



# **The Road Ahead**

## ***Strategic Renewal 2009-2010***

Progress Report  
December 2009

*"In a school community formed by Catholic beliefs and traditions, our  
Mission is to educate students to their full potential"*



We thank you for your ongoing support and confidence. We believe our traditions will serve us well, informed by fresh and innovative approaches. Through collaboration and innovation with all partners, TCDSB will achieve with fresh purpose our Mission:

*In a school community formed by Catholic beliefs and traditions, our Mission is to educate students to their full potential.*

**Process :**

- Superintendent of Education, Mark Fenwick, appointed to lead and coordinate strategic renewal process.
- Director's message on Strategic Renewal Process posted on Board website, as well as original Deloitte Review and all subsequent TCDSB supporting documents.
- Weekly collaborative meetings with Superintendent of Strategic Renewal, Director, Associate Directors and lead staff in each of the three functional areas to clarify activity, track actions taken on reporting templates, confirm progress and determine short and long term goals.
- Regular planning sessions with Director and Supt. of Strategic Renewal
- On-going communication provided to Education Council, Trustees, key staff in functional areas, all employee association Presidents and chairs.
- Strategic Renewal Steering Committee meets monthly. A communication and engagement strategy is underway to ensure all TCDSB community stakeholders and partners are informed, updated and invited to provide input and feedback: corporate website, Director's Bulletin, e-mails to Principals, Vice-Principals, CSAC Chairs, school newsletters, established community advisory groups and employee committees.
- Strategic renewal consultations with established advisory groups have been sustained and will be a standing item on the agenda for all scheduled meetings in 2009-2010.

Community Advisory Committee  
Union / Staff Liaison Committee  
Special Education Advisory Committee (SEAC)  
Catholic Parent Involvement Committee (CPIC)  
Director's Liaison Committees (2)  
Education Council  
Trustees  
Catholic School Advisory Councils (CSAC)  
Principals / Vice-Principals

- Regular Progress Reports posted on Board website: June 2009, December 2009, March 2010, June 2010.

## Evidence and monitoring tools :

- A detailed tracking sheet identifying actions taken with a list of supporting documentation has been developed to monitor implementation towards sustainability on each of the 22 issues. (Appendix B)
- On-going dialogue with Ministry staff combined with utilizing completed Operational Reviews posted on the School Business Support Branch secure website and the benchmark of documented leading practices.

## Actions taken : September to December 2009

- The three core dimensions of Strategic Renewal and their defining elements are captured in two documents posted on the website:

Strategic Renewal Overview (Appendix A)  
Strategic Renewal PowerPoint Presentation Nov. 2009.

- ***Student Achievement in our Catholic Learning Communities*** is the first and central core dimension of Strategic Renewal. The annual Board Learning Improvement Plan is posted on the board's website and will be reviewed mid-year in collaboration with Ministry of Education officials and key TCDSB colleagues. Each school's annual School Learning Improvement Plan is posted on the school's website and is considered a dynamic document available to both CSACs and individual parents.
- ***Governance and Community Engagement*** is the second core dimension of Strategic Renewal and focuses on our shared responsibilities to ensure collaborative processes and engaging participation by our stakeholders and significant partners. The 3<sup>rd</sup> element is *Nurturing Our Catholic Community Partners*, a three year journey of the TCDSB and all its communities to fulfill its Mission through the ministries of Word, Worship and Witness. Our focus in 2009-10 is on Word.
- ***Excellence in Business Services: Deloitte Review*** is the third core dimension of Strategic Renewal and focuses our attention on the 22 detailed issues and accompanying recommendations to achieve excellence in our business functional areas. Progress continues on most of the issues in the Deloitte Report (Appendix C) and specific details are outlined on each of the summary reporting templates.

Some of the highlights follow:

**Issue 1:** the sequence of budget planning activities has been redesigned to start earlier allowing more time for the board's ability to balance the budget and meet Ministry timelines. A proactive, public consultation process has been planned and communicated with supporting details, documents and timelines posted on the website. A three year focused delivery budget has been approved by the Ministry with a projected surplus in both the 2<sup>nd</sup> and 3<sup>rd</sup> years of the plan.

**Issue 7:** a formal strategy to reduce the number of portables in use has been implemented and received by the Ministry.

**Issue 8:** key TCDSB personnel are working collaboratively with Ministry staff to streamline timelines in an ambitious and comprehensive capital project planning process (additions, new schools, accommodation review committees) using benchmarking to other boards' timelines and leveraging best practices.

**Issue 9:** several important steps have been taken to redesign the Business Services organizational structure.

**Issues 10, 11, 13:** these three Human Resources issues are related and require an integrated problem approach. A report has been developed with clear steps and stages to be implemented starting in January 2010. Leading practices from completed Ministry operational reviews and benchmarking to other GTA boards have informed the next steps outlined in the report.

**Issue 12:** the original recommendation to centralize the IT function has been described as the significant element "ICT Systems enabling 21<sup>st</sup> Century leading + learning". IBM Canada has been awarded the Request for Proposal to provide consulting services related to ICT Governance and a Three Year Technology Plan. The consultant's report will be received by the Board in late March, in time to be considered in the on-going budget consultation process for 2010-11. The SAP related issues still pending are being considered as part of this process.

**Issue 15:** a formal schedule of internal monthly management reporting based on leading practices is being implemented.

#### **Next actions: January - March 2010**

- Public Budget Consultation process implemented in January- April.
- External consultant IBM Canada to complete review and report by March 2010.
- The redesign of Human Resources will begin in this period with the implementation of the identified steps and stages and the on-going use of Ministry resources to identify leading practices in the several areas of Human Resources.
- Continue to dialogue and consult with boards of education which have reviewed and implemented HR and ICT leading practices with proven success.
- Rigorous development and implementation will continue on all issues under the theme of fragmented organization structure (Issues 9-14).
- Progress Report 3 will be posted on Board website in April 2009.



