

Title: Adoption of the Permitted Interaction Group's Revised Annual Evaluation Tool Used to Evaluate HTSB's Executive Director

The Hawai'i Teacher Standards Board (HTSB) adopts the Permitted Interaction Group's revised HTSB Executive Director Annual Evaluation. The attached revised evaluation will be used to evaluate the Executive Director's performance for the 2024-2025 school year.

Rationale/Background:

- At the March 24, 2023, Board meeting, a board member requested to add three possible changes to the Executive Director's Annual Evaluation.
 1. Whether there should explicitly be some language in the evaluation standards regarding how the Executive Director supervises and manages staff.
 2. The standards delineate continuing responsibilities and specific work.
 - Continuing responsibilities that the Executive Director must do every day in order for HTSB to accomplish its mission (i.e., supervising staff or managing resources effectively).
 - Specific work or job objectives that the employees would accomplish during the rating period.
 3. In addition to offering an opportunity to comment on each standard, require that the raters provide at least one specific example for each standard to support the numerical ratings that the rater has indicated.
- On September 15, 2023, the Board approved [New Business Item 23-03](#) that established a Permitted Interaction Group to reevaluate HTSB's Executive Director's Annual Evaluation.
- At the [February 9, 2024](#), Board meeting, the Budget, Personnel, and Strategic Planning Committee Meeting discussed and requested additional changes to the Executive Director's Annual Evaluation.
- On March 1, 2024, the Permitted Interaction Group met again to make the requested changes that were discussed at the Board's February 9, 2024, Board meeting.
- The Permitted Interaction Group developed and revised the attached draft evaluations for the following stakeholders:
 - HTSB Board Members
 - HTSB Staff
 - HTSB Executive Director
- At the [March 15, 2024](#), Board meeting, the Budget, Personnel, and Strategic Planning Committee Meeting discussed the additional changes and attached draft evaluations made to the Executive Director's Annual Evaluation.

Submitted by: Branden Kawazoe

Referred to: Budget, Personnel and Strategic Planning Committee

**HAWAI`I TEACHER STANDARDS BOARD
EXECUTIVE DIRECTOR**

Duties Summary:

Provides executive staff services to the members of the Hawai`i Teacher Standards Board as assigned by the Chairperson; directs the effective operations of the Hawai`i Teacher Standards Board office; assists and advises Hawai`i Teacher Standards Board members in the direction of operations and activities of the Board as a whole; and performs other related duties as required.

Distinguishing Characteristics:

This class is distinguished by its responsibility to provide a variety of executive staff services to the members of the Hawai`i Teacher Standards Board, to assist Board members in the development of Board plans, activities, budget, rules, policies, and procedures and to direct the effective operations of the office of the Hawai`i Teacher Standards Board. This class is given wide latitude in the planning, organizing, and implementation of executive staff assignments.

STANDARD 1 PROVIDES LEADERSHIP TO THE BOARD AND HAWAI`I TEACHER STANDARDS BOARD (HTSB) ORGANIZATION

- 1.1 Develops, communicates, and implements the vision and mission of the HTSB.
- 1.2 Advocates high expectations for teaching.
- 1.3 Demonstrates commitment to attain optimal performance of the Board.
- 1.4 Utilizes multiple resources to support the priorities of the HTSB.
- 1.5 Fosters the board's reflection on decisions and provides feedback for adjustment of HTSB's goals.
- 1.6 Promotes the advancement of the teaching profession through state approval of teacher education, the licensing and license renewal process, and National Board Certification.
- 1.7 Monitors government relations affairs; initiates action and involvement with federal and state agencies; informs members as to the implications of and recommended responses to government affairs issues. Enables HTSB to play a leadership role in public policy by maintaining effective relations with other organizations, both public and private, and providing leadership in these settings in accordance with Board policies and objectives.
- 1.8 Represents and advocates for the interests and positions of the Hawai`i Teacher Standards Board to the Legislature, the general public, and other public agencies and private organizations.
- 1.9 Introduces research, trends, initiatives to inform the Board's discussions and development of policy.

STANDARD 2 PROMOTES POSITIVE AND EFFECTIVE COMMUNICATIONS WITH TEACHERS, MEMBERS OF THE BOARD, AND STAFF

- 2.1 Develops effective public relations with teachers, board members, staff, students, and partners in the community.
- 2.2 Communicates and interacts effectively with staff, board, teachers, and partners.
- 2.3 Seeks input from stakeholders for improvements in communication, efficiency of the organization, and development of policies.
- 2.4 Encourages and establishes open, effective communication.

