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FOR PEOPLE AND BUSINESS

Stage 4
Development

FROM
THE HR SUITE

Fact Sheet

All employees plan their life, both personal and professional, and work hard on developing it. Their choice of employer and ensuing job satisfaction is chiefly contingent on the continuous advancement and growth opportunities they benefit from. The development stage includes adequate and efficient performance management systems and regular training throughout the worker's stint with the company. Development also encompasses refining the core competencies of employees and corelating them to the organisation's big picture targets. Satisfactory development is a win-win situation for both employer and employee.

While some employees are content to remain in the same position for several years, others are driven to progress their knowledge, skills and abilities and move up the organisational ladder. Providing new responsibilities and projects to your staff can help them grow within their roles, even if there are few opportunities for promotions in your business. Appropriate pay raises and constant recognition make a positive impact too. It is also helpful for new employees when experienced colleagues are able to broadcast their knowledge to them to assist them in developing. The company should provide a reliable source of support, including a trusted advisor, while also being allowed to ask questions openly without fear of retaliation.

Additionally, developing your employees has a major influence on all the other stages of the employee life cycle. You will be more likely to retain your employees if your company shows a genuine interest in them. A growing and supportive organisation is a motivating environment for workers. It's probable that even if your employees eventually decide to leave your corporation, they will always be grateful for the help they received, and they will want to repay the favour however they can. They will hopefully remain ambassadors for the company because reputation is everything.

Fact Sheet

STATISTICS

- 64% of learning and development professionals say that reskilling their current workforce to fill skills gaps is more of a priority now in a post-COVID-19 world. (LinkedIn)
- 72% of business leaders believe curated degree and certificate learning programs specific to their company's strategic goals will drive business growth. (InStride/Bain & Co.)
- 96% of Fortune 500 CEOs report interest in understanding the investments and impact of their company's learning and development initiatives. (ROI Institute)
- 34% of surveyed workers are satisfied with the level of skills development investment received from their organization and only 56% of respondents see a meaningful opportunity for themselves in the organization. (MIT Sloan Management Review and Deloitte)
- 47% of employees say their extra training and education helped them advance within their current company. (Pew Research)
- If a company invests in employees' careers, 94% said they would stay at the company longer (Clear Company)
- 94% of employees believe they would stay with a firm for a longer period if they were involved in their learning and development (LinkedIn Learning)
- 69% of companies have increased employee development since the beginning of the COVID-19 pandemic (Work Ramp)
- It takes new employees 8-12 months to become as efficient as their regular co-workers (Click Boarding)

Tips for Development

1. **Encourage your team members to be responsible for their own development**
2. **Encourage external learning**
3. **Reward the employees who learn in their own time**
4. **Assess knowledge and skills together**

Inspire your Workforce to be Responsible for their own Development

While the employer is also responsible for adequately developing an employee, the employee themselves also needs to show some initiative to improve themselves.

Developing a professional action plan is an excellent way to ensure employees remain attentive and on track to reach their goals. Their career advancement needs to be aided by a plan designed to help them improve their abilities.

If you collaborate with them on this process, they can follow a generic template to complete their own simple plan, or you can provide them with a general template that the whole team can use.

Encourage External Learning

Grant your workforce opportunities to attend pertinent conferences and seminars.

Also encourage them to pursue further education. Due to the everchanging working landscape, this can be done in-person, remotely or both. This greatly improves and speeds up their skills and advances their job efficiency.

A recommended way to do this is to frequently send them at the company's expense, as they will be more willing to go and will be more interested while in attendance. It is also suggested that, where possible, you contribute towards any educational qualification an employee is pursuing.

Tips for Development

Reward the Employees who Learn in their own Time

The majority of your team members likely partake in informal development outside of work hours on a somewhat regular basis.

Be sure to find out more about the staff member who is doing this, what they are doing, and be sure to tell them you appreciate what they are doing.

According to Glassdoor, 53% of employees say they would stay longer in a company if they feel appreciated. Rewards and recognition go a long way to improving but also retaining an employee. The employee will work harder, bettering both themselves and the company.

Assess Knowledge, Skills and Abilities

Direct communication with an employee is the best way to identify their key skills and knowledgeable areas.

As a result of the feedback they provide, you are able to plan the areas that need improvement and prioritize them accordingly.

In addition to providing employees with honest feedback, this is also one of the best ways to establish a strong working relationship.

Checklist

- [ ] Discuss career aspirations.
- [ ] Match team member goals with future internal opportunities.
- [ ] Research required skills and experience.
- [ ] Identify long-term goals.
- [ ] Identify short-term goals.
- [ ] Plan development activities.
- [ ] Reconsider current responsibilities.
- [ ] Check in regularly.

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Manager's Checklist for Evaluating Employee Development Needs

Area For Development	Questions to Consider
What: Job Knowledge and Skills • What the employee needs to know in order to perform the duties of the position. • What Hopkins-specific information the employee needs to have in order to be successful in the position. • What skills the employee needs to have.	Does the employee know what to do in the job? Does the employee have Hopkins-specific information in order to be successful in the position? Does the employee have skill or job knowledge gaps? Does the employee need to increase his/her knowledge around a specific area in order to more effectively perform the duties of the position?
How: Competencies, Behaviors and Attitudes • How the employee performs the duties of the position through job-relevant behaviors and motivation	Does the employee demonstrate the appropriate competencies, behaviors and/or attitudes necessary to do the job? Does the employee's behaviors and motivation assist in the achievement of goals? Does the employee's behaviors and motivation hinder the achievement of goals? Does the employee demonstrate a willingness and ability to align with the strategic direction of the department and organization? Is the employee self-aware and able to articulate insight?

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Manager's Checklist for Evaluating Employee Development Needs

Please select all of the appropriate development options to address development needs:

- On the job experience (70%)
  - Job shadowing
  - Observational learning
  - Cross training/role rotation
  - Stretch assignment(s)
  - Impact projects

- Feedback from others (20%)
  - Coaching and Mentoring
  - More frequent feedback
  - Self-reflection and assessment
  - Research/self-study/practice, then presentation to others
  - Industry/professional organizations or committees

- Training – Professional Development (10%)
  - Follow structured job aids to use in place of/develop capacity
  - Attend training (instructor-led or online training)

Please specify timeframes to complete each area of development.