

Distributed Leadership: Shared Decision Making

Distributing leadership can be an impactful approach to support and promote decent work in your organization. As outlined in the AECEO's [Ontario Early Childhood Sector Decent Work Charter](#), "Organizational recognition and reinforcement of the valued role of registered early childhood educators in all workplaces, i.e. staff having an appropriate level of autonomy in daily decision making and are recognized as knowledgeable, professional teaching team partners" is a contributing factor to decent work. By developing clearly outlined and defined responsibilities, independent and shared, your organization can:

- Provide staff with opportunities to take on leadership roles and contribute to decisions that impact their daily work
- Develop practices & strategies that promote effective upward and downward communication
- Create open and transparent communication amongst staff, families and volunteers
- Creating accessible, inclusive, collaborative, responsive, respectful and safe work cultures

The following example checklist may help your organization to develop a decision-making map that supports distributed leadership and decent work. Will decisions be made independently, in collaboration, or does a specific role hold the final responsibility? While completing this checklist, or developing your own, reflect on where your organization is currently, and what changes the organization could make to provide staff with greater autonomy over decision making.

| OBJECTIVE | EDUCATOR/ PROGRAM STAFF | PROGRAM COORDINATOR/ SUPERVISOR | EXECUTIVE DIRECTOR/ MANAGEMENT |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------------------|--------------------------------------|
| Daily Programming <ul style="list-style-type: none">● program planning● observations● IPPs | | | |
| Field Trips: <ul style="list-style-type: none">● Community Walks● Community Visit● Special Guests● March Break● Summer Program | | | |

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Resources are provided for reference only. Always consult current legislation in your jurisdiction to create policies and procedures that meet the needs of your organization.

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| <p>Staff Schedules</p> <ul style="list-style-type: none"> ● non-contact time ● team meetings | | | |
| <p>New Staff:</p> <ul style="list-style-type: none"> ● orientation ● training ● mentoring ● scheduling | | | |
| <p>Supply Staff Schedules</p> <ul style="list-style-type: none"> ● schedules ● orientation ● training ● mentoring | | | |
| <p>Volunteers</p> <ul style="list-style-type: none"> ● schedules ● orientation ● training ● mentoring ● outreach | | | |
| <p>ECE Student Placements:</p> <ul style="list-style-type: none"> ● Pairing student with staff ● orientation ● training ● progress meeting with student(s) ● midterms and finals | | | |
| <p>Daily communications with families</p> <ul style="list-style-type: none"> ● Verbal ● Electronic | | | |
| <p>Written Program Communication</p> <ul style="list-style-type: none"> ● Newsletters ● Website ● Social Media | | | |
| <p>Food/Menu</p> | | | |
| <p>Purchasing program supplies:</p> <ul style="list-style-type: none"> ● small emergent supplies/resources ● Arts supplies ● STEM supplies | | | |

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| <ul style="list-style-type: none"> ● Literature and reading materials ● Gross motor, indoor/outdoor equipment ● Musical instruments and supporting equipment ● Large scale Equipment ● Program Furniture ● Program textiles ● Recyclable/repurposed materials ● Loose Parts | | | |
| Hiring Decisions | | | |
| Approving Staff Holidays/leave | | | |
| Approving staff professional development opportunities | | | |
| Staff Meetings: <ul style="list-style-type: none"> ● Lead a learning experience/training ● Facilitate ● Meeting Minutes | | | |
| Recruitment & Promotion of program /registration of new families | | | |
| License capacity – increase or decrease | | | |

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|---------------------------------------------------------------|
| Index of decision-making process and responsibilities: |
| I : Independently |
| C : In Consultation with, or in Collaboration with |
| A : Authority, or Final Responsibility |

The Organization’s Board is responsible for the governance of the organization; they approve the operating budgets, funding contracts, etc. and set the agencies vision and direction in consultation with the organization’s staff.