



Appendix A Committee Terms of Reference

Committee Meeting Protocols

Committees generally operate under the rules of the Board except the rules about the number of times and length of time a Trustee may speak to an item are relaxed to allow for a more thorough examination of the subject. The following describes protocols specific to Committees and Committee meetings:

- Meetings are held as required, determined by the Committee and as outlined in the sections that follow.
- The Chair of the Board is also the Chair of the Committee of the Whole.
- The Chair of a Standing Committee is appointed by the members of the Committee at the first Committee meeting after the annual inaugural Board meeting.
- The Chair of the Board is an ex officio member of all Standing Committees and has the right to vote.
- Trustees may attend meetings of any Standing or Ad Hoc Committee of which they are not members, but they are not counted in the quorum.
- The Chair or Vice-Chair may be a regular member of a Standing Committee.
- Senior Administration (or their delegates) attend each Committee meeting.
- The Committee Chair calls the meetings usually in consultation with Senior Administration.
- The Committee Chair, in consultation with the Senior Administrator assigned as the staff liaison to the Committee, is responsible for establishing meeting agendas. Agendas for all Committee meetings are forwarded to the Secretary-Treasurer no later than 3 days prior to the scheduled meeting date for posting.
- Although Committee members are not restricted with respect to the length and number of their contributions to the discussions in Committee meetings, the Committee Chair is responsible for exercising discretion in ensuring that all members have an opportunity to participate.
- The Secretary-Treasurer provides support to record and prepare meeting minutes. The Committee Chair reviews the minutes prior to distribution.
- The Chair of a Committee (or designate), is responsible for presenting the report of the Committee to the Board at the next regular Board meeting.
- Standing and ad hoc Committees report to the Board as required by the Board or whenever the Committee deems necessary.
- Minutes of Committee meetings become part of the Board's official record when they are approved by the Board at a Board meeting.
- Committee recommendations are detailed in the minutes in the format of a resolution and included on the regular Board agenda as an action item for Board consideration.



- Recommendations may be amended by the Board before adoption and are debatable. In the case of multiple recommendations, each may be addressed separately at the request of any one Trustee.
- The adoption or approval of Committee minutes in their entirety gives effect to all recommendations, either in their original form or as amended.

Committee of the Whole

In addition to addressing confidential or sensitive matters appropriately discussed in camera, the Committee of the Whole takes on the role of the Committees described below.

Finance and Audit Committee

The *mandate* of the Finance and Audit Committee is to provide oversight of the annual budget, capital spending, monitoring of financial reporting, staff and operational formulas and recommendations to the Board regarding tenders and corporate sponsorships.

Primary responsibilities are to:

- Develop the annual budget for the Division in accordance with the requirements under the *PSA*.
- Monitor and ensure budgeted allocations.
- Monitor the internal control function.
- Annually review the qualifications and recommend the appointment of the external auditor to provide the services and reports as noted in the *PSA*.
- Meet annually with the appointed external auditor both to receive and review matters that may be reported by the auditor and to receive and review the audited financial statements.
- Oversee capital budgeting and spending and provide recommendations to the Pine Creek School Board for consideration and approval by the Public Schools Finance Board of the Department of Education.

Secondary responsibilities are to:

- Consult with the Negotiations and Liaison Committees regarding the current bargaining mandate and staff formulas.
- Analyze and recommend tenders in excess of provincial threshold as outlined in the *PSA* (70).
- Recommend corporate sponsorships.

Key deliverables include all requirements of the Department of Education, Public Schools Finance Board and Schools Finance Branch.



Key deliverables to the Pine Creek School Board include:

- Staffing formula;
- Operational budget formulas;
- Allocation of approved funds; and
- Recommendations regarding the appointment of the external auditor.

The Finance and Audit Committee meets at least three times per year and as required to address specific deliverables.

The Secretary- Treasurer is the staff liaison to this Committee.

Education Programming Committee

The *mandate* and *primary responsibility* of the Education Programming Committee is to meet with appropriate Division staff and community members to receive input to inform decisions related to programming.

Secondary responsibilities are to:

- Analyze and provide recommendations to the Board to address specific issues related to education programming; and
- Recommend relevant professional development opportunities for Trustees.

Key deliverables are thorough analyses and recommendations.

The Education Programming Committee meets at least twice a year, once in December prior to budget discussions and once in the spring prior to the SWOT analysis for strategic planning.

The Superintendent is the staff liaison to this Committee.

