



Policy n° 2012-CA-21:	Policy for the Recruitment and Hiring of a Director General and an Assistant Director General	
Approved:	Resolution n°	CC-121024-CA-0035
Revised:	Resolution n°	
Origin:	Secretary General	

*NOTE: The masculine gender, when used in this document, refers to both women and men. No discrimination is intended.*

## 1.0 PREAMBLE

The present policy determines the procedure to be followed by the Council of Commissioners for the recruitment and hiring of a Director General and an Assistant Director General.

## 2.0 OBJECTIVES

The goal of this policy is to establish the framework for the recruitment and hiring of a Director General and an Assistant Director General.

To achieve this objective, the Council of Commissioners shall:

- 2.1 Establish clear and precise criteria for the post, i.e.: job description and qualifications;
- 2.2 Ensure that the process is transparent and impartial;
- 2.3 Ensure that the process is efficient, effective and respectful of all stakeholders;
- 2.4 Ensure the respect of confidentiality throughout the process.

## 3.0 REFERENCES

The present policy is established with respect to the Regulation respecting certain conditions of employment of senior executives of school boards and of the comité de gestion de la taxe scolaire de l'île de Montréal (Education Act, R.S.Q., c. I-13.3, s. 451). In the recruitment and hiring of a Director General and an Assistant Director General, the Council of Commissioners will abide by the Canadian Charter of Rights and Freedoms and the Québec Charter of Human Rights and Freedoms.

## 4.0 PROCEDURE FOR THE POST OF THE DIRECTOR GENERAL

4.1 The Council of Commissioners shall decide by resolution:

4.1.1 Which method to be used from amongst the following:

4.1.1.1 Carry out the process by itself;

4.1.1.2 Carry out part of the process by itself and engage external support;

4.1.1.3 Outsource the entire process and engage a Human Resources Consulting Firm to carry it out In this case, only sections 4.1.2 and 4.8 shall apply.

4.1.2 The specific criteria for the post, after consultation with the Human Resources Committee in conformity with section 193.1 of the Education Act, and the Sir Wilfrid Laurier School Board Unions and Associations. An example of the criteria is provided in Appendix 1.

4.1.3 The duration of the posting.

4.1.4 If the Council of Commissioners chooses method 4.1.1.2, it will determine by resolution the roles and responsibilities for the Council of Commissioners and for the external support.

#### 4.2 Selection Committee:

4.2.1 The Council of Commissioners will mandate, by resolution, a selection committee to oversee the procedure and will specify its roles and responsibilities other than those described in section 4.2.5. This selection committee shall report on a regular basis via email or any other appropriate means to the members of the Council of Commissioners on the advancement of the progress for the recruitment and hiring of the Director General.

4.2.2 The selection committee shall be composed of:

- The Chairman and Vice-Chairman of the Council of Commissioners;
- The Chairman and Vice-Chairman of Executive Committee;
- One Parent Commissioner;
- Three (3) Commissioners, one from each of the following regions: Laval, Laurentians and Lanaudière.

4.2.3 With the approval of the Council of Commissioners, the selection committee may also seek additional expertise should it deem it necessary;

4.2.4 The absence of one or more members does not prevent the sitting of the Selection Committee, provided that a minimum of six members are present. The external support resource retained by the Council of Commissioners must always be present for the meetings pertaining to the mandate it was engaged for.

4.2.5 The roles and responsibilities of the Selection Committee shall be but are not limited to:

- 4.2.5.1 Recommend external support to the Council of Commissioners, if applicable;
- 4.2.5.2 Establish a timeline adhering to the Council of Commissioners start and end dates;
- 4.2.5.3 Select candidates who have the required qualifications;
- 4.2.5.4 Carry out interviews of the candidates;
- 4.2.5.5 Provide a recommendation to the Council of Commissioners.

#### 4.3 Recruiting:

4.3.1 The posting of the position will be done by the Director of Human Resources and will be posted as per the decision of the Council of Commissioners for a minimum of ten (10) working days.

