Performance Standards and Evaluation Criteria:
Deputy Clerk to the Fairfax County School Board

Part 1: Introduction

The Deputy Clerk to the School Board plays an essential role in supporting the effective operation of the School Board. The Deputy Clerk assists the Clerk in administrative management and support tasks, fulfills the legal responsibilities of the Deputy Clerk, and ensures accurate and timely preparation and documentation of Board meetings, hearings, and other official records.

This evaluation framework provides a structured process for assessing the Deputy Clerk's performance in alignment with the essential duties outlined in the official job description. The system provides a balance between structure and flexibility, encourages efficiency, and ensures accountability. The goal is to support the continuous growth and development of the Deputy Clerk through meaningful feedback.

The expectations for professional performance are defined using a two-tiered approach of performance standards and performance indicators. Performance standards define the criteria expected when the Deputy Clerk performs major duties. Performance indicators provide examples of observable, tangible behaviors that indicate the degree to which the Deputy Clerk is meeting each standard. Performance ratings are made at the performance standard level, not at the indicator level.

Part 2: Performance Standards, Indicators, and Rubric

The following performance standards define the criteria expected when the Deputy Clerk performs their major duties. Each standard lists performance indicators and a performance rubric that describes levels of performance.

Standard 1: Meeting Preparation and Records Management

The Deputy Clerk supervises and assists with the preparation of School Board agendas and supporting materials, ensures the accuracy and timeliness of meeting minutes, maintains approved records, and supports documentation for hearings.

Performance Indicators (Sample)

1.1. Supervises preparations for School Board meetings by organizing agendas, preparing supporting materials, and ensuring accuracy and completeness.
1.2. Attends and ensures accurate documentation of work sessions, committee meetings, public hearings, and special meetings.
1.3. Assists with the timely preparation of regular meeting minutes.

1.4. Develops and updates the School Board calendar and distributes updates to members, staff, and the public.
1.5. Establishes and maintains School Board records and confidential files.
1.6. Maintains Board attendance records to help ensure meetings occur with calendar fidelity and respect School Board Member and staff time.
1.7. Ensures proper access to and setup of technology for virtual participation in accordance with the School Board's virtual participation resolution.

Performance Rubric (Sample)

- **Highly Effective:** In addition to meeting the requirements for Effective, the Deputy Clerk develops exemplary systems that ensure accurate, timely, and comprehensive meeting preparation and records with zero material deficiencies.
- **Effective:** The Deputy Clerk ensures meetings are properly prepared and supported, minutes are accurate, and records are maintained appropriately.
- **Approaching Effective:** The Deputy Clerk's meeting preparation and records management are inconsistent, causing occasional inaccuracies or delays.
- **Ineffective:** The Deputy Clerk fails to ensure accurate preparation or records management, resulting in recurring errors or impaired Board operations.

Standard 2: Support of Clerk and Legal Duties

The Deputy Clerk assists the Clerk with legal responsibilities, serves in the Clerk's absence, ensures compliance with the Freedom of Information Act (FOIA), monitors legal services and directives, and provides oversight of policy processes.

Performance Indicators (Sample)

2.1 Assists the Clerk in all duties and serves in the legal capacity of the Clerk when absent.
2.2 Monitors charges for legal services and manages related documentation.
2.3 Monitors FOIA requests for the School Board.
2.4 Provides oversight of directive system coordination, revisions, and policy posting.
2.5 Performs policy research, reviews drafts for accuracy and consistency, and prepares revisions with senior staff.
2.6 Uses appropriate technology to post policies and manage the School Board website.

Performance Rubric (Sample)

- **Highly Effective:** In addition to meeting the requirements for Effective, the Deputy Clerk anticipates legal and compliance needs and ensures flawless execution of legal and policy-related duties.
- **Effective:** The Deputy Clerk supports the Clerk with legal responsibilities, FOIA, directives, and policies as required.
- **Approaching Effective:** The Deputy Clerk inconsistently supports legal and compliance functions, resulting in occasional lapses or delays.

- **Ineffective:** The Deputy Clerk fails to support legal or compliance functions, resulting in recurring errors or violations.

