



BOARD DIRECTIONAL POLICY	
<i>DIRECTIONAL POLICY TITLE</i>	<i>Directional Policy Number</i>
RECRUITMENT, TALENT DEVELOPMENT, LEADERSHIP, AND SUCCESSION PLANNING	400 New 501 Old

TITLE OF DIRECTIONAL POLICY:

Recruitment, Talent Development, Leadership, and Succession Planning

DATE APPROVED:

May 27, 2014

PROJECTED REVIEW DATE:

May 2019

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 processes 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 through Learning, Leadership and Service.

- Ensure our structures, processes, relationships, and actions reflect our Gospel Values and Catholic Social Teachings;
- Implement the most effective, evidenced-based instructional and assessment practices to help all students meet the Catholic School Graduate Expectations;
- Embed technology to support digital literacy, creativity, innovation, collaboration, and the learning needs of all students;
- Develop the intellectual, spiritual, mental, physical, and emotional well-being of students in safe, diverse, respectful, and faith-filled learning environments;
- Implement fair and transparent processes in recruitment, leadership, talent development, and succession planning to ensure our employees have the necessary knowledge, skills, and attributes to support our Vision.

RESPONSIBILITIES:

The Board of Trustees is responsible for:

- defining, articulating and directing the PVNC Catholic District School Board mandate to support student achievement and well-being in a Catholic learning community supported by the Multi-Year Strategic Plan.
- setting direction and policy that governs the PVNC Catholic District School Board.
- reviewing and considering for approval the Recruitment, Talent Development, Leadership, and Succession Planning Policy recommended for consideration by the Policy Development Committee.
- understanding and communicating with members of the community the content of the Recruitment, Talent Development, Leadership, and Succession Planning Policy.

- assigning responsibility to the Director of Education for operationalizing and managing the Recruitment, Talent Development, Leadership, and Succession Planning Policy.
- monitoring and holding the Director of Education accountable respecting the implementation and operational details of the 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 Support 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, 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:

Development of Administrative Procedures and Practices to 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.

Assessment of the policy process by the internal auditors during the compliance review.

REFERENCES:

- APPLIKI: A Succession Planning Search Engine. Ontario Institute for Education Leadership.
- *Ontario Catholic Graduate Expectations*, 2011. Institute for Catholic Education. <http://www.pvnccdsb.on.ca/en/ourboard/catholicGraduate.asp>
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- *The Ontario Catholic Leadership Framework*, 2013. http://iel.immix.ca/storage/6/1380680840/OLF_User_Guide_FINAL.pdf
- Leithwood, Kenneth. *Strong Districts and Their Leadership*, 2013.
- Ontario Ministry of Education. *New Teacher Induction Program: Induction Elements Manual*, 2010. http://www.edu.gov.on.ca/eng/teacher/pdfs/NTIP-English_Elements-september2010.pdf
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- *Labour Relations Act*, 1995. http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_95l01_e.htm
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