

# Annual Operating Plan

2006-2007

## *Effective Schools*

Make every school an effective school by embracing and building capacity for the seven correlates of effective schools:

- 1 Clear and focused mission
- 2 Instructional leadership that has a strong focus on numeracy and literacy
- 3 Safe and orderly environment
- 4 Climate of high expectations
- 5 Frequent monitoring of student success
- 6 Time on task
- 7 Positive home-school / community relations



## STRATEGIES

### Clear Focused Mission

- Introduction, implementation and annual review of the 2006-2009 Strategic Directions
- Set expectations for principals that clearly delineate the primacy of the instructional leadership role
- Revise Special Education delivery model based on vision, mission, special education review, evidence-based/ best practices and sustainability
- Establish the Compensatory Education Advisory Committee to implement the Compensatory Education 2006-2007 Action Plan
- Increase the role of Secondary Student Presidents Council in the governance of the Hamilton-Wentworth District School Board

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## STRATEGIES

### Instructional Leadership – Focus Numeracy and Literacy

- Provide and support both system and school-embedded professional development based on best practice to build teacher and administrator capacity, with a particular emphasis on coaching models
- Build teacher and administrator capacity to collect and analyze achievement and other student data to provide direction to improvement efforts, to monitor growth and ensure success at the individual student, disaggregated group and cohort levels
- Support development of professional learning teams focussed on literacy and numeracy improvement and monitor the effectiveness of these teams
- Provide enhanced support to both low performing and static [as defined by EQAO] schools to help them improve student achievement
- Support teachers with revised Mathematics, Language/English curricula and assessment and evaluation policies
- Provide focus and direction on “Education for all: Literacy and Numeracy for students with special education needs” for schools
- Community and Continuing Education – Continue to build capacity for ESL instruction in Numeracy and Literacy in mainstream classrooms, through in-services and linkage with Program and Assessment Department

### Safe and Orderly Environment

- Assist schools in implementing the fourth pillar of student success “Community, Culture and Caring” through staff development, special projects and enhanced processes such as 8-9 transition
- Student engagement – implement instructional practices and provide school buildings that will support students engaging in their learning
- Build teacher, educational assistant and administrator training in behaviour management/crisis prevention training
- Implementation of Equity Policy to provide awareness and offer strategies to deal with Antiracism and Ethnocultural Equity, and Anti-classism and Socio-economic Equity. The partnership of HWDSB and SISO to hire an Antiracism Trainer/Facilitator provides the key resource for implementation.
- Establish the Character Education Steering Committee to begin system implementation in 2006-2007
- Provide training throughout 2006-2007 for 20 facilitators to inservice system administrators to build capacity to implement Character Education

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## STRATEGIES

### Climate of High Expectations, Monitoring of Student Success and Time on Task

- Work with schools to ensure progress towards school, Board and Ministry targets, particularly for identified groups such as ESL, special education, gender
- Work with schools to ensure improvement in the 9 indicators of student success
- Have elementary schools complete a practice EQAO (3 and 6) in January 2007 and use the results to build teacher capacity through teacher moderation and to identify groups of students needing intervention prior to the actual May assessment
- Build successful transitions from elementary to secondary schools for all students (Grade 6 through 9)

### Positive Home and Community Relations

- Expand home reading and numeracy programs
- Develop and implement Homework Guidelines
- Support and expand Best Start (both hubs and child care expansion) and early learning connections in our schools
- Increase adult ESL specialty programs to meet the needs of specific communities
- Increase the role of the parents (School Council Support Group, Parental Involvement Committee) in supporting the Strategic Directions



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## *Effective Staff*

We will be an employer of choice that will attract and retain an effective, diverse and highly functioning workforce.

## STRATEGIES

- **Enhance recruitment and roles of quality employees through applying effective performance processes. Mentorship and in-service support programs are provided and utilized by staff.**  
*... performance management ... mentorship ..*
  - Design and implement performance appraisal program for all employee groups, where required
  - Modify Teacher Performance Appraisal program per Ministry of Education requirements following the passing of applicable legislation (Bill 78)
  - Focus on diversity issues in recruitment programs by researching outreach processes/strategies
  
- **Enhance the retention of employees through healthy workplace and staff development initiatives resulting in increased regular attendance, decreased occupational, non-occupational and personal illness.**  
**Provide staff /leadership development programs for the organization**
  - New Teacher Induction Program – Elementary and Secondary permanent teachers and Long Term Occasional Teachers
  - Support schools implementing Learning Communities/Effective Schools Direction
  - S.M.A.R.T. Goal training to support Effective Schools
  - Leadership development programs aligned with Effective Schools Direction
  - Workplace Conflict policy review/development
  
- **Employee Satisfaction Survey**
  - Develop and conduct employee satisfaction survey

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## *Effective Environments*

**Make every school a clean, attractive and quality learning environment that stimulates academic achievement.**

## **STRATEGIES**

- Implementation of the events scheduled for 2006/2007 according to the school revitalization accommodation strategies approved for City East, City West and Dundas
- Continue work towards the development of a Long-term Capital Plan subject to information coming from the Ministry with regard to guidelines and capital funding
- Enhance communications regarding major capital projects (school renewal, good places to learn and new school construction) planned, in-progress and completed
- Application of RECAPP (Real Estate Capital Asset Priority Planning) to ensure facility standards

