

# Prairie Spirit Board of Education Policy Manual



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

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*Learners for Life*



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Prairie Spirit Board of Education  
Policy Manual

Strategic Plan



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

*Learners for Life*

**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 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 1, 2020

**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 Reading, Writing and Math at Grade Level**

- By June 30, 2020, 80% of students will be at grade level or above in reading, writing and math.

**4.2 Improving First Nations, Métis and Inuit Student Engagement and Graduation Rates**

- By June 30, 2020, collaboration between First Nations, Métis and Inuit and non-First Nations, Métis and Inuit partners will result in significant improvement in First Nations, Métis and Inuit student engagement and will increase three-year graduation rates from 35% in June 2012 to at least 65% and the five-year graduation rate to at least 75%.

**4.3 Graduation Rates**

- By June 30, 2020, Saskatchewan will achieve an 85% three-year graduation rate and a 90% five-year graduation rate.

**4.4 Early Years**

- By June 30, 2020, children aged 0-6 years will be supported in their development to ensure that 90% of students exiting Kindergarten are ready for learning in the primary grades.

# Prairie Spirit Board of Education Policy Manual

## Board Operations



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

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*Learners for Life*

**Policy Name:** Role of the Board

**Number:** BO-1

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:** September 4, 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 at Board meetings.

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:** September 4, 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 at Board meetings.

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:** September 4, 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 at Board meetings.

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:** September 4, 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 at Board meetings.

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:** September 4, 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 at Board meetings.

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:** December 16, 2019

**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 at Board meetings.

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 Chair or Vice-Chair and one Trustee will participate in hiring of superintendents and coordinators.

- 6.12. 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.
- 6.13. The Secretary will ensure the minutes are prepared and circulated with the agenda for the next Board meeting.
- 6.14. The Secretary will ensure that the policy manual is updated following each Board meeting as required.
- 6.15. 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:** November 29, 2021

**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 at Board meetings.

7. The Board may, from time to time, create committees in order to expedite the conduct of its business. Committees may be standing or ad hoc in nature.

#### 7.1. Standing Committees and Representation

- 7.1.1. At its organizational meeting each year, the Board shall name such standing committees and representation, as it deems necessary, for the effective discharge of Board business.

- 7.1.2. Unless otherwise provided by Board motion at the organizational meeting, the standing committees of the Board shall be the following:

- Board Audit and Finance Committee
- Board Learning Committee
- Board Governance Committee
- Board Human Resources Committee
- Prairie Spirit Discipline Committee
- Board Bargaining Committee

- 7.1.3. Each Board member will be a member of two (2) committees.

Unless otherwise decreed by the Board, a standing committee shall be comprised of no more than three (3) Board members, one of whom shall be named Chair by the Board, but any or all Board members not named to a committee may attend meetings of that committee without the privilege of voting.

Board Committees will not meet without adequate attendance, which is Committee Chair and one (1) Trustee and Director/Designate.

- 7.1.4. Each committee shall have a Chair, but no Board member shall be Chair of more than one standing committee.

- 7.1.5. Standing committees shall meet only when they are required to deal with matters specifically referred to them by the Board or Director. These meetings shall be held in camera. Occasionally committee meetings may be opened to the public and advertised appropriately.

Following the study of any question, the committee shall draft a written report of its findings and submit it to the Board. These reports may be reviewed in Committee of the Whole. No report, order or decision of a Board committee comes into force until the Board at a regular or special meeting adopts it.

