



OTTAWA-CARLETON
DISTRICT SCHOOL BOARD

Principal and Vice-Principal Selection Process

Candidate Information Session Winter / Spring 2024

January 15th, 2024



Land Acknowledgement

I would like to take this opportunity to acknowledge that most of us are meeting today on the unceded and unsurrendered homelands of the Algonquin Territory and would like to thank the Algonquin Nation for their enduring presence, and their stewardship of this land, as we move toward reconciliation and the celebration of Indigenous brilliance.

Agenda

- Opening Remarks - Associate Director: Brett Reynolds
- Equitable Hiring at the OCDSB
- Winter / Spring 2024 - P/VP Selection Process
- P/VP Academy / Mentoring Program
- Expression of Interest - Acting Vice-Principal
- Aspiring Leaders Development Program
- Q&A



P.146.HR - Equitable, Recruitment, Hiring & Promotion

The P/V/P selection process is guided by [P.146.HR: Equitable Recruitment, Hiring and Promotion](#). Below are some excerpts from the policy:

4.1 *The OCDSB workforce, including within separate employee groups and across all levels of the organization, shall increasingly reflect the diversity of the school communities being served by the District.*

4.2 *The OCDSB expects all staff in its employ to demonstrate capacity to understand and respond to the diverse lived experiences of students and families, and to implement strategies to support equitable and meaningful education that reflect diversity for all students.*

4.3 *The OCDSB expects all system and school leaders to model actions to enhance equity and inclusion of historically disadvantaged identities protected under the Ontario Human Rights Code as an essential leadership competency.*



Commitment to Equity

The OCDSB is committed to equity for all students and staff and to delivering the highest quality education through a qualified workforce that reflects the diversity of the students and community we serve.

OCDSB employees serve students, colleagues, families and community partners. We invite people of all abilities, orientations, faiths, ethnicities, races, genders and ages to join us as we create learning and working spaces that honour the unceded and unsundered land of the Algonquin people, and respect, value and increasingly reflect the diversity of Ottawa. Your lived experience is an essential contribution to deliver the education every student deserves with dignity.



Voluntary Self Identification Survey

Applicants will have the opportunity to complete a Voluntary Self Identification Survey.

- Confidential - only aggregate data used
- Secure platform to ensure privacy - Qualtrics
- Not shared with the assessors

Only used for the purpose for which it is collected:

- inform the OCDSB's future recruitment practices
- to remove / examine barriers in our process
- ensure that the P/VP Selection Process is aligned with the District's
 - ***Equitable Recruitment, Hiring and Promotion Policy*** ([P.146.HR](#))
 - ***Equitable Recruitment & Hiring Procedure*** ([PR.700.HR](#)), and
 - ***Indigenous, Equity & Human Rights Roadmap*** ([updated 2022](#))
- Inform the District's Leadership Development initiatives.

Applicants will be notified when the survey is available for completion.



Accommodations

Accommodations

If you require accommodations at any point in the selection process, please send an email to SystemLeadershipPositions@ocdsb.ca at any time.



Before you Apply: Intern List

What am I applying for?

- Not applying to a specific position / location
- Can indicate both Elem / Sec panels
- Successful applicants will be added to the eligibility list
 - Intern list or a “pool” of successful applicants
 - Not a specific number of positions available
 - Not directly “competing” with other candidates
- Placements occur as vacancies arise

Candidate Question:

What is the need for Elem vs Sec?

- In 2022-23 there were **43** interns approved to the list
- 19 - Elementary Principals
- 12 - Elementary VPs
- 4 - Secondary Principals
- 8 - Secondary VPs



Before you Apply: What Qualifications do I need?

Before you apply, ensure you have the required qualifications:

Principal Candidates

- Principal's Qualification Program (PQP) completed and reflected on your Ontario College of Teachers (OCT) record
- Minimum of three (3) years of experience as a Vice-Principal

Vice-Principal Candidates

- Part 1 of the Principal's Qualification Program (PQP) completed at the time of application. All PQP requirements (PQP1, 2 and practicums) completed prior to your appointment.

Run 2 x Processes per year: Fall 2024 Process - posted in early September 2024.



