

# EXECUTIVE POLICY HANDBOOK

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**Policy Title:** Foundational Statements

**Policy Type:** Executive

**Policy Number:** 1.0

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## Background

The purpose of this policy is to outline the foundational statements of the SSBA.

## Application

This policy applies to the Executive to inform their work of governance, oversight, direction setting and monitoring of the SSBA.

## Policy Statement

1. The SSBA is a member-directed organization. The SSBA Executive will govern the activities of the organization within the direction of the membership as approved through the foundational documents, position statements, and resolutions of the SSBA.

### Mission

*“Provide leadership, coordination and services to member boards of education to support student achievement.”*

### Vision

*“In 2025, Saskatchewan has a globally recognized education system that others wish to emulate.”*



<b>Policy Title:</b>	<b>Role of the Executive</b>
<b>Policy Type:</b>	<b>Executive</b>
<b>Policy Number:</b>	<b>2.0</b>
<b>Legal Reference:</b>	<b>Saskatchewan School Boards Association Act; SSBA Bylaws 4.1 and 4.2</b>
<b>Revision Date:</b>	<b>September 15, 2017</b>
<b>Approval Date:</b>	<b>September 20, 2017</b>

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## **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 Association members 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 member Boards.
  - 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.
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 Policy Handbook)
    - 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.
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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

Financial Policy Handbook

Budget Document

SSBA KPMG Performance Management Framework

SSBA Resolutions

SSBA Bylaws

SSBA Strategic Plan

APPROVED:  <hr/> Date	  <hr/> Executive Director Signature
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**Policy Title:** Executive Annual Work Plan

**Policy Type:** Executive

**Policy Number:** 2.1

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## **Background**

The purpose of this policy is to outline the Executive annual work plan and annual process to review and approve.

## **Application**

This policy applies to the Executive to inform their annual work plan.

## **Policy Statement**

1. The SSBA Executive shall approve an annual work plan for the Executive. Each year the work plan is to be reviewed and approved annually no later than the December Executive meeting.

## **References**

Executive Policy 2.0 – Role of the Executive

Executive Annual Work Plan

APPROVED:	
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Date	Executive Director Signature
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**Policy Title:** Executive Member Attendance at SSBA Events

**Policy Type:** Executive

**Policy Number:** 2.2

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## Background

The purpose of this policy is to outline the expectations for Executive attendance at SSBA events.

## Application

This policy applies to the Executive to determine their attendance at SSBA events.

## Policy Statement

1. The SSBA Executive shall attend SSBA events in an official capacity as an Executive member in accordance with the following:

### Meeting

Executive Meeting  
 Members' Council  
 General Assemblies  
 Board Chairs' Council  
 SSBA Strategic Planning Session  
 Trustee Academy  
 Section Meetings  
 Aboriginal Council Meetings  
 CSBA Meetings  
 CSBA Congress

### Executive Attendance

All as SSBA  
 President and/or Executive members presenting  
 President or designate  
 President or designate and Aboriginal Constituency representative  
 President or designate  
 President or designate

## References

Executive Policy 2.0 – Role of the Executive

Executive Annual Work Plan

APPROVED:  <hr/> Date	  <hr/> Executive Director Signature
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**Policy Title:** Executive Investment in Governance

**Policy Type:** Executive

**Policy Number:** 2.3

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## **Background**

The purpose of this policy is to outline the expectations for Executive investment in governance.

## **Application**

This policy applies to the Executive to determine their responsibilities related to ongoing governance capacity development.

## **Policy Statement**

1. The SSBA Executive recognizes that continual updating of skills and awareness of emergent issues are vital to a member's contribution to the Executive. In keeping with its commitment to excellence in governance, the SSBA Executive will invest in its governance capacity. Therefore:
  - 1.1 Executive members shall have ongoing opportunity for continued training and education to enhance their governance capabilities.
  - 1.2 Outside monitoring assistance will be arranged so that the Executive can exercise sufficient control over organizational performance. (E.g. audit, governance policies review, Executive evaluation, etc.)
  - 1.3 The Executive will establish and be accountable for an annual budget for its own governance functions, to be determined during the Association's annual budget development process. This budget will cover such items as: executive member attendance at conferences and other governance training, costs of outside monitoring assistance to support the Executive's control over organizational performance, costs of membership engagement activities to inform the Executive of viewpoints of the membership, and costs to attend SSBA events.

## References

Executive Policy 2.0 – Role of the Executive

Financial Policy xx.0 – Professional Development Executive Member

Budget Document

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Date	Executive Director Signature

**Policy Title:** Executive Evaluation and Review of Policies

**Policy Type:** Executive

**Policy Number:** 2.4

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## **Background**

The purpose of this policy is to outline the Executive evaluation and review of executive policies.

## **Application**

This policy applies to the Executive and is an item in their annual work plan.

## **Policy Statement**

1. The SSBA Executive values good governance and the important role of a high-functioning Executive. In accordance with this, the Executive will conduct a self-evaluation and review of Executive policies as follows:
  - 1.1 Under the leadership of the President, at least annually, the Executive will conduct a self-evaluation. The Executive will determine if the evaluation will be conducted with support of an external facilitator. As a result of this evaluation, the Executive will establish a governance action plan with specific goals and objectives for improvement of identified areas.
  - 1.2 The Executive will monitor its adherence to its own policies regularly. Upon the direction of the Executive, any policy can be monitored and/or reviewed at any time. At a minimum, the Executive will both review the policies and monitor its own adherence to them on an annual basis as part of their Executive evaluation process.

## **References**

Executive Policy 2.0 – Role of the Executive

Executive Annual Work Plan

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Date	Executive Director Signature

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

**Policy Type:**           **Executive**

**Policy Number:**       **3.0**

**Legal Reference:**

**Revision Date:**       **September 15, 2017**

**Approval Date:**       **September 20, 2017**

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## **Background**

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

## **Application**

This policy applies to the Executive to inform them of their responsibilities.

## **Policy Statement**

1. The role of the Executive member is to contribute to the Executive as it carries out its mandate in order to achieve its mission. The oath of office taken or affirmation made by each Executive member when they assume office, binds that person to work diligently and faithfully in the cause of the Association.
2. The Saskatchewan School Boards Association is a corporation. The decisions of the Executive in a properly constituted meeting are those of the corporation. Individual Executive members exercise an effective decision making role in the context of corporate action. The individual Executive member has no authority outside of the Executive meeting unless specific authority has been granted by the Executive during a duly constituted meeting of the Executive.
3. Specific responsibilities of individual Executive members:
  - 3.1 Take and uphold the oath of office, which states:
    - 3.1.1 I, (name), do solemnly affirm that I will promote excellence in publicly funded education and that I will uphold the trust that the school boards of Saskatchewan

have placed in me to faithfully guide the Saskatchewan School Boards Association in the achievement of its goals.

- 3.2 Be familiar with the Act to Incorporate the Saskatchewan School Boards Association, Bylaws, Association position statements and Executive policies as well as the rules of procedure and proper conduct of a meeting so that any decision of the Executive may be made in an efficient, knowledgeable and expeditious fashion.
  - 3.3 Attend, on a regular and punctual basis, all Executive meetings prepared to participate in, and contribute to, the decisions of the Executive in order to provide the best solutions possible for the Association.
  - 3.4 Regularly take part in educational activities that will assist in carrying out responsibilities.
  - 3.5 Prepare for and attend all Strategic Planning meetings.
  - 3.6 Advise the SSBA office when unable to attend an Executive meeting or session.
  - 3.7 Attend and participate in meetings as per annual work plan.
  - 3.8 Participate on committees as determined by the Executive.
  - 3.9 Communicate constituency issues to the Executive.
  - 3.10 Provide relevant information from the Executive to constituency members.
  - 3.11 Liaise with committee representatives that are assigned to you and provide reports of committee representatives to the Executive.
  - 3.12 Provide a summary activity report at each Executive meeting.
  - 3.13 Suggest agenda items for Executive meetings.
  - 3.14 Support and assist the President in conducting effective Executive meetings.
  - 3.15 Recognize their fiduciary responsibility to the Executive and vote in the best interests of the Association understanding that Association needs are paramount.
  - 3.16 Stay current with respect to provincial, national and international educational issues and trends.
  - 3.17 Maintain focus on the strategic work of the Executive.
  - 3.18 Exercise such authority within the defined limits in a responsible and effective way when delegated responsibility by the Executive.
  - 3.19 Strive to develop a positive and respectful learning and working culture within the Executive and the Association.
  - 3.20 Become familiar with, and adhere to, the Executive Member Code of Conduct.
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3.21 Report any violation of the Executive Member Code of Conduct to the President.

