



OTTAWA-CARLETON  
DISTRICT SCHOOL BOARD

# Principal and Vice-Principal Selection Process

## Candidate Information Session Winter/Spring 2025

### January 13th, 2025



# Land Acknowledgement

I would like to take this opportunity to acknowledge that most of us are meeting today on the unceded and unsurrendered homelands of the Algonquin Territory and would like to thank the Algonquin Nation for their enduring presence, and their stewardship of this land, as we move toward reconciliation and the celebration of Indigenous brilliance.

# Agenda

- Opening Remarks
  - Associate Director: Brett Reynolds
- Steps in the Winter/Spring 2025 P/VP Selection Process
- P/VP Academy / Mentoring Program
- Chat will remain closed until - Q&A at the end



# Before you Apply: What Qualifications do I need?

Before you apply, ensure you have the required qualifications:

## Principal Candidates

- Principal's Qualification Program (PQP1 and PQP2) completed and reflected on your Ontario College of Teachers (OCT) record
- Minimum of three (3) years of experience as a Vice-Principal

## Vice-Principal Candidates

- Part 1 of the Principal's Qualification Program (PQP) completed at the time of application. All PQP requirements (PQP1, 2 and practicums) completed prior to your appointment.

Next opportunity to apply - Fall 2025



# Before you Apply: Intern List

## What am I applying for?

- **Winter/Spring 2025 - Hiring for Elem/Sec VP positions, Elem Principal positions**
  - **Not hiring for Secondary Principal positions**
- Can indicate both Elem / Sec panels
- Not applying to a specific position / location
- Not a specific number of positions available
- Successful applicants will be added to the eligibility list
  - Intern list or a “pool” of successful applicants
  - Not directly “competing” with other candidates
- Remain on the list for a period of up to 3 years
- Placements occur as vacancies arise (typically very quickly) - work with external candidates



# Before you Apply : Considerations

- **Ontario College of Teachers (OCT)** - certified and in good standing.
- **Employee File** - performance appraisals (TPAs / PPAs), attendance, disciplinary record.
- **Readiness** - placements will occur for September (notified in April). Candidates are encouraged to seek support through the process from their Principal and Superintendent to determine readiness.
- **Returning Candidates** - Feedback provided through the debrief.
- **Relocation** - placements will occur anywhere throughout the OCDSB's catchment area. Likely to occur immediately (internal). Work with external candidates who need to relocate.
- **Leadership Competencies** - self assessment.



# Assessment - Core Leadership Competencies

- The OCDSB has established [8 core leadership competencies](#)
  - Allowing for better identification and development of current & future P/VPs/Management Positions/Leaders in our District
- **Form the foundation for the OCDSB's:**
  - selection processes
  - leadership development programs
  - succession planning initiatives
  - Assessed on all 8 competencies throughout the process





# Core Leadership Competencies

<b>Decision Making</b>	problem solving, judgement, analytical & critical thinking, innovation, risk management
<b>Communication</b>	written, verbal, presentation skills
<b>Leading People</b>	developing, directing & motivating others, managerial courage, negotiation skills
<b>Emotional Intelligence</b>	interpersonal skills, teamwork, collaboration, networking & relationship building, political acuity, conflict management
<b>Equitable &amp; Ethical Leadership</b>	valuing and championing diversity, equity & inclusion, integrity, trust
<b>Strategic Perspective</b>	managing vision & purpose, strategic thinking, results orientation, adaptability
<b>Planning &amp; Organizing</b>	initiative, accountability, perseverance, priority setting
<b>Functional &amp; Technical Knowledge</b>	instructional practices, pedagogy, curriculum, resource & fiscal management





# Commitment to Equity / Ethical & Equitable Leadership Competency

*The OCDSB is committed to equity for all students and staff and to delivering the highest quality education through a qualified workforce that reflects the diversity of the students and community we serve.*

*OCDSB employees serve students, colleagues, families and community partners. We invite people of all abilities, orientations, faiths, ethnicities, races, genders and ages to join us as we create learning and working spaces that honour the unceded and unsundered land of the Algonquin people, and respect, value and increasingly reflect the diversity of Ottawa. Your lived experience is an essential contribution to deliver the education every student deserves with dignity.*

## **Relevant Policies / Procedures (available publically):**

- [P.147.GOV - Human Rights Policy](#) - January 2022
- [P.146.HR - Equitable Recruitment, Hiring and Promotion](#) - April 2021
- [PR.700.HR - Equitable Recruitment and Hiring Procedure](#) - March 2022
- [Indigenous, Equity and Human Rights Roadmap](#) - Rev. December 2022
- [PR.696.SCO - Fostering Gender Identity, Gender Expression and Sexual Orientation Inclusive Schools](#) - February 2022
- [PR.628.SCO - Student Dress Code](#) - Rev. May 2022
- [P.032.SCO - Safe Schools \(Managing Student Behaviour\)](#) - Rev. 2022



# Steps in the Selection Process

1. Application
2. Leadership Portfolio Submission
3. Portfolio Review Meeting (virtual)
4. Reference Collection & Verification
5. Case Study
6. Presentation & Panel Interview (virtual)
7. Candidate Debriefs



# Accommodations

## Accommodations

If you require accommodations at any point in the selection process, please send an email to [SystemLeadershipPositions@ocdsb.ca](mailto:SystemLeadershipPositions@ocdsb.ca) at any time.



# STEP 1 - Helpful Application Documents

Application Documents:	Resource Materials:
<ul style="list-style-type: none"><li>● Job Posting</li><li>● Selection Process Application Guide (coming soon)</li><li>● Selection Process Timelines</li></ul>	<ul style="list-style-type: none"><li>● OCDSB Strategic Plan 2023-2027</li><li>● Ontario Leadership Framework (OLF)</li><li>● OCDSB Principal &amp; Vice-Principal Core Competencies</li></ul>

\*All documents located on the [OCDSB's P/VP Careers Page](#).

# STEP 1 - Application

In order to be considered, all interested applicants are required to complete:

→ Application Form

- Notice of Intent to Apply Form
- Resume (external candidates only)
- Copy of PPA or TPA (external candidates only)
  - Reference letter in lieu of appraisal

**W/S 2025 Application Deadline = Tuesday, January 21st, 2025 at 5:00 pm.**



# STEP 1 - Application Notice of Intent to Apply Form

Designed to facilitate a conversation with your current supervisor(s) and to give formal notice of your intent to apply for a P/VP position. Should be reflecting upon the following:

## Previous Conversations:

- Feedback through school visits / performance appraisal process

## Recent acting assignment:

- Consider gaining experience in the role prior to putting name forward, to increase chance of success

## Principal Candidates: < 3 years of VP experience:

- Discuss readiness with SOE. Recommendation for 3+ years of experience as a VP before applying.

## References:

- Required to submit current supervisor as a reference. Encouraged to discuss any concerns RE: a positive reference. Concerns related to obtaining a positive supervisory reference can be directed to [SystemLeadershipPositions@ocdsb.ca](mailto:SystemLeadershipPositions@ocdsb.ca).

## General Readiness:

- Leadership competencies, areas of strength and development, feedback from a previous process (for returning candidates) and general readiness to assume a leadership position.



# STEP 1 - Application Notice of Intent to Apply Form

## Notice of Intent to Apply Form:

- Required for all candidates - internal / external
- Separate forms for VP and Principal Candidates
- **VP Candidates** - conversation and signature from Principal/Supervisor, signature from SOE (or equivalent) as acknowledgement
- **Principal Candidates** - conversation and signature from **both** Principal/Supervisor and Superintendent (or equivalent)
- Signed by your Principal and Superintendent (or equivalent)
- Required to be: uploaded directly to the Application Form
- Give yourself some time for review / signatures





# STEP 1 - Application External Candidates

In addition to the previous documents, External candidates are required to submit the following documents (uploaded directly to the application form):

Copy of their current resume

Current Performance Appraisal - within the last 5 years

**Principal Candidates** - most recent vice-principal performance appraisal (VPPA)

**Vice-Principal Candidates** - most recent teacher performance appraisal (TPA)

What if I don't have one within last five (5) years?

