

Employee's Name: _____

Program: _____

Date: _____

Evaluation Period: 90 day Mid-Year Annual

River Valley Child Development Services

Habits of Leadership Rubric

Evaluate each habit/characteristic in each section. Determine where the employee falls on a scale of 1-4. (1=rarely 0-35% of the time, 2= sometimes 36-60% of the time, 3=regularly 61-80% of the time, 4=consistently 81-100% of the time). Once each habit/characteristic is scored, add scores together for a combined total.

This person is....	Habit or Characteristic	Rarely	Sometimes	Regularly	Consistently	Comments	Score
Knowledgeable	Able to answer questions concerning the program/ agency right away.						
	Knows program/agency policies/procedures.						
	Presents information clearly and confidently.						
Experienced/Confident/Competent	Maintains or improves the quality service associated with his/her position.						
	Responds to needs of internal and external costumers.						
	Develops plans and budgets that align with goals.						
	Demonstrates confidence in starting new tasks.						
	Recognizes own strengths and uses them to help them succeed.						
Passionate/Committed	Promotes values and mission of agency.						
	Helps others achieve common objectives and goals.						
	Aims to achieve a high standard of job duties.						
	Speaks out on behalf of the agency.						

This person is....	Habit or Characteristic					Comments	Score
		Rarely	Sometimes	Regularly	Consistently		
An Effective Communicator	Gives everyone a chance to speak.						
	Pays attention to speaker(s).						
	Listens before speaking.						
	Has good social skills.						
	Presents ideas clearly.						
	Articulates and annunciates.						
	Speaks in an appropriate volume.						
	Presents a composed demeanor.						
	Stays on topic.						
	Asks questions for clarification.						
	Controls thought flow and speech.						
	Exhibits tact and skill in handling difficult or delicate situations.						
Accountable/Decisive/Responsible	Is punctual.						
	Completes tasks in a timely manner.						
	Takes initiative.						
	Stays on task.						
	Helps others.						
	Displays good judgement.						
	Sets a good example for others.						
	Follows through.						
An Effective Mentor/Trainer	Puts forth effort to go above and beyond the minimum requirements.						
	Adjusts to changes in business conditions, organization and responsibilities.						
	Is able to assess employee's ability.						
	Values employee while constructively challenging him/her.						
	Evaluates the extent which the employee has improved.						
	Encourages others to challenge tried and true ways of doing things.						
	Shares knowledge/experience with intent.						
Learning seems to just happen, rather than be forced.							
Is open to learning from those he/she is teaching.							

This person is....	Habit or Characteristic					Comments	Score
		Rarely	Sometimes	Regularly	Consistently		
Efficient/Organized/Well Prepared	Is prepared for meetings and daily tasks.						
	Stays on top of things.						
	Is efficient.						
	Manages times well.						
	Takes notes.						
	Maintains an up to date calendar.						
	Maintains a tidy workspace.						
Respectful	Is well groomed and neat in appearance.						
	Accepts others' differences.						
	Considers all points of view.						
	Maintains control of tone and remarks.						
	Gives and receives constructive criticism.						
	Makes conscious effort to see things from a different perspective.						
Trustworthy/Approachable	Works through disagreements with tact and composure.						
	Makes and follows up on realistic commitments.						
	Demonstrates a moral soundness to staff and customers.						
	Is easy to talk to.						
	Is accessible and welcoming.						
A Critical Thinker/Resourceful	Protects confidential information.						
	Shows ability to improve existing systems and processes.						
	Utilizes job related data to solve problems.						
	Anticipates future organization and operational needs.						
	Builds systems to respond to needs.						
	Seeks out and collaborates with others in the agency to solve problems without concerns for blame.						
Is able to consider multiple viewpoints and solutions.							

This person is....	Habit or Characteristic					Comments	Score
		Rarely	Sometimes	Regularly	Consistently		
Supportive of Personal and Professional Development	Challenges employees to be the best they can be.						
	Explores trends and seeks out ways to keep up with them.						
	Demonstrates the ability to develop the knowledge and skills of others.						
	Actively seeks opportunity for learning.						
	Is proactive in sharing information and innovation with those who could benefit.						
Combined Total							

Additional comments:

Employee's Signature

Date

Executive Director

Date