



Board Governance Policy Manual



BOARD GOVERNANCE POLICY MANUAL

TABLE OF CONTENTS

Introduction	1
Organizational Chart	3
Organizational Chart Explanation	4
Policy #1 Vision, Mission, Belief and Goal Statements	5
Policy #2 Board Governance Policy Model	6
Policy #3 Role of the School Board	7
Policy #4 Strategic Planning	9
Annual Planning Cycle.....	11
Policy #5 Board Operations	12
Policy #6 Trustees	17
6.1 Trustee Code of Ethical Conduct.....	17
6.2 Trustee Conflict of Interest	21
Policy #7 Policy Development and Review Schedule	22
Policy #8 Board Relationship with the Superintendent and Secretary-Treasurer	24
Policy #9 Board Development and Evaluation	26
Policy #10 Board and Senior Administration Decision Matrix	27
Policy #11 Learning Environment, Programs and Services	28
Policy #12 Safe Schools	29
Policy #13 Community Engagement	30
Policy #14 Finances	32
Policy #15 Contingency Planning	33
Policy #16 Audits	34
Policy #17 Human Resources Personnel	35



Introduction

The Pine Creek School Division (PCSD) is a corporate body established by the Government of Manitoba to deliver appropriate public education for all students who reside in or are otherwise the responsibility of the Division. The Division is comprised of four wards with seven elected Trustees.

The PCSD Board of Trustees is a unified body and as the leader of the Division, encourages and strengthens the Division in its goal of student achievement and success. The primary activity of the Board is governance.

The Board is elected to represent the public with regard to education and does so primarily through governance policies. Governance policies are principles adopted by the Board and provide clear direction for the achievement of Division goals. These policies serve as a course of action to the daily activities of the Division.

Senior Administration, comprised of the Superintendent and the Secretary-Treasurer, each reporting directly to the Board, is responsible for the day-to-day operations of the Division and the execution of Board policies.

PCSD governance is aligned with the Efficient and Effective Governance (E2G) model, and the process for implementation of the model, as developed by the Manitoba School Boards Association. The E2G model includes the following areas:

- Government-legislated requirements within *The Public Schools Act (PSA)* and other legislation which is cited within the policies.
- By-laws which outline the governing and operational rules for the Board itself.
- Board governance policies which arise from the Board's values and are "personal" to the Board and the community it serves.
- Administrative procedures which provide the practical measures for carrying out the spirit and intent.

By-laws and governance policies are the responsibility of the Board. Authority for administrative procedures is delegated by the Board to Senior Administration.

The content of this governance manual is based on the foundation statements which are outlined in Policy #1 Vision, Mission, Goals and Belief Statements. Areas under the authority of the Board, Senior Administration with Board approval and Senior Administration are summarized in Policy #10 Board and Senior Administration Decision-Making Matrix.

Arising from the vision, mission and belief statements is the Divisional Strategic plan, developed by the Board and the Operational or workplan as a supporting piece,



developed by Senior Administration. The process for developing the plan is described in Policy #4 Strategic Planning. Under this governance model, the Board can focus on the larger and more complex goals set out in the Strategic Plan and rely on Senior Administration to address daily operational issues.

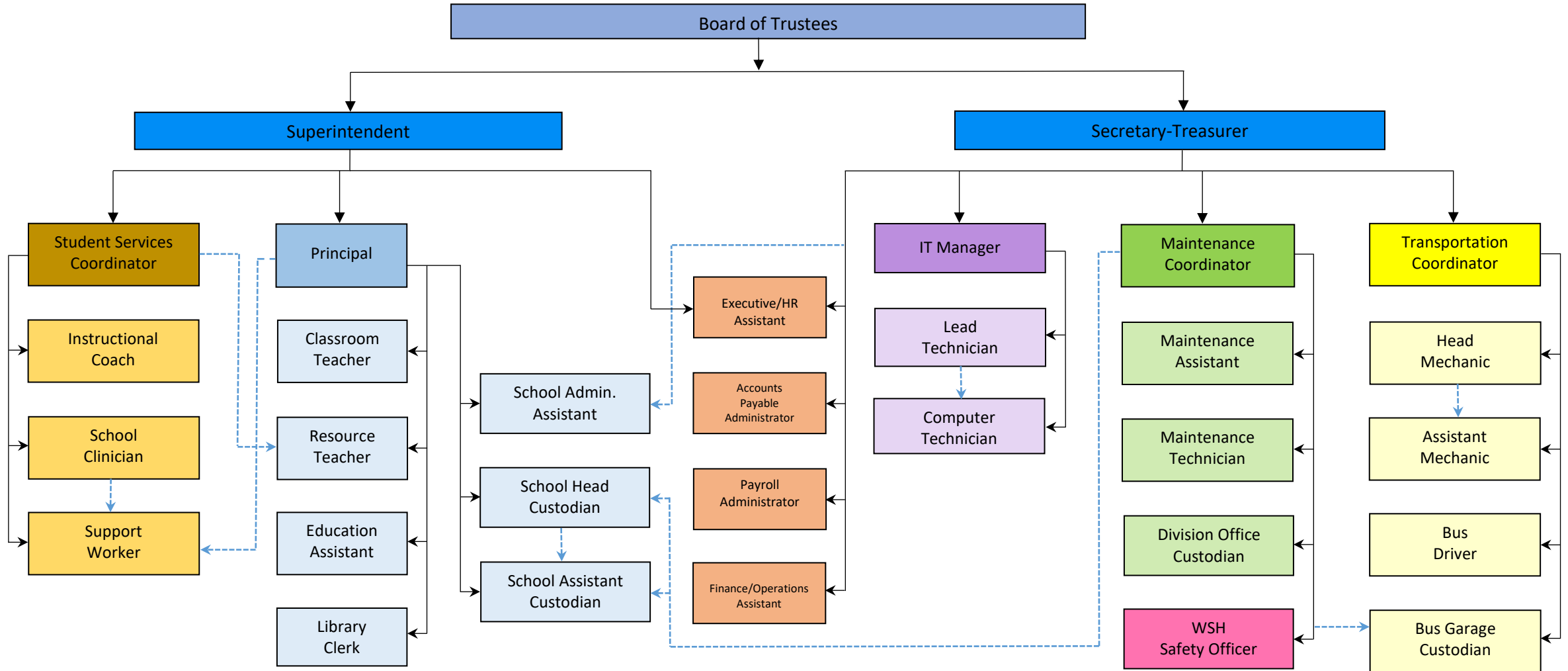
The Board Governance Manual is supplemented by administrative procedures, the written documents by which Senior Administration delegate authority and direct the operations of the Division and the staff. The development of two types of documents reinforces the distinction between the governance responsibility of the Board and the administrative duties of Senior Administration.