- letter of reference from current supervisor, or
- letter from last year's direct supervisor if you have changed schools

**Internal candidates - not required.** Can request a TPA/VPPA to gain feedback.



# STEP 1 - Application

## External Candidates ONLY

### EXTERNAL CANDIDATES ONLY:

### Professional Letter of Reference (in lieu of current TPA/PPA)

- Should be based on:
  - ✓ OCDSB Principal & Vice-Principal Core Competencies
  - ✓ Ontario Leadership Framework (OLF) including PLRs
- Shows your readiness to assume the role.
- Includes details about your leadership and instructional practices.
- Uploaded directly to the application form.



# Voluntary Self Identification Survey

Applicants will have the opportunity to complete a Voluntary Self Identification Survey.

- Confidential - only aggregate data used
- Secure platform to ensure privacy - Qualtrics
- Not shared with the assessors

## Only used for the purpose for which it is collected:

- inform the OCDSB's future recruitment practices
- to remove / examine barriers in our process
- ensure that the P/P Selection Process is aligned with the District's
  - ***Equitable Recruitment, Hiring and Promotion Policy*** ([P.146.HR](#))
  - ***Equitable Recruitment & Hiring Procedure*** ([PR.700.HR](#)), and
  - ***Indigenous, Equity & Human Rights Roadmap*** ([updated 2022](#))
- Inform the District's Leadership Development initiatives.

Applicants will be notified when the survey is available for completion.



# STEP 2

## Leadership Portfolio Submission

All applicants will be contacted no later than **Friday, January 24th, 2025 at 5:00 pm** regarding next steps in the process as follows:

- 1) **Minimum qualifications have been met** - will be proceeding to the leadership portfolio portion of the process.
- 2) **Minimum qualifications have not been met** - will not be proceeding.
- 3) **Returning applicants** - whether or not a leadership portfolio submission is required based on previous participation in the process (**VP Candidates only**)



# STEP 2

## Leadership Portfolio Submission

If you advance to the portfolio submission stage, your leadership portfolio must include:

- ✓ Statement of Qualifications (OCT)
- ✓ Resume (3 pages)
- ✓ 3 Statements of Leadership Experiences
  - (2 pages for each statement)



# STEP 2

## Leadership Portfolio Submission

### 1) Statement of Qualifications:

- Download your registered member information from Ontario College of Teachers website [www.oct.ca](http://www.oct.ca).

### Should reflect the minimum qualifications:

- **Principal Candidates** - Full Principal's Qualification Program (PQP)
- **Vice-Principal Candidates** - Part 1 of the Principal's Qualification Program (PQP), with all PQP requirements complete prior to your appointment date.



# STEP 2

## Leadership Portfolio Submission

### 2) Resume

- Up to 3 pages, Arial 12 font
- Make best use of the 3 pages to give assessors an overview of what you have done
- Ability to expand on specific experiences in leadership statements / portfolio review meeting
- Include committee / community / volunteer work (beyond instructional practice) - what is unique about you and your lived experience
  - Beyond the classroom - VP candidate expectation
  - School level leadership - Principal candidate expectation





# STEP 2

## Leadership Portfolio Submission

### 3) Statements of Leadership Experience

Opportunity to demonstrate your leadership philosophy and practice with 3 specific examples (max 2 pages each) where you have demonstrated the following:

- ✓ instructional leadership
  - ✓ interpersonal leadership (as a leader of people)
  - ✓ operational leadership (eg. complex project/initiative)
- 
- Explain how these have prepared you for this role.
  - Should reflect criteria in OLF and Principal & Vice-Principal Core Competencies.



