



Principal Promotion Process Information Package

Your leadership journey starts in Peel

Thank you for deciding to take the next step in your leadership journey in Peel. I am pleased that you have prepared yourself to enter the formal promotion process to become an integral part of our board's leadership team.

Leadership is not about positions or where you fit within the organization. It's about one life inspiring another, or as Ghandi said, it's about being the change you wish to see in the world. At the Peel District School Board, we share a unified mission—to inspire success, confidence and hope in each student. By working towards this each and every day, you are already a leader.



To achieve our mission, I know that we must do this together. That's why we will work alongside you throughout this process to foster a deep sense of shared purpose and meaning.

We will ask you to draw upon your considerable experience as you demonstrate a clear focus on how you will advocate for all students and staff—their achievement, well-being and success. We will also ask you how you will put your professional knowledge into action through a focus on instructional leadership that meets the needs of our diverse student population.

I want to thank you for the leadership you have already demonstrated. I look forward to learning and working alongside you, as you pursue leadership opportunities. Please accept my personal best wishes as you realize the positive impact you have to change the world for Peel families.

Sincerely,

Peter Joshua
Director of Education



Application criteria for the position of principal

Commitment to Equity:

The Peel District School Board is committed to equity in employment. We are committed to equitable hiring practices that allow us to **hire/promote** qualified staff who reflect the full diversity of the Region of Peel. We will make any reasonable accommodation, based on any of the human rights protected grounds, to support candidates to participate in the **hiring/promotion** process.

We will provide employment accommodation (i.e. an accessible location, rescheduling of interviews that fall on holy days) if we are advised of an applicant's needs in advance of any part of the selection process.

To apply for the position of principal, you must have the following:

1. at least two years of successful experience in the formal role of vice-principal at the time of application (excluding acting roles) (please note some Canadian experience is necessary and Ontario experience is an asset)
2. Parts I and II of the Principals' Qualification Program
3. current performance appraisal (within last 5 years) (for internal applicants as per Human Resources Support Services 34B)
4. demonstrated breadth and depth of leadership ability in a variety of contexts
5. demonstration of transformational leadership that positively impacts student achievement and well-being
6. ability to work effectively within a diverse school community
7. instructional and climate for learning and working leadership in differentiation to meet the needs of every learner
8. demonstrated effective leadership when advocating for students with special education identifications; applying a depth of knowledge of related policies and procedures
9. purposeful and deliberate demonstration of personal leadership resources in action across all domains

Resources available to support your preparation:

- Promotion Modules Series
- Field Office Leadership Networks
- Your Superintendent of Education
- Principal and Vice-Principal colleagues
- Your mentor(s)



There are important steps to complete before starting your application package

Before you begin to work on your application package for the position of principal, it is suggested that you will:

1. use a gap analysis to determine which leadership domains are your areas of strength and which require you to gain more experience or take additional training;
2. complete a self-assessment, using the developmental continuum from the Personal Leadership Resources and each of the five domains identified in the *Peel Leadership Framework for Instructional Staff* (which is included as part of the application package);
3. compile an *Evidence of Growth* portfolio, showing supporting evidence and experiences to demonstrate your development of the leadership domains working within a diverse school community. (This portfolio is used only in the pre-application stage and is not submitted as part of your application package.);
4. meet with your principal, mentor and/or superintendent of education to discuss your readiness to apply for the position of principal based on the leadership domains. It is recommended that you share your portfolio during this meeting to demonstrate your skills and experience.

In preparation to submit your application package, you must complete and gather the following components:



- a user portfolio on Apply to Education (www.applytoeducation.com)
- a current copy of your OCT Certificate of Qualification
- a current TPA or PPA (completed within the last 5 years)
- the Readiness for Leadership Essay (available on our website)
- the finalized Peel Leadership Framework Submission Document (available on our website)



Readiness for Leadership Written Submission

Please respond to the prompt below taking into consideration the five domains and Personal Leadership Resources as found in the Peel Leadership Framework for Instructional Staff. You must clearly identify your process and student achievement outcomes with specific supporting evidence.

“Successful school leaders build collaborative teaching and learning cultures and contribute to a positive climate for learning and working. For one recent location, illustrate how your unique leadership style enabled you to positively impact student achievement and well-being within a diverse school community and affect a change that has outlived your direct leadership influence.”

This written submission will be assessed and used as one tool in determining leadership readiness.

The format of your submission must:

- be no more than **two pages**
- be double-spaced
- use Arial, size 10 font
- clearly include the prompt at the top of the first page

Your submission will be critiqued on:

- your leadership capacity in action as it positively impacts student achievement and well-being
- your ability to work effectively within a diverse school community
- your ability to affect change that outlives your direct leadership influence
- your written communication skills (must be coherent, demonstrate logical development and contain no errors)

Finalized Peel Leadership Framework Document

In addition to completing the Developmental Continuum for each of the 5 Domains, candidates will be expected to provide a written account with 3 – 6 authentic examples of the work you’ve done that demonstrate breadth and depth of learning and readiness for the role. The authentic experiences should demonstrate the great things you have done to support student achievement and well-being including our special education students. Your personal leadership resources should be evident throughout.

