



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>• Primary and junior math provincial assessments will improve by 10% by August 2017.               <ul style="list-style-type: none"> <li>➤ Primary Math 58% to 68%</li> <li>➤ Junior Math 48% to 58%</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Activate the Math Task Force recommendations through the renewed math strategy for the GECDSB.</li> <li>• Math capacity building series will be provided to all elementary schools through professional learning sessions for administrators and lead teachers.</li> <li>• 14 schools will receive high intensity support re: human and financial resources.</li> <li>• Math learning sessions will focus on the five math proficiencies:               <ul style="list-style-type: none"> <li>• conceptual understanding;</li> <li>• procedural fluency;</li> <li>• adaptive reasoning;</li> <li>• strategic competence; and</li> <li>• productive disposition.</li> </ul>               and include direct links to curriculum expectations and             </li> </ul>	<ul style="list-style-type: none"> <li>• Increased results by 2017 as seen in EQAO scores and report card data (term one to term two).</li> </ul>	
✓						
✓						
<p><i>C. Howitt School Superintendents</i></p>						



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		<p>the scaffolding from grade to grade.</p> <ul style="list-style-type: none"> <li>• A focus on supporting special education students and ELL/ELD students with working memory, receptive language, vocabulary building and literacy based problem solving to support math conceptual understanding.</li> <li>• Both quantitative and qualitative data will be gathered. Qualitative data will include both survey and focus group interviews with various stakeholders and case studies created by central office staff based on their work in schools. Student interviews to promote self-advocacy skills in math will be a focus. Quantitative data will include report card data,</li> </ul>		
--	--	--	--	--



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		diagnostic data and EQAO data. Coding of learning skills and work habits will occur to demonstrate improvement.		
CL	EC	ES	✓	✓
✓				
<p><i>C. Howitt L. McLaughlin School Superintendents</i></p>	<ul style="list-style-type: none"> <li>• Primary and junior reading and writing provincial assessments will improve by either 5% or 10% respectively by June 2017:               <ul style="list-style-type: none"> <li>➤ Primary Writing 69% to 74%</li> <li>➤ Primary Reading 67% to 77%</li> <li>➤ Junior Writing 76% to 81%</li> <li>➤ Junior Reading 76% to 81%</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 14 schools will receive high intensity support re: human and financial resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased results by 2017 as seen in EQAO scores and report card data.</li> <li>• Analysis of student achievement, learning, skills and work habits from the 14 high intensity schools diagnostics.</li> <li>• Follow up research based on quantitative data (case studies and focus groups).</li> <li>• Student interviews will be done again in June 2017 (third year) to gauge self-advocacy and knowledge of their own learning needs.</li> </ul>	



# 2016-2017 OPERATIONAL PLAN

## STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>By June 2017 the achievement of students participating in the EQAO OSSLT assessment will improve from:               <ul style="list-style-type: none"> <li>➤ 80% to 85%</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Build capacity with secondary school teachers who are teaching grade 9 and 10 courses to differentiate instruction and use instructional strategies to meet the needs of all learners through Quad SI and professional development sessions.</li> </ul>	<ul style="list-style-type: none"> <li>Teachers will have the resources and supports needed to provide differentiated instruction and assessment in their grade 9/10 course classrooms.</li> <li>Teachers will be able to identify individual student needs and use appropriate instructional strategies to meet those needs.</li> </ul>	<p>V. Houston C. Howitt L. McLaughlin</p>
✓	✓					
		✓				
		-				
CL	EC	ES	<ul style="list-style-type: none"> <li>By June 2017 the achievement of grade 9 students participating in the EQAO mathematics assessment will improve from:               <ul style="list-style-type: none"> <li>➤ 56% to 61% in applied math</li> <li>➤ 85% to 90% in academic math</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Build capacity with mathematics teachers in the intermediate grades and grade 9 to differentiate instruction and use instructional strategies to meet the needs of all learners through professional development sessions.</li> </ul>	<ul style="list-style-type: none"> <li>Teachers will have the resources and supports needed to provide differentiated instruction and assessment in their mathematics classroom. Survey results will provide evidence.</li> <li>Teachers have resources and supports to identify individual student need and</li> </ul>	<p>V. Houston C. Howitt L. McLaughlin</p>
✓	✓					



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

			use appropriate instructional strategies to meet those needs.													
<table border="1" style="font-size: small;"> <tr> <td style="background-color: #ff0000; color: white;">CL</td> <td style="background-color: #0056b3; color: white;">EC</td> <td style="background-color: #70ad47; color: white;">ES</td> </tr> <tr> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>	CL	EC	ES	✓	✓								<ul style="list-style-type: none"> <li>• Increase the five year graduation rate from 85% to 90% for incoming and future grade 9 cohorts.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement the Student Success Strategy in providing opportunities for students to pursue their initial post-secondary destination and graduate within five years of beginning secondary school.</li> <li>• Provide ongoing professional development in support of the Student Success Strategy to school-based Student Success Teams.</li> <li>• Provide ongoing identification, monitoring and counselling of students considered to be in risk or at risk of not graduating.</li> <li>• Monitor grade level credit accumulation rates twice per semester and provide timely</li> </ul>	<ul style="list-style-type: none"> <li>• Increases in grade level credit accumulation rates especially at the grade 11 level will inform and predict the projected graduation rate for the cohort.</li> <li>• Increase of graduation rates.</li> </ul>	
CL	EC	ES														
✓	✓															
V. Houston																



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		<p>school, system and community supports and interventions for students in order to maximize credit completion.</p> <ul style="list-style-type: none"> <li>Expand the Reach Ahead Grade 8 to 9 transition program to support students in placing them in a credit surplus situation prior to and during their high school program.</li> </ul>														
<table border="1" style="font-size: small;"> <tr> <td style="background-color: #ff0000; color: white;">CL</td> <td style="background-color: #0056b3; color: white;">EC</td> <td style="background-color: #70ad47; color: white;">ES</td> </tr> <tr> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> </table>	CL	EC	ES	✓	✓	✓	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> <li>As part of the Student Success Strategy, the School Support program will have a progression rate of moving 75% of all students forward one level or more during each semester based on the pre-instruction assessment, observations and conversations.</li> </ul>	<ul style="list-style-type: none"> <li>Professional learning sessions will support classroom teachers in providing the integration of evidence-based instructional strategies, differentiated instruction and sound assessment and evaluation practices to enhance student achievement.</li> <li>Engage each school's Professional Learning Team (PLT) in a systematic approach</li> </ul>	<ul style="list-style-type: none"> <li>75% of the students will be moved forward one level.</li> <li>Teacher and student voice will be analyzed to gauge the implementation of the instructional and assessment strategies employed (i.e. classroom visitation, survey).</li> </ul>	
CL	EC	ES														
✓	✓	✓														
✓	✓	✓														
✓	✓	✓														
V. Houston																



