

# Tyrone Area School District

TITLE: MANAGEMENT TEAM

ADOPTED: MAY 11, 2004

REVISED:

<p>1.Purpose</p> <p>2.Concept</p>	<p style="text-align: center;">327. MANAGEMENT TEAM</p> <p>The Tyrone Area School District Management Team is based on open communication, collection of accurate and complete information, and the sharing of administrative expertise. The team shares decision making, seeks consensus among the administrators, and prepares comprehensive, quality suggestions and recommendations for the Board.</p> <p>The team concept to school administration is based on several beliefs:</p> <ol style="list-style-type: none"><li>1. The complex tasks of school administrators require the best thought, the most specialized expertise, perspective, and judgment available to decision making. These qualities are rarely found in one position in a large organization; usually they are the combined talents of several people.</li><li>2. School districts, as most organizations, need leadership that is consistent, balance, and universal throughout its facilities and operations. Where the leaders of these various operations work as a team, these qualities are most likely to exist.</li><li>3. Quality decisions require a commitment from those leaders who must implement the decision. Commitment is enhanced when those affected by a decision help to make it.</li><li>4. Job satisfaction of school administrators is greater as their responsibility and involvement in decision making is broadened.</li><li>5. School districts will be better administered, generate a more favorable work climate, and show a greater stability of purpose, staff, and quality with effective operation of a Management Team.</li></ol> <p>Team members are expected to grow personally and professionally as a result of participating on the team. Participation on the Management Team is in-service experience, providing skills and leadership styles that may be used in the areas of the educational program which members individually direct.</p>
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Composition of the Management Team

Management Team personnel include:

Elementary Principals (2)  
Middle School Principal

Secondary Principal  
Assistant High School Principal  
Middle School/High School Special Education Supervisor

Business Administrator  
Physical Plant Engineer  
Network Administrator  
School Psychologist  
Assistant Superintendent  
Superintendent of Schools.

Frequency of Meetings

Management Team meetings shall be held monthly on dates established for the entire year. Meetings generally require one (1) to two (2) hours.

Agenda Development

Topics for consideration by the Management Team are identified from a number of sources. The agenda is prepared in the Superintendent's Office, but any member of the Management Team may place items on it by simply e-mailing the information to the Superintendent's Office. Presenters may provide written information in advance to team members. That team member then assumes responsibility for leading the discussion on that item and for any required follow-up. Team members often list topics that have actually been identified by teachers, parents, national or local events in education, or any other source that affects the operation of the school district.

Inasmuch as the Management Team is involved in all dimensions of the school program, topics are very diverse including school calendar, PSSA assessment, discipline, declining enrollments, class size, financial, educational and personnel concerns, physical plant, technology, and other programs.

Functions of the Management Team and Its Members

Analyzing Situations: Analyzing situations involves gathering facts, determining causes, and developing alternate solutions to existing or potential situations or problems. The Management Team considers a broad range of concerns, seeks understanding of the variables, separates the organizational from individual building

problems, and considers a variety of solutions.

Making Decisions: It is often difficult for Superintendents and central office administrators to share the making of decisions, knowing that final responsibility rests with them. The responsibility and accountability for decisions rest in large part with those persons charged with implementing those decisions. Because most decisions are made by the team, the responsibility and accountability is shared. There are occasions when an item is identified clearly, and perhaps legally, with the Superintendent. In these instances, s/he may confer with the team, but s/he will make the decision himself/herself.

Planning: Planning is a predetermination of a course of action. It is believed that those who are responsible for executing the plans for the district should have a hand in formulating those plans. Quality planning is the hallmark of the Management Team. The involvement of team members in planning will provide professional growth and enhance leadership skills.

Communicating: Communications is the most essential ingredient in the successful function of the Management Team. The team attempts to inform all team members of decisions or actions affecting their work or about which they might be questioned. Management Team members are adept communicators; they inform their staffs and the general public of the workings of the district.