4.3.2 The Council of Commissioners, on the recommendation of the Director of Human Resources, will decide to post the position, either:

- Via e-mail invitation only;
- On the Corporate Web site;
- Through the means of the education network;
- Through provincial or national newspapers; and/or
- Other appropriate means.

#### 4.4 Receipt of Applications:

- 4.4.1 Applications must be in written form, and addressed to: "Selection Committee for the position of Director General" and delivered to the attention of the Administrative Officer of the Director General. The Administrative Officer must stamp the date of receipt on each of the envelopes and keep them unopened and secured until remitted to the Selection Committee.
- 4.4.2 Applications sent via e-mail will be addressed to the mailbox of the Secretary General. The Secretary General must print the e-mail and all attachments, seal them in an envelope and send it to the Administration Officer of the Director General until remitted to the Selection Committee. The Secretary-General will ensure the confidentiality of the applicants and the Administration Officer of the Director-General must respect the confidentiality of the process.
- 4.4.3 Should the number of applications be deemed insufficient by the Selection Committee or not meet the minimum criteria for the position, the recruitment process will stop. The Selection Committee must immediately inform the Council of Commissioners of such and its impact on the timeline. The Council of Commissioners will then re-evaluate the process to take place.

#### 4.5 Selection of Candidates:

- 4.5.1 The Selection Committee shall ensure that:
- Each applicant will receive an acknowledgement of receipt of their application and will be informed of the process to take place;
  - Selected candidates will be notified and interviews will be scheduled;
  - All internal candidates meeting the requirements will be called to an interview;
  - Retained candidates will be sent for psychometric testing; and
  - It reviews and analyzes the psychometric test report.
- 4.5.2 Selected candidates for an interview will be asked to sign an Authorization to Consult References form, as provided in Appendix #3. The Selection Committee will be responsible for the verification of references of the candidate (s) retained for recommendation to the Council of Commissioners. The Selection Committee may ask for the support of the Director of Human Resources, or any other person it deems appropriate, in completing this exercise.
- 4.5.3 When there are equal qualifications, the Selection Committee will favour an internal candidate and will take into account An Act respecting equal access to employment in public bodies (R.S.Q., chapter A-2.01).

4.5.4 Upon completion of the process detailed in 4.5.1 and 4.5.2, the Selection Committee shall make its recommendation to the Council of Commissioners. In order to present a recommendation, the Selection Committee must attain a 75% majority vote. Should this vote not be attained, the Selection Committee will report back to the Council of Commissioners to re-evaluate the process to take place.

4.6 Nomination:

4.6.1 The recommendation brought forward to the Council of Commissioners will require a 2/3 majority vote of commissioners present to pass. Should this not be attained, the Council of Commissioners will then re-evaluate the process to take place.

4.6.2 Until the terms and conditions of the offer are accepted, confidentiality of the process must continue to apply.

4.7 Offer of Employment:

4.7.1 The Offer of Employment will be prepared by the Director of Human Resources and approved by the Council of Commissioners.

4.7.2 The Offer of Employment shall contain but is not limited to:

- all pertinent and relevant conditions of employment, including the duration of the probation period;
- the job description referred to in section 4.1.2;
- a draft of the Contract of Employment;
- an expected date for response by the candidate.

4.7.3 The Offer of Employment will be presented by the Chairman of the School Board.

4.8 Outsourcing:

4.8.1 Upon selecting to outsource the entire process and engage a Human Resources Consulting Firm to carry out the recruitment and hiring of the Director General, the Council of Commissioners will:

- Mandate the Director of Human Resources to direct the issuance of a Call for Service from a minimum of three (3) Human Resources Consulting Firms. The Call for Service must clearly specify services to be rendered and pricing for same;
- Form a Selection Committee, as described in section 4.2.2. and specify its roles and responsibilities
- Choose a Human Resources Consulting Firm and confirm its mandate.

4.8.2 The Human Resources Consulting Firm retained shall report on the progress of the recruitment to the Selection Committee via e-mail or other appropriate means.

