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Policy for Financial and Governance Matters for Rockyview and District Primary Education Society

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1. POLICY FOR INTERNAL CONTROLS

Definition: are policies and processes that ensure integrity of financial and accounting information.

Purpose: to eliminate risk of errors, irregularities, and opportunities for fraud. To provide accountability for and stewardship of public funds.

(a) Segregation of Duties:

i. **Definition:** Segregation of duties is internal control procedure implemented to reduce the risk of errors and fraud. An emphasis is placed on separating the individuals who makes business decisions from those providing accounting estimates.

ii. **Purpose:** A practice to limit the risk of negligence and misconducts

iii. Audit Committees

Audit Committees (S. 142) S.142 of the Education Act outlines the following requirements of the Audit Committee: 142(1) Each board shall establish an audit committee to (a) recommend external auditors to the board, (b) review the annual financial statements and report to the board, and (c) attend to other matters as the board may determine in the establishment of the audit committee.

▪ Audit Committee and Choosing an Auditor

- An auditor is picked by an Audit Committee (Finance officer, Treasurer and Executive Director)
- The Board reviews the choosing of the Auditor yearly.
- An external Audit is done yearly with the assistance of the Finance officer and Executive Director.
- Findings of the Auditor's Audit is presented to the Board by the Executive Director and Finance Officer

▪ Financial Reporting, systems and internal controls

➤ Background

The establishment of appropriate financial systems including monitoring and controlling revenues and expenditures ensures fiscal responsibility and accountability.

The Society's financial systems and records are subject to an external audit annually.

➤ Procedures

- a. The board of the Society and the Executive Director delegates to the Financial Officer authority and responsibility for directing fiscal and financial affairs for the ECS.
- b. Financial systems development is the responsibility of the Financial Officer.
- c. The Financial Officer's authority and responsibility includes, but is not limited to:
 - I. Establishing and maintaining financial systems, accounting and financial regulations, and internal controls of the ECS.
 - II. Developing, leading, controlling and reporting on the planning and resource allocation process and budget of the ECS.
 - III. With approval from the Executive Director the Financial Officer will Authorize necessary expenditures within revenues received.
 - IV. Establishing the Society's "Required Accounting Procedures",
 - V. Directing the development and maintenance of management reporting systems for budget/expenditure controls which meet the needs of the ECS, including the ECS chart of accounts.
 - VI. Ensuring adherence to accounting and financial regulations, procedures and internal controls of the ECS through compliance audits by the external auditor
 - VII. Preparing and issuing the ECS's annual audited financial statements and government required financial reports according to established guidelines, regulations and timelines.
- d. The ECS's accounting practices shall comply with Accounting Standards for Not-for-Profit Organizations (ASNPO).
- a. And the Canadian Institute of Chartered Accountants (CICA) handbook subject to Government reporting requirements for school boards.
- e. All financial practices that are established by the Financial Officer and Executive Director shall comply with the financial requirements and internal controls established by the Board.

▪ **Annual Society's Budget**

The annual budget is the financial component of the Society's operating plan.

Each school year the Executive Director, with the assistance of the Finance Officer and Treasurer shall prepare for Board consideration and adoption a detailed estimate of the revenues and expenditures required to operate the programs for the school.

Procedures

- Budget planning is the responsibility of the Finance Officer, Treasurer and reviewed by the Executive Director and will be undertaken to conform to the budget timelines established by the Board.
- The Finance Officer will prepare a draft budget based on the priorities set out in the Three-Year Education Plan and the budget assumptions established annually by the Board.
- The Finance Officer will present the draft budget to the Executive Director and the Treasurer.
- The Executive Director will present the draft budget to the Board.
- On or before Alberta Education’s deadline in each year, the Board shall approve a budget for the next school year.
- The annual budget shall identify any new programs to be implemented, as well as programs that are being discontinued.
- Following Board review and adoption, a final budget in the form prescribed by the Minister will be submitted to Alberta Education.
- Under the general supervision of the Executive Director, the Financial Officer shall administer the budget of the Society.
- The Financial Officer is accountable to the Executive Director for the effective control of expenditures within the budgetary limits established for departments and for schools.

▪ **Contracted Consulting and Other Services**

Background

Contracting consulting and other services may be necessary when specialized expertise is required; the services required are of a short-term or fluctuating nature; existing employees are unavailable to undertake the additional or specialized work required; or other temporary or unique circumstances arise. The selection of consulting or other services must be done in an accountable and fiscally responsible manner.

Procedures

- The Executive Director takes responsibility to engage consulting and contracted services. The Executive Director and the Financial Officer determines whether a formal contract is required, with consideration for:
 - a. Total amount to be expended.
 - b. Duration of the work.
 - c. Nature and extent of the work to be conducted.
 - d. Financial risk and liability to the society; and
 - e. Other circumstances as applicable.

- Contracts are required to be authorized, approved and signed by the Executive Director prior to any services being engaged. Ensuring that contractual agreements with consulting or other service providers meet legal requirement is the responsibility of the Executive Director and the Financial Officer.
- Executive Director and Financial Officer are responsible to ensure that there are sufficient budgetary resources to cover any services contracted for any school or department reporting to them, and that their budgets have been approved for such purposes.

▪ **Signing Authority and Controls**

Background

Carrying out the business of the Society in an accountable and fiscally responsible manner, requires clear requirements for signing authority, control and responsibility related to employees making contractual and financial commitments on behalf of the ECS.

Procedures

- The Treasurer, Board Chair and Executive Director has signing authority on contractual and financial matters for the Society.
- A contract, agreement, or letter signed by an employee approving or authorizing and action is legally binding and commits the Society to the conditions contained in the document.
- Employees signing documents or making commitments on behalf of the Society are responsible for ensuring that all applicable Society administrative procedures are followed including, but not limited to, ensuring that they have the necessary authority, and, if there are financial implications, that they have sufficient financial resources approved for the purpose of the expenditure.
- Only the Treasurer, Board Chair and Executive Director shall sign contracts, agreements, and other documents that contractually bind the Society. No employee has authority to agree (verbally or in writing) to any commitment or financial expenditure on behalf of the Society unless delegated by the Treasurer, Board Chair and Executive Director.
- The Treasurer, Chair and Executive Director has signing authority to the bank account for the Society executing all banking contracts for the purpose of having a school bank account.
- There is no company credit card for the society at this time or cheques.
- Electronic Funds Transfers

- a. Using electronic funds transfer as a method of payment to specific suppliers or other financial commitments requires prior approval from the Executive Director.
 - b. Electronic funds transfers for accounts payable vendors require approval from the Executive Director.
 - c. The Treasurer approves authority to the Executive Director and the Financial Officer for all electronic funds transfer.
 - d. The Executive Director and Financial Officer is accountable to ensure that adequate controls for electronic funds transfers are in place and to require additional controls if necessary.
- Invoices- Authority to sign and approve payment of invoices are reviewed by the Financial Officer and approved by the Executive Director. Payments are made through electronic funds.
 - Receipt of Goods or Services – Acknowledging the receipt of goods or services on behalf of the ECS program is an approval that initiates payment to the supplier of the good or service. The Executive Director and Finance Officer are accountable and responsible of acknowledging receipt requiring and verifying that all goods and services contracted or invoiced have been received and meet the criteria outlined in the contract purchase order, or agreement.
 - Budget Oversight and Review-If the budget exceeds 10% of the initially approved amount, it will require a mandatory review by the governing body. This review should assess the reasons for the overage, evaluate any potential impacts on financial stability, and determine if additional approvals or adjustments are necessary
 - The scale of purchase where dual signing authority (Executive Director and Treasurer) is required is when the purchase is above \$10,000 CND.
 - Payroll – The Financial Officer is accountable to ensure that appropriate controls and processes are in place so that all payroll payments and statutory deductions are made on a timely and accurate basis. The Financial Officer and Executive Director has authority to determine whether controls in place are adequate and require additional controls.
 - Hiring and Staff Reclassifications – Authority to hire employees in accordance with approved budgets is delegated to the Executive Director with recommendations from the Financial Officer. Any hiring outside approved and budgeted positions, employee upward reclassifications, and employees appointed above the minimum step of salary range require prior approval by the Treasurer based on written recommendation of the Executive Director. The Executive Director shall ensure that controls are in place to ensure no employee is hired outside the approved budget, collective agreement requirements, or hiring requirements.

- Except for the Executive Director's contract, which requires the Board Chairs's signature all other contracts will be signed by the Executive Director.
- Partnership Agreements – Executing or signing all partnership agreements on behalf of the Society and its schools is restricted to the Board Chair or the Treasurer.
- The Board and senior management have access to all policies relating to the ECS. This may include and is not limited to finances, budget, agreements, student grades, employee HR files etc.

(b) Capital Assets

Definition: Capital assets are significant pieces of property e.g. school building or vehicles.

Purpose: to outline appropriate use for your capital assets, and processes for purchasing and sale of these assets.

Procedure:

There are no capital assets for the society.

(c) Reimbursement of Expenses

Definition: A payment to an individual for an expense they paid out of pocket on behalf of the ECS.

Purpose: To clarify how these transactions are handled who can authorized and what the processes is to ensure that the employees get their money back that they spent on behalf of the organization.

Procedures

- The Financial Officer reviews all reimbursements of expenses and the Executive Director approves the reimbursements to employees.
- The Executive Directors signature is required for reimbursements. The following are acceptable expenditures:
 - Teaching supplies for teaching or facilitating students learning that are directly consumed or used in the performance of the duties of the educator's employment. 2.2 School supplies or materials needed for day-to-day functions that are directly consumed or used in the performance of the duties of the employees of the school. 2.3 Therapy materials or equipment needed for programming
 - Teaching materials, school supplies or materials Therapy materials or equipment reimbursed by the ECS is owned by the ECS.
 - Approved Professional Development or workshops for the enhancement of the employee's performance

- Registration fees and tuition may be reimbursed up to the actual cost, where reasonable, with prior approval from the Executive Director.
 - Parking cost can be claimed with a receipt when using a personal, school or rental vehicle (where allowed) at a conference, meeting, or while conducting other approved business on behalf of Society.
 - Staff conducting society's business are eligible for mileage reimbursement. The reimbursement rate shall be consistent with the provincial government's guidelines or the organization's established rate, whichever is applicable. Staff must document and submit mileage claims, including the purpose of the visit and the total kilometers traveled, for approval.
 - Meals – In town meals can only be claimed if pre-authorized by the Executive Director. Reimbursement of in-town meals will only be considered on an extraordinary basis, where the Society's business was required to be conducted over mealtime periods. Employees shall submit an expense claim for reimbursement and will be reviewed by the Financial Officer. Tips are reimbursable and are to be appropriate to the location, service level and local protocol and are not to exceed 20% of the total bill. Alcohol cannot be claimed and will not be reimbursed as part of the meal expense.
- Documentation for school supplies and classroom and therapy materials and equipment with the list of the supplies and materials and equipment is needed and the purpose for which it will be used and an estimate of the cost is needed and pre-approved by the Executive Director.
 - Documentation for Professional Development, workshops, conferences and registration for these educational events is required. This documentation will entail employee information, details of the workshop, estimated cost employee's and signature and approval from the Executive Director. Any other supporting document can also be attached.
 - Detailed itemized receipts with dates are required before reimbursement will be given out. Receipts will be reviewed by the Financial Officer and approved by the Executive Director. The responsibility for providing the receipt remains with the staff member who made the purchase.
 - Reimbursements will be processed monthly.

(d) Financial Assets

Definition: A financial asset that is purchased with the intent to produce income.

Education Act – Investment Regulation 90/2019

Background:

Authorized investments-In this section, “securities” includes bond, debentures, trust certificates or receipts, guaranteed investment certificates or receipts, certificates of deposit, deposit receipts, bills, notes and mortgages or real estate or lease holds and rights or interests in respect of a security.

Procedure:

The Society does not allow for investments.

2. GOVERNING BODY – ROLES AND RESPONSIBILITIES

Definition: governing body means the body responsible for the governance, including fiscal and organizational governance, of the operator of a Private ECS.

(a) Our Vision

Is to provide an atmosphere that has a culture of respect, inclusion, caring and excellence, where every person(s) at the school who come from diverse culture, varying abilities and social backgrounds succeeds to their full potential.

(b) Our Mission

Our mission is to continue to focus and meet the needs of the community in Chestermere, and surrounding areas and to provide a learning environment where all children feel safe, valued and belonged. We strive to be responsive to all children’s diverse learning styles, and unique personalities. All children will be viewed with importance and nurtured and supported for optimize learning.

Our board’s philosophy in education is guided by the guiding principles in the Kindergarten Program Statement and the belief that by providing an optimal learning environment for all children will support children’s early experiences in ways that nurture each child’s sense of well-being, learning and citizenship in the early childhood community.

These principals are as follows:

- Childhoods differ depending on social and cultural circumstances
- Children’s development is influenced but not determined by their early experiences.
- Children interact and learn in a variety of contexts.
- Children are co-constructors of knowledge and partners in learning
- Children are unique and active contributors to their learning.
- Children construct and represent knowledge in a variety of ways.
- Children are citizens and active participants in school and society
- Children are active collaborators in and users of assessment
- Children may require specialized programming and supports to knowledge, skills and attitudes that prepare them for later learning.
- Children and their families need coordinated community services to meet their needs

(c) Role of the Board

The objects of the society are:

- To advance education by establishing and operating a primary approved Early Childhood Services program at Chestermere, Alberta and surrounding areas and open to the public for preschool aged children by providing:
 - Educational Services for special needs/exceptional needs and children with disabilities
 - Educational Services for typically developing children
 - Therapy intervention/services as required for children

All in an effort to increase the child's ability to function and succeed and learn in the Alberta K to 12 school system by advancing their knowledge and abilities.

- To advance education by hiring employees and engage contractors to provide educational services and therapy intervention to our children.
- To advance education by providing books, equipment and educational aids to our children.
- To advance education by providing classroom space or other learning space for our children.
- To advance education in Alberta by establishing additional schools in other areas as future student requirements may justify.
- To advance education by acquiring lands on which to erect or otherwise provide facilities for use as schools.
- To advance education by selling, managing, leasing, mortgaging, disposing of, or otherwise dealing with the property of the society.
- To carry on these objects without purpose of gain for its members, and that any profit or other assets of the society shall be used solely to promote its objectives.

The board is therefore charged with the responsibility of providing an education system that is organized and operated in the best interests of the children it serves. It exercises this responsibility through setting of clear strategic direction and the wise use of resources.

(d) Board of Conduct

The Board holds that the oath of office taken by each member when he or she assumes office binds that person to work diligently and faithfully in the cause of education. In view of the foregoing, the Board supports the following code of conduct for the members of the society.

As a member of the Board, representing all the citizens of the community and responsible to the electorate through the democratic process, each board member will:

- Maintain the integrity, confidence and dignity of the office of the Society.
- Perform duties as a member of the board in accordance with, and not in breach of, the Education Act, its Regulations, the Policies of the Board, and all other laws of Canada and Alberta.
- Devote time, thought and study to the duties and responsibilities so that one may render effective and creditable service. Recognize that duty as a board member goes beyond attending school board meetings, and involves participation in a variety of school and community events including attendance at all Board appointed committees.
- Provide effective school board service to the community in a spirit of teamwork and devotion to public school education as the greatest instrument for the preservation and perpetuation of our representative democracy.
- Engage in professional development opportunities in order to grow and improve in the role as a board member for the Society.
- Work with fellow board members in a spirit of harmony and cooperation in spite of differences of opinion that may arise during debate. A board member will observe proper decorum and behavior, encourage full and open discussions in all matters with fellow board members, treat them with respect and consideration and will not withhold or conceal from them any information or matter with which they should be concerned.
- Base personal decisions upon all available facts in each situation, vote with honest conviction in every case, un-swayed by partisan bias of any kind, and thereafter, abide by and uphold the final majority decision of the Board. Following a Board decision, a board member will respect the Board decision and if asked about the decision or issue, fairly reflect the discussion, demonstrate support for the Board, and focus on next steps.
- Declare when they are in a conflict of interest and remove themselves from the room while discussion and voting take place on that issue.
- Remember at all times that as an individual they have no legal authority outside the meeting of the Board and to conduct relationships with the school staff, the community, and all media or communication on the basis of this fact.
- Not communicate any matter designated as confidential.
- Not use the position as a school board member to benefit either themselves or any other individual or agency apart from the total interest of the school jurisdiction.
- Always bear in mind that a primary function of the Board is to establish the policies by which the Society is to be administered, and that the daily administration of the educational program and conduct of school business shall be the responsibility of the Executive Director and his or her staff. Recognize that the Executive Director is responsible for the day-to-day operations of the schools and that in their role as board member will not disrupt the educational environment of the school.
- Advocate for students in the school and for public education.

(e) Electronic Communications

Social media provides valuable and convenient tools to communicate, inform and engage communities about the work, activities and interests of the Board and the school.

These guidelines are intended to safeguard the reputation of individual board members, the Board as well as the school.

Guidelines

- The Board recognizes the right to free speech ([The Canadian Charter of Rights and Freedoms](#)) and does not seek to unduly restrict board members and their individual use of personal social media channels.
- All official social media accounts are solely managed by the Administration of the ECS or the designate for social media approved by the Executive Director
- As public fixtures and representatives of the Board, all members have a duty of loyalty and must uphold this duty when communicating by acting with discretion and being judicious in what material they post on social media. As with any other communications, members are accountable for content and confidentiality.
- Board members must ensure the reputation of the Board, and the school is not adversely affected by social media activities of individual Board members.
- Board members may have personal social media accounts but must be mindful that they are always Board members and their comments reflect them individually as well as the Board and the school and that they will be held accountable for comments in this context, even when a disclaimer indicates comments are personal.
- No Board member shall use social media to publish anything that is dishonest, untrue, unsubstantiated, constitutes harassment, is defamatory or misleading in any way
- Board members may post to social media but should refrain from the following:
 - Posting, sending or reading communications regarding quasi-judicial issues through social media
 - Posting or sending communications through social media that discuss matters that are based on private meetings or that are determined to be confidential.
- Board members should be familiar with the provisions of the *Personal Information Protection Act*, *Freedom of Information Protection of Privacy Act* and the *Education Act* affecting the collection, or disclosure of personal information and personal information as they apply to Board materials, discussions and resolutions.
- Any violation of this Policy may result in discipline by the Board member.

(f) Members of the Board Code of Conduct and Sanctions

Violations by the members of the board of the Code of Conduct are serious and may affect the actual or perceived effectiveness and legitimacy of the Board's operations as a whole. Responses to such violations must be commensurate with the violation and take into account its severity, the actual or potential consequences of the violation, the experience of the board member, and prior violations (if any) by the board member. Board members are encouraged to attempt to resolve any concerns about potential minor breaches of the Code of Conduct informally with the board member.

- Board members shall conduct themselves in an ethical and prudent manner in compliance with the Board members Code of Conduct, Policy. The failure by board members to conduct themselves in compliance with this policy may result in the Board instituting sanctions.
- A board member who believes that a fellow board 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.
- Conciliatory measures may include but not be restricted to: a one-on-one meeting of the complaining and the responding to the board member, a meeting involving the Board Chair and the aggrieved and offending board member, a meeting involving a mediator the aggrieved and offending board member if the use of such a mediator is approved by the Chair.
- A board member who wishes to commence an official complaint, under the Code of Conduct shall file a letter of complaint with the Board Chair 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 board member. The board member who is alleged to have violated the Code of Conduct and all other board members shall be forwarded a copy of the letter of complaint by the Board Chair, or where otherwise applicable in what follows, by the Vice-Chair, within five (5) days of receipt by the Board Chair of the letter of complaint. If the complaint is with respect to the conduct of the Board Chair, the letter of complaint shall be filed with the Vice-Chair.
- When a board member files a letter of complaint, and a copy of that letter of complaint is forwarded to all board 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 Board may be disclosed by the Board Chair only at the direction of the Board, following the disposition of the complaint by the Board at a Code of Conduct hearing.
- If a board member learns of a complaint/issue against another board member, which affects the corporate Board, and is not specific to that one board member, then any board member bringing forward a code of conduct complaint shall be able to participate in the full process.