# STEP 2

# Leadership Portfolio Submission

## Statements of Leadership Experience

- Maximum 2 pages each, Arial 12 font
- Spacing convention up to candidates (single, 1.5 or double spacing is allowed)
- Do not have to be paragraph / essay style
  - Can include graphics/charts (caution - haven't served candidates well in the past)
- Try to use one solid example for each
- Illustrate your accomplishments "I" versus "we"
- Think of stories you have to tell, what you learned from it
- Rich leadership examples - try to draw from current experience (balance)
- Keep the competencies in mind (this is how you are assessed)



# STEP 2

# Leadership Portfolio Submission

## Submission Requirements

- Due no later than **12:00 pm (noon)** on **Thursday, January 30th, 2025** by email to [SystemLeadershipPositions@ocdsb.ca](mailto:SystemLeadershipPositions@ocdsb.ca).
- Leadership & Staff Development (L&SD) staff will verify that the required documents are included.
- Leadership Portfolios with missing or incomplete information will not be given consideration.
- Additional documentation will not be given consideration.



# STEP 3

## Portfolio Review Meeting

Applicants invited to submit a Leadership Portfolio will participate in:

- a 30 minute **virtual** portfolio review meeting
- Conducted on either **February 12th or 13th, 2025**
- 2 person assessment team: Superintendent and experienced Principal.
- Probing conversation regarding your resume & leadership statements.
- Tone is more informal and conversational, no structured questions
- Assessed based on the OCDSB's P/VP core competencies
- VP candidates will be notified on **February 19th** RE: proceeding to next phase
  - Not proceeding = offered an opportunity for a debrief meeting
- Principal Candidates will automatically advance to next phase



# STEP 4

## Reference Collection & Verification

### Professional References

- Candidates are required to speak to their references in advance regarding their intent to apply to the Selection Process.
- Those successful in the Portfolio Review portion of the process will be asked to provide the names of their professional references via an online form.
- References will be contacted starting **February 28th, 2025** for new applicants and for returning applicants who provide updated reference information.



# STEP 4

## Reference Collection & Verification

**Professional References** - via online form for those successful through the Portfolio Review Meeting.

**Principal Candidates** – 6 references

2 supervisors (**including current**)

2 community members and/or parents (maximum 1 parent)

2 other staff members you have mentored or coached

**Vice-Principal Candidates** – 4 references

2 supervisors (**including current**)

2 community members and/or parents (maximum 1 parent) and/or

other staff members you have mentored or coached



# STEP 4

## Reference Collection & Verification

### Examples of references:

#### Community Groups

- Boys & Girls Clubs, Ottawa Police, member of an affinity group, Multicultural Liaison Officer (MLO), School Council member, community group you are involved in outside of school - volunteer hockey coach etc.

#### Other Staff Members (you have mentored/coached)

- Teachers, ECEs, EAs, OAs, LTMs, multi-disciplinary team etc
- Can be informal mentoring, such as influencing and collaborating with others, ie. explain how you helped others grow as professionals, building capacity in others (example - if you were an NTIP school contact)

**Select referees who have reviewed your resume and statements of leadership experience and can provide strong oral and written support for your applications.**





# STEP 5

## Case Study

### Written Exercise

Candidates will receive case study topic by email by:

**12:00 pm on Monday, February 24th, 2025**

- Written submissions due back to L&SD by:  
**12:00 pm on Tuesday, February 25th, 2025**
- Assessed by superintendents & experienced principals - work independently to complete assessments
- Candidate ID Numbers assigned to allow for anonymous assessments.
- Will be assessed based on OCDSB Principal & Vice-Principal core competencies.



# STEP 5

## Case Study

### Case Study Continued...

- Provided with a Case study topic based on an authentic scenario - something that a P/VP could come across in the role.
- Required to provide a written response - **maximum 3 pages, Arial 12 font, format/spacing up to applicant**
- Think in terms of immediate, short-term and longer term.

### Candidate Question:

**Any advice for external candidates who may not be familiar with OCDSB policies / procedures?**



# STEP 6

## Panel Interview / Presentation

March 21st & 26th, 2025

- Virtual Format

### Interview / Presentation Assessment Team:

- 1 Chair - Superintendent / Associate Director
- 2 experienced principals

Interview and Presentation will be assessed based on OCDSB Principal & Vice-Principal core competencies.



