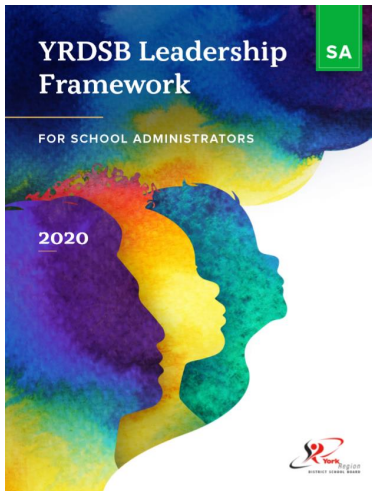


Principal Selection Process 2020

Information Session



LD_yrdsb



leadershipyrdsb

Beginning In A Good Way



A Moment's Rest

Jessica Desmoulin
Acrylic on Canvas

Agenda

Welcome & Introductions

Our Board...An Overview

Overview of the YRDSB Leadership Framework 2020

Stages in the Principal Selection Process

Pre-Application - Better Educate and Apply To Education

Stage 1: Online Application

Stage 2: Formal Interview

Stage 3: Reference Check

Pool of Principal Candidates Eligible for Placement

The Role of Leadership Development



Coordinating Committee

Clayton La Touche

Mark Loya

Rita Russo

Gail Long

Steve Gardner

Otilia Olteanu

Farooq Shabbar

Michelle Fifield

Patti Town

- Associate Director, Schools and Operations
- Superintendent, Business, H.R.S., Chief Negotiator
- Superintendent, Leadership Development
- Manager of Recruitment and Retention, H.R.S.
- Principal on Assignment, Leadership Development
