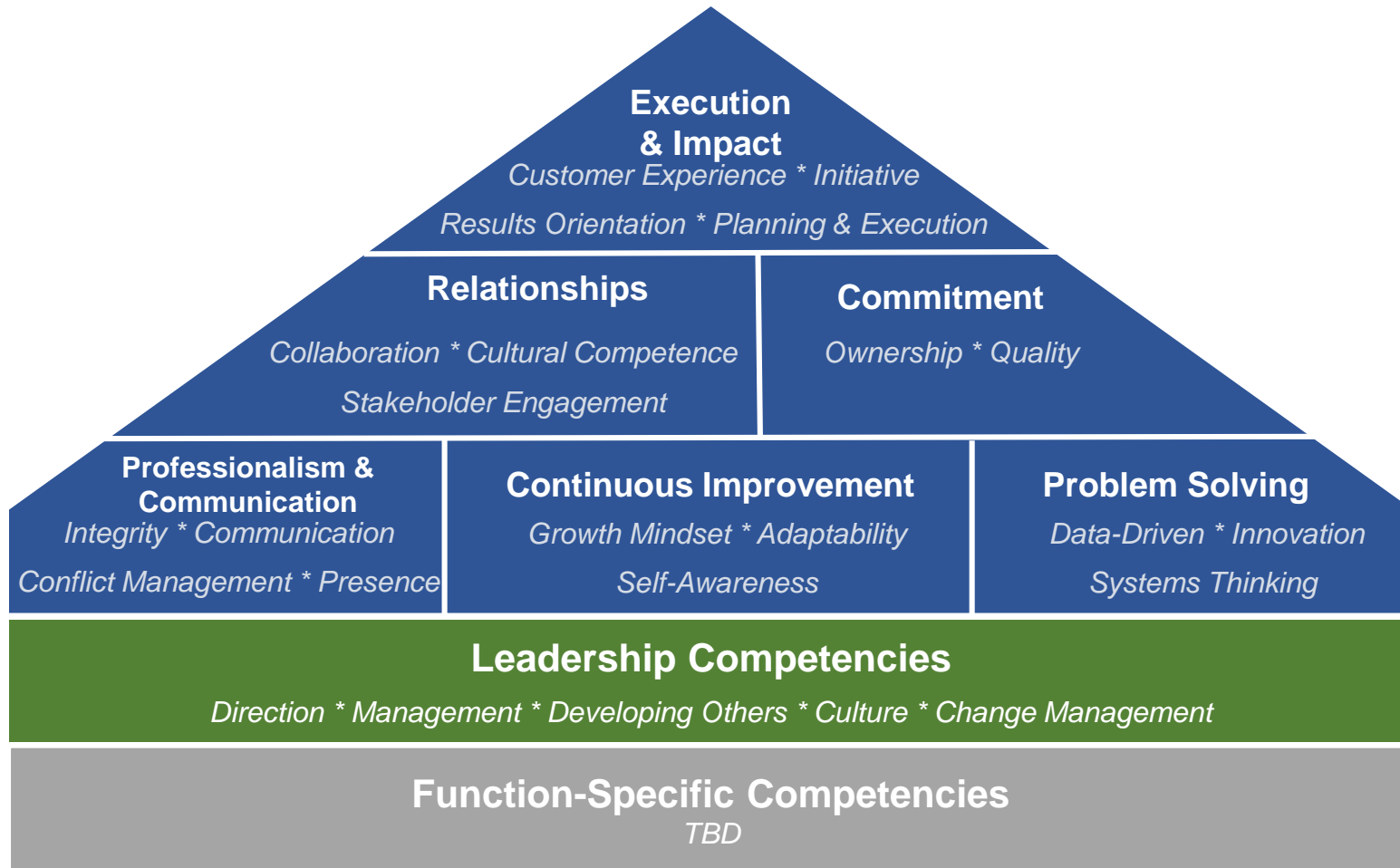




Performance Development & Evaluation for Non-Unionized Employees at CMSD **Competency Rubric**

Org-wide and leadership competency structure



District-wide competency definitions (1/3)