- At the special meeting of the Board, the Board Chair shall indicate, at the commencement of the meeting, the nature of the business to be transacted and that the complaint shall be heard in an in-private session of the special meeting.
- Without limiting what appears below, the Board Chair shall ensure fairness in dealing with the complaint by adhering to the following procedures.
 - A) The Code of Conduct complaint shall be conducted at an in-private session, Code of Conduct hearing, of a special Board meeting convened for that purpose. All preliminary matters, including whether one (1) or more board member may have a conflict of interest in hearing the presentations regarding the complaint, shall be dealt with prior to the presentation of the complaint on behalf of the complaining board member.
 - B) The sequence of the Code of Conduct hearing shall be:
 - The complaining board member shall provide a presentation which may be written or oral or both;
 - The respondent board member shall provide a presentation which may be written or oral or both;
 - The complaining board member shall then be given an opportunity to reply to the respondent board members presentation;
 - The respondent board member shall then be provided a further opportunity to respond to the complaining board member's presentation and subsequent remarks;
 - The remaining board member of the Board shall be given the opportunity to ask questions of both parties;
 - The complaining board member shall be given the opportunity to make final comments; and
 - The respondent board member shall be given the opportunity to make final comments.
 - C) Following the presentation of the respective positions of the parties, the parties and all persons other than the remaining board members who do not have a conflict of interest shall be required to leave the room, and the remaining board members shall deliberate in private, without assistance from administration. The Board may, however, in its discretion, call upon legal advisors to assist them on points of law or the drafting of a possible resolution.
 - D) If the remaining board members in deliberation require further information or clarification, the parties shall be reconvened and the requests made in the presence

of both parties. If the information is not readily available, the presiding Chair may request a recess or, if necessary, an adjournment of the Code of Conduct hearing to a later date.

- E) In the case of an adjournment, no discussion by board members whatsoever of the matters heard at the Code of Conduct hearing may take place until the meeting is reconvened.
 - F) The remaining board members in deliberation may draft a resolution indicating what action, if any, may be taken regarding the respondent Board Member.
 - G) The presiding Chair shall reconvene the parties to the Code of Conduct hearing and request a motion to revert to the open meeting in order to pass the resolution.
 - H) All documentation that is related to the Code of Conduct hearing shall be returned to the Executive Director immediately upon conclusion of the Code of Conduct hearing and shall be retained in accordance with legal requirements.
 - I) The presiding Chair shall declare the special Board meeting adjourned.
- A violation of the Code of Conduct may result in the Board instituting, without limiting what follows, any or all of the following sanctions:
 - Having the Board Chair write a letter of censure to the offending board member, on the approval of a majority of those board members present and allowed to vote at the special meeting of the Board;
 - Having a motion of censure passed by a majority of those board members present and allowed to vote at the special meeting of the Board;
 - Having a motion to remove the offending board member from one (1), some or all Board committees or other appointments of the Board passed by a majority of those board members present and allowed to vote at the special meeting of the Board, for a time not to exceed the board member's term as board member;
 - If a letter is determined to be private, it would be kept in a digital and/or physical file, without an expiration date, in the Executive's Directors office. The file will be labelled with the offending board member's name. Inside the file, there will be two sealed envelopes, each marked confidential and with the date of sealing. Each will be labelled "This envelope contains confidential information and must only be opened under the direction of the Board Chair and / or Vice Chair in relation to the Board's Conduct / Code of Conduct Policy." The first envelope will contain the letter of sanction. The second envelope will contain agendas from the Code of Conduct hearing, applicable supporting documentation that was presented at the hearing

(including the letter of complaint, letter of support, and evidence presented), as well as a copy of the board's Code of Conduct Policy.

- In the event a Code of Conduct hearing is to be scheduled, the Executive Director in association with the Board Chair and / or Vice Chair, must determine if there is a digital and/or physical file for the accused board member in the Executive Director's office. If there is, the file is to be opened under the direction of the Board Chair and / or Vice Chair, and to be shared with the board as a part of the Code of Conduct hearing.

(g) Board Operations

The Board's ability to discharge its obligations in an efficient and effective manner is dependent upon the development and implementation of a sound organizational design. In order to discharge its responsibilities, the Board shall hold meetings as often as necessary. A quorum, which is a simple majority of the number of board members, must be present for every duly constituted meeting. The Board has adopted policies so the business of the Board can be conducted in an orderly and efficient manner. The Board of Directors shall meet at least five (5) times in each calendar year.

(h) Meetings

Conduct of Meetings – The Chair of the Society, or in his/her absence, the Vice Chair of the Society shall preside at Board meetings. If at any Board meeting the President and the Vice-Chair are not present, then the Directors present shall choose an officer of the Society to chair the meeting. No Board meeting can be duly convened unless chaired by an Officer of the Society.

i. Procedures-Notice of Society Meetings

- Written notice of all General Meetings of the Society shall be sent by ordinary mail to the postal address in Alberta provided by each member or by electronic mail ("e-mail") to an e-mail address provided by a member.
- A notice shall be sent out at least 21 days prior to any such meeting.
- Notice of General Meeting of the Society shall be deemed good and sufficient if the requirements of this part are complied with.
- Notice of a meeting may be waived as set out in section 3.04 of the Society's By-Laws.

ii. Procedures-Notice of Board meetings

- Meetings of the Board may be summoned by the Board Chair, Vice Chair or Secretary.

- A meeting of the board may be held at any time the Board may deem necessary and expedient and may be summoned on twenty- four (24) hours' notice, verbally, or in writing and whether by means of telephone, fax, e-mail, text, cable or any other means of communication.
- Notwithstanding anything to the contrary herein contained, the first meeting of the Board shall be held immediately after the election of the Board members at an Annual General Meeting. No formal notice of such meeting of the Board shall be necessary. At such meeting the officers of the Society shall not be elected, but only a date for the election of Officers shall be set which must be held within 30 days of the Annual General Meeting.

Quorum: The quorum for meetings of the Society are as follows:

General meeting of society	40% of active member in good standing
Special meeting of society	40% of active members in good standing
Board of Directors meeting	50% + 1 of Board members
Executive committee meeting	3 Executive Committee members
Other committees	50% + 1

iii. Procedures-Annual/Organizational General Meeting of the Society

- An Annual General meeting shall be held once in every calendar year at such time and place as may be prescribed by the Board, of which at least 21 days' notice shall be given to all members.
- The business of the Annual General meeting shall be:
 - To receive and consider the financial statements of the Society, the reports from the Board of Directors and of the Auditors of the Society.
 - To elect persons to fill vacancies on the Board of Directors.
 - To appoint an Auditor or Auditors for the forthcoming year.
 - To transact such other business which in the discretion of the chairman of the meeting ought to be transacted.

iv. Procedures- General Meetings

Regular Board meeting dates and times shall be as established at the beginning of, or prior to, each new school year. The Board may by resolution, alter the schedule, and/or format and/or meeting location in such a manner as it deems appropriate.

- Meetings can also be held on-line or at meeting location that is agreed and convenient and appropriate for all board members. Time, date and location shall be shared by appropriate parties.

- All board members shall notify the Board Chair if they are unable to attend a Board meeting.
- All board members who are absent from three (3) consecutive regular meetings shall:
 - Obtain authorization by resolution of the Board to do so; or
 - Provide to the Board Chair evidence of illness in the form of a doctor's note respecting the period of absence.
- If both the Board Chair or Vice-Chair through illness or other cause are unable to perform the duties of the office or are absent, the Board shall appoint from among its members an acting Board Chair, who on being so appointed has all the powers and shall perform all the duties of the Board Chair during the Board Chair's and Vice-Chair's inability to act or absence.
- When a quorum is not in attendance within one-half hour of the time set for the meeting to begin, the meeting shall be adjourned to the next regular meeting or to another date acceptable to a majority of the complete membership of the Board. Board Regular meetings of the Board will not be held without the Executive Director, or designate, in attendance, unless the Executive Director's contract is being discussed.

v. Procedures- Special Meetings

- Occasionally, unanticipated or emergent issues require immediate Board attention and/or action.
- Special meetings of the Board will only be called when the Board Chair, the majority of the board members, or the Minister is of the opinion that an issue must be dealt with before the next regular Board meeting.
- A written notice of the special meeting including date, time, place and nature of business shall be issued to all board members by email with a read receipt (at least seven (7) days prior to the date of the meeting) or verbally communicated by the board chair, or designate, via a telephone call followed by an email with a read receipt (at least two (2) days prior to the date of the meeting) unless every board member agrees to waive in writing the requirements for notice.
- The nature of the business to be transacted must be clearly specified in the notice of the meeting. Unless all board members are present at the special meeting, no other business may be transacted. Items can be added to the agenda only by the unanimous consent of the entire Board.
- Special meetings of the Board shall be open to the public recognizing that specific agenda matters may be held in-private.

- Special meetings of the Board will not be held without the Executive Director in attendance, unless the Executive Director’s contract is being discussed.

vi. Procedures-In-Private Sessions

The Education Act uses the term “private” for non-public meetings. Robert’s Rules of Order uses the term “executive session” for the same distinction. The term “in-private” is most commonly used and is synonymous with the other two terms.

The preservation and enhancement of the public’s trust in the educational system is an important priority of the Board. The Board believes that public trust is preserved by conducting open Board meetings. Notwithstanding this belief, occasionally matters of unusual sensitivity require the Board to hold closed meetings.

- The Board may, by resolution, schedule an in-private meeting at a time or place agreeable to the Board or recess a meeting in progress for the purpose of meeting in-private. Such resolutions shall be recorded in the minutes of the Board and shall specify those individuals eligible to attend in addition to board members and the Executive Director.
- The Board may convene in-private only to discuss matters of a sensitive nature, including:
 - Personnel
 - * Individual students;
 - * Individual employees;
 - Matters relating to negotiations;
 - Acquisition/disposal of real property;
 - Litigation brought by or against the Board;
 - Other topics that a majority of the board members present feel must be held in private, in the public interest.
- Such sessions shall be closed to the public and press. The Board shall only discuss the matter(s) that gave rise to the in-private meeting. Board members and other persons attending the session shall maintain confidentiality and shall not disclose the details of the discussion at such sessions.
- The Board shall, during the in-private session, adopt only such resolution as is required to reconvene the Board in an open, public meeting.

- In-private sessions do not require formal minutes, as the Board is not empowered to approve bylaws or resolutions in a private meeting, apart from the resolution to revert to an open meeting. However, a written account of the important items discussed in a private meeting shall be made.

vii. Procedures-Agenda for Regular Meetings

- Responsibility for the preparation of agendas for meetings of the Board rests with the Board Chair, in consultation with the Vice Chair and Executive Director.
- In establishing a meeting agenda, the Board Chair shall also give consideration to matters of Board policy, Board-established priorities, emergent issues, requests received from individuals or groups, and other matters of interest and importance to the Board.
- Agenda items for discussion in-private will be forwarded to board members and executive officers only.
- An agenda item included for discussion in private may be brought forward into the regular meeting, rather than in-private, when a majority of the board member present at the regular meeting agree.
- The Executive Director is responsible for preparing draft meeting agendas for the consideration of the Board Chair.

