

JANUARY 30, 2017

WATERLOO REGION DISTRICT SCHOOL BOARD

NOTICE OF MEETING

The regular monthly **Board Meeting** of the Waterloo Region District School Board will be held in the Board Room, Floor 1, Building 2, Education Centre, 51 Ardelt Avenue, Kitchener, on **Monday, January 30, 2017, at 7:00 p.m.**

AGENDA

Call to Order

O Canada

Invocation (To be recited by trustees)

“In preparation for this evening’s meeting, let us pause for thirty seconds of silent reflection – to commit our hearts and our heads, and help one another to make the careful and thoughtful decisions that will further the education of all our students.”

Approval of Agenda

Consent Agenda**

Receipt/Approval of Minutes:

- 1** Receive Minutes –Board Meeting of December 19, 2016
- 6** Approve Minutes – Committee of the Whole Meeting of January 16, 2017
- 12** Approve Minutes – Committee of the Whole Meeting of January 23, 2017
- 16** Approve Minutes – Special Education Advisory Committee Meeting of December 14, 2016

Receipt/Approval of Monthly Reports:

- 20** Staffing Information – Retirements and Resignations M. Weinert
- 22** Staffing Recommendations – Appointments M. Weinert
- 24** Suspension/Expulsion Report as of December 31, 2016 P. Rubenschuh

Declarations of Pecuniary Interest

Announcements/Celebrating Board Activities

Canadian Student Leadership Conference Presentation WRDSB Students Jackson & Zoe

Communications Department Good News Update

L. Slupeiks

Delegations

Reports

- 26** 2016 Director’s Annual Report J. Bryant
- 27** Strategic Plan Monthly Progress Update J. Bryant/L. Read
- Purpose Statement Update N. Manning

Reports from Board Members

**All matters listed under the Consent Agenda are considered not to require debate by the Board of Trustees and should be approved in one motion in accordance with the recommendation contained in each report.

Board Communications

Question Period (10 minutes)

Future Agenda Items (Notices of motion to be referred to Agenda Development Committee)

Adjournment

Report to Board January 30, 2017



**Waterloo Region
District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: **Staffing Information – Retirements & Resignations**

ORIGINATOR: This report was prepared by Michael Weinert, Coordinating Superintendent, Human Resource Services, in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

This report presents, as information, the names of those staff members who are retiring or resigning from the Waterloo Region District School Board.

The three strategic priorities that are used to guide the work of the Board are:

- Our Students are First – Each and Every One
- Our Staff, Families and Caregivers are Partners in Every Student's Learning Journey
- Our Culture of Innovation Builds Students' Confidence and Success as they Face the Future

BACKGROUND:

The Board's practice has been to receive information regarding staff retirements and resignations at regular monthly Board meetings.

STATUS:

The employees listed in this Report have received acknowledgment of their retirement or resignation.

Retirements: Elementary Teaching Staff

Name	Position / Location	Effective Date	Years of Service
Christa Angelika Fischer	Teacher, Country Hills P.S.	March 11, 2017	26
Dianne Nepveu	Teacher, Westmount P.S.	September 1, 2017	27
Renee Nolet	Teacher, New Dundee P.S.	July 1, 2017	30
Brenda Wiegand	Teacher, Courtland Avenue P.S.	June 30, 2017	28

Retirements: Secondary Teaching Staff

Name	Position / Location	Effective Date	Years of Service
Valeria Cengic	Teacher, Kitchener Waterloo C.I.	June 30, 2017	23
Kevin O'Reilly	Teacher, Cameron Heights C.I.	June 30, 2017	29
Ingrid Wolf-Deleplanque	Teacher, Jacob Hespeler S.S.	January 31, 2017	18

