



**Action Plan for the  
HIDDEN VALLEY ELEMENTARY SCHOOL  
Report**

**February 18, 2022**

**HVES Deputy Minister Committee Members:** Stephen J. Mills, Executive Council Office  
Nicole Morgan, Education  
Paul Moore, Public Service Commission  
John Phelps, Justice

**INTRODUCTION**

On January 31, 2022, the Minister of Education received the Independent Review Report on the interagency response to the 2019 allegation that an Educational Assistant sexually abused a student at Hidden Valley Elementary School (“the report”). The Department of Education shared the report with parents of the school and then made the report public. The report included a number of key findings and made seven recommendations aimed at mitigating the risk of future occurrences and improving government’s response to future incidents in coordination with partner agencies.

The Premier stated publicly that the Yukon government accepts all of the report’s recommendations and recognizes that there are several critical gaps that need to be addressed immediately. A committee of Deputy Ministers, led by the Deputy Minister of the Executive Council Office, was tasked with developing and implementing an action plan to address all recommendations in the report.

Implementing the action plan will require a concerted effort and coordination across multiple departments and agencies. Many of the actions in the plan are aimed at developing or improving guidance, policies and agreements that clarify duties, roles and responsibilities while enhancing opportunities for formal and informal dialogue and coordination on serious incidents across departments and key agencies.

**SPECIAL AND INCLUSIVE EDUCATION**

The independent review identified a recommendation in relation to the 2019 June Report of the Auditor General of Canada on special and inclusive education. The Yukon government accepted the recommendations made by the Auditor General in 2019 and is currently engaged in a comprehensive reform of special and inclusive education services and outcomes, working with First Nations and other educational partners. This work is occurring separately and is informed by the recommendations of the Review of Inclusive and Special Education that the Department of Education released on June 1, 2021. The vulnerabilities in relation to special and inclusive education that were identified by the present independent review will be addressed by the special and inclusive education reform process, under its own action plan.

**KEY PRINCIPLES**

The action plan is based on the following guiding principles:

- **Victim-centred:** upholding the rights of children, protecting children from harm and supporting children and their families when harm occurs are primary considerations underlying each action.
- **Creating safe and caring school environments:** actions support the principle that schools should be safe and welcoming environments for learners of all ages, backgrounds and levels of ability.
- **Prevention:** the primary goal of the actions is the prevention and detection of abuse before it occurs and preventing the recurrence of serious incidents.

- **Transparency and timely communication:** school communities should be aware of roles, responsibilities, processes and accountabilities in relation to serious incidents in schools. Those affected or potentially affected by serious incidents should receive the information they need for their protection and well-being in a timely manner.
- **Accountability:** accountability for decision-making and communication is clearly defined within and among departments and agencies.
- **Collaboration:** departments and agencies work collaboratively to take action toward preventing and responding to serious incidents in schools, and do so in a timely manner.
- **Reconciliation:** action implementation is based upon knowledge and understanding of intergenerational trauma, residential school history, the Sixties Scoop, ongoing indigenous child apprehension and cultural safety.

## UPDATING THE PLAN

The plan may be reviewed based on further recommendations from:

- the Yukon Child and Youth Advocate Office (report anticipated for March 2022)
- Office of the Ombudsman (report anticipated for mid-year 2022)
- RCMP review into its handling of the Hidden Valley incident
- Stakeholders/partners/parent engagement/Hidden Valley School Parent Advisory Committee

## OVERSIGHT, MONITORING AND EVALUATION

A committee of Deputy Ministers will oversee progress on the plan. As well, measures will be identified to track serious incidents and how they are reported. Accountability and outcome-based measures will be used to assist with ongoing oversight, as well as contribute data to inform future evaluations.

## INDEPENDENT REVIEW RECOMMENDATIONS

- R1. Implement a Policy/Process for Interdepartmental Cooperation for Significant Events and Provide Appropriate Training.
- R2. Implement a YDE Policy for Addressing School Incidents Including Criminal Allegations Against Employees.
- R3. Provide Better Training for School Administrators and Better Onboarding of YDE Employees.
- R4. Ensure computerized databases in all Yukon school are capable of easily identifying families of students both past and present and information about EA assignments.
- R5. Ensure School Administrators, Teachers and Staff are Provided Training in Respect of Their Duty to Report and Document Suspected Abuse on an Annual Basis.
- R6. Develop and Implement a Policy in Cooperation with the RCMP Re: Information Sharing/Working Together in the Event of an Allegation of Criminal Conduct

R7. Fully implement the Recommendations set out in the 2019 June Report of the Auditor General of Canada to the YLA, especially those in respect of Inclusive Education for students who have special needs.