## References

Executive Policy 2.0 – Role of the Executive

SSBA Governance Handbook

APPROVED:  <hr/>	  <hr/>
Date	Executive Director Signature

**Policy Title:** Executive Member Orientation

**Policy Type:** Executive

**Policy Number:** 3.1

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## **Background**

As a result of elections, the Executive will experience changes in membership. To ensure continuity and facilitate smooth transition from one Executive to the next following an election, Executive members must be adequately briefed concerning existing Executive policy and practice, strategic directions and initiatives.

## **Application**

This policy applies to new Executive members to inform them of their responsibilities. The Executive believes an orientation program is necessary for effective service. All incoming Executive members and alternates are expected to attend all aspects of the orientation program.

## **Policy Statement**

1. The President, Vice-President and Executive Director are responsible for ensuring the development of the Executive orientation program for newly elected Executive members.
2. The President, Vice-President and Executive Director will provide an orientation program for all newly elected Executive members that provides information on:
  - 2.1 SSBA Executive Handbook including The Act of Incorporation of the Saskatchewan School Boards Association, Association Bylaws, Association position statements, Executive policies, etc.
  - 2.2 Role of the Executive member and the Executive;
  - 2.3 The Strategic Plan and Plan Implementation;
  - 2.4 Financial information (Budget, Budget Process, Audited Financial Statements);

- 2.5 Practical information (Expense Claims, Insurance Coverage, Building Information, Conference Attendance);
  - 2.6 Executive meeting information;
  - 2.7 Communication with constituencies;
  - 2.8 Fiduciary duty.
- 3. The orientation program will also include a tour of the offices and the opportunity to meet Association staff.
  - 4. Executive members will complete a disclosure form to identify potential conflicts of interest.
  - 5. Incumbent Executive members are encouraged to help newly elected Executive members become informed about history, functions, policies, procedures and issues.
  - 6. Specific orientations for the President and Vice-President will be provided as required.

## References

Executive Policy 2.0 – Role of the Executive

Executive Policy 3.0 – Role of the Executive Member

SSBA Governance Handbook

**SSBA Executive Disclosure Form – Conflict of Interest**

APPROVED:  <hr/>	  <hr/>
Date	Executive Director Signature

<b>Policy Title:</b>	<b>Role of the President</b>
<b>Policy Type:</b>	<b>Executive</b>
<b>Policy Number:</b>	<b>4.0</b>
<b>Legal Reference:</b>	<b>SSBA Bylaw No. 5</b>
<b>Revision Date:</b>	<b>September 15, 2017</b>
<b>Approval Date:</b>	<b>September 20, 2017</b>

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## **Background**

The purpose of this policy is to outline the role of the President.

## **Application**

This policy applies to the President and informs the President and SSBA Executive of the responsibilities of the President. The duties assigned to the President by the Association are specified in Bylaw No. 5. The President has a unique leadership role and is responsible for the oversight of the Executive. The Executive assigns to the President the following powers and duties:

## **Policy Statement**

1. Assure the integrity of the Executive's process and represent the Executive to outside parties. The President is the only Executive member authorized to speak for the Executive, beyond simply reporting Executive decisions, other than in specifically authorized instances.
  - 1.1 The assigned result of the President's role is that the Executive behaves consistently with its own rules and those imposed upon it by law.
    - 1.1.1 Meeting discussion content will include only those issues that, according to Executive policy, clearly belong to the Executive to decide or monitor.
    - 1.1.2 Deliberation will be timely, fair, orderly and thorough, but also efficient and kept to the point.
2. Convene a meeting of the President, the Vice-President and the Executive Director and/or designates prior to each Executive meeting to determine the items to be included on the agenda, the order of these items, and to become thoroughly familiar with them.

3. Preside over all Executive meetings and ensure that such meetings are conducted in accordance with the Association's foundation statements, the policies as established by the Executive and statutory requirements.
  4. Perform the following duties during Executive meetings:
    - 4.1 Maintain the order and proper conduct and decorum of the meeting so that motions may be formally debated using Robert's Rules of Order;
    - 4.2 Ensure that all issues before the Executive are well-stated and clearly expressed;
    - 4.3 Display firmness, courtesy, tact, impartiality and willingness to give everyone an opportunity to speak through the maintenance of a speakers list on the subject under consideration;
    - 4.4 Encourage deliberation of all viewpoints;
    - 4.5 Ensure that debate is relevant. The President, in keeping with their responsibility to ensure that debate must be relevant to the question, shall, when they are of the opinion that the discussion is not relevant to the question, remind members that they must speak to the question;
    - 4.6 Submit motions or other proposals to the final decision of the meeting by a formal show of hands;
    - 4.7 Ensure that each Executive member present has the opportunity to vote on all issues before the Executive;
    - 4.8 Extend hospitality to Executive members, observers, presenters and Association staff;
    - 4.9 Facilitate meetings so that the will of the Executive is achieved.
  5. Provide a written report, in an agreed format, to each Executive meeting.
  6. Foster, develop and/or maintain positive, professional working relationships with:
    - 6.1 The SSBA Vice-President in order to work as an effective team.
    - 6.2 The SSBA Executive.
    - 6.3 The Minister of Education.
    - 6.4 Other cabinet ministers whose Ministry's work relates to the Association's mandate.
    - 6.5 Presidents of other education stakeholder organizations.
    - 6.6 Other relevant partners (e.g. Chamber of Commerce, etc.)
    - 6.7 All member Boards.
    - 6.8 The Executive Director and staff.
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7. Communicate regularly, in a timely manner, with Boards concerning Association activities.
8. Advocate for excellence in public education and proactively monitor the environment for issues that impact the Association and its members.
9. Stay informed of significant developments within the Association.
10. Serve as Saskatchewan's representative to the Canadian School Boards Association (CSBA), Board of Directors.
  - 10.1 Attend all Meetings of the CSBA.
  - 10.2 Act as a communication link between the CSBA Board of Directors and the Executive.
11. Liaise with provincial school board associations.
12. Be responsible for ensuring the development and implementation of the orientation program for newly elected Executive members.
13. Be responsible for the Executive Director succession plan and Executive Director emergency succession plan.
14. Demonstrate, through personal example, a commitment to life-long learning, personal growth and professional development.
15. Address matters related to individual Executive member's expense claims.
16. Address matters related to Executive member's attendance.
17. Stay current with respect to provincial, national and international educational issues and trends.
18. Address inappropriate behaviour on the part of an Executive member.
19. Ensure that the Executive engages in annual assessments of its effectiveness as a governing body.
20. Serve as an ex officio voting member of all Executive committees.
21. The President has the authority to contact external legal counsel when there is an emergency situation pertaining to the role of the Executive.

## References

SSBA Bylaw No. 4.1

SSBA Bylaw No. 5

Executive Policy 2.4 – Executive Evaluation and Review of Policies

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Executive Policy 3.0 – Role of the Executive Member

Executive Policy 6.0 – Executive Member Code of Conduct

SSBA Governance Handbook

SSBA Emergency Succession Plan / SSBA Succession Plan

SSBA President's Report Template

APPROVED:  <hr/>	  <hr/>
Date	Executive Director Signature

**Policy Title:**            **Role of the Vice-President**

**Policy Type:**           **Executive**

**Policy Number:**       **5.0**

**Legal Reference:**      **Bylaw No. 5**

**Revision Date:**       **September 15, 2017**

**Approval Date:**       **September 20, 2017**

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## **Background**

The purpose of this policy is to outline the role of the Vice-President.

