

Rating System Rubric

The purpose of the Rating System Rubric is to provide additional context to the ratings of each competency and the overall ratings of the evaluation.

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Indicator Language:

Standard indicator language will appear under each rating.

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
An ineffective rating means that the employee does not meet the expectations.	A partially effective rating means that the employee partially meets the expectations.	An effective rating means that the employee meets the expectations.	A highly effective rating means that the employee consistently goes above and beyond the expectations. The employee demonstrates leadership in this area.

The following language is provided to supplement the standard indicator language. It can be used to facilitate discussion or within the comment section of the evaluation.

Standard 1 Job Performance

Understanding and performance demonstrated by the employee on the job relative to district and department policies, priorities and standards.

Job Knowledge

Employee understands and implements the knowledge and skills as defined by identified job description and department protocols.

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
Employee does not meet the expectations of the job even after training and supports were provided.	Employee does not consistently meet the expectations of the job or is new to the position and	Employee meets the expectations of the job.	Employee frequently goes above and beyond in completing or fulfilling the expectations of the job.

	needs time to learn and develop.		
<p>Initiative</p> <p>Employee is self-motivated, collaborative and proactive in identifying and resolving potential issues. The employee works independently with minimal supervision, as appropriate, and seeks or welcomes professional development opportunities to enhance job skills.</p>			
Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
Employee requires frequent/constant supervision and does not take initiative to complete tasks. Employee may make multiple errors and lacks detail in completing tasks.	Employee requires supervision and seldom takes initiative to complete tasks. Employee is new to the position and needs more time to become independent and show initiative.	Employee is self-motivated and works through issues without supervision, when appropriate.	Employee consistently goes above and beyond to complete tasks. Employee initiates collaboration regularly and may pursue professional development when appropriate.

<p>Quality</p> <p>Employee's work is thorough, accurate and complete based on established standards for the job.</p>			
Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
Employee demonstrates poor quality of work even after training and support. Tasks often have errors and/or are done incorrectly.	Employee demonstrates inconsistent quality in completion of tasks. Employee is new to the position and needs more time to	Employee demonstrates quality work that meets the expectations for the position.	Employee consistently goes above and beyond the quality expectations for the position.

Standard 2: Culture and Climate

Refers to behaviors that extend beyond employees' formal job responsibilities, demonstrating commitment to the organization's overall success by adhering to district and department policies and procedures, supporting and promoting the district's focus on a positive culture and climate and displaying courtesy, honesty, respect and responsibility.

Attitude

Employee demonstrates a positive, respectful and engaging demeanor in interactions with others. Employee demonstrates adaptability, flexibility and resilience in a professional manner.

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
<p>Employee regularly displays disrespectful behavior and/or lacks adaptability/flexibility. Employee's consistently poor attitude negatively impacts the work environment.</p> <p>Employee does not manage situations in an appropriate manner.</p> <p>Employee consistently conveys a negative attitude which may impact other staff members.</p>	<p>Employee occasionally displays disrespectful behavior and/or lack adaptability/flexibility.</p> <p>Employee struggles managing situations in an appropriate manner.</p> <p>Employee occasionally conveys a negative attitude which may impact other staff members.</p>	<p>Employee displays respectful behavior and/or shows adaptability/flexibility.</p> <p>Employee manages situations in an appropriate manner.</p> <p>Employee consistently conveys a positive attitude which creates an up-lifting environment.</p>	<p>Employee goes above and beyond to display respectful behavior and/or shows adaptability/flexibility.</p> <p>Employee takes charge of situations when appropriate and manages situations in an appropriate manner.</p> <p>Employee pursues opportunities to convey a positive attitude which creates an up-lifting environment.</p>

Dependability/Productivity

Employee is reliable, meets expected timelines and prioritizes tasks appropriately. The employee is punctual, manages time effectively and completes work efficiently.