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		<p>to identifying students in risk, set pass rate and pre-instruction targets and provide timely supports in concert with the resources and strategies associated with the Student Success Strategy.</p> <ul style="list-style-type: none"> <li>• PLT members and the school's instructional coach will share resources and partner to enhance professional learning among their network.</li> <li>• Report student progress at each PLT meeting and centrally twice per semester.</li> </ul>														
<table border="1" style="font-size: small;"> <tr> <td style="background-color: #ff0000; color: white;">CL</td> <td style="background-color: #0056b3; color: white;">EC</td> <td style="background-color: #70ad47; color: white;">ES</td> </tr> <tr> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;">✓</td> </tr> </table>	CL	EC	ES	✓	✓							✓	<ul style="list-style-type: none"> <li>• Reengage 75% of all contacted late leaver students and retain 80% of this cohort.</li> </ul>	<ul style="list-style-type: none"> <li>• The Re-engagement Counsellor will contact late leavers under the age of 21 to secure their return to school and provide programs, alternative programs, mentoring and guidance e.g. SWAC, co-operative education</li> </ul>	<ul style="list-style-type: none"> <li>• Increased enrolment among our alternative programming and continuing education programs.</li> <li>• Improvement in the statistics associated with Student Success among late leavers</li> </ul>	
CL	EC	ES														
✓	✓															
		✓														
<p><i>V. Houston</i></p>																



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		placement, e-learning, correspondence, night school. <ul style="list-style-type: none"> <li>• Monitor the success of our late leavers using:               <ul style="list-style-type: none"> <li>➤ retention rates;</li> <li>➤ success rates;</li> <li>➤ credit accumulation; and</li> <li>➤ student attendance.</li> </ul> </li> </ul>	as reported on the Ministry of Education report, <i>Taking Stock</i> (three times/year). <ul style="list-style-type: none"> <li>• Increased graduation rates among our alternative education programs.</li> </ul>													
<table border="1" style="font-size: small;"> <tr> <td style="background-color: #ff0000; color: white;">CL</td> <td style="background-color: #0056b3; color: white;">EC</td> <td style="background-color: #70ad47; color: white;">ES</td> </tr> <tr> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td style="background-color: #ff9966;"></td> <td style="background-color: #66b3ff;"></td> <td style="background-color: #99cc66;"></td> </tr> <tr> <td style="background-color: #ff9966;"></td> <td style="background-color: #66b3ff;"></td> <td style="background-color: #99cc66;"></td> </tr> </table>	CL	EC	ES	✓	✓								<ul style="list-style-type: none"> <li>• The System-level School Support Team will provide teachers with tools and strategies to:               <ul style="list-style-type: none"> <li>➤ Move 75% of all participating students forward a level or more on their final report card during the 2016-2017 school year based on their final report card from 2015-2016.</li> <li>➤ Respond to the needs of our learners through the</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continue to carry out an inquiry project designed to generate knowledge about and evidence in support of effective instructional and assessment practices in middle years (grades 7-10) mathematics classrooms.</li> <li>• Organize Professional Learning sessions.</li> <li>• Provide job-embedded professional development for teachers with an implementation of EduGains 'W'</li> </ul>	<ul style="list-style-type: none"> <li>• Teachers will be able to:               <ul style="list-style-type: none"> <li>➤ monitor student progress more effectively throughout their course;</li> <li>➤ construct and utilize diagnostics assessments to better understand the learning needs in their classrooms;</li> <li>➤ effectively differentiate lessons and activities by readiness to support the needs of all learners in their classroom;</li> </ul> </li> </ul>	
CL	EC	ES														
✓	✓															
<i>V. Houston</i>																





## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

	<p>implementation of quantitative and qualitative diagnostic assessments and conversations.</p> <ul style="list-style-type: none"> <li>➤ Build students' confidence in mathematics by providing a risk-free safe environment. With the use of student attitudinal surveys surrounding the learning environment in mathematics class there will be a 75% increase in student confidence measured in mathematics over the 2016-2017 school year.</li> <li>➤ Support parents and students in choosing the proper pathway during the grade 8 to 9 transition. A</li> </ul>	<p>model of professional development</p> <ul style="list-style-type: none"> <li>• Board-wide learning needs will be articulated by school teams with a focus on:               <ul style="list-style-type: none"> <li>➤ Identifying individual student needs based on various sources of data;</li> <li>➤ Using evidence based instructional strategies;</li> <li>➤ Identifying the continuum in the curriculum from grade 7 - 10.</li> </ul> </li> <li>• Success in this endeavor will be measured through the comparison of successful grade 9 credits (all three streams) over the past 3 years.</li> </ul>	<ul style="list-style-type: none"> <li>➤ implement their new learning in their classroom the next day;</li> <li>➤ better value the professional learning and implement these strategies in their teaching;</li> <li>➤ take ownership of their teacher-led collaborative inquiry.</li> </ul> <ul style="list-style-type: none"> <li>• Students writing the grade 9 EQAO in 2016 will show an increase in dot score from their grade 6 EQAO test</li> <li>• Students will show one level (or more) improvement in mathematics assessment</li> <li>• Increased student results based on teacher involvement and experience</li> </ul>	
--	--	--	--	--



