

# Employee Development

Chris Ward – Weber County Human Resource's

# Why Employee Development is Important?

- Helps shape the future of the county
- Employee Retention & Morale
- Promotes Accountability
- Improve Employee Engagement
- Helps employee achieve goals
- Helps with training of future managers
  - *(Not everyone promoted has management skills)*



# Yet, for many reasons it is often ignored...

- What is the price we pay?
  - Loss of top talent
  - Low Morale
  - Low Productivity

# *Harvard Business Review Study:*

- Studied 1200 young workers
- Concluded many are *not* receiving development they desire
- Appears to have fueled many early exits
- Workers reported that companies generally satisfy needs for on-the job development
- But, they are not getting much in the way of formal development (***things they also value highly***)
  - Training
  - Mentoring
  - Coaching

# Why then is it ignored?

1. We tend to focus most on the here and now.
  - Doing more with less
  - Constant state of upheaval
  - Reorganization
  - Focused on day-to-day essentials & emergencies
    - Leads us to be less interested in longer term activities
2. There's just no time for it.
  - Laziest of all excuses (Always time for important activities)
  - If you believe is a valuable managerial function, make it a Priority!

# Why Employee Development makes good business sense!

1. People care if you take genuine interest in their future
  - Emphasis on “Genuine”
  - Supervisor / Manager should take a real interest in; i.e. not a HR mandate
2. It help build loyalty & loyalty increases productivity
  - Taking an honest interest builds loyalty
  - Loyal employee's are more engaged
  - Engaged employee's are more productive



### 3. Good employees naturally want to advance, and appreciate meaningful support in the process:

- The Harvard Study showed: employees want training, mentoring & coaching
- They want to gain skills and become more versatile
- They want to be valuable to the organization
- Who doesn't appreciate thoughtful support that helps advance their career?

### 4. What is the flipside to all this?

- If you don't provide it, enterprising employees will go elsewhere!



## **Development planning doesn't have to be elaborate or costly or even complicated!**

At it's core it's mostly good management taking the person-to-person time to understand their employee's, recognizing their skills and needs, and guiding them to fill in the gaps!

If done well, the payoff can be substantial in terms of long-term loyalty!

# Eight strategies for Developing Employees:

## 1) Create Individual Development Plans:

- ✓ Important to sit down with employees
- ✓ Discuss individual interests & career goals
- ✓ Provide a roadmap with measurable goals
- ✓ Provide realistic timeframe for achieving goals



## 2) Provide Performance Metrics:

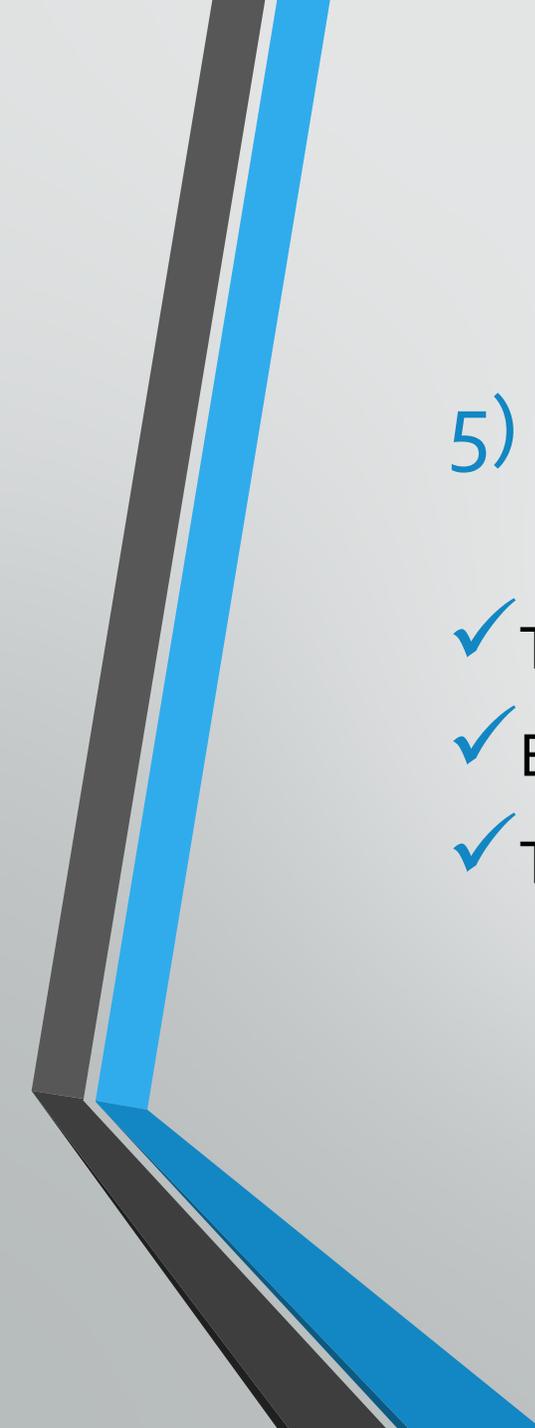
- ✓ Help employee understand where they need to be
- ✓ What they can realistically achieve
- ✓ Provides evidence of how activities are working
- ✓ Drives accountability

