



**EASTERN ONTARIO STAFF DEVELOPMENT NETWORK**  
**SUPERVISORY OFFICER'S QUALIFICATION PROGRAM**

**CANDIDATE HANDBOOK**

September 2019

# EASTERN ONTARIO STAFF DEVELOPMENT NETWORK SUPERVISORY OFFICER'S QUALIFICATION PROGRAM

## THE SOQP CANDIDATE HANDBOOK

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## Welcome

Welcome to the Supervisory Officer's Qualification Program (SOQP) delivered by the Eastern Ontario Staff Development Network. The Network has a long and successful history of providing a high-quality, immersion model of the SOQP, delivered by practicing Supervisory Officers in their authentic work environments. Past candidates now serve as Directors of Education, as Superintendents, and in senior management positions in District School Boards and Catholic District School Boards.

This Handbook is provided to candidates who have met the requirements for entrance into the program. It serves the following purposes:

- To provide general information about the SOQP vision, content and requirements
- To provide guiding questions and templates for reflection and assessment that will be used by candidates and instructors and form part of the candidate's SOQP portfolio

Upon acceptance into the program you received a letter referring to the materials that are contained in this document and suggesting that you complete the Pre-Program Reflection Questions as preparation for your first module. You are encouraged to approach a practicing supervisory officer to act as your mentor. Your mentor will be an important support to you throughout the program and may become the mentor for your practicum.

EOSDN will be in regular contact with you via email to provide logistical information and to confirm your progress through the modules. As you enroll in each module, the instructors will connect with you directly regarding the focus for inquiries, readings and assignments. At any time, you are invited to contact EOSDN should you have questions. As you progress through the modules, you will begin to consider the Leadership Practicum. At that time, you will access the EOSDN Handbook that is specific to that requirement and connect with the EOSDN Practicum coordinator.

The Supervisory Officer Qualification Program is demanding as would be expected. All those associated with program delivery are committed to ensuring that your experience in the EOSDN program provides authentic, high quality professional learning which prepares you for the responsibilities of senior leadership.

## Program Overview

The EOSDN program reflects the vision, core inquiry areas, and content of the Ontario College of Teachers Supervisory Officer Qualification Program Guideline of July 2017. The core inquiries which frame the program point to the importance of consolidating and integrating the content

addressed in each of modules into thinking and practice. The program is designed to enhance professional knowledge, expand leadership capacity, challenge beliefs, address complex issues from a system perspective, and place candidates within a community of practice and inquiry. The program is aligned with the Ontario Leadership Framework for Supervisory Officers and Catholic Supervisory Officers, and the District Effectiveness Framework.

As a candidate, you will study the political, economic and diverse social realities of Ontario society and the impact of these forces on education, schools and systems. You will critically inquire into the practices of supervisory officers as they work collaboratively to nurture system culture and establish processes that support an equitable and inclusive environment for learning and well-being. The underlying vision of professionalism for supervisory officers is expressed in the *Ethical Standards and the Standards of Practice for the Teaching Profession*.

According to the Ontario *Education Act*, supervisory officers employed by school boards have two prime responsibilities: they are responsible to the Minister of Education for ensuring that ministry policies are carried out by school boards, and to school boards for carrying out the duties assigned to them. Therefore, the program examines the legislative and policy framework of the province and provides instruction in the following:

- i. statutes, regulations and government policies affecting education in Ontario
- ii. curriculum guidelines and other reference material pertaining to elementary and secondary education in Ontario
- iii. theories and practices of supervision, administration and business organization.

The Eastern Ontario Staff Development Network delivers the four instructional modules to groups typically ranging from seven to fifteen candidates, the approximate size of a senior administrative team. Each module (required by legislation to be no fewer than fifty hours of instruction) is facilitated by two experienced supervisory officers from different systems. Given the nature of real-life supervisory officer responsibilities and the critical importance of working collaboratively and interacting effectively with stakeholders, the program is delivered predominantly through face-to-face sessions with some online interaction among instructors and peers.

The modules are convened in district school board administrative offices allowing for simulations of supervisory activities such as attendance at board meetings, participation in executive council meetings, presentations to stakeholders, staff supervision, analysis and response to current issues, and so on.

To honour the principles of adult learning, the instructors utilize candidates' prior learning and experience, address different learning styles and provide a range of growth experiences in response to individual needs. Instructional and assessment activities are varied and include

readings, discussion, case studies, simulations, reflective journals, presentations, and interactions with stakeholders. Candidates use technology to access legislation and other resources pertaining to module content and to connect virtually with instructors and with one other to engage in inquiries and assignments.

Throughout the SOQP, the integration of theory and practice is a significant component, and for candidates this culminates in the Leadership Practicum, which is supported by the local mentor and the EOSDN Practicum Coordinator.

## Core Inquiries of the Supervisory Officer's Qualification Program

The SOQP focuses on the integration of knowledge, attitudes, skills and practices throughout all the modules to enable candidates to inquire critically into the significance of the following:

1. Integrating the *Ethical Standards for the Teaching Profession* and the *Standards of Practice for the Teaching Profession* within professional practice
2. Developing and sustaining learning communities that support equitable and inclusive education, promote quality, accountability, partnerships and innovation
3. Fostering system coherence through focused directions, promoting collaborative cultures of inquiry, cultivating opportunities for deep learning and securing accountability
4. Collaboratively developing strategic plans for school systems and identifying and/or developing structures for implementation
5. Modeling a strong commitment to the purpose, mission, goals and objectives of publicly funded education within a democratic society
6. Fostering responsibility and accountability for the learning, well-being and empowerment of all students
7. Enhancing student voice, learning, well-being and leadership through the collaborative development, alignment and monitoring of system wide policies, programs, structures, processes, resources and staff
8. Committing to collaborative cultures of ongoing personal and professional growth and well-being
9. Promoting student success, well-being and lifelong learning in partnership with trustees, staff, school councils, families, caregivers, students and communities