The order of business at a regular meeting shall generally be as follows:

- I. Attendance
- II. Call to Order
- III. Motion to Meet In-Private Session (if necessary)
- IV. Revert to Public Meeting
- V. Land Acknowledgement
- VI. O Canada
- VII. Approval of Minutes
- VIII. Approval of Agenda
- IX. Recognition
- X. Governance Agenda
- XI. Executive Director's Report
- XII. Board Chair's Report

XIII. Other Business

XIV. Questions

XV. Celebrations

XVI. Adjournment

- Items scheduled for a specific time shall be clearly identified on the agenda.
- The agenda will be supported by copies of letters, reports, contracts and other materials that are pertinent to the business that will come before the Board and will be of value to the Board in the performance of its duties. A recommendation from the Executive Director or presenter shall normally be included for all action items.
- In addition to the items included by the Chair, items may be placed on the agenda in one (1) of the following ways:
 - By notifying the Board Chair or Executive Director at least nine (9) calendar days prior to the Board meeting.
 - By notice of motion at the previous meeting of the Board. (When a board member wishes to bring to the agenda of a meeting a motion that requires special consideration by the board members or research and information by and from the administrative staff, the board member shall give notice of motion at a regular meeting prior to the meeting at which the motion is to be discussed. Notice of motion, if possible, shall include in writing the wording of the motion or the intent of the motion. A definite wording for the motion shall be included in the agenda of the meeting at which the motion is to be discussed.
 - As a request from a committee of the Board.
 - Issues that require Board action may arise after the agenda has been prepared. The Board Chair, 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 to accommodate truly emergent items may be made by a majority of those present.
- A copy of the agenda shall be provided to each board member not later than 24 hours before the Board meeting unless unusual circumstances cause delay.
- Subsequently, information may be provided at the meeting; and further, the Executive Director or Board member submitting the item shall advise the Board Chair regarding the emergent nature of such information.

- The Board will follow the order of business set by the agenda unless the order is altered, or new items are added by agreement of the Board.
- During the course of the Board meeting, the board member, with unanimous consent, may amend the agenda and place items before the Board for discussion. The Board may take action on such items.

viii. Procedures- Minutes for Regular or Special Meetings

The Board shall maintain and preserve by means of minutes a record of its proceedings and resolutions.

- The minutes shall record:
 - Date, time and place of meeting;
 - Type of meeting;
 - Name of the chair;
 - Names of those board members and senior administration in attendance, along with the names of board members absent
 - Approval of preceding minutes;
 - All resolutions, including the Board's disposition of the same, placed before the Board, are to be entered in full;
 - Names of persons making the motions;
 - A brief summary of the circumstances which gave rise to the matter being debated before the Board;
 - Points of order and appeals;
 - Appointments;
 - Receipt of reports of committees;
 - Recording of the vote on all motions including the names of those in favor and those opposed;
 - Declaration of conflict of interest pursuant to the Education Act;
 - Departure and re-entry times of board members and administration; and
 - The time of adjournment.
- The minutes shall:
 - Be prepared as directed by the Executive Director;

- Be reviewed by the Executive Director prior to submission to the Board;
- Be considered an unofficial record of proceedings until such time as adopted by a resolution of the Board; and
- Upon adoption by the Board, be deemed to be the official and sole record of the Board's business.
- The motion to adopt a set of minutes shall normally be made by a board member who was present at the meeting recorded in the minutes
- The Executive Director shall ensure, upon acceptance by the Board, that appropriate initials are affixed to each page of the minutes, and that appropriate signatures are affixed to the last page of the minutes. Normally this is the role of a Board member and the Executive Director.
- The Executive Director will establish and maintain a file of all Board minutes and an index by resolution based on subject.
- As part of its ongoing effort to keep staff and the public fully informed concerning its affairs and actions, the Board directs the Executive Director to institute and maintain effective and appropriate procedures for the prompt dissemination of information about decisions made at all Board meetings.
- The approved minutes of a regular or special meeting shall be posted to the website as soon as possible following approval. The Executive Director is responsible for posting the approved minutes.
- As a general principle discussion regarding matters affecting individual students or employees shall occur in a private meeting of the Board. Notwithstanding any consequent action taken by resolution of the Board, shall be recorded in the minutes of a public meeting although the individual concerned may be identified by reference to the record of the private meeting rather than by name.

ix. Procedures- Motions

▪ **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 board members of the item to be discussed. A notice of motion is not debatable and may not be voted on.
- A board member may present a notice of motion for consideration at the next regular meeting of the Board or may specify another meeting date. A board member may also provide the Executive Director with a written notice of

motion and ask that it be placed on the agenda of the next regular meeting and read at the meeting. The board member need not be present during the reading of the motion.

▪ **Moving a Motion**

The Board Chair normally will ask for a mover of the motion before opening the discussion. The Board Chair may rule that a motion is out of order because it conflicts with a law, a bylaw, or a policy adopted by the Board, because it is not relevant, or because it is outside the scope of the Board's powers and activities. Except where a motion contravenes a law or bylaw, the ruling that it is “out of order” may be challenged by a member of the Board, and in such circumstances, the board member shall vote on the Board Chair’s ruling before debate on the motion itself.

▪ **Discussion on Motions**

- The custom of addressing comments to the Board Chair is to be followed by all persons in attendance.
- Once a motion is before the Board 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 board member, including the Board Chair.
- A motion may be amended after it has been moved. A vote is to be taken on the amendment and, if approved, the amended motion comes up for discussion and for a vote.

▪ **Speaking to the Motion**

- Mover of a motion first and every board member shall have an opportunity to speak to the motion before any Board member is allowed to speak a second time.
- The Board Chair will normally speak just prior to the last speaker who will be the mover of the motion.
- The mover of the motion is permitted to close debate on the motion.
- As a general guide, a motion is not to speak longer than five (5) minutes on any motion. The Board Chair has the responsibility to limit the discussion by a board member when such a discussion is repetitive or digresses from the topic at hand, or where the discussion takes place prior to the acceptance of a motion.

- 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 Board Chair.
- When a board member arrives at the meeting after a motion has been made and prior to taking a vote, the board member may request further discussion prior to the vote. The Board Chair shall rule on further discussion.

▪ **Reading of the Motion**

A board member may require the motion under discussion to be read at any time during the debate, except when a board member is speaking.

x. **Procedures- Voting**

- Board Chair and any active member in good standing who has not withdrawn from membership nor is under suspension nor expelled as herein provided shall have the right to vote at any meeting of the Society.
- Votes at a General, Annual General or Special General Meeting of the Society shall be taken by open vote, expressed by show of hands, except votes to elect the Board Chair or Vice-Chair which are by secret ballot unless there is unanimous agreement among the board members to use a show of hands.
- If demanded by a majority of Active members in good standing personally present, a vote on a specific motion may be by ballot, in which the Secretary of the Society shall be responsible for counting the votes.
- Proxy votes are prohibited and shall not be valid at any meeting of the Society, meeting of the Board, or meeting of any Committee of the Board.
- Each question shall be decided by a majority of the votes of those board members present. A simple majority of a quorum of the Board will decide in favour of the question. In case of an equality of votes, the question is defeated.
- When any order resolution or question cannot be put to the Board due to a loss of quorum, the resolution or question shall be dealt with at the next meeting of the Board.

xi. **Procedures-Delegations at Board Meetings**

The Board values the engagement of all stakeholders in matters concerning the education of the community's children and the operation of its school. Accordingly, the Board welcomes input from interested individuals or groups who wish to make a presentation to the Board in accordance with the following processes.

- As a general rule, the Board will hear a presentation from a group or from an individual at a regular meeting. However, when the occasion demands it, a presentation may be heard in a private meeting of the Board.
- The Board believes in an open and transparent process to hear public delegations.
- It is important that presentations occur within set guidelines and in accordance with prescribed procedures.
- Requests to make a presentation to the Board shall be made in writing and shall include a brief outline of the topic(s).
- In addition, with respect to matters of specific suggestion, request, directive, concern, or complaint regarding employees, the channel of communication for the Board and its individual members shall be through the Executive Director.
- Under usual circumstances, a written request for a meeting must be addressed to the Executive Director and received by the Board a minimum of (10) days in advance of the scheduled Board meeting date. In exceptional circumstances, the Board Chair may choose to waive this requirement. The request will outline the reason(s) for making the request and shall include a summary of the nature of the presentation and indicate the name(s) of the main presenter(s).
- The Chair, when setting the agenda for each Board meeting, will consider requests from delegations for a meeting with the Board. If a request is accepted, the Chair will determine the most appropriate meeting date and time for the delegation to meet with the Board. A delegation will usually be allotted five (5) minutes for its presentation. The Board Chair is authorized to restrict the length of any delegation's presentation at the Chair's discretion.
- The delegation shall appoint not more than two (2) persons to speak on their behalf at the meeting and respond to questions from the Board. Names and positions of participants shall be provided to the Board.
- The Chair shall outline the process and any limitations upon the subject matter that may properly be presented by the delegation to the Board.
- Delegations shall be given a copy of the relevant sections prior to its presentation.
- When making presentations to the Board, individuals and groups shall demonstrate appropriate decorum, shall keep their comments as brief as possible, and shall abide by the procedures of the meeting as established by the Board Chair. The Board Chair shall ensure the delegation maintains appropriate decorum during the meeting with the Board

- During the time of presentation, board members may ask questions but will not express judgments concerning the issue(s) raised. Normally board members will refrain from asking questions or making comments until the delegation has completed their presentation.
- Following a presentation to the Board, any discussions held will be in accordance with Board approved rules of order
- Any decision or other significant follow-up communication will be transmitted in writing by the Board/designate to the designated spokesperson.
- Normally the Board will not meet with an individual or a group of concerned individuals unless the individual or group has attempted first of all to resolve the difficulty through contact with the Executive Director.
- A board member requests the Board Chair to hear from a member of the public in attendance who may have information pertinent to the item under discussion by the Board.
- A written record shall be kept of all presentations to the Board.

xii. Audio/Video Recording Devices

The Board directs that anyone wanting to use recording devices at a public Board meeting obtain prior approval from the Board Chair.

