

BOARD DIRECTIONAL POLICY	
<i>DIRECTIONAL POLICY TITLE</i>	<i>DIRECTIONAL POLICY NUMBER</i>
RECRUITMENT, TALENT DEVELOPMENT, LEADERSHIP, AND SUCCESSION PLANNING	400

TITLE OF DIRECTIONAL POLICY:

Recruitment, Talent Development, Leadership, and Succession Planning

DATE APPROVED:

April 20, 2021

PROJECTED REVIEW DATE:

2026

POLICY:

The Peterborough Victoria Northumberland and Clarington Catholic District School Board will hire and develop the leadership and talent of all employees who have the qualifications, knowledge, skills, and attributes to support the achievement and well-being of every student. We will employ fair, transparent, and equitable recruitment, hiring, placement, transfer, and promotion processes.

PURPOSE:

Everyone who is employed by the Board contributes to excellence in Catholic Education by modeling the very Catholic Graduate Expectations that our students seek to meet. If we all strive to be discerning believers, effective communicators, responsible citizens, collaborative contributors, caring family members, creative thinkers and self-directed, life-long learners, our students will have the best exemplars for meeting the learning challenges of the 21st century.

A comprehensive succession planning process will help us develop a strong organization that reflects our mission and vision for Catholic education.

The administrative practices and procedures that emerge from this policy will be equitable and transparent with clearly identified criteria. They will result in the recruitment and development of employees who embrace collaborative decision making, are proficient in the use of technology, have strong communication skills, are open to learning and innovation, and are focused on the creation and continuous improvement of faith-filled learning environments for our students.

ALIGNMENT WITH MULTI-YEAR STRATEGIC PLAN:

The Recruitment, Talent Development, Leadership, and Succession Planning Policy supports our Vision for Achieving excellence in Catholic Education LEARN • LEAD • SERVE.

This Vision calls the Board to these Strategic Priorities:

Strategic Priorities 2017-2020

Vision
Achieving Excellence in Catholic Education
LEARN • LEAD • SERVE

Mission
To educate students in faith-filled, safe, inclusive Catholic learning communities by nurturing the mind, body and spirit of all.

LEARN

Achieve excellence in instruction and assessment to enable all students to become reflective, self-directed, lifelong learners.

LEAD

Foster critical thinking, creativity, collaboration, and communication, to enable all students to realize their God-given potential.

SERVE

Inspire engagement and commitment to stewardship for creation to enable all students to become caring and responsible citizens.

RESPONSIBILITIES:

The Board of Trustees is responsible for:

- Setting direction and policy that governs the PVNC Catholic District School Board with care, compassion, and justice;
- Reviewing, and considering for approval the Recruitment, Talent Development, Leadership and Succession Planning Policy;

- Assigning responsibility to the Director of Education to recognize, support and coordinate the implementation of Recruitment, Talent Development, Leadership and Succession Planning Policy.

The Director of Education is responsible for:

- Providing leadership regarding implementation and operational details in the Recruitment, Talent Development, Leadership, and Succession Planning Policy;
- Providing direction to staff in the development of administrative procedures and practices to ensure implementation of the Recruitment, Talent Development, Leadership, and Succession Planning Policy.

The Superintendent of Human Resource Services is responsible for:

- Working in collaboration with the senior team, managers, and all employee groups in the development of administrative procedures and practices to support the Recruitment, Talent Development, Leadership, and Succession Planning Policy;
- Providing leadership in ensuring exemplary practices that are open, fair, transparent, equitable and understood by all employees;
- Continually communicating the Recruitment, Talent Development, Leadership, and Succession Planning Policy as well as administrative procedures and practices;
- Working in collaboration with all employee groups to review and update requirements for all positions across the system.

Superintendents of Schools and System Portfolios are responsible for:

- Providing leadership and supports for Principals/Vice-Principals, Managers, Executive/Administrative Assistants and all departmental staff in their knowledge, understanding, and the implementation of the Recruitment, Talent Development, Leadership, and Succession Planning Policy;
- Working collaboratively with Human Resource Services to develop administrative procedures that align with the Recruitment, Talent Development, Leadership, and Succession Planning Policy.

Managers are responsible for:

- Providing leadership, management and support for the members of their departments in the knowledge, understanding, and the implementation of the Recruitment, Talent Development, Leadership, and Succession Planning Policy;
- Working collaboratively with Human Resource Services to develop administrative procedures that align with the Recruitment, Talent Development, Leadership, and Succession Planning Policy.

Communication Services is responsible for:

- Working collaboratively with Human Resource Services to develop a system-wide communications plan focused on building knowledge and understanding with our various stakeholders on the Recruitment, Talent Development, Leadership, and Succession Planning Policy to support its effective implementation.

Principals and Vice-Principals are responsible for:

- Providing leadership, management, and support for the members of their school communities in their knowledge, understanding, and the implementation of the Recruitment, Talent Development, Leadership, and Succession Planning Policy.

Staff are responsible for:

- Working collaboratively with colleagues to successfully implement the Recruitment, Talent Development, Leadership, and Succession Planning Policy;
- Adhering to the administrative procedures that support the Recruitment, Talent Development, Leadership, and Succession Planning Policy;
- Being proactive and self-directed in building their knowledge and understanding of the Recruitment, Talent Development, Leadership, and Succession Planning Policy as it relates to their role, their performance appraisal, their career development, and possible leadership roles.

PROGRESS INDICATORS:

- Related administrative procedures and practices ensure fair, transparent, and equitable recruitment, hiring, placement, transfer, and promotion of all employees to meet system needs.
- Timely review of all roles and responsibilities to meet current and emerging system needs.
- Board Leadership and Development Plan that reflects all employee groups.
- Data analysis of all employee groups for accurate information of current and future system needs.
- Appropriate performance appraisal processes in place for all employees.
- Public confidence and trust is maintained and enhanced.

DEFINITIONS:

PERFORMANCE APPRAISAL - a formal process used to provide meaningful feedback to staff members regarding the performance of their duties and responsibilities and encourage professional learning and growth.

REFERENCES:

[APPLIKI: A Succession Planning Search Engine. Ontario Institute for Education Leadership.](#)
[Employment Standards Act, 2000.](#)
[Labour Relations Act, 1995.](#)
[Ontario Catholic Graduate Expectations, 2011. Institute for Catholic Education.](#)
[The Ontario Catholic Leadership Framework, 2013.](#)
[Ontario Ministry of Education. New Teacher Induction Program: Induction Elements Manual, 2010.](#)
[Ontario Ministry of Education. Teacher Performance Appraisal: Technical Requirements Manual, 2010.](#)
[Strong Districts and Their Leadership \(Leithwood, Kenneth\) 2013.](#)
[Succession Planning For Ontario Schools and School Boards, 2008. Ontario Institute for Education Leadership.](#)