Standard 3: Student and Employee Hearings

The Deputy Clerk oversees administrative processes for student discipline hearings and employee grievance appeals, ensuring compliance with timelines, proper documentation, communication with counsel, and support for Board Members.

Performance Indicators (Sample)

3.1 Oversees administrative processes for student discipline hearings, including scheduling, notifications, documentation, and final correspondence.
3.2 Compiles documentation for employee grievance appeal hearings, interacts with legal counsel, and assists Board Members throughout the process.
3.3 Monitors timelines and ensures accuracy of records for all hearings.
3.4 Prepares and maintains confidential files related to hearings.

Performance Rubric (Sample)

- **Highly Effective:** In addition to meeting the requirements for Effective, the Deputy Clerk ensures exemplary management of hearings, anticipating needs and providing seamless support for all parties.
- **Effective:** The Deputy Clerk oversees and supports student discipline and employee grievance hearings, ensuring compliance with timelines and documentation requirements.
- **Approaching Effective:** The Deputy Clerk's management of hearings is inconsistent, occasionally leading to delays, incomplete documentation, or gaps in communication.
- **Ineffective:** The Deputy Clerk fails to manage hearings effectively, resulting in recurring errors, missed deadlines, or inadequate support for the Board.

Standard 4: Communication and Stakeholder Engagement

The Deputy Clerk communicates effectively with School Board Members, staff, families, advisory committees, and the public; acts as liaison with the Superintendent's office; and supports student engagement with the School Board.

Performance Indicators (Sample)

4.1 Liaises with the Superintendent's office regarding school system issues, as required.
4.2 Serves as liaison to advisory committees and manages all Board requirements with regard to these committees.
4.3 Facilitates student interaction with the School Board Office, including the Student Representative and special programs.

4.4 Provides general administrative and organizational support to standing committee meetings.
4.5 Responds to inquiries and communicates professionally and in a timely manner with stakeholders.

Performance Rubric (Sample)

- **Highly Effective:** In addition to meeting the requirements for Effective, the Deputy Clerk proactively builds relationships and develops communications that enhance trust and transparency with stakeholders.
- **Effective:** The Deputy Clerk communicates effectively with stakeholders and supports advisory committees, students, and staff as required.
- **Approaching Effective:** The Deputy Clerk's communications are inconsistent in timeliness or completeness, causing occasional misunderstandings or delays.
- **Ineffective:** The Deputy Clerk fails to communicate professionally or provide adequate stakeholder support, resulting in persistent confusion or dissatisfaction.

Standard 5: Office Operations and Technology

The Deputy Clerk supports efficient operations of the School Board Office, oversees technology systems for Members and staff, serves as web curator, supervises assistants, and maintains data sets as required.

Performance Indicators (Sample)

5.1 Provides oversight of office technology systems for School Board Members, staffers, and office staff.
5.2 Serves as the School Board Office web curator, ensuring accurate and updated content.
5.3 Prepares and maintains data sets as required for Board operations.
5.4 Assists the Clerk with supervision of assistants and technicians assigned to the Board Office.
5.5 Tracks Board direction from initial vote to completion, ensuring accountability and transparency.
5.6 Coordinates AV needs for School Board regular meetings, special meetings, closed meetings, public hearings, work sessions, and committee meetings.

Performance Rubric (Sample)

- **Highly Effective:** In addition to meeting the requirements for Effective, the Deputy Clerk optimizes office operations and technology systems, resulting in exemplary reliability and service.
- **Effective:** The Deputy Clerk effectively manages operations, technology, supervision, and data to support Board efficiency.
- **Approaching Effective:** The Deputy Clerk's management of operations and technology is inconsistent, occasionally causing disruptions or gaps in service.

- **Ineffective:** The Deputy Clerk fails to manage office operations or technology effectively, resulting in persistent issues and inadequate support.

Standard 6: Professionalism

The Deputy Clerk demonstrates ethical behavior, confidentiality, and professionalism; maintains knowledge of policies and governance; engages in professional development; and manages workload effectively under pressure.

Performance Indicators (Sample)

6.1 Models ethical conduct, integrity, and sound judgment; respects and maintains confidentiality.
6.2 Demonstrates knowledge of issues affecting education and School Board governance.
6.3 Engages in professional development relevant to Deputy Clerk duties.
6.4 Works independently, meeting deadlines and maintaining composure under pressure.
6.5 Demonstrates proficiency with office technology, grammar, and communication skills.
6.6 Meets role-specific licensure/requirements (e.g., maintains notary status, bonding) and is available during evening Board sessions.