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

	60% increase in students achieving their grade 9 math credit will be considered a successful outcome		in the Student Success initiative													
<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: #ff0000; color: white;">CL</td> <td style="background-color: #0056b3; color: white;">EC</td> <td style="background-color: #70ad47; color: white;">ES</td> </tr> <tr> <td style="color: green;">✓</td> <td style="color: green;">✓</td> <td style="color: green;">✓</td> </tr> <tr> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> </tr> <tr> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> <td style="background-color: #cccccc;"></td> </tr> </table>	CL	EC	ES	✓	✓	✓							<ul style="list-style-type: none"> <li>By June 2017 the achievement of primary students identified with Learning Disabilities will increase:               <ul style="list-style-type: none"> <li>➤ 30% to 40% in reading</li> <li>➤ 27% to 37% in math</li> </ul> </li> <li>By June 2017 the achievement of junior students identified with</li> </ul>	<ul style="list-style-type: none"> <li>Implement an intensive reading intervention program in selected schools (based on achievement and IPRC identification of LD).</li> <li>Professional development for teachers on how students learn differently and on the scope and sequence for reading instruction (small groups, specific and targeted intervention).</li> <li>Early intervention specific to oral language in early years and primary classrooms.</li> <li>Gather attitudinal base line data through student interviews and</li> </ul>	<ul style="list-style-type: none"> <li>Achievement in primary reading and math will improve by 10% by 2017.</li> <li>Achievement in junior reading will improve by 10% by 2017.</li> <li>Achievement in junior math will improve by 10% by 2017.</li> <li>Student profiles will guide instructional practice and be evident in every classroom.</li> <li>Teachers will have the resources needed to provide focused intervention when needed (resources include personnel, electronic, published, reference guides)</li> </ul>	
CL	EC	ES														
✓	✓	✓														
<p><i>C. Howitt</i> <i>L. McLaughlin</i> School Superintendents</p>																



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

	<p>Learning Disabilities will increase from:</p> <ul style="list-style-type: none"> <li>➤ from 31% to 41% in math</li> <li>➤ from 37% to 42% in reading</li> </ul>	<p>re-measure annually (focus on self-advocacy).</p> <ul style="list-style-type: none"> <li>• Gather data through school climate surveys, report cards and staff surveys.</li> <li>• Develop and share resources specific to supporting students with Learning Disabilities related to their profile of learning.</li> <li>• Ensure students receive accommodations in accordance with their Individual Education Plans.</li> <li>• Provide math professional development/capacity building series. Four sessions have been scheduled.</li> <li>• Planning for the Math Capacity Building Series will be done between the Program and Special Education Departments.</li> </ul>	<p>etc). Survey results will provide evidence.</p> <ul style="list-style-type: none"> <li>• Individual Education Plans will align to the accommodations provided on EQAO Assessments.</li> <li>• Student interviews will support use of self-advocacy skills.</li> <li>• DRA scores will increase.</li> </ul> <ul style="list-style-type: none"> <li>• Fourteen high intensity schools will be followed to determine students' progress on the math continuum and reading continuum.</li> </ul>	
--	--	---	--	--



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		<ul style="list-style-type: none"> <li>Baseline data is determined based on board developed math continuum.</li> </ul>														
<table border="1" style="font-size: small;"> <tr> <td style="background-color: #ff0000; color: white;">CL</td> <td style="background-color: #0056b3; color: white;">EC</td> <td style="background-color: #70ad47; color: white;">ES</td> </tr> <tr> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>	CL	EC	ES	✓	✓								<ul style="list-style-type: none"> <li>Every student in a Locally Developed Course will achieve the credit (100% credit accumulation) by attaining the course requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Teachers of Locally Developed Courses plan and program effectively, understanding the profile of our learners (including the requirements for accommodations/IEP implementation where appropriate).</li> <li>Professional development for all teachers assigned to LDCC (by semester) with focus on Math as a subject base, resources (including use of technology) and the profile of the learner.</li> <li>Review of course credit accumulation, continue to monitor success rates.</li> </ul>	<ul style="list-style-type: none"> <li>Increased credit accumulation and increase in marks.</li> </ul>	
CL	EC	ES														
✓	✓															
<p>L. McLaughlin V. Houston</p>																



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		<ul style="list-style-type: none"> <li>Review student input obtained through exit surveys and interviews/ questionnaires.</li> </ul>											
<table border="1" style="font-size: small;"> <tr> <td style="background-color: #ff0000; color: white;">CL</td> <td style="background-color: #0056b3; color: white;">EC</td> <td style="background-color: #70ad47; color: white;">ES</td> </tr> <tr> <td style="background-color: #f4a460;"></td> <td style="background-color: #add8e6;"></td> <td style="background-color: #c1e1c1;"></td> </tr> <tr> <td style="background-color: #f4a460; text-align: center;">✓</td> <td style="background-color: #add8e6; text-align: center;">✓</td> <td style="background-color: #c1e1c1; text-align: center;">✓</td> </tr> </table> <p>S. Pyke</p> <p style="color: purple; font-weight: bold;">New</p>	CL	EC	ES				✓	✓	✓	<ul style="list-style-type: none"> <li>Poverty Framework: Develop and implement a system wide plan which includes identifying systemic barriers, practices, and strategies within the school system that impact or may impact students' learning and well-being.</li> </ul>	<ul style="list-style-type: none"> <li>System level committee developed.</li> <li>Collection of data using processes designed.</li> <li>Direct a critical look at current practices through a poverty/equity/inclusive lens.</li> <li>Enhance student outcomes in the four domains of well-being: cognitive, physical, social and emotional.</li> </ul>	<ul style="list-style-type: none"> <li>Identify systemic barriers, practices and strategies within Greater Essex County with a sustainable system-wide plan to enhance supports for student learning and well-being.</li> <li>Take baseline survey developed from the system-wide plan and compare with 2017-18 results.</li> </ul>	
CL	EC	ES											
✓	✓	✓											