### 3) Provide Opportunities Outside of Job Function (if possible)

- ✓ Employee's need to understand how all aspects of the organization work
- ✓ Cross-training will increase awareness & knowledge
- ✓ Help them work more effectively with others because of new understanding
- ✓ Add challenges, expands skills, encourage to think on their feet
- ✓ Creates energy and excitement in the workplace!

#### 4) Give Constructive Feedback:

- ✓ Not destructive Feedback (know the difference)
- ✓ Include specific recommendations for improvement & development
- ✓ Should be done regularly
- ✓ If only given in performance reviews, missed opportunities to guide through development process
- ✓ They want to know how they are doing
- ✓ If used as tool for growth & recognition, not to knock them down, results will be made!



## 5) Remove Barriers:

- ✓ Today's generation likes change
- ✓ Enjoy open work environments that let them explore
- ✓ Take barriers away watch them flourish!

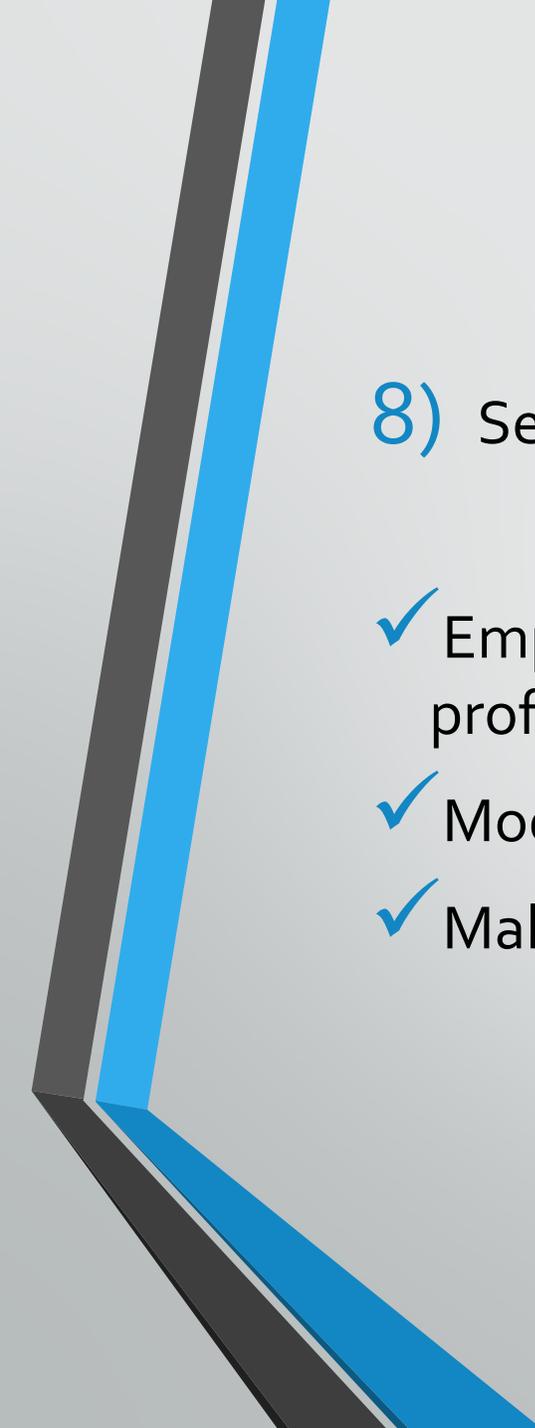


## 6) Link to a Professional Network:

- ✓ Helps them grow professionally & personally
- ✓ Meet people who can serve as mentor or coaches
- ✓ Provides specific training
- ✓ Networking and valuable contacts are established

## 7) Outlay Resources

- ✓ Training
- ✓ Online Learning
- ✓ Coaching
- ✓ Well worth investment dollar!
- ✓ Sharpen the Saw!!



## 8) Set the example:

- ✓ Employee will see value if they see current leadership continue to develop professionally
- ✓ Modeling builds credibility and trust
- ✓ Make it a culture



# Conclusion:

Leverage a few or all of the strategies, it is critical that each is used consistently, communicated clearly, and championed by leadership!