Retirements - Administrative and Support Staff

Name	Position / Location	Effective Date	Years of Service
Susan Beilstein	Clerk, Financial Services, Education Centre	April 30, 2017	28
Doris Beisel	Custodian, Margaret Avenue P.S.	March 31, 2017	19
Susan Chipman	Administrative Assistant, Educational Services, Education Centre	April 30, 2017	31
Laudalina Chaves	Head Custodian, Coronation P.S.	March 31, 2017	27

Maureen Dick	Assistant, Human Resource Services, Education Centre	March 31, 2017	29
Jane Keller	Secretary, Rosemount, Special Education	January 31, 2017	33
Robert Seeley	Grounds Foreperson, Facility Services, Education Centre	October 31, 2017	30
Elke Whitmore	Principal, Sheppard P.S.	February 28, 2017	36

Resignations – Teaching, Administrative and Support Staff

Name	Position/Location	Effective Date
Marc Alcock	Term Educational Assistant, Howard Robertson P.S.	January 27, 2017
Karen Nairn	Educational Assistant, Special Education	February 10, 2017
Silviu Raicu	Custodian, Silverheights P.S.	January 12, 2017
Rachel Skirten	Early Childhood Educator, Tait Street P.S.	January 20, 2017
Cveta Smilkovich	Early Childhood Educator, Rockway P.S.	January 20, 2017
Renee Williams	Elementary Teacher, On Leave	February 20, 2017

COMMUNICATIONS:

Employees listed in this report have communicated through Human Resource Services.

FINANCIAL IMPLICATIONS:

Expenses are within the existing approved budget.

RECOMMENDATION:

No recommendation. For information only.

 **Director of Education**

Report to Board January 30, 2017



**Waterloo Region
District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: Staffing Recommendations - Appointments

ORIGINATOR: This report was prepared by Michael Weinert, Coordinating Superintendent, Human Resource Services; in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

This report presents, as information, the names of those staff members who are retiring or resigning from the Waterloo Region District School Board.

The three strategic priorities that are used to guide the work of the Board are:

- Our Students are First – Each and Every One
- Our Staff, Families and Caregivers are Partners in Every Student's Learning Journey
- Our Culture of Innovation Builds Students' Confidence and Success as they Face the Future

BACKGROUND:

The Board's practice has been to have appointments presented for consideration and approval at regular monthly Board meetings.

STATUS:

The following staff appointments are effective the dates indicated:

Teaching Staff – Elementary:

<u>Name</u>	<u>Position & Location</u>	<u>Effective Start Date</u>
Stephanie Bonk	Teacher, Blair Road P.S.	February 1, 2017
Elizabeth Klassen	Teacher, Rockway P.S.	January 9, 2017
Kaitlin McBride	Teacher, Mackenzie King P.S.	January 9, 2017
Brittany Newman	Teacher, Centennial (C) P.S.	January 23, 2017
Birgit Sievert	Teacher, Mackenzie King P.S.	January 9, 2017
Shannon Smith	Teacher, John Darling P.S.	January 9, 2017

**Teaching Staff – Secondary:
Nil Report**

Administrative and Support Staff:

<u>Name</u>	<u>Position & Location</u>	<u>Effective Start Date</u>
Lynda Frederiksen	Accounting Analyst, Financial Services, Education Centre	January 3, 2017
Amy Graham	Applied Behavior Analysis (ABA) Transition Leader	January 30, 2017
Caitlin Kirby	Applied Behavior Analysis (ABA) Transition Leader	January 30, 2017
Dana Liebermann	Senior Manager, Research and Evidence Based Practice	January 9, 2017

Report to Board January 30, 2017



**Waterloo Region
District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: Student Suspension/Expulsion Report December 31, 2016

ORIGINATOR: This report was prepared by Lila Read, Coordinating Superintendent, Student Achievement & Well-Being; Peter Rubenschuh, Superintendent, Student Achievement & Well-Being; Jim Woolley, System Administrator, Specialty Programs and Supports JK-12, and in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

To provide the Waterloo Region District School Board with information regarding monthly and year-to-date suspension/expulsion data.

