



BOARD ADMINISTRATIVE PROCEDURE	
<small>ADMINISTRATIVE PROCEDURE</small> RECRUITMENT AND PROMOTION	<small>ADMINISTRATIVE PROCEDURE NUMBER</small> 401
<small>Directional Policy</small> Recruitment, Talent Development, Leadership, and Succession Planning - 400	

TITLE OF ADMINISTRATIVE PROCEDURE:

Recruitment and Promotion

DATE APPROVED:

April 20, 2021

PROJECTED REVIEW DATE:

2026

DIRECTIONAL POLICY ALIGNMENT:

Recruitment, Talent Development, Leadership, and Succession Planning

ALIGNMENT WITH MULTI-YEAR STRATEGIC PLAN:

The Recruitment and Promotion Administrative Procedure supports our Vision for achieving Excellence in Catholic Education by ensuring fair, transparent, and equitable processes in recruitment, leadership, talent development, and succession planning to ensure our employees have the necessary knowledge, skills, and attributes to promote our Vision.



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.

GUIDELINES:

The process for recruiting and promoting non-teaching staff is based on an individual's ability to support the delivery of the Board's vision to achieve excellence in Catholic Education through learning, leadership and service. This procedure applies to all non-teaching staff members and applicants for any position of employment with the Peterborough Victoria Northumberland Clarington Catholic District School Board. The Board is committed to recruiting, interviewing, hiring and promoting candidates based on education, skills, qualifications, experiences and demonstration of values which align with the Board's vision and strategic priorities.

Recruitment, hiring and promotion processes will:

- maintain the highest level of ethical and professional standards;
- be conducted in a manner that is fair, transparent, equitable and timely;
- develop a workforce that is inclusive, diverse and reflective of the communities we serve;
- communicate leadership opportunities to all eligible employees;
- support staff members who are involved in the hiring and promotions process;
- ensure that all, registered early childhood educators, Principals, Vice-Principals and superintendents hired and/or promoted will be Roman Catholic, as per the Board's denominational rights under the Education Act, R.S.O. 1990, c.E.2, as amended from time to time (the "Education Act");
- exercise due diligence throughout the hiring process to align with legislated requirements and the provisions of the collective agreements;
- provide equitable treatment of candidates throughout the hiring process;

- ensure no employee in a position of leadership will influence the recruitment or promotion process by providing unsolicited recommendations of candidates;
- provide internal candidates who are unsuccessful at obtaining a promotion the opportunity to receive developmental feedback;
- support the financial stewardship of Board resources;
- evolve based on best practices.

Human Resource Services will continue to refine the Board's recruitment, leadership and talent development practices to attract and retain the best candidates for all positions to support the Board's vision and strategic priorities.

Human Resource Services will maintain an annual recruitment plan for all positions.

ACTIONS:

In order to be fair, transparent, consistent and equitable and free from unlawful discrimination, all recruitment and promotion processes will, at a minimum, involve the following:

1. Communication with Human Resource Services at key stages of the hiring process, such as, but not limited to, posting of vacancies, application procedures, timelines for hiring processes, and hiring procedures.
2. A posting, which includes qualifications, a description of the job, start and end dates, criteria for hiring, application requirements and contact information.
3. The length of time a position is posted will be contingent on relevant Collective Agreement language, applicable legislation, and the urgency to fill the position. In all cases, positions will be posted for a reasonable amount of time, unless applicable legislation stipulates that a position not be posted or posted in a particular manner for a particular time period.
4. Criteria for selection may include a practicum, group activity, portfolio, Catholic pastoral reference, interview, references, a written submission, qualifications, education or any other alternative selection methods, or non-traditional interview techniques that may be determined by the selection committee, except where the criteria for selection are mandated by applicable legislation, in which case such legislated criteria shall prevail.
5. Hiring practices for all positions will involve a number of processes which may include, but are not limited to, the following:
 - a) use of the interviewing and hiring criteria previously developed for the position;
 - b) review relevant documents;
 - c) a panel interview with a minimum of two Board employees, representing Senior Administration, Principals, Vice-Principals, Managers, Supervisors and/or Human Resource Services staff. Selection of members of the panel

will be commensurate with the title of the position being interviewed;

- d) review of prior records of employment with the Board or other organizations; and/or;
- e) reference checks.

Where hiring practices are subject to applicable legislation, such legislation shall prevail. Where appropriate, as determined by Human Resource Services and the Supervisor of the position, additional processes may also be included, such as:

- f) skill tests and assessments;
- g) pre-interview assessments which may include: group interviews, demonstrations, presentations, case studies or other activities, where appropriate and possible.

