

+ SUPERINTENDENT'S **GUIDE**

to School Business Official Recruitment, Hiring & Evaluation



ILLINOIS

Association of School Business Officials

SCHOOL BUSINESS OFFICIALS: AN INDISPENSABLE INVESTMENT

MORE THAN SCHOOL FINANCE...

Superintendents face increasing demands for accountability, evolving legal requirements and numerous other responsibilities. That is why every district needs a leader with strong financial management skills — a School Business Official (SBO).

The SBO partners with the superintendent to turn strategic plans into reality. An effective long-term financial plan is essential for supporting successful district initiatives. Typically, as part of the superintendent's cabinet, the SBO helps present financial matters to the school board and provides critical fiscal insight to make complex situations understandable. Both the superintendent and the board rely on the SBO to guide finances and decisions with a long-term perspective. Ultimately, the SBO, along with the superintendent and board, is responsible for ensuring every district dollar is spent wisely.

SBOs' expertise goes far beyond budgeting. Earning the Chief School Business Official (CSBO) certification requires comprehensive knowledge across all areas of school operations:



Investments, Cash & Debt Management



Legal Issues & Public Policy



Safe Learning Environments



Collective Bargaining



Transportation



Purchasing Best Practices



Payroll & Human Resources



Facility Operations & Maintenance Services



Technology Infrastructure



Food Service

In addition to managing administrative tasks and urgent district issues, CSBOs oversee budgeting, educational accountability and creatively identify untapped resources or opportunities for the district.

Hiring a CSBO, or “growing your own” by encouraging staff to pursue a CSBO certification program, ensures your district gains a professional with proven skills in all aspects of school finance.



BOTTOM LINE: THE DIVERSE EXPERTISE AN SBO BRINGS IS INDISPENSABLE TO THE DISTRICT.

RESUME OF A SCHOOL BUSINESS OFFICIAL

COMMON TITLES INCLUDE:

Assistant Superintendent for Business
Business Manager
Chief School Business Official

Chief Financial Officer
Director of Business Services
Director of Finance

You can view www.iasbo.org/recruitment-guide under Step Three on how to choose an appropriate title when hiring an SBO.

EDUCATION*

Beyond earning a bachelor's degree, the majority of SBOs have completed further education.

77 percent have a **MASTER'S DEGREE** as their highest education level.
11 percent have earned their **DOCTORAL DEGREE**.

**Based on current Illinois ASBO member data. CSBO certification requires completion of a master's degree. Master's degrees typically include: Finance, Accounting, Business Administration, Education or School Business Management.*

ROI of a School Business Official

Surveyed SBOs reported saving an average of 1.75 percent of their district budget annually, equating to \$604,795 on average statewide, by simply doing their job. This is three to six times the average salary of an SBO.*

**View www.iasbo.org/recruitment-guide under Step Two for salary ranges of SBOs.*



SCHOOL BUSINESS OFFICIAL RECRUITMENT & SELECTION

MAKING THE RIGHT CHOICE FOR YOUR DISTRICT

Congratulations on your decision to bring the experience and expertise of an SBO to your district.

Illinois ASBO is committed to walking with you step by step through the process of finding the right person for your district. Once they are hired, we are dedicated to the continued success of your SBO realizing their potential, as they connect to a vast array of resources and a network of fellow professionals.

Six Steps to Selecting and Hiring an SBO

1. Determine the Role of Your SBO

Begin by utilizing the SBO Task and Function Checklist using the QR code below to understand the scope of duties that you are looking for your SBO to perform. From there, you will have a framework to refer to as you continue on to the next steps in the process.

2. Determine, Title, Qualifications and Salary Range

Based on what you would like your SBO to do, use the online chart of typical titles and qualifications to guide you in deciding what to title your SBO position and what key skills you are looking for in a qualified candidate.

3. Create a Job Description

Use Illinois ASBO's sample job descriptions as a springboard to create a description that matches the tasks and functions you have chosen for your SBO.

4. Find Qualified Candidates

Whether you conduct an external search or decide to "grow your own" talent through a master's or certification program, there are numerous resources available to help you bring the right candidate to your district.

5. Interviewing and Selection

Understanding whether a candidate matches your district's needs can come down to asking the right questions. Use the compiled list of interview questions to get started as you narrow down the right candidate.

6. Commit to Their Professional Growth

Illinois ASBO provides an array of resources and opportunities to help your newly hired SBO reach their potential.



**Download the QR Code
for our Guide to Hiring an SBO.**

GUIDE FOR EVALUATING SCHOOL BUSINESS OFFICIALS

Developing a comprehensive evaluation system for your SBO is essential for assessing their performance and impact. While many school districts implement established evaluation processes for instructional and operational staff, these methods often do not provide targeted and constructive feedback specific to school business personnel.

