

**CHIEF OPERATIONS OFFICER
Summative Appraisal Form**

Name _____

School Location _____

Appraisal Period: Form _____ to _____

Date of Review _____

Directions

The following statements describe the administrator who achieves success. Based on cumulative performance information, the evaluator estimates the administrator's effectiveness in meeting each criterion. Rate each criterion using the scale below that most closely describes the administrator's attainment of that criterion. For each domain, a comment area is provided for general statements and/or recommendations.

Rating Scale

- 5 Clearly Outstanding:** Performance is consistently far superior to what is normally expected.
- 4 Exceeds Expectations:** Performance demonstrates increased proficiency and is consistently above expectations.
- 3 Meets Expectations:** Performance meets expectations and presents no significant problems.
- 2 Below Expectations:** Performance is consistently below expectations and significant problems exist.
- 1 Unsatisfactory:** Performance is consistently unacceptable.
- 0 Not Applicable**

JOB PERFORMANCE STATEMENTS

School Climate

- ____ 1. Promotes collegiality, teamwork, and participatory decision making among all district staff members.
- ____ 2. Actively contributes to and supports the district's instructional objectives as they are reflected in administrative policies and regulations.
- ____ 3. Demonstrates skills in conflict resolution with administrators, parents, teachers, staff, and/or the community.
- ____ 4. Demonstrates sensitivity in dealing with staff, students, and community members from diverse cultural backgrounds, communicates similar expectations of the staff throughout the district.

COMMENTS: _____

School Improvement

- ____ 5. Provides for systematic evaluation of the effectiveness of program services for the respective departments and offices as it relates to school improvement.

- ____ 6. Supervises the administrative operations of designated departments and offices such as: Custodial; Construction; Transportation; and Technology by utilizing available data for effective decision-making towards accomplishing the district's mission and attainment of stated goals and objectives.
- ____ 7. Directs the day to day operations of the District's Bond Projects and Capital Improvement Projects that encompass the Schematic Design; Design Development; Construction Document; Bidding/Negotiation; Construction and Closeout Phases and serves as the liaison with the District Facility Bond Planning Committee.

COMMENTS: _____

Instructional Management

- ____ 8. Is aware of the district's curricula and instructional implementation strategies and the specific ways in which the instructional services support instruction.
- ____ 9. Facilitates planning and application of technologies in all assigned areas of supervision.
- ____ 10. Evaluates and recommends improvements in the purpose, design, materials and implementation of district programs and facilities.

COMMENTS: _____

Budget and Inventory

- ____ 11. Supervises the operation of the Maintenance, Custodial, Construction, Transportation, and Technology departments under his/her immediate supervision to ensure that programs are cost effective and that funds are managed prudently.
- ____ 12. Directs the day to day operations of the District's bond construction projects and facility improvement construction projects to ensure that the construction projects are cost effective and that the construction funds are managed effectively.
- ____ 13. Prepares the annual campus and district furniture allotment purchase orders and all new/renovated facility furniture purchase orders to ensure that the funds are managed efficiently.
- ____ 14. Approves and forwards purchase orders to the Superintendent.

COMMENTS: _____

Administration and Fiscal/Facilities Management

- ____ 15. Takes actions to ensure that district policies, procedures, and regulations are followed; by the departments that are under his/her immediate supervision.
- ____ 16. Provides assistance to building level principals relating to Facilities, Maintenance, Custodial, Construction, Transportation and Technology.
- ____ 17. Coordinates and evaluates the activities of the district's maintenance; custodial; construction; transportation; technology; bond projects; capital improvement projects; and other assigned operational program services and activities.

- ____ 18. Develops standards organizational, operation process and procedures handbooks for each of the respective departments and offices.
- ____ 19. Communicates with architect, general contractor's project manager, city and county officials to ensure district facilities are completed as scheduled.
- ____ 20. Coordinates the purchase and sale of real estate with the District's Purchasing Agent and the District's legal counsel as needed.
- ____ 21. Coordinates the purchase of electrical energy for the District's energy needs with the District's Purchasing Agent and the District's legal counsel as needed.
- ____ 22. Processes all of the district facility rental requests per GKD (Local) policy.

COMMENTS: _____

Personnel Management

- ____ 23. Conferences regularly with supervised staff, jointly develops growth plans and supports individual professional development activities.
- ____ 24. Prepares, reviews and revises job descriptions of all personnel under his/her immediate supervision.
- ____ 25. Evaluates job performance of all personnel under his/her immediate supervision.
- ____ 26. Participates in recruitment, selection and training of personnel.

COMMENTS: _____

Professional Growth and Development

- ____ 27. Seeks, accepts, and responds to evaluative feedback from subordinates, peers, and superordinates, utilizing information to improve performance.
- ____ 28. Takes initiative to develop needed professional skills appropriate to job assignments.
- ____ 29. Seeks out and participates in professional development programs.
- ____ 30. Conducts oneself in a professional and ethical manner.

COMMENTS: _____

School/Community Relations

- ____ 31. Participates in community activities (to extent feasible and appropriate) that foster rapport and mutual response between the district and the larger community.
- ____ 32. Accepts responsibility for active production of and/or advisory capacity to, district publications, including newsletters to patrons, annual reports, special bulletins, curriculum bulletins and reports, policy handbooks, and other publications assigned by the Superintendent.

____ 33. Effectively utilizes the mass media to articulate the district's philosophy and educational implementation strategies.

____ 34. Understands the mission of the district and communicates that mission within the community.

____ 35. Resolves all parental complaints in a prompt and courteous manner; that are forwarded by the Superintendent's office.

COMMENTS: _____

Other

____ 36. Performs other duties as assigned by supervisor.

____ 37. Maintains confidentiality of information.

COMMENTS: _____

Supervisory Responsibilities

____ 38. Supervises all staff for the designated offices and departments under the Chief Operations Officer.

COMMENTS: _____

What strengths does _____ possess?

What are some improvements _____ can make to ensure a higher degree of success for students on this campus/department?

Summative Conference Comments:

