

HOUSTON INDEPENDENT SCHOOL DISTRICT



Facilities Services
**HISD Non-Teacher
Appraisal System**

Crafts, Trades, and Custodial Employees

COMPETENCIES AND RUBRIC

Performance Competency 1: Customer Service - Facilities Services Only

Crafts, Trades, and Custodial Employee

Level 1: Ineffective

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

- Employee does not demonstrate professionalism, integrity, honesty, and respect when interacting with customers and business associates.
- Employee fails to demonstrate a commitment to customer service.
- Employee rarely delivers efficient service and quality work.
- Employee does not resolve customers' problems in a timely manner.
- Employee fails to build relationships with challenging clients.
- Employee rarely meets the customer's expectations because timely feedback and follow-up is not provided.

Level 2: Developing

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

- Employee inconsistently demonstrates professionalism, integrity, honesty, and respect in interactions with customers and business associates.
- Employee demonstrates a commitment to customer service when reminded.
- Employee may deliver efficient service and quality work.
- Employee occasionally resolves customers' problems in a timely manner.
- Employee rarely works to build relationships with challenging clients.
- Employee inconsistently meets the customer's expectations by providing feedback and follow-up only when it is requested.

Level 3: Effective

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

- Employee demonstrates professionalism, integrity, honesty, and respect in all interactions with customers and business associates.
- Employee demonstrates total commitment to outstanding customer service.
- Employee delivers efficient service and high quality work.
- Employee resolves customers' problems in a timely manner.
- Employee takes pride in building relationships with even the most challenging clients.
- Employee effectively exceeds customer's expectations by providing timely feedback and follow-up.

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's needs, interests, and/or concerns.
- Employee anticipates the needs of the customer and is proactive in addressing them.

Crafts, Trades, and Custodial Employee

Performance Competency 2: Knowledge of Job - Facilities Services Only

Crafts, Trades, and Custodial Employee

Level 1: Ineffective

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

- Employee does not demonstrate knowledge of the position.
- Employee fails to apply the knowledge and skills necessary to perform all aspects of the position.
- Employee rarely shows expertise in the execution of work or fulfillment of position responsibilities.
- Employee fails to attend training programs or maintain certifications as required.
- Employee rarely exhibits professionalism and conscientiousness in work and interactions with others.
- Employee does not use equipment/tools/machinery correctly.

Level 2: Developing

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

- Employee demonstrates limited knowledge of the position.
- Employee inconsistently applies the knowledge and skills necessary to effectively perform all aspects of the position.
- Employee shows limited expertise in the execution of work which impacts the fulfillment of position responsibilities.
- Employee attends some training programs and maintains certifications upon request.
- Employee inconsistently exhibits professionalism and conscientiousness in work and interactions with others.
- Employee occasionally uses and maintains equipment/ tools/ machinery correctly.

Level 3: Effective

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

- Employee demonstrates a thorough knowledge of the position.
- Employee has and applies knowledge and skills necessary to effectively perform all aspects of the position.
- Employee demonstrates expertise in the execution of work and fulfillment of position responsibilities.
- Employee attends all training programs and maintains certifications as required.
- Employee exhibits professionalism and conscientiousness in work and interactions with others.
- Employee uses and maintains equipment/tools/machinery correctly.

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 in a timely manner.

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Performance Competency 3: Teamwork

Crafts, Trades, and Custodial Employee

Level 1: Ineffective

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

- Employee rarely builds strong, supportive, and constructive relationships with peers, vendors, and leaders.
- Employee does not welcome constructive criticism or suggestions.
- Employee fails to resolve conflicts or minimize problems.
- Employee is not considerate and does not exercise discretion or tact when working with peers and customers.
- Employee fails to mentor or share institutional knowledge and information.

Level 2: Developing

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

- Employee occasionally builds strong, supportive, and constructive relationships with peers, vendors, and leaders.
- Employee rarely welcomes constructive criticism and suggestions.
- Employee inconsistently resolves conflicts or minimizes problems.
- Employee may occasionally be considerate and exercise discretion and tact when working with peers and customers.
- Employee inconsistently mentors and shares institutional knowledge and information.

Level 3: Effective

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

- Employee regularly builds strong, supportive, and constructive relationships with peers, vendors, and leaders.
- Employee welcomes constructive criticism and suggestions.
- Employee effectively resolves conflicts and minimizes problems.
- Employee is considerate and exercises an appropriate amount of discretion and tact when working with peers and customers.
- Employee consistently demonstrates effectiveness in mentoring and sharing institutional knowledge and information.

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 provides challenging assignments and encourages others to accept developmental opportunities to flourish.
- Employee identifies innovative ways to promote team building and reduce conflicts.

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Performance Competency 4: Safety - Facilities Services Only

Crafts, Trades, and Custodial Employee

Level 1: Ineffective

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

- Employee fails to perform responsibilities in a manner that supports a culture of safety.
- Employee does not offer suggestions or ideas for improving safety and preventing accidents.
- Employee fails to report accidents and injuries in a timely manner.
- Employee does not attend, support, or participate in required safety training.
- Employee does not display dedication and commitment to improving safety and performance.

Level 2: Developing

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

- Employee occasionally performs responsibilities in a manner that supports a culture of safety.
- Employee infrequently offers suggestions and ideas for improving safety and preventing accidents.
- Employee rarely reports accidents and injuries in a timely manner.
- Employee inconsistently attends, supports, and participates in required safety training.
- Employee inconsistently demonstrates and displays dedication and commitment to improving safety and performance.

Level 3: Effective

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

- Employee performs responsibilities in a manner that supports a culture of safety.
- Employee offers suggestions and ideas for improving safety and preventing accidents.
- Employee reports accidents and injuries in a timely manner.
- Employee attends, supports, and participates in required safety training.
- Employee consistently displays dedication and commitment to improving safety and performance.

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 prioritizes the issues and tasks that are most critical and time-sensitive for maintaining safety.

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Professional Competency 1: Standard Expectations

Crafts, Trades, and Custodial Employee

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 maintain and wear uniform as required.
- Employee fails to comply with District/department policies and procedures regarding attendance and/or demonstrates a pattern of absenteeism.
- Employee has a pattern of arriving 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 maintains uniform in a neat and professional manner and may not always wear uniform as required.
- Employee inconsistently complies with District/department policies and 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 maintains uniform in a neat and professional manner and wears uniform as required in specialized positions.
- Employee consistently complies with District/department policies 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 on time and is consistently punctual for scheduled meetings as well as other assigned duties.

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Professional Competency 2: Ethics and Compliance

Crafts, Trades, and Custodial Employee

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, or production benchmarks.
- Employee fails to recognize or disclose potential conflicts of interest.
- Employee does not complete 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.

Crafts, Trades, and Custodial Employee

The background of the page features a large, faint, circular seal of the Houston Independent School District. The seal contains a five-pointed star in the center, surrounded by a wreath of leaves. The word "HOUSTON" is written in a circular path around the star. Below the star, there are several small circles and a diamond shape. A solid blue horizontal bar is positioned at the top of the page, above the seal.

HISD

Office of Human Capital Accountability

VALUING EMPLOYEES. UPHOLDING STANDARDS.

Performance Management 713-556-6903

HOUSTON INDEPENDENT SCHOOL DISTRICT

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