

EASTERN TOWNSHIPS SCHOOL BOARD	<i>Title:</i> PROMOTION POLICY FOR SCHOOL/CENTER ADMINISTRATORS FOR THE EASTERN TOWNSHIPS SCHOOL BOARD	
<i>Source:</i> Council of Commissioners Director General	<i>Adopted:</i> ETSB00-090 2000-02-22 Effective as of 2000-02-22	<i>Reference Number:</i> <p style="text-align: right;">P012</p>

“Building our Schools/Centers for the future”
Promotion Policy for School/Center Administrators
For the Eastern Townships School Board

Introduction

The development of effective leadership is especially important in this critical time of change, nationally, provincially and at the local level. The introduction of new technologies, fundamental changes in curriculum content and delivery, and various structural and administrative changes as a result of fiscal constraint, dictate that we must strive to develop our staff to its fullest potential.

The promotion policy and related recruitment process is set out in this document to address this need. The document provides pertinent information on various career paths, and guides candidates in decision making as they journey throughout the leadership process. The need to create an “administrative selection pool” has become more urgent than ever. Current working conditions of administrators have not improved over a significant period of time, however the demands and expectations have increased. In particular, the adoption of Bill 180 has shifted more responsibilities into the dossier of the school administrator. As a result, that individual is required to demonstrate skills and attributes that fall into a wide range of domains. Specifically, domains such as pedagogy, business management, human resources, policy development and implementation, strategic planning, marketing, building maintenance and supervision, etc. The Eastern Townships School Board recognizes this reality and actively supports the current and future administrators through the application of this policy. It is understood that the application of this policy is to be an annual process.

In order to effectively implement such a policy, the following critical path is suggested.

- October: In the form of a general circular from Human Resources, a notice is sent to all employees informing them of the provisions of the Promotion Policy.
- November: Interested candidates are asked to submit their names, in the form of a curriculum vitae and a letter explaining the reasons for their application to the Selection Process.

December: The Selection Committee is convened by the Director of Human Resources so as to review two components:

- a) the mandate of the committee;
- b) procedures of the upcoming process.

January: The Selection Committee begins the procedures, as outlined in Step 4.

February: The Selection Committee presents the list of eligible candidates for administrative positions to the Director General. This list is submitted to the Council of Commissioners for approval.

March-June: In conjunction with the Local Administrators Agreement, candidates on the eligibility list will be considered for administrative vacancies, after the current administrators have presented their interests in the vacancy for consideration.

Step One

The Eastern Townships School Board relies heavily on the leadership of competent, qualified persons who continually demonstrate a high degree of commitment to student success and the educational system, to the integration of life skills in the schools and to the community at large.

Candidates for promotion to leadership positions within the Eastern Townships School Board will demonstrate:

- a determination to maintain the distinctive character and success of the Board's schools;
- a proven record of knowledge of and commitment to Board and Ministry of Education policies and curriculum;
- skills in communication, administration and decision-making initiative;
- personal qualities of sound judgement, sensitivity and diplomacy;
- proven educational leadership.

In its pursuit of excellence in the selection of leaders, the Eastern Townships School Board strives to promote visionary individuals who are able to model the way, inspire shared action, affirm the contributions of education to society and foster strong commitment among staff and students. A clearly defined policy and procedure exists within this document for the identification, screening and selection of aspiring leadership candidates. Coupled with this is the expectation that the Performance Appraisal System will assist in the identification of personnel.

Step Two

The following administrative positions at the Elementary/Secondary/AE/VS levels that are identified within this policy are:

1. School/Center Principal/Director
2. School/Center Vice-Principal/Assistant Director

For each of these positions at the school level, there are six criteria of information which will assist candidates in measuring their own strengths and weaknesses and will help direct their career path. The six criteria are:

- a) a job description
- b) academic/professional qualifications
- c) personal qualifications
- d) experience
- e) evidence of excellent performance in present and past roles
- f) letters of reference

Step Three

The key to the success of any organization depends a great deal on the quality and effectiveness of its leadership. The Eastern Townships School Board has a responsibility to ensure that those educators in leadership positions represent the best possible talent available. In attempting to meet this objective, the Board actively seeks to identify, train, select and appoint leaders.

