



Huron-Superior Catholic

DISTRICT SCHOOL BOARD

PROCEDURAL GUIDELINES RECRUITMENT AND SELECTION OF DIRECTOR OF EDUCATION

Role of the Director of Education

The role of the director of education is outlined in Part XI of the *Education Act* and is of particular relevance to the recruitment and selection process. This section of the *Act* emphasizes that the director is:

- The board's chief education officer, chief executive officer, and secretary.
- Responsible for developing and maintaining an effective organization and programs.
- Required to implement policies established by the board.
- Responsible for submitting an annual report outlining actions taken during the previous twelve months.
- Required to monitor, report on, and review with the board its Multi-Year Strategic Plan, including its annual priorities, measures, and resources that will be applied in achieving those priorities.
- Required to bring to the attention of the board any act or omission by the board that might result in a contravention of any ministry policy, guideline, regulation, or act and, where the board does not respond in a satisfactory manner, advise the Deputy Minister of Education of such act or omission.

In addition, the director of education in the Huron-Superior Catholic District School Board is expected to:

- Be the board's treasurer and exhibit fiscal responsibility.
- Regularly practice the Catholic faith and strongly defend Catholic education.
- Demonstrate a strong commitment to student achievement and well-being.
- Provide sound educational leadership and demonstrate effective system direction and planning.
- Provide successful organizational and personnel management.
- Communicate and maintain positive working relations with members of the board, employees, parents, students, the clergy, Indigenous communities, and the broader community.

- Maintain confidentiality about a broad range of topics, including but not limited to legal matters and issues discussed in closed board meetings.

Process for Recruitment and Selection

The Board of Trustees is responsible for the oversight of the recruitment and selection of the director of education. The complexity and primacy of the role of director of education is such that the recruitment and selection processes must be of the highest standards. Confidentiality and integrity before, during, and after the recruitment and selection processes are required. With this in mind, the board will adhere to the following process when it becomes known that the position of the director of education will become vacant:

- **Seek, Select, Retain, and Interact with an Executive Search Consultant** – While adhering to its procurement policies, the board will seek, select, and engage an executive search firm or consultant to assist with and/or perform any of the following duties related to the recruitment and selection process. It is critical that the executive search consultant collaborate closely with the board throughout the process. Equally crucial is that all trustees participate in, review, and ultimately approve of any documents, processes, or steps the executive search consultant takes.
- **Gather Information** – The executive search consultant will work with the board to gather information about the strengths of the system, challenges for the coming years, and the qualities and skills that are perceived as necessary for the director of education. Such information gathering might take the form of conducting surveys, focus groups, or interviews with stakeholders, such as students, employees, parents, senior team members, members of Indigenous communities, members of the clergy and/or religious communities.
- **Prepare a Candidate Profile** – The executive search consultant will work with the board to prepare a candidate profile that outlines the board's key priorities, selection criteria, and leadership competencies. The profile should take into account the board's commitment to faith-based education and information gathered from stakeholders.
- **Communicate Requirements, Dates, and Updates** – The executive search consultant will work with the board to develop, outline, and communicate application requirements, deadlines, key dates, and process updates.

- **Develop a Promotional Strategy** – The executive search consultant will work with the board to develop a search and promotional strategy to identify and attract potential candidates to the position. This strategy might include, but is not limited to, advertising in local and national media outlets, posting items on the board’s social media accounts / website, inviting other organizations (e.g., ECCODE, OCSTA) to communicate the posting within their jurisdictions, and personally contacting specific individuals of potential interest to the board.
- **Review the Director’s Employment Contract** – The executive search consultant will work with the board to review the existing director’s employment contract. The board’s legal counsel may be asked and/or required to make changes to this contract to reflect the most current legislation, regulations, and/or best practices.
- **Review and Short List Applications** – The executive search consultant will work with the board to receive and review all applicant resumes / applications. The search consultant will also recommend to the board a short list of candidates for consideration / interview.
- **Develop an Interview Format and Questions** – The executive search consultant will work with the board to develop and prepare an interview format and questions reflective of the board’s values, priorities, and hiring and human resource practices.
- **Provide Training** – The executive search consultant will provide training to the board on the interview process to ensure that a consistent, fair, and equitable process is followed. Training might include such topics as conflict of interest, bias, and confidentiality.
- **Conduct Checks of Interview Candidates** – The executive search consultant will conduct reference and credential checks on all finalist candidates and prepare a detailed report for review by the board. This report will be provided to the board before interviews are conducted and will be reviewed during the selection process.
- **Support During Interviews** – The executive search consultant will attend the interviews of all candidates, along with the board of trustees. S/He will provide support and assistance during interviews as required.
- **Facilitate the Selection Process** – The executive search consultant will work with the board of trustees to assist them in selecting a successful candidate. The consultant will play a key role in ensuring the selection process is one of integrity

and focused on the board's future.

- **Secure the Successful Candidate** – The executive search consultant will guide the board in contacting the successful candidate, offering him/her the position of director of education, and reviewing the employment contract.
- **Contact and Debrief Unsuccessful Candidates** – The executive search consultant will also assist the board in contacting all unsuccessful candidates and conducting detailed debriefings with them.
- **Prepare Announcements** – The executive search consultant will work with the board and its Communications Department to prepare both internal and external announcements about the selection of director of education. Such announcements may take the form of emails to all employees, media releases, social media posts, and/or other items.

Exceptions to the Recruitment and Selection Process

Unplanned Vacancy – In the case of an unplanned vacancy in the director's position (e.g., sudden illness, death, or removal of the current director) and/or the need to appoint an interim director of education, the board is not required to follow this policy. In such exigent circumstances, the board of trustees will:

- **Appoint an Interim or Acting Director of Education** – Consult with trusted advisors, experts, legal counsel, and/or members of the senior team and appoint, by resolution of the board, an interim or acting director. This executive will be entitled to the same compensation, benefits, and contract provisions as the previous director during the time that s/he occupies this position.
- **Begin the Recruitment and Selection Process** – As soon as is appropriate and/or possible, the board of trustees will begin the recruitment and selection process outlined above.

Trustee Consensus – In addition, whether the vacancy of the director's position is either planned or unplanned, if the board of trustees reaches consensus that an executive search consultant is not required, then this represents an acceptable exception to the process. For greater clarity, consensus will be deemed to have been achieved when all trustees agree that an executive search consultant is not required.

Should one or more trustees not agree, then an executive search consultant must be engaged.

Should consensus be reached and a search consultant not be engaged, then the board of trustees must identify and agree to one or more internal facilitators, who will be named to lead the recruitment process and participate in all facets of it.