



ALBERTA
SCHOOL BOARDS
ASSOCIATION

Education Services Guide 2019



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ABOUT ASBA EDUCATION SERVICES TEAM

Through our vision of “Excellence in education through exceptional school board governance”, The Alberta School Boards Association (ASBA) offers support to school boards in areas of leadership, development, governance and advocacy. As the ASBA team grows, the pursuit of excellence in services and products to support school board leadership has never been stronger.

The Education Services Guide represents a new chapter in the history of the team, becoming a communication and process tool that outlines the range of services ASBA offers to meet the needs of each member board. Please consult the Guide for details about the background of our diversified consultant team. The three categories of offerings (professional services, professional development, and leadership) are designed specifically to support exceptional school board governance.

If a service is required that is not specifically listed, please contact ASBA and we will work with you to develop a customized plan to address your board or member need(s).

This Guide will be updated regularly to ensure ASBA is always a leader in consulting services. Services are provided at an hourly rate of \$250.00 (includes travel, accommodations, meals and administrative costs).

This Guide can be found online at:
<http://www.asba.ab.ca/services/consulting/governance/>



JIM GIBBONS - EDUCATION CONSULTANT

Jim Gibbons has served in a variety of educational leadership positions from teacher, principal and deputy superintendent. He served as Superintendent of Chinook's Edge School Division No. 73 (CESD) for 11 years, until his retirement in 2010. Jim has served as president of the College of Alberta School Superintendents, the Canadian Association of School System Administrators and as a member of the Governing Board of the American superintendent's association (AASA). He was appointed, by the Education Minister, as Chair of the Council on Alberta Teaching Standards (2003-2009), to the Senate of the University of Calgary (2005-2011) and by the Advanced Education Minister to Alberta's Council on Admissions and Transfer (2011-2017). He has served on the Minister's steering committee for *Inspiring Education*, focused on the informed transformation of the education system, the Education Act Regulatory Review Committee and the Results Based Budgeting Challenge Panel.

Jim was awarded the Alberta Centennial Medal, and more recently the EXL award from Xerox for his leadership in education. He was awarded an honorary degree from Olds College at convocation in June, 2010.

Jim assumed the role of Senior Education Advisor to ASBA in June of 2010 and has been supporting school boards in such areas as CEO recruitment, CEO evaluation, Board self-evaluation, ward reviews, organizational reviews, board governance workshops, conflict resolution and policy review. Jim served as acting executive director of ASBA for five months (July- Nov), 2016.



TERRY GUNDERSON - EDUCATION CONSULTANT

Following a very successful 35-year career in education which culminated in his appointment as the first Superintendent of the newly regionalized Elk Island Public Schools Regional Division, Terry has delivered services as an Educational Consultant for ASBA for the past 17 years. Terry facilitates Executive Searches, Board Evaluations, Superintendent and other administrative evaluations, Strategic Planning Sessions, Policy Redevelopment and Review and Board Governance Workshops.

Terry has served as a member of several Boards – the Lakeland College Board of Governors, the APEGGA Board of Examiners, the County Clothesline Board of Directors in Sherwood Park and the Provincial Safe and Caring Schools and Communities Board of Directors to name four.

Terry has a firm belief in the value of democratically elected local school Boards. Most recently, Terry received the President's Award from the Alberta School Councils Association as an acknowledgement for his contribution to education in this province. He is also a former recipient of the Alberta School Boards Association President's Award.

Terry holds a Bachelor of Education degree with great distinction, Bachelor of Science degree cum laude, Master of Education in Educational Administration, Strategic Planning Certificate, OneSmartWorld Certificate (Thinking Styles Assessment) and Cohesive Team Building Certificate.



CINDI VASELENAK - ASBA CONSULTANT

Dr. Cindi Vaselenak has worked in the teaching profession for thirty-three years in three Alberta school jurisdictions - Red Deer Catholic, Parkland, and Evergreen Catholic - as teacher, curriculum coordinator, assistant principal, principal, deputy superintendent, and superintendent. Cindi joined Evergreen Catholic Schools as a principal in 2001, was appointed Deputy Superintendent in 2006, and was promoted to Superintendent in 2009. Cindi retired as Superintendent of Evergreen Catholic Schools in June 2019.

Cindi holds a Bachelor of Education degree (ULethbridge), a Master of Science degree (UOregon), and a Doctor of Education (UALberta). Cindi has extensive experience in Human Resources and System Leadership. Her post-secondary research areas were women in leadership and the importance of schools as places of belonging. Cindi received the provincial EXL Award for Excellence in School System Leadership at the Annual General Meeting of the College of Alberta School Superintendents (CASS) in March 2019. In addition to division-based roles in education, Cindi was a Director for CASS Zone 2/3 and served five years as a board member on MINDFUEL (Formerly Science Alberta Foundation).

Cindi has proven leadership in building highly effective teams. She is looking forward to supporting boards with system excellence.



DR. NORMAN YANITSKI - EDUCATION CONSULTANT

Dr. Norman Yanitski is an Educational Consultant with Alberta School Boards Association (ASBA) with a specialization in Human Resources, specifically conducting searches for new superintendents. Norman was Superintendent/CEO for Black Gold School Division where he served in this capacity for 13 years. He has been recognized by the Black Gold Board of Trustees and received the “Inspiring Success Award of Distinction”. Norman completed all three of his degrees at the University of Alberta earning a Doctor of Education: Educational Policy Studies, 1997; a Master of Education: Educational Administration, 1988; and, a Bachelor of Education with Distinction, 1980. Norman is also a Director of Leadership Learning (Mentorship) with the College of Alberta School Superintendents. Dr. Yanitski is a leader in strategic planning, connecting people, and building effective teams.

He has been acknowledged by Alberta Venture magazine as one of the top 50 Not-For-Profit CEOs in Alberta. Norman is also known for his ability to bring theoretical research and the practical work of individuals and committees together to reach solutions. During his career, Norman has served as an adjunct Assistant Professor, Deputy Superintendent, Education Manager, Director of Continuing Education/Partnerships and has experience as Principal; Assistant Principal; Department Head; Teacher; and, Faculty Consultant. He currently is also a Senator at the University of Alberta where he volunteers his time and expertise.



MAURICE FRITZE - EDUCATION CONSULTANT

Maurice is a professional development specialist who focuses on School Boards and Administration. As a consultant with the Public School Boards Association of Alberta, Maurice has over 10 years of experience serving school boards in services such as Board and Superintendent evaluations, facilitated retreats and planning sessions, planned media relations, organized communication projects, and coordinated government relations. In addition, Maurice is a registered lobbyist in Alberta.

Outside of education, consulting clients include organizations in fields including the arts, health, sports, culture, law and business. Examples include the Aboriginal Officers Financial Association, APEGA, the Franciscan Friars, Human Resources Institute of Alberta, and many municipal governments. Maurice was also the first Executive Director for St. Joseph Seminary and Newman Theological College.

In his first career, Maurice produced live entertainment for Canada, Alberta and the United Nations and has toured North America, Germany, the Middle East, Japan and India.

Maurice has conducted 120 mediations at the Provincial Court of Alberta. As a part-time instructor, Maurice teaches five courses at MacEwan University, focused on conflict resolution and lobbying. He is a recipient of the 1992 Governor General's Commemorative Medal, and has been granted SECRET security standing with CSIS.

SERVICE OFFERINGS

1. Professional Services

Professional services include services where a tangible deliverable or product is provided after initial engagement followed by a detailed analysis. A professional service engagement is similar to a project, with a start and completion date, estimated costs, and an expected product at the conclusion of the service. A broad range of professional services are detailed in the guide.

2. Professional Development

Professional development provides boards or individual members the opportunity to identify and develop the skills and knowledge needed to operate as a highly effective board. ASBA delivers onsite workshops on a wide variety of topics that can be customized to meet the unique needs of individual boards or members. Workshops are charged per event or course basis but costs may vary with the complexity of the engagement.

3. Leadership Services

Better decision making at the board level has a profound effect on a school division. Strong leadership leads to informed decision making and yields optimum impact. General advisory services or leadership coaching can help maximize potential of a board by providing clarity on how to achieve goals. Leadership services include offerings which may be on an individual basis, ad-hoc, or one-time basis and typically have no fixed timeline.

Requesting Process

Interested member boards and trustees can initiate a request for further information, or to request a specific service by contacting ASBA directly through Steven Langer, Chief Officer Education Services: slanger@asba.ab.ca or 780-451-7128. The request will be acknowledged and follow up on the initial request will occur within 48 hours. We look forward to working with you as you continue to provide excellence in education through exceptional school board governance.

**The Canadian Associate of Management Consultants' Code of Professional Conduct states members shall not begin an assignment until the client has accepted written agreement.*

PROFESSIONAL SERVICES

- CEO/Executive Recruitment
- Employee Engagement
- Facilitation (meetings, focus groups, forums)
- Governance Review
- Leadership Retreats
- Organizational Assessments
 - Department or site reviews
 - Full organization reviews
 - Functional area reviews
 - Central Office
 - Demographics and school viability
 - Transportation
 - Ward boundaries
- Organizational Culture Audit
- Performance Assessments
 - Board self-evaluation
 - CEO/Superintendent evaluation
 - 360 Degree Leadership Appraisal
- Policy and Procedure Review
- Policy and Procedure Development
- Public and Stakeholder Engagement
 - Stakeholder mapping and analysis
 - Survey administration and analysis
- Strategic Planning

PROFESSIONAL DEVELOPMENT

- **Advocacy**
 - Lobbying: How to Effectively Advocate for your Organization

- **Governance Matters**
 - The Audit: Best Practices
 - Better Meetings, Better Results
 - Board Orientation
 - Beyond Governance Basics (Part II from Board Orientation)
 - Governance at Your Best (Part III from Board Orientation)
 - Policy Principles (Policy Support)
 - Strengthening the Board – Superintendent Partnership
 - NEW: Understanding how proper meetings run: Rules of Order boot camp

- **Public Engagement**
 - Principles of Public Participation

- **Team/Group Effectiveness**
 - Five Behaviors of a Cohesive Team
 - Great Leaders, Great Teams, Great Results
 - Stephen Covey’s Seven Habits of Highly Effective People
 - Working Better Together –custom workshop for each unique board

*Additional instruments may be employed and debriefed including: MBTI, Strengths Finder 2.0, DISC, Team Diagnostic™, and Thomas Killman Conflict Modes (TKI). The ASBA is licensed to deliver Stephen Covey’s Seven Habits of Highly Effective People and The Four Roles of Leadership as well as One Smart World 4Di thinking styles.



LEADERSHIP SERVICES

Advisory Services and Coaching

Trustees, Board Chairs, and members of the senior administrative team may benefit from a professional consulting relationship to enhance optimum leadership and effectiveness. Honest, insightful feedback and the resources of an experienced consultant can uncover new solutions, approaches and direction.

Advisory Services

ASBA offers confidential advisory services to help Trustees and School Boards acquire the support, knowledge and skills needed to maintain a healthy and successful organization.

Professional Coaching

“Coaching is not telling people what to do; it’s giving them a chance to examine what they are doing in light of their intentions.” – James Flaherty

ASBA is pleased to offer accredited coaching services for Trustees & School Boards. Our coaching service provides a confidential, results-oriented process designed to drive purposeful improvement and performance enhancement through constructive dialogue. Four target groups are available:

- Executive Conflict Resolution Coaching
- Group Coaching
- Personal Leadership Coaching
- Team Coaching

Additional instruments may be employed and debriefed including: MBTI, Strengths Finder 2.0, DISC, Team Diagnostic™, Conflict is for the Birds, and Thomas Killman Conflict Modes (TKI). The ASBA is licensed to deliver Stephen Covey’s Seven Habits of Highly Effective People and The Four Roles of Leadership as well as One Smart World 4Di thinking styles. Other customized workshops are available.

SERVICE REFERENCE CHART

This chart outlines the current services, the consultants available and if the services are offered in French.

SERVICE	JIM GIBBONS	TERRY GUNDERSON	CINDI VASELENAK	NORMAN YANITSKI	MAURICE FRITZE	AVAILABLE IN FRENCH
BOARD SELF-EVALUATION
BOOSTING GROUP PERFORMANCE: TEAM/BOARD CULTURE ANALYSIS	
CEO/SUPERINTENDENT EVALUATIONS
DISPUTE RESOLUTION SEMINAR					.	
EMPLOYEE ENGAGEMENT SURVEY
EXECUTIVE RECRUITMENT AND SEARCH		
FACILITATION
GOVERNANCE AT YOUR BEST		.	.		.	
GOVERNANCE MATTERS: AUDIT COMMITTEE BEST PRACTICE	.	.				
GOVERNANCE MATTERS: BETTER MEETINGS – BETTER RESULTS	
GOVERNANCE MATTERS: BOARD ORIENTATION	.	.	.			
GOVERNANCE MATTERS: FISCAL OVERSIGHT	.					
GOVERNANCE MATTERS: GOVERNANCE REFRESHER	
GOVERNANCE REVIEW
HARNESSING CONSTRUCTIVE CONFLICT: CONFLICT STYLES & TEAM/BOARD ANALYSIS	
LEADERSHIP SERVICES: PERSONAL COACHING	
LEADERSHIP SERVICES: TEAM COACHING	
LOBBYING: HOW TO EFFECTIVELY ADVOCATE FOR YOUR ORGANIZATION	
ORGANIZATIONAL CULTURE AUDIT		.	.		.	
ORGANIZATIONAL REVIEW
PLANNING AND LEADERSHIP RETREATS
POLICY AND ADMINISTRATION PROCEDURE REVIEW AND DEVELOPMENT
POLICY PRINCIPLES/POLICY SUPPORT	.	.	.			
PUBLIC ENGAGEMENT: STAKEHOLDER ENGAGEMENT AND DEALING WITH OPPOSITION	
PUBLIC STAKEHOLDER ENGAGEMENT: SURVEY ADMINISTRATION AND ANALYSIS	
STAKEHOLDER MAPPING AND ANALYSIS			.		.	.
STRATEGIC PLANNING	
STRENGTHENING THE BOARD: SUPERINTENDENT PARTNERSHIP (BOARD/SUPERINTENDENT)	.	.	.			
TEAM/GROUP EFFECTIVENESS: FIVE BEHAVIOURS OF A COHESIVE TEAM	
TEAM/GROUP EFFECTIVENESS: GREAT LEADERS, GREAT TEAMS, GREAT RESULTS	.				.	
TEAM/GROUP EFFECTIVENESS: STEPHEN COVEY'S SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE	.					
TRANSPORTATION REVIEW		.				
WARD BOUNDARY REVIEW	.		.		.	
WORKING BETTER TOGETHER: COMPREHENSIVE TEAM COMPOSITION ANALYSIS	



BOARD SELF EVALUATION

An effective board is accountable for its own performance

This workshop will:

- Help the board identify and address strengths and areas for growth
 - Highlight the board's expectations for itself
- Set board development priorities and motivate board members – individually and collectively – to strengthen governance and practices
 - Assess the board's effectiveness in carrying out core governance functions
 - Examine group dynamics within the board
 - Provide accountability and growth opportunities for boards

WHY EVALUATE?

Evaluation will assess a board's progress in realizing the outcomes identified in the strategic plan. Regular evaluation can bring to light warning signs when a board is getting off track and prevent escalation to a crisis. Evaluation will provide accountability to individual board members, staff, clients, and the broader community. It is an effective way to gain feedback and structure paths to improvement.

The board's area of evaluation responsibilities includes:

- Board management (meetings, roles of individual directors, committees)
- Board development (recruitment, orientation process, governance)
- Board goals, mission and strategic plan
- Superintendent

EVALUATIONS SHOULD BE:

- Structured communication between the board and the Superintendent
- Objective and productive
- A tool for promoting the values, goals and progress of the organization
- A method for informed change
- Performed in a supportive atmosphere
- Flexible for a board to add additional criteria

Strong board performance is vital to the success of the organization. Evaluations are designed to provide accountability and growth.

A pre-assignment to allow for input for all individual Trustees will be distributed and collected and a focus group will be facilitated with the board.

ASBA is flexible and can offer half, full or multiple day options.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming board orientation!



BOOSTING GROUP PERFORMANCE: BOARD CULTURE ANALYSIS

This workshop offers a constructive and focused opportunity to determine your group's readiness for strategic action in order to improve performance and sustain positive results.

Using the Team Diagnostic™ instrument¹ as a platform, the team will examine its characteristics within the 2 primary domains of team performance, and 14 key indicators of team health and effectiveness.

The Team Diagnostic™ is an advanced approach to working with teams because it regards the team as a dynamic system. The system of a team exists as a culture with written & unwritten rules, expectations, beliefs, values, approved behavior and taboos. As such, team culture greatly influences and impacts team effectiveness, efficacy and organizational outcomes.

Scope

There are four program options available:

- Team Diagnostic
- Team Leader View
- Departmental/ Work Unit 360
- Organizational 360

The Team Diagnostic workshop is conducted with a half day introductory session followed by a full day team debrief several weeks later. This workshop is useful incorporated into a Leadership Retreat.

ASBA is flexible and can offer half, full or multiple day options.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



CEO/SUPERINTENDENT EVALUATIONS

The Superintendent's evaluation process will focus on effective strategies and leadership practices to align and support the board's goals and strategic plan.

As chief executive officer of the Board and chief education officer of the jurisdiction, the superintendent provides leadership for growth in student learning and well-being, as well as leadership in the growth and success of the organization. The Superintendent has leadership responsibilities for implementing the board's Three Year Education Plan and for developing and maintaining programs and services that operationalize the Board's policies.

The evaluation process of the Superintendent is designed to accomplish the following objectives:

- Ensure accountability for effective leadership and management of the school system, including the demonstration of competencies identified in the Superintendent Leadership Quality Standard (SLQS)
- Provide the Superintendent with concrete feedback on his/her performance to be used as a basis for affirmation and/or growth in the role.
- A similar process, available to the Superintendent, can be designed for evaluations of other employees such as the treasurer, Associate/Assistant Superintendents, Directors, and Corporate Secretary

Reflective practice is a very important component of the evaluation process.

ASBA is flexible and can offer half, full or multiple day options.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming CEO/Superintendent evaluation!



DISPUTE RESOLUTION SEMINAR

Through high level presentation and discussion, this seminar will emphasize educating and sensitizing participants on the fundamentals of practice and principles of effective conflict resolution. Our work will focus on workplace experiences, specifically, difficult behaviors, anger and emotional triggers and defusing strategies

Core personal competencies:

Identify emotional triggers
Who is a Difficult Person?
Approaches for Dealing with Difficult People
Shift Judgment to Curiosity
How to Defuse the Angry Person
Understand your own Conflict Style

Benefits to Attending:

- Communicate with diplomacy and tact in every situation
- Take control in emotionally charged situations before they get out of hand
- Eliminate uncomfortable tensions that arise when misunderstandings occur
 - Be someone who can be trusted to handle more responsibility
 - Build an instant rapport with others
- Improve your results when working with people whose communication styles are different from yours

“Conflict is going to occur. It is not a measure of an organization. We will have the most conflict with people we are close to or work with. Isn’t it wise to be better equipped at managing conflict? – Michael Dues, Professor – University of Arizona.

ASBA is flexible and can offer half, full or multiple day options.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Dispute Resolution Seminar!



EMPLOYEE ENGAGEMENT SURVEY

Research indicates that if employees are engaged with the organization, job satisfaction levels increase. Employees that are engaged and personally satisfied will be invested in the success of the organization and have a high level of commitment and loyalty.

BENEFITS OF COMPLETING AN EMPLOYEE ENGAGEMENT SURVEY?

- Measure the engagement level of employees
- Measure key drivers of engagement within your organization
 - Give employees a voice
 - Direct organizational growth
 - Benchmark results

Other benefits include: employee satisfaction, productivity, retention and recruitment, innovation and profitability

Some standard drivers of engagement and commonly assessed factors are:

- Advancement
- Recognition
- Pay and benefits
 - Job role
- Training and development opportunities
- Leadership and recognition methods

Employee Engagement Surveys are a concept that is generally viewed as managing discretionary effort, that is, when employees have choices, they will act in a way that furthers the interest of the organization. An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work.

Overall expected timeframe: approximately 16 weeks

**Note; this is highly dependent on the nature of the engagement and the Board's desired process*

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Employee Engagement Survey!



EXECUTIVE RECRUITMENT AND SEARCH

Executive Recruitment is the board's primary responsibility and a specialty of ASBA. The ASBA experience and rigorous process is designed to help boards choose wisely, expedite succession, and minimize leadership risk.

