

**Ministry of Education**

**Conseil scolaire de district du Grand  
Nord de l'Ontario  
Follow-up Report to the Operational  
Review**

**May 2011**

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## 1. Introduction

The Ministry is in the process of conducting 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.

The scope of the follow up review also includes high-level consideration of whether the school board demonstrates adoption of those leading practices that were added to the third edition of the Operational Review Guide, released to the sector in September 2009. These were not part of the original review process.

## **1. Status and Implementation Update**

### **Introduction**

The follow-up review for the Conseil scolaire de district du Grand Nord de l'Ontario took place on January 25 2011. The Operational Review team conducted a teleconference with the Superintendent of Business Services and the Director of Education.

### **Summary of Recommendation Status**

The school board has made progress in implementing several recommendations since the completion of its original Operational Review in May 2009. Of particular note is the Board's adoption of a formal policy to evaluate non-unionized support staff so that the performance evaluation process is consistent and transparent for all school board employees.

Following the Operational Review report, management presented the report to the Board of trustees.

There were 31 recommendations made in the original report. The Operational Review team focused on 14 of the recommendations in the follow-up review. Ten of the recommendations selected for follow-up review were from the 12 areas of opportunity identified across the sector in the 2008 and 2009 sector reports, three concerned specific areas of risks and one related to opportunities for return on investment. The selected recommendations and the corresponding criteria are listed in Appendix A.

The senior administration team has implemented six recommendations and has made progress on four recommendations chosen for follow-up. Four recommendations, in the areas of governance model, strategic and annual planning, risks and mitigation strategies and cleaning and maintenance supplies standardization, have not yet been implemented.

### 3. Governance and School Board Administration

#### #1 Establishment of an Effective Governance Model

Operational Review Recommendation	Implementation Update
The school board should clearly define and document the division of duties and responsibilities between the trustees and the Director of Education in order to foster effective working relationships.	Not Implemented

#### #2 Development of the School Board's Strategic Direction and the Annual Board Improvement Plan

Operational Review Recommendation	Implementation Update
In the Board's annual improvement plan, management should define specific, measurable, timely, achievable and relevant objectives for both academic and non-academic services that demonstrate alignment with the school board's multi-year strategic plan. Management should consider submitting periodic progress reports with respect to the Board's annual improvement plan to the board of trustees.	Not Implemented

#### #1 Establishment of an Effective Governance Model

Since the Operational Review, the school board has a new Director of Education. As indicated during the Operational Review, Louise D'Amour retired in October 2010. She has been officially replaced by a former superintendent of education, Pierre Riopel, since November 2010.

With the change in leadership, the plans that existed at the time of the Operational Review to document the duties and responsibilities between the trustees of the Board and the Director of Education have been placed on hold. The new Director of Education has indicated that he plans to draft a governance policy in alignment with Bill 177 during the fall of this year. Management therefore expects that the school board should be compliant with the above recommendation by January 2012, date at which a policy should be effective.

In the meantime, management has taken steps to inform trustees of their responsibilities. A summary of the keys points of Bill 177 have been presented to trustees by the current Director of Education in May 2010. The Director of Education also mentioned that nine out of 12 trustees from the Board have received a training session from the Ministry with four other French-language school boards in November 2010.

## **#2 Development of the School Board's Strategic Direction and the Annual Board Improvement Plan**

The new Director of Education plans to develop a five-year strategic plan for both academic and non-academic departments of the Board within the next five months. The Director of Education plans to use input from the monthly executive committee meetings to develop a five-year strategic plan. In the fall of 2011, once the five-year strategic plan is developed, management expects to begin implementation of the strategic plan by identifying annual priorities for both academic and non-academic departments.

