



YORK REGION DISTRICT SCHOOL BOARD

Policy and Procedure #212.0 Director of Education Selection

The Director of Education Selection policy and procedure outline the process used to ensure a comprehensive and transparent process for selecting a Director of Education.

Who has responsibilities?

- Trustees
- Director of Education Selection Committee
- Director of Education Selection Advisory Committee
- Executive Search Firm
- Corporate Secretariat and Trustee Services
- Corporate Counsel

How is this policy and/or procedure related to Board priorities?

The Director of Education Selection policy supports student achievement and well-being by ensuring that a qualified, accountable and professional Director of Education who values equity and engagement is hired. This individual will support the delivery of effective and sustainable educational programs to each student and ensure the stewardship of Board resources in support of Board priorities.

Legislative Context

[Accessibility for Ontarians with Disabilities Act](#)

[Education Act](#)

[Employment Equity Act](#)

[Ontario Human Rights Code](#)

[Employment Standards Act](#)

[Municipal Freedom of Information and Protection of Privacy Act](#)

Related Documents

[Conflict of Interest](#)

[Equity and Inclusivity](#)

[Leadership Development](#)

[Information Access and Privacy Protection](#)

[Trustee Code of Conduct](#)

[Director of Education Performance Review](#)

Department

Corporate Secretariat and Trustee Services

It is the expectation of the York Region District School Board that all employees, students and persons invited to or visiting Board property; or partaking/volunteering in Board or school-sponsored events and activities will respect the policies and procedures of the Board. The term "parents" refers to both biological/adoptive parents and guardians in all Board policies and procedures.



Board Policy #212.0, Director of Education Selection

The York Region District School Board believes that the selection of a qualified and professional Director of Education, who also values equity and excels at stakeholder engagement, is critical to the success of the Board. The Director of Education is accountable to the Board of Trustees and is responsible for the implementation of the Board's Mission, Vision and Values and the achievement of the goals outlined in the [Multi-Year Plan](#). Enabling and supporting confidence in public education and student achievement and well-being are critical leadership roles of the Director of Education.

The Board is committed to ensuring that all trustees are involved in a comprehensive selection process that engages staff and members of the community in meaningful consultation. This will help ensure that the candidate who is selected reflects organizational goals and priorities.

Application

The Director of Education is vital to the success of the York Region District School Board. The hiring of a Director of Education is a key responsibility of the Board of Trustees. Each trustee has a duty to be *actively* engaged in the Director of Education selection process.

A Director of Education Selection Committee and Director of Education Selection Advisory Committee will be established to oversee the process. The Board of Trustees will consider recommendations from the Director of Education Selection Committee and Director of Education Selection Advisory Committee and is ultimately responsible for selecting a Director of Education.

Revisions to the Director of Education Selection policy and procedure requires endorsement from 2/3 of trustee members of the Board.

Director of Education Selection Process

Step One: Establishment of Director of Education Selection Committee and Director of Education Selection Advisory Committee

The Board of Trustees is responsible for approving the terms of reference for the Director of Education Selection and Director of Education Selection Advisory Committee and will ensure;

- all trustees are members of the Director of Education Selection Committee,
- membership on the Director of Education Selection Advisory Committee must include, at a minimum:
 - four trustees, including the Chair and Vice-Chair of the Board;
 - five staff members with consideration of union representation, principal representation, manager representation and senior staff representation (*any staff member who is eligible for the position may not be a member of the committee or attend meetings*);
 - the Commissioner of the Human Rights Office; and
 - one community representative (and alternate) from each the following committees:
 - Special Education Advisory Committee,
 - Parent, Family and Community Engagement Advisory,
 - Equity and Inclusivity Advisory, and
 - Audit Committee (non-Board community member).

All other trustees and the student trustees are ex-officio, non-voting members of the Director of Education Selection Advisory Committee. Trustee attendance at Director of Education Advisory Committee meetings is *highly* encouraged to support the selection process.

The Chair of the Board or will chair Director of Education Selection and Director of Education Selection Advisory Committee meetings, act as spokesperson, and provide regular updates to the Board.

Once appointed, representatives from the Executive Search Firm will support the work of the Director of Education Selection Committee and the Director of Education Selection Advisory Committee.