This manual is organized as follows:

- Policy #1 Vision, Mission, Goals and Belief Statements
- Policy #2 Board Governance Model
- Policy #3 Role of the School Board
- Policy #4 Strategic Planning
- Policy #5 Board Operations
- Policy #6 Trustee Code of Ethical Conduct and Conflict of Interest
- Policy #7 Policy Development and Review Schedule
- Policy #8 Board Relationship with the Superintendent and Secretary-Treasurer
- Policy #9 Board Development and Education
- Policy #10 Board and Senior Administration Decision-Making Matrix
- Policy #11 Learning Environment, Programs and Services
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- Policy #15 Contingency Planning
- Policy #16 Audits



Pine Creek School Division Organizational Chart



———> Lines of direct responsibility to an immediate supervisor
 - - - - -> Lines of ancillary responsibility to a supervisor holding an upper hierarchical position in the organization



Pine Creek School Division Organizational Chart

The division’s organizational chart graphically illustrates the formal, fundamental relationships and functions that exist in the school division as a whole as well as those that exist between the organization’s two main sectors: **Education/Instruction and Operations**.

An elected Board of Trustees is responsible for establishing **policy** that provides a framework and establishes guiding principles that set the direction for the work of school division in achieving its goals. The Board appoints senior administration, who are responsible for implementing policy through the establishment and application of clearly defined procedures, which are specific methods employed to express policies in action in day-to-day operations of the organization.

The **Superintendent** is authorized to oversee the organization’s Education/Instruction Sector and the **Secretary-Treasurer** is authorized to oversee the Operations Sector.

Reporting directly to Senior Administration are Management positions in each sector: **Student Services Coordinator, School Principal, Information Technology Manager, Maintenance Coordinator, and Transportation Coordinator**.

Solid black arrows in the chart indicate the “**chain of command**”, or the direct authority relationships among people working in several hierarchical levels within the organization. **Dashed blue arrows** in the chart designate lines of **ancillary authority** to supervisors holding upper hierarchical positions in the organization chart. Although not actively engaged in the day-to-day supervision of those normally supervised directly by Managers, there are occasions where those occupying upper-level hierarchical positions will be authorized to direct those in subordinate positions. Such direction would typically be in consultation with managers, but because there are occasions where a decision to deviate from the “flow” of authority must be made, approval is not a prerequisite. In that sense, the division portrays an imprecise **unity of command** (i.e. “who reports to whom”) that is occasionally not as straightforward as it might appear in the organizational chart. Not shown is the extensive and complex networking that commonly occurs throughout the division, nor the informal lines of communication and influence that are vital to the efficient running of any organization.

Notwithstanding implications inherent with the dashed blue line, in order to maintain the school division’s organizational structure and to avoid potential misunderstandings, it is incumbent upon all employees to maintain established protocols and to not circumvent, avoid, or bypass clearly delineated lines of authority.



Vision, Mission, Belief and Goal Statements

Vision

To engage our youth in building a positive future in our ever-changing local and world communities through development of students' knowledge, compassion, and determination.

Mission

To provide our students with:

- A meaningful, high-quality education.
- A safe and caring environment.
- An inclusive environment that celebrates diversity.
- An environment that respects students' individuality.
- Challenging academic and skill-based learning.
- Opportunities that empower students to be active and responsible citizens of our world.

Beliefs

PCSD believes in creating:

- Successful students who become successful citizens.
- An environment that is adaptive, inclusive and diversified.
- Well-rounded, educated citizens who value others and themselves.
- Opportunities that provide for positive growth to shape contributing citizens.

Goals

The Board has adopted the following goals for the Division:

- A strong learning environment in partnership with parents, students, staff and community members.
- Strong numeracy, literacy, scientific and technological skills.
- Well-rounded citizens who appreciate and respect all of the arts.
- A challenging learning environment that develops strong critical thinking and problem-solving skills.
- An inclusive learning environment that advocates for social justice and respect for diversity.
- Environmental awareness and sustainability.
- Opportunities to apply learned skills that foster the positive attitudes that create pathways to each student's future.

Motto

"Learning for Living"



Board Governance Policy Model

The Board of Trustees for the Pine Creek School Division governs in a manner that:

1. Focuses its energy and dedication on effective governance.
2. Focuses on high level decisions, rather than the details of daily activities and operations of the school division.
3. Regularly reassesses the Board's vision of the future, with input from the community and advice from educational and pedagogical experts.
4. Maintains Board-approved policies, strategic priorities and annual budgets that are aligned with the vision of the future.
5. Delegates administrative authority to the Senior Administration unless defined in Board policy.
6. Evaluates compliance with Board policies and considers this when evaluating the performance of the Board and Senior Administration.
7. Provides for continuous progress and improvement of the governance model through a program of professional development, evaluation and assessment.



Role of the School Board

The Board is entrusted to ensure the values, aspirations and economic resource capacities under its jurisdiction are reflected within the actions of the Division. Specific areas of responsibility are outlined below.

Community Leadership - the Board is responsible to:

- Be visible within the community.
- Make decisions that reflect the values and anticipated educational needs of the communities of the Division.
- Show support of school and divisional activities through physical attendance at division and school related public events.

Accountability to the Provincial Government - the Board is responsible to:

- Adhere to governing legislation and regulation throughout the Division.

Accountability to the Community - the Board is responsible to:

- Relate the schools' and Division's story to the public.
- Report division results to the community, as mandated by the provincial government.
- Develop appeal procedures regarding decisions of the Administration.
- Be active with community organizations and agencies that can contribute toward building support for public education.
- Approve the annual school calendar and length of the school day.
- Grant final approval of newly constructed schools and other division owned buildings.
- Retain insurance to protect the public assets of the division.

Strategic Planning - the Board is responsible to:

- Develop a focus and vision for the Division.
- Monitor progress towards the achievement of Division goals and strategic priorities.

Divisional Education Plans - the Board is responsible to:

- Provide overall direction for the Division's Education Plans based on identified Board priorities.

Fiscal Responsibility - the Board is responsible to:

- Approve the annual budget and establish the amount of the local property tax levy.
- Appoint the auditor for the Division.
- Receive the audit report and ensure quality indicators are met.
- Ratify and ensure the administration of collective agreements with employee groups.



- Approve the annual five-year capital plan for submission to the Public Schools Finance Board of the Province of Manitoba.