4.8.3 The Selection Committee, will provide to the Human Resources Consulting Firm all information it requires to fulfill its mandate and participate, with the Human Resources Consulting Firm, in the interviews.

4.8.4 The Selection Committee and the Human resources Consulting Firm will bring forward a recommendation to the Council of Commissioners. In order to present a recommendation, the Selection Committee must attain a 75% majority vote.

- 4.8.5 The recommendation brought forward to the Council of Commissioners will require a 2/3 majority vote of commissioners present to pass. Should this not be attained, the Council of Commissioners will then refer back to the mandate to the Human Resources Consulting Firm or re-evaluate the process to take place.
- 4.8.6 Upon the decision of the Council of Commissioners on a candidate, the offer of Employment will be prepared either by the Director of Human Resources or the Human Resources Consulting Firm and approved by the Council of Commissioners.
- 4.8.7 The Offer of Employment shall contain but is not limited to:
- all pertinent and relevant conditions of employment, including the duration of the probation period;
  - the job description referred to in section 4.1.2;
  - a draft of the Contract of Employment;
  - an expected date for response by the candidate.
- 4.8.8 The Offer of Employment will be presented by the Chairman of the School Board.
- 4.8.9 Until the terms and conditions of the offer are accepted, confidentiality of the process will continue to apply.

## 5.0 PROCESS FOR THE POST OF AN ASSISTANT DIRECTOR GENERAL

- 5.1 The Council of Commissioners shall decide by resolution:
- 5.1.1 Which method to be used from amongst the following:
- 5.1.1.1 Carry out the process by itself;
  - 5.1.1.2 Carry out part of the process by itself and will engage external support;
  - 5.1.1.3 Outsource the full process and engage a Human Resources Consulting Firm to carry it out. In this case, only section 5.1.2 and 5.8 shall apply.
- 5.1.2 The specific criteria for the post, after consultation with the Human Resources Committee, in application with section 193.1 of the Education Act and the Sir Wilfrid Laurier School Board Unions and Associations. An example of the criteria is provided in Appendix 2.
- 5.1.3 The duration of the posting.
- 5.1.4 If the Council of Commissioners chooses method 5.1.1.2, it will determine by resolution the roles and responsibilities for the Council of Commissioners and for the external support.
- 5.2 Selection Committee:
- 5.2.1 The Council of Commissioners will mandate, by resolution, a selection committee to oversee the procedure and will specify its roles and responsibilities other than those described in section 5.2.5. This selection committee shall report on a regular basis via email or any other appropriate means to the members of the Council of Commissioners on the advancement of the progress for the recruitment and hiring of the Assistant Director General.

5.2.2 The Selection Committee shall be composed of:

- The Chairman and Vice-Chairman of the Council of Commissioners;
- The Chairman and Vice-Chairman of Executive Committee;
- One Parent Commissioner;
  
- Three (3) Commissioners one from each of the following regions: Laval, Laurentians and Lanaudière;
- The Director General.

The Director General has the same rights, power and responsibilities as the other members of the Selection Committee but he is not entitled to vote.

5.2.3 With the approval of the Council of Commissioners, the selection committee may also seek additional expertise should it deem it necessary;

5.2.4 The absence of one or more members does not prevent the sitting of the Selection Committee, provided that a minimum of seven members are present. The Director General must always be present. The external support resource retained by the Council of Commissioners must also always be present but only for the meetings pertaining to the mandate it was engaged for.

5.2.5 The roles and responsibilities of the Selection Committee shall be but are not limited to:

- 5.2.5.1 Recommend external support to the Council of Commissioners, if applicable;
- 5.2.5.2 Establish a timeline adhering to the Council of Commissioners start and end dates;
- 5.2.5.3 Select candidates who have the required qualifications;
- 5.2.5.4 Carry out interviews of the candidates;
- 5.2.5.5 Provide a recommendation to the Council of Commissioners.

### 5.3 Recruiting:

5.3.1 The posting of the position will be done by the Director of Human Resources and will be posted as per the decision of the Council of Commissioners for a minimum of ten (10) working days.

