Classified, ProTech and Department Administrator Evaluation Competency Rating Guide

The purpose of Competency Rating Guide is to provide resources for employees and supervisors to make connections with the given competency within the evaluation. The guide provides additional language and concepts that could apply to the given competency.

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Standard 1: Job Performance	Understanding and performance demonstrated by the employee on the job relative to district and department policies, priorities and standards.	
Competency	Description	Additional Discussion Points
Job Knowledge	The employee understands and implements the knowledge and skills as defined by identified job description and department protocols.	Follows department and district policies and procedures. Displays understanding of roles and responsibilities. Follows safety protocols and expectations of working in a safe manner. Demonstrates knowledge of the standard operating procedures, processes and equipment necessary for this role. Consistently performs expected duties. Uses applicable resources appropriately.
Initiative	The employee is self-motivated, collaborative and proactive in identifying and resolving potential issues. The employee works independently with minimal supervision, as appropriate, and seeks or welcomes professional development opportunities to enhance job skills.	Requires minimal supervision. Is willing to share knowledge and expertise with others. Demonstrates resourcefulness, versatility. Shows ability to learn and apply new skills. Recognizes and resolves potential issues using sound judgment to determine the right course of action. Exhibits creative thinking and implements innovative ideas.

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Quality	The employee's work is thorough, accurate and complete based on established standards for the job.	Fulfills service commitments; maintains high levels of stakeholder satisfaction. Looks for ways to improve and refine productivity. Maintains a clean and organized workspace. Monitors personal work for accuracy. Actively solicits and acts on feedback.

Standard 2: Organizational Citizenship/ Culture and Climate	Refers to behaviors that extend beyond employees' formal job responsibilities, demonstrating commitment to the organization's overall success by adhering to district and department policies and procedures, supporting and promoting the district's focus on a positive culture and climate and displaying courtesy, honesty, respect and responsibility.	
Competency	Description	Additional Discussion Points
Attitude	The employee demonstrates a positive, respectful and engaging demeanor in interactions with others. Employee demonstrates adaptability, flexibility and resilience in a professional manner.	Receives information with the presumption of positive intent and responds in a solution-based and reflective manner. (Presume positive intent - DCSD Climate and Culture Norms) Exudes and Expects Optimism. (DCSD Climate and Culture Norms) Is quick to recognize the need for change and adapts in a manner to minimize disruption. Contributes to the supportive environment that allows people to share their ideas without risk of ridicule or retribution. (Create a Culture of Safe Mistakes - DCSD Climate and Culture Norms) Demonstrates emotional resilience.

Dependability/ Productivity	The employee is reliable, meets expected timelines and prioritizes tasks appropriately. The employee is punctual, manages time effectively and completes work efficiently.	Takes a systematic approach to solving problems and encourages active participation in determining the solution. Demonstrates efficient and effective time management for task completion. Displays commitment to delivering the assigned work on time and at expected levels of quality and output. Shows up for work on time. Arrives to meetings on time or gives timely notice of non-attendance. Gives timely notice for requesting time off. Remains accessible and available to other employees as needed.
Professionalism	The employee conducts themselves with integrity, ethics and personal accountability that promotes a positive district culture. The employee demonstrates sound judgment and maintains confidentiality as appropriate.	Responds to help requests in a timely manner. Maintains confidentiality. Focuses on solving the problem as opposed to blaming people for the circumstance (Focus on problem, not people.). Maintains appropriate appearance and dress. Appropriate use of cell phones and social media per district policies/procedures. Promotes a positive district culture. (DCSD Climate and Culture Norms)

Standard 3: Communication	Demonstrates competence with all forms of communication in a kind and respectful manner.	
Competency	Description	Additional Discussion Points
Personal Interactions	Employee interacts with others with a positive and solution-oriented demeanor. The employee responds appropriately in situations where there is a need to resolve conflict. The employee demonstrates self-reflection skills and implements strategies to proactively prevent future conflicts.	Addresses Concerns (Conflicts) the Right Way (DCSD Climate and Culture Norms); deals with the matter of concern as close to the source of conflict as possible and/or utilizes adopted reporting structures as needed when initial attempts at resolution are not successful. Acknowledges that conflicts/concerns generally involve more than one party and demonstrates personal accountability. Gives and receives positive and constructive feedback. Seeks to understand before reacting or responding. Displays empathy for others (welcomes different perspectives and promotes diversity of thought).
Effective Communication	Employee employs active listening strategies and demonstrates appropriate verbal, non-verbal and written communication skills. Employee recognizes diverse viewpoints and considers the role of communication preferences, both the employee's and those of others, in clear and effective expression.	Is open to feedback and responds appropriately as needed. Ensures that all communications are clear and easily understood by intended audiences (written, verbal). Reads and responds to email/voicemail in a timely manner. Communicates Kindly and Respectfully. (DCSD Climate and Culture Norms) Uses a non-blaming, cooperative approach in all communications. Demonstrates good listening skills. Interacts with others in a respectful manner and with an appropriate tone.

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Collaboration	Develops and maintains relationships with individuals and groups. Demonstrates teamwork and cooperation resulting in positive outcomes. Evaluates impact and includes all relevant parties.	Actively listens to suggestions for change from members of the team. Seeks to provide status updates in a timely fashion to all involved parties. Presents information in a way that can persuade and/or encourage others; demonstrates capacity to bring about synergy that achieves continuous improvement. Considers the impact (+/-) of individual/team decisions on the district/department. Seeks out the opinions and expertise of others. Brings about agreement and understanding, even in a situation involving conflict. Values team success over individual success. Demonstrates respect for the opinions, priorities, ideas, and time of others. Shows respect for the feelings and opinions of others. Acknowledges that sometimes an “all hands” approach is necessary to achieve a positive outcome. (It’s everyone’s job.)

Standard 4: Leadership (Supervisors Only)	Demonstrates leadership in support of the district or department. Leader sets a clear purpose and builds the capacity for continuous improvement.	
Competency	Description	Additional Discussion Points
Build Climate and Culture	The leader creates an environment where people feel valued and recognized for their contributions. Demonstrates ability to motivate others. Recognizes the importance of clear and timely communication in promoting strong employee engagement.	Leader realizes the importance of team dynamics and is thoughtful when assigning work to spread the load. Leader creates an environment where people feel valued and recognized for their contributions. Leader provides honest feedback in a way that employees continue to feel comfortable making corrections and learning from mistakes. (DCSD Climate and Culture Norms) Leader creates enthusiasm and excitement; ensures that all team members understand their role in group activities. Leader models a positive example for others.
Employee Development	Leader sets a clear purpose and builds shared understanding for employees. Leader provides opportunities for growth and development and supports the professional aspirations of employees.	Leader collaborates with staff members to develop aligned professional growth plans that impact the district and/or department. Leader provides opportunities for differentiated professional development. Leader celebrates exceptional employees. Leader addresses and documents unacceptable behavior or poor performance in a productive, honest manner that promotes next steps for improvement.

Visionary Leadership/ Continuous Improvement	A visionary leader impacts their organizations by providing a clear sense of purpose, direction and motivation. Leaders collaboratively develop or support the vision and respond to evolving needs of the district or department. Leaders promote innovation and/or continuous improvement of district or department outcomes.	Leader reflects the vision and values of DCSD in his or her actions. Leader continuously monitors and evaluates processes, procedures and outcomes. Leader manages change strategically. Leader is aware of professional trends and standards. Leader is innovative and/or forward-thinking. Leader is a creative problem-solver. Leader thinks win-win (attitude of mutual benefit).
Operational Management/ Compliance	Leader models and monitors compliance with relevant federal, state and/or local laws, policies and procedures. Leader demonstrates fiscal responsibility on behalf of the District or department. Leader completes human resource functions such as recruitment, hiring and performance management.	Leader responds and follows through with any complaint or compliance action issued by a federal, state or local agency. Leader addresses employee relations issues thoroughly and consistently; consulting with appropriate personnel as needed. Leader manages the fiduciary responsibilities of maintaining budget, resources and appropriate labor and time management.

Indicators:

Every Element within a Performance Standard will be assigned one of the following ratings based on the employee's performance:

For additional information regarding indicators review the Rating System Rubric. **Click Here**

Ineffective 1 point	**Partially Effective** 2 points	**Effective** 3 points	**Highly Effective** 4 points
An ineffective rating means that the employee does not meet the expectations.	A partially effective rating means that the employee partially meets the expectations.	An effective rating means that the employee meets the expectations.	A highly effective rating means that the employee consistently goes above and beyond the expectations. The employee demonstrates leadership in this area.

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