Domains	Competency	Definition
Commitment	Ownership	Understands how one's role contributes to achieving CMSD's mission and strategic priorities and exhibits a sense of responsibility and urgency
	Quality	Demonstrates deep commitment to delivering high quality work and actively resolves issues that compromise quality
Execution & Impact	Customer Experience	Proactively identifies and addresses challenges for all "customers"; communicates with HEART, respect, and courtesy at all times
	Results Orientation	Pursues results by maintaining high expectations, setting challenging goals, leveraging available technology/ resources, and holding oneself and others accountable
	Initiative	Seizes opportunities to advance work and raise the bar; sees challenges as hurdles to be overcome; and anticipates and proactively addresses those hurdles
	Planning & Execution	Creates, monitors, adjusts, and follows through on plans, timelines, and goals, staying focused on the right priorities and effectively balancing competing demands

District-wide competency definitions (2/3)

Domains	Competency	Definition
Continuous Improvement	Self-Awareness	Demonstrates an awareness/openness to how one's behaviors impact others; reflects on one's strengths and limitations; and anticipates, adjusts, and plans an approach based on reflection to grow
	Adaptability	Adapts to change, ambiguity, and uncertainty with flexibility and openness; and demonstrates a positive attitude about new possibilities
	Growth Mindset	Seeks opportunities to further develop one's own knowledge, skills, and abilities as well as those of others; actively requests and offers feedback; acts on feedback and seizes opportunities to improve
Relationships	Collaboration	Works well in teams and with others in ways that promote goals and collective objectives; makes decisions keeping in mind individual role and giving consideration to broader district objectives; actively takes down silos and creates a unified team culture where feedback is given in a mature and productive way
	Stakeholder Engagement	Builds authentic relationships internally and externally; and brings together diverse perspectives toward a shared purpose
	Cultural Competence	Aware of and respects individual differences, including across race, gender, sexuality, and class; is inclusive, respectful, and considerate of others; has the ability to work effectively across lines of difference; and contributes to a positive and healthy work culture

District-wide competency definitions (3/3)

Domains	Competency	Definition
Professionalism & Communication	Integrity	Gains others' trust by taking responsibility for own actions, being honest, and holding oneself and others accountable to CMSD, state, and federal ethical standards
	Conflict Management	Creates space for difficult conversations; proactively addresses conflict through authentic/constructive communication; and identifies and acts on next steps
	Communication	Expresses oneself effectively via oral, written, and 21st century channels; chooses type of communication thoughtfully based on situation and audience; and communicates information in a timely, streamlined manner that allows for two-way feedback
	Presence	Shows up physically and mentally everyday and engages fully; and maximizes own and others' time, by being on-time and considerate of others' schedules
Problem Solving	Data Driven	Collects and analyzes data from multiple sources to make informed decisions and address challenges
	Innovation	Approaches challenges with a sense of curiosity; incorporates best practices; and generates new ideas and creative solutions, appropriately taking risks
	Systems Thinking	Understands the implications of his/her work on the broader organization; identifies organizational trends and patterns; and makes connections to the work of others to support the work of the organization

Leadership competency definitions

Competency	Definition
Direction	Establishes and communicates a clear team vision and goals that align to CMSD's; Proactively aligns and integrates team activities within overall CMSD goals
Management	Translates team goals into individual responsibilities and delegates accordingly; Takes responsibility for organizational decisions and supports teams to execute on those decisions; Provides appropriate level of day-to-day support to team, differentiating styles based on individuals/assignments; Demonstrates good judgment in informing and including appropriate people to move work forward; Works effectively with higher level executives; Recruits and hires effective, high-performing, and diverse staff
Developing Others	Clearly and openly communicates expectations; Provides timely, actionable feedback to team members and managers; Provides a compelling career progression and environment for growth and development; Differentiates performers, retains and sustains strong performers, swiftly and effectively develops or transitions low performers out
Culture	Creates a strong, collective team identity with high morale and motivation; Creates a positive and productive team environment grounded in respect, trust, authenticity, and leveraging differences; Effectively manages team dynamics and stages of developmental growth
Change Management	Identifies rationale and purpose for initiating change; Creates a vision and strategy for implementing change; Fosters support for implementing change; Follows through and adjusts plans based on feedback; Models new behaviors to be emulated by others in team and district



