|  |  |  |
| --- | --- | --- |
| **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?* |  |

|  |  |  |
| --- | --- | --- |
| **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?* |  |