# STEP 6

## Panel Interview / Presentation

### Interview / Presentation Components

- ✓ **Interview Question Review**
  - 15 minutes to review the questions in advance
  - Typically 5 questions
- ✓ **Presentation**
  - Topic emailed 48 hours in advance
  - Opportunity to prepare a slide presentation (Google Slides / PowerPoint)
  - 10 minutes for presentation + 5 minutes for assessment team to ask questions
- ✓ **Panel Interview (30 minutes)**
  - Can bring in your notes from your 15 min question review



# STEP 6

## Panel Interview

### Interview Preparation:

#### Consider the following when preparing:

- Think of specific examples of your leadership experiences.
- Include sufficient details to answer questions thoroughly.
- How you demonstrate the personal leadership resources of the OLF and the OCDSB Principal and Vice-Principal core competencies throughout your responses
- Assessors won't have access to previous portions of the process  
- ie - Case study / Resume / Portfolio Review



# STEP 6

## Panel Interview

### Interview - Tips & Tricks

- Think about time management when reviewing the questions
- What's most important is what you've done, how you did it, what the outcome was (**STAR Technique**)
- Not looking for you to specifically cite particular policies or procedures
- "I" vs "we"
- External candidates - frame it within how you've been operating in your own district, but also show you have some familiarity with OCDSB.
- Speak from the perspective of the P/VP role (put yourself in the role)
- Don't assume anyone knows what you do - internal candidates!



# Summary of Important Dates

<b>Application Deadline</b> <i>(All candidates must submit an application and will be notified if they will be advancing to the portfolio review stage by Jan 24th, 2025).</i>	January 21st, 2025 (5:00 pm)
<b>Leadership Portfolio Submissions</b>	January 30th, 2025 (12:00 pm)
<b>Portfolio Review Meeting (virtual)</b>	February 12th & 13th, 2025
<b>Notification to Candidates</b>	February 19th, 2025 (by 5:00 pm)
<b>Case Study</b>	<b>Receive:</b> February 24th, 2025 (by 12:00 pm) <b>Due:</b> February 25th, 2025 (by 12:00 pm)
<b>Reference Checks</b>	February 28th - March 17th, 2025
<b>Presentation &amp; Panel Interviews (virtual)</b>	March 21st & 26th, 2025
<b>Notification re: Successful Candidates</b>	<b>April 3rd, 2025</b>
<b>Candidate Debriefs</b>	April 28th & 30th, 2025



# STEP 7

## Candidate Debriefs

April 28th and 30th, 2025

- Available to all applicants.
- Regardless of whether you proceed to the case study and interview stages or if you are successful / unsuccessful.
- Valuable opportunity - hear directly from the assessors.





# Recommendations & Placements

## Transfer / Placement Portal

- New P/VPs can indicate their location preferences on the annual Transfer / Placement Portal - future placements/opportunities

## Appointments

- Some consideration is given to interns' preferred school configurations, locations and schedules.
- Final placement decisions are based on suitability for the operational and leadership needs of the school.
- Fall appointments will be determined by the end of April.



# What Support is Available?

## P/VP Mentoring Program

- Principals and vice-principals are paired with **mentors** and will receive formal and informal learning experiences throughout the year.
- The annual **Principal/Vice-Principal Academy** launches at the end of August with four (4) additional sessions from September through December/January.
- The program includes a mix of operational and leadership training, as well as reflection and coaching.
- Allows an opportunity to build a network and connect with experienced P/VPs in the system



# Questions?

If you have additional questions, please do not hesitate to contact our the L&SD team at:

- [SystemLeadershipPositions@ocdsb.ca](mailto:SystemLeadershipPositions@ocdsb.ca)
- Kristen Kenopic  
Program Manager - Leadership & Staff Development  
[kristen.kenopic@ocdsb.ca](mailto:kristen.kenopic@ocdsb.ca)

