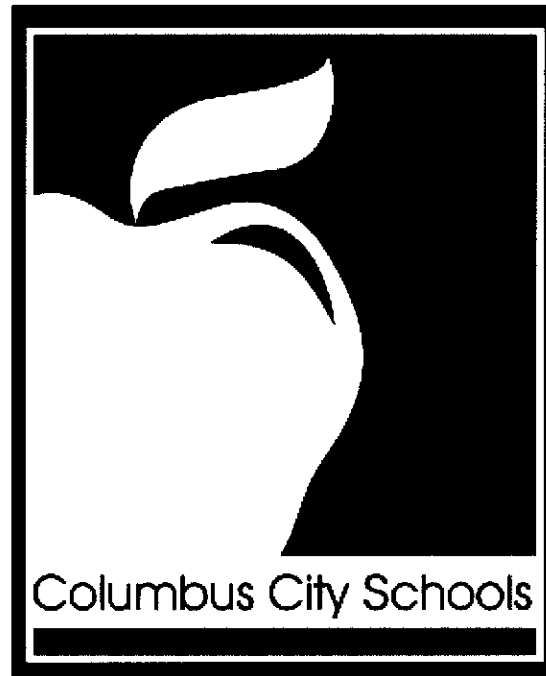


**Columbus Administrator Evaluation Form  
(Non-School Based)  
2015-2016 SY**

2016 APR 26 PM 3:47

COLUMBUS CITY SCHOOLS  
HUMAN RESOURCES



**Part II**

**Administrator's Name:** DEJUAN A HOOD, SR

**Please select one:**

Preliminary

☐

Final

☒

**Office of Superintendent  
Columbus City Schools**

## **COLUMBUS ADMINISTRATOR EVALUATION (Non-School Based)**

### **Performance Rating Scales**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	STEVEN E MCELROY
<b>Date:</b>	04/22/2016

**Directions:** Evaluate the administrator's performance in each of the following ten areas:

- **Productivity/Goal Attainment**
- **Effective Leadership/Community Partnerships**
- **Strategic Planning**
- **Information Analysis**
- **Resource Management/Budgeting**
- **Staff Development**
- **Customer Satisfaction**
- **Interpersonal Communication and Relationship**
- **Job Knowledge**
- **Professional Conduct**

**Criteria and Evidence** are samples of job-related tasks and sources of evidence to support your rating of the administrator's performance. These lists are not exhaustive, and every item will not apply in every case. Evidence for all ten standards should be no more than three (3) pages in length and include a section on lessons learned. An overall evaluation of "Meets Standards" will result if at least seven (7) of the ten areas are rated as "Meets Standards". An overall evaluation of "Does Not Meet Standards" will result if at least four (4) of the ten areas are rated as "Does Not Meet Standards." All other combinations will result in a "Satisfactory Progress Made" rating.

## **1. PRODUCTIVITY/GOAL ATTAINMENT**

### **Criteria:**

**Performs all areas of job tasks and responsibilities with attention given to detail and quality; performs duties in accordance with Board of Education policies and regulations, and approved administrative policies and procedures; fulfills legal and contractual obligations; provides requested/required information in a timely manner; provides products/services; evaluates staff to ensure department and district goals are met.**

### **Evidence:**

- **Evidence of completing job tasks and responsibilities**
- **Evidence of submitting reports by the deadline**
- **Evidence of completing and submitting effective staff evaluations**
- **Evidence of exercising good judgment in crisis situations**
- **Evidence of meeting timeline and goals**

### **Evaluator's comments:**

<b>Mr. Hood fulfills all job tasks and requirements set before him. He has set multiple projects in place (IWMS) SOPs, Kronos process, planned and unplanned work priorities, etc).</b>
---

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## **2. EFFECTIVE LEADERSHIP/COMMUNITY PARTNERSHIPS**

### **Criteria:**

**Develops a clear mission based on district goals involving all key stakeholders; clearly communicates the mission to staff, and community members; clearly communicates expectations of what staff should know and be able to do; communicates high expectations to staff and other stakeholders; facilitates appropriate district approved community partnerships; makes important decisions promptly; follows through on decisions and commitments; involves others in decision making when appropriate; empowers others by delegating authority; uses effective communication skills to manage group processes; anticipates problems, and has plans and strategies in place to deal with them.**

### **Evidence:**

- **Evidence will include documentation from department reports**
- **Evidence will include administrator's ability to effectively lead a group of people to achieve department goals.**
- **Evidence should include incorporation of community resources which enhance district goals.**

### **Evaluator's comments:**

**Mr. Hood as shown himself to be a very effective leader in a number of areas. He has developed a very clear mission for each of his respective departments and met with each supervisor (on numerous occasions) to develop strategies for their trade responsibilities. He has also met with numerous internal and external stakeholders to discuss the alignment of his work with district goals.**

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	



### 3. STRATEGIC PLANNING

#### Criteria:

**Considers all relevant internal and external factors in developing long-term department strategy; ensures that the strategy addresses the needs of the district and/or stakeholder groups; incorporates technology, staff development, and assessment into the department strategy; utilizes the district's mission as a basis for prioritizing needs and deploying and aligning resources; develops effective strategies for improvement in efficiency; sets meaningful goals based on current level of performance, performance of comparable schools/ departments and district and state standards.**

#### Evidence:

- **Evidence should include staff planning and implementation of intervention strategies**
- **Evidence should include use of district and departmental data to improve achievement**
- **Evidence should include strategies to improve operational efficiency**

#### Evaluator's comments:

Mr. Hood is in the process of developing both short-term and long-term strategies for Buildings and Grounds. He is developing plans for Service Level Agreements (SLAs) with internal and external customers and vendors. He is in the process of implementing the new Integrated Workplace Management System (IWMS) to not only streamline the workorder process but to have systems in place to monitor work within each trade.

#### Rating:

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

#### **4. INFORMATION ANALYSIS**

**Criteria:**

Uses specific measures, both common and unique, to track performance in areas of importance to the school/department and district's mission and goals; utilizes data to establish priorities for improvement, guides decisions on resource allocation, and identifies opportunities for innovation; utilizes disaggregated data to identify areas of concern; assesses performance and progress relative to comparable schools/departments and to state and district standards; uses data to assess program effectiveness relative to cost.

**Evidence:**

- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results
- Evidence should include how information is shared with staff and district team
- Evidence should include the use of gap and item data analysis data by staff members to improve delivery of service in accomplishing district goals

**Evaluator's comments:**

Mr. Hood looks at relevant data to develop plans so Buildings and Grounds can work effectively and efficiently. His staff are directed to monitor energy use, temperatures during hot/cold times, and new and pending work-orders. Mr. Hood meets with his supervisors to discuss this data with the expectation of keeping all CCS buildings safe and comfortable.
---

**Rating:**

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 5. RESOURCE MANAGEMENT/BUDGETING

### Criteria:

**Indirectly or directly develops and monitors school/department budget; demonstrates sound fiscal management by containing costs and remaining within budget; complies with district financial policies, procedures, and schedules; identifies and accesses outside funding sources to better support educational programs and or department initiatives; uses human, material and financial resources effectively to support school/department goals.**

### Evidence:

- Evidence will include administrator's understanding of the department budget with attention paid to expenditures and encumbrances.
- Evidence will include overseeing purchasing of material for staff
- Evidence will include managing human resources to enable the district to achieve it's goals
- Evidence will include fiscal responsibility and adherence to districts financial procedures utilizing all school funds. (i.e.; grants and general fund)
- Evidence will include management of processes to contribute to community outreach/inclusion goals
- Evidence will include attention to equity issues

### Evaluator's comments:

Mr. Hood is becoming progressively comfortable with the budget process. He has staff in place who help him with the Buildings and Grounds budget. Mr. Hood needs more knowledge of the budget process in terms of processing purchase orders, the budget approval process, and the appropriations process.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 6. STAFF DEVELOPMENT

### Criteria:

**Develops and implements a comprehensive staff development program that addresses school/department needs and contributes to improved performance of staff; reinforces staff knowledge and skills through targeted professional growth activities; delivers orientation and training for new staff members; utilizes staff input, evaluation measures, department performance, staff performance, and other factors to improve training offerings.**

### Evidence:

- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator working with staff members to assist them in professional development that will meet departmental needs
- Evidence will include how staff members utilize professional development training in departmental productivity

### Evaluator's comments:

Mr. Hood has established one year objectives with his direct reports that included safety and technical training for front-line employees (technicians) and also implementing departmental safety objectives to include electrical safety, lock-out/tag-out eye protection, and fault protection. He is also incorporating fundamental facilities management practices, such as labor resource management.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 7. CUSTOMER SATISFACTION

### Criteria:

**Maintains ongoing communication with internal and external customers and other key stakeholders; ensures that interactions with all customers are welcoming; develops specific plans for increasing customer satisfaction; establishes community partnerships and collaborations that benefit work efforts; provides for effective relationships with stakeholders to support and enhance the school/department's ability to improve programs; identifies the needs of the school/department and of every stakeholder; assesses stakeholder satisfaction, and takes action to improve or correct areas in which satisfaction is low.**

### Evidence:

- Evidence will include verbal and written feedback obtained from all customers and stakeholders
- Evidence will include results from customer surveys
- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results

### Evaluator's comments:

Mr. Hood has received compliments from multiple CCS staff for the services provided to them. He has implemented a communications plan for staff to follow when updating senior leadership. He responds to emails and telephone calls in a timely manner. He and his staff have been involved in Career Fairs, at the request of a number of building principals, to provide insight of the skilled trades industry as well as to introduce potential career options for CCS students.

### Rating:

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## 8. INTERPERSONAL COMMUNICATION AND RELATIONSHIPS

### Criteria:

**Communicates effectively in written and oral form with staff, colleagues, students, parents, and key stakeholders; demonstrates positive interpersonal relations with students, staff, other administrators, parents and community members; considers others' ideas and points of view; establishes practices that lead to cooperation and collaboration; utilizes cultural sensitivity and awareness in interactions with others; seeks and uses feedback from staff, and community members and key stakeholders, develops strategies to address cultural diversity.**

### Evidence:

- **Evidence will include administrator's ability to manage and resolve conflict**
- **Evidence will include administrator's timely responsiveness to employee/student/parents/stakeholders concerns**
- **Evidence will include results from customer surveys**
- **Evidence will include attention to equity issues**

### Evaluator's comments:

**Mr. Hood has displayed the ability to address and resolve conflicts within his department by including staff as well as union representation to resolve issues or concerns. He has also solicited support and input from other Business and Operations leadership to promote knowledge sharing for his team. He seeks feedback from all staff in order to include them in decision making processes and to establish an inclusive culture.**

### Rating:

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## 9. JOB KNOWLEDGE

### Criteria:

**Demonstrates proficiency in all job related functions; has a working knowledge of overall departmental responsibilities; has a general knowledge of overall staff duties and responsibilities; develops and implements a comprehensive personal development plan that addresses school/department needs and contributes to improved performance; reinforces individual knowledge and skills through targeted professional growth activities; maintains knowledge of current industry practices. knowledge of board policies and state law as appropriate.**

### Evidence:

- Evidence of knowledge of job responsibilities
- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator's working knowledge of industry practices that will meet departmental needs
- Evidence will include how the administrator utilizes professional development training in departmental productivity

### Evaluator's comments:

Mr. Hood is very knowledgeable in the trades relevant to his responsibilities. He has displayed his vast knowledge of Facilities Management and has incorporated business practices to address some of the inefficiencies within the department.

### Rating:

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## **10. PROFESSIONAL CONDUCT**

### **Criteria:**

**Exercises good judgment and takes responsibility for actions; demonstrates conscientiousness, trustworthiness, dependability, accountability, and integrity; demonstrates awareness of and appreciation for cultural diversity; protects the rights and confidentiality of staff and customers.**

### **Evidence:**

- **Evidence will include feedback from staff and customers**
- **Evidence will include administrator's professional attire**
- **Evidence will include using good judgment when making decisions**
- **Evidence will include investigations conducted and resolutions**

### **Evaluator's comments:**

**Mr. Hood is a consummate professional who is very dedicated to serving the staff and students of Columbus City Schools. He is has embraced the challenge of growing and developing in his role as Director Of Buildings and Grounds.**

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	



**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
**Final**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	STEVEN E MCELROY
<b>Date: 04/22/2016</b>	<b>School Year:2015 - 2016</b>

**RATING SUMMARY**

Please indicate your ratings from areas 1-10 in the following table.

<b>Area</b>	<b>Meets standard</b>	<b>Satisfactory Progress Made</b>	<b>Does not meet standard</b>
<b>1. Productivity/Goal Attainment</b>	X		
<b>2. Effective Leadership/Community Partnerships</b>	X		
<b>3. Strategic planning</b>	X		
<b>4. Information Analysis</b>	X		
<b>5. Resource Management/Budgeting</b>	X		
<b>6. Staff Development</b>	X		
<b>7. Customer Satisfaction</b>	X		
<b>8. Interpersonal Communication and Relationships</b>	X		
<b>9. Job Knowledge</b>	X		
<b>10. Professional conduct</b>	X		

<b>Number of "Meets Standard" rating:</b>	<b>10</b>
<b>Number of "Satisfactory Progress Made" rating:</b>	<b>0</b>
<b>Number of "Does Not Meet Standard" rating:</b>	<b>0</b>

**OVERALL EVALUATION RATING (PLEASE CHECK ONE):**

<b>X</b>	<b>Meets Standard.</b> Meets or standards in at least seven of the ten areas.
	<b>Satisfactory Progress Made.</b> Any other combinations other than what is rated as "Meets" or "Does Not Meet" Standards.
	<b>Does Not Meet Standards.</b> Meets standards in six or fewer of the ten areas (four or more "Does not meet" standard rating).

**Columbus City Schools  
Non-School Based Administrator's Evaluation Form  
Final**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	STEVEN E MCELROY
<b>Date:</b>	04/22/2016

**Overall Comments:**

**Mr. Hood has proven to be an asset to Columbus City Schools. His knowledge and demeanor has been breath of fresh air to the organization. We look forward to his growth and development as well as the transformation of Buildings and Grounds under his leadership.**

**Overall Rating:**

Meets Standard	<b>X</b>
Satisfactory Progress Made	
Does Not Meet Standard	

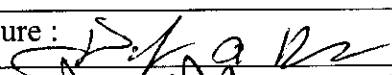
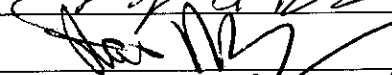
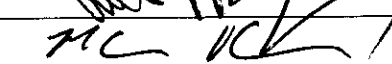
**(Complete this section only if contract expires this school year.)**

Superintendent intends to recommend the following:

	Renewal of the contract for two years
	Renewal of the contract for 1 year (only one time per career)
	Non-renewal of contract

In the event your contract expires this year, you are hereby informed that you may request a meeting with the board of education in executive session to discuss the reasons for the renewal or non-renewal of your contract. You will be notified of the date set aside for such meetings.

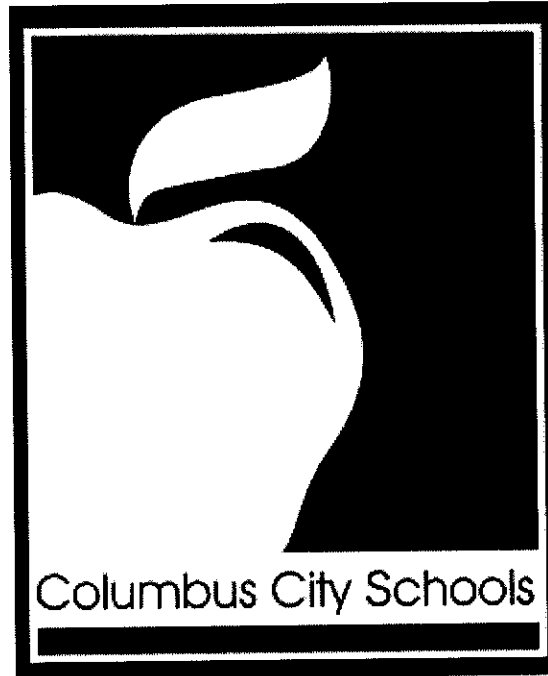
We have discussed the evaluation summarized above. The administrator's signature does not necessarily indicate that he/she agrees with the evaluation or comments indicated.

