

**SCHOOL DISTRICT OF GADSDEN COUNTY**

**DIRECTOR OF SCHOOL TRANSFORMATION OPERATIONS**

PERFORMANCE APPRAISAL

Name \_\_\_\_\_ Position \_\_\_\_\_

School / Dept. \_\_\_\_\_ School Year \_\_\_\_\_

**1. SERVICE DELIVERY**

**Category Definitions**

1. Direct the authorization, review, and coordination of all District research projects and activities.
2. Prepare studies and reports according to District and School Board priorities.
3. Recommend research policies and procedures.
4. Direct and coordinate the collection, analysis, verification, and interpretation of federal, state, and District required reports for District programs, administrative functions, and student performance.
5. Direct, manage, and coordinate all program, special project, grant and contract evaluation activities.
6. Assist with the development, monitoring, and evaluation of School Improvement Plans.
7. Facilitate the operation of monthly instructional audits to provide regular assistance to schools.
8. Assist with development of job descriptions and evaluation systems.
9. Present reports and disseminate information as required by project / grant / contract specifications, the School Board, or school and District administrators, and as needed to support District programs and school improvement planning.
10. Develop and provide services and support in the Transformation Model and Turnaround Model as required by state and federal regulations for school improvement as the Turnaround Leader prescribed in state guidance.
11. Apply knowledge and understanding of federal No Child Left Behind accountability and Florida accountability requirements to district and school actions.
12. Assist targeted low-performing schools in their program planning, implementation, and audit requirements for the school improvement Turnaround Model or Transformation Model.
13. Demonstrate the ability to plan and implement effective staff development for district staff, school staff, parents, and the community.
14. Plan and direct a system of feedback and assessment through the School Improvement Plan Monitoring Tool to determine school needs and school improvement progress toward increased student achievement.
15. Assist principals in monitoring and evaluating effectiveness of programs as well as identifying and acquiring appropriate program resources to ensure that curricula are student-focused and aligned with schools' missions, core values, academic standards, and strategic goals.
16. Collaborate with hiring of staff when appropriate.
17. Assist principals in planning and training for data-driven instruction.

**Source Code** (circle choices)

- |                               |                         |                           |   |                       |                          |
|-------------------------------|-------------------------|---------------------------|---|-----------------------|--------------------------|
| A. Behavioral Event Interview | B. Direct Documentation | C. Indirect Documentation | D. Training Programs Competency Acquisition | E. Evaluatee Provided | F. Confirmed Observation |
|-------------------------------|-------------------------|---------------------------|---|-----------------------|--------------------------|

**Rating Code** (circle one)

- |                |                   |           |                |             |
|----------------|-------------------|-----------|----------------|-------------|
| Unsatisfactory | Needs Improvement | Effective | Very Effective | Outstanding |
|----------------|-------------------|-----------|----------------|-------------|

**DIRECTOR OF SCHOOL TRANSFORMATION OPERATIONS (Continued)**

**2. INTERAGENCY COMMUNICATION AND DELIVERY**

**Category Definitions**

- 18. Act as a liaison with District, federal, state, university, and community resources to support ongoing student information, research, and evaluation activities related to school improvement and accountability.
- 19. Serve as state and federal contact for School Improvement Grant related activities.
- 20. Work with other Teaching and Learning Leaders, Directors, and Staff Development office in the areas of instructional programs and teaching methodology design and implementation.
- 21. Work cooperatively with other administrators on problems of mutual concern.
- 22. Model the routine, intentional, and effective use of technology in daily work, including communications, organization, and management tasks.
- 23. Communicate pending and adopted rules and actions by the Florida State Board of Education to all district- and school-level administrators.
- 24. Provide weekly updates related to School Improvement Grant schools to the Regional Executive Director of Differentiated Accountability.