This report supports the strategic priority of Our Students are First – Each and Every One. The WRDSB continues to support students in alternative programs that support their success. Suspension and expulsion data is helpful in supporting schools as inclusive and caring communities.

BACKGROUND:

As requested by the Board, suspension/expulsion data will be presented at the Board meeting each month.

STATUS:

Comparing Year to Date from December 2015-2016 and December 2016-2017, Elementary suspensions have increased by 15 and Secondary suspensions have decreased by 30.

Comparing Year to Date from December 2015-2016 and December 2016-2017, School expulsions have increased by 2 and Board expulsions has increased by 3.

The most recent month's suspension and expulsion data is included in the chart below. This data is accurate up to, and including, the date of collection.

A. Suspensions

	Dec 2016	YTD	Dec 2015	YTD
Total Elementary School Suspensions	133	381	98	366
Total Secondary School Suspensions	138	599	121	629

B. Expulsions

	Dec 2016	YTD	Dec 2015	YTD
Total School Expulsions	0	2	0	0
Total Board Expulsions	2	7	3	4

C. Violent Incidents

The term *violent incident* is defined as the occurrence of any one of the following or the occurrence of a combination of any of the following: possessing a weapon, including possessing a firearm, physical assault causing bodily harm requiring medical attention, sexual assault, robbery, using a weapon to cause or to threaten bodily harm to another person, extortion, hate and/or bias-motivated occurrences.

	Dec 2016	YTD	Dec 2015	YTD
Total (Elementary/Secondary)	6	12	1	10

COMMUNICATIONS:

Upon request, suspension/expulsion data is communicated to the Ministry of Education for statistical purposes.

FINANCIAL IMPLICATIONS:

No financial implications.

RECOMMENDATION:

No recommendation. For information only.

 **Director of Education**

**Report to Board
January 30, 2017**



**Waterloo Region
District School Board**

Inspired learners – Tomorrow's leaders

SUBJECT: 2016 Director's Annual Report

ORIGINATOR: This report was prepared by Lynsey Slupeiks, Communications Officer, Nick Manning, Chief Communications Officer and John Bryant, Director of Education and Secretary, in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

To present to trustees the Director of Education's Annual Report, as required by provincial legislation.

This report specifically supports the purpose statement, all three strategic priorities and their outcomes, the commitments and 2016-17 operational goals of the Waterloo Region District School Board. The strategic priorities are as follows: our students are first – each and every one, our staff, families and caregivers are partners in every student's learning journey and our culture of innovation builds students' confidence and success as they face the future.

BACKGROUND:

In accordance with Section 283 (3) of the Education Act, the chief executive officer (Director of Education) is required to:

- submit to the Board a report on the actions he/she has taken during the preceding twelve months;
- submit a copy of the annual report to the Ministry of Education.

STATUS:

The Annual Report provides information to the Board and community about the activities that were carried out over the past year to support student learning in line with the Board's strategic plan.

COMMUNICATIONS:

The 2016 Annual Report will be submitted to the Minister of Education and the Regional Ministry Office in London as required by statute. This year the 2016 Annual Report will be presented online for the first time instead of a document, eliminating printing costs and aligning with the board's digital strategy and communications best practices. WRDSB will make a printed copy with basic formatting available upon request.

The annual report website (<https://report.wrdsb.ca/>) and associated content will be shared on social media channels and on all school websites. We will also launch the official WRDSB Instagram account aimed at engaging our student population in strategic plan themes.

FINANCIAL IMPLICATIONS:

No financial impacts - the cost of producing the 2016 Director's Annual Report is covered within existing budgets.

RECOMMENDATION:

For information only.

 **Director of Education**

Report to Board January 30, 2017



**Waterloo Region
District School Board**

Inspired Learners – Tomorrow's Leaders

SUBJECT: Waterloo Region District School Board Strategic Plan – 2016-2017

ORIGINATOR: This report was prepared by John Bryant, Director of Education and Secretary; Lila Read, Coordinating Superintendent, Student Achievement & Well-Being; Nick Manning, Chief Communications Officer, and in consultation with Coordinating Council.

