

## School Business Officials Practice Profiles

Being an effective school business professional requires proficiency in a broad variety of skill sets. The ASBOA Practice standards detail those abilities broken down into nine general areas.

The ASBOA Areas of Practice have been developed based on international standards and modified to reflect the current roles and responsibilities of members working in the business, finance, and operations in the K-12 education system in Alberta.

This profile guide is focused on the knowledge and skills required in each of the nine areas of practice:

- Organization & Administration
- Communications
- Facilities Management
- Financial Resource Management
- Human Resource Management
- Planning and Evaluation
- Property Acquisition Management
- Technology Management
- Transportation Management



This tool is intended for your personal use. You may choose to share with mentors and/or colleagues as you see fit. It is also a good tool to use when identifying areas of experience and/or specific PD/CPD required in meeting or maintaining the CSBO designation. Individual profiles sheets are available for download on the [ASBOA website](#) under Certification.

### Evidence in Practice

Review each of the statements highlighting ones that represent practices you demonstrate.

Identify those practices you demonstrate in the “Evidence of Practice” column. (Are the practices observable? Are they measurable?)

If you currently demonstrate a practice that is not described, consider adding it to evidence in practice column.



### Areas for Growth

Reflect on your current practice and on the job behavior as they relate to the area of practice to assist you in identifying areas for growth.

You may choose to add additional indicators based on shared practices and/or emerging legislation and/or research that identify areas in which you would like to grow.

If you wish to do a more in-depth assessment of your current skill levels, you can refer to the [2021 International School Business Management Professional Standards](#)



## OVERVIEW OF THE NINE AREAS OF PRACTICE

The role of the School Business Official varies by jurisdiction size and available resources; however, the essential skills and knowledge needed to effectively manage and safeguard jurisdiction assets and maximize resources for students do not. The business side of education is multi-faceted and complex. Dependent on the position that a School Business Official holds within their school jurisdiction, they may specialize in one area of practice, or they may be responsible for several if not all.

The Areas of Practice provides a framework for the role of the school business official duties, ethical practices, certification requirements, and continuous professional learning.

Individual profiles for each area in the nine (9) Areas of Practice are available on the ASBOA Website under Certification.

AREAS OF PRACTICE DESCRIPTOR	FUNCTIONS
<p><b>Organization &amp; Administration</b></p> <p>In the practice of administration, school business officials are strategic planners with exceptional people skills. They're leaders with organizational, managerial, and analytical experience, who work on everything from relationship-building to risk management. The administration practice includes several different functions including Organization and Administration, Public Policy and Intergovernmental Relations, Legal Issues and Risk Management.</p>	<ul style="list-style-type: none"> <li>• Public Policy and Intergovernmental Relations</li> <li>• Legal Issues</li> <li>• Risk Management</li> </ul>
<p><b>Financial Resource Management</b></p> <p>The financial operations of school business management are crucial to its overall success. In this area of practice, school business officials have in-depth knowledge of auditing, financial analysis, budgeting, reporting and much more. The financial resource management area of practice encompasses budgeting and financial planning; accounting, auditing, and financial reporting; and cash management, investments and debt management.</p>	<ul style="list-style-type: none"> <li>• Budgeting and Financial Planning</li> <li>• Accounting, Auditing and Financial Reporting</li> <li>• Cash Management Investments and Debt Management</li> </ul>
<p><b>Communication</b></p> <p>School business officials in the communication area of practice demonstrate clear, concise communication and are skilled in the practical applications of it. They are experts in PR, presentation, and strategy, and communicate with stakeholders, staff, students, and the public. Functions include general communications and social media.</p>	<ul style="list-style-type: none"> <li>• General Communications</li> <li>• Social Media</li> </ul>



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<p><b>Human Resource Management</b></p> <p>In the human resource management area of practice, school business officials deal with labour regulations, employee attraction and retention, training and more. They know how to spot talent and ensure employees are treated fairly, and they understand provincial and federal labour laws. This area of practice comprises three different functions – personnel, payroll, and benefits administration; professional growth and human relations; and labour relations and employment agreements.</p>	<ul style="list-style-type: none"> <li>• Personnel and Benefits Administration</li> <li>• Professional Growth and Human Relations</li> <li>• Labour Relations and Employment Agreements</li> </ul>
<p><b>Planning and Evaluation</b></p> <p>The planning and evaluation area of practice requires school business officials to have long-term insights, deft analytical skills, and managerial and leadership expertise. With sensitivity to their community’s needs, they also engage with stakeholders and have strong communication skills. The functions in this area of practice include strategic planning, program evaluation and community engagement.</p>	<ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Program Evaluation</li> <li>• Community Engagement</li> </ul>
<p><b>Facilities Management</b></p> <p>School business officials in facility management oversee all aspects of planning, construction, and property management, as well as maintenance and operations. They work closely with the community and stakeholders to understand what they require for successful facilities, and they have the strategic and analytic skills to foresee the needs of upcoming projects.</p>	<ul style="list-style-type: none"> <li>• Planning and Construction</li> <li>• Maintenance and Operations</li> </ul>
<p><b>Property Acquisition Management</b></p> <p>In the property acquisition and management area of practice, school business officials deal with property, purchasing and supply and fixed asset management, and all the budgeting, accounting, and contract expertise they require. They have skills in preparing and analyzing RFP’s contract negotiation and auditing, and know the ins and outs of procurement, competitive bidding laws, code of ethics and reporting regulations.</p>	<ul style="list-style-type: none"> <li>• Purchasing</li> <li>• Supply and Fixed Asset Management</li> </ul>



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<p><b>Technology Management</b></p> <p>In the technology management area of practice, functions include management of information systems, records management, and intellectual property. School business officials in this area work with staff to determine the needs of the system, conduct long-term planning and understand how the various systems integrate with each other. They are aware of all legislation and regulations and compliance requirements around records management and FOIP, copyright laws and access and ensure that everyone in the system understands</p>	<ul style="list-style-type: none"> <li>• Management Information Systems</li> <li>• Records Management</li> <li>• Intellectual Property</li> </ul>
<p><b>Transportation Management</b></p> <p>School business officials in the transportation area of practice understand how transportation works within the overall education system. This role goes beyond buses – school business officials need to understand processes and risks, contracts, community needs, communications and demographics and infrastructure.</p>	<ul style="list-style-type: none"> <li>• Operations</li> <li>• Safety and Training</li> </ul>

