

LEADS Policy Manual

Revised September 2026

Saskatchewan League of Educational Administrators, Directors and Superintendents (LEADS)

LEADS Policy Manual

Introduction

The following policies have been developed to highlight and support the very important governance functions of the Executive Board. In addition to clearly defining the role of the Executive Board, the role of the Executive Director and the delegation of authority from the Executive Board to the Executive Director, it includes the following in its policies:

1. foundational statements which provide guidance and direction for all activities within LEADS as a professional organization;

2. directions for how the Executive Board itself is to function and how individual members of the Executive Board are to conduct themselves; how Executive Board committees and representatives are to function;

3. non-delegable matters such as policymaking; and,

4. specific matters which the Executive Board has chosen not to delegate to the Executive Director.

These Executive Board Policies ***may be*** supplemented by an Administrative Procedure as part of the Administrative Procedures Manual. The Administrative Procedures (AP) will be the primary written document by which the Executive Director provides direction. All policies and administrative procedures must be entirely consistent.

The development of two separate and distinct documents (i.e., Policy/Administrative Procedures) is meant to reinforce the distinction between the Executive Board's responsibility to govern and the Executive Director's administrative duties.

LEADS Policy Manual

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LEADS Policy	
1 – Hope and Dream, Vision, Mission and Values	**References:** **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Approved by the Executive Board November 23-24, 2023 – Approved by the Executive Board

Background

1. The overall purpose and legislative mandate of LEADS include:
   (a) formation of a league of professional out-of-scope administrators and supervisors;
   (b) act as the regulatory authority for certification and accreditation for membership in the League;
   (c) the advancement of the cause of public education;
   (d) promotion for the improvement of student achievement; and,
   (e) support for a provincial educational system that advocates success for all students.
2. To provide a distinctive voice for public supervisory officers in the Province of Saskatchewan.
3. To further common interests in the cause of education in Saskatchewan by working co-operatively with other sector partners, organizations and associations.
4. To promote effective leadership and the development and growth of its members.
5. To promote ethical practices among the members of the League.
6. To maintain a liaison with and advise the Ministry of Education and other appropriate organizations on matters pertaining to education.
7. To provide welfare, counselling and advice for members.

Our Hope and Dream
There is public trust and confidence with senior educational leaders in Saskatchewan.

Our Vision
LEADS' members and partners will provide leadership to facilitate enhanced outcomes in the academic, personal, social and spiritual development of all children and youth in Saskatchewan.

Our Mission
LEADS is a professional and regulatory association that promotes leadership for excellence in education and provides member services.

Our Values
- **INTEGRITY IS AT OUR CORE:** We are honest, professional and transparent. We hold ourselves and our members accountable to the highest standard of leadership.
- **WE ARE INCLUSIVE:** We create a safe and welcoming environment. We embrace difference and respect diversity. We encourage individuals to bring their true self to work, so we can harness our unique talents to achieve our full potential.
- **WE ACT COLLABORATIVELY:** We build strong relationships on mutual respect and shared purpose. We can go further solving problems and working together.

LEADS Policy	
2 – Executive Board Member Affirmation of Office	**References:** *The Education Act, 1995* *The League of Educational Administrators, Directors and Superintendents Act, 1991* **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Approved by the Executive Board

Background

The Affirmation of Office is a solemn pledge and promise that the LEADS Executive Board members make to carry out their duties to the best of their abilities and to the benefit of LEADS, its members and Saskatchewan students.

The duties of a LEADS Executive Board member are many and varied, and extend beyond board meetings. LEADS Executive Board members are senior educational leaders serving as a collective voice to strategically advocate and impact learning for Saskatchewan students through networking, collaboration and innovation in education.

Required Acknowledgement

Therefore, the LEADS Executive Board requires its Executive Board members to acknowledge and agree to a series of principles and expectations, by signature, before formally assuming the role and responsibilities of the Executive Board as defined in *The Education Act, 1995*; *The League of Educational Administrators, Directors and Superintendents Act, 1991*; and LEADS Policy and Bylaws. These principles and expectations require its Board member to:

1. contribute to the fulfilment of the mission and vision of LEADS;
2. give the highest priority to the interest of LEADS and declare any conflict that exists between my personal interests and those of LEADS;
3. respect the provisions of *The League of Educational Administrators, Directors and Superintendents Act, 1991* and the Bylaws of LEADS, and if a violation of the *Act* or the Bylaws becomes known to me, I will disclose it to LEADS;
4. support the decisions of the LEADS Executive Board, and recognize the confidentiality of the discussions that lead to those decisions;
5. facilitate communication among LEADS members by reporting to members the decisions of the Executive Board and communicating the viewpoint of those members to LEADS;
6. participate in educational opportunities to enhance my contribution as a member of the LEADS Executive Board and as a senior educational leader;
7. assist LEADS members to understand and fulfil their responsibilities as leaders; and,
8. exercise honesty, loyalty, care, diligence, skill and prudence in carrying out my duties as an Executive Board member.

SASKATCHEWAN LEAGUE OF EDUCATIONAL ADMINISTRATORS, DIRECTORS AND SUPERINTENDENTS (LEADS)

AFFIRMATION OF OFFICE

The Affirmation of Office is a solemn pledge and promise that the LEADS Executive Board members make to carry out their duties to the best of their abilities and to the benefit of LEADS, its members and Saskatchewan students.

The duties of a LEADS Executive Board member are many and varied, and extend beyond board meetings. LEADS Executive Board members are senior educational leaders serving as a collective voice to strategically advocate and impact learning for Saskatchewan students through networking, collaboration and innovation in education.

Therefore, I hereby acknowledge and agree that I will:

1. contribute to the fulfilment of the mission and vision of LEADS;

2. give the highest priority to the interest of LEADS and declare any conflict that exists between my personal interests and those of LEADS;

3. respect the provisions of *The League of Educational Administrators, Directors and Superintendents Act, 1991* and the Bylaws of LEADS, and if a violation of the *Act* or the Bylaws becomes known to me, I will disclose it to LEADS;

4. support the decisions of the LEADS Executive Board, and recognize the confidentiality of the discussions that lead to those decisions;

5. facilitate communication among LEADS members by reporting to members the decisions of the Executive Board and communicating the viewpoint of those members to LEADS;

6. participate in educational opportunities to enhance my contribution as a member of the LEADS Executive Board and as a senior educational leader;

7. assist LEADS members to understand and fulfil their responsibilities as leaders; and,

8. exercise honesty, loyalty, care, diligence, skill and prudence in carrying out my duties as an Executive Board member.

Dated this _____ day of _____, 20____.

_____

(signature)

_____

(print name)

LEADS Policy	
3 – LEADS Professional Code of Conduct	**References:** AP-300 – LEADS Professional Code of Conduct *LEADS Leadership Development Paper, 2017 (p.43)* **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Approved by the Executive Board November 6, 2020 – Approved by the Executive Board May 21, 2021 – Approved by the Executive Board

Background

All LEADS members are required to adhere and comply to the following "Professional Code of Conduct":

Code of Conduct for Members of the League: All LEADS members shall:

1. ensure to be good citizens and to hold themselves to high ethical standards;

2. constantly uphold the honour and dignity of their profession in all actions and relations with pupils, colleagues, school board members, and the public;

3. accept the responsibility to keep abreast of current developments in education and to contribute to the growing body of specialized knowledge, concepts, and skills that characterize the professional aspects of school administration;

4. ensure to provide the best possible educational experiences and opportunities to all persons in their school divisions, placing the needs of the student above all other considerations;

5. applying for positions or entering into contracts seek to preserve and enhance the prestige and status of their profession;

6. implement, in good faith, all provincial regulations and policies duly adopted by the Board;

7. recognize that schools are the public's business and seek to keep the community fully and honestly informed about its schools, while maintaining confidences entrusted to them in the course of executing the affairs of the schools; and,

8. not permit consideration of private gain or personal interest to affect the discharge of their professional responsibilities.