Behavioral Indicators

We defined competency expectations for 4 role categories

Individual with within-department work

- Demonstrates competency **with some guidance** from manager and/or team members

Manager of Individual Contributors / Individual with focused cross-department work

- Demonstrates competency **with little to no guidance**
- **Manages team level issues** related to competency and **supports direct reports** to develop competency OR
- **Manages complex issues** related to competency with a broad sphere of influence

Manager of Managers / Individual with strategic cross-department work

- Demonstrates competency **with little to no guidance**
- **Manages complex issues** with a broad sphere of influence and **builds broader team capacity** to develop competency

Enterprise Manager

- Demonstrates competency **with little to no guidance**
- **Manages complex issues** with a broad sphere of influence and **builds organizational capacity** (via systems, structures, and culture) to develop competency

Behavioral Indicators for Commitment (1/2)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Ownership <i>Understands how one's role contributes to achieving CMSD's mission and strategic priorities and exhibits a sense of responsibility and urgency</i>	<ul style="list-style-type: none"> Understands and can articulate how one's role contributes to achieving CMSD's mission and strategic priorities Demonstrates a sense of responsibility to achieve the mission 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Understands and can articulate how one's team/project roles contribute to achieving CMSD's mission and strategic priorities Instills a sense of responsibility and urgency to achieve the mission in direct reports 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Consistently communicates to direct reports how team roles contribute to achieving CMSD's mission and strategic priorities Models a sense of responsibility and urgency to achieve the mission 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Consistently communicates to the organization how teams/projects/staff roles contribute to achieving CMSD's mission and strategic priorities Models and builds a culture of personal responsibility and urgency to achieve the mission across the organization

Behavioral Indicators for Commitment (2/2)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Quality <i>Demonstrates deep commitment to delivering high quality work and actively resolves issues that compromise quality</i>	<ul style="list-style-type: none"> • Sets high standards and delivers high quality work products • With guidance, actively resolves issues that potentially compromise quality of work 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Sets high standards and delivers high quality team/project work • Anticipates and actively resolves issues that potentially compromise quality of work 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Holds others accountable for delivering high quality work 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Sets high standards for the organization and builds organizational capacity to deliver high quality work • Develops and implements systems to support staff actively resolve risks to delivering high quality work

Behavioral Indicators for Execution & Impact (1/4)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Customer Experience <i>Proactively identifies and addresses challenges for all “customers”; communicates with HEART, respect, and courtesy at all times</i>	<ul style="list-style-type: none"> • Understands and can articulate CMSD’s customer service orientation and HEART model • Addresses customer needs and responds in a timely manner, resolving issues in minimal time • Communicates to “customers” with respect, and courtesy at all times, reflecting the HEART model 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Models CMSD’s customer service orientation and ensures understanding in direct reports • Proactively anticipates and addresses customers needs and responds in a timely manner, resolving issues in minimal time 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Incorporates customer service orientation across projects/initiatives, keeping principal and school needs at the center of work 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Models CMSD’s customer service orientation and ensures understanding across the organization • Keeps principal and school needs at the center of work and decisions • Develops and implements systems to enable staff to proactively anticipate and address customers needs and resolve issues in minimal time

Behavioral Indicators for Execution & Impact (2/4)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Results Orientation <i>Pursues results by maintaining high expectations, setting challenging goals, leveraging available technology/resources, and holding oneself and others accountable</i>	<ul style="list-style-type: none"> • Sets and maintains high expectations and challenging yet realistic individual goals • Follows through on goals, holding oneself accountable 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Supports direct reports develop individual and team goals • Leverages and shares available technology and resources to efficiently achieve goals 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Understands the implications of goals and results on other projects and initiatives 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Develops and implements systems that enable staff to set challenging goals aligned to organizational vision • Develops and implements systems that enable staff to follow through on goals and hold each other accountable

