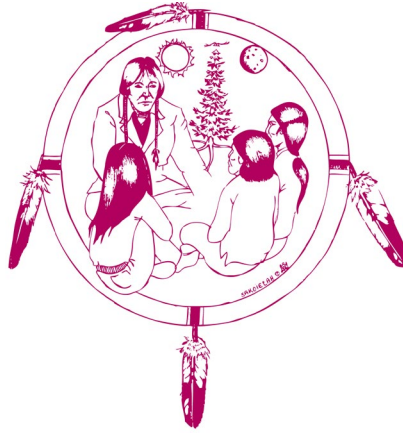


Ahkwesāhsne Mohawk Board of Education



POLICY 200 GENERAL ADMINISTRATION

Please Note

AMBE policies are governance documents that state the Board's decision related to an area of operation by stating purpose, principles and directives, basic procedures, and key responsibilities.

AMBE senior management is accountable for implementing Board policies, and expected to exercise good judgment when implementing the policies in the context of day-to-day operations. Where appropriate, senior management may decide to develop specific guidelines and procedures, Administrative Frameworks, to ensure the appropriate implementation of Board policy.

This policy was adopted for the first time by the Ahkwesāhsne Mohawk Board of Education (AMBE) on:
February 19, 2020

Subsequent amendments:
_____, 20__

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2. Purpose

Policy 200: General Administration defines the management structure of the Board, and the Board of Trustees' expectations related to the delegation of responsibility for the management and administration of the Board to the Director of Education.

3. Definitions

In order of appearance.

3.1	The Board	Refers to the <i>Ahkwesāhsne Mohawk Board of Education (AMBE)</i> , which includes both the governance and administrative structure.
3.2	Board of Trustees	A duly called meeting of Trustees to conduct the official business of the <i>Ahkwesāhsne Mohawk Board of Education</i> .
3.3	Director of Education	The executive officer and lead manager of the <i>Ahkwesāhsne Mohawk Board of Education</i> who is directly accountable to the Board for the administration of the Board's schools, centers, programs, and services and the management of its human, financial, and material resources. The <i>Director of Education</i> is an Ex-officio member of the Board.
3.4	The Council or MCA	<i>Mohawk Council of Akwesasne</i> .
3.5	Strategic Plan	The governance document that describes a 3 to 5 year planning cycle the Board's: central focus areas or unifying themes and goals (<i>desired end results</i>).
3.6	Integrity	Being honest, ethical, and demonstrating strong moral principles consistent with Akwesasne Mohawk culture and traditions.
3.7	Equity	Treating students, parents/guardians, teachers, staff, management and all members of the <i>Ahkwesāhsne Mohawk Board of Education</i> community with fairness, impartiality and the principles of merit.
3.8	Accountability	Taking responsibility and being able to justify actions and/or decisions, including accepting responsibility for decisions and actions of those one supervises.
3.9	Delegation	When a person empowers another to take responsibility and act on their behalf or on behalf of the Board. The delegating person remains accountable to the Board and in turn holds the person being delegated responsibility accountable to them.
3.10	Administrative Framework	An administrative document that provides general guidelines for: the implementation of School Board Policies; ongoing administrative activities; and specific administrative functions.
3.11	Annual Plans	The administrative document that operationalizes the <i>Strategic Plan</i> , through specific <i>Outcomes</i> and <i>Strategies</i> . The <i>Annual Plans</i> takes a short and medium term perspective, projecting 2 to 3 years, and is reviewed annually by the administration to take into consideration changing needs.
3.12	Generally Accepted Accounting Principles - GAAP	Generally accepted accounting principles (GAAP) refer to a common set of accepted accounting principles, standards, and procedures that organizations and their accountants must follow when they compile their financial statements.

4. Expectation for the General Administration of the Board

Principles and Directives

4.1. Delegation of Responsibility

- 4.1.1. The Board of Trustees delegates the management and administration of the *Ahkwesāhsne Mohawk Board of Education* to the Director of Education in the context of Board approved policies and decisions made by resolution.

4.2. Guiding Values

- 4.2.1. The *Ahkwesāhsne Mohawk Board of Education* expects that, under the direction of the Director of Education, the management and administrative staff will adhere to the Board of Trustees' key values of:
- **Integrity:** Act with integrity, ensuring that they are honest, ethical, and demonstrate strong moral principles consistent with Akwesasne Mohawk culture and traditions;
 - **Equity:** Ensure equity by treating students, parents/guardians, teachers, staff, management and all members of the *Ahkwesāhsne Mohawk Board of Education* community with fairness and impartiality.
 - **Accountability:** Be accountable, always ensuring that they take responsibility for their decisions and actions and those of the individuals that they supervise.
- 4.2.2. In addition, the Board of Trustees values and expects its administration to function through delegation, in the same manner as the Board of Trustees delegates the responsibility for the administration to the Director of Education:
- **Delegation:** Delegate responsibility as is appropriate, while recognizing that the act of delegation does not release a supervisor from being accountable for the actions of those they supervise.