5.3.2 The Council of Commissioners, on the recommendation of the Director of Human Resources, will decide to post the position either:

- Via e-mail invitation only;
- On the Corporate Web site;
- Through the means of the education network;
- Through provincial or national newspapers; and/or
- Other appropriate means.

### 5.4 Receipt of Applications:

5.4.1 Applications must be in written form, and addressed to: "Selection Committee for the position of Assistant Director General" and delivered to the attention of the Administrative Officer of the Director General. The Administrative Officer must stamp the date of receipt on each of the envelopes and keep them unopened and secured until remitted to the Selection Committee.

5.4.2 Applications sent via e-mail will be addressed to the mailbox of the Secretary General. The Secretary General must print the e-mail and all attachments, seal them in an envelope and send it to the Administration Officer of the Director General until remitted to the Selection Committee. The Secretary-General will ensure the confidentiality of the applicants and the Administration Officer of the Director-General must respect the confidentiality of the process.

5.4.3 Should the number of applications be deemed insufficient by the Selection Committee, the recruitment process will stop. The Selection Committee must immediately inform the Council of Commissioners of such and its impact on the timeline. The Council of Commissioners will then re-evaluate the process to take place.

5.5 Selection of Candidates:

5.5.1 The Selection Committee shall ensure that:

- Each applicant will receive an acknowledgement of receipt of their application and the process to take place;
- Selected candidates will be notified and interviews will be scheduled;
- All internal candidates meeting the requirements will be called to an interview;
- Retained candidates will be sent for psychometric testing; and
- It reviews and analyzes the psychometric test report..

5.5.2 Selected candidates for an interview will be asked to sign an Authorization to Consult References form, as provided in Appendix #3. The Selection Committee will be responsible for the verification of references of the candidate (s) retained for recommendation to the Council of Commissioners. The Selection Committee may ask for the support of the Director of Human Resources, or any other person it deems appropriate, in completing this exercise.

5.5.3 When there are equal qualifications, the Selection Committee will favour an internal candidate and will take into account An Act respecting equal access to employment in public bodies (R.S.Q., chapter A-2.01).

5.5.4 Upon completion of the process detailed in 5.5.1 and 5.5.2, the Selection Committee shall make its recommendation to the Council of Commissioners. In order to present a recommendation, the Selection Committee must attain a 75% majority vote. Should this vote not be attained, the Selection Committee will report back to the Council of Commissioners to re-evaluate the process to take place.

5.6 Nomination:

5.6.1 The recommendation brought forward to the Council of Commissioners will require a 2/3 majority vote of commissioners present to pass. Should this not be attained, the Council of Commissioners will then re-evaluate the process to take place.

5.6.2 Until the terms and conditions of the offer are accepted, confidentiality of the process must continue to apply.

5.7 Offer of Employment:

5.7.1 The Offer of Employment will be prepared by the Director of Human Resources and approved by the Council of Commissioners.

5.7.2 The Offer of Employment shall contain but is not limited to:

- all pertinent and relevant conditions of employment, including the duration of the probation period;
- the job description referred to in section 5.1.2;
- a draft of the Contract of Employment;
- an expected date for response by the candidate.

5.7.3 The Offer of Employment will be presented by the Chairman of the School Board and the Director General.

## 5.8 Outsourcing:

5.8.1 Upon selecting to outsource the full process and engage a Human Resources Consulting Firm to carry out the recruitment and hiring of the Assistant Director General, the Council of Commissioners will:

- Mandate the Director of Human Resources Services to direct the issuance of a Call for Service from a minimum of three (3) Human Resources Consulting Firms. The Call for Service must clearly specify services to be rendered and pricing for same;
- Form a Selection Committee, as described in section 5.2.2 and specify its roles and responsibilities;
- Choose a Human Resources Consulting Firm and confirm its mandate.

5.8.2 The Human Resources Consulting Firm retained shall report on the progress of the recruitment to the Selection Committee via e-mail or other appropriate means.

5.8.3 A Selection Committee will provide to the Human Resources Consulting Firm all information it requires to fulfill its mandate and participate, with the Human Resources Consulting Firm, in the interviews.

