

TR.1. Communication Standard: ability to effectively listen and communicate (written and verbal) with a diverse audience including students, parents/guardians, staff, visitors, and community

Foundational	Proficient	Advanced/Mastery
Collect and share information in a professional and efficient manner.	Manage information important to creating a safe learning environment.	Be responsible for critical worksite/district communications. ^L
 understand and follow oral and written directions (e.g., road construction updates, route changes, safe bus expectations, etc.) provide requested general information about transportation rules, procedures, and expectations 	 write emails, texts, and reports as required by job duties that are clear and grammatically correct provide comprehensive and accurate information to students, parents/guardians, staff, visitors, and community 	 call for assistance, as needed, giving clear details about medical, security, or other emergencies de-escalate challenging behavior of students, parents/ guardians, staff, visitors and community with clear, calm verbal and nonverbal communications
to students, parents/guardians, staff, visitors, and community share accurate information in a timely fashion Know expectations and guidelines for communicating in routine, sensitive, and confidential matters. access and respond to emails, texts, and other required formats to stay informed about school and district activities, requirements of the law and code, Board policy and regulations, and other information regarding school transportation operate communication devices and make announcements in a clear and pleasant voice maintain a schedule/calendar of availability for extracurricular trips	guardians when handling unusual situations Act as a liaison between school and community when interacting with and assisting students, parents/guardians, staff, visitors, and community. • know when and how to intervene in escalating situations	 handle difficult conversations with calm a demeanor work collectively with staff to share expectations and deadlines for the completion of large or time-sensitive projects or emergencies (e.g., emergency busing plan, redistricting bus route, maintenance and equipment replacement, etc.) deliver information to staff during meetings in the absence of administrator or designee write and compile reports, grant proposals, and other important documents coordinate dissemination of information to students, parents/guardians, staff, visitors, and community maintain positive internal communication system, ensuring transportation staff and school administrators
 attend required staff meetings and trainings know emergency codes and phrases report factually and promptly any unusual situations or events to supervisor, administration or designee 	 (e.g., tone of voice, proximity, stance, etc.) explain and reinforce school/district expectations for a positive learning environment research and provide comprehensive and accurate 	are kept informed of needed information Mentor/coach others in role-alike positions on effective, professional, and culturally responsive communication. • review written communications for qualities of
	 information facilitate transfer of information between transportation services, and school site/program and districts use corrective feedback to discourage inappropriate behavior and respect the individual 	 professionalism, cultural sensitivity, and clarity train other transportation staff in communication expectations and procedures stay current and share best practices relating to communication strategies
	 use language that reinforces the positive academic and social expectations to increase appropriate school behavior 	 guide mentees' reflection on interactions with students, parents/guardians, staff, visitors, and community for positive qualities and possible areas of improvement

continues

 $\textbf{L} \ \text{Indicates opportunities for leadership.} \ \textbf{M} \ \text{Indicates opportunities for mentoring.} \ \textbf{RM} \ \text{Indicates opportunities for being a role model}$

Foundational	Proficient	Advanced/Mastery
Engage students, parents/guardians, staff, visitors, and community politely and positively.		Recommend areas for improvement in communications. • research and suggest software applications/devices
 seek to understand the needs of students, parents/ guardians, staff, visitors, and community by asking clarifying questions and paraphrasing responses to confirm understanding of requests 		serve on committee or work group gathered to improve communication quality and processes
 greet students, staff, and visitors in person or via phone with a smile and pleasant tone 		
 share and reinforce expectations for positive school- wide behavior (e.g., be safe by staying in seat when bus is moving; be responsible by taking everything with you; be respectful by following the driver's directions, etc.) 		
 use professional language in all communications (e.g., conversations, email, written correspondence, and public meetings) 		

TR.2. Cultural Competence Standard: ability to examine one's own cultural context, understand cultural contexts of others, and interact across cultural contexts with sensitivity to differences (e.g., economic, race, gender, and disability)

Foundational Proficient Advanced/Mastery

Recognize differences among and across groups of people.