(i) Officers of the Society and Roles

i. Role of the Board Chair/President

Is the Chief Executive Officer of the Society and subject to the authority of the Board, shall have such other powers and duties as the Board may specify. The Board Chair is at all times accountable to the Board of Directors.

The Board delegates to the Board Chair the following powers and duties:

- Act as the official spokesperson for the Board, except for those instances where the Board has delegated this role to another individual or group and for the Society when there are potential political implications.
- Preside over all Board meetings and ensure that such meetings are conducted in accordance with the Education Act and the policies and procedures as established by the Board.
- Prior to each Board meeting, confer with the Vice-Chair, the Executive Director on the items to be included on the agenda, the order of these items and become thoroughly familiar with them.
- Be familiar with basic meeting procedures.
- Perform the following duties during Board meetings:

- Maintain the order and proper conduct and decorum of the meeting so that motions may be formally debated.
 - Ensure that all issues before the Board are well-stated and clearly expressed.
 - Display firmness, courtesy, tact, impartiality and willingness to give everyone an opportunity to speak on the subject under consideration.
 - Ensure that debate is relevant. The Board Chair, in keeping with his/her responsibility to ensure that debate must be relevant to the question, shall, when he/she is of the opinion that the discussion is not relevant to the question, remind members that they must speak to the question.
 - Decide questions of order and procedure, subject to an appeal to the rest of the Board. The Board Chair may speak to points of order in preference to other members, and shall decide questions of order, subject to an appeal to the Board by any member duly moved.
 - Submit motions or other proposals to the final decision of the meeting by a formal show of hands.
- Ensure that each board member present votes on all issues before the Board. When appropriate advise board members of a possibility of a conflict of interest.
 - Extend hospitality to board members, officials of the Board, the press and members of the public
 - Keep informed of significant developments within the school.
 - Assist with the Board's orientation program for board members.
 - Keep the Executive Director and the Board informed in a timely manner of all matters coming to his/her attention that might affect the school.
 - Be in regular contact with the Executive Director to maintain a working knowledge of current issues and events.
 - Convey directly to the Executive Director such concerns as are related to him/her by other board members, parents or students that may affect the administration of the school.
 - Provide counsel to the Executive Director.
 - Bring to the Board all matters requiring a corporate decision of the Board.
 - Act as a signing authority for Board minutes.
 - Act as a signing authority for the Society as follows:
 - As required by the Government of Alberta.
 - As required by financial institutions.
 - Represent the Board, or arrange alternative representation, at official meetings or other public functions.
 - Address inappropriate behaviour on the part of a Board Member.

- Ensure the Board engages in annual assessments of its effectiveness yearly at the AGM as a Board and ensure appropriate follow-up.

ii. Role of the Vice-Chair

Vice Chair/President: The Vice Chair shall have such powers and duties as the Board Chair may specify and the Board approve. During the absence or disability of the Board Chair, then his duties shall be performed and power exercised by the Vice Chair.

Specific Responsibilities

- The Vice-Chair shall act on behalf of the Board Chair, in the latter's inability to act or absence and shall have all the duties and responsibilities of the Board Chair.
- The Vice-Chair shall assist the Board Chair in ensuring that the Board operates in accordance with its own policies and procedures and in providing leadership and guidance to the Board.
- Prior to each Board meeting, the Vice-Chair shall confer with the Board Chair and the Executive Director on items to be included on the agenda, the order of these items and become thoroughly familiar with them.
- The Vice-Chair may be assigned other duties and responsibilities by the Board Chair.

iii. Role of Secretary

- Ensure all necessary notice are given to the Society members, Directors, Officers, Auditors and Committee members;
- Cause annual membership fees to be collected if applicable;
- Maintain an up-to-date register of Society members;
- Have such powers and duties as the President may specify and the Board approve.

iv. Role of the Treasurer

- Over see accounting records created by FO in compliance with the Societies Act;
- Oversee the deposit of money and the safekeeping of securities;
- Oversee the disbursement of the funds of the Society
- Have such other powers and duties as the Chair may specify and the Board approve.

(j) Committees of the Board

i. Executive Committee

The Officers of the Society elected by the Board of Directors shall comprise the Executive Committee. The Executive Committee shall be chaired by the Board Chair, unless the officers thereat otherwise decide.

ii. Other Committees

Upon resolution, the Board of directors may delegate any of its powers to any one or more Standing or Ad Hoc Committees consisting of such Society members as the directors deem proper. Any Committee so formed shall, in the exercise of the powers so delegated, conform to all Society By-Laws, Regulations, Policy Statements and conditions that may be applicable or imposed.

(k) Policymaking

i. Background

Policy development is a key responsibility of the Board. Policies constitute the will of the Board in determining how the Society will operate. Policies provide effective direction and guidelines for the action of the Board, Executive Director, staff, students, and community stakeholders. Policies also serve as sources of information and guidelines to all who may be interested in or connected with the operation of the Society. Adoption of new Board policies or revision of existing policies is solely the responsibility of the Board.

The Board shall be guided in its approach to policymaking by ensuring adherence to the requirements necessary to provide public education and compliance with the Education Act and provincial as well as federal legislation. Further, the Board believes that the development and review of policies are enhanced when the process allows for the meaningful involvement of staff and other interested groups and persons where appropriate.

Board policies shall provide an appropriate balance between the responsibility of the Board to develop the broad guidelines to guide the ECS and the opportunity for the Executive Director to exercise professional judgment in the administration of the ECS.

ii. Procedure- Policymaking

The Board shall adhere to the following stages in its approach to policymaking:

- **Planning-** The Board, in cooperation with the Executive Director, shall assess the need for a policy, as a result of its own monitoring activities or on the suggestion of others, and identify the critical attributes of each policy to be developed.
- **Development-** The Board may choose to create an ad-hoc committee consisting of three board members and the Executive Director or designate to develop the

policy itself or delegate the responsibility for its development to the Executive Director.

- **Implementation-** The Board is responsible for the implementation of policies governing its own processes. The Board and Executive Director share the responsibility for implementation of policies relating to the Board-Executive Director relationship. The Executive Director is responsible for the implementation of the other policies.
- **Evaluation-** The Board, in cooperation with the Executive Director, shall review each policy in a timely manner in order to determine currency and if it is meeting its intended purpose.
- Suggestions or recommendations in regard to new or existing policy may be made to the Executive Director at any time. Such suggestions or recommendations shall be submitted in writing to the Executive Director and include a brief statement of purpose or rationale. Any board member or staff member may initiate proposals for new policies or changes to existing policies.
- Normally, requests for new policy or amendments to existing policy originating from schools will be directed through the Executive Director.
- Policy development or revision may also be initiated as a result of a public consultation, survey, needs assessment or policy evaluation.
- The Executive Director shall be responsible to prepare a proposal.
 - **Procedure-Proposal**
 - a. If the Board requests that a new policy be drafted or an existing policy be reviewed for possible amendment, the Executive Director shall implement procedures to develop a draft proposal.
 - b. Draft proposals may be developed in consultation with advisory committees, various employee groups, senior administrative staff, or outside agencies and consultants.
 - c. The engagement of outside agencies or consultants to assist in policy development shall require prior approval of the Board if the total anticipated costs will exceed budget approved allocations.
 - d. When appropriate, the Executive Director shall seek legal advice.
 - e. Proposed policies which are accepted as information by the Board shall be made available electronically or on the website and notification given to school staff.
 - f. The Board may seek additional input into proposed changes in policy, or drafts, whenever it is deemed appropriate. The Board may also expedite the process where the policy has been drafted as a result of legal agreements, legislative change, in urgent or emergency situations or

when the modifications are minor and do not affect the intent of the policy or where the policy involves matters unique to the Board and its operations.

- g. The final draft of the policy or amendments shall be presented to the Board for its consideration and approval.
- h. Only those policies, which are adopted and recorded in the minutes, constitute the official policies of the Board.
- i. In the absence of existing policy, the Board may make decisions, by resolution, on matters affecting the administration, management and operation of the Society. Such decisions carry the weight of policy until such time as specific written policy is developed.
- j. The Board may request the Executive Director to change an administrative procedure to a draft Board policy.
- k. The Executive Director must develop administrative procedures and develop such other procedures as deemed necessary for the effective operation of the school; these must be in accordance with Board policies.
- l. The Board may also delete a policy and subsequently delegate the Executive Director authority over this area. The Executive Director may choose to then develop an administrative procedure relative to this matter.
- m. The Executive Director must inform the Board of any changes to administrative procedures in a Board meeting agenda.
- n. The Executive Director shall arrange for all Board policies and administrative procedures and subsequent revisions to be posted on the school's website, in a timely manner, for staff and public access.
- o. The Board shall review each policy a minimum of once per electoral term.

(l) Specific Areas of Responsibility of the Board

i. Accountability for Student Learning

- Provide overall direction for the ECS by establishing vision, mission and values.
- Support the establishment of a welcoming, caring, respectful and safe learning environment.
- Annually approve the process and timelines for the refinement of the Three-Year Education Plan.
- Identify Board priorities at the outset of the annual Three-Year Education planning process.

- Initiate school and program reviews as necessary to monitor the achievement of outcomes.
- Monitor the effectiveness of the ECS in achieving established priorities, desired results and key performance indicators.
- Annually approve the “rolling” Three-Year Education Plan/Annual Education Results Report for submission to Alberta Education and for distribution to the public.

ii. Community Assurance

- Make informed decisions that consider community values and represent the interests of the community.
- Engage the community in a dialogue about the ECS programs, needs and desires.
- Establish processes and provide opportunities for community engagement.
- Report ECS outcomes to the community at least annually.
- Develop appeal procedures and hold hearings as required by statute and/or Board policy.
- Model a culture of respect and integrity.
- Maintain transparency in all fiduciary aspects.

iii. Accountability to Provincial Government

- Act in accordance with all statutory requirements to implement provincial standards and policies.
- Perform Board functions required by governing legislation and existing Board policy.
- Ensure all children, teachers and school leaders learn about First Nations, Métis and Inuit perspectives, experiences and contributions throughout history; treaties, and the history and legacy of residential schools.

iv. Fiscal Accountability

- Within the context of results-based budgeting, approve budget assumptions/principles and establish priorities at the outset of the budget process.
- Approve the annual budget and allocation of resources to achieve desired results.
- Approve expense reimbursement procedures.
- Approve substantive budget adjustments when necessary.
- Monitor the fiscal management of the ECS through receipt of at minimum quarterly variance analyses and year-end projections.
- Receive the Audit Report and ensure the management letter recommendations are addressed.