LEADS members are expected to embrace and adhere to the Professional Code of Conduct and to strive to fulfill the expectations associated with the Professional Code of Conduct.

Professional Reference: Dimension 5: Ethical Leadership described in the *LEADS Leadership Development Paper, 2017 (p.43)* provides additional context for membership achievement of the Code of Conduct:

> LEADS members understand and model appropriate value systems, ethics, and moral leadership. They know and act in accordance with the LEADS Professional Code of Conduct.
>
> LEADS members demonstrate expertise in:
>
> 1. exhibiting cultural responsiveness;
> 2. understanding and articulating the evolving role of schooling in a democratic society;
> 3. demonstrating ethical and personal integrity;
> 4. modelling accepted moral and ethical standards in all interactions;
> 5. describing and establishing a strategy to promote moral and ethical practices in each classroom and school; and,
> 6. describing a strategy to ensure that diversity of religion, ethnicity and way of life in the district are not violated.

LEADS Policy	
4 – Executive Director Position Description	**References:** *The League of Educational Administrators, Directors and Superintendents Act, 1991, S.14.1* **Updates:** March 5, 2017 – Approved at LEADS Annual Policy Conference, Regina, SK November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Approved by the Executive Board November 6, 2020 – Approved by the Executive Board May 21, 2021 – Approved by the Executive Board November 27-28, 2025 – Approved by the Executive Board

Background

As the corporate body empowered in Saskatchewan by *The League of Educational Administrators, Directors and Superintendents Act, 1991*, the Executive Board is responsible for the development of strategic directions, goals and policies to guide the provision of authority defined in *The League of Educational Administrators, Directors and Superintendents Act, 1991*.

To meet the required mandate, the Executive Board is authorized to employ an Executive Director with the following defined role and responsibilities:

1. **General Description**

   Executive Director (Chief Executive Officer) LEADS.

2. **Qualifications**

   As required for membership in LEADS, or as set out by the Executive Board.

3. **Reporting**

   Reports to LEADS Executive Board through the President.

4. **Goals**

   (a) To provide leadership in developing, achieving, and maintaining LEADS programs and services.

   (b) To administer and/or supervise (or cause to be administered and/or supervised) all LEADS activities.

5. **Performance Responsibilities**

   (a) Attends all meetings of the Executive Board and serves as ex-officio member of all Executive Board committees.

   (b) Informs and advises the Executive Board about programs, practices and issues for LEADS to consider, and keeps the Executive Board informed of his/her activities while operating under LEADS authority.

   (c) Recommends areas of policies that may be developed to further LEADS objectives, or recommends revisions or amendments to existing policies.

(d) Acts as an advisor/consultant to the membership in the area of contracts, benefits and legislation.

(e) Provides support during termination of contract proceedings of LEADS members, including authorization of legal assistance to the limit established by the Executive Board.

(f) Provides initial adjudication of complaints against LEADS members, and has the authority to declare a complaint frivolous/vexatious, and to dismiss said complaint (and report such to the Professional Relations Committee), or to forward said complaint to the Professional Relations Committee.

(g) Represents LEADS on various committees, at conventions, and at seminars as required and appropriate.

(h) Oversees preparation of membership lists, receipt of fees and directory.

(i) Prepares a preliminary budget for consideration and discussion by the Executive Board.

(j) Prepares the agenda for Executive Board meetings and circulates the agenda and relevant documentation to the Executive Board in advance of the meeting.

(k) Distributes notices for the Annual General Meeting/Annual Spring Conference, Summer Short Course, and other LEADS conferences or seminars, and co-ordinates planning said events.

(l) Keeps the membership informed regarding the operation of LEADS.

(m) Ensures the business of LEADS is conducted consistent with *The League of Educational Administrators, Directors and Superintendents Act, 1991*, bylaws and policies.

(n) Acts on own discretion as necessary in any matter not covered by *The League of Educational Administrators, Directors and Superintendents Act, 1991*, bylaws or policies, and reports such action(s) to the LEADS President and Executive Board.

(o) Carries out directives of the Executive Board and maintains associated minutes, records, files and correspondence.

(p) Represents LEADS with the public and maintains a program of publicity and public relations as appropriate and approved by the Executive Board.

(q) Demonstrates an understanding of the organization and how the various parts of the organization relate to and affect each other.

(r) Co-ordinates liaison among LEADS and the Saskatchewan School Boards Association, the Saskatchewan Teachers' Federation, the Saskatchewan Association of School Business Officials and the Saskatchewan Ministry of Education, as well as other organizations that interact with LEADS.

(s) Meets regularly with Executive Directors of the Saskatchewan School Boards Association, the Saskatchewan Teachers' Federation and the Saskatchewan Association of School Business Officials, as well as the Saskatchewan Ministry of Education, and reports pertinent discussions to the Executive Board in a timely manner.

(t) Confers regularly with colleagues in like-organizations in British Columbia, Alberta and Manitoba.

(u) Assumes responsibility for the investment and management of all organizational funds.

(v) Maintains a close working relationship with the LEADS President and President-Elect.

(w) Negotiates and monitors all contracts of services provided to the LEADS organization.

(x) Performs other duties that the Executive Board may delegate.

LEADS Policy	
5 – Executive Director Evaluation	**References:** *The League of Educational Administrators, Directors and Superintendents Act, 1991, S.14.1* **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Reviewed by the Executive Board April 24, 2020 – Approved by the Executive Board November 6, 2020 – Approved by the Executive Board

Background

The Saskatchewan League of Educational Administrators, Directors and Superintendents believes that a properly conducted program for evaluation of the Executive Director benefits the Executive Director, enhances the relationship between the Executive Director and the Executive Board, ensures accountability, assists the Executive Board to provide quality professional services and models the importance of systematic assessment throughout the operations of LEADS.

Statement

The Executive Board's formal evaluation of its Executive Director strengthens the congruence between the LEADS mission, goals and strategic plan; and, the work identified within the role and responsibilities defined in LEADS Policy 4 – Executive Director Position Description.

LEADS Policy 4, Executive Director Position Description, defines the requirement for the Executive Board to conduct a performance evaluation of the LEADS Executive Director.

Objectives

The objectives of the Executive Director's evaluation process are to:

1. Establish performance expectations.
2. Provide a vehicle with which to measure Executive Director performance against expectations.
3. Give feedback to the Executive Director.
4. Support compensation adjustment decisions.

Procedures

1. **Rationale**

   (a) To provide objective information regarding the Executive Director's performance.

   (b) To increase the Executive Board's awareness of the state of operations in LEADS, and to determine the directions in which it wishes to proceed.

(c) To help the Executive Board to perceive its own performance and organizational behavior more clearly.

(d) To help the Executive Board and Executive Director agree on what is expected of each other, enabling the Executive Board to function as policymaker and the Executive Director as Chief Executive Officer.

(e) To provide a basis for commending, rewarding and reinforcing good work.

(f) To sensitize the Executive Board to the challenges and pressures inherent in the position of the Executive Director.

(g) To provide dialogue and feedback on progress achieved between successive (eg., annual) evaluations.

2. **Characteristics of the Performance Appraisal Process**

(a) It should be co-operatively planned and carried out.

(b) It should be more diagnostic than judgmental.

(c) It should provide for clear, constructive and personalized feedback.

(d) It should be current, reflecting the best of relevant research.

(e) It should enhance the self-image and self-respect of everyone involved.

(f) It should provide a forum in which the Executive Director can respond to the evaluation.

(g) It should be a regularly scheduled event.