- 2.5 Utilizes effective strategies in setting performance expectations, planning, decision-making, problem-solving and conflict resolution to provide service and assistance to teachers, members of the board, and various agencies.
- 2.6 Encourages the development of community partnerships and utilizes resources effectively.
- 2.7 Ensures that the officers and members of the Hawai'i Teacher Standards Board are kept fully informed on the conditions and operations of the Board office and are provided with all relevant information affecting Board operations.
- 2.8 Maintains a collaborative working relationship with Hawai'i teacher education institutions and other education stakeholders on current issues relating to teacher quality.
- 2.9 Confers with the Board of Education, high level administrative officials and professional staff of the Department of Education, teacher education institutions, relevant national organizations, and state and federal agencies to facilitate the accomplishment of Board policies, objectives, and goals.

STANDARD 3 MAINTAINS HIGH STANDARDS OF PROFESSIONALISM

- 3.1 Demonstrates and promotes high standards of ethics, honesty, and integrity.
- 3.2 Pursues professional improvement activities to strengthen own leadership performance.
- 3.3 Demonstrates professionalism in interactions with stakeholders.
- 3.4 Demonstrates ability to self-assess and to reflect on administrative practices.
- 3.5 Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality.

STANDARD 4 MANAGES THE FULL SCOPE OF BOARD ADMINISTRATIVE RESPONSIBILITIES

- 4.1 Complies with applicable State statutes, federal laws, regulations, procedures, contractual provisions, and other governance parameters.
- 4.2 Attends to all required administrative functions such as hiring, supervision, and evaluation of staff; maintenance of a well-functioning organization; sound fiscal operations and accounting of HTSB property; timely completion of reports; adherence to DOE and State policies.
- 4.3 Manages available resources for optimum benefit to teachers, board, and staff.
- 4.4 Manages problems and solutions as they arise in the office and with staff, and board.
- 4.5 Secures and uses resources to attain HTSB's goals and objectives.
- 4.6 Maintains standards for a safe, orderly, effective working environment and strives to maintain the security of HTSB files, data, and operations.
- 4.7 Assists Hawai'i Teacher Standards Board members in the development and recommendation of policies and programs and administers and implements policies, procedures, and programs of the Board.
- 4.8 Evaluates current programs in terms of identified goals and objectives.
- 4.9 Provides staff services to and assists the Hawai'i Teacher Standards Board in the establishment and review of teacher licensing standards.
- 4.10 Develops the Hawai'i Teacher Standards Board operating budget and implements the approved operating budget.
- 4.11 Oversees the implementation of Act 314 SLH 2001 in developing National Board Candidate Support.
- 4.12 Maintains public records of the Board, including written minutes of all Board meetings.

2024 HTSB Executive Director Evaluation - Board Members

Name: Felicia Villalobos

Office: Hawaii Teachers Standards Board

Position: Executive Director

Evaluation Period: July 1, 2024-June 30, 2025

Evaluated by: Hawai'i Teacher Standards Board

Directions: Rate Executive Director's performance by using rating scale and filling in a rating for each performance indicator.

3- COMMENDABLE-Performs beyond requirements of job description

2- ACCEPTABLE-Meets the specified requirements of job description

1- MARGINAL-Corrective action and/or release from position required

0- **RECUSE- No response**

* Indicates required question

Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization.

I. Develops, communicates, and implements the vision and mission of the HTSB. *

Mark only one oval.

3 Commendable - Performs beyond requirements of job description

2 Acceptable - Meets the specified requirements of job description

1 Marginal - Corrective action and/or release from position required

2. Develops policy and utilizes multiple resources to support the priorities of the HTSB. *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

3. Fosters the board's reflection on decisions and provides feedback for adjustment of HTSB's goals. *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

4. Promotes the advancement of the teaching profession through state approval of teacher education, the licensing and license renewal process, and National Board Certification. *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

5. Monitors government relations affairs; initiates action and involvement with federal and state agencies; informs members as to the implications of and recommended responses to government affairs issues. Enables HTSB to play a leadership role in public policy by maintaining effective relations with other organizations, both public and private, and providing leadership in these settings in accordance with Board policies and objectives. *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

6. Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization. Evaluator's Comment(s) (Optional)

Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff.

7. Communicates, interacts, and seeks input effectively with board and partner (i.e. EPP's). *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

8. Utilizes effective strategies in setting performance expectations, planning, decision *
making problem-solving and conflict resolution to provide service and assistance to
teachers, members of the board, and various agencies.

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
 2 Acceptable - Meets the specified requirements of job description
 1 Marginal - Corrective action and/or release from position required

9. Ensures that the officers and members of the Hawai'i Teacher Standards Board are *
kept fully informed on the conditions and operations of the Board office, and are
provided with all relevant information affecting Board operations.

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
 2 Acceptable - Meets the specified requirements of job description
 1 Marginal - Corrective action and/or release from position required

10. Confers with the Board of Education, high level administrative officials and *
professional staff of the Department of Education, teacher education institutions,
relevant national organizations, and state and federal agencies to facilitate the
accomplishment of Board policies, objectives, and goal

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
 2 Acceptable - Meets the specified requirements of job description
 1 Marginal - Corrective action and/or release from position required

- I 1. Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff. Evaluator's Comment(s) (Optional)

Standard 3: Maintains high standards of professionalism

12. Pursues professional improvement activities to strengthen own leadership performance and demonstrates ability to self-assess and to reflect on administrative practices. *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

13. Demonstrates professionalism in interactions with stakeholders. Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality. *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

14. Standard 3: Maintains high standards of professionalism. Evaluator's Comment(s) (Optional)

Standard 4: Manages the full scope of Board Administrative Responsibilities

15. Manages and complies with applicable State statutes, federal laws, regulations, procedures, contractual provisions and other governance parameters *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

16. Secures and uses resources to attain HTSB's goals and objectives. Maintains standards for a safe, orderly effective working environment and strives to maintain the security of HTSB files, data and operations. Maintains public records of the Board, including written minutes of all Board meetings. *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

17. Assists Hawai'i Teacher Standards Board members in the development and recommendation of policies and programs and administers and implements policies, procedures and programs of the Board *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

18. Develops and maintains the Hawai'i Teacher Standards Board with sound fiscal operation of the budget and implements the approved operating budget. *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

19. Oversees the implementation of Act 314 SLH 2001 in developing National Board Candidate Support. (Senate Bill 1214 SD 2 from 2001) *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

20. Standard 4: Manages the full scope of Board Administrative Responsibilities.

Evaluator's Comment(s) (Optional)

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2024 HTSB Executive Director Evaluation

- Staff

Name: Felicia Villalobos

Office: Hawaii Teachers Standards Board

Position: Executive Director

Evaluation Period: July 1, 2024-June 30, 2025

Evaluated by: Staff

Directions: Rate Executive Director's performance by using rating scale and filling in a rating for each performance indicator.

3-COMMENDABLE-Performs beyond requirements of job description

2-ACCEPTABLE-Meets the specified requirements of job description

1-MARGINAL-Corrective action and/or release from position required

0- RECUSE- No response

* Indicates required question

Skip to question | Skip to question |

Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization.

I. Develops, communicates, and implements the vision and mission of the HTSB. *

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- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

2. Develops policy and utilizes multiple resources to support the priorities of the HTSB. *

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- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

3. Fosters the board's reflection on decisions and provides feedback for adjustment of HTSB's goals. *

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- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

4. Promotes the advancement of the teaching profession through state approval of teacher education, the licensing and license renewal process, and National Board Certification. *

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- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

- 5. Monitors government relations affairs; initiates action and involvement with federal and state agencies; informs members as to the implications of and recommended responses to government affairs issues. Enables HTSB to play a leadership role in public policy by maintaining effective relations with other organizations, both public and private, and providing leadership in these settings in accordance with Board policies and objectives. *

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- 6. Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization. Staff Comment(s) (Optional)

Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff.

- 7. Communicates, interacts, and seeks input effectively with staff, board, teachers, and partners. *

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- I 1. Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff. Staff Comment(s) (Optional)

Standard 3: Maintains high standards of professionalism.

- I 2. Pursues professional improvement activities to strengthen own leadership performance and demonstrates ability to self-assess and to reflect on administrative practices. *

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- I 3. Demonstrates professionalism in interactions with stakeholders. Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality. *

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- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

14. Standard 3: Maintains high standards of professionalism. Staff Comment(s)
(Optional)

Standard 4: Manages the full scope of Board Administrative Responsibilities

15. Manages and complies with applicable State statutes, federal laws, regulations, procedures, contractual provisions and other governance parameters *

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17. Assists Hawai'i Teacher Standards Board members in the development and recommendation of policies and programs and administers and implements policies, procedures and programs of the Board *

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18. Develops and maintains the Hawai'i Teacher Standards Board with sound fiscal operation of the budget and implements the approved operating budget. *

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- 1 Marginal - Corrective action and/or release from position required

19. Oversees the implementation of Act 314 SLH 2001 in developing National Board Candidate Support. (Senate Bill 1214 SD 2 from 2001) *

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- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

20. Standard 4: Manages the full scope of Board Administrative Responsibilities. Staff Comment(s) (Optional)

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2024 HTSB Executive Director Evaluation - Executive Director

Name: Felicia Villalobos

Office: Hawaii Teachers Standards Board

Position: Executive Director

Evaluation Period: July 1, 2024-June 30, 2025

Evaluated by: Self

Directions: Rate Executive Director's performance by using rating scale and filling in a rating for each performance indicator.