Behavioral Indicators for Execution & Impact (3/4)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Initiative <i>Seizes opportunities to advance work and raise the bar; sees challenges as hurdles to be overcome; and anticipates and proactively addresses those hurdles</i>	<ul style="list-style-type: none"> • Takes initiative, going above typical expectations without being prompted or with direction • Proactively identifies and addresses hurdles or inefficiencies to work 	<ul style="list-style-type: none"> • Demonstrates all previous behavioral indicators and... • Identifies and pursues opportunities to elevate the level of work, without being prompted or with direction 	<ul style="list-style-type: none"> • Demonstrates all previous behavioral indicators and... • Supports and empowers team to identify and pursue opportunities to elevate the level of work without being prompted or with direction 	<ul style="list-style-type: none"> • Develops and implements systems to enable staff to elevate level of work and proactively address hurdles • Builds a culture of initiative-taking

Behavioral Indicators for Execution & Impact (4/4)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Planning & Execution <i>Creates, monitors, adjusts, and follows through on plans, timelines, and goals, staying focused on the right priorities and effectively balancing competing demands</i>	<ul style="list-style-type: none"> Creates plans with goals, interim milestones, and strategies, managing own work efficiently and effectively Periodically reviews data to monitor progress, adjusts strategies, and communicates progress to manager 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Creates project and/or team-wide plans with goals, interim milestones, and strategies, managing resources, time, and people efficiently and effectively Effectively balances competing priorities 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Considers potential impact of plan on other parts of the organization 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Develops and implements systems to enable managers and staff to coordinate and manage resources, time, and people to achieve goals Develops and implements systems to enable managers and staff to collect and review data to monitor progress and adjusts plans

Behavioral Indicators for Continuous Improvement (1/3)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Self-Awareness <i>Demonstrates an awareness/openness to how one's behaviors impact others; reflects on one's strengths and limitations; and anticipates, adjusts, and plans an approach based on reflection to grow</i>	<ul style="list-style-type: none"> • Aware of how one's behaviors impact others • Reflects on one's strengths and limitations and identifies ways to improve and adjust approach to work 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Aware of how one's behaviors impact direct reports 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Provides space for team members to reflect on strengths and limitations and identify ways to improve and adjust approach to work 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Aware of how one's behaviors impact others and understands the implications as an organizational leaders • Develops and implements systems to enable regular self-reflection • Builds a culture of self-reflection and awareness, supporting staff be comfortable owning their strengths and weaknesses and identifying ways to improve

Behavioral Indicators for Continuous Improvement (2/3)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Adaptability <i>Adapts to change, ambiguity, and uncertainty with flexibility and openness; and demonstrates a positive attitude about new possibilities</i>	<ul style="list-style-type: none"> • Reacts to change, ambiguity, and uncertainty with openness • Approaches changes to work with a “can do” attitude 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Reacts to change, ambiguity, and uncertainty with confidence and openness • Quickly identifies a new path forward 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Understands impact of change and uncertainty on other teams and projects and communicates these implications 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Develops and implements systems to manage change, ambiguity, and uncertainty with confidence and openness • Builds a culture where changes in work offer opportunities for innovation and new possibilities

Behavioral Indicators for Continuous Improvement (3/3)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Growth Mindset <i>Seeks opportunities to further develop one's own knowledge, skills, and abilities as well as those of others; actively requests and offers feedback; acts on feedback and seizes opportunities to improve</i>	<ul style="list-style-type: none"> Actively requests and incorporates feedback/data into work to improve one's knowledge, skills, and abilities Seeks opportunities to take on more responsibilities, pursuing stretch opportunities where appropriate 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Actively requests and incorporates feedback/data from managers and direct reports into work to improve one's knowledge, skills, and abilities Seeks opportunities to take on more responsibilities, pursuing stretch opportunities where appropriate 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Communicates to team the importance of growth and models this behavior 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Develops and implements systems to provide staff access to feedback/data regarding their performance and growth opportunities to develop knowledge, skills, and abilities

Behavioral Indicators for Relationships (1/3)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
<p>Collaboration <i>Works well in teams and with others in ways that promote goals and collective objectives; makes decisions keeping in mind individual role and giving consideration to broader district objectives; actively takes down silos and creates a unified team culture where feedback is given in a mature and productive way</i></p>	<ul style="list-style-type: none"> Establishes rapport and trust with team members Works well within and across teams to advance mutual goals, actively taking down silos 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Inspires trust among team members and conveys trust in people's competencies to do their jobs Stimulates others to take action and accomplish goals, even when no direct reporting relationship exists 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Builds a team culture where people feel confident in ability to get results 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Fosters a culture of trust among staff Develops and implements systems to take down silo within and across functional teams, creating formal/informal structures for cross-functional team to interact

