

Suggested Professional Development Activities

Expand Responsibilities

- Expand an employee's job content to include a wider variety of tasks, risktaking 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