Performance Rubric (Sample)

- **Highly Effective:** In addition to meeting the requirements for Effective, the Deputy Clerk serves as a role model of professionalism and contributes to improvements in Board Office practices.
- **Effective:** The Deputy Clerk demonstrates professional conduct, confidentiality, and reliability while maintaining knowledge and skills relevant to the role.
- **Approaching Effective:** The Deputy Clerk's professionalism is inconsistent, with lapses in confidentiality, timeliness, or skill development.
- **Ineffective:** The Deputy Clerk fails to act with professional conduct or maintain required knowledge and skills, hindering effective service to the Board.

Part 3: Documenting Performance

To provide a comprehensive evaluation, the Clerk should document the Deputy Clerk's performance using multiple sources (e.g., self-evaluations, records of completed tasks, hearing documentation, FOIA logs, directives, web content, Board calendars, feedback from School Board Members, etc.).

Part 4: Self-Evaluation

The Deputy Clerk will use this form annually to reflect on the effectiveness and adequacy of practice based on each performance standard.

Deputy Clerk's Name: _____ Date: _____

School Year: _____

1. Meeting Preparation and Records Management: The Deputy Clerk supervises and assists with the preparation of School Board agendas and supporting materials, ensures the accuracy and timeliness of meeting minutes, maintains approved records, and supports documentation for hearings.

- Areas of strength:
- Areas needing work/strategies for improving performance:

2. Support of Clerk and Legal Duties: The Deputy Clerk assists the Clerk with legal responsibilities, serves in the Clerk's absence, ensures compliance with FOIA, monitors legal services and directives, and provides oversight of policy processes.

- Areas of strength:
- Areas needing work/strategies for improving performance:

3. Student and Employee Hearings: The Deputy Clerk oversees administrative processes for student discipline hearings and employee grievance appeals, ensuring compliance with timelines, proper documentation, communication with counsel, and support for Board Members.

- Areas of strength:
- Areas needing work/strategies for improving performance:

4. Communication and Stakeholder Engagement: The Deputy Clerk communicates effectively with School Board Members, staff, families, advisory committees, and the public; acts as liaison with the Superintendent's office; and supports student engagement with the School Board.

- Areas of strength:
- Areas needing work/strategies for improving performance:

5. Office Operations and Technology: The Deputy Clerk supports efficient operations of the School Board Office, oversees technology systems for Members and staff, serves as web curator, supervises assistants, and maintains data sets as required.

- Areas of strength:

- Areas needing work/strategies for improving performance:

6. Professionalism: The Deputy Clerk demonstrates ethical behavior, confidentiality, and professionalism; maintains knowledge of policies and governance; engages in professional development; and manages workload effectively under pressure.

- Areas of strength:
- Areas needing work/strategies for improving performance:

Part 5: Summative Evaluation

At the conclusion of each evaluation cycle, the Deputy Clerk will receive the Clerk's evaluation of their performance across each individual standard, as well as a single rating across all standards representing the Deputy Clerk's summative performance. Ratings for individual standards will be Highly Effective (4 points), Effective (3 points), Approaching Effective (2 points), or Ineffective (1 point). The overall rating will be Highly Effective, Effective, Approaching Effective, or Ineffective, using the following range of overall scores:

Rating	Range
Highly Effective	21-24
Effective	18-20
Approaching Effective	12-17
Inffective	06-11

Sample Calculations for Deputy Clerk's Performance Evaluation:

Standard	Rating	Points
Standard 1	Highly Effective	4
Standard 1	Effective	3
Standard 1	Effective	3
Standard 1	Effective	3
Standard 1	Highly Effective	4
Standard 1	Approaching Effective	2

Overall Rating	**Effective**	**19**

Recommended for Continued Employment: ☐ Yes ☐ No

After consulting with the School Board, the Clerk may require the Deputy Clerk to receive additional training or coaching (paid for by the School Board Office) to address any standards evaluated as Approaching Effective or Ineffective.