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CBB/AFA

SECRETARY-TREASURER / CHIEF FINANCIAL OFFICER PERFORMANCE ASSESSMENT GUIDE

This evaluation tool allows the Board to evaluate Secretary-Treasurer/Chief Financial Officer (CFO) performance by considering professional competency in the areas of Secretary-Treasurer/CFO – Board Relations, Fiscal Accountability Organizational Management, Leadership Practices in Managing the Financial Business of the Division, Communication and Community Relations, Strategic Planning and Reporting and Policy and Administrative Procedures.

The Secretary-Treasurer/CFO is evaluated on each of the seven Performance Expectations identified below (may be selective, other than for the first evaluation). Following each Performance Expectation are several customizable 'Quality Indicators' that individual Board members and the Board may consider in their assessment of the overall performance in each Role Expectation.

In utilizing this evaluation instrument, it is the intention of the Board to work collaboratively with the Secretary-Treasurer/CFO to develop annual goals that may be associated with immediate and longer-term Division improvement initiatives.

1. SECRETARY-TREASURER/CFO -BOARD RELATIONS

a) Role Expectations:

- i. Establish and maintain positive, professional working relationships with the Board.
- ii. Respect and honour the roles and responsibilities of the Board and facilitate the effective implementation of those roles and responsibilities.
- iii. Provides the information the Board requires to effectively perform its role including the provision of regular fiscal accountability reports.
- iv. Organizes the appointment of a Senior Election Official for Trustee elections.
- v. Ensure the Finance/Facilities Committee and Retirement Plan Committee have a comprehensive committee agenda with supporting documentation and administrative recommendations.
- vi. Ensure that an external audit on the Division financial statements and internal records is conducted annually with a formal report provided to the Board.
- vii. Provide financial advice, information and analysis that is accurate and timely.
- viii. Conduct new Trustee Orientation sessions for financial policies and PD sessions at Finance /Facilities meetings as requested by the Board.

b) Quality Indicators relative to Secretary-Treasurer/CFO Board Relations:

- i. Implements Board decisions with integrity in a timely fashion.
- ii. Interacts with the Board in an open, honest, proactive and professional manner.



- iii. In areas of assigned responsibility ensures matters are placed in agendas for Board approval in a timely manner and in such instances provides the Board with balanced, sufficient, concise information and clear recommendations.
- iv. Ensures the Secretary-Treasurer/CFO Report at Board Meetings is provided and all deliverables are met including the need for Special Board Meetings if required to do so.
- v. Keeps the Board informed on sensitive issues within areas of assigned responsibility in a timely manner.

2. FISCAL ACCOUNTABILITY

a) Role Expectations:

- i. Direct, Manage and Co-ordinate the financial business of the Division
- ii. Ensure the Division operates in a fiscally responsible manner including adherence to recognized accounting procedures.
- iii. Ensure Board assignments, Ministry requirements and other regulatory body requirements are complied with in a timely and effective manner.
- iv. Ensure that the annual operating and capital budget processes and other financial planning activities are consistent with Board direction and comply with applicable statutes, and Ministry mandates.
- v. Coordinate the annual Division operating and capital budgeting processes including communicating the budget timetable and instructions to Division staff, ensuring appropriate budget documentation from departments, analyzing departmental budget submissions, compiling the total Division budget, and preparing budget summary reports for use by the Division management team and the Board in its budget related decision-making.
- vi. Provide leadership and exercise overall responsibility for implementing capital projects approved by the Board.
- vii. Work effectively with the Ministry to the advantage of the Division in regard to capital funding.
- viii. Develop recommended short- and long-term capital plans to address the requirement for new facilities, renovations and up grading of facilities.
- ix. Completes Provincial FRAME Budget and Financial Statements for submission to the Province of Manitoba.
- x. Holds the Principals, Managers and Supervisors accountable for their annual budgets and financial operations of the schools departments. Conducts orientation and training sessions for Principals and School staff as required

b) Quality Indicators relative to Fiscal Accountability:

- i. Ensures accounting principles are being followed.
- ii. Adequate internal financial controls exist and are being followed.
- iii. All collective agreements and contracts are being administered and interpreted so staff and contracted personnel are being paid appropriately and appropriate deductions are being made.
- iv. Internal audits of school-based funds are conducted in a timely manner.
- v. Provides the Board with quarterly fiscal accountability reports in a format



acceptable to the Board including variances, projections, accumulated surpluses, and fiscal issues.