- Principal on Assignment, E.C.S.
- Principal on Assignment, H.R.S.
- Senior Recruitment Representative
- Administrative Assistant

Selection Committee

Teams Comprised of:

- 1 Human Resource Services Representative
- 2 Superintendents of Education

Our Board

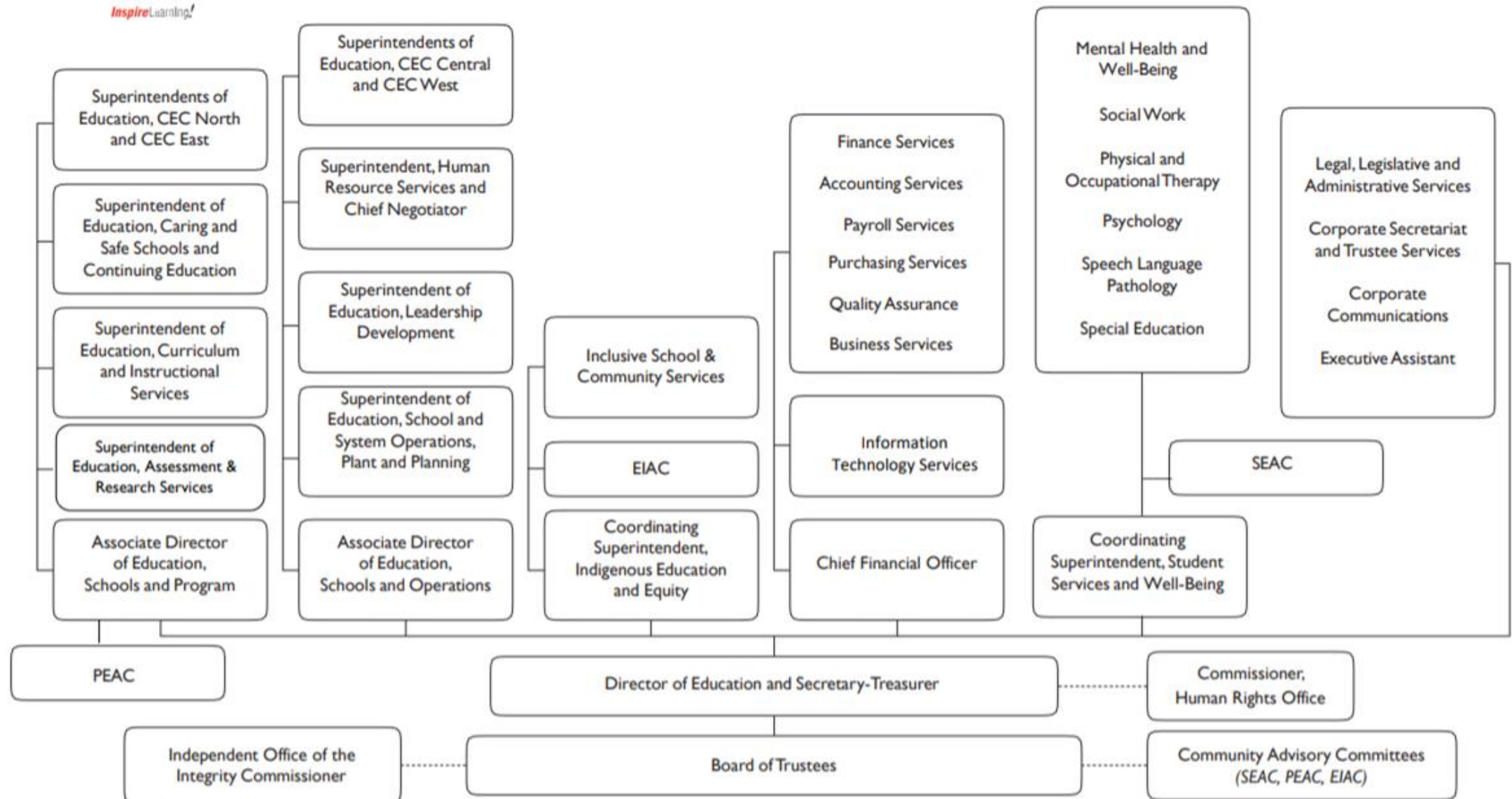
- As of 2016, the Region of York estimated the population to be approximately 1,110,000. (Population is expected to reach 1.5 million by 2031.)
- Nine municipalities are served by the York Region District School Board: Aurora; East Gwillimbury; Georgina; King; Markham; Newmarket; Richmond Hill; Vaughan; Whitchurch-Stouffville
- 181 Elementary Schools and 33 Secondary Schools, plus EVS and SVS
- As of October 2020, the York Region District School Board's enrolment figures are:
 - Elementary 86,377 (60% in-class; 40% online)
 - Secondary 40,600 (79.5% in-class; 20.5% online)
 - Total 126,977
- 4 CECs (Community Education Centres) - Central, East, North, West