Operational Responsibility - the Board is responsible to:

- Concentrate the collective effort of the Board on policymaking and planning for the future.
- Formulate Board policies which best serve the educational interests of each student.
- Appoint Senior Administration, set remuneration, and define duties.
- Provide direction to Division staff and students only through Senior Administration.

Board Development and Succession Planning - the Board is responsible to:

- Pursue Board excellence through trustee development and training.
- Evaluate Board effectiveness through regular self-evaluation.
- Encourage a qualified slate of candidates for trustee elections and provide the authority for Administration to inform the public of candidates and election issues.
- Ensure availability of orientation programs for new trustees and that new trustees have the opportunity to attend orientation programs delivered by their provincial association.

Board Member Authority

All powers of the Board lie in its action as a group, therefore individual Board members exercise their authority over Division affairs only as they vote to take action at a legal meeting of the Board. An individual Board member, including the Chairperson, has power only when the Board has voted to delegate such power or authority.



Strategic Planning

One of the most important roles of the Board is to develop a strategic plan to achieve the mission and vision for the Division. The plan includes long-term goals and strategic priorities.

Strategic Priorities

The Board establishes strategic priorities for a time period that starts and ends mid-way through the Trustee terms of office.

The current strategic priorities for the Pine Creek School Division are as follows:

- Concentrate literacy and numeracy efforts with early intervention and continuing supports throughout all grade levels.
- Focus on programming in the areas of Agriculture, Technology and Health to better prepare students for work and post-secondary.
- Create a safe learning environment that provides for the physical and emotional well-being for every student and staff.
- Explore possibilities to challenge students looking for advanced opportunities in areas of interest to them.

Specific strategies are identified for the achievement of each priority as well as indicators to monitor success. Once approved the priorities, specific strategies and success indicators are posted on the Division website, with the status updated at least annually.

Planning and Accomplishment Reporting to the Board and Public

The Board conducts annual planning sessions in order to provide Trustees and Senior Administration opportunities for discussion and study of issues relative to the organization and administration of the Division for the purpose of reviewing and revising strategic priorities. In doing so, the Board considers input from Trustees, administration and any other persons and groups as may be consulted by the Board.

The strategic priorities direct the development of an annual plan prepared by Senior Administration identifying specific activities designed to achieve the strategic priorities established by the Board. The plan is reviewed and approved annually by the Board and forms the basis for budget preparation.

The Board expects Senior Administration to employ appropriate means to provide for continuous and candid reports by staff of accomplishments in the pursuit of the long-

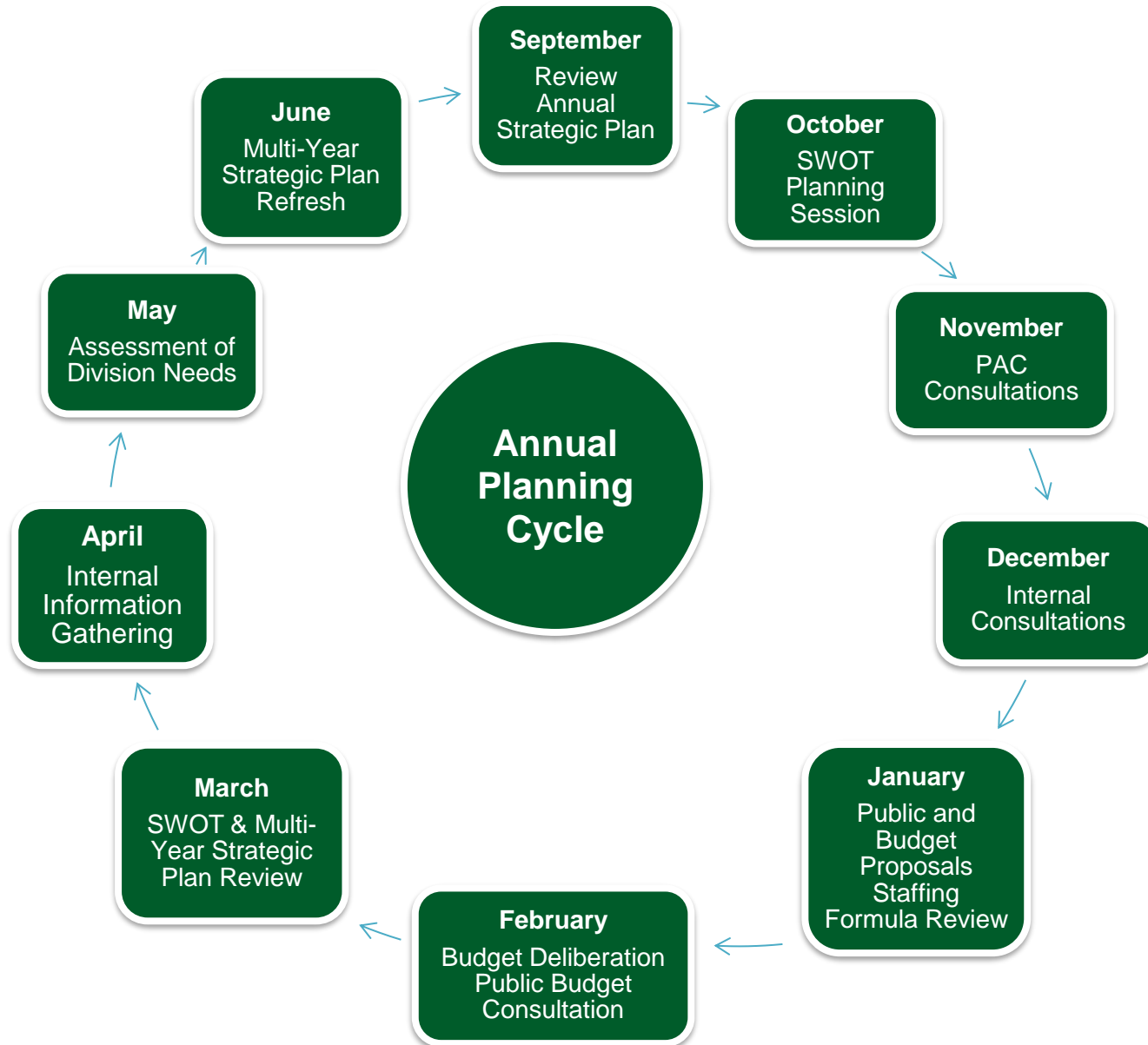


term goals and strategic priorities. This includes reporting against the specific success indicators for each strategic priority.

The Board receives regular and ad hoc reports including results of student, staff, and board accomplishments. This information is used to make ongoing policy and planning decisions and to keep the public informed about school needs and results generated from the public support of school programs. Reports from school principals, the Student Services Coordinator, Manager of Information Technology, Manager of Transportation and the Maintenance Coordinator are scheduled as required with Senior Administration.