Administrator's signature :		Date: 4/22/16
Supervisor's signature		Date: 4-22-16
Reviewer's signature		Date: 4-26-16

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**Columbus Administrator Evaluation Form  
(Non-School Based)  
2016-2017 SY**



**Part II**

**Administrator's Name:** DEJUAN A HOOD, SR

**Please select one:**

Preliminary



Final



**Office of Superintendent  
Columbus City Schools**

## **COLUMBUS ADMINISTRATOR EVALUATION (Non-School Based)**

### **Performance Rating Scales**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	12/30/2016

**Directions:** Evaluate the administrator's performance in each of the following ten areas:

- **Productivity/Goal Attainment**
- **Effective Leadership/Community Partnerships**
- **Strategic Planning**
- **Information Analysis**
- **Resource Management/Budgeting**
- **Staff Development**
- **Customer Satisfaction**
- **Interpersonal Communication and Relationship**
- **Job Knowledge**
- **Professional Conduct**

**Criteria and Evidence** are samples of job-related tasks and sources of evidence to support your rating of the administrator's performance. These lists are not exhaustive, and every item will not apply in every case. Evidence for all ten standards should be no more than three (3) pages in length and include a section on lessons learned. An overall evaluation of "Does Not Meet Standards" will result if at least four (4) of the ten areas are rated as "Does Not Meet Standards." All other combinations will result in a "Satisfactory Progress Made" rating.

## **1. PRODUCTIVITY/GOAL ATTAINMENT**

### **Criteria:**

**Performs all areas of job tasks and responsibilities with attention given to detail and quality; performs duties in accordance with Board of Education policies and regulations, and approved administrative policies and procedures; fulfills legal and contractual obligations; provides requested/required information in a timely manner; provides products/services; evaluates staff to ensure department and district goals are met.**

### **Evidence:**

- **Evidence of completing job tasks and responsibilities**
- **Evidence of submitting reports by the deadline**
- **Evidence of completing and submitting effective staff evaluations**
- **Evidence of exercising good judgment in crisis situations**
- **Evidence of meeting timeline and goals**

### **Evaluator's comments:**

**Mr. Hood established a communications plan for the department. He is evaluating the plan and will work to revise it as needed. He directed the repair of the gas line at CAHS with minimal interruption to the operations of the school. He submits reports regularly and continually works to update budgets and processes and procedures for the department.**

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## **2. EFFECTIVE LEADERSHIP/COMMUNITY PARTNERSHIPS**

### **Criteria:**

**Develops a clear mission based on district goals involving all key stakeholders; clearly communicates the mission to staff, and community members; clearly communicates expectations of what staff should know and be able to do; communicates high expectations to staff and other stakeholders; facilitates appropriate district approved community partnerships; makes important decisions promptly; follows through on decisions and commitments; involves others in decision making when appropriate; empowers others by delegating authority; uses effective communication skills to manage group processes; anticipates problems, and has plans and strategies in place to deal with them.**

### **Evidence:**

- Evidence will include documentation from department reports
- Evidence will include administrator's ability to effectively lead a group of people to achieve department goals.
- Evidence should include incorporation of community resources which enhance district goals.

### **Evaluator's comments:**

Mr. Hood has introduced and trained the Buildings and Grounds team on Service Level Agreements. He has introduced the SLA process to the Building Administrators during the Leadership Academy. The SLA process provides a method to prioritize the work of the Buildings and Grounds department. The morale of the department members has improved over the past year under Mr. Hood's leadership and he is working to continue this improvement. Mr. Hood makes an effort to visit the buildings and work with the building administrators to improve communications and build relationships.

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

### 3. STRATEGIC PLANNING

#### Criteria:

**Considers all relevant internal and external factors in developing long-term department strategy; ensures that the strategy addresses the needs of the district and/or stakeholder groups; incorporates technology, staff development, and assessment into the department strategy; utilizes the district's mission as a basis for prioritizing needs and deploying and aligning resources; develops effective strategies for improvement in efficiency; sets meaningful goals based on current level of performance, performance of comparable schools/ departments and district and state standards.**

#### Evidence:

- Evidence should include staff planning and implementation of intervention strategies
- Evidence should include use of district and departmental data to improve achievement
- Evidence should include strategies to improve operational efficiency

#### Evaluator's comments:

Key Performance Indicators have been established that will provide a measure of the quality and delivery of the service provided by the Buildings and Grounds department. He is working to implement a planned/preventive maintenance program to move the department to become more proactive, rather than reactive. Data from the FAMIS work order system will be available to enable decision making to be data-driven.

#### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

#### 4. INFORMATION ANALYSIS

##### Criteria:

Uses specific measures, both common and unique, to track performance in areas of importance to the school/department and district's mission and goals; utilizes data to establish priorities for improvement, guides decisions on resource allocation, and identifies opportunities for innovation; utilizes disaggregated data to identify areas of concern; assesses performance and progress relative to comparable schools/departments and to state and district standards; uses data to assess program effectiveness relative to cost.

##### Evidence:

- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results
- Evidence should include how information is shared with staff and district team
- Evidence should include the use of gap and item data analysis data by staff members to improve delivery of service in accomplishing district goals

##### Evaluator's comments:

Mr. Hood generates bi-weekly reports on SLAs, Labor Allocations, and Planned vs. Unplanned maintenance. The team meets weekly to review the information and propose operational changes. Mr. Hood has proposed a Quarterly Business Review Meeting to assemble the leaders of the department to share performance information and collaborate on aligning efforts to contribute to the long term goals of the organization. As Mr. Hood grows in his job, he needs to be able to discern where the plan helps the organization to improve, and where the plan may actually get in the way of improvement. He will need to continually assess and evaluate the plan, making changes as needed.

##### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	



## 5. RESOURCE MANAGEMENT/BUDGETING

### Criteria:

**Indirectly or directly develops and monitors school/department budget; demonstrates sound fiscal management by containing costs and remaining within budget; complies with district financial policies, procedures, and schedules; identifies and accesses outside funding sources to better support educational programs and or department initiatives; uses human, material and financial resources effectively to support school/department goals.**

### Evidence:

- Evidence will include administrator's understanding of the department budget with attention paid to expenditures and encumbrances.
- Evidence will include overseeing purchasing of material for staff
- Evidence will include managing human resources to enable the district to achieve it's goals
- Evidence will include fiscal responsibility and adherence to districts financial procedures utilizing all school funds. (i.e.; grants and general fund)
- Evidence will include management of processes to contribute to community outreach/inclusion goals
- Evidence will include attention to equity issues

### Evaluator's comments:

Mr. Hood manages the budget very carefully. He meets with team members regularly to review budget reports and collectively strategize on allocating funds to support the goal of the department. He has met with the Director of Purchasing to begin work on the department's RFP process and works closely with the Outreach Coordinator to insure that the Buildings and Grounds is working towards the LEDE participating goals. In addition to the management of financial resources, Mr. Hood needs to become more involved in the department's management of Human Resources. There are currently several vacancies in the department and he is working to get more involved in filling the vacancies with skilled individuals.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 6. STAFF DEVELOPMENT

### Criteria:

**Develops and implements a comprehensive staff development program that addresses school/department needs and contributes to improved performance of staff; reinforces staff knowledge and skills through targeted professional growth activities; delivers orientation and training for new staff members; utilizes staff input, evaluation measures, department performance, staff performance, and other factors to improve training offerings.**

### Evidence:

- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator working with staff members to assist them in professional development that will meet departmental needs
- Evidence will include how staff members utilize professional development training in departmental productivity

### Evaluator's comments:

Mr. Hood is working to develop training programs for the staff members and the respective trade shops. Internal training has been provided to the supervisors and technicians on utilizing the work order system to manage the facilities. A budget for external training opportunities has been established and technicians have been encouraged to attend training. Mr. Hood needs to realize that his own professional development is important, as well as professional development for his staff members. In addition to the reading and webinars that are available, networking opportunities for other facilities managers would provide an opportunity to gain knowledge, as well as make contacts that can provide support and information when needed.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 7. CUSTOMER SATISFACTION

### Criteria:

**Maintains ongoing communication with internal and external customers and other key stakeholders; ensures that interactions with all customers are welcoming; develops specific plans for increasing customer satisfaction; establishes community partnerships and collaborations that benefit work efforts; provides for effective relationships with stakeholders to support and enhance the school/department's ability to improve programs; identifies the needs of the school/department and of every stakeholder; assesses stakeholder satisfaction, and takes action to improve or correct areas in which satisfaction is low.**

### Evidence:

- Evidence will include verbal and written feedback obtained from all customers and stakeholders
- Evidence will include results from customer surveys
- Evidence should include intervention strategies used to support the district in accomplishing it's goals
- Evidence should include analysis of departmental results

### Evaluator's comments:

Mr. Hood has begun to work to increase the customer satisfaction with the Buildings and Grounds department. He met with the EDs and Principals to share his vision for the department. He asked for feedback from the EDs and Principals. In the upcoming months, he will begin a customer service initiative and work to garner buy in from both customers and senior leadership of the organization.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 8. INTERPERSONAL COMMUNICATION AND RELATIONSHIPS

### Criteria:

**Communicates effectively in written and oral form with staff, colleagues, students, parents, and key stakeholders; demonstrates positive interpersonal relations with students, staff, other administrators, parents and community members; considers others' ideas and points of view; establishes practices that lead to cooperation and collaboration; utilizes cultural sensitivity and awareness in interactions with others; seeks and uses feedback from staff, and community members and key stakeholders, develops strategies to address cultural diversity.**

### Evidence:

- Evidence will include administrator's ability to manage and resolve conflict
- Evidence will include administrator's timely responsiveness to employee/student/parents/stakeholders concerns
- Evidence will include results from customer surveys
- Evidence will include attention to equity issues

### Evaluator's comments:

Mr. Hood has established focus groups in the department and has used them to challenge team members to think creatively and be more innovative. He has worked to build a better relationship with OAPSE. Mr. Hood has developed a communication protocol for the department, but needs to continue to work on this area, as communication is very important to the relationship that he builds with other administrators and those in leadership roles. As he grows in his role as the department director, I would expect him to become more comfortable interacting in situations where others don't agree with his position.

### Rating:

Meets standard	
Satisfactory Progress Made	X
Does not meet standard	

## 9. JOB KNOWLEDGE

### Criteria:

**Demonstrates proficiency in all job related functions; has a working knowledge of overall departmental responsibilities; has a general knowledge of overall staff duties and responsibilities; develops and implements a comprehensive personal development plan that addresses school/department needs and contributes to improved performance; reinforces individual knowledge and skills through targeted professional growth activities; maintains knowledge of current industry practices. knowledge of board policies and state law as appropriate.**

### Evidence:

- **Evidence of knowledge of job responsibilities**
- **Evidence will include alignment of professional development activities with departmental needs**
- **Evidence will include the administrator's working knowledge of industry practices that will meet departmental needs**
- **Evidence will include how the administrator utilizes professional development training in departmental productivity**

### Evaluator's comments:

**Mr. Hood has a sound knowledge base as a Facility Manager and has begun the work of changing the Buildings and Grounds department. He needs to build a network of professional contacts that are involved in facility management in the public sector so he can learn and grow from others who do the same job he does.**

### Rating:

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## **10. PROFESSIONAL CONDUCT**

### **Criteria:**

**Exercises good judgment and takes responsibility for actions; demonstrates conscientiousness, trustworthiness, dependability, accountability, and integrity; demonstrates awareness of and appreciation for cultural diversity; protects the rights and confidentiality of staff and customers.**

### **Evidence:**

- **Evidence will include feedback from staff and customers**
- **Evidence will include administrator's professional attire**
- **Evidence will include using good judgment when making decisions**
- **Evidence will include investigations conducted and resolutions**

### **Evaluator's comments:**

<b>Mr. Hood is professional in his interactions with internal and external stakeholders. He attire is professional and appropriate at all times. He demonstrates a professional and confident demeanor.</b>
---

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
Preliminary

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date: 12/30/2016</b>	<b>School Year: 2015 - 2016</b>

**RATING SUMMARY**

Please indicate your ratings from areas 1-10 in the following table.

<b>Area</b>	<b>Meets Standard</b>	<b>Satisfactory Progress Made</b>	<b>Does not meet standard</b>
<b>1. Productivity/Goal Attainment</b>	X		
<b>2. Effective Leadership/Community Partnerships</b>	X		
<b>3. Strategic planning</b>	X		
<b>4. Information Analysis</b>	X		
<b>5. Resource Management/Budgeting</b>	X		
<b>6. Staff Development</b>	X		
<b>7. Customer Satisfaction</b>	X		
<b>8. Interpersonal Communication and Relationships</b>		X	
<b>9. Job Knowledge</b>	X		
<b>10. Professional conduct</b>	X		

<b>Number of "Meets Standard" rating:</b>	<b>9</b>
<b>Number of "Satisfactory Progress Made" rating:</b>	<b>1</b>
<b>Number of "Does Not Meet Standard" rating:</b>	<b>0</b>

**OVERALL EVALUATION RATING (PLEASE CHECK ONE):**

<b>X</b>	<b>Meets Standards.</b> Meets or standards in at least seven of the ten areas.
	<b>Satisfactory Progress Made.</b> Any other combinations other than what is rated as "Meets" and "Does Not Meet" Standards.
	<b>Does Not Meet Standards.</b> Meets standards in six or fewer of the ten areas (four or more "Does not meet" standard rating).

**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
**Preliminary**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	12/30/2016

<b>Overall Comments:</b>
Mr. Hood is growing in his role as a department director. He has worked hard to improve the morale in the Buildings and Grounds department and has gained the confidence of his supervisors and direct reports. I look forward to working with him to continue to improve his department and as he continues to grow into his role as the leader of the department.

**Overall Rating:**

Meets Standards	<b>X</b>
Satisfactory Progress Made	
Does Not Meet Standards	

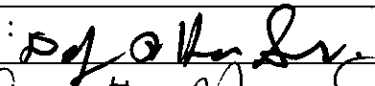
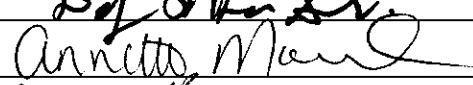
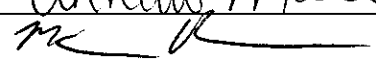
**(Complete this section only if contract expires this school year.)**

Superintendent intends to recommend the following:

<b>X</b>	Renewal of the contract for two years
	Renewal of the contract for 1 year (only one time per career)
	Non-renewal of contract

In the event your contract expires this year, you are hereby informed that you may request a meeting with the board of education in executive session to discuss the reasons for the renewal or non-renewal of your contract. You will be notified of the date set aside for such meetings.

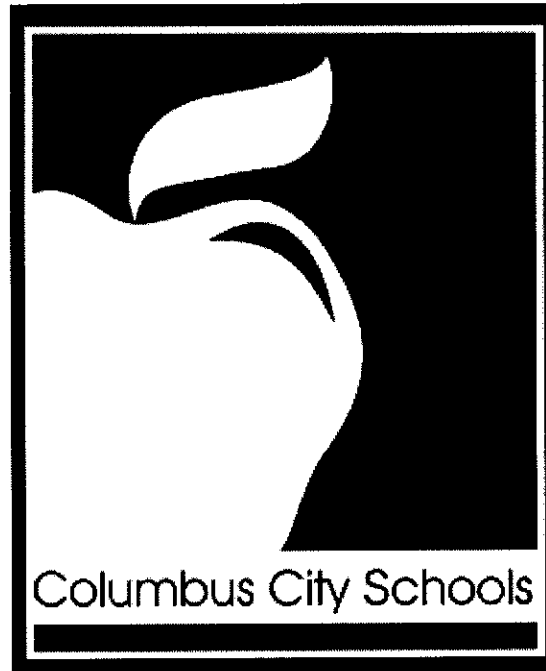
We have discussed the evaluation summarized above. The administrator's signature does not necessarily indicate that he/she agrees with the evaluation or comments indicated.

