

LOS ANGELES UNIFIED SCHOOL DISTRICT  
*Personnel Commission*



**CLASSIFIED PERFORMANCE  
FRAMEWORK**

*REVISED/ALIGNED*

### 1. BEHAVIOR/CONDUCT Cluster

*appropriate behavior for the work setting and as would be considered acceptable by most people under the circumstances*

#### a. ETHICS & VALUES

- Aligned with
- Integrity

#### b. CUSTOMER RESPONSIVENESS

- Aligned with
- Relationship Building
- Service Orientation
- Customer Focus

#### c. SOUND JUDGMENT

- Aligned with
- Decision Making

### 2. COMMUNICATION Cluster

*providing and/or receiving information by speech, writing, or other means*

#### a. ELICITING INFORMATION

- Aligned with
- Listening
- Reading Comprehension
- Oral Communication

#### b. PROVIDING INFORMATION

- Aligned with
- Informing
- Oral Communication

#### c. WRITTEN COMMUNICATION

- Aligned with
- Writing

#### d. PRESENTATION SKILLS

- Aligned with
- Oral Communication
- Presentation Skills

### 3. ADAPTABILITY Cluster

*adjusting to changing work settings, tasks, environments, processes, etc.*

#### a. INNOVATIVENESS & CREATIVITY

- Aligned with
- Initiative & Innovativeness

#### b. FLEXIBILITY

- Aligned with
- Flexibility

#### c. DEPENDABILITY

- Aligned with
- Dependability

### 4. WORK ATTRIBUTES Cluster

*personal impact and impression*

#### a. ATTITUDE

- Aligned with
- Handling Stress
- Conflict Management
- Service Orientation

#### b. INITIATIVE & SELF-MANAGEMENT

- Aligned with
- Action & Results Focus
- Self-Management

#### c. PLANNING & ORGANIZING

- Aligned with
- Action & Results Focus
- Involving Others
- Planning & Organizing
- Process Improvement
- Project Management

#### d. QUALITY OF WORK

- Aligned with
- Action & Result Focus
- Diligence

### 5. INTERPERSONAL SKILLS Cluster

*interaction and cooperation with others*

#### a. RELATIONSHIP BUILDING

- Aligned with
- Negotiating
- Relationship Building
- Organizational Savvy

#### b. TEAMWORK/COLLABORATION

- Aligned with
- Group Facilitation
- Involving Others
- Teamwork

#### c. VALUING DIVERSITY

- Aligned with
- Valuing Diversity

### 6. PROFESSIONAL/TECHNICAL EXPERTISE

#### Cluster

*the skills and abilities necessary to perform the job*

#### a. SAFETY FOCUS

- Aligned with
- Safety Focus

#### b. TECHNOLOGY SAVVY

- Aligned with
- Using Technology
- Leveraging Technology

#### c. WORK PREPAREDNESS

- Aligned with
- Professional/Technical Expertise

#### d. PROFESSIONAL GROWTH

- Aligned with
- Continuous Learning

### 7. LEADERSHIP Cluster

*management and/or supervision of staff*

#### a. CULTURE/ENVIRONMENT

- Aligned with
- Action & Results Focus
- Leadership
- Managing Change
- Organizational Savvy
- Strategic Focus

#### b. FINANCIAL MANAGEMENT

- Aligned with
- Budget Savvy

#### c. PEOPLE MANAGEMENT

- Aligned with
- Assessing Talent
- Delegating
- Developing Others
- Leadership

#### RATING SCALES

**Effective +**  
*Exceptional practice and outcomes + builds capacity of co-workers*

**Effective**  
*Consistent practice and outcomes*

**Developing**  
*Inconsistent practice and outcomes*

**1. BEHAVIOR/CONDUCT Cluster**

*appropriate behavior for the work setting and as would be considered acceptable by most people under the circumstances*

