

Chief Equity Officer and Assistant Deputy Minister, Education Equity and Governance Secretariat

Ministry of Education



Ministry of Education

Position Profile and Candidate Brief
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Introduction

I am delighted to present this Position Profile for the **Chief Equity Officer and Assistant Deputy Minister, Education Equity and Governance Secretariat**, prepared on behalf of the Ministry of Education.

I trust that this document will provide you with all necessary background information on the Ministry of Education, a position profile, and an outline of the search process we will be leading on behalf of the organization.

Please feel free to contact me if you require any additional information about the position or if you need clarification on any aspect of the search process. Further details about the Ministry of Education are available on their website: <https://www.ontario.ca/page/ministry-education>

On behalf of Legacy Partners and the Ministry of Education, I would like to thank you for your interest in this position. I can always assure you of my prompt and full attention.

Yours Sincerely,



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Ministry of Education Overview

The Ministry of Education is responsible for child care and for administering the system of publicly funded elementary and secondary school education in Ontario. The office is located at 315 Front Street West, 14th in Toronto, Ontario.

What we do:

- Develop policy and programs to support [child care](#) and [early years programs](#) for children and families.
- Make sure child care settings are safe and follow the law by funding, licensing and inspecting licensed child care providers.
- Fund and provide guidelines for the delivery of core services at EarlyON child and family centres.
- Fund and oversee publicly funded elementary and secondary school education.
- Develop and publish [curriculum](#) documents and [teaching resources](#) for kindergarten to Grade 12.
- Set provincial standards and guidelines for all assessment, evaluation and reporting for all students who attend public or private schools in Ontario.
- Oversee and set policies for the [Education Quality and Accountability Office](#) (EQAO), which administers provincial assessments to help improve student learning in reading, writing and math.
- Set requirements for student diplomas and certificates.
- Provide funding to build new schools and expand, retrofit or repair existing schools.
- Operate schools for blind, deaf and deafblind students.
- Register and inspect private schools that offer credits toward an Ontario Secondary School Diploma (OSSD).

About the Ontario Public Service

The Ontario Public Service (OPS) is one of the largest employers in the province, employing more than 60,000 people. We have a wide range of meaningful and rewarding career opportunities in communities across Ontario. We welcome new ideas and new people, encourage learning and development, and reward achievement. We offer challenging work and competitive pay and benefits.

With government involved in so many different lines of business, working in the OPS offers a tremendous range of exciting career opportunities.

Our values

Values are important to the way an organization works, how staff members are treated, and how people work with each other and with people outside the organization including both customers and stakeholders.

The OPS organizational values are what the public service is striving for and the working environment that we are creating together. These values guide our behaviour and relationships.

Trust: We act honorably and honestly in all our relationships with the people we serve, work with and who rely on us. We do our best to keep our commitments and fulfill expectations.

Fairness: We deal with others in an open, impartial and non-discriminatory manner. We ensure that the processes we use and the decisions we make are fair.

Diversity: We celebrate our differences and draw on the strengths and capabilities of all of Ontario's communities. We welcome and respect alternate points of view to inform and enlighten us.

Excellence: We strive for and recognize competence and excellence. We work hard to provide the best policy advice and the highest quality services that respond to the needs of Ontarians.

Creativity: We create new solutions by listening and learning and by being innovative and open to new ideas and approaches.

Collaboration: We work with team members, colleagues and partners to solve problems and share responsibility.

Efficiency: We make careful, prudent and effective use of the hard-earned public dollars, assets and resources entrusted to us.

Responsiveness: We engage with clients, stakeholders, bargaining agents, the general public, and our staff to find out how we can do better. We monitor and measure to make sure we are meeting our goals.

