

EXTERNAL VICE PRINCIPAL **TRANSFER & PROMOTION** **PROCESS**



Revised April 2025

***Attract, inspire, develop,
support, retain, know,
and care about our leaders.***



Letter from the Director of Education

Dear Colleagues,

Congratulations on your decision to become part of the dynamic leadership team of principals and vice principals, who help to Ignite Learning in the DDSB.

Your decision to apply for a leadership position in the DDSB demonstrates your dedication and commitment to working collaboratively with the various school community members that support and ensure the success of all students. It also exemplifies a commitment to engaging in reflective practices and growth development through professional learning, in order to provide effective school leadership in diverse communities, during rapidly changing times.

Being a leader in the DDSB is more than moving through the formal process and final outcome of the hiring process. Regardless of the path that your career will follow, leadership comes in a variety of styles, and is founded on strong, trusting relationships, a willingness to work with staff, students and community members in order to build solid leadership practices that will support all of the success and well-being of our students in the DDSB. As a system, we will work with and rely on your leadership as we collectively focus on centering the lived experiences of our students and staff, and to integrate our work on human rights and equity, Indigenous rights and a safe and respectful workplace in everything that we do.

As you enter this process, you are encouraged to draw upon your considerable experiences, to focus on how you will support and advocate for all students and staff for success, through your instructional leadership, and a focus on leadership for learning. As a leader, you are a change agent who will impact and influence students, staff, parents and the community.

Thank you in advance, for making the important decision to pursue a leadership position within the DDSB. The journey that you have begun, I believe, will be both professionally and personally rewarding, and will be important for our students in the DDSB, as we work together to continue to Ignite Learning.

All the best,



Camille Williams-Taylor
Director of Education
Durham District School Board

External Vice Principal/Principal Transfer and Promotion Durham District School Board Process

Phase 1

1

Cover letter, resume, Ontario College of Teachers (OCT) certificate (indicating completion of at least Principal's Qualification Program (PQP) Part 1).

Grant permission to contact three professional references, including most recent/current supervisor. Note: Professional references contacted at Phase 3.

Recent performance appraisal (within the last three years preferred).
If out-of-date, request one from your supervisor.

Voluntary Equity Self-Identification

Submit application on [Apply to Education](#) website. Leadership subcommittee reviews application packages to determine recommendations to proceed to Phase 2. Candidates are notified of the subcommittee's decision.

Successful candidates are directed to:

- Complete the Self-Reflection Tool for Aspiring School Leaders
- Prepare for a leadership conversation (in-person or virtual meeting)

Phase 2

2

Complete the Self-Reflection Tool for Aspiring School Leaders

Preliminary leadership conversation (in-person or virtual meeting)

Administrative council to determine recommendation to proceed to Phase 3 and candidate notified.

Phase 3

3

- Leadership portfolio
- Leadership conversations
- Professional reference check
- Criminal record check
- Attestation of employees/potential employees of the DDSB
- Leadership pool recommendations
- Promotion/transfer/(not ready yet)

Administrative council makes final determination of successful candidates and candidates are notified.

Phase 1: External Vice Principal/Principal Transfer and Promotion

The Application Process and Evidence of Best Practice, Indigenous Rights, and Human Rights in Decision Making

Success criteria for vice principal to principal:

- Contributes to the building and communicating of a shared vision.
- Models commitment to the school's vision, values, and practices.
- Uses relevant qualitative and quantitative data to establish and monitor goals aligned with initiatives in the School Achievement Plan.
- Facilitates team effectiveness by valuing all members and ensuring meaningful collaboration.
- Builds trusting relationships with and among staff, students, and parents.
- Contributes to the development of a positive and inclusive school climate.
- Actively participates in, creates, and sustains a professional learning community.
- Mentors new teachers and is a role model for colleagues.
- Provides instructional support.
- Monitors progress in student learning and school improvement.
- Advocates for and supports under-served learner. Builds capacity by sharing and encouraging others to take on leadership roles.
- Understands and implements all school and organizational policies and procedures.
- Demonstrates familiarity with the DDSB Multi-Year Strategic Plan.

Application Package Requirements

1. Visit ddsb.ca, About DDSB, Careers, Principal and Vice Principal Opportunities.
2. Documents must be uploaded on the Apply to Education link.
3. Complete the personal information section, upload all required documentation to the profile and click submit. Only apply to both panels, if you have experience in both.

Interested principals, vice principals, and teachers are required to submit the following documents for consideration:

1. Cover Letter

2. Resume

Successful resumes should not exceed three pages in length and will include:

- Education
- Professional experience

- Professional development
- Committee involvement and related professional experience
- Professional references (three)
- Accomplishments/awards, professional associations, self-identification survey (optional)

3. Ontario College of Teachers (OCT) certificate (of Qualification and Registration) and Principal Qualifications

A copy of your OCT certificate that indicates:

- Teaching certification in good standing
- Completion of Principal Qualification Program, Part 1 (Part 2 must be completed and on OCT within 1 year of appointment).

4. Performance Appraisal

Recent performance appraisal within the last three years. If out-of-date, request an updated one from your supervisor.

5. Attestation of Employees/Potential Employees of the DDSB

All candidates are required to complete an attestation in regards to the Ontario Human Rights Code, the Occupational Health and Safety Act, and the Education Act. Please complete this form on [Apply to Education](#).

6. Promotion Process form (separate attachment)

7. Voluntary Equity Self-Identification

The DDSB is committed to ensuring that our hiring practices are bias-free and promote equitable representation of our diversity at all levels of the system. Your participation in responding to these questions is voluntary and not required for completion of this application. The [DDSB Voluntary Equity Self-Identification form](#) is located under About DDSB, Careers, Principal and Vice Principal opportunities on the DDSB website.

Application packages will be reviewed by the leadership subcommittee. Successful candidates will be invited to:

1. Complete the Self-Reflection Tool for Aspiring Leaders
2. Prepare for a leadership conversation (in-person)
3. Prepare a leadership portfolio (for Phase 3)

The DDSB is committed to equity and inclusion in the recruitment and hiring of qualified staff who reflect the diversity of our region. We encourage submissions from candidates who represent the various dimensions of diversity.

Phase 1: Leadership Subcommittee

Review for Recommendation

External Candidate: _____

Current Board: _____

Current Position: _____

Position Sought:

Elementary principal

Secondary principal

Elementary vice principal

Secondary vice principal

Phase 1 complete

Leadership Subcommittee Recommendation

Recommendation to proceed

Not yet recommended to proceed

Supervisory Officer Signature

Date

Phase 2: Preliminary Leadership Conversation

Conversation informed by Self-Reflection Tool for Aspiring Leaders.

Meeting with the Superintendent:

- I can demonstrate leading from an equity stance.
- I have quality experiences to share in the core leadership capacities.
- I have used data (quantitative and qualitative) to inform next steps in school planning.
- I can describe how I have facilitated collaborative teams to support the school's vision and inform next steps in school improvement planning.
- I can describe my strategic use of resources to support my school's vision.
- I can share an example of a critical conversation that focused on school improvement and included other school community members.
- I can share examples of how I have moved the instructional program forward.

[illegible]

Phase 2: Leadership Subcommittee

Review for Recommendation

External Candidate: _____

Current Board: _____

Current Position: _____

Position Sought:

Elementary principal

Secondary principal

Elementary vice principal

Secondary vice principal

Site visit or leadership conversation complete

Administrative Council Review Recommendation

Recommendation to proceed

Not yet recommended to proceed

Supervisory Officer Signature

Date

Phase 3: Leadership Portfolio Requirements

Candidates who receive approval to proceed are required to submit a leadership portfolio which shall contain:

1. Personal Leadership Vision Statement

The Multi-Year Strategic Plan outlines priorities of the DDSB, which promote Well-Being, Connected Communities, and Meaningful Learning.

Submit a written statement outlining the personal attributes and professional experiences that will make you an effective school leader, and which will allow you to Ignite Learning as a vice principal or principal.

A successful statement will:

- Outline and expand on your core beliefs.
- Clearly articulate your beliefs and priorities as an educational leader.
- Align to the strategic priorities of the Multi-Year Strategic Plan.
- Demonstrate effective written communication skills.
- Be a maximum of 600 words each (three statements, totaling 1800 words).

2. Leadership Actions

A foundation for inclusive excellence:

- We recognize and uphold distinct Indigenous rights
- We affirm and uphold human rights
- We care about and strive to know each other

The DDSB's Guiding Principles are rooted in anti-oppression, equity and our responsibilities to uphold Indigenous rights and human rights for everyone. By truly knowing each other, we can better understand the unique experiences and perspectives that enrich our communities.

Guiding Principles:

1. Anti-Oppressive Leadership: Integrate Indigenous rights, human rights, anti-oppression, equity, and intersectionality, with a focus on addressing all forms of discriminatory and racist barriers.
2. Knowing and Caring About People
3. Meaningful Learning
4. Moving Your School Forward
5. Responsibility and Accountability for Learning

Submit three written statements (for Meaningful Learning and another leadership guiding principles of your choice) reflecting on how you have demonstrated specific leadership competencies within each leadership guiding principle.