- Approve annually the Three-Year Capital Plan for submission to Alberta Education.
 - Set the parameters for negotiations after soliciting advice from the Executive Director and others.
 - At its discretion, ratify Memorandum of Agreement with bargaining units.
 - Approve the Executive Directors contract.
 - Approve annually signing authorities for the Society.
 - Approve transfer of funds to/from reserves.
 - Ensure all programs are regularly reviewed to test the relevancy, effectiveness and efficiency of the programs against desired outcomes.
- v. Board/Executive Director Relations (“First Team”)**
- Select the Executive Director; provide for succession planning as required.
 - Provide the Executive Director with clear corporate direction.
 - Delegate, in writing, administrative authority and identify responsibility subject to provisions and restrictions in the Education Act.
 - 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.
 - Demonstrate respect, integrity and support, which is then conveyed to the staff and the community.
 - Annually evaluate the Executive Director, in accordance with a pre-established performance appraisal mechanism.
 - Annually review compensation of the Executive Director.
- vi. Board Development**
- Develop a plan for governance excellence in fiduciary, strategic and generative engagement modes.
 - Annually evaluate Board effectiveness in meeting performance indicators and determine a positive path forward.
- vii. Policy**
- Identify how the Board is to function.
 - Develop/revise policies using a generative engagement process.
 - Monitor policy currency and relevancy.
- viii. Political Advocacy**
- Act as an advocate for public education and for the ECS
 - Identify issues for advocacy on an ongoing basis.
 - Develop a plan for advocacy including focus, key messages, relationships and mechanisms.

- Promote regular meetings and maintain timely, frank and constructive communication with locally elected officials.
- Arrange meetings with elected provincial and federal government officials to communicate and garner support for education.

3. SENIOR MANAGEMENT – ROLES AND RESPONSIBILITIES

(a) Specific Areas of Responsibility

Definition: “senior manager” means a senior management employee or a senior management contractor.

The Executive Director is the Senior Manager of the Board and the Head Education Officer of the ECS. The Executive Director reports directly to the corporate Board and is accountable to the Board for the conduct and operation of the ECS. All Board authority delegated to the staff of the ECS is delegated through the Executive Director.

i. Educational Leadership

- Provides leadership in all matters relating to education in the ECS.
- Ensures children in the school have the opportunity to meet or exceed the standards of education set by the Minister.
- Ensures that learning environments contribute to the development of skills and habits necessary for the world of work, post-secondary studies, lifelong learning and citizenship.
- Provides leadership in fostering conditions which promote the improvement of educational opportunities for all children through mentorship, coaching and professional development.

ii. Children Welfare

- Ensures that each child is provided with a welcoming, caring, respectful and safe learning environment that respects diversity and fosters a sense of belonging.
- Ensures that the social, physical, intellectual, cultural, spiritual and emotional growth needs of children are met in the overall school environment.
- Ensures the safety and well-being of children while participating in school programs or while being transported on transportation provided by the ECS.
- Acts as, or designates, the attendance officer for the ECS.

iii. Fiscal Responsibility

- Ensures the fiscal management of the ECS by the Treasurer and Financial Officer is in accordance with the terms or conditions of any funding received by the Board under the Education Act or any other Act.

- Ensures the Society operates in a fiscally responsible manner, including adherence to recognized accounting procedures.
- Directs the preparation and the presentation of the budget.
- Ensures the Board has current and relevant financial information.
- Directs the preparation of the Three-Year Capital Plan for submission to the Board.

iv. Personnel Management

- Has overall authority and responsibility for all personnel-related matters, except the mandates for collective bargaining and those personnel matters precluded by legislation, collective agreements or Board policy.
- Monitors the performance of all staff and ensures appropriate evaluation processes are in place.
- Facilitates professional development and training sessions for staff.
- Ensures the coordination and integration of human resources within the ECS.
- Ensures that each staff member is provided with a welcoming, caring, respectful and safe working environment that respects diversity and fosters a sense of belonging.

v. Policy/Administrative Procedures

- Provides leadership in the planning, development, implementation and evaluation of Board policies.
- Develops and keeps current an Administrative Procedures Manual that is consistent with Board policy and provincial policies, regulations and procedures.

vi. Executive Director/Board Relations (“The First Team”) – Code of Conduct

- Engages in and maintains positive, professional working relations with the Board.
- Respects and honours the Board’s role and responsibilities and facilitates the implementation of that role as defined in Board policy.
- Attends all Board meetings, or arranges for a designate to be in attendance, and makes recommendations on matters requiring Board action by providing accurate information and reports as are needed to ensure the making of informed decisions.
- Provides the information and counsel which the Board requires to perform its role.
- Keeps the Board informed on sensitive issues in a timely manner.
- Attends, and/or designates, administrative attendance at all committee meetings.

- Demonstrates respect, integrity and support, which is conveyed to the staff and community.
- vii. Strategic Planning and Reporting**
- Leads the generative strategic planning process including the development of the Three-Year Education Plan, Society goals, budget, facilities, technology and transportation plans and implements plans as approved.
 - Involves the Board appropriately (Board approval of process and timelines; opportunity for Board establishment of strategic priorities and key results early in the process; final Board approval).
 - Implements plans as approved.
 - Reports regularly on results achieved.
 - Develops the Annual Education Results Report for Board approval at the AGM.
 - Implements the requirements of Occupational Health and Safety legislation, including required staff professional development.
 - Ensures the facilities adequately accommodate all children.
- viii. Organizational Management**
- Demonstrates effective organization skills resulting in Society compliance with all legal, Ministerial and Board mandates and timelines.
 - Reports to the Minister with respect to matters identified in and required by the Education Act and provincial legislation.
- ix. Communications and Community Relations**
- Takes appropriate actions to ensure open, transparent, positive internal and external communications are developed and maintained.
 - Ensures parents have a high level of satisfaction with the services provided and the responsiveness of the ECS.
 - Maintains effective relationships within the system and the community served by the system.
 - Acts as the Head of the organization for the purposes of the Freedom of Information and Protection of Privacy (FOIP) Act.
 - Keeps the Board informed through the provision of appropriate accountability reports.
- x. Leadership Practices**
- Practices leadership in a manner that is viewed positively and has the support of those with whom the Executive Director works most directly in carrying out the directives of the Board and the Minister.

- Develops and maintains positive and effective relations with provincial and regional government departments and agencies.
- Ensures that meaningful collaboration arises from relationships built on trust, honesty and respect.

(b) Appeals And Hearings Regarding Student Matters

Under relevant sections of the Education Act, the only matters on which the Minister of Education will consider appeals are:

- Student expulsion;
- Access to, or the accuracy or completeness of student records;
- Board responsibility for a specific student;
- The provision of specialized supports and services to a student or a child in an early childhood services program.

(c) All Matters Other Than Expulsion of a child

The Board will hear appeals in this manner on administrative decisions on all matters other than expulsion of children, which are submitted in accordance with relevant section(s) of the Education Act and that significantly affect the education of a child.

- i. Prior to a decision being appealed to the Board, it must be appealed to the Executive Director.
- ii. Parents of children have the right to appeal to the Board, a decision of the Executive Director. The Executive Director must advise parents of this right of appeal.
- iii. The appeal to the Board must be made within five (5) days from the date that the individual was informed of the Executive Director's decision. The appeal must be filed in writing and must contain the name of the party filing the appeal, the date, the matter at hand and the reason for the appeal.
- iv. Parents, as above, when appealing a decision to the Board, have the right to be assisted by a resource person(s) of their choosing. The responsibility for engaging and paying for such assistance rests with the parents.
- v. The hearing of the appeal must be scheduled so as to ensure that the person making the appeal and the Executive Director, whose decision is being appealed, has sufficient notice and time to prepare for the presentation.
- vi. The appeal will be heard in-private, with specified individuals in attendance.
- vii. The appeal hearing will be conducted in accordance with the following guidelines:
 - The Board Chair will outline the purpose of the hearing, which is to provide:
 - An opportunity for the parties to make representation in support of their respective positions to the Board. This information may include expert medical, psychological and educational data and may be presented by

witnesses. The information presented may include both written and verbal communications;

- The Board with the means to receive information and to review the facts of the dispute;
- A process through which the Board can reach a fair and impartial decision.

- Notes of the proceedings will be recorded for the purpose of the Board's records.
- The Executive Director and/or staff will explain the decision and give reasons for the decision.
- The appellant will present the appeal and the reasons for the appeal and will have an opportunity to respond to information provided by the Executive Director and/or staff.
- The Executive Director and/or staff will have an opportunity to respond to information presented by the appellant.
- Committee members will have the opportunity to ask questions or clarification from both parties.
- No cross-examination of the parties shall be allowed.
- The Board will meet without the respective parties to the appeal in attendance to arrive at a decision regarding the appeal. The Board may have legal counsel in attendance.
- If the Board requires additional information or clarification in order to make its decision, both parties to the appeal will be requested to return to the hearing for the required additional information.
- The Board decision and the reasons for that decision will be communicated to the appellant once a decision has been reached and confirmed in writing following the hearing. Included in the communication to the appellant shall be information that the appellant has the right to seek a review by the Minister if the appellant is dissatisfied with the decision of the Student Appeals Committee, if the matter under appeal is a matter described in section 43 of the Education Act.

(d) Expulsion of a Child

- It is expected that all students will comply with relevant section(s) of the Education Act, Board policy and school policy.