WHY CHOOSE ASBA TO HELP YOU RECRUIT EXECUTIVES?

1. ASBA offers comprehensive executive search services for member boards.
2. Our recruitment services provide a search plan and process to meet the needs of individual boards.
3. The selection processes completed are uniquely and intentionally designed to yield positive results in the most important decision a board will make.
4. All applicable legislation is reviewed
5. ASBA is familiar with the skills and knowledge needed in education leaders; it is our business

- Advertising campaign of two to three weeks followed by a meeting to short list select candidates.
- Interviews will be arranged with select candidates.
- Reference checks are provided to enhance the applicant package and candidate interviews.
- Assistance with completing documentation needed for Ministerial approval (chief superintendent only)
(Similar processes can be designed for Secretary-Treasurer and Associate/Assistant Superintendent competitions).

“Great vision without great people is irrelevant.” Jim Collins

Overall expected timeframe: 2 to 3 months

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Executive Recruitment Search!



FACILITATION

Skilled, third-party facilitation to manage and guide meetings or events so that trustees can engage and participate in discussion.

Facilitation is useful for both small and large groups, such as focus groups, stakeholder feedback sessions and large employee meetings dealing with a specific topic. Pre-meeting interviews are conducted with the facilitator and feedback collection tools, including surveys, are incorporated. A final summary report is provided with recommendations.

Reasons to use ASBA as your external facilitator:

- **Effective agendas.** Construction of a detailed agenda will ensure focus and productivity
- **Strategic expertise.** ASBA consultants have experience in strategy and planning disciplines to encourage new thinking and incorporate best-practice frameworks to help guide conversation.
- **Full engagement.** Remain fully engaged in discussions rather than focusing on the process and documenting discussions.
- **Attention to detail.** Consultants will coordinate course materials and equipment so that small details are not overlooked.
- **Managing personalities.** ASBA consultants are trained to ensure that everyone has a say, and no single view-point dominates the discussion.
- **Action orientated.** We ensure you get value from your meetings and workshops by providing you with actionable documentation of workshop outcomes.
- **Time Management.** Advanced preparation by skilled consultants will maximize time management.

Public participation and facilitation of community engagement is also available for challenging and difficult topics, where a high degree of emotion may be present. These sessions would be further analyzed to understand the desired outcomes and plans using IAP2 framework.

Overall expected timeframe: Based on request.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your Facilitation needs!



GOVERNANCE AT YOUR BEST

Board members will leave this workshop with a deeper understanding of the policy, procedure and processes essential to a well-functioning board.

This workshop is designed to help trustees and senior administration utilize planning practices to support governance. The session is customized to individual boards and will enhance their current governance processes.

Topics in the session may include approved practices in:

- Board/Superintendent relations
- Board development
- Policy work
- Political advocacy
- Accountability

Actual case studies and small/full group discussions are used to engage Board Members. This workshop will develop and be tailored to the interests and requirements of the participants.

This workshop is a full day for Boards.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



GOVERNANCE MATTERS: AUDIT COMMITTEE BEST PRACTICE

Having an effective audit committee is essential for good governance as it relates to financial planning, reporting, internal controls, and risk management.

This highly interactive workshop will benefit new audit committee members and those who wish to better understand the audit process. Participants will review the role and responsibilities of the audit committee as part of the governance and assurance systems; review the essential features of effective audit committees; and examine best practices. The process will review common areas of uncertainty and provide an overview of legal, regulatory and professional obligations.

Leading practices for Audit Committee:

- Financial reporting oversight
 - Risk oversight
- Oversight of internal controls
- Relationship with the internal auditor
 - Working with management
- Self-assessment and evaluation

An audit committee is an operating committee of a company's board of directors that oversees financial reporting and disclosure.

This is a workshop for board members, audit committee and/or senior leadership

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



GOVERNANCE MATTERS: BETTER MEETINGS – BETTER RESULTS

Learn the distinct characteristics that contribute to effective meetings and ways to overcome pitfalls, eliminate frustrations and enhance effective dialogue among participants.

Trustees spend a great deal of time in meetings with the intention of making good decisions in the interest of students and the public. Investing time to improve meetings and enhance overall organizational effectiveness is to the benefit of stakeholders.

Groups that consistently hold productive meetings do so by paying attention to their actions, being mindful of the group dynamic and follow proven rules of effective meetings.

“When you hand good people possibility, they do great things.” Biz Stone

This is a full day workshop.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



GOVERNANCE MATTERS: BOARD ORIENTATION

This workshop provides new Boards with the foundational background to do their work at the beginning of a term.

The workshop will focus on...

- The essence of trust and teamwork on the board
 - Processes for team development
 - Board policies
 - Functionality of the board
 - Role of the board
 - Code of conduct and sanctions
- Specific role review: Board Chair, Vice Chair, committee representatives
 - The role of the Superintendent
- Emerging modes of governance and traits of effective leadership

At the end of the orientation workshop, a Board Legacy Statement is often developed & individual comments are made.

In both the 1 and 2 day sessions, a thinking styles assessment using **OneSmartWorld** material is included. **OneSmartWorld** is a powerful 21st century SmartSkills® Toolkit which helps develop team and accelerate collaboration for business and education. This activity leads to discussions about individual differences and how they can support the team. The concept of “smarter meetings” is also



ONE
SMART
WORLD®

*“Success doesn’t come from what you do occasionally,
but what you do consistently.” Marie Forleo*

ASBA is flexible and can offer half, full or multiple day options.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



GOVERNANCE MATTERS: FISCAL OVERSIGHT

Fiscal oversight of the school division is an important fiduciary responsibility of the board. As stated in the Education Act, this session will ensure boards are supported to ensure the effective stewardship of the board's resources.

This highly interactive workshop will focus on 5 major oversight responsibilities of the board. It will also examine the impact of the Education Act in terms of board responsibilities, natural person powers and Education Act Regulations regarding Borrowing, Investments and Disposition of Property. Finally, an understanding of Results Based Budgeting may prepare the Board for budgeting during challenging times.

Fiscal Oversight Responsibilities of the Board:

1. Effective governance to ensure stewardship of the board's resources
2. The establishment of strong budgetary controls to ensure alignment with goals
3. Receiving/reviewing interim fiscal accountability reports
4. Indicators of financial health of the school division
5. Results-based budgeting: Does the program/initiative continue to be relevant? Do measures indicate that it is effective? Is this the most efficient way to meet the objective?

Every organization has to have checks and balances. Everyone is accountable to someone. The Board is accountable for the fiscal integrity of the division.

This is a full day (can be two half days) workshop for Board members and/or senior leadership.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



GOVERNANCE MATTERS: GOVERNANCE REFRESHER

Good Governance cannot remain merely a philosophy.
Concrete steps have to be taken for realizing its goals.” Narendra Modi

This workshop is designed to review promising practices and build the foundation for effective governance. The session can be customized to accommodate and reflect the collective governance experience of the board. The workshop will include opportunities to reinforce key concepts and reflect on current practices of the board. It may explore issues, and ethical case studies.

