



BRANDON SCHOOL DIVISION

Policy Review Committee Minutes

Tuesday, March 14, 2017 – 4:30 p.m.
Boardroom, Administration Office

Present: S. Bambridge (Chair), P. Bartlette (arrived at 4:55 p.m.), K. Sumner
M. Casavant

1. CALL TO ORDER

The Policy Review Committee Meeting was called to order at 4:35 p.m.

2. APPROVAL OF AGENDA

The agenda was approved as circulated.

3. PREVIOUS COMMITTEE MINUTES FOR INFORMATION PURPOSES ONLY

Informal Policy Review Committee Meeting February 21, 2017.

4. COMMITTEE GOVERNANCE GOAL ITEMS

5. OTHER COMMITTEE GOVERNANCE MATTERS

A) Review of Sub-Committee Meeting Structure

The Committee discussed the proposed new Committee Structure provided by Senior Administration, and reviewed the structure of current Board Committees, Sub-Committees, Ad-Hoc Committees and External Committees. The Committee agreed to table the Sub-Committee review until the review of the Policy Manual has been completed.

The Committee agreed to bring a recommendation to the March 20, 2017 Board meeting regarding the proposed new Board Committee structure.

Recommendation:

That the Board adopt a new committee structure with the following three (3) committees:

- Finance and Facilities (to replace the existing Finance Committee and the Facilities and Transportation Committee)
- Education and Community Relations (to replace the existing Education Committee and the Divisional Futures and Community Relations Committee)
- Personnel and Policy (to replace the existing Personnel Committee and the Policy Review Committee)

to replace the existing committee structure, effective September 1, 2017.

B) Superintendent Evaluation

The Committee reviewed and discussed the Superintendent Evaluation samples that had been provided at a previous Policy Review Committee Meeting. Trustee Bambridge noted that this evaluation needs to be entrenched in the Board's yearly work plan. Trustee Sumner suggested an outside firm be hired to perform the evaluation. The Committee discussed how often and when the evaluation will take place, and what format and criteria should be used. The Committee agreed to move forward with the MSBA evaluation template after reviewing and making edits to the wording.

The Committee reviewed Policy 6001 (P) – Superintendent of Schools and agreed to the following motions, which will be brought forward at the March 20, 2017 Board meeting.

Recommendation:

On an annual basis, the Superintendent will report on progress that has been made towards the Board Governance Goals, before June 1, with a comprehensive 360 evaluation performed at the end of the first year of employment and at the end of year two (2) of the Board's term.

Recommendation:

That the Board initiate the process of engaging a consultant to perform a performance review based on Policy 6001, on the Superintendent of Schools on his first year of employment.

C) Request for Proposal (RFP) Review – Policy Manual

The Committee reviewed and discussed the merits of the three (3) proposals received.

The Committee agreed to submit the following recommendation to the March 20, 2017 Board meeting.

Recommendation:

That the proposal from Judy White in the amount of \$8,500 (plus applicable taxes) for the process of revising the Brandon School Division Policy Manual be accepted.

D) Review Policy/Procedures Process

Dr. Marc Casavant, Superintendent and CEO, provided and reviewed a memo from Mr. Greg Malazdrewicz, Assistant Superintendent, to the Committee regarding the Policy Manual restructuring overview. Dr. Casavant noted that Senior Administration has clearly defined gaps and needs with regards to the Policy Manual.

The Committee expressed their gratitude for the time Mr. Malazdrewicz has put into following up on the Committee's earlier policy discussion.

6. OPERATIONS INFORMATION

7. NEXT REGULAR MEETING: Monday, March 6, 2017, 11:30 a.m., Boardroom

The meeting adjourned at 6:28 p.m.

Respectfully submitted,

S. Bambridge, Chair

P. Bartlette

K. Sumner

G. Kruck (Alternate)

Performance Appraisal (July 21 - December 31, 2016)

Ensuring leadership performance that supports and advances the work of the **XX School Division** is integral to fulfilling the mission of the School Division to provide: “insert mission statement”.