Administrator's signature : 	Date: 1/4/17
Supervisor's signature 	Date: 1/4/17
Reviewer's signature 	Date: 1/5/17



**Columbus Administrator Evaluation Form  
(Non-School Based)  
2016-2017 SY**

2017 APR 13 PM 4:11  
COLUMBUS CITY SCHOOLS  
HUMAN RESOURCES



**Part II**

**Administrator's Name:** DEJUAN A HOOD, SR

**Please select one:**

Preliminary

☐

Final

☒

**Office of Superintendent  
Columbus City Schools**

## **COLUMBUS ADMINISTRATOR EVALUATION (Non-School Based)**

### **Performance Rating Scales**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	04/07/2017

**Directions:** Evaluate the administrator's performance in each of the following ten areas:

- **Productivity/Goal Attainment**
- **Effective Leadership/Community Partnerships**
- **Strategic Planning**
- **Information Analysis**
- **Resource Management/Budgeting**
- **Staff Development**
- **Customer Satisfaction**
- **Interpersonal Communication and Relationship**
- **Job Knowledge**
- **Professional Conduct**

**Criteria and Evidence** are samples of job-related tasks and sources of evidence to support your rating of the administrator's performance. These lists are not exhaustive, and every item will not apply in every case. Evidence for all ten standards should be no more than three (3) pages in length and include a section on lessons learned. An overall evaluation of "Meets Standards" will result if at least seven (7) of the ten areas are rated as "Meets Standards". An overall evaluation of "Does Not Meet Standards" will result if at least four (4) of the ten areas are rated as "Does Not Meet Standards." All other combinations will result in a "Satisfactory Progress Made" rating.

## 1. PRODUCTIVITY/GOAL ATTAINMENT

### Criteria:

**Performs all areas of job tasks and responsibilities with attention given to detail and quality; performs duties in accordance with Board of Education policies and regulations, and approved administrative policies and procedures; fulfills legal and contractual obligations; provides requested/required information in a timely manner; provides products/services; evaluates staff to ensure department and district goals are met.**

### Evidence:

- Evidence of completing job tasks and responsibilities
- Evidence of submitting reports by the deadline
- Evidence of completing and submitting effective staff evaluations
- Evidence of exercising good judgment in crisis situations
- Evidence of meeting timeline and goals

### Evaluator's comments:

Mr. Hood directed the repair of the main gas line at CAHS prior to the start of school with minimal disruptions to the business function. He directed the Buildings and Grounds supervisors to meet with team members on a quarterly basis to review performance. His goals are in progress. He has developed a communications plan for the department and has established service level agreements. He has held meetings with executive directors and principals to review the service level agreements and provide education regarding the work order process. Mr. Hood continues to work on managing the labor resources in the department and will be working with HR to fill the vacant positions.

### Rating:

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## **2. EFFECTIVE LEADERSHIP/COMMUNITY PARTNERSHIPS**

### **Criteria:**

**Develops a clear mission based on district goals involving all key stakeholders; clearly communicates the mission to staff, and community members; clearly communicates expectations of what staff should know and be able to do; communicates high expectations to staff and other stakeholders; facilitates appropriate district approved community partnerships; makes important decisions promptly; follows through on decisions and commitments; involves others in decision making when appropriate; empowers others by delegating authority; uses effective communication skills to manage group processes; anticipates problems, and has plans and strategies in place to deal with them.**

### **Evidence:**

- **Evidence will include documentation from department reports**
- **Evidence will include administrator's ability to effectively lead a group of people to achieve department goals.**
- **Evidence should include incorporation of community resources which enhance district goals.**

### **Evaluator's comments:**

**Mr. Hood introduced and trained his team on Service Level Agreements (SLAs). He also introduced the process to the entire organization during the Leadership Academy. The SLAs will provide priorities for addressing the significant back log of deferred maintenance. Mr. Hood has established a schedule for visiting buildings and meeting with building principals. He is working to improve the morale in the Buildings and Grounds department.**

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

### 3. STRATEGIC PLANNING

#### Criteria:

**Considers all relevant internal and external factors in developing long-term department strategy; ensures that the strategy addresses the needs of the district and/or stakeholder groups; incorporates technology, staff development, and assessment into the department strategy; utilizes the district's mission as a basis for prioritizing needs and deploying and aligning resources; develops effective strategies for improvement in efficiency; sets meaningful goals based on current level of performance, performance of comparable schools/ departments and district and state standards.**

#### Evidence:

- Evidence should include staff planning and implementation of intervention strategies
- Evidence should include use of district and departmental data to improve achievement
- Evidence should include strategies to improve operational efficiency

#### Evaluator's comments:

Mr. Hood thoughtfully researches his plans for the Buildings and Grounds Department. He uses data collected by the work order management system (Famis) to measure the department's performance. The department has established Key Performance Indicators (KPI) that will contribute to the overall well-being of the organization.

- The quality and delivery of our service
- Reducing risk of premature failure to district assets
- Management of resources

Mr. Hood communicates the plans that he develops to his supervisory staff very clearly in department meetings.

#### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

#### 4. INFORMATION ANALYSIS

##### Criteria:

Uses specific measures, both common and unique, to track performance in areas of importance to the school/department and district's mission and goals; utilizes data to establish priorities for improvement, guides decisions on resource allocation, and identifies opportunities for innovation; utilizes disaggregated data to identify areas of concern; assesses performance and progress relative to comparable schools/departments and to state and district standards; uses data to assess program effectiveness relative to cost.

##### Evidence:

- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results
- Evidence should include how information is shared with staff and district team
- Evidence should include the use of gap and item data analysis data by staff members to improve delivery of service in accomplishing district goals

##### Evaluator's comments:

Reports are generated on a bi weekly basis on the items listed below.

- SLAs
- Labor Allocation
- Planned vs Unplanned Maintenance

Mr. Hood meets with the supervisor team on a weekly basis to review information and propose operational changes.

He has proposed a Quarterly Business Review Meeting (QBR) to assemble the business unit leaders to share performance information and collaborate on aligning efforts to contribute to the long term goals of the organization.

##### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 5. RESOURCE MANAGEMENT/BUDGETING

### Criteria:

**Indirectly or directly develops and monitors school/department budget; demonstrates sound fiscal management by containing costs and remaining within budget; complies with district financial policies, procedures, and schedules; identifies and accesses outside funding sources to better support educational programs and or department initiatives; uses human, material and financial resources effectively to support school/department goals.**

### Evidence:

- Evidence will include administrator's understanding of the department budget with attention paid to expenditures and encumbrances.
- Evidence will include overseeing purchasing of material for staff
- Evidence will include managing human resources to enable the district to achieve its goals
- Evidence will include fiscal responsibility and adherence to districts financial procedures utilizing all school funds. (i.e.; grants and general fund)
- Evidence will include management of processes to contribute to community outreach/inclusion goals
- Evidence will include attention to equity issues

### Evaluator's comments:

The Buildings and Operations team meets weekly to review the budget reports and collectively strategize on allocating funds to support our goal of increasing the amount of planned maintenance. The Budget for FY18 has been submitted.  
Mr. Hood facilitated a meeting with the Director of Purchasing to work on making sure the department's RFP process is administered in accordance with District policies.  
Mr. Hood is working to establish the operating cost for each building. He is also developing a plan for the Permanent Improvement funds for life cycle replacement.  
The department has been working closely with the Outreach Coordinator on contributing to the organization's outreach/inclusion goals.

### Rating:

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## 6. STAFF DEVELOPMENT

### Criteria:

**Develops and implements a comprehensive staff development program that addresses school/department needs and contributes to improved performance of staff; reinforces staff knowledge and skills through targeted professional growth activities; delivers orientation and training for new staff members; utilizes staff input, evaluation measures, department performance, staff performance, and other factors to improve training offerings.**

### Evidence:

- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator working with staff members to assist them in professional development that will meet departmental needs
- Evidence will include how staff members utilize professional development training in departmental productivity

### Evaluator's comments:

Mr. Hood established a budget for training for employees and supervisors in the Buildings and Grounds department. The department is in the process of developing a training program for the department and the respective trade shops. Internal training has been provided to the various trade supervisors and technicians on utilizing the work order management system (Famis) to efficiently manage the facilities.  
This training has allowed the technicians to complete work orders in a timely manner.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	



## 7. CUSTOMER SATISFACTION

### Criteria:

**Maintains ongoing communication with internal and external customers and other key stakeholders; ensures that interactions with all customers are welcoming; develops specific plans for increasing customer satisfaction; establishes community partnerships and collaborations that benefit work efforts; provides for effective relationships with stakeholders to support and enhance the school/department's ability to improve programs; identifies the needs of the school/department and of every stakeholder; assesses stakeholder satisfaction, and takes action to improve or correct areas in which satisfaction is low.**

### Evidence:

- Evidence will include verbal and written feedback obtained from all customers and stakeholders
- Evidence will include results from customer surveys
- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results

### Evaluator's comments:

The goal of the 3rd quarter is to garner buy in from the department's customers and the senior leadership of the organization. During the 2nd quarter Mr. Hood was provided the opportunity to present to the EDs and Principals to share the Department vision for the upcoming quarter. To begin the customer service improvement initiative, he asked for feedback from the principals via their respective ED on the four fundamental questions.

1. What would you like us to do more of?
2. What would you like us to do less of?
3. What would you like us to start doing?
4. What would you like us to stop doing?

He is using this data to assess the processes that are in place in the department and adjust as necessary to provide the best possible customer service.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 8. INTERPERSONAL COMMUNICATION AND RELATIONSHIPS

### Criteria:

**Communicates effectively in written and oral form with staff, colleagues, students, parents, and key stakeholders; demonstrates positive interpersonal relations with students, staff, other administrators, parents and community members; considers others' ideas and points of view; establishes practices that lead to cooperation and collaboration; utilizes cultural sensitivity and awareness in interactions with others; seeks and uses feedback from staff, and community members and key stakeholders, develops strategies to address cultural diversity.**

### Evidence:

- Evidence will include administrator's ability to manage and resolve conflict
- Evidence will include administrator's timely responsiveness to employee/student/parents/stakeholders concerns
- Evidence will include results from customer surveys
- Evidence will include attention to equity issues

### Evaluator's comments:

Mr. Hood has worked diligently with the local OAPSE members in his department on rebuilding the relationship through documenting processes and defining roles in the process. He has also established a focus group within the buildings and grounds department to stimulate and challenge members of his team to use innovative thinking as we build sustainable business practices. Mr. Hood is an excellent teacher. When he has the opportunity to provide information to his team members in the form of a presentation, he communicates clearly and concisely. While he often loses focus in a group meeting, he effectively communicates one to one.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 9. JOB KNOWLEDGE

### Criteria:

**Demonstrates proficiency in all job related functions; has a working knowledge of overall departmental responsibilities; has a general knowledge of overall staff duties and responsibilities; develops and implements a comprehensive personal development plan that addresses school/department needs and contributes to improved performance; reinforces individual knowledge and skills through targeted professional growth activities; maintains knowledge of current industry practices. knowledge of board policies and state law as appropriate.**

### Evidence:

- Evidence of knowledge of job responsibilities
- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator's working knowledge of industry practices that will meet departmental needs
- Evidence will include how the administrator utilizes professional development training in departmental productivity

### Evaluator's comments:

Shortly after Mr. Hood joined the organization he presented his plan to makeover the department. He selected Lewin's Change Management Model as the guide for his plan. Lewin's Model is made up of three stages: unfreeze, change, and refreezing. According to his assessment the department is in the latter part of the unfreeze stage and beginning the changing portion of the plan. The plan is to continue to build solid standard operating procedures from a departmental and local trade perspective. Mr. Hood draws on his years of experience in the Facilities Management industry and business skills to rebuild the operations and maintenance of the buildings. He has also continued his growth as the director of the department through research, reading, and on-line learning.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 10. PROFESSIONAL CONDUCT

### Criteria:

**Exercises good judgment and takes responsibility for actions; demonstrates conscientiousness, trustworthiness, dependability, accountability, and integrity; demonstrates awareness of and appreciation for cultural diversity; protects the rights and confidentiality of staff and customers.**

### Evidence:

- Evidence will include feedback from staff and customers
- Evidence will include administrator's professional attire
- Evidence will include using good judgment when making decisions
- Evidence will include investigations conducted and resolutions

### Evaluator's comments:

Mr. Hood is always professionally attired and conducts himself in a professional manner at all times. He has instructed his direct reports to meet with their respective teams on a regular basis to share directives passed down from senior leadership, solicit input of unsafe conditions in the building, and get input on improving operations. He has also have stressed the importance of maintaining a professional decorum in the interactions of all department members with the customers (internal and external).

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
**Final**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR		
<b>School/Department:</b>	17TH AVE SERVICE CENTER		
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD		
<b>Date: 04/07/2017</b>	<b>School Year: 2016 - 2017</b>		

**RATING SUMMARY**

Please indicate your ratings from areas 1-10 in the following table.

Area	Meets standard	Satisfactory Progress Made	Does not meet standard
1. Productivity/Goal Attainment	X		
2. Effective Leadership/Community Partnerships	X		
3. Strategic planning	X		
4. Information Analysis	X		
5. Resource Management/Budgeting	X		
6. Staff Development	X		
7. Customer Satisfaction	X		
8. Interpersonal Communication and Relationships	X		
9. Job Knowledge	X		
10. Professional conduct	X		

Number of "Meets Standard" rating:	10
Number of "Satisfactory Progress Made" rating:	0
Number of "Does Not Meet Standard" rating:	0

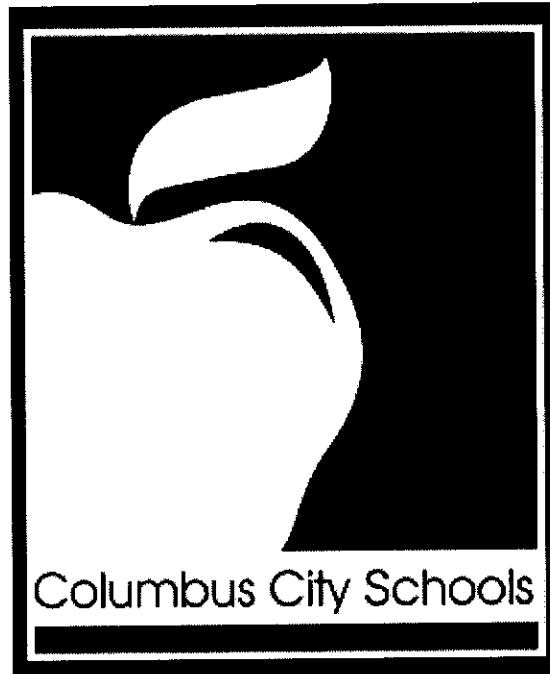
**OVERALL EVALUATION RATING (PLEASE CHECK ONE):**

<b>X</b>	<b>Meets Standard.</b> Meets or standards in at least seven of the ten areas.
	<b>Satisfactory Progress Made.</b> Any other combinations other than what is rated as "Meets" or "Does Not Meet" Standards.
	<b>Does Not Meet Standards.</b> Meets standards in six or fewer of the ten areas (four or more "Does not meet" standard rating).

2017 APR 13 PM 4:11

**Columbus Administrator Evaluation Form**  
**(Non-School Based)**  
**2016-2017 SY**

COLUMBUS CITY SCHOOLS  
HUMAN RESOURCES



**Part II**

**Administrator's Name:** DEJUAN A HOOD, SR

**Please select one:**

Preliminary

☐

Final

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**Office of Superintendent**  
**Columbus City Schools**

## **COLUMBUS ADMINISTRATOR EVALUATION (Non-School Based)**

### **Performance Rating Scales**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	04/07/2017

**Directions:** Evaluate the administrator's performance in each of the following ten areas:

- **Productivity/Goal Attainment**
- **Effective Leadership/Community Partnerships**
- **Strategic Planning**
- **Information Analysis**
- **Resource Management/Budgeting**
- **Staff Development**
- **Customer Satisfaction**
- **Interpersonal Communication and Relationship**
- **Job Knowledge**
- **Professional Conduct**

**Criteria and Evidence** are samples of job-related tasks and sources of evidence to support your rating of the administrator's performance. These lists are not exhaustive, and every item will not apply in every case. Evidence for all ten standards should be no more than three (3) pages in length and include a section on lessons learned. An overall evaluation of "Meets Standards" will result if at least seven (7) of the ten areas are rated as "Meets Standards". An overall evaluation of "Does Not Meet Standards" will result if at least four (4) of the ten areas are rated as "Does Not Meet Standards." All other combinations will result in a "Satisfactory Progress Made" rating.

