

**ISSAQUAH SCHOOL DISTRICT NO. 411  
ADMINISTRATIVE AND MANAGEMENT EVALUATION REVIEW  
STANDARDS FOR QUALITY LEADERSHIP**

Name:	Job Title:
Evaluator:	Building/Department:
Date:	<input type="checkbox"/> Annual <input type="checkbox"/> Other

**Evaluator:** Mark one box in each area that summarizes your evaluation.

The purpose of this evaluation is to provide the employee with feedback regarding his/her work performance as related to the duties and responsibilities of the position and in support of Student Learning Goals and the District Ends. This evaluation also provides an opportunity to formally recognize outstanding achievement, areas for growth and areas where the employee must improve in order to be successful in the position. The evaluator and employee may also note specific goals and ways of achieving those goals.

**The following performance ratings will be used to evaluate each section:**

- D**     **DISTINGUISHED** – Results show achievements which contribute to District Ends and Initiatives well beyond primary work objectives, surpassing what is reasonably expected for a well-trained individual in this position.
- P**     **PROFICIENT** – Results show clear understanding of essential functions and District Ends and District Initiatives with quality performance observed in the attainment of primary work objectives.
- B**     **BASIC** – Results show understanding of essential functions; however implementation is either partial or sporadic in attainment of primary work objectives. Performance improvement is indicated and documentation provided.
- U**     **Unsatisfactory** – Results show deficiencies of knowledge, skills, or abilities which seriously interfere with the attainment of primary objectives. Performance improvement is mandated.

<b>1.0 LEADERSHIP</b>														
	D	P	B	U										
<ol style="list-style-type: none"> <li>1. Demonstrates significant constructive influence on the performance of other district personnel, contributing to the productive and efficient District operations.</li> <li>2. Contributes to and sustains the importance of alignment of practice with the District Ends and Regulations as well as federal and state statutes and local program requirements.</li> <li>3. Makes decisions in accordance with District Regulations and procedures using the most appropriate process for the given situation.</li> <li>4. Cooperates and coordinates with other administrators in meeting the District Ends and Executive Limitations and supporting District Initiatives through the establishment and/or implementation of programs and goals.</li> <li>5. Applies knowledge and skills of supervision to programs and personnel, and demonstrates the ability to inspire staff to grow and develop in a way that reflects acceptance of his or her leadership.</li> <li>6. Encourages initiative, creativity, and the analysis of data in the support of program improvement.</li> <li>7. Engages in courageous and challenging conversations and decisions.</li> <li>8. Demonstrates professional ethical principles.</li> <li>9. Models behaviors that are consistent with District vision, beliefs, and values.</li> </ol>	<table border="1" style="width: 100%; height: 400px;"> <tr> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 50%;"></td> </tr> <tr> <td colspan="5" style="padding: 5px;"><b>COMMENTS:</b></td> </tr> </table>									<b>COMMENTS:</b>				
<b>COMMENTS:</b>														

2.0 ADMINISTRATION AND COMMUNICATION				
	D	P	B	U
<ol style="list-style-type: none"> <li>1. Demonstrates the ability to make a decision or contribute to dialog objectively, authoritatively, and wisely.</li> <li>2. Clearly communicates, verbally and in writing, expectations to subordinates and staff affected by program processes.</li> <li>3. Demonstrates professionalism in verbal and written communication.</li> <li>4. Demonstrates responsibility in establishing an effective communication systems which reflects openness, honesty and a high degree of mutual respect, both personal and professional.               <ol style="list-style-type: none"> <li>4.1 Communicates clearly and effectively so that intended audience should understand.</li> <li>4.2 Implements orderly procedures to facilitate communication within the program.</li> <li>4.3 Initiates communications in a timely mode and manner.</li> <li>4.4 Submits reports as required.</li> <li>4.5 Demonstrates the ability to plan and organize to achieve desired results.</li> <li>4.6 Manages conflict in an objective and constructive manner.</li> </ol> </li> <li>5. Develops appropriate short and long range plans that support the District Ends.</li> <li>6. Develops and completes appropriate programmatic objectives.               <ol style="list-style-type: none"> <li>6.1 Completes objectives assigned by supervisors.</li> <li>6.2 Completes self-selected objectives.</li> <li>6.3 Establishes a self-monitoring system for objective achievement.</li> </ol> </li> <li>7. Directs, monitors, and reviews the fidelity of implementation of practices.</li> <li>8. Defines, aligns and monitors roles and responsibilities to maximize the implementation of system practices.</li> <li>9. Facilitates staff reflection and data-driven conversation focused on improvement and in support of the District Ends.</li> <li>10. Takes action that results in improved practices.</li> <li>11. Seeks and provides feedback at a systemic, programmatic, and individual level.</li> </ol>				
	<b>COMMENTS:</b>			

