



## BOARD ADMINISTRATIVE PROCEDURE

ADMINISTRATIVE PROCEDURE  
**RECRUITMENT AND  
PROMOTION**

ADMINISTRATIVE PROCEDURE  
NUMBER  
**AP- 401 New**  
**AP- 501-001 (old)**

*Directional Policy*  
**Recruitment, Talent Development,  
Leadership, and Succession Planning - 400**

### TITLE OF ADMINISTRATIVE PROCEDURE:

Recruitment and Promotion

### DATE APPROVED:

March 1, 2016

### PROJECTED REVIEW DATE:

March 1, 2019

### DIRECTIONAL POLICY ALIGNMENT:

Recruitment, Talent Development, Leadership, and Succession Planning

### ALIGNMENT WITH MULTI-YEAR STRATEGIC PLAN:

- 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 promote our Vision.

### ACTION REQUIRED/GUIDELINES:

#### GUIDELINES:

The process for recruiting and promoting 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 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 teachers, 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:**Recruitment and Promotion Process for all Board Positions (minimum requirement)

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, 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. New teaching staff will be part of the New Teacher Induction Program. All other 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 employee groups.
13. For internal permanent teaching (OECTA), Long Term Occasional teaching assignments (OTBU), and support staff (CUPE) positions, the process for recruitment and promotion is outlined in the current Collective Agreements and/or applicable legislation.

**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. 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, all applicants shall submit the required documentation on the Apply to Education web site, accessible through the Careers section of the Board's web site.

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.

### Teaching Positions

All teachers must:

- be members in good standing with the Ontario College of Teachers;
- have a working knowledge of the Ontario Catholic Graduate Expectations, Ontario Catholic Leadership Framework, Ethical Standards for the Teaching Profession, The Standards of Practice for the Teaching Profession, and the Professional Learning Framework;
- be practising Roman Catholics whose lives exemplify the philosophy of Catholic education;
- demonstrate dedication to Catholic education - a continuing desire and effort to develop and foster in staff and students a Christian community based on the Catholic Faith;
- be current in their understanding of research, integrating technology and best instructional practices;
- be committed to on-going professional learning;
- obtain Religious Education, Part 1 Additional Qualifications within two years of being hired permanently.

See note below:

#### *Religious Education - Additional Qualifications*

The Board is committed to faith development of its students and therefore recognizes the need for all statutory teachers to be qualified in the area of Religion Education. Teaching staff entering the employ of the Board are required to obtain the Additional Qualification –

Religious Education Part 1 – within two years of permanent employment. Teachers with Religion or Religious Studies subject on their Ontario Teaching Certificates have met the requirement.

Consultants, Curriculum Chairs, and centrally assigned teachers are required to possess the minimum Religious Education Part 1 AQ to qualify for postings. Consultants, and Curriculum Chairs responsible for the subject umbrella of Religious Education and Family Life, shall be practising Roman Catholics who hold an Honours Specialist or Three Part Specialist in Religious Education. Occasional teachers are encouraged to obtain Religious Education Part 1 early in their teaching careers.

Human Resource Services will monitor teacher qualifications. Failure to meet the requirement within two years of permanent hire with the Board will result in notification to the teacher that he/she has failed to comply. Teachers will be required to sign a 'statement of intent' indicating a date when the requirement will be fulfilled. Any teacher who does not obtain the Religious Education Part 1 by the date indicated in his/her 'statement of intent' will be required to meet with his/her superintendent.

All applicants shall submit the required documentation on the Apply to Education web site, accessible through the Careers section of the Board's web site.

The following documents are required:

1. Resume
2. Cover Letter
3. Pastoral Reference - a completed Catholic Parish Priest Reference Form, confirming that you are a practicing Roman Catholic, which has been issued within the past 12 months
4. Reference Names & Contact Information
5. Ontario College of Teachers Certificate of Qualification – most current
6. Education Records – Certificates/Diplomas/Degrees/Transcripts can be uploaded as received

Recruitment and selection of teachers involves the following stages whereby the candidates are assessed on different aspects of their teaching skills and abilities:

- online application with documents as listed above;

- pre-interview assessment which may include case-studies, written assignments, demonstrations, group or individual activities, simulations, or other processes as determined by Human Resource Services;
- panel interview;
- reference checks;
- offer of employment for successful candidates;
- to the extent that applicable legislation provides different hiring practices than the list set out above, such legislation shall prevail.

