

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF FACILITIES

Role Expectation: Facility Services Leadership	Evaluation Evidence	Quality Indicators
1.1 Provides leadership on all matters related to Facility Services. 1.2 Formulates and implements preventative maintenance programs for utility systems, equipment and building maintenance. 1.3 Develops and implements a facility operations strategic plan for improvements and modifications covering facilities, equipment, and grounds. 1.4 Supports the provision of facility services to all HPSD owned sites. 1.5 Liaises with school administration on repairs and maintenance required in HPSD owned buildings.	• Accountability Report ◦ Facility Services • Satisfaction surveys • Capital Plan • IMR, CMR Plans • Facility Services budget • Maintenance programs • Joint Use Committee meetings • Assistant Superintendent of Learning Services observations • Principal feedback (when done)	• Sets innovative HPSD directions for Facility Services based on needs and relevant research and contributes to the setting of other HPSD directions. • Effectively arranges and manages all capital building planning and projects. • Develops proposed HPSD Capital, IMR and CMR Plans. • Collaborates with internal and external individuals and groups to determine needs and enhance effectiveness of operations. • Ensures the HPSD's land and facility interests are effectively presented. • Effectively implements all aspects of Facility Services maintenance. • Reviews the effectiveness of technology and other support mechanisms in the management of facilities and addresses any issues identified. • Conducts an analysis of Facility Services needs and develops action plans. • Ensures Facility Services are valued within the HPSD.

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Role Expectation: Human Resources Management	Evaluation Evidence	Quality Indicators
2.1 Maintains a continual dialogue with Facility Services staff to ensure that good performance is recognized and that potential problem areas are identified and resolved. 2.2 Conducts meetings and discusses with Facility Services staff any proposed changes to Board policy, administrative procedures, or service delivery, or as the need arises. 2.3 Maintains all records for Facility Services staff necessary for the purpose of input documentation for the Payroll Department, including approval of all overtime and time sheets. 2.4 Sets staffing levels and provides recommendations on the hiring of Facility Services staff. 2.5 Provides support for the professional development and certification requirements of Facility Services staff. 2.6 Supervises, evaluates, and recommends retention/termination and suspension of Facility Services staff.	• Scheduling processes • Payroll documents • Hiring processes • Supervision and evaluation processes • Occupational Health and Safety training (WHMIS) (TDG) (First Aid) • Staff Development Plan • Assistant Superintendent of Learning Services observations	• Effectively implements personnel performance processes for staff. • Proactively addresses policy, procedure, or service delivery changes. • Interacts effectively with staff. • Effectively manages staff workload/attendance/holiday/leave matters. • Provides input on staffing levels and hiring processes. • Effectively implements HPSP supervision and evaluation processes and recommends employment decisions for staff. • Ensures comprehensive Occupational Health and Safety training for all staff. • Supports the HPSP staff development plan. • Interacts effectively with the Assistant Superintendent of Learning Services on specific personnel matters, as required.

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Role Expectation: Student Wellness	Evaluation Evidence	Quality Indicators
3.1 Provides support to ensure that the physical environment is safe and conducive to student learning.	• Assurance Measures • Satisfaction surveys • Accountability Report ○ Facility Services • Work Order Program • Assistant Superintendent of Learning Services observations • Principal feedback (when done)	• Approves facility infrastructure/maintenance requests to address any safety concerns and to meet student learning needs. • Within areas of responsibility, monitors the provision of welcoming, caring, respectful and safe learning environments and, in conjunction with principals, addresses identified concerns.

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Role Expectation: Facility Services Management	Evaluation Evidence	Quality Indicators
4.1 Monitors daily operation of the department and, in conjunction with Facility Services staff, makes any necessary changes that would improve the operational efficiency of the department. 4.2 Screens all work requests; prioritizes individual requests. 4.3 Coordinates the day-to-day maintenance program and ensures all work is carried out in a timely fashion. 4.4 Ensures that all HPSP facilities are properly cleaned as scheduled by custodial staff. 4.5 Meets with sales representatives; coordinates evaluation of all new and existing equipment and supplies. 4.6 Ensures that all school grounds and student drop-off areas are properly maintained year-round. 4.7 Coordinates all summer maintenance projects and any IMR and CMR projects that are scheduled. 4.8 Consults with Facility Services staff to ensure that electrical, mechanical, or architectural hardware systems are part of any new construction or modernization.	• Accountability Report ◦ Occupational Health and Safety • Satisfaction surveys • Building and grounds maintenance processes • School playground maintenance log • School playground deficiency status checklist • Outdoor enhancements • Purchase plans • Contracts • IMR, CMR Plans • Government of Alberta feedback • Assistant Superintendent of Learning Services observations • Principal feedback (when done)	• Ensures implementation of an effective HPSP Occupational Health and Safety program. • Recommends Facility Services operation changes to better meet HPSP needs. • Prioritizes work requests. • Monitors maintenance programming effectiveness, including summer programs. • Monitors custodial services in all HPSP facilities. • Provides for the evaluation of equipment and supplies. • Effectively manages outdoor enhancements and playground initiatives. • Effectively manages access/grounds maintenance. • Effectively manages IMR and CMR projects. • Effectively manages Facility Services contracts.

