

December 2, 2019

Carlene Jackson
Associate Director
Business Operations and Service Excellence

Dear Carlene,

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:

- Promote a strengthened service excellence culture where responsiveness and a service mindset are at the forefront. This includes leading work on an organizational review of Employee Services to improve the efficacy of the department and leading work to promote and enhance staff well-being;
- Work closely with the Associate Director of School Operations Manon Gardner and the Strategy and Planning team to plan and execute accommodation reviews and to establish a plan for secondary school accommodation now and in the future.
- Collaborate with the Executive Officer of the Toronto Lands Corporation (TLC) to finalize the transition of all realty and land use planning functions from TDSB to TLC. This includes leading work in the area of change management and specifically on the development of a Service Level Agreement between the two organizations;
- Lead the development of a new enterprise risk management system and enhance the overall risk function at TDSB which will allow for a more proactive approach to mitigating risks that could impact TDSB's goals and commitments. In addition, lead improvements in the area of investigations to enhance the quality, timeliness, consistency, and efficiency of these processes;
- Lead the implementation of a more effective governance structure for transportation services to ensure that families receive efficient and effective bussing services; and

- Provide leadership in allocating the Board’s resources using an equity perspective which maximizes student achievement and well-being for all students. This includes leading the 2020-21 Budget process and also providing leadership in key areas such as revising the Learning Opportunities Index (LOI) and ensuring that it is applied in a manner to maximize student achievement, equity, and well-being. In addition, lead work in other resources related areas such as the fundraising policy review and efficient allocation of staffing and capital resources.

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,

A handwritten signature in black ink, appearing to read "John Malloy". The signature is fluid and cursive, with a large loop at the end.

John Malloy
Director of Education