

**SOUTH SAN ANTONIO INDEPENDENT SCHOOL DISTRICT**

**CURRICULUM & INSTRUCTION OFFICE PERFORMANCE APPRAISAL**

NAME: \_\_\_\_\_ SOCIAL SECURITY NO.: \_\_\_\_\_

POSITION: \_\_\_\_\_ SCHOOL/DEPARTMENT: \_\_\_\_\_

EVALUATOR: \_\_\_\_\_ DATE OF REVIEW: \_\_\_\_\_

APPRAISAL PERIOD: DATE FROM \_\_\_\_\_ DATE TO \_\_\_\_\_

**DIRECTIONS**

The following statements describe the central office employee who achieves success. Based on cumulative performance information, the evaluator estimates the central office employee's effectiveness in meeting each criterion. To score each criterion use the rating scale below that most closely describes the central office employee's attainment of the criteria in each domain. Strengths and areas to address are provided for general statements and/or recommendations. Each domain will be given a single rating based on the scoring of each criterion. Documentation should be noted in the appropriate column and/or attached for PR or U ratings. **2 Domain Ratings of PR or 1 Domain Rating of U will require an intervention plan.**

|                     |           |                      |                                  |
|---------------------|-----------|----------------------|----------------------------------|
| <b>Rating scale</b> | <b>E</b>  | Exceeds expectations | Performance exceeds expectations |
|                     | <b>P</b>  | Proficient           | Performance meets expectations   |
|                     | <b>PR</b> | Progressing          | Performance is inconsistent      |
|                     | <b>U</b>  | Unsatisfactory       | Performance is unsatisfactory    |

**Note: Proficient is an 80% - 89% Performance Level.**

| DOMAINS                    | RATING SCALE                     | PERFORMANCE CRITERIA  | STRENGTHS | AREAS TO ADDRESS |
|----------------------------|----------------------------------|---|-----------|------------------|
| I. ORGANIZATION LEADERSHIP | _____<br>_____<br>_____<br>_____ | The central office employee promotes leadership in efforts to improve the overall district organization through activities such as the following:<br>1. Collaborates in the establishment of a shared vision of success by reinforcing core values, forming clear goals, and maintaining a sense of purpose.<br>2. Acts as an agent of positive change through the encouragement of appropriate risk taking.<br>3. Maximizes potential of all staff by building leadership capacity in others.<br>4. Demonstrates a broad perspective that allows for effective decision making and the practice of sense-making. |           |                  |

**ACCOUNTABILITY RATING: DOMAIN I**

| CRITERIA          | E<br>(x5) | P<br>(x3) | PR<br>(x1) | U<br>(x0) |   |
|-------------------|-----------|-----------|------------|-----------|---|
| 1                 |           |           |            |           | Total 16 – 20 Exceeds Expectations<br>09 – 15 Proficient<br>03 – 08 Progressing<br>00 – 02 Unsatisfactory |
| 2                 |           |           |            |           |   |
| 3                 |           |           |            |           |   |
| 4                 |           |           |            |           |   |
| <b>Sub Total:</b> |           |           |            |           | <b>Total Domain Rating: Exceeds Expectations18</b>  |

COMMENTS:

| DOMAINS                | RATING SCALE                                 | PERFORMANCE CRITERIA   | STRENGTHS | AREAS TO ADDRESS |
|------------------------|--|--|-----------|------------------|
| II. PROGRAM MANAGEMENT | <p>—</p> <p>—</p> <p>—</p> <p>—</p> <p>—</p> | <p>The central office employee promotes improvement of programs through activities such as the following:</p> <ol style="list-style-type: none"> <li>Ensures achievement towards goals is progress-monitored and accurately assessed.</li> <li>Actively monitors and takes responsibility for the timeliness and quality of work.</li> <li>Diagnoses program needs in order to identify problems and seek practical solutions to address the needs of all stakeholders.</li> <li>Improves the quality of programs by being a self-starter and effective team member.</li> <li>Encourages the development and piloting of innovative programs with clear and measurable goals.</li> </ol> |           |                  |

**ACCOUNTABILITY RATING: DOMAIN II**

| CRITERIA          | E<br>(x5) | P<br>(x3) | PR<br>(x1) | U<br>(x0) |   |
|-------------------|-----------|-----------|------------|-----------|---|
| 1                 |           |           |            |           | Total 20 – 25 Exceeds Expectations<br>12 – 19 Proficient<br>04 – 11 Progressing<br>00 – 03 Unsatisfactory |
| 2                 |           |           |            |           |   |
| 3                 |           |           |            |           |   |
| 4                 |           |           |            |           |   |
| 5                 |           |           |            |           |   |
| <b>Sub Total:</b> |           |           |            |           | <b>Total Domain Rating: EXCEEDS EXPECTATIONS 21</b>   |

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

| DOMAINS                                  | RATING SCALE                        | PERFORMANCE CRITERIA   | STRENGTHS | AREAS TO ADDRESS |
|--|-------------------------------------|--|-----------|------------------|
| III. ORGANIZATION IMPROVEMENT AND MORALE | <p>—</p> <p>—</p> <p>—</p> <p>—</p> | <p>The central office employee fosters commitment to continuous improvement and a positive organization morale through activities such as the following:</p> <ol style="list-style-type: none"> <li>Seeks first to understand, then to be understood.</li> <li>Ensures continuous renewal of curriculum, policies, and methods.</li> <li>Reinforces excellence through the use of effective communication.</li> <li>Promotes a positive, caring climate of respect.</li> </ol> |           |                  |

**ACCOUNTABILITY RATING: DOMAIN III**

| CRITERIA          | E<br>(x5) | P<br>(x3) | PR<br>(x1) | U<br>(x0) |   |
|-------------------|-----------|-----------|------------|-----------|---|
| 1                 |           |           |            |           | Total 16 – 20 Exceeds Expectations<br>09 – 15 Proficient<br>03 – 08 Progressing<br>00 – 02 Unsatisfactory |
| 2                 |           |           |            |           |   |
| 3                 |           |           |            |           |   |
| 4                 |           |           |            |           |   |
| <b>Sub Total:</b> |           |           |            |           | <b>Total Domain Rating: EXCEEDS EXPECTATIONS 18</b>   |

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

| DOMAINS                  | RATING SCALE                                 | PERFORMANCE CRITERIA   | STRENGTHS | AREAS TO ADDRESS |
|--------------------------|--|--|-----------|------------------|
| IV. PERSONNEL MANAGEMENT | <p>—</p> <p>—</p> <p>—</p> <p>—</p> <p>—</p> | <p>The central office employee manages personnel effectively through activities such as the following:</p> <ol style="list-style-type: none"> <li>1. Demonstrates command of personal time management that allows for appropriate delegation.</li> <li>2. Promotes positive relationships through recognition of exemplary performance, provision of effective professional development opportunities, and encouragement of leadership development.</li> <li>3. Complies with applicable personnel policies and rules including the objective evaluation of job performance concerning assigned personnel.</li> <li>4. Maximizes acceptance of ideas through careful planning and coordination with all interested parties.</li> <li>5. Operates with professional courtesy and discernment at all times in order to build positive relationships with all campus and district personnel.</li> </ol> |           |                  |

**ACCOUNTABILITY RATING: DOMAIN IV**

| CRITERIA          | E<br>(x5) | P<br>(x3) | PR<br>(x1) | U<br>(x0) |   |
|-------------------|-----------|-----------|------------|-----------|---|
| 1                 |           |           |            |           | Total 20 – 25 Exceeds Expectations<br>12 – 19 Proficient<br>04 – 11 Progressing<br>00 – 03 Unsatisfactory |
| 2                 |           |           |            |           |   |
| 3                 |           |           |            |           |   |
| 4                 |           |           |            |           |   |
| 5                 |           |           |            |           |   |
| <b>Sub Total:</b> |           |           |            |           | <b>Total Domain Rating: EXCEEDS EXPECTATIONS 21</b>   |

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

| DOMAINS                    | RATING SCALE                        | PERFORMANCE CRITERIA   | STRENGTHS | AREAS TO ADDRESS |
|----------------------------|-------------------------------------|--|-----------|------------------|
| V. MANAGEMENT OF PROCESSES | <p>—</p> <p>—</p> <p>—</p> <p>—</p> | <p>The central office employee manages process functions responsibly through activities such as the following:</p> <ol style="list-style-type: none"> <li>1. Obtains broad-based input for proposed district initiatives.</li> <li>2. Compiles reasonable quotes and cost estimates aligned with effective instructional programs and targeted professional development.</li> <li>3. Ensures that activities are organized to produce efficient workflow.</li> <li>4. Manages a broad range of responsibilities with fidelity to state and district policies.</li> </ol> |           |                  |

**ACCOUNTABILITY RATING: DOMAIN V**

| CRITERIA          | E<br>(x5) | P<br>(x3) | PR<br>(x1) | U<br>(x0) |   |
|-------------------|-----------|-----------|------------|-----------|---|
| 1                 |           |           |            |           | Total 16 – 20 Exceeds Expectations<br>09 – 15 Proficient<br>03 – 08 Progressing<br>00 – 02 Unsatisfactory |
| 2                 |           |           |            |           |   |
| 3                 |           |           |            |           |   |
| 4                 |           |           |            |           |   |
| <b>Sub Total:</b> |           |           |            |           | <b>Total Domain Rating: Proficient 12</b>   |

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

| DOMAINS                           | RATING SCALE                           | PERFORMANCE CRITERIA   | STRENGTHS | AREAS TO ADDRESS |
|-----------------------------------|--|--|-----------|------------------|
| VI. SCHOOL OR COMMUNITY RELATIONS | <p>_____</p> <p>_____</p> <p>_____</p> | <p>The central office employee promotes a positive tone for district or community relations through activities such as the following.</p> <ol style="list-style-type: none"> <li>Builds and maintains positive relationships with all district stakeholders</li> <li>Actively articulates the district’s mission and needs to the community.</li> <li>Seeks appropriate support for district programs in order to foster collaborative educational efforts for all stakeholders of the community.</li> </ol> |           |                  |

**ACCOUNTABILITY RATING: DOMAIN VI**

| CRITERIA   | E    | P    | PR   | U    |  |
|------------|------|------|------|------|--|
|            | (x5) | (x3) | (x1) | (x0) |  |
| 1          |      |      |      |      | Total    13 – 15 Exceeds Expectations<br>08 – 12 Proficient<br>03 – 07 Progressing<br>00 – 02 Unsatisfactory |
| 2          |      |      |      |      |  |
| 3          |      |      |      |      |  |
| Sub Total: |      |      |      |      |  |

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

| DOMAINS                                  | RATING SCALE   | PERFORMANCE CRITERIA  | STRENGTHS | AREAS TO ADDRESS |
|--|--|---|-----------|------------------|
| VII. PROFESSIONAL GROWTH AND DEVELOPMENT | <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> | <p>The central office employee provides leadership in professional growth and development through activities such as the following:</p> <ol style="list-style-type: none"> <li>Participates actively in professional associations and personal professional development.</li> <li>Facilitates the professional growth of other district staff.</li> <li>Contributes to the profession through the dissemination of innovative ideas and influential information to other professionals.</li> <li>Seeks and uses evaluative information for improvement of performance.</li> <li>Models professional and ethical behavior at all times and in all interactions.</li> </ol> |           |                  |

**ACCOUNTABILITY RATING: DOMAIN VII**

| CRITERIA   | E    | P    | PR   | U    |  |
|------------|------|------|------|------|--|
|            | (x5) | (x3) | (x1) | (x0) |  |
| 1          |      |      |      |      | Total    20 – 25 Exceeds Expectations<br>12 – 19 Proficient<br>04 – 11 Progressing<br>00 – 03 Unsatisfactory |
| 2          |      |      |      |      |  |
| 3          |      |      |      |      |  |
| 4          |      |      |      |      |  |
| 5          |      |      |      |      |  |
| Sub Total: |      |      |      |      | <b>Total Domain Rating: Proficient 19</b>  |

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

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**RECOMMENDATION OF APPRAISER:**

Renewal and/or Extension of Contract  
 Non-renewal of Contract

Termination of Contract  
 Non-extension of Contract

\_\_\_\_\_  
Appraiser's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Appraiser's Signature

\_\_\_\_\_  
Date

I have read and received a copy of this appraisal. My appraiser and I have discussed this annual appraisal.

\_\_\_\_\_  
Central Office Employee's Signature

\_\_\_\_\_  
Date

**INTERVENTION PLAN FOR CENTRAL OFFICE EMPLOYEE  
IN NEED OF ASSISTANCE**

**NAME:** \_\_\_\_\_ **DATE OF REVIEW:** \_\_\_\_\_  
**SCHOOL:** \_\_\_\_\_ **APPRAISAL PERIOD: DATE FROM:** \_\_\_\_\_  
**EVALUATOR:** \_\_\_\_\_ **DATE TO:** \_\_\_\_\_

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**Directions**

The following intervention plan is required for any Domain Rating of PR (Progressing) and U (Unsatisfactory) as noted on the Central Office Performance Appraisal – Summative Evaluation Report.

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- I. Domain(s) in which the central office employee is in need of assistance. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
- II. Professional-improvement activities and dates for completion. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
- III. Evidence that will be used to determine that professional-improvement activities have been completed. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
- IV. Directives for changes in the central office employee’s behavior and time lines \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
- V. Evidence that will be used to determine if central office employee behavior has changed. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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|   |  |
|---|--|
| _____<br>Signature of Appraiser                      Date | This plan was successfully completed on _____.<br>Date     |
| _____<br>Signature of Appraiser                      Date | This plan was not successfully completed on _____.<br>Date |
| My Appraiser and I have discussed this plan.              | Further action is necessary: _____.                        |
| _____<br>Signature of Appraiser                      Date | _____<br>Signature of Appraiser                      Date  |
| _____<br>Signature of Central Office Employee      Date   | _____<br>Signature of Central Office Employee      Date    |

**SOUTH SAN ANTONIO INDEPENDENT SCHOOL DISTRICT**

**Performance Appraisal  
Central Office Employee Self-Appraisal Form**

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**CENTRAL OFFICE EMPLOYEE SELF-APPRAISAL**

Employee Name: \_\_\_\_\_

Performance Period: \_\_\_\_\_

Campus: \_\_\_\_\_

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1. What do you consider to be your most significant accomplishments during the last year?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
2. What factors, if any, have limited your accomplishments during the last year?
  
  
  
  
  
  
  
  
  
  
  
  
  
  
  
3. What do you feel your priority job performance goals should be for the next year?

*Note: The Central Office Employee Self-Appraisal Form must be completed and brought to the summative appraisal conference.*

**SOUTH SAN ANTONIO INDEPENDENT SCHOOL DISTRICT**

**Performance Appraisal  
Performance Goals Record and Evaluation Form**

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**PERFORMANCE GOALS RECORD AND EVALUATION FORM**

Employee Name: \_\_\_\_\_

Performance Period: \_\_\_\_\_

| GOALS | EVIDENCE OF ACHIEVEMENT<br>(Optional) | RATINGS* | COMMENTS |
|-------|---------------------------------------|----------|----------|
|       |                                       |          |          |
|       |                                       |          |          |
|       |                                       |          |          |
|       |                                       |          |          |
|       |                                       |          |          |

\*1 – Fully accomplished  
3 – Partially accomplished

2 – Accomplished major portion  
4 – Not accomplished

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Central Office Employee Signature

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Campus/Assignment

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Appraiser Signature

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Date Approved

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Appraiser Signature

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Date Evaluated