

**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



January 20, 2023

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

Dear Ms. Munroe,

I am pleased to share our government's 2023-24 priorities for the Provincial Schools Authority (PSA). 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 with 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.

Over this past year I have been thankful for the work you and your fellow members have carried out. Thank you for helping to secure a healthy and respectful environment in our Provincial Schools.

This letter sets out my expectations for the Provincial Schools Authority for 2023-24, 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 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 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.

.../2

- Equipping board 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**

- Identifying efficiencies and savings through innovative practices, and/or improved program sustainability.
- Operate within the agency's financial allocations.
- Complying with applicable direction related to supply chain centralization, including contract harmonization for planned and pending procurements, and accounting practices.
- Leveraging and meeting 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 board's role in agency governance and accountability.

### 3. **Risk Management**

- Developing and implementing an effective process for the identification, assessment, and mitigation of agency risks, including COVID-19 impacts and any future emergency risks.

### 4. **Workforce Management**

- Optimizing your organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.

**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 voices are heard to inform policies and decision-making.

**6. Data Collection**

- 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, including pursuing delivery methods that have evolved since Covid-19.

Thank to 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.

Sincerely,

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

Honourable Stephen Lecce  
Minister of Education

Attachment:

- Government Priorities for Agency Sector Chart