

SCHOOL DISTRICT 63 (SAANICH)
POLICY DEVELOPMENT COMMITTEE
Agenda

Committee Members: Trustee Stelck, Chair
Trustee Holman
Trustee Martin

Staff Support: Dave Eberwein, Superintendent of Schools
Jason Reid, Secretary Treasurer
Leigh Glancie, Sr. Exec Admin Assistant

Partner Representatives: Michael MacEwan, STA
Nola Welsh, CUPE
Pete Westhaver, SAA
Monique Hiltz, COPACS

Other Attendees:

**Tuesday, October 12, 2021
1:00 pm**

A. PRESENTATIONS AND QUESTIONS

No Items.

B. ITEMS FOR DISCUSSION

1. Policy 18 (Recruitment & Selection of Personnel) – clarity on hiring authority
2. Correspondence
3. Review of Board Motions

C. ITEMS FOR RECOMMENDATION

1. Policy 19 (Accumulated Operating Surplus)

Staff Recommendation:

- i) That the Board approve consideration of the proposed changes to Policy 19 (Accumulated Operating Surplus).
- ii) That dependent on the Board's confirmation of consideration, the Policy Committee provide a Notice of Motion.

D. ITEMS FOR INFORMATION

No Items.

E. FUTURE AGENDA ITEMS

That the following remain as policies pending a review by the Board about what portions of these programs the Board wishes to retain as policy:

- Policy 7 (Board Committees)
- Policy 9 (Board Operations)
- Policy 1 (Foundational Statements)
- Core French
- SENCOTEN Language (in conjunction with Strategic Plan)
- Evaluation Process for Secretary Treasurer
- Diversity & Inclusion

RECRUITMENT & SELECTION OF PERSONNEL

The Board reserves the sole authority to recruit and select an individual for the position of Superintendent. Further the Board has designated the Superintendent of Schools as Chief Executive Officer for the District. The Superintendent of Schools/CEO has sole authority for recruiting and selecting all other staff within existing legislation, budget allocations and collective agreements and within the following parameters, except for the Secretary Treasurer, Assistant Superintendent and Directors of Instruction.

Specifically

1. Selection and Appointment of Senior Executive Staff

- 1.1. The Superintendent shall make a recommendation to the Board regarding the filling of any senior executive position. The recommendation shall be accompanied by a formal role description. Where the Board approves the filling of such a position, the Superintendent shall develop: (1) an ideal candidate profile, (2) an advertisement for the position and (3) a recommended recruitment plan. The recruitment plan shall include provision for Board and partner group involvement, as appropriate, in the interview and selection processes. Upon approval of the plan, the Superintendent shall facilitate the execution of the recruitment process.
- 1.2. Subsequent to hiring, the Superintendent shall ensure current job descriptions are in place for each member of the senior administrative team and that appropriate performance evaluations are completed in a timely manner.

2. Selection and Appointment of Principals

The Board believes that the first consideration in the assignment of principals must be for the administrative needs of the district and its schools in support of student achievement. The Board also believes that consideration must be given to the benefits that a change in assignment will provide individual principals in the district and of the expertise and leadership that such principals will bring with them. In the assignment of a principal to a school, therefore, the Board will consider principals who are currently in the district. Once assignments of current principals have been finalized, any remaining vacant principalships shall be advertised. If the particular school location is known, the Superintendent will solicit appropriate input from school staff and school PAC / parent representatives during the selection process.

- 2.1. Principals report to and are directly accountable to the Superintendent.
- 2.2. The principal shall function as part of a District administrative team and play a leadership role in District initiatives as assigned by the Superintendent. Principals shall be appointed to the district and shall be assigned or reassigned to specific school assignments by Board motion.
- 2.3. The Superintendent shall annually review principal assignments and make recommendations for reassignments where deemed warranted.

- 2.4. Where the Board approves the filling of a principal position by competition, the shortlisting/interview panel will determine the shortlist, determine interview questions and conduct the interviews. The panel will consist of the Superintendent, two senior staff selected by the Superintendent, three Trustees and invited representatives from the SAA, COPACS, STA and CUPE. At the end of the interviews the representatives of COPACS, STA and CUPE 441 will be asked to provide oral feedback and depart. The representative of the SAA will then do the same.
- 2.5. The selection committee made up of the Superintendent, two senior staff selected by the Superintendent, and three Trustees will review all available information and make a consensus recommendation which will then be sent to the Board for a decision. Should consensus not be achieved the recommendation will be determined by majority vote of the committee. A special meeting of the Board may be called, if necessary to consider the recommendation.
- 2.6. Criteria for Principals as contained in Appendix A shall be considered as a guide by the shortlisting/interview panel.
- 2.7. Due to time constraints or emergent factors, the Superintendent may from time to time appoint an acting principalship of a specified duration, but in all cases no more than one year in length. The Superintendent will select the person to fill this temporary position and inform the Board as soon as practicable.

