

Orange County Department of Education  
Institute for Leadership Development  
Preliminary Administrative Services Credential Program

**CONFIDENTIAL RECOMMENDATION**

An employee you supervise or have supervised has applied for the Preliminary Administrative Services Credential Program at the Orange County Department of Education. We ask that you take a few minutes to reflect on the leadership potential of this candidate. Thank you in advance for completing the recommendation form.

**Submit the completed form via email to:**

Kate Crawford  
Cohort Advisor  
kcrawford@ocde.us

Candidate First/Last Name:

School/Work Location:

Please check one:

- Strongly Endorsed
- Endorsed
- Not Endorsed at this Time

Comments:

Recommender (Please Print):

Recommender's Title:

Recommender's Signature: \_\_\_\_\_

Date:

Based on your experience working with the candidate, please check a box for each of the categories listed below. We ask you to include comment below.

|   | Insufficient Opportunity to Observe | Performs Poorly | Is Developing Skills | Shows Strengths | Shows Exceptional Skills |
|---|-------------------------------------|-----------------|----------------------|-----------------|--------------------------|
| <b>Decisiveness:</b> Readiness to make decisions, renders judgements, take actions or commit oneself.   |                                     |                 |                      |                 |                          |
| <b>Judgment:</b> Developing alternative courses of action and making decisions which reflect factual information, are based on logical assumptions, and take organizational resources into consideration.   |                                     |                 |                      |                 |                          |
| <b>Leadership and Influence:</b> Utilizing appropriate interpersonal styles and methods in guiding individuals and groups toward task accomplishment; building cohesive cooperation and collaboration among the school's stakeholders. Facilitating group process and the resolution of conflict. |                                     |                 |                      |                 |                          |
| <b>Extra-Organizational Sensitivity:</b> Working with diverse populations and understanding of sensitivity to various ethnic, cultural, linguistic, economic, and disability groups.  |                                     |                 |                      |                 |                          |
| <b>Initiative and Innovativeness:</b> Self-starting rather than passively accepting. Taking action to achieve goals beyond what is necessarily called for. Organization action. Developing unique and creative solutions to complex problems.   |                                     |                 |                      |                 |                          |
| <b>Instructional Leadership:</b> Working with Instructional Staff members to create most effective environment that will ensure improved student achievement.   |                                     |                 |                      |                 |                          |
| <b>Planning and Organization:</b> Establishing and/or facilitating a course of action for self and/or others to accomplish a specific goal; planning the proper assignment of personnel and appropriate allocation of resources.  |                                     |                 |                      |                 |                          |

**Comments:**