

Leadership Attributes

Coaching
Communications
Conflict Management
Relationship Building
Team Development

**Professional
Accountability**

Equity
Integrity
Professional Development

**Performance Management Competencies
for Schedule II Levels 7-12**

System Support

Change Management
System Thinking
Vision/Strategic Planning

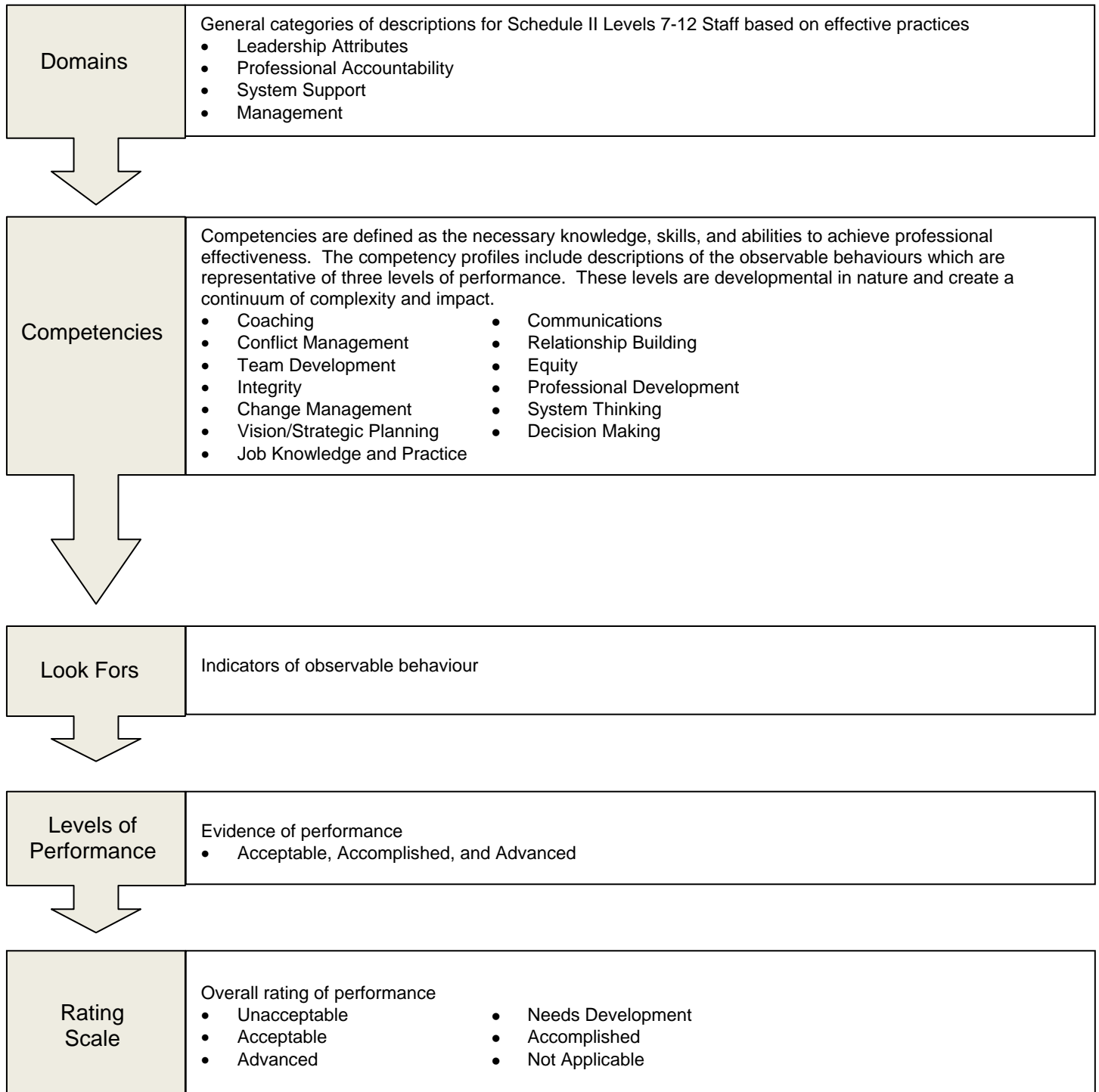
Management

Decision Making
Job Knowledge and
Practice

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 DOMAIN

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

Coaching

The collection of skills and techniques that teach, promote, reflect, and influence professional competencies and their use in practice

