

BOARD POLICY MANUAL

Type:	Board-Management Delegation	Approved:	April 19, 2011
Policy:	BMD-4 Monitoring Key Employees' Performance	Revised:	September 25, 2023
		Last Reviewed:	November 21, 2024

Systematic and rigorous monitoring of Key Employee job performance will be solely based on the expected Key Employee job outputs: organizational accomplishment of Ends and organizational operation within the boundaries established in Executive Limitations.

1. The purpose of monitoring is simply to determine the degree to which Board policies are being met. Only information that does this will be considered to be monitoring information.
2. A given policy may be monitored in one or more of three ways:
 - 2.1. Internal report: Disclosure of compliance information by the Director or Principal, along with his or her explicit interpretation of Board policy, and justification for the reasonableness of interpretation.
 - 2.2. External report: Assessment of compliance by an impartial, external third party who is selected by and reports directly to the Board. Such reports must assess executive performance only against policies of the Board, not those of the external party, unless the Board has previously indicated that party's opinion to be the standard.
 - 2.3. Direct Board Inspection: Assessment of compliance with a policy by a Board member, a team or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board that allows a "prudent person" test of policy compliance. The person(s) doing this assessment shall have access to the Director's or Principal's interpretation and justification for its reasonableness. Such an inspection is only undertaken at the instruction of the Board.
3. In every case, the standard for compliance shall be *any reasonable Key Employee 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 interpretations favoured by board members or even the board as a whole.
4. Upon the choice of the Board, any policy can be monitored by any method at any time. For regular monitoring, however, each *Ends* and *Executive Limitations* policy will be classified by the Board according to frequency and method.
5. A formal evaluation of the Director and Principal by the Board will occur annually, based on the achievement of the Board's *Ends* Policies and non-violation of its *Executive Limitations* policies as assigned to each of them. This formal evaluation will be conducted by cumulating the regular monitoring data provided during the year and the board's recorded acceptance or non-acceptance of the reports, and identifying performance trends evidenced by that data.

<u>POLICY</u>		<u>METHOD</u>	<u>FREQUENCY</u>
E	Mega-End	Internal Report	Annually
E-1	Spiritual Development	Internal Report	Annually
E-2	Intellectual Development	Internal Report	Annually
E-3	Social Development	Internal Report	Annually
E-4	Physical Development	Internal Report	Annually
EL	General Executive Constraint	Internal Report	Annually
EL-1	Treatment of Students and Parents	Internal Report	Annually
EL-2	Treatment of Director's Staff & Volunteers	Internal Report	Annually
EL-3	Treatment of Principal's Staff & Volunteers	Internal Report	Annually
EL-4	Financial Planning	Internal Report	Annually
EL-5	Financial Condition & Activities	Internal Report & External Audit	Annually
EL-6	Asset Protection	Internal Report & External Audit	Annually
EL-7	Compensation & Benefits	Internal Report	Annually
EL-8	Communication & Support to Board	Internal Report	Annually
EL-9	Emergency Executive Succession	Internal Report	Annually
EL-10	Student Accommodation (repealed)		
EL-11	Transportation	Internal Report	Annually
EL-12	Admissions	Internal Report	Annually
EL-13	Non-SCS Student Participation	Internal Report	Annually
EL-14	Annual Marketing Plan	Internal Report	Annually
EL-15	Strategic Plans	Internal Report	Annually
EL-16	Staff Conduct	Internal Report	Annually
EL-17	Staff Hiring	Internal Report	Annually