

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF TRANSPORTATION

Role Expectation: Transportation Services Leadership	Evaluation Evidence	Quality Indicators
1.1 Provides leadership on all matters related to Transportation Services. 1.2 Develops and maintains positive and effective relations with provincial government departments/ associations, neighboring school authorities and regulatory agencies/ municipalities. 1.3 Ensures compatibility between the student and transportation software databases.	● Accountability Report ○ Student Transportation ○ Staff Development ● Staff Development Plan ● Technology Plan ● Transportation Plan ● Transportation Budget ● Satisfaction surveys ● Superintendent observations	● Recommends innovative Division directions for transportation services based on needs and relevant research. ● Contributes to the delivery of high-quality professional development for staff and bus drivers. ● Develops and maintains professional relationships with external personnel to enhance transportation services. ● Liaises with Director of Technology to ensure database compatibility.

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Role Expectation: Human Resources Management	Evaluation Evidence	Quality Indicators
2.1 Maintains a continual dialogue with bus drivers and other Transportation Services staff to ensure that good performance is recognized and that potential problem areas are identified and resolved. 2.2 Ensures that bus drivers are maintaining their buses in a safe and clean condition; makes suggestions for improvement. 2.3 Conducts meetings and discusses with bus drivers/staff any proposed changes to Board policy, administrative procedures or service delivery, or as the need arises. 2.4 Maintains all records necessary for the purpose of input documentation for the Payroll Department personnel. 2.5 Assigns, supervises, evaluates and recommends retention/termination/suspension of bus drivers, mechanics and other Transportation Services staff. 2.6 Liaises with the Occupational Health and Safety Officer in the development of safety programs and the maintenance of Occupational Health and Safety requirements.	• Supervision and evaluation processes • Extra-curricular busing documentation • Payroll records • Selection processes • Hiring processes • Job descriptions	• Interacts effectively with staff/bus drivers. • Monitors standards of bus cleanliness. • Proactively addresses policy, procedures or service delivery changes. • Ensures extra-curricular transportation services are effective and efficient. • Designs effective processes for payroll documentation within parameters provided by the Director of Finance. • Develops job descriptions, within parameters provided by the Superintendent. • Conducts staff/bus driver evaluations. • Liaises and provides input on staffing and contractual requirements within areas of responsibility. • Provides effective liaison with CUPE Local and with the Safety Coordinator. • Contributes to the delivery of high-quality professional development and training sessions for staff.
(continued)		

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Role Expectation: Human Resources Management (Continued)	Evaluation Evidence	Quality Indicators
2.7 Provides support for the professional development of Transportation Services staff, including mechanics and bus drivers.		
2.8 Provides ongoing training for bus drivers and ensures qualifications and program requirements are being met.		

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Role Expectation: Student Wellness	Evaluation Evidence	Quality Indicators
3.1 Provides support for the safe transport of students to and from school and on field trips through transportation provided by the Division. 3.2 Provides support to ensure that each student is provided with a welcoming, caring, respectful and safe riding environment. 3.3 Ensures that, at a minimum, once yearly school bus evacuations are conducted with students.	• Accountability Pillar • Satisfaction surveys • Accountability Report ○ Student Transportation ○ Student Wellness • Bus accident reports • Bus evacuation reports	• Supports the safe transport of students. • Monitors the provision of a welcoming, caring, respectful and safe environment on school buses. • Monitors school bus evacuations.

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Role Expectation: Transportation Services Management	Evaluation Evidence	Quality Indicators
4.1 Devises and implements cost-effective and efficient bus routes; employer work practices and work schedules; and student, driver, and employee codes of conduct, behaviour and discipline. 4.2 Ensures the routing program is optimized and operating to Division requirements. 4.3 Manages overall operations of the mechanical technicians, fleet placement, warranty and record keeping. 4.4 Ensures annual renewals of facility operating and inspection certificates. 4.5 Manages the ongoing daily operations of Transportation Services staff. 4.6 Ensures that necessary supplies and materials are on hand. 4.7 In coordination with the mechanics, ensures the efficiency and cleanliness of bus shop operations. 4.8 Ensures that adequate student transportation records are maintained, including the routing program. 4.9 Assists in parent/staff provided transportation as the need arises. 4.10 Arranges for the "School Bus Drivers License Endorsement Program" ("S" Endorsement) and first aid training for all drivers. (continued)	• Bus route documentation • Administrative Procedures Manual • Bus Driver Handbook • Maintenance schedules • Purchase order processes • Shop operation processes • Special transportation arrangements • Bus driver qualification documentation • Accident reports • GPS/ELD system operation • Superintendent observations	• Supports the provision of transportation services with due consideration for efficiency, safety and length of ride. • Ensures work scheduling and code of conduct structures are in place and are effectively implemented. • Ensures effective and efficient maintenance services, including shop operation. • Ensures transportation services documentation is thorough and complete. • Ensures the availability of supplies and materials for effective/efficient operations. • Ensures special transportation arrangements are in place. • Ensures opportunities for bus driver "S" endorsement and first aid training are in place. • Monitors the timely completion of accident reports. • Ensures effective use of the GPS/ELD system. • Ensures information on appeals and other matters are readily available to the Board.

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Role Expectation: Transportation Services Management (Continued) 4.11 Works with the Safety Coordinator to ensure that accident reports are completed in a timely manner. 4.12 Manages and monitors the GPS/ELD system. 4.13 Prepares reports for the Board including the presentation of appeals. 4.14 Prepares download between Routing Program and SIS.		
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Role Expectation: Fiscal Responsibility	Evaluation Evidence	Quality Indicators
5.1 Assists the Superintendent in the monitoring of the Transportation budget. 5.2 Assists the Superintendent or prepares specifications and follows proper tendering processes for the acquisition of capital equipment. 5.3 Demonstrates inventory and purchasing control. 5.4 Maintains cost records on all Division vehicles. 5.5 Ensures that all bus routes are accurate in kilometres travelled. 5.6 Ensures that transportation grant submissions are accurate and timely. 5.8 Ensures all accounts payable are approved prior to release of payment. 5.9 Initiates accident and insurance claims. 5.10 Initiates Workers' Compensation Board (WCB) claims. 5.11 Operates in a fiscally prudent and responsible manner.	• Budget expenditures • Variance reports • Grant submission • Vehicle documentation • Bus route documentation • Claims • Superintendent observations	• Meets budget parameters. • Monitors adherence to internal financial controls within areas of responsibility. • Ensures funds are expended as per approved budgets. • Ensures the transportation grant request is timely and completely accurate. • Accesses available grants/partnerships for student benefit. • Ensures high-quality tendering processes are in place. • Ensures transportation assets are properly managed. • Achieves financial savings with no reduction in services, whenever possible. • Utilizes resources available for transportation for optimal results. • Ensures claims are initiated as required.

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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 area of responsibility. 6.2 Ensures the application of Board policies and administrative procedures as required in the performance of duties. 6.3 Liaises with principals to review Board policies and administrative procedures related to Transportation Services.	● Board Policy Handbook ○ new policies ○ revised policies ● Administrative Procedures Manual ○ new procedures ○ revised procedures ● Superintendent observations	● Reviews Board policies impacting areas of responsibility and brings recommendations for any changes to the Superintendent. ● Actively participates with individuals and groups in administrative procedure development and review processes within areas of responsibility. ● Reviews relevant sections of the Administrative Procedures Manual and brings forward recommendations for revision as necessary. ● Ensures application of and adherence to Board policy and administrative procedures within areas of responsibility.

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Role Expectation: Organizational Management	Evaluation Evidence	Quality Indicators
7.1 Ensures compliance with all regulatory bodies/agencies (NSC, CVIS, Alberta Infrastructure, Alberta Transportation). 7.2 Maintains records and completes such forms as are required by legislation. 7.3 Initiates reports to the appropriate authorities all accidents/incidents involving school buses. 7.4 Handles emergencies and deals with crisis situations in a team-oriented fashion.	• Transportation documents • Accident Reports • Government of Alberta feedback • Personal calendar • Emergency preparedness plans/procedures • Superintendent observations • Principal feedback (when done)	• Ensures compliance with all regulatory bodies/agencies. • Ensures compliance with Government of Alberta and Board mandates and timelines within areas of responsibility. • Initiates accident/incident reports involving school buses. • Effectively manages time and resources. • Utilizes technology effectively and efficiently. • Utilizes support personnel effectively. • Effectively responds to emergency/crisis situations.

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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 communications are developed and maintained in areas of responsibility. 8.2 Ensures parents, students and staff have a high level of satisfaction with the services provided and with the responsiveness of the Transportation Services department. 8.3 Provides school bus transportation information to the public; manages school bus route status on Division website. 8.4 Responds promptly and objectively to complaints/concerns received from parents, general public, principals, elected representatives, students and bus drivers and at all times acts in a manner that will enhance public relations and confidence in the Division transportation system. 8.5 Devises and implements effective student/parent complaints and adjudication processes. 8.6 Manages transportation requests in regards to policies and appeals (e.g. walk limits, yard service, school of choice and special needs transportation).	• Memos and correspondence • Division publications • Presentations • Satisfaction surveys • Accountability Report ○ Student Transportation • Conflict resolution • Superintendent 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. • Promotes positive public engagement with the Division. • Represents the Division in a positive, professional manner. • Supports effective home-school relations. • Manages conflict effectively. • Responds to unresolved issues within areas of responsibility.

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Role Expectation: Superintendent Relations	Evaluation Evidence	Quality Indicators
9.1 Establishes and maintains positive, professional working relations with the Superintendent. 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 Superintendent requires to perform his role in an exemplary fashion. 9.4 Handles other duties as assigned by the Superintendent.	● Action sheets ● Accountability Report ○ Student Transportation ● Superintendent observations ● Personal contacts, emails, 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 Superintendent in an open, honest and professional manner with due regard for and in a manner which strengthens the Superintendent relationship with the Board. ● 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.

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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 he works in carrying out the Superintendent's expectations. 10.2 Exhibits a high level of personal, professional and organizational integrity. 10.3 Maintains a valid first aid certificate.	• Report of interviews with principals (when done) • Report of interviews with direct reports (when done) • Self reflection • Superintendent observations • Certificate	• 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 Division's stated vision, mission and values. • Maintains first aid certification.