

**PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES**

| <b>Role Expectation:<br/>Human Resources Leadership</b><br><br>1.1. Provides recommendations to the Superintendent regarding strategic workforce planning.<br>1.2. Assists Division personnel with human resources processes (e.g. conflict resolution, investigations, and mediation). | <b>Evaluation Evidence</b><br><br><ul style="list-style-type: none"><li>• Personnel demographics</li><li>• School administration selection process</li><li>• Conflict situations</li><li>• Investigations</li><li>• Mediation processes</li></ul> | <b>Quality Indicators</b><br><br><ul style="list-style-type: none"><li>• Provides assistance in strategic workforce planning.</li><li>• Resolves human resources personnel challenges effectively.</li></ul> |
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| Role Expectation:<br>Human Resources Management   | Evaluation Evidence   | Quality Indicators   |
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| <p>2.1 Conducts the selection process and participates in the selection panel for all administrative positions, as assigned by the Superintendent.</p> <p>2.2 Recruits and hires all certificated personnel in consultation with the direct supervisor in accordance with Superintendent direction and approved budget.</p> <p>2.3 Ensures job descriptions are developed and updated, and evaluation processes are implemented, for "direct reports", in accordance with the procedures established by the Superintendent.</p> <p>2.4 Ensures the recruitment of all staff is handled appropriately.</p> <p>2.5 Ensures frameworks for supervision and evaluation of all certificated personnel are in place.</p> <p>2.6 Supervises the evaluation of certificated staff by, and in consultation with, principals/supervisors.</p> <p>2.7 Provides for the recruitment and appointment of Corporate Services staff.</p> <p>2.8 Supports Division professional development for staff.</p> | <ul style="list-style-type: none"> <li>• Selection process</li> <li>• Recruitment and hiring process</li> <li>• Job descriptions</li> <li>• Supervision and evaluation processes</li> <li>• Hiring and selection processes</li> <li>• Staff professional development</li> </ul> | <ul style="list-style-type: none"> <li>• Ensures selection process for assigned administrators is effectively conducted.</li> <li>• Ensures selection process for all certificated staff is effectively implemented.</li> <li>• Develops and updates administrative procedures and performance assessment guides relative to "direct reports".</li> <li>• Follows relevant administrative procedures and provides recommendations for enhancement.</li> <li>• Provides input in hiring and selection processes for all staff, as appropriate.</li> <li>• Develops supervision and evaluation processes for certificated staff and supervises completion of reports, as appropriate.</li> <li>• Handles recruitment and appointment of Corporate Services staff.</li> <li>• Provides support for staff development program delivery.</li> </ul> |

## PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

| Role Expectation:<br><b>Human Resources Management<br/>(continued)</b>  | Evaluation Evidence   | Quality Indicators  |
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| <p>2.9 Supports the professional development and certification requirements of Corporate Services staff.</p> <p>2.10 Administers the certificated employee classification system (job descriptions, grid placements)</p> <p>2.11 Administers the non-certificated employee classification system.</p> <p>2.12 Supervises the Division payroll function.</p> <p>2.13 Administers the Employee and Family Assistance Program for all staff.</p> <p>2.14 Provides support to ensure that each staff member is provided with a welcoming, caring, respectful and safe learning and working environment that respects diversity and fosters a sense of belonging.</p> <p>2.15 Secures legal and other advice in matters of collective agreements and labour relations.</p> <p>2.16 In collaboration with the Superintendent, ensures support to the Board's negotiating committee.</p> | <ul style="list-style-type: none"> <li>● Classification processes</li> <li>● Payroll processes</li> <li>● Employee assistance statistics</li> <li>● Personnel records</li> <li>● Legal opinions</li> <li>● Negotiation Committee records</li> </ul> | <ul style="list-style-type: none"> <li>● Ensures currency of the employee classification system.</li> <li>● Ensures the payroll function operates effectively and with great accuracy.</li> <li>● Ensures the Employee Assistance Program serves non-certificated staff well.</li> <li>● Supports a positive working environment for non-certificated staff.</li> <li>● </li> </ul> |

## PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

| Role Expectation:<br>Board Secretary   | Evaluation Evidence   | Quality Indicators  |
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| <p>3.1 Attends all Board meetings; ensures accuracy of recording of Board proceedings in minutes.</p> <p>3.2 As the designated coordinator, ensures the maintenance, access to, and protection of records in accordance with the Access to Information and Protection of Privacy Acts and Regulations.</p> <p>3.3 Provides for the interpretation of legislation affecting the operation of the Division, as directed by the Superintendent.</p> <p>3.4 In years of municipal elections, assumes duties as Returning Officer for the Division:</p> <ul style="list-style-type: none"> <li>3.4.1 Preparing all notices and advertising as required.</li> <li>3.4.2 Ensuring the Board addresses all necessary by-laws and resolutions that require attention.</li> <li>3.4.3 Working cooperatively with municipal partners to hold joint elections, including arrangements for all necessary agreements to be put in place.</li> <li>3.4.4 Receiving Nomination Papers from prospective trustees.</li> <li>3.4.5 Reporting to Alberta Municipal Affairs and Alberta Education as required.</li> </ul> | <ul style="list-style-type: none"> <li>● Agendas</li> <li>● Minutes</li> <li>● Division records</li> <li>● Legal interpretations</li> <li>● Public notices</li> <li>● Bylaws</li> <li>● Election agreements</li> <li>● Election records</li> <li>● Communication</li> </ul> | <ul style="list-style-type: none"> <li>● Ensures Board meetings are effectively organized.</li> <li>● Provides minutes which clearly record meeting particulars, attendance, and disposition of motions.</li> <li>● Handles records retention.</li> <li>● Monitors adherence to the records retention and disposal schedule.</li> <li>● Consults with legal firms, as required.</li> <li>● Provides support to ensure the municipal election for trustees is effectively organized, is conducted in accordance with legislation, and provides cost-effective alternatives.</li> <li>● Ensures appropriate election records and reporting requirements are met.</li> </ul> |

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| <b>Role Expectation:<br/>Fiscal Responsibility</b>         | <b>Evaluation Evidence</b>   | <b>Quality Indicators</b>   |
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| 4.1 Operates in a fiscally prudent and responsible manner. | <ul style="list-style-type: none"><li>• Personal reflection</li><li>• Board observations</li><li>• Superintendent's observations</li></ul> | <ul style="list-style-type: none"><li>• Adheres to internal financial controls.</li><li>• Achieves financial savings, with no reduction in services, whenever possible.</li></ul> |

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| <b>Role Expectation:<br/>Policy/Administrative Procedures</b>  | <b>Evaluation Evidence</b>   | <b>Quality Indicators</b>  |
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| <p>5.1 Assists the Superintendent in the planning, development, implementation, and evaluation of Board policy within areas of responsibility.</p> <p>5.2 Supports quality assurance in the planning, development, implementation, and evaluation of administrative procedures.</p> <p>5.3 Ensures the application of Board policy and administrative procedures as required in the performance of duties.</p> | <ul style="list-style-type: none"><li>• Board Policy Handbook<ul style="list-style-type: none"><li>◦ new policies</li><li>◦ revised policies</li></ul></li><li>• Administrative Procedures Manual<ul style="list-style-type: none"><li>◦ new procedures</li><li>◦ revised procedures</li></ul></li><li>• Superintendent's observations</li></ul> | <ul style="list-style-type: none"><li>• Reviews Board policies impacting areas of responsibility and brings recommendations for any change to the Superintendent.</li><li>• Appropriately involves individuals and groups in the Administrative Procedures development and review process, within areas of responsibility.</li><li>• Reviews relevant sections of the Administrative Procedures Manual and brings forward recommendations for revision, as necessary.</li><li>• Ensures adherence to Board policy and Administrative Procedures in their area of responsibility.</li></ul> |

