

**Ministry of Education**

**Keewatin Patricia District School Board  
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 fourth edition of the Operational Review Guide, released to the sector in September 2010. These were not part of the original review process.

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

### **Introduction**

The Keewatin Patricia District School Board Operational Review follow-up review took place on February 14, 2011, approximately 12 months after the release of the initial Operational Review report. The PricewaterhouseCoopers Operational Review team conducted a teleconference with the Senior Business Official of the school board. In advance of the teleconference, the PricewaterhouseCoopers team selected several key recommendations from the Operation Review Report and asked the board to provide an implementation status along with any related supporting material.

### **Summary of Recommendation Status**

The school board has made significant progress in implementing the recommendations since the completion of its initial review in February 2010. Of particular note are the steps taken to implement an attendance support program, a budget risk mitigation strategy, and several initiatives related to energy management and conservation.

Following the Operational Review, management reported to the Board regarding the findings of the Operational Review report.

There were 29 recommendations made in the original report. The Operational Review team focused on 14 of the recommendations in the follow-up review. The opportunities presented a cross section of strategic planning initiatives, some from 12 areas of opportunity identified in the sector reports as well as those that were of specific risks to the board. The selected recommendations and the corresponding criteria are listed in Appendix A.

Overall, senior administration has either fully implemented or has made some progress on most of the recommendations chosen for follow-up.

### 3. Governance and School Board Administration

#### #1 Succession Planning

Operational Review Recommendation	Implementation Update
The school board should continue aligning its leadership development programs and activities with the Ministry's leadership initiatives. It should develop a formal Succession and Talent Development Plan, in line with the Leadership Succession Planning and Talent Development Ministry Expectations and Implementation Continuum. As a first step, the school board should undertake data collection, identification of skills and competencies, and professional learning needs.	Implemented

#### #1 Succession Planning

The school board has adopted this recommendation. The *KPDSB Leadership and Succession Plan* has been expanded and is now moving into its second year of implementation. Currently, the school board has 16 aspirant school and system leaders participating in the strategy, which will conclude at the end of the current academic year. The *KPDSB Leadership and Succession Plan* is fully aligned with the Ontario Leadership Framework's areas and competencies, which form the basis for each of the Plan's modules. By linking student achievement and management of resources and priorities in alignment with the Ministry's three core objectives, the KPDSB is confident that future school administrators and system leaders will be well served by participating in the its Leadership and Succession Plan.

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

### #1 Annual Department Plan

Operational Review Recommendation	Implementation Update
The HR department should develop an annual departmental plan that includes performance measures and targets for its specific goals and priorities, and supports the annual reporting on achievements. This will enable staff to focus on the planned targets for each priority throughout the year, and provide support for reporting the department's accomplishments.	Implemented

### #2 Attendance Support

Operational Review Recommendation	Implementation Update
The HR department should develop a comprehensive attendance management program, with policies and procedures for specific categories of absenteeism. This would provide a consistent and structured approach to improving attendance, including positive reinforcement for employees and standardized practices across all employee groups.	In Progress

### #3 Performance Appraisals

Operational Review Recommendation	Implementation Update
The HR department should continue developing formal procedures for performance appraisal of the school board's non-union staff	In Progress

### #4 Benefits Management

Operational Review Recommendation	Implementation Update
Management should conduct independent compliance audits of the school board's insurance carrier to ensure adherence to the benefit plan's terms and conditions.	In Progress

### #1 Annual Department Plan

The school board has developed a standard annual department plan template for all departments and each department creates its own plan within the template. The HR department has been using this template for the current academic year. The annual

department plan has been submitted to senior administration and the Board of Trustees. In addition, the plan is reviewed on a regular basis.

## **#2 Attendance Support**

The school board has retained a third party advisor to conduct a needs assessment on an attendance support program. A dedicated attendance support committee has been established to review and implement the recommendations submitted by the third party advisor. It is anticipated that formal attendance support processes, procedures and policies will be implemented in due course.

## **#3 Performance Appraisals**

The school board has updated its performance appraisal policy to include processes that address termination due to performance issues.

For unionized employees, the school board has implemented revised performance appraisal processes for CUPE and OCL. The school board is continuing its work on non-unionized job descriptions and developing a performance appraisal process for non-unionized staff. The school board anticipates that it will fully implement formal performance appraisal processes for all staff in the 2011-12 academic year.

