

# Prairie Spirit Board of Education Policy Manual



**PRAIRIE SPIRIT**  
**SCHOOL DIVISION**  

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*Learners for Life*



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Strategic Plan



**PRAIRIE SPIRIT**  
**SCHOOL DIVISION**

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**Policy Name:** Vision

**Number:** SP-1

**Policy Type:** Strategic Plan

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** Until further decisions by the Board, the Strategic Plan of the Division will be clearly stated within the Board policies and kept current within these Board documents, monitoring reports and an annual strategic plan review.

1. The vision of the Division is “Learners for Life”.

**Policy Name:** Mission

**Number:** SP-2

**Policy Type:** Strategic Plan

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** Until further decisions by the Board, the Strategic Plan of the Division will be clearly stated within the Board policies and kept current within these Board documents, monitoring reports and an annual strategic plan review.

2. The mission of the Division is “Learning without limits in a world of possibilities”.



**Policy Name:** Guiding Principles

**Number:** SP-3

**Policy Type:** Strategic Plan

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** Until further decisions by the Board, the Strategic Plan of the Division will be clearly stated within the Board policies and kept current within these Board documents, monitoring reports and an annual strategic plan review.

3. Our guiding principles are anchors for how the Division will operate. These include:
  - 3.1 **Learning** – we value learning together to develop the whole person and inspire lifelong learning. We value creative and innovative approaches to improve learning.
  - 3.2 **Transparency** – We value transparent and open relationships that are characterized by the sharing of information and exploration of ideas.
  - 3.3 **Inclusiveness** – We value inclusiveness as the celebration and acceptance of all people
  - 3.4 **Nurturing** – We value diversity the creation of supportive and caring environments that foster positive learning outcomes.
  - 3.5 **Diversity** – We value diversity in our quest to develop trusting, respectful, equitable and just relationships among participants in the Division
  - 3.6 **Collaboration** – We value collaboration and cooperative relationships that engage stakeholders
  - 3.7 **Leadership** – We value shared leadership that is adaptive, open and growth-oriented
  - 3.8 **Accountability** – We value individual and organizational accountability.



**Policy Name:** Key Result Areas

**Number:** SP-4

**Policy Type:** Strategic Plan

**Date Approved:** June 16, 2014

**Date Revised:** June 4, 2018

**General Board Directive:** Until further decisions by the Board, the Strategic Plan of the Division will be clearly stated within the Board policies and kept current within these Board documents, monitoring reports and an annual strategic plan review.

4. Our resources will be focused on achieving results in priority areas.

**4.1 High School Completion and Transition to Career**

- Provincial goal/Prairie Spirit goal for three-year graduation rate: the three-year graduation rate will be 85% by 2020.
- Provincial goal/Prairie Spirit goal for extended graduation rate: By 2020, 90% of students will graduate within five years of entering grade 10.

**4.2 Reading**

- Provincial goal/Prairie Spirit goal: By 2020, 80% of students will be reading at a grade level or above by the end of grade 3.

**4.3 Early Years Evaluation**

- Provincial goal/Prairie Spirit goal: By 2020, 90% of students will exit Kindergarten ready to learn in the primary grades.

**4.4. Writing**

- Provincial goal/Prairie Spirit goal: 80% of students will be writing at grade level or above in grade 4, 7 and 9 by 2020.

**4.5 Mathematics**

- Provincial goal/Prairie Spirit goal: By 2020, 80% of students will be achieving at grade level or above in mathematics as determined by the provincial number strand rubric at the end of grade 2, 5 and 8.

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Board Operations



**PRAIRIE SPIRIT**  
**SCHOOL DIVISION**

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**Policy Name:** Role of the Board

**Number:** BO-1

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

1. The Board is responsible to make decisions in the best interests of the owners as a whole. The accountability to the owners supersedes any conflicting loyalty.
  - 1.1. The “owners” of the Division are defined as the residents within the Prairie Spirit School Division boundaries.
  - 1.2. The Board shall act on behalf of the owners as a whole.
  - 1.3. The Board is responsible to be the link between the Division and the owners.
  - 1.4. The Board will inform the owners in a timely manner of progress towards goals and critical challenges that are facing the Division.
  - 1.5. Board members will communicate directly and proactively with owners in an effort to understand and represent the interests of owners.
  - 1.6. The Board shall gather data in a way that reflects the diversity of the ownership.
  - 1.7. The Board will collect input from the ownership through a variety of methods, including, but not limited to, meetings with the ownership, surveys and advisory committees.
  - 1.8. The Board is responsible to determine the vision and direction of the Division, to set policies through which the direction is achieved and to monitor the operation of the Division.
  - 1.9. The Board is responsible to hire the Director of Education and ensure effective performance by the Director.
  - 1.10. The Board is responsible for monitoring the Director of Education's performance and directing the Director as required.
  - 1.11. The Board is responsible for planning, priority setting and policy development.
  - 1.12. The Board will monitor annually its own effectiveness and take appropriate action.

