

Ministry of Education

**Upper Canada District School Board
Follow-up Report to the Operational
Review**

February 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.

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 Upper Canada District School Board Operational Review follow-up review took place on November 28, 2011, approximately 14 months after the release of the initial Operational Review report. The PricewaterhouseCoopers Operational Review team conducted a teleconference with senior administrators of the school board. In advance of the teleconference, the PricewaterhouseCoopers team selected several key 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

The school board has made good progress in implementing the recommendations since the completion of its original Operational Review in September 2010. Of particular note are the steps taken to implement an attendance support program, strengthening the audit function of the school board, and implementing an automated work order management system.

There were 39 recommendations made in the original report. The Operational Review team focused on 18 of the recommendations in the follow-up review. The opportunities presented a cross section of strategic planning initiatives, some from the 12 areas of opportunity identified in the sector reports as well as those that were of specific risks to the Upper Canada District School Board. The selected recommendations and the corresponding criteria are listed in Appendix A.

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

3. Governance and School Board Administration

#1 Succession Planning and Leadership Development

Operational Review Recommendation	Implementation Update
The school board should continue to align its leadership development programs and activities with the Ministry leadership initiatives. It should develop a formal succession and talent development plan for key management positions in all academic and non-academic areas.	Implemented

#1 Succession Planning and Leadership Development

The school board has continued to evolve its leadership framework in several ways, with a focus on the process for selecting principals and leadership development. The school board's leadership framework has been used to structure the recruiting process for principals. The school board has also adapted the leadership framework for non-academic and support staff. The school board believes that it is important to maintain consistency in leadership development principles for all staff groups. These initiatives have aligned the school board's leadership development programs and activities more with the Ministry's leadership initiatives.

For succession planning, senior administration has implemented changes in the organizational structure to ensure that there are opportunities for systemic succession planning. For example, supervisory officer portfolios have been restructured so that supervisory officers share responsibilities for working with experienced and newly appointed individuals.

4. Human Resource Management and School Staffing/Allocations

#1 Performance Appraisal

Operational Review Recommendation	Implementation Update
Management should continue establishing processes and formal procedures for performance appraisal of all employee groups.	In Progress

#2 Attendance Support

Operational Review Recommendation	Implementation Update
Management should continue establishing a comprehensive attendance support program.	Implemented

#3 Benefits Management

Operational Review Recommendation	Implementation Update
Management should continue conducting periodic independent compliance audits of the school board's insurance carrier to ensure adherence to the benefit plan's terms and conditions.	Implemented

#4 Pay Equity

Operational Review Recommendation	Implementation Update
Management should continue updating the pay equity plans for all employee groups of the school board.	In Progress

#1 Performance Appraisal

The HR department has made good progress in developing formal performance appraisal guidelines for all staff groups. The HR department is in the process of implementing an electronic performance management system which allows supervisors to manage performance appraisal processes electronically. Upper Canada DSB is one of five school boards working in collaboration with the Ontario Education Services Corporation (OESC) to jointly implement this electronic performance appraisal system. Key features include integration of performance appraisal data throughout the appraisal cycle – tracking appraisals, sending notifications to managers and staff, providing alerts,

and integrating support documentation. The system can also handle all aspects of the official Teacher Performance Appraisal (TPA) process.

The system is aimed at all staff groups. A pilot involving CUPE support staff was implemented in the previous year. A plan is in place to roll-out the system to all other staff categories over the next one to two years.

#2 Attendance Support

The school board has implemented two key initiatives in the area of attendance support.

First the school board implemented the *Upper Canada Attendance Replacement and Reporting System*. This electronic or phone-based system allows staff to call in to request and obtain approval for absences remotely. The system automatically processes the request, routes the pertinent information to approvers, and finds qualified replacements in real-time. The system provides timely attendance data to enable HR to analyze attendance trends. The system was fully implemented as of September 2011 and supports all employee groups.

Second, the school board has developed a formal Attendance Support Program. The program has been reviewed with union representatives, school principals and managers. The school board piloted the Attendance Support Program with several complex cases and obtained positive results. The school board plans to roll-out the full implementation of the program to all principals and managers in 2012.

The school board plans to analyze the attendance data collected over the first year of the program. Senior administration indicated that data trends and patterns are being synthesized and analyzed.

