

***MINISTRY OF EDUCATION,
REPUBLIC OF TRINIDAD &
TOBAGO
LOCAL SCHOOL BOARDS
MANUAL***

“TO LEAD THE MODERNISATION AND
RENEWAL OF THE SYSTEM OF
EDUCATION.”



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INTRODUCTION

The Ministry of Education in an effort to implement its mission: “To lead the modernization and renewal of the system of education,” has identified four (4) major strategic objectives:

- Accessibility to educational opportunities for all
- Delivery of quality education to citizens at all levels of the education system
- Sustainable policy development for the education sector
- Continuous alignment of the strategic direction in the education system with objectives for National Development.

In order to achieve these objectives, the Ministry of Education has embarked on a transformation process leading to the reform and modernization of the education system.

Part of this transformation process is the induction of Local School Boards into Government Schools as part of the School-Based Management System.

The aim of this manual is to provide the essential guidelines that will assist Local School Boards in executing their functions effectively and efficiently. Whilst powers will still reside with the Ministry of Education and the Educational District Offices, it is expected that the framework of legislation will engender opportunities for local schools and communities. It allows the schools and communities to form stronger partnerships to enhance local provision of education.

**THE EDUCATION (LOCAL SCHOOL BOARDS)
REGULATIONS, 2000 AND (AMENDMENT), 2005**

A Board constituted by Order made under Section 23 of the Act shall comprise the following persons appointed by the Minister:

- The Principal or person acting in that post for the time being
- A practicing member of the school's staff other than the Principal
- A member of the union most representative of teachers nominated by the union who is a practicing member of the school's staff
- Two members of the majority Parent Teachers' Association functioning and existing at the school, nominated by the members of the Organisation
- A representative of the Past Pupils' Association, if any, of the school nominated by that association
- A member of the student body who is diligent, conscientious and an all round team player and is nominated by the student council of the school
- Three persons nominated by the Minister as he deems necessary after consultation with the relevant interest groups and stakeholders within the community in which the school is located

The persons nominated by the Minister shall have an interest in the school and possess some form of expertise relevant to the operations of the Board

NOTE: The student representative plays an integral role on the Local School Board as the link between the student body and the Board.

APPOINTMENT OF THE CHAIRMAN AND VICE CHAIRMAN

The Board shall appoint from its membership, persons, other than the Principal, staff or student representative to be the Chairman and the Vice-Chairman of the Board. This is to be done in the presence of the School Supervisor III for the Education District.

The following persons are eligible for the positions of Chairman and Vice Chairman:

- Union Representative
- Parent Teachers' Association Representatives

- Past Pupil
- Three Ministerial Appointees

NB: See Appendix E for the Education (Local School Boards) Regulations, 2000 and (Amendment), 2005

Term of School Board

The Term shall be no more than two years.

Appointment and Termination of Appointment

Appointment may be terminated based on the following:

- Where a member is, by reason of illness or otherwise unable to perform his functions as a member of the Board, the Minister may by Order, appoint another person to act as a temporary member during the period of absence not exceeding three months and where the period of absence exceeds three months a vacancy in accordance with regulations 6 shall arise.
- The member chosen as the temporary substitute shall be selected from the same category under which the absentee was appointed.
- The Minister on the advice of a majority of the members of the Board may revoke the appointment of a member.

Membership on the School Board

According to Cabinet Minute 2385 – 1998/09/10

The members of Local School Boards can be appointed for a period of two (2) years and be eligible for re-appointment for an additional period of two (2) years after which a member (except the Principal) is ineligible for re-appointment to the Board.

Appointment of member where vacancy on Board

Where a vacancy arises in the membership of the Board, the Minister after consultation with the relevant interest groups and stakeholders may appoint a person to be a member to fill that vacancy for the unexpired portion of the term of the Board.

Procedures

A Board may regulate its own procedures for the conduct of its business, subject to the Regulations outlined in the Education (Local School Boards) Regulations, 2000 and (Amendment), 2005.

Meetings

The Chairman shall, within twenty-one (21) days after the start of each year of office, hold an annual general meeting to:

- Review the Board's performance in the preceding year; and
 - Discuss its plans, goals and targets for the current financial year
-
- A Board shall have its **first meeting** within fourteen (14) days of the appointment of its members.
 - A Board shall meet on fixed dates and in an event not less than once a month.
 - The **Chairman or in his absence** the Vice Chairman shall preside over meetings of the Board.
 - The Chairman shall issue notices to all members for an **extraordinary meeting** of the Board, within seven days of receiving a request in writing, signed by no fewer than six members of the Board. A request for an extraordinary meeting shall include special indication of the purpose of the meeting
 - The Chairman may call an **emergency meeting** on giving twenty four (24) hour written notice to all members; the said notice shall indicate the nature of the emergency to be discussed.
 - At any meeting of the Board, **a quorum** is constituted of five members who are present. If a quorum is not constituted within thirty (30) minutes of the appointed time for a meeting, the Chairman shall adjourn the meeting to a fixed date.
 - The **Principal** shall attend all meetings of the Board.
 - If three (3) consecutive meetings, which were agreed upon by the Board are not held the Minister may revoke the Board.
 - A School Supervisor or member of the Ministry of Education Local School Board Committee may attend the meetings of the Local School Board.
 - A member of the public with an interest in a particular school may submit to the Chairman of the Board, a written request to attend a particular meeting concerning that school and such request shall not be unreasonably denied.

Voting and Declaration of Interest

The decision of the Board is by a majority of votes of the members present and voting by secret ballot. *The Chairman or other person duly presiding has an original vote and if the vote is equal, a casting vote.*

Decisions of the Board shall not conflict with the policies and guidelines of the Ministry of Education.

A member of the Board, who is in any way, whether directly or indirectly, interested in a contract under consideration by the Board, shall at the first practicable opportunity declare his interest and those of his immediate family and remove himself from any decision making process with respect to such contract; such declaration is to be recorded in the minutes.

Where a member does not declare his interest the Minister shall revoke his appointment.

Variation of Decision

A decision of the Board may be rescinded or varied by the Board at a meeting subsequent to that at which the original decision was ratified and recorded in the minutes where there is a change in circumstances or fresh evidence which affects the original decision.

MINUTES AND CORRESPONDENCE

Recording Secretary

The Board shall appoint from outside its membership, a recording secretary who shall be paid a stipend to be approved by the Permanent Secretary of the Ministry of Education.

The recording secretary shall keep minutes of each meeting in proper form and shall lodge them in the Principal's office together with all correspondence of the Board.

All decisions, resolutions and rules made by the Board with respect to the operation of the school shall be recorded in the minutes.

The Board shall send copies of the minutes, reports, financial statements, budget and project proposals to the Permanent Secretary of the Ministry of Education and the School Supervisor III as applicable.

The minutes of the meeting shall be submitted to the School Supervisor III on or before the expiration of two weeks from the date of the respective meeting.

The documents referred to above shall be subject to random inspection by the respective School Supervisor.

DUTIES AND POWERS OF THE LOCAL SCHOOL BOARDS (IN COLLABORATION WITH THE SCHOOLS' ADMINISTRATION)

1. Development of a Strategic Plan for the School Plant
 - Plan for the future development of the school plant (i.e. physical structure and environment of the school).
2. Conduct of an operational and environmental audit of the activities of the school
3. Development and implementation of school improvement plans (e.g. landscaping, library, playground)
4. By receiving information, complaints and expressions of concern and hope from the public concerning the school and its members and to make recommendations as they see fit and relay them to the competent authority
5. Encourage, promote, sustain and foster mutual understanding, good fellowship and cooperation among the Minister, staff, parents, pupils and other persons associated with the school
6. Requesting the assistance of Local Government bodies, and other agencies and departments to assist in the maintenance of the school
7. Liaising with all relevant agencies in order to ensure that the school is adequately served with necessary utilities
8. Liaising with members of the community
9. Mobilising community support for the school
10. Strengthening community relations with specific bodies and individuals in the community
11. Making recommendations for the better performance of the school in the assessment of school plant
12. Preparing short, medium and long term plans for capital improvement and the upgrading of plant and equipment
13. Development and implementation of a maintenance programme for the plant and equipment of the school
14. Development and implementation of plans to improve security at school
15. Promoting fund raising activities on behalf of the school

NB: See Appendix E for The Education (Local School Boards) Regulations, 2000 and (Amendment), 2005

LINES OF COMMUNICATION FOR LOCAL SCHOOL BOARDS

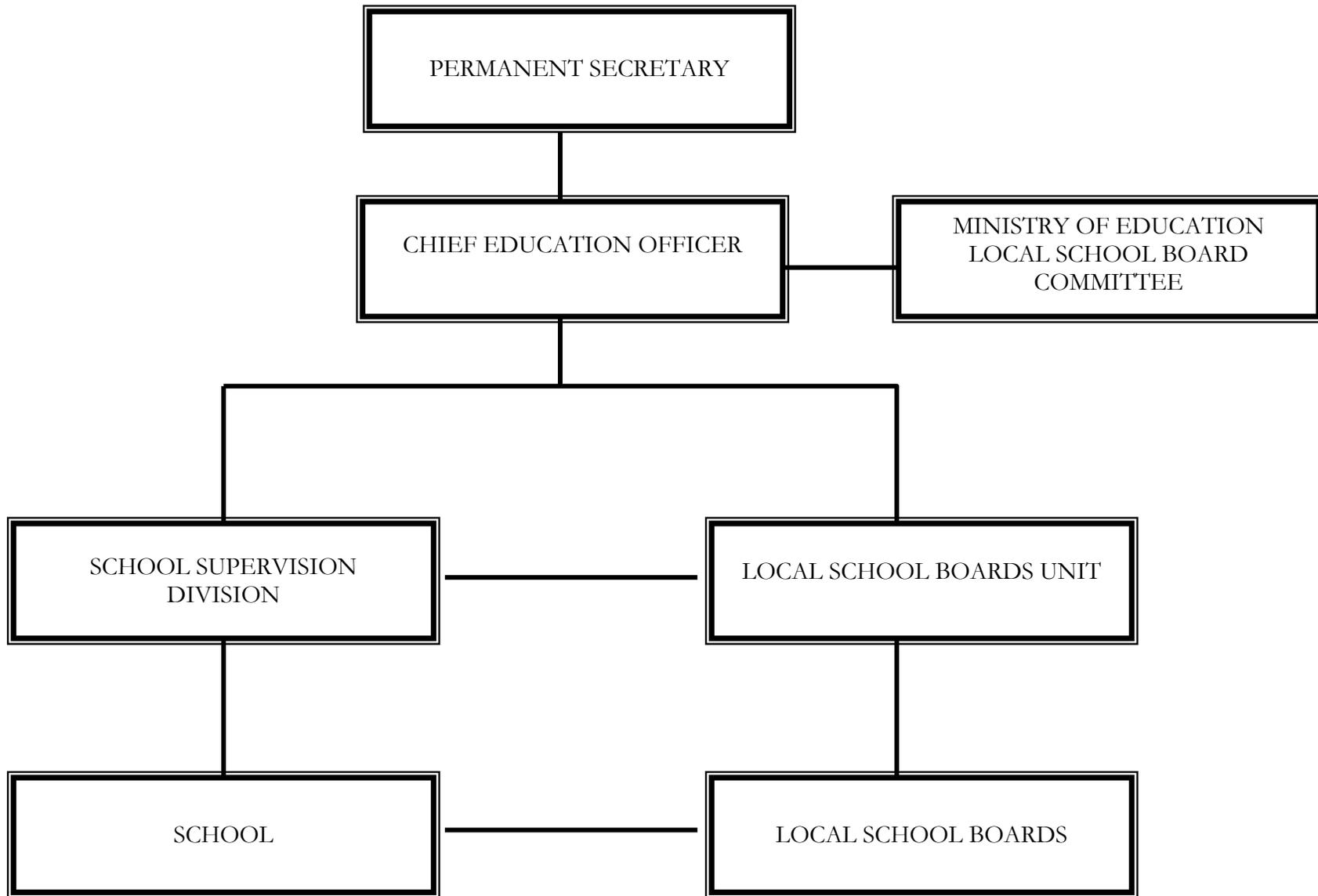


Figure 1

The following outlines the Roles and Responsibilities of each division/unit identified in the organisational chart (Figure 1):

MINISTRY OF EDUCATION LOCAL SCHOOL BOARD COMMITTEE

COMPOSITION

- Chief Education Officer – Mrs. Paula Daniel
- Director of School Supervision – Mr. Roland Rajkumar
- Director of Educational Planning – Mrs. Jennifer Hussain
- Director of Finance and Accounts – Ms. Farisha Ghany
- Director of Human Resources – Ms. Sandra Jones
- Legal Officer – Mrs. Nirmala Maharaj
- Programme Consultant, Secondary Education Modernisation Programme Coordinating Unit – Mr. Arnott West
- Assistant Programme Coordinator for SEMPCU – Institutional Strengthening – Ms. Cherrie Ann Joseph
- President of the National Parent Teachers' Association – Ms. Zena Ramatali
- President of the Trinidad and Tobago Unified Teachers Association – Mr. Trevor Oliver
- President of the Association of Principals of Public Secondary Schools – Dr. Bernard Tappin
- Project Manager, Local School Boards – Ms. Jennifer Andall
- Internal Audit – Ms. Anjanie Samaroo (visiting Committee Member)

RESPONSIBILITIES:

The Committee has responsibility for the following:

1. The sustained development and monitoring of standards for the management of school boards.
2. Training in roles, responsibilities and functions of school boards for the following groups:
 - Members of the local school boards
 - School Supervisors
 - Ministry of Education Personnel who will work with the Local School Boards
3. Monitoring and evaluating the following:
 - Financial management undertaken by Local School Boards
 - Whole school planning and evaluation
 - The implementation of school performance criteria
 - The implementation of strategic plans for schools and School Boards
 - The extent to which the School Board has facilitated the forging of greater links between the school and the community.

SCHOOL SUPERVISION DIVISION

ROLES OF THE SCHOOL SUPERVISOR:

1. Inaugural Meeting – Election of Chair
2. The School Supervisor III shall attend meetings of the Board and its standing committees, unless requested not to do so by the Board and the Committee Chair.
3. Administrative Role

CONDUCT OF ELECTIONS – INAUGURAL BOARD MEETING

1. The School Supervisor III for the District shall call the meeting to order.
2. The School Supervisor III shall read the return from the Ministry of Education certifying as to the election of new members, if any and shall call and receive the certificate of their declaration of office.
3. The School Supervisor III shall proceed to conduct the election of the Board Chair. Nominations shall be made by the Board Members for the office of the Chair and need not be seconded. A vote upon the nominees shall be taken by Ballot. The nominee who receives the majority of the votes of the members present shall therefore be declared elected and shall take office immediately.
4. Immediately following the election of the Chair, the Board shall elect a Vice Chair to take office immediately and will serve for *two (2) years*, unless he/she resigns or can no longer serve on the Board.

ROLE OF THE SCHOOL SUPERVISOR III

The role of the School Supervisor in the context of Local School Boards is vested in those functions as prescribed in Section 26 of the Education Act. The Supervisor shall be responsible for:

1. Ensuring that school premises, property and stock are protected, against improper use.
2. The observance of the provisions of this Act and the Regulations pertaining to the conduct of schools.
3. Furnishing such returns as may be prescribed or required at any time by the Minister.
4. Dealing with all other matters of organisation, management and administration as may be referred to him by the Minister.
5. Co-operating with appropriate authorities in the exercise of authorized schemes.
6. Supervising the due performance of the functions of Managers.
7. Mediating, when necessary, to reconcile differences on the Board.

LOCAL SCHOOL BOARDS UNIT

FUNCTIONS

1. To roll out Local School Boards to all Government Schools.
2. To monitor and evaluate the operations of Local School Boards, in conjunction with the School Supervision Division.
3. To liaise with and support the activities of Local School Boards.
4. To train members of Local School Boards, as required.
5. To liaise with various divisions in the Ministry of Education, as required, in the support of Local School Boards.
6. To liaise with other Ministries, as required, in the support of Local School Boards.
7. To work with the Ministry of Education Local School Board Committee in developing policies and procedures to guide the operations of Local School Boards.

PRINCIPAL

Management of the following remains the responsibility of the Principal:

1. Management of academic work
2. Management of the curriculum
3. Curriculum leadership and development
4. Management of the staff and students of the school.

Subject to the Education Act Chapter 39:01, Principals of schools shall be responsible for the day to day management of their school, including:

- the supervision of the physical safety of pupils;
- the suitable application of the syllabus in conformity with the needs of the pupils of the school, and the administration of the school's programme;
- allocation and supervision of the duties and responsibilities of members of their staff;
- the discipline of the school;
- teaching;
- the proper use of school equipment and stock;
- the keeping of proper records;
- the making of financial reports through the Manager and the Supervisor to the Minister, containing a statement of accounts in the form approved, as well as such information as is required by the Minister;
- the furnishing of such returns as may be prescribed or required at any time by the Minister or their respective Boards or Committees of Management;
- ensuring the observance of the provisions of the Act and any Regulations made thereunder in their respective schools;

- co-operation with parents and with approved authorities in the execution of authorised schemes.

THE LOCAL SCHOOL BOARD

Inaugural Meeting of the Board

The inaugural meeting of the board in each academic year shall be held in the Board Room, of the school not later than September.

The School Supervisor III for the District shall call the meeting to order.

A board shall have its first meeting within fourteen (14) days of the appointment of its members. It shall meet on fixed dates **and in any event not less than once a month.** The Chairman, or in his absence the Vice Chairman, shall preside over meetings of the Board.

Chair of the Board

The Chair of the Board shall be identified before the Inaugural Board meeting and then confirmed at the Inaugural Meeting.

According to the Local School Boards Regulations, **members other than the Principal, staff or student representative can be appointed to be the Chairman and the Vice Chairman.**

The Chair shall hold office for the tenure of the Board and shall be eligible for re-election. In the event of the office becoming vacant during the period, a new chair shall be elected in a manner similar to that followed for the election of the Chair.

The Chair shall preside over all regular and special meetings of the Board and shall have duties and authority usually associated with that office in the conduct of meetings.

The chair shall have the duties and powers conferred by The Education (Local School Boards) Regulations, 2000 and other responsibilities as may be required by formal action of the Board.

Unless otherwise ruled by the Board, the chair shall be Ex-officio member of all committees of the Board.

Vice Chair of the Board

The Vice Chair shall be elected before the Inaugural Meeting and confirmed at the Inaugural Board Meeting. ***The Vice Chair will serve for two (2) years.***

The Vice Chair shall assume the powers of the Chair in his/her absence.

The Vice Chair can preside over sub-committee meetings of the Board.

The Chair shall hold office until the next Inaugural Board meeting and shall be eligible for re-election. In the event of the office becoming vacant during the year, a new Vice Chair shall be elected in a manner similar to that followed in the election of the Vice Chair.

Standing Committee Appointments

At its inaugural meeting each year, the Board shall name such standing committees, as it deems necessary for the effective discharge of Board Business.

Unless otherwise provided by Board motion at the Inaugural Meeting the standing committees of the Board shall be the following: -

- Board Finance Committee
- Board Review Committee
- Board School Review Committee.

Membership of Standing Committees

Unless otherwise decreed by the Board, a standing committee shall be comprised of three Board members; one of whom shall be named Chair by the Board, but any or all Board members not named to the committee may attend meetings of the committee without the privilege of voting.

Each Committee shall have a chair, but no Board member shall be Chair of more than one Standing Committee. The Chair of the Board shall not be eligible to chair a standing committee.

Meetings of Standing Committees

Standing committees shall meet only when they are required to deal with matters specifically referred to them by the Board or Chief Education Officer. Following the study of any question, the committee shall draft a written report on its findings and submit it to the Board. No report or decision of a Board committee comes into force until it is adopted by the Board at a regular or special meeting.

The School Supervisor III and/or a member of the Local School Boards Unit can attend meetings of the standing committees unless requested not to do so by the Committee Chair.

Special Committees

As need arises, the board may appoint special committees for such purposes as it may deem necessary and shall designate one of the members as Chair.

Special Committees may include administrative officials and other non-Board members, as well as board members.

Unless the Board or Chair of the Committee rules otherwise, the School Supervisor III or designate shall attend meetings of special committees.

Each special committee shall present a written report to the Board.

Unless otherwise directed by the Board, special committees are dissolved as soon as they have achieved their objectives.

Notice of Motion

A member of the Board may present in writing a notice of motion at any regular or special meeting of the Board.

At the next regular meeting of the Board, this member shall present the motion and speak in support of it.

Delegations

All delegations (staff, community members, students) wishing to appear before the Board shall be required to give notice thereof, in writing, to the Chairman of the Board at least seven full days before the meeting at which they are to be heard; and further, in giving this notice, such delegations shall state the nature of the subject matter they intend to bring before the Board.

In an emergency, the Chief Education Officer, with the approval of the Chair of the Board, shall have authority to waive the requirement of seven days' notice, provided there is time before the meeting to acquaint the Board members with the purpose of the delegation.

Questions from the Public during Public Meetings

Examples of Public Meetings are: stakeholder meetings and meetings with delegations.

During question period, members of the public can ask questions on any matter related to the Board's programs and operations.

The question period is limited to 15 minutes, following which any remaining questions can be submitted in writing to the Board and will be addressed during the next Board meeting. Official responses will be sent to the persons or group who raised the questions.

Attendance at Meetings

Board members are expected to attend all Board meetings. The Secretary, shall keep a record of the members present at each regular, special, and committee meeting of the Board, and shall publish the list annually in conjunction with the public accounts.

The Chief Education Officer shall, if necessary, require such other members of the administrative staff to attend Board meetings as may be needed for the effective administration of the school (for example: Bursar or Clerk III).

Minutes of Meetings

The Secretary, or designate, shall record the minutes of each Board meeting in a minute book and in a form approved by the Board.

The Secretary, or designate, shall distribute copies of the minutes to the following:

- Board members
- Chief Education Officer through the School Supervisor III
- Local School Board Unit
- and to such other persons as the Board may designate.

The minutes shall be presented for approval at the next Board meeting.

Duties of the Local School Board

The Board shall perform the duties required of it in The Education (Local School Boards) Regulations, 2000 (Appendix E), and Amendment 2005 Republic of Trinidad and Tobago.

Policy Register

1. All policies approved by the Ministry of Education Local School Board Committee and all regulations and procedures established to enact these policies shall be incorporated in a policy register under the supervision of The Ministry of Education Local School Boards Committee.
2. The Ministry of Education Local School Boards Committee shall keep the policy register up to date and shall present it to the Board, as necessary.

Rules of Procedure

In all matters of procedure not covered in the following paragraphs, rules of approved parliamentary procedure shall apply.

- Motions need not be seconded.
- All members, (except the ex-officio member) including the Chair, are entitled to vote on all questions and motions, except in the case of a conflict of interest, as defined by The Education (Local School Boards) Regulations, 2000
- In the event of a tie vote the Chairperson or presiding officer has an original vote and a casting vote (as per the Regulation Part II Section 13. (2)).

- All votes are conducted by secret ballot (as per Regulation Part II Section 13. (1).
- While all members are encouraged to vote on all questions and motions, except in the case of a conflict of interest, a member has the right to abstain from voting. An abstention shall not be considered a vote.
- A motion to lay a question on the table shall not be subject to debate, but the question may be debated when it is lifted from the table. Unless authorized by a majority of members present, the Chair shall not keep the Board in session for more than three continuous hours.

STANDARDS FOR LOCAL SCHOOL BOARDS

School Board Standards are not commonly used as a separate item for government assessment. Normally, they are used as part of wider instruments in reviewing or self reviewing the mechanisms of schools in a more decentralised system.

Because School Boards are a completely new system in Trinidad and Tobago the list of standards would be re-modified and or modified through interaction with the process of constructing successful partnerships for decision-making.

STANDARD	INDICATORS
<i>STANDARD ONE</i>	
There is a sound knowledge of the role of a School Board Member	School Board Member has attended an Induction programme
<i>STANDARD TWO</i>	
The School Board Members have some management skills and understanding	School Board Member has attended training programme
<i>STANDARD THREE</i>	
All members of School Boards are accessing programmes	Number of School Board Members have attended programmes
<i>STANDARD FOUR</i>	
School Board Members are utilizing the skills acquired from training	Evidence of training demonstrated in the quality of School Board documents
<i>STANDARD FIVE</i>	
The School Board Members understand the place of their school in the context of the National Education Strategic Plan	School Board Members have received information and an annual seminar on the Strategic Plan produced by The Ministry of Education
<i>STANDARD SIX</i>	
The School Board understands and contributes to the School self-review process and constructing of the School Development Plan	School Board Members have attended a training session on School Self-review and Development Planning School Board Members have taken part in the Annual School Review

STANDARD	INDICATORS
<i>STANDARD SEVEN</i>	
School Board Members understand the role of quantitative/qualitative evidence and its constraints in analysing and identifying the strengths and weaknesses of their school	School Board Members have attended a training session on methods of evidence gathering and interpretation School Board Members have contributed to interpreting data at their own schools
<i>STANDARD EIGHT</i>	
School Board Members support the School and Principal by networking with local, National and International agencies	School Board Members report to School Board Meetings on activities Schools cluster to exchange ideas and possible networks
<i>STANDARD NINE</i>	
School Boards promote a close liaison with parents and both parents and students perceive they can make a valued contribution to the school	Appropriate Meetings including an Annual General Meeting are held with parents
<i>STANDARD TEN</i>	
School Board Members regularly attend the Meeting of the Board	Attendance at meetings on an annual count is at least 85%
<i>STANDARD ELEVEN</i>	
The School Board, and in particular the Chair and Principal of the School, work collaboratively and productively	Goals of the school are supported by Local School Board Members Chair of Board and Principal of School hold regular meetings.

GUIDELINES FOR DEVELOPING A CODE OF ETHICS FOR YOUR LOCAL SCHOOL BOARD

1. Codes of ethics state the values or behaviours that are expected and those that will not be tolerated, backed up by the Board's action.
2. The code of ethics for your Local School Board can be based on the Board's philosophy that is transmitted and reinforced within the culture of the Board and the school.
3. The code of ethics will vary from Board to Board, therefore the following guidelines can be used to assist Local School Board Members in developing a stated code of ethics for their respective Board:
 - The code of ethics must signify a clear code of conduct for all members that is value based and addresses cross-cultural issues.
 - Provide members with opportunities to learn and understand ethical dilemmas as well as alternatives for resolving these dilemmas.
 - Allow input and feedback from all members in developing a written code of ethics for your Local School Board.
 - State categorically all the behaviours and standards that are expected from members of the School Board, especially regarding issues such as confidentiality.
 - Clearly outline the consequences of violations against the established standards and behaviours.
 - Have the code of ethics typewritten and placed in a binder.
 - Distribute copies of the code of ethics to all members.
 - Periodically review and update the Local School Board ethics policy, with collaboration from all members.

STIPENDS FOR MEMBERS OF SCHOOL BOARDS

A basic monthly stipend for membership on the Board, attendance at regular Board Meetings, and conduct of Board related responsibilities shall be paid as follows:-

- The Chairperson - TT \$500.00 per month
- Ordinary members - TT \$350.00 per month

BUDGET FOR SCHOOL BOARDS

For a period of three (3) years, each School Board will be provided with an annual grant of TT \$10,000.00. This allocation can be used for the following:

- To purchase supplies and stationery for the operations of the Board's secretariat
- To purchase refreshments, when necessary, for the various meetings of the Board
- To defray expenses incurred for initial projects e.g. the manufacture of tickets and fliers etc.
- To defray the start up expenses associated with the establishment of the Board's secretariat e.g. for the purchase of minor equipment such as coffee pot/maker, cutlery, minor office machinery (adding machine, etc.)
- To pay for other incidental costs associated with the operations of the Board and its secretariat

PROCEDURES FOR THE PAYMENT OF STIPENDS TO LOCAL SCHOOL BOARD MEMBERS

The following will be required for the payment of stipends by the Finance and Accounts Division:

- A list of all Local School Boards (supplied by the Local School Boards Unit)
- Copies of letters of appointment for each person on the respective boards (supplied by the Local School Boards Unit)
- Confirmed Minutes of Meetings and the unconfirmed Minutes of the Board's most recent meeting. Both sets of Minutes must be signed by the Chairman of the Board (supplied by each Local School Board)

The Local School Board Unit will prepare the pay sheets for the Boards.

Deadlines

1. The pay sheet for the payment of stipends is to reach the Director – Finance and Accounts by the 25th of each month.
2. The LSBs are to submit their Minutes to the LSB Unit by the 21st of each month
3. Payment of the stipends will be made by the 15th of the following month
4. Boards who are unable to submit their Minutes by the 21st of each month will do so with the understanding that their stipends may be paid later than the 15th of each month

All pay sheets will be sent to the attention of the Director – Finance and Accounts

Changes in Local School Board Appointees

Should there be any changes in Board appointees during the tenure of the Board, the Finance and Accounts Division must receive the necessary copy of the letter of appointment for the new appointee, and any other relevant information.