Topics of the session may include:

- Roles of the Board, Committees, Superintendent and staff
- Qualities of an effective Board
- Individual Board Member responsibilities
- Board effectiveness
- Liabilities, accountability and minimizing risk
- Fiduciary duties
- Common problems and ways to address
- Rules of decision making
- Prevention checklist for Boards and Trustees

Board governance, when done poorly, creates significant frustration for its members and can lead to organizational dysfunction. When done well, boards contribute to the vibrancy and success of the organization. This workshop will enhance the effectiveness of the board by building clarity and understanding of roles and responsibilities, the relationship and authority between staff and the board and the duties of Trustees.

This is a full day workshop for a Board.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



GOVERNANCE REVIEW

The Governance Review service provides boards with an analysis of their current governance practices. ASBA can help boards maximize strengths and identify opportunities for growth, leading to stronger board performance and greater effectiveness.

A governance review is diagnostic in nature. ASBA can help boards examine governance structures or processes for effectiveness and identify areas that need to be addressed. Effective governance requires a heightened level of intentionality and clarity about the importance of a transparent and accountable relationship between the board, trustees and the superintendent.

Conditions that may indicate a need for a governance review include:

- The beginning of a new term in office to review current governance practices to examine opportunities and risks
- Board disruptions, governance, or organizational shortcomings that impact reputation, relationships and cohesiveness
- Existence of a board culture that may lack integrity or engagement
- Help address a pattern of conflict or dysfunction

“Good Governance cannot remain merely a philosophy. Concrete steps have to be taken for realizing its goals.” Narendra Modi

Overall expected timeframe: This is a comprehensive initiative taking approximately 12 weeks to complete. The Board will receive a detailed presentation with highlights and recommendations.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your Governance Review!



HARNESSING CONSTRUCTIVE CONFLICT: CONFLICT STYLES AND TEAM/BOARD ANALYSIS

Without conflict there would be no progress, yet unmanaged conflict can be highly damaging. Through guided discussion and activities, workshop participants will learn ways in which they can harness conflict and make it a tool for improvement.

This workshop will examine team conflict style and provide tools for improving a board's ability to manage conflict. The Constructive Conflict Workshop will build awareness of individual modes and predispositions, in order to incorporate practical conflict management tools that will help ensure constructive team performance.

In this workshop you will learn more about the 5 alternative modes for handling conflict:

1. Accommodating
2. Avoiding
3. Compromising
4. Collaborating
5. Competing

Learn about the five alternative modes for handling conflict and how each mode contributes to greater effectiveness. The eight key attributes of a conflict will signal when one mode is better suited to resolve a difference.

This is a full day workshop.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



LEADERSHIP SERVICES: PERSONAL COACHING

Working with a qualified consultant, individuals have a confidential and professional resource to advise on work performance and leadership effectiveness.

Personal leadership coaching is an advanced professional development process useful for creating a safe space to confidentially speak about issues with a thinking partner, prepare for challenging events, and develop personalized action plans.

Leadership coaching is key to improving and refining specific skills such as communication, influence, presence, conflict management, team building and persuasion. Coaches can facilitate deeper personal learning, analyze perceptions, and identify areas of improvement. Get ready to achieve your goals and maximize your potential.

Other benefits include:

- Encourages the development and improvement of processes, services and products
- Increases effectiveness
- Integrates professional development and performance

This workshop is typically on an hourly basis. Delivery can be on the phone, via Skype, or in person. Executive coaching is also available for those in senior management roles.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



LEADERSHIP SERVICES: TEAM COACHING

“Each person holds so much power within themselves that needs to be let out. Sometimes they just need a little nudge, a little direction, a little support, a little coaching, and the greatest things can happen.”

Pete Carroll

Group coaching facilitates an understanding of perspectives, identifies leverage points and incompatibilities, and seeks possible points of cooperation amongst participants. Outcomes of the day will be discussed in advance and clarified at the beginning of each session, with an aim to move to establishing next steps or resolutions.

Other benefits of team coaching are:

- Empowers individuals and encourages them to take responsibility
- Improves individual performance and increases engagement
 - Helps identify and develop high potential employees
- Helps identify both organizational and individual strengths and development opportunities.
- Helps facilitate a peer learning process, whereby participants can learn from the insights and contributions of each other as they do from their own reflections

This workshop is typically half day or full day. Depending on the circumstance, the complexity of the matter and the desired outcomes, multiple sessions may be required.

Outcomes of the day will be discussed in advance and clarified at the beginning of each session, with an aim to move to next steps or resolutions.

Preferred Audience

Teams who work together as part of the organizational system.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

*Contact us today for more information or to book your upcoming
Workshop!*



LOBBYING: HOW TO EFFECTIVELY ADVOCATE FOR YOUR ORGANIZATION

Advocacy: To change “what is” into “what should be”

This workshop helps boards develop a strategic and comprehensive approach to advocating for the division’s directives and needs. Learn how to best mobilize the efforts of the board.

Workshop topics include:

- The principles behind advocacy and policy work
 - Applied practical steps for success
- Policy development, implementation and evaluation

This workshop provides ways to strengthen your advocacy efforts and build champions (may include 5 Cs in coalition building, top 10 advocacy steps, issue identification, and more).

This is a full day workshop for Trustees. It may be particularly helpful for new Trustees.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)



ORGANIZATIONAL CULTURE AUDIT

Organizational culture is the foundation to successful strategy implementation, and it is the driving force behind the “if and how” results are achieved.

A Culture Audit is a detailed examination of an organization’s unique characteristics pertaining to the work environment. System excellence can be achieved when norms, values and behaviors support a healthy and productive workplace. The Culture Audit is a tool to use to get at the essence of an organization’s culture so that the organization understands how to progress on a preferred future.

This workshop will explore topics such as:

- Identifying the mission, vision, values, signs and symbols
- Establishing cultural typologies
- Evaluating the stage of the organizational development
- Analyzing the type of corporate mentality
- Collecting characteristics to meet the needs of the market
- Establishing the current cultural model
- Evaluation of the audit process

The Organizational Culture Audit examines the overall working environment and will identify the unwritten norms and rules that govern employee interactions. Consultants will analyze workplace practices, highlight possible barriers to effective work practices and communication and makes recommendations.

ASBA Organizational Culture Audit takes approximately 16 weeks to complete; however, this will depend on the nature of the engagement and desired process.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Organizational Culture Audit!



ORGANIZATIONAL REVIEW

The purpose of an organizational review is to enhance organizational success through the acquisition of objective insight and enhanced knowledge of the organization.

