Executive Manual

MANITOBA
School Boards
ASSOCIATION

Manitoba School Boards Association

Executive Manual

I N D E X

The MSBA Act ..... SECTION A

MSBA By-Laws ..... SECTION B
By-Law #1: Definitions 1
By-Law #2: Purposes 1
By-Law #3: Membership 2
By-Law #4: Rules of Procedure 5
By-Law #5: Annual Convention 5
By-Law #6: Regions 11
By-Law #7: Membership Fees 12
By-Law #8: Executive 13
By-Law #9: Executive Director 14
By-Law #10: By-Law Amendment Procedures 14

Association Governance ..... SECTION C
Definitions and Interpretations 1
Foundation Statements 2
Code of Conduct and Conflict of Interest Policy 3
Code of Conduct and Conflict of Interest Policy Declaration 6
Whistleblower Policy 7
Whistleblower Form 8
MSBA Policy on Membership Application Evaluation and Review 9
Membership Application Evaluation and Review Checklist 14
MSBA Provincial Executive Position Descriptions 16
Executive Operations 18
MSBA Regional Structure 22
MSBA Recognition Awards 25
Associate Membership 27
Harassment Policy 28
Violence Prevention Policy 36
Statement of Integrity – Membership Expectations 43

Committees ..... SECTION D
Committee Protocols and Procedures 1
Committee Volunteer Procedures 2
Committee Appointment Procedures 2
Committee Mandates/Information 3
External Standing Committees & Organizations 11

Trustee Remuneration & Expenses ..... SECTION E
Executive Officer Stipends and Meeting Per Diems 1
Travel Expenses 2
Conferences 4
Participation of Executive at MSBA Special Events 4
Recognition of Elders and Traditional Community Teachers 4
Corporate Credit Cards 6

Office Operations.....SECTION F

MSBA Services Profile.....1
MSBA Organizational Chart.....3
MSBA Executive Director Position Description.....4
MSBA Executive Director Performance Appraisal.....8
MSBA Compensation Philosophy.....9
MSBA Compensation Protocols.....11
MSBA Seminars & Workshops: Fees & Services.....12
Support to External Organizations.....12
Commercial Products or Services.....13
Negotiation Spokesperson Fees.....14
Exhibitor Policy.....14
MSBA Reserves and Investments Policy.....15
MSBA Resolutions Communications Procedures.....20

Association Links:

Policies and Requests for Action

School Board Member Handbook

/ak

Rev: September 2026

THE MANITOBA SCHOOL BOARDS ASSOCIATION ACT

Formerly The Manitoba Association of School Trustees Act
S.M. 1972, c. 21; R.S.M. 1990, c. 240

Assented to June 17, 2010
S.M. 2010, c. 5

HER MAJESTY, by and with the advice and consent of the Legislative Assembly of Manitoba, enacts as follows:

Definitions

1. In this Act, "association" means The Manitoba School Boards Association;

"board" means the board of trustees of a school division, school district, or school area, established under any Act of the Legislature and operated under *The Public Schools Act*.

"convention" means a general meeting of the association;

"trustee" means a person elected or appointed as a member of a board.

Association continued

2. The Manitoba Association of School Trustees is continued as a body corporate under the name The Manitoba School Boards Association.

Powers of association

3. The association has all the powers, rights, and privileges, conferred on and vested in a corporation under *The Corporations Act* and *The Interpretation Act*.

Objectives of association

4. The objectives of the association are

(a) to promote and advance the cause of education in the province;

(b) to arouse and increase public interest in educational affairs;

(c) to engage in research and study of matters of educational policy;

(d) to promote efficiency and improvement in the fulfillment of the duties of trustees and the exercise of the powers of trustees under the laws of Manitoba;

(e) to co-operate with The Department of Education and Training of the province and with other organizations in Canada or elsewhere having aims and objects the same as, or similar to, those of the association; and

(f) to take any measures, not inconsistent with this Act or any other Act of the Legislature, or any regulations or rules made under the authority of an Act of the Legislature, that the association deems necessary or advisable to give effect to any policy adopted by it with respect to any question directly or indirectly affecting the purposes and objectives of the association.

Boards as members

5. A board may become a member of the association upon payment of the prescribed membership fee.

Special honorary members

6. (1) A trustee may be made an honorary life member of the association by resolution at a convention upon the recommendation of the Executive.

Ex officio honorary members

6. (2) Every person who has been the President of The Manitoba Association of School Trustees, The Manitoba School Trustees' Association, The Urban School Trustees' Association of Manitoba, or of the Association is an honorary member of the Association.

Rights of honorary members

6. (3) An honorary member of the association has no right to vote on any matter before the association unless the honorary member is also a trustee of a member board.

Composition of Executive

7. (1) The Executive of the association is to consist of

(a) the President;
(b) two Vice-Presidents, of whom one must be from a school division or district in which 6,000 or more pupils are enrolled and the other must be from a school division or district in which fewer than 6,000 pupils are enrolled;
(c) the immediate Past President; and
(d) any other Director elected or appointed to the executive of the association in accordance with the by-laws of the association.

Eligibility for Executive

7. (2) Any person who is a member of a board which is a member of the association is eligible to be elected or appointed as a member of the Executive of the association.

Executive officers ceasing to be members

7. (3) Where a member of the Executive other than the immediate Past President ceases to be a member of a board which is a member of the association, he or she shall thereupon cease to be a member of the Executive.

Elected officers

8. Subject to clause 9. (c), the President, Vice-Presidents and the Directors of the association shall be elected in such manner as the by-laws of the association may from time to time prescribe, and shall hold office until the next ensuing annual convention or until their successors are elected, whichever is the later.

Powers of Executive

9. The Executive may:

(a) exercise all the powers of the association and administer, direct and supervise its business, property and affairs;

(b) exercise such of the powers of the association as it may deem necessary for the promotion and attainment of the purposes and objects of the association;

(c) fill any vacancy in the Executive until the next annual convention;

(d) incur any expense that it deems necessary in the conduct of the affairs of the association and pay the reasonable expenses of the members of the Executive and committees in the discharge of their duties as such;

(e) subject to the by-laws, pass, amend, and repeal, by-laws, rules and regulations not contrary to law, for the purposes aforesaid, and for the purpose of regulating the conduct in any particulars of the affairs of the association;

(f) appoint an Executive Director and such other employees as may be required to administer the affairs of the association and fix the remuneration of the Executive Director and other employees;

(g) appoint such committees as may from time to time be deemed advisable in the interests of the association and prescribe their duties and functions; and

(h) do such other things as may be necessary to carry out the objects of the association.

Confirmation of by-laws

10. A by-law of the association passed by the Executive, or any amendment or repeal of a by-law of the association made by the Executive, ceases to have effect at the close of the annual convention next after the date on which the by-law was passed, amended, or repealed, unless the by-law or the amendment or repeal, as the case may be, is confirmed by resolution passed at the annual convention or a convention prior thereto.

Officers

11. The officers of the association are the President, Vice-Presidents, the immediate Past President, and such other officers as the by-laws of the association may prescribe.

Powers and duties of officers

12. The powers and duties of the officers shall be as prescribed in the by-laws of the association.

Annual convention

13. A convention shall be held at least once in each year at such time and place as the by-laws of the association may provide or as the Executive may otherwise determine.

Local organization

14. (1) Any group of active members of the association may, with the consent of the Executive, establish a local organization within the association for the furtherance of the association; and the local organization may formulate a constitution, adopt by-laws, and pass resolutions not inconsistent with this Act or the by-laws of the association.

Submission of local by-laws, etc.

14. (2) A copy of every constitution, by-law, and resolution, of a local organization shall, forthwith upon the passing thereof, be submitted to the Executive Director of the association, and except in so far as it may relate to matters of purely local concern, it is not operative or effective until it has been approved by the Executive which may, in every case, decide whether or not the constitution, by-law, or resolution, relates to matters of purely local concern, and its decision with respect thereto is final.

Report to be presented at annual convention

15. At each annual convention

(a) the President, or member of the Executive designated by the President, must present the Association's annual report for the immediately preceding fiscal year, which must include the financial statements for the year and the auditor's report on those statements; and

(b) the members of the Association must appoint an auditor for the current year.

Note: This Act replaces S.M. 1972, c. 21; R.S.M. 1990, c. 240

/ak

Manitoba School Boards Association By-Laws

BY-LAW #1

Definitions

Unless the context otherwise requires, the words defined in section 1 of the Manitoba School Boards Association Act have the same meaning in the by-laws of the Association.

BY-LAW #2

Purposes

Specifically, the purposes of the Manitoba School Boards Association (MSBA) are to promote and co-ordinate the cause of education by providing leadership and service for boards and trustees, and furthermore, to preserve the public's voice in education through locally elected trustees.

Leadership to boards and trustees will be provided in the following areas:

1. Communication

   The Association will

   a) communicate to the public the role of school trustees and boards;
   b) liaise with other levels of government and with other education agencies and associations;
   c) assist school boards to gain greater local community involvement; and
   d) make the public aware of MSBA's position on issues pertaining to education.

2. Education

   The Association will provide

   a) a regular and on-going program of trustee development through leadership and management training sessions; and
   b) guidance and supportive information to assist trustees in long range planning, establishing goals and setting priorities.

3. Other

   MSBA will provide leadership to boards in areas deemed appropriate and necessary by the members and will include among others, leadership in administration, negotiations and research.

Service to boards and trustees will be provided in the following areas:

1. leadership seminars and programs;
2. negotiations-financial and salary research, spokesperson role, advice on negotiations, assistance in the conciliation and arbitration stages and legal interpretations;
3. liaison and co-operation with governments; organizations designated to represent teachers, superintendents, business officials, parent advisory councils; and other entities whose mandates serve the interests of our members;
4. educational information pool;
5. policy development;
6. communications and advocacy on matters that affect all school boards;
7. education research;
8. development of new administration tools;
9. human resources;
10. other services as deemed appropriate and necessary by member boards.

BY-LAW #3

Membership

1. A board that meets the criteria for membership in the association (as defined in *The Manitoba School Boards Association Act*) is, upon payment of the assessed membership fee, a full member of the association, except as described in #2, below.

2. Where a board's members are not normally chosen through the electoral process outlined in *The Municipal Councils and School Boards Elections Act*, those board members are not eligible to serve on the association's provincial executive or other elected bodies.

3. Statement of Integrity – Membership Expectations

Preamble

The Manitoba School Boards Association ("The Association") is a voluntary, membership-driven organization providing key services and supports to democratically elected school boards in fulfillment of their mandate as public trust-holders.

Member Boards (members) of the Association accept the collective responsibility to act as ambassadors and advocates for public education and to promote the success of every student across Manitoba, at the same time creating welcoming workplaces that remain among the top destinations of choice for instructional and non-instructional professionals. Moreover, members endeavour to shape and strengthen public education in Manitoba through the professional conduct of their democratic deliberations and processes, also exercising their responsibility to represent community while maintaining the trust and confidence of the public. Fulfillment of these essential roles and responsibilities by public school boards reflect well on each member and by extension upon the membership as a collective.

1. *Member standards of conduct*

Provincial Executive requires all members to abide by the following hallmarks of professionalism, conduct and integrity by way of to supporting the reputation of all school boards as a collective and also in order to maintain good standing as members of the Association:

i. Act with Integrity

Conduct in all interactions, decision made on behalf of the community and engagement with the Association is done so honestly and ethically.

ii. Demonstrate Respect

Establish and maintain a culture of treating all persons with dignity, fairness, and courtesy.

iii. Promote Inclusion

Foster an environment that promotes diversity, while undertaking all necessary measures to eliminate discrimination and bias based upon the inherent characteristics of any person.

iv. Maintain Professionalism

Uphold high standards of conduct in all professional and public engagements, including through online and social media platforms.

v. Ensure Accountability

Accept responsibility for their collective actions and decisions with reference to the public trust vested in elected school boards following each election, while undertaking necessary measures to promote openness, transparency and public accountability for the benefit of their community.

vi. Protect Confidentiality

Respect the privacy of all persons and safeguard confidential information obtained in the course of their duties and responsibilities as well as through participation in Association activities.

vii. Comply with Laws and Policies

Abide by all applicable laws, regulations and policies as established by all recognized authorities (including but not limited to the Federal and Provincial Governments, Manitoba's Education Department, and municipal councils), as well as with the Association's by-laws, policies, and procedures.

viii. Stewardship

Commit to the good stewardship of the community resources and the investments that have been entrusted to them by the public.

ix. Contribution

Remain an active contributor to the work of the Association through sustainment and fulfillment of volunteer opportunities, review of communications sent, and frequent participation in Association meetings.

x. Respect Authorities

Recognize the roles and responsibilities of the Association's Provincial Executive, committee representatives, and staff while also respecting the role of the Association's President or their designate as the primary public spokesperson for the Association.

2. *Review and consideration where standards not met*

i. If the above standards are not consistently maintained by one of the Association's members such that lack of adherence with the standards affects the collective reputation of public school boards in Manitoba or the good standing of the member in relation to the Association, evidence of such may be addressed in writing by any Association member to the Association's President and the President shall add an in camera item to the agenda for purpose of review and consideration of the matter(s) raised.

ii. Evidence submitted to the Association on an anonymous basis shall not be reviewed or considered by the Association's Provincial Executive

3. *Review and consideration of matter(s) raised*

i. The Association's Provincial Executive will consider the overall merit of the matter(s) raised at its next regularly scheduled meeting, and shall invite response from the member (whether in writing, in-person or via electronic means), as part of its consideration of the matter, prior to determining an appropriate course of action.

ii. Where matter(s) are raised less than two working weeks prior to the next regularly scheduled meeting of the Provincial Executive, the matter(s) will be considered at the regular meeting following, to provide both the Association and the respondent due opportunity to review the matter(s) raised.

iii. Where necessary and, depending upon the nature of the matter(s) raised, the Association's President shall determine whether a special meeting of the Association's Provincial Executive shall be called to review the matter(s) further. In such instance, the Association's Provincial Executive shall equally invite response from the member, as part of its consideration of the matter(s), prior to determining an appropriate course of action.

4. *Resolution*

Depending upon the nature of the matter(s) raised and review of all evidence, the Association's Provincial Executive may determine to pursue one or a combination of the following outcomes:

i. To request further information or evidence from any party by way of extending further consideration to the matter(s) raised;

ii. To dismiss any or all of the matter(s) raised upon the basis of evidence received; or

iii. To issue public censure of the member on behalf of the Association on any or all of the matter(s) raised, which may or may not be accompanied by a statement on behalf of the Association as per the discretion of the Provincial Executive.

BY-LAW #4

Rules of Procedure

In all business of the Association, where the rules of procedure are silent, the current edition of Robert's Rules of Order shall apply.

BY-LAW #5

Annual Convention

1. Notice

A convention, other than an Annual Convention, may be called upon not less than fourteen days written notice to all members of the Association specifying the reason for the convention.

2. Quorum

One hundred delegates constitute a quorum for a convention.

3. Who Presides

The President shall open and close all conventions of the Association. In the absence of the President, one or the other of the Vice-Presidents, as designated by the President, shall preside.

4. Eligible Voters

Member school boards who have at least one trustee in attendance at the Annual Convention shall be eligible to vote, via board ballots, in the election for President and Vice-Presidents of the Association, on by-laws and by-law amendments, and on the appointment of an auditor. The number of board ballots assigned to each member board will be determined in accordance with

the formula outlined in these by-laws. Board ballots will be distributed, at the Convention, to the trustee or trustees designated by each board to receive those ballots. The method of designating the recipient of board ballots will be communicated to member boards in advance of the Convention.

Trustees from member boards who are registered Convention delegates are eligible to register as voting delegates, and to receive a ballot(s) and voting delegate card that will be used to vote on resolutions other than by-laws, and for elections other than President.

Only Convention delegates and members of the Executive present at the Convention shall be entitled to vote at Convention; and no person or member shall vote by proxy.

5. Board Ballots

The number of board ballots each board is eligible to receive will be determined in accordance with the following formula:

a) each member school board will be eligible to receive one board ballot;
b) boards will be eligible to receive one additional board ballot for each 1000 students enrolled in their division or district. For the purpose of determining the number of board ballots a board will receive, student numbers will be rounded up or down to the nearest 1000. The student number used to determine the number of ballots per board will be the immediately previous September 30 K-12 full-time equivalent count used by the Provincial Government.

6. Method of Voting

Voting on resolutions and elections shall be conducted in accordance with the following rules:

a) board ballots shall be used to elect the President of the Association;
b) board ballots shall be used to elect the Vice-Presidents of the Association;
c) board ballots shall be used to vote on any new by-law, or by-law amendment;
d) board ballots shall be used to appoint the association financial auditors;
e) individual trustee ballots shall be used to elect all members of the Association Executive except for the President and Vice-Presidents, and
f) voting on resolutions other than by-laws shall be by a show of hands of individual trustees, unless:

    i. the chair in their discretion calls for a standing vote before announcing the result of a vote by show of hands, or
    ii. immediately after the result has been announced by the chair, one delegate can call for a standing vote.

7. Nominations for Executive Positions

a) Nominations shall be received for each elected Executive position (President, Vice-President, or Director) for which an election is to be held in a given year, with such elections to be held in conjunction with the Annual Convention of the Association.

b) Every candidate for office on the Executive shall be a trustee of a member board.

c) The term of office for all elected Executive positions shall be two years, and no person shall hold the same Executive position for more than two complete, consecutive terms. The term of office for the Past President shall be two years.

d) The Nominating Committee shall be comprised of the Association's three most recent Past Presidents who continue to serve as school trustees. In the event that there are fewer than three Past Presidents serving as school trustees, the Executive shall appoint a sufficient number of trustees at large to this committee to reach the requisite full complement of three members. Trustees at large serving on this committee will do so until such time as there are sufficient Past Presidents to achieve that complement. The most immediate Past President serving on the Nominating Committee shall chair the committee.

e) The Nominating Committee will endeavour to fulfill its function in accordance with the following guidelines:

   i. The Committee will ensure that there is at least one qualified candidate nominated for each Executive position to be elected at any Annual Convention.
   ii. None of the Committee's nominees shall be a member of the Nominating committee.

   Additional responsibilities of the Nominating Committee may be identified by the Provincial Executive in the Committee's mandate.

f) Further nominations for any of the positions designated in paragraph (e) may be made from the floor of the Annual Convention by any Convention delegate with the consent of the nominee.

8. Designation of Boards by Number of Students Served

a) The assignment of boards (serving more or less than 6000 students) will be reassessed every 4 years, in the months following school board elections, with any change in assignment to take effect at the first Convention following those elections. Reassignment will be automatic except in those instances where a division/district moves above or below the 6000-student cut-off by fewer than 60 students (that is, 1% of 6000). In that case, a school board *may* elect to remain in its original grouping for the ensuing four years. Where a second, consecutive post-election student count confirms a gain or loss of student population that moves a division or district above or below the 6000-student cut-off, that board will be *required* to move to the appropriate group.

b) The September 30 K-12 full-time equivalent student count used by the Provincial Government will be the student number used for the purpose of determining the number of students served by each board.

c) School boards may appeal to the Provincial Executive for re-consideration of their grouping at any time.

d) Every four years, the Executive will review the 6000-student division between the two groups, to determine whether that number continues to result in a reasonable degree of equity

between the two groups, in terms of total number of students served. In the event that the Executive determines that a change in this number is desirable, it will bring a by-law amendment before the next Convention.

9. Elections

a) (i) The Association's President will be elected by means of board ballots. The Association's two Vice-Presidents will be elected by means of board ballots cast by member boards who are registered Convention delegates, and who are member boards that are included within the enrollment category that each Vice-President will represent upon election. Directors will be elected by means of individual trustee ballots cast by trustees who are registered Convention delegates, and who are from member boards that are included within the region a Director will represent upon election.

(ii) Any region that consists of only one school board may, at its discretion, elect or appoint its Director at a time or place other than the Annual Convention.

b) Where one officer is to be elected, a candidate in order to be elected must receive over 50% of the votes cast. If on the first or subsequent vote no candidate receives over 50% of the votes cast, the name of the candidate receiving the fewest votes shall be deleted and another vote taken.

c) Where two or more directors are to be elected at one time, a candidate in order to be elected must receive over 50% of the ballots cast. In the event that more than one ballot is necessary, any successful candidate will be declared elected and the candidate receiving the fewest votes shall be dropped from the ballot; except where this would reduce the remaining candidates to one, in which case only the successful candidate shall be removed from the ballot.

d) Prior to the elections at Convention, the President shall appoint Scrutineers, none of whom shall be voting delegates or staff, and in the event that a vote is required on any election, the Scrutineers shall collect and count the ballots and declare the names of the successful candidates for each office.

e) Should a tie vote occur during an election which would have the effect of no change in the make up of the next ballot, a second vote shall be taken, where possible. If the second vote again results in a tie, the successful candidates shall be determined by lot.

f) All members elected to the Executive at the Annual Convention shall take office at the conclusion of the Convention.

10. Credentials

a) The Resolutions and Policy Committee shall be responsible for issuing to each delegate whose credentials are in order, a card showing their standing in the Convention, and no person shall be entitled to a vote who has not been issued a card showing them to be a voting delegate.

b) The Resolutions and Policy Committee shall be responsible to know the voting strength on the Convention floor at the call of the Chair.

c) The Resolutions and Policy Committee shall be responsible for ruling on disputes over issuing of ballots.

11. Resolutions

a) Resolutions for consideration at the Annual Convention must be forwarded to MSBA by a deadline set out in the annual call for resolutions.

b) There is a limit of 30 board-sponsored resolutions for forwarding for consideration at the association's AGM as regular resolutions. Board-sponsored resolutions not adopted at the regional meeting for forwarding to the AGM may be forwarded, upon a majority vote in the affirmative at the regional meeting, directly to the provincial executive as an issue or request for action. In the event that the total number of board-sponsored resolutions exceeds the limit, the Resolutions and Policy Committee shall take all resolutions under advisement by way of determining the total number that shall appear before convention to promote an efficient annual resolutions process.

c) Proposed resolutions will be categorized in accordance with the timeframe within which they are submitted, and the contents of the resolutions, as follows.