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>Develop and implement annual Information Technology Services Demand Plan (<a href="#">click here to link to ITS Plan</a>)</li> </ul>	<ul style="list-style-type: none"> <li>Develop proposed project plans based on perceived needs.</li> <li>Review proposed project plans and available human/financial resources to prioritize and approve projects which make up the ITS Annual Demand Plan.</li> <li>Address Ad Hoc ITS needs in relation to Demand Plan as required.</li> </ul>	<ul style="list-style-type: none"> <li>Regular reporting on project progress.</li> <li>Completion of demand plan and/or explanation of revised expected outcomes.</li> </ul>	
✓	✓	✓				
	✓	✓				
✓		✓				
<p>J. Howitt P. Antaya C. Lynd L. McLaughlin C. Howitt</p>			<ul style="list-style-type: none"> <li>Successful implementation of the International Baccalaureate Program at Riverside and Leamington Secondary Schools in September of 2017.</li> </ul>	<ul style="list-style-type: none"> <li>Complete application for authorization of the Diploma Program.</li> <li>Consult with school administrators, secondary school staff and OSSTF, on the staffing process for IB schools.</li> <li>Promotion and Recruitment Committee to develop advertisements and other materials for presentation in the community and within our</li> </ul>	<ul style="list-style-type: none"> <li>Authorization of the Diploma Program in 2 secondary schools.</li> <li>Increased enrollment at Riverside and Leamington Secondary Schools.</li> </ul>	
CL	EC	ES				
✓	✓					
<p>D. Salinitri</p>						



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		elementary and secondary schools. <ul style="list-style-type: none"> <li>Train principals, coordinators and required staff.</li> </ul>														
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #ff0000; color: white; text-align: center;">CL</td> <td style="background-color: #0056b3; color: white; text-align: center;">EC</td> <td style="background-color: #70ad47; color: white; text-align: center;">ES</td> </tr> <tr> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> <td></td> </tr> <tr> <td></td> <td style="background-color: #d3d3d3;"></td> <td style="background-color: #d3d3d3;"></td> </tr> <tr> <td style="background-color: #d3d3d3;"></td> <td style="background-color: #d3d3d3;"></td> <td style="background-color: #d3d3d3;"></td> </tr> </table>	CL	EC	ES	✓	✓								<ul style="list-style-type: none"> <li>All teachers will hold responsibility for the I.E.Ps of the students in their classes</li> </ul>	<ul style="list-style-type: none"> <li>IEP Audit to be done annually for both elementary and secondary schools</li> <li>YouTube video will be available in the fall of 2016 modelling quality IEPs</li> <li>Workshops for educators will be offered regularly</li> <li>Teachers responsible for special education and new to the role will be trained each September</li> <li>Special Education Staff available for PD/presentations to school staffs by request of administrator</li> <li>Survey all parents/guardians who have children on IEPs will be completed in the fall of 2016.</li> </ul>	<ul style="list-style-type: none"> <li>All classroom teachers will hold responsibility for the implementation and reporting on IEP goals.</li> <li>Parent/Guardian survey results will be compiled, reviewed and shared with SEAC for discussion and follow-up action.</li> </ul>	
CL	EC	ES														
✓	✓															
L. McLaughlin V. Houston  <span style="color: purple; font-weight: bold;">New</span>																



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>School Based Assessments will focus on intervention strategies and plans</li> </ul>	<ul style="list-style-type: none"> <li>Criterion Referenced Brigance (Language and Math) Assessment training to occur for all elementary LSTs in September 2016</li> <li>Assessments for struggling students will result in an intervention plan</li> <li>Empower Reading Program will be in 12 schools providing intensive reading intervention to 96 students in accordance with Board plan.</li> <li>Empower and Lexia Reading programs to be implemented in 10 schools in accordance with Ministry of Education Pilot Project</li> <li>All elementary schools will implement the Response to Intervention Plan developed in 2015/16</li> </ul>	<ul style="list-style-type: none"> <li>Referrals for psych/ed assessments will decrease</li> <li>Placements in partially self-contained classes will decrease</li> <li>All data will be tracked (pre and post) for students in the reading intervention programs</li> <li>Reading ability will improve for each participant as measured by DRAs</li> </ul>	
✓	✓	✓				
L. McLaughlin C. Howitt  <span style="color: purple; font-weight: bold;">New</span>						





## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES				
	✓		<ul style="list-style-type: none"> <li>Well-Being Programs and Services – Identify programs and services the system and schools are currently using to support/address the 4 domains of well-being as defined in <i>Ontario Well-being Strategy for Education</i></li> </ul>	<ul style="list-style-type: none"> <li>Tool developed to collect and organize data on current well-being programs and services.</li> <li>A comprehensive list of board, school and community activities programs and services for principals/staff members categorized within the 4 domains of well-being has been developed and formatted as a living document.</li> <li>Well-being programs and services used within the system to be identified:               <ol style="list-style-type: none"> <li>Board Level: by Central Office Staff</li> <li>School and Community: by School</li> </ol> </li> <li>Administrators categorize their school activities/ services into 4 domains</li> </ul>	<ul style="list-style-type: none"> <li>Administrators can identify activities, programs, services in all 4 domains within their school. Work to ensure that all 4 are represented.</li> <li>Posted on website</li> </ul>	
✓		✓				
<p>S. Pyke</p> <p style="color: purple; font-weight: bold;">New</p>						



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		<ul style="list-style-type: none"> <li>• Develop critical thinking to ask "how does this fit within the definition of well-being"</li> </ul>														
<table border="1" style="font-size: small;"> <tr> <td style="background-color: #ff0000; color: white;">CL</td> <td style="background-color: #0056b3; color: white;">EC</td> <td style="background-color: #70ad47; color: white;">ES</td> </tr> <tr> <td style="background-color: #f4a460;"></td> <td style="background-color: #66a0ff; text-align: center;">✓</td> <td style="background-color: #a0d080;"></td> </tr> <tr> <td style="background-color: #f4a460; text-align: center;">✓</td> <td style="background-color: #66a0ff; text-align: center;">✓</td> <td style="background-color: #a0d080; text-align: center;">✓</td> </tr> <tr> <td style="background-color: #f4a460;"></td> <td style="background-color: #66a0ff; text-align: center;">✓</td> <td style="background-color: #a0d080;"></td> </tr> </table>	CL	EC	ES		✓		✓	✓	✓		✓		<ul style="list-style-type: none"> <li>• Mental Health: Professional development to meet the needs of our staff teaching students who have experienced trauma.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop population-specific mental health resources on student trauma (ie., student newcomers, students in care, FNMI)</li> <li>• Literature Review</li> <li>• Develop list of resources</li> <li>• Consult with Board and community partners, such as the Indigenous Parent Committee and Student Mental Health ASSIST at provincial level</li> <li>• Professional development for our Social Work and Psychology Department staff</li> </ul>	<ul style="list-style-type: none"> <li>• Presentations in 50% of our schools.</li> <li>• More referrals to outside organizations.</li> </ul>	
CL	EC	ES														
	✓															
✓	✓	✓														
	✓															
<p>S. Pyke</p> <p style="color: purple; font-weight: bold;">New</p>																