An organizational review is a useful means to accomplish the following goals:

- To review the effectiveness of the organization and its ability to meet current and future demands
 - To create a cost effective and efficient organizational structure
- To ensure that administrative and management practices and procedures are effective, efficient and current
 - To create a productive workplace that fosters the use of effective management practices
 - To promote teamwork, service, quality, accountability and adaptability to future change
 - To ensure that policies and practices are in place and being adhered to

An organizational review will consist of a holistic approach to analyzing:

- operating processes
- employee structure

There are three main purposes for organizational reviews:

- strategic
- foundational
- improvement

Organization review will collect, organize, analyze, and interpret relevant information to strengthen the organization.

ASBA Organizational Review typically occurs over 2-3 weeks

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Organizational Review!



PLANNING AND LEADERSHIP RETREATS

Working “in” the organization takes most of our time, yet it is imperative for leaders to set aside time to work “on” the organization.

Why Consider Planning and Leadership Retreats?

Retreats offer a space outside the day-to-day operation to review strategic plans and results, engage in honest conversations and work on emergent issues.

The retreat is not an end in itself. It is a preliminary step in the process of establishing and sustaining an effective organization.

Retreats allow time to...

- Have strategic and generative discussions
 - Review key information
- Incorporate team strengths and identify areas for future professional development

A leadership retreat can enhance your organization’s success. When done right, retreats provide a powerful environment to align, make decisions, and renew commitment.

**Retreats are best suited at a time well in advance of the budgeting process, as the review of the strategic plan and generative discussions may require resource alignment.*

ASBA’s skillful facilitation will establish a custom program that will provide an intense, but enjoyable experience working to maximize the potential of the organization.

ASBA Planning and Leadership Retreat typically spans several days.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Planning & Leadership Retreat!



POLICY AND ADMINISTRATIVE PROCEDURE REVIEW AND DEVELOPMENT

Boards create policies and policy handbooks in order to ensure that the collective will is carried out within the parameters set out in the Education Act and other relevant provincial and federal legislation.

An Administrative Procedures Manual supplements the Board Policy Handbook. Administrative Procedures are provided to school staff by the Superintendent and provide detailed direction for day to day operations.

The ASBA consultants provide support and guidance in developing and reviewing board policies based on a specifically developed model of reference. The process allows for a great deal of input so that policies meet the specific operational needs of the board. Consultation further provides support and guidance in developing complementary administrative procedures designed to ensure the Board's will is reflected in day to day operations.

What is the purpose of a Policy and Administrative Procedure Review and Development?

- Determine if a policy is still applicable or if it is more suited as an administrative procedure
- Determine whether the purpose and goal of the policy is still relevant
- Determine if changes are required to improve the effectiveness or clarity of the policy and/or procedures
- To ensure review of board policies and administrative procedures is ongoing and current

Policies and procedures are living documents that should grow and adapt with an organization. Regular review of policies and procedures keeps your organization current with legislation, regulations, technology, and industry. Policy review ensures that your policies are consistent, effective, and outline best practices.

This service will take approximately two months, beginning with a full day workshop

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



POLICY PRINCIPLES/POLICY SUPPORT

This workshop provides Boards the opportunity to use analytical skills to examine complex and challenging policy issues.

This workshop highlights the basic features of the Governing through Engagement and Collaboration (G-TEC) Policy Model. The fundamental purpose is to ensure that the will of the Board is realized. Essential policy principles are carefully examined to facilitate generative discussion.

Some topics this workshop will cover:

- The nature of public policy
- Decision making processes
- The structural and textual elements of policy

This workshop reviews policy in great depth so that a board can make informed and relevant policy recommendations that support the goals of the organization and adhere to legislation.

This is a full day workshop

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



PUBLIC ENGAGEMENT: STAKEHOLDER ENGAGEMENT AND DEALING WITH OPPOSITION

Stakeholder engagement will ensure that the ideas and concerns of relevant stakeholders are presented through a collaborative and transparent communication and decision-making process.

Stakeholder engagement is an ongoing process through which leaders meaningfully connect with, learn from and communicate with individuals and groups.

Five benefits of Stakeholder Engagement:

- Insight into stakeholders' views and opinions
- The ability to make informed decisions at reduced cost
 - Enhanced support from stakeholders
 - Stronger likelihood of a successful outcome
 - Greater trust in the education system

Stakeholder Engagement moves through 4 phases:

- **Planning:** Determining what decisions will be affected, who the participants are, establishing the background and settling on the right questions to ask
- **Participation:** Gathering of input and ideas, learning from each other and setting priorities
 - **Analysis:** Consolidating all the input in order to establish a relevant course of action
 - **Sharing:** Encapsulating and distributing results to relevant, interested parties

Understanding who your stakeholders are, how to motivate them and analyzing what they need is foundational to successful relationship building and effective advocacy.

ASBA Stakeholder Engagement Session is generally a 1-day event.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

**Contact us today for more information or to book your upcoming
Workshop!**



PUBLIC STAKEHOLDER ENGAGEMENT: SURVEY ADMINISTRATION AND ANALYSIS

ASBA can assist with stakeholder or community survey preparation, deployment and results analysis.

Surveys are a valuable tool to gather feedback and input on specific topics to help inform direction and decision making. This may include policy feedback, staff feedback, parent surveys, etc.

Additional focus groups or interviews may be incorporated.

Why conduct a Stakeholder workshop?

- Validate situation analysis findings
- Fill information gaps identified during the situation analysis, program analysis or audience analysis
 - Better understand the problem, audiences and context
 - Prioritize challenges to address
 - Develop campaign concepts or messages
 - Ensure buy-in by stakeholders

A Stakeholder workshop should be conducted after reviewing and organizing data collected during the situation analysis, program analysis and audience analysis.

Rate: \$250/hour (includes travel, accommodations, meals and administrative costs)

Contact us today for more information about your upcoming Stakeholder Engagement!



STAKEHOLDER MAPPING AND ANALYSIS

Understanding who your key stakeholders are, how to motivate them and analyzing what they need is foundational to building effective working relationships.

Stakeholder analysis is an important project management skill. It is the process of identifying the individuals or groups that are likely to affect or be affected by a proposed action. It will identify the expectations of stakeholders and anticipate the impact of the actions

Stakeholder mapping is a four-step process of:

- Identifying groups, organizations, and people who are stakeholders
- Analyzing stakeholders' perspectives and interest
- Mapping the relationship between stakeholders and company objectives
- Prioritizing and ranking the needs of stakeholders

This highly engaging workshop allows for a deep-dive review and development of a Stakeholder Map. A Stakeholder Map can be effective in analyzing opportunities and identifying new ways to approach and meet the needs of stakeholders.

This is a full day workshop
Final report will be provided.

Rate: \$250/hour (includes travel, accommodations, meals and administrative costs)

Contact us today for more information or to book your upcoming Workshop!



STRATEGIC PLANNING

Strategic planning is a collaborative process by which a division envisions its optimal future. Strategic planning involves understanding the entire context, determining strategic direction and goals, allocating resources, and monitoring progress towards the realization of the mission and vision.

Important Questions that will be answered in your workshop:

- Vision: Where are we going?
- Mission/Purpose: Why do we exist? Who is the customer we serve?
- Strategic Priorities: What do we need to focus on to achieve our vision?
 - Action planning for the strategic priorities.