5.8.4 The Selection Committee and the Human resources Consulting Firm will bring forward a recommendation to the Council of Commissioners. In order to present a recommendation, the Selection Committee must attain a 75% majority vote.

5.8.5 The recommendation brought forward to the Council of Commissioners will require a 2/3 majority vote of commissioners present to pass. Should this not be attained, the Council of Commissioners will then refer back to the mandate to the Human Resources Consulting Firm or re-evaluate the process to take place.

5.8.6 Upon the decision of the Council of Commissioners on a candidate, the offer of Employment will be prepared either by the Director of Human Resources or the Human Resources Consulting Firm and approved by the Council of Commissioners.

5.8.7 The Offer of Employment shall contain but is not limited to:

- all pertinent and relevant conditions of employment, including the duration of the probation period;
- the job description referred to in section 5.1.2;
- a draft of the Contract of Employment;
- an expected date for response by the candidate.

5.8.8 The Offer of Employment will be presented by the Chairman of the School Board and the Director General



- 5.8.9 Until the terms and conditions of the offer are accepted, confidentiality of the process will continue to apply.

## 6.0 FINAL PROVISIONS

- 6.1 All selected candidates and members of the Selection Committee will be required to sign a Disclosure Form. An example of this form is provided in Appendix 4
- 6.2 If a member of the Selection Committee is in a conflict of interest as per section 4.3 of the Code of Ethics and Professional Conduct for Commissioners of the Sir Wilfrid Laurier School Board, this member must state his interest and be replaced by the Council of Commissioners on the Selection Committee. In such a case, a special meeting of the Council of Commissioners will be called in order to replace the member as quickly as possible.
- 6.3 The present policy comes into force on the day its adoption by the Council of Commissioners and will be reviewed on an as needed basis.

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## EXAMPLE OF CRITERIA

### DIRECTOR GENERAL

The position of director general entails total responsibility for the management of all the activities, programs and resources of the school board for all the administrative units, establishments and fields of activity as well as the implementation of the decisions made by the council of commissioners and the executive committee in accordance with the laws and regulations in force.

This position includes, in particular, the following responsibilities:

- Supervise the personnel required for the operations of the school board;
- Take part without voting rights in meetings of the Council of Commissioners and of the Executive Committee;
- Oversee the Advisory Committee on Management;
- Participate in the Advisory Committee on Services for Handicapped Students and Students with Social Maladjustments or Learning Difficulties, if he has not designated a representative;
- Take the leadership in the definition of the objectives and policies of the school board;
- Coordinates the implementation of board policies with the directors of administrative units in the fields of activity of an educational or administrative nature;
- Provides support and guidance to in-school and centres administrators and service directors;
- Participates in committees of the school board, including Parents' Committee;
- Oversees services provided by various departments;
- Promote vision and mission of the school board through leadership;
- Promote the visibility of the School Board;
- Develop partnerships.

#### *Required minimum qualifications*

- Master's degree in a relevant field of study;
- Hold or have held a senior executive or director of service position in a school board or an equivalent position in the education milieu;
- Ten years of relevant experience, including at least five years in a senior executive or director of service in a school board position or an equivalent experience in the education milieu.

#### *Other Considerations*

- Demonstrate an inclusive approach to problem solving;
- The ability to work collaboratively with different stakeholders (council of commissioners, parents, students, administrators, etc.);
- Strong judgment and leadership in both managerial and educational matters;
- Knowledge of the evolution of educational issues in Quebec and the legal aspects governing the Education milieu;
- Oral and written communication ability in English and in French;
- Knowledge of information technology as it applies to the education milieu both in an administrative and pedagogical sphere;
- Administrative experience in a school/centre or a teaching degree would be an asset;
- Ability to deal with ambiguity and ability to successfully work in a multi-task environment;

## EXAMPLE OF CRITERIA

## ASSISTANT DIRECTOR GENERAL

The position of assistant director general entails performing any duty and assignment prescribed by the director general relating to the administration of the activities, programs and resources of the school board and exercising, under his authority, the rights, powers and duties delegated by the council of commissioners.