Controlling and Evaluating: This ensures progress toward goals by establishing reporting systems, developing performance standards, measuring results, and taking corrective actions. The administrative team members have definite roles and responsibilities in all of these areas.

#### Roles and Responsibilities of Members

Team members have responsibilities during the meetings and between the meetings. Because a Management Team meeting is a forum for problem solving, members listen, question, seek and provide information, and share and react to ideas and opinions. Team members are expected to attempt to reach the best decisions possible for students, taxpayers, and staff. Team members are expected to suspend judgment until all facts are known, to react honestly and constructively, to maintain a task-oriented approach, and to support those decisions once consensus has been reached.

Of importance is the fact that votes are not taken in the deliberation of the team. Consensus is sought, not specifically nays. Occasionally a straw vote or a "thumbs up, thumbs down" will provide an indication of whether or not a discussion or direction should be continued, but very rarely is a count taken to determine a course of action.

Between meetings, members serve on committees, research materials related to

agenda items, seek opinions from others, and if possible, test decisions made at team meetings. Where items require additional work to be completed and returned to a future meeting for final disposition, the necessary tasks are assigned, almost always to those most directly involved.

Role and Responsibilities of the Superintendent

The Superintendent plays the key role in the Management Team structure. The Superintendent is the leader. Essential to the effective operation of the Management Team is an open and honest Superintendent who establishes an atmosphere of trust and a personal expectation that task will be completed. The Superintendent encourages thoughtful deliberations, recognizes the importance of a desirable level of humor, serves as the time keeper at Management Team meetings, and collects and places items on the agenda.

None of this restricts the Superintendent from participating in the discussions. Nor does it free him/her from the final responsibility in the decision making. Because votes are not taken, the Superintendent retains the final authority and right to oppose a decision made by the team. Again, this would be a rare instance, but it may occur.

When the Superintendent brings an item to the meeting, s/he will frequently clarify his/her personal level of flexibility of decision by labeling his/her opinion on the matter as one of three levels. When an item is labeled Level I, the indication is that a decision has been already made; therefore, there is little or no discussion; it is a closed issue, but may require discussion on implementation. A Level II indication allows team members to have considerable input as to how and why the task should or should not be undertaken and carried out. This approach should be utilized eighty or ninety percent of the time. A Level III indicates that the Superintendent lays the topic before the team for full discussion with little or no input by the Superintendent. Those more directly involved should have considerably more to say in the decision than the Superintendent.

Much time should be saved by this procedure. Discussion centers on items when discussion is pertinent to a decision yet to be reached. The Superintendent's opinions are quickly known and the level of involvement by team members is effectively and efficiently established.

The Management Team Priorities Workshop

Every year, during the month of August, the Management Team shall meet to conduct an annual priority-setting workshop. During this workshop, district interests, concerns, and needs shall be discussed and several tasks shall be selected for completion during the school year by the Management Team. A plan for addressing each selected priority shall be developed and members of the team shall be assigned to work in the area for the school year in addition to other regular duties.

These objectives shall be incorporated into the Superintendent's report to the Board.

The workshop will provide an opportunity to reinforce several key concepts of the team approach to problem-solving and decision making.

Relationship of Management Team to Board of Directors

The Management Team is recognized as a unit by its members and by those who interact with it as a group responsible for the administration of the educational system. This is certainly true with regard to the team's interaction with the Board of Directors.

The Board expects recommendations, plans, and procedures to be the outgrowth of the Management Team process. The Superintendent shall indicate during a presentation made to the Board that the recommendation or request has been considered by the Management Team. Where there is a consensus, s/he will report that; where there is some variation of opinion, that shall be shared also (not by position or name). Whatever role the team played in Board matters shall be reported by the Superintendent.

Evaluation of the Management Team

The achievement of the Management Team shall be regularly reviewed by internal procedures. This is a self-righting process used to keep the functions of the team effective and efficient.