

**OVERVIEW:**

The Director of Education / Secretary of the Board is both the Chief Education Officer and the Chief Executive Officer of the Ottawa-Carleton District School Board (OCDSB). The Director reports directly to the Board of Trustees and is accountable to the Board of Trustees for the organization and operation of the district. All district school board authority delegated to staff is delegated through the Director of Education.

In describing the duties and responsibilities of the Director of the OCDSB, this document reflects the OCDSB's commitment to excellence and to the value of public education.

**RESPONSIBILITIES:**

The Director of Education of the OCDSB is responsible to:

**1. PROVIDE EDUCATIONAL LEADERSHIP TO THE DISTRICT**

- 1.1. Provide educational leadership to ensure a student-centered approach in OCDSB schools and central departments that supports student achievement and learning in accordance with legislation and the OCDSB's strategic plan.
- 1.2. Ensure that each student is provided with a safe and caring environment that fosters and maintains respectful and responsible behavior, well-being and supports for students.
- 1.3. Create a culture of respect and dignity by supporting the OCDSB's character attributes.
- 1.4. Centre Indigenous and human rights, anti-oppression and equity in OCDSB's governance and leadership structures, policies and practices and decision-making.
- 1.5. Practice leadership in a manner that is viewed positively and has the support of those with whom they work most directly in carrying out the directives of the Board and the Ministry of Education.
- 1.6. Act in accordance with all statutory requirements to implement provincial education standards and policies, and perform administrative functions required by governing legislation and Board policy.
- 1.7. Enhance curriculum development and implement effective evidence-based policies that benefit all students and all learning abilities to achieve equitable education outcomes.

## **2. MAINTAIN A STRATEGIC FOCUS AND MANAGE POLICY IMPLEMENTATION**

- 2.1. Support the Board's vision and mission and participate in the development of the OCDSB's strategic plan.
- 2.2. Implement the Board's strategic plan and mobilize the OCDSB's resources to ensure timely action to realize the goals of the strategic plan.
- 2.3. Build and strengthen collaborative relationships with Indigenous, Black and minoritized students, parents and staff to create a community of belonging, promote excellence and inform actions to eliminate disparities and disproportionalities in service delivery.
- 2.4. Report OCDSB goals and outcomes achieved on an ongoing basis, summarized annually.
- 2.5. Ensure timely and effective implementation of Board policies, and develop and implement supporting procedures.
- 2.6. Support effective governance and strong relationships with the Trustees for a productive and accountable navigation of the strategic plan.
- 2.7. Perform the responsibilities of Secretary of the Board as outlined in the legislation.
- 2.8. Ensure the Board is made aware of, and understands the implications of new Ministry initiatives.

## **3. ENHANCE COMMUNICATIONS AND COMMUNITY RELATIONS**

- 3.1. Build and maintain a deep understanding of Ottawa and its communities, educational structures, political landscapes, and the challenges and opportunities of the region.
- 3.2. Ensure the development and implementation of a comprehensive communications plan aligned with, and supportive of, the strategic and annual operating plans.
- 3.3. Develop effective communication mechanisms to support the OCDSB and ensure that procedures and protocols are in place to enhance open and positive internal and external communications.
- 3.4. Engage and inspire confidence in the community in support of OCDSB's mission and the evolving needs of students.
- 3.5. Be a visible ambassador, champion of, and spokesperson for the OCDSB, internally and externally, with reference to Board policy and provincial legislation.

- 3.6 Be an effective advisor and partner to the Board of Trustees; ensuring accurate, timely and effective reporting to the Board and communication of Board decisions.
- 3.7 Recognize and accommodate the diversity of languages spoken across the District.
- 3.8 Remain informed on current and ongoing challenges and pedagogical best practices.

