

MANAGEMENT EMPLOYEE HANDBOOK
FOR ADMINISTRATIVE, SUPERVISORY, CONFIDENTIAL &
PUPIL PERSONNEL EMPLOYEES

The following information provides guidelines for all unrepresented employees for the Lake Tahoe Unified School District:

Management Team:

The Board of Trustees supports the management team concept. The management team is made up of the Administration, Supervisors, Confidential and Pupil Personnel Employees.

ADMINISTRATION

The administrative team is responsible to the Superintendent for the day-to-day operations of all aspects of the School District. While they enjoy certain rights as set forth in this and other Board policies, the administrative team also has some very specific responsibilities. They have authority for formulating District policies and administering the District program within the scope of the guidelines provided by the Superintendent and Board.

Each member of the administrative team is to put the goals and objectives of the District foremost when dealing with students, community members and co-workers. It is the Superintendent's responsibility to organize members of the management team in such a way as to capitalize on the strengths of each member and to obtain the most effective working relationships in order to provide for the effective and efficient operations of the District. In the Lake Tahoe Unified School District, the Administrative Team shall consist of Site and District Administrators, both certificated and classified, who are unrepresented employees, excluding the Superintendent and those leadership positions categorized as Supervisory/Confidential.

SUPERVISORY

The Superintendent or designee directs that **Supervisors** are given authority to use independent judgment in performing services to the district and when supervising staff. Supervisors are to promote through the work the goals and objectives of the District in carrying out their respective duties. Supervisors are supervised by a member of the administrative team. The positions designated as Supervisory are listed on the attached salary schedules.

CONFIDENTIAL

Confidential employees support members of the administrative and supervisory team. Confidential employees have clearly identified roles and expectations for their work. As part of their basic duty assignment, Confidential employees shall respect and observe the confidentiality of all matters relating to the Governing Board, Administrative responsibilities, personnel issues, and other sensitive information. Information relative to matters discussed in Executive Sessions of the Governing Board, Executive/Administrative Meetings, and information and/or materials prepared by confidential employees related to the Board's position on matters within the scope of representation shall be considered confidential within the meaning of these rules and shall not be released to any party except by authorization of the Superintendent. The positions designated as Confidential are listed on the attached salary schedules.

PUPIL PERSONNEL

The Superintendent or designee directs that **Pupil Personnel** are given authority to use independent judgment in performing services to the district and when supervising staff. Pupil Personnel may work with individual students, groups of students, or families to provide the services authorized by their credential to address the needs of all students by providing a comprehensive Pupil Personnel Services program. Pupil Personnel are to promote through the work the goals and objectives of the District in carrying out their respective duties. Pupil Personnel are supervised by a member of the administrative team. The positions designated as Pupil Personnel are listed on the attached salary schedules.

SALARY / FRINGE BENEFITS

1. Members will receive compensation as per the salary schedule attached hereto.
2. Administration, Supervisory, Confidential and Pupil Personnel employees are salaried employees and as such do not qualify for overtime.
3. Administration, Supervisory, Confidential and Pupil Personnel employees have specific work day requirements for the year. If the employee exceeds these days they will be paid at their daily rate for any days that are in excess (only if additional days were approved by the supervisor). For example, if an employee's work day requirements are 240 days and they work a total of 245 days, they will be compensated an extra 5 days at their daily rate.
4. Employees will have one (1) of the following options with regard to their existing accrued vacation bank:
 - a) Utilize 40 hours each fiscal year from July 1- June 30 until the bank is extinguished.
 - b) Elect payout over 3 years.
 - c) Elect to retain accrued leave bank to be applied to retiree benefit payments.

Note: In the event an employee requires the use of extended sick leave and possesses a positive leave bank they are permitted to utilize this time accordingly.