Annual Planning Cycle

The Board follows an annual planning cycle as described on the following page. The cycle represents key activities and processes regarding planning, consultation and reporting.





Board Operations

The Board of Trustees is committed to representing the best interests of the entire community that comprises Pine Creek School Division through effective governance.

Board Organization

It is the Board as a body that speaks for the Division and Board practice recognizes that it is the Board, not individual Board members, who have authority. There are roles and responsibilities for each Board member derived from the roles and responsibilities of the Board as a whole group. Therefore, an individual Trustee has authority only when the Board, by vote, has delegated authority to that Trustee.

Role of the Chairperson

In accordance with *The Public Schools Act (PSA)*, the Chairperson and Vice-Chairperson are elected by the Trustees at the inaugural meeting to lead the processes of the Board. The Board recognizes that the Chairperson is not the head of the division. The Chairperson is typically the official spokesperson of the Board, signs all legal documents on behalf of the Board and chairs most of the meetings of the Board. The Chair is an ex officio member of all committees of the Board. The Vice-Chairperson assumes the role of the Chairperson in the event of the Chairperson's absence.

Principles Surrounding Committee Structure

Committees of the Board are established to enhance and complement the work of governance. Standing committees and ad hoc committees of the Board are established by the Board for a specified purpose. Committee responsibilities and processes are outlined in terms of reference which are approved by the Board. Committees make recommendations to the Board for approval and may not cause any action to be taken on any matter unless such authority is specified in the terms of reference.

Board committees are different from administrative committees. Board committees do not assist or advise staff. Information is requested from staff through Senior Administration or their delegates. In keeping with the broad focus of the Board, Board committees do not normally have direct dealings with staff operations.

Board committee membership is decided upon at the annual inaugural meeting. The recommended Committee membership list is submitted for approval at the first regular meeting of the Board following the inaugural meeting.



Committee of the Whole

The Committee of the Whole is used for two purposes. One purpose is to allow the Board to deal with confidential or sensitive matters in camera. (In camera proceedings are addressed later in this policy.) Secondly, unless a standing or ad hoc committee is struck by the board to deal with matters in a particular area, all other areas are dealt with within the Committee of the Whole. Such areas include, but are not limited to:

- Finance and Audit; and
- Education Programming.

Standing Committees

The Board has the following standing committees:

- Policy;
- Strategic Planning;
- Negotiations
- Liaison; and
- Community Engagement.

The terms of reference for each committee are in Appendix A

Ad Hoc Committees

The Board may create ad hoc committees as required. An ad hoc committee deals only with specific matters that have been referred to it by the Board and exists only until the matter is addressed to the satisfaction of the Board. Ad hoc committees are responsible for action and policy recommendations to the Board on all matters referred to them. Terms of reference are developed and approved by the Board. Unless otherwise noted, ad hoc committees operate under the same protocols as other all committees (see Appendix A).

Appointment of Senior Administration

The Board appoints, sets remuneration and defines duties for Senior Administration positions.

Meetings

In accordance with the *PSA* Board procedures are outlined in the Division by-laws.



Inaugural Meeting

The *PSA* requires the first meeting of the Board take place in September except in an election year, when the inaugural meeting of the Board takes place within 14 days after Trustee general elections.

Regular Meetings

The Secretary-Treasurer maintains an annual work plan to ensure the Board addresses all the necessary areas of business the Trustees must monitor, attend to and pursue in their governance role. The Secretary-Treasurer uses this work plan to draft an agenda for each regular meeting. The proposed agenda is presented for adoption at the beginning of each regular Board meeting.

Meetings are generally conducted using the parliamentary procedures of *Roberts Rules of Order*. Senior Administration or their delegates, attend all meetings of the Board and Board Committees, except where their own tenure, salary and efficiency are under consideration.

Special Meetings

Special Board meetings may be convened as outlined in the by-laws. Special meetings are not usually convened without Senior Administration present except where their own tenure, salary and efficiency are under consideration.

In Camera Meetings

The Board believes that the public trust is preserved through the conduct of Board and committee meetings which are open to the public. The Board recognizes, however, that occasions may arise from time to time where it is in the best public interest to discuss confidential or sensitive matters in closed meetings. As allowed by the *PSA*, such confidential or sensitive matters are discussed in camera by the Committee of the Whole. Examples include negotiations, personnel matters, litigation, student files, land acquisitions/disposal, significant financial transactions, security and disciplinary matters. All discussion is confidential.

Electronic Meetings

A Trustee may participate in a meeting using electronic means by making a request to the Chair of the Board via the Secretary-Treasurer. In accordance with the *PSA*, every Trustee must be physically present at a regular meeting at least once every three months. Electronic meetings are conducted in accordance with *PSA Regulation 201/2004*.



Public Participation at Board Meetings

The Board invites public participation at public Board meetings and provides an opportunity for the public to ask questions at the end of the meeting.

Delegations

A delegation wishing to address the Board at a meeting must first advise the Secretary-Treasurer. The Secretary-Treasurer advises the delegation of guidelines as outlined in Board by-laws.

The official position of the Board is communicated to the delegation by letter, following the next Board meeting. If the Board requires more time to consider the matter, the delegation advised of the expected timeline.

Commitment to the Decisions of the Board

As members of a democratically-elected body established to provide governance and leadership, it is important and necessary for individual Trustees to be active participants at Board meetings, and to encourage and represent a diversity of viewpoints. Individual trustees are ultimately accountable to the public to bring forward the voice and views of the people within the jurisdiction of the Division. Demonstrating a commitment to the decisions of the Board does not demand unanimous decisions, rather Trustees:

- Support Board decisions that have been voted upon and are reflected in the minutes of the Board meetings as policies or resolutions. Once the Board has made a decision, each Trustee will respect the decision of the Board and be prepared to explain the decision of the Board to the public.
- Never attempt to exercise individual authority over the organization or Senior Administration. While the Board expects individual Trustees to be given common courtesy, it does not require Senior Administration or any other staff member to heed an individual Trustee's opinions or instructions. Individual Trustees have no authority over staff and staff operations.
- As members of a governance board, focus on what needs to be accomplished for effective governance while at the Board table.
- State the applicable policy when issues are raised by community members, staff or Trustees. Board discussions center on whether the concerns justify changes to the policy or whether monitoring of the policy is necessary, not on the details of an issue.



- Refer community members to the correct channels if necessary and inform Senior Management of any substantial issues.
- Recognize that the Chairperson is the official spokesperson of the Board, unless that responsibility has been delegated by the Board, by resolution.