Submission of Minutes to Local School Boards Unit

All Minutes (2 sets of Minutes – the confirmed Minutes and the most recent unconfirmed Minutes, both signed by the Chairperson) are to be submitted to the Local School Boards Unit by the 21st of each month. The Minutes can be submitted by Fax or regular mail; an e-mail will be accepted in lieu of the signed Minutes.

EQUIPMENT

The following is a list of equipment that the Ministry of Education will provide to all Local School Boards:

- Filing cabinet
- Conference table and chairs
- A computer and printer
- Filing cabinet (for the safekeeping of all accounting records pertaining to the Local School Board)

All Local School Boards will have an office space in schools with the implementation of the technical upgrade and the building of new schools.

At present, schools are being asked to accommodate Local School Boards as best as possible until the office space becomes available.

FINANCIAL GUIDELINES FOR LOCAL SCHOOL BOARDS

Operation of Bank Account

1. Every Local School Board shall establish and operate a chequing account at a Commercial Bank which shall be separate and apart from the school's bank account
2. The account shall be designated "***Local School Board***" followed by the name of the school.
3. The account must be a Trinidad and Tobago dollar (\$TT) denominated account.
4. There shall be at least two signatories to the Board's bank account. These signatories must be public officers.
5. The Board must inform the Permanent Secretary, Ministry of Education in writing, through the Chief Education Officer, of the establishment of its bank account giving particulars thereto and submitting specimen signatures of the signatories to the account.
6. Bank statements must be reconciled with the Cash Book on a monthly basis and a bank reconciliation statement prepared. A copy of the statement must be submitted to the Permanent Secretary, Ministry of Education by the 15th of the month following that for which it is produced.
7. No official bank account must be opened or closed without the prior approval in writing of the Minister of Finance, and no agreement for overdraft facility must be entered into with any bank without the authority in writing of the Minister of Finance.

Receipt of Funds and other Assets

1. All contributions/donations to the Board, whether in cash or kind, must be recognized by the issue of a receipt under the name of the Local School Board.
2. Assets received must be valued and the valuation method used stated. All assets will be the property of the respective school.
3. All monies received by post shall be recorded in a Register of remittances in which full particulars of the receipts should be reflected.
4. The value of all cash and cheques received should be entered as a debit in the cash and bank columns respectively of the cash Book maintained for the bank account of the Local School Board. The entry should also include the date on which the money was received and the number of the receipt given to the contributor.

5. Receipts shall be totaled on a daily basis and the daily totals shown in a separate column of the Cash Book.
6. Funds must be deposited to the bank within twenty-four (24) hours of receipt. In the case of cash, contra entries must be made, that is the bank column must be debited and the cash column credited in the Cash Book with the relevant amount.

Payments

1. The funds of the Local School Boards are deemed to be public funds and all dealings with such funds must be subject to and be in accordance with the provisions of the Exchequer and Audit Act.
2. The Local School Boards must only expend monies from its accounts on activities in support of or related to the operations of the school and in accordance with the Board's Strategic Plan. ***All payments must be authorized by the Board.***
3. Vouchers should be prepared for the payment of goods and services and must be supported by original bills from suppliers.
4. Payments must be credited in the bank column of the Cash Book.
5. Voucher and Cash Book must be checked and certified by the Principal who is responsible for the preparation of cheques.
6. Cheque number must be recorded on the voucher and the voucher filed in chronological order.

System of Internal Control

1. There should be segregation of the under mentioned duties and responsibilities:
 - authorization of transactions
 - preparation of vouchers and recording in Cash Book
 - checking of vouchers and preparation of cheques
 - collection of cash and other assets and issue of receipts
2. Fireproof cabinets with locks must be provided for the safekeeping of cash, cheques, cheque books and records pertaining to the Local School Boards.
3. The Internal Audit Unit of the Ministry of Education shall be responsible for the audit of the accounts of the Local School Boards annually. The relevant records must be available at all times to facilitate the audit exercise.

Preparation of Reports

1. At the end of each school term, a financial report should be prepared and submitted to the Permanent Secretary Ministry of Education (through the relevant School Supervisor III). The report should consist of:
 - i) A Receipts and Payments Account showing details of all receipts and payments made in the reporting period
 - ii) A Balance Sheet showing the assets and liabilities of the Board as at the end of the reporting period
 - iii) Supporting Schedules in respect of i) and ii) above.
 - iv) Bank reconciliation

RULES RELATING TO THE PROCUREMENT OF
GOODS AND SERVICES

1. Separation of duties – the functions of authorizing a transaction, acquiring the goods/services and having custody of the items must always be kept separate.
2. There must be clearly defined authority limits for persons approving the acquisition of the items.
3. Three (3) quotations must be obtained for items costing over \$3,000.00
4. All items must be purchased by means of a purchase order.
5. There must be sufficient documentation at each step of a transaction in order to ensure accountability and transparency.
6. All accounting records must be kept up-to-date. These include:
 - Purchase Order Books
 - Cash Book
 - Payment Vouchers and Bills
 - Reconciled Bank Statements

These records are to be updated before the due date of the termly report to the Ministry of Education.

7. Items of expenditure that require infrastructural changes to the school plant or which relate to the acquisition of equipment due to changes in the curriculum require the approval of the Facilities Management Division, Ministry of Education.

BOARD EVALUATION

The Local School Board's performance will be evaluated using both formative and summative approaches.

The Board's management of its financial resources will be evaluated on a termly basis. A final evaluation will be performed at the end of the school year and will include detailed feedback from members of the school community including the principals and teachers.

Ministry of Education Local School Board Committee (MOELSBC)

Cabinet agreed to the appointment of a Local School Board Committee comprising representatives of the Ministry of Education and other stakeholders to monitor, evaluate and facilitate the operations of the Local School Boards.

Composition

The Committee comprises the following members:

- Chief Education Officer – Chair
- Programme Coordinator, Secondary Education Modernisation Programme Coordinating Unit (SEMPCU)
- Director of School Supervision, or a representative thereof
- Director of Educational Planning or a representative thereof
- Director of Finance and Accounts or a representative thereof
- Director Human Resources
- President of the National Parent Teachers' Association
- President of the Trinidad and Tobago Unified Teachers Association
- President of the Association of Principals of Public Secondary Schools
- Legal Officer
- Assistant Programme Coordinator, Secondary Education Modernisation Programme Coordinating Unit
- Project Manager of the Local School Board Unit

Evaluation Metrics

The Ministry of Education Local School Boards Committee in conducting evaluations of the Local School Board will review the following documents:

- Minutes of duly constituted Board Meetings
- The School Development Plan
- Termly Achievement Reports (financial and other)

PROCEDURES FOR THE CLOSE OUT AND TRANSITION OF LOCAL SCHOOL BOARDS

Definitions:

Close Out refers to the final phase procedures to be used when a local school board (LSB) is nearing the end of its term. These are the final activities the LSB should be engaged in during the last three months of the two year period.

Transition is the transfer of authority from the out going LSB to the incoming LSB. This is done to minimize any disruptions that may arise during the hand over of responsibilities from one Board to another.

The Close Out and Transition phases should occur over the final three (3) months of the two year term of the particular LSB.

Phase 1 – 3 months before the end of the two year period

1. LSB writes the Permanent Secretary of the Ministry of Education (MOE), through the relevant School Supervisor III; reminding that the term of office of the LSB is nearing its end (the end date should be stated).
2. The LSB will prepare the following:
 - a report of its accomplishments, to date, stating the activities that have been completed and their impact on the schools, ongoing activities and those that have been planned by the LSB,
 - the financial status of the Board's operations (a copy of the LSB's strategic plan should be included in the report).
3. The LSB should -
 - list those present LSB members who are willing to continue to serve for a second term (NB: no LSB member can serve for more than two terms i.e. four years),
 - make recommendations for replacements,
 - if there are members who will not be returning to serve on the Board, then the school and the Ministry of Education will begin the process of consultation, identification and nomination to the Board as per Part II of The Education (Local School Boards) Regulations, 2000.

Phase 2 – 2 months before the end of the two year period

1. The relevant School Supervisor III and at least one member of the Ministry of Education Local School Board Unit will meet with the new LSB members to sensitize and orient them to their role in the school.

2. A four-day orientation workshop will be conducted by the MOE for groupings of “new” LSBs. The focus of the workshop will be as follows:
 - The Education (Local School Boards) Regulations, 2000
 - Roles of the LSB and the Principal
 - The financial system for the operations of LSBs
 - Development of Action Plans for LSBs

Phase 3 – 1 month before the end of the two year period

1. The outgoing Board meets with the new board to hand over all relevant documents and brief the new members on the operations and activities of the LSB (the outgoing Board’s final report should be provided to the new board members). The relevant School Supervisor III will facilitate this meeting. The following documents and property of the Board are to be included in the handover:
 - Form for handover of assets and verification of the condition of those assets
 - Balance Sheet – stating all assets and liabilities incurred by the Board
 - All accounts and financial records, whether audited or not
 - All files and records – a list of all these must also be provided to the new Board
 - All keys to the office, filing cabinets etc.

The handover form should clearly state all material, documents, assets etc. that were handed over to the new Board and should be signed by the new chairman as having received all listed on the handover form.

If the handover cannot be completed in one meeting, a second meeting should be arranged within two weeks of the first meeting.

NB: The outgoing Board will continue to serve until its two-year period is completed. However, the outgoing Board must keep the incoming Board fully informed of any developments in its operations.

2. The MOE – Local School Board Unit will prepare Certificates of Appreciation for the members of the outgoing Board.
3. The Education District Offices, in conjunction with the Local School Board Unit will be responsible for noting and coordinating the end of tenure activities for relevant Local School Boards in their Education District.
4. The MOE – Local School Board Unit will prepare Letters of Appointment for the new board members.