#### **4. MANAGE HUMAN RESOURCES AND PROFESSIONAL DEVELOPMENT**

- 4.1. Work collaboratively with staff, community partners, and stakeholders to promote equity and inclusion, while fostering a culture of innovation and growth.
- 4.2. Foster a culture of resiliency by implementing strategies that support the mental health and well-being of staff, students, and their families.
- 4.3. Continue to advance diversity, equity, and inclusion goals and ensuring schools are a safe and inclusive place for all (notably Black, Indigenous, and LGBTQ2S+ children and youth).
- 4.4. Promote safe and respectful working and learning environments through strategies that address inappropriate or aggressive behaviours, hate speech, bullying, disruptive and/or disrespectful behaviour.
- 4.5. Responsibly exercise the administrative authority delegated by the Board as Chief Executive Officer, subject to provisions and restrictions in provincial legislation.
- 4.6. Has overall authority and responsibility for all personnel-related issues, save and except those personnel matters precluded by board policy, legislation or collective agreements.
- 4.7. Ensure effective systems are in place for the selection, supervision, and development and performance review of all staff.
- 4.8. Lead succession planning and recruitment strategies, while addressing staff retention and wellness.
- 4.9. Effectively organize and manage the senior administration, including all supervisory officers, exercise responsibility for the performance assessment and evaluation of that group of system leaders, and support on-going development of direct reports.
- 4.10. Participate collaboratively in the annual evaluation processes for the Board of Trustees and for the Director of Education/Secretary of the Board, as outlined in policy.

**5. DEMONSTRATE FISCAL ACCOUNTABILITY**

- 5.1. Ensure that the fiscal management of the OCDSB is in accordance with the Ministry's funding model, other applicable grant regulations, and in accordance with the provisions of the Education Act and regulations.
- 5.2. Understand and address the needs of the OCDSB including the many challenges in the current school environment, through appropriate allocation of resources.
- 5.3. Oversee the development of an annual budget and expenditure of funds as per Board-approved budget. Manage emergency expenditures in accordance with best practice and in the best interests of the OCDSB.
- 5.4. Inform the Board about risks annually and about pending litigation as soon as possible or as circumstances warrant.
- 5.5. Provide requested information to the audit committee in a timely manner.

**6. DEMONSTRATE A STRONG RELATIONSHIP WITH PROVINCIAL OFFICIALS, INCLUDING ADVOCACY FOR THE OCDSB'S NEEDS**

- 6.1. Represent the Board's position on student needs and educational priorities to provincial government officials.
- 6.2. Utilize appropriate mechanisms to support the Board's advocacy efforts.
- 6.3. Develop and present recommended courses of action and alternatives with regard to provincial relations, directives and initiatives to the Board for its consideration.
- 6.4. Provide information to the Board on long-term impacts of issues, decisions and activities.



# **OTTAWA-CARLETON DISTRICT SCHOOL BOARD**

## **PERFORMANCE ASSESSMENT GUIDE**

**FOR THE EVALUATION OF THE DIRECTOR OF EDUCATION /  
SECRETARY OF THE BOARD**

**FOR THE YEAR: SAMPLE**

(Dated: \_\_\_\_\_)

Areas of Growth for (year)
<p>On _____ the Board approved the following areas of growth for the Director of Education for the _____ year:</p> <p><u>Educational Leadership</u></p> <p><u>Strategic Focus and Policy Implementation</u></p> <p><u>Communications and Community Relations</u></p> <p><u>Human Resources and Professional Development</u></p> <p><u>Fiscal Accountability</u></p> <p><u>Advocacy</u></p>
<p><b>Responsibility #1:</b>  <b>Provide educational leadership to the District.</b>  <b>Role Expectations:</b></p> <ul style="list-style-type: none"> <li>○ Provide educational leadership to ensure a student-centered approach in OCDSB schools and central departments that supports student achievement and learning in accordance with legislation and the OCDSB's strategic plan.</li> <li>○ Ensure that each student is provided with a safe and caring environment that fosters and maintains respectful and responsible behavior, well-being and supports for students.</li> <li>○ Create a culture of respect and dignity by supporting the OCDSB's character attributes.</li> <li>○ Centre Indigenous and human rights, anti-oppression and equity in OCDSB's governance and leadership structures, policies and practices and decision-making.</li> <li>○ Practice leadership in a manner that is viewed positively and has the support of those with whom they work most directly in carrying out the directives of the Board and the Ministry of Education.</li> <li>○ Act in accordance with all statutory requirements to implement provincial education standards and policies, and perform administrative functions required by governing legislation and Board policy.</li> <li>○ Enhance curriculum development and implement effective evidence-based policies that benefit all students and all learning abilities to achieve equitable education outcomes.</li> </ul>
<p><b>Director Reflection:</b></p>
<p><b>Evidence and Indicators of Accomplishments:</b></p>

**Responsibility #2:****Maintain a strategic focus and manage policy implementation.****Role Expectations:**

- Support the Board's vision and mission and participate in the development of the OCDSB's strategic plan.
- Implement the Board's strategic plan and mobilize the OCDSB's resources to ensure timely action to realize the goals of the strategic plan.
- Build and strengthen collaborative relationships with Indigenous, Black and minoritized students, parents and staff to create a community of belonging, promote excellence and inform actions to eliminate disparities and disproportionalities in service delivery.
- Report OCDSB goals and outcomes achieved on an ongoing basis, summarized annually.
- Ensure timely and effective implementation of Board policies, and develop and implement supporting procedures.
- Support effective governance and strong relationships with the Trustees for a productive and accountable navigation of the strategic plan.
- Perform the responsibilities of Secretary of the Board as outlined in the legislation.
- Ensure the Board is made aware of, and understands the implications of new Ministry initiatives.