Prior to engaging in the selection process, all trustees will receive training on bias-free and equitable hiring practices and ethical decision making. This training will be provided by either the Executive Search Firm or another party identified in consultation with the Executive Search Firm including but not limited to the Commissioner of the Human Rights Office and/or the Integrity Commissioner.

Step Two: Identification of an Executive Search Firm

Purchasing Services will support trustees to:

- ensure the process used to acquire an Executive Search Firm complies with the [Broader Public Sector Procurement Directive](#) and the Board's [Purchasing policy and procedures](#), and
- review documentation and interview prospective Executive Search Firms.

The Board of Trustees will approve the appointment of one Executive Search Firm.

Step Three: Development of Candidate Evaluation Criteria

The Director of Education Selection Advisory Committee will work with the Executive Search Firm to;

- develop and execute a community engagement strategy that will include input from trustees, staff, students, parent(s)/guardian(s), advisory committee members and the broader community (at a minimum) in order to;
 - develop a Candidate Profile, Evaluation Criteria and Job Description for the Director of Education,
 - seek recommendations for potential candidates, and
 - seek input on potential interview questions and evaluation criteria;
- ensure that the Candidate Profile, Job Description and Evaluation Criteria are aligned with the needs of the community and the strategic direction of the Board;
- using input collected by staff and members of the community, develop a Candidate Profile, Evaluation Criteria and a Job Description for approval by the Board; and
- invite all trustees to participate in the final Director of Education Selection Advisory Committee meeting to ensure the rationale for decisions made by the committee is shared directly with *all trustees*.

Step Four: Evaluation of Recommended Candidates

The Director of Education Selection Committee will work with the Executive Search Firm to;

- establish timelines for the hiring process;
- ensure the recruitment process is conducted in accordance with established timelines;
- consider applicants who have been evaluated by the Executive Search Firm using the approved Evaluation Criteria to develop a short list of candidates who will be invited for a first interview;
- conduct first and second, confidential interviews of identified candidates (which will include a presentation component);
- ensure confidential reference checks are performed by the Executive Search Firm, as required; and
- agree on one candidate for appointment to the position to the Director of Education for Board approval.

Step Five: Selection of Director of Education

The Board of Trustees will:

- ensure that the candidate identified for appointment to the position of Director of Education receives a minimum of 2/3 votes of members of the Board;
- if the candidate identified for appointment to the position of Director of Education does not receive 2/3 of the votes of trustee members of the Board, work with the Executive Search Firm to ensure step four is repeated;
- share any revised timelines with the Director of Education Selection Advisory Committee, as required;
- work with Corporate Communications to execute an internal and external communication plan;
- negotiate the terms and conditions of an employment agreement with support from Corporate Counsel;
- work with the Executive Search Firm and the newly appointed Director of Education to identify, provide and/or arrange for appropriate training for the newly hired Director of Education; and
- ensure immediate short-term goals and performance measures are established in accordance with the transition timelines for formal review and reporting outlined in the [Director of Education Performance Review procedure](#).

Step Six: Review of Director of Education Selection Policy and Procedure

Following the completion of each Director of Education selection process, trustees will engage in a review of the Director of Education Selection policy and procedure and recommend necessary changes to support any future selection processes. The Executive Search Firm and Director of Education Selection Advisory Committee will be engaged in this review.

The Board of Trustees is responsible for approving any changes to the Director of Education Selection policy and/or procedure.

Definitions

Candidate Profile

Based on the results of the community engagement strategy, a document that outlines the capabilities, experiences, and leadership character traits deemed to be requisite for the success of the incoming Director of Education.

Community Engagement Strategy

A plan that outlines how the Board will inform and consult with members of the community to ensure a diverse range of opinions and identities are engaged. The community engagement strategy may include, but is not limited to, a survey.

Director of Education Selection Committee

An ad hoc committee of all trustees that is responsible for working with an external Executive Search Firm to execute step four of the Director of Education Selection Process.

Director of Education Selection Advisory Committee

A committee of trustees, staff and community members that is responsible for executing step three of the Director of Education Selection Process and providing input to the Board of Trustees regarding the Director of Education selection process.