[www.tcdsb.org](http://www.tcdsb.org)

## STRATEGIC RENEWAL 2009-2010.

### Student Achievement in our Catholic Learning communities

- TCDSB System Priorities + Action statements
- Annual Board Learning Improvement Plan
- Annual School Learning Improvement Plan

### Governance + Community Engagement

- Trustees / Director of Education + Senior Staff / Board Supervisor
- Engaging TCDSB school communities + stakeholders
- Nurturing Our Catholic Community Partners

### Excellence in business services: Deloitte Review

- Finance (Business)
- Human Resources
- Capital Operations (Planning + Facilities)
- ICT Systems enabling 21<sup>st</sup> Century leading + learning

#### Impact initiatives:

Bill 177 Student Achievement and School Board Governance Act, 2009  
Ontario's Equity and Inclusive Education Strategy  
Early Learning Program [Full Day] ; With Our Best Future in Mind  
Learning for All K-12 [Special Education renewal]  
Ontario Leadership Strategy / TCDSB Leadership Strategy  
Safe Schools Strategy + Bill 157 (Keeping Our Kids Safe at School Act)



## TCDSB STRATEGIC RENEWAL PROCESS

|  |   |
|--|---|
| <b>Theme:</b>  | Process Effectiveness   |
| <b>Area:</b>   | Finance (Business Services)   |
| <b>Key Staff:</b>  | S. Pessione, V. Rego  |
| <b>Issue #1:</b>   | The approval phase of the budget planning process is too short. As a result, TCDSB has historically experienced challenges in approving a balanced budget in a timely manner. This has also resulted in missed budget submission deadline to the Ministry of Education.   |
| <b>Recommendation:</b>   | Redesign the budget planning process to provide more time for Trustees to approve a balanced budget and meet Ministry deadlines. This includes the identification of a project champion to drive the project forward and communicate its benefits to trustees and other stakeholders. Explore the potential to base the entire budget planning process on October student enrolment only. |
| <b>Actions taken to address recommendation:</b>  |   |
| <ol style="list-style-type: none"> <li>1.1 Report to Supervision Team on implementation of a revised budget planning process to begin in February 2009.</li> <li>1.2 Enrolment projections established in January 2009 by the Planning Department.</li> <li>1.3 Enrolment and Staffing Committee reconvened in 2008/2009</li> <li>1.4 Regular on-going consultation and collaboration between Board and Ministry staff (Business Services/Finance/Planning and Operation/HR).</li> <li>1.5 Internal Enrolment projection process developed adopting best practice of an integrated model allowing for central and decentralized input and validation of enrolment projections (p. 11 Deloitte)</li> <li>1.6 Budget Process clearly outlined to ensure best practice of securing stakeholder input and to allow budget to reflect stakeholder feedback.</li> <li>1.7 Budget consultation process adopting best practice of clearly linking budget priorities to established Board priorities.</li> <li>1.8 Best practice of budget planning process accounting for all required cost and revenue changes</li> </ol> |   |
| <b>Reports + documents:</b> “Projected Budget Timetable – 2009-2010 Budget” , January 28, 2009.<br>“Budget Process – 2009-2010 Focused Delivery of Service Budget “ ,<br>April 29, 2009.<br>“2009-2010 Focused Delivery Budget” , May 27, 2009<br>Slide deck for presentation to May 27 meeting of Supervision Team and<br>Budget information sessions in June 2009.<br>Annual Budget cycle flowchart<br>Internal Budget Process<br>Budget Consultation Process and Materials posted on website (attached)   |   |

|                                       |  |                                       |                                   |                                  |
|---------------------------------------|--|---------------------------------------|-----------------------------------|----------------------------------|
| <b>Benefits of implementation:</b>    | <p>Budget consultation period occurs early in process.</p> <p>Budget preparation period occurs over the period January – June.</p> <p>Three year plan allows management to identify pressure areas with sufficient lead time to make adjustments to planned expenditures.</p> <p>Transparency of the Budget Process is improved.</p> |                                       |                                   |                                  |
| <b>Financial Implications:</b>        | <table> <tr> <td data-bbox="438 273 828 357">2009-10 (<b>\$ 1.390 M Deficit</b>)</td> <td data-bbox="828 273 1185 357">2010-11 <b>\$ 3.050 M Surplus</b></td> <td data-bbox="1185 273 1567 357">2011-12 <b>\$4.304 M Surplus</b></td> </tr> </table>   | 2009-10 ( <b>\$ 1.390 M Deficit</b> ) | 2010-11 <b>\$ 3.050 M Surplus</b> | 2011-12 <b>\$4.304 M Surplus</b> |
| 2009-10 ( <b>\$ 1.390 M Deficit</b> ) | 2010-11 <b>\$ 3.050 M Surplus</b>  | 2011-12 <b>\$4.304 M Surplus</b>      |                                   |                                  |



## TCDSB STRATEGIC RENEWAL PROCESS

|   |   |
|---|---|
| <b>Theme:</b>   | Process Effectiveness   |
| <b>Area:</b>  | Finance (Business Services)   |
| <b>Key Staff:</b>   | S. Pessione                      M. Farrell<br>V. Rego  |
| <b>Issue #2:</b>  | The procurement process is slow due to manual steps, bottleneck activities and lack of familiarity with the information system, resulting in organizational capacity constraints and late vendor payments.  |
| <b>Recommendation:</b>  | Identify a sole resource responsible for SAP procurement tasks in schools. Provide mandatory training to school staff identified for SAP procurement responsibilities. Automate the manual steps in the procurement process where applicable. Investigate compliance with the school board P-card policy. This includes the identification of a project champion to drive the project forward and communicate its benefits to trustees and other stakeholders.  |
| <b>Actions taken to address recommendation:</b>   |   |
| <p>2.1 Use of Virtual P-Cards for Library Resources Initiatives (\$500,000 in expenditures).</p> <p>2.2 Piloting 5 schools with Office Supplies purchasing through Office Central web portal for low value purchases</p> <p>2.3 Simplifying process for goods receipts/speed up payment.</p> <p>2.4 Identifying key person @ school for procurement – in-service prior to school year commencing.</p> |   |
| <b>Benefits of implementation:</b>  | <p>2.1 Eliminates unnecessary steps by: simplifying procure to pay process for school staff; reducing invoice workload on Accounts Payable staff; speeding up payments to vendors; simplifying reporting to Ministry.</p> <p>2.2 Same as above. Number of schools increased to 8. Added B&amp;B for classroom consumables. Lower tender costs maximize discretionary dollar spend; more efficient use of administrative time. Spend analysis on P-Cards to identify further cost savings.</p> <p>2.3 SAP process improvements underway to fully implement EFT will expedite vendor payment reduce manual steps in forwarding payments. Also investigating SAP goods receipts notice via Workflow to prompt receipt to allow faster payment</p> <p>2.4 Requires further review and discussion –ideally the school secretary would be responsible for school procurement.</p> |
| <b>Financial implications:</b>  | 2009-10                      2010-11                      2011-12   |