All panel interviews will be organized through Human Resource Services.

6. Candidates for leadership positions will be screened for their ability to demonstrate that they possess the character and attitudes necessary for success within PVNCCDSB. This may include qualities as delineated in the Ontario Graduate Expectations and the [Ontario Catholic Leadership Framework](#).
7. A minimum of three candidates will be interviewed for any individual position, except where applicable legislation mandates a different interview process, in which case such legislation shall prevail. Any exceptions must be approved by the Superintendent of Human Resources Services or the Director of Education.
8. All candidates who have been interviewed will receive written notification of the results of an interview from Human Resource Services.
9. All internal applicants to permanent positions will be offered the opportunity to debrief with one or more members of the interview panel following the conclusion of the interview process and public appointment of the successful candidate. If applicable legislation provides rights to unsuccessful candidates that are different from the aforementioned debrief process, such rights shall prevail.
10. Successful candidates will be required to submit a satisfactory Criminal Record Check, with "Vulnerable Sector Check" prior to the commencement of any employment duties with the Board. Any exceptions (for non-school based staff) would be determined by the Manager of Human Resource Services. The cost of the Criminal Record Check will be borne by the employee.
11. The successful candidate(s) will be presented with an offer of employment letter by Human Resource Services. This letter will spell out the rights and obligations of each party and include information related to the position being offered such as salary, benefits, and start date. Probationary periods for new employees will be governed by the applicable Collective Agreement. Non-unionized employees will have a six-month probationary period.

12. Employees new to the Board will be part of an orientation process related to their role in the organization. All employees will be part of an orientation process which may include site orientation, sharing of documentation relevant to the role, introduction to staff and departments in the organization, on-the-job training, job shadowing and establishing a formal mentoring relationship. Human Resource Services will develop lists of possible mentors for all permanent employee groups.

Additional Requirements for Specific Positions:

In addition, the following processes apply to recruitment and promotion for specific employee groups and/or positions:

Support Staff/Canadian Union of Public Employees' (CUPE 1453) Positions

Recruitment and Selection for positions within this employee group will be conducted in accordance with and as outlined in the CUPE 1453 Collective Agreement.

All postings will be advertised internally prior to being advertised externally except where Board operations may be compromised if there is a delay in filling the vacancy due to a lack of internal applicants as per Article 12 – Job Posting of the CUPE 1453 Collective Agreement.

Promotions and transfers to a vacancy for regular employment within the bargaining unit will be based upon the abilities and qualifications of an employee to satisfactorily perform the work involved. Abilities and qualifications will be determined as outlined in section 5 of this Administrative Procedure. When employees have relatively equal abilities and qualifications, seniority will govern as per Article 12.02 of the CUPE 1453 Collective Agreement.

When a position is posted, wherever possible all applicants shall submit the required documentation on the Apply to Education website, accessible through the Careers section of the Board's website.

Applicants shall submit the following:

1. Resume;
2. Education Records – Certificates/Diplomas/Degrees/Transcripts can be uploaded as received.

Registered Early Childhood Educator Applications must also include:

3. Proof of Registration with the College of Early Childhood Educators – Candidates who are awaiting registration at the time of application, should indicate that it is “pending” in the information section;
4. Pastoral Reference – a completed Catholic Parish Priest Reference Form, confirming that the candidate is a practising Roman Catholic, which has been issued within the past 12 months.

Managerial/Administrative Positions (Non-Union)

Candidates for non-union positions will have the demonstrated qualifications, knowledge, skills, experience and values to be successful in the position and to support the Board's vision and strategic priorities.

The recruitment and promotion process for Managerial/Administrative positions shall be as follows:

- job advertisement posted internally and/or externally;
- online application which will include cover letter, resume and other documents depending on the position;
- pre-interview Assessment of qualifications based on the requirements of the position. This may include skill tests, written assignments and/or presentations;
- panel interview;
- reference checks;
- successful candidates will be placed in an available position.

In exceptional circumstances, where a vacancy occurs that requires an exceptional skill set, business need or where other unusual circumstances exist, a staff member who has been performing the duties and responsibilities of the position and demonstrated exceptional competence may be appointed where a competitive process is not practical or in the best interest of the organization. This decision will be communicated by the Director of Education to the department and/or system as required.

