

**EVERETT PUBLIC SCHOOLS**  
**REFERENCE FORM FOR ADMINISTRATIVE POSITIONS**

**NOTE TO APPLICANT:** Please complete Section 1 and then forward to your current and/or past supervisor(s).

**SECTION 1 – TO BE COMPLETED BY APPLICANT**

I, \_\_\_\_\_, am an applicant with the Everett Public Schools for an administrative position. Please state frankly your opinion of my abilities on the form below. Thank you for your assistance.

I hereby authorize Everett Public Schools to conduct reference checks to obtain information relating to my application of employment with no liability arising therefrom. I am advised that the reference checks may include information on my character, general reputation and personal characteristics as they may relate to my ability to perform the job for which I am applying.

\_\_\_\_\_  
Signature of Applicant

\_\_\_\_\_  
Social Security Number  
(Optional)

**SECTION 2 – TO BE COMPLETED BY CURRENT AND/OR PAST SUPERVISOR**

\_\_\_\_\_  
Print name of person completing reference

\_\_\_\_\_  
Title

\_\_\_\_\_  
Telephone Number

\_\_\_\_\_  
Working relationship with applicant

\_\_\_\_\_  
How long?

\_\_\_\_\_  
Signature of person completing reference

\_\_\_\_\_  
Date

**INSTRUCTIONS:** Please complete the following form to the best of your ability. A rating of 9 on the 1-10 scale indicates that the applicant is at the 90th percentile (upper 10%); a rating of 1 places the applicant at the 10th percentile (lower 10%); a rating of 5 places the applicant at the 50th percentile (about the middle), etc. Any specific comments that will support your rating will be appreciated. Please neatly circle the appropriate response.

**PERSONAL:**

- |  |       |   |   |   |   |   |   |   |   |   |    |        |
|--|-------|---|---|---|---|---|---|---|---|---|----|--------|
| 1. Adapts to new situations readily.   | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 2. Projects a relaxed and confident manner when leading or working in front of a group of peers, parents or other adults.      | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 3. Accepts criticism as information that will help in planning self-improvement. Is not easily shaken by complaints of others. | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 4. Constantly seeks ways to improve own professional skills.   | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |

**LEADERSHIP:**

- |  |       |   |   |   |   |   |   |   |   |   |    |        |
|--|-------|---|---|---|---|---|---|---|---|---|----|--------|
| 5. Assumes responsibility willingly and carries out tasks efficiently.               | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 6. Shows competence in planning, scheduling and managing details.                    | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 7. Participates freely in group discussions of professional problems.                | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 8. Demonstrates ability to make decisions and to be responsible for those decisions. | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |

## **DISTRICT REFERENCE FORM FOR ADMINISTRATIVE POSITIONS**

9.	Shows ability to diagnose problems and gather the support of others in solving the problem.	Never	1	2	3	4	5	6	7	8	9	10	Always
10.	Demonstrates persistence in working toward clear goals.	Never	1	2	3	4	5	6	7	8	9	10	Always
11.	Demonstrates flexibility in using a variety of leadership styles in appropriate situations.	Never	1	2	3	4	5	6	7	8	9	10	Always
12.	Promotes creativity among staff.	Never	1	2	3	4	5	6	7	8	9	10	Always
13.	Is well organized.	Never	1	2	3	4	5	6	7	8	9	10	Always
14.	Is a good self-starter and manager.	Never	1	2	3	4	5	6	7	8	9	10	Always

### **CURRICULUM AND INSTRUCTION: (If applicable)**

15.	Participates in curriculum improvement projects.	Never	1	2	3	4	5	6	7	8	9	10	Always
16.	Assists staff in developing specific strategies for objectives.	Never	1	2	3	4	5	6	7	8	9	10	Always
17.	Sets high expectations for students and staff performance.	Never	1	2	3	4	5	6	7	8	9	10	Always
18.	Demonstrates ability to plan, implement and evaluate effective educational programs.	Never	1	2	3	4	5	6	7	8	9	10	Always
19.	Demonstrates awareness of need for instructional improvement. Is not satisfied with "the way things are."	Never	1	2	3	4	5	6	7	8	9	10	Always
20.	Possesses the understanding and commitment to providing alternative programs and options appropriate to students with special needs.	Never	1	2	3	4	5	6	7	8	9	10	Always

### **COMMUNICATION:**

21.	Shows ability to communicate using clear verbal illustrations and explanations.	Never	1	2	3	4	5	6	7	8	9	10	Always
22.	Shows ability to write clearly and transmit ideas effectively on paper.	Never	1	2	3	4	5	6	7	8	9	10	Always
23.	Facilitates open communication and understanding between school, staff, central office and support staff.	Never	1	2	3	4	5	6	7	8	9	10	Always

### **HUMAN RELATIONS:**

24.	Builds student self-esteem and is courteous in working with children.	Never	1	2	3	4	5	6	7	8	9	10	Always
25.	Organizes the school to reflect team planning and decision making.	Never	1	2	3	4	5	6	7	8	9	10	Always
26.	Develops a sense of unity and common purpose among the staff.	Never	1	2	3	4	5	6	7	8	9	10	Always
27.	Displays loyalty to the best interests of the school and the school district.	Never	1	2	3	4	5	6	7	8	9	10	Always
28.	Has demonstrated an ability to work cooperatively and productively with others.	Never	1	2	3	4	5	6	7	8	9	10	Always

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- |  |       |   |   |   |   |   |   |   |   |   |    |        |
|--|-------|---|---|---|---|---|---|---|---|---|----|--------|
| 29. Is skilled in interpersonal relation techniques.   | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 30. Manages conflict productively and resolves problems effectively with parents, students and / or staff. | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 31. Involves others in policy and goal setting.  | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 32. Identifies resources for programs.   | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 33. Promotes community awareness and support for programs.   | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 34. Maintains relationships characterized by a high degree of trust, support and recognition.              | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 35. Allows others to influence policies where appropriate.   | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 36. Maintains a friendly environment.  | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |

### **STUDENT DISCIPLINE: (If applicable)**

- |  |       |   |   |   |   |   |   |   |   |   |    |        |
|--|-------|---|---|---|---|---|---|---|---|---|----|--------|
| 37. Uses effective strategies in changing student behavior.  | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |
| 38. Demonstrates ability to interact effectively with students of various ethnic and racial backgrounds. | Never | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Always |

### **OVERALL IMPRESSION:**

- |  |  |   |   |   |   |   |   |   |   |   |    |
|--|--|---|---|---|---|---|---|---|---|---|----|
| 39. Overall impression of the applicant's qualifications as a potential candidate for this position. |  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|--|--|---|---|---|---|---|---|---|---|---|----|

### **COMMENTS:**

**Please return this Form by mail or by fax to the Human Resources Department.**

Executive Director of Human Resources  
Everett Public Schools, Human Resources Department  
3900 Broadway  
Everett, WA 98201  
Telephone: (425) 385-4100      Fax: (425) 385-4102

Revised: 1/12/06