

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF BUSINESS SERVICES

Role Expectation: Human Resources Management	Evaluation Evidence	Quality Indicators
1.1 Ensures job descriptions are developed and updated, and evaluation processes are implemented, for “direct reports”, in accordance with the procedures established by the Superintendent. 1.2 Provides for the recruitment of all non-certificated staff. 1.3 Provides for the recruitment and appointment of Business Services staff. 1.4 Supports the professional development and certification requirements of Business Services staff. 1.5 Administers the non-certificated employee classification system. 1.6 Supervises the HPSD payroll function. 1.7 Administers the Employee and Family Assistance Program for non-certificated staff. 1.8 Provides support to ensure that each non-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.	• Job descriptions • Supervision and evaluation processes • Hiring and selection processes • Staff professional development • Classification processes • Payroll processes • Employee assistance statistics • Personnel records • Legal opinions • Negotiation Committee records	• Develops and updates administrative procedures relative to “direct reports”. • Follows relevant administrative procedures and provides recommendations for enhancement. • Provides input in hiring and selection processes for all non-certificated staff, as appropriate. • Provides support for staff development program delivery. • 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.

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Role Expectation: Human Resources Management (Continued)	Evaluation Evidence	Quality Indicators
1.9 Ensures the provision of administrative support to the Assistant Superintendent, Human Resources as required. 1.10 Secures legal and other advice in matters of collective agreements and labour relations. 1.11 In collaboration with the Superintendent, ensures support to the Board's negotiating committee.		• Supports the Assistant Superintendent, Human Resources as and when required. • Secures legal opinions when and if required. • Provides administrative support to the Board's negotiating committees. • Models commitment to personal and professional growth.

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Role Expectation: Board Secretary	Evaluation Evidence	Quality Indicators
2.1 Attends all Board meetings; ensures accuracy of recording of Board proceedings in minutes. 2.2 As FOIP Coordinator, ensures the maintenance, access, and protection of records in accordance with the FOIP Act and Regulations 2.3 Provides for the interpretation of legislation affecting the operation of the HPSD, as directed by the Superintendent. (continued on next page)	• Agendas • Minutes • HPSD records • Legal interpretations	• 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.

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Role Expectation: Board Secretary (continued)	Evaluation Evidence	Quality Indicators
2.4 In years of municipal elections, assumes duties as Returning Officer for High Prairie School HPSD: 2.4.1 Preparing all notices and advertising as required. 2.3.1 Ensuring the Board addresses all necessary by-laws and resolutions that require attention. 2.4.2 Working cooperatively with municipal partners to hold joint elections, including arrangements for all necessary agreements to be put in place. 2.4.3 Receiving Nomination Papers from prospective trustees. 2.4.4 Reporting to Alberta Municipal Affairs and Alberta Education as required.	• Public notices • Bylaws • Election agreements • Election records • Communication	• 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.

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Role Expectation: Fiscal Responsibility	Evaluation Evidence	Quality Indicators
3.1 Operates in a fiscally prudent and responsible manner. 3.2 Addresses insurance liability matters.	• Personal reflection • Board observations • Superintendent's observations • Insurance files	• Adheres to internal financial controls. • Achieves financial savings, with no reduction in services, whenever possible. • Effectively handles liability matters as they occur.

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Role Expectation: Policy/Administrative Procedures	Evaluation Evidence	Quality Indicators
4.1 Assists the Superintendent in the planning, development, implementation, and evaluation of Board policy within areas of responsibility. 4.2 Supports quality assurance in the planning, development, implementation, and evaluation of administrative procedures. 4.3 Ensures the application of Board policy and administrative procedures as required in the performance of duties.	• Board Policy Handbook ○ new policies ○ revised policies • Administrative Procedures Manual ○ new procedures ○ revised procedures • Superintendent's observations	• 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.

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Role Expectation: Organizational Management	Evaluation Evidence	Quality Indicators
5.1 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. 5.2 Contributes to HPSD's culture which facilitates positive results, effectively handles emergencies, and supports crisis management efforts in a team-oriented, collaborative, and cohesive fashion.	• Personal calendar • Board observations • Superintendent's observations	• 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.

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Role Expectation: Communications and Community Relations	Evaluation Evidence	Quality Indicators
6.1 Under the Public Interest Disclosure Act (Whistleblower Act), is responsible for the managing and investigating of disclosures by non-certificated employees of the HPSD, as outlined in Administrative Procedure 172 – Public Interest Disclosures by Employees. 6.2 Takes appropriate actions to ensure open, transparent internal and external communications are developed and maintained within areas of responsibility. 6.3 Ensures Freedom of Information and Protection of Privacy Act processes are effectively implemented.	• PIDA documentation • Memos and correspondence • FOIP requests • Superintendent's observations	• Ensures that any PIDA disclosures by non-certificated staff are effectively addressed. • Ensures information is disseminated as appropriate. • Represents the HPSD in a positive, professional manner. • Handles FOIP inquiries and requests in an effective manner.

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Role Expectation: Superintendent Relations	Evaluation Evidence	Quality Indicators
7.1 Establishes and maintains positive, professional working relations with the Superintendent. 7.2 Honours and facilitates the implementation of the Board's roles and responsibilities as defined in Board policy and encourages staff to do the same. 7.3 Provides information which the Superintendent requires to perform their role in an exemplary fashion.	• 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 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.

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Role Expectation: Leadership Practices	Evaluation Evidence	Quality Indicators
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. 8.2 Exhibits a high level of personal, professional, and organizational integrity.	• Self reflection • Superintendent's observations • Board observations	• 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.

Cross References

[Administrative Procedure 172 - Public Interest Disclosures by Employees](#)