

Human Resource Management

Human resource management encompasses all aspects of employee recruitment, induction, professional development, labour relations and the fostering of positive human relations.

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
- Labour Relations and Employment Agreements



As an affiliated associate with ASBO International, we have aligned our professional standards to those of the global community 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 tool is intended to frame your reflection on your practice, based on the indicators for each area of the Human Resource Management standards.

A suggested approach for using this tool:

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.

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 members who wish to do a more in-depth assessment of their current skill levels, may wish to request a copy of the [2021 ASBO International School Business Management Professional Standards](#) which provides further information for entry, mid and senior level guides for competencies.



AREA OF PRACTICE

Human Resource Management

PERSONNEL, PAYROLL AND BENEFITS ADMINISTRATION

In this function, School business officials are responsible for payroll and hiring and have extensive knowledge of employment standards and human rights. In dealing with both union and non-union staff, they understand collective agreements and all the laws pertaining to them.

INDICATORS	EVIDENCE IN PRACTICE
<p>A school business official understands and demonstrates the ability to:</p> <ul style="list-style-type: none"> a) Manage hiring, discipline, and possible termination of employees by maintaining compliance with applicable laws and regulations and using best practices to attract and retain talented staff. b) Manage personnel and administration by maintaining systems, forms, and processes to follow current laws and regulations to prepare timely provincial and federal reporting and to keep sensitive information secure and confidential. c) Manages employee benefit programs that provides for appropriate benefits for employees while utilizing best practices to contain costs and to attract and retain quality employees. d) Develops and maintain a comprehensive payroll system which appropriately provides accurate and timely compensation and benefit payments in compliance with legislative requirements. 	
	<p style="text-align: center;">AREAS FOR GROWTH</p>

AREA OF PRACTICE

Human Resource Management

PROFESSIONAL GROWTH AND HUMAN RELATIONS

Working at a senior level, school business officials in this function make sure there are appropriate programs in place to encourage professional and personal growth among staff, and the understand different training options and evaluation programs.

INDICATORS	EVIDENCE IN PRACTICE
<p>A school business official understands and demonstrates the ability to:</p> <ul style="list-style-type: none"> a) Facilitate staff development and training programs by assessing staff’s current knowledge and skills, identifying needs, providing relevant opportunities (both internal and external), and evaluating the effectiveness of programs that provide personal and professional development. b) Manage the evaluation process by setting clear and consistent evaluation criteria, maintaining evaluation tools, setting goals to define expected outcomes, and using timely and constructive feedback to evaluate and improve employee performance and job satisfaction. c) Model appropriate opportunities to contribute to personal and professional growth. d) Recognize and promote compliance with standards of ethical behaviour and standards for professional conduct applicable to all staff. 	
<ul style="list-style-type: none"> e) Diagnose, maintain, and when necessary, improve organizational health and morale, including increasing focus on employee wellness programs. f) Identify and implement procedures for conflict resolution and team building to enhance morale and increase engagement and productivity. 	<p style="text-align: center;">AREAS FOR GROWTH</p>

AREA OF PRACTICE

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LABOUR RELATIONS AND EMPLOYMENT AGREEMENTS

School business officials in this function understand the bargaining process in the education system and work within that process, often negotiating with unions. They understand different compensation structures being used and understand comparisons across the province, with knowledge of various contracts within it.

INDICATORS	EVIDENCE IN PRACTICE
<p>A school business official understands and demonstrates the ability to:</p> <ul style="list-style-type: none"> a) Develops a comprehensive compensation structure using job and salary/benefit analysis which properly matches job descriptions and responsibility to maintain equity and competitiveness. b) Analyzes all local and statutory regulations with respect to employment agreements. c) Analyzes and compares employment agreements with those of other authorities. d) Identify and monitor compliance with grievance procedures as set out in employment agreements and applicable laws. e) Review laws and regulations of local, provincial, and federal bodies with respect to impasse procedures such as mediation, voluntary arbitration, and binding arbitration. 	
<ul style="list-style-type: none"> f) Demonstrate knowledge of multiple approaches to engaging in collective-bargaining activities g) Be able to participate in the process and understand contracts, laws, strategies, and the ability to analyze data and report information to appropriate levels of management or to governing bodies. 	<p style="text-align: center;">AREAS FOR GROWTH</p>