Staff Development Methods to Promote Personal and Professional Growth

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Importance of Setting Yearly Professional Development Goals

A Quick Refresher on Goal Setting

Benefits of Establishing Goals, Objectives, and Action Steps

6 Goal Setting Steps to Create a Professional Development Plan

4 Significant Benefits of a Professional Development Plan

Exercise: Professional Development Audit

Professional Development Assessment
Sample Tool #1: Suggested Staff Activity

Promoting Employee Success

8 Points for Conducting Successful Employee Performance Assessment/Road Mapping Meetings

Sample Tool #2: Sample Employee Assessment Questions

Sample Tool #3: Employee Professional Development Plan

Sample Tool #4: Employee Performance Activity Sheet

Sample Tool #5: Getting Started... A Professional Development Planning Tool

An Overview for Getting Started... Some Preliminary Thoughts!

Sample Model: Stanford’s Compass Development Program (Career Development for Stanford Staff)
GOALS...

• are critical to the success of any endeavor!
• help us establish priorities.
• must be based on assessed needs.
• should be established in collaboration with staff
• Must be written and shared widely!
Definitions:

**GOALS** are outcomes stated in broad-based terms.

Example:
To provide for professional development training for staff, customers, and self
GOAL SETTING CONTINUED

• OBJECTIVES
  …are outcomes derived from goals
  …are specific and measurable; performance based or process based

• Example:
  1) At the conclusion of the session “Creating a Professional Development Plan” a minimum of 85% of the attendees will be motivated to establish a professional development plan, comprised of specific goals, objectives, & action steps by June 30, 2006 for his/her office.

  2) By the end of the FY ## quarter/semester, each staff member will have attended a minimum of 3 professional development classes supportive of his/her specified goals & objectives.
Well Formulated Goals and Objectives:

- are complementary
- describe expected outcomes
- identify the benefiting group and planned project
- are realistic & achievable
Objectives should follow the SMART Rule!

- **Specific**
- **Measurable**
- **Achievable**
- **Reachable**
- **Time-bound**
define necessary behaviors for achieving objectives
Benefits of Establishing Goals, Objectives, & Action Steps

- **Provides** a road map
- **Generates** creative ideas
- **Creates** a working vision for you and your staff
- **Stimulates** systematic thinking and approaches
- **Motivates** us toward achievement
- **Offers** a method for providing rewards & incentives
6 Goal Setting Steps to Create a Professional Development Plan

1) Base professional development goals, objectives, and action steps on the needs of organization, staff and customers

2) Put goals in writing

3) Create specific training plans for:

   Faculty & Staff (in-house and external)

   Department Heads, Deans & higher level administrators (in-house)
4) Design an implementation schedule

5) Test the Plan

6) Reassess, evaluate and refine plan
4 SIGNIFICANT BENEFITS OF A PROFESSIONAL DEVELOPMENT PLAN:

• Increases knowledge and enhances staff skills
• Helps to retain valued employees
• Builds staff confidence and competence
• Refocuses and re-energizes staff to increase productivity
PROFESSIONAL DEVELOPMENT AUDIT
(Assessing Current Efforts)

Please enter the appropriate number by each item below:
Yes=3  Somewhat/Sometimes =2  No=1

(  ) 1 ) Am I aware of, and conversant about, my organization's mission statement and long range goals?

(  ) 2 ) Am I committed to my organization's mission, goals and objectives, and the role my office plays in their fulfillment?

(  ) 3 ) Do I have written goals and objectives that help me and my staff acquire needed (and desired) professional development training?
( ) 4) Am I willing to commit time to establish annual professional development goals and objectives?

( ) 5) Are annual professional goals and objectives established with the assistance of staff and in consultation with our customers and my supervisor?

( ) 6) Is my supervisor supportive of professional development for staff, customers, and me?

( ) 7) Will existing professional development goals and objectives result in new learning and enhanced skill development for my staff, customers, and me?
8) Are our professional development goals and objectives based on the needs of staff and our customers?

9) Is the professional development of my staff and our customers as important to me as my own?

10) Does the “entire” staff support the professional development goals and objectives of the office?

Total Score ( )
Professional Development Audit Scoring:

24 to 30
You have an effective plan that works. Keep up your fine work! Focus on how you can make your best even BETTER!

16 to 23
You have a professional development plan, but it seems to need some work. Consider concentrating on areas that need attention.

15 and below
You know what you need to do. Consider dedicating time to planning a professional development program for immediate implementation, monitoring, and reassessment. We "especially" welcome YOU to today's session!
How do I determine how to establish professional development goals and objectives for staff, customers, and myself?

1) Where are staff gaps in knowledge and skills?

2) What trends do I observe, or that staff report, that could benefit from improvement?

3) What new areas of needed knowledge and skills can I identify from readings in professional journals and periodicals?

