

# School Business Official Evaluation Tool



The New York State Association of School Business Officials

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**Dr. Jennifer Bolton Carls, Gregory Carlson,**  
**James Fregelette, and Danielle McAfee**  
*for their hard work on this evaluation tool.*



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# Evaluation Tool Introduction

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*The following is a tool intended for use in evaluating the performance of a School Business Official.*

## Suggested Process

- **Organizational Goals** – The SBO should have a working knowledge of the overarching organizational goals and how management services relates to the mission of the organization.
- **Departmental Goals** – The SBO should work with each department to create short and long term goals in relation to the organizational goals.
- **Job Description** – a clear job description and job duty statement should be prepared in cooperation with the Supervisor. It should be reviewed and updated annually.
- **Self Evaluation** – The SBO should spend some time before the formal evaluation meeting completing this evaluation form and prepare evidence to use in the formal evaluation.
- **Formal Evaluation with Superintendent.**

## Rating Categories

*SBOs will be rated according to eight overarching categories.*

- Leadership Skills
- Fiscal Management
  - Accounting
  - Financial Planning
  - Reporting
  - Budget Development and Monitoring
  - Purchasing/Inventory Management
  - Payroll
- Operations, Maintenance and Safety Risk Management
- Transportation
- School Nutrition
- Technology
- Human Resources
- Other duties as assigned
  - District Clerk
  - Records Access Officer/FOIL
  - Sexual Harassment Office
  - Title IX Coordinator

## Levels of Performance

*An SBO's performance will be rated according to four (4) levels: Highly Effective, Effective, Developing, or Ineffective.*

**4 = Highly Effective:** Performance contributes significantly to the improvement of the school district.

**3 = Effective:** Performance exemplifies what could be reasonably expected of a well-prepared SBO.

**2 = Developing Effectiveness:** Although performance is not inadequate, there is a need for improvement in this area.

**1 = Ineffective:** Performance shows deficiencies.

# Leadership Skills

*Levels of Performance:*

Ineffective: 1; Developing Effectiveness: 2; Effective: 3; Highly Effective: 4; Not Applicable: N/A

Maintains high standards of ethics, honesty and integrity in all personal and professional matters.	1	2	3	4	N/A
Demonstrates the initiative and persistence needed to accomplish goals and objectives.	1	2	3	4	N/A
Identifies problems, initiates solutions and monitors progress toward his/her solutions.	1	2	3	4	N/A
Effectively manages time and devotes energy to discharging the responsibilities of the position.	1	2	3	4	N/A
Shows an openness to new ideas as to how the functioning of the district might be improved.	1	2	3	4	N/A
Communicates in a clear, accurate and concise manner.	1	2	3	4	N/A
Accepts responsibility for decisions and actions, as well as for decisions and actions of those who are directly responsible to the business official.	1	2	3	4	N/A
Actively engages in self-improvement and other professional development activities.	1	2	3	4	N/A
Demonstrates an understanding of strategies for working effectively with the district leader, building leaders, the Board of Education or other governing entity, staff, parents/guardians, and community members to identify and allocate resources for supporting the educational vision.	1	2	3	4	N/A
Demonstrates an understanding of strategies for building and maintaining ongoing partnerships with district staff and other stakeholders at both the local and state level.	1	2	3	4	N/A

**Leadership Skills Total:** \_\_\_\_\_

**Performance Level Average (Total/10):** \_\_\_\_\_

Reminder: if “not applicable” selected, reduce divided by number above

# Fiscal Management

## Accounting

*Levels of Performance:*  
Ineffective: 1; Developing Effectiveness: 2; Effective: 3; Highly Effective: 4; Not Applicable: N/A

Establishes and maintains accounting records and procedures to conform to district policy, state and federal requirements and implements procedures for encumbrance, expense accounting and distribution of revenues into proper fund accounts.	1	2	3	4	N/A
Supervises and/or handles the maintenance of grants in order to file required reports to funding agencies.	1	2	3	4	N/A
Supervises and/or handles the collection of revenues by establishing procedures for the district tax collector, treasurer and assigned personnel.	1	2	3	4	N/A
Demonstrates an understanding of the impact and relationship between the tax levy, assessment practices, and equalization rates.	1	2	3	4	N/A
Demonstrates knowledge of fund balance management and tax stabilization.	1	2	3	4	N/A
Demonstrates knowledge of financial statements, balance sheets, journal entries and other accounting principles.	1	2	3	4	N/A

