

HOUSTON INDEPENDENT SCHOOL DISTRICT



Police Department
**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 NON-MANAGER Employees (Police Department Only)
1. Knowledge of Job	Employee completes the day-to-day functions and properly executes the technical aspects of the job, obtains proper training, and delivers high-quality, measurable, and timely results.
2. Relationship Building	Employee communicates effectively and creates positive working relationships by fostering an atmosphere of cooperation; demonstrates respect for others.
3. Quality and Productivity	Employee utilizes job resources (equipment, materials, technology) effectively, sets goals for productivity, and achieves productive results in a manner that supports a culture of integrity and credibility.
4. Problem Solving and Decision Making	Employee defines problems, conducts analysis, and develops appropriate solutions.
5. Safety	Employee understands and takes personal responsibility for the safety of self and others by performing responsibilities in a manner that supports a climate of safety.
6. Community Relations	Employee utilizes opportunities to support and promote the objectives of the department through active participation and other forms of engagement within the community.
7. Dress Code	Employee portrays an image of professionalism in behavior and appearance; presents self in a manner that will inspire public confidence and respect.
Professional Competencies	Professional Competency Descriptions for NON-MANAGER Employees (Police Department Only)
1. Standard Expectations	Employee 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 *MANAGERS (Police Department Only)
1. Knowledge of Job	Manager completes the day-to-day functions and properly executes the technical aspects of the job, obtains proper training, and delivers high-quality, measurable, and timely results.
2. Relationship Building	Manager communicates effectively and contributes to a positive work environment that promotes coaching and feedback.
3. Quality and Productivity	Manager utilizes job resources (equipment, materials, technology) effectively, sets goals for productivity, and achieves productive results in a manner that supports a culture of integrity and credibility.
4. Problem Solving and Decision Making	Manager defines problems, conducts analysis, develops appropriate solutions, and involves stakeholders in decision making.
5. Safety	Manager understands and takes personal responsibility for the safety of self and others by performing responsibilities in a manner that supports a climate of safety.
6. Community Relations	Manager utilizes opportunities to support and promote the objectives of the department through active participation and other forms of engagement within the community; relates well to diversity.
7. Dress Code	Manager portrays an image of professionalism in behavior and appearance; presents self in a manner that will inspire public confidence and respect.
Professional Competencies	Professional Competency Descriptions for *MANAGERS (Police Department Only)
1. Standard Expectations	Manager 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.

Performance Competency 1: Knowledge of Job - Police Dept. Only

Police Department Employee and Manager

Level 1: Ineffective

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

- Employee/Manager does not have knowledge of: (a) federal, state, and local laws; (b) Board policies; or (c) departmental and general patrol procedures.
- Employee/Manager rarely utilizes situational judgment to respond to and handle police service calls.
- Employee/Manager fails to show leadership in a self-assured manner or when adjusting his/her approach to the demands of a particular task.
- Employee/Manager does not demonstrate the ability to be flexible or hold firm on a decision, depending on what the situation requires.
- Employee/Manager fails to complete the day-to-day functions or properly execute the technical aspects of the job.
- Employee/Manager rarely obtains the appropriate training and certifications to complete work responsibilities.

Level 2: Developing

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

- Employee/Manager has knowledge and understanding of: (a) federal, state, and local laws; (b) Board policies; and (c) departmental and general patrol procedures.
- Employee/Manager occasionally utilizes situational judgment to respond to and handle police service calls.
- Employee/Manager inconsistently shows leadership when maintaining a position in a self-assured manner or when adjusting his/her approach to the demands of a particular task.
- Employee/Manager inconsistently demonstrates the ability and confidence to be flexible and/or hold firm on a decision, depending on what the situation requires.
- Employee/Manager selectively completes the day-to-day functions and executes the technical aspects of the job.
- Employee/Manager occasionally obtains the appropriate training and certifications to complete work responsibilities.