- The Board will hear representations with respect to a recommendation for a child's expulsion in accordance with relevant sections of the Education Act.
- If a child is not to be reinstated within five (5) school days of the date of suspension, the Executive Director shall immediately report in writing all the circumstances of the suspension and provide a recommendation to the Board through the Office of the Executive Director.
- The Board will convene in an in-private session upon the call of the Executive Director, but in no event shall the meeting occur later than ten (10) school days from the first day of suspension.
- Parents of the child have the right to be assisted by a resource person(s) of their choosing. The responsibility for engaging and paying for such assistance rests with the parents or students.
- The Board may have legal counsel in attendance.
- Notes of the proceedings will be recorded for the purpose of the Board's records.
- The expulsion hearing will be conducted in accordance with the following guidelines:
 - i. The Board Chair will outline the purpose of the hearing, which is to:
 - Provide an opportunity to hear representations relative to the recommendation from the Executive Director;
 - Provide an opportunity for the child's parents to make representations;
 - Reinstatement or expel the child.
 - ii. The Board Chair will outline the procedure to be followed, which will be as follows:
 - The Executive Director will present the report documenting the details of the case and the recommendation to expel the child;
 - The child's parents will be given an opportunity to respond to the information presented and to add any additional relevant information;
 - The members of the Board will have the opportunity to ask questions of clarification from both the Executive Director and the child's parents;
 - The Board will meet, without either the administration or the child's parents present, to discuss the case and the recommendation. The recording secretary may remain in attendance. Legal counsel may also remain in attendance;
 - Should the Board require additional information, both parties will be requested to return in order to provide the requested information;
 - The Board will then make a decision to either reinstate or expel the child;
 - The Board decision shall be communicated in writing to the child's parents within five (5) days of the hearing, with copies being provided to the Executive Director. The Executive Director's office will attempt to inform the

parent(s) of the decision by telephone or personal communication as soon as possible after a decision has been reached.

- ii. If the Board’s decision is to expel the child, the following information must be included in the letter to the child’s parents:
 - The length of the expulsion which must be greater than ten (10) school days;
 - The educational program to be provided to the child and the name of the individual to be contacted in order to make the necessary arrangements;
 - The right of the child’s parents to request a review of the decision by the Minister of Education.

(e) Progressive Staff Discipline

Background

Most employees want to do what is expected of them and want to perform their duties well. However, as the employer, The Society periodically needs to deal with problems caused by the conduct or performance of an employee. To address these issues, the Society subscribes to the philosophy of progressive discipline, except in cases where the employee’s actions warrant summary dismissal for cause. Progressive discipline is premised on the hope that the employee will correct any conduct or performance problems that may arise so as to avert having disciplinary measures escalate to subsequent steps. Progressive discipline provides an opportunity to uphold the Society’s mission and belief statements, alleviate any feelings of unjust treatment, and offer guidance and support to employees. The goal of progressive discipline is to correct poor behaviour or performance so as to create a better and more productive employee. The Society has established the following set of reasonable procedures for supervisors to follow in cases where it is determined that progressive discipline is appropriate. These procedures are put in place in consideration of the overall proper and optimal functioning of the ECS.

Procedures

- i. These procedures apply to all employees that work for the ECS.
- ii. In the event that an employee violates Society or school policy or procedures or exhibits problematic behaviour, in most circumstances the Society will consider implementing progressive discipline. This Administrative Procedure in no way hampers the Executive Director from taking any action, disciplinary or administrative measure, or exercising any right or power under the *Education Act* where employment related action is warranted. Generally, the steps in progressive discipline will be a Letter of Concern, Written Directive, and Letter of Reprimand. It is not necessary for the ECS to complete all steps in the progressive discipline procedure if the ECS decides a departure from the general order of the procedure

is warranted. The reference herein to “a letter” refers to the letter relating to any one of the disciplinary steps.

- Executive Director may choose to address ‘first incident’ concerns, verbally, prior to issuing a Letter of Concern, Written Directive or Reprimand. Executive Director should document these conversations and are strongly encouraged to consult with other Administrative staff.
 - Executive Director should obtain advice from other Administrative staff and if chooses a Director from the board and the contents and wording of any Letter of Concern, Written Directive, or Reprimand prior to the letter being issued.
- iii. A letter of Concern, Directive or Reprimand issued to the employee will:
- State the type of letter being issued
 - Alert the employee to the problem and specify the problem behaviour
 - Remind the employee of any previous verbal or written admonitions provided relating to the issue within the previous ten (10) years
 - Reiterate the ECS’s expectations
 - Advise the employee of the consequences associated with not meeting the expectations and further disciplinary infractions
 - Contain other information the ECS deems pertinent
- iv. All concerns will be investigated by the appropriate ECS personnel before determining if discipline will result. Where a unionized employee is facing a disciplinary consequence, they have the right to representation before discipline is issued. Letters of Concern and Directive are not deemed disciplinary letters.
- v. Any letter issued shall be discussed with the employee by the Executive Director upon issuance.
- vi. The Executive Director reserves discretion in determining whether to forward a copy of each Letter of Concern and Written Directive to the Board of Directors for inclusion in the employee’s personnel file. The letter shall indicate a copy has been so forwarded if that is the case. the letter, and any response provided shall be retained in the employee’s personnel file, for ten (10) years.
- vii. Employees who have a letter placed on their personnel file have the right to provide a written response within seven (7) days to the letter and that response shall be attached to the letter and kept in the personnel file.
- viii. The Executive Director is to document in their own working file the date and description of any conversations with, or verbal warnings given to, the employee relative to behaviour or concern.
- ix. Suspensions and terminations of teachers shall be carried out by the Executive Director, in accordance with applicable legislation following legal consultation.
- x. Suspensions and terminations of non-teaching staff shall be carried out by the Executive Director, in accordance with applicable legislation following legal consultation if necessary.

xi. No decision made under this Administrative Procedure is appealable to the Board.

(f) Guide for the Professional Growth, Supervision, and Evaluation of School Administrators/ Senior Management

This policy outlines the framework for the professional growth, supervision, and evaluation of school administrators and senior management within the Society. The aim is to ensure high standards of leadership, continuous professional development, and accountability in alignment with the Society’s goals and educational standards.

i. Professional Growth and Supervision

▪ **Ongoing Professional Growth and Supervision**

Professional growth and supervision are continuous processes that serve as the foundation for enhancing leadership capabilities within the Society.

▪ **Annual Professional Growth Plan**

Each administrator shall prepare and implement an annual professional growth plan that:

- Reflects goals and objectives based on a self-assessment of learning needs.
- Demonstrates a clear relationship with the Leadership Quality Standard (LQS).
- Aligns with the education plans of the school, the Society, and Alberta Education.

▪ **Review Process**

The professional growth plan shall be reviewed with the Board of Directors’ Education Committee within the school year, with a progress report provided before the end of the school year.

▪ **Supervision by Immediate Supervisor**

The immediate supervisor of each administrator is responsible for ongoing supervision, which includes:

- Providing support and guidance to the administrator.
- Observing and obtaining information from various sources regarding the quality of leadership provided by the administrator.
- Identifying behaviors or practices that may require evaluation.

ii. Evaluation

- **Purpose of Evaluation-** Administrator evaluation is essential for maintaining and improving the quality of education provided to students within the Society.

- **Situations Requiring Evaluation** Evaluations of administrators will occur in the following circumstances:
 - When an administrator is on a probationary or temporary assignment.
 - When an administrator’s term appointment is nearing its conclusion.
 - At the request of the administrator.
 - When the supervisor determines that an evaluation is necessary to assess the administrator’s growth or performance.
- **Evaluation Criteria-** The Society expects high performance from its administrative staff. While individual strengths are recognized, proficiency is expected across all performance areas as defined by the Leadership Quality Standard.
- **Evaluation Process** The following procedures apply to the evaluation of Senior Management positions. Evaluations for other administrative positions will follow a similar model, with adaptations as needed.

iii. **Senior Management Evaluation Process – Level A**

- **Application-** This process applies to any Senior Manager completing a probationary period in an administrative assignment.
- **Components**
 - **Self-Evaluation Report:** A 3–5-page comprehensive self-evaluation report prepared by the Senior Manager.
 - **Interview:** An interview to gather evidence related to expectations in Administrative Procedure 430.
 - **Review of Professional Growth Plan:** Assessment of the Senior Manager’s Professional Growth Plan.
 - **Review of School Education Plan and Annual Education Results Report:** Evaluation of these key documents.
 - **Direct Observation:** Guided visits, attendance at staff meetings, and other occasions to observe performance.
 - **Examination of Achievement Data:** Review of school achievement data.
 - **Examination of Survey Results:** Analysis of school survey results or comparable metrics.
- **Approximate Timeline**
 - **October – November:** Review School Education Plan, School Education Results Report, and Professional Growth Plan. Discuss the evaluation process and expectations.
 - **April – May:** Submission of the self-evaluation report and conducting the interview. The evaluator prepares and discusses the evaluation report with the Senior Manager.
 - **May – June:** Decision by the Executive Director or Board of Directors on the extension of the administrative designation.

iv. **Principal Evaluation Process – Level B**

- **Application-** This process applies to Senior Managers who have completed the probationary portion of their administrative assignment.
- **Components**
 - **Components of the Evaluation**
 - **Portfolio Submission:** A comprehensive portfolio prepared by the Senior Manager, demonstrating progress in fulfilling leadership dimensions.
 - **Interview:** An interview to gather evidence pertaining to expectations outlined in the administrator’s contract.
 - **Review of Professional Growth Plan:** Assessment of the Senior Manager’s Professional Growth Plan.
 - **Review of School Education Plan and Annual Education Results Report:** Evaluation of these documents.
 - **Direct Observation:** Guided visits, attendance at meetings, and other occasions to observe performance.
 - **Examination of Achievement Data:** Review of school achievement data.
 - **Examination of Survey Results:** Analysis of school survey results or comparable metrics.
 - **Additional Components** Additional elements may be included at the discretion of the evaluator, in consultation with the Senior Manager, such as:
 - External survey instruments to assess leadership capabilities.
 - Review of organizational procedures and management structures.
 - Review of progress towards identified goals.
 - Other mutually agreed upon processes.
- **Approximate Timeline**
 - **October – November:** Review School Education Plan, School Education Results Report, and Professional Growth Plan. Discuss the evaluation process and expectations.
 - **March – April:** Submission of the portfolio and conducting the interview. The evaluator prepares and discusses the evaluation report with the Senior Manager.
 - **May – June:** Decision by the Executive Director or Board of Directors regarding the renewal of the administrative designation.

v. **Considerations Concerning the Evaluation Process**

- **School Visits**
 - **Communication:** Frequent and transparent communication is vital in the evaluation process. Evaluators are encouraged to identify specific

aspects of school operations they wish to observe, ensuring the observation is a reflection of the administrator’s work.

