

**PRE-SERVICE PROGRAM FOR ASPIRING ASSISTANT PRINCIPALS**



**RICHLAND COUNTY SCHOOL DISTRICT ONE**  
**Confidential Reference Profile for Leadership Development Program Applicant**

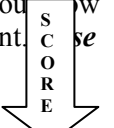
NAME OF APPLICANT \_\_\_\_\_

NAME OF PERSON COMPLETING REFERENCE FORM \_\_\_\_\_

The person named above has submitted an application to the leadership development program in our district. The applicant has authorized the district or its designated representative to request character and professional information from current and previous employers, supervisors, colleagues, and acquaintances. The applicant has agreed to hold the RCSD One and its employees, as well as previous employers, supervisors, and character references, harmless as to any information provided. The applicant has also waived a right to inspect and to review the Confidential Reference Profile form and all other materials requested and/or submitted on a confidential basis in regards to the application.

Because a reference has been requested from you, your candid and critical assessment is appreciated. Please complete this Confidential Reference Profile form and return it by the date indicated above. The application cannot meet screening qualifications without your reference.

Please provide a score based on your estimation of this applicant's potential for success in each skill listed. As your appraisal criteria, consider both the amount of experience and the level of success in each area. We request that you give a frank and critical appraisal rating only those experiences which the applicant had under your direction or which you personally to be a fact. Your ratings and remarks will have an important bearing on the evaluation of this applicant. **whole point values only. Comments are optional.**



- 0 – Unacceptable*
- 2 – Satisfactory*
- 4– Excellent*
- 1 – Needs Improvement*
- 3 – Good*
- 5- Exceptional*

**PART 1 :OPERATING SKILLS**

**Organizing** Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner.

OPTIONAL COMMENT:

**Planning** Accurately determines the length and difficulty of tasks and projects; sets clear, realistic, and measurable goals; sets priorities and time parameters to accomplish tasks and projects; anticipates roadblocks and develops contingencies to redirect tasks so momentum is not lost.

OPTIONAL COMMENT:

**Time Management** Uses his or her time effectively and efficiently; concentrates his or her efforts on the most important priorities; adeptly handles several tasks at once.

OPTIONAL COMMENT:

**Managing and Measuring Work:** Sets clear objectives and measures; monitors process, progress, and result; provides feedback to others; sets quantitative and qualitative measures that are tied to goals and objectives.

OPTIONAL COMMENT:

**Priority Setting:** Spends his or her time and the time of others on what's important; focuses on the critical few, and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal.

OPTIONAL COMMENT:

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<b>PART 2: INDIVIDUAL EXCELLENCE</b>	
<p><b>Valuing Diversity:</b> Able to work effectively with a diverse range of people; manages all kinds and classes of people equitably; supports equal and fair treatment and opportunity for all; fosters a climate of inclusion, where diverse thoughts are freely shared and integrated. OPTIONAL COMMENT:</p>	
<p><b>Personal Learning and Development:</b> Is personally committed to and actively works to continuously improve himself or herself; recognizes the need to change personal, interpersonal, and managerial behavior; actively seeks feedback. OPTIONAL COMMENT:</p>	
<p><b>Listening:</b> Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he or she disagrees. OPTIONAL COMMENT:</p>	
<p><b>Managing Vision and Purpose</b> Communicates a compelling and inspired vision or sense of core purpose; makes the vision sharable by everyone; can inspire and motivate entire units or organizations. OPTIONAL COMMENT:</p>	
<p><b>Motivating Others:</b> Creates a climate in which people want to do their best; can assess each person's strengths and uses them to get the best out of him or her; promotes confidence and optimistic attitudes; is someone people like working for and with. OPTIONAL COMMENT:</p>	
<p><b>Interpersonal Skills:</b> Is warm and easy to approach; builds constructive and effective relationships; uses diplomacy and tact to diffuse tense situations; has a style and charm that immediately puts others at ease and disarms hostility; is pleasant and friendly and builds rapport with people; tolerates others idiosyncrasies OPTIONAL COMMENT:</p>	
<p><b>Integrity and Trust</b> Works effectively with colleagues to achieve common goals and is dependable and honest; is widely trusted; is seen as a direct, truthful individual; presents truthful information in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent himself or herself for personal gain. OPTIONAL COMMENT:</p>	
<b>PART 3: ORGANIZATIONAL SKILLS</b>	
<p><b>Organizational Ability</b>– Plans, schedules, and supervises the work of others; uses resources in an optimal fashion, deals with a volume of paperwork and heavy demands on one's time; and is able to deal with multiple activities; gets things done through both formal and informal channels; effectively maneuvers through complex political situations. OPTIONAL COMMENT:</p>	
<p><b>Presentation and Oral Communication Skills:</b> Expresses ideas clearly; is effective in a variety of formal and informal presentation settings; commands attention and manages group process during the presentation; is aware of audience response and is able to adapt content and delivery accordingly. OPTIONAL COMMENT:</p>	
<p><b>Written Communication</b>– Communicates clearly in a logical and concise manner; is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that result in appropriate actions.</p>	