3. Selection and Appointment of Vice-Principals

The Board believes that the first consideration in the assignment of vice-principals must be for the administrative needs of the district and its schools in support of student achievement. The Board also believes that consideration must be given to the benefits that a change in assignment will provide individual vice-principals as well as the expertise and leadership that such vice-principals will bring with them to new assignments. In the assignment of a vice-principal to a school, the Board will consider vice-principals who are currently in the district. After any reassignment of current vice-principals, further vacancies will be posted.

- 3.1. Vice-principals report to and are directly accountable to the principal.
- 3.2. The vice-principal shall function as part of a District administrative team and play a leadership role in District initiatives. Vice-principals shall be appointed to the district and shall be assigned or reassigned to specific school assignments by Board motion.
- 3.3. Vice-principals can be viewed as potential principals and are to avail themselves of opportunities for training and experience so as to become a strong candidate for future principal appointments.
- 3.4. The Superintendent shall annually review vice-principal assignments and make recommendations to the Board for reassignments where deemed warranted. Such review shall include discussions with or input from vice-principals regarding career plans and desires.
- 3.5. Where the Board approves the filling of a vice-principal position by competition, the shortlisting/interview panel will determine the short-list and conduct the interviews, at the end of which the representatives of COPACS, STA and CUPE 441 will be asked to provide oral feedback and depart. The representative of the SAA will then do the same.
- 3.6. Criteria for vice-principals as contained in Appendix B shall be considered as a guide by the shortlisting/interview panel.

- 3.7. The selection committee made up of the Superintendent, two senior staff selected by the Superintendent, and three Trustees will review all available information and make a consensus recommendation which will then be sent to the Board for a decision.
 - 3.8. Should consensus not be achieved the recommendation will be determined by majority vote of the committee. A special meeting of the Board may be called, if necessary to consider the recommendation.
 - 3.9. Due to time constraints or emergent factors, the Superintendent may from time to time appoint an acting vice-principalship of a specified duration, but in all cases no more than one year in length. The Superintendent will select the person to fill this temporary position and inform the Board as soon as practicable.
4. Selection and Appointment of District Management Staff
 - 4.1. The Board of Education delegates to the Superintendent of Schools the authority for procedures and decisions related to the appointment of district management staff.
 - 4.2. The Board encourages input and involvement in the selection processes from school administrators and partner group representatives as appropriate.
 - 4.3. From time to time and when necessary, the Superintendent may appoint an individual to an interim position pending the outcome of a recruitment and selection process.
 - 4.4. As vacancies occur, the Board will be informed of the vacancy and may make any change in the position or the assignment the Board feels is appropriate before commencement of a competition.
5. Selection and Appointment of Non-Teaching Staff

The Board and its administration subscribe to the provisions and principles of the BC Employment Standards Act and the BC Human Rights Code.

 - 5.1. The Superintendent shall provide for the recruitment and selection of non-teaching staff in accordance with applicable legislation and collective agreements.
 - 5.2. All offers of employment shall be conditional on the successful applicant providing a criminal record check through the Criminal Records Review Program (Ministry of Public Safety and Emergency Services).

Legal Reference: Sections 15, 19, 20, 21, 22, 23, 24, 65, 85 School Act

To: Policy Committee

Prepared By: Jason Reid
Secretary Treasurer

Subject: Review of Board Motions

Date: October 5, 2021

Purpose

The purpose of this briefing note is to report the results of the annual review of Board minutes to identify motions which have continuing force.

Background

As reflected in the following Board Policy, decisions (motions) made during the year with continuing effect should be reflected in policy:

- [Policy 2 \(Role of the Board\)](#) includes that the Board shall “Ensure Board decisions which are intended to have continuing effect are integrated into existing or new policy statements” (paragraph 5.5)
- [Policy 7 \(Board Committees\)](#) includes within the powers and duties of the Policy Development Committee “Review Board minutes at least annually to identify any motions which have continuing force for possible inclusion in existing policies or which would require additional policy development.” (paragraph 3.2.3)

Last month this annual review of minutes was reflected in the Board annual work plan for September, and is being completed this year in October.

