



Management Evaluations

These are to be used only as guidelines. Employee’s immediate supervisor should check the degree that best describes the overall performance of the employee during this period.

| | <u>Unsatisfactory Performance is not acceptable at SLOCOE. Management employee has been counseled and is not improving. Management employee will be monitored with Improvement Plan until performance improves.</u> | <u>Needs Improvement</u> <i>Performance less than expected. Management employee will be monitored with Improvement Plan until performance improves or is deemed unsatisfactory.</i> | <u>Meets or Exceeds Standards</u> <i>Performance that is expected or better than expected of a fully competent SLOCOE management employee.</i> |
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| 1. Provides Leadership | Does not meet the goals of the organization and department. Does not articulate the vision of the organization. Does not succeed in motivating others to do their best. Does not encourage others to develop their skills. Does not use a team approach appropriately with expected results. Does not make objective, timely, and well-considered decisions. Does not assume responsibility of outcomes. Does not inform/involve others. | Rarely meets the goals of the organization and department. Does not consistently or clearly articulate the vision of the organization. Rarely succeeds in motivating others to do their best. Does not effectively encourage others to develop their skills. Does not use a team approach consistently with expected results. Rarely makes objective, timely, and well-considered decisions. Seldom assumes responsibility of outcomes. Rarely informs/involve others as appropriate. | Meets the goals of the organization and department. Articulates the vision of the organization. Succeeds in motivating others to do their best. Encourages others to develop their skills. Uses a team approach appropriately with expected results. Makes objective, timely, and well-considered decisions. Assumes responsibility of outcomes. Informs/involve others as appropriate. |

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| <p>2. Manages Area Responsibilities</p> | <p>Is not aware of - or consciously ignores - SLOCOE policies. Does not respond to the need for change. Does not prioritize appropriately. Cannot resolve routine problems, and/or tends to misinterpret/misrepresent the facts. Does not evaluate effectiveness of program and/or services. Generally refuses to contribute to the budget building process. Lacks understanding of the budget and ignores budget guidelines. Does not cooperate with other departments in the organization with regard to accountability. Is not aware - or consciously ignores - SLOCOE vision for effective programs and/or services. Does not evaluate effectiveness of programs and/or services. Provides poor organization and/or facilitation of meetings. Is unavailable to meet with those involved in programs and/or services. Lacking in general knowledge of the essential job functions. Unable to prioritize work tasks. Often submits late and inaccurate information. Does not recognize the need for a systematic flow of information. Fails to keep others informed. Generally ignores information regarding outside agencies.</p> | <p>Demonstrates limited awareness of SLOCOE policies. Fails to acknowledge the need for change in methods or procedures, or changes do not result in improved performance. Does not effectively prioritize. Can resolve only routine problems, and/or tends to focus on non-essential issues. Ineffectively evaluates the program and/or services. Has limited understanding of the budget. Provides limited input into the budget building process. Makes decisions which have a negative impact on budget guidelines without adequate rationale. Shows general lack of cooperation with other departments in regard to accountability and monitoring of program/ department budget. Demonstrates limited awareness or fails to develop SLOCOE programs and/or services. Ineffectively evaluates the effectiveness of the programs and/or services. Facilitates meetings which rarely allow for open discussions. Meetings often lack organization. Is rarely able to meet with those involved in programs and/or services. Limited knowledge of the essential job functions. Often fails to meet deadlines or causes undue financial or other hardship due to lack of proper planning and prioritizing. Inconsistent level of accuracy and/or punctuality. Communication is often unclear and/or sporadic. Sometimes fails to keep others informed. Inconsistently encourages input or information regarding outside agencies.</p> | <p>Successfully applies SLOCOE policies. Generally recognizes the need for changes to better meet program and personnel needs and may use innovative practices in an insightful manner. Generates new methods or procedures for a more efficient/effective program. Effectively prioritizes. Resolves most problems in an appropriate manner. Participates in the budget-building process. Operates the program or department within budget guidelines. Monitors expenditures and resources. Seeks greater efficiency and cooperates with other departments in the organization to ensure accountability. Cooperates with the other departments in the organization to ensure accountability. Successfully develops SLOCOE programs and/or services. Generates new methods or procedures for a more efficient, effective programs and/or services. Facilitates meetings which allow for open discussions. Meetings are well organized. Establishes an open door policy for effective communication regarding programs and/or services. May proactively seek opportunities and schedules time to discuss programs and/or services. Knowledgeable about the essential job functions. Prioritizes work tasks. Performs job at a high level of accuracy and punctuality. Communicates in a clear and concise manner. Establishes and maintains a system of open communication. Keeps others informed as appropriate. Uses information provided by outside agencies.</p> |

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| 3. Supervises, Evaluates, and Promotes Professional Development | Is not aware of or consciously ignores SLOCOE policies affecting staff. Does not make necessary personnel decisions and/or fails to inform others of personnel changes as appropriate. Does not monitor contracts and agreements. Does not coach and counsel staff. Performance evaluations are conducted in an inconsistent and unprofessional manner. Does not recognize best practices. Does not develop individual learning goals for self and staff. Does not attend professional development aligned to goals. | Is not aware of SLOCOE policies affecting staff. Does not consistently make necessary personnel decisions and/or fails to inform others of personnel changes as appropriate. Is unaware of the need to monitor contracts and agreements. Inappropriately coaches and counsels staff. Performance evaluations are conducted in a less than consistent and professional manner. Fails to keep current with changes in best practices. Inconsistently facilitates individualized learning goals for self and staff. Inconsistently promotes professional development aligned to goals. Rarely devotes time to professional development. | Successfully applies SLOCOE policies affecting staff. Makes necessary personnel decisions and informs others of personnel changes as appropriate. Monitors contracts and agreements appropriately. Coaches and counsels staff as needed. Conducts performance evaluations in a consistent and professional manner. Stays current with changes and best practices. Facilitates individualized learning goals for self and staff. Promotes professional development opportunities that support individual learning goals for self and staff. Professional development activities reflect and support the goals. Devotes meetings to teaching and learning. Demonstrates a commitment of time and intellect. Willing to learn from colleagues on a regular basis. Routinely shares learning experiences with others. |
| 4. Develops a Positive and Effective Organizational Climate | Relationships with others are poor. Confidentiality has been breached. Does not promote and model the importance of positive relationships among all staff. Fails to devote time and attention to reinforcing the core organizational values. Does not assume responsibility for a positive organizational culture. Resists changing the culture when evidence shows a need. Does not promote safe work practices. Shows little evidence of planning. Generally reflects little interest in improving his/her ability, and/or delegates responsibilities inappropriately. | Relationships are weak. Confidentiality has some-times been compromised. Inconsistently promotes and models the importance of positive relationships among all staff. Occasionally devotes time and attention to reinforcing the core organizational values. Trust and confidence are inconsistent. The atmosphere is poor. Inconsistently raises safety issues. Shows inadequate understanding of the planning process. Fails to implement part of the process and/or fails to delegate responsibilities appropriately. | Represents the organization in a positive manner and is a role model, when dealing with people. Values relationships, and treats everyone with mutual respect. Promotes and models the importance of positive relationships among all staff. Devotes time and attention to reinforcing core organizational values. Reinforces and models positive aspects of the work culture while transforming negative aspects. Promotes an atmosphere of appreciation, recognition, caring and good humor. Serves as an exemplary role model. Reflects a professional demeanor and appearance. Establishes effective, productive, safe practices. Reflects a clear sense of program direction and desirable outcomes. Anticipates needs. Adapts programs as necessary. Delegates responsibilities appropriately to address needs. |