

Minister's Directions to the Peel District School Board

Directions	Timing and Deliverables
<p>1. The Board shall retain an independent mediator or conflict resolution expert, to assist the Board to identify, address and resolve dysfunction between and among the members of the Board and between the members of the Board and the Director and Associate Directors. All members of the Board shall attend one or more mediation sessions, as determined by the mediator or conflict resolution expert, and shall make their best efforts to achieve these purposes.</p> <p>The Board shall ensure that the Director and Associate Directors participate in the mediation.</p> <p>The Board shall ensure the mediator or conflict resolution expert submits an interim and final report to the Ministry of Education as set out adjacent.</p> <p>The Board must satisfy the Minister that the Board is able to work together and with the Director of Education and Associate Directors to provide good governance in the interest of all students in the board.</p>	<p>By March 26, 2020: Submit a letter of commitment on the part of each member of the Board to participate fully in mediation.</p> <p>By April 17, 2020: Submit confirmation that a mediator or conflict resolution expert has been retained.</p> <p>By May 14, 2020: Submit an interim report to the ministry, prepared and signed by the mediator or conflict resolution expert and including:</p> <ul style="list-style-type: none"> • the number of hours of mediation conducted to date; • confirmation of participation by all members of the board and the Director and Associate Directors; • concerns, if any, about the level of participation or engagement in the mediation; • the mediator or conflict resolution expert's observations with respect to the progress in identifying and addressing dysfunction; • the mediator or conflict resolution expert's observations with respect to the collective capacity of the members of the board to govern effectively; • the mediator or conflict resolution expert's observations with respect to the collective capacity of the Director and Associate Directors to provide effective leadership, detailing any progress in that regard. <p>By June 19, 2020: Submit a final report to the ministry prepared and signed by the mediator including:</p> <ul style="list-style-type: none"> • the total number of hours of mediation conducted; • confirmation of participation by all members of the board and Director and Associate Directors; • concerns, if any, about the level of participation or engagement in the mediation; • the mediator or conflict resolution expert's observations with respect to the progress in identifying and addressing dysfunction;

	<ul style="list-style-type: none"> • whether, in the mediator or conflict resolution expert’s opinion, the Director and Associate Directors can co-operate with each other to provide effective leadership within the Board; • whether, in the mediator or conflict resolution expert’s opinion, the members of the Board can co-operate with each other and with the Board’s Director of Education in providing good governance in the interests of all students of the Board. <p>By June 30, 2020: The Board must provide evidence that it is able to work together and with the Director of Education and Associate Directors to provide good governance in the interests of all students of the Board, including but not limited to a report by the Board outlining actions the Board has taken in respect of this direction.</p> <p>The Minister will review and consider the Board’s evidence, along with any other relevant information such as the mediator or conflict resolution expert’s report.</p>
<p>2. The members of the Board shall immediately cease to participate on hiring, promotion and appointment panels, including temporary or acting positions, except for the position of Director of Education.</p> <p>The Board shall establish a policy restricting members of the Board from participating on hiring promotion and appointment panels, for positions, other than the Director of Education.</p>	<p>By March 26, 2020: Submit confirmation that the practice has ceased.</p> <p>By June 1, 2020: Submit Board-approved policy.</p>
<p>3. Until the Minister is satisfied that the Board is able to work together and with the Director of Education and Associate Directors to provide good governance (see Direction #1), the Board shall suspend all complaints, whether formal or informal, pertaining to the Code of Conduct for Members of Peel District School Board, including any and all open investigations and any and all reports that are yet to be considered by the members of the Board in a public meeting.</p>	<p>By March 26, 2020: Submit confirmation that all complaints and investigations are suspended</p>
<p>4. The Board shall retain an additional Integrity Commissioner with demonstrated experience and expertise in the application of human rights principles and the</p>	<p>By May 4, 2020: Submit confirmation that an additional Integrity Commissioner has been retained.</p>

<p>application of the Ontario Human Rights Code to be responsible for code of conduct complaints which involve human rights issues.</p>	
<p>5. The Board shall retain on a temporary basis, the services of an external parliamentarian/ governance expert to establish procedures and practices for effective, respectful, and transparent governance.</p> <p>The Board shall retain the expert until such time as the ministry approves a progress report from the expert confirming that such practices and procedures are in place.</p> <p>The Board shall create a permanent position to carry out the responsibilities of the parliamentarian and to provide professional governance advisory services and support to the Board.</p>	<p>By April 17, 2020: Submit confirmation that an expert has been retained.</p> <p>By June 1, 2020 and every thirty days thereafter: Submit a progress report to the ministry, prepared and signed by the expert. Reports must continue until the ministry approves a report confirming that the appropriate practices and procedures are in place.</p> <p>Not later than 45 days after releasing the temporary expert: Submit confirmation that a permanent position is filled.</p>
<p>6. The Board shall establish and implement a mandatory annual learning plan for members of the Board. All members of the Board, whether current or newly elected, shall complete the annual learning plan which shall include the following topics:</p> <ol style="list-style-type: none"> i. obligations and responsibilities under the <i>Education Act</i> and all other relevant legislation, including the <i>Municipal Freedom of Information and Protection of Privacy Act</i>, the <i>Canadian Charter of Rights and Freedoms</i> and the <i>Ontario Human Rights Code</i>; ii. the By-laws of the PDSB; iii. appropriate use of the PDSB Trustee Code of Conduct; and iv. PDSB governance and other key policies, including but not limited to policies concerning Trustee conduct; conflict of interest, equity and inclusive education, and human rights. 	<p>By June 1, 2020: Submit learning plan.</p> <p>By September 30, 2020: Submit confirmation that all members of the Board completed the learning plan.</p>
<p>7. The Board shall review its standing and ad hoc committees and take steps to ensure that the racial diversity of the members of the Board is adequately represented in committee composition.</p>	<p>By June 1, 2020: Submit confirmation of adequacy of representation as confirmed by a majority vote of at least three-quarters of the board.</p>

<p>8. The Board shall retain an external expert to assist the members of the Board to conduct a robust, transparent appraisal of the performance of the Director of Education, including performance relating to addressing anti-Black racism, Islamophobia, and other pressing areas of equity, and board governance and human resources practices. The Board shall include as part of the appraisal process, a 360-degree assessment that includes confidential feedback from senior administration, principals, teachers, students, trustees and representatives of the Board community.</p>	<p>By May 18, 2020: Submit confirmation that an expert has been retained</p> <p>By August 31, 2020: Submit the professional learning goals, performance goals and performance measure for Director of Education.</p> <p>By August 31, 2021: Submit confirmation that performance plan is complete.</p>
<p>9. The PDSB shall develop and implement a comprehensive Annual Equity Accountability Report Card to be included in the Director of Education’s annual report to the Board under s. 283(3) of the Education Act, and that:</p> <ul style="list-style-type: none"> i. reports on clearly defined student-centered outcomes including eliminating disparities in achievement of students from the Board’s various communities; ii. establishes accountability measures and responsibilities for school and senior board leadership using disaggregated data by school, grade, race, language, disability, sex and socio-economic status related to: <ul style="list-style-type: none"> o suspension, expulsion and graduation rates; o representation in academic, applied and locally developed credit courses; o representation in special education; o representation in regional choice learning programs; o credit accumulation; and o student absenteeism iii. assesses, evaluates and reports on progress towards improving outcomes for all students. <p>The Board shall centrally track disaggregated race-based data on suspensions (in-school and out-of-school), expulsions and exclusions, and report publicly through the Annual Equity Accountability Report Card.</p>	<p>By June 1, 2020: Submit first progress report</p> <p>By January 31, 2021: Submit Report Card as part of the Director’s annual report.</p>

10. The Board shall establish a new, robust Equity Office managed by a superintendent of Equity, which amalgamates the existing Equity and Climate portfolios. The Equity Office shall be responsible for developing and implementing a comprehensive, strategic, annual Equity Action Plan to address systemic inequities experienced by both students and staff. The Board shall require the Equity Office to develop the Action Plan in collaboration with the Board's Human Rights Commissioner, and ensure that the Plan:

- i. sets specific objectives to reduce and eliminate inequities within the PDSB and those objectives be tied to actions and measurable outcomes;
- ii. includes the use of student and workplace census data to inform decisions related to policies, protocols, programming and other student-centered initiatives; and
- iii. is made publicly available to the Board community by June of each year.

The Board shall use student and workplace census data to inform decisions related to policies, protocols, programming and other student-centred initiatives.

The Board shall ensure that a Superintendent of Equity is hired through an internally and externally posted position, who is accountable for the Equity Office and the implementation of the annual Equity Action Plan, and who shall report to the Associate Director responsible for equity.

The board shall establish the position of Outreach Officer in the Equity Office to be responsible for developing a comprehensive outreach plan to rebuild and maintain trust and credibility with the Board community, particularly with Black communities, and for leading implementation, assessment and reporting on the plan. The Board will include in the plan specific objectives tied to actions and measurable outcomes.

By July 31, 2020: Submit report confirming the hiring of the Superintendent of Equity, the job description, and reporting structure.

