



Board of Directors

Governance Policies

Reviewed: November 2023



APSEA GOVERNANCE POLICIES

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These policies will be reviewed by the APSEA Board of Directors every three years.



POLICY TYPE: ENDS

POLICY TITLE: ENDS

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: November 17, 2023

1. To provide child-focused and family-centered programs and services to children and youth that are evidence based and consistent with current research.
2. To foster growing independence and self-advocacy of children and youth.
3. To collaborate with and support planning teams supporting children and youth in order to improve their overall educational outcomes.
4. To promote an integrated level of service for children and youth through effective communication and collaboration with students, families, educational and community partners.
5. To promote and strengthen a socially-just culture of belonging with a focus on equity, diversity, and inclusion.
6. To demonstrate ongoing achievement and well-being of children and youth in meeting appropriate learning outcomes.



POLICY TYPE: GOVERNANCE PROCESS

GP #1

POLICY TITLE: GLOBAL GOVERNANCE PROCESS

Date Adopted: June 13, 2019

Date Reviewed: November 17, 2023

Date Amended:

The purpose of the Board, on behalf of Provincial Governments of Atlantic Canada is to see that the Atlantic Provinces Special Education Authority (APSEA):

- A. Achieves appropriate results for the children, youth, and families it serves at an appropriate cost (as specified in the Ends policies); and
- B. Avoids unacceptable actions and situations (as specified in the Executive Limitations policies).



POLICY TYPE: GOVERNANCE PROCESS

GP #2a

POLICY TITLE: GOVERNING STYLE

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: November 17, 2023

The Board will govern lawfully, with an emphasis on:

- Outward vision rather than internal preoccupation;
 - Encouragement of diversity in viewpoints;
 - Strategic leadership rather than administrative detail;
 - Clear distinction of Board and Superintendent roles;
 - Collective, rather than individual decisions;
 - Future; and
 - Pro-activity.
1. The Board will cultivate a sense of group responsibility. The Board, solely, will be responsible for excellence in governing. The Board will be the initiator of governance policies. The expertise of individual members may be used to enhance the understanding of the Board; however, the Board will not use the expertise of individual members to substitute for the judgment of the Board as a whole,
 2. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about Ends to be achieved and Means to be avoided. The Board's major policy focus will be on the intended long-term external impacts of the organization.
 3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring continuance of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those currently in force.
 4. Continual Board development will include orientation of new members in the Board's governance process and annual Board discussion of process improvement.



POLICY TYPE: GOVERNANCE PROCESS

GP#2a (cont'd)

POLICY TITLE: GOVERNING STYLE

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: November 17, 2023

5. The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Superintendent Delegation categories.
6. The Board will not allow any officer, individual or committee of the Board to hinder or be an excuse for not fulfilling group obligations.



POLICY TYPE: GOVERNANCE PROCESS

GP #2b

POLICY TITLE: BOARD JOB DESCRIPTION

Date Adopted: June 13, 2019

Date Reviewed: November 17, 2023

Date Amended:

Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board will provide:

1. The linkage between the ownership and the operational organization;
2. Written governing policies that realistically address the broadest level of all organizational decisions and situations, including:
 - a. Ends: Organizational impacts, products, effects, benefits, outcomes, recipients, beneficiaries, impacted groups, and their relative worth in cost or priority
 - b. Executive Limitations: Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place
 - c. Governance Process: Specification of how the Board conceives, carries out and monitors its own task
 - d. Board-Superintendent Delegation: How power is delegated, and its proper use monitored; the description of the Superintendent's role, authority, and accountability
3. Assurance of successful organizational performance (Assurance of Superintendent performance) on Ends and Executive Limitations.



POLICY TYPE: GOVERNANCE PROCESS

GP #2c

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended:

The Board commits itself and its members to ethical, professional, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

1. Members must have loyalty to the ownership; be un-conflicted by loyalties to staff, other organizations, and any personal interest as a client.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - a. There must be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
 - b. A Board member who has an unavoidable conflict of interest regarding any Board discussions/decisions, shall withdraw from the deliberation as well as any vote.
 - c. Board members will not use their positions to obtain or influence employment in the organization for themselves, or any family member or associate.
3. Board members may not attempt to exercise individual authority over the organization.
 - a. Members' interaction with the Superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
 - b. Members' interaction with the public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board.
 - c. Except for participation in Board deliberation about whether the Superintendent has achieved any reasonable interpretation of Board policy, members will not express individual judgments of employee performance, including the Superintendent.