PURPOSE/STRATEGIC PLAN:

The following report provides an update of our progress in implementing strategies in support of Waterloo Region District School Board's strategic plan operational goals.

The three strategic priorities that are used to guide the work of the board are:

- Our Students are First – Each and Every One
- Our Staff, Families and Caregivers are Partners in Every Student's Learning Journey
- Our Culture of Innovation Builds Students' Confidence and Success as they Face the Future

BACKGROUND:

The Waterloo Region District School Board is in the process of implementing its strategic plan, which articulates the priorities, desired outcomes, and commitments of the WRDSB for the next three to five years.

At the October 10, 2016 Committee of the Whole meeting, staff presented three operational goals and related strategies that support the implementation of the strategic priorities and related outcomes. These goals are as follows:

Mathematics: Increase the percentage of students achieving at provincial standard by eight per cent yearly on the Primary (Grade 3), Junior (Grade 6) and Intermediate (Grade 9 Applied) EQAO Mathematics assessments for three years.

Graduation Rates: Within three years, the WRDSB's five-year graduation rate will increase by five per cent through the implementation of an evidence-based K-12 strategy.

Student and Staff Well-Being: All students and staff will be supported and affirmed in the areas of cognitive, emotional, social and physical well-being, with the acknowledgement of how these contribute to self and spiritual well-being.

STATUS:

The Senior Strategy Team met in January to monitor our implementation of the current strategies, reflect on our progress and adjust our plans to ensure that we continue to be on the right track to achieve the three operational goals. The overview in Appendix A provides an update with respect to the status of implementation of our strategies, identifies the key performance indicators, as well as examples of early key performance indicator data that we will use to further inform our progress. The overview also indicates when staff will provide this data to Trustees as we work together to implement the strategic plan.

The strategies listed for each goal (see Appendix A) are an expanded list of the initial strategies shared with the Board in October 2016. These strategies will be carried out through various programs and/or projects

involving all departments (i.e., Business Services, Corporate Services, Human Resource Services, Learning Services and Schools).

The overview of strategy implementation (see Appendix A) includes a dashboard that will assess our status in implementing the noted strategies over a three-year period - 2016-2019. There is growing research that suggests that, in order to achieve desired student outcomes (i.e., enhanced student achievement and well-being); system leaders must monitor school and classroom strategies from the initial planning stage through to full implementation. Further, this research indicates that there are predictable stages of implementation and that in school districts it typically takes three-to-five years to introduce a strategy and bring it to the stage of full implementation (National Implementation Research Network, 2009).

The Implementation Dashboard is designed as a tool to help us monitor our progress. The stoplight icons in red, yellow and green provide an intuitive way to indicate the status of implementation and apply them as we assess and reflect on our work. A status designation is provided for each strategy as well as an overall designation reflecting a holistic assessment for each area. By creating a dashboard during the first year of implementation, we are introducing a standardized method for tracking and communicating our progress. This tool also allows for staff to systematically monitor our work and adjust our strategies as needed.

COMMUNICATIONS:

Staff are well underway with a comprehensive approach to communicating details of the strategic plan to internal and external audiences. This work began in September when the communication team created [a permanent home for the strategic plan on the learning pages of the WRDSB website](#).

In addition to presentations and reports made to Trustees in public meetings since September, senior team members have shared details and presented on the various components of the plan and its implementation with a wide range of stakeholder groups, including:

- All staff via administrators at School Staff Meetings
- Early Years Advisory Group
- Education Centre Staff
- Equity and Inclusion Advisory Group
- Family of Schools – SSPA, SSVPA, WREA
- Parent Involvement Committee
- Regular reports and updates to our Board of Trustees
- Special Education Advisory Committee
- Staff Advisory Council – all employee groups
- Student Senate
- System Leaders including all WRDSB Management
- Waterloo Region Assembly of School Councils

Staff will hold an additional public information and listening session regarding the strategic plan on February 21, 2017 at the Education Centre. Information on this event will be shared broadly amongst school communities.