**Policy Name:** Board Effectiveness

**Number:** BO-2

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

2. The Board is responsible to govern the Division and serve its owners with a high level of integrity, commitment and accountability.
  - 2.1. The Board will ensure that Board members have the knowledge, skills and commitment to govern the Division.
  - 2.2. Board members will participate in individual and Board professional development.
    - 2.2.1. Board members will share their individual professional learnings with the Board.
  - 2.3. Board members will give feedback on the performance of themselves and each other annually, discussing plans for improvement.
  - 2.4. New Board members will receive an orientation to ensure familiarity with the Division, including the Board policies, principles of governance and explanation of major issues.
  - 2.5. All Board activities will be carried out in the context of the Division's vision and mission statement and outcomes.



**Policy Name:** Planning Cycle

**Number:** BO-3

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

3. To fulfill its role in a governance style consistent with Board policy, the Board will establish and follow an annual planning cycle that ensures it provides regular direction to the Division.
  - 3.1. The Board will review and update the Strategic Plan during January and February of each year.
  - 3.2. The Director will provide an environmental scan prior to the Strategic Plan development (for example, presentations relating to the external environment, demographic information, exploration of future perspectives that may have implications and presentations by advocacy groups and staff).
  - 3.3. Following the review of the Strategic Plan, the Board will identify resources required to implement the Strategic Plan for the next fiscal year.
  - 3.4. The Board will review the governance policies after every school board election.
  - 3.5. At prescribed intervals following hiring (three (3) month – verbal; six (6) month – written; and yearly thereafter), the Board will conduct Director performance review and determine remuneration annually.
  - 3.6. The Board will schedule time for Board orientation after every election.
  - 3.7. The Board will schedule time for Board education.
  - 3.8. The Board will plan to meet with Ministry of Education and federal, provincial and local government officials to advocate for the Division’s needs.
    - 3.8.1. The Board will plan to meet with Minister of Education at least twice a year.
    - 3.8.2. The Board will plan to meet with all MLAs whose boundaries fall within Prairie Spirit School Division annually.
  - 3.9. The Board will schedule time for monitoring the Division’s Strategic Plan quarterly and operational limits annually.
  - 3.10. The Board will establish a schedule of regular meeting times at the organizational meeting held in November.



- 3.11. The Board will review the effectiveness of the process used for the Director Performance Review following each review.



**Policy Name:** Meeting Effectiveness

**Number:** BO-4

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:** April 10, 2017

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

4. Meetings will follow a Board-approved consistent format.
  - 4.1. The Chair or a majority of Board members may call for a special meeting to deal with urgent issues.
  - 4.2. All Board members are expected to participate in the meetings.
  - 4.3. Each Board member has equal rights and authority.
  - 4.4. Each Board member is expected to voice an opinion.
  - 4.5. Only one topic or motion will be considered at a time.
  - 4.6. On meeting matters not specifically covered by policies, *Robert's Rules of Order Newly Revised* will be followed.
  - 4.7. Board meetings will be conducted at a level of informality considered appropriate by the Board, including discussion of a matter prior to a formal motion.
  - 4.8. A request to have a portion or all of a public Board meeting recorded shall be received by the Chair in writing at least three (3) days prior to the meeting.
    - 4.8.1. The recording will be done by the Division and a copy made available to the public no later than five (5) days following the meeting.
  - 4.9. Board members will notify the Director of Education or the Chair if unable to attend a meeting.
  - 4.10. Board members may speak to a pending motion on as many occasions, and at such length, as the Chair may reasonably allow.
  - 4.11. Any Board member can make a motion for a closed or in-camera session at any time.

**Policy Name:** Agenda Control

**Number:** BO-5

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

5. The Board will develop and approve the agenda for its meetings.
  - 5.1. The Chair will develop a draft agenda for every Board meeting in advance.
  - 5.2. Any Board members wishing to put an item on the agenda of a future Board meeting will notify the Chair by the Wednesday prior to the Board meeting.
  - 5.3. The draft agenda will be circulated so all Board members receive it on the Friday prior to the Board meeting.
  - 5.4. Board members will be provided with adequate background information on the budget no less than seven (7) days prior to the Board meeting.
  - 5.5. Committee of the whole meetings will be held at the discretion of the Board.
  - 5.6. The Chair has discretion to allow or disallow agenda additions on the date of the meeting.
    - 5.6.1. The Board may add or remove an agenda item by a two-thirds majority vote.





