



**OTTAWA-CARLETON DISTRICT SCHOOL BOARD**

PERFORMANCE PLAN

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

FOR THE YEAR: 2023-2024



**OTTAWA-CARLETON**  
DISTRICT SCHOOL BOARD



**Director of Education:** Pino Buffone  
**School Year:** 2023-2024

**GOAL: STUDENT ACHIEVEMENT**

Advance the provincial priorities in education in the area of student achievement set out in Ontario Regulation 224/23

| <b>Leadership competencies and practices needed to achieve the goals:</b>  | <b>Actions:</b> | <b>Actions taken to improve competencies or practices:</b> | <b>Supporting Evidence/Indicators:</b><br><i>Qualitative and/or quantitative measures</i> | <b>Rating:</b>   |
|--|-----------------|--|---|--|
| <p><b>Educational Leadership</b> - 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.</p> <p><b>Integrated Instructional Leadership</b> - Guide instructional practice through curriculum alignment and evidence based intervention strategies, and professional learning opportunities that enhance educators skills and knowledge fostering a collaborative and supportive environment for continuous growth and improvement.</p> |                 |  |   | <ul style="list-style-type: none"> <li>● Meets all</li> <li>● Meets most</li> <li>● Meets some</li> <li>● Does not meet</li> </ul> |

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| <p><b>Student Well-Being</b> - Foster a culture that prioritizes the physical, emotional and psychological well being of students and staff to address bullying, discrimination and other harmful behaviors.</p> <p><b>Data-Informed Decision Making</b> - Utilize various data sources, such as student assessments and performance metrics, to inform instructional strategies, resource allocation, and intervention programs aimed at improving student achievement.</p> <p><b>Continuous Improvement</b> - Establish a culture of continuous improvement by implementing processes for ongoing evaluation, reflection, and adjustment of instructional practices and educational programs to maximize student achievement outcomes.</p> |  |  |  |  |
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**OTTAWA-CARLETON**  
DISTRICT SCHOOL BOARD



**Director of Education:** Pino Buffone  
**School Year:** 2023-2024

**GOAL: RESOURCE MANAGEMENT**

Manage human, capital and fiscal resources to achieve the goals identified in the board’s multi-year plan developed under clause 169.1 (1) (f) of the Act.

| <b>Leadership competencies and practices needed to achieve the goals:</b>  | <b>Actions:</b> | <b>Actions taken to improve competencies or practices:</b> | <b>Supporting Evidence/Indicators:</b><br><i>Qualitative and/or quantitative measures</i> | <b>Rating:</b>   |
|--|-----------------|--|---|--|
| <p><b>Strategic Planning</b> - Develop and implement strategic plans that align organizational resources, priorities, and actions to realize the vision and mission of the district, and adaptively respond to internal and external challenges and opportunities.</p> <p><b>Budget</b> - Develop comprehensive budget plans aligned with organizational goals and priorities, and strategically allocate resources to support the multi-year strategic plan.</p> <p><b>Resource Optimization</b> - Maximize the efficient use of existing resources, including personnel, facilities, and technology, through effective planning,</p> |                 |  |   | <ul style="list-style-type: none"> <li>● Meets all</li> <li>● Meets most</li> <li>● Meets some</li> <li>● Does not meet</li> </ul> |

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| <p>collaboration, and innovation to enhance student learning experiences.</p> <p><b>Monitoring and Evaluation</b> - Establish systems for monitoring resource utilization, evaluate program effectiveness, and conduct regular audits to ensure compliance with financial policies, regulations, and best practices.</p> <p><b>Staff Training and Development</b> - Provide ongoing training, professional development, and support to staff members to enhance their awareness, understanding, and adherence to legislative requirements, ethical standards, and district policies and procedures.</p> |  |  |  |  |
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**OTTAWA-CARLETON**  
DISTRICT SCHOOL BOARD



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**School Year:** 2023-2024

**GOAL: HEALTHY WORKPLACE**

Promote a healthy and inclusive workplace with effective systems for staff selection and oversight.

| <b>Leadership competencies and practices needed to achieve the goals:</b>   | <b>Actions:</b> | <b>Actions taken to improve competencies or practices:</b> | <b>Supporting Evidence/Indicators:</b><br><i>Qualitative and/or quantitative measures</i> | <b>Rating:</b>   |
|---|-----------------|--|---|--|
| <p><b>Communication and Transparency</b> - Cultivate a culture of open communication, trust, and transparency by fostering dialogue, sharing information, and actively listening to the concerns and feedback of staff members.</p> <p><b>Conflict Resolution</b> - Implement effective conflict resolution strategies and mediation techniques to address interpersonal conflicts, promote constructive dialogue, and foster positive relationships among staff members.</p> <p><b>Work-Life Balance</b> - Support staff well-being and morale by promoting work-life balance initiatives, flexible scheduling options, and wellness</p> |                 |  |   | <ul style="list-style-type: none"> <li>● Meets all</li> <li>● Meets most</li> <li>● Meets some</li> <li>● Does not meet</li> </ul> |

