

**LANDER COUNTY SCHOOL DISTRICT
CLASSIFIED EMPLOYEE APPRAISAL REPORT - SECRETARIAL POSITION**

Employee's Name: _____ Location: _____ Years in Lander Schools: _____

Social Security No.: _____ Category: _____ Assignment: _____

Observation Dates: From _____ to _____ Conference Date: _____ Page 1 of _____

Summary report and analysis of observations, performance, and other factors which may be pertinent to performance.

LEVELS OF PERFORMANCE	
Level 4	Significantly Above Target: Employee's performance during the rating period demonstrates possession of substantial knowledge and ability. Performance clearly and consistently exceeds the performance expectations for this position and the employee's performance serves as a role model for other employees.
Level 3	At Target: Employee demonstrates sufficient breadth of knowledge and/or ability in this work goal or competency to meet job performance expectations. Performance consistently meets expectations. The employee does not need assistance in performing work, rarely makes mistakes and works with minimum supervision.
Level 2	Below Target: Some aspects of the employee's performance are acceptable; however, significant weakness in performance occurs. Deficiencies are to be corrected through a combination of increased efforts on the part of the employee, remedial training, and/or increased supervision.
Level 1	Significantly Below Target: Performance is poor. The employee frequently fails to meet job expectations. Failures are so consistent and serious that they frequently interfere with the ability of the work unit to complete its work or provide its service. Employee does not apply a level of knowledge and/or ability sufficient to allow continued employment.

PERFORMANCE DOMAINS

CATEGORY A	20% Weight	760 Point Max.			
A-1. INTERACTIONS/COMMUNICATIONS		4	3	2	1
A. Relationships with the public, community, supervisors, and co-workers					
B. Clarity of written and oral presentations					
C. Effectiveness/ persuasiveness of communication					
D. Listening/ responsiveness					
E. Understanding and following instructions					
Position Code	Point Total	Weight	Weighted Total		

CATEGORY B	15% Weight	600 Point Max.			
B-1. PERSONAL BEHAVIOR		4	3	2	1
A. Reaction to change/ flexibility					
B. Use of judgment/ work ethics					
C. Work habits: attendance, cooperation, courtesy, punctuality					
D. Appearance: grooming and attire appropriate to position (neat and clean)					
E. Reliability					
F. Teamwork and support of others					

B-2. DECISION MAKING		4	3	2	1
A. Use of good judgment; common-sense approach					
B. Ability to determine actions appropriate to situation					
C. Ability to anticipate situations; consider consequences					
D. Ability to adapt mind-set to better serve department and community needs					

B-3. LEADERSHIP		4	3	2	1
A. Broad orientation to work environment					
B. Establishment of a positive example					
C. Responsibility and accountability for own actions					
D. Recognition of value and contribution of others					

B-3. LEADERSHIP (Continued)	4	3	2	1
E. Ability to assess problems quickly and take appropriate action				
F. Motivation and support of others				
Position Code	Point Total	Weight	Weighted Total	

CATEGORY C	10% Weight	600 Point Max.			
C-1. TECHNICAL KNOWLEDGE		4	3	2	1
A. Knowledge and application of policies, methods, and procedures					
B. Manual, equipment operation, and equipment maintenance skills					
C. Knowledge of acceptable/ completed work products					
D. Currency of knowledge (e.g., training and licenses, when applicable)					

C-2. PLANNING AND ORGANIZATION		4	3	2	1
A. Timing and effective completion of assigned work					
B. Problem anticipation, problem solving, decision making					
C. Acceptance and performance of new and additional duties					
D. Use of established procedures and instructions					
E. Effective use of resources (e.g., tools, equipment, materials, staff, and budget)					
F. Anticipation of equipment and material needs					

C-3. QUANTITY AND QUALITY OF WORK		4	3	2	1
A. Quantity of work and timely completion of tasks					
B. Quality of work and services					
C. Demonstration of efforts to improve work systems, product, and services					
D. Display of positive interaction with customers; service-oriented					
E. Follow through on addressing concerns, answering questions and solving problems					
Position Code	Point Total	Weight	Weighted Total		

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Employee Name: _____

Page 3 of _____

A-1. INTERACTIONS/ COMMUNICATIONS (Category A - 760 Point Max.)		Percentage Weight: 20%	Sub-Category Rating:
DESCRIPTION: Includes interaction with supervisors, coworkers, other departments, citizens (parents, students), and other governmental agencies; encompasses the areas of sensitivity, adaptability, and written and oral communication.		EXPECTATIONS: Interacts professionally and courteously with supervisors, coworkers, citizens (parents, students), and others; readily shares information and provides assistance; verbally communicates information in an understandable manner; written communications are consistently clear and accurate; demonstrates understanding of instructions; demonstrates tolerance in working with coworkers, others, and with changes in job conditions; demonstrates tolerance of differing behaviors, customs, and communication styles; understands and works toward group goals and objectives; encourages and is receptive to new ideas and procedures.	
CONSIDER		Description of Actions and Behaviors that Strengthened/Weakened Employee's Performance	
④ Significantly Above Target ③ At Target ② Below Target ① Significantly Below Target			
④ ③ ② ①	A. Relationships with the public, community, and special interest groups, supervisors, coworkers, and other organizations		
④ ③ ② ①	B. Clarity of written and oral presentations		
④ ③ ② ①	C. Effectiveness / persuasiveness of communications		
④ ③ ② ①	D. Listening / responsiveness		
④ ③ ② ①	E. Understanding and following instructions		
EXPECTATIONS FOR FUTURE PERFORMANCE			
A Category (760 Point Max.)		Percentage Weight: 20%	Overall Category Rating:

Signature of Employee† _____ Date _____

Signature of Supervising Administrator _____ Date _____

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Page 4 of _____

B-1. PERSONAL BEHAVIOR (Category B - 600 Point Max.)		Percentage Weight: 15%	Sub-Category Rating:
DESCRIPTION: Addresses how the employee behaves in the workplace, including working as a team player.		EXPECTATIONS: Behavior is a positive example for other staff; is present at work and meetings in a consistent and timely manner; dress and grooming is appropriate to position; is fair and impartial in dealing with others; exhibits sensitivity to ethical issues; responds appropriately to adverse and stressful situations; shows good judgment in a variety of circumstances; effectively adjusts to changing priorities and circumstances; demonstrates tolerance with work associates and job conditions; interactions with others are of the highest level of integrity and ethical conduct; sets strong personal example by demonstrating respect for others and their ideas.	
CONSIDER		Description of Actions and Behaviors that Strengthened/Weakened Employee's Performance	
④ Significantly Above Target ③ At Target ② Below Target ① Significantly Below Target			
④ ③ ② ①	A. Reaction to change / flexibility		
④ ③ ② ①	B. Use of judgment / work ethics		
④ ③ ② ①	C. Work habits: attendance, cooperation, courtesy, punctuality		
④ ③ ② ①	D. Appearance: grooming and attire appropriate to position (neat and clean)		
④ ③ ② ①	E. Reliability		
④ ③ ② ①	F. Teamwork and support of others		
EXPECTATIONS FOR FUTURE PERFORMANCE			

Signature of Employee† _____ Date _____

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Page 5 of _____

B-2. DECISION MAKING (Category B - 600 Point Max.)		Percentage Weight: 15%	Sub-Category Rating:
DESCRIPTION: Reasons, analyzes, and evaluates information; looks beyond short-term results to long-term requirements and trade-offs; properly assesses situations and determines the correct course of action; knows when to ask for assistance.		EXPECTATIONS: Uses good judgment and a common-sense approach to situations, particularly during stressful situations; requires minimal supervision; determines appropriate course of action and takes same; does not allow situations to further deteriorate; recognizes when to ask for assistance; anticipates situations and prepares for them; is capable of changing way of thinking and performing in conjunction with the needs of the department and the community; recognizes when circumstances dictate a change is necessary.	
CONSIDER		Description of Actions and Behaviors that Strengthened/Weakened Employee's Performance	
<p>④ Significantly Above Target ③ At Target ② Below Target ① Significantly Below Target</p>			
④ ③ ② ①	A. Use of good judgment; common-sense approach		
④ ③ ② ①	B. Ability to determine actions appropriate to situation		
④ ③ ② ①	C. Ability to anticipate situations; consider consequences		
④ ③ ② ①	D. Ability to adapt mind-set to better serve department and community needs.		
EXPECTATIONS FOR FUTURE PERFORMANCE			

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Employee Name: _____

Page 6 of _____

B-3. LEADERSHIP (Category B - 600 Point Max.)	Percentage Weight: 15%	Sub-Category Rating:
DESCRIPTION: Assumes an innovative approach that improves current performance; challenges or questions status quo or traditional way of doing things in an effort to raise the bar; models behaviors that guide and focus the efforts of others; acts as a role model.	EXPECTATIONS: Demonstrates the ability to get other people to work together effectively; is able to see the “big picture” and articulate how the pieces fit together; takes ownership for own activities; recognizes and appreciates individual differences; interacts with others objectively; is able to draw upon his/her own resources in assessing situations and taking or recommending appropriate action for resolution.	
CONSIDER	Description of Actions and Behaviors that Strengthened/Weakened Employee’s Performance	
<p>④ Significantly Above Target ③ At Target ② Below Target ① Significantly Below Target</p>		
④ ③ ② ①	A. Broad orientation to work environment	
④ ③ ② ①	B. Establishment of a positive example	
④ ③ ② ①	C. Responsibility and accountability for own actions	
④ ③ ② ①	D. Recognition of value and contribution of others	
④ ③ ② ①	E. Ability to assess problems quickly and take appropriate action	
④ ③ ② ①	F. Motivation and support of others	
EXPECTATIONS FOR FUTURE PERFORMANCE		
B Category (600 Point Max.)	Percentage Weight: 15%	Overall Category Rating:

Signature of Employee† _____ Date _____

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Page 7 of _____

C-1. TECHNICAL KNOWLEDGE (Category C - 600 Point Max.)	Percentage Weight: 10%	Sub-Category Rating:
<p>DESCRIPTION: Includes application of methods, procedures, and principles an employee must know and demonstration of the abilities an employee must possess to meet the responsibilities and requirements of the position; the extent to which the employee applies expertise gained from previous experience and training; the extent to which the employee needs and applies training; the technical quality of work performed.</p>	<p>EXPECTATIONS: Maintains current technical knowledge and ability sufficient to manage work and complete assignments; actively pursues expanded mastery of knowledge and abilities in the duties and responsibilities of the position; demonstrates knowledge and skill in the operation of equipment required for job; maintains or enhances current expertise through training; keeps all licenses/certifications current; prepares complete and technically accurate reports or records when required as part of the job; takes care of equipment and materials; demonstrates awareness of resources available that are necessary to perform job duties; combines technical knowledge with creativity to produce value-added results.</p>	
CONSIDER	Description of Actions and Behaviors that Strengthened/Weakened Employee's Performance	
<p>④ Significantly Above Target ③ At Target ② Below Target ① Significantly Below Target</p>		
④ ③ ② ①	A. Knowledge and application of policies, methods, and procedures	
④ ③ ② ①	B. Manual, equipment operation, and equipment maintenance skills	
④ ③ ② ①	C. Knowledge of acceptable/ completed work projects, e.g. attendance, reports, audits, accountability, budget, etc.	
④ ③ ② ①	D. Currency of Knowledge (e.g., training and licenses, when applicable, updates in programs)	
EXPECTATIONS FOR FUTURE PERFORMANCE		

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**LANDER COUNTY SCHOOL DISTRICT
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Employee Name: _____

Page 9 of _____

C-3. QUANTITY AND QUALITY OF WORK (Category C - 600 Point Max.)		Percentage Weight: 10%	Sub-Category Rating:
DESCRIPTION: Completes quantity of work as required; quality of work is consistently accurate and thorough; necessary follow through is completed in a timely manner; accepts responsibility for successes and failures.		EXPECTATIONS: Meets or exceeds expectations of measured outcomes for quantity and quality of work; regularly reports work progress and problems; seeks to assist the public in a myriad of recurring and unique questions and problems to satisfy customer needs; offers timely, effective, and courteous service or assistance directly addressing customers' needs; proposes ideas for different goals, methods, or techniques of operation to improve work outcomes with limited risk and greater potential benefits.	
CONSIDER		Description of Actions and Behaviors that Strengthened/Weakened Employee's Performance	
<p>④ Significantly Above Target ③ At Target ② Below Target ① Significantly Below Target</p>			
④ ③ ② ①	A. Quantity of work and timely completion of tasks		
④ ③ ② ①	B. Quality of work and services		
④ ③ ② ①	C. Demonstration of efforts to improve work systems, products, and services		
④ ③ ② ①	D. Display of positive interaction with parents, guardians, students, teachers		
④ ③ ② ①	E. Follow through on addressing concerns, answering questions, and solving problems		
EXPECTATIONS FOR FUTURE PERFORMANCE			
C Category (600 Point Max.)		Percentage Weight: 10%	Overall Category Rating:

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Page 10 of _____

D-1. SAFETY (Category D - 100 Point Max.)		Percentage Weight: 5%	Sub-Category Rating:
DESCRIPTION: Safety in the workplace is a concern relevant to every position. It includes day-to-day safety awareness, knowledge and application of safe work procedures, and acceptance of responsibility for personal safety and that of others.		EXPECTATIONS: Follows applicable safety regulations and procedures; operates equipment in a safe manner and according to department guidelines; promptly reports any defective equipment and unsafe working conditions; recognizes and addresses unsafe working conditions or practices; applies safe working practices in daily job duties; keeps abreast of current safety practices and techniques; promptly reports all injuries received on the job.	
CONSIDER		Description of Actions and Behaviors that Strengthened/Weakened Employee's Performance	
④ Significantly Above Target ③ At Target ② Below Target ① Significantly Below Target			
④ ③ ② ①	A. Knowledge of safety regulations applicable to the job		
④ ③ ② ①	B. Use of equipment in a safe manner		
④ ③ ② ①	C. Reporting of defective equipment and unsafe conditions		
④ ③ ② ①	D. Reporting of any and all personal injuries immediately		
④ ③ ② ①	E. Advocation of safe work environment		
EXPECTATIONS FOR FUTURE PERFORMANCE			
D Category (100 Point Max.)		Percentage Weight: 5%	Overall Category Rating:

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Employee Name: _____

Page 12 of _____

GOAL DOCUMENTATION

Prepared at Start of Measurement Period		Completed at Time of Evaluation	
Goal/Expectation of Performance _____ Priority		Results per Employee (self-evaluation):	
		Results per Supervisor:	
	Goal Number ____ of ____	Goal Evaluation : ④ ③ ② ①	
Prepared at Start of Measurement Period		Completed at Time of Evaluation	
Goal/Expectation of Performance _____ Priority		Results per Employee (self-evaluation):	
		Results per Supervisor:	
	Goal Number ____ of ____	Goal Evaluation : ④ ③ ② ①	

Signature of Employee † _____ Date _____

Signature of Supervising Administrator _____ Date _____

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Employee Name: _____

Page 13 of _____

GOAL DOCUMENTATION

Prepared at Start of Measurement Period		Completed at Time of Evaluation	
Goal/Expectation of Performance _____ Priority		Results per Employee (self-evaluation):	
		Results per Supervisor:	
	Goal Number ____ of ____	Goal Evaluation : ④ ③ ② ①	
Prepared at Start of Measurement Period		Completed at Time of Evaluation	
Goal/Expectation of Performance _____ Priority		Results per Employee (self-evaluation):	
		Results per Supervisor:	
	Goal Number ____ of ____	Goal Evaluation : ④ ③ ② ①	

Signature of Employee† _____ Date _____

Signature of Supervising Administrator _____ Date _____

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