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| **Effectiveness:** Fulfilling the duties required of the job and making a productive contribution to the success of our schools | | | | | | |
| **1 – Unsatisfactory**  Performance is consistently well  below requirements and expectations | **2 – Basic**  Performance marginal, satisfies only the minimum requirements of the job and needs significant improvement | | **3 – Proficient**  Performance acceptable to meet the standard established for the job | | | **4 – Excellent**  Performance far superior to the satisfactory standards and expectations established for the job. |
| **1. Unsatisfactory** | | **2. Developing** | | **3. Proficient** | **4. Excellent** | |
|  Employee does not have skill level required for the work and  requires intensive training to  attain those skills; and/or   Employee has skills to do the job but consistently does not apply that skill to assigned tasks; and/or   Quality of work usually does not meet expectations; and/or   Employee regularly does not complete assigned responsibilities when they are due. | |  Employee skill level is not quite  that required for the work but with time and applied effort employee may attain those skills; and/or   Employee has skills to do the job but that skill is not consistently applied to assigned tasks; and/or   Quality of work only sometimes meets expectations; and/or   Employee does not regularly complete assigned responsibilities when they are due. | |  Employee skill level meets that required for the work and that skill is consistently employed in completing assigned tasks; and   Quality of work consistently meets expectations; and   Employee consistently completes assigned responsibilities when they are due. |  Employee skill level exceeds that required for the work and that skill is uniformly employed in completing assigned tasks; and   Quality of work uniformly exceeds expectations; and   Employee uniformly completes assigned responsibilities when or before they are due. | |

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| **Dependability:** Reliably on task and on post, completing a satisfactory job, without continual instruction and supervision | | | | | | | |
| **1 – Unsatisfactory**  Performance is consistently well  below requirements and expectations | **2 – Basic**  Performance marginal, satisfies only the minimum requirements of the job and needs significant improvement | | **3 – Proficient**  Performance acceptable to meet the standard established for the job | | | **4 – Excellent**  Performance far superior to the satisfactory standards and expectations established for the job. |
| **1. Unsatisfactory** | | | **2. Developing** | | **3. Proficient** | **4. Excellent** | |
|  Requires significant and regular supervision in order to perform assigned tasks; and/or   Regularly not in place, on time, or prepared to work; and/or   Frequently late or absent\*, and rarely takes appropriate steps to notify supervisors and ensure adequate coverage; and/or   Evidence of a pattern of abusive (Fridays, Mondays, holidays, etc.) or irresponsible (on days of special events, due dates etc.) tardiness or absence.  \*does not include approved benefit time such as FMLA, STD, worker's comp, personal business days, sick days, or vacation. | | |  Requires regular supervision in order to complete assigned tasks; and/or   Requires regular supervision and coaching to ensure employee is at assigned location, on time and ready; and/or   Occasionally late or absent\*; inconsistently making appropriate notifications and coordination of work duties.  \*does not include approved benefit time such as FMLA, STD, worker's comp, personal business days, sick days, or vacation. | |  Consistently completes assigned tasks with moderate supervision; and   Consistently at assigned work location, during the assigned time period, prepared to complete duties; and   Rarely late or absent\*, consistently making appropriate notifications and coordination of work duties.  \*does not include approved benefit time such as FMLA, STD, worker's comp, personal business days, sick days, or vacation. |  Exceptional at completing assigned tasks with minimal supervision; and   Exceptional in being at assigned work location, during the assigned time period, prepared to complete duties; and   Exceptionally punctual and present\*, always making appropriate notifications and coordination of work duties.  \*does not include approved benefit time such as FMLA, STD, worker's comp, personal business days, sick days, sick days, or vacation. | |

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| **Professionalism:** Maintaining a service-oriented approach to the work that treats all colleagues, students, and community with respect. | | | | | | | |
| **1 – Unsatisfactory**  Performance is consistently well  below requirements and expectations | **2 – Basic**  Performance marginal, satisfies only the minimum requirements of the job and needs significant improvement | | **3 – Proficient**  Performance acceptable to meet the standard established for the job | | | **4 – Excellent**  Performance far superior to the satisfactory standards and expectations established for the job. |
|  Regularly lacks tact, courtesy, and a service-orientation in dealings with colleagues, students, and community members; and/or   Often lacks self-control with colleagues and supervisors and regularly resistant to suggestions for improvement; and/or   Rarely communicates and coordinates with co-workers in a tactful and effective manner, requiring consistent supervision; and/or   Indifference to Board and School policies. | |  Inconsistently service-oriented, courteous, or supportive in disposition to all colleagues, students, and community members; and/or   Inconsistently demonstrates self- control with colleagues and supervisors and sometimes resistant to suggestions for improvement; and/ or   Inconsistently communicates and coordinates with co-workers in a tactful and effective manner, requiring regular supervision; and/or   Inconsistent compliance with  Board and School policies. | |  Consistently service-oriented, courteous, and supportive, in disposition to all colleagues, students, and community members; and   Consistently demonstrates self- control with colleagues and supervisor and accepts and implements suggestions for improvement; and   Consistently communicates and coordinates with co-workers, in a tactful and effective manner, with moderate supervision; and   Consistent compliance with Board and School policies. |  Exceptionally service-oriented, courteous, and supportive in disposition to all colleagues, students, and community members; and   Demonstrates exceptional self- control with colleagues and supervisors and in accepting & implementing suggestions for improvement; and   Exceptional in communicating and coordinating with co-workers, in a tactful and effective manner, with minimal supervision; and   Exceptional compliance with Board and School policies. | |