## TCDSB STRATEGIC RENEWAL PROCESS

|   |  |             |         |
|---|--|-------------|---------|
| <b>Theme:</b>   | Process Effectiveness  |             |         |
| <b>Area:</b>  | Human Resources  |             |         |
| <b>Key Staff:</b>   | A. Gauthier  | B. Gruppuso |         |
|   | G. Poole   |             |         |
| <b>Issue #4:</b>  | The recruitment process is characterized by heavy manual orientation and excessive reliance on paper resulting in considerable time spent by management on transactional activities with limited focus on strategic recruitment initiatives. |             |         |
| <b>Recommendation:</b>  | Access capabilities to Apply to Education or alternative E-staffing solutions. Streamline job posting process. Outsource and automate non-value add activities such as reference and background checking. Automate testing process.          |             |         |
| <b>Actions taken to address recommendations:</b>  |  |             |         |
| 4.1 No action taken until September-December 2009.  |  |             |         |
| 4.2 A blueprinting process will be undertaken to determine the efforts in automating the SAP e-recruitment module for internal and external recruitment and job posting processes and well as reviewing the possibility of outsourcing some recruitment processes.  |  |             |         |
| 4.3 An SAP cross-functional team has been formed and is meeting to re-examine issues and opportunities, determine priorities, approaches and costing so as to inform the collaborative process that will give shape to the Three Year Technology Plan. The SAP related issues identified as pending are being considered as part of this process. |  |             |         |
| 4.4 A review process is underway of the existing capabilities of the Apply to Education website in order to eliminate many of the offline tracking tools currently in use.  |  |             |         |
| <b>Next Action:</b>   |  |             |         |
| <ul style="list-style-type: none"> <li>• Develop cost benefit analysis for outsourcing background and reference checking.</li> <li>• Use internal IT expertise to develop a tool or program to automate and evaluate all tests given to potential new hires.</li> </ul>   |  |             |         |
| <b>Benefits of implementation:</b>  |  |             |         |
| <b>Financial implications:</b>  | 2009-10  | 2010-11     | 2011-12 |



## TCDSB STRATEGIC RENEWAL PROCESS

|   |   |                 |         |
|---|---|-----------------|---------|
| <b>Theme:</b>   | Process Effectiveness   |                 |         |
| <b>Area:</b>  | Human Resources   |                 |         |
| <b>Key Staff:</b>   | A. Gauthier   | B. Stavropoulos |         |
|   | G. Poole  |                 |         |
| <b>Issue #5:</b>  | The benefits enrolment process is manual and paper-based resulting in excessive processing times, data entry and organization capacity constraints. |                 |         |
| <b>Recommendation:</b>  | Investigate automating the benefits enrolment process through utilization of self-service SAP module.   |                 |         |
| <b>Actions taken to address recommendation:</b>   |   |                 |         |
| 5.1 No action taken until September-December 2009.  |   |                 |         |
| 5.2 An SAP cross-functional team has been formed and is meeting to re-examine issues and opportunities, determine priorities, approaches and costing so as to inform the collaborative process that will give shape to the Three Year Technology Plan. The SAP related issues identified as pending are being considered as part of this process. |   |                 |         |
| <b>Benefits of implementation:</b>  |   |                 |         |
| <b>Financial implications:</b>  | 2009-10   | 2010-11         | 2011-12 |



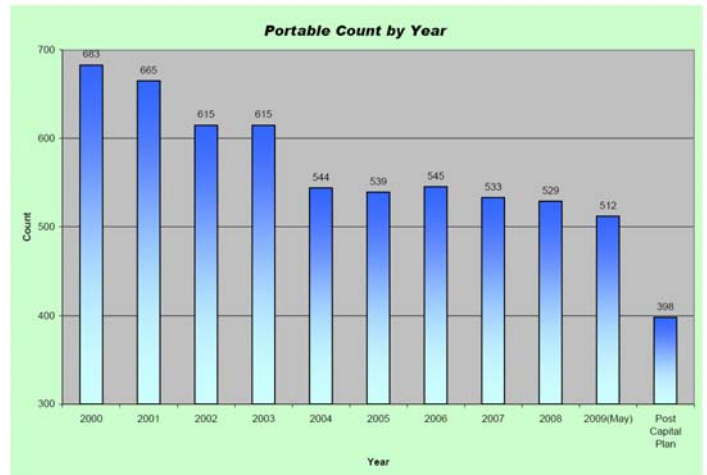


## TCDSB STRATEGIC RENEWAL PROCESS

|                        |   |
|------------------------|---|
| <b>Theme:</b>          | Process Effectiveness   |
| <b>Area:</b>           | Operations  |
| <b>Key Staff:</b>      | A. Sangiorgio<br>R. Francki   |
| <b>Issue #7:</b>       | Portable Reduction  |
| <b>Recommendation:</b> | The school board should develop a formal portable program or strategy that reduces the number in use. |

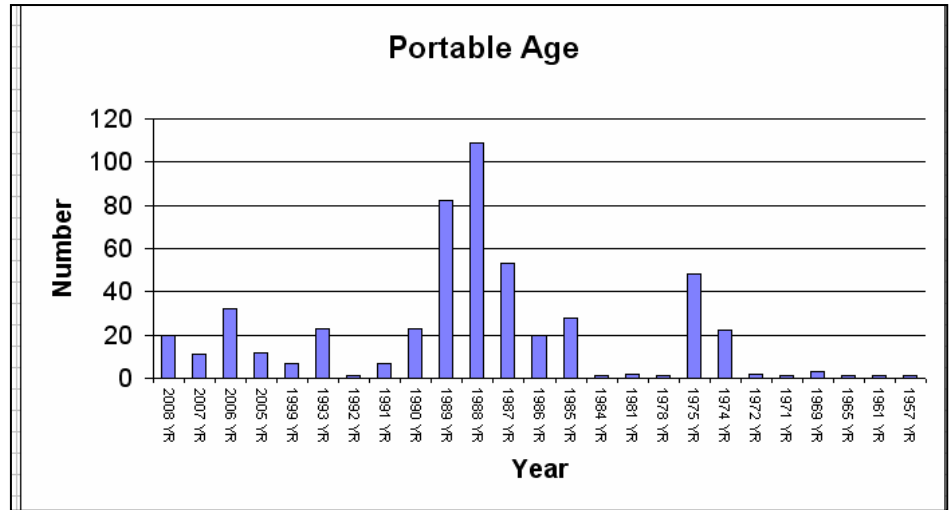
**Actions taken to address recommendation:**

7.1 The current approach by the TCDSB ensures a reduction in the number of portable classrooms from 600 (2003) to 401 by the year 2011, largely due to the continuing implementation of a capital construction program, as seen in the chart “Portable Count by Year”. The TCDSB reports an actual and real reduction from 2008 to 2009 of 29 aged portable classrooms, or 5.6% of the inventory. These classrooms would have consumed \$1,160,000 in refurbishment had the TCDSB retained them. The TCDSB estimates an annual reduction of \$81,600 in operational expenditures as a result of the reduction.



- 7.2 The remaining 401 will be the object of a condition assessment, and an annual replacement program commencing in 2011, with a 20 year turnaround at 15 per year. Dedicated tradespersons will be assigned in Fall 2009 to improve maintenance of remaining stock.
- 7.3 The chart titled “Portable Age” illustrates portable age picture and substantiates the annual replacement program given the large block of portables that are at the end of their useful life expectancy, generally accepted to be 20 years.
- 7.4 A rigorous needs inventory will be commenced in the 2009-2010 school year, with the intent to identify and eliminate additional non-required portable classrooms.