A formalized Attendance Support Program will help to ensure that the school board maintains appropriate policies, procedures and systems to monitor staff attendance on a timely basis to minimize the cost of absenteeism and that HR has the appropriate information to periodically report on the effectiveness of the attendance support process to senior management and the Board. The school board is encouraged to review the *Leading Practices in Attendance Support for Ontario School Boards* report which was released to the sector in 2008 by the COSBO Effectiveness and Efficiency (E&E) Committee if they haven't done so already. This report is available on the School Business Support Branch website at <https://sbsb.edu.gov.on.ca>.

#3 Benefits Management

The school board has undertaken a request for proposals (RFP) to invite qualified vendors to bid on a review of the school board's benefit plans. A qualified vendor was subsequently selected and a benefits compliance audit was conducted. The school

board received several recommendations from the audit and plans to undertake future audits once every five years.

#4 Pay Equity

The school board's pay equity review process is still in progress. The CUPE pay equity plan was established in the year 2000 and includes formal maintenance procedures. Approximately 18 months ago, the school board reviewed all non-union administrative staff and this group is now fully pay equity compliant. Pay equity reviews for remaining staff categories are still in discussions and are expected to be completed in the next few months.

5. Financial Management

#1 Annual Operating Plan

Operational Review Recommendation	Implementation Update
The Finance department should establish an annual operating plan that would contain specific and measurable targets and indicators and assign responsibilities and timelines for key tasks. This would enable management to track and report on the progress of its defined priorities and goals throughout the year.	Implemented

#2 Budget Risk Management

Operational Review Recommendation	Implementation Update
Management should consider enhancing the process of reporting on the school board's budget risks using the format suggested in section 4.2 of this report. A formal risk management plan/report, which is reviewed and updated periodically, would give reviewers a better understanding of the school board's budget risks.	Implemented

#3 Interim Financial Reporting

Operational Review Recommendation	Implementation Update
Management should review the recommendations of the Interim Financial Reporting Committee (IFRC) and establish interim financial reporting that incorporates IFRC guidelines on frequency and format of reports. Management should also communicate the IFRC recommendations to the board of trustees and request trustees' feedback on the recommended format of interim financial reports.	In Progress

4 Internal Audit

Operational Review Recommendation	Implementation Update
Management should enhance the internal audit function based on the school board's Internal Audit Charter and giving due consideration to the new Ministry's direction on internal audit.	Implemented

#5 Audit Committee

Operational Review Recommendation	Implementation Update
In accordance with the Ministry's internal audit and audit committee strategy, the Board should consider establishing an audit committee that includes external advisors.	Implemented

#6 Purchasing Levels of Authority

Operational Review Recommendation	Implementation Update
To ensure alignment with the Supply Chain Guideline, management should clearly indicate the purchasing levels of authority in the school board's purchasing policy and procedures. These levels of authority should be commensurate to job roles and responsibilities.	Implemented

#1 Annual Operating Plan

The school board has developed a Business Services Annual Plan which includes the operating plan for the Finance department. The document summarizes the key initiatives to be implemented by the Finance department for the current school year. The plan was developed after reviewing the school board's strategic plan. The annual operating plan includes specific goals and targets to be tracked periodically throughout the year.

#2 Budget Risk Management

The finance department indicated that budget risks were well known to staff. In response to the recommendation, the finance department has initiated the process of formally reporting on the school board's budget risks as part of the budget development process. A formal risk management plan describes the key risks faced by the school board and also includes mitigation strategies to contain the risk of spending beyond budgeted levels. The plan is reviewed by trustees and updated as required.

#3 Interim Financial Reporting

The school board is making progress with its Business Information Management Project. As part of this project, the finance department has formally defined the requirements of financial reporting and is currently updating the chart of accounts used for financial statements.

Once the chart of accounts has been updated (expected in August of 2012), the finance department will have the opportunity to overhaul all financial reporting tools including

the interim financial reports. The medium-term goal is to integrate the school board's financial and human resources information systems so that HR related data can be readily integrated in the financial statements as recommended by the IFRC.

#4 Internal Audit

The school board has established an internal audit function through its participation in the Ottawa Region Internal Audit Team. School boards in the region have hired an internal audit manager and are in the process of conducting risk assessments.

The Regional Internal Audit Department is responsible for independent assessments of internal controls, risk management and business operations. This includes but is not limited to:

- Performance of risk assessments of district school boards.
- Conducting internal audits focused on financial, operational and compliance related risks.
- Evaluation of the effectiveness of internal and management controls.
- Assessment of compliance with laws, regulations and program requirements.
- Communication of audit findings and recommendations.
- Compilation of reports on audit findings for the Audit Committees within the region.