Review of Minutes

I reviewed all Board minutes from September 2020 to August 2021 (see attachment) to identify motions with continuing effect (excluding those to adopt policy), and the following motion (passed at the February 2021 regular Board meeting) was identified as potentially having continuing effect.

“That staff be requested to record and archive Board of Education meetings on the School District 63 website commencing as soon as possible.”

Whether this motion should be reflected in policy depends on the intention of the Board that this be a continuing practice only to be altered by policy change in the future. Many Board members implemented this measure to address the challenges of public participation during the pandemic.

There are a number of other aspects of Board meetings (location, time, etc.) that are continuing practice and not reflected in policy. This allows for more flexibility as circumstances change. A policy requirement to record and archive Board meetings would be technology dependent and limit other meeting options such as room configuration and meeting location.

My recommendation is that a requirement to record and archive Board meetings not be included in Board policy at this time for the reasons described above.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Jason Reid', with a stylized flourish at the end.

Jason Reid
Secretary-Treasurer

JR/klg

Attachment: List of Board Minutes Review

Attachment: Board Minutes Reviewed for Motions with Continuing Effect

Date	Meeting	Motions with Continuing Effect?
Sept 16, 2020	Regular Meeting	No
Sept 16, 2020	In-Camera Meeting	No
Oct 1, 2020	Special Meeting	No
Oct 14, 2020	Regular Meeting	No
Oct 14, 2020	In-Camera Meeting	No
Nov 2, 2020	AGM	No
Nov 5, 2020	Special In-Camera Meeting	No
Nov 18, 2020	Regular Meeting	No
Nov 18, 2020	In-Camera Meeting	No
Nov 26, 2020	Special Meeting	No
Nov 26, 2020	Special In-Camera Meeting	No
Jan 20, 2021	Regular Meeting	No
Jan 20, 2021	In-Camera Meeting	No
Feb 17, 2021	Regular Meeting	Yes
Motion Adopted:		
That staff be requested to record and archive Board of Education meetings on the School District 63 website commencing as soon as possible.		
Feb 17, 2021	In-Camera Meeting	No
Mar 2, 2021	Special In-Camera Meeting	No
Mar 10 2021	Regular Meeting	No
Mar 10 2021	In-Camera Meeting	No
Apr 14, 2021	Regular Meeting	No
Apr 14, 2021	In-Camera Meeting	No
May 5, 2021	Special Meeting (Budget)	No
May 5, 2021	Special In-Camera Meeting	No
May 19, 2021	Regular Meeting	No
May 19, 2021	In-Camera Meeting	No
May 27, 2021	Special In-Camera Meeting	No
Jun 16, 2021	Regular Meeting	No
Jun 16, 2021	In-Camera Meeting	No
Jul 5, 2021	Special Meeting	No
Jul 5, 2021	Special In-Camera Meeting	No
Aug 23, 2021	Special In-Camera Meeting	No

To: Policy Committee

Prepared By: Jason Reid
Secretary Treasurer

Subject: New Ministry Financial Management Policies

Date: October 4, 2021

Purpose

The purpose of this briefing note is to review and recommend Board policy changes necessitated by new Ministry financial management policy.

Background

On May 28, 2021, the Ministry of Education announced two new financial management policies. Within each of these Ministry policies are expectations related to Board policy.

K-12 Public Education Financial Planning and Reporting Policy

The first new policy, the [K-12 Public Education Financial Planning and Reporting Policy](#) directs Boards to develop multi-year financial plans that identify how funding and resources will support Boards' strategic plans, operational needs of school districts and improved educational policy to demonstrate how financial resources are used to support Boards' strategic planning and operational needs to enhance student educational outcomes.

The Ministry has confirmed implementation will be phased in over the next year with implementation of Board policy changes (if necessary) in early 2022, and the first multi-year plan for the 2022/23 fiscal year being submitted by June 30, 2022.

To enable greater transparency Boards must have local policies in place addressing the following consultation expectations when developing financial plans:

1. Clearly identifying how local community and education-partner groups, including local First Nations and Métis Nation BC, will be engaged to provide input into the development of Board's financial plans; and
2. Addressing how local community and partner groups, including local First Nations and Métis Nation BC, will be informed of Boards progress towards aligning funding and resources with Board strategic plans, other operational needs of the school district, and enhanced student educational outcomes.

K-12 Public Education Accumulated Operating Surplus Policy

The second new policy, the [K-12 Public Education Accumulated Operating Surplus Policy](#) is intended to create consistency, transparency and accountability for the use and reporting of operating funding that is not used in the year in which it was provided. This policy addresses the circumstances in which Boards can restrict operating surplus, and transfer available operating surplus to local capital.