The five stages of the process are goal-setting, analysis, strategy formation, strategy implementation and strategy monitoring.

- Clarify your vision – goals to be detailed, realistic and support the vision
- Gather and analyze information – understanding the needs of the organization
 - Formulate a strategy – develop alternative approaches
 - Implement your strategy – specify responsibilities and duties
 - Evaluate and control – including performance measures

Scope

- Long term Strategic Plan (10 years) – 1-2 days
- Three Year Education Plan articulated with Alberta Education's Business Plan – 1-2 days
- Review of Mission, Vision, Values – 1-2 days
- Strategic Planning with diminishing resources – ½ - 1 day

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Strategic Planning Session



STRENGTHENING THE BOARD – SUPERINTENDENT PARTNERSHIP (BOARD/SUPERINTENDENT)

Leadership is important and evaluation can be a powerful tool for growth and professional development. Evaluating the superintendent’s performance is an important duty of the board.

A positive and productive board and superintendent relationship is among the most crucial to high performing divisions. To achieve the greatest results, Trustees, senior administration have a shared understanding of roles, needs and perspectives. The workshop aims to clarify expectations, strengthen rapport, open communication, identify uncertainties and enhance trust.

What will this workshop include?

- Examine the principles of effective evaluation
 - Provide context superintendent evaluation
- Help the board and senior administration review common goals, policies, principles and procedures.

School board-superintendent teams are encouraged to attend this workshop together.

This full day workshop can be tailored to suit the needs of each division.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



TEAM/GROUP EFFECTIVENESS: FIVE BEHAVIORS OF A COHESIVE TEAM

The Five Behaviors mission is to create a program that improves a team's effectiveness and productivity through the understanding and application of The Five Behaviors.

The Five Behaviors of a Cohesive Team is an assessment-based learning experience that helps people discover what it takes to build a high performing team. This is an advanced team building course designed for already established teams who are ready to take team work to the next level. It is an engaging and informative learning experience.

This workshop will delve deeper into each of the five behaviors:

1. Trust
2. Conflict
3. Commitment
4. Accountability
5. Results

The Team Model is founded on vulnerability-based trust, allows team members to engage in conflict around ideas, enhances commitment to decisions, permits team members to hold one another accountable and focuses on achieving collective results.

This workshop is generally 1-2 days

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



TEAM/GROUP EFFECTIVENESS: GREAT LEADERS, GREAT TEAMS, GREAT RESULTS

School Boards, by the nature of their mandate as public governors, must exhibit leadership in their role. The aim of this workshop is for groups to discuss the concept of team and apply renewed understanding to their organizational context. This includes describing key characteristics of a team and understanding how each characteristic contributes to overall team success.

This one day workshop focuses on achieving exceptional results through team leadership. Leaders will learn how to:

- Build trust and influence others
- Define the team purpose and the “job to be done”
- Create a strategic link between the work of the team and the goals of the organization
 - Connect the work of the team to the organizations mission and mandate
- Align the four essential systems of clarifying purpose, aligning systems, unleashing talent and inspiring trust.

This workshop will explore:

- Project Scope Summary (define outcomes, deliverables, success measures, constraints and assumptions)
- Team/Stakeholder identification to ensure that the right people are involved
- Human performance components
- Conflict management tools and techniques
- Team Effectiveness Assessment

“Great things in business are never done by one person. They’re done by a team of people.” Steve Jobs

This is a full day workshop.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



TEAM/GROUP EFFECTIVENESS: STEPHEN COVEY'S SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE

The 7 Habits of Highly Effective People, first published in 1989, is a business and self-help book written by Stephen Covey.^[1] Covey presents an approach to being effective in attaining goals by aligning oneself to what he calls "true north" principles based on a character ethic that he presents as universal and timeless.

Does your Board possess the right habits?

Habits are powerful forces in our lives. They determine our level of effectiveness and ineffectiveness. The purpose of *The 7 Habits of Highly Effective People* is to help lead your life in a truly effective way. The Habits represent a proven process of personal and interpersonal growth that can have an immediate and lasting impact.

This workshop will delve deeper into Stephen Covey's Seven Habits of Highly Effective People:

1. Be Proactive
2. Begin with the end in mind
3. Put first things first
4. Think win/win
5. Seek first to understand, then to be understood
6. Synergize
7. Sharpen the saw

"Our habits will either make us or break us. We become what we repeatedly do." Sean Covey

This is a full day workshop

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



TRANSPORTATION REVIEW

ASBA offers comprehensive student transportation review services for members boards. These services include a custom review plan and process to meet the needs of individual boards.

Services commonly accessed by Boards include:

- Analysis of transportation structure and effectiveness
- Analysis/assessment of policy/administrative procedure impacts
- Review of current bus route efficiency and funding entitlements
 - Review of fleet management
 - Review of safety protocols
- Development of strategies to increase revenues or decrease expenditures
- Analysis of comparative costs and overall effectiveness of service scenarios
 - Analysis of effective communication and technology strategies
 - Review of cooperative busing arrangements/opportunities
 - Assessment of risk exposures and recommended mitigation
 - Assessment of options available for service delivery
 - Recommendations for improvement in operations

Purpose

- To examine the student transportation services provided
- To assess the efficiency and effectiveness of services
- To identify aspects of the operation and management of the services that require change
- To improve financial efficiency, while retaining desired service
- To improve efficiencies in the delivery of transportation services

The review plan is developed with the Superintendent or designate to focus on the aspects of the transportation services deemed necessary.

ASBA's Transportation Review typically requires several days

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Transportation Review!



WARD BOUNDARY REVIEW

A ward boundary review analyzes the current number of people living in each ward and anticipates how those numbers are expected to grow in the future. If necessary, a review proposes changes to the ward boundaries, so that the population in each ward is similar in relation to all the other wards.

Before each general election, every school board must determine the number of trustees on their board and the distribution of the trustees across the board's area of jurisdiction.

Trustees are distributed across the school board's area of jurisdiction by combining municipal wards into a number of geographic areas to be represented by trustees – trustee wards.

A ward boundary review will ensure that ward boundaries reflect:

- Geographic communities and neighborhoods of interest
- Physical and natural boundaries (e.g. ravines, roads and railway tracks)
 - The wards history
 - Other relevant considerations

**Changes will be in effect following the general election for that year.*

ASBA's consultants will work closely with you to set an agenda and incorporate various elements needed to provide productive days working on the review.

ASBA's ward boundary review typically requires several days

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

***Contact us today for more information or to book your upcoming
Ward Boundary Review!***



WORKING BETTER TOGETHER: COMPREHENSIVE TEAM COMPOSITION ANALYSIS

Team composition and assembly involves putting together the right set of individuals with relevant expertise to accomplish the team goals in order to maximize team effectiveness.

Too often, an organization will focus on the functional role and hope that good team performance somehow follows.