4.3. Expectations

- 4.3.1. The Board of Trustees recognizes that situations of an urgent nature may arise from time-to-time for which there may not be policy or sufficient policy to guide the actions of the Director of Education, and authorizes the Director of Education to make the necessary decision to ensure the welfare of student and staff of the Board and the general public.
- 4.3.2. The Board of Trustees reserves the right to review a decision of the Director of Education or a member of the management staff that is not consistent with Board approved policy or a decision made by resolution.
- 4.3.3. *Ahkwesāhsne Mohawk Board of Education* management staff will develop and maintain positive internal relations, engaging students, parents/guardians, community members, and staff by seeking their input into decisions-making as is appropriate and feasible.

5. Director of Education

Further to the applicable sections of *Policy 100: Board of Trustees Terms of Reference*, the Director of Education must fulfill the following.

Principles and Directives

5.1. Accountability

- 5.1.1. The Director of Education is directly accountable to the Board of Trustees, and as such is delegated responsibility for the management and administration all of the *Ahkwesāhsne Mohawk Board of Education* operations, programs and services in the context of Board approved policies and decisions made by resolution.

5.2. Board Expectations & Key Responsibilities

The Director of Education will:

- 5.2.1. *Legal*: Ensure that the Board respects all *Mohawk Council of Akwesasne* laws, regulations and Board approved policies and decisions made by resolution;
- 5.2.2. *General*: Oversee the management and administration of programs and services, including: early childhood, youth and continuing education; Kanien'keha language development; human resources; finance; transportation; infrastructure and maintenance; information technology; and communication;
- 5.2.3. *Day-to-Day Operations*: Support day-to-day operations by providing instructional leadership, financial monitoring, enabling the effective and efficient operation of administrative services and systems, ensuring the regular supervision and evaluation of all Board employees, and maintaining productive community and employee relations;
- 5.2.4. *Financial Management*: Ensure fiscal accountability through rigorous budgeting, monitoring, verification and reporting;
- 5.2.5. *Planning*: Implement the Board's *Strategic Plan* through the development, implementation, and monitoring the administration's *Annual Plans*;
- 5.2.6. *Reporting*: Prepare the *Board's Annual Report*, and providing the Board of Trustees with relevant information, including but not limited to finance, human resources, enrolments, programs and services;
- 5.2.7. *Internal Relations*: Maintain and strengthen relationships with Board of Trustees, Mohawk Council of Akwesasne and its services, and the internal *community (students, parents/guardians, community members, and staff)*;
- 5.2.8. *External Relations and Representation*: Develop productive relationships with local school boards, other First Nations, the national government and ministries, the provincial governments and ministries and other educational associations, representing the Board and the Board of Trustees with the Chairperson in its dealings with external organizations; and
- 5.2.9. *Other*: Perform all other responsibilities assigned by policy or resolution of the Board of Trustees.

Procedures

- 5.2.10. In the context of Board approved policies and decisions made by resolution, the Director of Education will:
- Ensure that the Board approved policies and decisions made by resolution are implemented in the management and administration of the *Ahkwesāhsne Mohawk Board of Education*;
 - Manage the day-to-day operations of the *Ahkwesāhsne Mohawk Board of Education*;
 - Ensure the development and implementation of *Administrative Frameworks* required by policy or operations to ensure standards and consistency in administrative practices;
 - Provide the Board of Trustees with any information and/or data required to assist in decision-making;

- When a decision must be made for which there is no policy or insufficient policy, inform and consult the Chairperson of the Board of Trustees prior to making the decision when possible, and ensure that the Board of Trustees is informed in writing of the decision that was made;
- In a situation where the Board of Trustees believes that a decision has been made that is not consistent with Board approved policy or a decision made by resolution, review the decision with the Board of Trustees and then take any required action; and
- Make policy recommendations to the Board of Trustees for consideration, particularly in situation where there is no policy or insufficient policy to facilitate management decisions.

Roles and Responsibilities

5.2.11. The Director of Education will:

- Meet the responsibilities as delegated by resolution of the Board of Trustees, stated in this and other AMBE policies, and required by government laws and regulations to the best of her/his ability;
- Seek the advice, support, and assistance of the Board of Trustees in meeting the responsibilities as stated in this and other policies, and particularly in situations where there is no policy or insufficient policy to make a decision;
- Make policy recommendations to the Board of Trustees, particularly when a situation arises for which there is no policy or insufficient policy to facilitate a management decision;
- Provide the Board of Trustees with information to attest to the fact that she/he is meeting the responsibilities as stated in this and other policies to the best of her/his ability.

5.2.12. The Board of Trustees will:

- Hold the Director of Education accountable for her/his responsibilities as stated in this policy.
- Provide the Director of Education with advice, support, and assistance in meeting her/his responsibilities as stated in this and other policies, and when a situation arises where there is no policy or insufficient policy to make a decision;
- When the Director of Education or a member of the management staff has made a decision that is not consistent with Board policy or a decision of the Board, review the decision with the Director of Education and make a recommendation or give a directive by resolution as is appropriate to the situation; and
- Provide the Director of Education with informal and formal feedback through an established evaluation process as required by *Policy 1: Board Terms of Reference*.

