

School Board of Alachua County
620 East University Avenue
Gainesville, FL 32601

For Office Use Only Reference Verified/Completed By: _____

ADMINISTRATIVE PERSONNEL REFERENCE

Name: _____ Date: _____

The above person has applied for the Administrator Pool of Alachua County. Your name has been listed as a reference. Please complete this form, indicating to the best of your knowledge, characteristics of this individual applicable to an administrative position. If requested, the applicant may review any reference on file in our personnel file.

- 1. In what role do you supervise this person: _____
- 2. How long have you worked with this person: _____
- 3. In what leadership roles have you observed him/her: _____

4. Would you be willing to have this person return to your school as an administrator? Yes No

Please Explain: _____

Directions: Respond to each item by circling the number that best matches the development of the applicant on each of the 19 principal competencies:

- 1 -- Shows no understanding or development in this area
- 2 -- Shows some sign of being able to develop this skill
- 3 -- Shows average knowledge and performance for entry level
- 4 -- Shows an understanding of the skill and uses it in most instances
- 5 -- Shows a high level of development and uses the skill consistently

1. **PROACTIVE ORIENTATION** is the inclination and readiness to initiate action and take responsibility for leading and enabling others to improve the circumstances being faced or anticipated. 1 2 3 4 5

2. **DECISIVENESS** is the readiness and confidence to make or share decisions in a timely manner, using appropriate levels of involvement so that actions may be taken and commitments made by self and others. 1 2 3 4 5

3. **COMMITMENT TO VISION AND MISSION** is a pledge to develop and act in accordance with the shared vision, mission and values of the school. 1 2 3 4 5

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| 4. INTERPERSONAL SENSITIVITY is the ability to discover, understand, verbalize accurately and respond empathetically to the perspectives, thoughts, ideas and feelings of others. | 1 | 2 | 3 | 4 | 5 |
| 5. INFORMATION SEARCH AND ANALYSIS is the gathering and analysis of data from multiple sources before arriving at an understanding of an event or problem. | 1 | 2 | 3 | 4 | 5 |
| 6. CONCEPT FORMATION is the ability to see patterns and relationships and form concepts, hypotheses and ideas from the information. | 1 | 2 | 3 | 4 | 5 |
| 7. CONCEPTUAL FLEXIBILITY is the ability to use alternative or multiple concepts or perspectives when solving a problem or making a decision. | 1 | 2 | 3 | 4 | 5 |
| 8. MANAGING INTERACTION is getting others to work together effectively through the use of group process and facilitator skills. | 1 | 2 | 3 | 4 | 5 |
| 9. IMPACT/PERSUASIVENESS is influencing and having an effect upon the school stakeholders by a variety of means-persuasive argument, setting an example or using expertise. | 1 | 2 | 3 | 4 | 5 |
| 10. CONCERN FOR THE SCHOOL'S REPUTATION is caring about the impressions created by self, the students, the faculty, the staff, and parents, and how these are communicated both inside and outside the school. | 1 | 2 | 3 | 4 | 5 |
| 11. TACTICAL ADAPTABILITY is the ability to adapt ones interaction and behavior to fit the situation. | 1 | 2 | 3 | 4 | 5 |
| 12. ACHIEVEMENT ORIENTATION is having to do things better than before by setting goals that encourage self and others to reach higher standards. | 1 | 2 | 3 | 4 | 5 |
| 13. MANAGEMENT CONTROL is the establishment of systematic processes to receive and provide feedback about the progress of work being done. | 1 | 2 | 3 | 4 | 5 |
| 14. DEVELOPMENTAL ORIENTATION is holding high and positive expectations for the growth and development of all stakeholders through modeling self-development, coaching and providing learning opportunities. | 1 | 2 | 3 | 4 | 5 |

- 15. **ORGANIZATIONAL ABILITY** is the know-how (knowledge and skill) to design, plan and organize activities to achieve goals. 1 2 3 4 5
- 16. **DELEGATION** is entrusting of jobs to be done, beyond routine assignments, to others Giving them authority and responsibility for accomplishment. 1 2 3 4 5
- 17. **SELF PRESENTATION** is the ability to clearly present one’s ideas to others in an open, informative and non-evaluative manner. 1 2 3 4 5
- 18. **WRITTEN COMMUNICATION** is the ability to write clearly and concisely using good grammar; 1 2 3 4 5
- 19. **ORGANIZATIONAL SENSITIVITY** is an awareness of the effects of one’s behavior and decisions on all stakeholders both inside and outside the organization. 1 2 3 4 5

I highly recommend recommend do not recommend this person for admission to the School Board of Alachua County Administrative Pool.

Signature

Title

Print Name

Phone Number