By August 31, 2020: Confirm performance goals, measure and indicators have been established for the position and signed off by the appraiser/appraisee.

By October 31, 2020: Confirm Equity Office is established. Confirm hiring of Outreach Officer.

By November 30, 2020: Submit community outreach plan.

By March 31, 2021: Submit progress report on the Equity Action Plan, which should include the number of engagements, and a summary of the feedback received to date.

Beginning May 31, 2021, and annually thereafter: Publicly release the Equity Action Plan to the Board community.

<p>11. The Board shall establish a student advisory committee representative of the demographics and intersectionalities of the Board's student body, with whom the Director of Education and senior administration may consult on meaningful student-related policies, programs and initiatives such as curriculum changes, disciplinary policies and procedures, dress code, extra-curricular programming. The establishment of this committee shall be one of first responsibilities of the Equity Office.</p>	<p>By September 30, 2020: Submit terms of reference. The terms of reference must be developed in consultation with students and student groups</p>
<p>12. The Board shall take all necessary steps to preserve the independence of the Human Rights Commissioner's Office within the organizational structure of the Board and to safeguard the neutrality of that Office, so as to allow it to focus on its core responsibilities to identify and address systemic barriers facing students, families, staff, and communities of the Board. The mandate of the office includes receiving, inquiring into, and investigating human rights complaints, and ensuring the Board's human rights complaints procedure is widely communicated and accessible.</p> <p>The Board shall clearly articulate the arms-length and impartial role of the Office in Policy 51, Operating Procedure 1 and their successor instruments.</p>	<p>By June 1, 2020: Submit report on steps taken; submit updated policy and operating procedure.</p>
<p>13. In the light of the harm to the community, particularly to the Black communities, the Board shall give full and fair consideration to making a responsive and respectful apology.</p>	<p>By March 26, 2020: Report to the Minister on the Board's actions.</p>
<p>14. The Board shall establish a comprehensive four-year strategy and action plan to address and eliminate statistically significant disproportionalities in enrolment, achievement and outcomes of Black students, other racialized students and Indigenous students in applied, academic, locally developed, Special Education, and Regional Choice pathways and programs. The Board's plan shall:</p>	<p>By June 19, 2020: Submit progress report on the strategy which must include a plan for student and parent engagement.</p> <p>By December 31, 2020: Submit strategy and action plan</p> <p>By June 30, 2021: Submit report that tracks the schedule of performance appraisals for principals, supervisory officers, the Director of Education and Associate Directors and indicates that</p>

<ul style="list-style-type: none"> i. include specific objectives tied to actions, measurable outcomes and timelines for meeting those objectives; ii. include actions and measurable outcomes to reduce the effects of implicit bias on the disproportionate outcomes of PDSB’s Black students, to encourage Black students to establish goals and achieve academically; iii. identify an employee or employees who would have responsibility for working to achieve the objectives laid out in the plan; iv. include provisions for engaging with parents; and v. include provisions for public reporting on progress towards achieving outcomes in the strategy. <p>The Board shall require accountability for the action plan to be address explicitly in the Board’s Multi-Year Strategic Plan, the Board Improvement Plan for Student Achievement (BIPSA), the Equity Action Plan, and in the performance appraisals of principals, supervisory officers, the Director of Education and Associate Directors. This strategy and action plan should be a key component of the Annual Equity Accountability Report Card.</p>	<p>accountability for the action plan has been addressed.</p>
<p>15. The Board shall develop a robust, comprehensive and strategic professional learning plan for senior staff on equity, human rights, anti-bias, and anti-Black racism that:</p> <ul style="list-style-type: none"> i. is strongly informed by disaggregated, race-based data with respect to PDSB students, staff and broader community; ii. sets specific objectives and is tied to actions and measurable outcomes; and iii. includes provisions for public reporting on progress towards achieving outcomes in the plan. <p>The Board shall ensure that an employee (or employees) is responsible for implementing the plan.</p>	<p>By June 19, 2020: Submit plan</p> <p>By June 30, 2021: Submit report confirming completion of learning plan by all senior staff. This must include a report on the attainment of the identified objective as they are to actions and measurable outcome.</p>
<p>16. The Board shall develop its Anti-Racism Policy in consultation with the Board community and the Ontario Human Rights Commission. The Board shall make the</p>	<p>By April 17, 2020: Submit community consultation plan.</p>

