



Ontario Principals' Council

Exemplary Leadership in Public Education

# **The Identification and Development of Principals in Ontario, Canada**

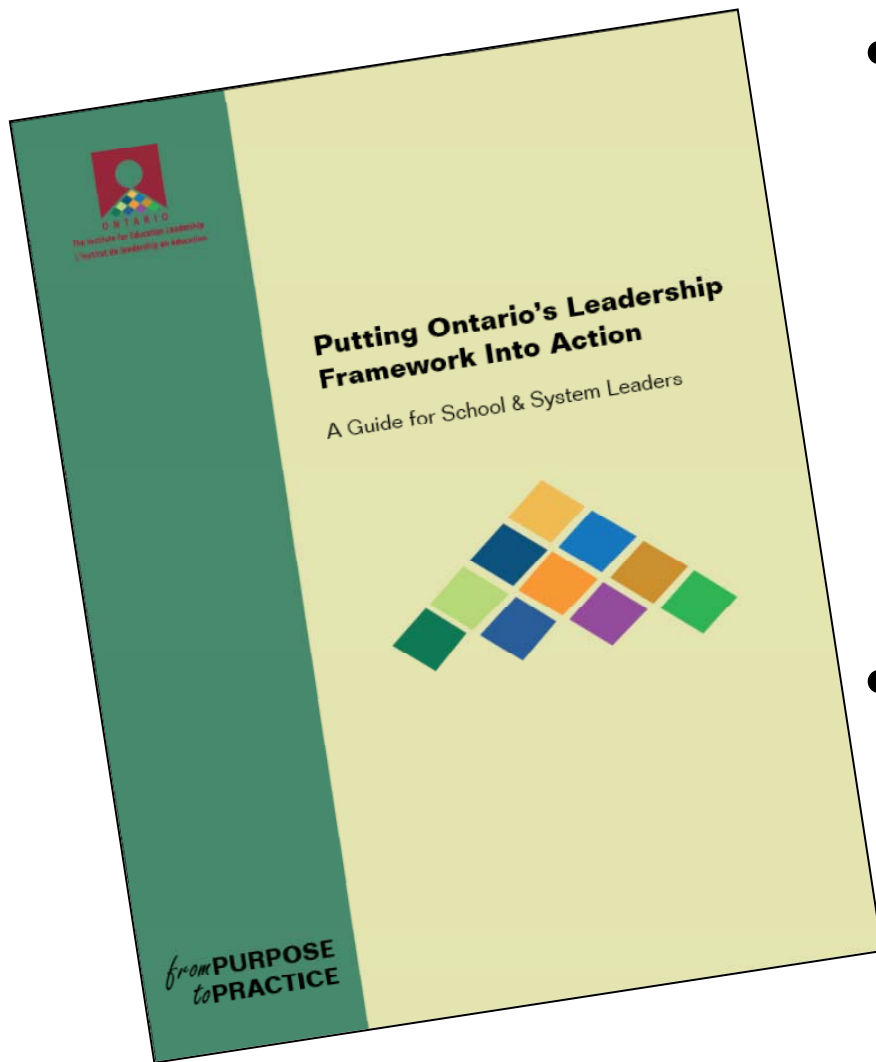
**ICP Singapore, 2009**

# Outline

- Ontario's Leadership Framework
- Identification of Future Leaders
- The Principal's Qualification Program
- Becoming a Principal
- Principal Performance Appraisal
- On-going Professional Learning









# Ontario's Leadership Framework



- Purpose
  - Common vision of Leadership
  - Common language
  - Identify effective practices
  - Guide development of professional Learning
- Two Parts
  - Leader Practices & Competencies
  - System Practices and Procedures

# Leadership Framework for Principals and Senior Administrators

- **Setting Directions**
  - Practices
  - Competencies (skills, knowledge, attitudes)
- **Building Relationships & Developing People**
  - Practices
  - Competencies (skills, knowledge, attitudes)
- **Developing the Organization**
  - Practices
  - Competencies (skills, knowledge, attitudes)
- **Leading the Instructional Program**
  - Practices
  - Competencies (skills, knowledge, attitudes)
- **Securing Accountability**
  - Practices
  - Competencies (skills, knowledge, attitudes)

P/VPs	Sups
	
	
	
	
	