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>• Student Voice: Identify and understand the current educational needs of our non-English speaking newcomers in elementary schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus groups with students</li> <li>• Action plan developed to address the needs as identified by student voices.</li> <li>• Student panel to address administrators.</li> </ul>	<ul style="list-style-type: none"> <li>• Survey to principals pre- and post- tests on their understanding of newcomers.</li> </ul>	
	✓					
✓	✓					
S. Pyke						
<b>New</b>						
CL	EC	ES	<ul style="list-style-type: none"> <li>• Bereavement/Grieving Resource: Develop resources on understanding bereavement/grieving from various religious lenses.</li> </ul>	<ul style="list-style-type: none"> <li>• Literature review</li> <li>• Equity and inclusive work group to develop resources</li> <li>• Community consultation</li> <li>• Reference documents designed</li> <li>• Booklet published on website as a resource</li> <li>• Pamphlet available for staff and community</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in the number of calls to Diversity Officer on Bereavement practices.</li> <li>• Increase in the number of times the booklet is downloaded.</li> </ul>	
✓						
	✓					
	✓	✓				
S. Pyke						
<b>New</b>						



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>School climate Survey: To increase our number of respondents in the parent/community School Climate Survey and Secondary School Climate Survey by 10%</li> </ul>	<ul style="list-style-type: none"> <li>Review and revise current questions to streamline the three surveys and examine confidentiality issues of conducting the survey within the school setting based on data collected in 2015-2016.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of respondents in both secondary student school climate survey AND parent/community school climate survey by 10%</li> </ul>	
	✓	✓				
✓	✓	✓				
S. Pyke  <b>New</b>						
CL	EC	ES	<ul style="list-style-type: none"> <li>Support Parent/Guardians whose children have Individual Education Plans to better understand their children's learning profiles.</li> </ul>	<ul style="list-style-type: none"> <li>Survey of all parents/guardians whose children have IEPs in the fall of 2016</li> <li>Analyze results to identify action items.</li> <li>Follow up survey to be done in the fall of 2018 to measure change.</li> </ul>	<ul style="list-style-type: none"> <li>Compilation of results will be shared with SEAC</li> <li>Action Plan will be formulated and communicated to schools and to SEAC</li> </ul>	
✓	✓					
	✓	✓				
	✓					
L. McLaughlin  <b>New</b>						



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>Develop a process for the efficient and responsible use of school space.</li> </ul>	<ul style="list-style-type: none"> <li>Host a Facility Partnership Meeting in August 2016</li> </ul>	<ul style="list-style-type: none"> <li>Community understanding of available space and costs involved</li> <li>Potential to increase use of buildings through partnerships and community hubs.</li> </ul>	
	✓	✓				
		✓				
		✓				
T. Awender C. Lynd						
CL	EC	ES	<ul style="list-style-type: none"> <li>Implementation of finance related technology upgrades.</li> </ul>	<u>New Integrated Financial Management System (K212)</u> This represents a mandatory major upgrade from a legacy windows based program (BAS2000) to a web based system. (Note: Although progress has been made, this goal is carried forward from 2015-16 as the implementation was delayed). <ul style="list-style-type: none"> <li>A project plan has been created and a project team identified</li> </ul>	<u>Integrated Financial Management System (K212)</u> <ul style="list-style-type: none"> <li>Problematic and redundant data in the current accounting system will be reduced and/or eliminated</li> <li>Customized reports will be developed to provide better financial information</li> <li>End users will be trained</li> <li>K212 is expected to be more stable and reduce staff time dealing with system</li> </ul>	
	✓					
		✓				
C. Lynd J. Howitt P. Antaya						



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		<ul style="list-style-type: none"> <li>Establishment of a testing and training environment</li> <li>Data transferred from BAS2000 to K212</li> <li>The project team will review and document all major processes (accounting and purchasing) to determine potential improvements and efficiencies</li> <li>Training programs will be developed</li> <li>The project will last the entire year with a 'go live' date of September 1, 2017</li> </ul> <p><b><u>Upgraded Integrated Payroll and Human Resources Software (K212 HR/Payroll version 5.0)</u></b></p> <p>In order to facilitate the transition to provincial benefits reporting, the implementation of a new</p>	<p>malfunctions and inefficiencies</p> <ul style="list-style-type: none"> <li>Transition to a fully supported web-based system with more functionality</li> <li>All users trained and using system on September 1, 2017</li> </ul> <p><b><u>Integrated Payroll and Human Resources Software</u></b></p> <ul style="list-style-type: none"> <li>New system is fully implemented by December 31, 2016.</li> </ul> <p>Enables the ability to communicate information for Employee Health Life Trusts (EHLTs)</p>	
--	--	--	---	--



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		version of this software is necessary. <ul style="list-style-type: none"> <li>• Volunteer as pilot board</li> <li>• Establish project plan</li> <li>• Test all system functionality and reporting</li> </ul>														
<table border="1" style="font-size: small;"> <tr> <td style="background-color: #ff0000; color: white;">CL</td> <td style="background-color: #0056b3; color: white;">EC</td> <td style="background-color: #70ad47; color: white;">ES</td> </tr> <tr> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td></td> <td style="text-align: center;">✓</td> <td style="text-align: center;">✓</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>	CL	EC	ES		✓	✓		✓	✓				<ul style="list-style-type: none"> <li>• Effective management of capital projects resulting from enrolment pressures (additions), replacement or consolidation of schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Consult with stakeholders on project scope and floor plans.</li> <li>• Budget management to ensure alignment with Ministry approved funding and scope.</li> <li>• Timely, competitive procurement.</li> <li>• Effective management of the construction process to ensure project delivered on time and within budget.</li> <li>• Communication of project status and issues through monthly reports to Senior Administration and regular site meetings with contractor and consultant.</li> </ul>	<ul style="list-style-type: none"> <li>• Projects are completed on time to accommodate students – new LDSS</li> <li>• Land purchase funding is approved and purchases are finalized for the new school sites (Giles Campus and new North Shore FI)</li> </ul>	
CL	EC	ES														
	✓	✓														
	✓	✓														
C. Lynd T. Awender																