Our mission

Our mission is to serve the public interest, to uphold the public's trust and deliver the policies, programs and services that government provides, we:

- support the elected government by providing Ministers with honest, impartial and objective advice
- carry out the decisions and policies of the elected government and administer public services to the highest professional standards
- conduct ourselves with integrity
- exercise responsible stewardship of public resources and information
- fulfill all our duties in accordance with the law, including the [*Public Service of Ontario Act*](#), and in compliance with our [Public Service Oath](#).
- are accountable for how we fulfill our public service roles

The public is entitled to expect the highest standards of conduct from all individuals who work for the OPS.

This means that public servants need to be sure that government activities are conducted in an open, fair and transparent manner.

One way to ensure this type of conduct is to identify and resolve any conflicts of interest. In most cases, potential conflicts of interest that are not identified at the application stage can be discussed during the Evaluation Process.

The provincial government is divided into ministries, and each ministry has an elected Minister who is accountable to the Legislative Assembly, and ultimately the public. In each ministry Deputy Ministers head up the public service.

The Deputy Minister and head of the OPS is called the Secretary of the Cabinet. The Cabinet is comprised of both the Premier and the Minister.

Job Description

An effective leader in the Ontario Public Service (OPS) is responsible, innovative and collaborative. A responsible leader is someone who demonstrates authenticity, accountability and courage in how they interact with others. An individual who models ethical behavior, and who is honest and capable of making difficult choices. An innovative leader is someone who leads with common purpose, embraces positive disruption, and has a future mindset. An individual who inspires others, values continuous learning and encourages development and integration. A collaborative leader focuses on helping others to grow, drives people-centered outcomes and promotes an environment of inclusivity. A leader who consistently works to confront bias and systemic barriers while understanding the importance of creating a more diverse and accessible workplace.

OPS commitment to diversity, inclusion, accessibility, and anti-racism

The OPS is an innovative, responsive, and accountable public service that works hard to be diverse, anti-racist, inclusive, accessible, merit-based, respectful and equitable. Diversifying leadership teams is a top OPS priority with the goal to achieve parity with the Ontario labour force by 2025 for the most underrepresented groups (Indigenous, racialized and persons with disabilities) in leadership positions.

To advance this goal, the OPS is collecting socio-demographic information that will help to address potential barriers and achieve equity in hiring. You are requested to complete the voluntary survey and contribute to building a more diverse, anti-racist, inclusive and accessible OPS.

The OPS invites all interested individuals to apply. As an organization that promotes equity and diversity, the OPS encourages applications from Indigenous, Black, racialized, and persons with disabilities. The OPS offers employment accommodation across the recruitment process and all aspects of employment consistent with the requirements of Ontario's [Human Rights Code](#).

Visit the [OPS Anti-Racism Policy](#), the [OPS Diversity and Inclusion Blueprint pages](#), and the [Multi-Year Accessibility Plan](#) to learn more about the OPS commitment to advancing racial equity, accessibility, diversity and inclusion in the public service.

Position Summary

The mandate of the Education Equity Secretariat is to support work in the identification and removal of systemic barriers, to facilitate the strengthening of cultures of respect for human rights and equity, and to ensure accountability across the education system. The Education Equity Secretariat works to ensure that all students and employees in Ontario's publicly funded education system have a safe, fair and respectful work and school environment. The Secretariat addresses accountability of school boards by building their capacity to address human rights and equity issues in education and support evidence-based and transparent decision making through demographic data collection, analysis and public reporting.

This position provides enhanced support for the sector in the areas of governance policy development and planning. The position oversees school board and trustee governance leadership capacity building (e.g., professional development); governance policy development and planning; and works with stakeholders and provincial educator associations to ensure effective and collaborative implementation of Ministry directions concerning governance and human rights.

This position provides advice to the Minister, Deputy Minister, ministry executives and provides strategic executive leadership to the Education Equity Secretariat in the planning, development, co-ordination and implementation of all activities related to the Education Equity Secretariat's mandated goals and objectives. It provides strategic leadership as the Ministry's dedicated human rights and equity hub in the areas of education data, policy, research, strategies and initiatives to define the ministry's action plan for the education system.