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

### #1 Employee Performance Evaluation Processes

Operational Review Recommendation	Implementation Update
The HR department should complete its employee evaluation guidelines to include a policy on performance appraisals for non-unionized support staff to ensure uniformity and transparency in the evaluation process of school board employees.	Implemented

### #2 Attendance Management Processes/Programs

Operational Review Recommendation	Implementation Update
The HR department should develop a formal attendance management program that includes the implementation of policies and procedures to reduce absences, methods for monitoring the rate of absences in different employee groups of the school board, and the production of periodic attendance reports to inform the executive committee and trustees of the efficiency of attendance management programs and methods.	In Progress

### #3 Management of the School Board's Benefit Plans

Operational Review Recommendation	Implementation Update
The school board should conduct periodic reviews of the insurance carrier (Administrative Services only) that manages medical and dental claims, in order to ensure that the school board's claims are processed according to the plan's terms and conditions.	In Progress

### #4 Planning and Processes for Annual Staffing and Allocation

Operational Review Recommendation	Implementation Update
The school board should formally document the annual staff allocation process to clarify the duties and responsibilities of all staff, thereby increasing the transparency of the process for the trustees.	Implemented

### #1 Employee Performance Evaluation Processes

Since the Operational Review, a formal policy to evaluate non-unionized support staff, such as full-time HR employees and the administrative assistants of the



superintendents and the Director of Education, has been developed and has been in effective since November 2009.

## **#2 Attendance Management Processes/Programs**

The HR manager has studied several attendance management mechanisms across the province and has recently submitted a report to the executive committee to present the findings. A formal discussion at the executive committee will occur in March 2011 at which time a decision should be made on the direction the school board will follow in regards to attendance management.

Since the Operational Review, the school board has implemented a software called “Smartfind” for all unionized staff. This means that, since May 2010, the collection of data on absenteeism is mostly automatic. Some actions are still performed manually but management expects those manual tasks will be removed as the school board better integrates the software. The installation of “Smartfind” has reduced workload for principals and has provided the administration with more data. Management expects to start producing monthly reporting on absenteeism in the spring of 2011 for members of the executive committee. In the meantime, management indicated that it has started contacting several employees with abnormal absences to try and identify with them possible solutions to improve their attendance.

## **#3 Management of the School Board’s Benefit Plans**

The school board does not presently have a process to ensure the school board’s medical and dental claims (administrative services only) are audited by a third party. However, management requested and received a report from the school board’s insurance carrier of controls used at present and is in the process of determining if the current procedures in place by the board’s insurance carrier are adequate. Pending this assessment, the school board will determine what direction they should take. It was reported that the school board is currently in discussions with the 11 other French school boards to determine whether they should collectively consider hiring an external party to perform an audit of the insurance carrier.

## **#4 Planning and Processes for Annual Staffing and Allocation**

An administrative procedure documenting the annual staffing and allocation process for all employees groups of the school board has been developed. The procedure details the major steps and responsibilities in the annual staffing process of teaching staff, custodial staff, educational assistants, teacher’s aides and all other staff groups.

## 5. Financial Management

### #1 Identification of Risks and Mitigation Strategies

Operational Review Recommendation	Implementation Update
The school board should consider documenting the risks linked to the budget and formally sharing them with members of the executive and finance committees and trustees who are unable to attend meetings, so that they are also aware of the potential risks, the status of risks and proposed mitigation strategies.	Not Implemented

### #2 Interim Financial Reporting Accountability

Operational Review Recommendation	Implementation Update
Management should consider modifying the format of interim reports, based on the format suggested in section 4.3 of this report.	Implemented

### #3 Audit

Operational Review Recommendation	Implementation Update
The school board should consider formalizing an internal audit function. This would include a broader audit of financial and management controls. The finance department could start by identifying options for the mandate and scope of this function and the estimated cost for each option.	In Progress
The school board should consider establishing an audit committee to oversee the audit process. The committee's mandate could be to review the audited annual financial statements, the annual appointment of an external auditor, the annual audit plan, the recommendation letter and other matters related to the annual audit of the financial statements, the treasurer's quarterly report, and other Board matters.	Implemented
Management and the board of trustees should consider including external advisors to contribute to the effectiveness of the audit committee or that of the finance committee if its mandate is widened.	In Progress

### #4 Purchasing Levels of Authority

Operational Review Recommendation	Implementation Update
The finance department should define purchasing levels of authority that are commensurate with job title/role in its purchasing policy. Once the purchasing levels of authority are established, the department should	Implemented

Operational Review Recommendation	Implementation Update
ensure that they are communicated to staff and develop a monitoring process for this policy.	