Our Board

- 2019-2020 Indigenous Self-Identification
 - Total: 439 Students
 - First Nation (330)
 - Métis (93)
 - Inuit (16)
- 2019-2020 English Language Learners (ELL)
 - Total: 34,775 Students
- 311 Elementary Administrators (2019-20)
- 116 Secondary Administrators (2019-20)
- Board Budget of \$1,515,000,000 (2019-20)

YRDSB Organizational Structure

May 2020



Mission, Vision and Values

Mission

- To advance student achievement and well-being through public education, which motivates learners, fosters inclusion, inspires innovation and builds community.

Vision

- To be a leader in public education by empowering all students to become engaged and caring citizens of the world.

Values

- Our School Board operates based on a set of values which guides our actions: Inclusivity, Relationships, Innovation, Engagement, Responsibility and Optimism

YRDSB Inspires Learning!

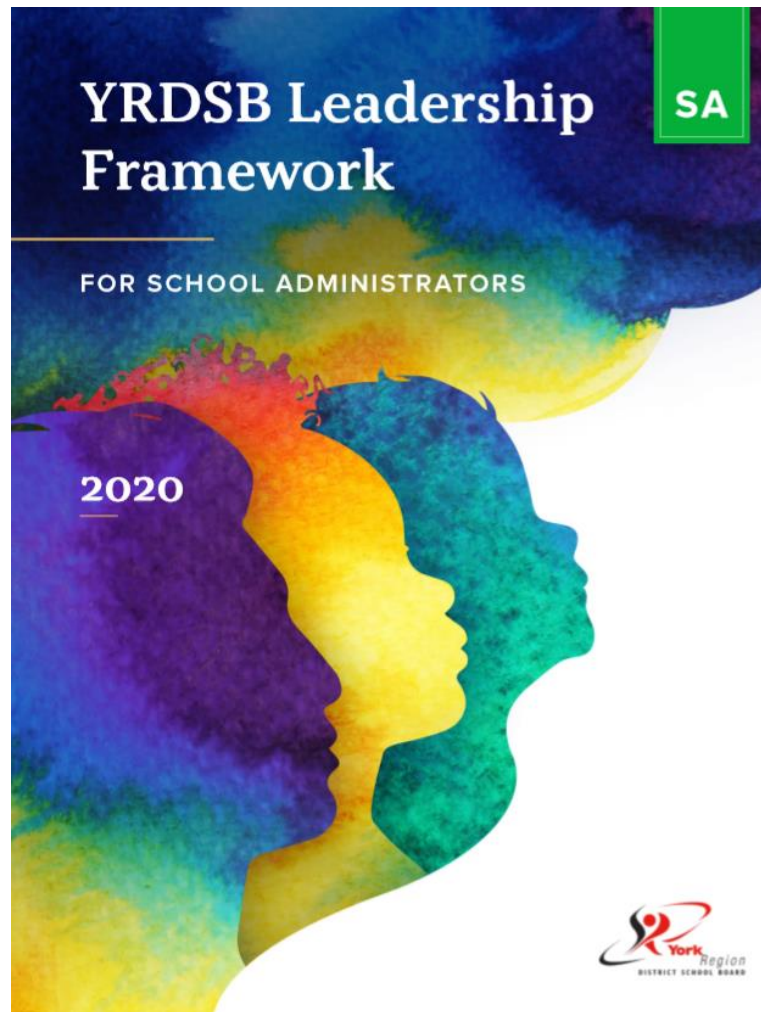
We are looking for dynamic leaders to be Ethical System Change Agents.

We are guided by our Trustees **Multi-Year Strategic Plan** that identifies **four priority areas**:

- Fostering Well-Being and Mental Health
- Championing Equity and Inclusivity
- Building Positive Relationships
- Empowering Ethical Leadership

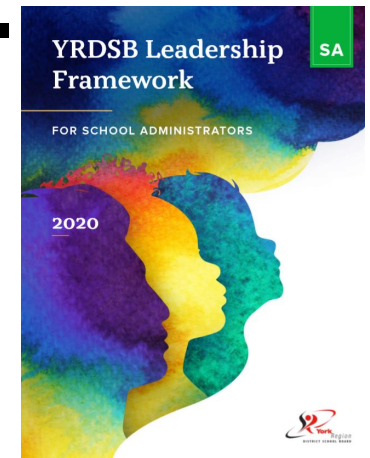


The YRDSB Leadership Framework and the Multi-Year Strategic Priorities & Director's Action Plan