**KEY ACTIONS (see tables below)**

Action	Who will lead this work and who will support?	What is our timeframe?	Recommendations addressed
<p><b>1. Finalize and implement Yukon School Post-Incident Communication Guidance and Procedures</b>, including timelines for reporting, information to provide to parents and supports available for victims and families.</p>	<p><b>Lead:</b> Education</p> <p><b>Support:</b> Women and Gender Equity Directorate, Justice</p>	6 months	R1, R2
<p><b>2. Develop corporate guidance for inter-departmental communication and coordination in response to serious incidents in schools</b> that expands on existing protocols and includes:</p> <ul style="list-style-type: none"> <li>• Involvement of senior interdepartmental committees when serious incidents occur</li> <li>• Clarifying role of the Communications Management Committee and departmental communications teams</li> <li>• Clarifying Ministerial briefing protocols</li> <li>• Timelines for action</li> </ul>	<p><b>Lead:</b> Executive Council Office</p> <p><b>Support:</b> Education, Justice, Health and Social Services, Public Service Commission</p>	6 months	R1
<p><b>3. Develop corporate guidance for communicating publicly or with stakeholders about serious incidents when a criminal matter is under investigation or before the courts.</b></p>	<p><b>Lead:</b> Justice, Public Service Commission</p> <p><b>Support:</b> Education, Health and Social Services</p>	6 months	R1
<p><b>4. Develop victim support plan and identify materials</b>, which could include:</p> <ul style="list-style-type: none"> <li>• Identify victim support team and their roles and responsibilities at various levels</li> <li>• Incorporate into teacher/school personnel training or develop specific training on victim support on (a) how to respond to victims/families when an allegation is made; (b) working and providing supports to student victims and families post-incident (e.g., in the classroom)</li> </ul>	<p><b>Lead:</b> Justice, Education and Health and Social Services</p> <p><b>Support:</b> Health and Social Services, Women and Gender Equity</p>	12 – 15 months	R1, R5

<ul style="list-style-type: none"> <li>Develop information package for families that provides guidance and information on current policies, support services, financial options and navigating the system</li> </ul>	Directorate, Public Service Commission		
<p><b>5. Establish Hidden Valley School Parent Advisory Committee following input received from families</b> on the function/purpose of the committee and its involvement in next steps and the actions that will be undertaken.</p>	<b>Lead:</b> Education	< 1 month	R2
<p><b>6. Update and consolidate policies and procedures under a stand-alone Policy on Prevention and Reporting of Serious School Incidents</b>, which would include:</p> <p>Prevention/Protection of Students:</p> <ul style="list-style-type: none"> <li>Onboarding and annual training requirements for school staff and administrators on prevention and reporting of abuse, including sexualized abuse</li> <li>Enhanced criminal record checks</li> <li>Safe schools procedures</li> <li>Protocols for appropriate and inappropriate physical contact with students</li> <li>Specialized requirements for special education settings, including training requirements for EAs</li> </ul> <p>Responding/Reporting:</p> <ul style="list-style-type: none"> <li>Coordination with RCMP when there is an allegation of criminal conduct</li> <li>Incident record-keeping for school administrators</li> <li>Responses to other serious incidents such as peer-to-peer or teacher/student violence</li> <li>Internal and external communications</li> <li>Coordination with other departments and agencies</li> </ul>	<p><b>Lead:</b> Education</p> <p><b>Support:</b> Justice</p>	6 months	R1-R6

<p><b>7. Create a new Inter-Agency Agreement for the Investigation of Child Abuse</b> between the RCMP, HSS and Education.</p> <p><b>Provide training</b> on roles and responsibilities under the agreement to those responsible within each department.</p>	<p><b>Lead:</b> Education, Health and Social Services</p> <p><b>Support:</b> Justice, RCMP</p>	<p>3 – 6 months</p>	<p>R6</p>
<p><b>8. Develop corporate policies and procedures for information sharing with the RCMP on matters involving the investigation of alleged criminal conduct by an employee</b> that include the following:</p> <ul style="list-style-type: none"> <li>• Considerations around informed consent</li> <li>• Collaborative case management</li> </ul>	<p><b>Lead:</b> Justice, Public Service Commission, Education</p> <p><b>Support:</b> Health and Social Services, Executive Council Office, RCMP</p>	<p>6-12 months</p>	<p>R6</p>
<p><b>9. Review and update policies internal to the Department of Education to ensure they are aligned with corporate policies and processes.</b></p>	<p><b>Lead:</b> Education</p> <p><b>Support:</b> Executive Council Office, Public Service Commission</p>	<p>3 – 6 months</p>	<p>R1</p>
<p><b>10. Enhance and require training for all school-based staff</b> in the prevention, detection, and obligation to report suspected child abuse / suspicious behaviour including:</p> <ul style="list-style-type: none"> <li>• Professional conduct/protective environments</li> <li>• Grooming behaviours / suspicious behaviours</li> <li>• Reporting “grey area” behaviours</li> <li>• Assessing risk, (e.g. boundary violations and environments that present risk)</li> <li>• Responding to children/families when abuse is disclosed or witnessed</li> <li>• Providing ongoing support to victims of abuse in the classroom</li> </ul>	<p><b>Lead:</b> Education</p> <p><b>Support:</b> Health and Social Services, Justice</p>	<p>6 months</p>	<p>R3, R5</p>

