

HWDSB Service Leadership Framework

When individuals focus their time, energy and resources toward achieving positive results, they demonstrate strong leadership ability and the potential for a formal leadership role within the school district.

Central office departments function to serve schools, the district and its communities. As such, they can have direct impact on student achievement.

HWDSB has identified key service leadership expectations and practices in:

- ☞ **Setting Directions**
- ☞ **Building Relationships and Developing Staff**
- ☞ **Organizational Development**
- ☞ **Service to the Organization**
- ☞ **Assuring Accountability**

along with related competencies involving:

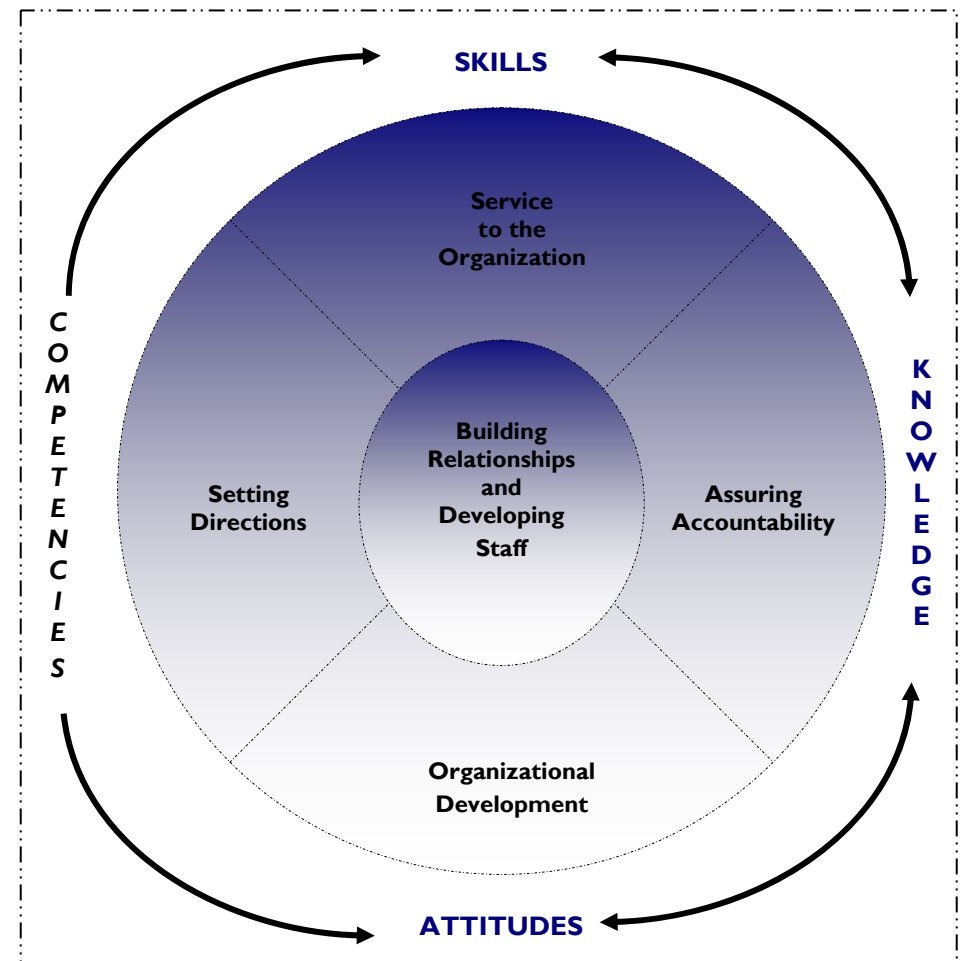
- ☞ **Skills** (the ability to perform well)
- ☞ **Knowledge** (organizational, procedural, technical)
- ☞ **Attitudes** (respect for, passion and belief in the work)

required of effective managers and supervisors.