## #5 Accounting for Completeness of Purchase/Payment Cycle

Operational Review Recommendation	Implementation Update
The finance department should ensure that three-way matching (purchase order, receipt/invoice and inspection) is used for Board purchases, where appropriate.	Implemented

## #1 Identification of Risks and Mitigation Strategies

Management has reported that financial risks are currently reported orally. It is expected that this communication of risks will be formalized in the future with the introduction of explanatory notes on major financial risks facing the school board in its financial reporting. A first presentation of risks is expected in April 2011 with the presentation of the 2011-2012 budget analysis to the Board of trustees.

## #2 Interim Financial Reporting Accountability

Management has modified the format of its financial reports since the Operational Review to include comparative percentages for each expenditure/revenue category as well as explanatory notes. Three reports following the Interim Financial Report Committee (IFRC) recommendations and template have been submitted to the Board since its Operational Review.

## #3 Audit

With the release of the 2009-10 Grants for Student Needs (GSN), the Ministry announced the Ministry announced funding to establish audit committees and internal audit functions. Since the initial announcement of this funding, the Ministry has developed a number of audit function supports including a regional audit initiative. The school board is participating in this initiative, which provides funding for some dedicated internal audit staff for the eight regions in the province of Ontario in line with the new Audit Committee Regulation. All of the 12 French-language school boards are a part of the same region.

The Audit Committee Regulation came into effect in September 2010 and requires the establishment of audit committees in school boards by January 31, 2011, following the fall trustee elections. The regulation sets out the following major aspects:

- appointment process for members
- requirement for external member participation
- term of appointment
- duties and powers of the committee
- reporting requirements
- deadline for the first audit committee meeting (March 31, 2011)

As part of this initiative, a regional internal audit manager is selected and will submit a summary of the audit plan (current year work schedule and multi-year plan), staffing plan and budget for the following fiscal year to the Director of Education, the SBO and audit committee of the Board.

Management was aware of the new Audit Committee Regulation and a regional internal audit manager has been hired for all 12 French-language school boards in January 2011. The Conseil des écoles catholiques du Centre-Est (CECCE) in Ottawa has been chosen as the host board for all French-language boards. Apart from the manager, the internal audit team will comprise six team members with two team members in Ottawa, two in Toronto and two in Sudbury.

An audit committee was created at CSDGNO in December 2010. Management has been trying to fill two external advisors positions for the audit committee since Fall 2010. One external advisor has been identified and selected. During the follow-up interviews, management mentioned that they expected to hire a second external advisor shortly so that both external advisors could be able to attend the Ministry's planned training session on audit committees in February 2011.

#### **#4 Purchasing Levels of Authority**

Since the Operational Review, management has developed a new procurement policy approved by the Board of trustees in November 2010. The new procurement policy contains purchasing levels of authority that commensurate with job title/role. Since the adoption of the new procurement policy, school board staff members with procurement responsibilities including school principals have received training on the changes brought and the new processes to follow.

#### **#5 Accounting for Completeness of Purchase/Payment Cycle**

The new procurement policy requires staff to use a purchase order for all purchases, when possible. The policy allows board staff members to use petty cash up to \$75 and

purchasing cards up to \$1500 but only in situations where a purchase order cannot be made (e.g. travel). The combination of those three guidelines under Section 6 of the new procurement policy ensures that three-way matching is used for all of the Board's purchases, where possible.

## 6. School Operations and Facilities Management

### #1 Standardization of Cleaning and Maintenance Supplies

Operational Review Recommendation	Implementation Update
The maintenance department should proceed with its plan to implement an inventory system that will enable it to track and control major cleaning and maintenance equipment.	Not implemented

### #1 Standardization of Cleaning and Maintenance Supplies

No particular actions have been taken since the Operational Review. The school board currently relies on a paper-based inventory of major cleaning and maintenance equipment. Management indicated that the inventory is, at present, not used to plan or track equipment maintenance.