7.1.6. Under direction from the Board and with the support of administration, the general areas of Board business to be dealt with by the standing committees shall be as follows:

7.1.6.1. Board Audit and Finance Committee

- Oversees enterprise risk
- Reviews Trustee indemnity
- Interacts with independent auditor and the Provincial Auditor

7.1.6.2. Board Learning Committee

- Assists the Board in the actualization of Our Prairie Spirit Boardroom
- Provides guidance for Trustee professional development
- Assists with planning Board workshops

7.1.6.3. Board Governance Committee

- Board Chair or Vice Chair will act as Chair of the Governance Committee
- Assists the Board in ensuring appropriate accountability through Board policy review
- Leads advocacy efforts

7.1.6.4. Board Human Resources Committee

- Assists the Board on matters pertaining to the selection, evaluation, compensation and development of the Director
- Participates in the hiring and placement process for Division administrators

7.1.6.5. Prairie Spirit Discipline Committee

- Convenes only when necessary
- Includes Board Chair or Vice Chair, Trustee and Trustee whose school is involved

7.1.6.6. Board Bargaining Committee

- Participates in CUPE and LINC negotiations

7.1.7. Board Committees will meet “in camera” with a schedule approved by the Board and on an “as needed” basis.

7.1.8. At its organizational meeting each year, the Board shall name other representatives, as it deems necessary, for the effective discharge of Board business. These representative appointments are in addition to minimum Trustee membership on Board Committees.

Unless otherwise provided by Board motion at the organizational meeting, Board representation will be determined for:

- Public Section, Saskatchewan School Boards Association
- Saskatchewan High Schools Athletic Association
- Prairie Spirit Schools Foundation

## 7.2. Special Project/Ad Hoc Committees

- 7.2.1. As need arises, the Board may appoint special committees for such purposes as it may deem necessary and shall designate one of the members as Chair.
- 7.2.2. Special committees will include administrative officials and other non-Board members, as well as Board members.
- 7.2.3. At the conclusion of its work, each special committee shall present a written report to the Board.

For example: The Rosthern Community School project

### *References:*

*The Education Act, 1995, Section 85(1)a*

*The School Division Administration Regulations, Sections 38, 41*

**Policy Name:** Board and Committee Expenses

**Number:** BO-8

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:** September 1, 2023

**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 at Board meetings.

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 meetings shall be reimbursed at the following rates:

8.1.1. \$285/Board meeting for Board Chair:

8.1.2. \$257.50/Board meeting for Board Vice Chair; and

8.1.3. \$230/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 - \$142.50
- Over four (4) hours and up to and including eight (8) hours - \$285.00
- Over eight (8) hours and up to and including twelve (12) hours - \$427.50

8.2.2. Board Vice Chair

- Up to and including four (4) hours - \$128.75
- Over four (4) hours and up to and including eight (8) hours - \$257.50
- Over eight (8) hours and up to and including twelve (12) hours - \$386.25

8.2.3. Board Members

- Up to and including four (4) hours - \$115.00
- Over four (4) hours and up to and including eight (8) hours - \$230.00
- Over eight (8) hours and up to and including twelve (12) hours - \$345.00

8.3. Expenses shall be reimbursed as follows:

8.3.1. Travel allowance shall be paid at a rate of \$0.55 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 Meeting preparation allowance for each Board member shall be paid at a rate of \$100/month from August to June of each year.
- 8.6. Base annual allowance of \$5,000 shall be paid to the Board Chair over a ten-month period from September to June.
- 8.7. The Canadian Consumer Price Index may be applied to all indemnity rates (excluding travel allowance) effective February 1 of each year.
- 8.8. The Board values the contribution of Board members who serve on the Board. This section provides guidance in recognizing the service provided to the Division by non-returning Board members. This does not apply to Board members who are removed from office under *The Education Act, 1995*.
- 8.8.1. Board members who will not be returning to the Board:
- 8.8.1.1. Will be invited to an appreciation meal for the Board member with the Board from the previous term and senior staff.
- 8.8.1.2. May select an item from the Division's Service Recognition Award Catalogue:
- Less than full term – any one item from the five (5) to twenty (20) year categories; or
  - Full term or more – any one item from any category within the catalogue.

**Policy Name:** Code of Conduct

**Number:** BO-9

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:** September 4, 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 at Board meetings.

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:** September 4, 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 at Board meetings.

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 Prevention](#).

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.

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

**Number:** BO-11

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:** September 4, 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 at Board meetings.