Vice-Principal and Principal Positions - Internal and External Candidates

In addition to the criteria listed for Teachers, candidates for Vice-Principal and/or Principal positions will be required to:

- have obtained Ontario School Principal's Qualifications Part I and Part II as per Ontario Regulation 176/10 (Teachers' Qualifications) made under the Ontario College of Teachers' Act; Candidates who are currently enrolled in the PQP and are within two years of completion may apply and be considered for the position in accordance with Ontario Regulation 298 (Operation of Schools – General) made under the Education Act;
- have a minimum of five years of successful permanent teaching in the province of Ontario in at least two divisions;
- demonstrate classroom or administration excellence as indicated through performance appraisals;
- hold two Specialists or a Master's Degree;
- have, at a minimum, Religious Education Part 1;
- demonstrate participation in their Catholic parish faith community;
- have demonstrated leadership experience in instruction and assessment;
- have school-based or system-based leadership experience;
- understand the principles of adult learning, collaboration, facilitation and effective presentations.
- have participated in three sessions of PVNC's Catholic Leadership Development

Series;

- successfully complete one year of the Aspiring Leaders Program;
- external applicants must have successfully completed an equivalent leadership program from their Boards.
- candidates for the positions of Principal will have Vice-Principal leadership experience.

The recruitment and promotion process for Vice-Principal and/or Principal positions shall assess each candidate's leadership skills and abilities as follows:

- The candidate will have ongoing conversations with his/her supervisor to assess readiness in relation to the [Ontario Catholic Leadership Framework](#). The candidate should gather evidence of operational and instructional leadership in PVNCCDSB. If the supervisor agrees that the individual is ready to move forward, the superintendent is contacted and observes the candidate in his/her current leadership role;
- Submission of an online application that will include the following:
 - cover letter
 - resume
 - Catholic Pastoral Reference for Leadership
 - Catholic philosophy of education
 - most recent Teacher Performance Appraisal or Vice-Principal Performance Appraisal
 - references (3) with contact information
 - professional portfolio (electronic or hard copy)
 - Principal recommendation form (available on the Board website)
- Pre-interview Assessment which may include professional discussion, written assignments, presentations, and/or problem-solving scenarios;
- Reference checks (may involve supervisors, peers, and/or direct reports);
- Panel interview;
- Successful candidates will be placed in a leadership eligibility pool for consideration to fill future vacancies.

Superintendent / Supervisory Officer Positions - Academic

In addition to the criteria listed for Principals, candidates for Superintendent positions will be required to demonstrate the following:

- completion of Ontario Supervisory Officer Qualifications - Candidates without a Supervisory Officer Certificate may be considered in accordance with Ontario Regulation 309 (Supervisory Officers) made under the Education Act;
- a participating member of a Catholic worshipping community as attested by a parish priest;
- positive recommendations from an appropriate supervisory officer;
- a Masters degree (M.Ed. or M.A.);
- at a minimum, Religious Education, Part 1 Additional Qualifications, with preference for Part II and Part III of the Religious Education Qualification;
- a minimum of ten years of successful teaching experience, five years as a teacher and five years in the position of Vice-Principal or Principal;
- external candidates will have to demonstrate successful completion of their Board's leadership program.

Superintendent / Supervisory Officer Positions - Business

As required by Regulation 309 of the legislation, applicants shall have:

- seven (7) years of successful experience in business administration, including at least three (3) years in a managerial role relevant to the role of business supervisory officer;
- acceptable university degree;
- Master's degree qualified to practice as an architect, certified general accountant, certified management accountant, chartered accountant, lawyer, professional engineer, registered professional planners, Human Resources Professional – CHRP designated, or other as approved by the Minister;
- candidates must request a letter of good standing from their governing body;
- completed successfully a program in school board management;
- completion of Ontario Supervisory Officer Qualifications - Candidates without a Supervisory Officer Certificate may be considered in accordance with Ontario Regulation 309 (Supervisory Officers) made under the Education Act;
- preferably, candidates will be practising Roman Catholics.

The recruitment and selection of Supervisory Officers will involve the following:

- online application, resume, Catholic Philosophy of Education, Catholic Pastoral Reference for Leadership form and cover letter;
- reference checks (prior to interview);
- panel interview, which will include a prepared presentation;
- successful candidates will be placed on an eligibility list to fill future vacancies.

RESPONSIBILITIES:

Trustees are responsible for:

- Reviewing and considering for approval all new and revised policies recommended for consideration by the Policy Committee including the Recruitment and Promotion administrative procedure;
- Understanding and communicating with members of the community the content of this administrative procedure;
- Upon invitation, Trustees may be requested to participate on interview panels.

The Director of Education is responsible for:

- Implementing and operationalizing the Recruitment and Promotion procedure through the allocation of staff and resources;
- Ensuring compliance with this procedure.