7.5 General declining demographics will reduce pressure for additional portables classrooms (March 2009 report).



7.6 New Ministry initiatives (eg Early Learning Program) may create new and immediate pressures for portable classrooms in the year 2012-2016. Rigorous compliance with grades 4-9 maximum class sizes may compound this. As well, City of Toronto projections demonstrate some counter-demographic increasing trends for school age populations which may offset the general decline in demographics.

7.7 Demand for portable classrooms is also sustained by a lack of designed program space like instrumental music and lack of support space like storage (this need is supported by the fact that the Supplementary Area Factor for elementary schools is below 100% of the Ministry of Education Area Benchmark

7.8 Finally and in the longer term, rigorous implementation of the Board’s proposed revised admissions policy incorporating improved boundary control has the potential to result in more efficient use of under-utilized facilities with the obvious resultant reduction in portables at currently over-subscribed facilities.

- Reports: “Portable Replacement and Renewal Program” , May 9, 2007  
 “Portable Needs & Availability for September 2009” , March 25, 2009  
 Graph showing portable reduction from 2000 (683) to 2009 (398)  
 “Disposal of Portables at Various Locations” , May 27, 2009  
 “Facilities Services – Staffing Proposal”, May 27, 2009.

**Next Actions:**

- Rigorous inventory of current portable fleet.
- A system wide solution for retrofit of music rooms in school.

**Benefits of implementation:**

Reduced operational and maintenance costs associated with reduced number of portable classrooms. Reduced renewal costs associated with elimination or replacement of portables beyond their useful life-expectancy. Improved classroom environment with the introduction of new units. Improved life-expectancy of replacement portable classrooms.

| <b>Financial implications:</b>          |  | <b>2009-10</b> | <b>2010-11</b> | <b>2011-12</b> |
|---|--|----------------|----------------|----------------|
|   | Annual replacement of portables  | 1,350,000      |                | 1,230,000      |
|   | Portable refurbishment and relocation*   | 1,200,000      | 1,200,000      | 1,200,000      |
|   | Dedicated Portable Maintenance Crew**  | 284,424        | 284,424        | 284,424        |
|   | Reduction in operational costs due to reductions   | 81,600         |                | 230,900        |
|   | Offset Refurbishment Cost due to reductions/replacement  | 1,200,000      |                | 3,880,000      |
|   | *Includes renewal costs in respect of deficiencies discovered during portable relocation **Should be offset by long-term reduced refurbishment costs |                |                |                |
| <i>All costs expressed in 2009 CY\$</i> |  |                |                |                |



## TCDSB STRATEGIC RENEWAL PROCESS

|                        |  |
|------------------------|--|
| <b>Theme:</b>          | Process Effectiveness  |
| <b>Area:</b>           | Operations   |
| <b>Key Staff:</b>      | A. Sangiorgio<br>R. Francki  |
| <b>Issue #8:</b>       | Implementation of capital projects (i.e. school builds and additions) appears to have lengthy timelines.   |
| <b>Recommendation:</b> | The school board should investigate the precise impact of its lengthy capital planning process and examine the potential to shorten its timelines. |

**Actions taken to address recommendations:**

- 8.1 The TCDSB is embarked upon an impressive capital program supported by funding that enables construction of 6(+1) new schools and 16 additions. The TCDSB has also identified its capital priorities, including an urgent requirement for replacement of a 1000 pupil place secondary school.
- 8.2 The Board’s Facilities staff has embraced use of project scheduling tools in order to improve visibility and control of project timelines. Individual project timelines are being rolled out.
- 8.3 The Board’s Facilities staff is producing a new series of administrative memoranda with the objective of promulgating standardized methods and tools in support of renewal and capital program (see index of Facility Services Administrative Memoranda).
- 8.4 The Board’s data management staff is planning to benchmark capital program with other schools boards to include costs and timelines.
- 8.5 The Board has approved hiring of a six-person technical services unit to improve capacity to specify and oversee capital and renewal projects. This staff will be hired in Fall 2009.
- 8.6 The Board notes preplanning complexities, historical cancellation and reinstatement of grants, multifaceted and enveloped nature of grants making for complex planning in a large urban setting where multiple options need to be examined and consultation with all stakeholders ensured and reported. Currently, the Board is submitting its request for transfer for reserves for the 16 additions currently in design, and funded via enrolment pressure and primary class size reduction grants in the amount of \$47M, and supplemented by \$10M in school renewal funds.
- 8.7 The PTR Capital Plan included a 30 school feasibility study and involved setting priorities with limited capital funds. The Board approved criteria weighing (see pp 260-262 February 2001 report), then ranked recommendations. Project priorities were subsequently altered by board decisions. The methodology was approved; and applied.
  - Report regarding Capital Program – New Pupil Place Strategy – January 18, 2001
  - From Administrative and Corporate Services Committee Meeting February 15, 2001
  - School Construction Priority List – Capital Program March 8, 2001

- 8.8 Board Facilities staff is introducing technology to improve effective decision making by aggregating data and capital program criteria into a project ranking software application, providing ranking of options for specific projects, and cross-project prioritizing, with the objective of improving Board capital project decision making.
- 8.9 Similarly, Board Facilities staff has introduced a sophisticated software application to improve management and execution of Board renewal projects, including use of renewal project prioritizing criteria, and resulting in long-range multi-year planning. This application features:
- Project prioritization empowered and made consistent by use of technology;
  - Integrated utility consumption data – gas, hydro, water (school energy profile) – to assist in prioritizing of energy related projects;
  - Targeted implementation of projects with energy dollars/initiatives;
  - Consolidation of data sources and elimination of redundancies, resulting in better data and more effective staff;
  - TCDSB School Renewal Plan – data rich, analytical environment with long-range multi-year planning;
  - Integrating renewal subset plans, for example the Board Facilities Accessibility Plan is a subset of the TCDSB School Renewal Plan;
  - A weighted project score for ranking purposes;
  - Ability to segregate projects by funding sources;
  - Automated production of project administrative tools (scope of work document, on-line project folders, warranty control sheets etc);
  - Ability to broadcast project information to schools and school communities.

**NEXT ACTIONS:**

The first group of projects (7 school additions) will be approved formally early in 2010.