# 2016-2017 OPERATIONAL PLAN

## STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>• Facility Services staff partner with educators to support academic performance and attract enrolment.</li> </ul>	<ul style="list-style-type: none"> <li>• Communication of project status to Trustees.</li> <li>• Solicit School Administrator feedback through the Annual Facility Survey.</li> <li>• Investigate and mitigate all below expectations in the Survey.</li> <li>• Implement changes in existing fiscal year when possible, within existing budgets.</li> </ul>	<ul style="list-style-type: none"> <li>• Facility Survey Score meets expectations in all six areas of Cleanliness, School Condition, Occupant Comfort, Response Time, Customer Service and Partnership.</li> <li>• Greater participation in the Survey (increase from 75%)</li> <li>• Average scores in all areas above 3.0.</li> </ul>	
	✓	✓				
		✓				
<p><i>C. Lynd</i> Superintendents</p>						
CL	EC	ES	<ul style="list-style-type: none"> <li>• Develop a marketing/ advertising plan for our international student program.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote GECDSD to agents in targeted countries for recruitment (eg. China, Brazil, Korea, India).</li> <li>• Gather anecdotal feedback from current international students.</li> <li>• Update the International Student website.</li> </ul>	<ul style="list-style-type: none"> <li>• Agents, parents and students from target countries will be knowledgeable about our international student program and students will be registered in our schools.</li> <li>• GECDSD staff and our communities will be familiar with our international student program.</li> </ul>	
	✓					
<p><i>V. Houston</i> <i>S. Scantlebury</i></p>						





## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		<ul style="list-style-type: none"> <li>• Provide information sessions for administrators, guidance staff and teachers in our schools.</li> <li>• Create brochures about our schools for agents to use when recruiting for us in their home country.</li> </ul>														
<table border="1" style="font-size: small;"> <tr> <td style="background-color: #ff0000; color: white;">CL</td> <td style="background-color: #0056b3; color: white;">EC</td> <td style="background-color: #70ad47; color: white;">ES</td> </tr> <tr> <td style="background-color: #f4a460;"></td> <td style="background-color: #66a0ff; color: white;">✓</td> <td style="background-color: #a0d080; color: white;">✓</td> </tr> <tr> <td style="background-color: #f4a460;"></td> <td style="background-color: #66a0ff;"></td> <td style="background-color: #a0d080;"></td> </tr> <tr> <td style="background-color: #f4a460;"></td> <td style="background-color: #66a0ff;"></td> <td style="background-color: #a0d080;"></td> </tr> </table>	CL	EC	ES		✓	✓							<ul style="list-style-type: none"> <li>• Establish a network of international agents who are actively recruiting students to attend GECDSD schools from a variety of different countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Create an agent manual that provides information about all of our policies, procedures, and forms related to international students.</li> <li>• Provide agents with detailed information about each one of our schools so that they are familiar with all the different programs that are available for international students.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of students recruited by our present agents.</li> </ul>	
CL	EC	ES														
	✓	✓														
<i>V. Houston</i> <i>C. Lynd</i>																



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>To actively engage our newly developed Indigenous Parent Committee (IPC) to support student learning and student success for FNMI students and to help build awareness about indigenous learning for non FNMI students.</li> </ul>	<ul style="list-style-type: none"> <li>Work with the IPC to develop the Board FNMI plan of support for the 2016-2017 school year. Of the agreed upon actions there will be a regular reporting process from administration to the IPC committee with adjustment made to the plan if needed.</li> </ul>	<ul style="list-style-type: none"> <li>A grassroots involvement of the IPC for the development of the Board FNMI plan.</li> <li>Ongoing reporting based on measurement of each action item of the plan (i.e. enrolment and pass rates of students enrolled in Native Studies courses, student engagement pre/during/post FNMI secondary symposium).</li> </ul>	
	✓					
<i>C. Howitt</i>						
CL	EC	ES	<ul style="list-style-type: none"> <li>Work with the IPC and members of the Indigenous community to develop an Indigenous Education Protocol</li> </ul>	<ul style="list-style-type: none"> <li>Organize planning meetings to gather input and the collective voice of the Indigenous community to formalize a formal Indigenous Education Protocol for the Board.</li> </ul>	<ul style="list-style-type: none"> <li>Launch the Indigenous Education Protocol for the GECD SB in the winter of 2017.</li> </ul>	
	✓					
	✓					
<i>C. Howitt</i> <b>New</b>						



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>Conduct a review of the ELL program supports throughout the Board</li> </ul>	<ul style="list-style-type: none"> <li>Develop a review tool, field test and launch in the fall of 2016</li> <li>Develop plan for data collection and analysis in the fall of 2016</li> <li>Communicate changes and improvements in winter of 2017</li> <li>Provide PD and supports for any changes in winter/spring of 2017</li> </ul>	<ul style="list-style-type: none"> <li>Data collection will include a survey and focus group interviews with ESL classroom and itinerant teachers as well as Principals and community partners.</li> <li>Use evidence and information gathered to make an informed decision on the direction of the program to best meet the needs of ESL/ELD students.</li> </ul>	
✓	✓	✓				
	✓					
	✓					
C. Howitt						
New						
CL	EC	ES	<ul style="list-style-type: none"> <li>To increase the level of efficacy of newly placed administrators (within their first two years of placement as either a vice-principal or principal).</li> </ul>	<ul style="list-style-type: none"> <li>Differentiated learning sessions for all new administrators.</li> <li>Mentorship opportunities will be provided and a learning plan will be completed.</li> </ul>	<ul style="list-style-type: none"> <li>Baseline data will be collected from mentees as to their sense of efficacy in varying areas of the leadership role in the fall. Data will be collected again in the late spring. A comparison analysis will be conducted to measure growth in leader efficacy.</li> </ul>	
	✓					
C. Howitt						