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:** October 1, 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 at Board meetings.

Trustees will make every reasonable effort to listen with empathy. They will encourage those with concerns to work toward resolution with those most directly involved in the matter.

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 will refer the parent or community member back to the school or superintendent as per the [internal communication protocol](#).
  - 12.2. The Board member may inform the Director and Chairperson of the concern given the Board member's interpretation of the urgency and complexity of the complaint or concern.
  - 12.3. The Board member shall not make statements of opinion of those involved in the circumstances surrounding the concern or offer statements of promised solutions.
  - 12.4. If the concern remains unresolved after the [internal communication protocol](#) has been followed, the individual(s) may submit a written appeal to the Board. For Board members to remain unbiased in future processes, they must not be involved in resolving concerns.

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

**Number:** BO-13

**Policy Type:** Board Operations

**Date Approved:** June 16, 2014

**Date Revised:** September 4, 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 at Board Meetings.

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:** September 4, 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 at Board meetings.

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.

**Policy Name:** Appeals Regarding Student Matters

**Number:** BO-15

**Policy Type:** Board Operations

**Date Approved:** October 1, 2018

**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 at Board meetings.

#### 15.1. Long Term Suspensions

Pursuant to section 154(8) of *The Education Act, 1995*, the Board authorizes the Director, or a person authorized to act in the Director's absence, the power to appoint a committee to investigate the circumstances of a suspension of a student and to make a decision to suspend the student pursuant to section 154 of *The Education Act, 1995*.

#### 15.2. Reviews – Students with Intensive Needs

The Board recognizes the right of a student with intensive needs or the parents/guardians acting on behalf of that student to request a review in accordance with section 178.1 of *The Education Act, 1995* of a decision related to the results of an assessment, a failure to conduct an assessment or the educational services provided to a student with intensive needs.

**Policy Name:** Enterprise Risk Management

**Number:** BO-16

**Policy Type:** Board Operations

**Date Approved:** October 1, 2018

**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 at Board meetings.

- 16.1. The Board has ultimate responsibility for risk.
- 16.2. The Board will provide governance oversight of the Division's Enterprise Risk Management (ERM) program, as well as its risks and responses to them. This responsibility is demonstrated through review of at least the following items:
  - 16.2.1. The Division's ERM framework (initially with updates as required).
  - 16.2.2. Management's risk appetite/tolerance levels, if formally developed (annually)
  - 16.2.3. Management's risk register and risk assessment results for the Division's top enterprise-wide risks (annually).



**Policy Name:** Human Rights Equity

**Number:** BO-17

**Policy Type:** Board Operations

**Date Approved:** April 29, 2019

**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 at Board meetings.

***My Prairie Spirit Classroom** is diverse in world view, culture, language, gender identity, ability and interests and this is how we learn together.*

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17. The Board is committed to the principles of human rights equity.

The Board subscribes to the fundamental principle that all persons are equal in dignity and rights. The development and implementation of policies, practices and programs shall reflect and promote these principles and provide an environment which promotes and fosters the development of acceptance and equality of opportunities for all students and staff members.

All people enjoy certain fundamental rights and freedoms regardless of religion, creed, marital status, family status, sex, sexual orientation, disability, age, colour, ancestry, nationality, place of origin, race or perceived race, receipt of public assistance or gender identity. The Board supports the principle that all people should have these rights respected. Acts and policies of discrimination will not be tolerated in Board-operated schools or workplaces.

This is in keeping with the spirit and intent of Articles 1 and 26 of the United Nations Universal Declaration of Human Rights, the United Nations Convention on the Rights of the Child, the Canadian Charter of Rights and Freedoms, and the Saskatchewan Human Rights Code (HRC).

