SITE BASED DECISION-MAKING

Belief

The Division believes in shared leadership and understands that making unilateral decisions is inconsistent with the principles of participatory democracy, which is an integral part of site based decision-making (SBDM).

Guidelines

1. The best interest of the student is the primary consideration in any decision-making process.

2. Site based decision-making is a process of determining the optimal balance between local and central control of division and site operations according to the principle that those closest to the situation and most affected by a decision, are best positioned to receive resources and authority to resolve issues and to be accountable for the outcomes.

3. Site based decision-making is about achieving collaborative work and learning environments in which those closest to the situation work together, without hierarchical status, to identify and answer the critical questions of how to work and learn more effectively, and be responsive to local needs.

4. Site based decision-making arrives at a better decision and builds ownership of the decision.

5. Effective shared decision-making in a site based decision-making environment only happens when there is an effective team. Effective teams exist when there is an open and honest relationship built on a foundation of trust, respect and integrity.

6. The Division is accountable to the public for the results sites achieve.

Procedures

7. Major decisions should be made collaboratively and consensus achieved when appropriate and possible. There may be a few occasions when Division administrators who have assigned roles and responsibilities may have the final authority to make a decision and be accountable for the results.

8. In the Division’s site based decision-making environment there will be a combination of centralized and decentralized decision-making designed for maximum efficiency and effectiveness.
9. When possible, the majority of the Division’s funding will be allocated equitably through the *Funding Distribution Model* to sites along with the corresponding decision-making authority, responsibility and accountability.

10. Principals shall involve students, staff, the school council, parents and the community, where practical, in site based decisions on programs, instructional services, extra-curricular activities and the allocation of funds to support them.

11. The associate superintendents and directors shall involve students, staff, parents and the community, where practical, in site based decisions respecting the programming and services for which they are responsible.

12. The Division recognizes that, subject to Board policy and administrative procedures, principals, associate superintendents and directors shall have the final authority to make decisions and be accountable for results in respect to their designated sphere of operation.

13. Associate superintendents, directors and principals are responsible to the Superintendent for the operation of sites and departments, and for the processes that are used to make decisions. Consultation, collaboration and other participative processes that appropriately involve students, staff, parents, the school council and the community shall be developed and used.

14. It is recognized that decision-making processes will fall on a continuum ranging from little to no involvement, to having a substantial voice in the decision, depending on the specific nature of the decision to be reached.

Reference:  
Section 20, 22, 60, 61, 113, School Act  
School-Based Decision-Making Policy 1.8.2  