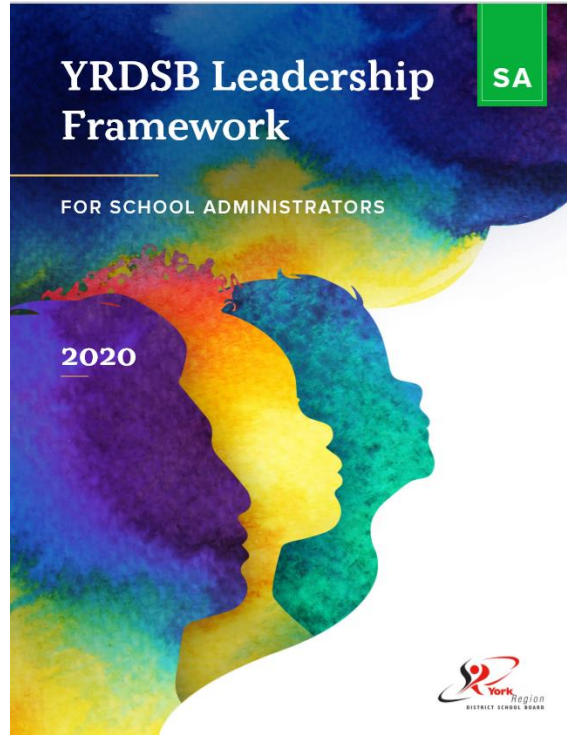


The Leadership Framework and The Ontario Leadership Framework

- This Leadership Framework was created as a **complement** to the Ontario Leadership Framework with a view to make **equity and ethical leadership competencies clear**.



Navigating The Leadership Framework



YRDSB Leadership Framework

- Facilitates a shared vision for leadership and what it means to be a leader in YRDSB
- Plays a key role in anchoring other processes (recruitment, promotion, retention, performance)
- Provides tools for self-reflection and growth planning
- Aligns leadership learning with system and individual needs
- Supports School Improvement Planning

YRDSB Leadership Framework

Collaborative Relationships



This domain focuses on building collaborative relationships to support leadership, learning, and engagement.

Human Rights & Inclusion



This domain focuses on ensuring human rights and inclusion are foundational to creating responsive practices, inclusive environments, and equitable outcomes for all.

Equitable & Inclusive Learning Practices



This domain emphasizes the leader's role in fostering learning cultures that promote ongoing critical reflection on practice, shared responsibility for student and staff success, and continuous improvement that is evidence informed and culturally responsive.

Organizational Capacity



This domain focuses on managing effectively, efficiently and collaboratively, which is foundational to leading at the system, school, and department level.

Personal & Interpersonal Capacity

Leaders demonstrate self-awareness, engage in self-reflection, and understand the importance of effective communication. They adopt an inquiry and reflective stance that invites all voices to co-create solutions and further develop leadership capacity focused on student and staff success and well-being.

Family & Community Engagement

Leaders create supportive systems for families and communities from diverse backgrounds and identities to engage as partners in ensuring student success. They build understanding of policies, procedures, and practices and invite feedback for improvement.

Indigenous Knowledge & Education

Leaders understand and collaboratively implement the Truth and Reconciliation Commission of Canada Calls to Action 62 and 63 that are focused on teaching and learning through Indigenous ways of knowing. Leaders understand the intersection of social identities and the importance of engaging Indigenous voices. They learn the truth of Indigenous history and apply their knowledge to their work to improve educational outcomes for Indigenous students.

Anti-Racism & Anti-Oppression

Leaders guide their practice based on the requirements of applicable codes, standards, and policies. They use an anti-racism and anti-oppression lens to identify and remove barriers in order to create culturally responsive practices, inclusive environments, and equitable outcomes.

Instructional Practice

Leaders provide instructional leadership founded in an environment that fosters continuous learning and improvement. They leverage inclusive structures and collaborative models to fulfill high expectations for success.

Culturally Responsive Practice

Leaders engage in Culturally Responsive Practice that elevates sociocultural consciousness, critically examines processes and programs, and ensures high expectations for all.

Governance & Strategic Planning

Leaders practice good governance and planning. They engage in data-informed planning, decision-making, and monitoring that focuses on the achievement and well-being of students and is responsive to the needs of staff.

Human Resource Management & Financial Stewardship

Leaders demonstrate the required technical, functional and legal knowledge in support of the system, school and department goals.

Personal and Interpersonal Capacity



The domain focuses on building collaborative relationships in support of students, families, and communities.

Personal & Interpersonal Capacity

Leaders demonstrate self-awareness, engage in self-reflection, and understand the importance of effective communication. They exhibit integrity and ethical values that underlie all actions to create students and further develop leadership capacity focused on student and staff success and well-being.

