Suggested Professional Development Activities

Expand Responsibilities

- Expand an employee’s job content to include a wider variety of tasks, risk-taking opportunities, greater responsibility, and/or authority
- Ensure different types of tasks and levels of responsibility are needed, not just more work on the same task, within the scope of the employee’s current job
- Monitor and review the employee’s progress

Attendance and Involvement in Department, Division, Staff or Other Specially Designated Meetings

- Select the meeting(s) which will provide the employee with the knowledge, exposure, or broadening needed
- Pre-plan the employee’s involvement in the meeting and determine the expected outcome for the employee
- Review the meeting with the employee, emphasizing the areas related to the anticipated results (i.e. exposure to thinking at a more global instead of local level)

On-the-Job Coaching and Feedback Counseling

- Provide skill and knowledge by answering questions, reviewing work, discussing progress, and providing general direction
- Work through actual problems in order to share insight and problem-solving strategies
- Monitor development progress and provide feedback

Serve as a Meeting Facilitator or Trainer

- Schedule the employee to facilitate meetings or trainings
- Select training responsibilities that put the employee in touch with new operations, processes, or operating problems
- Review colleague responses with the employee

Formal Presentation Opportunities

- Assign a presentation that will give the employee an opportunity to develop planning and organization skills as well as effectiveness in speaking
- Review and critique the plan prior to presentation
- Provide feedback on the effectiveness of the presentation
Cross Training

- Provide the opportunity to observe and be involved in the day-to-day responsibility of lateral job functions on a project
- Identify and plan expected outcomes with the employee
- Review and critique the exposure experience

Special Assignment

- Select a problem area that will require increased analytical ability, improved judgment, knowledge of the organization and/or decision-making skills
- Assign an in-depth study of the problem area
- Review and critique the study

Special Team Projects or Assignments

- Place the employee in a group problem-solving situation to develop their skills in working with others
- Place the employee in a group with representatives from various parts of the organization to develop the participant’s knowledge and understanding of the organization
- Review and critique the employee’s performance or participation

Work One-On-One with a Specialist

- Arrange to have the employee talk or work with people experienced in specific areas
- Arrange to have the employee talk or work with external professionals
- Follow-up to review new ideas, perspectives, and knowledge gained

In-House Training Programs (as budget allows and schedules permit)

- Enroll the employee in an applicable in-house course or program
- Have the employee report on what was learned
- Provide the employee with access to computer-based training

Outside Functional Training (as budget allows and schedules permit)

- Carefully select outside professional development programs
- Ensure the programs (i.e. leadership development, functional broadening, or technical education) meet the organization’s and employee’s specific needs
- Consider community college and university courses that can be used to teach specific skills
**Planned Reading in Specialized Fields**

- Limit the amount of time spent on reading by carefully planning the reading assignment
- Reinforce the employee’s effort and demonstrate interest in their development by follow-up discussion of material covered
- Encourage the employee to check out books, tapes, videos and journals from the university or local library or download material online

**Mentoring**

- Share your experience, knowledge and ideas on specific topics with the employee in order to encourage them to try new approaches to solving problems

**Personal Development Workshops (as budget allows and scheduling permits)**

- Carefully select and evaluate the workshops
- Select participation on a voluntary basis only
- Select workshops to help gain new insights into their personal style and how others perceive them in interpersonal relationships

**Personal Counseling by a Trained Professional**

- Arrange professional counseling (beginning with Employee Assistance Program) for an employee who may be dealing with personal matters