Regular and effective evaluation of the Superintendent provides opportunities for:

- determining the progress toward and identifying potential challenges toward achieving the School Division’s goals;
- clarifying the distinction between the Superintendent and Board responsibilities;
- assessing the ability of the Superintendent and Board to work together as an effective leadership team;
- providing support for the professional and personal growth of the Superintendent and identifying specific professional learning needs; and
- determining the Superintendent’s strengths and areas for development.

The Superintendent is the key management leader of the XX School Division and is responsible for overseeing the administration, programs and implementation of the strategic plan of the division. Other key duties include **areas from job description/contract, Board Policy and the Decision Making Matrix**. The position reports directly to the School Board.

This performance appraisal is a **360 appraisal** and includes the Board, **Senior Administration, Principals, staff members and community members**. Although completing the appraisal is voluntary, the contribution of everyone is very important to the ongoing operational health of the XX School Division. The Superintendent will also be completing a Self Evaluation. **The Consultant** is responsible for compiling a summary report for the Board. The Board will meet with the Superintendent to provide the findings no later than **DATE**.

For the purposes of completing this performance appraisal, **the general and actual job responsibilities and professional qualifications, as specified in the job description / contract, have been summarized and categorized into Leadership, Management and Inter / Intra Personal Skills**.

Following the completion of the Appraisal the Board and the Superintendent will engage in feedback and dialogue, not later than one month after the evaluation, but at the earliest possible convenience of the Board, but no longer than one month after the completion of the evaluation.

In order to ensure confidentiality, please complete the following questionnaire and return, via email, to **the Chair** no later than **DATE**. If you have any questions, please email **XX at XX** or call 204-XXX-XXXX.

Please use an X to complete this survey using the following rating scale:

1	2	3	4	5	D/K
Needs Improvement		Meets Expectations		Exceeds Expectations	Have not had adequate opportunity to observe

LEADERSHIP SKILLS

LEADERSHIP SKILLS - The Superintendent is responsible for:							
		1	2	3	4	5	D/K
1	leading the XX SCHOOL DIVISION in a manner that supports and guides the division's mission and strategic plan, as defined by the Board.						
2	planning and implementing actions and programs to fulfill the goals of the XX SCHOOL DIVISION's strategic plan, as defined by the Board.						
3	bringing awareness of emerging issues to the Board's attention for their consideration / approval of amendments required to existing policies.						
4	reporting to and working closely with the Board to ensure their awareness of and involvement in policy decisions, major initiatives and to XXXX of XX SCHOOL DIVISION .						
5	developing human resources necessary to support the XX SCHOOL DIVISION's Mission and Strategic Plan.						
6	establishing and maintaining relationships with various organizations throughout Manitoba and Canada and utilizing those relationships to strategically enhance the XX SCHOOL DIVISION mission.						

Additional comments on Leadership Skills -

MANAGEMENT SKILLS

MANAGEMENT SKILLS - The Superintendent is responsible for:							
		1	2	3	4	5	D/K
1	the fiscal integrity of the XX SCHOOL DIVISION , which includes submitting for Board approval, a draft annual budget and quarterly financial statements, which accurately describe the financial condition of the division.						
2	developing and implementing effective systems to track progress and regularly evaluate programs, so as to measure successes; and communicating results to the Board and the public.						
3	the effective administration of XX SCHOOL DIVISION operations, in keeping with all established policies, procedures and practices.						
4	hiring, supervising, collaborating with and ensuring the evaluation of all XX SCHOOL DIVISION employees, ensuring staff are competent and qualified.						
5	reporting regularly to the Board on the status of staffing as outlined in the Roles and Responsibilities of the Decision Making Matrix and any concerns, including any and all recommendations to the Board for employee or contractor dismissal.						
6	ensuring oversight, adherence to and administration of established XX SCHOOL DIVISION policies and procedures.						
7	organizing and preparing for all Board and committee meetings, including the annual budget meetings for the board and public.						
8	developing, implementing and monitoring contracts for services, in adherence to the approved annual budget.						