## 1. PRODUCTIVITY/GOAL ATTAINMENT

### Criteria:

Performs all areas of job tasks and responsibilities with attention given to detail and quality; performs duties in accordance with Board of Education policies and regulations, and approved administrative policies and procedures; fulfills legal and contractual obligations; provides requested/required information in a timely manner; provides products/services; evaluates staff to ensure department and district goals are met.

### Evidence:

- Evidence of completing job tasks and responsibilities
- Evidence of submitting reports by the deadline
- Evidence of completing and submitting effective staff evaluations
- Evidence of exercising good judgment in crisis situations
- Evidence of meeting timeline and goals

### Evaluator's comments:

Mr. Hood directed the repair of the main gas line at CAHS prior to the start of school with minimal disruptions to the business function. He directed the Buildings and Grounds supervisors to meet with team members on a quarterly basis to review performance. His goals are in progress. He has developed a communications plan for the department and has established service level agreements. He has held meetings with executive directors and principals to review the service level agreements and provide education regarding the work order process. Mr. Hood continues to work on managing the labor resources in the department and will be working with HR to fill the vacant positions.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	



## **2. EFFECTIVE LEADERSHIP/COMMUNITY PARTNERSHIPS**

### **Criteria:**

**Develops a clear mission based on district goals involving all key stakeholders; clearly communicates the mission to staff, and community members; clearly communicates expectations of what staff should know and be able to do; communicates high expectations to staff and other stakeholders; facilitates appropriate district approved community partnerships; makes important decisions promptly; follows through on decisions and commitments; involves others in decision making when appropriate; empowers others by delegating authority; uses effective communication skills to manage group processes; anticipates problems, and has plans and strategies in place to deal with them.**

### **Evidence:**

- **Evidence will include documentation from department reports**
- **Evidence will include administrator's ability to effectively lead a group of people to achieve department goals.**
- **Evidence should include incorporation of community resources which enhance district goals.**

### **Evaluator's comments:**

**Mr. Hood introduced and trained his team on Service Level Agreements (SLAs). He also introduced the process to the entire organization during the Leadership Academy. The SLAs will provide priorities for addressing the significant back log of deferred maintenance. Mr. Hood has established a schedule for visiting buildings and meeting with building principals. He is working to improve the morale in the Buildings and Grounds department.**

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

### 3. STRATEGIC PLANNING

#### Criteria:

Considers all relevant internal and external factors in developing long-term department strategy; ensures that the strategy addresses the needs of the district and/or stakeholder groups; incorporates technology, staff development, and assessment into the department strategy; utilizes the district's mission as a basis for prioritizing needs and deploying and aligning resources; develops effective strategies for improvement in efficiency; sets meaningful goals based on current level of performance, performance of comparable schools/ departments and district and state standards.

#### Evidence:

- Evidence should include staff planning and implementation of intervention strategies
- Evidence should include use of district and departmental data to improve achievement
- Evidence should include strategies to improve operational efficiency

#### Evaluator's comments:

Mr. Hood thoughtfully researches his plans for the Buildings and Grounds Department. He uses data collected by the work order management system (Famis) to measure the department's performance. The department has established Key Performance Indicators (KPI) that will contribute to the overall well-being of the organization.

- The quality and delivery of our service
- Reducing risk of premature failure to district assets
- Management of resources

Mr. Hood communicates the plans that he develops to his supervisory staff very clearly in department meetings.

#### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

#### 4. INFORMATION ANALYSIS

##### Criteria:

Uses specific measures, both common and unique, to track performance in areas of importance to the school/department and district's mission and goals; utilizes data to establish priorities for improvement, guides decisions on resource allocation, and identifies opportunities for innovation; utilizes disaggregated data to identify areas of concern; assesses performance and progress relative to comparable schools/departments and to state and district standards; uses data to assess program effectiveness relative to cost.

##### Evidence:

- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results
- Evidence should include how information is shared with staff and district team
- Evidence should include the use of gap and item data analysis data by staff members to improve delivery of service in accomplishing district goals

##### Evaluator's comments:

Reports are generated on a bi weekly basis on the items listed below.

- SLAs
- Labor Allocation
- Planned vs Unplanned Maintenance

Mr. Hood meets with the supervisor team on a weekly basis to review information and propose operational changes.

He has proposed a Quarterly Business Review Meeting (QBR) to assemble the business unit leaders to share performance information and collaborate on aligning efforts to contribute to the long term goals of the organization.

##### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 5. RESOURCE MANAGEMENT/BUDGETING

### Criteria:

Indirectly or directly develops and monitors school/department budget; demonstrates sound fiscal management by containing costs and remaining within budget; complies with district financial policies, procedures, and schedules; identifies and accesses outside funding sources to better support educational programs and or department initiatives; uses human, material and financial resources effectively to support school/department goals.

### Evidence:

- Evidence will include administrator's understanding of the department budget with attention paid to expenditures and encumbrances.
- Evidence will include overseeing purchasing of material for staff
- Evidence will include managing human resources to enable the district to achieve its goals
- Evidence will include fiscal responsibility and adherence to districts financial procedures utilizing all school funds. (i.e.; grants and general fund)
- Evidence will include management of processes to contribute to community outreach/inclusion goals
- Evidence will include attention to equity issues

### Evaluator's comments:

The Buildings and Operations team meets weekly to review the budget reports and collectively strategize on allocating funds to support our goal of increasing the amount of planned maintenance. The Budget for FY18 has been submitted.  
Mr. Hood facilitated a meeting with the Director of Purchasing to work on making sure the department's RFP process is administered in accordance with District policies.  
Mr. Hood is working to establish the operating cost for each building. He is also developing a plan for the Permanent Improvement funds for life cycle replacement.  
The department has been working closely with the Outreach Coordinator on contributing to the organization's outreach/inclusion goals.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 6. STAFF DEVELOPMENT

### Criteria:

**Develops and implements a comprehensive staff development program that addresses school/department needs and contributes to improved performance of staff; reinforces staff knowledge and skills through targeted professional growth activities; delivers orientation and training for new staff members; utilizes staff input, evaluation measures, department performance, staff performance, and other factors to improve training offerings.**

### Evidence:

- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator working with staff members to assist them in professional development that will meet departmental needs
- Evidence will include how staff members utilize professional development training in departmental productivity

### Evaluator's comments:

Mr. Hood established a budget for training for employees and supervisors in the Buildings and Grounds department. The department is in the process of developing a training program for the department and the respective trade shops. Internal training has been provided to the various trade supervisors and technicians on utilizing the work order management system (Famis) to efficiently manage the facilities.  
This training has allowed the technicians to complete work orders in a timely manner.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 7. CUSTOMER SATISFACTION

### Criteria:

**Maintains ongoing communication with internal and external customers and other key stakeholders; ensures that interactions with all customers are welcoming; develops specific plans for increasing customer satisfaction; establishes community partnerships and collaborations that benefit work efforts; provides for effective relationships with stakeholders to support and enhance the school/department's ability to improve programs; identifies the needs of the school/department and of every stakeholder; assesses stakeholder satisfaction, and takes action to improve or correct areas in which satisfaction is low.**

### Evidence:

- Evidence will include verbal and written feedback obtained from all customers and stakeholders
- Evidence will include results from customer surveys
- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results

### Evaluator's comments:

The goal of the 3rd quarter is to garner buy in from the department's customers and the senior leadership of the organization. During the 2nd quarter Mr. Hood was provided the opportunity to present to the EDs and Principals to share the Department vision for the upcoming quarter. To begin the customer service improvement initiative, he asked for feedback from the principals via their respective ED on the four fundamental questions.

1. What would you like us to do more of?
2. What would you like us to do less of?
3. What would you like us to start doing?
4. What would you like us to stop doing?

He is using this data to assess the processes that are in place in the department and adjust as necessary to provide the best possible customer service.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 8. INTERPERSONAL COMMUNICATION AND RELATIONSHIPS

### Criteria:

**Communicates effectively in written and oral form with staff, colleagues, students, parents, and key stakeholders; demonstrates positive interpersonal relations with students, staff, other administrators, parents and community members; considers others' ideas and points of view; establishes practices that lead to cooperation and collaboration; utilizes cultural sensitivity and awareness in interactions with others; seeks and uses feedback from staff, and community members and key stakeholders, develops strategies to address cultural diversity.**

### Evidence:

- Evidence will include administrator's ability to manage and resolve conflict
- Evidence will include administrator's timely responsiveness to employee/student/parents/stakeholders concerns
- Evidence will include results from customer surveys
- Evidence will include attention to equity issues

### Evaluator's comments:

Mr. Hood has worked diligently with the local OAPSE members in his department on rebuilding the relationship through documenting processes and defining roles in the process. He has also established a focus group within the buildings and grounds department to stimulate and challenge members of his team to use innovative thinking as we build sustainable business practices. Mr. Hood is an excellent teacher. When he has the opportunity to provide information to his team members in the form of a presentation, he communicates clearly and concisely. While he often loses focus in a group meeting, he effectively communicates one to one.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 9. JOB KNOWLEDGE

### Criteria:

**Demonstrates proficiency in all job related functions; has a working knowledge of overall departmental responsibilities; has a general knowledge of overall staff duties and responsibilities; develops and implements a comprehensive personal development plan that addresses school/department needs and contributes to improved performance; reinforces individual knowledge and skills through targeted professional growth activities; maintains knowledge of current industry practices. knowledge of board policies and state law as appropriate.**

### Evidence:

- Evidence of knowledge of job responsibilities
- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator's working knowledge of industry practices that will meet departmental needs
- Evidence will include how the administrator utilizes professional development training in departmental productivity

### Evaluator's comments:

Shortly after Mr. Hood joined the organization he presented his plan to makeover the department. He selected Lewin's Change Management Model as the guide for his plan. Lewin's Model is made up of three stages: unfreeze, change, and refreezing. According to his assessment the department is in the latter part of the unfreeze stage and beginning the changing portion of the plan. The plan is to continue to build solid standard operating procedures from a departmental and local trade perspective. Mr. Hood draws on his years of experience in the Facilities Management industry and business skills to rebuild the operations and maintenance of the buildings. He has also continued his growth as the director of the department through research, reading, and on-line learning.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	



## 10. PROFESSIONAL CONDUCT

### Criteria:

**Exercises good judgment and takes responsibility for actions; demonstrates conscientiousness, trustworthiness, dependability, accountability, and integrity; demonstrates awareness of and appreciation for cultural diversity; protects the rights and confidentiality of staff and customers.**

### Evidence:

- Evidence will include feedback from staff and customers
- Evidence will include administrator's professional attire
- Evidence will include using good judgment when making decisions
- Evidence will include investigations conducted and resolutions

### Evaluator's comments:

Mr. Hood is always professionally attired and conducts himself in a professional manner at all times. He has instructed his direct reports to meet with their respective teams on a regular basis to share directives passed down from senior leadership, solicit input of unsafe conditions in the building, and get input on improving operations. He has also have stressed the importance of maintaining a professional decorum in the interactions of all department members with the customers (internal and external).

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
**Final**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date: 04/07/2017</b>	<b>School Year:2016 - 2017</b>

**RATING SUMMARY**

Please indicate your ratings from areas 1-10 in the following table.

Area	Meets standard	Satisfactory Progress Made	Does not meet standard
1. Productivity/Goal Attainment	X		
2. Effective Leadership/Community Partnerships	X		
3. Strategic planning	X		
4. Information Analysis	X		
5. Resource Management/Budgeting	X		
6. Staff Development	X		
7. Customer Satisfaction	X		
8. Interpersonal Communication and Relationships	X		
9. Job Knowledge	X		
10. Professional conduct	X		

Number of "Meets Standard" rating:	10
Number of "Satisfactory Progress Made" rating:	0
Number of "Does Not Meet Standard" rating:	0

**OVERALL EVALUATION RATING (PLEASE CHECK ONE):**

<b>X</b>	<b>Meets Standard.</b> Meets or standards in at least seven of the ten areas.
	<b>Satisfactory Progress Made.</b> Any other combinations other than what is rated as "Meets" or "Does Not Meet" Standards.
	<b>Does Not Meet Standards.</b> Meets standards in six or fewer of the ten areas (four or more "Does not meet" standard rating).

**Columbus City Schools  
Non-School Based Administrator's Evaluation Form  
Final**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	04/07/2017

**Overall Comments:**

**As a relatively new school administrator, DeJuan Hood is growing and learning every day. He spends a great deal of time researching and planning for the growth and improvement of the Buildings and Grounds department. I would encourage him to build a network of Facilities professionals to provide support and information. Under Mr. Hood's leadership the Buildings and Grounds department is moving towards decisions based on data and information and the use of Service Level Agreements.**

**Overall Rating:**

Meets Standard	<b>X</b>
Satisfactory Progress Made	
Does Not Meet Standard	

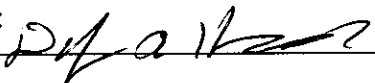
**(Complete this section only if contract expires this school year.)**

Superintendent intends to recommend the following:

<b>X</b>	Renewal of the contract for two years
	Renewal of the contract for 1 year
	Non-renewal of contract

In the event your contract expires this year, you are hereby informed that you may request a meeting with the board of education in executive session to discuss the reasons for the renewal or non-renewal of your contract. You will be notified of the date set aside for such meetings.

We have discussed the evaluation summarized above. The administrator's signature does not necessarily indicate that he/she agrees with the evaluation or comments indicated.

Administrator's signature : 	Date: 4/13/17
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Supervisor's signature	<i>Annette Moud</i>	Date: 4-13-17
Reviewer's signature	<i>[Signature]</i>	Date: 4-13-17

2018 APR 17 PM 12: 00

**Columbus Administrator Evaluation Form**  
**(Non-School Based)**  
**2017-2018 SY**



**Part II**

**Administrator's Name:** DEJUAN A HOOD, SR

**Please select one:**

Preliminary

☐

Final

☒

**Office of Superintendent  
Columbus City Schools**

**COLUMBUS ADMINISTRATOR EVALUATION  
(Non-School Based)**

**Performance Rating Scales**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	04/09/2018

**Directions:** Evaluate the administrator's performance in each of the following ten areas:

- **Productivity/Goal Attainment**
- **Effective Leadership/Community Partnerships**
- **Strategic Planning**
- **Information Analysis**
- **Resource Management/Budgeting**
- **Staff Development**
- **Customer Satisfaction**
- **Interpersonal Communication and Relationship**
- **Job Knowledge**
- **Professional Conduct**

**Criteria and Evidence** are samples of job-related tasks and sources of evidence to support your rating of the administrator's performance. These lists are not exhaustive, and every item will not apply in every case. Evidence for all ten standards should be no more than three (3) pages in length and include a section on lessons learned. An overall evaluation of "Does Not Meet Standards" will result if at least four (4) of the ten areas are rated as "Does Not Meet Standards." All other combinations will result in a "Satisfactory Progress Made" rating.

## 1. PRODUCTIVITY/GOAL ATTAINMENT

### Criteria:

Performs all areas of job tasks and responsibilities with attention given to detail and quality; performs duties in accordance with Board of Education policies and regulations, and approved administrative policies and procedures; fulfills legal and contractual obligations; provides requested/required information in a timely manner; provides products/services; evaluates staff to ensure department and district goals are met.

### Evidence:

- Evidence of completing job tasks and responsibilities
- Evidence of submitting reports by the deadline
- Evidence of completing and submitting effective staff evaluations
- Evidence of exercising good judgment in crisis situations
- Evidence of meeting timeline and goals

### Evaluator's comments:

Mr. Hood has worked to fill the vacancies in his department. He completed his department general fund budget and submitted it in a timely manner. He has established a goal of 90% time accountability for technicians in the department and is working towards this goal. Mr. Hood also completed a Strategic Plan for the Buildings and Grounds department and is working towards goals accomplished in the plan.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## **2. EFFECTIVE LEADERSHIP/COMMUNITY PARTNERSHIPS**

### **Criteria:**

**Develops a clear mission based on district goals involving all key stakeholders; clearly communicates the mission to staff, and community members; clearly communicates expectations of what staff should know and be able to do; communicates high expectations to staff and other stakeholders; facilitates appropriate district approved community partnerships; makes important decisions promptly; follows through on decisions and commitments; involves others in decision making when appropriate; empowers others by delegating authority; uses effective communication skills to manage group processes; anticipates problems, and has plans and strategies in place to deal with them.**

### **Evidence:**

- Evidence will include documentation from department reports
- Evidence will include administrator's ability to effectively lead a group of people to achieve department goals.
- Evidence should include incorporation of community resources which enhance district goals.