Before you Apply : Considerations

- **Ontario College of Teachers (OCT)** - certified and in good standing.
- **Employee File** - performance appraisals (TPAs / PPAs), attendance, disciplinary record.
- **Readiness** - placements will occur as early as September (notified in April). Candidates are encouraged to seek support through the process from their Principal and Superintendent to determine readiness.
- **Returning Candidates** - Feedback provided through the debrief.
- **Relocation** - placements will occur anywhere throughout the OCDSB's catchment area. Work with external candidates who are outside of the city.
- **Leadership Competencies** - self assessment.



Core Leadership Competencies

- The OCDSB has established [8 core leadership competencies](#)
 - Allowing for better identification and development of current & future P/VPs/Management Positions/Leaders in our District
- **Form the foundation for the OCDSB's:**
 - selection processes
 - leadership development programs
 - succession planning initiatives for principals & vice-principals, as well as other management positions at the OCDSB.



Core Leadership Competencies

Decision Making	problem solving, judgement, analytical & critical thinking, innovation, risk management
Communication	written, verbal, presentation skills
Leading People	developing, directing & motivating others, managerial courage, negotiation skills
Emotional Intelligence	interpersonal skills, teamwork, collaboration, networking & relationship building, political acuity, conflict management
Equitable & Ethical Leadership	valuing and championing diversity, equity & inclusion, integrity, trust
Strategic Perspective	managing vision & purpose, strategic thinking, results orientation, adaptability
Planning & Organizing	initiative, accountability, perseverance, priority setting
Functional & Technical Knowledge	instructional practices, pedagogy, curriculum, resource & fiscal management



Core Leadership Competencies

- Assessed on all 8 competencies throughout the process.
 - Assessed on a rubric between levels 1 and 4
- Different Rubrics and LookFors for VP and Principal Candidates:
 - 1 - Potential (accomplished teacher)
 - 2- Emergent (beyond the classroom) - VP expectation
 - 3- Effective (School level leadership) - P expectation
 - 4- Accomplished (system level leadership)



Steps in the Selection Process

1. Application
2. Leadership Portfolio Submission
3. Portfolio Review Meeting (virtual)
4. Reference Collection & Verification
5. Case Study
6. Presentation & Panel Interview (virtual)
7. Candidate Debriefs



STEP 1 - Application

All Candidates

In order to be considered, all interested applicants are required to complete:

- Application Form
- Notice of Intent to Apply Form *new in 2022-23*

Application Deadline = Wednesday, January 24th at 5:00 pm

Application Documents:

- Job Posting
- Selection Process Application Guide
- Selection Process Timelines

Resource Materials:

- OCDSB Strategic Plan 2023-2027
- Ontario Leadership Framework (OLF)
- OCDSB Principal & Vice-Principal Core Competencies

All documents listed on the OCDSB's P/VP Careers Page.



STEP 1 - Application Notice of Intent to Apply Form

Designed to facilitate a conversation with your current supervisor(s) and to give formal notice of your intent to apply for a P/VP position. Should be reflecting upon the following:

Previous Conversations:

- Feedback through school visits / performance appraisal process

Recent acting assignment:

- Consider gaining experience in the role prior to putting name forward, to increase chance of success

Principal Candidates: < 3 years of VP experience:

- Discuss readiness with SOI. Recommendation for 3+ years of experience as a VP before applying.

References:

- Required to submit current supervisor as a reference. Encouraged to discuss any concerns RE: a positive reference. Concerns related to obtaining a positive supervisory reference can be directed to SystemLeadershipPositions@ocdsb.ca.

General Readiness:

- Leadership competencies, areas of strength and development, feedback from a previous process (for returning candidates) and general readiness to assume a leadership position.



STEP 1 - Application Notice of Intent to Apply Form

Notice of Intent to Apply Form:

- Required for all candidates - internal / external
- ***New*** Separate forms for VP and Principal Candidates
- VP Candidates - conversation and signature from Principal, signature from SOI as acknowledgement
- Principal Candidates - conversation and signature from **both** Principal (if applicable) and Superintendent
- Signed by your Principal and Superintendent
- Can be found on the OCDSB's P/VP Career Page
- Required to be: uploaded directly to the Application Form



STEP 1 - Application External Candidates

IN ADDITION TO THE NOTICE OF INTENT TO APPLY FORM:
EXTERNAL CANDIDATES ONLY:

Current Performance Appraisal - within the last 5 years

- **Principal Candidates** - most recent vice-principal performance appraisal (PPA)
- **Vice-Principal Candidates** - most recent teacher performance appraisal (TPA)

What if I don't have one within last five (5) years?