By scanning the QR code, you will gain access to:



- A summary of effective employee evaluation methods
- Frequently asked questions on statutory requirements for evaluating school business personnel
- The Methods of Conducting Employee Evaluations Guide
- A Sample Goal Setting Worksheet
- A Sample Leadership Competencies Evaluation Instrument (applicable to all positions)
- A Sample Role Competency Evaluation Instrument specifically designed for SBOs

Note: Your evaluation should be modified to apply specifically to the role your SBO plays.

To utilize these resources effectively:

1. Review the **Methods of Conducting Employee Evaluations** to select the most appropriate approach for your needs.
2. If applying the **Leadership Competency Evaluation**, in combination with goal setting or role competencies, download the corresponding guides and tailor them according to your district's job description and role expectations for school business personnel.
3. If using a method other than goal setting, refer to the **Role Competency Evaluation** to identify position-specific requirements. Adjust the evaluation to align with your district's job description for selected personnel.



Download these resources to use in your district.

All of the evaluation documents included in this guide are available on the Illinois ASBO website and can be downloaded as Microsoft Word files. Please feel free to modify and change the sample documents to meet the specific needs of the position and the district.

Access these documents at www.iasbo.org/hiring-training

Note: The documents associated with this resource are samples and Illinois ASBO assumes no responsibility for legal liability for the use of the materials by a school district. Please consult a qualified attorney on questions related to the legal implications of evaluation and subsequent or accompanying employment.

Methods of Conducting Employee Evaluations

There are many ways to conduct an evaluation. Some common methods that can be incorporated into the evaluation process for SBOs may include:

Goal Setting

This allows both the supervisor and the employee to determine goals for the coming year. In subsequent years, these goals are reviewed and new goals are created.

Standardized Scale

In this method, the supervisor rates the employee using a scale system. This can be combined with goal setting.

Self-Assessment

Evaluation approach can be incorporated into most methods and gives the employee an opportunity to objectively reflect on their performance. They can consider what they have done well, and where they have fallen short and share their perspective with their supervisor.

Gap Analysis

Recognizing the value of self-evaluation, in this method, both the supervisor and employee fill out the standardized scale evaluation. Gaps are identified between the employee's and supervisor's views of the employee's role and leadership competencies. These "gaps" can then become areas of focus for discussion and goal setting.



Frequently Asked Questions Regarding the Statutory Evaluation Guidelines for School Business Personnel

Who evaluates an SBO?

An SBO is typically evaluated by the superintendent. There are no statutory requirements that stipulate the method of evaluation (unlike the evaluation of teachers and principals).

How do SBO evaluations relate to the Performance Evaluation Reform Act (PERA) laws?

According to the Illinois State Board of Education, PERA requires all schools in Illinois to design and implement performance evaluation systems that assess teachers' and principals' professional skills, as well as incorporate measures of student growth. As PERA evaluations relate only to instructional personnel, there are no requirements for the method or type of evaluation used for school business officials.

INVEST IN THE SUCCESS OF **YOUR SCHOOL BUSINESS OFFICIAL**

With all the challenges facing school districts, to get the most from your SBO, it is important for you to support their ongoing growth in the profession.

The **Illinois Association of School Business Officials** is devoted to the success of your SBO and provides them with the opportunity to continue their professional development and exchange ideas with fellow SBOs.

Commit to Professional Development

In a constantly changing field, keeping up to date with industry best practices is vital. Through Illinois ASBO's professional development offerings, your SBO can stay current with their certification and abreast of all upcoming changes.

You can find a recommended path of professional development for your SBO(s) at **www.iasbo.org/roadmap-success**.

Connect to a Community of Professionals

Illinois ASBO also offers invaluable networking opportunities for SBOs, including serving on committees, attending conferences or regional events and sharing solutions through our online community. By encouraging your SBO to get involved, you are investing in the success of your district.

In the Words of SBOs

"For me, leaning on the Illinois ASBO network has been a tremendous support. Many Service Associates that we did not know are now fantastic partners for our district, thanks to Illinois ASBO. Other local business officials have helped us think in ways we never did before, come up with solutions to problems we could not solve and provided templates to save us time in building our own."

— **Anthony R. Arbogast, CSBO, Asst. Superintendent for Business Services, Oak Park & River Forest SD 200**

"The biggest challenge as an SBO is juggling all the different hats we have to wear. The networking within Illinois ASBO has provided me the opportunity to discuss some of these issues with those at the same point in my career or others that have already arrived where I am looking to go."

— **Daniel Oberg, Dir./Business Services, Comm. High Sch. Dist. 94**



BOTTOM LINE: Illinois ASBO is committed to partnering in your success by connecting your SBOs to indispensable professional development, resources, networking and advocacy.

Learn more today at www.iasbo.org



Illinois ASBO

Northern Illinois University (IA-103) | 108 Carroll Ave. | DeKalb, IL 60115

www.iasbo.org