### **Evaluator's comments:**

Mr. Hood works with community groups and individuals as required. The department has improved the usage of LEDE vendors and maintains a 20% or above rate of LEDE participation. Mr. Hood has empowered the supervisors in his department to make decisions regarding the trades that they supervise.

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	



### 3. STRATEGIC PLANNING

#### Criteria:

Considers all relevant internal and external factors in developing long-term department strategy; ensures that the strategy addresses the needs of the district and/or stakeholder groups; incorporates technology, staff development, and assessment into the department strategy; utilizes the district's mission as a basis for prioritizing needs and deploying and aligning resources; develops effective strategies for improvement in efficiency; sets meaningful goals based on current level of performance, performance of comparable schools/ departments and district and state standards.

#### Evidence:

- Evidence should include staff planning and implementation of intervention strategies
- Evidence should include use of district and departmental data to improve achievement
- Evidence should include strategies to improve operational efficiency

#### Evaluator's comments:

Mr. Hood established KPI based on data collected by the work order management system (FAMIS) to measure performance in the Buildings and Grounds Department. He will use the KPI to measure the quality and delivery of service, reduce the risk of premature failure to district assets, and manage resources. Mr. Hood worked with Civil Service to review and update Job Specs for better recruitment of talent for several positions in the department. As a result the department has filled the 3 Integrator positions for the first time since they were established. Also, Mr. Hood successfully recruited a talented Energy Manager. Mr. Hood worked with a consultant to develop a Strategic Plan for the buildings and grounds department. He is working towards accomplishing the goals established in that plan.

#### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

#### 4. INFORMATION ANALYSIS

**Criteria:**

Uses specific measures, both common and unique, to track performance in areas of importance to the school/department and district's mission and goals; utilizes data to establish priorities for improvement, guides decisions on resource allocation, and identifies opportunities for innovation; utilizes disaggregated data to identify areas of concern; assesses performance and progress relative to comparable schools/departments and to state and district standards; uses data to assess program effectiveness relative to cost.

**Evidence:**

- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results
- Evidence should include how information is shared with staff and district team
- Evidence should include the use of gap and item data analysis data by staff members to improve delivery of service in accomplishing district goals

**Evaluator's comments:**

Key Performance Indicators have been established in the Buildings and Grounds department. Data and reports are available from the FAMIS work order system and VFA regarding the status of the building systems and equipment. This data is used to generate bi-weekly reports based on SLAs, labor allocation, and planned vs. unplanned maintenance. Mr. Hood meets with the supervisors in his departments weekly to review information and propose operational changes based on the data.

**Rating:**

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 5. RESOURCE MANAGEMENT/BUDGETING

### Criteria:

Indirectly or directly develops and monitors school/department budget; demonstrates sound fiscal management by containing costs and remaining within budget; complies with district financial policies, procedures, and schedules; identifies and accesses outside funding sources to better support educational programs and or department initiatives; uses human, material and financial resources effectively to support school/department goals.

### Evidence:

- Evidence will include administrator's understanding of the department budget with attention paid to expenditures and encumbrances.
- Evidence will include overseeing purchasing of material for staff
- Evidence will include managing human resources to enable the district to achieve its goals
- Evidence will include fiscal responsibility and adherence to districts financial procedures utilizing all school funds. (i.e.; grants and general fund)
- Evidence will include management of processes to contribute to community outreach/inclusion goals
- Evidence will include attention to equity issues

### Evaluator's comments:

Mr. Hood very closely manages the department's budget. He is working to fill the vacancies in the department and several have been filled in the past month. He meets with LEDE vendors and works to increase the percentage of the department spending that is used to purchase goods and services from LEDE vendors.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 6. STAFF DEVELOPMENT

### Criteria:

**Develops and implements a comprehensive staff development program that addresses school/department needs and contributes to improved performance of staff; reinforces staff knowledge and skills through targeted professional growth activities; delivers orientation and training for new staff members; utilizes staff input, evaluation measures, department performance, staff performance, and other factors to improve training offerings.**

### Evidence:

- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator working with staff members to assist them in professional development that will meet departmental needs
- Evidence will include how staff members utilize professional development training in departmental productivity

### Evaluator's comments:

Mr. Hood is in the process of developing a training program for the department and the respective trade shops. He has provided internal training for various trade supervisors and technicians on utilizing the work order management system to efficiently manage facilities. This training has allowed the technicians to complete work orders in a timely manner. Mr. Hood has provided an opportunity for several technicians and supervisors to attend external training that increases their skills and knowledge in their trades.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 7. CUSTOMER SATISFACTION

### Criteria:

**Maintains ongoing communication with internal and external customers and other key stakeholders; ensures that interactions with all customers are welcoming; develops specific plans for increasing customer satisfaction; establishes community partnerships and collaborations that benefit work efforts; provides for effective relationships with stakeholders to support and enhance the school/department's ability to improve programs; identifies the needs of the school/department and of every stakeholder; assesses stakeholder satisfaction, and takes action to improve or correct areas in which satisfaction is low.**

### Evidence:

- Evidence will include verbal and written feedback obtained from all customers and stakeholders
- Evidence will include results from customer surveys
- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results

### Evaluator's comments:

The Buildings and Grounds department works to increase customer satisfaction. The FAMIS work order system provides a method to give feed back and status updates to customers. In an effort to improve customer service, Mr. Hood facilitated a meeting with the EDs to solicit feedback regarding four fundamental questions - 1) What would you like us to do more of? 2) What would you like us to do less of? 3) What would like us to start doing? 4) What would you like us to stop doing?

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 8. INTERPERSONAL COMMUNICATION AND RELATIONSHIPS

### Criteria:

Communicates effectively in written and oral form with staff, colleagues, students, parents, and key stakeholders; demonstrates positive interpersonal relations with students, staff, other administrators, parents and community members; considers others' ideas and points of view; establishes practices that lead to cooperation and collaboration; utilizes cultural sensitivity and awareness in interactions with others; seeks and uses feedback from staff, and community members and key stakeholders, develops strategies to address cultural diversity.

### Evidence:

- Evidence will include administrator's ability to manage and resolve conflict
- Evidence will include administrator's timely responsiveness to employee/student/parents/stakeholders concerns
- Evidence will include results from customer surveys
- Evidence will include attention to equity issues

### Evaluator's comments:

Mr. Hood has worked to build a relationship with the academic services team. He regularly visits buildings to assess the work that his team is accomplishing. He has met with the Executive Directors in attempt to increase their understand of his department and the procedures for work orders. Within his department, Mr. Hood has worked with the local OAPSE members to rebuild the relationship through documenting processes and defining roles in the process. He has established focus groups within the department to solicit feedback and challenge members to think innovatively to develop solutions to issues faced by the department.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 9. JOB KNOWLEDGE

### Criteria:

**Demonstrates proficiency in all job related functions; has a working knowledge of overall departmental responsibilities; has a general knowledge of overall staff duties and responsibilities; develops and implements a comprehensive personal development plan that addresses school/department needs and contributes to improved performance; reinforces individual knowledge and skills through targeted professional growth activities; maintains knowledge of current industry practices. knowledge of board policies and state law as appropriate.**

### Evidence:

- Evidence of knowledge of job responsibilities
- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator's working knowledge of industry practices that will meet departmental needs
- Evidence will include how the administrator utilizes professional development training in departmental productivity

### Evaluator's comments:

Mr. Hood has considerable knowledge of the buildings and grounds department. He spends time researching and reading on his own time to increase this knowledge. He will be attending a training session for Energy managers this summer to increase his knowledge in that area.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## **10. PROFESSIONAL CONDUCT**

### **Criteria:**

**Exercises good judgment and takes responsibility for actions; demonstrates conscientiousness, trustworthiness, dependability, accountability, and integrity; demonstrates awareness of and appreciation for cultural diversity; protects the rights and confidentiality of staff and customers.**

### **Evidence:**

- **Evidence will include feedback from staff and customers**
- **Evidence will include administrator's professional attire**
- **Evidence will include using good judgment when making decisions**
- **Evidence will include investigations conducted and resolutions**

### **Evaluator's comments:**

<b>Mr. Hood is professional in his attire and actions at all times. He stresses the need for professionalism with the supervisors that work under him.</b>
--

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	



**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
 Final

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date: 04/09/2018</b>	<b>School Year:2017 - 2018</b>

**RATING SUMMARY**

Please indicate your ratings from areas 1-10 in the following table.

Area	Meets standard	Satisfactory Progress Made	Does not meet standard
1. Productivity/Goal Attainment	X		
2. Effective Leadership/Community Partnerships	X		
3. Strategic planning	X		
4. Information Analysis	X		
5. Resource Management/Budgeting	X		
6. Staff Development	X		
7. Customer Satisfaction	X		
8. Interpersonal Communication and Relationships	X		
9. Job Knowledge	X		
10. Professional conduct	X		

<b>Number of "Meets Standard" rating:</b>	<b>10</b>
<b>Number of "Satisfactory Progress Made" rating:</b>	<b>0</b>
<b>Number of "Does Not Meet Standard" rating:</b>	<b>0</b>

**OVERALL EVALUATION RATING (PLEASE CHECK ONE):**

<b>X</b>	<b>Meets Standard.</b> Meets standards in at least seven of the ten areas.
	<b>Satisfactory Progress Made.</b> Any other combinations other than what is rated as "Meets" or "Does Not Meet" Standards.
	<b>Does Not Meet Standards.</b> Meets standards in six or fewer of the ten areas (four or more "Does not meet" standard rating).

**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
**Final**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	04/09/2018

<b>Overall Comments:</b>
<b>Mr. Hood is working to improve the Buildings and Grounds department. He has set goals for the department and is working to achieve those goals and has spent a great deal of time developing a plan to move the department to the next level.</b>

**Overall Rating:**

Meets Standard	<b>X</b>
Satisfactory Progress Made	
Does Not Meet Standard	

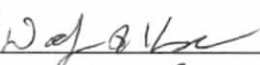
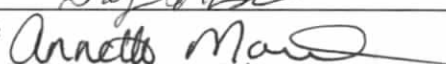

**(Complete this section only if contract expires this school year.)**

Superintendent intends to recommend the following:

	Renewal of the contract for two years
	Renewal of the contract for 1 year
	Non-renewal of contract

In the event your contract expires this year, you are hereby informed that you may request a meeting with the board of education in executive session to discuss the reasons for the renewal or non-renewal of your contract. You will be notified of the date set aside for such meetings.

We have discussed the evaluation summarized above. The administrator's signature does not necessarily indicate that he/she agrees with the evaluation or comments indicated.

Administrator's signature : 	Date: 4/16/18
Supervisor's signature 	Date: 4-16-2018
Reviewer's signature 	Date: 4-16-2018

**Columbus Administrator Evaluation Form  
(Non-School Based)  
2018-2019 SY**

2018 DEC 27 PM 3:14  
COLUMBUS CITY SCHOOLS  
HUMAN RESOURCES



**COLUMBUS  
CITY SCHOOLS**

**Part II**

**Administrator's Name:** DEJUAN A HOOD, SR

**Please select one:**

Preliminary



Final



**Office of Superintendent  
Columbus City Schools**

**COLUMBUS ADMINISTRATOR EVALUATION  
(Non-School Based)**

**Performance Rating Scales**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	12/18/2018

**Directions:** Evaluate the administrator's performance in each of the following ten areas:

- **Productivity/Goal Attainment**
- **Effective Leadership/Community Partnerships**
- **Strategic Planning**
- **Information Analysis**
- **Resource Management/Budgeting**
- **Staff Development**
- **Customer Satisfaction**
- **Interpersonal Communication and Relationship**
- **Job Knowledge**
- **Professional Conduct**

**Criteria and Evidence** are samples of job-related tasks and sources of evidence to support your rating of the administrator's performance. These lists are not exhaustive, and every item will not apply in every case. Evidence for all ten standards should be no more than three (3) pages in length and include a section on lessons learned. An overall evaluation of "Does Not Meet Standards" will result if at least four (4) of the ten areas are rated as "Does Not Meet Standards." All other combinations will result in a "Satisfactory Progress Made" rating.

## 1. PRODUCTIVITY/GOAL ATTAINMENT

### Criteria:

Performs all areas of job tasks and responsibilities with attention given to detail and quality; performs duties in accordance with Board of Education policies and regulations, and approved administrative policies and procedures; fulfills legal and contractual obligations; provides requested/required information in a timely manner; provides products/services; evaluates staff to ensure department and district goals are met.

### Evidence:

- Evidence of completing job tasks and responsibilities
- Evidence of submitting reports by the deadline
- Evidence of completing and submitting effective staff evaluations
- Evidence of exercising good judgment in crisis situations
- Evidence of meeting timeline and goals

### Evaluator's comments:

Mr. Hood has worked to improve the productivity and accountability of the Buildings and Grounds department. He works hard to demonstrate the effectiveness of the department's technician and to reduce the backlog of deferred maintenance and open work orders.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 2. EFFECTIVE LEADERSHIP/COMMUNITY PARTNERSHIPS

### Criteria:

Develops a clear mission based on district goals involving all key stakeholders; clearly communicates the mission to staff, and community members; clearly communicates expectations of what staff should know and be able to do; communicates high expectations to staff and other stakeholders; facilitates appropriate district approved community partnerships; makes important decisions promptly; follows through on decisions and commitments; involves others in decision making when appropriate; empowers others by delegating authority; uses effective communication skills to manage group processes; anticipates problems, and has plans and strategies in place to deal with them.

### Evidence:

- Evidence will include documentation from department reports
- Evidence will include administrator's ability to effectively lead a group of people to achieve department goals.
- Evidence should include incorporation of community resources which enhance district goals.

### Evaluator's comments:

Mr. Hood has increased the LEDE participation in his department. He has worked to provide reports to management regarding the management of resources, productivity, and energy management efforts. Mr. Hood has improved his communication effectiveness with other members of the Business and Operations team and works well with his colleagues.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

### 3. STRATEGIC PLANNING

#### Criteria:

Considers all relevant internal and external factors in developing long-term department strategy; ensures that the strategy addresses the needs of the district and/or stakeholder groups; incorporates technology, staff development, and assessment into the department strategy; utilizes the district's mission as a basis for prioritizing needs and deploying and aligning resources; develops effective strategies for improvement in efficiency; sets meaningful goals based on current level of performance, performance of comparable schools/ departments and district and state standards.

#### Evidence:

- Evidence should include staff planning and implementation of intervention strategies
- Evidence should include use of district and departmental data to improve achievement
- Evidence should include strategies to improve operational efficiency

#### Evaluator's comments:

Data is collected by the FAMIS work order management system to continually measure the performance of the Buildings and Grounds department. Mr. Hood established Key Performance Indicators that will contribute to the well-being of the organization. The KPIs measure the quality and delivery of service, reduce the risk of premature failure of district assets, and assist with resource management. Mr. Hood worked with the Civil Service Commission to review the Job Specs for positions in the department. Staffing and recruiting for positions in the department continues to be a challenge that Mr. Hood is working to overcome.

#### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

#### 4. INFORMATION ANALYSIS

##### Criteria:

Uses specific measures, both common and unique, to track performance in areas of importance to the school/department and district's mission and goals; utilizes data to establish priorities for improvement, guides decisions on resource allocation, and identifies opportunities for innovation; utilizes disaggregated data to identify areas of concern; assesses performance and progress relative to comparable schools/departments and to state and district standards; uses data to assess program effectiveness relative to cost.

##### Evidence:

- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results
- Evidence should include how information is shared with staff and district team
- Evidence should include the use of gap and item data analysis data by staff members to improve delivery of service in accomplishing district goals

##### Evaluator's comments:

Mr. Hood generates reports on a bi-weekly basis on Service Level Agreements, Labor Allocations, and Planned vs. Unplanned Maintenance. The Building and Grounds leadership team holds weekly meetings to review the reports and plan for changes to improve the operations.

##### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	



## **5. RESOURCE MANAGEMENT/BUDGETING**

### **Criteria:**

**Indirectly or directly develops and monitors school/department budget; demonstrates sound fiscal management by containing costs and remaining within budget; complies with district financial policies, procedures, and schedules; identifies and accesses outside funding sources to better support educational programs and or department initiatives; uses human, material and financial resources effectively to support school/department goals.**

### **Evidence:**

- Evidence will include administrator's understanding of the department budget with attention paid to expenditures and encumbrances.
- Evidence will include overseeing purchasing of material for staff
- Evidence will include managing human resources to enable the district to achieve its goals
- Evidence will include fiscal responsibility and adherence to districts financial procedures utilizing all school funds. (i.e.; grants and general fund)
- Evidence will include management of processes to contribute to community outreach/inclusion goals
- Evidence will include attention to equity issues

### **Evaluator's comments:**

The department budget is reviewed weekly and the team is working to develop the budget for the next Fiscal Year. Mr. Hood has been working closely with the Outreach Coordinator to improve the % of LEDE participation.

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## 6. STAFF DEVELOPMENT

### Criteria:

**Develops and implements a comprehensive staff development program that addresses school/department needs and contributes to improved performance of staff; reinforces staff knowledge and skills through targeted professional growth activities; delivers orientation and training for new staff members; utilizes staff input, evaluation measures, department performance, staff performance, and other factors to improve training offerings.**

### Evidence:

- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator working with staff members to assist them in professional development that will meet departmental needs
- Evidence will include how staff members utilize professional development training in departmental productivity

### Evaluator's comments:

Internal training has been provided for the various trade supervisors and technicians on utilizing the work order management system to manage the facilities. The department is in the process of developing a training program for technicians and supervisors.
--

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 7. CUSTOMER SATISFACTION

### Criteria:

Maintains ongoing communication with internal and external customers and other key stakeholders; ensures that interactions with all customers are welcoming; develops specific plans for increasing customer satisfaction; establishes community partnerships and collaborations that benefit work efforts; provides for effective relationships with stakeholders to support and enhance the school/department's ability to improve programs; identifies the needs of the school/department and of every stakeholder; assesses stakeholder satisfaction, and takes action to improve or correct areas in which satisfaction is low.

### Evidence:

- Evidence will include verbal and written feedback obtained from all customers and stakeholders
- Evidence will include results from customer surveys
- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results

### Evaluator's comments:

Mr. Hood has met with Executive Directors and Principals in an effort to improve the customer service that is provided by the Buildings and Grounds Department. These meetings have been used to educate the academic team about the department and to better understand the needs of the academic leadership team.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 8. INTERPERSONAL COMMUNICATION AND RELATIONSHIPS

### Criteria:

**Communicates effectively in written and oral form with staff, colleagues, students, parents, and key stakeholders; demonstrates positive interpersonal relations with students, staff, other administrators, parents and community members; considers others' ideas and points of view; establishes practices that lead to cooperation and collaboration; utilizes cultural sensitivity and awareness in interactions with others; seeks and uses feedback from staff, and community members and key stakeholders, develops strategies to address cultural diversity.**

### Evidence:

- Evidence will include administrator's ability to manage and resolve conflict
- Evidence will include administrator's timely responsiveness to employee/student/parents/stakeholders concerns
- Evidence will include results from customer surveys
- Evidence will include attention to equity issues

### Evaluator's comments:

Mr. Hood has worked with the local OAPSE members and leadership to rebuild the relationship with the union. He has also established focus groups to enhance communication between leadership and technicians. Mr. Hood communicates effectively with other members of the Business and Operations team and with senior leadership.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 9. JOB KNOWLEDGE

### Criteria:

**Demonstrates proficiency in all job related functions; has a working knowledge of overall departmental responsibilities; has a general knowledge of overall staff duties and responsibilities; develops and implements a comprehensive personal development plan that addresses school/department needs and contributes to improved performance; reinforces individual knowledge and skills through targeted professional growth activities; maintains knowledge of current industry practices. knowledge of board policies and state law as appropriate.**

### Evidence:

- Evidence of knowledge of job responsibilities
- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator's working knowledge of industry practices that will meet departmental needs
- Evidence will include how the administrator utilizes professional development training in departmental productivity

### Evaluator's comments:

Mr. Hood has an excellent understanding of the facilities management industry. He spends a great deal of time reading and researching to improve his knowledge base and development. He has become more involved in the RFP solicitation process and the legislation process for the department.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## **10. PROFESSIONAL CONDUCT**

### **Criteria:**

**Exercises good judgment and takes responsibility for actions; demonstrates conscientiousness, trustworthiness, dependability, accountability, and integrity; demonstrates awareness of and appreciation for cultural diversity; protects the rights and confidentiality of staff and customers.**

### **Evidence:**

- Evidence will include feedback from staff and customers
- Evidence will include administrator's professional attire
- Evidence will include using good judgment when making decisions
- Evidence will include investigations conducted and resolutions

### **Evaluator's comments:**

Mr. Hood is very professional in his dress and conduct at all times. He stresses the importance of maintaining professional decorum for all members of the department.
--

### **Rating:**

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
Preliminary

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date: 12/18/2018</b>	<b>School Year: 2018 - 2019</b>

**RATING SUMMARY**

Please indicate your ratings from areas 1-10 in the following table.

Area	Meets Standard	Satisfactory Progress Made	Does not meet standard
1. Productivity/Goal Attainment	X		
2. Effective Leadership/Community Partnerships	X		
3. Strategic planning	X		
4. Information Analysis	X		
5. Resource Management/Budgeting	X		
6. Staff Development	X		
7. Customer Satisfaction	X		
8. Interpersonal Communication and Relationships	X		
9. Job Knowledge	X		
10. Professional conduct	X		

<b>Number of "Meets Standard" rating:</b>	<b>10</b>
<b>Number of "Satisfactory Progress Made" rating:</b>	<b>0</b>
<b>Number of "Does Not Meet Standard" rating:</b>	<b>0</b>

**OVERALL EVALUATION RATING (PLEASE CHECK ONE):**

<b>X</b>	<b>Meets Standards.</b> Meets standards in at least seven of the ten areas.
	<b>Satisfactory Progress Made.</b> Any other combinations other than what is rated as "Meets" and "Does Not Meet" Standards.
	<b>Does Not Meet Standards.</b> Meets standards in six or fewer of the ten areas (four or more "Does not meet" standard rating).

**Columbus City Schools  
Non-School Based Administrator's Evaluation Form  
Preliminary**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	12/18/2018

**Overall Comments:**

**Mr. Hood continues to grow and develop as a Buildings and Grounds director. He works hard to improve the customer service that the department offers to customers throughout the district. He has assembled a team of supervisors that provide leadership and management of the department and he continues to work on staffing for the department.**

**Overall Rating:**

Meets Standards	<b>X</b>
Satisfactory Progress Made	
Does Not Meet Standards	

We have discussed the evaluation summarized above. The administrator's signature does not necessarily indicate that he/she agrees with the evaluation or comments indicated.

Administrator's signature : <i>Dyallon</i>	Date: <i>12/20/18</i>
Supervisor's signature <i>Annette Morud</i>	Date: <i>12/20/18</i>
Reviewer's signature <i>mc</i>	Date: <i>12-21-18</i>



**Columbus Administrator Evaluation Form  
(Non-School Based)  
2018-2019 SY**



COLUMBUS  
CITY SCHOOLS

**Part II**

2019 APR 12 PM 4:13  
COLUMBUS CITY SCHOOLS  
HUMAN RESOURCES

**Administrator's Name:** DEJUAN A HOOD, SR

**Please select one:**

Preliminary

☐

Final

☒

**Office of Superintendent  
Columbus City Schools**

**COLUMBUS ADMINISTRATOR EVALUATION  
(Non-School Based)**

**Performance Rating Scales**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	04/08/2019

**Directions:** Evaluate the administrator's performance in each of the following ten areas:

- **Productivity/Goal Attainment**
- **Effective Leadership/Community Partnerships**
- **Strategic Planning**
- **Information Analysis**
- **Resource Management/Budgeting**
- **Staff Development**
- **Customer Satisfaction**
- **Interpersonal Communication and Relationship**
- **Job Knowledge**
- **Professional Conduct**

**Criteria and Evidence** are samples of job-related tasks and sources of evidence to support your rating of the administrator's performance. These lists are not exhaustive, and every item will not apply in every case. Evidence for all ten standards should be no more than three (3) pages in length and include a section on lessons learned. An overall evaluation of "Does Not Meet Standards" will result if at least four (4) of the ten areas are rated as "Does Not Meet Standards." All other combinations will result in a "Satisfactory Progress Made" rating.

## 1. PRODUCTIVITY/GOAL ATTAINMENT

### Criteria:

Performs all areas of job tasks and responsibilities with attention given to detail and quality; performs duties in accordance with Board of Education policies and regulations, and approved administrative policies and procedures; fulfills legal and contractual obligations; provides requested/required information in a timely manner; provides products/services; evaluates staff to ensure department and district goals are met.

### Evidence:

- Evidence of completing job tasks and responsibilities
- Evidence of submitting reports by the deadline
- Evidence of completing and submitting effective staff evaluations
- Evidence of exercising good judgment in crisis situations
- Evidence of meeting timeline and goals

### Evaluator's comments:

Mr. Hood has established a Goal of 90% Time Accountability for the Trade Technicians. This goal allows the Buildings and Grounds office to demonstrate to the organization's stakeholders their reported efforts to reduce the significant backlog of deferred maintenance. Mr. Hood has identified strengths and weaknesses of his team to provide a plan for future growth and development.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## **2. EFFECTIVE LEADERSHIP/COMMUNITY PARTNERSHIPS**

### **Criteria:**

**Develops a clear mission based on district goals involving all key stakeholders; clearly communicates the mission to staff, and community members; clearly communicates expectations of what staff should know and be able to do; communicates high expectations to staff and other stakeholders; facilitates appropriate district approved community partnerships; makes important decisions promptly; follows through on decisions and commitments; involves others in decision making when appropriate; empowers others by delegating authority; uses effective communication skills to manage group processes; anticipates problems, and has plans and strategies in place to deal with them.**

### **Evidence:**

- Evidence will include documentation from department reports
- Evidence will include administrator's ability to effectively lead a group of people to achieve department goals.
- Evidence should include incorporation of community resources which enhance district goals.

### **Evaluator's comments:**

Mr. Hood uses labor reports are generated via Famis and Kronos to provide direction for Buildings and Grounds trade technicians. He has worked to maintain or improve LEDE participation and report on efforts. He also reports out regularly on staffing and labor, energy management efforts, and productivity.

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

### 3. STRATEGIC PLANNING

#### Criteria:

Considers all relevant internal and external factors in developing long-term department strategy; ensures that the strategy addresses the needs of the district and/or stakeholder groups; incorporates technology, staff development, and assessment into the department strategy; utilizes the district's mission as a basis for prioritizing needs and deploying and aligning resources; develops effective strategies for improvement in efficiency; sets meaningful goals based on current level of performance, performance of comparable schools/ departments and district and state standards.

#### Evidence:

- Evidence should include staff planning and implementation of intervention strategies
- Evidence should include use of district and departmental data to improve achievement
- Evidence should include strategies to improve operational efficiency

#### Evaluator's comments:

Data is collected by the work order management system and used to measure department performance. The Office of Buildings and grounds has established Key Performance Indicators (KPI) that will contribute to the overall well-being of the organization. Through the use of KPI's Mr. Hood is able to assess the quality and delivery of service and develop plans for improvement, reduce the risk of premature failure to district assets, and plan for management of resources. Mr. Hood worked with the Civil Service Commission on reviewing the job specs for better recruitment of talent.

#### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

#### 4. INFORMATION ANALYSIS

##### Criteria:

Uses specific measures, both common and unique, to track performance in areas of importance to the school/department and district's mission and goals; utilizes data to establish priorities for improvement, guides decisions on resource allocation, and identifies opportunities for innovation; utilizes disaggregated data to identify areas of concern; assesses performance and progress relative to comparable schools/departments and to state and district standards; uses data to assess program effectiveness relative to cost.

##### Evidence:

- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results
- Evidence should include how information is shared with staff and district team
- Evidence should include the use of gap and item data analysis data by staff members to improve delivery of service in accomplishing district goals

##### Evaluator's comments:

Reports are generated on a bi weekly basis on the items listed below.

- SLAs
- Labor Allocation
- Planned vs Unplanned Maintenance

The Buildings and Grounds team meets on a weekly basis to review information and propose operational changes.

##### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 5. RESOURCE MANAGEMENT/BUDGETING

### Criteria:

Indirectly or directly develops and monitors school/department budget; demonstrates sound fiscal management by containing costs and remaining within budget; complies with district financial policies, procedures, and schedules; identifies and accesses outside funding sources to better support educational programs and or department initiatives; uses human, material and financial resources effectively to support school/department goals.

### Evidence:

- Evidence will include administrator's understanding of the department budget with attention paid to expenditures and encumbrances.
- Evidence will include overseeing purchasing of material for staff
- Evidence will include managing human resources to enable the district to achieve its goals
- Evidence will include fiscal responsibility and adherence to districts financial procedures utilizing all school funds. (i.e.; grants and general fund)
- Evidence will include management of processes to contribute to community outreach/inclusion goals
- Evidence will include attention to equity issues

### Evaluator's comments:

Mr. Hood reviews the budget with his team at weekly meetings. They collectively strategize on allocating funds to support our goal of increasing the amount of planned maintenance. The budget for FY20 has been developed and submitted via MUNIS.

The department has been working closely with the Outreach Coordinator on contributing to the organization's outreach/inclusion goals.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 6. STAFF DEVELOPMENT

### Criteria:

Develops and implements a comprehensive staff development program that addresses school/department needs and contributes to improved performance of staff; reinforces staff knowledge and skills through targeted professional growth activities; delivers orientation and training for new staff members; utilizes staff input, evaluation measures, department performance, staff performance, and other factors to improve training offerings.

### Evidence:

- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator working with staff members to assist them in professional development that will meet departmental needs
- Evidence will include how staff members utilize professional development training in departmental productivity

### Evaluator's comments:

The department is in the process of developing a training program for the department and the respective trade shops. Mr. Hood has worked to provide internal training to the various trade supervisors and technicians on utilizing the work order management system (Famis) to efficiently manage the facilities, as well as skills needed for their respective trades.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	



## 7. CUSTOMER SATISFACTION

### Criteria:

**Maintains ongoing communication with internal and external customers and other key stakeholders; ensures that interactions with all customers are welcoming; develops specific plans for increasing customer satisfaction; establishes community partnerships and collaborations that benefit work efforts; provides for effective relationships with stakeholders to support and enhance the school/department's ability to improve programs; identifies the needs of the school/department and of every stakeholder; assesses stakeholder satisfaction, and takes action to improve or correct areas in which satisfaction is low.**

### Evidence:

- Evidence will include verbal and written feedback obtained from all customers and stakeholders
- Evidence will include results from customer surveys
- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results

### Evaluator's comments:

Mr. Hood met with EDs and principals to gain insight on the customer service provided by the Buildings and Grounds department. To begin the customer service improvement initiative, he asked for feedback from the principals via their respective ED on the four fundamental questions.

1. What would you like us to do more of?
2. What would you like us to do less of?
3. What would you like us to start doing?
4. What would you like us to stop doing?

### Rating:

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## 8. INTERPERSONAL COMMUNICATION AND RELATIONSHIPS

### Criteria:

Communicates effectively in written and oral form with staff, colleagues, students, parents, and key stakeholders; demonstrates positive interpersonal relations with students, staff, other administrators, parents and community members; considers others' ideas and points of view; establishes practices that lead to cooperation and collaboration; utilizes cultural sensitivity and awareness in interactions with others; seeks and uses feedback from staff, and community members and key stakeholders, develops strategies to address cultural diversity.

