



POLICY 104

Board-HOS Linkage

The Board clarifies the manner in which it delegates authority to the HOS, as well as how it evaluates HOS performance with regards to the Ends Statement and Executive Limitations policies.

BHL1. Unity of Control

- Only decisions of the Board acting as a body are binding on the HOS.
- Board meetings held in accordance with the Bylaws are the only appropriate forum for Board members to discuss Board issues with the HOS.
- In the case of Board members or committees requesting information or assistance without Board authorization, the HOS may refuse such requests, including but not limited to such requests that require, in the HOS's opinion, a material amount of staff time or funds, or are disruptive.
- The HOS shall not fail to report to the Chairperson any violation of this policy. If the Chairperson is the person acting in violation, then the HOS shall not fail to report a violation to any other member of the Board who shall bring the matter to the full Board's attention. The Board shall not fail to take action against violations of this policy.

BHL2. Accountability of the HOS

- The HOS is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the HOS.
- The Board will never, and no member of the Board will ever, give instructions to persons who report directly or indirectly to the HOS. The Board will refrain from performing evaluations, either formally or informally, of any staff other than the HOS.

BHL3. Delegation to the HOS

- The Board will instruct the HOS through written policies that prescribe the organizational Ends to be achieved (Ends Statement) and describe organizational situations and actions to be avoided (Executive Limitations), allowing the HOS to use any reasonable interpretation of these policies.

- As long as the HOS uses any reasonable interpretation of the Board's Ends Statement and Executive Limitations policies, the HOS is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
- The Board may change its Ends Statement and Executive Limitations policies, thereby shifting the boundary between Board and HOS domains. By doing so, the Board changes the latitude of choice given to the HOS, but as long as any particular delegation is in place, the Board will respect and support the HOS's reasonable interpretation of the Board's Ends Statement and Executive Limitations Policies.

BHL4. Monitoring HOS Performance

- Systematic and rigorous monitoring of HOS job performance will be solely against expected HOS job outputs, which are as follows:
 - a) organizational accomplishment of Ends Statement; and
 - b) organizational operation within the boundaries established in the Executive Limitations policies.
 - c) Performance-based merit as determined by the HOS performance summary
- The Board shall provide the HOS with a performance summary each Fiscal Year, and shall use reasonable efforts to conduct such performance summary before June 30 of each fiscal year.
- If, at any time, the HOS is not in compliance with any Board policy, the Board will
 - a) determine whether such noncompliance warrants, as determined by the sole and absolute discretion of the Board, termination or some other form of negative consequence, or
 - b) (1) set a date upon which the HOS will provide the Board with a written recommendation as to the actions to be taken to bring the HOS into compliance with Board policies, and a deadline for compliance, and/or (2) set new policy or modify an existing policy to give better direction to the HOS, and then set a date upon which the HOS will provide the Board with a written recommendation as to the actions to be taken to bring the HOS into compliance with the new or modified Board policy, and a deadline for compliance.

BHL5. Board Monitoring Mechanisms

The Board shall monitor performance with these Policies in accordance with established Board Monitoring Mechanisms. The HOS must provide the Board with Board HOS Reports at least monthly, or sooner if necessary. Additionally, the HOS must promptly report to the Board in writing the details of any incident that may appear to be contrary to these policies.

BHL6. Grievance Process

- Only violations of the Ends Statement or Board Policies will be deemed actionable by the Board.
- Any perceived violation of School Policy (as stated in the MSR Student and Parent Handbook) or unresolved issues should be reported directly to the HOS for due process and consideration.
- The Board Chairperson and Vice-Chairperson will consider each complaint on its face to determine whether the information presented in the request leads a reasonable reader to believe there could be sufficient evidence to support a violation of policy. (If the Chair or Vice-Chair finds that a conflict of interest exists for either one to serve in this capacity, the Chair will appoint another member of the Board to fulfill this step for the person with the conflict.)
- If both the Chair and Vice-Chair do not believe there is sufficient evidence to merit further inquiry, the inquiry ends there.
- If the Chair and Vice-Chair believe there is sufficient evidence to warrant further inquiry, or the two do not agree, the Chair will appoint an ad-hoc subcommittee to conduct an investigation into the complaint. In reviewing the complaint, the subcommittee's inquiry may include, but is not limited to, conversations with the HOS, staff and faculty members, or any other members of the Montessori School of Regina community who may shed light on the validity of the grievance.
- Upon completion of the investigation, the subcommittee will present its decision to the full Board for consideration and vote. The Board will determine what actions, if any, should follow.