To demonstrate accountable and transparent financial planning, Boards will develop, maintain and make publicly available a local policy with procedures that guide the accumulation, spending and reporting of operating surplus funds and the Boards' engagement with their local community and education-partner groups, including local First Nations and Métis Nation BC, on the topic.

To do this, Board policy will:

1. Clearly explain the purpose of operating surplus, and how the surplus will be used to support the Boards' strategic objectives (for example, improve student educational outcomes) and other operational priorities of school districts;
2. Include guidelines on how inter-fund transfers will be managed; and,
3. Outline how financial risk will be mitigated by establishing a contingency operating surplus.

Internal restriction of accumulated operating surplus requires a Board motion. Internal restriction can be made for items that are identified by the Board, have defined timelines, are directly related to a Board's goals outlined in their strategic, operational and financial plans, or that meet the specified needs of the school district.

Transfers from operating funds to Local Capital are made only for specific initiatives that have a clear linkage to Boards' strategic goals, or that address capital assets investment, or that meet the specified needs of the school district. Ministry staff confirmed that such transfers must also be approved by Board motion.

Board Policy Implications

As Board policy is not intended to codify existing requirements, changes to Ministry direction does not necessarily mean Board policy needs to change. However, changes may be necessary to the extent Board policy is inconsistent with Ministry direction; or if Ministry direction relates to specific Board policy requirements.

K-12 Public Education Financial Planning and Reporting Policy

This policy includes an expectation that Board policies reflect the need for consultation with and accountability to the local community and partner groups, including local First Nations.

[Policy 2 \(Role of the Board\)](#) includes within specific areas of responsibility, the Board's responsibility for "Accountability to and Engagement of Community" for decisions that address the needs of the student population in the district. These responsibilities include engagement with the community, partners, and the WSANEC First Nation. Policy 2 also requires that district outcomes are reported to the community. Responsibilities in Policy 2 relating to "Strategic Planning and Reporting" and "Fiscal Accountability" expand on the Board's responsibilities related to budget consultation, and aligning resources with strategic plans and outcomes. [Policy 17 \(Public Consultation\)](#) expands further on the Board's commitment to community engagement.

As Board policies 2 and 17 are consistent with the Board policy expectations within this new Ministry policy, no changes to Board policy are recommended.

K-12 Public Education Accumulated Operating Surplus Policy

This Ministry policy includes the following expectations related to Board policy:

1. Guides the accumulation, spending and reporting of operating surplus funds, and the Boards' engagement with their local community and partner groups, including local First Nations;
2. Explains the purpose of operating surplus, and how the surplus will be used to support the Boards' strategic objectives (for example, improve student educational outcomes) and other operational priorities of school districts;
3. Guides how inter-fund transfers will be managed; and,
4. Outlines how financial risk will be mitigated by establishing a contingency operating surplus.

The Ministry also noted that internal restriction of accumulate surplus and transfers to local capital should be approved by Board motion (separate from the motion to approve the financial statements). Internal restrictions have historically been approved by motion in Saanich, and fund transfer to local capital was approved by motion beginning in September 2021.

Many of the above requirements are already reflected in Board policies [17 – Public Consultation](#), [19 – Accumulated Operating Surplus](#), and [2 – Role of the Board](#) (as policy 2 relates to accountabilities and responsibilities for community engagement and fiscal accountability). In order to fully reflect the expectations of this new Ministry policy, revisions to Policy 19 are recommended including to expand on the purposes and use of operating surplus, and to include guidelines for managing inter-fund transfers. These recommended revisions to Policy 19 are presented as tracked changes and are attached to this briefing note.

As policy 19 presently focuses primarily on the purpose of the contingency reserve, the recommended changes also reflect re-organizing the policy into three separate sections: Contingency Reserve; Multi-year Funding of Projects and Programs; and Strategic or Operational Priorities.

Staff Recommendation:

- i) That the Board approve consideration of the proposed changes to Policy 19 (Accumulated Operating Surplus).
- ii) That dependent on the Board's confirmation of consideration, the Policy Committee provide a Notice of Motion.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Jason Reid".

Jason Reid
Secretary Treasurer

JR/klg

Attachment: Recommended Revisions to Policy 19 (Accumulated Operating Surplus)

ACCUMULATED OPERATING SURPLUS

Accumulated operating surplus represents the extent to which operating revenues from all previous years exceeds operating expenditures from all previous years. Conversely, when operating expenditures from all previous years exceed operating revenues from all previous years an accumulated operating deficit results. When an accumulated deficit occurs, it means future revenues are needed to pay for past expenditures. School ~~d~~Districts in ~~BC~~British Columbia are not permitted to budget for or incur expenditures that result in an accumulated operating deficit.