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<p>OPTIONAL COMMENT:</p>	
<p><b>PART 4: COURAGE</b></p>	
<p><b>Conflict Management:</b> Successfully mediates conflict between individuals and groups; can hammer out tough agreements and settle disputes equitably; can find common ground and obtain cooperation with minimum noise. OPTIONAL COMMENT:</p>	
<p><b>Leadership:</b> Gets others involved in solving problems; recognizes when a group requires direction; interacts with a group effectively and guides them to the accomplishment of a task; tactfully dispenses directions and actions to others; offers feedback in an open and direct manner; has non-intimidating manner; deals head-on with people, problems, and in sticky situations. OPTIONAL COMMENT:</p>	
<p><b>PART 5: RESULTS</b></p>	
<p><b>Action Oriented:</b> Performs work with energy and drive; values planning, but will take quick, decisive action when an opportunity presents itself. OPTIONAL COMMENT:</p>	
<p><b>Drive for Results:</b> Strives to achieve in all areas; demonstrates that work is important to personal satisfaction; and is self-directed; pursues everything with energy, drive, and a need to finish; does not give up before finishing, even in the face of resistance or setbacks; steadfastly pushes self and others for results. OPTIONAL COMMENT:</p>	
<p><b>PART 6: STRATEGIC SKILLS</b></p>	
<p><b>Functional and Technical Skills</b> Possesses required functional and technical knowledge and skills to do his or her job at a high level of accomplishment; demonstrates active interest and ability to enhance and apply new functional skills. OPTIONAL COMMENT:</p>	
<p><b>Decision Quality and Problem Solving</b>– Uses analysis, wisdom, experience, and logical methods to make good decisions and to solve difficult problems with effective solutions; establishes shared ownership and effective action; seeks out relevant data and analyzes complex information to determine the important elements of a problem situation; searches for information with a purpose; reaches logical conclusions and makes high-quality decisions based on available information; demonstrates skill in identifying needs and in setting priorities; recognizes when a decision is required and acts appropriately and in a timely manner. OPTIONAL COMMENT:</p>	
<p><b>Creativity:</b> Generates many new and unique ideas; makes connections among previously unrelated notions; is unafraid to use unorthodox methods; is seen as original and value-added in brainstorming settings. OPTIONAL COMMENT:</p>	
<p><b>PART 7: OTHER PERTINENT SKILL AREAS</b></p>	
<p><b>Working Relationships</b> – Establishes an effective working relationship with supervisors, colleagues, and the community. OPTIONAL COMMENT:</p>	
<p><b>Sensitivity</b> – Perceives the needs, concerns, and personal problems of others; resolves conflicts; demonstrates tact in dealing with people from different backgrounds who may have different ideas and opinions; possesses ability to deal effectively with people concerning emotional issues; and knows what information to communicate and to whom. OPTIONAL COMMENT:</p>	



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**Important:**

Please retain a copy for your files.

Return original to:

**Office of Professional Development  
621 Bluff Road  
Columbia, SC 29201**

**Mail Code: 582**