POLICY TYPE: GOVERNANCE PROCESS

GP#2c (cont'd)

POLICY TITLE: BOARD MEMBERS' CODE OF CONDUCT

Date Adopted: June 13, 2019

Date Reviewed: November 17, 2023

Date Amended:

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4. Members will respect appropriate confidentiality regarding issues of a sensitive nature.
 5. Members will be properly prepared for Board deliberation.
 6. Members will support the legitimacy and authority of the final determination of the Board on any matter, regardless of the member's personal position on the issue.



POLICY TYPE: GOVERNANCE PROCESS

GP #2d

POLICY TITLE: BOARD CHAIR ROLE

Date Adopted: June 13, 2019

Date Reviewed: November 17, 2023

Date Amended:

The Board Chair, a specially empowered member of the Board, assures the integrity of the Board's process and represents the Board to external parties.

1. The assigned result of the Chair's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from external organizations.
 - a. Ordinarily only meeting discussion content will be those issues, which according to Board policy, clearly belong to the Board to decide or to monitor.
 - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and succinct.
 - c. Information that is neither monitoring performance nor Board decisions will be avoided or minimized and always recorded as such.
2. The authority of the Chair consists of decision making that falls within the topics covered by Board policies on Governance Process and Board-Superintendent Delegation, with the exception of (a) employment or termination of the Superintendent and (b) where the Board specifically delegates portions of this authority to others. The Board Chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The Board Chair is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing).
3. The Board Chair has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. The Board Chair, therefore, has no authority to supervise or direct the Superintendent.
 - a. The Board Chair may represent the Board to outside parties in announcing Board-stated positions.
 - b. The Board Chair may delegate this authority, but will remain accountable for its use.



POLICY TYPE: GOVERNANCE PROCESS

GP #2e

POLICY TITLE: BOARD SECRETARY ROLE

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: November 17, 2023

The Board secretary is an officer of the Board whose purpose is to ensure the integrity of the Board's documents.

1. The assigned result of the secretary's job is to see that all Board documents and filings are accurate and timely.
 - A. Policies contained in this document will be current in their reflection of Board decisions.
 - B. All Board-approved minutes of Board meetings shall be kept by the Chair and Secretary.
 - C. The Board's requirements for its own minutes (e.g., format, brevity, accuracy) will be made known to the Superintendent.



POLICY TYPE: GOVERNANCE PROCESS

GP #2f

POLICY TITLE: BOARD COMMITTEE PRINCIPLES

Date Adopted: June 13, 2019

Date Reviewed: November 17, 2023

Date Amended:

Board committees, when used, will be assigned to help the Board do its job, to reinforce the wholeness of the Board's responsibilities and so as to never to interfere with delegation from the Board to the Superintendent.

1. Board committees help the Board carry out its responsibilities, not to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
2. Board committees may not speak or act for the Board except when formally given such authority for a specific time and purpose. Expectations and authority will be clearly stated. Board committees will not conflict with authority delegated to the Superintendent.
3. Board committees will not exercise authority over staff. The Superintendent works for the full Board, and therefore will not be required to obtain the approval of a Board committee before an executive action.
4. Committees will be used sparingly and as needed in an ad hoc capacity.
5. This policy applies to any group that is formed by Board action whether or not it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Superintendent.



POLICY TYPE: GOVERNANCE PROCESS

GP #2g

POLICY TITLE: BOARD COMMITTEE STRUCTURE

Date Adopted: June 13, 2019

Date Reviewed: November 17, 2023

Date Amended:

A Board committee is established if its existence and charge come from the Board, regardless of whether Board members sit on the committee. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. Timely reporting to the Board shall be completed through submission of a written report, in advance of each Board meeting, with appropriate verbal comment by the Committee chair, when requested.



POLICY TYPE: GOVERNANCE PROCESS

GP #2h

POLICY TITLE: ANNUAL PLANNING

Date Adopted: June 13, 2019

Date Reviewed: January 25, 2024

Date Amended: February 23, 2024

To accomplish its job with a governance style consistent with Board policies, the Board will follow an annual plan that:

- a) Completes an assessment of Ends policies; and
 - b) Continually improves Board performance through Board education and enriched input and deliberation.
1. To accomplish annual administrative planning and budgeting based on the most recent statement of long-term Ends.
 2. A Board member may recommend or request an item for Board discussion by submitting the item to the Board Chair no later than ten (10) business days before the Board meeting.
 3. Throughout the year, the Board will attend to “required approval” agenda items as expeditiously as possible.
 4. Superintendent compensation will be decided annually following a performance appraisal that shall include a review of monitoring reports received from the previous year.
 5. Superintendent monitoring will be on the agenda: if reports have been received since the previous meeting; if plans must be made for direct inspection monitoring; or if arrangement for third-party monitoring must be prepared.



