

#### **PURPOSE OF THE POSITION**

The Diocesan Director Catholic Education is the religious, educational and organisational leader of Catholic Education within the Diocese of Rockhampton. The Diocesan Director Catholic Education ensures that education services are of a high quality and are faithful to the educational mission of the Catholic Church.

#### STATEMENT OF RESPONSIBILITY

The Bishop authorises leadership, administration and management of Catholic Education and faith formation to the Diocesan Director Catholic Education. This responsibility is exercised across three specific areas:

- Adult Faith Education
- Religious Instruction in State Schools
- Catholic Schools and Colleges (including Kindergartens and Outside School Hours Services)

The Diocesan Director Catholic Education provides leadership and exercises prudential stewardship for this ministry in the Diocese. The Diocesan Director Catholic Education is responsible and accountable to the Bishop of the Diocese, to parishes, to school communities, staff members and ultimately to the Church for what is undertaken, how it is undertaken and the results achieved. The Diocesan Director Catholic Education is ultimately responsible for the Catholic identity and ethos, the curriculum and the effective management of the organisation.

The leadership provided by the Diocesan Director Catholic Education will be consistent with:

- The message of Jesus and the Gospels;
- Catholic church teachings, principles and values;
- Diocesan policies and directives;
- The Catholic Education Diocese of Rockhampton Charter;
- Catholic Education Mission Statement;
- · Catholic Education policies and practices; and
- Catholic Education Strategic Directions.

### LEADERSHIP REQUIREMENTS<sup>1</sup>

#### **VISION AND VIRTUES**

The Diocesan Director Catholic Education develops a vision for the organisation which is based on a clear moral purpose and is committed to the learning and growth of young people and adults. Within this organisation, 'the theological virtues of Faith, Hope and Love provide the foundation and energising force" and they "give life to the cardinal virtues of Prudence, Justice, Fortitude and Temperance" so necessary in Christian leadership.

- 1 Australian Professional Standard for Principals, AITSL (Australian Institute for Teaching and School Leadership, July 2011
- 2 Compendium of the Catechism of the Catholic Church, 384



#### KNOWLEDGE AND UNDERSTANDING

The Diocesan Director Catholic Education keeps abreast of the latest research and developments in pedagogy, curriculum and assessment and student wellbeing. The Diocesan Director Catholic Education also understands the practice and theory of contemporary leadership and applies that knowledge in assisting with school and system improvement.

#### SOCIAL AND INTERPERSONAL SKILLS

The Diocesan Director Catholic Education aims to build trust across the school communities and create a positive learning atmosphere for staff and students. The Diocesan Director Catholic Education regularly reviews practices and implements change in leadership and management approaches to suit the situation as is required.

### PROFESSIONAL PRACTICES<sup>3</sup>

Under each of the following areas is a range of possible activities in which the Diocesan Director Catholic Education might engage. The list is neither prescriptive nor exhaustive.

#### **ENHANCING CATHOLIC ETHOS AND IDENTITY**

Leadership in the area of Catholic Ethos and Identity is provided through Christian witness, active participation in a parish, fostering the religious life of the organisation, promotion of Gospel values and the provision of quality Religious Education.

- Promotes and articulates the Diocesan Vision, the Mission of Catholic Education and the Charter for Catholic Education
- Promotes the faith and theological formation of staff
- Implements pastoral care policies and programs
- Promotes preferential options for the poor and marginalised
- Witnesses to and is active in a parish
- Promotes partnerships with the parish and Diocesan communities
- Facilitates the development and implementation of the Religious Education Curriculum
- Nurtures the Catholic life of schools and the integration of beliefs and values
- Fosters the Catholic ethos and identity of the Catholic Education Office, and of each school community, integrating beliefs and values into all facets of school life and learning
- Develops right relationships based on Christian values
- Makes an appropriate contribution as a member of the wider Diocesan education community
- Nurtures partnerships with Diocesan authorities, Church agencies, Deaneries, Parishes,
  Religious Institutes

3 Australian Professional Standard for Principals, AITSL (Australian Institute for Teaching and School Leadership, July 2011



#### LEADING TEACHING AND LEARNING

High quality teaching and learning is developed, implemented and monitored.

- Supports and articulates a contemporary Catholic educational vision to the community with a focus on the student as a learner and person
- Ensures the provision of safe learning environments
- Facilitates and promotes collective responsibility and accountability for student achievement and wellbeing
- Supports the development of a contemporary, holistic, high quality curriculum within Diocesan and legislative requirements
- Provides for diverse needs of students
- Facilitates and promotes appropriate assessment, reporting and evaluation processes
- Focuses on student learning achievements
- Promotes a learning culture within staff and students
- Promotes and facilitates effective pedagogy
- Promotes lifelong and life-wide learning

#### **DEVELOPING SELF AND OTHERS**

Through supporting others and building capacity, professional learning communities are developed that are focused on continuous improvement of teaching and learning.

