

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

Role Expectation: Human Resources Leadership	Evaluation Evidence	Quality Indicators
<p>1.1. Provides recommendations to the Superintendent regarding strategic workforce planning.</p> <p>1.2. Assists Division personnel with human resources processes (e.g. conflict resolution, investigations, and mediation).</p>	<ul style="list-style-type: none">• Personnel demographics• School administration selection process• Conflict situations• Investigations• Mediation processes	<ul style="list-style-type: none">• Provides assistance in strategic workforce planning.• Resolves human resources personnel challenges effectively.

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

Role Expectation: Human Resources Management	Evaluation Evidence	Quality Indicators
<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"> • Selection process • Recruitment and hiring process • Job descriptions • Supervision and evaluation processes • Hiring and selection processes • Staff professional development 	<ul style="list-style-type: none"> • Ensures selection process for assigned administrators is effectively conducted. • Ensures selection process for all certificated staff is effectively implemented. • Develops and updates administrative procedures and performance assessment guides relative to “direct reports”. • Follows relevant administrative procedures and provides recommendations for enhancement. • Provides input in hiring and selection processes for all staff, as appropriate. • Develops supervision and evaluation processes for certificated staff and supervises completion of reports, as appropriate. • Handles recruitment and appointment of Corporate Services staff. • Provides support for staff development program delivery.

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

Role Expectation: Human Resources Management (continued)	Evaluation Evidence	Quality Indicators
<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"> • Classification processes • Payroll processes • Employee assistance statistics • Personnel records • Legal opinions • Negotiation Committee records 	<ul style="list-style-type: none"> • Ensures currency of the employee classification system. • Ensures the payroll function operates effectively and with great accuracy. • Ensures the Employee Assistance Program serves non-certificated staff well. • Supports a positive working environment for non-certificated staff. •

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

Role Expectation: Board Secretary	Evaluation Evidence	Quality Indicators
<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> <p>3.4.1 Preparing all notices and advertising as required.</p> <p>3.4.2 Ensuring the Board addresses all necessary by-laws and resolutions that require attention.</p> <p>3.4.3 Working cooperatively with municipal partners to hold joint elections, including arrangements for all necessary agreements to be put in place.</p> <p>3.4.4 Receiving Nomination Papers from prospective trustees.</p> <p>3.4.5 Reporting to Alberta Municipal Affairs and Alberta Education as required.</p>	<ul style="list-style-type: none"> • Agendas • Minutes • Division records • Legal interpretations • Public notices • Bylaws • Election agreements • Election records • Communication 	<ul style="list-style-type: none"> • Ensures Board meetings are effectively organized. • Provides minutes which clearly record meeting particulars, attendance, and disposition of motions. • Handles records retention. • Monitors adherence to the records retention and disposal schedule. • Consults with legal firms, as required. • Provides support to ensure the municipal election for trustees is effectively organized, is conducted in accordance with legislation, and provides cost-effective alternatives. • Ensures appropriate election records and reporting requirements are met.

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

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

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

Role Expectation: Policy/Administrative Procedures	Evaluation Evidence	Quality Indicators
<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"> • Board Policy Handbook <ul style="list-style-type: none"> ○ new policies ○ revised policies • Administrative Procedures Manual <ul style="list-style-type: none"> ○ new procedures ○ revised procedures • Superintendent's observations 	<ul style="list-style-type: none"> • 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.

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

Role Expectation: Organizational Management	Evaluation Evidence	Quality Indicators
<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"> • Mandates • Personal calendar • Personal technology devices/programs • Emergency situations • Crisis management events • Board observations • Superintendent's observations 	<ul style="list-style-type: none"> • 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.

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

Role Expectation: Communications and Community Relations	Evaluation Evidence	Quality Indicators
<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"> • PIDA documentation • Memos and correspondence • Access To Information requests • Protection of Privacy requests • Superintendent's observations 	<ul style="list-style-type: none"> • Ensures that any PIDA disclosures by non-certificated staff are effectively addressed. • Ensures information is disseminated as appropriate. • Represents the Division in a positive, professional manner. • Handles Access to Information and Protection of Privacy inquiries and requests in an effective manner.

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

Role Expectation: Superintendent Relations	Evaluation Evidence	Quality Indicators
<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"> • Personal contacts, emails, and phone calls • Superintendent's observations • Board observations 	<ul style="list-style-type: none"> • 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 operations within areas of responsibility.

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF CORPORATE SERVICES

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

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