These leadership capacities provide guidance, direction and learning opportunities for service leaders. When acted upon, they enable managers/supervisors AND staff to be successful in their contribution to the school district's mandate to provide quality education to the HWDSB community.

The aim of this Service Leadership Framework is to support:

- ☞ *recruitment, selection and promotion processes*
- ☞ *the Employee Performance Appraisal System for managers/supervisors*
- ☞ *professional and leadership development*
- ☞ *personal leadership self assessment*



“Leadership is communicating people’s worth and potential so clearly that they are inspired to see it in themselves.” - Dr. Stephen Covey

HWDSB Service Leadership Framework: Expectations, Practices, Competencies, and Indicators

<p>Setting Direction</p> <p>EXPECTATION</p> <p><i>The manager/supervisor engages staff in creating a shared vision for the department, and developing and achieving department goals.</i></p>	<p>PRACTICES</p> <p><i>The manager/supervisor:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> ensures the department vision is clear, shared, understood and acted upon by all <input checked="" type="checkbox"/> works with department staff to translate department vision into action <input checked="" type="checkbox"/> creates a positive climate and culture of collaboration (teamwork) <input checked="" type="checkbox"/> promotes creativity, innovation and the use of appropriate technologies to achieve excellence 	<p>COMPETENCIES</p> <p>Skills</p> <p><i>The manager/supervisor is able to:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> think and act strategically <input checked="" type="checkbox"/> inspire, challenge, motivate and empower the department to build and carry out the department vision <input checked="" type="checkbox"/> model the mission, vision and values of the school district <input checked="" type="checkbox"/> lead change, creativity and innovation 	<p>COMPETENCIES</p> <p>Knowledge</p> <p><i>The manager/supervisor has knowledge and understanding of:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> local, national and/or global trends <input checked="" type="checkbox"/> processes for building, communicating and implementing shared vision within the department <input checked="" type="checkbox"/> strategic planning processes <input checked="" type="checkbox"/> use and impact of new technologies 	<p>COMPETENCIES</p> <p>Attitudes</p> <p><i>The manager/supervisor demonstrates:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> commitment to setting SMART goals <input checked="" type="checkbox"/> the belief that <i>all</i> staff contribute to <i>all</i> students realizing their full potential 	<p>INDICATORS</p> <p><i>Quality and timely service is aligned with department vision and addresses the needs of the system.</i></p> <p><i>Time allocated within department to encourage, pursue and act on progressive ideas and best practice.</i></p> <p><i>Department develops and implements strategies to deliver on shared vision and mandate.</i></p> <p><i>Collaboration with relevant stakeholders advances the planning process by identifying areas of focus to be addressed.</i></p>
---	---	---	--	--	---

<p style="text-align: center;">Building Relationships and Developing Staff</p> <p>EXPECTATION</p> <p><i>The manager/supervisor builds genuine trusting relationships with staff, other departments and the school communities. The manager/supervisor encourages and empowers staff to work in the best interests of the department and the school district.</i></p>	<p>PRACTICES</p> <p><i>The manager/supervisor:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> recognizes the diverse backgrounds of others and treats everyone fairly, equitably and respectfully <input checked="" type="checkbox"/> leads by example; is transparent in decision making and consistent in words and actions <input checked="" type="checkbox"/> develops effective strategies to support staff in professional learning, performance feedback, and career/ succession planning <input checked="" type="checkbox"/> acknowledges and celebrates the achievements of individuals and teams <input checked="" type="checkbox"/> communicates effectively and maintains high visibility within the department and the school district 	<p>COMPETENCIES</p> <p>Skills</p> <p><i>The manager/supervisor is able to:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> create an open, fair and equitable department <input checked="" type="checkbox"/> communicate effectively within the department and throughout the school district <input checked="" type="checkbox"/> motivate and support department members to ensure attainment of individual/ department improvement goals <input checked="" type="checkbox"/> recognize and manage conflict 	<p>COMPETENCIES</p> <p>Knowledge</p> <p><i>The manager/supervisor has knowledge and understanding of:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> the importance of interpersonal relationships in school district achievements <input checked="" type="checkbox"/> adult learning and models of ongoing professional development to promote individual and team development <input checked="" type="checkbox"/> the impact of change and change management strategies that support individuals, the department and the school district 	<p>COMPETENCIES</p> <p>Attitudes</p> <p><i>The manager/supervisor demonstrates:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> commitment to a respectful, inclusive, and equitable department <input checked="" type="checkbox"/> effective working relationships and teamwork within the department and the school district <input checked="" type="checkbox"/> trustworthiness, optimism and resiliency 	<p>INDICATORS</p> <p><i>Unique talents and backgrounds of department members are identified and acknowledged through opportunities that draw on their strengths.</i></p> <p><i>All processes are consistent, transparent, adhered to and supported.</i></p> <p><i>Recognition and celebration of individual and departmental successes.</i></p> <p><i>Equitable access to PD opportunities/funds provided and staff engaged in relevant professional development.</i></p> <p><i>Use of strategic communications strategies to relay and receive pertinent information.</i></p>
--	---	---	---	---	---