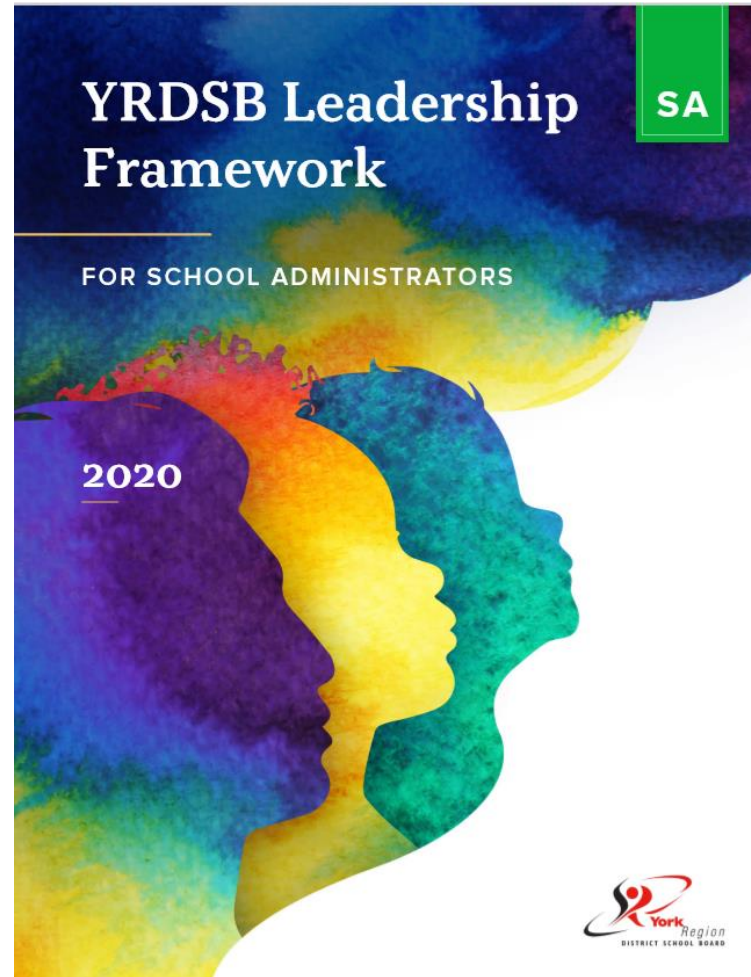


The Leadership Framework and The Ontario Leadership Framework

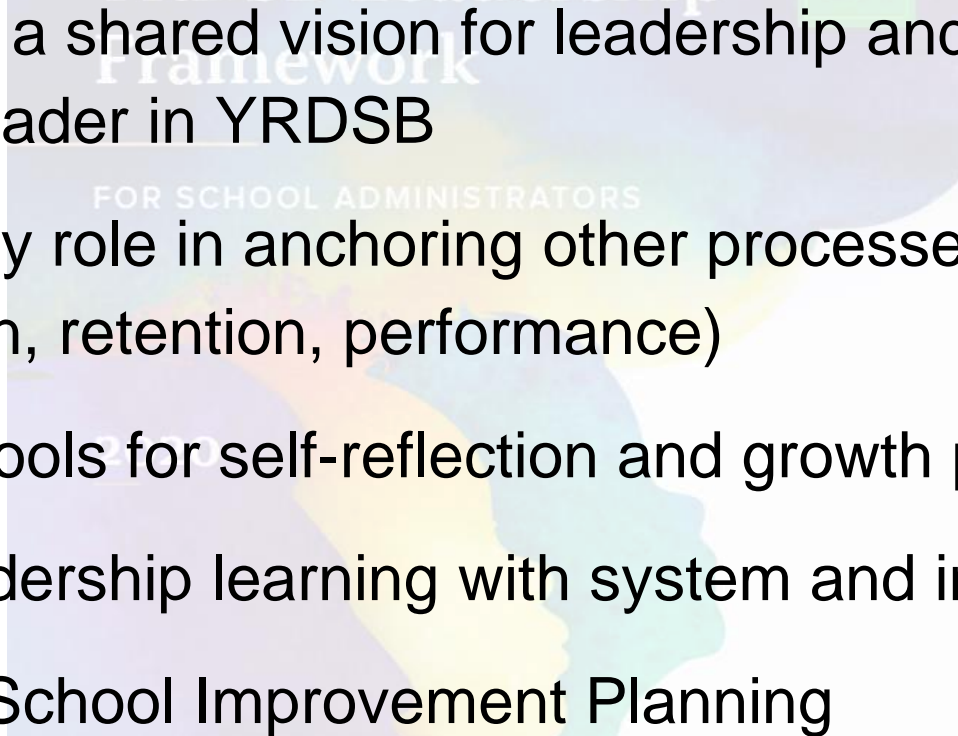
- This Leadership Framework was created as a **complement** to the Ontario Leadership Framework with a view to make **equity and ethical leadership competencies clear**.



Navigating The Leadership Framework



YRDSB Leadership Framework

- 
- Facilitate a shared vision for leadership and what it means to be a leader in YRDSB
 - Play a key role in anchoring other processes (recruitment, promotion, retention, performance)
 - Provide tools for self-reflection and growth planning
 - Align leadership learning with system and individual needs
 - Support School Improvement Planning

Navigating the YRDSB Leadership Framework

The Leadership Framework is organized into four domains, eight competencies, and actions for leaders.

DOMAINS

The four domains demonstrate the leadership outcomes the York Region District School Board believes are foundational to the success of all leaders.

COMPETENCIES

The eight competencies are demonstrable knowledge, skills, and characteristics for achieving the leadership outcomes.



YRDSB Leadership Framework

Collaborative Relationships



This domain focuses on building collaborative relationships to support leadership, learning, and engagement.

Personal & Interpersonal Capacity

Leaders demonstrate self-awareness, engage in self-reflection, and understand the importance of effective communication. They adopt an inquiry and reflective stance that invites all voices to co-create solutions and further develop leadership capacity focused on student and staff success and well-being.