POLICY TYPE: GOVERNANCE

GP #2i

POLICY TITLE: COST OF GOVERNANCE

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: November 17, 2023

The Board will invest in its governance capacity.

1. Board knowledge, methods, and supports will be sufficient to ensure governing with excellence.
 - A. Professional learning will be available to orient new Board members, as well as to maintain and increase existing Board members' abilities.
 - B. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes but is not limited to a financial audit.
 - C. To ensure the Board's ability to listen to owner viewpoints and values, outreach mechanisms will be used as needed.
2. Costs will be incurred prudently, though not at the expense of endangering the development and maintenance of superior capability.
3. The Board will establish its cost of governance budget for the next fiscal year in line with the budget process.



POLICY TYPE: GOVERNANCE PROCESS

GP #3

POLICY TITLE: ATTENDANCE AT EXECUTIVE COMMITTEE MEETINGS

Date Adopted: June 13, 2019

Date Reviewed: November 17, 2023

Date Amended:

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1. The Deputy Ministers of Education for the four Atlantic Provinces constitute the Executive Committee of the Board.
 2. The terms of reference for the Executive Committee are to consider and present recommendations to the Board on major matters having an overall impact on the management and operation of the Authority.
 3. Members who are not able to attend an Executive Committee meeting may designate an alternate to attend on behalf of the Deputy Minister. The alternate will have full voting privileges as sanctioned by the Deputy Minister.



POLICY TYPE: EXECUTIVE LIMITATIONS

EL #1

POLICY TITLE: GLOBAL EXECUTIVE LIMITATION

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: December 10, 2019

The Superintendent shall not cause or allow any organizational practice, activity, decision, or circumstance, which is either:

- Unlawful,
- Imprudent, or
- In violation of commonly accepted professional ethics.



POLICY TYPE: EXECUTIVE LIMITATIONS

EL #2

POLICY TITLE: TREATMENT OF CLIENTS

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: March 23, 2021

With respect to interactions with clients or those applying to be clients, the Superintendent shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified, discriminatory and/or unnecessarily intrusive.

For the purpose of this policy, “clients” refers to children and youth on the APSEA caseload and their families.

The Superintendent will not:

1. Elicit information for which there is no clear necessity;
2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material;
3. Operate programs, services and facilities without appropriate accessibility and privacy;
4. Operate programs, services, and facilities without ensuring the client has a clear understanding of what may be expected and what may not be expected from the service offered;
5. Operate without informing clients of this policy; or
6. Operate without providing a way to be heard for clients who believe that they have not been accorded a reasonable interpretation of their rights under this policy.



POLICY TYPE: EXECUTIVE LIMITATIONS

EL #3

POLICY TITLE: TREATMENT OF STAFF

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: November 17, 2023

With respect to the treatment of paid and volunteer staff, the Superintendent shall not cause or allow conditions which are unfair or undignified.

The Superintendent will not:

1. Operate without written personnel procedures that:
 - (a) Ensure a socially-just culture of belonging with a focus on equity, diversity, and inclusion;
 - (b) Clarify rules for staff;
 - (c) Provide a mechanism for complaint resolution; and
 - (d) Protect against offensive behaviour.
2. Allow staff to be unaware of the Superintendent's interpretations of their protections under this policy;
3. Allow staff to be unprepared to deal with emergency situations; or
4. Allow staff to be unprepared to carry out their duties.



POLICY TYPE: EXECUTIVE LIMITATIONS

EL #4

POLICY TITLE: COMPENSATION AND BENEFITS

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: December 10, 2019

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Superintendent may not cause or allow jeopardy to the organization's fiscal integrity or public image.

The Superintendent will not:

1. Change their own compensation and benefits;
2. Establish current compensation and benefits that deviate from the established APSEA Regulations.



POLICY TYPE: EXECUTIVE LIMITATIONS

EL #5

POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: December 10, 2019

With respect to the actual, ongoing financial condition and activities, the Superintendent may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.