	<b>Developing</b> <i>Inconsistent practice and outcomes</i>	<b>Effective</b> <i>Consistent practice and outcomes</i>	<b>Effective +</b> <i>Exceptional practice and outcomes + builds capacity of co-workers</i>
<p><b>a. Ethics &amp; Values</b> <i>Aligned with</i></p> <ul style="list-style-type: none"> <li>▪ <i>Integrity</i></li> </ul>		<p>Refrains from behavior that may appear to be a conflict of interest. Consistently demonstrates honesty and sincerity in encounters with others as it relates to the work in the District. Builds trust through reliability and authenticity. Shows high regard for the confidentiality of sensitive information, records and materials. Readily admits mistakes and gives credit to others. Accepts responsibility for outcomes (positive or negative) of one’s work. Considers his/her actions in light of the student-centered environment. Has a sense of responsibility regarding his/her role in student success. Acts in the best interest of the organization, not self-interest. Stays clear and focused on what is expected or needs to be accomplished.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>
<p><b>b. Customer Responsiveness</b> <i>Aligned with</i></p> <ul style="list-style-type: none"> <li>▪ <i>Relationship Building</i></li> <li>▪ <i>Service Orientation</i></li> <li>▪ <i>Customer Focus</i></li> </ul>		<p>Shows interest in and understands the needs, expectations, and circumstances of internal and external customers. Looks at the organization and its services from the customer’s point of view. Seeks and uses customer feedback to improve services or products. Is dedicated to meeting the expectations and requirements of internal and external customers. Treats others sensitively, fairly, and consistently.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>
<p><b>c. Sound Judgment</b> <i>Aligned with</i></p> <ul style="list-style-type: none"> <li>▪ <i>Decision Making</i></li> </ul>		<p>Considers the consequences of his/her actions and activities in order to avoid causing misunderstanding or misinterpretation. Reaches sound conclusions based on analysis of facts, data, lessons learned from experience, and benchmarking. Considers conflicting needs, options, and information and makes “the tough” decisions. Takes action that is consistent with available facts, constraints, and probable consequences. Learns from previous decisions. Modifies decisions based on new information when appropriate. Monitors outcomes of decisions. Re-evaluates decisions when presented with new information.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>

## 2. COMMUNICATION Cluster

*providing and/or receiving information by speech, writing, or other means*

	<b>Developing</b> <i>Inconsistent practice and outcomes</i>	<b>Effective</b> <i>Consistent practice and outcomes</i>	<b>Effective +</b> <i>Exceptional practice and outcomes + builds capacity of co-workers</i>
<b>a. Eliciting Information</b> <i>Aligned with</i> <ul style="list-style-type: none"> <li>▪ <i>Listening</i></li> <li>▪ <i>Reading Comprehension</i></li> <li>▪ <i>Oral Communication</i></li> </ul>		<p>When listening, is attentive to non-verbal cues and body language. Checks comprehension and shows understanding by paraphrasing and responding appropriately. Asks clarifying questions that assist the speaker in providing clearer or more detailed information. Obtains necessary information through scrutiny of existing information, correctly identifies and obtains other sources of information, and/or consults with others as necessary. When using written materials, readily locates relevant details, facts, and specifications needed on the job. Applies what is learned from written material to specific situations on the job. Responds to others in ways that convey interest in what they have to say. Expresses gratitude and appreciation to others who have provided information, assistance, or support.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>
<b>b. Providing Information</b> <i>Aligned with</i> <ul style="list-style-type: none"> <li>▪ <i>Informing</i></li> <li>▪ <i>Oral Communication</i></li> </ul>		<p>Provides direct, informative, accurate responses to customers. Acknowledges when s/he doesn't know something and takes steps to find out. Considers the audience and explains in a style appropriate to their understanding. If s/he needs to get back to person with an answer, will do so in a reasonable period of time. Shares ideas and information with others who might find them useful. Uses correct vocabulary and grammar. Adjusts word choice according to the audience and purpose. Uses tone, inflection, pauses, and body language for increased impact. Uses multiple channels (memos, email, postings, meetings) to ensure communication reaches intended audience.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>
<b>c. Written Communication</b> <i>Aligned with</i> <ul style="list-style-type: none"> <li>▪ <i>Writing</i></li> </ul>		<p>Uses correct vocabulary, grammar, syntax, sentence structure, etc., in writing style that is appropriate to the type of writing in question, whether memos, letters, articles, reports, e-mails, etc. Presents information clearly and in an organized manner. Varies content, tone and style to suit the purpose and intended reader. Uses bullet points and tables to organize and present information that is detailed or complex, when appropriate. Is able to write clearly and succinctly in a variety of communication settings and styles.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>
<b>d. Presentation Skills</b> <ul style="list-style-type: none"> <li>▪ <i>Aligned with</i></li> <li>▪ <i>Oral Communication</i></li> <li>▪ <i>Presentation Skills</i></li> </ul>		<p>Presents information clearly and in an organized manner, whether orally or in writing. Adjusts vocabulary, formality, style and tone according to the audience and purpose. Delivers the right amount of information in the time given. Makes clear presentations with appropriate supporting information and/or visual aids to enhance audience understanding. Uses bullet points and tables to organize and present information that is detailed or complex. Uses tone, inflection, pauses, and body language for increased impact. Conveys confidence, poise, and expertise.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>