(h) It should promote self-assessment by Executive Board members and the Executive Director alike.

(i) It should include an opportunity for periodic follow-up between formal evaluation processes.

(j) It should provide direction for self-improvement for the Executive Director and the Executive Board.

(k) It should celebrate the growth and accomplishments of the Executive Director.

3. **Planning for the Evaluation**

(a) The method and standards by which the Executive Director's performance is to be judged are to be mutually developed and understood by both the Executive Director and the members of the Executive Board.

(b) A mutually agreeable time and place for the evaluation shall be set by the Executive Board and the Executive Director.

(c) The Executive Board will agree that this item will be given priority on the agenda for this meeting.

(d) The Executive Board will agree that all of its members will participate.

(e) The Executive Board and Executive Director will not limit themselves to those items which appear on the form being used, since no form or set of guidelines can encompass the totality of the Executive Director's responsibilities. The Executive Board and Executive Director may choose to focus on one specific aspect of the Executive Director's performance in a given year with more comprehensive reviews occurring less frequently.

(f) All Executive Board members will agree that their individual assessments of the Executive Director will be compiled into a final written, composite evaluation which will be discussed between the Executive Director and the whole Executive Board.

(g) Each judgment should be supported by as much objective documentation as possible; one Executive Board member's opinion will not be the sole basis for judgment on an appraisal item.

(h) There will be an understanding between the parties that, in some cases, a judgment criterion might be deleted from the process because extenuating circumstances might have prevented the Executive Director from performing that function.

(i) The final evaluation will be signed by both parties – that is the Executive Director and the President.

4. **Materials Vital to the Process**

(a) **Statement of Goals and Priorities**

The Executive Board should compile such a statement which considers Executive Board policies, its statement of educational philosophy, all applicable laws or regulations, and the desires of the community.

(b) **Executive Director's Position Description**

The Executive Board must have clearly stated the roles and responsibilities of the Executive Director in carrying out Executive Board's goals and priorities. The position description should determine how much actual authority the Executive Director must complete his/her work. A fair evaluation must be defined by the limits of the job summary.

(c) **A Written Evaluation Procedure**

The Executive Board and its Executive Director must arrive at an agreeable structure for evaluation including timetables, procedural mechanics and the criteria under which judgment will be made.

5. **Follow-up/Review**

The final evaluation should be followed up by timely review(s) by the parties to the evaluation.

6. **Impact on Compensation**

The evaluation follow-up outcomes might be attached to compensation as defined within the contract of the Executive Director.

LEADS Policy	
6 – LEADS Certification for Membership	**References:** *The Education Act, 1995, S.200* *The League of Educational Administrators, Directors and Superintendents Act, 1991, S.25-30* LEADS Bylaw 8 – Membership Qualifications AP-310 – LEADS Certification for Membership Educational Relations Board **Updates:** November 2019 – Creation of Board Policy Manual November 7, 2019 – Approved by the Executive Board

Background

Applicants for LEADS membership must meet the criteria for registration in the Saskatchewan League of Educational Administrators, Directors and Superintendents (LEADS).

Criteria for Membership

As per the Section 8 of the Bylaws, "A person shall be eligible for membership in the League if he or she possesses the qualifications as follows:

8.1 holds or meets the requirements to hold a Professional 'A' Teacher's Certificate issued pursuant to "The Teacher Certification and Classification Regulations, 2002" under *The Education Act, 1995*;

8.2 has completed the requirements at a recognized university for:

a) A Master of Education degree, or;

b) A Master of Business Administration degree or a Master of Public Administration degree, or;

c) A Master's degree in a field related to the duties of an educational administrator, as approved by the executive.

8.3 submits evidence to the League of a minimum of two years teaching experience at the elementary or secondary level acceptable to the executive;

8.4 demonstrates good character satisfactory to the executive;

8.5 has been designated by the Educational Relations Board pursuant to s. 266 of *The Education Act, 1995* as not being a teacher;

8.6 is not employed under s. 200 of *The Education Act, 1995* by the same board of education for which the out of scope designation is sought."

LEADS Policy	
7 – LEADS Leadership Accreditation	**References:** *The League of Educational Administrators, Directors and Superintendents Act, 1991, S.6.c,d, S.25-30* LEADS Bylaw 10 AP-315 – LEADS Leadership Accreditation **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Reviewed by the Executive Board April 24, 2020 – Approved by the Executive Board May 21, 2021 – Approved by the Executive Board

Background

Assumptions – LEADS believes that an Accreditation Policy is founded on the following assumptions:

1. There is a legal obligation as a professional organization to ensure that the objectives of *The League of Educational Administrators, Directors and Superintendents Act, 1991* and its Bylaws are fulfilled.

2. There is a moral imperative and professional responsibility to be current in educational leadership theory and practice.

3. The LEADS Leadership Development Paper provides the research basis for a leadership program.

4. Public confidence and accountability in educational administration leadership is enhanced.

Rationale – The purpose of the LEADS Leadership Accreditation program is to demonstrate that members are competent and current in their professional practice. The following references are provided:

> Objects of the League – *The League of Educational Administrators, Directors and Superintendents Act, 1991*, Section 6:
>
> "(c) to raise the status of the profession of educational administration and to develop the highest standards of professionalism, skills and knowledge in all matters relating to the profession of educational administration;
>
> (d) to foster ethical behavior and professional conduct of the membership and to discipline any member guilty of professional misconduct or professional incompetence in the performance of his or her duties."
>
> LEADS Professional Code of Conduct – Bylaws Adopted March 1982, Revised March 2024
>
> The Professional Code of Conduct is derived from the self-imposed professional commitment of the LEADS organization to the public that it will ensure that the standards indicated are met by its members.

Policy Statement

1. The LEADS organization shall establish and conduct, on an ongoing basis, a Leadership Accreditation program for its members.

2. LEADS sponsored learning opportunities shall form the core of the Leadership Accreditation program.

3. The LEADS Leadership Accreditation program will recognize a wide array of professional development activities.

4. LEADS members must be able to demonstrate that they are committed to continuing professional growth throughout their career.

5. New LEADS members are required to complete all mandatory LEADS Core Leadership Modules within the sequence and progression defined by LEADS.

6. The LEADS Executive Board is directly responsible, as defined in *The League of Educational Administrators, Directors and Superintendents Act, 1991*, to monitor member adherence and compliance for the LEADS Leadership Accreditation program.

LEADS Policy	
8 – Educational Leadership Standing Committee	**References:** *The League of Educational Administrators, Directors and Superintendents Act, 1991* LEADS Bylaw 22 AP-325 – Educational Leadership Standing Committee **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Reviewed by the Executive Board April 24, 2020 – Approved by the Executive Board November 6, 2020 – Approved by the Executive Board

Background

The Educational Leadership Standing Committee is established by Bylaw 19 to assist the Executive Board in meeting the professional and regulatory obligations defined in *The League of Educational Administrators, Directors and Superintendents Act, 1991*.

1. **Role of the Committee**
   (a) The LEADS Standing Committee on Educational Leadership exists to assist in fulfilling the vision of the LEADS organization.
   (b) To provide educational leadership, the LEADS organization and its members must be current in identifying issues and ways to address them.
   (c) The Committee will endeavor to assist LEADS and its members in sustaining high standards of educational leadership.

2. **Mandate of the Committee**
   The LEADS Standing Committee on Educational Leadership will be responsible for visioning, planning, implementing and monitoring identified professional development initiatives, including but limited to:
   (a) LEADS Core Leadership Modules; and,
   (b) Educational Issues and Trends – Track and identify possible and potential professional development areas of focus to meet the learning needs of members, sector and LEADS.

