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The Board desires the Superintendent to establish clear understandings on the part of all personnel of the working relationships in the school system. Lines of direct authority shall be those approved by the Board and shown on the school system organization charts. Each administrative employee will be responsible to the Board through the Superintendent.

Personnel shall be expected to refer matters requiring administrative action to the administrator to whom they are responsible. The administrator shall refer such matters to a higher administrative authority when necessary. Additionally, all personnel are expected to keep the person to whom they are immediately responsible informed of their activities by whatever means the person in charge deems appropriate. If a position shown on the organization chart is unfilled, the persons who would normally report to that administrator shall report to another administrator as assigned.

It is expected that the established lines of authority will serve most purposes. But all certified personnel shall have the right to appeal any decision made by an administrative officer through grievance procedures established through Board policy.

The Board recognizes that formal lines of authority are necessary for efficient management; however, they should not be allowed to inhibit the development of ideas and concepts which are frequently generated in the more informal settings. Lines of authority do not restrict in any way the cooperative, sensible working together of all staff members at all levels in order to develop the best possible school programs and services. Therefore, the Board expects the Superintendent and staff to nurture informal communication lines within and between divisions and departments that are both vertical and horizontal.

The established lines of authority represent direction of authority and responsibility; when the staff is working together, the lines represent avenues for a two-way flow of ideas to improve the program and operations of the school system.

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**ADOPTED: August 2, 2001**

**Cherokee County Board of Education**