Phase 4 – on the anniversary date of the inauguration of the particular LSB

1. The new Board is inaugurated (on the anniversary of the outgoing Board).
See Appendix C for the Close Out and Transition Form

PROCEDURES FOR TRANSITION & HANDOVER BETWEEN PRINCIPALS

It is important that each outgoing administrator of a school with a Board brief, and provide all documentation related to the particular school's Local School Board to the incoming administrator. This process is necessary in order to ease the transition from one principal to another and to help the new principal to familiarize himself with the Board as soon as possible.

Procedures

1. The outgoing Principal meets with the new Principal to hand over all relevant documents and brief the new Principal of the operations and activities of the Local School Board.
2. The relevant School Supervisor III will facilitate this meeting.
3. The following documents are to be included in the handover
 - Form for handover of documents and any other related material. See Appendix D
 - Local School Board Manual
 - The Education Act (Local School Board) Regulations
 - All files and records – a list of all these must also be provided to the incoming Administrator
 - Minutes of all Local School Board meetings
 - Any other related material
4. The handover form should clearly state all material, documents, assets etc. that were handed over to the new Principal
5. The new principal must sign as having received all material listed on the handover form

The handover between the outgoing and incoming administrators should be completed one (1) month before the incoming administrator assumes duty at the school.

NB. Copies of the Handover Forms will be provided to each Local School Board. (See Appendix D)

MONITORING AND EVALUATION PROCEDURES

The monitoring and evaluation of Local School Boards provide independent sources of external evaluation of the quality and standards of the Local School Board, how well it is led and managed and the development of the school, over time, in which the Board is based.

The monitoring and evaluation team must inform the Board of what it is doing well and how it needs to improve, and explain how and why the team came to such conclusions. The team will also determine the impact of the Board on the school, i.e. whether the presence of the Board has helped the school to improve in any way. The monitoring and evaluation team's findings will provide a means of helping the Board to improve, and by extension, helping the school to improve.

Monitoring of the Boards

The *monitoring* of the operations of the Board will be an on-going effort as documents such as –

- Strategic plans
- Project plans
- Minutes
- Board reports
 - Financial reports
 - Quarterly or annual reports
 - Other

will be used to monitor the progress of the Boards. Meetings, as necessary, will also be held with individual Boards to thrash out issues and concerns on the Boards. Periodic training will also be provided by the Ministry of Education through the Local School Boards Unit to ensure that Board members have the necessary skills, knowledge and abilities to function effectively on the Board.

Evaluation of the Boards

An annual *evaluation* of the Boards performance will be conducted utilizing information gathered over the period of the on-going monitoring of operations and with the completion of the Local School Board Evaluation Form.

The evaluation of the Board will be based on the following criteria:

1. the effectiveness of the Board – management of funds, its strengths, its weaknesses, areas for improvement
2. the success of the Board in achieving its stated goals
3. the quality of the support provided by the Board
4. the standards adhered to by the Board as stated in the Local School Boards Manual
5. the leadership and management of the Board

6. the impact of the Board on the school – whether the school has improved or benefited from the presence of the Board
7. improvement in Board performance since last evaluation.

Standards for the monitoring and evaluation of Local School Boards

In the *Handbook for inspecting secondary schools*, Sheila Browne, former Senior Chief Inspector stated that “The basic principle of inspection has always been close observation exercised with an open mind ...”

Similarly, when monitoring and evaluating Local School Boards every effort will be made to ensure that the process is objective, fair and evidence based. Efforts will be made to:

- establish good working relationships with the members of the Boards and the schools
- maintain good communication between the Boards and the Ministry of Education
- resolve and/or respond to matters in a timely fashion
- inform Boards of areas for improvement, as necessary
- provide the required support to Local School Boards to help them achieve success in their endeavours.

The evaluation team will conduct its activities –

- in an open and fair manner
- in a way that minimizes the stress associated with evaluations
- respectful of the time expended by those involved and their contribution to the education system
- with respect for the confidentiality of its findings.

The evaluation team will consist of:

- the School Supervisor III for the District
- the relevant Local School Board Coordinator
- a representative of the Ministry of Education Local School Board Committee.

AUDITING PROCEDURES

Auditing Steps:

Before the Audit

1. The Board must ensure that all records are properly stored and documented for easy retrieval and access, at *all* times
2. 24-hour notice will be provided to Local School Boards of the impending visit by Internal Audit, Ministry of Education
3. Audit inspections will occur at least twice during the academic year

During the Audit

4. The Chairman of the Board or an appropriate representative is required to be present during the auditing process
5. All records – financial statements, minutes, reports, invoices, etc. must be made available to the Auditing Officer
6. The Auditing Officer/s gather data concerning the operations of the Board. The information will be traced back to the plans, policies and procedures concerning Local School Boards
7. The Auditing Officer/s may also interview, for clarification, the Chairman or his/her representative concerning Board operations during the audit

At the end of the Audit

8. The Auditing Officer/s will compile a report on the findings
9. Recommendations for improvement will be made, if necessary
10. The Audit Report will be given to the Permanent Secretary, Ministry of Education.
 - a. If any clarification is required concerning Board transactions, Internal Audit will make an **audit query** to the particular Local School Board
 - b. Should any action be required, the Permanent Secretary - Ministry of Education will give the necessary instructions to the relevant Ministry personnel

NB: Should any irregularities be noted, a further investigation will be conducted within one month of the audit.

MANAGING BOARD MEETINGS

Creating a Board Meeting Agenda

An agenda is the nucleus of the meeting. A properly created agenda has the power to energize the meeting and provides direction and purpose. It serves to accomplish the objectives of the organization and to fulfill the mission. It manages the meeting.

The chair is responsible for creating the agenda. The agenda itself requires a vision, understanding of the organization and what must be accomplished, and consideration for all the board members and staff's desires and demands. Here are several suggestions to follow:

- ***Solicit issues*** and ideas from other officers, directors and committee chairs, making certain that all items are appropriate concerns for the board level.
- Together with the staff, ***assemble the agenda***.
- Make certain that items have been researched with ***supporting data***, committee findings, options and recommendations made available. Only ***legitimate items*** go on the agenda. Nothing should be vague or unexplained.
- ***Be realistic***. Make the agenda manageable. Don't add more items than the meeting can reasonably consider. Some items may need to be held over.
- Consider an ***"approval of agenda"*** item at the beginning that allows the board to agree to the tasks with corresponding times for discussion. With all in agreement, members agreed to be "self-facilitators" by confining their discussions to relevant information. The time limit can be stretched but only if the entire group agrees.
- Consider the use of a ***consent agenda*** which eliminates the need to vote separately on many of the routine items and resolutions not requiring explanation or board discussion. All items for the consent agenda (e.g., such as signatory authority for banking and investment accounts, minor procedural changes, reports) are grouped together. There will be one motion to approve all items on the consent agenda, but it will take only the request of any one board member—not a formal vote—to remove any item from the consent agenda before the vote. If removed from the consent agenda, the item will be taken up later in the regular agenda.
- In dealing with agenda items requiring action, ***allow sufficient time for discussion*** to allow for opposing points of view, clarification of ideas and expression of personal viewpoints.
- If an item needs energy and ***fresh ideas, put it near the beginning*** of the agenda.
- Don't dwell too long on trivial but urgent items. Put a ***time limit*** on such agenda items and stick to it.
- Minimize oral reports of old business by ***requiring written reports***.
- Focus on the ***future***
- If an issue is potentially divisive, ***consider its place in the agenda carefully***. You may want to sandwich it between less controversial issues.
- ***Urgent items*** must come before those that can wait.

- For each agenda item, list ***the person who is responsible*** for introducing the subject.
- Try to end the meeting with a ***unifying item***.
- Be sure the agenda is ***mailed*** to members with any required supporting material in ample time ***prior to the meeting date***. It is helpful to send out the meeting packet in an organized fashion, perhaps tabbed or indexed, so that documents can be found easily during the meeting.
- The typist should be identified by initials and date typed, in case ***revisions*** are made.
- The tone of the meeting, as well as the accomplishments, will be impacted by the design of the agenda. It is a task that should be taken with utmost seriousness by the chair.

The Board Meeting Plan -- A Quick Checklist

Timeframe	Activity
Set # of Days Before the Meeting	<ul style="list-style-type: none"> ▪ Official Meeting Notice ▪ RSVP Mechanism ▪ Agenda
Just Before the Meeting	<ul style="list-style-type: none"> ▪ seating and room set-up ▪ extra chairs for guests ▪ extra tables for registration and displays ▪ equipment (easels, screens, flipcharts, etc.) ▪ materials (paper, pens, etc.) ▪ water, glasses ▪ thermostat and lighting controls ▪ refreshments and breaks ▪ agenda available ▪ other materials available for handouts ▪ name tags, table tents ▪ podium, podium sign, microphone ▪ parking arrangements
At the Meeting	<ul style="list-style-type: none"> ▪ meeting, greeting, seating of participants and guests ▪ minute taking ▪ greeting of late-comers ▪ handing out materials (consider format carefully) ▪ operation of equipment ▪ announcements and housekeeping ▪ optional appointments
Notes-Extras	<ul style="list-style-type: none"> ▪ birthdays ▪ taste preferences

BOARD MEMBER ORIENTATION

Meeting Format

New members need to feel like they are an integral part of the board as soon as possible. If they do not feel comfortable voicing their opinions, you are all losing valuable input! Information is what will help everybody feel at ease.

No matter how well-qualified your new board members are, it will take some time to get them up-to-speed and feeling comfortable as members of your team. But there are steps you can take to hurry this process along.