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
<p>Employee does not appropriately prioritize tasks.</p> <p>Employee consistently struggles to meet timelines for task completion.</p> <p>Employee has poor attendance and does not manage time effectively.</p>	<p>Employee occasionally misses deadlines.</p> <p>Employee struggles with attendance and punctuality.</p> <p>Employee struggles to manage time effectively.</p>	<p>Employee prioritizes tasks appropriately and meets task completion timelines .</p> <p>Employee has acceptable attendance and manages time effectively.</p>	<p>Employee anticipates situations and reprioritizes to meet timelines.</p> <p>Employee is a model of dependability.</p>

Professionalism

Employee conducts themselves with integrity, ethics and personal accountability that promotes a positive district culture. The employee demonstrates sound judgment and maintains confidentiality as appropriate.

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
<p>Employee does not exhibit expected integrity and ethics.</p> <p>Employee does not take responsibility for mistakes or errors.</p> <p>Continued next page</p>	<p>Employee needs to work on exhibiting integrity and ethics.</p> <p>Employee struggles with taking responsibility for mistakes or errors.</p>	<p>Employee exhibits integrity, ethics and accountability consistently.</p> <p>Employee demonstrates sound judgment and maintains appropriate levels of confidentiality.</p>	<p>Employee is a model of integrity, ethics and accountability consistently.</p> <p>Employee demonstrates professional and ethical conduct through modeling and being a resource for colleagues to ensure the highest professional standards are held in all</p>

Employee does not demonstrate sound judgment and struggles with maintaining appropriate levels of confidentiality.	Employee occasionally demonstrate poor judgment and struggles with maintaining appropriate levels of confidentiality.		interactions and decisions.
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Standard 3: Communication

Demonstrates competence with all forms of communication. Communicates in an effective, kind and respectful manner.

Interpersonal Interactions

Employee interacts with others with a positive and solution-oriented demeanor. The employee responds appropriately in situations where there is a need to resolve conflict. The employee demonstrates self-reflection skills and implements strategies to proactively prevent future conflicts.

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
<p>Employee does not interact positively with others and does not participate in providing solutions to situations or challenges.</p> <p>Employee does not deal with conflicts appropriately.</p>	<p>Employee struggles to interact positively with others and does not consistently address issues with a solution-based mindset</p> <p>Employee does not adequately seek resolutions to conflicts appropriately.</p>	<p>Employee consistently interacts positively with others and regularly approaches situations with a solution-based mindset</p> <p>Employee pursues resolutions to conflicts appropriately.</p>	<p>Employee sets the example of how to interact positively with others and leads with solution-based approach in dealing with situations.</p> <p>Employee is someone staff turn to as a role model in pursuing resolutions to conflicts appropriately.</p>

Effective Communication

Employee employs active listening strategies and demonstrates appropriate verbal, non-verbal and written communication skills. Employee recognizes diverse viewpoints and considers the role of communication preferences, both the employee's and those of others, in clear and effective expression.

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
<p>Employee does not exhibit active listening and/or conveys effective communication skills.</p> <p>Employee has poor written communication. Does not use acceptable grammar and/or spelling. The message is unclear.</p>	<p>Employee does not consistently use active listening and/or conveys effective communication skills.</p> <p>Employee struggles with effective written communication.</p>	<p>Employee consistently uses active listening and conveys effective communication skills.</p> <p>Employee utilizes written communication effectively.</p>	<p>Employee is skilled at and consistently uses active listening and conveys effective communication skills.</p> <p>Employee is looked to by staff to assist with written communication.</p>

Collaboration

Employee develops and maintains relationships with individuals and groups. Demonstrates teamwork and cooperation resulting in positive outcomes. Evaluates impact and includes all relevant parties.

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
<p>Employee demonstrates poor relationship building skills.</p> <p>Employee struggles to work cooperatively on teams, which has a negative impact on the system.</p>	<p>Employee does not consistently make an effort to develop or maintain positive relationships or promote teamwork and cooperation.</p>	<p>Employee consistently develops and maintains positive relationships that promote teamwork and cooperation.</p>	<p>Employee is skilled at facilitating inclusive collaboration focused on positive outcomes.</p> <p>Employee is viewed as a role model in developing and maintaining relationships.</p>

			Proactively identifies and leads to mutual purpose and benefit.
			Proactively identifies and leads the team in developing solutions in which all parties can benefit. Consistently involves others impacted by decision

Standard 4: Leadership (Supervisors Only)

Demonstrates leadership in support of the district or department. Leader sets a clear purpose and builds the capacity for continuous improvement.