In recognizing that prejudice and discrimination do exist in Canadian society; the Board will instruct the Director to:

- 17.1. Develop and promote harmony without discrimination among students, staff, and within the community it serves.
- 17.2. Develop programs and provide resources and supports that offer children opportunities to develop positive attitudes toward all peoples.
- 17.3. Provide opportunities for professional development in-service programs for all staff that would equip staff members with the skills and knowledge to be sensitive to all people.
- 17.4. Build a culture within the school division that does not tolerate expressions of discrimination in any form by its students, staff or trustees.
- 17.5. Ensure that schools and classrooms are not subjected to a person, group or

association who would promote discrimination on the basis of religion, creed, marital status, family status, sex, sexual orientation, disability, age, colour, ancestry, nationality, place of origin, race or perceived race, receipt of public assistance or gender identity.

17.6. Encourage school activities that acknowledge the cultural diversity of the larger community. Two fundamental principles will provide guidance:

- No activity will be offered for the purpose of indoctrination, including, but not limited to, school opening exercises;
- No religious or spiritual belief is given primacy.

**Policy Name:** Viable Schools

**Number:** BO-18

**Policy Type:** Board Operations

**Date Approved:**

**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 at Board meetings.

In its efforts to provide meaningful learning experiences that reflect what is best for students and to assist students in developing their full potential, the Board recognizes that it needs to maintain viable schools and classrooms within the context of the entire Division.

In order to ensure quality education for its students, the Board may, from time to time, need to review the operation of one or more of its schools and consider discontinuing one or more grades offered in a school or closing schools.

The Board values collaboration and is committed to a process permitting input from community, staff and parents to help inform its decision.

A School Community Council may initiate the review process by recommending to the Board that the school they represent be reviewed according to this policy.

The Board will adhere to the following guidelines of operation with regard to determining the possible review status of a school. These guidelines will provide a process and procedure for a school review for closure or grade discontinuance. Review status is an opportunity to explore the fact; it does not necessarily mean the school will be closed or there will be grade discontinuance.

**18.1. *Legislative Conditions for Review***

*The School Division Administration Regulations* set out the process and criteria around school reviews for closure or grade discontinuance.

The Board may only carry out a review of a school if the following conditions are met:

- a. For pupils in Kindergarten to Grade 8 who are enrolled in the school:
  - i. The nearest school is not more than 40 kilometres from the school under review, based on the shortest route by regularly maintained roads;
  - ii. At least 90% of those pupils live within 75 minutes of the nearest school if travelling by motor vehicle under normal driving conditions; and
  - iii. The Board of Education arranges for alternative transportation that minimizes the transportation time for those pupils who live more than 75 minutes from the nearest school; and

- b. Projected enrolment for the school under review for the following school year is less than:
  - i. For a school offering Kindergarten to Grade 4 only, 25 pupils.
  - ii. For a school offering Kindergarten to Grade 5 only, 30 pupils.
  - iii. For a school offering Kindergarten to Grade 6 only, 37 pupils.
  - iv. For a school offering Kindergarten to Grade 7 only, 44 pupils.
  - v. For a school offering Kindergarten to Grade 8 only, 51 pupils.
  - vi. For a school offering Kindergarten to Grade 9 only, 58 pupils.
  - vii. For a school offering Kindergarten to Grade 12 only, 88 pupils.

#### 18.2. *School Review Criteria*

In carrying out a review of a school, the Board shall consider the following:

- a. The physical condition of the school.
- b. The operational cost per pupil.
- c. The number of grades combined in each classroom.
- d. Distribution of enrolments by grade level.
- e. Projected enrolments.
- f. Condition and capacity of potential receiving school(s).
- g. Transportation implications to the potential receiving school(s).
- h. Availability of educational programming.

Each of the above criteria will be considered in the context of best interest of students, the school, the School Division and communities.

#### 18.3. *Process for Placing a School in Review*

- a. Enrolments for all schools will be monitored and reported to the Board on a regular basis. Schools with September enrolments that fall below, or are projected to fall below, the thresholds set in legislation will be identified to the Board of Education annually.
- b. For schools that meet the Legislative Conditions for Review, the Director of Education will compile a report on the School Review Criteria and report to the Board of Education

with a recommendation as to the review status of the school(s) following the timeline in Appendix A – Viable Schools Calendar Guideline.