Accumulated operating surplus allows a ~~s~~School ~~d~~District to budget for expenditures in excess of revenues in a given year, and also serves to reduce financial risk that can result from financial forecasting uncertainty and unforeseen circumstances.

Transfers of operating surplus to local capital are approved by Board motion and are made only for specific initiatives that either have a clear linkage to Bboards' strategic goals, address required future capital asset investment, or that meet other specified needs of the school district.

Accumulated operating surplus may be appropriated (internally restricted) by Board motion for the following purposes:

- Contingency Reserve;
- Multi-year Funding of Projects and Programs; and
- Strategic or Operational Priorities.

Contingency Reserve

The Board of Education is responsible for ensuring the district is protected financially from financial forecasting risk and unforeseen circumstances which could negatively impact the education of students. To discharge this responsibility, the Board will establish a restricted portion of its accumulated operating surplus and/or its annual operating budget as a Contingency Reserve to be used to mitigate any negative impact such circumstances might cause.

1. In conjunction with the Board of Education's review and approval of the annual financial statements, the Board of Education will restrict a portion of accumulated operating surplus for the purpose of forming a Contingency Reserve.
2. The Contingency Reserve will be sufficient to reduce, to an appropriate level, financial risk that results from financial forecasting risk and/or unforeseen circumstances.

~~3. If accumulated operating surplus available and restricted for the purpose of the Contingency Reserve is not sufficient, the Board of Education will allocate additional funds from the annual budget of the subsequent fiscal year to increase the Contingency Reserve.~~

~~3. The Contingency Reserve is to be used only to fund additional cost pressures that result from circumstances beyond the School District's control or, with the Board of Education's approval, in response to unforeseen circumstances.~~

~~4.~~

~~—When use of the Contingency Reserve reduces the balance below what is determined to be sufficient, the Board of Education will adopt strategies for replenishing the Contingency Reserve within an appropriate time frame.~~

~~5. Prior to adoption of each annual budget and amended annual budget, the Secretary Treasurer will present for the Board of Education's review and approval, allocation of budget for the purpose of Contingency Reserve, and when applicable: strategies for replenishing the Contingency Reserve, or opportunities for allocation of accumulated surplus to support annual program expenditures in accordance with guiding principle 6.~~

Multi-year Funding of Projects and Programs

1. Effective multi-year funding of projects and programs requires the allocation of prior year revenues to fund future expenditures and is achieved through budgetary appropriation (internal restriction) of accumulated operating surplus.

~~1.2.~~ Multi-year funding of projects and programs includes budget allocated to fund expenditures that will occur subsequent to the fiscal year, and funding targeted for a specific purpose and not yet spent.

3. Accumulated operating surplus available to support multi-year funding of projects and programs is equal to the accumulated operating surplus balance of the preceding fiscal year minus allocation of accumulated operating surplus to Contingency Reserve.

Strategic or Operational Priorities

1. Accumulated operating surplus available to ~~support annual program expenditures fund~~ Strategic and Operational Priorities is equal to the accumulated operating surplus of the preceding fiscal year minus the allocation of accumulated operating surplus to Contingency Reserve and minus allocation of accumulated surplus for multi-year funding of projects and programs.

~~1.2.~~ Allocation of accumulated surplus to support annual program expenditures fund Strategic and Operational Priorities should reflect that accumulated surplus is a one-time funding source and once used will not be available in future years.

~~2.1. The Contingency Reserve is to be used only to fund additional cost pressures that result from circumstances beyond the School District's control or, with the Board of Education's approval, in response to unforeseen circumstances.~~

~~3.1. When use of the Contingency Reserve reduces the balance below what is determined to be sufficient, the Board of Education will adopt strategies for replenishing the Contingency Reserve within an appropriate timeframe.~~

~~4. In conjunction with the Board of Education's review and approval of the financial statements, the Secretary Treasurer will present for the Board of Education's review and approval the internal restriction of accumulated operating surplus for:~~

~~9.1 Contingency Reserve; and~~

~~9.2 Multi-year funding of projects and programs.~~

~~109 Prior to adoption of each annual budget and amended annual budget, the Secretary Treasurer will present for the Board of Education's review and approval, allocation of budget for the purpose of Contingency Reserve, and when applicable, strategies for replenishing the Contingency Reserve, or opportunities for allocation of accumulated surplus to support annual program expenditures in accordance with guiding principle 6.~~

Reference:

Approved: November 2020

Amended: