



Detroit Community Schools Non-Instructional Administrator

Domain 2: Leadership			
Factor A: Mission, Vision, and Goals for District or Organizational Success			
Characteristic 3: Goals and Expectations			
Effective	Minimally Effective	Effective	Highly Effective
2A3	Establishes, and takes action to achieve personal work goals to support district or organizational goals and achieve the mission and vision for the area of responsibility	Works with staff and stakeholders, as appropriate, to establish and monitor shared goals and expectations in support of district or organizational goals and the mission and vision for the area of responsibility	Establishes shared leadership in area of responsibility for developing and implementing strategies to achieve shared goals and expectations

Domain 2: Leadership			
Factor C: Leadership Behavior			
Characteristic 2: Strategic and Systemic			
Effective	Minimally Effective	Effective	Highly Effective
	Establishes and maintains focus on both short and long term priorities and strategies to drive the work in area of responsibility	Works with staff and other leaders as appropriate to establish and maintain focus on both short and long term priorities and	Contributes to shared responsibility for developing and implementing the district or organization improvement plan

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2		strategies to drive the work in area of responsibility	
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Characteristic 4: Work Habits			
Ineffective	Minimally Effective	Effective	Highly Effective
2C4	monstrates the personal work habits, skills, and practices needed to carry out job responsibilities	d models and sets expectations for staff and other leaders as appropriate to use habits of reflective practice, personal growth, adaptation, renewal, reliability, and consistency	d works with staff and the leadership team appropriate to recognize and reward habits of reflective practice, personal growth, adaptation, renewal, reliability, and consistency

Domain 3 – Systems			
Factor A: Reliable, Aligned, and Consistent Operations			
Characteristic 2: Processes and Procedures			
Ineffective	Minimally Effective	Effective	Highly Effective
2	orks to maintain and follow district or organization systems, processes and procedures as required and appropriate for area of responsibility	d works with staff and other leaders as to monitor and improve compliance with district/organization systems, processes, and procedures as appropriate to area of responsibility	d works with staff and other leaders as appropriate to adapt and improve district processes and procedures to support district programs and services as needed based on stakeholder feedback and monitoring data

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Domain 3 – Systems			
Factor B: Efficient and Effective Operations			
Characteristic 2: Performance Development			
Ineffective	Minimally Effective	Effective	Highly Effective
3B2	Identifies personal growth edges and pursues professional learning and development to improve personal performance	Helps staff identify personal growth edges and pursue professional learning and development to improve performance	Cultivates shared ownership and leadership for reflective practice, authentic self-assessment, and development of growth plans to improve performance

Characteristic 3: Productivity			
Ineffective	Minimally Effective	Effective	Highly Effective
3B3	Looks out and recommends innovative and adaptive ideas for increasing productivity and effectiveness	Creates opportunities for staff to explore, recommend and implement innovative and adaptive ideas for increasing productivity and effectiveness	Creates shared leadership to test, evaluate, and disseminate innovative and adaptive ideas that help achieve district goals and increase productivity

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Domain 4 - Processes			
Factor A: Community Building			
Characteristic 1: Internal Stakeholder Relations			
Ineffective	Minimally Effective	Effective	Highly Effective
4A1	Maintains and models a cooperative, respectful, and collaborative demeanor in working with co-workers and staff	Ad holds staff accountable for maintaining a cooperative, respectful and collaborative demeanor in working with co-workers	Ad recognizes and encourages staff to share responsibility for developing a cooperative, respectful and collaborative working environment

Characteristic 4: Communications			
Ineffective	Minimally Effective	Effective	Highly Effective
4A4	Communicates with internal and external stakeholders in accordance with established expectations and processes on issues of concern and interest	Ad works with staff and other leaders as appropriate to maintain, open, inclusive, responsive, and effective internal and external communications	Ad works with staff and other leaders as appropriate to evaluate and improve internal and external communications based on stakeholder feedback and evidence of impact

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Domain 5 – Capacity			
Factor A: Reliability			
Characteristic 1: Dependability			
Effective	Minimally Effective	Effective	Highly Effective
5A1	consistent with timely completion of job responsibilities without supervision	<i>d</i> works with staff to develop their capacity to be consistent with timely completion of job responsibilities without supervision	<i>d</i> cultivates shared responsibility for consistent and timely completion of high quality programs and services in area of responsibility

Domain 5 - Capacity			
Factor B: Adaptability			
Characteristic 1: Initiative and Responsiveness to Change			
Effective	Minimally Effective	Effective	Highly Effective
1	responds to problems and concerns in a timely manner and sustains effort until resolved	<i>d</i> works with staff to identify problems and concerns and responds in a timely manner with sustained effort until resolved	<i>d</i> cultivates shared leadership and responsibility for identifying and resolving problems and concerns in a timely manner with sustained effort until resolved in a high quality and sustainable way