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Role Expectation: Fiscal Responsibility	Evaluation Evidence	Quality Indicators
5.1 Prepares and administers annual operational budget. 5.2 Updates the three-year IMR and CMR Plan for the HPSD annually, ensuring consideration of changing priorities. 5.3 In conjunction with the Superintendent, develops the Capital Plan, as required. 5.4 Ensures ordering of all supplies and equipment required for Facility Services. 5.5 Responds to safety and insurance recommendations, in accordance with time considerations. 5.6 Addresses capital audits, as necessary. 5.7 Administers all contracts for Facility Services. 5.8 Ensures analysis of all utility invoices. 5.9 Coordinates the sale or disbursement of all surplus furniture or equipment within the HPSD. 5.10 Ensures coding of all invoices and credit card transactions, ensuring all invoicing to the department is correct. 5.11 Operates in a fiscally prudent and responsible manner.	• Budget preparation • Budget expenditures • Variance analyses • Capital Plan • Asset Management • Occupational Health and Safety standards • Capital audits • Tenders • Contracts/Service Agreements • Value for Money analyses • Assistant Superintendent of Learning Services observations	• Meets budget submission timelines and parameters. • Ensures funds are expended as per approved budgets or timely variance reports are provided. • Ensures long-range Plans for facilities are updated annually. • Ensures facility assets are properly managed. • Addresses safety and insurance recommendations in a prompt manner. • Effectively manages capital audit requirements. • Ensures service agreements/contracts meet quality standards. • Monitors adherence to internal financial controls. • Achieves financial savings with no reduction in services whenever possible.

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Role Expectation: Policy/Administrative Procedures	Evaluation Evidence	Quality Indicators
6.1 Participates in the planning, development, implementation and evaluation of Board policies and administrative procedures within areas of responsibility. 6.2 Ensures the application of Board policies and administrative procedures as required in the performance of duties.	• Board Policy Handbook ○ New policies ○ Revised policies • Administrative Procedures Manual ○ New procedures ○ Revised procedures • Assistant Superintendent of Learning Services observations	• Reviews Board policies and administrative procedures impacting areas of responsibility and brings recommendations for any changes to the Assistant Superintendent of Learning Services. • Ensures application of and adherence to policies and administrative procedures within areas of responsibility.

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Role Expectation: Organizational Management	Evaluation Evidence	Quality Indicators
7.1 Within areas of responsibility, demonstrates effective organizational skills resulting in compliance with all legal and Board mandates and timelines and adherence to Assistant Superintendent of Learning Services directives. 7.2 Ensures response to any intrusion or building alarm. 7.3 Handles emergencies and deals with crisis situations in a team-oriented fashion. 7.4 Works with Hour Zero to enhance responses to emergent safety matters.	• Government of Alberta feedback • HPSPD Education Plan/Annual Education Results Report • Capital Plan • Occupational Health and Safety Plan and Committee minutes • Personal calendar • Emergency preparedness plans/procedures • Hour Zero incidents • Assistant Superintendent of Learning Services observations • Principal feedback (when done)	• Ensures compliance with Government of Alberta and Board mandates and timelines within areas of responsibility. • Effectively manages time and resources. • Utilizes technology effectively and efficiently. • Utilizes support personnel effectively. • Ensures availability to arrest facility instability. • Effectively responds to emergency/crisis situations. • Effectively responds to emergent safety matters.

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Role Expectation: Communications and Community Relations	Evaluation Evidence	Quality Indicators
8.1 Takes appropriate actions to ensure open and transparent internal and external communications are developed and maintained in areas of responsibility. 8.2 Ensures staff, students and parents have a high level of satisfaction with the services provided and with the responsiveness of the Facility Services department. 8.3 Initiates and maintains contacts with outside agencies and local community groups. 8.4 Confers with specialists, external consultants, and government personnel to obtain information and resolve disputes.	• Memos and correspondence • HPSD publications • Presentations • Satisfaction surveys • Personal calendar • Government of Alberta feedback • Conflict resolution • Assistant Superintendent of Learning Services observations • Principal feedback (when done)	• Ensures information is disseminated as appropriate. • Presents information and speaks effectively at functions. • Develops appropriate program materials relative to areas of responsibility. • Responds to unresolved student, staff, and parent issues within areas of responsibility. • Promotes positive public engagement with the HPSD. • Represents the HPSD in a positive, professional manner. • Manages conflict effectively. • Interacts with the Assistant Superintendent of Learning Services in an open, honest, and professional manner with due regard for and in a manner that strengthens relationships with the Board.

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Role Expectation: Assistant Superintendent of Learning Services Relations	Evaluation Evidence	Quality Indicators
9.1 Establishes and maintains positive, professional working relations with the Assistant Superintendent of Learning Services. 9.2 Honours and facilitates the implementation of the Board's roles and responsibilities as defined in Board policy and encourages staff to do the same. 9.3 Provides the information the Assistant Superintendent of Learning Services requires to perform their role in an exemplary fashion. 9.4 Handles other duties as assigned by the Assistant Superintendent of Learning Services.	• Assistant Superintendent of Learning Services observations	• Implements directions of the Assistant Superintendent of Learning Services in a manner which is marked by high-quality service, effective conflict resolution skills, timely responses, and positive results. • Provides balanced, sufficient, and concise information (and clear recommendations when appropriate) in reports requested by the Assistant Superintendent of Learning Services. • Keeps the Assistant Superintendent of Learning Services informed about operations within areas of responsibility.

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Role Expectation: Leadership Practices	Evaluation Evidence	Quality Indicators
10.1 Practices leadership in a manner that is viewed positively and has the support of those with whom they work in carrying out the Assistant Superintendent of Learning Services' expectations. 10.2 Exhibits a high level of personal, professional, and organizational integrity.	• Self reflection • Assistant Superintendent of Learning Services observations • Principal feedback (when done)	• Provides clear expectations and direction within areas of responsibility. • Establishes and maintains positive, professional working relationships with others. • Unites people towards common goals. • Demonstrates a high commitment to the needs of students. • Empowers others. • Effectively solves problems. • Models high ethical standards of conduct. • Exercises leadership consistent with the HPSPD's stated vision, mission, and values.