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| Role Expectation:<br>Organizational Management  | Evaluation Evidence  | Quality Indicators  |
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| <p>6.1 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.</p> <p>6.2 Contributes to the Division's culture which facilitates positive results, effectively handles emergencies, and supports crisis management efforts in a team-oriented, collaborative, and cohesive fashion.</p> | <ul style="list-style-type: none"><li>• Mandates</li><li>• Personal calendar</li><li>• Personal technology devices/programs</li><li>• Emergency situations</li><li>• Crisis management events</li><li>• Board observations</li><li>• Superintendent's observations</li></ul> | <ul style="list-style-type: none"><li>• Ensures compliance with Alberta Education and Board mandates and timelines in areas of responsibility.</li><li>• Effectively manages time and resources.</li><li>• Ensures use of technology is effective and efficient.</li><li>• Effectively responds to emergency/crisis situations.</li></ul> |

## PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

| Role Expectation:<br>Communications and Community<br>Relations  | Evaluation Evidence   | Quality Indicators   |
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| <p>7.1 Under the Public Interest Disclosure Act (Whistleblower Act), is responsible for the managing and investigating of disclosures by non-certificated employees of the Division, as outlined in Administrative Procedure 172 – Public Interest Disclosures by Employees.</p> <p>7.2 Takes appropriate actions to ensure open, transparent internal and external communications are developed and maintained within areas of responsibility.</p> <p>7.3 Ensures Access to Information Act and Protection of Privacy Act processes are effectively implemented.</p> | <ul style="list-style-type: none"> <li>• PIDA documentation</li> <li>• Memos and correspondence</li> <li>• Access To Information requests</li> <li>• Protection of Privacy requests</li> <li>• Superintendent's observations</li> </ul> | <ul style="list-style-type: none"> <li>• Ensures that any PIDA disclosures by non-certificated staff are effectively addressed.</li> <li>• Ensures information is disseminated as appropriate.</li> <li>• Represents the Division in a positive, professional manner.</li> <li>• Handles Access to Information and Protection of Privacy inquiries and requests in an effective manner.</li> </ul> |

## PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

| Role Expectation:<br>Superintendent Relations   | Evaluation Evidence   | Quality Indicators   |
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| <p>8.1 Establishes and maintains positive, professional working relations with the Superintendent.</p> <p>8.2 Honours and facilitates the implementation of the Board's roles and responsibilities as defined in Board policy and encourages staff to do the same.</p> <p>8.3 Provides information which the Superintendent requires to perform their role in an exemplary fashion.</p> | <ul style="list-style-type: none"> <li>• Personal contacts, emails, and phone calls</li> <li>• Superintendent's observations</li> <li>• Board observations</li> </ul> | <ul style="list-style-type: none"> <li>• Implements directions of the Superintendent in a manner which is marked by high-quality service, effective conflict resolution skills, timely response, and positive results.</li> <li>• 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.</li> <li>• Provides balanced, sufficient, and concise information (and clear recommendations when appropriate) in reports requested by the Superintendent.</li> <li>• Keeps the Superintendent informed about operations within areas of responsibility.</li> </ul> |

## PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

| Role Expectation:<br>Leadership Practices   | Evaluation Evidence  | Quality Indicators  |
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| <p>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.</p> <p>8.2 Exhibits a high level of personal, professional, and organizational integrity.</p> | <ul style="list-style-type: none"> <li>• Self reflection</li> <li>• Superintendent's observations</li> <li>• Board observations</li> </ul> | <ul style="list-style-type: none"> <li>• Provides clear expectations and direction in areas of responsibility.</li> <li>• Establishes and maintains positive, professional working relationships with staff.</li> <li>• Unites people towards common goals.</li> <li>• Empowers others.</li> <li>• Effectively solves problems.</li> <li>• Exercises leadership consistent with the Board's stated vision and values.</li> <li>• Models high ethical standards of conduct.</li> <li>• Models a commitment to personal and professional growth.</li> </ul> |

### References

*Education Act Sections 11, 33, 52, 53, 68, 196, 197, 204, 222, 225*

*Access to Information Act*

*Employment Standards Code*

*Labour Relations Code*

*Protection of Privacy Act*