- letter of reference from current supervisor, or
- letter from last year's direct supervisor if you have changed schools



STEP 1 - Application

External Candidates ONLY

EXTERNAL CANDIDATES ONLY:

Professional Letter of Reference (in lieu of current TPA/PPA)

- Should be based on:
 - ✓ OCDSB Principal & Vice-Principal Core Competencies
 - ✓ Ontario Leadership Framework (OLF) including PLRs
- Shows your readiness to assume the role.
- Includes details about your leadership and instructional practices.
- Uploaded directly to the application form.



STEP 2

Leadership Portfolio Submission

- Applicants that meet the minimum qualifications, and will be proceeding to the leadership portfolio portion of the process, will be contacted no later than **Monday, January 29th, 2024 5:00 pm.**
- Applicants will be informed whether or not a portfolio review submission is required based on previous participation in the process.

Your leadership portfolio must include:

- ✓ Statement of Qualifications (OCT)
- ✓ Resume (3 pages)
- ✓ 3 Statements of Leadership Experiences (2 pages for each)



STEP 2

Leadership Portfolio Submission

1) Statement of Qualifications:

- Download your registered member information from Ontario College of Teachers website www.oct.ca.

Should reflect the minimum qualifications:

- **Principal Candidates** - Full Principal's Qualification Program (PQP)
- **Vice-Principal Candidates** - Part 1 of the Principal's Qualification Program (PQP), with all PQP requirements complete prior to your appointment date.



STEP 2

Leadership Portfolio Submission

2) Resume

- Up to 3 pages
- Arial 12 font
- Make best use of the 3 pages to give assessors an overview of what you have done
- Not the only source of evidence / information - can expand on specific experiences in leadership statements / portfolio review meeting
- Include committee / community / volunteer work (beyond instructional practice) - what is unique about you and your lived experience
- How you have led in your school / beyond your school



STEP 2

Leadership Portfolio Submission

3) Statements of Leadership Experience

Opportunity to demonstrate your leadership philosophy and practice with 3 specific examples (max 2 pages each) where you have demonstrated the following:

- ✓ instructional leadership
 - ✓ interpersonal leadership (as a leader of people)
 - ✓ operational leadership (eg. complex project/initiative)
-
- Explain how these have prepared you for this role.
 - Should reflect criteria in OLF and Principal & Vice-Principal Core Competencies.



STEP 2

Leadership Portfolio Submission

Statements of Leadership Experience

- Maximum 2 pages each
- Arial 12 font
- Spacing convention up to candidates (single, 1.5 or double spacing is allowed)
- Do not have to be paragraph / essay style
 - Can include graphics/charts etc
- Try to use one solid example for each
- Illustrate your accomplishments “I” versus “we”
- Think of stories you have to tell, what you learned from it
- Keep the competencies in mind (this is how you are assessed)



STEP 2

Leadership Portfolio Submission

Submission Requirements

- Due no later than **12:00 pm (noon)** on **Friday, February 2nd, 2024** by email to SystemLeadershipPositions@ocdsb.ca.
- People, Culture & Leadership (PC&L) staff will verify that the required documents are included.
- Leadership Portfolios with missing or incomplete information will not be given consideration.
- Additional documentation will not be given consideration.



STEP 2

Leadership Portfolio Submission

Leadership Portfolio Evaluation

- Leadership portfolios will be evaluated by teams of superintendents and experienced principals **(not your current superintendency)**
- Assessors are required to attend formal selection process training, including a Bias Awareness module, and are knowledgeable about the Equitable Recruitment, Hiring and Promotion Policy and Procedure.
- Portfolios will be assessed based on OCDSB Principal & Vice-Principal core competencies.



STEP 3

Portfolio Review Meeting

Applicants who submitted a Leadership Portfolio will be invited to a 30 minute portfolio review meeting with a superintendent & experienced principal on either **February 12th** or **15th, 2024**.