**Fiscal Management - Accounting Subtotal:** \_\_\_\_\_

**Performance Level Average (Subtotal/6):** \_\_\_\_\_

*Levels of Performance Average Targets*  
Highly Effective: 4.0; Effective: 3.0-3.9; Developing Effectiveness: 2.0-2.9; Ineffective: 1.0-1.9

# Fiscal Management

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## Financial Planning

*Levels of Performance:*

Ineffective: 1; Developing Effectiveness: 2; Effective: 3; Highly Effective: 4; Not Applicable: N/A

Identifies and analyzes strategies for financing in the short and long-term while sustaining the district's educational vision.	1	2	3	4	N/A
Demonstrates knowledge of procedures for developing, implementing, monitoring, evaluating and updating the district strategic plan.	1	2	3	4	N/A
Demonstrates an understanding of how to assess the district's current financial health and monitor status of district finances on an ongoing basis.	1	2	3	4	N/A
Develops and maintains monthly cash flow statements to aid in determining cash available for investment and/or borrowing needs.	1	2	3	4	N/A
Determines best available investment instruments and obtains quotations on interest rates considering investment amount, time of investment and prevailing interest rates.	1	2	3	4	N/A
Determines sources of short term borrowing and employs competitive bidding to obtain best interest rates.	1	2	3	4	N/A
Establishes a debt service schedule to assure availability of funds to meet debt service requirements.	1	2	3	4	N/A
Develops plans for long term borrowings including the preparation of repayment schedules, coordinates data for bond sale prospectus and arranging for sale of bonds in cooperation with fiscal advisor and bond counsel.	1	2	3	4	N/A
Provides fiscal, statistical and business management information in support of state and federal grant applications.	1	2	3	4	N/A

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**Fiscal Management - Financial Planning Subtotal:** \_\_\_\_\_

**Performance Level Average (Subtotal/9):** \_\_\_\_\_

### *Levels of Performance Average Targets*

Highly Effective: 4.0; Effective: 3.0-3.9; Developing Effectiveness: 2.0-2.9; Ineffective: 1.0-1.9

# Fiscal Management

## Reporting

*Levels of Performance:*

Ineffective: 1; Developing Effectiveness: 2; Effective: 3; Highly Effective: 4; Not Applicable: N/A

Secures an independent annual audit of the school district's financial records.	1	2	3	4	N/A
Supervises and/or handles preparation and transmits periodic financial reports to appropriate federal and state authorities such as ST3, STAC, Medicaid, etc., filings.	1	2	3	4	N/A
Prepares and interprets a variety of special reports at the request of the Superintendent, state and federal agencies.	1	2	3	4	N/A
Supervises and/or handles the preparation of monthly financial reports for submission to the Board of Education.	1	2	3	4	N/A
Prepares and interprets financial transactions to prepare cost analysis reports as requested by the Superintendent.	1	2	3	4	N/A

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**Fiscal Management - Reporting Subtotal:** \_\_\_\_\_

**Performance Level Average (Subtotal/5):** \_\_\_\_\_

## Budget Development & Monitoring

Assists Superintendent in the creation of the budget development process and timeline for use by all district staff.	1	2	3	4	N/A
Reviews and consolidates all budget requests and revenue sources to prepare and develop the preliminary budget.	1	2	3	4	N/A
Assists the Superintendent in presenting the proposed budget to the Board of Education and other groups as requested.	1	2	3	4	N/A
Assists in the preparation of the budget newsletter and related documents.	1	2	3	4	N/A
Establishes and maintains budgetary control through accounting and financial reporting procedures.	1	2	3	4	N/A
Recommends budget transfers in a timely manner.	1	2	3	4	N/A

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**Fiscal Management - Budget Development & Monitoring Subtotal:** \_\_\_\_\_

