

**Eugene School District**  
**Manager/Administrator/Supervisor Evaluation**  
**Standards & Process**  
***For Non-Instructional District Leaders***

***Performance Standards***

The following are suggested standards of performance on which to base evaluation of non-instructional managers/administrators/supervisors.

- Applicable job description elements
- Applicable administrative rules
- Applicable board and district policies
- Your department rules and policies
- Applicable Administrator Standards from the *Educational Leadership Improvement Tool (ELIT)*, adapted as follows:

**AREA 1: VISIONARY LEADERSHIP**

<b>Element</b>		<b>Meeting the Standard</b>
<b>1-1</b>	<b>Develops a shared vision</b>	<ul style="list-style-type: none"> <li>• Works collaboratively with staff to develop a vision and goals for the team and/or department.</li> <li>• Ensures that issues of equity, diversity, and differentiation are promoted.</li> <li>• Sustains understanding of culturally relevant knowledge and theories of social/organizational change.</li> </ul>
<b>1-2</b>	<b>Implements and stewards the vision</b>	<ul style="list-style-type: none"> <li>• Bases most decisions on the vision and goals.</li> <li>• Promotes implementation of vision and goals through planning and processes with all stakeholders.</li> <li>• Uses data to regularly monitor, evaluate and revise the vision, goals and plans for implementation.</li> <li>• Ensures that most funds are allocated with the vision in mind.</li> </ul>

**AREA 3: DATA-DRIVEN IMPROVEMENT**

<b>Element</b>		<b>Meeting the Standard</b>
<b>3-4</b>	<b>Uses data to determine needs, then monitors and improves</b>	<ul style="list-style-type: none"> <li>• Facilitates data based inquiry, project development, monitoring, and adjustment.</li> <li>• Analyzes projects in terms of cost and effectiveness.</li> <li>• Demonstrates the use of evaluation to make improvements.</li> </ul>

**AREA 5: EFFECTIVE MANAGEMENT**

<b>Element</b>		<b>Meeting the Standard</b>
<b>5-1</b>	<b>Involves staff in prioritizing and solving problems</b>	<ul style="list-style-type: none"> <li>• Identifies problems and involves staff in resolving them.</li> <li>• Adapts innovative organizational and management strategies to manage projects.</li> <li>• Uses effective problem-solving and conflict resolution skills to ensure needs are met.</li> </ul>

<b>5-2</b>	<b>Manages physical space</b>	<ul style="list-style-type: none"> <li>Integrates project plans and aligns facility decisions with it.</li> <li>Makes a welcoming environment that understands legal principles and provides a safe and effective facility.</li> <li>Organizes physical space to foster an effective work environment.</li> </ul>
<b>5-3</b>	<b>Maximizes human resources</b>	<ul style="list-style-type: none"> <li>Selects, assigns, organizes, and trains staff to best achieve vision and goals.</li> </ul>
<b>5-4</b>	<b>Applies principles of financial management and creative resource utilization</b>	<ul style="list-style-type: none"> <li>Effectively plans and manages fiscal and material resources.</li> <li>Allocates fiscal and material resources in relation to vision and goals.</li> <li>Seeks additional resources to supplement state and district resources.</li> </ul>

#### **AREA 6: ORGANIZATION TO IMPROVE STAFF EFFICACY**

<b>Element</b>		<b>Meeting the Standard</b>
<b>6-1</b>	<b>Disseminates knowledge of research and/or best practices</b>	<ul style="list-style-type: none"> <li>Demonstrates knowledge about culturally sensitive theories, techniques, and practices for the work place.</li> <li>Shares information with and models best practices for staff.</li> </ul>
<b>6-2</b>	<b>Provides sustained professional development opportunities</b>	<ul style="list-style-type: none"> <li>Provides on- and off-site professional development for staff and uses staff to lead training.</li> <li>Identifies representatives to attend trainings and report to entire staff.</li> <li>Develops personal growth plans that lead to improved professional learning.</li> <li>Collects data to help staff form personal professional growth plans.</li> </ul>
<b>6-3</b>	<b>Develops and uses staff teams</b>	<ul style="list-style-type: none"> <li>Delegates and supports staff teams to create proposals and suggest decisions.</li> <li>Works to create collaboration among staff members.</li> <li>Plans activities to build trust and relationships among staff members.</li> </ul>
<b>6-4</b>	<b>Facilitates problem solving</b>	<ul style="list-style-type: none"> <li>Requests staff input on how to address issues.</li> <li>Often facilitates rather than directs the solution to the problem.</li> <li>Possesses a diverse set of tools for addressing problems.</li> </ul>

