

# EXECUTIVE AND GOVERNANCE POLICY

## 2.0

**Policy Title:** 2.0 Role of the Executive

**Last Approved:** March 2024

### BACKGROUND

The purpose of this policy is to outline the role of the SSBA Executive.

### APPLICATION

This policy applies to the Executive to support their efforts in demonstrating excellence in governance, acknowledging their oversight role for the organization in regards to strategy, risk, people and resources. The Executive will govern with an emphasis on vision, engagement of members, fostering dialogue that encourages diversity of viewpoints, strategic leadership, and collective decisions in a manner that provides clarity in the distinction of Executive and staff roles in supporting the organization's key areas - services, board development and advocacy.

As the body elected in accordance with Bylaw No. 4.1 of the Saskatchewan School Boards Association, the Executive shall, subject to the Saskatchewan School Boards Association Act, the Association Bylaws or directions given it by majority vote at any meeting of the membership of the Association properly called and constituted, have the latitude to manage the business and affairs of the Association in accordance with Bylaw No. 4.2 of the Association.

### POLICY STATEMENT

1. Member Services and Engagement
  - 1.1. Establish processes and provide opportunities for membership input.
  - 1.2. Act in good faith in accordance with the Bylaws and any directions given, on behalf of the entire membership.
  - 1.3. Make unbiased, proactive and informed decisions that consider the needs, concerns and opinions of the membership and represent the interests of the entire organization.
  - 1.4. Arrange for provision of relevant, well-researched information on public education issues to members.
  - 1.5. Provide services that are valued by the membership.
  - 1.6. Model a culture of respect and integrity.
  - 1.7. Approve agenda to be presented at General Meetings in accordance with Association Bylaws and membership direction.
  - 1.8. Bring recommendations for Bylaw amendments to the membership.
  - 1.9. Respect the autonomy of its members.
  - 1.10. Admit, discipline, remove, or retire members or affiliate members, in accordance with Association Bylaws.
2. Executive Director Oversight (Reference: Executive Policy 12.0)
  - 2.1. Select the Executive Director.
  - 2.2. Provide clear corporate direction to the Executive Director.

- 2.3. Delegate, in writing, administrative authority and identify responsibility.
- 2.4. Respect the authority of the Executive Director to carry out Executive action and support the Executive Director's actions which are exercised within the delegated discretionary powers of the position.
- 2.5. Evaluate the Executive Director annually in writing (aligned with the written Executive Director's job description as well as other measures such as the strategic plan).
- 2.6. Review the Executive Director's compensation package.
3. Strategic Planning and Performance Management
  - 3.1. Provide overall direction for SSBA by establishing strategic priorities and key results for the SSBA strategic plan.
  - 3.2. Monitor progress toward the achievement of key results by receiving regular accountability reports from the Executive Director.
  - 3.3. Hold the Executive Director accountable for achieving such key results annually.
  - 3.4. Resource the strategic plan.
  - 3.5. Approve the Annual Report for distribution to the members.
  - 3.6. Approve or provide feedback annually relative to the draft strategic plan prepared by the Executive Director designed to address the strategic priorities and achieve the key results previously identified by the Executive.
4. Fiscal Accountability (Reference: Financial and Operational Policies)
  - 4.1. Oversight and approval of the financial policy
  - 4.2. Budget
    - 4.2.1. Approve the budget assumptions at the outset of the budget development process.
    - 4.2.2. Review the draft budget and provide feedback.
    - 4.2.3. Approve the draft budget.
    - 4.2.4. Recommend the draft budget to the membership for the final approval at the Annual General Meeting.
  - 4.3. Audit
    - 4.3.1. Select the external auditor, approve the terms of engagement, and receive the audit report and management letter annually.
    - 4.3.2. Annually meet with the auditor independently of the Executive Director and staff.
    - 4.3.3. Ensure the recommendations of the auditor are acted upon by the Executive Director and that any deficiencies are remediated in a timely manner.
  - 4.4. Review fiscal accountability reports and respond when:
    - 4.4.1. Budget assumptions are no longer valid;
    - 4.4.2. Costs or revenues will significantly vary from projections; or
    - 4.4.3. Identified key results are in jeopardy.

- 4.5. Establish the organization's risk tolerance and monitor the organization's risk management.
5. Advocacy
  - 5.1. Develop an annual plan to advocate to the government and other decision makers and education stakeholders on behalf of membership.
  - 5.2. Promote the building of relationships with key contacts internally and externally.
  - 5.3. Undertake direct advocacy activities.
  - 5.4. Monitor progress of advocacy initiatives.
  - 5.5. Support the Association's involvement in the Canadian School Boards Association.
6. Position Statements and Executive Policy
  - 6.1. Establish a well-defined process for the determination of Association position statements for approval by the membership.
  - 6.2. Adopt interim Association position statements between General Meetings, as and when required.
  - 6.3. Direct and inspire the Association through the careful establishment of broad written policies reflecting the Executive's values and perspectives. The Executive's major policy focus will be on the intended long-term impacts outside the operating organization, not on the administrative means of attaining those effects.
  - 6.4. Identify how the Executive is to function through the adoption of Executive policies to supplement Association Bylaws.
  - 6.5. Define in Executive policies the role of individual Executive members, including the offices of President and Vice-President.
  - 6.6. Monitor Association position statements and Executive policy effectiveness.
7. Self-Evaluation and Development
  - 7.1. Annually conduct a self-evaluation, develop an improvement plan and implement this plan.

### REFERENCES

Executive Policy 2.1 – Executive Annual Work Plan  
Executive Policy 12.0 – Role of the Executive Director  
Executive Policy 12.1 – Executive Director Evaluation Process, Criteria and Timelines  
Executive Policy 16.0 – Membership and Affiliate Membership Criteria  
Financial and Operational Policies  
Budget Document  
SSBA Performance Management Framework  
SSBA Resolutions  
SSBA Bylaws  
SSBA Strategic Plan  
An Act to incorporate Saskatchewan School Boards Association