Conduct an orientation session for all new board members. Have them meet with staff and executive officers. Spend time going over background material about the organization and bring them up-to-date on the issues facing the board. Allow plenty of time for questions and answers. Try to cover these topics in a new board member briefing:

1. Introduce Everyone - Consider Protocol
2. Describe the Organisation (Mission!)
3. Explain and Discuss
 - Meeting attendance requirements—both full board and committee
 - Committee assignments and charges
 - Board role and relation to administrator/staff
 - Other
4. Conduct Tours if Applicable
 - Administrative offices and board room
 - Other facilities
 - Regulatory offices
5. Provide Documents Organized in a Manual
 - Mission statement
 - Policy Manual
 - Minutes of board meetings for the past year; if any
 - Annual Report
 - Audit Report
 - Current Budget
 - Current Financial Report
 - Strategic Plan
 - Goals for the year
 - Board members personal details including addresses and telephone numbers
 - List of Board Officers
 - List of Committee Memberships including Chairs
 - Annual Calendar of Activities and Meetings
 - Copies of the Newsletter for the Year ; if any

- Other
- 6. Collect Data at the Meeting
 - Addresses
 - Telephone—home and office
 - Fax number
 - E-mail address
 - Best time to contact
 - Best time for meetings
 - Other

These are ways to get board members comfortable with board responsibilities and meeting participation. Not only do the new members start contributing right away during the meetings, they also develop a good working relationship with the veteran board members.

Plan this meeting within the first month of the term of office. Waiting will only delay your board's effectiveness.

Guidelines for Meeting Minutes

- Complete and accurate minutes should be kept of every meeting, whether it is a meeting of the board or of a committee.
- Minutes should be a record of what was considered and accomplished at a meeting, *not a record of each statement by those attending.*
- Minutes should indicate the place, date and time of the meeting.
- **There should be a statement that the minutes of the previous meeting had been distributed and were approved either as written or as changed. (The confirmed minutes are important for the payments of stipends).**
- Early drafts of minutes, and notes used to make them, should not be retained in organization files once the final draft of the minutes is prepared and distributed.
- Copies of the minutes should be distributed to those who attended the meeting and should be safeguarded in the permanent files of the Board.

Typical Board Meeting Format

This is an overview of what usually occurs at a Board meeting.

The chair calls the meeting to order—on time

- ***Take attendance.*** Note in the minutes who is present and absent. The attendance record is important proof that your meeting had a quorum present to conduct official business. Also note in the minutes who arrives late in the meeting. It encourages on-time attendance!

- ***Recognize visitors.*** Introduce non-board guests who may play a key part in the upcoming meeting - such as staff members or visitors. This is the board's meeting and the board should know who's going to be listening.
- ***Approve the agenda.*** The agenda is the board's plan for the meeting. You should formally accept the preliminary agenda sent to you earlier or modify that plan to reflect exactly what you want to accomplish.
- **Approve minutes of the last meeting. Minutes are the official record of board actions. Approval can be handled quickly, but the importance of the minutes should not be taken lightly. Scrutinize them carefully before the meeting and correct errors before the board approves the minutes.**
- ***Hear the financial report.*** Your financial condition affects the actions you take in the rest of the meeting, so the financial report should come early on the agenda.

The finance report should not include long discussions about where to find new revenue or how much surplus revenue you should maintain. These issues are best handled as separate agenda items under "new business."

The approval to pay bills is often included in the financial report.

- ***Hear committee reports.*** Committees which work for the board should be expected to report to the board about their activities. Don't hear reports from inactive committees solely because "it's tradition." Committees operate only when there's something to do.
- ***Hear the administrator's/Principal's report.*** The administrator's report is like other reports - it should be for information purposes only. Issues the administrator wishes the board to act on should also be under the "new business" section of the agenda.

This report should not be the administrator's/Principal's only involvement in the meeting. **Administrators/Principals should be active participants throughout meetings, recommending specific actions, providing background on issues and acting as resources for their board. Administrator/Principal input is vital to a good meeting.**

- ***Consider unfinished business.*** There should be few items of "unfinished business" on your agenda. These are items that were not completely disposed of at a previous meeting, such as motions tabled or actions interrupted by adjournment and intentionally carried over for discussion or action at the current meeting.

Don't allow "unfinished business" to be a catch all for any item that the board has never talked about before. An ongoing building project, for example, is not routinely an item of unfinished business. If the board needs to take action about the building project, the issue should appear under "new business."

- ***Consider new business.***

- ***Make announcements.*** Announce future board meetings and activities.
- ***Adjourn the meeting.***

WORKING WITH COMMITTEES

The most effective organizations *form committees to accomplish the work*. One way for a chairman to accomplish his or her plan is to **DELEGATE** - especially to the committees.

Typically, the chairman inherits committees that were formed through the authority of the bylaws or by the immediate past chairman. The bylaws generally call for two types of committees: STANDING COMMITTEES and AD HOC COMMITTEES. It is advised that you take a moment now to identify the committees that already exist in your association.

Standing committees are a *permanent* part of the organization's structure. They continue indefinitely and are usually described in the bylaws or charter.

Ad hoc committees are *temporary*, and are similar to a task force. An ad hoc committee is formed for the purpose of handling a specific concern. When the committee accomplishes its goal, it disbands.

Choosing your Committee Chairpersons

The duties of a committee chair include:

- working with the Executive Board and other key association staff to plan the committee's goals and strategies
- leading committee meetings - fostering discussion, creative thinking, analysis, and implementation of strategies to meet goals
- motivating committee members to action, and following up on their efforts
- maintaining records and reporting on the progress of the committee
- evaluating the work performed by the committee

Candidates should have:

- the ability to communicate effectively and concisely
- the willingness to listen to (and acknowledge) others' feelings
- the leadership qualities that motivate people to action
- the enthusiasm necessary to take initiative and accept responsibility
- the vision to be able to keep the committee's work in line with the goals of the larger organisation
- knowledge of the area which the committee will address

In summary, the responsibilities of a Chairman require organisational and delegation skills. Committees are an excellent resource for accomplishing the goals and objectives during the Chairman's term of office.

Committee Descriptions

These are some suggested committees that can be used by Local School Boards to achieve its goals and objectives:

- **Executive Committee** handles the overall administration, structure, staffing, and documentation (e.g. constitution, mission) that guides the organization. Most bylaws allow the Executive Committee to make emergency decisions and to take care of issues that arise between board meetings. The Executive Committee is usually composed of the elected officers plus one or two key leaders - for example, the past chairman or the chairman of the convention committee.
- **Finance Committee** oversees the treasury of the organization, as well as its financial instruments, budgets, controls and reports. It is often chaired by the elected treasurer. It should submit a proposed annual budget for board approval, and may undertake fund raising projects.
- **Public Relations Committee** handles communications to the targeted audiences of the organization, who are generally prioritized in the order of: (1) members, (2) prospects, (3) allied organizations, (4) government, and (5) general public. It may be responsible for reviewing and updating publications and acquiring meaningful articles for the newsletter.
- **Communications and Publications Committee** refers to the communication network developed by the organization to keep members and prospects abreast of the organization's activities. It maintains newsletters, magazines and other communication tools that reach members and prospects.
- **Education Committee** takes responsibility for meetings sponsored by the organization. With the assistance of staff, the committee should plan cost effective, profitable events that further the professional goals of the organization's membership.
- **Awards Committee** implements programs to recognize members who contribute beyond the usual efforts. The more thorough the plan, the more distinguished the awards. It may also handle fund raising efforts for scholarships.
- **Ethics Committee** is concerned with image of the organization and the actions of its members. Committee may monitor member actions, handle complaints and enforce a code of conduct. Stakeholder education also may be a responsibility of the committee.
- **Strategic Planning Committee** develops long term goals for the organization. It considers trends that may affect the organization, as well as the projected needs, objectives, and priorities of the membership. Its work should result in the creation of or amendments to the school's strategic plan, which normally covers a three to five year period. This committee should include all members of the Local School Board and members and staff of the school.

Write Additional Committee Descriptions Here:

Committee Objectives Form

The Chairman of the Board can use this form as a tracking tool.

CHAIR	
VICE CHAIR	
COMMITTEE MEMBERS	
PRIMARY GOALS & OBJECTIVES	
SECONDARY GOALS & OBJECTIVES	
STRATEGIES FOR ACCOMPLISHING THE GOALS:	
BUDGET (IF APPLICABLE)	
COMMITTEE TYPE	<input type="checkbox"/> Standing <input type="checkbox"/> Ad Hoc

PROCEDURES FOR APPOINTMENT OF THE LOCAL SCHOOL BOARD SECRETARY

The Board shall appoint, *from outside its membership*, a recording secretary who shall be paid a stipend, to be approved by the Permanent Secretary of the Ministry of Education.

Duties of Recording Secretary

The recording secretary shall keep minutes of each meeting in proper form and shall lodge them in a secure place (fire proof filing cabinet) used strictly by the Local School Board, together with all correspondence of the Board (see Job Description for Local School Board Secretary).

Requirements for the Hiring of the Recording Secretary

The recording secretary must meet the requirements of the Ministry of Education (please see attached job description). As such, **a letter must be sent to the Permanent Secretary/attention Project Manager – Local School Boards requesting approval for the individual** identified to be the secretary to the Board, attach the person's CV and submit to the Local School Boards Unit.

