



THE EDUCATION CENTRE - AURORA

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September 4, 2018

Mark Loya
Superintendent of Business,
Human Resource Services and Chief Negotiator

Dear Mark,

The Board of Trustees and the Senior Team have worked collaboratively with our community to renew our Strategic Plan. As a leadership team, we have aligned the Director's Annual Plan and Board Improvement Plan to meet the priorities and goals outlined by trustees. Additionally, we have successfully put into routine practice the Minister's Directions. In short, our leadership team is poised to align our efforts and work, to collaborate with precision and diligence to ensure positive outcomes are met for students, families and staff.

As the Superintendent of Business, Human Resource Services and Chief Negotiator, you are responsible for:

- recruitment, selection and retention;
- mental health, attendance and disability management;
- compensation, benefits and records administration;
- health & safety; and
- labour relations.

To enhance our alignment of purpose, I am asking that you work on the following specific priorities during the 2018-2019 school year that complement your role as Superintendent of Business, Human Resource Services and Chief Negotiator.

- Act as champion for issues under your direction and provide timely and responsive support to stakeholders focused on resolution.
- Align professional learning needs of Human Resource Services to enable them to provide a high degree of service and competence.
- Collaborate with the Coordinating Superintendent of Indigenous Education and Equity, the Human Rights Commissioner's Office, and the Leadership Development Team to implement the recommendations made in the Employment Equity Audit.
- Lead the creation of department plans that align to the Director's Annual Plan and include all elements of a logic model inclusive of data and evidence.
- Review and transform the administrator appointment and transfer process.

- Review and transform the administrator promotion processes.
- Review and transform sourcing, recruitment and onboarding processes.
- Review and transform the Supervisory Officer Performance Appraisal process.
- Monitor and analyze staff attendance and fill rate data, and the impact of the Attendance Support Program. Develop recommendations that may include pilot programs to provide intervention and support for staff.
- Review and update processes for Criminal Record Checks.
- Embed evidence gathering and monitoring in all elements of your practice.
- Enhance and promote the principles of collaborative professionalism throughout the system in collaboration with Leadership Development.
- Strategically plan and prepare for the 2019 round of collective bargaining for all employee groups.
- Monitor and complete the transition/conversion of the HRIS system from ROSS to emPath.
- Champion mental health and well-being initiatives as informed by the Guarding Minds at Work survey and Mental Health strategy.
- Lead the creation of comprehensive performance management training for system leaders.
- Foster cultures of collaboration and build alignment/coherence between the HRS department, schools, and other YRDSB departments.
- Update and align the Leadership Strategy in collaboration with Leadership Development.
- Review and update the leaves guidelines.
- Review and update the performance appraisal process.

I ask you to consider the above priorities and develop implementation plans that may include projected timelines, outcomes and performance indicators. In our weekly meetings, we can discuss current progress and work collaboratively to overcome challenges that may arise. Thank you for your leadership, Mark, and I look forward to working alongside you in the 2018-2019 academic school year.

Sincerely,



Clayton La Touche
Associate Director of Education,
Schools and Operations