



Purpose and Scope

The employee satisfaction and engagement initiative focuses on areas resulting from an analysis of employee responses to the Department and Office of Personnel Management employee survey questionnaires, as well as employee engagement literature research. An analysis of employee survey responses indicates a need to market and provide more understandable information on employee development.

Accordingly, you will see new manager tools and information sheets available for employee use. Literature research further indicates that managers directly influence employee engagement and drive high performance by providing clear performance expectations and fair and accurate feedback, ensuring open lines of internal communication and supporting employee career development goals.



Training and Development Questions and Answers for Employees

Q: How can I learn about developmental opportunities?

A: *Your developmental needs should be a regular topic of discussion between you and your supervisor. Announcements of agency-supported programs are usually provided to supervisors and employees by the HRD office, which also maintains information on interagency and nongovernment training programs.*

Q: My agency does not have a HRD officer. Who is responsible for training?

A: *Since human resource development is basically a supervisory responsibility, your supervisor should be able to provide you with the necessary guidance on training matters or be able to refer you to appropriate sources.*

Q: What are some learning programs generally made available by agencies to their employees?

A: *There are a wide variety of basic education, skills development, and career enhancement programs tailored to agency needs and resources. Some of these are adult basic education programs; the Veterans Readjustment Appointments Program apprenticeships and internships.*

Source List:

OPM Website

<http://www.opm.gov/hrd/lead/policy/fea-00.asp>

For more information on Employee Satisfaction and Engagement, please visit:

www.cpms.osd.mil/worklife

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Productivity begins with Employee Engagement.

Employee Development

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Employee Satisfaction and Engagement

Productivity begins with Employee Engagement.



10 Tips for Employee Development

Demonstrate a Credible Commitment to Employee Development

Supervisors, managers and employees should work together to develop training plans for an organization's and employee's success. The development of on-the-job training opportunities and providing employees with the time and resources to receive training required for their current and subsequent positions is essential for employee development. A database for online training, research, and self development encourages employee participation in organizational training efforts.

The overall objectives of training opportunities for employees is to increase the skill set of every employee. Employee development provides great results and increases productivity.



- 1. Create a Culture of Learning**
Encourage employees to update their skills. Stay positive and proactive when employees are learning new job skills. Support your employees' efforts by providing the necessary resources and subject matter experts to assist during the learning process.
- 2. View Training as an Investment**
Employees are our most valuable resource. View training as a long a term investment in your organization's overall growth and development. When employees are confident in their skills they are more likely to participate in knowledge sharing and mentoring.
- 3. Provide useful tools**
Provide training and educational information that will promote employee advancement and promotions. Work with other managers to develop stretch assignments that will assist employees in meeting career goals.
- 4. Set up regular one on one meetings to discuss employees professional and educational goals**
Meet with individual employees regularly to track progress on skill development and goal achievements. Answer questions about job training requirements and provide different training sources.
- 5. Acknowledge employees' accomplishment during staff meetings**
Increase employees' morale by announcing training, educational achievements, and completed developmental assignments. This will provide motivation for the other employees to succeed.
- 6. Match tasks with talent**
Aim for employee development by giving employees confidence in what they do best. Have employees complete tasks by correlating tasks with their talents so that each employee is utilizing their strongest skills.
- 7. Developmental Assignments**
Provide employees with developmental work assignments designed to provide exposure to different leadership/managerial experiences and perspectives. Allow employees to shadow leaders or managers and schedule interviews with high level organizational leaders.
- 8. Distance Learning**
Offer employees training through CD-Roms, the Internet, video-teleconferences or textbooks so that employees can easily have access to training resources and complete training courses at their own pace.
- 9. Individual Development Plan**
Assist employees with preparing a written development plan to be used as a roadmap for career development. Make a list of specific objectives that will enhance skills and specific goals for meeting those objectives
- 10. Team Projects**
Assign employees to teams that are designed to strengthen leadership and interpersonal skills and to stimulate a commitment to personal development. Team projects should be related to specific educational goals that will provide experiences in working through challenging assignments.

Employee development maximizes your communication with your organization and creating an effective strategy to achieve your goals.