This position includes, in particular, the following responsibilities:

- Participates in defining the objectives and policies of the school board;
- Coordinate the implementation of the school board policies with the directors of the administrative units in the fields of activity of an educational or administrative nature;
- Participate in the Advisory Committee on Services for Handicapped Students and Students with Social Maladjustments or Learning Difficulties, if he has not designated a representative;
- Provides support and guidance to school principals;
- Participates in committees of the school board;
- Oversees services provided by various departments;
- Promote the visibility of the school board.

*Required minimum qualifications*

- Master's degree in a relevant field of study certifying a minimum three-year university program;
- Hold or have held a senior executive or senior staff position, excluding a manager's position in a school or a school board or an equivalent position in the education milieu;
- Eight years of relevant experience, including at least three years in a senior staff position or the equivalent experience in the education milieu.

*Other Considerations*

- Demonstrate an inclusive approach to problem solving;
- The ability to work collaboratively with different stakeholders (Director General, parents, students, administrators, etc.);
- Strong judgment and leadership in both managerial and educational matters;
- Knowledge of the current educational issues in Quebec;
- Oral and written communication ability in English and in French;
- Knowledge of information technology as it applies to the education milieu both in an administrative and pedagogical sphere;
- The ability to act as a support resource to in-school administrators as well as service directors;
- Administrative experience in a school/centre would be an asset;
- Ability to deal with ambiguity and ability to successfully work in a multi-task environment.

**AUTHORIZATION TO PERFORM REFERENCE CHECKS**

I hereby grant permission to the Sir Wilfrid Laurier School Board to check any references it deems necessary and authorize the person contacted in the course of the reference check by the School Board to release any information concerning me.

In witness of \_\_\_\_\_

\_\_\_\_\_  
Name (Please print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of candidate

**DISCLOSURE OF APPLICANT**

I, **THE UNDERSIGNED**, \_\_\_\_\_, applicant for the Sir Wilfrid Laurier School Board Director General / Assistant Director General position;

**DECLARE THAT:**

- I do not have any direct or indirect interest, in any enterprise that, to the best of my knowledge, contracted with the Sir Wilfrid Laurier School Board, its schools or centres.
  
- I am disclosing to the members of the selection committee direct or indirect interest in the following enterprise(s) that contracted with the Sir Wilfrid Laurier School Board, its schools or centres:  
\_\_\_\_\_  
\_\_\_\_\_
  
- I am disclosing to the members of the selection committee knowing personally the following commissioners at the Sir Wilfrid Laurier School Board:  
\_\_\_\_\_  
\_\_\_\_\_

SIGNED: \_\_\_\_\_

Date: \_\_\_\_\_

**DISCLOSURE OF MEMBERS OF THE SELECTION COMMITTEE**

I, **THE UNDERSIGNED**, \_\_\_\_\_, member of the selection committee for the Sir Wilfrid Laurier School Board Director General / Assistant Director General;

**DECLARE THAT:**

- I do not have any direct or indirect conflict of interest as per section 4.3 of the Code of Ethics and Professional Conduct for Commissioners of the Sir Wilfrid Laurier School Board with any of the selected candidates in the process of recruitment and hiring of a Director General / Assistant Director General for the Sir Wilfrid Laurier School Board.
  
- I am disclosing to the Council of Commissioners a direct or indirect conflict of interest as per section 4.3 of the Code of Ethics and Professional Conduct for Commissioners of the Sir Wilfrid Laurier School Board in the process of recruitment and hiring of a Director General / Assistant Director General for the Sir Wilfrid Laurier School Board:  
\_\_\_\_\_  
\_\_\_\_\_
  
- I am disclosing to the Council of Commissioners knowing personally the following selected candidates in the process of recruitment and hiring of a Director General / Assistant Director General for the Sir Wilfrid Laurier School Board:  
\_\_\_\_\_  
\_\_\_\_\_

SIGNED: \_\_\_\_\_

Date: \_\_\_\_\_