



Executive Brief

For the position of

Executive Director

Council of Ministers of Education, Canada



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Introduction

Thank you for considering this important career opportunity. This Executive Brief contains a brief overview of the Council of Ministers of Education, Canada (CMEC), as well as an outline of the position, and the general attributes sought in the future Executive Director. We also thought it useful to describe the search process and the main steps which must be undertaken in the upcoming weeks. The CMEC places great importance on the recruitment of its future Executive Director; potential candidates will need to give careful thought to the challenges ahead.

This document is intended to provide you with information, and is not a contractual document. Some content may be subject to change. We will do our best to inform you of any developments over the course of the search.

Further information about CMEC can be found at <http://www.cmec.ca>.

If you have any additional questions, please feel free to contact us.

Yours truly,



Geneviève Falconetto, *MBA*
Managing Partner

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Council of Ministers of Education, Canada

The Organization

The Council of Ministers of Education, Canada (CMEC) is an intergovernmental body founded in 1967 by ministers of education to serve as:

- a forum to discuss policy issues;
- a mechanism through which to undertake activities, projects, and initiatives in areas of mutual interest;
- a means by which to consult and cooperate with national education organizations and the federal government; and
- an instrument to represent the education interests of the provinces and territories internationally.

CMEC provides leadership in education at the pan-Canadian and international levels and supports the provinces and territories in the exercise of their exclusive jurisdiction over education.

CMEC is governed by an Agreed Memorandum approved by all members. A Chair is elected every two years based on rotation among the provinces. The current Chair is the Honourable Gordon Dirks, Minister of Education for Alberta. The Minister of Education of Prince Edward Island will take over in September 2015. All 13 provinces and territories are members.

The ministers of education work through CMEC on a wide variety of activities, projects, and initiatives. For example, CMEC

- represents provinces and territories on education-related international bodies and participates in their activities;
- contributes to the fulfilment of Canada's international treaty obligations;
- provides a national clearing house and referral service to support the recognition and portability of educational and occupational qualifications;
- assesses the skills and competencies of Canadian students;
- develops and reports on education indicators;
- sponsors research in education-related statistics;
- administers Canada's national official-languages programs; and
- consults and acts on a variety of issues in elementary, secondary, and postsecondary education.

Among other work, CMEC is also currently involved in priority activities related to Aboriginal education, literacy, and postsecondary capacity.

CMEC Secretariat

CMEC has a Secretariat in Toronto, comprising some forty staff members. The Secretariat, headed by an Executive Director appointed by members of CMEC, manages several pan-Canadian programs, as well as regular activities, projects with

consortium partners and various special projects. Services provided to ministers by the Secretariat include:

- coordination and preparation of meetings of ministers, deputy ministers, and provincial/territorial officials;
- coordination and administration of all aspects of CMEC activities, projects, and initiatives;
- policy research and support, as directed by ministers;
- hosting of provincial/territorial electronic discussion forums;
- hosting and maintenance of CMEC Web sites;
- translation and revision of over a million words of text each year;
- English and French simultaneous interpretation at meetings and events;
- liaison with various stakeholders including education-related NGOs and the general public; and
- media and public relations.

Programs and Initiatives

In April 2008, CMEC released a bold new vision to address the education needs and aspirations of Canadians. *Learn Canada 2020*, a joint ministerial statement, underscores provincial and territorial responsibility for the four pillars of lifelong learning — early childhood learning and development, elementary and secondary schooling, postsecondary education, and adult learning and skills development — and proposes working collaboratively with key partners and stakeholders to ensure that all Canadians benefit from the strength and diversity of provincial and territorial education systems.

Learn Canada 2020 is the framework the provincial and territorial ministers of education will use, through CMEC, to enhance Canada's education systems, learning opportunities, and overall education outcomes. The vision of *Learn Canada 2020* is Quality Lifelong Learning Opportunities for All Canadians.

Learn Canada 2020 recognizes the direct link between a well-educated population and (1) a vibrant knowledge-based economy in the 21st Century, (2) a socially progressive, sustainable society, and (3) enhanced personal growth opportunities for all Canadians.

Learn Canada 2020 encompasses the four pillars of lifelong learning from early childhood to adulthood and addresses the most pressing education and learning issues facing Canadians today. The ministers of education, in conjunction with their Cabinet colleagues as appropriate, will pursue the ambitious goals for each pillar as follows:

1 Early Childhood Learning and Development

All children should have access to high quality early childhood education that ensures they arrive at school ready to learn.

2 Elementary to High School Systems

All children in our elementary to high school systems deserve teaching and learning opportunities that are inclusive and that provide them with world-class skills in literacy, numeracy, and science.

3 Postsecondary Education

Canada must increase the number of students pursuing postsecondary education by increasing the quality and accessibility of postsecondary education.

4 Adult Learning and Skills Development

Canada must develop an accessible, diversified, and integrated system of adult learning and skills development that delivers training when Canadians need it.

Within the four pillars of lifelong learning, ministers have identified eight specific activity areas and accompanying objectives:

1 Literacy

Raise the literacy levels of all Canadians.

2 Aboriginal Education

Eliminate the gap in academic achievement and graduation rates between Aboriginal and non-Aboriginal students.

3 Postsecondary Capacity

Enhance and stabilize the long-term capacity of postsecondary systems to meet the training and learning needs of all Canadians seeking higher education learning opportunities.

4 Education for Sustainable Development

Raise students' awareness and encourage them to become actively engaged in working for a sustainable society.

5 International and National Representation

Speak effectively and consistently for education and learning in Canada in both pan-Canadian and international settings.

6 Official Languages

Promote and implement support programs for minority-language education and second-language programs that are among the most comprehensive in the world.

7 Learning Assessment Programs and Performance Indicators

Support the implementation of national and international learning assessment programs and performance indicators for education systems.

8 Education Data and Research Strategy

Create comprehensive, long-term strategies to collect, analyze, and disseminate nationally and internationally comparable data and research.

International Involvement

CMEC is Canada's education voice on the international scene. CMEC also provides important information for people who wish to come to Canada to study or to work, and for Canadians who would like to study abroad. Areas of expertise include:

■ Studying in Canada

Information and referral for people who would like to pursue their higher studies in Canada, including a Directory of Universities, Colleges, and Schools in Canada.

■ Foreign Credentials Recognition

Information and referral on the assessment of foreign credentials, the recognition of qualifications, prior learning assessment and recognition, and credential evaluation services in Canada.

■ Canada's Postsecondary Education Systems

Referrals and resources on all aspects of postsecondary and higher education in Canada's provinces and territories.

■ Working in Canada

Information and referral for people interested in coming to work in Canada, including detailed fact sheets on selected professions and trades.

■ Studying Abroad

Information and referral for people who want to go abroad to study.

■ Education Abroad

Referrals and resources on education in the other countries and regions of the world and on regional and international treaties regulating the recognition of foreign degrees, qualifications, and credentials.

Publications

Over the past 40 years, CMEC has developed a wealth of materials related to education in Canada, from ministerial statements and agreements to reports on a variety of issues of interest to education stakeholders and the general public. Recent articles include:

■ **Assessment Matters! Issue9 - Immigrants in Canada**

(Published March 13, 2015)

Assessment Matters! is a series of policy-oriented research notes designed to explore educational issues in Canada and Canadian jurisdictions. These notes are based on the results of international and national assessment programs, including the Pan-Canadian Assessment Program (PCAP), the Programme for International Student Assessment (PISA), the Progress in International Reading Literacy Study (PIRLS), and the Trends in International Mathematics and Science Study (*TIMSS*).

■ **Education Indicators in Canada : An International Perspective 2014**
(Published February 13, 2015)

This report is produced as part of the Pan-Canadian Education Indicators Program (PCEIP). It allows readers to compare data for the provinces and territories with data for OECD countries. The indicators presented in this report are parallel to 15 of the indicators presented in the OECD publication *Education at a Glance 2014*.

