



963 Airport Road, Box 3110
North Bay, ON P1B 8H1
Phone: 705.472.8170, Fax: 705.472.9927
Website: www.nearnorthschools.ca

David Thompson, Chairperson

Jackie Young, Director of Education

Agenda

Committee of the Whole

September 11, 2018 – 5:00 – 6:00 p.m.

North Bay Board Room, 963 Airport Road, North Bay, ON
Parry Sound Board Room, 111 Isabella Street, Parry Sound

1. Call to Order
2. Director's Appraisal Framework Approval
3. Discussion on Draft Governance Manual
4. Adjournment

Director of Education – Assessment Framework

Draft – v7- 06sep18

Role of the Director

The Director of Education is the Chief Executive Officer and Chief Education Officer of the Near North District School Board (NNDSB). The Director is the sole employee who reports directly to the Board of Trustees and acts as Secretary to the Board.

Through the Director of Education, the NNDSB holds all its schools accountable for results based on expectations set at the Provincial and NNDSB levels.

The Director informs the Board of any changes in Board policies that may be required arising from operations or legislative changes and keeps the Board updated on all legal matters.

The Director is responsible for the successful implementation of the Multi-Year Plan as set by the Board of Trustees. This will be monitored through the Director's annual performance appraisal.

The Education Act clearly outlines expectations for the Director of Education / Secretary to the Board (see Section 282, 283.1.)

Changes to the role of the Director may arise through amendments to the act, or regulations set forth, and clarification of these duties are regularly communicated through memorandums from the Ministry of Education. Changes to the role of Director may also occur through regular review of the Boards' policies as outlined in the NNDSB Governance manual.

Key Areas of Responsibility

Using the five (5) core Leadership capacities identified in the Ontario Leadership Framework:

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

the following framework expands on the role set forth in the Education Act by identifying key areas of responsibility as per the job description and the implementation of the Multi-Year Plan to support the direction of the Board and adhere to the requirements of the Education Act and related Regulations.

The Director must have a clear understanding of the responsibilities outlined below as they will form the basis of the Director's Annual Performance Appraisal.

The Director of Education:

- Will work toward building a relationship with all trustees of the Near North DSB, assisting them to be effective in their roles
- Will demonstrate the ability to strategically, and with focus, identify goals that will reflect the direction that has been set by the Board of Trustees
- Will work toward developing people within the Near North DSB and building effective relationships both inside and outside the system
- Will work with the whole organization to build a collaborative culture
- Will set high expectations for learning outcomes and monitoring and evaluating the effectiveness of instructional leadership
- Will strive for accountability to students, staff, parents, and the broader community and will align Board resources to reflect commitment to student achievement goals while maintaining fiscal responsibility
- Will demonstrate a high degree of integrity and personal effectiveness towards all partners and constituents of the Near North District School Board.

Support Corporate Governance

The Director will work toward building a relationship with the Board of Trustees of the Near North District School Board, assisting all trustees to be effective in their roles.

The Director:

	N	R	S	O	C	U
Assists the Board to develop, review, and update a Multi-Year plan to establish and promote the Board's vision, mission, and priorities as directed by the Ministry of Education and prescribed within the Education Act.	1	2	3	4	5	6
Supports the Board of Trustees in performing its governance role and facilitates the planning, development, implementation, and review of policies that maintain accountability to the Ministry and with stakeholders.	1	2	3	4	5	6
Keeps the Board regularly informed on all important aspects of the status and development of the organization, including student achievement, financial management, human resources management as well as issues of concern, legal proceedings involving the Board, any communication addressed to the Board, and new opportunities identified or brought forward.	1	2	3	4	5	6
Brings forward an Annual Plan related to priorities of the Multi-Year plan and reports regularly to the Board on progress of the goals identified for the year.	1	2	3	4	5	6
Communicates well and has a positive and effective working relationship with the Chair and other Board members.	1	2	3	4	5	6

Evidence / Comments:

Setting Direction and Goals

Critical to effective leadership, the Director will demonstrate the ability to creatively, strategically, and with focus, identify goals that will reflect the direction that has been set by the Board of Trustees

The Director:

	N	R	S	O	C	U
Develops and implements an Annual Plan based on the Board Multi-Year Plan, identifying goals for the year that will include Board priorities and incorporate directives from the Ministry of Education.	1	2	3	4	5	6
Appropriately takes a system 'big picture' approach and has a capacity to simultaneously consider the whole organization while attending to operational issues.	1	2	3	4	5	6
Is able to think through issues, anticipate problems and trace out the consequences of different actions	1	2	3	4	5	6
Promotes and supports questioning of existing ways of operating, encourages creative approaches to problem solving	1	2	3	4	5	6
Promotes positivity by championing the Mission and Vision of the NNDSB using positive messaging, celebrating successes, and developing productive relationships	1	2	3	4	5	6

Evidence / Comments:

Organizational Development; Building Relationships: Developing Staff

The Director will work toward developing people within the NNDSB and building effective relationships both inside and outside the system.