**Performance Level Average (Subtotal/6):** \_\_\_\_\_

# Fiscal Management

## Purchasing/Inventory Management

*Levels of Performance:*

Ineffective: 1; Developing Effectiveness: 2; Effective: 3; Highly Effective: 4; Not Applicable: N/A

Demonstrates an understanding of legal requirements and procedures associated with procurement, bidding, and vendor relationships and the use of requisitions, purchase orders and invoices.	1	2	3	4	N/A
Develops and supervises and/or handles maintenance and control of property classification and inventory systems for fixed assets and supplies.	1	2	3	4	N/A
Periodically audits insurance coverage against inventories, appraisals, liabilities and replacement cost.	1	2	3	4	N/A
Establishes a purchasing calendar to assure timely ordering and delivery of goods and services.	1	2	3	4	N/A
Coordinates formal bidding or purchases through state contracts, sources exempt from bidding law and those obtainable by direct purchase in accordance with Board policy.	1	2	3	4	N/A
Facilitates other cooperative bidding procedures with BOCES and/or neighboring school districts to maximize value.	1	2	3	4	N/A

**Fiscal Management - Purchasing/Inventory Management Subtotal:** \_\_\_\_\_

**Performance Level Average (Subtotal/6):** \_\_\_\_\_

## Payroll

Establishes and maintains payroll procedures and supervises and/or handles payroll operations.	1	2	3	4	N/A
Applies knowledge of procedures for processing and managing payroll, including legal requirements.	1	2	3	4	N/A

**Fiscal Management - Payroll Subtotal:** \_\_\_\_\_

**Performance Level Average (Subtotal/2):** \_\_\_\_\_

**Fiscal Management Total:**   -  

**Performance Level Average (Total/34):** \_\_\_\_\_



# Operations, Maintenance, Safety Risk Management and Capital Projects

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*Levels of Performance:*

Ineffective: 1; Developing Effectiveness: 2; Effective: 3; Highly Effective: 4; Not Applicable: N/A

Develops the district risk management program on the basis of evaluation of exposures and makes recommendations to the Superintendent and Board of Education.	1	2	3	4	N/A
Demonstrates an understanding of procedures and practices for maintaining a clean, safe learning environment (e.g. custodial and maintenance services, the Occupational Safety and Health Administration (OSHA), federal and state regulations).	1	2	3	4	N/A
Reports in writing on liability, real and personal property and other covered losses to carrier and to the Superintendent.	1	2	3	4	N/A
Supervises and/or handles the preparation and maintenance of an equipment replacement program.	1	2	3	4	N/A
Oversees the planning and implementation of a preventive maintenance program for district equipment and building operational systems.	1	2	3	4	N/A
Supervises and/or handles bond issue and energy performance contract finances, cash flow, communication with architect, direction of construction, scheduling change orders, necessary purchases, and completion of required reports.	1	2	3	4	N/A
Identifies energy conservation measures to ensure acceptable levels of energy consumption and cost-effectiveness.	1	2	3	4	N/A
Assists with planning, design and construction of capital projects.	1	2	3	4	N/A

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**Operations, Maintenance, Safety Risk Management and Capital Projects Total:** \_\_\_\_\_

**Performance Level Average (Total/8):** \_\_\_\_\_

*Levels of Performance Average Targets*

Highly Effective: 4.0; Effective: 3.0-3.9; Developing Effectiveness: 2.0-2.9; Ineffective: 1.0-1.9

# Transportation

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*Levels of Performance:*

Ineffective: 1; Developing Effectiveness: 2; Effective: 3; Highly Effective: 4; Not Applicable: N/A

Collaborates with the Supervisor of Transportation in the preparation of policies, rules, regulations and procedures.	1	2	3	4	N/A
Directs the establishment and maintenance of a cost effective management plan for equipment replacement (buses) and supplies.	1	2	3	4	N/A
Demonstrates knowledge of safe and efficient student transportation, including statutory and regulatory requirements, efficient routing, schedule development, training, and oversight practices.	1	2	3	4	N/A

**Transportation Total:** \_\_\_\_\_

**Performance Level Average (Total/3):** \_\_\_\_\_

# School Nutrition

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Provides supervision and consultation to the School Lunch Manager.	1	2	3	4	N/A
Coordinates fiscal, management and reporting functions of food service programs through the establishment of a system of controls to assure compliance with federal and state requirements.	1	2	3	4	N/A
Establishes and maintains cost analysis and control procedures needed to operate the food service program.	1	2	3	4	N/A

