
Tips for Managers | Ideas from Human Resources

2009-August

Developing Your Employees

(These guidelines supplant the annual “performance review” process.)

Key Concepts:

- Each manager has the responsibility to develop his/her employees.
- Crucial to developing employees is *talking with them* (this includes goal-setting, giving assignments, giving and receiving feedback, following-up, etc.).
- You should facilitate a regular meeting with each employee you supervise (i.e. a “one-on-one” meeting). These meetings could be formal or informal, the purpose being to give an employee the opportunity to report on his/her responsibilities and assignments and give you, the manager, the opportunity to listen, teach, correct, inspire, and motivate.
- Employee development is most effective in an *environment of trust*. Thus, it is imperative that a manager becomes a confidant (not a “buddy”) to the people he/she supervises. This entails loving and serving your employees, keeping confidences, abstaining from gossip and back-biting, being patient, and being fair and generous to all employees.
- When necessary, administer corrective action (see the discipline and discharge policy for administrators and staff at http://www.byui.edu/policies/policy2_5c.htm).

Action Items:

- A. Have meaningful “one-on-one” meetings (formal or informal) with direct reports on a regular basis. Items to consider:
 - Review the employee’s goals and assignments.
 - Provide feedback on goals and assignments.
 - Provide feedback on the employee’s performance.
 - Discuss the employee’s career development (i.e. seminars, classes, degrees, etc.).
 - Communicate work expectations.
 - Address concerns.
 - Solve problems.
 - Teach, train, inspire, and motivate.
 - Ask for feedback or suggestions.
 - Listen.
- B. Hold meaningful staff meetings on a regular basis.
 - Use staff meetings to solve problems; to exchange meaningful information; and to teach, train, and inspire – not simply as a means of coordination.
 - Use staff meetings to teach employees concepts from key university addresses – addresses which outline the vision and expectations for BYU-Idaho. (See the KEY ADDRESSES section of “The Spirit of Ricks (Training Manual),” located on the internet at <http://www.byui.edu/hr/spiritofricks.htm>).
 - Use these key addresses to develop individual and departmental goals.
- C. Hold regular retreats (for goal-setting, team building, socializing, etc.)
- D. Spend time on a regular basis developing your own management skills.