

Ministry of Education

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December 5, 2023

Claudine Munroe
Vice Chair
Provincial Schools Authority
Ministry of Education
315 Front St W, 12th Floor
Toronto, ON M7A 0B8

Subject: Provincial Schools Authority's Letter of Direction for 2024-25

Dear Claudine Munroe,

I am pleased to share our government's 2024-25 priorities for the Provincial Schools Authority. As Vice Chair, you play a vital role in helping the Provincial Schools Authority achieve its mandate as the employer of record for teachers, principals and vice principals working in our provincially operated schools.

Our Provincial Schools help ensure that Ontario provides high-quality education that supports and provides opportunities for students of all abilities. The work that you and your fellow PSA members undertake ensures that the PSA performs its mandate responsibly in holding the contracts, ratifying the collective agreements, handling grievances and advising Ministry officials on the administration of the collective agreement.

This letter sets out my expectations for the Provincial Schools Authority for 2024-25, per the Agencies and Appointments Directive. In fulfilling PSA's legislated mandate, my key expectations include:

- delivering quality educational services and ensuring the educational needs of students in provincial and demonstration schools are met.
- working collaboratively and maintaining open lines of communication with the Provincial Schools Authority members, Provincial Schools Authority Teacher (PSAT) union executives and the Provincial and Demonstration Schools Branch in order to efficiently address issues raised by PSAT to help maintain a positive work environment, to resolve PSAT grievances in a fair and equitable manner, to ensure compliance with the PSAT Collective Agreement and to promote transparency.

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- equipping Provincial Schools Authority members to ensure the agency can carry out its mandate, benefitting from the contributions and expertise of each member and helping it to maintain a full complement of members.
- looking for opportunities to reduce the number of grievances filed each year by the union.

I look forward to discussing these priorities as they are required to be reflected in the PSA's upcoming business plan and future annual reports.

In addition, I have listed below the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority. The government wide priorities are:

1. Competitiveness, Sustainability and Expenditure Management

- Operating within the agency's financial allocations.
- Identifying and pursuing opportunities for efficiencies and savings through innovative practices, and/or improved program sustainability.
- Complying with applicable direction related to accounting practices and supply chain centralization, including leveraging Supply Ontario's bulk purchasing arrangement and working with Supply Ontario on strategic procurement initiatives.
- Complying with realty interim measures for agency office space.
- Leverage and meet benchmarked outcomes for compensation strategies and directives.

2. Transparency and Accountability

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting.
- Adhering to accounting standards and practices, and responding to audit findings, where applicable.
- Identifying appropriate skills, knowledge and experience needed to effectively support the Provincial Schools Authority's role in agency governance and accountability, and providing the Minister with annual skills matrices to ensure boards have qualified appointees.
- Reviewing and updating agency KPIs annually to ensure efficiency, effectiveness and sustainability.

3. Risk Management

- Developing and implementing an effective process for the identification, assessment and mitigation of agency risks, including cyber security, and any future emergency risks.

4. Workforce/Labour Management

- Optimizing your organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.
- Supporting the implementation of the Community Jobs Initiative (CJI) by identifying opportunities to relocate new or existing agencies to lower cost communities across Ontario (as per MBC Realty Directive, s. 5.4), as applicable.
- Aligning Human Resource and Accommodations strategies with OPS directives and policy.
- Adhering to TB/MBC labour and bargaining mandates.
- Prudently and efficiently managing operational funding and workforce size.

5. Diversity and Inclusion

- Developing and encouraging diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
- Adopting an inclusion engagement process to ensure all input is considered to inform policies and decision-making.

6. Data Collection, Sharing and Use

- Improving how the agency uses data in decision-making, information sharing and reporting, to inform outcome-based reporting and improve service delivery.
- Increasing data sharing with Supply Ontario when applicable regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

7. Digital Delivery and Customer Service

- Exploring and implementing digitization for online service delivery to ensure customer service standards are met.
- Using a variety of approaches or tools to ensure service delivery in all situations.

I thank you and your fellow board members for your continued commitment to the Provincial Schools Authority. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please feel free to contact Deputy Minister Kate Manson-Smith at Kate.Manson-Smith@ontario.ca.

Sincerely,

A handwritten signature in black ink, appearing to read 'Stephen Lecce', written in a cursive style.

The Honourable Stephen Lecce
Minister of Education

Attachment: Government Priorities for Agency Sector Chart

cc: Kate Manson-Smith, Deputy Minister, Ministry of Education
Clayton La Touche, Assistant Deputy Minister, Student Support and Field
Services Division, Ministry of Education