



MEMORANDUM

TO: Board of Trustees
CC: Planning and Priorities
FROM: Roger D. Lawler, Director of Education
DATE: September 2, 2008
SUBJECT: Operational Review Report: Waterloo Catholic District School Board

I am pleased and proud to enclose the final report of the Ministry of Education's external operational review of the Waterloo Catholic District School Board. The review took place during January 2008 with follow-up interaction with staff during the spring of 2008.

The final report was delivered in August 2008 and is still confidential until the Ministry of Education publicly releases the reports of boards reviewed to date. It is the intention of the Ministry to post the operational reviews of all school boards on the Ministry web site. School boards will also post their report on their public web site.

The Ministry will also provide a comparative analysis between school boards so boards can understand trends across the province and not only identify best practices but identify areas across the sector for growth. The Ministry will follow-up in the spring of 2009 to review with staff on whether or not recommendations have been addressed.

The review has its origin in the work of the Office of the Provincial Auditor whereby the Ministry of Education was required to put in place a methodology to ensure the province that the province is receiving value for its investment in education. The review was carried out by a team of consultants from PricewaterhouseCoopers LLP and the Ministry of Education. The process identified 102 industry standards/benchmarks to review the operations of the board. These standards/benchmarks – as per monitoring – are the provincial/sector standards for school boards in Ontario in the area of human resources, finances, capital, and operations.

I am very proud of the following statement of finding with respect to the Waterloo Catholic District School Board: ***"The review found that the Board is well-managed, based on the fact that it has adopted a significant number of leading practices in all of the functional areas reviewed."***

We scored 86 out of 102 in leading practices. This represents 84%. Our achievement as a system is a credit to the dedicated staff that we have and how they respond to the challenge of seeking continuous improvement.

The next step will be to bring the report formally to the September 29, 2008 meeting of the Board along with a report on the steps that have been taken since January 2008 to be in compliance with each expectation. We do look at this in the spirit of *kaizan* - continuous improvement. How do we get to 100% in each category?

LEADING PRACTICES

A “yes” means evidence was found that the practice is fully implemented

A “no” means evidence was not found or the practice is not fully implemented.

| Area | | Number of Leading Practices | Number of Yes | Number of No | % Yes for the Area |
|--------------------------|-----------------------------|-----------------------------|---------------|--------------|--------------------|
| Governance | | 6 | 6 | 0 | 100 |
| Human Resources - | Organization | 5 | 4 | 1 | 80 |
| | Management | 15 | 13 | 2 | 87 |
| | Staffing | 6 | 6 | 0 | 100 |
| Finances | Organization | 5 | 4 | 1 | 80 |
| | Budget | 5 | 5 | 0 | 100 |
| | Reporting | 5 | 4 | 1 | 80 |
| | Treasury Management | 5 | 3 | 2 | 60 |
| | Non grant revenue | 4 | 3 | 1 | 75 |
| | Procurement | 10 | 10 | 0 | 100 |
| Operations | Organization | 5 | 4 | 1 | 80 |
| | Custodial/Maintenance | 8 | 6 | 2 | 75 |
| | Energy | 7 | 3 | 4 | 43 |
| | Health and Safety | 5 | 5 | 0 | 100 |
| Capital | Plans, Policies, Procedures | 7 | 6 | 1 | 86 |
| | Construction | 4 | 4 | 0 | 100 |
| | | | | | |
| | Totals | 102 | 86 | 16 | 84% |