Behavioral Indicators for Relationships (2/3)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Stakeholder Engagement <i>Builds authentic relationships internally and externally; and brings together diverse perspectives toward a shared purpose</i>	<ul style="list-style-type: none"> Engages with all internal and external stakeholders authentically Seeks a diverse set of perspectives to build understanding and expand impact 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Brings internal and external stakeholders together toward a shared purpose Seeks a diverse set of perspectives to build support for the mission and expand impact 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Develops and implements a team communication plan that includes target stakeholders, their key concerns, how to reach them, and key messages about progress toward the mission 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Influences others and fosters support for the organization Develops and implements systems to gather a diverse set of perspectives and bring together internal and external stakeholders toward a shared purpose Develops and implements an organizational communication plan that includes target stakeholders, their key concerns, how to reach them, and key messages about progress toward the mission

Behavioral Indicators for Relationships (3/3)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Cultural Competence <i>Aware of and respects individual differences, including across race, gender, sexuality, and class; is inclusive, respectful, and considerate of others; has the ability to work effectively across lines of difference; and contributes to a positive and healthy work culture</i>	<ul style="list-style-type: none"> Aware of and respects individual differences and is inclusive, respectful, and considerate of others Works well with diverse groups 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Builds relationships that demonstrate curiosity about colleagues' backgrounds, perspectives, and experiences Promotes a positive and healthy work culture that celebrates diversity Works to prevent intolerant statements directed at individuals or groups 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Ensures decision-making includes of staff with a variety of backgrounds 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Builds a culture that celebrates diversity and is inclusive Creates space for staff to build relationships and learn about each others' backgrounds, perspectives, and experiences Develops and implements systems to prevent intolerance in the workplace Develops and implements systems to ensure organizational decision-making includes staff with a variety of backgrounds

Behavioral Indicators for Professionalism & Communication (1/4)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Integrity <i>Gains others' trust by taking responsibility for own actions, being honest, and holding oneself and others accountable to CMSD, state, and federal ethical standards</i>	<ul style="list-style-type: none"> • Takes responsibility for own actions and acts with honesty and transparency • Consistently adheres to district, state, and federal laws and policies 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Ensures team feels comfortable acting with honesty and transparency • Holds oneself and others accountable to district, state, and federal laws and policies 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Actively communicates expectations related to integrity and ethical standards 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Develops and implements systems to ensure staff are adhering to district, state, and federal laws and policies

Behavioral Indicators for Professionalism & Communication (2/4)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Conflict Management <i>Creates space for difficult conversations; proactively addresses conflict through authentic/constructive communication; and identifies and acts on next steps</i>	<ul style="list-style-type: none"> • Gives and receives feedback authentically about conflicts or differences 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Creates space for difficult conversations 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Identifies higher level goals for people with differing perspectives to work toward, identifies next steps, and establishes accountability for follow through 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Develops and implements systems to engage in difficult conversations, give and receive feedback about conflicts, and resolve conflicts • Fosters org culture to engage authentically and openly about conflicts or differences

Behavioral Indicators for Professionalism & Communication

(3/4)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Communication <i>Expresses oneself effectively via oral, written, and 21st century channels; chooses type of communication thoughtfully based on situation and audience; and communicates information in a timely, streamlined manner that allows for two-way feedback</i>	<ul style="list-style-type: none"> • Demonstrates effective verbal and written communication skills for a variety of audiences • Communicates regularly with clear and concise message and is responsive to manager and team 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Leverages different channels and adapts communication style based on audience and situation 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Creates communication channels within and across teams to support two-way feedback and dialogue 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Develops and implements systems to effectively communicate key messages across the organization, teams, and peers