**Policy Name:** Officer Authority and Responsibility

**Number:** BO-6

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

6. The Board will determine and monitor the duties of the Chair, Vice-Chair and Secretary of the Board. Each officer will serve the Board and follow the Board direction.
  - 6.1. The Chair will ensure that the Board is held accountable to conduct itself within its own rules and those legitimately imposed upon it from outside the Division.
  - 6.2. The Chair will preside at Board meetings. The Chair may appoint an alternate to serve in this capacity as needed.
  - 6.3. The Chair will be the public spokesperson for the Board. If the Chair is unavailable, the Board may appoint an alternate spokesperson. If a need arises between Board meetings, the Chair may appoint an alternate spokesperson.
  - 6.4. The Chair will be a support to the Director of Education regarding interpretation of Board policy between meetings of the Board.
  - 6.5. The Chair will work within Board policy when making any necessary decisions between Board meetings.
  - 6.6. The Chair has the authority to make reasonable interpretations on behalf of the Board within the policies on Board Operations and Board-Management Linkage, except where the Board specifically delegates portions of its authority to others.
  - 6.7. The Chair has no authority to supervise or direct the Director of Education.
  - 6.8. The Chair may, to the same extent as any Board member, make motions, engage in debate and vote on any matter to be decided.
  - 6.9. The Chair will communicate with the Vice-Chair to ensure that the Vice-Chair is familiar with and informed about the issues well enough to assist and replace the Chair, if necessary.
  - 6.10. The Vice-Chair of the Board will perform the functions of the Chair in the Chair's absence.
  - 6.11. The Director will fill the functions of the Secretary of the Board and ensure that all documentation of Board business is up to date and in compliance with legal obligations.



- 6.12. The Secretary will ensure the minutes are prepared and circulated with the agenda for the next Board meeting.
- 6.13. The Secretary will ensure that the policy manual is updated following each Board meeting as required.
- 6.14. The Secretary will ensure any corporate reporting has been completed, filed and publicized as required.

**Policy Name:** Committees of the Board

**Number:** BO-7

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

7. The purpose of all committees of the Board is to help the Board carry out its responsibilities.
  - 7.1. Board committees may not speak or act for the Board, except when formally given such authority for specific and time-limited purposes.
  - 7.2. Board committees will assist the Board by preparing policy alternatives and implications for Board deliberation and ensuring that operational procedures are consistent with policy.
  - 7.3. The Board will review its committee structure and membership at the November organizational meeting.
  - 7.4. Any Board member can make a motion to move into a committee of the whole at any time during a regular Board meeting.
  - 7.5. Committee reports to the Board will be in writing and sent to the Secretary on Wednesday prior to the Board meeting. They will also be attached to the agenda and circulated on Friday prior to the Board meeting.
  - 7.6. Committee reports will summarize the information researched by the committee. The report will indicate the pros and cons of each option considered. The report will not make a recommendation to the Board.
  - 7.7. Except as defined in written Terms of Reference, no Committee has authority to commit the funds or resources of the Division.

**Policy Name:** Board and Committee Expenses

**Number:** BO-8

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:** May 23, 2018

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

8. Board members shall be reimbursed expenses for all Board and committee meetings attended, as well as any meeting attended at the direction of the Board based on the following guidelines.

8.1. Board indemnities shall be reimbursed at the following rates:

8.1.1. \$275/Board meeting for Board Chair:

8.1.2. \$247.50/Board meeting for Board Vice Chair; and

8.1.3. \$220/Board meeting for Board members.

8.2. Any official Board activity or committee meeting attended by a Board member shall be reimbursed at the following rates:

8.2.1. Board Chair

- Up to and including four (4) hours - \$137.50
- Over four (4) hours and up to and including eight (8) hours - \$275.00
- Over eight (8) hours and up to and including twelve (12) hours - \$412.50

8.2.2. Board Vice Chair

- Up to and including four (4) hours - \$123.75
- Over four (4) hours and up to and including eight (8) hours - \$247.50
- Over eight (8) hours and up to and including twelve (12) hours - \$371.25

8.2.3. Board Members

- Up to and including four (4) hours - \$110.00
- Over four (4) hours and up to and including eight (8) hours - \$220.00
- Over eight (8) hours and up to and including twelve (12) hours - \$330.00

8.3. Expenses shall be reimbursed as follows:

8.3.1. Travel allowance shall be paid at a rate of \$0.41 per kilometer. The rate will remain in effect unless the rate is greater than or less than a factor of 5% of the Public Service Commission rates that are published October 1<sup>st</sup> and April 1<sup>st</sup>.



- 8.3.2. The Board will review the rate at its next meeting following the publishing of the Public Service Commission rates if the rate differential is greater than 5% of the current fixed rate.
- 8.3.3. Out of pocket expenses must be supported by receipts, unless expense is \$20 or less with reason stated.
- 8.4. Travel time shall be reimbursed at a rate of \$11/hour.
- 8.5. Base annual allowance of \$5,000 shall be paid to the Board Chair over a ten-month period from September to June.
- 8.6. The Canadian Consumer Price Index may be applied to all indemnity rates (excluding travel allowance) effective February 1 of each year.

