

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF COMMUNICATIONS

Role Expectation: Communications	Evaluation Evidence	Quality Indicators
1.1 Develops effective communication campaigns, programs and initiatives that deliver a positive brand identity for the HPSD, including but not limited to branding, event marketing, public relations, and advertising. 1.2 Manages HPSD website and school websites to ensure current, effective, and relevant communication with stakeholders. 1.3 Manages HPSD communications tools and social media channels with regularity to promote engagement with stakeholders. 1.4 Ensures positive working relationships with media outlets and proactively manages these contacts to ensure positive HPSD coverage. 1.5 Supports the celebration of staff and students through promotion internally and externally as appropriate. 1.6 Produces meaningful materials to promote the HPSD, its people, and its programs. 1.7 Supports the creation and implementation of training programs on social media, communications, and other skills for HPSD staff. 1.8 Develops, maintains, and implements, as required, a crisis communication plan.	• HPSD documents • HPSD communication • News releases • Media relations plan • Crisis communications plan • HPSD website • School websites • Communications tools • Social media commentary • Training opportunities • Communications Plan • Mobile phone provisioning and contracts	• All-inclusive communication campaigns, programs, and initiatives are in place to establish positive results. • HPSD and school websites are effectively monitored. • On-line communications tools are available for use. • Ensures social media is utilized appropriately to support HPSD operations. • Ensures information is disseminated to inform appropriate receivers. • Develops communication strategies for issues management and on-going positive interactions with staff and stakeholders. • Monitors HPSD communication strategies and results. • Works cooperatively with the media to represent the Board's views/positions. • Tracks media outlets to identify potential issues. • Provides communication input and support for the celebration of staff and students. • Creates tools for communication strategies and provides training for staff. • A HPSD crisis communications plan is in place and is utilized effectively as needed.

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Role Expectation: Community Relations	Evaluation Evidence	Quality Indicators
2.1 Supports the HPSD's community engagement initiatives with particular attention to online engagement. 2.2 Supports the maintenance of positive and effective relations with stakeholders. 2.3 Participates actively in community affairs in order to enhance and support the HPSD's mission. 2.4 Develops and maintains positive and effective relations with provincial and regional government departments and agencies, when appropriate. 2.5 Participates as a volunteer with the Alberta Rural Education Symposium to provide appropriate communications.	• Community engagement initiatives • On-line engagement initiatives and systems • Stakeholder communication and interaction • Community events • Government/agency interactions • Alberta Rural Education Symposium	• Promotes positive public engagement with the HPSD. • Ensures stakeholder communications and interaction. • Presents information and speaks effectively at community events. • Represents the HPSD in a positive, professional manner. • Enhances relationships with government and agency officials. • Ensures relevant communications emanate from the Alberta Rural Education Symposium.

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Role Expectation: Promotions/Marketing	Evaluation Evidence	Quality Indicators
3.1 Co-ordinates advertising and promotion of HPSP and school programs and events. 3.2 Develops and evaluates promotional materials including advertising, media advisories, reports, plans, products, and other documents. 3.3 Organizes and implements marketing campaigns aligned with HPSP priorities.	• Advertising programs • Promotional materials • Marketing campaigns • Advocacy support	• Ensures promotion of HPSP and school programs and events. • Develops effective promotional materials. • Leads marketing campaigns. • Designs advocacy letters

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Role Expectation: Human Resources Management	Evaluation Evidence	Quality Indicators
4.1 Ensures job descriptions are developed and updated, and evaluation processes are implemented, for “direct reports”, in accordance with the procedures established by the Assistant Superintendent, Human Resources. 4.2 Provides input to the Assistant Superintendent, Human Resources with regard to the recruitment and appointment of related staff. 4.3 Provides support for the professional development and certification requirements of related staff.	• Job descriptions • Supervision and evaluation processes for direct reports • Hiring and selection process input • Staff development opportunities • Superintendent's observations	• Develops and updates administrative procedures relative to direct reports. • Follows relevant administrative procedures and provides recommendations for enhancement. • Provides input in hiring and selection processes as appropriate. • Provides support for staff development program delivery. • Models a commitment to personal and professional growth.