- vi. Reviews expenditures to ensure continuous improvement in terms of value for money.
- vii. Any deficiencies identified in the audit report and management letter are remediated in a timely manner and a follow up report that documents the status of deficiencies and remediation efforts is provided to the Board.
- viii. The Board is informed immediately regarding any litigation brought by or against the Division.

3. ORGANIZATIONAL MANAGEMENT

a) Role Expectations:

- i. Demonstrate effective organizational skills resulting in Division compliance with all legal, Ministerial and Board mandates and timelines including: ensuring the custody of leases, agreements, contracts, insurance policies, and other corporate documents.
- ii. Ensure compliance with all Workplace, Health and Safety requirements within areas of assigned responsibilities.

b) Quality Indicators relative to Organizational Management:

- i. The Division is in compliance with Ministerial and Board mandates and timelines.
- ii. The Division is in compliance with Workplace, Health and Safety requirements within areas of assigned responsibilities.

4. LEADERSHIP PRACTICES IN MANAGING THE FINANCIAL BUSINESS OF THE DIVISION

a) Role Expectations:

- i. Practice leadership in a manner that is viewed positively and has the support of those supervised in carrying out the directives of the Board.
- ii. Work effectively with all Division staff to develop and maintain a positive productive work environment in the Division.
- iii. Work effectively in the Division's dual authority structure so a shared leadership and team approach is evident in the ongoing operations of the Division.
- iv. Work in collaboration with the Superintendent to provide diverse educational programs that reflect the community needs within a fiscally balanced model.
- v. The Education and Finance areas exhibit collaboration and synergy to provide a quality educational system for the students, staff, and community.
- vi. Develop positive working relationships with other members of Division senior management and employee groups.
- vii. Develop effective and productive relationships with all agencies, organizations and institutions with common interests with the Division including municipal and regional officials, auditors, bankers, ministries of the



provincial government and other school divisions.

b) Quality Indicators relative to Leadership Practices:

- i. Provides clear direction to those within areas of assigned responsibility.
- ii. Provides effective leadership.
- iii. Establishes and maintains positive, professional working relationships with Staff.
- iv. Unites people toward achieving Division/department goals.
- v. Is trusted by staff.
- vi. Effectively solves problems.

5. COMMUNICATIONS AND COMMUNITY RELATIONS

a) Role Expectations:

- a. Take appropriate actions to ensure positive external and internal communications are developed and maintained within areas of assigned responsibility.

b) Quality Indicators relative to Communications and Community Relations:

- i. Represents the Division in a positive, professional manner which maintains or enhances the public image of the Division.
- ii. Manages conflict effectively.
- iii. Interacts with the Ministry of Education officials in a productive manner resulting in a positive professional working relationship between the Division and the Ministry.
- iv. Develops and maintains positive and effective relations with provincial and regional government departments and agencies.

6. STRATEGIC PLANNING AND REPORTING

a) Role Expectations:

- i. Ensure the budget to support strategic priorities is developed in accordance with a timeline which ensures the Board's ability to provide informed decision making.

b) Quality Indicators relative to Strategic Planning and Reporting:

- i. In areas of assigned responsibility ensure performance indicators approved by the Board are achieved.
- ii. Ensure strategic priorities approved by the Board are addressed within the Board approved budget.

7. POLICY AND ADMINISTRATIVE PROCEDURES

a) Role Expectations:



- i. Provide guidance, recommendations and support in the planning, development, implementation, evaluation and revision of policies and administrative procedures.
- b) Quality Indicators relative to Policy and Administrative Procedures:
 - i. Appropriately involves individuals and groups in the administrative procedures and policy development and review processes.
 - ii. Ensures system adherence to policies and administrative procedures within areas of assigned responsibilities.
 - iii. Demonstrates a knowledge of and respect for the Board's responsibility and role in policy processes.