

PERFORMANCE ASSESSMENT GUIDE FOR DIRECTOR OF TECHNOLOGY

Role Expectation: Student Learning	Evaluation Evidence	Quality Indicators
1.1 Supports the diverse needs of learners, including adaptive and assistive technologies, and disseminates information to staff. 1.2 Consults on the effective use of technology integration strategies and multiple technologies into curriculum and instructional practices across content areas. 1.3 Facilitates the development of resources for supporting programs, strategies and initiatives, and for student learning with educational technology. 1.4 Supports and refines the use of educational technology tools and learning management systems within the HPSPD. 1.5 Monitors and evaluates the effectiveness of department programs in collaboration with staff. 1.6 Collaborates in designing and delivering professional development focusing on online learning, technology integration as well as all aspects of educational technology and digital literacy. (continued on the next page)	• Assurance measures • Satisfaction surveys • Accountability Report ◦ Technology • Online help desk statistics • Superintendent's observations • Principal feedback (when done)	• Supports the learning needs of students and assists principals to develop action plans to address concerns. • Assists in the implementation of education transformation initiatives within areas of responsibility. • Supports innovative means to enhance educational opportunities for students within areas of responsibility and, in conjunction with principals, implements promising practices. • Develops new approaches to the solution of significant and complex learning challenges. • Supports the education focus within technology services and addresses concerns when necessary. • Assists in the design and implementation of professional development opportunities related to the effective use of technology to further student learning. • Supports professional development initiatives. • Supports the successful implementation of school technology redesign.

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Role Expectation: Student Learning (continued)	Evaluation Evidence	Quality Indicators
1.7 Assists principals and staff in using technology to enhance and explore a variety of Career and Technology Studies/Foundations course opportunities. 1.8 In collaboration with the Assistant Superintendent of Learning Services or designate, makes provision for assistive technology resources to support student learning.		• Supports access to additional high school course options. • Ensures the provision of assistive technology mechanisms to maximize student learning.

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Role Expectation: Student Wellness	Evaluation Evidence	Quality Indicators
2.1 Provides technology 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.	• Assurance measures • Satisfaction surveys • Accountability Report ○ Technology • Superintendent's observations • Principal feedback (when done)	• Monitors the provision of welcoming, caring, respectful and safe learning environments and, in conjunction with principals, addresses identified concerns. • Reviews safe and caring practices of individual schools related to technology when participating in school reviews. • Promotes the establishment of appropriate HPSD procedures to foster digital citizenship and appropriate on-line behaviour.
2.2 Provides support for informed digital citizenship and appropriate on-line behavior amongst students and staff.		

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Role Expectation: Technology Services Leadership	Evaluation Evidence	Quality Indicators
3.1 Provides support on all matters related to HPSP technology directions. 3.2 Ensures that technical support maintains a focus on service. 3.3 Manages contracted and alternative technology services. 3.4 Provides support to ensure that ongoing technology infrastructure facilitates student learning in an inclusive environment according to the HPSP goals. 3.5 Keeps current with the latest technologies and support mechanisms.	• Accountability Report ◦ Technology • Satisfaction surveys • Capital Plan • Contracts • Help desk statistics • Superintendent's observations • Principal feedback (when done)	• Contributes to the setting of innovative directions for technology based on needs and relevant research. • Monitors the service orientation within technical support and addresses deficiencies when necessary. • Ensures contracted and alternative technology service provides maximum benefit. • Reviews the effectiveness of technology within the HPSP and addresses any issues identified. • Optimizes the potential of existing and procured technology infrastructure and equipment. • Maintains currency, relevancy, and efficiency in technology. • Ensures security of technology operations.

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Role Expectation: Technology Services Management	Evaluation Evidence	Quality Indicators
4.1 Monitors operation of the department and, in conjunction with Technology Services staff, makes any necessary changes that would improve and streamline the operation of the department. 4.2 Works collaboratively to identify, recommend, develop, implement, and support cost-effective technology solutions for all aspects of HPSD operations. 4.3 Coordinates the day-to-day activities of the Technology Services department and ensures all work is carried out in a timely fashion. 4.4 Meets with sales representatives; coordinates evaluation of all new and existing equipment and supplies. 4.5 Manages assigned projects for the Technology Services department. 4.6 Provides technology and support for assistive technologies. 4.7 Maintains a PASI-compliant student information system. 4.8 Maintains paperless meeting software. (continued on the next page)	• Accountability Report ◦ Technology Services • Maintenance processes • Replacement processes • Purchase plans • Project management • Contracts • Software licensing • Network use • Security • Government of Alberta feedback • Superintendent's observations • Principal feedback (when done)	• Demonstrates effective project management, including contracted services. • Recommends Technology Services operation changes to better meet HPSD needs. • Monitors all technology services. • Prioritizes work requests. • Provides for evaluation of equipment and supplies. • Ensures the availability of assistive technologies to maximize student learning. • Manages all network services and data services in an effective manner. • Ensures the functionality of the student information system relative to provincial requirements. • Ensures alignment of department activities with the Education Plan for the HPSD. • Supports technology-related initiatives for maximum benefit. • Ensures technology services have effective backup. • Maintains effective replacement planning processes for all technology equipment.

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Role Expectation: Technology Services Management (continued)	Evaluation Evidence	Quality Indicators
4.9 Coordinates the installation and support of video surveillance systems.		
4.10 Supports printer and multifunctional fleet.		
4.11 Supports school VoIP and intercom systems.		
4.12 Maintains the evergreening of all networks and data servers, including the provision for secure backups.		

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Role Expectation: Human Resources Management	Evaluation Evidence	Quality Indicators
5.1 Manages Technology Services staffing, including recruitment, supervision, scheduling, development, evaluation, and disciplinary actions. 5.2 Maintains a continual dialogue with Technology Services staff to ensure that good performance is recognized and that potential problem areas are identified and resolved. 5.3 In conjunction with school administrators, ensures that technology solutions, guidelines and standards are being effected. 5.4 Conducts meetings and discusses with Technology Services staff any proposed changes to Board policy, administrative procedures, or service delivery, or as the need arises. 5.5 Supports the professional development of HPSD staff relative to the use of technology. 5.6 Provides for the training and support of school administrators and teachers on educational or business technologies.	• Scheduling processes • Payroll documents • Hiring processes • Supervision and evaluation processes • Staff Development Plan • Superintendent's observations	• Effectively implements personnel performance processes for staff. • Proactively addresses policy, procedure, or service delivery changes. • Interacts effectively with staff. • Effectively manages staff workload/attendance matters. • Provides input on staffing levels and hiring processes. • Supports the HPSD staff development plan. • Effectively implements HPSD supervision and evaluation processes and recommends employment decisions for staff. • Assists in the design and implementation of professional development opportunities related to the effective use of technology.

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Role Expectation: Fiscal Responsibility	Evaluation Evidence	Quality Indicators
6.1 Develops a departmental budget within the parameters and constraints of the HPSD budget. 6.2 Ensures consideration of any changing priorities, including Alberta Education directives. 6.3 Administers all contracts and service agreements for Technology Services. 6.4 Practices asset management for technology hardware, software, and equipment. 6.5 Operates in a fiscally prudent and responsible manner.	• Budget preparation • Budget expenditures • Variance analyses • Asset Management • Software licensing • Tenders • Contracts/Service Agreements • Value for Money analyses • Superintendent's observations	• Meets budget submission timelines and parameters. • Ensures funds are expended as per approved budgets or timely variance reports are provided. • Ensures long-range plans for technology are updated annually, in accordance with any Alberta education directives. • Ensures technology assets are properly managed. • Ensures service agreements/contracts and software licensing agreements meet quality standards. • Monitors adherence to internal financial controls. • Achieves financial savings with no reduction in services whenever possible.

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Role Expectation: Policy/Administrative Procedures	Evaluation Evidence	Quality Indicators
7.1 Recommends development and/or reviews of Board policies or administrative procedures to the Superintendent. 7.2 Ensures application of Board policies 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 and administrative procedures impacting areas of responsibility and brings recommendations for any changes to the Superintendent. • Ensures application of and adherence to policies and administrative procedures within areas of responsibility.

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Role Expectation: Organizational Management	Evaluation Evidence	Quality Indicators
8.1 Within areas of responsibility, demonstrates effective organizational skills resulting in compliance with all legal and Board mandates and timelines and adherence to Superintendent directives. 8.2 Maintains on-call availability as required for technology system stability. 8.3 Handles emergencies and deals with crisis situations in a team-oriented fashion.	• Government of Alberta feedback • Three-Year Education Plan/Annual Education Results Report • Personal calendar • Emergency preparedness plans/procedures • Superintendent's observations • Principal feedback (when done)	• Ensures compliance with Government of Alberta and Board mandates and timelines within areas of responsibility. • Effectively manages time and resources. • Utilizes technology effectively and efficiently. • Utilizes support personnel effectively. • Ensures availability to arrest technology instability. • Effectively responds to emergency/crisis situations.

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Role Expectation: Communications and Community Relations	Evaluation Evidence	Quality Indicators
9.1 Takes appropriate actions to ensure open and transparent internal and external communications are developed and maintained in areas of responsibility. 9.2 Ensures staff and students have a high level of satisfaction with the services provided and with the responsiveness of the Technology Services department. 9.3 Liaises with Alberta Education to align HPSP technology plans with provincial initiatives. 9.4 Investigates and facilitates resolution of concerns and complaints.	• Memos and correspondence • HPSP publications • Presentations • Satisfaction surveys • Personal calendar • Government of Alberta feedback • Conflict resolution • Superintendent's 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. • Responds to unresolved student, staff, and parent issues within areas of responsibility. • Promotes positive public engagement with the HPSP. • Represents the HPSP in a positive, professional manner. • Ensures HPSP technology alignment with provincial directions. • Manages conflict effectively.

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Role Expectation: Superintendent Relations	Evaluation Evidence	Quality Indicators
10.1 Establishes and maintains positive, professional working relations with the Superintendent. 10.2 Honours and facilitates the implementation of the Board's roles and responsibilities as defined in Board policy and encourages staff to do the same. 10.3 Provides the information the Superintendent requires to perform their role in an exemplary fashion. 10.4 Performs tasks as may be assigned by the Superintendent.	• Direction sheets • Accountability Report ◦ Technology • Personal contacts, emails, and phone calls • Superintendent's observations	• Implements directions of the Superintendent in a manner which is marked by high-quality service, effective conflict resolution skills, timely responses, and positive results. • 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
11.1 Practices leadership in a manner that is viewed positively and has the support of those with whom they work in carrying out the Superintendent expectations. 11.2 Exhibits a high level of personal, professional, and organizational integrity.	• Self reflection • Superintendent's observations • Principal feedback (when done)	• 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 HPSD's stated vision, mission, and values.