In order to support system needs, hiring for French teaching positions will have additional requirements such as, but not limited to, written and/or oral language assessment.

After exhausting the application process, in exceptional circumstances where the Board is unable to fill a vacancy with a Roman Catholic teacher, such as in a specialized program area, the Board reserves the right to hire a non- Catholic teacher.

#### CASA & Itinerant Teachers (ESL, Safe Schools, Special Education, SWST)

Recruitment and selection of candidates for itinerant teaching positions will be conducted in accordance with the OECTA Collective Agreement and the selection process outlined below.

In addition to the criteria listed for Teachers, candidates for Consultant Positions will be required to:

- have Additional Qualifications specific to the position posted;
- have five years successful teaching experience in a minimum of two divisions;
- demonstrate dedication to Catholic education - a continuing desire and effort to develop and foster in staff and students a Christian community based on the Catholic Faith;
- demonstrate an understanding of Ministry of Education priorities.

The recruitment and promotion process for Consultant positions shall be as follows:

- resume, cover letter and portfolio submission;
- reference checks;
- panel interview;
- successful candidates will be placed in an available position.

Consultant Positions – Curriculum, Student Success, Safe Schools and Special Education



Recruitment and selection of candidates for Consultant positions will be conducted in accordance with the OECTA Collective Agreement and the selection process outlined below.

In addition to the criteria listed for Teachers, candidates for Consultant Positions will be required to:

- demonstrate dedication to Catholic education - a continuing desire and effort to develop and foster in staff and students a Christian community based on the Catholic Faith;
- demonstrate classroom excellence as indicated through performance appraisals;
- have a minimum of five years of successful teaching in the province of Ontario;
- hold a Specialist or Honours Specialist Certification within subject discipline;
- have extensive experience and theoretical knowledge in their field of instruction and assessment;
- have school-based leadership experience;
- understand the principles of adult learning, collaboration, facilitation and effective presentations.

The recruitment and promotion process for Consultant positions shall be as follows:

- resume, cover letter and portfolio submission;
- reference checks;
- panel interview;
- successful candidates will be placed in an available position.

#### Secondary Positions of Responsibility (Curriculum Chairs)

Recruitment and selection of candidates for Secondary Curriculum Chairs will be conducted in accordance with the OECTA Collective Agreement and the selection process outlined below.

In addition to the criteria listed for Teachers, candidates for Curriculum Chair Positions will be required to:

- have a minimum of five years of successful teaching in the province of Ontario;
- have Intermediate/Senior division qualifications;

- hold a Specialist or Honours Specialist Certification within one or more of the subject disciplines;
- have Religious Education, Part 1;
- demonstrate dedication to Catholic education - a continuing desire and effort to develop and foster in staff and students a Christian community based on the Catholic Faith;
- have strong experience and theoretical knowledge in their field of instruction and assessment;
- have school-based or system-based leadership experience.

The recruitment and promotion process for Curriculum Chair positions shall be as follows:

- online application, resume and cover letter;
- interview and sharing of most recent Teacher Performance Appraisal;
- reference checks;
- successful candidates will be placed in an available position.

#### 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 OR 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:****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 these procedures;
- considering requests for accommodation in accordance with the Board's Accessibility policy and procedures;
- 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 Appraisal forms 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, teachers 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 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](#)

[OECTA Collective Agreement](#)

[CUPE 1453 Collective Agreement](#)

[OTBU Collective Agreement](#)

**RESOURCE:**

Strategic Plan 2014-2017

**NOTES:**

*These administrative procedures replace the following Policies and Procedures:*

*506 – Hiring of Principals and Vice Principals*

*507 - Religious Education Qualifications*

*509 – Hiring of Teachers/Early Childhood Educators*

*Revised February, 2016*