Level 3: Effective

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

- Employee/Manager has a thorough knowledge and understanding of: (a) federal, state, and local laws; (b) Board policies; and (c) departmental and general patrol procedures.
- Employee/Manager utilizes situational judgment to respond to and handle police service calls.
- Employee/Manager shows leadership by taking and maintaining a position in a self-assured manner or by adjusting his/her approach to the demands of a particular task.
- Employee/Manager demonstrates the ability and confidence to be flexible and/or hold firm on a decision, depending on what the situation requires.
- Employee/Manager completes the day-to-day functions and properly executes the technical aspects of the job.
- Employee/Manager obtains the appropriate training and certifications to complete work responsibilities.

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 out additional professional development beyond what is required to complete responsibilities at an expert level.
- Employee/Manager anticipates the needs in a situation and is proactive in addressing them to limit escalation of the matter.
- Employee/Manager effectively exceeds expectations by providing timely feedback and follow-up.

Police Department Employee and Manager

Performance Competency 2: Relationship Building *(continued on pp. 8-9)*

Police Department Employee and Manager

Level 1: Ineffective

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

- Employee/Manager fails to create positive working relationships when fostering an atmosphere of cooperation or when supporting HISD personnel, officers, superiors, and the public.
- Employee/Manager rarely demonstrates the ability to adapt his/her approach when working with a wide cross-section of the community which represents diverse backgrounds, cultures, and socio-economic conditions.
- Employee/Manager does not hold self and others accountable for standards and never accepts responsibility for mistakes.
- Employee/Manager does not effectively resolve conflicts or minimize problems.
- Employee/Manager fails to demonstrate respect for others.

Level 2: Developing

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

- Employee/Manager inconsistently creates positive working relationships when fostering an atmosphere of cooperation or when supporting HISD personnel, officers, superiors, and the public.
- Employee/Manager occasionally demonstrates the ability to adapt his/her approach when working with a wide cross-section of the community which represents diverse backgrounds, cultures, and socio-economic conditions.
- Employee/Manager may hold self and others accountable for high standards and may accept responsibility for mistakes.
- Employee/Manager resolves conflicts and minimizes problems only when requested.
- Employee/Manager inconsistently demonstrates respect for others.

Level 3: Effective

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

- Employee/Manager creates positive working relationships by fostering an atmosphere of cooperation when supporting HISD personnel, officers, superiors, and the public.
- Employee/Manager demonstrates the ability to effectively adapt his/her approach in a variety of situations when working with a wide cross-section of the community which represents diverse backgrounds, cultures, and socio-economic conditions.
- Employee/Manager holds self and others accountable for high standards and accepts responsibility for mistakes.
- Employee/Manager effectively resolves conflicts and minimizes problems.
- Employee/Manager consistently demonstrates respect for 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 builds effective teams and partners with the appropriate individuals to manage operations successfully and complete tasks quickly.
- Employee/Manager identifies innovative ways to promote relationship-building and reduce conflicts.
- Employee/Manager provides challenging assignments and encourages others to accept developmental opportunities to flourish.

Police Department Employee and Manager

Performance Competency 2: Relationship Building *(continued)*

Police Department Manager Only

Level 1: Ineffective

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

- Manager does not maintain a two-way dialogue that promotes coaching and feedback.
- Manager seldom addresses performance.
- Manager fails to identify individuals with leadership potential and does not foster their development.

Level 2: Developing

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

- Manager maintains a two-way dialogue that promotes coaching and feedback but does not do so consistently.
- Manager addresses performance issues but not in a timely manner.
- Manager inconsistently identifies individuals with leadership potential and fosters their development.

Level 3: Effective

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

- 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.

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:

Note: See page 7

Police Department Manager Only

Performance Competency 3: Quality and Productivity

Police Department Employee and Manager	Level 1: Ineffective	Level 2: Developing	Level 3: Effective	Level 4: Highly Effective	Police Department 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 complete assigned tasks in a timely manner. • Employee/Manager does not respond to calls for service or enforce laws. • Employee/Manager rarely communicates effectively both orally and in writing and fails to demonstrate a working knowledge of proper grammar and punctuation. • Employee/Manager fails to produce accurate, informative, and complete reports and is unfamiliar with the HISD electronic reporting system. • Employee/Manager fails to establish priorities, manage time, or organize resources which results in incomplete assignments. • Employee/Manager does not take personal initiative or exhibit self-motivation to reinvent the workflow in light of the department's changing needs. 	<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 completes assigned tasks in a timely manner. • Employee/Manager seldom responds to calls for service and seldom enforces laws. • Employee/Manager lacks the skills to communicate effectively both orally and in writing and may demonstrate a poor working knowledge of proper grammar and punctuation. • Employee/Manager may produce accurate, informative, and complete reports when reminded, but lacks familiarity with the HISD electronic reporting system. • Employee/Manager is inconsistent in establishing priorities, managing time, and organizing resources in order to complete assignments on time and to specifications. • Employee/Manager seldom takes personal initiative or exhibits self-motivation to reinvent the workflow in light of the department's changing needs. 	<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 effectively completes assigned tasks in a timely manner. • Employee/Manager promptly and willingly responds to calls for service and proactively enforces laws. • Employee/Manager communicates effectively both orally and in writing and demonstrates a working knowledge of proper grammar and punctuation. • Employee/Manager produces accurate, informative, and complete reports and is familiar with the HISD electronic reporting system. • Employee/Manager establishes appropriate priorities, manages time effectively, and organizes resources in order to complete assignments on time and to specifications while producing the expected quantity of work results. • Employee /Manager takes personal initiative and exhibits self-motivation; regularly looks for opportunities to reinvent the workflow in light of the department's changing needs. 	<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 has a thorough understanding of the duties and responsibilities to address the various issues effectively. • Employee/Manager initiates projects and develops products that are high-quality deliverables with timely results. 	

Performance Competency 4: Problem Solving and Decision Making

Police Department Employee and Manager	Level 1: Ineffective	Level 2: Developing	Level 3: Effective	Level 4: Highly Effective	Police Department 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 is not able to handle pressure or remain calm; rarely able to maintain composure under stress. Employee/Manager does not define problems, conduct analysis, or develop appropriate strategies/solutions. Employee/Manager fails to gather facts, raise questions, or make decisions to complete an investigation. Employee/Manager rarely sizes up problems or exercises sound judgment under pressure. Employee /Manager does not exhibit the highest standard of professional conduct and ethical practice 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 may not be able to handle pressure or remain calm; at times unable to maintain composure under stress. Employee/Manager inconsistently defines problems, conducts analysis, and develops appropriate strategies/solutions. Employee/Manager gathers facts, raises questions, and makes decisions to complete an investigation only when reminded. Employee/Manager may inconsistently size up problems or make sound decisions; inconsistently exercises judgment under pressure. Employee/Manager occasionally exhibits the highest standard of professional conduct and ethical practice 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 is able to handle pressure and remain calm; able to maintain composure under stress. Employee/Manager consistently defines problems, conducts analysis, and develops appropriate strategies/solutions. Employee/Manager gathers relevant facts, raises constructive questions, and makes decisions to complete a thorough investigation. Employee/Manager sizes up problems quickly; makes prompt, sound decisions after analyzing all relevant facts; shows good use of common sense and exercises sound judgment under pressure. Employee/Manager exhibits the highest standard of professional conduct and ethical practice in decision making. 	<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 stakeholders to successfully contribute to the judgment and decision-making process. Employee/Manager leverages 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. 	
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 5: Safety

Police Department Employee and Manager

Level 1: Ineffective

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

- Employee/Manager does not maintain a highly visible presence inside, outside, and around the school campus and other district properties to deter criminal activity or crime.
- Employee/Manager fails to preserve the safety of self and public; does not implement a plan for the safe flow of traffic.
- Employee/Manager does not respond safely or prudently to police calls which puts the officer and public safety at-risk.
- Employee/Manager does not refrain from negative reactions when provoked or when working under stressful conditions.

Level 2: Developing

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

- Employee/Manager inconsistently maintains a highly visible presence inside, outside, and around the school campus and other district properties to deter criminal activity or crime.
- Employee/Manager occasionally preserves the safety of self and public; implements a plan for the safe flow of traffic inconsistently.
- Employee/Manager infrequently responds safely and prudently to police calls which jeopardizes officer and public safety.
- Employee/Manager inconsistently refrains from negative reactions when provoked or when working under stressful conditions.

Level 3: Effective

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

- Employee/Manager maintains a highly visible presence inside, outside, and around the school campus and other district properties to deter criminal activity or crime.
- Employee/Manager preserves the safety of self and public; implements a plan for the safe flow of traffic.
- Employee/Manager responds safely and prudently to police calls in a manner which deescalates the situation and maximizes officer and public safety.
- Employee/Manager refrains from negative reactions when provoked or when working under stressful conditions.

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 safety.
- Employee/Manager anticipates potential safety concerns and plans accordingly to minimize problems.

Police Department Employee and Manager

Performance Competency 6: Community Relations *(continued on pp. 18-19)*

Police Department Employee and Manager	Level 1: Ineffective	Level 2: Developing	Level 3: Effective	Level 4: Highly Effective	Police Department 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 listens but fails to keep others informed as appropriate. • Employee/Manager does not use tact, collaboration, or discretion when handling community concerns. • Employee/Manager fails to provide guidance or support to students, school staff, and HISD personnel. • Employee/Manager rarely shows ease or a positive approach with stakeholders, the community, and neighborhood businesses. • Employee/Manager seldom communicates or works effectively with surrounding law enforcement agencies. 	<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 listens and keeps others informed when reminded. • Employee/Manager occasionally uses tact, collaboration, and discretion when handling community concerns. • Employee/Manager occasionally provides guidance and support to students, school staff, and HISD personnel. • Employee/Manager inconsistently shows ease and a positive approach with stakeholders, the community, and neighborhood businesses. • Employee/Manager communicates and works with surrounding law enforcement agencies in an inconsistent manner. 	<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 listens effectively and keeps others informed as appropriate. • Employee/Manager uses tact, collaboration, and discretion when handling community concerns. • Employee/Manager provides guidance and support to students, school staff, and HISD personnel as appropriate. • Employee/Manager shows ease and a positive approach with stakeholders, the community, and neighborhood businesses. • Employee/Manager communicates and works effectively with surrounding law enforcement agencies. 	<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 always takes the initiative to attend various outreach activities to strengthen community relations. • Employee/Manager always maintains self-control during a hostile situation to keep the peace and avoid inciting violence. 	

Performance Competency 6: Community Relations *(continued)*

Police Department 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 rarely promotes a positive public image to individuals and groups.
- 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 occasionally promotes a positive public image to individuals and groups.
- Manager can identify a problem but may not plan accordingly to solve the issues.

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 promotes a positive public image to individuals and groups.
- Manager deals constructively with community concerns by identifying problems and resolving issues.

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 community agencies and affects change in other areas of the organization.

Police Department Manager Only

Performance Competency 7: Dress Code

Police Department Employee and Manager

Level 1: Ineffective

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

- Employee/Manager does not maintain good personal grooming or a professional appearance.
- Employee/Manager fails to maintain uniform, leather/duty belt, tools, and equipment that have been approved by the department in appropriate working condition.
- Employee/Manager does not establish credibility because of an inability to present self with confidence and authority while on duty.

Level 2: Developing

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

- Employee/Manager maintains good personal grooming and a professional appearance when reminded.
- Employee /Manager maintains uniform, leather/duty belt, tools, and equipment that have been approved by the department in fair working condition.
- Employee/Manager occasionally establishes credibility by presenting self with confidence and authority while on duty.

Level 3: Effective

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

- Employee/Manager maintains good personal grooming and a professional appearance.
- Employee/Manager maintains uniform, leather/duty belt, tools, and equipment that have been approved by the department in good working condition.
- Employee/Manager establishes credibility by presenting self with confidence and authority while on duty.

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 the dress code.
- Employee/Manager conveys a command presence.

Police Department Employee and Manager

Professional Competency 1: Standard Expectations

Police Department Employee and Manager

Level 1: Ineffective

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

- 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 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 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.

Police Department Employee and Manager

Professional Competency 2: Ethics and Compliance (continued on pp. 26-27)

Police Department 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.

Police Department Employee and Manager

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

Police Department Manager Only

Level 1: Ineffective

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

- 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.

Level 2: Developing

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

- 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.

Level 3: Effective

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

- 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.

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 identifies innovative ways to ensure that the department is in compliance with Board policies.

Police Department Manager Only

The background of the page features a large, light blue 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 are several small circles and a diamond shape. A thick yellow horizontal line runs across the top of the page, partially overlapping 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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