10. Facilitating collaborative and ongoing professional learning opportunities for principals, teachers and school board personnel
11. Planning for and advocating for the appropriate human, material, capital, fiscal and technological resources and deploying these resources for efficient and effective management and leadership of school systems
12. Managing and leading with attention to human relationships, due process and legislative and school board requirements
13. Anticipating, initiating, participating in, facilitating, managing and embracing change
14. Operating successfully in a dynamic environment that is characterized by increasing complexity and challenges
15. Analyzing, explaining and applying legislation, statutes, regulations, government and board policies affecting education in Ontario to support social transformation
16. Integrating First Nations, Métis and Inuit histories, cultures, traditions, worldview, governance and pedagogies
17. Envisioning, collaborating and building partnerships with educational stakeholders concerning all aspects of provincial and school board issues and initiatives
18. Affirming, supporting and promoting leadership qualities to inform professional efficacy in various contexts
19. Promoting leadership from the 'centre' at the school and within local and provincial systems to support ownership and collective responsibility
20. Anticipating, informing and responding to political contexts with respect to local, provincial, national and global trends and issues in education
21. Communicating effectively as a system leader and agent of change
22. Exploring the mindful use of technology to enhance communication
23. Examining the effectiveness of organizational structures in fulfilling the core priorities of Ontario's education system and a democratic society
24. Integrating the system leadership domains of the *Ontario Leadership Framework: A School and System Leader's Guide to Putting Ontario's Leadership Framework into Action* (2013) / *le Cadre de leadership de l'Ontario: Guide à l'intention des leaders scolaires et des leaders du système pour la mise en application du Cadre de leadership de l'Ontario* (2013) within professional practice.

## Our EOSDN Commitment

As your SOQP provider, our commitment is to immerse you in a program that is designed to build your capacity to work collaboratively, engage in critical inquiry, think deeply, and act intentionally, all within a system perspective. Specifically, we aim to engage you in examining the responsibilities of the supervisory officer, so that you become more prepared to:

- Be responsive to the needs of students within the diversity and complexity of society
- Operationalize policies and laws and support implementation of programs and services
- Interact purposefully and collaboratively with a wide range of stakeholders
- Set direction that supports system coherence and accountability for outcomes
- Think critically, act ethically and improve practice in accordance with the standards for the profession

## Components of the EOSDN Supervisory Officer's Qualification Program

### Entrance Dialogue

Each candidate participates in an entrance conversation with the Program Coordinator, the purpose of which is to gauge current readiness to engage with the nature and content of the program. The entrance dialogue assists the candidate and provider in determining timelines and supports to enhance success in the program.

### Professional Portfolio

Each candidate is encouraged to maintain a professional portfolio throughout the SOQP. The portfolio serves as a repository for module materials and artefacts that give evidence to achievement of module content and growth in relation to the core inquiries. The portfolio will be a useful reference as you prepare for the Program Exit and for opportunities to assume system roles.

Your portfolio will include:

- Your responses to the pre-program reflection questions completed in advance of the entrance interview, held during your first module
- Selected materials, reports, journals, individual reflections and notes, self-assessments etc. from each of the instructional modules
- Four Module Reflection and Assessment Templates, completed during each of the four instructional modules
- Consolidation and articulation of program learning in relation to the core inquiries, using the Program Core Inquiries Reflection Template
- Your responses to the final reflection guiding questions completed to assist with your preparation for the exit

All templates are contained within this Candidate Handbook and can be accessed electronically from the EOSDN website.

## **Instructional Modules and Leadership Practicum**

The Supervisory Officer's Qualification Program comprises four instructional modules and a leadership practicum, each of which is a minimum of fifty hours. The SOQP integrates theory and practice and will provide you with opportunity to engage in critically reflective practice as you inquire into and apply systems thinking to system leadership responsibilities. The Ethical Standards and Standards of Practice for the Teaching Profession are incorporated in all modules.

### **Module 1: The Personal Leadership Perspective**

In this module, candidates further develop and apply their personal leadership resources within the context of system leadership. The focus is on understanding the interaction of the personal and professional ethical self and the need for ongoing reflection and learning. The focus includes building candidate capacity to establish and sustain a broadly shared mission, vision and goals.

(Module content is listed below in the Reflection and Assessment Template)

*Offered by EOSDN in July*

### **Module 2: Leadership and Organizational Change Perspective**

In this module, candidates integrate theory and practice as it relates to creating system coherence, leading the instructional program, building staff capacity for evidence-informed decision-making, providing job-embedded professional learning and nurturing productive working relationships with staff and stakeholders. The focus is on understanding leadership and management from a system perspective.

(Module content is listed below in the Reflection and Assessment Template)

*Offered by EOSDN in November*

### **Module 3: Provincial Leadership Perspective**

In this module, candidates expand their knowledge of legislation, policies and structures that provide the framework for ethical and legal decision-making in education in Ontario. The focus is on applying this knowledge to complex issues that arise given the complexity and diversity of Ontario society.

(Module content is listed below in the Reflection and Assessment Template)

*Offered by EOSDN in January/February*

### **Module 4: System Leadership Perspective**

In this module, candidates acquire and consolidate knowledge of policy governance, systems thinking and provincial and district vision as the foundation for building relationships and developing human resource capacity for realizing system goals. The focus is on understanding the supervisory officer's role in the design and implementation of the strategic plan and organizational culture.

(Module content is listed below in the Reflection and Assessment Template)

*Offered by EOSDN in April/May*



### **The Leadership Practicum**

The Leadership Practicum is a required component of the Supervisory Officer's Qualification Program. The Leadership Practicum is an in-depth educational experience designed to allow candidates to demonstrate their ability to integrate and apply the content from the SOQP modules and their leadership competencies within a district school board or other educational setting of a similar nature. It is important that the experience provides the candidate with an opportunity to collaborate with and observe supervisory officers.