<p>policy applicable to both staff and students and include clearly defined outcomes, operating procedures, roles, responsibilities and accountability measures.</p>	<p>By September 30, 2020: Submit report on community consultation.</p> <p>By December 31, 2020: Submit policy which must include confirmation of consultation with the Ontario Human Rights Commission.</p>
<p>17. The Board shall develop and implement a plan, with reasonable goals and timelines, to reform its guidance system to address the needs and expectations of all students and their families, and to remedy the inadequacies and gaps in supports and guidance for historically and currently underserved demographic groups, with particular focus on Black students.</p>	<p>By June 19, 2020: Submit plan.</p> <p>Beginning September 30, 2020: Submit quarterly progress report for a total of six reports.</p>
<p>18. The Board shall, through its Equity Office, established pursuant to Direction 10, undertake a comprehensive diversity audit of schools, which shall include naming, mascots, libraries and classrooms. The Board shall evaluate books, media and all other resources currently in use for teaching and learning English, History and Social Sciences for the purpose of utilizing resources that are inclusive and culturally responsive, relevant and reflective of students, and the Board's broader school communities. The Board shall ensure that the audit is among the first priorities of the Equity Office and allocate the appropriate resources to conduct a detailed audit.</p>	<p>By December 31, 2020: Submit audit plan</p> <p>By August 31, 2021: Submit preliminary audit report</p> <p>By June 30, 2022: Submit final audit report</p>
<p>19. The Board shall design a secondary school de-streaming pilot project for Grades 9 and 10 for the Minister's approval. The Board shall include at least two secondary schools in the pilot plan and shall establish selection criteria as described adjacent. The board shall consult with school boards in Ontario and other jurisdictions who have destreaming initiatives.</p>	<p>By April 30, 2020: Submit a pilot plan which must include:</p> <ul style="list-style-type: none"> • criteria for school selection based on the highest numbers of Black students, the highest proportions of Black students in applied and locally developed courses, and the highest proportions of Black student being suspended, expelled and excluded; • an implementation plan, including: <ul style="list-style-type: none"> ○ date by which the Board will submit interim report; ○ the date by which the interim report will be made public; ○ the date by which the pilot schools will be identified; and

	<ul style="list-style-type: none"> ○ the date by which the board will publicly post the results of the pilot.
<p>20. The Board shall develop and implement a communications plan to better inform the diverse PDSB community, including all parents and students, that secondary school program placement and course selection decisions are ultimately to be made by students and parents.</p>	<p>By June 1, 2020: Submit plan, which must include measures and indicators to assess the effectiveness of the plan.</p> <p>By May 31, 2021: Submit report describing the implementation results with reference to the established measures and indicators, as well any lessons learned /or recommendations for improvement.</p>
<p>21. The Board shall, subject to subsection 306(1) and subsection 310(1) of the <i>Education Act</i> and where otherwise provided for by law for reasons unrelated to student discipline (such as non-immunization), develop policies, guidelines and interpretations with the aim of eliminating suspensions and expulsions of students from Junior Kindergarten to grade 3 as of September 2021.</p> <p>Subject to subsection 306(1) and subsection 310(1) the Board shall review and revise its student discipline policy to reflect and further prioritize restorative justice approaches as alternatives to suspensions (in and out of school), expulsions and exclusions, and to:</p> <ol style="list-style-type: none"> i. include clear information on the rights, roles and responsibilities of parents in the school's application of discipline procedures; ii. require principals to consider varied mitigating factors and other factors alongside pupil age, specifically in relation to student's experiences of systemic barriers and the potential impact of a suspension on the student's ongoing education; iii. require supervisory officers be notified and consulted with respect to all suspensions, expulsions and exclusions and calls to the police for student behaviour, except in cases of emergency. 	<p>By August 31, 2020: Submit communications protocol, Board-approved student discipline policy and guidelines, and an implementation plan which must include supports and services for students, families, school staff and administrators to implement alternative approaches. Submit principal training plan, which must include program content, evaluation criteria for assessment of learning by program participants, and evaluation criteria for participants to evaluate the program.</p> <p>By October 9, 2020 and by February 12, 2021: Submit attestation to the Ministry that all new Principal placements have completed training that focuses on the principles of procedural fairness in education. The training program shall be delivered through the lens of human rights as they apply to children and youth.</p> <p>By August 31, 2021: Submit attestation to the Ministry that all current Principals have completed training that focuses on the principles of procedural fairness in education. The training program shall be delivered through the lens of human rights as they apply to children and youth.</p> <p>By August 31, 2021: Submit audit report</p>