## **#4 Benefits Compliance Audit**

The school board has obtained quotes from benefits audit service providers. The cost to conduct a benefits compliance audit has been budgeted for the upcoming school year. Management indicates that it plans to fully implement this recommendation provided that the budget is passed for the upcoming school year.

## 5. Financial Management

### #1 Annual Department Plan

Operational Review Recommendation	Implementation Update
The annual departmental planning should be enhanced by establishing a distinct finance department plan aligned with the annual strategic action plan and including tasks associated with budget development, financial reporting, and new projects and initiatives. The department plan should establish specific and measurable targets and indicators, and assign responsibilities for key activities. This would enable management to track and report the progress of its defined priorities and goals throughout the year.	Implemented

### #2 Budget Risk Mitigation

Operational Review Recommendation	Implementation Update
Management should identify and document all significant risks during the budget planning process, and develop strategies to mitigate the risks of spending beyond authorized/budgeted levels.	In Progress

### #1 Annual Department Plan

Similar to the HR department, the Finance department has adopted a standard annual department plan template to develop an annual plan specifically for Finance. The annual department plan aligns with school board's overall strategic plan and contains specific items related to budget development, financial reporting and projects within the Finance department. The Finance department plan includes specific and measurable targets and assigns accountabilities for key goals and responsibilities. The first draft was reviewed by senior administration in October 2010. The plan is now in use and will be reviewed on a regular basis going forward.

### #2 Budget Risk Mitigation

Management indicated that school board administration has started documenting budget risks with suggested action plans to help minimize the impact of risks for the current budget cycle. The risk mitigation plan essentially builds upon the Finance department's practice of verbally identifying areas of budget risk, and includes action plans to minimize the identified risks and impact areas.

## 6. School Operations and Facilities Management

### #1 Annual Department Plan

Operational Review Recommendation	Implementation Update
Facilities management should consider enhancing its annual departmental planning, by establishing a distinct facilities department plan aligned with the school board's annual strategic action plan. The department plan should establish specific and measurable targets and indicators, and assign responsibilities for key activities. This would enable management to track and report the progress of its defined priorities and goals throughout the year.	Implemented

### #2 Green Clean Program

Operational Review Recommendation	Implementation Update
Management should continue enhancing the use of green cleaning products and developing a Green Clean policy and formal administrative procedures in line with the Ministry guidance. The school board should also consider developing an Environmental Education policy/strategy that would provide a framework for its activities in environmental management.	Implemented

### #3 Multi-year Maintenance and Renewal Plan

Operational Review Recommendation	Implementation Update
Management should establish a multi-year maintenance and renewal plan that includes the funding available to support it. This would provide the senior administration, the Board, and its stakeholders with a clear forecast of the school board's critical needs over the next several years.	Implemented

### #4 Multi-year Energy Management Plan

Operational Review Recommendation	Implementation Update
Using the results of the energy audits, the school board should establish a multi-year energy management plan that incorporates quantifiable measures and the tools to monitor and manage it. 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.	In Progress

## #5 Procurement Policies Support the Energy Management Plan

Operational Review Recommendation	Implementation Update
In line with the provisions of the Green Energy Act, 2009, the school board should ensure that its procurement policies and practices support the objectives and targets of its energy management plan.	In Progress

## #6 Energy Consumption Tracking

Operational Review Recommendation	Implementation Update
Management should continue tracking energy consumption/expenditure data at the facility level. This data should be used to develop the energy management plan and in formal annual reporting on conservation savings.	In Progress

## #7 Environmental Education Policy

Operational Review Recommendation	Implementation Update
The school board should also consider developing an environmental education policy or strategy to provide a framework for environmental management activities. The Environmental Steward recently hired by the school board could take the lead in the development of the policy or strategy.	In Progress

## #1 Annual Department Plan

The facilities department has adopted the department planning template used by departments and has customized the template for its own use. Similar to HR and Finance, Facilities also identifies specific and measurable targets and assigns responsibilities for implementation.

## #2 Green Clean Program

The school board has adopted a green clean program based on a model similar to the Ministry's *Green Clean Program Resource Guide*. The Facilities department has developed a draft set of policies and procedures related to the implementation of their Green Clean Program. In addition, the department has established a partnership program with their primary cleaning suppliers and vendors of the board to accelerate adoption of certified green clean products.

### **#3 Multi-year Maintenance and Renewal Plan**

The board has implemented this recommendation. The Facilities department started by updating the existing ReCapp database to the current year and then added new schools to the database to establish a list of facility maintenance requirements. The department then consulted with schools to establish a list of potential needs relating to program issues and individual school requirements. The Facilities department subsequently presented an annual report to senior administration and the board for approval of priority based on available funding and posted the report on the Facilities department web page. Management plans to update the plan annually as items are added and completed.

