MyPGS

Washoe County School District

Central Office Administrator Rubric

Revised 7/08/2020

Professional Growth System

STANDARD 1 Stakeholder Support	STANDARD 2 Professional Responsibilities	STANDARD 3 Resource Management
1a. Communication The administrator models fair, equitable, and appropriate communication with all stakeholders in all interactions.	**2a. Professional Growth** The administrator applies professional learning to their role in the school district. *Professional Learning includes, but is not limited to, in-person, online, or self-paced resources.*	**3a. Fiscal Responsibility** The administrator ensures optimal use of department resources and funding.
1b. Collaboration The administrator establishes productive relationships that lead to outcomes and shared ownership.	**2b. Collegial Interactions** The administrator interacts positively and productively with colleagues to promote an environment of teamwork and cooperation.	**3b. Data Collection and Analysis/Continuous Improvement** The administrator uses multiple sources of data to identify needs, evaluate progress, and create systems for monitoring growth and development.
1c. Support The administrator provides thorough and timely support to stakeholders within and beyond the department.	**2c. Governance and Compliance** The administrator ensures that laws, policies, and regulations are upheld with fidelity.	**3c. Operations** The administrator operates efficiently to accomplish department goals.

STANDARD 1 - Stakeholder Support (Organizational Service)				
The Central Office Administrator provides support to all relevant stakeholders through equitable practice in alignment with Department Goals and the District Strategic Plan.				
Indicator	Ineffective	Developing	Effective	Highly Effective
1a. Communication The administrator models fair, equitable, and appropriate communication with all stakeholders in all interactions.	• Rarely or never communicates in a timely and accurate manner • Rarely or never communicates in a manner that is clear and appropriate to the audience	• Inconsistently communicates in a timely and accurate manner • Inconsistently communicates in a manner that is clear and appropriate to the audience	• Operates from an awareness that effective communication styles of others may be different from their own • Communicates in a timely and accurate manner • Communicates in a manner that is clear and appropriate to the audience	Meets all descriptors of "Effective" and: • Ensures equity of voice in settings with various stakeholders • Reflects on communication impact and establishes strategies for improving communication skills
1b. Collaboration The administrator establishes productive relationships that lead to outcomes and shared ownership.	• Rarely or never develops and implements solutions in partnership with stakeholders • Rarely or never considers input or perspectives from others when leading or participating in group conversations • Rarely or never uses goals to lead meetings or drive discussions	• Inconsistently develops and implements solutions in partnership with stakeholders • Inconsistently considers input or perspectives from others when leading or participating in group conversations • Inconsistently uses goals to lead meetings or drive discussions	• Develops and implements solutions in partnership with stakeholders • Forms partnerships to strengthen programs, solicit input and feedback, and support goals • Considers individual and group differences and welcomes all stakeholders' points of view	Meets all descriptors of "Effective" and: • Forecasts issues that may influence collaborative partnerships • Elicits and includes diverse viewpoints • Strategically plans for collaborative partnerships with stakeholders • Facilitates collaborative experiences
	Additional criteria for Supervisors: • Rarely or never holds supervised employees accountable for the inclusion, engagement and effective collaboration of stakeholders	Additional criteria for Supervisors: • Inconsistently holds supervised employees accountable for the inclusion, engagement and effective collaboration of stakeholders	Additional criteria for Supervisors: • Holds supervised employees accountable for the inclusion, engagement and effective collaboration of stakeholders	

1c. Support The administrator provides thorough and timely support to stakeholders within and beyond the department.	• Provides outdated, inaccurate, or incomplete information • Rarely or never connects stakeholders to resources	• Is unaware of areas of need • Inconsistently provides timely and accurate information • Is unaware of appropriate resources • Inconsistently listens to stakeholder feedback	• Identifies areas of need • Provides timely and accurate information • Connects stakeholders to appropriate resources • Improves department processes based on stakeholder feedback	Meets all descriptors of "Effective" and: • Anticipates areas of need and proactively gathers and distributes resources • Facilitates department change based on stakeholder needs
	Additional criteria for Supervisors: • Rarely or never ensures that supervised employees and stakeholders are provided with appropriate resources and guidance	Additional criteria for Supervisors: • Inconsistently ensures that supervised employees and stakeholders are provided with appropriate resources and guidance	Additional criteria for Supervisors: • Ensures that supervised employees and stakeholders are provided with appropriate resources and guidance	

STANDARD 2 - Professional Responsibilities				
The Central Office Administrator attends to professional responsibilities through equitable practice in alignment with Department goals and the District Strategic Plan.				
Indicator	Ineffective	Developing	Effective	Highly Effective
2a. Professional Growth The administrator applies professional learning to their role in the school district. *Professional Learning includes, but is not limited to, in-person, online, or self-paced resources.*	• Rarely or never attends professional learning /training • Rarely or never applies new knowledge or skills • Rarely or never delivers professional learning opportunities in an engaging manner with clear outcomes (if facilitating learning for others)	• Attends professional learning /training • Inconsistently applies new knowledge or skills • Inconsistently delivers professional learning opportunities in an engaging manner with clear outcomes (if facilitating learning for others)	• Engages in professional learning/training to remain current on skills and knowledge related to position • Applies new knowledge and skills from professional learning/trainings • Delivers professional learning opportunities in an engaging manner with clear outcomes (if facilitating learning for others)	Meets all descriptors of "Effective" and: • Proactively seeks professional learning/trainings to enhance skills and knowledge related to position • Designs appropriate professional learning opportunities for adult learners aligned to NV Professional Learning Standards (if designing learning for others)
	Additional criteria for Supervisors: • Rarely or never ensures supervised employees are aware of needed professional growth resources • Rarely or never monitors application of learning	Additional criteria for Supervisors: • Inconsistently ensures supervised employees are aware of needed professional growth resources • Inconsistently monitors application of learning	Additional criteria for Supervisors: • Ensures supervised employees are aware of needed professional growth resources • Monitors application of learning	Additional criteria for Supervisors: • Promotes opportunities for supervised employees to learn skills/content beyond current position or department

2b. Collegial Interactions The administrator interacts positively and productively with colleagues to promote an environment of teamwork and cooperation.	• Rarely or never interacts with colleagues in an approachable and receptive manner • Rarely or never recognizes the skills and duties of colleagues so they can be utilized in purposeful interactions • Rarely or never recognizes colleagues for their contributions • Rarely or never resolves conflict to maintain a positive, productive work environment	• Inconsistently interacts with colleagues in an approachable and receptive manner • Inconsistently recognizes the skills and duties of colleagues so they can be utilized in purposeful interactions • Inconsistently recognizes colleagues for their contributions • Inconsistently resolves conflict to maintain a positive, productive work environment	• Interacts with colleagues in an approachable and receptive manner • Recognizes the skills and duties of colleagues so they can be utilized in purposeful interactions • Recognizes colleagues for their contributions • Resolves conflict to maintain a positive, productive work environment	Meets all descriptors of "Effective" and: • Strengthens the capacity of colleagues • Contributes to the positive culture of the Department and District • Seeks out opportunities to build relationships
2c. Governance and Compliance The administrator ensures that laws, policies, and regulations are upheld with fidelity.	• Does not articulate or adhere to applicable laws, policies, or regulations (Federal, State, District, and Department) • Is unaware of or does not adapt to changes in laws, policies, or regulations	• Has limited knowledge of applicable laws, policies, and regulations (Federal, State, District, and Department) • Is aware of laws, policies, and regulation changes, but does not adapt or implement in an efficient or timely manner	• Articulates and remains up-to-date with applicable laws, policies, and regulations (Federal, State, District, and Department) • Adheres to laws, policies, and regulations • Adapts practices to align to changes in regulations and policies	Meets all descriptors of "Effective" and: • Examines laws, policies, and regulations to determine potential operational improvements • Advocates for and facilitates change in law, policy, or regulation based on data and equitable practice
	Additional criteria for Supervisors: • Rarely or never holds supervised employees accountable for adherence to applicable laws, policies, and regulations or communicates changes in a timely manner	Additional criteria for Supervisors: • Inconsistently holds supervised employees accountable for adherence to applicable laws, policies, and regulations or communicates changes in a timely manner	Additional criteria for Supervisors: • Holds supervised employees accountable for adherence to applicable laws, policies, and regulations and communicates changes in a timely manner	Additional criteria for Supervisors: • Provides regular opportunities for employees to re-examine departmental policies and routines through an equitable lens

STANDARD 3 - Resource Management				
The Central Office Administrator manages resources through equitable practice in alignment with Department goals and the District Strategic Plan.				
Indicator	Ineffective	Developing	Effective	Highly Effective
3a. Fiscal Responsibility The administrator ensures optimal use of department resources and funding.	• Rarely or never identifies inefficiencies and inequities in department processes • Rarely or never utilizes time and resources efficiently and equitably • Rarely or never seeks opportunities to reduce, reuse, or recycle resources	• Inconsistently identifies inefficiencies and inequities in department processes • Inconsistently utilizes time and resources efficiently and equitably • Inconsistently seeks opportunities to reduce, reuse, or recycle resources	• Proposes solutions to inefficiencies and inequities in department processes • Utilizes time and resources efficiently and equitably • Seeks opportunities to reduce, reuse, or recycle resources	Meets all descriptors of "Effective" and: • Leads or actively participates in solutions to address inefficiencies and inequities in department processes • Promotes innovative approaches in utilization of department resources and funding
	Additional criteria for Supervisors: • Rarely or never holds supervised employees accountable for the efficient and equitable utilization of resources	Additional criteria for Supervisors: • Inconsistently holds supervised employees accountable for the efficient and equitable utilization of resources	Additional criteria for Supervisors: • Holds supervised employees accountable for the efficient and equitable utilization of resources	
3b. Data Collection and Analysis/Continuous Improvement The administrator uses multiple sources of data to identify needs, evaluate progress, and create systems for monitoring growth and development.	• Does not demonstrate commitment to continuous improvement • Does not use data to make decisions • Does not collect data	• Identifies areas for improvement, but doesn't know how to act on them • Inconsistently makes decisions based on data or makes decisions based on incomplete/inaccurate data • Collects data without applying it	• Identifies and collects accurate data that contributes to the monitoring of department operations and goals • Uses appropriate data to make decisions • Considers potential data sources and needs throughout the planning process	Meets all descriptors of "Effective" and: • Adapts to changes in data needs to make decisions for the future • Improves practice via data analysis, reflection, and adjustments and identifies gaps and challenges to make changes appropriate to the role • Anticipates uses of collected data in other projects within or beyond the department

3c. Operations The administrator operates efficiently to accomplish department goals.	• Rarely or never manages logistics, follows timelines, or plans events, activities, or department projects • Rarely or never manages required job responsibilities to accomplish departmental goals • Unwilling or unable to adjust or respond to unforeseen circumstances	• Inconsistently manages logistics, follows timelines, or plans events, activities, or department projects • Inconsistently manages required job responsibilities to accomplish departmental goals • Willing though inconsistently able to adjust or respond to unforeseen circumstances	• Manages logistics and follows timelines involved with planning events, activities, or department projects • Manages required job responsibilities to accomplish departmental goals • Adapts and responds to unforeseen circumstances	Meets all descriptors of "Effective" and: • Takes a leadership role in accomplishing Department and District goals • Develops alternative plans in anticipation of changing circumstances
	Additional criteria for Supervisors: • Rarely or never holds supervised employees accountable for the completion of assigned tasks • Rarely or never provides appropriate timelines and expectations to supervised staff	Additional criteria for Supervisors: • Inconsistently holds supervised employees accountable for the completion of assigned tasks • Inconsistently provides appropriate timelines and expectations to supervised staff	Additional criteria for Supervisors: • Holds supervised employees accountable for the completion of assigned tasks • Provides appropriate timelines and expectations to supervised staff	