### 3. ADAPTABILITY Cluster

*adjusting to changing work settings, tasks, environments, processes, etc.*

	<b>Developing</b> <i>Inconsistent practice and outcomes</i>	<b>Effective</b> <i>Consistent practice and outcomes</i>	<b>Effective +</b> <i>Exceptional practice and outcomes + builds capacity of co-workers</i>
<b>a. Innovativeness &amp; Creativity</b> <i>Aligned with</i> <ul style="list-style-type: none"> <li>▪ <i>Initiative &amp; Innovativeness</i></li> </ul>		<p>Responds to change in a positive manner, quickly adapting work methods or learning and implementing new methods or procedures. Innovative when contributing to organizational and individual objectives. Seeks ways to continuously improve existing methods, processes, systems, and products. Recognizes the merits of different approaches and uses them in accomplishing work activities. Comes up with novel, resourceful, or imaginative approaches to problems or opportunities. Takes action to implement solutions and improvements. Can effectively cope with change.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>
<b>b. Flexibility</b> <i>Aligned with</i> <ul style="list-style-type: none"> <li>▪ <i>Flexibility</i></li> </ul>		<p>Readily accepts and adjusts quickly to changes in assignments and priorities. Re-prioritizes projects to incorporate additional demands without difficulty. Can effectively handle several challenging problems or tasks at once. Changes behavior to more effectively respond to differences or changes in situations, circumstances, objectives or people. Can shift gears comfortably.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>
<b>c. Dependability</b> <i>Aligned with</i> <ul style="list-style-type: none"> <li>▪ <i>Dependability</i></li> </ul>		<p>Is punctual and present for work. Understands the importance of coming to work on a regular basis. Comes to work unless contagious or unable to physically. Can be depended upon to follow instructions including following policy and procedures. Carries his/her fair share of the workload.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>

