

Ministry of Education

Minister

315 Front Street West
Toronto ON M7A 0B8

Ministère de l'Éducation

Ministre

315, rue Front Ouest
Toronto ON M7A 0B8



October 8, 2021

Parm Bhatthal
Chair, Provincial Schools Authority
Ministry of Transportation
159 Sir William Hearst Ave, Building D
Toronto, ON M3M 0B7

Dear Mr. Bhatthal:

As you begin planning for 2022-23, I am pleased to write to you in your capacity as Chair of the Provincial Schools Authority (PSA). Pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for the PSA for the 2022-23 fiscal year.

Ontario's board-governed agencies are vital partners in ensuring the delivery of high-quality services to Ontarians. The work that you and your fellow PSA members undertake to establish the goals, objectives, and strategic direction for the PSA ensures that the PSA performs its role as the employer of record for teachers, principals and vice principals working in provincially operated schools in a fair, equitable and efficient manner and in compliance with the *Provincial Schools Authority Act*. The PSA is responsible for addressing issues related to the terms and conditions of employment of teachers, principals and vice principals employed in provincially operated schools. Most critically, the PSA serves to ensure the delivery of the exceptional educational services the students in their schools deserve. It is important that this direction is consistent with government priorities, your agency mandate, key policies and directives and my directions, where appropriate. I thank you for your willingness to serve.

As part of the government of Ontario, agencies are expected to act in the best interests of Ontarians by being efficient, effective, and providing value-for-money to taxpayers. Our government's primary focus is to protect every life and every job we possibly can. Without healthy people, we cannot have a healthy economy.

This includes:

1. Competitiveness, Sustainability and Expenditure Management

- operating within your agency's financial allocations
- identifying and pursuing opportunities for innovative practices, and/or improved program sustainability
- working with the ministry, where appropriate, to advance the *Ontario Onwards Action Plan*

2. **Transparency and Accountability**

- abiding by applicable government directives and policies and ensuring transparency and accountability in reporting
- adhering to requirements of the Agencies and Appointments Directive, accounting standards and practices, and the *Public Service of Ontario Act* ethical framework, and responding to audit findings, where applicable
- identifying appropriate skills, knowledge and experience needed to effectively support the PSA member's role in agency governance and accountability

3. **Risk Management**

- developing and implementing an effective process for the identification, assessment and mitigation of risks, including planning for and responding to health and other emergency situations, including but not limited to COVID-19

4. **Workforce Management**

- optimizing your organizational capacity to support the best possible public service delivery
- modernizing and redeploying resources to priority areas when or where they are needed

5. **Data Collection**

- improving how the agency uses data in decision-making, information-sharing and reporting, including by leveraging available or new data solutions to inform outcome-based reporting and improve service delivery
- supporting transparency and privacy requirements of data work and data sharing with the ministry, as appropriate

6. **Digital Delivery and Customer Service**

- exploring and implementing digitization or digital modernization strategies for online service delivery

7. **Diversity and Inclusion**

- developing and encouraging diversity and inclusion initiatives promoting an equitable, inclusive, accessible, anti-racist and diverse workplace
- demonstrating leadership of an inclusive environment free of harassment
- adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making

8. **COVID-19 Recovery**

- identifying and pursuing service delivery methods (digital or other) that have evolved since the start of COVID-19
- supporting the recovery efforts from COVID-19

In addition to these government-wide priorities, I expect the Provincial Schools Authority to focus on addressing issues related to the terms and conditions of employment of teachers, principals and vice principals employed in provincially operated schools including:

- Delivering quality educational services and ensuring the educational needs of our students are met.
- Working collaboratively and maintaining open lines of communication with the PSA 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 ensure 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.
- Maintaining a full complement of board members to ensure that the agency can carry out its mandate benefitting from the contributions and expertise of each member.
- Looking for opportunities to reduce the number of grievances filed each year by the union.

Please include the mandate for the 2022-23 year outlined above in PSA's business plan for the upcoming fiscal year.

Through these measures, we can continue to ensure that the PSA is continuing to fulfill its role as the employer of record for teachers, principals and vice principals working in provincially operated schools in a fair, equitable and efficient manner and in compliance with the *Provincial Schools Authority Act*. We are confident that the people of Ontario are going to unleash the economic growth that is necessary for job creation, prosperity and a stronger province.

I thank you and your fellow PSA members for your continued support, and for your valuable contributions.

Sincerely,

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

Hon. Stephen Lecce
Minister of Education