**Source Code** (circle choices)

- |                                      |                                |                                  |  |                              |                                 |
|--------------------------------------|--------------------------------|----------------------------------|--|------------------------------|---------------------------------|
| <b>A. Behavioral Event Interview</b> | <b>B. Direct Documentation</b> | <b>C. Indirect Documentation</b> | <b>D. Training Programs Competency Acquisition</b> | <b>E. Evaluatee Provided</b> | <b>F. Confirmed Observation</b> |
|--------------------------------------|--------------------------------|----------------------------------|--|------------------------------|---------------------------------|

**Rating Code** (circle one)

- |                       |                          |                  |                       |                    |
|-----------------------|--------------------------|------------------|-----------------------|--------------------|
| <b>Unsatisfactory</b> | <b>Needs Improvement</b> | <b>Effective</b> | <b>Very Effective</b> | <b>Outstanding</b> |
|-----------------------|--------------------------|------------------|-----------------------|--------------------|

**3. PROFESSIONAL GROWTH AND IMPROVEMENT**

**Category Definitions**

- 25. Keep abreast of current trends and research in areas of responsibility.
- 26. Participate in workshops, conferences, and meetings to update information and to assist others in keeping current.
- 27. Attend Florida State Board of Education meetings on a monthly basis.

**Source Code** (circle choices)

- |                                      |                                |                                  |  |                              |                                 |
|--------------------------------------|--------------------------------|----------------------------------|--|------------------------------|---------------------------------|
| <b>A. Behavioral Event Interview</b> | <b>B. Direct Documentation</b> | <b>C. Indirect Documentation</b> | <b>D. Training Programs Competency Acquisition</b> | <b>E. Evaluatee Provided</b> | <b>F. Confirmed Observation</b> |
|--------------------------------------|--------------------------------|----------------------------------|--|------------------------------|---------------------------------|

**Rating Code** (circle one)

- |                       |                          |                  |                       |                    |
|-----------------------|--------------------------|------------------|-----------------------|--------------------|
| <b>Unsatisfactory</b> | <b>Needs Improvement</b> | <b>Effective</b> | <b>Very Effective</b> | <b>Outstanding</b> |
|-----------------------|--------------------------|------------------|-----------------------|--------------------|

**DIRECTOR OF SCHOOL TRANSFORMATION OPERATIONS (Continued)**

**4. SYSTEMIC FUNCTIONS**

**Category Definitions**

- 28. Provide assistance to the District and School Board in the development, adoption, implementation and updating of Gadsden County School Board Rules related to school improvement and accountability.
- 29. Direct and carry out cost center operations, including personnel supervision and appraisal, budgeting, preparing reports and maintaining files.
- 30. Assist with interpretation of Florida Statutes, Florida State Board of Education rules, Gadsden County School Board rules and other regulations pertinent to school improvement and accountability.
- 31. Serve on special task forces and advisory groups.
- 32. Assist in the development of school improvement grant budgets in the Title I funding acquired through legislative action to achieve district priorities through strategic planning and to produce a return on investment to move student achievement as a result of effective and accountable budget planning and expenditures.
- 33. Perform other duties as assigned.

**Source Code** (circle choices)

- |                                      |                                |                                  |  |                              |                                 |
|--------------------------------------|--------------------------------|----------------------------------|--|------------------------------|---------------------------------|
| <b>A. Behavioral Event Interview</b> | <b>B. Direct Documentation</b> | <b>C. Indirect Documentation</b> | <b>D. Training Programs Competency Acquisition</b> | <b>E. Evaluatee Provided</b> | <b>F. Confirmed Observation</b> |
|--------------------------------------|--------------------------------|----------------------------------|--|------------------------------|---------------------------------|

**Rating Code** (circle one)

- |                       |                          |                  |                       |                    |
|-----------------------|--------------------------|------------------|-----------------------|--------------------|
| <b>Unsatisfactory</b> | <b>Needs Improvement</b> | <b>Effective</b> | <b>Very Effective</b> | <b>Outstanding</b> |
|-----------------------|--------------------------|------------------|-----------------------|--------------------|

**DIRECTOR OF SCHOOL TRANSFORMATION OPERATIONS (Continued)**

**5. LEADERSHIP AND STRATEGIC ORIENTATION**

**Category Definitions**

- 34. Provide proactive leadership for departmental functions and activities.
- 35. Provide instructional leadership to coordinate, collaborate, and assist district efforts in implementation of Differentiated Accountability interventions and the Gadsden County Public Schools Strategic Plan.
- 36. Serve on the Superintendent’s Executive Leadership Team.
- 37. Use appropriate interpersonal styles and methods to guide individuals and groups to task accomplishment.
- 38. Identify potential problems and issues and take appropriate action to address them.
- 39. Facilitate problem-solving by individuals and groups.
- 40. Develop leadership in subordinates.
- 41. Support principals to ensure high-quality implementation of each school’s educational design, including standards, assessments, instructional guidelines, and school culture.
- 42. Model high standards of professional conduct

**Source Code** (circle choices)

- |                                      |                                |                                  |  |                              |                                 |
|--------------------------------------|--------------------------------|----------------------------------|--|------------------------------|---------------------------------|
| <b>A. Behavioral Event Interview</b> | <b>B. Direct Documentation</b> | <b>C. Indirect Documentation</b> | <b>D. Training Programs Competency Acquisition</b> | <b>E. Evaluatee Provided</b> | <b>F. Confirmed Observation</b> |
|--------------------------------------|--------------------------------|----------------------------------|--|------------------------------|---------------------------------|

**Rating Code** (circle one)

- |                       |                          |                  |                       |                    |
|-----------------------|--------------------------|------------------|-----------------------|--------------------|
| <b>Unsatisfactory</b> | <b>Needs Improvement</b> | <b>Effective</b> | <b>Very Effective</b> | <b>Outstanding</b> |
|-----------------------|--------------------------|------------------|-----------------------|--------------------|

**6. WORKSITE SERVICE STANDARDS**

**Control Dimension**

Student growth and achievement, the work ethic, fostering and developing professional image, collaboration and affirmative networking, systemic and systematic preparation for function delivery, interpersonal interaction, teammanship and communication skills, translating organizational purpose into observable behavior and others.

(Special Note)

**An effective or higher rating is required in this job context category in order to be eligible for an overall effective or higher rating.**

**Source Code** (circle choices)

- |                                      |                                |                                  |  |                              |                                 |
|--------------------------------------|--------------------------------|----------------------------------|--|------------------------------|---------------------------------|
| <b>A. Behavioral Event Interview</b> | <b>B. Direct Documentation</b> | <b>C. Indirect Documentation</b> | <b>D. Training Programs Competency Acquisition</b> | <b>E. Evaluatee Provided</b> | <b>F. Confirmed Observation</b> |
|--------------------------------------|--------------------------------|----------------------------------|--|------------------------------|---------------------------------|

**Rating Code** (circle one)

- |                       |                          |                  |                       |                    |
|-----------------------|--------------------------|------------------|-----------------------|--------------------|
| <b>Unsatisfactory</b> | <b>Needs Improvement</b> | <b>Effective</b> | <b>Very Effective</b> | <b>Outstanding</b> |
|-----------------------|--------------------------|------------------|-----------------------|--------------------|

DIRECTOR OF SCHOOL TRANSFORMATION OPERATIONS (Continued)

**7. ASSESSMENT AND OTHER SERVICES**

**Control Dimension**

The use of the adopted performance appraisal system for instructional and other employees.  
 The accurate and timely filing of all school reports.  
 The completion of required professional development services.

(Special Note)

**An effective or higher rating is required in this job context category in order to be eligible for an overall Effective or higher rating.**

**Source Code** (circle choices)

- |                               |                         |                           |   |                       |                          |
|-------------------------------|-------------------------|---------------------------|---|-----------------------|--------------------------|
| A. Behavioral Event Interview | B. Direct Documentation | C. Indirect Documentation | D. Training Programs Competency Acquisition | E. Evaluatee Provided | F. Confirmed Observation |
|-------------------------------|-------------------------|---------------------------|---|-----------------------|--------------------------|

**Rating Code** (circle one)

- |                |                   |           |                |             |
|----------------|-------------------|-----------|----------------|-------------|
| Unsatisfactory | Needs Improvement | Effective | Very Effective | Outstanding |
|----------------|-------------------|-----------|----------------|-------------|

**OVERALL RATING: (enter total scores)**

Input from parents and teachers was collected and analyzed in preparation of this report.

Unsatisfactory \_\_\_\_\_ Needs Improvement \_\_\_\_\_ Effective \_\_\_\_\_ Very Effective \_\_\_\_\_ Outstanding \_\_\_\_\_

**Comments of the Evaluatee:**

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Comments of the Evaluator:**

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

This evaluation has been discussed with me: Yes \_\_\_\_ No \_\_\_\_

\_\_\_\_\_  
 Signature of Evaluatee Date

\_\_\_\_\_  
 Signature of Evaluator Date