The completed Peel Leadership Framework document will be used as one tool in determining leadership readiness.

The format for the written communication for each of the five domains must:

- be about 1 page but no longer than 2 pages
- bulleted or paragraphs
- be coherent, demonstrate logical development and contain no errors



Your submission will be critiqued on:

- your demonstration of breadth and depth of leadership ability in a variety of contexts
- your demonstration of leadership skills and capabilities to positively impact student achievement
- demonstration of your ability to work effectively within a diverse school community
- demonstration of your instructional and climate for learning and working leadership in differentiation to meet the needs of every learner
- your demonstration of effective leadership when advocating for students with special education identifications; applying a depth of knowledge of related policies and procedures
- the purposeful and deliberate demonstration of personal leadership resources in action across all domains

References

Each of your three referees must be able to provide strong support for your leadership and application for promotion to Principal.

For this process, your referees

- **must** include your current Principal/Supervisor
- **may** include:
 - a former Principal
 - any Supervisory Officer
 - one other professional referee who can speak to your leadership and readiness for the role
- **may not** include another Vice-Principal or teacher

Referees may be asked to comment on:

- your leadership with reference to evidence and impact of your work with staff, students, parents and community members;
- how you build authentic, trusting relationships and contribute to a positive climate for learning and working;
- your instructional leadership and capacity within a diverse school community;
- the content shared in your application and/or interview.

A variety of questions may also be asked such as:

- How long have you worked with the candidate and in what capacity?
- Describe what the candidate has done to demonstrate leadership in the school.
- In what ways has the candidate demonstrated effectiveness in working within a diverse school community?
- What additional growth opportunities does this candidate require?



Submit your complete package to www.applytoeducation.com by the required promotion process dates.

Please see the instruction information posted on our website for completing your application. Your completed application package **must be submitted by the deadline** to be considered for the promotion process.

The Promotion Process:

The Promotion Process is designed to help us learn more about your leadership skills and experience and to clearly assess your skills, experience and qualifications for promotion. It is also an opportunity for you to gain valuable feedback about your leadership readiness in order to support your continued growth and future success.

1. All applications will be screened using established criteria and guidelines.
2. Applicants who demonstrate the personal leadership resources, skills, experience and qualifications will be invited to participate in an interview.. The interviewing team will be comprised of trustees, superintendents and a representative from the appropriate Peel principal association.
 - We will provide employment accommodation (i.e. an accessible location, rescheduling of interviews that fall on holy days) if we are advised of an applicant's needs in advance of any part of the selection process.
 - You will be expected to come prepared to speak to the prompt for your oral Leadership Reflection :

Please discuss your leadership experiences and how they have prepared you for the role of P/VP with a focus on the Personal Leadership Resources found in the Peel Leadership Framework (5-7 Minutes)
 - After your oral Leadership Reflection, the interview team will ask you five questions – one from each domain. Responses should be 3-4 minutes in length.
 - It is expected that a candidate does not read from a script during the oral presentations. Jot notes or a graphic organizer are acceptable, in print or on a device. Further use of technology is not permitted.
 - The Personal Leadership Resources in action should be evidenced in both your oral reflection and responses.
 - This meeting will last about 40 minutes.
3. The interview team will assess each candidate using established criteria and guidelines.



Candidates will be assessed as follows:

- Ready for promotion: If the assessment indicates that the candidate is ready for promotion, the interview team will recommend you to the board of trustees as ready for promotion. You and your mentor will be invited to participate in a feedback session.
- Not ready for promotion: If this is the case, members from the interview team will meet with you and your mentor in a feedback session to give their recommendations for areas that need additional growth.

A member of the senior team will notify you following the board meeting, to let you know whether you were a successful candidate or not.

Application checklist

Use this checklist to make sure you have completed all the necessary steps for the promotion process application.

- Have you completed the Peel Leadership Framework using the Submission Version?
- Have you made sure that your written response to the “Readiness for Leadership” Essay is completed?
- Have you proofread your application package to make sure there are no errors – both in content and writing conventions?
- Have you created your profile on ApplytoEducation?
- Have you successfully uploaded:
 - ✓ A copy of your latest Performance Appraisal (within the last 5 years)?
 - ✓ Your written response to Readiness for Leadership Essay?
 - ✓ Your finalized Peel Leadership Framework?
 - ✓ A completed Reference Check Consent form?





Promotion Process Feedback Survey

- We value your opinion. All candidates will be invited to participate in an exit survey as a way offering your reflections and insights regarding the promotion process.

Principal appointments

- Successful leadership candidates will be placed in the promotion pool for a period not to exceed three years.
- Successful leadership candidates will be appointed to principal positions as vacancies become available.

Still have questions?

This package is designed to give you the information you need to complete the promotion process. If you have any questions not answered in this guide, please call 905-890-1010 ext. 2640 or email needtoknow@peelsb.com.