- Meetings will be held virtually.
- Probing conversation about your resume & leadership statements.
- Tone is more informal and conversational, no structured questions
- Will help inform who will proceed to next phase of selection process.
- Candidates not proceeding to the next step of the selection process will be offered opportunity to attend a debriefing meeting towards the end of the process.
- **NEW WINTER / SPRING 2024 - Principal Pilot** - all Principal Candidates, who participate in the Portfolio Review Meeting, will advance through to the subsequent parts of the process.



STEP 4

Reference Collection & Verification

Professional References

- Candidates are required to speak to their references in advance regarding their intent to apply to the Selection Process.
- Those successful in the Portfolio Review portion of the process will be notified by PC&L staff and will be asked to provide the names of their professional references via an online form.
- References will be contacted starting **March 1st, 2024** for new applicants and for returning applicants who provide updated reference information.



STEP 4

Reference Collection & Verification

Professional References - will be provided via online form

Principal Candidates – 6 references

2 supervisors (**including current**)

2 community groups and/or parents (maximum 1 parent)

2 other staff members you have mentored or coached

Vice-Principal Candidates – 4 references

2 supervisors (**including current**)

2 community groups, parents (maximum 1 parent) and/or

other staff members you have mentored or coached

Select referees who have reviewed your resume and statements of leadership experience and can provide strong oral and written support for your applications.



STEP 5

Case Study

Written Exercise - maximum 3 pages, format/spacing up to applicant

- Candidates will receive materials by email by:
12:00 pm on Tuesday, February 27th, 2024
- Written submissions due back to PCL by:
12:00 pm on Wednesday, February 28th, 2024
- Assessed by superintendents & experienced principals - work independently to complete assessments
- Candidate ID Numbers assigned to allow for anonymous assessments.
- Will be assessed based on OCDSB Principal & Vice-Principal core competencies.



STEP 5

Case Study

Case Study - Tips & Tricks

- Case study will be something that a P/VP would typically come across in the role.
- Based on authentic scenarios.
- Think in terms of immediate, short-term and longer term.
- Assessors work independently, so they are not influenced by others.

Candidate Question:

Any advice for external candidates who may not be familiar with OCDSB policies / procedures?



STEP 6

Panel Interview

March 22nd and 27th, 2024

- Virtual Format

Interview Components

- ✓ Question Review (15 minutes)
- ✓ Presentation (10 minutes + 5 minutes for questions)
- ✓ Panel Interview (30 minutes)



STEP 6

Panel Interview

Presentation

- Presentation topic will be emailed to you at least 48 hours prior to your interview.
- Prepare slides in advance using Microsoft PowerPoint or Google Slides (10 minutes).
- Interview panel will have 5 minutes for questions.
- Presentations will be assessed based on OCDSB Principal & Vice-Principal core competencies.



STEP 6

Panel Interview

Interview

Consider the following when preparing:

- Provide specific examples of your leadership experiences.
- Include sufficient details to answer questions thoroughly.
- Demonstrate the personal leadership resources of the OLF and the OCDSB Principal and Vice-Principal core competencies throughout your responses.
 - Equitable & Ethical Leadership Competency



STEP 6

Panel Interview

Interview - Tips & Tricks

- Usually 5 questions (think about time management when reviewing the questions)
- What's most important is what you've done, how you did it, what the outcome was...
- "I" vs "we"
- Not looking for you to specifically cite particular policies or procedures
- External candidates - frame it within how you've been operating in your own district, but also show you have some familiarity with OCDSB.
- Speak from the perspective of the role you are applying for (put yourself in the role of the P/VP)
- Assessors won't have access to previous portions of the process - ie - Case study / Resume / Portfolio Review
- Don't assume anyone knows what you do - internal candidates!



STEP 6

Panel Interview

Interview

Consider the following when preparing:

- Frame responses around OCDSB's mission, vision, exit outcomes and strategic plan.
 - All OCDSB Policies / Procedures are available publicly on the OCDSB site
- Generally refer to Board policies, procedures and key priorities - themes:
 - [P.147.GOV - Human Rights Policy](#) - January 2022
 - [P.146.HR - Equitable Recruitment, Hiring and Promotion](#) - April 2021
 - [PR.700.HR - Equitable Recruitment and Hiring Procedure](#) - March 2022
 - [Indigenous, Equity and Human Rights Roadmap](#) - Rev. December 2022
 - [PR.696.SCO - Fostering Gender Identity, Gender Expression and Sexual Orientation Inclusive Schools](#) - February 2022
 - [PR.628.SCO - Student Dress Code](#) - Rev. May 2022
 - [P.032.SCO - Safe Schools \(Managing Student Behaviour\)](#) - Rev. 2022