### Evidence:

- Evidence will include administrator's ability to manage and resolve conflict
- Evidence will include administrator's timely responsiveness to employee/student/parents/stakeholders concerns
- Evidence will include results from customer surveys
- Evidence will include attention to equity issues

### Evaluator's comments:

Mr. Hood has worked diligently with the local OAPSE members in his department on rebuilding the relationship through documenting processes and defining roles in the process. He has also established a focus group within the department to stimulate and challenge members of the team to think innovatively as they build sustainable business practices. Technicians have been promoted to supervisory positions to provide opportunities for advancement.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 9. JOB KNOWLEDGE

### Criteria:

**Demonstrates proficiency in all job related functions; has a working knowledge of overall departmental responsibilities; has a general knowledge of overall staff duties and responsibilities; develops and implements a comprehensive personal development plan that addresses school/department needs and contributes to improved performance; reinforces individual knowledge and skills through targeted professional growth activities; maintains knowledge of current industry practices. knowledge of board policies and state law as appropriate.**

### Evidence:

- Evidence of knowledge of job responsibilities
- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator's working knowledge of industry practices that will meet departmental needs
- Evidence will include how the administrator utilizes professional development training in departmental productivity

### Evaluator's comments:

Mr. Hood demonstrates management and business skills by his management of the department's people and resources. He understands the facility needs in the buildings and works with the technicians/supervisors to find solutions to the problems as they arise. He has continued his personal growth and development as a manager and leader.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## 10. PROFESSIONAL CONDUCT

### Criteria:

Exercises good judgment and takes responsibility for actions; demonstrates conscientiousness, trustworthiness, dependability, accountability, and integrity; demonstrates awareness of and appreciation for cultural diversity; protects the rights and confidentiality of staff and customers.

### Evidence:

- Evidence will include feedback from staff and customers
- Evidence will include administrator's professional attire
- Evidence will include using good judgment when making decisions
- Evidence will include investigations conducted and resolutions

### Evaluator's comments:

Mr. Hood exhibits professionalism at all times. He expects his supervisors to dress professionally and conduct themselves in a professional manner at all times.
--

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
**Final**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date: 04/08/2019</b>	<b>School Year:2018 - 2019</b>

**RATING SUMMARY**

Please indicate your ratings from areas 1-10 in the following table.

Area	Meets standard	Satisfactory Progress Made	Does not meet standard
1. Productivity/Goal Attainment	X		
2. Effective Leadership/Community Partnerships	X		
3. Strategic planning	X		
4. Information Analysis	X		
5. Resource Management/Budgeting	X		
6. Staff Development	X		
7. Customer Satisfaction	X		
8. Interpersonal Communication and Relationships	X		
9. Job Knowledge	X		
10. Professional conduct	X		

<b>Number of "Meets Standard" rating:</b>	<b>10</b>
<b>Number of "Satisfactory Progress Made" rating:</b>	<b>0</b>
<b>Number of "Does Not Meet Standard" rating:</b>	<b>0</b>

**OVERALL EVALUATION RATING (PLEASE CHECK ONE):**

<b>X</b>	<b>Meets Standard.</b> Meets standards in at least seven of the ten areas.
	<b>Satisfactory Progress Made.</b> Any other combinations other than what is rated as "Meets" or "Does Not Meet" Standards.
	<b>Does Not Meet Standards.</b> Meets standards in six or fewer of the ten areas (four or more "Does not meet" standard rating).

**Columbus City Schools  
Non-School Based Administrator's Evaluation Form  
Final**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD, SR
<b>School/Department:</b>	17TH AVE SERVICE CENTER
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	04/08/2019

**Overall Comments:**

**Mr. Hood has grown and developed as a Director during the past year. He has strategically planned for his development by engaging the service of an Executive Coach. He has become more confident in his position and his interactions with colleagues throughout the district. He is an asset to the Buildings and Grounds team, as well as the Business and Operations team.**

**Overall Rating:**

Meets Standard	<b>X</b>
Satisfactory Progress Made	
Does Not Meet Standard	

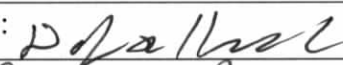
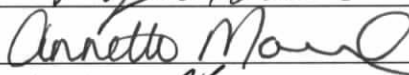
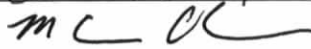
**(Complete this section only if contract expires this school year.)**

Superintendent intends to recommend the following:

<b>X</b>	Renewal of the contract for two years
	Renewal of the contract for 1 year
	Non-renewal of contract

In the event your contract expires this year, you are hereby informed that you may request a meeting with the board of education in executive session to discuss the reasons for the renewal or non-renewal of your contract. You will be notified of the date set aside for such meetings.

We have discussed the evaluation summarized above. The administrator's signature does not necessarily indicate that he/she agrees with the evaluation or comments indicated.

Administrator's signature : 	Date: 4/10/19
Supervisor's signature 	Date: 4-10-19
Reviewer's signature 	Date: 4-12-19

**Columbus Administrator Evaluation Form  
(Non-School Based)  
2019-2020 SY**



**Part II**

Preliminary Evaluation

**Administrator: DEJUAN A HOOD**

**Office of Superintendent  
Columbus City Schools**

**COLUMBUS ADMINISTRATOR EVALUATION  
(Non-School Based)**

**Performance Rating Scales**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD
<b>School/Department:</b>	17TH AVENUE SERVICE CTR
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	01/06/2021

Directions: Evaluate the administrator's performance in each of the following ten areas:

- Productivity/Goal Attainment
- Effective Leadership/Community Partnerships
- Strategic Planning
- Information Analysis
- Resource Management/Budgeting
- Staff Development
- Customer Satisfaction
- Interpersonal Communication and Relationship
- Job Knowledge
- Professional Conduct
- 

Criteria and Evidence are samples of job-related tasks and sources of evidence to support your rating of the administrator's performance. These lists are not exhaustive, and every item will not apply in every case. Evidence for all ten standards should be no more than three (3) pages in length and include a section on lessons learned. An overall evaluation of "Does Not Meet Standards" will result if at least four (4) of the ten areas are rated as "Does Not Meet Standards." All other combinations will result in a "Satisfactory Progress Made" rating.



## **1. Productivity / Goal Attainment**

### **Criteria:**

Performs all areas of job tasks and responsibilities with attention given to detail and quality; performs duties in accordance with Board of Education policies and regulations, and approved administrative policies and procedures; fulfills legal and contractual obligations; provides requested/required information in a timely manner; provides products/services; evaluates staff to ensure department and district goals are met.

### **Evidence:**

- Evidence of completing job tasks and responsibilities
- Evidence of submitting reports by the deadline
- Evidence of completing and submitting effective staff evaluations
- Evidence of exercising good judgment in crisis situations
- Evidence of meeting timeline and goals

### **Evaluator's comments:**

Mr. Hood performs all tasks assigned and effectively manages all areas of responsibility for his position. He gives attention to detail. He provides information when requested and submits reports by the requested deadline. Mr. Hood sets goals for himself and for his department and works to achieve those goals.

### **Rating:**

- ☒ Meets Standard
- ☐ Satisfactory Progress Made
- ☐ Does Not Meet Standard

## **2. Effective Leadership/Community Partnerships**

### **Criteria:**

Develops a clear mission based on district goals involving all key stakeholders; clearly communicates the mission to staff, and community members; clearly communicates expectations of what staff should know and be able to do; communicates high expectations to staff and other stakeholders; facilitates appropriate district approved community partnerships; makes important decisions promptly; follows through on decisions and commitments; involves others in decision making when appropriate; empowers others by delegating authority; uses effective communication skills to manage group processes; anticipates problems, and has plans and strategies in place to deal with them.

### **Evidence:**

- Evidence will include documentation from department reports
- Evidence will include administrator's ability to effectively lead a group of people to achieve department goals.
- Evidence should include incorporation of community resources which enhance district goals.

### **Evaluator's comments:**

Mr. Hood has grown in his leadership skills and abilities. He has actively sought to improve in this area by searching out Executive Coaching and acting on the recommendations and suggestions for improvement. He works to communicate the district and Business and Operations division mission to his team members. Mr. Hood plans for the work of the Office of Buildings and Grounds. These plans include anticipated problems/risks, as well as the expected outcomes and goals.

### **Rating:**

- ☒ Meets Standard
- ☐ Satisfactory Progress Made
- ☐ Does Not Meet Standard

### 3. Strategic Planning

**Criteria:**

Considers all relevant internal and external factors in developing long-term department strategy; ensures that the strategy addresses the needs of the district and/or stakeholder groups; incorporates technology, staff development, and assessment into the department strategy; utilizes the district's mission as a basis for prioritizing needs and deploying and aligning resources; develops effective strategies for improvement in efficiency; sets meaningful goals based on current level of performance, performance of comparable schools/ departments and district and state standards.

**Evidence:**

- Evidence should include staff planning and implementation of intervention strategies
- Evidence should include use of district and departmental data to improve achievement
- Evidence should include strategies to improve operational efficiency

**Evaluator's comments:**

Strategic planning is one of Mr. Hood's strengths. He has developed strategic plans for the improvement of the Buildings and Grounds Office. He does a good job of prioritizing the work, analyzing efficiency and setting goals for increasing efficiency, and setting standards for performance of vendors and the department.

**Rating:**

- ☒ Meets Standard
- ☐ Satisfactory Progress Made
- ☐ Does Not Meet Standard

#### **4. Information Analysis**

**Criteria:**

Uses specific measures, both common and unique, to track performance in areas of importance to the school/department and district's mission and goals; utilizes data to establish priorities for improvement, guides decisions on resource allocation, and identifies opportunities for innovation; utilizes disaggregated data to identify areas of concern; assesses performance and progress relative to comparable schools/departments and to state and district standards; uses data to assess program effectiveness relative to cost.

**Evidence:**

- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results
- Evidence should include how information is shared with staff and district team
- Evidence should include the use of gap and item data analysis data by staff members to improve delivery of service in accomplishing district goals

**Evaluator's comments:**

Mr. Hood uses data to support the decisions that he makes on a daily basis. He tracks the performance of employees and vendors with data. He shares information with the supervisors of each shop in their regularly scheduled team meetings and with technicians at meeting held throughout the year.

**Rating:**

- ☒ Meets Standard
- ☐ Satisfactory Progress Made
- ☐ Does Not Meet Standard

## **5. Resource Management/Budgeting**

### **Criteria:**

Indirectly or directly develops and monitors school/department budget; demonstrates sound fiscal management by containing costs and remaining within budget; complies with district financial policies, procedures, and schedules; identifies and accesses outside funding sources to better support educational programs and or department initiatives; uses human, material and financial resources effectively to support school/department goals.

### **Evidence:**

- Evidence will include administrator's understanding of the department budget with attention paid to expenditures and encumbrances.
- Evidence will include overseeing purchasing of material for staff
- Evidence will include managing human resources to enable the district to achieve its goals
- Evidence will include fiscal responsibility and adherence to districts financial procedures utilizing all school funds. (i.e.; grants and general fund)
- Evidence will include management of processes to contribute to community outreach/inclusion goals
- Evidence will include attention to equity issues

### **Evaluator's comments:**

Mr. Hood is very careful to stay within the planned budget for Buildings and Grounds. He monitors purchases and expenses throughout the year. He also limits the overtime use to only that overtime that is necessary to provide the services needed throughout the district. Mr. Hood meets with LEDE vendors at the request of Ms. Wise and works to include LEDE vendors in the work of the department.

### **Rating:**

- Meets Standard
- Satisfactory Progress Made
- Does Not Meet Standard

## 6. Staff Development

### Criteria:

Develops and implements a comprehensive staff development program that addresses school/department needs and contributes to improved performance of staff; reinforces staff knowledge and skills through targeted professional growth activities; delivers orientation and training for new staff members; utilizes staff input, evaluation measures, department performance, staff performance, and other factors to improve training offerings.

### Evidence:

- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator working with staff members to assist them in professional development that will meet departmental needs
- Evidence will include how staff members utilize professional development training in departmental productivity

### Evaluator's comments:

Mr. Hood has provided numerous opportunities for staff development of technicians and supervisors in the Buildings and Grounds department. He encourages staff to attend opportunities outside of the district. He is responsible for his own professional development and spends time reading and researching topics pertinent to his personal growth and the improvement of the department.

### Rating:

- ☒ Meets Standard
- ☐ Satisfactory Progress Made
- ☐ Does Not Meet Standard

## 7. Customer Satisfaction

### Criteria:

Maintains ongoing communication with internal and external customers and other key stakeholders; ensures that interactions with all customers are welcoming; develops specific plans for increasing customer satisfaction; establishes community partnerships and collaborations that benefit work efforts; provides for effective relationships with stakeholders to support and enhance the school/department's ability to improve programs; identifies the needs of the school/department and of every stakeholder; assesses stakeholder satisfaction, and takes action to improve or correct areas in which satisfaction is low.

### Evidence:

- Evidence will include verbal and written feedback obtained from all customers and stakeholders
- Evidence will include results from customer surveys
- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results

### Evaluator's comments:

Mr. Hood takes customer satisfaction very seriously. He works to improve satisfaction with the performance of the technicians and the vendors provide work for the department. Mr. Hood analyzes measures of customer satisfaction such as time to complete work orders and comments received from customers.

### Rating:

- ☒ Meets Standard
- ☐ Satisfactory Progress Made
- ☐ Does Not Meet Standard

## **8. Interpersonal Communication and Relationships**

### **Criteria:**

Communicates effectively in written and oral form with staff, colleagues, students, parents, and key stakeholders; demonstrates positive interpersonal relations with students, staff, other administrators, parents and community members; considers others' ideas and points of view; establishes practices that lead to cooperation and collaboration; utilizes cultural sensitivity and awareness in interactions with others; seeks and uses feedback from staff, and community members and key stakeholders, develops strategies to address cultural diversity.

### **Evidence:**

- Evidence will include administrator's ability to manage and resolve conflict
- Evidence will include administrator's timely responsiveness to employee/student/parents/stakeholders concerns
- Evidence will include results from customer surveys
- Evidence will include attention to equity issues

### **Evaluator's comments:**

Mr. Hood continues to improve in his ability to communicate with internal and external staff. He provides communication regarding any issues that may impact the buildings or occupants. He works to involve staff members in decisions and communicates district goals to staff members.

### **Rating:**

- ☒ Meets Standard
- ☐ Satisfactory Progress Made
- ☐ Does Not Meet Standard



## 9. Job Knowledge

### Criteria:

Demonstrates proficiency in all job related functions; has a working knowledge of overall departmental responsibilities; has a general knowledge of overall staff duties and responsibilities; develops and implements a comprehensive personal development plan that addresses school/department needs and contributes to improved performance; reinforces individual knowledge and skills through targeted professional growth activities; maintains knowledge of current industry practices. knowledge of board policies and state law as appropriate.

### Evidence:

- Evidence of knowledge of job responsibilities
- Evidence will include alignment of professional development activities with departmental needs
- Evidence will include the administrator's working knowledge of industry practices that will meet departmental needs
- Evidence will include how the administrator utilizes professional development training in departmental productivity

### Evaluator's comments:

Mr. Hood has a good understanding of the job responsibilities of Buildings and Grounds Director. He works to keep current on the knowledge that is needed to make decisions on the various aspect of maintaining the district building. He uses professional development opportunities to improve his knowledge base and grow professionally.

### Rating:

- ☒ Meets Standard
- ☐ Satisfactory Progress Made
- ☐ Does Not Meet Standard

## 10. Professional Conduct

### Criteria:

Exercises good judgment and takes responsibility for actions; demonstrates conscientiousness, trustworthiness, dependability, accountability, and integrity; demonstrates awareness of and appreciation for cultural diversity; protects the rights and confidentiality of staff and customers.

### Evidence:

- Evidence will include feedback from staff and customers
- Evidence will include administrator's professional attire
- Evidence will include using good judgment when making decisions
- Evidence will include investigations conducted and resolutions

### Evaluator's comments:

Mr. Hood is professional at all times. He dresses professionally and demonstrates a professional demeanor. He makes exhibits good judgment when making decisions.

### Rating:

- ☒ Meets Standard
- ☐ Satisfactory Progress Made
- ☐ Does Not Meet Standard

**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
Preliminary

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD
<b>School/Department:</b>	17TH AVENUE SERVICE CTR
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	01/13/2021

**RATING SUMMARY**

School Year: 2020-2021

Area	Meets Standard	Satisfactory Progress Made	Does not Meet Standard
1. Productivity/Goal Attainment	X		
2. Effective Leadership/Community Partnerships	X		
3. Strategic Planning	X		
4. Information Analysis	X		
5. Resource Management/Budgeting	X		
6. Staff Development	X		
7. Customer Satisfaction	X		
8. Interpersonal Communication and Relationships	X		
9. Job Knowledge	X		
10. Professional Conduct	X		

Number of "Meets Standard" rating:	10
Number of "Satisfactory Progress Made" rating:	0
Number of "Does Not Meet Standard" rating:	0

**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
Preliminary

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD
<b>School/Department:</b>	17TH AVENUE SERVICE CTR
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	01/13/2021

<b>OVERALL EVALUATION RATING (PLEASE CHECK ONE):</b>	
<b>X</b>	<b>Meets Standards:</b> Meets standards in at least seven of the ten areas.
	<b>Satisfactory Progress Made.</b> Any other combinations other than what is rated as "Meets" or "Does Not Meet" Standards.
	<b>Does Not Meet Standards:</b> Meets standards and/or satisfactory progress made in six or fewer of the ten areas. (four or more "Does Not Meet" standard rating).

**Overall Comments:**

Mr. Hood continues to grow professionally. He is a valuable member of the Business and Operations team. His sense of humor and ability to see the positive in negative situations is appreciated. I am proud to have Mr. Hood as a colleague and a member of our team.

**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
Preliminary

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD
<b>School/Department:</b>	17TH AVENUE SERVICE CTR
<b>Supervisor (evaluator):</b>	ANNETTE R MORUD
<b>Date:</b>	01/13/2021

Overall Rating:							
<table border="1" style="width: 100%;"> <tr> <td style="padding: 2px;">Meets Standards</td> <td style="text-align: center; padding: 2px;"><b>X</b></td> </tr> <tr> <td style="padding: 2px;">Satisfactory Progress Made</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Does Not Meet Standards</td> <td style="padding: 2px;"></td> </tr> </table>	Meets Standards	<b>X</b>	Satisfactory Progress Made		Does Not Meet Standards		
Meets Standards	<b>X</b>						
Satisfactory Progress Made							
Does Not Meet Standards							

In the event your contract expires this year, you are hereby informed that you may request a meeting with the board of education in executive session to discuss the reasons for the renewal or non-renewal of your contract. You will be notified of the date set aside for such meetings.

We have discussed the evaluation summarized above. The administrator's signature does not necessarily indicate that he/she agrees with the evaluation or comments indicated.

Administrator's signature :	Date:
Supervisor's signature	Date:
Reviewer's signature	Date:

**Columbus Administrator Evaluation Form  
(Non-School Based)  
2020-2021 SY**



**COLUMBUS  
CITY SCHOOLS**

**Part II**

**Administrator's Name:** DEJUAN A HOOD

**Please select one:**

Preliminary

☐

Final

☒

**Office of Superintendent  
Columbus City Schools**

**COLUMBUS ADMINISTRATOR EVALUATION  
(Non-School Based)**

**Performance Rating Scales**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD
<b>School/Department:</b>	17TH AVENUE SERVICE CTR
<b>Supervisor (evaluator):</b>	MAURICE OLDHAM
<b>Date:</b>	04/13/2021

**Directions:** Evaluate the administrator's performance in each of the following ten areas:

- **Productivity/Goal Attainment**
- **Effective Leadership/Community Partnerships**
- **Strategic Planning**
- **Information Analysis**
- **Resource Management/Budgeting**
- **Staff Development**
- **Customer Satisfaction**
- **Interpersonal Communication and Relationship**
- **Job Knowledge**
- **Professional Conduct**

**Criteria and Evidence** are samples of job-related tasks and sources of evidence to support your rating of the administrator's performance. These lists are not exhaustive, and every item will not apply in every case. Evidence for all ten standards should be no more than three (3) pages in length and include a section on lessons learned. An overall evaluation of "Does Not Meet Standards" will result if at least four (4) of the ten areas are rated as "Does Not Meet Standards." All other combinations will result in a "Satisfactory Progress Made" rating.

## **1. PRODUCTIVITY/GOAL ATTAINMENT**

### **Criteria:**

**Performs all areas of job tasks and responsibilities with attention given to detail and quality; performs duties in accordance with Board of Education policies and regulations, and approved administrative policies and procedures; fulfills legal and contractual obligations; provides requested/required information in a timely manner; provides products/services; evaluates staff to ensure department and district goals are met.**

### **Evidence:**

- **Evidence of completing job tasks and responsibilities**
- **Evidence of submitting reports by the deadline**
- **Evidence of completing and submitting effective staff evaluations**
- **Evidence of exercising good judgment in crisis situations**
- **Evidence of meeting timeline and goals**

### **Evaluator's comments:**

**Mr. Hood is very conscientious about meeting report deadlines and completing assignments on time. He is very effective at managing the day to day operations of the department in any efficient and effective manner. He is very diligent in fulfilling his duties and responsibilities according to district policies, regulations, procedures, and processes.**

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	



## **2. EFFECTIVE LEADERSHIP/COMMUNITY PARTNERSHIPS**

### **Criteria:**

**Develops a clear mission based on district goals involving all key stakeholders; clearly communicates the mission to staff, and community members; clearly communicates expectations of what staff should know and be able to do; communicates high expectations to staff and other stakeholders; facilitates appropriate district approved community partnerships; makes important decisions promptly; follows through on decisions and commitments; involves others in decision making when appropriate; empowers others by delegating authority; uses effective communication skills to manage group processes; anticipates problems, and has plans and strategies in place to deal with them.**

### **Evidence:**

- **Evidence will include documentation from department reports**
- **Evidence will include administrator's ability to effectively lead a group of people to achieve department goals.**
- **Evidence should include incorporation of community resources which enhance district goals.**

### **Evaluator's comments:**

<b>Mr. Hood has done a good job of building team moral and confidence in the department. He is clear about the district's mission and his department's role in contributing to the achievement of that mission. He clearly communicates that role to his staff and his expectations of how staff should perform their duties to contribute to the success of the district.</b>
--

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

### 3. STRATEGIC PLANNING

#### Criteria:

**Considers all relevant internal and external factors in developing long-term department strategy; ensures that the strategy addresses the needs of the district and/or stakeholder groups; incorporates technology, staff development, and assessment into the department strategy; utilizes the district's mission as a basis for prioritizing needs and deploying and aligning resources; develops effective strategies for improvement in efficiency; sets meaningful goals based on current level of performance, performance of comparable schools/ departments and district and state standards.**

#### Evidence:

- Evidence should include staff planning and implementation of intervention strategies
- Evidence should include use of district and departmental data to improve achievement
- Evidence should include strategies to improve operational efficiency

#### Evaluator's comments:

Strategic planning guides the work of the Buildings and Ground department. This is a strength for Mr. Hood. He is proficient at developing solutions through a strategic planning process. He considers internal and external factors as he develops his strategic plans. He takes great care to prioritize his work and the work of his team to make sure the work aligns with the needs of the district.

#### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

#### **4. INFORMATION ANALYSIS**

**Criteria:**

**Uses specific measures, both common and unique, to track performance in areas of importance to the school/department and district's mission and goals; utilizes data to establish priorities for improvement, guides decisions on resource allocation, and identifies opportunities for innovation; utilizes disaggregated data to identify areas of concern; assesses performance and progress relative to comparable schools/departments and to state and district standards; uses data to assess program effectiveness relative to cost.**

**Evidence:**

- **Evidence should include intervention strategies used to support the district in accomplishing its goals**
- **Evidence should include analysis of departmental results**
- **Evidence should include how information is shared with staff and district team**
- **Evidence should include the use of gap and item data analysis data by staff members to improve delivery of service in accomplishing district goals**

**Evaluator's comments:**

<b>Mr. Hood uses data to support the decisions that he makes on a daily basis. He tracks the performance of employees and vendors with data. He shares information with the supervisors of each shop in their regularly scheduled team meetings.</b>
--

**Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## **5. RESOURCE MANAGEMENT/BUDGETING**

### **Criteria:**

**Indirectly or directly develops and monitors school/department budget; demonstrates sound fiscal management by containing costs and remaining within budget; complies with district financial policies, procedures, and schedules; identifies and accesses outside funding sources to better support educational programs and or department initiatives; uses human, material and financial resources effectively to support school/department goals.**

### **Evidence:**

- **Evidence will include administrator's understanding of the department budget with attention paid to expenditures and encumbrances.**
- **Evidence will include overseeing purchasing of material for staff**
- **Evidence will include managing human resources to enable the district to achieve its goals**
- **Evidence will include fiscal responsibility and adherence to districts financial procedures utilizing all school funds. (i.e.; grants and general fund)**
- **Evidence will include management of processes to contribute to community outreach/inclusion goals**
- **Evidence will include attention to equity issues**

### **Evaluator's comments:**

<b>Mr. Hood is very conscientious steward and manager of district resources. He is knowledgeable about district purchasing, budgeting and fiscal policies.</b>
--

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## **6. STAFF DEVELOPMENT**

### **Criteria:**

**Develops and implements a comprehensive staff development program that addresses school/department needs and contributes to improved performance of staff; reinforces staff knowledge and skills through targeted professional growth activities; delivers orientation and training for new staff members; utilizes staff input, evaluation measures, department performance, staff performance, and other factors to improve training offerings.**

### **Evidence:**

- **Evidence will include alignment of professional development activities with departmental needs**
- **Evidence will include the administrator working with staff members to assist them in professional development that will meet departmental needs**
- **Evidence will include how staff members utilize professional development training in departmental productivity**

### **Evaluator's comments:**

**Mr. Hood is very aware of the importance of ongoing professional development for his team members due to the fast changing pace of the industry. He encourages his staff to engage in professional development to enhance their technical skills. He spends time reading and researching topics pertinent to his personal growth and the improvement of the department.**

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## 7. CUSTOMER SATISFACTION

### Criteria:

**Maintains ongoing communication with internal and external customers and other key stakeholders; ensures that interactions with all customers are welcoming; develops specific plans for increasing customer satisfaction; establishes community partnerships and collaborations that benefit work efforts; provides for effective relationships with stakeholders to support and enhance the school/department's ability to improve programs; identifies the needs of the school/department and of every stakeholder; assesses stakeholder satisfaction, and takes action to improve or correct areas in which satisfaction is low.**

### Evidence:

- Evidence will include verbal and written feedback obtained from all customers and stakeholders
- Evidence will include results from customer surveys
- Evidence should include intervention strategies used to support the district in accomplishing its goals
- Evidence should include analysis of departmental results

### Evaluator's comments:

Customer service is important to Mr. Hood. He makes an effort to go above and beyond the normal level service to please his internal and external customers. His department is challenged every day to provide a high level of customer service. Mr. Hood analyzes measures of customer satisfaction such as time to complete work orders and comments received from customers. As a part of his staff professional development plan for his staff, I would like to see the inclusion of customer service training, especially training to deal with difficult customers.

### Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

## **8. INTERPERSONAL COMMUNICATION AND RELATIONSHIPS**

### **Criteria:**

**Communicates effectively in written and oral form with staff, colleagues, students, parents, and key stakeholders; demonstrates positive interpersonal relations with students, staff, other administrators, parents and community members; considers others' ideas and points of view; establishes practices that lead to cooperation and collaboration; utilizes cultural sensitivity and awareness in interactions with others; seeks and uses feedback from staff, and community members and key stakeholders, develops strategies to address cultural diversity.**

### **Evidence:**

- **Evidence will include administrator's ability to manage and resolve conflict**
- **Evidence will include administrator's timely responsiveness to employee/student/parents/stakeholders concerns**
- **Evidence will include results from customer surveys**
- **Evidence will include attention to equity issues**

### **Evaluator's comments:**

**Mr. Hood is responsive to the needs of his customers. He communicates well in writing and verbally with his staff and stakeholders. He works really hard to establish positive working relationships with his staff and leadership teams.**

### **Rating:**

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	

## 9. JOB KNOWLEDGE

### Criteria:

**Demonstrates proficiency in all job related functions; has a working knowledge of overall departmental responsibilities; has a general knowledge of overall staff duties and responsibilities; develops and implements a comprehensive personal development plan that addresses school/department needs and contributes to improved performance; reinforces individual knowledge and skills through targeted professional growth activities; maintains knowledge of current industry practices. knowledge of board policies and state law as appropriate.**

### Evidence:

- **Evidence of knowledge of job responsibilities**
- **Evidence will include alignment of professional development activities with departmental needs**
- **Evidence will include the administrator's working knowledge of industry practices that will meet departmental needs**
- **Evidence will include how the administrator utilizes professional development training in departmental productivity**

### Evaluator's comments:

**Mr. Hood has a good understanding of the job responsibilities of Buildings and Grounds Director. He works to keep current on the knowledge that is needed to make decisions on the various aspect to maintain the district buildings. He uses professional development opportunities to improve his knowledge base and grow professionally.**

### Rating:

<b>Meets standard</b>	<b>X</b>
<b>Satisfactory Progress Made</b>	
<b>Does not meet standard</b>	



## **10. PROFESSIONAL CONDUCT**

### **Criteria:**

**Exercises good judgment and takes responsibility for actions; demonstrates conscientiousness, trustworthiness, dependability, accountability, and integrity; demonstrates awareness of and appreciation for cultural diversity; protects the rights and confidentiality of staff and customers.**

### **Evidence:**

- **Evidence will include feedback from staff and customers**
- **Evidence will include administrator's professional attire**
- **Evidence will include using good judgment when making decisions**
- **Evidence will include investigations conducted and resolutions**

### **Evaluator's comments:**

<b>Mr. Hood conducts himself in a professional manner at all times. His attire is appropriate and professional. He is conscientious, trustworthy, dependable, and accountable. He performs his duties and responsibilities with a high degree of integrity.</b>
---

### **Rating:**

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
**Final**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD		
<b>School/Department:</b>	17TH AVENUE SERVICE CTR		
<b>Supervisor (evaluator):</b>	MAURICE OLDHAM		
<b>Date: 04/13/2021</b>	<b>School Year:2020 - 2021</b>		

**RATING SUMMARY**

Please indicate your ratings from areas 1-10 in the following table.

Area	Meets Standard	Satisfactory Progress Made	Does Not Meet Standard
1. Productivity/Goal Attainment	X		
2. Effective Leadership/Community Partnerships	X		
3. Strategic planning	X		
4. Information Analysis	X		
5. Resource Management/Budgeting	X		
6. Staff Development	X		
7. Customer Satisfaction	X		
8. Interpersonal Communication and Relationships	X		
9. Job Knowledge	X		
10. Professional conduct	X		

Number of "Meets Standard" rating:	10
Number of "Satisfactory Progress Made" rating:	0
Number of "Does Not Meet Standard" rating:	0

**OVERALL EVALUATION RATING (PLEASE CHECK ONE):**

<b>X</b>	<b>Meets Standard.</b> Meets standards in at least seven of the ten areas.
	<b>Satisfactory Progress Made.</b> Any other combinations other than what is rated as "Meets" or "Does Not Meet" Standards.
	<b>Does Not Meet Standards.</b> Meets standards in six or fewer of the ten areas (four or more "Does not meet" standard rating).

**Columbus City Schools**  
**Non-School Based Administrator's Evaluation Form**  
**Final**

<b>Administrator (evaluatee):</b>	DEJUAN A HOOD
<b>School/Department:</b>	17TH AVENUE SERVICE CTR
<b>Supervisor (evaluator):</b>	MAURICE OLDHAM
<b>Date:</b>	04/13/2021

**Overall Comments:**

**Mr. Hood is a valued member of the Business and Operations team. He is a committed team member that believes in the mission of the district. He is an intelligent and strategic thinker and planner. He performs his duties and responsibilities according to district policies, regulations, procedures and processes.**

**Overall Rating:**

Meets Standard	<b>X</b>
Satisfactory Progress Made	
Does Not Meet Standard	

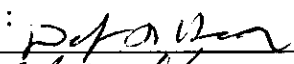
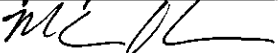
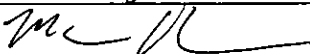
**(Complete this section only if contract expires this school year.)**

Superintendent intends to recommend the following:

<b>X</b>	Renewal of the contract for two years
	Renewal of the contract for 1 year
	Non-renewal of contract

In the event your contract expires this year, you are hereby informed that you may request a meeting with the board of education in executive session to discuss the reasons for the renewal or non-renewal of your contract. You will be notified of the date set aside for such meetings.

We have discussed the evaluation summarized above. The administrator's signature does not necessarily indicate that he/she agrees with the evaluation or comments indicated.

Administrator's signature : 	Date: 4/15/21
Supervisor's signature 	Date: 4/15/21
Reviewer's signature 	Date: 4/15/21