Behavioral Indicators for Professionalism & Communication

(4/4)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Presence <i>Shows up physically and mentally everyday and engages fully; and maximizes own and others' time, by being on-time and considerate of others' schedules</i>	<ul style="list-style-type: none"> Shows up physically and mentally everyday and engages fully Limits multi-tasking and other distractions during meetings and other work events Regularly attends meetings, is on time, and is considerate of others' schedule 	<ul style="list-style-type: none"> Demonstrates all previous behavioral indicators and... Holds oneself and other accountable to regularly attend meetings, being on time, and being fully engaged 	<ul style="list-style-type: none"> Demonstrates all previous behavioral indicators and... Creates team norms and models behavior to support full engagement every day and holds oneself and others accountable 	<ul style="list-style-type: none"> Demonstrates all previous behavioral indicators and... Promotes a culture where staff show up physically and mentally everyday and engage fully, modeling behavior for staff Develops and implements systems to ensure staff are fully engaged every day, including building accountability systems

Behavioral Indicators for Problem-solving (1/3)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Data-driven <i>Collects and analyzes data from multiple sources to make informed decisions and address challenges</i>	<ul style="list-style-type: none"> Gathers and considers multiple sources of data to solve problems 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Gathers and considers multiple sources of data, intuition, ideas, and experience to make decisions and solve problems 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Supports a data-driven culture, encouraging staff to present evidence to support all actions/decisions 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Develops and implements systems and structures to gather and codify appropriate data, ideas, and experiences to support decision-making

Behavioral Indicators for Problem-solving (2/3)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Innovation <i>Approaches challenges with a sense of curiosity; incorporates best practices; and generates new ideas and creative solutions, appropriately taking risks</i>	<ul style="list-style-type: none"> Approaches problems with curiosity and generates creative solutions Identifies, shares, and incorporates best practices and lessons learned from previous work 	<ul style="list-style-type: none"> Demonstrates all previous behavioral indicators and... Takes fresh approaches and appropriate risks Brings potential solutions to the table when raising issues or challenges 	<ul style="list-style-type: none"> Demonstrates all previous behavioral indicators and... Fosters a team culture that nurtures fresh approaches and appropriate risk taking 	<ul style="list-style-type: none"> Demonstrates all previous behavioral indicators and... Inspires others to excel and be innovative Develops and implements systems to support creative problem-solving Foster org-wide culture that nurture fresh approaches and appropriate risk taking

Behavioral Indicators for Problem-solving (3/3)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Systems-thinking <i>Understands the implications of his/her work on the broader organization; identifies organizational trends and patterns; and makes connections to the work of others</i>	Behavioral Indicators:			
	<ul style="list-style-type: none"> • Understands implications of one's work on team • Understands potential long term challenges and trends 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Understands implications of one's decisions on team • Anticipates long term challenges and trends and incorporates into work plan 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Understands and communicates implications of one's work and decisions on team and organization and incorporates into work planning • Anticipates long term challenges and trends and incorporates into work plan • Makes connections of work across different teams and actively promotes interactions with relevant teams to support project goals 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Develops and implements systems to identify and communicate connections and implications of work and decisions across the organization • Develops and implement systems to anticipate and resolve long term challenges and/or trends

Behavioral Indicators for Leadership (1/5)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
Direction <i>Establishes and communicates a clear team vision and goals that align to CMSD's; Proactively aligns and integrates team activities within overall CMSD goals</i>	<ul style="list-style-type: none"> Highly aware of and actively working towards individual and team goals 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Defines and communicates a team vision aligned with the organizational mission and frequently communicates/clarifies this vision Supports individuals set goals that ladder up to the team, department, and CMSD district goals and priorities Actively communicates link between individual goals, team goals, and CMSD goals 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Defines and builds ownership of a team vision that is aligned with the organizational mission and frequently communicates/clarifies this vision 	<ul style="list-style-type: none"> <i>Demonstrates all previous behavioral indicators and...</i> Collectively defines organizational vision and builds ownership of a vision across the organization Inspires others to take ownership of and to implement effective strategies to achieve the vision