(Requirements for the practicum are described in the EOSDN Leadership Practicum Handbook)  
*Initiated by Candidate and supported by EOSDN after completion of two modules*

### **Exit Exercise/Celebration**

Upon completion of all instructional modules and the practicum, each candidate participates in an exit, the purpose of which is:

- To consolidate, synthesize, and present knowledge and understanding from the program
- To present the practicum project as application of learning in practice
- To share critical reflections and self-analysis of preparedness to assume the SO role
- To receive summative feedback and celebrate successful completion of the SOQP

#### **Format:**

- The Candidate presents an overview of the practicum and provides evidence of learning and growth resulting from the entire program.
- The Mentor provides perspective on practicum and candidate journey through the program
- The Panel poses questions throughout and provides feedback at the end.

#### **Preparation:**

- The candidate receives the format and questions for the exit celebration in advance
- The candidate reviews core inquiries, the pre-program and post-program reflections, module notes, practicum reports, etc. and prepares the presentation
- The Panel members review the practicum report

#### **The Panel:**

- SOQP Co-ordinator and Practicum Facilitator
- A minimum of three supervisory officers who have recently served as module instructors

**Success Criteria:**

Candidates are expected to:

- Articulate a system perspective (district and provincial)
- Provide evidence of having integrated knowledge, theory and practice through the leadership practicum project (including the Ethical Standards and the Standards of Practice for the Teaching Profession)
- Give evidence of how the learning from the modules and practicum has been incorporated into their current leadership practice.

**Timeline:**

There will be two opportunities during the year for candidates to participate in the exit exercise/celebration, one in the spring and one in the fall.

**Certification**

Following successful completion of all components including the Exit, EOSDN forwards documentation and its recommendation that a candidate be certified as a Supervisory Officer to the appropriate organization: the Ontario College of Teachers (Academic Candidates) or the Ministry of Education (Business Candidates).

## Relevant Legislation and Resources

The following legislation impacts education in Ontario and may be referenced in module content and case studies. As legislation evolves, changes will be incorporated into the program to ensure that candidates are working from the current legal framework. Unless otherwise indicated all legislation can be found at [www.e-laws.gov.on.ca](http://www.e-laws.gov.on.ca)

- *Education Act, and regulations made under it*
- *Ontario College of Teachers Act and regulations made under it*
- *Education Quality and Accountability Office Act*
- *Accepting Schools Act*
- *Teaching Profession Act*
- *Child and Family Services Act*
- *Children’s Law Reform Act*
- *Child Care Modernization Act*
- *Early Childhood Educators Act*
- *Employment Standards Act*
- *Family Law Act*
- *Municipal Freedom of Information and Protection of Privacy Act*
- *Human Rights Code*
- *Immunization of School Pupils Act*
- *Labour Relations Act*
- *School Boards Collective Bargaining Act*
- *Occupational Health and Safety Act*
- *Health Care Consent Act*
- *Health Protection and Promotion Act*
- *Safe Drinking Water Act*
- *Occupier’s Liability Act*
- *Ontario Fire Protection and Prevention Act*
- *Sabrina’s Law and Ryan’s Law and Rowan’s Law*
- *Trespass to Property Act*
- *Statutory Powers and Procedure Act*
- *Constitution Act* [www.laws.justice.gc.ca](http://www.laws.justice.gc.ca)
- *Youth Criminal Justice Act* [www.laws.justice.gc.ca](http://www.laws.justice.gc.ca)
- *Indian Act* [www.laws.justice.gc.ca](http://www.laws.justice.gc.ca)
- *Divorce Act* [www.laws.justice.gc.ca](http://www.laws.justice.gc.ca)

During the program, candidates will also be using current policy and support documents available from the Ministry of Education website ([www.edu.gov.on.ca](http://www.edu.gov.on.ca)), the College of Teachers website ([www.oct.ca](http://www.oct.ca)) and the Education Quality and Accountability website ([www.eqao.com](http://www.eqao.com)).

Examples of such resources include:

- *Ontario Curriculum Policy Documents , Kindergarten, Elementary, Secondary*
- *Education Funding: a Guide to the Grants for Student Needs*
- *Ontario Schools: Policy and Program Requirements K-12*
- *Learning for All – A Guide to Effective Assessment and Instruction for All Students, Kindergarten to Grade 12, 2013*
- *Growing Success: Assessment, Evaluation and Reporting in Ontario Schools, plus the Kindergarten Addendum*
- *Ontario Leadership Framework, and Ideas into Action*
- *School Effectiveness Framework*
- *Strong Districts and Their Leadership*
- *Realizing the Promise of Diversity; Ontario Equity and Inclusive Education Strategy*
- *First Nation, Métis and Inuit Education Policy Framework*
- *Supporting Minds: An Educator's Guide to Promoting Students' Mental Health and Well-being*
- *OCT Professional Learning Framework and Standards Resources*
- *EQAO Research Papers (e.g. Literature Review on Teacher Competency Testing)*
- *Collaborative Professionalism PPM159*
- *Robbins Report: Protecting our Students*
- *Truth and Reconciliation Commission: Calls to Action; Honouring the Truth; What We Have Learned*
- *United Nations Declarations: Rights of the Child; Rights of Indigenous Peoples*

## Assessment and Evaluation of Candidates

The purpose of assessment and evaluation is to enable candidates to reflect upon and articulate their learning in relation to module content and the Core Inquiries contained in the SOQP Guideline.