Timeframe:

- **Regular resolutions** are those resolutions submitted by the deadline identified in any call for resolutions.
- **Emergent resolutions** are those resolutions that are received in the period between the deadline for receipt of resolutions identified in a call for resolutions and the conclusion of the last executive meeting prior to the membership meeting at which resolutions will be considered, and which relate an issue which was not evident prior to that deadline. The provincial executive will assess each such resolution to determine whether it is truly emergent in nature. Where the resolution is determined to be truly emergent, the provincial executive will direct that the resolution in question be include among those being considered at the AGM. If the resolution is determined not to be emergent, it may still be considered at the AGM, at the request of the sponsoring board, if such consideration is supported by two-thirds of voting trustees.
- **Extraordinary resolutions** are those resolutions that arise out of the business of the AGM. Extraordinary resolutions will be considered if such consideration is supported by two-thirds of voting trustees.

Contents:

- **By-law amendments or new by-laws**: Resolutions in this category require a minimum of one month notice to members (Association by-law #10). For this reason, no extraordinary by-law amendments or new by-laws may be considered, and any emergent ones must be submitted at least one month prior to the meeting at which they are to be considered.
- **Policy additions or amendments**: Resolutions in this category seek to amend the association's existing policy statements, or create a policy statement in an area not previously addressed.
- **Requests for Action**: Resolutions in this category are action items that direct the association to do something, either directly or through its lobbying efforts. Requests for action should align with association policy; where they do not, that conflict will be identified. Requests for action are time-limited to three years or the completion of the requested action, whichever comes first. At that time, the request for action will be archived, unless renewed by a member board through a new resolution.

d) Any resolution sponsored by the provincial executive will be deemed to be a regular resolution, whether or not it meets the timelines outlined above.

e) A board-sponsored resolution may only be withdrawn prior to review and consideration at a regional meeting. Once adopted at a regional meeting, a board-sponsored resolution cannot be withdrawn. The original board sponsor can choose not to second the resolution during annual convention. If no seconder is found at the time the resolution is moved during the annual convention, the resolution will die on the order paper.

f) The Resolutions and Policy Committee is a standing committee of the MSBA Provincial Executive. The responsibilities of the Resolutions and Policy Committee are outlined in the committee mandate detailed in the MSBA procedural manual. A detailed description of the resolutions process is contained in operational policy.

12. Associate Members and Visitors

Secretary-treasurers and superintendents employed by member boards shall be associate members of the Association. Associate members and visitors may register at Convention upon the payment of such fee as the Executive may determine. At the discretion of the Chair, associate members may speak on a point of information but may not enter into debate, move, second nor vote on a motion under consideration by the assembly.

BY-LAW #6

Regions

1. Each member school board (with the exception of the DSFM) shall be assigned to one of MSBA's six regions, as follows. DSFM may be represented in multiple regions based on the location of the school community from which individual trustees are elected.

Region 1 (Western/Northwestern):

Beautiful Plains
Mountain View
Fort la Bosse
Turtle River
Swan Valley
Rolling River
Brandon
Southwest Horizon
Turtle Mountain
Park West
Division Scolaire Franco-Manitobaine

Region 2 (Central/South Central):

Border Land
Prairie Spirit
Prairie Rose
Western
Pine Creek
Red River Valley
Portage la Prairie
Garden Valley
Division Scolaire Franco-Manitobaine (4 reps)

Region 3 (Interlake/Southeastern):

Lord Selkirk
Sunrise
Seine River
Hanover
Interlake
Lakeshore
Evergreen
Whiteshell
Division Scolaire Franco-Manitobaine (3 reps)

Region 4 (Northern):

Kelsey
Flin Flon
Frontier
Mystery Lake

Region 5 (Suburban):

St.James-Assiniboia
Pembina Trails
Louis Riel
River East Transcona
Seven Oaks
Division Scolaire Franco-Manitobaine (4 reps)
Manitoba Institute of Trades and Technology

Region 6 (Winnipeg):

Winnipeg

2. Regional Meetings

   a) Each year, each region shall hold a meeting of trustees from that region to:
      i. nominate eligible candidate(s) for Director(s) of the region (the Director(s) to be elected at the Annual Convention);
      ii. consider resolutions which the region may wish to bring before the Annual Convention; and
      iii. deal with such other regional or Association business as may be identified in the meeting agenda.

   b) Members may attend regional meetings in person or, where appropriate provisions have been made, they may join such meetings via teleconference or other electronic means. Members participating in a regional meeting through electronic means, will be considered to be in attendance, and shall have all the same rights as those members physically present at the meeting.

   c) Notice of the time and place of regional meetings shall be sent by the Executive Director to the Secretary-Treasurer of each member board in the region at least thirty days before the date of the meeting.

3. Regional Communications Network

   Each region shall establish a Regional Communications Network which shall include, at a minimum, the Chair (or their designate) of each board in the region, and the MSBA Director for that region.

BY-LAW #7

<u>Membership Fees</u>
(Effective July 1, 2015)

1. The annual revenue of the Association from membership fees payable by boards shall be based upon the total of members' previous year divisional operating expenditures minus non K-12 programs and services as per the FRAME report.

2. The membership fee structure is comprised of 11 operating expense range categories and a graduated scale of percentage multipliers. Each school board's membership fee is calculated as follows:
   1) confirmation of previous year operating expenses minus non K-12 programs and services as per FRAME report
   2) assignment to operating expense range category
   3) application of corresponding percentage multiplier

   Except that the membership fee assessed to any division shall be not less than 1% nor greater than 8% of the total membership fee revenue amount and no division shall pay less than the previous year fees.

3. A charge will be assessed to boards which have not paid membership fees by the due date equal to one percent above the bank's prime rate of interest for the number of days overdue.

4. Fifty percent of each division's and district's membership fee is to be paid by August 1 in each year and the remaining fifty percent is to be paid by December 31 of the same year.

BY-LAW #8

Executive

1. The Executive of the Association shall be comprised of the President, two Vice-Presidents (one from boards with 6000 or more students, and one from boards with fewer than 6000 students), the Past President, and seven Directors [two from Region 5 (Suburban), and one from each of the other regions].

2. Six members of the Executive shall constitute a quorum for any meeting of the Executive.

3. Any absence of an Executive member over three regularly scheduled consecutive meetings, or a total of four regularly scheduled Executive meetings per term shall cause that member's seat to be declared vacant. Special consideration shall be given to exceptional circumstances.

4. Any question arising at any meeting of the Executive shall be decided by a majority of the members present. The Chair, consistent with the provisions of *The Public Schools Act* (section 31) as it applies to the Chair of all school boards, has the option of voting with the members of the Executive on all issues.

5. Regular meetings of the Executive may be called by the President or Executive Director on not less than seven days' written notice to all members giving the date and place of the meeting.

6. a) Except as described in b) below, emergency meetings of the Executive may be called at the request of the President, any three members of the Executive, or the Executive Director on not less than 24 hours notice in cases where an issue is determined to be emergent in nature. The business conducted at the meeting shall be confined to that stated in the request for an emergency meeting.

   b) During the MSBA Annual Convention (that is, the period between opening and closing ceremonies), the 24 hour notice requirement for an emergency meeting of the Executive [described in (a) above] will be waived. During that period, an emergency meeting may be called on less than 24 hour notice. All other requirements for the conduct of an emergency meeting remain as described in a) above.

7. i) Where a vacancy occurs during the year among the Directors on or before December 15th, a meeting of the affected region shall be called to hold an election to fill that vacancy. A person elected in such a by-election will hold that position until the next regularly scheduled election for that position. If the vacancy occurs after December 15th, the position shall remain vacant until the next Annual Convention, at which time an election will be held. The term of office for any one elected at such time will be one or two years, depending on whether or not the previous incumbent would have completed their term at the time of the Convention at which the election is being held. Where a vacancy occurs at the President or a Vice-President

position on or before November 15th, an election shall take place to fill the position. A person elected in such a by-election will hold that position until the next regularly scheduled election for that position. If the vacancy occurs after November 15th, the position shall remain vacant until the next Annual Convention. The term of office for any one elected at such time will be one or two years, depending on whether or not the previous incumbent would have completed their term at the time of the Convention at which the election is being held. Where a vacancy occurs at the Past President position, the position shall remain vacant until a new President is elected.

ii) Any by-election required under i), above, may be conducted via e-mail or other electronic means, in accordance with a process to be determined by the Provincial Executive.

BY-LAW #9

Executive Director

1. The Executive Director shall have general responsibility for the administration of the affairs of the Association and for the execution of the policies and instructions of the Executive.

2. Without restricting the generality of the foregoing, the responsibilities of the Executive Director shall include the following:

   a) have charge of the books and correspondence of the Association;
   b) properly account for the funds of the Association and keep such records of same as may be directed by the Executive;
   c) prepare for presentation at each convention, a financial statement of the Association duly audited by a chartered accountant;
   d) keep the funds of the Association in a bank or banks designated by the Executive and make no payments except by cheque countersigned by such officers as the Executive may, by resolution, appoint;
   e) attend all meetings of the Executive and keep accurate records of the same and perform such other duties as the Executive may determine; and
   f) furnish at the expense of the Association, a fidelity bond in the sum of not less than five thousand dollars.

BY-LAW #10

By-Law Amendment Procedures

1. These by-laws may be amended by board ballot at any regularly called Convention of the Association provided notice in writing of the intended amendments has been given to the Executive Director and circulated to all member boards at least one month prior to the Convention.

2. A favourable vote of not less than two-thirds of the board ballots cast shall be required to approve any amendment to these by-laws.

3. In all matters pertaining to a minor housekeeping amendment(s) as may, from time to time, be required to these by-laws in respect of corrections to wording, grammar, spelling, capitalization, punctuation, verb tense, orthography, font, paragraph structure, or harmonization of provisions with emergent changes beyond the control of the Association, the Association's Provincial Executive may effect such amendment(s) without seeking two-thirds approval from the association's membership, provided such items are itemized in a memorandum, for information only, sent to the membership via the Chairperson or interim leadership of each member a minimum of one month in advance of any such housekeeping amendment(s) coming into effect, and provided that no substantive change is undertaken in regard to the meaning or effect of any such by-law as a result of any such amendment(s). Should any member wish to contest any such minor housekeeping amendment(s), they shall forward such communication to the Association's President within the one month period prior to any such amendment(s) coming into effect and the President shall table this communication before the Provincial Executive for review and consideration at the next meeting of the Provincial Executive. Any such housekeeping amendment to the by-laws that is contested by a member shall be introduced by MSBA Provincial Executive as a formal By-Law amendment at the next Annual Convention of the Association, as per By-Law 10(1)-(2).

Definitions and Interpretations

In this manual:

"**Member**" means:

(a) a school board as defined under *The Public Schools Act*; and
(b) an Indigenous education organization or other education-related organization admitted to membership in the Association in accordance with the association's by-laws.

"**Designated Representative**" means an individual designated by a member organization to act on its behalf in the Association.

"**Membership Category**" means a class of membership established by the Association.

Interpretation

Where this Manual refers to school board(s) or trustee(s), such references shall be interpreted in a manner consistent with sections 1 "Indigenous educational organization" and "Designated representative" and section 5.1(2) of *The Manitoba School Boards Association Act* and include other categories of members and their designated member representatives unless the context requires otherwise.

Foundation Statements

Vision

A respected and influential voice for public education in Manitoba
A valued and effective advocate for local education governance

Mission

The mission of the Manitoba School Boards Association is to enhance the work of locally elected school boards, members and associate members through leadership, advocacy and service, and to champion the cause of public education for all students in Manitoba.

Association programs and activities are designed to:

- promote and support the work of elected public school boards, members and associate members within the parameters of Manitoba laws and statutes;
- promote and advance the cause of public education in the province through research, study and public discourse;
- work collaboratively with education partners, stakeholders, and community agencies in addressing the learning and developmental needs of school-aged children and youth.

Beliefs

The Manitoba School Boards Association believes that:

- the public school system is a cornerstone of a free and democratic society and the collective responsibility of all citizens;
- community voice and local control are essential features of a quality public education system;
- the public school system in Manitoba should provide equity of opportunity for all students irrespective of geographic location or community wealth; and
- elected school boards must have the legal authority, the financial flexibility and the local autonomy to reflect the education needs and priorities of their respective communities.

Values

The Manitoba School Boards Association:

- is committed to excellence in programs and services for members and associate members;
- respects the authority and autonomy of locally elected school boards, members and associate members;
- values openness and transparency in its relationship with association members, associate members, education partners, stakeholder organizations and the general public; and
- values collaboration, partnership and teamwork in the pursuit of organizational goals.

Brand

Leadership, advocacy and service for Manitoba's public school boards.

Adopted March, 2006
Revised September, 2023

Code of Conduct and Conflict of Interest Policy

Definitions

In this policy,

"breach of the Code" means breach of the Code of Conduct and Conflict of Interest Policy
"breached the Code" means breached the Code of Conduct and Conflict of Interest Policy

The Executive and Manitoba School Boards Association committee appointees recognize and accept their collective responsibility to represent and support all member school boards in a respectful manner. We commit, therefore,

- to devote sufficient time, thought and study to our Executive roles so as to render effective and credible service on behalf of member school boards and strive to be knowledgeable on those local, provincial and national issues which impact on one's Executive responsibility;

- to respect the provisions of the Manitoba School Boards Association Act and the approved by-laws, policies, and procedures of the Association, as well as the laws and regulations governing education in Manitoba, whenever discharging Association responsibilities;

- to make decisions after careful examination and consideration of all available facts, data and perspectives on an issue, mindful of the effect decisions may have upon the rights and needs of the Association's member school boards, and upon the education, training, safety and general future of the students of Manitoba;

- to respect the majority decisions of the Executive and/or committee, reserving the right to seek changes to these decisions in the future through ethical and constructive channels;

- to work with colleagues and partners in a spirit of respect, openness and co-operation, encouraging the free exchange of diverse views on any topic at all times, and expressing any contrary opinions in a respectful and constructive manner;

- to ensure that all Association funds are used efficiently, economically and in the best interest of member school boards and public education in Manitoba;

- to respect the strict confidentiality of all privileged information received in the conduct of Association business;

- to avoid any situation which suggests a conflict of interest, relationship bias or the appearance of impropriety in the performance of their Association responsibilities. For greater clarity, a conflict of interest in this section shall be interpreted to apply to any trustee that has been suspended from their regular trustee duties, such that any such trustee shall discontinue service on Association committees during the term of their suspension.

- to respect the role of the Manitoba School Boards Association President or their designate as the primary public spokesperson for the Association and recognize their responsibilities to articulate the official policy of the Association when representing the Association;

- to recognize the authority and responsibility of the Executive Director or their designate to administer the normal operations of the Manitoba School Boards Association office; and

- to use social media in accordance with the Executive social media policy

Expenses, Use of Association Property and Resources

- Association property, including equipment and material, and human resources, shall be used only for carrying out Association business unless authorized by the President or Executive Director.

- While campaigning for election to the provincial executive, use of any Association-owned resources may not be used.

Gifts

No Executive member is required to disclose

- any gift worth less than $250 unless the total value of all the gifts from the donor, during the preceding year, exceeded $250

Process

The policy applies equally to the President of the Board. In the case of an allegation of a breach of the Code by the President, wherever a process requires action by the President, it shall be modified to read one of the Vice-Presidents.

Disclosure

- An Executive member must openly disclose a real or perceived breach of the Code to the President and Vice-Presidents as soon as the issue arises.

- The alleged breach of the Code shall be brought to the attention of the individual by the President and/or Vice-Presidents prior to being presented to the Executive.

- The President shall share with the Executive an oral report of a complaint within fifteen (15) business days of receiving it. The complaint, any response to the complaint and any investigation of the complaint shall be confidential until it is before the board.

Determination of a breach of the Code

- All discussions will be held in camera and a record of discussion will include only the date, members present, identity of the member in question and the title of the section of the Code being discussed.

- During an in camera discussion on whether a breach of the Code has occurred, the member alleged to have committed the breach of the Code may be present and contribute to the discussion. The member shall not attempt to intimidate others during the discussion.

- If the Executive is of the opinion that the breach of the Code is beyond the 15 days allowed for receipt, trivial, frivolous, vexatious or not made in good faith, or that there are no grounds or insufficient grounds for action, a reply stating the reasons for not proceeding shall be made on behalf of the Executive to the person(s) bringing the allegation forward. Details of the allegation will remain confidential.

Decision

- A motion to sanction an Executive member may be debated in camera, but must be voted on in public.

- The Executive member who is alleged to have breached the Code may be present at the Executive meeting and can participate during the deliberation of the breach of the Code and sanction but shall not vote on a resolution to impose a sanction.

- The Executive member who is alleged to have breached the Code shall not attempt during a meeting of the Executive to intimidate a vote on sanction.

- The vote on a breach of the Code must be done by resolution at a meeting of the Executive. The resolution to sanction shall be decided by a majority vote of the number of members designated for the Executive, with the exception of sanctions to bar or suspend the member or any more serious sanction. These sanctions require at least two thirds (2/3) of the number of members designated for the Executive.

- Sanctions for a breach of the Code shall take effect immediately after the vote at an Executive meeting.

Sanctions

- If a resolution to sanction is achieved, the Executive resolution will stand as the record and at a minimum include the name of the Executive member and the date(s) of the behaviour.

- Sanctions may take the form of one or more of the following:

    - a written apology,

    - a requirement for the Executive member in breach of the Code to engage in professional development as specified by the Executive,

    - acknowledgement to comply with the sanction will be written into the meeting minutes, and include the measures mutually agreed to by the member and Executive,

    - public censure of the member,

    - barring the Executive member from attending all or part of a meeting of the Executive or a committee of the Executive,

    - barring from sitting on an Executive committee for up to a year,

    - suspending the Executive member from the Association Executive, including suspending all the member's rights, duties and privileges as a member of the Executive, for up to three months.

If the Executive member alleged to have breached the Code refuses to participate in discussions, the Executive may continue in the member's absence. The Executive has no power to declare the member's seat vacant.

Adopted March, 2021
(Rev. January, 2024)

MANITOBA SCHOOL BOARDS ASSOCIATION

ANNUAL CODE OF CONDUCT AND CONFLICT OF INTEREST DECLARATION

Executive Members are responsible for adhering to the policies in the Executive Manual and all subsequent policy revisions of the **Manitoba School Boards Association**.

Executive Members are responsible for preventing real or perceived breaches of the Code of Conduct to protect the integrity of the **Manitoba School Boards Association**.

Contravention may result in sanctions.

Executive members shall:

1. Perform duties with integrity and in a way, that will maintain public and Executive member and member board confidence in the **Manitoba School Boards Association**,

2. Ensure no real or perceived advantage is taken by virtue of their position or from information obtained due to their position as an Executive member, and

3. Immediately disclose to the President or to the Executive members at the meeting any existing or potential breach on any issue.

I declare that I have read, understood and agree to adhere to the Manitoba School Boards Association's Code of Conduct.

Agreed by: _____
(Print Name)

Signature: _____

Witness: _____
(President or Vice President Signature)

Date: _____

Whistleblower Policy

Preamble

Every employee and Executive member has a responsibility to work in the best interests of the Association and to use all available resources in the achievement of MSBA's mission. It is expected that employees and Executive members shall refrain from using their positions to benefit either themselves or any other individual or agency apart from the total interest of MSBA. Notwithstanding these assumptions, the purpose of this policy is to provide direction to all current and former employees and Executive members of the Manitoba School Boards Association in the communication of concerns regarding questionable financial or operational matters.

Policy Statement

Concerns about unethical or illegal behaviour of MSBA staff or Executive members in the conduct of Association business must be reported in a timely fashion.

Incidents shall be communicated using the prescribed procedures outlined below.

The Whistleblower will not be discharged, demoted, suspended, threatened, harassed, or in any other manner discriminated against as a result of communicating a whistleblower incident. Any MSBA employee found to be in violation of this policy will face disciplinary action.

MSBA will not protect any staff or Executive member who is found to have intentionally made false accusations in reporting of a whistleblower incident.

All reported incidents shall be addressed in a confidential and sensitive manner. The Whistleblower shall be provided the opportunity to remain anonymous, if he/she so chooses.

Procedures

1. Any MSBA Staff or Executive member who believes another has acted in an illegal or unethical manner has a duty to report the matter directly to the Executive Director/President using the attached Incident Reporting Form.

2. The Executive Director/President or designate will thoroughly investigate any such reported incident and take any necessary action deemed appropriate.

3. Confidentiality will be maintained throughout the process. Information relating to the matter will only be disclosed to the extent necessary to investigate the allegation.

Manitoba School Boards Association

Whistleblower Incident Reporting Form

The Manitoba School Boards Association will treat all disclosures in a confidential manner. Should you not wish to provide your name, reported incidents will nonetheless be accepted and investigated, as appropriate.

INSTRUCTIONS

Please provide as much detail as possible.

1. Please describe the nature of your concern regarding financial and/or operational matters. Include sufficient information for an independent person to understand the concern and to enable further investigation. (use back of sheet if necessary)

   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____
   _____

2. Please state the full name(s) and title(s) of individuals whom you suspect of wrongdoing.

   _____
   _____
   _____
   _____

3. How many times has this incident take place (if applicable)?

   _____

4. How long has this incident been taking place (if applicable)?

   _____

5. Name and contact information (optional)

   _____
   _____
   _____

Date: _____

/ak

MSBA Policy on Membership Application Evaluation and Review

I. Purpose

This policy establishes a transparent, consistent, and defensible process for the review of membership applications submitted to the Manitoba School Boards Association (MSBA) by:

i) Indigenous educational organizations; and
ii) Other educational organizations that provide governance, administrative, or educational support to a school in Manitoba.

