

HOUSTON INDEPENDENT SCHOOL DISTRICT



HISD Non-Teacher Appraisal System

COMPETENCIES AND RUBRIC

Appraisal Components

Department Goals	Department goals should align with the District goals.
Minimum of 2- Maximum of 6	Employees are rated on department goals as determined by the individual department(s).
Performance Competencies	Performance Competency Descriptions for Employees (Non-Managers only).
1. Customer Service	Employee identifies and meets customer requirements, while serving their needs in a timely and professional manner.
2. Judgment and Decision Making	Employee defines problems, conducts analysis, and develops appropriate solutions.
3. Planning and Organization	Employee understands organizational goals and objectives and aligns work accordingly.
4. People and Team Development	Employee participates in opportunities for collaboration and teambuilding and inspires the team to be their best.
5. Interpersonal Effectiveness	Employee communicates effectively and contributes to a positive work environment.
6. Knowledge of Job	Employee applies the knowledge and skills necessary to effectively perform all aspects of the position.
Professional Competencies	Professional Competency Descriptions for Employees (Non-Managers only).
1. Standard Expectations	Employee dresses in a manner that is appropriate for the job assignment, complies with campus or department procedures, arrives to work on time, and is punctual for scheduled meetings.
2. Ethics and Compliance	Employee adheres to federal, state, and municipal laws and Board policies in order to comply with the requirements, duties, and responsibilities of the position.

Department Goals	Department goals should align with the District goals.
Minimum of 2- Maximum of 6	Managers are rated on department goals as determined by the individual department(s).
Performance Competencies	Performance Competency Descriptions for Employees (*Managers only).
1. Customer Service	Manager identifies and meets customer requirements, while serving their needs in a timely and professional manner.
2. Judgment and Decision Making	Manager defines problems, conducts analysis, and develops appropriate solutions. Furthermore, the manager involves staff and other stakeholders, as appropriate, in decision making.
3. Planning and Organization	Manager determines departmental goals that align to the goals of the District, understands organizational matters, and aligns work accordingly by establishing effective processes, workflow, and integration with others.
4. People and Team Development	Manager resolves conflicts, minimizes problems, demonstrates respect for others, participates in opportunities for collaboration and teambuilding, and inspires the team to be their best.
5. Interpersonal Effectiveness	Manager communicates effectively, contributes to a positive work environment, holds self and others accountable for high standards, and addresses conflict situations with understanding.
6. Leadership	Manager facilitates change, vision, and direction, while problem solving and promoting diversity.
Professional Competencies	Professional Competency Descriptions for Employees (Managers only).
1. Standard Expectations	Manager dresses in a manner that is appropriate for the job assignment, complies with campus or department procedures, arrives to work on time, and is punctual for scheduled meetings.
2. Ethics and Compliance	Manager adheres to federal, state, and municipal laws and Board policies in order to comply with the requirements, duties, and responsibilities of the position.

*A manager is any non-teacher employee who is responsible for the management and appraisal of other non-teacher employees, as designated in OneSource. All campus-based employees appraised under the Non-Teacher Appraisal System will be appraised as non-managers.

Performance Competency 1: Customer Service

Non-Teacher Employee and Manager

Level 1: Ineffective

The following best describes an employee/manager performing at Level 1, "Ineffective," in this competency:

- Employee/Manager rarely identifies the expectations and requirements of customers and internal partners.
- Employee/Manager does not seek feedback in order to effectively meet the needs of the customers and internal partners.
- Employee/Manager rarely serves customers in a culturally sensitive, courteous, timely or professional manner.
- Employee/Manager fails to develop strong, long-term customer and internal partner relationships.

Level 2: Developing

The following best describes an employee/manager performing at Level 2, "Developing," in this competency:

- Employee/Manager inconsistently identifies the expectations and requirements of customers and internal partners.
- Employee/Manager seeks feedback but does not make the necessary adjustments.
- Employee/Manager serves customers in a culturally sensitive, courteous, and professional manner, but the follow-up is not always timely.
- Employee/Manager develops limited long-term customer and internal partner relationships.

Level 3: Effective

The following best describes an employee/manager performing at Level 3, "Effective," in this competency:

- Employee/Manager consistently identifies and meets the expectations and requirements of customers and internal partners.
- Employee/Manager seeks feedback and responds appropriately.
- Employee/Manager serves customers in a culturally sensitive, courteous, timely and professional manner.
- Employee/Manager develops strong, long-term customer and internal partner relationships.
- Employee/Manager exhibits professionalism, integrity, honesty, and respect when dealing with customers and business associates.
- Employee/Manager demonstrates total commitment to outstanding customer service.

Level 4: Highly Effective

The following best describes an employee/manager performing at Level 4, "Highly Effective," in this competency:

All indicators for Level 3 are met, and some or all of the following evidence is demonstrated:

- Employee/Manager obtains a thorough understanding of individual customer's needs, interests, and/or concerns.
- Employee/Manager anticipates the needs of the customer and is proactive in addressing them.
- Employee/Manager effectively exceeds customer expectations by providing timely feedback and follow-up.

Non-Teacher Employee and Manager

Performance Competency 2: Judgment and Decision Making

		Level 1: Ineffective	Level 2: Developing	Level 3: Effective	Level 4: Highly Effective		
Non-Teacher Employee and Manager		<p><i>The following best describes an employee/manager performing at Level 1, "Ineffective," in this competency:</i></p> <ul style="list-style-type: none"> Employee/Manager fails to define a problem and conduct analysis. Employee/Manager makes and evaluates decisions in an inefficient manner that may result in a significant loss of work time. Employee/Manager fails to exhibit a standard of professional conduct and ethical practices in decision making. Employee/Manager does not consider the impact of organizational change and lacks an understanding of the importance of stakeholder engagement in decision making. 	<p><i>The following best describes an employee/manager performing at Level 2, "Developing," in this competency:</i></p> <ul style="list-style-type: none"> Employee/Manager defines a problem, but may inconsistently conduct analysis or develop appropriate strategies/solutions. Employee/Manager generally makes and evaluates decisions, but does not make adjustments in a timely manner. Employee/Manager inconsistently exhibits standards of professional conduct and ethical practices in decision making. Employee/Manager infrequently considers the impact of organizational change and understands the importance of stakeholder engagement in decision making. 	<p><i>The following best describes an employee/manager performing at Level 3, "Effective," in this competency:</i></p> <ul style="list-style-type: none"> Employee/Manager consistently defines a problem, conducts analysis, and develops appropriate strategies/solutions. Employee/Manager makes and evaluates decisions while making timely adjustments as needed. Employee/Manager exhibits the highest standard of professional conduct and ethical practice in decision making. Employee/Manager considers the impact of organizational change and understands the importance of stakeholder engagement in decision making. Employee/Manager develops innovative solutions to problems as appropriate. 	<p><i>The following best describes an employee/manager performing at Level 4, "Highly Effective," in this competency:</i></p> <p><i>All indicators for Level 3 are met, and some or all of the following evidence is demonstrated:</i></p> <ul style="list-style-type: none"> Employee/Manager proactively creates opportunities for employees and stakeholders to successfully contribute to the judgment and decision making process. Employee/Manager leverages the decision making skills and knowledge to successfully meet goals. Employee/Manager fosters a spirit of creative collaboration and questions common practices in an effort to reinvent the routine. 	Non-Teacher Employee and Manager	
	Manager Only	<ul style="list-style-type: none"> Manager does not involve staff, stakeholders, and others, as appropriate, in decision making. 	<ul style="list-style-type: none"> Manager infrequently seeks feedback from staff and/or stakeholders when making decisions and inconsistently provides staff with opportunities for decision making. 	<ul style="list-style-type: none"> Manager consistently involves staff, stakeholders, and others, as appropriate, in decision making. 			Manager Only

Performance Competency 3: Planning and Organization

		Level 1: Ineffective	Level 2: Developing	Level 3: Effective	Level 4: Highly Effective		
Non-Teacher Employee and Manager		<p><i>The following best describes an employee/manager performing at Level 1, "Ineffective," in this competency:</i></p> <ul style="list-style-type: none"> Employee/Manager has a limited understanding of organizational goals and objectives which impacts alignment of the work. Employee/Manager rarely supports the District, department, or team's mission and goals. Employee/Manager is not proactive in establishing personal goals. Employee/Manager fails to plan and does not assist in executing the department's work, which stifles an effective workflow. 	<p><i>The following best describes an employee/manager performing at Level 2, "Developing," in this competency:</i></p> <ul style="list-style-type: none"> Employee/Manager understands organizational goals and objectives but fails to align the work accordingly. Employee/Manager inconsistently supports the District, department, or team's mission and goals. Employee/Manager is proactive in establishing personal goals and occasionally takes action to achieve them. Employee/Manager plans and assists in executing the department's work, but does not establish effective processes for a steady workflow. 	<p><i>The following best describes an employee/manager performing at Level 3, "Effective," in this competency:</i></p> <ul style="list-style-type: none"> Employee/Manager understands organizational goals and objectives and aligns work accordingly. Employee/Manager consistently supports the District, department, or team's mission and goals. Employee/Manager is proactive in establishing personal goals and takes action to achieve them. Employee/Manager plans and assists in executing the department's work by establishing effective processes, workflow, and integration with others. 	<p><i>The following best describes an employee/manager performing at Level 4, "Highly Effective," in this competency:</i></p> <p><i>All indicators for Level 3 are met, and some or all of the following evidence is demonstrated:</i></p> <ul style="list-style-type: none"> Employee/Manager exhibits a decisive ability to translate organizational goals into personal actions and efforts that move the organization forward. Employee/Manager prioritizes the tasks or initiatives that are most critical or time-sensitive. Employee/Manager defines work efforts, organizes people, information, and resources to get the tasks done in a timely manner. 	Non-Teacher Employee and Manager	
	Manager Only	<ul style="list-style-type: none"> Manager fails to develop departmental goals that are aligned to the goals of the District. 	<ul style="list-style-type: none"> Manager may develop and/or communicate the departmental goals that are aligned to the goals of the District. 	<ul style="list-style-type: none"> Manager develops, communicates, and monitors departmental goals that are aligned to the goals of the District. 			Manager Only

Performance Competency 4: People and Team Development

		Level 1: Ineffective	Level 2: Developing	Level 3: Effective	Level 4: Highly Effective		
Non-Teacher Employee and Manager		<p><i>The following best describes an employee/manager performing at Level 1, "Ineffective," in this competency:</i></p> <ul style="list-style-type: none"> Employee/Manager rarely participates in opportunities for collaboration and teambuilding. Employee/Manager avoids conflict resolution and allows problems to grow. Employee/Manager rarely demonstrates respect for others. Employee/Manager fails to inspire or motivate the team to do or be their best. 	<p><i>The following best describes an employee/manager performing at Level 2, "Developing," in this competency:</i></p> <ul style="list-style-type: none"> Employee/Manager occasionally participates in opportunities for collaboration and teambuilding. Employee/Manager may allow problems to grow because they are not resolved quickly. Employee/Manager inconsistently demonstrates respect for others. Employee/Manager occasionally inspires or motivates the team to do and be their best. 	<p><i>The following best describes an employee/manager performing at Level 3, "Effective," in this competency:</i></p> <ul style="list-style-type: none"> Employee/Manager participates in opportunities for collaboration and teambuilding. Employee/Manager effectively resolves conflicts and minimizes problems. Employee/Manager consistently demonstrates respect for others. Employee/Manager inspires, influences, and motivates the team to do and be their best. Employee/Manager demonstrates effectiveness in mentoring and sharing institutional knowledge and information. 	<p><i>The following best describes an employee/manager performing at Level 4, "Highly Effective," in this competency:</i></p> <p><i>All indicators for Level 3 are met, and some or all of the following evidence is demonstrated:</i></p> <ul style="list-style-type: none"> Employee/Manager builds effective teams and partners with the appropriate individuals to manage operations successfully and complete tasks quickly. Employee/Manager provides challenging assignments and encourages others to accept developmental opportunities to flourish. Employee/Manager identifies innovative ways to promote team building and reduce conflicts. 	Non-Teacher Employee and Manager	
	Manager Only	<ul style="list-style-type: none"> Manager does not maintain a two-way dialogue that promotes coaching and feedback. Manager rarely addresses performance issues. Manager fails to identify individuals with leadership potential and does not foster their development. 	<ul style="list-style-type: none"> Manager maintains a two-way dialogue that promotes coaching and feedback but does not do so consistently. Manager addresses performance issues but it may not be in a timely manner. Manager inconsistently identifies individuals with leadership potential and fosters their development infrequently. 	<ul style="list-style-type: none"> Manager maintains a two-way dialogue that promotes coaching and feedback. Manager addresses performance issues in a timely manner. Manager consistently identifies individuals with leadership potential and fosters their development. 			Manager Only

Performance Competency 5: Interpersonal Effectiveness

Non-Teacher Employee and Manager

Level 1: Ineffective

The following best describes an employee/manager performing at Level 1, "Ineffective," in this competency:

- Employee/Manager communicates ineffectively in written and oral presentations.
- Employee/Manager does not contribute to a positive work environment.
- Employee/Manager does not hold self and others accountable for high standards and fails to accept responsibility for mistakes.
- Employee/Manager fails to understand diverse opinions.
- Employee/Manager fails to address conflict situations.
- Employee/Manager does not recognize the need to change plans when something isn't working.

Level 2: Developing

The following best describes an employee/manager performing at Level 2, "Developing," in this competency:

- Employee/Manager occasionally communicates effectively in written and oral presentations.
- Employee/Manager inconsistently contributes to a positive work environment.
- Employee/Manager inconsistently holds self and others accountable for high standards and accepts responsibility for mistakes.
- Employee/Manager infrequently seeks to understand diverse opinions.
- Employee/Manager addresses conflict situations with very little understanding which limits the win-win outcomes.
- Employee/Manager seldom changes plans when something isn't working.

Level 3: Effective

The following best describes an employee/manager performing at Level 3, "Effective," in this competency:

- Employee/Manager communicates effectively in written and oral presentations.
- Employee/Manager consistently contributes to a positive work environment.
- Employee/Manager holds self and others accountable for high standards and accepts responsibility for mistakes.
- Employee/Manager seeks to understand diverse opinions.
- Employee/Manager addresses conflict situations with understanding and seeks win-win outcomes.
- Employee/Manager changes plans when something isn't working.
- Employee/Manager is seen as direct and truthful by peers and others.

Level 4: Highly Effective

The following best describes an employee/manager performing at Level 4, "Highly Effective," in this competency:

All indicators for Level 3 are met, and some or all of the following evidence is demonstrated:

- Employee/Manager seeks 360° feedback and continuously improves.
- Employee/Manager builds relationships with team members and across the organization.
- Employee/Manager provides constructive and appropriate feedback that results in increased employee retention rates.

Non-Teacher Employee and Manager

Performance Competency 6: Knowledge of Job

Non-Teacher Employee

Level 1: Ineffective

The following best describes an employee performing at Level 1, "Ineffective," in this competency:

- Employee does not apply the knowledge and skills necessary to effectively perform all aspects of the position.
- Employee rarely completes the minimum training requirements.
- Employee deliverables are of poor quality.

Level 2: Developing

The following best describes an employee performing at Level 2, "Developing," in this competency:

- Employee inconsistently applies the knowledge and skills necessary to effectively perform all aspects of the position.
- Employee may obtain training upon request but does not apply the knowledge to enhance the quality of work.
- Employee delivers marginal results upon request.

Level 3: Effective

The following best describes an employee performing at Level 3, "Effective," in this competency:

- Employee applies the knowledge and skills necessary to effectively perform all aspects of the position.
- Employee obtains the appropriate training and certifications to complete work responsibilities.
- Employee delivers high-quality, measurable, and timely results.

Level 4: Highly Effective

The following best describes an employee performing at Level 4, "Highly Effective," in this competency:

All indicators for Level 3 are met, and some or all of the following evidence is demonstrated:

- Employee seeks out additional professional development beyond what is required to complete responsibilities at an expert level.
- Employee initiates projects and develops products that are high-quality deliverables with timely results.

Non-Teacher Employee

Performance Competency 6: Leadership

Manager Only

Level 1: Ineffective

The following best describes a manager performing at Level 1, "Ineffective," in this competency:

- Manager incorporates limited perspectives from a select group of people.
- Manager does not articulate a vision and/or direction for the team.
- Manager does not accurately define problems and fails to address the issues.

Level 2: Developing

The following best describes a manager performing at Level 2, "Developing," in this competency:

- Manager understands multiple perspectives but does not consistently incorporate ideas.
- Manager articulates a vision for the team but may not consistently direct or guide the team to ensure execution.
- Manager can identify a problem but may not plan accordingly to solve the dilemma.

Level 3: Effective

The following best describes a manager performing at Level 3, "Effective," in this competency:

- Manager leads change while incorporating multiple perspectives from diverse stakeholders.
- Manager defines and articulates vision and direction for the team.
- Manager anticipates problems and plans a strategy to address the situation accordingly.
- Manager relates well to diversity inside and outside the organization.
- Manager maneuvers through complex situations effectively.

Level 4: Highly Effective

The following best describes a manager performing at Level 4, "Highly Effective," in this competency:

All indicators for Level 3 are met, and some or all of the following evidence is demonstrated:

- Manager collaborates with other departments and affects change in other areas of the organization.
- Manager provides opportunities for employees with potential to develop as future leaders.

Manager Only

Professional Competency 1: Standard Expectations

Non-Teacher Employee and Manager

Level 1: Ineffective

The following best describes an employee/manager performing at Level 1, "Ineffective," in this competency:

- Employee/Manager dresses in a manner that is inappropriate for the job assignment or in a manner that fails to reflect positively on the District.
- Employee/Manager fails to maintain and wear the uniform as required.
- Employee/Manager fails to comply with District and departmental procedures regarding attendance and/or demonstrates a pattern of absenteeism.
- Employee/Manager arrives to work late and is not punctual for scheduled meetings as well as other assigned duties.
- Employee/Manager fails to comply with established department policies and procedures.

Level 2: Developing

The following best describes an employee/manager performing at Level 2, "Developing," in this competency:

- Employee/Manager requires individualized feedback or guidance in order to dress in a manner that is appropriate for the job assignment and in a manner that reflects positively on the District.
- Employee/Manager inconsistently maintains the uniform in a neat and professional manner and may not always wear it as required.
- Employee/Manager inconsistently complies with District and departmental procedures regarding attendance.
- Employee/Manager inconsistently arrives to work on time and is often late for scheduled meetings as well as other assigned duties.
- Employee/Manager occasionally complies with established department policies and procedures.

Level 3: Effective

The following best describes an employee/manager performing at Level 3, "Effective," in this competency:

- Employee/Manager dresses in a manner that is appropriate for the job assignment and in a manner that reflects positively on the District.
- Employee/Manager maintains the uniform in a neat and professional manner and wears it as required in specialized positions.
- Employee/Manager consistently complies with District and departmental procedures regarding attendance.
- Employee/Manager arrives to work on time and is punctual for scheduled meetings as well as other assigned duties.
- Employee/Manager complies with established department policies and procedures.

Level 4: Highly Effective

The following best describes an employee/manager performing at Level 4, "Highly Effective," in this competency:

All indicators for Level 3 are met, and some or all of the following evidence is demonstrated:

- Employee/Manager always complies with District/department policies and procedures regarding attendance.
- Employee/Manager always arrives to work and meetings on time and is consistently punctual for scheduled meetings as well other assigned duties.

Non-Teacher Employee and Manager

Professional Competency 2: Ethics and Compliance *(continued on p. 22)*

Non-Teacher Employee and Manager

Level 1: Ineffective

The following best describes an employee/manager performing at Level 1, "Ineffective," in this competency:

- Employee/Manager rarely adheres to the quality control processes established within the department.
- Employee/Manager fails to comply with federal, state, and municipal laws and Board policies.
- Employee/Manager does not adhere to deadlines, budgets, and production benchmarks.
- Employee/Manager fails to recognize and disclose potential conflicts of interest.
- Employee/Manager does not complete the mandated trainings.

Level 2: Developing

The following best describes an employee/manager performing at Level 2, "Developing," in this competency:

- Employee/Manager inconsistently adheres to the quality control processes established within the department.
- Employee/Manager complies with federal, state, and municipal laws and Board policies when requested.
- Employee/Manager occasionally adheres to deadlines, budgets, and production benchmarks, possibly compromising ethical practices and compliance standards.
- Employee/Manager may recognize and assume responsibility for disclosing potential conflicts of interest.
- Employee/Manager inconsistently completes mandated trainings.

Level 3: Effective

The following best describes an employee/manager performing at Level 3, "Effective," in this competency:

- Employee/Manager adheres to all quality control processes established within the department.
- Employee/Manager complies with federal, state, and municipal laws and Board policies.
- Employee/Manager consistently adheres to deadlines, budgets, and production benchmarks without compromising ethical practices and compliance standards.
- Employee/Manager recognizes and assumes responsibility for disclosing potential conflicts of interest.
- Employee/Manager completes all mandated trainings.

Level 4: Highly Effective

The following best describes an employee/manager performing at Level 4, "Highly Effective," in this competency:

All indicators for Level 3 are met, and some or all of the following evidence is demonstrated:

- Employee/Manager creates measurement tools for continuous process improvement.
- Employee/Manager consistently adheres to the District's values of risk reduction, timely incident response, liability minimization, and loss control.

Non-Teacher Employee and Manager

Professional Competency 2: Ethics and Compliance *(continued)*

Manager Only	Level 1: Ineffective	Level 2: Developing	Level 3: Effective	Level 4: Highly Effective	Manager Only
	<p><i>The following best describes a manager performing at Level 1, "Ineffective," in this competency:</i></p> <ul style="list-style-type: none"> • Manager fails to develop, communicate, monitor, and audit processes for quality control. • Manager fails to plan resource usage and develop timelines in accordance with Board policies. • Manager fails to ensure appropriate budgeted funds are available to comply with commitments. • Manager does not identify streamlining measures that eliminate or reduce inefficiencies. • Manager fails to monitor the compliance of his/her direct reports. 		<p><i>The following best describes a manager performing at Level 2, "Developing," in this competency:</i></p> <ul style="list-style-type: none"> • Manager develops processes for quality control but may fail to clearly communicate, monitor, and/or audit the processes. • Manager plans resource usage and develops timelines in accordance with Board policies when requested. • Manager occasionally ensures appropriate budgeted funds are available to comply with commitments. • Manager may identify streamlining measures that eliminate or reduce inefficiencies. • Manager occasionally monitors compliance for his/her direct reports. 		
	<p><i>The following best describes a manager performing at Level 3, "Effective," in this competency:</i></p> <ul style="list-style-type: none"> • Manager develops, communicates, monitors, and audits processes for quality control. • Manager plans resource usage and develops timelines in accordance with Board policies. • Manager ensures appropriate budgeted funds are available to comply with commitments. • Manager identifies streamlining measures that eliminate or reduce inefficiencies. • Manager monitors compliance for all of his/her direct reports. 		<p><i>The following best describes a manager performing at Level 4, "Highly Effective," in this competency:</i></p> <p><i>All indicators for Level 3 are met, and some or all of the following evidence is demonstrated:</i></p> <ul style="list-style-type: none"> • Manager identifies innovative ways to ensure that the department is in compliance with Board policies. 		

The background of the page features a large, semi-transparent green seal of the Houston Independent School District. The seal is circular and contains a five-pointed star in the center, surrounded by a wreath. The word "HOUSTON" is written in a circular path around the star. Below the star, there is a banner with the year "1839".

HISD

Office of Human Capital Accountability

VALUING EMPLOYEES. UPHOLDING STANDARDS.

Performance Management 713-556-6903

HOUSTON INDEPENDENT SCHOOL DISTRICT

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