The communication team is striving to embed the strategic plan in routine central communication materials. This includes embedding the strategic plan in external communication such as our handling approach for September's release of EQAO data. Director Bryant used the strategic plan as a core message in an OpEd article published in the Waterloo Region Record ("[Public board prepared to tackle EQAO scores transparently](#)" - [The Record](#), September 22, 2016).

Recently, the communication team took the opportunity to share stories that strategically align with the plan in order to inspire community members as they participated in consultation on the district's new purpose statement. Engagement with this strategic-plan-aligned content reached more than 2,500 community members, students, parents and staff who voted online and our Facebook and Twitter posts reached nearly

half a million people with more than 12,000 comments, likes and shares of our #WeAreWRDSB campaign.

These campaign stories, and content on the strategic plan, form the basis for the Director's Annual Report (launching on Monday, January 30, 2017). The Communication team plans to share content from the annual report across websites and social media during February and March, including the launch of a new Instagram channel specifically aimed at engaging students in visual storytelling using the strategic plan as a foundation.

The communication department plans to use the new purpose statement as an opportunity to build a positive reputation for WRDSB with a brand campaign during 2017 aiming to:

- build pride amongst students, parents, staff and community;
- create excitement with an innovative way of communicating our purpose;
- present WRDSB as the leading public education system in Waterloo region; and
- highlight excellence, innovation and education.

FINANCIAL IMPLICATIONS:

No financial implications.





As per the 2016-2017 Budget, resources have been identified to support the implementation and monitoring of the strategic plan.

RECOMMENDATION:










No recommendation. For information only.

Overview of Strategy Implementation in Support of Strategic Plan Operational Goals

Implementation Dashboard for 2016 - 2019 (3-year Implementation Plan)





	Still in planning phase, Implementation not yet begun		Plan in place and in early stages of implementation		On track with implementation		Full implementation
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Mathematics









Operational Goal: Increase the percentage of students achieving at provincial standard by 8 per cent yearly on the Primary (Grade 3), Junior (Grade 6) and Intermediate (Grade 9 Applied) EQAO mathematics assessments for three years.		Overall Implementation Status 
Lead	Strategies	Status
Learning Services and Schools	<ul style="list-style-type: none"> Develop and implement the WRDSB comprehensive mathematics strategy in all kindergarten to Grade 9 classrooms 	
Learning Services and Schools	<ul style="list-style-type: none"> Provide professional learning opportunities to teachers on effective instructional and assessment strategies to implement the WRDSB comprehensive mathematics strategy 	
Learning Services and Schools	<ul style="list-style-type: none"> Provide professional learning opportunities to administrators on effective practices to support the implementation of the WRDSB comprehensive mathematics strategy in all schools 	
Corporate Services / Learning Services	<ul style="list-style-type: none"> Share with parents/guardians/caregivers strategies for supporting students' mathematics learning outside of school 	
Human Resource Services	<ul style="list-style-type: none"> Target recruiting for the Occasional Teacher Roster, Long Term Occasional list and contract teachers with a math background and/or qualifications 	
Business Services	<ul style="list-style-type: none"> Support physical resources in classrooms with ongoing purchase of soundfields, whiteboards and other resources 	
Learning Services and Schools	<ul style="list-style-type: none"> Build system leader capacity to utilize technology-enabled tools to support effective school improvement planning and monitor impact of strategies for improved instruction and student performance 	
Corporate Services	<ul style="list-style-type: none"> Develop the needed tools to support staff, students and parents/families/caregivers in accessing necessary information related to math resources (e.g., classroom practices, celebrating successes) through a collaborative and project based approach 	
Key Performance Indicators		Board report
<ul style="list-style-type: none"> Student achievement (e.g., EQAO, Report cards, Learning Skills) 	<ul style="list-style-type: none"> Mid-term report card marks from Grade 3 and 6 mathematics Mid-term learning skills report from Grade 3 and 6 Report card marks semester 1 Grade 9 Applied mathematics Semester 1 learning skills report for Grade 9 Applied mathematics 	June 2017 Report to Board

