

Leadership Attributes

Communications
Conflict Management
Relationship Building

**Professional
Accountability**

Equity
Integrity
Professional Development

**Performance Management Competencies
for Schedule II Levels 1-6**

System Support

Change Management
System Thinking

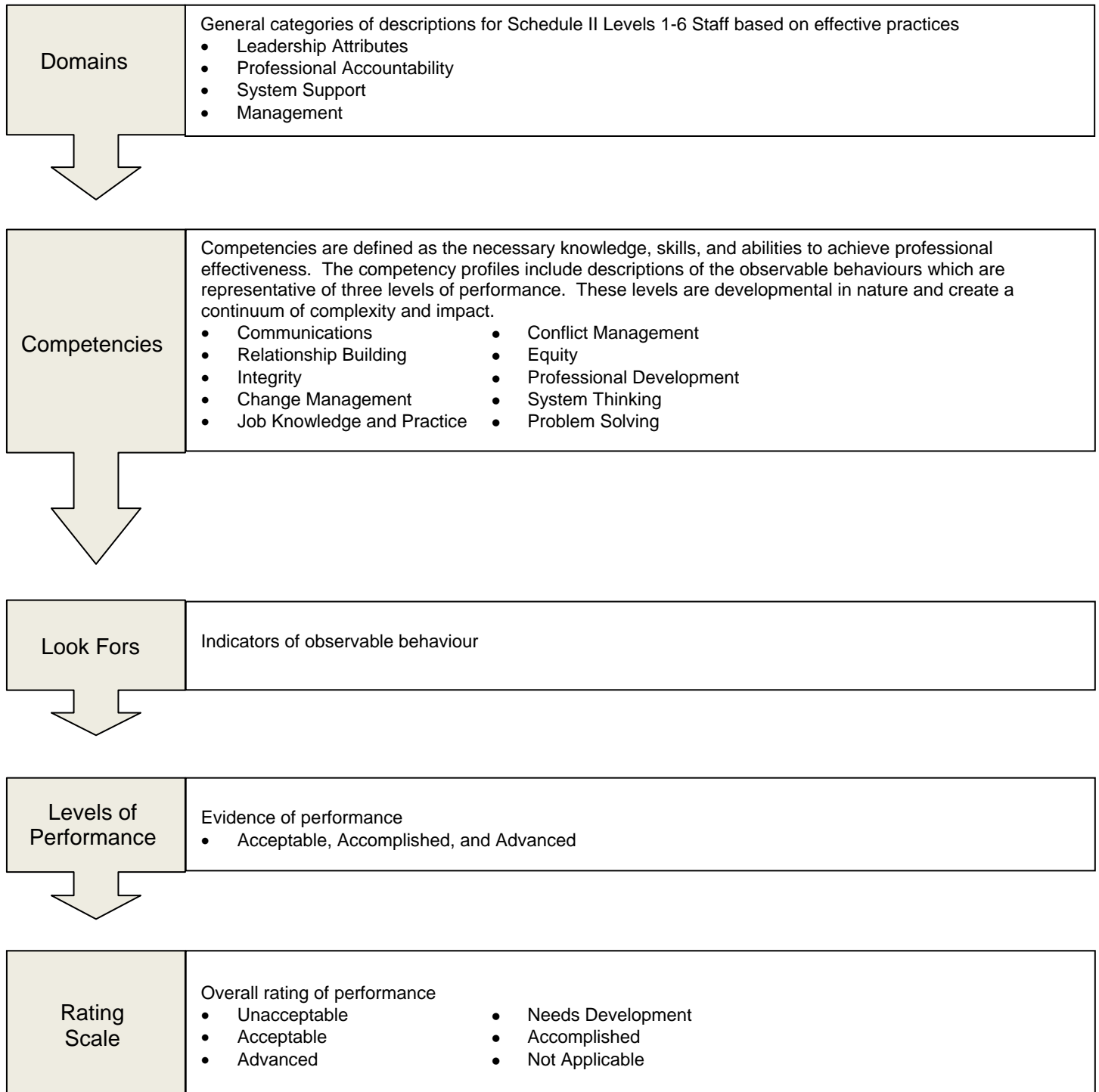
Management

Job Knowledge and
Practice
Problem Solving

Performance Management: What is it?