<p>Organizational Development</p> <p>EXPECTATION</p> <p><i>The manager/supervisor ensures organizational success through collaboration and teamwork, and through connecting and aligning the department with the broader school district.</i></p>	<p>PRACTICES</p> <p><i>The manager/supervisor:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> champions and cultivates collaboration within the department and throughout the school district <input checked="" type="checkbox"/> develops a department culture which promotes shared knowledge and shared responsibility for goals and results <input checked="" type="checkbox"/> challenges thinking and learning of staff to further develop individual and departmental professional practice <input checked="" type="checkbox"/> supervises staff effectively and uses performance appraisal to support staff/personal growth <input checked="" type="checkbox"/> empowers and supports a diverse staff 	<p>COMPETENCIES</p> <p>Skills</p> <p><i>The manager/supervisor is able to:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> implement operational efficiencies within the department to minimize impact of administrative tasks on the school district <input checked="" type="checkbox"/> collaborate, network and build community within the district and throughout the larger community <input checked="" type="checkbox"/> provide feedback to staff to support individual learning and organizational improvement <input checked="" type="checkbox"/> listen, reflect and act on feedback from staff and others throughout the school district 	<p>COMPETENCIES</p> <p>Knowledge</p> <p><i>The manager/supervisor has knowledge and understanding of:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> ministry and district directions, <input checked="" type="checkbox"/> relevant ministry and district policies and procedures <input checked="" type="checkbox"/> the relationship between performance management and individual/department improvement 	<p>COMPETENCIES</p> <p>Attitudes</p> <p><i>The manager/supervisor demonstrates:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> responsibility for department climate and results <input checked="" type="checkbox"/> Integrity and ethical behaviour 	<p>INDICATORS</p> <p><i>Use of consultation and collaboration with department members and stakeholders in all matters of planning and decision making.</i></p> <p><i>A culture of shared responsibility for continuous improvement/learning is present within the department.</i></p> <p><i>Understood and utilized Performance Appraisal System supports individual, department and school district growth.</i></p> <p><i>Progressive ideas & feedback from department members and stakeholders is encouraged, acted upon and results in improved leadership/department performance.</i></p>
---	---	--	--	--	--

<p>Service to the Organization</p> <p>EXPECTATION</p> <p><i>The manager/supervisor sets high expectations for service to the school district and monitors and evaluates the effectiveness of the department's contribution to the school district's goals.</i></p>	<p>PRACTICES</p> <p><i>The manager/supervisor:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> ensures a consistent and continuous focus on department goals and uses data to monitor progress <input checked="" type="checkbox"/> participates in the recruitment, hiring and retention of staff to further department and school district goals <input checked="" type="checkbox"/> determines and provides appropriate resources to optimize service to the school district <input checked="" type="checkbox"/> focuses staff on stated department goals and is the buffer for activities that do not support goal achievement <input checked="" type="checkbox"/> fosters individual and team commitment to constantly improve service to the school district 	<p>COMPETENCIES</p> <p>Skills</p> <p><i>The manager/supervisor is able to:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> initiate, monitor and support service improvement planning cycles <input checked="" type="checkbox"/> access, analyze and interpret data <input checked="" type="checkbox"/> make informed decisions <input checked="" type="checkbox"/> manage fiscal responsibilities, time and tasks effectively 	<p>COMPETENCIES</p> <p>Knowledge</p> <p><i>The manager/supervisor has knowledge and understanding of:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> project management for planning and implementing change <input checked="" type="checkbox"/> tools for data collection and analysis <input checked="" type="checkbox"/> recruitment principles and practices <input checked="" type="checkbox"/> mentoring and succession planning strategies to sustain department effectiveness 	<p>COMPETENCIES</p> <p>Attitudes</p> <p><i>The manager/supervisor demonstrates:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> the principle of service to schools and the district <input checked="" type="checkbox"/> adherence to human rights legislation <input checked="" type="checkbox"/> commitment to a safe, secure and healthy working environment 	<p>INDICATORS</p> <p><i>Collaboratively developed SMART Goals, targets and strategies address the needs of the school district.</i></p> <p><i>Plan developed to clearly communicate department goals and processes across the school district.</i></p> <p><i>Regular assessment of department's needs to further department goals and meet needs of the school district.</i></p> <p><i>Motivated, knowledgeable staff engaged in meaningful work.</i></p> <p><i>Service to the organization validated by key stakeholders.</i></p>
--	--	---	---	---	---

<p style="text-align: center;">Assuring Accountability</p> <p>EXPECTATION</p> <p><i>The manager/supervisor promotes a quality educational system and supports student success and is accountable to the school district for the goals outlined in the service improvement plan.</i></p>	<p>PRACTICES</p> <p><i>The manager/supervisor:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> aligns department goals with school district goals <input checked="" type="checkbox"/> ensures individual staff accountabilities are clearly defined, understood, agreed to and reviewed <input checked="" type="checkbox"/> creates a department structure reflecting school district needs and ensures department processes work within legal requirements <input checked="" type="checkbox"/> applies appropriate performance management practices to support achievement of department goals <input checked="" type="checkbox"/> reflects on personal contribution to department successes; solicits and acts on feedback from others 	<p>COMPETENCIES</p> <p>Skills</p> <p><i>The manager/supervisor is able to:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> engage the school district in systematic and rigorous evaluations of department effectiveness <input checked="" type="checkbox"/> combines the outcomes of regular department self-review with school, district and ministry assessments 	<p>COMPETENCIES</p> <p>Knowledge</p> <p><i>The manager/supervisor has knowledge and understanding of:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> the obligation of school districts to develop and sustain a fair and equitable society <input checked="" type="checkbox"/> successful organizations <input checked="" type="checkbox"/> performance management and other accountability measures 	<p>COMPETENCIES</p> <p>Attitudes</p> <p><i>The manager/supervisor demonstrates:</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> commitment to personal and department accountability to the school district and the larger community <input checked="" type="checkbox"/> the desire to learn and improve through systematic self and department evaluation 	<p>INDICATORS</p> <p><i>Department goals clearly aligned with the goals of the school district.</i></p> <p><i>Department members' roles clearly outlined, communicated, acted on and assessed to address needs of department/school district.</i></p> <p><i>Department operates within relevant legislation, organizational policy and agreed upon administration protocol.</i></p> <p><i>Regular purposeful/structured department meetings monitoring individual/department progress, addressing issues and celebrating successes.</i></p> <p><i>Decisions and activities based on access to and analysis of pertinent data.</i></p>
---	---	--	--	---	--