Advertisement/Qualifications:

On an on-going basis, Human Resources will prepare and publish anticipated school-based positions/vacancies and the qualifications required by candidates interested in filling such positions. The awareness and publication of such positions will ensure that all qualified or interested staff have the opportunity to prepare themselves on a short or long-term basis to seek a greater role in the future direction of the school system. The ETSB will consult with ETASA on an annual basis regarding the application of the policy.

Training for Leadership:

Leadership training is a joint responsibility of the Board and leadership candidates. A well-planned program of effective, on going in-service and staff development programming demonstrates a commitment by the Board to those interested in leadership roles.

Selection and Appointment:

The selection and appointment of leaders must be open and fair to all concerned. Once self-identified, candidates interested in pursuing a leadership position will follow a process with clearly established guidelines for the application, selection and appointment of candidates.

Candidates, through self-identification, who feel ready to assume the leadership role, should:

- become familiar with the qualities and competencies required for an exemplary school leader;
- seek leadership opportunities within the school or system;
- work informally with a self-selected mentor;
- participate in any leadership/management training programs available either through the Board's professional development or a recognized university program.

All teachers and non-teaching professionals are invited to consider this process. The Board will offer information sessions, regarding the process to follow in becoming an in-school administrator, to interested candidates in the months of October and November.

Step Four

The selection committee will evaluate candidates applying for leadership positions. The committee will be composed of Commissioners, Board level Administrators and a school Principal. The areas to be evaluated are as follows:

Initial Screening:

- 1) Experience/Qualifications (Portfolio Assessment)
- 2) References/Performance Appraisals
- 3) Leadership Assessment by a third party (Psychological Assessment for Leadership)

Secondary Screening

- 1) Experience/Qualifications
- 2) References/Performance Appraisals
- 3) Written Assignment/Job simulations
- 4) Interview

Description of Components:

1) Experience/Qualifications

- as presented in the candidate's application form
- factors to be evaluated:
 - commitment to leadership
 - years of experience
 - kinds/types of experience
 - philosophy of education
 - academic/professional credentials
 - additional qualifications/courses
 - leadership positions
 - leadership history and accomplishments
 - community service

2) References/Performance Appraisals

- letters of reference that are relevant and current
- referees may be requested to attend an interview with the selection committee to expand upon their references
- performance appraisals

3) Written assignment/Job simulations

Written assignment:

- candidates will be given a timed assignment in a supervised setting
- possible tasks:

- assessment activities (e.g. in-basket exercise)
- a case study-school scenario question
- correspondence to staff, parent, Board, etc.

(Outside evaluators might assist in the marking of this assignment (trained assessor))

Job simulations

- a case study involving a number of school scenarios

4) Interview

- the interview committee will be composed of members of the Selection Committee.

Weighting Factors

The Selection Committee will recommend candidates for positions of added responsibility to the Director General based on the weighting factors. As outlined below, weighting factors will be applied consistently:

➤ Experience/Qualifications	25%
➤ References/Performance Appraisals	25%
➤ Written Assignment/Job Simulations	30%
➤ Interview	20%

A result of 80% and higher would be considered as the basis for inclusion onto the eligibility list.

Step Five

The Selection Committee considers all components of the assessment stage and makes recommendations of candidates for the eligibility list to the Director General for its consideration. Final approval of candidates for the eligibility list will be with the Council of Commissioners.

When final selections for the eligibility list have been approved, the Director of Human Resources will advise the candidates interviewed of the outcome. For the purpose of professional growth, those candidates who were not successful will be asked to attend a debriefing with a member of the selection committee.

Successful candidates are placed on a leadership eligibility list and eligible for selection for vacant positions for a period of three years. This list is published by Human Resources and is distributed to the Commissioners, Senior Administrators and the president of ETASA.

When confirmed leadership vacancies occur, candidates on the eligibility list will be appointed based on the recommendation of the Senior Administrators to the Director General and subject to the approval of the Council of Commissioners.

Candidates on the eligibility list who do not receive an appointment after three years will be requested to indicate a desire to have his/her name placed again on the eligibility list. Candidates, on the eligibility list, are expected to maintain and renew his/her competencies and qualifications during the entire three-year period.