#### **AREA 7: CULTURAL COMPETENCE**

<b>Element</b>		<b>Meeting the Standard</b>
<b>7-1</b>	<b>Focuses on the value of diversity</b>	<ul style="list-style-type: none"> <li>Enables the development of a culture that values diversity.</li> <li>Creates opportunities to discuss attitudes, skills, and behaviors that value diversity.</li> </ul>
<b>7-2</b>	<b>Maximizes cultural knowledge and assessment</b>	<ul style="list-style-type: none"> <li>Shares with staff a personal belief in the value of cultural assessment and self-awareness of personal biases, fears and comfort levels.</li> <li>Creates opportunities to discuss culture, race and ethnicity and to examine personal biases, fears, and comfort levels regarding issues of diversity in a safe environment.</li> </ul>

		<ul style="list-style-type: none"> <li>Gathers, evaluates and disseminates information regarding the effects of biases and fears on the work place culture, as necessary.</li> </ul>
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#### AREA 8: COMMUNITY LEADERSHIP/INCLUSIVE PRACTICE

Element		Meeting the Standard
8-1	<b>Develops relationships and collaborates with stakeholders</b>	<ul style="list-style-type: none"> <li>Fosters relationships with and creates opportunities for families, community members, and/or other stakeholders to become involved in decision making processes.</li> </ul>
8-4	<b>Mobilizes community resources</b>	<ul style="list-style-type: none"> <li>Mobilizes staff to access community resources, as necessary.</li> <li>Shares grant opportunities with staff to access grant money for improvement projects.</li> <li>Contacts and explores relations with corporations and other possible businesses to form partnerships.</li> </ul>

#### AREA 9: ETHICAL LEADERSHIP

Element		Meeting the Standard
9-1	<b>Communicates and builds relationships</b>	<ul style="list-style-type: none"> <li>Works collaboratively in honest interactions that promote respect.</li> <li>Ensures all communication is consistent with the value system of all stakeholders.</li> <li>Demonstrates how decision-making is an inclusive process with all stakeholders which is honest and consistent.</li> </ul>
9-3	<b>Models and encourages creativity</b>	<ul style="list-style-type: none"> <li>Uses data to guide work to ensure sensitivity to diversity.</li> <li>Thinks outside the box and uses an inclusive process for key decisions.</li> <li>Distinguishes where there might be a conflict of interest or an appearance of impropriety, while encouraging risk taking.</li> </ul>
9-4	<b>Possesses a professional code of ethics</b>	<ul style="list-style-type: none"> <li>Through actions, demonstrates confidentiality, the rights of others, and models core values.</li> <li>Solves decisions based on ethical and legal principles.</li> <li>Applies applicable laws and compliance requirements.</li> </ul>

#### AREA 10: SOCIO-POLITICAL CONTEXT

Element		Meeting the Standard
10-1	<b>Understands the context of policy</b>	<ul style="list-style-type: none"> <li>Understands and advocates for policies, laws, and regulations enacted by local, state, and federal authorities.</li> <li>Analyzes the economic factors that affect the district and can improve educational opportunities.</li> <li>Analyzes the impact of the legal systems and rules on the district and community.</li> </ul>
10-3	<b>Responds to the larger context</b>	<ul style="list-style-type: none"> <li>Communicates effectively about trends and issues affecting the district.</li> <li>Plans for potential changes in response to trends and issues.</li> <li>Maintains an ongoing dialogue with applicable groups.</li> </ul>

10-4	<b>Influences the larger context</b>	<ul style="list-style-type: none"> <li>• Engages staff in developing projects and policies that benefit the district.</li> <li>• Plans to study the impact of policies and strategies on the success of the district.</li> </ul>
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### ***Evaluation Process***

The following process is suggested. Some supervisors may have other elements to use in the evaluation process to fit their department and/or the employee's position.

- Inform the manager/administrator/supervisor you will be completing an evaluation.
- Send the standards and an outline of the form or format you will use in the evaluation process.
- If you expect the employee to send you any evidence of performance and/or a list of accomplishments ahead of time, let them know exactly what you want from them and give them a due date to get the information to you.
- Send a calendar invitation to the employee for a day and time to go over their evaluation so that you both know when and where the meeting will take place.
- Using the above suggested performance standards as applicable, write a narrative in the format of your choice or using the “*Manager/Administrator/Professional/Supervisor Performance Evaluation*” narrative form.
- The narrative should summarize:
  - How the employee has performed
  - Areas of strength
  - Areas for growth, if applicable.
- At the meeting:
  - Allow the employee to look over the evaluation form/narrative and walk them through each portion of it.
  - Allow the employee to respond to each portion, listen, and take notes.
  - Discuss areas of strength.
  - Discuss areas for improvement.
  - Be sure both you and the employee sign the form/narrative.
- Make two copies – one for your records and one for the employee.
- Send the original to Human Resources:
  - District mail – Human Resources Office
  - In person – Human Resources Office
  - Email – [hr@4j.lane.edu](mailto:hr@4j.lane.edu)
- If you have questions or need assistance, please contact:  
Staff Growth & Effectiveness Administrator – 541-790-7662