3. **Committee Membership**
   (a) The Committee membership should include at least some members who have a current academic focus through writing, research or teaching activities.
   (b) The training and experience of the Committee members should represent the disciplines of educational administration, curriculum and instruction, and student services; members should have exhibited leadership in one or more of these areas.
   (c) The Committee members should be selected with due regard to equity.

LEADS Policy	
9 – Professional Relations Standing Committee	**References:** *The League of Educational Administrators, Directors and Superintendents Act, 1991, S.34-55, S.37, S.38* LEADS Bylaw 21 AP-334 – Professional Relations Standing Committee **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Reviewed by the Executive Board April 24, 2020 – Approved by the Executive Board

Background

The Government of Saskatchewan has granted the League of Educational Administrators, Directors and Superintendents (LEADS) the legislative authority, as described in *The League of Educational Administrators, Directors and Superintendents Act, 1991*, to regulate membership in LEADS.

The League of Educational Administrators, Directors and Superintendents Act, 1991, Section 37, defines "professional misconduct" as:

> "Professional misconduct is a question of fact, but any matter, conduct or thing, whether or not disgraceful or dishonourable, constitutes professional misconduct within the meaning of this Act if:
>
> (a) it is harmful to the best interests of students, other members of the public, or the members;
>
> (b) it tends to harm the standing of the profession of educational administration;
>
> (c) it is a breach of this Act or the bylaws; or
>
> (d) it is a failure to comply with an order of the professional relations committee, the discipline committee or the executive."
>
> 2015, c.R-15.1, s.60.

The League of Educational Administrators, Directors and Superintendents Act, 1991, Section 38, defines "professional incompetence" as:

> "Professional incompetence is a question of fact, but the display by a member of a lack of knowledge, skill or judgment or a disregard for the welfare of a student or other member of the public served by the profession of a nature or to an extent that demonstrates that the member is unfit to:
>
> (a) continue in the practice of the profession of educational administration; or
>
> (b) provide one or more services ordinarily provided as a part of the practice of the profession;
>
> (c) is professional incompetence within the meaning of this Act."
>
> 2015, c.R-15.1, s.60.

Purpose and Mandate of the Professional Relations Committee

Sections 34-55 of *The League of Educational Administrators, Directors and Superintendents Act, 1991* require the LEADS Executive Board to establish a "Professional Relations Committee." In compliance with this requirement, the LEADS Executive Board is responsible for mandating the Professional Relations Committee to:

1. review a complaint of professional misconduct or professional incompetence against a member of LEADS at the request of the LEADS Executive Board or as received directly by the Professional Relations Committee;

2. investigate the complaint by taking any steps the Professional Relations Committee considers necessary, including summoning before it the member whose conduct is the subject of the complaint; and,

3. assess the complaint and provide a written report to the discipline committee recommending:

   (a) that the Discipline Committee hear and determine the formal complaint set out in the written report;

   (b) that the matter be referred to the Saskatchewan Professional Teachers Regulatory Body; or,

   (c) that no further action be taken with respect to the matter under investigation.

4. prosecute, or direct the prosecution of a complaint which is heard by the Discipline Committee.

LEADS Policy	
10 – Discipline Standing Committee	**References:** *The League of Educational Administrators, Directors and Superintendents Act*, 1991, S.34-55, S.37, S.38 LEADS Bylaw 20 AP-336 – Discipline Standing Committee **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Reviewed by the Executive Board April 24, 2020 – Approved by the Executive Board

Background

The Government of Saskatchewan has granted the League of Educational Administrators, Directors and Superintendents (LEADS) the legislative authority, as defined in *The League of Educational Administrators, Directors and Superintendents Act, 1991*, to regulate membership in LEADS.

The League of Educational Administrators, Directors and Superintendents Act, 1991, Section 37, defines "professional misconduct" as:

> "Professional misconduct is a question of fact, but any matter, conduct or thing, whether or not disgraceful or dishonourable, constitutes professional misconduct within the meaning of this Act if:
>
> (a) it is harmful to the best interests of students, other members of the public, or the members;
>
> (b) it tends to harm the standing of the profession of educational administration;
>
> (c) it is a breach of this Act or the bylaws; or
>
> (d) it is a failure to comply with an order of the professional relations committee, the discipline committee or the executive."
>
> 2015, c.R-15.1, s.60.

The League of Educational Administrators, Directors and Superintendents Act, 1991, Section 38, defines "professional incompetence" as:

> "Professional incompetence is a question of fact, but the display by a member of a lack of knowledge, skill or judgment or a disregard for the welfare of a student or other member of the public served by the profession of a nature or to an extent that demonstrates that the member is unfit to:
>
> (a) continue in the practice of the profession of educational administration; or
>
> (b) provide one or more services ordinarily provided as a part of the practice of the profession;
>
> (c) is professional incompetence within the meaning of this Act."
>
> 2015, c.R-15.1, s.60.

Purpose and Mandate of the Discipline Committee

Sections 34-55 of *The League of Educational Administrators, Directors and Superintendents Act, 1991* require that the LEADS Executive Board establish a "Discipline Committee." In compliance with this requirement, the LEADS Executive Board is responsible for mandating the Discipline Committee to:

1. The Discipline Committee will receive a written investigative report with recommendations from the Professional Relations Committee upon the completion of investigation by the Professional Relations Committee of a complaint against a member of professional misconduct or professional incompetence.

2. The Discipline Committee is also tasked with:

   (a) conducting a hearing;

   (b) reviewing and considering the evidence submitted by the Professional Relations Committee;

   (c) hear and review the defense from the member subject to the complaint;

   (d) determining whether or not the member whose conduct is subject of the complaint is guilty of professional misconduct or professional incompetence; and,

   (e) report its Committee decision to the LEADS Executive Board.

LEADS Policy	
11 – LEADS Executive Board Attendance	**References:** **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Approved by the Executive Board November 6, 2020 – Approved by the Executive Board May 21, 2021 – Approved by the Executive Board

Background

LEADS is led by its Executive Board and relies on its leadership to guide LEADS. This policy is intended to facilitate the full participation and contribution of all Executive Board members.

For the purposes of this policy, Executive Board members are those elected by the LEADS membership to serve on its Executive Board.

Commitment to Serve

During the call for candidates for Executive Board vacancies, the President shall:

1. describe the annual time commitment required by membership on the Executive Board;

2. share Policy 11 – LEADS Executive Board Attendance with all candidates for their consideration regarding clarity for the commitment; and,

3. recommend that the prospective candidate discuss the time requirement with their employer (i.e., Director of Education or Board of Education).

Policy Statement

1. An Executive Board attendance issue occurs when an Executive Board member has, in regard to a regularly scheduled Executive meeting, been absent from more than one meeting.

2. A second absence from a regularly scheduled Executive Board meeting during the year (AGM to AGM), regardless of reason, will trigger an attendance issue. In this occurrence, the President will promptly contact the member to discuss the barriers impacting the member's attendance at all meetings. The member's response shall be shared with the Executive Board at the next meeting.

3. In the event attendance issues are related to the President, the President-Elect will promptly contact the President to discuss the barriers impacting the President's regular attendance at all meeting(s). The President's response shall be shared with the Executive Board at the next meeting.

4. The Executive Board shall vote on whether or not to terminate the member's membership on the Executive Board.

5. If the Executive Board votes to terminate the member's participation, the President shall provide a written notice of termination to the member in question within two weeks of said vote. If the Executive Board votes to terminate the President's participation, the President-Elect shall provide a written notice of termination to the President within two weeks of said vote.

6. The Executive Board shall promptly begin to recruit a new member by announcing the vacancy to the zone membership.

    (a) In the event more than one candidate puts their name forward, the zone will be required to co-ordinate and facilitate a membership vote among the members of that zone.