This position ensures that the policy and legal framework, structures, and systems for organizing, financing, and regulating the system and facilitating coordination, participation and accountability are established and enforced. It is responsible for establishing and maintaining effective linkages with the education sector, ADMs within the ministry and outside the ministry and other stakeholders.

This position ensures horizontal linkage with various areas of focus and establishing and maintaining effective relationships across the education sector and partner ministries including ensuring strong linkages with the province's Anti-Racism Strategic Plan.

Key Responsibilities

- Provides strategic advice to the Deputy Minister and leads strategic transformation associated with school board governance and with the development and delivery of human rights and equity plans in support of: data collection for students and staff; diversity in hiring and teacher training; leadership and governance; curriculum; student achievement; well-being; special education; rural/northern issues, stakeholder/community engagement and parent engagement.

- Provides strategic leadership to the ministry and education partners in the identification and removal of discriminatory biases and systemic barriers to student achievement related to the prohibited grounds of discrimination set out in the Ontario Human Rights Code, and other related factors such as socio-economic status. Provides strategic leadership to the ministry and education partners in the identification and transformation of impediments to good school board governance.
- Works to maintain, in excellent condition, the transactional aspects of school board governance such as relationships with Elections Ontario, supporting school trustee elections, responding to boundary or board name changes and supporting trustee associations to make sure that trustee development needs are met.
- Directs the development of strategies and initiatives to increase achievement for historically disadvantaged groups, including students with special education needs, Indigenous, youth in care, youth in poverty, and racialized youth. Champions improvement in public confidence by building a human rights focus and alignment with ministry, sector and stakeholder partners through the establishment of communities of practice and regular dialogue with key partners, including directors of education. Facilitates knowledge mobilization processes with the goal of improving education leadership conditions and supports to advance human rights and equitable outcomes. Connects ministry human rights and equity priorities with enhanced data collection, performance measurement and broadband modernization linking outcomes to student achievement, equity and public confidence.
- Works with the Trustee associations and individual school boards to ensure the integrity of Trustee dispute resolution processes and to act with alacrity to resolve difficulties in the timeliness and fairness of dispute resolution processes.
- Leverages and promotes best practices of education partners including fostering and strengthening outreach for diversity in hiring and teacher training in support of school board integrated equity frameworks. In partnership with education sector, develops a diverse leadership pipeline for educators. Partners with curriculum review council to strengthen curriculum review process to ensure that diverse perspectives and experiences are reflected in curriculum and teaching resources.
- Directs the development and promotion of strategies to close the achievement gap and improve graduation rates for under-represented groups of students such as Indigenous students, children and youth in care, racialized students, students living in poverty and students with special education needs. Works across divisions ensuring all education data, policy, research, strategies and initiatives are channeled through the Secretariat.

- Directs the collection of key identity-based data points for students, board leadership, administration, educators and education workers. Oversees the collection, acquisition and management of data that will enable the ministry to develop evidence-based initiatives/actions informed by broad collaboration. Update public reporting products (e.g. to measure progress toward an increased graduation rate among under-represented students) in order to respond to requests for information and ensure transparency and accountability within the education system. Partners with System Planning, Research and Innovation Division to ensure development of reports, analytical tools and products to measure and report on results of initiatives focused on closing achievement gaps for under-represented students that are at higher risk of not succeeding in school.
- Where necessary, through responsibility for governance and/or human rights and equity, leads or provides secretariat support for Ministry interventions in School Boards (e.g. reviews and investigations under the P.I.R. process).
- Provides executive leadership for the strategic planning, project management, coordination and advice of the Secretariat including regular identification and monitoring of risk to ensure seamless delivery.
- Oversees the Secretariat's financial and human resources including: hiring staff, ensuring orientation, training and development opportunities, establishing performance standards, conducting performance reviews of direct reports, participating in senior management performance and succession planning discussions.
- As a member of the Executive Leadership Team, participates in corporate strategic planning initiatives, operational/ business plans and results review and issues resolution. Leads/participates on corporate ministry/inter-ministry committees. Represents the government/ministry leading and/or participating on corporate and special projects, tasks forces, policy forums, committees both within and outside the OPS.