The policy is intended to assist Provincial Executive in exercising its discretionary authority under section 5.1 of The Manitoba School Boards Association Act. The policy does not limit Provincial Executive's statutory authority to approve or deny any application. Provincial Executive retains sole discretion regarding membership admission.

II. Legislative Authority

Under section 5.1(1), an Indigenous educational organization or an organization that provides governance, administrative, or educational support to a school in Manitoba may apply for membership.

Section 5.1(2) provides that Provincial Executive may approve an application where:

- the organization meets the statutory requirements:
- the applicant's objects align with the objects of the Association;
- any by-law criteria are met; and
- required fees are paid.

The legislation further provides that alignment of organizational objects is to be determined "in the opinion of the executive," thereby preserving Provincial Executive's discretion.

III. Guiding Principles

Provincial Executive shall consider applications in a manner that:

i) respects the statutory purposes of MSBA;
ii) supports positive relationships within Manitoba's education sector;
iii) recognizes Indigenous rights holders and Indigenous educational governance structures;
iv) maintains the integrity of MSBA as an association founded by and primarily serving public school boards;
v) promotes good governance, accountability, and transparency; and
vi) protects the long-term sustainability and effectiveness of the Association

IV. Eligibility Requirements

A. Indigenous Educational Organizations

An Indigenous educational organization may be considered eligible where it satisfies the statutory definition contained within the Act:

Category 1

A council, government, or other entity that:

i) is authorized to act on behalf of an Indigenous group, community, or people holding rights recognized and affirmed under section 35 of the Constitution Act, 1982; and
ii) operates one or more schools in Manitoba.

Category 2

An entity that operates one or more schools on reserve in Manitoba.

Evidence that may be requested from Category 1 or 2 Indigenous Educational Organizations by Provincial Executive:

i) letters of authorization or mandate;
ii) governing legislation, charter, or constitution;
iii) band council resolution or governing authority resolution;
iv) organizational structure documents;
v) evidence of operation of one or more schools;
vi) annual reports, audited financial statements, and/or strategic plans.

B. Other Educational Organizations

Non-Indigenous applicants must demonstrate that they:

i) are non-profit organizations;
ii) publicly disclose their finances;
iii) provide governance, administrative, or educational support to a school in Manitoba; and
iv) align with the objects of MSBA. For greater clarity, alignment with the objects of MSBA means

Evidence that may be requested from Other Educational Organizations by Provincial Executive:

i) articles of incorporation;
ii) charitable or non-profit registration documents;
iii) audited financial statements;
iv) annual reports;
v) governance policies;
vi) descriptions of services provided to Manitoba schools.

C. Exclusive membership application privileges

For greater clarity, “Other Educational Organizations” does not include independent or private school, a non-public charter school or a non-educational organization may apply for membership with the association.

V. Evaluation Criteria

Provincial Executive will evaluate applications against the following criteria:

5.1 Alignment with MSBA Objects

The applicant should demonstrate meaningful alignment with MSBA's statutory objects, including:

i) improving public education;
ii) supporting educational leadership and governance;
iii) promoting effective governance practices;
iv) advancing educational opportunities for students;
v) supporting member representatives in fulfilling governance responsibilities; and
vi) contributing positively to Manitoba's public or Indigenous education system

5.1.1 Questions for Executive

i) Does the applicant's mission complement MSBA's mission?
ii) Are there shared strategic interests?
iii) Would membership advance MSBA's objectives?
iv) Would the relationship strengthen Manitoba's education sector?

5.2 Governance and Accountability

Provincial Executive may assess:

i) governance structure;
ii) board composition;
iii) accountability mechanisms;
iv) conflict-of-interest practices;
v) strategic planning processes;
vi) transparency practices; and
vii) organizational stability.

5.2.1 Questions for Executive

i) Is the organization governed responsibly?
ii) Is there evidence of sound oversight?
iii) Are decision-making processes transparent and accountable?

5.3 Educational Relevance

The applicant should demonstrate a substantial and ongoing connection to Manitoba schools.

5.3.1 Questions

i) Does the organization directly support schools, students, educators, or educational governance?
ii) Is the relationship to education substantial rather than incidental?
iii) Does the organization possess expertise valuable to the Association?

5.4 Reputation and Conduct

Provincial Executive may consider:

i) professional reputation;
ii) history of collaboration with education partners;
iii) litigation or compliance concerns;
iv) conduct inconsistent with MSBA's values;
v) public credibility and trust.

5.4.1 Questions

i) Would admission enhance or adversely affect MSBA's reputation?
ii) Has the organization demonstrated respectful and collaborative conduct?

5.5 Financial Integrity

Executive may assess:

i) publicly disclosed finances;
ii) audited statements;
iii) financial stability;
iv) sustainability of operations.

5.5.1 Questions

i) Is there evidence of responsible financial management?
ii) Is the organization likely to remain viable as an active member?

5.6 Membership Composition Considerations

Provincial Executive may consider the broader impact of admission upon:

i) overall membership composition;
ii) regional representation;
iii) voting balances;
iv) governance structures; and
v) MSBA's continuing identity as an association founded by and for public school boards.

5.6.1 Questions

i) Would admission materially alter representation structures?
ii) Would admission support healthy participation while preserving the Association's core purpose?
iii) Would additional governance arrangements be required?

6. Application Review Process

Step 1 – Application Submission

Applicants must submit:

i) completed application form;
ii) governing documents;
iii) supporting evidence of eligibility;
iv) financial disclosures (where applicable);
v) statement of organizational alignment with MSBA objects.

Step 2 – Administrative Review

Executive Director shall:

i) confirm completeness;
ii) verify eligibility requirements;
iii) prepare a summary report.

Step 3 – Executive Evaluation

Provincial Executive shall review:

i) eligibility;
ii) alignment with statutory criteria;
iii) policy considerations;
iv) organizational merits and risks.

Step 4 – Decision

Provincial Executive may:

i) approve the application;
ii) approve subject to conditions;
iii) defer consideration pending additional information; or
iv) decline the application.

Executive is not required to provide reasons beyond confirming its decision.

Step 5 – Notification

The applicant shall be notified in writing of the decision.

6. Approval Threshold

Given the significance of membership decisions, Provincial Executive may require a two-thirds vote of Provincial Executive members present and voting, for approval of a new member application.

Membership Application Evaluation and Review Checklist

Applicant Information

☐ Organization name
☐ Contact information
☐ Application complete
☐ Required documents received

Statutory Eligibility

Indigenous Educational Organization

☐ Meets section 1 definition
☐ Authorized Indigenous governing entity
☐ Operates one or more schools in Manitoba
OR
☐ Operates one or more schools on reserve in Manitoba

Other Educational Organization

☐ Non-profit organization
☐ Publicly discloses finances
☐ Provides governance, administrative, or educational support to a Manitoba school

Alignment Review

☐ Mission aligns with MSBA objects
☐ Activities support educational governance
☐ Positive contribution to Manitoba education
☐ Potential partnership value identified

Governance Review

☐ Governance structure documented
☐ Accountability processes established
☐ Conflict-of-interest practices identified
☐ Organizational stability demonstrated

Financial Review

☐ Financial statements reviewed
☐ Financial disclosures available
☐ No significant financial concerns

Reputation Review

☐ Positive professional reputation
☐ No known conduct concerns
☐ No significant legal or regulatory concerns

Strategic Considerations

- ☐ Consistent with MSBA's long-term interests
- ☐ Supports relationships within education sector
- ☐ Membership composition implications considered
- ☐ Governance implications considered
- ☐ Regional representation implications considered

Final Recommendation

- ☐ Approve
- ☐ Approve with conditions
- ☐ Defer
- ☐ Decline

Executive Comments:

_____
_____
_____
_____
_____
_____
_____
_____

Executive Decision

Date: _____

Motion number: _____

Vote result: _____

Chair signature: _____

MSBA Provincial Executive Position Descriptions

In accordance with the MSBA Act and By-Laws of the Association, the Executive acts as the governing body for the Association between conventions and makes all decisions related to policy and operations. Executive members shall be a trustee on a member school board. The President, Vice-President (6,000 students or more) and Vice-President (fewer than 6,000 students) are elected at large, at the annual MSBA Convention and Directors of Regions #1 to #5 are elected by trustees within their region at the annual MSBA Convention. The Region 6 Director is appointed by their board.

MSBA Provincial Executive (shared responsibilities)	• be familiar with the policies and philosophy of the Association and be knowledgeable about the services the organization provides to the membership; • keep abreast of current issues in education; • attend scheduled Executive meetings, the annual Executive planning retreat and the association's annual general meeting and convention, as well as its regional and/or other general meetings; • communicate with member boards and/or individual trustees to gather information and/or to identify concerns to be brought to MSBA; • lobby governments and other organizations/groups on behalf of the association; • employ the Executive Director and participate in their annual performance evaluation; • participate in the annual Executive evaluation process; • annually appoint signing officers for the Association; • review monthly financial statements; and • any other duties, as may be required, consistent with *The MSBA Act* and By-Laws.
MSBA Executive Officers (President, Vice-Presidents and Past President)	• assist in preparation of the agendas for Executive and Liaison meetings, and in planning the annual retreat; • participate as requested in liaison meetings with Government, education partner organizations and other agencies; and • assist in preparation and presentation of briefs.
MSBA President	• act as official representative and spokesperson for the Association, or designate others to do so; • preside at all meetings of the Executive as well as all Liaison meetings; • serve as an ex officio member of all MSBA standing committees; • open and close the annual convention of the Association; • communicate regularly with the Executive Director of the Association; • review and sign correspondence where necessary; • in consultation with the Executive Director, recommend committee appointments to Executive as required; • authorize temporary committee appointments when representation is deemed urgent, and report appointment to the Executive; and

	• serve as the designated reviewer for advance consideration and approval of Executive Director expense claims on behalf of the Provincial Executive, by virtue of its mandate as the Finance and Audit Committee of the association.
MSBA Vice-Presidents	• attend, and in the absence of the President, preside at meetings of the Executive as well as at appropriate liaison meetings, committee meetings or other Association events. • establish ongoing outreach with Regional Directors to facilitate communications from Executive to regions. • provision of orientation, mentorship and support for newly elected Regional Directors, in respect of facilitating regional meeting agendas, elections, and proceedings.
MSBA Past President	• act in a consultative role with the Executive and Executive Director; • serve as a member of the Resolutions and Policy Committee for a two year term; and • chair the Nominating Committee.
MSBA Directors	• facilitate communication flow between MSBA and the region and amongst the boards (via the board chair) within the region; • chair and assist in the planning of MSBA meetings within their respective regions; • serve as the “alternate” representative for their region on the MUST Fund Committee.
Indigenous Educational Organization Director	• facilitate communication flow between MSBA and Indigenous educational organization member(s) • chair and assist in the planning of MSBA meetings within their respective regions, as may be established for Indigenous educational organizations;

Executive Operations

1. New Executive Orientation and Annual Planning Retreat

   An orientation for new MSBA Executive members and the annual Executive planning retreat shall take place after each convention and prior to the first regularly scheduled Executive meeting of the term of office.

2. Executive Meetings

   (a) Meeting Schedule

      1. The Executive meets between eight and ten times per year from September to June. The schedule of meetings is set by the Executive at the beginning of each new term of office.

   (b) Participation at Executive meetings

      1. Executive member attendance at regularly scheduled Executive meetings is outlined in Association By-Law #8 (3.)(4.).

      2. Executive meetings are open to trustees of member boards and delegations.

      3. Delegations will be received by the Executive by invitation only with prior arrangements having been made through the office of the Executive Director. Delegations shall be timed items on the agenda. The Executive reserves the right where it deems appropriate to extend time constraints placed on any delegation.

   (c) Meeting Agendas

      1. The agenda for Executive meetings shall be prepared under the direction of the Executive Director in consultation with the President and other Executive Officers.

      2. Agenda items must be submitted to the Executive Director or MSBA President seven (7) days prior to the meeting date.

      3. Agenda items submitted to the office of the Executive Director after the deadline date shall be reviewed by the Executive Director, in consultation with the President. On those occasions when late agenda items are added to the agenda, an amended agenda and related additional support materials shall be available at the meeting.

      4. Items may only be added to the agenda on the meeting date with the consensus of the Executive. Items not approved for addition to the agenda may be referred to the next regular Executive meeting.

      5. Agenda packages (including supporting materials) are emailed to Executive members not less than five (5) days prior to the respective meeting dates.

      6. Short notice requests requiring immediate action shall be resolved by the Executive Director, in consultation with the President, and reported to the Executive at the next regularly scheduled meeting.

(d) In-camera Sessions at Executive Meetings

1. Discussion shall deal with those matters on which informal and private discussion is deemed desirable, these normally being negotiations, personnel matters, land acquisitions/disposal, security and discipline or as required to safeguard confidentiality and sensitivity in respect of the association's relationships and communications with members or external partners.

2. Part of any duly constituted regular, special or emergency meeting of the Executive may be held in-camera if decided upon by a majority of the board members present and voting.

3. No minutes shall be recorded other than a record in the minutes of the regular meeting of the topic(s) discussed while in-camera.

4. Executive members and other persons invited to attend an in-camera session of the Executive must respect the confidentiality of all discussions.

(e) Meeting Procedures

1. The Association President shall preside at all meetings of the Provincial Executive and may vote with other Executive members on all questions and motions before the Executive.

2. In the absence of the President, Vice-Presidents (on a rotational basis) shall preside with all the authorities of the Chair.

3. All Executive members have equal rights and responsibilities of participation at the Executive table.

4. The Chair shall ensure that all Executive members have the opportunity to speak to issues and motions before the Executive in an orderly and balanced fashion.

5. All Executive members shall vote on every motion unless abstaining for conflict of interest reasons.

6. Any Executive member may request that their vote be recorded in the Minutes, providing that notice is given prior to voting.

7. Activity reports of Executive members and staff are presented in written format as information without discussion or vote required. Questions for clarification may be addressed, through the Chair, to the author of the report. Issues arising from activity reports may be referred to a subsequent Executive meeting for discussion and/or action.

8. As part of the opening exercises of all Association meetings, including those of the Provincial Executive, general or annual general meetings, conventions, and special events, time shall be allocated for formal recognition and acknowledgement of treaty and territory contexts, in relation to Canada's Aboriginal and Indigenous Peoples. Association staff shall provide the presiding officer with specific wording to fulfill such recognition and acknowledgement.

(f) Meeting Minutes

1. The Executive Assistant to the Executive Director shall record and retain minutes of all Executive meetings.

2. Minutes of Executive meetings shall record the names of members in attendance as well as the names of those who have communicated their regrets to the Chair. Where individual members arrive subsequent to the commencement of a meeting or leave prior to adjournment, the arrival and/or departure shall be noted in an appropriate portion of the minutes.

3. Minutes of Executive meetings shall record all motions made, the nature of delegations and correspondence, and the essence of topics and issues introduced and discussed under each of the agenda categories.

4. Motions passed by the Executive have effect immediately and do not have to await approval of the minutes at a subsequent Executive meeting as outlined in point 3.

5. Highlights of the Executive meeting will be distributed via Divisional Mail, the days following the meeting. Meeting minutes are approved by the MSBA Executive at its next regular meeting, and available upon request.

3. Executive Authority

(a) Positions taken by the MSBA will reflect the policy resolutions passed by voting delegates at the Annual Convention. The Executive will take actions and measures to promote and advance these policy positions.

(b) MSBA may initiate proposed legislation or amendments to existing legislation. If approved by motion of the Executive, a resolution shall be presented to a general meeting of the membership setting out the main principles of the proposed legislative changes, with a clear statement of intent.

(c) If approved by motion of the Executive, MSBA may enter into negotiations on specific legislative changes with other interest group(s). Any subsequent agreement, if approved by the Executive, must be presented through a complimentary resolution attaching the full text of any joint agreement to a general meeting of the membership for final approval.

(d) If approved by motion of the Executive, MSBA may act directly on any written communication from the Minister or their agent(s), (i.e. letter, press release, white paper, bill) being mindful of:

- existing MSBA policy;
- any opportunity to present the proposed changes with accommodations to an annual general meeting;
- the recommendation of school boards in any other general meeting; and
- the general reaction of member school boards.

4. Public Relations

(a) Official statements or releases on behalf of the association shall be made by the President or their designate. In the absence of the President or their designate, official statements or releases may be made by the Executive Director if in their opinion, it is advisable that a statement or release be made.

(b) Executive members should avoid making statements which are not in accordance with MSBA policy. Where an Executive member feels that a divergent opinion must be expressed, such expression of opinion should clearly indicate that it is the member's own opinion and not that of the association.

(c) Oral or written public statements by Association personnel must not deviate or appear to deviate from the stated policies of the association.

(d) A spokesperson should indicate if they're speaking on a matter about which there is no official MSBA policy.

5. Executive Evaluation

The MSBA Executive recognizes the critical importance of board evaluation as a tool for enhancing governance of the organization and fulfilling accountability obligations to the membership.

An annual Executive evaluation will be held in conjunction with the Executive Director's yearly performance review.

Executive Officers are responsible to initiate the Executive evaluation process in accordance with the specific objectives and parameters as determined by the MSBA provincial Executive.

6. Political Candidacy

As an advocate for public education in the Province of Manitoba, the Manitoba School Boards Association must operate in a non-partisan manner. In recognition of this position, the following policy/guidelines shall direct the activities of those MSBA Executive members who may consider political office at the provincial or federal level:

(a) No Executive member shall be denied the right to seek or obtain nomination as, or to become a candidate in a provincial or federal general election or by-election.

(b) Any Executive member who is nominated as a candidate or becomes a declared candidate in a provincial or federal general election or by-election shall inform the MSBA Executive, in writing, of that candidacy at the first available opportunity.

(c) Executive members who have been nominated or declared as candidates in a provincial or federal general election or by-election shall take an immediate unpaid leave of absence from the Executive.

(d) The position of any Executive member successfully elected in a provincial or federal general election or by-election will be considered vacant on the day the election results are officially declared and the vacancy filled in accordance with MSBA By-Law #8, (7).

MSBA Regional Structure

Number and Membership

Manitoba is divided into six regions. Boards that fall within each region's geographical boundaries are members of that region. DSFM has membership in multiple regions, and its trustees are assigned to a particular region based on the geographic location of the school community that they represent. Regional membership is listed in by-laws, but changes necessitated by amalgamation, amendments effected to statute or regulation, or any other decision made by a recognized authority as it pertains to organizational continuity, are considered housekeeping in nature and can be made without taking the matter to Convention. In the event that multiple Indigenous educational organizations or other education organizations are approved for membership, these membership categories may be assigned to Regions as determined by Provincial Executive.

Purpose

Regions exist to enhance effective, two-way communication between the association and its membership. Regions bring together trustees from boards within a geographic area to:

- act as a forum for discussion of relevant, timely, and emerging issues;
- discuss and/or develop resolutions for submission to the MSBA Convention;
- nominate and elect Directors to the MSBA Provincial Executive;
- facilitate the development of trustee skills and knowledge; and
- act on action requests from MSBA.

Regional Meetings

Regional meetings will be held a minimum of once annually. Within the six month timeframe following receipt of the Association's audited financial statements, regional meetings shall be held which will serve as the annual general meeting of the region, at which nominations will be received for the position of Director to the MSBA Executive, MUST Fund representatives will be elected, and matters related to the upcoming Association Convention will be discussed.

In order to promote and support optimal review and consideration of board-sponsored resolutions at the regional meetings, the Resolutions & Policy Committee and/or staff will provide factual information and background prior to the meetings and/or as needed, to assist members in making informed decisions.

Every four years, at the regional meetings following each school board election, time shall be set aside at meetings for delivery by Executive and staff of an in-person primer on that Association's resolutions process, to provide opportunity for members to identify resolutions content in time for future conventions.

The process for all regional meetings will be as follows:

- meetings will be convened by MSBA;
- agenda will be set by MSBA with input from Directors and boards within the region no later than one month prior to the meeting;
- unless suspended in the course of their regular duties, **all trustees** of all boards in the region may attend (as well as Superintendents and Secretary-Treasurers); and
- any additional meetings deemed necessary shall be coordinated by the Provincial Executive.

Regional Communications Networks

To facilitate communications among member boards within a region and between the region and the provincial association, regional networking meetings will be held annually as follows:

i) one on one teleconference the last week of September by Association Regional Directors with Board Chairs following local election of Board Chairs
ii) at Fall regional meetings to be scheduled at the end of October through to beginning of November
iii) following the annual school funding announcement in late January/early February
iv) at the Association's standing Convention and Annual General Meeting
v) the last week of May

Such meetings may be held:

- via conference call or by virtual meeting as determined by the Director(s) of the region; or
- in-person as determined by the Director(s) in consultation with MSBA's Executive Director.

Regional Financial Support

The MSBA budget will include funds to offset the costs of regional meetings and communications. These funds will cover direct costs incurred by the Directors for attendance at Regional Meetings, including where applicable, transportation and accommodation costs, and a per diem or teleconference meeting expense. The Provincial Association may also cover the cost of meeting facilities and meals for participants as required, or may, at its discretion and with advance notice, recover these costs from participating school boards.

Board Chairs Meetings

Overview/Mandate

As required and determined and, unless established on a more frequent basis due to urgent or emergent developments, the Manitoba School Boards Association shall, on a monthly basis, convene the Chairpersons of all Association members for the purpose of providing updates and information from the Association to its members, receiving updates and information from these members. At no time shall a Board Chair Meeting to construed or interpreted to serve as a General or other Business Meeting of the Association and therefore no special or regular business of the Association shall be transacted at or during a Board Chair Meeting.

