# PERFORMANCE ASSESSMENT GUIDE FOR ASSISTANT SUPERINTENDENT OF HUMAN RESOURCES

### Role Expectation: Human Resources Leadership

- 1.1 Supports the training of school administrators and the development of leadership capacity within the HPSD, as approved by the Superintendent.
- 1.2 Provides recommendations to the Superintendent regarding strategic workforce planning.
- 1.3 Assists HPSD personnel with human resources processes (e.g., conflict resolution, investigations, and mediation).

#### **Evaluation Evidence**

- Assurance measures
  - Human resources
- Staff development plan
- Satisfaction Survey
- Superintendent's observations
- Leadership Practices report (when done)

- Supports effective leadership development and beginning induction programs.
- Models a commitment to personal and professional growth.
- Fosters high standards of instruction and professional improvement (Teaching Quality Standard) for interim and permanent certification.
- Provides recommendations regarding workforce planning and for items of inclusion in the Education Plan and Annual Education Results Reports, including documentation of successes and recommendations for additional supports.
- Supports HPSD personnel with human resource processes, as required.

# PERFORMANCE ASSESSMENT GUIDE FOR ASSISTANT SUPERINTENDENT OF HUMAN RESOURCES

#### Role Expectation: Human Resources Management

- 2.1 Supervises, evaluates, and reviews the performance of "direct reports".
- 2.2 Supports "direct reports" in their supervision and evaluation processes.
- 2.3 Conducts the selection process and participates in the selection panel for all administrative positions as assigned by the Superintendent.
- 2.4 Recruits and hires all certificated personnel in consultation with the direct supervisor in accordance with Superintendent direction and approved budget.
- 2.5 Ensures frameworks for supervision and evaluation of certificated personnel are in place.
- 2.6 Collaborates with the Superintendent in the supervision and evaluation of school-based administrative staff.
- 2.7 Supervises the evaluation of certificated staff by, and in consultation with, principals/supervisors.
- 2.8 Supports HPSD professional development for staff.

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#### **Evaluation Evidence**

- Personnel demographics
- School administration selection process
- Supervision and evaluation processes for school-based administrative staff
- Supervision and evaluation processes for teaching staff
- Beginning teacher induction program
- Leadership development program

- Effectively implements performance appraisal processes for "direct reports".
- Assists "direct reports" in necessary supervision and evaluation processes.
- Develops and effectively implements quality hiring and orientation processes for the certificated staff.
- Ensures compliance with all provincial and federal legislation.
- Develops and effectively implements quality supervisory, disciplinary and evaluation processes for certificated staff and "direct reports".
- Ensures that job descriptions and evaluations of all certificated staff are completed as required, with particular attention to frequency and process.
- All collective agreements and contracts are administered and interpreted so certificated staff and contracted personnel are being paid accordingly and appropriate deductions are being made.

# PERFORMANCE ASSESSMENT GUIDE FOR ASSISTANT SUPERINTENDENT OF HUMAN RESOURCES

	Role Expectation: Human Resources Management (Continued)	Evaluation Evidence	Quality Indicators
2.9	Provides support to ensure that each certificated staff member is provided with a welcoming, caring, respectful and safe learning and working environment that respects diversity and fosters a sense of belonging.		<ul> <li>Works to enhance a pleasant and safe working environment for all certificated staff.</li> <li>Ensures certificated employment contracts are effectively handled.</li> <li>Ensures the effective administration of certificated employment contracts.</li> </ul>
2.10	Coordinates with the Superintendent on the administration of all certificated employment contracts in the best interests of the HPSD, including leaves, transfers, transitions to retirement.		<ul> <li>Ensures the Employee Assistance Program serves staff well.</li> <li>Secures legal opinions when and if required.</li> <li>Supports principals in</li> </ul>
2.11	Administers the certificated employee classification system (job descriptions, grid placements).		<ul> <li>supervisory/evaluation processes.</li> <li>Assists in conflict and grievance resolution processes.</li> <li>Supports the HPSD staff development</li> </ul>
2.12	Administers the Employee and Family Assistance Program for certificated staff.		program.
2.13	Within areas of responsibility, seeks legal opinions as required.		
2.14	Provides supervisory expertise to principals and HPSD personnel.		
2.15	Provides support in matters related to staff professional development.		

# PERFORMANCE ASSESSMENT GUIDE FOR ASSISTANT SUPERINTENDENT OF HUMAN RESOURCES

Role Expectation: Student Learning	Evaluation Evidence	Quality Indicators
<ul> <li>3.1 Supports implementation of HPSD and School Education Plans.</li> <li>3.2 Supports implementation of school review processes.</li> </ul>	<ul> <li>Assurance measures</li> <li>Satisfaction surveys</li> <li>HPSD Education Plan/Annual Education Results Report</li> <li>Alberta Education feedback</li> <li>Superintendent's observations</li> </ul>	<ul> <li>Provides assistance with the HPSD and School Education Plans, as requested or as necessary.</li> <li>Provides recommendations for items for inclusion in the HPSD Education Plan/Annual Education Results Reports, including documentation of successes and recommendations for additional supports.</li> <li>Supports the school review process to enhance student learning.</li> </ul>

# PERFORMANCE ASSESSMENT GUIDE FOR ASSISTANT SUPERINTENDENT OF HUMAN RESOURCES

# Role Expectation: Student Wellness

4.1 Provides support to ensure that each student is provided with a welcoming, caring, respectful and safe learning environment that respects diversity and fosters a sense of belonging.

#### **Evaluation Evidence**

- Assurance measures
- Satisfaction surveys
- Superintendent's observations
- Leadership Practices report (when done)

- Monitors the provision of welcoming, caring, respectful and safe learning environments and, in conjunction with principals, addresses identified concerns.
- Reviews research on best safe and caring practices and implements as appropriate.

# PERFORMANCE ASSESSMENT GUIDE FOR ASSISTANT SUPERINTENDENT OF HUMAN RESOURCES

Role Expectation: Fiscal Responsibility	Evaluation Evidence	Quality Indicators
5.1 Makes recommendations to the Superintendent regarding staff allocations to include in the HPSD budget.	<ul> <li>Budget preparation</li> <li>Budget expenditures</li> <li>Variance reports</li> <li>Year-end projections</li> <li>Value for Money analyses</li> <li>Superintendent's observations</li> </ul>	<ul> <li>Ensures budget submission timelines and parameters are met.</li> <li>Ensures funds are expended as per approved budgets.</li> <li>Ensures adequate internal financial controls exist and are being followed.</li> <li>Ensures financial savings with no reduction in services are achieved, whenever possible.</li> </ul>
5.2 Develops a department budget within the parameters and constraints of the HPSD budget.		
5.3 Ensures the proper fiscal management of department budget allocations.		
5.4 Operates in a fiscally prudent and responsible manner.		

# PERFORMANCE ASSESSMENT GUIDE FOR ASSISTANT SUPERINTENDENT OF HUMAN RESOURCES

# Role Expectation: Policy/Administrative Procedures

- 6.1 Assists the Superintendent in the planning, development, implementation, and evaluation of Board policy within areas of responsibility.
- 6.2 Provides overall leadership in the planning, development, implementation, and evaluation of Administrative Procedures.
- 6.3 Ensures the application of Board policy and HPSD administrative procedures as required in the performance of duties.

#### **Evaluation Evidence**

- Board Policy Handbook
  - o new policies
  - revised policies
- Administrative Procedures Manual
  - o new procedures
  - o revised procedures
- Superintendent's observations

- Reviews Board policies impacting areas of responsibility and brings recommendations for any change to the Superintendent.
- Provides leadership and involves individuals and groups in the Administrative Procedures development and review process.
- 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 ASSISTANT SUPERINTENDENT OF HUMAN RESOURCES

# Role Expectation: Organizational Management

- 7.1 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.
- 7.2 Contributes to HPSD's culture which facilitates positive relationships, results, effectively handles emergencies, and deals with crisis situations in a teamoriented, collaborative, and cohesive fashion.

#### **Evaluation Evidence**

- Alberta Education feedback
- Personal calendar
- Superintendent's observations
- Board observations
- Leadership Practices report (when done)

- 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 demonstrates leadership in a team-oriented environment.
- Effectively utilizes support personnel.
- Effectively responds to emergency/crisis situations.

# PERFORMANCE ASSESSMENT GUIDE FOR ASSISTANT SUPERINTENDENT OF HUMAN RESOURCES

# Role Expectation: Communications and Community Relations

- 8.1 Under the Public Interest Disclosure Act (Whistleblower Act), is responsible for the managing and investigating disclosures by certificated employees of the HPSD, as outlined in Administrative Procedure 172 - Public Interest Disclosures by Employees.
- 8.2 Takes appropriate actions to ensure open, transparent internal communications (and external when required) are developed and maintained in areas of responsibility.
- 8.3 Ensures staff, students, and parents have a high level of satisfaction with the services provided and the responsiveness of "direct reports".
- 8.4 Investigates, and facilitates resolution of, concerns and conflicts.

#### **Evaluation Evidence**

- Memos and correspondence
- HPSD publications
- Presentations
- Satisfaction Survey data
- Community events
- Superintendent's observations
- Leadership Practices report (when done)

- Ensures items emanating from the Public Interest Disclosure Act related to certificated staff are effectively handled.
- Ensures information is disseminated as appropriate.
- Presents information and speaks effectively at functions.
- Develops appropriate program materials relative to areas of assigned responsibility.
- Facilitates effective home-school relations.
- Promotes positive public engagement with the HPSD, including partnerships where appropriate.
- Represents the HPSD in a positive, professional manner.
- Participates in community events/functions.
- Responds to student issues unresolved at the school level within areas of responsibility.
- Manages conflict effectively.

# PERFORMANCE ASSESSMENT GUIDE FOR ASSISTANT SUPERINTENDENT OF HUMAN RESOURCES

# Role Expectation: Superintendent Relations

- 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 information which the Superintendent requires to perform their role in an exemplary fashion.

#### **Evaluation Evidence**

- Business arising sheets
- Accountability Reports
  - Human Resources
- Personal contacts, emails, and phone calls
- Superintendent's observations
- Board observations

- Implements directions of the Superintendent in a manner which is marked by high-quality service, effective conflict and 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.
- Informs the Superintendent immediately regarding potential or pending litigation.
- Functions effectively as a team member.

# PERFORMANCE ASSESSMENT GUIDE FOR ASSISTANT SUPERINTENDENT OF HUMAN RESOURCES

#### Role Expectation: Leadership Practices

- 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 Superintendent's expectations.
- 10.2 Exhibits a high level of personal, professional, and organizational integrity.

#### **Evaluation Evidence**

- Self reflection
- Superintendent's observations
- Leadership Practices report (when done)

#### **Quality Indicators**

- Provides clear expectations and direction in areas of responsibility.
- Provides effective human resources leadership for the HPSD.
- 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.

#### **Cross References**

Administrative Procedure 172 - Public Interest Disclosures by Employees