- Capital \$108 M for additions + new buildings over next three years;
- 2008-2010 Renewal plan \$93 M;
- Move project data and scheduling out to school communities regarding Capital + Renewal projects;
- Conduct benchmarking exercise;
- Hire new staff;
- Promulgate capital project standard management procedures.
- Introduce more sophisticated project control processes and management

|                                    |   |                |                |                |
|------------------------------------|---|----------------|----------------|----------------|
| <b>Benefits of implementation:</b> | Improvement of capital facilities, reduction of portable classrooms, replacement of PTR facilities, Facilities renewal etc.<br>Improved project management, improved project prioritizing, improved project reporting, ultimately improved timelines and more effective use of project funding. |                |                |                |
| <b>Financial implications:</b>     |   | <b>2009-10</b> | <b>2010-11</b> | <b>2011-12</b> |
|                                    | School Renewal Plan (incl. GPTL)  | \$M42          | \$M43          | \$M24**        |
|                                    | Capital Run   | \$M30          | \$M90          | \$M10          |
|                                    | Technical Services Unit*  | \$K645         | \$K645         | \$K645         |
|                                    | *Funding included in School Renewal Funding envelop **Decline in funds is due to the end of the GPL program predicted for end 2011  |                |                |                |
|                                    | All costs expressed in 2009 CY\$  |                |                |                |



## TCDSB STRATEGIC RENEWAL PROCESS

|  |   |         |         |
|--|---|---------|---------|
| <b>Theme:</b>  | Fragmented Organization Structure   |         |         |
| <b>Area:</b>   | Business Services   |         |         |
| <b>Key Staff:</b>  | S. Pessione<br>V. Rego  |         |         |
| <b>Issue #9:</b>   | The wide scope of functional responsibility and spans of interest combined with excessive layers of supervision within the Business Services Department constrains operational optimization.  |         |         |
| <b>Recommendation:</b>   | The school board should redesign the Business Services organizational structure to specialize in financial management and reduce the spans of interest of key leaders. This includes the identification of a project champion to drive the project forward and communicate its benefits to trustees and other stakeholders. |         |         |
| <b>Actions taken to address recommendation:</b>  |   |         |         |
| 9.1 Finance involvement in staffing allocation process.  |   |         |         |
| 9.2 Review of Finance/Business Services staff positions and job functions initiated.   |   |         |         |
| 9.3 Impact of Initiatives template to capture expenditure impact of recommended actions to the board and whether initiatives are long term or short term, source of funding, and the related strategic initiative as well as potential alternatives to the recommended initiative.   |   |         |         |
| 9.4 Hiring of Business Services Manager to work with Facilities and Planning to ensure financial accountability and exchange of information.   |   |         |         |
| 9.5 Goal setting as part of 6 month Performance Review of each Business Services Management Team.  |   |         |         |
| 9.6 Strategic Budget Process map developed with links to be established to Board Strategic Plan (DC June 2009).  |   |         |         |
| 9.7 Realignment of responsibilities in Financial Management (Payroll) to report to Business Services, allows a focus on financial management, reduce the spans of interest and streamlining layers of supervision.   |   |         |         |
| 9.8 Focus on leveraging strategic opportunities in Partnership Development while reporting to the Associate Director of Business Services  |   |         |         |
| <b>Next Actions:</b>   |   |         |         |
| <ul style="list-style-type: none"> <li>Business Services will continue to perform significant activities in support of System Priorities and the Board Learning Improvement Plan, particularly in establishing links between the academic and non-academic functions through its strategic goals and priorities.<br/>Reports: "Budget Process - Impact of Initiatives", May 27, 2009.</li> </ul> |   |         |         |
| <b>Benefits of implementation:</b>   | Synergies between Payroll and Finance allowing for rapid automation of retirement gratuities and elimination of employees as one time vendors.  |         |         |
| <b>Financial implications:</b>   | 2009-10   | 2010-11 | 2011-12 |



## TCDSB STRATEGIC RENEWAL PROCESS

|   |   |         |         |
|---|---|---------|---------|
| <b>Theme:</b>   | Fragmented Organization Structure   |         |         |
| <b>Area:</b>  | Human Resources   |         |         |
| <b>Key Staff:</b>   | A. Gauthier<br>G. Poole   |         |         |
| <b>Issue #10:</b>   | There is a duplication of effort in HR activities across the organization resulting in inconsistencies in the application of policies and lost opportunities for efficiency         |         |         |
| <b>Recommendation:</b>  | Centralize the HR function. Develop consistent policies, procedures and programs (i.e. performance management), investigate current SAP capabilities to consolidate employee files. |         |         |
| <b>Actions taken to address recommendation:</b>   |   |         |         |
| 10.1 An internal committee composed of the Superintendent of Human Resources, key staff in HR functions and the Superintendent of Strategic Renewal, have reviewed assiduously the current HR structure and operations and then the recommendations and desired outcomes identified in the Deloitte Report.   |   |         |         |
| 10.2 Three Human Resources issues (#10,11,13) are closely related and require an integrated problem approach. A report to restructure the Human Resources department has been developed with clear steps and stages to be implemented starting in January 2010. Leading practices from completed Ministry operational reviews and benchmarking to other GTA boards have informed the next steps outlines in the report. |   |         |         |
| 10.3 The work of further centralizing the HR function continues with the alignment of elementary and secondary teacher staffing within the current HR structure.  |   |         |         |
| 10.4 The five shadow HR functions as described are being challenged and addressed, especially in the areas that apply to Continuing Education and Conflict Resolution.  |   |         |         |
| <b>Benefits of implementation:</b>  |   |         |         |
| <b>Financial implications:</b>  | 2009-10   | 2010-11 | 2011-12 |



## TCDSB STRATEGIC RENEWAL PROCESS

|   |  |         |         |
|---|--|---------|---------|
| <b>Theme:</b>   | Fragmented Organization Structure  |         |         |
| <b>Area:</b>  | Human Resources  |         |         |
| <b>Key Staff:</b>   | A. Gauthier<br>G. Poole  |         |         |
| <b>Issue #11:</b>   | The current organization structure within the HR department contains an imbalance in span of control at the leadership level resulting in capacity constraints of certain roles to balance strategic versus administrative duties. |         |         |
| <b>Recommendation:</b>  | Redesign the HR function. This includes the identification of a project champion to drive the project forward and communicate its benefits to trustees and other stakeholders.   |         |         |
| <b>Actions taken to address recommendation:</b>   |  |         |         |
| 11.1 An internal committee composed of the Superintendent of Human Resources, key staff in HR functions and the Superintendent of Strategic Renewal, have reviewed assiduously the current HR structure and operations and then the recommendations and desired outcomes identified in the Deloitte Report.   |  |         |         |
| 11.2 Three Human Resources issues (#10,11,13) are closely related and require an integrated problem approach. A report to restructure the Human Resources department has been developed with clear steps and stages to be implemented starting in January 2010. Leading practices from completed Ministry operational reviews and benchmarking to other GTA boards have informed the next steps outlines in the report. |  |         |         |
| 11.3 The redesign of the Human Resources department will begin in the period of January – April 2010 with the implementation of the identified steps and stages and the on-going use of Ministry resources to identify leading practices in the several areas of Human Resources.   |  |         |         |
| 11.4 Reducing the span of control within the HR function is addressed in the report.  |  |         |         |
| <b>Benefits of implementation:</b>  |  |         |         |
| <b>Financial implications:</b>  | 2009-10  | 2010-11 | 2011-12 |