**Policy Name:** Code of Conduct

**Number:** BO-9

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

9. The Board commits itself to ethical, efficient and lawful conduct. Board members will function in an ethical manner, contribute to the work of the Board, support the decisions of the Board and respect the confidentiality of privileged information.
  - 9.1. The Board will speak with one voice. All Board members will support all Board decisions outside of Board meetings.
  - 9.2. Board members shall promote the Division when interacting with the public or other entities.
  - 9.3. Board members must make decisions in the interest of the ownership as a whole.
  - 9.4. Board members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Board members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
  - 9.5. Board members will endeavour to attend all meetings.
  - 9.6. Board members will be properly prepared for Board deliberation and will respectfully engage during the dialogue process.
  - 9.7. Board members will be respectful and professional. The commitment will be to challenge the issues when differences of opinion exist, but never attack or defame the person.
  - 9.8. Excused absences or extended leaves of absence of a Board member may be approved by the Board upon request by the individual Board member.
  - 9.9. Board members will not reveal confidential information to anyone not normally present at Board meetings.
  - 9.10. Board members must avoid conflict of interest with respect to their fiduciary responsibility.
    - 9.10.1. This requires that Board members declare their personal interest in any Board agenda items.
    - 9.10.2. Board members will disclose their involvements with other organizations, vendors or any associations that might be or might reasonably be seen as being a conflict

annually at the November organizational meeting or as required at the next possible Board meeting.

- 9.11. The Board member will not be present during discussion and vote whenever they or the Board believe there to be a conflict.
- 9.12. Board members must avoid and be made aware of a potential conflict of interest that could exist when a Board member or an employee is required to supervise an immediate family member.
- 9.13. A Board member must resign from the Board prior to seeking employment with the Board.
- 9.14. Board members will not use their position for personal advantage or conduct any private business or personal services with the Division.
- 9.15. A Board Member who is alleged to have violated the Code of Conduct shall be informed in writing by the Chair of the details of the complaint, the complainant and the date the Board will review the complaint. The Board member shall be allowed to present their views of such alleged breach at the Board meeting when the Board will review the complaint. If the complaint is against the Chair, the Vice Chair will assume the duties of informing the Chair of the details of the complaint and the date the Board will review the complaint.
  - 9.15.1. If the complaining party is a Board member, he or she and the respondent Board member shall absent themselves from any vote upon resolution of censure or other action that may be brought by the Board. Board members who are found to have violated the Code of Conduct may be subject to censure.

**Policy Name:** Board Member Authority and Responsibility

**Number:** BO-10

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

10. Board members will not exercise individual authority over the Division.
  - 10.1. Individual Board members have no authority over the Director, staff or staff operations.
  - 10.2. The Chair or designate is the only person authorized to speak to the media on behalf of the Board.
    - 10.2.1. Board members shall not presume to speak for the Board on matters that have not been determined by the Board when interacting with the public, media or other entities.
  - 10.3. Board members will judge the performance of the Director of Education during the annual performance review.
    - 10.3.1. Individual Board members will not express critical judgmental or evaluative comments of the overall performance of any other Division employee.
  - 10.4. Board members will not exercise individual authority over the Division, including management, staff, service providers or clients, except as explicitly set forth in a Board policy.
  - 10.5. Board members will adhere to sexual harassment policies of the Division as described in [Administrative Policy No. 505 - Harassment](#).
  - 10.6. Board members shall be able to access, reference and acquire an understanding of [The Education Act, 1995](#), bylaws, regulations and policies of the Division, as well as the rules of procedure and proper conduct of a meeting.



**Policy Name:** Board Linkage with Other Organizations

**Number:** BO-11

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

11. The Board shall identify other organizations with which it requires good working relationships in order to share and enhance its role of representing the owners.
  - 11.1. The Board shall establish mechanisms for maintaining open communication with these organizations.
  - 11.2. The Board shall consider the merits of partnerships with other organizations annually at its organizational meeting in November and as needed throughout the year.

**Policy Name:** Handling of Operational Concerns

**Number:** BO-12

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

12. The following process shall be followed in the case of a Board member being made aware of a concern regarding an operational matter.

12.1. The Board member shall not make statements of criticism of those involved in the circumstances surrounding the event or offer statements of promised solution. The Board member will inquire if the [internal communication protocol](#) has been followed.

12.1.1. The Board member shall direct the individual to the appropriate person if the [internal communication protocol](#) was not followed.

12.1.2. The Board member may inform the Director of the complaint or concern given the Board member's interpretation of the urgency and complexity of the complaint or concern.

12.1.3. The Board member may ask the individual to contact him or her again throughout the [internal communication protocol](#) steps if the matter has not been addressed within a reasonable time period.

12.2. The Board member shall advise the individual to communicate their concern to the Director if the [internal communication protocol](#) has been followed and the concern has not been satisfactorily resolved. The Director is accountable to ensure that the matter is investigated and responded to in a timely manner.

12.3. If the matter remains unresolved following communication with the Director, the individual(s) may submit a written appeal to the Board.

**Policy Name:** Requests for Presentations to the Board

**Number:** BO-13

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

13. The Board will consider requests from members of the public to make presentations related to educational matters.

13.1. Requests by groups or individuals shall be considered as follows:

13.1.1. Requests to make presentations shall be in writing, including the purpose of the presentation. The brief is to contain the topic of interest, background information and desired outcome.

