

Advertisement



Toronto District School Board

The TDSB is dedicated to the achievement and well-being of each student grounded in a commitment to Truth and Reconciliation and equity, anti-racism, anti-oppression and human rights. Every day, staff members in its 583 schools and 5 Adult Learning Centres across the city are privileged to serve students and families of communities as richly diverse and inspiring as any in the world.

The core purpose of the TDSB is to:

- ensure that every student has the conditions and experiences needed to engage fully and be successful in school and beyond, and
- ensure our business and operations processes are modern, responsive, and deliver quality service aligned with our core purpose.

A new organizational structure is required to adapt to the current and emerging challenges and opportunities TDSB is embracing, while remaining focused on achieving the priorities in the Multi-Year Strategic Plan (MYSP) and the Pandemic Recovery Plan. The newly designed structure for the TDSB Director's Executive Council consisting of four Associate Directors will have, as its core, a cross-functional and highly collaborative approach in which the Director and the Associate Directors will support and enhance each other's efforts to be equity and anti-oppression focused, innovative, accountable, responsive and invitational, committed to service excellence in all TDSB's processes and policies while building positive relationships and partnerships both internally within the Board and externally with stakeholders and multi-faceted communities.

The Toronto District School Board is currently seeking an outstanding transformational leader to assume the responsibilities of the following role:

- ***Associate Director, Organizational Transformation and Accountability***

This member of the Director's Executive Council, together with **the Associate Director, Modernization and Strategic Resource Alignment**, and **the two educational Associate Directors; the AD, Learning Transformation and Equity and the AD, Student Well-Being and Innovation**, will provide focused leadership for the achievement of the Multi-Year Strategic Plan.

This Associate Director, along with the Director of Education and the other three Associate Directors, will advance the TDSB vision for learning and service through a keen focus on continuous improvement thus transforming TDSB into a higher performing, more responsive and more accountable organization.

The Associate Director, Organizational Transformation and Accountability has the lead strategic role of transforming the TDSB from its present state to the organization that it aspires to be as it acts to promote equity and disrupt racism and oppression in achieving the goals of the Multi Year Strategic Plan. This will include a commitment to change management, organizational development, and the

creation of robust processes to manage system risk.

This Associate Director will be responsible for transformation of Employee Services, organizational development, creation and implementation of enterprise risk management strategies and the establishment and embedding of coherent forward-thinking policies and processes across the organization to centre equity and human rights as foundational to all decision making and resource allocation.

This role has oversight for Employee Services, staff well-being, employment equity and strengthening accountability throughout the organization. The Associate Director will be responsible for the System Equity Strategy and will support the Director of Education in her monitoring and advocacy of Human Rights in all aspects of the Board's work. This portfolio includes leadership of the Legal Services, Policy, as well as Government, Public and Community Relations. The Communications Department is also overseen and guided by this Associate Director.

This Associate Director will be focused on creating synergies between the efforts of the academic staff and the corporate staff in order to better enable cohesive, accountable and focused attention on transformative teaching, learning and community engagement in the interests of the success and well-being of all the students of the TDSB.

The following departments report to the Associate Director, Organizational Transformation and Accountability:

- Employee Services
- Equity Strategy (facilitating cohesion between corporate and academic strategic planning and execution)
- Enterprise Risk Management
- Continuous Improvement
- Organizational Transformation & Culture (Change Management)
- Legal Services
- Policy

For each department, the following is a list of key responsibilities and deliverables:

Employee Services (Human Resources)

- Transform Employee Services so that it will provide responsive service to all its clients, especially educators, and will create and retain a work force which truly reflects the voices and interests of all its communities
- Review and develop a future-ready organizational structure within Employee Services to deliver on service excellence through the identification and implementation of current best practices in each of the seven key areas of human resource services
- - Provide executive oversight and monitoring of an effective continuous improvement process(es) with Employee Services
- Ensure that Employee Services is embarked upon a path of continuous improvement

leading to a service excellence approach to all its stakeholders and communities

- Ensure that Employee Services takes a strong anti-racist, equity seeking approach in all of its policies and practices including Anti-Asian racism, Ableism, Anti-Black racism, Anti-Indigenous racism, Islamophobia, Homophobia, Antisemitism, Anti-South Asian racism, Transphobia, and other forms of hate and discrimination.

Equity Strategy (facilitating cohesion between corporate and academic strategic planning and execution)

- Work collaboratively with the Director, Senior Management and the Board to create and implement a coherent, intentional equity strategy for the organization based on current evidence and issues/challenges.
- Ensure that the staff of TDSB, especially Managers, Educational Leaders and teachers reflect the faces and perspectives of the communities the Board serves
- Ensure that racialized and Indigenous staff are provided with mentoring and leadership training opportunities to support their ongoing professional growth, learning and leadership.
- Ensure that each Department of TDSB has its own equity strategy that reflects the overall goals and commitments of the Board
- Work to establish the TDSB as an organization which is exemplary in its unwavering commitment to equity and anti-oppression and is widely seen to be so by its diverse communities.
- Develop metrics with Research, Human Rights, and other stakeholders to measure the impact of the strategy
- Forge strategic partnerships and create knowledge mobilization strategies with other large organizations to address current human rights and equity issues facing TDSB

Enterprise Risk Management

- Develop a strengthened organization wide approach to manage risks and seize opportunities related to the achievements of the TDSB's objectives, working in partnership with the Internal Audit Committee and the Associate Director, Modernization and Strategic Resource Alignment, including:
 - Establishing a culture of risk management assessment for all major initiatives
 - Collaborating with the Associate Director, Modernization and Strategic Resource Alignment to ensure strategic assessment of financial risks and their mitigation
 - Assessing the strengths of current and future organizational policies and practices in terms of avoiding and mitigating risks to the organization
 - Assessing the policies and practices of Employee Services with an emphasis on human rights, and combatting Anti-Asian racism, Ableism, Anti-Black racism, Anti-Indigenous racism, Islamophobia, Homophobia, Antisemitism, Anti-South

Asian racism, Transphobia, and other forms of hate and discrimination.

Continuous Improvement

- Work with the Director and the Senior Management team to further strengthen the organization's commitment to and accomplishment of continuous quality improvement in all aspects of its work.
- On both strategic and operational levels, for the entire organization and individual departments, ensure that a measurement system is in place for key deliverables and that progress towards accomplishment of goals is monitored and supported, and corrective action is taken where necessary.
- Create a culture of accountability throughout the organization with attention to establishing goals, measuring the degree of their attainment and recognizing and reinforcing excellent performance.

Organizational Transformation & Culture (Change Management)

- Bring together key staff to create change management strategies for important district-wide initiatives and develop a project management office to support the strategic and meaningful implementation and completion of complex initiatives
- Work with the Director, ensure the organizational structures and processes of the Board and its component divisions enable it to maximize performance and impact, demonstrating commitment to continuous improvement and innovation.
- Create an innovation culture within TDSB, which allows the challenging of the status quo and the adoption of evidence based best practice, in the interests of continuous improvement.

Legal Services

- Provide strategic guidance and supporting Legal Services in responding to current issues, providing advice in complex and significant legal issues and ensuring approaches reflect a comprehensive understanding of the Calls to Action, anti-racism, anti-oppression and equity

Policy

- Provide strategic oversight of the development of policy that reflects the strategic priorities of TDSB, and best practices, especially its commitment to an anti-racist, anti-oppressive, equity-based stance and to establishment and maintenance of dynamic and engaging relationships with its diverse communities
- Ensure close working relationships between the Human Rights Manager, Legal Services and Employee Services to embed a consistent approach to respecting and safeguarding the human rights of all employees, students and communities

Your application for the role of the **Associate Director, Organizational Transformation and Accountability** will be supported by your body of work's demonstration of the following leadership attributes, commitments, and achievements in the roles you have held thus far.

- Fortitude and determination in the face of opposition to eliminating systemic inequities and fostering accountability and the ability to make bold decisions and encourage disruption of the status quo while identifying those practices that are currently effective
- Unwavering commitment and demonstrated capacity to serve as an anti-racist and ethical leader working to eliminate Anti-Asian racism, Ableism, Anti-Black racism, Anti-Indigenous racism, Islamophobia, Homophobia, Antisemitism, Anti-South Asian racism, Transphobia, and other forms of hate and discrimination.
- A leader in challenging bias, discrimination and oppression providing oversight in addressing issues connected to privilege, power, and system barriers
- Deep understanding of the relationship between equity, well-being, and student achievement
- Demonstrated success in creating authentic engagement with communities in meaningful and sustained ways to ensure all voices are heard especially those that have been marginalized or underrepresented
- Appreciation of and support for the varying roles of staff and the need to align resources to manage risk and achieve the goals of the Multi-Year Strategic Plan and the Pandemic Recovery Plan
- An advocate of collaborative professionalism, capable of working as a cross-functional Executive
- Champion of service excellence based upon a respect of the values and perspectives of the communities served by the TDSB
- A driver of accountability who provides ongoing monitoring, guidance, support and feedback mechanisms to ensure excellence and equity in all Board policies, processes, programs, and services
- Skilled relationship builder who can encourage coherence in process and implementation across the system and break down silos
- Politically astute and sensitive to assisting Trustees with good governance by hearing and responding appropriately to their perspectives and providing timely and thorough information to support effective decision-making
- Innovative, evidence-based risk taker, problem solver and system thinker, agile in a fast-paced environment and able to forge results in ambiguity thus mobilizing the efforts of others
- Known for authenticity, integrity, and respect with high credibility as a visionary leader
- Champion of a far reaching and persistent commitment to Employment Equity across the TDSB workforce
- Supporter of staff focus on role accountabilities and responsibilities and facilitator of outcomes-

based professional growth with particular attention to mentoring and supporting leaders new to their roles as they make complex decisions

- Known for high emotional intelligence and an invitational, engaging leadership style that supports coherence of effort across the system
- Extremely strong written and oral communicator and advocate for the Board's interests, capable of advancing the goals of the Board with both internal and external audiences

Qualifications

A successful candidate will possess education to a Bachelor's level at least, professional accreditation related to at least one of the following areas of responsibility:

- Human Resource Management
- Change Management
- Equity Strategy
- Enterprise Risk Management
- Continuous Quality Improvement
- Organizational Transformation
- Legal Services
- Policy Development

Including but not limited to:

- L.L.B.
- Business Administration
- Public Policy
- Educational Administration
- Organizational Development
- Human Resource Management
- Equity and Human Rights

as well as substantial related organizational experience in one or several of these areas.

To apply for this Associate Director role in the Toronto District School Board, submit your resume and cover letter by **January 28, 2022**, to: joanmgreenassociates@gmail.com

We recognize that this Executive Search Process includes some time over the holiday period and have therefore extended the duration of the advertisement and the closing date for an additional week, thus allowing further time for applicants to prepare their submissions. Please specify which Associate Director role(s) you are applying for in the subject line of your email.



Joan M. Green & Associates/LBCG is mindful of the importance of championing diversity amongst candidates. The project team is fluent in current diversity, inclusion, and anti-oppression practices. We are committed to ensuring a fair and inclusive recruitment process.

Accommodation Statement:

Joan M. Green & Associates/LBCG fosters a culture of inclusion. We will make any appropriate accommodation based on any of the protected grounds in the Human Rights Code to support candidate participation in the recruitment and selection process. All candidates will be provided with an understanding of the expectations and requirements of the process, in order to ensure full participation of all qualified candidates.

The Toronto District School Board adheres to equitable hiring, employment and promotion practices. We strive to meet the accommodation needs of persons with disabilities. Applicants are encouraged to make their needs for accommodation known in advance during the application process.

TDSB Land Acknowledgement

We acknowledge we are hosted on the lands of the Mississaugas of the Anishinaabe, the Haudenosaunee Confederacy and the Wendat. We also recognize the enduring presence of all First Nations, Métis and the Inuit peoples

JMG & Associates / LBCG Consulting for Impact Land Acknowledgement

With humility and in the continuing spirit of being active participants in the reconciliation of Canada and the Indigenous Peoples of the land, we acknowledge that we are working and living on the traditional territory of many nations including the Mississaugas of the Credit River, the Anishnabeg, the Haudenosaunee and the Huron-Wendat, which today is home to many diverse First Nations, Inuit and Métis peoples. As a firm and individually, we are educating ourselves to know and understand the Truth and participating with Indigenous colleagues to play our part in advancing Reconciliation.