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| **Conducting the Development Discussion** |  **Questions for the Employee** | **Notes** |
|  **AGENDA SETTING**• Clarify the **agenda** for the meeting | • *What are your* [*goals*](http://training.rice.edu/training-professional-development/developing-world-class-staff/) *for the meeting?*• *What would you hope to accomplish in this development discussion?* |  *Review the 1 Page Goal Setting Worksheet* or *Setting SMART goals Worksheet* |
|  **EMPLOYEE CAREER PERSPECTIVE**• Explore **individual’s overall expectations about career growth**, both short and long- term• Explore **multiple development options** including enrichment in current job, lateral moves in or outside department, etc.• Test your own **assumptions** about the candidate’s interests | • *What are some important career and professional development issues for you now?*• *What are your short and long-term expectations about career growth?*• *What is important to you in terms of work?*• *How are you defining “success”?* |  |
|  **RICE CONTEXT**• Discuss the **department and structure**• Review possible opportunities in the future | • *What are some department or Rice challenges and opportunities that could impact your professional development?* |  |
|   **STRENGTHS TO LEVERAGE**• Emphasize that **leveraging strengths is just as important** in development planning as identifying growth areas• Provide **your feedback** about how has the individual contributed to the goals of the department• Discuss significant **strengths** that can be further utilized & ask for **employee’s perspective** * Discuss projects, assignments, committees, job roles that would **capitalize on these strengths**
 |  * *In what ways do you think you have contributed to the goals and objectives of the department/organization?*

• *What are some examples of success?*• *How would you describe your strengths?** *Which strengths would you like to further leverage in the organization?*
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|  **DEVELOPMENT NEEDS**• Discuss **development needs**• Identify the **skills, knowledge, or attributes** that need  focus or development?• Ask for **employee’s perspective and provide feedback**• **Ask for reaction** and clarification | • *Where do see growth opportunities?*• *What do you consider some of your development needs?*- *New knowledge needed?*- *Exposure to different functions?*- *Skills to learn?*- *Personal style to modify?* |  |
|  **DEVELOPMENT ASSIGNMENTS**• Brainstorm potential **development** assignments, projects, etc. that would encourage the development of needed skills and competencies | • *What work experiences will help you develop?* |  *See the* [*Developing Staff at Rice*](http://training.rice.edu/files/2016/10/Developing-Staff-at-Rice-24bbpxg.pdf) *document for ideas of on-the-job development.* |
|  **TRAINING, COURSES & SEMINARS**• Discuss learning needs that can be served through taking reading, [online/self-paced training](http://training.rice.edu/training-professional-development/self-directed-learning/), [courses](http://training.rice.edu/training-professional-development/developing-world-class-staff/) offered at Rice, seminars, or attending conferences | • *Which learning needs can be addressed by reading, taking courses, seminars, or attending conferences?* |  |
|  **DEVELOPMENT RELATIONSHPS (coaching, mentoring, etc.)**• Identify opportunities to work with individuals who are strong in a particular skill | • *From whom might you learn new skills and acquire knowledge?*• *With whom would you like to work?* |  |
| **DEVELOPMENT PLAN IMPLEMENTATION**• Review suggestions to leverage existing strengths and work on development needs• Discuss any **barriers** to development.• Discuss possible **resource needs**• Clarify any interim information that is needed• Set time to review **follow-up plan**• Staff member has responsibility to finalize development plan based on initial discussion | • *Considering both strengths and development needs, what are your primary development goals and activities?*• *What resources will you need?*• *What barriers to development might occur?*• *When would be a good time to review your plan?* |  |