Family & Community Engagement

Leaders create supportive systems for families and communities from diverse backgrounds and identities to engage as partners in ensuring student success. They build understanding of policies, procedures, and practices and invite feedback for improvement.

Human Rights & Inclusion



This domain focuses on ensuring human rights and inclusion are foundational to creating responsive practices, inclusive environments, and equitable outcomes for all.

Indigenous Knowledge & Education

Leaders understand and collaboratively implement the Truth and Reconciliation Commission of Canada Calls to Action 62 and 63 that are focused on teaching and learning through Indigenous ways of knowing. Leaders understand the intersection of social identities and the importance of engaging Indigenous voices. They learn the truth of Indigenous history and apply their knowledge to their work to improve educational outcomes for Indigenous students.

Anti-Racism & Anti-Oppression

Leaders guide their practice based on the requirements of applicable codes, standards, and legislation. They use an anti-racist and anti-oppression lens to identify and remove barriers in order to create culturally responsive practices, inclusive environments, and equitable outcomes.

Equitable & Inclusive Learning Practices



This domain emphasizes the leader's role in fostering learning cultures that promote ongoing critical reflection on practice, shared responsibility for student and staff success, and continuous improvement that is evidence informed and culturally responsive.

Instructional Practice

Leaders provide instructional leadership founded in an environment that fosters continuous learning and improvement. They leverage inclusive structures and collaborative models to fulfill high expectations for success.

Culturally Responsive Practice

Leaders engage in Culturally Responsive Practice that elevates sociocultural consciousness, critically examines processes and programs, and ensures high expectations for all.

Organizational Capacity



This domain focuses on managing effectively, efficiently and collaboratively, which is foundational to leading at the system, school, and department level.

Governance & Strategic Planning

Leaders practice good governance and planning. They engage in data-informed planning, decision-making, and monitoring that focuses on the achievement and well-being of students and is responsive to the needs of staff.

Human Resource Management & Financial Stewardship

Leaders demonstrate the required technical, functional and legal knowledge in support of the system, school and department goals.

Personal & Interpersonal Capacity



Leaders:

Leaders build collaborative, professional and productive relationships with key stakeholders

Reflective Questions:

- How do you foster an environment that builds trust, where all members feel valued and respected?
- How do you actively build partnerships with staff, families, guardians, local community groups, union partners, and Elders that represent diverse and marginalized voices?
- What strategies do you use to convey authentic care for all stakeholders?
- What strategies do you use when engaging in challenging conversations and managing difficult situations?

Anti-Racism & Anti-Oppression

Leaders:

Understand and lead learning in anti-racism, anti-oppression and social justice principles with staff, families, guardians, community and Elders to create responsive, equitable and inclusive environments

Reflective Questions:

- How do you engage with staff and community in ongoing dialogue about anti-racism, anti-oppression and social justice within the learning and working environments?
- How do you foster an environment which allows for the opportunity to ask questions, engage in dialogue and co-construct new learning?







Principal Selection Process Overview

Process Overview

- The selection process is a summative evaluation of readiness
- It is an elementary and secondary process open to both internal and external candidates
- Assess your readiness by using the **YRDSB Leadership Framework for School Administrators 2020** **and** **YRDSB Leadership Framework Self-Assessment Tool** **NEW**
- The Principal Selection Process is not a professional development opportunity
- Apply when ready

Revised 2020 Principal Selection Process

Key Changes:

-  Development of the **YRDSB Leadership Framework for School Administrators 2020**
-  Removal of Cover Letter and formal Resume
-  Creation and Candidate submission of ***“My Leadership Profile”***
-  Creation of **YRDSB Leadership Framework Self- Assessment Tool** as a supporting document

Selection Process: Pre-Screening Requirements



Pre-Screening Requirements

- Current or Qualified Vice-Principal
- Satisfactory PPA
- Completion of Apply to Education (ATE) screening questions (e.g. discipline history, Ontario College of Teachers #, etc.)
- References to be provided at time of application; references will not be contacted until Stage 3
- Creation of Better Educate Login/Account