Composition

The Board Chair Meetings shall remain strictly voluntary in nature and shall comprise representatives of the Association Provincial Executive (President, Vice-Presidents, Past President, Regional Directors); the Chairperson (or their designate) of every regular member of the Association, and senior members of Association staff. From time to time, by express invitation of the Association, divisional staff and or specially invited guests may attend Board Chairs Meetings for purpose of sharing or receiving updates and information.

Procedures

Every month, the Executive Director of the Association shall solicit members of the Association Provincial Executive, and staff for Board Chair Meeting agenda items by way of compiling and circulating agendas prior to each Meeting.

Items for addition to draft agendas shall be solicited from the above parties no less than one week prior to every Meeting and final agendas shall be approved in advance by the Association table officers at minimum one day prior to every Meeting.

A summary of the discussions at Board Chairs Meetings shall be prepared by the Association's Executive Director and distributed electronically to all Chairpersons (or their designate) approximately one week following each Meeting. All Meeting summaries can be distributed to all trustees unless otherwise specified by the Association.

Board Chairs meetings shall occur by virtual and/or teleconference format only. Board Chair Meetings shall constitute special meetings called by Provincial Executive and as such, all members of the Association's Provincial Executive may claim teleconference meeting per diems under Trustee Remuneration and Expenses.

MSBA Recognition Awards

1. Long Service Award

Each year at the MSBA Annual Convention, a Long Service Award shall be awarded to trustees who have completed 12, 16, 20, 30 and 40 years of school board service in Manitoba.

2. Presidents' Council Award

The Presidents' Council Award is an interorganizational award which recognizes

- exemplary service and outstanding achievement to public education beyond the requirements of one's position;
- demonstrated innovative thinking and personal initiatives directed at improving and/or promoting public education; and
- lasting and pervasive impact on some facet of public education.

Nominees for the President's Council Award may be individuals or groups from the field of public education, such as teacher, administrator, support staff or community member. The inspiration for and establishment of this award was generated by trustees to honor individuals who, although not serving on a school board, play a role in preparing students for success. Therefore, as bestowers of this award, trustees are not eligible, nor are current Association staff. The award may not be conferred posthumously.

Eligible Nominees:

- Teachers – classroom teachers, resource teachers, itinerant specialist teachers
- Administrators – building principals, divisional coordinators, senior administrators
- Support Staff – educational assistants, bus drivers, clerical, custodial and maintenance personnel
- Community members – volunteers, parents, trustees, post-secondary and civil service personnel

Not less than three months prior to the annual convention of the Association, the Manitoba School Boards Association will solicit nominations for the Presidents' Council Award from member school boards, education partner organizations and other groups or agencies actively involved in the public education system. Where a nominee is not selected to receive the award in any given year, the nomination may be re-submitted for consideration in subsequent years. Nominations and supporting documentation received by the Association will be deemed confidential information for the sole use of the Selection Committee.

The Selection Committee consists of the current Manitoba School Boards Association President and Vice-Presidents, as well as the three most immediate Past Presidents who are active trustees. The Executive Director of the Association is an ex-officio member of the Selection Committee.

The presentation of the Presidents' Council Award will be made each year at the annual convention of the Association.

3. Student Citizenship Award

The Manitoba School Boards Association Student Citizenship Awards recognizes outstanding young people throughout Manitoba who contribute to their communities and schools through outstanding citizenship, leadership, public service, and voluntary endeavor. It is not a scholarship, academic or athletic award. All students (grades 9 to 12 only) in regular attendance at a Manitoba public school are eligible. The presentations will take place at division and/or school level to enable family, friends, and members of the school community to be present. The award recognizes students who demonstrate their commitment to the values of citizenship through activities such as:

a) volunteer service to the community (i.e. newcomer programs, environmental programs/stewardship, youth groups, community service clubs, health or childcare, senior citizen groups etc.);
b) involvement in citizenship or character building organizations;
c) participation in student government programs or activities; and
d) leadership ability to motivate others to action to benefit the community.

Seven awards are given annually, one to a student in each of the Association's six geographical regions, and one provincial award to a student group.

Students and student groups can self-nominate or be endorsed by a division/district. Selection of recipients will be based on eligibility, completeness of the application and content of the submission. Each award winner will receive a certificate and a monetary prize. Students or groups nominated but not selected to receive an individual or group award will receive a certificate of merit.

The seven regional directors who serve as the Association's Provincial Executive will act as the selection committee. They will select winners from regions other than their own. Award presentations are the responsibility of Regional Directors who may work with regional school administration to arrange for presentation of an award.

The recipient of the AMM George Harbottle Memorial Award is chosen by the Association of Manitoba Municipalities through submission to AMM by MSBA staff of top finalists from among the seven citizenship award winners.

Associate Membership – First Nations Education Authority

The Manitoba School Boards Association established an associate membership category for local First Nations education entities within the following parameters.

Eligibility:

- open to Manitoba First Nations local education entities, i.e. school board/education authority/school as non-voting members

Associate Membership Benefits:

- access to non-confidential information, communications and publications of the association
- attendance at association sponsored events, information sessions, training workshops and annual general meeting and convention at the full members' rate
- access to direct services on a fee-for-service basis plus expenses

(Adopted at the 2011 AGM)

Harassment Policy

Please read the following policy carefully as it is a material policy of the Manitoba School Boards Association ("the Association"). Failure to comply may be considered a breach of your employment contract or other relationship with or to the Association, and cause for discipline, up to and including termination.

APPLICATION

This policy applies to all employees, volunteers, and representatives of the Association, including any employee, agent, volunteer or representative of a member, partner, stakeholder, vendor or any other entity with which the Association maintains a contractual or non-contractual relationship. It also applies to all visitors entering the Association premises and under the direction of the Association.

PURPOSE

The Manitoba School Boards Association (the "Association") is committed to a collegial work environment in which all individuals are treated with respect and dignity. Each individual employee of the Association has the right to work in an environment where equal opportunities of advancement and career are promoted and where discriminatory practices and harassment are prohibited.

Each individual agent, volunteer or other representative of the Association has the right to provide service to the Association in an environment where discriminatory practices and harassment are prohibited.

The Association prohibits all forms of harassment, including those specifically described below. Harassment may also constitute a form of discrimination and is prohibited by law. The Association will not tolerate any harassment engaged in by any employees, agents, volunteers or other representatives.

This document is intended to inform all employees, agents, volunteers or other representatives of the Association's policy regarding sexual harassment, psychological harassment and other types of harassment and about the responsibilities of all employees, agents, volunteers or other representatives of the Association.

SCOPE

This policy applies to all forms of harassment, including sexual harassment, psychological harassment and harassment based on legally prohibited grounds. It applies to all employees, agents, volunteers or other representatives, regardless of their position, hierarchical level or status. It applies to relationships between employees and their supervisors as well as between fellow employees and between colleagues. It applies to all relationships between employees, agents, volunteers and representatives of the Association. This policy also applies to situations of harassment between employees, agents, volunteers and representatives of the Association, and third parties, such as members, partners, stakeholders, vendors, clients, suppliers and visitors to the Association premises.

DEFINITIONS

"Harassment" means any objectionable conduct, comment or display at, or towards, another employee, agent, volunteer or representative of the Association which creates a risk to the health or interests of the employee, agent, volunteer or representative. Harassment includes:

(a) *Harassment based on prohibited grounds*, which includes harassment based on grounds of race, creed, religion, family status, color, sex, sexual orientation, marital status, disability, physical size or weight, age, nationality, ancestry or place of origin;

(b) *Sexual harassment,* which includes offensive or humiliating behavior based on a person's sex; behavior of a sexual nature that creates an intimidating, hostile or poisoned work environment; or behavior that could be reasonably thought to put sexual conditions on a person's job or job opportunities. Examples include: questions and discussions about a person's sexual life; persisting in asking for a date after having been refused; writing sexually suggestive letters/notes or emailing sexual jokes; and

(c) *Psychological harassment*, which includes bullying or abuse of authority which creates a risk to the health of another employee. This type of harassment consists of a single instance or repeated instances of objectionable and unwelcome comments or conduct directed at another person which serves no legitimate work purpose and has the effect of interfering with the other person's work performance or creating an intimidating, humiliating or hostile work environment.

The illustrations of unacceptable behavior outlined in the above sections are provided as examples of what may constitute prohibited harassment under the present policy. Since it is impossible to anticipate every possible situation, these examples are by no means exhaustive, and other forms of behavior may be regarded as prohibited harassment under this policy.

WHAT DOES NOT CONSTITUTE HARASSMENT

To understand the types of conduct that may <u>not</u> constitute harassment, the following examples are offered:

(a) The exercise of normal management activities does not constitute harassment. Normal management of discipline, work performance or absenteeism, the assignment of tasks, the application of progressive discipline and even termination of employment constitute the legitimate exercise of management rights. These actions do not constitute psychological harassment as long as management rights are not exercised in an abusive or discriminatory manner.

(b) Difficult conditions of employment and professional requirements, job related stress and organizational changes that are justifiable on an economic or technological basis where they affect personnel in a manner that is not arbitrary.

PLACES WHERE HARASSMENT MAY OCCUR

For the purpose of this policy, harassment may occur, not only in the work place but also anywhere else as a result of employment responsibilities or employment relationships, such as outside assignments, work travel, or employment-related social events.

RESPONSIBILITIES

- Employees, agents, volunteers and representatives of the Association are responsible to treat others with respect and dignity, and to speak up if they, or others, are being harassed.
- Employees, agents, volunteers and representatives of the Association are responsible for working together in a professional manner and resolving issues in a respectful manner.
- Employees, agents, volunteers and representatives of the Association are responsible to report incidents of harassment to their supervisor and/or to the Association.
- Employees, agents, volunteers and representatives of the Association must cooperate in an investigation of harassment. Any employee, agent, volunteer or representative of the Association who gives evidence or information during an investigation or is involved in the process, must keep the information confidential, except as necessary to effectively deal with the issue.
- The Association is responsible for creating a safe work environment, free from harassment.
- The Association must ensure, as much as is reasonably practical, that no employee is subjected to harassment in the workplace.

- The Association must ensure, as much as is reasonably practical, that no employee, agent, volunteer or representative is subjected to harassment in the performance of their duties.
- The Association will take corrective action with anyone under its direction who subjects an employee to harassment.
- The Association will take corrective action with anyone acting under its auspices who subjects another person to harassment.
- To the extent possible, the Association will take corrective action with anyone who subjects an employee, agent, volunteer or representative of the Association to harassment.

WHAT TO DO IN THE EVENT OF HARASSMENT

If an employee, agent, volunteer or representative feels that they are or have been the victim of harassment, the employee, agent, volunteer or representative is encouraged to notify the person responsible for the conduct and request that it stop immediately. The Association recognizes that, while in some circumstances this may be difficult, in many situations it will be the most effective method of eliminating the problem.

If an employee, agent, volunteer or representative does not wish to bring the matter directly to the attention of the person responsible, or where such an approach is attempted and does not produce a satisfactory result, the employee, agent, volunteer or representative should discuss any concerns with a designated representative of the Association.

COMPLAINT AND INVESTIGATION PROCEDURE

Many complaints are resolved without a formal investigation. An informal process is encouraged if it brings about a timely resolution to the satisfaction of the parties. If informal attempts by the employee, agent, volunteer or representative prove ineffective or are not feasible or appropriate, a formal complaint and investigation is required. The procedures are as follows:

Report the Complaint

A complaint shall be provided in written form, with a summary of the allegations. Any complaint should contain a brief account of the offensive incident(s), when it/they occurred (including the date and time of day) and the person(s) involved and the names of witnesses, if any. The report should also include the remedy sought by the complainant and be signed and dated by the complainant.

Attempted Mediation

Depending on circumstances, it is often possible to resolve the matter without further investigation. With the consent of the complainant and the person accused, the Association may attempt to mediate a settlement of a complaint at any point prior to or during an investigation. Any settlement would have to be satisfactory to both the complainant and the person accused.

Investigation

The investigation shall be conducted by the Association or its designate, which investigation will be conducted and completed as soon as reasonably practical following receipt by the Association of a written complaint. The investigation may include the following components:

(a) a meeting with the complainant to review the complaint and to seek any such clarification as needed;

(b) a meeting with the person(s) alleged to have violated this Policy for the purposes of communicating the allegation and receiving their version of events (which may be requested in writing);

(c) collection of all relevant evidence, and;

(d) interviews with and/or receipt of written submissions from all witnesses the Company considers to be material.

In exceptional circumstances where there is a danger of imminent harm, the Association may act immediately by taking such reasonable steps to prevent imminent harm, as the circumstances dictate.

Where criminal or statutory violations may be disclosed

The Association is bound by all applicable laws and regulations in the conduct of its affairs and shall refer any complaint to an appropriate legal authority if it is determined that any complaint involves any form of alleged criminal or statutory violation.

RESULTS OF INVESTIGATION

Upon completion of the investigation, the Association shall prepare a written report summarizing the investigation findings and recommending corrective action if necessary. The Association shall administer any discipline as warranted by the circumstances.

Where the investigation results in a finding that the complaint of harassment is substantiated, the outcome of the investigation and any disciplinary action will be recorded in the Association's records relating to the offender and all records relating to the offender shall be maintained in a secure location.

Where the investigation results in a finding that the complaint of harassment is not justified, all record of the complaint shall be removed from the Association's records relating to the person against whom the complaint was made, and all record of complaint shall be destroyed in a secure manner.

A copy of any final investigation report concerning a complaint shall be maintained in a file distinct and separate from the respondent's personnel file, should such report be required in future for purposes of workplace health and safety investigations.

DISCLOSURE OF COMPLAINT INFORMATION

All information provided by the complainant, including the name of a complainant, shall be kept confidential unless otherwise required by law, or necessary to investigate the complaint or take corrective action with respect to the complaint.

If any information about the complaint or complainant is required to be disclosed in accordance with this Policy, such disclosure shall be the minimum amount required to accomplish the purpose for which disclosure is required.

If the investigation concludes that the complaint is substantiated, no information shall be placed in the complainant's file. If the complaint is found to be a frivolous or malicious, the complaint and the results of the investigation will be placed in the complainant's file.

FALSE AND MALICIOUS ACCUSATIONS

False and malicious accusations of harassment will be severely dealt with and may result in disciplinary action, up to and including termination of employment or service.

RETALIATION

Any employee, agent, volunteer or representative who retaliates or threatens to retaliate against any person who has complained of harassment, given evidence in an investigation, or been found guilty of harassment, will be considered to have violated this Policy and will be disciplined accordingly. Retaliation of any kind will be severely dealt with and may result in disciplinary action, up to and including termination of employment or service.

REMEDY FOR THE VICTIM OF HARASSMENT

Any employee, agent, volunteer or representative who, after an investigation, is determined by the Association to have suffered from harassment in the workplace or in service to the Association, may be entitled to one or more of the following remedies, depending on the severity of the harassment:

- an oral or written apology from the offender and/or the Association;
- compensation for any lost wages or benefits, if the complainant is an employee of the Association; or
- such further and other remedies as the Association deems appropriate.

OTHER REMEDIES NOT PRECLUDED

Notwithstanding the existence of this Policy and its procedures, every employee, agent, volunteer or representative of the Association continues to have the right at any time to seek assistance from the Manitoba Human Rights Commission, seek redress under the Criminal Code of Canada, or to seek any other statutory or civil remedy that may be available, whether or not steps are being or have been taken under this Policy.

PROCEDURE WHERE A PERSON BELIEVES THAT A COLLEAGUE HAS BEEN HARASSED

If an employee, agent, volunteer or representative of the Association believes that a colleague has experienced or is experiencing harassment (or retaliation) the employee, agent, volunteer or representative should report this belief to the Association, or any member of management.

HARASSMENT BY THIRD PARTIES

An employee, agent, volunteer or representative who considers that s/he has been subjected to harassment by a person who is not an employee, agent, volunteer or representative of the Association, such as a client or a supplier or any other person with whom the Association does business or maintains relations, including employees, agents, volunteers or representatives of an affiliated company, member, partner, stakeholder or other person who maintains contractual or non-contractual relations or affairs with the Association, should report to the Association, or any member of management. Any such behaviour may result in corrective action by the Association, which may include but is not limited to, termination of contract or service where applicable.

HARASSMENT TO THIRD PARTIES

It is prohibited for an employee, agent, volunteer or representative to engage in any form of harassment contemplated by this Policy towards an employee, agent, volunteer or representative of a client or supplier or towards any other person with whom the Association does business or maintains relations, including employees, agents, volunteers or representatives of an affiliated company, member, partner, stakeholder or other person

who maintains contractual or non-contractual relations or affairs with the Association. Any such behaviour may result in disciplinary action, up to and including termination of employment or service.

CONFIDENTIALITY

All reported incidents of any kind of harassment will be investigated. The Association is aware of the sensitive nature of issues relating to harassment. Accordingly, each investigation of any complaint will be conducted in a confidential manner with the findings communicated only to the appropriate parties.

It is equally important that all other persons, including the complainant, the person against whom a complaint is made, and anyone involved maintain confidentiality. An employee, agent, volunteer or representative who makes a complaint has the right to be accompanied by a person of their choice when meeting with management to address matters contemplated by this Policy. All records relating to any complaint are confidential, unless required to be disclosed for investigation purposes, the disciplinary process or by law.

INFORMATION

The Association shall post a copy of this Policy in a visible location within the Association premises. The Association shall, as soon as practicable after a new employee has been hired, provide such new employee with a copy of this Policy.

The Association shall, as soon as practicable after a new agent, volunteer or representative has been retained to serve the Association, provide such new agent, volunteer or representative with a copy of this Policy.

The Association shall take reasonable measures to inform any third party with whom it maintains business or relations of the existence of this Policy and shall furnish a copy of this Policy to any such third party upon request.

An unintentional failure on the part of the Association to provide a copy of this Policy to an employee, agent, volunteer or representative of the association, or to any other person with whom the association maintains a current or future contractual or non-contractual relationship, does not excuse any person from compliance with this Policy or dismiss any disciplinary or corrective actions that may be taken by the association pursuant to this Policy.

REVIEW OF POLICY

The Association shall review this Policy in accordance with the requirements of *The Workplace Safety and Health Act* (Manitoba), as amended from time to time.

Schedule A: Reporting Structure

It should be noted that the same procedures outlined below should be followed in cases where a person believes that a colleague has been harassed (e.g. on behalf of each type of complainant)

If the respondent of a complaint of harassment is:	MSBA employee; or an independent agent or contractor who provides services to MSBA; or a volunteer for MSBA	Representative of MSBA (including members of Provincial Executive or trustees serving on behalf of MSBA in relation to internal or external committees)	External third party (includes any person outside of MSBA who receives payments from, or provides unpaid services to MSBA)	Visitor to MSBA offices
Then the formal complaint should be made to:	Executive Director If complaint is about Executive Director, then complaint should be made to President	President If complaint is about President, then complaint should be made to Executive Director	Executive Director	Executive Director
How to file complaint:	To Executive Director– By email to the regular work email of the Executive Director; or by written note delivered (in person, by postal or courier service) in sealed envelope during or following work hours addressed to the mailing address of the office of the Executive Director. To President– By email to the President's school board email account (where the President normally serves as a trustee) or by written note delivered (in person, by postal or courier service) in sealed envelope addressed to the offices of the Manitoba School Boards Association and to the attention of the President and clearly marked "Confidential, For President Only" during or following work hours.			
Timeframe:	Whether Option 1 or 2 are pursued as outlined below, all complaints shall be addressed in a timely manner at the earliest possible time by the complainant and the recipient of the complaint. The timeframe for issuance of any final report shall remain dependent upon access to complainant and respondent and any evidence or information that may be relevant or pertinent to each case.			
Next step: Mediation (Option 1)	Depending upon who receives the complaint, the Executive Director or the President shall decide, on a case by case basis and, given the overall substance of the complaint, whether mediation is present as an option for resolving the complaint. If the complaint is not resolved or resolvable through mediation or the substance of the complaint is deemed to be of such gravity or severity that a full investigation is required, they shall resort, as a next step, to Option 2. **Under all circumstances, a third party mediator shall be sought to conduct any mediation process.** The Executive Director or President **shall not** undertake or attempt to undertake any mediation involving a complaint.			
Next step: Investigation (Option 2)	Depending upon who receives the complaint and if they should judge such complaint to merit an investigation, the Executive Director or President shall request that an ad-hoc subcommittee of MSBA Provincial Executive be formed to coordinate such an investigation. **Under all circumstances, a third party investigator (which may include corporate legal counsel or an independent third party investigator) shall conduct the investigation.** The ad-hoc subcommittee **shall not** undertake or attempt to undertake any investigation related to a complaint. The role of the ad-hoc			

	subcommittee shall be to ensure that an investigation does occur and to ensure that all procedures outlined under this policy are followed.
Who receives report (Options 1 and 2):	Depending upon who originally received the complaint, the Executive Director or the President, that person shall receive the final report of any mediator (Option 1). The ad-hoc subcommittee shall receive the final report from an investigator (Option 2).
For Option 2 (Investigation): If the final report confirms harassment on the part of an MSBA employee (not including Executive Director); agent, contractor; volunteer; external third party; or visitor to MSBA office	The ad-hoc subcommittee shall direct the Executive Director to undertake any further actions that may be deemed necessary, arising from the report and in keeping with the provisions of the harassment policy.
For Option 2 (Investigation): If the final report confirms harassment on the part of the Executive Director; a member of Provincial Executive; or a trustee representative of MSBA	The ad-hoc subcommittee shall undertake any further actions that may be deemed necessary arising from the report and, in keeping with the provisions of the harassment policy.

Violence Prevention Policy

Please read the following policy carefully as it is a material Association policy. Failure to comply may be considered a breach of your employment contract and/or terms of service (as applicable) with the Association and cause for discipline, up to and including termination.