13.1.2. The Chair will decide whether to add the item to the agenda or refer it to the Director.

13.1.3. Those requesting to make presentations shall provide a written brief seven (7) days prior to the next scheduled Board meeting.

13.1.4. In the interests of effective and timely decision-making, the Board may limit the number of presentations made on a policy issue by the same group and the total number of groups that will be heard on a given issue.

13.1.5. Presentations shall be considered in the context of the Board's responsibility to act on behalf of the owners as a whole.

13.1.6. The Board will provide a timely response to presentations, but shall not commit to responding at the same meeting in which the presentation is made.

13.1.7. The Board will respond to requests for presentations by letter.

**Policy Name:** Benefits

**Number:** BO-14

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:**

**General Board Directive:** The Board provides leadership to the Division through policy setting, strategic planning, linking with owners and directs implementation through the Director of Education.

14. The Board will implement the Saskatchewan School Boards Association (SSBA) Benefits Plan for all Board members as follows:
  - 14.1. Life insurance Plan (50%-50%);
  - 14.2. Accidental Death, Disease & Dismemberment (50%-50%)
  - 14.3. Dental Care Plan (50%-50%)
  - 14.4. Extended Health Care Plan (50%-50%)
  - 14.5. Benefit premiums for the Board member benefits noted above shall be shared on a 50/50 basis between the Board member and the Division, except for the Health Care Spending Account (HCSA).
  - 14.6. Health Care Spending Account (HCSA) of \$400 per Board member per year.

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Board Management Linkage



**PRAIRIE SPIRIT**  
**SCHOOL DIVISION**

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**Policy Name:** Unity of Control

**Number:** BM-1

**Policy Type:** Board Management Linkage

**Date Approved:** June 16, 2014

**Date Revised:**

**General Linkage Directive:** The Board's connection to the Division's operations, achievements and conduct will be through the Director of Education.

1. Only officially-passed motions of the Board are binding upon the Director.
  - 1.1. The Board will provide direction to the Director through written policies, the Strategic Plan and Operational Limits.
    - 1.1.1. Decisions or instructions of individual Board members or committees are not binding on the Director, except in rare instances when the Board has specifically authorized such exercise of authority.
  - 1.2. The Director is the Board's only link to operational achievement and conduct so that all authority and accountability of staff is considered the authority and accountability of the Director.



**Policy Name:** Director of Education Job Description

**Number:** BM-2

**Policy Type:** Board Management Linkage

**Date Approved:** June 16, 2014

**Date Revised:**

**General Linkage Directive:** The Board's connection to the Division's operations, achievements and conduct will be through the Director of Education.

2. The Director's performance is the performance of the Division. The Director is responsible to achieve the Division's Strategic Plan and follow the policies on Board-Management Linkage and Operational Limits.

**Policy Name:** Delegation to the Director of Education

**Number:** BM-3

**Policy Type:** Board Management Linkage

**Date Approved:** June 16, 2014

**Date Revised:**

**General Linkage Directive:** The Board's connection to the Division's operations, achievements and conduct will be through the Director of Education.

3. All Board authority delegated to staff is through the Director; therefore, all authority and accountability of staff and operations is considered to be the authority and accountability of the Director.
  - 3.1. The Board holds the Director responsible and accountable for the operation of the Division.
  - 3.2. The Board delegates all staff authority through the Director; this means the Board will not direct, manage, evaluate or terminate any staff other than the Director.
  - 3.3. The Board will accept a reasonable interpretation of Board policies by the Director regarding the implementation of the Strategic Plan and Operational Limits.
  - 3.4. If the Board is not satisfied with the Director's interpretation of policies, the Board will either clearly articulate its expectations for future performance, or revise or develop new policy.



**Policy Name:** Monitoring the Director of Education’s Performance

**Number:** BM-4

**Policy Type:** Board Management Linkage

**Date Approved:** June 16, 2014

**Date Revised:**

**General Linkage Directive:** The Board’s connection to the Division’s operations, achievements and conduct will be through the Director of Education.

4. Monitoring the Director’s performance is synonymous with monitoring the performance of the Division. The evaluation of the Director’s performance, formal or informal, will be derived from analysis of the monitoring data related to the implementation and achievement of the Strategic Plan and compliance with Board policies.
  - 4.1. Successful Director performance will be viewed as the Division’s accomplishment of the Strategic Plan and compliance with Board policies.
  - 4.2. The Board will acquire monitoring data by: internal reports from the Director or designate; external reports from an objective third party; or direct Board inspections by designated Board members to assess compliance with policy.
  - 4.3. The Board will monitor the Division’s performance based upon the following reports:

<i>Monitoring Schedule</i>	<i>Report Description</i>	<i>Method</i>	<i>Frequency</i>	<i>Schedule</i>	<i>Policy Reference</i>
BM - 4.3.1	Progress report on each Strategic Goal (maximum one page, unless significant issues exist)	Internal	Annually	Sept-June	SP - 4 to 4.4
BM - 4.3.2	Progress report on each strategic directions in Learning Culture and Learning Supports embedded in the Strategic Plan	Internal	Annually	Sept-June	SP - 4
BM - 4.3.3	Annual Report to the Ministry	Internal	Annually	Nov. 30	
BM - 4.3.4	Review of Strategic Goal performances	Internal	Annually	June	
BM - 4.3.5	Director of Education performance survey by Board Members, Director and each employee who reports directly to the Director	External	Annually	October	BM - 5.1.1

**Policy Name:** Director Performance Review

**Number:** BM-5

**Policy Type:** Board Management Linkage

**Date Approved:** June 16, 2014

**Date Revised:**

**General Linkage Directive:** The Board's connection to the Division's operations, achievements and conduct will be through the Director of Education.