**4. WORK ATTRIBUTES Cluster**  
*personal impact and impression*

	<b>Developing</b> <i>Inconsistent practice and outcomes</i>	<b>Effective</b> <i>Consistent practice and outcomes</i>	<b>Effective +</b> <i>Exceptional practice and outcomes + builds capacity of co-workers</i>
<b>a. Attitude</b> <i>Aligned with</i> <ul style="list-style-type: none"> <li>▪ <i>Handling Stress</i></li> <li>▪ <i>Conflict Management</i></li> <li>▪ <i>Service Orientation</i></li> </ul>		Maintains a calm and focused demeanor. Is responsive, pleasant, professional, and easy to do business with. Handles complaints and disputes with composure and tact. Rarely, if ever, makes negative comments regarding work environment. Deals with challenging situations calmly and diplomatically, diffusing tension. Maintains focus and emotional control in stressful interpersonal situations and in unpleasant or extreme environments. Doesn't show frustration when resisted or blocked. Deals with interpersonally and/or politically challenging situations calmly and diplomatically, diffusing tension.	Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.
<b>b. Initiative &amp; Self-Management</b> <i>Aligned with</i> <ul style="list-style-type: none"> <li>▪ <i>Action &amp; Results Focus</i></li> <li>▪ <i>Self-Management</i></li> </ul>		Consistently meets timelines, even in the event of unanticipated or mitigating circumstances. Manages time and works diligently to complete assigned work/fulfill responsibilities. Knows status of his/her own work at all times. Anticipates and prepares for upcoming events ensuring adequate resources are available. Knows when research, analysis, debate, and discussion have served their purpose and moves into action. Prioritizes tasks with respect to importance and deadlines, and adjusts priorities as situations change. Spends his/her time on what's important. Simplifies complex processes. Concentrates his/her efforts on the more important priorities. Demonstrates good resource management by finding ways to stretch supplies, equipment, etc.	Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.
<b>c. Planning &amp; Organizing</b> <i>Aligned with</i> <ul style="list-style-type: none"> <li>▪ <i>Action &amp; Results Focus</i></li> <li>▪ <i>Involving Others</i></li> <li>▪ <i>Planning &amp; Organizing</i></li> <li>▪ <i>Process Improvement</i></li> <li>▪ <i>Project Management</i></li> </ul>		Able to clearly understand how long various activities will take and planning and accomplishing them as required. Recognizes and addresses the interdependencies of activities and resources. Pushes self and others for results or achievement of milestones. Anticipates problems and mitigates risks. Produces a realistic schedule of completion. Ensures involvement and consensus among parties involved in goal achievement. Knows how to separate and combine activities and roles into efficient workflow. Knows what to measure and how to measure it for tracking quality, quantity, schedule, resource utilization, and customer feedback. Knows how to identify process problems and opportunities for improvement and simplification. Clarifies roles and responsibilities, deliverables, schedule milestones, and boundaries for independent decision making. Can marshal resources (people, funding, material, support) to get things done. Can orchestrate multiple activities at once to accomplish a goal. Breaks down work into process steps. Identifies key stakeholders in the success of a project or process.	Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.

**4. WORK ATTRIBUTES Cluster**  
*personal impact and impression*

	<u>Developing</u> <i>Inconsistent practice and outcomes</i>	<u>Effective</u> <i>Consistent practice and outcomes</i>	<u>Effective +</u> <i>Exceptional practice and outcomes + builds capacity of co-workers</i>
<p><b>d. Quality of Work</b>  <i>Aligned with</i></p> <ul style="list-style-type: none"> <li>▪ <i>Action &amp; Result Focus</i></li> <li>▪ <i>Diligence</i></li> </ul>		<p>Stays clear and focused on what is expected or needs to be accomplished. Does not become distracted by unimportant or irrelevant issues. Keeps functioning effectively under critical and tight deadlines, heavy workloads, and/or other pressures. Shows a high level of care and thoroughness in handling the details of the job. Knows when something is done and moves on to the next thing. Makes few if any errors. Seldom gives up before finishing, especially in the face of resistance or setbacks.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>

**5. INTERPERSONAL SKILLS Cluster**  
*interaction and cooperation with others*

	<b>Developing</b> <i>Inconsistent practice and outcomes</i>	<b>Effective</b> <i>Consistent practice and outcomes</i>	<b>Effective +</b> <i>Exceptional practice and outcomes + builds capacity of co-workers</i>
<p><b>a. Relationship Building</b>  <i>Aligned with</i></p> <ul style="list-style-type: none"> <li>▪ <i>Negotiating</i></li> <li>▪ <i>Relationship Building</i></li> <li>▪ <i>Organizational Savvy</i></li> </ul>		<p>Develops and maintains work relationships and continuously works to improve relationships, contacts, and networks. Solicits the input of others who are affected by plans or actions. Cooperates and works to gain support and commitment from others when performing tasks. Fosters an environment that emphasizes knowledge sharing and group participation. Interacts effectively with others to achieve mutual objectives. Seeks mutually agreeable trade-offs in deal making. Questions and counters others' input/feedback without damaging relationships. Knows whose support is needed to cut red tape. Gets things done through formal channels and informal networks. Maintains good working relationships with key players throughout the organization. Maneuvers organizational resources and internal politics skillfully to solve problems and accomplish goals. Maintains an open and approachable manner and easily builds rapport with others.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>
<p><b>b. Teamwork/ Collaboration</b>  <i>Aligned with</i></p> <ul style="list-style-type: none"> <li>▪ <i>Group Facilitation</i></li> <li>▪ <i>Involving Others</i></li> <li>▪ <i>Teamwork</i></li> </ul>		<p>Is approachable and receptive to others' contributions. Assigns credit to team for accomplishments. Solicits input from team members. Participates in team activities and ensures that s/he does not do all the work, nor avoid all the work; understands the importance of everyone's role on the team. Helps to maintain team focus. Encourages active participation from all group members. Summarizes key points, clarifies issues, and identifies action items. Uses the best ideas regardless of the source and gives credit where due. Understands his/her role on the team, yet does whatever is needed to make the team a success. Helps team members who need or ask for support or assistance. Puts team results ahead of personal success. Brings out the best in others on the team. Shares credit for group accomplishments.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>
<p><b>c. Valuing Diversity</b>  <i>Aligned with</i></p> <ul style="list-style-type: none"> <li>▪ <i>Valuing Diversity</i></li> </ul>		<p>Accepts all forms of diversity, including different, even contrary, points of view. Refrains from behavior or language that is exclusionary or offensive in nature. Respects others regardless of differences in interest, perspectives, background, and organizational level. Sees the benefit of having differing backgrounds and points of view in the workplace and in decision making. Understand the cultures of organizations. Displays sensitivity of others' circumstances and viewpoints.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>

**6. PROFESSIONAL/TECHNICAL EXPERTISE Cluster**  
*the skills and abilities necessary to perform the job*

	<b>Developing</b> <i>Inconsistent practice and outcomes</i>	<b>Effective</b> <i>Consistent practice and outcomes</i>	<b>Effective +</b> <i>Exceptional practice and outcomes + builds capacity of co-workers</i>
<b>a. Safety Focus</b> <i>Aligned with</i> ▪ <i>Safety Focus</i>		Maintains awareness of personal safety to avoid injury or property damage during all work activities. Adheres to all safety practices of the trade and workplace. Recognizes potential hazards in the workplace and sees that they are addressed.	Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.
<b>b. Technology Savvy</b> <i>Aligned with</i> ▪ <i>Using Technology</i> ▪ <i>Leveraging Technology</i>		Proficient with equipment and computer applications used on the job. Finds ways to apply technology to tasks to increase speed, quality, or create new capabilities. Correctly applies technology as required on the job; conceptualizes improvements in work through introducing and/or enhancing use of technology. Rapidly learns how to use new versions and how to use advanced features. Shows conceptual insight into the role of technology as a tool for achieving strategic initiatives (not an end in itself). Evaluates the costs and benefits of using technology and implements where applicable.	Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.
<b>c. Work Preparedness</b> <i>Aligned with</i> ▪ <i>Professional/Technical Expertise</i>		Is comprehensively knowledgeable of the most current information, theories, techniques, practices, and procedures of the field. Has clear developmental record of formal and on-the-job acquisition of knowledge and skills of the occupation. Aware of external resources available in the field. Even as the field evolves, adapts in the best methods for completing work. Uses knowledge and judgment in applying appropriate methods and techniques to ensure speed, quality, and consistency in work products.	Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.
<b>d. Professional Growth</b> <i>Aligned with</i> ▪ <i>Continuous Learning</i>		Seeks and uses feedback on how to improve performance and identify appropriate areas for learning. Seeks out education, training and/or experience to enhance current job performance and/or promotion potential. Specifies promotional goals in order to prepare properly. Puts self in unfamiliar or uncomfortable situations in order to learn. Develops knowledge, skills, and abilities that are presently needed in his/her job. Seeks and uses feedback on how to better improve performance. Anticipates futures needs of the organization and pursues related learning. Has a career plan and related developmental objectives.	Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.