This policy applies to all employees, officers, agents and representatives of the Manitoba School Boards Association

URGENCY OF INCIDENT A FACTOR

Notwithstanding the existence of this Policy and its procedures, every employee, officer, agent or representative of the Association continues to have the right at any time to seek assistance from the Manitoba Human Rights Commission, seek redress under the Criminal Code of Canada, or to seek any other statutory or civil remedy that may be available, whether or not steps are being or have been taken under this Policy. This means that in instances where it is appropriate that external authorities be contacted to prevent or address a situation or incident of actual or potential violence, it shall remain at all times incumbent and in keeping with due diligence, to do so.

PURPOSE

The Manitoba School Boards Association (the "Association") is committed to providing its employees, officers, volunteers, agents and representatives with a professional environment that is safe, secure, and free of intimidation, threats, and violence. The Association intends to maintain this commitment by responding with zero tolerance (which may include: investigation, determining of consequences) to acts of violence, by training its employees to recognize and effectively respond to behaviour which may lead to violence, by communicating to employees, officers, agents and representatives the expectations of responsible behaviour in the conduct of the Association's affairs, and by setting out actions and measures the Association will take to eliminate the risk of violence to officers, agents and representatives or to control that risk, if it is not reasonably practicable to eliminate it.

SCOPE

The Violence Prevention Policy (the "Policy") applies to all Association employees including but not limited to directors, managers, employees, as well as elected and appointed officers, agents, representatives and contractors providing services to the Association. It equally applies to relationships between employees and their supervisors as well as between fellow employees or between colleagues (inclusive of all officers, agents and representatives of the Association).

OBJECTIVES

The objectives of this Policy are:

(a) to ensure that all persons covered under this Policy are aware that the Association will not tolerate workplace violence;
(b) to ensure that the workplace is free of violence, so far as it is reasonably practical to do so;
(c) to ensure that all employees, officers, agents and representatives of the Association are aware of the actions taken and the measures implemented to control the risk of violence in the workplace;
(d) to establish procedures:
    i. setting out the steps in place for obtaining immediate assistance when an incident of violence occurs or is likely to occur;
    ii. to be followed by all employees, officers, agents and representatives of the Association in reporting an incident of violence to the Association; and

iii. to be followed in documenting and investigating any incident of violence to any employee(s), officer(s), agent(s) and representative(s) of the Association, of which the Association becomes aware.

DEFINITIONS

"Violence" means (a) the attempted or actual exercise of physical force against a person; or (b) any threatening statement or behaviour that gives a person reasonable cause to believe that physical force will be used against the person.

ASSESSMENT OF POTENTIAL WORKPLACE VIOLENCE

In accordance with this Policy, the Association shall evaluate the risk of violence to its employees, officers, agents and representatives of the Association in an effort to eliminate the risk of violence or to control that risk if it is not reasonably practicable to eliminate it.

The actions and measures referred to herein may include:

- a review of any particular worksite where an incident of violence has occurred or may reasonably be expected to occur;
- a review of any particular job functions at the workplace or in other professional contexts where employees, officers, agents and representatives of the Association perform a function that has been, or may reasonably be expected to be, exposed to incidents of violence;
- a review of the measures that the Association may implement to eliminate the risk of violence to an employee(s), officer(s), agent(s) and representative(s) of the Association, or to control that risk if it is not reasonably practicable to eliminate it;
- implementing measures and procedures that the Association has in place for obtaining immediate assistance when an incident of violence occurs or is likely to occur; or
- a requirement that this Policy be included in the employment and other polices of the Association and be posted in a conspicuous area at the head office.

INCIDENT REPORTING AND RECORDKEEPING

Any employee, officer, agent or representative of the Association who feels that they have been subjected to violence contrary to this Policy, shall report the incident according to the attached reporting framework under Schedule A.

All reports of violence are to be recorded by the individual designated under Schedule A to receive any such report where the incident occurred. A copy should be sent to the Executive Director and also to the President of the Association, based on who receives such report.

VIOLENCE BY EMPLOYEES

Where, after an investigation in accordance with this Policy, an employee of the Association is found to have acted contrary to this Policy, a copy of report, information concerning the incident and any letters to the employee are to be filed in the employee's employment file.

VIOLENCE BY OFFICERS, AGENTS, CONTRACTORS OR REPRESENTATIVES

Where, after an investigation in accordance with this Policy, an officer, agent, contractor or representative of the Association is found to have acted contrary to this Policy, a copy of report, information concerning the incident and any letters to the officer, agent, contractor or representative are to be filed in a secured file maintained by the Executive Director.

ANNUAL REPORT ON VIOLENT INCIDENTS

Annually, the Association shall prepare a report that compiles the records of the incidents of violence to an employee, officer, agent, or representative of the Association if any, and the results of any investigation into an incident of violence, including a copy of any recommendations for control measures or changes to this Policy. The report shall not include any confidential and/or personal information relating to any employee, officer, agent, or representative of the Association, unless absolutely necessary.

The annual report respecting violence must be provided to the employees and executive officers, including directors of the Provincial Executive of the Association.

INVESTIGATING REPORTS OF VIOLENCE

Upon the receipt of any information alleging violence or risk of violence contrary to this Policy, the Association shall ensure an investigation is conducted in accordance with this Policy, including provisions included under Schedule A.

The investigation shall be conducted by a designate appointed by the Association, which investigation will be conducted and completed as soon as reasonably practical. The investigation may include the following components:

(e) a meeting with the complainant to review the complaint and to seek any such clarification as needed;

(f) a meeting with the person(s) alleged to have violated this Policy for the purposes of communicating the allegation and receiving their version of events (which may be requested in writing);

(g) collection of all relevant evidence; and

(h) interviews with and/or receipt of written submissions from all witnesses the Association considers to be material.

In exceptional circumstances where there is a danger of imminent harm, the Association may act immediately by taking such reasonable steps to prevent imminent harm, as the circumstances dictate.

RESULTS OF INVESTIGATION

Upon completion of the investigation, the Association shall identify any control measures that are identified as a result of the investigation that will eliminate or control the risk of violence to an employee, officer, agent or representative of the Association. The Association shall administer any discipline, action or response, as warranted by the circumstances.

Where the investigation results in a finding that the complaint of violence is substantiated, the outcome of the investigation and any disciplinary action will be recorded in the Association's records relating to the offender. Where the investigation results in a finding that the complaint of violence is not justified, all record of the

complaint shall be removed from the Association's records relating to the person against whom the complaint was made.

DISCLOSURE OF COMPLAINT INFORMATION

All information provided by the complainant, including the name of a complainant, shall be kept confidential unless otherwise required by law, or necessary to investigate the complaint or take corrective action with respect to the complaint.

If any information about the complaint or complainant is required to be disclosed in accordance with this Policy, such disclosure shall be the minimum amount required to accomplish the purpose for which disclosure is required.

If the investigation concludes that the complaint is substantiated, no information shall be placed in the complainant's file. If the complaint is found to be a frivolous or malicious, the complaint and the results of the investigation will be placed in the complainant's file.

FALSE AND MALICIOUS ACCUSATIONS

False and malicious accusations of violence will be severely dealt with and may result in disciplinary action, up to and including termination of employment or service.

RETALIATION

Any employee, officer, agent, contractor or representative of the Association who retaliates or threatens to retaliate against any person who has complained of violence, given evidence in an investigation, or been found guilty of violence, will be considered to have violated this Policy and will be disciplined or responded to accordingly. Retaliation of any kind will be severely dealt with and may result in disciplinary action, up to and including termination of employment or service.

ASSISTANCE TO EMPLOYEES SUBJECTED TO VIOLENCE

An employee who has been exposed to an incident of violence will be given the opportunity to consult with a physician for treatment or referral for post-incident counseling without loss of pay or benefits.

CONFIDENTIALITY

All reported incidents of any kind of violence will be investigated. The Association is aware of the sensitive nature of issues relating to violence. Accordingly, each investigation of any complaint will be conducted in a confidential manner with the findings communicated only to the appropriate parties.

It is equally important that all other persons, including the complainant, the person against whom a complaint is made, and anyone involved maintain confidentiality. An employee, officer, agent, contractor or representative of the Association who makes a complaint has the right to be accompanied by a person of their choice when meeting with management to address matters contemplated by this policy. All records relating to any complaint are confidential, unless required to be disclosed by a disciplinary process or by law.

INFORMATION

The Association shall post a copy of this Policy in a public place within the Association premises and, as soon as practicable after this Policy comes into effect and, where potential for violence is identified, inform any existing employee, officer, agent or representative of the Association about the nature and extent of the risk of violence to them in the performance of their duties.

The Association shall, as soon as practicable after a new employee has been hired or, after an officer, agent or representative of the Association has entered into the service of the Association, provide such new employee, officer, agent or representative of the Association with a copy of this Policy.

REVIEW OF POLICY

The Association shall review this Policy in accordance with the requirements of *The Workplace Safety and Health Act* (Manitoba) and related statutes, as amended from time to time.

Schedule A: Reporting Structure

If the respondent of a complaint of actual or intended violence is:	MSBA employee; or an independent agent or contractor who provides services to MSBA; or a volunteer for MSBA	Representative of MSBA (including members of Provincial Executive or trustees serving on behalf of MSBA in relation to internal or external committees)	External third party (includes any person outside of MSBA who receives payments from, or provides unpaid services to MSBA)	Visitor to MSBA offices
Then the formal complaint should be made to:	Executive Director If complaint is about Executive Director, then complaint should be made to President	President If complaint is about President, then complaint should be made to Executive Director	Executive Director	Executive Director
How to file complaint (time sensitive and non-time-sensitive options):	To Executive Director– By email to the regular work email of the Executive Director; or by written note delivered (in person, by postal or courier service) in sealed envelope during or following work hours addressed to the mailing address of the office of the Executive Director. If the complaint is **time-sensitive**, this should be brought to the attention of the Executive Director as expediently as possible, including in-person, via email, or by telephone conversation. To President– By email to the President's school board email account (where the President normally serves as a trustee) or by written note delivered (in person, by postal or courier service) in sealed envelope addressed to the offices of the Manitoba School Boards Association and to the attention of the President and clearly marked "Confidential, For President Only" during or following work hours. If the matter is **time-sensitive**, this should be brought to the attention of the President as expediently as possible, including in-person, via email, or by telephone conversation.			
Timeframe:	All complaints shall be addressed in a timely manner at the earliest possible time by the complainant and the recipient of the complaint. The timeframe for issuance of any final investigation report shall remain dependent upon access to complainant and respondent and any evidence or information that may be relevant or pertinent to each case. In matters of greater time-sensitivity, follow-on actions shall be undertaken as expediently as possible to prevent or respond to an actual or intended incident.			
Next step: Responding to time sensitive complaint	The designated recipient of any such complaint shall follow-up with proper authorities and also with the person(s) who may be harmed by an alleged or intended incident of violence at the earliest possible time to issue warning in keeping with this policy.			
Next step: Investigation (non-time-sensitive complaint)	Depending upon who receives the complaint and the time-sensitivity involved, the Executive Director or President shall request that an ad-hoc subcommittee of MSBA Provincial Executive be formed to coordinate such an investigation. **Under all circumstances, a third party investigator (which may include corporate legal counsel or an independent third party investigator) shall conduct the investigation.**			

	The ad-hoc subcommittee **shall not** undertake or attempt to undertake any investigation related to a complaint. The role of the ad-hoc subcommittee shall be to ensure that an investigation does occur and to ensure that all procedures outlined under this policy are followed. If a complaint is time-sensitive and requires more immediate response, more expedient follow-up will be taken by the Executive Director or President in an effort to address or prevent an incident of violence from occurring.
Who receives report:	Depending upon who originally received the complaint, the Executive Director or the President, that person shall receive the final report of any investigation. The ad-hoc subcommittee shall receive the final report from an investigator.
Outcome 1: If the final investigation report confirms an incident of violence or an intention to commit violence on the part of an MSBA employee (not including Executive Director); agent, contractor; volunteer; external third party; or visitor to MSBA office	The ad-hoc subcommittee shall direct the Executive Director to undertake any further actions that may be deemed necessary, arising from the report and in keeping with the provisions of the violence policy. If a complaint is time-sensitive, the Executive Director shall follow-up with relevant authorities in an effort to address or prevent an incident of violence from occurring.
Outcome 2: If the final investigation report confirms an incident of violence or intention to commit violence on the part of the Executive Director; a member of Provincial Executive; or a trustee representative of MSBA	The ad-hoc subcommittee shall undertake any further actions that may be deemed necessary arising from the report and, in keeping with the provisions of the violence policy. If a complaint is time-sensitive, the President shall follow-up with relevant authorities in an effort to address or prevent an incident of violence from occurring.

Statement of Integrity - Membership Expectations

Preamble

The Manitoba School Boards Association ("The Association") is a voluntary, membership-driven organization providing key services and supports to democratically elected school boards in fulfillment of their mandate as public trust-holders.

Member Boards (members) of the Association accept the collective responsibility to act as ambassadors and advocates for public education and to promote the success of every student across Manitoba, at the same time creating welcoming workplaces that remain among the top destinations of choice for instructional and non-instructional professionals. Moreover, members endeavour to shape and strengthen public education in Manitoba through the professional conduct of their democratic deliberations and processes, also exercising their responsibility to represent community while maintaining the trust and confidence of the public. Fulfillment of these essential roles and responsibilities by public school boards reflect well on each member and by extension upon the membership as a collective.

1. Member standards of conduct

Provincial Executive requires all members to abide by the following hallmarks of professionalism, conduct and integrity by way of to supporting the reputation of all school boards as a collective and also in order to maintain good standing as members of the Association:

i. **Act with Integrity**

   Conduct in all interactions, decision made on behalf of the community and engagement with the Association is done so honestly and ethically.

ii. **Demonstrate Respect**

   Establish and maintain a culture of treating all persons with dignity, fairness, and courtesy.

iii. **Promote Inclusion**

   Foster an environment that promotes diversity, while undertaking all necessary measures to eliminate discrimination and bias based upon the inherent characteristics of any person.

iv. **Maintain Professionalism**

   Uphold high standards of conduct in all professional and public engagements, including through online and social media platforms.

v. **Ensure Accountability**

   Accept responsibility for their collective actions and decisions with reference to the public trust vested in elected school boards following each election, while undertaking necessary measures to promote openness, transparency and public accountability for the benefit of their community.

vi. **Protect Confidentiality**

   Respect the privacy of all persons and safeguard confidential information obtained in the course of their duties and responsibilities as well as through participation in Association activities.

vii. **Comply with Laws and Policies**

Abide by all applicable laws, regulations and policies as established by all recognized authorities (including but not limited to the Federal and Provincial Governments, Manitoba's Education Department, and municipal councils), as well as with the Association's by-laws, policies, and procedures.

viii. **Stewardship**

Commit to the good stewardship of the community resources and the investments that have been entrusted to them by the public.

ix. **Contribution**

Remain an active contributor to the work of the Association through sustainment and fulfillment of volunteer opportunities, review of communications sent, and frequent participation in Association meetings.

x. **Respect Authorities**

Recognize the roles and responsibilities of the Association's Provincial Executive, committee representatives, and staff while also respecting the role of the Association's President or their designate as the primary public spokesperson for the Association.

2. Review and consideration where standards not met

i. If the above standards are not consistently maintained by one of the Association's members such that lack of adherence with the standards affects the collective reputation of public school boards in Manitoba or the good standing of the member in relation to the Association, evidence of such may be addressed in writing by any Association member to the Association's President and the President shall add an in camera item to the agenda for purpose of review and consideration of the matter(s) raised.

ii. Evidence submitted to the Association on an anonymous basis shall not be reviewed or considered by the Association's Provincial Executive.

3. Review and consideration of matter(s) raised

i. The Association's Provincial Executive will consider the overall merit of the matter(s) raised at its next regularly scheduled meeting, and shall invite response from the member (whether in writing, in-person or via electronic means), as part of its consideration of the matter, prior to determining an appropriate course of action.

ii. Where matter(s) are raised less than two working weeks prior to the next regularly scheduled meeting of the Provincial Executive, the matter(s) will be considered at the regular meeting following, to provide both the Association and the respondent due opportunity to review the matter(s) raised.

iii. Where necessary and, depending upon the nature of the matter(s) raised, the Association's President shall determine whether a special meeting of the Association's Provincial Executive shall be called to review the matter(s) further. In such instance, the Association's Provincial Executive shall equally invite response from the member, as part of its consideration of the matter(s), prior to determining an appropriate course of action.

4. Resolution

Depending upon the nature of the matter(s) raised and review of all evidence, the Association's Provincial Executive may determine to pursue one or a combination of the following outcomes:

i. To request further information or evidence from any party by way of extending further consideration to the matter(s) raised;

ii. To dismiss any or all of the matter(s) raised upon the basis of evidence received; or

iii. To issue public censure of the member on behalf of the Association on any or all of the matter(s) raised, which may or may not be accompanied by a statement on behalf of the Association as per the discretion of the Provincial Executive;

Committee Protocols and Procedures

A. MSBA Committees

1. Except where governed by a separate trust agreement, the purpose of an MSBA committee – whether permanent or ad hoc in nature – is to gather and evaluate information, consider possible courses of action, and make recommendations to the Executive through the chair of the committee. The Executive may delegate more extensive authority to such committees, but in all cases remains accountable for the actions of its committees.

2. All MSBA committees shall be entitled to staff assistance. The Executive Director shall assign a staff member to such duty, which will include the keeping of minutes, making arrangements for meetings and any other assistance necessary for the committee to carry out its mandate.

3. The President and the Executive Director are ex officio members of all MSBA committees and shall receive notice of all committee meetings.

4. Annually, at the initial meeting of any MSBA committee, a chair shall be appointed and the committee mandate shall be reviewed. Proposed amendments to a committee mandate shall be submitted to the Executive for final approval.

5. The Executive shall:

   (a) receive and review all committee reports and recommendations;
   (b) take action where necessary;
   (c) remain accountable for the actions of all MSBA committees.

6. Committee members are expected to abide by the Association *Executive Code of Conduct and Conflict of Interest Policy, Harassment Policy and Violence Prevention Policy,* as outlined in the Association governance section of the Executive Manual.

B. External Committees

1. At any given time, the MSBA is represented on a wide range of external committees established by government departments, education stakeholder organizations and community partners. MSBA participation in these committees ensures that school board perspectives and MSBA policy positions are given due consideration in discussions and decisions on the topics addressed by these various committees.

2. External committees may be either permanent or ad hoc in nature and their mandates, terms of reference and compositions are determined by the sponsoring agency/organization.

3. Appointment to committees established by external organizations shall be filled as requests are received, and if the Executive deems such representation desirable.

4. MSBA representatives to external committees shall provide the Association with committee reports and meeting minutes after each committee meeting and submit an annual year-end report in the format determined by the Association. Sponsoring organizations/agencies of external committees will be requested to copy MSBA's Executive Assistant on all committee correspondence.

5. MSBA external committee representatives are expected to abide by the MSBA's *Executive Code of Conduct and Conflict of Interest Policy, Harassment Policy and Violence Prevention Policy,* as outlined in the Association governance section of the MSBA Executive Manual.

6. Where an external committee representative is unable to attend a meeting of the committee, they shall notify the Association in advance, in order for the Association to send a replacement or substitute to attend the committee. Where an external committee representative fails to attend three consecutive committee meetings and/or to fulfill the reporting requirements as outlined above, the appointment of such representative may be terminated by the executive.

C. Committee Volunteer Procedures

Trustees will be formally surveyed at the beginning of each new term of office to determine their interest in serving on MSBA committees. Additional surveys or calls for service will be undertaken as required to fill vacant positions and expressions of interest communicated to the MSBA office throughout the term will be recorded and filed with the Executive Assistant to the Executive Director. An online volunteer form is available on the MSBA website.

D. Committee Appointment Procedures

1. The committee appointment process will endeavor to:

   - ensure broad based involvement of trustees, both Executive members and trustees at large, from all regions and MSBA member school boards across the province;
   - ensure no more than one trustee from a member board on each committee;
   - balance expressed interests and experiences of individual trustees with particular committee mandates; and
   - comply with the committee terms of reference as articulated by the host organization or agency.

2. All vacancies on MSBA standing committees and external committees will be filled as required. In municipal and school board election years, terms due to expire will be extended to the election date and new committee appointments made thereafter.

3. All committee appointment recommendations to the Executive shall be made by the President in consultation with MSBA staff and be subject to the final approval of the MSBA Executive. The MSBA Executive has the right to amend, reject or refer any committee appointment recommendation. Where two or more volunteers have expressed interest in serving on a committee for which only one position is to be filled, staff shall prepare analysis for consideration of Executive outlining the qualifications of each volunteer, a statement of the reason or purpose for which they are interested in serving, and additional considerations including but not limited to: regional balance, due regard for diversity, and a record of concurrent and past service on all committees.

4. Where a request for trustee representation is received, and no meeting of the Executive is scheduled within the near future, the Executive Director, in consultation with the President, may make a temporary appointment and request ratification of that appointment at the next regularly scheduled Executive meeting.

5. As a general rule, no trustee shall be re-appointed to a committee after having served two consecutive two-year terms. This provision does not apply to the MUST Fund, MSBA Pension

Plan Committee, or the Manitoba Schools Insurance Committee which themselves issue recommendations for appointments to their own Committee, and may be waived in other specific circumstances in accordance with Association policy or as deemed appropriate by the MSBA Executive.

E. Committee Mandates/Information

MANITOBA PUBLIC SCHOOL EMPLOYEES BENEFITS TRUST COMMITTEE

Mandate:

To oversee and to manage the MSBA/MTS jointly trusteed Dental & Extended Health plans for school division/district personnel and retirees as well as Group Life Insurance for public school employees in accordance with the terms of the trust agreement which governs the plans.