Builds Climate and Culture

Leader creates an environment where people feel valued and recognized for their contributions. Recognizes the importance of clear and timely communication in promoting strong employee engagement.

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
<p>Leader does not provide an environment that shows value and recognizes staff.</p> <p>Leader does not communicate in a clear and timely manner with staff.</p>	<p>Leader struggles to provide an environment that shows value and recognizes staff.</p> <p>Leader struggles to communicate in a clear and timely manner with staff.</p> <p>Leader struggles with accepting feedback and seeking engagement with staff.</p>	<p>Leader provides an environment that shows value and recognizes staff.</p> <p>Leader communicates clearly and timely with staff.</p> <p>Leader is open to feedback and seeks engagement with staff.</p>	<p>Leader is a role model for facilitating effective systems that promote a positive culture and climate.</p> <p>Leader consistently goes above and beyond to communicate clearly and timely with staff.</p> <p>Leader seeks feedback from staff to continuously improve the workplace culture and climate.</p>

Employee Retention, Training & Development

Leader sets a clear purpose and builds shared understanding for employees. Leader provides opportunities for growth and development and supports the professional aspirations of employees.

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
Leader does not address purpose or provides/supports opportunities for development.	Leader seldom addresses purpose or provides/supports opportunities for development.	Leader meets expectations with setting purpose and provides/supports opportunities for development.	Leader has a major focus on setting purpose and provides/supports opportunities for development.

Visionary Leadership/Continuous Improvement

Leader impacts their organizations by providing a clear sense of purpose, direction and motivation. Leader collaboratively develop or support the vision and respond to evolving needs of the district or department. Leader promote innovation and/or continuous improvement of district or department outcomes.

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
<p>Leader does not by providing direction and motivation for staff.</p> <p>Leader does not work with the staff to develop and support a vision or address the evolving needs of the district and department.</p> <p>Leader shows no innovation and does not strive for</p>	<p>Leader struggles with providing direction and motivation for staff.</p> <p>Leader needs to work with the staff to develop and support a vision and address the evolving needs of the district and department.</p> <p>Leader lacks innovation and struggles striving</p>	<p>Leader meets expectations by providing direction and motivation for staff.</p> <p>Leader works with the staff to develop and support a vision and addresses the evolving needs of the district and department.</p> <p>Leader shows innovation and</p>	<p>Leader exceeds expectations by continually providing direction and motivation for staff.</p> <p>Leader has created autonomy among the team that develops and supports a vision and addresses the evolving needs of the district and department.</p> <p>Leader leads the district in innovation and achieves continuous improvement.</p>

continuous improvement.	for continuous improvement.	strives for continuous improvement.	
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Operational Management/Compliance
 Leader models and monitors compliance with relevant federal, state and/or local laws, policies and procedures. Leader demonstrates fiscal responsibility on behalf of the District or department. Leader completes human resource functions such as recruitment, hiring and performance management.

Ineffective 1 point	Partially Effective 2 points	Effective 3 points	Highly Effective 4 points
<p>Leader demonstrates poor operational management compliance to laws, processes and policies.</p> <p>Leader does not demonstrate appropriate fiscal responsibilities.</p> <p>Leader does not follow through with required functions such as recruitment, hiring and performance management.</p>	<p>Leader struggles with operational management to include compliance to laws, processes and policies.</p> <p>Leader demonstrates a lack of response to fiscal responsibilities.</p> <p>Leader needs to improve on appropriately following through with required functions such as recruitment, hiring and performance management.</p>	<p>Leader meets expectations with operational management to include compliance to laws, processes and policies.</p> <p>Leader demonstrates an acceptable level of fiscal responsibilities.</p> <p>Leader follows through appropriately with required functions such as recruitment, hiring and performance management.</p>	<p>Leader is exceptional with operational management to include compliance to laws, processes and policies.</p> <p>Leader a role model for fiscal responsibilities.</p> <p>Leader excels in meeting the required functions such as recruitment, hiring and performance management.</p>