

Manager's Checklist for Evaluating Employee Development Needs

Area For Development	Questions to Consider
<p>What: Job Knowledge and Skills</p> <ul style="list-style-type: none">• 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.	<p>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?</p>
<p>How: Competencies, Behaviors and Attitudes</p> <ul style="list-style-type: none">• How the employee performs the duties of the position through job-relevant behaviors and motivation	<p>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?</p>

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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.