Anything of value happens as the result of team effort. Evaluating the whole person can offer pivotal insights into how people are likely to work together.

Using a variety of instruments and approaches, this customized workshop aims to improve a Board's performance, flag areas of conflict and help the board realize its potential.

For high-functioning Boards, the workshop is tailored to build upon strengths for maintaining cohesion and moving toward even greater impact. For Boards in difficulty, a professionally facilitated discussion will enable the Board to constructively address areas of concern to improve cohesion, communication, and trust.

Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work.” Vince Lombardi

A preliminary session of 2 hours is provided, following with a 1.5 day session several weeks later. This workshop can be incorporated into a multi-day retreat for Boards who have worked together for 1 year.

Rate: \$250/hour (includes travel, accommodations, meals & administrative costs)

Contact us today for more information or to book your upcoming Workshop!



ENGAGEMENT LETTERS & PIPA FORM

All services listed in this catalogue and its subsequent versions, will be completed upon submission of an Engagement Letter. Services that require the collection of personal information will also require the submission of a signed copy of a PIPA (Personal Information Protection Act) release form, to ensure the understanding of processes ASBA will follow in accordance with PIPA legislation.

Engagement Letter

The Engagement Letter will constitute in writing the terms of reference for an assignment. The Engagement Letter will confirm:

- Assignment objectives
- Steps, milestones, and deliverables in the proposed work plan
- Timeline of steps, milestones, deliverables, and completion date
- Names, relevant qualifications, and role of each consultant proposed
- Fees
- Billing arrangements, including how all expenses, disbursements, and applicable taxes will be handled

PIPA Release Form

Whenever the collection of individual personal information will be required, ASBA will clarify how it follows legislation as per the PIPA Act.

Sample of letter and form are included in the following pages.



SAMPLE ENGAGEMENT LETTER

[Date]

Confidential

[School Board name and address]

Attention:

Dear Sir/Madam:

Re: Engagement Letter

This letter confirms you have hired ASBA to provide services as described below to [School Board name]. The ASBA Consultant leading this assignment will be [insert]. Supplemental ASBA staff and resources may be involved as appropriate. The services [insert] will provide are as follow:

1. Name of Service [as per Education Services Catalogue]
2. Within the following timeline [indicate timeline]

Please note that timelines may be adjusted based on schedules, level of revisions, or unforeseen circumstances.

This confirms that you agree to proceed on this basis and pay the normal published hourly ASBA rate of Two Hundred and Fifty Dollars (\$250.00) to complete the required service to your Board. The expected overall scope of time required to complete this work ranges between:

[Add minimum and maximum range of hours].

Please note, in accordance with ASBA policy, you will not be charged for travel time or expenses associated with the delivery of these services.

The key deliverables/scope of the service required include:
[List here agreed upon milestones/deliverables/timing of session as per ASBA
Education Services Catalogue]

1. _____
2. _____
3. _____

The total estimated cost for the services is _____ Dollars (\$ _____).
This is an estimate only as the cost may vary depending on a variety of factors. Any
additional requirements or changes in scope or deliverables will be discussed in
advance and agreed to prior to any changes to the quote. Invoicing will occur on a
monthly basis.

[Insert name], on behalf of ASBA, will strive to maintain open communications and
regular updates on the services requested.

Please execute and return this letter to the undersigned to enable us to commence
providing these services to your Board. We appreciate the opportunity to be of
service to your School Board.

Yours sincerely,

Steven Langer

Chief Officer, Education and Professional Development
Alberta School Board Association
On behalf of Dr. Vivian Abboud, Chief Executive Officer

On behalf of [School Board name], I am authorized to accept the terms herein and authorize
ASBA to proceed as set out above.

Date: _____

Name: _____

Signature: _____

CC: [Contractor/Advisor name]



SAMPLE PIPA RELEASE FORM

Personal Information Protection Act (PIPA) & Alberta School Boards Association (ASBA) Release Form

The Alberta School Boards Association (ASBA) is committed to ensuring the protection of our members' personal information in accordance with Alberta's Personal Information Protection Act (PIPA), other relevant laws, and ASBA's Privacy Policy. Your personal information will be collected, used, and disclosed to for the purpose of delivering the requested service, product, or program.

Your personal information will be securely retained for the duration of your use of the service, and for one year following the completion of the service, product or program. You may, via written correspondence, withdraw your consent as per ASB Privacy Policy. The choice to provide personal information is always yours; however, this may limit the quality and ability of ASBA to provide some services.

By check and signing the following, you are acknowledging that you understand:

- ASBA will protect your personal information in accordance with PIPA and ASBA's Privacy Policy.
- Your information will be collected, used, or disclosed for the purposes to deliver your requested service, product, or program.
- You may withdraw your consent at any time by contacting the person identified at the bottom of this form
- Withdrawing your consent will limit the ability or quality of services ASBA can provide you.

Print Name: _____

Signature: _____

Date: _____

The PIPA Act may be viewed: <http://www.qp.alberta.ca/documents/Acts/P06P5.pdf>
ASBA's Privacy Policy may be viewed: <http://www.asba.ab.ca/privacy-policy/>
ASBA is responsible for personal information under its control. Any questions about ASBA privacy practices, to access your information, or to make any corrections, please contact the Chief Officer, Education and Professional Development, Steven Langer at slanger@asba.ab.ca



ASBA Privacy Policy

The entire ASBA Privacy Policy can be found at:
<http://www.asba.ab.ca/privacy-policy/>

Why does ASBA collect personal information?

ASBA collects only the personal information that it needs for the purpose of providing services to its members, including personal information needed to:

- Open and manage an account
- Deliver requested products and services
- Enroll/register members in a program
- Contact members about appointments, meetings, and projects
- Follow up with members to determine satisfaction with products and services, which may also include conducting surveys
- Conduct surveys to evaluate the need for future projects/programs
- Manage our relationship with members
- Notify members of upcoming events of interest
- Meet legislative requirements
- Prepare historical/archival materials
- Publish photographs of ASBA and ASBA-sponsored events
- Circulate attendance information at ASBA events and seminars
- Highlight and profile members and member information
- Such other purposes consistent with the foregoing purposes

Limiting the collection of personal information

ASBA collects only the personal information that it needs to fulfill the purposes it has identified. ASBA normally collects personal information directly from its members, but it may collect information from other persons with your consent or as authorized by law.

How does ASBA safeguard personal information?

ASBA will protect personal information by security safeguards appropriate to the sensitivity of the information. ASBA will not sell, rent, or give away your personal information. ASBA does contract with certain service providers approved by ASBA, and all service providers are bound by strict contractual obligations designed to protect the privacy of your personal information. ASBA employees are informed of the importance of protecting your privacy. Employees are expected to maintain the confidentiality of ASBA member information at all times.

With respect to personal information stored electronically, access to such information is password protected, and in some cases, accessed only through biometrical security measures. With respect to personal information stored as a hard copy, ASBA stores such information in its office for use by its staff for the purposes noted above. Archival materials is secured under locked storage.