    (b) If only one candidate puts their name forward, the Executive Board will approve the acceptance of the candidate as a new Executive Board member. The President will issue the relevant offer of Executive Board membership to the new member, and his/her name will be shared with the entire LEADS membership at the earliest opportunity.

LEADS Policy	
12 – Executive Board Reporting	**References:** AP-220 – Executive Board Reporting **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Approved by the Executive Board November 6, 2020 – Approved by the Executive Board May 21, 2021 – Approved by the Executive Board November 18, 2021 – Approved by the Executive Board

Background

LEADS and its Executive Board are governed by *The League of Educational Administrators, Directors and Superintendents Act, 1991*, the LEADS Bylaws, Policy and Administrative Procedures. Combined, these documents and the processes and structures contained within, direct and manage LEADS operations and activities. These documents also define and establish the role and responsibilities among the Executive Board, the Executive Director and the membership.

This governance system has been designed to assist the organization focus on the activities that contribute most to assist LEADS to meet its legislated mandate; identify, develop and deploy programs and services to the membership; allocate resources effectively; and ensure LEADS is managed in the best interests of public education in Saskatchewan.

Reporting Requirements Procedure

The LEADS Executive Board shall clearly understand and agree upon their responsibilities and mandate, and as such develop a meaningful structure to report annually on the annual and ongoing work of LEADS.

All reports will be identified and scheduled into the LEADS Executive Board regular meeting schedule and/ or into the AGM report. This reporting structure shall be developed and approved by the Executive Board each year by June 30. This reporting structure will include, but not be limited to:

1. Standing Committee Interim Reports
    (a) Educational Leadership Committee
    (b) Professional Relations Committee
    (c) Discipline Committee
    (d) Adjudication Committee

2. LEADS Ad Hoc Committee Reports
    (a) LEADS Committee Representative Report
    (b) LEADS Sponsored Programming Report
        i) LEADS Summer Short Course
        ii) LEADS Annual General Meeting/Annual Spring Conference
        iii) LEADS Core Leadership Modules

3. Executive Board Meeting Reports
   (a) President's Report
   (b) Executive Director's Report

4. Annual AGM
   (a) Budget Report
   (b) Strategic Plan Report

Assessment, Monitoring and Progression

This reporting form and structure shall guide the assessment, monitoring and progression of the work of LEADS as a professional organization. This reporting form and structure will also guide the seamless connection between the LEADS mandate; the roles and responsibilities of the Executive Board and Executive Director; the Strategic Plan; and, each of the LEADS sponsored programming and services. Together this reporting form and structure will advance the effectiveness of LEADS and its members in the service of educational leadership in public education.

LEADS Policy	
13 – Respect for Human Diversity and Equal Opportunity	**References:** *The Education Act, 1995, S.85, S.87, S.141* *The Saskatchewan Human Rights Code, 2018* The Occupational Health and Safety Regulations, 1996 Canadian Charter of Rights and Freedoms AP-350 – Respect for Human Diversity and Equal Opportunity **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Reviewed by the Executive Board April 24, 2020 – Approved by the Executive Board

Background

LEADS reaffirms the rights, as provided for in *The Saskatchewan Human Right Code, 2018* and the *Canadian Charter of Rights and Freedoms*, of all members of LEADS. LEADS members and (to the extent reasonably within the control of LEADS and its members) the staff they supervise or work with, will be free from discrimination on prohibited grounds as described in The *Saskatchewan Human Right Code, 2018* or the *Canadian Charter of Rights and Freedoms*.

Human diversity includes all the ways in which human beings are both similar and different. Respect for diversity means accepting and respecting differences in people and their unique circumstances. Diversity may include, but is not limited to, gender identity, sexual orientation, age, ethnic origin, ancestry, culture, socio-economic status, religion, family status, and mental and physical disability.

Policy Statement

LEADS endorses the principle that all persons are equal in dignity and rights. Acts of discrimination based differences protected by law shall not be tolerated in the governance, operation, or programs and services. The development and implementation of policies, procedures, practices and programs shall reflect and promote everyone's right to equal concern and respect, and provide an environment which promotes and fosters growth, harmony and equality of opportunities for all.

LEADS Policy	
14 – Legal Advice and Assistance	**References:** *The League of Educational Administrators, Directors and Superintendents Act, 1991, S.6.g* **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Reviewed by the Executive Board January 17, 2020 – Reviewed by the Executive Board April 24, 2020 – Approved by the Executive Board November 27-28, 2025 – Approved by the Executive Board

Background

LEADS members may be a subject to disputes, concerns, or formal complaints regarding professional misconduct or professional incompetence.

In accordance with *The League of Educational Administrators, Directors and Superintendents Act, 1991*, Section 6(g), the LEADS organization will make provisions to afford advice, assistance and legal protection to members in their professional duties and relationships.

Regulations

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 – LEADS member dispute (other than dismissal); or,
   (c) member professional misconduct or professional incompetence.

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

   Notwithstanding Sections 4, 5 and 6 of this policy, in the following situations, the LEADS Executive Board shall not approve financial support:

   (a) when the member is under investigation by the Professional Relations Committee;
   (b) when the member is convicted of or has admitted to a criminal offence; or,
   (c) other – as determined by the Executive Board.

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.

4. **Eligibility for Support**

For the purposes of administering the fund, the following individuals are eligible:

(a) all full active LEADS members; and,
(b) persons who are no longer full active members, but who were full active members when the events giving rise to the legal action occurred.

5. **Requests for Legal Assistance**

Members are urged to contact the Executive Director. Requests for legal assistance shall be submitted to the Executive Director. Legal costs incurred prior to contacting the Executive Director of LEADS shall be the responsibility of the individual member.

6. **Routing of Requests for Legal Advice and Assistance**

Step 1: Executive Director
The Executive Director shall advise the member and shall obtain a legal opinion at the written request of the member.

Step 2: Executive Director Approval Process
If the matter requires more than a professional or legal opinion, the Executive Director is granted the authority by the Executive Board to grant support up to a maximum of $10,000 per case. The Executive Director has the responsibility to screen the validity of all initial requests for financial assistance. A member may appeal the decision of the Executive Director to the Executive Board.

Step 3: LEADS Executive Board Approval
The LEADS Executive Director shall place before the Executive Board all cases where requests for financial support is beyond the maximum $10,000. The Executive Board shall consider the continuing nature and/or elevation of the case affecting the member. For example, this consideration may include Executive Board review of:

- additional evidence brought against the member; and/or,
- new evidence brought to the case by the member.

Financial support may be increased and the specific amount of support, subject to further review, shall be communicated to the member and, amounts approved beyond $10,000 may be based on dollar-for-dollar cost sharing between the member and LEADS with LEADS total contribution to any case being capped at $20,000. A member may appeal the decision of the Executive Board to the membership.

7. **Extending Legal Support Beyond the per Case Maximum**

Where in the opinion of the LEADS Executive Board, a legal decision could have important implications for the professional welfare of all LEADS members and/or the LEADS organization, the LEADS Executive Board may extend legal support beyond the per case maximum. A member may appeal a decision of the Executive Board to the membership.

Procedures for the Allocation of Assistance to Members in Conflict

1. **Reimbursement**

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

2. **Reporting to Members**

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

3. **Information to Members**

   Upon the written request of a member of LEADS and with the concurrence of the Executive Board, the following information may be made available:

   (a) nature of the case;
   (b) extent of legal service provided;
   (c) cost to LEADS; and,
   (d) name of the member served with the member's consent in writing.

4. **Budget Allocation**

   The LEADS Executive Board shall make an annual budget allocation for legal services.

5. **Policy Review Procedures**

   This policy shall be reviewed annually by the Executive Board.