<p><b>11. Incorporate training on how government works into required leadership training</b> for school administrators, managers and senior leaders within the Department of Education, with tailoring to include understanding of the roles of school boards and school councils and what services are provided by the broader public service (e.g. Justice, Health and Social Services, the Public Service Commission).</p>	<p><b>Lead:</b> Executive Council Office, Education</p> <p><b>Support:</b> Public Service Commission</p>	<p>6 months</p>	<p>R3</p>
<p><b>12. Update onboarding practices for all school-based and central administration staff</b> with a program that fits Education’s unique operational requirements.</p>	<p><b>Lead:</b> Education</p> <p><b>Support:</b> Public Service Commission</p>	<p>6 months</p>	<p>R3</p>
<p><b>13. Implement summer training for principals, vice-principals and new staff</b> on reporting serious incidents, prevention, supporting victims and related subject matter. Develop a plan to train all school staff over time.</p>	<p><b>Lead:</b> Education</p>	<p>6 months</p>	<p>R3,R5</p>
<p><b>14. Explore ways to incorporate training requirements on prevention, detection and reporting of child abuse and on supporting victims and families into certification of teachers.</b></p>	<p><b>Lead:</b> Education</p>	<p>6 months</p>	<p>R3, R5</p>
<p><b>15. Explore ways to make best use of school, student and human resource databases to collect, archive and maintain up-to-date information on:</b></p> <ul style="list-style-type: none"> <li>• Past and current students and families</li> <li>• Teacher, Educational Assistant (EA) and Teacher-on-Call (TOC) assignments</li> <li>• Attendance of students in a classroom or setting, and presence of teacher, EA or TOC</li> <li>• Family/guardian information for each student</li> </ul>	<p><b>Lead:</b> Education</p> <p><b>Support:</b> Highways and Public Works, Public Service Commission, Justice</p>	<p>6 – 12 months</p>	<p>R4</p>
<p><b>16. Review existing incident reporting and tracking systems</b> across YG and determine if one common system or similar systems could be implemented for all departments, beginning with Education.</p>	<p><b>Lead:</b> Education</p> <p><b>Support:</b> Highways and Public Works, Public</p>	<p>12-18 months</p>	<p>R4</p>



	Service, Health and Social Services		
<b>17. Develop a process for ongoing review and monitoring of policies and procedures and best practices for higher risk educational settings,</b> such as individual learning, field trips, etc.	<b>Lead:</b> Education	6 months	R2, R3, R5
<b>18. Enhance and formalize interdepartmental committees for serious incidents.</b>	<b>Lead:</b> Executive Council Office	3 – 6 months	R1
<b>19. Expand foundational on-boarding of all YG senior leadership</b> regarding government operations and accountabilities to promote consistency across departments.	<b>Lead:</b> Executive Council Office, Public Service Commission	12+ months	R3
<b>20. Implement the corporate leadership development framework</b> to support employees in all departments in developing leadership skills and competencies.	<b>Lead:</b> Public Service Commission	3-6 months	R3
<b>21. Develop Values and Ethics code</b> to ensure a clear understanding of public service ethics, responsibilities, and culture and weave it into onboarding process.	<b>Lead:</b> Public Service Commission	6 – 12 months	R3
<b>22. Update the General Administration Manual (GAM)</b> to reflect the most up to date practices regarding interdepartmental coordination for communicating publicly and establish a schedule for future updates/reviews.	<b>Lead:</b> Executive Council Office  <b>Support:</b> Public Service Commission	6 – 12 months	R1-R3
<b>23. Enhance opportunities for public servants to take positions in different departments</b> to promote employee development and reduce silos, including promoting temporary assignments.	<b>Lead:</b> Public Service Commission	6 – 12 months	R3