JOB DESCRIPTION FOR THE LOCAL SCHOOL BOARD
SECRETARY

PURPOSE:	To record and maintain the official record of meetings, minutes and other actions and decisions of the School Board. To perform routine secretarial assignments or a series of clerical and secretarial tasks.
TERM OF OFFICE:	The secretary will be expected to provide a total of 36 contact hours per month, days and time to be determined by the respective Board.
ESSENTIAL FUNCTIONS:	<ul style="list-style-type: none"> ▪ Takes and transcribes dictated material from stenographic notes or tapes; ▪ Types various documents from clear copy or rough drafts; ▪ Schedules meetings, prepares reference material and provides minutes of proceedings; ▪ Transmits instructions from supervisor; ▪ Maintains various records and prepares standard reports from such records; ▪ Verifies records and documents, checking for clerical and mathematical accuracy and completeness and processes for further action; ▪ Receives and distributes incoming and outgoing mail; ▪ Sorts and files correspondence and other materials alphabetically or by other predetermined classification and retrieves filed materials; ▪ Maintains inventory of office supplies and replenishes stock when necessary by completing requisitions; ▪ Operates common office equipment, including remote computer terminal, incidental to clerical and typing duties; ▪ Demonstrates continuous effort to improve operations, decrease turnaround times, streamline work processes, and work cooperatively and jointly to provide quality seamless customer service.
MAJOR DUTIES:	<ul style="list-style-type: none"> ▪ Prepares minutes of the School Board meetings (may be taped). ▪ Circulates the unapproved minutes via email to the entire Board no more than one week after each Board meeting, to allow all members of the Board to comment. Once comments have been received, submits minutes to the Board members for formal approval. ▪ Submits summaries of minutes, minutes of annual meetings, and bylaw amendments to the Ministry of Education.

	<ul style="list-style-type: none"> ▪ Circulates the approved minutes of the previous meeting prior to each meeting of the Board. ▪ Maintains an official set of the minutes; updates annotated index to the minutes as soon as possible after the minutes are approved by the Board. Forwards updates of the annotated index to the Ministry of Education once each quarter. ▪ Maintains confirmed copy of bylaws, rules and regulations. ▪ Provides reference to the minutes when requested by the Board. ▪ Transfers all non-current records (minutes, appendices, outdated and revised job descriptions, and other archival records) to the Ministry of Education annually.
	<p><i>Before School Board Meetings:</i></p> <ul style="list-style-type: none"> ▪ Circulates the final version of the minutes of the previous meeting to the entire Board. ▪ Reads the minutes of one or two of the most recent meetings. ▪ Have tapes available (three 90-minute tapes are sufficient for meeting; six tapes for the weekend of the Annual Meeting). ▪ Has available an up-to-date list of Board members, committee chairs, committee members, and upcoming meetings. ▪ Asks outgoing Board members to revise job descriptions and calendars. Also, asks for a report from all committees of new members and members who have left the committee during the previous year (this is for the list on the website). <p><i>During School Board Meetings:</i></p> <ul style="list-style-type: none"> ▪ Prepares and passes around a sign-in sheet ▪ Writes down the exact wording of motions, repeating it to the members present before the final vote. ▪ Has available the Chairman's handbook for reference to the bylaws, previous minutes, job descriptions, etc. ▪ Writes down the name of the person who makes the motion and that of the person who seconds-as some voices sound alike on the tapes. ▪ Keeps track of reports submitted as appendices to the minutes. Gets two copies of each: one for the official copy of the minutes, the second for the Ministry of Education. <p><i>After School Board Meetings:</i></p> <ul style="list-style-type: none"> ▪ Prepares the minutes as soon as possible. It takes 2-3 days to draft and type a final copy. ▪ Circulates the minutes to the entire Board no more than two weeks after each Board meeting.

<p>REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:</p>	<p>Knowledge of:</p> <ul style="list-style-type: none"> ▪ Business English, spelling and mathematics. ▪ Modern office practices, procedures and equipment. <p>Skill In:</p> <ul style="list-style-type: none"> ▪ Computers and other common office equipment. ▪ Taking and transcribing dictation from tape or stenographic notes (when necessary). <p>Ability To:</p> <ul style="list-style-type: none"> ▪ Learn assigned clerical tasks readily, adhere to prescribed routine, develop some skills in the operation of other common office equipment. ▪ Maintain clerical records and compile reports from this information. ▪ Work cooperatively with the Board Members, other stakeholders and the public. ▪ Communicate in the English language with individuals in a face-to-face, one-on-one sitting or by telephone. ▪ Operate a typewriter, PC, or other keyboard device. ▪ Understand and follow oral and written instructions given in the English language. ▪ Transcribe taped material or take and transcribe stenographic dictation. ▪ Make arithmetical calculations such as addition, subtraction, multiplication and division.
<p>ACCEPTABLE EXPERIENCE AND TRAINING:</p>	<p>Two years of basic clerical experience, including training or experience in typing. Other combinations of experience and education, which meet the minimum requirements, may be substituted.</p>

BEST-PRACTICES MANUALS

Eight Steps for Creating your Best Practices Manual

- Make a decision to document systems. Discuss with members to identify the existing systems and the value of having them recorded in a single manual.
- Conduct a self-audit. What systems are in place? What works really well? What needs improvement?
- Assemble the existing systems. More often than not, associations already have guidelines and procedures in place from systems ranging from securing the office to billing the members.
- Identify systems needing more documentation. Assign individuals or a team to document the procedures they use to effectively administer the operations of the Board.
- Create a table of contents. Build it based on what exists, and what needs to be written. Leave room for adding more best-practices as your Board grows in experience.
- Assign a keeper. Someone on the Board should guard, protect and update the Best-Practices Manual. Maintain in a large binder for members to use, and keep a back-up on the computer for individual components of the system.
- Share the manual with the Board each year. The Board Members confidence should increase if they know that Best-Practices are maintained.
- Evaluate the manual. From time to time you will want to update the manual.

Creating an Operations Manual

What to Include in Your Board's Manual

A board manual should be used as a training tool throughout the year (or, at least until the next election.)

It may be passed on from Chairperson to Chairperson with notes included from the previous year. Include the following materials:

General Information

- History, Fact Sheet or Profile of the School
- Mission Statement
- Strategic or Operational Plan
- Annual Calendar of Activities, Meetings, Deadlines

Board Information

- Roster of Board Names, Phones, Addresses, Preferred Contact, etc.
- Description of Board Member Responsibilities
- Committee Descriptions

Finances and Fundraising

- Annual Budget
- Current Financial Statement
- Most Recent Audit Report

Other Information

- Annual Report
- Selected Press releases and Articles
- Promotional Materials (brochures, newsletters, etc.)
- Resource Sheet (key contacts)
- Recent Board and Committee Minutes
- Board Member Information Forms

TEAM BUILDING MODEL

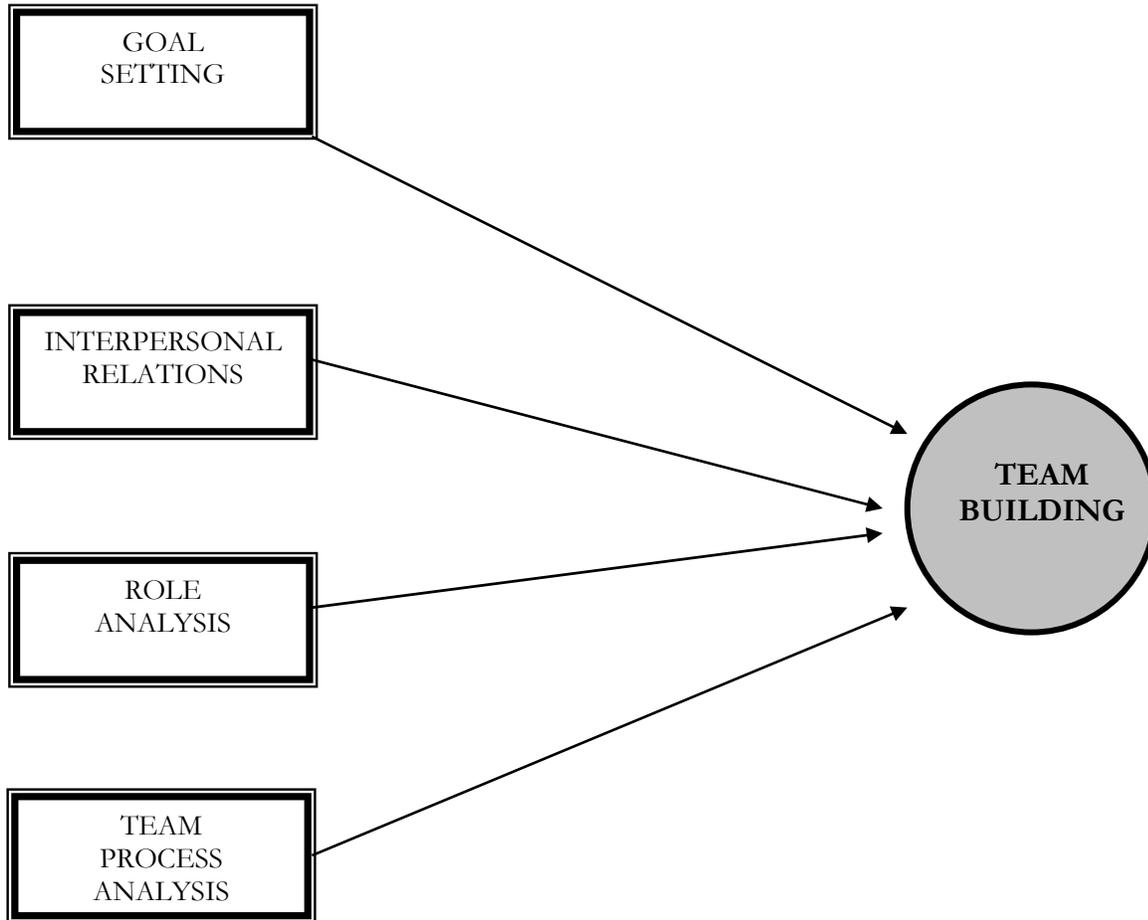


FIGURE 2

Team Building attempts to use high interaction among team members to increase trust and openness within the team.