#5 Audit Committee

The school board formally established an Audit Committee comprised of two external members. The newly established Audit Committee has selected its chairperson, formally described the duties of the Audit Committee, met with the school board's external auditor and met with the Region Internal Audit Team. The Audit Committee has also received training and has reviewed the Ministry's guidelines for external audit committee members.

#6 Purchasing Levels of Authority

The finance department has updated the school board's purchasing levels of authority policy (Policy #429). The updated policy clearly indicates the purchasing levels of authority in the school board's purchasing policy and procedures – these are clearly described in the policy under Appendix "A" – Signing Authority.

6. School Operations and Facilities Management

#1 Annual Operating Plan

Operational Review Recommendation	Implementation Update
The Facilities department should establish an annual operating plan that would contain specific and measurable targets and indicators and assign responsibilities and timelines for key tasks. This would enable management to track and report on the progress of its defined priorities and goals throughout the year.	In Progress

#2 Green Clean Program

Operational Review Recommendation	Implementation Update
The school board should review the Ministry's Green Clean Program Resource Guide and use the guide to develop a formal green clean program as part of its overarching Education Environmental Policy.	In Progress

#3 Work Order Management

Operational Review Recommendation	Implementation Update
Management should continue considering options for implementing a computerized work order system.	Implemented

#4 Energy Management Plan

Operational Review Recommendation	Implementation Update
The school board should establish a multi-year energy management plan that incorporates quantifiable measures and the tools to monitor and manage the plan. 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 Energy Conservation

Operational Review Recommendation	Implementation Update
Management should provide formal annual reporting on the conservation savings achieved against the plan.	In Progress

#6 Consolidated Utilities Billing

Operational Review Recommendation	Implementation Update
The school board should identify opportunities for consolidated billing from utilities.	In Progress

#7 Multi-Year Capital Plan

Operational Review Recommendation	Implementation Update
Management should establish a multi-year capital plan based on the assessment of enrolment projections, utilization of facilities and accommodation needs. The plan should be communicated to the board of trustees and posted on the school board's website.	Not Implemented

#1 Annual Operating Plan

The facilities department keeps track of the key maintenance and capital projects throughout the year, but has yet to establish a stand-alone annual operating plan which may be used to communicate and report on the department's goals over time. The department tracks all planned maintenance and capital projects throughout the year. The department's strategy is reported through the Board Strategic Plan. The department plans to incorporate existing tracking mechanisms into a stand-alone operating plan in the future.

#2 Green Clean Program

The school board procures only certified green clean products. The facilities department implemented and trained staff to use green clean supplies and tools. However, the Board's Environment Policy (#415) on the website appears to be last revised in 1998 and does not include any reference to implementing green clean practices, nor does it include any statement regarding Environmental Stewardship. The school board should consider updating its Environment Policy, and include clear statements regarding environmental stewardship and green clean practices in the policy.

#3 Work Order Management

The school board has implemented a computerized work system in September 2011. The system gives head custodians and facilities operations managers the ability to access work order information and data in real time.

The school board should consider broadening access to school-based staff and enable all parties to access reports generated by the work order system. This will enhance accountability and enable internal stakeholders to better understand the impact of work orders on cost and resource management.

#4 Energy Management Plan

The school board has made progress in implementing various energy management retrofits and upgrades, and is involved with many energy conservation projects. However, the school board has yet to draft a formal, publicly accessible energy management strategy document, and does not have a plan to adopt a formal energy management plan that includes targets, metrics and regular public reporting.

The school board is encouraged to move forward with this recommendation in earnest. In particular, the school board could make more use of the Ministry's Utility Consumption Database (UCD) to establish quantifiable energy consumption baselines for tracking and reporting purposes. Once metrics have been established, the school board should formally establish a plan which would incorporate quantifiable measures and the tools to monitor and manage the plan. The plan should include short-term and long-term opportunities with milestones, roles, responsibilities, budgets and a process for ensuring community support.

#5 Energy Conservation

The school board has made progress in monitoring and tracking energy conservation at the facility level for internal reporting purposes, but has yet to release a formal annual report on savings against energy conservation targets. The school board is encouraged to publish conservation targets and report on progress made on an annual basis. This will enhance transparency and improve public confidence in the school board's stewardship over its resources and facilities.

#6 Consolidated Billing

The school board has worked with utilities providers to increase the proportion of bills that are invoiced electronically and in a consolidated fashion. While some progress has been made, the school board has been constrained by local utilities that are not able to provide consolidated electronic data. The school board indicated that it will continue to push for increased adoption of consolidated data from its providers.

The plant department is encouraged to continue to work with its major utility providers to consolidate billings for all school board facilities and to continue to use the UCD to track energy consumption.

#7 Multi-Year Capital Plan

The school board has not published a formal multi-year capital plan. The facilities department reported that key components of a formal capital plan are maintained internally. The internal plan details planned capital projects and is reviewed regularly. There is also a formal methodology to assess school replacements. Larger capital projects are projected five years out, and these are reported to the Board on a monthly basis.

The school board is encouraged to establish a formal capital plan that incorporates the key planning activities for capital projects and make the plan widely available by posting it on the school board's website.

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 adopted a governance model that fully reflects the roles and responsibilities mandated by Bill 177. There is a delineation of roles and responsibilities between the Board of Trustees and senior administration.

Trustees have attended the training sessions on the governance model as set out in Bill 177.

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

Trustees provide general policy direction to govern the staffing and recruitment of staff, and do not actively participate on hiring panels with the exception of the hiring of the Director of Education. On occasion, trustees have participated as observers in the recruitment process.

The board also has processes in place to identify and remove discriminatory biases and systemic barriers in staffing decisions. There is training on this topic to identify and remove discriminatory biases and systemic barriers in staff recruitment, selection, hiring, mentoring, promotion and any career development processes. The board's current hiring and recruitment policies and practices also adhere to these principles. While adhering to any collective agreements in place, the school board considers all applicants with the necessary skills and qualifications. The demographics within the school board's jurisdiction would suggest that the Board's staffing efforts are in line with the diversity offered by the school board's communities.

Trustees do not participate in collective bargaining or engage in negotiations with unions. The Board provides a policy and priority framework within which bargaining takes place, but refrains from directly participating in bargaining and negotiations.

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 is in compliance with SCG v1.0 and is prepared to make further amendments to its supply chain policies, procedures and processes to ensure compliance to the new Broader Public Sector (BPS) Procurement Directive, issued in April 2011.

Senior administration reported that purchasing authorization levels are commensurate to job roles and responsibilities and are monitored for compliance. These are clearly documented in Policy #429.

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

New Leading Practice	Adopted?
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

The school board has developed an approved Community Use of School Grounds and Facilities Policy (Policy #435). This policy states that: *the Board believes that the use of its school facilities and grounds by community groups will promote the school as being a vital part of the community. It also believes that appropriate fees must apply in order to maintain buildings and grounds to a level that meets community standards.*

The Facilities department reported all major maintenance and capital projects have a dedicated project manager in charge of all construction project management related issues. Construction contractors also report to these project managers on the progress, change orders or any issues related to the projects. The department will consider the use of professional project managers in the future depending on the size and complexity of future projects.

The school board has retained the services of an independent cost consultant for school construction projects in the past. The decision of whether a cost consultant is retained depends on the size and complexity of the project. If the school board undertakes large and relatively costly projects in the future, the school board should consider using an independent cost consultant who would be able to provide a third-party perspective on the financial proposals from vendors and track and monitor developments in the market.

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.	Management should post the school board's organizational chart on the website.	N	
2.	The school board should establish a formal policy review schedule to ensure that all policies are reviewed periodically.	N	
3.	The school board should continue to align its leadership development programs and activities with the Ministry leadership initiatives. It should develop a formal succession and talent development plan for key management positions in all academic and non-academic areas.	Y	TAO

HR Management and School Staffing/Allocation

Ref.	Recommendation	Follow-up Yes/No	Criteria
4.	Management should post the departmental organization chart or a detailed organization chart for the school board administration on the school board's website.	N	

Ref.	Recommendation	Follow-up Yes/No	Criteria
5.	Management should establish hiring policies and procedures for all staff groups and communicate the procedures to managers throughout the school board.	N	
6.	Management should continue establishing processes and formal procedures for performance appraisal of all employee groups.	Y	TAO
7.	The school board should document and communicate formal disciplinary procedures for all staff.	N	
8.	Management should continue establishing a comprehensive attendance support program.	Y	TAO
9.	Management should develop a way to assess and report on the effectiveness of the attendance support process/programs to senior administration and the Board.	N	
10.	Management should continue conducting periodic independent compliance audits of the school board's insurance carrier to ensure adherence to the benefit plan's terms and conditions.	Y	AR2
11.	Management should continue updating the pay equity plans for all employee groups of the school board.	Y	AR3
12.	Management should continue conducting periodic and confidential staff surveys, to improve communication with staff and provide input for professional development plans and HR policy.	N	