<ul style="list-style-type: none"> • Number of schools, attendance at, and impact of Family Math Nights 	<ul style="list-style-type: none"> • Number of Family Math Nights • Feedback from families on impact of attending Family Math Night • Number of staff engaging in Family Math Night 	June 2017 Report to Board
<ul style="list-style-type: none"> • Inventory of school improvement and department annual plans 	<ul style="list-style-type: none"> • Number of school plans that make reference to effective instructional strategies in mathematics as described in the WRDSB Comprehensive Mathematics Strategy 	June 2017 Report to Board
<ul style="list-style-type: none"> • Number of teachers with mathematics qualifications added to OT Roster, LTO list and contact list 	<ul style="list-style-type: none"> • Quarterly updates on number of teachers with appropriate mathematics qualifications • Number of teachers hired who have indicated a positive attitude towards math 	June 2017 Report to Board
<ul style="list-style-type: none"> • Inventory of physical resources available in schools to support learning 	<ul style="list-style-type: none"> • Number of classrooms equipped with soundfields, whiteboards and other resources 	June 2017 Report to Board

Implementation Dashboard for 2016 - 2019 (3-year Implementation Plan)





	Still in planning phase, Implementation not yet begun		Plan in place and in early stages of implementation		On track with implementation		Full implementation
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Graduation Rates












Operational Goal: Within three years we will increase our five-year graduation rates by 5 per cent through the implementation of an evidence-based K-12 strategy		Overall Implementation Status 
Lead	Strategies	Status
Learning Services and Schools	<ul style="list-style-type: none">Implement new strategy to re-engage at-risk students through the introduction of re-engagement teachers	
Learning Services and Schools	<ul style="list-style-type: none">Provide professional learning opportunities to administrators on effective strategies for tracking students’ progress toward graduation	
Learning Services and Schools	<ul style="list-style-type: none">Revise and implement student success strategy	
Learning Services and Schools	<ul style="list-style-type: none">Increase the type of supports available for parents/families/caregivers of at-risk students.	
Business Services	<ul style="list-style-type: none">Assess school configurations and revisit policy and procedure regarding school organizations to minimize student transitions between schools	
Human Resource Services	<ul style="list-style-type: none">Review as part of the staffing process (September reorganization, Semesters 1 and 2) staff allocation required to best meet the needs of our most at-risk school communities and students identified as being at-risk of not graduating	
Corporate Services	<ul style="list-style-type: none">Create channels of communication to share positive student re-engagement stories to serve as inspiration to students, staff and parents/families/caregivers	
Key Performance Indicators		Early Key Performance Indicator Data
<ul style="list-style-type: none">Status of at-risk students who are disengaged	<ul style="list-style-type: none">Percentage of students at-risk of not graduating who have been re-engaged and have a plan that places them on track for graduation	May 2017 Report to Board
<ul style="list-style-type: none">Number and type of student success strategies in place at each secondary school	<ul style="list-style-type: none">Evidence from school visits and data gathered by re-engagement teachers that student success strategies are in place	May 2017 Report to Board
<ul style="list-style-type: none">Positive re-engagement stories are reaching and engaging the intended audiences	<ul style="list-style-type: none">Number of individuals who are exposed to the storiesNumber of times a stakeholder engaged with a story (e.g., retweeted, liked, shared)	May 2017 Report to Board

<ul style="list-style-type: none"> • Number of reduced transitions for students between schools and further reduction of busing of students 	<ul style="list-style-type: none"> • Implementation of updated policies and procedures to support accommodation reviews 	May 2017 Report to Board
<ul style="list-style-type: none"> • Number of staff allocated to meet student and school community needs 	<ul style="list-style-type: none"> • Number of staff deployed / redeployed to meet student and school community needs at September reorganization • Number of staff deployed / redeployed to meet student and school community needs mid-Semester and end of Semester changeover 	May 2017 Report to Board

Implementation Dashboard for 2016 - 2019 (3-year Implementation Plan)

	Still in planning phase, Implementation not yet begun		Plan in place and in early stages of implementation		On track with implementation		Full implementation
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Student and Staff Well-being

Operational Goal: All students and staff will be supported and affirmed in the areas of cognitive, emotional, social and physical well-being with the acknowledgement of how these contribute to self and spiritual well-being.		Overall Implementation Status 
Lead	Strategies	Status
Learning Services / Human Resource Services	<ul style="list-style-type: none"> Increase access to well-being supports by conducting an inventory of programs and resources and aligning these supports to the WRDSB well-being strategy. 	
Learning Services / Human Resource Services	<ul style="list-style-type: none"> Provide professional learning opportunities for students, staff, parents/guardians/caregivers and the community on the WRDSB well-being strategy 	
Learning Services / Human Resource Services	<ul style="list-style-type: none"> Refine and implement measures of student and staff well-being 	
Business Services	<ul style="list-style-type: none"> Implement the recommendations contained in the "Design Guidelines for K to 12 Outdoor Play and Learning Environments" 	
Business Services	<ul style="list-style-type: none"> Identify strategies to continue to increase access to gender neutral washrooms 	
Business Services	<ul style="list-style-type: none"> Promote students physical well-being through active and safe routes to school 	
Human Resource Services	<ul style="list-style-type: none"> Increase awareness of organizational benefits and programs that support employees' psycho-social well-being 	
Human Resource Services	<ul style="list-style-type: none"> Increase staff engagement through supporting a Psychologically Healthy Workplace 	
Corporate Services	<ul style="list-style-type: none"> Conduct audit of communication tools (e.g., Waterworks, System Memos), expectations and workflow and implement key recommendations 	
Corporate Services	<ul style="list-style-type: none"> Redevelop the staff website to provide an easy-to-use platform for information sharing and interaction 	

Key Performance Indicators	Early Key Performance Indicator Data	Board report
<ul style="list-style-type: none"> Survey data that provides baseline data on key well-being indicators for students and staff 	<ul style="list-style-type: none"> Create and / or update system surveys to ensure they reflect the broader WRDSB well-being strategy Increased survey response rate by students, parents and staff year over year Administer Guiding Minds @ Work Survey 	February and April 2017 Board Report
<ul style="list-style-type: none"> Inventory of school improvement and department annual plans 	<ul style="list-style-type: none"> Schools and departments utilizing survey data to determine priorities in school and department plans Number of school and department plans that make reference to well-being strategies being implemented 	February and April 2017 Board Report
<ul style="list-style-type: none"> Presence of gender neutral washrooms 	<ul style="list-style-type: none"> Number of pilot sites with gender neutral washrooms Feedback from staff and students at the pilot sites 	April 2017 Board Report
<ul style="list-style-type: none"> Number of schools with school travel plan that increases active transportation to school 	<ul style="list-style-type: none"> Number of community partners engaged with Active Safe Routes to Schools Number of early-adopter schools initiating a school travel plan Number of presentations to School Councils by School Travel Planner 	April 2017 Board Report
<ul style="list-style-type: none"> Number of benefits and programs being accessed by employees 	<ul style="list-style-type: none"> Type of supports being accessed by employees through the Employee and Family Assistance Program Attendance and feedback from participants in programs that support psycho-social well-being 	February 2017 Board Report
<ul style="list-style-type: none"> Plan completed to support the redevelopment of staff website 	<ul style="list-style-type: none"> Results of completed user group survey to inform plan 	October 2017 Board Report