

PERFORMANCE ASSESSMENT GUIDE FOR SUPERVISOR OF HUMAN RESOURCES

Role Expectation: Human Resources Leadership	Evaluation Evidence	Quality Indicators
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).	• 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.

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Role Expectation: Human Resources Management	Evaluation Evidence	Quality Indicators
2.1 Conducts the selection process and participates in the selection panel for all administrative positions as assigned by the Superintendent. 2.2 Recruits and hires all certificated personnel in consultation with the direct supervisor in accordance with Superintendent direction and approved budget. 2.3 Ensures frameworks for supervision and evaluation of all certificated personnel are in place. 2.4 Collaborates with the Superintendent in the supervision and evaluation of school-based administrative staff. 2.5 Supervises the evaluation of certificated staff by, and in consultation with, principals/supervisors. 2.6 Supports HPSD professional development for staff.	• 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.

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Role Expectation: Human Resources Management (Continued)	Evaluation Evidence	Quality Indicators
2.7 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. 2.8 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. 2.9 Administers the certificated employee classification system (job descriptions, grid placements). 2.10 Administers the Employee and Family Assistance Program for certificated staff. 2.11 Provides supervisory expertise to principals and HPSD personnel. 2.12 Provides support in matters related to staff professional development.		• Works to enhance a pleasant and safe working environment for all certificated staff. • Ensures certificated employment contracts are effectively handled. • Ensures the effective administration of certificated employment contracts. • Ensures the Employee Assistance Program serves staff well. • Secures legal opinions when and if required. • Supports principals in supervisory/evaluation processes. • Assists in conflict and grievance resolution processes. • Supports the HPSD staff development program.

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

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Role Expectation: Student Wellness	Evaluation Evidence	Quality Indicators
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.	• Assurance measures • Satisfaction surveys • Superintendent's observations • Leadership Practices report (when done)	• Monitors the provision of a welcoming, caring, respectful and safe learning environments and, in conjunction with principals, addresses identified concerns. • Reviews research on best safe and caring practices and assists in implementation when necessary.

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Role Expectation: Fiscal Responsibility	Evaluation Evidence	Quality Indicators
5.1 Makes recommendations to the Superintendent regarding staff allocations to include in the HPSD budget. 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.	• Budget recommendations • Budget preparation • Budget expenditures • Variance reports • Year-end projections • Value For Money analyses • Superintendent observations	• Ensures budget recommendation and submission timelines and parameters are met. • Ensures funds are expended as per approved budgets. • Ensures adequate internal financial controls exist and are being followed. • Conducts operational reviews • Ensures financial savings with no reduction in services are achieved, whenever possible. • Accesses available grants and utilizes partnerships for student benefit.

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Role Expectation: Policy/Administrative Procedures	Evaluation Evidence	Quality Indicators
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 HPSP administrative procedures as required in the performance of duties.	• Board Policy Handbook ○ new policies ○ revised policies • Administrative Procedures Manual ○ new procedures ○ revised procedures • Superintendent observations	• Reviews Board policies impacting areas of responsibility and brings recommendations for any changes to the Superintendent. • Actively participates with individuals and groups in administrative procedure development and review processes within areas of responsibility. • Reviews relevant sections of the Administrative Procedures Manual and brings forward recommendations for revision as necessary. • Ensures application of and adherence to Board policy and administrative procedures within areas of responsibility.

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Role Expectation: Organizational Management	Evaluation Evidence	Quality Indicators
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 a HPSD culture which facilitates positive relationships, results, effectively handles emergencies, and deals with crisis situations in a team-oriented, collaborative and cohesive fashion.	• Alberta Education feedback • Personal calendar • Emergency preparedness plans/procedures • Superintendent observations • Leadership Practices report (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. • Effectively demonstrates leadership in a team-oriented environment. • Utilizes support personnel effectively. • Effectively responds to emergency/crisis situations.

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Role Expectation: Communications and Community Relations	Evaluation Evidence	Quality Indicators
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.	• Memos and correspondence • HPSD publications • Presentations • Satisfaction surveys • Conflict resolution • Superintendent 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 responsibility. • Promotes positive public engagement with the HPSD. • Represents the HPSD in a positive, professional manner. • Participates in community events/functions. • Supports effective home-school relations. • Manages conflict effectively. • Responds to unresolved issues within areas of responsibility.

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Role Expectation: Superintendent Relations	Evaluation Evidence	Quality Indicators
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 the information the Superintendent requires to perform their role in an exemplary fashion.	• Accountability Reports (Human Resources) • Personal contacts, emails, phone calls • Superintendent 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 Superintendent in an open, honest and professional manner with due regard for and in a manner which strengthens the Superintendent relationship with the Board. • 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, including potential or pending litigation.

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Role Expectation: Leadership Practices	Evaluation Evidence	Quality Indicators
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.	• Self reflection • Superintendent observations • Leadership Practices report (when done)	• Provides clear expectations and direction within areas of responsibility. • Provides effective human resource leadership for the HPSPD. • 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 HPSPD's stated vision, mission and values.