The criteria for success in each instructional module are developed in light of the specific content of the module and assessment for learning is embedded within authentic activities that connect theory/knowledge and the practice of supervisory officers. You will use the Module Reflection and Assessment Templates for each module to document your growth. Your module instructors will provide opportunities for regular and meaningful feedback regarding your progress. Successful completion of a module requires that you provide evidence through inquiries, activities and assignments of having learned and applied module content and of having made connections between the module content and the Core Inquiries.

The evaluation of overall program completion also requires in-depth critical inquiry and reflection. Through the exit process, you will give evidence of having consolidated your learning and having integrated theory and practice. As you present your practicum you will demonstrate professional knowledge, skills, pedagogies, ethical practices and instructional leadership.

As your provider, the Eastern Ontario Staff Development Network uses the following criteria when planning activities from which assessment data will be collected and when providing you with ongoing and summative feedback:

- The success criteria for modules, practicum and program are rooted in the Core Inquiries contained in the SOQP Guideline
- The criteria for success in each module are co-developed with candidates in light of the specific content in the module
- The criteria for success in the practicum are co-developed with the candidate and the mentor ensuring candidate engagement in system work involving collaboration with stakeholders
- Assessments provide opportunity to study and apply the Ethical Standards and the Standards of Practice for the Teaching Profession
- Assessments provide opportunity to apply the appropriate Leadership Frameworks for Supervisory Officers in real-world contexts
- Assessments provide opportunity to inquire into, practice and perform (simulate) key aspects of the Supervisory Officer's role
- There is a variety of strategies by which candidates may convey their learning in modules: individual and group inquiry, performance task, written report, oral presentation, reflective journal, etc.

- Ongoing formative assessments in modules/practicum provide opportunities for self and peer assessment and for mutual (instructor/mentor and candidate) feedback for growth
- The summative evaluation for each module and the practicum includes direct feedback from the Instructor or Coordinator to the candidate
- The summative evaluation for the program is based on the candidate's presentation at the exit which includes in-depth critical reflection and analysis of learning from the modules and the leadership practicum.

The EOSDN SOQP will engage you in relevant and meaningful inquiries into the authentic practices of supervisory officers. Assignments and projects are designed to enable you to make connections between theory and practice while providing for flexibility and exploration of relevant issues, concepts and ideas.

Module instructors report successful completion of the module to the Candidate and to the Program Coordinator. Should you need more time to be successful, the Review Process is initiated and a course of action and support is determined. Candidates are expected to complete each module before enrolling in another module.

## **Eastern Ontario Staff Development Network SOQP – Review and Appeal Process**

### **Review Process**

The Eastern Ontario Staff Development Network is committed to delivering a quality Supervisory Officer Qualification Program with challenging yet attainable standards for program completion.

Failure to complete any component of a module or failure to participate for the total instructional contact hours will result in a review of the candidate's performance by the Module Instructors and the EOSDN Executive Director (Program Coordinator). The review will include a meeting with the candidate.

Following the review, the candidate will receive written correspondence from the Program Coordinator, containing the expectations for successful completion of the module, a description of the assistance that will be available from the module facilitators, and the date for completion of the expectations (typically within six months). Depending upon the circumstances, the Program Coordinator may determine that the module be repeated or that alternative assignments be completed for successful module completion.

During the review period, no subsequent instructional module may be undertaken by the candidate. A candidate registered in the Practicum may continue to pursue the Practicum.

Candidates will not be recommended for certification without successfully fulfilling the requirements of all modules within five (5) years of admission to the Program. Candidates who are experiencing significant difficulty with Program completion may request the support of the Program Coordinator in seeking an extension from the Registrar of the Ontario College of Teachers.

Under the Freedom of Information and Right to Privacy Act, all data collected and used for evaluation purposes will be available to the candidate upon written request. This information will not be shared beyond those persons currently contracted or engaged in the delivery and administration of the Eastern Ontario Staff Development Network's Supervisory Officer's Qualification Program.

## **Appeal Process**

The candidate may appeal the decision of the Program Coordinator by submitting a written request to the Program Coordinator that the decision be appealed. The Program Coordinator shall contact EOSDN Chair within three (3) weekdays of receipt of the written notice.

The EOSDN Chair shall establish an appeal committee within seven (7) weekday of receiving notice from the Program Coordinator. The Appeal Committee shall include:

- 1. A Chair, who is a member of the EOSDN Board of Directors and a practicing Supervisory Officer*
- 2. A Supervisory Officer nominated by the candidate*
- 3. A third Supervisory Officer acceptable to both parties.*

Within three (3) weekdays from the date of confirmation of the members of the Appeal Committee, the Chair of said committee shall set a date of appeal and notify the parties involved.

The Chair of the committee shall require of the candidate and of the Program Coordinator, written submissions to the committee seven (7) weekdays prior to the scheduled date of appeal. The Chair of the committee shall reserve the right to call upon either party for verbal submissions.

The Appeal Committee shall render a decision with three (3) weekdays following the date of the appeal meeting and notify all parties in writing of its decision. All decisions of the Appeal Committee shall be final.

## **Thank you**

The EOSDN thanks you for choosing the Network as your SOQP provider. Feedback from previous candidates gives us confidence in predicting that your experience in the program will immerse you in the real life activities and responsibilities of practicing supervisory officers, grow your capacity to serve students, schools and communities, connect you as a member of a community of leadership practice and inquiry, and prepare you to engage in the important and transformational work of system leadership.

The materials that follow are provided to support your growth as a reflective practitioner through the program.