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

			<ul style="list-style-type: none"> <li>A focus group will be formed in the fall for mentees regarding aspirations/ support. The program support will be adjusted based on the focus group data collection and analysis. The focus group will be repeated in the spring of 2017 to note if program goals were achieved.</li> </ul>													
<table border="1" style="font-size: small;"> <tr> <td style="background-color: #ff0000; color: white;">CL</td> <td style="background-color: #0056b3; color: white;">EC</td> <td style="background-color: #70ad47; color: white;">ES</td> </tr> <tr> <td style="background-color: #f4a460;"></td> <td style="background-color: #66a0ff; text-align: center;">✓</td> <td style="background-color: #a0d080;"></td> </tr> <tr> <td style="background-color: #f4a460;"></td> <td style="background-color: #66a0ff;"></td> <td style="background-color: #a0d080;"></td> </tr> <tr> <td style="background-color: #f4a460;"></td> <td style="background-color: #66a0ff;"></td> <td style="background-color: #a0d080;"></td> </tr> </table>	CL	EC	ES		✓								<ul style="list-style-type: none"> <li>To increase the numbers of both elementary and secondary “leaders of promise” – or leadership interns in our system.</li> </ul>	<ul style="list-style-type: none"> <li>A campaign for teacher leaders to self-identify and for administrators to identify “leaders of promise”.</li> <li>Leadership interns will be encouraged to participate in professional learning which will include: The Role of Principal and Instructional Leader, The Role of Principal and Special Education, The Role of Principal</li> </ul>	<ul style="list-style-type: none"> <li>An increase of 20% in the number of both elementary and secondary leadership interns in the system.</li> <li>Qualitative feedback regarding effectiveness and impact of the training program will be collected from participating candidates to assist with planning for future sessions.</li> </ul>	
CL	EC	ES														
	✓															
C. Howitt																



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

		<p>and Students in Risk, The Role of Principal and Facility Services, The Role of Principal and Finances, The Role of Principal and Health and Safety and the Role of Principal and Building Positive Relationships.</p> <ul style="list-style-type: none"> <li>• Candidates will also be offered a learning session focused on Preparing to Apply to a Position of Added Responsibility.</li> <li>• Shadow visits will be included with present administrators or central office staff by aspiring leaders.</li> </ul>		
CL	EC	ES	<ul style="list-style-type: none"> <li>• Communicate and consult with stakeholder groups with respect to the Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to communicate elements of the Strategic Plan to stakeholders.</li> </ul>
	✓			
<p><i>E. Kelly</i></p>				



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

			communications and board reports.	
CL	<ul style="list-style-type: none"> <li>Positive two-way communication with all the individuals and organizations that have interests in public education.</li> </ul>	<ul style="list-style-type: none"> <li>Execute the Communication Protocol. Share the goals and successes of the Board with many audiences in a variety of ways.</li> <li>Refresh website and share stories and events that are unique to Greater Essex.</li> </ul>	<ul style="list-style-type: none"> <li>Create a climate of trust and understanding among students, parents/guardians, staff, administration and trustees as evidence through School Climate Surveys.</li> <li>Website and school communications will reflect success.</li> <li>Increased enrolment and increased parent engagement.</li> <li>Advertising/marketing/recruitment plan will promote and maintain support for our board.</li> <li>Student Recruitment strategies will be promoted.</li> </ul>	
EC				
ES				
	✓			
	✓			
E. Kelly				



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>Re-launch of Attendance support Program, beginning September 1, 2016</li> </ul>	<ul style="list-style-type: none"> <li>Communicate with all employees re. Attendance Support program</li> <li>Provide training to managers, supervisors, principals</li> <li>Provide ongoing support throughout year</li> </ul>	<ul style="list-style-type: none"> <li>Reduce average absences (personal illness) by 1 day per employee group</li> <li>Create and maintain positive practices in each worksite where employee absences are addressed as per Attendance Support Program</li> <li>Support employees at work through accommodation where necessary</li> </ul>	
		✓				
		✓				
P. Antaya <b>New</b>						
CL	EC	ES	<ul style="list-style-type: none"> <li>Implement an electronic absence approval system for all employee absences</li> </ul>	<ul style="list-style-type: none"> <li>All absences are approved electronically, paper no longer accepted</li> </ul>	<ul style="list-style-type: none"> <li>100% compliance in achieving absence approval, eliminating non reports, increased employee efficiency at approver level and administration (Human Resources)</li> </ul>	<ul style="list-style-type: none"> <li>Completed September 2016.</li> <li>Monitoring of compliance ongoing</li> </ul>
		✓				
		✓				
P. Antaya J. Howitt <b>New</b>						



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>Develop and implement supervision and performance appraisal procedures and instrument for managers, supervisors, and non-bargaining employees</li> </ul>	<ul style="list-style-type: none"> <li>Internal procedures developed including appraisal cycle, professional goals/objectives, improvement processes</li> <li>Performance appraisal instruments developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>Appraisal cycles determined and being implemented with first cadre using these documents</li> </ul>	
		✓				
		✓				
P. Antaya  <span style="color: purple; font-weight: bold;">New</span>						
CL	EC	ES	<ul style="list-style-type: none"> <li>New correcting behaviour/progressive discipline document developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>Document developed including letter templates, etc.</li> <li>Managers, supervisors, principals, vice-principals, senior administration trained</li> </ul>	<ul style="list-style-type: none"> <li>Increased competence and confidence in supervisory staff in correcting unwanted employee behaviour</li> </ul>	
		✓				
		✓				
P. Antaya  <span style="color: purple; font-weight: bold;">New</span>						





## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>Evaluation of Employee Assistance Program</li> </ul>	<ul style="list-style-type: none"> <li>Comparison of current model (JEAP) to external provider models by range of service, cost, usage, analytics</li> </ul>	<ul style="list-style-type: none"> <li>Recommendation for desired model moving forward</li> </ul>	
		✓				
		✓				
P. Antaya  <b style="color: purple;">New</b>						
CL	EC	ES	<ul style="list-style-type: none"> <li>Reduce manual processes by introduction of internal posting procedure through Apply to Education</li> </ul>	<ul style="list-style-type: none"> <li>Pilot internal posting process for clerical/technical employee group</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of manual processes, increased efficiency saving staff time, increased accuracy in records</li> </ul>	
		✓				
		✓				
P. Antaya J. Howitt C. Lynd  <b style="color: purple;">New</b>						