## **Application**

This policy applies to the Vice-President and informs the Vice-President and SSBA Executive of the responsibilities of the Vice-President. In accordance with Bylaw No. 5, the Vice-President shall act on behalf of the President, in the President's inability to act or absence, and shall have the duties and responsibilities of the President. Specifically, the Vice-President will:

## **Policy Statement**

1. Confer with the President and the Executive Director prior to each Executive meeting on items to be included on the agenda, the order of these items and to become thoroughly familiar with them.
2. Assist the President in ensuring that the Executive operates in accordance with its own policies.
3. Provide a written report to the President after having performed the duties of the President.
4. In collaboration with the President and the Executive Director, participate in the Executive member orientation as outlined in
5. Attend the Canadian School Boards Association (CSBA) meetings when the President is unable to attend.
6. Review and approve the President's and Executive Director's expenditures at least twice per year.
7. Participate in the process for any Executive Member Code of Conduct Sanctions.

8. Stay current with respect to provincial, national and international educational issues and trends.
9. Perform any functions properly delegated by the President.

## References

SSBA Bylaw No. 4.1

SSBA Bylaw No. 5

Executive Policy 3.1 – Executive Member Orientation

Executive Policy 4.0 – Role of the President

Executive Policy 6.1 – Executive Member Code of Conduct Sanctions

SSBA Governance Handbook

Financial Policy x.0 – Reviewing President and Executive Director’s Expenses

APPROVED:  _____	  _____
Date	Executive Director Signature

**Policy Title:** Executive Member Code of Conduct

**Policy Type:** Executive

**Policy Number:** 6.0

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## Background

The purpose of this policy is to outline the role of the Executive member code of conduct.

## Application

This policy applies to the Executive to guide their conduct as an Executive member.

The Executive expects of itself and individual Executive members ethical, businesslike and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Executive members. It expects Executive members to treat one another and staff members with respect, cooperation and a willingness to deal openly on all matters.

## Policy Statement

1. Executive members must have loyalty to the ownership, unconflicted by loyalties to staff, other organizations or any personal interest.
2. Executive members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Executive members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Executive members must avoid a conflict of interest. Three kinds of conflict of interest include (1) *Direct*: a narrow legal conflict of interest exists when you or an immediate family member stand to gain or lose money personally because of a decision before the Executive; (2) *Indirect*: when the financial gain is one step removed from you (e.g. you are an officer or executive of a potential supplier to the SSBA; and (3) *Perceived*: when someone looking in from the outside perceives that you used your influence to get the Executive to make a decision that favoured someone or a group you have affinity with or loyalty to. (e.g. a contract award to a neighbor, or your local community).

- 3.1 There must be no self-dealing or any conduct of private business or personal services between any Executive member and the Association, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise “inside” information.
  - 3.2 An Executive member shall disclose the general nature of any pecuniary interest as soon as the member becomes aware that it exists, and have the Executive determine, in view of the disclosure, whether or not the Executive member should abstain from discussing the matter, and abstain from voting on any question relating to the matter.
  - 3.3 Executive members will not use their Executive position to obtain employment in the Association for themselves family members, or close associates. Should an Executive member apply for employment, the Executive member must take a leave of absence from the Executive. If hired, s/he must first resign from the Executive.
4. Executive members will respect Executive confidentiality.
  5. Executive members will accept that authority rests with the Executive as a whole, that they have no individual authority outside the Executive, and will support majority decisions of the Executive once they are made. This does not prevent an Executive member from indicating that s/he voted against an issue, provided that the Executive member explains the reasons for which the Executive made the decision, and does not advocate for that contrary view.
    - 5.1 Executive members shall not attempt to exercise individual authority over the organization.
    - 5.2 Executive member interactions with the Executive Director or with staff must recognize the lack of authority of an individual Executive member, except when explicitly authorized by the Executive.
    - 5.3 Executive member interactions with the public, press or other entities must recognize the lack of authority of an individual Executive member to speak for the Executive except to repeat explicitly stated Executive decisions.
    - 5.4 Except for participation in Executive deliberation about whether the Executive Director has met the explicitly stated expectations of the Executive, Executive members will not express individual judgments of performance of employees of the Association.
  6. Executive members will base personal decisions upon all available facts in each situation; vote with honest conviction in every case, unswayed by partisan bias of any kind and in the best interest of all member boards.
  7. Executive members shall ensure that unethical activities not covered or specifically prohibited by this policy or any other Executive policy or by law are neither encouraged nor condoned.
  8. An Executive member who is alleged to have violated this policy shall be informed in writing by the President and shall be allowed to present his or her views of such alleged breach at the next Executive meeting. The complaining party must be identified. If the complaining party is an Executive member, they and the respondent Executive member shall absent themselves from any vote upon resolution of censure or other action as identified in Executive Policy 6.1.

## References

Executive Policy 2.0 – Role of the Executive

Executive Policy 3.0 – Role of the Executive Member

Executive Policy 6.1 – Executive Member Code of Conduct Sanctions

SSBA Governance Handbook (Section 1 – *Ethical Conduct*; Section 1 Supplemental Information *Protocol Principles* pp. 26-28)

APPROVED:  _____	  _____
Date	Executive Director Signature

**Policy Title:** Executive Member Code of Conduct Sanctions

**Policy Type:** Executive

**Policy Number:** 6.1

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## **Background**

The purpose of this policy is to outline the role of the Executive member code of conduct.

## **Application**

This policy applies to guide the process to address an Executive member code of conduct and application of sanctions.

The Executive expects of itself and individual Executive members ethical, businesslike and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Executive members. It expects Executive members to treat one another and staff members with respect, cooperation and a willingness to deal openly on all matters.

## **Policy Statement**

1. Executive members shall conduct themselves in an ethical and prudent manner in compliance with Executive Policy 6.0 - Executive Member Code of Conduct. The failure by Executive members to conduct themselves in compliance with this policy may result in the Executive instituting sanctions.
2. An Executive member who believes that a fellow member has violated the Code of Conduct may seek resolution of the matter through appropriate conciliatory measures prior to commencing an official complaint under the Code of Conduct.
3. In the steps that follow, the President and the Vice-President will receive the complaint and manage the steps of the process. In the event that the complaint is against the President, the Vice-President solely will receive the complaint and manage the steps outlined herein. In the event that the complaint is against the Vice-President, the President solely will receive the complaint and manage the steps outlined herein.

4. An Executive member who wishes to commence an official complaint, under the Code of Conduct, shall file a letter of complaint with the President and Vice-President within thirty (30) days of the alleged event occurring, and indicate the nature of the complaint and the section or sections of the Code of Conduct that are alleged to have been violated by the member. The Executive member who is alleged to have violated the Code of Conduct, and all other Executive members, shall be forwarded a copy of the letter of complaint by the President and Vice-President within five (5) days of receipt by the President and Vice-President of the letter of complaint.
5. When an Executive member files a letter of complaint, and a copy of that letter of complaint is forwarded to all Executive members, the filing, notification, content and nature of the complaint shall be deemed to be strictly confidential, the public disclosure of which shall be deemed to be a violation of the Code of Conduct. Public disclosure of the complaint and any resulting decision taken by the Executive may be disclosed by the President only at the direction of the Executive, following the disposition of the complaint by the Executive at a hearing.
6. To ensure that the complaint has merit to be considered and reviewed, at least one (1) other Executive member must provide a letter indicating support for having the complaint heard at a hearing. This letter of support must be provided to the President and Vice-President within three (3) days of the notice in writing of the complaint having been forwarded to all Executive members. Any Executive member who provides such a letter of support shall not be disqualified from attending a hearing convened to hear the matter or from deliberating upon the complaint at the hearing solely for having provided such letter.
7. Where no letter supporting a hearing is forthcoming, the complaint shall not be heard. The President and Vice-President shall notify all other Executive members in writing that no further action of the Executive shall occur.
8. Where a letter supporting a hearing is forthcoming, the President and Vice-President shall add the item to a meeting of the Executive as soon as is reasonable.
9. A violation of the Code of Conduct shall result in:
  - 9.1 The President and Vice-President writing a letter of censure marked “Personal and Confidential” to the Executive member in question. This occurs only after having such action discussed and agreed upon by a majority of Executive members present at an in-camera meeting of the Executive. A majority of Executive members at a meeting of the Executive shall immediately approve this decision;
  - 9.2 For a subsequent occurrence, at a meeting of the Executive, a motion of censure shall be presented against the Executive member in question; and
  - 9.3 For a third and subsequent occurrences, at a meeting of the Executive, a motion to remove the Executive member in question from one (1), or more, of all Executive appointments may be presented.
10. Depending on the significance of the violation, the Executive may omit steps in the process defined above or take alternate action if deemed more appropriate.