5. The Board will provide an annual formal performance review, both verbal and written, of the Director.
  - 5.1. The Board's review of Director performance will include a self-evaluation by the Director and feedback from the Board.
    - 5.1.1. A mutually agreed upon perceptual survey completed independently by each Board member, the Director, each employee who reports directly to the Director.
    - 5.1.2. Acknowledgement of progress toward achieving strategic goals.
    - 5.1.3. Identification of areas that require adjustment for goal(s) achievement.
    - 5.1.4. Identification of those Board policies that require compliance or review and development.
    - 5.1.5. Discussion of options to address areas of growth in strategic goal achievement and policy compliance or development.
    - 5.1.6. If deemed necessary by the Board, a professional development plan for the Director that specifically outlines the areas for growth and the indicators for success.
  - 5.2. The reports that the Board will use to monitor the performance of the Director are the same as the reports for the Division outlined in the monitoring schedule table.
  - 5.3. The formal performance review period will coincide with the fiscal year.
  - 5.4. The performance review process will be facilitated by a third party selected by the Board. The scope of the third party facilitation will be determined by the Board on an annual basis.

Prairie Spirit Board of Education  
Policy Manual

Operational Limits



**PRAIRIE SPIRIT**  
**SCHOOL DIVISION**

*Learners for Life*



**Policy Name:** Prudent Management of Operations

**Number:** OL-1

**Policy Type:** Operational Limits

**Date Approved:** June 16, 2014

**Date Revised:**

**General Operational Constraint:** The Director will not cause or allow any practice, activity or decision that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

1. The Director will not fail to manage operations in a prudent and effective manner or allow staff to not support and demonstrate the guiding principles of the Division.
  - 1.1. The Director will not fail to maintain a skilled, ethical, results-oriented workforce of paid and volunteer staff.
  - 1.2. The Director will not allow the operation of the Division in a manner that exposes it to undue risk.
  - 1.3. The Director will not fail to develop and maintain effective information systems that assist the Division in effectively carrying out and evaluating the Strategic Plan.



**Policy Name:** Financial Condition

**Number:** OL-2

**Policy Type:** Operational Limits

**Date Approved:** June 16, 2014

**Date Revised:**

**General Operational Constraint:** The Director will not cause or allow any practice, activity or decision that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

2. The Director will not allow the Division to be placed in a position of undue financial risk or deviate materially from the Board's Strategic Plan.
  - 2.1. The Director will not allow funds to be spent beyond the annual budget.
  - 2.2. The Director will not allow expenditures on emergency items in excess of \$250,000 annually without Board approval.
  - 2.3. The Director will not allow staff to borrow funds on behalf of the Division beyond their individual corporate credit limit.
  - 2.4. The Director will not allow payables or receivables to accumulate in an untimely manner.
    - 2.4.1. The Director will not allow the Board to be uninformed about outstanding accounts of \$100,000 or more on a monthly basis.
  - 2.5. The Director will not fail to notify the Board when actual results in a financial category deviate from budget by more than \$50,000 or 10%, whichever is greater.
  - 2.6. The Director will not allow government ordered payments or filings to be overdue or inaccurately filed.
  - 2.7. The Director will not fail to ensure all cheques are signed by two authorized officers.
    - 2.7.1. Signing authorities for payments:
      - 2.7.1.1. \$10,000 or less will be the Chair or Vice Chair of the Board and Chief Financial Officer (electronically).
      - 2.7.1.2. More than \$10,000 will be the Chair or Vice Chair of the Board (electronically) and personally signed by the Chief Financial Officer.
  - 2.8. The Director will not fail to include in quarterly financial reports:
    - 2.8.1. Balance sheet and income and expense statements to the end of the current period;
    - 2.8.2. Budget vs. actual year-to-date figures; and



- 2.8.3. A brief narrative explaining any variance between budget and actual figures that exceeds the lesser of 10% of the budget figure or \$50,000.



**Policy Name:** Asset Protection

**Number:** OL-3

**Policy Type:** Operational Limits

**Date Approved:** June 16, 2014

**Date Revised:**

**General Operational Constraint:** The Director will not cause or allow any practice, activity or decision that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

3. The Director will not allow assets to be unprotected, inadequately maintained or unnecessarily risked.
  - 3.1. The Director will not allow insurance coverage of equipment, furniture, fixtures and buildings to fall below 80% of current replacement value.
  - 3.2. The Director will not allow unnecessary exposure of the Division, its Board or staff to claims of liability.
  - 3.3. The Director will not allow acquisitions, encumbrances or disposal of real property without Board approval.
  - 3.4. The Director will not allow Intellectual Property to be unprotected.
  - 3.5. The Director will not fail to implement a system of internal controls that safeguard against key transactional, software and data risks.