By the spring of 2012, management expects to adopt an electronic work order system that will ideally contain an inventory module for tracking and controlling cleaning and maintenance equipment.

## 7. School Board Adoption of New Leading Practices

The following leading practices were added or amended for the Third and Fourth Editions of the Operational Review Guide that were released to the sector. Some of these leading practices are a result of the observations and learning from earlier waves of reviews.

School boards that were reviewed prior to September 2009 were not assessed against the new leading practices identified below. During this follow-up review process, the Operational Review team asked those school boards to comment on the extent to which they demonstrate adoption of these practices.

### Governance and School Board Administration

New Leading Practice	Adopted?
The governance model reflects the roles and responsibilities mandated by the Student Achievement and School Board Governance Act, Bill 177.	No

With the expected adoption of a governance policy in January 2012, it is expected that the school board should be compliant with the above leading practice by next year.

### HR Management and School Staffing/Allocation

New Leading Practice	Adopted?
The school board maintains appropriate process and systems to monitor staff attendance on a timely basis.	Yes
Trustees do not sit on hiring panels (exception hiring the director of education) but provide policies to govern staffing and recruitment.	No
Processes are in place to identify and remove discriminatory biases and systemic barriers in staff recruitment, selection, hiring, mentoring, promotion and succession planning processes. The school board conducts employment system reviews and works towards broadening the diversity of recruitment pools.	Yes
Trustees provide the school board's policy and priority framework within which bargaining takes place.	Yes

With the exception of the second leading practice, management reported that it has already adopted all of the above leading practices. Trustees currently sit on the hiring panels for the Director of Education, Superintendents, senior administration, principals and vice-principals positions. Management reported that trustees act mostly as observers on these hiring panels. In line with the *Student Achievement and School Board Governance Act*, Bill 177, the school board should also review its existing

recruitment and hiring processes, including the composition of hiring panels, to clarify the roles of trustees and school board staff in the recruitment and hiring process.

Trustees should provide strategic policies to govern staffing and recruitment, but should not sit on hiring panels, even if they are there only as observers, with the exception of the hiring of the Director of Education. Trustees should express their views on recruitment and hiring through the development of board policies and by-laws.

## Financial Management

New Leading Practice	Adopted?
Management ensures adequate controls are in place to safeguard non-grant revenue and coordinate the annual reporting of revenues and expenditures from all sources.	Yes
Approved procurement policies clearly outline circumstances under which the board will use competitive versus non- competitive procurement methods.	Yes
The established policies and procedures that govern all aspects of supply chain management, including both planned (recurring) and unplanned (non-recurring/emergency purchases, comply with the Supply Chain Guideline (SCG) v.1.0	Yes
In line with the SCG, purchasing authorization levels are commensurate to job roles and responsibilities, and are monitored for compliance by a supervisor or department head.	Yes

With the adoption of a new procurement policy in November 2010, management reported having already adopted the above leading practices.

## Operations and Facilities Management

New Leading Practice	Adopted?
The school board has implemented a formal green clean program as part of its overarching Education Environmental Policy.	No
Develop, implement and monitor an occupational health and safety strategy and/or plan that reflects the board's occupational health and safety policies and administrative procedures and ensures the school board is in compliance with associated occupational health and safety statutory requirements.	Yes
Develop, implement and monitor a security strategy and/or plan that reflects the board's security and student safety policies and administrative procedures and ensures the board is in compliance with statutory/policy security requirements.	Yes
Develop, implement and monitor a health strategy and/or plan that reflects the board's health policies and procedures and ensures the school board is in compliance with statutory health requirements.	Yes



