
SELECTION OF THE CHIEF EXECUTIVE OFFICER

Limestone District School Board recognizes the importance of appointing a highly effective system leader to implement the work of the Board. When selecting a Chief Executive Officer, the Board will seek a CEO who will consider the needs of students as the key mission of the organization. The Board needs a Chief Executive Officer to provide, fiscal responsibility, organizational and personnel management, and strategic planning. The CEO must uphold the Board's key outcomes of a focus on students, respect for staff members, a belief in partnerships and accountability. If qualified, the CEO may also assume the role of Chief Education Officer. If the CEO is also not the Chief Education Officer, the CEO will appoint a Chief Education Officer who will provide educational leadership.

Limestone District School Board is committed to the establishment of selection procedures for the Chief Executive Officer's position which capture the complexity of the workplace and provide practical multi-criteria assessments of the degree to which the candidates possess the knowledge, skills and attributes of a successful system leader.

1.0.0 Preparation for the Selection Process

- 1.1.0 Limestone District School Board will select a consultant to assist in organizing the screening and selection process. The consultant may be a local individual in whom the Board has confidence, or a member of a consulting firm that has experience in hiring senior management.
- 1.2.0 The consultant will provide a workplan. This plan will include execution of stakeholder consultations for the creation of a candidate profile for Board review and/or revision. The plan shall also include proposed timelines.
- 1.3.0 The Board will establish a CEO's Selection Committee to short-list the candidates to be interviewed by the Board. The Selection Committee shall consist of the Board and the consultant.
- 1.4.0 The consultant is responsible for the in-service training of the Selection Committee and the Board in all aspects of the selection procedures.

- 1.5.0 The Selection Committee shall decide on the most appropriate form of advertising for this position.
- 1.6.0 The consultant will prepare an advertisement including as many of the most desirable factors aligned with Policy 3 Chief Executive Officer Job Description as is reasonable to place in the advertisement.
- 1.7.0 The consultant will assume the responsibility for initiating the advertising process. The consultant will ensure the Superintendent of Human Resources posts the vacancy within the Board, and that the Superintendent of Human Resources will make every reasonable effort to ensure that all qualified current Limestone District School Board employees are made aware of the vacancy. The consultant will endeavour to ensure a diversity of candidates are provided.
- 1.8.0 The Board will, at its discretion, also advertise externally.
- 2.0.0 Multi-Criteria Assessment
- 2.1.0 Applications shall be submitted by letter with an attached résumé indicating experience, education and references with the appropriate releases under the Freedom of Information and Protection of Privacy Act. In addition, candidates will be requested to submit a paper of not more than two typewritten pages indicating their concept of the role of a Chief Executive Officer and philosophy of leadership.
- 2.2.0 The consultant will study all submissions from external candidates, contact references and select an appropriate number of candidates for review and consideration by the Selection Committee.
- 3.0.0 Candidates Selected for an Interview
- 3.1.0 Once the Selection Committee has ranked all applicants, both internal and external, it shall recommend an appropriate number of candidates for final consideration in an interview with the full Board. Normally, not more than five candidates would be involved in the final interview.
- 3.2.0 In preparation for the interview, the Selection Committee will review the achievements of each of the candidates to be interviewed as well as the skills, knowledge and personal characteristics of the candidates as determined by the submissions.
- 3.3.0 The consultant will prepare interview questions that can be used to determine the skills, knowledge and personal characteristics of the candidate. The promotion

criteria to be used is outlined in Section 4.1.0.

4.0.0 Promotion Criteria for the Chief Executive Officer's Position and the Role of Chief Education Officer

- 4.1.0 The Chief Executive Officer must have experience leading an organization within the public sector, broader public sector or private sector that is comparable in size, scope and complexity to the board to which the person is to be appointed or employed. In addition, The Chief Executive Officer is expected to display above-average competence in the following areas:
- i. student/staff welfare;
 - ii. educational and/or system leadership;
 - iii. Budget stewardship and fiscal responsibility;
 - iv. organizational management;
 - v. strategic planning
 - vi. personnel management;
 - vii. Risk management;
 - viii. Capital infrastructure management and planning;
 - ix. Collective bargaining and labour relations;
 - x. Governance, conflict resolution, and negotiation;
 - xi. Fiduciary, legal, and regulatory compliance;
 - xii. policy/procedures;
 - xiii. CEO/Board relations;
 - xiv. communications and community relations;
 - xv. student and district recognition/public relations;
 - xvi. successful experience leading in rural and urban settings;
 - xvii. inclusive leader, team builder, commitment to equity, inclusion and diversity; and experience with Equity (First Nations, Métis and Inuit, French Language, 2SLGBTQIA+, accessibility and racialized communities);
 - xviii. uses technology and social media to engage and connect;
 - xix. works collaboratively with union and non-union staff; staff morale focus to resolve issues;
 - xx. ethical, moral and professional integrity; and
 - xxi. professional learning.

4.1.1 Chief Education Officer

The CEO may also hold the role of Chief Education Officer if they are qualified based on sections i. and ii. If the CEO is not qualified, they must appoint a Chief Education Officer based on sections i. and ii.

- i. The Chief Education Officer must have leadership experience related to the administration and delivery of the pedagogical functions of an educational institution that is comparable in size, scope and complexity to the board to which the person is to be appointed or employed. For the purposes of subsection 283.0.1.1 (3) of the Act, this qualification is equivalent to membership in the Ontario College of Teachers with respect to the appointment of chief education officers of English-language district school boards.
- ii. For the purposes of subsection 283.0.1.1 (3) of the Act, the following are prescribed as other qualifications for chief education officers of English-language district school boards:
 - (a) The person must have experience, in an executive role, in all of the following areas:
 - (b) Educational program delivery.
 - (c) Organizational leadership.
 - (d) Application of research and data relating to pedagogical practice.
 - (e) Creating environments that support student achievement and enhance student well-being.
 - (f) If the person is a member of the Ontario College of Teachers, the person's membership must be in good standing.

- 4.2.0 The following skills, areas of knowledge, and personal characteristics/attitudes will also be considered for the role of Chief Executive Officer and/or Chief Education Officer:

<u>Skills</u>	<u>Knowledge</u>	<u>Attitudes</u>
Negotiation	Student Programs	Dependability
Decision Making	Policies and Procedures	Sincerity
Organization	Community Needs	Consistency
Communication	Teaching Methodologies	Flexibility
Conflict Management	Change Strategies	Enthusiasm
Judgement	Ontario Legislation	Humour
Personnel Evaluation	Learning Theory	Confidence
Problem Solving	Finance	Initiative
Program Evaluation	School District Resources	Energy
Planning	Current Trends in Education	Self-Worth
	Elementary Schools	Honesty
	Secondary Schools	
	Special Education	
	French	

5.0.0 Selection Committee Decision

- 5.1.0 Final consideration will include an interview of all short-listed candidates and a review of all information gathered to date. The Selection Committee will select one of the candidates for the Chief Executive Officer position if that candidate is supported by a clear majority of the Selection Committee.
- 5.2.0 The Selection Committee will make a recommendation to Limestone District School Board in open session that the Board hire the successful candidate.

Legal References:

Education Act S. 171 Powers of Boards; S. 283 Chief Executive Officer; S. 285 Responsibility of Supervisory Officer; S. 279(1).

Regulation 206/26

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