- c. The Board will consider the information and, if the Board wishes to place a school into the review process, will pass a motion to that effect.

#### 18.4. *Review Process*

##### a. *Consultation Process with School Community Council*

Once a school is placed in review status, the Board will consult with the School Community Council and the community in accordance with the process set out in legislation:

- i. If the School Community Council consents to closure or grade discontinuance, the Board will make the appropriate motion.
- ii. If the School Community Council does not agree to the closure or grade discontinuance, the process continues as outlined below.

##### b. *Information and Analysis*

The Board will establish a School Review Committee and provide the following information to the School Review Committee and School Community Council by November 1:

- i. The enrolment history of the schools since January 1, 2006.
- ii. The projected enrolment for the school for the following five school years, and the source of this data.
- iii. The current number of teaching and non-teaching staff at the school.
- iv. The projected number of teaching staff based on:
  - a. The projected enrolment mentioned in clause (b), and
  - b. The policies of the board of education
- v. Information respecting the physical condition of the school.
- vi. Any other information that the Board of Education plans to consider in reviewing the school.

##### c. *Decision by the Board of Education to Consider Possible Closure or Grade Discontinuance*

The information and data collected by the School Review Committee and the Director of Education/CEO will be considered by the Board of Education. Pursuant to Section 81.51 of *The Education Act, 1995*, if the Board decides to consider the closure of any school that has been the subject of a review, the Board must, not later than February 1, pass a motion to consider the possible closure of the school or discontinuance of one or more grades or years taught in the school stating the effective date of the possible closure or discontinuance. The Board of Education must notify the public of the motion passed.

d. *Public Meeting*

The Board of Education, no later than March 31 of the year in which the potential closure of the school or discontinuance of grades or years taught in the school is to come into effect, must hold a meeting of electors as per Section 87.5 (2) of *The Education Act, 1995*.

18.5. Decision Regarding Closure or Grade Discontinuance

After a thorough review of the information gathered and considering the consultations with the community, if the Board of Education decides to close a school or to discontinue one or more grades or years taught in the school, the Board must pass a motion to that effect by April 30 and provide notice as required by legislation.

18.6. *School Closures or Grade Reduction and Integration Process*

In schools where the Board has passed a motion approving a school closure or grade discontinuance, the Director of Education shall, in consultation with the School Community Council, develop and implement a Transition Plan that includes:

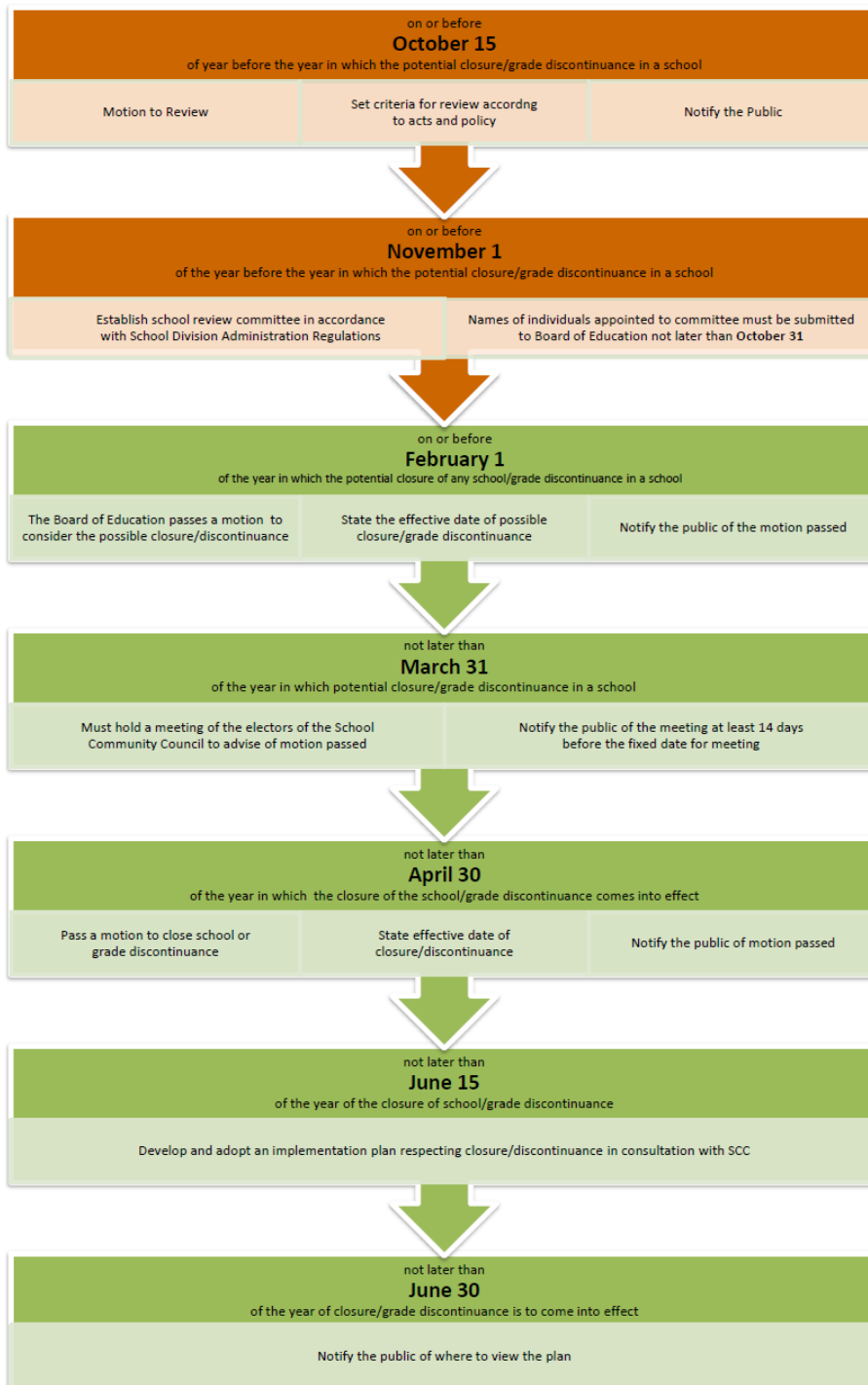
- a. Notifying the parents of the pupils attending the school affected.
- b. Consulting with the School Community Council.
- c. Consulting with all affected staff, parents and community.
- d. Preparing an implementation schedule.
- e. Ensuring that a familiarization program for new students and their parents is offered at the receiving school(s).

Reference: [\*The School Division Administration Regulations, Part 10\*](#)

## Appendix A – Viable Schools Calendar Guideline

The following calendar serves as a guideline only. Timelines can be adjusted depending on circumstances. Provisions of *The School Division Administration Regulations* must be followed.

### School Review Process



**Policy Name:** Indigenous Perspectives, Partnerships,  
and Outcomes

**Number:** BO-19

**Policy Type:** Board Operations

**Date Approved:** April 25, 2022

**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 at Board meetings.

The principle of Truth and Reconciliation and the implementation of the Calls to Action are significant goals of the Division and the Board of Education. The goals of Reconciliation are highlighted within our Board's Strategic Plan and was established in response to Canada's Truth and Reconciliation Calls to Action and is underpinned by the United Nations Declaration on the Rights of Indigenous Peoples. The Division is committed to working together with our Indigenous Partners on the journey toward Reconciliation.