New Leading Practice	Adopted?
In constructing, acquiring, operating and managing school facilities, the school board is guided by the principles outlined in the <i>Ontario Green Energy Act, 2009</i> .	Yes
Management gives full consideration to the use of available school space in their local communities before proceeding to build, purchase or lease other spaces.	Yes
The school board has an approved facility partnership policy.	Yes
A Project Manager is appointed to oversee all aspects of the project including monitoring the budget and project timelines and ensuring management processes are in place for issues such as change orders and other internal approvals. This includes periodic project status updates and post-construction project evaluation.	Yes
An independent Cost Consultant is retained by the school board to review the design, provide objective costing analysis and advice, and report to the school board on options to ensure that the proposed capital expenditure is within the approved budget, prior to tendering a project.	No

With the exception of the first and last leading practice, management reported that it has already adopted all the above leading practices.

While the board has been using certified green clean products for two years already, it has not implemented a formal green clean program. A formal green clean program would help ensure continuity of Environmental priorities and help the school board report on the results of the program. The school board should review and use the Ministry's Green Clean Program Resource Guide to help develop a formal green clean program. A copy of this guide is available on the School Business Support Branch website at <https://sbsb.edu.gov.on.ca>.

Management also plans on investigating the benefits of using of an independent Cost Consultant for future capital projects.

## 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)
- **NLP** – New leading practices introduced in Wave 4 through the Third Edition of the Operational Review Guide.

### Governance and School Board Administration

Ref.	Recommendation	Follow-up Yes/No	Criteria
1.	The school board should clearly define and document the division of duties and responsibilities between the trustees and the Director of Education in order to foster effective working relationships.	Yes	TAO
2.	In the Board’s annual improvement plan, management should define specific, measurable, timely, achievable and relevant objectives for both academic and non-academic services that demonstrate alignment with the school board’s multi-year strategic plan. Management should consider submitting periodic progress reports with respect to the Board’s annual improvement plan to the board of trustees.	Yes	TAO
3.	The school board should implement a periodic review cycle for guidelines to ensure they remain effective.	No	

## HR Management and School Staffing/Allocation

Ref.	Recommendation	Follow-up Yes/No	Criteria
4.	The HR department's annual plan should be completed to include department priorities and measurable targets, specific timelines and identified responsibilities. This plan would inform senior administration of activity details and would facilitate the annual communication of accomplishments. Once the HR department's annual improvement plan is created, the school board should then consider submitting it to the executive committee or the HR committee at the same time as the periodic progress reports.	No	
5.	The HR department should complete its employee evaluation guidelines to include a policy on performance appraisals for non-unionized support staff to ensure uniformity and transparency in the evaluation process of school board employees.	Yes	TAO
6.	The HR department should develop a formal attendance management program that includes the implementation of policies and procedures to reduce absences, methods for monitoring the rate of absences in different employee groups of the school board, and the production of periodic attendance reports to inform the executive committee and trustees of the efficiency of attendance management programs and methods.	Yes	TAO
7.	The school board should conduct periodic reviews of the insurance carrier (Administrative Services only) that manages medical and dental claims, in order to ensure that the school board's claims are processed according to the plan's terms and conditions.	Yes	TAO
8.	The HR department should establish policies and terms related to support staff development. The department could start by conducting a survey to identify employees' training needs. Once a training plan is established, the HR department should implement measures to monitor employee participation, the training budget and results.	No	
9.	The HR department should continue its efforts to introduce exit interviews for employees who are leaving their positions.	No	
10.	The school board should formally document the annual staff allocation process to clarify the duties and responsibilities of all staff, thereby increasing the transparency of the process for the trustees.	Yes	TAO
11.	The HR department should consider comparing its staff allocation costs with those of other school boards with a similar funding model in order to ensure an efficient use of resources.	No	