LEADS Policy	
15 – Compulsory Membership in the LEADS Employee Benefits Plan	**References:** **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Approved by the Executive Board

Background

LEADS is committed to support and provide services to its members. In doing so, LEADS registers all members in the Employee Benefits Plan (EBP) with the Saskatchewan School Boards Association.

Guidelines

The full participation of members is beneficial to the long term viability of the plan.

1. All members registered in alternate plans as of July 31, 2004, shall have the option to remain in their existing plans.

2. New members registered as LEADS members shall be required to register in the LEADS EBP plan.

3. Superannuated past members of LEADS returning to a senior administrative employee contract by a Board of Education shall be required to register in the LEADS EBP plan.

LEADS Policy	
16 – Privacy	**References:** Horizon Computer Solutions Robertson Stromberg Barristers & Solicitors **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Approved by the Executive Board

Background

This Privacy Policy describes our policies regarding the collection, use and disclosure of personal information when you use and visit our Website.

We use the information you provide to help improve your experience on our Website. By using our Website, you agree to the collection, use and disclosure of your personal information in accordance with this Privacy Policy.

1. **Consent to Collection, Use and Disclosure**

    1.1 By using our Website, you consent to the collection, use and disclosure of your information, including personal information, in accordance with the terms of this Privacy Policy.

2. **Collection of Information**

    2.1 We collect several different pieces of information to provide and improve our Website. Information collected may include:

    (a) Personal Information: We may request and collect personal information from you, including first and/or last name, personal or work email address, personal or work phone number, home or business address.

    (b) Usage Data: We may also collect information which shows how our Website is accessed and used. This Usage Data may include information such as the pages of our Website that you visit, the time and date of your visit, the time spent on each page, unique device identifiers and other diagnostic data.

    (c) Tracking and Cookies Data: We may use cookies and similar tracking technologies to track the activity on our Website. In addition to Cookies, we may use other tracking technologies such as beacons, tags and scripts to collect and track information and to improve an analyse our Website (for example, Google Analytics). Learn more about our Cookie Policy here.

    2.2 You are not obligated to provide us with any personal information, but your ability to use our Website without providing certain personal information may be limited.

3. Use and Storage of Information

3.1 We may use the information collected:

(a) to provide and maintain our Website;

(b) to notify you about changes to our Website;

(c) to allow you to participate in interactive features of our Website when you choose to do so;

(d) to provide care and support to users on our Website;

(e) to support analysis and obtain valuable information to improve our Website;

(f) to monitor the usage of our Website;

(g) to detect, prevent and address technical issues on our Website.

3.2 We will use your personal information only for the purpose(s) for which it is collected, or purposes consistent with that purpose.

3.3 Information collected, including personal information, may be transferred to and maintained upon third party servers, including those located outside of your province, country or other governmental jurisdiction where the information protection laws may differ from those in your jurisdiction. If your information is transferred to a third party, we will take reasonable steps to ensure that there are adequate controls in place for the security and privacy of your information. If you are located outside Canada and choose to provide information to us, please note that we collect the information, including personal information, in Canada and house it there.

4. Disclosure of Information

4.1 We may disclose your personal information, if necessary, to:

(a) comply with a legal obligation, including an obligation pursuant to any statutory provision or in response to a court order;

(b) protect and/or defend the rights or property of LEADS;

(c) prevent or investigate possible wrongdoing in connection with our Website;

(d) protect the personal safety of users or our Website or the public;

(e) protect LEADS against legal liability;

(f) except as set out herein, we will not disclose your personal information to any third party without your consent.

5. **Security of Data**

5.1 The security of your information is important to us. However, the exchange of personal information online is never 100% secure. We will use commercially reasonable means to protect your personal information, but we cannot guarantee its absolute security.

6. **Third Party Content**

6.1 Our Website may contain links to other sites that are not operated by us. If you click a third party link, you will be directed to that third party's site. We strongly recommend that you review the Privacy Policy of every site you visit. We have no control over and assume no responsibility for the content, privacy policies or practices of any third party sites or services.

7. **Revisions to Policy**

7.1 We may update, amend or replace this Privacy Policy from time to time, with little to no notice. You are advised to review this Privacy Policy periodically for any changes. Privacy Policy changes are effective immediately.

LEADS Policy	
17 – Cookies	**References:** Horizon Computer Solutions Robertson Stromberg Barristers & Solicitors **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Approved by the Executive Board

Background

Saskatchewan League of Educational Administrators, Directors and Superintendents uses cookies on the www.saskleads.ca website (the "Website"). By using our Website, you consent to the use of cookies in accordance with this Cookie Policy.

This Cookie Policy explains what cookies are, how we use cookies, how third parties we may partner with may use cookies on our Website, your choices regarding cookies and how to access further information about cookies.

What are Cookies?

Cookies are small pieces of data sent to your web browser by a website you visit. A cookie file is stored in your web browser and allows the website to "remember" your actions or preferences over time.

Cookies may be "persistent", "session" or "essential" cookies. Persistent cookies remain on your device when you go offline, while session cookies are deleted as soon as you close your web browser. Essential cookies are cookies which are essential to page functionality.

How does LEADS use Cookies?

When you use and access our Website, we may place cookies files in your web browser. We use cookies to enable certain functions of our Website and to analyze user behavior to establish visit patterns so we can improve our website functionality for you and others who use our Website. We use both session and persistent cookies on our Website. We may use essential cookies to authenticate users and prevent fraudulent use of user accounts.

Third Party Cookies

From time to time, our Website may include content embedded from third party providers. This content may contain third party cookies, and we encourage you to consult the policies of those third parties on their websites for information regarding their use of cookies.

What are Your Choices?

If you'd like to delete cookies or instruct your web browser to delete or refuse cookies, please visit the help pages of your web browser.

Please note, however, that if you delete cookies or refuse to accept them, you might not be able to use all of the features we offer, you might not be able to store your preferences, and some of our pages might not display properly.

LEADS Policy	
18 – Employment of Superannuated LEADS Members	**References:** AP-340 – Employment of Superannuated LEADS Members **Updates:** November 2019 – Creation of LEADS Policy Manual November 7, 2019 – Approved by the Executive Board November 27-28, 2025 – Approved by the Executive Board

Background

LEADS recognizes the legislative right for a LEADS member to superannuate and then to enter into a new senior administrative “employee contract” with the same or different Board of Education within the Province of Saskatchewan pending stipulations outlined in Administrative Procedures 340.

LEADS Policy

19 – Access to Unrestricted Surplus and Internally Restricted Reserves	**References:** *The League of Educational Administrators, Directors and Superintendents Act, 1991* LEADS Bylaws Policy 14 – Legal Advice and Assistance **Updates:** December 2019 – Creation of Policy 19 January 17, 2019 – Reviewed by the Executive Board April 24, 2020 – Approved by the Executive Board November 6, 2020 – Approved by the Executive Board November 21, 2024 – Approved by the Executive Board May 14-15, 2026 – Approved by the Executive Board

Background

The LEADS organization may, over time, accumulate a surplus. This surplus, which has accumulated over the life of the LEADS operation, is reported in the LEADS Audited Financial Statements on the Statement of Financial Position as Net Assets. It represents the assets of the organization less liabilities.

In helping to manage its financial operations, LEADS has designated some of its accumulated surplus for specific future purposes. This designated surplus is referred to as Internally Restricted Reserves. The undesignated balance of surplus funds is referred to as Unrestricted Surplus.

LEADS does not maintain a separate bank account for the designated assets.

Unrestricted Surplus

Each year, the excess (deficiency) of operating revenue over expenses is automatically absorbed into the Unrestricted Surplus, moving this balance up or down, accordingly.

Internally Restricted Reserves

1. **Legal Reserve**

   As established in LEADS Policy 14, Legal Advice and Assistance, the organization makes provision to afford advice, assistance and legal protection to members in their professional duties and relationships. Policy 14 outlines the scope of coverage and the process to access financial support. The Executive Director has the authority, as delegated by the Executive Board, to grant support up to a maximum of $10,000 per case.

