



Sunrise School Division

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February 19, 2015

Honourable Minister of Education Bjornson
Legislative Building
450 Broadway Avenue
Winnipeg, Manitoba

Dear Minister Bjornson,

RE: MNP EXTERNAL REVIEW – 1ST REPORT BACK – JANUARY 2015

As per the request of the previous Minister of Education and Advanced Learning, Mr. James Allum, we are submitting the January 2015 report to outline our progress to date with regards to the 16 recommendations resulting from the MNP External Review which was presented to the past Board of Trustees on September 11, 2014.

Following the September 11, 2014 meeting, the previous Sunrise School Division Board of Trustees reviewed the report in detail and began setting priorities with regards to the recommendations.

After the October 2014 Provincial School Trustee Elections, the new Sunrise Board sent an invitation to Rossana Buonpensiere, MNP Coordinator of the External Review requesting an opportunity to have a Q & A session with MNP. This request was made so the new Board would be able to address the External Review with a clear understanding and to move forward proactively.

Minister Bjornson, we believe we are making progress as we go through the 16 MNP External Review recommendations even though we have the following priorities to address at the Board Table:

- Superintendent's Search
- Efforts to Connect With Community and Improve Communication
- 15/16 Budget Planning and Consultation
- Addressing Carry-Over Governance Needs

Please see the attached report outlining the initiatives and/or future plans with regards to the 16 recommendations.

Yours truly,

Chairperson Champagne
On Behalf of the Sunrise School Division
Board of Trustees

cc: Gerald Farthing, Deputy Minister
David Yeo, Director

"Nothing less than outstanding learning experiences, one learner at a time"



THE MNP EXTERNAL REVIEW – 16 RECOMMENDATIONS
JANUARY 2015 UPDATE

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

To set in motion a process to review and adopt a governance model ... and provide Board Governance Training ..., on January 27, 2015 we invited Manitoba School Boards Association's Executive Director, Ms. Carolyn Duhamel to conduct a special orientation session regarding the role of a Trustee, the role of the Chairperson, the role of a School Board and the role of Superintendent along with an introductory explanation of Governance Models. Resource documents were supplied by MSBA including: a Decision Making Matrix and a Timeline Planning Support Document.

A resource, "Governing for Results" by Mel Gill has been purchased for each Trustee as per Ms. Duhamel's recommendation.

The Trustees, the Superintendent, the Secretary Treasurer, the Student Support Division Principal and the Executive Administrator were in attendance for this first on-site training session. Ms. Carolyn Duhamel had offered that evening to the Board continued support as well as another session from Manitoba School Boards Association.

The Board will have further discussion on the next steps and timing of those future steps.

- 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.*

Prior to the completion of the External Review, the past Board had requested Board Development Consultant Janis Arnold from Manitoba School Boards Association (MSBA) to facilitate a review and assist in the creation of a strategic plan. They had two sessions with Ms. Arnold. Resulting from those sessions, the Superintendent's office has been in the midst of a comprehensive process developing an Education Plan which will cascade down and align with both the Board's strategic plan, as well as the Division's vision, values and goals. This consultation and validation process has involved Senior Administration and School Administrators, the process will continue to involve all the Stakeholders in a timely manner. There is a Divisional PAC meeting scheduled for April 2015.

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.*

“The consultation strategies and plans that will ensure regular and ongoing consultation ... to gain their input ...” are being discussed at different meetings throughout the Division. For example, at the Board meetings and Board Agenda Planning meetings, we are asking the questions: “how can we be more transparent”, “who is involved with the action items” and “who should be involved.” We are also using the tools of the revised website, local newspapers and group emails to all Staff and Stakeholders to send messages out. We will continue to look for ways of improving communication and consultation as we move forward.

There are scheduled Sunrise Education Leadership Team meetings and there is a Divisional Parent Advisory Council meeting scheduled for April 2015 to hear from our parent groups also.

Additional community consultation meetings in November with Stakeholders from Powerview and Reynolds were held.

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.

Samples of yearly planning cycles were supplied to the Board at the New Trustee Orientation Session on January 27th as useful tools for scheduling reviews.

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.*

As per #1, the MSBA facilitated “New Trustee Orientation” workshop for Trustees along with the “Role of the Board Chair” session in Winnipeg. Following those public sessions Sunrise requested a special session for their Board and Management Team on January 27th and is looking forward to continued support from MSBA and other organizations to assist in comprehensive Board Governance Training sessions.

The MSBA Convention that is being held on March 19 - 21, 2015 will be attended by some of our Trustees and Management Team. We have also been seeking support from MASBO, Dr. John Wiens, as well as other retired Superintendents, Secretary-Treasurers and Transportation Managers. The support and consultation is predominantly around processes and procedures that can complement and/or improve our present practices.

THE MNP EXTERNAL REVIEW – 16 RECOMMENDATIONS

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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.*

This initiative had commenced prior to the External Review with the hiring of two Consultants to prepare a Policy Manual for Sunrise School Division. The Board motion was approved during a June 2014 meeting to proceed with the development of the Policy Manual prepared by Dorothy Young and Jan Schubert, acknowledging that there would be a process outlining the involvement of Stakeholders prior to the final approval of the 314 policies.

The Sunrise Educational Leadership Team and School Division Managers had an opportunity to review the Draft Policy Manual. A process was then developed for further review and refinement, and the rolling out of the policies with continued involvement from all stakeholders. For example: The recommended Purchasing Policies are being reviewed by the Purchasing Manager and once that review is complete, those policies will be brought to the Board Table for approval.

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

A timeline for this recommendation has not yet been set to date; but will be discussed at a future Board Meeting.

We will be using our support organizations to assist us in seeking a Board Evaluation Process that could be implemented. We did receive support documents from MSBA with regards to planning timeline calendars and there has been discussion and an invite has been shared with the Chair and Secretary Treasurer from a neighbouring school division to attend their Board meeting to discuss their practices and processes.

8. *Revise and implement the Superintendent Evaluation Process, and monitor performance improvement plans annually.*

This recommendation will also be addressed at a future Board Meeting.

9. *Develop a Recruitment Policy and Process for Senior Administration positions that is facilitated by a qualified Executive Search Firm or Independent Consultant.*

The previous Board had hired a Search Firm to assist in the hiring of the two present positions which the Board was looking to fill (Superintendent and HR Director) but after receiving pertinent information at the Board table regarding the Search Process; the present Board investigated an alternative option.

9. Develop a Recruitment Policy and Process for Senior Administration... (Continued)

An Independent Consultant has been hired to assist in the Superintendent Search. The Independent Consultant is Dr. John Wiens. Once that position is filled with all Stakeholders' involvement in the process; the Board will continue. It was recommended by Dr. Wiens that the new Superintendent be hired and that the new Superintendent would appreciate having input on the hiring of the HR Director; part of his/her leadership team.

In the interim, Dr. Wiens has recommended that the Division consider hiring a retired Superintendent Consultant to assist the Division until the Search has been completed.

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.

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. See the attached organizational structure.*

As stated in #9, the Division is presently in the process of a Superintendent search.

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

This recommendation is outlined and explained in #6.

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.

Prior to the External Review the Secretary-Treasurer had commenced a search for a program that would improve the systems relating to the Finance, Payroll and Human Resource functions.

The Board approved the purchase and installation of SRB Software based on the recommendation of the Secretary-Treasurer at the Board meeting at the September 18, 2014.

The implementation dates for SRB are as follows:

Finance/Purchasing – March 2nd

Payroll and HR – April 1st

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. (Continued)

There will be Divisional training on the Finance and Purchasing Modules with the Sunrise Business Centre. The HR and Payroll modules/features to the schools are tentatively scheduled for August 2015.

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 in the future to ensure that all necessary information is included.

14. Develop and implement succession planning and leadership development programming for Administrator positions.

A succession plan was presented to the Board as per EL 6 Monitoring Emergency Superintendent CEO Succession Plan and was approved at the August 28, 2014. Since that approval, the Student Support Division Principal and the Educational Support Advisor have been attending the Board Meetings on a regular basis.

The process will be reviewed to see how the plan is working.

15. Educate School Administrators on the School-Based Decision Making Model and provide training on the Policies and Processes in place to access funds.

After receiving the External Review, there was a discussion with the previous Board and the Superintendent about this recommendation with direction given to the Superintendent to clarify and confirm the understanding of the School-Based Decision Making Model with School Administrators.

A motion was passed on October 16, 2014 by the previous Board acknowledging that the External Review recommendation regarding School Based Decision Making had been satisfactorily addressed by the Superintendent with Sunrise School Administrators.

The new Board has not yet evaluated and consulted with Administrators on the status of this recommendation.

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.

Once the review was received, a Special Meeting was called by the previous Board and the report was reviewed. Press releases were sent to Stakeholders and the attached document was displayed on the website.*

The Report was reviewed with MNP at the table by the new Board in November, 2014.

There was a request from a ratepayer to have an update regarding the External Review more frequently published on the Website along with having an agenda item at each Board meeting. The Board Meetings now have an agenda item called External Review Update.

A letter has been sent to the Stakeholders regarding the Board's recent decision about the hiring of the Superintendent.

Regular Board communication to Stakeholders will involve:

- Posting approved Board Meeting minutes on the Website.
- Posting Board Highlighters.
- Emailing Board Highlighters to all Sunrise staff.
- Consideration for the timing of announcements to staff and the community.
- Utilizing the local papers for disseminating information to the public.

As requested there will also be another report submitted at the end of June, 2015.

Date: February 19, 2015

Chairperson Lynne Champagne