## TCDSB STRATEGIC RENEWAL PROCESS

|                        |  |
|------------------------|--|
| <b>Theme:</b>          | Fragmented Organization Structure  |
| <b>Area:</b>           | Finance (Business Services)<br>Human Resources   |
| <b>Key Staff:</b>      | S. Pessione      V. Rego<br>A. Gauthier      G. Poole  |
| <b>Issue #12:</b>      | A decentralized IT function has resulted in no clear corporate or school board level IT strategy.  |
| <b>Recommendation:</b> | Create a centralized IT function. This includes the identification of a project champion to drive the project forward and communicate its benefits to trustees and other stakeholders. |

### Actions taken to address recommendation:

- 12.1 We will be following up with the Ministry of Education to inquire what best practices have been cited in other operational reviews conducted around the province that might serve as guide posts for our TCDSB renewal and redesign.
- 12.2 At the same we will be asking key system leaders to consult with their counterparts in similar roles in other boards to explore what structures, roles and responsibilities are in place to optimize the capacity of IT to enable operational efficiencies and improve student learning and achievement. Associate Director, Sandra Pessione will coordinate this activity through the ICT Management Team and in collaboration with the Superintendent of Human Resources.
- 12.3 We will consider acquiring the assistance of an external consultant to inform our planning and implementation.
- 12.4 In September the current ICT Management Team will be expanded to ensure the various ICT enabled functions are contributing to a redesigned model that enhances both operational and academic excellence.
- 12.5 - IBM Canada has been awarded the Request for Proposal to provide consulting services related to ICT Governance and a Three Year Technology Plan [ref. 1.5 in RFP]. The consultant's complete report will be received by the Board in late March, in time to be considered in the ongoing budget consultation process for 2010-11 and subsequent years.
- 12.6 The original recommendation to centralize the IT function is now described as the significant element *ICT Systems enabling 21<sup>st</sup> Century leading + learning* in our Strategic Renewal overview. The ICT Governance Team 2009-10 has been expanded to be more inclusive and representative of the various operational and academic ITC-enabled functions.
- 12.7 An SAP cross-functional team has been formed and is meeting to re-examine issues and opportunities, determine priorities, approaches and costing so as to inform the collaborative process that will give shape to the Three Year Technology Plan. The SAP related issues identified as pending are being considered as part of this process.

**Reports:**

“What if? Technology in the 21<sup>st</sup> Century Classroom” Ontario Public School Boards’ Association, Spring 2009.

“Equipping Every Learner for the 21<sup>st</sup> Century”, Cisco Systems, Inc. 2008 Whitepaper

**Next Actions:**

- Collaboration with IBM Canada in consultation.
- Implementation of a new ICT Governance model and Three Year Technology Plan for September 2010.
- Continue to dialogue and consult with boards of education which have reviewed and implemented ICT leading practices with proven success.

|                                    |         |         |         |
|------------------------------------|---------|---------|---------|
| <b>Benefits of implementation:</b> |         |         |         |
| <b>Financial implications:</b>     | 2009-10 | 2010-11 | 2011-12 |



## TCDSB STRATEGIC RENEWAL PROCESS

|   |   |            |          |
|---|---|------------|----------|
| <b>Theme:</b>   | Fragmented Organization Structure   |            |          |
| <b>Area:</b>  | Human Resources   |            |          |
| <b>Key Staff:</b>   | A. Gauthier   | D. Purkess | G. Poole |
| <b>Issue #13:</b>   | Permanent staff positions are inadvertently created due to the lack of a strategic and form a position control program/framework resulting in salary and wage pressures as well as potential pay equity issues. |            |          |
| <b>Recommendation:</b>  | The school board should develop a formal strategic position control framework for teaching and non-teaching positions and assign oversight accountability for the process.                                      |            |          |
| <b>Actions taken to address recommendation:</b>   |   |            |          |
| 13.1 An internal committee composed of the Superintendent of Human Resources, key staff in HR functions and the Superintendent of Strategic Renewal, have reviewed assiduously the current HR structure and operations and then the recommendations and desired outcomes identified in the Deloitte Report.   |   |            |          |
| 13.2 Three Human Resources issues (#10,11,13) are closely related and require an integrated problem approach. A report to restructure the Human Resources department has been developed with clear steps and stages to be implemented starting in January 2010. Leading practices from completed Ministry operational reviews and benchmarking to other GTA boards have informed the next steps outlines in the report. |   |            |          |
| 13.3 The report addresses assigning position control oversight accountability for teaching and non-teaching positions to a designated function and developing role based responsibilities accordingly. Progress to date has been realized in this process.  |   |            |          |
| <b>Next Actions:</b>  |   |            |          |
| <ul style="list-style-type: none"> <li>Continue to dialogue and consult with boards of education which have reviewed and implemented HR leading practices with proven success.</li> </ul>   |   |            |          |
| <b>Benefits of implementation:</b>  |   |            |          |
| <b>Financial implications:</b>  | 2009-10   | 2010-11    | 2011-12  |



## TCDSB STRATEGIC RENEWAL PROCESS

|   |  |         |         |
|---|--|---------|---------|
| <b>Theme:</b>   | Fragmented Organization Structure  |         |         |
| <b>Area:</b>  | Director of Education  |         |         |
| <b>Key Staff:</b>   | A. Perron  |         |         |
| <b>Issue #14:</b>   | At the most senior levels, the school board is not structured to reflect the current business needs of the organization. |         |         |
| <b>Recommendation:</b>  | Re-design the top-level of the organization.   |         |         |
| <b>Actions taken to address recommendation:</b>   |  |         |         |
| 14.1 Internal champion appointed as Superintendent of Strategic Renewal Process- May 09   |  |         |         |
| 14.2 Strategic renewal Steering Committee established, has met and will meet on a monthly basis - June 09   |  |         |         |
| 14.3 Strategic renewal becomes 'standing item' on weekly Director's Council meeting -June 09  |  |         |         |
| 14.4 External consultant to review senior management structures and report back to Steering Committee- August 09  |  |         |         |
| 14.5 The Director of Education is identified as the champion of this issue, with input from the Supervisor. Conversations on re-designing the top-level of the organization have been begun with Director's Council and the Supt. of Strategic Renewal. The "opportunity to balance functional responsibility and broaden the leadership opportunities" are concurrent with the developments in the redesign of Human Resources, Business Services and the establishment of a new ICT Governance model. |  |         |         |
| <b>Next Actions:</b>  |  |         |         |
| <ul style="list-style-type: none"> <li>The Strategic Renewal Steering Committee will provide a cross functional working group for dialogue to assist in this process and to identify a realistic timeline for implementation of changes.</li> </ul>   |  |         |         |
| Reports: "Realign, Refocus and Reinvest: Ensuring a Sustainable Future for the TCDSB", May 22, 2009.  |  |         |         |
| <b>Benefits of implementation:</b>  |  |         |         |
| <b>Financial implications:</b>  | 2009-10  | 2010-11 | 2011-12 |