### **#4 Multi-year Energy Management Plan**

Management plans to develop a multi-year energy management plan that includes policies, guidelines, goals and priorities. The plan will include creating a strategy to promote energy conservation with facility occupants. Management will also publish an annual report of goals and status as outlined in Energy Management Plan and also report on it to the Board of Trustees. Management noted that it is currently in the process of gathering the necessary data to establish a formal baseline for future reporting purposes.

### **#5 Procurement Policies Support the Energy Management Plan**

Management indicated that the procurement policy to support the energy management plan will be updated once the multi-year energy management plan has been fully completed.

### **#6 Energy Consumption Tracking**

The Facilities department has expanded existing tracking of facility energy consumption into the Ministry's Wave VIII Utility Consumption Database (UCD). The reporting features will identify comparisons to similar schools and allow for open market energy purchasing, where possible. As of January 2011, all data entry and training had been completed and is estimated to go "live" in March 2011.

The school board also plans to install interval meters and control systems for individual utility load shedding by 2012.

### **#7 Environmental Education Policy**

Management is in progress of implementing this recommendation. The Facilities department has plans to develop an environmental policy/strategy providing a framework for environmental management practices in conjunction with Energy

Management Plan. As of January 2011, the Facilities department has developed an intranet with pertinent links to external environmental web sites. However, a formal policy has not been developed at the time of the follow-up review.

## 7. School Board Adoption of New Leading Practices

The following leading practices were added to the Fourth Edition of the Operational Review Guide that was 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 2010 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.	Yes

The board has been following the developments regarding the Student Achievement and School Board Governance Act, Bill 177 for a long time and has held a number of trustee meetings to review the implications of the legislation. The school board's governance model reflects the mandate of the legislation.

### HR Management and School Staffing/Allocation

New Leading Practice	Adopted?
Trustees do not sit on hiring panels (exception hiring the director of education) but provide policies to govern staffing and recruitment.	Yes
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

Senior administration reports that the school board has been adopting all three additional new leading practices under the HR function.

Trustees restrict their hiring decisions to that of the hiring of the Director of Education and provide policy direction for the hiring of all other senior administration and board staff. Trustees do not sit on hiring panels.

The school board has been working over the years on policy and procedures to identify and remove discriminatory biases. For example, the school board is constantly focused on mechanisms to address the small number of aboriginal staff relative to its student population.

The Board of Trustees has provided the school board with a policy and priority framework within which bargaining takes place. Trustees do not directly participate in labour negotiations during collective bargaining.

## Financial Management

New Leading Practice	Adopted?
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

The school board has been in compliance with SCG v1.0 and is prepared to make further amendments to its supply chain policies, procedures and processes to ensure compliance with any upcoming Ministry direction or guidelines relating to procurement.

Senior administration reported that all purchasing authorization levels are commensurate to job roles and responsibilities, and are monitored for compliance by a supervisor or department head.

## Operations and Facilities Management

New Leading Practice	Adopted?
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.	Yes

The board has a facility partnership policy, Policy #807, which addresses all facility partnerships for the board, in line with Ministry direction.

The Facilities department has a dedicated project manager to oversee major construction and maintenance projects.

The school board has retained the services of an independent cost consultant for school construction projects in the past and plans on continuing to do so in the future as a best practice.

## 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 5 through the Fourth Edition of the Operational Review Guide.

### Governance and School Board Administration

Ref.	Recommendation	Follow-up Yes/No	Criteria
1.	The school board should continue aligning its leadership development programs and activities with the Ministry’s leadership initiatives. It should develop a formal Succession and Talent Development Plan, in line with the Leadership Succession Planning and Talent Development Ministry Expectations and Implementation Continuum. As a first step, the school board should undertake data collection, identification of skills and competencies, and professional learning needs.	Yes	SP/TA O

### HR Management and School Staffing/Allocation

Ref.	Recommendation	Follow-up Yes/No	Criteria
2.	The HR department should develop an annual departmental plan that includes performance measures and targets for its specific goals and priorities, and supports the annual reporting on achievements. This will enable staff to focus on the planned targets	Yes	SP