The Superintendent will not:

1. Expend more funds than have been budgeted without satisfactory reasons;
2. Encumber any long-term reserves, unless permission is provided by the province(s) or Board as appropriate;
3. Allow payables or receivables not to be settled within a reasonable time frame;
4. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed;
5. Acquire, encumber, or dispose of real estate; or
6. Reimburse their own expenses without the signature of a Board-approved signatory who has been provided with appropriate documentation and receipts.



POLICY TYPE: EXECUTIVE LIMITATIONS

EL #6

POLICY TITLE: FINANCIAL PLANNING AND BUDGETING

Date Adopted: June 13, 2019

Date Reviewed: November 17, 2023

Date Amended:

The Superintendent shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year that:

- Deviates materially from Board Ends priorities; or
- Risks financial jeopardy.

The Superintendent will not allow budgeting which:

1. Risks incurring those situations or conditions described as unacceptable in the Executive Limitations policy entitled "Financial Condition & Activities;"
2. Omits:
 - a. Credible projection of revenues and expenses;
 - b. Cash flow analysis, and
 - c. Disclosure of planning assumptions; or
3. Provides less than the amount determined annually by the Board for the Board's direct use during the year.



POLICY TYPE: EXECUTIVE LIMITATIONS

EL #7

POLICY TITLE: ASSET PROTECTION

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: December 10, 2019

The Superintendent may not allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.

The Superintendent may not:

1. Ensure the organization for less than as recommended by the Province of Nova Scotia;
2. Allow personnel access to funds without appropriate accounting controls;
3. Subject facilities and equipment to improper wear and tear or insufficient maintenance;
4. Unnecessarily expose the organization, its Board, or staff to claims of liability;
5. Receive, process, or disburse funds under controls that have significant weaknesses in the opinion of the Board-appointed auditor;
6. Make any purchase:
 - a. Wherein normally prudent protection has not been given against conflict of interest;
or
 - b. Which fails to adequately consider value, quality, and program needs.
7. Allow property (physical and intellectual), information and files to be unprotected from loss or significant damage;
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than an acceptable rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions;
9. Permit behaviours which would damage the organization's public image, credibility, or its ability to accomplish Ends; or
10. Change the organization's name or substantially alter its identity in the community.



POLICY TYPE: EXECUTIVE LIMITATIONS

EL #8

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: December 10, 2019

The Superintendent may not permit the Board to be uninformed or unsupported in its work.
The Superintendent will not:

1. Neglect to submit monitoring data required by the Board according to its policy “Monitoring Superintendent Performance” (BSD #5) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the Superintendent’s interpretations consistent with the “Delegation to the Superintendent” (BSD #4), as well as relevant data;
2. Let the Board be unaware of any significant information it requires, including anticipated adverse media coverage, threatened, or pending lawsuits and material external and internal changes;
3. Fail to advise the Board, via the Chair, that, in the Superintendent's opinion, the Board is not in compliance with its own policies on Global Governance Process (GP #1) and Global Board-Superintendent Delegation (BSD #1), particularly in the case of Board behaviour which is detrimental to the work relationship between the Board and Superintendent;
4. Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends;
5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, other;
6. Allow the Board to be without a workable mechanism for official Board, officer, or committee communications;
7. Deal with the Board in a way that favours or privileges certain Board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board; or
8. Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Board regardless of the Board’s monitoring schedule.



POLICY TYPE: EXECUTIVE LIMITATIONS

EL #9

POLICY TITLE: EMERGENCY SUPERINTENDENT SUCCESSION

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended:

In order to protect the Board from the sudden loss of Superintendent services, the Superintendent shall ensure that a minimum of two other persons are familiar enough with Board and Superintendent issues and procedures to be able to maintain organization services.



POLICY TYPE: BOARD-SUPERINENDENT DELEGATION

BSD#1

POLICY TITLE: GLOBAL BOARD-SUPERINTENDENT DELEGATION

Date Adopted: June 13, 2019

Date Reviewed: November 17, 2023

Date Amended:

The Board's sole official connection to the operational organization, its achievements, and conduct will be through a chief executive officer, titled the Superintendent.



POLICY TYPE: BOARD-SUPERINTENDENT DELEGATION

BSD#2

POLICY TITLE: UNITY OF CONTROL

Date Adopted: June 13, 2019

Date Reviewed: November 17, 2023

Date Amended:

Only officially passed motions of the Board are binding on the Superintendent.

