

Work Plan: Recommendations from Student Trustee Complaint of Breach of the Code of Conduct External Investigation
Updated November 2021

*This work plan is color coded by responsibility- the department/area that will lead each action items	
	Board of Trustees/ Board Liaison Officer
	Human Rights, Equity and Wellbeing

Recommendations	Action items	Timelines	Resources	Outcome indicator	Responsibility (Lead)
1. That the HWDSB (the "Board") shall require mandatory governance training, undertaken by an external facilitator with governance expertise, for all Trustees, including Student Trustees, before August 30, 2021 and thereafter on an annual basis in August of each year after the election of the Student Trustees. Such training to include, but not be limited to, obligations and responsibilities under the Ontario Education Act, R.S.O. 1990, c. E.2, any other relevant legislation, the Governance Handbook and Procedural By-Laws of the Board, the Code of Conduct and any other governance related policies and procedures for bringing motions and procedures concerning submissions / statements / questions made during Trustee Meetings.	Short Term: <ul style="list-style-type: none"> - Acquire an external facilitator to provide mandatory school board governance training to all Trustees and student Trustees - Collect and provide names of Governance experts who may be interested in this work for an RFP 	August 2021 UPDTAE: Wentworth Strategy Group providing 6 learning sessions Jan – Jun 2022, one of which is on Governance (Session 3 – March)	-Training budget -Training facilitator	All Trustees and student Trustees acquire and apply good understanding of board governance, related policies and procedures.	Board of Trustees Board Liaison Officer Director's Office
	Long Term: <ul style="list-style-type: none"> - Provide school board governance training to all new and current Trustees and student Trustees on annual basis in September of each year. - Provide ongoing refresher training and information on board governance related policies and procedures. 	Annually in the beginning of each school year before the first Board meeting of the year	-Training budget -Ongoing resources and support on board governance	All Trustees and student Trustees acquire and apply good understanding of board governance, related policies and procedures.	Board of Trustees Board Liaison Officer Director's Office
2. That by June 30, 2021, the Board shall clarify the role of the Chair of the Board in respect to vetting questions / statements / comments of Trustee members, including Student Trustees, to be made at Board meetings in advance of such meetings and to amend the Trustee Code of Conduct to document the Chair's role in that regard	Short Term <ul style="list-style-type: none"> - Embed within existing governance documents (By-laws and Handbook) 	June 2021 - completed	-expertise on governance and the Education Act	Role of the Chair is clear and understood by the Chair and all Trustees.	Board of Trustees Board Liaison Officer Director's Office
	Long Term	June 2022	External consultant	Role of the chair is reviewed and updated based on the	Board of Trustees Board Liaison Officer Director's Office

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and any policies or procedures relating thereto.	<ul style="list-style-type: none"> - As part of the governance review process, external consultant will review the role of the chair and provide clarity, identify gaps and provide recommendations. 			recommendations from the governance review.	
3. That by June 30, 2021, the Board shall amend the Trustee's Handbook to include a detailed written policy in respect to how and when Student Trustees' motions can be brought and motions amended by Student Trustees, and any and all requirements in respect to same. Such policy should also include the factors in respect of which the Chair shall exercise discretion in abridging the time limits specified in such policy.	Short Term <ul style="list-style-type: none"> - Embed within current governance documents (Student Trustee Handbook) 	June 2021 - completed	-expertise on governance and the Education Act	Clarity on how and when Student Trustees' can bring and amend motions.	Board of Trustees Board Liaison Officer Superintendent- Student Trustees
	Long Term <ul style="list-style-type: none"> - As part of the governance review process, external consultant will review the current policy on how and when Student Trustees' can bring and amend motions, provide clarity, identify gaps and provide recommendations. 	June 2022	External Consultant	Governance Review Recommendations	Board of Trustees Board Liaison Officer Superintendent- Student Trustees
4. That by June 30, 2021, the Board shall establish a formal Student Trustee Mentorship program which provides detailed guidelines for mentorship, including the purpose and mandate of mentorship, the roles of different mentors, timelines for mentorship meetings and what matters are to be addressed.	Short Term <ul style="list-style-type: none"> - Research other Boards' Student Trustee mentorship and orientation approaches. - Consult with current and former student trustees. - Conduct a discussion with Student Trustees and review the current process for Student Trustee mentorship and orientation. - Establish a formal Student Trustee Mentorship program - FNMICAC recommends that the Board of Trustees respect the Two Row treaty relationship and advance an independent, parallel approach for Shakowennakara:tats that recognizes and affirms Indigenous conceptions of leadership and mentorship; and enable space for the interdependence of both Eurocentric and Indigenous mentorship program models to bridge gaps, learn from, with and alongside each other where appropriate. 	June 2022	-expertise on governance and the Education Act	Current student Trustees will start mentorship program	Board of Trustees Board Liaison Officer Superintendent- Student Trustees

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	<p>Long Term</p> <ul style="list-style-type: none"> - As part of the governance review process, external consultant will review the current policy on Student Trustees’ mentorship and orientation to identify gaps and provide recommendations. - Establish an annual formal Student Trustee Mentorship program 	June 2022	External Consultant	<p>Governance Review Recommendations on Student Trustee Mentorship</p> <p>annual formal Student Trustee Mentorship program is established</p>	<p>Board of Trustees Board Liaison Officer Superintendent- Student Trustees</p>
5. That by June 30, 2021, the Board shall establish an enhanced Student Trustee Orientation program which includes a review of the Student Trustee Mentorship Program, the Trustee Code of Conduct, governance issues specific to Student Trustees, and the Complaint and Investigations Policy and Procedure referred to in item 11 below.	<p>Short Term:</p> <ul style="list-style-type: none"> - See item 4 - Link direct to Mentorship Program - Be aware of Trustee Code of Conduct – who can help them if they need to exercise their right to utilize the Code of Conduct - FNMICAC recommends that the Board of Trustees support a motion to enable the Indigenous Education Team to work with staff to create the framework for the Student Trustee Orientation program. 	June 2022	External Consultant	<p>Governance Review Recommendations on Student Trustee Mentorship</p> <p>annual formal Student Trustee Orientation program is established</p>	<p>Board of Trustees Board Liaison Officer Superintendent- Student Trustees</p> <p>Check other boards re: Orientation Program (Thames Valley)</p>
	<ul style="list-style-type: none"> - See item 11 				
6. That prior to August 30, 2021, the Board shall require mandatory human rights, equity, diversity and inclusion training by HWDSB's Human Rights and Equity Officer or external facilitators with human rights and EDI expertise, which is to specifically include anti-racism and anti-oppression training, for all Trustees,	<p>Short Term</p> <p>COMPLETED: Human Rights & Equity Leadership Series that Trustees started in September 2020.</p> <ul style="list-style-type: none"> - Conduct mandatory refresher sessions on Anti-racism and Anti-oppression for all Trustees, including Student Trustees. 	<ul style="list-style-type: none"> - June 2021 - completed <p>UPDTAE: Wentworth Strategy Group providing 6 learning sessions Jan – Jun 2022, one of which is on Understanding the Roots of Discrimination,</p>	<ul style="list-style-type: none"> - Training facilitators - Training budget - Staff expertise 		<p>Human Rights, Equity and Well-being Department</p> <ul style="list-style-type: none"> - Human Rights Office - Equity Division <p>Mandatory Training – report to Governance Cmt in public session that</p>

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including Student Trustees, and thereafter on an annual basis in August of each year after the election of the Student Trustees.	- FNMICAC recommends the Board live into its commitment to working in parallel with Indigenous communities, recognizing, honouring and affirming their distinct approaches to Indigenous Human Rights policies and practices while also making separate and distinct space for anti-colonialism, anti-Indigenous racism and Indigenous Cultural safety training.	Oppression, and Inequality (Session 1 – January)			notes attendance (similar to Audit Cmt)
	Long Term - Develop and conduct mandatory Human Rights, Equity/ARAO training to Trustees and Students provided by staff and external trainers/facilitators. - Policy via code of conduct	Ongoing sessions from Sept to April every year	- Staff Facilitators - External facilitators - Budget		Human Rights, Equity and Well-being Department - Human Rights Division - Equity Division
7. That by August 1, 2021, the Board shall undertake a review by an external consultant with EDI expertise of all Board policies and procedures, including those related to the Trustees, to identify and remove systemic barriers and discriminatory biases and practices.	Short Term - Acquire an external ARAO/EDI consultant to review Board governance policies through an ARAO lens	June 2022	- External consultant	Reviewed and updated board governance policies, including the Trustee Handbook and Code of Conduct	Board of Trustees Board Liaison Officer
	- Create a short term ARAO/EDI framework to be used in reviewing all policies that are up to be reviewed in the year 2020/2021	August 2021 Update: this is not yet completed as staff continue to work on it	- Staff resource	Interim ARAO/EDI framework developed and used in policy review for 2020/21	Human Rights, Equity and Well-being Department - Policy development
	Long Term - Update and finalize the ARAO/EDI framework to be used in reviewing all policies including those related to Trustees - Develop an ARAO/Anti-Black Racism Policy and Procedure	June 2022	- Budget - Community consultation - HREA committee		Human Rights, Equity and Well-being Department - Policy Development

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8. That by June 30, 2021, the Board shall create a comprehensive EDI Policy and Human Rights Policy for the Board which shall be distributed to all Trustees on an annual basis.	Short Term <ul style="list-style-type: none"> - Develop and promote HWDSB's interim human rights procedure (September 2021) - Distribute updated Equity and Inclusion Policy and related procedures to all Trustees. 	June 2021	Resourcing the Human Rights Office	An internal human rights complaints process is established and promoted.	- Human Rights Office
	Long Term <ul style="list-style-type: none"> - Develop a human rights policy and related procedures that will guide resolution of internal human rights complaints. - Provide Trustees with mandatory learning sessions on annual basis on the human rights policy and Equity and Inclusion Policy, including their roles and responsibilities. 	June 2022 Update: The development of the policy and procedure is ongoing and expected to be approved by Fall 2022	Policy development support/resource	Human Rights policy and related procedures are developed and implemented	- Human Rights Office
9. That by June 30, 2021, the Board shall create a comprehensive review and update its Equity Action Plan and that such Plan be distributed to the Board.	Short Term <ul style="list-style-type: none"> - Update the publicly available Equity Action Plan to reflect changes and update made this year, including new human rights structure, LDR, Employment Action Plan, De-streaming etc - Develop and make available publicly the Indigenous Education Plan and Indigenous Cultural Safety Action Plan. - Conduct sessions to present and disseminate the updated equity action plan and the Indigenous Education Plan and Indigenous Cultural Safety Action Plan to all Trustees. 	June 30, 2021		Trustees are well informed about the contents of the updated action plan and are committed to implement action items related to Trustees	Human Rights, Equity and Well-being Department <ul style="list-style-type: none"> - Human Rights Division - Equity Division Indigenous Education Department
	Long Term <ul style="list-style-type: none"> - Continue to review, update and implement the equity action plan on annual basis - Implement the Indigenous Education Plan and Indigenous Cultural Safety Action Plan. 	Ongoing annually		Equity action plan is reviewed and updated annually	Human Rights, Equity and Well-being Department <ul style="list-style-type: none"> - Human Rights Division - Equity Division Indigenous Education Department

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<p>10. That by August 30, 2021, the Board shall review its standing, trustees and ad hoc committees and take steps to ensure that the racial diversity of the Trustees and members of the public are adequately represented in committee composition.</p>	<p>Short Term:</p> <ul style="list-style-type: none"> - Conduct a diversity audit of current community and legislative advisory committees through voluntary data collection, review of application forms, selection criteria and recruitment forms and terms of reference. - Based on the findings, create an interim guide for recruitment and selection of community advisory committees with a requirement to ensure high level of representation of underrepresented groups and the diversity of lived experiences. - For Trustee Special Committees include diversity of lived (visible and invisible) experiences for members 	<p>December 2021</p> <p>Update: During Initial Board, Trustees will be reminded that all experiences are valuable as part of committee work, including but not limited to lived experiences (both visible and invisible).</p>	<p>Support from human rights and equity team</p>	<p>Clear guide for recruitment and selection of committees reflect the racial diversity of the student population</p>	<p>Board of Trustees Board Liaison Officer</p>
	<p>Long Term:</p> <ul style="list-style-type: none"> - As part of the governance review process, external consultant will review representation on standing, trustees and ad hoc committees and provide recommendations to ensure representation is a requirement in committee composition. 	<p>June 2022</p>	<p>External Consultant</p>	<p>Governance Review Recommendations on Student Trustee Mentorship</p> <p>annual formal Student Trustee Orientation program is established</p>	

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11. That by August 1, 2021, the Board shall create a formal Complaint and Investigations Policy and Procedure for bringing Code of Conduct complaints which allege a breach of the Board's EDI Policy or Human Rights Policy to the Human Rights Department of the Board, to be dealt with in a manner which is independent from the Trustees. Such Policies shall include timelines which are in accordance with the Ontario Human Rights Code, R.S.O. 1990, c. H.19 for the bringing of such complaints, and shall provide for an independent investigation of the Complaint by the Human Rights Department of the Board and a formal Report and Recommendations, if any, to be issued to the Trustees. The Trustees shall impose such sanctions, if any, as the Trustees may feel appropriate and consistent with the sanctions prescribed by the Trustees Code of Conduct.	Short Term - Introduce an interim internal human rights complaints process and procedure which will include investigating formal equity and human rights complaints.	September 2021 – completed	-Human Rights resources/personnel	- Interim internal human rights complaints process is in place and communicated system-wide	Human Rights, Equity and Well-being Department - Human Rights Division - Equity Division
	Long Term - Develop a human rights policy and related procedures that will guide resolution of internal human rights complaints, including investigating formal equity and human rights complaints	June 2022 Update: The development of the policy and procedure is ongoing and expected to be approved by Fall 2022	-Human Rights resources/personnel -Community consultation process	A human rights policy and related procedures are developed and implemented	Human Rights, Equity and Well-being Department - Human Rights Division - Policy development
12. That the Board shall establish a student advisory committee representative of the demographics and intersectionality of the Board's student body, with whom the Director of Education and senior administration may consult on meaningful EDI policies. Such student advisory committee shall endeavour to include at least one Student Trustee on a	Short term: - Establish system-wide racialized student council. - Establish system-wide Two-Spirit and LGBTQIA+ student council - Establish system-wide student – Spec Ed (youth living with disabilities)	September 2021	-staff resource to support group -budget for meeting support		Human Rights, Equity and Well-being Department - Equity and Well-being Division Specialized Services Division

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<p>standing basis during each Student Trustee term.</p>	<p>Long Term:</p> <ul style="list-style-type: none"> - Establish a student advisory council, consisting of student representatives from student Trustees, student senates, CC-ROSE, racialized student council, Two-Spirit and LGBTQIA+ student council and students who identify as a member of groups that commonly experience discrimination due different abilities, race, ancestry, religion, or place of origin. - Establish a consistent structure for the student advisory council to meet with the director and other senior staff to provide input on human rights and equity issues. 	<p>October 2021</p> <ul style="list-style-type: none"> - Meeting with Director at least once year 	<p>-staff resource to support group -budget for meeting support</p>	<p>Student Advisory Council established</p> <p>Quarterly meeting structure established</p>	<p>Human Rights, Equity and Well-being Department</p> <ul style="list-style-type: none"> - Director’s Office - Human Rights Division - Equity Division - Specialized Services