Human Resource Training and Individual Development

Employee Development
March 1, 2004

Overview

- Employee development
  - Education
  - Assessment
  - Job experiences
  - Performance appraisal and management
  - Mentorship programs

Definition

- *Development* refers to formal education, job experiences, relationships, and assessments of personalities and abilities that help employees prepare for the future.

Employee Development

- Training vs. development
  - Focus
  - Work experiences
  - Goals
  - Participation
- Why development?

Approaches to Employee Development

Assessment

Formal Education

Job Experiences

Interpersonal Relationships
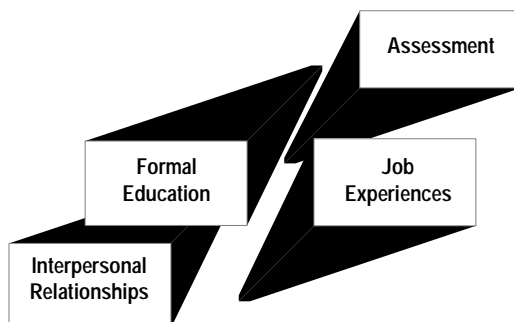
Formal Education

- Off and on-site
- Short courses
- Executive education

Assessment

- Involves collecting information and providing feedback to employees about their behavior, communication style, or skills.

Popular Assessment Tools

Personality Assessment

Benchmarks

Assessment Center

Performance Appraisals & 360-Degree Feedback
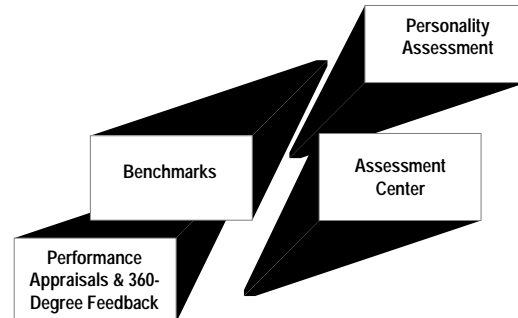
Personality Assessment

- Personality assessment frameworks:
  - *Myers-Briggs Inventory (MBTI)*
  - *The "Big Five" personality factors*
- Why assess personality?

Performance Appraisals

- *Performance appraisal* is the process of measuring employees' performance.
- Measuring performance:
  - Ranking employees
  - Rating work behaviors
  - Rating the extent to which employees have desirable traits believed to be necessary for job success
  - Directly measuring the results of work performance.
- Problems

360-Degree Feedback Systems

- Who rates the focal employee?
- Why 360-degrees?
- Link to development
- Effective systems
- When are these systems used?

Job Experiences

- Relationships, problems, demands, tasks, etc.
- Most employee development occurs through job experiences.
- How and when does development occur?

Enlarging Job Experiences

- Methods
  - Promotion
  - Lateral move
  - Transfer
  - Downward move
  - Job rotation

Interpersonal Relationships

- How do interpersonal relationships stimulate development?
- Types of formal relationships
  - Mentoring
  - Coaching

Successful Mentoring Programs

- Voluntary
- Informal relationships
- Choosing mentors
- Purpose
- Length
- Level of contact
- Evaluation
- Rewards

The Development Planning Process

- Elements
  - Identifying development needs
  - Choosing a development goal
  - Identifying the actions that need to be taken by the employee and the company to achieve the goal
  - Determining how progress toward goal attainment will be measured
  - Establishing a timetable for development
- Responsibilities

Company Strategies

- Individualization
- Learning control
- Ongoing support

Next Time

- Assessment: Personality
- Read:
  - McCrae & Costa (1997)
  - Wright (2003).