



INSPIRING AND MOTIVATING EMPLOYEES

PRIORITY ACTION

To create a learning and work environment that is equitable and diverse, and that supports professional learning, innovation and collaboration we will:

GOALS	EVIDENCE	MEASUREMENT TOOLS	
Create a culture of respect and professionalism that recognizes and supports excellence and innovation at all levels of the organization;	<ul style="list-style-type: none"> • Continued commitment to establish a diverse workforce reflective of the student population and the diverse communities within the City of Toronto. • Continued use of fair and transparent hiring and practices with the provision of authentic and relevant feedback upon request. • Continued focus on leadership development through numerous initiatives: Leadership Strategy events, Business and Academic Retreats, Head Start Summer Institute for all new Administrators, Issues and Succession Series for all Administrators, Lunch and Learn sessions for all Non-Union Leaders, Renewal series for experienced school Administrators, Transition Series for teachers discerning about the 	<ul style="list-style-type: none"> • Data related to recruitment for TCDSB in regards to all employee groups: <ul style="list-style-type: none"> ➤ Total number of candidates interviewed and selected for job postings. ➤ Number of total days in which a position remained vacant due to the inability to hire a permanent employee. • Exit interviews with non-union employees to determine reasons for leaving the organization and gather additional information regarding the culture of the department. • Data specific to the completion of annual learning plans for teachers, teacher appraisals, principal growth plans and principal performance 	
Ensure ongoing leadership development grounded in the Catholic Leadership Framework for superintendents, principals, vice-principals, business management staff and aspiring leaders;			
Ensure effective succession planning strategies are in place for recruiting, selecting, cultivating, empowering and retaining leaders;			
Ensure that staff recruitment and promotion processes are transparent, inclusive, and reflect the mission, vision and values of the board;			
Recognize excellence and support professional growth through performance appraisal, mentorship and other system strategies;			

<p>Work collaboratively and proactively with unions and associations to continue to build positive relationships of trust and mutual respect.</p>	<p>leadership formation process.</p> <ul style="list-style-type: none"> • Formal mentoring and coaching program for all newly appointed Administrators. • Highlighting innovative and programs of excellence within our TCDSB schools through the Innovative Exemplary Practice Awards. • Regular meetings with labour and association representatives to ensure concerns and needs are identified and addressed in a timely manner. Proactively addressing issues related to collective agreements to reduce grievances. • Review and update the principal and vice principal selection processes to ensure objectivity, transparency and exemplary human resources practices. • Continued compliance with Regulation 274 regarding hiring practices and other central collective agreement articles, including providing relevant feedback to candidates and the expedient facilitation of interviews and placement procedures. • Notable increase in the completion of annual learning plans and teacher/principal appraisals. 	<p>appraisals.</p> <ul style="list-style-type: none"> • Satisfaction surveys from all leadership, mentorship and coaching programs offered in TCDSB. • Data specific to total number of grievances, arbitrations, Human Rights and Labour Board applications. • Qualitative feedback from new teachers regarding the hiring process and comments related to the support offered through the New Teacher Induction Program. • Board Learning Improvement Plan/School Effectiveness Framework staff engagement survey.
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SENIOR STAFF RESPONSIBILITY: D. Koenig, C. Jackson, R. McGuckin
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PRIORITY ACTION METRIC: Creating a learning and working environment that is equitable and diverse, and that supports professional learning, innovation and collaboration.

2014 MYSP Report Card

Stakeholder Survey:

The survey metric indicated that we are *not yet meeting* criteria on some the goals in this priority action:

Areas for Growth:

An expanded and more inclusive leadership strategy for school-based and business leaders, and more active recruitment and hiring practice to sustain appropriate staffing levels throughout the organization; reduction of union grievances by working more proactively with school/worksites leaders and union leaders.

Grade: B

2016 Staff Assessment

There is evidence of *approaching* criteria on most of these goals. We continue to experience challenges related to Regulation 274 and the hiring practices legislation. We are *not yet meeting* the goal of reducing union grievances. We continue to foster a collaborative culture with our union partners through our senior staff and Employee Relations Department.