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## References

Executive Policy 2.0 – Role of the Executive

Executive Policy 3.0 – Role of the Executive Member

Executive Policy 6.0 – Executive Member Code of Conduct

SSBA Governance Handbook

APPROVED:  _____	  _____
Date	Executive Director Signature

**Policy Title: Executive Operations**

**Policy Type: Executive**

**Policy Number: 7.0**

**Legal Reference: Bylaw No. 4.2**

**Revision Date: September 15, 2017**

**Approval Date: September 20, 2017**

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## **Background**

The Executive is required to fulfill the powers and duties assigned by the membership under Bylaw No. 4.2.

## **Application**

This policy applies to the Executive and governs their operations. The Executive believes that its ability to fulfill its obligations in an efficient and effective manner is dependent upon the development and implementation of sound organizational principles. The Executive has adopted policies so that the business of the Executive can be conducted in an orderly and efficient manner.

## **Policy Statement**

1. Membership – The election of the Executive is governed by Association Bylaw No. 4.1.
2. Oath of Office – Each Executive member will take the oath of office prior to assuming duties as a member of the Executive.
3. In order to discharge its responsibilities to the membership, the Executive shall hold meetings as often as is necessary. The meeting proceedings will be conducted in accordance with Appendix 7.0 (A) – Proceedings. In accordance with SSBA Bylaw 4.2, a vote or motion for the Executive to sponsor a bylaw amendment or resolution at a general meeting shall be determined by two-thirds majority of votes cast.
  - 3.1 A quorum, which is a simple majority of the number of Executive members, must be present for every duly constituted meeting.
  - 3.2 Regular Meetings – Regular Executive meeting dates will normally be established at the annual Executive planning session. Meeting dates will be approved by the Executive at the January meeting. Adjustments to this schedule may be necessary to accommodate

Association business requirements, various education-related events, constituency or other meetings and statutory holidays.

- 3.2.1 Executive meetings will ordinarily be held at the Association office in Regina, or elsewhere at the discretion of the Executive.
  - 3.2.2 Executive members shall notify the President and Executive Director or designate(s) if they are unable to attend an Executive meeting.
  - 3.2.3 If both the President and Vice-President through illness or other cause are unable to perform the duties of the office or are absent, the Executive shall appoint from among its members an acting Chair, who on being so appointed has all the powers and shall perform all the duties of the Chair during the President's and Vice-President's inability to act or absence.
  - 3.2.4 Regular meetings of the Executive will not be held without the Executive Director and/or designate(s) in attendance, unless the Executive Director's contract is under consideration.
  - 3.2.5 Regular meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.
- 3.3 Special Meetings – Occasionally, unanticipated or emergent issues require immediate Executive attention and/or action.
- 3.3.1 Special meetings of the Executive will only be called in accordance with Association Bylaw No. 4.2.
  - 3.3.2 The nature of the business to be transacted must be clearly specified in the notice of the meeting. No other business may be transacted.
  - 3.3.3 Special meetings of the Executive will not be held without the Executive Director and/or designate(s) in attendance, unless the Executive Director's contract is under consideration.
  - 3.3.4 Special meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.
- 3.4 Closed Sessions
- 3.4.1 The Executive may, by motion, schedule a closed session at a time or place agreeable to the Executive or recess a meeting in progress for the purpose of a closed session. Such motions shall be recorded in the minutes of the Executive and shall specify those individuals eligible to attend in addition to Executive members and the Executive Director. The Executive reserves the right to hold a closed session of Executive members only.

- 3.4.2 The Executive shall only discuss the matter(s) that gave rise to the closed session. Executive members and other persons attending the session shall maintain confidentiality and shall not disclose the details of the discussion at such sessions.
- 4. Agenda for Regular Meetings – The Executive Director is responsible for preparing an agenda for Executive meetings in consultation with the President and Vice-President.
  - 4.1 The order of business at a regular meeting shall generally follow the SSBA Executive Meeting Agenda template.
  - 4.2 The agenda will be supported by all correspondence to the President and copies of letters, reports, contracts and other materials as are pertinent to the business that will come before the Executive and will be of value to the Executive in the performance of its duties. Each decision item will include a clear recommendation using the prescribed template format approved by the Executive.
  - 4.3 Items may be placed on the agenda in one (1) of the following ways:
    - 4.3.1 By notifying the President or Executive Director at least ten (10) calendar days prior to the Executive meeting.
    - 4.3.2 By notice of motion at the previous meeting of the Executive.
    - 4.3.3 As a request from an Executive Committee.
    - 4.3.4 Emergent issues that require Executive action may arise after the agenda has been prepared. The President, at the beginning of the meeting, shall ask for additions to and/or deletions from the agenda prior to agenda approval. Changes to the agenda may be made by a majority of those present.
  - 4.4 The agenda package, containing the agenda and supporting information including presenter’s notes, will be provided electronically to each Executive member seven (7) calendar days prior to the Executive meeting. Subsequently, emergent information may be provided at the meeting; and further, the Executive Director shall advise the President regarding the emergent nature of such information.
  - 4.5 The Executive will follow the order of business set by the agenda unless the order is altered or new items are added by agreement of the Executive.
  - 4.6 During the course of the Executive meeting, the majority of members present may amend the agenda and place items before the Executive for discussion. The Executive may take action on such items.
- 5. Minutes for Regular or Special Meetings – The Executive shall maintain and preserve by means of minutes a record of its proceedings and motions.
  - 5.1 The minutes shall record:
    - 5.1.1 Date, time and place of meeting;

- 5.1.2 Type of meeting;
  - 5.1.3 Name of presiding officer;
  - 5.1.4 Names of those Executive members and staff/consultants in attendance;
  - 5.1.5 Approval of preceding minutes;
  - 5.1.6 All discussion items, placed before the Executive, with a brief description.
  - 5.1.7 All motions, including the Executive's disposition of the same, placed before the Executive, are to be entered in full;
  - 5.1.8 Names of persons making the motions;
  - 5.1.9 Appointments;
  - 5.1.10 Receipt of reports of committees; and
  - 5.1.11 Recording of the vote on a motion.
- 5.2 The minutes shall:
- 5.2.1 Be prepared as directed by the Executive Director;
  - 5.2.2 Be reviewed by the Executive Director prior to submission to the Executive;
  - 5.2.3 Be considered an unofficial record of proceedings until such time as adopted by a motion of the Executive; and
  - 5.2.4 Upon adoption by the Executive, be deemed to be the official and sole record of the Executive's business.
- 5.3 The Executive Director or designate shall ensure, upon acceptance by the Executive, that appropriate initials are appended to each page of the minutes, and that appropriate signatures are affixed to the concluding page of the minutes.
- 5.4 The Executive Director or designate will establish and maintain a file of all Executive minutes, in accordance with the SSBA Records Retention Policy.
- 5.5 As part of its ongoing effort to keep membership and staff fully informed concerning its affairs and actions, the Executive expects the Executive Director to institute and maintain effective and appropriate procedures for the prompt dissemination of information about decisions made at all Executive meetings.
- 5.6 The approved minutes of a regular or special meeting shall be posted to the website as soon as possible following approval. The Executive Director or designate is responsible to distribute and post the approved minutes.

- 5.7 Each standing or ad hoc Committee will maintain records of proceedings. The records of proceedings are available to the Executive.