Ref.	Recommendation	Follow-up Yes/No	Criteria
	for each priority throughout the year, and provide support for reporting the department's accomplishments.		
3.	Management should establish formal disciplinary procedures for all teaching and non-teaching staff. Existing progressive discipline practices should be formalized and communicated to all staff.	No	
4.	The HR department should develop a comprehensive attendance management program, with policies and procedures for specific categories of absenteeism. This would provide a consistent and structured approach to improving attendance, including positive reinforcement for employees and standardized practices across all employee groups.	Yes	TAO
5.	The HR department should continue developing formal procedures for performance appraisal of the school board's non-union staff.	Yes	TAO
6.	The HR department should periodically report on the effectiveness of the attendance management process/programs to senior administration and the Board.	No	
7.	Management should update the pay equity plan for non-union employees of the school board.	No	
8.	Management should conduct independent compliance audits of the school board's insurance carrier to ensure adherence to the benefit plan's terms and conditions.	Yes	TAO
9.	Management should conduct periodic and confidential staff surveys to improve communication with staff and provide input for professional development plans and HR policy.	No	
10.	Management should continue developing administrative procedures for exit interviews. These interviews would provide input for HR policy, as well as process and program improvement.	No	
11.	Management should develop formal policies and procedures to govern the development of an annual staffing plan and allocation process.	No	

## Financial Management

Ref.	Recommendation	Follow-up Yes/No	Criteria
12.	The annual departmental planning should be enhanced by establishing a distinct finance department plan aligned with the annual strategic action plan and including tasks associated with budget development, financial reporting, and new projects and	Yes	SP

Ref.	Recommendation	Follow-up Yes/No	Criteria
	initiatives. The department plan should establish specific and measurable targets and indicators, and assign responsibilities for key activities. This would enable management to track and report the progress of its defined priorities and goals throughout the year.		
13.	Management should identify and document all significant risks during the budget planning process, and develop strategies to mitigate the risks of spending beyond authorized/budgeted levels.	Yes	NLP
14.	The school board should establish approval procedures for interim financial statements, and implement a formal sign-off process for the statements by senior management.	No	
15.	Management should consider periodically reporting to the board on the performance of the investment activity.	No	
16.	Management should consider implementing a commitment accounting process to control spending within budget limits.	No	
17.	Management should consider implementing the electronic supplier interface for ordering, processing, and payment.	No	
18.	Management should continue extending the use of electronic funds transfers (EFT) for payments.	No	

### School Operations and Facilities Management

Ref.	Recommendation	Follow-up Yes/No	Criteria
19.	Facilities management should consider enhancing its annual departmental planning, by establishing a distinct facilities department plan aligned with the school board's annual strategic action plan. The department plan should establish specific and measurable targets and indicators, and assign responsibilities for key activities. This would enable management to track and report the progress of its defined priorities and goals throughout the year.	Yes	SP
20.	Management should continue enhancing the use of green cleaning products and developing a Green Clean policy and formal administrative procedures in line with the Ministry guidance. The school board should also consider developing an Environmental Education policy/strategy that would provide a framework for its activities in environmental management.	Yes	NLP
21.	Management should establish a multi-year maintenance and renewal plan that includes the funding available to support it. This would provide the senior administration, the Board, and its	Yes	TAO

Ref.	Recommendation	Follow-up Yes/No	Criteria
	stakeholders with a clear forecast of the school board's critical needs over the next several years.		
22.	Management should develop an inventory of major equipment used by maintenance and custodial staff. This measure would increase management confidence that staff are accountable for their use of the school board's assets.	No	
23.	Using the results of the energy audits, the school board should establish a multi-year energy management plan that incorporates quantifiable measures and the tools to monitor and manage it. 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
24.	In line with the provisions of the Green Energy Act, 2009, the school board should ensure that its procurement policies and practices support the objectives and targets of its energy management plan.	Yes	NLP
25.	Management should continue tracking energy consumption/expenditure data at the facility level. This data should be used to develop the energy management plan and in formal annual reporting on conservation savings.	Yes	NLP
26.	Management should consider obtaining consolidated billing for all school board facilities from each utility.		
27.	The school board should also consider developing an environmental education policy or strategy to provide a framework for environmental management activities. The Environmental Steward recently hired by the school board could take the lead in the development of the policy or strategy.	Yes	NLP
28.	Management noted that it has a holistic view of occupational health and safety and health of students. The school board should consider developing a health and safety plan or strategy to reflect the school board's occupational health and safety and student health policies and procedures, and ensure that the school board is in compliance with associated statutory requirements and policies.	No	
29.	To support capital planning, management should maintain accurate and up-to-date data within ReCAPP.	No	