## Financial Management

Ref.	Recommendation	Follow-up Yes/No	Criteria
12.	Management's annual improvement plan should be completed to include measurable targets, specific timelines and identified responsibilities for the finance department. The annual business improvement plan should demonstrate an explicit relationship between the finance department's activities and results and the Board's priorities and targeted results, as defined in the accountability framework. Management should also submit its annual business improvement plan to the executive committee or the business and facilities committee at the same time as the periodic progress reports.	No	
13.	The finance department should continue its efforts to implement measures to ensure its administrative guidelines and financial directives are followed.	No	
14.	Management should ensure that the annual budget presented for approval is clearly linked to Board-approved goals and priorities, including student achievement targets.	No	
15.	The school board should consider documenting the risks linked to the budget and formally sharing them with members of the executive and finance committees and trustees who are unable to attend meetings, so that they are also aware of the potential risks, the status of risks and proposed mitigation strategies.	Yes	TAO
16.	Management should consider modifying the format of interim reports, based on the format suggested in section 4.3 of this report.	Yes	TAO
17.	The school board should consider formalizing an internal audit function. This would include a broader audit of financial and management controls. The finance department could start by identifying options for the mandate and scope of this function and the estimated cost for each option.	Yes	TAO
18.	The school board should consider establishing an audit committee to oversee the audit process. The committee's mandate could be to review the audited annual financial statements, the annual appointment of an external auditor, the annual audit plan, the recommendation letter and other matters related to the annual audit of the financial statements, the treasurer's quarterly report, and other Board matters.	Yes	TAO
19.	Management and the board of trustees should consider including external advisors to contribute to the effectiveness of the audit committee or that of the finance committee if its mandate is widened.	Yes	TAO

Ref.	Recommendation	Follow-up Yes/No	Criteria
20.	The Board should develop an investment policy to reduce idle cash, in accordance with the Education Act.	No	
21.	The finance department should develop periodic reports on the Board's cash position and the results of future investment activities, and share them with the board of trustees.	No	
22.	The finance department should consider using electronic registration and payment systems for its non-grant revenues exceeding a minimum amount to be determined. For example, management could consider an electronic registration and payment system for its continuing education programs.	No	
23.	The finance department should define purchasing levels of authority that are commensurate with job title/role in its purchasing policy. Once the purchasing levels of authority are established, the department should ensure that they are communicated to staff and develop a monitoring process for this policy.	Yes	AR 3
24.	The finance department should ensure that three-way matching (purchase order, receipt/invoice and inspection) is used for Board purchases, where appropriate.	Yes	AR 3
25.	The finance department should continue to increase its use of electronic funds transfer (EFT) payments to all appropriate suppliers, to gain greater efficiency and minimize the risk of payments being altered prior to clearing the bank.	No	

### School Operations and Facilities Management

Ref.	Recommendation	Follow-up Yes/No	Criteria
26.	Management's annual business improvement plan should be completed to include measurable targets, specific timelines and identified responsibilities for the maintenance and facilities departments. The annual business improvement plan should demonstrate an explicit relationship between the planned activities and goals for the maintenance and facilities departments and the Board's priorities and targeted goals, as defined in the accountability framework. The school board should also submit its annual business improvement plan to the executive committee or the business and facilities committee at the same time as the periodic progress reports.	No	
27.	Management should set up measures to ensure school operation and facilities management guidelines are followed. These processes should include periodic communication of the guidelines	No	

Ref.	Recommendation	Follow-up Yes/No	Criteria
	to the appropriate staff, as well as occasional assessments of staff compliance with the guidelines.		
28.	The maintenance department should proceed with its plan to implement an inventory system that will enable it to track and control major cleaning and maintenance equipment.	Yes	ROI
29.	The school board should also regularly compare the organization of its maintenance and custodial activities with that of similar or contiguous school boards.	No	
30.	The Board should ask the utility companies to provide consolidated billing in an electronic format. This would support more efficient monitoring and forecasting of energy consumption by eliminating the need to manually consolidate billing. Given the geographic area covered by the school board, the Board will likely not be able to consolidate utility billing across all sites. However, management is encouraged to explore opportunities to consolidate utility billing in urban centres such as Sudbury, to increase energy efficiency.	No	
31.	The school board should consider establishing an approved list of professional service providers subject to periodic review where appropriate (e.g., professional services for the Sudbury region).	No	