

# Operationalizing the EMSB Transformation Plan

Presentation by Russell Copeman, Interim Director General  
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# La mise en œuvre du Projet de transformation de la CSEM

Présentation par

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# The Transformation Plan: The Motivation

- Government of Québec Trusteeship mandate (from November 2019 to November 2020) was “to rectify the situation at the EMSB and to put in place good governance and management practices.”
- Conform to legislative requirements, including new Government rules on the attribution of contracts and Bill 40 on school governance (up until its suspension by the Superior Court in August 2020)

# “Why, oh why, oh why?”

Rabbit in Winnie the Pooh and the Honey Tree, 1966

- The Transformation Plan is not all that well understood outside the Council of Commissioners and the administration:
  - Developed during the period of Trusteeship
  - The Trustee and the administration were assisted by Deloitte as management consultants
  - Preoccupation with some aspects of the Plan, notably its financing
- Firstly, the efficient administration of a school board is a critical factor in student success
- There are very positive and necessary aspects to the Transformation Plan, aspects which will improve the efficient administration of the EMSB
- Secondly, the Transformation Plan is specifically mentioned in the Government of Québec’s Ministerial Order of November 6, 2020
  - The EMSB is **ordered** to implement various measures which are part of the Plan

# Implementing the Transformation Plan

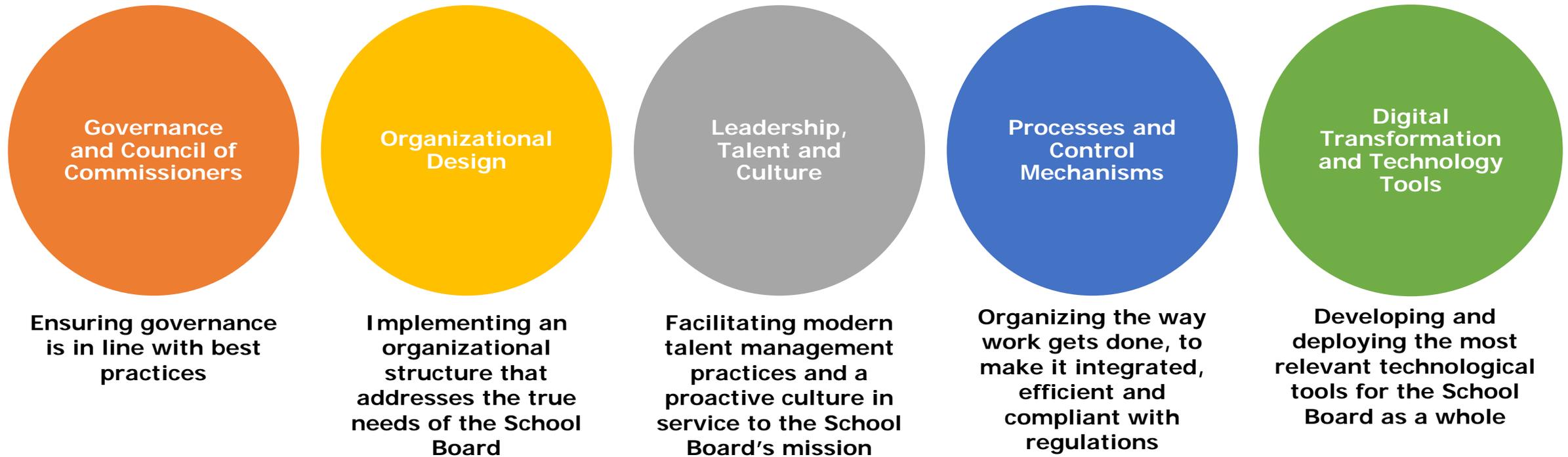
- Install best practices in terms of governance and administration
- Apply the principle of subsidiarity (which has existed in the Education Act since at least 2016)
- Support the achievement of EMSB mission
  - Student success
  - Attractive place to work: staff hiring and retention
- **Multi-year financing of the Plan is a challenge**

# FIVE TRANSFORMATION STREAMS

These streams aim to allow the School Board to optimize its governance and its operations, thereby better fulfilling its mission, within the context of its regulatory framework.

## Overview of the streams

The 18 Transformation Areas within the Streams are presented in the following slide.