Evaluation Criteria

Based on the Candidate Profile, a list of desired attributes of the future Director of Education which will be used to ensure structured and consistent evaluation of potential candidates. The desired attributes of the next Director of Education will be ranked and measured on a scale. The criteria will be used by the Executive Search Firm and the Director of Education Selection Committee during the interview(s) and evaluation processes to ensure consistency and fairness. The Evaluation Criteria will be made available to the public.

Needs Assessment

A formal evaluation of the leadership needs of the Board that is forward-looking and based on the strategic and stakeholder priorities for the future and the desired organizational culture. The information will be used to develop a candidate profile and evaluation criteria.

History

Approved: July 2017

Working Document: February 2018

Revised: December 2018



Board Procedure #212.0

Director of Education Selection

The procedure outlines the responsibilities of stakeholders to support the process for selecting a new Director of Education for the York Region District School Board.

Responsibilities

The Board of Trustees shall:

- authorize the establishment of a Director of Education Selection Committee and Director of Education Selection Advisory Committee;
- approve the appointment of an Executive Search Firm;
- approve the Candidate Profile, Evaluation Criteria and Job Description recommended by the Director of Education Selection Advisory Committee;
- undergo training in bias free and equitable hiring practices and ethical decision making;
- only hire a candidate who receives 2/3 of the votes of trustee members of the Board;
- work with the Executive Search Firm to repeat all necessary steps if the preferred candidate does not receive 2/3 of the votes of trustee members of the Board;
- approve the employment agreement for the Director of Education ensuring it includes, at a minimum, the following;
 - purpose and scope,
 - duties and responsibilities,
 - term of contract including probationary period,
 - remuneration,
 - sick leave,
 - travel and expenses,
 - conflict of interest,
 - confidentiality,
 - termination,
 - indemnification,
 - severability, and
 - legal jurisdiction;
- communicate the appointment of a new Director of Education through the Chair of the Board;
- work with the Executive Search Firm and the newly appointed Director of Education to identify, provide and/or arrange appropriate training and transition supports for the new Director of Education, as required; and
- review the Director of Education Selection policy and procedure after each selection process.

Trustees shall:

- be members of and fully participate in the Director of Education Selection Committee;
- attend Director of Education Selection Advisory Committee meetings as ex-officio, non-voting members;
- participate in training in bias-free and equitable hiring practices and ethical decision making;
- obtain a written opinion from the Integrity Commissioner regarding possible conflicts of interest in the hiring process for the position of Director of Education; and
- understand that any allegation of a breach of confidentiality is subject to investigation by the Integrity Commissioner as outlined in the [Complaint Protocol for the Trustee Code of Conduct](#).

Chair's Committee shall:

- develop terms of reference for the Director of Education Selection Committee and Director of Education Selection Advisory Committee, based on the Director of Education Selection policy and procedure for consideration by the Board.

The Director of Education Selection Committee shall:

- work with the Executive Search Firm to enact step four of the policy;
- use a transparent process but hold in confidence the names and information of candidates; and
- identify and engage appropriate staff members to support the process, as required.

The Director of Education Selection Advisory Committee shall:

- work with the Executive Search Firm to enact step three of the policy; and
- receive an overview of the training in bias-free and equitable hiring practices and ethical decision making being provided to trustees.

The Executive Search Firm shall:

- provide professional services to the Board of Trustees, Director of Education Selection Committee and Advisory Committee;
- support the implementation of the Director of Education Selection policy and procedure;
- be present for, and provide professional assistance at all stages of the interview process; and
- provide confirmation to the Director of Education Selection Advisory Committee that all aspects of the policy were followed.

Corporate Secretariat and Trustee Services shall:

- provide support to the Board of Trustees, the Director of Education Selection Committee and the Director of Education Selection Advisory Committee, as required; and
- ensure strict confidentiality of all information.

Purchasing Services shall:

- support the hiring of an Executive Search Firm as outlined in step two of the policy.

Corporate Counsel shall:

- provide legal support and guidance, as required; and
- assist in the development of the employment agreement to ensure compliance with [Broader Public Sector Accountability](#) and all other legislated requirements.

History

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