- identify cultural norms that vary based on race, language, socioeconomic status, country of origin, gender, religion, and other aspects of identity
- understand social construction resulting in stratification of groups of people
- know district policies regarding bullying and harassment/sexual harassment of students and/or staff
- aware of systemic, institutional inequities based on race and other differences (e.g., disparity by race/ethnicity and ability/disability in academic achievement and employment)

Recognize one's reaction to individuals or groups who are different from oneself.^{RM}

- aware of personal implicit and explicit biases
- manage personal reactions to difference and expand ability to work with others

Build relationships of mutual respect and seek to understand diverse perspectives.^{RM}

- accept diversity as the norm, and part of working with all students, parents/guardians, staff, visitors, and community effectively
- speak clearly and with a friendly, courteous tone
- learn about and respect different racial and cultural backgrounds, customs, ways of communicating, traditions, and values

Acknowledge the value of speaking multiple languages.

- provide transportation documents in home language of students, parents/guardians, staff, visitors, and community
- learn key phrases in language of students, parents/ guardians, staff, visitors, and community
- post bus signage in multiple languages

Understand the value of diversity in a learning environment in order to create opportunities that will include and maximize students' strengths.

- access resources to increase knowledge of how race, ethnicity, and other aspects of diversity intersect
- examine beliefs and attitudes to discern strengths, preferences, and biases of self and others in order to expand understanding of racial and cultural diversity
- recognize the unique combination of cultural variables (e.g., race, language, economics, country of origin, gender, religion, ability/disability, etc.) within the worksite/district/community as assets
- acknowledge power imbalance occurs when one group's identity is established as the norm (e.g., individual can be bullied when another feels empowered to do so)

Understand how one's own culture—all experiences, background, knowledge, skills, beliefs, values, and interests—shapes sense of self, and how one fits into family, school, community, and society and impacts interaction with others.RM

- reflect on own racial, social class, gender experiences to identify generalized social norms and expectations
- reflect on how worksite/district policies and practices match or are different from own experiences and expectations

Work collaboratively with members of racially and culturally diverse groups.^L

- use racial consciousness and cross-cultural understanding to communicate effectively
- participate in activities with interracial and cross-cultural groups in school and in the larger community
- provide services attending to the racially and culturally diverse needs of students, parents/guardians, staff, visitors, and community

Identify and address the consequences of inequities based on racial, socioeconomic, gender, disability or other aspects of identity or group membership.^L

- lead racial justice and equity conversations and learning opportunities with students, parents/guardians, staff, visitors, and community
- participate in school/district equity activities
- participate on school/district's racial justice and equity teams
- review school/district policies and practices for equity and cultural responsiveness, and recommend changes
- share effective practices and protocols that support physical and/or social-emotional well-being during interracial and intraracial interactions

Use one's own cultural experiences, background, knowledge, skills, beliefs, and values to mentor/coach students and applicable staff in racial justice and crosscultural experiences. M. L

- engage in racial and cross-cultural dialogue with students in settings outside the classroom
- process racial and cross-cultural events with mentee(s)

Identify the need for additional cultural competence training and seek those resources $^{\rm L}$

- access information on racial-identity development
- understand historical development of access to education by race, class, gender, disability, etc. in the United States
- review factors that affect interactions across racial and cultural groups, including historical experiences and relationships among groups in a local community
- acquire advanced training in facilitating racial equity and cross-cultural dialogue with students, parents/guardians, staff, visitors, and community
- increase literacy (i.e., listening, speaking, reading, writing) in additional languages

continues

Foundational	Proficient	Advanced/Mastery
	Understand the impact of racial and cultural differences in educational and work environments.	
	 recognize impact of own behavior on others regardless of intent, and modify behavior when impact is revealed 	
	 apply cross-cultural communication skills (e.g., different ways of showing respect, seeking assistance, sharing personal information, etc.) 	
	Model cultural competence in interactions with students, parents/guardians, staff, visitors, and community. RM	
	• express awareness of own implicit and explicit biases	
	 ask questions to determine if missing perspectives have been sought and included in decisions 	
	 use protocols and skills in cross-cultural and interracial interactions 	