Additional comments on Management Skills -

INTER / INTRA PERSONAL SKILLS - The Superintendent is responsible for:							
		1	2	3	4	5	D/K
1	actively engaging and communicating effectively with XX SCHOOL DIVISION Board members, providing, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions.						
2	maintaining the XX SCHOOL DIVISION 's image by deepening and refining all aspects of communication, being active and visible in the community, and by representing the division well with other professional, civic and private organizations.						
3	being effective, transparent and demonstrating high integrity in establishing and fostering strong collaborative relationships with all stakeholders.						
4	demonstrating strong organizational abilities in a team environment including planning, delegating, developing programs, reporting, and facilitating.						
5	conveying the vision of XX SCHOOL DIVISION 's strategic future to staff, board and volunteers.						
6	demonstrating strong written and oral communication skills, including effective presentation and public speaking abilities.						
7	serving as XX SCHOOL DIVISION 's primary spokesperson in operational matters.						

Additional comments on Inter / Intra Personal Skills -

Any other comments -



BRANDON SCHOOL DIVISION

Memorandum

Date: March 5, 2017
To: Dr. M. Casavant
From: G. Malazdrewicz
Re: Policy manual restructuring overview

This review has been prepared based on the conversations during the informal Policy Review Meeting held Tuesday, February 20, 2017 and a subsequent review of online resources on Policy Guidelines for Policy Governance Models for Boards.

Generally, Board Governance Models are structured around four (4) key organizational parameters. The current policy manual was reviewed to identify which policies would be likely “fits” for the new organizational structure, though all need some revision, as well as highlight what policies may be missing and “need” to be prepared moving forward:

1. **Ends** – policies that describe the Mission, Vision, and Purpose of the organization as well as key values or beliefs held by the organization, which are underpinnings to the organizations ongoing operation.

Fits - 1001 Foundations and Commitments
1001.1 Equity

Needs - 1000 series
If not here, then in the Governance area the Board will need to define how it will interact with the community, preferably as Committee of the Whole, to replace 1008, 1010, 1011, 1012, 1020 and 1022
5017 should be incorporated into fundamental beliefs.

2. **Governance/Operations** – policies that outline the operation of the Board, but also the roles and limits upon Board officers as well as the purpose and function of committees.

Fits - 1016 Policy Implementation though Superintendent’s Authority will need to be addressed in Relationships.
2001 to 2019 Core Board Operations requires a lot of reduction

Needs- 3000 Fiscal series is primarily operational so a new over-arching Fiscal Management policy(ies) will be required.

“Accepting the Challenge”

4054 will need to be reworked to fit into Governance and Superintendent's Authority
Board policy needs to be written with regard to Hearings for Human Resources and
Student Conduct.

3. **Relationships** – policies that delegate authority to staff, also outlining performance monitoring and reporting for staff as well as Board officers

Fits - 1016 Policy Implementation
2001 to 2019 Core Board Operations requires a lot of reduction
5008 should be here, re-written

Needs- 3000 Fiscal series is primarily operational so a new over-arching Fiscal Management policy will be required.
4054 will need to be reworked to fit into Governance and Superintendent's Authority
5026 and other legislative requirements should be incorporated in some fashion into the Superintendent's responsibilities
5044 would move here, but likely needs work to have it fit a policy governance model
6002 and 6003 need to be re-written here

4. **Limitations** – policies that clearly outline acceptable conduct for the Executive staff as well as Board Officers.

Fits - 4054 will need to be reworked to fit into Governance and Superintendent's Authority/Limitations

Needs- 5002, 2003, and 5067 need to be revisited and clearly defined.