5. Employees must earn an overall satisfactory evaluation in order to receive a step increase in pay. If an employee's annual evaluation is below satisfactory, they will be evaluated from that time forward every month. When the employee receives a satisfactory rating, they will then receive the next step advancement. The anniversary date for employees remains the same.
6. Association Dues: The District will pay for membership in a job-aligned association. The cost to not surpass the annual cost for membership in the Association of California School Administrators. The Association must be aligned with the role and approved by the supervisor. There are some circumstances or situations where there is a District membership that would be applicable to certain staff members.

CERTIFICATED SALARY PLACEMENT GUIDE

Initial salary placement for a new hire on the Certificated and Executive Management salaries will be determined based on the guide provided. If promoted internally, the employee is guaranteed an increase in daily rate and overall salary.

Reciprocity for salary placement is granted as follows: related experience counts year-for-year (1:1), mostly related at 2:1, somewhat related at 3:1, and minimally related at 4:1, with maximum placement at Step 5, 4, 3, and 2 respectively.

CERTIFICATED / EXECUTIVE MANAGEMENT				
SALARY PLACEMENT GUIDE				
POSITION	EXPERIENCE LEVEL			
	RELATED EXPERIENCE	MOSTLY RELATED	SOMEWHAT RELATED	MINIMALLY RELATED
Associate Superintendent	Associate Superintendent	-	-	-
Director	Director +	Principal	Coordinator	Assistant Principal
Principal	Principal +	Coordinator	Dean	Athletic Director
		Assistant Principal	Program Specialist	Activities Director
Coordinator	Coordinator +	Assistant Principal	Dean	Athletic Director
			Program Specialist	Activities Director
Assistant Principal	Assistant Principal +	Dean	Athletic Director	TOSA
		Program Specialist	Activities Director	Coach
Dean	Dean +	Athletic Director	TOSA	
		Activities Director	Coach	
Program Specialist	Program Specialist +	Athletic Director	TOSA	
		Activities Director	Coach	
Reciprocity: 1:1 (year for year)		2:1	3:1	4:1
Maximum salary placement:	Step 5	Step 4	Step 3	Step 2
Note: Program Specialists, Coordinators, and Directors may be promoted to the next appropriate level based on their past performance and expanded responsibilities.				

CLASSIFIED SALARY PLACEMENT & PROMOTION GUIDE

Classified Management and Confidential salary placement will be determined based on qualifying education and applicable experience. In addition, this rubric provides a consistent framework for evaluating an employee's readiness for promotion. Promotion decisions are based on documented evidence, demonstrated performance, and professional judgment. Meeting the standards below does not guarantee promotion, which remains subject to organizational need, position availability, funding, and District policies.

CLASSIFIED MANAGEMENT & CONFIDENTIAL PROMOTION CRITERIA			
Standard	Developing	Proficient	Exemplary
Performance & Professional Practice	Demonstrates growing ownership, professionalism, and accountability while building confidence and experience. Needs to show consistent initiative, independent decision-making, and sustained high-quality performance.	Consistently demonstrates professionalism, accountability, sound judgment, and dependable performance. Needs to mentor others, lead improvements, and consistently exceed expectations.	Consistently exceeds expectations, models professionalism and leadership, and positively influences the organization.
Qualifications & Professional Growth	Meets basic qualifications and pursues professional growth. Needs to build on skillsets to expand qualifications and apply new learning on the job.	Demonstrates all necessary qualifications and engages in meaningful professional development. Needs to pursue advanced learning and share expertise with others.	Exceeds expectations of performance through advanced education, specialized expertise, and continuous professional growth
Readiness for Increased Ownership & Responsibility	Demonstrates increasing ownership and successfully completes expanded assignments with guidance. Needs to independently lead assignments and demonstrate readiness for greater responsibility.	Successfully performs expanded responsibilities and demonstrates readiness for promotion. Needs to lead complex initiatives, mentor others, and drive organizational improvements.	Consistently performs at the level of the higher classification, demonstrating exceptional leadership, initiative, and organizational impact.
Employees are eligible for promotion after three years of service in their current role and when they demonstrate exemplary performance across all three standards for a minimum of two consecutive years. Evidence of meeting these benchmarks is tied directly to the evaluation process. <i>Note: Promotions are subject to District needs and available funding.</i>			

INSURANCE BENEFITS

The District will offer nonrepresented members an opportunity to opt out of District-provided insurance benefits. Requests must be submitted annually during the regular open enrollment period and must include both the District's opt out form and proof of other employer-provided insurance coverage. Proof of coverage must be a letter from another insurer confirming enrollment for the year; insurance cards will not be accepted.

The total number of nonrepresented members who may opt out of insurance benefits in any year shall not exceed twenty percent (20%) of all members. All members will still be required to select a District-provided insurance plan, even if they intend to request an opt out (this is in the event that the twenty percent (20%) is met and the member's opt out request is not granted).

In the event that requests from unit members exceed this districtwide cap, approvals within the nonrepresented members will be determined based on first come, first served.

WORK YEAR

Management/Confidential/Supervisory/Pupil Personnel positions are eleven or twelve months duration and specific workday requirements are included in the Salary Schedules. Unless otherwise designated or with the prior approval of the Superintendent/designee, Saturdays, Sundays, and holidays shall not be identified as work days.

Administration and Supervisors can expect to be "on call" for duty at the discretion of the Superintendent during the year. The District will try not to interfere with scheduled long-term plans of the employee.

Administrative retreats, training, planning meetings, and other full-day and multi-day meetings which are held outside the certificated staff work year, will normally be scheduled during the first week in August. Although administrators may choose to work during the month of July as needed, the Superintendent will avoid scheduling required training, meetings, etc., in July.

ADMINISTRATIVE FEDERAL, STATE & DISTRICT HOLIDAY SCHEDULE

New Year's Day
Martin Luther King Day
Lincoln's Birthday
President's Day
Memorial Day
Juneteenth Day
Independence Day
Labor Day
Veterans Day
Thanksgiving Day
Day after Thanksgiving
Christmas Eve Day
Christmas Day
New Year's Eve

PROBATIONARY PERIOD

Administrative team members are at-will employees and will be notified no later than February 15th of each year of their continued employment.

Supervisory and Confidential Employees are subject to a six month probationary period. Within that period of time this employee can be released without cause. After such a period cause required and due process will be followed.

EVALUATION

Evaluation of administrative, supervisory, and confidential employees shall be conducted by the employee's supervisor annually. The evaluation shall relate directly to the employee's job description, the goals of the District, Department, and/or Site, and the employee's annual professional goals. See evaluations in Appendices.

For evaluation of Certificated Directors, Coordinators, Principals, Assistant Principals and Deans, please see the Ed Services' Leaders' Evaluation rubric & packet

SCHOOL CANCELLATION DAYS

School cancellation days are days that school has been cancelled for school sites, due to inclement weather or other extreme conditions.

- a. If contractual days are 220 days or less, employees are not expected to work.
- b. If contractual days are 220+ employees are expected to work. With the approval of the supervisor, employees may work from home.
 - i. Workday start and end times may be adjusted (determined by the supervisor).

Note: There will be circumstances that the entire district will be shut down due to the severity of the situation. In this situation, employees will be called to work if needed.

LEAVES

Bereavement Leave

Employees shall be entitled to the use of up to five (5) days of fully paid leave of absence in the event of the death of any member of the immediate family or any other individual with whom the Employee has had a significant relationship. The Superintendent may grant up to five (5) days of additional bereavement leave if all other leaves have been exhausted.

Court Leave (Subpoena Leave and Jury Duty)

- a. No salary deductions will be made for absence when an employee is subpoenaed to be a witness in court in a case in which the employee is not an interested party.
- b. Employees who are called for jury duty shall receive their District salary during their absence, but shall assign their jury duty pay to the District. The remittance to the District shall not include travel, meals or parking allowances.

Leave of Absence

Leave of absence not to exceed one year may be granted by the District upon recommendation of the Superintendent and approval of the Board of Trustees. No leave shall be granted for employees with less than a year of service in the District. In addition leave will only be granted if a satisfactory replacement can be obtained.

Leave of Absence – Illness

- a. Employees shall be entitled to one day of leave for illness or injury with full pay for each month worked during the year. If the employee does not take the full amount of leave allowed in any year, the amount not taken shall be accumulated from year to year.
- b. Employees who are absent because of illness or accident shall be entitled to no less than 100 days of illness or accident leave after sick leave is depleted. The employee's salary shall be the difference between the employee's regular salary and a substitute employee, which in no case will be less than one-half the regular salary. If no substitute is hired, the employee will receive full pay.

Maternity Leave (Pregnancy Disability as a Paid Sick Leave of Absence)

A sick leave absence with pay may be granted for a disability caused by pregnancy when the attending physician certifies that the employee is physically disabled and cannot perform regularly assigned duties. Pregnancy disability absence shall be charged to sick leave in the same manner as other illness absences. To be eligible for pregnancy disability leave, the employee must work until the physician certifies that the employee is temporarily disabled and must return to work not later than the beginning of the week following the physician's verification that the employee is released to return to duty. An employee who wishes to remain absent from duties beyond the period of disability may request an unpaid child-rearing leave.

Military Leave

An employee shall be entitled to any military leave provided by law and shall retain all rights and privileges granted by-law arising out of the exercise of military leave.

Personal Necessity Leave

Sick leave may be used by an employee in cases of personal emergency up to seven (7) days. The purpose of the leave is for matters of compelling personal business which cannot be attended

to outside of normal work hours. Other eventualities which cannot be scheduled at any other time may be granted at the discretion of the Superintendent or designee.

Sabbatical Leave

Sabbatical leaves may be granted by the Board of Trustees upon the recommendation of the Superintendent. Education Code sections regarding sabbatical leave will be followed.

Family Leave

The Federal Family Leave law will be implemented by the District in such a manner that the employee will receive the prevailing benefits of the Federal and State law and the Management Team Conditions of Employment.

CATASTROPHIC LEAVE BANK

The intent of this bank is to provide additional financial protection to permanent employees during a period of prolonged illness/injury or hospitalization, which is defined as an illness or injury that incapacitates the employee or the employee's family member. Catastrophic Sick Leave shall not be available simply because an employee has exhausted all available paid leave.

A. CREATION

1. The District agrees to create a Catastrophic Leave Bank.
2. For the purposes of this section, a "day" shall be any day a member is expected to be on duty.
3. Days in the Catastrophic Leave Bank shall accumulate from year to year.
4. A three (3) member Catastrophic Leave Bank Committee will be appointed by the Superintendent.

B. PARTICIPATION/ELIGIBILITY

1. All members with more than five (5) days of accumulated sick leave may are eligible to contribute to the Catastrophic Leave Bank.
2. Contributions shall be made between July 1 and June 30 of each school year.
3. The annual rate of contribution by each participating unit member for each school year shall be one (1) day of sick leave, which shall be deemed to equate to the legal minimum required by Education Code 44043.5.
4. An employee is eligible to use the Catastrophic Leave Bank when all (5) conditions are met:
 - a) The employee requesting use of the leave is a participant of the bank.
 - b) The employee has submitted an application to Human Resources that includes a physician's note determining the catastrophic nature of the condition.
 - c) The employee will not receive payment for the time absent due to illness or injury from either worker's compensation or short/long-term District sponsored disability coverage.
 - d) The employee has exhausted all balances in all applicable paid leave categories.
 - e) There is sufficient leave in the bank. In the event there is not sufficient leave to fund a withdrawal request, the Committee is under no obligation to provide days and the District is under no obligations to pay the participant any funds

whatsoever.

