

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF FINANCE

Role Expectation: Corporate Treasurer	Evaluation Evidence	Quality Indicators
1.1 Ensures the accuracy of funding received by the HPSP. 1.2 Ensures the fiscal management of the HPSP is in accordance with the terms or conditions of any funding received. 1.3 Ensures the operation of the HPSP is fiscally responsible. 1.4 Manages fixed assets for the HPSP. 1.5 Maintains appropriate inventory and appraisal records. 1.6 Administers charitable donations in their entirety. 1.7 Designs budget cycles which meet provincial requirements and provides for stakeholder input. 1.8 Prepares the draft HPSP budget, aligned with the proposed HPSP Education Plan, for the Superintendent's consideration. 1.9 Produces financial accountability and other reports in compliance with all legal and Ministerial mandates and timelines, and Superintendent directives.	• Budget Report Form (BRF) • Student enrolment data • Audited Financial Statements • Auditor's Report • Accounting Procedures • Purchasing/Inventory procedures • Charitable donation processes • Budget calendar • HPSP Education Plans/Annual Education Results Reports	• Ensures all funding for which the HPSP is eligible is received in a timely fashion. • Ensures accurate student enrolment data is readily available. • Ensures Recognized Accounting Principles are being followed throughout the HPSP. • Ensures adequate internal controls exist and are being followed throughout the HPSP. • Ensures school-based funds are expended as per approved budgets, with variances outside the allowed range reported to the Superintendent in a timely manner. • Ensures fixed assets are managed appropriately. • Ensures inventory and appraisal records are current and accurate. • Ensures charitable donations are handled completely and properly. • Develops a budget calendar with a timeline that allows for public consultation and staff involvement, which ensures the Board's ability to provide initial direction and final approval, and which links directly into the overall HPSP Education Plan. • Prepares recommended HPSP budget with assumptions and identification of risks for the Superintendent. • Prepares a report on the status of reserve accounts.
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Role Expectation: Corporate Treasurer (continued)	Evaluation Evidence	Quality Indicators
1.10 Assists principals with preparation of budgets and the management of their financial affairs. 1.11 Conducts internal audits as required. 1.12 Within areas of responsibility, provides for legal and other opinions as required. 1.13 Ensures insurance policy renewals are in place.	• Quarterly financial reports • Management Letter • Liabilities • Internal audits • Legal opinions • Insurance files	• Ensures compliance of all financial reports with Alberta Education and Board mandates (timelines and quality). • Ensures all management letter deficiencies are remediated to the satisfaction of the Superintendent. • Ensures the Superintendent is informed, in a timely manner, of incurred liabilities. • Provides principals/designates with financial/accounting expertise, as required or necessary. • Ensures internal audits are completed when appropriate. • Ensures legal opinions are obtained in a timely manner, as and when required. • Ensures insurance policies are renewed as required.

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Role Expectation: Human Resources Management	Evaluation Evidence	Quality Indicators
2.1 Ensures job descriptions are developed and updated, and evaluation processes are implemented, for direct reports, in accordance with the procedures established by the Superintendent. 2.2 Provides input to the Assistant Superintendent, Human Resources with regard to the recruitment and appointment of Financial Services staff. 2.3 Provides support for the professional development and certification requirements of Financial Services 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: Fiscal Responsibility	Evaluation Evidence	Quality Indicators
3.1 Makes recommendations to the Superintendent regarding the administration component of the HPSD budget.	• Budget recommendations • Budget preparation • Budget expenditures • Variance reports • PUF • IMR and CMR reporting • Audit report • Audited financial statements • Value for money analyses • Superintendent's observations	• Ensures budget recommendation timelines are met. • Ensures budget submission timelines and parameters are met. • Ensures funds are expended as per approved budgets. • Ensures adequate internal financial controls exist and are being followed. • Ensures operational reviews are conducted. • Ensures financial savings with no reduction in services are achieved, whenever possible.
3.2 In collaboration with the Superintendent, develops an administration budget within the parameters and constraints of the HPSD budget.		
3.3 In collaboration with the Superintendent, ensures the proper fiscal management of the administration budget.		
3.4 Makes recommendations to the Superintendent regarding possible actions to increase the effective and efficient operation of programs within the HPSD.		
3.5 Operates in a fiscally prudent and responsible manner.		

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Role Expectation: Policy/Administrative Procedures	Evaluation Evidence	Quality Indicators
4.1 Assists the Superintendent in the planning, development, implementation, and evaluation of Board policy within areas of responsibility. 4.2 Provides leadership in the planning, development, implementation, and evaluation of administrative procedures within areas of responsibility. 4.3 Ensures the application of Board policy and administrative procedures as required in the performance of duties.	• 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. • Appropriately involves individuals and groups in the Administrative Procedures development and review process, within areas of responsibility. • 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 their area of responsibility.

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Role Expectation: Organizational Management	Evaluation Evidence	Quality Indicators
5.1 Within areas of responsibility, demonstrates effective organizational skills resulting in compliance with all legal, Ministerial and Board mandates and timelines, and adherence to Superintendent directives. 5.2 Contributes to HPSD's culture which facilitates positive results, effectively handles emergencies, and deals with crisis situations in a team-oriented, collaborative, and cohesive fashion.	• Alberta Education feedback • Personal calendar • Board observations • Superintendent observations	• Ensures compliance with Government of Alberta and Board mandates and timelines in areas of responsibility. • Effectively manages time and resources. • Ensures use of technology is effective and efficient. • Effectively utilizes support personnel. • Effectively responds to emergency/crisis situations.

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Role Expectation: Communications and Community Relations	Evaluation Evidence	Quality Indicators
6.1 Takes appropriate actions to ensure open, transparent internal and external communications are developed and maintained in their areas of responsibility. 6.2 Ensures staff, parents and students have a high level of satisfaction with the services provided and the responsiveness of the department.	• Memos, correspondence • HPSPD publications • Presentations • Satisfaction Survey data • Superintendent's observations	• Ensures information is disseminated as appropriate. • Presents information and speaks effectively at functions. • Develops appropriate program materials relative to areas of assigned responsibility. • Represents the HPSPD in a positive, professional manner. • Manages conflict effectively. • Responds to unresolved issues within areas of responsibility.

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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 Honours and facilitates the implementation of the Board's roles and responsibilities as defined in Board policy and encourages staff to do the same. 7.3 Provides the information which the Superintendent requires to perform their role in an exemplary fashion.	• Business arising sheets • Superintendent's observations • Board observations • Personal contacts, emails, and phone calls	• Implements directions of the Superintendent in a manner which is marked by high-quality service, effective conflict resolution skills, timely response, and positive results. • Interacts with the Board 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 departmental operations. • Informs the Superintendent immediately regarding potential or pending litigation.

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Role Expectation: Leadership Practices	Evaluation Evidence	Quality Indicators
8.1 Practices leadership in a manner that is viewed positively and has the support of those with whom they work in carrying out the Superintendent's expectations. 8.2 Exhibits a high level of personal, professional, and organizational integrity.	• Self Reflection • Leadership Practices report (when done) • Superintendent's observations • Board observations	• Provides clear expectations and direction in areas of responsibility. • Establishes and maintains positive, professional working relationships with staff. • Unites people toward common goals. • Demonstrates a high commitment to the needs of students. • Empowers others. • Effectively solves problems. • Exercises leadership consistent with the Board's stated vision and values. • Models high ethical standards of conduct.