

**CHIEF FINANCIAL OFFICER  
Summative Appraisal Form**

Name \_\_\_\_\_

Location \_\_\_\_\_

Appraisal Period: From \_\_\_\_\_ to \_\_\_\_\_

Date of Review \_\_\_\_\_

**Directions**

The following statements describe the employee who achieves success. Based on cumulative performance information, the evaluator estimates the employee's effectiveness in meeting each criterion. Rate each criterion using the scale below that most closely describes the employee'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**

**Fiscal Management**

- \_\_\_\_\_ 1. Keep the superintendent informed on the business affairs of the district. Provides strategic leadership for the school district on finances, budget development, and investments. Directs the receipt, management of revenues and expenditures of the district's funds to insure proper and maximum returns on these funds. Forecasts short- and long-range cash requirements and obligations as a basis for sound financial planning.
- \_\_\_\_\_ 2. Ensures that accounting systems comply with applicable laws and regulations including Texas Education Agency Financial Accountability System and Resource Guide and any Federal Financial Accounting Manual. Evaluates accounting procedures, systems, and controls in all district departments and recommend improvements in their design, implementation, and maintenance.
- \_\_\_\_\_ 3. Maintains a continuous auditing program for all funds and collaborates with the district's independent and internal auditors in conducting the annual or periodic audit.
- \_\_\_\_\_ 4. Maintains the district investment portfolio. Develops cash flow analysis to aid in determining cash available for investment and payment of bills. Oversees preparation of monthly bank reconciliation for the operating, special revenue, debt service, construction, tax, cafeteria, and athletic accounts; review reconciliation of vendor and payroll clearing accounts.
- \_\_\_\_\_ 5. Reviews and approves all purchase orders and check requests and maintain control of budget by verifying availability of funds. Supervises the preparation of bids and bid specifications. Maintains accurate inventory records of the district's fixed and movable assets.
- \_\_\_\_\_ 6. Provides leadership to achieve cost-effective practices throughout the district. Works with district personnel to project student enrollments, staffing needs, employee benefit programs, building and facility needs, capital equipment needs, and other cost items for district and individual school improvement.

- \_\_\_\_\_ 7. Ensures that business operations support the district’s goals and objectives. Administers the business office budget and ensure that programs are cost effective and funds are managed prudently.
- \_\_\_\_\_ 8. Provides training for budget managers with their respective campus and department staff on financial systems, procedures, and controls.
- \_\_\_\_\_ 9. Oversee the development and recommendation of compensation plans. Ensures coordination and effective use of Position Management System as it relates to human resource, budgeting and payroll.
- \_\_\_\_\_ 10. Oversees data requested and received by TEA about public education, including student demographic and academic performance, personnel, financial, and organizational information.
- \_\_\_\_\_ 11. Monitor the Child Nutrition department operations through the supervision of the Food Services Director.
- \_\_\_\_\_ 12. Directs the administrative activities required for school-bond-issue elections.

**COMMENTS:** \_\_\_\_\_

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**Policy, Reports, and Law**

- \_\_\_\_\_ 13. Implement policies established by federal and state law, State Board of Education rule, and local board policy in area of business operations.
- \_\_\_\_\_ 14. Direct personnel to compile, maintain, and file all physical and computerized reports, records, and other documents required.
- \_\_\_\_\_ 15. Prepare and evaluate monthly financial statements and related budget reports.
- \_\_\_\_\_ 16. Prepare and publish comprehensive annual financial report in compliance with TEA regulations as stated in FASRG. Develop semi-annual financial information for submission of data to TEA.
- \_\_\_\_\_ 17. Maintain a system for documentation of required reports and ensure deadlines are met with documentation on submission of reports.
- \_\_\_\_\_ 18. Ensure integrity and accuracy of all district, campus, and student data reported through PEIMS.
- \_\_\_\_\_ 19. Monitors Federal comparability requirements to ensure equitable allocation of state and local resources across schools, maintaining compliance with Title I and other federal regulations.
- \_\_\_\_\_ 20. Conducts annual comparability analyses using staffing and expenditure data for all Federal and state programs.
- \_\_\_\_\_ 21. Maintains documentation and reports supporting Federal comparability determinations for audits, monitoring visits, and compliance reviews.
- \_\_\_\_\_ 22. Compiles the annual SHARS Cost Report by collecting, reviewing, and analyzing financial, payroll, and service delivery data to ensure accuracy and compliance with Medicaid and state requirements.
- \_\_\_\_\_ 23. Coordinates SHARS cost reporting activities across departments, including Special Education, Finance, and Payroll, to support timely and accurate submission.
- \_\_\_\_\_ 24. Maintains supporting documentation for SHARS cost reports in accordance with federal and state record retention requirements.
- \_\_\_\_\_ 25. Act as liaison between District and Medicaid billing third party administrators.
- \_\_\_\_\_ 26. Coordinate the preparation and submission of standard applications to Texas Education Agency and other state or federal granting agencies for federal and state funds to include but not limited to ESSA Consolidated Grant, Student Success Initiative Grants (SSI), Focus and Priority Grants with respective departments.
- \_\_\_\_\_ 27. Inform superintendent and other administration of the effects of current and impending state and federal legislation that effect the level of grant funding.
- \_\_\_\_\_ 28. Advise the Board of Trustee of changes in funding for federal and state programs.

**COMMENTS:** \_\_\_\_\_

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**Administrative Responsibilities**

\_\_\_\_ 29. Provide updates and recommendations to keep the Superintendent informed on school finance matters.

**COMMENTS:** \_\_\_\_\_

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**Personnel Management**

\_\_\_\_ 30. Oversee the management of the district’s Accounting and Purchasing Department, Budgeting Department, Payroll Department, Child Nutrition Services.

\_\_\_\_ 31. Supervise and evaluate the performance of Comptroller, Purchasing Director, Food Services Program, Budget Director, Chief Financial Officer Secretary.

\_\_\_\_ 32. Establish written processes and procedures relative to all aspects of finance and accounting to ensure effective execution of staff responsibilities for the various offices under the Chief Financial Officer. Define the duties of the personnel under the Chief Financial Officer’s direction.

\_\_\_\_ 33. Establish standards operational, organizational and procedures handbook for respective offices under the Chief Financial Officer. Develop training options and/or improvement plans to ensure exemplary business operations.

\_\_\_\_ 34. Establish systems for verification to ensure accurate execution of job duties and responsibilities related to all areas for the division of business. Evaluate job performance of employees to ensure effectiveness.

\_\_\_\_ 35. Ensure accountability in employee performance with appropriate and documented administrative action, as necessary.

\_\_\_\_ 36. Recruit, train, and supervise personnel and make sound recommendations relative to personnel placement, assignment, retention, discipline, and dismissal.

\_\_\_\_ 37. Promote a positive work environment that fosters high staff morale and excellence in the district.

\_\_\_\_ 38. Serve as liaison between the Superintendent’s Office and staff.

**COMMENTS:** \_\_\_\_\_

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**Community Relations**

\_\_\_\_ 39. Demonstrates awareness of district and community needs and initiates activities to meet those needs.

**COMMENTS:** \_\_\_\_\_

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**Other Related Duties**

\_\_\_\_ 40. Directs the administrative activities required for Board of Trustee elections.

\_\_\_\_ 41. Maintains confidentiality of information.

\_\_\_\_ 42. Performs all other task and duties as assigned.

**COMMENTS:** \_\_\_\_\_

What strengths does \_\_\_\_\_ possess?

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

What are some improvements \_\_\_\_\_ can make to ensure a higher degree of success?

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

Summative Conference Comments:

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

**Recommendation of Evaluator:** I have read and received a copy of this evaluation. I have reviewed this instrument.

\_\_\_ Renewal and/or Extension of Assignment

\_\_\_ Non-renewal of Assignment

\_\_\_ Termination of Assignment

\_\_\_ Non-extension of Assignment

\_\_\_\_\_  
Administrator (Print Name)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Administrator's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date