# Future Principal Identification

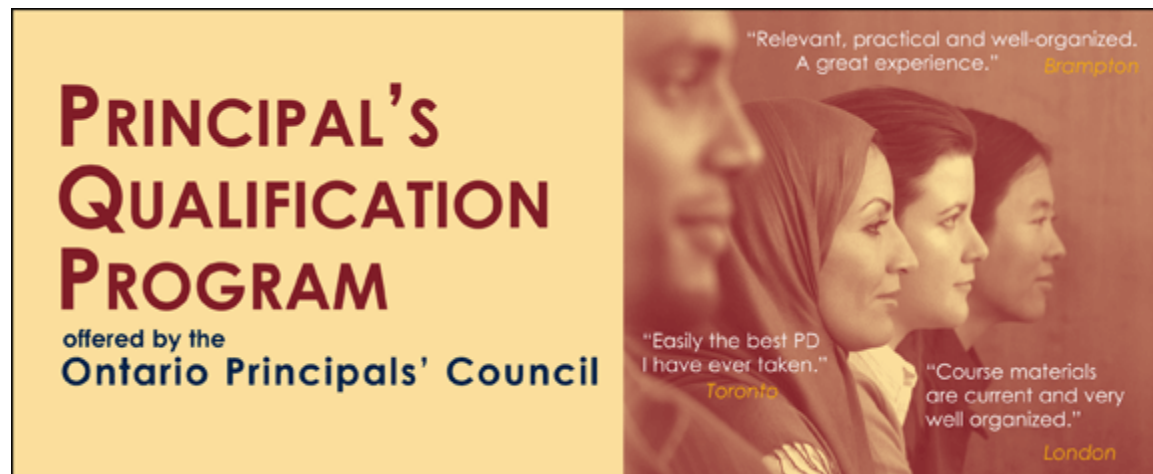
- Formal processes for the identification of future leaders varies from school board to school board – no provincial standard
- A few boards have extensive identification programs

# Thames Valley DSB – A Good Example of leadership Identification and Succession

- Leadership Development (tied to Ontario Leadership Strategy) a key policy focus of Senior Administration
- Partnership programs with local universities for contextualized graduate programs
  - Practicum topics tied to local education issues
  - Release time provided for work on job embedded projects tied to graduate work
- Has a Leadership Development Track to which prospective leaders can apply
  - Once selected, do a 360 Assessment of EI skills
  - Case studies and interviews part of development program

# Principal Licensing

- PQP a requirement in Ontario
- Formerly a monopoly of universities
- Professional associations accredited by the College of Teachers to deliver program
- OPC now largest provider



# Prerequisites

- Undergraduate Degree
- Teacher's certificate
- Five years of teaching experience certified by a Superintendent
- Completed Masters Degree OR two specialists qualifications OR one specialist plus half a Masters.

# The Program – 125 hours

## (Paid for by the candidates)

- Part 1
  - Module 1: What does it mean to be a principal?
  - Module 2: Interpersonal Skills and Decision Making
  - Module 3: Human Resources: Supervision of Staff
  - Module 4: School Operations
  - Module 5: Students with Exceptionalities
  - Module 6: Legal Issues
- Practicum
- Part 2
  - Module 7: Human Resources
  - Module 8: School Planning
  - Module 9: School Program
  - Module 10: Leadership
  - Module 11: Community
  - Module 12: Management of Resources