## TCDSB STRATEGIC RENEWAL PROCESS

|   |   |         |         |
|---|---|---------|---------|
| <b>Theme:</b>   | Strategic vs. Transactional Focus   |         |         |
| <b>Area:</b>  | Finance (Business Services)   |         |         |
| <b>Key Staff:</b>   | S. Pessione<br>V. Rego  |         |         |
| <b>Issue #15:</b>   | There is ad hoc management reporting at the school board resulting in a lack of awareness of the school board's financial position and other strategic initiatives. This has also made it difficult for the school board to adjust quickly to in-year changes such as unanticipated cost increases. |         |         |
| <b>Recommendation:</b>  | Implement a formal schedule of monthly management reporting. Investigate compatibility of data systems.   |         |         |
| <b>Actions taken to address recommendation:</b>   |   |         |         |
| 15.1 SAP (Financial System) Best Practices meeting with TDSB Staff SAP staff to adopt/share system improvements.  |   |         |         |
| 15.2 Redesign of budgets to allow only bottom line funds checking to reduce budget transfers and journal entries (block consolidation)  |   |         |         |
| 15.3 Goal Setting as part of 6 month Performance Review of each Business Services Management Team   |   |         |         |
| 15.4 Strategic Budgeting process map developed with links to be established to Board Strategic Plan.  |   |         |         |
| 15.5 Implementation of quarterly expenditure reports to the Board using last years' actuals as a benchmark. (November 2008, February 2009, May 2009 presented to Supervision Team) with commentary regarding year end position.   |   |         |         |
| 15.6 Review and refresh summary of Budget Analysis + Reports for next meeting.  |   |         |         |
| 15.7 The various existing briefing reports as well as those newly introduced (Quarterly Interim reports) will be captured as part of a strategic software scheduling tool developed to incorporate integrated management reports from the 3 key functional areas. Pilot in Sept.-Dec. 2009.                                 |   |         |         |
| 15.8 Development of monthly management reporting for Special Education, Facilities Services and EPO in keeping with Best Practices  |   |         |         |
| 15.9 Developing Financial/Expenditure Policy to adopt best practice of increasing awareness regarding financial policies.   |   |         |         |
| 15.10 Best practice of providing variance analysis with sufficient detail and explanations.   |   |         |         |
| <b>Next Actions:</b>  |   |         |         |
| <ul style="list-style-type: none"> <li>Business Services will continue to perform significant activities in support of System Priorities and the Board Learning Improvement Plan, particularly in establishing links between the academic and non-academic functions through its strategic goals and priorities.</li> </ul> |   |         |         |
| <b>Benefits of implementation:</b>  | Allows for identification and mitigation of financial risk.   |         |         |
| <b>Financial implications:</b>  | 2009-10   | 2010-11 | 2011-12 |



## TCDSB STRATEGIC RENEWAL PROCESS

|   |  |         |         |
|---|--|---------|---------|
| <b>Theme:</b>   | Strategic vs. Transactional Focus  |         |         |
| <b>Area:</b>  | Human Resources  |         |         |
| <b>Key Staff:</b>   | A. Gauthier<br>G. Poole  |         |         |
| <b>Issue #16:</b>   | Opportunities exist for a formal attendance management program to reduce inconsistent practices.   |         |         |
| <b>Recommendation:</b>  | Implement an attendance management program. This includes the identification of a project champion to drive the project forward and communicate its benefits to trustees and other stakeholders. |         |         |
| <b>Actions taken to address recommendation:</b>   |  |         |         |
| 16.1 Research the operational reviews archived on the School Business Support Branch website as a current resource. |  |         |         |
| 16.2 No action taken until September-December 2009.   |  |         |         |
| 16.3 No action taken until sustained implementation achieved on HR re-design and related issues.                    |  |         |         |
| <b>Benefits of implementation:</b>  |  |         |         |
| <b>Financial implications:</b>  | 2009-10  | 2010-11 | 2011-12 |





## TCDSB STRATEGIC RENEWAL PROCESS

|  |  |            |         |
|--|--|------------|---------|
| <b>Theme:</b>  | IT Systems Optimization  |            |         |
| <b>Area:</b>   | Human Resources  |            |         |
| <b>Key Staff:</b>  | A. Gauthier  | D. Purkess |         |
|  | G. Poole   |            |         |
| <b>Issue #18:</b>  | The lack of integration between SAP and the Parklane application results in re-keying of employee information. |            |         |
| <b>Recommendation:</b>   | Integrate the Parklane application with SAP to eliminate data and reporting issues.                            |            |         |
| <b>Actions taken to address recommendation:</b>  |  |            |         |
| 18.1 No action will be taken until September - December 2009.  |  |            |         |
| 18.2 An SAP cross-functional team has been formed and is meeting to re-examine issues and opportunities, determine priorities, approaches and costing so as to inform the collaborative process that will give shape to the Three Year Technology Plan. The SAP related issues identified as pending are being considered as part of this process. |  |            |         |
| <b>Benefits of implementation:</b>   |  |            |         |
| <b>Financial implications:</b>   | 2009-10  | 2010-11    | 2011-12 |



## TCDSB STRATEGIC RENEWAL PROCESS

|  |  |         |         |
|--|--|---------|---------|
| <b>Theme:</b>  | IT Systems Optimization  |         |         |
| <b>Area:</b>   | Human Resources  |         |         |
| <b>Key Staff:</b>  | A. Gauthier<br>G. Poole  |         |         |
| <b>Issue #19:</b>  | The lack of integration between SBMS (Continuing Benefits Management Systems) and SAP results in inefficiencies and re-keying of employee information. |         |         |
| <b>Recommendation:</b>   | Build an interface between SAP and CBMS to eliminate the manual processes. Evaluate the long-term opportunity to replace CBMS with SAP functionality.  |         |         |
| <b>Actions taken to address recommendation:</b>  |  |         |         |
| 19.1 No action will be taken until September - December 2009.  |  |         |         |
| 19.2 An SAP cross-functional team has been formed and is meeting to re-examine issues and opportunities, determine priorities, approaches and costing so as to inform the collaborative process that will give shape to the Three Year Technology Plan. The SAP related issues identified as pending are being considered as part of this process. |  |         |         |
| <b>Benefits of implementation:</b>   |  |         |         |
| <b>Financial implications:</b>   | 2009-10  | 2010-11 | 2011-12 |



