

# 920812

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## **Evaluation of the Secretary-Treasurer/Chief Financial Officer**

### **1. Purpose**

The primary purpose of the evaluation process will be to effect improvements in the operation of the School Division.

### **2. Goals**

- a) To develop a shared understanding of the roles, responsibilities and accountabilities of the Board and the Secretary-Treasurer/Chief Financial Officer (CFO).
- b) To identify opportunities, challenges and strategic priorities among the responsibilities agreed to by the Board and the Secretary-Treasurer/CFO.
- c) To facilitate harmonious working relationships between the Board and the Secretary-Treasurer/CFO; and correspondingly between the Secretary-Treasurer/CFO and the School Division staff.
- d) To provide performance feedback, recognize accomplishments, and identify areas for growth.
- e) To achieve desired results and ensure that students receive an education of the highest quality.

### **3. General Guidelines**

In accordance with the Division's dual authority model, the Secretary-Treasurer/CFO reports directly to the Board. The Performance Assessment Guide in the exhibit (AFA-E/CBB-E) that accompanies this policy is intended to clarify for the Secretary-Treasurer/CFO the performance expectations held by the Board. This guide is also intended to be used by the Board to evaluate the performance of the Secretary-Treasurer/CFO in regard to each job expectation. The Board will review the evidence provided and will determine whether, or to what extent, the quality indicators have been achieved.

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The following list shall constitute the areas of focus for the Evaluation:

- a) Secretary-Treasurer/CFO – Board Relations
- b) Fiscal accountability
- c) Organizational Management
- d) Leadership Practices in Managing the Financial Business of the Division
- e) Communication and Community Relations
- f) Strategic Planning and Reporting
- g) Policy and Administrative Procedures

**4. Evaluation Process**

Provides for accountability, growth, and the strengthening of the relationship between the Board and the Secretary-Treasurer/CFO. The written evaluation report shall affirm specific accomplishments and identify growth areas where applicable. Some growth goals may address areas of weakness while others will identify areas where greater emphasis is required due to changes in the Division’s environment.

- a) Provides for an annual written evaluation of the Secretary-Treasurer/CFO’s performance.
- b) Recognizes that the Secretary-Treasurer/CFO is also held accountable for work performed primarily by staff who report to the Secretary-Treasurer/CFO.
- c) Emphasizes the need for and requires the use of evidence for evaluation purposes. Evaluations are most helpful when the evaluator provides concrete evidence of strengths and/or weaknesses. The Performance Assessment Guide identifies quality indicators (QI), which describe expectations in regard to each assigned role expectation (RE).
- d) Is aligned with and based upon the Secretary-Treasurer/CFO’s roles and responsibilities.
- e) Is aligned with the Division’s Strategic Plan and the key results contained therein.
- f) Sets out standards of performance. The quality indicators (QI) in the Performance Assessment Guide set out initial standards. When growth goals are identified, additional standards will need to be set to provide clarity of expectations and a means of assessing performance.
- g) Is also a performance-based assessment system. Such an evaluation focuses on improvement over time. The second and subsequent

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evaluations include an assessment of the Secretary-Treasurer/CFO's success in addressing growth areas identified in the previous evaluation.

- h) Uses multiple data sources.
- i) Elicits evidence to support subjective assessments.
- j) Ensures Board feedback is provided regularly. Such feedback normally will be provided annually and will focus on areas over which the Secretary-Treasurer/CFO has authority.

The Board and the Secretary-Treasurer/CFO will be present during the evaluation session. The Secretary- Treasurer/CFO will ensure the Board has full information and may choose to enter into discussion to ensure the evidence provided has been understood. The Secretary-Treasurer/CFO will only be absent from the room just prior to the evaluation and for the period when the Board constructs the conclusion section. The evidence examined will be in the form of internal reports or external reports. An external report is one from an external source such as an auditor. An internal report is one that comes through the Secretary-Treasurer/CFO. The Board will review the evidence provided and determine whether, or to what extent, the quality indicators have been achieved. In addition, the Board will supplement the evidence with agreed-upon direct Board observations. For example, this would be most evident in the section Secretary-Treasurer/Board Relations. A written evaluation report will document:

- a) The evaluation process;
- b) Evaluation context;
- c) Assessments relative to the criteria (quality indicators) noted in Exhibit CBB-E/AFA-E;
- d) An examination of progress made relative to any growth goals or redirections identified in the previous year's evaluation;
- e) Identification of any growth goals if deemed appropriate for the coming year; and
- f) A "conclusion" section, followed by appropriate signatures and dates.

The assessments contained in the evaluation report will reflect only the corporate Board position. This report will be approved by Board motion. The actual report is a confidential document. A copy signed by the Board will be provided to the Secretary-Treasurer/CFO and a second signed copy will be placed in the Secretary-Treasurer/CFO's personnel file held by the Division.

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## 5. Evaluation Criteria

The criteria for the first evaluation will be those set out in the Performance Assessment Guide. In subsequent evaluations, the criteria will be those defined by the Performance Assessment Guide as listed or revised after each evaluation, plus any growth goals provided by the Board in previous written evaluation report(s). Such growth goals may be areas requiring remediation or actions which must be taken to address trends, issues, or external realities. For the Role Expectation “Leadership Practices”, leadership practices will normally be assessed once in a Board term of office as determined by the Board.

## 6. Timelines for Evaluations

Evaluations will be conducted annually.

### Reference:

[Leading Together: A Resource Guide for School Boards, Superintendent and Secretary-Treasurers \(2015\)](#) - A resource document developed by the Manitoba Association of School Superintendents, Manitoba Association of School Business Officials and Manitoba School Board Association.

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