



THE MNP EXTERNAL REVIEW – 16 RECOMMENDATIONS

January 2016 UPDATE

1. *Adopt a governance model that allows the Board to govern and senior administration to manage school division operations.*

In a previous Minister's meeting and our February 2015 Update Report, we outlined that one of our top priorities was going to be the hiring of our new Superintendent so he/she could be part of the hiring for the new Sunrise School Division senior management team; this recommendation has been reviewed and will continue to have ongoing initiatives.

- The Superintendent's team is presently in the planning stages of a leadership retreat to address the above topic.
- Dates of the leadership retreat are being planned for October 5 and 6, 2015.
- The leadership retreat participants will include:
 - School Trustees
 - New Superintendent and New Assistant Superintendents
 - Senior Management Team
 - SELT (Sunrise Education Leadership Team)
 - Program Leaders

The Board of School Trustees Leadership Retreat was held January 23, 2016. The full board was in attendance along with the Superintendent, Assistant Superintendents and Secretary-Treasurer. The following agenda items facilitated by Janis Arnold, MSBA Board Development Consultant were:

1) Role of Trustee

- Role for trustees and administration that complement each other
- Trustee's role – the role as part of a board.
- Trustee's role - serving your public and representing your board.

2) Governance

- The MNP report – Sunrise School Division governance structure and policy manual requirement.

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2. *Develop a structured planning process resulting in the development of a strategic plan, division plan and school plans that cascade down and align with the values and goals for the Sunrise School Division.*

- An Education Plan was developed in a comprehensive process aligning with the Division's vision, values and goals involving:
 - Senior Administration
 - School Administrators & Staff
 - Parent Advisory Councils
 - School Trustees
- Presented at a public School Division Board meeting.
- Program leaders hired to bring forth the educational plan.
- A strategic plan that ties into the operational plan will be looked at the annual retreat that is in the planning stages for October 5 and 6, 2015.
- Education Plan shared with the Divisional Parent Advisory Council (DPAC).
- Presentation from the new Educational Program Leaders also occurred.
- A timeline/proposal received by MSBA Board Development Consultant was received, Janis Arnold to finalize a Board of Trustee strategic plan and policy manual cycle.

3. *Develop a communication and consultation process that regularly engages and informs internal and external stakeholders on the progress of the school division's plans. (Ongoing)*

The Board has viewed this recommendation as critical in its work together in 2015/16. This remains an important Board priority and to date the Board has been working on increasing transparency by:

- An updated and revised website:
 - Front page - top banner revised
 - School website links are being revised
 - Divisional website database for sending out press releases and Board Meeting highlighters.
- Placing more ads in the local papers, ex. The Clipper.
- Including a Board Meeting agenda item called: *Questions From The Public Re: Board Meeting Agenda Items.*
- Producing Board Meeting highlighters that are sent out to all staff and then posted on the website.

Develop a communication and consultation process that regularly engages and informs internal and external stakeholders on the progress of the school division's plans. Continued... (Ongoing)

- Hosting divisional PAC meetings – bi-annual – November 2015 and April 2016.
- Board member attendance at local PAC meetings.
- SELT (Sunrise Education Leadership Team) open communication.
- Distributing press releases regarding new hires and/or divisional news.
- Supplying information in school newsletters and websites as applicable.
- Considering other option(s) for the future – a community school division newsletter and a formal communication plan.
- Increased communication with the school's PACs via emails re: Division initiatives such as the Public Budget meetings and Board Meeting highlighters.

4. *Conduct a review of programming to ensure it is meeting the needs of students and develop a plan to address those needs.*

- There is a review of the programs as part of the Budget process.
- The Board has sent out an invitation to schools and department managers for public Board Meeting presentations.
- Data collection of key identified educational indicators has been completed and will be used for the purpose of strategic planning and continuous educational improvement.

5. *Provide comprehensive Board Governance Training to the Board and Superintendent to develop a common understanding of the governance model, roles and responsibilities, behaviours and performance expectations. (Ongoing)*

- As per explained in #1 which will be the first step to ongoing Board governance training.
- Manitoba School Board Association (MSBA) has many resources available:
 - Webinars
 - Support documents
 - Seminars
- A recommended Governance Book "Governing for Results by Mel Gibbs" from MSBA purchased for all the Trustees.

6. *Develop a consolidated Policy Manual for the Sunrise School Division that can be used as a single source of reference, and ensure the manual includes documented processes and proceduresdevelop and update policies and procedures for all Division Office functions, with a priority for Human Resources.*
(Ongoing)

- This initiative had commenced prior to the External Review with the hiring of two consultants to prepare a policy manual for Sunrise School Division.
- A process developed with the Sunrise Educational Leadership Team and Sunrise School Division Managers reviewing and refining over 300 policies of the draft policy manual presented by the two consultants with the School Board having final approval of the policies.
- Rolling out of the policies with continued involvement from all stakeholders continues.
- Procedures and processes will be linked to relevant and related policies as required.
- Over 50 approved policies have been posted on the website.
- The HR Director's posting was sent to the Asper School of Business and the HR Director's interviews are presently being held with the expected completion of this process to be Monday, July 20, 2015.
 - The HR Director will be involved in the HR policies and procedures.
- The HR Director was hired August 4, 2015.
- The new HR Director has begun the review of the HR policies and procedures. Two of the HR policies presented/passed by the Board: Policy GBJA/GBJA-E – Confidentiality State and Pledge of Confidentiality and Policy GBAA – Respectful Workplace.
- The policies prepared by the two consultants hired in the 2014 summer are being reviewed by the Policy Committee team and presented to the Board for approval. Since the last report submitted, 25 additional policies have been approved along with recommended procedures.
- MSBA Board Development Consultant Janis Arnold presented an additional option on January 23, 2016 for a policy manual and the hiring of a policy consultant. It is being reviewed by the Board at the February board meetings.

7. *Confirm and regularly implement the Board Self-Evaluation Process.*

- At the October Leadership Retreat this recommendation will be reviewed.
- For possible implementation in June 2016 per Board approval.
- The Policy Committee is reviewing several school division samples of Board Self-Evaluation Process along with the information received from MSBA Board Development Consultant Janis Arnold resulting from the January 23, 2016 Board Retreat.

8. *Revise and implement the Superintendent Evaluation Process, and monitor performance improvement plans annually.*
- This recommendation will be on the September 2015 Board Meeting agenda.
 - Will also be discussed at the October leadership retreat since the Board self-evaluation and the Superintendent evaluation processes are tied together.
 - The Policy Committee is presently reviewing several school division samples of Superintendent Evaluation Process along with the information received from MSBA Board Development Consultant Janis Arnold resulting from the January 23, 2016 Board Retreat.
9. *Develop a Recruitment Policy and Process for Senior Administration positions that is facilitated by a qualified Executive Search Firm or Independent Consultant.*
- March 2015 – Independent Consultant Dr. John Wiens was hired for the recruitment of the Superintendent/CEO position.
 - March 2015 – Interim Acting Superintendent – Mr. Vic Thordarson was hired.
 - Independent Consultant Dr. John Wiens coordinated the interview/hiring process of the Superintendent/CEO position with all stakeholders involved.
 - New Superintendent/CEO start date August 4, 2015 but has been involved in the hiring process for the Assistant Superintendent position (Internal Posting), during the month of June 2015.
 - A new HR Director was hired August 4, 2015 and has been assigned to administer this recommendation.
10. *Redesign the Division office organization structure to reduce the number of direct reports to the Superintendent, create an Assistant Superintendent position to assist the Senior Management team in Division Office leadership and management functions, and add resources to reduce workloads and support effectiveness in the Human Resource Management, Finance and Transportation functions.*
- Organizational Plan is expected to be on the September Board Meeting agenda.
 - At the January 2015 Board meeting, the Board approved by motion, for several of the Division's departments previously reporting to the Superintendent, to now report to the Secretary-Treasurer.
 - The new Superintendent/CEO - Ms. Barb Isaak.
 - Creation of the Assistant Superintendent of Student Support Services – Dr. Lesley Eblie Trudel.
 - The hiring of the Assistant Superintendent of Learning and Instruction – Ms. Cathy Tymko.

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(Continued)

- HR Director's interviews are presently being held – announcement expected July 20, 2015.
- Transportation Manager – Danielle Erickson.
- Assistant Transportation Manager – Jamie Kines.
- Finance Department – Payroll Manager – Corrine Weidman.
- Program Leaders hired:
 - K-12 Numeracy and Technology - Allan Stevenson
 - K-12 Socially Responsible Citizenship - Leslie Wakeman
 - K-12 Active Learning - Patricia Choma
 - K-12 Languages and Literacy - Suzanne Dienstbier
- Secretary-Treasurer's reporting departments:
 - Finance
 - HR
 - ICt
 - Maintenance
 - Payroll
 - Purchasing
 - Transportation
- HR Director Bryon de Vries was hired August 4, 2015.
 - The Workplace Health and Safety Department began reporting to the H.R. Director on October 1, 2015.
- The organizational chart is posted on the division website.

11. *Develop and update policies and procedures for all Division Office functions, with a priority for Human Resources.*

- This recommendation will be explained and assigned to the new HR Director.
- New HR Director hired August 4, 2015
- Two of the HR policies presented/passed: Policy GBJA & GBJA-E – Confidentiality State and Pledge of Confidentiality and Policy GBAA – Respectful Workplace.
- Training sessions: Respectful Workplace, Employee Attendance Support Program and Customer Service Perspective in progress.

12. Identify and implement information technology solutions that will eliminate paper-based systems and improve integration between technology systems, particularly for the Human Resource and Finance functions. Priority should be given to Human Resource and Payroll data integration.
- The SRB Software was implemented spring 2015.
 - Positive feedback has been received from staff with regards to the detailed and easy access of real time information/data.
 - All three modules (Finance, HR and Payroll) have been implemented.
13. Review and update all job descriptions to ensure they include detailed sections on responsibilities, decision-making authority, supervisory responsibilities, education, training and experience, and skills and competencies.
- With regards to this recommendation, job descriptions had been reviewed within the past two years; however, this recommendation will be reviewed by the new HR Director to ensure that all necessary information is available and included in the job descriptions.
14. Develop and implement succession planning and leadership development programming for Administrator positions.
- A revised Succession Plan will be developed as a result of the recent senior administrative hiring.
 - The EL 6 Monitoring Emergency Superintendent CEO Succession Plan will be on the August 2015 Board meeting agenda.
 - The process will be reviewed continually.
 - The Policy Committee has recently reviewed the policy and is being presented to the Board February 2, 2016.
15. Educate School Administrators on the School-Based Decision Making Model and provide training on the Policies and Processes in place to access funds.
- For a better understanding of the process with accessing funds by School Administrators, Assistant Superintendent of Learning and Instruction will be assigned to assist in the training of SELT.

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16. Conduct a formal review of MNP's report, confirm decisions by the Board and Superintendent on the recommendations to be implemented and communicate action plans to Stakeholders.
- Regular Board agenda items.
 - Letter and 2nd Updated Report to Minister of Education sent to staff.
 - Letter and 2nd Updated Report to Minister of Education posted on the website.
 - Opened up presentations for the Budget process to the public.
 - May 4, 2015 Minister of Education's Meeting.
 - This is a living document and many of the recommendations will be ongoing.
 - Look forward to following up with the Minister of Education after the 2nd progress report.
 - Received correspondence from the Minister of Education requesting a 3rd and final progress report December 2015.
 - Prepared 3rd and final progress report January 2016 and approved at February 2, 2016 Board meeting.
 - Post final report on the website.

Date: February 2, 2016


Chairperson Lynne Champagne