Figure 2 highlights the activities that are important for Team-Building:

Goal Setting: It may be beneficial to begin by having Local School Board Members define the goals and priorities of the team. In setting goals it is important to note that these goals should be: *specific, measurable, agreed upon, realistic and time-bound.*

Interpersonal Relations: Time must be spent to develop interpersonal relations within the group. This is important to identify areas of concern and to reduce conflict later on.

Role Analysis: involves identifying and clarifying each member's roles and responsibilities. For the team to be successful, it must be structured to maintain its members' social well-being and accomplish its task.

Team Process Analysis: analyse key processes that take place within the team to identify the way in which tasks are performed and how these processes might be improved to make the team more effective. Collaboration and timely feedback is most important in this activity. If a problem is detected then alternatives can be identified and evaluated and the best alternative can be selected to rectify the problem.

Team Building activities can be implemented on Local School Boards to encourage member involvement and to empower members, resulting in Local School Board effectiveness.

PART THIRTEEN

Directory Listing
Appendices

DIRECTORY LISTING

NAME/UNIT	CONTACT NUMBER
Permanent Secretary	622-1412 622-5812
Chief Education Officer	628-7350
SCHOOL SUPERVISION DIVISION:	
▪ Caroni Education Office- Mr. Manchoon Sooknanan	636-4876
▪ North Eastern Education Office- Mrs. Anthea Permell	668-6256
▪ Port of Spain & Environs.- Mr. Anthony Dalrymple	623-2315
▪ St. George East Education Office- Mr. Valentine Wheeler	645-7516
▪ St. Patrick Education Office- Mrs. Malawatie Dhanie	653-3445
▪ South Eastern Education Division – Dr. George Gowrie	655-2759
▪ Victoria Education Office- Mr. Silochan Roopnarine	653-0035
▪ Tobago Education Office- Mrs. Claudette Allard	639-5680
Local School Boards Unit	622-4243/ 628-9962
Legal Officer- Ms. Nirmala Maharaj	628-4527 Ext. 239/241
Education Facilities Maintenance Unit- Mr. Trim	622-6335
Internal Audit- Ms. Anjanie Samaroo	622-1219
Student Support Services Unit	625-7935
Assistant Programme Coordinator Secondary Education Modernisation Programme Coordinating Unit (SEMPCU) – Ms. Cherrie Ann Joseph	675-9739/675-9744/675-9741 Ext. 222
Educational Planning Division	622-5994
Human Resources Management Division	628-4488 622-2815
Director of Finance and Accounts- Ms. Farisha Ghany	627-6573 627-8589
Education Facilities Management Division- Mr. Anthony Cummings	622-6335
Education Facilities Planner- Mr. Narine Singh	622-5159

	SCHOOL BOARDS	CHAIRPERSONS	CONTACT NUMBER
1	Aranguez Junior Secondary School	Ms. Michelle Baptiste	760-8157
2	Arima Government Secondary School	Ms. Pearl Moore	667-3562
3	Arima Secondary Comprehensive School	Dr. Victoria Phillips-Jerome	793-9501
4	Barataria Junior Secondary School	Mr. Ishmael St. Bryce	662-5270
5	Barataria Senior Secondary School	Mr. Joseph Ross	625-1364
6	Barrackpore Secondary School	Mr. Ian Mohan	753-5132
7	Barrackpore Secondary Comprehensive School	Mr. Nazrodeen Mohammed	678-7957
8	Belmont Junior Secondary School	Ms. Judy Arismandez	754-1836
9	Blanchisseuse High School	Mr. Andrew Hernandez	669-2475
10	Bon Air High School	Mrs. Margaret Ashby-Antoine	642-9950
11	Brazil High School	Mr. Dhaniram Maharaj	646-8137/ 643-8912
12	Carapichaima Junior Secondary School	Ms. Sharon Carlton	673-0003
13	Carapichaima Senior Comprehensive School	Mr. William Jeffries	673-4257
14	Cedros Composite School	Ms. Jillian Nathaniel	690-1382
15	Chaguanas Junior Secondary School	Mrs. Jennifer Cudjoe-Braithwaite	662-2302
16	Chaguanas Senior Secondary School	Ms. Sheila Boodoosingh	774-4421
17	Coryal High School	Ms. Joslyn Mark	643-9171
18	Couva Government Secondary School	Mr. Dave Persad	657-9211
19	Couva Junior Secondary School	Ms. Lauren Lendore	636-3203
20	Cunupia High School	Mr. Desmond Ferette	671-3947
21	Curepe Junior Secondary School	Ms. Jemma James	643-8393
22	Debe High School	Mr. Carlton Ferreira	658-7338
23	Diego Martin Government Secondary School	Mr. Anthony Hepburn	633-5000/685-5419
24	Diego Martin Junior Secondary School	Mr. Ansel Dace Howell	627-8515
25	El Dorado Secondary School	Mr. Colin Selvon	663-8481

	SCHOOL BOARDS	CHAIRPERSONS	CONTACT NUMBER
26	El Dorado Secondary Comprehensive School	Mr. Richardson Gonzales	662-3644
27	Five Rivers Junior Secondary School	Mr. Henry Amoroso	667-4158
28	Fyzabad Composite School	Dr. Winston Williams	739-4029/677-6611 h
29	Gasparillo Composite School	Mr. Mortimer Prudent	680-6671
30	Guaico Government Secondary School	Ms. Ava De Freitas-Ramnath	668-3852
31	Guayaguayare High School	Mr. Kendell Hagley	779-5927
32	La Romaine High School	Mr. Ainsley Hinds	763-3063
33	Malabar Composite School	Ms. Carlyne Pereira	739-8399
34	Malick Secondary Comprehensive School	Mr. Michael Cooper	627-0185
35	Manzanilla High School	Mr. Fazloo Mohammed	668-9307
36	Marabella Junior Secondary School	Ms. Lucina Cardenas-Ragoonanan	684-8222
37	Marabella Senior Comprehensive School	Mr. Anderson Thorington	655-0374
38	Matura High School	Ms. Lena Alcindor	668-7161
39	Mayaro Composite School	Mr. Mukesh Harrikissoon	
40	Moruga Composite School	Mr. Kenny Ragoo	730-5003
41	Morvant/Laventille Secondary School	Mr. Wayne Baptiste	652-2456
42	Mt. Hope Junior Secondary School	Mr. Ronald Aqui	686-4364
43	Mucurapo Junior Secondary School	Mr. Nigel Floyd	780-0105/624-0919
44	Mucurapo Senior Comprehensive School	Mr. Kenneth Oliver	683-7711
45	North Eastern College	Mr. Reynold Peters	748-6347
46	Palo Seco Government Secondary School	Mr. Frank Bobb	797-4464
47	Penal Junior Secondary School	Mr. Roopnarine Singh	647-0102
48	Pleasantville Senior Comprehensive School	Mr. Adrian Chandler	754-5058
49	Point Fortin Junior Secondary School	Mr. Clarence Mitchell	648-0680
50	Point Fortin Senior Secondary School	Mr. Mansraj Ramphal	648-5418

	SCHOOL BOARDS	CHAIRPERSONS	CONTACT NUMBER
51	Preysal High School	Mr. Rafi Mohammed	636-5007
52	Princes Town Junior Secondary School	Mr. Russel Pena	655-3126
53	Princes Town Senior Secondary School	Canon Edwin Primus	655-2480
54	Queen's Royal College	Mr. Ainsley Mark	624-4569/ 678-3336
55	Rio Claro College	Mr. Anson Paul	644-6683
56	Rio Claro High School	Mr. Morrison Williams	785-5195
57	Russell Latapy Secondary School	Ms. Andris Chin	783-9242
58	San Fernando East Junior Secondary School	Mr. Trevor James	752-5327/ 657-9285
59	San Fernando Government Secondary School	Mr. Alfred Phillips	659-3243
60	San Fernando Secondary Comprehensive School	Ms. Nelifer Ramcharitar	657-4302
61	San Juan Government Secondary School	Mr. Kenneth Thomas	722-2416
62	San Juan Secondary Comprehensive School	Dr. Jason Hernandez	680-6861
63	Sangre Grande Junior Secondary School	Mrs. Monica Singh-Phillip	668-4797
64	Siparia Junior Secondary School	Mr. Ramdeo Boodoo	649-0117
65	Siparia Senior Comprehensive School	Mr. Ronald Mootoo	697-7966
66	St. Augustine Senior Secondary School	Mr. Reginald Francis	662-0378
67	St. Francois Girls' College	Ms. Marcrina Peters	658-0144
68	St. George's College	Mr. Graham Lewis	735-2700
69	St. James Government Secondary School	Mr. Rickie Collette	623-2236
70	Ste. Madeleine Secondary School	Ms. Myrle Stephen	698-1236
71	South East Port of Spain Secondary School	Mr. Victor Thongs	765-4832
72	Success Laventille Composite School	Mr. Nileung Hypolite	686-2248
73	Tabaquite Composite School	Mr. Andrew Nelson	682-5583
74	Tableland High School	Mrs. Cintra Lucky	653-5232
75	Toco Composite School	Mr. Joseph Brewster	787-9438
76	Tranquility Government School	Mr. Mervyn Salandy	625-3264

	SCHOOL BOARDS	CHAIRPERSONS	CONTACT NUMBER
77	Tunapuna Government Secondary School	Mr. William Benjamin	628-1487
78	Union Claxton Bay Senior Comprehensive School	Mrs. Anne-Marie Charles	659-0064
79	Valencia High School	Mr. Michael Marcano	667-8138
80	Vessigny Government Secondary School	Mr. Junior Joseph	648-0081
81	Waterloo High School	Mr. Prakash Narinesingh	673-4060/ 636-0140
82	Williamsville Junior Secondary School	Mr. Bertrand Timothy Edwards	650-1171
83	Woodbrook Government Secondary School	Ms. Annette Prout	775-1197