6. Post-Secondary and Continuing Education Services:

Principles and Directives

6.1. Accountability

6.1.1. The Associate Director of Post-Secondary and Continuing Education is directly accountable to the Director of Education, and as such is delegated responsibility for the management and administration of the AMBE Post-Secondary and Continuing Education Services by the Director of Education.

6.2. Board Expectations & Key Responsibilities

The Associate Director of Post-Secondary and Continuing Education will:

- 6.2.1. *Legal:* Ensure Board approved policies and decisions made by resolution related to Post-Secondary and Continuing Education Services are implemented under the direction of the Director of Education;
- 6.2.2. *General:* Oversee the management and administration of Post-Secondary and Continuing Education Services programs and services, including: development and implementation of *Annual Plans* for post-secondary and adult students; management of student funding for post-secondary studies; overseeing the management of the Iohahi:io; and maintaining relations with internal and external services and organizations that support post-secondary and continuing education, and support positive communication with the Akwesasne Community;
- 6.2.3. *Day-to-Day Operations:* Provide leadership, coordination and supervision for the day-to-day operations of Post-Secondary and Continuing Education Services programs and services, including: financial monitoring; enabling the effective and efficient operation of administrative services and systems; engaging in the recruitment, selection and hiring of the Service employees; ensuring the regular supervision and evaluation of employees within the service; and maintaining productive community and employee relations;
- 6.2.4. *Financial Management:* Budget, monitor, and validate financial records related to Post-Secondary and Continuing Education Services;
- 6.2.5. *Planning:* Coordinate the development and Implementing of the *Post-Secondary and Continuing Education Annual Plans* for;
- 6.2.6. *Reporting:* Provide the Director of Education and the Board of Trustees with information related to the successes and challenges in Post-Secondary and Continuing Education Services, and provide data and information as required and appropriate to be included in the *Board's Annual Report*;
- 6.2.7. *Internal Relations:* Maintain and strengthen relationships with other members of the management team, community services provided by the Mohawk Council of Akwesasne, and the internal *community (students, parents/guardians, community members, and staff)*;
- 6.2.8. *External Relations and Representation:* Develop and maintain productive relations with external post-secondary and continuing education organizations, and represent the Board as assigned by the Director of Education; and
- 6.2.9. *Other:* Perform all other duties and responsibilities assigned by the Director of Education.

Procedures

- 6.2.10. Under the direction of the Director of Education, the Associate Director of Post-Secondary and Continuing Education will:
 - Manage the day-to-day operations of Post-Secondary and Continuing Education Services;
 - Develop and implement *Administrative Frameworks* required by policy to ensure standards and consistency in administrative practices with a focus on Post-Secondary and Continuing Education;
 - Provide the Board of Trustees with any information and/or data required to assist in decision-making related to Post-Secondary and Continuing Education Services; and
 - Make policy recommendations to Director of Education for consideration by the Board of Trustees.

Roles and Responsibilities

6.2.11. The Associate Director of Post-Secondary and Continuing Education will:

- Meet the responsibilities delegated to her/him by the Director of Education, as well as her/his responsibilities identified in this and other policies of the Board to the best of her/his ability;
- Seek the advice, support, and assistance of the Director of Education in meeting the responsibilities as stated in this and other policies; and
- Provide the Director of Education with information to attest to the fact that she/he is meeting her/his responsibilities to the best of her/his ability.

6.2.12. The Director of Education will:

- Hold the Associate Director of Post-Secondary and Continuing Education accountable for the responsibilities as delegated to her/him as stated in this and other policies;
- Provide the Associate Director of Post-Secondary and Continuing Education with advice, support, and assistance in meeting her/his responsibilities as stated in this and other policies; and
- Provide the Associate Director of Post-Secondary and Continuing Education with informal and formal feedback through an established evaluation process as set out in Board policy and an approved administrative framework.

7. Educational and Student Services:

Principles and Directives

7.1. Accountability

7.1.1. The Superintendent of Student Services is directly accountable to the Director of Education, and as such is delegated responsibility by the Director of Education for the management and administration of the AMBE Educational and Student Services.