TR.3. Organization Standard: ability to prioritize, plan, and execute tasks efficiently and effectively			
Foundational	Proficient	Advanced/Mastery	
Follow procedures for collecting, managing, and maintaining information needed for job duties.	Maintain ready access to information and equipment necessary for job duties, including notifications and	Use management tools to prioritize tasks and workload in advance for efficiency in daily performance. ^L	
 rules, procedures, expectations for student behavior and safety, and procedures for safe school bus transportation names and faces of students 	updates.new and updated safety, driving regulations, and district policies	 calendar and apps that track bus routes, schedules, and extracurricular runs Analyze systems and procedures for efficiency and 	
seating chartsreports of disruptive behavior by students	 records related to equipment maintenance correspondence, reports, school policies and procedures 	 effectiveness, and suggest or implement improvements.^L assist in the development of changes to student disciplinary guidelines 	
incident reports to the proper authoritiesvehicle checklist	 student information and seating charts proficient knowledge of transportation service area and 	 specified routes, safety and emergency procedures, routine maintenance procedures, and schedules 	
 school calendars, school arrival/dismissal times, and professional development training dates 	ability to change the specified route for appropriate safety or emergency situations	Manage or lead complex, multifaceted projects related to job duties. ^L	
Manage work duties effectively within time allotted/allocated.	Model efficient and effective workload management. RM • keep to route schedule	chair a transportation safety committee Mentor/coach others in developing or maintaining	
 know regular and extracurricular trip routes know bus routes for picking up and dropping off students 	balance driving and maintenance/reporting dutiesturn paperwork in on time	organization skills related to job duties. ^L safety and maintenance trainings new driver buddy	
 general knowledge of transportation service area Follow directions and recommended operating 	Work cooperatively with other staff on emergencies and/or the completion of large, complex or time-sensitive projects. ^{RM}	onboarding plan	
 procedures for job-related equipment. vehicle pre-trip and post-trip inspection and reporting of any visual defects of the vehicle 	flexible when school hours or emergency requires change in schedule		
maintain clear and clean work area	Perform maintenance tasks for equipment and information systems to ensure readiness to complete job duties.		
remove trash and lost items dailydriving laws, safety regulations, and district policies	communication device maintenanceoil and fuel levels		

• reporting problems or defects daily

Foundational Proficient Advanced/Mastery

Know and follow child safety/welfare laws, reporting policies and procedures, and repercussions of noncompliance (i.e., district, Board, state, federal).

- mandated reporting
- school expectations for positive behavior, and continuum of responses for unexpected behavior

Know and report breaches in student and staff codes of conduct, bullying, harassment, and other policies (e.g., acceptable use).

- all accidents or incidents, as required by school policy and state law
- student behavior problems to school at beginning of day; to dispatcher or supervisor at end of day
- bomb threats or other threats of violence
- identify and report a situation to the proper administrator, and document the situation
- understand the chain of command for reporting procedures
- any problems/defects during pre-trip, route, and post-trip

Maintain the necessary documentation for required agency and individual reports.^{RM}

- student behavior and incident reports
- student recognition for positive behavior
- timely submittal of information to the proper authority
- defects or problems with vehicle to dispatcher or supervisor

Retain and renew commercial driver's license.

Recognize signs of neglect/abuse, substance abuse, or self-injury behavior involving students or staff.

- observe student demeanor and attitude changes over time based on knowledge of student
- apply understanding of race/cultural competence when reporting concerning behavior to mitigate implicit bias

Clarify reporting procedures for others and assist in notifying proper authorities.^M

- factual reporting using appropriate terminology
- o proper use and submission of all forms and documents
- know when to activate the chain of command
- potential responses to reporting, and of legal obligations and proceedings that follow reporting

Represent the school/district in a professional manner when reporting all incidents.^{RM}

 $\circ \;\;$ abide by protocols and confidentiality agreements

Participate with administrators and other stakeholders in creating and implementing professional development on reporting requirements.^L

 training in identifying and proper reporting of suspected harassment and bullying

Prepare required agency and individual reports and maintain all appropriate records.

- incident reports of security breaches, vandalism, and inappropriate or dangerous behavior
- present transportation and safety reports to the Board

Mentor/coach others on safety policies, procedures, documentation and reporting protocols. $^{\rm M}$

- student and adult behavior
- accidents or incidences during transportation for school and activities

TR.5. Ethics Standard: ability to maintain a high level of ethical behavior, confidentiality, and privacy of any information regarding students, staff, and all job-related matters

Advanced/Mastery Display ethical and professional behavior in working Contribute to the learning environment by nurturing Mentor/coach others in ethical conduct.[™] positive ethical and moral practices.RM with everyone who communicates-or is associated-with • update staff on new procedures and policies the worksite.RM consider racial and cultural context when making ethical • lead workshops or webinars on ethical behavior in • resolve problems and conflicts, including discipline, decisions educational settings according to the law and school policy be responsible for security items such as keys, radios, Lead others in ethical behavior. L passcodes • be responsible and accountable for individual performance and continually strive to demonstrate • maintain high level of professional competence and • use language appropriate to a learning environment integrity when exercising professional judgment maintain high-quality work use institutional or professional resources and privileges • respect the values and traditions of the diverse cultures focus on effective use of time only for job-related duties represented in the school/district and community • use leave time in accordance with school/district policy consider biases in procedures and practices that • identify and report violations to the code of conduct compromise social justice when making ethical decisions be honest in dealing with lost items, reporting, and advocate for change in regulations and statutes when recordkeeping deal considerately and justly with students, parents/ such legislation conflicts with ethical guidelines and/or quardians, staff, visitors, and community student/employee rights exercise self-control, discipline, and integrity Maintain professional relationships with students, parents/ o notice when policies, practices, or laws are harmful to Know the laws, district policies, and procedures related to guardians, staff, visitors, and community both in and individuals, groups, or the community ethical behavior and confidentiality. outside the organization. • consider the conflict between the value of obeying the • read and follow employee code of conduct/handbook • respond in a timely manner to feedback about personal law and the value of serving people read and follow Technology Acceptable Use Policy performance and adapt accordingly o initiate action for social justice • serve as an individual example of appropriate ethical know and use the proper protocol to communicate and observe, identify, and explain proper ethical conduct to address concerns conduct students and staff maintain confidentiality concerning student and • strive for quality in delivery of services • stay informed about current social issues that staff information o participate in sense of collective responsibility for highdifferentially affect students, schools, and communities Develop relationships with students, parents/quardians, quality work and services staff, visitors, and community based on mutual respect • be conscious of potential discriminatory practices both in and outside the worksite. based on a person's disability, race, gender, cultural know and participate in development of positive school background, religion, or sexual orientation culture to support a safe, inclusive learning environment Exercise confidentiality and privacy of any information • know and follow protocols for positive engagement with regarding students and staff in all job-related matters by following all rules, regulations, and policies. families and community • conduct conversations about students or other confidential matters privately • secure and protect documents from casual viewing • inform appropriate personnel of breaches in confidentiality • keep details of confidential matters limited to those who

need to support and provide service

TR.6. Health & Safety Standard: ability to protect the health and safety of oneself and others by knowing and executing health, safety, and emergency protocols/procedures with fidelity

Know basic safety, first aid, and Occupational Safety and Health Administration (OSHA) information as required by job duties.

- first aid certification, AED training, and blood-borne pathogen training
- district/agency's weather emergency protocol

Know and fulfill assigned and designated functions during practice and active emergency/evacuation procedures.

- safe bus evacuation for students with and without special needs
- keep emergency plan in easily accessed location
- station oneself at designated location to direct or assist emergency responders
- how to operate all of the bus safety equipment. (e.g., emergency fire exits, window exits, fire extinguisher)

Know worksite rules and policies for student and staff codes of conduct related to safety.RM

- students wait for signal to cross and board the bus
- students seated before bus moves
- students in assigned seats, if required
- student cell phone use according to district policy
- o no cell phone use by driver while bus is moving or stopped at intersections

Make quick and accurate decisions in difficult situations.