## References

SSBA Bylaw No. 4.1

SSBA Bylaw No. 4.2

Executive Policy 2.4 – Executive Evaluation and Review of Policies

Executive Policy 3.0 – Role of the Executive Member

Executive Policy 6.0 – Executive Member Code of Conduct

Appendix 7.0 (A) - Proceedings

SSBA Executive Meeting Agenda Template

SSBA Executive Templates

**SSBA Records Retention Policy**

APPROVED:  <hr/>	  <hr/>
Date	Executive Director Signature

**Policy Title:** Appendix 7.0 (A) - Proceedings

**Policy Type:** Executive Operations

**Policy Number:** Appendix 7.0 (A) - Proceedings

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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1. Proceedings – Executive meetings will be conducted at a level of informality considered by the President to be appropriate, including that discussion of a matter may occur prior to a proposal that action be taken on any given subject. Motions do not require a seconder.
  - 1.1 Notice of Motion – The notice of motion serves the purpose of officially putting an item on the agenda of the next or future regular meeting and gives notice to all Executive members of the item to be discussed. A notice of motion is not debatable and may not be voted on.
  - 1.2 Discussion on Motions – The custom of addressing comments to the President is to be followed by all persons in attendance. A motion or a recommendation must generally be placed before the Executive prior to any discussion taking place on a matter. Once a motion is before the Executive and until it is passed or defeated, all speakers shall confine their remarks to the motion or to the information pertinent to the motion. Motions may be submitted by any Executive member, including the President.
  - 1.3 Speaking to the Motion
    - 1.3.1 The mover of a motion first and every Executive member shall have an opportunity to speak to the motion before any member is allowed to speak a second time. An Executive member may speak to a motion no more than twice.
    - 1.3.2 The President may to the same extent as any Executive member, make motions, engage in debate, or vote on any matter to be decided.
    - 1.3.3 The mover of the motion is permitted to close debate on the motion.
    - 1.3.4 As a general guide, an Executive member is not to speak longer than three (3) minutes on any motion. The President has the responsibility to limit the discussion by an Executive member when such a discussion is repetitive or digresses from the topic at hand, or where discussion takes place prior to the acceptance of a motion.

- 1.3.5 No one shall interrupt a speaker, unless it is to ask for important clarification of the speaker's remarks, and any such interruption shall not be permitted without permission of the President.
- 1.3.6 Should an Executive member arrive at the meeting after a motion has been made and prior to taking a vote, the Executive member may request further discussion prior to the vote. The President shall rule on further discussion.
- 1.4 Amendments/Referrals
  - 1.4.1 A motion to amend a main motion may be amended but third level amendments are out of order.
  - 1.4.2 A motion to refer to a committee, postpone, or table, may be made with respect to a pending main motion, and if carried shall set the main motion aside accordingly.
- 1.5 Reading of the Motion – An Executive member may require the motion under discussion to be read at any time during the debate, except when an Executive member is speaking.
- 1.6 Required Votes
  - 1.6.1 A vote on a motion shall be taken when discussion ends but any Executive member may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the main motion shall then be taken.
  - 1.6.2 The President, and all Executive members present, shall vote on each question. Each question shall be decided by a majority of the votes of those Executive members present. A simple majority of a quorum of the Executive will decide in favour of the question. In the case of an equality of votes, the question is defeated. A vote on a question shall be taken by open vote, expressed by show of hands.
  - 6.6.3 A vote on a motion to sponsor a bylaw amendment or resolution at a general meeting shall be determined by two-thirds majority of votes cast.
- 1.7 Recorded Vote – Whenever an Executive member requests a recorded vote, before the vote is taken, the minutes shall record the names of the members who voted for or against the matter. Immediately after a vote is taken and on the request of an Executive member, the minutes shall record the name of that member and whether that member voted for or against the matter.
- 1.8 Debate – In all debate, any matter of procedure in dispute shall be settled, if possible, by reference to Robert's Rules of Order. If this reference is inadequate, procedure may be determined by motion supported by the majority of Executive members in attendance.
- 1.9 Adjournment –

- 1.9.1 A motion to adjourn an Executive meeting may be offered by any Executive member; or,
- 1.9.2 On the conclusion of all business, adjournment of the meeting may be declared by the President.

**Policy Title:** Executive and Committee Honorarium and Expenses

**Policy Type:** Executive

**Policy Number:** 7.1

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## Background

The Executive and school board members appointed by the President to serve on committees shall be paid honorarium and expenses as per **SSBA Financial Policy X**.

## Application

This policy applies to the Executive as well as school board members who are appointed by the President to committees.

## Policy Statement

1. The Executive shall approve **SSBA Financial Policy X** – Executive and Committee Honorarium and Expenses, which details the rates, application of honorarium and expenses, and procedures for the claim process.
2. The Executive shall review **SSBA Financial Policy X** – Executive and Committee Honorarium and Expenses, every four (4) years. A committee of a minimum of two (2) Executive and two (2) Association staff will conduct remuneration review and make recommendations to the Executive on its findings and the appropriate level of remuneration at the executive meeting in September, or earlier of the reviewing year. Changes to those amounts shall be by motion of the Executive and take effect no earlier than January 1 of the following year.

## References

SSBA Bylaw No. 4.1

SSBA Bylaw No. 4.2

Executive Policy 2.2 – Executive Member Attendance at SSBA Events

Executive Policy 7.0 – Executive Operations

**Financial Policy x.0 – Executive and Committee Honorarium and Expenses**

SSBA Expense Claim Template

APPROVED:  _____	  _____
Date	Executive Director Signature

<b>Policy Title:</b>	<b>Committees</b>
<b>Policy Type:</b>	<b>Executive</b>
<b>Policy Number:</b>	<b>8.0</b>
<b>Legal Reference:</b>	<b>SSBA Bylaw No. 5</b>
<b>Revision Date:</b>	<b>September 15, 2017</b>
<b>Approval Date:</b>	<b>September 20, 2017</b>

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## **Background**

The Executive may establish committees to assist it to carry out its work. A committee is an Executive committee only if its existence and charge come from the Executive, regardless of whether Executive members sit on the committee. Executive committees, when used, will be assigned so as to reinforce the wholeness of the Executive's responsibilities. In accordance with SSBA Bylaw No. 5, the President may also name school board members to standing and special committees. School board members appointed to these committees represent the interests of the SSBA and report to the SSBA Executive on business of the committee.

## **Application**

This policy applies to the Executive to govern Executive committees formed by Executive action, whether or not it is called a committee, and whether or not it includes Executive members. It also applies to school board members appointed by the President to standing and special committees.

## **Policy Statement**

1. Executive committees created by the Executive, shall be guided by the following principles:
  - 1.1 In keeping with the Executive's broader focus, Executive committees will normally not have direct dealings with current staff operations or exercise authority over staff.
  - 1.2 Executive committees may not speak or act for the Executive except when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Executive Director.
  - 1.3 The Executive Director works for the full Executive, therefore the Executive Director will not be required to obtain approval of an Executive committee before an administrative action, except where the Executive committee has been delegated specific authority to act on behalf of the Executive.

- 1.4 Executive committee that has helped the Executive create a policy will not then be assigned to monitor compliance with that policy. This separation of responsibility for policy development and responsibility for monitoring policy compliance is to prevent a committee from identifying with a part of the organization rather than the whole. The Executive retains responsibility and authority to monitor organizational performance.
  - 1.5 Except as defined in written terms of reference, no Executive committee has authority to commit the funds or resources of the Saskatchewan School Boards Association.
  - 1.6 Executive members assigned to Executive committees will carry out their duties with diligence, attend committee meetings and actively engage in the committee.
2. Executive committees created by the Executive, shall have the following structure:
- 2.1 Standing committees of the Executive are established to assist the Executive with work of an on-going nature. The only standing committees of the Executive are those set out in Executive policy.
  - 2.2 Ad hoc committees of the Executive are established to assist the Executive on a specific matter for a specified period.
  - 2.3 Committees of the Executive:
    - 2.3.1 Are advisory to the Executive;
    - 2.3.2 Shall have a Chair appointed by the President, or at the President's discretion, have a Chair determined by the committee;
    - 2.3.3 Shall have a defined mandate with written terms of reference approved by the Executive;
    - 2.3.4 The committee Chair shall report to the Executive and make recommendations for the Executive's consideration within the committee's terms of reference, but the power to make decisions rests with the Executive.
  - 2.4 The Executive shall determine the budget of its committees.
  - 2.5 The Executive Director may appoint Association staff members as a resource to committees of the Executive.
  - 2.6 Committee expenses will be reimbursed in accordance with **SSBA Financial Policy X – Executive and Committee Honorarium and Expenses.**
3. The following are standing or required committees:
- 3.1 Audit and Finance Committee
  - 3.2 Resolutions and Policy Development Committee
  - 3.3 Executive Human Resources Committee
-

