

Frequently Asked Questions The Ontario Leadership Framework (OLF) and the Core Leadership Capacities (CLC)

Q. What are the Core Leadership Capacities (CLC)?

The CLCs are a set of core leadership capacities situated within the Ontario Leadership Framework (OLF). The ministry has chosen these as the focus of capacity building for school and system leaders beginning in 2009-10. The CLCs include:

- Setting Goals;
- Aligning Resources with Priorities;
- Promoting Collaborative Learning Cultures;
- Using Data; and
- Engaging in Courageous Conversations.

Q. Why has the ministry chosen to focus on the CLCs?

Stakeholders consulted during spring 2008 about the Ontario Leadership Strategy (OLS) recommended that the ministry align its initiatives so that interconnections are clear. A consistent focus for capacity building provided by the ministry to school and system leaders is one way to meet this recommendation.

Q. What does the ministry mean by building ‘capacity’?

Capacity is a combination of skills and knowledge, attitudes and actions taken together and is focused in generating results. It involves using resources wisely and committing to get important things done collectively and continuously. (Fullan, see *In Conversation*, Fall 2008)

Q. How were these five CLCs identified in particular?

These five CLCs were identified through Mentoring and Principal Performance Appraisal pilot evaluation findings, consultations and advice from key partners as leadership capacities that are of current interest and importance to Ontario’s school and system leaders.

Q. How is the ministry using the CLCs as a way of improving alignment?

The ministry is embedding the CLCs in the professional learning and resources that it is providing to school and system leaders for all ministry initiatives as appropriate. For example the CLCs were embedded in the Fall 2009 Student Success/Learning to 18 Principals’ Regional Sessions.

Q. What is the relationship between the Ontario Leadership Framework (OLF) and the CLCs?

The Ontario Leadership Framework (OLF) is the foundation of the Ontario Leadership Strategy and its key initiatives. The CLCs are derived from and situated within the domains of the OLF, they are not independent of it.

Q. Do the CLCs replace the OLF?

No. The Ontario Leadership Framework (OLF) remains the foundation of the Ontario Leadership Strategy.

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Q. Are school boards required to embed the CLCs as a focus of capacity building for school and system leaders?

It is recommended that boards refer to the Ontario Leadership Framework (OLF) as a foundation of their capacity building for school and system leaders. In this context, boards may use the CLCs to support their own board activities. For example, as boards put in place a plan for Succession Planning and Talent Development the CLCs can support the capacity building required to impact on student achievement and well-being.

Q. What is the commitment the ministry has made to the OLF and the CLCs?

Spring 2006: The Ontario Leadership Framework (OLF) was launched and adopted by the Institute for Education Leadership (IEL).

2008-09: Workshops were held by the IEL for school boards across the province to help embed the OLF into board work.

Spring 2009: The Executive Leadership Team (ELT) of the ministry endorsed the identification of these CLCs to promote and strengthen the OLS and improve alignment of ministry initiatives.

2009-10: The ministry begins to embed the CLCs in provincially-sponsored professional learning and resources for school and system leaders.