7.2. Board Expectations & Key Responsibilities

The Superintendent of Student Services will:

7.2.1. *Legal:* Ensure Board approved policies and decisions made by resolution related to her/his areas of responsibility are implemented under the direction of the Director of Education;

7.2.2. *General:* Oversee the management and administration of Educational and Student Services programs and services, including: development and implementation of Educational and *Student Services Annual Plans*; management of Educational and Student Services funding; and maintaining relations with internal and external services and organizations that support Educational and Student Services; and support positive communication with the Akwesasne Community;

7.2.3. *Day-to-Day Operations:* Provide leadership, coordination and supervision for the day-to-day operations of Educational and Student Services programs and services, including: financial monitoring; enabling the effective and efficient operation of administrative services and systems; engaging in the recruitment, selection and hiring of the Service employees; ensuring the regular supervision and evaluation of staff within the service; and maintaining productive community and employee relations;

7.2.4. *Financial Management:* Budget, monitor, and validate financial records related to Educational and Student Services programs and services;

- 7.2.5. *Planning:* Coordinate the development and Implementing of the Educational and Student Services Annual Plans;
- 7.2.6. *Reporting:* Provide the Director of Education and the Board of Trustees with information related to the successes and challenges in her/his areas of responsibility, and provide data and information as required and appropriate to be included in the *Board's Annual Report*;
- 7.2.7. *Internal Relations:* Maintain and strengthen relationships with other members of the management team, community services provided by the Mohawk Council of Akwesasne, and the internal *community (students, parents/guardians, community members, and staff)*;
- 7.2.8. *External Relations and Representation:* Develop and maintain productive relations with Educational and Student Services organizations, and represent the Board as assigned by the Director of Education; and
- 7.2.9. *Other:* Perform all other duties and responsibilities assigned by the Director of Education.

Procedures

- 7.2.10. The Superintendent of Student Services will under the direction of the Director of Education:
 - Manage the day-to-day operations of Educational and Student Services;
 - Assist in the development and implementation of *Administrative Frameworks* required by policy to ensure standards and consistency in administrative practices;
 - Provide the Board of Trustees with any information and/or data required to assist in decision-making related to Educational and Student Services; and
 - Make policy recommendations to Director of Education for consideration by the Board of Trustees.

Roles and Responsibilities

- 7.2.11. The Superintendent of Student Services will:
 - Meet the responsibilities delegated to her/him by the Director of Education, as well as her/his responsibilities identified in this and other policies of the Board to the best of her/his ability;
 - Seek the advice, support, and assistance of the Director of Education in meeting the responsibilities as stated in this and other policies; and
 - Provide the Director of Education with information to attest to the fact that she/he is meeting the responsibilities as stated in this and other policies to the best of her/his ability.
- 7.2.12. The Director of Education will:
 - Hold The Superintendent of Student Services accountable for the responsibilities as stated in this and other policies.
 - Provide The Superintendent of Student Services with advice, support, and assistance in meeting her/his responsibilities as stated in this and other policies; and
 - Provide The Superintendent of Student Services with informal and formal feedback through an established evaluation process as set out in Board policy and an approved administrative framework.

8. Language and Curriculum Services:

Principles and Directives

8.1. Accountability

- 8.1.1. The Superintendent of Language and Curriculum is directly accountable to the Director of Education, and as such is delegated responsibility for the management and administration of the AMBE Kanien'keha Language and Curriculum Services by the Director of Education.

8.2. Board Expectations & Key Responsibilities

The Superintendent of Language and Curriculum will:

- 8.2.1. *Legal:* Ensure Board approved policies and decisions made by resolution related to Kanien'keha Language and Curriculum Services are implemented under the direction of the Director of Education;
- 8.2.2. *General:* Oversee the management and administration of Kanien'keha Language and Curriculum Services programs and services, including: development and implementation of the *Annual Plans* for Kanien'keha language and curriculum; management of Kanien'keha language and curriculum funding; and maintaining relations with internal and external services and organizations that support Kanien'keha Language and Curriculum Services; and support positive communication with the Akwesasne Community;
- 8.2.3. *Day-to-Day Operations:* Provide leadership, coordination and supervision for the day-to-day operations of Kanien'keha language and curriculum programs and services, including: financial monitoring; enabling the effective and efficient operation of administrative services and systems; engaging in the recruitment, selection and hiring of the Service employees; ensuring the regular supervision and evaluation of employees within the service; and maintaining productive community and employee relations;
- 8.2.4. *Financial Management:* Budget, monitor, and validate financial records related to Kanien'keha language and curriculum programs and services;
- 8.2.5. *Planning:* Coordinate the development and Implementing of the *Annual Plans* for Kanien'keha Language and Curriculum Services;
- 8.2.6. *Reporting:* Provide the Director of Education and the Board of Trustees with information related to the successes and challenges in Kanien'keha Language and Curriculum Services, and provide data and information as required and appropriate to be included in the *Board's Annual Report*;
- 8.2.7. *Internal Relations:* Maintain and strengthen relationships with other members of the management team, community services provided by the Mohawk Council of Akwesasne, and the internal *community (students, parents/guardians, community members, and staff)*;
- 8.2.8. *External Relations and Representation:* Develop and maintain productive relations with organizations that can support the development of Kanien'keha Language and Curriculum Services, and represent the Board as assigned by the Director of Education; and
- 8.2.9. *Other:* Perform all other duties and responsibilities assigned by the Director of Education.