Performance management is a systematic approach to setting performance standards, coaching employees to achieve standards, evaluating employees against standards, and providing training and development in the work place for employees to achieve standards. This will improve productivity, increase employee satisfaction, and improve the organizational effectiveness of the Toronto District School Board.

Performance Management Framework



LEADERSHIP ATTRIBUTES DOMAIN

The ability to recognize, inspire and support the positive potential of people to achieve extraordinary success

Communication

The ability to inform and be informed clearly, concisely and accurately using a variety of media and techniques

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
Communications - Information Sharing	Is aware of the need and relevance of sharing information effectively	Shares relevant information and ideas in a timely manner with staff, supervisor/manager, colleagues and others	Communicates information in effective, creative ways within the department
Communications - Listening	Listens to understand and seeks clarification when uncertain	Demonstrates an understanding of two-way communication listens and responds effectively	Engages in active listening, by reading non-verbal cues, probing for meaning & clarification, confirming interpretations and seeking effective solutions
Communications - Oral	Speaks clearly, and logically while recognizing the need to check for understanding	Expresses thoughts & ideas in a clear, organized, & grammatically correct manner. Provides feedback to staff that is effective, timely, and constructive	Responds effectively and confidently in a variety of contexts using strategies appropriate for the intended audience
Communications - Presentations	Understands a variety of presentation techniques	Delivers presentations that touch on main points using accurate spelling, grammar and content	Delivers presentations based on needs and interests of the intended audience and conveys appropriate content and message
Communications - Writing	Prepares clear, concise, complete correspondence	Prepares clear, organized and grammatically correct written documents for a variety of purposes that are appropriate for the intended audience	Using structured formats prepares written materials

Conflict Management

The ability to deal effectively to solve interpersonal, intra-group and inter-group differences

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
Conflict Management - Effectively Handling	Recognizes appropriate reporting structure to manage a conflict situation	Responds to conflict in a manner that is effective and sensitive to the needs of the individuals involved	Facilitates and applies appropriate conflict management styles to a particular situation
Conflict Management - Styles and Strategies	Identifies different conflict management strategies and styles	Understands different conflict management strategies and styles	Continues to build personal conflict management styles and strategies
Conflict Management - Understanding of Conflict	Is aware of the affects that conflict may create in the workplace if not dealt with effectively	Recognizes the need for different conflict management strategies and appropriate approaches for a given situation	Analyzes and identifies the reasons for a given situation to determine most relevant approach

LEADERSHIP ATTRIBUTES DOMAIN

The ability to recognize, inspire and support the positive potential of people to achieve extraordinary success

Relationship Building

The ability to develop, maintain, and improve working relationships with others as individuals, and in small and large groups

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
Relationship Building - Development	Recognized differences among others in their respective department	Understands the different personality types and temperaments of team members	Recognizes and utilizes different strategies required to work effectively with different members of the team
Relationship Building - Initiation	Identifies the need to work constructively with others	Works with others in a fashion that demonstrates mutual respect and professionalism	Encourages and recognizes and utilizes initiative and creativity in others while retaining responsibility for consequences

PROFESSIONAL ACCOUNTABILITY DOMAIN
The ability to achieve and maintain high levels of performance

Equity

The commitment to achieving desired outcomes while recognizing the varied representation in the workplace which includes gender, sexual orientation, race, faith, ethnocultural and linguistic backgrounds, abilities, styles and talents

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
Equity - Accountability	Is aware and sensitive to issues of discrimination and harassment. Supports individuals who are, or have been, targets of discrimination and harassment. Takes all allegations of discrimination and harassment seriously and responds promptly.	Takes reasonable steps to remove any discriminatory barriers in employment policies and practices and in accessing programs, resources and facilities. Assesses materials and programs from an equity perspective. Works collaboratively with Human Rights and Community Services offices.	Prevention of and response to discrimination and harassment and the education of staff. Behaviours are supported by programs and processes which demonstrate that diversity is valued and that contribution to the work from all employees is important (e.g. diversity training, participatory management approach).
Equity - Diversity	Values the contribution of individuals in the department	Recognizes the varied representation in the workplace	Encourages respect and validates opportunities to learn about individual differences within the staff
Equity - Employment Equity	Recognizes that diversity exists among colleagues in the department	Demonstrates an awareness of all Board policies and procedures in regard to Equity and Harassment	Uses the knowledge of all Board policies and procedures in regard to hiring, retaining and promoting a diverse workforce

Integrity

The practice of using honesty, respect, empathy, and ethical behaviour in workplace relationships

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
Integrity - Application	Understands the importance of honest and open communication when dealing with other staff and the impact that it has on relationships	Aware of the importance of honest and open communication when dealing with other staff	Demonstrates the standards of respect, honesty and trust when dealing with staff
Integrity - Awareness	Knowledge of ethical behaviour in the workplace	Articulates an understanding of ethical behaviour in the workplace	Demonstrates ethical behaviour in all workplace relationships and actions
Integrity - Knowledge	Adheres to appropriate policies and procedures	Clearly shares a knowledge of policies, procedure and regulations that govern behaviour	Uses knowledge of policies, procedures and regulations in daily practice

PROFESSIONAL ACCOUNTABILITY DOMAIN
The ability to achieve and maintain high levels of performance

Professional Development

The practice of constantly reflecting on and creating learning opportunities to improve personal and professional performance

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
Professional Development - Interpersonal	Assumes personal responsibility for pursuing personal and professional growth goals	Strives to improve standards of excellence for self, team and department	Researches and evaluates new developments in a field of expertise
Professional Development - Personal	Establishes personal and professional growth goals	Takes personal responsibility for personal and professional growth goals to improve performance to achieve a high standard of performance	Participates in opportunities for on-going personal and professional growth

SYSTEM SUPPORT DOMAIN

The ability to understand inter-relationships to ensure the successful achievement of system goals and objectives

Change Management

The practice of understanding the change process and utilizing effective strategies to ensure the transition between current and future state

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
Change Management - Involvement	Demonstrate initiative in regard to facilitating change	Willingly adapts to change in the workplace	Consistently and productively challenges the status quo in order to improve process and services
Change Management - Practice	Is creative and persistent in supporting the need for and processes of change	Recognizes the complexity of change and the need for a variety of strategies to achieve the desired end state	Measures impacts of change to determine future actions
Change Management - Understanding	Recognizes the need for change and improvement	Accepts the need for change and identifies a focussed approach to the implementation of change	Identifies new techniques and processes for change according to current relevant change theory

System Thinking

The ability to see and understand the organization as a whole, trends, and patterns of inter-relationships that allow for modification, reinforcement or change

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
System Thinking - Application	Recognizes system expectations, patterns and processes	Selects personal and professional improvement efforts that are aligned with system objectives	Creates an environment that supports continuous improvement efforts based on a system wide perspective
System Thinking - Planning	Recognizes personal vision as it relates to supporting system objectives	Develops and implements actions to supporting system objectives	Involves staff in the implementation of actions to support the vision, goals, and objectives of the organization

MANAGEMENT DOMAIN

The practice of developing the knowledge and skills required to effectively motivate and develop staff to improve quality

Problem Solving

The ability to use resourcefulness and judgement to determine appropriate solutions and alternatives

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
Problem Solving - Identification	Articulates problems and their probable causes and consequences	Identifies complex aspects of problems their causes and their consequences if allowed to continue	Uses resourcefulness and judgement to with others to determine appropriate solutions and alternatives
Problem Solving - Resolution	Identifies the best solution based on facts and information	Uses a collaborative approach to problem solving within the department	Demonstrates consistency and fairness while allowing flexibility in a timely problem solving process
Problem Solving - Use of Resources	Understands the need for flexibility and resourcefulness	Uses accepted policies and procedures with flexibility to solve problems Understands the need for flexibility and resourcefulness	Applies effective solutions to a given situation taking into consideration the causes and their consequences