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
Coaching - Awareness	Identifies the need for avoiding judgement and evaluation	Assesses and incorporates language and techniques required to meet the desired results	Adjusts and applies an array of coaching skills to foster a more effective solution
Coaching - Communication	Is aware of a variety of effective communication skills such as listening, paraphrasing, reframing and questioning	Uses a variety of effective communication techniques such as empathic listening, paraphrasing, reframing and questioning	Models advanced communication techniques and strives to improve and enhance those techniques
Coaching - Planning	Demonstrates the use of coaching in day-to-day planning activities	Includes reflection and problem solving strategies to enhance the practices of staff	Incorporates effective techniques to ensure the self-directed growth of staff

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	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	Develops and cultivates information sharing strategies between departments and amongst staff. Establishes a network of contacts/processes/strategies to facilitate communication
Communications - Listening	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	Promotes the use of active listening skills among staff and colleagues to ensure open, positive exchange of ideas, knowledge, and experience
Communications - Oral	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	Has a compelling impact on others through highly developed, comprehensive dynamic speaking and presentations
Communications - Presentations	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	Provides in depth and compelling presentations that address the needs of the audience. Presentations are organized, flexible and flowing in structure. Answers questions with confidence and provides informed responses
Communications - Writing	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	Has a compelling impact on others through highly developed, comprehensive dynamic writing

LEADERSHIP DOMAIN

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

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	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	Achieves Win-Win results by applying effective conflict management strategies that take into consideration different parties
Conflict Management - Styles & Strategies	Understands different conflict management strategies and styles	Continues to build personal conflict management styles and strategies	Builds capacity in others to understanding their own conflict management needs as well as how to respond appropriately to the conflict management needs of others
Conflict Management - Understanding of Conflict	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	Demonstrates an awareness of effective conflict management strategies with an understanding of consequences of each

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	Understands the different personality types and temperaments of team members	Recognizes different strategies required to work effectively with different members of the team	Continues the use of effective strategies required to motivate and sustain relationships with others
Relationship Building - Initiation	Works with others in a fashion that demonstrates mutual respect and professionalism	Encourages and recognizes initiative and creativity in others while retaining responsibility for consequences	Establishes formal and informal networks with system partners to support the department objectives

LEADERSHIP DOMAIN

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

Team Development

The awareness and use of varied skills needed to create and maintain high-level team performance

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
Team Development - Consensus Building	Knows how or when to use a team approach to solve problems and pursue tasks	Acknowledges, values and capitalizes on diverse opinions, addresses relevant concerns, works towards consensus and manages conflict	Represents and supports team decision in the TDSB
Team Development - Empowerment	Is approachable, visible and available	Works together to develop, build a vision and an action plan to carry out the vision while instilling and promoting a culture of ownership and personal accountability	Instils and promotes a culture that allows staff to identify/pursue change issues within their area of responsibility which result in positive change and resolve concerns
Team Development - Motivation	Provides the team with clear expectations and roles and ensures members understand each others role. Provides support and guidance on the benefits of working cooperatively	Ensure the team and individuals succeed by engaging in activities that promote team goals	Creates a vision and action where all members of the team have a sense of ownership for the team's goals
Team Development - Recognition	Recognizes the need to acknowledge and recognize the contributions of individuals and the team's performance.	Takes time to get to know individual's strengths and uses those strengths when necessary.	Adapts strategies in consideration of individual differences and what type of recognition is most effective for each individual
Team Development - Staff/Team Growth & Development	Recognizes the need to assess and evaluate the development needs of individuals and teams	Delivers coaching to improve individual competencies and develop personal portfolios	Routinely assesses and evaluates individual/team needs for growth and development and works with others to address those needs or seek out opportunities to address the needs. Provides support, guidance, encouragement and feedback to improve competencies of individual staff and the performance of the team
Team Development - Team Formation	Helps individuals form a team by providing clear expectations, defining roles, motivating and encouraging	Guides the team through the stages of team development	Coaches individual and team initiatives in team processes, activities and effectiveness

