

# APPAS Evaluation Instrument



**THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA  
PRINCIPAL PERFORMANCE APPRAISAL**



NAME \_\_\_\_\_ PERSONNEL # \_\_\_\_\_ SCHOOL YEAR \_\_\_\_\_  
 SCHOOL \_\_\_\_\_ LOCATION # \_\_\_\_\_ DATE \_\_\_\_\_ Orientation?  Yes  No

**TYPE OF APPRAISAL**  MID-YEAR (Optional)  PERIODIC PIP REVIEW  
 IDENTIFICATION/NO TIFICATION OF DEFICIENCIES  END OF YEAR

**Philosophy: Appraisal is an appropriate, continuous and cooperative process designed to improve the quality of education. For an explanation of procedures, consult the APPAS Procedures Manual.**

**Appraisal Key:** H-Highly Effective-Exceeds job standards, E-Effective-Meets job standards, I-Ineffective-Does not meet job standard, NR-No Criteria or Need for Measurement

**LEADERSHIP**  H  E  I  
 DESCRIPTION  
 - Establishes and monitors a school mission and goals that are aligned with the district's mission and goals.  
 - Maintains an active involvement in the school improvement planning process with the SAC by facilitating decision making and priority setting.  
 - Uses quality improvement principles and processes in daily administration of school.  
 - Uses collaborative leadership style and quality processes to involve stakeholders in establishing and achieving the school's mission and goal.  
 - Establishes and utilizes a process that readies the school and community for change.  
 - Develops and maintains a school atmosphere conducive to learning and student achievement.  
 - Provides leadership to involve the school in quality initiatives.  
 - Communicates school information, goals, student learning, and behavior expectations to all customer groups.

**Comments:** \_\_\_\_\_

**Focus for Professional Growth:** \_\_\_\_\_

**INFORMATION & ANALYSIS**  H  E  I  
 DESCRIPTION  
 - Collects and maintains information appropriate to the monitoring of all continual quality improvement goals.  
 - Analyzes and uses data for decision-making to improve actions, plans, processes, and systems.  
 - Uses benchmarks and comparison data in the analysis of results.  
 - Makes data accessible to all stakeholders.

**Comments:** \_\_\_\_\_

**Focus for Professional Growth:** \_\_\_\_\_

**STRATEGIC QUALITY PLANNING**  H  E  I  
 DESCRIPTION  
 - Develops long and short term plans and goals within the School Improvement Plan, aligned with the district's strategic plan.  
 - Communicates overall School Improvement Plan requirements to all staff so they can describe how the goals and plan relate to their work.  
 - Allocates resources consistent with the implementation of the School Improvement Plan.  
 - Utilizes a systematic process for collecting input from stakeholders and incorporates customer requirements in development of School Improvement Plan.

**Comments:** \_\_\_\_\_

**Focus for Professional Growth:** \_\_\_\_\_

**CUSTOMER FOCUS**  H  E  I  
 DESCRIPTION  
 - Develops positive relationships with customers (students, parents, teachers, community, etc.).  
 - Establishes processes and methods to respond to valid customer requirements.  
 - Establishes processes to determine customer needs and level of satisfaction.  
 - Provides leadership support to community involvement programs and business partnerships at the school level.  
 - Shows positive trends in the achievement of improvement goal results in the area of Customer Satisfaction (surveys).

**Comments:** \_\_\_\_\_

**Focus for Professional Growth:** \_\_\_\_\_

Name: \_\_\_\_\_ Personnel #: \_\_\_\_\_ School: \_\_\_\_\_

**HUMAN RESOURCES**

H  E  I

**DESCRIPTION**

- Analyzes data and information to plan training to accomplish school goals.
- Builds a school community and environment which supports learning and growth for everyone toward realization of the school's mission.
- Uses team approach in solving problems and improving processes and provides frequent feedback to those involved in improvement efforts.
- Contributes to positive staff morale through flexibility, support, and recognition of groups and individuals working toward school improvement.
- Deals appropriately and professionally with personnel issues, including hiring, evaluation, staff deficiencies, and retention; provides feedback on professional performance and offers assistance to strengthen weaknesses in performance.
- Assesses the expertise and developmental needs of others and self and considers the aspirations of others in relation to jobs and tasks assigned.

Comments

Focus for Professional Growth:

**MANAGEMENT OF PROCESSES**

H  E  I

**DESCRIPTION**

- Identifies quality requirements of materials and services and communicates this information to parents, community, and suppliers.
- Employs an improvement cycle that analyzes results and identifies root causes of operational problems and makes corrections.
- Utilizes Plan, Do, Study, Act (PDSA) and quality improvement tools to assess and improve curriculum and instructional systems, processes, programs, and services.
- Has knowledge of, supports, and implements School Board, State, and Federal Policies, negotiated agreements, and district decisions.
- Shows positive trends in the achievement of improvement goal results in the area of business practices (efficiency).
- Shows positive trends in the achievement of improvement goal results in the area of a safe learning environment.

Comments

Focus for Professional Growth:

**OPERATIONAL RESULTS/  
STUDENT ACHIEVEMENT**

H  E  I  NR

**STUDENT ACHIEVEMENT DATA:**

Comments

Focus for Professional Growth:

**OVERALL RATING:**

H  E  I \_\_\_\_\_

- For Overall rating of Highly Effective, four or more Categories must be rated as Highly Effective. Three of the Highly Effectives must be in Leadership, Management of Processes, and Operational results.
- If "I" performance level is indicated, a Performance Improvement Plan must be developed within 10 working days.

Appraisee's Comments:

This assessment has been discussed with me.

Appraisee's Name (please print) \_\_\_\_\_ Appraisee's Signature \_\_\_\_\_ Date \_\_\_\_\_ Appraiser's Name (please print) \_\_\_\_\_ Appraiser's Signature \_\_\_\_\_ Date \_\_\_\_\_