   The Executive Board recognizes that additional financial resources may be required by individual members due to unpredictable circumstances. As a result, a second-level LEADS contribution capping out at a maximum $20,000 per case may be available, however, such additional financial support would require Executive Board approval. In such circumstances, the impacted member would make a special request, through the Executive Director, to the

Executive Board. A majority vote by the Executive Board in favour of providing additional financial resources would enable the access of funds from the Legal Reserve.

The Legal Reserve balance is $25,000.

2. **Special Projects Reserve**

   This reserve is to be used for special projects that arise on an irregular basis, where either the cost of the project is too sizeable or the timing of the project is too unpredictable to absorb into the regular operating budget.

   The Special Projects Reserve is $75,000.

Regulations

Access to any amounts from the Unrestricted Surplus or Internally Restricted Reserves by Administration, other than through the normal course of operations as identified herein, requires the approval of the Executive Board. Executive Board approval on time sensitive matters may be obtained through electronic communications.

LEADS Policy	
20 – Conflict of Interest	**References:** *The Education Act, 1995* *The League of Educational Administrators, Directors and Superintendents Act, 1991* LEADS Bylaws **Updates:** October 2020 – Creation of Policy 20 November 6, 2020 – Approved by the Executive Board

Background

Conflicts of interest are inevitable in any organization, particularly those with multiple constituencies and competing interests. A conflict of interest should not disqualify a person from office unless it is persistent and pervasive. What is most important is that any such conflict is managed in an open and transparent manner. Conflict of interest means a conflict, or the appearance of a conflict, between the private or personal interests of the official responsibilities of a person in a position of trust.

1. **Executive Board Position on Conflict of Interest**

   (a) The Executive Board is of the firm conviction that its ability to discharge obligations is dependent upon the confidence members of the professional organization place in the Executive Board and individual Board members.

   (b) Executive Board members are expected to be conversant with *The Education Act, 1995, The League of Educational Administrators, Directors and Superintendents Act, 1991* and the Bylaws.

2. **Declaration of Conflict of Interest**

   (a) Individual Executive Board members are responsible for declaring if they are in a possible conflict of interest.

   (b) The Executive Board member in 2(a) shall make their declaration in open meeting before Board or Committee discussion of the subject matter that may place the individual Board member in conflict of interest.

   (c) It is the responsibility of the individual Board member in 2(a) to take absence from the meeting in accordance with the requirements of *The Education Act, 1995*, *The League of Educational Administrators, Directors and Superintendents Act*, 1991 and the Bylaws, while ensuring that their declaration and absence are properly recorded within the minutes.

Expectations

1. The Executive Board, employees and members of the Saskatchewan League of Educational Administrators, Directors and Superintendents commit to ethical and appropriate conduct. This includes proper use of authority, appropriate decorum and mutual respect when acting as employees or representatives of the LEADS organization.

The Executive Board, employees and members shall serve LEADS to the best of their abilities, and shall be accountable for making the best possible decisions to meet the educational goals and needs of the organization.

2. A conflict of interest is defined as a situation in which an Executive Board member's/employee's/ member's decisions are influenced by that Executive Board member's/employee's/member's personal interests.

3. An Executive Board member/employee/member who is part of a particular interest group must take due care to ensure that private interests do not conflict with the organization's responsibilities and obligations.

4. Executive Board members/employees/members who have such a conflict of interest, or perceived or potential conflict of interest in a specific matter, must disclose such conflict to the Executive Director or President and ensure that any conflict is not seen to interfere with a person's work in their role.

5. Executive Board members/employees/members shall avoid conflict of interest with respect to their responsibility:

   (a) An Executive Board member/employee/member shall not have any interest, financial or otherwise, direct or indirect, or engage in any business or transaction or professional activity which conflicts with his/her duties.

   (b) An Executive Board member/employee/member shall not use or attempt to use his/her position to secure unwarranted privileges or advantages for himself/herself or others.

   (c) An Executive Board member/employee/member shall not act in his/her official capacity in any matter wherein he/she has a direct or indirect personal financial interest.

   (d) An Executive Board member/employee/member shall not use organization materials or resources of any kind for any activity or event that results in personal or financial gain (direct or indirect).

   (e) Executive Board member/An employee/member shall not accept any gift, favour, service or other consideration if the giving of such is done with the purpose of influencing any organization decision or action.

6. Failure to avoid or disclose a conflict of interest, or purposeful engagement of conflict of interest activities, constitutes grounds for disciplinary action, up to and including termination of employment or expulsion from the LEADS organization.

LEADS Policy	
21 – Financial Operations	**References:** **Updates:** November 2020 – Creation of Policy 21 November 6, 2020 – Approved by the Executive Board September 10, 2026 – Update usage of Electronic Payment System

Background

From a financial services perspective, LEADS is considered to be a small operation, employing an Executive Director on a part-time basis and contracting out both administrative and financial service functions of the organization. LEADS has implemented the procedures detailed below to minimize risk and maximize controls over its financial affairs.

1. **Accrual Accounting**

   LEADS uses the accrual method of accounting. Under the accrual method, an expense and the related liability are recorded at the time the goods or services are received and an obligation incurred.

   Revenue and related assets are recorded at the time the organization has earned the entitlement to receive the revenue without further obligation.

2. **Authorized Bank Signers**

   Authorizing signers for the bank account include: the LEADS Executive Director, LEADS Executive Assistant – Financial Services and Executive Assistant – Administrative Services.

3. **Bank Reconciliations**

   Bank reconciliations are to be performed monthly.

4. **Budget**

   Refer to the Administrative Procedures Manual – AP-230 – Budget and Personnel.

5. **Cheque Signing**

   Each cheque issued requires two signers, being any two of the three authorized bank signers.

6. **Credit Cards**

The Executive Director is issued a corporate credit card. In order to ensure payment on a timely basis, documentation has been filed with the credit card company to make an auto payment monthly clearing off the balance due on the statement. The Executive Director provides all support documentation for the credit card transactions. Any processing errors by the credit card company would be identified on a detective as opposed to preventative basis and brought to the attention of the credit card company accordingly.

7. **Disbursements Review**

For control purposes, due to limited personnel, electronic banking services are restricted to the following:

- acceptance of incoming funds via direct deposit and e-transfer; and,
- online access to account information provided on a read-only basis to the Executive Director and the LEADS Executive Assistant – Financial Services.
- Payments will be made using two person signing authority as required by banking system.

LEADS has elected to use electronic payment services for the following reasons:

- Electronic payments increase efficiency to the organization.

8. **Financial Reports to the Board**

As a measure of control, the following financial reports are provided to the Board monthly:

- critical analysis – comparing actual results to budget;
- financial statements including a balance sheet, profit and loss and aged accounts receivable reports;
- journal entries, issued cheques listing, bank statement and bank reconciliation documents; and,
- public accounts statement.

9. **Insurance**

LEADS secures continuous third party liability insurance coverage.

10. **Investments**

LEADS has a significant amount of funds available for investment. The objectives for the investment of funds are:

- preserve capital/asset through minimization of risks;
- maintain liquidity appropriate to meet ongoing financial requirements; and,
- obtain a competitive rate of return.

Toward this end, LEADS secures the services of an investment broker for placement of investments. All investments are in guaranteed investment certificates GICs or term deposits with a series of laddered maturity dates spanning over a four year period.

11. **Line of Credit**

In 2019-20, LEADS set up a $100,000 line of credit. In that fiscal year, LEADS had a large unbudgeted expenditure, and access to this credit facility enabled the organization to meet its cash flow requirements while keeping investment placements intact. A line of credit serves as an additional financial tool for the organization to manage unexpected events.

