

GOVERNANCE POLICIES OF THE MILWAUKEE BOARD OF SCHOOL DIRECTORS

BG 3.08

ROLE OF THE MANAGEMENT OF THE OFFICE OF ACCOUNTABILITY AND EFFICIENCY

(1) POWERS AND DUTIES

(a) The management of the Office of Accountability and Efficiency shall manage those functions assigned to him/her by the Board.

(b) The management of the Office of Accountability and Efficiency shall be responsible, under the direction of the Board, for bringing oversight and accountability to the financial operations, to evaluate fiscal performance and transparency, to facilitate the improvement of the District's processes, to ensure efficiency, and to recommend solutions in the furtherance of fiscal stewardship for MPS.

(2) OFFICE OF ACCOUNTABILITY AND EFFICIENCY STAFF

(a) The management of the Office of Accountability and Efficiency shall have authority to appoint, subject to approval by the Board, all Accountability and Efficiency staff assigned to his/her supervision and management by the Board and such other personnel as authorized by the Board. All such personnel shall work under the general direction and supervision of the management of the Office of Accountability and Efficiency

(b) In addition to designated and regularly assigned duties, each employee shall perform such related duties as may be assigned to him/her and which are compatible with his/her ability, training, acquired skills, and experience.

(c) The Board shall determine the compensation, duties, and qualifications of the staff of the Office of Accountability and Efficiency, including that of management.

(3) DELEGATION OF AUTHORITY

(a) All Board authority delegated to the staff of the Office of Accountability and Efficiency is delegated through the management of the Office of Accountability and Efficiency so that all authority and accountability of this staff, as far as the Board is concerned, is considered to be the authority and accountability of the management of the office.

(b) The Board shall direct the management of the Office of Accountability and Efficiency to achieve certain results through the establishment of goals and standards. Through the establishment of executive-limitations policies, the Board shall limit the latitude the management of the office may exercise in the practices, methods, conduct, and other means used to achieve the goals and standards.

(c) As long as the management of the Office of Accountability and Efficiency uses any reasonable interpretation of the Board's goals and standards and executive-limitations policies, he/she is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities relative to the Office of Accountability and Efficiency.

(d) The Board reserves authority unto itself to change its goals and standards and executive-limitations policies, thereby shifting the boundary between the domains of the Board and of the management of the Office of Accountability and Efficiency. By so doing, the Board changes the latitude of choice given to the management of the Office of Accountability and Efficiency. So long as any particular delegation is in place, the Board and its members shall respect and support the choices of the management of the Office of Accountability and Efficiency. This does not, however, prevent the Board from obtaining information in the delegated areas.

(e) Only decisions of the Board acting as a body are binding upon the management of the Office of Accountability and Efficiency.

1. Decisions or instructions of individual board members, officers, or committees are not binding on the management of the Office of Accountability and Efficiency, except in instances when the Board has specifically authorized such exercise of authority.
2. In the case of board members' or committees' requesting information or assistance without Board authorizations, the management of the Office of Accountability and Efficiency can refuse such requests that require a material amount of staff time or funds or are disruptive.

(4) MONITORING ORGANIZATIONAL PERFORMANCE

(a) Monitoring executive performance is synonymous with monitoring organizational performance against Board goals and standards and on executive-limitations policies. Any formal or informal evaluation of the performance of the management of the Office of Accountability and Efficiency or organization may be derived only from these monitoring data.

(b) The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Monitoring will be as automatic as possible, using a minimum of Board time, so that meetings can be used to create the future rather than to review the past.

(c) A given policy may be monitored in one or more of three ways:

1. **Internal Report:** Documentation of compliance information to the Board from the management of the Office of Accountability and Efficiency;
2. **External Report:** Documentation of compliance information by a disinterested, external inspector, or judge who is to be selected by and who shall report directly to the Board. Such reports must assess performance against policies of the Board only, not against those of the external party, unless the Board has previously indicated that party's opinion is to be the standard.
3. **Direct Board Inspection:** Documentation of compliance information by a board member, a committee, or the Board as a whole. This is the Board's inspection of documents, activities, or circumstances directed by the Board which allows a test of policy compliance.

(d) At the choice of the Board, any policy can be monitored by any method at any time. For regular monitoring, however, each policy regarding goals and standards and executive limitations will be classified by the Board according to frequency and method. Monitoring of the organization's health, however, should be done continually by the management of the Office of Accountability and Efficiency and, periodically, by the Board. Consequently, monitoring/evaluation is going on all the time, not just once or twice a year. There should be no surprises to the Board or to the management of the Office of Accountability and Efficiency.

(5) GENERAL EXECUTIVE CONSTRAINT

(a) The management of the Office of Accountability and Efficiency shall not cause or allow in the organization any practice, activity, decision, or circumstance which is imprudent, discriminatory, unethical, or in violation of federal, state, or local laws, regulations, or ordinances.

(b) The management of the Office of Accountability and Efficiency shall not permit any deviation from the Board-adopted employee code of ethics and employee rules of conduct.

(6) STAFF TREATMENT

(a) Dealings with staff and volunteers will be humane, fair, and dignified.

(b) Accordingly, the management of the Office of Accountability and Efficiency shall:

1. operate with personnel procedures that clarify personnel rules for exempt staff, provide for effective handling of grievances, and provide for at least annual feedback on performance;

2. uphold contractual agreements, or other Board policies, district regulations, or legal requirements pertaining to employee hours, wages, working conditions, and equal employment opportunities;
3. not prevent staff from grieving to the Board when:
 1. internal grievance procedures have been exhausted;
 2. the employee alleges either that a policy of the Board has been violated to his/her detriment or that a policy of the Board does not adequately protect his/her human right;
4. acquaint staff with their rights under this policy.

(7) COMMUNICATION AND COUNSEL TO THE BOARD

With respect to providing information and counsel to the Board, the management of the Office of Accountability and Efficiency shall not permit the Board to be uninformed. Accordingly, the management of the Office of Accountability and Efficiency shall:

- (a) submit monitoring data required by the Board in a timely, accurate, and understandable fashion using appropriate process-improvement tools and addressing provisions of the Board policies being monitored;
- (b) keep the Board abreast of relevant trends, anticipated adverse media coverage, significant external and internal changes, and community attitudes and staff reactions;
- (c) provide a mechanism for official communication with the Board, its officers, or its committees;
- (d) deal with the Board as a whole, except when:
 - a. fulfilling individual requests for information;
 - b. responding to officers or committees duly charged by the Board;
- (e) acquaint staff with their rights under this policy;
- (f) report in a timely manner an actual or anticipated noncompliance with any policy of the Board;
- (g) clearly identify information given to the Board as either information for decision making, or pertinent information or monitoring information.

(8) STAFF COMPETENCY

To operate, the management of the Office of Accountability and Efficiency must have competent employees, appropriate documentation, and at least annual, evaluations which include clarity of expectations, feedback, and a plan for continual improvement.

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