**Director Reflection:****Evidence and Indicators of Accomplishments:****Responsibility #3:****Enhance communications and community relations.****Role Expectations:**

- Build and maintain a deep understanding of Ottawa and its communities, educational structures, political landscapes, and the challenges and opportunities of the region.
- Ensure the development and implementation of a comprehensive communications plan aligned with, and supportive of, the strategic and annual operating plans.
- Develop effective communication mechanisms to support the OCDSB and ensure that procedures and protocols are in place to enhance open and positive internal and external communications.
- Engage and inspire confidence in the community in support of OCDSB's mission and the evolving needs of students.
- Be a visible ambassador, champion of, and spokesperson for the OCDSB, internally and externally, with reference to Board policy and provincial legislation.
- Be an effective advisor and partner to the Board of Trustees; ensuring accurate, timely and effective reporting to the Board and communication of Board decisions.
- Recognize and accommodate the diversity of languages spoken across the District.
- Remain informed on current and ongoing challenges and pedagogical best practices.

**Director Reflection:****Evidence and Indicators of Accomplishments:****Responsibility #4:****Manage human resources and professional development.****Role Expectations:**

- Work collaboratively with staff, community partners, and stakeholders to promote equity and inclusion, while fostering a culture of innovation and growth.

- Foster a culture of resiliency by implementing strategies that support the mental health and well-being of staff, students, and their families.
- Continue to advance diversity, equity, and inclusion goals and ensuring schools are a safe and inclusive place for all (notably Black, Indigenous, and LGBTQ2S+ children and youth).
- Promote safe and respectful working and learning environments through strategies that address inappropriate or aggressive behaviours, hate speech, bullying, disruptive and/or disrespectful behaviour.
- Responsibly exercise the administrative authority delegated by the Board as Chief Executive Officer, subject to provisions and restrictions in provincial legislation.
- Has overall authority and responsibility for all personnel-related issues, save and except those personnel matters precluded by board policy, legislation or collective agreements.
- Ensure effective systems are in place for the selection, supervision, and development and performance review of all staff.
- Lead succession planning and recruitment strategies, while addressing staff retention and wellness.
- Effectively organize and manage the senior administration, including all supervisory officers, exercise responsibility for the performance assessment and evaluation of that group of system leaders, and support on-going development of direct reports.
- Participate collaboratively in the annual evaluation processes for the Board of Trustees and for the Director of Education/Secretary of the Board, as outlined in policy.

**Director Reflection:**

**Evidence and Indicators of Accomplishments:**

**Responsibility #5:**

**Demonstrate fiscal accountability.**

**Role Expectations:**

- Ensure that the fiscal management of the OCDSB is in accordance with the Ministry's funding model, other applicable grant regulations, and in accordance with the provisions of the Education Act and regulations.
- Understand and address the needs of the OCDSB including the many challenges in the current school environment, through appropriate allocation of resources.
- Oversee the development of an annual budget and expenditure of funds as per Board-approved budget. Manage emergency expenditures in accordance with best practice and in the best interests of the OCDSB.
- Inform the Board about risks annually and about pending litigation as soon as possible or as circumstances warrant.
- Provide requested information to the audit committee in a timely manner.

**Director Reflection:**

**Evidence and Indicators of Accomplishments:**

**Responsibility #6:**

**Demonstrate a strong relationship with provincial officials, including advocacy for the OCDSBs needs.**

**Role Expectations:**

- Represent the Board's position on student needs and educational priorities to provincial government officials.
- Utilize appropriate mechanisms to support the Board's advocacy efforts.



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| <ul style="list-style-type: none"><li>○ Develop and present recommended courses of action and alternatives with regard to provincial relations, directives and initiatives to the Board for its consideration.</li><li>○ Provide information to the Board on long-term impacts of issues, decisions and activities.</li><li>○ Provide information to the Board on long-term impacts of issues, decisions and activities.</li></ul> |
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<b>Director Reflection:</b>
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<b>Evidence and Indicators of Accomplishments:</b>