

Background

The Ministry 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.

Current Status

The following list of recommendations includes the actions taken by the Halton District School Board. This list is as of **October 2011** and will be updated on a quarterly basis.

Recommendation	Actions Taken
Governance and School Board Administration	
1. Senior administration should publish the organizational chart on the school board's website.	Implemented. Found at http://www.hdsb.ca/aboutus/Plans/Chart2011_12.pdf
2. The school board should develop a formal succession plan to manage changes in senior management positions.	Implemented
HR Management and School Staffing/Allocation	
3. The HR department should develop an annual departmental plan that aligns with the objectives in the school board's operational plan. The plan should set targets and timelines and assign responsibilities for key activities in the HR department. This would enable management to track and report the progress of its defined priorities and goals throughout the year.	Ongoing
4. Management should establish formal hiring and recruitment policies and procedures for all staff groups. Existing hiring and recruitment practices should be formalized and communicated to staff involved in hiring and recruitment.	In progress
5. Management should establish cycles for performance appraisals for non-teaching staff, and establish formal procedures for the performance appraisal of principals and vice-principals.	Completed - Formal Performance Appraisal systems are in place for all staff of the Board. For teaching staff, the Board is in compliance with PPA, TPA and NTIP processes and for non-teaching staff there are formal evaluation systems in place that include goal-setting and evaluation components.

<p>6. 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.</p>	<p>Implemented- Management has initiated the process to establish formal hiring and recruitment policies and procedures for all staff groups. The Executive Officer of Human Resources has set up a task force to systematically review the current recruiting practices of all staff groups, beginning with the principal and vice principal staff group. The outcome of the review will be used by Human Resources to develop written procedures that will be shared with the Board and all employees.</p>
<p>7. 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.</p>	<p>Completed - The Board engaged School Board Cooperative Inc. to conduct a needs assessment and study the impact of absenteeism at the board. The established the full time position of Attendance Support Officer to oversee the development and implementation of the Attendance Support initiative. Other responsibilities of the position include training of staff, monitoring absenteeism statistics, creating reports and recommending modifications to the program. The program has been discussed with all Union groups and suggested modifications made where appropriate. Training is taking place in November and December and the program will go live in January 2012.</p>
<p>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.</p>	<p>Completed - Management contracted School Boards Cooperative Inc. to review the Board's benefit claim procedures, and to conduct audits of benefit claims made by employees. These audits were completed in 2010-11 and any reported issues have been investigated and appropriate changes to process have been implemented.</p>
<p>9. Management should conduct periodic and confidential staff surveys, to improve communication with staff and provide input for professional development plans and HR policy.</p>	<p>Implemented</p>
<p>10. Management should conduct exit interviews. These interviews would provide input for HR policy, as well as process and program improvement.</p>	<p>Exit surveys implemented</p>

<p>Financial Management</p>	
<p>11. The business services department should develop an annual departmental plan that aligns with the objectives in the school board's annual operational plan. The plan should set targets and timelines and assign responsibilities for key activities in the finance department. This would enable management to track and report progress of its defined priorities and goals throughout the year.</p>	<p>The Business Services Department has developed an annual departmental plan that aligns with the Board's Strategic Plan, Operational Plan and adheres to legislative and Ministry reporting requirements. Specific goals, responsibilities and timelines have been established for all key activities.</p>

<p>12. Management should provide an expanded level of interim reporting, in the format suggested in section 4.3 of this report. This would further simplify communication and increase the Board's focus on key issues during year-to-date reporting.</p>	<p>Management is currently developing an expanded interim financial reporting template. The template will provide an increased understanding of the status of year-to-date financial results by including comparisons of the approved budget with actual spending to date, spending to date expressed as a percentage of the budget; comparisons of historical averages; and written explanations of significant variances.</p>
<p>13. Management should implement the electronic supplier interface for ordering, processing and payment.</p>	<p>The implementation of BAS2000 (Financial Information System) has allowed for staff to requisition the goods/services they require electronically. The process of turning a requisition into a purchase order including sending the purchase order via fax or email direct to the vendor is also electronic. Purchasing has created "stock files" in BAS2000 for all tendered items. When staff prepares a requisition, they simply enter a 5 digit stock file number and all other pertinent details such as vendor, UOM, price, description, brand, etc. are populated electronically. This reduces the potential margin of error in the ordering process, ensures tendered prices are honored and reduces key entry by at least 90% for both the end user and purchasing staff. Initial meetings have taken place with the Board's banking institution to review the compatibility of the EFT system with the board financial systems. The goal is to commence implementation of EFT during 2011/2012.</p>
<p>14. Management should implement an electronic payment and registration system for community use of facilities programs.</p>	<p>New rental system is being piloted with a number of schools in early 2012 with a plan to launch for internal use in April 2012. The results of the pilot will be evaluated and changes made if required. The plan is to launch the software for public use in September 2012. This would include an online payment capability for the public.</p>
<p>15. Management should implement an automated three-way matching process using the capacity of the new financial system.</p>	<p>The current financial information system does not allow for an automated three-way matching capability. The vendor has indicated that this capability is under development and will be prioritized accordingly. Management has implemented compensating controls until such functionality is available through the financial information system.</p>

School Operations and Facilities Management	
16. Facilities management should develop an annual departmental plan that aligns with the objectives of the school board's annual operational plan. The plan should set targets, timelines and assigned responsibilities for key activities. This would enable management to track and report progress of its defined priorities and goals throughout the year.	Long Term Accommodation Plan (LTAP) for Capital Projects. Renewal - maintenance project does have an annual process
17. The school board should continue revising its cleaning standards which will enable management to monitor, manage and report on cleanliness levels on a regularly.	Hard copy and e-copy are issued to the system. To be updated where new Green Clean products are in use
18. Management should develop a work-order system to record, monitor, and evaluate projects, ensuring the effective use of resources.	Work Tech was implemented as the software system to collect and report all work requests
19. With support from the Energy and Environment Coordinator, the school board should establish a multi-year energy management plan that incorporates quantifiable measures and is aligned with its strategic direction.	In progress