

Carlene Jackson, Associate Director

Business Operations and Service Excellence

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December 2, 2019

Steve Shaw

Executive Officer

Facilities and Planning

Dear Steve,

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:

* Support the work of the Multi Year Strategic Plan – Action Plans:
	+ Ensure the equitable distribution of facility resources to ensure that schools in all areas of the city are well served. This review will include both financial and human resources.
* Initiate a review of the Design, Construction and Maintenance department to develop a structure that promotes service excellence and which is responsive to the needs of the Learning Centres and communities.
* Develop a multi-year plan for building renewal that recognizes the need for planning and flexibility in order to address the growing renewal backlog.
* Implement measures to improve accountability and transparency in all areas of responsibility.
* Continue with ongoing efforts to improve service levels by engaging staff in Service Excellence initiatives designed to increase client satisfaction and improve service levels.
* Ensure that policies and procedures related to Health and Safety are reviewed and updated to provide support for safe learning environments for staff and students.
* The implementation of a one stop reporting system for incidents of workplace violence to aid in investigations and to enhance tracking/reporting.
* Initiate a review of Board administrative space with a view to creating effective relationships and improving utilization of all of our administrative sites.

During the course of the year, I ask that you collaborate intentionally and strategically with the following colleagues on issues related to their portfolios:

* Andrew Gowdy, System Planning Officer;
* John Long, Senior Manager Plant Operations and Community Use;
* Patrick Mohammed, Senior Manager, Health and Safety;
* Tim Robins, System Facilities Officer, (Acting)and;
* Craig Snider on the implementation of the Action Plans that support the Multi-Year Strategic Plan in the area of Facility Services and to support the Toronto Lands Corporation on operational issues.

In addition, please work with the Executive Superintendent, Information Technology on improving department technology to drive productivity and the 4 Learning Centre Executive Superintendents to identify opportunities to support schools and students.

Please develop an action plan with deliverables, measurements and budget and the date when various aspects of the plan will be completed.

Thank you for your Executive leadership in TDSB.

Sincerely,



Carlene Jackson

Associate Director

Business Operations and Service Excellence