■ **Preparing for Life in a Digital Age: Results for Ontario and Newfoundland and Labrador**
(Published November 20, 2014)

This report presents the results of the International Computer and Information Literacy Study (ICILS) 2013 for the Canadian jurisdictions that participated in the study. It provides information on the achievement of Grade 8 students in computer and information literacy, contextual information on different factors explaining students' results, and an overview of approaches to CIL teaching and learning in various jurisdictions.

Position Description

CMEC is seeking a new bilingual Executive Director who will enable the organization to continue to provide strong and intelligent leadership, and build on its significant achievements over the years. Confronted by the many challenges facing education in Canada, CMEC is seeking a dynamic leader with extensive experience in education who will be energized by the challenge of communicating and implementing the strategic orientations of the Ministers of Education, stemming from *Learn Canada 2020*.

Reporting to the Advisory Committee of Deputy Ministers of Education (ACDME), through its Chair, and in his capacity as the chief executive officer and treasurer of the Corporation of the Council of Ministers of Education, Canada (CCMEC), the Executive Director will direct the CMEC Secretariat and its activities to ensure that the action plans of the Ministers of Education are carried out.

The Executive Director will oversee a staff of some 40 people, including 11 directors or coordinators placed under his direct responsibility, representing a total annual payroll of \$3.5 million.

He/she is responsible for an overall operating annual budget of \$9.3 million, with additional responsibility for managing approximately \$24 million in pan-Canadian official languages Programs.

Nature and Scope of the Position

In carrying out his or her functions, the Executive Director is expected to demonstrate the following qualities:

Excellence in management – activities, people, finance, information

- Ensure that the strategic objectives of the Ministers of Education are met, primarily through the implementation of their action plans, by coordinating the activities of CMEC's members, their ministries, their partners and the Secretariat.
- Present an annual action plan to CMEC in line with the strategic orientations, outlining the resources required to carry it out, provide sound administrative and financial management and give careful consideration to the development of the Secretariat's human resources.
- Translate CMEC's plans and directions into integrated, realistic actions and products.
- Mobilize teams to meet the objectives, through clear and consistent communication and the investment of time and energy in bringing the entire organization on board.
- Provide strategic leadership to ensure that CMEC is well positioned and aligned with the ministers' strategic priorities, and open to emerging needs and new opportunities.

- Provide the leadership necessary to develop and deploy effective communication strategies to increase the visibility of the actions taken by the ministers and CMEC.
- Optimize the organizational efficiency and sustainability of the CMEC Secretariat by ensuring that its staff and provincial and territorial stakeholders receive the support and tools they need to meet the current and longer-term organizational objectives.
- Based on the objectives set by the Ministers of Education, will protect the interests of the provinces and territories and report annually on the results achieved and, if necessary, the corrective measures or adjustments to be made.
- Ensure that responsibility for the integrity and management of information and knowledge is shared by all levels of the organization.

Strategic Planning – *analysis and vision*

- Identify upcoming events, trends, possibilities and strategic issues and develop plans accordingly.
- Advise the ACDME, and its president in particular, on all matters with respect to the development of CMEC's directions and the implementation of its policies and action plans, taking into account the different needs of the many partners and interested parties.
- Prepare plans based on an analysis of the issues and trends and their effect on CMEC's responsibilities, capacities and potential, as well as to the expectations of the deputy ministers.

Engagement – *people, organizations, partners*

- Build co-operative relationships between CMEC and key partners in Canada and around the world who value education.
- Represent and position CMEC and support the actions of members who are called upon to represent CMEC at other Canadian and international organizations and forums on education, and according to the expectations of the deputy-ministers.
- Serve as a catalyst to support the promotion of the interests and visions of provincial and territorial Ministers of Education.
- Negotiate agreements and establish mechanisms for cooperation with interested parties, taking into account each party's area of expertise.
- Lead the provinces, territories, interested parties, organizations and partners to recognize their shared concerns in order to establish common objectives and forge coalitions.