Selection Process: Pre-Application Process



Pre-Application Process

- Candidates are required to create an account in [BetterEducate](#)
- Candidates will then be able to log into [Better Educate](#) in order to access their dashboard where *the “My Leadership Profile”* is located.
- The completion and submission of the candidate's **“My Leadership Profile”** will inform the application as part of the selection process through the demonstration of the candidate's *leadership actions and corresponding evidence of impact*

Quick Reference Guide - QRG



YRDSB Leadership Framework Self-Assessment Tool

This Quick Reference Guide lists the steps to be taken to access the YRDSB Leadership Framework Self-Assessment Tool

1. Log in to https://bettereducate.com/yrdsb_application. Create a user name and password and select Sign Up.



2. When you log in, you will see a dashboard with three tiles: **Leadership Framework**, **Self-Assessment** and **My Leadership Profile**.



3. Access the **Leadership Framework** tile to view the YRDSB Leadership Framework for School Administrators.





pg. 1

- Candidates are required to create an account in [BetterEducate](#)

The screenshot shows a web browser window with the address bar displaying `bettereducate.com/yrdsb_application`. The page header includes the York Region District School Board logo, a search bar, and links for Support, Sign Up, and Login. The main content area is titled "Member Sign Up" and contains a welcome message and a sign-up form.

York Region District School Board

Search everything for...

Support Sign Up Login

Member Sign Up

Welcome to YRDSB Leadership Framework for School Administrators. Please create a user name and password to access the YRDSB Leadership Framework for School Administrators, Self-Assessment Tool, and the School Administrator Application Template.

Username (Create one. This will be visible by other members)

Password **Repeat Password**

Email Address **Repeat Email Address**

Firstname **Lastname**

City

State/Province **Country**

☒ I have read and agree to our [Terms of Use](#).

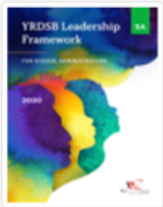
Powered by [BetterEducate.com](#) [Terms of use](#)

Welcome

YRDSB Leadership Framework for School Administrators 2020

Dashboard

YRDSB Leadership Framework for School Administrators 2020



YRDSB Leadership Framework Details in PDF format

Download PDF...

Self Assessment

Self-Directed Assessment Tool



A self-directed assessment tool is offered to assist in identifying leadership areas that need further development.

Start Assessment...



My Leadership Profile

Capture your Evidence of Impact



- What have I done?
- What is changing as a result of my actions?
- Who is better off?

Begin My Leadership Profile...



Self Assessment

A self-directed assessment tool is offered to assist in identifying leadership areas that need further development.

Dashboard Self Assessment



Label your Self Assessment S. Gardner Year 2020

Summary Print Delete

As you consider each Action for Leader described in the YRDSB Leadership Framework Self-Assessment Tool, ask yourself to what extent you demonstrate each leadership action. Select the most suitable response.

COLLABORATIVE RELATIONSHIPS

ASSESSMENT: 12 OF 32

Descriptor:
This domain focuses on how School Administrators build collaborative relationships to support leadership, learning, and engagement.

Belief Statement of the Domain:
School Administrators cultivate relationships to support student and staff success.

COMPETENCY 1: PERSONAL & INTERPERSONAL CAPACITY

ASSESSMENT: 6 OF 8

School Administrators demonstrate self-awareness, engage in self-reflection, and understand the importance of effective communication. They adopt an inquiry and reflective stance that invites all voices to co-create solutions and further develop leadership capacity focused on student and staff success and well-being.

Action Statements Personal Capacity: Leaders are self-aware and exercise self-regulation and self-reflection while recognizing how their identities, personal assumptions, and biases influence leadership.

- Reflective Questions**
- What are your assumptions and personal biases that influence your leadership?
 - How does your intersecting social identities influence your leadership?
 - How do you mitigate the power of your positional authority when relating with your students, staff, and community?
 - How do you maintain calm and confident in the face of challenging problems?

1

2

3

4



My Leadership Profile

Label your Leadership Profile

Gardner

Year

2020

Print

Delete

YRDSB Leadership Framework for School Administrators 2020 includes four Domains and eight Competencies. For each competency, please complete each fillable box below to capture evidence of your leadership and its corresponding impact.



