



# Policy Manual

Updated May 4, 2026

208-1118 Homer Street  
Vancouver, BC V6B 6L5  
(604) 687-0590



[bcssa.org](http://bcssa.org)





## Contents

Introduction .....	4
Board Policy 1 - Reimbursement of Expenses .....	5
Board Policy 2 - Legal Assistance .....	6
Guidelines .....	6
Board Policy 3 - Code of Conduct .....	8
Board Policy 4 - Guidelines of Alcohol .....	10
Board Policy 5 - Investment of Funds .....	11
Board Policy 6 - Sponsorship, Vendor, & Exhibitor Engagement.....	12
Board Policy 7 - Commitment to Diversity, Equity and Inclusion .....	14
Guiding Principle.....	14
Scope .....	14
Policy Statement.....	14
Responsibilities .....	15
1. Dignity and Respect .....	15
2. Equity as a Foundational Responsibility .....	15
3. Leadership for Justice and Belonging.....	15
4. Commitment to Indigenous Peoples.....	15
5. Shared Responsibility .....	15
Board Policy 8 – Chief Executive Officer Operational Management and Leadership.....	16
Guiding Principle.....	16
Policy Statement.....	16
Performance Responsibilities .....	16
1. Governance and Board Support.....	16
2. Operations and Fiscal Management .....	16
3. Human Resources .....	16
4. Member Services and Professional Learning .....	17
5. Communications and Advocacy.....	17
6. External Relations .....	17
7. General .....	17
Board Policy 9 - External Representation and Advocacy.....	18
Guiding Principles.....	18



Scope .....	18
Authority .....	19
Review and Evaluation.....	19
Administrative Procedure 101 - Reimbursement of Expenses .....	20
Meals.....	20
Travel.....	20
Accommodation .....	21
Other Expenses .....	21
Administrative Procedure 102 - Legal Assistance.....	22
Routing of Requests .....	22
Step 1: Chief Executive Officer.....	22
Step 2: CEO Approval Process .....	22
Step 3: BCSSA Board of Directors Approval.....	22
Procedures for the Allocation of Assistance to Members in Conflict .....	23
Administrative Procedure 103 - Code of Conduct .....	24
Background .....	24
Process .....	24
Decision Flowchart.....	26
Administrative Procedure 104 - Guidelines for Alcohol.....	27
Administrative Procedure 109– External Representation and Advocacy .....	28
Purpose .....	28
Application .....	28
Procedures.....	28
1. Authority.....	28
3. Boundaries.....	28
4. Reporting.....	29
Interpretation.....	29



# BC School Superintendents Association Policy Manual

---

## Introduction

The British Columbia School Superintendents Association (BCSSA) operates under Bylaws that govern all aspects of the Association. These Bylaws clearly define the roles, rights, and obligations of members, as well as the responsibilities of the Board of Directors and the Chief Executive Officer (CEO), who is appointed by the Board through resolution.

The following Board Policies have been developed to highlight and support the governance work of the Board of Directors. In addition to clearly defining the role of the Board, the role of the CEO, and the delegation of authority from the Board to the CEO, these policies:

- establish foundational statements that guide and direct the work of the Association;
- provide direction on how the Board is to function and how individual members are to conduct themselves;
- define parameters for the management of Association finances;
- outline services and supports available to members; and
- identify specific matters the Board has chosen to delegate to the CEO, as well as those matters that remain non-delegable, such as policymaking.

Board Policies are supplemented by Administrative Procedures, which serve as the primary written documents through which the CEO provides operational direction to staff and members. The development of two separate and distinct documents—Board Policies and Administrative Procedures—is intentional. This reinforces the distinction between the Board’s responsibility to govern and the CEO’s responsibility to administer. All policies and administrative procedures must be consistent and aligned.

The BCSSA gratefully acknowledges the work of current and past Board Members and Executive Directors in developing these policies and procedures. Their contributions continue to strengthen the Association’s capacity to serve its members and fulfill its mission.



## Board Policy 1 - Reimbursement of Expenses

The BCSSA Board of Directors seeks to balance the desire to have BCSSA members fully participate in BCSSA opportunities such as BCSSA Board of Directors, committees and working groups with prudent financial management of BCSSA funds.

As such, the reimbursement of expenses for the participation in BCSSA convened Board meetings, committees or working groups will be available for BCSSA members when the gathering is a Board approved stand-alone in-person meeting. A stand-alone meeting is defined as a meeting that does not occur in relation to BCSSA's annual three large group gathering events.

BCSSA members submit for the reasonable reimbursement of expenses on the BCSSA reimbursement form with appropriate receipts.

When a BCSSA member represents the Association with a Ministry and/or Partner Group Committee or Working Group, BCSSA is not responsible for the reimbursement of expenses that may occur resulting from their participation.



## Board Policy 2 - Legal Assistance

### Background

---

One of the goals of the BCSSA is to provide support to its members. Member support includes but is not limited to mentorship, professional learning, counselling, and legal assistance. BCSSA members may be subject to disputes, concerns, or formal complaints regarding professional misconduct or professional incompetence. The BCSSA will make provisions to afford advice, assistance, and legal protection to members in their professional duties and relationships.

Legal assistance and support to active members is provided through a tiered approach. This support begins with a consultation with the Chief Executive Officer (CEO) and may lead to a referral to a legal firm for assistance if deemed necessary. Legal costs incurred prior to contacting the CEO shall be the responsibility of the individual member.

### Guidelines

#### ***1. Areas Where Legal Assistance May Be Approved***

Legal assistance shall be restricted to providing advice, assistance, and legal protection to members in their professional duties and relationships. Without restricting the generality of the foregoing, the following areas are identified as examples:

- (a) dismissal;
- (b) Board of Education – BCSSA member dispute (other than dismissal); or,
- (c) legal action to secure benefits claimable under employee benefit plans (where the member's employment contract does not already provide for support for such actions).

#### ***2. Areas Where Legal Assistance Shall Not Be Approved***

In the following situations, the BCSSA Executive Board shall not approve financial support:

- (a) when the member is under criminal investigation;
- (b) when the member is convicted of or has admitted to a criminal offence; or,
- (c) other – as determined by the President and Vice President (if either is in conflict, the Treasurer will make the determination).



### ***3. Nature of Support***

The following types of assistance can be provided:

- (a) dispute resolution through mediation and/or other forms of intervention;
- (b) legal opinion – written or verbal;
- (c) case preparation; and,
- (d) case litigation – lawsuit, arbitration.

Last revised April 12, 2024



## Board Policy 3 - Code of Conduct

### Introduction

---

Members of the BCSSA have the privilege of shaping and influencing the direction of education in the province. This influence comes in many forms as leaders work within and beyond their district in their formal role and when participating in opportunities to represent the voice of the BCSSA in committees or at meetings. There are many people who volunteer to support the work of the BCSSA including the Board of Directors, committees and working groups, and the numerous members who step forward to become involved in a range of opportunities. This document is intended to support these important collaborative efforts within and outside the Association, and to ensure that BCSSA members, both active members and associate members, are role models who serve to represent senior educational leaders. The BCSSA Code of Conduct articulates the qualities, attributes, and behaviours that we see from members every day as they serve public education in our province.

Members of the BC School Superintendents Association honour our core values of equity, compassion, stewardship, and curiosity. They conduct themselves in a manner that models how we:

#### ***Hold Positions of Privilege and Trust***

BCSSA members have a privileged position of power and trust and are responsible for the physical and emotional safety of all with whom they work and serve. District leaders respect and value the diversity in their classrooms, schools, and communities, inclusive of First Nations, Inuit and Métis, and other worldviews.

#### ***Respect Confidentiality and Privacy***

District leaders understand the importance of confidentiality and protect privacy. They demonstrate sensitivity and political astuteness including the need to carefully guard and enhance the trust given to individuals and the Association.

#### ***Act with Integrity and Professionalism***

District leaders are role models and are held to a higher standard and are accountable for their conduct as they represent not only the Association, but the profession. The provincial Professional Standards for Educators are the foundation upon which our profession begins, and system leaders should be models that extend these ethical and behavioural standards.

BCSSA members act ethically and maintain the integrity, credibility, and reputation of the profession. In written, verbal, and non-verbal communications, they demonstrate support, trust, and respect for their colleagues and the profession. Regularly called upon to represent a leadership voice, we also create safe and brave spaces where there is room for the voices of all.

#### ***Model and Develop Cultural Acumen***

Members continually nurture and grow their capacity for intercultural understanding, empathy, and mutual respect. In their work, they cultivate the values, beliefs, and knowledge of Canada's democratic and inclusive society.



### ***Demonstrate Lifelong Learning and Leading***

BCSSA members engage in professional learning and reflective practice to support their professional growth. They continually develop and refine personal philosophies of leadership, education, teaching and learning and they are guided by research, and practice.

District leaders contribute towards truth, reconciliation, and healing. In their daily work, they foster a deeper understanding of ways of knowing and being, histories, and cultures of First Nations, Inuit, and Métis.

### ***Lead for Equity and Inclusion***

As holders of positions of power and trust, system leaders must continually critically examine their own biases, attitudes, beliefs, values and practices and they work to facilitate change and to identify and remove barriers that discriminate and marginalize.

### ***Honour the Profession***

BCSSA members not only contribute to, but also honour the profession.

Across the province, members contribute their expertise in a variety of ways, and contribute to a culture of collegiality and collaboration where they celebrate and champion the expertise of people across the enormous diversity of our province.