**7. LEADERSHIP Cluster (supervisors/managers only)**  
*management and/or supervision of staff*

	<b>Developing</b> <i>Inconsistent practice and outcomes</i>	<b>Effective</b> <i>Consistent practice and outcomes</i>	<b>Effective +</b> <i>Exceptional practice and outcomes + builds capacity of co-workers</i>
<p><b>a. Culture/ Environment</b>  <i>Aligned with</i></p> <ul style="list-style-type: none"> <li>▪ <i>Action &amp; Results Focus</i></li> <li>▪ <i>Leadership</i></li> <li>▪ <i>Managing Change</i></li> <li>▪ <i>Organizational Savvy</i></li> <li>▪ <i>Strategic Focus</i></li> </ul>		<p>Demonstrates commitment to innovation and continuous improvement. Acts to align own unit's goals with the strategic direction of the organization. Sets the tone for the office as one where student achievement is the prime consideration and encourages all to appreciate their role in that. Creates a positive work environment in which all are motivated to do their best. Acknowledges and considers suggestions for improvement. Ensures that important information from management is shared as appropriate. Stays clear and focused on what is expected or needs to be accomplished. Pushes self and others for results or achievement of milestones. Conveys confidence and optimism in the group's ability to overcome obstacles and accomplish its goals. Understands the dynamics of organizational change. Involves key stakeholders in planning and decision-making. Maintains a high level of communication about the reasons, benefits, opportunities and difficulties of change. Encourages others to embrace change and supports them through the transition. Maneuvers organizational resources and internal politics skillfully to solve problems or accomplish goals. Focuses on the future and where current trends will lead. Understands the factors that are shaping the industry and anticipates the opportunities that will be opening and closing. Spends his/her time and the time of others on what's important. Can quickly sense what will help or hinder accomplishing a goal. Eliminates roadblocks. Creates focus. Sees ahead clearly. Can anticipate future consequences and trends accurately. Has broad knowledge and perspective. Communicates a compelling and inspiring vision or sense of core purpose. Aligns organizational decisions and actions with customer needs and expectations.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>
<p><b>b. Financial Management</b>  <i>Aligned with</i></p> <ul style="list-style-type: none"> <li>▪ <i>Budget Savvy</i></li> </ul>		<p>Is aware of cost implications when making organizational decisions. Seeks ways to reduce costs. Identifies and considers the financial risks of decisions. Spends organizational funds wisely and strategically. Monitors and verifies ongoing cost effectiveness. Forecasts and carefully monitors budget usage and makes needed adjustments to ensure that critical costs will be covered.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>

**7. LEADERSHIP Cluster (supervisors/managers only)**  
*management and/or supervision of staff*

	<u>Developing</u> <i>Inconsistent practice and outcomes</i>	<u>Effective</u> <i>Consistent practice and outcomes</i>	<u>Effective +</u> <i>Exceptional practice and outcomes + builds capacity of co-workers</i>
<p><b>c. People Management</b>  <i>Aligned with</i></p> <ul style="list-style-type: none"> <li>▪ <i>Assessing Talent</i></li> <li>▪ <i>Delegating</i></li> <li>▪ <i>Developing Others</i></li> <li>▪ <i>Leadership</i></li> </ul>		<p>Supports others' career and development plans. Provides the necessary guidance and resources when assigning work. Shares information, advice, and suggestions to help others to be more successful; provides effective coaching. Rewards and reinforces positive performance. Conducts performance appraisal and provides feedback. Intervenes quickly in response to poor performance. Understands and recognizes the qualities that differentiate highly successful employees from average ones. Reaches well-articulated conclusions regarding others' strengths and developmental needs. Assigns work to others according to their abilities and opportunities for development. Shows trust and grants authority for decision-making within set boundaries. Provides resources need for success. Stays informed of progress and problems. Intervenes when necessary, but without micromanaging. Coaches others regardless of performance level. Shows insight into causes of poor performance and how performance can be improved. Shares knowledge and expertise willingly. Offers ongoing feedback, suggestions, and encouragement. Acknowledges progress and growth. Supports others' career and development plans. Creates a positive work environment in which all staff are motivated to do their best. Deals with problem direct reports firmly and in a timely manner. Doesn't allow problems to fester. Regularly reviews performance and holds timely discussions. Clearly and comfortably delegates both routine and important tasks and decisions. Broadly shares both responsibility and accountability. Tends to trust people to perform. Lets direct reports and others finish their own work. Creates a climate in which people want to do their best. Can motivate many kinds of direct reports and team or project members. Empowers others. Invites input from each person and shares ownership and visibility. Makes each individual feel his/her work is important. Blends people into teams when needed. Fosters open dialogue.</p>	<p>Practices and outcomes as described for Effective, PLUS models behavior and helps co-workers and peers to perform effectively in this competency as well.</p>