

PERFORMANCE EVALUATION FOR DIVISION OFFICE EMPLOYEES

Thanks to the following performance evaluation committee members who worked on the supervision document:

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MISSION STATEMENT

The Northwest School Division is committed to excellence in education and endeavors to provide a positive, supportive and collaborative environment where division office staff grow professionally.

STATEMENT OF PURPOSE

- To promote, achieve and maintain a high standard of professionalism in the Northwest School Division.
- To assist division office staff employees in the continuous development of their knowledge, skills and abilities.
- To promote office improvement, enhance staff development maximize achievement.
- To recognize the worth and value of the division office staff employee.

GUIDELINES

The Director of Education shall ensure that a program of supervision is carried out according to the following guidelines:

1. Supervision shall take into account:
 - The division office staff employee's skills and competencies.
 - The division office staff employee's professional attributes.
2. The procedure should be guided by the interaction between the Supervisor or designate and the division office staff employee.
3. The practices and procedures of supervision and any directives arising out of the supervision process must be fair, respectful, equitable, timely, and follow the principles of due process and natural justice.
4. Supervision should be differentiated in order to provide supervisors with choices that will better meet their individual needs.
5. When a supervisor has a concern of a division office staff employee not meeting the expectations of the Northwest School Division, they shall inform and discuss the circumstances of the concern with the employee and, if need be, report it to the appropriate Superintendent or the Chief Financial Officer in order for the concern to be addressed appropriately.
6. Supervisors will be provided with appropriate training related to this process. This will provide for consistency of practice, fairness, and effectiveness.
7. Formal reports, filed on a regular basis, will serve to provide on-going records of performance.
8. A review of the administrative procedure shall take place during the current school year. Subsequent reviews shall take place every five years.

Conceptual Framework for Division Office staff Supervision and Evaluation

Northwest School Division #203

<i>Experience</i>	<i>Formative</i>	<i>Summative</i>
<i>New</i> 1 st and 2 nd year in NWSD	▪ Personal and Professional Growth Plan	▪ Minimum of 2 meetings yearly by the Supervisor or designate who writes report in 1st and 2nd year
<i>Experienced</i> (new position)	▪ Personal and Professional Growth Plan	▪ Minimum of 2 meetings by the Supervisor or designate who writes report in 1st year.
<i>Experienced</i>	▪ Personal and Professional Growth Plan	Every 5 years or earlier at the request of the Supervisor or employee ▪ Minimum of 2 meetings by the Supervisor or designate who writes report
<i>Timeline</i>	▪ Oct. 31 – initial meeting ▪ Feb. 15 – mid-year meeting ▪ Apr. 30 – submit year-end reflection ▪ May 31 – final meeting or meet to extend plan another year ▪ June 30 – submit PPGP	▪ 1st meeting – before Christmas ▪ 2nd meeting – before March 31 ▪ May 31 – Final Report

Formative Supervision Process

1. PERSONAL AND PROFESSIONAL GROWTH PLAN

- 1.1 The purpose of the Personal and Professional Growth Plan is to enable personal and professional growth through goal setting and reflective practice.
- 1.2 The Personal and Professional Growth Plan provides an opportunity for the division office staff employee to:
 - Strengthen professional practice
 - Identify individual strengths and achievements
 - Enhance personal attributes, skills
 - Implement innovative practices
 - Improve personal/professional relationships
- 1.3 The division office staff employee will assume primary responsibility for planning and implementing the Personal and Professional Growth Plan.
- 1.4 The Personal and Professional Growth Plan shall be completed annually.
- 1.5 The division office staff employee will submit their Personal and Professional Growth Plan to their Supervisor or designate by June 30 of the current school year and meet with the Supervisor by October 31.
- 1.6 The plan shall identify the specific goals to be accomplished, activities that will be undertaken in support of the goals, and how the outcomes will be measured or evaluated.
- 1.7 Upon receipt of the plan, the Supervisor and the division office staff employee shall review the contents and the Supervisor or designate may make recommendations and suggestions to enhance the plan.
- 1.8 The Personal and Professional Growth Plan shall be in accordance with the criteria established by the Northwest School Division.
- 1.9 A copy of the Personal and Professional Growth Plan shall be retained by the Supervisor.
- 1.10 The activities and goals contained within the Personal and Professional Growth Plans shall be differentiated to respect the differences in individual needs and practices.
- 1.11 The Supervisor or designate and division office staff employee shall meet by February 15 to review the progress of the Personal and Professional Growth Plan.
- 1.12 The division office staff employee shall submit their year-end reflection by April 30 of the current school year to the Supervisor or designate so they can meet and discuss by May 15.
- 1.13 The year-end reflection is intended to be brief but shall reflect the Supervisor's or designates general perceptions of the plan. The year-end reflection should also identify any implications for future growth plans.

Summative Evaluation Process

The supervision model shall be used for the purposes of observing behaviours and professional practices.

1. NEW DIVISION OFFICE STAFF EMPLOYEES

During the first and second year of employment with the Northwest School Division, supervision shall include:

- 1.1 A minimum of two meetings yearly by the Supervisor. There shall be at least one meeting before Christmas and at least one between Christmas and March 31.
- 1.2 The Supervisor or designate will seek perceptions of the division office staff employee's behaviours and work practices from pertinent office and school staff personnel.
- 1.3 If a division office staff employee's performance has met the expectations of the Northwest School Division, a summative evaluation report shall be completed prior to May 31 indicating the satisfactory level of performance.
- 1.4 The report shall be initialed and signed as required and distributed as follows: employee *and the employee's Northwest School Division personnel file*.
- 1.5 When a division office staff employee's performance has not demonstrated sufficient growth and does not reflect the expectations of the Northwest School Division, the Supervisor or designate shall inform and discuss with the division office staff employee and, if need be, report to the Superintendent of Human Resources or designate in order for the concern to be addressed appropriately.

2. EXPERIENCED DIVISION OFFICE STAFF EMPLOYEES

Following the second year of employment or the first year in a new position, division office staff employees shall be supervised every five years thereafter or earlier at the request of the Supervisor or employee.

3. DIVISION OFFICE STAFF EMPLOYEES SUPPORT PROGRAM

Division office staff employees whose performance does not meet acceptable professional standards may be in a *Division office staff Employees Support Program*. Throughout the period of support, a helping attitude will be maintained. The division office staff employee will be provided with assistance and the opportunity to raise their level of performance to acceptable standards within a reasonable timeframe. A team approach will be used to provide support according to the following steps:

Step One

The Supervisor or designate will meet with the division office staff employee to identify the areas of concerns and changes that are necessary.

Step Two

The division office staff employee will receive a letter from the Supervisor or designate outlining the changes needed and the specific time frame.

Step Three

The division office staff employee will be offered support to develop a plan, which addresses the areas of concern. A division office staff employee who has been placed in a program of support may call upon their direct supervisor to help in the development of the improvement plan.

Step Four

The plan will be implemented. The support team will maintain records of meetings, plans and other pertinent data.

Step Five

At the end of the specific time period a meeting will be held to assess the progress of the division office staff employee. Several alternatives may then be considered depending on the degree of progress.

1. If progress is satisfactory and sufficient, the formal process of support may be concluded.
2. If progress has been made but continued effort is required to increase the level of proficiency, the period of support may be extended.
3. If the necessary changes have not been made, it may result in disciplinary action up to and including termination.



1. Duties and Responsibilities

Domain 1 a) | Supervisors

Domain 1 b) | Technology

Domain 1 c) | Facilities

Domain 1 d) | Transportation

Domain 1 e) | Human Resources/Payroll

Domain 1 f) | Accounts Payable

Domain 1 g) | Administrative Assistant



Supervisors

Supervisors are responsible for the administration and reporting of their department as well as providing leadership to their staff.

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	LIMITED	BASIC	PROFICIENT
1.1 Quality and Accuracy	Rarely completes work with the expected degree of quality and accuracy, and actively seeks out and corrects issues.	Generally completes work with the expected degree of quality and accuracy, and actively seeks out and corrects issues.	Consistently completes work with the expected degree of quality and accuracy, and actively seeks out and corrects issues.
1.2 Clear and concise communication	Rarely communicates clearly and effectively in a clear and concise manner both orally and in writing.	Generally communicates clearly and effectively in a clear and concise manner both orally and in writing.	Consistently communicates clearly and effectively in a clear and concise manner both orally and in writing.
1.3 Admin Procedures	Rarely demonstrates knowledge of applicable administrative procedures and communicates them with staff.	Generally demonstrates knowledge of applicable administrative procedures and communicates them with staff.	Consistently demonstrates knowledge of applicable administrative procedures and communicates them with staff.
1.4 Prioritizing multiple demands	Rarely is able to efficiently prioritize multiple demands.	Generally is able to efficiently prioritize multiple demands.	Consistently is able to efficiently prioritize multiple demands.
1.5 Decision Making	Rarely integrates policy into decision-making.	Generally integrates policy into decision-making.	Consistently integrates policy into decision-making.
1.6 Supervision/Evaluation	Rarely provides supervision and rarely conducts regular evaluation of employees in their department.	Generally provides supervision and rarely conducts regular evaluation of employees in their department.	Consistently provides supervision and rarely conducts regular evaluation of employees in their department.
1.7 New staff	Rarely participates in the selection and training of new department staff.	Generally participates in the selection and training of new department staff.	Consistently participates in the selection and training of new department staff.
1.8 Reliability	Rarely follows through on commitments and job duties.	Generally follows through on commitments and job duties.	Consistently follows through on commitments and job duties.
1.9 Accountability	Rarely accepts accountability for their work.	Generally accepts accountability for their work.	Consistently accepts accountability for their work.
1.10 Follows Instructions	Rarely follows instructions, directives, and procedures.	Generally follows instructions, directives, and procedures.	Consistently follows instructions, directives, and procedures.
1.11 Minimal Supervision	Rarely works well with minimal supervision.	Generally works well with minimal supervision.	Consistently works well with minimal supervision.
1.12 Initiative	Rarely actively seeks out additional responsibilities, without being asked.	Generally actively seeks out additional responsibilities, without being asked.	Consistently actively seeks out additional responsibilities, without being asked.
1.13 Inspire	Rarely demonstrates an ability to encourage and/or inspire their team.	Generally demonstrates an ability to encourage and/or inspire their team.	Consistently demonstrates an ability to encourage and/or inspire their team.
1.14 Professional Development	Rarely seeks to participate in professional development.	Generally seeks to participate in professional development.	Consistently seeks to participate in professional development.

Technology



IT will provide support to assure the effective and efficient use of technology for administrative purposes as well as an instructional tool.

	LIMITED	BASIC	PROFICIENT
1.1 Quality and Accuracy	Rarely completes work with the expected degree of quality and accuracy, and actively seeks out and corrects issues.	Generally completes work with the expected degree of quality and accuracy, and actively seeks out and corrects issues.	Consistently completes work with the expected degree of quality and accuracy, and actively seeks out and corrects issues.
1.2 Work with schools and staff	Rarely understands how to work with schools and/or division staff.	Generally understands how to work with schools and/or division staff.	Consistently understands how to work with schools and/or division staff.
1.3 Recognizes needs of user	Rarely recognizes the condition of the equipment/software with respect to the needs of the user.	Generally recognizes the condition of the equipment/software with respect to the needs of the user.	Consistently recognizes the condition of the equipment/software with respect to the needs of the user.
1.4 Effective Direction	Rarely has the ability to determine and provide effective and efficient direction regarding technology usage, set up of the equipment, and it's maintenance.	Generally has the ability to determine and provide effective and efficient direction regarding technology usage, set up of the equipment, and it's maintenance.	Consistently has the ability to determine and provide effective and efficient direction regarding technology usage, set up of the equipment, and it's maintenance.
1.5 Clear and concise communication	Rarely communicates clearly and effectively with assigned role in a clear and concise manner both orally and in writing.	Generally communicates clearly and effectively with assigned role in a clear and concise manner both orally and in writing.	Consistently communicates clearly and effectively with assigned role in a clear and concise manner both orally and in writing.
1.6 Clarify Instructions	Rarely clarifies instructions when necessary.	Generally clarifies instructions when necessary.	Consistently clarifies instructions when necessary.
1.7 Shares knowledge	Rarely shares knowledge and ideas.	Generally shares knowledge and ideas.	Consistently shares knowledge and ideas.
1.8 Cooperation	Rarely offers assistance and support in a helpful and pleasant manner.	Generally offers assistance and support in a helpful and pleasant manner.	Consistently offers assistance and support in a helpful and pleasant manner.
1.9 Reliability	Rarely follows through on commitments and job duties.	Generally follows through on commitments and job duties.	Consistently follows through on commitments and job duties.
1.10 Accountability	Rarely accepts accountability for their work.	Generally accepts accountability for their work.	Consistently accepts accountability for their work.
1.11 Follows Instructions	Rarely follows instructions, directives, and procedures.	Generally follows instructions, directives, and procedures.	Consistently follows instructions, directives, and procedures.
1.12 Minimal Supervision	Rarely works well with minimal supervision.	Generally works well with minimal supervision.	Consistently works well with minimal supervision.
1.13 Initiative	Rarely actively seeks out additional responsibilities, without being asked.	Generally actively seeks out additional responsibilities, without being asked.	Consistently actively seeks out additional responsibilities, without being asked.
1.14 Inspire	Rarely demonstrates an ability to encourage and/or inspire others.	Generally demonstrates an ability to encourage and/or inspire others.	Consistently demonstrates an ability to encourage and/or inspire others.
1.15 Professional Development	Rarely seeks to participate in professional development.	Generally seeks to participate in professional development.	Consistently seeks to participate in professional development.



Facilities

Provide leadership, training and professional development to the Division school-based custodial staff to assure that the buildings and grounds of the Division are clean and well maintained to maximize safety, efficiency and utility.

	LIMITED	BASIC	PROFICIENT
1.1 Quality and Accuracy	Rarely completes work with the expected degree of quality and accuracy, and actively seeks out and corrects issues.	Generally completes work with the expected degree of quality and accuracy, and actively seeks out and corrects issues.	Consistently completes work with the expected degree of quality and accuracy, and actively seeks out and corrects issues.
1.2 Clear and concise communication	Rarely communicates clearly and in a clear and concise manner both orally and in writing.	Generally communicates clearly and effectively in a clear and concise manner both orally and in writing.	Consistently communicates clearly and in a clear and concise manner both orally and in writing.
1.3 Admin Procedures	Rarely demonstrates knowledge of applicable administrative procedures.	Generally demonstrates knowledge of applicable administrative procedures.	Consistently demonstrates knowledge of applicable administrative procedures.
1.4 Recognition of improvement/repair	Rarely recognizes areas that require improvement/repair without being told by the school or supervisor.	Generally recognizes areas that require improvement/repair without being told by the school or supervisor.	Consistently recognizes areas that require improvement/repair without being told by the school or supervisor.
1.5 Ability to repair/correct/upgrade	Rarely demonstrates the ability to repair/correct/upgrade as required, including operational training and/or preventative maintenance where applicable.	Generally demonstrates the ability to repair/correct/upgrade as required, including operational training and/or preventative maintenance where applicable.	Consistently demonstrates the ability to repair/correct/upgrade as required, including operational training and/or preventative maintenance where applicable.
1.6 Software	Rarely uses Asset Planner to efficiently update status and notes in a timely manner.	Generally uses Asset Planner to efficiently update status and notes in a timely manner.	Consistently uses Asset Planner to efficiently update status and notes in a timely manner.
1.7 Cooperation	Rarely offers assistance and support in a helpful and pleasant manner.	Generally offers assistance and support in a helpful and pleasant manner.	Consistently offers assistance and support in a helpful and pleasant manner.
1.8 Reliability	Rarely follows through on commitments and job duties.	Generally follows through on commitments and job duties.	Consistently follows through on commitments and job duties.
1.9 Accountability	Rarely accepts accountability for their work.	Generally accepts accountability for their work.	Consistently accepts accountability for their work.
1.10 Follows Instructions	Rarely follows instructions, directives, and procedures.	Generally follows instructions, directives, and procedures.	Consistently follows instructions, directives, and procedures.
1.11 Minimal Supervision	Rarely works well with minimal supervision.	Generally works well with minimal supervision.	Consistently works well with minimal supervision.
1.12 Initiative	Rarely actively seeks out additional responsibilities, without being asked.	Generally actively seeks out additional responsibilities, without being asked.	Consistently actively seeks out additional responsibilities, without being asked.
1.13 Professional Development	Rarely seeks to participate in professional development.	Generally seeks to participate in professional development.	Consistently seeks to participate in professional development.



Transportation

Support the day to day operations of the Transportation Department while facilitating the safe and efficient transportation of students.

	LIMITED	BASIC	PROFICIENT
1.1 Quality and Accuracy	Rarely completes work with the expected degree of quality and accuracy, and actively seeks out to correct issues.	Generally completes work with the expected degree of quality and accuracy, and actively seeks out to correct issues.	Consistently completes work with the expected degree of quality and accuracy, and actively seeks out to correct issues.
1.2 Communicating with the Public	Rarely uses appropriate communication skills when dealing with members of the general public e.g. parents.	Generally uses appropriate communication skills when dealing with members of the general public e.g. parents.	Consistently uses appropriate communication skills when dealing with members of the general public e.g. parents.
1.3 Clear and concise communication	Rarely communicates clearly and effectively in a clear and concise manner both orally and in writing.	Generally communicates clearly and effectively in a clear and concise manner both orally and in writing.	Consistently communicates clearly and effectively in a clear and concise manner both orally and in writing.
1.4 Admin Procedures	Rarely demonstrates knowledge of applicable administrative procedures and communicates them to drivers.	Generally demonstrates knowledge of applicable administrative procedures and communicates them to drivers.	Consistently demonstrates knowledge of applicable administrative procedures and communicates them to drivers.
1.5 Liaise with outside agencies	Rarely communicates effectively with outside agencies as required e.g. SGI.	Generally communicates effectively with outside agencies as required e.g. SGI.	Consistently communicates effectively with outside agencies as required e.g. SGI.
1.6 Regulations and legislation	Rarely demonstrates knowledge of current regulations and legislation and communicates them to drivers.	Generally demonstrates knowledge of current regulations and legislation and communicates them to drivers.	Consistently demonstrates knowledge of current regulations and legislation and communicates them to drivers.
1.7 Software	Rarely demonstrates knowledge and efficient use of applicable software e.g. Bus Planner, Applitrack, Asset Planner.	Generally demonstrates knowledge and efficient use of applicable software e.g. Bus Planner, Applitrack, Asset Planner.	Consistently demonstrates knowledge and efficient use of applicable software e.g. Bus Planner, Applitrack, Asset Planner.
1.8 New Drivers	Rarely assists in the hiring, training, supervision and evaluation of new drivers.	Generally assists in the hiring, training, supervision and evaluation of new drivers.	Consistently assists in the hiring, training, supervision and evaluation of new drivers.
1.9 Driver PD	Rarely assists with planning and delivery of professional development to Bus Drivers.	Generally assists with planning and delivery of professional development to Bus Drivers.	Consistently assists with planning and delivery of professional development to Bus Drivers.
1.10 Record-keeping and filing	Rarely maintains accurate record keeping and rarely maintains filing systems.	Generally maintains accurate record keeping and generally maintains filing systems.	Consistently maintains accurate record keeping and consistently maintains filing systems.
1.11 Cooperation	Rarely offers assistance and support in a helpful and pleasant manner.	Generally offers assistance and support in a helpful and pleasant manner.	Consistently offers assistance and support in a helpful and pleasant manner.
1.12 Reliability	Rarely follows through on commitments and job duties.	Generally follows through on commitments and job duties.	Consistently follows through on commitments and job duties.
1.13 Accountability	Rarely accepts accountability for their work.	Generally accepts accountability for their work.	Consistently accepts accountability for their work.
1.14 Follows Instructions	Rarely follows instructions, directives, and procedures.	Generally follows instructions, directives, and procedures.	Consistently follows instructions, directives, and procedures.
1.15 Minimal Supervision	Rarely works well with minimal supervision.	Generally works well with minimal supervision.	Consistently works well with minimal supervision.
1.16 Professional Development	Rarely seeks to participate in professional development.	Generally seeks to participate in professional development.	Consistently seeks to participate in professional development.



Human Resources/Payroll

-Human Resources is responsible for providing support in the various human resource functions which include recruitment, staffing, training and development, performance management and employee counseling.

-Payroll ensures all employees within the Division are paid in accordance with the terms and conditions of the respective contracts or agreements.

	LIMITED	BASIC	PROFICIENT
1.1 Quality and Accuracy	Rarely completes work with the expected degree of quality and accuracy, and actively seeks out to correct issues.	Generally completes work with the expected degree of quality and accuracy, and actively seeks out to correct issues.	Consistently completes work with the expected degree of quality and accuracy, and actively seeks out to correct issues.
1.2 Clear and concise communication	Rarely communicates clearly and effectively in a clear and concise manner both orally and in writing.	Generally communicates clearly and effectively in a clear and concise manner both orally and in writing.	Consistently communicates clearly and effectively in a clear and concise manner both orally and in writing.
1.3 Admin Procedures	Rarely demonstrates knowledge of applicable administrative procedures.	Generally demonstrates knowledge of applicable administrative procedures.	Consistently demonstrates knowledge of applicable administrative procedures.
1.4 Payroll Practices	Rarely demonstrates knowledge of current payroll practices.	Generally demonstrates knowledge of current payroll practices.	Consistently demonstrates knowledge of applicable administrative procedures.
1.5 Software	Rarely demonstrates knowledge of applicable software ie. Sparkrock, Applitrack, Asset Planner.	Generally demonstrates knowledge of applicable software ie. Sparkrock, Applitrack, Asset Planner.	Consistently demonstrates knowledge of applicable software ie. Sparkrock, Applitrack, Asset Planner.
1.6 Accounting	Rarely demonstrates knowledge of current accounting practices and chart of accounts.	Generally demonstrates knowledge of current accounting practices and chart of accounts.	Consistently demonstrates knowledge of current accounting practices and chart of accounts.
1.7 Record-keeping and filing	Rarely maintains accurate record keeping and rarely maintains filing systems.	Generally maintains accurate record keeping and generally maintains filing systems.	Consistently maintains accurate record keeping and consistently maintains filing systems.
1.8 Cooperation	Rarely offers assistance and support in a helpful and pleasant manner.	Generally offers assistance and support in a helpful and pleasant manner.	Consistently offers assistance and support in a helpful and pleasant manner.
1.9 Reliability	Rarely follows through on commitments and job duties.	Generally follows through on commitments and job duties.	Consistently follows through on commitments and job duties.
1.10 Accountability	Rarely accepts accountability for their work.	Generally accepts accountability for their work.	Consistently accepts accountability for their work.
1.11 Follows Instructions	Rarely follows instructions, directives, and procedures.	Generally follows instructions, directives, and procedures.	Consistently follows instructions, directives, and procedures.
1.12 Minimal Supervision	Rarely works well with minimal supervision.	Generally works well with minimal supervision.	Consistently works well with minimal supervision.
1.13 Professional Development	Rarely seeks to participate in professional development.	Generally seeks to participate in professional development.	Consistently seeks to participate in professional development.



Accounts Payable

-Accounts Payable ensures invoices received by the division have proper approvals, are audited for accuracy, and entered into the computerized accounting system.

	LIMITED	BASIC	PROFICIENT
1.1 Quality and Accuracy	Rarely completes work with the expected degree of quality and accuracy, and actively seeks out to correct issues.	Generally completes work with the expected degree of quality and accuracy, and actively seeks out to correct issues.	Consistently completes work with the expected degree of quality and accuracy, and actively seeks out to correct issues.
1.2 Clear and concise communication	Rarely communicates clearly and effectively in a clear and concise manner both orally and in writing.	Generally communicates clearly and effectively in a clear and concise manner both orally and in writing.	Consistently communicates clearly and effectively in a clear and concise manner both orally and in writing.
1.3 Admin Procedures	Rarely demonstrates knowledge of applicable administrative procedures.	Generally demonstrates knowledge of applicable administrative procedures.	Consistently demonstrates knowledge of applicable administrative procedures.
1.4 Chart of Accounts/Budgets	Rarely demonstrates knowledge of chart of accounts, budgets.	Generally demonstrates knowledge of chart of accounts and budgets.	Consistently demonstrates knowledge of chart of accounts and budgets.
1.5 Taxes	Rarely demonstrates applicable knowledge of tax requirements including self-assessment.	Generally demonstrates applicable knowledge of tax requirements including self-assessment.	Consistently demonstrates applicable knowledge of tax requirements including self-assessment.
1.6 Liaise with outside agencies	Rarely communicates effectively with outside agencies as required e.g. CRA, Ministry of Finance, Vendors.	Generally communicates effectively with outside agencies as required e.g. CRA, Ministry of Finance, Vendors.	Consistently communicates effectively with outside agencies as required e.g. CRA, Ministry of Finance, Vendors.
1.7 Software	Rarely demonstrates knowledge of applicable software ie. Sparkrock, Applitrack, etc.	Generally demonstrates knowledge of applicable software ie. Sparkrock, Applitrack etc.	Consistently demonstrates knowledge of applicable software ie. Sparkrock, Applitrack, etc.
1.8 Accounting	Rarely demonstrates knowledge of current accounting practices.	Generally demonstrates knowledge of current accounting practices.	Consistently demonstrates knowledge of current accounting practices.
1.9 Record-keeping and filing	Rarely maintains accurate record keeping and rarely maintains filing systems.	Generally maintains accurate record keeping and generally maintains filing systems.	Consistently maintains accurate record keeping and consistently maintains filing systems.
1.10 Cooperation	Rarely offers assistance and support in a helpful and pleasant manner.	Generally offers assistance and support in a helpful and pleasant manner.	Consistently offers assistance and support in a helpful and pleasant manner.
1.11 Reliability	Rarely follows through on commitments and job duties.	Generally follows through on commitments and job duties.	Consistently follows through on commitments and job duties.
1.12 Accountability	Rarely accepts accountability for their work.	Generally accepts accountability for their work.	Consistently accepts accountability for their work.
1.13 Follows Instructions	Rarely follows instructions, directives, and procedures.	Generally follows instructions, directives, and procedures.	Consistently follows instructions, directives, and procedures.
1.14 Minimal Supervision	Rarely works well with minimal supervision.	Generally works well with minimal supervision.	Consistently works well with minimal supervision.
1.15 Professional Development	Rarely seeks to participate in professional development.	Generally seeks to participate in professional development.	Consistently seeks to participate in professional development.



Administrative Assistant

This position requires the performance of secretarial/ clerical tasks and related office functions to provide support for the division office, schools, and the general public.

	LIMITED	BASIC	PROFICIENT
1.1 Quality and Accuracy	Rarely completes work with the expected degree of quality and accuracy, and actively seeks out to correct issues.	Generally completes work with the expected degree of quality and accuracy, and actively seeks out to correct issues.	Consistently completes work with the expected degree of quality and accuracy, and actively seeks out to correct issues.
1.2 Communicating with the Public	Rarely uses appropriate communication skills when dealing with members of the general public. (e.g. answering phone, greeting visitors, email etc.)	Generally uses appropriate communication skills when dealing with members of the general public. (e.g. answering phone, greeting visitors, email etc.)	Consistently uses appropriate communication skills when dealing with members of the general public. (e.g. answering phone, greeting visitors, email etc.)
1.3 Clear and concise communication	Rarely communicates clearly and effectively in a clear and concise manner both orally and in writing.	Generally communicates clearly and effectively in a clear and concise manner both orally and in writing.	Consistently communicates clearly and effectively in a clear and concise manner both orally and in writing.
1.4 Record-keeping and filing	Rarely maintains accurate record keeping and rarely maintains filing systems.	Generally maintains accurate record keeping and generally maintains filing systems.	Consistently maintains accurate record keeping and consistently maintains filing systems.
1.5 Job Related Tasks	Rarely completes tasks in an accurate and timely manner. (e.g. submitting Pcard reports)	Generally completes tasks in an accurate and timely manner. (e.g. submitting Pcard reports).	Consistently completes tasks in an accurate and timely manner. (e.g. submitting Pcard reports).
1.6 Computer Skills	Rarely demonstrates functional level of competence in the use of technology. (e.g. computer, photocopier, software, etc.)	Generally demonstrates functional level of competence in the use of technology. (e.g. computer, photocopier, etc.)	Consistently demonstrates functional level of competence in the use of technology. (e.g. computer, photocopier, etc.)
1.7 Correspondence	Rarely prepares, receives and distributes mail and other correspondence within the school division and does not ensure that information is forwarded to the appropriate recipients.	Generally prepares, receives and distributes mail and other correspondence within the school division and ensures that information is forwarded to the appropriate recipients.	Consistently prepares, receives and distributes mail and other correspondence within the school division and ensures that information is forwarded to the appropriate recipients.
1.8 Initiative	Rarely learns new skills in order to improve efficiency.	Generally learns new skills in order to improve efficiency.	Consistently learns new skills in order to improve efficiency.
1.9 Inventory	Rarely maintains inventory of supplies and does not manage the ordering and distribution of supplies.	Generally maintains inventory of supplies and manages the ordering and distribution of supplies.	Consistently maintains inventory of supplies and manages the ordering and distribution of supplies.
1.10 Financial Function	Rarely maintains the financial functions required to maintain financial records and rarely uses the appropriate GL codes as directed by finance.	Generally maintains the financial functions required to maintain financial records and generally uses the appropriate GL codes as directed by finance.	Consistently maintains the financial functions required to maintain financial records and consistently uses the appropriate GL codes as directed by finance.
1.11 Addressing Concerns	Rarely responds to concerns and questions in an effective, professional and courteous manner.	Generally responds to concerns and questions in an effective, professional and courteous manner.	Consistently responds to concerns and questions in an effective, professional and courteous manner.
1.12 Independence	Rarely works independently with minimal supervision.	Generally works independently with minimal supervision.	Consistently works independently with minimal supervision.
1.13 Professional Development	Rarely seeks to participate in professional development.	Generally seeks to participate in professional development.	Consistently seeks to participate in professional development.



	LIMITED	BASIC	PROFICIENT
2.1 Flexibility	Rarely adapts to new or unforeseen situations. Has many problems changing.	Generally adapts to new or unforeseen situations.	Consistently adapts to new or unforeseen situations.
2.2 Adaptability	Rarely adapts to a changing schedule as well as job demands.	Generally adapts to a changing schedule as well as job demands.	Consistently adapts to a changing schedule as well as job demands.
2.3 Time Management	Rarely prepared for the job at hand and manages time poorly.	Generally prepared for the job at hand and manages time reasonably well.	Consistently prepared for the job at hand and manages time effectively.



3. Interpersonal Skills

Domain 3 | Skills and Abilities

	LIMITED	BASIC	PROFICIENT
3.1 Professionalism	Rarely demonstrates respect to administration, teachers, colleagues, students and parents.	Generally demonstrates respect to administration, teachers, colleagues, students and parents.	Consistently demonstrates respect to administration, teachers, colleagues, students and parents.
3.2 Positive Attitude	Rarely demonstrates a positive attitude towards the school division staff, students, parents and the public.	Generally demonstrates a positive attitude towards the school division staff, students, parents and the public.	Consistently demonstrates a positive attitude towards the school division staff, students, parents and the public.
3.3 Relationships with Colleagues	Rarely treats all colleagues in a consistent and caring fashion and does not take into consideration their physical, social, and psychological wellbeing.	Generally treats all colleagues in a consistent and caring fashion and takes into consideration their physical, social, and psychological wellbeing.	Consistently treats all colleagues in a consistent and caring fashion and takes into consideration their physical, social, and psychological wellbeing.
3.4 Teamwork	Rarely demonstrates the ability to work as a member of a team.	Generally demonstrates the ability to work as a member of a team.	Consistently demonstrates the ability to work as a member of a team.
3.5 Problem Solving Skills	Rarely deals with problems or conflicts in a timely and appropriate manner.	Generally deals with problems or conflicts in a timely and appropriate manner.	Consistently deals with problems or conflicts in a timely and appropriate manner.
3.6 Feedback	Rarely open to receptive feedback.	Generally open to receptive feedback and occasionally implements changes.	Consistently open to receptive feedback and actively seeks feedback and implements changes.



4. Other

Domain 4 | Other

	LIMITED	BASIC	PROFICIENT
4.1 Confidentiality	Rarely comprehends that all confidential matters must be kept private and exchange of personal information must be on a "need to know" basis.	Generally understands that all confidential matters must be kept private and exchange of personal information must be on a "need to know" basis.	Consistently demonstrates an understanding that all confidential matters must be kept private and exchange of personal information must be on a "need to know" basis.
4.2 Safety	Rarely follows and promotes safe work practices and procedures at all time.	Generally follows and promotes safe work practices and procedures at all time.	Consistently follows and promotes safe work practices and procedures at all time.
4.3 Appropriate Attire	Rarely dresses appropriately.	Generally dresses appropriately.	Consistently dresses appropriately.
4.4 Punctuality	Rarely on time.	Generally on time.	Consistently on time.
4.5 Documentation (adheres to policies)	Rarely provides necessary documents in a timely manner. (e.g. leave request, verification of sickness, etc.)	Generally provides necessary documents in a timely manner. (e.g. leave request, verification of sickness, etc.)	Consistently provides necessary documents in a timely manner. (e.g. leave request, verification of sickness, etc.)

APPENDIX I

Personal and Professional Growth Plan

Name _____ **Date** _____

Present Position _____

Site _____

A. I feel my greatest strengths are:

1. _____

2. _____

3. _____

B. In order to achieve personal and professional growth throughout the year, I plan to focus on the following goals:

1. _____

2. _____

3. (Optional) _____

- At least one goal must relate to a division/departmental goal

C. I will need the following support to achieve my goals:

Goal #1**Action****Timeline****How I will indicate/measure success?****Reflection on Goal (complete by April 30)**

Describe the evidence you've collected to support that you've attained your goal. What problems or roadblocks hindered your ability to be successful in achieving your goal?

Goal #2**Action****Timeline****How I will indicate/measure success?****Reflection on Goal (complete by April 30)**

Describe the evidence you've collected to support that you've attained your goal. What problems or roadblocks hindered your ability to be successful in achieving your goal?

Goal #3		
Action	Timeline	How I will indicate/measure success?
Reflection on Goal (complete by April 30) <i>Describe the evidence you've collected to support that you've attained your goal. What problems or roadblocks hindered your ability to be successful in achieving your goal?</i>		

Employee's Signature

Date

Supervisor's Signature

Date

Summary Statement

Supervisor's Signature

Date

DOMAIN 1 A)**SUMMATIVE REPORT**

Name: _____

Supervisors				
L = Limited B = Basic P = Proficient N/A = Not Applicable				
Domain 1: Duties and Responsibilities	L	B	P	N/A
1.1 Quality and accuracy				
1.2 Clear and concise communication				
1.3 Administrative Procedures				
1.4 Prioritizing multiple demands				
1.5 Decision making				
1.6 Supervision/Evaluation				
1.7 New staff				
1.8 Reliability				
1.9 Accountability				
1.10 Follows Instructions				
1.11 Minimal supervision				
1.12 Initiative				
1.13 Inspire				
1.14 Professional development				
Domain 2: Skills and Abilities	L	B	P	N/A
2.1 Responds well to changing need and procedures				
2.2 adaptability Accepts new ideas with relative ease				
2.3 Uses time constructively time management				

Domain 3: Interpersonal Skills	L	B	P	N/A
3.1 Professionalism				
3.2 Demonstrates a positive attitude towards other, work, and the school/division				
3.3 Relationships with colleagues				
3.4 Collaborates and cooperates when serving as a member of a team. Demonstrates teamwork				
3.5 Demonstrates problem solving skills				
3.6 Accepts feedback in a positive manner				
Domain 4: Other	L	B	P	N/A
4.1 Maintains strict confidentiality in all matters related to students, families, and staff members.				
4.2 Demonstrates the importance of safety guidelines.				
4.3 Wears appropriate attire				
4.4. Maintains regular and punctual attendance				
4.5 Adheres to policies including those related to leave, attendance				
Comments:				

Employee's Signature

Date

Supervisor's Signature

Date

DOMAIN 1 B)**SUMMATIVE REPORT**

Name: _____

Technology				
L = Limited B = Basic P = Proficient N/A = Not Applicable				
Domain 1: Duties and Responsibilities	L	B	P	N/A
1.1 Quality and Accuracy				
1.2 Works with schools and/or division staff				
1.3 Recognizes needs of the user				
1.4 Effective Direction				
1.5 Clear and Concise				
1.6 Clarify Instructions				
1.7 Shares Knowledge				
1.8 Cooperation				
1.9 Reliability				
1.10 Accountability				
1.11 Follows Instructions				
1.12 Minimal Supervision				
1.13 Initiative				
1.14 Inspire				
1.15 Professional development				
Domain 2: Skills and Abilities	L	B	P	N/A
2.1 Responds well to changing need and procedures				
2.2 Adaptability Accepts new ideas with relative ease				
2.3 Uses time constructively - time management				

Domain 3: Interpersonal Skills	L	B	P	N/A
3.1 Professionalism				
3.2 Demonstrates a positive attitude towards other, work, and the school/division				
3.3 Relationships with colleagues				
3.4 Collaborates and cooperates when serving as a member of a team. Demonstrates teamwork				
3.5 Demonstrates problem solving skills				
3.6 Accepts feedback in a positive manner				
Domain 4: Other	L	B	P	N/A
4.1 Maintains strict confidentiality in all matters related to students, families, and staff members.				
4.2 Demonstrates the importance of safety guidelines.				
4.3 Wears appropriate attire				
4.4. Maintains regular and punctual attendance				
4.5 Adheres to policies including those related to leave, attendance				
Comments:				

Employee's Signature

Date

Supervisor's Signature

Date

DOMAIN 1 C)**SUMMATIVE REPORT**

Name: _____

Facilities				
L = Limited B = Basic P = Proficient N/A = Not Applicable				
Domain 1: Duties and Responsibilities	L	B	P	N/A
1.1 Quality and Accuracy				
1.2 Clear and concise communication				
1.3 Administrative Procedures				
1.4 Recognition of improvement/repair				
1.5 Ability to repair/correct/upgrade				
1.6 Software				
1.7 Cooperation				
1.8 Reliability				
1.9 Accountability				
1.10 Follows Instructions				
1.11 Minimal Supervision				
1.12 Initiative				
1.13 Participates in professional development				
Domain 2: Skills and Abilities	L	B	P	N/A
2.1 Responds well to changing need and procedures				
2.2 adaptability Accepts new ideas with relative ease				
2.3 Uses time constructively time management				
Domain 3: Interpersonal Skills	L	B	P	N/A
3.1 Professionalism				

3.2 Demonstrates a positive attitude towards other, work, and the school/division				
3.3 Relationships with colleagues				
3.4 Collaborates and cooperates when serving as a member of a team. Demonstrates teamwork				
3.5 Demonstrates problem solving skills				
3.6 Accepts feedback in a positive manner				
Domain 4: Other	L	B	P	N/A
4.1 Maintains strict confidentiality in all matters related to students, families, and staff members.				
4.2 Demonstrates the importance of safety guidelines.				
4.3 Wears appropriate attire				
4.4. Maintains regular and punctual attendance				
4.5 Adheres to policies including those related to leave, attendance				
Comments:				

Employee's Signature

Date

Supervisor's Signature

Date

DOMAIN 1 D)**SUMMATIVE REPORT**

Name: _____

Transportation				
L = Limited B = Basic P = Proficient N/A = Not Applicable				
Domain 1: Duties and Responsibilities	L	B	P	N/A
1.1 Quality and Accuracy				
1.2 Communicating with the public				
1.3 Clear and concise communication				
1.4 Administrative Procedures				
1.5 Liaise with outside agencies				
1.6 Regulations and legislation				
1.7 Software				
1.8 New Drivers				
1.9 Driver Professional Development				
1.10 Record-keeping and filing				
1.11 Cooperation				
1.12 Reliability				
1.13 Accountability				
1.14 Follows instructions				
1.15 Minimal supervision				
1.16 Participates in professional development				
Domain 2: Skills and Abilities	L	B	P	N/A
2.1 Responds well to changing need and procedures				
2.2 adaptability Accepts new ideas with relative ease				
2.3 Uses time constructively time management				

Domain 3: Interpersonal Skills	L	B	P	N/A
3.1 Professionalism				
3.2 Demonstrates a positive attitude towards other, work, and the school/division				
3.3 Relationships with colleagues				
3.4 Collaborates and cooperates when serving as a member of a team. Demonstrates teamwork				
3.5 Demonstrates problem solving skills				
3.6 Accepts feedback in a positive manner				
Domain 4: Other	L	B	P	N/A
4.1 Maintains strict confidentiality in all matters related to students, families, and staff members.				
4.2 Demonstrates the importance of safety guidelines.				
4.3 Wears appropriate attire				
4.4. Maintains regular and punctual attendance				
4.5 Adheres to policies including those related to leaves, attendance				
Comments:				

Employee's Signature

Date

Supervisor's Signature

Date

DOMAIN 1 E)**SUMMATIVE REPORT**

Name: _____

Human Resources/Payroll				
L = Limited B = Basic P = Proficient N/A = Not Applicable				
Domain 1: Duties and Responsibilities	L	B	P	N/A
1.1 Quality and Accuracy				
1.2 Clear and concise communication				
1.3 Administrative Procedures				
1.4 Payroll practices				
1.5 Software				
1.6 Accounting				
1.7 Record-keeping and filing				
1.8 Cooperation				
1.9 Reliability				
1.10 Accountability				
1.11 Follows instructions				
1.12 Minimal supervision				
1.13 Professional development				
Domain 2: Skills and Abilities	L	B	P	N/A
2.1 Responds well to changing need and procedures				
2.2 adaptability Accepts new ideas with relative ease				
2.3 Uses time constructively time management				
Domain 3: Interpersonal Skills	L	B	P	N/A
3.1 Professionalism				

3.2 Demonstrates a positive attitude towards other, work, and the school/division				
3.3 Relationships with colleagues				
3.4 Collaborates and cooperates when serving as a member of a team. Demonstrates teamwork				
3.5 Demonstrates problem solving skills				
3.6 Accepts feedback in a positive manner				
Domain 4: Other	L	B	P	N/A
4.1 Maintains strict confidentiality in all matters related to students, families, and staff members.				
4.2 Demonstrates the importance of safety guidelines.				
4.3 Wears appropriate attire				
4.4. Maintains regular and punctual attendance				
4.5 Adheres to policies including those related to leave, attendance				
Comments:				

Employee's Signature

Date

Supervisor's Signature

Date

DOMAIN 1 F)**SUMMATIVE REPORT**

Name: _____

Accounts Payable				
L = Limited B = Basic P = Proficient N/A = Not Applicable				
Domain 1: Duties and Responsibilities	L	B	P	N/A
1.1 Quality and Accuracy				
1.2 Clear and concise communication				
1.3 Administrative Procedures				
1.4 Payroll practices				
1.5 Software				
1.6 Accounting				
1.7 Record-keeping and filing				
1.8 Cooperation				
1.9 Reliability				
1.10 Accountability				
1.11 Follows instructions				
1.12 Minimal supervision				
1.13 Professional development				
Domain 2: Skills and Abilities	L	B	P	N/A
2.1 Responds well to changing need and procedures				
2.2 adaptability Accepts new ideas with relative ease				
2.3 Uses time constructively time management				
Domain 3: Interpersonal Skills	L	B	P	N/A
3.1 Professionalism				
3.2 Demonstrates a positive attitude towards other, work, and the school/division				

3.3 Relationships with colleagues				
3.4 Collaborates and cooperates when serving as a member of a team. Demonstrates teamwork				
3.5 Demonstrates problem solving skills				
3.6 Accepts feedback in a positive manner				
Domain 4: Other	L	B	P	N/A
4.1 Maintains strict confidentiality in all matters related to students, families, and staff members.				
4.2 Demonstrates the importance of safety guidelines.				
4.3 Wears appropriate attire				
4.4. Maintains regular and punctual attendance				
4.5 Adheres to policies including those related to leave, attendance				
Comments:				

Employee's Signature

Date

Supervisor's Signature

Date

DOMAIN 1 G)**SUMMATIVE REPORT**

Name: _____

ADMINISTRATIVE ASSISTANT				
L = Limited B = Basic P = Proficient N/A = Not Applicable				
Domain 1: Duties and Responsibilities	L	B	P	N/A
1.1 Quality and Accuracy				
1.2 Communicating with the public				
1.3 Clear and concise communication				
1.4 Record-keeping and filing				
1.5 Job related tasks				
1.6 Computer skills				
1.7 Correspondence				
1.8 Initiative				
1.9 Inventory				
1.10 Financial Function				
1.11 Addressing concerns				
1.12 Independence				
1.13 Participates in professional development				
Domain 2: Skills and Abilities	L	B	P	N/A
2.1 Responds well to changing need and procedures				
2.2 adaptability Accepts new ideas with relative ease				
2.3 Uses time constructively time management				
Domain 3: Interpersonal Skills	L	B	P	N/A
3.1 Professionalism				

3.2 Demonstrates a positive attitude towards other, work, and the school/division				
3.3 Relationships with colleagues				
3.4 Collaborates and cooperates when serving as a member of a team. Demonstrates teamwork				
3.5 Demonstrates problem solving skills				
3.6 Accepts feedback in a positive manner				
Domain 4: Other	L	B	P	N/A
4.1 Maintains strict confidentiality in all matters related to students, families, and staff members.				
4.2 Demonstrates the importance of safety guidelines.				
4.3 Wears appropriate attire				
4.4. Maintains regular and punctual attendance				
4.5 Adheres to policies including those related to leave, attendance				
Comments:				

Employee's Signature

Date

Supervisor's Signature

Date