The purpose of an Employee Development Plan is to assist in developing the technical as well as functional skills of your employees by identifying areas of need, drafting a plan for improvement, and then tracking progress toward the improvement goals on a regular basis.

Start by identifying competencies based on specific categories: intellectual, personal, interpersonal, and technical. Choose no more than three that you believe are most critical to an individual employee’s ongoing development or required improvement.

Use the forms on pages 3-5 of this document to enter each individual competency (one per sheet) that has been identified as requiring improvement.

Complete the remaining sections of each development action plan form. For each competency, draft a development goal that the employee must achieve in a very specific time frame and a preliminary plan for achieving that goal. Be sure to include any seminars, training, workshops, books, or other development tools with which you plan to assist the employee in order to obtain the required competency improvement or goal. Include a specific plan for periodic follow-up, review, and feedback over the course of the time allotted for the improvement of each competency.

Included in this file are tips on the dos and don'ts for effective employee development, which are designed to assist you in the successful implementation of your plan.

**Tips For Supporting Development:**

* Keep an open-door policy to encourage employees to approach you for guidance on their development program.
* Place development discussions with employees higher on your to-do list.
* Give employees room to initiate, create, and implement new ideas on their jobs.
* Keep employees informed of organizational changes to help them feel connected and part of the organization.
* Work with other employees or departments to take advantage of development opportunities.
* Alert employees to opportunities for using newly acquired skills or knowledge. Coach them when they miss an opportunity.
* Provide specific feedback that encourages and motivates. Focus on both strengths and growth areas.
* Have follow-ups with the employee and discuss their development plans regularly to show your support and commitment and to monitor progress.
* Be receptive to feedback as an example to others.

**Traps to Avoid:**

* Not providing the employee with the time, money, or reinforcement they need to carry out their development plans.
* Delegating tasks or scheduling assignments without considering an employee’s development opportunities.
* Sugarcoating your perceptions of an employee’s behavior and performance.
* Not providing the employee with specific, insightful feedback.
* Mixing a performance or work habit (e.g. routinely getting to work late) with a development opportunity (e.g., a need to develop leadership skills.)

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