

Identifying development needs

Part of your management responsibility is to develop your staff. Below is a helpful framework which can help you identify development needs. The example used is in relation to the *Imperial Expectations* and enabling your staff member to “*Work in a planned and managed way*”.



Selected task
Organising their
workload

Attitude: how do they need to “feel”, what should they think order to be at their best doing this task?

Able to say “no” to new projects, confident that they can manage their workload, aware of the need to take time out to “plan” rather than just “do”.

Skills: what does this person need to be able to do?

Manage their own time, use Outlook tools, manage short-term priorities and longer-term projects, prioritise.

Knowledge: what do they need to know to be able to do it?

Understand the priorities for the department, know deadline in the student timetable, know what software is provided by the College to aid and/or project management

Together you will need to discuss and decide options/methods of development that would best suit this person and also that will most likely help increase their confidence.

*Much of learning and development happens at work everyday.
Make a point of celebrating, sharing and talking about learning everyday.*

Identifying development needs

Before deciding on development options or engaging in training, the Reviewer and Reviewee need to be clear about what the person really needs to learn and where the investment will benefit work performance and career opportunities. To do this, examine the main existing or future job requirements and decide what attitudes are needed, what skills are involved, and what knowledge is required. This approach works both in terms of pinpointing gaps as well as looking at developing existing strengths.

Selected task

Attitude: how do they need to “feel”, what should they think order to be at their best doing this task?

Skills: what does this person need to be able to do?

Knowledge: what do they need to know to be able to do it?

Which area do you feel most and least confident in? What can you do to develop the good and lesser areas? How do you best like to learn? Remember different people will learn best by different methods and learning is enhanced through application and reflection.

Identifying development needs

The PRDP is the ideal opportunity to spend some quality time with all of your staff and plan the right kind of support for them, be that helping your top performers plan for the future or identifying development needs with those who require extra support.

Make sure you consider **What, How & When...**

What are the needs?

- Help your employee understand their role
- Focusing on strengths is important – don't always focus on 'weaknesses'
- Think about the short term – e.g. skills, knowledge and behaviours to help them in their role.

Good questions to ask:

- Do you have all the skills you need to deliver your agreed objectives? If not, what needs to be developed?
What are the gaps?
- What skills are important to you and to the team/department?
- What skills or experience would make you even more effective?
- Are there specific situations or events that you feel you could have handled more effectively?
- Which competencies/behaviours should you develop?

Consider some longer term career aspirations too:

- Where do you want to go? How would you like to see your career develop?
- What would help you achieve this? Is there a person whose success you admire and wish to emulate? How did he/she become successful?

Once you've explored these questions, prioritise the needs and how these can be developed.

Identifying development needs

How can they be addressed?

The familiar and easy option of 'going on a course' may not be the most appropriate way. Think:

- What is the most appropriate way to meet these development needs?
- What skills can be enhanced or gained through on the job learning? What expertise do we already have within the team? How can you take advantage of these?
- What can be enhanced or gained through education/training based actions?
- What is their preferred learning style?

A few potential learning solutions or opportunities are:

- Working on projects
- Covering holidays
- Work shadowing
- Training others
- Networking
- Secondments

When will they be addressed?

Agree and plan when this development will take place and create a development plan.