Last revised April 12, 2024



## Board Policy 4 - Guidelines of Alcohol

The British Columbia School Superintendents Association recognizes that there are times when alcohol may be served at specific functions such as conferences, regional meetings, special events and celebrations, joint meetings with partner groups and outside agencies, and other such activities. While BCSSA is a non-profit society and therefore not subject to the same policies and procedures that may exist in school districts, as senior educational leaders within the province, the BCSSA recognizes the need to model responsible and ethical practice in terms of hosting events where alcohol is served and providing funds to support the purchase of alcohol.

Last revised July 24, 2019



## Board Policy 5 - Investment of Funds

### Philosophy

---

The BCSSA Board of Directors recognizes that the timing of cash flows from the Ministry of Education and Child Care, as well as the maintenance of reserves, may generate excess cash balances.

The BCSSA Board of Directors believes that where cash is available for investment, it should be invested in minimal risk financial instruments to generate investment revenue for the benefit of the Association.

### Authority

- 1.1. Under the authority of the Board of Directors, and pursuant to Board Bylaws 10.6, 10.7 and 10.8, the Chief Executive Officer is responsible for cash management and is hereby authorized to invest available cash with the primary objective being to preserve capital, while a secondary objective is to generate investment revenue.
- 1.2. Investments may be made in interest-bearing accounts, investment securities or discounted instruments that are issued or guaranteed by the Federal, Provincial or British Columbia Municipal governments, Canadian chartered banks, trust companies, credit unions or through a pooled investment facility of the Municipal Finance Authority of British Columbia.
- 1.3. BCSSA financial investments must be consistent with those of a prudent individual investing at a low risk tolerance level.
- 1.4. The investment portfolio will be flexible enough to maintain periodic withdrawals as required.
- 1.5. Securities in bearer form must be lodged with the bank or investment dealer concerned and at no time to be in the custody or risk of the Board.
- 1.6. Investments may be authorized by the Chief Executive Officer and any two of the following: the President, Vice President, or Treasurer.

Last revised October 6, 2023



## Board Policy 6 - Sponsorship, Vendor, & Exhibitor Engagement

### Background

---

One of the purposes of the BCSSA is to improve the teaching profession and its leadership through professional practice and involve appropriate educational partners or stakeholders in its processes. Given this role, the Association naturally attracts vendors and service providers seeking affiliation and access to its membership. Therefore, the Association must place conditions, restrictions, and expectations upon how the solicitation of products and services will be addressed.

### *Guiding Principles*

1. Responsibility for educational programs and goods and services related to them is the authority of provincial school districts. The evaluation and endorsement of these goods and services remain the sole responsibility of each local school district.
2. The BCSSA expects the ongoing adherence of Canada's anti-spam legislation laws by would-be vendors and prohibits the distribution of unsolicited commercial messages.
3. The BCSSA maintains its integrity by ensuring all sponsorship and vendor interactions support professional learning, avoid conflict of interest, and upholds transparency.

### *Regulations*

1. The BCSSA shall annually determine vendor and exhibitor opportunities for conferences.
2. Vendors and exhibitors will receive promotional opportunities that complement the levels of sponsorship that have been established.
3. Receiving the opportunity to be a vendor and exhibitor at a BCSSA conference is dependent upon the vendor or exhibitor paying the rate that has been assigned for the sponsorship level desired.
4. Sponsors shall adhere to the conditions that have been established for enrolling in a level of sponsorship.
5. Sponsors may only offer presentations at BCSSA conferences if the session is led primarily by school authorities who utilize the sponsor's products or services. All such sessions must align with professional practice standards and are subject to review by the conference planning committee. The committee may grant exceptions where a presentation enhances members' awareness of emerging developments in education, provided the session focuses on building leadership capacity to support student learning and presents no conflict of interest.



6. When possible, BCSSA members who are already utilizing a resource provided by the vendor will need to facilitate or introduce the presentation provided. Such action does not imply endorsement of the product or its content by the Board.
7. No sponsor or vendor presentation will represent the position of the BCSSA as an organization or shall require those who participate within the presentation to endorse or further apply within professional practice the information provided by the vendor.
8. Vendors can advertise their products and services through the BCSSA Brief published bi-weekly and all other applicable or relevant social media and marketing channels.
9. Sponsors will be granted access to a mailing list of event attendees, provided that the privacy and consent of the individuals are strictly adhered to in alignment with applicable privacy laws and regulations.
10. Sponsors may purchase the opportunity to host a virtual learning session, subject to review by the Membership Services Committee, CEO, and Membership Coordinator to ensure alignment with BCSSA's mission, values, and guidelines. A maximum of three sponsor-hosted virtual sessions will be permitted annually.
11. Sponsors can acquire the rights to include their branded items in event grab bags, based on the sponsor level they obtain.
12. Sponsors and exhibitors are invited to showcase a diverse range of services and products that align with conference themes and support both the professional and personal development of BCSSA members.
13. Sponsors are encouraged and invited to engage in networking opportunities with members, as facilitated by the association.
14. Sponsors may purchase a level of sponsorship that allocates a segment of the agenda on a preconference day to host or facilitate an activity or mini-event for attendees, which will be coordinated, vetted, and presented by BCSSA staff to the Professional Learning Committee for approval.



## Board Policy 7 - Commitment to Diversity, Equity and Inclusion

### Background

---

The BC School Superintendents Association recognizes that issues of equity, inclusion, racism, and Truth and Reconciliation are complex and evolving. The Association affirms that educational leaders have a responsibility to foster environments that honour dignity, embrace diversity, and advance reconciliation with Indigenous Peoples. This policy provides a clear foundation for members to rely on in their leadership practice, ensuring that BCSSA's commitments are consistently expressed through governance, operations, and service to members.

### Guiding Principle

The BC School Superintendents Association upholds diversity, equity, inclusion, anti-racism, and Truth and Reconciliation as core commitments. These principles guide members' leadership and the work of the Association, ensuring educational environments that are safe, respectful, supportive and where all individuals can thrive with dignity and belonging.

### Scope

This policy applies to all BCSSA governance, operations, programs, and services, and guides members in their leadership roles with students, staff, Rightsholders, and communities throughout British Columbia.

### Policy Statement

The BCSSA affirms that all individuals are equal in dignity and rights. The Association commits to:

- Advancing equity by identifying and addressing systemic barriers.
- Ensuring that no person is discriminated against based on ancestry, country of origin, ethnicity, cultural background, age, sexual orientation, gender identity or expression, physical or intellectual ability, or any other personal characteristic.
- Upholding the rights of Indigenous Peoples as affirmed in the Declaration on the Rights of Indigenous Peoples Act (DRIPA) and responding to the Truth and Reconciliation Commission of Canada's Calls to Action relevant to education.
- Supporting leadership practices that promote safe, inclusive, and equitable learning and working environments



## **Responsibilities**

### **1. Dignity and Respect**

- 1.1 Ensure inclusion of all members, students, and communities in the Association's work.
- 1.2 Prevent and respond to discrimination and harassment in all Association operations.

### **2. Equity as a Foundational Responsibility**

- 2.1 Identify and address systemic barriers, biases, and oppression.
- 2.2 Promote ongoing professional learning in equity, anti-racism, accessibility, inclusion and reconciliation.
- 2.3 Align policies, practices, and leadership with the Association's Code of Conduct and the Ministry of Education and Child Care's commitments to equity and inclusion.

### **3. Leadership for Justice and Belonging**

- 3.1 Model culturally responsive, inclusive, and courageous leadership.
- 3.2 Take all complaints of discrimination or harassment seriously and ensure they are resolved effectively.
- 3.3 Promote practices that ensure the voices of diverse students, staff, families, and Rightsholders are heard and valued.

### **4. Commitment to Indigenous Peoples**

- 4.1 Honour the central role of First Nations Rightsholders in shaping educational environments.
- 4.2 Ensure Indigenous voices are respected in decision-making processes.
- 4.3 Embed reconciliation as a shared responsibility across all BCSSA leadership work.

### **5. Shared Responsibility**

- 5.1 Foster diversity, equity, and inclusion as a collective responsibility of all members.
- 5.2 Encourage empathy, active listening, and continuous learning.
- 5.3 Challenge inequity in all its forms and celebrate growth and accomplishments toward inclusion.



## Board Policy 8 – Chief Executive Officer Operational Management and Leadership

### Background

---

To define the Chief Executive Officer's operational management and leadership responsibilities in support of the Board's governance and the Association's strategic priorities.

### Guiding Principle

This policy applies to the Chief Executive Officer of the BCSSA and guides accountability to the Board of Directors.

### Policy Statement

The Chief Executive Officer is responsible for ensuring the effective management of the Association's operations, finances, human resources, member services, communications, and external relations, in alignment with the Board's direction and policies.

### Performance Responsibilities

#### 1. Governance and Board Support

- 1.1. Attending and supporting meetings of the Board and its committees.
- 1.2. Preparing agendas, reports, and meeting records.
- 1.3. Supporting the Board in achieving strategic priorities.
- 1.4. Recommending policy development and revisions.
- 1.5. Reporting on matters arising from liaison with external partners and government.

#### 2. Operations and Fiscal Management

- 2.1. Managing records and information systems.
- 2.2. Overseeing fiscal management, including investments and funds.
- 2.3. Preparing the preliminary budget for Board review.
- 2.4. Overseeing membership records, fee collection, and directory.
- 2.5. Establishing administrative procedures to support operations.

#### 3. Human Resources

- 3.1. Recruiting, supervising, and evaluating consultants.
- 3.2. Hiring and evaluating staff within CEO authority.



#### **4. Member Services and Professional Learning**

- 4.1 Supporting the work of the Membership Services and Professional Learning Committees.
- 4.2 Advising members on contracts, benefits, and legislation.
- 4.3 Supporting members during contract termination proceedings, within Board-approved limits.

#### **5 Communications and Advocacy**

- 5.1 Overseeing internal and external communications.
- 5.2 Building collaborative relationships with stakeholders.
- 5.3 Advocating for school system leadership in the province.

#### **6. External Relations**

- 6.1 Liaising with external partners, government, and members to advance Board directions.
- 6.2 Coordinating relationships with provincial education partner groups and reporting to the Board.
- 6.3 Maintaining regular contact with counterpart organizations in other provinces.

#### **7. General**

- 7.1. Demonstrating organizational awareness and integration.
- 7.2. Performing other duties as delegated by the Board.

Last revised September 20, 2025



## Board Policy 9 - External Representation and Advocacy

### Background

---

The purpose of this policy is to establish clear expectations, authority, and accountability for members of the British Columbia School Superintendents Association (BCSSA) who are appointed to represent the Association on external committees, advisory bodies, working groups, or stakeholder tables, including those convened by the Ministry of Education and Child Care and other educational or non-educational organizations.

This policy ensures that external representation is coherent, aligned with BCSSA's mission, vision, values, and strategic priorities, and that the Association speaks with a consistent and credible voice in all external forums.

### Guiding Principles

BCSSA external representation will be grounded in the Association's:

- **Mission:** Working together for an optimistic future for all learners.
- **Vision:** To develop and inspire leaders so all leaders thrive.
- **Values:** Stewardship, Equity, Compassion, Curiosity, and Reconciliation.

Representatives are expected to act in ways that:

- Advance the collective of BCSSA members interests (regardless of district/personal perspective);
- Reflect Board-approved positions and strategic direction;
- Uphold professional integrity, trust, and respectful collaboration; and
- Strengthen relationships with government and stakeholder partners.

### Scope

This policy applies to all BCSSA members who are formally identified as representing the Association on:

- Ministry of Education and Child Care committees or advisory groups;
- Inter-organizational or sector-based working groups;
- Cross-ministry, community, or non-educational stakeholder tables where BCSSA perspectives are sought.



## Authority

All BCSSA representatives act under the authority of the BCSSA Board of Directors. Representatives do not have independent authority to bind or commit the Association unless explicitly authorized by the Board.

Final authority for BCSSA positions, advocacy stances, and public statements rests with the Board of Directors. In circumstances where timely representation of the Association is required and prior consultation with the Board is not feasible, the Senior Executive may exercise professional judgment to represent BCSSA's interests in alignment with Board-approved direction and will inform the Board as soon as practicable.

## Review and Evaluation

This policy will be reviewed periodically by the Board to ensure continued alignment with BCSSA's strategic priorities and governance practices.

Administrative Procedure 109 outlines the provisions of this policy.

Last revised April 16, 2026



## Administrative Procedure 101 - Reimbursement of Expenses

In accordance with BCSSA Policy 1 that articulates the Reimbursement of Expenses, BCSSA recognizes the operational need for members to be reimbursed for out-of-pocket expenses incurred during the fulfilment of their sanctioned role and responsibilities related to service to the Association. The following guidelines outline procedures for members who seek reimbursement. BCSSA staff are also subject to the same requirements where applicable.

The following basic principles guide BCSSA remuneration practices:

- The Board believes that the participation on the Board of Directors, a committee, or working group is one of service to BCSSA and acknowledges that in serving their Association, personal expense is incurred.
- Remuneration must be transparent, fair, and accountable.
- Remuneration rates should be reviewed annually and should align with Canada Revenue Agency guidelines.
- Expenses chargeable to other organizations should be deducted prior to submitting the claim to BCSSA.
- All claims must be submitted via the BCSSA Expense Claim Form within 90 days of incurring the expense(s).
- Receipts are required for all expenses except mileage and per Diem meals and must accompany the Expense Form.
- Service gratuities will not be reimbursed.

### Meals

- Compensation for meals shall be provided when an Association member is away from their usual place of work over a normal mealtime.
- Where travel is for a partial day, only meals that are applicable to that portion of the day spent on travel status are claimed.
- The per diem compensation for meals is a total of \$55, broken down as follows (receipts for meals are not required):
  1. Breakfast        \$15
  2. Lunch             \$15
  3. Dinner            \$25
- Compensation will not be available when a meal is provided at the function attended.

### Travel

- Association members will be reimbursed for the cost of economy airfare. Receipt(s) required.



- Association members will be reimbursed at a per kilometer rate in accordance with current Canada Revenue Agency annual guidelines for the use of a private vehicle on Association business.
- When the cost of economy airfare is less than what would be reimbursement for driving, the member will be reimbursed the economy airfare cost.
- For air travel, BCSSA is not responsible for luggage in excess of one checked bag or seat selection fees.
- Association members will be reimbursed for other travel-related expenses such as taxis, parking, ground transportation, bus, train, rental vehicles, ferry costs, etc.

#### **Accommodation**

- For in-person meetings outside of the major Association gatherings, hotel rooms will be reimbursed by the Association in accordance with the prearranged rate.
- When an Association member makes alternative hotel arrangements, they will be reimbursed at the pre-arranged or lesser rate.
- Where an Association member (on approved BCSSA business) lodges at a private residence, they may claim reimbursement of \$30 per night.

#### **Other Expenses**

- Association members on approved BCSSA business will be reimbursed for other out-of-pocket expenses such as the purchase of supplies and other miscellaneous expenses upon prior approval of the CEO.
- The President and the Chairperson of a BCSSA committee or working group may host group meals with prior approval from the CEO. Per diem guidelines should be followed whenever possible.

Last revised April 20, 2023



## Administrative Procedure 102 - Legal Assistance

### Background

---

In accordance with BCSSA Policy 2 that articulates the guidelines around accessing legal assistance, the BCSSA recognizes the operational need for members to understand the sequential steps required to be taken when accessing legal assistance from the Association.

### Routing of Requests

#### Step 1: Chief Executive Officer

The BCSSA member would contact the CEO who would provide consultation that is not legal advice. The CEO may be contacted by phone or through email. The CEO is expected to respond within five business days and may refer the BCSSA member to an experienced or retired Superintendent/Director with expertise in the area.

#### Step 2: CEO Approval Process

When one is performing the responsibilities of one's role as a System Leader, legal representation should be provided by one's school authority. If the Step 1 situation is not resolved and the member is not being supported through the legal counsel of their school authority, the member may request legal support through the BCSSA.

If the CEO deems the matter appropriate, considering the potential impact on the active member, a group of regulated members, or the regulated membership, then the CEO may approve legal support to a sum of \$5,000.00. The selection and appointment of legal counsel will be at the sole discretion of the CEO.

Once a member is referred to legal counsel through BCSSA, the member becomes the client of the legal firm. Correspondence is between the regulated member and the assigned lawyer. The CEO may be included upon the respective member's approval.

A member may appeal the decision of the CEO to the Board of Directors.

#### Step 3: BCSSA Board of Directors Approval

The BCSSA CEO shall place before the Board of Directors all cases where requests for financial support is beyond the maximum \$5,000. The Board of Directors shall consider the continuing nature and/or elevation of the case affecting the member. For example, this consideration may include the Board of Directors review of:



- Additional evidence brought against the member; and/or
- New evidence brought to the case by the member.

#### ***Step 4: Extending Legal Support Beyond the per Case Maximum***

Where in the opinion of the BCSSA Board of Directors, a legal decision could have important implications for the professional welfare of all BCSSA members and/or the Association, the BCSSA Board of Directors may extend legal support beyond the per case maximum.

#### **Procedures for the Allocation of Assistance to Members in Conflict**

##### ***1. Reimbursement***

Where a judgement is in favour of a BCSSA member and includes the awarding of costs, BCSSA should request reimbursement from the member on a pro-rata basis to reflect the costs awarded.

##### ***2. Reporting to Members***

The Board of Directors shall table annually a written report as part of its presentation at the Annual General Meeting to members concerning expenditures for legal fees.

##### ***3. Budget Allocation***

The Board of Directors shall make an annual budget allocation for legal services.

##### ***4. Policy Review Procedures***

This policy shall be reviewed annually by the Board of Directors.

Last revised April 12, 2024



## Administrative Procedure 103 - Code of Conduct

### Background

BCSSA members are models for the profession and the Association. The responsibilities that come with membership are significant. This document is intended to provide guidance for instances where the conduct of a representative of BCSSA is not aligned with the values and practices of the profession or the Association. A process should be in place to address any issues that emerge and to intervene in a supportive and strengths-based manner. At its extreme, the BCSSA Bylaws include the authority to review a member's conduct or actions. The bylaws state:

#### *3.5 Compliance with Constitution, Bylaws and Policies*

*Every Member will, at all times:*

- (a) uphold the Constitution and comply with these Bylaws, the regulations and the policies of the Association in effect from time to time;*
- (b) abide by such codes of conduct and ethics adopted by the Association; and*
- (c) further and not hinder the purposes, aims and objectives of the Association.*

If it has been necessary to review the conduct of a member, then the bylaws further state:

#### *3.6 Expulsion of Member*

*Following an appropriate investigation or review of a Member's conduct or actions, the Board may, by Board Resolution, expel a Member for conduct which, in the reasonable opinion of the Board is contrary to the BCSSA Code of Conduct.*

*The Board must provide notice of a proposed expulsion to the Member in question, accompanied by a brief statement of the reasons for the disciplinary action.*

*A Member who is the subject of the proposed expulsion will be provided a reasonable opportunity to respond to the proposed discipline at or before the Board Resolution for expulsion is considered by the Board.*

### Process

The flowchart provided at the end of this document is intended to capture a fair and supportive process should a concern be brought forward. The process is guided by a small working committee normally which would include the President, Vice-President and CEO. This "Review Panel" is chaired by the President who guides the process. If the complaint is against any member of the Review Panel, then an appropriate substitute would be chosen from within the Board of Directors, and the Review Panel would retain its size of three persons for reasons of privacy, confidentiality, and efficiency.



If the conduct of any member is inconsistent with the above practices and the Code of Ethics, and a complaint is received, a Review Process will be in place. Upon completion of that process, there may be consequences for members who have been selected by the Association to represent our profession or who are not modeling the values and attributes of system leaders as described in the Code of Conduct. While we would hope for a voluntary resolution to any concern that is raised, additional consequences may be required. These consequences should be wide ranging in nature and represent a continuum of possibilities depending on the circumstances as reviewed.

Potential consequences could include:

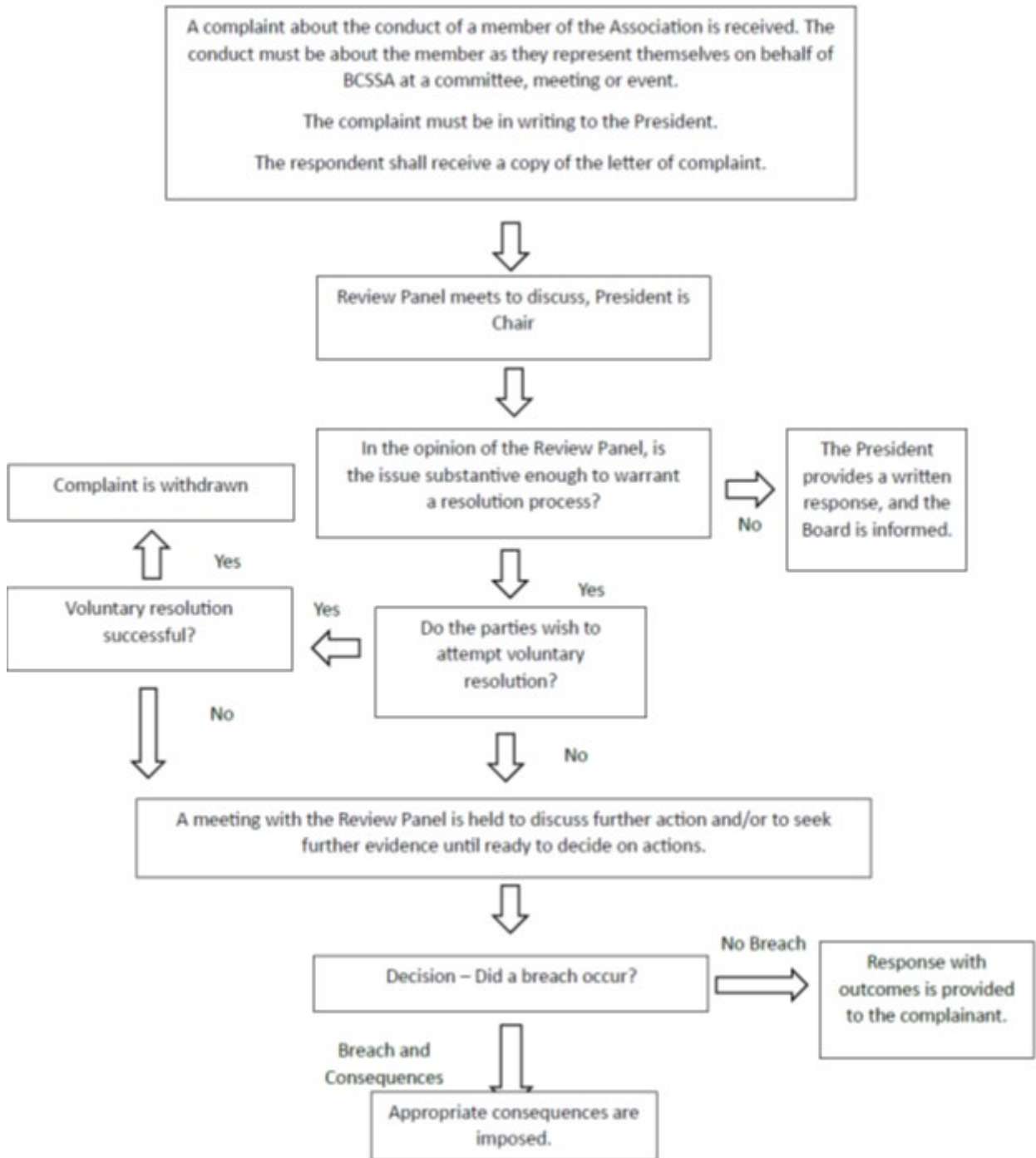
- A verbal warning;
- A letter of Expectation;
- A letter of Requirement which may include actionable items;
- Removal from a committee or as a representative in other meetings/events;
- Removal from a position as a member of the Board;
- Prohibition of presenting at BCSSA events, programs or working groups;
- Suspension of membership; or
- Expulsion of membership.

There may be additional actions or consequences that the Review Panel may consider. Each consequence is intended to be carefully considered and appropriate for the circumstances.

The intentions of the process are to be sensitive, fair, and to appropriately address issues that may arise. Given the high degree of professionalism within the Association, it is unlikely that complaints will emerge routinely. Any issues brought forward would be dealt with in an expedient and supportive manner through a process that demonstrates the values and attributes of the Association.



## BCSSA Code of Conduct: Decision Flowchart





## Administrative Procedure 104 - Guidelines for Alcohol

BCSSA recommends that at events where alcohol is served, there is clear communication prior to the event as to whether there would be a “no host bar” in which individuals pay for alcoholic drinks themselves. In cases where BCSSA members are in a position to claim a per diem expense for food, the purchase of alcohol should not be included within the expenses claimed. The expectation would be that the individual would pay for their alcohol over and above any per diem costs.

In situations where the alcohol is provided and hosted by BCSSA, it would be appropriate for the person responsible for hosting the event to submit receipts to the BCSSA for reimbursement. For example, this may include the Professional Development Committee Chair, the Membership Services Chair, the Board of Directors, the Executive Director, and others. The cost expensed would need to be commensurate with a reasonable consumption of alcohol for the number of people attending the event and fiscal responsibility regarding the pricing of the alcohol would also need to be considered.

It should be noted that at the time of publication, while marijuana is considered a legal substance, these guidelines apply to the presence of alcohol only at BCSSA events. It is recommended that these guidelines be reviewed from time to time and amended as needed.

Last revised July 24, 2019



## **Administrative Procedure 109– External Representation and Advocacy**

### **Purpose**

To operationalize Board Policy 9 by establishing clear expectations and processes for BCSSA members appointed to represent the Association on external committees, advisory bodies, working groups, or stakeholder tables.

### **Application**

This Administrative Procedure applies to all BCSSA members identified as representing the Association in external forums, including Ministry committees, inter-organizational working groups, and other stakeholder tables where BCSSA perspectives are sought.

### **Procedures**

#### ***1. Authority***

- 1.1 All representatives act under the authority of the BCSSA Board of Directors.
- 1.2 Representatives do not have authority to bind, commit, or formally endorse materially important positions\* on behalf of BCSSA unless explicitly authorized by the Board.
- 1.3 Final authority for BCSSA positions and advocacy rests with the Board.

#### ***2. Expectations***

Representatives shall:

- 2.1 Bring a system-level, province-wide perspective aligned with BCSSA’s mission, vision, values, and strategic priorities.
- 2.2 Reflect Board-approved positions and strategic direction.
- 2.3 Prepare appropriately for meetings and participate professionally.
- 2.4 Advance the collective interests of the Association.
- 2.5 Strengthen relationships with government and stakeholder partners.

#### ***3. Boundaries***

Representatives shall not:



- 3.1 Speak on materially important matters\*on behalf of BCSSA not discussed or approved by the Board.
- 3.2 Make commitments or endorsements on behalf of the Association.
- 3.3 Present personal or district perspectives as BCSSA positions.

Where clarity is required, representatives shall indicate that the matter will be referred to the CEO or Board.

#### ***4. Reporting***

- 4.1 Representatives are accountable to the Board through the CEO.
- 4.2 Representatives shall provide timely updates to the CEO regarding:
  - emerging issues or new policy areas;
  - matters requiring Board direction;
  - issues with potential strategic or reputational impact.
- 4.3 Where urgent guidance is required, representatives shall consult the CEO.

#### ***Interpretation***

In the event of any inconsistency between this Administrative Procedure and Board Policy 9, the Policy prevails.

\*Materially important positions: Issues involving financial commitments, system-wide policy or legislative change, or matters that could significantly impact the delivery or governance of K-12 public education.