

Coaches/Develops Others		
Unacceptable (1)	Meets Expectations (3)	Far Exceeds Expectations (5)
Shows little interest in developing the skills or abilities of direct reports; seldom offers formal training or on-the-job assignments/experiences.	Develops the skills and abilities of others by exposing them to formal training and impactful on-the-job assignments/experiences.	Exposes team members to both well-known and novel training opportunities; regularly seeks out impactful on-the-job assignments/experiences for employees to pursue both within and outside school/division.
Seldom provides ongoing, constructive feedback and coaching to help people realize their full potential; gets involved only when there is a problem.	Provides ongoing, constructive feedback and coaching to help people realize their full potential.	Consistently (in all cases) provides ongoing, constructive feedback and coaching to help people realize their full potential.
Does not regularly utilize University tools and processes (e.g. PM systems, development plans, LOD/HR resources) to develop team. Usage is sporadic and haphazard.	Utilizes University tools and processes (e.g. PM systems, development plans, LOD/HR resources) to develop team.	Incorporates team building and related activities annually to develop all members of team. Leverages full array of existing University tools and processes (e.g. PM systems, development plans, LOD/HR resources), as well as seldom used, often overlooked resources.
Seldom recognizes or reinforces people's development efforts and improvements.	Recognizes and reinforces people's developmental efforts and improvements.	Publicly recognizes and reinforces people's developmental efforts and improvements; encourages others to do the same.
Struggles with helping people develop plans to achieve career goals and career growth.	Helps people develop plans to achieve career goals and career growth.	Regularly works with each person to create meaningful development plans that help people achieve career goals and career growth. Provides ongoing support and accountability to ensure success.

Please be mindful of different cultural norms and neurodiverse populations when applying these standards