

## Professional Development Component of Performance Assessment

Performance supervisors support employee development when they assign employees roles or tasks that challenge them and provide the opportunity to grow. When you support and encourage the growth and development of your employees, you build employee motivation and commitment to the organization, and you improve morale. The department and the University benefit when the employee develops new skills, knowledge, and/or experience.

Performance development plans should be considered with the needs of both the organization and of the employee in mind. Conducting an assessment of your unit's future goals and objectives will enable you to identify development opportunities for your employees that will also benefit the organization. Activities that are not job or career-related, which employees undertake out of personal interest, are not included in a performance development plan.

Ask yourself:

- What are the new functions that this unit will need to perform in the near term and over the next two to five years?
- What knowledge and skills will employees need to develop in order to perform these functions?

Factors to consider when deciding whether to authorize an employee's participation in a particular activity are the:

- Employee's need for training
- Employee's career plan
- Needs and strategic goals of the organization
- Affirmative action objectives of the organization
- Resources of the department
- Advantages of one type of training over another
- Training needs of other department employees
- Effect of the determination on workload and other employees
- Likelihood of the employee successfully completing the proposed activity

Below is a list of examples which could be considered appropriate for employee development; they should be consistent with the employee's job classification and development. This list is not all-inclusive but represents many of the commonly used methods:

- Staff education and development classes
- On the job training / cross training
- Responsibility or responsibilities delegated from that of manager
- University credit course work, or non-credit certificate programs
- Course work from external providers, colleges, etc.
- Attending or participating in institute, conferences, and/or teleconferences

- Presenting at institutes or conferences
- Membership in professional organizations
- Participation in professional organizations
- Coaching or consulting within the organization
- Writing professional articles or publications
- Individual career counseling
- Working with a mentor
- Management development programs (Managing @ UNH, Supervising @ UNH)
- Internships
- Self-study or reading assignments
- Computer-based training
- Participation in or taking a leadership role on special projects
- Membership in campus organizations (i.e., PAT/OS Council)
- Participation on departmental or campus teams, task forces, and/or committees