Standing Committees:

Standing Committees are established as a sub-set of the Board for reasons of efficiency and to facilitate in-depth discussion that is better suited for smaller groups. Standing Committees are described below.

Policy Committee

The Policy Committee is comprised of three Trustees. The staff liaison to this Committee is the Secretary-Treasurer.



The *mandate* of the Policy Committee is to ensure Board governance reflects best practice for School Boards and meets regulatory requirements.

Primary responsibilities are to:

- Review all Board bylaws and policies in accordance with policy, recommending any required amendments or additions to the Board.
- Draft new bylaws and policies as required.
- Provide input from relevant and appropriate resources including the community, Senior Administration and staff, for the development and review of Board policies.

A *secondary responsibility* is to evaluate the type and timing of reports received by the Board in order to assess alignment with Board policies and make necessary recommendations for improved reporting.

Key deliverables are revised bylaws and policies for approval by the Board.

The Policy Committee begins the annual review in January and meets as required to complete the review by the beginning of May. The Committee also meets as required to develop new bylaws or policies as the need arises.

Negotiations

The Negotiations Committee is comprised of two Trustees. The staff liaison to this Committee is the Secretary-Treasurer. A Labour Relations Consultant from the *Manitoba School Boards Association (MSBA)* acts as an advisor to the Committee as needed.

The Committee *mandate* is to work respectfully with the legal team to negotiate contracts or agreements between the Division and unionized and non-unionized employees.

Primary responsibilities are to:

- Negotiate collective agreements with unionized employees, for ratification by the Board.
- Meet with representatives for non-unionized staff and recommend amendments to employment contracts and changes to salary scales and benefits for non-union employees.

Key deliverables are negotiated contracts with unionized staff for ratification by the Board and agreements with non-unionized staff for approval by the Board.

The Negotiations Committee meets as required during negotiations.



Liaison Committee

The Liaison Committee is comprised of two Trustees. The staff liaison to this Committee is the Superintendent. A Labour Relations Consultant from the *Manitoba School Boards Association (MSBA)* acts as an advisor to the Committee as needed.

The mandate of this Committee begins upon completion of negotiations with unionized employee groups at which time the role is to act as the liaison between the Board and union groups.

The *primary responsibility* is to meet with representatives from the unionized groups, to provide them the opportunity to bring forward issues to be addressed by the Board.

Key deliverables are continued working relationships and open communication with the union groups.

The Liaison Committee meets at least twice a year and as required to address concerns raised by the union groups.

Strategic Planning Committee

The Strategic Planning Committee is comprised of three Trustees. The Secretary-Treasurer is the staff liaison to this Committee.

The *mandate* of the Strategic Planning Committee is to provide oversight to the *process* for determining and achieving the long-term goals and strategic priorities for the Division.

Primary responsibilities are to ensure processes exist for:

- Community involvement and input into multi-year strategic plans.
- Input from Senior Administration on priority areas to be considered during development and review of multi-year strategic plans.
- An annual review of the multi-year plan, with a refresh as required.

Secondary responsibilities are to:

- Review the draft multi-year strategic plan before presentation to the Board.
- Review the draft annual plan developed by Senior Administration to achieve the strategic priorities.
- Monitor specific success indicators developed for each strategic priority for the timely completion of the multi-year strategic plan.
- Liaise with the Community Engagement Committee regarding community input to the plan, the Finance and Audit Committee regarding the cost of initiatives and any other relevant committee for input to the strategic priorities.



Key deliverables are a current, multi-year strategic plan with specific success indicators for approval by the Board and regular reporting of achievements against the plan.

The Strategic Planning Committee meets at least three times throughout the year and as required and aligned with the Board's annual planning cycle.

Community Engagement Committee

The Community Engagement Committee is comprised of two Trustees. The Superintendent is the staff liaison to this Committee.

The Committee *mandate* is to proactively engage with members of the school and general communities with the Division and partner organizations and local government representatives to garner input on major issues and initiatives.

Primary responsibilities are to:

- Ensure meaningful opportunities for input from the community.
- Lead the task of gathering community input that will feed into strategic planning, budgeting and policy making.
- Develop and maintain a communication plan for Trustees and the Board.

Secondary responsibilities are to:

- To enhance internal and external communication.
- Evaluate potential community partnerships for relevance to the Division.

Key deliverables include:

- An up to date communication plan.
- Community forums, surveys and other means for gathering input from the community.
- Reports of community input to Education Programming, Strategic Planning and Policy Committees.

The Community Engagement Committee meets at least four times each year.