- Works in close collaboration with other Leadership Team members to form an effective team
- Engages in ongoing learning to keep abreast of contemporary educational issues
- Establishes processes to develop the well-being of staff and students
- Engages in succession planning and developing leadership potential
- Supports and mentors staff
- Assists Leadership Team members with annual Goal Setting and Performance Reviews
- Develops a culture of reflection, self-review and improvement within the organisation
- Supports and fosters effective employee relations
- Promotes and nurtures a collaborative culture of leadership within the organisation, with regular leadership team meetings and meetings with principals
- Communicates expectations to staff and provides support and guidance when necessary

#### LEADING IMPROVEMENT, INNOVATION AND CHANGE

The Vision, Mission and strategic goals of the organisation are developed, articulated and aligned with Diocesan strategic goals and initiatives and School Review and Improvement outcomes.

- Provides effective administration support services to the Diocesan Education Council especially in its role in the formation of policy and in facilitating policy implementation, by acting as the executive officer of the Council.
- Establishes, implements and reviews Catholic Education's strategic directions



- Promotes innovative ideas and practices
- Develops a culture of reflection, review and improvement
- Leads annual goal setting, implementation and review with Leadership Team staff
- Reads School Review and Improvement reports and submits reports to the Office of Non-State Schools
- Coordinates the formulation and implementation of the Catholic Education Office Strategic
  Plan
- Facilitates and encourages quality change processes

#### LEADING THE MANAGEMENT OF THE ORGANISATION

Processes to manage the human, physical and financial resources are developed and maintained to support the effective delivery of educational programs.

- Ensures compliance with Diocesan, legislative and Catholic Education policies and protocols including Student Protection, Code of Conduct and Workplace Health and Safety processes.
- Promotes an awareness of and demonstrates a commitment to a culture of student protection and wellbeing including best practice in policies and procedures
- Manages staff and workplace practices effectively
- Complies with relevant legislative and system requirements
- Assists Principals, staff, P&F Members and Boards in processes to allocate resources
- Ensures processes for the recruitment, selection and induction of staff comply with Diocesan and legislative guidelines
- Ensures budget processes and outcomes that model appropriate and sound stewardship practices
- Works with relevant Diocesan personnel to ensure the effective management of the organisation within systemic guidelines
- Ensures effective financial management
- Ensures the necessary accountability systems are in place to meet as appropriate the requirements of Government, Diocesan authorities, parishes and parents
- Establishes effective communication and decision making practices
- Provides a leadership presence for the Diocese in relation to standard of dress, behaviour and public speaking in order to promote and represent Catholic Education within the community
- Establishes systems for data and record management and retrieval
- Provides for appropriate risk management

#### **ENGAGING AND WORKING WITH THE COMMUNITY**

Appropriate relationships are fostered and developed with the clergy, staff members, students, Parents and Friends Associations, School Boards, Parents, Parishes, the Catholic education community, Religious Institutes, other Church agencies and the wider community.

• Develops and maintains positive relationships with all members of the Catholic Education



community

- Engages in processes to build community
- Promotes the development of good working relationships with parishes, other ministries in the Diocese and the wider community
- Meets frequently with key personnel within the community
- Promotes and represents Catholic Education within the community
- Promotes positive relationships between the school community and the Diocese through the Catholic Education Office
- Maintains an appropriate presence at various school occasions and functions
- Communicates effectively and resolves issues in a positive manner
- Witnesses to community service and social justice
- Promotes the development of effective networks with other Catholic Education offices,
  Government departments and wider community stakeholders

#### **AUTHORITY LIMITS**

Authority is delegated from the Bishop to the role holder to carry out the duties of the Diocesan Director Catholic Education and produce the desired outcomes. This authority includes the authority to commit and expend funds in accordance with financial delegation authority limits as endorsed by the appropriate Diocesan authority.

Within the provisions of Canon Law, authority is also given to the Diocesan Director Catholic Education to enter agreements, including employment contracts under Diocesan guidelines, on behalf of the Diocese where such are required for proper functioning of Catholic Education and where the seal of the Corporation is not required and in accord with Diocesan policy.

#### REPORTING AND OTHER RELATIONSHIPS

The Diocesan Director Catholic Education reports directly to the Bishop of the Diocese of Rockhampton.

The Diocesan Director Catholic Education has a functional reporting relationship to the Diocesan Education Council on matters of policy and operations and to the Diocesan Finance Council in financial management matters.

For accounting of government funding, a functional reporting relationship exists with the Queensland Catholic Education Commission.

The Diocesan Director Catholic Education is also expected to play a significant role in the Commission's activities and to work collaboratively with other Catholic school authorities in Queensland within the framework of the Commission.

Significant relationships exist with the members of the Leadership Team, principals of schools, congregational school authorities, the clergy, Directors of other Diocesan agencies, Directors of



Catholic Education in other dioceses and senior staff in other educational bodies (eg. Education Queensland, the Association of Independent Schools, Central Queensland University and other Christian Churches involved in education).

Significant relationships also exist with the relevant Assistant Directors and other senior staff in the Catholic Education Office to whom the Diocesan Director Catholic Education may delegate various aspects of responsibility.