Procedures

- 8.2.10. Under the direction of the Director of Education, the Superintendent of Language and Curriculum will:

- Manage the day-to-day operations of Kanien'keha Language and Curriculum Services;
- Assist in the development and implementation of *Administrative Frameworks* required by policy to ensure standards and consistency in administrative practices;
- Provide the Board of Trustees with any information and/or data required to assist in decision-making related to Kanien'keha Language and Curriculum Services; and
- Make policy recommendations to Director of Education for consideration by the Board of Trustees.

Roles and Responsibilities

8.2.11. The Superintendent of Language and Curriculum will:

- Meet the responsibilities delegated to her/him by the Director of Education, as well as her/his responsibilities identified in this and other policies of the Board to the best of her/his ability;
- Seek the advice, support, and assistance of the Director of Education in meeting the responsibilities as stated in this and other policies; and
- Provide the Director of Education with information to attest to the fact that she/he is meeting her/his responsibilities to the best of her/his ability.

8.2.12. The Director of Education will:

- Hold the Superintendent of Language and Curriculum accountable for the responsibilities as delegated to her/him as stated in this and other policies;
- Provide the Superintendent of Language and Curriculum with advice, support, and assistance in meeting her/his responsibilities as stated in this and other policies; and
- Provide the Superintendent of Language and Curriculum with informal and formal feedback through an established evaluation process as set out in Board policy and an approved administrative framework.

9. School Operations:

Principles and Directives

9.1. Accountability

9.1.1. Each Principal is directly accountable to the Director of Education, and as such is delegated responsibility for the management and administration of her/his school operations, programs and services by the Director of Education.

9.2. Board Expectations & Key Responsibilities

Each Principal will:

- 9.2.1. *Legal:* Ensure Board approved policies and decisions made by resolution related school operations are implemented in her/his school under the direction of the Director of Education;
- 9.2.2. *General:* Oversee the management and administration of school operations for her/his school, including: development and implementation of the *School Success Plan*; management of school funding; maintaining positive relationships with school staff, including regular staff meetings to ensure the staff are well informed; maintaining relations with internal and external services and organizations that support school operations; and support positive communication with students, parents/guardians and the Akwesasne Community;

- 9.2.3. *Day-to-Day Operations*: Provide leadership, coordination and supervision for day-to-day school operations, programs and services, including: financial monitoring; enabling the effective and efficient operation of administrative services and systems; engaging in the recruitment, selection and hiring of school employees; ensuring the regular supervision and evaluation of school staff; and maintaining productive student, parent/guardian, staff and community relations;
- 9.2.4. *Financial Management*: Budget, monitor, and validate financial records related to school operations, programs and services;
- 9.2.5. *Planning*: Coordinate the development and implementing of the *School Success Plan*, ensuring the link to the *Ahkwesāhsne Mohawk Board of Education Strategic Plan and Annual Plans*;
- 9.2.6. *Reporting*: Provide the Director of Education and the Board of Trustees with information related to the successes and challenges related to her/his school operations, programs and service, and provide data and information as required and appropriate to be included in the *Board's Annual Report*;
- 9.2.7. *Internal Relations*: Maintain and strengthen relationships with other members of the management team, community services provided by the Mohawk Council of Akwesasne, and the internal *community (students, parents/guardians, community members, and staff)*;
- 9.2.8. *External Relations and Representation*: Develop and maintain productive relations with other schools and organizations that support the school, and represent the Board as assigned by the Director of Education; and
- 9.2.9. *Other*: Perform all other duties and responsibilities assigned by the Director of Education.

Procedures

- 9.2.10. Under the direction of the Director of Education, each Principal will:
 - Manage the day-to-day operations of her/his school;
 - Assist in the development and implementation of *Administrative Frameworks* required by policy to ensure standards and consistency in administrative practices;
 - Provide the Board of Trustees with any information and/or data required to assist in decision-making related to her/his school; and
 - Make policy recommendations to Director of Education for consideration by the Board of Trustees.

Roles and Responsibilities

- 9.2.11. Each Principal will:
 - Meet the responsibilities delegated to her/him by the Director of Education, as well as her/his responsibilities identified in this and other policies of the Board to the best of her/his ability;
 - Seek the advice, support, and assistance of the Director of Education in meeting the responsibilities as stated in this and other policies; and
 - Provide the Director of Education with information to attest to the fact that she/he is meeting her/his responsibilities to the best of her/his ability.
- 9.2.12. The Director of Education will:
 - Hold each Principal accountable for the responsibilities as delegated to her/him as stated in this and other policies;
 - Provide each Principal with advice, support, and assistance in meeting her/his responsibilities as stated in this and other policies; and

- Provide each Principal with informal and formal feedback through an established evaluation process as set out in Board policy and an approved administrative framework.

10. Secondary Student Services:

10.1. Accountability

- 10.1.1. The Secondary Student Services Coordinator is directly accountable to the Director of Education, and as such is delegated responsibility for the coordination of the AMBE Secondary Student Services under the direction of the Director of Education.