### 3.4 Provincial Bargaining Committee

4. Ad hoc committees may be established from time to time to assist the Executive for a specific purpose or function. These may take the form of working advisory groups. The terms of reference for each ad hoc committee will be established at the time of formation. The term of appointment shall end upon conclusion of the appointed purpose or function or at the pleasure of the Executive.
5. The Executive Director may appoint resource personnel to work with standing or ad hoc committees and shall determine the roles, responsibilities and reporting requirements of the resource personnel.
6. External Committees
  - 6.1 The Executive will determine whether the Association wishes to be represented on various external committees, agencies and organizations.
  - 6.2 Subject to Bylaw No.5, appointments to committees shall be made by the President, in consultation with the Vice-President and Executive Director. Any requests coming to the Executive for Association appointments to external committees involved with work that is in the Executive Director's delegated operational area will be referred to the Executive Director.
  - 6.3 The Executive will determine the Association key messages to be carried forward by each representative. The Executive Director may appoint resource personnel to work with representatives and shall determine the roles, responsibilities and reporting requirements of resource personnel.
  - 6.4 The Executive will assign an Executive member as a liaison to the school board member appointed to a committee.
7. Reporting
  - 7.1 Each committee is expected to report to the Executive, through the Executive member assigned as liaison to the school board member appointed to a committee, using the SSBA Committee Report template.
8. Honorarium and Expenses
  - 8.1 Shall be paid in accordance with **SSBA Financial Policy X** – Executive and Committee Honorarium and Expenses.

## References

Executive Committee Terms of Reference

Executive Policy 7.0 – Executive Operations

**Financial Policy x.0 – Executive and Committee Honorarium and Expenses**

SSBA Expense Claim Template

SSBA Committee Report Template

APPROVED:  <hr/> Date	  <hr/> Executive Director Signature
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**Policy Title:** Executive Linkage with Other Organizations

**Policy Type:** Executive

**Policy Number:** 9.0

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## **Background**

The Executive shall identify other organizations with which it requires good working relationships.

## **Application**

This policy applies to the Executive to govern their linkages with other organizations.

## **Policy Statement**

1. The Executive will maintain linkages with other organizations guided by the following:
  - 1.1 Relationship with the Minister of Education and Ministry of Education
    - 1.1.1 The Minister and/or Deputy Minister of Education shall be invited to attend a minimum of one (1) Executive meeting every year.
  - 1.2 Relationships with Other Organizations
    - 1.2.1 The Executive shall establish mechanisms for maintaining open communication with other organizations. Such mechanisms may include, but are not limited to:
      - 1.2.1.1 Inviting representatives of those organizations to Executive meetings, or sending representatives to their meetings.
      - 1.2.1.2 Meeting jointly with other Executives/Boards on occasion.

## **References**

Executive Policy 3.0 – Role of the Executive Member

Executive Policy 7.0 – Executive Operations

APPROVED:  <hr/> Date	  <hr/> Executive Director Signature
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**Policy Title:** Executive Relations with Sections

**Policy Type:** Executive

**Policy Number:** 10.0

**Legal Reference:** SSBA Bylaw No. 8

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## **Background**

The purpose of this policy is to provide a framework for the identification of issues by, input from, and activities of groups that supplements and enhances the strategic advocacy initiatives that the Executive engages in on behalf of its member Boards of Education. Communication between groups and the Executive is the key to the success of the Association.

## **Application**

This policy applies to the Association, Public Section, Catholic Section and any other groups organized within the framework of the Association pursuant to Bylaw No. 8.

## **Policy Statement**

### **1. Sections – Reciprocal Responsibilities**

#### **1.1 Responsibilities of Sections to the Executive. Each Section shall:**

- 1.1.1** Provide in writing, its list of issues of priority for the year to the Executive by February 1 of each year;
- 1.1.2** Provide for representatives of its executive to attend as a delegation at an Executive meeting, as scheduled by the Executive, and at any other time that the Executive may require or as requested by the Section;
- 1.1.3** Ensure that information to be provided to the Executive pursuant to clause 12 of Bylaw No. 8 Part A is provided in a timely manner;

- 1.1.4 Keep the Executive apprised of changes to the emergence of new issues that the Section may identify;
  - 1.1.5 Provide information or advice to the Executive regarding the advocacy initiatives set out in the Executive's strategic plan;
  - 1.1.6 Notify the Executive if the Section believes that the activities of or a position of another Section conflicts with those of the Section and the Sections cannot resolve the issue on their own;
  - 1.1.7 Permit a representative of the Executive, named by the Executive, to attend meetings of the Section executive;
  - 1.1.8 Ensure that scheduling of its activities does not conflict or interfere with events scheduled by the Executive with members.
- 1.2 Executive Supports to Sections. The Executive shall:
- 1.2.1 Provide for an annual allowance, upon receipt of the list of issues of priority, as determined by the Executive's annual budget;
  - 1.2.2 Provide a space and meeting time for Sections during the Fall General Assembly;
  - 1.2.3 Provide for the attendance of representatives of the executive of each Section to meet with the Executive at a regular Executive meeting annually;
  - 1.2.4 Provide the Section with Directors' and Officers' Liability Insurance coverage for an annual fee.

## 2. Communication Between SSBA and Sections

- 2.1 The Executive may establish a discussion table on receipt of notice conflict pursuant to clause 1.1.6 or at the request of a Section regarding a particular issue, and provide if considered advisable, for a third party to facilitate the discussion.
- 2.2 The Executive Director of the SSBA and the Executive Directors of the Sections will meet two to three (2-3) times per year to review and discuss issues of mutual concern. The agenda for the meeting will be developed jointly.

## References

APPROVED:  <hr/> Date	  <hr/> Executive Director Signature
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**Policy Title:** Association Position Statements

**Policy Type:** Executive

**Policy Number:** 11.0

**Legal Reference:** *SSBA Bylaw No. 12*

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## **Background**

The purpose of this policy is to deal with matters relating to resolutions and Bylaw amendments presented to the membership and Association policy position statements.

Association position statements address key issues for K-12 education and describe the shared beliefs that direct united action by Boards of Education/Conseil scolaire fransaskois and their Association. Boards of Education/Conseil scolaire fransaskois through their Association develop positions on education issues for the benefit of students and to inform the public.

## **Application**

This policy applies to the Association's Resolutions and Policy Development Committee, appointed by the President, as per Bylaw No. 12.

## **Policy Statement**

1. Development of Position Statements
  - 1.1 An approved resolution from a General Assembly or the Executive may identify the need for the development of a statement of position.
  - 1.2 The Executive will establish a working committee to gather information consult the membership and draft the statement of position.
  - 1.3 The draft statement will be circulated to all member Boards for input.

- 1.4 Position statements will be considered and voted on at a General Assembly under the sponsorship of the Executive. A vote of not less than two-thirds of the votes cast is required for adoption of a position statement.
- 1.5 The Executive may adopt an interim position on any matter under which to operate until an approved statement of position is adopted by the membership.

2. Executive Review of Position Statements

- 2.1 Any position statement may be reviewed by the executive and those statements deemed to require further review will be referred to the Resolutions and Policy Development Committee.
- 2.2 The Executive will report on its annual review of Position Statements.
- 2.3 The Executive will determine if an interim position statement is required; and/or if the matter is to be referred to the Resolutions and Policy Development Committee.

3. Membership Review of Position Statements

- 3.1 Each position statement will be reviewed on a five-year cycle; however, a position may be reviewed at any time upon the direction of the Executive.
- 3.2 A position will be reviewed when a resolution at a General Assembly is adopted which is inconsistent with the current position.
- 3.3 Member Boards may prepare draft interim position statement and rationale on emerging issues.