Family & Community Engagement

Leaders create equitable pathways for families and communities that share language and identities to engage in partnership in ensuring student success. They build understanding of policies, procedures, and practices and foster feedback for improvement.

Leaders

Leaders build collaborative, professional and productive relationships with key stakeholders

Reflective Questions:

- How do you foster an environment that builds trust, where all members feel valued and respected?
- How do you actively build partnerships with staff, families, guardians, local community groups, union partners, and Elders that represent diverse and marginalized voices?
- What strategies do you use to convey authentic care for all stakeholders?
- What strategies do you use when engaging in challenging conversations and managing difficult situations?

Anti-Racism & Anti-Oppression



Leaders

Understand and lead learning in anti-racism, anti-oppression and social justice principles with staff, families, guardians, community and Elders to create responsive, equitable and inclusive environments

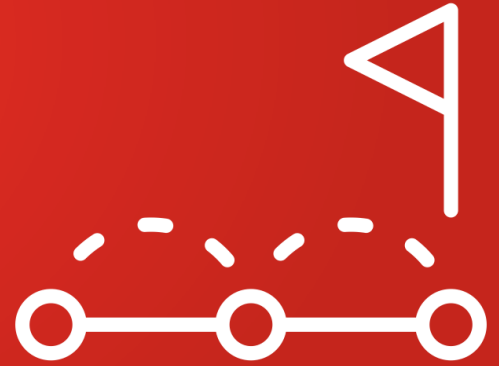
Reflective Questions:

- How do you engage with staff and community in ongoing dialogue about anti-racism, anti-oppression and social justice within the learning and working environments?
- How do you foster an environment which allows for the opportunity to ask questions, engage in dialogue and co-construct new learning?
- How have you acted on what you have learned?

Key Messages

- It is an elementary and secondary process open to both internal and external candidates who are qualified Vice Principals
- The selection process is a summative evaluation of readiness
- Assess your readiness by using the **YRDSB Leadership Framework for School Administrators 2020** and **YRDSB Leadership Framework Self-Assessment Tool**
- The Principal Selection Process is not a professional development opportunity
- Apply when ready

Principal Selection Process Stage Overview

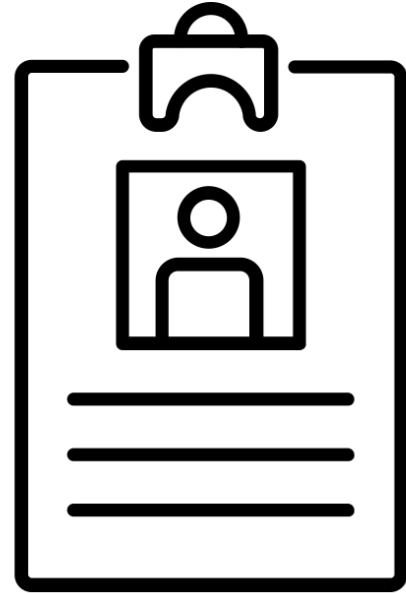


Selection Team

- 2 Superintendents of Education on each Team

Application to Posting

The Paperwork



The Application

Application to Posting (Sept. 22 - Oct.6, 2023) through Apply to Education (ATE)

- Create a profile on [Apply to Education](#).
- Upload Cover letter (maximum of 1 page)
- Upload Resume aligned with the [YRDSB Leadership Framework for School Administrators](#) (4 page maximum; including listed references; black font - Arial, size - 11)
- Upload most recent Principal Performance Appraisal



**You must be a qualified Vice-Principal to apply*

Once your application is submitted...

- You will receive an automatic acknowledgement of receipt from ATE;
- Recruitment will prepare your application file, check OCT Public Register and current personnel file, etc.
- Notifications regarding Oral Presentation date will be sent prior to October 19th, 2023

Stage One

The Oral Presentation



The Onsite Oral Presentation

- **October 19th - November 2nd, 2023**
- **Oral Presentation - 40 Minutes**
 - Present your leadership and impact in **all four** [YRDSB Leadership Framework for School Administrators](#) domains;
 - The presentation must be primarily grounded in your leadership experiences as a vice principal and/or principal
- At the conclusion of your presentation, the panel will engage you in a dialogue using the YRDSB Leadership Framework Reflective Question(s) that relate to your presentation to gain further insight into your leadership and impact

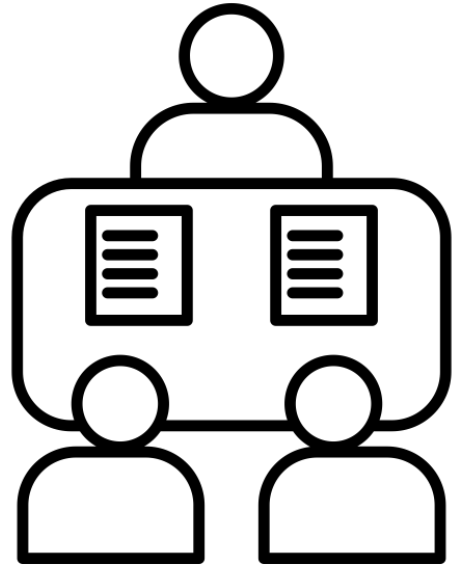
The Onsite Oral Presentation - Cont'd

- **Internal Candidates:** In person presentation at **your work location**
- **External Candidates:** In person presentation at a **central board location.**
- The Selection Team will review and score Stage One responses to determine a short-list to move forward to Stage Two.

**For more information, please attend the oral presentation workshop on Wednesday, October 11th, 2023*

Stage Two

In-Person Interview



The In-Person Interview

- **November 20 - November 21st, 2023**
- Interview Questions will be aligned with the **YRDSB Leadership Framework**, the Board's **Multi-Year Strategic Plan** and the **Director's Action Plan**
- The interview panel will consist of two Superintendents
- Candidates will respond to a variety of interview questions.
- The Selection Team will review and score Stage Two responses to determine a short-list to move forward to Stage Three.

****For more information, please attend the interview workshop on Wednesday, November 15th, 2023***

Stage Three

The Reference Check



The Reference Check

References (Three references will be contacted only in the final stage of the process)

- Current Direct Supervisor
- Current School Superintendent*
- Professional Reference

Communication

- After each stage of the process, candidates will receive an email from HRS stating if successful/not successful in that stage
- Selection process feedback will be provided by members of the selection team
- Candidates who want feedback must request it

Pool of Eligible Principal Candidates for Placement

- Successful candidates will be added to the Pool of Eligible Principal Candidates for Placement
- Candidates will be appointed to the position of Principal as system needs dictate
- Candidates can remain in the pool up to three years

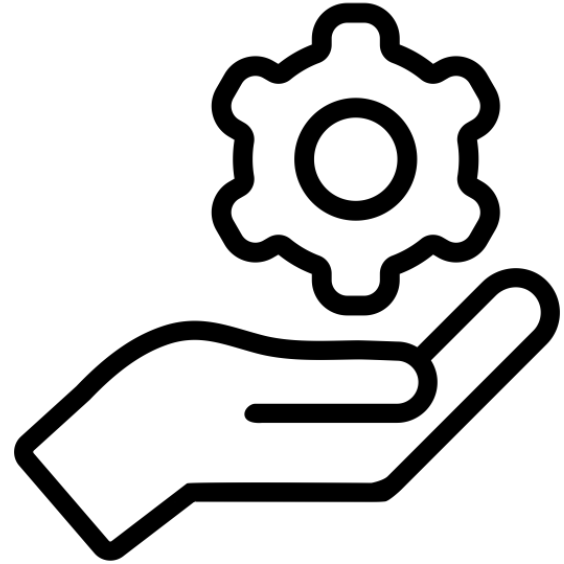
Candidate Timelines



Date	Information
Friday September 22th	Application opens
Friday October 6th	Application Closes - 11:30 PM
October 11th	Leadership Development Workshop #2 - Preparing for the Oral Presentation Zoom Meeting - 4:30-7:00 PM - Invitations with link emailed
October 19th to November 2nd	Stage 1 Oral Presentation
November 9th - 10th	Email notification to all candidates regarding outcome of Stage 1
November 15th	Leadership Development Workshop #3 - Preparing for the Interview Zoom Meeting - 4:30-7:00 PM - Invitations with link emailed to successful Stage 2 candidates
November 20 & 21st	Stage 2 Interviews - Face-to-Face (20th - 9:00am-5:00pm; 21st 4:30pm -8:30pm)
November 28th	Email notification to candidates regarding outcome of Stage 2
November 28th -December 1st	Stage 3 Reference Checks
December 7th - 8th	Email notification to candidates regarding outcome of Stage 3
January 15th -26th	Feedback

Leadership Development & Engagement

Professional Support

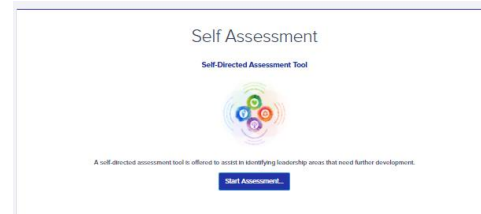
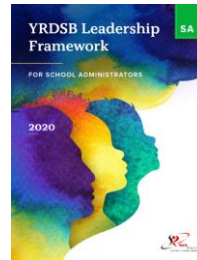


Role of Leadership Development & Engagement

- Provide supports for candidates (e.g., application, stage preparation, questions...)
- Deliver two virtual workshops via Zoom - one prior to each of the stages in the selection process

Supporting Documents

- YRDSB Leadership Framework for School Administrators 2020
- YRDSB Leadership Framework Self-Assessment Tool
- YRDSB Multi-Year Strategic Plan
- YRDSB Director's Action Plan



Leadership Development & Engagement Workshops

Stage 1

Workshop #2 – Preparing for your Oral Presentation

October 11 - 4:30-6:30 pm, Zoom

Stage 2

Workshop #3 – Preparing for the Interview

November 15 - 4:30-6:30 pm, Zoom

**Registration Link to be shared with candidate who are successful in Stage 1*

Deeper into the Application

The Cover Letter & Resume



The Cover Letter

- 1 page maximum
 - Font Information
 - Black font
 - Arial
 - 11pt size
- The provides an opportunity to share:
 - Your interest and readiness for the role
 - Highlight and expand upon your resume
 - Aspects of your leadership that compliments your resume
 - Your philosophy of leadership

applytoeducation

The Resume

- 4 page maximum
- Font Information
 - Black font
 - Arial
 - 11pt size
- Include your references on your resume **and also** upload them on your Apply to Education application
- The resume serves to provide a **snapshot** of your leadership

applytoeducation

Resume Components

- Name, Address, Contact Information
- Education
- Professional Learning
- Professional Experience
- Headings organized according to the **domains** and **competencies** of the YRDSB Leadership Framework (including **nuggets** conveying your leadership actions and impact for each competency)

Resume “Nugget” Considerations

- Nuggets are to be primarily comprised of examples of the leadership actions you took as a **vice-principal**
- Nuggets include the **impact** of your leadership action
- Use the Leadership Framework monitoring questions as a guide to create your nuggets:
 - **What have I done?** (i.e., leadership action)
 - **What is changing as a result of my actions?** (i.e., impact of action)
 - **Who is better off?** (i.e., affected groups)
 - **How do you know?** (i.e., qualitative & quantitative data)

Leadership Action - Collaborative Relationships

Interpersonal Capacity

Leaders co-learn with other leaders as a way to continuously improve leadership and the organization

Reflective Questions

- How do you create a positive learning culture?
- How do you honour the beliefs, values, cultures, and traditions of the students, staff, families, and communities?
- How do you model and build staff capacity through inquiry and reflection?
- How do you provide opportunities for creative and critical thinking?
- How do you promote cross-panel/division/department learning amongst staff and/or colleagues?

“Nugget” Example

Collaborative Relationships

Interpersonal Capacity

- Invested funds and planned an opportunity for teachers to engage in a collaborative inquiry facilitated by Board personnel (e.g., consultants) and school staff during instructional time (e.g., teaching through problem solving, whole school math teaching cycle based on fractions, using technological tools for assessment...); this led to an increase in student’s evaluation as compared to their diagnostic assessment

Final Thoughts



Application Assistance

- vp-p@yrdsb.ca
- Contact Recruitment Team
(905) 727-0022 or (416) 969-7170 Extension 2878
- **Apply to Education** www.applytoeducation.com

**Application deadline:
Friday, October 6, 2023 at 11:30 p.m.**

Contact Us

Leadership Development & Engagement

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Human Resource Services

Gail Long

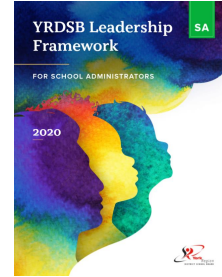
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Wendy Thompson

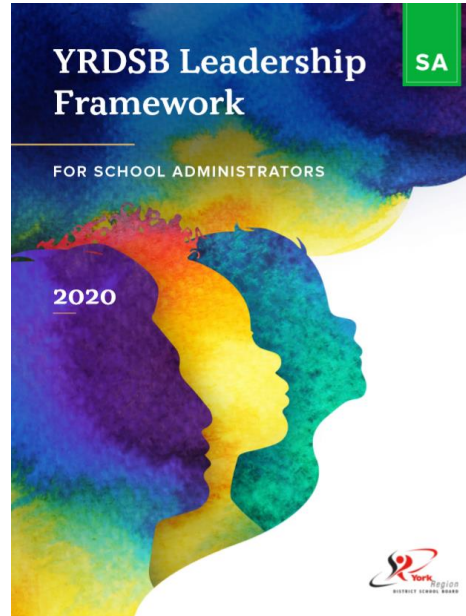
wendy.thompson@yrdsb.ca

Catherine Johnson

catherine.johnson@yrdsb.ca



We look forward to receiving your application!



One Word

State one word or phrase about the process:

I need to...

or

I now know...

or

I am thinking...

1



*Waterfall
In the
Chat*

Questions

