

**Ministry of Education**

**Toronto Catholic District School Board  
Follow-up Report to the Operational  
Review**

**August 2012**

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## 1. Introduction

The Ministry has conducted Operational Reviews of the 72 district school boards across the province. The Ministry's goal is to enhance management capacity within school boards by encouraging good stewardship of public resources and by the leveraging and sharing of best practices. By identifying opportunities for continual improvement, school board administration and operations will be aligned to support the government's highest priority: student achievement.

In accordance with the stated objectives of the Operational Reviews, the Ministry has also engaged school boards to participate in a status and implementation update as part of the Operational Review cycle. Occurring approximately 12 months after the issuance of the final Operational Review report, the purpose of the update is to discuss with each school board the progress made in implementing the recommendations contained in the final report. It will also provide school boards with an opportunity to communicate to the Ministry their thoughts on the process, benefits that have been derived, and areas where some adjustments to the process would be beneficial.

As the recommendations vary between school boards, both in terms of quantity and scope, the following criteria were developed to help focus the review team, and the school board, on specific recommendations:

- Is the recommendation linked to the 12 Areas of Opportunity identified in the 2008 Sector Summary Report (seven) and the 2009 Sector Summary Report (five)?
- Does the recommendation represent a move toward more Strategic Planning on the part of Boards?
  - The departments that are responsible for the business functions perform significant activities in support of Student Success. The update should profile whether or not the school board is establishing links between the academic and non-academic functions through its strategic goals and priorities.
- Does the recommendation represent an area of potential risk to the board?
  - As an example, financial systems that are antiquated and require staff with very specialized knowledge could potentially disrupt the operations of the school board should those business skills be lost.
- Is the recommendation deemed to have positive Return on Investment?

- For example, implementation of an attendance management system may have greater potential for savings to the school board than introducing an electronic funds transfer system.
- Does the recommendation reflect updates to the Leading Practices?

For each of the selected recommendations, the school board was asked to provide the following information to the Operational Review team:

- Description of action(s) taken/not taken by the board to address recommendation(s).
- Supporting documentation
- If implemented, describe benefits derived, if possible, and date of implementation.

Details of the prioritization of the recommendations can be found in Appendix A of this report.

## **2. Status and Implementation Update**

### **Introduction**

The Toronto Catholic District School Board (TCDSB) Operational Review follow-up review took place on June 26, 2012, approximately one year after the release of the initial Operational Review report. The Deloitte Operational Review team conducted a teleconference with the Superintendent of Business. In advance of the teleconference, the Deloitte team selected recommendations from the Operational Review Report and asked the school board to provide an implementation status along with any related supporting material.

### **Summary of Recommendation Status**

While the school board appears to be still “in progress” with implementing many of the recommendations from the Operational Review, most are scheduled for completion by September 2012. Of particular note is the comprehensive process through which, the school board’s completed its multi-year strategic plan and efforts on behalf of the Board to create processes that ensure a periodic review of all policies.

There were 23 recommendations made in the original report. The Operational Review team focused on 13 of the recommendations in the follow-up review. The selected recommendations and the corresponding criteria are listed in Appendix A.

### 3. Governance and School Board Administration

#### #1 Multi-Year Strategic Plan

Operational Review Recommendation	Implementation Update
The school board, using a consultative process, should develop and communicate a multi-year strategic plan that provides a framework for annual planning.	Complete

#### #2 Annual Operational Plan

Operational Review Recommendation	Implementation Update
Once this overarching strategic plan is developed, the school board should develop a formal annual operational plan aligned with the Board's multi-year strategic goals. This annual operating plan should cover all aspects of its non-academic operations, including human resources, financial management, and facilities management. This will also enable all departments to track and report progress on their defined priorities and goals throughout the year.	Complete

#### #3 Reporting on Strategic Plan and Annual Operational Plan

Operational Review Recommendation	Implementation Update
The Director of Education should report to the Board of Trustees annually on the status and outcomes of the school board's strategic plan and annual operating plan, once they are developed.	In Progress

#### #4 Decision Making Processes

Operational Review Recommendation	Implementation Update
The Board of Trustees and the Director of Education should establish and put in place appropriate processes for decision making.	Complete

## #5 Formal Policy Review Process

Operational Review Recommendation	Implementation Update
The school board should consider establishing a formal refresh cycle for its policies, to ensure periodic review of all policies across functional areas. This could include forming a policy committee to consider policies for review or development.	Complete

## #6 Succession Planning

Operational Review Recommendation	Implementation Update
The Director of Education should establish a formal succession plan to manage retirements and resignations of key managers and administrators. This should include senior staff in both academic and non-academic functions and would help build and sustain leadership capacity. The Board of Trustees should develop a succession plan to manage the retirement or replacement of the Director of Education.	In Progress

## #1 Multi-Year Strategic Plan

Since its Operational Review, TCDSB has completed its multi-year strategic plan with the planning process taking place during the 2011-2012 school year. Both Trustees and senior administration participated in an extensive stakeholder consultation process which was, in some cases, facilitated by a third-party consultant. Once the school board completed the process of compiling and analyzing all of the information collected through the internal consultations, long-term strategic goals were developed. The result was an interim multi-year strategic plan that was posted on the school board's website as a method for gaining input and comments from a broader group of stakeholders.

Public feedback was then considered and, where appropriate, was incorporated into a final version of the multi-year strategic plan. The working committee presented the revised multi-year strategic plan 2012-2015 to the Board of Trustees in April 2012 where it was approved.

Management continues to collect feedback on the multi-year strategic plan by sending out a survey to parents, teaching staff, non-academic staff and management. A separate survey was also sent out to students to gather feedback. Both surveys are designed to collect feedback on the selected goals but the surveys are also intended to capture baseline data that will be necessary for monitoring progress against new initiatives.

The TCDSB has noted that the process undertaken to complete the multi-year strategic plan has provided an excellent framework to further develop annual operational plans

for departments as well as, the Board Learning and Improvement Plan and the Board Leadership Development Strategy.

## **#2 Annual Operational Plan**

The review team found that the school board's annual operational plan is aligned with the multi-year strategic plan. Each initiative had a direct correlation to a long-term strategic goal and the operational plan covers all key areas of operations including human resources, financial management and facilities management. The school board reports that the process for developing the annual operating plan was both a top-down process, whereby the strategic plan provided a focus and direction to departments, and a bottom-up process whereby staff within various departments contributed to the development of annual initiatives that would support the Board's long term strategic objectives.

The Annual Operational Plan for 2012-2013 clearly outlines current-year SMART (Specific, Measurable, Action Words, Realistic & Relevant, Time Limited) goals, objectives, required actions, timelines and responsibilities.

## **#3 Reporting on the Strategic Plan**

Reporting on the status and outcomes of the multi-year strategic plan has not yet taken place as the multi-year strategic plan was only formally approved in April of 2012.

Moving forward, the Director of Education will report to the Board of Trustees and provide updates on the implementation of the multi-year strategic plan through the submission of the Director's Annual Report. Following established timelines, the Director's Annual Report will be published in September 2012.

## **#4 Decision Making Processes**

TCDSB has created appropriate processes for decision making. In advance of Board meetings, the Chair of the Board meets with members of the Director's Council to review Board reports and prepare the agenda. A new template has been created for Board reports to ensure alignment to the multi-year strategic plan. It was noted that all reports now also use this template, and that it has been especially successful for initiating major new initiatives as it ensures the alignment of resources with the Board's priorities.

TCDSB reports that there has been a greater emphasis on evidence-based and integrated decision-making between the Board and the Director of Education as a result of addressing this recommendation.

Furthermore, the Board plans to update and revise policies in the new school year to reflect the new decision making processes and to ensure alignment to the multi-year strategic plan.

## **#5 Formal Policy Review Process**

As a result of addressing the previous recommendation, TCDSB has updated their processes for policy development and decision making. Management has also noted the importance of a policy review cycle as it will allow a structured approach to the review and updating of the Board's policies. As a result, the Ad Hoc Governance Framework committee has revised the Board's Meta-Policy and drafted a Meta-Policy framework to further support its implementation. The Meta-Policy framework outlines the formal policy review process TCDSB has now put in place, timelines, the ownership of certain steps and opportunities for collaboration. The Meta-Policy framework requires 10% of policies to be reviewed annually.

In addition to the Meta-Policy framework, TCDSB has also drafted a resource for the development of policies and procedures. Both documents have helped to build capacity with Trustees and staff.

## **#6 Succession Planning**

Although the Board has formalized recruitment policies and practices in place, has internal and external candidate pools, and has followed a comprehensive process to replace an outgoing Director of Education, there is currently no formal succession plan for key staff in Operations.

However, the school board is currently working to link succession planning, professional development and job performance to provide an inclusive and well-rounded employee program for senior staff, administrators and key managers. The school board expects this to be developed and implemented in the 2012-2013 school year. The succession plan will be developed in line with strategic goals and actions outlined for inspiring and motivating employees in the multi-year strategic plan. The succession plan will also account for leadership development as the senior team plans to use the Board Leadership Development Strategy requirement manual as a resource.

TCDSB is encouraged to continue to formalize a succession plan leveraging current recruiting practices and to expand its succession planning to include non-academic positions as well.

## 4. Human Resource Management and School Staffing/Allocations

### #1 Annual Department Plan

Operational Review Recommendation	Implementation Update
The HR department should update their departmental plan annually and expand the plan to include measurable targets, designated accountabilities, and target timelines. The annual department plan should also be aligned with the school board's operating plan and overall strategic direction. This will enable the department to track and report on the progress of its defined priorities and goals throughout the year.	Incomplete

### #2 Monitoring Staff Attendance

Operational Review Recommendation	Implementation Update
The school board should maintain appropriate processes and systems to monitor staff attendance on a timely basis.	In Progress

### #3 Develop Attendance Management Program

Operational Review Recommendation	Implementation Update
Management should continue to develop a comprehensive attendance management program, including policies and procedures to address specific categories of absenteeism. This will provide management with a consistent and structured approach to improve attendance across all employee groups.	In Progress

### #4 Conduct Compliance Audit

Operational Review Recommendation	Implementation Update
Management should conduct a compliance audit of the school board's insurance carrier to ensure adherence to the benefit plan's terms and conditions. This will ensure accuracy and validity of claims paid.	Complete

### #1 Annual Department Plan

Although the Human Resources Department has contributed to the development of the multi-year strategic plan and the annual operating plan for 2012–13, the department has not yet developed a formal annual departmental plan. In this regard, the department is

encouraged to develop a plan that is aligned both with the system-wide annual plan as well as the school board's multi-year strategic plan.

## **#2 Monitoring Staff Attendance**

The recommendation has not been fully implemented. However the department has worked closely with procurement to develop and release a Request for Proposal for a system and implementation services for tracking and reporting on staff attendance.

## **#3 Develop Attendance Management Program**

As part of the process for implementing a system for tracking attendance, the department is also reviewing attendance support policies and processes. The intention is to ensure that processes are up-to-date and fully reflect the school board's commitment to staff attendance, health and wellness and to ensure that the new tracking system is aligned to support the school board's program.

## **#4 Compliance Audit of Insurance Carrier**

At the time of the follow-up interview the school board reported that they had retained the services of a third-party benefits consulting firm. Analysis of insurance carrier payouts against plan had already begun and should be complete by September of 2012.

## 5. Financial Management

### #1 Annual Department Plan

Operational Review Recommendation	Implementation Update
The department should consider developing an annual departmental plan aligned with the school board's annual operating plan and overall strategic direction. This action will enable the department to track and report the progress of its defined priorities and goals throughout the year.	In Progress

### #1 Annual Department Plan

The Finance department has completed an annual departmental plan and has aligned it with the Board's multi-year strategic plan. The annual departmental plan was presented to senior management and the Board of Trustees during a Trustees In-Servicing meeting. Feedback was incorporated before it was finalized for the 2012-2013 school year. However, the department acknowledges that there may be some additional refinements to be done in September in order to maintain alignment with any changes in the multi-year strategic plan.

Management has also noted that this exercise of completing an annual departmental plan helped to focus departmental staff in identifying long-term strategic opportunities for incorporation into the multi-year strategic plan. Furthermore, management found that in responding to this recommendation, the Finance department now has a greater focus upon stewardship of resources, and that current efforts have provided a greater level of accountability and transparency. The Finance department reports that overall it has taken a renewed focus on creating operational efficiencies and cutting costs through internal initiatives such as making some processes paperless.

## 6. School Operations and Facilities Management

### #1 Develop Annual Plan

Operational Review Recommendation	Implementation Update
The plant department should consider developing an annual departmental plan aligned with the school board’s operational plan and overall strategic directions. This will enable the department to track and report the progress of its defined priorities and goals throughout the year.	In Progress

### #2 Develop a Multi-Year Energy Maintenance Plan

Operational Review Recommendation	Implementation Update
<p>Using energy consumption data, the school board should establish a multi-year energy management plan that incorporates quantifiable measures and the tools to monitor and manage the plan. In line with the Green Energy Act, 2009, energy management planning should include the development of policies, guidelines, goals (conservation targets), and priorities for energy management and resource conservation.</p> <p>The plan should include short-term and long-term opportunities, with milestones, roles, responsibilities and budgets with a process for ensuring community support.</p>	Complete

### #1 Develop Annual Plan

The Facilities department has contributed to the development of the multi-year strategic plan and the school board’s annual operating plan for 2012–13. However, the department not completed a refresh of its annual departmental plan from 2011. In this regard, the department is encouraged to update its departmental plan and ensure that it is aligned both with the system-wide annual plan as well as the school board’s multi-year strategic plan.

### #2 Develop a Multi-Year Energy Management Plan

The school board has established a multi-year energy management plan that has identified specific energy consumption reduction targets to be implemented as well as tools to measure and monitor results. As part of the planning process, the department gathered research and data in order to create a summary of potential energy management initiatives. The plan has also been developed in line with the *Green Energy Act, 2009*, which includes the development of policies, guidelines, goals (conservation and financial targets), and priorities for energy management and resource conservation. The plan includes short-term (quick wins) and long-term opportunities with

milestones, responsibilities, budgets and a process for ensuring community support. Full implementation of the energy management plan is scheduled for the 2012-13 fiscal year.

## Appendix A – Selection of Recommendations

- **SP** - Strategic Planning (SP)
- **AR** - Areas of Risk Categories
  - AR 1 - Undue reliance on specific human and / or non-human resources
  - AR 2 - Reputational risk in the community from not acting on the recommendation
  - AR 3 - Financial risk impacting school board’s financial position
- **ROI** - Potential for material Return on Investment
- **TAO** - Twelve Areas of Opportunity from 2008 sector report (seven) and the 2009 sector report (five)

### Governance and School Board Administration

Ref.	Recommendation	Follow-up Yes/No	Criteria
1.	The school board, using a consultative process, should develop and communicate a multi-year strategic plan that provides a framework for annual planning.	Yes	TAO / SP
2.	Once this overarching strategic plan is developed, the school board should develop a formal annual operational plan aligned with the Board’s multi-year strategic goals. This annual operating plan should cover all aspects of its non-academic operations, including human resources, financial management, and facilities management. This will also enable all departments to track and report progress on their defined priorities and goals throughout the year.	Yes	TAO / SP
3.	The Director of Education should report to the Board of Trustees annually on the status and outcomes of the school board’s strategic plan and annual operating plan, once they are developed.	No	
4.	The Board of Trustees and the Director of Education should establish and put in place appropriate processes for decision making.	Yes	TAO
5.	The school board should consider establishing a formal refresh cycle for its policies, to ensure periodic review of all policies across functional areas. This could include forming a policy committee to consider policies for review or development.	No	

Ref.	Recommendation	Follow-up Yes/No	Criteria
6.	The Director of Education should establish a formal succession plan to manage retirements and resignations of key managers and administrators. This should include senior staff in both academic and non-academic functions and would help build and sustain leadership capacity. The Board of Trustees should develop a succession plan to manage the retirement or replacement of the Director of Education.	Yes	TAO

## HR Management and School Staffing/Allocation

Ref.	Recommendation	Follow-up Yes/No	Criteria
7.	The HR department should update their departmental plan annually and explain the plan to include measurable targets, designated accountabilities, and target timelines. The annual department plan should also be aligned with the school board's operating plan and overall strategic direction. This will enable the department to track and report on the progress of its defined priorities and goals throughout the year.	Yes	TAO / SP
8.	The school board should maintain appropriate processes and systems to monitor staff attendance on a timely basis.	Yes	ROI / TAO
9.	Management should continue to develop a comprehensive attendance management program, including policies and procedures to address specific categories of absenteeism. This will provide management with a consistent and structured approach to improve attendance across all employee groups.	Yes	TAO
10.	Management should periodically report to senior management on the effectiveness of the attendance support program. The Director of Education should also report periodically to the board of trustees on the attendance support program.	No	
11.	Management should conduct a compliance audit of the school board's insurance carrier to ensure adherence to the benefit plan's terms and conditions. This will ensure accuracy and validity of claims paid.	Yes	AR2
12.	Management should consider developing staff satisfaction surveys, which would include all employee groups. This would improve communication with staff and provide input for professional development plans and HR policy.	No	

## Financial Management

Ref.	Recommendation	Follow-up Yes/No	Criteria
13.	The finance department should consider developing an annual department plan aligned with the school board's annual operating plan and overall strategic direction. This action will enable the department to track and report the progress of its defined priorities and goals throughout the year.	Yes	TAO / SP
14.	Management should continue working with the regional audit team on the development of a risk assessment to determine priority areas for internal audit activities.	No	
15.	Management should work with the regional audit team to ensure annual audit plans are clearly documented. Audit report recommendations should be followed up and acted upon by management. Where management chooses not to implement an audit recommendations and to accept the risks associated with an audit finding, the justification should be clearly documented and agreed to by the audit committee.	No	

## School Operations and Facilities Management

Ref.	Recommendation	Follow-up Yes/No	Criteria
16.	The plant department should consider developing an annual department plan aligned with the school board's operating plan and overall strategic directions. This will enable the department to track and report the progress of its defined priorities and goals throughout the year.	Yes	TAO / SP
17.	The school board should review the Ministry's Green Clean Program Resource Guide and use it to develop a formal green clean program as part of its overarching Education Environmental Policy.	No	
18.	Using energy consumption data, the school board should establish a multi-year energy management plan that incorporates quantifiable measures and the tools to monitor and manage the plan. In line with the Green Energy Act, 2009, energy management planning should include the development of policies, guidelines, goals (conservation targets, and priorities for energy management and resource conservation. The plan should include short-term and long-term opportunities, with milestones, roles, responsibilities and budgets with a process for ensuring community support.	Yes	TAO/ ROI
19.	The school board should enhance its procurement policy to support energy management goals.	No	

Ref.	Recommendation	Follow-up Yes/No	Criteria
20.	The school board should develop an overarching environmental policy that addresses both environmental education and responsible management.	No	
21.	The school board should develop an occupational health and safety plan, to ensure compliance with associated health and safety statutory requirements for both students and all employee groups.	No	
22.	The school board should consider establishing an integrated health plan/strategy that would reflect the existing policies and procedures regarding the health of both students and employee groups and aim to promote health and wellness across the school board. Management should also consider coordinating the development, implementation and monitoring of the plan centrally.	No	