The Ideal Candidate

Core Competencies

- **Education:** Post-secondary education in a related area combined with an experience and deep understanding of equity, diversity and inclusion as it relates to the education sector.
- **Experience:** Demonstrated 8-10 years of executive-level leadership in relevant sectors.
- **Human Rights:** Expert-level competency and profound grasp of human rights principles, specifically concentrating on identifying and addressing systemically based barriers to equitable student achievement. Additionally, knowledgeable about Human Rights Code and be able to provide intersectional and non-hierarchical analysis and strategic direction in its application.
- **Governance:** Demonstrates a comprehensive competency in policy development, adept at crafting and executing education policies harmonizing with government objectives, with a keen focus on their effectiveness, legal integrity, and equity. Proficient in enforcing compliance and accountability measures to ensure educational entities and stakeholders adhere to government regulations while actively monitoring performance and outcomes. Additionally, excels in resource management, efficiently overseeing budgets, personnel, and resources to attain educational goals and bolster equity initiatives.
- **Executive Leadership:** Demonstrates visionary leadership with the capacity to establish a compelling vision for the Education Equity Secretariat, adeptly inspiring and rallying teams toward shared objectives. Proficient in strategic planning, adept at crafting comprehensive, long-term strategies and action plans that drive equity in education, all while adapting to evolving educational dynamics and societal requirements. Possesses adept change management skills, particularly in overseeing organizational transformations, especially in the implementation of equity-focused policies and initiatives.
- **Political Acuity:** Demonstrates a multifaceted competency in Policy Advocacy, adeptly navigating the political terrain to champion equitable education policies and secure essential backing from government authorities, stakeholders, and the public. Proficient in Stakeholder Engagement, fostering robust connections with a diverse array of stakeholders, encompassing government officials, community organizations, advocacy groups, and educators, to solicit support and input for equity initiatives. Additionally, excels in Crisis Management, effectively

managing politically sensitive scenarios and crises with a keen emphasis on preserving public trust and advancing equity objectives.

- **Ethical Leadership:** Demonstrating a commitment to ethical conduct, transparency, and accountability in decision-making and actions.
- **Community Engagement:** Engaging with communities and individuals affected by education policies to understand their needs, concerns, and aspirations, and integrating their perspectives into policymaking.
- **Continuous Learning and Improvement:** Promoting a culture of learning and continuous improvement within the Education Equity Secretariat and the broader education system.

The Timeline

I trust this Position Profile has enabled you to decide whether the position of an Assistant Deputy Minister, Education Equity Secretariat at the Ministry of Education interests you. If you wish to be considered for the position, please forward a cover letter and your resume in PDF format by email to **Kartik Kumar** at careers@lesp.ca by **February 29th @11:59 pm.**

Please be assured that any information shared with Legacy Partners will be treated with the strictest confidence and shared only with the client for the purposes of this search.

Thank you once again for your interest.

Legacy Partners and the Ministry of Education are committed to equity, diversity and inclusion and recognizes that a diverse staff is essential to organizational excellence. Visit the [OPS Anti-Racism Policy](#), the [OPS Diversity and Inclusion Blueprint pages](#), and the [Multi-Year Accessibility Plan](#) to learn more about the OPS commitment to advancing racial equity, accessibility, diversity and inclusion in the public service. We welcome applications from all qualified individuals and encourage women, members of racialized communities, Indigenous persons, persons with disabilities, and persons of any sexual orientation or gender identity to confidentially self-identify at the time of application. In accordance with the provincial legislation, accommodation will be provided by Legacy Partners and the organization throughout the recruitment, selection and/or assessment process, upon request, to applicants with disabilities.



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Contact Us