**EASTERN ONTARIO STAFF DEVELOPMENT NETWORK  
SUPERVISORY OFFICER'S QUALIFICATION PROGRAM**

**THE SOQP CANDIDATE HANDBOOK**

**TEMPLATES FOR REFLECTION, ASSESSMENT, CONSOLIDATION**

- 1. PRE-PROGRAM REFLECTION QUESTIONS**
- 2. MODULE 1 REFLECTION AND ASSESSMENT TEMPLATE**
- 3. MODULE 2 REFLECTION AND ASSESSMENT TEMPLATE**
- 4. MODULE 3 REFLECTION AND ASSESSMENT TEMPLATE**
- 5. MODULE 4 REFLECTION AND ASSESSMENT TEMPLATE**
- 6. PROGRAM CORE INQUIRIES REFLECTION TEMPLATE**
- 7. FINAL REFLECTION GUIDING QUESTIONS**
- 8. STANDARDS OF PRACTICE/ETHICAL STANDARDS**



## **EOSDN – Supervisory Officer’s Qualification Program**

### **Pre-Program Reflection Questions**

*As your program provider we recognize that you enter the program as a competent, capable, curious leader who brings experience from working within schools and school districts. A key focus in the Supervisory Officer Qualification Program is to cultivate a system perspective, understanding how the decisions and actions within different portfolios impact the work of colleagues and the lives of those we serve. The program encourages in-depth inquiry and ongoing reflection as means to integrate and consolidate understandings. To begin this process, we provide the following reflective questions which we encourage you to prepare in advance of the entrance interview, which takes place during the first instructional module.*

- What are the characteristics (qualities and competencies) that effective superintendents demonstrate through their words and actions?
- What qualities and competencies do you demonstrate in your current leadership work?
- Which Personal Leadership Resources (Ontario Leadership Framework) do you believe are your strengths; which are you currently developing?
- Which Leadership Capacities (Ontario Leadership Framework) are you hoping to develop further as you cultivate a system perspective?
- In your current role, what aspect of your work brings greatest satisfaction? Is there a particular success story that speaks to your leadership influence?
- What is your motivation to begin the SOQP? With whom have you discussed your intention to pursue the qualification?
- What are the most important features of an education system in which you would like to serve as a Supervisory Officer?
- As you begin, what are you anticipating from engagement in the program – what are your hopes and worries?

**EOSDN – Supervisory Officer’s Qualification Program**  
**Module 1: The Personal Leadership Perspective Reflection and Assessment Template**

*Candidates will critically reflect and inquire into the following:*

Focus for Critical Reflection and Inquiry	Module 1 Program Content	Evidence of Knowledge and Understanding of Theory, Legislation, Policy, Research	Evidence of Skills/Capacity for Systems Thinking and Application to Practice
<b>Personal and Professional Profile</b>	<ul style="list-style-type: none"> <li>▪ personal values, integrity and beliefs</li> <li>▪ optimism, self-efficacy, resilience and advocacy</li> <li>▪ development and articulation of a personal education vision</li> <li>▪ self as a person and an empathic leader</li> <li>▪ emotional, social, collective, cultural and digital intelligence</li> <li>▪ lifelong learning goals and career planning</li> <li>▪ listening and communication skills</li> <li>▪ learning preferences</li> <li>▪ role as an agent of change</li> <li>▪ capacity to influence and the ethical imperative to respond</li> <li>▪ reflective ethical practitioner</li> <li>▪ personal and organizational well-being</li> </ul>		

<b>Professional Skills and Knowledge</b>	<ul style="list-style-type: none"> <li>▪ critical and systems thinking</li> <li>▪ Innovative and creative thinking</li> <li>▪ conflict management, mediation and negotiating skills</li> <li>▪ mentoring and coaching in issues management</li> <li>▪ problem-solving and decision-making skills</li> <li>▪ roles, responsibilities and relationships among trustees, school boards and supervisory officers</li> <li>▪ networking skills</li> <li>▪ negotiating skills to apply in situations at a system or provincial level</li> <li>▪ Influencing and shaping policy</li> <li>▪ communicating with stakeholders</li> <li>▪ building positive professional work environments</li> </ul>		
<b>Ethical Standards and Standards of Practice</b>	<ul style="list-style-type: none"> <li>▪ care, trust, respect and integrity</li> <li>▪ commitment to students and student learning, leadership in learning communities, ongoing professional learning, professional knowledge, and professional practice</li> </ul>		
<p><b>Comments</b></p>          <p><b>Signature of Instructor:</b> _____ <b>Date:</b> _____</p>			

**EOSDN – Supervisory Officer’s Qualification Program**

**Module 2: The Leadership and Organizational Change Perspective Reflection and Assessment Template**

*Candidates will critically reflect and inquire into the following:*

Focus for Critical Reflection and Inquiry	Module 2 Program Content	Evidence of Knowledge and Understanding of Theory, Legislation, Policy, Research	Evidence of Skills/Capacity for Systems Thinking and Application to Practice
<b>Leadership</b>	<ul style="list-style-type: none"> <li>▪ ethical leadership and management</li> <li>▪ ethical decision-making</li> <li>▪ mentoring and coaching</li> <li>▪ team building and collaboration</li> <li>▪ ethical and empowering stance</li> <li>▪ initiating and sustaining partnerships</li> <li>▪ promoting equity, diversity and inclusive education</li> <li>▪ building capacity</li> <li>▪ honouring diversity in leadership</li> <li>▪ enacting leadership in response to variety of contexts</li> <li>▪ anti-oppression and anti-racism practices</li> </ul>		
<b>Leading the Instructional Program</b>	<ul style="list-style-type: none"> <li>▪ leading inclusive, flexible and equitable program designs that incorporate the voice, leadership and engagement of all students</li> <li>▪ system instructional coherence that engages students in experiential and alternative learning opportunities and fosters their deep personal meaning</li> <li>▪ engaging with public, educators, students and stakeholders in the design, implementation and evaluation of the system’s instructional programs, policies and practices</li> </ul>		