Successful reflections often include:

- Concrete examples of how you have demonstrated the skills and capacities of the leadership guiding principle.
- A direct connection to a leadership initiative that you planned and implemented.
- Reflection on the impact and influence of your leadership, be succinct.
- Data to support your success.
- Demonstrated alignment with your leadership vision statement.
- Three statements, maximum of 600 words each (totaling 1800 words).

3. Promotion Process Form (separate attachment)

4. Vulnerable Sector Check

Voluntary Equity Self-Identification

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Submitting Your Completed Profile Package

Please submit a Portable Document File (PDF) version of your Leadership Portfolio via email to ddsbpromotionprocess@ddsb.ca

Please ensure all sections of your leadership portfolio are contained in ONE PDF document file (please no separate pages and NO hyperlinks). Note that hard copies of leadership portfolios are not required and will not be accepted.

Please ensure the following items are included in your Leadership Portfolio:

- Promotion Process Form
- Resume (Including 3 professional references)
- Candidate Reference Form
- Ontario College of Teachers (OCT) Certificate
- Performance Appraisal (within 2 to 3 years)
- Personal Leadership Vision Statement
- Leadership Actions (3 entries)
- Attestation of Employees/Potential–Employees of the DDSB
- Voluntary Equity Self-Identification Form

Phase 3: Candidate Leadership Conversation

The leadership conversation consists of a variety of questions and is approximately 30 minutes in length. There may be a scenario question at the beginning of the conversation. Leadership conversation teams are comprised of two or three Superintendents and two Principals. Location and time details will be shared with you prior.

Success Criteria

- Aligns with the DDSB vision and models an equity-focused leadership stance.
- Responds with sufficient details to demonstrate knowledge, skills, and experience.
- Infuses own experiences in responses.
- Frames responses, when appropriate, around the DDSB strategic priorities.
- References the Leadership Guiding Principles and demonstrates equitable and inclusive practices throughout responses.
- Models confidence, professionalism, optimism, and resilience.
- Identifies and addresses biases and systemic barriers while managing their own emotional responses and building others to do the same.
- Demonstrates readiness for the role.
- Communicates in an effective manner.
- Focuses on self-learning/reflection and the work/learning of adults.

Phase 3: Professional References and Verifications

Candidates are required to complete the Candidate Reference form (submitted with the leadership portfolio) providing the names and contact information of three professional references to support their application. Candidates need to select:

- The principal with whom they are currently working.
- Two additional professional references who can speak to the candidate's leadership and readiness for the role.

Please note:

- At least two of the professional references provided will be contacted.
- Superintendents and trustees can not be listed as professional references.
- Recently retired administrators (within one to two years) may serve as professional references.

Professional references will be asked to comment on the candidate's individual leadership assets, the Leadership Guiding Principles, and their demonstrated equitable and inclusive practices. Professional reference verifiers may probe on areas including evidence and impact of the candidate's work with students, staff, parents, and community members; how the candidate builds authentic, trusting relationships, and the candidate's instructional leadership experience and capacity.

Samples of professional reference questions:

- How long have you known the candidate and in what capacity?
- Describe what the candidate has done to demonstrate leadership in the school and/or board.
- Speak about the candidate's instructional leadership capacity.
- How does the candidate contribute to building a positive learning and work environment?
- How does the candidate demonstrate being an equitable and inclusive leader?
- What are the candidate's growth areas?

Phase 3: Administrative Council Review

Final Recommendation

Candidate: _____

☐ Elementary vice principal

Secondary vice principal

Administrative Council Recommendation

Vice principal leadership pool placement

Not yet recommended to proceed

Supervisory Officer Signature

Date

Final Recommendation

Final Recommendation

Administrative council makes final recommendations based on the assessment of the candidate's school visit, leadership portfolio, leadership conversation and professional references. Administrative council will determine which candidates have demonstrated readiness for the roles they are seeking. Successful candidates will be placed in the school leadership pool.

Ready for promotion? If the assessment indicates that the candidate is ready for the role, a memorandum will be shared with the trustees for information and the candidate names will be shared with the system via email.

Not yet ready for promotion? Candidates will be notified and can request a debrief meeting to take place within two months of the leadership conversation to review recommendations and address growth areas.

Debrief and Support Feedback

Strengths	Areas of Growth

Next Steps