Community Engagement

The Board recognizes the importance of community input to Board decisions, policy and planning and establishes formal connections with the community, government and other relevant agencies and organizations to support the achievement of Board goals for the Division. To this end, the Board shares information, proactively identifies issues of importance, works collaboratively and builds relationships.

From time to time, the Division enters into formal partnerships with other organizations within the community. In such situations, the Board may appoint a Trustee to represent the Board on related community committees. Such representation is determined at each inaugural meeting and reconsidered annually. Trustees appointed to community committees are expected to report relevant information at the next regular Board meeting.

Liaison with School Boards Associations

The Pine Creek School Division Board is a member of the Manitoba School Boards Association and pays such fees as are levied by that association unless otherwise decided by a majority vote.



The Board has established a code of conduct for trustees in accordance with the provisions of *The Public Schools Act* (PSA) sections 35.1(1) and 35.1(2).

This code of conduct is an agreement between the organization and individual board members that identifies the standards of behaviour and accountability expected of trustees.

Trustee Responsibilities

The Board expects individual trustees to adhere to the highest ethical standards in their dealings with the collective Board, divisional staff, school communities and the public.

Trustees are responsible for familiarizing themselves with the provisions of Section 35 of the PSA, its regulations and any guidelines approved by the Board, and are responsible to fulfill any requirements identified therein.

It is the responsibility of each trustee to:

Act with Integrity and Dignity of Office

- Remember always that a trustee has a responsibility to the students, parents and guardians in our school system, our employees, and the communities we serve.
- Discharge their duties loyally, faithfully, impartially and in a manner that inspires public confidence in the abilities and integrity of the Board.
- Commit themselves to dignified, ethical, professional, and lawful conduct.
- Recognize that the expenditure of school board funds is a public trust and endeavour to see that the funds are expended effectively and efficiently, in the best interests of the students.

Comply with Regulatory and Division Requirements

- Abide by the provisions of all federal, provincial and local legislation including, but not limited to, that identified in the Introduction to the Board Policy Manual as well as to all Board Policies, Operating Procedures and Bylaws.

Authority

- Recognize that the School Board's authority rests with the corporate body, not with individual trustees.
- Accept the Chair as the spokesperson to the public on behalf of the Board, unless otherwise determined by the Board.
- Accept that no other trustee speaks on behalf of the Board unless expressly authorized to do so by Board resolution.

Uphold Decisions

- Uphold the implementation of any Board resolution after it is passed by the Board.
- Be prepared to explain the rationale for a resolution passed by the Board even if you did not support the motion at the time.
- Recognize that a proper motion for reversal of a resolution may be introduced by a trustee.



Respect Confidentiality

- Understand that trustees may be privy to confidential information about individuals including students or staff, or financial or other sensitive matters, and must keep any such information confidential unless authorized by law or by the Board.

Actively Participate and Make Informed Decisions

- Prioritize and accept responsibility to attend all regular and special meetings of the Board and those committees on which they serve, and if unable to do so, advise the Secretary-Treasurer by email or phone of their pending absence at least two hours prior to the start of the meeting.
- Recognize that unexcused absences from regular and special meetings may result in removal from office, as stipulated in the PSA, or in the loss of a portion of the trustee's annual indemnity, as stipulated by the Board.

Full participation includes:

- Adhering to expectations for conduct, attire, and engagement in virtual board meetings the same as in-person meetings. Utilize participation strategies including leaving the camera on throughout the meeting (if bandwidth permits) and actively participating in discussion. In a virtual meeting, the board member must ensure that the environment they are joining from is suitable for confidentiality and upholds the decorum of the Board.
- Review meeting agendas and other relevant information prior to board and committee meetings and arrive at such meetings informed and prepared to contribute to an open and honest discussion of matters before the Board or committee.
- Safeguard the confidentiality of all documents and email activities that are recorded automatically by the Division's domain, including the opening, and editing of documents.
- Listen respectfully and with an open mind to the full range of opinions on each matter before the Board and make decisions based on the merits of these varying opinions.
- Make decisions based on the available facts and independent judgment, refusing to surrender that judgment to individuals or special interest groups.
- Inform themselves about current educational issues by individual study and through participation in continuing education programs.

Behave Respectfully

- Engage in conduct during meetings of the Board or committees of the Board, and at all other times in a manner that demonstrates the integrity of the Board.
- Treat Board colleagues, divisional and school staff, students and community members in a respectful and courteous manner, and refrain from using abusive or denigrating language in any dealings with them.
- Refrain from expressing opinions and/or sharing information through social media that would discredit, undermine, or compromise the integrity of the Board.
- Refrain from initiating or participating in discussions of board business with other trustees (whether in person or via electronic means) when such discussions should rightly take place at an official school board meeting.
- The Board may, by resolution, engage in confidential discussions in camera.



Relationship Bias

The Board supports the rights of trustees to be involved in community projects and activities as citizens of the community. This is balanced with the recognition that trustees also participate in Board decisions affecting students, employees, and the public.

- Despite an affiliation with outside interests, employment or activities that may intersect with or influence both the school division and that organization or agency, while working on school board business, trustees will work in the best interest of the division and set aside opposing interests of the other organizations or agencies of which they are a part.
- A trustee involved in community organizations does not represent the Board in any official capacity unless requested by the Board to do so.
- Trustees will avoid discussing confidential Board or division business including with family members, dependents and close associates who work for or attend classes at the school division.
- Refrain from accepting a gift from any person or entity that has dealings with the Board if it could be perceived that the gift could influence the trustee when performing their duties to the Board.
- Respectfully acknowledge that exchanges of gifts and tokens are permitted in association with cultural ceremonies and customary traditions.

Use of Division Property

- Division property, including vehicles, equipment, and material, are used primarily for carrying out Division business.
- The Superintendent or Secretary-Treasurer may authorize the use of supplies or equipment if they feel that such use will assist trustees in their assigned work for the Division. It may be required that some staff and trustees regularly retain district-owned supplies or equipment in their possession.
- A written record of the authorization of the use of supplies or equipment is maintained indicating the time of release, the signature of the user, and the date on which the item is returned.
- Trustees are responsible for exercising all reasonable care to prevent abuse to, excessive wear of, or loss of district-owned equipment or material entrusted to their care.

While actively campaigning for election, the following activities are prohibited:

- Division-owned resources used other than to carry out Division related business.
- Use of Division trademarks and logos in campaign material.
- Use of trustee divisional email accounts in campaign correspondence or advertising.

Involvement with External Organizations

Trustees must be cognizant of potential or perceived conflict that exists when serving as members of any organization (whether school or community based) that may from time to time make a request of the Board. This includes Parent Advisory Councils (PACs), Recreation Commissions, MB Rural Learning Consortium, sports leagues / clubs or other organizations with potential connections and like interests with the Division.



If a trustee is a member, officiant, or otherwise involved with any other organization that may have like interests to those of the Division:

- When an organization includes among its membership a trustee, the trustee may not appear as part of the organization's delegation or take part in any formal presentation the organization may make to the Board.
- When an organization which includes among its membership a trustee makes a request of the Board, the trustee who is a member is recused from any discussion or vote on the matter involving that organization and shall immediately leave the room.
- The trustee may not remain in the meeting as an observer.

Review and Acknowledgement of the Code

Trustees review the Code annually at the inaugural meeting and immediately thereafter, each Trustee shall acknowledge in writing that they:

- Recently read this policy;
- Agree to comply with it; and
- Have complied with it over the past year, if in office.

Breaches of the Code

Prescribed procedures for dealing with perceived or actual breaches of the Code are found in Board Operating Procedures.



PINE CREEK SCHOOL DIVISION – Trustee Conflict of Interest

Trustees will act at all times in the best interest of the school division, fulfilling their responsibilities and obligations as elected officials in a fashion that inspires the confidence and trust in their integrity, objectivity and impartiality of the school board.

Trustees will abide by the provisions of all federal, provincial and local legislation, including but not limited to human rights statutes, and *The Public Schools Act*, as well as school division by-laws and policies. For the purposes of this policy, trustees will abide by legislation set out in Sections 36 – 39 of *The Public Schools Act*.

Definition

A conflict of interest exists when an individual trustee's financial interests, or those of family members or close personal associates, interfere with or compromise the trustee's ability to act in the best interests of the school division and constituents whom it serves. Such conflict can ***be real, potential or perceived.***

In addition to the provisions of *The Public Schools Act* concerning monetary conflicts of interest, trustees are also considered to be in conflict of interest in the following situations:

- When they appropriate financial or other resources for personal use (e.g. information, equipment, supplies, transportation, training, staff time) outside normal division business unless authorized by the Chair.
- While campaigning for election, use of division-assigned email account and/or division logos.



Policy Development and Review Schedule

The Board of Trustees of the Pine Creek School Division believes the formulation, adoption, and monitoring of policies is a key governance activity by which to provide guidance and direction for the operation of the Division. Policies are written to reflect the vision, mission, belief statements and goals of the Board related to the operation of the Division while providing latitude for administrative decision making.

Policy Development and Amendment

Board governance policies are developed or amended in accordance with the following:

- Policy development and review activities are conducted by the Policy Committee.
- Policies are approved or amended by a majority vote by the Board. Notice of the motion is given at least one meeting before the vote is taken.
- Policies are sufficiently detailed in scope and content so as to clearly convey the intent of the Board.
- The Board monitors progress toward the achievement of goals through the regular assessment of policy compliance.
- Policies are regularly evaluated and amended as required for continued relevance toward the achievement of Board outcomes.
- Openness is valued and the Board welcomes suggestions for improvements. Recommendations for consideration of policy development or amendment may come from a Board Committee, Trustees, Senior Administration or the public.
- The impact on stakeholders (e.g. staff, parents, etc) is considered when developing or amending policies and input is sought from such stakeholders when deemed appropriate by the Board.
- Board resolutions direct the work of Senior Administration in making recommendations to the Board for policy action.
- The date adopted or last revised is included in the written policy.

As a final step before approving a new or revised policy, the Board considers the following three questions:

- Does this policy communicate clearly the purpose of the Board?
- Does this policy define the Board's instructions to Senior Administration in such a way as to allow the Senior Administration an acceptable range of implementation?
- How will this policy be monitored?



Administrative Procedures

Administrative procedures are the delegated responsibility of Senior Administration and may be developed, altered and modified without prior approval of the Board, except in those areas specifically identified in the Decision-Making Matrix. The Board is informed of revisions, additions, or deletions to administrative procedures deemed by Senior Administration to be central to the work of Trustees.

Policy Review

To maintain a strong and relevant school system, policies are reviewed on a regular basis in an effort to ensure compliance with regulatory requirements, consistency with current community values and the educational needs of all students are met. Senior Administration is responsible for monitoring changes to regulatory requirements and assessing the impact on Board policies. Trustees are responsible for monitoring community values and assessing the impact on Board policies.

All policies are reviewed at least annually by the Policy Committee, additions and modifications are approved by the Board.

Policy Dissemination

Official copies of Board policies are maintained by the Secretary-Treasurer. Board policies are open to all stakeholders. The Office of the Secretary-Treasurer ensures up-to-date policies are available on the Division web site and available in alternative formats upon request.



Board Relationship with the Superintendent and Secretary-Treasurer

The Board of Trustees for the Pine Creek School Division has two employees, namely the Superintendent and the Secretary-Treasurer. The Superintendent is the educational leader of the Division responsible for the overall operation of the Division. The Secretary-Treasurer is the chief fiscal officer responsible for financial and operational leadership. These two Senior Administrators work together in a dual track system, under the direction of the Board governance policies and in accordance with the duties assigned to each position as outlined in their respective job descriptions, to provide general supervision of all schools and personnel in the Division. Senior Administration is the means by which the Board connects with the operational organization.

Relationship

The following outlines the relationship between the Board and Senior Administration, each according to their board-approved designated job responsibilities.

- Senior Administration is expected to take necessary measures to ensure the Board is informed, supported and protected in its work.
- The Superintendent and Secretary-Treasurer are individually accountable to the Board. They may delegate to other Division personnel the exercise of any powers and the discharge of any duties imposed upon them by Board policies or Board resolution. The delegation of power or duty does not, however, relieve them of responsibility for the action taken under such delegation.
- The employment agreements between the Board and Senior Administration are in the form of a written contracts.
- Only authorized decisions of the Board are binding on Senior Administration. Official directives to Senior Administration are through written policy or Board resolution. Senior Administration is authorized to establish further administrative procedures, make all decisions, and take all actions within the policy parameters established by the Board.
- Whereas decisions and instructions from the Board are binding on Senior Administration, decisions and instructions from individual Trustees are not binding. Reporting to individual Trustees is not binding on Senior Administration. In the case of Board members or committees requesting information or assistance without Board authorization, Senior Administration may refuse requests that, in their opinion, require significant amounts of staff time or funds or are disruptive to the goals of the division.