## Change Management:

Framing this action plan through a strategic, structured and ongoing change management approach

# ONE ACTION PLAN, 5 STREAMS: 18 FOCUS AREAS FOR TRANSFORMATION



- Steering Committee**
- The Director General
  - ADG - Education (*Project Director*)
  - ADG - Administration (*Project Coordinator*)
  - Director of Human Resources (*Change Management*)
  - Ministerial observer

# Governance

- Clarify roles of the Council of Commissioners and the administration
  - “Governance is steering; management is rowing”
  - Council is responsible for oversight, setting strategic direction as well as the hiring of and evaluation of the Director General
  - Positive measures include formalization of mandates of Council, Committees and senior management; update of the delegation of authority to respect subsidiarity and to increase efficiency; review of Code of Ethics and complaint procedures
- Professional development of Commissioners
- Only three statutory committees of council: executive committee, human resources and audit
  - Currently discussions around reinstating the education and finance committees

# Mission of the EMSB

- New “mission” is outlined in the Preamble of [new] By-Law number 11
- Its language is very close to that of the mission of school service centres contained in Bill 40
- The application of Bill 40 to English school boards has been suspended by the Courts
- One proposal: take the language from the Education Act prior to its amendment by Bill 40.
- EMSB’s Mission Statement, which hangs in our schools and centres, has not changed
  - “The mission of the EMSB is to support its schools and centres in their efforts to educate students within a caring, safe and inclusive learning community by ... The EMSB Mission fosters the development of educated and responsible persons who will assume their positions as active members of a democratic society”

# TRANSFORMATION AREA #4 ORGANIZATIONAL STRUCTURE REVIEW





# Significant Changes: Youth Sector and Adult Education and Vocational Services (AEVS)

- Reorganization into three “sectors”:
  - Regional organization has been replaced by sectoral approach:
    - Elementary
    - Secondary
    - Adult Education and Vocational Services (AEVS)
  - Ancillary functions of AEVS (such as human resources, budgeting, student services etc) have been integrated into overall EMSB structure. Review of the changes to AEVS by an external consultant is underway
  - Mandate of the external consultant is to see if the new structure best aligns AEVS with the carrying out of its mission and that of the school board
  - Report expected by February 15th.

# TARGET OPERATING MODEL IMPLEMENTATION FOR MATERIAL RESOURCES

# What Does EMSB Material Resources (MR) Do?

- Property and equipment activities: \$39 million (more than 10% of the EMSB's budget)
- Support for our 76 schools and centres
- Manages
  - Procurement (strict governmental rules)
  - Operations (repairs and maintenance, energy efficiency, environmental health and safety)
  - Infrastructure Projects (school and centre renovations)

Recent examples:

- Acquisition and installation of 800 air purifiers in classrooms without mechanical ventilation
- Major renovation of Westmount Park School

# Material Resources Department

- New legislation establishes policies and procedures for material management: must meet Treasury Board guidelines
- Project management is currently outsourced to 12 project managers: not employees of EMSB.  
Recommendation is to hire some of them so that EMSB benefits from expertise: control what is outsourced
- Revise delegation of powers/authority
- Centralize planning
- Implement digital platform

# Material Resources (MR) Objectives

- Reinforce MR with a modelized service offering, the structure and skills necessary to fulfill all functions and capabilities:
  - Work planning (Maintenance, energy, procurement)
  - Project management
  - Cadre de gestion des infrastructures scolaires (CGIS)
  - Investment plan
- Be fully in control of the organizations work, having all the roles and expertise required internally for operation, while mastering what is outsourced (subcontractor, contract employees, etc...)
- Update the key sector processes of the department and support them with appropriate and efficient tools

# Information Technology (IT) Systems

- IT underpins everything we do as a school board
- Three components:
  - Infrastructure (hardware)
  - Applications and development (software, including educational software)
  - Services to schools and centres
- Developing IT master plan (*Plan directeur en ressources informationnelles*) with support of an outside resource (BDO Canada)
- Key priority due to the increasingly complexity of information technologies and the needs to improve our capacity

# KEY OBJECTIVES:

- Rebuild IT with capacity to support Global Project
- Focus: Digital Transformation
- Transition from "Service Provider" to Strategic Partner and Catalyst for Digital Transformation

## Governance of the global project One project, 18 focus areas for transformation



# Financing of the Transformation Plan

- A challenge
- As adopted by the Trustee, the Plan calls for the phased-in hiring of 25 to 30 people over the coming three years mainly in:
  - Material Resources
  - IT
- Cost of implementing transformation plan was estimated by the Trustee at an additional \$3 million annually at term with some long-term savings expected due to a more efficient structure
- Operating money that the EMSB does not currently have
- One approach: try to secure additional government funding while exploring structural cost saving measures which will increase efficiency of the administrative services WITHOUT reducing services to students

# Game Plan

- Focus on our core business (teaching and learning)
  - Adult Education and Vocational Services review by external consultant
  - Post-pandemic plan
- Administrative Support
  - Meet legislative requirements: continue with implementation of material resources management plan
  - Upgrade information systems
- Culture
  - Strengthen Human Resources Department
  - Focus on accountability and performance measurement
  - Consistent and regular communications
  - Training

# Game Plan

- Implementation of the Transformation Plan is in process
- Identified certain areas as key priorities
  - Some changes in Material Resources will be phased in this year, respecting our 2020-2021 budget
- The Council of Commissioners controls the implementation of the Plan through the budget adoption process
- Implementation of many aspects of the Transformation Plan will make the EMSB a more efficient school board, allowing us to better serve our students

Thank you for your interest!  
Merci pour votre intérêt!