- **Scheduled and Unscheduled Visits:** School visits, both scheduled and unscheduled, provide opportunities to discuss ongoing situations and obtain authentic data. These visits also offer the evaluator insight into the administrator's performance in real-time.
- **Observation Opportunities:** Consideration may be given to observing the administrator’s performance during staff meetings, school council meetings, and other school-related activities where leadership qualities are evident.
- **Document Review**
 - **Importance of Document Review:** Administrators produce a variety of documents that reflect their professional performance. Reviewing these documents can offer insights into the administrator's effectiveness.
 - **Types of Documents:** In addition to School Education Plans and Annual Results Reports, the following documents may be reviewed:
 - School/parent/student handbooks
 - Newsletters
 - Staff memos
 - Staff meeting agendas and minutes
 - School policies
 - Staff development plans
 - Curriculum documents
 - Teacher evaluation reports
- **Surveys and Interviews**
 - **Soliciting Feedback:** Administrators may choose to gather feedback through surveys and interviews as part of their self-assessment and to provide evidence of their leadership effectiveness.
 - **Professional Conduct:** All surveys and interviews involving professional staff must adhere to the ATA Code of Professional Conduct, ensuring that the process is fair, ethical, and respectful of all participants.

4. CONFLICT OF INTEREST

- (a) **Definition** - A conflict of interest arises when an individual’s personal interests—such as family, friendships, financial, or social factors—could compromise their judgment, decisions, or actions in the workplace.

- (b) **Purpose-** The purpose of this section is to ensure that all board members and employees disclose any conflicts of interest, allowing the Society to take necessary steps to ensure that decisions are made in the best interest of the school/ECS.
- (c) **Board Conflict of interest policy**
- **Disclosure:** Whenever a director or officer has a financial or personal interest in any matter before the board, the affected person must:
 - Fully disclose the nature of the interest; and
 - Withdraw from discussion, lobbying, and voting on the matter.
 - **Approval of Transactions:** Any transaction or vote involving a potential conflict of interest shall be approved only when a majority of disinterested directors determine that it is in the best interest of the Society to proceed.
 - **Meeting Minutes:** The minutes of meetings where such votes are taken shall record the disclosure, abstention, and rationale for approval.
- (d) **Employee Conflict of Interest Policy**
- i. **Purpose-** The purpose of this policy is to ensure that all employees of the Society conduct themselves with integrity and maintain high ethical standards, avoiding any conflict of interest that may compromise their professional judgment, actions, or the objectives of the Early Childhood Services (ECS) program.
 - ii. **Definitions**
 - **Conflict of Interest:** A situation where an employee’s professional judgment or actions concerning the goals or mandate of the ECS are at risk of being unduly influenced or compromised, leading to potential financial or professional gain for the employee, a family member, or a friend.
 - **Family Member:** Includes a spouse, partner, child, parent, parent-in-law, grandparent, son-in-law, daughter-in-law, brother, sister, child of spouse, and grandparent of spouse.
 - iii. **Conflict of Interest Situations**
 - A conflict of interest arises when:
 - An employee’s knowledge, responsibilities, or authority within the Society is perceived as directly or indirectly benefiting:
 - The employee personally.
 - A member of the employee’s family.
 - A business or organization in which the employee or a family member has an interest or holds a position.
 - An employee’s relationship, employment, position, or interest in another person, business, or organization affects their duties or responsibilities with the Society.
 - A conflict of interest exists in the above situations regardless of whether the Society is disadvantaged or receives a benefit.
 - iv. **Prohibition on Gifts and Favors**

- Employees shall not accept gifts, favors, or services from any individual, organization, or corporation with which the Society does or may do business, except for:
 - Normal exchanges of gifts between friends.
 - Normal exchanges of hospitality between business partners.
 - Tokens exchanged as part of protocol.
 - Normal presentation of gifts to participants in public functions.
- v. **Responsibilities**
 - **Executive Director or Designate:**
 - Ensure all employees are familiar with and adhere to this policy.
 - Keep the Board informed on conflict-of-interest situations and their resolution.
 - **Employees:**
 - Exercise reasonable care to avoid conflict of interest situations.
 - Disqualify themselves from dealing with relatives in regulatory, supervisory, or discretionary roles wherever possible.
 - Avoid supplementary employment, including self-employment, that may cause an actual or apparent conflict of interest.
- vi. **Disclosure of Conflict of Interest**
 - Employees who find themselves in an actual, perceived, or potential conflict of interest must:
 - Disclose the nature and extent of the conflict of interest in writing to their supervisor and the Executive Director.
 - Refrain from acting in connection with the conflict of interest unless permitted in writing by the Executive Director.
- vii. **Examples of Conflict of Interest**

Situations that may constitute a conflict of interest include, but are not limited to:

 - Accepting lavish meals, entertainment, trips, flights, hotel accommodations, or car rentals from individuals or organizations with which the Society does or plans to do business.
 - Giving gifts or favors of more than nominal value to any individual or organization with which the Society does or plans to do business.
 - Using the Society time, materials, facilities, or information for personal gain.
 - Pursuing personal gain by using the time, materials, or facilities of those doing or seeking to do business with the Society.
 - Acquiring ownership or a significant financial interest in an organization with which the Society does or anticipates doing business.
 - Using one’s influence or authority as an employee of the Society to solicit contributions from organizations with which the Society does business for charitable, recreational, cultural, or social associations.
- viii. **Compliance**

Employees are expected to comply with this policy fully. Any violations may result in disciplinary action, up to and including termination of employment.

(e) Policy for Related Party Agreements

i. Purpose and Scope

The Board is committed to adhering to the guidelines set out in Section 20 of the Early Childhood Services Regulation regarding related party agreements. This policy applies to agreements involving the sale, purchase, lease, mortgage, or acquisition of real or personal property, as well as agreements to engage services with related parties for managing, administering, or operating an early childhood services program.

ii. Fair Market Value Requirements

▪ **Property Acquisition:**

- Any agreement entered by the Society with a related party for the acquisition of real or personal property must ensure that the amount payable is at or below fair market value.

▪ **Property Disposition:**

- Any agreement for the disposition of real or personal property by the Society to a related party must ensure that the amount receivable is at or above fair market value.

▪ **Mortgage Agreements:**

- When the Society is the lender in a mortgage agreement with a related party, the value, including interest, must be at or above fair market value.
- When a related party is the lender in a mortgage agreement with the Society, the value, including interest, must be at or below fair market value.

▪ **Service Agreements:**

- The amount payable under any agreement to engage services with a related party, excluding senior management contractors, must be at or below fair market value.

iii. Fair Market Value Determination

To ensure compliance with the fair market value requirements outlined in this policy, the Society shall obtain a fair market value determination from an individual designated as an Accredited Appraiser Canadian Institute (AACI) by the Appraisal Institute of Canada for any agreements referred to in this policy.

iv. Compliance and Monitoring

The Board shall review all related party agreements to ensure adherence to this policy. Any agreements that do not meet the fair market value requirements or that are not supported by an AACI appraisal will not be approved.

v. Transparency and Accountability

All related party agreements, along with the corresponding fair market value appraisals, shall be documented and made available for review by relevant stakeholders to ensure transparency and accountability in the management, administration, and operation of the early childhood services program.

vi. **Amendments**

This policy will be reviewed regularly and amended as necessary to ensure ongoing compliance with the Early Childhood Services Regulation and other applicable laws and standards.

5. COMPENSATION OF SENIOR MANAGERS

(a) **Definition-** Senior Manager Definition (per regulation): a member of the governing body of the operator who is also an employee of the operator.

(b) **Purpose-** To provide guidance for the governing body on aspects of senior management compensation not addressed in regulation.

i. **Base Salary Limits**

- **Full-time Senior Management:** The base salary offered, paid, or provided to a full-time senior management employee by the Society shall not exceed the maximum base salary applicable to a level 2 board as defined under Schedule 1 to the Superintendent of Schools Regulation (AR 98/2019).
- **Part-time Senior Management:** The base salary for a part-time senior management employee shall be prorated according to the full-time salary limit described above.
- **Prohibition on Market Modifiers:** The Society shall not offer, pay, or provide any market modifiers to the base salary of senior management employees.

ii. **Bonus, Allowance, and Incentive Pay**

The Society shall not offer, pay, or provide any bonuses, allowances, or other incentive payments to senior management employees in addition to their base salary.

iii. **Benefits**

- **Pension and Retirement Contributions:** The Society may offer, pay, or provide employer-paid contributions to a pension or retirement plan for senior management employees, in line with section 2 of Schedule 2 to the Superintendent of Schools Regulation (AR 98/2019).
- **Health and Group Insurance:** The Society may offer, pay, or provide employer-paid premiums for health and group insurance benefits to senior management employees, including:
 - Group insurance for dental, medical, and prescription drug expenses.
 - A health spending account.
 - Short-term or long-term disability benefits.
- **Premium Limits:** The cost to the Society for premiums for the benefits listed above shall not exceed 5% of the senior management employee’s base salary.
- **Prohibited Benefits:** The Society shall not offer, pay, or provide the following to or for the benefit of senior management employees:
 - Administrative leave.
 - Executive or private medical benefits or reimbursement for such benefits.

- Gym, fitness, or sports club memberships or fees, or reimbursement for these.
- Housing allowance, use of accommodation, or reimbursement for housing expenses.

iv. **Severance Pay**

- **Applicability:** This section applies to senior management employees whose contract of employment is terminated without cause.
- **Severance Calculation:** Severance pay may be offered, paid, or provided by the Society to a senior management employee in an amount not exceeding:
 - 4 weeks of the employee’s base salary for every year of continuous service, up to a maximum of 52 weeks of base salary.
 - The cost of 4 weeks of benefits the employee was receiving prior to termination, up to a maximum of 16% of the base salary.
- **Repayment Agreement:** Severance pay shall only be provided if the senior management employee agrees in writing to repay a portion of the severance pay if they obtain employment with another private ECS operator, board, funded school, or the Crown in right of Alberta during the severance period. The repayment will be equivalent to the salary earned from the new employment to a maximum of the severance pay received for the overlapping period.
- **Prohibited Severance Pay:** The Society shall not offer, pay, or provide severance pay in the following circumstances:
 - Termination for cause.
 - Non-renewal of a contract of employment.
 - Resignation or retirement.
 - As a result of changes to compensation under this Regulation.

v. **Compliance and Monitoring**

- The Society shall regularly review its compensation and benefits policies to ensure compliance with the Early Childhood Services Regulation and related legislation.
- Any amendments to this policy shall be communicated to senior management employees and the school community as required by law.