	<ul style="list-style-type: none"> <li>▪ current policies, guidelines and other reference materials pertaining to elementary and secondary education in Ontario</li> <li>▪ awareness of, respect for and responsiveness to diversity</li> <li>▪ Indigenous models of educational governance</li> <li>▪ Indigenous pedagogical processes and instructional practices</li> <li>▪ advocating for the importance of equitable programs and services that support all students' needs and learning profiles</li> <li>▪ curriculum management processes: review, development and implementation</li> <li>▪ supervision of instruction and assessment practices for the purpose of improving learning for all students</li> <li>▪ supporting the ongoing professional learning of principals, teachers and support staff</li> <li>▪ use of data to inform pedagogical practice for enhancing student learning and well-being</li> <li>▪ building capacity in data literacy</li> <li>▪ strategies for system level curriculum and instructional renewal and innovation</li> <li>▪ provincial, national and international testing, including Education Quality Accountability Office (EQAO)</li> <li>▪ development of learning organizations and networks</li> <li>▪ school and board improvement planning informed through enacting professional judgement, analyzing rich data, making connections to lived experiences and professional collaboration.</li> </ul>		
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<b>Organizational Change and Management</b>	<ul style="list-style-type: none"> <li>▪ fostering and sustaining a culture of inquiry and research</li> <li>▪ facilitating strategic board improvement planning</li> <li>▪ strategies for promoting public awareness, facilitating cross-cultural communication, embodying transparency and championing board initiatives</li> <li>▪ strategies that foster the establishment of a climate of confidence, a sense of belonging and well-being in students and staff members</li> <li>▪ crisis prevention, intervention and management</li> <li>▪ human resource management, including collective agreements, mediation and negotiation and labour relations issues</li> <li>▪ supervision for growth and performance appraisal</li> <li>▪ equitable, ethical and transparent human resource development</li> <li>▪ equitable and ethical material resource management</li> <li>▪ financial literacy and budgeting including advocacy and accountability</li> <li>▪ project and risk management processes and designs to support complex system and educational issues</li> <li>▪ strategic design and use of executive and board reports to advance system initiatives and improvement plans</li> <li>▪ planning and advocating for technological corporate infrastructures that advance the system vision</li> <li>▪ integrating human rights legislation and the <i>Accessibility for Ontarians with Disabilities Act</i> (AODS).</li> </ul>		
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**EOSDN – Supervisory Officer’s Qualification Program**  
**Module 3: The Provincial Leadership Perspective Module Reflection and Assessment Template**

*Candidates will critically reflect and inquire into the following:*

<b>Focus for Critical Reflection and Inquiry</b>	<b>Module 3 Program Content</b>	<b>Evidence of Knowledge and Understanding of Theory, Legislation, Policy, Research</b>	<b>Evidence of Skills/Capacity for Systems Thinking and Application to Practice</b>
<b>Ontario College of Teachers</b>	<ul style="list-style-type: none"> <li>▪ significance of the <i>Ontario College of Teachers Act</i> for system-level leadership, professional self-regulation and sustaining public trust</li> <li>▪ the Governing Council of the Ontario College of Teachers</li> <li>▪ the objects, roles, responsibilities and organizational structure of the Ontario College of Teachers</li> <li>▪ <i>Ethical Standards and Standards of Practice for the Teaching Profession</i>, the <i>Standards of Practice for the Teaching Profession</i> and the <i>Professional Learning Framework for the Teacher Profession</i>, related to professional self-regulation and ethical decision-making</li> <li>▪ integrating College resources within professional practice</li> <li>▪ collaboration to support self-regulation of the teaching profession</li> </ul>		
<b>Ministry of Education</b>	<ul style="list-style-type: none"> <li>▪ organizational structure and the relationship with school boards</li> <li>▪ roles, responsibilities and interactions with school boards</li> <li>▪ policy development processes and directives</li> <li>▪ strategies for collaboration and partnerships with the Ministry of Education</li> </ul>		



	<ul style="list-style-type: none"> <li>▪ oversight of district school board operations</li> <li>▪ various structures and responsibilities that exist for federally funded education (for example, funding, curriculum, resources and social services).</li> </ul>		
<p><b>Legislation</b></p>	<ul style="list-style-type: none"> <li>▪ legislation pertaining to teacher qualifications,</li> <li>▪ education legislation as it applies to the hiring and assignment of teachers</li> <li>▪ legislation pertaining to educational finance</li> <li>▪ legislation pertaining to professional misconduct</li> <li>▪ current and proposed legislation that may impact on the funding of education in Ontario</li> <li>▪ issues that have an impact on educational law and educational finance</li> <li>▪ current and proposed legislation that may have an impact on the human resources policies and procedures in boards of education</li> <li>▪ special education legislation</li> <li>▪ current and relevant legal precedent setting decisions</li> <li>▪ implications of the <i>School Board Collective Agreement Act</i></li> <li>▪ implications of the <i>Labour Relations Act</i> and the <i>Employment Standards Act</i></li> <li>▪ implications of the <i>Ontario Human Rights Code</i></li> <li>▪ implications of the <i>Occupational Health and Safety Act</i></li> <li>▪ implications of the <i>Canadian Charter of Rights and Freedoms</i> including Minority Language Education Rights</li> <li>▪ implications of the <i>Indian Act</i></li> <li>▪ implications of the <i>United Nations Declaration of the Rights of Indigenous Peoples</i>.</li> </ul>		

<b>School and Society</b>	<ul style="list-style-type: none"> <li>▪ social and political issues; global trends that affect education</li> <li>▪ historical context of the four publicly funded educational systems and First Nations schools on reserves in Ontario</li> <li>▪ Treaties and the Truth and Reconciliation Commission of Canada</li> <li>▪ statutes, regulation and government policies influencing education in Ontario</li> <li>▪ impacts of <i>La Politique d'aménagement linguistique de l'Ontario pour l'éducation en langue française</i></li> <li>▪ designing and implementing processes that welcome and support students, families and caregivers new to the school community</li> <li>▪ inclusive and equitable schools that honour diversity (for example, First Nations, Métis and Inuit worldviews).</li> </ul>		
<b>Ethical Standards and Standards of Practice</b>	<ul style="list-style-type: none"> <li>▪ care, trust, respect, integrity</li> <li>▪ commitment to students and student learning, leadership in learning communities, ongoing professional learning, professional knowledge, and professional practice</li> </ul>		
<p><b>Comments</b></p>          <p><b>Signature of Instructor:</b> _____ <b>Date:</b> _____</p>			

**EOSDN – Supervisory Officer’s Qualification Program**  
**Module 4: The System Leadership Perspective Reflection and Assessment Template**

*Candidates will critically reflect and inquire into the following:*

Focus for Critical Reflection and Inquiry	Module 4 Program Content	Evidence of Knowledge and Understanding of Theory, Legislation, Policy, Research	Evidence of Skills/Capacity for Systems Thinking and Application to Practice
<b>Governance</b>	<ul style="list-style-type: none"> <li>▪ mandate of school boards related to student achievement, the <i>Student Achievement and School Board Governance Act, 2009</i></li> <li>▪ role of individual trustees and student trustees, board chairs, directors of education and supervisory officers</li> <li>▪ role of all school board staff in developing a sustainable organization</li> <li>▪ facilitating and designing collaborative processes with trustees to support effective policy governance and system strategic planning</li> <li>▪ positive and professional working environment among the Board of Trustees and Senior Administration</li> <li>▪ responsibilities, accountability and liability</li> <li>▪ administrative structures and supports in place to ensure the smooth operation of school boards as prescribed by different policies and governance models.</li> </ul>		
<b>Vision and Strategic Planning</b>	<ul style="list-style-type: none"> <li>▪ collaborative development, articulation and stewardship of a shared vision involving all stakeholders</li> <li>▪ embracing and honouring diversity and innovation in building and sustaining inclusive cultures</li> </ul>		

	<ul style="list-style-type: none"> <li>▪ informing an educational vision for the system through research, scholarship and global trends</li> <li>▪ creating and sustaining inclusive, equitable and safe learning environments for all.</li> </ul>		
<b>Collaborative Relationships with Staff and Stakeholders</b>	<ul style="list-style-type: none"> <li>▪ co-constructing transformational and ethical cultures</li> <li>▪ community networking and partnerships</li> <li>▪ board liaison with community agencies and services</li> <li>▪ parent engagement, school councils and parent involvement committee</li> <li>▪ student leadership and engagement</li> <li>▪ teacher and principal leadership</li> <li>▪ power and influence of collective community and the value in forging these relationships through province-wide networking</li> <li>▪ commitment to and focus on learning for all students.</li> </ul>		
<b>Developing and Sustaining Organization, Human Resources and Capacity-Building Practices</b>	<ul style="list-style-type: none"> <li>▪ anticipation and management of change</li> <li>▪ students, educators, system leaders and community members as influential agents of change</li> <li>▪ innovative communication processes and protocols to support engagement and shared leadership</li> <li>▪ recruitment and retention practices</li> <li>▪ leadership development</li> <li>▪ succession planning</li> </ul>		



**EOSDN Supervisory Officer’s Qualification Program  
Core Inquiries Reflection Template**

*The SOQP focuses on the integration of knowledge, attitudes, skills and practices that are embedded in the work of Supervisory Officers. Candidates are expected to reflect regularly on their growth in relation to the twenty-four core inquiries listed in the SOQP Guideline, July 2017. The Core Inquiries Reflection Template is provided to assist you with integrating and consolidating module content in relation to the core inquiries that describe the diverse and complex responsibilities of supervisory officers. It is recommended that you use this template during each module. You may discuss your reflections with module instructors. Your consolidated reflections from each module will assist you in your preparations for the Exit Exercise/Celebration.*

<b>Supervisory Officer Qualification Core Inquiries</b>	<b>Candidate Reflections</b>
<ol style="list-style-type: none"> <li>1. Integrating the <i>Ethical Standards for the Teaching Profession</i> and the <i>Standards of Practice for the Teaching Profession</i> within professional practice</li>   <li>2. Developing and sustaining learning communities that support equitable and inclusive education, promote quality, accountability, partnerships and innovation</li>   <li>3. Fostering system coherence through focused directions, promoting collaborative cultures of inquiry, cultivating opportunities for deep learning and securing accountability</li>   <li>4. Collaboratively developing strategic plans for school systems and identifying and/or developing structures for implementation</li>   <li>5. Modeling a strong commitment to the purpose, mission, goals and objectives of publicly funded education within a democratic society</li> </ol>	

6. Fostering responsibility and accountability for the learning, well-being and empowerment of all students
7. Enhancing student voice, learning, well-being and leadership through the collaborative development, alignment and monitoring of system wide policies, programs, structures, processes, resources and staff
8. Committing to collaborative cultures of ongoing personal and professional growth and well-being
9. Promoting student success, well-being and lifelong learning in partnership with trustees, staff, school councils, families, caregivers, students and communities
10. Facilitating collaborative and ongoing professional learning opportunities for principals, teachers and school board personnel
11. Planning for and advocating for the appropriate human, material, capital, fiscal and technological resources and deploying these resources for efficient and effective management and leadership of school systems
12. Managing and leading with attention to human relationships, due process and legislative and school board requirements

13. Anticipating, initiating, participating in, facilitating, managing and embracing change
14. Operating successfully in a dynamic environment that is characterized by increasing complexity and challenges
15. Analyzing, explaining and applying legislation, statutes, regulations, government and board policies affecting education in Ontario to support social transformation
16. Integrating First Nations, Métis and Inuit histories, cultures, traditions, worldview, governance and pedagogies
17. Envisioning, collaborating and building partnerships with educational stakeholders concerning all aspects of provincial and school board issues and initiatives
18. Affirming, supporting and promoting leadership qualities to inform professional efficacy in various contexts
19. Promoting leadership from the 'centre' at the school and within local and provincial systems to support ownership and collective responsibility
20. Anticipating, informing and responding to political contexts with respect to local, provincial, national and global trends and issues in education



<p>21. Communicating effectively as a system leader and agent of change</p> <p>22. Exploring the mindful use of technology to enhance communication</p> <p>23. Examining the effectiveness of organizational structures in fulfilling the core priorities of Ontario's education system and a democratic society</p> <p>24. Integrating the system leadership domains of the <i>Ontario Leadership Framework: A School and System Leader's Guide to Putting Ontario's Leadership Framework into Action (2013)</i> / <i>le Cadre de leadership de l'Ontario: Guide à l'intention des leaders scolaires et des leaders du système pour la mise en application du Cadre de leadership de l'Ontario (2013)</i> within professional practice.</p>	
<p><b>Comments from Module Instructor/Candidate Dialogue</b></p>	

## **EOSDN Supervisory Officer's Qualification Program**

### **Final Reflection Guiding Questions**

*The Final Reflection guiding questions are provided to support you as you consolidate your learning from the entire SOQP experience and prepare for the Exit Exercise/Celebration. The reflective questions below are not intended to be exhaustive; but are offered to stimulate your thinking as you review your notes from the each of the Module Reflection Templates and the Core Inquiries Reflection Template.*

- How has the Supervisory Officer Qualification Program assisted you in understanding what makes a Supervisory Officer effective and in developing your own capacity for system leadership?
- What are your significant learnings from each of the instructional modules?
- What leadership qualities and competencies have you developed during the program?
- What perspectives have your mentors, colleagues and SOQP instructors offered regarding your readiness to assume Supervisory Officer responsibilities?
- What do you understand about the diversity and complexity of society and the influence of supervisory officers in social transformation?
- How has the Practicum informed your understanding of how superintendents work within a system perspective to promote coherence and accountability?
- As a Supervisory Officer how will you approach the challenges of improving student outcomes, promoting critical pedagogy, and building trust with all stakeholders?
- How will the Ethical Standards and Standards of Practice frame your decision-making?
- How will you support implementation of programs and services within the legislative and policy framework for education?
- Which of the core inquiries have you identified as your focus for continued growth? What is your plan?

## The Ethical Standards for the Teaching Profession

The *Ethical Standards for the Teaching Profession* represent a vision of professional practice. At the heart of a strong and effective teaching profession is a commitment to students and their learning. Members of the Ontario College of Teachers, in their position of trust, demonstrate responsibility in their relationships with students, parents, guardians, colleagues, educational partners, other professionals, the environment and the public.

### The Purposes of the Ethical Standards for the Teaching Profession are:

- to inspire members to reflect and uphold the honour and dignity of the teaching profession
- to identify the ethical responsibilities and commitments in the teaching profession
- to guide ethical decisions and actions in the teaching profession
- to promote public trust and confidence in the teaching profession.

### The Ethical Standards for the Teaching Profession are:

#### Care

The ethical standard of *Care* includes compassion, acceptance, interest and insight for developing students' potential. Members express their commitment to students' well-being and learning through positive influence, professional judgment and empathy in practice.

#### Trust

The ethical standard of *Trust* embodies fairness, openness and honesty. Members' professional relationships with students, colleagues, parents, guardians and the public are based on trust.

#### Respect

Intrinsic to the ethical standard of *Respect* are trust and fair-mindedness. Members honour human dignity, emotional wellness and cognitive development. In their professional practice, they model respect for spiritual and cultural values, social justice, confidentiality, freedom, democracy and the environment.

#### Integrity

Honesty, reliability and moral action are embodied in the ethical standard of *Integrity*. Continual reflection assists members in exercising integrity in their professional commitments and responsibilities.

## The Standards of Practice for the Teaching Profession

The *Standards of Practice for the Teaching Profession* provide a framework of principles that describes the knowledge, skills and values inherent in Ontario's teaching profession. These standards articulate the goals and aspirations of the profession. These standards convey a collective vision of professionalism that guides the daily practice of members of the Ontario College of Teachers.

### The Purposes of the Standards of Practice for the Teaching Profession are:

- to inspire a shared vision for the teaching profession
- to identify the values, knowledge and skills that are distinctive to the teaching profession
- to guide the professional judgment and actions of the teaching profession
- to promote a common language that fosters an understanding of what it means to be a member of the teaching profession.

### The Standards of Practice for the Teaching Profession are:

#### Commitment to Students and Student Learning

Members are dedicated in their care and commitment to students. They treat students equitably and with respect and are sensitive to factors that influence individual student learning. Members facilitate the development of students as contributing citizens of Canadian society.

#### Leadership in Learning Communities

Members promote and participate in the creation of collaborative, safe and supportive learning communities. They recognize their shared responsibilities and leadership roles in facilitating student success. Members maintain and uphold the principles of the ethical standards in these learning communities.

#### Ongoing Professional Learning

Members recognize that a commitment to ongoing professional learning is integral to effective practice and to student learning. Professional practice and self-directed learning are informed by experience, research, collaboration and knowledge.

#### Professional Knowledge

Members strive to be current in their professional knowledge and recognize its relationship to practice. They understand and reflect on student development, learning theory, pedagogy, curriculum, ethics, educational research and related policies and legislation to inform professional judgment in practice.

#### Professional Practice

Members apply professional knowledge and experience to promote student learning. They use appropriate pedagogy, assessment and evaluation, resources and technology in planning for and responding to the needs of individual students and learning communities. Members refine their professional practice through ongoing inquiry, dialogue and reflection.



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