4) What issues are being addressed on the RA's Listserve, at NCURA, and other professional organizations’ training plans?
On a scale of 1-10 (10 being the highest priority score), please respond to the following:

1. Given the myriad tasks for which I am responsible, how important is professional development?
   1 2 3 4 5 6 7 8 9 10

Rationale for rating:

2. What percentage of time does staff devote to professional development activities e.g., monthly?
   1 hr 2 hrs 3 hrs 4 hrs 5 hrs 6 hrs 7 hrs 8 hrs 9 hrs 10 hrs

Rationale for rating:

3. Ideally, how much time would I like to commit to professional development per month?
   1 hr 2 hrs 3 hrs 4 hrs 5 hrs 6 hrs 7 hrs 8 hrs 9 hrs 10 hrs

Rationale for rating:
Promoting Employee Success

Through

Road Mapping
Purpose:

A mechanism which links:

- University goals and objectives
- Departmental goals and objectives
- Individual goals and objectives

= Improved job satisfaction through self assessment
8 Points for Conducting Successful Employee Performance Assessment/Road Mapping Meetings

1) Discuss road mapping as a professional development opportunity

2) Detail purpose and benefits

3) Distribute paperwork

4) Allow staff at least 2 weeks to complete the task

5) Review the completed information prior to scheduling a one-on-one meeting with the employee
8 Points for Conducting Successful Road Mapping Meetings

6) At the scheduled meetings:
   
   ...express your interest via your smile, eye contact, and LISTENING
   
   ...demonstrate your interest through your questions and feedback
   
   ...be sensitive to staff's opinions and feelings
   
   ...express your views positively and constructively
   
   ...allow your humor to show

7) Follow up with scheduled “progress” meetings

8) Assess results formatively and summatively
Sample Tool #2: Sample Employee Assessment Questions

1) What is your understanding of how our departmental goals and objectives fit into the broader institutional goals and objectives?

2) What barriers or challenges do you anticipate in assisting the department achieve its goals and objectives?

3) What major accomplishments do you plan to achieve to help the department meet its goals and objectives?

4) How can you feel more empowered in your position?
Sample Tool #2: Sample Employee Assessment Questions Continued...

5) What can be done to make this a more satisfying and happier work environment for you?

6) If there are aspects of your position that you could change, what would they be? (What specific changes can you suggest?)

7) Please list and discuss 1-3 personal goals and related objectives that YOU plan to achieve in the current/coming year.

8) What can I, as your supervisor, do to support you in meeting your personal & professional development goals?

9) State any personal goals you have achieved in the previous year, which will contribute to your professional development in the workplace.
Sample Tool #3: EMPLOYEE PROFESSIONAL DEVELOPMENT PLAN (PDP)

Department:

Employee Name and Title:

Supervisor:

1. Based on the department's goals and objectives, please list your professional development goals and objectives.

2. Training and Development Plan
   (Please list specific training classes, courses, or other activities that will support you in meeting your professional development goals and objectives.)

Employee Signature: Date

Supervisor Signature: Date
Sample Tool #4: EMPLOYEE PERFORMANCE ACTIVITY SHEET

For each performance development activity, please document your participation and application to your job as follows:

Section I
Activity Date # of hrs

Section II
List any new information, ideas, concepts or tools that you will apply, or have applied, to your job as a result of this/these new learning experience(s).
Section III
Describe what you have learned as a result of this/these learning experience(s) and how others (please specify) can benefit.

Employee comments:

Supervisor comments:

Employee Signature: Date
Supervisor Signature: Date
<table>
<thead>
<tr>
<th>Goals/Obj(s)</th>
<th>Needed Resources</th>
<th>Obstacles/Challenges</th>
<th>Corrective Action(s)</th>
<th>Action Steps</th>
<th>Timetable</th>
<th>Costs</th>
<th>Anticipated Results</th>
<th>Responsible Person</th>
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Sample Tool #5: GETTING STARTED...A PROFESSIONAL DEVELOPMENT PLANNING TOOL
Further Instructions:

1. Within the next 5 minutes, brainstorm and list all of the obstacles that prevent you from acquiring needed professional development

2. Compare brainstorming activity findings; list them on a flip chart

3. Prioritize the listing

4. Devise strategies to overcome prioritized obstacles, barriers, or special challenges

5. Use the Professional Development Planning (PDP) Tool to help
1) Schedule specific time to devote to the task of professional development goal setting and STICK TO IT! 
(Use sample Individual Development Tool (IDT))

2) Seek commitment for professional development goal setting from staff and supervisor.

3) Clearly communicate the need and value of establishing professional development goals.

4) Establish a timetable to complete the task.

5) Seek staff input in developing goals, objectives, and action steps.
An Overview for Getting Started...

6) Explore new ideas; everyone's contribution is important!

7) Address conflicts fairly.

8) Before devising your PDP, seek input from others in your work environment.

9) Be flexible and adaptable.

10) Enjoy this important team building process by maintaining a healthy sense of humor. Expect to Learn & LAUGH a lot!
Specific Example of Stanford’s Development Program

Compass Development Program =s Career Management for Stanford Staff (Partnership Model of Career Development at Stanford (see handout)

• Employee (Driver)
• Stanford (Provides Tools & Resources) staff development courses & classes, career snacks (lunchtime sessions), and online tools
• Manager/Supervisor (Coach) – supervisory programs
Career Development

- Discuss Roadmap of Career Management Process (handout)
- Self Assessment
- Career Exploration
- Self Promotion
- Goal Setting & Skill Development

(Discuss example)