10.2. Board Expectations & Key Responsibilities

The Secondary Student Services Coordinator will:

- 10.2.1. *Legal:* Ensure Board approved policies and decisions made by resolution related to Secondary Student Services are implemented under the direction of the Director of Education;
- 10.2.2. *General:* Oversee the management and administration of Secondary Student Services programs and services, including: development and implementation of *Secondary Student Services Annual Plans*; management of Secondary Student Services funding; and maintaining relations with internal and external services and organizations that support Secondary Student Services; and support positive communication with the Akwesasne Community;
- 10.2.3. *Day-to-Day Operations:* Provide leadership, coordination and supervision for the day-to-day operations of Secondary Student Services programs and services, including: financial monitoring; enabling the effective and efficient operation of administrative services and systems; engaging in the recruitment, selection and hiring of the Service employees; ensuring the regular supervision and evaluation of employees within the service; and maintaining productive community and employee relations;
- 10.2.4. *Financial Management:* Budget, monitor, and validate financial records related to Secondary Student Services programs and services;
- 10.2.5. *Planning:* Coordinate the development and Implementing of the *Secondary Student Services Annual Plans*;
- 10.2.6. *Reporting:* Provide the Director of Education and the Board of Trustees with information related to the successes and challenges in Secondary Student Services, and provide data and information as required and appropriate to be included in the *Board's Annual Report*;
- 10.2.7. *Internal Relations:* Maintain and strengthen relationships with other members of the management team, community services provided by the Mohawk Council of Akwesasne, and the internal *community (students, parents/guardians, community members, and staff)*;
- 10.2.8. *External Relations and Representation:* Develop and maintain productive relations with organizations that support Secondary Student Services, particularly with Upper Canada District School Board, and represent the Board as assigned by the Director of Education; and
- 10.2.9. *Other:* Perform all other duties and responsibilities assigned by the Director of Education.

Procedures

- 10.2.10. Under the direction of the Director of Education, the Secondary Student Services Coordinator will:
 - Coordinate the day-to-day activities of Secondary Student Services;

- Assist in the development and implementation of *Administrative Frameworks* required by policy to ensure standards and consistency in administrative practices;
- Provide the Board of Trustees with any information and/or data required to assist in decision-making related to Secondary Student Services; and
- Make policy recommendations to Director of Education for consideration by the Board of Trustees.

Roles and Responsibilities

10.2.11. The Secondary Student Services Coordinator will:

- Meet the responsibilities delegated to her/him by the Director of Education, as well as her/his responsibilities identified in this and other policies of the Board to the best of her/his ability;
- Seek the advice, support, and assistance of the Director of Education in meeting the responsibilities as stated in this and other policies; and
- Provide the Director of Education with information to attest to the fact that she/he is meeting her/his responsibilities to the best of her/his ability.

10.2.12. The Director of Education will:

- Hold the Secondary Student Services Coordinator accountable for the responsibilities as delegated to her/him as stated in this and other policies;
- Provide the Secondary Student Services Coordinator with advice, support, and assistance in meeting her/his responsibilities as stated in this and other policies; and
- Provide the Secondary Student Services Coordinator with informal and formal feedback through an established evaluation process as set out in Board policy and an approved administrative framework.

11. Financial Services:

Principles and Directives

11.1. Accountability

11.1.1. The Superintendent of Financial Services is directly accountable to the Director of Education, and as such is delegated responsibility for the management and administration of the AMBE Financial Services by the Director of Education.

11.2. Board Expectations & Key Responsibilities

The Superintendent of Financial Services will:

- 11.2.1. *Legal:* Ensure the *Mohawk Council of Akwesasne* laws and regulations, *Generally Accepted Accounting Principles (GAAP)*, as well as Board approved policies and decisions made by resolution related to Financial Services are implemented under the direction of the Director of Education;
- 11.2.2. *General:* Oversee the management and administration of Financial Services programs and services, including: development and implementation of *Financial Services Annual Plans*; budgeting, monitoring, verification and reporting on the AMBE finances; and maintaining relations with internal and external services and organizations that support Financial Services; and support positive communication with the Akwesasne Community;
- 11.2.3. *Day-to-Day Operations:* Provide leadership, coordination and supervision for the day-to-day operations of Financial Services programs and services, including: : financial budgeting,

monitoring, verification, and reporting; enabling the effective and efficient operation of administrative services and systems; engaging in the recruitment, selection and hiring of the Service employees; ensuring the regular supervision and evaluation of employees within the service; and maintaining productive community and employee relations;

- 11.2.4. *Financial Management*: Ensure fiscal accountability through rigorous budgeting, monitoring, verification, and reporting related to financial records and systems for all aspects of AMBE operations, programs and services;
- 11.2.5. *Planning*: Coordinate the development and implementing of the *Financial Services Annual Plans*;
- 11.2.6. *Reporting*: Provide the Director of Education and the Board of Trustees with accurate and timely information related to the AMBE financial records, systems and results, and provide data and information as required and appropriate to be included in the *Board's Annual Report*;
- 11.2.7. *Internal Relations*: Maintain and strengthen relationships with other members of the management team, financial and community services provided by the Mohawk Council of Akwesasne, and the internal *community (students, parents/guardians, community members, and staff)*;
- 11.2.8. *External Relations and Representation*: Develop and maintain productive relations with financial organizations and funding providers, and represent the Board as assigned by the Director of Education; and
- 11.2.9. *Other*: Perform all other duties and responsibilities assigned by the Director of Education.