12. **Reimbursement for Expense and Travel Claims**

Refer to the Administrative Procedures Manual – AP-207 – Executive Board Member Remuneration and Expenses.

13. **Reserves**

Refer to LEADS Policy 19 – Access to Restricted and Unrestricted Reserve Fund.

14. **Technology**

LEADS uses an external service provider for technology support and service. The service provider is responsible for managing the website, member portal and all associated confidentiality issues.

LEADS Policy	
22 – Electronic Meetings	**References:** Governance Solutions Johnson Shoyama Graduate School of Public Policy Robert's Rules of Order **Updates:** November 2020 – Creation of Policy 22 January 15, 2021 – Approved by the Executive Board May 21, 2021 – Approved by the Executive Board

Background

The need and advantages to holding electronic meetings from time to time is both acknowledged and necessary. This policy is intended to provide guidance when holding and participating in these meetings.

Policy

This policy provides for the use of electronic means for the holding of meetings of the members, Executive Board and Committees of the Executive Board, including a Closed Executive Board meeting.

Electronic meetings may be used to hold member, Executive Board or Committee meetings subject to due notice requirements for any such meeting being met (or waived by unanimous consent in special circumstances).

All participants must have access to the necessary equipment for participation. A right of membership is participation, therefore, the technology used must be accessible to all members to be included in the meeting.

All rules pertaining to in-person member, Executive Board or Committee meetings or Closed Executive Board meetings, apply equally to electronic meetings. For example, notice, pre-meeting package requirements, quorum, minute taking, voting, confidentiality requirements, etc.

All provisions and policy related to closed meetings and conflict of interest will apply equally for electronic meetings of the members, Executive Board or Committees.

Subject to any conditions or limitations provided for under *The League of Educational Administrators, Directors and Superintendents Act, 1991*, Regulations, Bylaws or this policy, a member, Executive Board or Committee member who participates in a meeting through electronic means shall be deemed to be present at the meeting and will be recorded as in attendance at and part of the quorum of the meeting.

LEADS Policy	
23 – Adjudication Standing Committee	**References:** *The League of Educational Administrators, Directors and Superintendents Act, 1991* LEADS Bylaw 24 AP-338 – Adjudication Committee Standing Committee **Updates:** November 2021 – Creation of Policy 23 November 18, 2021 – Approved by the Executive Board November 23-24, 2023 – Approved by the Executive Board

Background

The Adjudication Standing Committee is established by Bylaw 24 to assist the Executive Board in meeting the professional and regulatory obligations defined in *The League of Educational Administrators, Directors and Superintendents Act, 1991*.

1. **Role of the Committee**
   (a) The LEADS Adjudication Committee exists to assist in fulfilling the vision of the LEADS organization.
   (b) To provide appropriate judgment and adjudication for LEADS members on all professional development opportunities appropriate for LEADS accreditation.
   (c) The Committee will endeavor to assist LEADS and its members in sustaining high standards of educational leadership.

2. **Mandate of the Committee**
   The LEADS Standing Committee on Adjudication will be responsible for approving professional development opportunities that are submitted by LEADS members for individual accreditation credit. The Adjudication Committee will also be responsible for implementing and monitoring identified professional development initiatives, including but not limited to:
   (a) LEADS Required Leadership Modules; and,
   (b) Educational Issues and Trends – Track and identify possible and potential professional development areas of focus to meet the learning needs of members, sector and LEADS.

3. **Committee Membership**
   (a) The Committee membership should include at least some members who have a current academic and practical experience in adjudicating processes.
   (b) The training and experience of the Committee members should represent the disciplines of educational administration, curriculum and instruction, human resources, and student services; members should have exhibited leadership in one or more of these areas.
   (c) The Committee members should be selected with due regard to equity.

LEADS Policy

24 – Record Retention and Disposition – Complaints, Investigations and Discipline Files	**References:** *The League of Educational Administrators, Directors and Superintendents Act, 1991* *The Freedom of Information and Protection of Privacy Act* **Updates:** February 2026 – Creation of Policy 24 May 14-15, 2026 – Approved by the Executive Board

1. **Purpose**

   The purpose of this policy is to establish a clear, consistent and legally compliant framework for the retention, storage and disposition of records relating to complaints, investigations and disciplinary proceedings conducted by LEADS in its role as a professional regulatory body. This policy supports:

   (a) protection of the public;
   (b) procedural fairness;
   (c) compliance with applicable Saskatchewan legislation;
   (d) protection of personal information; and
   (e) risk management and legal defensibility.

2. **Authority**

   This policy is adopted pursuant to LEADS' authority under:

   (a) *The League of Educational Administrators, Directors and Superintendents Act, 1991*;
   (b) applicable Saskatchewan privacy legislation, including *The Freedom of Information and Protection of Privacy Act (FOIP)*, where applicable; and
   (c) any other relevant provincial enactments governing regulatory bodies.

3. **Scope**

   This policy applies to all records created, received or maintained by LEADS relating to:

   (a) complaints (formal and informal);
   (b) investigations;
   (c) alternative dispute resolution processes;
   (d) discipline hearings;
   (e) settlement agreements;
   (f) appeals and judicial reviews;

(g) interim orders;
(h) compliance monitoring; and
(i) matters involving former members.

This policy applies to both physical and electronic records.

4. **Definitions**

(a) **Final Disposition** means the conclusion of a matter, including:

i) completion of any appeal period;
ii) conclusion of any judicial review;
iii) fulfillment of imposed conditions; and
iv) expiry of any monitoring period.

(b) **Litigation Hold** means a directive suspending routine records destruction due to anticipated or ongoing legal proceedings.

5. **Policy**

(a) **General Retention Rule** – Unless otherwise specified, complaint and disciplinary records shall be retained for six years from the date of Final Disposition or closure of the matter.

(b) **Former Members** – Where a complaint relates to an individual who is no longer a member of LEADS, records shall be retained for six years from the date of closure of the matter, regardless of membership status.

(c) **Serious Misconduct Matters** – Where a matter involves:

i) findings of professional misconduct;
ii) findings of professional incompetence;
iii) suspension or revocation of membership;
iv) matters involving vulnerable persons; or
v) matters with a criminal component

LEADS may retain records for ten years from Final Disposition, or longer where necessary for public protection, precedent value or legal risk management.

The Registrar may designate a file for extended retention where appropriate.

(d) **Anticipated or Ongoing Legal Proceedings** – Where litigation, appeal or regulatory review is reasonably anticipated or ongoing, records shall be retained until:

i) the legal matter is fully resolved; and
ii) any applicable limitation period has expired.

A Litigation Hold shall override any scheduled destruction under this policy.

6. **Storage and Security**

All complaint and disciplinary records shall:

(a) be stored securely (physical or electronic);
(b) be accessible only to authorized personnel;
(c) be protected against unauthorized access, disclosure, alteration or loss; and
(d) comply with applicable privacy and security standards.

Electronic records shall be protected by appropriate administrative, technical and physical safeguards.

7. **Disposition and Destruction**

Upon expiry of the applicable retention period:

(a) records shall be securely destroyed (eg., cross-cut shredding, secure digital deletion or equivalent method);
(b) destruction shall be documented in a records destruction log; and
(c) no destruction shall occur where a Litigation Hold or legal preservation requirement applies.

8. **Public Decisions**

Published disciplinary decisions:

(a) may be retained permanently in internal archives for regulatory history and precedent;
(b) may be maintained publicly in accordance with LEADS' publication and transparency policies; and
(c) may be anonymized or removed from public website access after a defined period, if consistent with public protection obligations.

9. **Review**

This policy shall be reviewed at least every five years, or sooner if required due to legislative change, legal advice or operational need.