STEP 6

Panel Interview

Interview Panel Evaluation

Principal Candidates

2 superintendents (one Chair)

2 experienced principals

Vice-Principal Candidates

1 superintendent (Chair)

2 experienced principals

***May / may not include the Associate Director**



STEP 7

Candidate Debriefs

April 25th & 26th, 2024

- Available to all applicants.
- Regardless of whether you proceed to the case study and interview stages or if you are successful / unsuccessful.
- Valuable opportunity - hear directly from the assessors.



Summary of Important Dates

Application Deadline <i>(All candidates must submit an application and will be notified if they will be advancing to the portfolio review stage by January 29th, 2024).</i>	January 24th, 2024 (5:00 pm)
Leadership Portfolio Submissions	February 2nd, 2024 (12:00 pm)
Portfolio Review Meeting (virtual)	February 12th & 15th, 2024
Notification to Candidates	February 21st, 2024
Case Study	Receive: February 27th, 2024 (by 12:00 pm) Due: February 28th, 2024 (by 12:00 pm)
Reference Checks	March 1st - 15th, 2024
Presentation & Panel Interviews (virtual)	March 22nd & 27th, 2024
Notification re: Successful Candidates	April 4th, 2024
Candidate Debriefs	April 25th & 26th, 2024



Eligibility List (aka intern list)

Eligibility List

- PC&L maintains principal and vice-principal eligibility lists for elementary & secondary.
- Successful candidates are placed on the list as “interns” and will be considered for appointments as they become available.
- Interns remain on the list for 3 years.



Recommendations & Placements

Appointments

- Some consideration is given to interns' preferred school configurations, locations and schedules.
- Final placement decisions are based on suitability for the operational and leadership needs of the school.

Transfer / Placement Portal

- New P/VPs can indicate their location preferences on the annual Transfer / Placement Portal - future placements/opportunities



What Support is Available?

P/VP Mentoring Program

- Principals and vice-principals are paired with **mentors** and will receive formal and informal learning experiences throughout the year.
- The annual **Principal/Vice-Principal Academy** launches at the end of August with four (4) additional sessions from September through December.
- Those successful in the fall process will have an opportunity to participate from February to June.
- The program includes a mix of operational and leadership training, as well as reflection and coaching.
- Allows an opportunity to build a network and connect with experienced P/VPs in the system



Acting Vice-Principal Process

Acting VP Process - Expression of Interest

- Introduced in Spring of 2023 in alignment with the Equitable Recruitment, Hiring and Promotion framework
- Short term / temporary VP assignments
- For internal applicants of the OCDSB only
- Separate from the Selection Process discussed
- Intern list = exhausted
- For a permanent VP position - required to go through the selection process



Acting Vice-Principal Process

Interested?

- [Expression of Interest](#) to be completed
 - Minimum of five (5) years of contract teaching experience;
 - Two (2) supervisory references - current supervisor and one former supervisor
 - 2-3 page resume
 - Opportunity to submit preferred locations - across the system / current site only
 - Preference will be given to candidates who have completed the PQP1
 - No interview / Selection Process is required
 - Candidates will be contacted should vacancies arise throughout the system
 - Selections will be made based qualifications, location preferences, references, operational need

Candidate Q: What will the demand be for Acting VP opportunities in the 2023-24 school year.

- Have offered approx 13 opportunities thus far



Aspiring Leaders Development Program

- Opportunity for internal contract teachers to participate in a leadership development program
- Explore Leadership pathways - Instructional Coach, Department Head, Vice-Principal and Principal
- Networking - Connect with current / other aspiring leaders across the District
- Resume & Interview Development
- Self Reflection / Assessment
- Four (4) sessions - beginning in February 2024
- Sign up advertised in the NewsFlash dated: January 15th



Questions?

If you have additional questions, please do not hesitate to contact our People, Culture and Leadership team at:

- SystemLeadershipPositions@ocdsb.ca
- Kristen Kenopic
Program Manager - Leadership & Staff Development
kristen.kenopic@ocdsb.ca