C. METHOD OF PAYMENT

1. Applications shall be reviewed, and decisions of the Committee reported to the applicant, in writing, within ten (10) duty days of receipt of the application.
2. When an employee uses a day from the Catastrophic Leave Bank, pay for that day shall be at the same rate the employee would have received had the employee worked their regular schedule that day. No distinction shall be made as to the differing pay rates of the donor and the recipient.

DUE PROCESS

A Management Team member who believes an administrative transfer, reassignment, demotion or non-reemployment to be unfair may discuss the matter privately with the Superintendent or designee. Upon request, the Management Team member will be furnished with a written list of reasons for the dismissal, demotion or non-reemployment.

If a Management Team member is not satisfied in the above process, they shall have the right to have, upon request, a hearing in closed session with the Superintendent and Board of Trustees, wherein the Board Members serve in an advisory role to the Superintendent. Further, there is acknowledgement of the right of a Management Team member to be represented by another person(s) or by a professional school administrators' association in regard to a proposal to demote, dismiss or not to renew employment.

No employee in the Management Team should be suspended, demoted, dismissed or in any way discriminated against because of their [protected class](#), or affiliation with political or religious acts, or opinions, race, color, or marital status; nevertheless, no such person shall engage in political activities during assigned hours of employment.

MEET AND CONFER

Management, Confidential, Supervisory and Pupil Personnel are not represented by a bargaining unit and thus are not a negotiating party, but do have the rights to Meet and Confer with Administration regarding handbook language conflicts, revisions etc. and compensation schedules.

updated 7/21/2026

Lake Tahoe Unified School District PUPIL PERSONNEL - SALARY SCHEDULE 2026-27

Salary Class	Duty Days	1	2	3	4	5	6	7	8
I	195	96,892.47	97,086.61	100,585.66	104,073.71	107,589.86	111,079.13	114,574.51	118,584.07
	Daily Rate	479.94	497.88	515.82	533.71	551.74	569.64	587.56	608.12
II	195	93,588.79	97,086.61	100,585.66	104,073.71	107,589.86	111,079.13	114,574.51	118,584.07
	Daily Rate	479.94	497.88	515.82	533.71	551.74	569.64	587.56	608.12
III	195	86,490.55	89,985.93	93,519.17	96,963.26	100,464.75	103,957.69	107,451.85	111,215.92
	Daily Rate	443.54	461.47	479.59	497.25	515.20	533.12	551.04	570.34
IV	195	91,492.50	96,073.49	100,883.52	105,909.88	111,228.92	118,825.72	122,818.27	127,116.91
	Daily Rate	469.19	492.68	517.35	543.13	570.40	609.36	629.84	651.88
V	183	83,175.00	87,339.53	91,712.29	96,281.71	101,117.20	108,023.38	111,652.97	115,560.82
	Daily Rate	426.54	447.90	470.32	493.75	518.55	553.97	572.58	592.62

An additional \$2,320 will be granted for every Master's and/or Doctorate degree awarded from an accredited college or university.

All classifications are eligible for longevity of 3% after the completion of the 10th, 15th, 20th and 25th years of service.

An additional \$6,257 per year will be granted for longevity at the beginning of the 28th and 29th years of service (8.0% applied).

CLASSIFICATIONS

- I Dean of Students; Program Specialist
- II Psychologist
- III Counselor
- IV Mental Health Therapist/School Social Worker
- V Occupational Therapist

Created 07/18/2024. Board approved and adopted

Lake Tahoe Unified School District
CONFIDENTIAL PERSONNEL SALARY SCHEDULE EFFECTIVE 2026-27

Salary Class	Duty Days	1	2	3	4	5	6
I	260	90,266.27	92,974.26	95,763.49	98,636.40	101,595.49	104,643.35
II	260	84,248.52	86,775.98	89,379.26	92,060.64	94,822.45	97,667.13
III	260	78,230.77	80,577.69	82,995.03	85,484.88	88,049.42	90,690.90
IV	260	72,213.02	74,379.41	76,610.79	78,909.12	81,276.39	83,714.68
V	260	66,195.27	68,181.13	70,226.56	72,333.36	74,503.36	76,738.46

All classifications are eligible for a 2% increase at the beginning of the 8th, 10th, 12th, 15th, and 18th years on the Confidential Personnel Salary Schedule.

Related experience will be considered when determining placement on the Confidential Salary Schedule. Any employee being promoted in-district will be placed accordingly, with the new salary not to be less than the outgoing salary. Previous unrelated District longevity is not applied to placement.

Vacation and sick leave will be earned in accordance with LTUSD policy.

CLASSIFICATIONS

- I Assistant to the Superintendent/Public Information Officer
- II Senior Specialists (HR, Business, Tech., Ed.)
- III Executive Assistant
- IV Specialists (HR, Business, Tech., Ed.)
- V Admin. Assistant

Effective 7/1/2026. Board approved and adopted 9/25/25

Lake Tahoe Unified School District CLASSIFIED MANAGEMENT PERSONNEL - SALARY SCHEDULE 2026-27

Salary Class	Duty Days	Annual Salary					
		1	2	3	4	5	6
I	260	134,609.00	138,647.27	142,806.69	147,090.89	151,503.62	156,048.72
II	260	114,988.06	116,115.40	119,598.86	123,186.83	126,882.43	130,688.90
III	260	106,800.06	110,004.06	113,304.18	116,703.31	120,204.41	123,810.54
IV	260	100,866.72	103,892.72	107,009.51	110,219.79	113,526.39	116,932.18
V	260	89,000.05	91,670.05	94,420.15	97,252.76	100,170.34	103,175.45
VI	260	77,133.38	79,447.38	81,830.80	84,285.72	86,814.29	89,418.72

All classifications are eligible for longevity of 2% at the beginning of the 8th, 10th, and 12th years on the Classified Management Salary Schedule.

Placement: Relevant education, professional experience, and certifications shall be considered when determining an employee's placement on the Classified Management Salary Schedule.

Eligibility for Promotion: Classified Management employees may be considered for promotion after completing at least three years in their current classification. Promotion consideration will be based on demonstrated excellence in performance, attainment of any required education and professional credentials, possession of the qualifications necessary for the higher-level position, and documented evidence of successfully undertaking duties and responsibilities consistent with the expectations of the promotional role.

CLASSIFICATIONS

- I Senior Director
- II Director
- III Senior Manager
- IV Manager
- V Senior Supervisor
- VI Supervisor

Created 06/22/2026. Board approved and adopted 7/23/2026

Lake Tahoe Unified School District CERTIFICATED MANAGEMENT PERSONNEL - SALARY SCHEDULE 2026-2027

Salary Class	Duty Days	1	2	3	4	5	6
I	222	151,300.08	155,839.09	160,514.26	165,329.69	170,289.58	175,398.27
II	220	145,248.08	149,605.52	154,093.69	158,716.50	163,478.00	168,382.33
III	215	139,196.08	143,371.96	147,673.12	152,103.31	156,666.41	161,366.40
IV	210	133,144.07	137,138.40	141,252.55	145,490.13	149,854.83	154,350.47
V	210	127,092.07	130,904.83	134,831.98	138,876.94	143,043.25	147,334.54
VI	210	121,040.07	124,671.27	128,411.41	132,263.75	136,231.66	140,318.61
VII	208	114,988.06	118,437.71	121,990.84	125,650.56	129,420.08	133,302.68

An additional \$2,320 will be granted for a Master's degree awarded from an accredited college or university (additional stipends will not be granted for additional Master's degrees). \$5,000 will be granted for those who hold both a Master's degree AND Doctorate degree. Advance degrees must be applicable to the position held in order to be eligible for the stipend(s).

All classifications are eligible for longevity of 2% at the beginning of the 8th, 10th, and 12th years on the Certificated Management Salary Schedule.

Related experience will be considered when determining placement on the Certificated Management Salary Schedule. Any employee being promoted in-district will be placed accordingly, with the new salary not to be less than the outgoing salary. Previous unrelated District longevity is not applied to placement.

CLASSIFICATIONS

- I Director
- II Principal / High School
- III Principal / Middle School
- IV Principal / TK-12 / Elementary
- V Coordinator
- VI Assistant Principal / High School
- VII Assistant Principal / Middle School

Lake Tahoe Unified School District EXECUTIVE MANAGEMENT PERSONNEL - SALARY SCHEDULE 2026-2027

Salary Class	Duty Days	Annual Salary					
		1	2	3	4	5	6
I	225	PER CONTRACT					
II	225	169,456.09	171,960.37	177,119.18	182,432.76	187,905.74	193,542.91
III	240	151,300.08	155,839.08	160,514.25	165,329.68	170,289.57	175,398.26

An additional \$5,000 will be granted for a Doctorate degree awarded from an accredited college or university.

• And/or for the ASCBOO, FCMAT or CASBO certification applies.

All classifications are eligible for a 2% increase at the beginning of the 8th, 10th, and 12th years on the Executive Management Salary Schedule.

Related experience will be considered when determining placement on the Executive Management Salary Schedule. Any employee being promoted in-district will be placed accordingly, with the new salary not to be less than the outgoing salary. Previous unrelated District longevity is not applied to placement.

Associate Superintendent contracts will be for a term of (2) years beginning in FY 2022-23. A satisfactory evaluation will result in the extension of the contract for (1) additional year.

Superintendent's contract increases are determined by the board, separate from any other represented or unrepresented group.

CLASSIFICATIONS

- I** Superintendent - Specialty items per contract (negotiated with Board)
- II** Associate Superintendent
- III** Chief Business Officer

Created 06/03/2025. Board approved and adopted TBD.

Lake Tahoe Unified School District
Classified Management/Confidential Evaluation

Employee: _____

Position: _____

Date: _____

Evaluator Name: _____

Standard	1 – Emerging	2 – Developing	3 – Proficient	4 – Exemplary
Performance & Professional Practice	☐ Building foundational knowledge of the role and developing consistency in meeting performance expectations. Needs to demonstrate greater ownership, reliability, and independent application of job responsibilities.	☐ Demonstrates growing ownership, professionalism, and accountability while building confidence and experience. Needs to show consistent initiative, independent decision-making, and sustained high-quality performance.	☐ Consistently demonstrates professionalism, accountability, sound judgment, and dependable performance. Needs to mentor others, lead improvements, and consistently exceed expectations.	☐ Consistently exceeds expectations, models professionalism and leadership, and positively influences the organization.
COMMENTS:				
Qualifications & Professional Growth	☐ Beginning to acquire the knowledge, skills, or qualifications needed for the position. Needs to complete required training, certifications, or professional learning.	☐ Meets some qualifications and actively pursues professional growth. Needs to complete required qualifications and apply new learning on the job.	☐ Meets all required qualifications and engages in meaningful professional development. Needs to pursue advanced learning and share expertise with others.	☐ Exceeds minimum qualifications through advanced education, specialized expertise, and continuous professional growth.
COMMENTS:				

Readiness for Increased Responsibility	☐ Developing the skills and confidence needed to assume additional responsibilities. Needs to seek opportunities to take on new assignments and demonstrate increased ownership.	☐ Demonstrates increasing ownership and successfully completes expanded assignments with guidance. Needs to independently lead assignments and demonstrate readiness for greater responsibility.	☐ Successfully performs expanded responsibilities and demonstrates readiness for promotion. Needs to lead complex initiatives, mentor others, and drive organizational improvements.	☐ Consistently performs at the level of the higher classification, demonstrating exceptional leadership, initiative, and organizational impact.
COMMENTS:				

Progress Towards Professional Goals

Areas of Strength

Areas for Growth Opportunities

Evaluation Summary Statement

Signatures

Employee

Date

Evaluator

Date