

## Evaluation Instrument: The Job Description

Your job description is a valid basis for your performance evaluation. It is easy to adapt the content of the document to an evaluation format using a rating system to quantify the performance level.

Using a numerical system:

5 is Excellent, 4 is Good, 3 is Fair, 2 means Needs Improvement, and 1 is Poor.

Using quality indicators:

☐ Exceeded Expectations    ☐ Met Expectations    ☐ Did Not Meet Expectations

You may want to consider adding *In Progress* as a fourth choice; however, care should be taken to clarify its intended meaning.

It's wise to add space for Board Comments; often they want to explain their rationales and clarifications can be particularly useful and informative for you.

### Example of Job Description Adapted for Superintendent Evaluation

The Superintendent is directly responsible to the Board of Trustees, serves as chief executive of the Board, and supervises all District operations in accordance with Board policies. Although the Superintendent may delegate appropriate powers and duties so that operational decisions can be made at various administrative levels, he/she is responsible for the execution of these powers and duties and will establish administrative regulations as needed to manage the District.

#### Duties Related to the Board

The Superintendent:

1. Advises the Board on the need for new and/or revised policies and makes policy recommendations based on data and input from staff and advisory committees.

☐ 5 Excellent    ☐ 4 Good    ☐ 3 Fair    ☐ 4 Needs Improvement    ☐ 1 Poor

2. Submits to the Board recommendations relative to all matters requiring Board action, together with the materials needed for informed decisions.

☐ 5 Excellent    ☐ 4 Good    ☐ 3 Fair    ☐ 4 Needs Improvement    ☐ 1 Poor

3. Reports periodically on all District operations.

☐ 5 Excellent    ☐ 4 Good    ☐ 3 Fair    ☐ 4 Needs Improvement    ☐ 1 Poor

4. Conducts special studies requested by the Board.

☐ 5 Excellent    ☐ 4 Good    ☐ 3 Fair    ☐ 4 Needs Improvement    ☐ 1 Poor

5. Secures legal opinions when needed.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

6. Submits staff members' communications to the Board or to Board committees at regular Board meetings, with or without recommendations.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

7. Provides advice and leadership to the Board and to the District's chief negotiator during the collective bargaining process.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

8. As secretary to the Board, prepares the agenda and minutes of Board meetings, handles Board correspondence, and maintains all Board records, contracts, securities and other documents.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

#### Board Member Comments

### **Duties Related to Staff**

The Superintendent:

1. Coordinates the work of all schools and departments.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

2. Directs the employment and assignment of administrative staff and coordinates administrative staff activities.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

3. Selects and recommends to the Board the best qualified and most competent candidates for employment, in accordance with nondiscrimination policy and affirmative action plans.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

4. Advises the Board regarding the leave, classification, retirement, resignation, promotion, suspension or dismissal of District employees.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

5. Assigns personnel within the District in accordance with Board policy and the collective bargaining agreement.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

6. Arranges for the evaluation of each staff member and identifies appropriate opportunities for continued professional development.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

7. Maintains appropriate channels of communication within the District and ensures that staff is informed about relevant federal, state, and county laws, District policies, regulations and procedures, and matters related to the improvement and welfare of the schools.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

Board Member Comments

## **Duties Related to Students and the Educational Program**

The Superintendent:

1. Enforces compulsory attendance laws.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

2. Continuously observes the instructional program in schools and provides the Board with regular evaluations of District programs and student progress.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

3. Together with staff, studies the curriculum and makes recommendations to the Board regarding the courses of study, major changes in texts and time schedules, and potentially sound innovative programs.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

4. Apprises the Board of contemporary educational practices and related legislative issues which he/she discovers by reading, attending professional conferences, and visiting other school systems.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

5. Under appropriate circumstances, recommends to the Board a student's suspension or expulsion.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

Board Member Comments

## **Duties Related to Non-Instructional Operations**

The Superintendent:

1. Seeks and identifies sources of income and funding.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

2. Maintains and updates adequate census and scholastic records, business and property records, and personnel records.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

3. Submits to the Board periodic financial and budgetary reports which identify the District's outstanding obligations.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

4. Annually prepares and submits to the Board the District budget for the upcoming year; revises this budget or takes other related action as the Board designates.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

5. Approves all expenditures in accordance with Board policy and within Board-approved appropriation limits.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

6. Makes recommendations to the Board regarding the maintenance, safety, improvement and/or expansion of school facilities, sites, equipment, and transportation services.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

7. Develops instructions and regulations governing the use and care of school properties for school purposes.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

Board Member Comments

## **Duties Related to the Community**

The Superintendent:

1. Represents and advocates for the Board in relationships with city, feeder Districts, county and state governments, private agencies, and the school community.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

2. Sees that the community is informed about school matters through the school accountability report card and other informational materials.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

3. Participates in appropriate community organizations and functions to obtain support for the attainment of District goals.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

4. Hears complaints against the schools and resolves controversies between employees or between employees and students or parents/guardians.

\_\_\_5 Excellent \_\_\_4 Good \_\_\_3 Fair \_\_\_4 Needs Improvement \_\_\_1 Poor

Board Member Comments