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Role Expectation: Policy/Administrative Procedures	Evaluation Evidence	Quality Indicators
5.1 Assists the Superintendent in the planning, development, implementation and evaluation of Board policies and administrative procedures within areas of responsibility. 5.2 Ensures the application of Board policies and administrative procedures as required in the performance of duties. 5.3 Makes accessible to the public the Board Policy Handbook and the Administrative Procedures Manual in accordance with the FOIP Act and in a timely and courteous manner.	● Board Policy Handbook ○ new policies ○ revised policies ● Administrative Procedures Manual ○ new procedures ○ revised procedures ● Superintendent's observations	● Reviews Board policies impacting areas of responsibility and brings recommendations for any change to the Superintendent. ● Reviews relevant sections of the Administrative Procedures Manual and brings forward recommendations for revision as necessary. ● Ensures adherence to Board policy and administrative procedures in areas of responsibility. ● Ensures availability of HPSP documents for stakeholders and the public.

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Role Expectation: Organizational Management	Evaluation Evidence	Quality Indicators
6.1 Within areas of responsibility, demonstrates effective organizational skills resulting in compliance with all legal and Board mandates and timelines and adherence to Superintendent directives. 6.2 Contributes to HPSPD's culture which facilitates positive results, effectively handles emergencies, and deals with crisis situations in a team-oriented, collaborative and cohesive fashion. 6.3 Assists the Superintendent in the development of the annual Board Work Plan.	• Personal calendar • Board Work Plan • Board observations • Superintendent observations	• Ensures compliance with Alberta Education and Board mandates and timelines in areas of responsibility. • Effectively manages time and resources. • Ensures use of technology is effective and efficient. • Effectively responds to emergency/crisis situations. • Provides support in the development of the annual Board Work Plan.

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Role Expectation: Superintendent Relations	Evaluation Evidence	Quality Indicators
7.1 Establishes and maintains positive, professional working relations with the Superintendent. 7.2 Respects and honours the Superintendent's role and responsibilities and facilitates the implementation of that role. 7.3 Provides information which the Superintendent requires to perform their role in an exemplary fashion.	• Superintendent's observations • Personal contacts, emails, and phone calls	• Implements directions of the Superintendent in a manner which is marked by high quality service, effective conflict and resolution skills, timely response, and positive results. • Interacts with the Superintendent in an open, honest, and professional manner with due regard for and in a manner, which strengthens the Superintendent/CEO role. • Provides balanced, sufficient, and concise information (and clear recommendations when appropriate) in reports requested by the Superintendent. • Keeps the Superintendent informed about operations within areas of responsibility. • Works cooperatively with the Executive Assistant.

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Role Expectation: Professional Practices	Evaluation Evidence	Quality Indicators
8.1 Models high standards of ethical conduct and a commitment to personal and professional growth. 8.2 Represents the HPSD in a positive, professional manner. 8.3 Demonstrates superior interpersonal, communications and presentation skills. 8.4 Models excellent time management skills and an ability to work independently with minimal supervision. 8.5 Demonstrates an ability to work in a team oriented, collaborative environment. 8.6 Deals effectively with the public in a timely and courteous manner. 8.7 Maintains a professional attitude and appearance. 8.8 Exhibits a high level of personal, professional, and organizational integrity. 8.9 Maintains confidentiality in all matters pertaining to the HPSD and its operation. (continued on next page)	• Self reflection • Superintendent observations • Professional development • Memberships	• Exhibits high standards of ethical conduct. • Exhibits personal and professional growth. • Interacts with stakeholders in an open, honest, and professional manner. • Ensures skill inventory is current and relevant. • Exhibits a willingness and ability to work in teams. • Maintains professionalism and exhibits integrity. • Ensures confidential matters are handled appropriately. • Ensures creative, innovative approaches to required tasks. • Understands and supports Board governance processes. • Engages in lifelong learning opportunities. • Displays active membership in professional associations. • Displays professional working relationships throughout the organization.

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Role Expectation: Professional Practices (Continued)	Evaluation Evidence	Quality Indicators
8.10 Demonstrates initiative, creativity, and innovation.		
8.11 Demonstrates an understanding of and provides support for Board governance structures and HPSD priorities.		
8.12 Commits to life-long learning and participates in meaningful professional development.		
8.13 Maintains membership in appropriate professional associations for the benefit of the HPSD's communications needs.		
8.14 Establishes and maintains professional working relationships with all levels of the organization.		