- Senior Administration is responsible for the actions of Division staff; therefore, the Board or individual Trustees never give instructions to people who report directly or indirectly to Senior Administration.
- The Board and individual Trustees refrain from evaluating, either formally or informally, any staff other than the Superintendent and Secretary-Treasurer. Evaluation of Senior Administration occurs through established processes and procedures.

Evaluation of Senior Administration

The Board is committed to the evaluation of the performance of Senior Administration. Sound evaluations increase the effectiveness of the Senior Administration, assures the Board that governance policies are carried out and serve as a stimulus to on-going communication.

Evaluations focus on the degree to which:

- Board goals and objectives are carried out; and
- Responsibilities as outlined in job descriptions for the Superintendent and Secretary-Treasurer are met.

Evaluations are conducted annually, in a format agreed upon by Senior Administration and the Board.



Board Development and Evaluation

All Trustees engage in the pursuit of Board excellence through Board development and Trustee development training and education.

Board Evaluation

The Board conducts an annual evaluation of board effectiveness through monitoring of goals, policy and function. The evaluation consists of tools that evaluate the Board as a team, as well as a self-evaluation that measures the contributions of individual Trustees.

Board Development

School Trustees are the governors of a learning organization and recognize and accept the need for continuous learning and development to carry out their role successfully. In order to enhance the quality and effectiveness of public school governance, the Board encourages its members to participate in planned and continuing programs of in-service education including meetings and activities of regional and provincial school board associations.

To this end, the annual budget for the Division includes an equal amount for each trustee to participate in school board conferences, conventions and workshops. Individual trustees select which of these events to attend to produce the most promising direct and indirect benefits in relation to their responsibilities. Trustees provide a report to the Board after the event.

Reimbursements

Reimbursement to Trustees for related expenses occurs in accordance with Division travel procedures.

Trustees are personally responsible for reimbursement costs of cancellation incurred by the Division. Exceptions are approved by the Board Chairperson.



General Board and Senior Administration Constraints / Decision-making Matrix

The Pine Creek School Division will operate legally, ethically, prudently, and in respect of Board policies. The Board is committed to regular evaluation of all operations and encourages involvement of its community in its decision-making process. The Superintendent and Secretary-Treasurer, within their dually shared Senior Administrative responsibilities to the Board, shall provide the board with continuous and candid reports.

Decisions made at the Senior Administration level will incorporate all aspects of the Governance Manual, *The Public Schools Act (PSA)*, *The Safe Schools Charter of Manitoba*, *The Education Administration Act*, or any other federal, provincial or municipal law, and will not cause, allow, or fail to take reasonable measures to prevent any practice, activity, decision, or organization circumstance which is imprudent, illegal, or in violation of commonly accepted business practices and ethics.

The following decision-making matrix outlines the general Board and Senior Administration constraints:

<p>The Superintendent and/or the Secretary-Treasurer have the authority to decide & act.</p>	<p>The Superintendent and/or the Secretary-Treasurer have the authority to decide and act and must inform the Board.</p>	<p>The Board has the responsibility and the authority to decide and act. The Superintendent and the Secretary-Treasurer may make recommendations.</p>
<ul style="list-style-type: none"> • Develops and implements Administrative Procedures. • Administer collective agreements • Execution of Action Plan • Divisional staff professional development requirements • Administer collective agreements • Department reporting requirements • Suspend students up to six weeks • Supervise and evaluate employees • Approve professional development requests • Plan and develop educational systems that align with divisional goals • Manage all matters relative to labour relations • Carry out tasks delineated in individual job descriptions of Senior Administration 	<ul style="list-style-type: none"> • Report significant revisions, additions, or deletions to administrative procedures that are: <ul style="list-style-type: none"> • New; may cause public concern; have controversial changes. • Within the operating budget, develop a plan for major renovations and construction costs (Capital D) • Recruit and employ staff • Approve overnight travel for students • Approve out of province travel for staff • Evaluate all division programs • Close schools during emergency situations • Make declarations of crisis situations • Accept employee resignations • Approve and oversee educational programming and pilot projects • Plan professional development for Senior Administration 	<ul style="list-style-type: none"> • Develop and approve division policy • Approve student expulsions • Engage in the process of bargaining for collective agreements • Approve employee compensation and benefits • Approve annual operational budget and special levy • Approve tenders in excess of provincial threshold as outlined in the PSA (70) • Approve division staffing formulas • Receive and adjudicate appeals delineated in the governance manual that are brought to the Boards' attention • Approval of corporate sponsorship • Approve the division's school calendar annually • Hire and assign personnel to senior administration and supervisory positions, as outlined in the PSA (52) and (53) • Terminate teacher contracts, as outlined in the PSA (92) • Approve the division organizational chart • Approve allocation of surplus • Develop the divisional strategic plan • Approve out-of-province travel for students • Approve staff requests for leaves of absence outside of collective agreements



Learning Environment, Programs and Services

The Board of Trustees of the Pine Creek School Division is responsible for public education, Grades K through 12, throughout the division according to provincial guidelines. The division follows the Manitoba Curriculum for all English programming and schools offer the entire core curriculum, as well as many optional programs.

In response to the stated mission, vision, belief statements and goals, the Board expects effective, engaging and caring learning communities.

The Superintendent will:

- Ensure programs and services are in compliance with provincial requirements.
- Ensure, as far as reasonably practical, appropriate educational programming is available to all Pine Creek Division students.
- Ensure all schools provide a continuum of services through a divisional framework for supporting the learning needs of all students.
- Implement assessment and evaluation practices which:
 - Are grounded in current research to contribute to the achievement of provincial, division and school goals; and
 - Promote student growth and improvement.
- Ensure each school, as a community of learning, facilitates and participates in a school development planning process to create an annual plan that provides specific focus and emphasis on goals and actions vital to advancing quality teaching, equitable access to learning and achievement for all students.
- Establish administrative procedures to maintain safe and effective environments for all students and staff.
- Establish a dispute resolution process to be followed if there is disagreement about the appropriateness of the educational programming being provided to students.
- Take appropriate action when the academic progress and/or well-being of students is threatened.
- Promote and support a culture characterized by mutual respect.

Senior Administration does not tolerate practices within the school division that:

- Conflict with provincial requirements or Board policy;
- Are not consistent with sound pedagogy; or
- Jeopardize the safety or well-being of students.



Safe Schools

The Board of Trustees of the Pine Creek School Division is committed to providing a safe and positive learning environment where all students, staff, parents and others feel safe and respected. The Board expects that schools and workplaces are directed to focus on safety and responsible citizenship as defined by the federal and provincial regulatory requirements.

The Board is committed to working in collaboration with all of its education partners to ensure and enhance the safety of Division schools and school communities.

