



The Institute for  
Education Leadership

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## ***A Comprehensive Approach to Leadership Development***

### **Ottawa Catholic School Board**

#### **Background**

Building relationships and providing support for people to effectively contribute to the organization's values and mission are key functions of the Leading and Learning Department. This is achieved by facilitating and coordinating the implementation of professional learning opportunities that acknowledge and promote the leadership capacity inherent in everyone.

#### **Challenge of Practice**

Considering the many leadership opportunities in our board community, it is fundamental that our recruitment strategies and mentorship programs evolve to support all individuals in pursuit of leadership. Concurrently, all individuals are encouraged to develop personal leadership resources aligned with the *Catholic Ontario Leadership Framework (OLF)*.

#### **Identification of Leaders**

The Ottawa Catholic School Board (OCSB) has developed an aspiring leaders program that helps to identify potential candidates for formal leadership roles. Support from current leaders, professional learning sessions and leadership resources inform candidates about professional development and current leadership practices.

The OCSB maintains an eligibility list of candidates who have successfully qualified after completing the assessment process. Recognizing that some candidates may be on the eligibility list for more than a year. These individuals continue to receive professional learning through coaching, mentoring and developing personal leadership resources.

Additionally, OCSB promotes the development of leadership skills for non-teaching staff who aspire to roles of additional responsibility across our board.

#### **Creating Conditions of Success**

##### **New Teacher Induction Program (NTIP)**

Board Priorities, Ministry of Education foci and identified educator needs drive the creation of rich professional learning that support new teachers and their mentors. Topics include: pedagogical strategies, assessment practices, deep learning, student success and wellness. The team solicits regular feedback to stay current with the needs of the Mentees and Mentors through surveys and social media. Our communication platforms [OCSB NTIP Website](#), Twitter hashtag #NTIPocsb and NTIP OCSB Google+ Community support on-going communication, discourse, sharing and collaboration.

## OCDSB Leading and Learning Journey

*The Ottawa Catholic School Board's Leading & Learning Journey program is recognized throughout the province for its success in offering all staff professional development and personal growth opportunities. The program reflects, in content and approach, our Gospel values and all sessions are aligned with our Board Priorities. The Leading & Learning Journey program not only supports the development of leaders, it provides an excellent learning opportunity that can support all staff in their personal and professional growth.*

### Leadership Pathway

(see **appendix 1** for pathways.)

**Introduction to Leadership** - Leadership Part 1 Participants are encouraged to consider what it means to lead and how leaders impact others. Open to all board employees.

**Leadership Part 2** - Sessions are designed to provide practical experiences and information about our system from leaders within. Open to board employees who have completed Leadership Part 1.

**Leadership Part 3** - Facilitation skills training. Open to board employees who have completed Leadership Part 2.

**Department Head and Curriculum Leaders** - These sessions consist of a presentation of case studies and sharing effective management/ leadership strategies. Open to all DH and CL in the OCSB.

**Caretaker Professional Learning** - Sessions provide an opportunity for caretakers to learn additional skills or further develop practical leadership skills. Open to all OCSB Custodial Staff.

**\*Deep Learning Certification** - These sessions support participants as they leverage the New Pedagogies for Deep Learning Toolkit and document their collaborative inquiries. Open to teachers who have previously participated in our New Pedagogies for Deep Learning network.

**\* Principal Professional Learning Program** This Program is open to Principals in the OCSB who have served in the role for three or more years. Session include: Leadership -Catholic Leadership Framework, Communication -Challenging Conversations, Principal Leadership in Human Resources, Staffing and Special Education.

**\*Coaching/Facilitation 3.0** - Professional learning sessions designed to support the professional learning needs of our coaching institute facilitators. Participants will be invited from each department.

### Learning Pathway

\* New additions

**Journey of Discovery: God Among Us** - Sessions include various perspectives on Catholic spirituality and adult faith formation. Open to all board employees

**Office Administrators & Administrative Assistants** -This program provides Administrative Assistants and Office Administrators an opportunity to explore professional learning and networking.

**Educational Assistants Professional Learning** - This program provides the opportunity for educational support staff to develop relationships, to explore and share resources for growth and development.

**Mental Health in Schools** - Through a combination of presentations, group discussions and activities, participants will gain a better understanding of mental health issues.

**Early Childhood Educator Professional Learning** - This program provides ECEs opportunities to develop relationships and skills needed to support their roles,

**Coaching Institute Level 1 & 2** - These interactive sessions focus on the coaching principles of equality, choice, voice, dialogue, reflection, praxis and reciprocity and are aligned with our gospel values, Open to all Staff in a mentoring or coaching role.

**\*Thinking Mathematically** - Using the 4 key areas from the monograph, Making Space for Students to Think Mathematically, educators and administrators will engage in collaborative learning. Open to all K-12 Administrators and Educators

**\*Learning Technology Google Certification** - Following Google's online course model, K-12 participants will learn about the suite of tools and their applications. Open to all OCSB employees.

**\*Introduction to Deep Learning** - Sessions support K-12 educators and administrators as they leverage the New Pedagogies for Deep Learning framework to support deep learning and global competencies. Open to all K-12 OCSB employees.

## **Wellness Conference for Non-Teaching Staff**

A Better Me, A Better You is an annual one day conference for non-teaching staff working both centrally and in our schools. The focus of this popular event offers attendees breakout sessions that relate to wellness and an opportunity to hear an inspirational message from an highly acclaimed keynote speaker.

## **Board Leadership Development Strategy (BLDS)**

### **Partners for Growth**

A Google+ Community has been created for the Partners for Growth community to foster collaboration and the sharing of information, ideas and resources. This community supports active communication that fosters a shared sense of camaraderie and learning. Additionally, committee members have been progressive in developing innovative face to face sessions that leverage the mentors to meet the learning needs of this community.

### **Succession Planning**

Priorities around succession planning are identified to address the leadership needs across OCSB. Research was conducted to support a gap analysis and needs assessment targeting leadership and succession planning. The results from this comprehensive study have supported our board's recruitment process and professional learning sessions to serve leadership development across OCSB.

### **Turning Points/Final Points**

A climate fostering learning and change to build capacity in those aspiring to leadership positions is fundamental for the board's continued growth and success. Nurturing the development of professional partnerships and developing a deeper understanding of the *Ontario Catholic Leadership Framework*, with specific emphasis on personal leadership resources, continues to be a goal of our leadership programming. This philosophy has generated interest in the wider staff community which has encouraged the development of leading and learning programs for all staff.

The commitment to offering current programming to individuals from within the board who aspire to leadership positions can have a tremendous impact on the success of the individual's leadership journey. Feedback and suggestions from staff that address leading and learning needs within the board help contribute to the development of professional learning opportunities that support both system learning and leading pathways. This contemporary practice will serve all future leaders in all employee groups across the OCSB.

## **Appendix 1.**

### **Formal Leadership: Pathways and Professional Growth Information**

#### **Aspiring Leaders Programs**

Pathway 1: Aspiring Leaders for Teachers applying for Vice-Principal positions

Pathway 2: Teachers currently on the Vice-Principal eligibility list pathway

Pathway 3: Aspiring Leaders for Vice-Principals applying for Principal positions

Pathway 4: Vice-Principals currently on the Principal eligibility list

#### **Pathway 1:**

Teachers interested in Applying for Vice-Principal

- Recruitment meetings are held each September;
- At the beginning of the school year, details regarding the recruitment and information session will be posted electronically on the OCSB staff portal
- Principals will ensure the delivery of the information to staff members;
- Potential candidates, after attending the recruitment and information session, are required to arrange a meeting with the school principal/system supervisor to discuss the level of “readiness” for future leadership opportunities. The *Catholic Leadership Reflection Guide* is the resource used to support this dialogue;
- Principal/system supervisor determines if potential candidate will be recommended for the Aspiring Leaders Program for Teachers to Vice-Principal

#### **OCSB Requirements for Teachers Applying to Vice-Principal Competition:**

- Completion of Ontario Principal’s Course Qualification Program (PQP) Part 1 and 2. Candidates must have part 1 and be enrolled in part 2 to to be granted an interview. Candidates must have part 2 completed prior to being appointed to a vice-principal position. OCSB currently offers PQP I and PQP 2 in partnership with the Catholic Principals’ Council of Ontario;
- The Catholic Leadership Declaration form for Teachers, completed by the principal/system supervisor, must be submitted for all recommended candidates and forwarded to the Leading & Learning Officer;
- It is highly recommended that teachers applying for the role of vice-principal enrol in the aspiring leaders program to help prepare for the assessment centre process;
- Leadership Portfolio - criteria and information will be shared during session one;
- A minimum of 5 years teaching experience in: at least 2 divisions, Primary, Junior, Intermediate, Senior, and more than one OCSB school is preferred;
- Candidates must have qualification and experience in the division applying for;
- Current pastoral letter;
- Religious Education AQ - Part I and Special Education AQ - Part I;
- Demonstrated expertise in school improvement practices, assessment and evaluation practices, technology skills, and conflict management /communication skills.

### **Pathway 2:**

Teachers currently on the Vice-Principal Eligibility List

- Designated staff in the board's Leading & Learning department coordinate professional learning opportunities for candidates who have been placed on the vice-principal eligibility list and candidates will have an opportunity to attend Vice-Principal Council meetings;
- Teacher candidates are encouraged to work closely with a Vice-principal mentor throughout the process for continued learning as identified by set learning goals.

### **Pathway 3:**

Aspiring Leaders Program for Vice Principals applying for Principal

- Potential candidates, after attending the recruitment and information session, are required to arrange a meeting with the school principal/system supervisor to discuss the level of "readiness" for future leadership opportunities. The *Catholic Leadership Reflection Guide* is the resource used to support this dialogue;
- Principal/system supervisor determines if potential candidate will be recommended for the Aspiring Leaders for Vice-Principals Applying for Principal;
- Important dates and deadlines are shared at the Recruitment and Information Session;

### **OCSB requirements for applying to the Principal Competition:**

- A minimum of two (2) years experience as vice-principal in the desired panel is preferred;
- Candidate must have qualification and experience in the division applying for;
- Submit the Catholic Leadership Declaration Form for Vice-Principals;
- Upon receipt of the authorized form, candidates will receive confirmation of program enrollment;
- It is recommended that vice-principals applying for the role of principal, enrol in the Aspiring Leaders Program for assessment centre preparation;
- Leadership Portfolio - criteria and information will be shared at the first Aspiring Leaders session/VP council;
- Demonstrated expertise in school improvement practices, assessment and evaluation practices, technology skills, and conflict management /communication skills.

### **Pathway 4:**

Vice Principals currently on the Principal Eligibility List

- Designated staff in the Leading & Learning Department will provide resources to candidates on the Principal Eligibility List that support the transition from vice-principal to principal. Additionally, candidates will have the opportunity to attend professional learning opportunities that support preparation for the Assessment Centre;

- Using Ministry of Education funding from the Board Leadership Development Strategy initiative, release time will be provided to assist the candidate's participation in full day professional learning session
- The Leading & Learning Officer, in consultation with supervisory officers facilitates the enrollment of principal candidates into the program and sends invitations to those candidates;
- The vice-principal candidates on the eligibility list for principal are encouraged to work closely with their principal mentor throughout the process for continued learning as identified by setting learning goals.