COLLABORATIVE RELATIONSHIPS

EVIDENCE: 2 OF 2

COMPETENCY 1 - PERSONAL & INTERPERSONAL CAPACITY

EVIDENCE: 1 OF 1

PLEASE CAPTURE YOUR EVIDENCE OF IMPACT BELOW: (max, 3000 characters) 0 CHARACTERS



Save

COMPETENCY 2 - FAMILY & COMMUNITY ENGAGEMENT

EVIDENCE: 1 OF 1

Submitted to Apply To
Education - Under
RESUME



YRDSB
School Administrator
Leadership Profile

steve gardner
(steven.gardner@yrdsb.ca)



2020-10-01

1/9

steve gardner



Selection Process: Stage One



Stage One: Application Process

- Visit our Careers page at [**bwww.yrdsb.ca**](http://bwww.yrdsb.ca) or [**www.yrdsb.ca**](http://www.yrdsb.ca)
- Posting is hosted on Apply to Education and must have an account to apply
- Application posted on October 22nd and November 2th @ 11:30 p.m.

Stage One: Application Process

Components of the Application:

- Create a profile on Apply to Education
- After Candidates complete their “**My Leadership Profile**” on BetterEducate, candidates download and save the PDF document to their computer
- Candidates will then upload their saved “**Leadership Profile**” PDF to the Resume link on Apply to Education.

Upload Instructions

Please upload the completed PDF copy of your “My Leadership Profile” under **Resume** section in ATE.



Once your application is submitted...



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- Receive an automatic acknowledgement
- Recruitment will prepare your application file, check OCT Public Register and current personnel file, etc.
- Selection Team will review all applications for eligibility by criteria and determine a long-list to move forward to Stage Two
- Notifications regarding Stage 2 sent via email on **November 17th/18th 2020**

Selection Process – Stage Two



Interview

- Virtual Interview
- Interview panel consists of:
 - 2 Superintendents
 - 1 Human Resource Services Representative
- Email PDF of your most recent PPA (farooq.shabbar@yrdsb.ca)

Virtual Interview



- Oral presentation on a question received 1 week in advance (10 minutes)
- Interview questions will be sent to you via email upon arrival



Save the Date!

Interview Dates:

- Tuesday, December 1, 2020 evening
- Wednesday, December 2, 2020
- Thursday, December 3, 2020

Selection Process – Stage Three



References

You will be asked to identify three references at Stage One.
References are to include:

- o Current Principal/Supervisor
- o Current Superintendent
- o Professional Reference

Communication with Referees

- Referees will be contacted by email immediately after you have been notified that you will be moving to Stage Two
- References will not be shared with selection committee until after your interview

Communication

- You will receive an email at each stage
- Selection process feedback will be provided by members of the selection team
- Occurs at the end of the process for all candidates

Pool of Eligible Principal Candidates for Placement

- Successful candidates will be added to the Pool of Eligible Principal Candidates for Placement
- Candidates will be appointed to the position of Principal as system needs dictate
- Candidates can remain in the pool up to three years

Leadership Development

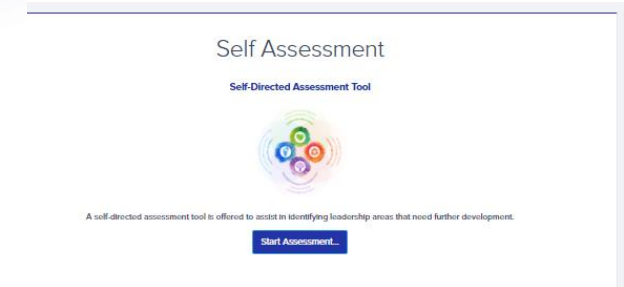
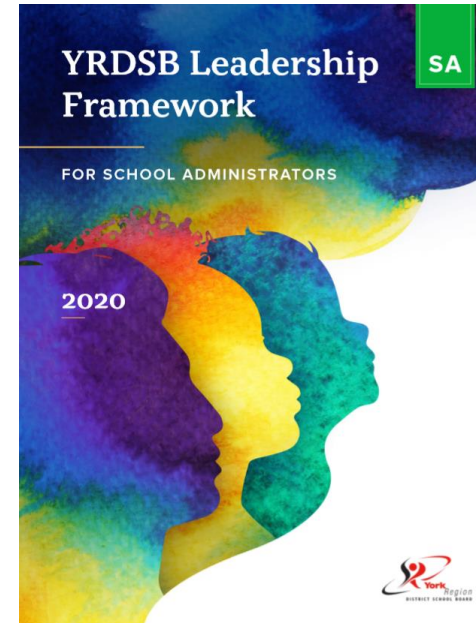


