

## SHARING KNOWLEDGE AND EXPERTISE

Enhances the capabilities of the organization by openly and effectively sharing his/her subject matter expertise with others; supports a continuous learning environment by preserving and compiling intellectual capital which can be used by others within his/her work group, department and agency entities, as appropriate.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
<p><b>Constructive Feedback</b> Fails to take responsibility for providing direction and coaching to lower-level or new employees.</p>	<p>Provides constructive feedback to new or lower-level co-workers.</p>	<p>Takes personal responsibility for orienting new employees; provides constructive feedback and suggestions for improvement; encourages the development of lower-level co-workers.</p>
<p><b>Coaching</b> Talks down to co-workers who need help learning a new aspect of their jobs or are trying to further refine a current skill.</p>	<p>Coaches others in a constructive and positive way so that they can absorb information and learn quickly.</p>	<p>Coaches others on how to best perform a task, confirms understanding and follows up to find out if coaching was effective or if additional assistance is needed.</p>
<p><b>Knowledge-Sharing</b> Does not recognize the value or avoids sharing relevant information that would benefit co-workers.</p>	<p>Openly shares knowledge with co-workers when asked or when the need to share becomes obvious.</p>	<p>Takes initiative to provide formal or informal learning sessions with co-workers when new information/knowledge has been gained on a topic that would be of interest to the group.</p>
<p><b>Sharing Materials</b> Discards valuable materials or does not share them with others who may find the materials relevant.</p>	<p>Recognizes importance of and proactively shares materials that may be helpful to others.</p>	<p>Maintains a "library" of informational materials; is relied upon by others when reference materials or new information is needed.</p>
<p><b>For Supervisors</b> Fails to provide resources and support for others to learn and develop</p>	<p>Expects and encourages individual and group learning that crosses departmental boundaries.</p>	<p>Continually strives to bring out the best in people by removing barriers to learning and finding creative ways to encourage skill development.</p>