Composition:

The Board of Trustees is composed of four members appointed by the MSBA and four members appointed by the Manitoba Teachers' Society. The Board may elect to appoint additional trustees as per the terms of the Trust Agreement. Currently, the Trust Committee includes a non-teaching nominee to represent the interest of non-teaching employees, a retiree nominee to represent the interest of retired members, a MASBO representative sits on in a non-voting capacity to advise the Trust Committee on administrative issues.

Meetings:

As required, usually two to three times per year.

FINANCE/AUDIT COMMITTEE

Mandate:

To oversee all material aspects of the association's financial reporting, control and finance functions. Duties may include, but are not necessarily limited to:

(a) review and discussion of policies, processes and internal controls for financial reporting;
(b) review and approval of draft financial statements and presentation of audited financial statements to the annual general meeting of MSBA;
(c) independent meeting with auditors at least once annually;
(d) formal review of auditing services provider every fifth year, or sooner where appropriate;
(e) recommendation of appointment of external auditors, subject to ratification by the membership at MSBA's annual general meeting;
(f) regular review of Executive & Executive Director expense reimbursement claims.
(g) in relation to subsection (f), the President shall exercise delegated authorities on behalf of the Finance and Audit Committee to undertake advance review, consideration and approval of all Executive Director expense reimbursement claims, prior to the actual reimbursement of such expense claims. No reimbursement may be made to the Executive Director by the association until such time as the President has indicated their approval for each claim to the association's Finance and Administration Unit in writing, in accompaniment of a submitted expense claim.

Where the Finance/Audit Committee determines it advisable or necessary to effect a change in service provider arrangements, the Committee will utilize a Request for Proposals approach. Criteria and process for the RFP will be developed jointly by management and the Committee.

Composition:

The MSBA Executive serves as the Finance & Audit Committee for the Association.

Meetings:

In accordance with regular Executive meeting schedule.

MANITOBA SCHOOLS INSURANCE COMMITTEE

Mandate:

To oversee and manage the operation of the Manitoba Schools Insurance Program (MSI) in accordance with the terms of the trust agreement which governs the program.

Composition:

The committee shall be comprised of seven voting members as follows:

a) five trustees as appointed by the MSBA Executive,
b) two members of the Manitoba Association of School Business Official as appointed by MASBO.

The chairperson who shall be a trustee is elected by the committee members. In addition, MSBA's Risk Manager and the insurance broker/consultant serve as non-voting members of the committee. A quorum requires five committee members of which at least three must be trustees.

Meetings:

The Committee generally meets three times per year.

MSBA UNIVERSAL STANDARDS TRUST FUND (MUST)

Mandate:

The purpose of the Manitoba School Boards Association (MSBA) Universal Standards Trust (MUST) Fund is to assist school divisions in protecting and maintaining management rights in the area of labour relations, when those rights are challenged or disputed. Such challenges or disputes have the potential to impact on the rights of other school divisions within their region, or on a province wide scope.

It is the objective of the MUST Fund to assist participating member school divisions by covering the legal costs (excluding damages) related to labour relations issues between the employer and employees or their union/association/legal representation.

Composition:

The MUST Fund Committee shall be composed of one trustee from each of the six (6) MSBA regions. Members are to be elected during regional meetings. A trustee representing a region must be a member of a school division participating in the MUST Fund.

Committee members serve a two (2) year term. Elections will take place as follows:

Regions 1, 2, and 3 will have their elections in even numbered years.

Regions 4, 5, and 6 will have their elections in odd numbered years.

Should a trustee be unable to carry out their full term, another trustee from the region will be elected to complete the remainder of that region's two year term. A Chair and Vice-Chair shall be selected by the Committee members, and shall be full voting members. A quorum of the committee shall be four (4) members of the Committee and any vote held by the committee shall require a simple majority of the members present. *The Director of each region is to serve as an alternate member of the Committee if requested by MSBA.*

Meetings:

The Committee generally meets two times per year.

NOMINATING COMMITTEE

Mandate:

The Nominating Committee is responsible for ensuring that there is at least **one** qualified candidate for each Executive position to be elected at an Annual Convention of the Association:

President
Vice-President (6,000 students or more)
Vice-President (fewer than 6,000 students)
Director Region #1
Director Region #2
Director Region #3
Director Region #4
Director Region #5* (two positions, elected in alternating years)
Director Region #6

There are two Director Region 5 positions, with one position elected in alternating years. Candidates for Director positions shall be from the region which each represents. Nominating Committee process details are outlined in MSBA By-Law #8 (7) (i).

Composition:

The Nominating Committee will be comprised of the three most immediate Past Presidents of the Association who continue to serve as school trustees. The immediate Past President shall serve as Chair of the Committee. A Nominating Committee member will continue to serve until no longer counted among the three most recent Past Presidents. The Committee will meet when it becomes necessary to recruit individuals to ensure a full slate of candidates for an upcoming election.

Nominating Committee process details are outlined in MSBA By-Law #4 (7) (e)

Meetings:

The Committee generally meets once per year prior to Convention.

MSBA NON-TEACHING PENSION PLAN COMMITTEE

Mandate of the Board of Pension Trustees:

To oversee the administration, maintenance and operation of the MSBA Non-Teaching Employees Pension Fund, the Plan and the Administration Account in accordance with the terms of the Trust Agreement which governs the plan. The MSBA Provincial Executive retains responsibility for continuation of the plan as well as for any other duties or responsibilities outlined within the Trust Agreement.

Board Composition:

The Board of Trustees, shall consist of the Pension Trustees to a maximum of nine (9) persons, appointed as follows:

(a) five persons appointed by the MSBA Executive from among the school trustees of the participating school boards, at least one of whom shall be a member of the MSBA Executive,
(b) one person appointed by the Manitoba Association of School Business Officials, or its successor, from among its active members,
(c) two persons appointed by the Canadian Union of Public Employees, or its successor, from among the members, and
(d) one person appointed by the non-teaching associations listed in Exhibit B of the Trust Agreement from among their active members.

Meetings:

The Pension Trustees shall hold at least four (4) meetings each year, one of which shall be designated as the annual meeting of the Pension Trustees. The time commitment may increase resulting in additional meetings to deal with matters arising such as plan amendments, investment strategies and investment manager and fund performance, etc.

RESOLUTIONS AND POLICY COMMITTEE

Mandate:

To establish acceptable resolution format and structure, review submitted resolutions and resolutions process prior to the regional meetings and annual general meeting and act as the credentials committee at the annual general meeting.

Composition:

Five trustees serve on this committee, two of whom are the two most immediate Past Presidents of the Association. Generally, the term of appointment to this committee is for two years. Other trustees appointed to the Committee are eligible to serve a maximum of two consecutive two-year terms.

Meetings:

This Committee generally meets as follows.

1. The Committee meets in the period after the deadline for board-sponsored resolutions has passed, prior to the regional meetings, and before the specified timeframe for sending regional meeting packages to Association members, in order to afford sufficient time for staff to engage with board sponsors to implement any of the Committee's recommendations regarding amendments to, and proper formatting of, the board-sponsored resolutions that are received.

2. Representative(s) of the Resolutions and Policy Committee shall provide support to Association members at region meetings, in order to collaboratively identify and develop draft resolution(s) for presentation at the upcoming Association Convention.

3. The Committee meets in the period between the conclusion of regional meetings and the annual convention, to review for clarity all resolutions that are to go forward to Convention, and to recommend any changes to those resolutions. At this meeting, the Committee also reviews existing association policy statements, develops recommendations to the Executive for additions, deletions or amendments to policy, and identifies possible executive resolutions.

4. The Committee meets once during convention with the Parliamentarian, to review the resolutions to be considered and to discuss any potential procedural matters that may arise.

5. The Committee meets once following the annual convention to review all resolutions adopted, and to prepare a report for submission to the Provincial Executive. This report will identify those resolutions which will require follow-up from the Executive (i.e. those resolutions which have been classified as requests for action), as well as detail any concerns or observations about the resolutions process.

<u>CONVENTION PLANNING COMMITTEE</u>

Mandate:

To plan and oversee the delivery of the annual convention of the Manitoba School Boards Association. In fulfilling its mandate, the Committee works to advance Association objectives and priorities, as established through policy and/or identified by the MSBA Provincial Executive. Specific responsibilities of the Committee include:

- theme selection and program development including the engagement of speakers and presenters;
- budget development and determination of a registration fee to offset anticipated costs and generate additional revenue for the Association;
- logistical requirements, including facilities selection; and
- meals selection, entertainment and social activities.

The Committee also works with staff and other Association committees to ensure that appropriate arrangements are made for the conduct of Association business that takes place at the time of the Convention.

Composition:

The Convention Planning Committee functions as a committee of the whole within the Executive.

Meetings:

The Executive meets monthly, with a standing Convention Planning Committee agenda item at each meeting.

INDIGENOUS EDUCATION COMMITTEE

Mandate:

Reporting to the Manitoba School Boards Association Provincial Executive, the Indigenous Education Committee works in support of the association's goal to contribute to improved educational outcomes for Indigenous learners.

The Committee's duties include:

- Representing school boards' interest in matters relevant to Indigenous student achievement;
- Identifying learning opportunities to increase trustees' knowledge, awareness and understanding of Indigenous education issues;
- Identifying advocacy opportunities regarding policy and programming issues in Indigenous education at the local, provincial and federal levels;
- Liaising with individuals and agencies interested and/or actively involved in Indigenous education matters;
- Developing recommendations for action on Indigenous education matters as appropriate.

Committee Composition:

The Committee shall consist of six members, one member of the Association's Provincial Executive, four trustees at large, and one Association staff member. In as much as possible, committee members shall be of Indigenous ancestry and/or have strong connections to Indigenous communities or agencies. The Committee shall also include broad representation from at-large members of Indigenous communities, organizations and education partners.

Meetings:

The Committee will meet at the call of the Chair but not less than three times from September to June in each school year.

PROVINCIAL BARGAINING TRUST COMMITTEE

Mandate:

The *Provincial Bargaining Trust Committee* provides input into collective bargaining, establishes employer bargaining mandates & bargaining proposals, develops strategy for collective bargaining, negotiables at the provincial bargaining table and ensures the proper allocation of financial resources to cover bargaining expenses.

Composition:

The *Provincial Bargaining Trust Committee* encompasses a Bargaining Advisory Group and a Provincial Bargaining Table Team (PBTT). Members include:

a) two trustees, one from boards over 6,000 students, and one from boards with fewer than 6,000 students
b) members of MASBO, MASS and the Human Resource Network
c) MSBA Labour Relations and Human Resources staff as designated by the Executive Director and/or Director of Labour Relations and Human Resources to serve on the committee

The two trustees shall serve as Co-Chairs of the PBTT with a total team of eight (8) members, not including MSBA staff designates. Members of the PBTT also participate as members of the Bargaining Advisory Group. The Bargaining Advisory Group consists of 14 to 18 members.

Meetings:

During the provincial bargaining life cycle, the Bargaining Advisory Group will meet between six (6) to 10 times, or as required. The Provincial Bargaining Table Team will meet 25 (or more) times, as required.

PROVINCIAL TEACHER CERTIFICATION AND PROFESSIONAL CONDUCT COMMISSION

Mandate:

The terms of reference and mandate of this commission are provided for under Part 3 of The Education Administration Act.

Composition:

Under section 8.8(2) of The Education Administration Act, the Association must name a total of four persons to the Commission roster. The Commissioner has authority to select from the roster for an employer representative to attend any hearing that may be called by the Commissioner. To this end,

a) Three Association staff shall be nominated by Executive to represent public school employers at the Commission hearings.

b) Based upon administrative legal principles of procedural fairness, and the right to representation and be heard, and in firm commitment to advancing the cause of reconciliation, one Association nomination shall be reserved for the Manitoba First Nations Education Resource Centre. The Executive Director and Director of Labour Relations and Human Resources of the Association shall consult with MFNERC in order to identify the fourth Executive nomination to the Commission roster.

c) Based upon administrative legal principles of procedural fairness, and the right to representation and be heard:

i. the Executive Director and Director of Labour Relations and Human Resources shall consult with the Executive Director of the Manitoba Federation of independent Schools and/or the Superintendent of Catholic Schools as required, in order to serve as employer agent on behalf of independent school employers under their respective authority and membership, in any relevant proceeding before the Commission.

ii. The Executive Director and Director of Labour Relations and Human Resources shall consult any other employing authority as required, in order to serve as employer agent on their behalf in any relevant proceeding before the Commission.

Standing procedure:

The Executive Director shall ensure that the Commissioner does not appoint the MFNERC nominee to attend any hearing in respect of public or independent school employees and to this end, the Association shall withdraw from any proceeding of the Commission were this ever to occur.

Meetings:

Meetings of the Commission are convened as called for by the Commissioner under Part 3 of The Education Administration Act.

External Standing Committees & Organizations

External committees are those structured by agencies and organizations other than MSBA that do not have short-term service mandates. These committees are permanent in nature. Their mandates, terms of reference, and compositions are determined by the sponsoring agency/organization.

- Canadian School Boards Association Board of Directors
- Excellence in Education Awards (Selection Committee)
- Certificate Review Committee
- Child Nutrition Council of Manitoba
- Manitoba Collaborative Indigenous Education Blueprint Steering Committee
- Manitoba High Schools Athletic Association (MHSAA)
- Provincial Evaluations Committee
- Red River College Teacher and Teaching Assistant Advisory Committee
- Student Services/Inclusive Education Consultation Committee
- University of Manitoba Faculty of Education Undergraduate and Graduate Committees

Trustee Remuneration & Expenses

Per diems, annual stipends and travel reimbursement rates are set by the provincial Executive and reviewed and revised periodically by Executive motion as deemed appropriate. The rates apply to all Executive members, MSBA committee appointees and Association staff.

A. Executive Officer Stipends

1. The following positional indemnities shall be paid by the Association during the term of office:

President..... $25,117
Vice-President (6000 students or more) 8,750
Vice-President (fewer than 6,000 students) 8,750
Past President 8,750

The indemnity recognizes the roles, responsibilities and time commitment of Senior Executive Officers. Per diem rates will be paid the following activities in which the Executive Officers participate, e.g. regularly scheduled monthly Executive meetings, regional meetings, planning retreat, electronic meetings or conferences convened by telephone or internet, and special meetings called by the Association Executive.

2. The President will receive no remuneration when asked by committee chairs to attend committee meetings in an ex-officio role OR when volunteering to sit in on such a meeting. The President or other Executive officers continue to receive committee rates for committees where they are appointed members as well as teleconference rates when attending electronic meetings or conferences convened by telephone or internet. Where the President or other Executive Officer also serves as Chairperson of a school board, they can claim the teleconference rates for participating in Board Chairs meetings as an Executive Officer.

B. Meeting Per Diems

Executive • for regular Executive meetings • directors' attendance at any annual general meetings in all regions* * Where multiple meetings occur on the same day, only one per diem may be claimed.	$150
Committee * Full day Half day • participation at meetings as MSBA appointee or official representative • directors' attendance at board visitations and regional networking meetings	 $130 $65
Teleconference • all meetings convened via teleconference	$30/hr.

***** does not apply where per diem is paid by an external organization

C. Travel Expenses

Executive members may claim a travel expense for the following:

a) to attend Executive meetings;
b) to attend meetings, seminars or conventions as designated representatives of MSBA;
c) to attend MSBA committee meetings;
d) to attend regional meetings of MSBA within their respective regions;
e) to attend the annual general meetings in other regions; and
f) any other trip approved by the President.

The following amounts are those which may be claimed by Executive and/or staff for travel on Association business.

Meals (excluding gratuities)	For expenses incurred within Manitoba: Breakfast $20.00 Lunch $25.00 Dinner $35.00 For expenses incurred outside of Manitoba: Breakfast $25.00 Lunch $30.00 Dinner $45.00 These rates will apply at U.S. dollar amounts for travel in the United States or at currency conversions reflective of the out-of-province meal rates according to travel in any other country. If claiming an expense for meals other than your own or for which an expense exceeds the established meal rate, list on the expense account the names of the people for whom meals have been purchased and the purpose of the meeting and, where applicable, a rationale for exceeding the established meal rate. Where possible, meal expenses that exceed the established meal rates should be approved in advance but may also be approved post-facto under submitted expense claims that clearly include the above information for consideration of the designated expense claim signors.
Hotel	Actual amount with receipt or $100.00 per night without receipt. Direct billing is to include only room charges, parking, telephone and appropriate taxes.
Transportation/Mileage	The mileage rate will be the same as the minimum Canada Revenue Agency (CRA) rate and will be adjusted annually July 1st as part of the normal budget process. Mileage or economy air fare may be claimed, whichever is lesser. Where the equivalent of economy air fare is claimed in lieu of mileage, necessary ground transportation at both ends may also be claimed.

	Where trustees/Executive members are paid a committee or Executive per diem, they shall receive an additional 15¢ per kilometer for distance travelled outside the perimeter highway. This provision is intended to encourage and facilitate the participation of rural/northern trustees in Manitoba School Boards Association activities. Reasonable expenses related to use of hired ground transportation (taxis, ride share services, or motorcoach) shall be eligible for reimbursement according to actual expense incurred and inclusive of tip or gratuity, as evidenced through submission of a valid receipt. Use of limousine services shall not be permitted, not be permitted, unless claimant can prove that such services were less expensive than other ground transportation options.
Telephone and Parking	Actual cost with receipt.
Tips and Gratuities	Up to a maximum of 20% on appropriate items for which tips and/or gratuities are normally assessed including but not limited to meal-related service expenses and fares associated with hired ground transportation (e.g. taxi, ride share service, or motorcoach) and a maximum of $5.00 reimbursement as an incidental allowance for each night spent in hotel or other business-related accommodations.
Other	Health insurance shall be secured at the expense of the association for those individuals who do not have private health coverage. Cancellation insurance will not be provided at the expense of the association. Actual cost; any single item in excess of $5.00 must be accompanied by a receipt.

When travel is required for Association business during the COVID-19 endemic period commencing February 15, 2022, the Association shall provide to all Executive members, appropriate Personal Protective Equipment (including masks, face shields, protective eyewear, and hand sanitizer) prior to engaging in such travel. PPE will be sent to all members of Executive by the Association in sufficient quantities to promote health and safety. Replenishment of PPE can be ordered directly from the Association with 14 days advance notice of individual supply requirements, prior to travel.

Prior to business-related travel, the Association shall also make arrangements, on behalf of members of Provincial Executive, to obtain and apply appropriate individual or group insurance coverage in the name and to the benefit of those members, related to travel health and trip cancellation, as well as coverage related to trip prolongation, flight delay, and self-isolation or quarantine stays in designated hotel or hospitality suites as may be required or ordered by a public health or other authority that is authorized to mandate such a requirement or make such an order.

The Association shall lastly bear expenses up to USD$500.00 per test, as may be incurred by members of Executive for all travel, whether on official business, or for voluntary purposes (such as professional development), when related to any pre-entry or pre-departure medical or other tests that are required by a

public health or other authority that is authorized to mandate such a requirement. Receipts must be submitted for actual reimbursement of such testing expenses.

D. Conferences

(a) Where an Executive member or another trustee is designated to attend a conference or seminar as an official representative of the Manitoba School Boards Association, they may claim registration fees and travel expenses in accordance with MSBA policy. Per diems are not provided for attendance at said conferences and/or seminars.

(b) The President, or their designate (the Vice-President, if possible), and the Executive Director or their designate, are entitled to attend the CSBA annual meeting and annual Congress and claim expenses in accordance with this policy.

(c) Conference registration fees may be claimed at the time incurred; air fare may be claimed within 30 days prior to the event. Claims for all other conference expenses may be submitted at the conclusion of the event.

E. Participation of Executive at MSBA Special Events

Executive Members:

(a) Registration fee for Convention, Pre-Convention workshops and other business meetings of the Association will be waived for all Executive members.
(b) The registration fee for special events other than Convention will be waived for the President, Vice-Presidents and Past President.
(c) The Association will pay charges for accommodations during the Convention and other special events for the President, Vice-Presidents, and Past President ***only***.
(d) Per diems, accommodation, and mileage will be paid for attendance at regular Executive meetings that occur in conjunction with a Convention or other special event. No per diems or expenses will be paid for the Executive meeting immediately following the close of the business session at the annual MSBA Convention.

F. Recognition of Elders and Traditional Community Teachers

(a) In recognition of the provision of services by an Aboriginal or Indigenous Elder or other Traditional Community Teacher in conjunction with special events, meetings or committees of the association, a formal honorarium of up to $100 per hour shall serve as the maximum limit payable to an Elder or Traditional Community Teacher by the association, in keeping with acceptable community practices.
(b) Where practicable, payment of all honoraria shall be issued to the Elder or Traditional Community Teacher by cheque prepared by the association in advance of the special event, meeting or committee at which the provision of services is to take place, in keeping with acceptable community practices.
(c) When issuance of a cheque for payment of honoraria is not practicable according to available timeframes or in view of special or other cultural considerations, out of pocket payment for honoraria as submitted under an expense claim shall be reimbursed only where provision of such monies to an Elder or Traditional Community Teacher can be verified by an independent member of Provincial Executive (with accompanying written statement by this independent member of Provincial Executive concerning witness of such monies being provided to the recipient, which is to be attached to the relevant expense claim).

(d) Presentation of a standard tobacco or other traditional offering, where warranted, shall be subject to reimbursement by the association upon submission of itemized receipts concerning such presentation, up to a maximum limit of $30.00 per offering.

MANITOBA SCHOOL BOARDS ASSOCIATION
Corporate Credit Cards

Within the Corporate Credit Card program, the Manitoba School Boards Association may issue a physical corporate credit card to its senior management employees as a means for them to pay expenditures incurred on behalf of the Association. Within the overall limit available, the Association may also allocate virtual credit card program access to designated administrative staff within the office for the purpose of making online purchases for Association staff conducting business on behalf of the Association.