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| <p>programs that prioritize physical and mental health.</p> <p><b>Professional Development Opportunities</b> - Provide opportunities for staff to enhance their skills, knowledge, and professional growth through ongoing training, mentorship, career advancement programs, and recognition of achievements.</p> <p><b>Recognition and Appreciation</b> - Recognize and appreciate the contributions and achievements of staff members through formal and informal recognition programs, celebrations, and expressions of gratitude to promote a culture of appreciation and motivation.</p> |  |  |  |  |
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**OTTAWA-CARLETON**  
DISTRICT SCHOOL BOARD



**Director of Education:** Pino Buffone  
**School Year:** 2023-2024

**GOAL: COMMUNITY ENGAGEMENT**

Create and maintain respectful and collaborative relationships with students, parents, staff, school board communities, community partners and stakeholders, Ministry staff and the Minister.

| <b>Leadership competencies and practices needed to achieve the goals:</b>   | <b>Actions:</b> | <b>Actions taken to improve competencies or practices:</b> | <b>Supporting Evidence/Indicators:</b><br><i>Qualitative and/or quantitative measures</i> | <b>Rating:</b>   |
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| <p><b>Cultural Competence</b> - Demonstrate cultural competence by respecting and valuing the diverse perspectives, backgrounds, and experiences of community members, and incorporate culturally responsive practices into educational programs and decision-making processes.</p> <p><b>Stakeholder Collaboration</b> - Build and nurture positive relationships with parents, community members, local organizations, and educational partners to foster collaborative partnerships that support student success and community engagement initiatives.</p> |                 |  |   | <ul style="list-style-type: none"> <li>● Meets all</li> <li>● Meets most</li> <li>● Meets some</li> <li>● Does not meet</li> </ul> |



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| <p><b>Community Outreach</b> - Develop and implement outreach strategies to engage stakeholders in educational initiatives, gather input, and build support for district goals, programs, and initiatives.</p> <p><b>Partnership Development</b> - Identify and cultivate strategic partnerships with external organizations, agencies, and community stakeholders to expand access to resources, expertise, and opportunities that enhance educational outcomes and student experiences.</p> |  |  |  |  |
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**OTTAWA-CARLETON**  
DISTRICT SCHOOL BOARD



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**School Year:** 2023-2024

**GOAL: LEADERSHIP**

Demonstrate leadership that maintains or improves the reputation of and public confidence in the board.

| Leadership competencies and practices needed to achieve the goals:   | Actions | Actions taken to improve competencies or practices: | Supporting Evidence/Indicators:<br><i>Qualitative and/or quantitative measures</i> | Rating:  |
|--|---------|---|--|--|
| <p><b>Visionary Leadership</b> - Articulate a compelling vision for educational excellence and equity, inspiring public confidence to share in the vision, and mobilizing resources and support to achieve strategic goals and objectives.</p> <p><b>Team Building and Empowerment</b> - Build high-performing teams by fostering a culture of collaboration, trust, and accountability, empowering staff to take ownership of their work, and providing opportunities for professional growth and leadership development.</p> |         |   |  | <ul style="list-style-type: none"> <li>● Meets all</li> <li>● Meets most</li> <li>● Meets some</li> <li>● Does not meet</li> </ul> |

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| <p><b>Ethical Leadership</b> - Demonstrate integrity, honesty, and ethical decision-making in all aspects of leadership, adhering to professional standards and legal requirements, and fostering a culture of ethics, equity, and social responsibility.</p> <p><b>Change Management</b> - Lead change initiatives by effectively communicating the need for change, engaging stakeholders in the change process, and providing support, resources, and guidance to navigate transitions and build organizational resilience.</p> |  |  |  |  |
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**OTTAWA-CARLETON**  
DISTRICT SCHOOL BOARD



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**School Year:** 2023-2024

**GOAL: POLICY AND LEGISLATIVE COMPLIANCE**

Ensure compliance with applicable laws, Ministry policies and guidelines, and board mandates.

| <b>Leadership competencies and practices needed to achieve the goals:</b>  | <b>Actions:</b> | <b>Actions taken to improve competencies or practices:</b> | <b>Supporting Evidence/Indicators:</b><br><i>Qualitative and/or quantitative measures</i> | <b>Rating:</b>   |
|--|-----------------|--|---|--|
| <p><b>Policy Development and Implementation</b> - Develop, implement and monitor policies and procedures to ensure compliance with federal and provincial legislation, ministry regulations and guidelines, as well as board policy and directives</p> <p><b>Monitoring and Reporting</b> - Establish systems for monitoring and reporting on compliance with legislative requirements, regulatory mandates, and district policies, and address any non-compliance issues promptly and effectively.</p> <p><b>Risk Management</b> - Identify potential legal, financial, and operational risks</p> |                 |  |   | <ul style="list-style-type: none"> <li>● Meets all</li> <li>● Meets most</li> <li>● Meets some</li> <li>● Does not meet</li> </ul> |

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| <p>related to legislative and policy compliance, and implement proactive measures to mitigate risks and ensure the integrity and sustainability of district operations.</p> <p><b>Knowledge Mobilization</b> - Stay informed of legislative changes, legal trends, and emerging issues. Collaborate with external stakeholders and advocate for policies and practices that advance the district's mission and priorities.</p> |  |  |  |  |
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