**Policy Name:** Communication of Organizational  
Performance and Counsel to the Board

**Number:** OL-4

**Policy Type:** Operational Limits

**Date Approved:** June 16, 2014

**Date Revised:**

**General Operational Constraint:** The Director will not cause or allow any practice, activity or decision that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

4. With respect to providing information and counsel to the Board, the Director may not permit the Board to be uninformed about matters essential to carrying out its policy duties.
  - 4.1. The Director will not fail to keep the Board up to date on organizational performance.
  - 4.2. The Director will not fail to ensure the Board receives all requested reports by the deadline assigned.
  - 4.3. The Director will not withhold from the Board any information relevant to the Division, or internal or external changes that could materially influence the performance of the Division.
  - 4.4. The Director will not fail to inform the Board of all communication from any lawyer representing or taking action against the organization in a pending or potential lawsuit.
  - 4.5. The Director will not withhold any operational matter from the Board that is being hindered by current Board policy.
  - 4.6. The Director will not present information in an unnecessarily complex or lengthy format.
  - 4.7. The Director will not fail to inform the Board of any fraudulent or dishonest conduct.





**Policy Name:** Treatment and Hiring of Staff

**Number:** OL-5

**Policy Type:** Operational Limits

**Date Approved:** June 16, 2014

**Date Revised:**

**General Operational Constraint:** The Director will not cause or allow any practice, activity or decision that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

5. The Director will not allow staff (paid or volunteer) to be treated in any way that shows disregard for their quality of life or the quality of their work experience.
  - 5.1. The Director will not allow contravention of legislated employment standards.
  - 5.2. The Director will not discriminate against any employee for non-disruptive expression of dissent.
  - 5.3. The Director will not allow staff to be unprepared to deal with emergency situations.
  - 5.4. The Director will not allow the Board to be unaware of any potential conflict of interest when hiring staff.
  - 5.5. The Director will not allow the Board to be unaware of any changes involving Board participation in the Human Resources hiring and interviewing process.

**Policy Name:** Communication to Staff

**Number:** OL-6

**Policy Type:** Operational Limits

**Date Approved:** June 16, 2014

**Date Revised:**

**General Operational Constraint:** The Director will not cause or allow any practice, activity or decision that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

6. The Director or Designate will not fail to make staff—whether paid or volunteer—aware that Board and administrative policies, particularly the Strategic Goals and Operational Limits, are located on the Division website.

**Policy Name:** Compensation and Benefits

**Number:** OL-7

**Policy Type:** Operational Limits

**Date Approved:** June 16, 2014

**Date Revised:**

**General Operational Constraint:** The Director will not cause or allow any practice, activity or decision that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

7. With respect to employment, compensation and benefits, the Director will not cause or allow the Division's fiscal integrity or public image to be at risk.
  - 7.1. The Director will not change his or her compensation or benefits.
  - 7.2. The Director will not contravene human resources policy in relation to offering employment to people.
  - 7.3. The Director will not allow staff compensation to be outside the range of 80% to 120% of industry and/or sector average.
  - 7.4. The Director will not allow staff benefits to fall behind the norm in the industry and/or sector.
  - 7.5. The Director will not finalize negotiated collective agreements without Board ratification.

**Policy Name:** Temporary Executive Responsibilities

**Number:** OL-8

**Policy Type:** Operational Limits

**Date Approved:** June 16, 2014

**Date Revised:**

**General Operational Constraint:** The Director will not cause or allow any practice, activity or decision that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

8. The Director will not fail to ensure pertinent staff are informed about the Division's issues to protect the Division with respect to the loss of the Director.
  - 8.1. The Director will not be absent from the work place without appointing a temporary replacement and providing the replacement with all information necessary to carry out his or her duties. This information may be provided directly or made accessible through other staff.
  - 8.2. The Director will not have fewer than two other executives familiar with Board and Director issues and processes in order to protect the Division from sudden loss of service by the Director.
  - 8.3. The Director will not fail to inform the Board at the beginning of every school year who she/he would recommend as the interim director, if required, and describe the leadership development activities being undertaken to build operational leadership strength within the Division.



**Policy Name:** Treatment of Customers

**Number:** OL-9

**Policy Type:** Operational Limits

**Date Approved:** June 16, 2014

**Date Revised:**

**General Operational Constraint:** The Director will not cause or allow any practice, activity or decision that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

9. With respect to interactions with customers, the Director will not cause or allow conditions, procedures or decisions that are unsafe, undignified and unnecessarily intrusive or which fail to protect confidentiality or privacy.