The Director:

	N	R	S	O	C	U
Identifies, develops, and sustains productive relationships with key stakeholders, locally and provincially, to positively influence the direction of public education and the NNDSB.	1	2	3	4	5	6
Maintains positive working interpersonal relationships through mutual trust and respect with senior staff, managers, system administrators and frontline staff	1	2	3	4	5	6
Effectively plans and co-ordinates communication approaches that build public support and promote the Board's vision, mission, values, programs, activities, and results	1	2	3	4	5	6
Coaches and fosters the development of skills and potential of others through succession planning to support all areas of the Board	1	2	3	4	5	6
Actively looks for opportunities and outside partnerships that will benefit the Board	1	2	3	4	5	6
Participates in school and community events and other community affairs to enhance and support a positive understanding and attitude toward public education and the NNDSB	1	2	3	4	5	6

Evidence / Comments:

Excellence and Collaboration in Teaching and Learning

The Director will work with the organization to build a collaborative culture within the Near North District School Board. The Director will set high expectations for learning outcomes and monitoring and evaluating the effectiveness of instructional leadership

The Director:

	N	R	S	O	C	U
Works collaboratively with others to determine priorities and builds a culture that promotes shared knowledge, shared responsibility for outcomes and continuous improvement of program delivery	1	2	3	4	5	6
Provides leadership and oversight aimed at promoting a safe, healthy, and caring environment that fosters respectful, responsible, and inclusive behaviours throughout the whole system	1	2	3	4	5	6
Uses the Board's Multi-Year Strategic Plan as the foundation for all system-wide decision making and direction and ensures alignment between the Board's Multi-Year Strategic Plan, Board and School Improvement Plans and Ministry goals for student achievement and well-being	1	2	3	4	5	6
Provides leadership that promotes clear, consistent, and continuous board-wide focus on successful outcomes for students	1	2	3	4	5	6
Uses system, provincial, and school data to monitor progress	1	2	3	4	5	6
Makes decisions that reflect understanding of the importance of student engagement in improving student learning	1	2	3	4	5	6
Makes decisions that reflect an understanding of student safety, inclusion, and well-being	1	2	3	4	5	6
Strives to remain informed on leading practices, and is proactive in leading the system to adapt to new approaches, where appropriate	1	2	3	4	5	6

Evidence / Comments:

Accountability and Aligning Resources

The Director will strive for accountability to students, staff, and parents of the Near North District School Board and our broader community, and will align Board resources to reflect commitment to student achievement goals while maintaining fiscal responsibility

The Director:

	N	R	S	O	C	U
Uses the Board's Multi-Year Strategic Plan as the foundational document for accountability	1	2	3	4	5	6
Manages financial, human, and physical resources efficiently	1	2	3	4	5	6
Ensures fiscal management in accordance with Ministry funding model and related grant regulations and that needs of the system are met within this provision.	1	2	3	4	5	6
Monitors the progress of the Annual Plan and Board Operations and deploys resources to meet changing demands and circumstances, ensuring the Board's priorities are met and system improvement is ongoing	1	2	3	4	5	6
Manages resources with an understanding of the broader impact of resource decisions on all areas of the Board and incorporating input from the Trustees budget setting process	1	2	3	4	5	6
Develops and presents an accurate and transparent account of Board and school performance through regular reports to the Board, communications to the system, and a Director's Annual Report as prescribed by the Education Act.	1	2	3	4	5	6
Works with senior staff to ensure department/program accountabilities are clearly defined, understood and regularly reviewed and evaluated	1	2	3	4	5	6

Evidence / Comments:

Personal Effectiveness

The Director will demonstrate a high degree of integrity and personal effectiveness toward all people in the system and the partners and constituents of the Near North District School Board.

The Director:

	N	R	S	O	C	U
Demonstrates personal and professional integrity, credibility, and a commitment to ethical practice	1	2	3	4	5	6
Demonstrates a high level of personal accountability for own actions and impact	1	2	3	4	5	6
Is resilient and perseveres in the face of challenges and is able to work in an environment of uncertainty and ambiguity	1	2	3	4	5	6
Treats people fairly and with respect - Demonstrates compassion and empathy as appropriate	1	2	3	4	5	6
Works collaboratively in pursuing the best outcomes for the Board	1	2	3	4	5	6
Actively seeks and takes into account feedback from others	1	2	3	4	5	6
Demonstrates a high level of initiative and motivation to achieve learning and program goals	1	2	3	4	5	6
Is able to make tough decisions	1	2	3	4	5	6
Is able to exercise sound judgement	1	2	3	4	5	6
Is flexible in adapting approaches to new demands and unforeseen circumstances	1	2	3	4	5	6
Is visible and accessible to the system, proactively engaging with schools and their communities	1	2	3	4	5	6

Personal Effectiveness

Evidence / Comments:

DRAFT