Financial Management

Ref.	Recommendation	Follow-up Yes/No	Criteria
13.	The Finance department should establish an annual operating plan that would contain specific and measurable targets and indicators and assign responsibilities and timelines for key tasks. This would enable management to track and report on the progress of its defined priorities and goals throughout the year.	Y	SP
14.	Management should post the departmental organization chart or the detailed organization chart of the school board administration on the school board's website.	N	
15.	Management should consider enhancing the process of reporting on the school board's budget risks using the format suggested in section 4.2 of this report. A formal risk management plan/report, which is reviewed and updated periodically, would give reviewers a better understanding of the school board's budget risks.	Y	TAO
16.	Management should review the recommendations of the Interim Financial Reporting Committee (IFRC) and establish interim financial reporting that incorporates IFRC guidelines on frequency	Y	TAO

Ref.	Recommendation	Follow-up Yes/No	Criteria
	and format of reports. Management should also communicate the IFRC recommendations to the board of trustees and request trustees' feedback on the recommended format of interim financial reports.		
17.	The school board should establish approval procedures for interim financial statements, and implement a formal sign-off process of these statements by senior management.	N	
18.	Management should enhance the internal audit function based on the school board's Internal Audit Charter and giving due consideration to the new Ministry's direction on internal audit.	Y	TAO
19.	Management should ensure the internal audit plans are clearly documented, and that recommendations provided in internal audit reports are acted upon by management.	N	
20.	In accordance with the Ministry's internal audit and audit committee strategy, the Board should consider establishing an audit committee that includes external advisors.	Y	TAO
21.	To ensure alignment with the Supply Chain Guideline, management should clearly indicate the purchasing levels of authority in the school board's purchasing policy and procedures. These levels of authority should be commensurate to job roles and responsibilities.	Y	AR3
22.	Management should identify opportunities for implementation of the electronic supplier interface for ordering, processing, and payment.	N	
23.	Management should implement commitment accounting and use the capacity of the financial management system to monitor budget utilization and prevent spending beyond budgeted/authorized levels.	N	
24.	Management should continue to expand the use of electronic funds transfer (EFT) for vendor payments.	N	

School Operations and Facilities Management

Ref.	Recommendation	Follow-up Yes/No	Criteria
25.	The Facilities department should establish an annual operating plan that would contain specific and measurable targets and indicators and assign responsibilities and timelines for key tasks. This would enable management to track and report on the progress of its defined priorities and goals throughout the year.	Y	SP
26.	Management should finalize the reorganization of the Facilities department. Management should post the departmental	N	

Ref.	Recommendation	Follow-up Yes/No	Criteria
	organization chart or a detailed organization chart for the school board administration on the school board's website.		
27.	The Facilities department should continue building staff capacity in understanding of school operations and facilities policies and administrative procedures by posting policies, procedures and guidelines on the website and providing regular training to staff.	N	
28.	The school board should review the Ministry's Green Clean Program Resource Guide and use the guide to develop a formal green clean program as part of its overarching Education Environmental Policy.	Y	NLP
29.	Management should establish and maintain a central inventory system to track and control major cleaning and maintenance equipment.	N	
30.	Management should continue considering options for implementing a computerized work order system.	Y	ROI
31.	The school board should establish a multi-year energy management plan that incorporates quantifiable measures and the tools to monitor and manage the plan. 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.	Y	TAO
32.	The school board should continue to enhance communication to stakeholders on successful energy conservation initiatives.	N	
33.	Once the formal energy management plan is established, the school board should ensure that its procurement policies and practices support the objectives and targets of the plan. Management should also consider documenting the energy efficiency requirements in procurement policies and procedures and/or the environmental policy.	N	
34.	Management should provide formal annual reporting on the conservation savings achieved against the plan.	Y	TAO
35.	As part of the energy management planning, the school board should establish a comprehensive system to budget expenditures, track and regulate consumption, and identify opportunities for further savings.	N	
36.	The school board should identify opportunities for consolidated billing from utilities.	Y	TAO
37.	The school board should consider establishing an integrated health plan/strategy that would reflect the existing policies and procedures regarding health and safety of school board	N	

Ref.	Recommendation	Follow-up Yes/No	Criteria
	employees and students. Management should also consider establishing a central coordinating role for the development, implementation and monitoring of the plan.		
38.	Management should establish a multi-year capital plan based on the assessment of enrolment projections, utilization of facilities and accommodation needs. The plan should be communicated to the board of trustees and posted on the school board's website.	Y	TAO
39.	Management should ensure that an accurate and current assessment of facility conditions is maintained, based on industry standards using RECAPP methodology.	N	