Behavioral Indicators for Leadership (2/5)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Management <i>Translates team goals into individual responsibilities and delegates accordingly; Takes responsibility for organizational decisions and supports teams to execute on those decisions; Provides appropriate level of day-to-day support to team, differentiating styles based on individuals/assignments; Demonstrates good judgment in informing and including appropriate people to move work forward; Works effectively with higher level executives; Recruits and hires effective, high-performing, and diverse staff</i>	Behavioral Indicators:			
	<ul style="list-style-type: none"> • Understands individual and team goals and supports team members in achieving goals 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Holds staff accountable for achieving goals • Translates team goals into individual roles and responsibilities • Delegates work effectively, providing differentiating support based on individual needs • Identifies hiring needs and actively recruits and hires high quality and diverse staff 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Balances providing autonomy to employees with providing direction 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Develops and implements systems to effectively support managers develop and demonstrate team management skills • Develops and implements systems to identify hiring needs and recruit and hire high quality and diverse candidates

Behavioral Indicators for Leadership (3/5)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Developing Others <i>Clearly and openly communicates expectations; Provides timely, actionable feedback to team members and managers; Provides a compelling career progression and environment for growth and development; Differentiates performers, retains and sustains strong performers, swiftly and effectively develops or transitions low performers out</i>	Behavioral Indicators:			
	<ul style="list-style-type: none"> • Reaches out to high quality candidates and leverages professional network to communicate hiring opportunities • Offers constructive feedback to team members, including upward feedback to managers 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Ensures staff understands performance expectations • Assesses individual performance and identifies learning needs • Provides timely, relevant, and constructive feedback (no surprises in performance reviews) • Dedicates time to coach and support individual in areas where they want/need to grow • Designs developmental opportunities for staff to be more effective in their roles 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Dedicates time to coach individuals towards career goals • Identifies strategies to retain high performance and support low performers 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Establishes a vision and strategy for talent management for the org • Develops and implement systems to support managers provide timely, relevant, and constructive feedback, creating a culture of feedback

Behavioral Indicators for Leadership (4/5)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
<p>Culture <i>Creates a strong, collective team identity with high morale and motivation; Creates a positive and productive team environment grounded in respect, trust, and authenticity, and leveraging differences; Effectively manages team dynamics and stages of developmental growth</i></p>	<ul style="list-style-type: none"> • Creates a team identity with productive relationship, supporting a positive team environment grounded in respect, trust, and authenticity 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Creates a strong team identity with productive relationships, high morale, and a relentless focus on the organizational mission • Creates a positive team environment grounded in respect, trust, and authenticity • Celebrates team accomplishments • Manages team dynamics 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Leverages differences and inspires trust among team members • Manages team dynamics and stages of developmental growth • Is a living breathing example of the type of employee one desires in their staff 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Creates strong organizational identity with productive relationships, high morale, and a relentless focus on the organizational mission • Develops and implements systems to celebrate team accomplishments • Develops and implements systems to leverage differences and inspire trust among team members and manages team dynamics and stages of developmental growth

Behavioral Indicators for Leadership (5/5)

Competency	Individual with within-department work	Manager of Individual Contributors / Individual with focused cross-department work	Manager of Managers / Individual with strategic cross-department work	Enterprise Manager
Behavioral Indicators:				
<p>Change Management <i>Identifies rationale and purpose for initiating change; Creates a vision and strategy for implementing change; Fosters support for implementing change; Follows through and adjusts plans based on feedback; Models new behaviors to be emulated by others in team and district</i></p>	<ul style="list-style-type: none"> • Supports change and understands purpose for initiating change • Provides feedback to change strategy and efforts 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Identifies rationale and purpose for initiating change and shares with team • Creates a vision, strategy and logical action plan for implementing change and shares with team • Creates space for staff to appropriately engage in change efforts including providing feedback, designing goals, implementing actions, etc. • Actively models and supports change to staff 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Communicates and ensures understanding of rationale and purpose for initiating change • Provides clarity as to how change relates to Cleveland Plan, Rallying Cry, and broader CMSD strategy • Monitors and assesses implementation plans and adjusts based on feedback, managing multiple variables 	<ul style="list-style-type: none"> • <i>Demonstrates all previous behavioral indicators and...</i> • Frequently communicates change vision and strategy across the organization to ensure broad buy-in • Develops and implements systems to create a strategy and effectively implement change • Champions change • Develops and implements systems to hold staff accountable, monitor and assess implementation plans and adjust based on feedback