Professional Skill	4 (Commendable)	3 (Above Standard)	2 (Competent)	1 (Needs Improvement)
Leadership	Consistently exercises sound judgment; sets a positive example; maintains high ethical standards; knows and supports EACS mission and policies.	Exercises sound judgment; has high ethical standards; supports EACS mission and policies.	Typically uses good judgment and has knowledge base of policies and expectations; is ethical in actions and decisions.	Lacks knowledge of EACS policies and support for superiors; poor judgment minimizes effectiveness.
Management	Plans, executes and delegates work in an exemplary manner; manages financial, material and human resources in a highly efficient manner; provides appropriate direction and professional development opportunities for subordinates.	Demonstrates strong management through planning, delegating and follow-though. Professional development is delineated to meet building level student achievement goals.	A plan for delegating responsibilities is in place; budget responsibilities are adequate; there is a plan for professional development.	Demonstrates weak management skills due to inadequate plans, follow-through and delegation; budget and human resources are not managed effectively; professional development is not directed.
Problem Solving & Innovation	Produces innovative, workable solutions in a timely, effective manner.	Resolves building issues in a creative, workable and timely fashion.	Resolves routine problems in the work-place and comes up with workable solutions.	Struggles to solve problems and come up with sustainable solutions.
Evaluation & Supervision	Conducts evaluation and supervisory responsibilities in an exemplary manner; strong connection between evaluation and building/department improvement; in-depth knowledge of personnel and programs reflected in evaluation process.	Evaluation timelines are met; focus on continued improvement is apparent; follow-up and professional plans are targeted.	Timelines are met; procedures and processes are understood and followed by those involved.	Evaluation process not complete and thorough; purpose and intent not clear; professional plans and follow-through lack detail.
Teamwork	Is an exemplary team player; fosters a positive cooperative culture; seeks to offer assistance to others and seeks help as needed.	Demonstrates team skills; is positive with co-workers; offers and asks for help when needed.	Utilizes team skills to complete tasks and fulfill district expectations.	Is negative in meetings and not a team player; will cooperate as directed.
Job Knowledge	Is exemplary in skills, knowledge, job requirements, and internal procedures; exemplary vision and respect for position rules and responsibilities.	Demonstrates strong understanding of the knowledge need to complete job; is confident in following procedures and regulations.	Understands the job and what is expected; generally follows procedures and regulations.	Has some understanding of the job but lacks overall job knowledge which impacts day-to-day functions negatively.

Professional Skill	4 (Commendable)	3 (Above Standard)	2 (Competent)	1 (Needs Improvement)
Communication	Speaks, writes and presents in an exemplary manner; listens well and clarifies questions; interacts professionally with students and staff; keeps appropriate people informed on status of projects and key issues.	Communication is strong; keeps individuals informed in a timely manner; interacts professionally.	Aware of the importance of communication; frequency and timing is acceptable.	Written and oral communication skills are not evident; does not keep appropriate people informed in a timely manner.
Interpersonal Skills	Highly empathetic; considers all perspectives of an issue; fosters skills that are reflective of a positive culture; maintains cooperative and effective working relationships.	Maintains a positive working relationship; considers both sides of an issue; is aware and sensitive to others' needs.	Acceptable working relationship is maintained and other people's ideas are generally considered.	Sees limited perspectives on issues; not particularly approachable and somewhat insensitive to others; lacks interpersonal skills.
Responsiveness	Results oriented and assumes responsibility and accountability for own work; takes initiative with internal and external inquiries; has high level of flexibility.	Demonstrates strong personal responsibility for work; responds appropriately and timely; is flexible and takes initiative.	Demonstrates responsiveness to inquiries and requests; goes with the flow to make things work.	Tends to be untimely in responding; does not accept personal responsibility for own work and lacks flexibility and initiative.
Visibility	Highly visible in the workplace and community; is accessible; engaged in community/client/staff activities.	Visible in the workplace and extended workplace activities.	Visible and accessible in the workplace.	Is not highly visible or accessible in the workplace.