1. Decisions or instructions of individual Board members, officers, or Board committees are not binding on the Superintendent except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or Board committees requesting information or assistance without Board authorization, the Superintendent can refuse such requests that require, in the Superintendent's opinion, a material amount of staff time or funds, or are disruptive.



POLICY TYPE: BOARD-SUPERINTENDENT DELEGATION

BSD#3

POLICY TITLE: ACCOUNTABILITY OF THE SUPERINTENDENT

Date Adopted: June 13, 2019

Date Reviewed: November 17, 2023

Date Amended:

The Superintendent is the Board's only link to operational achievements and conduct. Therefore, as far as the Board is concerned, all authority and accountability of staff is considered the authority and accountability of the Superintendent.

1. The Board will never give instructions to persons who report directly or indirectly to the Superintendent.
2. The Board will not evaluate, either formally or informally, any staff other than the Superintendent.
3. The Board will view Superintendent performance synonymous to organizational performance, so that organizational accomplishment of Board-stated Ends and avoidance of Board-proscribed means will be viewed as successful Superintendent performance.



POLICY TYPE: BOARD-SUPERINTENDENT DELEGATION

BSD#4

POLICY TITLE: DELEGATION TO THE SUPERINTENDENT

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: December 10, 2019

The Board will instruct the Superintendent through written policies that prescribe the organizational Ends to be achieved and describe organizational situations and actions to be avoided, allowing the Superintendent to use any reasonable interpretation of these policies.

1. The Board will develop policies specifically instructing the Superintendent to achieve results for recipients, at a cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues, as defined here, are Means issues.
2. The Board will develop policies that limit the latitude that the Superintendent may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the Board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Board will never prescribe organizational means delegated to the Superintendent.
3. As long as the Superintendent uses *any reasonable interpretation* of the Board's Ends and Executive Limitations policies, the Superintendent is authorized to establish all further operational policies, make all decisions, take all actions, establish all practices, and develop all activities. Such decisions of the Superintendent shall have full force and authority as if decided by the Board.
4. The Superintendent will use *a reasonable interpretation* of the Board's Ends and Executive Limitations policies regarding the annual operating budget. The Board must approve this budget.
5. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Superintendent domains. By so doing, the Board changes the latitude of choice given to the Superintendent.



POLICY TYPE: BOARD-SUPERINTENDENT DELEGATION

BSD#5

POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

Date Adopted: June 13, 2019
Date Reviewed: November 17, 2023
Date Amended: June 24, 2021

Systematic and thorough monitoring of Superintendent job performance will be limited to expected Superintendent job outcomes: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

1. The purpose of this monitoring is to determine the degree to which Board policies are being met. Information and data that does not do this will not be considered within monitoring.
2. The Board will acquire monitoring information by one or more of three methods:
 - a. By Internal Report: in which the Superintendent discloses interpretations and compliance information to the Board;
 - b. By External Report: in which an external, impartial third party, selected by the Board, assesses compliance with the Superintendent’s interpretation of Board policies; and/or
 - c. By Direct Board Inspection: in which a designated Board member or members of the Board assess compliance with the Superintendent’s interpretation of the appropriate policy criteria.
3. In every case, the Board will judge (a) the reasonableness of the Superintendent’s interpretation, and (b) whether data supports the interpretation.
4. The standard for compliance shall be *any reasonable Superintendent interpretation* of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a “reasonable person” test rather than with interpretations favoured by Board members or by the Board as a whole.



POLICY TYPE: BOARD-SUPERINTENDENT DELEGATION

BSD#5 (cont'd)

POLICY TITLE: MONITORING EXECUTIVE PERFORMANCE

Date Adopted: June 13, 2019

Date Reviewed: November 17, 2023

Date Amended: November 17, 2023

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5. All policies that instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule, as follows:

Policy	Frequency (Times per year)	Method (See legend below)
ENDS	1X	IR
EL #1 Global Executive Limitation	1X	IR
EL #2 Treatment of Clients	1X	IR
EL #3 Treatment of Staff	1X	IR
EL #4 Compensation and Benefits	1X	IR
EL #5 Financial Condition and Activities	2X	IR
	1X	ER
EL #6 Financial Planning and Budgeting	1X	IR
EL #7 Asset Protection	1X	IR
EL #8 Communication and Support to the Board	1X	IR
	1X	BDI
EL #9 Emergency Superintendent Succession	1X	IR

Methods: IR = Internal Superintendent Report

ER = External Report

BDI = Board Direct Inspection