Candidate Qualifications

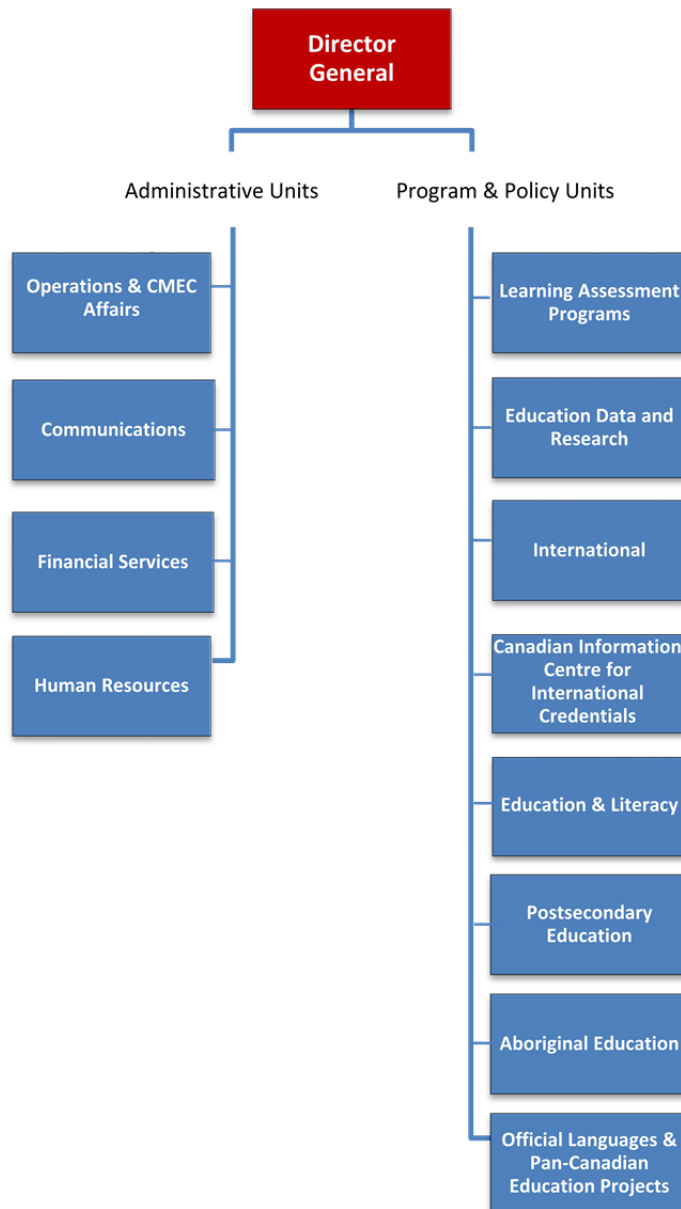
The Executive Director will bring a blend of professional experience and personal qualities to the role. The successful candidate will ideally have:

- A Master's degree. An equivalent combination of education, training and experience may be considered.
- Leadership abilities that incorporate strategic creativity, thinking and planning, and tactical skills.
- Familiarity with current major issues in education, in Canada and around the world.
- Proven expertise in human resources management based on leading and directing large teams, enabling him or her to generate effective collaboration among partners and adherence to CMEC policies by staff.
- Successful track record in financial management, including budget control and forecasts, and in organizational development.
- Extensive experience in education, including, for example, early childhood learning and development, elementary and secondary school systems, postsecondary education, adult learning and skills development, and in other sectors of public administration.
- Assured creativity and innovation in implementing plans and in managing numerous complex activities on a daily basis.
- Proven skills in interprovincial, federal-provincial and international negotiations.
- Demonstrated ability to understand, reconcile and integrate divergent points of view into a position that achieves consensus at the highest level.
- Exceptional capability for decision-making and exercising the necessary tact in a politically-sensitive environment in which a great many divergent interests may exist.
- Ability to act independently within the framework of the directions and policies already established by the ministerial authorities.
- Working knowledge of provincial, territorial and federal government policies, mechanisms and procedures, and intergovernmental relations.
- Excellent command of English and French, both spoken and written.