The Superintendent must ensure:

- A code of conduct applicable to pupils and staff is established for the Division and each school in consultation with the Administrative Council.
- Each Principal, in consultation with the Superintendent, establishes an urgent response plan for the school.
- The code of conduct and urgent response plans for each school are reviewed by the Superintendent no less than once per school year or as the need arises.

Administrative procedures, operations and practices implemented in the Division are compliant with federal and provincial regulatory requirements regarding safe schools and safe workplaces, as well as the Division's belief statements. These include:

- Canadian Charter of Rights and Freedoms
- *The Public Schools Act* (Manitoba)
- *The Education Administration Act* (Manitoba)
- *The Human Rights Code* (Manitoba)
- *The Freedom of Information and Privacy Protection Act* (Manitoba)
- Criminal Code (Manitoba)
- *The Workplace Safety and Health Act* (Manitoba)



Community Engagement

The Board develops and implements strategies to enhance its communication and engagement with communities, ratepayers and the citizens of Pine Creek School Division. These strategies include:

- Maintaining formal connections with the community, government and with other relevant agencies and organizations in order to support the achievement of Board goals for the Division. The Board shares information, proactively identifies issues of importance, works collaboratively and builds relationships.
- Making all reasonable effort to identify the interests of the community and to be responsive through Board actions to those interests.
- Establishing a liaison committee that allows the Board to network with Division personnel in order to build positive relationships with staff, senior administrators, and Trustees and to share items which enable each party to better understand the common purpose of the Division mission statement.
- Ensuring appropriate protocols for communicating complaints and concerns regarding specific schools, personnel or individual student situations
- Encouraging the attendance of media at meetings (with the exception of in-camera meetings) in order to keep the public informed of Board and Division challenges, deliberations, policies, and actions.
- Designating a Board spokesperson who will endeavour to be current on all matters of Board governance and policy. In most cases this will be the Board Chair or the Chair's designate. Individual Board members who receive requests from media representatives refer the information-seekers to the Board Chair or designate.
- Designating the Superintendent or his/her designate to act as the primary spokesperson for educational or administrative matters and the Secretary-Treasurer or his/her designate as the official spokesperson regarding financial or operational matters.

The Board develops and maintains a communication plan to address key issues with support from Senior Administration.

Community Involvement in Decision Making

There are two major ways in which the will of the community influences the Board policies:



- The citizens of the Division vote to elect Trustees to represent their ward; and
- All citizens of the Division are encouraged to express ideas, concerns, and opinions about the schools through such means as:
 - Written suggestions or proposals;
 - Presentations by individuals or delegations at Board meetings;
 - Responses to surveys made regarding education;
 - Attendance at open meetings of the Board; and
 - Active involvement with the school Parent Councils.



Finances

Pine Creek School Division is publicly accountable for its financial resources. The budget is a monetary statement reflecting Board goals and objectives for education in the Division and a blueprint for action, accomplishment and fiscal control.

Resources are managed in an efficient, effective and ethical manner in accordance with our mission statement and educational beliefs and in compliance with *The Public Schools Act (PSA)* and other applicable legislation.

Responsibilities of the Senior Administration

The Board places responsibility for fiscal prudence, risk management and compliance with Senior Administration and as prescribed by the *PSA*, purchases are made in the most economical manner possible. The Division operates in ways that optimize financial health and the effective, efficient use of financial resources, as outlined below.

- Senior Administration ensures the Division operates its annual financial affairs in accordance with Section 42 of the *PSA*.
- The Secretary-Treasurer ensures accounting practices are within generally accepted accounting principles as outlined by the Province of Manitoba.
- The Secretary-Treasurer provides the Board with an operating statement on a quarterly basis.
- The Secretary-Treasurer presents the budget development process to the Board annually.
- The Board annually approves a budget for the fiscal year July 1 to June 30. The Superintendent and Secretary-Treasurer develop the budget in consultation with the Board, staff and the public.

Commitment to Goodwill and Cooperation in Contract Negotiations

The Board acknowledges that good educational services cannot be obtained without a reasonable expenditure of money and therefore seeks to negotiate contracts that will attract and keep competent staff members.

The Board further endeavors to establish and maintain a relationship of goodwill and cooperation during negotiations in order to create an atmosphere of trust and understanding between the Board and the negotiating party.



Contingency Planning

In order to protect the Board and the Division from the sudden loss of services from Senior Administration, each senior administrator ensures that the other senior administrator is familiar with relevant issues including the principles of policy leadership and good governance.

The Board ensures measures are in place to allow for the timely continuation of Division services in the event of the loss of said services. A contingency plan is monitored regularly to comply with changes within the Division.



Audits

Each year the Board appoints an external auditor and the Board furnishes duly audited financial statements and summary, available for public perusal, in compliance with Section 41 of *The Public Schools Act*.

The Finance and Audit Committee monitors the internal control function.

The Finance and Audit Committee meets 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.



Pine Creek School Division believes student learning is impacted most significantly by recruiting and supporting dedicated and effective staff. The Board recognizes that Human Resources are critical in meeting the diverse needs of students and supporting the Division Vision, Mission, Values, and Strategic Directions. The Board values the dedication, professional contributions, achievements, and performance of Division staff that are committed and engaged in supporting and advancing student learning and achievement, the Division's reputation, and public support for education. Pine Creek School Division employees will be recognized annually by the Board of Trustees.

Pine Creek School Division is committed to human resource management practices that:

- Meet all legislated requirements, collective agreements and terms and conditions of employment, and consider current and future Division needs, fiscal responsibility, and organizational health;
- Utilize effective recruitment and selection procedures that are based on merit and qualifications;
- Have clearly defined roles through the use of job descriptions;
- Support staff through ongoing professional development;
- Utilize effective and clearly defined evaluation procedures that improve instruction, promote professional growth and support the Division Strategic Plan;
- Ensure continuity of instruction and Division services are maintained;
- Promote positive, safe, and respectful working environments that foster collaborative and responsible behaviour and reflects the diversity of our community; and
- Achieve desired outcomes in an ethical, efficient and effective manner.

The Board approves the Administrative Structure for the School Division, plans for and selects Senior Administration positions: Superintendent/CEO and Secretary-Treasurer.

- The Board of Trustees are responsible for the hiring of the Superintendent and Secretary-Treasurer positions.
- In consultation with the Superintendent/CEO, review the job descriptions and employment contracts of Senior Administration as required.

The Board of Trustees delegates to the Superintendent/CEO, the responsibilities of recruitment and selection of all school division staff, and grants the Superintendent/CEO, the authority to employ and assign all employees in this regard.

Adopted: