

Ministry of Education

School Business Support Branch
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**2014: SB28**

MEMORANDUM TO: Directors of Education
Senior Business Officials

FROM: Cheri Hayward
Director
School Business Support Branch

DATE: **November 20, 2014**

SUBJECT: **Operational Review Refresh**

The Ministry conducted Operational Reviews of all 72 school boards over several years, beginning in 2007. Through the Operational Review process and other collaborative projects with the sector, Senior Business Officials (SBOs) and Directors of Education have noted the important role the Ministry plays in supporting school boards in building management capacity.

Since the Operational Reviews, there have been many leadership changes in the sector, most notably among SBOs and Directors. To ensure continuous learning, leveraging of best practices and lessons learned, I am pleased to announce the Ministry is moving forward with an Operational Review Refresh initiative.

The Refresh initiative will encourage new SBOs and Directors of Education to reference their Operational Review findings to support operational management decisions and continuous improvement; identify new leading practices and strengthened expectations since their board's Operational Review; and build awareness of the numerous tools that have been developed to support school boards. A list of these tools is posted on the School Business Support Branch website at: <https://sbsb.edu.gov.on.ca/>.

The Ministry piloted this initiative in early October 2014 with Greater Essex County District School Board and London District Catholic School Board. We thank these boards for their invaluable feedback on the process and their participation.

Based on the pilots, important changes were made to the format and process:

- A two-hour teleconference will be scheduled with the Director and SBO in boards where there has been a change in the senior management team since their Operational Review;
- There will be no advance preparation required for school board staff;
- Consultants from Deloitte Inc. and PricewaterhouseCoopers LLP, who conducted the original Operational Reviews, will lead the discussions with the boards;
- The Refresh will focus on the board's Operational Review findings and tools to support future planning in the following areas: human resource management, financial management, and capital planning and facilities management;
- After the teleconference, a brief summary of the discussion will be provided to the board along with a list of available key tools and supports; and
- There will not be any formal assessment completed or additional follow-up required from boards.

The Operational Review Refresh initiative will be conducted in two Waves during the 2014-15 school year. I am pleased to announce Wave I boards which will be completed by mid-March 2015:

- Bluewater DSB
- Brant Haldimand Norfolk Catholic DSB
- DSB of Niagara
- Dufferin-Peel Catholic DSB
- Halton DSB
- Hamilton-Wentworth DSB
- Kawartha Pine Ridge DSB
- Niagara Catholic DSB
- Peel DSB
- Simcoe County DSB
- Thames Valley DSB

- Waterloo Catholic DSB
- Wellington Catholic DSB
- Windsor-Essex Catholic DSB

Wave 2 boards will be announced in early 2015 and be completed by June 30, 2015. Through the Operational Reviews and Follow-up Reviews, the Ministry learned a great deal about school board operations and challenges encountered by boards. The Operational Review Refresh initiative will help inform policy decisions and further enhance tools and supports for school boards.

Should you have any questions regarding the Operational Review Refresh initiative, please contact Lorraine Smith at 416-325-2719 or (Lorraine.Smith@ontario.ca). Thank you and I look forward to working with you on this important initiative.

Original Signed By

Cheri Hayward
Director
School Business Support Branch