Procedures

- 11.2.10. Under the direction of the Director of Education, the Superintendent of Financial Services will:
 - Manage the day-to-day operations of Financial Services;
 - Develop and implement *Administrative Frameworks* required by policy to ensure standards and consistency in administrative practices with a focus on quality financial management;
 - Provide the Board of Trustees with any information and/or data required to assist in decision-making related to Financial Services and other financial matters; and
 - Make policy recommendations to Director of Education for consideration by the Board of Trustees.

Roles and Responsibilities

- 11.2.11. The Superintendent of Financial Services will:
 - Meet the responsibilities delegated to her/him by the Director of Education, as well as her/his responsibilities identified in this and other policies of the Board to the best of her/his ability;
 - Seek the advice, support, and assistance of the Director of Education in meeting the responsibilities as stated in this and other policies; and
 - Provide the Director of Education with information to attest to the fact that she/he is meeting her/his responsibilities to the best of her/his ability.
- 11.2.12. The Director of Education will:
 - Hold the Superintendent of Financial Services accountable for the responsibilities as delegated to her/him as stated in this and other policies;
 - Provide the Superintendent of Financial Services with advice, support, and assistance in meeting her/his responsibilities as stated in this and other policies; and

- Provide the Superintendent of Financial Services with informal and formal feedback through an established evaluation process as set out in Board policy and an approved administrative framework.

12. Human Resource Services:

Principles and Directives

12.1. Accountability

- 12.1.1. The Human Resources Specialist is directly accountable to the Director of Education, and as such is delegated responsibility for the coordination of AMBE Human Resource Services under the direction of the Director of Education.

12.2. Board Expectations & Key Responsibilities

The Human Resources Specialist will:

- 12.2.1. *Legal:* Ensure the *Mohawk Council of Akwesasne* and Ontario laws and regulations, collective agreements, as well as Board approved policies and decisions made by resolution related to Human Resources Services are implemented under the direction of the Director of Education;
- 12.2.2. *General:* Oversee the management and administration of human resource programs and services, including: development and implementation of *Human Resources Services Annual Plans*; assisting in the management of human resource funding; and maintaining relations with internal and external services and organizations that support Human Resources Services); and support positive communication with the Akwesasne Community;
- 12.2.3. *Day-to-Day Operations:* Provide leadership, coordination and supervision for the day-to-day operations of human resource programs and services, including: implementation of the collective agreements, monitoring of human resource needs across the AMBE; enabling the effective and efficient operation of administrative services and systems; coordinating the recruitment, selection and hiring of employees; supporting the regular supervision and evaluation of AMBE employees; ensuring the regular supervision and evaluation of employees within the service; developing, maintaining, and encouraging productive employee relations; and maintaining productive community relations.
- 12.2.4. *Financial Management:* Budget, monitor, and validate financial records related to human resource programs and services;
- 12.2.5. *Planning:* Coordinate the development and implementing of the *Human Resources Services Annual Plans*;
- 12.2.6. *Reporting:* Provide the Director of Education and the Board of Trustees with accurate and timely information related the successes, challenges and needs associated with AMBE human resource, and provide data and information as required and appropriate to be included in the *Board's Annual Report*;
- 12.2.7. *Internal Relations:* Maintain and strengthen relationships with other members of the management team, AMBE employees, community services provided by the Mohawk Council of Akwesasne, and the internal *community (students, parents/guardians, community members, and staff)*;

12.2.8. *External Relations and Representation*: Develop and maintain productive relations with organizations that can contribute and support to productive human resource programs and services, and represent the Board as assigned by the Director of Education; and

12.2.9. *Other*: Perform all other duties and responsibilities assigned by the Director of Education.

Procedures

12.2.10. Under the direction of the Director of Education, the Human Resources Specialist will:

- Coordinate the day-to-day operations of Human Resources Services;
- Develop and implement *Administrative Frameworks* required by policy to ensure standards and consistency in administrative practices with a focus on quality human resource management;
- Provide the Board of Trustees with any information and/or data required to assist in decision-making related to human resource programs and services; and
- Make policy recommendations to Director of Education for consideration by the Board of Trustees.

Roles and Responsibilities

12.2.11. The Human Resources Specialist will:

- Meet the responsibilities delegated to her/him by the Director of Education, as well as her/his responsibilities stated in law, regulation, collective agreements and Board policy to the best of her/his ability;
- Seek the advice, support, and assistance of the Director of Education in meeting her/his responsibilities; and
- Provide the Director of Education with information to attest to the fact that she/he is meeting her/his responsibilities to the best of her/his ability.