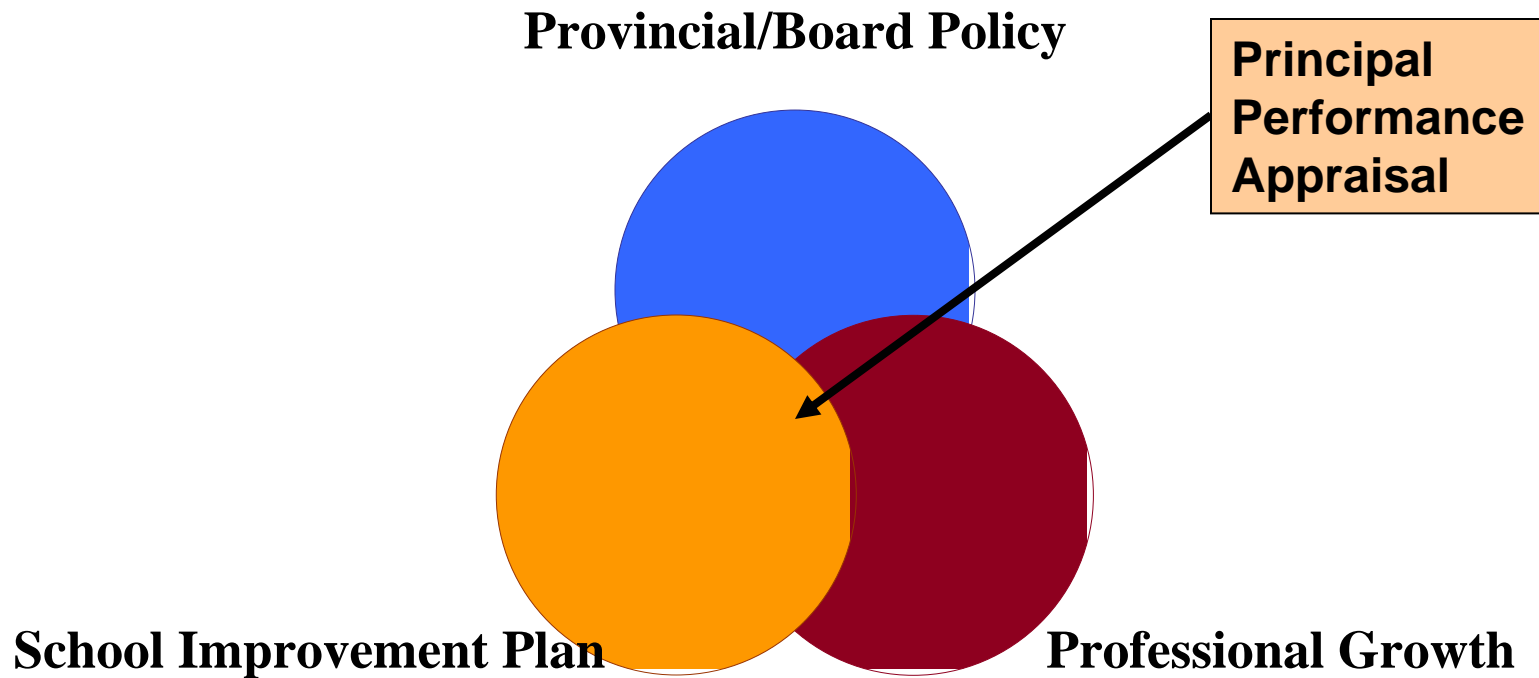
# Becoming a Principal

- Once certified with the PQP, teachers may apply for available principal or vice-principal positions
- Many boards use the MentorCoaching program of the OPC for newly appointed administrators

# Principal Performance Appraisal

- All **teachers** in Ontario undergo a standardized cyclical (5 year) performance appraisal that is **skills-based** (new teachers within 2 years)
- All **principals** are now required to undergo a cyclical (5 year) performance appraisal that is **goals-based** (new principals within 2 years)

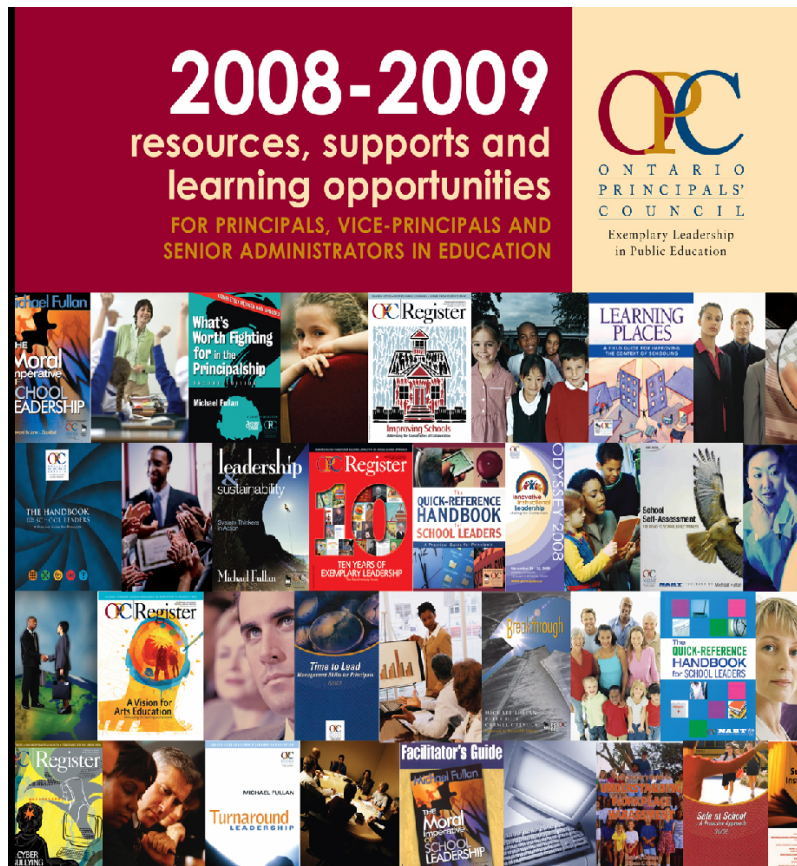
# Goals Identification



# On-Going Professional Learning

- Universities
  - Graduate Programs (research focus)
- Institute for Educational Leadership (IEL)
  - 3 years old
  - Vertical (P/VP-SO) alignment and research focus
  - No direct delivery
- School Boards
  - Individual PL Departments in Large Boards
  - Many deliver PL in Partnership with OPC
- OPC largest provider (by far)

# OPC Professional Learning



- Largest provider of principal and senior admin licensure training in Ontario
- 70+ professional workshops (usually offered in partnership with boards of education)
- 30+ professional print and video resources
- Annual Research Grants (20+ projects funded)
- Annual Conference and Summer Institutes
- Partner in provision of job-embedded graduate degree programs
- Skills assessment instruments
- On-line courses



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