Conditions of Employment

- The position is based at the CMEC Secretariat, located in downtown Toronto.
- Appointment is for an initial five-year term, which may be renewed.

CMEC Secretariat Structure



Steps in the Selection Process

As CMEC's representative, we embrace the organization's values and adhere to its principles. Our objective and professional obligation is to provide every candidate with an enriching and positive experience.

You will find below the steps related to the process of selecting CMEC's future Executive Director:

1 Announcing your wish to be considered

If you wish to be considered for this position, please forward your resume and any other relevant application material to the Odgers Berndtson Partner or Consultant named in this document. Rest assured, all your personal information will be kept in the strictest confidence.

2 Preparation of a list of candidate for review

Once we receive the resumes of those who express interest in the position, we compare them against the selection criteria, the client's needs and also against the backgrounds of other candidates. We then make a decision about which candidates are closest to the ideal background.

3 Interview with Odgers Berndtson

We then conduct a preliminary phone interview with the most promising candidates to explore fit. All candidates will be notified of their status following a comprehensive review of all applicants.

4 Second interview with Odgers Berndtson

If you are selected to move forward in the process, you will meet with a Partner from Odgers Berndtson for an in-depth formal interview which will be in person, or via Skype/Videoconference.

5 After the interview with Odgers Berndtson

We will let you know as soon as possible after the interview if we will be proceeding further, and we will also ask you about your interest. If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision. Usually there are three categories:

- a) Matters of Fact – If a physical move would be required to accept the position, please learn about housing, schools, relocation assistance and any other matters of this kind that are important to you.
- b) Matters of Family – If a physical move will ultimately prove unacceptable to your family members, please determine that at this stage.
- c) Matters of Fit – Please list the remaining questions that you would need to have answered about the position and the organization, and pass them along to us. We will be happy to answer them for you.

The goal of gathering all of this information is to help you make an intelligent decision, as soon as possible, about the degree of your interest. *In fairness to everyone,*

Management Committee

A Management Committee has been established to provide advice and recommendations to the Ministers of Education on the selection of the next Executive Director of the Council of Ministers of Education, Canada.



please do not go further if you really think you are unlikely to accept the position should it be offered to you.

6 Presentation of Short List to CMEC's Management Committee

We will present a Short List of candidates to CMEC in mid-June 2015.

7 Interview with the Management Committee

We will contact you after our meeting with the Management Committee in order to confirm an individual, in-person interview with the Committee.

8 Psychometric assessment

If you are chosen as a finalist, you may be asked to conduct a Psychometric Assessment.

9 References

In addition to the interviews and psychometric assessment, our firm will conduct references, including education, criminal and credit checks.

10 CMEC Management Committee

CMEC's Management Committee will make its final recommendations to the ministers.



About Odgers Berndtson

Odgers Berndtson is the largest executive search firm in Canada, in terms of staff and revenue. With over 200 partners dedicated to executive search, our collective resources, breadth of experience and extensive industry knowledge enhance our ability to recruit outstanding leadership talent for our clients.

Internationally, Odgers Berndtson is the largest, privately owned executive search firm in the world, with offices in 27 countries. We believe that the strength of our culture and values have made our firm unique. Designed for optimal client service, our partnership is a true multinational organization for recruiting leadership talent, based on a foundation of local expertise.

Confidentiality

Odgers & Berndtson respects the privacy and confidentiality of personal information provided by candidates in our search assignments. In accordance with the Personal Information Protection and Electronic Documents Act ("PIPEDA"), a copy of our Privacy Policy is available for your review on our website at <http://www.odgersberndtson.ca/OBprivacy.pdf>

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

Thank you for considering this important opportunity. This document is intended to provide the reader with information and is not a contractual document. Some of the material therefore may be subject to change. Please feel free to contact us should you have any questions.