12.2.12. The Director of Education will:

- Hold the Human Resources Specialist accountable for the responsibilities as delegated to her/him as stated in this and other policies;
- Provide the Human Resources Specialist with advice, support, and assistance in meeting her/his responsibilities as stated in this and other policies; and
- Provide the Human Resources Specialist with informal and formal feedback through an established evaluation process as set out in Board policy and an approved administrative framework.

13. Transportation Services:

Principles and Directives

13.1. Accountability

13.1.1. The Transportation Supervisor is directly accountable to the Director of Education, and as such is delegated responsibility for the management and administration of the AMBE Transportation Services by the Director of Education.

13.2. Board Expectations & Key Responsibilities

The Transportation Supervisor will:

- 13.2.1. *Legal:* Ensure *Mohawk Council of Akwesasne* and Ontario transportation laws and regulations, as well as Board approved policies and decisions made by resolution related to Transportation Services are implemented under the direction of the Director of Education;
- 13.2.2. *General:* Coordinate transportation programs and services, including: development and implementation of *Transportation Services Annual Plans*; management of transportation and related funding; and maintaining relations with internal and external services and organizations that support Transportation Services; and support positive communication with AMBE employees and the Akwesasne Community;
- 13.2.3. *Day-to-Day Operations:* Provide leadership, coordination and supervision for the day-to-day operations of transportation programs and services, including: ensuring the safety and security of the AMBE bussing services; financial monitoring; enabling the effective and efficient operation of administrative services and systems; engaging in the recruitment, selection and hiring of the Service employees; ensuring the regular supervision and evaluation of employees within the service; and maintaining productive community and employee relations;
- 13.2.4. *Financial Management:* Budget, monitor, and validate financial records related to transportation programs and services;
- 13.2.5. *Planning:* Coordinate the development and Implementing of the *Transportation Services Annual plans* with a focus on student and public safety;
- 13.2.6. *Reporting:* Provide the Director of Education and the Board of Trustees with information related to the successes and challenges in her/his areas of responsibility, and provide data and information as required and appropriate to be included in the *Board's Annual Report*;
- 13.2.7. *Internal Relations:* Maintain and strengthen relationships with other members of the management team, bus drivers, community services provided by the Mohawk Council of Akwesasne, and the internal *community (students, parents/guardians, community members, and staff)*;
- 13.2.8. *External Relations and Representation:* Develop and maintain productive relations with Transportation Services organizations, and represent the Board as assigned by the Director of Education; and
- 13.2.9. *Other:* Perform all other duties and responsibilities assigned by the Director of Education.

Procedures

- 13.2.10. Under the direction of the Director of Education, the Transportation Supervisor will:
 - Manage the day-to-day operations of Transportation Services with a focus on student and public safety;
 - Assist in the development and implementation of *Administrative Frameworks* required by policy to ensure standards and consistency in administrative practices;
 - Provide the Board of Trustees with any information and/or data required to assist in decision-making related to Transportation Services; and
 - Make policy recommendations to Director of Education for consideration by the Board of Trustees.

Roles and Responsibilities

- 13.2.11. The Transportation Supervisor will:
 - Meet the responsibilities delegated to her/him by the Director of Education, as well as her/his responsibilities identified in this and other policies of the Board to the best of her/his ability;

- Seek the advice, support, and assistance of the Director of Education in meeting the responsibilities as stated in this and other policies; and
- Provide the Director of Education with information to attest to the fact that she/he is meeting her/his responsibilities to the best of her/his ability.

13.2.12. The Director of Education will:

- Hold the Transportation Supervisor accountable for the responsibilities as delegated to her/him as stated in this and other policies;
- Provide the Transportation Supervisor with advice, support, and assistance in meeting her/his responsibilities as stated in this and other policies; and
- Provide the Transportation Supervisor with informal and formal feedback through an established evaluation process as set out in Board policy and an approved administrative framework.

14. Policy Review and Revision

Principles and Directives:

14.1.1. It is important for the policies of the Akwesasne Mohawk Board of Education to remain current and serve the best interest of Akwesasne students and the Akwesasne Community.

14.1.2. The Board of Trustees recognizes that this policy should be reviewed at a minimum of every 5 years and/or when the legal or regulatory requirements of the Mohawk Council of Akwesasne change or the Board must meet new government obligations.

Procedures:

14.1.3. The Board of Trustees will establish a timeline for the regular review of Board policies that requires this policy be reviewed at the minimum 5 years from the date of approval by the Board.

Roles and Responsibilities:

14.1.4. Board of Trustees will:

- Establish a timeline for the regular review of this policy and ensure that it is respected; and
- Ensure that this policy is reviewed at a minimum every 5 years from the date of approval, or when the legal or regulatory requirements of the Mohawk Council of Akwesasne change or the Board must meet new government obligations.

14.1.5. The Director of Education will:

- Initiate a review of this policy at a minimum every 5 years from the date of approval, or when the legal or regulatory requirements of the Mohawk Council of Akwesasne change or the Board must meet new government obligations.

Annex A: Organizational Chart

Ahkwesāhsne Mohawk Board of Education

Organizational Chart

