

Gwinnett County Public Schools
Leader Assessment on Performance Standards Reference Sheet:
Performance Standards and SAMPLE Performance Indicators*

*Performance indicators are not inclusive and should not be used as a checklist.

<p>1. Instructional Leadership: <i>The leader fosters the success of all students by facilitating the development, communication, implementation, and evaluation of a shared vision of teaching and learning that leads to school improvement.</i></p>
<p>1.1 Articulates a vision and works collaboratively with staff, students, parents, and other stakeholders to develop a mission and programs consistent with the district’s strategic plan.</p> <p>1.2 Analyzes current academic achievement data and instructional strategies to make appropriate educational decisions to improve classroom instruction, increase student achievement, and improve overall school effectiveness.</p> <p>1.3 Uses student achievement data to determine school effectiveness and directs school staff to actively analyze data for improving results.</p> <p>1.4 Monitors and evaluates the effectiveness of instructional programs to promote the achievement of academic standards.</p> <p>1.5 Possesses knowledge of and directs school staff to implement research-based instructional best practices in the classroom.</p> <p>1.6 Provides leadership for the design and implementation of effective and efficient schedules that maximize instructional time.</p> <p>1.7 Works collaboratively with staff to identify needs and to design, revise, and monitor instruction to ensure effective delivery of the required curriculum.</p> <p>1.8 Provides the focus for continued learning of all members of the school community.</p>
<p>2. School Climate: <i>The leader promotes the success of all students by developing, advocating, and sustaining an academically rigorous, positive, and safe school climate for all stakeholders.</i></p>
<p>2.1 Incorporates knowledge of the social, cultural, leadership, and political dynamics of the school community to cultivate a positive academic learning environment.</p> <p>2.2 Consistently models and collaboratively promotes high expectations, mutual respect, concern, and empathy for students, staff, parents, and community.</p> <p>2.3 Utilizes shared decision-making to build relationships with all stakeholders and maintain positive school morale.</p> <p>2.4 Maintains a collegial environment and supports the staff through the stages of the change process.</p> <p>2.5 Develops and/or implements a Safe School Plan that manages crisis situations in an effective and timely manner.</p> <p>2.6 Involves students, staff, parents, and the community to create and sustain a positive, safe, and healthy learning environment which reflects state, district, and local school rules, policies, and procedures.</p> <p>2.7 Develops and/or implements best practices in school-wide behavior management that are effective within the school community.</p> <p>2.8 Communicates behavior management expectations regarding behavior to students, teachers, and parents.</p>
<p>3. Planning and Assessment: <i>The leader effectively gathers, analyzes, and uses a variety of data to inform planning and decision-making consistent with established guidelines, policies, and procedures.</i></p>
<p>3.1 Leads the collaborative development of a shared vision for educational improvement and of a plan to attain that vision.</p> <p>3.2 Implements strategies for the inclusion of staff and stakeholders in various planning processes.</p> <p>3.3 Supports the district’s mission by identifying, articulating, and planning to meet the educational needs of students, staff, and other stakeholders.</p> <p>3.4 Works collaboratively to develop and monitor progress toward achieving long- and short-range goals and objectives consistent with the school district’s strategic plan.</p> <p>3.5 Collaboratively develops, implements, and monitors a school improvement plan that results in increased student learning.</p> <p>3.6 Collaboratively plans, implements, supports, and assesses instructional programs that enhance teaching and student achievement, and lead to school improvement.</p> <p>3.7 Uses research-based techniques for gathering and analyzing data from multiple sources to use in making decisions related to the curriculum and school improvement.</p> <p>3.8 Monitors and evaluates the use of diagnostic, formative, and summative assessments to provide timely and accurate feedback to students and parents, and to inform instructional practices.</p> <p>3.9 Uses assessment information in making recommendations or decisions that are in the best interest of the learner/school/district.</p> <p>3.10 Assesses, plans for, responds to, and interacts with the larger political, social, economic, legal, and cultural context that affects schooling based on relevant evidence.</p>
<p>4. Organizational Management: <i>The leader fosters the success of all students by supporting, managing, and overseeing the school’s organization, operation, and use of resources.</i></p>
<p>4.1 Demonstrates and communicates a working knowledge and understanding of Georgia public education rules, regulations, and laws, and school district policies and procedures.</p> <p>4.2 Establishes and enforces rules and policies to ensure a safe, secure, efficient, and orderly facility and grounds.</p> <p>4.3 Monitors and provides supervision efficiently for all physical plant and all related activities through an appropriately prioritized process.</p> <p>4.4 Identifies potential problems and deals with them in a timely, consistent, and effective manner.</p> <p>4.5 Establishes and uses accepted procedures to develop short- and long-term goals through effective allocation of resources.</p> <p>4.6 Reviews fiscal records regularly to ensure accountability for all funds.</p> <p>4.7 Plans and prepares a fiscally responsible budget to support the school’s mission and goals.</p> <p>4.8 Follows federal, state, and local policies with regard to finances and school accountability and reporting.</p> <p>4.9 Shares in management decisions and delegates duties as applicable, resulting in a smoothly operating workplace.</p>

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<p>5. Human Resources Management: <i>The leader fosters effective human resources management through the selection, induction, support, and retention of quality instructional and support personnel.</i></p>
<p>5.1 Screens, recommends, and assigns highly qualified staff in a fair and equitable manner based on school needs, assessment data, and local, state, and federal requirements.</p> <p>5.2 Supports formal building-level employee induction processes and mentoring procedures to support and assist all new personnel.</p> <p>5.3 Provides opportunities for professional growth in leadership and continual improvement for all staff.</p> <p>5.4 Manages the supervision and evaluation of staff in accordance with local, state, and federal requirements.</p> <p>5.5 Supports professional development and instructional practices that incorporate the use of achievement data, and results in increased student progress.</p> <p>5.6 Effectively addresses barriers to teacher and staff performance and provides positive working conditions to encourage retention of highly-qualified personnel.</p> <p>5.7 Makes appropriate recommendations relative to personnel transfer, retention, and dismissal in order to maintain a high performing faculty.</p> <p>5.8 Recognizes and supports the achievements of effective teachers and staff and provides them opportunities for increased responsibility.</p>
<p>6. Teacher/Staff Evaluation: <i>The leader fairly and consistently evaluates school personnel in accordance with state and district guidelines and provides them with timely and constructive feedback focused on improved student learning.</i></p>
<p>6.1 Has a thorough understanding of the teacher and staff evaluation systems and understands the important role evaluation plays in teacher development.</p> <p>6.2 Provides support, resources, and remediation for teachers and staff to improve job performance.</p> <p>6.3 Documents deficiencies and proficiencies and provides timely formal and informal feedback on strengths and weaknesses.</p> <p>6.4 Evaluates performance of personnel using multiple sources consistent with district policies and maintains accurate evaluations.</p> <p>6.5 Makes recommendations related to promotion and retention consistent with established policies and procedures and with student learning as a primary consideration.</p> <p>6.6 Involves teachers and staff in designing and implementing best practices based on evaluation results which improve instructional practice leading to increased student achievement.</p>
<p>7. Professionalism: <i>The leader fosters the success of students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.</i></p>
<p>7.1 Models respect, understanding, sensitivity, and appreciation.</p> <p>7.2 Works within professional and ethical guidelines to improve student learning and to meet school, district, state, and federal requirements.</p> <p>7.3 Maintains a professional appearance and demeanor.</p> <p>7.4 Models self-efficacy to staff.</p> <p>7.5 Maintains confidentiality and a positive and forthright attitude.</p> <p>7.6 Provides leadership in sharing ideas and information with staff and other professionals.</p> <p>7.7 Works in a collegial and collaborative manner with other leaders, school personnel, and other stakeholders to promote and support the vision, mission, and goals of the school district.</p> <p>7.8 Demonstrates the importance of professional development by providing adequate time and resources for teachers and staff to participate in professional learning (i.e., peer observation, mentoring, coaching, study groups, learning teams).</p> <p>7.9 Evaluates the impact professional development has on the staff/school/district improvement and student achievement.</p> <p>7.10 Assumes responsibility for own professional development by contributing to and supporting the development of the profession through service as an instructor, mentor, coach, presenter and/or researcher.</p> <p>7.11 Remains current with research related to educational issues, trends, and practices.</p> <p>7.12 Maintains a high level of technical and professional knowledge.</p> <p>7.13 Fulfills contractual obligations and assigned duties in a timely manner; participates in other meetings and activities in accordance with district policy.</p>
<p>8. Communication and Community Relations: <i>The leader fosters the success of all students by communicating and collaborating effectively with stakeholders.</i></p>
<p>8.1 Plans for and solicits staff, parent, and stakeholder input to promote effective decision-making and communication when appropriate.</p> <p>8.2 Disseminates information to staff, parents, and other stakeholders in a timely manner through multiple channels and sources.</p> <p>8.3 Involves students, parents, staff and other stakeholders in a collaborative effort to establish positive relationships.</p> <p>8.4 Maintains visibility and accessibility to students, parents, staff, and other stakeholders.</p> <p>8.5 Speaks and writes in an explicit and professional manner to students, parents, staff, and other stakeholders.</p> <p>8.6 Provides a variety of opportunities for parent and family involvement in school activities.</p> <p>8.7 Collaborates and networks with colleagues and stakeholders to effectively utilize the resources and expertise available in the local community.</p>