

Name _____ School _____ Year _____

ADMINISTRATORS – NARRATIVE APPRAISAL

The categories listed below are the major characteristics needed of a school administrator. Your immediate supervisor will appraise you prior to June 30, or as needed. The original copy will be kept on file at the Central Office.

Annual Written Goals Established ‘
(on or before

Cognitive Skills

Interpersonal Skills. -- Listens, understands and verbalizes the concepts, thoughts and ideas held by others to ensure an understanding of their feelings and position. Items

	Quality Enhancement Personal Motivation. -- Establishes high work standards for self and others. Items that may be used to reflect personal motivation: a. promotes excellence by evaluating goals, b. sets standards for goal accomplishment, c. considers feedback, and d. assesses own strengths and limitations. Management. -- Devises opportunities to receive adequate information on the progress of work accomplishments, delegates activities and offers feedback relating to quality and productivity. Items that may be used to reflect management: a. supervises and monitors performance of staff, b. collects and records performance data, c. judges performance using criteria, d. reinforces desirable behavior, e. accesses computer and management informationsystems, and f. demonstrates effective school financial management. Coaching. -- Creates opportunities for development of human resources through effective use of coaching, and the use of staff development to foster individual growth. Items that may be used to reflect coaching: a. builds a supportive environment for learning, b. provides timely and specific feedback, c. reinforces growth and development, and d. exhibits effective conferencing skills.	E	ES MS U			
	Organization Organizational Ability. -- Develops a plan to meet goals by focusing on time lines and flow of activities, and identifies resources needed to accomplish the job. Items that may be used to reflect organizational ability: a. plans for goal accomplishment, b. establishes priorities, c. budgets and allocates resources, d. assigns tasks and activities, and e. plans for contingencies. Delegation. -- Delegates authority and responsibility clearly and appropriately. Items that may be used to reflect delegation: a. assesses expertise of self and others, b. determines tasks to be assigned, c. determines tasks needing outside assistance, d. establishes performance standards, and e. provides guidance.					

Communications

Oral Communications. -- Uses verbal skills to communicate appropriately. Items that may be used to reflect oral communications:

a. pronounces words and articulates clearly,

b. speaks confidently, and

c. uses co25fr0gl966. ()Tj 0003 T8ect ar. <</MCID 6 >>BDC -0.7 1 Tf -0.0005 07 Tc -0.03811sc215 Td (c.)62 0 93.8 Tm (1276 T59-2.299 062 -10