

## Manager’s Checklist for Evaluating Employee Development Needs

In order to maximize an employee’s professional development, managers can think about closing gaps from both “*What*” and “*How*” perspectives. Use the following checklist to determine if the gap is around job knowledge and skills and/or competencies, behaviors, and attitudes. Consider choosing development opportunities from each of the 70, 20, 10 guideline areas.

Area For Development	Questions to Consider
<p><b>What:</b></p> <p><b>Job Knowledge and Skills</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> What the employee <b>needs to know</b> in order to perform the duties of the position</li> <li><input type="checkbox"/> What Hopkins-specific <b>information</b> the employee needs to have in order to be successful in the position</li> <li><input type="checkbox"/> What <b>skills</b> the employee needs to have in order to perform the duties of the position</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Does the employee know what to do in the job?</li> <li><input type="checkbox"/> Does the employee have Hopkins-specific information in order to be successful in the position? Does the employee have skill or job knowledge gaps?</li> <li><input type="checkbox"/> Does the employee need to increase his/her knowledge around a specific area in order to more effectively perform the duties of the position?</li> </ul>
<p><b>How:</b></p> <p><b>Competencies, Behaviors and Attitudes</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> How the employee performs the duties of the position through <b>job-relevant behaviors and motivation</b></li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Does the employee demonstrate the appropriate competencies, behaviors and/or attitudes necessary to do the job?</li> <li><input type="checkbox"/> Does the employee’s behaviors and motivation assist in the achievement of goals?</li> <li><input type="checkbox"/> Does the employee’s behaviors and motivation hinder the achievement of goals?</li> <li><input type="checkbox"/> Does the employee demonstrate a willingness and ability to align with the strategic direction of the department and organization?</li> <li><input type="checkbox"/> Is the employee self-aware and able to articulate insight?</li> </ul>
<b>Development</b>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>What three things does this employee do well?</b></li> <li><input type="checkbox"/> <b>What are three opportunities for growth for this employee?</b></li> </ul>	

**Area(s) for Development?**

- What
- How

**Please select all of the appropriate development options to address development needs:**

- On the job experience (70%)**
  - Job shadowing
  - Observational learning
  - Cross training/role rotation
  - Stretch assignment(s)
  - Impact projects
  
- Feedback from others (20%)**
  - Coaching and Mentoring
  - More frequent feedback
  - Self-reflection and assessment
  - Research/self-study/practice, then presentation to others
  - Industry/professional organizations or committees
  
- Training – Professional Development (10%)**
  - Follow structured job aids to use in place of/develop capacity
  - Attend training (instructor-led or online training)

**Please specify timeframes to complete each area of development:**