## TCDSB STRATEGIC RENEWAL PROCESS

|  |   |            |         |
|--|---|------------|---------|
| <b>Theme:</b>  | IT Systems Optimization   |            |         |
| <b>Area:</b>   | Human Resources   |            |         |
| <b>Key Staff:</b>  | A. Gauthier   | D. Purkess |         |
|  | G. Poole  |            |         |
| <b>Issue #20:</b>  | SAP self service modules are licensed but not configured resulting in manual processing of employee service request by staff. |            |         |
| <b>Recommendation:</b>   | Configure SAP employee self service modules to limit transaction-based requests.  |            |         |
| <b>Actions taken to address recommendation:</b>  |   |            |         |
| 20.1 No action will be taken until September - December 2009.  |   |            |         |
| 20.2 An SAP cross-functional team has been formed and is meeting to re-examine issues and opportunities, determine priorities, approaches and costing so as to inform the collaborative process that will give shape to the Three Year Technology Plan. The SAP related issues identified as pending are being considered as part of this process. |   |            |         |
| <b>Benefits of implementation:</b>   |   |            |         |
| <b>Financial implications:</b>   | 2009-10   | 2010-11    | 2011-12 |



## TCDSB STRATEGIC RENEWAL PROCESS

|   |  |              |         |
|---|--|--------------|---------|
| <b>Theme:</b>   | IT Systems Optimization                                      |              |         |
| <b>Area:</b>  | Human Resources  |              |         |
| <b>Key Staff:</b>   | S. Pessione  | A. Dippolito |         |
|   | V. Rego  |              |         |
| <b>Issue #21:</b>   | The T2200 form is created manually by payroll for all staff. |              |         |
| <b>Recommendation:</b>  | Continue with the current process.                           |              |         |
| <b>Actions taken to address recommendation:</b>   |  |              |         |
| 21.1 Follow recommendation and continue with the current efficient process.   |  |              |         |
| 21.2 The T2200 is an <i>automated</i> process as follows: A custom built SAP program is run to accumulate the required mileage/car allowance information into a spreadsheet. The SAP data is then merged with our custom mailer version of the T2200 document to produce the T2200s. We issue approximately 2000 each year. We use the SAP spreadsheet data to perform reconciliations. |  |              |         |
| <b>Benefits of implementation:</b>  |  |              |         |
| <b>Financial implications:</b>  | 2009-10  | 2010-11      | 2011-12 |



## TCDSB STRATEGIC RENEWAL PROCESS

|                        |   |
|------------------------|---|
| <b>Theme:</b>          | IT Systems Optimization   |
| <b>Area:</b>           | Human Resources   |
| <b>Key Staff:</b>      | S. Pessione                      A. Dippolito<br>V. Rego  |
| <b>Issue #22:</b>      | TCDSB has created a standalone application (“Second Pass”) that is executed as part of the payroll process. |
| <b>Recommendation:</b> | TCDSB should consider Concurrent Employee SAP functionality as part of its next major upgrade.              |

**Actions taken to address recommendation:**

22.1 The 2<sup>nd</sup> pass program *does not* sit outside of SAP. This program was developed and implemented by SAP and their partners. We are still using the standard SAP deliverable code. The SAP Standard Payroll Program will run to calculate the payroll results information per individual employee record. This means if one individual has multiple positions with the Board; an individual pay result will be reflected on the SAP payroll results file for each employee number. The Second pass ABAP Program will run after payroll is run to access the payroll results information per individual employee record. This means if one individual has multiple positions, each payroll result will be read. The ABAP program will store the information by employee number in a table for consolidation and generate adjustment transactions where required and print a report with the transactions generated. We then rerun the SAP Standard Payroll Program which will select only the employees where adjustments were generated to recalculate the net payment. We then proceed with standard balancing procedures to validate and close payroll. This applies to CPP, EI, TAX, TPP, OMERS and Net processing.

|                                    |         |         |         |
|------------------------------------|---------|---------|---------|
| <b>Benefits of implementation:</b> |         |         |         |
| <b>Financial implications:</b>     | 2009-10 | 2010-11 | 2011-12 |

Appendix C

|                              |                                  | Implementation |                        |       |                   |           |
|------------------------------|----------------------------------|----------------|------------------------|-------|-------------------|-----------|
| <i>process effectiveness</i> |                                  | area           | lead                   | early | building capacity | sustained |
| 1                            | budget process                   | F/B            | <i>V. Rego</i>         |       |                   |           |
| 2                            | procurement process              | F/B            | <i>M. Farrell</i>      |       |                   |           |
| 3                            | retirement gratuity              | F/B            | <i>V. Rego</i>         |       |                   |           |
| 4                            | recruitment process              | HR             | <i>B. Gruppiso</i>     |       |                   |           |
| 5                            | benefits enrolment process       | HR             | <i>B. Stavropoulos</i> |       |                   |           |
| 6                            | enrolment + staffing allocation  | HR             | <i>G. Poole</i>        |       |                   |           |
| 7                            | portable reduction               | O/PF           | <i>R. Francki</i>      |       |                   |           |
| 8                            | capital project planning process | O/PF           | <i>R. Francki</i>      |       |                   |           |

*fragmented organization structure*

|    |                                    |      |                    |  |  |  |
|----|------------------------------------|------|--------------------|--|--|--|
| 9  | redesign Business Services         | F/B  | <i>S. Pessione</i> |  |  |  |
| 10 | duplication of HR activities       | HR   | <i>G. Poole</i>    |  |  |  |
| 11 | redesign HR organization           | HR   | <i>G. Poole</i>    |  |  |  |
| 12 | redesign IT organization           | F/HR | <i>S. Pessione</i> |  |  |  |
| 13 | position control                   | HR   | <i>D. Purkess</i>  |  |  |  |
| 14 | redesign top level of organization | D/ST | <i>A. Perron</i>   |  |  |  |

*strategic vs transactional focus*

|    |                       |     |                    |  |  |  |
|----|-----------------------|-----|--------------------|--|--|--|
| 15 | management reporting  | F/B | <i>S. Pessione</i> |  |  |  |
| 16 | attendance management | HR  | <i>G. Poole</i>    |  |  |  |
| 17 | succession planning   | HR  | <i>K. Malcolm</i>  |  |  |  |

*IT systems optimization*

|    |                            |     |                     |  |  |  |
|----|----------------------------|-----|---------------------|--|--|--|
| 18 | SAP + Parklane integration | HR  | <i>D. Purkess</i>   |  |  |  |
| 19 | SAP + CBMS integration     | HR  | <i>D. Purkess</i>   |  |  |  |
| 20 | SAP self-service modules   | HR  | <i>D. Purkess</i>   |  |  |  |
| 21 | SAP + T2200 form           | F/B | <i>A. Dippolito</i> |  |  |  |
| 22 | SAP + Standard Payroll     | F/B | <i>A. Dippolito</i> |  |  |  |