Superintendent of Human Resource Services is responsible for:

- Supporting the strategic implementation of the Recruitment and Promotion procedure;
- Ensuring the development and implementation of hiring and promotional practices;
- Ensuring recruitment and promotion practices are reviewed and audited on an ongoing basis;
- Ensuring that hiring and promotion practices are consistent with legislative requirements and the terms of the Collective Agreements;
- Ensuring that recruitment and promotion processes are fair, equitable and transparent;
- Ensuring Human Resource Services is provided with the knowledge and resources to understand and support the Recruitment and Promotion procedure.

Superintendents are responsible for:

- Identifying, encouraging and supporting potential leadership candidates within their Family of Schools or Departments to pursue promotions;
- Supporting the recruitment process by providing resources and professional development opportunities for staff members who are considering future career opportunities.

Human Resource Services is responsible for:

- Ensuring that recruitment and promotion processes are fair, equitable and transparent and evolve to reflect best practices;
- Effectively communicating recruitment and promotion processes to all internal and external candidates;
- Conducting hiring and selection processes in accordance with collective agreements, applicable legislation and the required process for the applicable employee groups;
- Preparing job posting with specific requirement criteria;
- Coordinating advertising of job postings with the Communications department;
- Screening and interviewing applicants;
- Providing written notice of results of interviews to candidates who have been interviewed;
- Presenting job offers (including salary, benefits, start date, probationary period);
- Registering new employees and providing a Board orientation session;
- Providing opportunities for developmental feedback for internal candidates;
- Adhering to the appropriate recruitment practices as outlined in this procedure;
- Facilitating requests for accommodation in accordance with the [Accessibility and Barrier Free Learning and Work Environments Administrative Procedure](#);
- Liaising with the recruitment team for all vacancies;
- Understanding and demonstrating the principles of equitable and inclusive hiring practices.

Principals, Vice-Principals and Managers are responsible for:

- Identifying employees with leadership potential;
- Supporting potential leaders to participate in the Board's leadership and talent development opportunities, such as the Catholic Leadership Development Series and the Aspiring Leaders Program;

- Completion of Performance Appraisals and Recommendation forms;
- Continuing to enhance their own leadership skills through professional learning activities.

Communications Staff is responsible for:

- Working in conjunction with Human Resource Services to utilize all possible media and professional associations for advertising job positions.

Candidates are responsible for:

- Making themselves aware of recruitment and promotion processes;
- Seeking the appropriate qualifications and experience;
- Submitting all required documentation as outlined in the job posting;
- Notifying Human Resource Services of any accommodation requirements;
- Providing accurate information and understanding that falsifying information may lead to termination.

PROGRESS INDICATORS:

- Criteria are developed for positions prior to recruitment and hiring
- Criteria which have been developed are utilized for advertising, selection and screening of candidates, and in the interview process.
- Catholic candidates fill positions for supervisory officers, Principals, vice-Principals, and registered early childhood educators.
- Interview processes adhere to elements listed in the administrative procedures above.
- A minimum of three candidates are interviewed for any individual position, except where applicable legislation mandates a different process.
- An eligibility list is maintained for the positions of Principal, vice-Principal and superintendent.
- Employment offer letters are provided to new employees and employees changing roles in the organization.
- Human Resource Services communicates with unsuccessful interviewed candidates and offers feedback to internal interviewed candidates.
- Orientation processes are in place and documented for all new employees.

DEFINITIONS:

Applicant - A person who applies to a vacant position.

Candidate - An applicant that is engaged in the selection process for a position. This may include an existing staff member or external applicant.

Recruitment - It is the process of seeking and hiring qualified applicants, from within or outside of the Peterborough Victoria Northumberland Clarington Catholic District School Board for a vacancy.

Promotion - Advancement to a position of higher rank within the organization.

Reference Checks - This is the process of contacting a candidate's most recent employer and/or supervisor to verify experience, position and work ethic. References must have directly supervised a candidate in the workplace.

Eligibility List - A list of candidates who have successfully completed the selection process and been identified to be considered to fill future vacancies. Eligibility will be reviewed on an ongoing basis, dependent on the needs of the position.

REFERENCES:

[Accessibility and Barrier Free Learning and Work Environments Administrative Procedure](#)
[Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11](#)

[Education Act, S.O. 2000, c.41](#)

[Pay Equity Act, R.S.O. 1990, c. P.7](#)

[Human Rights Code, R.S.O. 1990, c. H.19](#)

[Employment Standards Act, 2000, S.O. 2000, c. 41 Ontario](#)

[Ontario Catholic Leadership Framework](#)

[CUPE 1453 Collective Agreement](#)

RELATED DOCUMENTS

[Recruitment and Promotion - Teachers AP 404](#)