**School Nutrition Total:** \_\_\_\_\_

**Performance Level Average (Total/3):** \_\_\_\_\_

*Levels of Performance Average Targets*

Highly Effective: 4.0; Effective: 3.0-3.9; Developing Effectiveness: 2.0-2.9; Ineffective: 1.0-1.9

# Technology

*Levels of Performance:*

Ineffective: 1; Developing Effectiveness: 2; Effective: 3; Highly Effective: 4; Not Applicable: N/A

Demonstrates knowledge of procedures for directing the development, implementation and maintenance of a district-wide information management system.	1	2	3	4	N/A
Implements and tests a disaster recovery plan.	1	2	3	4	N/A
Displays knowledge of computer and information technology security and licensing.	1	2	3	4	N/A

**Technology Total:** \_\_\_\_\_

**Performance Level Average (Total/3):** \_\_\_\_\_

# Human Resources

Demonstrates knowledge of legal requirements associated with human resources administration.	1	2	3	4	N/A
Demonstrates an understanding of processes for engaging in and supporting district wide succession planning, including recruiting, retraining, identifying and coaching potential leaders.	1	2	3	4	N/A
Demonstrates knowledge of procedures for maintaining accurate employee records.	1	2	3	4	N/A
Prepares and maintains seniority lists for classified personnel.	1	2	3	4	N/A
Demonstrates knowledge of issues and procedures in administering employee benefits programs.	1	2	3	4	N/A
Demonstrates an understanding of how to design and implement staff development and training programs conducive to growth and skill enhancement, including mandated training.	1	2	3	4	N/A
Applies knowledge of legal requirements associated with collective bargaining process and develops data to support negotiations.	1	2	3	4	N/A

**Human Resources Total:** \_\_\_\_\_

**Performance Level Average (Total/7):** \_\_\_\_\_

# Other Duties

*Levels of Performance:*

Ineffective: 1; Developing Effectiveness: 2; Effective: 3; Highly Effective: 4; Not Applicable: N/A

Serves as Title IX, Sexual Harassment, FOIL Requests and Records Management, Payroll Certification, and AHERA Officer, DASA Coordinator and other duties as assigned.	1	2	3	4	N/A
Serves as school district clerk; coordinates and supervises and/or handles special and annual district elections.	1	2	3	4	N/A
Supervises and/or handles the procurement and distribution of textbooks for non-public school pupils.	1	2	3	4	N/A
Supervises and/or handles Central Treasurer in administering the Extra Classroom Activity Funds for the district.	1	2	3	4	N/A

**Other Total:** \_\_\_\_\_

**Performance Level Average (Total/4):** \_\_\_\_\_

## Performance Level Totals

**Leadership Skills Total (page 4):** \_\_\_\_\_

**Fiscal Management Total (page 8):** \_\_\_\_\_

**Operations, Maintenance, Safety Risk Mgmt, Capital Projects Total (page 9):** \_\_\_\_\_

**Transportation Total (page 10):** \_\_\_\_\_

**School Nutrition Total (page 10):** \_\_\_\_\_

**Technology Total (page 11):** \_\_\_\_\_

**Human Resources Total (page 11):** \_\_\_\_\_

**Other Total (page 12):** \_\_\_\_\_

**Evaluation Total:** \_\_\_\_\_

**Evaluation Average (Total/72):** \_\_\_\_\_

*Levels of Performance Targets*

Highly Effective: 4; Effective: 3-3.9; Developing Effectiveness: 2-2.9; Ineffective: 1-1.9

Reviewer Comments/Narrative:

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Jointly Set Goals for Continuous Improvement

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Reviewer: \_\_\_\_\_  
Title: \_\_\_\_\_  
Signed: \_\_\_\_\_  
Date: \_\_\_\_\_

Reviewed: \_\_\_\_\_  
Title: \_\_\_\_\_  
Signed: \_\_\_\_\_  
Date: \_\_\_\_\_

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# New York State Association of School Business Officials

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*Advancing the Business of Education*

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