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	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)	Provides leadership for developing the knowledge, skills and attitudes necessary to challenging racism, religious discrimination, ethnocentrism, sexism, homophobia, classism, and ableism
Equity - Diversity	Recognizes the varied representation in the workplace	Encourages respect and validates opportunities to learn about individual differences within the staff	Foster an environment that is inclusive of all staff
Equity - Employment Equity	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	Uses objectivity in interviewing, hiring and building capacity with all staff

Integrity

The practise 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	Demonstrates the standards of respect, honesty and trust when dealing with staff	Actively promotes the congruence between words and actions when dealing with all members of the workplace
Integrity - Awareness	Articulates an understanding of ethical behaviour in the workplace	Demonstrates ethical behaviour in all workplace relationships and actions	Promotes a continuous use of ethical behaviour in oneself and others
Integrity - Knowledge	Aware of and clearly shares a knowledge of policies, procedure, collective agreements and regulations that govern behaviour	Uses knowledge of policies, procedures and regulations in daily practice	Promotes the use and understanding of policies, procedures and regulations in others

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

Professional Development

The practise 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	Strives to improve standards of excellence for self, team and department	Researches and evaluates new developments in a field of expertise	Encourages the development of individual growth and development in others
Professional Development - Personal	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	Evaluates and redefines personal and professional goals to ensure a high standard of quality results

SYSTEM SUPPORT DOMAIN

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

Change Management

The practise 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	Willingly adapts to change in the workplace	Consistently and productively challenges the status quo in order to improve process and services	Encourages innovation and implementation of informed change, gaining approvals where required
Change Management - Practice	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	Aligns and adjusts business practice to ensure the support of the vision of the organization's key goals and objectives
Change Management - Understanding	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	Consistently and productively strives to improve standards of excellence for self and team

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	Creates an environment that supports continuous improvement efforts based on a system wide perspective	Influences the alignment of patterns and processes to support system beliefs.
System Thinking - Planning	Identifies a personal vision as it relates to supporting system objectives	Involves staff in the implementation of actions to support the vision, goals, and objectives of the organization	Monitors and adjusts action plans to support the vision, goals, and objectives of the organization

Vision/Strategic Planning

The practise of defining a desired state or condition and the use of effective strategies to achieve its creation

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
Vision/Strategic Planning	Demonstrates an understanding of the vision of the organization	Actively engages staff in the creation of department goals and objectives to support the vision of the organization	Encourages and supports the alignment of department goals and objectives to support the vision of the organization

MANAGEMENT DOMAIN

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

Decision Making

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

Core Competency	Levels of Performance		
	Acceptable	Accomplished	Advanced
Decision Making - Alternatives	Understands the need for flexibility and resourcefulness	Identifies alternative solutions to a given situation taking into consideration the causes and their consequences	Analyzes planned events and related environmental factors to evaluate the likelihood and types of problems which might occur
Decision Making - Issues	Identifies specific problems their causes and their consequences if allowed to continue	Uses resourcefulness and judgement with others to determine appropriate solutions and alternatives	Encourages and develops team decision-making that is positive and effective
Decision Making - Process	Evaluates facts and selects the best solution based on facts and information	Demonstrates consistency and fairness while allowing flexibility in a timely decision making process	Monitors and evaluates outcome of decisions to identify long-range repercussions