

# Planning for Employee Development

## Why Planning for Employee Development Is Important

Organizations are unable to achieve their missions, goals, and objectives without their people completing the necessary work required. In order to achieve outlined goals and improve departments, employees need to be kept abreast with the latest developments whether it be the newest technology trends or being informed of pertinent industry knowledge. Though developing employees is key, many employers underestimate the value this brings to individuals employees and whole teams. This guide will lead administrators through the necessary steps for setting SMART goals and creating individual development plans for employees. Proper employee development planning will ensure that administrators have the right people with the right knowledge, skills, and abilities in place to achieve the goals and mission of the organizations.

## Employee Development Steps

Step One	Establishing SMART Goals
Step Two	Create a Development Plan
Step Three	Coaching Employees Through Check-Ins
Step Four	Evaluate Employee Performance

## Step One – Establishing SMART Goals

### What are SMART goals?

*SMART* goals represent goals that are specific, measurable, achievable, relevant, and time-bound. Outlining goals in this way ensures that employees have a clear roadmap for how to achieve success.

*SMART* goals should also tie to the broader department and institutional goals. Linking individuals goals to the broader goals of the institution help employees understand how their work and development contributes to bigger picture.



# Planning for Employee Development

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## Specific

- **ASK:** What needs to be accomplished and why?
- **DETERMINE** what needs to happen in order to achieve the intended outcome.
- **USE ACTION WORDS LIKE:** Increase, improve, reduce, develop, implement, coordinate, upgrade, evaluate, support, manage, audit, plan.

M

## Measurable

- **ASK:** How will this goal be measured or determined complete? What are the deliverables?
- **DETERMINE** what the feasible data, collection methods, or evidence that can be produced to demonstrate the goal has been met.
- **USE MEASUREMENTS LIKE:** Accuracy rates, generated revenue, student evaluation ratings, productivity reports, work product and samples, survey results, audit and test results, automated reports, amounts produced.

A

## Achievable

- **ASK:** Is the employee able and willing to meet this goal?
- **DETERMINE** what specifics are needed to achieve the goal and ensure the employee has the necessary resources (time, training, etc.) to be successful.
- **CONSIDER RESOURCES LIKE:** Training programs, degrees, certifications, credentials, mentoring, coaching, software tools, collaborations with other employees, teams or departments.

R

## Relevant

- **ASK:** Does this goal tie to the division and department goals?
- **DETERMINE** how achievement of this goal will align to the overall department, division, and strategic goals.
- **CONSIDER FACTORS LIKE:** Competing priority levels, scheduling, internal and external assets and barriers.

T

## Time-Bound

- **ASK:** When does this goal need to be accomplished?
- **DETERMINE** what a realistic timeframe for goal completion is and if certain progress points need to be established along the way.
- **CONSIDER ITEMS LIKE:** Project starting and ending times, anticipated timeline and progress points, and other competing work to be completed.

## Writing a SMART Goal

The template below helps to identify what is to be achieved, how, and by when. Goals should be concise but reflect relevant, specific information.

**What do you want to accomplish?** *Example: I want to improve my Excel skills.*

**SMART Goal:** *Leveraging resources available through the Learning Academy, I will improve my proficiency of filtering, sorting, and manipulating data by improving my knowledge and skills of the following Excel functions: sum, count, if/and formulas, V-lookups, averages, and removal of duplicate records. By the end of the FY20, I will be able to demonstrate my competency of these areas and how these new skills provided efficiency in my work.*

**What do you want to accomplish?** *Example: I want to implement project XX.*

**SMART Goal:** *By April 1, 20--, project XX will be successfully implemented to all constituents at the institution and will improve overall satisfaction ratings by 8%.*

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## Step Two – Creating a Development Plan

An employee development plan outlines the path necessary to accomplish the established goal. Development plans address performance or knowledge gaps as well as provide stretch assignments or special projects aimed at advancing an employee's current abilities. Like the goal, the plan needs to be specific and provide timelines.

### Employee Development Plan

Employee Name:	
Position:	
Date:	

Short-Term SMART Goals (to be achieved this year):

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Long-Term SMART Goals (to be achieved within the several years):

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SMART goal:	Resources (formal training, mentorship, cross training, independent learning, and coaching)	Timeline (progress points and completion date)	Associated Costs (if applicable)	Results
1.				
2.				

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## Step Three – Coaching Employees Through Check-ins

Administrators can keep their employees engaged and motivated on achieving their goals and successfully performing through effective coaching. Coaching, when done often and well, assists employee development, bolsters confidence, and improves morale. Coaching is a continuous process between the administrator and the employee on identifying opportunities and improvements, providing feedback and guidance, and monitoring progress.

### The Coaching Cycle



Administrators can use the GROW model developed by Graham Alexander, Alan Fine, and Sir John Whitmore. GROW stands for:

G	Goal
R	Reality
O	Obstacles and Options
W	Will

The GROW model aligns with the use of SMART goals. It assumes that a SMART goal is established with the employee. Once the goal is set and a development plan established, administrators and employees must meet throughout the year to conduct check-ins that review the reality of current situation, any obstacles impeding progress, outline options for moving forward, and ensure the employee is willing and able to achieve the goal and the expectations of the position.

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The frequency of employee check-ins is dependent upon the goal. Prior to meeting with an employee, administrators should review the outlined goals, development plan, and any notes from prior conversations. Administrators should also note the employee's current performance and determine what appropriate feedback should be given to keep the employee motivated and on-track to achieving his/her goal.

## Employee Check- In

Employee Name:	
Position:	
Date:	

### (G) Goals

What are the employee goals?

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### (R) Reality

What is happening now? What progress has been made? What still needs to be done? Discuss any relevant performance observations.

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### (O) Obstacles and Options

What internal and external obstacles are there? Are there competing or conflicting goals/work? What options are there to remove the obstacles, competing objectives? What tactics can be used to continue progress?

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### (W) Willingness and Ability to Achieve

How will you keep motivated? How I can assist you in meeting expectations and achieving your goal? Are there progress points that need to be established?

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# Planning for Employee Development

## Step Four - Evaluating Employee Performance

Evaluating employee performance is much easier to do well when administrators and employees are clear about the goals, agree on a plan, and check-in throughout the year to discuss progress. The development plan and completed check-ins are great forms of evidence that administrators and employees can use when evaluating performance. There are great resources available within Workday to assist administrators with this step. These include:

- Faculty Performance Evaluation Guide
- Staff Performance Evaluation Guide
- Academic Administrator Performance Evaluation Guide
- Staff Administrator Performance Evaluation Guide
- School Rubrics
- Job Descriptions

## Need Help?

The Lindenwood Learning Academy and Human Resources Office is available to assist employees and administrators with the employee development questions and needs. Please feel free to contact us!

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