The work of Reconciliation is rooted in learning. *Prairie Spirit Learners will possess intercultural understanding, empathy, and mutual respect with and for Indigenous Peoples of Canada (Calls to Action 63.3).* Commonly understood as "walking a mile in another's shoes", empathy is a powerful teacher and that helps all learners to build understanding of neighbors and of self. The work of Reconciliation in obliges us to do just that. *Infusion of First Nations and Métis content, perspectives, and ways of knowing in provincial curricula and Indigenous pedagogy into the classroom benefits both students and teachers by engaging participants in a relational understanding about the similarities and differences between First Nations and Métis and non-indigenous worldviews. Learners will gain from experience with both Indigenous and western methodologies within educational settings in order to deepen their understanding that worldviews are integral to the ways all people experience, engage, participate in, and contribute to society (Inspiring Success, p. 7).* Prairie Spirit commits to learning about worldviews and perspectives from and alongside our Indigenous neighbors, communities, and partners for the benefit of all learners and stakeholders.

Relationships and partnerships with Indigenous neighbours, communities, and organizations allow us to learn and grow together. When we enter partnerships with shared values and goals, the work and the learning is informed and enriched through collaboration and multiple perspectives. Prairie Spirit will grow stronger by nurturing and fostering authentic partnerships with Indigenous neighbours, communities, and organizations, and, in doing so, supports the Inspiring Success sector framework principle of authentic engagement in all aspects of the education system (*Inspiring Success, p 14*).

A shared and prosperous future for all is dependent upon the success of all people. Prairie Spirit aspires to ensure that all learners achieve goals, regardless of gender, culture, and ancestry. We monitor our successes and make informed decisions aimed at equitable outcomes among all. In Prairie Spirit School Division, we commit to goals of truth and reconciliation as a pathway toward a prosperous and shared future for all learners across all levels of our Division. *Indeed all Saskatchewan citizens are called to the opportunity of reconciling our shared history and building a brighter future. Creating an attitudinal shift and new understanding means that, "everyone has a role to play in reconciliation and a responsibility to seek inclusivity." (Inspiring Success, p. 6)*



- The Board commits to grounding the work of Reconciliation in authentic learning that is informed by and with Indigenous voices and perspectives within our partners, neighbours, communities, and organizations.
- The Board will nurture and foster partnerships at all levels with First Nations and Métis neighbours, communities, and organizations.
- The Board will direct the Director to implement First Nations and Métis education within the Division ([Inspiring Success: First Nations and Métis PreK-12 Education Policy Framework](#) and the SSBA Responsibility Framework).
- The Board commits to innovative and evolving methods of recruitment and ongoing retention of employees with the background, knowledge, and leadership skills to help achieve these goals.

The Board recognizes that First Nations and Métis education is about taking steps to eliminate systemic racism and bias in student assessment, improving outcomes as well as the quality of education, for Indigenous students. These steps will increase understanding for all learners about the contributions, content, perspectives, and ways of knowing of First Nations and Métis peoples.

Prairie Spirit Board of Education  
Policy Manual

Board Management Linkage



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

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*Learners for Life*

**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 direction 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**

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*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:** March 15, 2021

**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 \$500,000 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 electronic fund transfers (EFT) or cheques:
      - 2.7.1.1. \$100,000 or less will be the Chair or Vice Chair of the Board and Deputy Director of Division Services, CFRO, CHRO (electronically).
      - 2.7.1.2. EFT payments exceeding \$100,000 will be the Chair or Vice Chair of the Board and Deputy Director of Division Services, CFO, CHRO (electronically). Furthermore, a list of such payments shall be reviewed and signed off by the Deputy Director of Division Services, CFO, CHRO or designate.
      - 2.7.1.3. Cheque payments exceeding \$100,000 will be the Chair or Vice Chair of the Board (electronically) and personally signed by the Deputy Director of Division Services, CFO, CHRO or designate.

- 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:** September 4, 2018

**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 that could materially influence the performance of the Division either reputationally or financially as defined in OL-2.2 and OL-2.5.
  - 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 workplace 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.