<p>iv. establish mandatory training for principal candidates, new and current principals that emphasizes the principles of procedural fairness. The training program shall be delivered through the lens of human rights as they apply to children and youth.</p> <p>v. Review and clarify the use of existing board policies regarding other activities that may or must lead to suspension.</p> <p>The board shall develop a communications protocol and implementation plan regarding the above-mentioned policies, guidelines and interpretations.</p> <p>The board shall submit a communications protocol, student discipline policy and guidelines, and an implementation plan for the Minister's approval.</p> <p>The Board shall ensure that, effective 2020-2021 school year, no new principal be appointed by the PDSB unless that person has satisfied the board that they have completed the training program referred to in paragraph iv as above.</p>	
<p>22. The Board shall, in accordance with the requirements of Ontario's Data Standards for the Identification and Monitoring of Systemic Racism, also known as Ontario's Anti-Racism Data Standards (ARDS), shall set thresholds to identify notable racial disparities in all in-school and out-of-school suspensions, exclusions, and expulsions, and shall set targets with the aim to reduce the identified disparities by 50% by September 2021, and completely by September 2022.</p>	<p>By June 19, 2020: Submit report that must include:</p> <ul style="list-style-type: none"> i. the thresholds determined; ii. the number of engagements with affected communities, the feedback received, and how the concerns and interests of affected communities are reflected in the thresholds as required under ARDS Standard 32; <p>By September 30, 2020: Submit report that must include:</p> <ul style="list-style-type: none"> iii. the identification of notable racial disparities; iv. an action plan, with timelines to develop, review, and revise policies, programs, services, and functions as necessary to eliminate notable racial disparities. <p>By November 30, 2020 and every two months thereafter up to and including July 31, 2021: Submit progress report.</p>

<p>23. The Board shall retain an external expert to conduct a comprehensive review of the Director’s Office and central Board functions and make recommendations to the Board to establish clear roles, responsibilities and accountabilities for all major portfolios including legal services and human resources. Upon completion of the Review, the Board shall ensure the Director of Education conducts rigorous performance appraisals of the Associate Directors and Director of Communications.</p>	<p>By April 17, 2020: Submit confirmation that an expert has been retained.</p> <p>By August 31, 2020: Submit expert’s report, which must include recommendations to the Board. Submit report providing the professional learning goals, performance goals, and performance measures for the Associate Directors and Director of Communications.</p>
<p>24. The Board shall retain an independent expert to conduct a comprehensive employment systems review (ESR), including a review of the implementation of the recommendations of the 2013 Turner Consulting Group Research Report on “Hiring and Promotion at the Peel District School Board”.</p>	<p>By June 1, 2020: Submit confirmation that expert has been retained.</p> <p>By September 30, 2020: Submit confirmation that the board’s ESR committee is in place and a copy of the Terms of Reference.</p> <p>By January 31, 2021: Submit preliminary report, prepared and signed by the expert, which much include a review of the board’s existing workforce data set and recommendations on whether to update the data or conduct a new census.</p> <p>By June 30, 2021 and every six months thereafter until the ESR is complete: submit a progress report prepared and signed by the expert.</p>
<p>25. The Board shall establish a centralized applicant tracking and file management system as part of the development of the ESR in Direction 24 which includes hiring, promotions and acting appointments. The Board shall immediately preserve all documentation relating to hiring, promotions and temporary appointments.</p>	<p>By March 26, 2020: Submit confirmation of steps taken to direct all documents, including but not limited to documents under the control of members of the board, school administrators, central office staff and consultants, be preserved.</p> <p>By December 31, 2020: Submit progress report on implementation of tracking and file management system.</p> <p>By August 31, 2021: Submit confirmation that tracking system is in place.</p>
<p>26. The Board shall develop a new, robust and comprehensive Fairness and Equity in Employment Strategy for the Minister’s approval, to be informed by the results of the Employment Systems Review (ESR), relevant legislation (e.g. O. Reg. 274/12 – Hiring Practices) and collective bargaining agreements, and data from an updated or new workplace census, as referenced in</p>	<p>By June 2023: submit the Board’s Fairness and Equity in Employment Strategy.</p>

<p>the deliverables under Direction 24. The strategy shall include clearly defined goals, outcomes, roles, responsibilities and accountability measures.</p>	
<p>27. The Board shall review its employment application processes to determine whether or not otherwise qualified racialized candidates are being screened out and report the results of the review at a public meeting of the Board of Trustees.</p> <p>If it is determined that the Board's employment application processes are inappropriately screening out qualified candidates, the Board must take prompt action to correct the defect.</p>	<p>By September 30, 2020: Submit results of review and present report at next public meeting of the board following September 30.</p> <p>By December 31, 2020: If applicable, confirm the screening defect has been corrected.</p>