

## Superintendent, Human Resources- Calgary Board of Education

As the largest school district in Western Canada, we offer a depth and breadth of programs and supports to meet the unique learning needs and interests of an increasingly diverse population. We focus on providing learning experience so that each student is engaged, inspired, and learning to their full potential.

We are a leader in education and are proud of our students and the outstanding results they continue to achieve.

### Our Mission

Each student, in keeping with their individual abilities and gifts, will complete high school with a foundation of learning necessary to thrive in life, work and continued learning.

### Our Values

- Students come first.
- Learning is our central purpose.
- Public education serves the common good.

### Our District

We are one school system educating more than 143,000 students in over 250 schools. More than 15,000 employees work together to advance education outcomes, anchored in the Board's priorities of equity, achievement and well-being. Our work is guided by our Board of Trustee Results Policies and Education Plan, which connects each CBE employee to student success. We must create an environment where each student can become an engaged learner, prepared for success in life, work and future learning.

### Our Community

Public education is a shared responsibility. With our students, families, employees, partners, and communities, we work together every day to build positive learning and working environments because when our students succeed, our communities' benefit. Together, we all make a difference. We are fortunate to have relationships with many organizations and businesses in Calgary and Alberta. These relationships are varied in the ways that they help to support education and student success.

### Our Leadership

The CBE is guided by an elected board of seven trustees. Trustees are elected every four years during the municipal election along with Calgary's mayor and councillors. The Chief Superintendent is the sole employee of the Board of Trustees. Day-to-day operations are led by a team of superintendents

who are responsible for meeting the expectations of the Board of Trustees as set out in the Board's Results policies and Operational Expectations.

#### Our Schools and Area Offices

To manage the needs of our large school system and efficiently support our schools, we have divided our school district into seven administrative areas in Calgary. Each Area is led by two education directors who provide leadership support to principals in 17-20 schools. Each school is led by a principal who is responsible for supporting the learning needs of each student.

#### Our Policies and Regulations

##### Governance Policies

The Board of Trustees has a set of policies called Results Policies and Operational Expectations that enables it to govern and monitor the outcomes and operations of the CBE. The Results are the Board's expected academic and personal outcomes for all students. Operational Expectations explain the responsibilities and work of the Chief Superintendent.

##### Administrative Regulations

The Chief Superintendent has policies called Administrative Regulations that guide every aspect of school and service unit operations.

#### Facts & Figures

##### Number of Students

The CBE continues to grow, and student enrolment has increased at high rates for the last three years. In the 2023-24 school year we had 138,244 students, including Home Education, Outreach, Unique Settings, Chinook Learning and CBe-learn (our online learning program). This is an increase of more than 7,029 students or 5.36% compared to 2022-23 and we expect to add approximately 5000+ students over the course of the 2024-25 school year.

The Superintendent, Human Resources will report to the Chief Superintendent and is a member of the Superintendents' Team.

The direct reports to the Superintendent, Human Resources will include the following roles:

- Director, Talent Management, Learning and Organizational Development
- Director, Human Resources and Advisory Services
- Director, Human Resources Operations
- Manager, Total Rewards

- Executive Administrative Assistant

Additional team members that are not direct reports to the Superintendent, Human Resources include:

- Manager, Learning and Organizational Development
- Coordinator, Teacher Staffing
- Manager, Human Resources and Workforce Planning
- Manager, Human Resources Systems
- Manager Human Resources Operations
- Manager, Human Resources Advisory Services
- Manager, Employee Health Resource Centre

#### THE OPPORTUNITY

The role of the Superintendent, Human Resources is to contribute to the advancement of the Calgary Board of Education an organization that places student learning at its centre, leads human resources within an inclusive and multifaceted perspective on organizational success, and engages with union and government partners to enhance employee and student success within CBE.

The Superintendent, Human Resources will be a trusted strategic advisor on all HR matters, and will provide strategic planning, HR policy formulation, and program development relating to the human resource functions. The Superintendent will: guide continued development of a talent management strategy that enhances Calgary Board of Education's competitive advantage as an employer by establishing a framework to actively recruit, develop, and retain a talented workforce; develop policies and practices that advance truth and reconciliation, diversity, equity, and inclusion; and foster a safe, inclusive work culture that values people as CBE's greatest strength.

The Superintendent, Human Resources will be responsible for: Human Resources, Labour Relations, Recruitment and Selection, School Staffing, Payroll and Pensions, Benefits Administration, Health and Wellness, Occupational Health and Safety, Human Resources Information Systems and Organizational Design and Development.

As a member of an interdependent executive team, the Superintendent, Human Resources is accountable for leading the design and implementation of the Calgary Board of Education's strategic plans and leading evolution of public education.

#### LOCATION

Calgary, AB

## RESPONSIBILITIES

- Contribute to the strategic direction of the Calgary Board of Education as a member of the leadership team, working collaboratively and as a strategic partner with peers on the leadership team.
- Build on a new, integrated approach to providing human resources, labour relations, Indigenous initiatives, and equity, diversity, and inclusion practices and services.
- Lead the Human resources team in developing Human Resources processes and delivery systems that are effective, efficient, and client-focused
- Ensure Human Resources service unit contributes to optimal student outcomes through effective HR practices.
- Provide Human Resources expertise to the Superintendent's team during the development of strategies and policies for the organization.
- Provide leadership to the Human Resource service unit by ensuring effective HR practices, HR programs and service support achievement of the Board's results policies and operational expectations.
- Manage employee processes through all stages of the employee life cycle (recruit, source, select, redeploy, retire, terminate).
- Managing employee information (including payroll administration).
- Contribute to the continuous learning and intentional development of employees and leaders.
- Develop and maintain effective working relationships with internal and external stakeholders.
- Lead effective employee relationship with a unionized environment.
- Provide strategic and active leadership to the ongoing development of a culture of well-being with specific attention to system strategy in support of employee well-being.

## THE CANDIDATE

- A minimum of ten years progressively more responsible experience in providing consultative and advisory support to all levels of organizational leadership regarding a broad spectrum of Human Resources issues.

- Senior-level administrative leadership experience in a large and complex organization, ideally in higher education or the public sector.
- Demonstrated problem-solving skills and the ability to build/foster positive and effective working relationships with staff, unions/associations, the management team and trustees.
- Experience with labour relations – for example, implementing collective agreements, developing labour relations strategy, or participating in, and ideally leading, bargaining.
- Experience leading the development of healthy and equitable organizational cultures.
- Experience operating in collaborative, interdependent environments characterized by collegial decision-making, requiring excellent judgment and a high degree of comfort with ambiguity, evolution, and transition.

#### EDUCATION / CERTIFICATIONS

- Certification as a Human Resources Professional (CHRP) required\
- Advanced degree credentials appropriate for the position (with academic or non-academic background in a relevant discipline such as human resources, organizational behavior, labour, law, human rights, equity, etc.)

#### LEADERSHIP COMPETENCIES

- Navigator – Clearly and quickly works through the complexity of key issues, problems and opportunities to affect actions; distinguishes between relevant and irrelevant information to make logical decisions; generates and evaluates range of acceptable alternatives for consideration; provides solutions to individual and organizational challenges.
- Strategist – Develops a long-range course of action or set of goals to achieve the Board's results policies.
- Mobilizer – Proactively builds and aligns stakeholders, capabilities, and resources for getting things done quickly and achieving complex objectives.
- Change Leader – Energizes and alerts groups to the needs for specific changes in the way things are done; takes responsibility to champion the change effort by building and maintaining support and commitment until the change is complete.

- Communicator – Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.
- Talent Advocate – Attracts, develops, and retains talent to ensure that people with the right skills and motivations to meet organizational needs are in the right place at the right time; creates an optimal environment for employees to meet or exceed the performance expectations; shares knowledge with and builds the skills of others.
- Influencer – Builds passion and commitment toward a common goal; persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates mutually beneficial outcomes.
- Global Thinker – Integrates information from all sources to develop a well-informed perspective that can be used to optimize organizational performance.