4d Toolkit 4.d
Employee development plan

Having conducted the 360-performance review, you are now in a position to establish how the employee can work towards development objectives. In the 360-performance review document, co-workers were asked to rank the employees from poor to outstanding in each of the competency areas, including problem solving, interpersonal, developing other staff, communication skills and sales skills.

The following steps should now be taken, using the following form:

Step 1:   *Collate these responses from 1-5 and get an average figure for the employee in each area. To obtain the average simply add all the scores in each category and then divide this by the number of responses.*

Step 2:   *Fill in the average score that the employee received against each of the competency areas in the left-hand column.*

Step 3:   *Work with the employee to review their responses*

Step 4:   *Agree on the development targets and objectives.*

Both the employee and the owner or manager should use the following SMART objective setting checklist as a guide.

Specific: *Avoid vague goals such as "improve product knowledge." A more specific goal would be "Attend three external product lectures and present the key facts from these lectures at a team meeting."*

Measurable: *For example "increase sales of men's watches by 10 percent on last year's figures."*

Agreed: *Goal should be mutually agreed to between manager and employee rather than imposed upon the employee. This helps to create ownership of the goal and thus increases the employee's motivation to achieve it.*

Realistic: *Targets should stretch employees but should not be unrealistic. When goals are clearly unachievable, many people will simply not bother to try.*

Time: *While many organisations run their performance management scheme on an annual basis, it is useful to incorporate regular updates to ensure that employees stay on track.*

Name of employee:			

COMPETENCY AREAS AND AVERAGE SCORES	Development Objectives (SMART)	Desired score for next review From 1 (poor) to 5 (outstanding)	Target date to achieve objective
PROBLEM SOLVING Current average score:			
PROBLEM SOLVING Current average score:			
PROBLEM SOLVING Current average score:			
PROBLEM SOLVING Current average score:			
PROBLEM SOLVING Current average score:			
Agreed by (appraiser's name):		Date of next appraisal:	

Once this process has been completed for the first time, subsequent evaluations should also incorporate analysis of the employee's performance against the goals agreed at the previous appraisal.

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