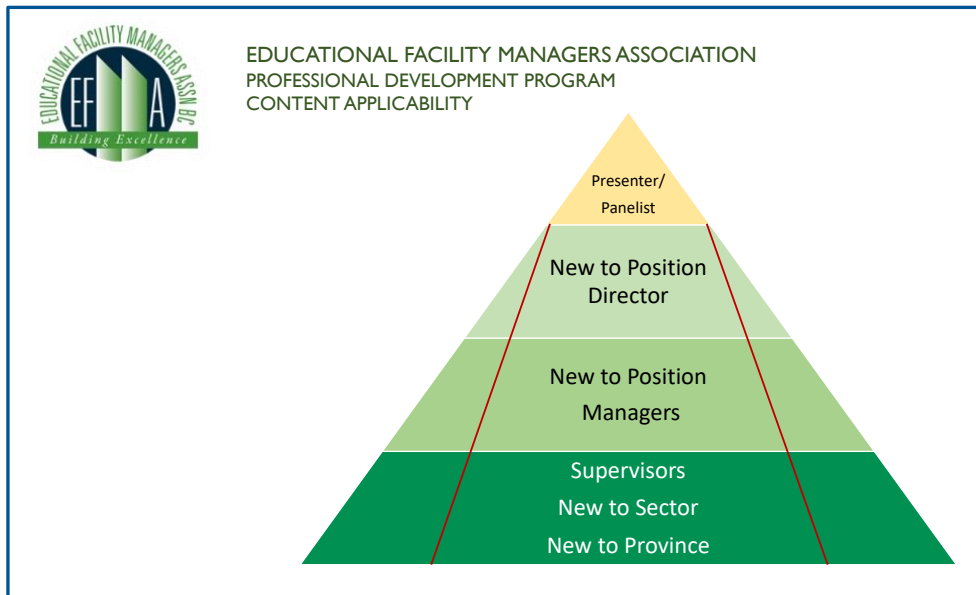


# EFMA FACILITIES LEADERSHIP PROGRAM

## CONTENT OUTLINE

EFMA has developed a Leadership Program which is intended to offer insights to participants with varied backgrounds. The graphic below describes how course materials will provide understandings for a variety of positions with materials suitable for entry level supervisors and those staff new to the sector or new to the province as well as those new to manager and director positions.



The program will be offered in five modules, consisting of topic sessions. The modules will be offered at spring and fall workshops and at the annual conference. Attendees can enroll at any time and complete modules in any sequence.

Upon completion of all the modules, participants will be given a certificate confirming that the individual has completed all the modules of the **EFMA Facilities Leadership Program**.

Note: Modules, Sessions, and Content subject to change

### Modules in this Program

#### Module 1.

##### Session 1. Ministry Funding, Reporting and Relationships

This material helps increase understanding of the role of the ministry and specifically, educational funding, as it impacts facilities and operations. Specific topics include:

- i. Ministry organization and staff responsibilities
- ii. Funding Allocation System
- iii. Enrollment planning
- iv. Annual reporting timelines and expectations
- v. Climate Change Accountability Act/Carbon Neutral Government Regulations

## Session 2. Human Resources

These topics cover the critical aspects of human resources at a high-level with particular emphasis on locating staff and providing adequate supervision and support to employees. The nuances of working in a unionized environment are explored in the implication for day-to-day managerial tasks. In that context. Specific topics include:

- i. Employee Staffing
  - Understanding the roles - Job Descriptions
  - Recruitment
  - Reference checking
  - Interviewing
  - Selecting employees - Human Rights Code implications
- ii. Onboarding and training
- iii. Supervising and Leading
  - Effective meetings
  - Employee supervision
  - Bullying and harassment
- iv. Unionized environment
  - Collective agreements
  - Grievances
- v. Understanding People and Workplace Culture
- vi. Employee Conduct, Discipline and Dismissal
  - Employee conduct Investigations
  - Employee discipline

## Module 2.

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### Session 3. Context Within the Sector

The British Columbia education system is unique in terms of governance and responsibilities at the board of education level. This content provides that context and discusses the important relationship between the secretary treasurer and superintendent as it impacts facilities staff. Specific topics include:

- i. Ministry of Education and Child Care (MECC) and Boards of Education co-governance
- ii. Board of Education governance responsibilities
  - Strategic Planning
  - Financial planning and annual budgets
  - Long range facility planning
- iii. The Role of the Secretary Treasurer as CFO and Superintendent as CEO
  - Establishing relationships

### Session 4. District Budgets and Accountabilities

With the view that budget preparation, allocations and monitoring represent a significant responsibility at every level of a department, this section goes into depth regarding the nuances of developing and managing an annual budget. Specific topics include:

- i. Annual Budget Preparation
  - Budget advocacy
  - Annual Budget Preparation
  - Building the Budget – Preparation of Operating Expenditures
  - Consultation and Communication, particularly with Principals
  - Budget Approval and Understanding Risks

- Budget implementation
- Managing and Monitoring the Budget
- ii. Budget allocations
  - Board Strategic Plans and implications for operations - system alignment
- iii. District specific accounting systems
- iv. Priorities, competing pressures
- v. Addressing requests – prioritization – how to say no
- vi. Understanding district expectations and requirements

## Module 3.

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### Session 5. Capital Planning and Management

The ministry capital planning and management functions are explored, including board responsibilities regarding acquiring property and the closure of schools. Ministry software applications explained. Specific topics include:

- i. Ministry Capital Programs
  - Capital Planning
- ii. Capital Asset Management (CAMS)
- iii. Property Acquisition and Disposal
- iv. Closure of Schools
- v. myCaps
- vi. VFA Facility Condition Assessments & Capital Planning Software
- vii. Timelines

### Session 6. Managing Projects

These topics cover the critical aspects of project management at a high-level. Understanding regarding government procures is also provided. Specific topics include:

- b. Project management - PMI Phases
- c. Construction management
- d. Government Procurement

## Module 4.

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### Session 7. First Nations and Métis people

British Columbia has a rich history of First Nations and a systemwide commitment to Truth and Reconciliation. Content in this area provides a base understanding that impact school districts. Specific topics include:

- i. Understanding terminology
- ii. Local Education Agreement requirements
- iii. Protocols

### Session 8. Safe Working Environments

These topics cover the critical aspects of safe working environments. The managers role and legislative obligations are reviewed. Specific topics include:

- i. Occupational Health and Safety (OH & S)

### Session 9. Risk Management

Managing risk is an important responsibility for facilities managers, including prevention and liability obligations. Specific topics include:

- i. Risk Management (Schools Protection Program)
- ii. Understanding your role in Board liability

## Module 5.

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### Session 10. Understanding and Managing Yourself

These materials are intended to support the development of necessary supervisory skills, in particular understanding relationships, managing conflicts and having comfort with difficult employee conversations.

Specific topics include:

- i. Understanding how people think – neuroscience:
  - Relationships
  - Personal style
  - Difficult conversations
  - Considerations for managing conflict
  - Conflict resolution
- ii. Ethical leadership - Public Interest Disclosure Act
- iii. Personal organization and time management

### Session 11. Communications

Whether communicating one on one, or addressing concerns from the public, effective communication skills are a critical component of leadership. Nuances regarding social media and email expectations are discussed. Specific topics include:

- i. Handling Inquiries/Complaints
- ii. Media Relations
- iii. Social media
- iv. Email legalities