

**Columbus Administrator Evaluation Form
(Non-School Based)
2021-2022 SY**



**COLUMBUS
CITY SCHOOLS**

Part II

Administrator's Name: MAURICE OLDHAM

Please select one:

Preliminary

Final



**Office of Superintendent
Columbus City Schools**

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

Performance Rating Scales

Administrator (evaluatee):	MAURICE OLDHAM
School/Department:	17TH AVENUE SERVICE CTR
Supervisor (evaluator):	DAVID W JAMES
Date:	04/01/2022

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:

Maurice has done an excellent job of completing all tasks assigned by the appropriate deadlines. His attention to detail and openness to looking at challenges in different ways sets him apart. The work of Business & Operations, often focuses on emergency situations. Maurice has handled these effectively by knowing how to deploy resources, keeping others apprised, collaborating across departments, and overall using good judgement.

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. Oldham has taken the lead in helping to change the culture in Business & Operations by his direct role ensuring that all supervisors are able to participate in professional development activities to improve their practice. He has assisted in obtaining reports from his subordinates in response to data requests from the Superintendent and the Board in a timely and relevant manner. Maurice is an effective leader and decision-maker and appropriately delegates authority and can quickly change course when needed.

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:

Mr. Oldham has excellent strategic planning skills as evidenced by his assistance in aligning Business & Operations to the CCS Strategic Plan and helping CCS implement the Facilities Master Plan. These efforts require setting appropriate goals and getting "buy-in" from our internal stakeholders, which he has been able to achieve. Our collective goal is to improve operational performance and service.

Rating:

Meets standard	
Satisfactory Progress Made	X
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:

Maurice understand the importance of data and how it is used in making decisions, setting priorities, and benchmarking progress toward meeting strategic goals. Data generated by the Business and Operations departments has been used by both the Superintendent and Board in setting policy, and making district-level decisions.

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:

Maurice has a keen understanding of his department budgets, from preparation, to allocation, and use. He played a vital role in the preparation of the general fund operations and personnel budgets as they made their way through FAC and ultimately to the Board for approval. He is flexible in his approach to how his budget can be used when responding to unplanned projects so they are not delayed.

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. Oldham has been very open in our goal of improving the opportunities for professional development within Business and Operations. He is collaborating with Talent and Management to increase training among our supervisors to their individual needs. In addition we are changing the culture where staff have been reluctant to speak up. When staff realize they have a voice and an opportunity to share their thoughts and concerns, they begin to take more ownership of their work. This is the culture we are trying to build.

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:

Keeping our stakeholders updated on our progress regardless of the situation is a hallmark of Maurice's leadership practice. This is evidenced during emergency situations where we have lots of moving parts. Maurice works in a collaborative manner to solve problems and is always engaged in the process. He has effective relationships across CCS.

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:

I have found Maurice easy to work with. His conscientious attitude is refreshing and he is not afraid to offer a differing opinion or approach to solutions based on his experience at CCS. He has great interpersonal relationships with staff that I have seen first-hand when we have made building visits. He is always quick to lend a hand to anyone who asks.

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. Oldham's knowledge of Business & Operations has been very helpful to me in my role here at CCS. He is reliable and competent.

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:

I have found Maurice to be conscientious, trustworthy, and dependable. Much of our work included responding to emergencies and Maurice exhibits a very calming demeanor that allows the team to handle every situation. He is always professional in his behavior and appearance.

Rating:

Meets standard	X
Satisfactory Progress Made	
Does not meet standard	

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Final**

Administrator (evaluatee):	MAURICE OLDHAM		
School/Department:	17TH AVENUE SERVICE CTR		
Supervisor (evaluator):	DAVID W JAMES		
Date: 04/01/2022	School Year:2021 - 2022		

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:	9
Number of "Satisfactory Progress Made" rating:	1
Number of "Does Not Meet Standard" rating:	0

OVERALL EVALUATION RATING (PLEASE CHECK ONE):

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

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School/Department:	17TH AVENUE SERVICE CTR
Supervisor (evaluator):	DAVID W JAMES
Date:	04/01/2022

Overall Comments:
Mr. Oldham is a key member of our management team, his knowledge and expertise is key to our success.

Overall Rating:

Meets Standard	X
Satisfactory Progress Made	
Does Not Meet Standard	

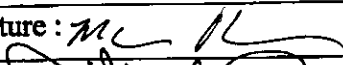
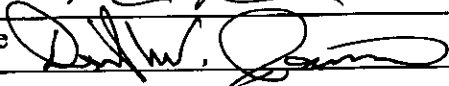
(Complete this section only if contract expires this school year.)

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: 4/4/22
Supervisor's signature 	Date: 4-4-2022
Reviewer's signature	Date: