

December 2, 2019

Andrew Gold
Executive Superintendent
Employee Services

Dear Andrew,

During the 2019-2020 school year, I would ask you to focus on the following key areas while fulfilling all of the duties of your position:

- Continue transformational work on our promotion processes and revise as appropriate so that our commitment to leadership culture and equity as a leadership competency is honoured through these processes.
- Facilitate an ongoing focus on collaborative professionalism, especially in the area of staff well-being, with our employee groups so that relationships between the Toronto District School Board (TDSB) and these important stakeholders are strengthened.
- Support all of Senior Team to be more effective in terms of Employee Services using the Learning Centre model.
- Review, enhance and improve communication on the TDSB Disability Management program to support timely and safe participation in the workplace for employees with disability related needs.
- Provide leadership for Collective Bargaining to renew our 2014-2019 Collective Agreements which expired on 31 August 2019.

I ask that you collaborate intentionally and strategically with the following colleagues:

- Peter Singh to help support digital transformation in TDSB and provide enhanced services to schools and central administrative departments by exploring and piloting improvements to our Recruitment and Professional Learning Management systems.
- Jim Spyropoulos to support the Multi-Year Strategic Plan - Action Plans in the area of Employment Equity: Equitable Recruitment, Hiring, Promotion and Placement.
- Craig Snider in allocating the Board's staffing resources using an equity perspective which maximizes student achievement and well-being for all students.

I also look forward to working with you to promote a strengthened service excellence culture where responsiveness and a service mindset are at the forefront. This will include leading work on an organizational review of Employee Services to improve the efficacy of the department and leading work to promote and enhance staff well-being.

Thank you for your Executive leadership in TDSB.

Sincerely,

A handwritten signature in black ink, appearing to read 'Carlene Jackson', with a long horizontal flourish extending to the right.

Carlene Jackson
Associate Director
Business Operations and Service Excellence