August	September	October	November	December	January
<ul style="list-style-type: none"> <li>Review Policy BM-5 Director Performance Review following Director's Performance Review</li> <li>Begin Board policy review work with SSBA</li> </ul>	<ul style="list-style-type: none"> <li>Provincial Students' Day</li> <li>Planning/Implementing Report</li> <li>For Trustees seeking re-election, submit Nomination and Candidates Acceptance Form to Returning Officer by October 7</li> <li>Draft and submit bylaw amendments by October 9 and resolutions by October 26 to SSBA for Fall Assembly Annual Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Bus Driver Appreciation Day and Education Week</li> <li>Conduct Director Performance Review &amp; Board Self-Assessment</li> <li>Review Strategic Plan – Wall Walk (BO-3.9) (including Early Learning, Graduation Rates, First Nations/Métis Education, Achievement, Reading, Writing &amp; Numeracy)</li> <li>Submit resolutions to SSBA for Annual Meeting</li> <li>Planning for Fall Workshop and Board Orientation</li> </ul>	<ul style="list-style-type: none"> <li>School Board Elections on November 9</li> <li>SSBA Fall General Assembly and Public Section General Meeting</li> <li>Hold Board Orientation following elections every 4 years – 2020 (BO-3.6)</li> <li>Fall Workshop: <ul style="list-style-type: none"> <li>Financial/Budget Review Process – prior results vs budget allocations</li> <li>Review Board Self-Assessment</li> <li>Review Director's Performance Review (BM-4 and 5)</li> </ul> </li> <li>Review Governance policies – Board Operations and Board-Management Linkage following Board elections – 2020 (BO-3.4)</li> <li>Approval Annual Report for submission to the Ministry</li> <li>Semi-Annual Facilities Report</li> <li>Approve Audited Financial Statements</li> </ul>	<ul style="list-style-type: none"> <li>Employee Service Awards</li> <li>Christmas treats for staff</li> <li>Quarterly Financial Report</li> <li>Planning/Implementing Report</li> </ul>	<ul style="list-style-type: none"> <li>Planning/Implementing Report</li> <li>Board approval required to expand French Immersion program at école Traditions Elementary School (Ministry deadline in February each year)</li> <li>Winter Workshop: <ul style="list-style-type: none"> <li>Review and update Strategic Plan (BO-3.1) and Wall Walk (BO-3.9) (including Early Learning, Graduation Rates, First Nations/Métis Education, Achievement, Reading, Writing &amp; Numeracy)</li> <li>Review Operational Limits policies (BO-3.9)</li> <li>Review high level budget scenarios and provide direction to the Director</li> </ul> </li> </ul>

February	March	April	May	June	July
<ul style="list-style-type: none"> <li>Teacher/Staff Appreciation Week – deliver treats</li> <li>Review Canadian Consumer Price Index (BO-8.7)</li> <li>Plan to meet with the Minister of Education twice each school year (BO-3.8.1)</li> <li>Plan to meet with MLA's once each school year (BO-3.8.2)</li> <li>Semi-Annual Transportation Report</li> </ul>	<ul style="list-style-type: none"> <li>Provincial Budget Day</li> <li>Planning/Implementing Report</li> <li>Quarterly Financial Report</li> <li>National Congress on Rural Education</li> </ul>	<ul style="list-style-type: none"> <li>Appoint Auditor (every 3-5 years – 2023)</li> <li>Planning/Implementing Report</li> <li>Budget impact review after provincial budget announcement</li> <li>Meet with the Minister of Education (BO-3.8.1.)</li> <li>SSBA Spring General Assembly</li> <li>Negotiate Director of Education contract (2021)</li> </ul>	<ul style="list-style-type: none"> <li>Finalize Director of Education contract</li> <li>Line by line budget review</li> <li>Semi-Annual Facilities Report</li> </ul>	<ul style="list-style-type: none"> <li>Approve budget</li> <li>Review of Strategic Goal performances -Wall Walk (BO-3.9) (including Early Learning, Graduation Rates, First Nations/Métis Education, Achievement, Reading, Writing &amp; Numeracy)</li> <li>Quarterly Financial Report</li> <li>Public Section General Meeting</li> <li>Review Board Policy BO-7</li> </ul>	

\* **Note:** 16 Board meetings per year + 2 workshops; no Board meetings in July.