Allocation of Corporate Credit Cards:

Cards will be issued to a specific person, who will remain personally accountable for the use of the card, as approved by the Executive Director. Each cardholder will sign the attached Credit Card Declaration form on receipt of the credit card. The online credit card program will be administered by the Chief Financial Officer and Finance and Office Administrator. Only designated staff, pre-approved by the Executive Director, will be appointed as card holders within the virtual card program.

No more than one corporate credit card shall be issued per cardholder. The combined credit limit available to all credit card holders must not exceed $50,000.

Card availability as follows:

- Executive Director – a limit not exceeding $10,000.
- Chief Financial Officer – a limit not exceeding $10,000
- The remaining card limits may be adjusted to accommodate Association spending but shall not exceed a $50,000 combined total limit at any given time.

Acceptable use of corporate credit cards:

All purchases made with the corporate credit cards must fall within the guidelines of the Association Expense Reimbursement policies found in the Staff and Executive Manuals, including but not limited to the following:

- Regular business expenses, subject to the terms of this policy and existing financial protocols
- Registering and booking workshops, conferences and other Association activities for Association staff and elected officials
- Hotel accommodations for Elected officials and Association staff
- The cost of meals, ground transportation, and incidentals while travelling on Association business.
- Regular monthly Association expenses - including but not limited to: parking, computer consulting, telephone, internet, and cellular charges, photocopier lease, membership fees and subscriptions.

Cardholder responsibilities and other procedural clarifications are included in the Staff Procedure Manual.

Member Services

As members of MSBA, public school boards are able to access a variety of services and programs including:

Advocacy

With dedicated capacity for monitoring emerging trends and developments in the policy, legal and political environments of public education in Manitoba and across Canada, MSBA develops a variety of responses, position papers, government briefs and other advocacy resources to promote the best interests of our members. MSBA meets annually with members of all provincial political parties, a variety of external stakeholder groups, and educational partners. On behalf of its membership, the Association is represented on a variety of task groups and committees with mandates to develop or advance public education. In addition, MSBA convenes regional meetings and an annual convention for its membership each year. Through these venues, MSBA regularly dialogues with its members and with its partners, to ensure the timely communication of items of significance or impact to our members. In turn, MSBA also communicates our membership's requirements and concerns to relevant partners and audiences by way of engaging more broadly in advocacy on behalf of our membership.

Governance and Professional Development

Equipped with expertise in the area of education and communications services, MSBA offers several meaningful board development, governance and professional development (PD) opportunities for public school boards. MSBA responds to regional or individual member needs by offering standing PD workshops each year, while also offering one on one governance seminars and workshops to boards through our full-time board governance services Director. MSBA also offers support to members in the areas of strategic planning, policy development and implementation, and effective and efficient governance, in keeping with our membership's specific authorities under the public education legislative framework of Manitoba. MSBA's website provides members with a repository of board policy manuals and online information that aims to promote excellence in member responsibilities and communications.

Labour Relations and Human Resources Services

Every member of MSBA is assigned with a dedicated labour relations expert who is available on an as-needed basis for responding to inquiries in the area of employer relations with employees. The MSBA labour relations team serves to coordinate collective bargaining processes across all employee locals. Availability of labour relations capacity and expertise through MSBA signifies that individual members avoid unnecessary expenses involved with development or duplication of the same labour relations capacity, while also creating the advantage of member access to a central repository of resources, publications and counsel related to the highly specialized and important board role of serving as an employing authority for teaching and non-teaching personnel.

Services additionally include Human Resources support through which the Association is able to provide coaching and networking for HR administrators province-wide, while also supporting divisions with executive and employee search, recruitment, compensation review, and contracting.

In 2022, The Manitoba Government proclaimed Bill 45, effectively establishing a single provincial bargaining table for teachers. MSBA, named as agent on behalf of 37 of the 38 public school divisions, has operationalized this agency role through Labour Relations and Human Resources Services, by establishing a table team and Provincial Bargaining Advisory Group that is broadly representative of school board interests in teacher bargaining province-wide.

The Manitoba Public School Insurance Program (MSI)

Was established in 1978 and serves to insure all physical assets owned by, and to protect against any potential liabilities that might be incurred by MSBA members. Premiums are rendered more affordable for members due to the collective purchase of insurance for all public school boards. MSIP provides Financial Loss Pools that serves to offset the adjustment expenses and deductibles that would otherwise be required in the event of repair or replacement of an asset that has been damaged or destroyed, or in the case of a liability claim against the school board. MSIP also guarantees the availability of risk management capacity in support of MSBA members, including access to the latest expertise and guidelines for best practice in the minimization of risk and liability, as well as onsite inspections and workshops related to risk management, as well as workplace health and safety.

The Pension Plan for Non-Teaching Employees

Was established in 1974 as a defined contribution pension option for participating members. Under The Public Schools Act (section 50) all public school boards are required to establish a pension plan for non-teaching employees. Under the MSBA nonteaching plan, employers and employees contribute to a diversified investment portfolio that serves to promote competitive market returns for all non-teaching employees who have reached the age of retirement. While most defined benefit plans guarantee retirees a fixed monthly income following their retirement, thereby creating an ongoing financial liability for the employer, defined contribution plans provide for retirees to access their accumulated contributions upon retirement through Income Funds or purchase of an annuity. Following release of the employee account, the employer is no longer liable for maintaining any contributions in support of their pensioners' post-retirement income. The Pension Plan for Non-Teaching Employees is overseen by a trust committee comprised of representatives from MSBA, employing school boards, employee groups and a MASBO representative. The Pension Administration Fund as established, covers all plan expenses and is funded by school divisions as an added benefit to the plan's membership.

The Manitoba Universal Standards Trust (MUST) Fund

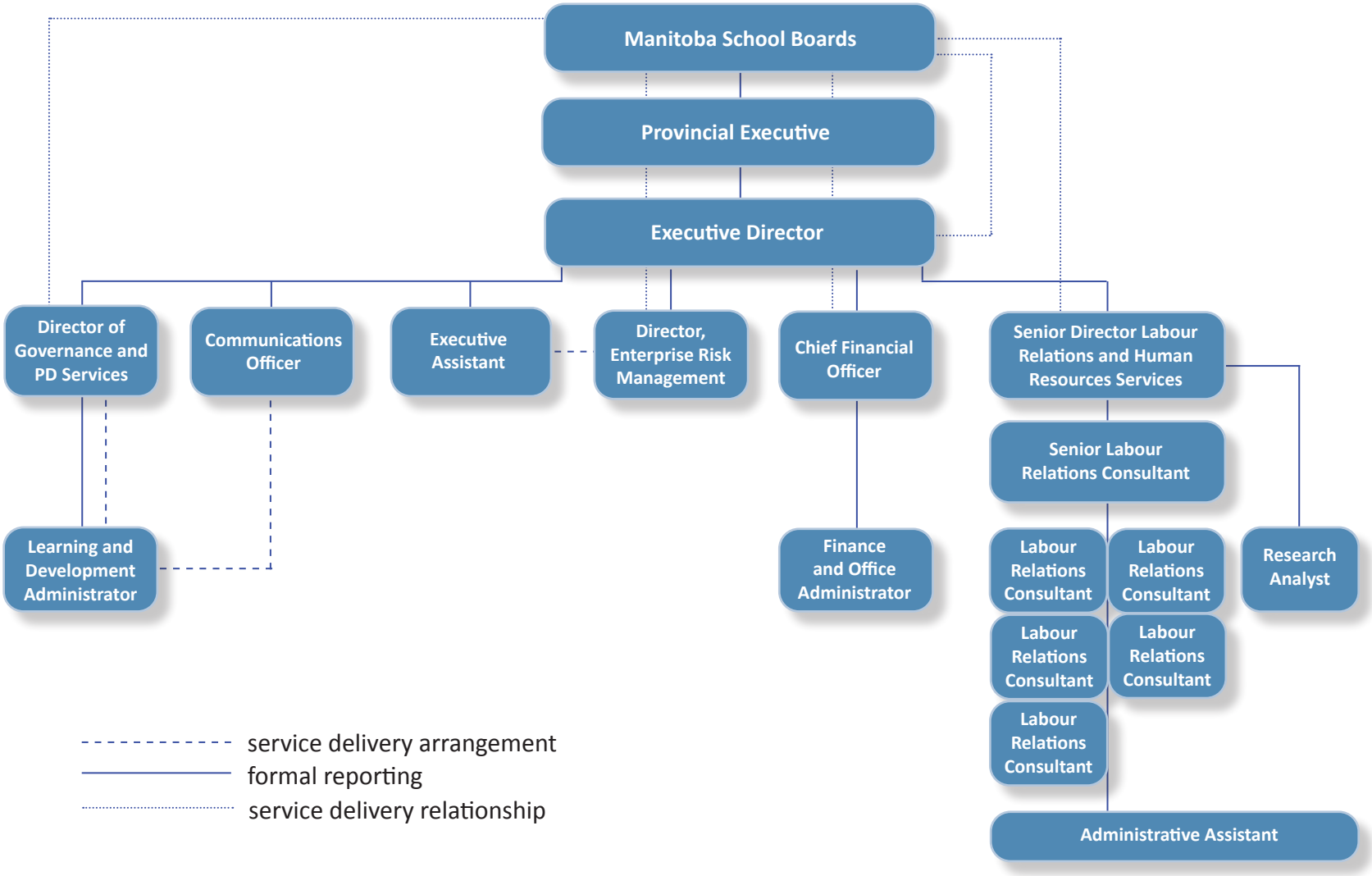
Is a collective financial pool that provides school divisions access to funds to cover certain legal costs associated with labour relations challenges from employees and or Unions. The purpose of the (MUST) Fund is to assist school divisions in protecting and maintaining management rights in the area of labour relations, when those rights are challenged or disputed. Such challenges or disputes have the potential to impact on the rights of other school divisions within their region, or province wide. It is the objective of the MUST Fund to assist participating member school divisions by covering the legal costs (excluding damages) related to labour relations issues between the employer and employees or their union/association/legal representation. The MUST Fund will cover legal fees arising from: grievances and rights grievance arbitrations, interest arbitrations, union certification, labour issues or complaints that go to judicial bodies such as the courts, Manitoba Labour Board, or Manitoba Human Rights Commission, other employee/labour matters of provincial or regional implication.

Manitoba School Employees Benefits Trust

In partnership with the Manitoba Teachers' Society, MSBA maintains a combination of health and dental benefit plans, as well as group life and disability insurance for the advantage of employees of public school boards. Purchased collectively, the benefits that are secured under this partnership are rendered more affordable for MSBA members and staff than would be true if individual school boards were to purchase comparable benefit plans on their own, to serve the needs of their employees. In addition to these benefits, MSBA has also established an Employee Assistance Program to support non-teaching employees of public school boards on a voluntary basis should their employer enroll in this program.

MANITOBA School Boards ASSOCIATION

Organizational Chart



POSITION: **Executive Director**
DEPARTMENT: **Executive Office**
DATE: **July 2025**

POSITION SUMMARY:

Reporting to the Association's Provincial Executive, the Executive Director is the Chief Executive Officer of the organization responsible for:

- the attainment of Association strategic directions and goals,
- oversight of, and provision of technical expertise in support of the development and delivery of member programs and services, and
- oversight of the administration and financial management of Association resources in accordance with established policies and procedures of the organization.

MAJOR ACCOUNTABILITIES:

- leadership and support to the Association's governing body;
- representation of the Association with education partners, the Government and external agencies;
- oversight of, and provision of technical expertise in support of the delivery of member services and supports; and
- management of the Association's human, fiscal and physical resources.

NATURE & SCOPE OF POSITION:

The Manitoba School Boards Association is an organization enabled by provincial statute to advance the cause of public and local education in Manitoba and to support local education governance by elected boards of school trustees and other affiliate members of the Association.

Its membership consists of elected public school boards whose obligations and responsibilities are defined in provincial legislation, as well as affiliate members whose responsibilities are commensurate with local education governance. As autonomous governing bodies, public and affiliate school boards' membership in the Association is voluntary. Acting in an advisory and support capacity to member boards, the Association provides a comprehensive array of programs and services in the areas of labour relations and human resources; collective bargaining; risk management and insurance coverage; employee benefit programs; education, professional development and information services for trustees and senior divisional personnel; and advocacy services and supports with regard to education policy and governance in Manitoba. Such services and activities may have financial, legal and political implications for all school boards in the province, as well as for affiliate members.

The Executive Director provides direction and support to the Association's professional and support staff in all program and service areas. They monitor all programs and services on a continuous basis, and reports regularly to the Provincial Executive regarding program/service status and emerging issues, needs and developments for consideration. The incumbent is responsible for management oversight of all association operations including the administration of the Manitoba Schools Insurance Program, the Manitoba Universal Standards Trust, the Manitoba School Employee Benefits Trust, and the Manitoba School Boards Pension Plan for Non-Teaching Employees.

KEY DUTIES & RESPONSIBILITIES:

A. Governance

- provide support and technical expertise to the Provincial Executive in the identification and articulation of Association directions, priorities and goals;
- plan and organize new member orientation, Executive planning retreat, Executive meetings and regional meetings in consultation with Provincial Executive;
- implement strategic directions set by Provincial Executive and monitor and report progress on achievement of these directions to the Provincial Executive a regular basis;
- consult regularly with the President and, where appropriate, other Executive Officers on matters regarding the affairs of the Association;
- inform and advise the Provincial Executive with regard to educational governance, and policy issues and Association operations.

B. Representation and Advocacy

- participate in, provide response to, and facilitate dialogue and liaison with Manitoba education partners, government departments and representatives, elected officials, community agencies and the media on topics and issues relevant to school board governance and to the Association's stated directions and goals;
- oversee the development and organization of the Association's advocacy strategies and provide logistical support to the lobbying efforts of Provincial Executive members and member school boards;
- ensure a timely and robust social media presence;
- act as spokesperson for the organization in the absence of the President or the President's delegate;
- maintain effective linkages with other provincial and national education organizations and advise the Provincial Executive concerning emerging issues, developments and trends which may have relevance for public education in Manitoba;
- represent the Association on external committees as approved by the Provincial Executive.

C. Member services

- ensure that the Association and its staff facilitate regular and effective communications with member boards to inform and support local education governance;
- oversee, support and participate in the planning, development and delivery of member-focused programs and services;
- provide direct support to members and senior divisional administration on educational policy, governance and administrative matters;
- oversee the management of the Association's affiliate entities and trust organizations to the benefit of the Association's members.
- receive public general inquiries and facilitate the provision of tailored responses and way-finding services to assist members of the public in accessing key education-related information and services;
- monitor the external environment for opportunities and benefits to the advantage of the mandate and work of members.

D. Management

- ***Human Resources***
    - provide leadership to the Association's Senior Leadership Team (Staff Directors) in the planning and delivery of programs and services and consideration of operational issues within the Association office;
    - in concert with the Association's Senior Leadership Team, oversee and manage the development of human resources within the organization;

- in concert with the Association's Senior Leadership Team, identify emerging staffing needs to meet organizational mandates and goals and advise the Provincial Executive accordingly;
- conduct Senior Leadership Team and general staff meetings once a month or more frequently as needed, and involve staff in planning exercises to coordinate and ensure implementation of organizational goals and objectives;
- meet monthly with Directors to monitor progress toward achievement of organizational goals and review status of member needs and services;
- conduct performance reviews of direct reports in accordance with Association policy;
- exercise full authority for the employment, promotion, termination and placement on grid and of all Association personnel;
- operationalize the Association's compensation policy, while also overseeing ongoing harmonization and implementation of all Association policies.

➢ ***Financial and physical resources***

- along with the Chief Financial Officer, oversee the annual budget development process and ensure involvement of the Provincial Executive and senior staff;
- monitor regularly, the revenue and expenditure status of the Association and ensure that financial affairs are managed in accordance with established policies and procedures;
- report regularly to the Provincial Executive on the financial health and status of the Association and its programs;
- monitor and confer with the Chief Financial Officer regarding building and information security, maintenance and upkeep at the Association's offices;
- oversee the implementation of ongoing records protection, retention and disposition protocols and serve as custodian of all Association records and documents, including but not limited to personnel, financial, human resource, legal and other documentation and records;
- serve as the chief administrative and financial signing officer, in concert with the Association President and/or designates serving as governance counterparts.

QUALIFICATIONS:

The position requires:

- a post-secondary degree in education, public administration or related fields. Additional training and/or certification in the areas of leadership, legal studies, human resource management and public relations and communications are desirable
- extensive knowledge and demonstrated experience in board governance and working with boards
- proven leadership and managerial skills and demonstrated success in a senior leadership position
- English/French bilingualism is an asset

COMPETENCIES:

Knowledge:
The position requires a thorough understanding of public education systems and their component parts. The Executive Director must be knowledgeable with regard to provincial education legislation and policy in Manitoba, governance processes and practices, organization theory and management, and educational trends and tendencies both provincially and nationally.

They must also have a solid understanding of the key stakeholder groups relating to Manitoba's public education system and mandates and roles as they relate to and impact education policy and governance in the province.

Strong capacity to conduct research, connections within the education sector, and ability to draw from multiple information sources are an asset.

Intra and interpersonal skills:
The Executive Director must be able to lead with vision and compassion and to manage effectively in a multi-faceted, complex and politically sensitive environment. They must be able to work independently, to exercise good judgment and to demonstrate integrity in dealings with association members, staff, partners and community. Active listening, planning and priority setting, delegation, time management, teamwork, conflict mediation, negotiation, resolution skills and political acumen are necessary capacities to success in the role. The Executive Director is responsible for operationalization and modelling the Association's commitment to maintaining a respectful workplace free from harassment and violence.

Communications:
The Executive Director must possess highly developed skills in both oral and written communications. They must be a skilled listener and be able to clearly articulate Association positions and policies to trustees and divisional personnel, education partner organizations, government officials and agencies, community organizations, the general public and the media. The Executive Director must be able to convey complex issues and ideas in an easily understood fashion to these various audiences, to think quickly and to respond appropriately with regard to unexpected developments and sensitive and controversial matters.

The Executive Director must be able to develop high quality written communications and documents in a manner appropriate and accessible to the intended receiver, and to provide assistance to Association staff in this regard. As the Executive Director is often required to make public addresses and to deliver training sessions for school board members, effective public-speaking and presentation and facilitation skills are essential.

Management:
The incumbent must possess strong planning, delegation, and budgeting skills and the ability to articulate and coordinate implementation of detailed action plans to move the organization toward goal attainment in multiple areas at the same time. They must ensure the deployment of association resources in a fashion which supports the organization's goals and directions, and within budget parameters established by the Provincial Executive. As Chief Executive Officer responsible for all association staff, the Executive Director must be skilled in recruitment, selection, performance appraisal processes, and human resource management at all levels within the organization.

Diversity, Inclusion and Reconciliation:
The Executive Director must possess demonstrated experience and remain committed to advancing and implementing the key concepts of diversity and inclusion in every aspect of their duties and responsibilities. The incumbent must also demonstrate a strong commitment to promoting and championing truth and reconciliation, and working with First Nations, Métis, Inuit and other Indigenous people and communities to promote and oversee the delivery of Association programs and services that are reflective of the population that the Association's membership serves.

OTHER:

Access to a vehicle is required. Alternative forms of transportation are acceptable by way of accommodation, provided this enables transportation province-wide within Manitoba and/or for business trips out of province.

Location of work is based in Winnipeg (191 Provencher Boulevard). Flexible work location options can be considered.

Executive Director Performance Appraisal

The Executive shall conduct an Executive Director performance appraisal each year prior to the Association's annual general meeting. This performance appraisal process is complementary to the annual Executive Self-Evaluation exercise. Taken together, the two serve as a mechanism to assess progress toward the achievement of identified association goals and may fulfill both developmental and evaluative functions.

Process:

1. The Executive Director performance appraisal is to be initiated by the President of the Association in conjunction with the annual Executive (board) evaluation process.

2. The details of the performance appraisal, i.e. responsibilities, timelines, meeting dates, data sources and other issues as jointly agreed upon, will be mutually determined by the Provincial Executive and the Executive Director each year prior to the commencement of the process.

3. Every 3 to 5 years as determined by the Provincial Executive the performance appraisal will be expanded to include feedback from association staff and external organizations and agencies as agreed to by the Executive Director and the Provincial Executive.

4. Once the data has been collected and compiled, the Executive and the Executive Director will meet together to review and discuss the evidence and its implications for association direction and operations.

5. The Executive will meet in-camera to prepare its report which will then be communicated by the President, or designate, in writing to the Executive Director.

6. The Executive Director shall have the opportunity to respond to the Executive's assessment of performance and any recommendations offered for consideration.

Principles:

1. The performance appraisal recognizes and values the shared responsibilities and contributions of the Executive Director and the Provincial Executive in the achievement of organizational goals.

2. The performance appraisal is relevant to the identified role and job descriptions of the Executive Director and the Provincial Executive.

3. The performance appraisal is characterized by honesty, fairness and mutual respect between the Provincial Executive and the Executive Director.

4. The performance appraisal shall respect the confidentiality of the employer-employee relationship.

5. The performance appraisal shall be congruent with those provisions of the Executive Director's contract which address evaluation issues.

MSBA Compensation Policy

Philosophy

The Manitoba School Boards Association ("MSBA" or the "Association") compensation program is designed to motivate, retain, and when needed, attract, qualified, highly skilled professional employees who drive the Association's success in providing leadership, advocacy and service to its member school boards.

The Association seeks to be an employer of choice in Manitoba, providing market competitive salaries and benefits, along with other contemporary total rewards.

The Association will ensure a respectful and collaborative workplace culture which values the individual and collective contributions of all employees. MSBA is committed to fair employment practices and respect for human rights in accordance with relevant Manitoba and federal statutes.

Compensation structure

The Association's Executive Director has full authority for the employment, promotion, dismissal, annual increases and placement on the salary grid of all association staff throughout a year, within the limits of the budget authorized by the MSBA provincial Executive.

MSBA's compensation structure includes base salary, vacation and sick leave entitlements, employee benefits plans, and a service recognition program as detailed in the Staff Manual.

The base salary is the agreed-to amount of money that the Association pays to each employee for their work. Each role has a base salary band with multiple steps. Each band will be set using the competitive positioning of the 75th percentile within the marketplace. Association staff are paid an annual base salary based upon position and years of service which in turn determine placement on the salary grid.

As per the Staff Manual, vacation entitlements vary with position and years of service while all other benefit programs and sick leave entitlements apply equitably for all staff.

Definitions

Step Increase

Individual increases applied to employees based on the steps identified in their designated salary band.

Salary Band Adjustment

A percentage applied to all salary bands on an annual basis.

Market Review

A method of utilizing market pay data to evaluate the organization's salary bands.

Salary administration

Step Increases will take place on a scheduled basis as specified in the individual employment contract. The increase will move the employee's base salary to the next step within the designated salary band up to the maximum of that band. Once an employee's wage is at the maximum of the salary band, step increases will cease.

A Salary Band Adjustment will be identified annually using a rolling average based on the Manitoba CPI annual average percent change for all-items (issued in January of each year via Statistics Canada). The proposed adjustment will be reviewed by the Executive Director for consideration of any current market realities or other reasonable factors. Subject to the considerations, the adjustment will be applied to all salary bands. Additional salary costs will be included in the preliminary budget and approved during the annual budget process. Any approved adjustment will be applied on the first day of each fiscal year.

A Market Review will occur every three years to assess the competitive positioning of the salary bands, benefits and other total rewards relative to the market. The outcome of the review will be used to adjust any salary bands that fall below the agreed-to market percentile. The study's findings will be shared with Association staff and no current employee shall incur any reduction in salary or benefits as a result of decisions made based upon the outcomes of the review. Any time a new position is created, a market review will be conducted to determine the appropriate base salary band.

The steps taken to complete the Salary Band Adjustments and Market Review can be found in the MSBA Compensation Protocols.

MSBA Compensation Protocols

1. Annually, salary band adjustments will be proposed. The process is as follows:

    a. Following the release of the annual average CPI for Manitoba, the CFO will calculate a 10-year rolling average which will be used as a proposed increase.
    b. CFO will present the proposed increase to Executive Director for additional consideration and or adjustments as required.
    c. The Executive Director will approve the increase and the approved amount will be applied to every step of the base salary bands.
    d. The new base salary for each staff member will be calculated.
    e. This amended base salary total will be included in the proposed budget, in February, for the following fiscal year.
    f. The budget will be reviewed and approved by the Executive as per the Association's policy and practices.
    g. The approved salary band adjustments will be applied effective July 1st of each year.

2. Every three years, a market review will be conducted to assess the competitive positioning of staff salaries and benefits packages relative to the market. The process is as follows:

    a. Supervisor(s) will review applicable job descriptions to ensure accuracy and address any changes that need to be made.
    b. The Executive Director shall designate a staff member with expertise in Labour Relations and Human Resources the duty of comparing job descriptions to market data from the following sources:
        i. Salary Data Subscription tool used by the Association, using Manitoba data and/or
        ii. Any additional data and information deemed necessary to inform the fair and accurate completion of the market review.
    c. The designated staff member will identify any discrepancies between the market data and the Association's salary bands.
    d. The designated staff member will draft recommendations for salary bands adjustments.
    e. The designated staff member will review current or new benefit offerings.
    f. The designated staff member and CFO to review findings with staff and discuss any additional recommendations or adjustments.
    g. This amended base salary total will be included in the proposed budget, in February, for the following fiscal year.
    h. Following approval, any changes would be implemented and associated manuals or policies would be updated.
    i. The approved market review adjustments and or benefit changes will be applied effective July 1st for the year in which it is approved.

Operational Policies

A. MSBA Seminars and Workshops: Fees and Services

MSBA departments organize a number of seminars and workshops each year as a service to school boards.

Registration fees

1. A base fee for MSBA sponsored events will be established to recover the projected costs for the event/activity.

2. The base fee outlined above applies to trustees and employees of MSBA member school boards. All other registrants will be assessed a fee equal to the base fee for the session, plus 50%, although this practice may be waived for specific groups who are invited to attend a specific session.

If space is limited, priority will be given to registrants from MSBA member boards.

3. Discounted registration fees may be offered to large groups, students, or other registrants. Persons invited to participate in the program are not charged a fee.

4. Cancellations and Refunds

   - Once a registration is received, up to the registration closure date will be eligible for a refund, subject to an administration fee
   - Effective the registration closure date, any cancellations will not be eligible for a refund.
   - We will happily accommodate substitutions at any time.
   - In the event MSBA must reschedule or cancel the event, MSBA will refund registrations in full, but will not be responsible for any indirect, special, or consequential damages (including transportation, lodging, and meal costs) sustained by the registrant.
   - This policy, including specific dates, will appear on all registration material for each event.

   This clause will be waived in exceptional circumstances, as determined by the Director of the department involved.

B. Support to External Organizations

1. Endorsements

   The Manitoba School Boards Association may from time to time endorse conferences or other events on topics related to the objectives of the association. Endorsement does not entail any financial commitment on the part of the Association. Endorsement is provided by a majority vote of the Provincial Executive.

   By providing an endorsement, MSBA may agree to:

   (a) subject to approval of the Executive Director, distribute in a regular mailing to school boards literature provided by the organizers of the conference/event;
   (b) include a notice of the conference/events in MSBA communications to member boards;
   (c) advise boards of education of the association's support for the conference.

The Association may distribute information regarding events or other topics of interest to its membership without formal endorsement, provided this information is "for information/review only" without endorsement.

2. Sponsorship and Advertising

- Sponsorship and advertising requests that support endeavours congruent with the association's core activities (as reflected in our vision, mission, and mandate), or endeavours that support current strategic priorities (such as improving outcomes for Indigenous learners) may be considered.

- Sponsorship or advertising in support of any one organization or event will normally be provided no more than once in any fiscal year.

- General sponsorship or advertising support for partner organizations (such as advertising in MASS or MASBO publications) will not normally be approved, although support for specific events (such as major conferences) may be authorized on a case-by-case basis.

- General sponsorship or advertising support for organizations and agencies where we are members or core sponsors (e.g. CNCM, etc.) will not normally be approved, although support for specific events (such as major conferences) may be authorized on a case-by-case basis.

- Requests for sponsorship or advertising, to a maximum of $1,000, may be approved by the Executive Director or designate, providing that any such request falls within the parameters set by this policy, and can be accommodated within the current years' budget.

- Sponsorship or advertising requests of more than $1,000, or which fall outside the parameters set by this policy but with are thought to have special merit, may be approved by the provincial Executive.

3. Donations

Generally, MSBA will not make donations to other organizations either through direct donations or through assistance in sponsoring a seminar, workshop or other function. If, however, in the opinion of the President and the Executive Director, a request is received for financial assistance which would have a direct or indirect benefit to school boards, it may be referred to the MSBA Executive for special consideration.

C. Commercial Products or Services

Where consideration is given to projects involving commercial products or services which may result in generating revenue for MSBA, the following guidelines and procedures shall apply:

1. The Executive Officers will serve as the initial committee to guide the development of any new projects related to commercial products or services. After initial examination, the issue will be presented to the Executive.

2. A survey of all boards which may be potential users of the product or service will be conducted to explore the value of, or the need for, a particular product or service.

3. During the exploration stage of the project boards may be invited to informational sessions regarding the initiative where possible.

4. Where appropriate, a call for proposals will be advertised.

5. Reference checks will be conducted on all short listed suppliers.

6. In all cases where contractual arrangements are involved, legal counsel will be sought in developing the project. All contractual arrangements will be approved by the Executive.

7. The first priority is to provide an improved service or product to boards in the most efficient manner possible. A secondary objective of the project may be to generate revenue for MSBA.

8. Regular reports will be made to boards on the development and maintenance of projects.

9. All revenue generated from projects will be examined through the normal auditing process.

10. Where MSBA sponsors/endorses a product or service which goes beyond direct service to boards, it will declare that the product or service is sponsored or endorsed by the Manitoba School Boards Association and if administration fees are being received.

For greater clarity, this policy does not apply to procurement of commercial products or services as required to address operational and administrative requirements relating to delivery of Association programs, supports and services, unless such commercial product and services involve revenue generation for the Association.

D. Negotiation Spokesperson Fees

(a) The MSBA negotiation spokesperson fee shall be $2,000 per bargaining unit. Spokesperson fees for Provincial Teacher Bargaining are maintained at $2,000 per bargaining unit. Fee adjustments must be approved by the MSBA Executive.

(b) Where a school board and union agree to negotiate certain provisions within the term of said collective agreement, for example a wage re-opener, and where MSBA staff are requested to continue as spokesperson, an additional $500 fee shall be charged.

(c) When MSBA staff are requested to act as spokesperson to negotiate certain provisions within the terms of a collective agreement, for example a wage re-opener, and where MSBA staff did not act as spokesperson in the original negotiation of said agreement, a **$**1,500 fee shall be charged.

E. Exhibitor Policy

Preamble

The Association's events, including its Annual General Meeting (AGM) and Convention, Professional Development and Regional Meetings, and any other event hosted by the Association individually or in conjunction with a co-partner, serves to conduct association business and provide a venue and setting for trustee professional development and ideas for member board consideration. Along with the necessary business, the Association is committed to providing an experience that informs, challenges, showcases and brings new ideas to our members.

Policy Statement
Requests for exhibitor space at the Association's AGM and Convention will be granted to those seeking to provide a productive and informative experience to school trustees and senior administration.

Exhibitors will be encouraged to make positive connections and networking opportunities with members. They will be granted space if aligned with the Association's vision, mission and beliefs as well as relevant policies and procedures, and provides information relevant or connected to public education in Manitoba as determined by the Association's Provincial Executive.

Procedures

1. All requests will be considered on a case-by-case basis by the Executive Director and referred for approval to the Provincial Executive.
2. Requests may be granted to both for-profit and non-profit organizations, provided they align with the criteria outlined in this policy.
3. For-profit exhibitors will be charged $1,000 for exhibitor rights and privileges, along with the opportunity to sponsor the convention. Not-for-profit exhibitors will not be charged a fee for exhibitor rights and privileges.
4. A request may be considered from an Association region or school division.
5. Any requests directed to the staff liaison on the convention committee shall be forwarded for review and approval as per subsection a).
6. Where a request to exhibit at an Association event may be outside of the direction or criteria established under this policy but worthy of consideration, it will be presented to the convention committee, Executive Director and Provincial Executive in the order in which the request was made.
7. Exhibitors may inform but cannot sell directly or ask for direct donations from the exhibit.
8. Exhibits from competitors of the convention sponsors may be granted although top billing, favoured locations, or top sponsorship levels will only be offered to those exhibitors with whom MSBA currently holds contracts or agreements.
9. Under no circumstances will exhibitors solicit business in direct competition with current programs and services offered by the Association to its members.
10. Unsolicited business proposals and / or sales pitches to event participants or attendees may result in disqualification from future exhibitor rights and privileges.
11. Exhibitors must not make or take political stances or advance any ideological or offensive content within their exhibit that may be deemed, by sole discretion of the Association, to be discriminatory, hateful, graphic, explicit, or profane: all content, including posters, backdrops, brochures, handouts or distributed materials as will be featured in the exhibit shall be forwarded to the Executive Director to support review and approval of each request at the sole discretion of the Provincial Executive.
12. MSBA reserves the right in its sole discretion and has the right to close or reconfigure any exhibit that's found to violate this policy and/or that has been significantly modified or altered from the content and overview submitted for initial review and approval. In the event that the Association closes an exhibit, any fees collected as per procedure 3 above shall be deemed non-refundable and forfeited by the exhibitor.

F. <u>MSBA Reserves and Investments Policy</u>

I. Reserves

1. **Preamble**

This policy outlines the framework used to establish and manage accumulated operating surplus held in reserve by the Association, to ensure financial stability and support the long-term goals of the Association in serving its membership.

2. **Policy objectives**

The intent of the MSBA reserve policy is to ensure that:

a) decisions will be made with greater assurance and less risk;
b) capital expenditures may be funded without undue financial strain on the Association;
c) effective long-range planning may be enhanced through an annual review of reserves available; and d) the investment of reserve funds will generate revenue for the Association and can be used for cash flow purposes.

3. **Establishment of reserves**

The Association shall generally maintain two principal types of reserves, towards fulfillment of the above objectives:

A) Unrestricted Reserve

The amount of accumulated unrestricted reserve of the Association shall not exceed the equivalent of six (6) months operating costs of the audited expenditures of the previous fiscal year of the Association.

The purpose of the unreserved portion of accumulated surplus of the Association is intended to fund any of the following within a fiscal year:

i) the Manitoba Schools Insurance Program.

ii) unanticipated building repairs and maintenance, to a maximum of 20% of the City of Winnipeg assessed building value.

iii) staff salaries in the event of severance or restructuring.

iv) unforeseen capital expenditures, budget deficits or required technological upgrading.

v) potential TRAF pension liability.

B) Internally Restricted Reserves

Reserves exceeding the value of six (6) months operating expenditures of the fiscal year will become internally restricted. To address internally restricted reserves, the Executive shall consider:

i) rebating member boards;

ii) utilizing this amount to reduce or offset future membership fees; or

iii) applying an amount to fund specific projects approved by the Executive.

Duties and responsibilities

A) Provincial Executive

The Provincial Executive is responsible for approving the establishment and use of internally restricted reserves. The Finance Committee will oversee the management and reporting of internally restricted reserves.

Each year, following review of the draft financial statements, the Provincial Executive shall pass a motion to approve the internally restricted reserve schedule. This motion shall identify the purpose and amount of each addition to the internally restricted reserve. The purpose of each reserve established must align with the Association's strategic plan and financial planning objectives. Amounts not included in this approval by motion shall be rebated to member boards following approval of the annual financial statements.

B) Executive Director

Following consultation with the Chief Financial Officer, the Executive Director is authorized to access unrestricted funds for the above-listed purposes and must report those expenditures to the Provincial Executive.

C) Chief Financial Officer

The Chief Financial Officer (CFO) will provide regular reports to the Provincial Executive on the status and usage of internally restricted reserves throughout the fiscal year. The CFO will ensure compliance with this policy and will also ensure that funds from internally restricted reserves can only be used for the purposes specified at the time of their establishment. The CFO will ensure that annual financial statements will include detailed disclosures of all internally restricted reserves, including their purpose, amount and any changes that occurred during the fiscal year within the Statement of Changes in Net Assets of the annual financial statements.

II. Investments

1. **Preamble**

Investments held by the Association play a key role in ensuring funds are available to support strategic initiatives supporting its membership well into the future.

2. **General Duties and Responsibilities**

A) Chief Financial Officer (CFO)

The CFO is responsible for the prudent management of cash and other property of every kind and nature and, generally reporting to the Executive Director, shall act on all matters in respect of:

i. accounting and budgeting policies
ii. the accounts and the estimates
iii. controlling & recording financial commitments, assets, liabilities, expenditures and revenues
iv. reviewing annual and long-term expenditure and revenue plans
v. any other financial or budget matter referred by the Provincial Executive via the office of the Executive Director

B) Association and its staff

i. Any staff member of MSBA involved in making investment decisions are accountable for adherence to procedural prudence and adherence to this policy.
ii. Association staff must ensure all contract(s) and agreement(s) made with any third-party Investment Portfolio Manager(s) (“the Manager(s)”) are in accordance with the provisions and statements made under this investment policy, including at specified procedures and/or limitations.

C) Investment Portfolio Manager(s)

The overall responsibility for the Association’s investment portfolio lies with the Association’s contracted the Manager(s). In the longer term, the Manager(s) shall submit recommendations for reallocation of any underperforming or other investment that may be at higher risk of underperformance.

3. **General Provisions and Procedures**

A. The Association must diversify its investments to an extent that is appropriate to general economic and investment market conditions, with established investment guidelines and benchmark its portfolio to achieve long-term investment objectives of the Association.

B. The Association shall enter into contract(s) and/or agreement(s) with Manager(s) in order to hold a minimum of one investment portfolio on behalf of:
   i. the Association;
   ii. the Manitoba Schools Insurance ("MSI") loss pools:
      a. MSIP;
      b. MSIL; and
   iii. the Manitoba Universal Standards Trust ("MUST").

C. The entities listed under provision 3(B) maintain separate allocations of investments and benchmarks that may vary depending on both the short- and long-term goals for each.

D. The Association and its Manager(s) shall allocate investments with the following considerations in mind:
   i. Equity investments have historically provided greater returns than fixed income investments over the long-term, although with greater short-term volatility.
   ii. Fixed income investments are purchased with intention to hold to maturity.
   iii. The value of the total investments held by the Association are maintained and adjusted for inflation.
   iv. The Association is registered as a non-taxable entity under *The Income Tax Act* (Manitoba) and under *The Income Tax Act* (Canada) and accordingly, is not subject to income taxes.

E. The Association recognizes that in the performance of the Manager(s)' duties and responsibilities, short-term market volatility and consequent changes to investments are beyond the control of both the Manager(s) and Association staff.

<u>Review cycle</u>

F. The portfolio of investments maintained for each entity under provision 3(B) will be reviewed by the Chief Financial Officer on a quarterly basis to promote:
   i. stated investment objectives and procedures;
   ii. cash flow needs of each entity; and
   iii. to ensure compliance with governing legislation.

G. The Chief Financial Officer shall review Investment Policy Statement(s) for each entity under provision 3(B) at least annually with the Manager(s) and will make any appropriate changes to the Statement(s) considering factors such as:
   i. changes to the Association's mandate;
   ii. changes to the Association's governance;
   iii. changes in general economic conditions;
   iv. expectations regarding the Association's current or future cash flows.
   v. needs for liquidity, regularity of income and preservation or appreciation of capital;
   vi. changes in expectations of returns and risks associated with the different asset classes;
   vii. changes to risk tolerance;
   viii. changes to other legislation or regulations which affect the Association's operations;
   ix. any practical issues that arise from the application of this investment policy.

H. The Association's investment portfolio and this investment policy will be reviewed by the Association's Finance Committee and/or Provincial Executive annually as part of its cyclical policy review schedule.

I. The Chief Financial Officer must keep the Association's Provincial Executive apprised of any material changes occurring within its investment portfolio. Special meetings of the Finance Committee and/or Provincial

Executive may be scheduled by the Executive Director acting under the advice of the Chief Financial Officer to review and discuss the portfolio's progress against stated objectives, and any related issues.

Audit cycle

Generally reporting to the Association's Executive Director, the Chief Financial Officer:

J. on behalf of the Provincial Executive of the Association, shall establish an annual process of independent auditor review of investments held by the Association.
K. shall establish an annual process of independent auditor review of investments held under or by all other Trust entities referenced under provision 3(B).

Conflict of interest

L. Any staff member, Trustee or Provincial Executive member of the Association involved in making investment decisions related to any entity listed under provision 3(B), for which they occupy a position of trust, responsibility or authority:
   i. must disclose the nature and extent of any real or perceived conflict of interest which could impair their ability to provide unbiased and objective advice and/or to make any decision in respect of any investment; and
   ii. must recuse themselves from providing any advice or making any decision in respect of any investment, when found to be in a position of conflict as per provision L(i).

4. **Investment Objectives**

A. The long-term objectives of the investment portfolio will maintain the following benchmark schedule:

Asset Class	Max	Min	Target
Cash & Equivalents	25%	0%	5%
Fixed Income	70%	40%	55%
Equity	40%	10%	25%
Alternatives	25%	0%	15%

B. The Manager(s) will:

   i. recommend the asset allocation strategy after full consultation with the Chief Financial Officer; and
   ii. be responsible for the initial and ongoing implementation of investment plans for the entities specified under provision 3(B).
   iii. be responsible for day-to-day portfolio monitoring.

C. Any rebalancing, investment strategy oversight and decision-making will be performed by the Manager(s) following consultation with the Chief Financial Officer of the Association.

D. Investments within the portfolio shall be diversified by:

   i. limiting investments to avoid over-concentration in securities from a specific issuer or sector (excluding securities of the Federal and Provincial governments of Canada and Schedule I Banks);
   ii. limiting investment in securities to those that have higher credit ratings;
   iii. investing in securities with varying maturities; and
   iv. investing in mainly liquid, marketable securities to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

E. The investment portfolio will be managed:
   i. with due consideration for general ethical principles as a risk management tool; and
   ii. by maintaining a prudent and diversified approach to risk and return.

G. MSBA Resolutions Communications Procedures

a) No later than three months (90 calendar days) following the conclusion of the Association's annual convention, staff shall communicate in writing all annual resolutions adopted during the convention to their identified and intended recipients.

b) No later than three months (90 calendar days) following the conclusion of a Federal general election, Provincial general election, or Municipal and School Board election, as the case may be, staff shall communicate in writing all standing (and therefore unarchived) resolutions as intended for any elected recipients of each respective level of government, with further advocacy by the Association to these recipients for formal response by the newly elected officials to any outstanding resolutions.

c) Following submission of written communications to identified recipients as per sub-section a) or b), copies of such written correspondence shall:

   i. be posted by staff electronically on the Association's advocacy webpage;

   ii. distributed electronically by staff to all Association members via each member's designated Board secretary; and

   iii. distributed electronically as courtesy copies to the Premier of Manitoba, Manitoba Minister of Education, Manitoba Deputy Minister of Education and Manitoba Assistant Deputy Minister(s) of Education, excepting any written correspondence where any of these parties are the intended recipient.