**Policy Name:** Public Image

**Number:** OL-10

**Policy Type:** Operational Limits

**Date Approved:** June 16, 2014

**Date Revised:**

**General Operational Constraint:** The Director will not cause or allow any practice, activity or decision that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

10. The Director will not allow staff or volunteer actions that do not promote a positive image in the community of Prairie Spirit School Division.

**Policy Name:** Treatment of Students and Parents

**Number:** OL-11

**Policy Type:** Operational Limits

**Date Approved:** June 16, 2014

**Date Revised:**

**General Operational Constraint:** The Director will not cause or allow any practice, activity or decision that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

11. The Director of Education shall not cause or allow conditions, procedures or decisions that are unsafe, inequitable, or disrespectful.
  - 11.1. Further, without limiting the scope of the above statement by the following list:
    - 11.1.1. The Director shall not permit decisions or procedures that do not recognize and respect parents/guardians as those with primary responsibility for education and protection of their children.
    - 11.1.2. The Director shall not operate without processes to ensure that parents/guardians have the opportunity to participate in key decisions involving the education of their children.
    - 11.1.3. The Director shall not operate without a clear, timely and responsive system for communications with parents/guardians.
  - 11.2. The Director shall not operate without being informed on an annual basis regarding student enrolment and transfers within and outside the Division.
  - 11.3. The Director shall not operate without taking all reasonable measures to provide a safe, healthy, respectful and secure learning environment.
    - 11.3.1. The Director shall not operate without a harassment policy.
    - 11.3.2. The Director shall not operate without operational policies and procedures that ensure satisfactory standards of health and safety.
    - 11.3.3. The Director shall not permit any school-authorized activities, occurring on school premises or elsewhere, during authorized times, to be inappropriately supervised.
    - 11.3.4. The Director shall not deliver education in a manner that is culturally insensitive.
  - 11.4. The Director shall not use methods of collecting, reviewing, storing or transmitting student information that fail to protect against inappropriate access.
  - 11.5. The Director shall not permit admission, registration, evaluation or recognition processes that are discriminatory.



- 11.5.1. The Director shall not permit student assessment practices that fail to provide a clear indication of the level of student achievement.
- 11.6. The Director shall not permit students and parents to be unaware of expectations with respect to student performance and conduct.
- 11.7. The Director shall not operate without clear written guidelines for student or parent/guardian concerns or complaints, including access to appeal to the Board.
  - 11.7.1. The Director shall not discriminate against any parent/guardian or student for non-disruptive expression of dissent.





Event	J	F	M	A	M	J	J	A	S	O	N	D
1. Review Policy BM-5 following Director's Performance Review								X				
2. Internal Strategic Directions Planning/Implementing Report – Technology									X			
3. Internal Planning Report – Da Vinci and Music									X			
4. Internal Strategic Directions Planning/Implementing Reports – Transportation and Facilities										X		
5. Bus Driver Appreciation Day and Education Week										X		
6. Appoint Auditor										X		
7. Budget Review Process – programs and resource allocations										X		
8. Internal Strategic Goals Planning/Implementing Report – Numeracy, Literacy and First Nations/Métis Achievement											X	
9. Approve audited financial statements											X	
10. Deliver employee service recognition awards											X	
11. Hold Organizational Meeting <ul style="list-style-type: none"> <li>• Elect Chair and Vice Chair</li> <li>• Review Committee Structure and Membership</li> <li>• Review Indemnity Rates</li> <li>• Set Meeting Dates</li> </ul>											X	
12. Hold Board orientation following Board elections (BO-3.6)											X	2016
13. Review of Governance policies (Board Operations and Board-Management Linkage) following Board elections (BO-3.4)											X	2016
14. Approve Annual Report for submission to the Ministry of Education											X	
15. Budget areas for consideration – allocation of resources												X
16. Internal Strategic Directions Planning/Implementing Reports – Assessment and Engagement												X
17. Deliver Christmas treats to staff												X
18. Internal Strategic Directions Planning/Implementing Report – Human Resources	X											
19. Decisions to balance the budget	X											
20. Review Strategic Plan (BO-3.1) and policy review (Strategic Planning Retreat)	X	X										



Event	J	F	M	A	M	J	J	A	S	O	N	D
21. Review Ministry data requirements		X										
22. Deliver treats for Teacher and Staff Appreciation Week		X										
23. Review Canadian Consumer Price Index (BO-8.7)		X										
24. Internal Monitoring Reports – Music, Da Vinci and Tell Them From Me (TTFM)			X									
25. Set Annual Meeting Date and Place				X								
26. Budget Finalizing				X								
27. Hold Annual Meeting					X							
28. Approve Budget						X						
29. Conduct Director’s Performance Review						X						
30. Review of Strategic Goal Performances						X						
31. Review Environmental Scan (BO-3.2)												
32. Meet with Ministry of Education twice annually (BO-3.7.1)												
33. Meet with MLA’s annually (BO-3.7.2)												
34. Quarterly Review of Strategic Plan (BO-3.8)												
35. Quarterly review of Operational Limits policies (BO-3.8)												
36. Review of Board liability insurance (OL-3.2)												