Role of Leadership Development

- Provides **supports** for candidates
- Delivers **two virtual workshops via Zoom** - one prior to each of the stages in the selection process

Supporting Documents

- YRDSB Leadership Framework
- YRDSB Leadership Framework Self-Assessment Tool
- YRDSB Multi-Year Strategic Plan
- YRDSB Director's Action Plan



Leadership Development Workshops

Stage 1

Workshop 1 – **Preparing your Application Kit**

October 21, 2020 - 4:30-7:00 pm, Zoom (Link to be shared upon registration)

Stage 2

Workshop 2 – **Preparing for the Interview**

November 25, 2020 4:30-7:00 pm, Zoom (Link to be shared upon registration)

steven.gardner@yrdsb.ca

sandra.haliburton@yrdsb.ca



Application Assistance

- careers@yrdsb.ca
- Contact Recruitment Team
(905) 727-0022 or (416) 969-7170
Extension 2878
- **Apply to Education**

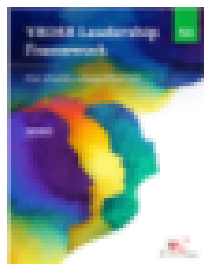
Application deadline is Monday, November 2, 2020 at 11:30 p.m.

For further information/questions, please contact:

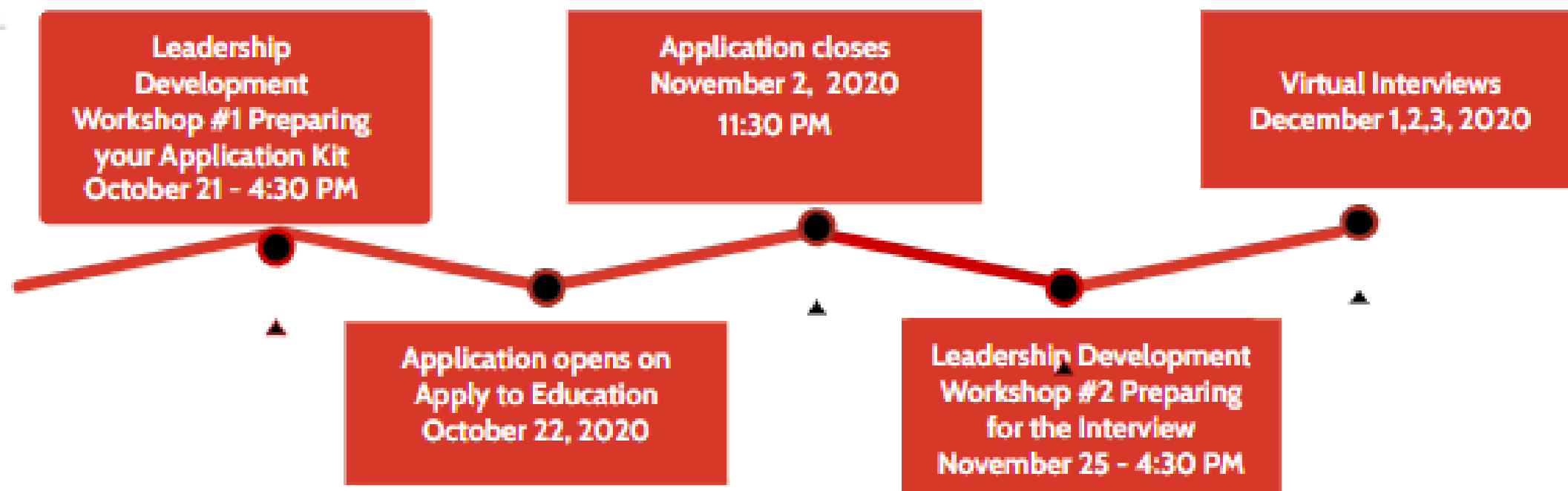
Steve Gardner - Principal - Leadership Development,
steven.gardner@yrdsb.ca

Farooq Shabbar - Principal, Human Resource Services,
farooq.shabbar@yrdsb.ca





Timelines



We look forward to receiving your application!

