

OLYMPIC ESD 114 ADMINISTRATIVE PROCEDURES BOARD AND SUPERINTENDENT OPERATING PRINCIPLES

1600P

Successful organizations are the result of dedicated, competent people working together in an effective and efficient manner to achieve well communicated and common goals. To assure a quality operation, leaders must agree on basic and standardized ways of working together. Operating principles define the beliefs, values, and methods of working together in order to achieve the organization’s goals.

The manner in which the Olympic Educational Service District 114 (OESD) Board of Directors (Board) and Superintendent conduct their business becomes a model throughout the agency. The model also serves for staff and our “customers” an example of clear communications and a decision-making process that best supports the needs of our school districts and other stakeholders throughout our region.

The following principles outline the philosophy of cooperative behavior that has been agreed upon by the Board and the Superintendent in OESD. As members of the OESD Senior Leadership team, we are committed to upholding these five major principles: Communications, Cooperation and Support, Judgment and Trust, Decision Making, and Board Meetings.

SENIOR LEADERSHIP TEAM ROLES

OESD Board	OESD Superintendent
GOVERNS Reviews and Suggests What Requests Information Considers Issues Creates, Reviews, and Adopts Policy Approves and Reviews Plans Monitors Progress Contracts with Personnel Approves Evaluation Criteria and Procedures Approves and Reviews Budget Represents Public Interest	LEADS Decides How Seeks and Provides Information Provides Options Recommends and Carries Out Policy Implements Vision Reports Progress Supervises Hiring Process and Practices Supervises and Evaluates Personnel Formulates Budget Acts in Public Interest

COMMUNICATIONS

Communications always requires trust, respect and a fundamental belief in goodwill among team members. Messages are open, honest and tactful and strive to minimize misunderstandings and reduce conflict.

- No secrets/surprises
- Board gives Superintendent direction as a quorum
- Board provides Superintendent performance feedback
- Board President is the official spokesperson for the Board

COMMUNICATIONS (continued)

- Board Members separate personal opinions from Board positions/decisions
- Board members visiting school districts and the ESD, in an official capacity, will communicate with the Superintendent
- Board Members ***notify*** Superintendent when visiting School Districts
- Superintendent is the official spokesperson for our ESD
- Superintendent informs Board as soon as possible around major issues
- Superintendent is the official spokesperson for our ESD
- Only Superintendent/designee communicates with legal counsel/consultants unless otherwise specified by the Board

COOPERATION AND SUPPORT

The Board and Superintendent

- Support each other constructively and courteously
- Support Board decisions
- Maintain Confidentiality
- Focus discussions on agenda items and issues
- Constructively deal with disagreement
- Uphold the integrity of individuals
- Assume positive intent and seek to understand
- Involve parties affected by the decision and solution
- Express opinions and positions honestly and openly

JUDGMENT AND TRUST

The complexities of operating in our national, state and regional education system cannot be fully addressed in policies, procedures or operating principles. Working with people and handling difficult and controversial issues requires good judgment, common sense and strong trust between the Board and superintendent, and between individual board members and the superintendent. Every criticism, complaint or question may not be resolved to the satisfaction of all parties involved; every issue or concern will not be foreseen. For these reasons trust individually and collectively, allowance for error, and team efforts to address problems are a key part of effective and efficient organizations. The Board and Superintendent will approach every situation or challenge with the belief individually and collectively that they are working in good faith and always with positive intent.

DECISION MAKING

The Board and Superintendent

- Resolve problems and make decisions at the lowest level when possible
- When possible, plan for stakeholder input
- Use decision-making style appropriate for the situation
- Engage in respectful deliberation as decisions are made
- Reevaluate decision effectiveness when appropriate
- Communicate decisions with clarity
- Within statutory limitations, are transparent to the public
- If decisions are reversed, communicate rationale with key stakeholders in advance
- Decisions are made by the Board collectively and supported by all members and the superintendent

BOARD MEETINGS

- Board agendas are jointly developed between the Board and Superintendent
- Board members communicate changes to draft Board meeting minutes in advance
- Agenda items include timely, topical information related to ESD plans
- Board actions (decisions) limited to agenda items, with limited exceptions
- Board packet material provided to Board electronically or mailed at least four working days in advance of the Board Meeting
- Board reviews materials in advance
- Superintendent provides clarification and additional information before meeting
- Board members raise any concerns or questions??? w/Superintendent/President prior to meeting
- During meeting Board members may request any additional information through Superintendent
- Board members may request a “table” or postponement of an action item until such time as adequate or additional information is presented
- Open/honest discussion is encouraged
- Executive Session discussion remains confidential unless the Board decides otherwise
- Any/all decisions by the Board are made during an open public meeting