

HOUSTON INDEPENDENT SCHOOL DISTRICT



CURRICULUM AND DEVELOPMENT

HISD Non-Teacher Appraisal System

TEACHER DEVELOPMENT SPECIALIST AND
INSTRUCTIONAL COACH

COMPETENCIES AND RUBRIC

HISD | Office of Human Capital Accountability
VALUING EMPLOYEES. UPHOLDING STANDARDS.

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
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.
7. Presenting and Public Speaking	Employee displays confidence and poise in formal speaking situations and creates effective presentations.
Professional Competencies	Professional Competency Descriptions for Employees
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.

Performance Competency 1: Customer Service

Level 1: Ineffective

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

- Employee fails to build strong, long-term relationships with customers.
- Employee does not keep abreast of customer needs, concerns, or level of satisfaction.
- Employee fails to respond to customer questions and requests.
- Employee rarely includes customer viewpoint in decision making.

Level 2: Developing

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

- Employee inconsistently builds strong, long-term relationships with customers.
- Employee may keep abreast of customer needs, concerns, and level of satisfaction.
- Employee responds to customer questions and requests, but not in a timely manner.
- Employee may occasionally include customer viewpoint in decision making.

Level 3: Effective

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

- Employee builds strong, long-term relationships with customers.
- Employee keeps abreast of customer needs, concerns, and level of satisfaction.
- Employee responds promptly to customer questions and requests.
- Employee includes customer viewpoint in decision making.

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

Performance Competency 2: Judgment and Decision Making

Level 1: Ineffective

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

- Employee fails to handle problems or resolve issues.
- Employee does not break down large problems into smaller, more manageable components.
- Employee fails to gather the information needed to solve problems.
- Employee rarely considers possible changes, constraints, or other obstacles that might impact plans.
- Employee does not address conflict situations with understanding.

Level 2: Developing

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

- Employee is inconsistent in handling problems independently or resolving issues with appropriate assistance.
- Employee occasionally breaks down large problems into smaller, more manageable components.
- Employee infrequently gathers the information needed to solve problems.
- Employee may consider possible changes, constraints, or other obstacles that might impact plans.
- Employee occasionally addresses conflict situations with understanding.

Level 3: Effective

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

- Employee handles problems independently and resolves issues with appropriate assistance as necessary.
- Employee breaks down large problems into smaller, more manageable components.
- Employee gathers the information needed to solve problems.
- Employee considers possible changes, constraints, or other obstacles that might impact plans.
- Employee addresses conflict situations with understanding and aims for win-win outcomes.

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 leverages the decision-making skills and knowledge of all employees to successfully meet goals.
- Employee fosters a spirit of creative collaboration and questions common practices in an effort to improve the process and outcomes.
- Employee provides alternative solutions that reflect best practices in teaching and learning.

Teacher Development Specialist and Instructional Coach

Performance Competency 3: Planning and Organization

Level 1: Ineffective

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

- Employee does not gather information from a range of sources to assist and guide job roles and activities.
- Employee fails to ask effective questions and obtain information to help him/her perform the duties and responsibilities of the position.
- Employee does not meet requirements and expectations on project deliverables and services.
- Employee rarely adheres to schedules and timelines.
- Employee fails to allocate time and attention based on priorities to achieve key goals, objectives, tasks, and to address requests.
- Employee rarely approaches work in an organized and systematic manner in order to maximize time and meet deadlines.

Level 2: Developing

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

- Employee inconsistently gathers information from a range of sources to assist and guide job roles and activities.
- Employee will occasionally ask effective questions, obtaining information to help him/her perform the duties and responsibilities of the position.
- Employee seldom ensures that department and campus project deliverables and services meet all requirements and expectations.
- Employee inconsistently adheres to schedules and timelines.
- Employee may allocate time and attention based on priorities to achieve key goals, objectives, tasks, and to address requests.
- Employee occasionally approaches work in an organized and systematic manner in order to maximize time and meet deadlines.

Level 3: Effective

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

- Employee gathers information from multiple sources to assist and guide job roles and activities.
- Employee asks effective questions, obtaining information to help him/her perform the duties and responsibilities of the position.
- Employee ensures that department and campus project deliverables and services meet all requirements and expectations.
- Employee adheres to schedules and timelines.
- Employee allocates time and attention based on priorities to achieve key goals, objectives, tasks, and to address requests.
- Employee approaches work in an organized and systematic manner in order to maximize time and meet deadlines.

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 exhibits a decisive ability to translate organizational goals into personal actions and efforts that move the organization forward.
- Employee organizes people, information, and resources to complete tasks in a timely manner.
- Employee proactively solicits input from others which leads to effective planning.
- Employee arrives to presentations early to handle any unexpected challenges.

Performance Competency 4: People and Team Development

Level 1: Ineffective

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

- Employee does not actively participate in team meetings and initiatives.
- Employee rarely supports the work and decisions of the team.
- Employee fails to invest time and resources into building the capacity of teachers and team members.
- Employee does not provide teachers and teams with constructive and developmental feedback.
- Employee fails to develop teachers and school teams because professional development and coaching are not provided.

Level 2: Developing

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

- Employee inconsistently participates in team meetings and initiatives.
- Employee supports the work and decisions of the team when reminded.
- Employee occasionally invests time and resources into building the capacity of teachers and team members.
- Employee may provide teachers and teams with constructive and developmental feedback.
- Employee occasionally develops teachers and school teams by providing professional development and coaching.

Level 3: Effective

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

- Employee actively participates in team meetings and initiatives.
- Employee supports the work and decisions of the team.
- Employee invests time and resources into building the capacity of teachers and team members.
- Employee provides teachers and teams with constructive and developmental feedback.
- Employee develops teachers and school teams by providing professional development and coaching.

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 builds effective teams and partners with the appropriate individuals to manage operations successfully and complete tasks quickly.
- Employee accepts challenging assignments and encourages others to seek developmental opportunities to flourish.
- Employee identifies innovative ways to promote team building and reduce conflict.

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Performance Competency 5: Interpersonal Effectiveness

Level 1: Ineffective

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

- Employee fails to understand or maximize the strengths and talents of others in order to improve results.
- Employee is not able to interact effectively.
- Employee rarely delivers messages in a manner that is appropriate for the background, skills, and interests of the people to whom he/she is speaking.
- Employee does not build networks that allow him/her to effectively drive initiatives and projects through the organizational structure.
- Employee fails to consider how his/her actions will impact others.
- Employee does not communicate effectively in oral and/or written presentations.
- Employee rarely holds self and others accountable for high standards or accepts responsibility for mistakes.

Level 2: Developing

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

- Employee may understand the strengths and talents of others but fails to maximize them in order to improve results.
- Employee is able to interact with others at some levels of the organization.
- Employee inconsistently delivers messages in a manner that is appropriate for the background, skills, and interests of the people to whom he/she is speaking.
- Employee occasionally builds networks that allow him/her to effectively drive initiatives and projects through the organizational structure.
- Employee may not consider how his/her actions will impact others.
- Employee fails to communicate effectively in oral and/or written presentations.
- Employee occasionally holds self and others accountable for high standards and may accept responsibility for mistakes.

Level 3: Effective

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

- Employee understands the strengths and talents of others and maximizes them in order to improve results.
- Employee is able to interact effectively with others at all levels of the organization.
- Employee delivers messages in a manner that is appropriate for the background, skills, and interests of the people to whom he/she is speaking.
- Employee builds networks that allow him/her to effectively drive initiatives and projects through the organizational structure.
- Employee critically considers how his/her actions will impact others.
- Employee communicates effectively in oral and written presentations.
- Employee holds self and others accountable for high standards and accepts responsibility for mistakes.

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 360° feedback in order to continuously improve.
- Employee builds relationships with team members and across the organization.

Performance Competency 6: Knowledge of Job

Level 1: Ineffective

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

- Employee fails to understand or master the technical skills, knowledge, and tasks associated with his/her job.
- Employee does not develop or maintain his/her technical skills or share technical expertise with others.
- Employee rarely applies specialized knowledge and skills to perform work tasks.
- Employee does not obtain the appropriate training and certifications to complete work responsibilities.

Level 2: Developing

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

- Employee may understand and master the technical skills, knowledge, or tasks associated with his/her job.
- Employee inconsistently develops or maintains his/her technical skills and occasionally shares technical expertise with others.
- Employee may apply specialized knowledge and skills to perform work tasks.
- Employee occasionally obtains the appropriate training and certifications to complete work responsibilities.

Level 3: Effective

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

- Employee understands and masters the technical skills, knowledge, and tasks associated with his/her job.
- Employee develops and maintains his/her technical skills and shares technical expertise with others.
- Employee consistently and effectively applies specialized knowledge and skills to perform work tasks.
- Employee obtains the appropriate training and certifications to complete work responsibilities.

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.

Performance Competency 7: Presenting and Public Speaking

Level 1: Ineffective

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

- Employee does not display confidence, poise, or professionalism in formal speaking situations.
- Employee fails to create or deliver effective and compelling presentations.
- Employee fails to deliver information in a manner that is interesting and engaging to the audience.
- Employee does not prepare for presentations or conversations and fails to build background knowledge.

Level 2: Developing

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

- Employee occasionally displays confidence, poise and professionalism in formal speaking situations.
- Employee inconsistently creates and delivers effective and compelling presentations.
- Employee may deliver information in a manner that is interesting and engaging to the audience.
- Employee inconsistently prepares for or adds to presentations or conversations due to limited background knowledge.

Level 3: Effective

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

- Employee consistently displays confidence, poise, and professionalism in formal speaking situations.
- Employee creates and delivers effective and compelling presentations.
- Employee delivers information in a manner that is interesting and engaging to the audience.
- Employee ensures he/she has prepared for and can add to presentations or conversations by building background knowledge.

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 provides opportunities for others with potential to develop their presentation skills.
- Employee manages the development of presentations and teams.
- Employee is well prepared and able to fill in for his/her peers as necessary.
- Employee arrives to presentations early to handle any unexpected challenges.

Professional Competency 1: Standard Expectations

Level 1: Ineffective

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

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

Level 2: Developing

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

- Employee 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 inconsistently complies with District and departmental procedures regarding attendance.
- Employee inconsistently arrives to work on time and is often late for scheduled meetings as well as other assigned duties.
- Employee occasionally complies with established department policies and procedures.

Level 3: Effective

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

- Employee dresses in a manner that is appropriate for the job assignment and in a manner that reflects positively on the District.
- Employee consistently complies with District and departmental procedures regarding attendance.
- Employee arrives to work on time and is punctual for scheduled meetings as well as other assigned duties.
- Employee complies with established department policies and procedures.

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

Professional Competency 2: Ethics and Compliance

Level 1: Ineffective

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

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

Level 2: Developing

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

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

Level 3: Effective

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

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

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

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The background of the page features a large, semi-transparent 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 are several small circles and a diamond shape.

HISD

Office of Human Capital Accountability

VALUING EMPLOYEES. UPHOLDING STANDARDS.

Performance Management 713-556-6903

HOUSTON INDEPENDENT SCHOOL DISTRICT

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It is the policy of the Houston Independent School District not to discriminate on the basis of age, color, handicap or disability, ancestry, national origin, marital status, race, religion, sex, veteran status, political affiliation, sexual orientation, gender identity and/or gender expression in its educational or employment programs and activities.