Skills and practices - participant

Rubrics must be completed. This is the primary rubric to be used throughout the program. **You and your direct manager will meet five times over the course of two years to complete this rubric.** The value in completing this rubric is in charting your progress to reach the excellent level in all skills and practices.

	Normative	Formative			Summative
	1 - Baseline	2 - Needs Improvement	3 - Acceptable	4 - Good	5 - Excellent
Decision making	I am not sure about my ability to make good, balanced decisions or in making decisions that are not well supported.	I struggle to make good, balanced decisions that are not well supported.	I can make good, balanced decisions that are supported in most situations.	I can usually make good, balanced decisions with some support when appropriate.	I have complete trust in my ability to make good, balanced decisions that have no support when it is appropriate.
Resilience	I do not understand the need for change and do not feel I am able to adapt to new situations.	I struggle to understand the need for change, and I have difficulty adapting to new situations.	I understand the need for change, but I am not comfortable adapting to new situations.	I understand the need for change and can usually adapt to new situations.	I completely understand the need for change and can easily adapt to new situations.
Prioritizing	I do not feel comfortable setting my own deadlines and I have difficulty in planning and in initiating a project.	I allocate time for specific tasks, but I do not feel comfortable prioritizing. I prefer regular guidance and check-ins.	I normally follow instructions for achieving results and can schedule and prioritize my workload.	I am comfortable with breaking down large tasks into smaller goals to improve task load and to help me stay focused on my goals.	I seek efficient and effective ways to accomplish my goals and can create my own timeline to achieve results.
Goal setting	I am not comfortable communicating with others to collaborate or explain my decisions and the choices I have made.	I am comfortable working on tasks and projects, but I am not comfortable in finding answers when confronted by roadblocks.	I am comfortable making connections to help me achieve my goals. I am comfortable asking questions or seeking out information when faced with roadblocks.	I feel comfortable saying no when demands distract me from my goals.	I am comfortable with expressing my goals and my decisions and choices to achieve them.

Respect	I treat everyone with courtesy, politeness, and kindness.	I demonstrate respect by asking the opinions and thoughts of others.	I listen to others before expressing my own viewpoint, opinions, and ideas.	Everything I do or say is indicative of the respect that I have for others.	I provide space to acknowledge the meaningful inclusion of others.
Trust	I struggle with my commitments because of conflicting priorities.	I honour my commitments but have difficulty admitting when I am unsure or wrong.	I honour my commitments but sometimes struggle in admitting when I am unsure or wrong.	I strive to create trust by honouring my commitments and admitting when I am unsure or wrong.	I create trust by honouring my commitments, admitting when I am unsure or wrong, and by being transparent.
Motivation	I am not comfortable with initiating projects.	I have ideas regarding projects and work plans, but I am reluctant to approach management without further guidance and support.	I have ideas for innovative projects that might be of benefit to the company, but I am hesitant to approach management.	I have ideas for innovative projects that I feel will be of benefit to the company, but I require some encouragement to approach management.	I feel comfortable in approaching management regarding innovative projects that I feel would be of benefit to the company.
Recognition	I do not see how the organization recognizes my value through this program.	I understand the value of this program, but do not see how the company will recognize my investment.	I can participate in this program but do not understand how the company will recognize my value.	I can fully commit to this program because I understand how the company recognizes my value.	I know that the company is invested in my self-development through this program.
Analytical Skills	I am not sure how to use questions, observations, synthetization, and reflection.	I am not sure how to use questions, observations, and synthetization in reflection for future innovation.	I use questions, observations, and synthetization when reflecting but I am unsure how to apply it to innovation.	I use questions, observations, synthetization, and reflection for future innovation.	I ask questions, observe, and synthesize, to achieve innovation.
Communication	I am often unsure how my verbal messaging is being sent and received which causes confusion.	I believe that I can use my verbal communication to send and receive messages with occasional instances of confusion.	I know that I can use my verbal communication skills to send and receive messages with minimal instances of confusion.	I have effective verbal communication skills to send and receive messages, but sometimes need to resolve some confusion around body language.	I ensure clarity in verbal communication by listening, paraphrasing, and asking questions, while observing and interpreting body language to avoid confusion.
Financial acumen	I am not sure of my financial literacy abilities.	I can identify some financial metrics.	I am comfortable with some financial metrics.	I can utilize quantifiable data to make informed decisions regarding financial metrics.	I have full confidence in my financial literacy abilities. I utilize metrics to make informed decisions and measure outcomes.
Agility	I am not sure how to be innovative or inspiring.	I am open to new ideas and experiences that might help to generate innovation and inspiration.	I can create innovative or inspiring visions, but I am not always able to transmit, express, or	I strive to transmit, express, or actualize my innovative and inspiring vision, but I am not sure how to transform them into reality.	I can articulate an innovative and inspiring vision and bring together the right people to transform this into reality.

			actualize them.		
Engagement	I am not comfortable connecting or engaging with my collaborator(s) on an informal basis.	I attempt to engage my collaborator(s) on an informal basis, but I struggle to demonstrate positivity and authenticity when doing so.	I am somewhat comfortable engaging with my collaborator(s) on an informal basis and I attempt to demonstrate positivity and authenticity when doing so.	I am comfortable connecting with and engaging my collaborator(s) on an informal basis and demonstrating positivity and authenticity when doing so.	I am comfortable and fully enjoy connecting with and engaging with my collaborator(s) on an informal basis.