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

CL	EC	ES	<ul style="list-style-type: none"> <li>Continue to pursue opportunities to streamline processes, reduce redundancy, reduce paper processes where appropriate by examining workflows between Human Resources and Payroll</li> </ul>	<ul style="list-style-type: none"> <li>Review various processes and 'workflows' to realize efficiencies within HR and Payroll.</li> <li>Automate other timesheets such as ALC, overtime, etc.</li> <li>Automate communication between HR and Payroll and eliminate paper processes</li> <li>Automate absence approval process</li> <li>Automate data workflow between data warehouse, TESS and IPPs.net (i.e. tracking assignments)</li> <li>Standardize coding in TESS and IPPs.net</li> <li>Automate the file transmission process to benefit providers.</li> <li>Automate process to reallocate long term teaching costs.</li> </ul>	<ul style="list-style-type: none"> <li>Expected savings of staff time and greater accuracy in records will be realized through elimination of manually editing information in multiple systems.</li> </ul>	
		✓				
		✓				
P. Antaya J. Howitt C. Lynd  <span style="color: purple; font-weight: bold;">New</span>						



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES												
<table border="1" style="font-size: small;"> <tr><td style="background-color: #ff0000; color: white;">CL</td><td style="background-color: #0056b3; color: white;">EC</td><td style="background-color: #70ad47; color: white;">ES</td></tr> <tr><td style="background-color: #ff0000;"></td><td style="background-color: #0056b3;"></td><td style="background-color: #70ad47; color: white;">✓</td></tr> <tr><td style="background-color: #ff0000;"></td><td style="background-color: #0056b3;"></td><td style="background-color: #70ad47; color: white;">✓</td></tr> <tr><td style="background-color: #ff0000;"></td><td style="background-color: #0056b3;"></td><td style="background-color: #70ad47;"></td></tr> </table> <p><i>V. Houston</i></p>	CL	EC	ES			✓			✓				<ul style="list-style-type: none"> <li>Develop efficient processes and procedures for English Language Assessment for our incoming International Students</li> </ul>	<ul style="list-style-type: none"> <li>Review all current practices to understand and streamline the processes.</li> <li>Review current practice of assessments.</li> </ul>	<ul style="list-style-type: none"> <li>To have an efficient process in place for assessing international students English language proficiency prior to school entry.</li> </ul>	
CL	EC	ES														
		✓														
		✓														
<table border="1" style="font-size: small;"> <tr><td style="background-color: #ff0000; color: white;">CL</td><td style="background-color: #0056b3; color: white;">EC</td><td style="background-color: #70ad47; color: white;">ES</td></tr> <tr><td style="background-color: #ff0000;"></td><td style="background-color: #0056b3;"></td><td style="background-color: #70ad47;"></td></tr> <tr><td style="background-color: #ff0000;"></td><td style="background-color: #0056b3;"></td><td style="background-color: #70ad47; color: white;">✓</td></tr> <tr><td style="background-color: #ff0000;"></td><td style="background-color: #0056b3;"></td><td style="background-color: #70ad47;"></td></tr> </table> <p><i>C. Lynd</i></p>	CL	EC	ES						✓				<ul style="list-style-type: none"> <li>To reduce staff accidents and injuries through the implementation of the Accident and Injury Prevention Plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement the accident and injury prevention plan.</li> <li>Track monthly inspections and quarterly reporting.</li> <li>Implement and track training.</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to the Plan.</li> <li>Reduced accidents and injuries.</li> <li>Completion of training as per the training matrix.</li> </ul>	
CL	EC	ES														
		✓														
<table border="1" style="font-size: small;"> <tr><td style="background-color: #ff0000; color: white;">CL</td><td style="background-color: #0056b3; color: white;">EC</td><td style="background-color: #70ad47; color: white;">ES</td></tr> <tr><td style="background-color: #ff0000;"></td><td style="background-color: #0056b3;"></td><td style="background-color: #70ad47; color: white;">✓</td></tr> <tr><td style="background-color: #ff0000;"></td><td style="background-color: #0056b3;"></td><td style="background-color: #70ad47;"></td></tr> <tr><td style="background-color: #ff0000;"></td><td style="background-color: #0056b3;"></td><td style="background-color: #70ad47;"></td></tr> </table> <p><i>C. Lynd</i> <i>P. Antaya</i></p>	CL	EC	ES			✓							<ul style="list-style-type: none"> <li>Implementation of Employee Health Life Trusts (EHLT) benefits and reporting</li> </ul>	<p>The central labour agreements require a mandatory transition of certain employee groups to provincially managed (OTIP) employee benefit trusts between September 1, 2016 and August 31, 2017.</p>	<ul style="list-style-type: none"> <li>All eligible employee groups are fully transitioned to their respective ELHT by August 31, 2017.</li> </ul>	
CL	EC	ES														
		✓														



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES
----------------------	------	--------------	-------------------	-----------------

<b>New</b>		<ul style="list-style-type: none"> <li>Ensure compatibility of systems and software</li> <li>Ensure all necessary information sharing and reporting requirements are met as they are requested by OTIP and the Ministry</li> </ul> <p>Testing and Production:</p> <ul style="list-style-type: none"> <li>The implementation timeline is comprised of four phases and takes approximately 26 weeks from initial testing to the member portal</li> </ul>		
------------	--	--	--	--



## 2016-2017 OPERATIONAL PLAN STRATEGIC PRIORITIES

CONFIDENT LEARNERS	ENGAGED COMMUNITIES	ETHICAL STEWARDSHIP
✓ <i>achieve individual success in the pathway of their choice</i>	✓ <i>respond to the needs of our learners</i>	✓ <i>budget alignment with strategic priorities</i>
✓ <i>practice and promote positive and healthy behaviours</i>	✓ <i>partner to enhance outcomes</i>	✓ <i>effective, responsible and sustainable use of resources</i>
✓ <i>act responsibly to self and others through good citizenship</i>	✓ <i>embrace the diversity of our region</i>	✓ <i>safe and welcoming schools and facilities</i>

STRATEGIC OBJECTIVES	GOAL	ACTION STEPS	EXPECTED OUTCOMES	ACTUAL OUTCOMES