3.0 RESOURCE MANAGEMENT				
	D	P	B	U
<p>1. Takes initiative to provide personnel with an understanding of the management of resources and, when practical, involves personnel to help establish program priorities.</p> <p>1.1 Demonstrates skill in the processes for managing resources.</p> <p>1.2 Prepares accurate and appropriate resource requests in a timely and/or strategic manner.</p> <p>1.3 Makes and contributes to resource decisions that support student achievement and the District Ends.</p> <p>2. Controls building or department resources within established limits, using appropriate methods and within guidelines.</p> <p>2.1 Deploys resources appropriately to ensure the efficacious operation of the program.</p> <p>2.2 Follows established or standard applicable procedures for the collection, managing and retention of resources and records.</p> <p>2.3 Supports and models effective data protocols and analysis.</p> <p>2.4 Maintains accurate inventory.</p> <p>3. Serves as provider of resources to enhance or support the instructional program.</p> <p>4. Ensures that results of the flexible management of resources inform improved practice within the program and across the system.</p> <p>5. Embeds systems for the ongoing examination of resource management to inform strategic planning.</p> <p>6. Develops, advocates, and/or sustains data-driven differentiated support and allocation models to meet District Ends and Executive Limitations.</p>				
	<p><b>COMMENTS:</b></p>			

4.0 CLEAR AND COLLABORATIVE RELATIONSHIPS				
	D	P	B	U
1. Demonstrates ability to develop and maintain constructive interpersonal relationships.				
2. Demonstrates understanding and value of equity, diversity, and inclusion.	<b>COMMENTS:</b>			
3. Contributes to a culture of mutual respect and integrity, recognizing the diversity of all stakeholders.				
4. Contributes to and implements norms, structures, and processes to foster data-driven collaboration throughout programs and/or across the District.				
5. Uses conflict resolution strategies to reach constructive solutions.				
6. Facilitates collaborative work groups.				
7. Contributes toward effective school, program or department practices.				
8. Promotes dedication and commitment to professional competence in personnel.				
9. Participates in and cooperates with job-related school, community, and civic organizations as appropriate.				
10. Is visible and available to discuss educational matters.				
11. Keeps abreast of the external factors (political, economic, and cultural) shaping the ISD community.				
12. Contributes to and maintains an orderly and safe environment.				

5.0 PERFORMANCE OF PERSONNEL EVALUATIONS				
	D	P	B	U
1. Holds and supports high performance expectations for personnel.				
2. Is accurate and insightful in appraisal of the performance of personnel.	<b>COMMENTS:</b>			
3. Spends the necessary amount of the time and effort to effectively observe and conference with personnel.				
4. Complete performance evaluations of personnel on time and in accordance with negotiated agreements and District Regulations.				
5. Bases evaluations of personnel on clearly communicated criteria.				
6. Gathers appropriate data on which to evaluate performance as related to performance criteria and essential functions of the assigned positions.				
7. Demonstrates skill in communicating this information in an appropriate and timely manner.				
8. Utilizes supervision and appraisal practices which result in increased effectiveness.				
9. Provides guidance and support for personnel to improve in identified performance areas.				
10. Implements appropriate plans for improvement, probation and termination procedures as necessary.				

6.0 KNOWLEDGE OF, EXPERIENCE IN, AND TRAINING IN RECOGNIZING GOOD PROFESSIONAL PERFORMANCE, CAPABILITIES, AND DEVELOPMENT				
	D	P	B	U
<ol style="list-style-type: none"> <li>1. Correctly utilizes District resources and procedures in personnel selection.</li> <li>2. Preserves the spirit and intent of the Board's Equity and Cultural Competency Policy and vision.</li> <li>3. Assists personnel in providing for individual needs and abilities; serves as an instructional resource regarding essential functions and tasks.</li> <li>4. Assists personnel in developing and implementing realistic goals for their continued professional growth.</li> <li>5. Encourages and facilitates staff development.</li> <li>6. Regularly evaluates professional development offerings, using data and feedback from personnel to improve options.</li> <li>7. Fulfills administrative obligations as provided in the various negotiated agreements while working to maintain cooperative and productive relationships.</li> </ol>				
	<b>COMMENTS:</b>			

7.0 PROFESSIONAL PREPARATION AND SCHOLARSHIP				
	D	P	B	U
<ol style="list-style-type: none"> <li>1. Monitors own performance; solicits feedback from others.</li> <li>2. Demonstrates constructive response to supervision, direction, and feedback.</li> <li>3. Formulates and achieves appropriate personal goals for professional improvement.</li> <li>4. Continues professional growth activities.</li> <li>5. Is receptive to change and demonstrates continual development of management capabilities.</li> <li>6. Demonstrates the level of knowledge needed to develop and implement programs and supervise and evaluate personnel.</li> </ol>				
	<b>COMMENTS:</b>			

**ADDITIONAL COMMENTS:**

**Develop professional goals for the following year which would benefit the district and the individual's ongoing effectiveness and professional growth.**

**I have read this appraisal of my performance and discussed it with my evaluator.**

\_\_\_\_\_  
EMPLOYEE

DATE: \_\_\_\_\_

\_\_\_\_\_  
EVALUATOR

DATE: \_\_\_\_\_