- call for ambulance/emergency support
- know procedures for person with a knife or firearm
- make appropriate staff aware of the situation

Maintain valid safety and first aid/CPR/AED certificates as required by job duties.

- register for first aid, CPR/AED certification classes every
- access refresher materials online annually

Remain current with any new policies/procedures that ensure the health and safety of students and staff.

• know policies/procedures for reporting all accidents occurring on school bus

Recognize behaviors that students may exhibit during emergency situations.L

- plan for students who may have a seizure, run away, hide,
 new information and practices for safe school bus etc. in response to stressful situations
- implement protocol for students with a history of unpredictable or violent behavior

Display confidence and poise when making judgment calls during emergency drills or events. RM

- use a firm, calm voice and controlled breathing
- use practiced, predetermined phrases for clarity under stress

Honor privacy and exercise confidentiality of all personal information regarding students, parents/guardians, staff, visitors, and community.

• share only needed information with emergency or other assisting staff

Participate on safety committees at the school, district, community, and/or state level.^L

- o contribute to discussion based on experience and knowledge of bus and transportation procedures and policies
- take note of action items
- o serve as staff liaison

Advocate for positive changes that will improve the health and safety of students and staff.^L

- suggest improvements to drop-off and pickup locations, procedures, or policies
- operation

Know terms and acronyms used by public safety officials, Federal Emergency Management Agency (FEMA), and local and state emergency preparedness agencies.

• select terms and acronyms* most relevant to school emergencies, learn their meanings, and commit to memory

Respond to and coordinate emergency and disaster drills/ incidents.L

- coordinate direction with administrators and emergency responders
- how to operate emergency communication devices
- collect feedback and metrics after drills

Recognize when a student or colleague is experiencing problems (e.g., educational, behavioral, developmental, health, or safety related) in order to prevent escalation/ emergency.

- apply de-escalation skills and procedures
- apply knowledge from daily interactions with students
- activate individualized response procedures for students with disabilities

continues

^{*}The FEMA Acronyms, Abbreviations & Terms job aid is housed at fema.gov with a search feature that allows the user to find the meaning of individual acronyms and abbreviations, and lists related to specific areas of disaster management.

Foundational	Proficient	Advanced/Mastery
Maintain security and safety with regard to student drop- off and pickup.		Mentor/coach others regarding emergency policies and procedures. ^M
 parameters for students and adults at bus stops and pickup points (e.g., in permitted areas, active supervision, observing school expectations) know procedures for stranger in the building/on campus promptly respond accordingly when an emergency code is announced 		 update on positive and negative student interactions while traveling on the bus de-escalation skills and procedures weather and environment-related emergencies first aid/CPR/AED certification safe bus evacuation and emergency management procedures

TR.7. Technology Standard: ability to use electronic devices to problem solve and complete work-related duties			
Foundational	Proficient	Advanced/Mastery	
Operate computer and/or other digital devices and platforms required for job duties. radio/phone etiquette and protocols online or virtual professional development access student information and bus routing system	Monitor job-related emails routinely. RM o daily or as directed by supervisor Operate advanced settings of equipment needed to perform job duties. o modify/update student and bus route information	Research trends/issues pertaining to the job. ^L • vehicle safety updates • bus route management technologies Download specific programs as directed by supervisor.	
mileage tracking systemaccess substitute system	 GPS/navigation system Use appropriate job-related programs. parts-supply system 	 bus routing GPS/navigation system updates Review and manage data, as needed, for accurate data analysis. 	
Operate standard equipment. • communication system	 web and document searches equipment bids Know how to contact Information Technology (IT) department and report specific issues. 	 track route and mileage information, maintenance, trip durations, etc. Mentor/coach other staff to use internet/software applications safely and independently.^M 	
Input and access personal information (e.g., nours, pay)	 note clear sequence of events prior to technology issue designated email for reporting screen shot of error messages 	 schedule time with mentee to review digital requirements of job duties opportunity to answer questions about Acceptable Use Policy 	
stubs, leave requests, etc.) Know worksite's Acceptable Use Policy. read annually and submit signature page Know terminology in order to solve common	 understand the reporting procedure for misuse of technology, cyberbullying, inappropriate images, etc. and who to refer the situation to Model safe internet and technology use.^{RM} 	 social media concerns, trends, and potential impact on student behavior while on the bus update on positive and negative student interactions while traveling on the bus 	
technology issues. o dialogue box, error message window, etc. Learn and adopt new technology methods. o tablet apps for recording trip information (mileage, routes, GPS/navigation system)	 responsible social media use know student data privacy rules and/or laws appropriate response to phishing, trolling, spam, etc. 	 schedule time with mentee to review worksite/district Acceptable Use Policy Manage a social media presence.^L feedback from students, parents/guardians, staff, visitors, and community via worksite/district Facebook page and/or online platform 	

Foundational Proficient Advanced/Mastery

Align appearance appropriately to job duties and professional expectations as outlined in handbook or job description.

- clean and durable clothing providing free range of motion to complete pre- and post-trip inspections
- sturdy footwear to protect feet in case of emergency

Conduct oneself as an ambassador for school or agency. RM

- model school procedures and expectations
- respond to requests for information promptly
- o drive vehicle in safe and professional manner
- demonstrate honesty and integrity in making decisions
- appropriate use of language around students
- greet students, parents/guardians, staff, visitors, and community in a dignified, positive manner

Know the roles and responsibilities of your career field.

- o proper use and care of vehicles and equipment
- licensing/certification (if required)
- proper procedure for reporting student behavior
- parameters for interaction with students, staff, and administration

Work collaboratively with a team.

- o acknowledge merits of multiple viewpoints or ideas
- understand team structures and how to contribute for the best interest of the students
- share ideas with and accept ideas of team members

Project a positive image to the community through communication, involvement, and personal conduct. $^{\rm RM}$

- commitment to providing a safe and welcoming learning environment
- communicate clearly and directly with students, parents/guardians, staff, visitors, and community

Maintain emotional control in stressful situations.

- use a firm, calm voice and controlled breathing
- ask clarifying questions

Establish and maintain effective working relationships with others both in and outside of the worksite. $^{\rm RM}$

- understand needs and perspectives of students, parents/guardians, staff, visitors, and community
- seek solutions to identified needs with appropriate staff

Maintain current knowledge of procedures, policies, and laws.^L

- continuing education for appropriate licenses
- advanced knowledge and use of tools and equipment
- use culturally responsive procedures for engaging students, parents/guardians, staff, visitors, and community when performing work tasks
- requirements for maintaining a healthy and safe work environment

Respond appropriately to instruction and feedback.

- develop strategies for continuous improvement
- seek to understand specifics of corrective feedback and how to change behavior or processes to improve

Shift tasks and priorities when necessary.

- willing to change or reschedule routes and runs based on need
- ask clarifying questions to understand needs and new priorities

Seek or maintain connections with the larger community.^L

- communication between staff and administration
- involvement in your local, district, or state association
- vendor or service repair individuals

Engage in the improvement of the profession through active participation in professional organizations. L

- attend local union meetings
- take on a position in local or state union
- attend transportation webinars or conferences
- Seek resources from the National School Transportation Association (NSTA) or similar organization

Demonstrate initiative in identifying areas of need and opportunities for improvement.^L

- education program for safe transportation
- develop or implement effective positive-behaviormanagement trainings
- identify and suggest route changes
- recognize opportunities to improve bus routes, loading and unloading procedures

Seek additional certifications.

- advanced emergency training
- driver trainer
- advanced training for maintenance
- attend professional development to advance in the transportation career field

Mentor/coach others in role-alike positions on professionalism standards.^M

 communicate importance of transportation services to a positive and safe learning environment