**References**

APPROVED:  <hr style="width: 80%; margin-left: 0;"/> Date	<hr style="width: 80%; margin-left: 0;"/> Executive Director Signature
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**Policy Title:**            **Role of the Executive Director**

**Policy Type:**           **Executive**

**Policy Number:**       **12.0**

**Legal Reference:**

**Revision Date:**       **September 15, 2017**

**Approval Date:**       **September 20, 2017**

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## **Background**

The purpose of this policy is to identify the specific areas of responsibility of the Executive Director. The Executive Director is the Chief Executive Officer and reports directly to the Executive. The Executive Director is accountable to the Executive for the conduct and operation of the Association. All Executive authority delegated to the staff of the Association is delegated through the Executive Director.

## **Application**

This policy applies to the Association.

## **Policy Statement**

1. Executive/Executive Director Relations
  - 1.1 Implement the Executive's direction with integrity in a timely manner.
  - 1.2 Interact with the Executive in a respectful, professional, transparent manner.
  - 1.3 Facilitate the Executive governance functions as defined in the Executive Policy Manual.
  - 1.4 Ensure agendas are provided to the Executive seven (7) days prior to the meeting to allow appropriate preparation. Emergent items may be added when required.
  - 1.5 Provide the Executive with balanced, sufficient, concise information options where practical and clear recommendations in the form of briefing notes.

- 1.6 Keep the Executive informed of relevant provincial government decisions/directions.
- 1.7 Develop a SSBA Annual Report approved by the Executive.
- 1.8 Facilitate the development and implementation of the Executive's policies.
- 1.9 Follow protocols which honour and respect the role of the Executive.
- 1.10 Promote the building of relationships with key contacts internally and externally.
- 1.11 Provide a written report, in an agreed format, to each Executive meeting.
- 1.12 Provide quarterly reports on the Association services to the Executive as per the Executive Annual Work Plan.

## 2. Member Services

- 2.1 Offer a highly relevant program of services which are accessed and valued by member Boards, including:
  - 2.1.1 Trustee and Board development services;
  - 2.1.2 Provision of access to benefit plans and insurance plans;
  - 2.1.3 Relevant legal and employee relations services;
  - 2.1.4 Relevant communication services.
  - 2.1.5 Reporting to members.

## 3. Personnel

- 3.1 Ensure personnel administrative procedures are developed and followed.
- 3.2 Ensure job descriptions are developed and reviewed annually as part of the evaluation process to ensure currency, and alignment with the SSBA's strategic directions.
- 3.3 Ensure annual evaluations based on individual's job descriptions are completed.
- 3.4 Ensure market relevant compensation and benefit coverage is provided for employees within appropriated budgets.
- 3.5 Ensure documentation regarding terms of engagement for all contract employees is maintained.

- 3.6 Ensure supervision of staff in a manner which recognizes, develops and utilizes the talents of all staff and serves the strategic directions of the SSBA.

#### 4. Strategic Planning

- 4.1 Annually facilitate the review of the strategic plan approved by the Executive.
- 4.2 Provide the Executive with an annual report regarding progress toward achieving the key results.
- 4.3 Keep the Executive informed through Executive meeting updates about progress relative to the strategic plan.
- 4.4 Achieve the key results identified by the Executive in the strategic plan.
- 4.5 Build and motivate a staff team that demonstrates a commitment to and achieves the SSBA's strategic plan.

#### 5. Fiscal Accountability

- 5.1 Develop budget assumptions as part of the budget development process for the Executive's consideration and approval.
- 5.2 Develop a draft annual budget for consideration and approval of the Executive, which includes resourcing of the strategic plan.
- 5.3 Ensure the general meetings and trustee development programs are offered on at least a cost recovery basis.
- 5.4 Present to the Executive quarterly financial statements in a format acceptable to the Executive.
- 5.5 Ensure the annual audit report, management letter and audited financial statement are tabled with the Executive and that all identified deficiencies are remediated and reported to the Executive in a timely manner.
- 5.6 Ensure that the Association's fiscal health is reviewed annually.
- 5.7 Secure and maintain appropriate and sufficient indemnification for the Executive, the Executive Director, Association employees and trustees acting on behalf of the Association.
- 5.8 Ensure generally accepted financial practices (GAAP) are being followed.
- 5.9 Ensure adequate internal financial controls exist and are being followed.

- 5.10 Ensure adequate enterprise risk management practices are being followed.
- 5.11 Ensure all staff and contracted personnel are being paid appropriately and appropriate deductions are being made.
- 5.12 Ensure the Executive is informed regarding litigation launched against the Association, and provide timely updates on ongoing litigation as significant events warrant.

## 6. Advocacy/External Linkages

- 6.1 Support effective liaison between SSBA and elected members of the provincial government which results in effective influence of public education policy.
- 6.2 Foster effective relationships between SSBA and appointed officials of the provincial government which results in effective influence of public education policy.
- 6.3 Take actions with the provincial government and provincial organizations which facilitate partnerships and the accomplishment of SSBA advocacy positions and interests.
- 6.4 Ensure SSBA positions are communicated to the provincial government and relevant associations.

## 7. Values

- 7.1 Consistently displays the values of:
  - 7.1.1 Honesty – absence of falsehood and complete disclosure.
  - 7.1.2 Loyalty – addresses negatives only with those who can remedy the situation and speaks positively regarding what is laudable about the SSBA.
  - 7.1.3 Growth – both professionally and personally.
  - 7.1.4 Stewardship – utilizes the resources provided by virtue of this position to advance the welfare of the SSBA and not the personal interests of the Executive Director.

## 8. Other

- 8.1 Perform other such duties as assigned from time to time by the Executive.

## References

Executive Policy 12.1 - Executive Director Evaluation Process, Criteria and Timelines

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Executive Director Planning for Success Document

Executive Annual Work Plan

APPROVED:  _____ Date	_____ Executive Director Signature
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<b>Policy Title:</b>	<b>Executive Director Evaluation Process, Criteria and Timelines</b>
<b>Policy Type:</b>	<b>Executive</b>
<b>Policy Number:</b>	<b>12.1</b>
<b>Legal Reference:</b>	<b>SSBA Bylaw No. 4.2, Bylaw No. 6</b>
<b>Revision Date:</b>	<b>September 15, 2017</b>
<b>Approval Date:</b>	<b>September 20, 2017</b>

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## **Background**

The purpose of this document is to identify the evaluation process agreed to by the Executive and Executive Director. The evaluation process and criteria are designed to build on past practice and address issues identified through a review of those past practices. These issues include:

- a) There is a need for the Executive to annually communicate their corporate expectations to the Executive Director.
- b) There is a need for the Executive to provide to the Executive Director affirmation and where required redirection relative to these expectations.
- c) Evaluative comments and the written evaluation report must be based on clearly defined expectations and relevant evidence.

The SSBA membership empowers the Executive, through Bylaws, to make decisions in specific areas. Bylaw No. 4.2 provides that the Executive govern the Association and provide oversight of the business and affairs of the Association. Bylaw No. 6 states: The Executive shall employ such staff as it deems necessary for the satisfactory operation of the Association.

The Chief Executive Officer of the Association shall be known as the Executive Director, and that person shall be responsible to the Executive for the administration of all Association functions and services.

Direction for the Executive Director is provided through the strategic plan, the Executive's policies and motions, the Executive Director's contract and the Executive Director's evaluation.

## **Application**

This policy applies to the Association.

## Policy Statement

### 1. Evaluation Process

- 1.1 Provides for both accountability and growth, and the strengthening of the relationship between the Executive and the Executive Director. The written report will affirm specific accomplishments and will identify growth areas. Growth goals may address areas of weakness or identify areas where greater emphasis is required due to changes in the environment.
- 1.2 Recognizes that the Executive Director is the Chief Executive Officer of the Saskatchewan School Boards Association. The Executive Director is held accountable for work performed by other staff.
- 1.3 Emphasizes the need for and requires the use of evidence for evaluation purposes. Evaluations are most helpful when the evaluator provides concrete evidence of strengths and/or weaknesses.
- 1.4 Meets contractual requirements in that the Executive Director and Executive must both agree to this process document prior to implementation.
- 1.5 Is aligned with and based upon the Executive Director's assigned roles and responsibilities.
- 1.6 Holds the Executive Director accountable for implementing the Executive's Strategic Plan.
- 1.7 Sets out standards of performance. The quality indicators in the role description set out initial standards. When growth goals are identified, additional standards will need to be set to provide clarity of expectations and a means of assessing performance.
- 1.8 Is a performance-based assessment system. Such an evaluation focuses on improvement over time. The second and subsequent evaluations take into consideration the previous evaluation, and an assessment of the Executive Director's success in addressing identified growth areas.
- 1.9 Uses multiple data sources. Objective data such as audit reports are augmented with more subjective data. Evidence will be provided through internal reports provided by the Executive Director, external reports solicited by the Executive from external sources and/or direct Executive observation.
- 1.10 Elicits evidence to support subjective assessments.
- 1.11 Ensures written feedback from the Executive is provided.

- 1.12 In addition to the above, the Executive will provide a verbal performance review in April of each year.

## 2. Evaluation Criteria

2.1 The criteria for the first evaluation will be those criteria defined by the Executive Director's role description.

2.2 The criteria for subsequent evaluations will be those defined by the Executive Director's job description plus any growth goals provided by the Executive in the previous written evaluation report(s).

2.2.1 Such growth goals may be areas requiring remediation or actions which must be taken to address trends, issues or external realities.

2.3 It is the responsibility of the Executive Director to provide evidence that each role expectation has been met during the evaluation period.

2.3.1 This evidence portfolio must be provided to the Board at least one (1) week in advance of the evaluation workshop, which will occur in September and involve the Executive and Executive Director and an external facilitator mutually agreed to.

2.3.1.1 The Executive Director will only be absent from the room for the period when the Executive constructs the conclusion section.

2.3.2 Such evidence will be an internal report or external report.

2.4 The Board will review the indicated evidence and will determine whether, or to what extent, the quality indicators have been achieved.

2.4.1 In addition, the Executive will supplement the evidence contained in the evidence portfolio with agree-upon direct Executive observations. For example, this would be most evident in the section Executive/Executive Director Relations.

2.4.2 During the evaluation workshop, a written evaluation report will be facilitated which will document:

- The evaluation process,
- Evaluation context,
- Assessments relative to each of the criteria,
- An examination of progress made relative to any growth goals or redirections identified in the previous year's evaluation,

- Identification of any growth goals if deemed appropriate, and
- A conclusion followed by appropriate signatures and dates.

2.5 The assessment contained in the report will reflect the corporate Executive position. This report will be approved by Executive motion.

2.6 A signed copy will be provided to the Executive Director and a second signed copy will be placed in the in the Executive Director’s SSBA personnel file.

### 3. Timelines for Evaluation

3.1 The timeframe for each evaluation shall be October 1 – September 30, and the final report must be approved by the Executive and provided to the Executive Director by the end of October.

3.1.1 This means that evidence available during the timeframe will be examined and the work being reflected might fall outside the evaluation period, for example, the audit report and management letter would reflect work done during the previous evaluation period. Since this is the most current information available during the evaluation period, this is the evidence which will be examined.

3.1.2 Likewise, the strategic planning and reporting process requires an interim report in May, a second interim report in June and a final report in September. The September report would differ from the June report only insofar as there might be significant development over the summer.

## References

Executive Policy # 12.0

APPROVED:   <hr style="width: 80%; margin-left: 0;"/> Date	   <hr style="width: 80%; margin-left: 0;"/> Executive Director Signature
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**Policy Title:** Recognition of Employee Services

**Policy Type:** Executive

**Policy Number:** 13.0

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## **Background**

The purpose of this policy is to provide guidelines for the Executive to value and honour the dedication and exceptional service of its employees through the Recognition of Employee Service program.

## **Application**

This policy applies to the Association.

## **Policy Statement**

1. Service Awards are an important part of the Executive's recognition of employees in accordance with the number of years served.
  - 1.1 Five years of service - \$75.00 gift
  - 1.2 Ten years of service - \$150.00 gift
  - 1.3 Fifteen years of service - \$225.00 gift
  - 1.4 Twenty years of service - \$300.00 gift
  - 1.5 Twenty-five years of services - \$375.00 gift
  - 1.6 Thirty years of services - \$450.00 gift
  - 1.7 Thirty-five years of services - \$525.00 gift
2. The Executive Director shall coordinate the Recognition of Employee Services Program.

## References

Human Resources Policy No. xx

APPROVED:  _____ Date	_____ Executive Director Signature
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**Policy Title:**           **Prioritization of Resolutions for Action**

**Policy Type:**           **Executive**

**Policy Number:**       **14.0**

**Legal Reference:**

**Revision Date:**       **September 15, 2017**

**Approval Date:**       **September 20, 2017**

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## **Background**

The purpose of this policy is to provide a framework for prioritization of resolutions for action. The Executive values the direction of boards of education with respect to the work of the Association provided by way of adoption of resolutions. Resolutions play a significant role in development of the Association's strategic plan. Limited resources require the prioritization of resolutions.

## **Application**

This policy applies to the Association and its members.

## **Policy Statement**

1. Process for Resolutions to Come to Resolutions and Policy Development Committee
  - 1.1 The sponsor shall, in submitting a resolution to the Resolutions and Policy Development Committee or when moving a resolution from the floor during a general meeting, include:
    - 1.1.1 A strategic link to one of the Association's Position Statements;
    - 1.1.2 A rationale for the resolution (see Bylaw #12-3); and
    - 1.1.3 A statement of the anticipated resources the sponsor considers to be necessary to appropriately act on the resolution.
  - 1.2 The Resolutions and Policy Development Committee will email the package of resolutions to be presented at the Annual General Meeting to boards and be posted to the Association's website by the end of October each year. The resolution package will also be included in the Fall General Assembly registration package.

## 2. Process Once Resolutions Are Adopted

- 2.1 Resolutions adopted by the membership will be acted upon within a three-year period following the date of adoption.
- 2.2 During the three-year period for action on an adopted resolution, members are encouraged not to re-submit the resolution.
- 2.3 In prioritizing resolutions adopted by the membership, the Executive shall take the following considerations into account:
  - 2.3.1 Whether the action directed falls within a strategic initiative of the strategic plan for the year following the annual general meeting or can be easily incorporated into the work plan of the Association within the approved operating budget for the year;
  - 2.3.2 The urgent or emergent nature of the action being directed, regardless of budget implications;
  - 2.3.3 The impact on boards of not acting on the resolution in the year following its adoption;
  - 2.3.4 Percentage of support adopting a resolution may be taken into consideration, however it shall not be the first or predominant consideration in prioritization of a resolution for action.
- 2.4 The Executive will inform the membership of its prioritization for action within 90 days of the date which the resolution was adopted.
- 2.5 If the resolution is not prioritized for action in the year following its adoption, the Executive shall determine when it will be acted upon.
- 2.6 The Executive will ensure that reporting on resolutions occurs at least annually and that the report includes all resolutions adopted in the previous three years.

## 3. Actualizing Adopted Resolutions

- 3.1 Following the Fall General Assembly where resolutions are adopted, the SSBA Staff will bring a recommendation to the Executive for approval, which will include a brief plan of action and assignment of responsibility for each adopted resolution.
- 3.2 Reporting on adopted resolutions will be a standing item on each Executive meeting.

## References

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APPROVED:  <hr/> Date	  <hr/> Executive Director Signature
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**Policy Title:** Life and Honorary Life Memberships

**Policy Type:** Executive

**Policy Number:** 15.0

**Legal Reference:**

**Revision Date:** September 15, 2017

**Approval Date:** September 20, 2017

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## Background

The purpose of this policy is to set up a guide in recommending life memberships.

## Application

This policy applies to the Association and its members.

## Policy Statement

1. The following is a guide in recommending life memberships. A total of 12 credits accumulated in the following manner are considered a minimum requirement:

<u>Position</u>	<u>Credits Per Year</u>
Association President	5
Association Vice-President	4
Provincial Executive Member	3
C.S.B.A. Officer	1
President of Catholic Section when not an Executive Member	0.5

2. Normally, life membership will be conferred on a qualifying member at the completion of his/her service at the provincial level.
3. The Association will consider for Honorary Life Membership in the Association only those individuals who, in the opinion of the Executive, have made outstanding contributions in the field of education on a provincial scale.

## References

APPROVED:  _____	  _____
Date	Executive Director Signature