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2-ACCEPTABLE-Meets the specified requirements of job description

1-MARGINAL-Corrective action and/or release from position required

0- RECUSE- No response

* Indicates required question

Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization.

I. Develops, communicates, and implements the vision and mission of the HTSB. *

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- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

2. Develops policy and utilizes multiple resources to support the priorities of the HTSB. *

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- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

3. Fosters the board's reflection on decisions and provides feedback for adjustment of HTSB's goals. *

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- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

4. Promotes the advancement of the teaching profession through state approval of teacher education, the licensing and license renewal process, and National Board Certification. *

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- 2 Acceptable - Meets the specified requirements of job description
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5. Monitors government relations affairs; initiates action and involvement with federal and state agencies; informs members as to the implications of and recommended responses to government affairs issues. Enables HTSB to play a leadership role in public policy by maintaining effective relations with other organizations, both public and private, and providing leadership in these settings in accordance with Board policies and objectives. *

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- 1 Marginal - Corrective action and/or release from position required

6. Standard 1: Provides leadership to the Board and Hawai'i Teacher Standards Board (HTSB) organization. Executive Director's Comment(s) (Optional)

Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff.

7. Communicates, interacts, and seeks input effectively with staff, board, teachers, and partners. *

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- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

8. Utilizes effective strategies in setting performance expectations, planning, decision *
making problem-solving and conflict resolution to provide service and assistance to
teachers, members of the board, and various agencies.

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
 2 Acceptable - Meets the specified requirements of job description
 1 Marginal - Corrective action and/or release from position required

9. Utilizes effective strategies in setting performance expectations, planning, decision *
making problem-solving and conflict resolution, providing feedback on job
performance for the Licensing Specialists.

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
 2 Acceptable - Meets the specified requirements of job description
 1 Marginal - Corrective action and/or release from position required

10. Utilizes effective strategies in setting performance expectations, planning, *
decision making problem-solving and conflict resolution, providing feedback on
job performance for the Licensing Clerks.

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
 2 Acceptable - Meets the specified requirements of job description
 1 Marginal - Corrective action and/or release from position required

11. Utilizes effective strategies in setting performance expectations, planning, decision making problem-solving and conflict resolution, providing feedback on job performance for the Secretary 4. *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

12. Ensures that the officers and members of the Hawai'i Teacher Standards Board are kept fully informed on the conditions and operations of the Board office, and are provided with all relevant information affecting Board operations. *

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13. Confers with the Board of Education, high level administrative officials and professional staff of the Department of Education, teacher education institutions, relevant national organizations, and state and federal agencies to facilitate the accomplishment of Board policies , objectives, and goal *

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- 1 Marginal - Corrective action and/or release from position required

14. Standard 2: Promotes positive and effective communications with teachers, members of the Board and staff. Executive Director's Comment(s) (Optional)

Standard 3: Maintains high standards of professionalism

15. Pursues professional improvement activities to strengthen own leadership performance and demonstrates ability to self-assess and to reflect on administrative practices. *

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16. Demonstrates professionalism in interactions with stakeholders. Keeps abreast of current national trends in teacher standards and licensing and other issues relating to teacher quality. *

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- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

17. Standard 3: Maintains high standards of professionalism. Executive Director's Comment(s) (Optional)

Standard 4: Manages the full scope of Board Administrative Responsibilities

18. Manages and complies with applicable State statutes, federal laws, regulations, procedures, contractual provisions and other governance parameters *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

19. Secures and uses resources to attain HTSB's goals and objectives. Maintains standards for a safe, orderly effective working environment and strives to maintain the security of HTSB files, data and operations. Maintains public records of the Board, including written minutes of all Board meetings. *

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- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

20. Assists Hawai'i Teacher Standards Board members in the development and recommendation of policies and programs and administers and implements policies, procedures and programs of the Board *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

21. Develops and maintains the Hawai'i Teacher Standards Board with sound fiscal operation of the budget and implements the approved operating budget. *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

22. Oversees the implementation of Act 314 SLH 2001 in developing National Board Candidate Support. (Senate Bill 1214 SD 2 from 2001) *

Mark only one oval.

- 3 Commendable - Performs beyond requirements of job description
- 2 Acceptable - Meets the specified requirements of job description
- 1 Marginal - Corrective action and/or release from position required

23. Standard 4: Manages the full scope of Board Administrative Responsibilities.
Executive Director's Comment(s) (Optional)

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